1. Introduction

Disney + is an important component of Disney's Media and Entertainment business line. Came out in 2019, Disney + has hit huge success in the global streaming media market, reaching a user base of 152.1 M in 2022. Recently, Disney + has announced to increase in its service price with a more varied pricing structure than before. This pricing policy will take effect on Dec.8th, 2022, which inspired us to study it intensively and generate valuable insights out of class. Compared with Fast Moving Consumer Goods (FMCG) and luxury products, the pricing mechanism of streaming media services can be explored from both cost and value-based perspectives. Besides, we can flexibly employ the knowledge we have learned (e.g., segmented pricing, loss-leader pricing, bundling different services) from the class and other MKT courses (e.g., MKT3080 Strategic Media Planning) to analyze the pricing mechanism. Last but not least, we conducted a Primary Conjoint Analysis to investigate the US Disney + users to justify our proposed mechanism and project the new revenue, which broadened our horizons in a significant way.

This report is arranged following the order of our presentation. Specifically, the report first focuses on Disney + streaming media services and introduces the main 4P strategies, US consumer analysis, and competitor analysis (including cost comparison) of Disney +. Then, the report comprehensively illustrates the pricing mechanism of Disney +'s new pricing strategies following the three main changes and uses Conjoint Analysis to justify and summarize the mechanism. After these, the report analyzes the effects of Disney +'s new pricing structure from the standpoints of the company (profit-driven) and customers (social response). Last but not least, the report brings up the questions that emerged from the new pricing policy and provides future directions for Disney + to compete more effectively.

2. Background: Disney +'s 3Cs and 4Ps

2.1 Company and 4Ps Analysis

Established in 1923, the Walt Disney Company is one of the most successful diversified multinational media corporations, with a total asset of 203.61 billion US dollars in 2021 (Disney, 2021). Walt Disney Company has three major business lines: Media and entertainment, Theme parks (Disneyland), and Disney IP-related products (including branded merchandise and licensing). There are several services in Disney's Media and entertainment line, which include Disney Plus, Disney Plus Hotstar, Hulu, ESPN +, and Disney music group. Disney's Over-The-Top (OTT) streaming media service platform is constituted of ESPN + (merged in April 2018), Hulu (merged in May 2019), and Disney Plus (came out in November 2019). ESPN + features sports events (e.g., NBA, MLB, NFL) while Hulu contains various Movies, TV series, and variety shows (e.g., The Kardashians). Our project focused on Disney's original streaming media platform: Disney + since it has the closest link to the parent corporation.

With an extensive library of more than 1,200 movies and 16,000 + TV episodes, Disney + mainly features six types of content: Disney Plus Originals (e.g., Hamilton, Zombies, Radio Rebel), Walt Disney movies (e.g., Turning

Red, Soul, Cinderella), StarWars Series, Marvel Universe, National Geographic (documentary), and PIXAR (e.g., Monsters University, Finding Nemo). The promotion and distribution channels of Disney + highly overlap and cooperate. There are mainly three promotion and distribution channels of Disney Plus services. First, the Corporate Direct Channels help distribute the Disney + services through official websites and APP stores (for mobile phone services). Second, users can also get access to Disney +'s services through some Specialty Retail Channels like Verizon. Verizon is an American telecommunications corporation. It actively sells the bundle of mobile services and Disney + services on its website, providing special deals on occasion. Last, some Discount Channels (e.g., Slickdeals) also offer special deals for Disney + services at daily discounts or special seasons (e.g., Black Friday).

2.2 Consumer Analysis

Disney + has a large consumer base in the global streaming media market, reaching a user base of 152.1 M in 2022. To analyze Disney +'s users' demographic characteristics, we focused on its US market since it is the most representative consumer group of Disney + (Ruby, 2022). The gender distribution of the Disney + US market is relatively even, while the age distribution showed that 70% of Disney +'s US customers are teenagers and young adults. 77% of users have annual individual/household income less than $10,0000. According to the statistics, 74% of Disney +'s subscribers continued to pay for the services after six months, which indicates that user loyalty to Disney is relatively high. Thus, we assume that the average retention rate of Disney + is 74%, while the average churn rate is 26%, using a six-month subscription as a differentiation threshold to segment the service users into loyal users (⩾ 6 months services) and Entry-level users (< 6 months of services).

