

One such reinvention was his idea of building an entertainment theme park, a testament to his commitment to having fun, and what appeared to his investors and his brother Roy as a cockamamie “project that would not bring in revenue.”¹¹ Walt forged ahead and purchased 160 acres of land in Anaheim, California and \$17 million dollars later, opened Disneyland on Sunday July 17, 1955. Walt designed and built Disneyland under WED enterprises independent from Disney Productions, to allow his “imagineer” employees to design the park free from the demands of a publicly traded company. Disneyland was built according to Walt’s exacting standards with technically advanced attractions for the entire family. Disneyland was well received by the public and quickly became an American landmark. More importantly, Disneyland’s success resulted in financial stability for the company.¹²

By 1957, the company was diversified and “Walt Disney himself produced the strategic vision that enables Disney to sustain its competitive advantage and growth up to this day.”¹³ His vision is embodied in  **Exhibit 3** demonstrating how each of the different businesses were leveraged to create synergies. The map shows how Disney’s different business lines, TV, music, studio, merchandise licensing, publications, comic strips, magazines, art corner shops, and Disneyland create synergies by leveraging intellectual property (IP) across complementary business segments. The map provided “a conceptual filter that can be repeatedly used to select, and assemble complementary bundles of assets, activities and resources to navigate the surrounding terrain over an extended period.”¹⁴ The image appears to be a prelude to the model of building successful franchises for which the company attributes its success and long-term viability.

