



Disney Market Positioning Analysis and Competitive Strategy Research

Haipeng Li(✉)

Art Faculty, University of Ottawa, Ottawa, ON K1N 6N5, Canada

zyc@bbc.edu.cn

Abstract. As the most successful theme park in the world, Disneyland, with its world-class brand influence and appeal, has repeatedly set off a wave of Disney tourism storms worldwide, creating a unique and unparalleled travel experience. Tourists who come here have fully experienced the sensory stimulation and travel experience that cannot be simulated or replicated in the fairy tale world, the kingdom of dreams, and the sea of joy in Disneyland. Come again, come again soon. At present, Disneyland has achieved great success in Asia, which is related to the marketing strategy model adopted by Disneyland in Asia. Therefore, based on this background, this paper takes Shanghai Disneyland as an example to study the current marketing status of Shanghai Disneyland. Under the guidance of the 4P theory, it proposes a strategy to optimize the marketing model of Shanghai Disneyland. Through those, Shanghai Disney Park will continue to increase revenue and visitor traffic through excellent strategies such as product optimization strategy, tickets and price optimization strategies, channel strategy optimization, promotion strategy optimization.

Keywords: Shanghai Disneyland · 4P theory · Marketing strategy

1 Introduction

1.1 Research Background

Although trade protectionist tendencies have dragged the global economy into a cold winter, the spring of international tourism is still here. Tourism has become one of the fastest growing industries today, playing an increasingly important role in developing the world economy.

A theme park is a staged leisure and entertainment activity space with a specific theme created by humans, which belongs to the leisure and entertainment industry [1]. Theme parks originated in Europe and can be traced back to ancient Greece and Rome. Europe saw the emergence of entertainment gardens in the 17th century, which included green areas, squares, gardens, and facilities along with ambiance music, performances, and exhibitions. These gardens hosted live entertainment, fireworks, dancing, games, horseback riding, and a variety of other activities. Copenhagen's Tivoli Gardens, which began in 1843, remain to this day. In 1893, the first amusement park appeared in the

United States. In the same year, the Ferris wheel was first displayed at the Chicago World's Fair and has been used in subsequent amusement and theme parks. In 1897, Stoe Plechase Park, the largest amusement park in the United States, opened in Brooklyn, New York [2].

The country has introduced top international theme park projects and promoted the construction of large-scale local theme parks, aiming to drive regional linkage development, meet people's needs for a better life, and improve people's quality of life. Introducing the world's top theme parks has become an inevitable choice for an increasingly open China. For local tourism companies, it provides them with a model for learning advanced international experience. For domestic tourists, it provides them with a close-range world-class leisure and entertainment experience space. China's tourism trade can maximize the degree of keeping consumption in the country and realizing sharing.

1.2 Literature Review

Domestic research on Disney began to appear in the 1980s, and until the end of the 1990s, these studies only focused on a brief introduction to Walt Disney and Disney theme parks [3]. Since 2000, academic research on Disney has gradually increased. The main research issues focus on animation films, key figures, management, and cross-cultural communication [4].

Key Figures of Disney

Walt Disney: An Ingenious American Genius, by Bob Thomas, depicts the characters behind the Disney myth: a Kansas City cartoonist with little schooling who went bankrupt when he first made a movie but ended up being a genius for creating unparalleled animation works of art. The Disney Legend: 17 Qualities You Can Learn to Succeed is a book about the life of the Walt Disney legend and summarizes its many qualities [5]. Mark Elliott's "Disney Biography" attempts to deeply reveal Disney's contradictory life from both psychological and physical aspects, revealing the hidden side of Disney's glorious career.

Animated Films

Introduction to Animation: Before studying Disney's animation films, the author formed an overall understanding of the development of animation films through monographs such as the history of animation and introduction to animation, among which Fang Jianguo and Wang Peide's History of Chinese and Foreign Animation, Nie Xinru's "Introduction to Animation", Fan Zhizhong, Ma Hua's "Film and Animation Screenwriting" [6].

Disney Animation: my country's first monograph on American animation images is Li Tao's "A Hundred Years of Animation Image Research in the United States and Japan", through the analysis of 226 animation stars in the United States and Japan, found the problems existing in my country's animation industry; by Sun Lijun, Ma Hua's "American Disney Animation Research" has been edited for 8 years and introduced Disney's development strategy in China. An in-depth exploration of the Disney model.

