The Influence of Organizational Culture on Corporate Strategy: The Case of Disney

Xi Cheng[1, *]

[1] School of University College Birmingham, Birmingham, United Kingdom

* Corresponding Author Email: CHE21151235@student.ucb.ac.uk

Abstract. Disney has created a brand with deep cultural connotations. It insists that the world is promoting people's growth, just to let them keep their childlike innocence, experience and feel the process of happiness. Thus, they have occupied the hearts and minds of people around the world for a long time throughout the development of Disney. The goal of this paper is to provide readers with a thorough understanding of Disney's development history through an in-depth analysis of the company. It also aims to teach readers about Disney's corporate culture and explore various aspects of the company's animation production, artistic style, cultural connotations, team-building strategies, and marketing ideas to find a suitable path for the advancement of Chinese animation. Additionally, by examining Disney's corporate culture and development strategy, this paper aims to enlighten China's entertainment business and serve as a resource for the theme parks and park design and planning industries in China in the future. This report will start with the organizational culture and brand culture, to explore the reasons for the depth of Disney's popularity and the impact of its organizational culture on its strategy.

Keywords: Organizational culture, Disney, Walt Disney, Marketing Strategy, Disneyland.

1. Introduction

The most well-known producer of family entertainment in the 20th and 21st centuries is The Disney Firm, an American entertainment company also known as The Walt Disney Company, originally Walt Disney Productions in 1929-1986. To combine their cartoon animation firms, Walt Disney and his brother Roy established Walt Disney Productions in 1929. Before extending into making nature documentaries, live-action movies, and television series in the 1950s, it created short and full-length animated pictures in the 1930s and 1940s. The company's hegemonic position in the US family entertainment market was bolstered by the opening of Disneyland in 1955 and Walt Disney World in 1971. Following Disney's passing in 1966, the firm went into decline, but under new leadership, it recovered in the 1980s. It revitalized its animation branch, creating movies like The Little Mermaid in 1989 and Toy Story in 1995, the first full-length computer-animated picture, and extended its production divisions, including Touchstone Pictures and Miramax, to develop movies for a more sophisticated audience. The business actively participated in the revitalization and commercialization of Times Square in New York City, repurposing animated pictures like The Lion King (1994) into a Broadway musical. It launched the Celebration neighborhood in Central Florida in 1994. It became the largest media and entertainment corporation in the world in 1996 after acquiring the ABC television network. It also runs the Disney Channel on cable television. The Walt Disney Company was frequently rated among the top 50 firms in the United States by the turn of the 20th century, making it one of the biggest entertainment giants in the whole globe. Disney and Pixar upended computer animation in the twenty-first century with their inventive movies. Disney's live-action movies saw a kind of revival in 2003 with the hugely successful Pirates of the Caribbean: The Curse of the Black Pearl, which was partially based on Disney theme park rides. With the launch of Disney+ in November 2019, a subscription video service that brings together some of the most renowned movies and television series in one place, Disney joined the competitive streaming industry. One of the greatest media empires in the world, it also boasts illustrious holding firms including ABC, ESPN, Pixar, Marvel Entertainment, and 20th Century Fox. The main office of Disney is located in Burbank, California [1].

The structure of the entire report will be separated into three parts. The first part would be an introduction to the organizational culture, in which the term refers to the collection of assumptions, norms, and taught behaviors that make up an organization and are represented in its organizational structures, operating procedures, and methods for formulating corporate strategy [2], inside Disney and its development, summarized from Disney's official website. The second part is an integration of Disney's corporate culture and strategy, which will be introduced with three main topics --- Employees, Customer service, and Marketing strategy. The last part of the main body would summarize the issues within the organization and suggestions would be provided within this section. The main purpose is to evaluate the effect of the organizational culture on Disney, and recommendations for the problems of Disney to improve.

2. The development of Disney's organizational culture



Fig. 1 Micky Mouse [3]

Walt Disney has a quote, "If you can dream it, you can do it. Always remember that this whole thing started with a dream and a mouse." [4]. As the stories of Disney, which contain imagination, villains, betrays, upsets and ends in happiness, Walt's path to success has been similar. Although Oswald the Lucky Rabbit, one of the oldest cartoon friends made by Walt, has been taken away, he made a new friend --- Mickey Mouse, which is shown in Fig.1 above. The appearance of Mickey Mouse not only provides a brand image for Disney but also sets the stage for the birth of its significant culture and values. The gasps and laughs of the people after watching Steamboat Willie firmed Walt's idea of creating the characters to enjoy audiences to inspire people to pursue their hearts and dream boldly. Walt gradually began to merge his dreams with his real life.

