Disney Cruise Line: Marketing Plan

Mkt 451-03

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4/15/2014
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- Expand services by adding new ports
- Become the global leader in family entertainment within the cruise industry
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Executive Summary

Disney Cruise Line is looking to expand and improve its business. Therefore, the firm has three main goals it hopes to achieve; expand services by adding new ports, become the global leader in family entertainment within the cruise industry, and increase brand awareness. The firm will add one new port every two years over the course of the next 20 years to reach its expansion goal. Disney Cruise Line will become the leader in family entertainment by providing superior customer service, state of the art facilities, and unforgettable experiences. The organization will increase brand awareness by running 30 second, primetime television commercials including discounts and promotional packages. This will increase the firm’s customer base, therefore; the brand name will spread through word of mouth. The specifics of how these goals will be achieved are discussed in later sections.

Situational Analysis

For over 90 years, Disney has been adding magic to the lives of people everywhere. It all started in 1923 when Walt Disney signed a contract to create a comedy series. Back then, it was known as The Disney Brothers Studio. In 1937, Disney’s first feature-length animated film, Snow White and the Seven Dwarfs, premiered. As Disney grew in popularity, theme parks were built; Disneyland in 1955 and Walt Disney World in 1971. These attractions continued to grow, causing the Disney brand as a whole to advance exponentially. Movies were continuously produced with the spark of Disney magic, resulting in kids of all ages falling in love with Disney. Finally, in 1998, Disney took to the high seas with the inaugural cruise of the Disney Magic cruise ship. The following year, the Disney Wonder also set sail. Now there are four ships that take guests to many different magical destinations. These places include the Bahamas, the Caribbean, Alaska, Disney’s private island Castaway Cay, and many other locations. The Disney
Cruise Line vessels include pools, entertainment for kids and adults, dining facilities, shopping and the experience of a lifetime.

*Company Mission Statement*

The Disney Cruise Line aims to create great experiences for all of its customers--mirroring the overall intentions of the Disney brand--as shown in the Disney mission statement.

"The mission of The Walt Disney Company is to be one of the world's leading producers and providers of entertainment and information. Using our portfolio of brands to differentiate our content, services and consumer products, we seek to develop the most creative, innovative and profitable entertainment experiences and related products in the world."

Having a strategic plan is imperative, especially in the travel and cruise industry, to differentiate a company and brand from others and gain loyal customers. In order to be the most creative, innovative, and profitable entertainment experience, the Disney Cruise Line plans to meet the needs of several target markets. The firm will do so through the implementation of new cruise routes, expanding the number of activities available for guests, and using innovative cruise technology that both reduces costs and adds to the Disney experience. The implementation of these is directly in line with the goals of the Disney Cruise Line. Being under the Disney brand, the Disney Cruise Line has aggressive marketing goals to gain customers and profit. The marketing goals of the Disney Cruise Line are to increase the number of ports accessed by Disney cruise ships, be the number one cruise line in the industry through innovation and creativity, and increase brand awareness.

*SWOT Analysis*
A SWOT analysis of the cruise line reveals that while the company has many strengths, there is also room for growth. One of the greatest strengths of the Disney Cruise Line is the Disney brand. Disney’s global recognition helps set a standard of quality and fun for all ages with the “most creative, innovative and profitable entertainment experiences.” The Disney Cruise Line is also the only means of accessing Disney’s private island, Castaway Cay.

The biggest weakness of the business sector is the limited entertainment options for adults on the cruise ships. On a Disney cruise, especially compared to other cruise lines, there are a limited number of adult-only activities since their strategy is more child-focused. Most of the cruise line is dedicated to family activities such as Disney character shows, family pools, deck parties with the Disney characters, movies and more. Some of the adult-only activities include a fitness center, a pool, a spa, dining and the Disney character show.

There are ample opportunities for growth in the cruise industry. Only 20 percent of U.S. adults have ever taken a cruise vacation. According to the Cruise Lines International Association, the growth of the cruise business is regarded as “the fastest growing segment of the travel industry – achieving more than 2,100 percent growth since 1970. At this time, an estimated 500,000 people took a cruise vacation. Field estimates state 13.5 million people took a cruise vacation in 2009”. Disney could offer shorter, low cost cruises to help reach the untapped market or attempt to better inform a new target market and/or segment.

