

An initial exploration of Disneyland Shanghai from a planning perspective

Weifeng Mao¹, Robert Warren²

¹ Shenzhen Urban Planning & Land Resource Research Center, 5288759@qq.com

² University of Delaware, warren@udel.edu

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Abstract: After more than ten years negotiation, Disneyland ultimately decided to locate in Shanghai. This article firstly makes an introduction of the background of Disneyland in Shanghai, and analyzes the balance of its investment and return, explores cultural difference, which will help culture exchange. Disney culture was brought to Asia, and local culture in Asia, especially in China, affected western culture other than Disney culture. On the other hand, it will help Walt Disney World and government to plan a better Disneyland which is well catered to the visitor's taste.

Furthermore, it explores the strengths and weaknesses of five existing Disney worlds. It analyzes the influence on economic, cultural, planning and governance/management field, and costs and benefits. From the study of Disneyland worldwide, especially Disneyland Hong Kong, according to the background of Shanghai and China, several suggestions are proposed to Disneyland Shanghai, to present an initial exploration of the range of issues that can be raised about the influence of the Disney theme park on Shanghai.

Finally, this article draws a conclusion---an agenda for further research and policy analysis from a planning perspective, including their operation mode, competition with other theme parks and its survival issue, and ticket price and ticket selling system. Last but not the least, it analyzes the potential influence on the price of land and house, as well as the stock market.

1. Introduction

The Walt Disney Company announced in November 4, 2009 that the Project Application Report (PAR) for a Disney theme park in the Pudong district of Shanghai had received approval from the relevant authorities of the central government of China. After more than ten years negotiation, Disneyland ultimately decided to locate in Shanghai. Besides several accidents and transfer of personnel in Walt Disney and Shanghai municipal government, there are still other important factors for such a long period negotiation. First it is a huge public project, which could greatly affect the public's benefit. Therefore, the government must take careful consideration of the project making profit.

Secondly, the openness of national policies and strategies, including opening up the retail sector to foreign investment, are also restrictions which slow the advent of Disneyland. In fact, the reason why the negotiation in 2003 passed peacefully away is also the result of delayed approval issued by the State. According to the "Industrial Catalogue for Foreign Investment" made by State Economic and Trade Commission, the construction and operation of this large-scale theme park was included to the scope of limited industry of foreign investment. This is what Disney had never encountered before in Japan and France. Not alone with such a large area in Shanghai, a city with a serious shortage of land issues.

Additionally, Shanghai and Disney need each other, which is why they are both so patient. Facing the global economic depression, Disney becomes more important for Shanghai to stimulate its economy, to promote its GDP and employment rate. Theme parks in Shanghai are very scarce. So far in 2015, there were only two theme parks in Shanghai---Jinjiang Park and Happy Valley. While theme parks in China now are increasing, they are still not well-developed systematically. Most of theme parks in China are concentrated in Shenzhen, south of China. And there are few theme parks in middle China, nevertheless, there is absolutely no theme park in northeast and west of China.

Therefore, Shanghai Disneyland will definitely make up the gap of the tourism in Shanghai and China(Figure 1).



- 1 Hong Kong Disneyland (area for visitors is no more than 20 hectares. Total area:126 hectares)
- 2 Hong Kong Ocean Park (17 hectares)
- 3 Shenzhen Happy Valley (35 hectares)
- 4 Shenzhen eastern OCT (900 hectares)
- 5 Folklore Culture Village, Shenzhen (24 hectares)
- 6 Splendid China in Shenzhen (30 hectares)
- 7 Window of the World in Shenzhen (48 hectares)
- 8 Minsk aircraft carrier theme park in Shenzhen (8 hectares)
- 9 Beijing Happy Valley (56 hectares)
- 10 Shanghai Happy Valley (90 hectares)
- 11 Jinjiang Park in Shanghai (11 hectares)
- 12 Guangzhou Changlong (167 hectares)
- 13 Fang Te theme park in Wuhu, Anhui (125 hectares, land area 53 hectares)
- 14 Window of the World in Changsha (40 hectares)
- 15 Tang Paradise in Xi' an (67 hectares)
- 16 Hangzhou Song Castle (52 hectares)
- 17 China Dinosaur Park in Changzhou (40 hectares, planning area: 200 hectares)
- 18 Southeast Asian Culture Village in Hainan (20 hectares)
- 19 HarborLand in Ningbo (26 hectares)

Figure 1. Famous Theme Parks in China

On the other hand, Walt Disney also needs Shanghai, a perfect city with tremendous market potential, to expand its business and broaden its brand influence. China is a dynamic, exciting and important countries in the world, and this approval marks a very significant

milestone for The Walt Disney Company in mainland China, said Robert A. Iger, CEO of The Walt Disney Company.

Furthermore, this article also analyses the balance of investment and return, and explores cultural difference, which will help culture exchange Disney culture was brought to Asia, and local culture in Asia, especially in China, affected western culture other than Disney culture, such as Chinese food, Gong Fu and Monkey King. On the other hand, it ll help Walt Disney Wo local government to plan a better Disneyland which is well catered to the visitors.

2. Strengths and weaknesses of five existing Disney worlds

Walt Disney Parks and Resorts now includes a collection of five of the world's vacation destinations: Disneyland Resort, Anaheim, Calif.; Walt Disney World Resort, Lake Buena Vista, Fla.; Tokyo Disney Resort, Urayasu, Chiba, Japan; Disneyland Paris, Marne-la-Vallée, France; and Hong Kong Disneyland Resort, located on Lantau Island.