Operation Management and Cross-Cultural Communication

From the perspective of the animation industry, “Understanding Disney: The Production of Fantasy”, edited by Wasco Jerritt, is an extremely detailed study of Disney’s animated characters and animation production; in Alan Breiman’s book In “Disney Storm: Commercial Disney”, the concept of “Disneyization” was first proposed, summarizing the business thinking and models represented by Disney theme parks [7]. The domestic “Profit and Growth” co-authored by Li Lizhi Dong and Guan Zhi—Disney’s Key Strategies” deeply analyzes Disney’s key strategies for making happiness a global industry, showing its operating techniques for long-term leadership in the world’s entertainment industry.

1.3 Research Framework

The term marketing was born in the United States, and it has been more than 100 years since the theory appeared in the early 20th century. After a long exploration period, many companies have applied the marketing theory to the market. The mutual proof of theory and practice has also developed the marketing theory into a complete and mature system. Jerome McCarthy (E. Jerome McCarthy) is a scholar who has made breakthrough research on marketing theory and marketing customer base theory [8]. In order to develop products that truly meet client wants, businesses must first conduct market research. Determine the ultimate sales price concurrently based on the market’s assessment and an examination of how competitive their products are.

Secondly, the enterprise carries out the project product promotion work through effective channels. In order to achieve the enterprise’s sales target as soon as feasible, it starts a number of sales operations. The 4P theory, which is also known as Jerome McCarthy’s theory or the 4P marketing mix theory, is at the core of marketing theory.

The 4P theory can be thought of as an overview of a particular perspective of marketing theory, which organizes the variables influencing consumer demand as “sales factors” or “sales variables.” To better meet customers’ requirements and sense of identity and also to increase corporate profits, businesses modify the formulation of “sales variables” based on varied consumer reactions to various “sales variables.”

The 4p theory, which stands for “price, product, place, and promotion,” is a complete marketing theory. Its abbreviation is a composition of the first letters of the four phrases. Below is a description of the four components of the 4P hypothesis.

2 Method

2.1 Literature Research Method

This paper uses the literature research method through extensive reading of domestic and foreign theme park marketing books, consulting related literature about Disney parks in China, collecting the latest data and research, and seeking the practical significance of this research.

2.2 Combining Quantitative and Qualitative

Quantitative research mainly refers to citing data and reports from authoritative institutions and, on this basis, organizing and summarizing the data to obtain useful conclusions. Qualitative research uses observational reports or academic research to obtain information to explain the case presented.

2.3 Content Analysis

Taking Disney theme park as the research case and analysis object, it analyzes its application of 4P marketing and other theories. It proposes a reference idea for the future development of China's theme parks.

3 Result

In the 1970s, the famous American futurist Toffler wrote in "The Shock of the Future" that the overall history of human economic development will be expressed in three stages [9]. They are the era of product economy (including the era of pre-product economy and the era of the post-product economy), the era of the service economy, and the era of the experience economy. Some western developed countries have taken the lead in entering the era of the experience economy, and the globalized experience economy boom is on the ascendant. In the era of the experience economy, experiential marketing is the focus of corporate marketing strategies, which can be traced back to a man and his company: Walt Disney, who made his name by constantly enriching the experiential effect of cartoons. In 1955, he was in the United States, California, creating the first modern amusement park, Disneyland. This is not only the first Disneyland but also the world's first theme park in the modern sense. Disney owns Los Angeles Disneyland in California, Orlando World, Tokyo Disneyland, Paris Disneyland, Hong Kong Disneyland, Tokyo DisneySea, and many other theme parks worldwide. These theme parks provide exciting entertainment and lead visitors into a series of wonderful stories. In 2009, the US Disney headquarters and the Shanghai Municipal Government signed a framework agreement on the Disney project. On June 16, 2016, Shanghai Disneyland officially opened its doors to welcome guests [10]. For my country's theme parks, Disney's entry means a huge challenge, so it should focus on the magic weapon of its success - marketing strategy.

3.1 Development Status and SWOT Analysis of Shanghai Disneyland

On June 16, 2016, Shanghai Disneyland officially opened its doors to welcome guests. With Disney's century-old IP and its status as a Mecca in children's hearts worldwide, Shanghai Disney's popularity has never diminished since its opening. The occupancy rate of the Shanghai Disney Hotel is currently stable at 95%. Due to its continued popularity, the park is constantly expanding. Disney is optimistic that the Shanghai park can attract 15 million tourists annually, and the annual net income will exceed 4.5 billion yuan based on the average ticket price of 300 yuan [11]. After the output value of the entire service industry, such as hotels, catering, and peripheral products, is superimposed, the revenue may exceed 50 billion yuan.