Threats for this business unit include direct competitors, such as Carnival and Royal Caribbean cruises. Indirect competitors, such as other types of vacations, are also threatening because a consumer could easily choose another type of “getaway” over a cruise. Another uncontrollable threat is bad weather that may cause rough seas, which could leave cruise ships unable to depart or, at worst, risk capsizing at sea.
Disney Cruise Line has several main competitors in the industry, one being Carnival. Carnival cruises, though not specifically targeted at children like Disney Cruise Line, has the strength of several different types of cruise packages offered to their varied customers. Carnival is also one of the world’s largest cruise operators with 11 of the most recognizable brand names, giving it an advantage in the travel industry.

Carnival is known to many customers for their poor food and staff services--major weaknesses when trying to convince people to choose its cruises over another company’s offerings. According to several reviews, the staff was either exceptional or horrible. They have also received fewer bookings due to the 2013 crash in Italy.

There are many opportunities that Carnival could attempt to take advantage of. As they reach retirement, Carnival could easily extend a marketing campaign to the huge market of baby boomers. Trends in the cruise industry have shifted toward the 45-60 age group, giving Carnival an advantage since this is the group they cater to most. As this population grows, Carnival can offer them the best prices and encourage this age group to choose their offerings.

Carnival has the same type of threats as the Disney Cruise Line, including weather, other cruise lines, and other vacationing or travel options. Carnival is also threatened by Disney’s family friendly cruises. Similar to their weaknesses, they have been threatened by bad press from the Italy crash in 2013 and have been affected by other various accidents involving people falling overboard, giving them a bad reputation among travelers.

**Target Markets**

The Disney Cruise Line has several target markets that include young couples and young families. The types of entertainment and performances they have appeal to a younger crowd, whereas older couples would probably choose another cruise line. Children already know and
love Disney from its movies and theme parks, which makes it ideal for them to spend time on a cruise with Disney characters they know and entertainment aimed at their age group. There are also some attractions for young couples or couples who want some time away from the kids on board. For adults, alcoholic beverages, spa treatments, fitness facilities and other adult-only activities are offered.

The “product” has many uses that depend on the traveler. There are different activities and entertainment that people can choose to do or watch, which mainly depends on what the couple or family enjoys most. The Disney Cruise Line tries to cater to many interests in order to make the trip enjoyable for everyone on board.

Disney Cruise Line does have a big focus on both consumers and influencers. For consumers, they have commercials and advertisements that show couples or families having the time of their lives while growing closer together--which is something that every consumer wants. There is also a focus on influencers because they appeal to children by showing them characters they could meet while on board and fun activities they could be doing while trying to convince them to ask their parents to take a cruise with Disney.

Factors that Impact the Buying Decision

There are many factors that come into play when making a buying decision for a cruise. A cruise is a product that is of higher involvement; therefore, consumers will do their research before making an informed decision. There is a lot of competition in the cruise line and travel market, like Royal Caribbean, Carnival and many others. The Disney Cruise Line stands out from the rest because of the overall company brand that is well known and established and because of the people the organization targets. While many other cruise lines don’t have a
distinct image from others--to many consumers, which cruise line does not make much of a difference--Disney has managed to stand out.

The firm addresses the consumer decision making process by having commercials that are aimed at convincing consumers to buy. They show a whole family having a good time, with the adults having time to relax and the kids doing fun activities on board and playing with Disney characters. The company shows that taking a cruise with Disney is necessary to relax and bring their family together. They show how the purchase is worth their time and provides significant value to the customer.

*Product and Brand Strategy*

As mentioned, Disney has a unique product and brand that helps it to differentiate itself from the rest of the market. The Disney Cruise Line offers a variety of different ships that sail all over the world. By offering a variety of different destinations including Europe, the Panama Canal, the Caribbean, Alaska and the Pacific Coast, the Bahamas and Transatlantic destinations, Disney is able to reach potential customers in many different locations with varying interests because of their wide variety of choices. With such a well-known name worldwide, The Walt Disney Company is able to offer something that competitors cannot.

They have four different types of ships, two of which were added in recent years. The Disney Magic and Disney Wonder are the two older of the four ships and each hold a total of 2,400 passengers. The Disney Dream and Disney Fantasy are the newer ships, and each holds 4,100 passengers. Through brand recognition, the Disney Cruise Line uses The Walt Disney Company name to lead them because potential customers know what they are going to get from Disney--a positive and high quality experience. With Disney characters that have been around
for decades, the familiar faces and family friendly atmosphere provides a fun vacation experience for all ages.

