

Disney Art Communication and Virtual Reality: Exploring Innovation and Cultural Interactivity

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Abstract: The Walt Disney Company has a long history of artistic and creative genius, which has allowed it to be at the forefront of innovation in the entertainment and animation industries. This abstract looks at Disney's inventive past and its extraordinary ability to foster cross-cultural engagement via storytelling and the arts. The animation industry has seen a profound transformation thanks to Disney's innovations. By creating the multi-plane camera system and using cutting-edge CGI, Disney has pushed the boundaries of narrative and visual expression. These innovations had an effect on the greater creative community and assisted Disney in becoming a leader in the animation sector. A lasting mark on the cultural landscape of the globe has been left by Disney's works, which have transcended national borders and cultural barriers. Via partnerships and collaborations, the industry cluster and its engagement with public policy, Disney has also boosted its innovation and cultural influence. By working with a range of vendors, technical companies, educational institutions and even environmental groups, Disney has broadened its creative palette and increased its global reach. In conclusion, Disney's distinctive fusion of creativity and cross-cultural engagement highlights the company's transformational position in the entertainment sector. It continues to influence the cultural and artistic fabric of the globe due to its capacity to embrace technical innovations while preserving its enduring storytelling approach, as well as its universal appeal and significant partnerships.

Keywords: Walt Disney Company, Innovation, Cultural Interactivity, Creative Community

1. INTRODUCTION

These days, Western economies are paying attention to the creative sector, which produces 22 billion dollars daily and it is expanding at a pace of 5%. Formerly thought of as a luxury or leisure activity with little to no real economic impact, creative business is one of the fields with the greatest growth rates globally (Li, 2020). The term "creative industry" was first proposed by the department for culture, media and sport of the UK government (Li, 2020). Over the course of many decades, The Walt Disney Company has risen to the top of the animation industry (Alakwe, 2018). It's the greatest media and entertainment market in the world

conglomerate. The corporation has expanded into many other industries throughout the years (Boguszewicz-Kreft et al., 2019). Some of these industries include media, theme parks, animation production, marketing, as well as the creation and selling of animation peripherals. Up until 1992 (Hua et al., 2021), the Walt Disney Company was a titan in the amusement park business. The first Disneyland debuted to the public in “Anaheim, California, in 1955” (McCarthy, 2022). As Disney's culture spread rapidly and widely, the Disney Company began exploring and expanding into overseas markets (Anton Clavé et al., 2023). The Disney Company has deep roots in Japan's culture, which is different from the native culture and Tokyo Disneyland has been a big success. Thus, the company has established specialized strategy planning for developing the Asian and Japanese markets (Putri, 2019). It wasn't smooth sailing for Disney on its first European voyage to Disney Paris. While Disneyland Hong Kong was the first Disney theme park to operate in China, it underperformed operationally and financially when it debuted in 2005. Due to the intensifying effects of globalization, businesses can expand and prosper by doing business abroad. When expanding internationally, firms must deal with cultural differences, embrace diversity without becoming insular and avoid potential problems while capitalizing on cultural differences to foster innovation and development (Chang, 2022). In addition, companies should innovate inside the target market and place special emphasis on strategic management and deployment in a globally diverse setting. In this manner, companies can rise above the competition and ride the globalization wave. This research focuses on innovation rather than creativity since the former approach can help us understand the commercial operations of the Disney industry more thoroughly.

Creative ideas are the basis of innovation. The ability to create value from innovative ideas, both inside and outside of a business, is important as having original ideas themselves. In order to enhance the quality of their products, the creative industries and creative individuals are absorbing new technology, procedures and managerial knowledge. Creative and practical implementation-related elements will be considered in this study. The article's remains have been arranged as follows: In section two, we provide a summary of the studies that are relevant to our work. The third section includes the government policy, which is based on the animation industry. The fourth section conducts the case study of Disney in detail. In part four, we look at the discussion including the innovation activities and the cross-cultural communication of the Disney art. The study concludes with a summary of the findings and recommendations for more research.

