

Case Title: The Walt Disney Company

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Abstract: With 195,000 employees, operations in 45 countries, and \$55 billion in annual revenues, Disney is the largest media and entertainment company in the world. The strategic leadership of Walt Disney, Michael Eisner, and Robert Iger was critical in turning Disney into such a colossus empire. The case covers the epic journey of Disney from its inception in 1923 to its record performance results in 2016. The case examines how Disney grew through the corporate strategies of vertical integration, diversification, and geographic expansion by leveraging the following core competencies: creative content, technology, synergy, and branding. The case opens with Robert Iger, the current CEO who is facing four major challenges: acquiring creative content, technology disruption, global resistance to Disney's association with "American imperialism," and finding a successor by 2019. These challenges involve further broadening the scope of Disney, having to face even more formidable competition from international companies as well as former customers such as Netflix, and possibly hiring an "untested" CEO who could derail Disney's past success.

Concepts: Vision, Mission, and Values; Strategic Leadership and Succession; Core Competencies; Positioning Strategy; Maturing Domestic Market, International Growth Opportunities; Diversification: Product-Market and Geographic; Implementation of Strategic Initiatives

Context:

- Protagonists: Robert Iger (CEO)
- Countries: USA
- Sector: Media and Entertainment
- Company Employee Count: 195,000 thereof 13,500 outside USA
- Company Revenues: \$55 billion
- Ticker Symbol: DIS
- Event Year Begin: 1923
- Event Year End: 2017