

Faith Trust and Pixie Dust: Disney Board of Executives 1998



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MSUMUN Notices

Topic Warning

Please be advised that the contents of this background guide and, subsequently, this committee may discuss/contain references to racism and sexism.

MSUMUN Statement on Mental Health

Michigan State University Model United Nations (MSUMUN) is committed to fostering a safe and secure environment for all delegates, staff, and advisors. In this, MSUMUN operates with a zero-tolerance policy with regard to any and all instances of harassment and discrimination. Further, MSUMUN is committed to promoting the mental health of its participants and requires all participants to act with compassion, grace, and understanding. MSUMUN encourages participants to step out of their committee room and/or speak with a trusted individual if they are feeling overwhelmed or are otherwise uncomfortable.

Moreover, MSUMUN recognizes that some of its committees may include references to or discussions of sensitive topics. While MSUMUN values the discussion and awareness of these topics and a delegate's obligation to accurately represent their assigned role, all participants who engage in any bigoted, racist, sexist, homophobic, ableist, or other such comments or sentiments will be subject to appropriate disciplinary action at the discretion of MSUMUN's Secretariat. Additionally, in all things, MSUMUN pledges its Secretariat and staff to maintain approachability and inclusivity; if any participant has any questions, comments, or concerns they are encouraged to contact MSUMUN's Secretariat or, in the case of delegates, its staff.

All participants should be aware that MSUMUN's Secretariat and staff are designated mandatory reporters with MSU's Office of Institutional Equity while operating within their roles before and during the conference.

MSU Provisional Land Acknowledgement

“We collectively acknowledge that Michigan State University occupies the ancestral, traditional, and contemporary Lands of the Anishinaabeg – Three Fires Confederacy of Ojibwe, Odawa, and Potawatomi peoples. In particular, the University resides on Land ceded in the 1819 Treaty of Saginaw. We recognize, support, and advocate for the sovereignty of Michigan’s twelve federally recognized Indian nations, for historic Indigenous communities in Michigan, for Indigenous individuals and communities who live here now, and for those who were forcibly removed from their Homelands. By offering this Land Acknowledgement, we affirm Indigenous sovereignty and will work to hold Michigan State University more accountable to the needs of American Indian and Indigenous peoples.”



Letter From The Dias

Hello everyone and welcome to Faith Trust and Pixie Dust: Disney Board of Executives 1998! My name is Chloe Pottenger and I will be your chair for MSUMUN XXII. I am so excited to be debating the implementation of the creative aspects of the Walt Disney Company including theme park development, expansions, and creation of several multimedia projects during the end of the Disney Renaissance.

Firstly, let me introduce myself and my wonderful staffers! I am a second-year student at Michigan State University double majoring in Comparative Cultures and Politics and Japanese. Last year for MSUMUN XXI, I was a junior staffer in Michigan's Department of Natural Resources committee, and I participated in both RCMUN and MSUMUN when I was in middle and high school. This year I am also an Assistant Vice President of Financial Operations of the MSU International Relations Organization and the President of the MSU Knitting Circle. I am a self-proclaimed Disney adult that grew up on cheesy Disney movies ever since I was born. I have been to Disney more times than I can count and am excited to expel my useless Disney knowledge towards all of you! This year I am joined by three magical junior staffers: Alex, Conde, and Kate!

Hi! I'm Alex Boesch and I'm a freshman at MSU studying at James Madison College. I'm from Macomb, Michigan and I like taking walks through the woods, playing video games, and listening to indie music in my free time. This is my first MSUMUN but I was a MUN kid in high school, so I wish you all luck!

Hey there delegates! I'm Conde and I'm from Shelby Township, MI. I am a first-year student at MSU who is still undecided on their major but leaning towards International Relations. This will be my first MSUMUN committee as well as first time participating in a Model UN

committee in general, so I am super excited to share this experience with you all! I have loved Disney all my life so let's be sure not to sink this business! If you have any questions or concerns, we are here to help you. Overall, please relax and have fun!

Hi! I'm Kate, a first-year student at MSU, majoring in international relations. Outside of MSUMUN, I am also in the International Relations Organization and the Chinese American Student Coalition at MSU. I participated in MUN throughout high school, but this is my first experience with MSUMUN. Like many other kids, I grew up watching Disney and am very excited to see what happens in this committee!

As a reminder, this committee, while considered a specialized committee, has some aspects of a crisis committee. *I highly recommend that you read the special procedures part of the background guide to understand the hybrid crisis set-up of this committee.* If you have any questions while researching please feel free to reach out to us. Please send position papers to specialized2@msumun.org.

We are looking forward to seeing y'all real soon on MSUMUN weekend!

- Chloe, Alex, Conde, & Kate

Letter From Walt Disney

Prediction of Entertainment in the World 50 Years from Now: Written by Walt Disney on October 9, 1956¹

“Greetings from the city of Los Angeles, U.S.A. and the long-vanished days of 1956! We have been asked to surmise, for this occasion, what may be the state of entertainment arts industries in the world [in the future]

“It has been difficult enough to predict the course of public diversion, especially the fortune of motions pictures, television and place called Disneyland in which we have been engaged, even a few years ahead, let alone half a century in the future. This would be a feat for another Jules Verne, an Einstein, an atomic wizard, or a space engineer: I have no powers of seership!

“But one thing, I’m sure. People will need and demand amusement, refreshment, and pleasant relaxation from daily tasks and frets as much in your day as they have in ours and in all the generations of mankind into the remote past. What the exact nature and implementation of these mass entertainments may be doesn’t make much difference it seems to me.

“Humanity, as history informs us, changes very slowly in character and basic interests. People need play much as they need toil. They never cease to be fascinated by their own powers and passions, their base or noble emotions, their faiths and struggles and triumphs against handicap - all things that make them laugh and weep and comfort one another in love and sacrifice out of the deeps of their being.

¹ Jim Korkis November 30, Jim Korkis November 23, and Jim Korkis November 16, “Walt Disney Predicts the Future of Entertainment,” MousePlanet, accessed December 2, 2022, https://www.mouseplanet.com/11752/Walt_Disney_Predicts_the_Future_of_Entertainment.

“Millions of people in massive assemblies around the world may now be viewing the same staged or natural event, scanned by some incredibly potent scope, in the same amount of time. They may even be viewing presently obscured vistas on neighboring planets as one might look at neighbors across our Los Angeles streets.

“Omniscience will have drawn closer to futile senses and perceptions, for our entertainment as for our livelihood - yours, I should say, who will read this in your [future].

“... In the basic human elements... the showmen of your new day I am sure will still recognize and understand the entertainment makers of our vanished time.”

-Walt Disney



Rules of Procedure

We will be abiding by MSUMUN guidelines and rules which have been posted on the MSUMUN website. If you have any questions about MSUMUN guidelines, take a look at this link <https://msumun.org/official-committee-rules>, or email us a question on any of the following rules of procedure below.

Firstly, while there will be 3 topics discussed in this background guide, we will not be starting a committee with choosing a topic from the background guide. Rather than focusing on one topic, this committee will bring in aspects of each topic from the background guide.

Additionally, there are a few other additional procedural rules you will need to know for this committee. This committee will run like a hybrid-crisis committee. While there are many aspects that are geared towards specialized committees, delegates will be responding to “current events” or “drops” through directives throughout the committee. The drops may be about anything that is happening in the Disney company throughout 1998 or later. Each drop represents the time frame of around a month.

However, unlike a crisis committee, there will be no backroom. Delegates will have to work together to solve these timed drops before they can go back to debate. Directives will be written by delegates throughout the course of the committee after the start of a new crisis drop rather than writing a singular resolution that is written throughout the committee.

There will be no overarching story to the crisis drops. The drops are simply challenges that delegates will have to address throughout the committee in order to accurately simulate the environment that the Walt Disney Company operates under.

Example of an Actual Directive

Directive: Seoul Food

In light of the alarming humanitarian situation mounting in the Northern end of the country, the cabinet will:

1. Release emergency food stores to the Korean public, to be distributed by police forces over the next two weeks, to reduce rates of malnutrition and starvation from this conflict;
2. Request assistance from the International Committee of the Red Cross is providing clean water to residents of Seoul, Incheon, Uijeongbu, and Ansan as needed;
3. Establish emergency lodging centers in non-essential government buildings for individuals that have been displaced due to recent violence;
4. Temporarily cease exports of agricultural products and order mandatory sale of all foods to the Ministry of Agriculture for 50% below market value to help mitigate the current food crisis.

