

## Valuation Research of Disney Group

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**Abstract:** Since 1922, Disney Group has a history of nearly 100 years, in a century. Disney Group has developed from a small studio to a world-famous simultaneous media group. Over the past century, Disney Group has built an industrial chain with great commercial value in the process of development, enhanced its innovation ability and tide over difficulties again and again. This paper intends to analyze the valuation of Disney Group from its development process and main sections, so as to provide reference for local theme parks in China.

### 1. Introduction

With the development and application of big data technology and Internet platform, Disney Group, like other groups, is facing great challenges and opportunities brought by the times. With the help of digital technology, Disney Group took the lead in completing the digital transformation, enhanced the interaction between animated films and consumer groups, and improved the economic benefits of surrounding goods.

China's state-owned film groups are mainly controlled by the government and the market. There are some differences in the business model and development system of this Disney Group. However, we can still learn from the valuable experience of Disney Group and scientifically build and expand the film industry chain of China's state-owned film groups by studying the Centennial Development process of Disney Group.

### 2. Composition of Disney Group's Industrial Sector

The industrial sector of Disney Group is mainly composed of five parts: film and television entertainment, media network, theme park resort, consumer products and interactive media (as shown in Fig. 1). These five major industrial sectors cover almost all processes of the power industry value chain, such as production, distribution, screening, derivatives, etc. At the same time, Disney Group also has a huge media network, such as ABC, ESPN, etc. its stores and online stores cover all over the world and have many loyal customers and fans.

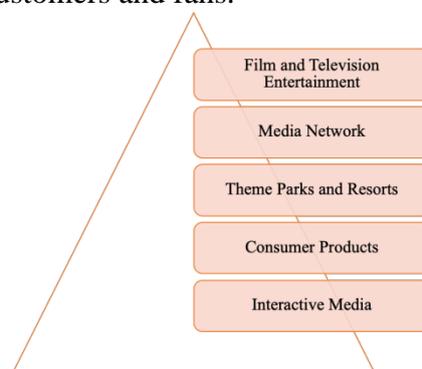


Fig. 1 Five sectors of Disney Group

In addition to the industrial sectors mentioned above, Disney Group is also keen to develop more industrial sectors and look for more commercial value [1]. For example, Disney Group has entered the audio-visual publishing industry by means of copyright licensing, and has become the main

partner of many well-known magazines of the world's largest children's publishing house.

With the fast train of the digital age, Disney Group has become one of the giants in the film and television media industry. It has spent nearly a century to build a "empire" of film and television media, which not only brings rich benefits to Disney Group, but also enhances Disney's influence and position in the world.

### **3. The Generation Logic of Disney Group's Industrial Value**

Among the five major industrial sectors of Disney Group, the proportion of film and television entertainment sector is not high, but it is the most core sector. In addition, this sector is also the main force for Disney Group to enter the global market. The huge influence of the film and television entertainment industry has not only brought huge profits to Disney Group, but also driven the coordinated development of other industries of Disney Group [2].

At the beginning, Disney Group relied on animated films. It created many classic animated images, such as Mickey Mouse, Donald Duck and snow white, and became the companions of many children. In addition, with the development and application of science and technology and the strong economic strength of Disney Group, Disney Group has launched various Animated Theme Parks and live action films [3].

Disney Group owns a large number of film copyrights, especially the precious exclusive copyright. This is also the foundation for the growth and development of Disney Group. These intangible assets have not only brought high economic benefits to Disney Group, but also left an impressive role image to the common all over the world. In addition, the friendly animation image created by Disney Group has also been deeply rooted in the hearts of the the common, has become a childhood partner of many the common, and has also become a source for many enterprises to tap more commercial value. There is no doubt that Disney Group has driven the development of the whole animation industry.

In short, as a leader and pioneer in the industry, Disney Group can always bring new role images to the common and constantly develop classic roles, which is also the core of Disney Group's continuous attraction to consumer groups of different ages.

### **4. Expansion Logic of Disney Group's Industrial Value**

#### **4.1 Globalization**

With the accelerating process of globalization, Disney Group complies with the historical trend and uses the trend of globalization to continuously expand marketing channels and enhance its influence and competitiveness [4].

