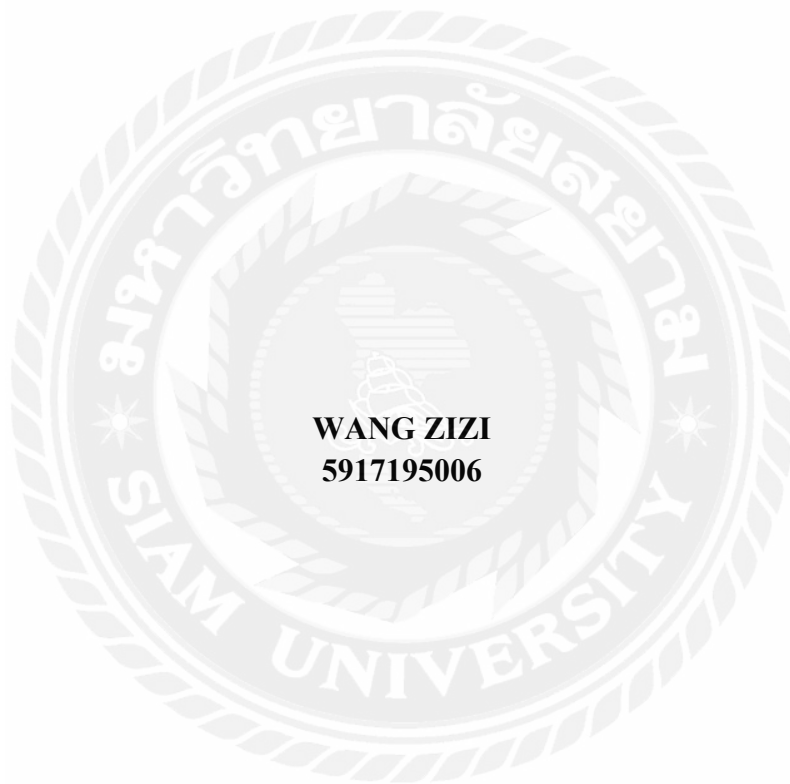




**THE STUDY OF TRANS-CULTURE MANAGEMENT WITH BRAND BUSINESS
MODEL-- TAKE THE DISNEY THEME PARK AS THE EXAMPLE**



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2018**



**THE STUDY OF TRANS-CULTURE MANAGEMENT WITH BRAND BUSINESS
MODEL—TAKE THE DISNEY THEME PARK AS THE EXAMPLE**

**THEMATIC CERTIFICATE
To
WANG ZIZI**

This independent study has been approved as a partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

Advisor: *Chi, Ching-fang* Date: *2018, 6, 18*
(Assistant Professor Ching-Fang Chi)

Jomphong Mongkhonvanit
.....
(Associate Professor Dr. Jomphong Mongkhonvanit)
Acting Dean, Graduate School of Business Administration
Date: *2018, 6, 18*
Siam University, Bangkok, Thailand

**THE STUDY OF TRANS-CULTURE MANAGEMENT WITH BRAND
BUSINESS MODEL-- TAKE THE DISNEY THEME PARK AS THE EXAMPLE**

ABSTRACT

Title: **The Study of Trans-Culture Management with Brand Business
Model—Take the Disney Theme Park as the Example**
By: WANG ZIZI
Degree: Master of Business Administration
Major: Business Administration

Advisor: *Chiu Ching-fang*
(Assistant Professor Ching-Fang Chi)

..... *2018 6 18*
.....

The Walt Disney Company's brand management had already formed a set integrated and mature system after near hundred-year development. Meanwhile, TWDC to use its own brand effect unceasingly to the overseas market expansion which has to build a Disney theme park in Japan, Tokyo, Paris, Hong Kong, Shanghai successively. There is no denying that the overseas market brings the economic interest continuously to Disney, however, at the same time it also let TWDC face with a series of questions. And the most obvious is the Trans-Culture conflict question which the overseas market faced. Along with Shanghai Disneyland's beginning, public interest in Shanghai Disneyland has gradually increased. This paper will analyze the whole world state of operation, experience and lesson of Disney to obtain a comprehensive and objective management development strategy of Shanghai Disneyland.

Keywords: Disneyland, Theme Park, Brand Management

摘要

题目： 品牌经营模式下的跨文化管理研究——以迪士尼主题公园为例

作者： 王孜孜

学位： 工商管理硕士

专业： 工商管理

导师：

Chi, Ching-fang

(指导教授 曲静芳)

2018 / 6 / 18

迪士尼公司经过近百年的发展, 它的品牌管理已经形成了一套完整而成熟的体系, 迪士尼公司利用自身的品牌效应不断地向海外市场扩张, 先后在日本东京、巴黎、香港、上海建设迪士尼主题公园。海外市场给迪士尼带来源源不断的经济利益的同时也让迪士尼公司面临一系列的问题, 其中最为明显的就是海外市场面对的跨文化冲突的问题。随着上海迪士尼乐园的开幕, 公众对有关上海迪士尼公园的关注度逐渐升高。本文将通过分析迪斯尼全球经营状况以及经验和教训, 得到上海迪士尼公园比较全面和客观的经营发展策略。

关键词： 迪士尼乐园，主题公园，品牌管理



ACKNOWLEDGMENTS

Light and shade come in swift alternation; Days and months flash by as quickly as a weaver's shuttle.; Light travels like an arrow, and time like a shuttle. It has been two years since I entered the University of Siam, which also means that my graduate study life is coming to an end. Memories of the past, an international student left the home country to a strange place to live and study, I not only experienced countless hardships and loneliness, but also experienced a lot of happiness and warmth. I have not been accustomed to Thai life for a long time, but now I feel that this has become my second family. Two years of student life is coming to an end, I have a lot of thanks to express.

First of all, to my instructor Ching-Fang Chi show respect and thanks, from the topic of the thesis, to finalize the final draft process, are all in the teacher completed, I really appreciate her patience and meticulous guidance, as well as my work has full confidence.

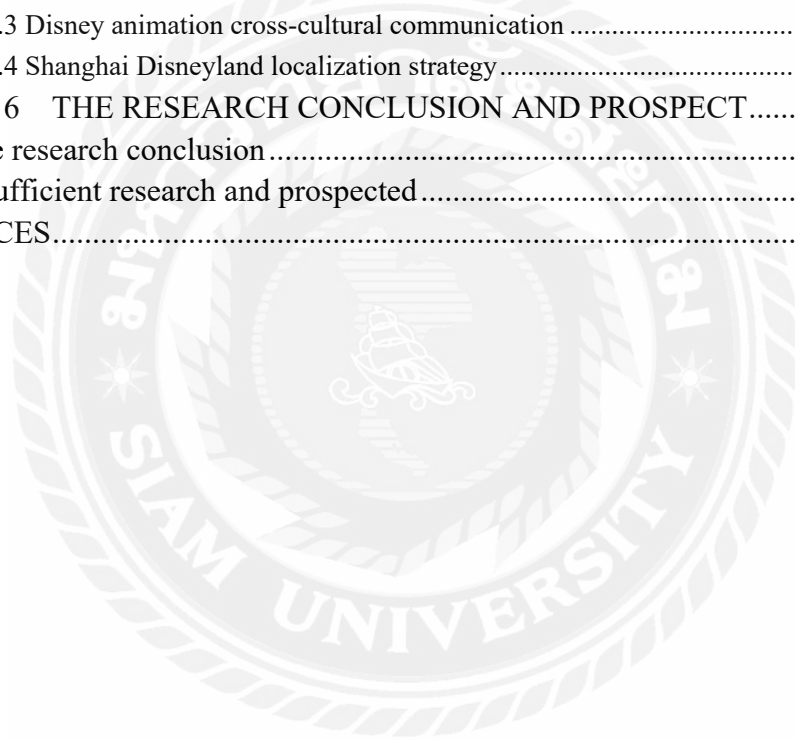
Secondly, I would like to thank all the teachers for their professional advice and meticulous guidance on this paper. I would also like to thank the other teachers of the school of Business Administration, in the course of the class; the teachers of our students have sufficient care and understanding. In addition, from the beginning of the elective course, the middle of the class, until the final revision of the paper, all the process, I would also like to thank the students to give me a lot of help, because with your help, the whole just went more smoothly.

Next, I would like to thank the international branch of the University of Siam for giving me one of the most advantageous opportunities in my life, allowing me to spend two years in a school with excellent teachers and a strong learning atmosphere. Finally, I thank the foreign students, because you spent together, we came to different countries, speak different languages, we help each other, encourage each other, you let me two years of study life happier, more meaningful. In addition, thank my family for all my support; let me achieve today's achievement.

CONTENTS

ABSTRACT	i
ABSTRACT-CHINESE	ii
ACKNOWLEDGMENTS	iii
CHAPTER 1	1
INTRODUCTION.....	1
1.1 Research background.....	1
1.2 Research purposes	2
1.3 The main content and structure	2
1.4 The research method	3
CHAPTER 2 THEORETICAL OVERVIEW.....	3
2.1 The basic theory of cross-cultural management.....	3
2.1.1 Basic theory	4
2.1.2 Cross-cultural management paradigm	5
2.2 Basic theory of brand management.....	7
2.2.1 Foreign scholars study on brand management mode.....	7
2.2.2 The Chinese scholars study on brand management mode	7
2.3 Basic theory of theme park	8
2.3.1 The connotation of theme park	8
2.3.2 The marketing pattern of theme park	8
CHAPTER 3 CURRENT SITUATION OF DISNEY	9
3.1 The profile of disney company	9
3.1.1 Disney's profile.....	9
3.1.2 Disney's historical and cultural background	10
3.2 Disney: paradise built in American culture.....	10
3.2.1 The first Disneyland in Los Angeles, USA	10
3.2.2 The success of American culture	11
3.2.3 Orlando Disney: The biggest dream Disney world	12
3.3 Tokyo Disney: first overseas Disneyland	12
3.4 Paris Disney: Disney world's setback	14
3.5 Hong Kong Disneyland: first Disneyland in China	15
3.6 Shanghai Disney: first Disneyland in mainland China	17
CHAPTER 4 ANALYSIS FRAMEWORK AND EMPIRICAL STUDY	18
4.1 Analysis framework	18
4.2 The empirical research	20
4.2.1 The characteristics of consumer culture	20
4.2.2 The way of Disney enters overseas markets.....	24
4.2.3 The combination of globalization and localization of the theme park	25
CHAPTER 5.....	29
SHANGHAI DISNEYLAND IN CROSS-CULTURAL MANAGEMENT PROBLEMS AND SOLUTIONS.....	29

5.1 The Chinese theme park industry environment analysis.....	29
5.1.1 Macro background analysis	29
5.1.2 Disney's business environment analysis in China	29
5.1.3 The micro background analysis	31
5.2 Cultural differences of China and the United States	31
5.2.1 The difference of traditional cultural	32
5.2.2 The difference of hierarchy concept	32
5.2.3 The differences of values.....	32
5.2.4 The difference of concept of time.....	33
5.2.5 The difference of ethics	33
5.3 Disney to Take the Mode of Operation in Shanghai.....	33
5.4 Shanghai Disneyland cross-cultural management solution of the problem	34
5.4.1 Cultures of China and the United States.....	34
5.4.2 Disney local strategies of cross-cultural communication	34
5.4.3 Disney animation cross-cultural communication	35
5.4.4 Shanghai Disneyland localization strategy	35
CHAPTER 6 THE RESEARCH CONCLUSION AND PROSPECT.....	36
6.1 The research conclusion.....	36
6.2 Insufficient research and prospected.....	37
REFERENCES.....	39



CHAPTER 1

INTRODUCTION

1.1 Research background

It manifests that between brand and trans-culture management under the process of transnational enterprise's product operation have promotion and connection relations. This paper carries on the analysis from the brand and trans-culture dimension. The brand management may strengthen trans-culture management, and trans-culture management may promote brand management construction to have the product to expand well to the global market. We may see through the example of Disney brand management that trans-culture management plays the very essential role in the brand management.

Brand management has always been an important field in marketing research. From my point of view, Brand is a very important tool in the enterprise emulation which intangible asset higher than the tangible value of the product. The Disney theme park is a model of brand operation combines with cross-cultural management which takes as a general sense of the theme park products. The brand business model is conducive to own brand image mold and the conformation of consumer to the product approval even loyalty. And the destination of this model is to achieve the target of double spending. Manages a good theme park, the brand management can help theme park full conformity and use the resource, form a better product development as well as the propagation effect, strengthen the influence of theme park's product and image that are the durable key why theme park can obtain the benign development.

