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Research Article

Disney Magic through the Disney Guest Experience

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ABSTRACT

This study discusses how Disney delivers a unique and memorable guest experience. Through subjective personal introspection, it examines Disney's approach to co-creating a profound guest experience. The Disney guest experience is profound because it delivers an experience that touches on all six dimensions of an experience: sensorial, emotional, cognitive, pragmatic, lifestyle, and relational.

Keywords: Customer experience, Disney, Experiential marketing

Introduction

In their seminal work, Pine and Gilmore (Pine & Gilmore, 1998) claim that we live in an experience economy: firms no longer sell commodities, products or services to customers. Instead, their offerings have evolved—they sell experiences. An experience occurs when a company intentionally uses services as the stage and goods as props to engage individual customers (Pine & Gilmore, 1998). Experiences are important because they engage customers in a personal way because “... while the work of the experience stager perishes upon its performance (precisely the right word), the value of the experience lingers in the memory of any individual who was engaged by the event” (Pine et al., 1999). Previously, Holbrook and Hirschman (Holbrook & Hirschman, 1982) posited that there are experiential aspects of the consumption experience, suggesting that consumption is motivated by fantasies, feelings, and fun.

Customer experience is different from customer service or customer care. Customer

service refers to the advice or assistance a company gives its customers, while customer care relates to how well customers are cared for while interacting with the brand. Customer care and customer service are components of the customer experience. Customer experience includes all interactions that a customer experiences with the brand (Morgan, 2018).

The customer experience is defined as the following (Gentile et al., 2007): “*The customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provokes a reaction (Lasalle & Britton, 2013; Shaw & Ivens, 2002). This experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial, physical, and spiritual) (Lasalle & Britton, 2013; Schmitt, 1999). Its evaluation depends on the comparison between a customer's expectations and the stimuli coming from the interaction with the company and its offering in correspondence of the different moments of contact and touchpoints*

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(Gentile et al., 2007; Lasalle & Britton, 2013)."

Experiences can be categorized according to four broad categories according to where they fall along the spectra of the two dimensions: absorption/immersion and active/passive participation. First is entertainment, described with high absorption and passive participation, the experience of which is akin to watching television. The second is educational, described with

high absorption and active participation. Attending a workshop is an example in this category. Third is esthetic, defined by its high immersion and passive participation, such as the experience of watching a parade. Lastly, escapist is a category described by high customer immersion and active customer participation. An example of this is taking a nature hike. Figure 1 synthesizes this experience matrix.

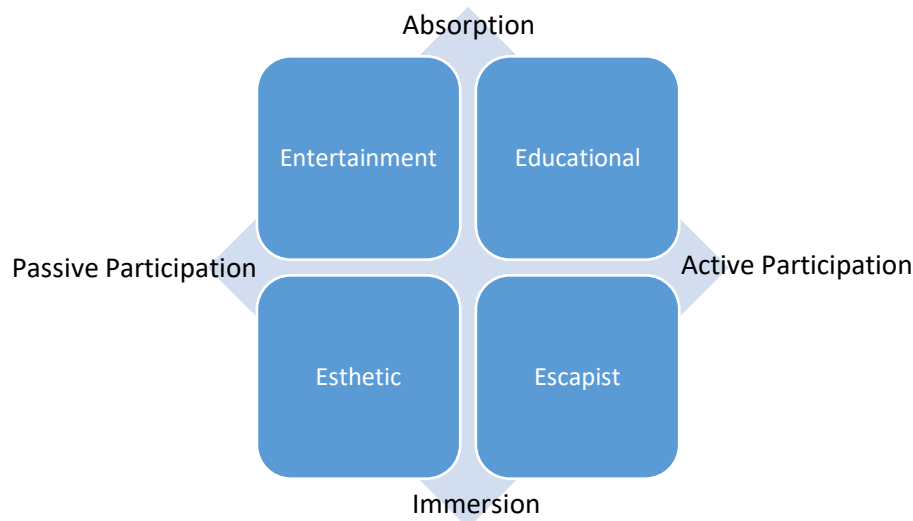


Figure 1. Pine and Gilmore Experience Matrix

What is the Disney guest experience?