2.3 Competitor and Cost Analysis

As for the competitive analysis, Disney + faces fierce competition in the US streaming media market. Came out in 2019, Disney + is a new entrant with only a 4% market share in the mature US streaming media market. Its competitors include Netflix (34% market share), YouTube (20% market share), Hulu (11%), amazonprime (8%), and other strong ones like Peacock and HBO Max (Shahzeidi, 2022). Thus, Disney + aims to increase its market share rapidly. Since 2019, many reputable brands also launch their streaming media services. For example, Apple launched Apple TV + in November 2019, while Warner Bros followed by launching HBO Max in May 2020. NBCUniversal also launched its OTT service Peacock in July 2020. The streaming wars have become much fiercer, which resulted in more even market shares of each branded service. From 2021 Q1 to 2022 Q3, Netflix's market share dropped from 35% to 22%, while HBO Max has increased from 7.5% to 15%. Under the fierce competition, it is essential for companies to formulate their pricing policies strategically. From the perspective of cost-based pricing, companies that have lower costs can capture more profits if the service prices have insignificant differences from other competitors. Otherwise, the company may need to increase its service prices to cover the higher costs. Compared with its competitors, Disney + has relatively higher content production and programming costs. Since Disney + aims to capture more market share by providing more high-quality original content, it has spent a lot on content production in the past two years. Compared with 2020, Disney + has spent 32% more on content programming and production costs and 29% more on other media operating expenses (Disney, 2021). Though Netflix also spent 13% more on content production in 2021, the negative change was much lower (Netflix, 2021). Besides, the cost as a percentage of revenue has decreased, implying higher revenue generated by high-quality content. Compared with Disney +, HBO Max also has a relatively lower negative change in terms of content production at 20.5% (Warner Bros, 2021). Thus, the higher content costs of Disney + may become a competitive weakness that results in lower profitability for The Walt Disney Company. The lower profits generated from its media and entertainment line than the theme park and product lines may induce uneven resource allocation across business lines, which may backfire on the synergy effect in the long term. Thus, Disney + needs to consider new pricing policies to deal with the issue and overcome the challenges.

3. Pricing Policy and Mechanisms

According to Disney (2022), a new pricing policy for Disney +'s streaming media service will officially take effect on Dec.8th, 2022. The pricing structure for Disney + service is $7.99 per month without ads. Users could enjoy a yearly discount of $79.99 to save 17% every year. Besides, Disney + is separated from Hulu and ESPN + and sold individually. The new pricing structure is much more complicated than the previous one. Specifically, there are mainly three changes. First, Disney + added a new ad-supported tier at the original price of $7.99 per month. Users who want to enjoy the service without ads need to add $3.00 per month to upgrade to an ad-free version. The second change features in limited yearly discount. If the users buy the basic service (i.e., $7.99 per month with ads), they cannot enjoy a yearly discount since they need to pay for 12 months at the price of $7.99*12 = $95.88 per year (discount = 0). However, if the users buy the premium service (i.e., $10.99 per month w/o ads), they can enjoy the yearly discount of $109.99 (pay for ten months) and save 17%. Last but not least, Disney + provides bundling options for users to combine their Disney + service with Hulu and ESPN+. The bundle options also feature ad differences (i.e., with and w/o ads) and vehicle differences (i.e., bundle Hulu/Hulu & ESPN +). Specifically, the basic (with ads) bundle of Disney + and Hulu is $9.99 per month. Users who want to bundle ESPN + need to pay $12.99 per month. The legacy (w/o ad) bundle features in Disney + (w/o ads), Hulu & ESPN + (with ads) at $14.99 per month. The premium (w/o ads) bundle consists of Disney + & Hulu (w/o ads) and ESPN + (with ads) at $19.99 per month. The following sections illustrate the pricing mechanism of Disney +'s new pricing policy from different perspectives.

