



WALT DISNEY World.®

INSIDE  
OUT

**Separation Anxiety**

**Launch/Communication Plan**

**INSIDE  
OUT**

**Separation Anxiety**

**Situation Analysis**

## **Project Purpose:**

Develop a launch plan for “Inside Out: Separation Anxiety,” a new attraction at Walt Disney World’s EPCOT that upholds the park’s theme of entertainment that also educates.

## **Disney Parks and Resorts – Current Projects**

Walt Disney World resort is in the construction phase of:

**Pandora: The World of “Avatar” (Disney’s Animal Kingdom):** Walt Disney Imagineers plan to bring recognizable landmarks from the blockbuster hit “Avatar,” such as Pandora’s floating mountains, into the park. The project features two major rides: “Flight of Passage,” which will allow guests to feel as if they are soaring on Banshees, one of Pandora’s native animals, and “The Na’Vi River Journey,” a boat ride that will send guests down the bioluminescent river featured in the film. Disney placed the land’s opening date in late 2017.

Walt Disney World resort in the planning phase of:

**Star Wars Land (Disney’s Hollywood Studios):** Based on the popularity of “Star Wars: The Force Awakens,” and designed to capitalize on the expanding Star Wars universe Disney plans to produce movies in each year for at least the next five years, Star Wars Land will soon be under construction at Disney’s Hollywood Studios. One ride will allow guests to climb into Han Solo’s Millennium Falcon and join a battle with the rebel alliance. The new area will include well-known Star Wars creatures and popular eateries from the films. No dates are set for the opening.

**Toy Story Land (Disney’s Hollywood Studios):** The section will be similar to the Toy Story Land at Walt Disney Studios Paris. The new area will feature an expansion of “Toy Story Mania,” one of the park’s most popular rides, and a new roller coaster that will send riders

hurtling down a track through Toy Story character Slinky the Dog's body. The idea is that guests become the size of a toy upon entering the area, giving them a toy's perspective of the world. No dates are set for the opening.

### **Disney Parks and Resorts – Positioning**

Disney Parks and Resorts Worldwide has a strong hold on the theme park destination market, with the largest market share of theme park visitors around the world. In 2015, 137,902,000 guests visited Disney Parks worldwide, a 2.7 percent increase from 2014. Disney doesn't focus on thrill seekers as much as creating an experience every member of the family can enjoy, and Disney Parks act as a magnet for families because of their constant presence in the zeitgeist. Disney has turned Mickey Mouse into one of the most popular icons in the world, and the company's attractions are designed to appeal to a worldwide audience – making them easier to import to the company's international parks.

Both Universal Parks and Resorts and SeaWorld Parks and Entertainment threaten to take a bigger bite out of Disney's market position, however. Disney's advantage is that it has miles of land to expand on at its Orlando resort, while both Universal and SeaWorld are land-locked – although Universal recently purchased a new parcel of land a few miles south of its established campus. Disney has also moved beyond theme parks to have a hand in family excursions both at sea (Disney Cruise Line) and in other popular vacation destinations (Adventures by Disney). Disney also seeks to cover families at both ends of budget spectrum, with hotels and vacation plans the company designed to reach those looking to stick to a budget and those looking to indulge.

## **Disney Parks and Resorts -- Competitors**

Although a number of amusement park chains operate in the United States, only a few are in direct competition with Disney as vacation destinations, rather than regional amusement parks.

Disney's two main competitors are:

**Universal Parks and Resorts:** Universal Parks and Resorts, a division of Universal Studios, operates parks in Orlando and Hollywood, as well as in Japan and Singapore. Like Disney, Universal targets families, although their attractions are geared more toward older children rather than the younger children Disney attracts. Originally Universal had a portfolio of one-day parks, with nothing more to offer visitors than Universal Studios Florida or Universal Studios Hollywood. However, while Hollywood has remained relatively the same size, new owner Comcast has allocated millions of dollars for expanding Universal Orlando Resort. Universal's biggest threat for Disney comes from The Wizarding World of Harry Potter, which has caused attendance to skyrocket at both Universal Studios Florida and Universal's Islands of Adventure. Disney originally approached Harry Potter author J.K. Rowling about the project, but because they would not cede creative control to Rowling, the author took her property to Universal. Comcast has vowed to add at least one new attraction per year and will launch Universal's first official water park, Volcano Bay, in 2017.