2. LITERATURE SURVEY

The CCIs in the Cape Town cluster (Chin et al., 2022) were studied to see how they used digital technology, creative contributions and a diverse workforce in novel ways. The results of this research corroborate a similar one conducted in Brighton, UK, which identified a cluster of "fused," or digitally-enabled, creative CCI firms. Innovation in business practices, products and services is higher in merged organizations. Using a macro dynamic framework, the article (Jung et al., 2018) investigated how government policy affected the development of creative sectors. Combining theme content analysis with a systematic literature study, industry news and government regulations are analyzed based on secondary sources. Constitutes the research methodology. The research analyzes the UK and Chinese animation industries in detail to determine the essential components of congested, communal and open innovation systems. The difficulty encountered by China's animation industry in providing solutions was examined (Snowball et al., 2022). Porter's Diamond Model was used to examine the business environment from several vantage points, including supply and demand, the supply chain, corporate strategy, cultural influences and governmental regulations. The study (Liu, 2021) described a new application of Oculus Rift that does not rely on any external hardware or network to provide users with unrestricted virtual movement.

It meant that in a 3D environment, a virtual pointer could be used to select items or ask for information. This development improves upon the state-of-the-art VR experience by simplifying the user's engagement with the model in a way that honours the latter's inherent intuitiveness and spontaneity. Therefore, the system can be user-friendly even for those who aren't 3D experts. The goal of the ArkaeVision project (Fan & Feng, 2021) was to provide a more interesting and culturally-qualified user experience for cultural heritage. Building a technology framework for the long-term improvement of cultural assets was the primary objective. Therefore, ArkaeVision is a user-centred integrated system that can provide various means of capitalizing on cultural heritage assets, such as digital recreations of buildings, artworks as well as other artifacts and the narratives linked to them. Using the Hera II Temple of Paestum and the slab from the Swimmer Tomb as case studies, ArkaeVision ushers in a brand-new mode of interaction by combining aspects of digital fiction and engrossing narrative with the game-like exploration of a digitally recreated 3D landscape. The article (Debailleux et al., 2018) explored the process of

creating a three-dimensional model from architectural drawings of a Roman structure and importing that model into four different gaming engines so that players could freely move about the "virtual building." The game engines were rated based on how much of an impact they would have on the quality of the experience for tourists touring a museum set up on top of the ruins. With an emphasis on design-driven innovation and related value generation, the study (Bozzelli et al., 2019) analyzed how performing art groups approach cultural product creation. The exploratory case study revealed that neither product differentiation nor technology innovation describes cultural product innovation strategies in the creative sectors. Design driven, market pull, a hybrid of design-driven and technology push were the four kinds of innovation development techniques used by innovative puppetry firms to create cultural commodities. These practices are based on a distinctive blend of usefulness and meaning. This article (Smith et al., 2019) aimed to investigate illustrative situations from American and international productions with an emphasis on the role, purpose and relevance of calligraphy in the animated medium. The most recent developments in the animation industry pertaining to calligraphy art were outlined, yet a detailed overview and perspective for the use of calligraphy art in animation were presented.

The systematic review (Chen, 2021) explored whether cultural variety affects the ability of a group to think creatively and produce new ideas. Using the socio-technical systems framework, we analyze how virtuality and the characteristics of the task can act as moderators in culturally diverse teams, allowing us to distinguish between the effects of surface-level and deep level diversity. In ethnically diverse teams, surface-level diversity is unrelated to innovation, but deep-level diversity is correlated with it. The essay (Huaqi & Meng, 2023) examined the growth of animated films over the last ten years, which has turned Indonesia into a market for international creative industry goods. These artistic items include video games, animated movies and comic books. Children in Indonesia have enjoyed and found success with a number of popular foreign animated films.

3. GOVERNMENT INNOVATION POLICY

There are two types of innovation policy tools: demand-side instruments that boost market demand and affect knowledge development on the supply side. Public R&D, funding, tax breaks, risky investments, training

of staff, upgrading of research facilities, infrastructure and industry clusters are examples of common supply-side policies. The six key demand-side strategies identified by the Organization for Economic Cooperation and Development (OECD) are as follows, pre-commercial procurement, innovation incentive awards, public procurement policies, principles, consistency and instruction are ways to stimulate private demand for new products and services. Policy based on consumer needs has the potential to encourage a more collaborative and creative atmosphere, which might help launch new businesses and improve administration. Additional environmental tools can be used to improve the regulatory environment of innovation include the legal, financial and tax systems.

