

INNOVATION FOR NONPROFIT LEADERS

From Mouse to Mission

Dave Raley











Dave Raley

Founder



Author



Co-host





WHAT ARE YOU CELEBRATING?

Milestone
Anniversary
Someone Special
Breakthrough
Memory



What do you think of when you hear **Disney**?

Market Summary > Walt Disney Co

82.92 USD

+81.61 (6,229.77%) ↑ all time

Oct 6, 1:36 PM EDT • Disclaimer

1D

5D

1M

6M

YTD

1Y

5Y

Max



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1D

5D

1M

6M

YTD

1Y

5Y

Max

200

150

100

50

0

1989

1999

2009

2019



Market Summary > Walt Disney Co

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1D | 5D | 1M

200

150

100

50

0

1989

1999

2009

2019



Disney's Downfall: The Rise and Fall of an Entertainment Giant

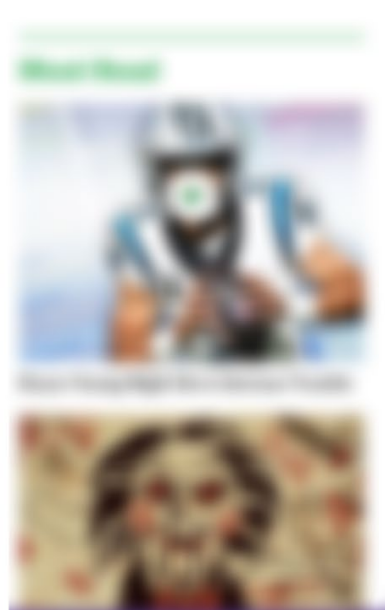
As Disney shifted to streaming, it seemed set up to dominate. But the stock is low, margins are down, and its streamer is losing money. What happened to America's greatest entertainment company?

By [Derek Thompson](#) | Oct 3, 2023, 8:08am EDT

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photo by Mike Kemp/In Pictures via Getty Images



Disney's Downfall: The Rise and Fall of an Entertainment Giant

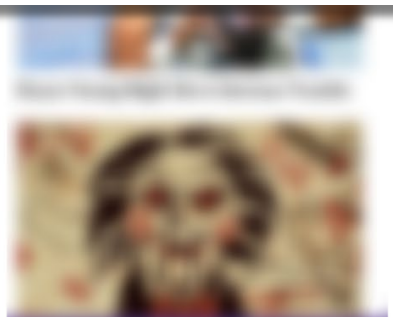
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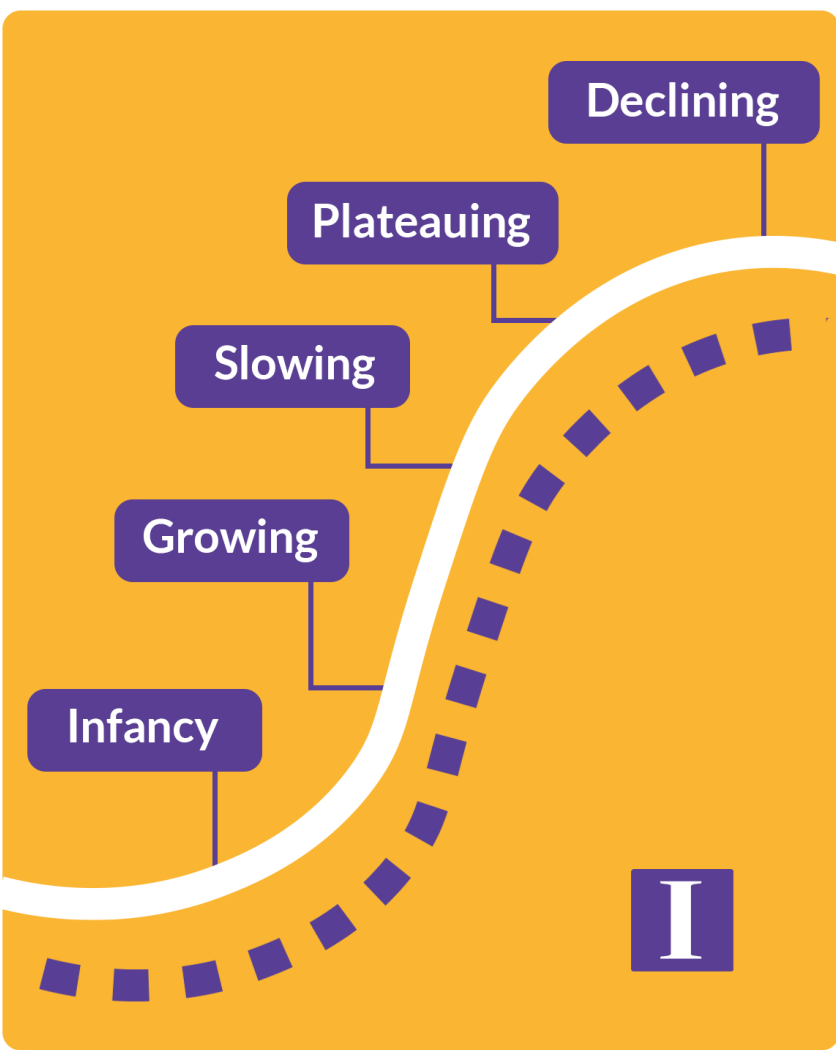
Lucasfilm, and Fox. As the company shifted to streaming, it seemed set up to lap Netflix and eat the box office at the same time. But today, Disney's stock is at a nine-year low. Operating margins are down 75 percent. Disney+ lost \$4 billion last year.



