

Appendix I
GROUP ASSIGNMENT COVER SHEET

Course Details

Faculty	VIT
Year and Trimester	FALL SEMESTER 2020-21
Tutorial Group	-
Lecturer's Name	Dr Cynthia Chan Ling Meng

Assignment Detail

Company Name	THE WALT DISNEY COMPANY
Due Date	12 th December 2020, before 2.00pm
Important Note	Submission of assignment is the responsibility of the students

Student Details

	Name	Student ID	Course
1.	KARTHIGA.K	20BCC0057	
2.	KAVI PRIYA.S	20BCC0035	
3.	KIRUTHIKA.S	20BCC0085	
4.	SUBALAKSHMI ARUNAGIRI	20BCC0019	
5.	SUMAIYA BANU	20BCC0003	
6.	THILAGAVATHI.M.C	20BCC0036	

Assignment overall mark

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	Assessment Criteria	Absent 0-2	Poor 3-4	Average 5-6	Good 7-8	Excellent 9-10	Marks Given
1	Brief background of the company	Failed to provide adequate information on the company's profile and case purpose	The information provided on the company's profile and case purpose are somewhat adequate	The information provided on the company's profile and case purpose are adequate	The information provided on the company's profile and case purpose are relevant and adequate	Meets and exceeds "Good" criteria with rich explanation, examples and application of content ideas	
2	Diagnostic of Management function:POLC	Majority of Content is missing, incomplete and/or extremely inaccurate	Content shows very basic understanding, and includes several inaccuracies	Content is mostly accurate and shows a basic understanding of key ideas	Content is accurate, through and shows clear understanding through appropriate explanation and examples	Meets and exceeds "Good" criteria with rich explanation, examples and application of content ideas	
3	POLC • description in detail • students able to link POLC with company	Majority of Content is missing, incomplete and/or extremely inaccurate	Content shows very basic understanding, and includes several inaccuracies	Content is mostly accurate and shows a basic understanding of key ideas	Content is accurate, through and shows clear understanding through appropriate explanation and examples	Meets and exceeds "Good" criteria with rich explanation, examples and application of content ideas	
4	Critical review	Majority of Content is missing, incomplete and/or extremely inaccurate	Content shows very basic understanding, and includes several	Content is mostly accurate and shows a basic understanding of	Content is accurate, through and shows clear understanding through	Meets and exceeds "Good" criteria with rich explanation, examples and	

			inaccuracies	key ideas	appropriate explanation and examples	application of content ideas	
5	Recommendation and conclusions	Failed to provide relevant and appropriate recommendations and conclusions	Part of the recommendations and conclusions are relevant and appropriate	Most of the recommendations and conclusion are relevant and appropriate	The recommendations and conclusion are relevant and appropriate	Meets and exceeds “Good” criteria with excellent recommendations and conclusion.	
6	Overall Presentation and Structure of Report <ul style="list-style-type: none"> • Logical structure of report literary accuracy • Quality of general presentation • Proper length 	Majority of the presentation and structure of report is not coherent and each sentence flows insensibly	Part of the report presentation structure shows coherent and some sentences flow sensibly	Most of the report presentation structure shows coherent and most of the sentences flow sensibly	The report presentation structure is coherent and each sentence flows sensibly and at appropriate length	Meets and exceeds “Good” criteria with rich explanation, examples and application of content ideas	
Total = 60 Marks							
Convert to 30%							

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THE WALT DISNEY COMPANY

Disney the kingdom of entertainment was found by Walt Disney and Roy O. Disney in the year 1923, it has a benchmark in the industry. In the beginning The Walt Disney Company is known as Disney Brother's Studio. Before establishing the Disney Company, Walt Disney worked in many places as animator and illustrator in Kansas. The Walt Disney Company is one of the greatest entertainment business all around the world.

Initially with Walt Disney as the only man and his idea, now The Disney Company has turn out to be one of the Fortune 500 companies, with total assets value of \$98.6 billion (NASDAQ, 2018). The Walt Disney provides amusement in many ways such as television, music, films, video games and also in greater ways such as grandiose, cruise ships and amusement parks. The success of Disney is ascribed to great management structure, operational strategies, a prosperous global reach and combat sizeable challenges. Disney is worth for observing a international perspective. The Walt Disney Company uninterruptedly bringing joy and happiness to its consumers all around the globe and never stops to make us wonder.



Figure 1the Walt Disney Company

Introduction

The Walt Disney Company is known to entertain and inspire folks by their power of story telling, creative minds and innovative technology all over the world. The Walt Disney Company started with the primary vision to provide classical entertainments in 2D cartoons. In 1995, Walt Disney found Disneyland in Anaheim, California. Disneyland is a place where variety of cartoon characters can be seen. Behind all the wonders that Disney has got hold of us, are the imaginative of Disney's leadership who strives to sow the seeds of creativity, faster innovation and utilize the latest technologies. Now the Disney Company is functioning in more than 40 countries all around the globe.

