

THE COUNTERMEASURES BASED ON THE CROSS-CULTURAL MANAGEMENT
OF SHANGHAI DISNEYLAND IN CHINA, IN COMPARISON TO PARIS, TOKYO,
AND HONG KONG

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The Countermeasures Based on the Cross-Cultural Management of Shanghai Disneyland in
China, in Comparison to Paris, Tokyo, and Hong Kong

Abstract

Disneyland is an American based company that offers a wide range of relational and hotel services to the customers. Since it is a multinational company, globalization is one of its major operational approaches that determine its success. However, globalization of its business faces uncertainty and difficulties due to the difference in cultural beliefs and practices of the overseas operational regions. As such, Disneyland needs an appropriate approach that is specifically associated with given operational regions to alleviate the effect of negative factors to the business performance of the company. To better understand the managerial practices used by Disneyland to control the cross-cultural sensitivity and controversy, a research was done on the company's management practices in Shanghai, China, as compared to Hong Kong, Paris in France, and Tokyo in Japan. Data was collected through interviews with workers from Disneyland and Wanda Company, a significant competitor to Disney and through a thorough literature review to evaluate previous studies on the topic and other literature works. These methods were deemed the most appropriate regarding the cost of research, sufficiency of information generated, their effectiveness, and accuracy of the information generated. Because of the variations in cultural beliefs and practices of the people living in the mentioned regions, which also accommodate operational branches for Disneyland Company, the company offers varied services in each of the regions as per the needs and requirements of the natives. These regional companies differ in the approaches used depending on the culture of the regions' occupants. For instance, the company invests more in hotel facilities in Hong Kong as compared to recreational activities in Shanghai, China as a way of meeting the preference of the natives. Therefore, a detailed

research write-up on the countermeasures based on the cross-cultural management of Shanghai Disneyland in China, in comparison to Paris, Tokyo, and Hong Kong is presented.

Keywords: Cross-Cultural Differences, Countermeasures

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Introduction

1.1 Research Background

The Walt Disney is an American multinational animated film producer. In every country where the company operates, there is the desire to reduce the effects of the cross-cultural differences in the regions of operation. As such, the company's strategy that guides the operations and the program to overcome the results of the differences in cultural values vary from one region to another. In this case, the company's social management skills and techniques used in Shanghai vary from those applied in the operations that are carried out in Hong Kong towns. However, it is important to understand the general cross-cultural management techniques that are employed by the Disney Walt Company in all its operations. The differences in variation of the techniques used to manage the cross-cultural differences in the regions of operation arise from the diverse nature of the cultural values across ethnic groups in the world. Disneyland is a subsidiary company of the Walt Disney that operates theme parks and other tourist attraction sites for giving the clients a unique customer experience that is admirable as well. Therefore, the operations of the Disneyland Company are highly reliable on the social interaction among members of the Disneyland fraternity i.e. the customers, workers, the public, and the managers. According to Thomas and Peterson (2014), it is important for the company to put the cross-cultural differences for various operational regions in check with an aim of monitoring the progress of the company's business imperatives and creating opportunities for the company to gain competitive advantage over other companies such as Wanda, which operates in the Republic of China.

Cross-cultural differences majorly affect business companies and other organization by disrupting the level of effective coordination and competence exhibited by the workforce

(Moran, Abramson & Moran 2014). The differences in cultural beliefs and culture vastly affect the functionality of organizations in the society. Therefore, the Disney Walt Company has a duty to ensure that the techniques used to manage the cross-cultural differences through its operations. To better understand the choice of Disneyland's managerial techniques over cross-cultural differences in Shanghai, China, a comparative case study is relevant. This is such that by linking the socio-cultural characteristics of the various regions of operations for Disneyland Company, it is possible to identify the rationale behind the company's choice of a strategic approach. The Walt Disney Company in Shanghai, China operates through the production of media content on television and as printouts such as magazines. The company operates as a subsidiary of the Walt Disney Company in the United States. In Shanghai, the cultural virtues and beliefs have a huge impact on the functional performance of business companies. As such, the Disneyland subsidiary Company uses a distinct approach to protecting the company image and brand equity. The counter-measures to the cross-cultural differences in Shanghai are aimed at developing a successful business for the Disneyland Company. A larger market share will characterise this for the company in comparison to its rivals.

To understand the practices of the company as a remedial action to the cross-cultural differences in Shanghai, a vivid comparison of the company's approaches to the city with other regions that have varied social structures and cultures gives resourceful information. In this project, Disneyland Shanghai's operational approach will be compared with those of other regions such as Paris, Hong Kong, and Tokyo. The targeted cities are used by the same Disneyland Company to carry out its business. This makes it easier to compare and contrast the companies approaches in related to cross-cultural differences. This information is relevant to developing a deep understanding of the social differences in various world regions, which are known to have a differing culture. To better understand the important approaches that are

necessary for curbing cross-cultural differences, its effects on the functionality and performance of businesses can be clearly enumerated. Disneyland is one of the business companies that have to undergo a strategic adjustment to meet the varying needs of the cross-cultural society that forms a large percentage of its customers.

The research is aimed at synthesizing relevant and adequate information that can be used to better the functionality of the company within the region. In a broader perspective, the information can be applied to any other business company that is operating across cultural borders to alleviate the effects of the cross-cultural differences to organizational performance. However, the application of the information synthesized in this research will be dependent on the feasibility of the recommendations made to the pre-existing business situation. The co-existence among members of any given society is an important factor to be considered when setting up a business company in a strategically chosen location that is occupied by people who have varied cultural perspectives.

As such, it is important for every business organization to understand the culturally accepted virtues in their operational regions with an aim of harmonizing the operations and strategic approaches used. This is of mutual benefits to both the business company and the society. Development of a peacefully co-existing society while optimizing the business performance of the Disneyland Company is the main aim of the research. To achieve this, it is important to understand the company's strategic difference regarding coping up with the differences in cultural core values and perspectives among varied operational regions. This is done by comparing the operational approaches that are used in different regions, which are Shanghai, Hong Kong, Paris, and Tokyo. This is a sufficient data collection approaches that will provide information concerning the cultural operations in most Asian cities and the European cities.

1.2 Research Aims and Objectives

The research was carried out basing on well-formulated guidelines. These guidelines reflect the relevance of the data collected through interviews. The aim of the research is to develop knowledge concerning the various cross-cultural differences, the best countermeasures that can be applied to alleviate their negative impacts, and their relationship with the progress of business companies that operate within the region. The research also aimed at developing causality for the varied application of remedial operational strategies in Disneyland Company through its operations in Shanghai, Tokyo, Hong Kong, and Paris. Therefore, the research activities were confined to specific goals to guarantee the relevance of the studies outcomes. The following are the research objectives that were used as guidelines during the generation of information.

- To identify the countermeasures used by Disneyland Company in Shanghai to curb the problems, which arise from cross-cultural differences
- To determine the differences and similarities in the operational strategies used by Disneyland Company in Shanghai and Tokyo in relation to the cultural values and beliefs of the region.
- To determine the differences and similarities in the operational strategies used by Disneyland Company in Shanghai and Paris with reference to the cultural values and beliefs of the region.
- To highlight the differences and similarities in the operational strategies used by Disneyland Company in Shanghai and Hong Kong from a socio-cultural point of view.
- To develop a correlation between the operations of Disneyland Company and the cultural values of the regions of operation.