Walt Disney Company, a pioneer in the experience economy, understands how to deliver profound guest experiences. The Disney guest experience encompasses all spectrums: entertaining, educational, esthetic, and escapist. The company is known for delivering "magic," the brand's signature for its guest experience that is meant to be remembered. Every member of are taught Disney's vision, "*We create happiness by providing the finest in entertainment for all ages, everywhere,*" which serves as everyone's common purpose in the organization. This is Disney's secret to attracting guests of all ages, from all walks of life, and all countries. This is also why many guests are likely to visit the park again—it is estimated that 7 in 10 first time guests will likely return to the Park a second time. This is why Disney Parks are prime tourist attractions for the parks' host countries: United States, Japan, France, China, and Hong Kong.

The Disney Compass is the company's guide and framework to ensure that Cast Members deliver a profound experience to every guest. This compass defines guest expectations, standards of experience delivery, the systems used to deliver the experience, and how to integrate everything seamlessly.

Walt Disney was intent in knowing and understanding how Disney guests view and feel about his park. In the early years of Disneyland, Walt Disney would walk around the park and observe the guests: where they go in the park, what they do, what they eat, and what they say about the park. He also encouraged his Cast Members to do the same (Kinni, 2011). Disney has instituted what is known as "listening posts," or tools which are aimed to understand guest sentiment. Examples of listening posts include Cast Members talking to guests and asking them questions. Questions can be as simple as asking where they are from or what they thought about a specific attraction or event. The idea is

to understand what guests need and expect, and what they found was delightful or unpleasant. Disney will use this information to improve the overall guest experience.

The Disney quality standards are—in order of importance—safety, courtesy, show, and efficiency. Cast Members follow these standards in strict priority, which facilitates decision-making in the park. It particularly guides Cast Members on how they deal with guests and their concerns. For example, Disney regularly maintains their attractions. While some guests may find the experience of missing out on an attraction unpleasant, guest safety supersedes everything else.

Delivery systems involve three elements: (1) people or Cast Members, (2) place or the Setting, and (3) processes. According to Disney's own research, guests cite interactions with Cast Members are the *"single biggest factor in their satisfaction and intent to return"* (Kinni, 2011). This is why Cast Members are trained to ensure that they can address guest concerns, deliver a magical guest experience, and exceed guest expectations. The Setting is the entire park itself. When Walt Disney was planning his first park in California, he *"hijacked the first class of Imagineers out of the Disney animation studios, stashing them in empty offices and workshops around the property to work on the park"* (Schmitt, 1999). He did so to ensure that Disneyland looks and feels like his Disney animated movies. Disney Parks provide a visual aesthetic that is intentional in arousing excitement. Walt Disney's vision for Disney is to be a different kind of amusement park—different from amusement parks in the 1940s and 1950s that were *"slightly disreputable, often dirty, and in poor condition"* (Schmitt, 1999). Walt Disney's vision was to bring the magic of movie backdrops to his amusement parks—Disney guests are the main characters of a real-life movie, with Disneyland as the backdrop or stage. Disney is the product of the creativity and expertise of the people behind his animated movies. Finally, the process determines how Cast Members interact in the park to deliver Disney guest experience. An example of a process is how Disney manages guest flow, particularly when guest attendance is at an all-time high.

Lastly, integration involves the fusing of all of the elements, particularly the three delivery systems, to carry out the full Disney guest experience. Disney is able to deliver a multidimensional Disney guest experience because all parts work in cohesion.

How do we evaluate the Disney guest experience?

To fully understand the Disney guest experience, consider how Disney designs and creates the customer experience in the context of these three points, based on the customer experience definition (Morgan, 2018):

- (1) It involves a set of interactions between a customer and a product or organization that provoke a reaction.