Policy instruments used in China's and Russia's innovation policies can be broken down into three groups, demand-side, supply-side and environment-side. While policy 1.0 prioritized policies to boost growth via production and consumption, policy 2.0 shifted the focus to decentralized policies to foster entrepreneurship and networks across national systems of innovation. When it comes to innovation strategies, policy 3.0 is about radical shifts that prioritize societal demands and long-term viability.

Policy 1.0 includes actions like allocating funds for research, instituting mission-driven research programs, providing preferential tax status, subsidizing certain enterprises, safeguarding intellectual property, conducting selection activities based on foresight and preparing students for jobs in research. When compared to policies 1.0 and 2.0, which are grounded in the past, the emerging pattern is clearer in policy 3.0. To combat social and environmental concerns, the third innovation framework proposes incorporating user input as makers, legitimizers and providers of new needs, as well as learning, social welfare and societal experimentation.

4. RESEARCH METHODOLOGY

4.1 Case Study: Disney's Art and Creative Influence in the American Entertainment Industry

Disney is a significant entertainment company that has a significant impact on the art and entertainment scenes in America. Because of its innovative and significant contributions to the art world, animation, narrative and theme park experiences have changed. In this case study, Disney's significant influence on the growth of the American art scene, the evolution of its aesthetic and the influence of its works on popular culture

are examined. Since its establishment in 1923, Disney has contributed to the advancement of animation and imaginative storytelling. When Mickey Mouse was introduced in 1928 and the groundbreaking film "Snow White and the Seven Dwarfs" was released in 1937, Disney set a new standard for artistic brilliance in animation. Because of its commitment to storytelling and originality, the company has solidified its position as a market leader.

Disney's artistic history is characterized by the blending of traditional and contemporary techniques. From the hand-drawn cartoons of its masterpieces to the use of cutting-edge CGI in recent films, Disney has pushed the boundaries of artistic inventiveness. The company's transition from conventional 2D animation to 3D computer-generated imagery in films like "Toy Story" and "Frozen" serves as an illustration of its adaptability and commitment to artistic excellence. Disney's creative output has influenced American popular culture. Mickey Mouse, Cinderella and Simba are some of its well-known characters that have become ingrained in the collective memory of many generations. Each year, millions of people visit the company's theme parks, including the iconic Disneyland and Disney World.

As an entertainment company, Disney has pioneered the use of cutting-edge technology. The quality of the viewing experience has been enhanced by the improvements in special effects, compelling storytelling and animation technology. The introduction of revolutionary technology, such as the multi-plane camera system and the development of realistic CGI, has resulted in a radical transformation of the art of animation and storytelling in American entertainment. Disney has benefited from its strategic partnerships and connections with other American companies in its artistic endeavors.

Due to collaborations with renowned animators, painters and technological companies, Disney's works have been able to include a variety of artistic inspirations. Due to partnerships with Pixar Animation Studios, Marvel Studios and Lucas Film, Disney has been able to diversify its artistic output and broaden its creative reach. A prime example of Disney's significant impact on the art world is its history in the entertainment sector in the United States. By encouraging creative development, supporting technological advancements and forming strategic alliances, Disney has established a name for itself in the American cultural scene. It has established itself as a cultural force, influencing the visual arts of the United States and beyond, thanks to its ability to hold viewers' interest over time through compelling narratives, enduring characters and immersive experiences.

5. DISCUSSION

There is no denying that Disney had a significant impact on the American entertainment sector. Disney has influenced American art and entertainment with its creative story, enduring characters and groundbreaking technical innovations (Wang et al., 2019). Its contributions had a lasting effect on popular culture, consumer goods and a number of other industries, in addition to changing how animated movies and theme parks are seen. The American entertainment sector now holds itself to a high standard because of Disney's ongoing pursuit of artistic innovation (Dewi & Rino, 2018). Disney has explored the boundaries of animation, from its early hand-drawn cartoons to the use of cutting-edge CGI technology (Sundleaf, 2020). In addition to improving the visual appeal of Disney's works, the development of complex animation methods like the multi-plane camera system had an impact on the animation industry as a whole and inspired a new generation of creators. Disney is a cultural ambassador for American art and entertainment due to its cross-cultural success and widespread appeal (Dimitriadis, 2020; Rehman, 2021). Characters like Mickey Mouse and Cinderella have a timeless allure that audience throughout the world have responded, which has helped American pop culture gain international acclaim. A cultural icon, Disney's theme parks have drawn visitors from all over the world and established themselves as a dominant power in the entertainment sector (Lagasse, 2015). These collaborations have enriched the artistic scene, ensured Disney's continuous relevance in a sector that is changing and helped to create a variety of captivating storytelling (Sepawi, 2023).