In this part, this paper will explore the strengths and weaknesses of the five existing Disney worlds, as well as why some of them fail and some of them succeed. I ll make a comparison of these five Disney lands and mainly focus on Disney Hong Kong and Disney Tokyo, especially Hong Kong, which will have the most important influence over the development of Disney Shanghai.

2.1 Disneyland Resort, Anaheim, Calif.

It was opened to the general public July 18, 1955. Currently the park has been visited by more than 515 million guests since it opened. It is the second most visited park in the world, behind the Magic Kingdom at Walt Disney World(Figure 2).

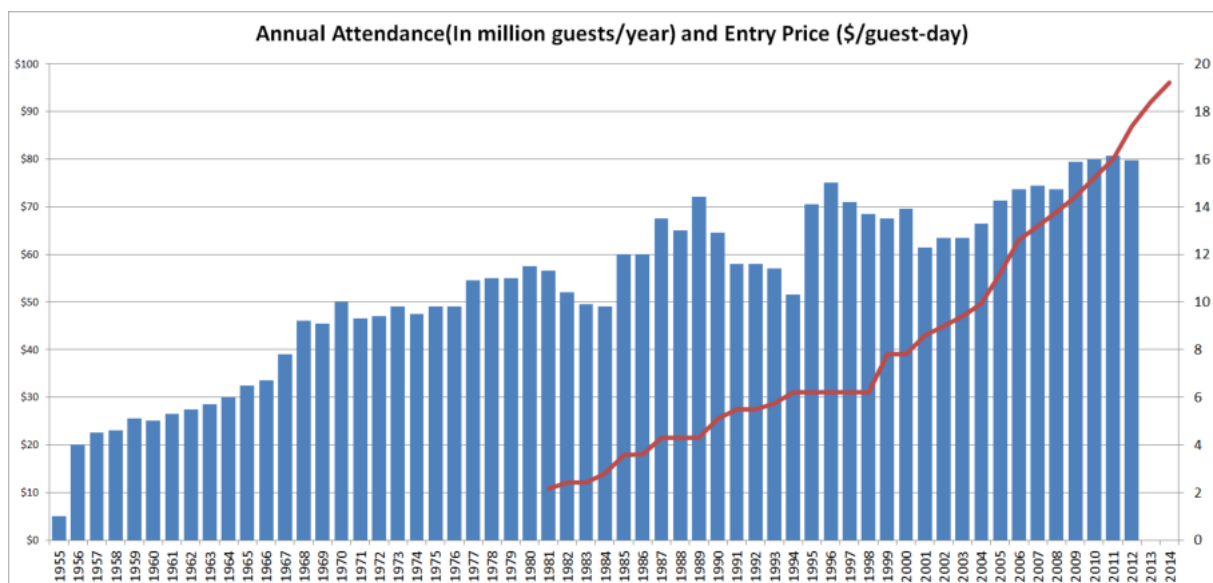


Figure 2. Attendance of Disneyland Park in California(Aerotheque,2014)

2.2 Walt Disney World Resort, Lake Buena Vista, Fla. (Magic Kingdom)

It opened on October 1, 1971. It is the most visited theme park in the world. The Magic Kingdom was built in a larger area. It was the only theme park on the resort at the time and opened concurrently with two hotels on the property. The park opened with twenty-three attractions, three unique to the park and twenty copies of attractions at Disneyland.

2.3 Tokyo Disney Resort, Urayasu, Chiba, Japan

Tokyo Disneyland is a 115 acre (465,000 m²) theme park at the Tokyo Disney Resort located in Urayasu, Japan, near Tokyo. It was the first Disney Park to be built outside of the United States and was opened on April 15, 1983. The park was constructed in the same style as Disneyland in California and the Magic Kingdom in Florida. It is owned by The Oriental Land Company. Tokyo Disneyland ranking it as the third-most visited theme park in the world, behind its American sister parks, the Magic Kingdom and Disneyland.

It is the most successful Disney world overseas, a genuine copy of American Disney world, because the different culture rightly meets the taste of Japanese who seeks unconventional and new experience. Japanese like cartoon very much. And visitors could willingly accept American elements. TDL is now ranked the country's number one date course. A majority of Japanese women TDL the single greatest pleasure-giving experience of their lives. There are stories of couples who got married because of it. (Raz, 1999)

2.4 Disneyland Paris

Occupying 566,560 m² (140 acres), it is the largest Disney park based on the original in California. The park opened as Euro Disneyland on 12 April 1992.

Modifications to the park were made to protect against changes in weather in the Parisian climate. "People walk around Disney World (sic) with humidity and temperatures in the 90s, and they walk into an air-conditioned ride and say, 'This is the greatest,'" said Eisner.

The park, as well as its surrounding complex, initially failed to meet financial expectations. It fails because of several reasons. Firstly, the company is over confident which result in the inadequate research of European visitors. Europeans are very economic, while products and hotels in Disney world are overpricing. Wine forbidden for employees had intrigued huge dissatisfaction and resent. Wine is also instead by coca cola which sell to visitors in Disneyland, ignoring the fact that French people like wine so much. And fast food is provided at lunch time, which totally conflict with the customs that Europeans like enjoying their lunch, sometimes for several hours. the fact that French are dominate by their local culture and very proud of it, especially offended by arrogant attitude of American manage leaders, they turned to have more exclusion and repulsion of American culture.