More than 50 years ago Walt Disney revolutionized the concept of theme parks by creating Disneyland Anaheim in the American state of California. Today, the company thinks of theme parks as enchanting places that provide both children and adults with long-lasting "experiences of the heart", something very few businesses can actually boast of delivering. Based on this unique competitive advantage, which Disney prefers to call the "Disney Difference", the company decided to embark on the challenging project of exporting its theme parks abroad: first to Japan, then to France, and then back to Asia with the projects of Hong Kong and Shanghai. (Carlos, 2011)

Disney achieves remarkable success in the operation of Trans-Culture brand, then TWDC improves its operating conditions through a series of cultural adjustments. One of the reasons why Disney succeeds is the attitude to cultural differences and valid processing mode, which forms a commercial culture in the United States as the basic

essence. At the same time, Disney also absorbs the Trans-Culture marketing management system from host country culture. Refines the brand operation and the Trans-Culture management interactive relations from Disney's operation, its worth further research and analysis from the significance of Shanghai Disney as well as other enterprises' Trans-Culture management.

1.2 Research purposes

Along with the rapid development of China's economy and continuous improvement of people's living standard, the theme park already became one of the important place for people rest and recreation. Moreover, the domestic theme park market is also getting more and more active that result the market competition is getting more and more intense. The Walt Disney Company as a brand of the world's largest theme park of natural won't miss the opportunity to carve up the Chinese market for China is one of the great powers of rapid economic growth. So how to take advantage of its own brand and brand culture to grab more market shares in the Chinese market to achieve the higher result has already became the center of gravity which Disney will develop in the future.

Cross-cultural management is the key to obtain the success in the market competition. This article is the establishment in the Disney brand management foundation, and on the basis of cross-cultural problems in management which United States, Japan, Paris, Hong Kong Disneyland faces. The research is to analyze theme park, such as Disney encounters in the process of brand operation mode of cross-cultural issues which meets in the native place foreign market, to explore the Disney brand operation in the mastery of cross-cultural problems and solution, to research and analysis Shanghai Disney's challenge and opportunity within the framework of cross-cultural brand management, to propose cross-cultural issues and solutions when Shanghai Disney brand management run well in China. It can be a reference for the enterprise how to grasp the cross-cultural issues under the pattern of brand management.

1.3 The main content and structure

This article based on the theme park in the various case of national markets and success case in the market of our country which takes the analysis object by the Disney, then we summarize and induce the successful experience and failure's lesson. The research focus in this paper is unifies the characteristics of Chinese market to carry on the discussion analysis so that Shanghai Disney will have further development.

This article is divided into six chapters. The first chapter is introduction which illustrates the research background and purpose of this article; The second chapter is theoretical overview which briefly expounds the basic theory of brand management and cross-cultural management; The third chapter is the present situation of Disney management, and its mainly about Disneyland in global brand management mode, as well as the globalization and localization problems encountered in this operation; The fourth chapter is the analysis framework and empirical analysis, which based on the brand and some related theories of cross-cultural management to operate overseas Disneyland cross-cultural management problems encountered by the empirical analysis; The fifth chapter is the cross-cultural management and solutions which Shanghai Disney feces initially, and do a cross-cultural summarizes and puts forward the target solutions for Japan, Paris and Hong Kong; Sixth chapter is the conclusion and prospected of this research, meanwhile, put forward the next research direction.

1.4 The research method

Literature analysis method: The article will summarize, analysis and collect the related information within the scope of the arts, such as research books, periodicals, papers, etc. In addition, to hope that some data statistics and comments more accurate, more comprehensive to analysis the operation and development of Japan, Paris, Hong Kong and Shanghai Disney, we collect information about the Disney's information through the Internet.

Case analysis: It mainly refers the successful experience in the process of brand operation mode and management of cross-cultural problems which six Disney theme parks faced in its development. We will sum up the experiences and lessons from cross-cultural management through this information. In the meanwhile, we also carry on the analysis and induction summary combining with the cultural differences and integration of China and United States.

CHAPTER 2

THEORETICAL OVERVIEW

2.1 The basic theory of cross-cultural management

Culture is a human creation of all material products (art products, technology, etc.) and spiritual products (people's customs, beliefs, values, knowledge, communication, etc.). The culture is ubiquitous, all-embracing. Different countries have different cultural characteristics which decide the different cultural environment; it encompasses architectural style, clothing, and food habit and so on, determines people's different appreciation and esthetic idea. It also determines people's different moral standards and behavior standards. Different community has different culture; these differences are due to the geographical environment, historic tradition, educational mode, legal regime and religion and so on. Different cultural pattern forms in different zone partition and another cultural element. Cultural differences will immediate influence degree of acceptance and recognition of foreign culture; it also affects consumer select products and services. Different work and life habits form different cultural value orientation.

2.1.1 Basic theory

Intercultural communication is that people with different cultural backgrounds who still preserved their culture under mainstream culture's background. We cannot deny that these subcultures and mainstream culture will have the conflict inevitably. Therefore, people should comply with mainstream culture of different cultural background, give priority with mainstream culture way of thinking, standard of conduct and values primarily carries on communicates and works together for effective intercultural communication. Cross-cultural in the international commerce activity and multinational corporation manage are play very vital role. Ignoring any cultural differences in cross-cultural management will cause nonessential losses.

The Meaning and Content of Cross-Cultural Management

Cross-cultural management also called overlapping cultural management which refers to the enterprises in transnational operation with different culture background have correlation between various groups. The contradictions and conflicts due to the process of interaction of different cultural groups, all of functions and aspects of enterprise management correspond the cultural conformity measure to solve the conflicts and contradictions validly. That can achieve the cross-cultural management of the enterprise purpose better.

In the definition of cross-cultural communication, United States authoritative scholar in cross-cultural communication research field Larry. A. Samovar thinks that cross-cultural belongs to different cultural systems between individuals, organizations, countries for the exchange of information and cultural event. Intercultural means through overstep system boundaries to experience the culture belong to all people between interact relate. (Samovar, 2015)

Although cross cultural management scholars have been particularly fascinated by societal normative values and personal values, debates in socio-economic theory draw attention to the difference between thinking of societies in terms of values and thinking of them in other ways. In socio-economic theories of culture, the theoretical significance of values is not based on the personal expressions of individuals. Instead, while societal characteristics may have a strong enough effect on what individuals say to use average personal values as social indicators, societal values are most fundamentally built into political documents, religious texts, literature, and media. Theories of social structures, social institutions, and technological influences that are inferred from such sources offer alternatives to the theories of values that we have covered to this point. (Peterson, 2007)

The Significance of Cross-Cultural Management

Regarding the transnational enterprise, only correct and everlasting cultural control can save the managed cost and enhance enterprise to obtain the success. If enterprise wants to implement the operating results maximization, the first condition is needs to obtain social sense of identity. In the multicultural difference's control process, transnational enterprise is not only in the face of a single individual, but also facing various groups with different cultural background. Therefore, the diversity management—cross-cultural management has very vital practical significance regarding the transnational enterprise.

2. 1. 2 Cross-cultural management paradigm

Different country's scholar proposed different analysis frame and model Cross-cultural management, it mainly includes as following:

Hofstede Framework: Professor Hofstede, who has working period at large-scale multinational corporation IBM, using the method of psychology to staff more than from 40 countries and regions with standard questionnaire to collect their attitudes and values as data. After long-term research on cross-cultural differences, it come to the conclusion that cultural difference is about five dimensions: individualism & collectivism, power

distance, uncertainty avoidance, sexism & feminism, long-term orientation & short orientation. Thus, Professor Hofstede gives the real diagnosis comparison which found Mrs. Theory cross-cultural management research ideas and research methods. This article carries on specific interpretation in the fourth chapter of analysis frame regarding the Hofstede's five dimensions. (Hofstede, 2001)

Terpestra Framework: American scholar Terpestra (Terpestra, Vern1978) put forwards the theory of International management cultural conditions scheme which involve eight aspects and fifty-five factors. Besides, the eight aspects include language, religion, values, law, education, politics, science and technology. Cross-cultural management needs to pay attention on eight aspects of cultural factors above. (Terpestra, 1978)

Trompenaars Framework: Cross-cultural management experts Trompenaars who through after fifty countries fifteen thousand staff's investigation and study, proposed 5D world commerce culture prospects: The general principle and special principle, individualism and collectivism, neutrality and sentimental guidance, specific and proliferation guidance, achievement status with follow the status and so on. Trompenaars thinks that each dimension represents a value, and it has opposition state with two kinds of violent values. But the culture will occupy the violent state rather than specific state. It will make the certain extent to some extreme the incline. (Trompenaars, 1998)

Nath Framework: American scholar Nath towards economic development framework that build a comprehensive framework of open system. The framework contains two interactional system: basic environmental system and enterprise management system. Environmental system is divided into seven subsystems: the economic environment, social and political environment, cultural environment, technology environment, legal environment, communication and transportation and industrial structure; Enterprise management system is divided into eight subsystems: organizational structure, organization and management process, management philosophy, human resource management, relationship management, and other policies, trade unions and other stakeholders, etc. On this basis, Nath analyzed the North America, Japan, Europe, China, Africa, Latin Americas' similarities and differences. (Nath, 1998)

Calori Framework: Calori sums up three kinds of management pattern of the United States, Japan and the European Union: American model (take short-term profit as guidance, competitive, pay great attention on specialization and pursue individualism);

Japanese model (take long-term development as guidance, pursue quality, emphasis integrity, pursue mutual recognition); European Union model (artificial guidance, avoids through distributed compromise presenting violent behavior, be good at international multiplication carrying on control, pay great attention on internal negotiations). Each kind of control model summarizes four main points separately. (Calori, 1994)

Leaptrott Framework: America's Leaptrott who divides the world culture into three types. It namely tribalism, collectivism and pluralism. Most culture belongs to one of three types, and some belongs to mixed type. (Leaptrott, 1995)

Gesteland Framework: Gesteland, the international commerce negotiations expert who also founded globalized control Limited company from four dimensions namely business oriented and relationship oriented, business style of formal and informal culture, abide by the time and flexible culture, emotional extroversion and emotional conservative portfolio. It sums up the cross-cultural business practices of eight models. (Gesteland, 2013)

Canada managerialist Nancy Adler put forwards three strategies of cross-cultural Management:

Above. That is a culture and other cultures together to form a dominant culture, moreover this culture is in the obvious superiority strategy to run entire company's day-to-day business. The biggest advantage of this strategy is that company can form a unified culture and make the company into normal operation and management with a short time.

Compromise. Different culture's compromise and concessions mode, can avoid cultural difference causing the company internal harmony and steady state, avoid the nonessential conflict finally.

Cultural. It's a coordinated way to form a new corporate culture that different culture faces up to the cultural difference and respect each other. This kind of culture has a relatively strong stability. For majority enterprises, through integrated strategic concept. It can not only absorb the essence of different culture, but also form its own unique corporate culture and management culture which has stronger stability. In the cross-cultural management, adopts the fusion strategy to be possible to reduce the cultural barrier cost, raises the business economic benefit. (Adler, 1986)

2.2 Basic theory of brand management

2.2.1 Foreign scholars study on brand management mode

Keller's brand strategy manages view: Keller thinks that the valid brand management needs to make the long-term decision-making. In the long run, management needs to strengthen brand, or if necessary, rebirth the brand. Strengthens the method of brand to enhance product's design update, production and sales, and implement user's imagination. Rebirth of the brand means brand assets before the lost brand assets or back into new resources. Rebirth brand improves height and depth of brand awareness, improves the power of brand association degree, and it also improve the degree of praise and uniqueness. (Keller, 1997)

Yakimova's brand support type management mode: Yakimova points out from organization's angle of view that establishes brand support enterprise and completes current management of brand, then the brand can be able to keep changing the core values and healthy development. After many case studies and behavior research, brand support enterprises have the ability to continuously update. Including brand support's leading logic, they all take market as guidance and production study as guidance. Brand leadership logic is referring to company's culture and organizational structure which around brand personality and positioning as essential factor. At the same time, it takes market as guidance, and ensures the brand to adapt to market changes. Some research indicated that the company with long-term brand management successfully formulates the brand as core organization and strategy a set of integrated brand strategy by support the brand continually. This strategy enables company to obtain market information, so the core of characteristics of brand and market are protected. The brand can be continued relevance. (Yakimova, 2005)

2.2.2 The Chinese scholars study on brand management mode

Yigang Pan's 8R Model: he believe that if Chinese brand wants to become the world-class brand, it should obtain consumer's approval firstly. In the brand construction process, enterprise needs to confirm unceasingly enterprise's development direction, and carries on the essential investment to the brand. They summarized from many successful brand experiences to "8R" model which namely Regal, Romance, Respect, Reward, Radiance, Rarity, Renewal and Rein. The former four "R" are mainly from the perspective of customer to investigate how world-class brand should be serving its target customers. At the back of the four "R" are from the Angle of enterprise investigation in establishing world-class brand enterprises should pay special attention to the content. (Pan, 2005)

Huajun Liu's model is from economics view to extend the life of brand management: When we research the life of brand from the Angle of economics, he thinks that it can be carry on brand management and extend sbrand life from organization strategy, propagation strategy, terminal strategy and marketing strategy and so on. (Liu, 2007)

Fuguang Wang's (2001) brand strength ascension patterns: Fuguang thinks that the central task of brand management is to enhance brand competitiveness. It should run with the relationship of market, customers, product and enterprise. The specific pattern is brand positioning, to create brand of customer relationship and establish product countermeasures and brand evaluation. (Wang, 2001)

2.3 Basic theory of theme park

2.3.1 The connotation of theme park

Widespread attention to this kind of new tourism form, people who pays attention found that Disneyland is actually in "Storytelling". Now that it's in a "story", it needs subject to organize story, plot to express the ups and downs of story, scene to expand the manipulator of the story. Based on the logic, people notice: "theme, plot, scene" is a new model of Walt Disney world tourism form an integral part of the three basic elements.

