

Table 1.1.

	Walt Disney (USA, Florida)
Weather	
Financial	<ul style="list-style-type: none"> ❖ Profits <ul style="list-style-type: none"> ➤ Compared with Tokyo and Disneyland Paris, Walt Disney is making a 10% year over year increase in profits. With higher park attendance and spending due to “Frozen” merchandise.
Cultural	
Labour	

Table 1.2.

	Disneyland Tokyo
Weather	
Financial	<ul style="list-style-type: none"> ❖ Profits <ul style="list-style-type: none"> ➤ In 2015 profits dropped by 1.1% ¥ 35.94 billion on sales of ¥ 222.04 billion down by 0.3. ➤ Admission fees went up to combat that this, however was not enough to offset the decrease in visitor numbers
Cultural	

Labour	
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Table 1.3.

	Disneyland Paris
Weather	
Financial	<ul style="list-style-type: none"> ❖ Profits <ul style="list-style-type: none"> ➤ In 2015 Disneyland Paris was struggling to remain profitable. As with Tokyo Disneyland they decided to increase admission fees to help the problem. ➤ They were accused of illegally overcharging visitors from overseas British and German.
Cultural	
Labour	

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Made by: Mirshod Niyazov

Checked by: Mokhichekhra Niyazova

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Content

Why did Disney fail when entering France the first time?

Abstract

This research paper analyzes Euro Disney, a theme park of an updated state of the art 'Disney's Magic Kingdom', situated in Paris, France. The paper will discover that behind closed doors Disney's 'magic' was rapidly disappearing with the company having a number of complications from the inception of the project, with financial, cultural and labour problems at the heart.

The paper will discuss the question 'Why did Disney fail when entering France the first time?' and analyse the reasons, as to why and where it went wrong and what they did the second time round, to overcome these issues faced. In addition it will look at the theoretical side of how Porter's Diamond relates to this Analysis question.

Keywords: Euro Disney, Disneyland Paris, Cultural differences, financial issues.

1. Introduction:

This paper analyses the theoretical concept of Porter's Diamond on the question 'Why did Disney fail when entering France the first time?' Disneyland Paris used to be called Euro Disney. When Euro Disney opened their iron gates for the first time; it was a financial disaster; with three bailouts, partly from their parent company Walt Disney, recessions and a slump in French real estate at the time of launch.

The most crucial mistake they made however was to solely adopt the same principles, as that in the US and force - feed these traditional products to local cultures (Marr & Fowler, 2007). We will see that this strategy did not work, however; and will discover that it is not that easy to just adopt aspects; especially when French customers as well as employees expected more than just a smaller americanised version of the American theme park.

Cultural adaptations were key and one of the most important components as to why they did not succeed the first time round. A different perspective on lifestyle such as eating habits, traditions and holidays of a more laid back

approach, compared to that of the USA with fast food and snacks making the basis of the American diet.

The main point of this paper is that even a giant like Disney has to show understanding and adaptation in a new market in order to generate maximal profits and remain competitive in a fast-growing global sector, as it has now become a classic case study on how not to open a theme park.

This paper begins with the reasons of failure, of Disney entering into the French tourist attraction market. This will look specifically at cultural differences that proved to be a hindrance when launching into the French market with the addition of branding and localisation being major factors. The paper then proceeds to analyse the main problems and reasons as to why other Disney ventures such as Walt Disney in Florida, and Disneyland Tokyo, succeeded on their first launch, but Disneyland Paris did not. This is followed by an analysis as to why 'Disney seemed to be losing their magic'. This section focuses on what Disneyland's main expectations and forecast were; when they opened the doors in April 1992 for their first time. You will discover that labour costs and financial aspects are important factors that also contributed to this issue hugely. We then conclude as to 'what Disney did differently the second time round' such as not treating Europe as a whole and also taking initiative to hire Philippe Bourguignon a Frenchman, who made some vast changes as soon as he started working with the company.

