

THE WALT DISNEY COMPANY: A CORPORATE STRATEGY ANALYSIS

DISCUSSION QUESTIONS

1. Describe how Disney's businesses are integrated. Why does integration work so well for Disney and not other companies. Can you think of any other companies that follow a similar strategy?
2. What are Disney's key resources leading to competitive advantage? Is Disney's competitive advantage sustainable over the long term?
3. Where is Disney vulnerable? That is, what are Disney's weaknesses?
4. If you had to write a one-sentence vision statement for Disney, what would it be?
5. How are technological changes likely to influence Disney's businesses in the future? Which businesses are most susceptible to these changes?
6. Disney has diversified into a variety of businesses over the years, but they all seem to be connected to a common core? How would you describe this core? Are there any other businesses that are similar enough that Disney should seriously consider getting involved in them?
7. How can Disney make more money from its existing businesses?
8. If you had money to invest in 2012, would you have bought Disney stock? Why or why not?