It is not hard to find out that some of the characters are from Grimm's fairy tales, Snow White and the Seven Dwarfs, Sleeping Beauty, and Cinderella; some of the characters are from Hans Christian Andersen's tales, like The Little Mermaid. Instead of the dark and disturbing endings of the original fairy tales, Disney's stories all end happily and dreamily. Disney's film is full of friendship, passion, fantasy, and joy, trying their best to show the virtue within human society. Entertain audiences have also become essential to the significant value of Disney. The organizational culture of Disney, the world's largest entertainment company, reflects its iconic brands, groundbreaking ideas, and cutting-edge technology while using the power of unparalleled narrative to entertain, educate, and inspire people all around the world [5].

To extend this idea, Disneyland was created and built according to Walt's envisioned theme. This has started a whole new form of the entertainment theme park. Disneyland is a special place centered on narrative and immersive experiences, for example, people could enjoy fairytale fireworks shown in Fig. 2. Among Disney's well-known businesses are a highly regarded cruise line, there are 7 ships within, and 3 of them are planned in the next three years. resort destinations in different locations all around the world with 12 theme parks and more than 50 resorts in the United States, Europe, and Asia, and a luxurious family beach resort program [1]. When adults want a castle to preserve their childhood memories, when children need a land to hold their fantasies, Disney offers the best choice for them. When people cannot live without Disney, they create the ground for Disney to grow. Walt

says he wants Disney Park to be a happy place that elders can experience as a child with children [6]. Disneyland is not only a playground for children but also for adults. Over the decades, Disneyland has evolved far beyond the conceptual framework of being a way to travel; it has become a cultural and artistic icon of the Disney Company and a symbol of Walt's personality and ideals.



Fig. 2 Fireworks in Disneyland [7]

3. Integration of Disney's organizational culture and its strategy

3.1. Employee

Walt aspires to create a successful park that offers visitors a fantastic experience that goes above and beyond their expectations. However, after serval employees quit their jobs, Walt found out that employees would hinder his path of achieving his dreams in multiple ways. Therefore, he transformed the idea of success from his own to everyone's dream. He believes that to dream, create, design, and build the most wonderful places in the world, needs to take people to turn their dreams into reality [6]. Walt knows that to achieve this dream, he needs employees who can share his values and dreams with everyone and every corner of Disney. From the moment they set foot in Disney, he needed them to be part of the dream. As a result, to meet the expectations of its consumers, Disney carries out its plan by fostering an organizational culture that starts with its staff.

The standard of Walt Disney World can be summarized into four parts: safety, courtesy, show, and efficiency. Employees are trained in property-wide and DVC safety techniques and policies for security. They have stringent standards for safe materials, emergency access, and evacuation plans. Regarding courtesy, to build long-term relationships, employees are required to be passionate about products and use performance tips. Also, to provide umbrellas for guests and supervised playroom for children. Although there are no hard-sell techniques, sales employee still needs to provide one-to-one service for each guest [8]. They are trained to be sales as an onstage performance for the show. The performance training would make Disney be guests' home away from home and the interior design for Disney the dream place for the guests; for example, guests would not see trash on the ground. This way, wet flooring, cracked cup holders, confectionery wrappers, empty ketchup dispensers, and other annoyances won't be a problem for them. And the last efficiency is to provide critical purchase information upfront for guests, and the setting supports efficient guest flow by a quality assurance team member at commitment [9]. The culture of Walt Disney is a setting infused with a human resources strategy that instills Disney principles in the thoughts and actions of his staff. His staff is inspired by this technique, and they, in turn, encourage Disney consumers, luring them back for more unforgettable experiences. Disney HR procedures place a strong emphasis on finding, selecting, and developing the best candidates while giving them the freedom and support they need to succeed. The enchantment of Disney is infused into the organizational culture of the theme parks at every stage of the process.