3.2 Shanghai Disney SWOT Analysis

Advantages

Compared with Hong Kong Disneyland, Shanghai Disneyland covers an area of about 3 times that of Hong Kong, and the investment scale (including direct and indirect investments) is about 10 times that of Hong Kong. Moreover, Shanghai Disney has a large population base in mainland China, about three times that of Hong Kong. During the trial operation, ticket sales were hot, and the number of tourists reached 90,000 on May 1 alone.

Shanghai Disney has executed localization better. To cater to the different needs of visitors, Shanghai Disneyland's Chinese food mostly emphasizes on regional cuisine and Cantonese cuisine; likewise, all of the shows at the castle there were created by Chinese directors. Shanghai Disneyland, as opposed to Hong Kong Disneyland, has Chinese as its primary language, not English, making it more acceptable to the Chinese population. These will undoubtedly help Shanghai Disney draw more visitors from the mainland.

At the same time, 80% of the attractions in Shanghai Disney Resort are indoor projects, ensuring that tourists can have a good experience in all seasons. Compared with Hong Kong Disneyland, Shanghai Disneyland does not need any passes, and the ticket price is low. Shanghai Disney's weekday ticket is 370 yuan. In comparison, Hong Kong Disneyland's one-day adult ticket is equivalent to about 450 yuan after the price increase in 2016, while the one-day adult ticket for Tokyo Disney in Asia is about 394 yuan.

Disadvantages

The amount of money being invested during construction is excessive. With a total investment of US\$5.5 billion, the Shanghai Disney Resort launched as the biggest Disney resort in the entire globe. It is challenging for Shanghai Disney to turn a profit in the near term given the significant amount of depreciation expenses that the significant initial investment, as well as the high capital cost and operational cost, brought about.

The ticket price of Shanghai Disneyland is too high compared to the ticket price of Wanda Theme Park, and it is surrounded by surrounding theme parks.

Disney's intellectual property has been around for a century and is mostly uncontested. However, businesses haven't thought creatively or produced a single product for years; they've simply been expanding their original IP products. And it represents the biggest drawback of business operations.

Opportunities

The development of theme parks in China is in its "golden age." The added value of the cultural and allied industries would reportedly exceed 450 million yuan by 2020, and China's culture industry is predicted to contribute more than 5% of the country's GDP. Theme park tourism in China is flourishing.

Threats

The Yangtze River Delta region has seen a dramatic increase in the construction and development of theme parks. Dear Kitty Lotte Theme Park will be in Nanjing, Holiday

Park will be in Anji, Zhejiang, and Legoland will be constructed in Shanghai. These will undoubtedly have an effect on Shanghai Disneyland in some way.

Shanghai Disney has some distinctive benefits overall, but because to the significant investment, it might be challenging to turn a profit right away. The main benefit of Disney's relocation to Shanghai, however, should be understood to be the indirect investment of around 290 billion yuan brought about by it, the subsequent growth of hundreds of associated industries nearby, and the enormous consumption in the future. Without a doubt, Shanghai Disneyland will establish itself as a brand-new monument in the city and significantly advance urban culture.

3.3 Current Situation of Shanghai Disney Marketing

Product Diversification Strategy

Facing the huge market across the country, Shanghai Disneyland's product strategy is to highlight Shanghai's excellent local comprehensive theme parks on the one hand; New changes such as park attractions and festivals attract new and old tourists to visit the park.

Compared with Hong Kong Disneyland, Shanghai Disneyland is strongly differentiated from it. Shanghai Disneyland highlights the atmosphere of a fairy tale world, the cartoon characters and animal images have a profound influence, and the amusement facilities are relatively mild, suitable for couples and families with children. Shanghai Disneyland is a comprehensive one. The whole family can enjoy a more sexual theme park suitable for all ages. The classic projects of Shanghai Disneyland include Leap over the Horizon, Rafting on Thunder Mountain, Trinity Lightwheel, Seven Dwarfs Roller Coaster, and Battle for the Sunken Treasure in the Caribbean. A variety of recreational activities can well meet the needs of tourists.

