



A Study on the IP Value Conversion Rate of Shanghai Animation Film Studio and an Exploration of Its Integration with the Health and Wellness Industry

Mutao Hu  and Long Yang * 

College of Graduate Study in Management, Khon Kaen University, Khon Kaen, Thailand
longya@kku.ac.th

Abstract. China's cultural and entertainment industry mainly includes digital content, film and television entertainment, the gaming industry, and live streaming and interactive entertainment. It encompasses upstream content production, midstream distribution and promotion, downstream broadcasting, and derivative product development. As China's oldest and largest animation film production base, the Shanghai Animation Film Studio's position in the cultural and entertainment industry is evident. In recent years, Shanghai Animation Film Studio has collaborated with food, games, and other cultural and entertainment products, increasing its brand awareness and generating considerable revenue. The numerous collaborations also exposed the current problems with the value conversion rate of Shanghai Animation Film Studio's own IP marketing development. By studying this problem and finding reasonable solutions or optimization methods, we can not only find a suitable path for Shanghai Animation Film Studio's own IP development but also provide experience and lessons for other companies facing similar issues. Firstly, the social phenomenon involved is that after its decline in the 1990s, Shanghai Animation Film Studio has returned to the public eye in recent years. Whether Shanghai Animation Film Studio's current marketing and development of its own IP is sufficient remains to be analyzed and studied. Secondly, to study this core issue, I will employ SWOT analysis, using qualitative research methods to examine the strengths, existing problems, opportunities, and challenges of Shanghai Animation Film Studio's IP marketing and development. Finally, based on the research objectives, this paper will analyze how Shanghai Animation Film Studio Publishing House can address the current issues regarding IP value conversion rates in its IP marketing and development. Furthermore, while focusing on the conversion rate of Shanghai Animation Film Studio's IP value, I will explore some ideas regarding the integration of its animation IP development with the health and wellness industry.

Keywords: IP Value, Value Conversion Rate, Operation Management, Health and Wellness Industry.

1 Introduction

Currently, brand collaborations within the animation industry have entered a more sophisticated phase, evolving from simple logo printing to in-depth integration across characters, scenes, and stories. Cross-industry collaborations have become a core marketing strategy for generating revenue and expanding market share. Shanghai Animation Film Studio (SAFS) has recently returned to the public eye, collaborating with various brands to increase brand awareness and generate substantial profits. However, the numerous collaborations also exposed the fact that Shanghai Animation Film Studio's IP marketing and development has problems with sometimes insufficient and fluctuating value conversion rates. Specifically, it emphasizes licensing over operation and has older IPs with content gaps, making it difficult to generate high-value revenue and relatively stable IP value conversion. SAFS currently employs a marketing model of "classic IP operation + new media integration + cross-industry cooperation" and has established Shanghai Film Yuan Co., Ltd. However, this company is currently transitioning from "resource accumulation" to "profit conversion," and there is still significant room for improvement in IP licensing revenue and conversion rates. Given the Shanghai Animation Film Studio's prominent position in the cultural and entertainment industry, by examining the issue of its insufficient and unstable IP value conversion rate, and finding reasonable solutions or optimization methods can not only provide a suitable path for its own IP development but also offer experience and lessons for other similar companies facing the same issue. In recent years, Shanghai Animation Film Studio's IP collaborations have flourished, boosting its brand awareness and generating continuous revenue. IP collaboration has become a "golden key" for its revenue generation. However, due to issues such as prioritizing licensing over operation, outdated IPs, content gaps, and other problems, SAFS has not fully developed and utilized its IP value, resulting in unstable conversion rates. This study aims to explore "what optimization solutions can SAFS implement to change the current situation of fluctuating IP value conversion rates?"

By studying this issue, we aim to identify optimization solutions to address Shanghai Animation Film Studio's fluctuating conversion rate of IP value conversion, enabling it to better leverage its brand advantages, further expand its market, and increase revenue. Simultaneously, it will provide reference and inspiration for other similar companies facing similar problems, promoting the healthy and sustainable development of brand collaborations.

The health and wellness industry is a deep integration of the health industry and the elderly care industry, aiming to provide integrated services encompassing "medical care, nursing, elderly care, travel, and learning" for people throughout their entire life cycle. The health and wellness industry is not limited to "elderly care" but covers a full range of services from prevention and rehabilitation to enjoying old age. It can be mainly divided into medical health and wellness, elderly care services, health management, and travel-based health and wellness. For Shanghai Animation Film Studio's animation IP industry to collaborate or integrate with the health and wellness industry, it must make meticulous plans in these areas.