In order to maximize the economic benefits of the film, Disney Group has adopted a global marketing strategy to build a global distribution network exclusive to Disney Group. Through this distribution network, Disney Group can distribute all film and television works to the world, so that the common in every corner of the world can watch Disney films. Moreover, with the spread of Disney films, all kinds of peripheral goods related to Disney films are also welcomed and loved by more and more the common.

#### **4.2 Multiplier Effect of Brand**

With the help of high-quality exclusive film copyright, Disney Group continues to innovate in classic roles and create more role images, which not only enriches the industrial chain of Disney Group, but also enhances the competitiveness of Disney Group. With the accelerating process of globalization, Disney continues to expand and extend the industrial chain and build a diversified derivative type system in the form of copyright derivation and brand authorization, with the purpose of realizing the sustainable development of Disney Group.

In addition, based on its strong and novel content advantages and diversified output channels, Disney Group has built the value chain of Disney film industry, which has a strong influence, which is also the fundamental reason why Disney Group has survived a century of trials and hardships. With the prosperity and development of the film industry, Disney Group skillfully seized the opportunity

to create a series of derivatives, such as music records, stage plays, games, comics, clothing, toys, theme parks, etc.

In the era of globalization, Disney Group seizes the opportunity to build a global distribution network and create a series of peripheral products of Disney's classic roles, so that the brand effect creates commercial value again in related industries, which is "brand multiplier effect" [5].

### **4.3 Value Synergy**

The industrial value chain of Disney Group has created huge commercial value for it and laid a solid foundation for its sound and rapid development. The reason is that the continuous commercial value generated by the industrial chain of Disney Group does not only come from the advantageous products and diversified marketing channels of Disney Group, but also lies in the collaborative development strategy between Disney Group and third-party cooperative enterprises. It is this efficient coordinated development strategy that enables Disney Group to build an efficient industrial chain and obtain a steady stream of wealth, which is the effect of "one plus one is greater than two".

#### **4.3.1 Enterprise internal**

Before the launch of each new film, Disney Group will increase publicity, carry out marketing from multiple channels, and let more the common know about the launch of new products as much as possible. In recent years, Disney Group has not only increased the publicity of new products in the film and television entertainment section, but also promoted and marketed its Disney TV channel, the TV network under the jurisdiction of ABC, as well as Disney Group's sales stores and strategic partner enterprises around the world, which has greatly increased the influence of Disney Group.

#### **4.3.2 Enterprise external**

If we only rely on the industrial chain built by Disney Group, we can not completely occupy a large share of the consumer market. Therefore, Disney Group also needs to cooperate with third-party cooperative enterprises to build a good cooperative relationship through collaborative strategy to ensure the smooth development of the whole business of Disney Group.

Specifically, Disney Group has completed the design, production and production of derivative products with third-party partners for many years. As a world-famous film and television group, Disney Group has many exclusive copyrights, which makes Disney Group and third-party partners jointly develop a variety of peripheral products and co branded products, which once again deepens the impression left by the character image designed by Disney Group to the public.

In addition, Disney Group also allows third-party cooperative enterprises to produce peripheral products and co branded products related to Disney Group by means of authorization, which also makes the marketing effect of Disney Group more efficient and deeper into the public's life.

### **4.4 Value co-creation**

With the rise of the Internet, more and more consumer groups prefer to use the network platform to watch movies rather than go to the cinema. In this digital context, Disney Group is also facing transformation and upgrading, and launched smart products and "accelerator" plan.

On the one hand, Disney improves users' sense of experience and loyalty through Hulu (as shown in Figure 2), "MagicBands" and other electronic devices. At present, as more and more users begin to experience Hulu, as a new way to "experience TV online", Hulu has more and more users, and the reputation of Disney Group is getting better and better. Through Hulu, users can edit and share relevant movies according to their preferences, and forward any clips of movies to their Blog, Wechat, Twitter and other social platforms. The research and development and use of Hulu has improved the participation enthusiasm of customers and enhanced the stickiness of customers.

