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YOU ARE THE MAGIC

STRATEGIC CAMPAIGN

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SUMMARY



In 2020, when the Covid-19 pandemic hit, many industries and companies worldwide were impacted. The tourism and hospitality industries, in particular, saw drastic decreases in their revenue, which caused most companies within the industry to have to make hard decisions to lay off many employees.

In Florida, where tourism has "an economic impact of \$67 billion" on the economy, the pandemic caused a significant strain on the state (Hotel Tech Report, 2022). According to Hotel Tech Report, in the first quarter of 2020 alone, Florida saw a 10.7% decrease in the tourism sector, and global tourism revenue was "estimated to decrease by 34.7%" (Hotel Tech Report, 2022). As covid cases rose around the world and in the United States, Walt Disney World decided to close the parks on March 20, 2020, and they remained closed for four months until July 11. During this time, while the parks were closed around the world, Disney reported a loss of "\$3.5 billion in operating income" in the third quarter of 2020 alone, which led to them having to make difficult decisions regarding the nearly 70,000 cast members they employed at the time in their Florida resort (Whitten, 2021). During the time that the parks were closed, the leadership team made strategic decisions regarding the attractions and experiences at the resorts that would reopen and how they would modify the experiences to allow for social distancing in the new normal the world was facing, which caused them to lay off over 30,000 employees.

Walt Disney World prides itself on being the most magical place on earth and creating experiences for its guests which exceed their expectations and can be rivaled by none. They strive to have immersive, spectacular, and magical experiences, all of which would be impossible without the cast members who work every day to go above and beyond.

SUMMARY



Unfortunately, two years after the parks have reopened and experiences at Disney World are slowly returning to normal, there is still a staffing issue in the parks, causing the magic to be dimmer than it was pre-covid. According to David Mumpower, the parks have returned to having roughly 58,500 cast members, meaning they have "lost more than 18,500 employees" (Mumpower, 2022). In a study done by ThemeParkTourist.org, they reported that 45% of people visiting the parks in 2022 said seeing a "definite change in Cast Member attitude" since 2019, which shows how the past two stressful years and being understaffed and overworked have caused a reduction in the guest experience in the parks (Natalie Sim, 2022).

Disney's cast members are their most important commodity. Disney World must work to return to pre-covid numbers for staffing and show appreciation to their current cast members to continue to serve their guests to the standard expected at the resort. To highlight cast members from all operational areas throughout the Walt Disney World resort and showcase the different benefits Disney offers to its cast, Disney World will roll out the YOU are the magic internal and external communications campaign in 2023.

The campaign will utilize social media posts across multiple platforms to highlight cast members from different lines of work throughout the resort that are making magic, that have been with the company for many years, or that are taking advantage of some of the benefits that Disney offers, such as Disney Aspire. Disney will also post these stories across their internal communications websites like the HUB and in their weekly 4 printed cast member communication, the Tell-a-cast, that is dispersed throughout the parks

GOALS



The first goal of the YOU are the magic campaign will be to reduce turnover at the parks by highlighting cast members that are working in the parks and showing appreciation for the people that are on the frontlines making magic every day. Due to staffing shortages, it is easy for employees at a big company like Disney to feel unappreciated and overworked. By highlighting and celebrating employees during their first annual YOU Are the Magic Week, Disney will help show that they care about their cast. This will reignite the spark, remind employees who may be feeling overwhelmed by their job why they do what they do, and remind them of the feeling they had on their first day during traditions.

The second goal of the campaign will be to recruit new talent by highlighting the benefits Disney offers its employees and increasing positive sentiment surrounding the company on job board websites like LinkedIn, Glassdoor, and Indeed. Disney has a lot to offer its employees, such as Disney Aspire and other benefits for full-time cast members, and by showcasing these programs and highlighting their current cast members, they will help improve positive sentiments surrounding the company on job boards for those who might be looking to start a career with the company.

