

# The Walt Disney Company

## Executive Summary

This report explores the Walt Disney Company (WDC), including its history, structure, culture, ethics and success. The primary focus is to apply the content learned in the MIE459 course to one of the most successful and well known companies in the world. The analysis will embrace all of Disney's current divisions: Disney Media Networks, Parks & Resorts, The Walt Disney Studios, Disney Consumer Products and Disney Interactive.

Utilizing Porter's concept of competitive strategies, WDC executes a differentiation strategy, since every product is launched with the attempt to be unique. Miles and Snow's strategy typology doesn't easily apply to Disney since it could be a prospector in the movie producing business, but a reactor in consumer product business. Disney's organizational culture is defined as adaptable, i.e., where managers care deeply about customers, stakeholders and employees. The movie industry, Disney's core business, is both a complex and unstable environment, which requires an organization structure flexible enough to survive to Hollywood's demands and changes. All of the factors above influence on the structure of an organization. WDC has 5 division based on the type of business, this divisional structure, at a macro-level perspective, enables to quickly adapt to the uncertain environment the company operates in.

This report looks into some of the successful stories each one of the 5 divisions has to share. After almost a hundred years in this world, having survived challenges like the World War II, successful stories are not rare at the WDC. Disney's innovative and technological tendency and its relationship with the success are also explored. The external environment is also analyzed, since it is a huge influence on how business is done at Disney. The opportunities and threats are identified and Porter's Five Forces is applied to WDC.

The team concludes the report by relating the factors analyzed with Disney's success. The company started as a cartoon studio to become the leading company in the entertainment industry, one of the most dreamed touristic destinations, a branch with stores worldwide and a technological and innovative role model. This history was not written by magic, Disney's belief in its value and mission allowed the company to grow a strong customer relationship, making it easier to succeed.