Disney International Parks:
Glocalizing Mickey and the Local Market

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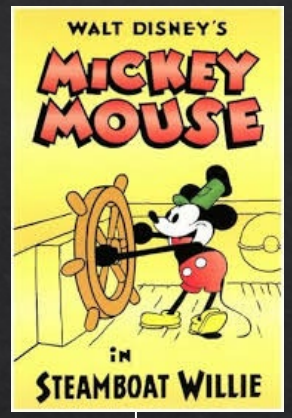
Research Questions

How important is Mickey's role in the parks?

How important is glocalization to the success of the international parks?

1928: Mickey's Debut



1955: Disneyland

1992: Euro Disney

2016: Shanghai Disneyland

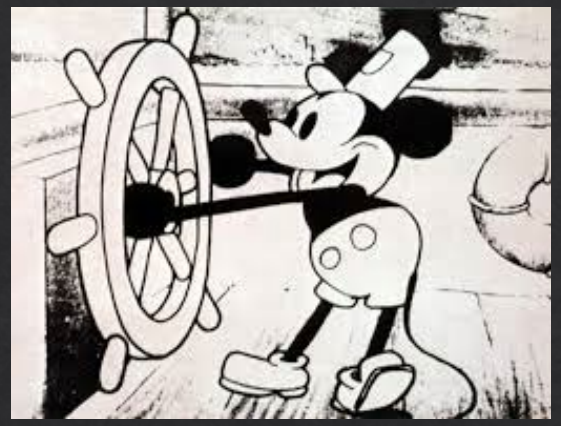
1950s: Mickey Shifts to Brand Ambassador

1983: Tokyo Disneyland

2005: Hong Kong Disneyland

The Leader of the Club

- Groundbreaking Animation
  - First cartoon synchronized to music
- His shorts save the company financially
- Symbol of hope
- Brand Ambassador
  - Cemented as the host of the park
- Most Recognized Character
  - 97% Global recognition rate (Menn, 2008)
- Intrinsically linked to Walt
  - Walt lives on through Mickey



Cash Flow & Expansion

Disneyland Park

Walt Disney World

Tokyo Disney Resort
夢がかなう場所
Where dreams come true

Disneyland Paris

Hong Kong Disneyland
香港迪士尼樂園

Shanghai Disneyland
上海迪士尼乐园

The Mickey Approach

Disneyland

- *Walt Disney's Disneyland*
- *The Mickey Mouse Club*
- Mickey Ears
- Remains the host of the park

Tokyo Disneyland

- *Tokyo Disneyland Special*
- Mickey at major negotiation signings
- Flying Mickey Friendship tour