2.5 Hong Kong Disneyland

Hong Kong Disneyland is located on a reclaimed land in Penny's Bay, Lantau Island. After years of negotiations and construction, the park opened to visitors on September 12, 2005, considered an auspicious date according to Chinese almanacs for the opening of a new business. Disney attempted to avoid problems of cultural backlash by attempting to incorporate Chinese culture, customs, and traditions when designing and building the resort, including adherence to the rules of Feng Shui. For instance, a bend was put in a walkway near the Hong Kong Disneyland Resort entrance so good "chi" energy wouldn't flow into the South China Sea. Seasonal entertainment, such as Disney's Haunted Halloween, A Sparkling Christmas and Disney's Chinese New Year, are held in the park to celebrate main festivals. (Wikipedia, 2005)

Hong Kong Disneyland is different from Tokyo Disneyland. In Tokyo, domestic tourists accounted for 95% of the total population, so the park's language is mainly Japanese. Hong Kong use three languages: English, Mandarin and Cantonese. The capacity of the park is 34,000 visitors per day, and is the smallest Disneyland Park. It has so far fallen short of meeting its targeted visitorship figures. The park's small size is often cited to explain its under-performance. Currently 22.4 hectares (55 acres) in size, it will be expanded to 27.4 hectares (68 acres) when three new themed areas are completed. Eventually, the park capacity will increase to handle up to 10 million visitors annually over a 15 year expansion period.

Hong Kong Disney was criticized for the overcrowding problems¹, food safety² and fingerprinting³ issues. However, the park did little to solve these problems.

3 Influence on economic, cultural, planning and governance/ management field, costs and benefits

From the study of Disneyland worldwide, especially Disneyland Hong Kong, according to the background of Shanghai and China, several suggestions are proposed to Disneyland Shanghai, to present an initial exploration of the range of issues that can be raised about the influence of the Disney theme park on Shanghai.

3.1 Economic issues

Disney Shanghai has a tremendous influence on various fields, such as tourism, hotel, commercial, catering, building industry, real estate, and cultural industry, as well as the price of land, house and stock market. It was said that Disneyland Shanghai would promote more than one trillion values of GDP output (hundreds of billions of dollars), and provide millions of jobs. From the macro level, Disneyland Shanghai enriched the park system of the whole city. As a famous international brand, DLS will play an excellent benchmark in the consumer market as well as related industries and other deputy industries and products such as cartoon, movie, and media. Firstly, it s commercial development, especially the real estate, among which, the hotel and catering is the most prominent industry, because after the opening of DLS, the previous short-term visitors will stay three to four days instead of two to three days, which will definitely bring large amounts of benefit to hotel, catering and other service consumerism.

What s more, DLS will drive the development of the city, in addition to related facilities, as well as the surrounding commercial industry.

3.2 Cultural issues

Culture and activities

Disneyworld must keep the spirit of creation all the time if it wants to conquer Chinese markets again, besides Chinese are not so familiar with Disney cartoon characters. They have their own characters which are their hero symbols such as Monkey King and Hua Mulan. It is hard for Disneyland to be charming to visitors and for visitors to have real fun being in a park with a totally unfamiliar theme and unknown characters. Therefore, there are two ways for Walt Disney to deal with this issue. One is to add some familiar Chinese characters into the theme park, to intrigue people s to expand the influence of Disney cartoons on the youth in China, such as better promoting its movies and products. It was said that Shanghai Disneyland will integrate Gong Fu into their performance. However, they should be careful to prevent the performance from becoming a hodgepodge, with diverse characters and completely different performances that nobody knows what it is going on.

It is a good paradigm that Disneyland Hong Kong held special activities during the special spring festival. In Shanghai Disneyland, more custom traditional anniversary activities should be associated right according to the holidays in China. On one hand, Chinese people could celebrate their festivals in Disneyland instead of other places. On the other hand, people on holidays are a big fortune to Disneyland, because they ll have time to travel.

¹ During Chinese New Year 2006, many visitors arrived at the park in the morning bearing valid tickets, but were refused entry, because the park was already at capacity.

² The officers investigated a food-poisoning case in the park's restaurants.

³ Visitors to Hong Kong Disneyland have their finger biometrics scanned at the entry gate.

Food

There is only one Japanese restaurant in Disneyland Tokyo, which is the most popular restaurant in TDL. And there is only one Chinese restaurant in Hong Kong too. While in Shanghai, I think it is better to provide various Shanghai special snacks and restaurants for visitors to have more choices. Because most of the parents cannot get used to the American food, especially the fast food, it is Disney's responsibility to not just let the consumers have a good time, but also

Landscape

Feng Shui is well brought into Disneyland Hong Kong, which is a good reference for Shanghai. What's more, Shanghai Disneyland should consider more of its local landscape characteristics, making the whole Disneyworld well-coordinated with the surrounding landscape, instead of building a full closed castle, totally separated from the surroundings. Further, it could study the ancient Chinese art of Landscape gardening. Shanghai lies in the region of Jiangnan which is pretty famous for their ancient gardens. If Disney could learn the essence of garden on the Yangtze Delta, it will be a great creation and a new era for Disneyland Design.

Overseas replication problems

The difficulty of Disney's overseas expansion, first of all, is culture. All of the industrial chains of Disney are based on its strong cultural identity. Disney culture is deeply rooted among the United States. But out of the United States, can other countries and regions accept this?

For example, in India, could the Bollywood song and dance culture, with a high degree of recognition of the market, make room for receiving foreign culture? Can China accept both the traditional Eastern way of thinking as well as the culture of English-speaking countries? A 32-year-old Ms. Wang in Shanghai told reporters, "For those Mickey Mouse stories in Disneyland, I am not familiar with it and not very interested."

This may be the complexity of a typical mentality of Chinese consumers. Of course, in China, another key factor of Disney overseas expansion is the policy. Many overseas films may not be able to be introduced at the same time into the Chinese market, and through the relevant examination, many films will be shut out, which means the strong distribution system in the U.S. market cannot be copied without changing.

