Team 1 – Disney + team: Here are notes as I read through your draft. Good introduction and setup for the paper – though I expect you will offer recommendations, not, tentatively, “approach potential recommendations.” In fact, you could also indicate what some of your recommendations are, so that I can have them in mind as I read your analysis.

On threat of entry – it is true that it is expensive and hard to enter – but there are some giants who have the resources … Didn’t Paramount just enter? What if Sony through its Columbia pictures or maybe even Google? Not just anybody – but giants could enter… Apple was not entrenched within entertainment when they created their channel. Or are you saying that most of the giants who might enter have already?

Good point on switching costs … people go where the content is – so this is a field very dependent on big hits…. And that being vertically integrated means that the supplier power is not a concern. Good point on the concentration of the industry – and the point about international potential.

Interesting question in your firm analysis – do you think they are better off being thought of as a technology company rather than an entertainment company? Seems like you then say they can focus the technology on developing new content. If their continuing success depends more on the quality of their content, this seems like a potential conflict.

If you suggest more movement into video games, you should explain the market first … maybe just a re-ordering of that paragraph. … Which is a very long paragraph, by the way – worth structuring and making into multiple paragraphs. Should Disney make their own VR hardware, or are you suggesting more content for the technology? It’s not fully clear what business opportunity you see for VR by page 4…

Stunt robots is an interesting thought … though it doesn’t necessarily follow from your analysis unless you make the tie you see explicit. Computer generated imaging is another potential way stunts are being handled, no? Is it a problem that stunts are expensive if the movies still end up highly profitable? What is the problem they would be solving by taking on this kind of investment?

What game would the party app change? What would be different? And if they make it more popular through marketing, can they then protect it from being replicated by other streaming platforms? What would their revenue benefit be from promoting this aggressively? [Full disclosure – I’m aware of the feature, and have no interest in that personally… though I understand that my daughter does do movie parties with friends – so this feature may be focused on a certain age demographic?]

I’m not clear on how Disney benefits from working with Hulu. Who has the billing relationship with the customer in your view? What does Hulu bring them? It would be helpful to do a bit of a competitive profiling to help us understand where each major player (Netflix, Apple +, Hulu, Amazon Prime, HBO Max, etc…) stands in terms of what they do and don’t do…

You indicate a long list of countries they are in, then say they should expand globally. Where should they go where they aren’t already, and why? That doesn’t seem clear.

“Enumerator IP it has” ??? What is that bullet about? Other than that bullet, this appears to be a list of interesting facts that should probably be used in your assessment above. The repeatability of children’s movies is a fact that might be worth exploring… If two features floated Disney + for a year, that is both good news and also potentially scary… if it means that they NEED massive hits. Does it?

The operational section seems like it should come before the recommendations above – since those would have to fit within this organization – or would require they change their organization. Here you explain how they separate content creation from distribution – how do some of your recommendations fit within that structure? Is that the right structure?

The position for the future seems to be part of the profile of Disney today. Here at the end, you clearly set a space for these various concepts to see if you have anything … If you do, then they should be incorporated in either your analysis or your recommendations…

There is some good base material here, and some ideas floating around that need more refinement if they are to be your recommendations when you pull this together further.