Literature review

2.1 Global Theme Park Market

2.1.1 Trend

The trend of the global theme parks can be described as one that is developing over time. Spending in the theme parks involves souvenirs, admission fees, and various related purchases. Most of the expenditures at museums, zoos, family entertainment centers, and zoos are not classified as sources of revenue for an amusement park. Approximately 55% of all the revenue collected from theme parks is usually from ticket sales (Clave 2007). Total spending was seen to reach an estimate of \$ 40 billion in 2014, which was an increase of 6.3 percent from the previous year (Ms & Mary 2015). However, it was a reduction of 8.3 percent from the growth experienced in 2013. Total per capital spending globally on theme parks rose by 3.4 percent in 2014, which was also lower than the 4 percent increase observed in 2013. The average attendance growth rate dropped to 2.8 percent in 2014, which was the smallest gain to be recorded over the past five years (Ms & Mary 2015).

According to Deng (2011), most of the observed trends can be attributed to the favourable economic characteristics that are favouring the tourism sector globally. In this case, governments of most international countries are involved actively in promoting tourism. This is particularly in the Middle East and Asia where most of the theme parks are observed as key element in the government national plans (Pepi & Kading 2016). For example, in Malaysia, the government has established a national fund to invest and attract in theme parts to develop the industry. In china, the government is indicated to have removed the ban on approvals accepting new parks in the country, thus, more parks were established increasing their number (Deng 2011). This lead to a surge that saw more than 50 parks established. According to Yue (2009) the Middle East governments use the concept of theme parks as a tourist attraction initiative. In Europe, parks are designed in a way that they provide English

translations as a way of providing a platform for more international tourists. This shows how cross culture initiatives have been applied as marketing strategies to allow more people to travel and experience the theme parks. Such initiatives are expected to contribute to growth of the industry within the next years.

2.1.2 Ranking Analysis

Table 1: Ranking of theme parks in Asia-Pacific (Ren 2010)

Theme park spending by Country in Asia-Pacific			
	2010	2011	2012
Australia	-4.9	1.0	15.6
China	19.7	16.9	4.8
Hong Kong	11.4	22.8	11.5
India	19.9	15.5	11.5
Indonesia	-1.5	7.0	-3.6
Japan	5.3	2.6	11.2
Malaysia	9.1	8.3	5.8
Philippines	11.4	8.0	11.6
Singapore	151.3	74.5	1.8

2.2 Theme Park Market in China

2.2.1 Trend

According to Pepi and Kading (2016), the current development and improvement of the Chinese economy has seen many tourists flocking into the country due to the availability of visiting sites. Tourism has become an important part of the economy's growth due to the revenues generated from the sector. As such, many organizations have taken advantage of the

available markets to establish different tourists' entertainment points such as hotels, theme parks, and restaurants (Deng 2011). The government of china has played a big role in enabling the economy to transit into a consumption-based one. In this case, it has proposed several policies to allow business organizations to operate competitively and support the tourism sector. According De Groot (2009), to the history of development that looks at amusement parks in China can be analysed based on three key stages. First was the initial development of the domestic parks, then development of brands, and lastly the development and growth of the international theme parks and their penetration into the Chinese economy.

It is seen that different internationally recognized theme parks have established themselves in China over the last years. Some of the most established include Universal Studios and Shanghai Disney resort. Deng (2011) speculates that Universal studios have plans to establish theme parks in Beijing, Jiaxing, and six flags as its theme parks. In this case, it is evident that the theme park market in Asia and specifically China has developed into a new era where international theme park brands are competing directly with the domestic ones (Butler 2006). Additionally, their performance shows a favorable environment as most of the parks in the region show strong financial and economic performance. For example, in 2015, four major theme parks developed in China, which are located in South China and East China (Clave 2007). These include Chimelong Group, OCT Parks China, Fanta wild, and Songcheng Worldwide that were observed to be among the top ten global theme parks (Notar 2006).

2.2.2 Types of Theme Parks

China is evidenced to experience a bustling theme park industry with the opening of the multibillion Shanghai Disney resort. More theme marks are continuing to be established in the country due the favourable business environment and government policies that tend to favour their operations. According to Deng (2011), approximately 65 different major parks

are planned and built in the country. These include the Universal Park, Songcheng, Chimelong, Fantawild, and Overseas Chinese Town that are identified as the leading park operators in the country. There are international parks and domestic parks within the country that have different aspects such as video and skill games, virtual reality experiences, water attractions, marine parks, motion simulators, and food and beverages (Chon et al. 2013).

2.3 Disney Theme Park

Walt Disney organization together with its subsidiaries has been classified as the largest multinational business that is diversifies to suit all people regardless of origin and culture. It has business operations in over 40 countries (Wu 2004). Its establishment has been as a result of the marketing strategies that apply cross cultural management to accommodate different regions. It has over 166, 000 employees who are also diversified in terms of gender, age, social status, and cultural backgrounds (Ren 2010). The organization's mission is to give high quality and world class entertainment while providing a unique aspect of technology and magic to many audiences around the world. The company was established in 1923 by Walt Disney when it was commonly known as Disney Brother Cartoon Studio (Ms and Mary 2015).

Currently, the organization operates as a business with five different segments. It also positions itself as the key leader in each segment it operates in. It has the potential to change and adopt into a different culture and environment plus the industrial landscape (Hofstede 2011). Disney is observed to implement different strategies into its marketing to allow it to penetrate into different cultural markets (Dawar & Frost 1999). Therefore, it continuously achieves steady growth with its potential to enter new markets. The organization has five main operating segments which are studio entertainment, interactive, media network, park and resort, and consumer products (Wang & Li 2009).

Table 1: Walt Disney Business Segments (Deng 2011)

Main Segments	Revenue
Media networks	21, 152
Park and resorts	15099
Studio entertainment	7278
Consumer Products	3985
Interactive	1299

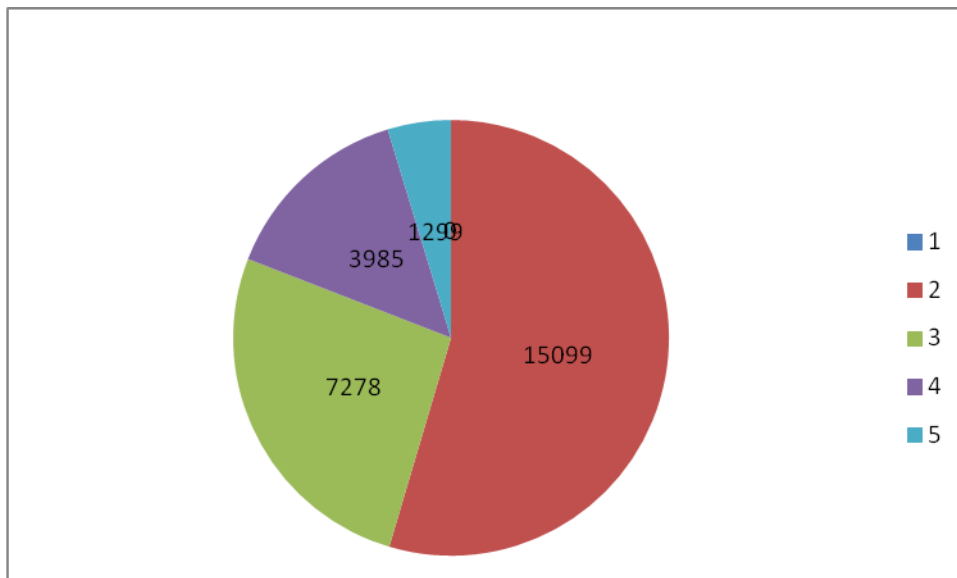


Figure 1: Disney business segments (Deng 2011)