5.1 Societal Impact and Ethical Considerations

While Disney's works have enthralled viewers and added to the cultural fabric of American culture, they have come under fire for how they portray gender, ethnicity and cultural diversity. The controversy surrounding the company's depiction of particular individuals and cultural issues serves to emphasize how crucial moral considerations are when expressing one artistically. A crucial part of Disney's artistic obligation, as it continues to create new material, is to address these societal issues and promote diversity in its stories.

5.2 Internal and external innovation activities of Disney art

Disney's commitment to internal and external innovation has played a

significant role in the company's continued success and relevance in the entertainment industry. Internal innovations like character design and technological advancements have assisted Disney in honing its visual style and narrative abilities. The utilization of outside expertise and resources, on the other hand, has enabled Disney to further enhance its creative offerings and increase the scope of its global impact (Table 1). Partnerships with technical companies, artists and environmental organizations are a few of these developments.

Table 1: Internal and external innovation activities

Aspect	Internal innovation	External innovation
Technological	In the earliest days of the animation industry, the multi-plane camera system was developed.	Recent productions have featured intricate CGI created in collaboration with leading technology firms.
Character Design	Characters like Mickey Mouse and Cinderella were born, paving the way for their eventual status as lasting cultural icons.	The development of lasting cultural icons via the creation of characters like Mickey Mouse and Cinderella.
Theme Parks	The Walt Disney Company is growing and improving its theme parks, Disneyland and Disney World, by adding new and exciting attractions.	Creating innovative and engaging theme park attractions in tandem with city planners and architects.
Digital Content	The premiere of Disney+, a streaming service including Disney films and original productions.	Diverse content can be created via the acquisition of content development firms and the formation of collaborations with independent production houses.
Sustainability	Eco-friendly measures are used in all aspects of running and manufacturing theme park goods.	Sustainable sourcing and other eco-friendly endeavors are made possible by partnerships with environmental groups.

Disney revolutionized the animation industry via in-house innovation, as seen by the development of the multi-plane camera system during the early stages of animated film production. By enabling the creation of backgrounds with several layers and giving situations depth, this innovative approach enhanced the visual appeal of Disney's animated classics. Disney, on the other hand, has been able to improve the quality and realism of animated storytelling in recent films by using considerable CGI integration owing to external innovation made possible via collaborations with technical corporations. Disney has enhanced its technological capabilities

by using external expertise, guaranteeing that its creative output remains at the forefront of innovation. Disney's creation of iconic and timeless characters like Cinderella and Mickey Mouse had a significant influence on popular culture. These characters have won over admirers worldwide, not as symbols of the Disney Company but by evoking sentimentality and a strong emotional connection. Disney's collaborations with well-known artists and companies have resulted in innovative character designs and intricate storylines that have enriched as well as expanded the breadth of its character universe. These outside partnerships have aided in the creation of compelling narratives that appeal to audiences of all ages and ethnicities. Thanks to internal Disney innovation in the form of Disneyland and Disney World's continuous expansion and enhancement, the concept of theme park entertainment has endured. Modern rides and attractions have transformed these parks into immersive and captivating experiences for visitors of all ages.

