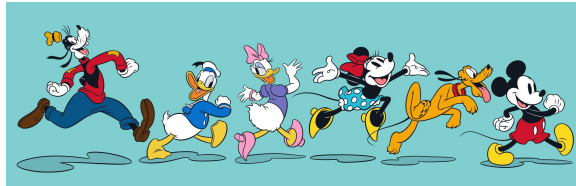




Disney



By: Anna Callan, Mariah Henry,
Alina Tishkov, Kyra Priess



Agenda :

- ❑ History of Disney
- ❑ Industry
- ❑ Rivals
- ❑ Disney today
- ❑ PESTEL Analysis
- ❑ Porter's 5 Forces
- ❑ Strategy
- ❑ Competitive advantages
- ❑ Major issues



Video

<https://www.youtube.com/watch?v=tuqv8loLj8A>



Mission

“To entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world’s premier entertainment company.”



History of *Disney*

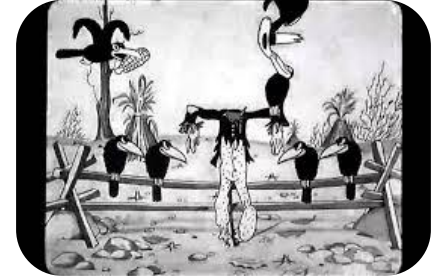
Walt Disney was
born

1901



Creation of
Mickey Mouse

1928



1923

Disney brother
studio founded



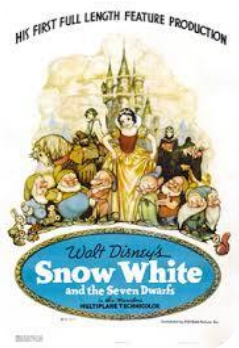
1930's

Disney created
many successful
shorts

History of *Disney*

First Disney
Movie release
(Snow White)

1937



1955

Disneyland
Opening in CA

Disney world
Opening in FL

1971



1983

Disney Channel
Created

Industry

Main focus is in media and entertainment, which includes:



- Streaming Services
- Film
- TV
- Theme Parks
- Consumer Producers
- Sports



Rivals

Media & Entertainment:

- Warner Bros. Discovery
- Comcast
- Paramount Global
- Amazon
- Apple

Streaming Services:

- Netflix
- Amazon Prime Video
- Apple TV+
- HBO Max

Theme Parks & Experiences:

- Universal Parks and Resorts
- SeaWorld
- Six Flags
- Legoland

Consumer Products:

- Hasbro
- Mattel
- Warner Bros. Consumer Products

Sports:

- NBC Sports
- Fox Sports
- Amazon Prime Video
- Apple TV+

Disney in 2025



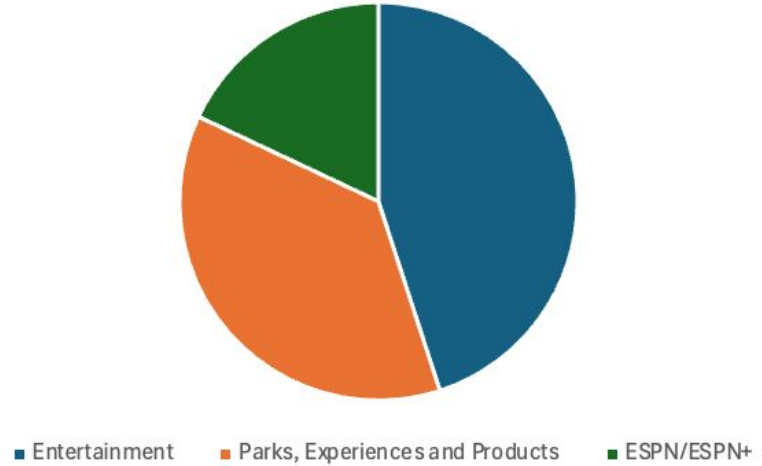
"The Most Magical Place on Earth"

Total revenue for 2024 being ~\$92B

3 Main Revenue Segments for Disney:

- 1.) Disney Entertainment (~\$41B)
- 2.) Disney Parks, Experiences, & Products (~\$34B)
- 3.) Sports: ESPN/ESPN+ (~\$17B)

