**PRICING, POSITIONING AND PRODUCT ANALYSIS OF DISNEY THEME PARKS-MARKETING ANALYTICS**

**MKT617: Marketing Analytics**

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**EXECUTIVE SUMMARY**

This project intends to address the real-time marketing challenges of Disney Theme parks by applying marketing analytics. The industry profile in which Disney Parks is associated is highly competitive and exigent regarding innovations and experiences. Several challenges were discovered covering external matters towards customers’ satisfaction and preferences. But also, internal issues aligning with technological advancements, competition, and costs. These problems were narrowed to four statements that will envelop our research project’s report. Our first question will concern one of the significant points that stimulates Disney’s development and advancements in the customers’ perspectives of Disney’s parks. This matter envelops several ones that we will involve in our study. Along with the previous issue, a comparison of preferences between Disney parks and its competitors is significant. Additionally, a crucial problem that always reappears is the price question directly related to any costs Disney Parks holds. Eventually, the breakthrough and development of these parks are inevitable. These issues will be confronted using distinct techniques: sentiment analysis, positioning analysis, price optimization analysis, and GE McKinsey matrix analysis, respectively, following this order. The approach of these techniques with a clear research plan will be discussed further in the report. Certainly, the collection of data through online websites and surveys, along with the implications of each analysis, will be presented with a coherent understanding of the results issued from the Enginius software. Unavoidably, the matter of limitations and constraints of the study will have to be addressed to accurately provide possible directions from the parks to follow. Accordingly, guidance and recommendations associated with the outcomes will be suggested to the company’s benefit. Wrapping it all up, confining the project reports’ research problem with a consistent and compatible conclusion that will conduct a strong resolution for Disney Parks. Accordingly, as a broader concluding perspective, some strategic areas, linked to pricing, positioning, and product developments will be addressed to implement actions upon the enhancement of innovation and advancements.

**RESEARCH PROBLEM AND RELEVANT BACKGROUND**

## **RESEARCH PROBLEMS**

The project's scope is to identify a few marketing challenges that Disney Theme Parks is currently experiencing and address them using real-time data that supports the problem statements, analysis, and recommendations from a marketing analytics standpoint. A few opportunities we have from this project’s standpoint would be Disney’s challenges on:

* Aiming to achieve better customer engagement and satisfaction levels using ***sentiment analysis*** of Disney Theme Parks’ customer reviews on products and services.
* Identifying key challenges and product opportunities for Disney Theme Parks by analyzing consumer preferences through ***positioning analysis***.
* Building a new pricing model using the marketing analytics ***price optimization*** technique.
* Analyze Disney theme parks’ new product and market opportunities using ***GE McKinsey matrix analysis.***

## **THE WALT DISNEY COMPANY PROFILE**

Disney Entertainment, ESPN, and Disney Parks are the three main business sectors of The Walt Disney Company. Along with its affiliates and subsidiaries, the company is a globally recognized and diverse family entertainment and media conglomerate. Disney sustains its position in people's minds and is consistent over time. Its consistency is supported by the company's numerous acquisitions and creative innovations across the organization. However, similarly to all businesses worldwide, The Walt Disney Company could be subject to economic uncertainty and social shifts in the population. Accordingly, the company represents one of the most valuable brands worldwide. Despite [reporting impressive revenues](https://www.statista.com/statistics/224397/quarterly-revenue-of-the-walt-disney-company/) at the beginning of 2023, Disney joined other prominent industry players in announcing future mass layoffs, affecting thousands of employees at Disney Animation, Parks, networks such as ESPN and ABC, and more. Additionally, the company made headlines when it revealed plans to cancel and remove shows and movies from Disney+, ESPN, and Freeform. It remains to be seen if there is any other restructuring in the future and how it will influence the company itself and the media industry.

**DISNEY PARKS, EXPERIENCES, AND PRODUCTS**

The Walt Disney Company's iconic brands and franchises, such as Disney, Pixar, Marvel, Star Wars, ESPN, Twentieth Century Studios, and National Geographic, are brought to life through Disney Parks, Experiences, and Products, enabling families and fans worldwide to create lifelong magical memories.

Walt Disney launched a new age of family entertainment with the July 17, 1955, opening of Disneyland in Anaheim, California. The park is a unique destination centered around narrative and immersive experiences. With six main resort destinations that cover twelve theme parks and fifty-three resorts across the US, Europe, and Asia; a highly regarded cruise line fleet of five ships, with three more scheduled for the near future; an opulent family beach resort in Hawaii; a well-liked vacation ownership program; and two award-winning guided tour adventure businesses, Disney has expanded into one of the world's leading providers of family travel and leisure experiences after more than sixty years. Worldwide Disney theme parks, resort hotels, and cruise ships are all created by Disney Imagineers.

Through more than 65 years in business, they have brought joy and optimism to parks, experiences, and products and built lovely moments that visitors may enjoy with their loved ones. Disney personnel are always thinking of new and creative ways to do what they do best, which is to continue the legacy of incredible storytelling by developing experiences that are unique to Disney.

## **THE DISNEY EXPERIENCE**

STORYTELLING: Disney is reimagining what the Disney experience can be. Finding new ways to take guests on adventures and immerse them in their favorite stories Through exciting attractions, immersive products, and unique digital experiences, the company brings magic to guests wherever they are.

TECHNOLOGY AND INNOVATION: Disney Imagineers and technologists constantly look for new ways to bring magic to life for guests and their families. They are pushing boundaries to reach new heights, from innovative ride systems to cutting-edge innovations across various technologies. Disney looks forward to bringing more magic to more places—at home, in our parks, and beyond.

EXPLORING NEW MAGIC: Disney is persistent with their work. Always foresighted in developing the next generation of theme park entertainment and exploring innovative experiences with new effects and modern, relevant stories. That encourages all guests to connect and be inspired by it. Disney continues to evolve, revolutionize, and reimagine their work to create rich, impactful, and personalized experiences for guests.

CONVENIENCE AND CONNECTION: Disney is creating unique experiences with innovations that enhance vacation flexibility, connectivity, and enchantment. Disney’s prominent use of online services simplifies customers' experiences. Services like online food ordering, resort check-in, and the soon-to-be-launched Disney Genie vacation planning application aid Disney in developing enjoyable vacations for their guests.

## **RELEVANT BACKGROUND**

* A potential barrier that Disney may be facing is the exorbitant admission prices to the parks. Those prices have significantly increased faster than the inflation rate over the previous forty years.
* It appears that Disney greatly misjudged the number of parents who would be willing to pay thousands of dollars to have their children spend two nights with aliens and droids at their recently opened "Galactic Star Cruiser" attraction covering the Star Wars theme.
* Disney’s theme park businesses have quietly and subtly become luxury brands. There is likely a connection between Disney’s decision to cater to a smaller, wealthier, and more elite customer base and its shifting into more ideological and emotional entertainment content.
* Accordingly, Disney seems to detach their interest in attracting middle-class Americans. Yet, it encourages their creative section to adopt more antagonistic stances on contentious cultural topics.
* This summer, visitors to the Disney theme parks are experiencing a new phenomenon: more space than ever before, elbow room.
* Travel analysts and advisers have reported that visitation to Disney's U.S. and some of its competitor parks has significantly decreased this summer. According to a travel company that monitors line-waiting times at Walt Disney World, the holiday weekend of July 4th was among the slowest in almost a decade.
* Disney leaders anticipate a more fragile profit from their U.S. parks this year. The Orlando-region resort began offering hotel discounts around the Christmas season, ordinarily a peak period.
* In recent years, theme park fans have complained loudly about Disney raising admission fees and cutting free services. Current ticket prices for Walt Disney World and its affiliated theme parks are as follows:

[**Disney’s Animal Kingdom**](https://allears.net/animal-kingdom/disneys-animal-kingdom/)**:** $109-$159

[**Disney’s Hollywood Studios**](https://allears.net/disney-hollywood-studios/disneys-hollywood-studios/)**:** $124-$179

[**EPCOT**](https://allears.net/epcot/epcot/)**:** $114-$179

[**Magic Kingdom**](https://allears.net/magic-kingdom/magic-kingdom-overview/)**:** $124-$189

* Disney prices vary by holiday and season. It covers three distinct categories: value, regular, and peak prices. The above prices represent a one-day ticket admission; most families may travel to Disney World for several days; for instance, a person spending five days in their parks may pay a minimum of $600. This is only an admission price without external fees such as taxes, meals, souvenirs, or lodgings.