NAME	The Walt Disney Company
TYPE	Public
INDUSTRY	Entertainment and Media
FOUNDED	1923
HEADQUARTERS	Burbank, California, U.S.
CEO	Bob Chapek
TICKER SYMBOL	DIS
LEADING COMPETITORS	Comcast, Sony, Viacom CBS (VIAC), Time Warner Cable, Universal Studios, Six Flags.

Scope of Disney's Products and Services

Disney's scope of business attracts to a large range of ages, strategically targets to make a consistent income. First, the movies of Walt Disney attracted the youngest audiences, with many parents to talk about not purchasing Disney movies and accompanying products led to feel guilt (Bohas, 2015). The next target of Disney Company is to attract pre-teens, consuming television, video games and music marketed towards a slightly older audience than their movies (Bohas, 2015). These are initial level media that establish brand awareness within younger audience minds. More than 50% of Disney revenue is generated from media network and studio entertainment. Disney markets its expensive provisions to families by selling vacations formulated on nostalgia. Both licensing and merchandising helps Disney in generating significant revenue.

Facts and Statistics

Some specific facts and statistics of The Walt Disney Company has been given below:

Company

- **Founding Date:** October 16, 1923 (97 years ago)
- **Products:** Theme parks, Cable televisions, Films, Video Games, Publishing, Broadcasting, Radio, Web portals and Music.
- **Number of employees:** 2,23,000 (2019)

- **Net Income:** US\$ -2,864 billion (2020)

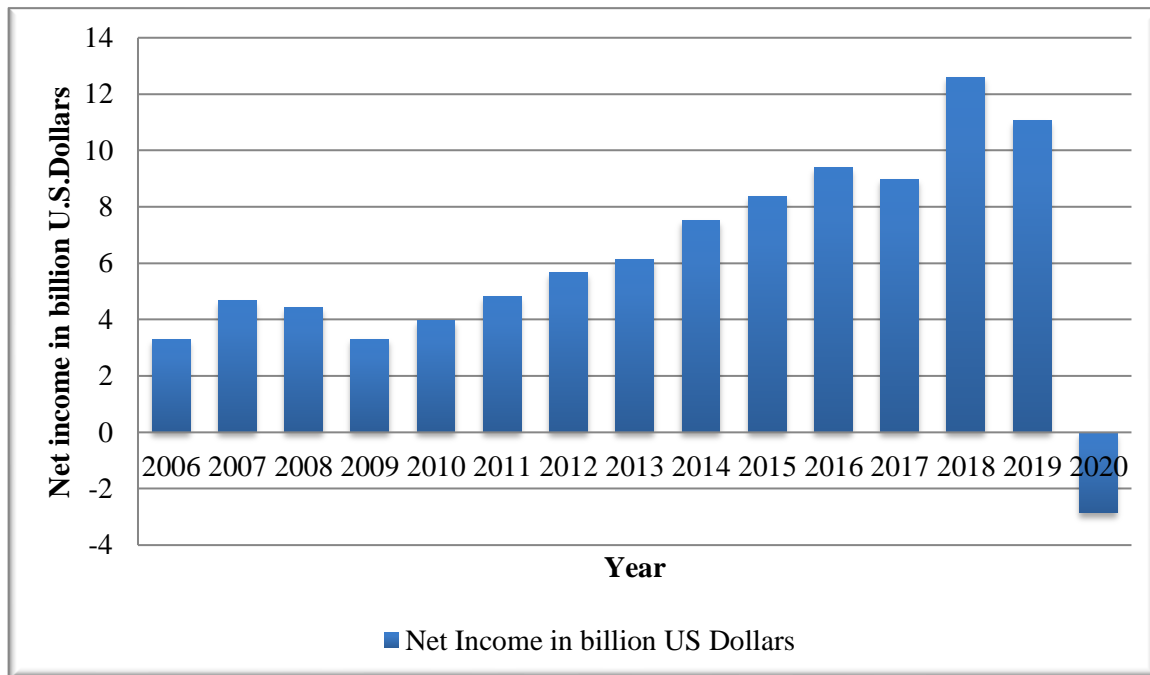


Figure 2 Walt Disney Net Income

- **Total assets:** US\$ 201.549 billion (2020)