Disney World makes Disneyland "theme, plot, scene" three elements are more specific and entertainment, it forms the basic criterion five elements of theme park: Story, Rides, shows, Carnival barkers, shops which makes the theme park conceptualization. It also laid theme park planning and design, and operation management of the basic pattern to form a new tourism destination. National Amusement Park History Association defines the theme Park as "ride facilities, attractions, performance and construction built around a theme or a group of Amusement Park".

Integrated above the representative definition of theme park, theme park contains the characteristics theme, which diversification of product structure, creation of a happy atmosphere. Theme park in some specific governance under the theme of the use of modern means of science and technology to design some scenarios, for visitors to visual, auditory and sensory brings the new experience of modern amusement way.

2.3.2 The marketing pattern of theme park

Theme park is a kind of aimed at amusement mimicry environment, has evolved from the amusement park. At the beginning of the 17th century, Europe started to green space, square, garden and facilities combined with background music, performances and exhibitions of recreational garden, is considered the prototype of the amusement park. Amusement park concept from Europe to the United States soon, quickly became the amusement park crazy growth fertile soil in the United States, in 1955 people in the United States Walt Disney with great imagination and creativity, in Los Angeles to create a happy world of Disney theme park, Disneyland as a specific garden clues, special amusement activities, and the special atmosphere of the game experience theatrical world, let visitors easily into the "real" dream of utopia, find happiness and knowledge here, feel the human achievement, joy and hope, which adds to the amazing charm. It is because of the success of the Disney theme park, to derive the new tourism marketing model, which is what we now call the mode of theme park.

The brand of Disneyland has good image, reputation and visibility in customers, using the Disney brand on theme products, cleverly transfer the consumers' preferences and trust on the Disney brand to the new product, rapidly increase the popularity of new products, so that new products can quickly sweep the market. In addition, Disney has also developed a series of products with "Disney" themes, including cartoon characters, themed toys, themed costumes, network products, home appliances, etc., in cooperation with film, television media, network operators, toy manufacturers and clothing dealers.

These expansion and extension for the Disney company has brought huge profits, but also further increased the Disney brand awareness and influence. (Yao, 2017)

In terms of life cycle, tourism in China is still at a relatively early stage. Thus, China has a lot of catching up to do to become more attractive and competitive. In trying to catch up, one common tactic has been to copy theme parks that have been successfully developed either elsewhere in the country or internationally. Splendid China in Shenzhen is onesuch example. (Kaye, 2013)

CHAPTER 3

CURRENT SITUATION OF DISNEY

3.1 The profile of disney company

3.1.1 Disney's profile

The father of Disney Walt Disney builds an empire full of legendary entertainment is called The Walt Disney Company, and the short name is Disney Company. Disney company was created by Walt Disney and his brother Roy Disney in the year of 1923. So far, the Disney Company's business relates to film and television entertainment, theme parks, media networks, doll commodities, and other business. It is no exaggeration to say that The Walt Disney Company is the world's second largest media entertainment enterprise at present time.

Mickey Mouse, Donald Duck, Lion King, Winnie the Pooh and many other classical animal images conquer the generation after generation of people; From Manhattan, New York, Paris to Hong Kong, Beijing, Tokyo and other cities, Disney stores can be seen everywhere; Disneyland is known as the world's most happy palace where you can achieve your dreams. From creative animation to relevant brand consumer goods, then to the real version of fairy tale world---- Disney theme park. That forms a set of multiple profit model naturally, and it also the reason why the Walt Disney company is different from other media giant's core competitiveness.

Disney is a dream factory. It moves the plot and story that people can only dream in the dreams to the screen, so that people can see with their eyes and feel it straightly. In the paradise, people will forget many troubles and pressure in their real life, immersed in the fantastic world created by the paradise, so that people really experience all kinds of joy and spiritual enjoyment the Disney brings to them. (Jia, 2017)

3.1.2 Disney's historical and cultural background

Any company create their own brand needs to have its own culture and unique features. It's a good opportunity that Disney company represents the image of cartoon character Mickey Mouse as company's brand. It means that the concept of Disney culture is happy = wealth. This idea lays a good foundation for Disney company's brand development, with innovation of Disney cartoon characters continuously, its brand image is also enriching and perfect constantly. Walt is the King naturally, under his leadership and radical reform that Disney company expanding business vigorously. So, at the

beginning of initial period, Disney company has demonstrated the structure and size of entertainment kingdom. The indomitable willpower and persistent attitude of “hero”, time-varying when new innovation consciousness, pursuing good into a powerful "Disney spirit" is deeply ingrained in the Walt Disney company which become a kind of consistent and culture of consistent corporate.

Brand Extension--the Ubiquity of Mickey Mouse

All start from a mouse. A secretary manufacturer took the initiative to find Walt Disney who wanted to obtain the right to use the "Mickey Mouse" with 300 dollars. Walt saw the "encounter" into "opportunities", so the Walt Disney company consumable selling operation arises at the historic moment. Today, the Walt Disney company has various kinds of consumer goods with wide range. The independent production by Disney company or rely on another brand authorized manufacturer, from New York, USA; Paris, France; Tokyo, Japan; Hong Kong, China and around the world, the Disney cartoon characters can be seen everywhere, Disney consumable proliferates the world nearly, and now it permeates into our lives.

3.2 Disney: paradise built in American culture

3.2.1 The first Disneyland in Los Angeles, USA

There were two major reasons to make Walt build an amusement park:

One of the reason was that Hollywood began to rise in the early 1920 s, it developed into an American film center gradually. The idea of Walt was to make visitors who travelled to Hollywood every year can be able to “came with interest and went back with fulfilling”. He wanted to build an amusement park relevant to movies in Hollywood, rather than visit a few pictures or take a look at the film equipment.

Another reason was that Walt always take his daughter to amusement park for play. Then he found children were playing, but the adults were lazy and bored. Walt’s conception of amusement park was a paradise where adult and children can enjoy themselves. So, Walt ready to develop a new business-- amusement park. A large number of tourists in Hollywood, awareness of Disney's brand, and many other factors, let Walt believe that to build a theme park was a boundless opportunity.

The place of park was selected in Anaheim, a citrus orchard with area of 65 hectares at the suburb of Los Angeles. The price of land was low with vast area. Though it was far away to Los Angeles, but there was a highway less than thousand meter. In other words, the transportation was convenient. Walt summed "Disneyland" concept as “the happiest

place in the world". Disney opened as scheduled on July 13, 1955. Disney World covers an area of 182 acres with the cost of \$17 million. Such a huge task just completed in 11 months, that can be a shocking miracle. Therefore, the Disney in Los Angeles became the world's first modern large-scale theme park.

Disneyland created the myth of passenger flow in the opening seven weeks' time and received 1 million visitors. After six months, the number of passenger flow reached more than 3 million. The famous of Disney World was so quick that it became the first choice for tourist travel to Hollywood even United States. It was worth mentioning that political leaders who visit the United States were generally going to Disney to visit. It was enough to show success and charm of Disney theme park. Disney theme park as a new kind of entertainment and leisure way was a happy experience for both adults and children. It was the happy paradise in the world.

3.2.2 The success of American culture

With the Los Angeles Disneyland successfully established, it marked the Disney animation production as industry development. The official development of the park has attracted many tourists from all over the world to 1955, whether children or adults, they all love Disney park. Walt Disney, the founder of Disney is authentic American, so he has deeply understanding of local culture of United States. That is reason why prototyping as classical animation image of "Mickey Mouse" and "Donald Duck" to movies can win the market. At the same time, it also determines Americans receive Disney World smoothly and quickly.

There is beautiful environment and clean streets in Disneyland; Bright flowers and green grass everywhere, that provide a playground to contact with natural environment intimately to American who has keen on environmental protection. The children are free to play in the park, here are some games and fantasy games they like. The park contains a variety of performances, fairy tales, legends, music, drama, dance and play and so on which are fond of by American. In addition, the park adds adventure and innovative entertainment facilities for Americans specially. The staff works at park say English, English used in the United States and surrounding areas so the obstacle of communication between employees and visitors won't happen. It will attract more tourists from surrounding regions and countries.

It's one of the biggest attraction of Disney culture —Easy, Leisure and happiness, at the same time, it also the core and soul of Disney develop successfully for a long time. In

order to enable customers to enjoy the joyful atmosphere, Walt do the first thing is to make everyone happy who worked at The Walt Disney company. Everyone plays into the image of cartoon characters, and convey their happiness to every visitor, let them has deep infection. The success of Disneyland reflects the essence of American culture officially. As Walt Disney said, "as long as there is still room for imagination, Disneyland will never be completed".

3.2.3 Orlando Disney: The biggest dream Disney world

On November 15, 1965, Walt Disney first time describe his ideal of "The world in the future" publicly. He said: "The Walt Disney company will build a Disneyland magic world in Orlando which lovelier than California--Walt Disney world. It not only has a theme park, but also equipped with facilities such as hotels, campsites, motel, in which everyone can enjoy swimming, dream".

After five years of intensive work, "Disney World" finally opened on October 1, 1971. "Disney World" is formed with seven different styles of theme park, six of golf clubs and six theme hotels. It has four large theme parks, that are: Disney--the future world, Disney--the animal kingdom, Disney's Hollywood studios, Disney magic kingdom. Besides, there are two water parks (snowstorm, typhoon lake beach), 32 resort hotels (including 22 runs by Disney World), and 784 campsites. The total area of Disney World is 124 square kilometers, and to completed with a total of \$766 million dollars, so Orlando Disney becomes America's largest Disneyland.

3.3 Tokyo Disney: first overseas Disneyland

Tokyo Disneyland is located in the suburbs apart from the Tokyo ten miles away. With 11 years of operation, it has attracted many tourists. Just in the year of 1993, Asian tourists reached as high as 1.6 million. Domestic facilities layout almost identical to the Disney in United States that full of English marks and the stars and stripes of the United States.

The scale of Tokyo Disneyland is larger than the park in United States which includes seven areas: "world market", "agentries' of paradise ", "western paradise", "animal world", "dreamland", "cartoon city" and "Tomorrowland". Into the door, the towering "Cinderella castle" invite you into the fairy tale world, "fantasy palace ", "adventure ", "Legend palace", "the palace" overwhelmed. Dream scene, the popular cartoon characters, all kinds of pick War limit of amusement projects attract a large

number of tourists.

Disney's former chief executive Michael who think many solutions on the operation and management, has adopted a series of measures to perfect the Tokyo Disneyland. He inherited the concept "Disneyland built forever" launched by Walt Disney, to image shape and rich land constantly, to launch exciting new rides for endless pursuit of innovation and development.

The business model of Disneyland has been very successful in the United States, so the Walt Disney company decided to embark on the expansion of overseas markets as a way to spread American culture to the world. Since Japan Disneyland was built in 1983, people attendance increased year by year. In 1984 the number of visitors has from 10 million to 22.05 million, only in the first half of 2003, the number is beyond history record with \$100 per capita consumption about. Tokyo Disneyland theme park makes innovation on the basis of United States, finally built a "adventure and imagination" as the concept of Tokyo Disneyland ocean. This park becomes the unique park in the world which conjoined the land and sea. The revisit rate of Tokyo Disneyland is quite high, it nearly more than 96%. Many tourists in more than 10 times, and 16% of visitors is more revisit for 30 times. Besides, most of these visitors are come from Japan. It's amazing phenomenon that domestic tourists account for about 95% of the total number of tourists typically.