2.4 Disney Theme Park Overseas

2.4.1 Paris Analysis

In Paris, the euro Disney resort was built in new town marne-la-valle that is 3 km east of Paris. Some of its features include the Disney land Paris theme park, theme hotels under the same organization, Disney village amusement centers, and symposium facilities (Khanna et al. 2005). The group is faced with the mandate of controlling all the estates and the overall expansion of the Disney infrastructure. In this case, the hotel is seen to possess Hotel

Disneyland, Disneyland park, Walt Disney studios, and the Ranch Davy Crockett (Deng 2011). The move to have a European theme park in Paris was faced with many challenges due to cultural differences. Paris favours Oit, as it is one of the world's largest tourism capitals. Its location further allowed tourists from Great Britain and Germany. However, the organization was influenced by the large cultural difference between the Europeans and the Americans.

It was observed that the entire plan followed the identical principles as the original Disneyland in the United States. According to Dawar and Frost (1999), their expectation was that customers would want the America experience in Paris, which turned out not to be the case. A lot of differences emerged that could not allow the French to agree on the approach of the theme park. Additionally, Euro Disney was not accepted into the European societies. Another problem identified was in the marketing policy applied as it was promoted in the wrong way to the consumers. The type of advertising applied ignored the cross cultural management aspect as it involved the American style of extravagance and bigness (Pepi & Kading 2016)

2.4.2 Tokyo analysis

The Tokyo Disney theme park was the first to be built outside the United States. The section operates in the Tourism and Hospitality sector that aims at attracting all kinds of tourists into the city (Deng 2011). Tokyo is associated with technology and a rapid economic growth that has favoured many organizations. The theme park in Tokyo is the oldest and the most popular in the whole of Asia. Asia is observed to have a very strong culture that organizations should put into consideration when establishing in the region. In this case, it targets tourists from Japan and the neighbouring countries in Asia. Its main income is from the high-income households from Japan and different Asian Countries (Khanna et al. 2005). In this case, a key consideration is given to the strategies applied as the Asian culture is

observed to differ significantly with the American culture in terms of food, shelter, fashion, language, and religion. Therefore, social aspects are put into consideration when offering services to the diverse consumers. The theme park acts as an alternative for all people living in Japan (Dawar & Frost 1999).

Tokyo Disneyland tries to incorporate the local culture into its operations by offering a Japanese experience. Just like Walt Disney World in Florida, the park has a Cinderella's Castle that is located at the middle of the park. This was because of the Japanese aspect of duty and strong work ethic that was portrayed as a culture. The park also allows the Japanese people to have a platform for their nature as rowdy people (De Groot 2009). In this case, there are places that allow people to sing, dance, and clap along an internationally themed show such as street shows jubilations and the Latin-American vibes. The high numbers that are seen in the theme parks in Tokyo cannot be observed in the United States (Mitrasinovic 2006). Additionally, the food that is offered in Tokyo Disneyland is found to be different from that offered in the United States. Some of the strategies applied include infusing the American and Chinese flavours with Japanese cuisine (Zoe 2010). This allows people to experience their culture, which illustrates an aspect of cross-cultural management. This shows how Disneyland as an organization has changed the marketing strategy to suit that of the Japanese culture while still keeping its American approach.

2.4.3 Hong Kong Analysis

The small Hong Kong Disney land was established in 2005. It majorly incorporates traditional Chinese elements as a design to attract more tourists from China (Clave 2007). In this case, it balances different elements such as food metal, water, wood, and fire to allow tourists experience a positive energy throughout the park. For the Hong Kong market, Walt Disney is observed to take different initiatives to address the aspects of local cross-cultural sensitivities that may affect the company. In this case, the company is scheduled to include

local music and food in Chinese Culture (Chon et al. 2013). However, it has faced many controversies because of the government investing huge amounts of money in its development. It will provide services in English and two kinds of Chinese to allow all types of tourists to enjoy the services (De Groote 2009). This is describes as an initiative by the management to recognise the differences that exist within the national cultures round the world. Being too United States-centric, the organization would cease being relevant to the Chinese market.

According to Zhu (2012), the theme park in China is designed to accommodate cultural aspect of the country such as the connection with spiritual forces. The Disney World aspect of the theme park was an American product that is tailored to suit different international cultures. It applies the cross-cultural management tools to analyse the differences in international cultures and tailors the main products to suit all cultures. However, the Hong Kong theme park was met by negative reception from the Chinese people as they objected the American concepts (Banutu-Gomez 2014). It was found that 47% of the citizens in China had a negative opinion of the United States. The poor opinion is stated to have been influenced by U.S foreign policies that neglect international cultural aspects. China has had several anti-American protests that would affect the success of Disney World in Hong Kong

2.5 Disney Theme Park in Mainland China

2.5 1 Environment Analysis

Disney Land in china is faced by various environmental aspects that can be classified as either cultural, political, and the role of government policies. Most of the external factors seem to favour the tourism and leisure industry as the government has invested a lot of funds to promote tourism (Yue 2009). Further, the development of infrastructure such as communication transport and security has greatly favoured the growth of businesses in China.

However, the main determining success factor for the theme park in china is the cultural aspects found in the country (Hofstede 2011). China has a very rich culture that is portrayed in their lifestyle, which consequently affects most of the business operations. International organizations wanting to establish in the country are involved in extensive research to understand the culture, people, and government policies that define the market. Therefore, they are able to apply the current cross-cultural management aspects to enter the market (Banutu-Gomez 2014).

According to Trompenaars and Hampden-Turner (2009), Disneyland operation in china appears to be faced by many opportunities and challenges. The key challenge is identified as the cultural clash between China and America. This varies from region to region, which forces the organization to standardize its operations to suit the different cultures (Aycan, Kanungo, & Mendonca 2014). Dealing with diverse employees is a major issue when it comes to management. In the past years, Disney land has had to deal with employees within the organization, which led to various conflicts that affected business operations. In this case, the management tries to formulate strategies to cope with the problems that arise as a result of conflicts between employees and employers. The organization tries every means to adapt to the local environment to facilitate all the local customers' wants and needs. This is because it is an entertainment industry that tends to spread more globally all over the world (Chon et al. 2013).

2.5.2 The Cultural Differences between Shanghai (Mainland China) and American That Disneyland Would Face

The culture in mainland china is diverse and differs extensively with that of America. This is observed to influence the operations of many international organizations. The culture differs in different aspects such as social structure, self, conflict and confrontation, morals, and business relations. China is observed to have a formal social structure that is also

hierarchical (Notar 2006). The citizens should identify with their structure and follow the rules formulated within it. On the contrary, in America, the social structure is more informal and loose where people of different social levels interacting and knowing each other. Very few social rules are identified in America. In this case, the difference can cause problems within business relationships when these rules are not identified by the foreign organizations. China has a different way of approaching conflicts that is not known in America. There is no direct confrontation that is mainly experienced in America (Zhu 2012). The Chinese people do not show themselves and try to prove a point over business issues, which are considered shameful and disrespectful.