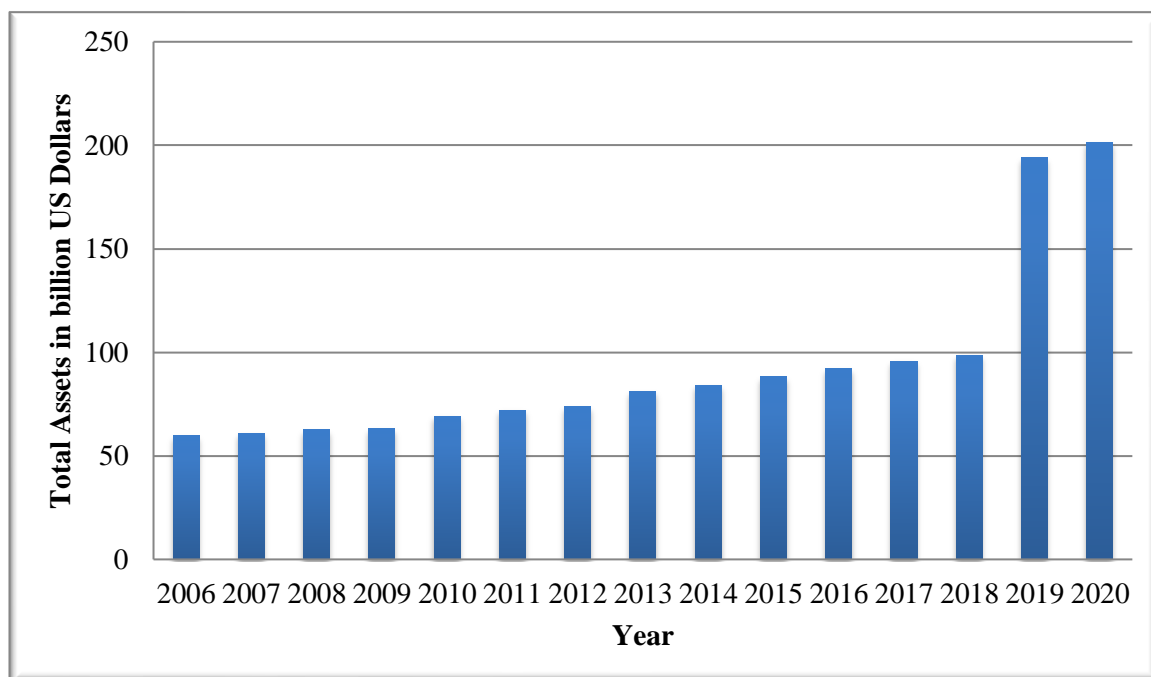


Figure 3 Walt Disney Total Assets

- **Revenue:** US\$ 69.57 billion (2020)