"We are also aware of the problem, but it is very difficult to go beyond. We can know the schedule of the film in advance in the United States so that we could simultaneously start the design and production process of consumer goods, but in China, you do not know whether this film will be introduced, or screening. Then all-consuming retail derivatives are difficult." Disney insiders said. Policy constraints are temporarily unable to go beyond, but once the policy has been relaxed in the future or now through Disney's English language training of potential customers growing up, Disney maybe receives rewarding in various industrial fields in China." China and the United States chief knowledge experts Zhao Huan Yan admitted. (Jun Li, 2009)

3.3 Planning and governance/management issues

3.3.1 Market strategies

In the process of entering the international market, whether to use global marketing strategies (or standardization strategies), or localized marketing strategies (or adaptive strategies), is an important decision that multinational markets are facing. Walt Disney Company brought the U.S. model to Tokyo, Japan, and received success. However, when the same management system, experience and value were copied to Europe, there emerged a lot of problems. Then what strategies should Disneyland adopt to get the ultimate benefit from China? To ensure Shanghai Disneyland in China gets ultimate success, so that the Disney Company and the Shanghai Government can achieve a win-win situation, we should make a combination of globalization and localization according to operating status of theme parks in China, as well as Disney's experience and lessons in Hong Kong, Japan and France.

The globalization of product brands

For Disney, its main essence is reflected in its culture and management. Disney's culture --- relaxation, leisure, and happiness is its biggest attraction and its heart and soul of long-term success. Taking into account the issue of Chinese and Western cultural differences at home and abroad, some scholars believe that Disney would be a purely American style which will have conflict with the nation's indigenous culture, because China has its own culture --- Monkey King, Nezha and so on. However, I believe that service expectations are very susceptible to be influenced by mother culture. This expectation is formed by their cultural background and past experience. If its core culture is polished and localized, it probably is not the world-renowned theme parks which customers would like to see, and thus it will lose its distinctive characteristics and the soul with unique personality.

If Disney culture wants to get acceptance from customers, it must be able to be compatible with the customer's own cultural ideas. There is a considerable difference between Japan and France in this respect. Japanese continue to maintain their own cultural content as uptake and processing independence, so the profitability of the Tokyo Disney may exceed the parent company; while France is a highly sensitive nation, they resist American culture, and therefore the entire United States-style Disney with a high profile moved to Europe, will inevitably lead to a struggling situation. For the Shanghai Disneyland, in this market, one of the reasons that people choose foreign products is that there is no similar product on the domestic market, and then only the original pure American-style will have more attraction to visitors. Otherwise, without such special features, people might choose "Happy Valley" with a relatively cheap price in Shanghai in the future. Only if the global standardization of culture and corporate come true could Disney be awarded with an advantage of corporate image and brand loyalty.

The localization of marketing strategies

- (1) Localization strategy needs to study customer requirements and desire to design the products they want.
- (2) Localization strategy needs to consider the cost customers are willing to pay.
- (3) Localization of marketing should let guests get the information or services of Shanghai Disneyland conveniently.
- (4) We must communicate with customers effectively by adopting a localized marketing strategy.

Localization of human resources

Local talent can not only reduce operating costs, but is also an inevitable choice to occupy the Chinese market. According to the cultural background, customer requirements and the changing business of the outside world, Disneyland's management and staff should have to make corresponding adjustments to adapt to the current environment (Lu Yiou, 2007).

In Tokyo Disneyland, almost all high-level management and most of the staff are Japanese, leaving only a small management United States team to act as advisors and consultants; while in Hong Kong and France, the park is almost full of United States people. Clearly, the team is facing flexibility in the management in satisfying the local market needs and communicating with local staff with communication barriers. Therefore, only if Shanghai Disneyland will recruit local staffs, can Disneyland truly meet the needs of customers.

3.3.2 Risk and Crisis Management

Disney basically does not share the market risk, and investment risk. If all of the risks of a huge international tourism project are on the local government, it will be eventually undertaken by every taxpayer. Therefore, from the country's interests, the supervision authorities should prevent enterprise from "abusing" competition among cities to make profit. The land sector could conduct market supervision through regulating land or other resources.

3.3.3 Operation mode

The advent of Disneyland greatly stimulates the price of housing and land in surrounding areas. But the customers and developers should be careful about it because whether it will be worth the crazy

rising value or not is still a puzzle. As it is known to all, Disneyland always hold harsh negotiation conditions and strict requirements for the surrounding land use and business facilities. It wants to have full control of the surrounding area and is unwilling to drop one penny out of its pocket. There are several operation modes of Disneyland, one probably is full-closed mode, meaning all of the entertainment, consumption, and accommodation are in the park, in which way there will be relatively small impact on the surroundings like Disneyland Hong Kong. Disneyland Hong Kong located in Zhuhawwan, Dayu Mountain, which is far from the downtown area, and transportation around is very inconvenient, so the visitors have to stay in the park and do all of the consummation within the park.

It is horrible to see the lights in Disneyland are on, but the surroundings are still in the dark. Another mode is keep hotels a distance to the Disneyworld, which could bring up the development of the areas between and around them like Disneyland in Florida and California. That is absolutely a better way for Shanghai's development. Long before Walt Disneyland decided to come to Shanghai, real estate experts from Hong Kong asserted that Shanghai Disneyland would not drive the development of the surrounding property market. Because of the harsh negotiation conditions Walt Disneyland holds, the surrounding residential and commercial land will be far away from Disneyland. Therefore we should fight with the Walt Disneyland company for the second development mode, only in which way could we stimulate the regional economic benefits.