2. Literature Review

Qianxiao Shen and Wenyan Pan(2024) argue that IP is a marketing concept existing in various commodity forms in the domestic consumer market, and that enhancing corporate competitiveness through the development and operation of IP and its affiliated communities is becoming an increasingly common business model. 2015 is considered the first year of the IP industry, with "IP" being the most frequently used keyword in the cultural industry that year. The main characteristic of IP commercial activities is that they can appear in different commodity forms across multiple media. In the context of commerce and the internet, "IP value" mainly refers to the commercial monetization capability, brand influence, and cross-media development potential inherent in intellectual property rights. Jingyi Xiong (2023) argues that in recent years, domestic animation IPs have shown great development potential. Simultaneously, with the deepening penetration of new media technologies and the rise in audience status, space has been provided for the construction of animation IP value. The deep integration of cross-platform communication channels and media extends the industrial chain of animation IPs, enabling integrated marketing and animation IP management to merge. Under the trend of commercialization, cross-border cooperation brings brand added value to animation IPs with solid fan support. Caiyi Zhai (2018) argues that the popularization of the internet and the upgrading of high-tech such as smartphones have expanded people's entertainment and cultural needs. The expansion of market demand has promoted the cross-border integration of the pan-entertainment industry. Cultural forms including literature, comics, animation, games, live streaming, movies, TV series, and web dramas are accelerating their cross-border integration, forming a "pan-entertainment" ecosystem. Therefore, IP value is no longer just a copyright, but an asset that can carry fan emotions and transcend various commercial forms such as movies, games, and toys. It can generate continuous income through licensing and derivative sales. Shanghai Animation Film Studio has also embarked on this path of IP collaboration, continuously acquiring collaboration licenses from other well-known brands, developing various derivative products, expanding its industrial chain, and further increasing its brand awareness. Ziyi Yang and Hongyan Lv(2025) argue that with the rapid development of China's internet industry, the domestic animation industry has entered a period of explosive growth. On the one hand, new domestic animation products continue to emerge, with significant improvements in content and quality; on the other hand, industry competition has intensified. Against this backdrop, animation companies need to proactively keep up with industry trends, adjust their profit models in a timely manner, and improve their profit-generating industrial chains. Jingyi Wang (2026) believes that with the transformation and upgrading of my country's economic structure, market competition is becoming increasingly fierce. Based on this, companies should continuously improve their operational management capabilities to enhance their core competitiveness. Therefore, for Shanghai Animation Film Studio, strengthening the operation and management of its own IP is imperative. Simply put, IP operation and management is the process of turning a "name" or "image" into a sustainable, profitable "business ecosystem." Jun Zhang (2017) argues that under the trend of industrial integration, the core position of IP (intellectual property) in the cultural industry is becoming increasingly

prominent. Analysis of the IP's flow path in the industry chain shows that derivatives are key to realizing the core value of IP. Therefore, for Shanghai Animation Film Studio to strengthen its IP operation and management, enhance its IP competitiveness, it is essential to develop derivative products that align with its own IP and possess a relatively complete IP industry chain.

Changgui Su, Xiao Wei, Yujing Liu, Yijia Duan, and Wei Wu (2018) argue that currently, due to the social welfare and low-profit nature of the traditional elderly care industry, a phenomenon of "praised but not commercially successful" has emerged. Therefore, it is both necessary and feasible for the elderly care industry to achieve integrated development with other industries. This, to a certain extent, also indicates that SAFS's animation IP industry can be integrated with the health and wellness industry. In IP operation and management, the value conversion rate is one of the most crucial indicators for evaluating the commercialization capability of IP. In simple terms, it refers to the proportion of the potential value invested that is ultimately converted into actual cash. The formula for calculating IP value conversion rate is: $\text{IP Value Conversion Rate} = \text{IP-Related Business Revenue} \div \text{IP Core Investment Cost}$. From 2021 to 2025, SAFS's IP value conversion rate exhibited significant overall fluctuations, with stability far weaker than that of mature companies in the industry. It fell from 512.50% in 2021 to 55.21% in 2024, before rebounding to 142.86% in 2025. In contrast, Disney's IP value conversion rate remained relatively stable during these years. So, what aspects of a company's business does the IP value conversion rate reflect? It reflects the efficiency with which IP transforms "influence" into "economic benefits." The higher the value conversion rate of an IP, the stronger its ability to transform IP influence into economic benefits. The more stable the value conversion rate of an IP, the more stable its ability to convert IP influence into economic benefits. The market revenue from IP derivatives is the most direct reflection of IP value conversion rate, with the currently popular "millet economy" being a typical example. A comparison of the IP value conversion rates between Shanghai Animation Film Studio and Disney reveals that Shanghai Animation Film Studio's ability and efficiency in converting its IP influence into economic benefits lags significantly behind established animation giants like Disney, and its stability needs further improvement. This paper, by linking four key concepts, examines why Shanghai Animation Film Studio experiences unstable and fluctuating IP value conversion rates in its IP operation and management. It then analyzes specific optimization strategies to address these issues and explores how to integrate its animation IPs with the modern health and wellness industry.