Top-Revenue Streams



Entertainment

~\$41B across all entertainment operations

Entertainment segment is further separated into 3 components:

- **Linear Networks:** domestic and international cable networks such as, Disney, ESPN, National Geographic, ABC broadcast television network, eight domestic stations and a 50% equity investment in A+E Television Networks
- **Direct-to-Consumer:** Disney+, Disney+ Hotstar, ESPN+, Hulu, and Star+
- **Content Sales/Licensing:** theatrical distribution, home entertainment distribution (DVD and Blu-Ray), music distribution, staging and licensing of live entertainment events, post-production services through Industrial Light & Magic and Skywalker Sound, and 30% ownership in Tata Sky Ltd.

Over 157 million global monthly users, including 112 million domestically



Parks, Experiences and Products

~\$34B in revenue driven by 4 components:

- Theme Parks
- Resorts (California, Florida, Hawaii, Paris, Hong Kong, Shanghai)
- Cruise Line
- Vacation Club

Main Revenue Sources:

- Theme park admissions
- Food/Beverages
- Merchandise
- Resort and vacation rentals
- Royalties from licensing intellectual properties



Sports

~\$17B in revenue during 2024

- 24.9 million subscribers

ESPN+ Content Deals with:

- UFC
- NFL
- MLB
- NBA
- PGA Tour
- International Soccer
- College Sports
- Etc.

Future Features:

- ESPN cable experience without cable subscription
- Sports betting partnerships
- AI-powered personalization



PESTEL Analysis of the Industry: Political

Government Regulation

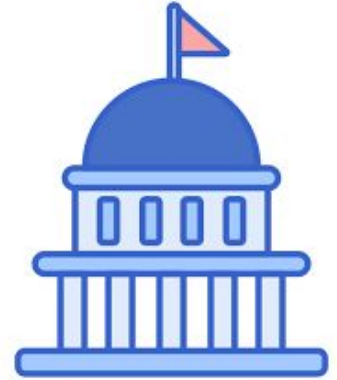
- Applies to advertising, marketing, labor, and content production
- Affects operations, growth, and competitiveness
- Taxes
- Varies by country

Level of Political Stability

- Can affect revenues, number of customers, and operations

Trade Relationships

- Changes in trade policies
- Tariffs
- Affects costs, pricing, and sales



PESTEL Analysis of the Industry: Economic

Growth and Recessions

- Close relationship with consumer spending, which affects revenues
- Relates to consumer confidence

Interest Rates

- Important for financial planning
- Relates to financing activities
- Affects capital projects and investments made

Changes in Exchange Rates

- Affects finances
- Adds unpredictability
- Involves risk management
- Stronger or weaker currencies have different effects on spending and profitability

Cost of Labor

- Affects efficiency and quality of service provided
- Relates to workforce availability and changes in the labor market

Inflation

- Increases input costs, which could relate to a rise in prices for consumers or lower margins



PESTEL Analysis of the Industry: Social

Changes in Consumer Behavior

- Increasing interest in sustainable products and social responsibility
- Growth in e-commerce and use of digital platforms



Market Saturation

- Competing for consumer attention
- Great variety of content and media available



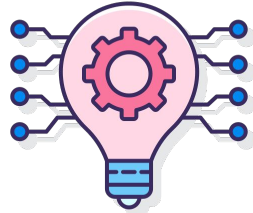
Use of Social Media

- Increases need for accountability
- Provides feedback
- Decisions under scrutiny
- Strong effect on reputation
- Interacting with and engaging consumers
- Promoting ethical business practices and social movements
- Emphasis on representation, diversity, and inclusion

PESTEL Analysis of the Industry: Technological

Cybersecurity

- Important for maintaining customer relationships
- Keeping digital assets and payment data safe
- Industry regulations



Data Analytics

- Provides insight into customer preferences
- Helps with improving marketing strategies and content creation

Growing Use of Artificial Intelligence

- Used in theme parks, television, and film
- Helps with content optimization and personalized experiences



Technological Innovations

- Better animation quality
- New experiences
- Personalization
- Recommendations
- Augmented reality
- Affects competitiveness