Furthermore, urban area development of Shanghai is currently too dense. The population could be shifted outwards with the extension of many industries. In fact Disney is a good foothold.

Moreover, quite different from Disneyland Hong Kong, from the previously published land use planning we can see, Shanghai Disneyland is not far away from the city's commercial center. If Disneyland Shanghai allows visitors with tickets in and out in business hours in one day without limiting the number of times, then visitors can choose to have meal in Chuansha town which is about 3 kilometers away.

Chuansha town is always the commercial center of the suburban area in Shanghai. The commercial facilities have been well developed before Disneyland moved here. Therefore, the commercial activity and accommodation of visitors could easily be satisfied here. Obviously, Shanghai Disneyland could introduce the development of local commercial shops and hotels, and then stimulate the market demand for hotel, shops, etc. After a large amount of tourists visit Disneyland and surrounding areas, demand for employment will definitely be increasing, which then stimulates the demand for residence.

3.3.4 Facilities and transportation

Recently, Shanghai Development Strategies Institute is investigating the transportation, facilities and etc. at Pudong area. Mass Transit Line 11 will link Disneyland and the downtown city. After Disneyland is built up, there will be a Disneyland station. Pudong Railway will soon commence building, and Disneyland is only 3 kilometers from Chuansha town. Chuansha town's main advantage is convenient transportation and complete facilities. It is close to Pudong airport, and north of Haigang new city, south of Waihigh bridge, west of the highway, and connected with mass the perfect place for development.

3.3.5 Modifications to the park

Like Disneyland Paris, modifications to the park were made to protect against changes in weather in the Shanghai climate. Windows in Disneyworld are small and weirdly set up, sometimes in order to pursue the beautiful effect of façade. But in Shanghai, the climate is completely different from Florida or California. It is wet and hot. Windows are too small to satisfy the requirement of ventilation and natural light. If we use artificial lights and air-conditioning to maintain the whole building system, it will be a big waste of energy. Therefore, architectures should be designed according to function rather than form.

3.3.6 Public participation

What is the result of ten-year negotiation? How will they plan and design Shanghai Disneyland? All of these questions should open to the public instead of being a secret, because Shanghai Disney is not only a tourism project, but at the same time, also a big public project with huge government investment.

Though the project is so urgent, there are still three problems needed to be discussed publicly. First of all, it is the government investment. If it wants to get the support from the public, the financial investment cannot be decided only by the government officials, it should also open the related information, and allow the public to express its opinion completely to protect their rights to know and supervise.

Secondly, whether Disneyland Shanghai can make a profit is a problem. Opponents take Disneyland Hong Kong and Paris as the failure examples, pointing out that American culture is already out of date, and 80-year-old Mickey Mouse's money-making ability is far less than previous years. Therefore, the profit plan should be opened to the public, and at the same time ideas could be collected.

Thirdly, how to guarantee the public interest requires an open discussion. Since Disneyland Shanghai is a government investment project, the taxpayers' profit should be protected. Therefore, the situation of Disneyland Shanghai should be transparent.

Actually, about the Disney project, whether it is those Disney items in America, or the Disney project in Shanghai, there is always some voice of opposition, maybe because Disneyland costs too much money, or is perhaps hiding critical information. Though the project has been approved, Shanghai municipal government still needs to answer why the Disneyland is built to the public.

3.3.7 The relocation of residents in resettlement

According to the original planning, the first phase of Disney project occupies two natural villages, and part of another village, including 1800 households, 6000 individuals. Therefore, the relocation will not be a big problem to deal with. The land of these villages has been frozen for nearly ten years, forbidden to develop and build factories, which let the villages lose the development opportunities. Therefore, the municipal government should compensate villagers by relocating them.

3.4 Costs and benefits

Walt Disney is famous for its smart business head. Take Hong Kong Disneyland for example, Hong Kong SAR Government has spent 22.45 billion Hong Kong dollars for land formation, construction of transportation networks and other infrastructure facilities and another 3.25 billion Hong Kong dollars for Disneyland construction, only got 57% stocks, while Disney Corporation only invested 2.45 billion Hong Kong dollars but got 43% share. In order to introduce Disneyland to Hong Kong, Hong Kong Disneyland was accepted the harsh conditions: location of cities as a major capital investment side, is responsible for construction at the same time, and no matter how many visitors, how bad the business situation, the government must pay tribute to the Walt Disney Company with a fixed rate of return. Compared with Tokyo Disney, Disney Corporation only got 10% for ticket fee and 5% from other products income.

As for Disneyland Shanghai, the government should carefully deal with the cooperation with Walt Disney. Walt Disney has a much more mature business system and market strategies, therefore, it is hard to prevent Walt Disney from taking advantages of Shanghai government. But Shanghai government had negotiated with Disney for 10 years, it is said that Shanghai Disney government invests 24.48 billion renminbi (which more or less equal to the expense of an aircraft carrier) and will have a pretty similar way of pooling funds with Disney Hong Kong, therefore, though we have no choice on the macro direction of investment, we could hope that Shanghai will have a better result than Hong Kong in details. On the other hand, with a decline in its commercial performance, Walt Disneyland is going to expand its business including stepping up propaganda efforts on commercial products and activities such as providing free TV programs. All of these show the attitude of Walt

Disneyland and its purpose---to gain access to Chinese market. So not only Shanghai needs Disney, Disney also needs Shanghai. There is no necessity for Shanghai government to sign an unequal agreement with Disney.

