The Walt Disney Company: full audit

Part 1 facts and Part 2 opinion, kept apart.

PUBLISHED SAMPLE · A REAL AUDIT, SHARED WITH THE BUSINESS'S PERMISSION

PREPARED FOR
The Walt Disney Company

DATE
2026-11-22

WEB
thewaltdisneycompany.com

HOW THIS REPORT WAS MADE
Generated by the Dostal Technology audit system. It is written automatically, using AI models and public sources about The Walt Disney Company, the business confirmed when the report was ordered.

This combined report joins the documents below, each with its own page numbering:

TL;DR	The headline findings, the top actions, where each section starts and a key to the labels	p. 2
PART 1 · FINDINGS	Facts with sources; items marked UNVERIFIED are not yet confirmed and are listed in the appendix	pp. 3–35
PART 2 · OUR TAKE	Labeled opinion, judgment and assumptions	pp. 36–52
APPENDIX	Methods, unverified items, limits, as-of	pp. 53–75

PUBLISHED SAMPLE · A REAL AUDIT, SHARED WITH THE BUSINESS'S PERMISSION

TL;DR

Each line is from Part 1, which gives its source and date. Pages are the page numbers each part prints.

- **Named in most unbranded AI answers.** [G]
- **ChatGPT and Perplexity omit it for 'best family entertainment companies'.** [G]
- **Pages are slow on mobile and fast on desktop.** [LH]
- **Homepage has no h1 and a name-only title.** [D]
- **Email spoofing policy is monitor-only.** [DNS]
- **Google Ads tag loads before any consent choice.** [D]

Top actions

#	Change	Target (recommended)
1	Describe the company in buyers' category words on /about/ and /brand/	Move toward the 20 of 20 measured on Google Gemini, winning the 'best family entertainment companies' prompt first, when the prompts are re-run next quarter.
2	Relabel the first calls to action and add press, careers and brand routes	A label that names its investor destination, with press, careers and brand routes beside it, within thirty days.
3	Promote /economic-impact/ from the homepage, /about/ and /news/	A visible route to /economic-impact/ on the homepage, /about/ and /news/ within thirty days.
4	Harden the site	No link-name failures on /about/ and DMARC at reject within one quarter.
5	Set explicit AI crawler rules in robots.txt	Each AI crawler the company cares about named with a deliberate rule within one quarter.
6	Speed up the mobile pages	Raise the mobile score from its current 51 to 90 or higher, Lighthouse's top band, within two release cycles.
7	Give the homepage an h1 and a descriptive title	A single descriptive h1 on the homepage, as /about/ and /news/ already have, at the next content release.
8	Reconcile the segment name and the Make-A-Wish figure across pages	The homepage and the press-release boilerplate use the same segment name by the next boilerplate update.
9	Fix the news and press-release templates for search	Search titles on new articles short enough to show in full, company name included, from the next template release.

Where each section starts

Section	Key finding	Starts on
2. Site inventory	60 pages crawled; home host answers normally [D]	page 2
3. Performance	Mobile performance scores are low [LH]	page 6
4. Security and privacy	Email spoofing policy is monitor-only [DNS]	page 9
5. SEO and structured data	Crawl basics are in place [D]	page 11
6. Accessibility	Unnamed links on /about/ are the most serious barrier [PW]	page 15
7. AI findability	Named in most unbranded AI answers [G]	page 17
8. Competitive landscape	Twenty-seven direct rivals found [G]	page 21
9. Market positioning	Breadth across three segments sets it apart [D]	page 23
10. Marketability	First calls to action point to investor relations [D]	page 26
11. Pricing position	No own-price claim; rivals' listed prices only [G, UNVERIFIED]	page 27
12. Geographic scope	Six theme park resort destinations worldwide (UNVERIFIED) [G]	page 29
13. Financial posture	New chief executive in seat since March 18, 2026 [D]	page 31
14. Local position	Not applicable to a global business: The Walt Disney Company sells across a global market	page 33
15. Deep-dive re-review	Homepage and /economic-impact/ give different Make-A-Wish totals	page 33

Changes in detail: Part 1 page 1. Owners and steps: action plan, Part 2 page 16. Our take on each section: from Part 2 page 2.