So, we should think the reason why Japan and United States has different cultural background of countries, but the Japan Disney could easily be accepted by Japanese and achieve amazing successful? Most Japanese think the United States is very strong, and at the second world war, Japan was totally defeated by United States. After war, the United States has spare no effort to help Japan construct economic and make a transformation for Japanese government. That had a profound impact for Japanese. Especially the generation born after second world war, they accepted American culture and education since childhood, the behavior of inculcation was also the American spirit. During the adverse conditions of depression, birth rates decline, the number of children to reduce of Japan. Tokyo Disneyland still outshine others, so to say the Tokyo Disneyland is longevity. In Japan, Tokyo Disneyland and Fuji has been the famous tourist resort.

3.4 Paris Disney: Disney world's setback

Thanks to Disney's film success, the Western European audience already was familiar with Disney entertainment and merchandise. From 1983 through 1987, the

company searched for sites in the United Kingdom, France, Germany, Spain, and Italy. In the end, the choices were narrowed down to Costa del Sol in Spain and Paris in France. Although Spain had more favorable climate, France had a larger population and a spectacular transportation network. Since Tokyo Disneyland, which was located in a cold-weather climate and virtually the same latitude as Paris, was a success, the company believed that it would also work in Paris. Thus, Paris was selected to be the site of their fourth theme park.

The site for Paris Disneyland is a parcel of prime suburban real estate in a mushrooming region called Marne-la-Vallée. The 4,400-acre site is one-fifth of Paris itself. Marne-la-Vallée is located in an ideal geographic location since it is 20 miles due east of the center of Paris and is halfway between the two international airports of Orly and Roissy-Charles-de-Gaulle. More than 17 million of 350 million Europeans can go to the Paris Disneyland within two hours by car and 310 million can fly creating a “denser market than the United States”. Due to the convenient transportation system, Paris offers Euro Disneyland large potential guests and employees. What’s more, by that time, Europe was suffering high unemployment. Euro Disneyland was welcomed by local people since they offered 12,000 new positions. (Burgoyne, 2007)

After the Walt Disney company achieves great success in Japan with overseas development strategy, Disney executives believe that the overseas development strategy can be continued. Disney pays attention to Europe and France is chosen as the second Disney World overseas. In the investment of \$4.4 billion, Paris Disneyland opens in 1992. It includes "the street", "adventure playground", "dreamland", "found paradise", "paradise edge domain" and so on five major areas. However, with different expected crowded scene, it suffered embarrassing at the beginning of opening. There are few people to visit park, so Paris Disneyland lost nearly \$900 million a year.

After that, the situation of Paris Disneyland is loss-making gloomily. Contrast with Japan Disneyland, only 40% of French tourists to visit this park. By the end of 1994, the European Disneyland total lost \$2 billion. Paris Disneyland has become the only failures to Disneyland.

Investigate its reason, the Walt Disney company considers it’s indeed careful and cautious at the beginning of construction of Disneyland Paris. But they ignore the important factors of culture. Tokyo and Paris Disneyland are overseas operations, but encounters different treatment, the main factors are culture.

Disney's policymakers are use the experience of United States simply, that is to say the European Disney company follows California Disneyland from construction to management completely. They do not take into account that there is a huge cultural difference between Europe and United States. The reason using this experience to Japan is unique that Japan was defeated at the second world war. There is no denying that Japan's economic was restarted with the help of United States. There is a kind of psychological criticism that in the younger generation of Japan, they have a strong identity to American culture. Edith is opened in 1983, at that time Tokyo is in the period of economic take-off. Meanwhile, the United States is model of affluent societies in Japanese mind. And, with the development of Japanese economy, Japanese begins to pay close attention to world culture, Tokyo Disney has become the symbol of many people in the world culture. Therefore, Tokyo Disneyland is welcomed by the Japanese when it opens.

From the point of economy, the host country—Japan and France, though they have highest level of consumption in addition to United States in the world today, but the cultural background of them are different.

Not only the capital of France, Paris is also the origin of modern European culture and the place culture gathers. Compared with the modern European culture, American culture is a short history. It's hard for American Culture to break the traditional culture of European and bases in Paris. Different from American culture's popularity in Japan, Europeans had some repellency to English national culture, so American Culture is difficult to digest in France. And In the process of construction of Disneyland Paris, The French from all walks of life are opposed to the construction of Disneyland and it's called the nuclear leak "culture" of the United States.

In addition, the Europeans have a strong sense of culture protection. They do not spare a glance at American culture invades them. So, from the various standards of commercial, Paris Disneyland has a great gap with expectation. Non-acclimatization is natural thing at Paris. The Walt Disney company adjusts the Paris Disneyland finally. They fade the color appropriately and make an effort to combine with local culture. For example, rename campus facilities according to French science fiction writer Jules Verne's works. In constant efforts, Paris Disneyland out of the woods gradually.

3.5 Hong Kong Disneyland: first Disneyland in China

On November 1999, Hong Kong attracted the spotlight on the international stage

with its decision to join the kingdom of Disney. After 6 years, in September 2005, Hong Kong Disneyland opened. Hong Kong International Theme Parks Limited (HKTP), an entity jointly owned by the Walt Disney Company and the Hong Kong Government, raised HK \$ 3.3 billion (approximately US \$ 425 million) in the syndicated loan market to finance part of the construction and operation of its Hong Kong Disneyland Theme Park & Resort.

Lantau Island, a big island west of Hong Kong, was chosen to be the location of the new Disneyland. Lantau Island is conveniently situated between central Hong Kong and the new airport of Hong Kong and it is one of the few places in Hong Kong that remains less commercialized and globalized. (Esty, 2001)

The Walt Disney company and Hong Kong Special Administrative Region have negotiations to construction of Hong Kong Disneyland in February 1992. Hong Kong Disneyland officially started On January 12, 2003, it plans to cost 14.1 billion Hong Kong dollars to build Disneyland. The design of Disney is completed by the team of fantasy engineers of Disney. Mickey Mouse takes six years to successfully complete the journey from the United States to Hong Kong, China, and it opens on September 12, 2005 officially.

In order to avoid the situation happened in Paris Disneyland, Disney's policymakers choose to fully use the "localization strategy" of the construction of Hong Kong Disneyland. To integrated into Chinese culture skillfully, in addition to the "Mickey Mouse", "Donald Duck", "Snow White" and another well-known Disney classic cartoon image, it also increases the heroine "Mulan" in China; Mickey Mouse putting on the tang suit; Donald Duck wearing embroidered shoes; Sleeping Beauty with a red rope, they jump Chinese national dance. The Walt Disney company in Hong Kong Disneyland opens Chinese food store, souvenir is tailored for Chinese.

Before the opening, Hong Kong Disneyland has already to start avalanche of propaganda, and also develop a detailed marketing plan. A third marketing plan for Hong Kong, China, a third for the Chinese mainland, a third for other Asian countries and regions. The Walt Disney company see mainland of China as a key object. To communicate relevant matters of mainland with Hong Kong Special Administrative Region, they approve to arrange immediate transit bus and set up a direct "train" Disney park. At the same time, Hong Kong Disneyland invites Jacky Chung who serves as honorary ambassador and enjoys a high popularity in Asia entertainment. He sings the theme song-- let the magic fly which achieves good publicity effect.

The most effective way among various kinds of marketing measures is the advantage of admission price. Hong Kong Disneyland's ticket price is the lowest in five Disneyland: adult daily price is 295 Hong Kong dollars, fare holidays' price is 350 Hong Kong dollars; Children aged 3-11 years daily price is 210 Hong Kong dollars, holiday price is 250 Hong Kong dollars; The children who under 3 years old is free to admission. And serve as reference to compare with adult fare, California Disneyland price is 388 Hong Kong dollars; Orlando Disney World price is 427 Hong Kong dollars; Tokyo Disneyland price is 393 Hong Kong dollars; Paris Disneyland price is 383 Hong Kong dollars.

Hong Kong Disneyland receives more than 5.6 million tourists and 1 billion dollars in revenue at the first year of open. Now, the operating conditions of Hong Kong Disney is good.

3.6 Shanghai Disney: first Disneyland in mainland China

On June 16, 2016, China's first Disney theme park officially opens which is located in Pudong new area, Shanghai rivers sand new town. It's the second in China, the first in mainland China, the third in Asia, and the world's sixth Disney theme park.

Shanghai Disneyland has seven major theme parks: Mickey Street, Fantasy, Adventure Island, Treasure Bay Garden, Tomorrow the World, the Illusion World, Toy Story; Two theme hotels: Shanghai Disneyland hotel, toy story; A metro station: Disney station; And there are many global starting rides. The speed of light will become the world's Disney theme park in the first scenic spot. "Twelve friends garden" is the world first in garden of Shanghai Disneyland, it includes 12 large Mosaic murals which depict the incarnation of the Chinese zodiac vividly such as Disney and Disney's Pixar animation. Tourists can find their own zodiac image from the mural wall. In China, the Chinese zodiac plays the important in our lives, so we can say Disney Grab our psychology.

The daily ticket price of Shanghai Disney is 370 RMB; peaking day's price is 499 RMB which suitable for holidays, weekend (on Saturday and Sunday), and summer vocation from July to August every year. Children (height 1.0 meters to 1.4 meters, includes 1.4 meters), more than 65 one full year of life and the elderly, the disabled visitors can enjoy nation-level discount to buy tickets. Height 1.0 meters, and the following infants and young children can be free. In addition, the present purchase two days will be entitled for a total of ninety percent discount.

From June 6, 2018, Shanghai Disneyland in Shanghai Disney resort will display level 3 structure, respectively: on weekdays, peak day and peak day holiday. Shanghai Disneyland ticket price is 399 RMB. Demand higher peak day (including the summer vacation, most of the weekends and holidays) ticket price is 575 RMB. Demand higher peak day two holidays (i.e., National Day holiday during the Spring Festival) ticket price is 665 RMB.

On June 16, 2017, the Shanghai Disney resort in the opening week, Walt Disney company's chairman and chief executive Robert. Igor announced that Shanghai Disneyland resort has received more than 11 million tourists.



CHAPTER 4

ANALYSIS FRAMEWORK AND EMPIRICAL STUDY

4.1 Analysis framework

This article uses and refers to Geert Hofstede's five dimensions of cultural differences: individualism & collectivism; power distance; uncertainty avoidance; sexism & feminism; long-term orientation & short orientation. The five dimensions and Zheng Fan are based on system civilization of ice model as a theoretical basis for analysis. Based on the research framework, this paper focus on the Disney theme parks in the overseas markets: Tokyo Disneyland in Japan, Disneyland Paris in France, Hong Kong Disneyland and China Shanghai Disneyland in the brand operation and make an empirical analysis of the cross-cultural management.

Five dimensions of cultural differences of Geert Hofstede Individualism & Collectivism

Individualism refers to a loose social structure, each person only care about their own personal interests and free to choose their own Action. Assuming that the people only cares about himself and his closest family members; And collectivism is a close group of people in social group which they are divided into internal and external. Everyone must take their interests into account, and they are expecting to take care of themselves in that group, whereas that they should absolute loyalty to the internal groups. From the point of management, in the company which is collective tendency, managers will encourage employees to take an active part in decision-making when decision-making. It takes a long time to achieve decision-making, but the execution and implement decisions rapidly. It's derived from every employee takes participate in decision-making process, then they will understand the content and aim of decision-making. However, in a company with individualism tendency, managers always be arbitrary. Though decision-making is rapidly, execution implementation need to spend a lot of time. That's managers have to spend more time to explain the purpose and content of their decisions.

Power Distance

Power distance refers to degree of unequal distribution of power, such as a social organization for the distribution of power would be acceptable. Large power distance culture, representing the subordinates for the superior has a strong dependence. People wants their boss is an open, and benevolent dictator, on the contrary, in small power distance culture, participation and decision-making autonomy under the degree is higher, there are corresponding autonomy within the category of the duties.

Uncertainty Avoidance.

The tendency of uncertainty avoidance influences an organization to make its activities which need the degree of structure, it is an influence to attitude when faces risk. In the organization of a high uncertainty avoidance, organizations always build complex working conditions, to process and specification to cope with the uncertainty, management is mainly for work and task oriented, managers make decisions to go routing. In a weak uncertainty avoidance organization, less emphasis on control, work rules and the process of standardization's degree is low.

Sexism & Feminism

Male and female degrees and long-term orientation on two dimensions also affect the tube in different extent Richard's decision in cultural values. Masculine culture is beneficial the social behavior, such as power, control, access and social behavior. As opposed to temperament culture, there more conducive to personal, emotional and quality of life.