In mainland china, the people look more at a group collective as opposed to individualism. On the other hand, America has been identified with its push of individualism that has been the main source of misunderstanding and conflict with different cultures that seem collectively (Zhu 2012). This would affect business operations in China, as the citizens tend to look at how their individual acts affect the whole other than themselves. They are more willing to compromise and sacrifice as opposed to Americans who are known for their aggressive nature that has been the main reason for their success and world power. However, this nature has to be changes when entering the Chinese market to be successful (Ren 2010).

Ryan (2013) speculates that the reputation of an individual is considered to be very important in China as opposed to America and the European countries. Any action that can humiliate or ruin someone's reputation is avoided completely. However, in the United States, reputations are observed to come and go, as they do not matter to anybody (Ren 2010). This is also observed within business organizations, as people are more likely to overlook reputation to get a specific job done. China is a country that upholds business relations and interactions. All organizations wanting to do business in mainland China should embrace socializing as a strategy. They embrace social times even though they delay projects and

contracts. However, in America, business associates are observed to be more aloof where there might be some social gathering but businesses remain to be more important (Zhang 2009).

2.5.3 Competitors in China

After the recent opening of the multibillion Shanghai Disney land, Walt Disney Co faces various challenges because of the existing rivals in the country. Some of the direct competitors include characters from Chinese cartoons such as Pleasant goat and Boonie Bears (Smith 2010). The number of theme parks in China continues to increase progressively due to the favouring environment in China, which makes it harder to enter the market. Another major issue is the ban on imported cartoons that tends to promote local content (Zoe 2010). Chinas attitude towards Disneyland is observed to be ambivalent, which reflects a clash between the American style and nationalistic sentiment.

According to Mitrasinovic, (2006), some of the domestic competitors to Disneyland include Haichang Ocean Park Holding that plans on opening a marine park and the Dalian Wanda Group. Also, the organization faces competition from several theme parks in china besides Wanda. These include Shenzhen-based Fantawild theme parks and the Dalian-based Haichang Ocean Park (Mitrasinovic 2006). Additionally, in 2014, the US based universal parks had announced their opening of a universal studios theme park in Beijing. As it is scheduled to open in 2019, it presents a possible threat as a competitor to Disneyland in China. In another case, the Shanghai Haichang Polar Ocean theme Park is located approximately 30 minutes' drive away from the Shanghai Disney Resort. The park is scheduled to draw 6 million tourists each year (Wu 2004).

2.6 Summary on Performance and Factors That Influence Performances

To succeed, organizations should work with their alliances and foreign organizations within the same environment. In this case, they should understand how to work with different

cultures at national and international levels. This is achieved by formulating ways to create synergies between the different cultures that exist between different countries (Wang and Li 2009). However, in most cases, cultural compatibility is not always the core determining factor of success within organizations. The issue cross-cultural management is important in ensuring an organization enters and succeeds in an international market. Compatibility of cultures refers to the core similarity of values, as they are the main unchangeable cultural elements. According to Zoe (2010), the visible and peripheral elements of culture can be moulded to suit different business organizations to give the perspective of an aligned culture. Therefore, businesses cannot succeed without the similarity in culture and strategic complementary. When two cultures are identified to be very different, for example, the case of China and the United States, the foreign organization is forced to formulate various strategies to cope with the new cultures. Other success determining factors include infrastructure, population, government policies, laws, regulations, and competition (Mitrasinovic 2006).

2.7 Cross Culture Management Theory Studies

2.7.1 Hofstede's Model

The Hofstede model is used to analyze the different cultures of a country in how they affect the operations of an organization or a business. It illustrates the relationship between people of different cultures and the way they approach each other (Piepenburg 2011). The ideas were first developed based on research projects into the differences that exist between national cultures across a multinational corporation. The theory applies five independent dimensions concerned with the national culture differences (Learning 2004). Countries can be either similar or different depending on the cultural characteristics that define them. In this case, the cultural dimensions that define a country include individualism, power distance, long-term orientation, individualism, and long-term orientation. The theory has its own

drawbacks when it comes to its application (Thomas and Peterson 2014). For example, the overall averages of a country do not always relate to the individual's in that country.

According to Thomas and Peterson (2014), the model has been proven to be correct in many aspects when it is applied to the general population. However, it is seen that not all individuals, regions, and subcultures fit in the same mold. Therefore, the model can only be used as a guide to understand the difference between cultures for different countries. The accuracy of data used in analyzing cross-cultural aspects limits the accuracy of the model. For example, when data is collected through questionnaires, it gets to acquire some limitations (Piepenburg 2011). Also, for different cultures, the context of the research question is important just like its content. In most cases, for group oriented cultures, respondents tend to answer questions based on the perspective that they are being addressed to the group one belongs to. On the contrary, some answer based on the eyes of an individual.

The dimensions outlined collectively indicate the impact of a culture that has been ingrained in a society on the core values and beliefs of the members in that society. The dimensions also illustrate the relationship between cultural values and behaviour, which can be applied by an organization to understand the core needs of consumers (Thomas and Peterson, 2014). This is done with the assistance of a structure that is based on factor analysis. The theory can be described as an approach to study different aspects of culture that provide a rating and a scale for comparison. With regard to international business and social factors, cultural dimensions play a big role in formulating marketing strategies. This is with regard to how different features of a business can be viewed in different cultures. For example, Disney World is viewed differently in Tokyo, China, and Paris as compared to the United States (Zoe 2010). It has therefore taken different approaches to incorporate the cultural aspects such as food, fashion, language, and songs in its operation to suit the location. This helps the organizational management to operate successfully across all international markets.

2.7.2 Decision Tree Model

The effectiveness of a leader in participating in decision-making is very important for many organizations. In this case, a leader's decision-making role is observed to be contingent based on the characteristics of the problem identified. An employee should have supervisory practices that define the characteristics of a decision situation or problem (Gladwin 1989). Several organizations are faced with a dilemma when it comes to making major strategic decisions. This becomes important in making decisions that influence leadership roles. In this case, a decision making model was developed that enables organizational managers to analyze a problem or a decision situation (Gladwin 1989). A decision tree is illustrated as a concept that is incorporated into a model that describes the best decision making style for a leader. The key objective of the model is to provide alternative solutions to a leader.

2.7.3 Susan's Theory of Strategic Approach to Cultural Differences

According to Susan C. Schneider, cross cultures can be managed by considering two major myths that have been used to describe cultural differences and its sensitivity to the society. In their book, Schneider and Barsoux (2003) illustrate the best cultural differences approaches to be used for organizations that operate across different cultures. In the theory, the world is viewed as getting smaller with time, making it easier to manage the differences in culture appropriately. Therefore, with the application of the appropriate management skills, cross-cultural differences can be universally regulated and made advantage of. The theory further illustrates how much it is possible for business companies to develop competitive advantages from cross-cultural operations through the employment of proper management techniques (Schneider and Barsoux 2003).

From the implications of this theory, Disneyland Company can be able to develop a competitive advantage in its overseas operational regions by considering the feasibility of the strategic approaches used to curb cross cultural differences' negative impacts to its business

performance. Currently, the company partially administers the principles of Susan's theory of strategic approach to cultural differences. The theory also requires adequate and accurate analysis of the current company situation, feasibility of the planned approaches, and the capability of the company to appropriately implement the strategy in prior. This is to ensure that the management strategy to be used is successful to business companies such as the Disneyland Company.