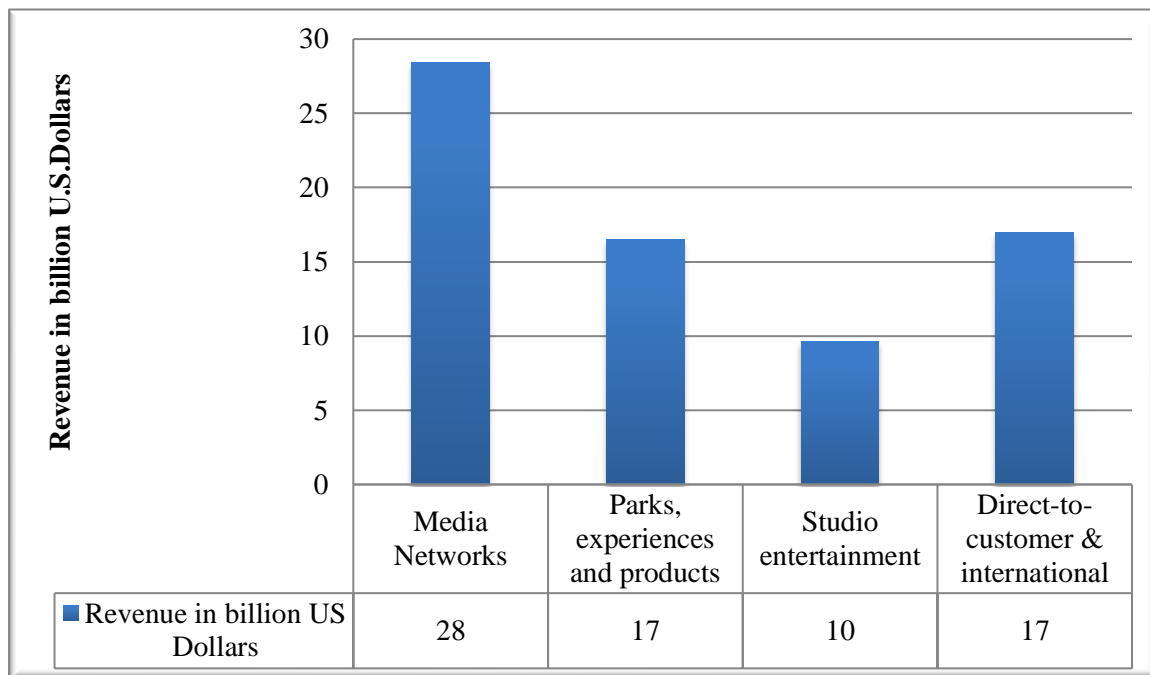


Figure 4 Walt Disney Revenue

Divisions

- Walt Disney Parks and Resorts
 - Including the company's cruise lines, theme parks and travel related assets.
- Walt Disney Studios
 - Includes the company's music recording label, films and theatrical divisions.
- Disney Media Networks
 - Includes the company's television properties.
- Disney Consumer Products and Interactive Media
 - Produce toys, clothing, and other merchandising based on Disney's owned properties also includes Disney's Internet, mobile, social media, virtual worlds, and computer games operations.

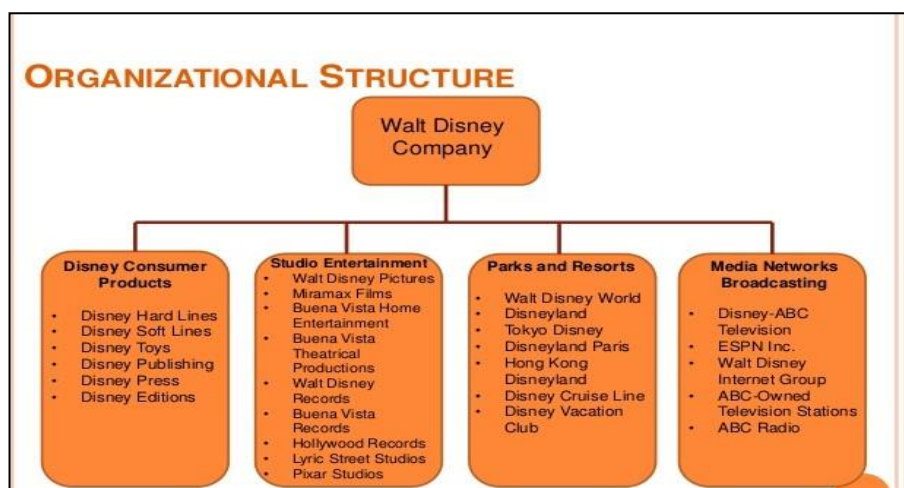


Figure 5 Disney Divisions

Brands

- Walt Disney Studios
- Walt Disney Animation Studios
- Disney Theatrical Productions
- The Walt Disney Company India
- Pixar Animation Studios
- Marvel Entertainment
- Marvel Studios
- Lucasfilm
- The Muppets Studio
- Disney-ABC Television Group
- ESPN Inc. (80%)
- A+E Networks (50%)
- Radio Disney
- Hulu (32%)
- UTV Software Communications
- Maker Studios

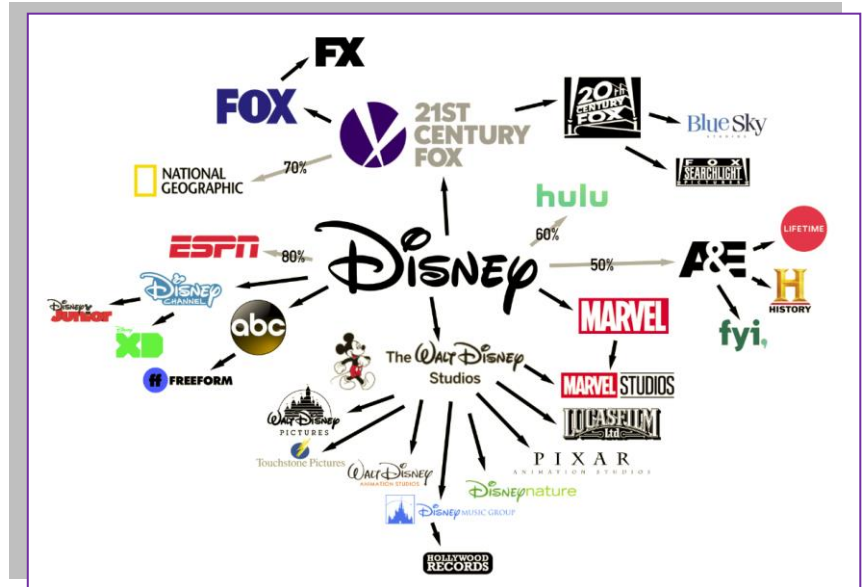


Figure 6 Disney Brands

STRATEGIC MANAGEMENT FUNCTIONS



Figure 7 Disney Management Functions

PLANNING

With the rapid evolution, Walt Disney Land has a wide-ranging accumulative attendance when compared to the other theme parks all around the globe. The influential factor to accomplish victory in Disney Land is the Management. Management is the system to achieve the goals by way of four important functions, such as planning, organizing, leading and controlling.