“Value for Money” Ticket Pricing Strategy

Shanghai Disneyland has adopted a “value for money” pricing strategy. Shanghai Disneyland tickets are all-in-one tickets. Except for games at some booths in the park, you can enjoy all the attractions, amusement facilities, and performances in the park.

- (1) Regarding age, Shanghai Disneyland tickets are divided into adult and child tickets.
- (2) In terms of ticket timing, Shanghai Disneyland has eliminated the price difference between day and night tickets in order to let visitors experience great value. The move allows visitors to stay at Disney from 10 a.m. to 11 p.m.
- (3) In terms of price, compared with Hong Kong Disneyland, Shanghai Disneyland's adult ticket is 375 RMB, and Hong Kong Disneyland's adult ticket is 499 RMB, so Shanghai Disneyland provides visitors with tickets that are close to 2/3 of Hong Kong Disneyland's. The price to enjoy more entertainment facilities and that Shanghai Disneyland has always maintained a good relationship with tourism partners across the country. This makes them profit margin again. Offering attractive package prices for visitors is why many tourists and tour groups continue to include Shanghai Disneyland in their itineraries.

Adopt Channel Strategies Such as Direct Sales and Distribution

The distribution of a theme park's attractions, shows, services, and other material to customers directly through sales or other channels makes up its marketing channel. In the entire nation, tourists cannot purchase tickets directly from Shanghai Disneyland. To distribute tickets and increase market influence, it nonetheless works with Shanghai local agents, national travel agencies, national OTAs, national exhibition businesses, and other channels. Group tickets and free travel tickets are the two categories into which the park splits the tickets. The team tickets are sold directly at the local agency in Shanghai (due to the high satisfaction of Shanghai Disneyland, the value of each admission ticket is maintained. At the same time, the local agency has sufficient profits, and the park attractions and facilities are constantly innovating to attract tourists). The ground operator is willing to add Shanghai Disneyland to its must-see attractions. There are strict restrictions on group tickets, limited to the day of admission, can only be used in group products for tourism, and cannot be sold nationwide. With the help of the local agency, Shanghai Disneyland attracts tourists from Hong Kong to the park, ensuring a good base of tourists in the park. Independent travel tickets are usually 180 days longer than group tickets, so tourists can flexibly arrange their time. Independent travel tickets adopt the agency method, establish cooperative relationships with travel agencies and OTAs across the country, and entrust them to sell park tickets as agents to expand the independent travel customer market.

In order to assist the travel agency's sales, the park will timely pass on the latest festival activities, new attractions, and future development plans of the park to the travel agency through sales visits, joint promotion meetings, and training sessions so that the travel agency can understand the park's inability to attract tourists. Stop the changes, establish the firm confidence of travel agencies to include Shanghai Disneyland in the itinerary, and pass the latest park experience to consumers through travel agencies.

Marketing Promotion Strategy

Although Shanghai Disneyland currently has a high level of brand awareness and market awareness and has nearly 40 years of experience in theme park operation, marketing promotion work still needs attention. It needs attention and cannot be taken lightly at all times. Here are some promotion strategies across the country:

Shanghai Disneyland National Representative Office

The establishment of the office Shanghai Disneyland is to promote the sales of park tickets and other related products in the largest source of tourists across the country and to increase the park's exposure across the country. Shanghai Disneyland and the other four cities have established local representative offices of Shanghai Disneyland. They are in charge of Shanghai Disneyland's related affairs in the country's south, east, north, and west. Each representative office will expand the popularity, influence, and market share of Shanghai Disneyland in major cities and third - and fourth-tier cities in their respective regions. Meanwhile, it will strengthen cooperation with the tourism industry to increase the sales of Shanghai Disneyland tickets and related products. Third, spread the latest information, expand marketing activities, promote Shanghai Disneyland, and develop corporate and commercial customers. Promote the sales of Shanghai Disneyland tickets and related products, participate in relevant exhibitions held in various places,

pay attention to the industry trends, understand the local competitors in the market, and establish and maintain good cooperative relations with the outside world. This move has played a great role in promoting Shanghai Disneyland's further entry and expansion of its market share in the country, as well as further attracting Shanghai Disneyland and various agents and tourists across the country, which is an important milestone.

