



Research on Localized Operation Strategies of Industry Chain of Classic IP in the Pan Entertainment Era

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Abstract. With the rapid development of mobile Internet, the pan-entertainment industry has become an important part of the global cultural industry. In this context, the localization operation strategy of the classic IP industry chain has become an important research topic. Taking the world-famous IP Disney as an example, this paper studies a series of localization measures after Disney settled in Shanghai, including localization of visual symbols, localization of catering services, localization of theme performances and so on. Shanghai Disney has made outstanding achievements in the localization operation of the classic IP industry chain, and has also brought inspiration to multinational enterprises in terms of products, channels, prices and promotion. This paper explores the experience that Shanghai Disney can learn from in the process of localization, and provides reference for multinational enterprises to improve the influence and competitiveness of classic IP in the local market.

Keywords: Localized Operation Strategies; Industry Chain; Classic IP; Pan Entertainment

1 Introduction

The localization of foreign classic IP (intellectual property) refers to the process of adapting, adjusting or repackaging foreign classic works or brands that have been very successful according to local culture, market and consumer needs to adapt to the local market [1]. The purpose of this localization is to make foreign classic IP more acceptable and recognized in the local market, so as to improve its commercial value and influence. For example, some foreign brands, movies, TV series, games, animation and other classic IP, when entering the Chinese market, may be adapted locally, such as adding Chinese elements, using local language dubbing or translation, and cooperating with local brands. The process of localization needs to take into account local culture, values, social background and other factors to ensure that the adapted works can resonate with local audiences. At the same time, laws and regulations, copyright and other issues need to be taken into account to ensure that the process of localization is legal and compliant. Localization of foreign classic IP is an effective business strategy, which can help classic works or brands expand their

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influence and audience worldwide. This paper will take the foreign classic IP Disney settled in Shanghai as an example to explore the highlights and shortcomings in the process of Disney localization, and give corresponding countermeasures and suggestions to help Shanghai Disney develop with higher quality.

2 Pan Entertainment Era and Foreign Classic IP

2.1 Pan-Entertainment

Pan-entertainment refers to a new form of entertainment and industry based on the Internet, which integrates elements of culture, entertainment, science and technology. It includes movies, TV series, music, games, literature, animation and other forms of entertainment, as well as social media, live broadcasting, short video and other emerging entertainment platforms. "Pan-entertainment" is characterized by diversification, interaction and personalization, which meets people's diverse needs for entertainment, but also promotes the integration and innovation of different forms of entertainment. In the context of pan-entertainment, the boundaries of the entertainment industry have become blurred, and cooperation and innovation between different fields have become more frequent. At the same time, "pan-entertainment" also provides more opportunities and challenges for creators and enterprises, which need to constantly bring forth new ideas to meet the needs of consumers [2].

Since the term pan-entertainment was included and highlighted in the industry reports of the Ministry of Culture, the General Administration of Press, Publication, Radio and Television and other central ministries and commissions in 2014, it has been used to summarize the authorized activities with IP as the main core, and it has realized the construction of stories, plots and characters needed to expand the marriage between the film and television industry and the IP network culture, which has led to the emergence of cross-domain. As the core of IP, it is more and more applied to film and television works. In the era of pan-entertainment, IP is the most important concept. IP economy is also known as fan economy. IP is defined as works, characters or things with a certain fan base. Among them, the adaptation of animation and literary works is more representative. The existing animation and literary works provide a large number of rich IP resources for the creation of film and television.

2.2 Foreign Classic IP

Foreign classic IP usually refers to intellectual property rights with wide recognition and influence in the world. These IP can be various forms of creative works, such as movies, TV series, games, music, literary works, comics and so on. Foreign classic IP usually has a large number of fans and audiences worldwide, and has a wide range of popularity and recognition. After the test of time, foreign classic IP still maintains a strong influence and attraction, and has become a classic work in the cultural and entertainment industry. Classic IP can often be extended and developed on different media platforms, such as film adaptation, TV drama production, game development, etc., forming a cross-media industry chain. Because of its wide recognition and

audience base, classic IP usually has high commercial value and can bring rich economic returns. The localization of foreign classic IP (intellectual property) refers to the process of adapting, adjusting or repackaging foreign classic works or brands that have been very successful according to local culture, market and consumer needs to adapt to the local market. The purpose of this localization is to make foreign classic IP more acceptable and recognized in the local market, so as to improve its commercial value and influence.

