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Walt Disney

Introduction:

Walter Elias Disney, also famously known as Walt Disney, was famous in the field of entertainment and animation. He was born on 5th December 1901 at Chicago. From an early age, he was passionate in the field of art. He served as an ambulance driver during the times of the First World War during 1914-1918. Fed up by the overseeing the dead bodies of people, he pursued a career in animation, moving to Hollywood during 1923 to establish his film legacy.

Have a look below at the achievements of Walt Disney.

	Walt Disney Animator, film producer, and entrepreneur
Birth and Death Dates	Born on December 5, 1901, in Chicago, Illinois, U.S., and died on December 15, 1966, in Burbank, California, U.S.
Key Contributions	Pioneer of the American animation industry; introduced several developments in the production of cartoons. Developed iconic characters like Mickey Mouse.
Notable Achievements	Holds the record for most Academy Awards earned and nominations by an individual; received two Golden Globe Special Achievement Awards and an Emmy Award.

Historical Background:

The success of Disney came through the character in animated form, Mickey Mouse, which, when first introduced in *Steamboat Willie* (1928), changed the whole industry, as animation and synchronized sound were incorporated. After the success of the Mickey Mouse launch, the next characters launched named, Donald Duck and Goofy were brought into the picture. These two characters are with respect to American culture. Later, the animation named *Snow White and the Seven Dwarfs* (1937) which was the world's first full-length animated feature and marked new standards in entertainment. He has won 22 Academy awards during his lifetime and gained numerous honours for his delegation and contribution to animation and film industry.

The Walt Disney Company entered the business of amusement parks by opening Disneyland in Anaheim, California, in 1955. Walt Disney Company never broke the law, but with this move, it created a highly unique form of immersive entertainment. In 1966, after Walt Disney's death, it continued to

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expand and open Walt Disney World in Florida in 1971, soon becoming one of the elite destinations in the world.

Expansion and Acquisitions:

Due to its commitment to storytelling, innovation, and delightful experiences *The Walt Disney Company* has truly become an entertainment hubspot. Through continuous change it has already pursued, Disney remains committed to making magical experiences for audiences worldwide and cementing the same for generations to come.

Aggressive expansion followed as Disney entered the late 20th and early 21st centuries. Three of the most significant acquisitions were Pixar in 2006, which rejuvenated Disney's animation division; Marvel Entertainment in 2009, which gave Disney a number of popular superhero franchises; and Lucasfilm in 2012, adding a third galaxy far, far away to its intellectual property wing. In 2019, Disney cemented its position firmly at the very pinnacle of global media by devouring 21st Century Fox.

The three core business divisions include:

1. Media Networks:

The company conducts business in the following key businesses: Television networks among its media networks include ABC, ESPN, and Disney Channel.

2. Parks, Experiences, and Products:

These consist of legendary theme parks and resorts from Disney, as well as consumer products.

3. Studio Entertainment:

Comprises Walt Disney Pictures, Marvel Studios, Lucasfilm, and Pixar and has produced some of the highest grossing films of all time.

Direct-to-Consumer & International:

With Disney's rapidly expanding streaming services starting with the company's 2019 launch of Disney+. Disney+ is one of the online streaming platform that offers services to users to watch movies, series, and originals from Disney, National Geographic, Marvel, Pixar and more.

Cultural Influence and Technological Innovation:

Disney is the archetypal cultural brand in popular entertainment. All imagery of the company—from Mickey Mouse to Marvel superheroes—resounds around the world as symbols of entertainment. Disney has also been the undisputed pioneer of new technologies since the 1930s. Disney was the first to

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introduce synchronized sound in *Snow White* in 1937 and colour in *Pinocchio* in 1940. CGI, which was used in such relatively recent films as *Toy Story* in 1995, was invented by Pixar Animation Studios.

Current Events:

When Disney+ was launched, it portrayed Disney as the major player in the streaming industry. Even when the COVID-19 pandemic was suddenly forcing theme parks to close for some time and delaying some of the productions, Disney responded quickly by implementing virtual releases along with safety measures, which is a perfect example of adaptability over the disruptions of the whole world.