Research Methodology

To understand the effect of the cultural practices in Shanghai, Tokyo, Paris, and Hong Kong, well-stipulated research methods were used. This was mainly aimed at developing a reliable basis for critical evaluation of the social structural effects to business and how the cross-cultural differences can be management appropriately in the society to alleviate the undesired effects of the associated challenges. These methods were evaluated for feasibility prior to implementation as a way of reducing the cost of the research. Generation of relevant and adequate information regarding the appropriate managerial approaches, which are used by Disneyland Company in some Asian and European regions, is the key objective of the research methods used. As such, all the research activities carried out are bound and determined by their relevance to the research objectives and aims. The formulated research objectives were the guidelines used to carry out all research activities. This was driven by the desire to synthesize relevant and useful information through the study. Generally, a qualitative and content analytical approach was employed in the research to synthesize new important information regarding the various approaches that are used by the Disneyland Company to countermeasure the negative impact caused by the sensitivity of the society towards the differences in cultural aspects.

3.1 Research Paradigm

The process through which information is generated through research relies on the effectiveness of the methods used to carry out the activities of research (Creswell 2013). In this case, content-based research analysis is deemed more accurate and specific to the topic of study than other analytical approaches. The generation of information through research involves following clearly stipulated objectives or research questions. Furthermore, it is important to consider the functionality advantages of using more than two methods of study. This is important in providing a wide range of results that can be compared to develop causality. The entire research was carried out using a review of literature works, previous research studies, and by primarily collecting data through interviews. This was strategically designed to address the variance in results and conclusions drawn from critical analysis of the collected data.

The research was carried out with adherence to positivism epistemological approach to address the development of scientific and social logic in understanding deviance. Through this approach, it was possible to establish causality for the strategic approaches used by Disneyland Company in various societies across the globe. The deductions of the research were made based on the evidence sourced from the collected data and information regarding the approaches used by Disneyland Company to curb the effects of the variations in cultural beliefs and practices. This research paradigm is different from the constructivist approach, which perceives the personal perspectives as constructs that determine the point of view for life and reasoning behind the conclusions of the research. The choice of the research paradigm was based on the fact the research was carried out through qualitative and content analysis techniques, which rely on provision of adequate evidence for the conclusions drawn.

3.2 Research Purpose

The main intention of the research is to develop an understanding of the different measures that Disneyland Company uses to ensure that its operations are not greatly affected by the cross-cultural differences that arise from its operation in different parts of the world. The research aims at addressing the cultural issues that are associated with the company's operations in Shanghai, Tokyo, Paris, and Hong Kong. Eventually, the research aims at developing a valid rationale for the Disneyland Company's choice of the countermeasures to the cross-cultural differences that arise from operating at a global level. For the sake of information clarity and precision, the research procedures were based on the comparative illustration of the cross-cultural countermeasures as used by the Disneyland Company in Shanghai, Tokyo, Hong Kong, and Paris. Critical evaluation of content and the collected data was carried out to develop causality and deeper understanding of the approaches used by Disneyland Company to understand its cross-cultural approaches that are included in the company's strategic plan.

The purpose of the research was to provide substantial information that can be used by organization managers to adapt to the changes in cultural perspectives, especially when the firm operates within regions of differing cultural views, virtues, and beliefs. This is important for any business company to achieve high and sustainable business performance results. It also helps develop an operational harmony between the organization and the public. This information is also useful for the Disneyland Company's management in improving the performance of the company in Tokyo, Hong Kong, Paris, and Shanghai. This can be achieved through the company's strategic plan that addresses the sensitivity of the people in the operational regions to cultural differences.

The recommendations made from the information generated through the research were aimed at ensuring that the Disneyland Company can make adjustments in its operational

plan to better its performance despite the sensitive response of the local people in the various operational regions to cultural differences. As such, it is important for the management of the company to understand the extent of applying the theories of social cultural difference management. This is to guarantee the company's relevance in its future operations. The development of an understanding of the welfare of the public by the Disneyland Company is key to the achievement of the successful strategic results.

3.3 Research Approach

The research was carried out through a critical content evaluation based on logic and analytical skill. The entire study was aimed at developing an adequate pool of information from which conclusions can be made regarding the best measures for curbing cross-cultural differences and related challenges. Precisely, the study focused on understanding the strategic management techniques used by the Disneyland Company to go carry out its normal day-to-day operations in various regions in Asia and Europe continents. Through interviews and literature review, sufficient data was collected to be analysed. The interview questions were formulated with the guidelines of the research objectives and aims. This was to guarantee the quality and relevance of the collected data and accuracy of the conclusions made. The research was carried out with respect to the principles of qualitative analytical methods to establish causality, significance, and effects of the cross-cultural differences and the remedial measures used by the Disneyland Company in different regions.

3.3.1 Comparative Analysis Method

The research utilized a comparative approach to understand the reasons behind the variation in the Disneyland Company's approaches towards cross cultural differences in the regions of operations. As such, the research employed a comparative approach for the information collected regarding the different countermeasure practices used the regions with socio-cultural evidence for Tokyo, Paris, Shanghai, and Hong Kong regions. The Information

sourced from literature review processes and the interviews was analyzed from a comparative point of view to understand the difference in the used strategies by the Disneyland Company in relation to the variation in cultural beliefs and practices. The comparative approach utilized in the research provides a wide pool of information that is adequate for making a conclusive deduction in regard to the best practices that can be used to manage cross cultural differences that negatively affect the business performance of the Disneyland Company in Paris, Tokyo, Shanghai, and Hong Kong regions. Therefore, to facilitate the success of the research, skills and relevant knowledge was utilized in the approach to establish accuracy and validity of the information generated.

3.4 Research Strategy

The researchers ensured that the all the activities and procedures engaged in are relevant to the aim of the study and the law enforcing organizations such as the government and other authorities. The ethical code of profession was also considered to ensure that the research follows the appropriate guidelines and expectations (Marshall and Tilley 2013). This was met by understanding the requirements of the research participants as per the ethics and the law (Marshall and Rossman 2014). For instance, the relevant authorities were consulted prior to utilization of resources and involvement of human subjects. The interviews were permitted by the authorities and scheduled accordingly to avoid inconveniencing the respondents and informers. The informers were also briefed of what their expectations of the interview should and were accessed to an informed consent form prior to participating in research procedures. The research was organized in a way that left every participant or affected group of people satisfied and free from complaints. The research activities were also formulated to respect the human rights provisions on research participation by human subjects. This is to avoid an ethical conundrum that would have otherwise brought a clash between social activist organizations (Marshall and Rossman 2014).

Besides, data collection and selection processes were designed to adhere to the principles of systematic sampling. This is because systematic sampling techniques are comparatively fair than other sampling approaches (Ramos 2012). This is important in ensuring that the data collected and analysis results are not prone to bias of any level (Durkheim 2014). The selection of the methods and approaches to be used was dependent on the feasibility evaluation results. Other vital factors that were considered before selecting the research models to use in the study were time and costs of the research. Therefore, the chosen methods were deemed the most appropriate in terms of applicability, cost, time, and productivity, as they are sufficient and effective enough to generate accurate information. Skills, knowledge, and competence are also imperative factors (Durkheim 2014) that were considered resourceful in achieving successful research results.