OBJECTIVES

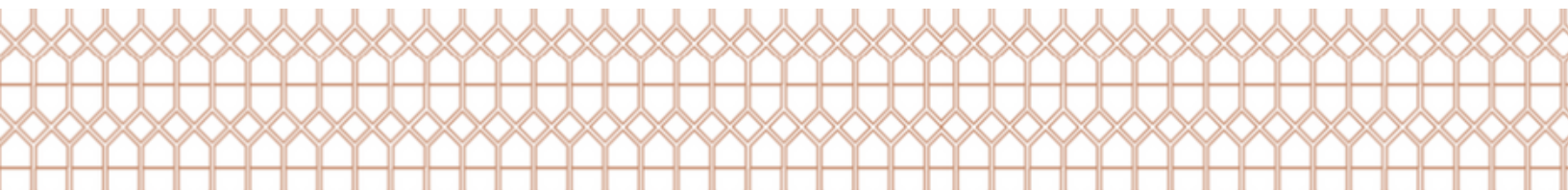


- Improve company reviews on internet job board sites to be above four out of 5 by the end of 2023.
- Increase Disney employee satisfaction scores on a survey by 10% from 2022 to 2023.
- Hire 5,000 new employees by the end of 2023 to get the parks back to 90% of their pre-covid employment levels.

OPPORTUNITIES & CHALLENGES |||

Walt Disney World is one of the world's largest and most widely respected companies. In the space of hospitality and tourism, there isn't a company that can beat Disney World when it comes to guest experience, and as an employee, having worked for Disney in any capacity is an excellent stepping stone for a future career. For most large corporations, it is easy for the employees on the front lines to be overlooked and under appreciated, and so by highlighting these employees and showing that everyone matters to Disney, they will be setting themselves apart from their competition.

However, in the job market in 2022, hiring and retaining employees has been challenging across industries. According to Sprockets, in 2022, "55% of hiring managers said retention and turnover are the top issues during their companies," and seven out of the ten people interviewed said they were considering a significant career change in the next year (Sprockets, 2022). In a post-pandemic world, people are valuing their time more than ever before and seeking job opportunities that will make them feel genuinely fulfilled or that offer them something that their previous careers did not. This could be an opportunity or a challenge for a company. By highlighting their current cast members to reduce turnover and highlight the positive work environment offered by the company to recruit new talent, Disney can make this new hiring environment benefit them.



TARGET AUDIENCE

The YOU Are the Magic campaign aims to reduce turnover at the Walt Disney World Resort and recruit new talent to work at the parks to help the parks return to pre-covid levels of employment and make it so staff can perform their tasks to the best of their ability for guests. According to David Mumpower, the resort "lost nearly a quarter of workers from 2019" due to the pandemic, so returning to pre-pandemic levels is a challenging goal that will require strategic thinking about the target audience to get the most significant impact from the campaign.

For the first goal of reducing turnover at the resort, the campaign will need to be an internal communications plan targeting cast members already working there. To be the most impactful, the team will work with human resources to analyze the current employment levels in various industries around the resort to determine the lines of work that have seen the most turnover in the last two years. After selecting the lines of work with the most turnover, the goal will be to highlight these lines of work in the internal campaign. There will also be an initial survey done of the Cast at the parks to determine the general sentiments and feelings of cast members at the implementation of the campaign. This data will also be used to determine the lines of work with the lowest morale, and that data will also be used when determining which parks to focus on.

For the second goal of recruiting new talent to Walt Disney World, the campaign will have two distinct target audiences. According to Zippia, 40% of Cast Members at Walt Disney World are 40+ years old, 31% of Disney Cast Members are between 20-30 years old, and 52% have a bachelor's degree. (Zippia, 2022). Considering this information, the first target audience will be 40-50 year old, middle-class college graduates who live in Florida. They will be unemployed or looking for a career change and interested in finding a career

TARGET AUDIENCE

that involves working with children and families. In addition, they will be fans of Disney and value a workplace where they connect with people daily.

The second target audience will be 18-30-year-olds who are either in college or recently graduated and live in Florida. They will also be unemployed or looking for a career change and value a workplace that offers a fun work environment and positive work culture. They will be fans of Disney World and enjoy working with children. Finally, they will be interested in All of the segments of our target audience will be adults who are active on social media sites, particularly LinkedIn, Facebook, and TikTok. According to Salman Aslam with Omnicore, 59.1% of LinkedIn users are between the ages of 25 and 34, and 49 million people used LinkedIn to search for jobs every week in 2021 (Aslam, 2022). For a company looking to recruit new talent in the young professionals market, having a positive presence on LinkedIn is essential, and this campaign will focus on targeting those adults who are actively searching for jobs on the site.