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Planning: Managerial Functions

Planning is one of the critical activities at The Walt Disney Company. This is because planning helps the company sustain continued growth and maintain competitiveness in an ever-changing industry, such as the entertainment sector. The strategic planning from Disney is anchored in the pursuit to offer quality entertainment with its diversified business enterprise. Strategic planning for Disney entails the following essential aspects: goal settings, market research, innovation, and response to industry trends.

Strategic Objectives:

Disney's major strategic objectives are to produce more content, enhance the digital platform, and create an optimal customer experience. Such milestones, therefore, are founded on its primary mission of 'great storytelling' and innovative, highly engaging platforms. Continuously refreshing its approach to business, Disney ensures that its long-term vision stays in alignment with the company's short-term objective, which makes the organization stay ahead of the curve of the industry.

One of the strategic focuses from Disney more recently has been shifting to direct-to-consumer (DTC) services, headlined by the launch of Disney+ in 2019. This strategic decision formed part of the company's overall plan for adjusting to new trends in media consumption, which streaming platforms quickly have surpassed traditional cable networks as a top choice for consumers. Every move Disney has ever made regarding committing to stream has had substantial market research supporting it. In fact, this thought-out move by Disney has in tremendous ways helped reach subscriber growth and improved global coverage.

Following represents the SWOT Analysis of the Walt Disney:



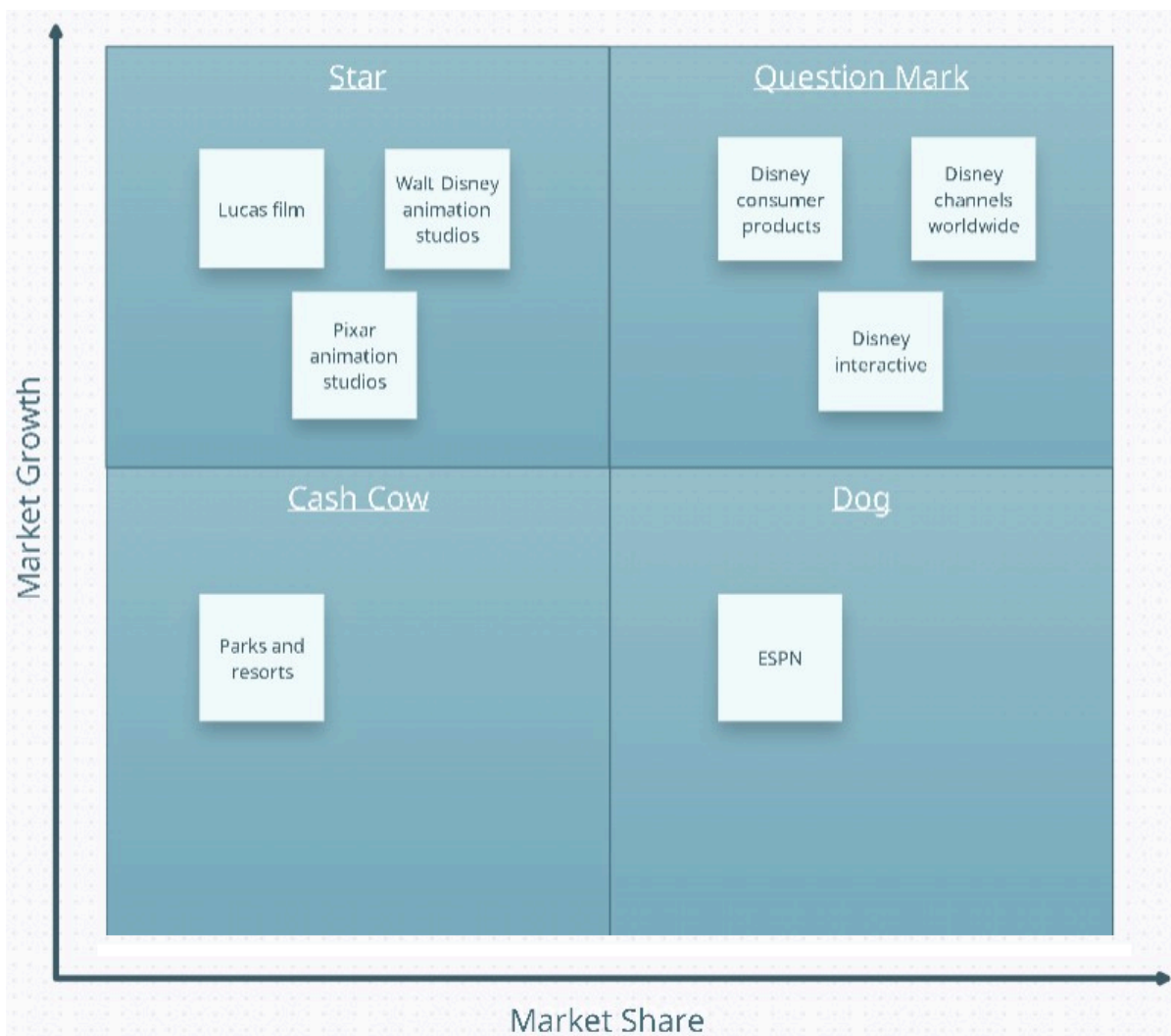
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Market Analysis and Trend Adaptation:

Very great market analysis is one of the cornerstones of Disney's planning. It is constantly monitoring the nature of consumer behavior, technology, and media patterns worldwide. That, in turn, helps Disney to make informed strategic decisions on where and what type of products to enter into markets as well as how to exploit the use of new technologies to enhance user experiences.

Disney responded by committing more substantial investment in its streaming services: Disney+, Hulu, and ESPN+. Taking that humongous advantage of the expanding market increased the demand for on-demand high-quality content generating a sustainable stream of revenue while ensuring that Disney reaches a much broader audience globally.

Following represents the BCG Matrix of the Walt Disney:



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Innovation and Diversification:

Innovation has always been a hallmark of Disney's approach to strategic planning. It could do so by technological innovation in a film or creation of new experiences in its theme parks. Disney has, time and again, reinvented itself in whatever themes were perceived to be most popular with the diverse audience base it attends to.

During the last decade, Disney's strategic planning has remained focused on innovation in the aspect of content production, especially through the application of its intellectual property assets. It has grown its content offerings by means of the acquisition process to include Pixar, Marvel, and Lucasfilm, creating blockbuster franchises as well as experiences generating revenue across divisions-from merchandise and theme parks to television and streaming platforms. Part of a long-term plan has been to strengthen Disney's competitive edge by focusing on high-quality storytelling and strong brand equity.

Disney is technology savvy, hence continually investing in high-end CGI and modern techniques of animation for better vistas and outlooks in movies such as Frozen, Avengers: Endgame, and The Lion King (2019). All these innovations are based on a well-thought-out R&D plan designed to keep Disney technologically ahead in the world of entertainment.

Risk Management and Contingency Planning:

Disney also plans with significant risk management and contingency capabilities. In fact, during the time of the COVID-19 pandemic, its theme parks and even its movies started facing severe disruptions in operations. The Disney company promptly shifted its targets to digital platforms and released some movies directly into Disney+ while curtailing revenue losses and keeping its audiences glued to entertainment. This kind of fast and nimble decision-making is reflective of Disney's ability to plot its planning through uncertainties and then make its course adjustments based upon those uncertainties.

Disney has, up to date, been able to measure and design contingency plans to overcome complexity by nailing the real intricate threats of the global world while continuing to innovate and expand its operations. Its all-inclusive strategy to manage the risk will position the company well to handle any future shocks and capitalise on new opportunities. Planning at The Walt Disney Company is multi-faceted and dynamic; it encompasses strategies, market studies, innovation, and risk management. Careful planning has enabled Disney to stay as a giant in the entertainment world and remain watchful.

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Organizing: Managerial Functions

The Walt Disney Company's organizational structure includes a number of departmentation strategies and is carefully constructed to correspond to Lyndall Urwick's organizational principles. The company's cooperative multidivisional (M-form) organizational structure allows for effective specialization, authority, and responsibility across its many operations.