Key. [D] fetched page or file · [G] AI answer with web search, source not opened · [PW] real-browser session · [LH] Google Lighthouse · [HDR] response headers · [DNS] public DNS records · [I] inferred from cited evidence · **UNVERIFIED** not yet confirmed, a lead · **INFERENCE** drawn from the evidence · **UNKNOWN** not found in public sources; Part 2 is opinion. Full key: appendix page 1.

1. Executive summary

71
Unbranded AI answers naming the company

14
Perplexity unbranded answers naming the company

51
Homepage performance score, mobile

12.2 s
Homepage Largest Contentful Paint, mobile

94
/contact-us/ performance score, desktop

29
Unnamed links on /about/ (serious)

- **Named in most unbranded AI answers.** The Walt Disney Company appeared in 71 unbranded AI answers, counting its own brands: 20 of 20 on Google Gemini and 20 of 20 on Claude, against 17 of 20 on ChatGPT and 14 of 20 on Perplexity. [G]
- **ChatGPT and Perplexity omit it for 'best family entertainment companies'.** Neither ChatGPT's nor Perplexity's answer to 'best family entertainment companies', a query we tested, mentioned The Walt Disney Company, while Google Gemini's answer to the same prompt did. [G]
- **Pages are slow on mobile and fast on desktop.** Lighthouse scored the homepage (/) 51 on mobile, with a Largest Contentful Paint of 12.2 s on mobile, while /contact-us/ scored 94 on desktop. (verified as of 2026-11-09) [LH]
- **Homepage has no h1 and a name-only title.** The homepage (/) has 0 h1 headings and a 23-character title that is the company name alone, "The Walt Disney Company". (verified as of 2026-11-09) [D]
- **Email spoofing policy is monitor-only.** The domain's DMARC record is set to p=none and its SPF record ends in a neutral ?all, so receiving mail servers are not asked to quarantine or reject mail that fails the checks. [DNS]
- **Google Ads tag loads before any consent choice.** In browser captures the Google Ads conversion tag loads as soon as a page opens, a OneTrust script is in the page HTML but no consent banner was detected, and the crawl found no privacy policy page (whether one exists off the crawled pages is UNKNOWN). (verified as of 2026-11-19) [D]

Top 9 changes: goal, KPI and target

#	Change	Goal	KPI	Now	Target (recommended)
1	Describe the company in buyers' category words on /about/ and /brand/	Prospective customers who ask an AI engine about family entertainment see The Walt Disney Company named.	Unbranded Perplexity answers naming the business	14	Move toward the 20 of 20 measured on Google Gemini, winning the 'best family entertainment companies' prompt first, when the prompts are re-run next quarter.
2	Relabel the first calls to action and add press, careers and brand routes	Journalists, job seekers and people looking for a brand find their route as quickly as investors do.	First call to action label, homepage (/)	See All	A label that names its investor destination, with press, careers and brand routes beside it, within thirty days.

#	Change	Goal	KPI	Now	Target (recommended)
3	Promote /economic-impact/ from the homepage, /about/ and /news/	Press, partners and public officials see proof of scale and reputation without hunting for it.	Proof found on the key pages crawled	none found	A visible route to /economic-impact/ on the homepage, /about/ and /news/ within thirty days.
4	Harden the site	Forged mail in the domain's name is refused, and the site is safer and easier to use.	Links without discernible text on /about/ (axe link-name, serious)	29	No link-name failures on /about/ and DMARC at reject within one quarter.
5	Set explicit AI crawler rules in robots.txt	The company decides what AI engines may read from its corporate site.	AI crawlers named in robots.txt	0	Each AI crawler the company cares about named with a deliberate rule within one quarter.
6	Speed up the mobile pages	Investors, journalists, candidates and prospective customers on phones reach the brand routes without a long wait.	Homepage (/) performance score, mobile	51	Raise the mobile score from its current 51 to 90 or higher, Lighthouse's top band, within two release cycles.
7	Give the homepage an h1 and a descriptive title	Search engines and answer engines read what the company is from the page most likely to stand for it.	H1 headings on the homepage (/)	0	A single descriptive h1 on the homepage, as /about/ and /news/ already have, at the next content release.
8	Reconcile the segment name and the Make-A-Wish figure across pages	Press, investors and AI engines quote one consistent description of the company.	Names of Disney's three business segments: pages stating them differently	2	The homepage and the press-release boilerplate use the same segment name by the next boilerplate update.
9	Fix the news and press-release templates for search	News and press pages show a complete title and a chosen summary in search results.	Title length, /news/wwe-espn-wide-world-sports-takeover/	228	Search titles on new articles short enough to show in full, company name included, from the next template release.