4 Conclusion---An agenda for further research and policy analysis from a planning perspective

4.1 Operation mode

The future cooperation mode of Disney Shanghai will be the operation mode like Disney Hong Kong. Since the municipal government is the largest stockholder, we should try to avoid setting everything within the park. We should struggle with Walt Disney to create great values, because the real value is outside the park.

4.2 Competition with other theme parks and itself (survival issue)

Disneyland Shanghai v.s. Jinjiang Park

Jinjiang Park now has more than 30 large and medium sized rides. In order to meet the growing domestic and foreign tourists and cultural entertainment and fitness needs, Jinjiang Amusement Park in recent years is constantly adding new items. In May 2003, it also built large luxury double-decker merry-go-round projects, which won the favor of Chinese and foreign tourists. The strengths of Jinjiang Park are the good location, convenient transportation and much lower ticket price than Disney.

Disneyland Shanghai v.s. Happy Valley

Happy Valley is famous for the landscape and large-scale of stimulating mechanisms. It is so successful because it focuses on incorporating cultural factors into the theme park's construction and development process. The theme parks not only fully reflect the Chinese elements, such as Prachuab Sensation area in Chengdu Happy Valley, Shanghai beach in Shanghai Happy Valley, but also make an excellent combination of Chinese and foreign culture, such as through various forms of festive activities, turning Chinese customs and the world's cultural heritage into performance form. However, Disneyland has its own stories, long history and deep culture. These two theme parks will have different attractions.

Disneyland Shanghai v.s. Disneyland Hong Kong (Table 1)

Table 1. Disneyland Shanghai v.s. Disneyland Hong Kong

	Hong Kong	Shanghai
Land use	The first phase of the park area is 126 ha.	First phase of the park area is 116 ha, while after completely completing, the total area will be 4km ² , which will be several times of DHK.
Short time profit	Before opening of the park land development and facilities construction already brought 12 billion yuan while building the park and facilities brought 9 billion yuan, providing 16,000 jobs.	Stimulate economy and promote employment rate.
investment	The total investment of phase 1 is 14.1 billion yuan and related facilities invested by HK government is 15.2 billion yuan.	Total investment is 24.48 billion yuan
Market management	Annual visitors now are 4.5 million. According to questionnaire, 90% of visitors	DLS is 6-8 times larger than DHK. Population of S is 2.5 times of HK. Visitors

	satisfied with the park, 92% visitors willing to revisit.	are 3 times of HK. So visitors of DLS are expected to reach 2 times of HK, 10 million.
Long term profit	Estimated to obtain 148 billion net benefit in 40 years provide 35,800 jobs.	Provide 50,000 jobs. 80 mainland visitors will be attracted to Shanghai.
Influence on stock market	From the launching to the building, DHK set off market investment boom in the stock market. Related stocks gained tremendous gains.	Disney has a huge and far-reaching impact on a city's economy and various and related stocks associated with construction related to real estate, industrial chain-related stocks are abnormally hot.

The estimated ticket price of Shanghai is close to Hong Kong, while the area of Shanghai is much larger than Hong Kong, maybe 8 times larger. Disneyland Shanghai is only 20 minutes by bus from Pudong airport. The broader crossing visitors could stay for 48 hours with visa waiver. And mainland visitors have no need to go through exit formalities. Besides, the expense on accommodation and transportation is much cheaper than Shanghai. All of the advantages indicate that the competition is inevitable.

Hong Kong Disney Park's attendance was 5.6 million in the first year, one-third expected to be from mainland China. Others are from Guangdong province, South China and Southeast Asia. Therefore, Hong Kong Disneyland's market objection is mainly in South China and Southeast Asia, while Shanghai Disneyland will mainly attract visitors from the mainland. The Chinese market could entirely accommodate the existence of two Disneylands. Whether a win-win situation or a lose-lose situation will be achieved, will be due to whether these two theme parks could create their own characteristics and attract different people.

Competition with itself

Theme Parks in Shanghai are hard to survive. In the last century, the late 90s, "Universal Paradise", "American fantasy Paradise" and the Jinjiang Amusement Park were very popular. Now, except for Jinjiang Amusement Park, which is still on business normally, the other two parks had to go out of business.

According to the survey, the Chinese theme parks spent 150 billion yuan, of which 70% are at a loss of status, only 10% make profits. It is not because Shanghai has not enough market demand for theme parks, but result from investors blind investment without serious market research. Entertainment Shanghai people need. The supporting facilities, management, services, transportation, etc. cannot keep up, thus resulting in the batch of the theme parks that mostly ended in failure.

4.3 Ticket price and ticket selling system

Tickets price

Consider the competition with Disney Hong Kong and whether people could afford whether visitors are willing to revisit it. It was said that the ticket price was (more than 40 dollars), which is a little high for citizens. I believe most of them go to the Disneyland Shanghai twice with that price.

Ticket selling system

Because of the lessons we learned from Disney Hong Kong, a sophisticated reservation ticketing system should be introduced, particularly for tour groups. Improve communication with major mainland travel agents and close monitoring of tourist flow.

4.4 Influence on the land and house price, and stock market

Customers and developers should be careful of the risk of the big business. We don't know how long the land, house, or the stock will be increased and whether it will fall after the rise.

4.5 Theme park Area

It was said by some media that Disneyland Shanghai will be the smallest Disneyland in the world, with only 116 hectares. That is definitely not the ultimate area. The municipal government has already levied 4 km² of lands, therefore, there is no doubt that the 116 hectares are only the first phase of construction of the core area of the park. And the smallest park rumor soon came out.