5.3 Interaction with the Industry Cluster and Government Policy

Disney's activities in the US are related to the industrial cluster and the regulatory framework that oversees the entertainment industry. The contacts between Disney and the industrial cluster, which consists of a network of suppliers, talent development organizations and technical innovators, have been crucial in forming the company's artistic ambitions and commercial supremacy as a major participant in the worldwide entertainment business. Disney's partnerships with a wide range of vendors, from animation studios to goods producers, demonstrate the company's strategic engagement with the sector. Such partnerships promote an innovative and creative culture in the entertainment industry yet provide Disney to access cutting-edge resources and knowledge, enabling it to improve its artistic goods and services. Disney's focus on education and talent development demonstrates its dedication to supporting a competent workforce, maintaining a steady flow of creative talent for the industrial cluster and supporting the expansion and vitality of the entertainment industry as a whole. Disney's technical breakthroughs are aided by its proactive involvement with tech firms and research institutes inside the industrial cluster. By utilizing the most recent technical advancements, Disney continues to be at the forefront of the changing entertainment industry, pushing the limits of creative expression and narrative. This cooperative strategy strengthens Disney's position as a market leader but also advances the competitiveness and general growth of the entertainment sector. Disney's connection with government policy is

essential to its adherence to legal and regulatory requirements as well as its contribution to the larger socio-economic landscape. Disney's support for strong copyright and intellectual property protection legislation demonstrates its dedication in preserving its wide range of artistic works, characters and narratives.

Disney is committed to social well-being and protecting industry integrity, as seen by its adherence to several rules, such as those concerning content ratings, advertising standards and labor policies. Disney's cultural diplomacy initiatives, in line with US government goals, serve as a medium for promoting American culture and values in the international arena to their compliance with rules. Disney increases American soft power by taking part in foreign partnerships and initiatives for cultural exchange, which helps the country to have a favorable worldwide reputation. Disney's considerable economic contributions, which range from the creation of jobs to the money from tourists and tax payments, highlight its crucial position in the American economy. Its adherence to tax laws and participation in economic development programs further demonstrates its dedication to promoting a vibrant business climate and promoting sustainable economic growth. Figure 1 displays the characteristics of the Disney animation sector.

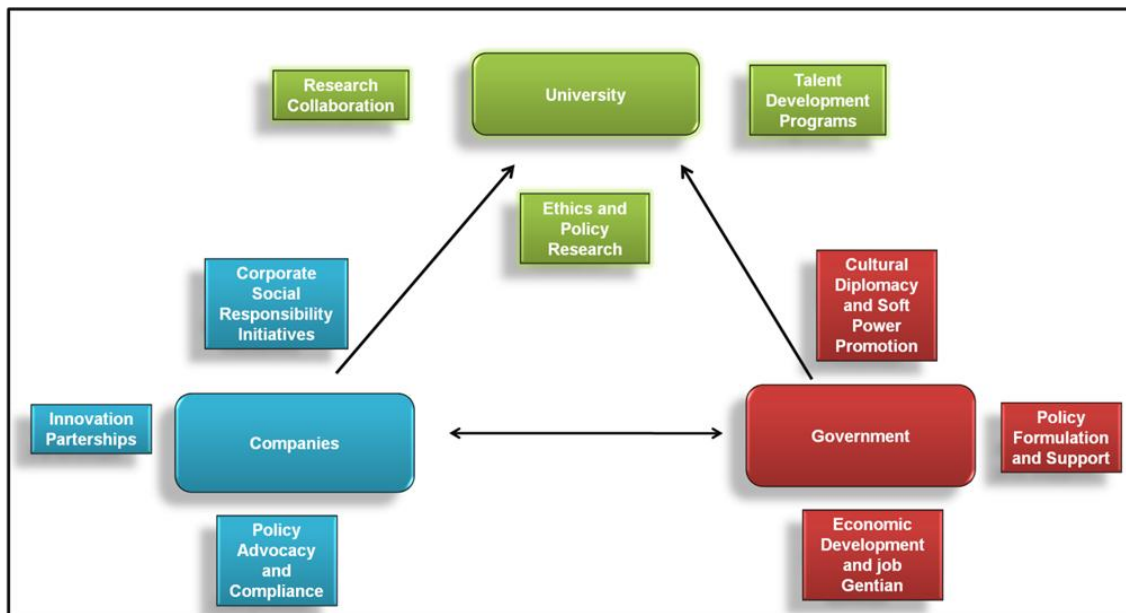


Figure 1: Interaction among companies, universities and the government

Since the Walt Disney Company has numerous patents, intellectual properties and other documents confirming the creation of an inventive product and the carrying out or direction of research efforts in an

innovative and technical direction, we believed it would be a good idea to use them as a proxy for the value of the company's intangible assets. Intangible assets and total revenue are evaluated from 2017 to 2022 as seen in table 2 and figure 2.