The product life cycle and BCG matrix for the cruise industry is essential for the Disney Cruise Line to analyze what sort of product they have and what marketing should be done to maintain success. Cruise liner, luxury passenger trips have been around well over a hundred years, but it wasn’t until the mid-1900’s that they started to become commercialized and an affordable luxury for the majority of individuals. Disney entered this market in the later stages, not introducing their own ship until the late 1990’s. Carnival on the other hand, was founded back in 1972, so they have had the opportunity to learn and explore the cruise line market far before Disney. Because of this, cruise liner trips seem to be in the middle of the maturity stage of the product life cycle--shown by advertising aimed at reminding customers of what the Disney Cruise Line has to offer and efforts to reach the early and late majorities.

With increased competition and technology rapidly expanding, luxury cruise liners seem to be coming out with new ideas and inventions consistently to further diversify themselves and encourage travelers to keep coming back. From casinos to basketball courts, these large, luxury cruise liners are not showing signs of slowing down. The increasingly affordable prices of cruises are attractive to individuals of all economic statuses.

On the BCG matrix, the Disney Cruise Line currently holds only about 3 to 3.5 percent of the total cruise line market share. This would be put them in the “question mark” stage of the BCG matrix because although they have low market share of the cruise line industry, Disney is knows that market still has high growth. The total worldwide cruise industry is estimated at $37.1 billion in 2014, which is an increase of 2.3 percent from 2013. Although about 3 percent is not a large portion of the market, Disney’s recent release of the two new cruise liners in the past
couple years shows its recognition of the value of a growing industry and that it is continually trying to capture a greater sector of the market.

Communication Methods

The Disney Cruise Line uses many forms of communication in order to reach its audience. The primary goal of this communication is to convey information regarding their offerings, which will hopefully lead to sales. Disney has a large presence in the television industry. With equity in A&E, Hulu and Fusion, as well as ownership of ABC, Disney, and ESPN television networks, commercials are one of Disney Cruise Line’s main modes of communication. ABC and Disney also have radio channels through which promotions are advertised. The innovators, early adopters and opinion leaders have also been significant in the success of this product. If these individuals go on a cruise and have a great time, they speak with others leading the early majority, the late majority and the laggards, who will soon follow.

In addition to television, Disney Cruise Line also uses radio commercials to communicate information to their audience. The majority of the company’s advertisements feature a special or deal that Disney wants to bring to the consumer’s attention. The firm also uses online advertisements in order to convey similar messages to what is in their commercials. Recently, Disney began in depth research in order to determine which online advertisements are the most profitable for the company. This research measures typical eye movements when glancing at a computer screen, as well as which advertisements lead to the most clicks. Analysts have found that banner advertisements placed on the side of the screen tend to attract more adults to book a cruise. On the other hand, interactive advertisements placed on a website tend to attract the attention of children, which does not always translate to a sale or booked cruise.
In addition to its online advertising, Disney Cruise Line uses other forms of online communication to reach its target market, such as various social media platforms. With Facebook, Disney Cruise Line is able to post pictures, promote any specials and interact with potential travelers. The firm has joined Twitter as another way to transmit information. Both of these mediums of interchange allow the company to respond directly to individuals and answer all inquiries. Social media has become a very popular way to express information pertaining to the Disney Cruise Line.

Another major form of online communication utilized by the organization is the official Disney Cruise Line website, which is linked to the main Disney page. On this page, the company advertises everything that is happening with its cruises and allows customers to conveniently book tickets. Furthermore, the website helps to transmit information by giving individuals the opportunity to sign up for email updates. These updates typically include notifications regarding sales, as well as upcoming cruises available for purchase.

Product Distribution

A few main distribution channels are used to disperse Disney Cruise Line, including both direct and indirect channels. These methods include the Disney website and travel agents. With Disney’s website being a direct channel, the organization is able to easily communicate with the end user. Since travel agents are the indirect channel to the consumer, Disney communicates with travel consultants. These agents also stay up-to-date on all of Disney’s current promotions so that they can make consumers aware of the most optimal packages.

The Disney Cruise Line currently exercises several meaningful modes of communication and channels of distribution. However, there is one other strategy the organization could use: prizes and giveaways at events such as state fairs and amusements parks. The interests of
individuals that visit these places are similar to those of persons that would go on a cruise for vacation; travelers, and adventure and adrenaline seekers. Therefore, if a family or a group of friends were to win a discounted or free trip through Disney Cruise Line, they would be inclined to take advantage of the offer and let their family and friends know about the positive experiences they had with Disney after the trip.