The Tall and Flat Structure: Walt Disney's organizational structure incorporates characteristics of both tall and flat models, but it tends more toward a flatter structure. This is seen in circumstances where decision-making authority is regularly shared, giving each of its business units greater independence.

Urwick's Organizational Principles:

1. *Urwick's Principles of Organizational efficiency:* Disney's organizational management and cost control strategies are based on Lyndall Urwick's organization efficiency theory, which emphasizes coordination, clarity, and efficiency.
2. *Principle of Unity of Objective:* This principle emphasizes the importance of having a clear objective that guides every activity performed by the firm.
3. *Principle of Specialization:* Specialization is needed for efficiency. Disney shows this, with multiple company divisions focusing on specialized functional sectors such as media networks, theme parks, and studios.
4. *Principle of Coordination:* Effective coordination is required to guarantee that the activities of multiple divisions are properly coordinated. Disney encourages this through functional groups, which ensure that various business divisions work together to improve the organization's overall success.
5. *Principle of Authority and responsibility:* Well established authority structure is the part mentioned by Urwick in this principle. Disney has created clear lines of power, allowing managers to issue orders and ensuring responsibilities are known, which is critical for the efficient operation of its large organizational structure.

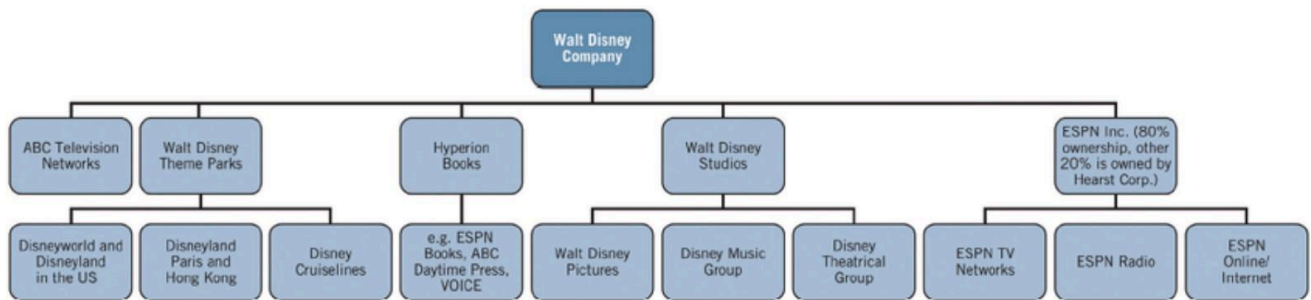
Methods of Departmentation Used by Walt Disney:

The various departmentation methods employed by Disney are:

1. *Departmentation by Enterprise functions:* The split of Disney into business-type groups, like Disney Parks, Studios Content, and Media Networks, is the main organizational feature. As demonstrated

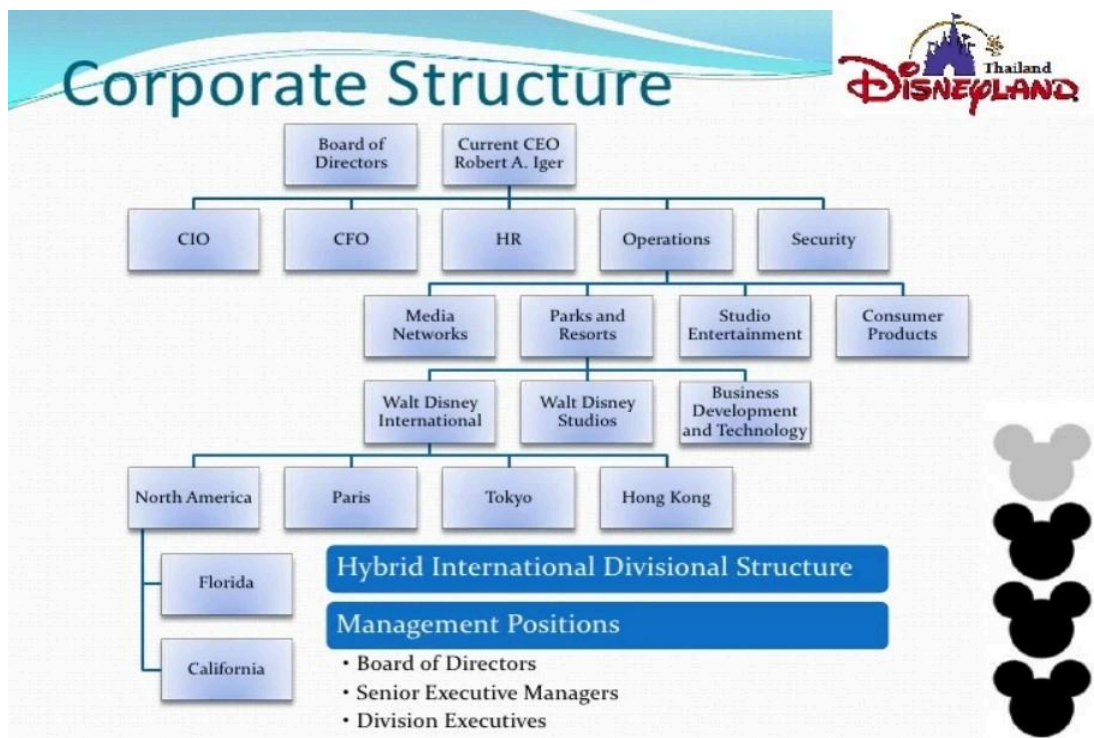
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here, each component functions independently and is consistent with the overarching business plan.