STRATEGY

At Walt Disney World, the most magical place on earth, all cast members aim to go above and beyond and make memorable experiences for guests that exceed their expectations. There are many things about the experience of visiting Walt Disney World that make the experience unforgettable, and every single one happens because of a Cast Member. They are an active part of the show, and they are trained to go out of their way to make every moment special, whether it's simply throwing away trash for you or bringing you through a special entrance to skip the line at your favorite attraction.

STRATEGY



New cast members spend their first day working for the company in a class called Disney Traditions, which teaches them about the history of the parks and the core values of the resort and sets the tone of the expectations of creating lasting memories for guests by showing heartwarming videos of the impacts the parks have had on guests and getting them excited about their future with the company. This spark of joy and enthusiasm for creating magic is essential to keep alive in cast members, and when the parks are understaffed, it is easy for these special moments to be reduced as cast members struggle to keep up with the essential functions of their jobs.

In order to keep the magic alive, Disney World needs to reduce turnover throughout the parks and recruit new talent, so the YOU Are the Magic campaign will focus on solving these problems. The YOU Are the Magic campaign will highlight cast members from different lines of work throughout the resort that are making magic that has been with the company for many years. The team will interview these cast members and create social media posts and videos telling their Disney story, including when and why they joined the company, what keeps them here, and how they make magic daily. These stories will be posted on Disney's internal communication sites, such as the Disney HUB, and in the weekly Tell-A-Cast pamphlets that all park cast members have to spark joy and highlight members of their own teams.

The leadership teams at the four parks, as well as the various resorts, will also host events every day during the week of February February 27 through March 3 in celebration of Employee Appreciation Day, which will provide giveaways, food, surprises, and more to celebrate their Cast Members and show their appreciation for everything that they do.

In order to recruit new talent, posts telling the stories of Cast Members that love what they do will be shared across Disney's social media channels,

STRATEGY

with a focus on LinkedIn. They will ensure that each story highlights a cast member taking advantage of a different benefit that Disney World offers its employees, such as the Disney Aspire education program and park access, to highlight the culture they want to promote within their teams and recruit new members of the team.

MESSAGING

Target Audience #1

Current Walt Disney World Cast Members

- Walt Disney World Cast Members are our company's most valuable asset because they make lifelong memories for guests every day.
- Working at Walt Disney World is a life changing experience for many cast members across the resort. From getting to go to college for free, to being a part of a people's happiest memories, the experience of working at Walt Disney World is unlike any other workplace, and that is why so many people who work here stay for many years.
- Walt Disney World cares about its cast members and will celebrate the first annual YOU Are the Magic week from February 27 through March 3. There will be giveaways, food, surprises, and more at each park to celebrate the fantastic team members each day during this week.

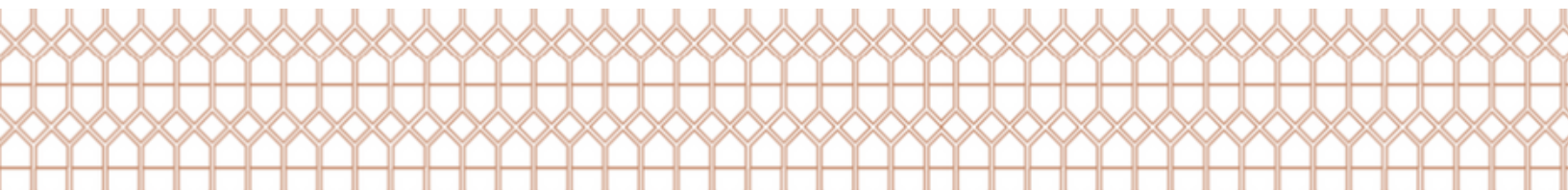
MESSAGING



Target Audience #2

18-40-year-olds who are either in college or recently graduated and live in Florida.

- Walt Disney World is the Most Magical Place on Earth, and working in the parks gives Cast Members the experience of being a part of families' happiest memories and making a lasting impact on guests daily.
- Walt Disney World offers many benefits to its Cast Members which are unparalleled by other companies. Some of the more unique benefits offered by the company are complimentary theme park access, discounts at stores, resorts, and restaurants, and an unmatched education assistance program called Disney ASPIRE. This program pays 100% of eligible cast members' tuition for college upfront, allowing them to continue their education without the burden of student loans. The company also has traditional benefits such as weekly pay, medical, dental, and vision coverage, retirement plans, paid vacation, and medical time off.