Long-term Orientation & Short Orientation.

The long-term and short-term explorative will indicate a country and the nationality to the long-term and the short-term benefit values.

A long-term oriented culture and society mainly oriented to future which more emphasis on considering future, approach things with investigate dynamic point; pay attention on saving; thrift and reserves; Leave room to do anything. Such as saving habits and adhere to the force. Short-term orientation of culture and society is geared to needs the past and present which focusing on the immediate interests, pay more attention on respect for tradition, certain social responsibility; the most importance is interests of the current in management; the superior performance of subordinate's cycle is short, hope to be able to immediately, more eager. (Hofstede, 2001)

Zheng Fan's Vertical "Ice Model" Theory

According to the study by vertical "ice model" of Zheng Fan, that's describe a kind of management model which survival of the environment civilization, as well as management pattern based on a system of civilization. In turn, respectively is revealed in "layer" snow outside; As if a secret "frozen layer"; Hidden in the deep of the water layer. As the ice melts mutual penetration between them; Civilization, pattern is also existing between mutual penetration, rejection, or impose.

Different management mode or civilizations always existing three kinds of relationships: repel each other, mutual penetration or imposed. Therefore, there are three basic ways in cross-cultural management: “parallel/coexist” that is “localization” strategy, “include/cover” namely “the global standardization” strategy, “cross/fusion” is the strategy of “globalization”. The first way is “localization” strategy, multinational companies will be as a heterogeneous market around the world. According to the characteristics of each segment of market and consumers' needs, they will design and product different productions or provide different services. The Second way is “global standardization” strategy, multinational companies will be regarded as a homogeneous global market which products and sales standardized products and services all over the world to pursuit the scale of competitive advantage economies. The third way is “global localization” strategy refers to the multinational companies to invest abroad which with local social and cultural integration. They will use the method of both sides can accept. (Zheng, 2010)

About Disney company in overseas markets such as Japan, Paris, Hong Kong and Shanghai, and you'll see the research of these Disneyland brand management and cross-cultural management in later empirical analysis. This article from the local consumers' consumption psychology and behavior analysis to discuss different ways in Japan, Paris, Hong Kong and Shanghai Disney market which is based on cultural considerations and theme park in the relationship between globalization and localization, and it also based on cultural characteristics are analyzed. In the fifth chapter, it sums up the development of cross-cultural management problems Shanghai Disneyland faced and put forward solutions.

4.2 The empirical research

4.2.1 The characteristics of consumer culture

Japanese Consumers Agree with American Culture

Japan is a nation with strong comprehensive which combines traditional oriental culture and modern western culture. Japanese can accept modern culture is mainly due to the decision by Japanese nationalism. They are good at learning other countries, such as at the period of Meiji restoration era, they absorb and accept western culture that makes modern Japan towards a rich way. By this we can see that Japanese has highly agree with American culture. For example, after the second world war, United States help Japan to rebuild so that Japan's economic development rapidly and become the world's economic power country. Japanese people are sincerely grateful to the United States in this respect, thus they have worship and identity for the United States by inside and outside. They

think United States is the hero who save Japan. In this environment, Disney choose Japan as the first Disney theme park in the countries overseas is a typical representative of American culture. Disney company can easily expand the market in Japan.

Though when Disney settled in Tokyo, many Japanese didn't understand Disney animated character. It's a new experience for them of theme park. But Disney on behalf of American culture, the theme park was quickly accepted by the Japanese. This is one of the main park success factors.

Besides, Japanese advocates collectivism, children loves to attend activities organized by school.

This cultural tendency also promotes consumption of cultural characteristics which bring large profits for Disney. It makes Disney's success in Japan is an inevitable trend.

The accomplishment of Ocean Park brings the tourists' interest to revisit Disneyland. According to the statistics, Tokyo Disneyland revisit rate more than 90%, more than ten times tourists make up about half, even there are tourists revisit 30 times accounted all the tourists for 16%. And domestic tourists are generally accounted for about 95% of the total. The reason why Tokyo Disneyland revisit rate is so high that they like travel with family. It also lay Tokyo Disney's location of the first in Asia

French Consumer Rejection of American Culture

France is a country with rich cultural heritage, so it has always keep its unique cultural superiority in western world. Looking from the history, French has a strong sense of national pride, with noble and strong self-esteem. The acceptance of foreign affairs and product is not very high. French government strengthen the protection and support for their own culture vigorously, just liking protect France as his own native language away from the infringement of outside world. The Frenchman's "anti-American sentiment" has profound ideological, cultural origin and social basis. In their eyes, mass culture is "common culture" or "culture". They cannot delimit equal-sign point between think globalization and Americanization. French exclusives American culture from the deep heart, they think American Culture is commercial or fast food culture and Euro Disney is a kind of cultural imperialism which may impact their own culture to be instead.

There is a big distinction between French culture and American culture. In personality, French is more perceptual, freedom and advocate romantic life, they pay attention to the quality of life and affection between people. The Americans are more

rational, practical and efficient to do things, and their pace of life is relatively fast. Under this kind of difference, Disney company wants to use their habits to constraint French, there is no doubt that it will contribute conflict and contradiction between France and United States Culture. And the values, eating habits and daily communication is difficult to accepted by French. At the same time, the Disney company does not do the study and research of French, rather than comply with American model.

Cultural differences causing failure of Disneyland Paris business, show as following aspects:

Verbal Communication

Disneyland in Paris requires staff to speak English, but French think French has been the gentlest language in the word. So, it causes communication disorders between French and Staff.

Tourists Stay Time is Different

The Walt Disney company thinks the paid holiday of European countries is more, but average staying in Paris Disney of Europeans always or two day and a night. They basically arrive to the morning and left in the second day. While the average of American tourists stays always for four days. This difference is mainly caused by the number of the parking lot. Compared with United States has more than one parking lot, Euro Disney is only one parking lot, and plus with high parking fees, European tourists come and go in a hurry.

Eating Habits

Disney company thinks Europeans don't have the habit of eating breakfast, and fewer restaurants and fast food in the park can't meet most French people who needs nutritious breakfast. And in the area, there is not allowed to provide alcohol and alcoholic beverages which do not conform to the life habits of Europeans. Unlike American, wine is an essential part of everyday life in Europe that don't drink is considered to be incomplete. While American thinks that drinking is a sign of indulgence, underage drinking is a illegal behavior. Disneyland does not provide the behavior of alcoholic drinks is considered by French that American don't respect the traditional culture and human rights violations of them.

Disney French exist on the details of the cultural conflict

Why the Walt Disney company backlash by French, the reason is that cultural conflict harms to Frenchman's self-esteem. French attaches great importance to history and tradition and has a deep feeling on the land. But at that time, Disney company bought

the best farmland with below-market prices. French with strong national complex think this kind of behavior is a cultural imperialism invasion. In addition, there exists some detail problems with improper handling to make French misunderstand and reject Disney culture. Especially at the beginning contract negotiation stage about the terms of garden, American use lawyers to insure business of rights and obligations are clear. But French business is based on mutual affection and trust with each other, they cannot easily use a lawyer in the business activities. In this aspect, French thinks American has distrust attitude. The Walt Disney company ask employee to requirement with standards, such as the strict dress code, requirements, hair and jewelry. But French think that kind of requirement is a contempt of French fashion.

Chinese and Western Values

Main culture advocate Confucian doctrine, they think people are alive in relationship with others. As a result, they attach great importance to others for their own behavior of expectation and reaction. While western culture emphasis on individual, centered on "I". We should think and make decisions for our own and live the way on his own. In these two distinct cultural aspects of their consumption idea is mainly manifested in the following aspects:

Full conformity with the pursuit of personality

Chinese eating, wearing, using and other consumption are to follow the local customs, culture and social norms. To consistent with the corresponding social class. The motivation of buying consumer goods is no longer to meet the needs of their own but liking others. Many Chinese consumers embodied in the actual life consumption idea is to compare. While westerners' spending habits show individual character and pursuit unique.

"Face" consumption and meet the self

In Chinese mind, self-esteem occupies a very important position. That shows up through other people's respect and recognition. Therefore, Chinese makes no effort to hang on consumption with face. Westerners self-centered, consumption generally start from meet the needs of their own, they pay attention to the convenient and practical.

Conformism and New Adventures

Routine work and take risks are Chinese cultural characteristic. The Chinese isn't willing to propose something new and different. In Consumption, they always embody on pay attention to experience and to brand. They need a period of time to accept new things.

it is likely they accept the opinions of others, let others to make their own decisions. Westerners have adventurous spirit, willing to come out on top. Treatment of fresh things more trust their own judgment, rarely considering the experience of others. Think humans in constant progress, new things are better than the old together, to be advanced.

Thrift and enjoy life

Thrift is the traditional virtue of Chinese nation, and luxury consumption is regarded as consumption of shortcomings in life, that rise to the problem of moral quality. The consumption idea of the west think that life is to enjoy, they attach great importance to the current consumption, and enjoys in a timely manner.

Live within your means and consumption in advance

Living within your means is the Chinese consumer criterion. They carry out in a planned way according to their own ability. Westerners have optimism confident to future. In their view, its right thing that consumption and liabilities are very normal in advance. Therefore, Chinese for future to spend the money now, while westerners consumes in advance the money in the future.

Heavy practical with form

Affected by the idea of frugality, Chinese pays more attention to practical value and use value of the products value on the consumption. To compare the value of inner practical value goods and not to care about it whether the external form of beauty. Westerners are very note heavy form, especially as the aesthetic value of the goods, the exterior packaging quality is very important for them.

4.2.2 The way of Disney enters overseas markets

The Disney Franchise Ways in Japan

Different from the local Disney in United States, Tokyo Disneyland is the first Disney company franchise of the theme park which from transaction such as site selection, construction and investment are not made by decision of the Walt Disney company. Its ownership and management rights are not belonging to the Walt Disney company, the Walt Disney company gains from just a year from licensing fees.

In Anaheim and Orlando, Disney company are "out-of-pocket" to pay for the huge cost of construction. Disneyland in Tokyo Disney franchise, not investing in a cent, but it got 10% of Tokyo Disneyland tickets income, food, drinks, souvenirs and other products sales income of 5%, this brought considerable economic benefits for Disney. "Way of

franchising" is undoubtedly a significant innovation, this method greatly reduces the risk of investment in Disneyland.

Disney in France Take the Way of the Method of Joint Venture

The Disney company looking to Europe when Disney succeeded in Japan. After a long period of investigation and research more than two hundred places, they determined the Paris, France finally. Disneyland was the first independent expansion that from beginning of the location to development and construction are authorized by the Walt Disney company.

The geographical position of Marne Valley in Paris is superior, and Paris is remarkable tourist city, so the popularity of visitors is guaranteed. At the same time, French government provided land, finance, infrastructure, such as a full range of preferential and support to be settled in Disneyland in Paris. In 1995, two sides of them signed an agreement, French government allowed the Walt Disney company to buy 1943 hectares of land with 19.7 billion francs and to provide \$7.5 billion in low-interest loans to the Walt Disney company. In addition, French government to undertake construction of high-speed railway, subway extension suburb to improve the park facilities such as a number of infrastructure projects. The Disney company has property rights. The Disney company owns a 49% stake in Disneyland Paris, the right of profit sharing, and get 10% of the total annual franchise fee and 5% of sales revenue.

"Homer sometimes nods." The Walt Disney company after careful consideration and careful decision but ignored the cultural factors only. The same as operation overseas, it is because cultural differences and conflicts, led to the Paris Disney failed.

Disney in Hong Kong and Shanghai to Joint Venture with the Government and the Way of Franchising

Through the difference situation of Japan and Paris made the Walt Disney company realized that they cannot simply copy United States operation model.

According the agreement signed with Hong Kong Special Administrative Region and Disney company, the SAR government's profit is partly based on tickets income section, however in the process of ticket part that tickets for tourists account for only about fifty percent. In addition, Hong Kong government needs to pay high deduction of royalty each year. Based on this situation, Hong Kong Disneyland with successive years deficit since the opening. Needless to say, dividends to shareholders. Secondly, other affiliated businesses of Disney company, such as Disney hotel, charge Disney channel as

a package of project introduction, and this part of the profit also has nothing to do with the SAR government. Hong Kong's legislative council by the financial arrangement of the Disneyland expansion plans on July 10, 2009, Hong Kong government will be in debt exchange disguised capital injection for 6.25 billion Hong Kong dollars, and the bonus also changed slightly. Disney stationed senior management team at the project of Hong Kong Disneyland, they provided the right to use brand, but they scraped 7% fee of this brand. China provides all of the middle managers and ordinary employees that is a joint venture of the theme park to the United States to pay royalties, production costs, etc.