Figure 8 Planning

Planning plays an important role in The Walt Disney Company. Planning is the predominant function of management, which supports the company to develop and achieve the goals.

Mission

The mission statement in The Walt Disney Company is **“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 the world’s premier entertainment company.”** While the mission statement of the Disney company about the entertainment and impact it motive to offer its customers, the prime focus of Disney is on leading and entertaining the whole industry into one of the most vital and successive ones.

Walt Disney Company’s mission statement has the following features:

1. Improvement of communities
2. Improving lives
3. Entertain
4. Exceeding expectations

Vision

The vision statement of Walt Disney Company is “**to be one of the world’s leading producers and providers of entertainment and information.**” Disney always competes to be the world’s renowned entertainment company by making an impressive experience for persons of all ages.

Being the world’s uncontroversial contributor, Disney deals within all dimensions including quality and coverage. Without concerning about the competition, Disney attempts to put itself out of its way in order to carry industry -based development initiatives for the well-being of all members.

The vision statement of Walt Disney has the following features:

1. World’s Leader.
2. Producer and Provider of Entertainment and Information.

Goals and Objectives:

The indispensable element in the planning process is setting the goals. The goal of Walt Disney Company is to accomplish success by establishing citizenship into all of their day-to-day decisions and actions, managed by three core principles.

Core principles

- Act
- Champion
- Inspire

During 1930’s and 1940’s, Disney visited several amusement parks around the world with his daughters. Then, arose the concept of Disneyland. In the earlier stage, Disney set his goal to build a tourist attraction spot and also appointed a consultant to help him determine a suitable site for his project. By virtue of that, Walt Disney set attainable, measurable, specific, timely and realistic goals. The amusement park, Disneyland was built where the adults, their children can go and have fun together. After the opening of Disneyland, it has gone through a lot of renovations and expansions. Due to this reason, the number of visitors has increased.

In 1996, due to the death of Disney and the enlargement of Hollywood, The Walt Disney Company was left behind. The CEO of the company in 1984 to figure out and solve this situation, developed commitment to goals and arrive with the decisions that made collaboration with the other employees, such as management team. Without any question, this action by the CEO strengthened the Disney Company. Now, the company includes divisions such as radios, films, theme parks, live entertainments and resorts.

In 1997, the revenue of the Disney Company is twice that of the revenue in 1995. This proved that Disney company couldn’t have achieved this goal without a proper planning process.

Disney made a long-period plan of producing a new ‘Star Wars’, which is distal goal from the tracking development. The Disney Company is very popular among children and adults. Since its reopening, above 650 million people visited the Disneyland. To be specific, the organization made the goals achievement with proper decision making.