Through these steps, we hope to stem the humanitarian crisis in our country and regain the trust of the public.

Signed: Minister of Commerce, Minister of Culture, Minister of Foreign Affairs

Also, to accurately simulate the tensions that develop throughout the Disney Renaissance between executives, our committee will include a motion to impeach a member of the board. This motion will be a similar procedure to a motion for a division of the question. If this motion is passed, debate will center on whether the impeachment of the aforementioned board member should continue. If it is voted on that a board member should be impeached, the impeached delegate will receive a new role that will replace their spot on the board.

All additional rules of procedure will be addressed by the dais the day of committee to clarify any lingering questions delegates may have about the rules and procedures on conference day.

General Overview

Introduction to the Era

The Walt Disney Company during the Disney Renaissance is marked by a few key moments: the economic failure of the Euro Disney theme park in Paris, France and the acquisition of the ABC Company.

The Failure of the Disneyland Paris theme park came at the beginning of the Disney Renaissance. The Walt Disney Company already had a wonderful track record when it came to theme park creation. However, there were a few challenges that impacted the success of the Paris theme park due to French and American cultural differences, leading to the company incur billions of dollars in debt.² This in turn impacted the success of the Walt Disney Company and caused the Executive board to readjust their business strategies, abandoning some of their future projects due to feasibility and lack of funding such as WestCOT.³ The rest of the Disney Renaissance was dedicated to compensating for this massive failure.

The acquisition of the ABC Network and ESPN in 1995 was a 19-billion-dollar investment, one of the largest mergers ever reported. It allowed Disney to have licenses to ABC and ESPN media as well as more cable TV media distribution through the multiple networks that ABC Network had originally.⁴ This allowed the Walt Disney Company to explore new

² Abey Francis, "Case Study: Euro Disney Failure - Failed Americanism?," MBA Knowledge Base, December 21, 2017, <https://www.mbaknol.com/management-case-studies/case-study-euro-disney-failure-failed-americanism/>.

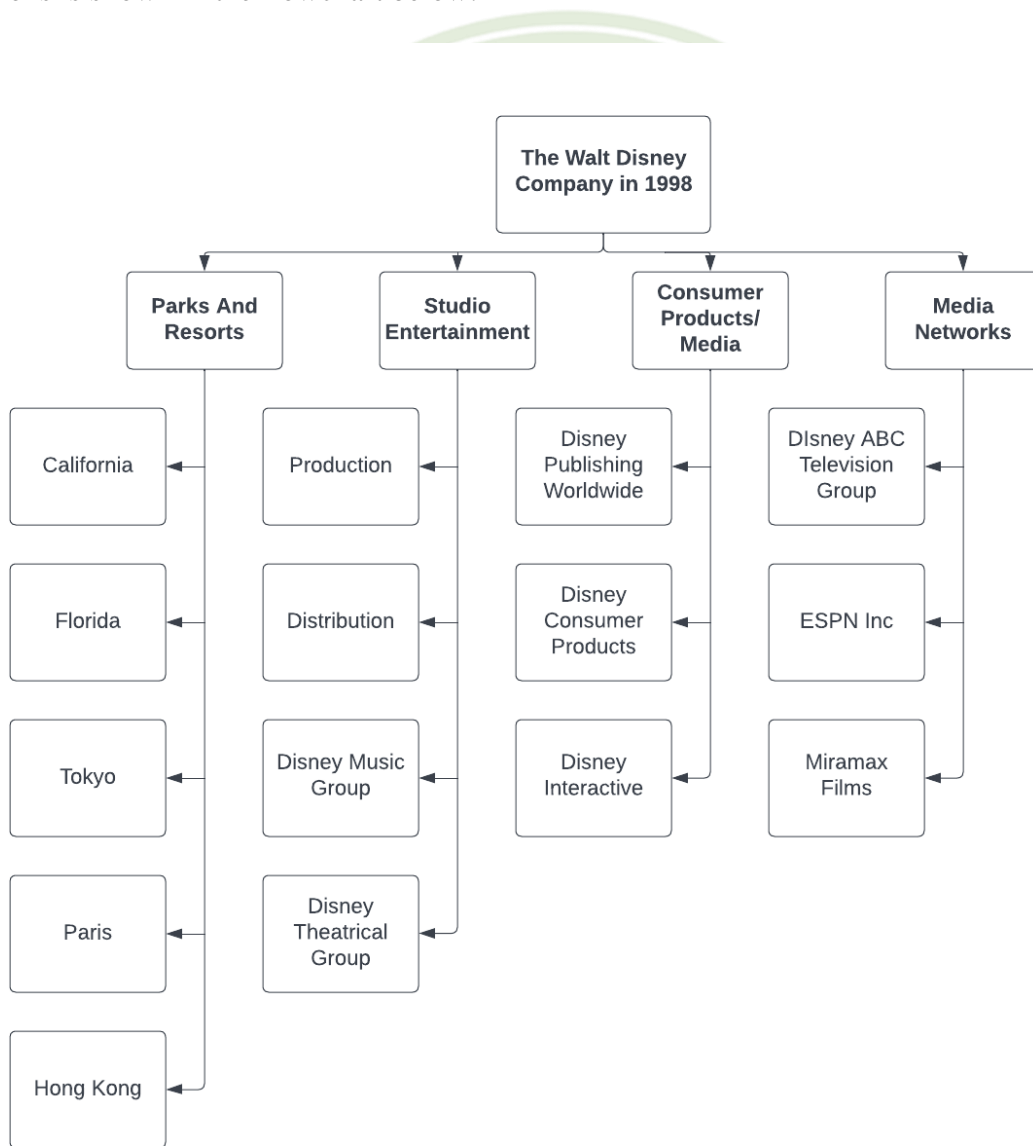
³ Mr. Milo, "The Tragic Story of Westcot, Disneyland's Epcot," Pirates & Princesses, June 9, 2021, <https://www.piratesandprincesses.net/the-tragic-story-of-westcot-disneylands-epcot/>.

⁴ Antoine Gara, "Disney's 1995 Deal for ABC Made Buffett Billions by Marrying Mickey Mouse with SportsCenter," Forbes (Forbes Magazine, May 23, 2017), <https://www.forbes.com/sites/antoinegara/2017/05/23/disneys-1995-deal-for-abc-made-buffett-billions-by-marrying-mickey-mouse-with-espn/?sh=434f40457ffd>.

opportunities in broadcast television and drove success in the company throughout the end of the Disney Renaissance.

How the Company Works

The Walt Disney Company is broken up into 4 divisions: Parks and Resorts, Studio Entertainment, Consumer Products/ Media, and Media Networks. The structure of these divisions is shown in the flowchart below:



The Walt Disney Company recognizes that attention must be paid to all branches of the company in order to strengthen the company as a whole. This includes the new businesses that the Walt Disney Company has acquired like the ABC group, ESPN and Miramax. These branches do cross over in some respects, and build off each other, so during committee, delegates should be able to contribute to the discussion no matter what the committee focus is on.

Delegate Resources

Below is a list of resources that the Dias has collected that they believe are helpful in order to fully understand the issues and topics brought up throughout the background guide and possibly throughout committee. Our committee starts in *January 1998*. For this reason, delegates should assume that the events of 1998 have not taken place yet and may occur during the duration of the committee. When doing your research keep in mind the prominent events that occur during 1998 and or 1999 in order to be prepared for committee. For this reason, delegates are *highly encouraged* to look at some of these materials before the start of the committee in order to understand the historical background of this committee. Additionally, feel free to use the resources that we have provided within the footnotes of this background guide for more in-depth research.

- Financial Report for 1998: <http://getfilings.com/o0000898430-98-004473.html>
- Euro Disney Information: <https://www.youtube.com/watch?v=SFE8RIKILCE&t=2s>
- Fast Pass Information: <https://www.youtube.com/watch?v=9yjZpBq1XBE&t=2334s>

Topic A: Media

The Disney empire first gained traction due to their cartoons and films. Popular on an international level and still going strong, Disney's large-scale films are recognized worldwide by loving audiences of all ages. With the recent releases of *Pocahontas*, *The Hunchback of Notre Dame*, and *Hercules*, Disney's movies have proven themselves to be a relatively stable and investable commercial market compared to the other projects in the works.