TACTICS & EVALUATION



TARGET AUDIENCE	TACTIC	EVALUATION
Current Walt Disney. World Cast Members	Cast Member highlights posted on the Disney Hub	Individual engagement rates with blog posts through the site
Current Walt Disney. World Cast Members	YOU Are the Magic employee appreciation week events	Cast member survey scores
18-40 year old, middle class job searchers in Florida	Social media posts (Facebook)	Individual engagement rates with posts (likes, comments, shares)
18-40 year old, middle class job searchers in Florida	Social media posts (LinkedIn)	Individual engagement rates with posts (likes, comments, shares)
18-40 year old, middle class job searchers in Florida	Social Media posts (Instagram)	Individual engagement rates with posts (likes, comments, shares)
18-22 year old college students on Disney College Program email list	Email marketing	Email open and click rates

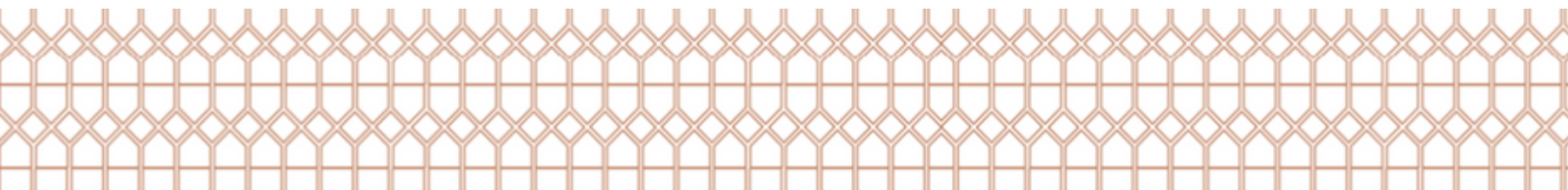
CAMPAIGN EVALUATION



In order to evaluate the success of the campaign, the company will use various tactics. They will first utilize surveys to gauge the feelings of current cast members about their jobs and about the company. The initial survey will be sent out before the campaign begins, and the same survey will be sent again one month after the campaign ends. In order to encourage participation in the survey to gain a representative sample, the company will raffle off a resort stay for a few random cast members who complete the survey.

The second way that the success of the campaign will be measured is through sentiment analysis of the comments left on social media posts about working for the company before and after the campaign. They will evaluate the way that the sentiment changes throughout the campaign by measuring comments on each post and compiling the data.

Finally, the success of the campaign will be measured by evaluating the change in the company reviews on job board sites such as LinkedIn, Glassdoor, and Indeed. The scores will be recorded before the beginning of the campaign and again a month after the campaign has ended to evaluate whether any changes have been made in the sentiment surrounding the cast member experience.



CAMPAIGN MATERIALS



For Immediate Release 2/6/23



Walt Disney World Introduces “YOU Are the Magic Week”

Walt Disney World Celebrates Cast Members in New Week Long Appreciation Event

Orlando, FL: [February 6, 2022] In 2023, the week of February 27 through March 3, Walt Disney World will be celebrating their Cast Members by introducing YOU Are the Magic Week. In an effort to celebrate the amazing people who help create magic for guests throughout the Walt Disney World Resort every day, Walt Disney World will be hosting special after hours events for Cast Members throughout the parks every day during this first annual YOU Are the Magic event.

“Our Cast Members are what set us apart and we could not create magic without them, and so, as our 50th anniversary comes to a close, we want to recognize the magic makers that made it all possible”, said Walt Disney World Ambassador, Ali Manion.

In addition to the after hours cast exclusive events, Walt Disney World will be providing special treats, magical surprises, and opportunities for guests to give back to their cast throughout the week. Grab a limited edition YOU Are the Magic themed. celebration button, take advantage of special event Disney Genie photo filters, and more while you spend the week celebrating the people who keep Walt’s vision alive here in Orlando.

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About Walt Disney World: The Walt Disney World Resort is the entertainment hub of Orlando, Florida. With four theme parks, two water parks, 32 resorts and more, Walt Disney World provides fun for the whole family.