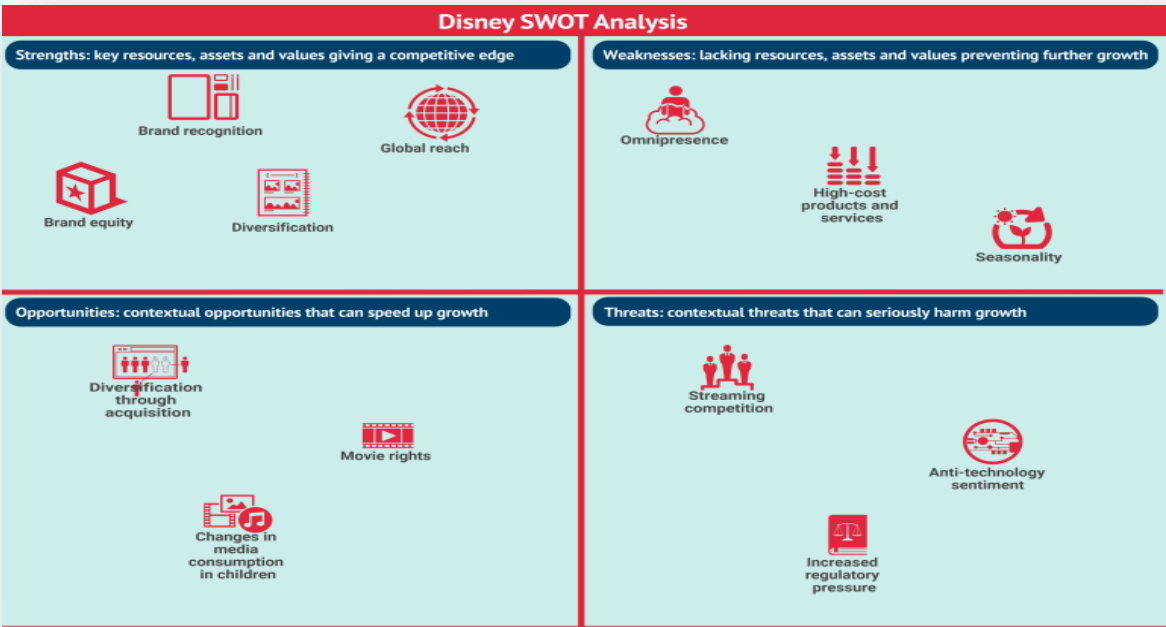


Figure 9 Disney SWOT analysis

ORGANIZING

As it is known to all, the Disney Theme Park is the best- known amusement park in the world. Still, Disney Park is a division of the Walt Disney Company. The element of Disney Company is extremely complicated. Keeping this in mind, Disney ought to apply organization to manage every part of the company well through the knowledge of organizing to illustrate the organizational structures of Disney Company. It also helps in separating work and workers into organizational units in Disney Company and to gain knowledge about advantages and disadvantages of departmentalization.

Organizational Structure

Walt Disney has its own unique organizational structure having different customers and goals also horizontal and vertical configurations of departments to build the structure of cooperation. Through departmentalization, the Disney Company is able to divide its departments and responsibility. Functional departmentalization is the most common organizational structure, by using which the Disney Company organizes its work and workers into distinct units accountable for certain business functions or fields of expertise.

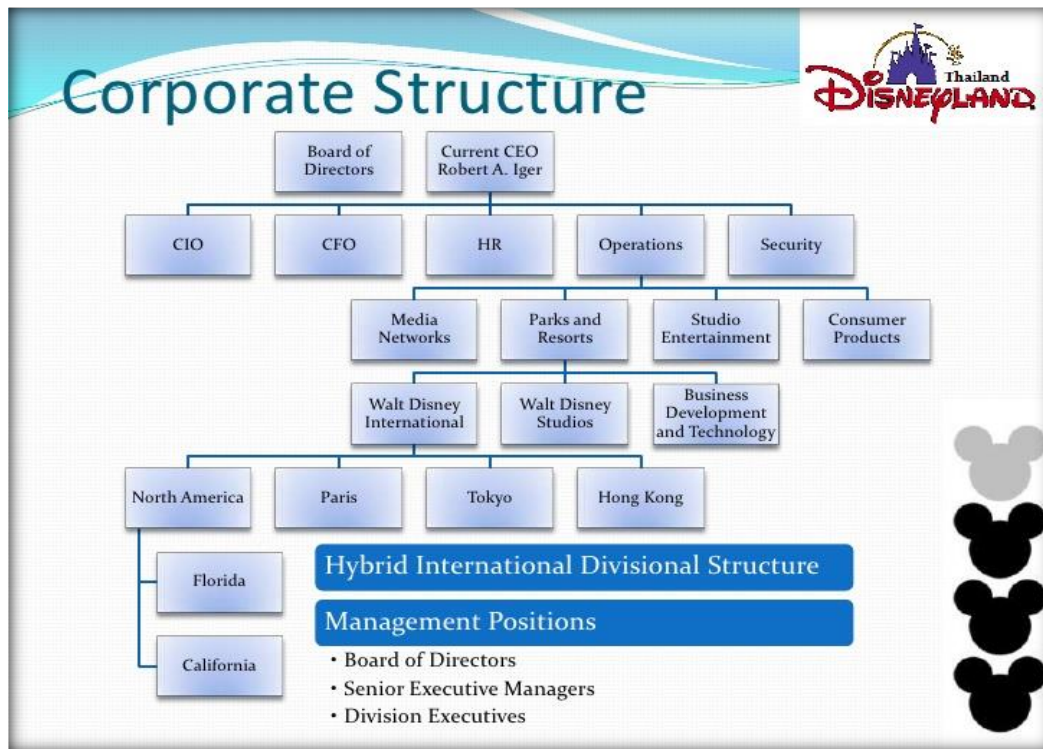


Figure 10 Corporate Structure

Organizational Culture

The Walt Disney corporate culture:

1. Community
2. Decency
3. Innovation
4. Optimism
5. Storytelling
6. Quality

This type of corporate culture for Walt Disney helps in uniting the organization to address issues in their workplace.

Disney Segments

Walt Disney distributes its functions to five parts namely:

1. Media Networks
2. Parks and Reports
3. The Walt Disney Studios
4. Disney Consumer Product
5. Disney Interactive

Each of these departments experienced different field activities and task because of separate functions which resulted in both advantages and disadvantages. For instance, sellers and marketers play an important role in Disney Consumer Product. They can bring the liberal benefit for the company,

The other advantage is that it can lower the cost of duplication. Sellers are not worried about the creation of products other departments will accomplish these jobs which can cause a fall in duplication of resources.