3.1 Pricing Purposes #1: Company Perspective

From the previous sections, Disney's higher content production costs may become a competitive weakness and threaten its position in the US streaming media market. Though Disney's market share kept increasing and attracted

15M new subscribers in the last quarter (2022 Q3), the generated subscriber revenue still cannot cover the high content production costs (due to the increased mix of original content), resulting in sharp operating losses. According to Disney's official declaration (Disney, 2022) and newsletters, Disney's Media and Entertainment Distribution has resulted in a 91% negative change compared with 2021, which was exactly due to the high content costs. Besides, the average monthly revenue per paid subscriber for the quarter ended also decreased, even for 10% in the US and Canada. Regarding the recent statistics, Disney + had a $1.1 billion loss in the third fiscal quarter of 2022 (Disney, 2022). Thus, Disney +'s financial loss directly contributed to the decision to a new pricing structure. The most important step is to increase the price from $7.99 to $10.99 (37.55%) while creating a new and relatively cheaper segment at the original price ($7.99). In this way, Disney + can increase the monthly revenue per paid subscriber at higher prices since ad-free service is important for many viewers.

Though the price increase may result in consumer loss in some situations, Disney is confident in maintaining its user loyalty for several reasons. First, research indicated that 86% of streaming media service subscribers tended to maintain or add new subscriptions (Shahzeidi, 2022). Thus, Disney +'s existing users are more likely to renew their subscriptions or add new subscriptions since the bundle services are attractive. Second, Disney + has a high subscription retention rate of 74%, indicating that many existing users are loyal. Thus, Disney + has confidence in its users' stickiness with the services, believing that they will have a higher willingness to pay for higher prices, which are justified by higher content quality (higher costs). Third, Disney +'s user base kept increasing in the past quarters, even after the new policy announcement. This may be because of the last-minute sales effect of original prices. To summarize, Disney + is confident in maintaining its existing users' stickiness.

3.2 Pricing Purposes #2: Competitive Perspective

In this section, we first used Product Life Cycle (PLC) to analyze Disney +'s position in the marketplace. In terms of the service category, since the US streaming media market is relatively saturated, we think the service category is currently at a maturity stage. However, Disney + was launched in 2019, it is at the growth stage as a new entrant in the streaming media market in terms of a single service. Thus, one of the most important missions for Disney + is to increase its user base. It aims to improve the user base to 260 M by 2024. Compared with Netflix, Disney +'s market share kept growing at a much more rapid pace, and the subscribers' number has increased from 25M to 152M in three years. However, the new subscribers' growth rate has declined in the recent year. From 2019 Q1 to 2020 Q1, the slope of increase was 0.57, while the slope decreased to 0.29 from 2020 Q1 to 2021Q1. The new subscriber growth rate kept declining afterward. According to the 80-20 Rule (i.e., Pareto Principle), 80% of revenue is generated from 20% of customers (i.e., Loyal customers). Thus, it is essential for Disney + to retain its loyal users in the mature streaming media market and seek value from them. The new pricing structure has further differentiated the services, which conforms to different customer segments' needs.

3.3 Pricing Purposes #3: Segmented Pricing

3.3.1 Change #1: Ad-supported tier: Service variations

From above, Disney + will add an ad-supported tier, which serves as a service variation to meet different customers' needs. To create the price fence by differentiating with-ads and ad-free segments, segmented pricing can be conducted to maximize the revenue. The basic with-ad service ($7.99/month) can effectively target entry-level customers (i.e., the low-value segment) since it offers a relatively cheaper version compared with the ad-free version ($10.99/month). Since these customers have not built service preference for Disney + yet, they are more likely to be price-sensitive than loyal customers and tend to choose this version. Besides, ads may be a less important attribute affecting their decision-making than price. Thus, this version is good at attracting new customers and helping Disney + increase its market share. Regarding the premium ad-free service ($10.99/month), the existing loyal customers of Disney + are more likely to pay the bill since they highly value viewing experiences and are less bearable of ads. They believe the higher prices can be justified by higher content quality (with higher production costs). From the previous sections, Disney +'s retention rate is high. Thus, this version can effectively retain Disney +'s loyal customers and capture more revenue from them. Since the ad-supported tier can attract more advertisers in the future, Disney + can also earn much more profits since the customer base keeps increasing. Compared with the low-value segment customers, advertisers will become the profit center in this service version. As for the high-value segment, the profit center is viewers since they are not exposed to advertisements. Disney + effectively employs loss-leader pricing to maximize its profitability from different profit centers.

