Marketing brand case analysis: Disney Land

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Abstract:

This paper conducts a comprehensive marketing brand case analysis of Disneyland, exploring its brand concept, macro and micro environment, competitive landscape, retail environment, strategic objectives, and market comparison. The brand concept of Disneyland is centered on creating "magic" and "happiness", with a brand story that spans the origin, birth, and global expansion of the park. The macro and micro analysis covers political, economic, social, technological, environmental, and legal aspects, highlighting the supportive policies, consumer trends, technological innovations, and environmental initiatives that affect Disneyland's operations. The competitive pattern analysis identifies Disneyland's strengths, weaknesses, opportunities, and threats, while the retail environment analysis focuses on convenience, cost, customer demographics, and communication channels. The strategic objective analysis includes market segmentation, targeting, and positioning, and the market comparison analysis compares Disneyland with Universal Studios in terms of price, experience, promotional channels, and customer engagement strategies. Finally, the paper concludes with an analysis of Disneyland's comprehensive advantages and provides market advice to address challenges such as declining classic IP appeal and decreasing repeat visitor interest.

Keywords: Disneyland, brand analysis, marketing strategy, competitive landscape, consumer behavior

Brand purpose and original intention

According to the frequency of sensory-related keywords speculated from the official Disney website as provided by Deepseek, apart from the term "Disney," the most frequently appearing words are "magic" and "happy".

In the early days of the company's founding, Walt Disney once said, "My interest lies not in 'expressing' myself, not in creating an image of inexplicable innovation. My interest is in entertaining the public, bringing joy to people, especially laughter." Over the course of 100 years, with the divergent operational

structures between offline theme parks and film productions extending each other's reach, the construction of Disneyland's facilities has adhered to the core purpose of making consumers feel "happy." On this foundation, adjustments were made by adding the keyword "magic," emphasizing the park's overall immersiveness and "sense of wonder"—leveraging ingenious design and cutting-edge technology to recreate the experience of film productions as much as possible while enhancing interactivity.

The brand goal of Disneyland originated from Walt Disney's vision: to create a place where both adults and children could enjoy happiness. Below are the key phases of its brand story:

Brand Story

The Origin of "Magic"

In the mid-20th century, while spending time with his daughters at an amusement park, Walt Disney noticed a lack of family-friendly entertainment facilities. This inspired him to create an entirely new kind of theme park.

The Birth of Disneyland

On July 17, 1955, the world's first Disneyland opened in Anaheim, California, USA. Breaking away from traditional amusement parks, it introduced themed lands and immersive experiences, quickly becoming a global sensation. Many attractions were based on characters from Disney's animated films, with rides like "Dumbo the Flying Elephant and" "Mad Tea Party"—debuted in 1955—

remaining staples in nearly every Disney Park to this day. The televised opening-day parade also became a lasting tradition, evolving into one of Disneyland's most iconic events.

Expanding the Empire:

- 1971: Walt Disney World in Florida opened as the world's largest theme park resort.
- 1983: Tokyo Disneyland debuted.
- 1992: Disneyland Paris welcomed its first guests.
- 2005: Hong Kong Disneyland launched.
- 2016: Shanghai Disneyland began its magical journey.
Core Brand Values
- Delivering Experiences: Disneyland crafts, showcases, and sells immersive experiences through meticulously designed services and merchandise.
- Family-Friendly Appeal: The parks cater to all ages, offering thrilling rides like "TRON Lightcycle Power Run" (Shanghai) and "Expedition Everest" (Orlando), alongside gentle attractions like "Dumbo the Flying Elephant" for younger guests.
- Storytelling Magic: Classic tales come to life through immersive environments—such as the ever-present "Cinderella Castle", where each park weaves its own narrative journey.
- Quality & Attention to Detail: Disney prioritizes exceptional service and intricate design. For example, cast members use specialized narrow brooms that double as water-dipping "paintbrushes" for creative street art (see image below).

- Innovation & Technology:
Continuously incorporating cultural elements from different countries into Disney parks, with innovations in both hardware facilities and software systems. The company also pursues independent innovation through establishments like "Disney Research" (a scientific innovation and development lab) and "Walt Disney Imagineering" (the division responsible for designing and building Disney theme parks and resorts).

Macro and micro analysis

POLITICAL:

Different regions have different policies. Taking Shanghai Disneyland as an example (since Disneyland is a foreign enterprise, I have categorized government policies under the "political" section):
The local government has adopted a supportive and en-

couraging stance toward the construction and operations of Disneyland. For instance, the China Tourism Academy published a special report titled "Disney Resort: Trends in Happy Tourism," and the academy's president expressed sincere wishes and high hopes for Shanghai Disney Resort. (See image below.)