This audit reviewed thewaltdisneycompany.com, the corporate site of The Walt Disney Company (investors, press, careers and routes to its brands), a global media company whose customers are spread across a global market for parks, streaming and media. The report covers the site's inventory, performance, security and privacy, search basics, accessibility, visibility in AI answers, competitors, market positioning, marketability, pricing, geographic scope and financial posture. The evidence rests on a crawl of 60 public pages on thewaltdisneycompany.com [D], Lighthouse lab runs, automated axe checks in a browser, and header and DNS lookups. It also rests on answers from Google Gemini, Claude, ChatGPT and Perplexity, and on web research that is UNVERIFIED unless stated. Local position was not measured because it does not apply to a global business.

Live-site observations in this section were verified between 2026-11-08 and 2026-11-19. The live site may have changed since.

2. Site inventory

60
Pages crawled (cap reached)

0
Pages wider than a phone screen (mobile)

8
Controls outside viewport, /news/ mobile

- **60 pages crawled; home host answers normally.** The crawl fetched 60 public pages on thewaltdisneycompany.com, the cap for this run, and both the bare host and its www variant answered HTTP 200. (verified as of 2026-11-09) [D]
- **/faq and /contact answer 404.** The faq and contact paths each answer HTTP 404, while the contact page sits at /contact-us/ and the blog path answers 200 after a redirect to /news/. (verified as of 2026-11-09) [D]

- **No tel: link on the 30 pages checked.** A phone number is shown as page text on 2 pages and mailto: links on 4 pages, but none of the 30 pages checked carries a tel: link. (verified as of 2026-11-19) [D]
- **Controls sit outside the viewport on /news/.** On /news/ at mobile size 8 interactive controls sit partly outside the viewport, including the search input and its buttons, and on /news/ at desktop size 5 "Watch Video" buttons do. (verified as of 2026-11-08) [PW]
- **TikTok and X not linked on the pages checked.** The site links Instagram, Facebook, YouTube and LinkedIn profiles from the homepage, and none of the 30 pages checked links a TikTok or X profile. (verified as of 2026-11-19) [D]

This section inventoried thewaltdisneycompany.com, the company's corporate site: a crawl of 60 public pages (cap 60), probes of related hosts and common paths, contact and social link checks on 30 pages, and rendering checks at mobile and desktop sizes [D][PW]. The home host and its www variant answer HTTP 200, and none of the 12 pages measured on mobile is wider than the viewport. The gaps are narrow: the faq and contact paths answer 404, no tel: link was found on the pages checked, and none of the 60 pages checked for internal or placeholder text shows any (6 of them are in the sitemap; the sitemap's other pages were not checked).

The site works as a live newsroom: its feed lists 60 posts dated 2026-08-15 to 2026-11-18 [D], so a crawl capped at 60 pages sees only part of it and what is reported here holds for the pages checked, not the whole site. What is broken is small and specific: the faq and contact paths answer 404, and neither is a core page. Separately, RDAP shows same-name domains that are not on the business record and whose ownership is not verified: the-walt-disney-company.com (registered 2026-11-05), thewaltdisneycompany.net (registered 2016-05-10), thewaltdisneycompany.org (registered 2026-03-16) and thewaltdisneycompany.ai (registered 2025-06-26) [D]. This audit treats none of them as the company's.