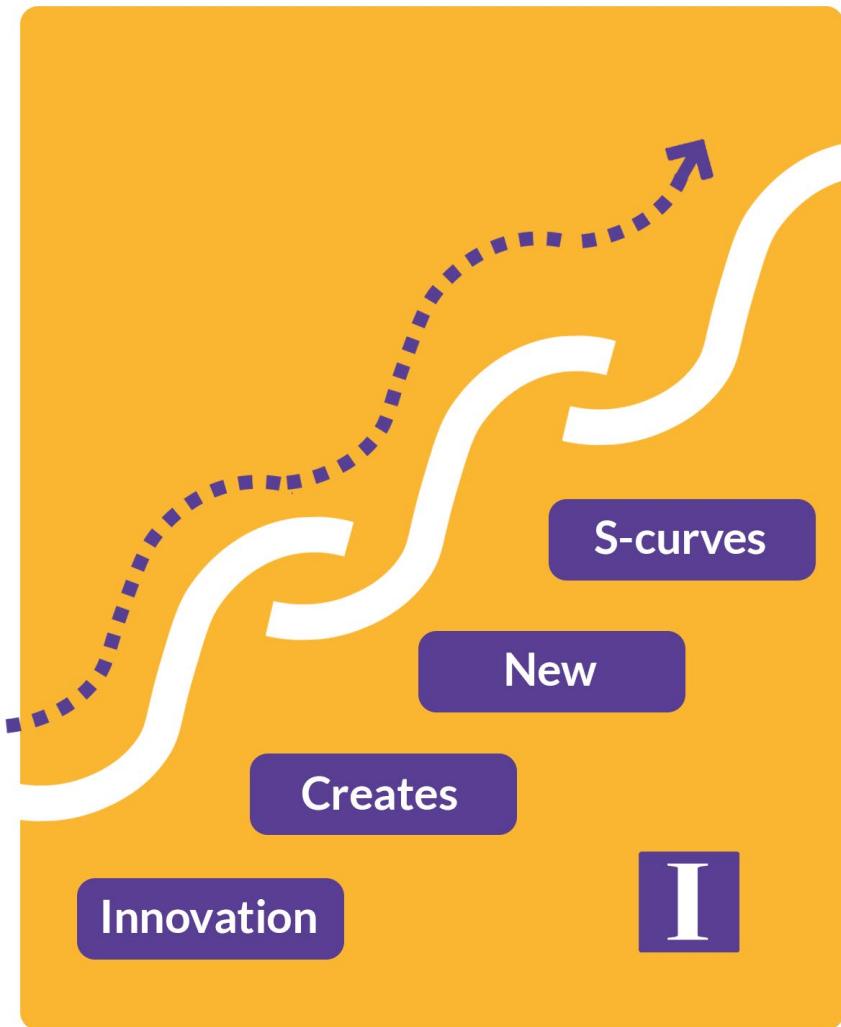
photo by Mike Kemp/In Pictures via Getty Images