The following section will cover the methodology and the research plan for our main topic, addressing the real-time marketing challenges of Disney theme parks by applying marketing analytics.

**RESEARCH PLAN AND METHODOLOGY**

As mentioned above, four distinct techniques will be used to provide solutions to our problems.

## **OBJECTIVE AND APPROACH**

We had an interesting approach to answering our business questions about revamping Disney Parks' marketing strategy.

First, to understand customer perceptions of Disney Parks, we decided to start with the **sentiment analysis** of customer reviews and incident reports data.

Taking cues from the sentiment analysis, we could outline 7 major attributes that define consumer preferences towards theme parks, from it we thought it would be ideal to perform positioning analysis, which would help us with insights on the brand perception and consumer behavior towards theme parks. Thus, when we did this, we decided to bring in the elements of competition and the customer’s perception of an Ideal theme park.

Furthermore, after critically thinking of the **Positioning Analysis**, it was derived that ticket pricing was one of the major differentiating factors and one of the biggest business challenges of Disney Parks. Moving a step further, we included the **Price Optimization** technique considering different scenarios of theme park visits.

Lastly, positioning analysis also identified huge market potential and a number of product development opportunities for Disney parks given its strength and size of operations. Hence, we thought **GE McKinsey Matrix analysis** would help us dive deeper into this area and identify those product opportunities more precisely.

Hence, the ultimate objective of the study was to redefine Disney Parks' marketing strategy in terms of pricing, positioning, and product development. Accordingly, we will discuss sentiment analysis, positioning analysis, price optimization analysis, and the GE McKinsey matrix analysis. A general explanation of each technique and a research plan and methodology will be delivered.

## **SENTIMENT ANALYSIS OF CUSTOMER REVIEWS**

Sentiment analysis, also known as opinion mining, is a natural language processing (NLP) technique used to determine the feeling of text-based data; it gives an idea of whether the sentiment is positive, negative, or neutral. More in debt, natural language processing is a branch of computer science that implements artificial intelligence in computers to give them the ability to understand text and words approximately comparable to human beings. Helping management and marketing teams develop knowledge and insights on customers’ wants, needs, products, companies, or services based on a text corpus. Corpus texts can be found in diverse sources, throughout the internet, emails, comments, recorded calls, tweets, or any website. This analysis aims to identify, extract, and evaluate value judgments, subjective opinions, and the emotional contents in text data. These subjective aspects of textual content make up sentiments and emotions, not just their objective contents.

### **Methodology**

We aim to achieve better customer engagement and satisfaction levels using sentiment analysis of Disney theme parks' customer review information.

With the help of cutting-edge data mining tools, it was considered to mine insights from the data, such as online reviews, comments, and discussions available through social media. The favorable insights would ideally relate to the customer’s experiences towards the experience or services of Disney Theme Parks. Furthermore, implementing the sentiment analysis would permit us to uncover how customers respond to Disney Theme Park's experiences and services. Thus, actions may be applied to the insights derived from the analysis and work towards achieving a better customer experience.

### **Research Plan**

The data for the sentiment analysis is taken from a well-known travel research platform, Trip Advisor, which is mostly utilized as a social media platform for reviews and opinions on travel destinations, restaurants, vacation places, and vacation activities.

Customers' reviews have been utilized as primary data. Through these reviews, there is a possibility of foreseeing a collective voice of customers toward memorable experiences or services. Therefore, it is essential to detect customers' pain points regarding rides, products, prices, and the atmosphere of Disney Park to increase customer satisfaction. Due to the indirect availability of the data on ‘Trip Advisor”; Python’s libraries ‘Beautiful Soup,’ ‘Scrapy’, and ‘Selenium’ were implemented to extract the raw data from the platform.

Disney has a total of twelve theme parks in the world across six different locations. The scope of the customer review data is limited to the Disney Theme Parks in the United States. Disney maintains two Theme Park locations in the United States: California and Florida.

In California, Disney operates two parks in the Disneyland Resort:

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Description automatically generated

In Florida, Disney has six parks (four theme parks & two water parks) in the Walt Disney World Resort:

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All the customer reviews extracted through the web scrap are in raw format (JSON), and data-cleaning is performed on all these data points to prepare the data for sentiment analysis.

The resulting Excel spreadsheet contains eight tabs of the customer reviews of each theme park, and an additional tab is available that groups all the customer reviews (approx. 53,000 customer reviews).

The data description of the TripAdvisor Customer reviews is as follows:

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Advanced sentiment classification techniques such as Lexicon-based, Linguistic rules-based, contextual embedding, and ensemble will be utilized to compare the outcomes and select the best analysis representative of the domain and scope of the problem.

Below is the explanation of each of the classification techniques:

**Lexicon-based sentiment analysis** counts the number of positive, neutral, and negative words in a body of text and assigns a sentiment score based on the intensity and frequency of such words.

**Linguistic rules-based sentiment analysis** provides a set of predefined, handcrafted rules and patterns to identify sentiment-bearing words.

**Contextual embedding** **sentiment analysis** is a neural network-based approach that extracts the complexity and nuance of words within a given document based on iterations of unsupervised machine learning training models.

**Ensemble sentiment analysis** can extend models between different domains, such as applying a model well-trained on social listening to analyze financial reporting data and produce more accurate and reliable overall results.

Following the sentiment analysis discussion, the methodology and search plan of the positioning analysis will be presented.

## **POSITIONING ANALYSIS OF THE OFFERINGS**

### **Methodology**

A survey was conducted based on a few key attributes that usually determine customer preferences toward a theme park. We have asked our respondents to rate the five theme parks, namely, Disney, Universal Studios, Lego Land, Six Flags, and Hershey Park, on these dimensions on a scale of 5 (1 being the lowest and 5 being the highest). We also asked them to imagine an Ideal theme park and rate it according to the same attributes.

The attributes that were considered for positioning analysis were as follows:

1. Brand and Popularity
2. Kid-friendly attractions
3. Thrill and Adventure experiences
4. Live Entertainment and special shows
5. A day-out/vacation
6. Ride wait-times
7. Ticket Pricing
8. Overall Rating

The objective of conducting positioning analysis based on the above attributes is to determine what attributes make customers choose Disney theme parks over others, what characteristics and at what magnitude of these characteristics of theme parks would customers find Ideal, and most importantly, to define new product development strategy of Disney theme parks based on this analysis.

### **Research Plan**

After describing the positioning analysis, a similar representation of the price optimization analysis will be conducted.

## **PRICE OPTIMIZATION ANALYSIS**

The price optimization analysis permits us to estimate the most optimal price a customer is willing to pay for a product or a service. Its main goals are to attract customers, maximize sales, and increase profits by determining the best price.

This analysis represents a mathematical approach that results in calculating the alternance of demand at multiple price levels. The resulting data will then be combined with costs to recommend the optimal prices to improve profits. It will be based on respondents’ responses to a survey related to their buying intentions for a service or a product. These data will then be converted into purchasing probabilities that will be used in the analysis.

### **Methodology**

For this analysis, the data determined will be extracted from a survey built following three distinct scenarios: the: “Holiday Scenario”, “Typical Scenario” and “Modest Scenario”.

In Enginius, the first table of data describes a purchase likelihood scale, and 5 options were chosen for this purchase- of the 1-day ticket admission- labeled as follows: “Very Unlikely,” “Moderately Unlikely”, “Neither likely nor unlikely”, “Moderately Likely”, and “Very Likely”. The second data table represents the number of tested prices; it was decided to determine 4 different sets of costs.

Finally, the last table shows the number of respondents. From the survey, we were able to acquire 81 respondents, but only 77 of them were maintained.

In our survey, we will have three main categories displaying the above scenarios, and each of these scenarios will have 4 questions covering the prices. Therefore, three price optimization models will be implemented to answer one of our problem statements.

#### ***The Scenarios :***

To begin with, we have the **‘Holiday Scenario’**. Any holiday season or day can be considered part of the ‘Holiday Scenario’. This situation is the busiest, and corporations will try to get the most out of it; there will be an increase in crowds, foreigners, hotel bookings…etc. Indeed, corporations have to differentiate themselves from past years and competitors to attract new customers and amaze returning ones. From the customer's perspective, it will be a great time to travel with the family, meet new people, and, most importantly, undergo new experiences. Moreover, some may say that it is a once-in-a-lifetime experience. As a customer, I would love for me and my family to be part of this adventure, but at what cost?