To address the effects of privacy issues in the society, the identity of the respondents and other participants of the data collection process remained anonymous hitherto. This was to avoid cases of personality invasion and being held accountable for the opinionated answers that were provided during the interviews. The researcher was keen to pay attention to the possible claims of unethical practices. For instance, revealing the identity of the interviewees might have led to some of the respondents being held answerable for their opinion-based information. Eventually, respondents and informers were able to provide sufficient information to answer the research questions of the study. This strategy was aimed at addressing cases of reluctance in providing information by the respondents due to fears of being held responsible for their words. However, permission was sourced from the company management to allow the researchers use, generate, and evaluate information about the company.

3.5 Data collection methods

3.5.1 Interviews

The research utilized interviewing skills to gather information from respondents about the operational cross-cultural countermeasures used by the Disneyland Company to address the sensitivity issues that arise. The interviews were scheduled with three members of the Disneyland Company and from Wanda. The interviews focused on highlighting the difference in strategic approaches used by the Disneyland Company to address the sensitivity of the public society to the cross-cultural differences. The interview questions were designed using the research objectives as guidelines to the relevance of the information generated. The interviews were carried out by skilled and knowledgeable interviewers to ensure that the collected data is accurate and befitting to the requirements of the research (Seidman 2013).

The interviews were scheduled in prior with three workers of the Disneyland Company and from Wanda. The main intention of the interviews was to develop a source of reliable information from a self-opinionated point of view. The selection of interviews as a data collection method was based on the fact that they give the interviewers an opportunity of interacting with the informers (Englander 2012). This is important in cases where the answer provided by the interviewee requires more information and clarification. The interviews were designed to address the strategic approaches used by Disneyland to carry out businesses in various regions of the Asian and European continent, which include Shanghai, Hong Kong, Tokyo, and Paris. The interview results were analysed critically to deduce vital information regarding the strategic approaches used by the Disneyland Company with an aim of curbing the challenges that emanate from cross-cultural differences. Below is a sample compilation of the six interview questions, which were formulated, evaluated, corrected, and restructured to meet the desired goals of data collection.

- Are there any changes for Disney adaptation to the Chinese market?

- Is there any policies or any others in Shanghai Disney's Company that adjustments/compensate for making sure the perfect running of CCM?
- Why Disney built two theme parks in China? And do you think the two offer competition to each other?
- What's your view on Jianlin Wang, the Chinese richest man, has declared war on Disneyland and announce that "there will be unprofitable for Disneyland in the coming two decades."?
- And as Wanda is planning to build up 15 theme parks in China and 5 theme parks in the world, do you think it will influence the market share of Disney in China?
- How does Disneyland Company respond to the above issue? Is there any plan or changes for Shanghai Disney in the coming years?

3.5.2 Library Reading

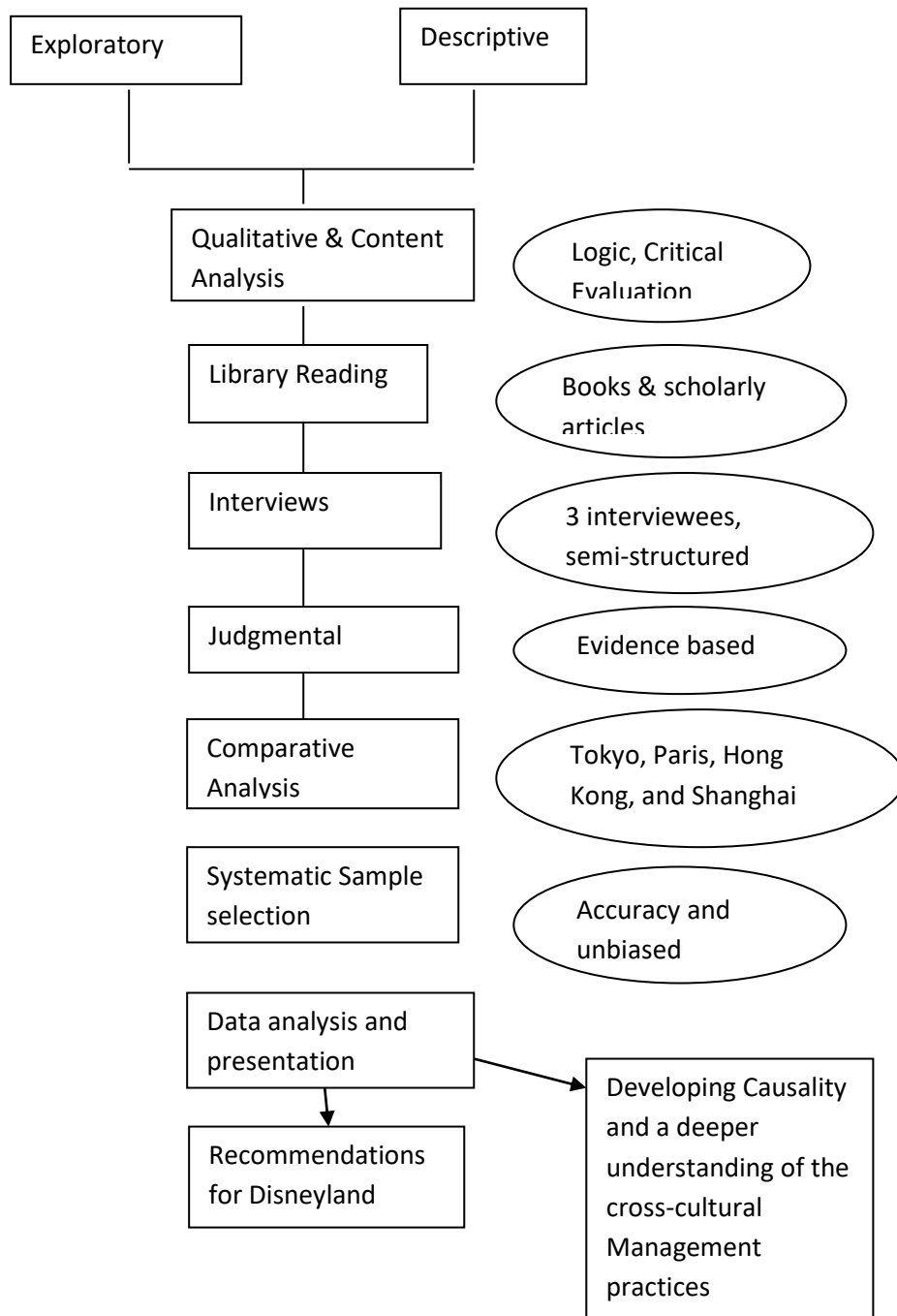
Information was also sourced from studies about Hong Kong, Shanghai, Tokyo, and Paris regions with an aim of understanding the cultural values and practices that are specific to the regions. Since the Disneyland Company operates within these regions, further analysis if literature works revealed the various practices the company employs to solve the problems that are associated with cross-cultural differences. This is important in equipping the researchers with important information that gives them a background understanding of the expectations of the research and how to best manage the subsequent practices for accurate and reliable research findings (Herreid and Schiller 2013). The Prior analysis of the secondary sources of information also provided a deeper understanding of how to best manage and evaluate cross-cultural differences in the society with an aim of optimizing the co-existence of the members and the business performance of various organizations that are affected. To facilitate the efficiency of this process, scholarly articles, books, peer-reviewed articles, and other sources of literature information were reviewed (Hancock &

Algozzine 2015). The selection of the scholarly works utilized the systematic sampling techniques, which guaranteed the synthesis of accurate and relevant information that is free from bias (Robinson 2014). The selection of the articles and books was also dependent on the relevance of the sources of data picked to the overall aim of the research and the specific objectives. Therefore, reviewing previous literature led to the development of a wide pool of relevant information sources that were used to make conclusions regarding the application of countermeasures to the cross-cultural differences in regions of operation for the Disneyland Company. Scholarly articles that addressed the use of remedial activities to reduce the impact of cross-cultural differences in the company's operations or the differences in cultural approaches in Paris, Hong Kong, Shanghai, and Tokyo regions were considered appropriate case studies for the research due to the relevance of the content and research findings to the current research's objectives and aim.