2. Departmentation by Territory/Geography:

Disney uses regional divisions to ensure that its plans are appropriately adapted to different locations, taking into account changes in local market conditions. Disney use geographic divisions as a means of efficiently handling the complex dynamics of various local market conditions across its global operations. By adapting to the unique cultural preferences and economic conditions in each region, the business may increase customer satisfaction and brand loyalty.



a. Geographic Locations of Disney

The three regions of Disney's geographic division regions are:

- i. U.S. and Canada: This is the largest market where it has major parks like Walt Disney World in Florida and Disneyland Resort in California. From this region Disney drive significant revenue and has the strong consumer base and diversity in entertainment.

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- ii. Europe: The region included here is Disneyland Paris, which satisfies to European audiences.
- iii. Asia-Pacific: This region includes popular sites such as Hong Kong Disneyland and Tokyo Disneyland in Japan. Disney adapts its attractions and marketing to reflect the cultural nuances and preferences prevalent in this part of the world.

Line Organization and Line and Staff Organization: Both line and line-and-staff organization forms are included in Disney's organizational structure. The main business divisions operate using a line organization methodology. This is supplemented by operational support staff duties like compliance and human resources, which help with strategic management while keeping an eye on Disney's corporate goals.

Steps of Delegation: Walt Disney's management style is a fine instance of effective delegation strategies. Disney was able to assign creative tasks while providing guidance and support by surrounding himself with talented individuals known as Imagineers. This collaborative environment, which places a stress on allowing teams the freedom to do their job in a way that supports the organization's primary aim, fosters employee ownership and creativity.

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Staffing: Managerial Functions

1. Introduction to the personnel function

Staffing is a key management function of The Walt Disney Company, involving the recruitment, selection, development and retention of employees across various business units. Disney's approach to hiring is consistent with Lyndall Urwick's organizational principles, particularly specialization and coordination.

2. Key Aspects of Disney's Human Resource Management Approach

2.1 Specialization in staffing

Disney's HR strategy reflects Urwick's principle of specialization, as evidenced by its diverse workforce across specialized divisions.

Division	Personnel Focus
Media Networks	Creative talent, producers, journalists
Amusement Parks	Customer Service, Carriers, Artists
Study Content	Actors, directors, animators

2.2 Geographic Staffing Considerations

Disney adapts its staffing approach to different geographic regions in accordance with the strategy of the territorial departments.