Staff who work in Walt Disney World are called 'cast', for example, the cast in the parade shown in Fig. 3. The first course for every new cast in Disney World does not provide them with the technical skills needed to complete the tasks of the new role at first, but to share the big picture with them- their

purpose is to create happiness. "It's hard not to enjoy a job where your primary responsibility is making other people happy." Said an employee of Disney [9]. Sharing the common goal of Disney enables every cast and crew member to provide excellent service to guests from the beginning. Therefore, to make sure every staff taking the class would offer outstanding service to their guests on the first day of work. Disney offers a competitive total rewards plan that includes salaries, health and savings benefits, vacation plans, training opportunities and more, as casts are at the heart of everything Disney does. These awards form a comprehensive package that empowers employees and actors to live their best lives, develop personally and professionally, and enjoy special additional services that only Disney can offer. And there are four Bs and three Ds for their casts, “Be Happy, Be like Sneezy, Be like Doc, Be like Sleepy; Don't be Bashful, Don't be Grumpy, Don't be Dopey” [10]. Potential employees are made aware that Disney is a storytelling organization. When interviewing, employees should always pretend to be working “on stage”. This means that they should always be happy, available, and cheerful. Employees need to focus on making each guest feel special. The little girl is usually referred to as a "princess" when talking to the cast. Casts are told to use their whole hand to point in a particular direction instead of pointing fingers which are considered less threatening. Casts need to smile frequently. All the backstage areas of Magic Kingdom have mirrors next to the doors and encourage employees to “check their smiles” before entering the park [11]. These actions are the practices of the organizational culture at Disney and unite all personnel, from top management to property drivers. Employees who are clear about their jobs, objectives, and responsibilities enjoy the freedom to think beyond the box. They are self-assured, diligent, and autonomous because they cherish equality. Employees who work in this environment are valued because they are seen as the way to make Disney’s dream come true. And to create the world’s happiest place, they would have the most satisfied employees inside.



Fig. 3 Cast of Float Parade [12]

3.2. Customer Service

Disney used personally direct interview research, Websites and social media, direct guest communications, and employee interaction. If the guests walk into Disney World, they may see the cast with an iPad or laptop. Some of them may come over and politely ask whether they can survey with guests. In the beginning, they ask about guests' age, gender, family income, etc., and then is specific questions about the experience in the park. These surveys are often conducted to find out whether guests like certain attractions and whether guests think they need a makeover. They may also ask if they can send guests an email at the end of the vacation to assess their overall satisfaction with the Disney vacation. After the survey, they would offer some coupons, like Fast-pass tickets, as make-up for wasting guests' time. Disney would also collect customer feedback through email, phone calls, and online. And those complaints or feedback are stored online and be used as big data for Disney to improve their customer service. And these online surveys also helped Disney to reduce the use of employees; instead, they would use machines to help analyze which would be more appropriate and accurate [13].

However, its customer strategy of Disney is not perfect, there are still some problems that appeared in its customer care strategy. As Disney World becomes no smoking area, most of the guests who need to smoke are going to smoke beside the gate. And that makes the guests who cannot smell the tobacco feel uncomfortable. Also, because most of the time, the waiting line before entering the park is long, guests would have to smell the tobacco for a long time, that's also a problem and suffering for the guests do not like it which may ruin their mood for the day. Additionally, scooters, wheelchairs, and strollers are not treated well. It's inconvenient for them to get into the bus inside the park at a time when the guest flow is at its peak [14]. Although Disney is trying their best to reduce the waiting time for the guests, guests are still getting mad at the terrible waiting line because it's still long. And some people are not getting used to the high technology that is used in Disney for example the Disney App.

3.3. Marketing Strategy

3.3.1 Marketing Position

Disney's "market positioning" is also very precise. Disney has developed a clear and accurate market position for its corporate values, namely, that of a show company. To provide the highest level of entertainment and entertainment for the satisfaction and pleasure of its visitors.

It is extremely scalable for the company's growth to use the idea of "happy experiences" as a marketing positioning. Since happiness may be generated, shared, and attained by any method, there is no need to be restricted to any business. With the advent of films, cartoons, and later theme parks and doll products, Disney looked for a variety of products and media that could convey and transmit the element of "happy" across several channels, starting with the brand positioning of "experiencing happiness." Through serval platforms, the Disney brand has been able to provide "joy" to clients and consumers, leaving success and revenue to Disney.

To implement this positioning. On the staff, one must rely. The company's employees are ultimately responsible for delivering the goods and services to its clients, which is why Disney emphasizes the importance of instilling its corporate values in all of its employees. This is accomplished through the hiring procedure, employee training, and overall amusement park design, which well exemplifies this management style. The purpose of Disney is to: "do whatever it takes to ensure that every staff member understands the tenets and importance of their role" [13]. This is because role-playing has become a crucial part of fostering a joyful environment at Disneyland, where staff members are given more than just a job; they are given a role that makes the guests laugh. Additionally, new staff members are exposed to the Disney lingo during their initial training: guests are "VIPs," the crowd is "actors staff, the role-assignment department" is part of the personnel department, etc. Every employee in the park assumes the position of a host, and they are required to provide warm, sincere, polite, and attentive service to make visitors happy. Disneyland is aware of the formula for a successful entertainment industry and never once allows visitors to leave unhappy. This is inextricably linked to its precise and correct market positioning, which also expresses its business culture.