Analysis question

What are the reasons as to why Disney failed when entering the French market, to open Disneyland in Paris for the first time and how its means of different international accessibility, affected Disney's foreign theme parks performance; given its unique resources, abilities under different foreign conditions, and the addition of cultural differences at the time?

Hypothesis

Our hypothesis is that the French/European ethnocentric perception left little room for full enjoyment of the United States - centric attractions and services (i.e. frontierland, fast food restaurants, souvenir's), however other popular

American imports including Coca-Cola and Hollywood films seemed popular with the majority of visitors.

Methodology of Analysis

Porter's Diamond Theory

We believe that Michael Porter's Diamond theory is a good method to analyse our case study. The Diamond Theory contributes to the understanding of the competitive advantage of regions in international trade and production. Its core, however, focuses upon individual industries, or clusters of industries, in which the principles of competitive advantage are applied.

Michael Porter considers the competitiveness of a country by dividing it into four major determinants:

- Factor conditions

The factors of production that includes skilled labour, education, capital, climate and infrastructure. What determines how much influence these have on the competitiveness is their degree of efficiency and the way they are utilised within an industry. Nevertheless, solely the existence of factor conditions will not equate to international success, as the other determinants of Porter's diamond have to be apparent.

USA

Disneyworld in America (California and Florida) is situated in areas where the temperature is relatively high all year around. This allows the park to stay open all year and therefore being able to provide non-stop entertainment for the tourists. America has a large, available skilled labour force and potential employees even have the option to go to a 'Disney University' ("Disney College Program"). America certainly has the infrastructure to support these two extremely large theme parks. For example, the Florida park covers an area of land the size of Manhattan.

France

On the other hand, the weather in Paris can be very cold during the winter period and therefore have to close the park at an earlier time in the day. The

park is located only 20 miles away from Paris, which is in the heart of Europe. This makes it very accessible for the surrounding European countries. Dick Nunis, who worked for Disney and in charge of the French negotiations, secured a low price deal for a large scale plot of land in which Disney could build on. However, Europe was in the midst of its financial crisis, which had large impacts on its success when first opening. Moreover, the additional problem of Disney having a misconception of how cheap the labour would be in France.

- Demand Conditions

A country with sophisticated home buyers who have an awareness and demand for advanced, quality and innovative products which can create international competitiveness.

USA

Disney is a well-known brand throughout America and the rest of the world. They created a huge presence within American pop culture through animated movies, films, a network children's channel, merchandising and many more. Therefore, the demand for the two theme parks within America has remained very high.

France

Some of Walt Disney's fables originated from Europe, and therefore also being widely recognised brand throughout the continent. Disney could have possibly thought that a theme park revolved around this brand would be favoured as much as it is in America. However, the attendance turned out to be much lower than expected.

- Related and supporting industries

This regards the inputs of a company which drives its success. Parallel industries can be an important part of the efficiency in an industry, as this makes it more robust.

The two sites in America is a popular holiday destination for tourists all over the world, attracting them with their beautiful weather and beaches. This therefore means that the tourism industry is very large and helps to attract more visitors to the park every year.

Paris is one of the most famous, romantic cities in the world. This alone attracts a huge mass of tourists every year. People from around the world will fly to go and visit the cities' iconic sights, meaning that Disneyland

Paris has a pool of tourists to advertise to. The public transport is also very efficient. The park is connected with Paris by a French motorway, allowing you to travel between them within thirty minutes. There is also the Eurotunnel between France and Great Britain, meaning that you can travel from Paris to London in only 2.5 hours. This is a very strong competitive advantage for Paris.

- Firm strategy structure and Rivalry
This relates to competition in the home market that drives innovation and quality and also the operations of existing firms

Reasons of failure. Strategy analysis (What went wrong?)