Related hosts

Host	Found as
investors.thewaltdisneycompany.com	linked from the site

Domains and DNS [D] (DNS lookups, the home page or the linked page fetched once, RDAP for each registered domain)

Host	DNS	HTTP	Page title	Registrar	Registered	Expires
thewaltdisneycompany.com	A 13.227.47.71, 13.227.47.25, 13.227.47.59, 13.227.47.8; NS ns-1686.awsdns-18.co.uk, ns-204.awsdns-25.com, ns-702.awsdns-23.net, ns-1335.awsdns-38.org; MX generalsmtp.disney.com; TXT google-site-verification, v=spf1	200	The Walt Disney Company	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
www.thewaltdisneycompany.com	A 108.157.150.74, 108.157.150.24, 108.157.150.49, 108.157.150.87	200	The Walt Disney Company	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
investors.thewaltdisneycompany.com	CNAME waltdisney2025ir-farm.q4web.com; A 162.159.129.11, 162.159.130.11	403	Just a moment...	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21

Host	DNS	HTTP	Page title	Registrar	Registered	Expires
thewaltdisneycompany.eu	A 3.166.96.99, 3.166.96.97, 3.166.96.96, 3.166.96.65; NS ns-401.awsdns-50.com, ns-642.awsdns-16.net, ns-1066.awsdns-05.org, ns-1554.awsdns-02.co.uk; TXT google-site-verification, v=spf1	200	Home - The Walt Disney Company EMEA	—	—	—
app.thewaltdisneycompany.com	A 184.33.225.222, 44.247.171.255, 44.245.138.205	not fetched	—	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
cdn-media-privacy.thewaltdisneycompany.com	no A, CNAME, NS, MX or TXT records	not fetched	—	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
cdn-privacy.thewaltdisneycompany.com	no A, CNAME, NS, MX or TXT records	not fetched	—	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
cdn-qa-privacy.thewaltdisneycompany.com	no A, CNAME, NS, MX or TXT records	not fetched	—	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
cdn.thewaltdisneycompany.com	CNAME wdig.s.llnwi.net	not fetched	—	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
dev.thewaltdisneycompany.com	A 108.157.150.95, 108.157.150.98, 108.157.150.70, 108.157.150.4; TXT v=spf1	not fetched	—	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
emea.thewaltdisneycompany.com	A 108.157.142.78, 108.157.142.114, 108.157.142.21, 108.157.142.53	200	Home - The Walt Disney Company EMEA	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
investor.thewaltdisneycompany.com	CNAME waltdisney2025ir-farm.q4web.com; A 162.159.130.11, 162.159.129.11	403	Just a moment...	CSC Corporate Domains, Inc.	2005-03-21	2027-03-21
the-walt-disney-company.com	A 165.160.13.20, 165.160.15.20; NS dns2.cscdns.net, dns1.cscdns.net; MX custmx.cscdns.net; TXT v=spf1	not fetched	—	CSC Corporate Domains, Inc.	2026-11-05	2027-11-05
thewaltdisneycompany.net	A 3.33.243.145, 15.197.204.56; NS ns02.cashparking.com, ns01.cashparking.com; MX ; TXT v=spf1	—	—	Squarespace Domains II LLC	2016-05-10	2027-05-10
thewaltdisneycompany.org	A 152.42.174.146; NS dns1.registrar-servers.com, dns2.registrar-servers.com; MX eforward1.registrar-servers.com, eforward2.registrar-servers.com, eforward3.registrar-servers.com, eforward4.registrar-servers.com, eforward5.registrar-servers.com; TXT v=spf1	—	—	NameCheap, Inc.	2026-03-16	2027-03-16
thewaltdisneycompany.ai	A 76.223.54.146, 13.248.169.48; NS ns4.afternic.com, ns3.afternic.com; MX ; TXT v=spf1	—	—	GoDaddy.com, LLC	2025-06-26	2027-06-26

Site checks [D] [PW] (public pages re-read; mobile measured at 390 px)

Check	Where	Observed
Pages showing internal text	all pages checked	0
Pages wider than the phone screen	mobile (390 px)	0
Controls outside the phone screen	/news/ (mobile)	8
Controls outside the screen	/news/ (desktop)	5
Status	/blog	200 after redirect to /news/
Status	/faq	404
Status	/contact	404
tel: link / phone text / mailto: / street address	all pages checked	tel 0, phone text 2, mailto 4, address 1 pages
Links to a social profile	Instagram	linked
Links to a social profile	Facebook	linked
Links to a social profile	YouTube	linked
Links to a social profile	TikTok	not linked
Links to a social profile	X	not linked
Links to a social profile	LinkedIn	linked