However, since the Walt Disney Company has many animation teams that create many ideas for media and entertainment, the Disney Board of Executives must pare down the ideas that are presented to them. While there are some media projects that are currently in the works in the Walt Disney Studios, there are some that are some new projects that are in their conceptual phases that have to get cut due to the company budget. That is one of the jobs of the board. Additionally, the board must respond to the criticism of the racist and sexist characters and depictions that they have produced in their media releases in the past as well as prevent those depictions in the future brought up by advocacy groups around the world. By addressing the company's past prejudiced history is one step towards preventing controversy in the future. Lastly, the company needs to find new ways to make money within the media space. With the increasing popularity of the internet and cable television, the Walt Disney Company must come up with new ways to use these new mediums of media.

Mulan

Currently being finalized and scheduled to premiere this year is *Mulan*, a fantastical story of an independence-seeking Chinese heroine. The development of the film has been in the works for four years with a great deal of influence from actual Chinese culture and legends. Though

praiseworthy to many, concerns have risen on how the general public will interact with another film involving a racial minority following the somewhat controversial release of *Pocahontas* a few years prior. Additionally, the film's main character cross-dressing for much of the film and constant pushes against traditional gender roles is creating questions and concerns on how the family-targeted film will be perceived.⁵

Viewers' Racial Backlash/Concerns

As preparations for *Mulan* are underway, it is important to note Disney's recent, previous films facing backlash for harmful depictions of minorities and what reactions were ignited by sectors of the public due to them. This includes backlash against Arab depictions in the film *Aladdin* and Native American depictions in *Pocahontas*. Arab backlash primarily generated from stereotypically and harmfully perceived phrases in a cut-after-release merchant scene in the introduction of the *Aladdin*. Many Arab groups stated it was insensitive and discriminatory prior to the change being made and even after much of the previously concerned individuals were still unsatisfied and disturbed.⁶ As for *Pocahontas*, much of the controversy arose from inaccurate and heavily altered history portrayed in Disney's retelling of the story. The slanderous depictions of the Powaton tribe including sexist and racist remarks were especially focused on by critics. In addition to that, the glamorization of the colonizers and dehumanization of Native American peoples presented in the film did not sit well with much of the public.⁷ Because of these past

⁵“Mulan': Formula with a New Flavor,” Los Angeles Times (Los Angeles Times, June 19, 1998), <https://www.latimes.com/archives/la-xpm-1998-jun-19-ca-61328-story.html>.

⁶“Disney Will Alter Song in 'Aladdin' : Movies,” LA Times, July 10, 1993, <https://www.latimes.com/archives/la-xpm-1993-07-10-ca-11747-story.html>.

⁷Sarah Kershaw, “Coming to Classrooms: The Real Pocahontas Story,” The New York Times (The New York Times, July 12, 1995), <https://www.nytimes.com/1995/07/12/nyregion/coming-to-classrooms-the-real-pocahontas-story.html>.

incidents, Disney has been especially involved with attempting to connect the upcoming *Mulan* film with its accurate origins to minimize backlash while still creating an entertaining narrative.

Tarzan

Also in the works is the film *Tarzan*, estimated to be ready for release about a year after *Mulan*. This film, based on the novel *Tarzan of the Apes*, has been a great focus to Disney animators since production began three years ago. The team has taken this film so seriously that part of the budget has been allocated to sending animators to Africa to have them assess the movements of the wildlife that will be present in the animations, like gorillas.⁸ Additionally, these teams of animators are based widely across the US and Europe due to the planned extensive use of specialized 2D and 3D animation, both hand-drawn and computer-generated. In order for this film to succeed and meet finalizing deadlines it will require global employee communication and cooperation.

Fantasia 2000

Scheduled for release just prior to 2000, *Fantasia 2000* is an experimental (new animation technology is being used) orchestral sequel to *Fantasia (1940)*.⁹ This film is being created primarily based on the desires of Micheal Eisner after becoming CEO because he sees the public sphere catering to the original film to be one of commercial value. Considering the

⁸ “Back to Basics: Disney Finally Make the Ape Man the Kind.,” The Free Library, accessed November 8, 2022, <https://www.thefreelibrary.com/BACK+TO+BASICS%3A+DISNEY+FINALLY+MAKE+THE+APE+MAN+THE+KIND.-a060358245>.

⁹ “Fantasia/2000: Rogerebert.com: Reviews.” RSS. Accessed November 8, 2022. <https://web.archive.org/web/20110723101946/http://rogerebert.suntimes.com/apps/pbcs.dll/article?AID=%2F19991231%2FREVIEWS%2F912310301%2F1023>.

original film made 36.5 times its budget domestically, *Fantasia 2000* is given a great foundation and a much larger budget to be a great success.¹⁰

Disney Animated Sequels

Commonly known as direct-to-video sequels, Disney's short animated sequels primarily serve as an easy, swift way to turn profits off of previously successful films. Given a smaller animation team and budget, these films tend to focus less on fine details and plots and more so on creating a final product to release while the original film it follows still holds traction and popularity. By doing this, costs of a large cinematic release can be avoided, and fans of previous films will have the opportunity to purchase and view these film continuations.¹¹ Currently in the works are the first sequels for *The Lion King* and *Pocahontas* and the second for *Beauty and the Beast*.

Disney Live Action Movies

In addition to animated films, Walt Disney Pictures has also been releasing live action movies. These are not the primary focus of Walt Disney pictures as the current Renaissance period heavily skews towards a preference in animation; however, due to recent successes in the past years like *101 Dalmatians* and *George of the Jungle* a minor focus is still put onto creating these higher budget films. While this may seem questionable considering profit is generated, it is important to note the many other companies Disney has thus far acquired that pursue the live-

¹⁰ "Fantasia (1940) - Financial Information," The Numbers, accessed November 8, 2022, <https://www.the-numbers.com/movie/Fantasia>.

¹¹ Max J. Alvarez. Special to the Tribune, "Big Names Look for Bright Lights in Videoland," Chicago Tribune, August 9, 2021, <https://www.chicagotribune.com/news/ct-xpm-1994-12-30-9412300287-story.html>.

action route in addition to Walt Disney Pictures.^{12 13} This year's most anticipated Walt Disney Pictures live-action movie is *The Parent Trap*.

Disney Channel Original Movies

Disney has also begun taking advantage of its very own Disney Channel, a television channel catered towards kids' entertainment. In addition to writing their very own movie concepts, production teams have been given larger budgets for the creation of their films and access to well-known talented individuals to be cast in their movies. Some of the highly anticipated upcoming films include *Halloweentown*, *Zenon: Girl of the 21st Century*, and *Johnny Tsunami*. These original movies differ from Walt Disney Pictures films in the sense that they are not even considered to run in the box office nor direct-to-video as they will be heavily advertised and exclusively aired on Disney Channel.

Acquired Media Companies

As Disney rises above competition to become an entertainment superpower, they have begun, especially in the recent decade, purchasing alternative sources of media to add to their catalog. By collaborating with, purchasing distribution rights, or even buying the companies to operate under them themselves, Disney's investment in media has become extremely commercially and publicly prevalent. With resources such as ABC Entertainment, Miramax

¹² "George of the Jungle (1997) - Financial Information," The Numbers, accessed November 8, 2022, <https://www.the-numbers.com/movie/George-Of-The-Jungle>.

¹³ "101 Dalmatians Box Office Data," 101 dalmatians (1996) (1996) - box office mojo, accessed November 8, 2022, <https://web.archive.org/web/20190714171607/https://www.boxofficemojo.com/movies/?id=101dalmatiansliveaction.htm>

Films, and Studio Ghibli, Disney is manifesting great commercial success in the upcoming years.¹⁴

ABC Entertainment

Sold with its acquired company ESPN to the Walt Disney Company in 1995, ABC Entertainment has become a significant part of Disney, particularly over its influence on daytime television. With its current shows that have been going on for years like *Boy Meets World*, *Ellen*, and *America's Funniest Home Videos*, as well as its currently popular ones such as *Home Improvement*, *NFL Monday Night Football*, and *The Drew Carey Show*, ABC Entertainment is one of the few dominating forces in primetime TV.¹⁵ ABC is also planning to release new shows and cancel those with less success within the next several years in order to sustain their popularity. In addition to televised media, ESPN also plans on releasing *ESPN The Magazine* this year¹⁶.