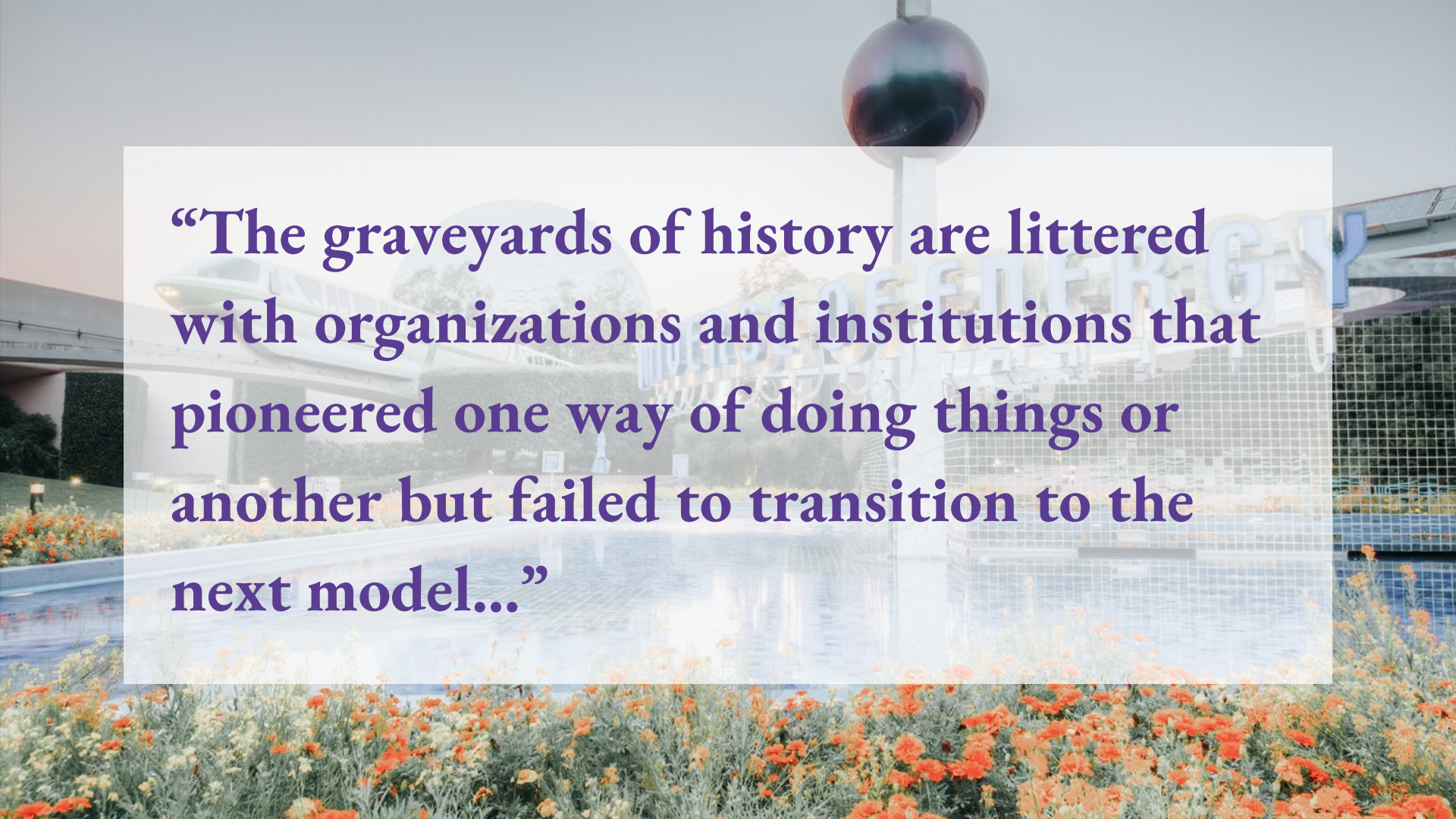




Every organization, *for-profit or not-for-profit*, is somewhere on this curve.



**Innovation creates
new S-curves,
bringing renewal
and profitable
growth.**



“The graveyards of history are littered with organizations and institutions that pioneered one way of doing things or another but failed to transition to the next model...”



4 Lessons in Innovation from the History of

Disney



How **Disney** got it's Magic Back



LESSON #1

Innovation requires
understanding your
CORE DRIVER.

The year was 2005...





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PRESENTS

SKY H·I·G·H

SAVING THE WORLD... ONE HOMEWORK ASSIGNMENT AT A TIME.

WALT DISNEY PICTURES PRESENTS SKY HIGH A SKY HIGH FILM PRODUCTION A MICHAEL MITCHELL FILM CASTING BY KELLY PRESBYN MICHAEL ANGELO DANIELLE PANABACHE MARY ELIZABETH WINTERSDAY
AND KURT RUSSELL ANDREW COVINO USA BROWN MUSIC BY MICHAEL GAZZANO COSTUME DESIGNER MICHELLE WILKINSON SPECIAL EFFECTS PETER ANDERSON EDITOR ROBERT HILL EXECUTIVE PRODUCERS STEVE JOHNSON