In general, there were quite a few reasons that caused the failure of Disney not entering the french market for the first time. First of all, what went wrong - it was wrongly taken market research. There was inadequate and insufficient research of the European market, due to all the factors not taken into consideration. To say it in a straight way - it was not enough of the analysis done there. What the managers did, was that they simply transfer all the assumptions and solutions from United States of America, to the Europe, where people had totally different way of life style. One of the biggest issues were the cultural problems, cultural differences, in this case, between France and USA, such as a ban for selling alcohol in the Disneyland area. There obviously was a lack of market research at that time regarding to this problem, Disneyland has never made a market research regarding the alcoholic drink consumption before opening the Disneyland in Paris. Considering that Disneyland is not a place only for children, it is a place for a wide age range people, usually families come to spend holidays staying for more than one day. It means that some people might have just rejected the option of spending their holiday with children in Disneyland just because they forced to change their habits. Disneyland government refused to sell alcoholic drinks in the Disneyland area seeking to prevent children from seeing adults drinking alcohol. However, a glass of wine with lunch or dinner always was a part of french culture. People in Western European countries such as France or Spain are used to drink wine a glass while eating a meal. It was necessary to adapt the strategy better to the individual needs of a given country - the result of avoiding it, was wrongly matched offer.

Maybe it was only small oversight, but with a large amount of the visitors, finally give a big collapse.

Another of the examples, can be that, they assumed that Europeans do not usually eats breakfast, so they downsized the places in the restaurants. At the first opportunity it turned out, that every guest of the hotel come to the restaurant for breakfast, they were trying to serve 2,500 meals in the 350 seats restaurant. Furthermore, problems with wine which was served there - not everybody were pleasantly surprised about this idea. However, such a change would increase the amount of visitors only by very small percentage but still, when we think of total satisfaction and the biggest profit, such a change would be undoubtedly useful. It is known that many may argues whether this kind of opportunity would not decrease the image of Disneyland. It could be sure that offering the wine or drinks with low alcohol percentage would not affect the image of Disney it definitely would not be decreased. Problems with parkings and workers, which was not enough only worsened the whole situation.

Secondly, the next point that was noticed - localization of the undertaking was chosen too hastily. The problem there was about reluctant attitude from Euro Disney to cooperate with Paris as a city. Despite of making common facilities Euro Disney in a greed way wanted to make a large, isolated and independent center of entertainment far away from the capital. They put hotels and restaurants in hope to create some kind of new small destination for visitors. What was good about localization at all, was choosing the French country. They thought that France is located at the center of Europe, so more or less, everyone have a similar distance to get there. To sum up, managers did wrong conclusion keep building the center in some distance from Paris but on the other hand choosing France as a perfect country to develop Disney factory of dreams, was really well-thought-out.

Moving on, the next wrong decision from the managers and investments side, was to lead to offensive advertising campaign and not providing a good marketing at all. On the media they kept talking more, about the size of the enterprise and its magnificence, then about having fun there and encouraging kids to come - it was quite too confident. Again the omit that in Europe people need other kinds of means of advertising than in America, it is caused by

different perception of the theme parks, where in America adults visit it as often, as kids.

So in this case, for instance, the one very helpful opportunity to increase the brand image of Disneyland would be by sponsoring various organizations, activities or simple companies. Even though, Disneyland is worldwide known it has to put efforts to provide positive image about them. For example one of the solutions could be free tickets for cancer sick children. And the vision of it could be that they are taking chance for the last entertainment. Wouldn't it be pleasant? Another idea could be to support children schools or theaters for children. It would provide the image of Disneyland as supportive and careful company. What is more, there are many volunteer organizations all over the world providing peace such as AIESEC, UNESCO or RED CROSS. These kinds of organizations could be as partners for Disneyland. That would make an image of peaceful and friendly place. These might be the solutions for future Disneyland image. Of course, in consideration of image we are seeking for, activities and organizations that we are supporting also should be considerate. The idea is that if we are seeking for peaceful, friendly and careful brand image, we should consider supporting organizations for this kind of activity.