Then, we have the **‘Typical Scenario’**. This scenario can cover any standard day outside of the ‘Holiday Scenario’, such as a regular weekend or an unexpected trip. For instance, people who reside near Disney World may host family or friends throughout the year; therefore, Disney World is a top must-go as an entertainment option. Crowds are loose from non-residents and foreigners; attractions are ample, and the area is roomy. Furthermore, corporations are still innovating with events but not as extensively as the ‘Holiday Scenario’. However, myriad entertainment alternatives are yet to be explored, setting aside Disney World. As a customer, I would love to entertain my entourage, but again, at what cost?

Finally, we have the **‘Modest Scenario’**. Most of the time, it will cover the moments directly after the ‘Holiday Scenario’, where individuals fall back into their life routine. This situation reflects the aftermath of the ‘Holiday Scenario’; children are returning to school, and parents and adults are returning to work. Here, we could consider that the crowds are modest; customers may be from countries with disparate holiday calendars from Western countries or individuals who decided to ease off after the actual holidays. But also as the above, unexpected trips. Corporations are already preparing for the upcoming holiday season and are not highly impactful with current events; it would be a typical day at Disney World. As a customer, I would love to go to Disney World, but at what cost?

### **Research Plan**

The 4 price levels will be determined based on low, medium, and high side ranges of prices that we believe Disney could consider.

According to the touristplan.com website, in the past 4 years (2017-2021), Disney’s admission tickets have increased by an average of $3 to 5 each year from 2017 to 2021. Moreover, the company followed a specific pricing policy with three distinct types of set days: value, regular, and peak prices. Nonetheless, the approach has differed since 2022. A range from low to high is still there, though prices fluctuate daily based on demand. Considering a one-day ticket admission, one day, the pre-tax price can be as low as $109, and the next day, it could boom to $194 (for adults), depending on the park and the number of days (Brophy, 2023). Furthermore, the one-ticket admission prices are raised by between 4% to 9% (Brophy, 2023). For our level prices to fluctuate from the base price by -5% for the low end, 0% for the medium, and 5% for the high price range.

Accordingly, the first scenario will have a base of $194 (medium), a low of $184.3, and a high of $203.70. The second scenario will have a base of $159 (medium), a low of $151.05, and a high of $166.95. Finally, the third scenario will have a base of $109 (medium), a low of $103.55, and a high of $114.45. Those prices primarily represent a one-day admission ticket for adults; children’s prices will be $6 lower than adults.

We were not aware of the price amount obligations of Enginius. The program will be feasible only with a lower price limit of 4 and up. In our survey, we only had three prices. Thus, we decided to add a new price with a lower rating than the post-upper price because randomizing it could highly affect our analysis. This price will be randomly chosen at the high end of the prices in each scenario. Therefore, the added prices are for the holiday scenario $206, for the typical scenario $170, and for the modest scenario $117.

Furthermore, in Enginius, the optional parameters information will be used. We will be working with financial information dating from 2022. According to the fiscal year 2022 annual financial report, the fixed and variable costs will be determined in millions of dollars. The fixed costs are represented by the selling, general, and administrative costs. This information will be found on page 43, with fixed costs equating to $3,403 million for all entertainment parks (6 Disney Resorts and 12 parks). We decided to assume that each park delivers the same amount of fixed costs as the other ones. Giving us a modified fixed cost of $ 283.58 million. However, fixed costs include direct and indirect costs; we are primarily looking for indirect costs that cover machinery, attractions, salary costs…etc. Thus, we also decided to assume that the indirect fixed costs account for 25% of the total fixed costs, resulting to $18.25 million. Moreover, no specific unit costs were found to calculate the company's market size. Additionally, the company's marginal cost regarding people and tickets will be assumed to be 0 because we believe that no actual costs are used to produce the tickets (mostly electronic). Finally, for the market size per unit of the company, the average daily attendance at Disney World is around 160,000 people visiting each day in 2019 (*Walt et al. Attendance by Day Is Going Up! - Disney Park Nerds*, 2022). We decided to assume an additional 40,000 after the pandemic and the need for people to explore new environments. Therefore, the yearly amount will be used; 73 million people, on average, visit Disney World yearly.

Finalizing this section, a further discussion of our last technique the GE McKinsey matrix will be formulated as follows.

## **GE MCKINSEY PRODUCT DEVELOPMENT ANALYSIS**

McKinsey matrix analysis helps prioritize strategic investments for decision-making organizations based on two dimensions: industry attractiveness, such as market size, growth rate, and competitive intensity, and business strength, such as market share, share growth, and product quality. It permits analysts to determine the position of the business and if it has room for potential and growth.

The McKinsey analysis provides guidance for a corporation affiliated to over three scenarios: invest, selectivity and harvest/divest. It is a 3 by 3-matrix consisting of the four scenarios mentioned previously. The invest blocks refer to a strong attractive industry and business performance. Then, the selectivity blocks present a scenario of an unattractive industry, or the business is not performing optimally. The third mentions the harvest blocks that encourage a divestment strategy due to an unattractive industry and an underperforming business. The higher the industry’s attractiveness, the more it would be advisable for the company to invest, and the lower it is, the more protection would be preferred. On the competitive strength side, the higher it is, the more protected the company should be, and the higher it is, the more preferable it would be to divest the unit.

### **Methodology**

The entertainment industry at theme parks is always changing, which makes strategic decision-making necessary to maintain market competitiveness and sustained growth. Disney Theme Parks, which is well-known for transforming magical moments from movies into immersive experiences, must constantly innovate its product line and spot profitable market niches. In order to promote long-term profitability and market domination, the GE McKinsey Matrix must be applied in order to prioritize resource allocation, guide strategic investments, and improve decision-making processes.

Disney's diverse theme park attractions, experiences, and possible new initiatives will be analyzed and categorized using the GE McKinsey Matrix analysis based on two crucial dimensions: industry attractiveness and business strength.

### **Research Plan**

***Tables and Attributes:***

The data will be based on the following attributes:

* ***Animation Attractions****:* These are amusements with animated characters and stories at their core, most likely drawn from Disney's vast collection of animated movies. They can have rides, entertainment, and interactive activities and are usually family friendly.
* ***Action Attractions:***These attractions will probably be more exciting and might be based on Disney action-packed films or properties. These could include live stunt performances, roller coasters, and simulated rides.
* ***Family Rides:***All guests, even little ones, should be able to enjoy and easily access these rides. They may feature interactive play areas, gentle rides, and carousels, but they will probably be less dramatic than thrill rides.
* ***Thrill Rides****:* These are intense attractions meant to give you a burst of excitement. These could be drop towers, quick roller coasters, or other thrilling rides.
* ***Live Shows:***These attractions feature live actor performances, which could be interactive shows, dramas, or musicals. They may draw inspiration from well-known Disney movies, characters, or unique themes.
* ***Interactive Experience:***Visitors participate in interactive activities at these attractions. These might be interactive displays, augmented reality experiences, or other attractions promoting visitor involvement.

Below is the layout or format we will be using for the GE McKinsey Matrix Analysis:

A screenshot of a computer

Description automatically generated

Now, given the table, refining the explanation for the attributes mentioned in the matrix.

**Horizontal Rating Data (Disney Theme Park Profile):**

1. ***Rating:***The overall ratings for the Disney Theme Park from our review’s dataset.
2. ***Brand Fit:*** The degree to which the Disney Park goals, and industry brand are aligned.
3. ***Wait Time:*** The time a guest takes to get into the ride.
4. ***Duration of the ride:*** The time taken to complete the ride.
5. ***Injuries:*** The number of times an injury has occurred in Disney theme parks

**Vertical Rating Data (Industry Profile):**

1. ***Market Growth:***The potential growth rate of the theme park industry in the given attraction or ride profile.
2. ***Competitiveness:*** The level of competition within the industry, as the highly competitive industry might be less attractive.
3. ***Customer Demand:*** Indicates how much the customer demands for the product.
4. ***Popularity:*** Refers to the ride type popularity
5. ***Historical Accidents:*** The number of accidents that occurred in a particular category.
6. ***Market size:*** Indicates the volume of the category of the industry.