Miramax Films

Acquired in 1993, Miramax Films specializes in independent live-action movies appealing to a more mature demographic. In this deal made between Miramax and Disney, which happened to be the first media company purchase Disney acquired, Disney took its first significant step into the independent film industry with their agreement to take on all of

¹⁴Disney Studios Content. Accessed November 8, 2022. <http://waltdisneystudios.com/corp/about>.

¹⁵1998 at 04:00 AM EDT EW Staff May 29, "What Ranked and What Tanked," EW.com, accessed November 8, 2022, <https://ew.com/article/1998/05/29/what-ranked-and-what-tanked/>.

¹⁶Dave Nagle, "ESPN, Inc.: 1998 in Review," ESPN Press Room U.S., January 2, 1999, <https://espnpressroom.com/us/press-releases/1999/01/espn-inc-1998-in-review/>.

Miramax's debts and future production costs, as long as all major decisions were contractually run by Disney.¹⁷

Studio Ghibli

In 1996, Disney bought the worldwide distribution rights to Studio Ghibli, an animation studio heavily popular in Japan.¹⁸ Though no new large-scale films are up and coming following the release of *Princess Mononoke* last year, Disney still finds this company to be investable even after their only main project since acquiring the company has been redubbing all of their previously dubbed (from Japanese to English) films. There has been a rise in questions on whether or not keeping the distribution rights to this studio, given their rare film releases compared to other sources, is worth the investment.

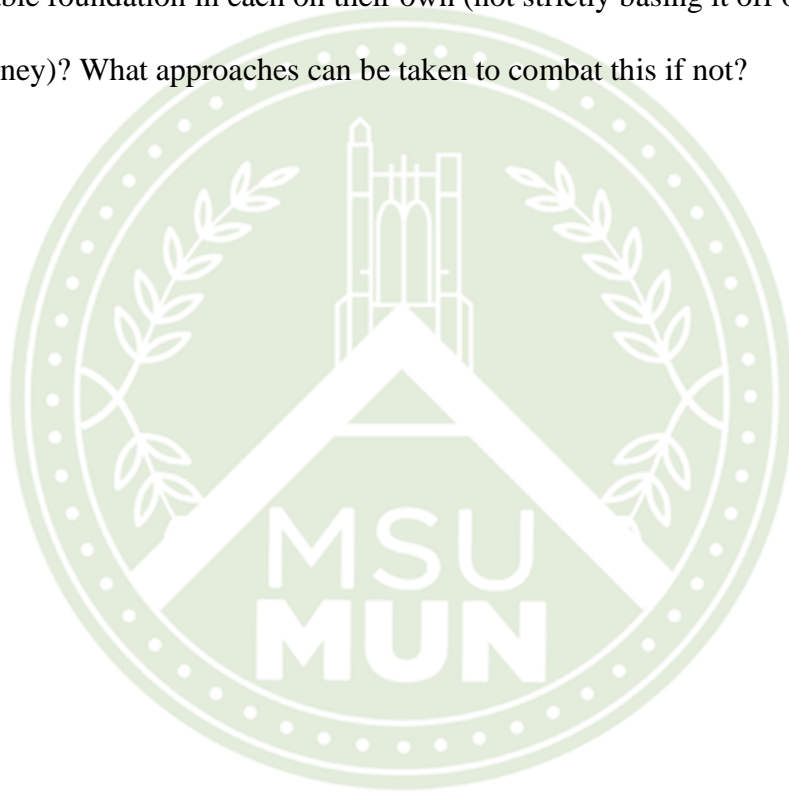
Questions to Consider

1. Given the history with Disney's controversial and stereotypical depictions of minority groups, how can these be avoided in upcoming films like *Mulan*? How may these solutions affect the profitability of the film?
2. Should experimental films like those testing new animation technologies or requiring animators to study movement style in foreign countries receive similar, more, or less funding than non-experimental films? Is there long-term value in doing your choice or disadvantage in spending a differing amount? How so?

¹⁷"Miramax Films," D23, March 6, 2018, <https://d23.com/a-to-z/miramax-films/>.

¹⁸Andrew Pollack, "Disney in Pact for Films of the Top Animator in Japan," *The New York Times* (The New York Times, July 24, 1996), <https://www.nytimes.com/1996/07/24/business/disney-in-pact-for-films-of-the-top-animator-in-japan.html>.

3. How can Disney ensure public interest in a film remains in order to maximize the demographic of sequels?
4. How can Disney address the concerns of its current audience of upcoming media projects in order to retain old viewers? How can Disney develop new audiences of viewers?
5. Is it sustainable for Disney to continue entering new industries (independent films, magazines, primetime TV, etc.) through acquired media companies before creating a solid, reliable foundation in each on their own (not strictly basing it off of performance before Disney)? What approaches can be taken to combat this if not?



Topic B: Internal Park Development

The Board of Executives in 1998 are tasked with keeping their already developed theme parks fun and exciting while also making sure that they are profitable. By continuing a legacy of premiere guest experiences, the Disney Board of Executives has to make guests feel special and inspire them to come back to the Disney Parks again.

Board members must focus on the development of The Animal Kingdom Park and focus on the public reception of the park in order to improve guest experience within the areas of the park that will still be renovated during its opening. Additionally, there must be consideration of new ways to distribute people throughout the park. This could be done through consideration of new proposals from the Imagineering department and through the updating older attractions. With the reliance on workers within the Walt Disney Company, the board must also listen to the demands of cast members and imagineers that work in these theme parks in order to prevent employee tensions. All of these issues must be considered under the purview of the Walt Disney budget. There must be ways that the board addresses the cost of all of these projects, whether it be cutting additional ride developments or sacrificing guest experience with profits.

Animal Kingdom

Animal Kingdom is slated to open this April 22nd with the caveat of the Asia Pavilion, which is set to open next year in 1999. The park was announced in June 1995 and broke ground in August of the same year. The park is set to be the biggest and most ambitious Disney park yet, with the park being a combination of a zoo and a traditional theme park. The park includes 4 main areas upon opening this April: Africa, Dinoland U.S.A., Conservation Station, and Camp Minnie-Mickey. Each section of the park will be themed, as per previous parks, and will feature

various attractions, shops, and restaurants.¹⁹ The park is well underway with development and construction and in the fall of last year we acquired the wildlife. They are currently being held in a rented holding facility in northern Florida, eventually they'll be transferred to the Animal Kingdom itself and further observed in quarantine.²⁰

The "Africa" section of the park is set in the fictional port of *Harambe*, and blends both the traditional elements of a zoo with the Disney theme park experience. The setting of the park is themed after multiple African nations, with many traditional elements reflected in its architecture. The sections of the park will feature multiple attractions such as the

The "Asia" section of the park is an expansion of the Animal Kingdom park, set to open in 1999. The Asia pavilion will be themed around the nations of south Asia, such as India, Indonesia, Nepal, and other countries. The section features a river raft attraction, tigers, and various other animals

Beastly Kingdom is another expansion of Animal Kingdom being considered, however is not yet greenlit. This section of Animal Kingdom would see an area of the park focusing on the creatures of fantasy. Due to the financial woes incurred by the failure of Euro-Disney the section was put on ice for the time being and was replaced by Dinoland U.S.A., with plans of Beastly Kingdom potentially being an expansion added to the park at a later date.

Finances

The failure of Euro-Disney has been a financial disaster for the continued operations at existing Disney Parks. By 1993, the Walt Disney Company had incurred a loss of over \$1

¹⁹"Annual Report" (United States Securities and Exchange Commission, 1998).