As for the Shanghai Disneyland, they choose to make a concession. In addition to Shanghai municipal government have a say in the operation, The Disney hands over its 57% stake to Chinese government, it includes hotel, restaurant and merchandise sales income in the gardens. Chinese government has run the management of the company's 30% stake in the Disney resort area. And at the same time in the Disney Channel (Disney Channel) to make concessions on exclusivity.

Disney company in order to avoid a repeat from the former experience of Paris Disneyland. They make a fully considered in the process of operation to the cultural factors which using the "localization strategy".

4.2.3 The combination of globalization and localization of the theme park

Japanese Disney for Localization

Tokyo Disney's business model is mainly to build a kind of Japanese atmosphere. The success of Tokyo Disney is a direct result of the park transformation in a way. The transformation makes Disney cartoon image of the Japanese and American style as part of the country. Tokyo Disneyland renames the United States street as the market in the world, it is catered to Japanese keen to buy souvenirs as gifts for family and friends.

In the traditional Disney amusement project, "Disney castle mystery tour" is in accordance with Japanese pop haunted houses and other historical legends. The mysterious journey in the city "Cinderella" fort is exclusive to Tokyo Disneyland which is a story about hero and the wicked. Cartoon characters in the Tokyo Disneyland will hold mitzvah for Tokyo teenagers, this can do in Rome as Rome is also reflects the Japanese localization. The climate of Japan is mainly with wet rain master more. Therefore, many buildings in Disney World are suited with the top, and it convenience for tourists to corridor between buildings. In order to fully reflect the Japanese characteristic in the process of operation, the choice of the design of the rides are painstakingly. People are

used to watch the cherry blossoms in Japan, for whole family picnic and watch the scenery. Thus, the theme park opens up a large picnic area meet the demand of Japanese tourists.

Tokyo Disneyland has made adapt to the local diet adjustment. The Japan's first Disneyland hotel opening in 2000, this hotel designed the style of Japanese traditional wedding hall especially.

In order to solve some older Japanese tourists doesn't seem to agree with western fast food, after adjustment of the diet culture that paradise with different styles of restaurants and cafes to satisfy the tastes of different visitors.

In Tokyo Disneyland, each travel guide or street has two kinds of Japanese and English which adjust for some certain amusement attractions. Near doorway, it also adds with characteristic of Japanese etiquette culture bow smile a respectful etiquette. That is to say, Disneyland concept of perfect fusion with Japanese characteristics at the same time.

The French Disney Positive Improvement Strategies

The Walt Disney company made style and management to continuously improve and perfect.

Starting in 1999, Disney company management of the park have done many cultural adjustments.

Changing the Disneyland from Europe to Paris. Paris is on behalf of the romantic and fashionable city name for the French people's sense of self-identity.

Increasing the French as working language, at the same time equipped with multilingual tour guide service to tourists in other European countries.

Intensifying the building of localization to launch project with French and European culture characteristic. Fading the color appropriate to the local culture and French fusion, whether the design of the castle, streets, structure of the vulture ACTS the role of the flowerbeds and trees, with other Disney World is different, it has the feeling of European medieval royal garden. Liking according to the French science fiction writer Jules Verne's works to rename the campus facilities.

Between meals to sell wine. In order to cater to the eating habits of people in Europe, in the park of American restaurants specialized in food, alcoholic drinks and suitable for European tastes rich breakfast, etc. which meets the demand of European garden. Taking these measures, Paris Disneyland business conditions gradually improved, finally it turn a profit in 1995, the park hotel occupancy is increasing constantly. At the same time, make the operating costs of tourists also fell 20%. The operations of Disneyland Paris in step by step out of the woods.

Hong Kong Disneyland Localization Improvement Measures

Adjust the marketing plan

The sale campaign which called as “hail to the Hong Kong” has held in November 2005, and it provided price reduction 50 Hong Kong dollars for one month. There are three important holidays on the Chinese mainland "golden week": The Spring Festival, May Day and eleven. That is the best time to go out for travelling. We will do our best to help mainland tourists consumption potential during the holidays, students together with parents to join amusement park is a lot of a group of potential visitors. Hong Kong Disneyland should change marketing plan, strengthen the communication with the travel agency. Chinese mainland tourists prefer for decades in organized way to travel through a travel agency, the American and European travel mode is quite different. Hong Kong Disneyland's target audience: A third of the local passengers, there are about more than 80% of the ticket booking are made by local residents. A third mainland tourist, as key areas in south China, influenced by Hong Kong; Most visitors will choose other parts of the group travel, a small part will choose to travel by myself, China meeting, and incentive travel will account for the proportion of a few percentage points. One-third of the southeast Asia tourist: Hong Kong Disneyland has some corresponding strategies to transfer part of Tokyo Disneyland visitors. The customer demand for different region, the Disney company also continue to take appropriate management measures, in order to increase the number of visitors, to improve the operation ability of Hong Kong Disneyland.

Increase the garden area and add new entertainment project to attract local visitors and tourists.

As the world's fifth Disney theme park, Hong Kong Disneyland is the world's smallest. It covers area of 1.26 square kilometers with four theme parks, twenty-one projects in the beginning.

And Los Angeles Disneyland has eight, Orlando Disney World and Tokyo has seven, Paris Park has five theme parks. The project facilities are much more than the

Hong Kong Disneyland. Therefore, during the period of 2006-2008, Hong Kong Disney added new infrastructure projects in succession, in order to attract more visitors from local residents, some inland and southeast Asia, to increase the revisit rate.

The traditional culture of fusion with Chinese characteristics.

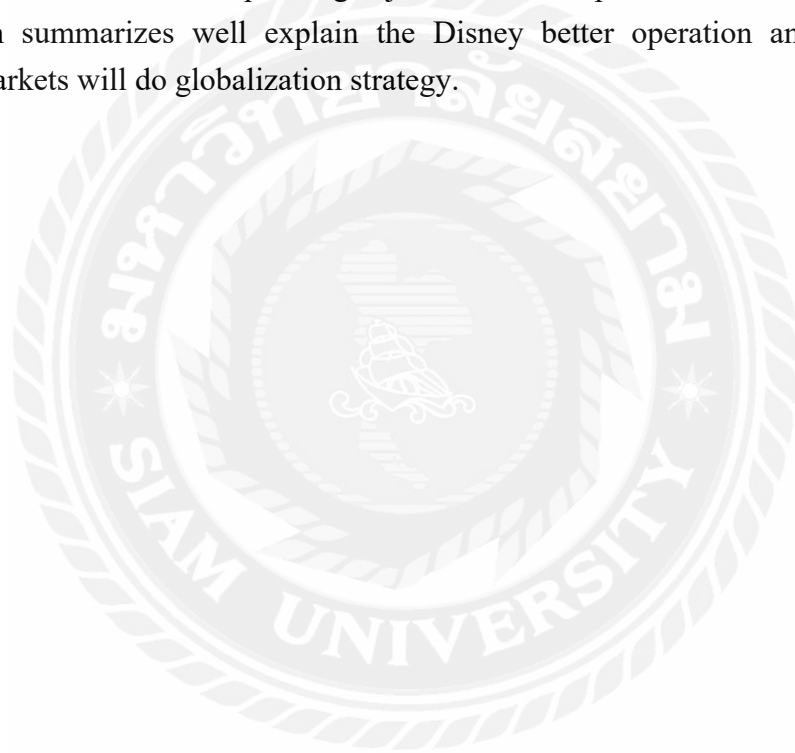
Culture as an important factor in the Disney brand localization which is needed to construct and manage of Hong Kong Disneyland as a aspect of the important considerations. In order to adapt to Chinese, especially the characteristics of local culture in Hong Kong, Hong Kong Disney made a lot of cultural adjustment in a timely manner. Because of the Hong Kong people convinced that the geomantic learn, therefore, in the park at the entrance of site selection, the distribution of the theme park, the design of the paradise of the streets, shops, even restaurants towards the doors, Windows, and even where the cash register, it takes Feng Shui Master. In the park, with characteristics of China's cultural tradition, park in the style of Chinese architecture. Especially in Hong Kong designer after Beijing, Suzhou, on-the-spot investigation and inspiration, had the Hong Kong Disneyland walks in scene of Chinese garden style. Tourists from the mainland on the other side, taking into consideration the diet needs, eight in the park there are two restaurants serving Chinese food restaurant.

Hong Kong Disneyland shows other style with Chinese characteristics which is cooperating with Chinese traditional festivals, such as the lunar New Year and Mid-Autumn festival, Hong Kong Disneyland specially designed a series of "tradition and innovation in the New Year" activities, embodies the "Chinese elements" everywhere. Obviously, Hong Kong Disney's purpose is to make a strong culture theme park in the United States more with Chinese cultural characteristics.

And Shanghai is different from other five Disney are set Yingbin avenue "main street USA, Shanghai Disneyland is replaced with" mickey street "for the first time. Everyone and Disney have classic landmarks--castle, version "fantasy fairy tale castle" in Shanghai, the top is a symbol of wealth in Chinese traditional gold peony. In the "twelve friends garden", Disney and Disney Pixar animation stars to deduce the Chinese zodiac. In stage performances have Chinese dialogue and lyrics, let the Chinese audience to sing together. Disney also recruited a retired PLA general guidance stage performance "Tarzan: the call of the jungle". More than 85 million people in the world have watched the Broadway musical "the lion king" the first Chinese version also in Shanghai performance. Because most of the visitors are Chinese, Shanghai Disneyland park to sell food, according to the Chinese taste allocate seventy percent. Disney's forecast will sell 12 million cabbages in every year. Before the official opening of people complain about

the food in the park is too expensive, so Disney decided to allow visitors packaged food and drinking water. Obviously, Shanghai and Hong Kong Disney's purpose are to make a strong culture theme park in the United States more with Chinese cultural characteristics.

It is not hard to see through the above analysis, Disney theme park in brand management and the relationship of cross-cultural management uses the third way--global localization strategy. Disney overseas markets in the process of brand management is a variety of cross-cultural management problems, encountered in these cultural exclusion and conflict is bound to improve strategy and business model can't completely copy operation mode in the United States. To according to the local consumer culture characteristic makes the corresponding adjustment and improvement timely. Therefore, in this section summarizes well explain the Disney better operation and expansion in overseas markets will do globalization strategy.



CHAPTER 5
SHANGHAI DISNEYLAND IN CROSS-CULTURAL MANAGEMENT
PROBLEMS AND SOLUTIONS

5.1 The Chinese theme park industry environment analysis

5.1.1 Macro background analysis

The Chinese theme park three development stages:

To explore the primary stage

The Hangzhou Songcheng theme park is the earliest prototype of the theme park with primary stage in China in 1979. From the beginning of 1980 s, theme park and tit's film, television, began to appear, the combination of tourist demand for product level is low, this also caused many theme parks, with the same theme, redundant construction and lack of management awareness.

Stage of growth management

Shenzhen splendid China theme park was built for the opening with the Investment of 110 million yuan in 1989. It marks Chinese theme park industry to enter the growth stage of development; At this stage the increase in the number of the theme park is obvious. The main characteristic is the size of the investment market impact and risk is bigger, the theme park has also been gradually stepped into the stage of management.

Rational development stage

Suffering from initial excitement and growth of ups and downs, after the 1990 s, more theme park operator reflection began early setback, led our country's theme parks step by step into the rational development stage. This stage of the theme park, from the product segments, more diverse, in order to adapt to the different needs of tourists; From management point of view to better strengthen management and improve the mechanism, strengthen the competitiveness of the enterprise itself.

5.1.2 Disney's business environment analysis in China

China's tourism industry develops rapidly, and operation mode of theme park benefit your chances

In recent years, China's tourism sustained growth and total tourism revenue. While under the influence of the global financial crisis in 2008, the number of inbound tourism and related income declined, but compared with other countries, China's economic development still maintained a fast growth speed, so the travel and tourism revenue still

present growth totally since 2009 in China's tourism industry revenue to maintain steady and rapid growth. Although a slight drop in tourism numbers continue to cause related income decreases, but the Chinese domestic tourism continued to maintain rapid growth, China's tourism industry has great development space in the future.

The theme park industry has great development potential

With the rapid development of China's economy, the increasing of disposable income, tourist consumption concept also changed accordingly and upgrade, personalized tourism will gradually become the mainstream. Theme park for its distinctive theme concept, unique tourism and recreation environment that make tourists' experience and enhance the interaction and engagement, which can fully meet the needs of tourists personalized travel demand.