**Weights:** The importance given to marketing and financial factors, from Disney's and the industry's perspectives.

**Bubble Size and Market Shares:** The total weight of the market and Disney’s share in it.

The GE McKinsey matrix analysis will offer Disney a clear strategic direction for its theme parks, ensuring resources are allocated to areas with the greatest potential for growth and profitability. This strategic strategy will allow Disney to continue attracting audiences, producing amazing experiences, and maintaining its market leadership in the theme park sector.

Considering these methodologies and research plans, the following segments will analyze the data and interpret the outcomes of our techniques of sentiment, positioning, price optimization, and GE McKinsey matrix analysis.

**DATA ANALYSIS AND FINDINGS**

In this segment, the implementation of the above four sections will be applied using the Enginius software, resulting in data analysis and findings that will be communicated and analyzed below.

## **SENTIMENT ANALYSIS**

*Figure 1: Disneyland Park valence repartition.*

A screenshot of a graph

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Based on the Valence Analysis, it is evident that:

* Most customer reviews are positive, with a 73% relative posts count. There is a possibility of expectations since Disney makes tremendous efforts to make sure that the guests’ experiences at the Disney Parks are top-notch considering the cost of visiting these theme parks.
* Neutral reviews are surprisingly equal to 1%; it could either be due to the data pool that we used in the analysis, or some individuals are actually neutral towards their posts.
* Negative reviews are around 26%. Customers are most vocal when it comes to bad experiences. The above table does not necessarily represent it, yet as mentioned above, this situation might relate to the selected pool of reviews. Sometimes, good experiences are not posted, but negative experiences mostly are. So, we are not taking this 26% as an absolute value since the relative percentages of negative reviews compared to positive reviews could be less.

*Figure 2: Disneyland Park emotion repartition.*

A screenshot of a graph

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The above table shows us that:

* 44% of the posts relate to the feeling of ‘anticipation.’ We notice that 'anticipation' is highly regarded. Individuals expect something good or bad, such as excitement or nervousness. Indeed, this situation might relate to an expectation of opening a new attraction. Another possibility could be that customers had high expectations when coming to the park but might either have been disappointed or, actually, the environment has met their expectations.
* Moreover, we observe that 20% represent 'trust,’ 18% are ‘joy’, and combined, 14% represent ‘fear,’ ‘sadness,’ and ‘anger.’ The ‘trust’ feeling may relate to people who felt safe and confident about the overall experience at the park; this could result in a returning customer situation. Additionally, the emotion of ‘joy’ seems to be frequent; this feeling represents happiness or great pleasure from a specific situation or action. Accordingly, we may say that Disney created this sense of well-being through their attractions and the overall Theme Park atmosphere. Finally, the ‘fear’, ‘sadness’, and ‘anger’ all together may connect to a dangerous situation for the guests. Or a situation such as a unexpected closed attraction that led to sadness. Furthermore, the emotion of anger that may have been triggered by either an employee who deliberately did something wrong to the customer or guests between themselves has triggered this feeling.

*Figure 3: Disneyland RAKE analysis*

**A graph with blue bars

Description automatically generated with medium confidence**

RAKE Analysis shows the most repeated word combinations in the customer reviews.

Based on the RAKE Analysis, we can assume that:

* There is a huge fan following for “Star Wars” Disney movies and customers are visiting the parks due to that reason alone. That is a good sign for Disney as the new Star Wars area built in the park is getting traction.
* From the RAKE analysis, we may consider that the most popular rides among the customers are the ‘Star Wars’ attractions. Yet, we are not able to differentiate if being the top repeated word is a positive factor towards the ‘Star Wars’ attraction or a negative one. The RAKE analysis doesn’t provide the sentiment context, but it helps in narrowing down the specific rides that Disney should focus more on based on detailed review analysis.
* We know that the Star Wars franchise has been bought by Disney. Thus, upon acquiring the movies and building specific experiences and attraction towards the franchise; Star Wars fans might have all gathered at the opening of these new attractions. The selection of the reviews used in the analysis seems to be centered around these movies. Maybe these last 5 years relate to the opening of these specific attractions.

*Figure 4: Disneyland Park Emotion cloud*

A close up of words

Description automatically generated

Based on the Word Cloud, it is observed that:

* People have a potential fear of the wait lines that they must go through. Indeed, words such as 'wait and 'line' are repetitive and seem to affect people. This emotion was previously detected in our above ‘emotion partition’ table. We can safely say that the emotion of fear is linked to the wait times.
* Other words, such as 'Money' seem to relate a lot to the emotion of anger. Thus, we may safely suppose that guests have issues concerning the prices. These could relate to in-park prices such as restaurants, products, or events. But also, there might be a correlation between the prices of the tickets and hotels. Indeed, Disney’s prices might have inflated over the prices of entry tickets, confectionaries, and in-park food stalls. This might be due to the economic situation either during Covid-19 or currently.

**For Magic Kingdom Park:**

*Figure 5: Magic Kingdom Park valence repartition.*

**A screenshot of a graph

Description automatically generated**

Based on the Valence Analysis, it is evident that:

* 74% of the reviews are positive and 26% of the reviews are negative.
* 0% are neutral, this could either signify that individuals are actually neutral, or that the pool of reviews chosen does not reflect these relative posts counts.
* Magic Kingdom is the most visited park in the world; 26% of negative reviews show that some customers' expectations are not being met or have been altered by a negative experience.
* Most of these negative reviews are from after the year 2020, so it’s evident that a lot of customers visited Magic Kingdom during the post Covid-19 time when the fear of the virus was still high and Magic Kingdom was the most visited park, there was a lot of influx of customers, and Disney was also experimenting on relaxing the isolation policies. This could be a driving factor of the negative reviews.

*Figure 6: Magic Kingdom Park Emotion Repartition*

**A screenshot of a graph

Description automatically generated**

We notice form the above emotion repartition table that:

* The outcome is highly similar to the Disneyland Park emotion repartition table. This may signify that the individuals that are going to Disneyland Park are emotionally similar to the ones going to the Magic Kingdom. Thus, both parks are doing the expected job of pushing people’s expectations to either something that meets their expectations or no.
* Anticipation (42%), Joy (19%) and trust (17%) are the most notable emotions. As explained above, in the Disneyland Park section, these three emotions might relate to any experience the customer went through during their stay at the park; either meeting their expectations of the whole Disney atmosphere or making them experience a sense of wellbeing and safety.
* Anger (4%), Fear (5%), and sadness (5%) are the most notable negative emotions with a combined percentage of 14%. The driving factors for these emotions are the same as those of Disney Land Park. Customers are tired of waiting in lines and find the cost of visiting the park high.

*Figure 7: Magic Kingdom RAKE analysis*

**A graph of keyword extraction

Description automatically generated**

Based on the RAKE Analysis, it is evident that:

* ‘Country Bear Jamboree’ is the most mentioned ride. This is surprising since the character of this ride is pretty old, and this shows that mature adults and old-age customers are still reminiscent of these characters. Additionally, parents may want their kids to experience the same sensations of warmth they have had at their age with this ride.
* The Old Fast Pass System is mentioned. Either individuals are positively or negatively talking about the product.
* Additionally, the words involved in ‘haunted mansion pirate’ and the ‘big thunder mountain’ are highly repeated. As the above, it is either due to their magical ride performance or completely the opposite.

*Figure 8: Magic Kingdom Park Emotion cloud*

A close up of words

Description automatically generated

Based on the Word Cloud, it is observed that:

* Customers are angry due to the high cost and overcrowding.
* Sadness may be due to the disappointment that Magic Kingdom experiences when customers cannot live up to the expectations. Or they are sad to ‘leave’ or go ‘back’ from the park.
* We can notice from the emotion cloud that words like 'dirty' are prominent and relate to the emotion of disgust. This might be because the park is not very clean, and management may focus more on cleanliness.
* From anticipation’s view, the most prominent word is ‘time’. This might relate to the wait times. People may not have been aware that the wait time to ride might be extremely tedious, affecting their emotions and experiences. They could have been in other attraction parks that are not as crowded as Disney and had another experience with ride times. Thus, these guests could have expected a similar wait time but were surprised from Disney’s waits.
* The fear emotion seems to relate a lot to rides such as the haunting mansion. The Haunting Mansions is a scary ride, and individuals seem to express their fear over reviews.