**Goals**

Disney will start expanding their services by adding one new port every two years over the course of the next 20 years. In order to ensure that the ports are aiding Disney, profitability will be assessed on a quarterly basis for the first five years of their existence. Then, revenue will be tracked on an annual basis. Specifically, Disney Cruise Line has proposed a new objective to be accomplished by 2015: to launch several new cruises from ports around the world. The new cruise locations include the Bahamas, Mediterranean, Caribbean, a Panama Canal crossing, Alaska, Norwegian Fjord sailings, Northern Europe and transatlantic sailing. The addition of these new cruises will expand the product line of the Disney Cruise Line.

Disney Cruise Line will become the global leader in family entertainment within the cruise industry by being innovative and creative, while providing a unique Disney experience on each of their cruises. In order to make sure this goal is achieved, an analysis of the cruise industry should be run at the end of every year. This will provide benchmarks for the cruise line and help Disney measure their progress on an annual basis. Through innovation, Disney plans to provide the most unique family cruise experience available. For example, Disney was the first cruise ship to have a fireworks display while at sea, they implemented inside staterooms with a magical porthole that displays a live feed of the view outside of the ship. Innovations such as
these are only the beginning, and the Disney Cruise Line hopes to continue its innovations to remain at the top of the industry.

As a part of Disney, another goal of the Disney Cruise Line is to increase brand awareness to be one of the top ten most valued brands by 2020. Disney is the 17th most valuable brand in the world, but there is still room for the brand to grow. Increasing brand awareness is an effective means of spreading a brand to all corners of the world and have it be successful. Disney has already created a park in France and has begun construction of a park in Shanghai, but the cruise line has an even greater reach with the ships helping create awareness wherever it visits and the word of mouth from its travelers. Disney will have one of the top ten most valuable brands by the year 2020. On a yearly basis, Forbes creates a list of the most valuable brands.

**Strategies**

The Disney Cruise Line has the reputation of being a child-friendly cruise line. It appeals mainly to families with young children, but also provides some attractions for the adults. The target market gets value from the Disney Cruise Line because it provides many attractions for kids and allows them to interact with familiar Disney characters. Children enjoy the events that are specifically aimed at their age group and activities throughout the cruise ensure that a child is never bored. Parents also receive value from taking their child on a Disney cruise because they can do activities and take some time for them while their children are entertained with other fun functions. Also, a cruise provides family bonding time, bringing parents and children closer together.

What sets the Disney Cruise Line apart from others is that they satisfy both the consumer (the parents) and the influencer (the children). While other vacations are often not relaxing for the parents who take care of their children, this cruise allows parents to also pamper themselves
with the availability of babysitting, a spa and age-specific programs. Therefore, this is the primary source of value for the adult segment. However, the source of value significantly varies for the children from that of the adults. The children obtain value from the various entertainment options that are offered such as interacting with Disney characters.

If Disney wanted to expand to another segment, they could offer cruises that are specifically for older couples or for families with older children. They could include offerings such as emphasizing movies and characters that came out when they were children to create memories and nostalgia and offer more mature ways to engage those on the cruise with the Disney brand. For example, they could have older movies playing or have presentations on how the older movies were created and explain what is used now to make the newer movies.

With the target segment of young families, there are similar characteristics of these consumers that Disney caters to and places a focus on. Consumers who choose the Disney Cruise Line are most likely young professionals that make enough money to afford a good vacation and can spend money on things that are not included in the price of the cruise for themselves or their children. They enjoy some time to themselves getting pampered while their children can also have a good time doing activities with other children on board. They tend to value quality family time and high involvement vacationing.

The Disney Cruise Line has been successful because it stands out from other companies. Since Disney already has an established brand--with its theme parks, movies, television, radio and more--the cruise line has to do little marketing to convince people to go on their cruises and stand out from other cruise lines. To many consumers, other cruise lines do not have a distinct image from other competitors--especially to a person who is looking to go on a cruise for the first time or doesn’t know a lot about cruises--while the Disney Cruise Line stands out. Disney’s
core competency is that they are known to be family friendly and entertaining. Many young families may choose the Disney Cruise Line because of their reputation if they do not desire to take the time to do research on other options.

Other than collaboration within the Disney Corporation, the Disney Cruise Line likely does not work many with outside firms because they have to protect their brand and allow few to none to use the privileges and recognition the brand provides. Competitors like Carnival and Royal Caribbean are also large in the travel and cruise industry, but neither is as differentiated as Disney because of their focus on children and young families, as well as the brand reputation and the weight it has, especially with kids.