2.3 Disney IP

Disney is a large multinational company headquartered in Burbank, USA, founded by founder Walt Disney in 1923. Disney's main businesses include entertainment production, theme parks, toys, books, video games and media networks [3]. Its most classic IP image is "Mickey Mouse", which marks the beginning of Disney's IP creation. Since then, a series of high-traffic IP such as Donald Duck and Goofy have appeared. Figure 1 is a Disney princess version (the Disney Theme Park Edition) of candy land, which shows several classic Disney characters.

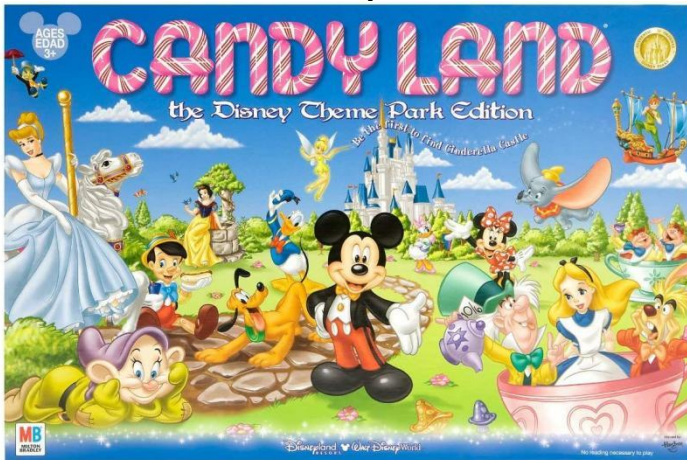


Fig. 1. Some classic images of Disney IP (figure credit: <https://www.disneyfoodblog.com/wp-content/uploads/2020/11/Disney-Parks-Candyland.jpg>)

Shanghai Disneyland, located in Pudong New Area of Shanghai, is the first Disney theme park in mainland China and the sixth in the world. It opened on June 16, 2016. The park covers an area of about 1.16 square kilometres and has eight theme parks, namely Mickey Avenue, Fantasy Garden, Adventure Island, Treasure Bay, Tomorrowland, Fantasyland, Disney Pixar Toy Story and Zootopia. In 2016, the number of visitors to the park exceeded 11 million. From 2016 to 2022, the Shanghai International Tourism Resort, with Disneyland as its core, received about 90 million visitors, with tourism revenue exceeding 40 billion yuan.

3 Main Strategies for Localization Operation of Shanghai Disney's IP Industry Chain

The most important part of the localization of Shanghai Disneyland is to integrate Chinese elements into the whole park and realize the landing of Chinese culture in the park. As a cultural entertainment product, theme park is not only a simple amusement for tourists, but also a cultural journey, which of course runs through people's cultural experience.

3.1 Sinicization of Visual Symbols

On the basis of maintaining the original flavour, the visual carriers of the park, such as architecture, landscape, logo, text and pattern, are skilfully integrated into various Chinese elements and can be seen everywhere. In this way, tourists can directly experience the impact of localization. The highest spire of Fantasy Fairy Tale Castle is peony, a famous Chinese flower, while the other spire can also see the pattern of Magnolia, the city flower of Shanghai, in addition to the traditional Chinese auspicious clouds, lotus and so on [4]. After visitors enter the park, visual symbols like this can be found everywhere, and a sense of closeness and familiarity arises spontaneously, which will soon generate the desire and interest to continue playing. Disney has also specially designed the “Twelve Friends Garden” for Chinese tourists, which is in line with the Chinese Zodiac and selects twelve animation stars from Disney's classic animation. Figure 2 is the image of the tiger in the Chinese Zodiac.



Fig. 2. Chinese Zodiac Tiger in Disney (figure credit: https://www.mafengwo.cn/photo/160792/scenery_10364842/342502406.html)

3.2 Sinicization of Catering Flavors

The catering service of Disney Shanghai Park is adapted to local conditions and closer to the consumption habits of local tourists. Chinese and Asian traditional dishes can

be easily found in the major theme restaurants in the park, such as traditional Chinese steamed buns and Sichuan, Guangdong, Hunan and other cuisines. Tourists can choose to consume in the park according to their personal taste preferences. In terms of quantity, the proportion of Chinese catering reached an absolute majority. In order to be closer to the tastes of local consumers, Disney has a team of more than seven hundred chefs, only three of whom are from overseas, and the rest are from all over the country, which can meet the requirements of Eight Famous Cuisines. In Shanghai, Disney is also fully integrated into the traditional dishes of Shanghai [5]. Shanghai Disney will also bring a series of eye-catching mooncakes to consumers in traditional Chinese festivals. The packaging of mooncakes is printed with classic Disney IP images, which are rich in variety and exquisite in design, as shown in Figure 3. At the same time of catering localization, Disney has not abandoned the original intention of original flavour, combined with Chinese tradition and Disney image, innovatively launched a variety of Chinese taste of Disney dishes, such as Mickey meat buns, Mickey red bean buns, etc., combined with Disney's creativity and local taste to creatively develop a variety of dishes, The integration of external and connotation once again shows the strong tension of cultural innovation.



