

## Disney business model research

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**Abstract.** Disney's influence has been expanding worldwide, and has even set off a Disney storm, which has had an important impact on people's view of consumption and entertainment. Disney's great success is mainly due to its perfect business operation model, on the one hand, Disney's legendary classic cartoon works extracted cartoon characters and animation scenes, and through sophisticated ideas, will be designed into all kinds of humane, realistic and fun theme scenes, to bring consumers a diverse and happy experience; second, Disney is very concerned about the emotional experience of consumers, in the design of various amusement Second, Disney is very concerned about the emotional experience of consumers, in the process of designing various amusement theme, always put the personalized experience of consumers in the first place, and is committed to the consumers to experience the realistic animation scene. Disney is very concerned about the Internet among consumers, which is also the main reason for Disney's great commercial success. This paper provides a brief overview of the research topic, followed by an overview of the relevant research on Disney's business model by domestic and international scholars, and a review of the research content. Finally, we summarize the research findings and propose the future research direction of Disney's business model. We hope that the research content of this paper can help people understand Disney's business model and development strategy more comprehensively, and provide reference for the development of related enterprises and urban theme parks in China.

**Keywords:** Disney; business model; marketing; promotion strategy.

### 1. Introduction

Disney's business model has been a great success in the international market, which has other reference significance for the development of China's theme parks and the operation and management of related enterprises, so it is necessary to carry out research around Disney's business model. With the continuous development of the Internet economy, Disney has gradually embarked on the road of transformation, and even formed a "Disney +" development model, through the introduction of Internet technology, artificial intelligence technology and other advanced technology into Disney theme parks, creating a more authentic and humane play experience for consumers, Disney has also gradually formed a The Disney theme park has become a powerful fan economy, and the Disney theme park is widely popular around the world. Academics at home and abroad have conducted a lot of research around Disney's business model and development strategy, and scholars generally believe that Disney's great success mainly stems from its precise market positioning and attention to customer experience. In the process of business marketing, Disney not only creates realistic simulated scenarios for customers, but also pays attention to the interconnection and interaction with customers, and the design of themes is well-conceived to meet the comprehensive experience of customers through a variety of ways, which are the successes of Disney theme parks and have a value for the development of related enterprises and urban theme parks in China. At the same time, Disney in the process of development has gradually formed a perfect industrial chain, its animation model has programmed characteristics, leaving a deep "Disney impression" to consumers around the world, Disney has gradually grown into a very brand value of cultural symbols, on the consumption of people around the world, the concept of entertainment have had a Disney has grown into a cultural symbol of great brand value, and has had a profound impact on people's consumption concepts and entertainment styles around the world. Therefore, this paper focuses on Disney's business model in the hope that people will have a basic understanding of Disney's marketing and development strategy, and that

Disney's development concept and model can be applied to the development of Chinese enterprises and modern urban theme parks.

## 2. Main body

### 2.1 Review of domestic research

Yan Lu and Zhao Ao (2016) studied the investment and financing model and development strategy of Disney, taking Shanghai Disney as an example. According to the authors, investment, consumption, and branding are the three driving forces of Shanghai Disney's development, and in order to better adapt Disney to Chinese culture, Shanghai Disney has adopted a "Chineseized" Disney strategy and a "themed mixed consumption" model strategy [1]. Song and Han (2017) explored the business model of Disney theme parks at the level of positioning and branding. According to the authors, the core of the Disney theme park brand is the pleasure experience, and its market positioning is not only for children, but also for adults, mainly targeting the psychological actions of various groups of people [2]. Zhu Jun's (2020) study shows that in the context of the rapid development of the market economy, Disney has also begun to transform its digital development, restructuring its business around "Disney+", gradually adjusting the traditional business model of Disney and capturing more international markets [3]. Jia Shuo (2018) points out in his study that Disney's business model has had a huge impact internationally, and its animated films have gradually developed into a programmatic trend, causing people to gradually form a deep impression of Disney, and this "heartfelt" business model has ushered in a large number of consumers for Disney [4]. According to Zhong Yiming (2016), Disney's business model consists of three main aspects: first, carefully conceived themes and simulated scenarios; second, attention to customer experience and enhanced interactions; and third, the creation of realistic scenarios to fully satisfy the experience [5]. Yunwei Bai (2018) argues that Disney has broken the traditional marketing strategy and gradually achieved the expansion of the international market by adopting a diversified competitive strategy to meet the individual needs of different consumers. Disney pays great attention to customer experience in the process of marketing, and even invites customers to participate in business planning, and this advanced business concept and model has contributed to Disney's brilliant achievements [6].