Table 2: Intangible assets and total revenue

Years	American Dollars in Intangible Assets, in Millions	Number of dollars brought in as a whole USA
2017	14476	55137
2018	14700	59434
2019	46025	69607
2020	44195	65388
2021	17115	67418
2022	14837	82722

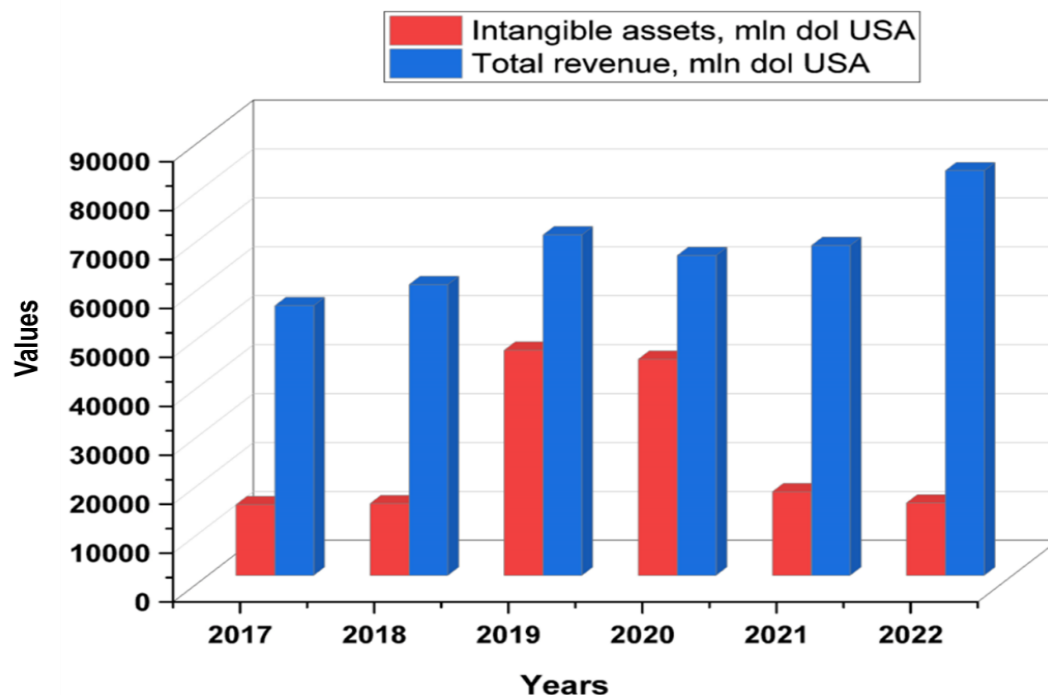


Figure 2: Analyzing the correlation between Disney's intangible asset growth and earnings.

5.4 Disney's Creative strategy

As seen in Figure 3, Disney's technique succeeds because it defines the distinct responsibilities of dreamers, realizers and critics in the processes of ideation, evaluation, construction and criticism. The gap between fantasy and reality is closed by Disney's creative thinking process. One of the numerous advantages of participating in creative activity is the enhancement of one's capacity to use one's imagination and generate

original ideas and methods to solve problems.

These ideas may not pan out in the real world and they wouldn't be sustainable over the long haul. Therefore, one advantage of Disney's approach to creative strategy is that it balances fantasy with reality to build a functional framework.