PRODUCED BY MARIO SORICH AND WARE SANDERLIN PRODUCED BY ANDREW COVINO WRITTEN BY PAUL FEINHAUER AND BOB SCHROLEY AND MARY MCCORMACK DIRECTED BY MICHAEL MITCHELL

BRAINS, BRAWN AND BEYOND.

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PICTURES PRESENTS

KRONK'S NEW GROOVE

Disney
DVD

with
Disney's Fun Pack

Disney

GO FIGURE



From the Director of "Bringing Down the House"



Walt Disney
Presents a

Vin Diesel in the PACIFIER

A Walt Disney Pictures Entertainment Production

PREPARE FOR BOTTLE.

WALT DISNEY PICTURES Presents VIN DIESEL "THE PACIFIER" A Walt Disney Pictures Entertainment Production a Walt Disney Pictures Production a Walt Disney Pictures Production a Walt Disney Pictures Production a Walt Disney Pictures Production a Walt Disney Pictures Production
and CAROL CAFE and JAMES GARNETT "PSYCHE TRENDS" JIM KENNY AND KRISTIAN WALKER "CHRISTOPHER GREENBERG" LIZ WOODMAN BESSIE MAJEED JAMES VAN DER BEEK
and JAMES VAN DER BEEK BESSIE MAJEED JAMES VAN DER BEEK LIZ WOODMAN BESSIE MAJEED JAMES VAN DER BEEK LIZ WOODMAN BESSIE MAJEED JAMES VAN DER BEEK
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LINDSAY LOHAN