On a positive note, for both parks, we notice in connection to the emotion of surprise that individual's views are above their expectations. We can relate to that with words such as 'magic,' 'great', or 'trip.' This may depict that customers’ expectations were met and Disney was able to live up to these guests’ anticipation of the parks.

With the same template, the positioning analysis’ data analysis and funding will be covered in the following.

## **POSITIONING ANALYSIS**

The survey was conducted and collected 80 responses from a random sample of the population that included visitors to one or more of 5 theme parks mentioned. And the data collected was divided into perceptual data and preference data for the purpose of analysis.

As a part of the positioning Analysis, the average rating of each attribute for each theme park has been taken and inputted for the preference data section of the Enginius’s positioning analysis. Below is a snapshot of the preference data of the study.

*Figure 9: Preference data for positioning analysis from the survey*



The overall rating given by the survey respondents for each theme park was considered for the preference data section of the analysis.

*Figure 10: Data description and Options selected*

**A close-up of a list

Description automatically generated**

A screenshot of a computer

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**Dimensions**

We have chosen to use three dimensions to explain the variance in data and a total of 95.4% of variance was explained by these dimensions.

Dimension I majorly captured the attributes of length of the visit (A Day-out/vacation), Live entertainment and special events, brand and popularity and type of the rides (kid-friendly or thrill and adventure).

Dimension II covers Ticket pricing and Dimension III covers the Ride Wait times.

The below table explains the classification of attributes into the three mentioned dimensions.

*Figure 11: attribute coordinates*

A table with text and numbers

Description automatically generated

In addition, to above the below table gives us the details of the average and standard deviation values for each of the attributes.

*Figure 12: Average and std deviation values for each attribute*

A table with text on it

Description automatically generated

For an easier understanding of further analysis, let us call dimension I as the Brand and experience Dimension II as Wait-times and Dimension III as ticket pricing.

**PERCEPTUAL MAPPING**

The below table nicely illustrates the average rating of each attribute for each theme park as marked by the customers.

*Figure 13: Perceptual data overview*

A table with numbers and symbols

Description automatically generated

* It can be seen that our focal brand Disney is rated highest and that too very close to 5 on the attributes of Brand, kid-friendly attractions, thrill and adventure, live entertainment, and length of the vacation.
* However, ride wait times and ticket prices are something that people are not very happy about with regard to Disney.
* Though, being a super close competitor to Disney, Universal studios has an average rating of 3.5 and 3.3 on these attributes.
* In terms of the length of the vacation, the resort packages that are being offered by both Disney and Universal differentiate them with other smaller theme parks visiting whom is usually a 1-day activity.
* Hersheypark appears to be the least competitive in this Industry, having an average rating of less than 3.5 in all the attributes.
* Six Flags looks like it’s doing decent in comparison to its scale of operations.
* Similarly, Lego Land could be the greatest competitor to Disney in terms of its kid-friendly nature. It has the lowest rating in terms of pricing.

**Perceptual Maps**

The placement of the theme parks on the below chart shows us how they do on each of these dimensions and this analysis will help us in analyzing those characteristics that each theme park is good at.

In continuation to the explanation on dimensions and the placement of different theme parks based on their values on these attributes, the below charts give us a better understanding.

**Dimension I and II-**Considering, Dimension I and II-Disney appears above all the players and is closest to the attributes of kid-friendly attractions and farthest from ride-wait times and ticket pricing. Universal appears to be closer to all the attributes of dimension I. Additionally, most of the variance is explained by attributes like kid-friendly attractions, length of the vacation, thrill rides and brand.

*Figure 14: Perceptual map dimensions I and II*

A diagram of a theme park

Description automatically generated

**Dimension II and III-**When dimensions II and III are considered Hershey Park, Universal Studios and also Disney appears closer to the Ideal theme park. Ride wait-times and Ticket pricing are the most differentiating factors.

*Figure 15: Perceptual map dimensions II and III*

A diagram of a theme park

Description automatically generated

**Dimensions II and III-** Considering dimensions II and III, Disney appears to be closest to live entertainment and special events. Ideal is closer to the attributes of length of vacation and live entertainment and special events and is farthest from ticket pricing and ride wait times.

*Figure 16: Perceptual map dimensions I and III*

A diagram of a theme park

Description automatically generated

**Preference Maps**

**Dimensions I and II**- Considering the first 2 dimensions, kid-friendly attractions, brand, ticket pricing, thrill experiences and live entertainment are found to be the most differentiating factors. An ideal theme park should focus on attributes of thrill experiences, brand, live entertainment, ride wait times and pricing factors.

*Figure 17: Preference map dimensions I and II*

A map with points and lines

Description automatically generated

**Dimensions I and II-**Ticket pricing is the least differentiating factor and Ideal appears to be very close to Six flag considering these dimensions. Ideal appears to be equidistant to both Disney and Universal.

*Figure 18: Preference map dimensions I and III*

A map with lines and dots

Description automatically generated

**Dimensions I and III**-Customers preference can be majorly attributed to ticket pricing and ride wait times. Length of vacation and live entertainment appears to be causing least preference.

*Figure 19: Preference map dimensions II and III*

A map of parks with red and blue lines

Description automatically generated

In comparison altogether, Universal studios appears to be the closest to the Ideal theme park. However, Disney is very close. Identifying differentiating factors of Universal studios will help us to better answer the questions on pricing and product strategy of Disney.

*Figure 20: Average preferences Histogram*

A bar graph with blue and white text

Description automatically generated

*Figure 21: Attribute comparative perceptual histograms*

**A graph of different colored bars

Description automatically generated with medium confidence**

## 

## **PRICE OPTIMIZATION ANALYSIS**

Below are the results of all three scenarios from Enginius. Each will be analyzed, and recommendations and conclusions will be applied.

***Holiday Scenario (Scenario 1):***

As mentioned above, this scenario is the busiest and most expensive one. According to Enginius, the most favorable model is the logarithmic model.

*Figure 22: Model fit of Scenario 1*.

A white and black line

Description automatically generated with medium confidence

The above table displays the model’s fit; we notice that the R-squared of the model is above 100%. It means that the model is close to perfection in accordance with our data. Thus, those results show us that there are some redundancies in our data, or the parameters included (fixed cost, marginal cost, and market size). However, we could observe the root mean squared error (RMSE); the lower this measure, the more the data fits the model, resulting in more precise precisions. Here, the RMSE is equal to 0.0202. Accordingly, the model is possibly accurate.

*Figure 23: Model’s predictions likelihood of Scenario 1.*

A screenshot of a graph

Description automatically generated

We can observe from Figure 2 that people’s likelihood of purchasing the lowest ticket price from the survey is the highest with 16.8% compared to a 9.9% ($194) and 3.8% ($203.70) likelihood for the higher prices. Digressing a bit and concerning the highest price of $206, this result was intended not to affect the overall outcome too much. Coming back to the discussion, it seems that the likelihoods predicted from the model are close to the survey but differ from it. The model’s likelihood is much higher at 19.6% for the lowest price, but for the other two prices, it depicts lower likelihood. This situation might be due to the percent likelihood added from the analysis is Enginius.

*Figure 24: Price optimization results and likelihood of Scenario 1.*

A screenshot of a computer

Description automatically generated

We notice from the table above that, as the likelihood predictions showed us, the price of a one-ticket pass of $184.30 is the most profitable in revenue and gross profit. This price provides a very large difference in the profits and revenues, approximately twice the profit of the $194 price and way larger than the other two prices.

***Typical Scenario (Scenario 2):***

This scenario represents regular days when there are specific events or holidays. Based on Enginius’s results, the model chosen is logarithmic.

*Figure 25: Model fit of Scenario 2.*

A white and black line

Description automatically generated with medium confidence

The R-squared of this scenario is also above perfection. There might be some issues related to the data or insufficient attributes to permit Enginius to build an accurate outcome. Here, same as the above, we could look at the RMSE. The RMSE of this scenario results in 0.0154, which may indicate that the model fits the data well and has more precise predictions.

*Figure 26: Model’s prediction likelihood of Scenario 2.*

A screenshot of a graph

Description automatically generated

Per our previous scenario (Holiday scenario), people will likely purchase the lowest price of $151.05. The model’s predicted likelihood is also close to the survey’s percentages. But we notice that the closeness between both is most prominent for the lowest price suggested of $151.05.