²⁰Christine Shenot of The Sentinel Staff, "Animal Kingdom Coming to Life at Disney World," OrlandoSentinel.com, October 4, 2018, <https://web.archive.org/web/20210121025209/https://www.orlandosentinel.com/news/os-xpm-1996-07-08-9607050811-story.html>.

billion. While we are finally starting to make a profit on Euro-Disney, this has unfortunately contributed to several unfortunate financial losses. In terms of Internal park development, Euro Disney's failure has slowed many major projects within our existing parks, such as the planned Discovery Mountain expansion in Euro Disney itself and the shelving of Beastly Kingdom in Orlando.²¹

Total revenue in 1997 was \$22.473 billion with around \$5.014 billion coming from theme park and resort operations. While still feeling the effects from the failure of Euro-Disney, the park has started to yield a small profit, as well as other investments by Disney, bringing in a total of \$367 million in 1997.²² However, this is still less than the expected amount of returns that the Walt Disney company had hoped for, especially after the refinancing of Disneyland Paris.

Disney Vacation Club

Disney Vacation Club is the timeshare program owned and operated by Disney. These timeshares were launched in 1991, and by 1993 had turned into a massive success for the company, selling 50 million units in its first year alone.²³ The Disney Vacation Club program was generally well-received by the public, despite the poor reputation that the timeshare industry had garnered up to this point.

The timeshare program holds interest in many resort communities such as the 497-unit Disney Old Key West resort and 383 villas in Disney's Boardwalk resort at Walt Disney World.

²¹ "Defunctland: The Failure of Euro Disneyland." YouTube, May 8, 2018.
<https://youtu.be/SFE8RIKILCE>.

²² Ibid

²³ "The Disney Vacation Club: A Quick History." YouTube. YouTube, May 30, 2018.
<https://www.youtube.com/watch?v=qBMX9idca20>.

By 2000, Disney hopes to complete a 34-unit expansion in the Old Key West resort, as well as a 134 expansion near Disney's Wilderness Lodge by 2001.²⁴

FastPass™

Disney Parks are only becoming more and more popular, and the public is starting to complain about the wait times for lines. One of the major points of failure in the initial failure of Euro-Disney, and the subsequent debt we took on as a result, was due to the long wait times when the park first opened. Thus "FastPass™" is an idea on the table to mitigate this issue. The way the FastPass™ will work is that guests will be able to approach FastPass™ kiosks within the park(s) and insert their ticket, the machine will then return the ticket along with a FastPass™ with a printed return time, at which point guests will be able to ride and skip the line. The FastPass™ kiosks would connect to a central computer within each attraction, which would calculate wait-times for the attraction. Simulations suggest that this could reduce wait times among park-goers and increase revenue if implemented.²⁵

Workers Unions

The people that work at the Walt Disney parks are given the title of cast member. These cast members are the first point of contact between guests within the park and the Walt Disney Company. However, there are apparent concerns from cast members about their voice within the company.

²⁴ Ibid

²⁵ "Disney's FastPass: A Complicated History," YouTube (YouTube, November 21, 2021), <https://www.youtube.com/watch?v=9yjZpBq1XBE>.

Historically, there have been many strikes in the past hosted by cast member unions. Now, in 1998 there are rumblings of another possible strike due to cast member wages in Walt Disney World.²⁶ Since 1993 the current cast member's part-time wage has been \$5.95 per hour.²⁷ There are additional concerns that full-time cast members will not be able to have full benefits from the Walt Disney company due to their work contracts expiring at the end of October.

Now it is up to the unions and the Walt Disney Company to negotiate with each other in order to support their cast members. If this is not done peacefully, there is a high chance that hundreds of employees will quit or that a strike will form in Walt Disney World.

Ride Updates

Ride maintenance is one of the most important facets of the Disney Theme Park structure. Rides must be maintained in order to keep guests safe and give riders a good experience. Without the proper maintenance schedules and renovations, guest wait time can be longer due to ride malfunctions and shutdowns. This leads to guest satisfaction decreasing. Also, newly renovated attractions with new content in them tend to attract riders, especially annual passholders that go to the parks multiple times a year.

There are many small attractions at the parks that need regular maintenance. However, when big landmark attractions at the parks are closed for maintenance, there tends to be frustrations that Disney's best attractions at the theme park are unrideable. The board must consider these frustrations with general maintenance around the park.

²⁶ Times Staff Writer, "Union Rally at Disney," Tampa Bay Times (Tampa Bay Times, December 24, 2019), <https://www.tampabay.com/archive/1998/08/19/union-rally-at-disney/>.

²⁷ Ibid

Questions to Consider

1. Given the losses sustained by the failure of EuroDisney, can the Walt Disney company afford to keep investing in massive projects such as Animal Kingdom? If so, how does the Walt Disney Company prioritize which parks to invest in?
2. As Disney Parks become more and more popular, how can the guest experience at theme parks be improved? Can the FastPass™ system provide an effective solution for the increasingly difficult issue of crowd control at Disney parks?
3. Given Disney's investments in theme parks abroad, is there a future in theme parks in other countries? Should the Walt Disney Company continue to support these parks even if they struggle to earn back the money invested?
4. Disney Vacation Club currently operates in a low-pressure business model, should Disney turn to more competitive sales tactics in the financing of Disney Vacation Club that other companies employ?
5. How can Disney increase attendance in its parks without sacrificing the quality of the experience, is there a way to make the parks less crowded?
6. How should the Walt Disney Company make sure that the guest experience is worth the price of admission and that guests have a great time in the parks?
7. How can the Walt Disney Company accommodate their workers and cast members within the parks and let their voices be heard?

Topic C: Park Expansion

With the aforementioned failure of Euro Disney, the Walt Disney Company must be careful that any future theme park developments do not end in the same disaster. However, there must be decisive actions taken in order to prevent new developments from failing and still making a profit. The Walt Disney Company holds the stance that international theme parks are a great way to break into new markets around the world. However, new theme parks are a large investment, and the board must make some decisions on whether or not they should continue building parks in the near future. Additionally, the board must focus on the cultural implications that developing a new theme park creates. While the creation of new theme parks attracts many tourists to areas where Disney Theme Parks are developed, locals of the area might not approve of sudden changes to their local economy. Lastly, there may be sudden building challenges that come up when building massive theme parks that could delay timelines, making development risky during this time.

Euro Disney Failure

With the success of California Disneyland, plans to build an international theme park in Europe first emerged in 1966. Ultimately, Disney selected the rural town of Marne-la-Vallée in France because of its proximity to Paris and central location in Western Europe. Plans for the Euro Disney Resort were announced in 1985 and construction of the park was completed 7 years later in 1992. Criticism from French officials and the public described the project as “a cultural Chernobyl.” The minister of culture announced he would boycott the opening, proclaiming it to

be an unwelcome symbol of American clichés and a consumer society.²⁸ A lack of cultural awareness among the imagineers led to many operational errors such as long lines for the park hotels' restaurants and staff shortages in the opening weeks. As a result of assuming that Europeans don't eat breakfast, the capacity of restaurants was unable to handle the thousands of tourists waiting in line to be seated. Exacerbating the park's problem, in the first nine weeks of Euro-Disneyland's operation, roughly 1,000 employees, 10 percent of the total, quit.²⁹ The park's biggest problem was guests not staying at the park as long as hoped or planned for. Rather than spending an entire week at the park, guests treated it as a "daytime excursion" or only stayed 1-2 days. In 1994, the park renamed DisneyLand Paris, was on the brink of bankruptcy with a debt of 3.7 billion dollars.³⁰ However, a bailout from Saudi investor Prince Alwaleed injected €263m into the company in 1993; as well as financial support from the Walt Disney Company saved the park.³¹

California Adventure

The idea of the California Adventure theme park was preceded by the proposal of WestCOT, a utopian themed park based off of Florida's Epcot, in 1991. The project was

²⁸ Ltd, A. A. (2022, July 29). *Why did euro disney fail but Disneyland succeed?* UK Essays. Retrieved November 10, 2022, from <https://www.ukessays.com/essays/history/why-did-euro-disney-fail-but-disneyland-succeeded-history-essay.php>

²⁹ Vicki Vaughan Of The Sentinel Staff. (2021, July 26). *Culture shock at Euro Disney Park's challenge: French don't snack, Europeans Treat Dogs Like Royalty*. Orlando Sentinel. Retrieved November 10, 2022, from <https://www.orlandosentinel.com/news/os-xpm-1991-04-28-9104260326-story.html>

³⁰ Cohen, R. (1993, November 11). *Euro Disney '93: \$901 million loss*. The New York Times. Retrieved November 10, 2022, from <https://www.nytimes.com/1993/11/11/business/company-reports-euro-disney-93-901-million-loss.html>