Region	Personnel Aspects
USA and Canada	Largest talent pool, focus on diversity
Europe	Multilingual staff, cultural adaptation
Asia-Pacific	Local Talent Acquisition, Cultural Sensitivity

3. Disney's "Imagineers" - a unique personnel approach

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The "Imagineers" concept is an example of Disney's innovative HR strategy:

- **Definition:** Creative professionals who design and develop Disney theme parks, attractions and experiences
- **Recruiting:** Seeking individuals with diverse skills in engineering, architecture, design and storytelling
- **Development:** Fosters creativity and innovation through joint projects

4. Personnel challenges and solutions

Challenges	Solution
High Turnover in Theme Parks	Robust educational programs, career advancement opportunities
Talent Acquisition at Global Space	Regional recruitment centers, partnerships with local universities
Maintaining Brand Consistency	Comprehensive onboarding process, ongoing brand education

5. Compliance with the Urwick Policy

Disney's HR function is aligned with several of Urwick's organizational principles:

1. **Unity of Purpose:** All personnel decisions support the overall mission and values of Disney
2. **Coordination:** HR departments work closely with different business units to ensure a coherent HR strategy
3. **Authority and Accountability:** Clear reporting structures and job descriptions for all positions

6. Conclusion

The Walt Disney Company's approach to staffing demonstrates a careful balance between specialization and coordination that is consistent with Urwick's organizational principles. By tailoring its HR strategies to different business units and geographies, Disney maintains diverse and talented workforce capable of delivering magical experiences to customers around the world.

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Leading: Managerial Functions

Introduction:

Leadership is one of the most important factors that make Disney, one of the most global media and entertainment conglomerates of the world, successful. This section makes an exploration into the leadership strategies, styles, and practices used at Disney.

Leadership Structure:

The leadership structure of Disney is pyramid-type. It has the CEO followed by several division heads and executives at its head. The current CEO, Bob Iger took office in 2022 and was already CEO from 2005 until 2020.

Leadership Style:

1. Visionary: Disney leaders are forward-looking and can predict where the market will likely be heading.
2. Innovative Leadership: Since Disney is famous for entertainment and innovation, leaders encourage and nurture creativity in the organization.
3. Transformational Leadership: Disney leaders challenge people to improve their own performance while challenging people to influence change within the organization.

Best Practices of Leaders:

- Innovation Facilitation: Disney leaders encourage innovative ideas and risk-taking skills as a necessity to maintain the competitive advantage of the company.
- Employee Development: The corporation engages in intensive training and development initiatives aimed at developing tomorrow's leaders.
- Collaborative Leadership: Staying with the hierarchical organization, Disney fosters collaboration amongst divisional divisions.
- Brand Champion: Leaders are responsible for preserving and enhancing Disney's excellent brand reputation in any venture.

Challenges and Adaptations:

Digital Transformation: Disney's leadership has had to evolve with the rapidly shifting digital landscape, such as in Disney+, for example.

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Diversity and Inclusion: The years have been characterized by diversity in leadership and inclusive storytelling.

Crisis Management: The COVID-19 pandemic has been one of the challenges that leaders have had to undertake, especially when it concerns theme parks and movie productions.

Case Study: Bob Iger's Leadership:

An example of good leadership at Disney would be Bob Iger's tenure as CEO, 2005-2020, 2022-present.

Strategic Acquisition: Led the Pixar, Marvel, Lucasfilm, and 21st Century Fox acquisitions successfully

International Expansion: Supervised the opening of Shanghai Disneyland

Digital Innovation: Led from the front in the development and launch of Disney +

Conclusion:

The company has, however, a mix of visionary thinking, creative encouragement, and strategic decision-making. With the continued evolution of the company as this landscape of media is dramatically changing, the practices of leadership in the company will be of very important influence in shaping its future prospects.

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Controlling: Walt Disney

Walt Disney's approach to controlling within his organization was characterized by a combination of autocratic leadership, strategic vision, and innovative management practices. His methods not only shaped the Disney brand but also laid the base of modern entertainment management.