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CAMPAIGN MATERIALS



Social Media Posts LinkedIn Advertisements

Walt Disney World
125k followers
Promoted

We are very excited to celebrate all of our Cast Members who have earned their degrees over the past few weeks!

Through Disney Aspire, we are proud to empower our Cast Members to go back to school and earn their Bachelor's or Master's degrees, High School Diploma, and more, while we cover 100% of tuition costs.

Ready for your dreams to be within reach?

Learn more about Disney Aspire: <https://disney.guideducation.com/partner/>



Learn more about Disney Aspire!
DisneyCareers.com [Learn More](#)

11.8k 876 comments

Like Comment Share Send


Walt Disney World
860k followers
Promoted

"Working at Walt Disney World has changed my life in innumerable ways."

Bridget began working at Walt Disney World as a PhotoPass Photographer on the Disney College Program, and then transitioned into a full time cast member. By taking advantage of the Disney Aspire program, she finished her Bachelor's Degree with 100% of her tuition covered.

"The ability to earn my degree debt free has allowed me to reach for the stars, and I am excited to take the next step in my career by joining the marketing team at Disney Parks, Experiences and Products."

Want to join Bridget and add some magic to your career?
Read More: <https://jobs.disneycareers.com/>



Create a LinkedIn ad mockup!
DisneyCareers.com [Learn More](#)

865 43 comments

Like Comment Share Send



Social Media Posts Instagram Advertisement

 **Walt Disney World**
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**YOU
ARE THE
MAGIC**

♡ 💬 📌 🔖

11.8k likes

Walt Disney World Here at Disney, we empower our Cast Members to give back to the world around them. From saving the environment, to creating blankets for Children's hospitals, our Cast Members have volunteered for over 12 million hours since the VolunteARS program was started.

Want to be empowered to give back?

Come join the family.: <https://jobs.disneycareers.com/>

[View all 43 comments](#)

CAMPAIGN MATERIALS



5 Magical Perks of Working at Walt Disney World

Walt Disney World is the Most Magical Place on Earth, and working in the parks gives Cast Members the experience of being a part of families' happiest memories and making a lasting impact on guests daily. In addition to being surrounded by joy in your workplace, the Walt Disney Company has many amazing and unique benefits to offer its cast. We've listed the top 5 most unique and magical benefits below.



1. Disney ASPIRE

Walt Disney World in Florida has launched an unparalleled educational program for its Cast Members. For more than 50,000 eligible full-time employees in Florida, the Disney Aspire program will pay for 100% of their tuition at one of their in-network tuitions. They also offer reimbursement for their application fees, textbooks, and other fees associated with their studies. This program has allowed employees to dream big and achieve goals that wouldn't have been accessible to them otherwise. By investing in its Cast Members, Walt Disney World enables them to reach their career goals and follow their dreams.

2. Free Theme Park Access

By working in the parks, you get the ability to experience the magic of making memories for guests every day. However, you also get the ability to experience the magic firsthand on your days off because all Disney World employees are given complimentary access to all of the Disney parks for themselves and their guests. Work hard, play hard is our motto here, and we hope that Cast Members take advantage of this incredible perk.

3. Magical Discounts Around the Resort

Another way Disney values its employees is by giving Cast Members discounts at merchandise and food locations across the resort, as well as access to discounted hotel rooms and more. Disney's cast is their most important commodity, and by empowering them to experience the magic themselves and have affordable stay-cations, they help reignite the spark in their employees and keep the magic alive.



4. Disney VoluntEARS Program

Not only does Walt Disney World pour into its Cast Members, but they also empower those Cast Members to give back to their communities and the world around them. Disney World offers eligible employees paid volunteer time to use towards a cause of their choice. They also have the opportunity to turn their volunteer hours into a donation through the Disney VoluntEARS Grant Program, which will be given to the charity of their choice. Since the beginning of the VoluntEARS program in 1983, Disney Cast Members have spent over 12 million hours giving back worldwide.

5. Backstage Magic

In a company like Walt Disney World, there are always new and exciting adventures coming to the resort, and Cast Members are able to get sneak previews of some of these experiences before they open to the public. The Backstage Magic program allows Cast Members to enter contests for backstage tours of attractions, get free tours of the parks like the Keys to the Kingdom tour at Magic Kingdom, earn special previews of attractions or lands coming to the different parks, and other magical experiences that are not available to day guests.

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