Another point is about poor investment policy and establishment of the costs that were too high for enjoyments. Too large investment at the beginning and the prediction that it will be lots of visitors in the short time influenced bankruptcy. The reason why they established high priced tickets, was expectation of quick refund for Euro Park. Reality was totally different and there were not as much visitors as were expected. Furthermore, next to the park, were six expensive hotels, in which not many people decided to stay, obviously, because of the high price. Misleading research which prevailed about the uselessness of this hotels was about duration of stay there. Not many people were willing to stay there, for more than two night but managers, were expecting that they will pay for more than five nights, as in America visitors used to do this. Investing in high quality food and beverages was another bad decision which Euro Park provided. In the course of time they find out, that customer preferences are more about junk food (this time - for a change - as in America!) All what would you have enjoyed there had a high price; food, hotels and even the souvenirs. It does not build a good image of the center, where you can spend time with family, because of obvious reason- not everybody could afford it.

Another important point, a huge issue and sometimes a challenge for most of the companies

- how to deal with disabled people. These people still covers quite a big part in the market. The real problem is, that dealing with true people integration of people with disabilities. It requires high amount of investments just to apply all the necessary structures to entertainments that causes huge structure costs. Disneyland has already installed most of it around 4 years ago. But what actually gives such an investment for the company? And the thing is that only by providing people to follow their dreams gives the thinking about company how well treated they are. It increases the positive way of thinking about the company and of course extends the potential clientele cycle. Disneyland should have somehow attracted them to enjoy entertainments.

- Compare France with other countries in the world where Disney has succeeded

Disneyland Tokyo has been open every winter and attracted a viable number of visitors per year eventhough Euro Disneyland and Tokyo's projects are quite similar. Euro Disneyland can expect fewer visitors in the winter than Tokyo Disneyland because of distinctions between these two locations.

Perhaps the sharpest distinction affecting the tourists' presence in winter between Tokyo and Paris is the weather. The average of raining days during the winter is three times more in Paris than Tokyo, averaging 15 days a month in Paris and only 5 days a month in Tokyo. Temperature wise, the maximum in Tokyo - averages 5 times warmer than a degree (52 °F against 47 °F). In general, the combination of low temperatures and frequent heavy rain in Paris, apparently, would be placed from the winter presence, especially for families with small children.

In 1985, Tokyo had three times more inhabitants than Paris (8.5 against 2.3 million). The average income per capita in Tokyo was 43 percent more than Paris (\$10,300 against \$7,200). The recession in 1992 could have affected this issue and therefore could have impacted on the income per capita per household and this is why Euro Disney saw a drop in visitor numbers and income per capita.

Disneyland Tokyo is only in six miles from the downtown of Tokyo, whereas Euro Disneyland is around 20 miles outside of Paris. The opening of the Channel Tunnel however in 1993 would hopefully help with this problem as it would make access easier for UK tourists and also others from surrounding European countries.

The policy of prohibiting alcohol by Walt Disney Company in its parks in California, Florida, and Tokyo, were extended to France yet ended up as one such mistake due to the misunderstanding of the French and European culture. Therefore by implementing this American strategy, it caused astonishment and rebellion in France. After a certain time, in May 1993, the Walt Disney Company had to change its policy and made certain drinks available such as beer and wine in the Disneyland Paris theme park.

Walt Disney Company were ignorant as to the norms of breakfast in the Euro Disney's restaurants. The initial thinking was that the Europeans in general do not eat a big breakfast and as a result the restaurant planned to accommodate only a small number of guests at breakfast. This was not the case with many people showing a great value for breakfast. Disney said 'the Europeans do not eat a sit-down breakfast'. This led Disney to downsize their restaurants before Euro Disneyland opened. After opening the restaurant breakfast-eaters were filled.

One more difference between European and American culture was that Europeans were used to eat at a set time every day - while Americans are content to wander around the parks with lunch in their hands. There have been cases when Europeans came over to restaurants at 12:30 to have lunch thus creating long queues for the restaurants.