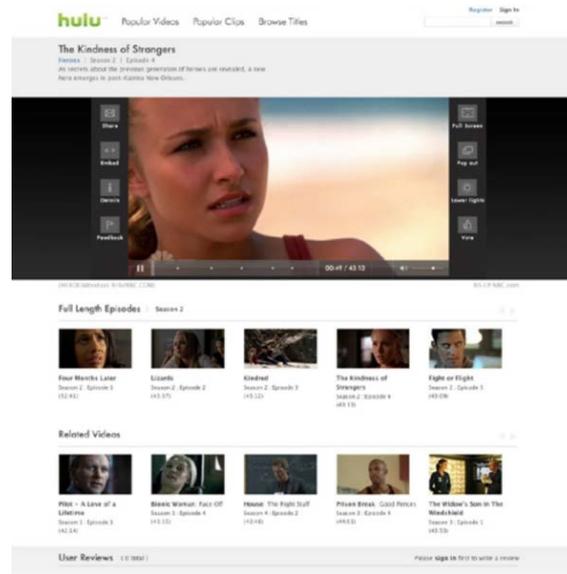


Fig. 2 Hulu

In addition, Disney Group has invested a lot of money to build "MagicBands" (as shown in Fig. 3), which has a number of practical functions, such as traffic card management, online payment, ticket management, hotel room card management, etc. At the same time, "MagicBands" will push relevant products for users according to users' behavior habits and personal preferences, which meets users' personalized needs on the one hand. On the one hand, it also enhances user stickiness and increases economic benefits. More indispensably, Disney Group also obtains relevant consumption data of users through these smart devices, so as to improve products and user experience.



Fig. 3 MagicBands

On the other hand, Disney Group launched the "accelerator" program in response to the rapid change and development of high-tech and massive data resources. The plan focuses on the interaction and communication between enterprises and consumer groups. Since the Disney Group launched this plan in 2014, another large number of consumer groups have been attracted by the Disney Group and become loyal users of the enterprise.

In this plan, Disney Group clearly pointed out to strengthen the participation enthusiasm of third-party partners in many fields, such as new technology, new media, social interaction, social marketing, etc. Adhering to the concept of "win-win cooperation", Disney Collection has once again attracted more third-party partners and won the support and welcome of consumers.

For example, Playbuzz, an entertainment and leisure content production platform (as shown in Fig. 4), is different from the ordinary we media platform. The uniqueness of this platform is that users can use the tools and templates on this platform for personalized production.

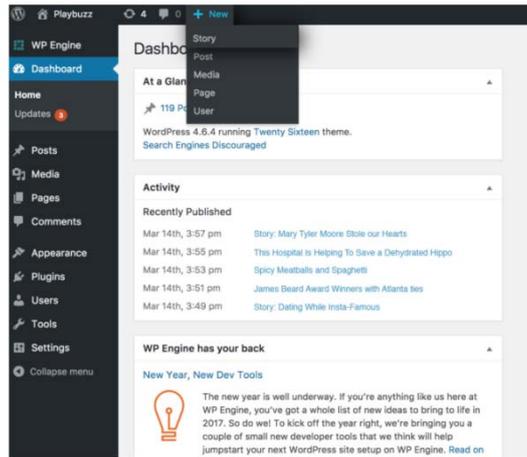


Fig. 4 Playbuzz

In addition, Pley is a toy sharing platform developed by Disney Group and third-party partners. Users can rent their favorite toys on this platform, which improves users' experience and participation.

In short, Disney Group timely grasped the development opportunity of the Internet era and realized rapid transformation and upgrading, which not only enhanced the stickiness of consumer groups, but also attracted batch after batch of loyal users.

## 5. Conclusion

China's head theme parks have developed well, such as happy valley, but they still have the problems of outdated service facilities and low service quality, which also provides an opportunity for Disney Group to quickly enter China's market.

According to the development of China's local theme parks, this paper puts forward improvement strategies from four aspects: accurately targeting the target group, strengthening brand construction, paying attention to the experience and participation of consumer groups, and expanding publicity and promotion channels.

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