Design and Production of Marketing Materials for Shanghai Disneyland

As a world-renowned and industry-leading world-class theme park, Shanghai Disneyland has its own highly specialized marketing team, marketing team, and public relations team. Among them, one of the marketing team's responsibilities is to produce the relevant publicity materials required by the park regularly or irregularly according to the needs, the latest publicity materials for the park's planned new venues, and the marketing team and public relations team. Design and production of related promotional materials temporarily and irregularly required by other teams.

4 Discussion-4P Optimization Strategy of Shanghai Disney Marketing

4.1 Product Optimization Strategy

Strengthen Attractive Products

Theme parks must constantly update and improve their novelty offerings since visitors' tastes in novelty, strangeness, and beauty are evolving. The national client base is currently evolving. Among them, "post-80s" individuals make up 56.2% of Chinese visitors and have taken over as the majority of Chinese travelers. Chinese tourism has started to emphasize taking kids on trips. Shanghai Disneyland must adapt to market shifts and improve kid-friendly offerings in order to attract more families with children born in the 1980s.

In addition, the park needs to strengthen the children's play area, increase the content of attractions, create a sense of joy and endless experience for children in this area, and give children a reason to visit again next time. Therefore, the park needs to strengthen Dreamland and attract more family customers who may visit Shanghai Disneyland through publicity.

Shanghai Disneyland APP

Most of the tourists at Shanghai Disneyland have this experience, and they think that the waiting time for many projects is too long, especially the mobile game projects. Therefore, on the basis that the park will work with Shanghai Broadband to build Shanghai's first Wi-Fi full coverage theme park, the park can launch an APP program to increase the experience of tourists in the park and achieve smart tourism.

The functions required by the APP include travel food, accommodation, transportation, tourist attractions, shopping, leisure and entertainment, travel itinerary, and complaint feedback. Combined with the situation of Shanghai Disneyland, the author believes that the APP is divided into several functions: the first is the introduction of attractions, amusement facilities, and performances, introducing the characteristics of various attractions, amusement facilities, and performances, opening hours, attractions guide, tourist

evaluation, social networking Interactive; the second is the play guide, which is convenient for guests to refer to the guide route according to their conditions; the third is the reservation function, where tourists can provide information on the distribution of people in the park and the queuing of projects when they understand the situation and opening hours of each scenic spot. One item must wait for the estimated time so tourists can freely deploy the play route and reserve the amusement facilities in advance. Guests can go to the amusement facilities in advance according to their queuing conditions to reduce the waiting time; the fourth is the display of souvenirs, catering, and stall games. Learn about the types of souvenirs in nearby shops so guests can browse the souvenirs they may need while waiting and resting. At the same time, they can learn about the menus that can be enjoyed through the menus provided by the restaurants and the promotion information of the booth games. The fifth is the surrounding accommodation. Tourists can book the surrounding and Disneyland hotels online according to the hotel information provided by Shanghai Disneyland; the sixth is transportation. It supports online inquiry of the transportation from Shanghai Disneyland to other Shanghai areas; the seventh is the feedback function, tourists can put forward their satisfaction or dissatisfaction with the park, which will help the park to improve its quality and service. This way, tourists from all over the country can get a better experience in the park through the simplified version of the APP.

4.2 Tickets and Price Optimization Strategies

Second Admission Ticket

Encouraging independent national tourists to visit Shanghai again and visit Shanghai Disneyland again will help increase the number of people entering the park. Individuals or families travel to Hong Kong for various motives, such as visiting relatives and friends, shopping and seasonal discounts, business meetings, sightseeing and entertainment, educational visits and training, company incentive travel, experiencing the unique culture, tasting food, and increasing knowledge, and honeymoon. The park is divided into three categories among independent national tourists: the first category had a very positive experience with Shanghai Disneyland, and I hope to return to the park again in the future for the same reasons, including bringing friends or family to play with, new attractions in the park, festivals, and other factors. Second The first category includes travelers who primarily travel to Shanghai for shopping and other purposes; they may or may not return for the park. The third group of visitors are those who have previously visited Shanghai Disneyland but won't do so for a while. There could be gaps of 6 to 12 months, 12 to 24 months, and even longer than 24 months. Therefore, the price of fewer than 2 tickets is introduced to encourage the first and second types of guests from 6 to 24 months to play again. To encourage customers to think about returning in the future, the pricing is cheaper than the cost of two single tickets. Moreover, the cost is reasonable; purchase 2 tickets. At the same time, the park can benefit from anticipated future visitors from around the nation. The real-name system and the photo must match

for the 2 tickets to be properly identified. It is advised that the two forms of identification be based on the travel pass and ID number.

