

**Case Name**

Disney Cruises

**Theory**

Brand Marketing; Experience Marketing

**Key words**

Disney IP; Teenagers; Family travelers

**Background Information**

In the global cruise industry, other than the cruise lines such as Carnival and the Royal Caribbean, etc., there is another one that goes unnoticed-the Disney Cruise Line. Besides the segments of Disney Parks, Experiences and Consumer Products, Disney's cruise business has been growing rapidly and occupied a more important position in the global cruise market. Disney Cruise Line consists of four cruise ships stationed in North American and European ports and has the advantages of themed design, experience programs and service quality. Disney Cruise has its own characteristics in creating luxury cruise ships and that is to target the market of teenagers and family visitors. Compared to other luxury cruises, Disney Cruises take great advantage of its own world unique super IP to attract guests. Merging the cartoon characters with various activities, those unique IPs can extend shopping by guests and increase more income, for example, Mickey Mouse's interacting with guests in restaurants, building magical wonderland-themed restaurants and participating in various shows and activities. In the meanwhile, different activities are prepared for different groups of guests according to their ages, such as Oceaneer Club and Oceaneer Lab offer games and experiments for 3–10-year-olds, Edge offers an interactive play space for 11-14-year-olds and Teens-only Vibe Club offers networking, music and other social activities for 14-year-olds and above. With more and more luxury cruise lines entering the competitive market, Disney launched the innovative marketing programme on top of its own advantages and that is to release creative marketing videos on official platforms and had attracted great attention.

**Marketing Strategy**

In 2019, The Walt Disney Company released a creative marketing video on its official platform. It captures the life of one day on a Disney cruise ship from the perspective of a child, Billy. In just 90 seconds, it showed the exterior of the cruise ship, the four different types of staterooms including interior staterooms, ocean view staterooms, veranda staterooms and family suites along with the other facilities such as deck skydiving, star cinema, buffet restaurant, spa, space surfing, open-air pool, private island, masquerade ball, cosplay of "Pirates of the Caribbean", ocean fireworks show and special items. At the same time, many classic Disney characters such as "Snow White", "Beauty and the Beast" and "Mickey Mouse and Donald Duck" run through all the activities. It not only reinforced the brand of Disney but presented the unique charm of the Disney Cruise Line. The Disney Cruise is a unique experience. In the end, the journey froze in a sketch by Billy and expressed the desire for a Disney cruise.

**Outcomes**

With only four ships by 2021, Disney Cruise Line was able to generate \$1.6 billion in revenue and \$400 million in net profit in fiscal year 2019 and has been called Disney's "invisible moneymaker".

**Implications & Challenges**

Disney's marketing strategy is to brand Disney as the icon of the happiest place in the world. Highly focusing on the feedback and comments by the targeting clients, Disney has provided an emotional connection to the target clients by services and bringing the brand to their life.

Interacting with the target customers in new ways, Disney would respond more to customers and could influence their potential purchasing.

## 案例名称

迪士尼邮轮

## 理论依据

品牌营销;体验营销

## 关键词

迪斯尼 IP, 青少年, 家庭游客

## 背景资料

在全球邮轮行业中，除了嘉年华、皇家加勒比等邮轮品牌外，还有一个不被人注意的品牌——迪士尼邮轮。作为迪士尼公园体验及消费品业务板块中的一部分，迪士尼邮轮业务一直保持持续快速的发展，并在全球邮轮市场中占据越来越重要的地位。迪士尼邮轮业务由驻扎在北美及欧洲港口的四艘邮轮组成，在主题设计、体验项目和服务质量等方面有着巨大的优势。迪士尼邮轮在打造豪华邮轮方面有自己的特点，那就是目标市场定位于青少年及家庭游客。相比其他奢华邮轮，迪士尼邮轮的吸引力很大程度上得益于其拥有的世界独一无二的超级 IP。除了将动画片中的人物形象引入到各种活动中外，这些独特的 IP 还能带动游客在迪士尼邮轮的二次消费，增加收入，比如让米老鼠与在餐厅用餐的客人互动、打造魔法奇缘主题餐厅、参与各种表演活动等等。此外，每个迪士尼邮轮为不同年龄段的消费人群提供了特色活动，比如 Oceaner Club 和 Oceaner Lab 为 3-10 岁孩子提供游戏、实验等项目；Edge 为 11-14 岁孩子提供互动游戏空间；Teens-only Vibe Club 为 14 岁以上青少年提供网络、音乐等各种社交活动。在越来越多的奢华邮轮品牌进入市场相互竞争的情况下，迪士尼公司在其自有优势的基础上发挥创新型的市场营销，在官方平台发布创意营销视频，吸引了广泛的注意。

## 营销策略

2019 年，迪士尼公司在官方平台发布了一段创意营销视频。该视频以儿童 Billy 的视角，记录了四口之家在迪士尼邮轮上的一天。在短短 90 秒内，生动地展现了邮轮的外观、内舱、海景、阳台、家庭套房共 4 种不同房型，还有甲板跳伞、星空影院、自助餐厅、SPA、太空冲浪、露天泳池、私属岛屿、化妆舞会、加勒比海盗扮演、海上烟火秀等邮轮设施及特色项目。同时将“白雪公主”、“美女与野兽”、“米老鼠与唐老鸭”等众多经典迪士尼形象贯穿其中，强化了迪士尼品牌的同时，又展现了迪士尼邮轮的独特魅力。最后将这次旅程定格于 Billy 的一副简笔画中，表达了对迪士尼邮轮之旅的向往。

## 成果

在 2019 财年，迪士尼邮轮公司创下了 16 亿美元的营收和 4 亿美元的净利润，被称之为迪士尼的“隐形摇钱树”。

## 反思与挑战

迪士尼的营销策略是将迪士尼的品牌树立成为世界上最快乐的地方的象征。高度关注目标客群的感受以及评价，通过服务为目标客户提供情感联系，将品牌带入生活。品牌以新方式与目标客群互动，能够更积极地回应和影响他们潜在的购买行动。

Disney's Cruise photos:



Figure 1. Disney's super Ip interact with children on cruise I.  
(<https://www.jiemian.com/article/8430739.html>)



Figure 2. Disney's super Ip interact with children on cruise II.  
([https://www.sohu.com/a/160590541\\_395923?sec=wd](https://www.sohu.com/a/160590541_395923?sec=wd))

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