Fu Dai: President of China Tourism Academy
Sentence with blue highlight:
 It is hoped that Shanghai Disney and its friends will fully implement the new development concept and promote the steady and long-term development of high-quality tourism in the process of building a tourism power in the new era China is currently in a period of vigorous promotion of tourism culture, with the government having recently introduced subsidy policies for the tourism industry (see image below).
Regarding tourism funding subsidies specifically for Shanghai:

Government Document on Developing High-Quality Tourism in Shanghai:

Tax:

Overall Tax Payment Situation in the First Five Years of Operation:

According to data released by Shanghai Disneyland on its fifth anniversary in 2021, the park generated approximately 2.6 billion yuan in tax revenue during this five-year period. This reflects Shanghai Disneyland's tax contribution during its initial operational phase. With an average annual revenue exceeding 8 billion yuan, the park has established a solid foundation for tax generation.

Major Tax Categories Involved:

Value-Added Tax (VAT): As an enterprise providing entertainment services and selling related merchandise, Shanghai Disneyland generates VAT from ticket sales, in-park merchandise sales, and other operations. VAT rates vary depending on different business types and relevant tax policies. For instance, the VAT rate for goods sales may differ from that for service provision.

Corporate Income Tax: As a business entity, Shanghai Disneyland is required to pay corporate income tax on its operating profits. The standard corporate income tax rate is 25%, though certain eligible enterprises may qualify for preferential tax policies. Given Disney's strong profitability, corporate income tax constitutes a significant portion of its tax obligations.

Consumption Tax (applicable to certain operations): Some special events held at Disneyland may involve consumption tax. For example, fireworks used during specific festival celebrations fall within the scope of consumption tax.

Important Note: Shanghai Disneyland's actual tax payments are subject to various factors including operational performance and adjustments in tax policies. Both the annual tax amount and the proportion of different tax categories may vary accordingly.

ECONOMIC: As Disneyland operates as a global enterprise with varying price levels and economic development conditions across different regions, a comprehensive standalone analysis is not feasible. Therefore, this section has been integrated into the main body of the dissertation and will not be elaborated upon separately here.

SOCIAL: Two Major Consumer Trends in Society

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Personalization:

· With the advent of the big data era, people now have broader horizons and more choices, giving rise to a key consumer trend—personalization. Consumers increasingly seek personalized and customized products and services. Brands are leveraging customization options and big data analytics to meet these demands (for instance, Disneyland utilizes CRM big data consumer analytics systems).

· This trend positively incentivizes Disneyland, as it aligns with the park's emphasis on visitor freedom and tailored experiences.

Quality-Driven Consumption:

· As the world recovers from the economic downturn caused by COVID-19, consumers are prioritizing value-for-money and higher-quality products. There is a shift from "consumer goods" to "durable goods," with reduced demand for flashy but impractical "small items." This poses a challenge for Disneyland, where merchandise sales (accounting for 25.36% of revenue, as per *Business* magazine's January 2022 report) are as crucial as ticket sales.

TECHNOLOGY: Rapid Advancements and Their Impact on Disneyland

Artificial Intelligence (AI) & Machine Learning:

· AI is advancing rapidly in natural language processing, computer vision, autonomous vehicles, and more.

· Generative AI (e.g., ChatGPT, DeepSeek) is expanding into content creation, design, and other fields.

· Consumer expectations are evolving: from merely "getting things done" to "making them realistic," and from passively enjoying park facilities to desiring interactive experiences.

What did DisneyLand do?

Realistic Execution:

- Disney Research is a dedicated technology R&D studio established to develop applications for Disney's film productions and theme parks. Beyond creating digital screen technologies for movies, the studio has been conducting robotics research since October 11, 2009, when it first published *Simultaneous Tracking and Balancing of Humanoid Robots for Imitating Human Motion Capture Data* on Disney Research.

- Through technological refinement, the A1000 series robots were introduced and deployed in Disney parks. Examples include the "Avatar: Song of the Shaman" animatronic (referenced from Disney Research's October 11, 2009 article of the same name)

Interactive Capabilities:

- On July 15, 2024, Disney Research published a paper titled 《Design and Control of a Bipedal Robotic Character》, detailing their new bipedal BD-X series robot designed for human-robot interaction. The paper states: "Finally, an intuitive operator interface enables real-time show performances with the robot. The complete system results in a believable robotic character, and paves the way for enhanced human-robot engagement in various contexts, in entertainment robotics and beyond."

This robot has been publicly demonstrated, including an interactive showcase with NVIDIA CEO Jensen Huang at the NVIDIA GTC technology conference.

Renewable Energy and Energy Storage Technologies (Primarily for Park Power Supply)

The costs of renewable energy sources such as solar and wind power continue to decline, while their applications expand.