Walt Disney designed Disney Parks to provoke happy reactions and lasting impressions in guests. Disney promises magic and happiness to its guests, and it follows through with every visit. The brand is deliberate in building excitement and creating moments for guests to remember. They do so by taking advantage of the many opportunities for interaction when one visits a Disney Park. For example, the Disneyland guest experience is designed to engage guests as soon as they enter the park's main gate. Walt Disney imagined that guests entering his park were stepping into their own movie, with Disneyland as the magical backdrop (Kinni, 2011). Guests entering the park are reminded of the experience of walking inside a movie theater. They walk through a turnstile and through a dark tunnel with walls covered in movie posters. Festive music will play while the smell of popcorn pervades the air.

- (2) It is strictly personal and implies customer involvement at different levels.

Experience is personal; it is felt firsthand by the customer, either alone or communally with others. Customer experience involves different dimensions: rational, emotional, sensorial, physical, and spiritual. For example, the experience of entering Disneyland involves the sensorial

dimension, with the senses engaged in different ways: what guests see, hear, and smell as they enter the park. Navigating the park involves the rational dimension—guests figure out what to do, where to go, or what to eat. Depending on the guest, watching the Disney parade or riding its attractions engages different dimensions. There are certainly sensorial and physical aspects, but for others, there may be a strong emotional aspect, too.

- (3) It is evaluated based on what is expected by the customer and what the company offers during the different moments of contact.

In Disney, the “*standard call of duty*” for all Cast Members—or what Disney staff and employees are referred to—is to exceed guest expectations. (Schmitt, 1999). Cast Members are deliberate in providing the Disney brand of quality service, which is defined as “*exceeding your guests’ expectations by paying attention to every detail of the delivery of your products and services*” (Kinni, 2011).

What sets the Disney guest experience apart from the guest experience in other amusement parks? Experiences are not created equally. There are two dimensions in experience: participation and connection (Pine & Gilmore, 1998). Customer participation ranges from passive to active participation. Think about the different levels of participation among customers participating in a workshop—some people will actively participate, while others will sit passively and watch. On the other hand, customer connection ranges from absorption (what one might experience when attending a lecture) to immersion (what one might experience when participating in a cooking class).

The magic in the Disney guest experience lies in its ability to provide a range of experiences. It can provide experiences that entertain, educate, and provide esthetic appeal. They are also associated to escapism, which is Walt Disney’s vision. While many other parks and brands provide escapist experiences, Disney’s remains memorable—even profound.

Profound experiences build and nurture bonds with the consumer, resulting in strong brand loyalty (Schouten et al., 2007). These strong bonds are akin to strong feelings or brand love (Fournier, 1998), which tend to be more resilient than “*traditional loyalties developed by managing customer satisfaction*” (Schouten et al., 2007). These strong feelings for the brand are necessary for producing nostalgic bonds (Holbrook & Schindler, 2013), which influence consumer preferences and consumption decisions (Schindler & Holbrook, 2003).

A profound customer experience elicits significant customer involvement and significant customer commitment (Gentile et al., 2007). Customer involvement involves a significant emotional dimension or a significant lifestyle component, while customer commitment involves a significant pragmatic component or a significant cognitive component. When a customer is very involved and very committed in the experience, one would expect a significant level of profoundness in the experience. On the other hand, if the customer’s commitment and involvement are both weak, this usually means that the interpersonal relationship between the brand and the customer is also weak and superficial, perhaps even absent. This means that the experience may only be limited to the time spent using the product or service and may not extend beyond that. Brands want to deliver a profound customer experience because it means that the customer has a profound interpersonal relationship with the brand. Furthermore, it may also mean that not just with the brand but with other customers with whom they share a common lifestyle and shared system of values.

The customer experience is holistic and involves six dimensions: sensorial, emotional, cognitive, pragmatic, lifestyle, and relational (Gentile et al., 2007). First, a sensorial experience addresses the five senses to arouse aesthetic pleasure, excitement, satisfaction, and sense of beauty. Second, an emotional experience is one that prompts moods, feelings, and emotions, which influences how the customer thinks and feels about the brand or company. Third, a cognitive experience relates to experiences that engages a customer’s way of thinking and creativity. The fourth dimension is a pragmatic experience, one that comes from the

practical art of doing something or using a product. Next is lifestyle, born out of the affirmation of shared beliefs and values of the brand and the customer. The sixth and final dimension is the relational component, and it involves the brand encouraging customers to experience the product or service together with other people. A profound customer experience stems from a brand's ability to provide an experience

that encompasses more than one dimension (Gentile et al., 2007).