The primary value that is provided to travelers is the family time and memories created with the Disney characters and activities on board. The Disney Cruise Line utilizes the Disney brand’s core competency of creating a connection with children and families to the characters and their stories. Going on a cruise with the characters helps strengthen positive feelings about the brand and makes travelers more likely to spend their money vacationing with Disney, whether on another cruise, going to the parks in Florida and California, purchasing products or even just going to theaters to see the latest Disney movie. The secondary source of value is one that the competitors also provide and is harder to differentiate. This is the overall cruise experience, including visiting different locations during the time on the ship, interacting with different people and making other unique memories.

The positioning statement of the cruise line is one that is customer-focused: The Disney Cruise Line aims to create value for its customers by providing experiences and lasting memories for every adult and child who travels with the company. Everyone on board has the opportunity to interact with the characters from Disney and get involved in the overall Disney experience.
**Tactics**

Disney Cruise Line has several goals and objectives it aims to accomplish in the future—both short term and long term. First, the organization will add one new port to their list of desirable destinations every two years for the next 20 years. These new locations will include the Bahamas, Mediterranean and Caribbean locations, a Panama Canal crossing, Alaska, Norwegian Fjord sailings, Northern Europe and transatlantic sailing. The firm will achieve this by restructuring activities within the business unit. This will allow executives to make budget cuts and use excess funds to purchase additional vessels needed for these destinations. Disney Cruise Line managers will also maintain close contact with these port officials to ensure smooth and successful operations.

Another goal Disney Cruise Line plans to accomplish within the next few years is to become the global leader in family entertainment within the cruise industry. The organization will carry this out by being innovative and creative, while providing a unique Disney experience on each of their cruises. To be successful in achieving this motive, Disney’s vessels employ superior employees and provide exceptional levels of customer service. Another method the firm plans to use in attaining this ambition is to provide unforgettable experiences such as fireworks displays and Disney character shows. These experiences will allow children and families to create connections with the characters and their stories; therefore, making great memories. The firm sees to it that their travelers have state of the art facilities to enjoy while aboard the vessel.

Disney Cruise Line’s third goal is to increase brand awareness to be one of the top ten most valued brands by 2020. The firm plans to obtain this goal by running 30 second, prime time commercials on Disney, ABC and ESPN networks—all of which are part of Disney’s portfolio. These segments will reach children that watch Disney, teens and young adults that watch ABC
and older generations that watch ESPN. The organization will also run promotions for their cruises to the new port destinations. These discounted packages will attract more consumers to travel these unique routes, who will then talk to their family and friends about what a great time they had on the Disney cruise. Therefore, offering promotions will increase brand awareness through word of mouth. With consumers having more knowledge of the Disney Cruise Line, they will be more apt to take a cruise; this will lead to increased financial capital for the firm. The greater capital the organization has to work with, the easier it will be to access more ports. Furthermore, a larger customer base will help the firm achieve its goal of becoming the global leader in family entertainment within the cruise industry.

**Implementation**

When beginning to implement these strategic goals that the Disney Cruise Line is working toward, it must take the correct steps (figure 1). Many of its goals coincide and work together to achieve a common overall goal of being the world’s leading producer of entertainment. While the Disney Cruise Line alone cannot reach this, it is an important part of their revenue stream if they want to become the global leader in family entertainment since there has been massive growth in the cruise and travel industry--and showing no signs of slowing down. Disney has taken steps and invested their capital wisely by introducing two new ships in the last couple years. This expansion of the industry is a positive sign for shareholders. From January 2010 to April 2014 alone, Disney stock has doubled and almost tripled, which shows the trust the public has in the company.
With increased shareholder value due to the increase of new ships and perceived value, the company will have new cash flow to invest in the cruise line and be able to execute these strategies. The Disney Cruise Line will start by beginning to offer more cruises in areas including the Bahamas, Mediterranean and Caribbean locations, a Panama Canal crossing, Alaska, Norwegian Fjord sailings, Northern Europe and transatlantic sailing. The more locations they can appeal to, while still offering a special Disney experience, the larger target market it can capture—expanding on its 3 percent of the cruise line industry. To achieve Disney’s goal of adding a new port to their list of desirable destinations every two years, they will need marketing research. Disney has been a worldwide company for decades, and has a variety of strategic business units that can provide information to help them segment the cruise line market, and find which ports would be most effective to move to first. Because Disney focuses exclusively on the
family experience, ports that are easily accessible and most convenient for families as a whole will be our first target. After adding a new port, our overall market share and the profitability of each cruise ship at their specific port needs to be evaluated every six months in order to make sure that Disney made the correct decisions in operating at that location.