**SeaWorld Parks and Entertainment:** While SeaWorld has yet to become a power player like Disney or Universal in the Orlando market, the company is still a formidable competitor because of its ownership of Busch Gardens in Tampa. SeaWorld also owns parks in San Antonio and San Diego, as well as a Busch Gardens park in Williamsburg, Virginia. SeaWorld can command a day of a family's vacation, and the addition of Aquatica, SeaWorld's water park, and Discovery Cove, SeaWorld's private animal encounter, could make it a

destination for those fascinated with animals. Busch Gardens offers a number of thrill rides that could attract families with older children to leave Orlando for a day.

While SeaWorld is impaired by its three-year struggle with the documentary “Blackfish,” new CEO Joel Manby has introduced plans to focus on the park’s thrill rides. As Manby moves to replace theatrical animal shows with more natural animal encounters, SeaWorld could draw in families and animal activists in a manner it hasn’t before, potentially turning SeaWorld into a bigger player across the country.

### **Disney Parks and Resorts – Current Audiences**

**Demographics:** Disney wants to appeal to the entire family, but the kids don’t have buying power – so the division has to sell mom and dad on the idea of a Disney vacation. The target gender is mainly female, although with more females becoming the predominant breadwinners in their household and males staying at home to raise the kids, males are becoming more of a target audience. Advertising reaches not only to parents in their 30s and 40s, but also to grandparents – a demographic that may have more money to spend on a Disney vacation. Because the concept of a “Disney vacation” is ubiquitous among families, income isn’t necessarily a barrier to a Disney vacation. The company emphasizes its cheaper vacation packages that involve stays at its value resorts

**Geographics:** Disney appeals to a worldwide audience, as the idea of a Disney vacation is a universal concept – it’s the same in any language, although Disney does adapt its parks to meet the cultural standards of the countries it operates in. For its Walt Disney World property, Disney aims not only for families in North America, but also for visitors for central and southern America – in particular, Peru and Brazil. Tourists from the United Kingdom are an important

audience in the fall; however, Brexit, a slowing South American economy and the Olympics have all had an effect on attendance in the last few months.

**Psychographics:** Disney’s advertising and public relations outreach appeals to a sense of nostalgia, so those within the organization’s target audience include tourists who have fond memories of family vacations and want to create new memories with their families. The brand’s marketing also makes an appeal to the kid in every adult, promising them the opportunity to regain a bit of their childhood, even if just for a week.

### **“Inside Out: Separation Anxiety” attraction description**

“Inside Out: Separation Anxiety” serves as a renovation to EPCOT’s Imagination pavilion. A brief description of the two new pavilion experiences follows:

(1) “Inside Out: Separation Anxiety,” a new E-ticket dark ride featuring Kuka robotic technology similar to Universal Orlando's Harry Potter and the Forbidden Journey. Guests are "shrunk" and ride in Kuka vehicles through the brain of the film's main character Riley as she prepares to leave home for summer camp – throwing the emotions in her head into disarray.

(2) “Inside Out: Playground of the Mind,” an exhibit that allows guests to interact with the emotions (Joy, Sadness, Disgust, Fear and Rage) and venture through a life-sized version of the brain. The dark ride empties into this exhibit.

A gift shop and quick service food booth will also accompany the renovation.