A fourth example of culture is the inaccurate approach to the holiday time of Europeans. This being the mislead idea of Disney company believing that the French and Germans tend to have a vacation for five weeks compared with the US - who have an average of two to three weeks. Europeans prefer slightly longer holidays rather than a few short breaks. Attendance at Euro Disney was seasonal for as a rule, people waited for the school summer holidays to go. Therefore with my parents, there were not many people present during non-vacation months. This has been compared to American parents who will take children out of school for them to go on vacation. Europeans do not want to

pick up their children from school for the holidays in the middle of the season while Americans do this often. In addition, The Walt Disney Company were convinced that would surely work as the "Americanization" of European habits. Unfortunately for the Walt Disney Company, it was not so despite the attendance being strong when the park first opened.

Euro Disney borrowed computer stations on heads hotels. Euro assumed Disneyland guests will be in the park for a few days. This does not really happen. Many guests arrived early in the morning, spent the day in the park, checked into the hotel late at night and then checked out early in the morning - before heading back into the park. Compared with the US, the average length of stay is four nights. They believed this because in Florida and California there are several theme parks, rather than just one as in France. Since there were so many guests checking in and checking out the additional computer stations were installed in hotels to reduce the amount of time whilst the guests stood in line.

Finally, at the initial stage of the project, it has been suggested that the American transport system around the park and hotels will be popular. In the United States, a variety of trains, boats and trams carried visitors out from the park. Although it was possible to walk, most Americans prefer to drive. Europeans on the other hand, prefer to travel instead, resulting in significantly underutilized transport systems. While not directly affecting income - the capital flowing to the transportation costs however were significant.

French and american labor laws

Working abroad makes a significant change surely for an American company therefore Euro Disneyland did indeed encounter problems with European laws and procedures. Employees criticized the company's dress code and further called on the French language labor inspectors. Management was and of course still is expected. In addition, a dispute subsequently arose between the French construction subcontractors and Disney overpayment. The company finally reached a settlement with a decision rendered by 40 subcontractors yet some disputes can apply to the court. The French felt that the American management demoralized workforce, thus reducing the number of French visitors. According to the European labor economist, Disney failed to understand the differences in the United States and European laws on labor. French labor laws for example do not provide much flexibility meaning Americans could not work in a Euro-Disneyland. Labour costs are for instance significantly higher than in the United States. Before the opening of Euro Disneyland executives in fact estimated that

labor costs amount to 13% of their actual income. This was another area where the leaders were ultimately wrong in their assumptions. In 1992, the real value accounted to 24% yet a year on in 1993 it increased to an enormous 40%. These percentages of labor costs were increased by Euro Disneyland debt.

Is Disney losing its magic?

Expectations

Disneyland Paris have had their fair share of bad luck throughout the years; with the black clouds gathering from the outset. It all started when Euro Disney opened its doors (Adekola & Sergi, 2007) in the first financial year of 1992 when revenues were below expectations. Many of Euro Disney's original expectations were never reached. On the opening day April 12th 1992 they expected less 25,000 visitors. Tourist attendance at the park fell significantly below expectations and never reached the target of 11 million. Many of their expected shows and attractions had to be downsized or scrapped also.

Despite welcoming 275 million visitors through its iron gates since 1992, only two years ago Disneyland Paris was forced to ask for a \$ 1 billion (£785m) emergency rescue to save the Magic Kingdom. The main backer the Walt Disney Company, had to step in to save the park's parent business. The company's €1.75 billion debt burden meant the park could not be kept as sharp and fresh as they had hoped, let alone invest in new rides to compete against those of Florida. In 2014 only 14.1 million visitors stepped through the gates, a drop of 800,000 on the previous year and 1.5 million lower than 2012.

While visitor numbers are still low, the park accounts for more visitors than the Louvre and Eiffel Tower combined, making its Europe biggest tourist attraction, however, experts believe that in order to start making money it needs to attract at least 15 million visitors per year. With the park last making a profit in 2008.