3.3.2 Change #2: Limited yearly discount

Except for the price fence, Disney + also utilizes price metrics of monthly/yearly renewal to ensure service differentiation. The basic with-ad service ($7.99/month) can only be renewed monthly, indicating that customers need to pay $7.99*12 = $95.88 per year for the service (monthly average price = $7.99). On the other hand, the premium ad-free service ($10.99/month) can be renewed yearly with a discount of $109.99 per year (17% price-off). The monthly average price for premium service is $109.99/12 = $9.17 per month. Since the basic service can only be renewed monthly, it ensures entry-level users' WTP for this version since it provides the service trial at a relatively lower monthly price. Besides, 80% of Disney +'s users pay for the services monthly (Ruby, 2022). Since the average monthly price for premium service (with a yearly discount) is $9.17 while the average monthly price for basic service is $7.99, the psychological pricing effect implies that customers can enjoy the ad-free watching experience by adding $1 more per month instead of $3. This can effectively drive the conversion from entry-level customers to loyal customers by encouraging them to pay for the yearly subscription to enjoy the discount. The discount also serves as a reward for loyal users, further retaining customer loyalty.

3.4 Pricing Purposes #4: Service Bundling

Bundling is a practical strategy to price multiple products/services. Disney has launched four different service bundling sets for its users. The basic (with ads) bundle of Disney + and Hulu is $9.99 per month. Users who want to bundle ESPN + need to pay $12.99 per month. The legacy bundle features Disney + (w/o ads), Hulu & ESPN + (with ads) at $14.99 per month. The premium bundle consists of Disney + & Hulu (w/o ads) and ESPN + (with ads) at $19.99 per month. These bundling sets further differentiate Disney's streaming media services based on not only user levels (i.e., entry-level and loyal users) but also their content preferences (i.e., Animation, films, TV series, variety shows, sports events), meeting different segments' needs and further enhancing the segmented pricing at the same time. Since Hulu and ESPN + are also important profit resources of Disney's Media and Entertainment line, which also had financial losses in the recent year, the service bundling can effectively promote these two services. Service bundling can also lower the perceived costs of Disney's streaming media users. The unbundled price for Hulu Basic (with ads) is $7.99/month, for Hulu Premium (ad-free) is $14.99/month, and for ESPN + (with ads) is $9.99/month. Thus, the unbundled prices for four service sets are $15.98, $25.97, $28.97, and $35.97, respectively. However, the bundled prices are much lower at $9.99, $12.99, $14.99, and $19.99, which helps save 37.48%, 50%, 48.26%, and 44.43%, respectively. Though the bundled prices seem to generate fewer profits than unbundled ones, the bundling options can attract more users to offset the price differences. Besides, since the marginal costs of targeting one more viewer are extremely low since the content can be exposed to every view indifferently (except for ads), Disney can still make sufficient profits from both viewers and advertisers.

3.5 Justification and Summary of Pricing Purposes: Conjoint Analysis

To verify our proposed pricing mechanism for Disney +'s new pricing structure, we designed a Conjoint Analysis survey (**See Appendix 1**) by Qualtrics and sent it to the Disney + users forum in the US to investigate their attached importance weight to each attribute that affects their buying choices. There were 56 valid responses, and we continued to conduct the Conjoint Analysis. The details are illustrated as the following:

Conjoint Analysis

Attribute Chart:

Here we categorize the Disney+ product into five attributes. Each attribute is turned into a numeric representation for regression purposes. (Further explained in later parts).

Attribute	Value	Numeric Representation
Ads	Ad-free, With Ads	1,2
Price	$7.99, $9.99, $10.99, $12.99, $14.99, $19.99	1,2,3,4,5,6
Hulu	Yes bundle & Ads-free, Yes bundle & With Ads, No bundle	1,2,3
ESPN+	Yes bundle & With Ads, No bundle	1,2
Annual Discount	Yes bundle (83% Discount), No bundle	1,2

Regression

$$Utility_{ij} = a_0 + \ Ads1_{ij} + \sum_{k=1}^{5} Pricek_{ij} + \sum_{k=1}^{2} Huluk_{ij} + ESPN1_{ij} + Annual\ Discount1_{ij} + e_{ij}$$

- $Utility_{ij}$: represents the utility level of product j to individual i. In the questionnaire, we use the willingness to buy (range from 0 to 100) to represent the utility level.
- Each independent variable is a dummy variable, which equals one when the product for a particular question equal has the accordingly particular value. For example, in Q6 of the questionnaire, the product has a price of 9.99$, then the $Price2_{ij}$ in the regression will equal to 1, Whereas $Price1_{ij}$, $Price3_{ij}$ to $Price5_{ij}$ will equal to 0. For each type of attribute, we omit one dummy to avoid collinearity problems.
- Here i represents individual and j represents product.
- e_{ij}: the error term for each regression