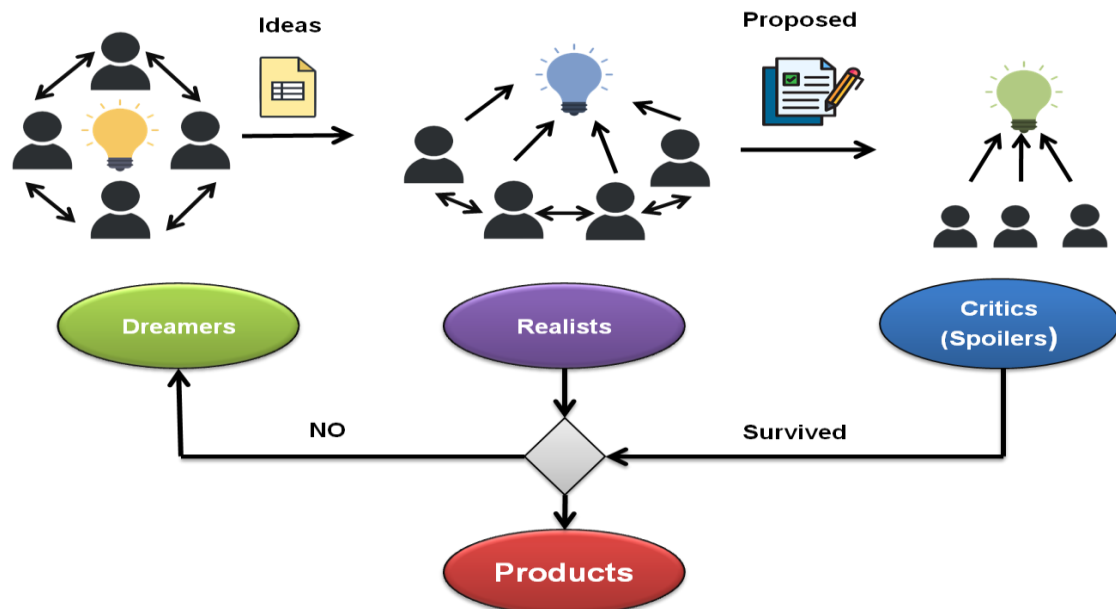


Figure 3: The Disney land creative strategy

Dreamers, realists and critics make up the three categories of thought:

1) In the first thought mode, the group conjures up ideal ideas by daydreaming. They generate innovative and daring ideas by using divergent thinking. 2) The group takes a realistic stance in the second manner. In reviewing the concepts the dreamers left behind, they take the role of pragmatic realists and use convergent thinking. They decide which strategy is the finest and put it into action. 3) The last point of view is held by critics. In order to find flaws, hazards, or difficulties, they examine the realists' strategy. They want to make the strategy better.

5.5 Cross-cultural communication of localization strategies

Businesses that engage in international marketing in varied, culturally distinct countries will come into contact with a wide range of differing ideas and behaviors, which will result in cultural conflict and collision. Multinational organizations' marketing communications are impacted by cultural variations. An essential first step is to modify one's strategy and adjust one's behavior to the local culture. If Disneyland wants to gain market share, it cannot afford to disregard the cultural legacy and sense of

community of local customers. Working with regional brands helps Disneyland build its brand. A strategic cooperation deal was inked by Shanghai Disneyland, Pepsi Group and Master Kong.

The two businesses will take over as the park's top beverage providers. To better promote Shanghai Disneyland, they launched marketing initiatives: Disney limited filling, bottom with "Mickey" and "Minnie" motifs. More than ten prestigious firms, including those in banking, transportation, entertainment, catering, consumer goods, everyday chemicals and other sectors, have forged strategic partnerships with Shanghai Disneyland.

6. CONCLUSION

Disney's extensive history in the arts and entertainment shows how much of an impact the company had on storytelling and world culture. Throughout its history, Disney has embraced innovation, pushing the boundaries of creative expression and technological advancement in animation and immersive experiences. Customers from many ethnic backgrounds have connected with the company's endearing characters and timeless tales, solidifying its position as a cultural phenomenon. Disney's development and influence have been sustained by strategic alliances and collaborations in the industrial cluster, as well as by adhering to regulatory requirements.

Disney has expanded the range of artistic expression while advancing the entertainment sector by establishing a cooperative network of skilled workers, cutting-edge technologies and creative expertise. Disney's commitment to innovation and intercultural communication will be essential to its business practices. As it continues to adapt to the changing entertainment landscape, the company's dedication to upholding the highest standards of creativity, technological prowess and cultural representation will continue to shape the artistic landscape and captivate audiences for generations to come. Disney's story continues to be an example of how imagination, creativity and the arts can transcend borders and make a big difference in the world.

7. ACKNOWLEDGEMENT

This article is supported by the Postgraduate Research & Practice Innovation Program of Jiangsu Province (Project Number :

KYCX17_0219)

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