WALT DISNEY PICTURES
PRESENTS

Herbie FULLY LOADED



HERBIE FULLY LOADED: STORY BY ROBERT ROY POOL, SCREENPLAY BY JAMES HAMILTON, DIRECTED BY TIMMY TONER. CASTING BY JENNIFER BRONKHORST. COSTUME DESIGNER: JENNIFER BRONKHORST. HAIR: JENNIFER BRONKHORST. MAKEUP: JENNIFER BRONKHORST. PRODUCTION DESIGNER: JENNIFER BRONKHORST. EXECUTIVE PRODUCERS: JENNIFER BRONKHORST, JENNIFER BRONKHORST. PRODUCED BY JENNIFER BRONKHORST. WRITTEN BY JENNIFER BRONKHORST. BASED UPON THE CHARACTER CREATED BY JENNIFER BRONKHORST. © 2005 WALT DISNEY PICTURES. ALL RIGHTS RESERVED. WALT DISNEY PICTURES PRESENTS A WALT DISNEY PICTURES PRODUCTION HERBIE FULLY LOADED. CASTING BY JENNIFER BRONKHORST. COSTUME DESIGNER: JENNIFER BRONKHORST. HAIR: JENNIFER BRONKHORST. MAKEUP: JENNIFER BRONKHORST. PRODUCTION DESIGNER: JENNIFER BRONKHORST. EXECUTIVE PRODUCERS: JENNIFER BRONKHORST, JENNIFER BRONKHORST. PRODUCED BY JENNIFER BRONKHORST. WRITTEN BY JENNIFER BRONKHORST. BASED UPON THE CHARACTER CREATED BY JENNIFER BRONKHORST. © 2005 WALT DISNEY PICTURES. ALL RIGHTS RESERVED. WALT DISNEY PICTURES PRESENTS A WALT DISNEY PICTURES PRODUCTION HERBIE FULLY LOADED.

Disney
Lilo & Stitch 2

**Stitch Has
A Glitch**





chicken little



Disney
**LIFE IS
RUFF**



A vibrant parade scene at a Disney park. In the background, a large, ornate castle with multiple spires and blue roofs stands against a hazy sky. The foreground is filled with a red carpet covered in confetti. A large crowd of people, including children and adults, is gathered around the parade. Several people are wearing costumes, including Mickey Mouse, a pink dragon, and various Disney characters. The overall atmosphere is festive and celebratory.

“Disney was founded on creativity, inventive storytelling, and great animation, and very little of our recent films lived up to our storied past.”




LESSON #1

Innovation requires
understanding your
CORE DRIVER.

MEDIA

Disney Agrees to Acquire Pixar in a \$7.4 Billion Deal

 Share full article



By **Laura M. Holson**

Jan. 25, 2006

LOS ANGELES, Jan. 24 - The Walt Disney Company said Tuesday that it would acquire Pixar Animation Studios for \$7.4 billion in a stock deal that not only gives Pixar's chief executive, Steven P. Jobs, a powerful role in Hollywood but also stirs hopes for rekindling the animated storytelling tradition at Disney.

The sale ends months of tricky negotiations that began with Mr. Jobs and Disney's chief executive, Robert A. Iger, discussing whether to extend Pixar's distribution partnership with Disney.

As part of the deal, Mr. Jobs will become a nonindependent director at Disney as well as its largest individual shareholder, ahead of Mr. Iger's predecessor, Michael D. Eisner.

"As we approached the end of our relationship with Disney and we looked at our future, we were at a fork in the road," Mr. Jobs said.

And, he said, "Disney is the only company with animation in their





**What's your
CORE DRIVER?**

World Vision





World Vision

1980s.

Assisting starving children
during the Ethiopian famine

CHILDREN

For Children.
For Change.
For Good.





Sustainable Growth Through Innovation

 MAGO CONSULTING

INSIGHTS

Helping leaders to see the lessons and trends they can apply to grow their organization through sustainable innovation.

A vibrant scene from a theme park featuring a roller coaster track. On the left, a large figure of Woody from Toy Story stands on a stack of colorful blocks. In the background, a dinosaur figure sits atop another block tower. The roller coaster track is orange and yellow, curving through the scene. The sky is blue with light clouds.

How about you?