Due to the theme park industry in China starts late, it makes industry within a single enterprise's market share lower, the industry enterprise profit ability difference is bigger, and in the theme design, financial strength and management is still a certain gap with the world's best theme parks. Yet to produce absolute competitive advantage or the theme of the monopoly enterprises in the park. Future, financial strength and brand advantages of theme park will be through the way of mergers or acquisitions chain operation, to get a opportunity to further develop and expand.

Meet the demand of tourism to upgrade tourism cultural industry

At present, there has been some tourism and cultural performing arts with high reputation and market influence in China which become cultural card in local tourism. Some carefully mining and refining and creation, to embody the local cultural characteristics of tourism and cultural performing arts. It's the display of local history and culture, driving the development of local tourism, create comprehensive benefits has played a huge role.

Chinese tourists in the past mode of travel is mainly sightseeing scenic areas, attractions, and tourist attractions are open in the day, but lack of night tour and leisure entertainment. With the steady growth of Chinese residents' disposable income and consumption idea of escalating, visitors have not content with a single scenic Tours available in the day, and gradually put forward the higher requirements personalized travel demand, spiritual and cultural entertainment. Tourists and continuous increase of demand for cultural level, for the development of tourism cultural industry laid the foundation good customers.

5.1.3 The micro background analysis

Products to Consumers

Consumer groups: For Disney, China is a market full of temptation, as China has more than 200 million people under the age of 14, they are all potential power of Disney.

Consumer behavior: Disneyland theme park amusement form popularized all over the world. Disney settles in Shanghai, the Walt Disney company builds a service, manufacturing, licensing, and other industries of very large scale integrated entertainment brand. China's rising economic power and people income level unceasing enhancement, the national demand for entertainment.

Existing Competitors

Hong Kong Disney becomes the most direct competitors of Shanghai Disney. Since Hong Kong Disneyland officially opened in 2005, stable operation, a good momentum of development, competitive power to be reckoned with. However, there is a certain degree of competition, just can make the two cities have more discussion to improve their competitiveness and development. Therefore, in this sense, Shanghai and Hong Kong are partners rather than rivals.

Shenzhen OCT has become the strong competitor to Shanghai Disneyland. By the end of 2008, oct belongs to tourism scenic tourists has amounted to 132 million person-time, become the first brand of Chinese tourism industry. Other such as Shanghai happy valley, Hangzhou Songcheng theme park has become a powerful competitor of Shanghai Disneyland.

Jinjiang Paradise is the first large-scale modern amusement park in Shanghai, China, conversant area of 170 acres, a total of 40 amusement projects, suitable for all ages tourists to play, about 1 million tourists per year . In 1998, a total investment of more than 9 million yuan, have built the country's original two projects of "Happy World" and "Canyon rafting" with international level , greatly changing the face of Jinjiang Paradise. (Colliers International, 2016)

5.2 Cultural differences of China and the United States

Disney as a symbol of western culture in the United States, has been in a dominant position in overseas expansion process. it is fully complying with American Disney's business model to run Disney Tokyo Disneyland and Paris, due to the ignoring of cultural

differences. While Disney considerable success in Japan but in Paris's setback, by the culture of the French resistance, so that the Paris Disney loss-making. In Shanghai, therefore, to perfect the Disney's issues, cultural issues is still need to pay attention to important aspects.

The settle of American Disney has a significant impact Chinese culture. If wants to have a better development, American should have a deep understanding of the differences between Chinese and American cultures and how to achieve the perfect combination of Chinese and American cultures.

5.2.1 The difference of traditional cultural

In American culture, parents need to parenting duties before children adult. In other words, children at the age of 18 years who leaving home is also have no obligation to support their parents. The lack of affection between parents and children so that it looks more of a mutual benefit and public relations. This phenomenon is caused by the rational ideas of religion and ethics. China after five thousand years of cultural precipitation, especially under the influence of Confucianism, Chinese people are very filial piety and family, while United States is advocating self as the center, the prevalence of individualism society, everyone wants to give full play to its own unique personality, fully enjoy the rights of the individual and freedom. The individualism values in the traditional Chinese thinking and regardless of the law to reach the goal of behavior is contrary to Chinese culture.

5.2.2 The difference of hierarchy concept

Under any kind of social form, there will be differences of social structure basically. Different social and cultural status standards and the importance of status are different. China is a country with traditional culture characteristics of Confucianism as the core, advocates respect elders, long and orderly, and in the process of people especially reflects the status and role of ritual. The American culture is completely different, it more emphasis on the equal dialogue. In the minds of American, everyone is born equal, everyone is born with the power of the pursuit of freedom and equality. In American culture, and no longer honor of their works, whether in work or in a speech in such aspects as politics, entertainment and embodies the idea of equality, the idea has been completely penetrated into American deep down, they don't the restriction of the class status, the American culture in the eyes of Chinese people think is not respect to others.

Thus it can be seen, Chinese culture pursues collectivism while American culture tends to be personal hero; Chinese culture is graceful and restrained, while American culture straight; Chinese culture perception while American culture rationality.

5.2.3 The differences of values

China emphasizes the traditional values of collectivism thought, they think that the collective interests above all other else. Chinese cultural values embodied in the personal to the collective must rely on the collective unity cooperation common development. American values is the emphasis on individualism, individualism makes American exercise independent ability to survive at an early age, used to rely on oneself development does not depend on others, it emphasize individuality principle with people, pay attention to personal freedom and rights, personal interests and individual freedom should not be infringed.

5.2.4 The difference of concept of time

Each nation has different concept of time. In Chinese culture, it has been the past as the main measure. Chinese more respect in the past, to do anything to think about it is done, and how are you doing today are often on the basis of the past. Chinese respect teacher, pay attention to experience, age, seniority, etc. all is related to the "past". In the face of the past things to see and solve problems. Americans are focuses on the future, the future orientation is an important concept of time, American that the future is recent can quickly achieve is not the distant future. The longing for the future makes few American look back. In their view, it doesn't mean everything, age and experience they believe is the most important in the future, everything is for the better development, the past is past and does not influence the future.

5.2.5 The difference of ethics

Influence of the Confucian ethics thought of Chinese traditional culture. Confucian culture is the ritual, sincerity and will. "The ritual" is to respect people, so as to promote the harmonious interpersonal relationship; The original meaning of loyalty is dedicating to fully loyal to his duty, is to reflect the self-dedication dedication; Forgives is the basic principles of interpersonal, is China's traditional social formation is an important basis and guarantee of harmonious interpersonal relationship. Influenced by Christian thought and American culture, the essence of Christian ethics is increasing your faith, strengthen personal responsibility for personal gain salvation. American believe that the purpose of

life is not on the ethical relationship but should be in to the person's responsibility and the power of the individual, including life, liberty and property rights, these rights is given.

5.3 Disney to Take the Mode of Operation in Shanghai

Shanghai Disneyland to enter Chinese market is involved in a relationship of interests. Shanghai Disney company and the Shanghai municipal government, the relationship between both is cooperation and interests. And many aspects show that the Shanghai government to a higher risk of Disney company. Disney shares in a project, the Chinese equity accounts for 57%, Disney equity accounts for 43%. Designated state-owned large enterprises, on behalf of the Shanghai municipal government jointly with the Walt Disney company to form a joint venture company, by the joint venture investment 10 billion yuan, in which China invested 5.7 billion RMB, the Disney investment 4.3 billion yuan, the remaining 15 billion yuan for a bond, to government owns 12.9 billion RMB in debt, the bank creditor's rights and other business organizations have 3 billion RMB.

Shanghai Disneyland project cooperation pattern is the same as Hong Kong Disneyland, that means 25 billion RMB of investment has been part of this way "return" to the Walt Disney company., of course, the Shanghai government has its own plan, Disneyland is a theme park, not only it will improve surrounding real estate, hotel industry, services, culture, and even the development of manufacturing industry. Shanghai as an international metropolis, the reception of visitors from around the world each year hundreds of millions, and the construction of the Shanghai Disneyland can let visitors stay at least one day in Shanghai, for the stimulation and pull the whole tourism market are immeasurable. This is hidden behind the project of the enormous business opportunities.

5.4 Shanghai Disneyland cross-cultural management solution of the problem

5.4.1 Cultures of China and the United States

With the development of The Times, the process of global integration which make the eastern and western cultures blend together. Culture is an important prerequisite for success in Disney. Disney culture successfully realize the communication between the heterogeneous culture, on the one hand, because of Disney's cultural eclecticism, more important is it - the right localization of cross-cultural transmission, so as to effectively eliminate the Chinese resistance to the Disney culture. The United States had no native culture, the culture is based on the comprehensive culture in Europe and other countries

in the world, as a result, the modern American culture diversity, comprehensive, the characteristics of modernity, these characteristics are also reflected in the animated cartoon in the United States: freedom, humor, heroism. The animation will be European or Asian culture and American culture very good fusion, while keeping the original material the story mode in conveying the American culture at the same time, makes the people of the world won't feel strange and produce high identity, that is the fusion of globalization.

5.4.2 Disney local strategies of cross-cultural communication

Multinational companies in transnational operation under different cultural backgrounds will face management and cross-cultural management of conflict and contradiction inevitably. Objectively, the cultural difference greatly affects the multinational business strategy. For the host country of the cultural characteristics of the multinational companies to make adaptive strategies to adjust. The Walt Disney company is representing the American culture and commercial form, presents to us the American adventure and stimulate cultural style, these all to stimulate the consumption of the tourists and use to show the cultural characteristics of goods. Disney sold overseas, therefore, this kind of American culture, is based on the combination of globalization and localization, is implementing the "globalization" culture dissemination strategy. Localization strategy of cross-cultural communication under the premise that respect for the host country culture, must be good at using the cultural differences. Seeking common ground while putting aside differences is the "essence" integration strategy.

5.4.3 Disney animation cross-cultural communication

Disney's cartoon has become one of American civilization Peugeot in the worldwide culture. In Disney animation work, in addition to Mickey Mouse Donald Duck series and a few original works, most of the works are adapted from the world of fairy tales, folk tales, or classics, etc. Adaptation after they communicated in the form of Americanization, are achieve the goal that the cross-cultural communication of the localization strategy. Such as the animated film Mulan typically indicates that the company is how to carry on the cross-cultural communication in the context of globalization. Disney borrowed from the ancient Chinese folk tale, and animation creation again.

The "Mulan" in the world is behind the success of the Disney company long-term accumulation of management pattern that is Walt Disney globalization. The "Mulan"

Broadway style of singing and dancing to represent a realistic images and full-bodied Oriental legend of Oriental amorous feelings of the Chinese women, people of different cultural background will still be able to understand the connotation of it.

5.4.4 Shanghai Disneyland localization strategy

Shanghai is a bustling city of immigrants, it also the eastern and western cultures interact, the pronoun of Shanghai culture. In the last century is known as the "Oriental Paris" and 30 s where the first European and American culture into China. Therefore, the Walt Disney company stick to the brand globalization, on the basis of taking the localization of marketing mode of operation. The purpose is to let American culture better in the host country's culture, with improving the identity of the target market and acceptance. Localization marketing as a kind of feasible way, by attracting tourists to enter and produce culture close to move, and to maximize cultural output. The customer demands design products they need, such as in the process of management of Paris Disneyland, Disney company learned French wine culture status cannot be replaced, in the heart of the French begin to adjust sales strategy, lift the ban on alcohol and allowed to sell alcoholic drinks in the park to get rid of the French resistance of American culture. The same cultural factors, in the process of operation of Hong Kong Disneyland, in consideration of the Chinese diet culture factors. The multi-functional kitchen dining room design and diversification in the zone of the menu in order to better meet the needs of different visitors. Under the comprehensive consideration, in the development of Shanghai Disney's late more want to consider the Chinese diet culture and the characteristics of Chinese localization elements, let the most Chinese people feel Shanghai Disneyland and familiarity with Chinese characteristics.

To American culture as the core of Disney on the localization strategy, of course, there is no need to combine local culture factors. There are some visitors to Disneyland because recognition of American culture after all. Suggestions can be merged with Chinese characteristics on Shanghai details, such as Chinese lanterns hung on the road, or show some elements of Chinese classical sculpture. Shanghai Disneyland can also join the Shanghai local culture elements, in order to better distinguish it from Tokyo, Hong Kong and another Asia Disneyland. Disney theme parks in Shanghai, is a kind of cultural demand, which also hopes that the new era to show diversity and openness of Shanghai style culture.

CHAPTER 6

THE RESEARCH CONCLUSION AND PROSPECT

6.1 The research conclusion

As the spread of cross-cultural communicators, Disney fully realize the importance of cultural factors, and it realize that cross-cultural management needs to understand the local culture, respect local people's life and work habits. China introduces the Disneyland is not only cater to China's policy need to "increase domestic demand", also hopes that by "Disney" such an old culture brand influence, China's culture industry develop.