Result

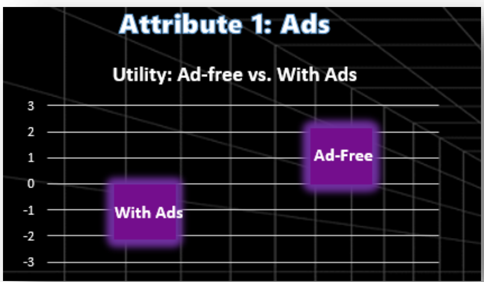
The coefficient of each dummy represents the utility level of each attribute, and here is the result.

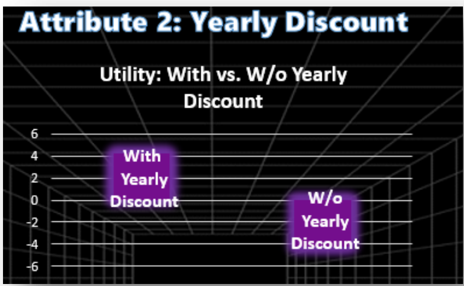
We can observe that most of the regression results are consistent with our previous analysis.

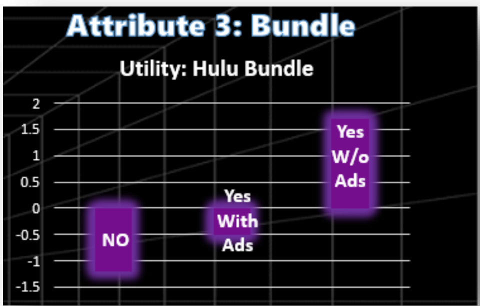
- Most customers prefer **no ads**
- The **cheaper** the price, the higher the utility
- Most people prefer **bundling**
- And most people prefer a **yearly discount**

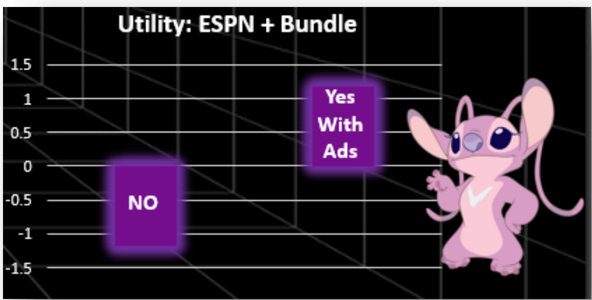
Reflection

Since the regression result shows the average effect among the population. For different people, their preferences may be different, which create further space for market segmentations.









From the above, we know that the existing Disney + users generally prefer the attributes of ad-free, with yearly discount, and bundling plan without ads, which conform to our proposed pricing mechanism before. First, since many existing users have a higher preference for ad-free services. It is practical for Disney + to increase the price of ad-free service since these users have a high WTP and user stickiness for this service. Besides, the service differentiation of the ad-supported tier can effectively attract entry-level users while capturing value from advertisers. Second, many existing users have a higher preference for yearly discounts. It is feasible for Disney + to provide limited yearly discounts to further enhance the segmented pricing and provide rewards to retain user loyalty. The limited yearly discount can also serve as an attractive incentive to encourage entry-level users with great watching experience to convert to loyal users. Lastly, since many existing users prefer service bundling without ads, providing different bundle sets can further enhance segmented pricing and capture values from different customer segments.

4. Effect Analysis

4.1 Revenue Estimation

Since one of the most important purposes of Disney +'s new pricing structure is to solve the problem of its financial loss, we estimated Disney +'s revenue after price change by combining both Secondary (i.e., Internet resources) and Primary (i.e., Conjoint analysis survey) research results. For simplicity, we did not consider the bundle situation since Hulu and ESPN + are not our project focus. Before the price change, the global user base of Disney + reached 152.1 M in 2022 Q3, the monthly subscription ($7.99/month & ad-free) share is 80% while the yearly subscription ($79.99/year & ad-free) share is 20% (Ruby, 2022). Only two user segments are included before the change. Since six-month is a threshold that differentiates loyal and entry-level users, we assumed the average monthly subscriber retention time to be three months. Given the information above, it is easy to calculate the yearly revenue of Disney + before the price change:

Yearly Revenue = 152.1 M * 80% * $7.99/month *3 months + 152.1 M * 20% * $79.99/year

= **$5,349,965,400** /year (without advertising revenue)

Since the user base still increased after the policy was announced, we assumed that the user base would remain unchanged after the price change for simplicity (to project a bottom-line revenue). After the price change, there are three user segments: Monthly subscription with-ad ($7.99/month), monthly subscription & ad-free ($10.99/month), and yearly subscription & ad-free ($109.99/year). We assumed that users who paid for the yearly bill before the price change would continue to buy the yearly discount. Thus, the yearly subscription remains at 20%. According to our Conjoint analysis results, 80% of users are more willing to pay for the premium ad-free service. Thus, we assumed that 80% * 80% = 64% of users will buy the monthly ad-free premium service ($10.99/month) while 16% of users will pay for the monthly with-ads basic service ($7.99/month). The average monthly subscriber retention time is still three months. Thus, the new yearly revenue after the price change is projected to be:

Yearly Revenue =152.1 M * 16% * $7.99/month * 3 months + 152.1 M * 64% * $10.99/month * 3 months + 152.1 M * $109.99 * 20% = **$7,138,661,400** /year

Since Disney + has added the ad-supported tier, it can also generate great revenue from advertisers. According to Disney, more than 100 advertisers have already signed up to sponsor Disney's new ad-supported tier (Lafayette, 2022). Thus, we assumed there would be 120 advertisers at first. Disney set the basic advertising exposure price at $50 /Cost Per Thousand Impressions (CPM). Given the information, we calculated the advertising revenue for exposure:

Advertising Revenue (CPM as an example) = (152.1 M *16% / 1000) * $50 * 120 = **$146, 016, 000**

The generated revenue is about a quarter of the yearly revenue of the basic with-ad segment ($7.99/month). We believe the advertising revenue can be more and become the profit center for this segment for the following reasons:

1) We only calculated CPM (i.e., the costs for advertisers to expose their product advertisement to the media users) for reference. However, if viewers click the ads on Disney + or buy the products by clicking these ads, advertisers need to pay more for Disney +, which can be measured by Cost Per Click (CPC) and Cost Per Action (CPA). Thus, more measurements should be considered in the revenue projection.
2) We only considered the current number of advertisers, more of them may stream in in the future.
3) We only referred to the bottom line of the CPM calculation. According to Disney's official declaration, $50 is a price bottom without audience differentiation (Taiwan Publisher Group). Advertisers need to pay more for the advanced services if they want to target different customer segments with different characteristics.

From above, we believe that Disney + can generate more revenue after the price change.

4.2 Social Response

People always respond negatively to price increases without content improvement, though loyal users still pay the bill after criticizing the price change. Since Disney + users need to pay $3 more per month to enjoy the ad-free watching experience, we would like to identify the exact attitudes of Disney + users regarding the price change. We first went through the comments below YouTube videos about Disney +'s new pricing policy. Most comments are hesitant or indifferent, with some disappointed or strongly negative comments. The main pain points we have identified are inconsistent content improvement with the price change and the much higher costs they need to spend yearly to ensure a smooth watching experience. We further analyzed the user response by conducting text mining on R to generate the top 10 frequently mentioned texts about Disney +'s price change and differentiate their sentiment from YouTube and Twitter. The generated results showed that many users responded negatively to the price change:

```
> ##
> # # A tibble: 10 × 3
##    word          sentiment      n
##    <chr>         <chr>        <int
##  1 ads           neutral       58
##  2 top           positive      49
##  3 expensive     negative      33
##  4 shit          negative      20
##  5 damn          negative      19
##  6 bad           negative      18
##  7 bitch         negative      16
##  8 unfavorable   negative      16
##  9 trouble       negative      13
## 10 unaffordable  negative      12
```

Though the price change can generate more revenue for Disney +, Disney needs to consider the social response and develop corresponding strategies to better overcome the challenges of consumer loss.

