

# THE WALL STREET JOURNAL.

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To the Judges:

There is probably no more demanding traveler than the Disney theme park devotee. These guests scour countless fan and community websites to learn the latest new type of frozen fruit treat at Walt Disney World and how the third shift at Disneyland hadn't been hired back after the pandemic. Disney fans, unlike the customers of most brands, know the CEO's name and hold him accountable for things they don't like.

Wall Street Journal reporters Jacob Passy and Robbie Whelan chronicled the truth behind this codependent relationship by unveiling for the first time in a mainstream publication the calculating "yield management" strategy behind the theme parks division's record profits. Disney's maneuvers included higher ticket prices, an end to season passes, smaller meals and more expensive parking. But, by tapping sources inside the company and among the super-fan Disney watchers, the Journal uncovered the more hidden ways that Disney uses technology to wring as many dollars from every visitor as possible.

The story melds what is often kept separate about Disney—the intensity of its dominance in the hearts of families, travel agents and tourists around the world looking for fun and the stark realities of the company behind the magic, maximizing profits and solidifying a hold on children's imaginations. One proof of the success of this story was the reader mail—voluminous and vociferous.

For these reasons, we are proud to nominate this work.

Sincerely,

Liz Rappaport  
Los Angeles Bureau Chief  
The Wall Street Journal

## Article

[Disney's New Pricing Magic: More Profit From Fewer Park Visitors](#)