3.3.2 Marketing Mix Strategy

To make sure that the park's ticket costs are agreeable to the majority of target audiences, Disneyland uses a very flexible pricing approach that includes regional pricing, differential pricing, price modifications, and other techniques. Using Hong Kong Disneyland as an example, it should be noted that one-third of its revenue comes from and guests are from China and other nations. Given that its source market is divided between China and foreign nations, except for China residents who have relatively high incomes and Southeast Asian visitors who have lower incomes, Hong Kong Disneyland has set the lowest ticket prices among Disney theme parks worldwide intending to expand the source market with a low ticket price strategy and implement a differential pricing system [13]. The profitability of a theme park can be impacted by low admission prices, though, if they are affected by outside variables like inflation and price rises.

As an entertainment company, Disney's product portfolio is very diverse. Disney sells cartoon dolls and small practical items through direct merchandising [6]. These seemingly tiny objects are the ones that condense the element of joy the most, especially for children.

Secondly, via means of the media. In addition to using merchandise to communicate the "happy" brand culture, Disney has its own film production company and a dedicated TV channel in the US. Through the media, mass media like film and TV can reach a wider audience, including Disney customers and potential customers, to perceive the "happy" culture that Disney has created [6]. The "happy" culture that Disney has cultivated may be perceived through the media by both current and future Disney customers.

Finally, the theme parks. Theme parks are both a commodity and a medium. Through the attractions and rides, as well as the small and large retail outlets within the parks, visitors can experience and enjoy the fun. As a medium, theme parks create pleasure zones where people can experience the full flavor of pleasure.

Walt Disney is the most talked-about brand. Thus, it scarcely requires any advertising. Nevertheless, the marketing mix promotion strategy utilized by Walt Disney is aggressive and targeted at its intended demographic. Customers are attracted to the brand through television programs, movie previews, contests, ads, billboards, and online marketing. The brand attracts people through TV shows, movie previews, competitions, commercials, billboards, and online marketing. Tickets for Disneyland or movies made by Disney Studios are highly anticipated. They provide a variety of Disneyland packages, which is a simple approach to getting people [14].

Additionally, they advertise their goods on their channels. They do come up with appealing phrases like "Where Dreams Come True" and "The Happiest Place on Earth" [15]. These phrases capture the attention of customers and inspire them to visit these locations. They frequently collaborate with businesses that provide a variety of items, like Sephora. Additionally, their products are offered for sale on other retail websites and online.

The park guide is offered in complete Chinese at Shanghai Disneyland since nearly all of the personnel and cast members are Chinese. In addition to signage, signage and park schedules in both English and Chinese, it is claimed that the Walt Disney Company usually produces its products in English, writing the plans in English before translating them into Chinese. Various Chinese-flavored, Southeast Asian-style restaurants have been established at Shanghai Disneyland, and traditional Chinese snacks such as buns are included in the park, symbolized by Man Yue Xuan, which are all developed with inspiration from poets who explored the great mountains of China, and may enjoy traditional and tasty foods in the restaurants, and the Disney Company has also created many Chinese-flavored Disney dishes, such as rice fashioned into the shape of Mickey's head [16].

Disney's cultural fusion has allowed the world to embrace the American "Mickey Mouse", producing animated films with other nationalities and creating "Disneyland" that blends with the culture of each country. In Japan, you will find Mickey Mouse dressed in a kimono, and in Hong Kong, China, the Disneyland Resort offers a Disney set menu and food with Chinese elements during the Chinese New Year.

3.4. Cultural Barrier

As companies grow in size, the disadvantages of globalization become apparent, as each nation has a different culture, and each company has a different culture. As companies grow in size, the M&A strategy becomes the way to go.

After serval acquisitions, Disney is no longer a company that focuses solely on fairy tales. While stories from different subsidiaries have made Disney colorful and appealing to a wider age group, this has also brought about political changes [15]. These changes have also put Disney in a difficult position.

In its early years, Disney was founded as a fairy tale dream company that was theoretically always open to all and actively avoided potential political and cultural pitfalls, with the idea of helping people

escape reality and achieve a happy life in their dream scenarios. But it is gradually becoming controversial in a day when culture and people are becoming clearer about themselves.