However, there are shortcomings in the functional departmentalization. For instance, in Disney Consumer Product sellers communicate with difficulty with cross-department like designing and manufacturing department. The disagreement between the marketing and sales department is the best exemplar. In Walt Disney, sellers create products with more accessories and capabilities in order to attract more customers.

Analysis

Accordingly, manufacturing forces for a small number of products with simplified designs which can complete products on time and keep costs within the cost budgets. Based on the above analysis and discussion, **organizing** especially departmentalization makes the task of company more careful which enhances the efficiency of operating and reduce the cost of managing and duplication.

On whole, Walt Disney achieves outstanding success for its **excellent organization** which has improved the entire company as well.

LEADING

Leadership

The Walt Disney Company popularly notable as DISNEY. Disney is prominent for its renowned film studio. Meanwhile, Disney is one of the successful companies in the world. The company brings a lot of delusion and gladness to people, especially the kids. Disney is very concerned about people's feelings and feedback.

Decision Making

Nowadays, there are more than five Disneyland Park to visit every year. However, how can tourists feel joyous through the visit to Disneyland Park and come back next time?

Leading is the key to achieve this goal. To support this view, three factors will be discussed: **emotional control, per formative labour and rewards**. To build a cheery atmosphere, the emotional balance of the employees is vitally important.

Employees should not bring any of his /her personal feelings during this serving to tourists or else chat with colleagues. This situation is hard to prevent if it has occurred. So, the leader always notices the healthy relationship between colleagues that they should maintain a friendly position and do encourage each other. Moreover, employees has their costume, so they are typically a part of Disney. Besides this, the company advices the employees that they should blend into their work and feel proud of it.

Also, throughout the working, employees were usually encouraged to imagine the workplace as a stage. They are experienced actresses and actors in this kind of work. Meanwhile, their jobs are modifiable as drama. Employees can meet a lot of different situations during their work. However, this imagination and action can cause a considerable feeling to employees and influence them to work with passion. The leader is always reminded of this vital thing before start working. After that, workers can cultivate a positive mood to work day by day.

Motivation

Rewards are a prominent method to encourage and motivate the employees to work and function well. The reward can be divided into **two parts**. They are **verbal rewards** and **non-verbal rewards**. The verbal reward is **encouragement from speech**. To strengthen employee's **self- confidence**, supervisors will encourage the workers in daily working time. The praising sentence from their managers encourages the employees by making them feel good and perform better. A non-verbal reward is giving them **gifts** or **cookies** or whatever. When some employees are doing well and performing well in the period of work time, the leaders are possible to reward a small gift such as encouraging stickers and food. As we know, working at Disney is hard and requires a full of energy, giving them a warm food and drinks can also encourages the workers and leads to better performance.

At last, Disney is one of the successful global companies in the world. On the other hand, the reason to lead to success done not only relying on management and well-known brand. Leading is an essential element to affect Disney's development and operation. Leading plays a key role to motivate and encourage the employees in daily working time basis such as **rewards** and **emotional trainings**. A triumphant company like Disney cannot succeed without great leaders and its efficient workers.

CONTROLLING

Nowadays, Disneyland has also opened in all over the places like Japan, Hong Kong, California, Tokyo and so on. The controlling of this large company makes it much more amazing. Also, every company must have work standards, and not to mention the Disneyland. Disneyland is the worldwide "best in class" for customers delight and services.

One of the most significant advantage of Disneyland is that they use their special standard costume, which actually influence the customers experience and perception of Disneyland for customers. Customer satisfaction is the key factor in any business to succeed in the long term and Disney had done it successfully.