This profound customer experience or specifically, a profound Disney guest experience, is what this study aims to explore. This study will use the framework illustrated in Figure 2 to understand the Disney guest experience and how Disney provides a profound interpersonal relationship with its guests.



Figure 2. Multidimensionality of a Profound Customer Experience

Methods

This qualitative study seeks to understand and examine the Disney guest experience, specifically how it creates a unique and memorable experience for guests. To describe an experience is to tell a story, and it should also satisfy methodological requirements of describing an experience: (1) it is a first-hand description of the experience, (2) it provides an account of participants, and (3) it captures the experience within its context (Becker, 2018). For this reason, this study employs Holbrook's subjective personal introspection or SPI (Holbrook & Schindler, 2013; Holbrook, 2006), whereby "the consumer researcher engages in a sort of participant observation of his or her own consumption experiences and the relevant meanings or emotions that they evoke" (Holbrook, 2006). This study describes and examines how Disney creates a profound guest experience by examining its different dimensions, as discussed in the framework above, through the lens of my personal experiences.

Result and Discussion

My Disney guest experience

My family and I have been visiting Hong Kong Disneyland (HKD) almost every year. In this particular study, I recall and reflect on our visit in December 2016. It was our second visit that year, and one of the most memorable for my family.

Our experience begins even before we set foot in Hong Kong. My wife and I planned out our Disneyland itinerary a few weeks in advance by doing our research online. We checked HKD's official website for rides and attractions schedules, carefully checking whether our favorite rides will be under maintenance on days we will be visiting, as well as seasonal offerings since our visit coincided with HKD's holiday season. We also checked schedules of Character Meet and Greet. My daughter was particularly excited to meet Princess Elsa and Princess Anna, two characters from the Frozen movie. We also checked recently posted blogs and social media posts to

see what to expect, such as merchandise, snacks, and activities. We especially checked whether a new popcorn bucket has been launched, and whether it will be made available on the days that we visit. My family and I collect Disney popcorn buckets, as well as the free stickers that Cast Members give away in the park. Giving away stickers to children is a uniquely HKD tradition, and one that my children and me do not miss out on whenever we visit.

We also plan out what to wear. My daughter always dressed up as a Disney Princess. On this visit, we packed her a Princess Elsa costume and a Princess Ariel gown. While adults are discouraged from dressing up as a Disney character, I still make it a point to wear Disney-brand shirts. On this visit, I wore a shirt bearing the characters of Disney's Toy Story.

Anticipation builds the closer we are to our scheduled date of visit. We always plan to arrive before the gates open. As soon as we finished our breakfast in Kowloon, we headed out to take an early MTR ride towards Sunny Bay, where we change trains and board the Disneyland Resort Line train. For my children, their Disney experience begins as soon as the doors of the train opened. The train interiors remind them that they are headed to Disneyland: the windows are shaped like Mickey Mouse's face, there are statues of Mickey Mouse, and even the train handles bear Mickey Mouse's signature ears.

As we stepped off the Disneyland Resort station, the welcome arch of Park Promenade greeted us, as it does each time. By this time, my children are impatient and can hardly wait to get inside the park. We walked along the promenade, where classic Disney tunes play and tiny bubbles fly in the air, shooting from portable bubble machines that the park also sells. Everyone around us is excited. To keep my children occupied, I help them identify the hidden Mickey's or Easter eggs that litter the promenade. These images or objects that hide in plain sight, but bear Mickey Mouse's signature ears.

In the middle of the promenade is a rotunda, where the Grand Fountain sits in the middle. Many guests stopped by and took a photo. On this visit, we choose to continue and turn to our right to make our way towards the

main gate. There are benches and trees, where people sit and wait. But my family and I headed straight to the main gate where we were first in line. This is when we discovered a Disneyland tradition: Mickey Mouse and Minnie Mouse will welcome guests with a short program before they open the park.