Content consistency

- **Make-A-Wish wishes granted since 1980: stated differently on 2 pages** [D]: thewaltdisneycompany.com[8] (page /) says "175K+ Magical wishes granted globally with Make-A-Wish® since 1980"; thewaltdisneycompany.com/economic-impact[14] (page /economic-impact/) says "Over 165,000 wishes granted globally with Make-A-Wish since 1980.".
- **Name of the iconic Super Bowl campaign tradition: stated differently on 2 pages** [D]: thewaltdisneycompany.com/news/mickey-friends-nfl-apparel-co…[15] (page /news/mickey-friends-nfl-apparel-collectibles-gear/) says "Through the iconic " Disney's Super Bowl What's Next '' campaign, celebrating its 40th anniversary this season, Disney has long been part of football's biggest moments."; thewaltdisneycompany.com/news/super-bowl-disney-plus[16] (page /news/super-bowl-disney-plus/) says "ESPN and Disney's "We're Going," a marketing campaign for ESPN's inaugural Super Bowl, reimagines the iconic "I'm Going to Disney World" tradition".
- **Names of Disney's three business segments: stated differently on 2 pages** [D]: thewaltdisneycompany.com[8] (page /) says "Disney is a worldwide entertainment company that includes iconic brands and three core business segments: Entertainment, ESPN, and Experiences."; thewaltdisneycompany.com/press-releases/the-walt-disney-com…[17] (page /press-releases/the-walt-disney-company-names-karandeep-anand-to-newly-created-role-of-chief-technology-officer/) says "is a leading diversified international entertainment and media enterprise that includes three business segments: Entertainment, Sports, and Experiences.".
- **Platforms for weekly episodes of The Remarried Empress: stated differently on 2 pages** [D]: thewaltdisneycompany.com/news/remarried-empress-early-premi…[18] (page /news/remarried-empress-early-premiere/) says "Debuting with a four-episode premiere today, fans can look forward to two new episodes of The Remarried Empress dropping every Wednesday from November 11 through the series finale on November 25, only on Disney+."; thewaltdisneycompany.com/news/remarried-empress-most-viewed…[19] (page /news/remarried-empress-most-viewed-local-original-premiere/) says "With four episodes available to stream now, fans can look forward to two new episodes of The Remarried Empress dropping every Wednesday from November 11 through the series finale on November 25, exclusively on Disney+ and Hulu.".

Findings

- **No tel: link on the 30 pages checked; phone numbers are plain text** [D]: On the 30 pages checked there is no tel: link [D]. A phone number is shown as text on 2 pages (/contact-us/ and the press release naming a chief technology officer), mailto: links appear on 4 pages, and a street address appears on 1 page, /contact-us/. Making the number on /contact-us/ a tel: link would let phone users dial it by tapping. (verified as of 2026-11-19)
- **The investors host linked from the homepage answered the crawler with HTTP 403** [D]: The homepage links to investors.thewaltdisneycompany.com [D]. Requested in this run, that host answered HTTP 403 with the title "Just a moment...", and investor.thewaltdisneycompany.com, which resolves to the same CNAME target, gave the same answer. The title reads like an automated-visitor check, so this is more likely a block on the crawler than an outage [INFERENCE]; the investor pages were not read in this audit.
- **/news/ has controls outside the viewport on mobile and desktop** [PW]: On /news/ at mobile size, 8 interactive controls sit partly outside the viewport [PW]: the search input, the Search and Close search buttons, and article links such as "Disney Imagination Revealed as the First". On /news/ at desktop size, 5 "Watch Video" buttons do the same. The mobile width check found none of the 12 pages measured wider than the viewport, so this is not a page-width problem; check by hand whether the search field and those links can be brought into view before treating it as a fault. (verified as of 2026-11-08)

Live-site observations in this section were verified between 2026-11-08 and 2026-11-19. The live site may have changed since.