Morning Ticket

Currently, the distribution of people in Shanghai Disneyland is uneven throughout the day. There are fewer tourists in the morning and more tourists in the afternoon. Especially, there are many group guests before the park closes at 15:00. Too many people in the afternoon make it impossible for tourists to experience more projects, and it is easy to reduce tourists' satisfaction. This situation is also a concern for tourists. Therefore, the park must guide guests to travel off-peak to improve tourist satisfaction. If a morning ticket for entering the park in the morning is launched (the morning ticket can only be used after entering the park in the morning), combined with the park's staged promotional activities and publicity, a morning ticket with a price of 30–50 yuan lower than the normal ticket will be launched. On the one hand, to attract the original plan. People who enter the park and are sensitive to price enter the park in advance. On the other hand, it attracts independent national travelers who originally planned to visit other attractions, so they may be attracted to Shanghai Disneyland due to price factors, increasing the number of people entering Shanghai Disneyland. In the afternoon, the flow of people is more crowded.

4.3 Channel Strategy Optimization

The highest stage of scenic brand development is when there is no need for any image promotion. Travel agencies and other channel providers are rushing to combine scenic product lines. In order to become a national and world-class tourist destination, the scenic spot will generally set up its own offices or travel agencies to establish cooperative relations with major channel merchants, direct sales, no other sales links in the middle, and no need for secondary distribution of profits, and other regional channel merchants. It is also willing to cooperate directly with the scenic spot, that is, its direct operation cooperation mode. Shanghai Disneyland has now realized the direct operation cooperation model of scenic spots. Representative offices in Beijing, Shanghai, Guangzhou, and Chengdu have been established nationwide for marketing promotion. Various regions have established cooperation with travel agencies, OTAs, and exhibition companies. Sell to all partners at the same sales price, maintain friendly relations with all partners, jointly carry out publicity and promotion work, and realize the most extensive sales of park tickets with the help of channel strength.

As an important transportation channel, national airlines are one of the channels to be developed by Shanghai Disneyland. Shanghai Disneyland can establish strategic partnerships with airlines nationwide to bundle products in the off-season. In order to enhance the added value of air tickets, provide comprehensive discounts, and reduce the drawbacks of direct price reductions, the two parties provide partial discounts to create value-for-money semi-independent travel products, which can be distributed through the sales channels of National Airlines, further Improve distribution channels. The preferential part provided to national airlines can be combined and packaged through in-park discounts such as catering and souvenirs, and the ticket price cannot be lower than the sales price of other channels. It can be bundled with national airlines in the off-season to

protect the interests of other channels and offer increased sales power. In this way, when national airlines sell air tickets to consumers, they provide comprehensive and attractive products, provide consumers with more choices, and stimulate consumers to purchase combined products.

4.4 Promotion Strategy Optimization

Media Promotion

Wei Bin noted that in the new era of the experience economy, tourist consumption and tourism rivalry in theme parks have taken on new implications of experience in “Research on the Steps and Strategies of Experiential Marketing of Theme Parks.” Theme park visitors are a communication experience, but not all forms of communication may be immersive. The theme park experience can be evoked by messaging, signs, co-branding, and websites in addition to noise, environment, and people. Through experiential media, we may actually sense the theme parks’ emphasis on participation in a variety of imaginative encounters. This experience and the experience of actually visiting theme parks differ somewhat. The main links for a theme park’s ability to draw visitors are its incentives and motives for visitors to enjoy the attraction.

Through publicity and packaging, Shanghai Disneyland has successfully formed the impression of a “must-see in Shanghai” in the minds of tourism practitioners, media, and most tourists. New changes are promoted through newspapers and OTAs, with limited efforts and no dynamic from the perspective of tourists’ experience. When combined with Shanghai Disneyland’s setting, the new events, attractions, and characteristics of the park will be properly promoted to make visitors happy and encourage them to visit.

Affiliate Promotion

Shopping and seasonal discounts, sightseeing, leisure and entertainment, and delicious food are the main motivations for mainland tourists to go to Shanghai. Shanghai Disneyland can partner with shopping centers such as Shanghai DFS and Harbour City to launch a combined Shanghai tourism package. Judging from the current negative news and the weakening of shopping attractions in Shanghai, leading to the staged off-season of Shanghai tourism, it is necessary to have appropriate promotional activities and products to reshape the image of Shanghai tourism and attract consumers’ attention.