As soon as they signaled the opening of the gates, Cast Members scanned my tickets and welcomed our little group inside the park. Right in front of us is a garden that bears Mickey Mouse's face. Atop this patch is the Main Street Station of the Disneyland Railroad. Beneath the station are two tunnels where most guests will pass through to enter the main park area.

This is where the fun truly begins. The walls of the tunnels leading to Main Street are flanked with posters of the attractions found inside the park. As we enter the main grounds, we are greeted by the smell of fresh popcorn. At this point, my family and I will make a decision on whether to stop and line up to get a photo with Mickey and Minnie in the gazebo right across Main Street, a family tradition, or head further inside the park. We usually schedule 2 days in the park, and since this was our first day, we wanted to experience as many attractions as we could. We decided to skip the meet and greet and head straight to our favorite ride, *It's a Small World*.

My family loves *It's a Small World* for many reasons. The ride opens early and the experience is very child-friendly. The vignettes are very colorful and educational—it's a whimsical tour of the many countries in Southeast Asia, including the Philippines. My children will identify the familiar characters they see in the many vignettes of the ride. As parents, we always look forward to the Philippines vignette and I particularly love the room at the very end where the ride bids passengers goodbye in different languages.

From here, we line up in as many attractions as we can find. The lines are short in the mornings, so we were able to enjoy the Mad Hatter Tea Cups, Dumbo the Flying Elephant, Cinderella Carousel, and The Many Adventures of Winnie the Pooh. In every visit, I especially look forward to riding Dumbo, because I remember riding Dumbo in Disneyland California

with my mother when I was a child. I was struck with nostalgia as I held my son on his first Dumbo ride. I asked my wife to take a photo of us together, just as I remember having a photo of my mother and me on my first Dumbo ride.

In between attractions, we also try to ask and collect from Cast Members as many stickers as we can. We do this throughout the entire day.

Just as the crowds began to arrive, we head out for an early lunch. On this visit, we chose to dine at Clopin's Festival of Food because they serve our favorite fried rice and barbeque pork. We take this time to relax and refuel. After lunch, we head out to Adventureland. We found a spot where the kids could nap for a few minutes. We took this time to review our itinerary. We still wanted to ride a few more attractions, but we would save those for our second day. As soon as the kids woke up, we headed out to our favorite spot to catch the afternoon parade.

Watching the parade became a tradition after catching our first one. I remember chancing upon the parade while walking around the park after lunch on a previous visit. I lifted my daughter up my shoulders so that she could see the parade. She enthusiastically waved at every character that passed us. Her favorite memory was when Mickey Mouse waved at her while his float passed us by. From then on, she insisted that we catch the parade each time.

On the second day of our visit to HKD, my wife scheduled our itinerary to coincide with a Meet and Greet with Princess Elsa and Princess Anna, my daughter's favorite Disney princesses at that time. We patiently lined up about 30 minutes before the characters came to make sure that our daughter would be allowed to meet with the characters. These character experiences run short, and only a few are allowed to wait in line to ensure that all children are given enough time to talk and interact with their favorite characters. When it was my daughter's turn, the princesses welcomed her warmly. They kneeled in front of her so that they were talking to her at her eye level. They asked her questions, acknowledged that she was wearing a princess costume, and made her feel like she was a princess herself. The interaction lasted only a few minutes, but my daughter

remembers meeting her favorite princesses for longer than that. We took many photos and videos of that interaction, and I have committed to memory how those Disney princesses made my daughter feel special that day.

We would end the day in Disneyland on Main Street. Before securing our viewing spot for the evening parade, we took a quick dinner before heading for the shops to shop for souvenirs. We love bringing home breakfast bowls and cups, which the children use daily for meals back home. It reminds us of fun times in Disney and encourages us to relive the fun memories. The day ends when we follow the tail of the parade and usher ourselves out of the main gates. The children are happy but tired, and ready to head back to the hotel. The train back home will be spent talking about the events of the day, what their favorite interactions were, and what they look forward to doing on our next visit.