3.6 Quality Management and Ethical Considerations

The research was carried out with respect to the set objectives and aims as a way of controlling the relevance of the collected data. Therefore, since the research practices were confined to the relevance to the research objectives, the findings are deemed accurate and a depiction of the actual situation regarding Disneyland Company's cross cultural management practices in overseas regions. The research's success was also seen through respect and recognition of the ethical considerations. For instance, the research was carried out through systematic sampling principles as selection criteria to avoid bias and discrimination. The research was also carried out with a keen consideration on the privacy concerns. As such, the respondents and informers' names were kept anonymous to avoid violation of the ethical provisions that safeguard the privacy of humans. The involved human subjects were well informed about the proceeding of the research and the possible effects prior to their participation. This was as per the Institutional Review Board (IRB) requirements.

3.7 Summary of the Research Methodology



Data Presentation & Analysis

4.1 Interview Results and Discussion

4.1.1 Summary of Interview from Disney

Interviews 1, 2 and 3 were carried out with Disneyland workers as the respondents. According to the interviewees, from Disneyland Company, the company has devised measures and approaches that allow it to satisfactorily serve its customers from China. The company improved the security techniques that are used at the gate and within the theme parks to ensure that the welfare of the clients is taken care of. Furthermore, to take care of the desire for many tourists and visitors to have satisfying meals, the company allows one to enter the parks with appropriately packed food from outside. These are among the operational changes the company has employed in the region to fill the gap in services and products that is triggered by the variation in cultural values and practices. As such, Disneyland's operation strategy in China differs from what is used as guidelines in Paris and Tokyo.

However, the company's core values and expectations of the workforce are similar for the US Disneyland Company and other branches like in Shanghai and Hong Kong. This is to ensure that the brand name of the company is protected and sustained regardless of the region. As a strategy, this guarantees the company's constant reputation throughout carrying out day to day practices. The company has also utilized proper management of the workforce in terms of their welfare, the working hours, and productivity. As such, the company is entitled to effectively managing its operations to attract more potential customers from the Chinese regions. Disneyland also incorporates various cultural practices in its business approaches to ensure that the needs of the local people from the operational areas are appropriately catered for.

In the animated film section, the company utilizes employee incentives to ensure that the business performance is not jeopardized by the cultural practices that require the cast members to take time off. As such, working hours have been split into night shifts and day shifts to maximize the productivity of the workforce without overworking the individual cast members and other staff. The introduction of time management techniques gives the company a chance to address the difference in the needs and requirements of the workforce in respective business operational regions for Disneyland Company. However, there is a difference between the working time management in China, and in other countries such as the United States, Japan, and France. This is revealed through the evaluation of Tokyo, Paris, and California's Disneyland operations that are aimed at optimizing the contribution of the cross-cultural differences to the success of the company. Apart from marketing, the Disneyland management engages in social relationship development within the society of operation.

4.1.2 Summary of interview from Wanda

According to the interview carried out on Wanda's employee, the company intends to expand its operations in China by establishing fifteen more theme parks. As the biggest market competitor to Disneyland in Asia, Wanda Company has witnessed some of the strategic approaches the company uses to counter-check the impacts of the cultural differences and the developed sensitivity among the members of the public society. Wanda Company also plans to introduce five more theme parks across the world. This vastly affects the market for Disneyland Company as the two companies target a similar market share. The introduction of the extra parks for the competitor will put Disney in a strategically disadvantaged position due to the likelihood for Wanda to provide the customers with a wide variety of alternative services and products that might of a higher value or quality than Disneyland's.

Besides, Disneyland invests appropriately in working communication plans that are effectively working to ensure that the issue of a language barrier is addressed within the operational regions. For instance, the company employs translators to ensure that the Chinese-speaking society members who have no knowledge of the English Language also understand the messages being conveyed to them such as during marketing. This is to ensure that monolingual customers are also accessed to information regarding the functionality of the company, their offers, service information, and how the company works. This is also important in addressing new strategic approaches and how it can be implemented in the organization. This is also important in understanding the feedback of the customers, stakeholders, and the general public regarding the functionality of the company or the nature of the services provided and whether they are satisfactory to the end-users. It is also important in understanding the needs and expectations of the public society

In response, Disneyland intends to acquire a sustainable high customer loyalty by identified the specificity and the scope of the customers' needs and requirements in the industry and regions served by the company. This is important as the strategic plan's workability is greatly affected by the cross-cultural differences, which require the company to make compromises and adjustments in the operational measure so as to guarantee the satisfaction of customers. The company utilizes employee motivation discounts and promotions on services and adjusted productivity to meet the dynamic needs of the customers in Chinese regions, which vary accordingly. This will also help the management of the Disneyland Company to comprehend and expect the market trends with an aim of adjusting its operations to maximize the opportunities that lie in the future of the company while addressing the threats. Therefore, research is important as it is used to provide a wide range of information from which deductions are made. The analysis results also check the applicability of the proposed counter-measures with an aim of determining the most

appropriate operational model that can be used to harmonize the effects of the cultural differences.

4.1.3 Conclusion

According to the data collected via interviews of the workers from Disneyland and Wanda Companies, there are various cross cultural-related challenges that face the company's operations. As such, the company has been designing operational strategies that are aimed at harmonizing the competition and tension within the industry and on the market. These are such as the production of the preferred services, products, and operational terms and conditions that the company imposes during the business activities and interaction with the customers. The variations in cultural beliefs for the operational regions i.e. Paris, Tokyo, Shanghai and Hong Kong leads to the difference in approaches used. Different cultural societies are described and characterized by varying beliefs and consumer behaviours. Therefore, the success of the company in regions such as Shanghai, Hong Kong, Tokyo, and Paris is dependent on how best the management understands the cultural characteristics of the involved society.

The Disneyland Company focuses on the performance results for the subsidiary companies in Asia and Europe from a cross-cultural perspective, which prompts the process of generating customer behavioural knowledge and the required skills. Among the distinctly used strategies, effective communication, and consideration of the customers' needs, requirements, and expectations of the company's services are considered the most important approaches the Disneyland Company uses to establish competitive advantage and customer satisfaction in China, Tokyo, and France. The variations in the strategies used are associated with the differences in cultural aspects for each of the operational regions. As such, the Disneyland Company

The introduction of Wanda, a company that intends to build more parks in Asian towns led to restructuring of the Disneyland's operational strategy to address the cross-cultural differences with an aim of attaining competitive advantage against Wanda and other companies. The overall contributions of the strategic planning and the involvement of the countermeasures to addressing the sensitivity that develops in the society towards the cross-cultural differences are quite significant. The interviewees confirmed that Disneyland uses different strategies to manage the cross-cultural differences that arise from the variations in beliefs, cultural values, and assumptions. This was seen for instance, through the use of different approaches in various theme parks across regions with varied cultural practices such as investing in more production of hotel services in Hong Kong with a wide variety of food stuffs from parts of the world that forms the market share for the company's hospitality and hotel segment, unlike in Shanghai where the company invests more in recreational activities. Eventually, the preference of different cultural groups within the operational regions determines the strategy used by the Disneyland Company to capture a wider market share. At the end of the day, Disneyland Company uses different countermeasures to address cross-cultural differences in different parts of the world. This is one of the key provisions under its globalization strategy.