**What's your
CORE DRIVER?**



How **CRISIS** Drives Innovation

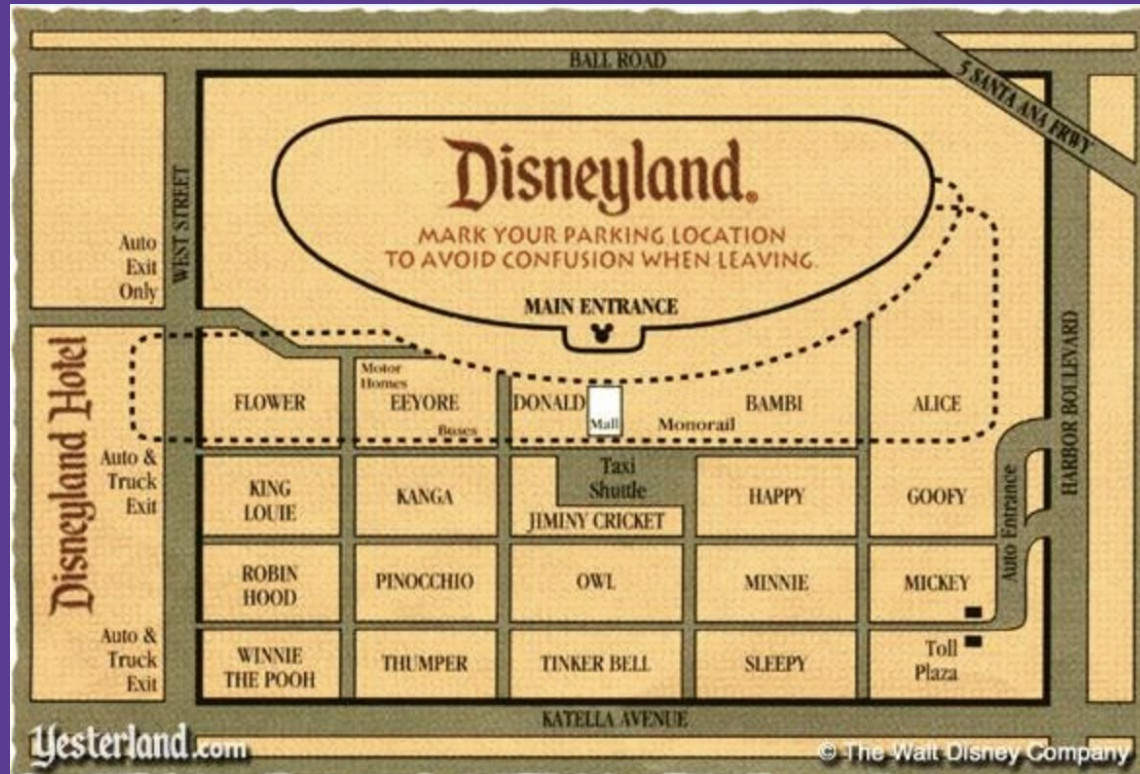
THE WORLD'S MOST MAGICAL CELEBRATION

A vibrant carousel at a theme park featuring elephant-shaped rides. The elephants are painted in various colors like white, blue, and purple, and are adorned with ornate golden and silver decorations. They are mounted on a central, highly detailed golden structure. The carousel is surrounded by a pool of water with a decorative mosaic border. In the background, there are other park structures and trees under a clear sky.

LESSON #2

**Innovation comes
from SOLVING
PROBLEMS.**

The year was 2000...







Disneyland

Entrance

Disneyland
Hotel

South Parking Lot

Freedman V




Disney had a
PROBLEM...



MYTH

Innovation happens
when times are good.

■ MAGO CONSULTING



TRUTH
Crisis is the mother
of innovation.

■ MAGO CONSULTING

“Crisis”

危機

↗
Danger

↖
Opportunity



THE CHINESE USE THE SAME WORD
FOR "CRISIS" AS THEY DO
FOR "OPPORTUNITY"?



CRISITUNITY!