Disney has finally learnt that even highly unique resources and capabilities require some degree of adaptation in foreign markets. Disney was forced to learn that its value-generating resources and capabilities were actually location-bound. An ideal partner for Disney is the one that is able to effectively and efficiently transfer those resources and capabilities with the required amount of adaptation, that is, one with high absorptive capacity. (Carlos, 2011)

Shanghai Disney brand management in the Chinese market, it is necessary to make cross-cultural management, and makes traditional Chinese culture, Chinese culture factors such as consumption habits, consumer psychology and Disney theme cultural integration is crucial, the main conclusions are as follows:

At the overall situation, strategic level, we should consider the cultural differences between China and United States' factors, that includes regional differences, difference of human environment, historical background, etc., all aspects should adapt to the demand of the Chinese people and conform to the requirements of the Chinese cultural characteristics, etc.

The audience language culture. Language is the most comprehensive, the most strength of cultural interpretation. Shanghai Disneyland main activities to the audience, such as performance, play, it should try to realize Chinese as the medium of language.

In the form of artistic expression of Chinese thinking on Disney's theme. Disney passed to people with happy and optimistic. Although there are a lot of Chinese thought and western thinking of phase connectivity, such as traditional Chinese culture of benevolence, righteousness, propriety, wisdom, letter, all have the same performance in western thinking logic, but many aspects of form has a big difference, such as for Disney theme conveyed "fantasy", has been in the Chinese mind, and deeply influenced by traditional Chinese myth, comparatively large difference with western thinking. Therefore, for Shanghai Disney's various theme, it should fully take into account the Chinese way of thinking.

In the form of theme elements with regard to the localization of multicultural. Animation in the United States, for example, as stated earlier, the United States animation from around the world in the splendid culture of select material, for the deduction of American, the "Mulan" household folk stories from China. Shanghai Disneyland in deductive form the success of the different cultural patterns, and it more easily accepted by Chinese people and identity.

Continuous Chinese elements to shape and the way of spread of Chinese culture. The "Mulan" is good use at the traditional Chinese characters which shape the new Chinese element, and recognition of Chinese culture can meet the national pride to Chinese people. Therefore, on the propagation are more likely to be accepted by more Chinese people. Chinese elements to shape and the way of spread of Chinese culture both promote each other.

Combined with local consumption habits. As already on the analysis of the French Disney, France by Disney in the respect of the local consumption habits, obtained better performance than prior to change. Compared to the United States, in the consumption habits in China and the United States has a very big difference, as a result, Shanghai Disney business, mainly such as restaurant, hotel, etc., need to pay attention to the combination of local consumption habits.

6.2 Insufficient research and prospected

Though Shanghai Disneyland facing so many challenges and questions, but it also brings so many opportunities at the same time that other industries of Disney in Shanghai can bring many benefits. In terms of the cultural industry development, the Chinese for foreign culture such as American culture did not like the French resistance, they will take "absorbs the essence and discard the dregs" attitude. Disneyland as a world-class entertainment travel service product, has experienced ups and downs in one hundred, has already formed the very perfect entertainment tourism service standards, and have quite rich theme park management and operation experience. And, as a successful world expo venue, Shanghai Pudong has a certain ability of Shanghai Disneyland operations which to provide tourists all over the world in line with international practice, a higher level of service management.

For the study of Disney brand management mode of cross-cultural problems, this paper is based on the Disney company other five Disneyland before study and analysis. The success and failure experience of many aspects and this article can't provide in a short period of time for in-depth discussion and meticulous research, need further investigation research and the support of relevant data. And I hope in the future subsequent stages of constantly can improve and continue to track the research topic.

REFERENCES

- Carlos, G.H, (2011). International modes of entry : the case of Disney, *The Norwegian School of Economics and Business Administration*. Retrieved Dec 13, 2016, from <https://brage.bibsys.no/xmlui/handle/11250/168935>
- Samovar, L.A. (2015). *Communication Between Cultures*. American: Cengage Learning, 49(5), 20-23.
- Peterson, M.F, (2007). The Foundations of Cross Cultural Management, *Florida Atlantic University*. Retrieved Jul 30, 2012, from <http://pepsic.bvshalud.org/>
- Hofstede, G. (2001). Culture's consequences: Comparing values, behaviors, institutions and Organizations across nations. *London: sage publications*, 7(06), 1-29.
- Terpestra, V. (1978). The cultural environment of international business. *American: South-Western Publishing Company*, 7(06), 16-29.
- Trompenaars, F. (1998). Riding the waves of culture : Understanding Cultural Diversity in Business. *New York: McGraw-Hill*, 28(10), 26-37.
- Nath, R. (1988). A methodological review of cross-cultural management research. *New York: International social science journal*, 20(01), 35-62.
- Calori, R. (1994). A European Management. *London: Prentice Hall*, 13(06), 116-135.
- Leaptrott, N. (1995). Rule of the game: Global business protocol. *Cincinnati: Thomas Executive Press*, 24(07), 67-71.
- Gesteland, R.R. (2013). Cross-cultural business behavior a guide for global management. *Copenhagen Business School Press*, 24(07), 67-71.
- Adler, N. J. (1986). International Dimensions of Organizational Behavior. *New York: International social sciences journal*, 20(01), 35-62.
- Keller, K.L. (1997). Strategic Brand Management. *Journal of Marketing*, 54(01), 27-41.
- Yakimova, R. (2005). The brand-supportive firm: An exploration of organisational drivers of brand updating. *Journal of Brand Management*, 26(03), 27-36.
- Pan, Y.G. (2005). Create a world-class brand 8R models. *Nankai Business Review*, 26(03), 27-36.
- Wang, F.G. (2001). Brand management model. *Regional Economic Review*, 17(02), 11-12.
- Jia, Y. (2017). Research on marketing strategy: case study of Disneyland. *Published by Atlantis Press*, 33(05), 413-425.
- Kaye, S.C. (2013). An Assessment of Theme Park Development in China. *Routledge*, 5(13), 346-347.

- Jia, Y. (2017). Research on marketing strategy: case study of Disneyland. *Published by Atlantis Press*, 33(05), 473-481.
- Burgoyne, L. (2007). Walt Disney Company's Euro Disneyland Venture. *New York: International social science journal*, 17(05), 21-27.
- Esty, B.C. (2001). Structuring Loan Syndicates: A Case Study of the Hong Kong Disneyland Project Loan. *Applied Corporate Finance*, 13, 80-95.
- Hofstede, G. (2001). Convergence and divergence in consumer behavior: implications for global advertising. *Cross Cultural Communications Company, the Netherlands and University of Navarre*. Retrieved May 1, 2003, from <https://pdfs.semanticscholar.org/>
- Colliers International (2016). *China Theme Parks: A Magical Journey Ahead*. Retrieved Sep 18, 2016, from <http://www.colliers.com/>
- Carlos, G.H. (2011). International modes of entry : the case of Disney, *The Norwegian School of Economics and Business Administration*. Retrieved Dec 13, 2016, from <https://brage.bibsys.no/xmlui/handle/11250/168935>
- Iris, V. (2014). Intercultural Communication in the Global Workplace. *Liaoning: Dongbei University of Finance Press*, 6(11), 1-35.
- Geert, H. (2010): Cultures and Organizations: Intercultural Cooperation and Its Importance for Survival. *Beijing: China Renmin University Press*, 8(20), 353-359.
- Zheng, F. (2010). Research on Cross-Cultural Comparative Management Analysis Framework. *Shanghai: Management Science*, February 32(11), 5-12.
- Zheng, W. (2005). The Marketing Mode and Technology of Theme Park. *Beijing: China Travel & Tourism Press*, 3(26), 188-197.
- Dong, G.Z. (2006). Profit and Growth-The Key Strategies of Disney. *Beijing: Tsinghua University Press*, 8(23), 248-256.
- Zhao, Z. (2009). On the Misunderstandings and Solutions of Art Communication. *Harbin: Art Research*, 6 (01), 18-30.
- Chen, X.Q. (2006). The Enlightenment from Disney Trans-Culture Marketing Experience. *Changchun: Corporation Research*, 20(07), 5-11.
- Duan, J.S. (2008). A Study on Overseas Expansion Route of Disneyland. *Shanghai: East China Normal University Press*, 5(03), 27-31.
- Bob, T. (2006). An American Original. *Beijing: China Machine Press*, 9(03), 11-15.
- Zhang, Z.J. (2008). Disney: The Style of Chinese Survival. *Beijing: New Economy Weekly*, 8(12), 4-10.
- Li, T.Y. (2004). The History Lessons from European Disney Project Development. *Beijing: Tourism Tribune*, 7(06), 16-19.
- Guo, R.R. (2009). The Study of Disney's Spread of Happy Culture. *Shanghai: Shanghai normal university press*, 10(06), 11-15.

- Zhou, X.Y. (2005). Know Hong Kong Disney from the Cultural Aspect. *Guangzhou: Journal of Guangdong University of Foreign Studies*, 3(05), 3-10.
- Rao, G.H. (2005). Cultural differences between China and United States in Cross-Culture. *Jiangxi: Jiangxi Social Sciences*, 5(06), 13-16.
- Wu, F.F. (2009). Cultural differences between China and United States in Animated Film----Landscape and The Lion King" as the Example. *Guizhou: Film Review*, 8(04), 3-10.
- Wang, W. (2010). Does Disney Unaccustomed to the Climate When Settled in Shanghai. *Beijing: Xinhua Daily Telegraph*, 8(06), 16-18.
- Li, L. (2008). To See Cultural differences between China and United States from Cross-Culture. *Shandong: Journal of Shandong TV University*, 8(07), 25-28.
- Fan, F. (2010). The New Analytical Framework of Comparative Management Based on Cross-cultural Civilization. *Beijing: Tsinghua University Press*, 8(05), 13-15.
- Zou, S.R. (2009). The Secret of Happiness into Treasure ----Analysis on Operation Model of Walt Disney. *Shanghai: Shanghai normal university press*, 15(05), 27-31.
- Wang X.W. (2003). Chinese Strategy of The Walt Disney Comany. *Beijing: China Press Journal*, 6(06), 11-15.
- Feng, Y.M. (2007): Hua Mulan's Image in Disney Animated Films. *Beijing: Film Review*, 7(06), 6-8.
- Yu, D. (2009). The Inside Story of Shanghai Disney's Contract. *Shandong: The Economic Observer*, 9(03), 13-16.
- Fang, Z. (2009). Missing is Imitated and never Surpassed--Analysis of Disney's Differentiation Strategy Based on Brand Value Chain. *Beijing: China Business Herald News Weekly*, 9(21), 5-12.
- Chen, X.J. (2005). The Successful Business Strategy of Disney Theme Park. *Beijing: China tourism Herald News Weekly*, 16(05), 3-10.
- Wan, C.P. (2011). How to Face with Shanghai Disney. *Changzhou: Changzhou Daily Press*, 11(07), 17-19.
- Zhao, J.L. (2005). An Analysis of The Factors Related to Cultivation of Intercultural Communication Ability. *Xinjiang: Journal of Xinjiang Finance & Economics Institute*, 5(07), 3-11.
- Sun, Y. (2010). Shanghai Disney Project Started----The Investment Scale is about 25 billion. *Shenzhen: Securities Times*, 8(05), 6-11.
- Li, T. (2010). Research on the Marketing Strategy of Modern Theme Park. *Tianjin: Tianjin University Press*, 18(07), 6-9.
- Lu, T.H. (2007). A Review of the Research on Brand Aging and Brand Activation. *Shanghai: Foreign Economics & Management*, 7(09), 11-13.

- Zhu F.J. (2005). The Intercultural Transmission of Buddhism in Ancient China. *Wuhan: Wuhan University Press*, 5(04), 3-8.
- Song, J.L. (2005). An Analysis of the Visual Elements and Cultural Functions of Cartoons. *Nanjing: Nanjing University Press*, 5(08), 16-20.
- Zhang, S.F. (2008). The Embarrassment of Mickey Mouse in China. *Beijing: China Business Journal*, 20(07), 7-10.
- Li, H. (2005). The Six Major Trick of Disney's Operation. *Shenzhen: Securities Times*, 5(10), 13-15.
- Pan, W. (2010). Discussion on Disney's Culture Communication Strategy. *Shanghai: Profile of Shanghai Jiao Tong University Press*, 10(06), 5-8.
- Tong, B. (2004). An Analysis of Misunderstanding in Intercultural Communication. *Beijing: Tsinghua University Press*, 8(04), 10-13.