Labour Issues

French labor law and planning regulations also made it difficult to replicate the same success in France as the other Disney enterprises. For Instance Disney vastly underestimated the cost of employing French workers in France. Before

the opening of Euro Disneyland executives had estimated labor costs would be only 13% of their revenues. The executives were totally wrong in their assumptions. In 1992 the true figure was 24% and in 1993 it increased to a whopping 40%. These labor cost percentages increased Euro Disneyland's debt. The workforce, however, was a necessary requirement to build up Euro Disney, they created and attracted many jobs in various sectors. In total nearly 80,000 jobs had been created, by 1990 66.6% of which were targeted in the tertiary sector (Ministère de l'Équipement). However Euro Disney generated many jobs for unskilled and low-skilled employees (Lanquar, 1992). Euro Disney consisted of the park, six hotels and an entertainment and retail centre (Plunkett, 2008). Chairman Robert Fitzpatrick did not expect levels of attendance to be so low (50,000 but the park instead forecasted around 500,000), food and souvenir sales were low, occupancy levels across all the hotels were low. Within days hundreds of Euro Disney staff quit their jobs due to working conditions proving to be unpopular (Wiseman, 2005). Within the first four months over 2000 employees quit for the same reasons (Adekola & Sergi, 2007). The French felt that the American management demoralized their work force, which also cut down the numbers of French visitors.

Financial Problems

Euro Disney was in a predicament, with its stock ownership declining to 39% (Aupperle & Karimalis, 2001). In the summer of 2004 Euro Disney's shares dropped by 13% in a single day ("Trouble in le Royaume Magique, 2004"). As ticket sales declined, their debt increased. The theme park has had 16 losses out of their 23 years, since it opened its iron gates in 1992; despite owning Europe's top tourist destination with around 14 million visitors per year. After heavy losses Euro Disney was doing so poorly that it was believed that it may have had to close its gates.

Euro Disney's financial projects relied too heavily upon the contributions from the hotels and parks. They had been working to restructure unrealistic deadlines that did not allow adequate time to fully address the financial concerns. Not only were there financial issues in terms of meeting deadlines and bad judgement, but Europe was in a multi-year recession, the French real estate was in a slump, and major fluctuation existed between the various European

currencies, particularly the French Franc, so the time of launch of the theme park was not thoroughly thought through.

When Euro Disney opened their doors in on 12th April 1992, Europe was still battling an economic recession (Palmer et al, 2007). The situation was worsened by the extensive admission prices which were a turnoff to the majority of European visitors. They were not only higher by European standards but also higher than their two American parks (Adekola & Sergi, 2007). In 1995, a year after it was renamed Disneyland Paris, the admission fees were cut, and as a result visitors numbers increased by 23% in the same year. During 1995 the park also operated profits for their first time (Monroe & Cox, 2001).

However, with now it's third multimillion - euro bailout in 2014 of its offspring, the US Company injected €400 into Euro Disney and swapped €600 million worth of debt into shares. While the bailout gave Euro Disney some breathing space, which Walt Disney has a 41% equity position; its future looked far from certain, with an extension period to repay the remainder of their loans until 2024.

The finance director of Euro Disney Mark Stead says "We need to get away from tired-looking assets and make them look new," he also added "We need to be ready for the 25th anniversary in 2017." However bringing in more Disney characters and trademarks and the unlikelihood of any new blockbuster rides it seems like a long shot. Their latest attraction of €150m Ratatouille, based on the 2007 film opened in July 2014; to less than rave reviews.

They have long yearned for a third park to help increase visitor numbers. However with its original agreement with the French government to allow them to build this third park until 2017, in 2010 this time frame had to be extended until 2030, another 14 years away. They should firstly think about increasing the number of hotels before thinking of building another park as this strategy obviously worked well for them in the past. `A happy ending is still far far away! `

- What they did differently the second time?

After Euro Disney had their 'rescue' package approved, they began on making changes and improvements to the theme park. Euro Disney secured a '1 billion Euro funding deal' (Holton and Abboud) to help turn their situation back

around. Upon creating the theme park, the first time around, Disney made a mistake of treating Europe as a whole, instead of realising the cultural differences between the countries. 'Disney erred because it treated Europe as a homogenous market' (Newell 213). To overcome this and to bridge the cultural gap between America's Disneyworld and Paris' Euro Disney, Philippe Bourguignon was hired in 1993. Bourguignon is a Frenchman who had been working for Walt Disney in California two years prior to this.