- *Autocratic Leadership Style:* Walt Disney is often described as having an autocratic leadership style. He preferred to maintain tight control over his projects and did not seek much feedback from employees outside his inner circle. This approach allowed him to ensure that his creative vision was executed precisely as he envisioned, which was critical in the highly collaborative field of animation where consistency in style and quality was paramount.
- *The Disney Method:* Disney developed a unique creative strategy known as the Disney Method which involved four distinct thinking styles: Outsiders, Dreamers, Realizers, and Critics. This method facilitated a structured approach to idea development and project execution, allowing for thorough analysis and refinement of concepts before they moved into production. By controlling the creative process through this method, Disney ensured that all projects aligned with his overarching vision.
- *Financial Control and Strategic Maneuvering:* Financially, Walt Disney was astute in managing resources. For instance, he financed Disneyland through innovative means such as leveraging personal assets and securing investments from television networks like ABC in exchange for programming. This strategic financial control allowed him to mitigate risks while expanding the Disney brand into new areas.
- *Employee Development and Training:* Disney also recognized the importance of employee development as a form of control. He established an art school for his animators to ensure that all artists adhered to a consistent style, which was essential for maintaining quality across productions. This investment in training not only improved output quality but also fostered loyalty among employees.
- *Emotional Engagement with Customers:* A key aspect of Disney's controlling strategy involved creating emotional connections with customers. He believed that understanding and meeting guests at an emotional level was crucial for success in the entertainment industry. This philosophy guided operational decisions at Disneyland and other ventures, ensuring that every interaction contributed positively to the overall guest experience.

The different controls enforced by Disney are as follows:

1. Financial Controls

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Disney has a sleuth of fancy financial control mechanisms allowing it to keep its fiscal nose clean

including,

Budgeting: Disney uses detailed budgetary procedures in control to allocate resources and establish

cohesive financial objectives across the divisions.

Financial reporting: These reports are compiled on a monthly basis for performance against budgets and forecasts. These reports are essential in determining best strategies and tweak as needed. By following stringent internal and external auditing practices, Disney ensures its accuracy of financial statements as well as compliance with laws/regulations.

2. Quality Control

The quality, of course, is high on Disney brand and success.

Disney content quality: Disney deploys the same rigorous standards from script approvals that we talked about previously through post-production processes to ensure that all content meets the company's expectations.

Theme park experiences: The company has established a set of quality control processes for its theme parks, from ride safety to customer service interactions.

Disney Product Quality — as manufacturers of consumer products, Disney works closely with all companies who license our characters in resilient and exhaustive ways to meet safety standards and Disney brand expectations.

Service standards — We might think of the “Disney Look” or even their culture of SERVICE but they have ridiculous service standards that are ruthlessly enforced in every guest facing role.

Feedback loops: The company uses several forms of feedback to continuously evaluate and improve quality, such as customer surveys and social media monitoring.

3. Operational Controls

Disney uses a number of operational controls to drive efficiency and effectiveness across its unique operations:

Core operational performance metrics: any set of KPIs to measure progress and efficiency in operations -- such as wait times in a theme park, production schedules for studio creation or the performance of streaming services.

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- Project Management: Disney also utilizes project management tools and methodologies to monitor the implementation of large initiatives ranging from film production to theme park expansion.
- End to end supply chain management: Through their supply chain, the client ensures timely delivery of items and services along with cost-quality balance.
- Optimized utilization of capacity Management : Disney particularly at its parks and resorts employs very complex systems to manage its capacity.
- Technology infrastructure: Disney has strong IT controls in place to manage the technical systems that provide key business functionality and security.

4. **Brand and Reputation Control**

One more point related to a critical control function, protecting and managing the Disney brand:

Protection of intellectual property: Disney is known to protect its IP through both licensure and, if necessary, legal action.

Usage guidelines: The company has rigid guidelines concerning how its brand and characters may be used both internally and by external partners.

This includes a team of people who monitor and control the presence of Disney-owned brands on social media platforms.

Procedures for crises: The organization has developed protocols to immediately address and suppress any incident that could negatively impact its reputation.

Identikit: Disney has previously structured its communications to get this corporate messaging across in a controlled way.

5. **Compliance and Risk Management**

Two important key controlling functions are to guarantee compliance with laws and handle risks:

Regulatory compliance: Disney has highly effective ways to guarantee that it follows all laws and regulations of countries in which it works.

Environmental controls: This includes environmental management systems adopted by the company to monitor how their operations are affecting the environment and compliance with such regulations.

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Risk assessment: Regular risk assessments are implemented across all business units of Disney to identify potential risks and take necessary actions to achieve the desired goals.