Disney has been around since 1923, because this they have vast experience in organizing a company that is one of the most well recognized in the world. Typically, corporations of such a large size are hierarchical with each division isolated and reporting through a chain of command and one ultimate authority, but Disney prides itself on being different in this area. The company uses a unique organization chart, which allows different divisions and functions of the company to run through each other and communicate freely. This is used for Disney as a whole, not just the cruise line specifically. Because one of Disney’s goals is to increase brand awareness and be one of the top ten most valued brands by 2020 they rely heavily on dedicated employees of the company to perform at an extremely high level. The ships are tailored for family fun--down from the designing of the rooms to the many pools on deck. Through the product and services the employees provide, Disney has a collective corporate culture that is focused on quality with an element of fun. This all comes down to managing the brand collectively to appeal to its target market of families and most importantly the children of these families who are the influencers. Distinctively, more so than any other cruise line, the company focuses on families spending time together.

Seeing as though Disney is a Fortune 500 company and always under the watchful eye of the public, the company has created employee incentive programs to motivate employees. Disney knows that every employee is key to delivering a valuable experience, and steps need to be taken so employees are happy. When you have such a large workforce, it’s not unusual for
employees to feel like they aren’t contributing, but this can be a direct disadvantage to the positive spreading of the brand. In order to make sure employees are happy, and improve the customers experience and positive feelings towards the Disney brand, Disney offers these incentive programs to their employees. The incentive programs range from a wide variety of things depending on the employee’s needs, wants and accomplishments with a focus on creativity. An example of an incentive reward would be a customized private event for only employees either at a theme park or aboard one of their Disney Cruise Line ships. Research has shown companies that keep employees happy have improved performance and long-term sustainability.

Disney is pursuing and will continue to pursue its goal of becoming the world’s leading producer and provider of entertainment using all of these implementation steps. While this is a tremendous task to accomplish, The Walt Disney Company continues to expand in the right markets, like the cruise line industry. It has done a great job of creating one of the most well-known brands in the world, but only through innovative change and marketing can it continue to successfully communicate to its customers and capture a larger piece of the cruise line market for the long-term future of the Disney Company.

**Control**

In order to assure that all of the goals are met and achieved, Disney Cruise Lines will utilize a few marketing controls. While the specifics will differ for each individual goal, it is important to identify anything that has the potential of becoming a problem early on. Throughout the year Disney will evaluate the progress for each goal. This will allow the company to address the possible issues while still having time to adapt. At the time of the evaluation, a report will be made outlining the actions that have been taken to achieve the goal and what is expected to
happen next. These reports should be presented to the appropriate executives so that everyone is aware of the progress throughout the entire process. This will make achieving company goals as efficient and organized as possible for Disney Cruise Lines.

When a goal is not on track to be met, the team will be required to submit a revised plan of action. This plan will include any changes to the process that will occur, as well as anything else that they may need from Disney Cruise Lines. The teams will also be required to submit a new timeline for when they believe that the goal will be met. Disney Cruise Lines will also utilize reports when a goal is not met at all. Teams will be required to present what went wrong in project, as well as what they were able to accomplish. The reports and presentations will also make recommendations regarding how the goal could be adapted in the future to be accomplished.

Disney’s first goal to add a new port every two years over the course of the next twenty years will be evaluated for progress every six months. This is a long term goal; therefore projecting any future bottlenecks in the process will be imperative for success. Evaluations at the six month mark will allow Disney Cruise Lines to stay informed of all of the construction progress, and better forecast the next steps. If the projected completion dates need to be adjusted this will occur after the quarterly review. Progress for this goal will be evident through completed construction and acquired ports.

The second goal for Disney Cruise Lines to become the global leader in family entertainment within the cruise industry through innovation will be evaluated at the end of every business quarter. In order to maintain the unique Disney experience on each cruise it will be crucial for management to be aware of trends in the industry, as well as what is proving to be successful. Progress for this goal will evident by customer reviews of their cruises and by
industry rankings. Disney Cruise Lines will also measure the progress of this goal by comparing their unique offerings to those of their competitors.

The final goal of Disney Cruise Lines to increase their brand awareness will be evaluated at the end of each business quarter. Evaluating brand awareness every quarter will allow the Disney Cruise Line to adapt their marketing throughout the year for better results when need be. Progress of this goal will be monitored by the amount of social media interaction the company has compared to the previous years. The progress will also be evident by any increase for information by consumers and through sales compared to the year prior.
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