Advancements in battery technology (e.g., solid-state batteries) are driving the development of electric vehicles and energy storage systems.

Environment

Environmental Initiatives:

As climate change research deepens, environmental protection has become a global concern. Disneyland has actively responded to this trend by implementing the following measures:

Reducing Plastic Use:

Since late 2020, Disney stores have minimized plastic packaging in products. By 2021, all princess dolls adopted paper-based packaging to further cut plastic consumption.

Solar Energy Facilities:

Walt Disney World partnered with local nonprofits to construct two new solar plants, meeting 40% of the resort's annual electricity demand. Disneyland Paris installed 4,800 solar panels, generating enough yearly energy to power 4,800 households. Upon full project completion by

2023, the site is projected to produce 36 GWh annually.

LED Lighting Transition:

Hong Kong Disneyland Resort replaced conventional lighting with LEDs, saving 2 million kWh cumulatively—equivalent to the annual electricity use of 700 three-person households.

Waste Sorting & Recycling:

Shanghai Disney Resort promotes waste classification through innovative methods, such as interactive "talking" recycling bins named "Xiao Tui," which educate visitors on proper sorting via dialogue. The resort also hosts events like the "Celebrate Earth" eco-fair and conservation forums to raise public awareness of environmental stewardship.

Legal:

International Perspective:

Many countries and regions have established robust intellectual property (IP) legal frameworks. Globally, the 'Agreement on Trade-Related Aspects of Intellectual Property Rights' (TRIPS) provides a foundational structure for IP protection.

International Cooperation:

IP protection has become a critical agenda in global trade and collaboration. Nations strengthen IP safeguards through bilateral or multilateral agreements, such as:

- The 'Comprehensive and Progressive Agreement for Trans-Pacific Partnership'(CPTPP)

- The 'Regional Comprehensive Economic Partnership' (RCEP), both of which include dedicated IP clauses.

Disney's Strategic Position:

As noted earlier, Disneyland's brand premium relies heavily on its IP recognition and reputation among target audiences. Its vast portfolio of IPs not only facilitates multi-theme park expansions but also underscores the importance of IP imagery and usage contexts. To enforce strict control, The Walt Disney Company maintains a formidable legal team dedicated to IP management. A popular joke illustrates this: "If you're stranded on a deserted island, just draw a giant Disney character—the legal team will dispatch a helicopter to sue you for infringement."

Conclusion:

Whether evaluated through global trends, cooperative frameworks, external environments, or internal capabilities, Disneyland operates in a highly favorable micro-environment for intellectual property protection.

Competitive pattern analysis

Strengths:

Long-established Brand:

Disneyland, founded in 1955, has hosted countless visitors over the decades. Its long-standing presence has fostered strong brand recognition among its target audience, ensuring a substantial base of regular visitors.

Strong Seller Pricing Power:

The brand enjoys high awareness among its target demographic and possesses a vast portfolio of IPs, resulting in highly differentiated attractions compared to other theme parks. Combined with its long history and deep consumer trust, Disneyland commands significant pricing power.

Strong Buyer Willingness to Pay:

The majority of visitors belong to the middle-to-upper income bracket, primarily comprising young adults and families with young children. The former prioritize experiences and are willing to pay extra for seasonal or special events, while the latter readily spend on tickets, souvenirs, and dining to create family memories. Both groups maintain a stable and positive connection with the brand through its films and media presence. Driven by nostalgia and trust in the brand's quality, these buyers exhibit strong willingness to accept premium pricing.

High Barriers to Entry for Competitors:

The market entry threshold is steep, with high management costs. A successful film-themed park requires massive capital, widely appealing IPs, and mature operational systems. For context, Shanghai Disneyland cost approximately $5.5 billion to build, while Paris Disneyland's investment reached around $44 billion. Even competitors like Universal Studios face similar cost structures, with their parks also costing billions (e.g., ~$5.5 billion per park).

Weakness:

Costs:

Disneyland's high ticket prices and the significant brand premium on merchandise may make it unaffordable for average families, potentially leading to customer attrition. Additionally, the limited dining options within the park and the high cost of nearby accommodations could further contribute to this issue.

Crowding and Wait Times:

During peak visitor periods, overcrowding and long queues may negatively impact the guest experience. Popular attractions often involve extended wait times, which can reduce visitor satisfaction.

Dependence on IP Recognition:

Since Disneyland's rides and attractions are primarily based on its film and media IPs, the park's creative and

thematic diversity is inherently tied to the popularity and public perception of these intellectual properties. This reliance may inadvertently limit innovation and variety in its offerings.

Seasonal Fluctuations:

Disneyland's revenue stability is affected by peak and off-peak seasons. Extreme weather conditions may also lead to reduced visitor numbers and temporary facility closures.