Disneyland

Entrance

Disneyland
Hotel

South Parking Lot

Freedman Way



An aerial map of the Disneyland Resort in California. The map shows various landmarks including the Disneyland Hotel, Disney's Grand Californian Hotel & Spa, Disneyland Park, Disney California Adventure Park, and Buena Vista Street. A semi-transparent white text box is overlaid on the center of the map, containing the title and a list of three points. Several blue location pins are scattered across the map, primarily in the central and right-hand areas.

Disney's Innovation Solved

1. A logistics problem.
2. A customer experience problem.
3. A revenue problem.



How about you?
What's your
CRISITUNITY?



The Power of **MOMENTS**

But first...



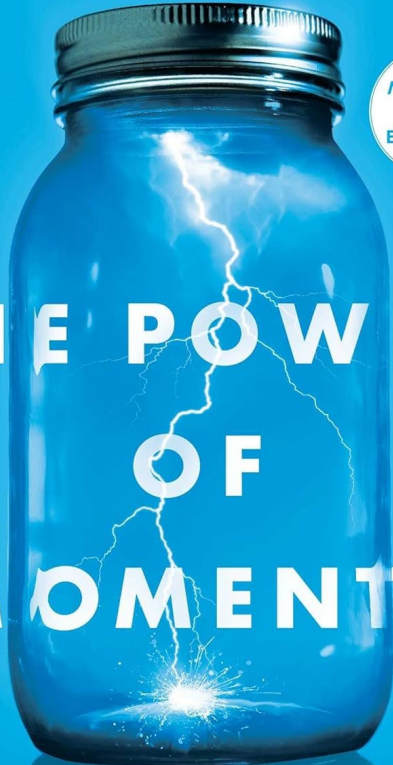


LESSON #3

Innovation is about
cultivating
**MEMORABLE
MOMENTS.**

Why Certain Experiences Have Extraordinary Impact

*New York
Times
Bestseller*



**THE POWER
OF
MOMENTS**

CHIP HEATH & DAN HEATH

The bestselling authors of *SWITCH* and *MADE TO STICK*



How we THINK our Memory Works



How our Memory REALLY Works







PEAKS

PiPs

ENDINGS

Characteristics of Peak Moments

Elevation

Connection

Insight

Pride

A young girl with blonde hair in a ponytail, wearing a denim jacket, is riding a roller coaster. She is looking out over a cityscape with a large roller coaster structure in the background. The scene is brightly lit, suggesting a sunny day.

How about you?

**What's peak can
you ELEVATE?**

**What pit can you FLIP
UPSIDE DOWN?**



IRON

ILIGHTCYCLE
Innovation is never

Enterprise

FINISHED



LESSON #4

**The role of Innovation
is NEVER FINISHED.**

(also, it's hard work)





ALCOHOL
DRUG FREE
MOTEL

ONE PERSON \$37⁰⁰

Each Add. Person \$5⁰⁰

HAND
CAR
WASH



12 31 '98





Missing the **M**MAGIC



Innovation is never

FINISHED



A street scene with palm trees and a building, overlaid with a semi-transparent white box containing text. The background shows a clear blue sky with scattered white clouds, several tall palm trees, and a multi-story building with a red-tiled roof and ornate architectural details. A black street lamp with two white globe lights is visible on the right side of the frame. The text is centered within the white box.

How about you?

**What needs to be
renewed, or reinvented,
or pushed through?**

INNOVATION

CORE DRIVER = What's your Core Driver?

SOLVING PROBLEMS = What's your Crisitivity?

MEMORABLE MOMENTS = Elevate Peaks, Flip the Pits

NEVER FINISHED = Renew, Reinvent, Push Through Failure



“Around here, however, we don’t look backwards for very long. We keep moving forward, opening up new doors and doing new things, because we’re curious... and curiosity keeps leading us down new paths.”

Walt Disney

You were made to innovate.

IMAGO CONSULTING

BE + CONTEXT = DO

INNOVATION FOR NONPROFIT LEADERS

From Mouse to Mission



The Wave Report
Weekly trends and insights

Dave Raley
Imago Consulting

