Iger's Strategic Vision

Iger's strategic vision was based on billion-dollar franchises, which generally begin with a big movie hit followed by derivative TV shows, theme park rides, video games, toys, clothing, among many other possible spin-offs. As a result, Iger focused Disney on his three pillars of strategy: 1) generate the best creative content possible, 2) foster innovation and utilize the latest technologies, and 3) expand into new markets around the globe.[55]

Creative Content

When Iger took the helm in 2005, Disney was experiencing abysmal performance with its own releases attributed to lackluster creative content and earlier cost-cutting efforts. At this time, Disney was in a strategic alliance with Pixar led by Steve Jobs. Disney's distribution network and stellar reputation in animated movies were critical complementary assets that Pixar needed to commercialize its newly created computer-animated movies. In turn, Disney was able to rejuvenate its floundering product lineup, retaining the rights to the newly created Pixar characters and sequels. Pixar became successful beyond imagination as it rolled out one blockbuster after another. *Toy Story (1, 2, and 3), A Bug's Life, Monsters, Inc., Finding Nemo, The Incredibles,* and *Cars*, grossing several billion dollars. In 2004, renegotiations of the Pixar-Disney alliance broke down attributed to conflicts between Steve Jobs and then-Disney Chairman and CEO Eisner.

In 2005, Iger reinitiated negotiations with Pixar and developed a long-standing friendship with Steve Jobs. In 2006, Disney acquired Pixar and gained access to blockbuster hits and turned some into billion dollars franchises such as *Toy Story* (over $2 billion), *Monsters, Inc.* (close to $2 billion), *Cars* (over $1 billion), and *Frozen* ($1.5 Billion). *Frozen* is the most successful animated movie ever and has a sequel scheduled for release in late 2019.

In 2009, Disney acquired Marvel Entertainment adding a lineup of superhero characters. Marvel superheroes movies grossed a cumulative $15 billion at the box office, with *The Avengers* bringing in some $2 billion.

In 2012, Disney acquired Lucasfilm. *The Star Wars* franchise has become the crown jewel in Disney's line-up of billion-dollar franchises. The 2015 *Star Wars* sequel, *The Force Awakens*, grossed over $2 billion at the box office on a budget of $260 million, making it the third best-selling movie after *Avatar* and *Titanic*. More importantly, the *Star Wars* franchise with add-on revenues from such areas as streaming, merchandise, books, gaming, and TV shows is estimated to be worth over $10 billion.[56]