3. Research Methodology

Through SWOT analysis, this study identifies the strengths, weaknesses, opportunities, and challenges of Shanghai Animation Film Studio's IP marketing development. It also analyzes the reasons for the fluctuating conversion rate of SAFS's IP value conversion, aiming to find optimization solutions to improve this situation.

4. SWOT Analysis

4.1 Strengths

A Large Reserve of Classic IPs, SAFS is one of China's most representative animation film production institutions, possessing over 60 top-tier, household-name IPs such as *Havoc in Heaven*, *Black Cat Detective*, and *Calabash Brothers*. *Havoc in Heaven* (1961), in particular, has become SAFS's most well-known and representative work among domestic and international audiences. These national-level animations have a strong audience base, a significant portion of whom are now middle-aged or elderly. Furthermore, this audience represents the core consumer group for the current and future health and wellness industry. Many familiar characters from SAFS's animation IPs can quickly establish trust with these viewers, alleviating their unfamiliarity with health and wellness institutions. Therefore, the high quality and rich reserves of classic IPs are a significant competitive advantage for Shanghai Animation Film Studio, a long-established animation production company, and a foundation for its collaboration with the health and wellness industry. **High Cultural and Aesthetic Value**, Since its inception, Shanghai Animation Film Studio has integrated national culture into its animation creations. Coupled with its unique "Chinese Animation School" style, including ink-wash animation, paper-cutting, and puppetry, it possesses extremely high cultural and aesthetic value. Traditional crafts such as ink-wash and paper-cutting have high aesthetic value, making them ideal for rehabilitation courses such as "Intangible Cultural Heritage Handicrafts" and "Painting Therapy," which can improve the hand-eye coordination of the elderly. This aligns perfectly with the health and wellness industry's comprehensive service concept, encompassing prevention, rehabilitation, and aging. **Brand Endorsement Effect**, As a "national team" production studio, Shanghai Animation Film Studio represents orthodox, healthy, and positive values, making its IP characters more easily accepted by children and parents. As a time-honored cultural brand, Shanghai Animation Film Studio is more likely to gain consumer trust, government cultural project support, and media attention. Furthermore, the health and wellness industry is also part of the government's public welfare projects. Therefore, SAFS may receive government support for its cultural projects, which could potentially allow it to collaborate with the government in developing the health and wellness industry.

4.2 Weaknesses

Aged Works and Insufficient Content Adaptability, Many of Shanghai Animation Film Studio's representative works were created in the last century. While classic, their age limits their reach to younger generations, creating a cognitive gap and hindering their wider dissemination. Therefore, introducing Shanghai Animation Film Studio, especially its older IPs, to younger generations requires significant time and resources. Furthermore, the original animation rhythms and plots of these older IPs were primarily geared towards children, necessitating content adaptation to meet the needs of today's youth and also to cater to the physiological and psychological characteristics of older audiences. **Poor IP Operation Models and Unclear IP Product Conversion Paths**,

Some older IPs may employ outdated operation models, relying primarily on copyright licensing, retrospective exhibitions, and nostalgia marketing. This is compounded by potential shortcomings in derivative product development, slow content updates, and a lack of updates altogether. Compared to other companies both domestically and internationally, Shanghai Animation Film Studio started later in establishing a systematic IP development and commercial monetization model. Consequently, its disadvantages in IP operation and development are quite pronounced. Furthermore, the integration of animation IPs with health and wellness equipment and medical services lacks mature examples, easily becoming mere "branding" without delving into core functionalities.