5. Future Directions

After Disney +'s price change announcement, Netflix also announced to have an ad-supported plan at $6.99 per month in November, which reflects Netflix's determination to maintain the market share after rapid consumer loss in previous seasons. Besides, the ad-supported plan is not a new trial since HBO Max and Peacock have also launched cheaper options with ads before. Except for ad differentiation, they also use resolution ratio and content number to enhance segmented pricing. HBO Max provides basic service at $10 per month (with-ads, no 4K) and premium service at $15 per month (ad-free + 4K). Peacock even has free service with ads at a smaller content selection to provide trials and attract newbies. It provides an ad-supported tier with full content at $4.99 per month and another ad-free tier with downloadable content at $9.99 per month. From here, we know that adding cheaper options with ads has become increasingly popular among streaming media services. This may become a price signal that induces a new round of price war among streaming media services in the future. From the above, we also know that pricing is not the only factor Disney should consider. The increased price should be justified by better user experiences and more influential promotion appeals of Disney's content.

To increase market share and retain loyal users, Disney + should provide higher-quality original content and improve the brand image in the future to justify the higher price and retain user preference. As for product improvement, Disney + can launch more original content like Hamilton, ZooTopia + TV series, and Disenchanted (Fashion Rewind of Disney's princess series). Meanwhile, it is significant for Disney + to seek solutions to high content production and programming costs. It is also practical for Disney + to launch exciting campaigns while making good use of ‘Nostalgia marketing’. For example, Disney + launched a ‘Feels Like Home’ campaign to celebrate its three-year anniversary. The campaign promotes a nostalgia video in which people can see many familiar Disney + faces, reminding their preferences for these vivid and attractive animate characters.

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Appendix 1

Conjoint Analysis Questionnaire

Q1. Which country are you living in now?

- US
- Canada
- Others

Q2. What is your gender?

- Female
- Male
- Prefer not to say

Q3. What is your age?

- under 18
- 18 – 24
- 25 – 34
- 35 and above

In the following 11 questions, you will need to rate your willingness to buy for each product that ranges from 0 to 100. (0 means not want to buy at all, 100 means definitely want to buy).

Introduction of the product mentioned below in case you are not familiar with them :)

Disney+: Disney+ is an American subscription video-on-demand over-the-top streaming service owned and operated by the Media and Entertainment Distribution division of The Walt Disney Company. The service primarily distributes films and television series produced by The Walt Disney Studios and Walt Disney Television, with dedicated content hubs for the brands Disney, Pixar, Marvel, Star Wars, and National Geographic, as well as Star in some regions. Original films and television series are also distributed on Disney+.

Hulu: Hulu is an American subscription streaming service majority-owned by The Walt Disney Company. It offers a library of films and television series like 20th Century Studios, Searchlight Pictures, Disney Television Studios, ABC, Freeform, A&E Networks, and FX Networks among others, as well as Hulu original programming.

ESPN+: ESPN+ is an American over-the-top subscription video streaming service available in the United States. It is one of Disney's three flagship subscription streaming brands in the United States, alongside Disney+ and Hulu, and operates using the technology of Disney subsidiary BAMTech, now known as Disney Streaming Services.

Q4

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ monthly basic plan (With ads, $7.99/month, yearly discount not available).

Q5

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ monthly premium plan (Ads-free, $10.99/month, yearly discount available [27% discount, $109.99/year]).

Q6

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ monthly basic plan bundled with Hulu (With ads, $9.99/month, yearly discount not available).

Q7

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ monthly basic plan bundled with Hulu and ESPN+ (With ads, $12.99/month, yearly discount not available).

Q8

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ legacy plan bundled with Hulu and ESPN+ (With ads in Hulu and ESPN+, Ads-free in Disney +, $14.99/month, yearly discount not available).

Q9

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ premium plan bundled with Hulu and ESPN+ (With ads in ESPN+, Ads-free in Disney + and Hulu, $19.99/month, yearly discount not available).

Q10

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ premium plan bundled with Hulu and ESPN+ (With ads in ESPN+, Ads-free in Disney + and Hulu, $19.99/month, yearly discount not available).

Q11

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ premium plan bundled with Hulu and ESPN+ (With ads in ESPN+, Ads-free in Disney + and Hulu, $19.99/month, yearly discount not available).

Q12

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ monthly basic plan (With ads, $7.99/month, yearly discount available).

Q13

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ monthly premium plan (Ads-free, $10.99/month, yearly discount unavailable).

Q14

Please state your willingness to buy (range 0 - 100) of the product:

Disney+ monthly basic plan bundled with Hulu and ESPN+ (With ads, $14.99/month, yearly discount not available).