*Figure 27: Price optimization results and likelihood of Scenario 2.*

A screenshot of a computer

Description automatically generated

This table displays the predicted prices with their revenue and gross profit. With no surprise, the price at which revenues and profits are the highest is $151.05. As well as we mentioned above, the revenues and profits are much higher for the lowest price with a total grow profit of $2,455,084,903.59, it represents approximately twice the profit of the $159 price suggested. Moreover, the profit of the third price $166.95 represents 18% of the total gross profit of the $151.05 price choice.

***Modest Scenario (Scenario 3):***

This scenario iterates the days after any big event or holiday. The model selected by our analysis is Model 4; it combines both the logarithmic and the squared root models.

*Figure 28: Model fit of Scenario 3.*

A white board with black lines

Description automatically generated

We observe from the model fit above that the model that we have built explains 92.84% of our dependent variable. Compared to the other scenarios, the modest scenario is the most accurate from both the R-squared and the RMSE (0.0233).

*Figure 29: Model’s prediction of Scenario 3.*

A screenshot of a graph

Description automatically generated

According to our analysis and survey, people’s likelihood to buy the lowest and middle price is highly close. Having a 27.4% likelihood for the lowest and 27.1% for the price level 2 of $109. Additionally, guests are open to paying the highest price of $114.45 in this scenario with a likelihood of 17.8%. We may say that all three likelihoods are pretty high compared to the other scenarios. Furthermore, we can notice that our survey presents us with a higher likelihood of the $114.45 price (19.9%) compared to the model one (17.8%). Thus, we could possibly conclude that people are open to this range of prices going from $103 to possibly $115.

*Figure 30: Price optimization results and likelihood of Scenario 3.*

A screenshot of a graph

Description automatically generated

This optimization table suggests that the price with the most revenue and gross profit is $109.19. People are willing to pay this amount, according to Figures 8 and 9. The gross profit of this price provides the company with a benefit of 4% ($84,892,964) from the lowest price level of $103.55, which is a lot when you look at the dollar amount.

The outcomes of the survey applied to Qualtrics were attached as an appendix.

Coming along, is the GE McKinsey matrix analysis’ data analysis and fundings, following the same pattern as the above techniques.

## 

## **GE MCKINSEY MATRIX PRODUCT DEVELOPMENT ANALYSIS**

***Table and Attributes:***

Below is the table with relevant information which we used for our analysis. Each attribute is rated from 1(lowest) – 5 (highest). The ratings have been given according to the articles, annual reports, datasets like injury data, wait times data and also with the help of sentiment analysis of the reviews data.A screenshot of a computer

Description automatically generated

Now, given the table, refining the explanations for the attributes mentioned in the matrix.

**Horizontal Rating Data (Disney Theme Park Profile):**

* *Reputation:* The various offerings of the theme park that are thought to be of high caliber or status. The ratings, which vary from 3 to 5, show how reputable each service is, with Live Shows and Interactive Experience receiving the highest ratings.
* *Brand Fit*: The degree to which a product or service complements Disney's image. The highest scores here indicate that Family Rides and Interactive Experience are the most in line with the Disney brand.
* *Market Share*: The amount of Disney's market share in each category is probably shown by this column. The top three categories—attractions, family rides, and interactive experiences—indicate a dominant market position.
* *Competitive Advantage*: This evaluates each product's position in relation to rivals. The fact that Family Rides and Interactive Experience had the highest ratings suggests that Disney has a significant competitive advantage in these areas.

**Vertical Rating Data (Industry Profile):**

* *Market Growth*: The prospective expansion of every category. The market sector with the highest score, Interactive Experience, appears to be expanding quickly.
* *Competitiveness*: Disney's products' capacity to fight in the larger market. The greatest ratings go to the interactive experience and thrill rides, indicating that these are competitive categories.
* *Historical Margins*: This probably alludes to long-term financial performance or profitability. Everywhere there is a consistent rating, it shows consistent performance.
* *Market Size:* Indicates the potential market share for each category as a whole. The categories with the greatest scores are Interactive Experience and Family Rides, suggesting a larger potential market.

**Bubble Size:** The market size of each item is shown by its relative size, with Family Rides having the greatest 'bubble size,' which indicates the largest market share. The bubble size is calculated by the ratio of particular category and the total number of rides in the industry.

**Marketing Weights:** The ratings are given a weight in order to prioritize them based on how important they are from a marketing perspective. The biggest weights are assigned to reputation and competitiveness, indicating that these are the factors most important to marketing success.

**Financial Weights:** The ratings are given a weight in order to prioritize them based on how important they are from a financial perspective. The two factors that are most valued are market share and competitive advantage, indicating that they are the main forces behind financial success.

*Figure 31: GE McKinsey Matrix for Marketing Weights*

**A graph with colored circles

Description automatically generated**

From the above GE McKinsey Matrix, we understand that,

* From a marketing standpoint, Family Rides and Interactive Experiences are strong competitors and have a high level of market attractiveness, as indicated by their placement in the top right quadrant. Family Rides has a notably huge bubble, suggesting a high market share. This is because Family Rides is a major part of the amusement park industry.
* While Family Rides have a stronger competitive edge and greater market appeal, Live Shows and Attractions are likewise positioned effectively.
* In terms of marketing, thrill rides are in the lower-right quadrant, indicating a moderate level of market attractiveness but a lesser level of competitive strength. This could indicate the necessity for stronger marketing tactics or the presence of fierce rivalry.
* Because of their size and positioning, Family Rides are a crucial area of focus for marketing initiatives, as indicated by the bubble sizes, which may represent market share or revenue.

*Figure 32: GE McKinsey Matrix for Financial Weights*

A graph with colored circles

Description automatically generated

From the above GE McKinsey Matrix, we understand that,

* Once again, Family Rides and Interactive Experiences are in the upper right quadrant, demonstrating their high competitiveness and financial appeal. This implies that investing in these areas would likely yield a healthy return on investment and that they are high priorities.
* From a financial standpoint, live shows are positioned highly attractively in business but somewhat worse in terms of competitive power.
* In the mid-to-lower right quadrant, attractions and thrill rides indicate a modest level of financial appeal and competitive power. This may suggest that in order to strengthen their positioning, these areas need to engage in strategic financial planning.
* Given their high industry attractiveness and competitive strength, both matrices recommend that Family Rides and Interactive Experiences be the primary emphasis of marketing and finance efforts. Live performances also seem to be a serious contender, especially in marketing terms.

Concluding this section, we are further going to discuss the limitations and constraints that were encountered throughout the implementation of the techniques to later be able to suggest accurate recommendations for the company.

**CONSTRAINTS**

## **SENTIMENT ANALYSIS**

The overall number of TripAdvisor reviews is staggering and difficult to obtain via web-scraping; thus, the scope of the sentiment analysis for the customers’ review data will cover the last five years of the eight above-mentioned Disney theme parks. All the customer reviews extracted through the web scrap are in raw format (JSON), and data-cleaning is performed on all these data points to prepare the data for sentiment analysis as previously mentioned above.

A limitation in Enginius’s software was encountered regarding the use of big datasets. Only the latest 1000 reviews are considered for the analysis. These 1000 reviews span across three years, from 2020 to 2023, and represent the current sentiment of the customers. Despite this satisfactory condition, this sentiment analysis couldn’t be utilized to observe long-term deterioration or improvement in products or services offered in Disney theme parks.

## **POSITIONING ANALYSIS**

From the positioning analysis several limitations were uncovered. To begin with, the analysis did not consider factors such as temperature, time of the year, holiday season, number of visits etc. Additionally, each park of Disney World was not considered in isolation and Disney theme parks were looked at in general. Moreover, the size of competing players in terms of the market they serve, and number of visitors may not be identical, though they belong to the same Industry.

Finally, there is an opportunity to look at sub characteristics of each of the attributes, or characteristics that caused a specific consumer behavior.