Fig. 3. Mooncake gift box launched by Shanghai Disney (figure credit: https://www.sohu.com/a/201544275_99997725)

3.3 Sinicization of Theme Performance

Theme performances, as the highlight of attracting tourists in the park, will be presented in a distinctive and personalized way, and the most touching one is the classical culture of all nationalities, whose uniqueness is favored by many tourists [6]. The main roles of the park's classic performances are played by Chinese actors, who use Chinese in the play, not only that, but also integrate the local style into the classic repertoire. Sun Wukong, shadow play and other classic Chinese roles and arts appear in the long-standing Lion King. Hyenas speak with a northeastern accent, and many localized lines are mixed into the play. Tarzan of the Apes is permeated with traditional Chinese acrobatics in the performance, coupled with the fire-breathing performance of Sichuan Opera, which organically integrates Chinese culture. From

the external symbol image performance to the internal cultural integration, the localization strategy must be reflected in the most profound way. In the process of localization, any global brand needs to constantly explore the best form of localization and the most perfect cultural integration. Figure 4 is a photo of Disney's classic Minnie and Mickey performing in Chinese Tang costumes during the Spring Festival of 2022.



Fig. 4. Performing photo of Minnie and Mickey (figure credit: <https://ishare.ifeng.com/c/s/7jZLvZ0kFFF>)

4 Inspirations from Localization Operation Strategy of Shanghai Disney IP Industry Chain

The Marketing Theory of 4Ps came into being in the United States in the 1960s. Based on the 4P Theory, this paper expounds the enlightenment of the localization operation strategy of Shanghai Disney's IP industry Chain.

4.1 Inspiration from Product Localization Strategy

The operation strategy of Shanghai Disney's entry into other countries lies in product positioning, production mode, product nature and common value recognition. This is like the pursuit of faithful love, justice and human rights and the values recognized by the world in Disney movies. This is also a factor in Disney's popularity worldwide. At the same time, the entertainment projects and performances in Disneyland also contain some value elements and cultural elements that the host country pursues and human beings advocate together, such as Mulan in Disney's classic animation, which is adapted from China according to the story Mulan Ci. Hua Mulan has become a lively and cheerful western modern female image who despises tradition, is brave and tenacious, and strives to pursue personal happiness, which not only embodies the

cultural elements of Chinese localization, but also reflects the praise of individual heroism in the western world [7]. When multinational enterprises enter the Chinese market, they need to localize their products according to the needs and preferences of Chinese consumers. This includes product design, function, packaging and so on. Multinational enterprises also need to take into account the concerns of Chinese consumers about product quality and safety, and strengthen product quality control and safety assurance. When multinational enterprises enter the Chinese market with classic IP, they should first conduct market research to understand the needs, cultural background and purchasing habits of Chinese consumers. According to the results of the survey, the products are adjusted and improved to meet the needs of the local market. Considering the usage habits and aesthetic standards of Chinese consumers, the design and function of products should be adjusted adaptively. For example, modify the look and feel of the product, the layout of the interface, or add specific functionality. Multinational enterprises use Chinese logos and instructions to facilitate the understanding and use of products by Chinese consumers [8]. At the same time, Chinese elements or cultural characteristics can be integrated into the packaging design to increase the attractiveness of products.