4.6 Investment and return

With the similar investment with an aircraft carrier, how to obtain benefit becomes the hottest topic. For DLS, keeping the ability of creation and innovation, expanding deputy commercial and product, and promoting media propaganda are the paramount issues.

4.7 Generating other theme parks

Perhaps driven by DLS, Guangdong Original Power Culture Communication Co., Ltd., who created Pleasant Sheep and Big Bad Wolf --- the most popular cartoon in China now, even surpassing Mickey Mouse, started to pick a location for its theme park.

The last but not the least, a theme park about Pilgrimage to the West should definitely achieve great success because of its diverse characters and interesting stories.

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SOCIAL COHESION BETWEEN HERITAGE AND TOURISM

Moreira, Maria da Graça

CIAUD, Faculdade de Arquitetura, ULisboa, gmoreira@fa.ulisboa.pt

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Planners have the responsibility to promote social cohesion of a territory. In some regions the cultural heritage is a very strong resource that must be valorized to achieve this goal.

One of the main opportunities to develop tourism is by the implementation of cultural local heritage.

The development of cultural planning can give to the planners a new tool.

Analyzing under another perspective, we can verify that the social cohesion at the local level, has been supported during the last decades on organizations spontaneously emerging from the population.

When urban planning does not have conditions anymore to value the territory with investments in new constructions, in part due to the current economical difficulties, a new look at the potential of the populations and their culture can be a very interesting alternative namely to develop tourism activities.

The study that has been undertaken is meant to identify some organizations that are keepers of some interesting cultural heritage in peripheral territories of the Metropolitan Area of Lisbon, its characterization and classification, its mapping at the local level and in the context with the cities where they belong.

With this information local planning can create spaces of visibility within these communities. These spaces can be associated with inside spaces or with the appropriation of public spaces that may gain new dynamics with the activities that are developed there.

1. Introduction

This paper analyzes the relationship between the need to promote social cohesion and the tools that urban management can use to achieve this; planners have the responsibility to promote social cohesion of a territory as part of their qualification and in the benefice of urban economy.

The concept of a cohesive society works towards the well-being of all its members, against exclusion and marginalisation, creates a sense of belonging, promotes trust, and offers its members the opportunity of upward mobility (OECD, 2011)

In inner urban areas the sense of belonging has its roots in who always lived there, but often the people's impoverishment process, creates a form of territorial marginality that is difficult to be eradicated, so in these parts of the cities the sense of belonging tends to decrease when the population living there disappears or at least is significantly reduced and the area became socially emptied. This process is known and now local authorities have tried to fight it using various types of urban tools.

For a while, national or local governments used the financial programs for housing rehabilitation hoping that with this change, the population could return and grow, and together with those who had stayed there, increase social cohesion. This hypothesis was not verified and later on requalification interventions were made within public space with no social component.

This process that has been observed in many urban areas led the search of new instruments to regenerate the old areas by appealing to the memory and its materialization in heritage.

This new approach that connects to the development of urban economy, calls other populations particularly through tourism in urban areas that will use the assets as the purpose of the visit.

The heritage that we can find in the cities has two faces: the material or built heritage that considers building, monuments and architectural ensembles, and the intangible heritage more directly related to the population and therefore also linked to social cohesion (Choay, 1999).

The intangible heritage has been preserved among others by associations that have this goal (Veschambre, 2008) but also by others who were there and were keeping important aspects of intangible heritage, being in a way they themselves an heritage place.

2. Characterization of local associations in Portugal

The Associations are formed by the organization of groups of persons around some common interest that can be either cultural or of leisure (according to portuguese legislation) and are quite often in Portugal a place where the intangible cultural heritage of the group of associated and their families is kept alive.

When we analyse the associations of local scope, in the Metropolitan Area of Lisbon we note that they can be classified according to their objectives in:

- Cultural associations with vocation of cultural production and promotion
- Cultural and leisure associations promoting compatibility between culture and leisure or recreation
- Sport associations developed towards the practice of sport

In some cases we can verify by the name that was attributed to them, that they have as goal the organization of individuals with the same territorial origin, organize the association in function of common activities or of support to the families of the associated.

Among this vast set, this paper as chosen to study the cultural and leisure associations, in one parish, because they have been an important element of social cohesion and are those that explicitly or implicitly preserve intangible heritage of the population where they are inserted.

In some towns developed around big cities and in the respective metropolitan areas, the importance of intangible heritage that most often corresponds to its geographic origin, prior to the migration towards urban areas is the most important intangible heritage the population have.

With this group of characteristics we find some centres of municipalities in the Metropolitan Area of Lisbon, and among them the city of Almada gathers a varied group of associations and was therefore chosen as case study.

3. Almada, The case study

The city of Almada has a remote origin. The first traces of human occupation date from the neolithic and it has been since inhabited.

Until the XIX century it was an independent town, that developed slowly in the bank opposite to Lisbon, connected to the rural territory around it and to the Tejo river. It played always an important role in the defence of the Tejo estuary and of the city of Lisbon, but due to other aspects, among which the earthquake of 1755, it hasn t many significant built heritage.

Since the middle of the XIX century the process of industrialization changes quite significantly its population profile, with the migration of the population to work in the industries that were created in the banks of the river Tejo, namely in the area of Cova da Piedade.