## **PRICE OPTIMIZATION ANALYSIS**

Some overall constraints that may relate to all three scenarios could first correlate to implementing the data collection method, the survey. The sample size and time limitations could have influenced our results. Indeed, the time constraint followed a sample size of 81 answers. Maybe a larger sample could have helped increase the accuracy of our analysis and identify significant relationships among our data. Another restriction may be associated with cultural bias. Our survey does not show which individuals responded to our questionnaire; maybe they are older, young adults, or kids. This may have prejudiced the answers. Additionally, we do not know if these individuals are financially capable such as children. Furthermore, we do not have information about the cultural background of these people, maybe they have never lived in the United States and have no concrete knowledge of the economic situation of the country. We could consider this issue a lack of reliable research data.

Another constraint is associated with the analysis system that we implemented. The Enginius software may not be feasible for this type of research. To begin with, it was discovered that this software does not consider a range of three prices but only four or more. It destabilized the whole survey’s success and issued a limitation to our outcome.

Additionally, one major limitation is the overall economic environment. A few issues can be stated, correlating to the US and global situation. With higher inflation, the Walt Disney Company surged to higher ticket prices, supply costs, employee wages, staff cuts, and raw park costs. Indeed, the number of visits has decreased by 15% since 2022. (Kaiser A. & Morelo G, 2023). Furthermore, the conflict situation in Palestine is affecting the company. A few days after the attack (October 7th), the Walt Disney Company donated $2 million to organizations providing humanitarian aid to Israel (Colopy, 2023), leading to a backlash boycott from several Middle Eastern, Asian, African, European, and South American populations. Agitating the company’s visits, revenues, and profits.

## **GE MCKINSEY ANALYSIS**

The analysis assumes that each factor is independent, but in reality, there can be a significant overlap. For instance, brand fit can directly influence reputation. The study is subjective and potentially biased because it depends on individual judgment to score factors like reputation, brand fit, market share, and competitive advantage. Additionally, insufficient quantitative data makes conducting a thorough financial and market analysis difficult, which lowers the assessment's accuracy.

Furthermore, the analysis's static character leaves out dynamic market shifts, which could eventually make the results less significant. It might not be accurate to represent corporate operations' complicated and multiple features with single ratings for complex attributes. Finally, how various park components are interdependent is not addressed, which can greatly impact overall performance and strategic choices.

Several issues were confronted through the data analysis’ process, along with some appealing results. From the outcomes of the techniques, we were able to extract suggestions and the recommendations that Disney Parks may consider in order to remain a strong and unshakable competitor in the entertainment industry.

**RECOMMENDATIONS**

## **SENTIMENT ANALYSIS**

Based on the Sentiment Analysis, below are the recommendations to the Disney Marketing Team:

*For the Disneyland Park:*

One recommendation could be the creation of an event only focused on the Star Wars theme. It would be a cosplay event that would regroup all Star Wars fans. Different kiosks would feature the Star Wars franchise and protagonists (autographs, photos... etc.). Gifts and promotions over themed products will be offered, with a costume competition. These events could be implemented in colleges or high schools; it could be called **‘Cosmic con.’**

Moreover, the company could consider investing more in Disneyland Park attractions by building different images for each attraction. For instance, having publicity with a famous actor over one of their other rides.

Another recommendation that could be suggested is the anticipation state that each guest goes through before coming to the park. Marketing should focus on trying to lead the guests to a state of positive, anxious suspense and hopefully meet their expectations when they set foot in the park.

Let us keep in mind that not all of the data was used in the analysis. Thus, another thought that could be suggested is to go over the negative reviews and understand what went wrong. We have some insight into these reviews, but a deeper analysis should be made. For instance, the company could consider implementing a new analysis only focused on negative reviews. It could help increase their understanding and help them figure out solutions accordingly.

Furthermore, from the analysis, we noticed that one of the negative aspects of the ride experience is the wait times. A queuing analysis could be considered; this technique may help the company find a solution to decrease these time waits.

*For the Magic Kingdom Park:*

One suggestion could be to focus on the maintenance of the park and also have an extensive analysis only focusing on negative reviews. Our analysis shows guests are concerned about the park's cleanliness, attractions, and restaurants. Moreover, per the above recommendation, a **queuing analysis** could be applied to decrease waiting time and increase the productivity of the park’s attractions.

Another recommendation could be **redesigning the fast-track system**. We noticed many posts about the old fast-track operation; the company could consider reworking the design. Yet this time, it would be inspired by the former system but with additional refinements. Thus, we could suggest an overall recommendation for both parks, we understand that the high anticipation percentage could relate to the first visit experience. The company could launch a program to meet the high expectations of this big chunk of visitors. The ‘**First and Fast**’ program is recommended which gives the first-time visitors the privilege of taking the express lane for any three of their favorite rides without an express pass. This will ensure that the visitors have a privileged first-time experience and avoid any room for disappointment. From the fast past standpoint, we would suggest the company consider introducing a segmented fast-past system where Disney can charge different prices for different packages. Such as ‘Fast 1’, ‘Fast 2’ till ‘Fast 10’, each number represents the number of rides where the visitors can take the express lane just by spending a bit more. Similarly, they can also have express packages dedicated to different worlds of the theme parks such as ‘**Star War supreme’, ‘Dinosaur Dynamic’, ‘Frozen Fast’ and ‘Goofy Go’.**

Regarding specific attractions, the most recurrent ones are ‘Country Bear Jamboree,’ the ‘Haunted Mansion Pirate,’ ‘Big Thunder Mountain’ and ‘Peter Pan.’ We extracted some information from the analysis about these rides, specifically the ‘Haunted Mansion Pirate’ and ‘Big Thunder Mountain’ rides. The ‘Haunted Mansion Pirate’ seems to scare individuals, according to Figure 8, either because they are scared by the experience itself or by the functionality of the ride (if it is a long-dated ride). The ‘Big Thunder Mountain,’ on the other hand, was highly expected; it seems like this ride was closed (since it was first opened in 1980) but was reopened, and people could not wait to visit the park and experience it again. We may also consider the COVID-19 situation, where guests have been deprived of these rides for a few years now and cannot wait to experience them again. However, we could suggest refurbishing these attractions, specifically the ‘Haunting Mansion Pirate’, and increasing safety measures. There could also be some reconsideration of these attractions since some have been in the park for decades.

Furthermore, we could also connect some of the above recommendations (Disneyland Park) with the Magic Kingdom Park and vice versa.

**POSITIONING ANALYSIS**

As per the survey, the preferred attributes of an Ideal theme park would be a theme park of a reputed brand, inclined towards thrill and adventure experiences with a little focus on live entertainment and shows and with reasonable wait times and ticket prices. Additionally, Disney should focus on building smaller versions of parks at a more affordable price, where it is seen more like a place for a day out with friends and family rather than a vacation.

Another suggestion could relate to **Disney’s Tales**, a smaller version of parks that are more budget-friendly and can be dedicated to a single theme that covers different cities for greater accessibility. Such as:

* Disney Adventure theme park
* Disney’s own water adventure park
* A real-time treasure hunt experience based on the movies of Indiana Jones/National Treasure
* Frozen version of winter village in cities that are known for holiday visits

Moreover, the company may look at introducing these parks in different cities for broader reach and greater accessibility to people. A few ideas for these could be:

* A one similar to Disney Adventure theme park in California.
* Disney’s own water adventure theme park for thrill and adventure seeking adults.
* A treasure-hunt experience based on Indiana Jones/National Treasure will be the first of its kind.
* The **frozen version of Winter villages** is set up in a few prominent holiday places.
* We know that **Disney has its own 55+ community**, so why not create a section of the park in their interest in giving a traveling around the world experience for the retirees?
* Some in-depth ideas could go as follows:
* It could start small by dedicating a few active adult-friendly activities, such as kayaking in its water park.
* **Around the World Park:** Imagine a park with replicas of prominent cities of the world. The point of designing theme parks inspired by natural location would give them an experience of travel and also diverse cultures from different countries in one place.
* Curating a **Farm Holiday experience** in a country-side town.

Since Disney scored the highest (5/5) rating on live entertainment and special shows, one recommendation towards it would be leveraging this core competency and possibly looking at a Disney carnival traveling to several cities on a periodic basis to attract new customers. This situation may build other revenue streams leveraging existing resources, making the company go easier on ticket pricing- other opportunities may be to look deeper into Disney land ceremonies.

Furthermore, as we showed in our analysis, Disney is in a highly competitive market and has to stand out to remain at the top. Thus, an interesting suggestion could be **Disney-themed Libraries** and Movie libraries, which will be one of their kind offerings in the Entertainment industry and can be an addition to its existing theme park to better use existing resources.