PESTEL Analysis of the Industry: Environmental

Corporate Social Responsibility

- Energy
- Emissions
- Plastic use
- Recycling
- Setting goals
- Consumer expectations

Environmental Regulations

- Pollution
- Clean air
- Clean water

Sustainability

- Wildlife conservation
- Renewable energy
- Water use
- Waste management and reduction

Supply Chain Management

- Ethical sourcing
- Sustainable materials and practices



PESTEL Analysis of the Industry: Legal



Protecting Intellectual Property

- Patents
- Copyrights
- Trademarks
- Licensing
- Infringement
- Important for preserving reputation, brand image, and revenue streams

Labor and Employment Laws

- Working conditions
- Health and safety standards
- Wages
- Unions

Consumer Protection Laws

- Advertising and marketing
- Data protection and privacy
- Product safety

Antitrust Laws

- Affects acquisitions
- Promoting competition and fair practices

Content Regulation

- Differences across countries

Porter's Five Forces: Media and Entertainment Industry

Threat of New Entrants: Low

- High economies of scale
- High product differentiation
- High capital requirements

Bargaining Power of Suppliers: Low

- High number of suppliers
- Low supplier product differentiation

Intensity of Rivalry Among Competitors: High

- High number of competitors
- High fixed costs
- High strategic stakes
- Increasingly competitive environment

Bargaining Power of Buyers: High

- Low switching costs
- High number of alternatives
- Increasingly price sensitive

Threat of Substitute Products and Services: Moderate

- Limited number of substitutes for the industry (hobbies)

Porter's Five Forces Analysis: Resources

Interconnected Business Segments

- Creates synergies
- Provides focus and direction
- Increases overall growth and success

Intellectual Property Protected By Patents, Copyrights, and Trademarks

- Broad appeal to different consumer segments
- Wide range of offerings

Strong Brand Image and Reputation

- Allows for differentiation
- High customer loyalty
- Effective marketing efforts

Disney's Resources That Improve Competitiveness

Acquisitions

- Strengthened appeal
- Expanded assets and content offerings
- Added talent
- Reduced competition

Disney's Strategy

Disney's strategy is centered around creativity, innovation, and storytelling as core values.

2 Different Types of Strategies:

Generic Strategy:

Product Differentiation



Intensive Growth Strategy:

Differentiated competitive advantages to

drive business expansion



Disney's Strategy

What do the 2 strategies mean?

Generic describes **how**
Disney competes:

- Making products distinct
- Prioritizing quality



Intensive describes the **ways**
Disney pursues growth through:

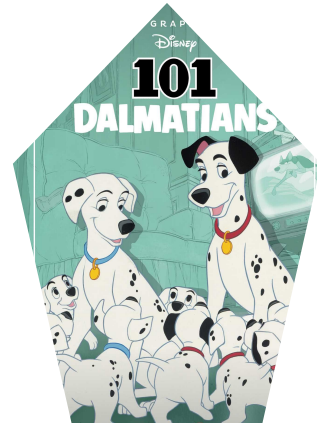
- Product development
- Market penetration
- Market development
- Diversification

The
WALT DISNEY
Company



Competitive Advantages

- Formula for success: Dream, diversify, and never miss an angle
- Acquisition of competitors - dominant presence in entertainment
- Content - Marvel, Star Wars, and Disney Classics
- Disney+ with bundle opportunities
- Technology + Innovation



Sustaining Competitive Advantages

- One of the Major Owners of Entertainment
- Ability to Acquire Competitors/Invest
- Global Presence - Consumer Loyalty
- Disney+
- Innovation + Technology



Major Issues Facing *Disney*

- Inflation
- Entertainment is not a need it is a want
- 1st thing to be sacrificed when times get tough



Jeopardy!



<https://jeopardylabs.com/play/6a95e38ec7>



<https://www.cnbc.com/2025/01/08/disney-monthly-active-users-ad-supported-content.html#:~:text=Disney%20said%20its%20streaming%20platforms,of%20profitability%20for%20streaming%20service S.>

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<https://thewaltdisneycompany.com/about/>