Culture plays a major role in business performance. According to the interview results, Disneyland Company has designed an appropriate approach that addresses and optimizes the effect of culture on its business performance. The variations in cultural values, preferences, assumptions, and practices across the globe facilitate the wide variation in the nature of countermeasures used. Other business companies that aspire to adopt globalization or those with established multi-national businesses must learn from Disneyland's cross-cultural management techniques to better their performance and achievement of a competitive advantage. The major consideration for the company's workforce and operations is to

develop a sense of consistency in performance against curbing the cross-cultural difference sensitivity in in the society. This is an important to consider while attempting maximizing productivity and general business performance.

4.2 Comparison between the studies and the literature

It is evident that Disneyland Co has applied different concepts and strategies to accommodate the different cultures that exist in the regions it operate (Smith 2010). Cross culture management is an important issue when it comes to tailoring marketing strategies to succeed within different cultures. In this case, according to the literature, the theories of Hofstede's model and decision-making theory are important in helping the management of an organization to adapt to different cultures. Wu (2004) illustrates that the issue of cross-cultural management is important in ensuring an organization enters and succeeds in an international market. This is illustrated with the case of Disneyland in Tokyo, Hong Kong, Paris, and Shanghai, which involves changing the business approaches in every region to cater for the needs of the customers (Wang and Li 2009). According to the research studies, the interviewees expressed concern over the organization's method of staff management. Differences are shown in how employees operate in the different cultures in terms of performance, compensation, requirements, and methods of recruitment (Aycan, Kanungo and Mendonca 2014).

4.3 Conclusion & recommendation

4.3.1 Answer to Research Aims

Based on the research and literature, it is evident that Disneyland organization is faced by several cultural differences issues that affect its operations in China. Due to this, the management applies various strategies to deal with the problems that arise such as conflicts and clashing of the two themes. Therefore, Disneyland Co has diversifies its employees and business activities to suit those of the Chinese culture. China is a country with many cultural

values that it upholds and protects deeply. In this case, the organization has tried to adapt these norms when offering services and products. For example, the theme park in Shanghai is designed with a Chinese authentication (Smith 2010). It also offers Chinese food, fashion, and the services are available in Chinese language. This has allowed it accommodate more tourists from the country.

There are various differences that arise in the operational strategies that are applied by the organization in Shanghai and in Tokyo. In Japan for example, the organization had to stick to the “no alcohol” concept while building the Disney restaurant in Tokyo. Despite the international experience that was offered at the Tokyo project, there were cultural challenges that existed. Such challenges include selling wine in the park and determining the room rates. In Shanghai, the management was observed to hire Feng Shui experts that ensured the park was culturally appropriate for the Chinese people (Mitrasinovic 2006). The organization adopted the ancient Chinese practice that involves ensuring good flow of energy within the park. For example, the design put into the consideration that the entrance of the building is dictated by the geographic surrounds. They also consider the Chinese cultural aspect of water, metal, fire, earth, and wood. For Tokyo Disneyland, the organization learned the aspect of cultural adaptation and sensitivity.

4.3.2 Overall Conclusion

Culture plays a major role in the performance of business organizations and interaction between members of another society, which has varied cultural beliefs and practices. Disneyland is a worldwide provider of recreational and hotel services. As such, the company operates in different parts, which are characterized by varying cultural aspects and approaches. Disneyland, as a business company has the mandate to develop a high resistance to the negative effects of the cross-cultural differences, which are associated with the respective operational regions. These approaches vary from one region to another. In

Shanghai, for instance, the Company has invested more in the production of recreational activities while hotel services are the main source of revenue in Hong Kong. This is owing to the variation in the lifestyles of the two Chinese regions that also form part of the Disneyland's operational territory. The company adjusts to the differences in cultural values in the regions through strategically modifying their operational guidelines such that, every region has its approaches to curbing cross-cultural differences' effects to the company's business value and the practices differ from those used at the main Disneyland Headquarters company in California, USA. The branches of Disneyland in Paris and Tokyo also differ in operational approaches. For example, in every region, the company attempts to satisfy the society's needs by producing local staple meals in each regional company as a way of embracing the culture of the region.

4.3.3 Contribution

Through the research important new information has been compiled to be used to create awareness of the cross-cultural effects on any operational organization. As such, organizations and companies that are aimed at developing a high-performance trend in the regions of operations must ensure that the countermeasures to cross-cultural differences are customized depending on the prevailing cultural aspects in the operational regions. In a broader perspective, the information can be used to create awareness of the importance of appreciating the cultural differences of a given society, especially when it is targeted for sources of the market. The information synthesized via the research also helps validate a given strategic approach in relation to the cultural beliefs and values of the society where the organization operates. Therefore, the success of the research was attained by producing relevant information that can be applied on account of the recommendation's feasibility and applicability in their specific area of operation. The entire research synthesized information

that can be used by Disneyland to better its performance in Asian regions, which are Hong Kong, Shanghai, and Tokyo as well as Paris in Europe.

4.3.4 Limitations and Future Research

Despite the reported success of the research, several challenges were encountered during the study. One of the greatest challenges was a barrier of language, especially from pure Chinese speaking interviewees. As such, the research team was forced to cater for the costs of translation from Chinese to English. Some of the interviewees used Chinese to provide answers to the interview questions. As such, it is important that the researchers had to scrutinize and ensure that no information was misinterpreted nor misconceived as a result of the ineffective communication. The research was also limited due to the high costs of resources that required in facilitating a more detailed research that exhausts all the relevant and available information sources.

For instance, the practices used in other regions were not fully highlighted. Rather, the research focused more on the practices used by Disneyland to develop resistance to the negative impacts of the cross-cultural differences in Shanghai region. However, future research should address a more detailed comparison of the countermeasures used in curbing the negative effects, which are caused by the sensitivity of the society towards cross-cultural differences. To better understand the management of cross-cultural management practices, future research should also address the variation in approaches used by various industries. This will provide a wider pool of relevant information that can be used to draw valid conclusions regarding cross-cultural management practices in relation to the business functionality of societal organizations and individuals.

4.3.5 Recommendation

Disneyland Company needs to develop a well-founded reason for utilizing various approaches to reduce the effect of cross-cultural sensitivity to its operations overseas. As such,

frequent and effective research methods should be used in the company to evaluate the cultural practices in given operational regions and to determine the possible functionality of the proposed strategic approaches. The use of skilled experts in research is necessary for the sake of the accuracy and reality of the practices used. This will also lead to the generation of effective, relevant, and adequate information that depict the actual situation on the ground. Through research and effective evaluation of the performance, Disneyland will realize the need for changes in operations at an appropriate moment.

The company should also consider using a differentiated strategy to design the most applicable and feasible approaches to curbing cross-cultural differences in the regions of operation. This is important in developing high levels of competitive advantage. This is a proper strategy to tackle the competition from Wanda Company, which aims at expanding rapidly in the China country. This is important because differentiation strategy will enhance production of unique services that will allow the company to maintain its market share and customer loyalty throughout its operations.

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