## Disney Parks & Resorts Worldwide SWOT Analysis

<b>Strengths</b> <ol style="list-style-type: none"><li>1. Disney controls the market on family destinations, with a name known around the world.</li><li>2. The brands it has access to, including Marvel and Pixar, provide numerous opportunities for corporate synergy and can help Disney remain relevant for decades to come.</li><li>3. The sheer size of the organization means a good deal of brainpower goes into every attraction to ensure it's a top quality experience.</li></ol>	<b>Weaknesses</b> <ol style="list-style-type: none"><li>1. While Disney appeals to the entire family, families with older kids may consider some of Disney's developing competitors as alternative vacation destinations.</li><li>2. The size and scale of its projects means construction takes years, with projects announced now not scheduled to open until at least 2020.</li><li>3. Disney's worldwide presence means it has to deal with bureaucratic red tape when building new projects.</li></ol>
<b>Opportunities</b> <ol style="list-style-type: none"><li>1. Disney has plenty of room to expand, with miles of land purchased that could provide the company with space for decades to come.</li><li>2. Disney's divisions can work together to construct rides that reflect two of Disney's goals: imaginative family entertainment and extension of popular brand characters.</li></ol>	<b>Threats</b> <ol style="list-style-type: none"><li>1. Slightly declining tourism and substantial money tied up in Disney's Shanghai Resort have both taken a toll on the division, leading to reduced hours to save money.</li><li>2. New attractions from competitors like Universal Orlando and, to a lesser extent, SeaWorld mean tourists are pulled away to other destinations for a day or two of their vacations.</li></ol>



## Imagination Pavilion Renovation – Inside Out SWOT Analysis

<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. The Inside Out renovation of the Imagination pavilion turns a section of Epcot that doesn't see high traffic into a new attraction that can lessen the burden on popular attractions such as "Soarin' Around the World" and "Test Track."</li> <li>2. The ride combines Disney synergy with Epcot's goal of developing entertainment that also educates.</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. The concept is not based on an original idea, further turning Epcot into an extension of the overall Disney brand rather than the futuristic "city of tomorrow" it was originally planned as.</li> <li>2. The project includes highly advanced technology that gave Universal Orlando trouble when it first opened "Harry Potter and the Forbidden Journey."</li> <li>3. Because Disney is involved in several big projects right now, construction resources for this renovation may be limited for a good deal of time.</li> </ol>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Inside Out is a highly beloved Pixar film, hailed as a new classic by critics and the winner of an Oscar for Best Animated Picture. Placing the Inside Out name on an attraction will be a draw for families.</li> <li>2. In combination with Epcot's new "Frozen Ever After" attraction, Inside Out can increase attendance at Epcot and justify further renovations of the park, such as new pavilions within Epcot's World Showcase.</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Those who are concerned with Disney moving away from original concepts to synergistic concepts may feel as if Disney is betraying them – especially since "Journey Into Your Imagination" has a cult following.</li> <li>2. As Universal Orlando looks to build attractions based on Nintendo, a family-friendly property, the competition for families with younger children could grow even hotter during the next five years.</li> </ol>

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**Goals & Objectives**

**Goal:** To establish the new “Inside Out” ride and interactive experience as exciting additions to the Disney Parks family, specifically EPCOT, in keeping with the park’s interlocking themes of entertainment and education through cutting-edge technology

**Objective 1:** To secure coverage focused on our key messages concerning the attraction in 40 percent of the earned media outlets our primary audience follows by the quarter ending September 30

**Objective 2:** To increase positive, on-brand discussion of EPCOT on social media platforms by 40 percent for the quarter ending September 30

**Objective 3:** To increase EPCOT attendance among our target audiences, with “Inside Out” as one of the reasons for their visit, by 30 percent by the quarter ending September 30

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**Strategies**

## **Key Messages**

--“Inside Out: Separation Anxiety” features brand new ride technology for Disney Parks

--“Inside Out: Separation Anxiety” brings riders closer to beloved characters

## **Message Content Strategies**

--Emphasize “Inside Out: Separation Anxiety”’s combination of popular characters and settings from the Disney/Pixar film with a brand-new story that can’t be seen anywhere outside Epcot in both traditional and digital media

--Feature the main characters of “Inside Out” (Joy, Anger, Fear, Sadness and Disgust) in promotional materials to connect the attraction to popular, recognizable characters

--Promote the ride’s newly-enhanced KUKA robotic arm technology in both traditional and digital media

## **Message Delivery Strategies**

---Reach out to and engage with both thought leaders and key Disney audiences on social media to drive discussion of “Inside Out” across shared platforms.

--Encourage active involvement through live events that allow fans to interact with each other both in-person and on social media

--Engage traditional and digital media representatives through news conferences and demonstrations of the technology at work both on “Inside Out: Separation Anxiety” and during the live promotional event.