In the 1990s, however, Disney's animation studio also released a number of movies that flopped at the box office, including *Hercules*, *Lilo & Stitch*, and *Brother Bear*. Disney's biggest successes during this time came from its alliance with Pixar, a computer-animation movie studio, producing movies such as *Toy Story* and *The Incredibles*. Yet, Steve Jobs disdained Michael Eisner, and Jobs ended the Pixar-Disney alliance in 2004.

In parks and resorts, Eisner expanded and improved Disney theme parks to increase profitability, growth, and synergies with other business lines. He opened new attractions such as Captain EO (1986) and Disney MGM Film Studio (1989). In 1992, Disney also opened a new theme park outside of Paris, France–Euro Disney. Disney had 49 percent ownership stake and received 10 percent from ticket sales and 5 percent from merchandise sales. In 1999, Disney formed a partnership with Hong Kong's government to build a theme park that was opened in 2005. Disney held a 43 percent ownership stake and the Hong Kong government held the remaining 57 percent, which could later be increased to 73 percent by converting subordinate shares.[21]

In consumer products, Eisner's strategy of "retail as entertainment" doubled the average rate of retail sales per square foot in 1992. A myriad of businesses comprised this area such as Disney stores, Disney Press and Hyperion Books, Hollywood Records, and catalog marketing. Disney also entered the home-video industry by establishing Buena Vista Home Video where *Aladdin*, in 1993, became the best-selling video of all time with over 30 million copies sold.[22]

In 1995, Disney spent $19 billion to acquire CapCities ABC, making it the second biggest acquisition in U.S. history. ABC included TV networks and stations, radio networks and stations, cable including sports channel ESPN, in addition to newspapers and other periodicals. The deal made Disney the biggest media entertainment company in the United States and provided world-wide distribution outlets.[23]

However, by the late 1990s, Disney financials deteriorated, and this was partly attributed to Eisner's heavy-handed management style, and strategic imperatives of creativity, branding, and synergy. The increasingly combative culture led to politicking and high turnover of executives. The intense focus on branding also caused displeasure among Disney fans who felt that branding is what you do when you lack original, high-quality content.[24] In this vein, Eisner's push for synergies through cross-selling appeared excessive, robbing Disney of its magic.[25]

By 2005, a conf luence of events led to Eisner's departure. First, a shareholder revolt to remove Eisner was led by Roy Disney, the same person who initially requested Eisner to join the company. Second, Pixar had ended its relationship with Eisner in a public manner that was not flattering for Disney. Third, Comcast made a surprise $66 billion hostile bid to take over Disney.[26]