³¹ Independent Digital News and Media. (2010, November 13). *Losing the magic: How euro disney became a Nightmare*. The Independent. Retrieved November 10, 2022, from <https://www.independent.co.uk/news/business/analysis-and-features/losing-the-magic-how-euro-disney-became-a-nightmare-2132892.html>

ultimately scrapped due to difficulty in land acquisition, and the concerns of surrounding resident's concerns about light pollution and the possibility that attractions like the Spaceship Earth replica would become eyesores.³² In 1995, CEO Michael Eisner revived plans for Disneyland's second gate, but with a much lower budget and less ambitious scale. The new version of the second gate would be themed to the park's home state of California and built on the site of the original Disney parking lot.³³ Because Euro Disney in Paris was not the success that Disney executives like Eisner had envisioned there was a lack of money to spend on California Adventure, but the project was no less important in their minds.³⁴

Tokyo Disney Sea

Plans for a second Disney Park located in Japan originated in 1987; the park would be called Disney Hollywood Studio Theme Park and be based on Disney Hollywood Studios/Disney MGM Studios, but the idea was replaced by a new theme based on the idea of the seven seas. In 1988, the Oriental Land Company, the Japanese Firm that owns Tokyo Disneyland, decided it wanted to add a second park to the resort, initially it considered a version of the Studios theme park then under development at Walt Disney World.³⁵ Disney had no say over what Imagineering could do in Tokyo; however Oriental was bound by its licensing deal

³² The CI View. "The Troubled and Confusing History of Disney's California Adventure." The CI View, February 19, 2021. <https://civiewnews.com/opinion/the-troubled-and-confusing-history-of-disneys-california-adventure/>.

³³ Tom Bricker, "History of Disney California Adventure," Disney Tourist Blog, May 4, 2020, <https://www.disneytouristblog.com/disney-california-adventure-extinct/>.

³⁴ Libbey, D. (2020, February 8). *A history of changes at Disneyland's California Adventure as it starts its 20th year*. CINEMABLEND. Retrieved November 11, 2022, from <https://www.cinemablend.com/news/2489827/a-history-of-changes-at-disneyland-california-adventure-as-it-starts-its-20th-year>

³⁵ Niles, R. (2011, December 26). *A tour of Tokyo disneysea: History, layout and Mediterranean Harbor*. Theme Park Insider. Retrieved November 11, 2022, from <https://www.themeparkinsider.com/flume/201112/2809/>

with Disney and agreed to a much larger budget for DisneySea than Disney had for California Adventure - about \$4.5 billion to about \$1 billion for DCA.³⁶ In the presently ongoing development stage, the Walt Disney Company and the Oriental Land Company are disagreeing on certain design elements due to cultural differences, such as the park's entrance.

Opening of Animal Kingdom

Shortly after the opening of MGM Studios in 1989, Disney began planning a new park; with official construction plans announced in 1995. Seeing the success of Busch Gardens Tampa; Disney CEO, Michael Eisner wanted an animal themed park; the vision being offering Disney guests an “only see” experience where guests never have to leave the Disney Resort during their vacation. After being delayed a year, due to financial challenges of other Disney projects and CEO Eisner having a heart attack, construction plans for Disney's Animal Kingdom were announced in 1995 with an initial budget of 800 million dollars. Disney Imagineers visited Africa and Asia to study the culture and wildlife, collecting seeds from 37 countries to recreate a savannah inspired landscape.³⁷ Imagineers also worked with WDW park operators and animal care professionals from 69 zoos across the U.S. Official construction began in July 1996; with the African inspired park expected to be over 500 acres and house 1,000 animals on the opening day, planned for April of this year.³⁸

³⁶ Niles, R. (2011, December 26). *A tour of Tokyo disneysea: History, layout and Mediterranean Harbor*. Theme Park Insider. Retrieved November 11, 2022, from <https://www.themeparkinsider.com/flume/201112/2809/>

³⁷ Navarro, M. (1998, April 16). New Disney Kingdom comes with real-life obstacles. The New York Times. Retrieved November 11, 2022, from <https://www.nytimes.com/1998/04/16/us/new-disney-kingdom-comes-with-real-life-obstacles.html>

³⁸ FOX 35 Orlando. (2022, April 22). *Disney's Animal Kingdom opened 24 years ago today on Earth Day*. FOX 35 Orlando. Retrieved November 11, 2022, from <https://www.fox35orlando.com/news/disneys-animal-kingdom-opened-24-years-ago-today-on-earth-day>

Cruise Line

In 1993, Disney's 10-year contract with its licensed partner, Premier Cruise Line ended when Premier signed a new deal with Warner Brothers.³⁹ In response, Disney entered negotiations with both the Carnival and Royal Caribbean Cruise lines to potentially replace Premier as their exclusive partner; but the negotiations failed. On May 3, 1994, Disney announced plans to start their own cruise line. In 1995, Disney commissioned the Italian shipbuilding company to build Disney Magic and Disney Wonder, the first two ships. Incorporated as Devonson Cruise Company, Limited in February 1996; Disney renamed it Magical Cruise Company Limited shortly after. The company purchased Gorda Cay as the cruise line's private island, renaming it Castaway Cay.⁴⁰ Construction on the first two 2,400-passenger cruise ships, Disney Magic and Disney Wonder is ongoing, with plans to take Disney World visitors to sea as early as later this year.⁴¹ The overall cost of starting up the cruise line was 1.4 billion dollars, the same as starting a theme park, and Disney Executives hoped that tourists would view the cruise line as an alternative to the theme parks of other resorts.

Euro Disney Studios

Plans to open a second theme park in France originated in 1993; however, the plans were canceled as Euro Disney ran into debt problems.⁴² Euro Disney has overcome early financial

³⁹ Bulletin Editor, Editor, B., & Editor and Creative Copywriter of Cruise.co.uk's bulletin blog. (2020, October 14). *An introduction to: Disney Cruise Line*. Cruise Bulletin. Retrieved November 11, 2022, from <https://www.cruise.co.uk/bulletin/an-introduction-to-disney-cruise-line/>

⁴⁰ *Disney Cruise Line history*. Cruise Reviews, Cruise Deals and Cruises - Cruise Critic. (n.d.). Retrieved November 11, 2022, from <https://www.cruisecritic.com/articles.cfm?ID=3090>

⁴¹ Craig Dezern and Susan G. Strother of The Sentinel Staff. (2021, August 2). *Disney will go to sea aboard 2 cruise ships*. Orlando Sentinel. Retrieved November 11, 2022, from <https://www.orlandosentinel.com/news/os-xpm-1994-05-04-9405040052-story.html>

⁴² Cable News Network. (1999, September 29). *Euro Disney details New Park*. CNNMoney. Retrieved November 11, 2022, from <https://money.cnn.com/1999/09/29/europe/eurodisney/>

issues, since its opening in 1992, and has become Europe's most popular tourist attraction with 12.5 million guests visiting per year. However, the company still has a 2.56-billion-dollar debt, partially the result of overestimating the amount of time guests would spend at Disneyland Paris, leading to less revenue from the resort hotels.⁴³ Currently Euro Disney is in talks with the Walt Disney Company and French Authorities regarding how to fund the project. Executives hope that the creation of a second theme park will increase the number of annual visitors by five million and create 5,000 new jobs.⁴⁴

Hong Kong Disneyland

The liberalization of capital markets in Asia during the 1990's led to a financial crisis in 1997 that caused the currencies of many Asian countries to fail; however, Hong Kong's economy was more resilient than its peers.⁴⁵ In an effort to boost the economy, the Hong Kong government is considering entering negotiations with Disney about potentially opening a theme park in Hong Kong. The government is proposing spending 3.55 billion dollars on the project and owning a 57 percent stake with Walt Disney, as a minority stakeholder investing 314 million dollars in the park in exchange for a 43 percent stake in the joint venture.⁴⁶

Questions to Consider

1. How did the Euro Disney failure impact the Walt Disney Company's ability to invest in future international theme parks?