Maintenance Costs:

With numerous amusement facilities, Disneyland incurs high maintenance expenses. Additionally, as most rides are designed and supervised by Disney subsidiaries like Disney Research, the technical and professional requirements for maintenance staff are consequently elevated.

Opportunity:

Technological Innovation:

Enhance visitor experiences through in-house R&D or technological collaborations.

Digital Innovation:

Advancements and widespread adoption of AI represent current trends. Implement park-wide digitalization and smart solutions (e.g., AI-powered ordering, virtual queuing) to elevate customer satisfaction. Introduce interactive humanoid robots (under development by Disney Research).

Sustainable Development:

Promote eco-friendly parks by adopting sustainable practices like energy conservation, emission reduction, and waste management to strengthen brand image. Launch green initiatives to attract environmentally conscious consumers.

Social Media & Marketing:

Boost social media engagement to increase brand visibility and user interaction. Leverage influencer marketing by partnering with KOLs to expand brand reach.

Education & Learning:

Introduce educational programs (e.g., STEM workshops, art classes) to engage families and student groups. Integrate learning experiences into attractions for edutainment, enhancing brand value.

Threats:

Threat of Substitutes:

VR headsets, with their mature systems offering high immersion and the convenience of home-based experiences, may emerge as a potential substitute threat.

IP Obsolescence:

As certain IPs age with the natural lifecycle of their associated media, their appeal to visitors may decline.

Competitive Rivalry:

Beyond major competitors like Universal Studios, regional/local theme parks and media-derived parks leveraging domestic IPs also pose competitive threats.

Highlighted content aligns with Porter's Five Forces Model, which I've integrated into this analysis.

Retail environment analysis

Convenience:

From the Park Experience Perspective:

Disneyland enhances visitor convenience by offering the "Disney Premier Access" (formerly known as FastPass) to expedite attraction access. The official Disneyland app provides comprehensive park maps and real-time queue updates. Within the park, strollers and complimentary wagons are available for rental. Guests staying at Disney's official hotels can also enjoy the benefit of having their purchased merchandise delivered directly to their rooms.

From the Merchandise Purchasing Perspective:

Each themed land features dedicated retail shops strategically located at attraction exits, capitalizing on immediate post-experience purchasing momentum. Even if visitors initially miss buying an item, they can still find it at the"Avenue M Arcade"near the entrance. Nearly every land offers themed dining venues, snack kiosks, and beverage stations—including sugar-free options—ensuring diverse and convenient choices for all guests.

Cost:

Ticket Pricing:

Disneyland ticket prices remain relatively high across all regions, consistently positioned at the upper-middle range based on local income levels.
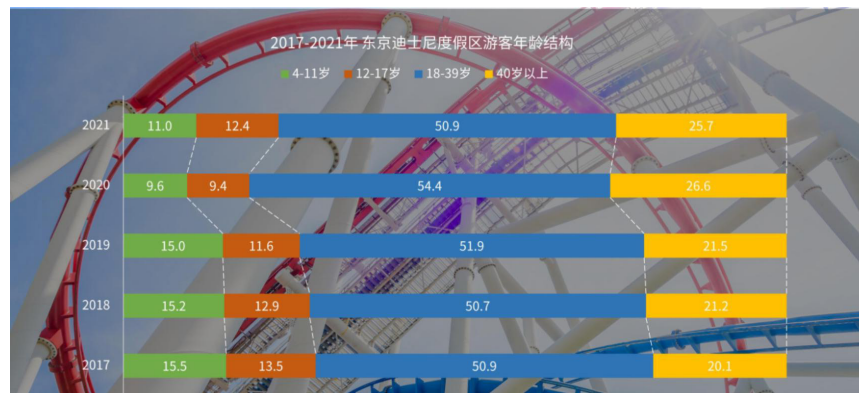
Merchandise Pricing:

Non-apparel merchandise maintains premium pricing due to strong brand 溢价能力 . For instance:
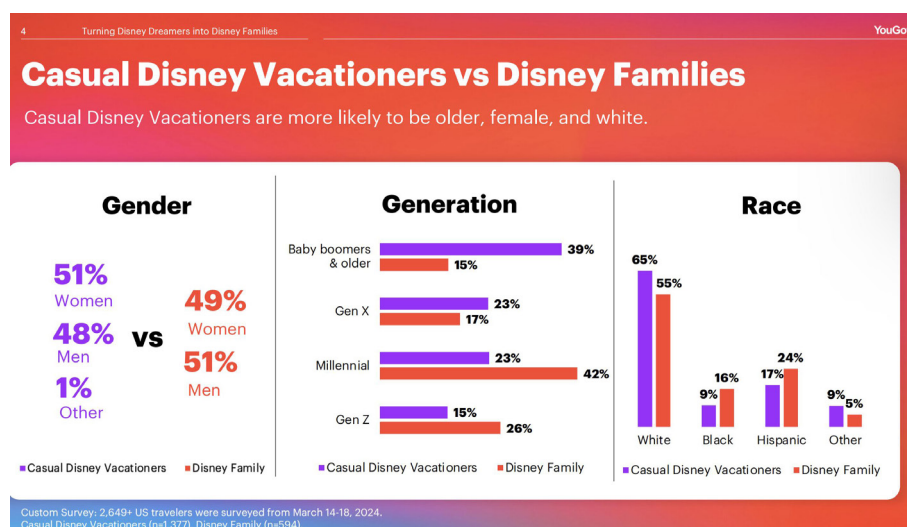
- A LinaBell plush keychain retails for 179 RMB
- Comparatively, a McDonald's burger meal in Shanghai costs 39.9 RMB
- This means one keychain equals the cost of ≈4 McDonald's meals

Customer:

According to Tokyo Disney's financial reports:

The largest age group among all visitors is 18-39 years old, followed by those over 40, indicating a significant shift in Disneyland's core demographic—from younger children to young adults. Female visitors dominate the primary visitor base (77.4%).

Between 2017 and 2021:

- 4-11 year olds showed a gradual annual decline (from 15.5% to 11.0%)
- 12-17 year olds experienced noticeable fluctuations during 2017-2020 but ultimately decreased slowly
- 18-39 year olds grew steadily from 2017-2020 before dropping back to 2017 levels in 2021
- The over-40 demographic demonstrated unexpectedly stable growth

communication: 迪士尼乐园设置有多个信息反馈通道，例如：

According to the official financial reports of Disneyland in the United States, the age demographic of Disneyland visitors is also shifting towards younger adults.

Communication:

Disneyland has established multiple channels for visitor feedback. These include physical suggestion boxes throughout the park, a dedicated feedback section on the official app, and occasional questionnaires distributed by staff at Disneyland hotel restaurants (with small gifts offered upon completion). Screenshots of feedback options and email correspondence with park customer service are available, though the company stated that specific data is not publicly disclosed. Personally, I have also received such questionnaires during my stay at a Disney hotel.

Strategic objective analysis:

Segmentation

Geographic Segmentation

Disneyland segments its markets by geographic location, with each park tailored to local cultures and consumer preferences.

• North American Market

- Includes: Disneyland California and Walt Disney World Florida

- Primary visitors: Domestic US families and international tourists (particularly from Latin America and Europe)

- Characteristics: Large-scale parks with comprehensive facilities, emphasizing classic Disney IPs (e.g., Mickey Mouse, *Frozen*) and localized events (e.g., Halloween and Christmas-themed activities)

• Asian Market

- Includes: Shanghai Disneyland, Tokyo Disneyland, and Hong Kong Disneyland

- Primary visitors: Local families, young couples, and international tourists (especially from Southeast Asia and Australia)

- Characteristics: Integration of local culture (e.g., Shanghai's "Gardens of Imagination") and IP localization (e.g., anime collaborations at Tokyo Disney)

• European Market

- Includes: Disneyland Paris

- Primary visitors: European families and international tourists (notably from the UK and Germany)

- Characteristics: Blends European fairy-tale aesthetics, multilingual services, and regional holiday celebrations

Demographic Segmentation

Disneyland segments its market based on demographic characteristics such as age, gender, income, and family structure.

• Family Visitors

- Primary Audience: Families with children

- Needs: Child-friendly attractions, family ticket packages, parent-child activities

- Disney Strategy: Provides family-oriented amenities (e.g., stroller rentals, kids' meals) and age-appropriate rides

• Young Adults

- Primary Audience: 18-35 year olds, including couples and friend groups

- Needs: Thrill rides, photo spots, nighttime entertainment

- Disney Strategy: Offers roller coasters, themed parties (e.g., Halloween events), and limited-edition merchandise

• Senior Visitors

- Primary Audience: Adults aged 55+

- Needs: Leisurely experiences, nostalgic elements, comfortable facilities

- Disney Strategy: Features guided tours, classic IP shows (e.g., Mickey Mouse concerts), and ample resting areas

Psychographic Segmentation

• Disney Enthusiasts

- Characteristics: Deep emotional connection with Disney IPs, willing to pay for limited-edition merchandise and exclusive experiences.

- Needs: Character meet-and-greets, fan events, and collectible merchandise.

- Disney Strategy: Hosts fan-exclusive events (e.g., D23 Expo) and releases limited-edition products.

• Leisure Vacationers

- Characteristics: View Disneyland as part of their holiday destination, prioritizing holistic experiences.