Euro Disney

- Euro Disney Preview Center
- 30th Anniversary Mickey on the Eiffel Tower

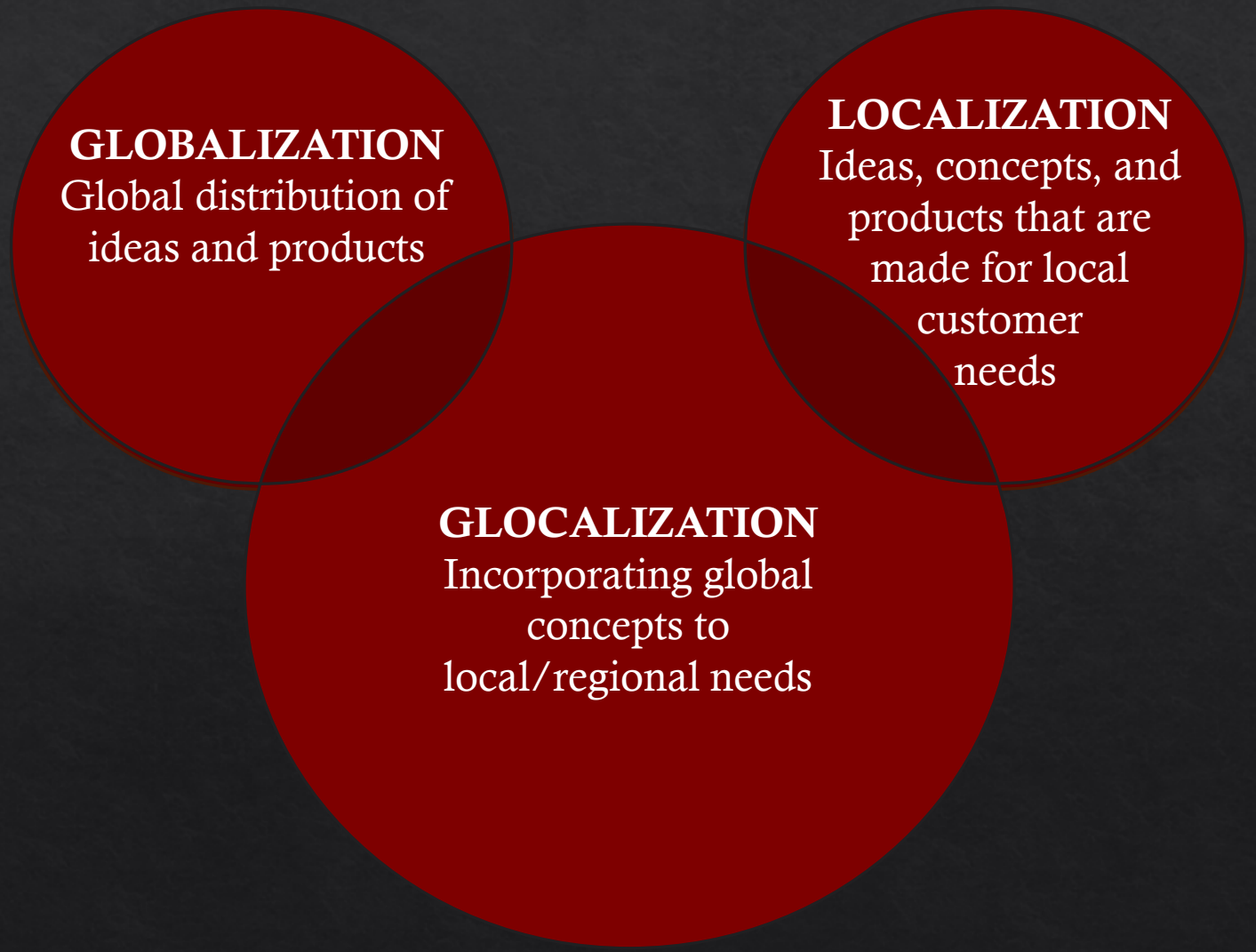
Hong Kong Disneyland

- *The Magical World of Hong Kong Disneyland*
- Mickey drawing contest, reading, promotions
- Mickey with VoluntEARS

Shanghai Disneyland

- *Mi Laoshu and Tang Laoya* (Mickey Mouse and Donald Duck)
- Main Street named Mickey Street