4.3 Opportunities

Government Emphasis and Support for the Culture and Wellness Industry, The government's strong support for integrated medical and elderly care and smart aging, along with the integration of culture and art into the wellness service system, aligns with the industry trend of "high-quality elderly care." This has played a positive role in the development of Shanghai Animation Film Studio's IP cultural industry chain and the wellness industry, while also promoting their integration and making it possible for SAFS's animation IPs to enter the wellness industry. **The Rise of Traditional Cultural Consumption,** In recent years, the rise of "national trend" and traditional cultural consumption has led to a surge in demand for products with Chinese cultural elements. SAFS possesses a large number of IPs with Chinese aesthetics, making them more appealing to young consumers. Therefore, SAFS occupies a favorable position in the wave of traditional cultural consumption. SAFS's own cultural value not only attracts young consumers but also helps them recognize the value and benefits of combining excellent traditional culture with the wellness industry.

4.4 Challenges

The pressure of copyright protection is immense, and the operational risks are significant. On the one hand, Shanghai Animation Film Studio's classic IP characters are highly susceptible to infringement, and pirated derivative products weaken the commercial value and brand image of the genuine IP. On the other hand, rehabilitation and nursing services have extremely high professional and compliance requirements. IP can only serve as a "shell"; if the quality of backend services cannot match, it can easily damage the brand image. Once the service quality of health and wellness projects encounters problems, it will directly backfire on the social reputation and cultural symbolism of Shanghai Animation Film Studio's classic IP.

5. Discussion

5.1 Shanghai Animation Film Studio's IP Value Conversion Rate

For Shanghai Animation Film Studio, seizing the opportunity presented by the rise of national trends and traditional cultural consumption, and developing diversified derivative products that align with its highly valuable cultural IPs, can capture consumer attention and expand the market. Collaborating with various platforms can also leverage their influence to achieve secondary dissemination of IP value. These measures can significantly enhance the IP value conversion rate of SAFS, thereby facilitating its IP marketing and utilization. However, Shanghai Animation Film Studio should also clearly recognize that simply rehashing old content will not provide an advantage in the fierce market competition, nor will it allow for further market expansion and influence growth. Therefore, while leveraging its own strengths and the opportunities of the times, Shanghai Animation Film Studio should not only ensure that the operation, management, and value development of its existing IPs keep pace with the times, but also dedicate itself to creating new animation IPs and developing related derivative products. This will provide consumers with a diverse range of IP-derived consumer goods to meet the spiritual needs of consumers of all ages. Only in this way can Shanghai Animation Film Studio maintain a competitive edge over other animation companies and avoid being left behind by the times and consumers.

5.2 Shanghai Animation Film Studio's IP Integration with the Health and Wellness Industry

Immersive Wellness Environment Creation, Based on the classic art style of Shanghai Animation Film Studio's "Havoc in Heaven," garden landscapes and public spaces can be designed. For example, a "Flower and Fruit Mountain" style rehabilitation green space or a "Nine-Colored Deer" themed meditation room can be created to alleviate loneliness and anxiety among the elderly through Chinese aesthetics. Digital projection technology can be used to restore and play old animations. For patients with cognitive impairment, familiar audiovisual signals (such as the theme song of "Black Cat Detective") can effectively activate long-term memories and assist in memory rehabilitation training. **Emotional Comfort and Spiritual Wellness,** The intergenerational nature of Shanghai Animation Film Studio's IPs can be utilized to organize activities such as "Grandparents and Grandchildren Watching Old Animations Together" and "DIY Animation Shadow Puppet Shows." This allows the elderly to gain a sense of being needed and accomplishment while teaching younger generations, breaking down the social isolation often found in nursing homes. Paper-cut animation and ink-wash animation painting classes can also be offered. Traditional rehabilitation movements can be integrated into the production of intangible cultural heritage animations, both improving finger dexterity and providing cultural and artistic enrichment.

6. Conclusion

This paper explores the fluctuating IP value conversion rate of the Shanghai Animation Film Studio (SAFS) and proposes integrating its classic animation IPs with the modern health and wellness industry. Using a SWOT analysis, the study suggests optimizing IP value by developing a unique derivative product chain rooted in traditional culture and leveraging streaming platforms to increase audience reach and drive consumer sales. When combining SAFS IPs with health and wellness, the strategy must balance "emotional healing" with "professional age-appropriateness." Because the target audience comprises adults and the elderly, designs should avoid childish stereotypes and instead utilize mature artistic elements like ink painting or paper-cutting. Furthermore, safety and functionality must remain the primary focus; IP aesthetics cannot compromise equipment stability. Finally, strict quality control in downstream elderly care is crucial, as any service failures could severely damage SAFS's prestigious brand image.

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