- Needs: Comfortable accommodations, dining options, and all-inclusive entertainment.

- Disney Strategy: Offers resort hotels, dining packages, and multi-day tickets.

• Cultural Explorers

- Characteristics: Fascinated by Disney's storytelling and creativity, seeking immersive experiences.

- Needs: Themed lands, cultural performances, and interactive attractions.

- Disney Strategy: Develops immersive themed areas (e.g., Avatar: Pandora – The World of Avatar) and cultural festivals.

Behavioral Segmentation

• Frequent Visitors

- Characteristics: Local residents or annual pass holders who visit the park regularly.

- Needs: Novel experiences, exclusive events, and discounted pricing.

- Disney Strategy: Offers annual passes, member-only events, and seasonal theme activities.

• First-Time Visitors

- Characteristics: Visiting Disneyland for the first time, prioritizing classic experiences.

- Needs: Iconic attractions, classic IP encounters, and souvenir purchases.

- Disney Strategy: Provides signature rides (e.g., Cinderella Castle) and specialty merchandise shops.

• Premium Consumers

- Characteristics: Seek high-quality experiences and are

willing to pay for VIP services.
- Needs: Skip-the-line access, private tours, and upscale dining.
- Disney Strategy: Offers VIP tickets, personalized guided tours, and premium dining experiences.
· Special-Occasion Visitors
- Characteristics: Visit for important milestones or holidays, expecting highly personalized and unique experiences.
- Needs: Customized settings, tailored surprises, and attention to known preferences.
- Disney Strategy: Provides Disney weddings, birthday celebration packages, and character interaction upgrades.

Spending Capacity Segmentation

Segmentation based on consumers' income levels and spending power.
• Mass Market
- Characteristics: Budget-conscious, value-oriented.
- Needs: Discounted tickets, budget accommodations, affordable dining.
- Disney Strategy: Offers early-bird tickets, group packages, and value hotels.
• Mid-to-High-End Market
- Characteristics: Willing to pay premium for enhanced experiences.
- Needs: Comfortable lodging, themed dining, expedited

access services.
- Disney Strategy: Provides moderate-upscale hotels, signature restaurants, and FastPass services.
• Luxury Market
- Characteristics: Seek exclusive experiences with flexible budgets.
- Needs: Private tours, limited-edition merchandise, premium accommodations.
- Disney Strategy: Delivers VIP experiences, collector's items, and deluxe resorts.

IP Preference Segmentation

As most Disney parks fall under the film-themed park category, segmentation also considers consumers' preferred IP types.
• Disney-Owned IP Enthusiasts
- Characteristics: Desire experiences/products featuring classic Disney icons.
- Needs: Attractions, settings, and merchandise derived from legacy IPs (e.g., Mickey Mouse).
• Acquired-IP Fans
- Characteristics: Will visit parks specifically for these IP-themed zones.
- Needs: Highly authentic recreations, dedicated attractions, and merchandise featuring acquired IPs (e.g., Marvel, Star Wars).
TARGETING

Brand target	Competitive Target	Right to Win vs. Competition	Reasons to believe Benefit /Value proposition.
Disneyland is for people who wants immersive experience, Who wants to relax and have fun (Forget life's troubles for a while—"magical") People who wants to keep their child-like innocence"follow the childishness",	Disneyland is NOT for people who are searching for stimulation and horror. Because thrill ride(especially during Halloween) fits their needs of spooky and screaming.	Disneyland have a huge amount of character's copyright, Disneyland is designed with all these stories and movies. Almost all of them are all-ages and have a well developed facilities system, it is able to create an well atmosphere for "magical"	Disneyland has been developed for about 70 years, had received over billions of tourists, which has well experience of how to create the "magic" according to visitor's espectation and know how to keep their general style stay in "childlike".