Dimensions of my Disney experience

(1) Sensorial Experience

Entering any Disneyland is a sensorial experience. Music plays throughout the park. Disney is intentional on what type of music is played because music is used to set the ambience and theme. The soundtrack from Disney's fairytale films will play in Fantasyland, drums play when you stroll along Adventureland, music from Star Wars or Marvel will play in Tomorrowland, and the theme soundtrack from the Toy Story movies will play in Toy Story Land.

Smells contribute to the ambience, too. There are many pleasant smells as you walk along Main Street—the smell of buttery popcorn, waffles, and coffee.

Disney is also known for its vivid color. One of my family's favorite attractions, It's a Small World, is a sensorial attraction. The indoor water-based boat attraction takes guests around the world through vignettes of animatronic dolls dressed in different traditional costumes from cultures. In Hong Kong Disneyland, these dolls sing the theme song in different languages, including Filipino.

Other attractions that I remember because of the sensorial experience they provide are the following: a Broadway-inspired show called Festival of the Lion King in Hong Kong

Disneyland and the Cirque du Soleil-style aerial acrobatic show called Under the Sea in Tokyo Disney Sea.

(2) Emotional Experience

For any parent like me, making the initial walk from Hong Kong's Sunny Bay MTR to the Main Gate is already a happy and exciting experience, because these customer touchpoints, minute and imperceptible to some, cause eager excitement in my children. I feel their excited anticipation, and even mine, before we even enter the Park.

While my children derive happiness and enjoyment from riding attractions or meeting characters, my wife and I derive our joy from seeing happiness and enjoyment on our children's faces. Our joy as parents do not come from the entertainment, but from the smiles of our children who enjoy the show and the attractions that they experience. This is why, despite the Disney experience involving waiting in line to ride attractions or meet characters, my wife and I would willingly do so if only to see our children happy and excited.

(3) Cognitive Experience

Cognitive experiences relate to experiences that require thinking and engages one's creativity. It pertains to opportunities for customers to personalize or customize the experience, making it more memorable and meaningful. Disney provides many opportunities for cognitive experiences for guests to personalize their Disney Park experience, making for a richer and memorable experience.

I have visited HKD many times, but no two visits are ever alike. Every visit is unique because we plan it out differently each time. Before visiting, we decide on which attractions to ride, which shows to watch, which Disney characters to meet, and where to eat based on which attractions and restaurants are open on the day of our visit.

It also helps that HKD regularly updates old attractions and launches new attractions. They also update restaurant menus, offer seasonal products and snacks, and launches special promotions so that there is always something different to look forward to every visit.

(4) Pragmatic Experience

The Disney experience is not always an enjoyable one; there are also unpleasant experiences. Lining up and waiting in line is unpleasant. Navigating through a busy and crowded park is also unpleasant, and so is getting lost, tired, and hungry. However, Disneyland provides pragmatic tools and solutions to help minimize the unpleasant experiences and to help guest make the most out of each visit.

For example, Disneyland is "*one of the most regarded examples of modern Urban Planning*" (The Theme Park Environment, 2016) because it is very easy to navigate the park. It utilizes a central hub and spoke layout, which makes it easy for anyone to navigate the park. At any point they feel lost, they just need to figure out how to get to the central hub, which is accessible from any spoke.

There is only one guest entrance to any Disney Park, which leads guests onto Main Street, U.S.A. This ensures that guests will find entering the park easily and, more importantly, that all guests will experience entering the park just as Walt Disney intended. From Main Street, all guests take the same direction towards the central hub, a beacon that can be seen or easily accessible from any corner of the park—a fairytale castle (Kinni, 2011). The fairytale castle differentiates the different Disney parks from each other. Sleeping Beauty's Castle serves as the beacon in Disneyland California and Disneyland Paris, while Cinderella's Castle sits in center of the Magic Kingdom in Florida and Tokyo Disneyland. Shanghai Disneyland has the Enchanted Storybook Castle, while HKD has the Castle of Magical Dreams.

The layout of Disney parks makes it easy for guests to get their bearings, allowing us to explore more areas of the park without having to worry about getting lost. Disney also makes it easy for guest by providing directional signs and printed maps. Guests also know that Cast Members will gladly show them the way whenever they get lost. This design takes away the guess work. For a family with young children, I feel safe knowing that I will not get lost inside the park. Facilities such as toilets and water fountains are also easy to find and to access whenever I need them.