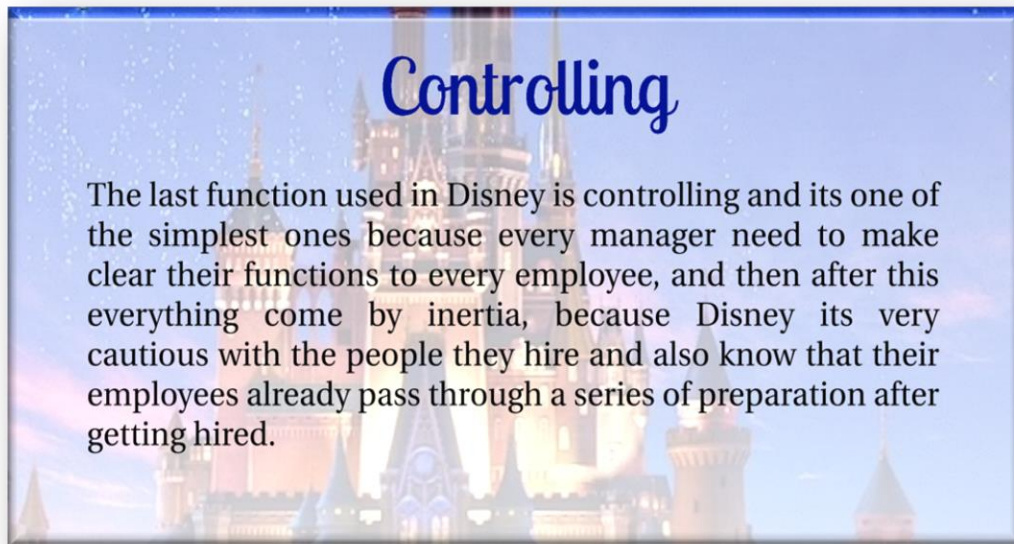


Figure 11 Controlling in Disney

Controlling requires them to focus on details. In Disneyland even the area around the garbage is very neat and tidy. In view of the fact that Disney wants to safeguard consumer realities, sometimes the visitors can also look at the backside of the garbage place, but they will see a neat and hygienic area, so that people will not feel disheartened or intolerable. In Disney employees are also very important parts of the company, the staffs must have good behaviour towards their customers in order to gain customer satisfaction.

The company uses control mechanism to contribute effectively to achieve their goals. The budgetary control is the most significant international business market system. Budgetary controls are used to adjust operating costs with strategic objectives of the company, and correct the measures with the goals or plans. The Disney company has many different kinds of budgetary controls on numerous of products.

Control methods

The first control method followed in Disney is bureaucratic control, and it is uses hierarchical authority to managing its employees, rewarding employees if they work hard, or punishing them if they are not obeying the rules and regulations of the company. The second one is the objective control. It includes behaviour control and output control. In Disney the behaviour control regulates the workers behaviour and actions on their job and managers are rewarding and punishing the workers depending on the workers behaviours. The third one is output control, by using which the Disney shares the values and beliefs that lead workers behaviour and decision. The final method followed in Disney is concrete control, it controls the workers behaviour and decision by workgroup values and beliefs, such as companies give independent work groups autonomy and responsibility for task completion.

RECOMMENDATIONS

It is magnified, amid one of these Disney Chronicle that the corporate should work in exclusively in upgrade the aggressiveness, it must concentrate on the way to acquire success or favourable outcome in the global market. It further in need to focus and sort out all the affairs correlated with the corporation. It is suggested that the corporate wants to continue its metamorphosis to upgrade its brand image in the trade and to stay in the competition. According to Edwards et al (2018) the firm needs to focus on its goals and objectives and values. It also needs to recognise the threats. The company should release movies and characters typically with the tastes and preferences of the customer and thereby get the feedback and response. The company needs to purchase the economical-system which has been espoused by the company, means to embrace it's organisational customs by providing support for departure from family intention. This support allows the flexibility in company's business in some part of the global market.

In the recent times, people are focusing more on internet when compared to TV, this is the correct opportunity for Disney to widen its market. The company must create a plan of action which decreases the expense in which production of their company's products in order to reduce the product's price. The price of the product will reduce with the same level quality; it will help the company to keep on going and will bring back their customers whom it lost to its competitors. If the company supplies inferior quality products to the customers, then the company will suffer the loss of its customers who entrust and appreciate the highquality products rather than the price. So, by following this strategy of producing quality products by reducing the expense simultaneously, the company will able to maintain a stable position in the market. It gives stagnant and continuous new opportunities to enlarge its business level.

According to de AguiarPinho et al (2017), it has been magnified to the company to found the strategy of preference by his opinion. Based on the preferences and interests of the consumers the company is required to release new cartoons and characters, because the preference of the consumers keeps on changing. Before releasing any new characters and cartoons, the company is advised to predict and analyse the reactions and the cartoons reaching level to the consumers. It is also recommended that in order to remain balanced in the market, the company needs to manufacture distinct varieties of products. The Walt Disney Company's management team is responsible to make consistent decisions for the enlargement of strategies which leads to achieve the company's goals.

CONCLUSION

The Walt Disney Company set up in 1923, became a very popular and strong company. It was started to provide classical entertainments (cartoons) in structure of 2D. Disney has a ideal perception to take the business to another level, that is to fabricate contentment all around and has been perceiving it through multiple kinds of entertainment. It is a prime international family entertainment corporate body. Walt Disney is the sovereign of globalization.

The Walt Disney Company has gone through much criticism and has confronted severe competition and further had motivated responses too. The company also faced lot of challenges in formulating its strategies. The important tool to analyse different factors of the organization is the POLC analysis and it is necessary for the company to practice and adopt this method. In order to merchandise, Walt Disney kept developing and changing continuously. With amazing strategies, it would be difficult for their competitors to get to with their amazing ideas. The company should focus on the recommendations made in the above case study of The Walt Disney Company.



Figure 12 Conclusion

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