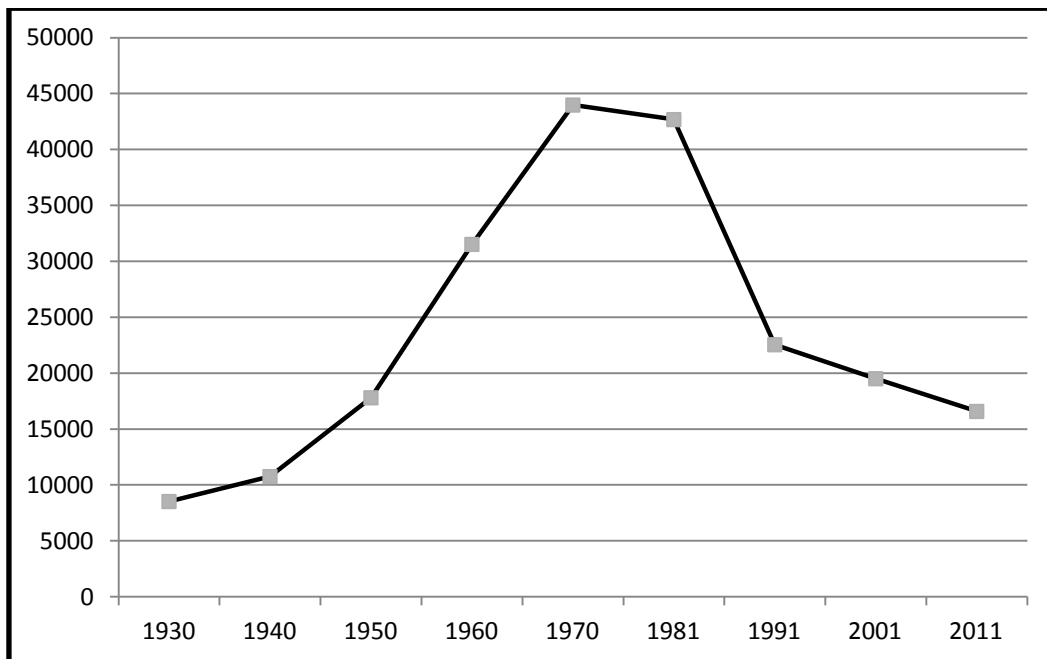


Figure 1. Evolution of the population in the municipality of Almada and in the parish of Almada (1864- 1930)
Source: INE

Population growth in the municipality and in the parish of Almada becomes meaningful since the middle of the XIX century till the middle of xx century (Fig. 1).

It is the population of the rural world that comes to work in the secondary sector that will create the first cultural and leisure associations located along *Rua Capitão Leitão*, central axe of the city centre of that time (Fig. 2).

Since 1970 the population of the parish of Almada decreased moving to new parts of the municipality, and the old inner city suffers in his social image.

The first finance programme in this area began in 1989 in the area of "*AlmadaVelha*" and since then several programmes were implemented there (Moreira, 2002).

In the last years the municipality is focused in supporting the local associations with the objective of to promote cultural and social regeneration to local people but also to the population of all Metropolitan Area creating a cultural cluster in this old inner area

These associations have the mission, expressed in their names, of organizing activities that help to surpass needs and to fulfil the times of leisure in a time when mobility was reduced and the technology of sound and image non existing, so creating philharmonics was a priority and at the same time were built the places where to perform.

The first association, "*Sociedade Filarmónica Incrível Almadense*" was started in 1848 and created the first philharmonic, the fist theatre and the first cinema in town; it also built a party hall of big dimensions where are still performed different shows, namely of Portuguese rock bands.

The "*Academia de Instrução e Recreio Familiar Almadense*" founded in 1895, also as a philharmonic also, a theatre, dance teaching and a library. They built a big hall for shows, and cinema, being the biggest in the municipality with conditions to present a diversified number of shows.



Fig.2- Localisation of some Associations in Almada
Source:FAUlisboa

In the 90 s of the XX—century, several associations were created, also located in the consolidated tissue of Almada, but with quite a different profile. These have no build heritage, using temporary facilities belonging to private owners or to the municipality or using public spaces.

The music component loses relevance and formation in performing arts dominate, namely theatre.

The Cultural association *O Mundo do Espectáculo* is a project created in 1990-91 with giving education and promoting animation in the arts area targeting a differentiated audience.

The "*Teatro Extremo*" started its activity in 1994, becoming a cultural association in 1996. It organizes since the festival *Sementes – Mostra Internacional de Artes para o Pequeno Público* ("Seeds - International Arts Performance to Younger Audience") and has its facilities in a garage in an habitation building.

The "*Associação Cultural e Artística de uma Sociedade Original*" (ACASO) was founded in 1997 with the aim of promoting plastic and visual arts.

"*ASSIM SER: Associação Intercultural Brasilica de Portugal*" founded in 2009 to promote the intercultural dialogue, promoting social and leisure activities, towards fairer world, better and more equitable, aiming the valorisation of human beings and their integration in society.

"*Associação Al-Mada – Associação Cultural e Recreativa de Almada*" created in 2009 with the objective of promoting cultural and leisure activities.

This group of associations has the ability to intervene in urban space whether being land marks through the activities that they periodically develop and that duly advertised can be important to the dynamics of the city, or by the ability of connecting social groups and its support to the urban

economy of city. The Municipality has been helping to promote their activities and is presently trying to integrate in the municipal planning these group of urban actors.

4. Conclusions

The Cultural Associations have played an important role in the cohesion of the population that had migrated from the rural areas, mainly from the South of the country, and can be in the present an important tool in the area.

Local municipality has supported in an expressive way these associations as it recognizes their role in the qualification on the population, therefore in the qualification or revitalisation of the city .

The associations are a material and intangible heritage that can attract new population to their activities in special theatre from the Metropolitan Area but also foreign tourists.

It is important that their characteristics are kept as an element of urban cultural development.

Local planning must use these actors of urban life as partners in regeneration policies of the cities

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