POSITIONING

High sense of interaction

Ferrari Park UAE: the
facilities are stimulated

Universal Studios

#Disney is also in
this section

Adult oriented

Low–juvenile
orientation

Fujikyu Haunted House

Tokyo Ghibli Park

low sense of interaction

Market comparison analysis

	Disneyland	Universal Studios
Price conclusion: Regional Price Comparison: Asia: - Universal Studios and Disneyland ticket prices are relatively comparable, though China's peak-day pricing is notably higher. - Japan and Singapore maintain more stable pricing, slightly lower than China. North America: - Both Universal Studios and Disneyland prices are significantly higher than in Asia, particularly for Disneyland's peak-day tickets. Europe: - Disneyland Paris pricing falls between Asian and North American levels, remaining moderately positioned overall.	Shanghai Disneyland Regular day ticket: ~435 RMB Peak day ticket: ~659 RMB Special peak day ticket: ~769 RMB Tokyo Disneyland Adult ticket: ~7,900 to 10,900 JPY (varies by season/ticket type) Disneyland Paris Adult ticket: ~56 to 109 EUR (varies by season/ticket type) Hong Kong Disneyland Regular day ticket: ~639 HKD Peak day ticket: ~699 HKD U.S. Disney Parks Disneyland California: ~104 to 179 USD (varies by season/ticket type) Walt Disney World Florida: ~109 to 189 USD (varies by park/season)	Beijing Universal Studios Regular day ticket: ~418 RMB Peak day ticket: ~528 RMB Special peak day ticket: ~748 RMB Universal Studios Japan Adult ticket: ~7,900 to 9,800 JPY (varies by season/ticket type) Universal Studios Singapore Adult ticket: ~81 SGD (approx. 400 RMB) Universal Studios Hollywood Ticket: ~$109 to $139 USD (varies by season/ticket type) Universal Orlando Resort Ticket: ~$116 to $136 USD (varies by park/season)

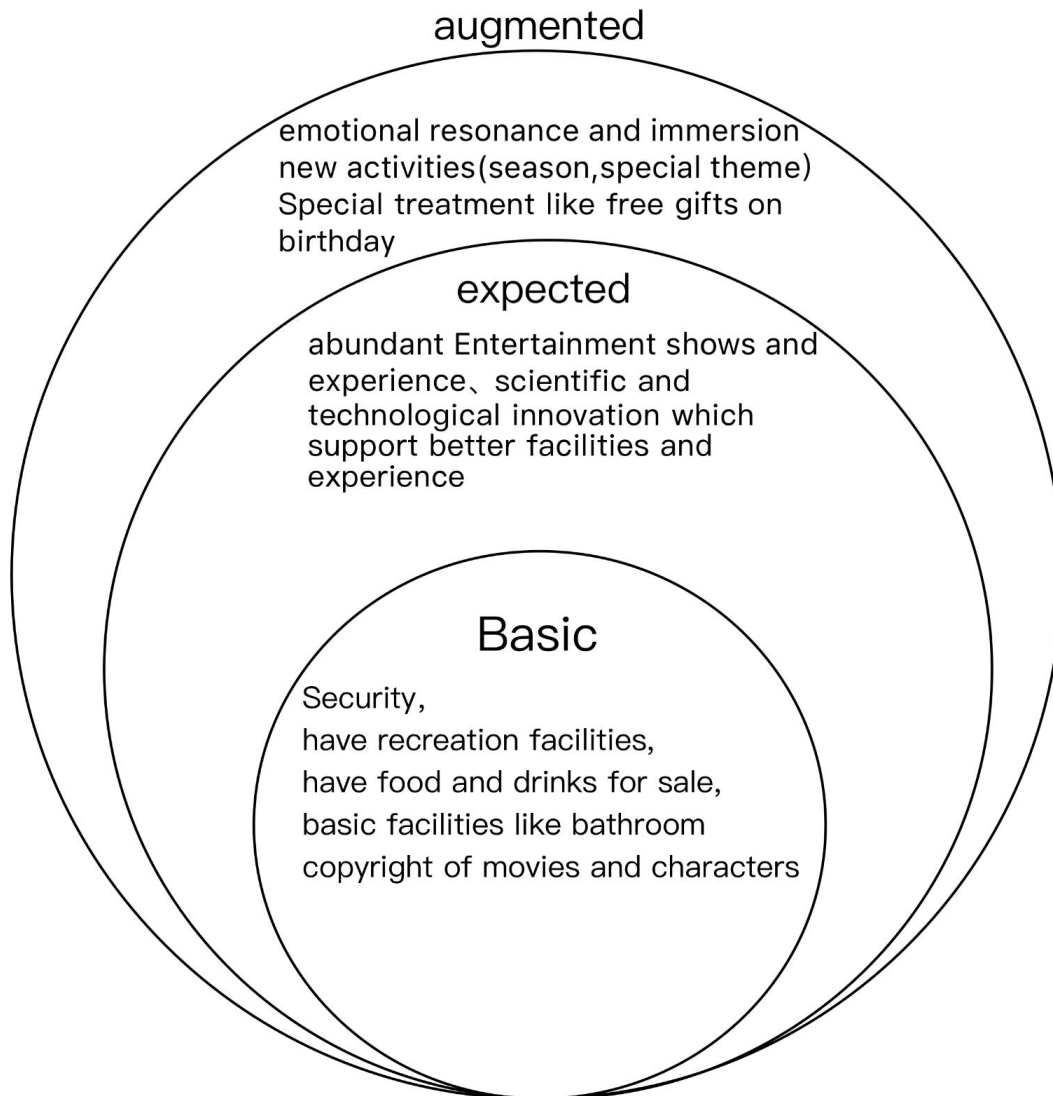|		
Experience The core philosophy of "atmosphere marketing" and "immersive experience" is fundamentally aligned between the two companies.	Scene Design: The transitions between themed lands are seamless, with strong narrative continuity. Each area features meticulously crafted environments that balance detail and functionality. Queue Experience: For major theme parks, wait times significantly impact overall guest satisfaction. Disneyland enhances queue areas with emotionally engaging designs—for example, the Peter Pan ride at Disneyland California features a progressive indoor queue space that transitions from the movie's garden to balcony scenes, complete with interactive projection walls. Staff & Cleanliness: Disneyland maintains exceptional cleanliness standards with no visible litter. Cast members deliver magical moments beyond standard service—trained to sketch Disney characters spontaneously, creating memorable guest interactions that elevate the experience.	Scene Design: Despite having a limited number of IPs, Universal Studios focuses on highly targeted and meticulously recreated environments, though it cannot combine multiple IPs with similar elements as extensively. Queue Experience: Dedicated waiting areas exist, but the queue design falls short of Disneyland's standards, often resulting in overcrowding (due to lack of scenic barriers). However, the level of detail in the waiting areas is comparable—for example, in the Harry Potter-themed land. Shopping: Popular merchandise across different lands frequently suffers from delayed restocking, and pricing is often inflated (e.g., Harry Potter wand collections). Staff & Cleanliness: Employee professionalism at Universal Studios is generally lower than at Disneyland, with frequent instances of impatience or indifferent attitudes. Cleaning efficiency is also subpar, with common occurrences of litter and stains.
Source Promotional Channels	Social media, short-video platforms, co-branded campaigns, and cross-promotions with Disney's extended ecosystem (e.g., film/TV content, sports events).	Social media, short-video platforms, and advertising.
Way Strengthening customer engagement	Maintaining Customer Loyalty: Disney enhances customer retention through new merchandise releases, additional themed lands, seasonal/holiday-exclusive events, and annual pass programs. Visitor Data Tracking: The MagicBand system employs advanced CRM technology (*source: MarketingForce official website*), integrating hotel room key, park entry, and payment functions. Disney's data processing centers analyze this information to identify guest preferences (favorite attractions, dining habits, accommodation patterns, etc.), enabling real-time park optimization.	Launch seasonal events (e.g., Halloween) and introduce annual pass programs.