Xujiahui Metro City, Pacific Department Store, Huijin Department Store, Grand Gateway Plaza, First Department Store, and Oriental Plaza are well-known shopping centers in Shanghai. They are jointly promoted with Shanghai Disneyland, combining their discounts to give customers double discounts. For example, visitors to Shanghai Disneyland can enjoy a 9–9.5% discount at Xujiahui Metro City, and Xujiahui Metro City customers can enjoy discounts on tickets, meals, and souvenirs at Shanghai Disneyland. At the same time, national tourism sellers also hope to promote this preferential event through national travel agencies and OTAs through the number of registrations of tourists to be determined by the event, which will have the opportunity to attract independent national travelers.

In addition, Shanghai Disneyland can also launch “different Shanghai” products in cooperation with the Shanghai Tourism Development Bureau. Shanghai local agencies,

airlines, and other attractions provide corresponding resources from all parties to design a novel Shanghai tourism game from a new perspective. Emphasizes the difference from the traditional way of play, attracting mainland independent travelers or group guests. On the one hand, tourism wholesalers are invited to experience this project and encourage its promotion and sales across the country. On the other hand, promote this product and item through the various parties' inventory.

5 Conclusion

“Danger” and “opportunity” go hand in hand. The new crown pneumonia epidemic has brought a crisis to domestic theme parks. Still, the test brought by the epidemic has also become an opportunity for domestic theme parks to improve themselves, requiring them to quickly determine their strategic priorities and comprehensively reform their operation methods. Suppose domestic theme parks can take the initiative, respond calmly, recognize the situation, grasp the trend, and implement precise policies. In that case, they can successfully withstand the test, turn pressure into motivation, and turn suffering into wealth. This paper takes Disney Park as an example, through the SWOT analysis of its market positioning status quo, obtains the existing deficiencies of its market positioning, and finally proposes an optimized market positioning strategy. It is believed that after this epidemic, the domestic theme park industry will be able to turn crisis into opportunity and danger into danger, usher in a new spring, and enter a new era of healthier and prosperous development.

References

1. Y. H. Wang, N. Chen, M. M. Li. Research on Disney Localization Based on SWOT Analysis Method—Taking Shanghai Disney as an Example. *Journal of Luoyang Normal University*, 2020, 39(11): 61–66.
2. X. Y. Wang, Y. F. Zhang. A Study on the Relationship between Employer Brand and Job Intention: Taking Shanghai Disney Resort as an Example. *Modern Marketing (Information Edition)*, 2020, (03): 220–221.
3. Y. Yang, S. M. Ren. Research on the Operational Risk Evaluation of Shanghai Disney Resort from the Perspective of Stakeholders. *Travel Guide*, 2019, 3(06): 10–25.
4. X. Wu, H. Jin. Analysis of the reasons why Shanghai Disney won the Best Employer Award [J]. *National Circulation Economy*, 2019, (30): 100–101.
5. R. Li, M. Liu. Research on Staff Training Countermeasures in Shanghai Disney Resort. *Public Standardization*, 2019, (13): 59+61.
6. W. Y. Gao. Some thoughts on the development strategy of Shanghai Disney Resort. *Taxation*, 2019, 13 (12): 294+297.
7. Z. Y. Wang. Product Market Positioning based on Corresponding Analysis -- Take the Toothpaste Brand as an Example. *Frontiers in Economics and Management*, 2022, 3(4).
8. DeSantola Alicia, Gulati Ranjay, Zhelyazkov Pavel I. External Interfaces or Internal Processes? Market Positioning and Divergent Professionalization Paths in Young Ventures. *Organization Science*, 2022.
9. P. He, G. Y. Li. A Discussion to the Market Positioning of a Tourist City. *Journal of Sociology and Ethnology*, 2021, 3(7).

10. Z. Y. Mo, Matthew Tingchi Liu, IpKin Anthony Wong. More than lip service to internal market orientation: a multilevel investigation of the role of internal service quality. *International Journal of Contemporary Hospitality Management*, 2021, 33(8).
11. Bart Kamp. Normative diplomacy to support market positioning: postures of Basque international niche market leaders. *International Journal of Diplomacy and Economy*, 2021, 7(2).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