4.2 Inspiration of Channel Localization Strategy

In Shanghai Disneyland, almost all the staff and cast members are from China. In order to avoid language conflicts, the park guide is presented in Chinese. In addition, there are Chinese and English signs on road signs, signs and the schedule of the park. It is said that Walt Disney Company usually makes products in English as its mother tongue and writes plans in English first. And then translate it into Chinese. However, in the process of setting up some plots and planning stories in Shanghai Disneyland, the staff first wrote them in Chinese and then translated them into English according to Chinese, so as to retain the Chinese cultural colour to the greatest extent [9]. When multinational enterprises enter the Chinese market with classic IP, they need to establish a channel system suitable for the Chinese market. This includes choosing appropriate sales channels, establishing localized sales networks, and strengthening channel management. In addition, multinational enterprises also need to consider the logistics and supply chain problems in the Chinese market and establish a localized logistics and supply chain system. Ensure that the translation is accurate, fluent, and in line with the language habits and cultural background of the target audience. We choose a professional translation team or work with a local translation company to ensure the quality of translation. In addition to language translation, cultural adaptation needs to be considered. Different countries and regions have different cultural habits, values and ways of humour. In the process of translation, the cultural elements in IP should be adjusted appropriately to ensure that they can resonate in the Chinese market. For multimedia IP such as film and television works or games, voice dubbing and subtitles are also very important. Choose the right voice actors so that their voices match the character's image and ensure the quality and smoothness of the voice. At the same time, accurate Chinese subtitles are provided so that the audience can better understand the content.

4.3 Inspiration of Price Localization Strategy

Most of the visitors to Disneyland come from China, and the income of tickets, shops and catering in the park mainly depends on tourists [10]. The consumption level of tourists directly determines the profit of the park. First of all, the capital localization of the park is mainly reflected in the price localization. In this regard, Disneyland examines China's consumption level and ability, Chinese consumption habits and passenger flow at different times, and achieves a more flexible ticket price. Most people will be extravagant when buying tangible goods, but they will be more cautious when spending on intangible entertainment. Among the interviewees, most of the interviewees expressed their acceptance of the price of tickets [11]. At the time of pricing, the ticket price of Shanghai Disneyland is the lowest in the world so far, while the price of doll goods will be much higher than the market. The localization of the park to earn high profits is also reflected in reproduction. These funds are mainly invested in expanding the construction of the park, and then returned to the localization of production, products, management and so on. It is a cyclical process, so localization is not only a result, but also a process. When multinational enterprises enter the Chinese market with classic IP, they should first understand the product price, positioning and market share of their competitors in the Chinese market. Develop a competitive pricing strategy based on market conditions and consumer demand. According to the fluctuation of RMB exchange rate and production cost, the price of products should be adjusted reasonably. At the same time, considering the price sensitivity of the Chinese market, it may be necessary to make some adjustments in the price. Multinational enterprises can consider adopting different price levels, promotional activities or packages to attract different levels of consumers.

4.4 Inspiration of Promotion Localization Strategy

From the media point of view, Shanghai Disneyland has adopted a combination of traditional media and new media. From the opening of Hong Kong Disneyland to the opening of Shanghai Disneyland, media coverage of Disneyland has been pouring in. Many official media have made detailed reports on the construction, operation, expectations before the opening and some problems after the opening of the park. In the process of publicizing Disneyland, besides the implantation of brand in various kinds of movies, videos, courtyards and daily consumption, new elements have been added this time, through the new Internet media forms such as second shot and live broadcast, using short videos to capture the wonderful moments of the scene to attract potential tourists, and the visitors come through the circle of friends. Make the topic continue to ferment in the micro-blog public opinion field, activate the audience's personal communication energy, and realize the multimedia linkage effect [12]. Disneyland itself is also a medium of communication, through high-tech investment, to create an immersive situation, so that visitors are visually impacted, and finally spread to the use of word-of-mouth communication to attract more visitors. Shanghai Disneyland communicates with consumers through WeChat Public Number Platform,

which has flexible functions, such as publishing graphic messages, H5 dynamic advertisements, organizing interactive online activities, voting and so on. When multinational enterprises enter the Chinese market with classic IP, they should formulate marketing strategies for the Chinese market, including advertising, promotional activities, public relations activities, WeChat marketing, etc. Communicate effectively with consumers using local languages, cultural elements and marketing channels. Cooperation or sponsorship with local enterprises, brands or institutions to enhance brand awareness and recognition is also one of the important ways to promote.

5 Conclusion

Disney has always adhered to the strategic thinking of combining globalization with localization. From the perspective of current profitability and tourist experience satisfaction, the localization development strategy applied by Shanghai Disneyland is indeed a very effective way for the international development of theme parks. The localization operation strategy of Shanghai Disney's IP industry chain mainly includes the performance of visual symbols in China, the experience of Chinese flavour in catering services, and the theme performance full of Chinese style. The localization operation strategy of Shanghai Disney's IP industry chain also provides a useful reference for the localization operation of the classic IP industry chain in the era of pan-entertainment, and adopts corresponding measures in product, channel, price, promotion and other aspects to improve customer satisfaction and better create a localized brand image.

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