Beyond the Mouse:
The Importance of Glocalization



Tokyo Disneyland:
An American in Japan and a Japanese view of America

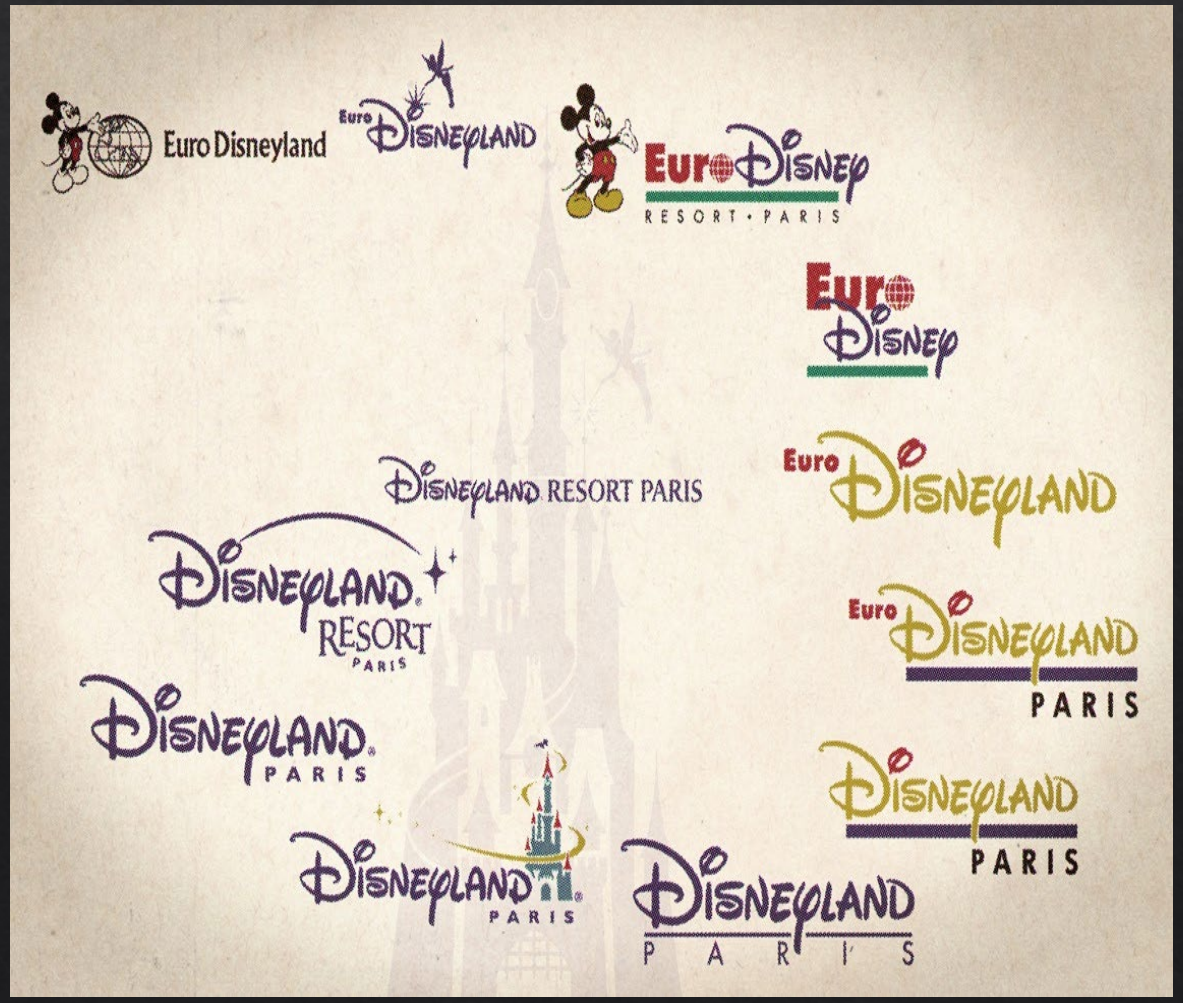
- Only non-Disney owned park
- To remain an “American experience”
  - “Don’t Japanese it up”
  - Disillusionment foreshadowing
- Symbol of cooperation and friendship
  - Booming success

Euro Disney:
The Tragic Kingdom

- Media backlash
  - “A Cultural Chernobyl” (Ariane Mnouchkine)
- Cultural Clash
  - France did not want an American copycat
    - Opposite of Japan
  - Incorrect Franch/American balance
    - No alcohol!

Paris Disneyland:
Rebranding and the Importance of Glocalization

- The first Disney park to allow alcohol
- Renaming of EDL to Paris Disneyland
- Only international park 100% owned and operated by Disney as of 2018
- Disneyland Paris regularly in the top 5 European tourist destinations (Statista)



Hong Kong Disneyland:
Feng-Shui with Disney Roots

- Used Anaheim's template

- Cultural representatives and feng-shui masters brought in
  - Reorientation to bring positive chi
  - Only castle to not face the south
    - Has water in the front and mountains in the back signaling prosperity in feng-shui

- "Gateway to China" (On, 2006)
  - For mainland China and foreigners

Shanghai Disneyland:
Authentically Disney, Distinctly Chinese

- Iger didn't want to put Disneyland in China, but make China's Disneyland

- Invoke a feeling of familiarity
  - 12 Disney characters mural representing the Chinese zodiac
  - Extensive land and attraction changes/replacements

Returning to My Research Questions

Mickey is a fundamental part of park promotion

Glocalization is a fundamental part of park success

Conclusion

- International parks are a cultural exchange
- Bringing Mickey and the “Disney Magic” is only half the deal, the other half is learning and adapting to the local culture
  - Telling the Disney story through the local lens
- “I only hope that we never lose sight of one thing- that it was all started by a mouse.” (Walt Disney, 1954)