To address some of these complaints, Disney has issued gender-neutral megaphone announcements in its theme parks, eliminating "ladies and gentlemen, boys and girls" in favor of "dreamers of all ages" [15]. Disney has also made many adjustments in casting and in the productions themselves to accommodate the diverse and inclusive environment.

In the third episode of *Loki*, the protagonist makes his first brief on-screen admission of what comic book fans have long known: he is bisexual. The Disney-Pixar film *Lightyear*, released in June, depicts a loving lesbian couple. *Black Panther* is a comic book movie with an almost entirely black cast and a strong Afrocentric storyline [15]. However, these are not quite as good as they could be, with an overcrowded cast of characters making some of the storylines fall short of audience expectations, and a "politically correct filter" through which to view the artwork may also reduce creativity. For example, the film *Eternals*, which is shown in Fig. 4, was criticized by the audience.



Fig. 4 Eternals [17]

Disney's latest live-action remake of The Little Mermaid has been the subject of much controversy since the announcement of the cast of singer Halle Bailey [18]. While there are always complaints about Disney remakes, this time all the negativity is directed at the non-white actress playing the titular mermaid. While the nostalgia culture makes sense from Disney's point of view to revisiting their glory days, people can't accept adaptations of characters that are already set in stone, and reviews have been far more critical of the actors' appearance than the film itself. While this created a lot of heat for Disney, the non-positive heat did not serve Disney well. And it seems that Disney is gradually forgetting its own corporate culture and instead keeps pandering to its audience.

4. Solutions and Recommendations

Based on the issues that have been motioned in the Pricing strategy in 3.3.2, to reduce the effect of inflation or other economic factors that would influence the currency, Disney should implement a long-term price adjustment scheme that boosts ticket prices only slightly above the rate of inflation, ensuring profitability and consumer affordability.

Although Disney has indeed made its culture coexist harmoniously with the culture of the host country in the process of overseas expansion to integrate globalization and localization, just as the planning and design of Shanghai Disneyland have done a lot of homework in studying and researching traditional Chinese elements and popular culture to respect and transplant the local culture, and has used them in the visual environment; it is still important to Disney to have their original spirit. Rather than changing the original organizational culture for the sake of localization.

Additionally, the problem of being involved in political issues and being attacked by lots of audiences, the suggestion is to return to the original concept of its organizational culture. To be more creative and design more new characters instead of remaking the old story, but adapt the setting of the original characters or plot. There is much more important to create a film's plot than casting a "politically correct" character.

5. Conclusion

Disney embodies inclusiveness and diversity in its organizational culture. The main value advocated by Disney films is tolerance. They have collected folk tales from all over the world to make films so that even if people live in different countries and cultures, they can become happy members to feel the existence of happiness. Disney with its organizational culture mainly has always insisted on technological innovation and continuous improvement, always pursuing to provide customers with the perfect service experience heart and soul experience, and consistently ensuring that the interests of consumers are paramount, making Disney a model of the entertainment-oriented industry. Its excellent corporate culture has also created a unique marketing management strategy, Disney first emphasizes the internal factors of the company to employees, and then the external impact of the company to consumers, creating an atmosphere of enjoying work and working happily to motivate employees to provide customers with high-quality service. Although Disney has had an excellent corporate culture for the last 100 years, there are still some areas for improvement. Some suggestions and areas for improvement are also provided at the end of this article.

Disney's success is worth learning from and creating wonders through hard work. The significance of this article is to understand the development history of Disney through an in-depth analysis of Disney, learn about its corporate culture, and explore its animation production, artistic style, cultural connotations and team building and marketing concepts, following its footsteps to explore a suitable path for the development of Chinese animation.

Additionally, there are still some areas for this article to improve. First of all, it is very difficult to choose the most suitable word for this specific environment when writing, and the words do not reach the meaning when expressing the same meaning through different words. But the proofreading process will try to avoid such things to happen. Sometimes, in the article, adjacent sentences will have a similar structure. For future writing, by learning new vocabulary and correct usage of grammar, the article will be more accurate and the most appropriate words will be chosen for a specific context. In addition, due to the relatively short time, there was no way to conduct a more comprehensive search and research, so almost all the data appearing in the article are secondary data. This article tries its best to move in the direction of accurate research, but some minor errors or mistakes will inevitably occur. If the entire article tries to choose primary research, personally to investigate and research, so that the credibility of the whole article will have a higher degree, but the primary data will also be collected with low accuracy by the reason that ability is not enough. Therefore, in the future will try to use a combination of primary data and secondary data.

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