I have asked for help from Cast Members multiple times, and it sometimes amazes me how much help and assistance they extend to guests. While in Tokyo Disneyland, I was having a difficult time searching for a particular popcorn bucket. I decided to ask help from a Cast Member. It being Tokyo, it was difficult to communicate with the Cast Member, so she looked for someone who spoke English so they could assist me. In a few minutes, I was able to find the location of the popcorn stand that sold the bucket I was looking for. This experience made me feel that the park is family-friendly and made me want to visit Disney parks again.

Other examples of pragmatic features that I find helpful to me are published wait times found at the entrance of each attraction, as well as Fast Passes and Single Rider lines. They help manage guest expectations and also allow guests plan out their route and rides. There is also the Disney App, which provides relevant guest information: interactive location map, wait times for each attraction, schedules for shows and parades, and attractions that are open/under maintenance for the day, among others.

(5) Lifestyle Experience

Collecting Disney Park memorabilia is an example of this dimension, and one that I enthusiastically participate in. Disney pins are a very popular collectible. Most guests will purchase pins from Disney parks—and most parks will carry exclusive pin designs. Some pin traders will buy, sell, or trade through online platforms for these exclusive pins. There is also a long tradition of guests trading the pins that they either brought with them to the park or bought from the park with pins that Cast Members wear.

As a family, we collect HKD-exclusive character stickers and popcorn buckets. There are Facebook Groups that document buckets that can be found in different parks. Popcorn buckets are exclusive to parks. For example, buckets sold in Asia will not be sold in the United States, and vice versa. Popcorn buckets from Tokyo Disneyland and Tokyo Disney Sea are typically the most sought after because of their whimsical designs.

To this day, my children still use the bowls and cups we bought from HKD in 2016. We still

purchase Disney themed shirts and jackets, which we plan to wear on our next park visit. My wife will still scroll through social media to find unique Disney merchandise and collectibles.

(6) Relational Experience

The most notable experience is one shared by families who visit Disney together. While the motivations for visiting Disney parks is different for each member of the family, the shared experience creates a bond and a memory that becomes the subject of conversations for years to come.

My own favorite memory of visiting Disney is catching my children's expression as they watch a Disney parade in wonder and awe. I have also heard of other parents who share this sentiment. Many parents do not pay attention to the parade and instead anticipate their child's reactions to the parade. *"Most parents don't take their kids to Walk Disney World just for the event itself but rather to make the shared experience part of the everyday family conversation for months, and even years, afterward"* (Pine et al., 1999).

The shared experience also extends outside of the park. Many visitors share their experiences on their personal social media platforms. They share photos, videos, and even tips to other guests and would-be guests.

Conclusion

Disneyland delivers a profound experience because its painstaking attention to detail. They are intentional in understanding what guests need, want, and value. They use this information to design, create, and deliver an experience that delights guests and exceeds expectations. Disney impresses guests not only because of its majestic parks and its themed lands: the beautiful and charming Main Street, the fairytale castle that stand at the center of the park, or any of the attractions that entertain and thrill. Disney delights guests precisely because it makes visiting convenient by focusing on crucial pragmatic details, such as choreographing guest flow and managing attraction queues. It allows guests to personalize their visits by providing tools for planning. They also offer seasonal programs and campaigns so that

there is always something new to look forward to in every visit. It addresses the different needs of guests: Cast Members take every opportunity to make the young guests feel happy and special, which in turn delights parents. Disney offers beautiful merchandise that guests can collect, to remind them of their visits.

The Disney guest experience is profound because it delivers an experience that touches on all six dimensions: sensorial, emotional, cognitive, pragmatic, lifestyle, and relational. I find my Disney guest experience profound because it caters to what I want to see: my children's happy smiling faces. My children may not remember everything that they experience in Disney, but they remember how Cast Members made them feel that day. To this day, my family and I carry these positive emotions, which we attribute and associate with our experience in Disneyland.

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