Bourguignon started making changes, starting with the cast members; improving their dialogues and also by having regular staff meetings to learn from them directly about what improvements could be made within the resort. He adapted the employees work schedules and made them 'more French'. The combination of the two of these greatly improved their intra-organisational relationships. Previously, the French employees were 'incredulous' (Selinger 10) over Disney dictating how they should wash and groom themselves. The Americans disallowing the Frenchmen to have beards, moustaches long sideburns and certain hair styles. This was perceived to be an attack on their individual freedom. Bourguignon also cut the adult ticket prices, introduced seasonal offers and gave some of the inhabitants of Paris a discounted entry fee. The cost of the least expensive accommodation was also lowered.

The marketing of Disneyland Paris was altered and aimed more towards an adult audience. They put focus on the adults' responses to seeing their children having fun within the theme park. Multiple offices were opened in various cities worldwide to enable them to tailor specific packages and deals to meet the country's needs. As Disney had a misperception of French consumption habits, regarding food and souvenirs, they re-introduced fast food stations instead of having solely table service at restaurants. Realising that the consumption of alcohol in France at lunchtimes is very acceptable, Disney lifted the alcohol ban. Disneyland Paris is still the only location where they have removed this ban within one of their theme parks.

One of the main changes to be made was the name of the theme park. To Europeans, the word 'Euro' was often related to work and business was business related, therefore held little magical value to it. By changing it to Disneyland Paris, they kept Walt Disney's name and also incorporated it with one of the most famous and romantic cities in the world. It also deters some of

the bad press that was associated with Euro Disney. One of the most popular rides in Disneyworld USA was introduced into the Paris theme park, named 'Space Mountain – De La Terra a La Lune'. The imagineers added other features to the ride to make it unique to Disneyland Paris. These included things such as; a soundtrack, unique architecture and a catapult launch system. This ride was marketed as "The greatest ride in the universe", alongside inviting numerous amounts of celebrities to the grand opening.

It was also noticed that the French culture is a little less 'goofy' than the American and you are less likely to see a French family parading the park wearing novelty items. Therefore, Disneyland Paris started to promote educational visits for schools ("Disneyland® Paris For Schools"). This means that their reasons for attending the theme park could be 'justified'.

Conclusion

Disney's venture in Paris was supposed to shock and surprise everyone with its incredible transition to the world of fairy tales - in the end it finished as a total disaster. There are several reasons analyzed from the point of view. Something that nobody noticed before? That only now, after some time we can find? Euro Disney had a very poor initial primary research performance that caused the lack of knowledge about French and European preferences and culture. Moreover, the optimistic suppositions based on past experiences naively expecting to create awareness of the their product, by having a widely known brand, would attract consumers easily without making an additional effort. This point of view made the Disney company pay a huge price for it, huge debts were acquired during the first years of Euro Disney. We want to draw a conclusion that, maybe it was not only a desire of creating a new object of entertainment, but also an attempt to start introducing American habits on the European market. Maybe that was the hidden reason, why all this structure has been subconsciously displaced from Europe market. Maybe it was a way of promoting globalization by unifying preferences and cultures. Instead of creating a separate distinct service with French character and the European customs, managers tried to give a ready American product. With all these cultural mismatches, Europeans began to feel a violation of their cultural boundaries and feel something foreign. You can even name it as an attempt, to monopolize the industry of Disney, fairy tales and entertainment. It is not a

creation of the customer society? To confirm our suspicions we can say that after the opening : “[...] Euro Disneyland received many complaints from visitors that Euro Disneyland was too Americanized[...].”

The simple steps that Disney had to follow to have a more favorable initial experience in France was in place of making assumptions about the market (i.e. competitors, awareness, culture, customer needs and French and European preferences) simply doing a primary research, Disney could have avoided most of the problems it faced in Paris in the first time round.

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