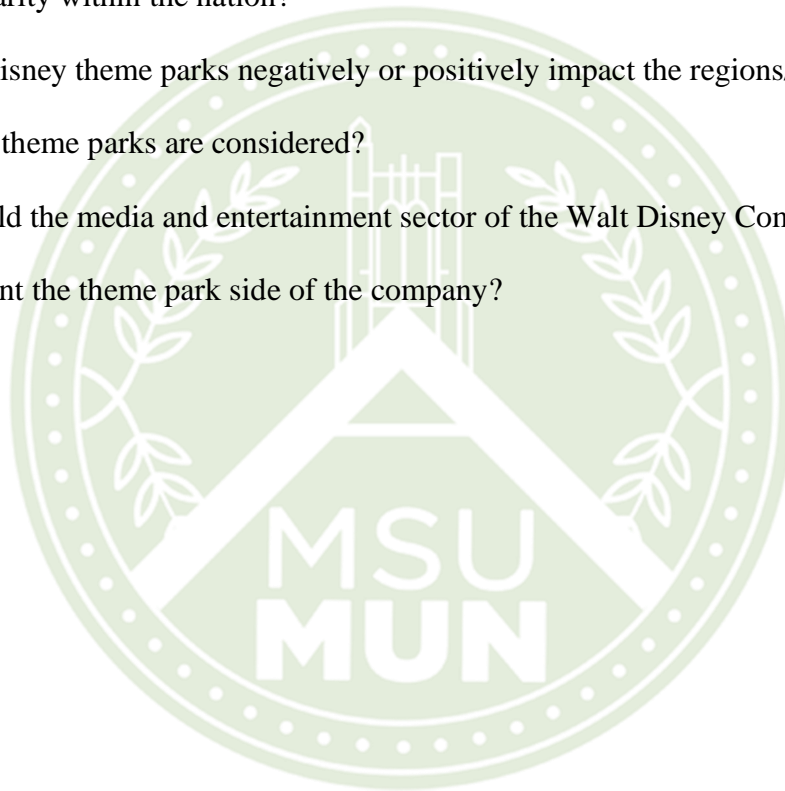
⁴³ *ibid*

⁴⁴ *ibid*

⁴⁵ *Hong Kong lands \$3.55 billion Disney Park* . Hong Kong lands \$3.55 billion Disney Park - Site Selection Online Insider. (1999, November). Retrieved November 11, 2022, from <https://siterelection.com/ssinsider/incentive/ti9911.htm>

⁴⁶ *ibid*

2. What does the future of Disney Park expansions look like domestically? What does expansion look like internationally?
3. How does the Walt Disney Company ensure that new theme parks do not negatively impact the economies of areas where new theme parks are created?
4. How does the Walt Disney Company ensure that theme parks internationally will reflect cultural norms and values of their countries and citizens in order to increase attendance and popularity within the nation?
5. How do Disney theme parks negatively or positively impact the regions/countries where additional theme parks are considered?
6. How should the media and entertainment sector of the Walt Disney Company complement the theme park side of the company?



Character List

Most of these characters are real people. Characters marked with an asterisk (**) are imaginary. I strongly recommend characterization of your assigned character. Please be creative! However, there will be no tolerance for any offensive characterizations of any characters. Please use common sense.

Michael D Eisner: President, CEO, and Chairman of the Board of the Walt Disney World Company. Eisner collaborated with other Disney executives to devise the “Disney Renaissance” in the early 90s focusing on the expansion of Disney Parks and media. However, later in the decade, people seem to notice that Eisner seems to have lost the direction of the Walt Disney Company, causing some executives to question his leadership.⁴⁷

Roy E Disney: As the Vice Chairman of the Board and the nephew of Walt Disney himself, Roy E Disney is a key part of the Board of Executives. Disney during the mid 1980s created the first “Save Disney Campaign” that highlighted the stagnant creativity of Disney for the past decade.⁴⁸ As a result, Disney collaborated with Eisner in the creation of the Disney Renaissance. Disney still believes that the Walt Disney Company should follow creativity, rather than always focusing on what is best for the company’s budget.

Sanford M Litvack: Senior Executive Vice President and Chief of Corporate Operations of the Walt Disney Company. Litvack was introduced to the executive board in 1991. He continues to ally with Eisner supporting the direction that he will take the Walt Disney Company.⁴⁹

⁴⁷ “The Loneliest Man in the Kingdom...” Los Angeles Times. Los Angeles Times, March 26, 1995. <https://www.latimes.com/archives/la-xpm-1995-03-26-tm-47087-story.html>.

⁴⁸ “War of Words Erupts at Walt Disney.” USA today. Gannett Satellite Information Network. Accessed November 11, 2022. https://usatoday30.usatoday.com/money/media/2003-12-01-disney-words_x.htm.

⁴⁹ “Renowned Trial Lawyer Sanford Litvack Joins Chaffetz Lindsey.” Chaffetz Lindsey LLP, June 25, 2019. <https://www.chaffetzlindsey.com/news/renowned-trial-lawyer-sanford-litvack-joins-chaffetz-lindsey/>.

Louis M Meisinger: Executive Vice President and General Counsel at the Walt Disney Company. Meisinger practiced law at the Walt Disney company, assisting in the legal procedures that the Board of Executives faced in the Walt Disney company. He has advised the board with legal advice on copyright law, union law, and business law. ⁵⁰

Peter E Murphy: Executive Vice President and Chief Strategic Officer of the Walt Disney Company. He was a senior advisor to Michael Eisner and was responsible for the acquisitions and business relations side of the company. He was responsible for mergers and acquisitions, long term planning, and business developments for the goal to make the Walt Disney Company a profit. ⁵¹

John F. Cooke: Executive Vice President of Corporate Affairs of the Walt Disney Company. Initially joined the company in the 1980s as chairman of the Disney Channel he transitioned to Executive Vice President where he oversees Disney's marketing and branding strategy for the Walt Disney Company. ⁵²

Thomas O Staggs: Executive Vice President and Chief Financial Officer of the Walt Disney Company. Staggs has a background of strategic business planning and is mainly interested in working with newly acquired companies. Staggs is also still interested in the Walt Disney Company acquiring other media companies in the next few years. ⁵³

⁵⁰ "General Counsel Louis Meisinger Retires from Disney." The Walt Disney Company, April 26, 2018. <https://thewaltdisneycompany.com/general-counsel-louis-meisinger-retires-from-disney/>.

⁵¹ "Murphy 2nd Top Executive to Leave Disney in Month." Los Angeles Times. Los Angeles Times, May 21, 1998. <https://www.latimes.com/archives/la-xpm-1998-may-21-fi-52071-story.html>.

⁵² "John F. Cooke," USC Center on Communication Leadership and Policy, accessed November 11, 2022, <https://communicationleadership.usc.edu/john-cooke-2/>.

⁵³ "Thomas O Staggs: CFO/Senior Executive VP/Chief Accounting Officer at The Walt Disney Company," Thomas Staggs Profile - forbes.com

Joe Roth: Chairman of the Walt Disney Motion Picture Group starting in 1994, he regularly produced movies at Walt Disney Studios during his tenure.⁵⁴ Michael Eisner used Roth to replace Jeffery Katzenburg, a controversial leader at the Walt Disney Company, as chairman.⁵⁵ Eisner also offered Roth 15 million dollars in forgiveness to pay the debt that his previous movies had incurred over the years in order to attract Roth to the Chairman spot of the company.

Peter Schneider: President of Feature Animation Studios and Co-President of The Buena Vista Theatrical Group. In this role, Schneider is responsible for all animation projects and premieres including handling financial, marketing, and distribution jobs of both the Disney Studios and the theatrical group.⁵⁶ He is responsible for the creation of the theatrical adaptation of The Lion King theatrical adaptation as well as shaping the Disney studio's direction and shape during the Disney Renaissance.

Thomas Schumacher: President of the Disney Studios and Co-President of the Buena Vista Theatrical Group. He is responsible for the creation of the theatrical adaptation of The Lion King theatrical adaptation which began Broadway rehearsals in 1998.⁵⁷ Additionally, Schumacher is responsible for overseeing and managing the production and distribution of all Disney movies and television shows on the Disney Channel.

⁵⁴ "Walt Disney Motion Pictures Group." D23, February 26, 2018. <https://d23.com/a-to-z/walt-disney-motion-pictures-group/>.