Characteristic requirement analysis:

Basic:
I defined this requirement as: If the brand don't have these, then it will be no consumers.
Expected :

I defined this as: If you have these, it met be the reasons of those potential consumers become particular consumers
Augmented:
If you satisfied these, consumers will come again.

augmented

emotional resonance and immersion
new activities(season,special theme)
Special treatment like free gifts on
birthday

expected

abundant Entertainment shows and
experience、 scientific and
technological innovation which
support better facilities and
experience

Basic

Security,
have recreation facilities,
have food and drinks for sale,
basic facilities like bathroom
copyright of movies and characters

Problem and solving

Challenges and Solutions for Classic IPs and Park Attractiveness
1. Declining Appeal of Classic IPs Leading to Low Merchandise Sales and Ride Popularity
• Outdated Character Design and Aesthetic
- Issue: Classic character styles and visuals no longer align with current trends, weakening merchandise sales.
- Solution: Collaborate with modern brands to refresh classic IPs (e.g., partnering Donald Duck with streetwear labels for new merchandise and updated parade appearances).
• Mismatch Between Story Themes and Contemporary Values
- Issue: The moral or emotional tone of classic stories feels outdated, reducing character relevance.
- Solution: Produce short-form content (e.g., Olaf's ''Adventure'' series) that adapts characters to modern themes.
• Politically Sensitive Elements in Original Stories
- Issue: Some IPs reflect outdated political views, deterring consumer interest.

- Solution: Reduce the character's exposure in high-profile events (e.g., televised parades). To retain relevance, release mini-story series to "recontextualize" the character and address narrative flaws.
• Overzealous Modernization Alienating Fans
- Issue: Heavy-handed "politically correct" adaptations erode audience attachment to classic IPs.
- Solution: For already-released films, minimize further promotion and derivative products to preserve the original fanbase's perception.

2. Declining Appeal for Repeat Visitors

• Slow Ride Innovation
- Issue: Infrequent updates make parks stale for returning guests and less enticing for new ones.
- Solution: While rapid ride replacement is impractical, introduce temporary seasonal overlays (e.g., Universal's *Halloween Horror Nights*) or limited-time modifica-tions to diversify experiences.
• Repetitive and Uninspiring Food Options
- Issue: Static menus fail to incentivize repeat visits.
- Solution: Regularly rotate themed restaurant offerings to give returning guests new reasons to visit.

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