In addition to research on Disney's business model, some scholars have also conducted studies around the reference value of Disney's business model for Chinese companies. Zhang Teng (2017) studied Shanghai Disney as an example, and the author pointed out that Disney's business model is distinctive in that it fully respects Shanghai's local culture while retaining its own advantages in the process of settling in Shanghai, and has achieved great success by finding the right positioning in the city, which has reference value for Chinese enterprises' business operations [7]. Fang Ling (2016) further discusses Disney's business model based on the belief that Disney has gradually formed an interconnected and closely collaborative industry chain model, and that in the process of business operations, customer experience is put in the first place, always according to the development trend of the times to make a new experience model, becoming a "never-ending" Disney. In the process of business operation, the customer experience is always put in the first place, and the new experience model is always made according to the development trend of the times. According to the authors, Chinese companies should also focus on the interconnection with customers in the process of marketing, and meet the diversified needs of customers by updating products and services to obtain a longer-term development value [8]. Ma Rui (2017) analyzed the marketing operation model of Tokyo Disney and discussed the reference significance of Tokyo Disney to the development of Shanghai Disney. The author argued that Shanghai Disney should take the Yangtze River Delta market as its operation center and focus on the cultivation of customer consumption habits to gradually develop into a well-known domestic amusement place [9]. Based on a comprehensive analysis of Disney's business model, Wang Jiwei (2016) argues that Wanda should learn from Disney's market operation model, work on the content on the one hand, and make good use of the fan

economy on the other hand to comprehensively promote the development of China's urban prosperity [10].

In summary, domestic scholars have conducted diversified studies on Disney's business model, and students generally agree that Disney pays attention to customer experience, constantly strengthens customer participation in the process of marketing, and focuses on mutual interaction with customers. In the specific scene design, Disney parks carefully conceived the theme, designed a series of vivid and interesting simulation scenarios, these scenes have the characteristics of humanity, authenticity and richness, to meet the individual needs of different consumer groups, which is the main reason for the great success of the Disney business model in the international market. The Disney business model also has great reference significance for the development of Chinese urban theme parks and related enterprises. Scholars point out that Chinese related enterprises should pay attention to the content design of theme parks, scenario design, and customer experience and participation, which are all desirable aspects of the success of Disney theme parks.

## 2.2 Review of foreign studies

Raymond M. Weinstein studied the birth process of Disney theme parks and concluded that Disney created a new model of theme park development, and with the continuous updating of development concepts and models, a powerful Disney business empire was gradually formed, which had a profound impact on the development of urban theme parks around the world [11]. Janet Wasko believed that Disney's In her study, King Margaret pointed out that Disney has completely overturned the traditional amusement park development model that a new and modern form of amusement park has been formed. Alan E. Bryman argues that Disney theme parks have been a revolutionary success and have created a Disney storm around the world, with Disney focuses on the emotional experience of its customers, sees the provision of pleasure as the primary purpose, and is marketed to include not only children but also a large number of adults [13].

This shows that Disney theme parks have adopted a diversified business operation model: first, they extract various elements and scenes from its classic animation, and design these animation elements and scenes authentically, providing customers with personalized and authentic experiences by conceiving different themes; second, they pay great attention to the interconnection with customers, always putting customers' happy experiences in the first place, while constantly improving theme design, committed to providing customers with more diverse and richer theme experience scenes. Some scholars also point out that the business model of Disney theme parks has a negative impact on urbanization, and John E. Czarnecki points out in his study that Disney theme parks have gradually formed an integrated model of tourism, a business model with shopping, hotel accommodations, design exhibitions, and themed entertainment, which can attract a large number of consumers. However, at the same time, it also brings noise pollution and air pollution to the city and poses a certain threat to the regional environment [14]. Samuel M. Wilson also pointed out in his study that Disney is particularly good at interpreting stories and creating a cultural atmosphere, which is a great attraction to customers of Disney theme parks and has made Disney gradually become an international business giant, but Disney culture The pursuit of fast and convenient also has a certain negative impact on the customer's view of consumption and entertainment [15].

## 2.3 Research Review

In summary, scholars have conducted a great deal of research around Disney's business model and development strategy, which has gradually formed the Disney business empire under the support of advanced development concepts and models, and has had an important impact on people's consumption concepts and entertainment styles around the world. In the context of the Internet economy, Disney and other enterprises and urban theme park development are facing great challenges, in order to better attract the attention of consumers, to provide consumers with more diversified and personalized services and experiences, Disney parks also need to transform the development of the main design, marketing model and other aspects. At present, Disney theme parks are also actively

committed to the introduction and application of Internet technology, artificial intelligence and other advanced technologies. The author believes that, with the continuous development of Disney theme parks, the future research direction of the academic community on Disney's business model mainly includes the following two points.

One is to explore Disney's digital transformation and innovation. With the rapid development of the Internet economy, Disney's business operation model has also been subject to certain impact. In recent years, Disney has paid great attention to digital transformation and innovation. As early as 2019, Disney theme parks in Australia, the United States and Canada began to launch the "Disney+" digital experience, which is the first time Disney has entered the streaming media market in its operating model, and has been a great success. This is because the Disney+ model has been well received by consumers around the world, and Disney theme parks have been able to continue to grow in the midst of the epidemic. With the great success of "Disney+", academics are bound to carry out corresponding research work around this theme, mainly exploring Disney's digital transformation and analyzing Disney's development path in the context of the Internet economy.

The second is the study of Disney's development in the streaming media market. In the period of 2020-2021, with "Mulan Orchid, Legend of the Dragon Quest, Journey of the Mind, and other blockbusters, Disney has achieved great commercial success in the streaming market, which reflects Disney's development model in the context of the Internet economy. Affected by the New Crown Pneumonia epidemic, Disney underwent a series of business restructuring and began to vigorously develop its streaming media platform, producing various types of highly personalized and original videos that were widely recognized and welcomed by consumers, which marked the expansion of Disney's business and indicated a shift in Disney's business operation model and development strategy, which will also become the subject of future academic research on Disney.

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