Continuing our recommendation, we could suggest the company to consider implementing **curating personalized Disney experiences**, such as:

* **Living the life of a Disney Family**-An Experience for Kids and Adults- building a life-like environment, food, living, and costumes based on a popular Disney movie/series. Ex: Flinstones Bedrock village set up in Arizona.
* Using AI, one can **personalize the ride experience** from a predefined set of characters by changing the characters based on the customer’s face and voice; this addresses the customers’ interest in an interactive experience.

Last but not least, an **Get Onboard theme** park may be introduced. Based on a Life-Size board game experience designed for groups of people -Family entertainment covering different age groups. Such as games similar to Catan and Ticket-to-Ride in their new format.

Finally, a few other recommendations from our analysis and customers all over the world include new theme parks associated to the latest movies that Disney designed, we have:

* + Zootopia land in Animal Kingdom
  + An experience themed around the movies Coco, Encanto, Up

Following this positioning recommendation section a few more suggestions from the price optimization analysis perspective were delivered and will be introduced below.

## **PRICE OPTIMIZATION ANALYSIS**

Recommendations that we may first suggest are connected to the survey. As explained above, our survey comprises three different scenarios. We are asking the participants to imagine themselves in these storylines. The survey may be improved by incorporating visuals and multimedia infographics to ensure that the data collection method engages the respondents and breaks the routineness of the text. Moreover, another proposition would be to guarantee that the participants of the survey are only in a specific demographic (primarily the United States). Furthermore, as mentioned, restrictions were uncovered linked to the survey. Thus, we could suggest revising and repeating the entire survey.

Another recommendation would be to advise the company to **focus on the attractiveness of the Holiday and Typical scenarios**. Both results of these short stories reveal that people are not willing to pay higher prices. This outcome is affecting our analysis and results, making the models invalid. Therefore, a new pricing strategy for these timelines could be implemented. One suggestion could be to mitigate the price on customers by having price cuts internally or investing in processes that would diminish fixed costs in the long run.

Running an amusement park is prominently associated with fixed costs, employees, ride costs, and electricity bills. Thus, the company may either invest in their employees by training them for productivity to avoid new salariats; or in rides, considering attractions that are energy efficient, decreasing electricity bills. Regarding the rides**, solar-powered attractions** may be considered, and being in Florida, this idea is practical with the persistent sun.

Concerning the analysis, the most accurate model was the ‘**Modest Scenario’**. For now, we could propose that the company reassess the prices of this script. Increasing it would benefit the company. It could be a counter to bridge some of our above recommendations. Accruing these prices may alleviate short-term losses associated with the Holiday and Typical scenarios.

After discussing the recommendations from the price optimization technique, another perspective of these suggestions will be displayed in the following segment.

## **GE MCKINSEY MATRIX ANALYSIS**

Given Disney's market dominance in family rides and interactive experiences, there's a compelling case for continued investment or increased funding in these areas. Concurrently**, implementing a focused marketing strategy for Thrill Rides** will enhance their competitive edge and overall market allure. Moreover, a thorough examination of Live Shows' financials offers the potential for cost reduction and revenue amplification without compromising their quality.

Optimizing existing attractions through technological advancements and refurbishments will significantly bolster Disney's competitive positioning. **Crafting distinct marketing messages that underscore Disney's unique value proposition in Thrill Rides and Attractions** is imperative for sustained market impact. Disney can effectively create personalized experiences and deploy targeted marketing campaigns by harnessing data analytics to grasp customer preferences.

Furthermore, investing in cutting-edge technologies for expanded interactive experiences will undoubtedly attract fresh clientele and diverse income sources. **Collaborating with tech businesses or brands** can further elevate financial appeal and competitiveness in the market.

Simultaneously, **deploying cost-management techniques** across offerings, particularly those with less financial influence, is essential for maintaining a balanced cost-to-revenue ratio.

Finally, continual emphasis on innovation across all domains remains pivotal to upholding Disney's position as an industry leader amidst evolving customer expectations and technological advancements.

Before finalizing this project, a conclusion that regroups all our suggestions into distinct thoughts will be presented.

**CONCLUSION**

After performing an extensive analysis of Disney Parks using sentiment analysis, positioning analysis, price optimization and GE McKinsey Matrix analysis techniques of Marketing Analytics, we will now look at answering the ultimate business question of redefining the pricing, positioning, and product development strategies of Disney Parks.

After recommending analysis-wise specific and unique actions Disney Parks could look at implementing, we would like to present a broader perspective, that is a few strategic actions Disney parks need to consider with regard to its pricing, positioning, and product strategy.

**PRICING IMPLICATIONS**

**Segmentation-based pricing:** Price segmentation based on different scenarios reviewed in price optimization analysis. Pricing to be based on occasion of visit and willingness of target customers to pay to be considered.

**Express Pass:** Categorizing FastPass and Max pass based on consumer’s visit and interests.

**Cost Optimization:** Reviewing cost optimization models and trying to cut down on fixed costs. Thus, reducing the impact of costs on pricing.

**POSITIONING IMPLICATIONS**

**Consumer Preferences:** Introducing smaller size entertainment options with greater accessibility, since consumers are looking for a shorter length of vacation, moderate pricing, and lesser ride wait-times. New ventures should explore different Geographical markets providing greater accessibility to different customer groups.

**New Target Groups:** Shifting focus from kids to other customer groups such as Adults, 55+, Family etc.

**Repositioning Entertainment Offering:** Innovating newer avenues of entertainment leveraging the existing resources and competencies of theme parks.

**PRODUCT DEVELOPMENT IMPLICATIONS:**

**Interactive and Family-based offerings:** Focusing on Family and Group Entertainment. Not to forget the element of thrill and adventure in product innovations.

**Product Portfolio Analysis:** Analyze existing product portfolio and look at cutting down on resources and using them more effectively for others or for building newer ones. BCG Matrix analysis would be ideal for categorizing existing product range based on their financial and market performance.

**Going the tech way**: Enhancing existing experiences making them more interactive, exploring ways to offer personalized experiences. Revamping existing ones using AI and other technological advancements

**APPENDIX**

* Positioning analysis survey

*Appendix 1: ‘Disney Theme Parks’ preference ranks in Google surveys*

A white sheet with black text and circles

Description automatically generated

*Appendix 2: ‘Six Flags’ preference ranks in Google surveys*

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Description automatically generated with medium confidence

*Appendix 3: ‘Hershey Parks’ preference ranks in Google surveys*

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*Appendix 4: ‘Universal Studio’ preference ranks in Google surveys*

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Description automatically generated with medium confidence

*Appendix 5: ‘Lego Land’ preference ranks in Google surveys*

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* Price optimization survey

*Appendix 6: The ‘Holiday Scenario’ in Qualtrics*

A screenshot of a computer screen

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*Appendix 7: The ‘Typical Scenario’ in Qualtrics*

A screenshot of a computer

Description automatically generated

*Appendix 8: The ‘Modest Scenario’ in Qualtrics*

A screenshot of a survey

Description automatically generated

*Appendix 9: Overall outcome of the ‘Holiday Scenario’ in Qualtrics* A colorful bars on a white background

Description automatically generated

*Appendix 10: Likelihood outcome of the ‘Holiday Scenario’ in Qualtrics*A screenshot of a computer

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*Appendix 11: Price outcome of the ‘Holiday Scenario’ in Qualtrics*A screenshot of a computer

Description automatically generated

*Appendix 12: Overall outcome of the ‘Typical Scenario’ in Qualtrics* A colorful bar chart with text

Description automatically generated with medium confidence

*Appendix 13: Likelihood outcome of the ‘Typical Scenario’ in Qualtrics*A white background with black and white text

Description automatically generated

*Appendix 14: Price outcome of the ‘Typical Scenario’ in Qualtrics*A white background with black text

Description automatically generated

*Appendix 15: Overall outcome of the ‘Modest Scenario’ in Qualtrics* A screenshot of a graph

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*Appendix 16: Likelihood outcome of the ‘Modest Scenario’ in Qualtrics*A white background with black and white text

Description automatically generated

*Appendix 17: Price outcome of the ‘Modest Scenario’ in Qualtrics*A white background with black and white text

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