⁵⁵ Masters, Kim. "Joe Roth's 'Third Act': From 'Gigli' to Billion-Dollar Producer and Pro Soccer Superstar." The Hollywood Reporter. The Hollywood Reporter, November 15, 2013. <https://www.hollywoodreporter.com/movies/movie-news/joe-roths-third-act-gigli-655374/>.

⁵⁶ "One More Step," archive.ph, accessed November 11, 2022, https://archive.ph/20120710121216/http://findarticles.com/p/articles/mi_m0EIN/is_2001_June_20/ai_75666085#selection-651.7-651.223.

⁵⁷ Singer, Barry. "Just Two Animated Characters, Indeed." The New York Times. The New York Times, October 4, 1998. <https://www.nytimes.com/1998/10/04/theater/theater-just-two-animated-characters-indeed.html>.

Bob Cavallo: President of the Buena Vista Music Group. Cavallo oversees the music catalog and recorded music of the Walt Disney Company.⁵⁸ His main goals during his tenure are to increase interest in Walt Disney Records through different avenues including the creation of popular soundtracks for future Disney Channel Movies and relying on popular celebrities from the Disney Channel Network.⁵⁹

Jamie Tarses: President of ABC Entertainment. Tarses is the first woman and one of the youngest presidents of a large-scale broadcasting company.⁶⁰ Largely known for her creativity, Tarses worked at NBC for creative affairs management before employment at ABC.

Preston Padden: Executive Vice President of Worldwide Government Relations. Padden works solely on the business aspects of Disney and handles all of the company's interactions with the US and foreign governments to ensure Disney's expansion and preservation agendas.⁶¹

Paul Pressler: The Chairman of Walt Disney Parks and Resorts. His cost cutting measures were considered unpopular within the Walt Disney Company due to their tendency to put the financial burden on cast members and individual employees rather than the company itself, including washing their own uniforms.⁶² However, these cost cutting efforts have been working and have

⁵⁸“Bob Cavallo Retiring as Chairman of Disney Music Group,” Billboard, June 1, 2011, <https://web.archive.org/web/20141224160922/http://www.billboard.com/biz/articles/news/1177661/bob-cavallo-retiring-as-chairman-of-disney-music-group>.

⁵⁹ Sandler, Adam. “Bob Cavallo.” Variety. Variety, October 4, 2007. <https://variety.com/2007/music/markets-festivals/bob-cavallo-1117973380/>.

⁶⁰Bill Carter, “Tarses Says She's Staying at ABC,” The New York Times (The New York Times, July 24, 1997), <https://www.nytimes.com/1997/07/24/arts/tarses-says-she-s-staying-at-abc.html>.

⁶¹“Preston Padden,” TV News Check, February 9, 2022, <https://tvnewscheck.com/article/tag/preston-padden/>.

⁶²“More Woes for Eisner: Key Exec Takes Gap Job,” Los Angeles Times (Los Angeles Times, September 27, 2002), <https://www.latimes.com/archives/la-xpm-2002-sep-27-fi-disney27-story.html>.

helped the Walt Disney Resorts from losing money along with their decreasing attendance during the end of the decade.

James Rasulo: The Chairman of Euro Disney. He oversaw major development projects at Euro Disney during the beginning of his tenure. His main focus was to strengthen business within Euro Disney including investments in establishing hotels and additional attractions around the theme park.⁶³

Dale Stafford: The Vice President of Operations, Planning, and Development. During the end of the Disney Renaissance, Stafford started focusing on efficient ways to improve guest experience and increasing the guest traffic in light traffic areas including gift shops where increased transactions can take place.⁶⁴

***Lucielle Ford:** The president of the Disney Vacation Club. Ford's main role is focusing on the profitability of the newly established timeshare system at Walt Disney Parks in the United States while also addressing customer satisfaction.

Marty Sklar- The President of Walt Disney Imagineering. Sklar supervised the building and concept art of many of the theme parks that have been built in the Disney Renaissance and the current builds of the Walt Disney Company including Animal Kingdom, Tokyo Disney Sea, and California Adventure theme parks⁶⁵. He has been an Imagineer since the 1950s and has been

⁶³“James A. Rasulo Promoted to President of Walt Disney Parks and Resorts,” The Walt Disney Company, April 26, 2018, <https://thewaltdisneycompany.com/james-a-rasulo-promoted-to-president-of-walt-disney-parks-and-resorts/>.

⁶⁴“Fixing Fastpass: How Disney's Virtual Queue Was Born, Broken, and Could Work Again,” Theme Park Tourist, January 18, 2021, <https://www.themeparktourist.com/features/20200306/28707/fixing-fastpass-how-disneys-virtual-queue-was-born-broken-and-could-work?page=3>.

⁶⁵“The Walt Disney Company,” The Walt Disney Company, March 16, 2020, <https://thewaltdisneycompany.com/>.

known to be dedicated to the original creative perspective of Walt Disney Imagineering that greatly valued guest experience.

***Charlotte Patterson:** The Senior Vice President of Corporate Responsibility at the Walt Disney Company. Her role is to regulate the social impact of the Walt Disney Company when it comes to the messaging of various media and theme park projects. She addresses the concerns of viewers and guests that consume Disney media and services in order to fix unpopular issues with the output of the Walt Disney Company.

***Sara Corduroy*:** The Executive Vice President of Human Resources at the Walt Disney Company. Their responsibilities include leading Disney human resources, employee education efforts, and the fluid relationships between employees and consumers. They monitor interpersonal and organizational relationships between employees and the Walt Disney Company.

***Bill D Thompson*:** The Executive Vice President of Global Marketing of the Walt Disney Company. They have been in charge of the communications strategy that the company uses in order to advertise new movies, television programs, theme parks, and other various aspects of the Walt Disney Company.

***Gideon Root*:** The Executive Vice President of New Business Development of the Walt Disney Company. Their goal is to focus on the new companies that have been acquired by Disney and strengthen their place within the company. This can be done through creative implementation of newly acquired businesses in already established merchandise, media, or theme parks.

***Bud Wentworth*:** The President of Disney Consumer Products. Within the company Wentworth oversees the usage of various licenses of the Walt Disney Company on merchandise,

media, and at theme parks. He also oversees the copyright and publishing rights that Disney has for all characters with copyright protection on them.

***Richard Coleson:** The Chairman of Walt Disney International. They focus on the development of the Walt Disney Company on an international level. They head future expansion internationally and oversee the success of Disney international theme parks. They also keep track of global reception to Disney media.

***Thomas Morrow:** The Chairman of Walt Disney Parks and Resorts. They specifically focus on the financial success of the Disney Parks around the world internationally, as well as guest satisfaction in each park.

***Alec C. Buyers:** The President of Walt Disney World Resort. They are in charge of the success within the Walt Disney Theme Parks in Florida. Currently, the main focus of Buyers is the recent development of Animal Kingdom Park. Additionally, Buyers is also focused on ways to increase the profitability of the Florida Parks due to the current expenditures of the Animal Kingdom Park.

***Cameron Gonzalez:** The President of Disneyland Resort. They are in charge of the success of Disneyland in California. They have been recently overseeing the creation of Disney's California Adventure Park which is currently being built next to Disneyland. Gonzalez is also focusing on ways to increase guest satisfaction and increase profits from Disneyland Park because of the cost of building Disney's California Adventure Park.

Masumoto Takahashi: The Chairman and CEO of Tokyo Disney Resort and President of the Oriental Land Company. He was the president of the first International construction company that approached the Walt Disney Company in hopes of building a theme park in Tokyo Japan.⁶⁶

⁶⁶“Masatomo Takahashi,” D23, April 2, 2018, <https://d23.com/walt-disney-legend/masatomo-takahashi/>.

Later in the 1990s, Takahashi approached the Walt Disney company again in hopes of building a new theme park; Tokyo Disney Sea. This park is currently in the concept art phase and plans to break ground later in the year.

***Kathrine VanKamp:** The President of Disney Cruise Line. They are in charge of overseeing the Disney Cruise Line which has plans to release its first ship, The Disney Magic, for its maiden voyage at the end of the year. Currently they have been focusing on the building of the new cruise line fleet.

***William Case:** The Chief Design and Project Delivery Executive at the Walt Disney Company. They oversee the projects that Imagineers and Animators propose. They make sure that these creative projects are on schedule. Additionally, they also are in charge of picking the ideas and proposals that Imagineers and Animators that would gain the most customer support and interest.