Ethics and conduct: Disney strictly follows a code of conduct and ethics training program to regulate employee behaviour in the course of their work ensuring ethical business behaviour is practiced.

This is essential for Disney to keep up its superior standards: keeping watch on employee performance.

6. Performance Management

Employee Performance — It is important for Disney to control employee performance in order to maintain the high standards:

Performance review mechanisms: Regular performance evaluations are done to maintain employee accountability and follow occupational expectations.

Training: One of the best examples from our above list is training, where all the Disney employees are trained to perform well.

1) Incentive systems: To encourage workers to complete more work in line with company goals, the corporation operates a variety of incentive programs.

2) Succession planning: Disney specializes in managing the controls necessary to identify and develop talent for key positions, leading to a line-up of leaders while allowing other leadership as being performed adequately.

3) Workforce analytics: The company employs data analytics to track trends on the workforce and develop an understanding of what types of staff and training are needed.

Walt Disney

Summary:

In conclusion, Walt Disney's legacy is a testament to creativity, innovation, and resilience in the entertainment industry. From his early days of animation to the establishment of iconic theme parks, Disney revolutionized storytelling and created deep and strong experiences that resonate with audiences of all ages.

Innovation and Diversification

Disney's success can largely be attributed to his commitment to innovation and diversification. He continuously pushed the boundaries of animation and storytelling, leading to groundbreaking films like *Snow White and the Seven Dwarfs* and the creation of Disneyland, which set the standard for theme parks worldwide. This diversification strategy allowed Disney to establish a robust portfolio that included not only films but also television shows, merchandise, and theme parks, ensuring steady revenue streams even during economic downturns.

Cultural Impact:

The cultural impact of Disney cannot be overstated. The company's films often convey important life lessons and morals, shaping the perspectives of generations. The characters like Elsa from *Frozen* and Mickey Mouse have become cultural icons, fostering emotional connections with audiences globally. Disney's ability to create relatable characters and compelling narratives has cemented its place in popular culture.

Challenges and Resilience

Despite facing numerous challenges including financial setbacks and labor disputes, Walt Disney's unwavering dedication to his vision enabled him to overcome obstacles. His experience with *Oswald the Lucky Rabbit*, where he lost rights to a character he created, propelled him to prioritize ownership and artistic control, leading to the birth of Mickey Mouse. This resilience is a hallmark of Disney's journey, illustrating how challenges can lead to greater innovation and success. Walt Disney's influence extends far beyond entertainment; he transformed how stories are told and experienced. Walt Disney's legacy lives on through the continued success of The Walt Disney Company, which thrives on creativity and innovation while maintaining a commitment to delivering joy and inspiration. As Disney continues to evolve, it remains a beacon of imagination, reminding us that dreams can indeed come true.

Conclusions

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The way Disney controls management, in how it is run, shows a great example of striving for the best with its place as an entertainment powerhouse. Disney uses financial, quality, and operational controls as well as brand protection, ensuring compliance measures in place to maintain excellence in performance while still achieving alignment with the organization's corporate-level strategy.

Two of the biggest pluses for Disney's control are:

Sophisticated Financial Scheduling Systems Enable Informed Decisions

Strict checks and balances ensuring that the quality will meet their high standards

Institutional control module complexity allows efficient operations in multiple business segments.

Proper brand and reputation management--Disney's most valuable asset

Essentially, the position ensures a vibrant cover of compliance and solid risk management to guide through a global business environment with complexities.

Performance Management Systems That Work To Get Employees From Point A To Z.

However, it also has more persistent problems with control. Control must neither stifle creativity nor innovation. Control systems must adapt to very-changing technology and market conditions. How controls are managed across a very large, globally diverse organization with many business units remains a challenge. Agility in decision making must not be lost at the expense of proper oversight. The control mechanisms need to evolve to account for new risks-a very changing cyber threat, and consumer privacy expectations

As Disney grows and evolves, its future success will lie in the adaptive ability of its control systems to stay functional while furthering the sources of innovation that have defined it as great. Through more detailed refinement and adjustment of its controlling practices, Disney is designed to meet the future of the entertainment industry head-on.

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