3. Performance

51	12.2 s	94
Homepage performance score, mobile	Homepage Largest Contentful Paint, mobile	Contact page performance score, desktop

- **Mobile performance scores are low.** Lighthouse scored the homepage (/) 51 on mobile, /about/ 41 on mobile and /press-releases/ 40 on mobile. (verified as of 2026-11-09) [LH]
- **The mobile homepage's main content appears late.** Largest Contentful Paint on the homepage (/) on mobile was 12.2 s, after a First Contentful Paint of 6.2 s. (verified as of 2026-11-09) [LH]
- **Desktop loads quickly.** /contact-us/ scored 94 on desktop with a Largest Contentful Paint of 1.3 s, and /press-releases/ scored 93 on desktop. (verified as of 2026-11-09) [LH]
- **The fan-event page is very heavy.** /d23-ultimate-disney-fan-event/ transferred a median 42.6 MB on desktop and 33.6 MB on mobile. (verified as of 2026-11-09) [LH]

This section reviewed Lighthouse lab runs [LH] of the homepage on mobile and of the about, press-release, contact and fan-event pages on mobile and desktop. Mobile is the weak side: performance scores ran from 40 for /press-releases/ on mobile to 51 for the homepage (/) on mobile. Desktop is strong, from 86 for /about/ on desktop to 94 for /contact-us/ on desktop. Layout is stable, with a Cumulative Layout Shift of 0 on the homepage (/) on mobile.

The gap between phone and desktop shows most clearly on a single page [LH]. In Lighthouse's tests, /contact-us/ scored 51 on mobile against 94 on desktop, and its Largest Contentful Paint was 8.4 s on mobile against 1.3 s on desktop. Scripts used 991 ms of main-thread time on /contact-us/ on mobile versus 222 ms on desktop. For The Walt Disney Company, this means investors, journalists and job candidates arriving on phones get the slower version of the pages that route them onward to its brands.

	Performance		Accessibility		Best practices		SEO	
	desktop	mobile	desktop	mobile	desktop	mobile	desktop	mobile
/about/	86	41	94	94	96	96	92	92
/d23-ultimate-disney-fan-event/	93	50	95	95	96	96	92	92
/press-releases/	93	40	98	98	96	96	100	100
/contact-us/	94	51	96	96	96	96	92	92

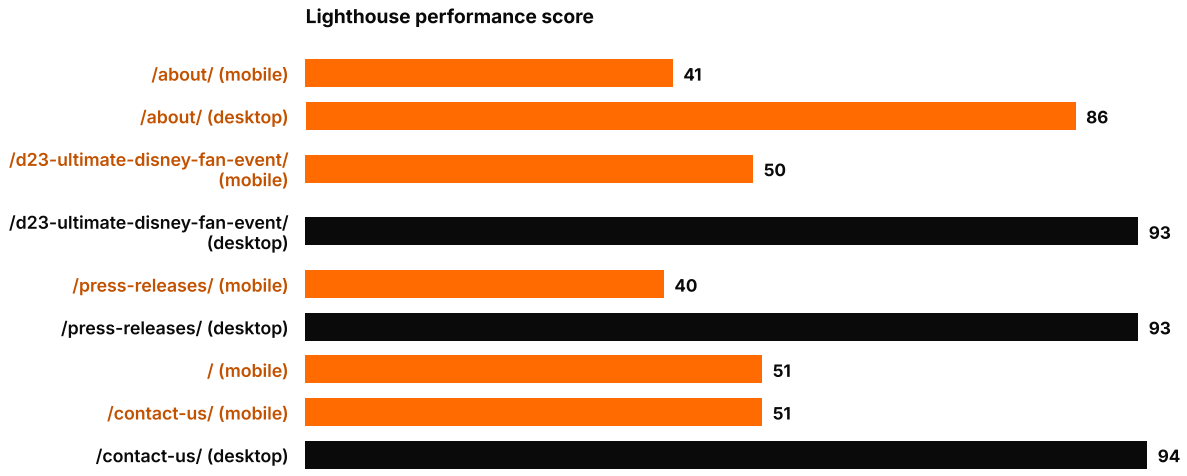
90–100 50–89 0–49 Bands are Lighthouse's standard score bands.

Lighthouse scores by page, category and form factor [LH] (median of repeated runs; standard Lighthouse bands)

Lighthouse scores by page and form factor (median of repeated runs)

Page	Form factor	Performance	Accessibility	SEO
/about/	mobile	41	94	92
/about/	desktop	86	94	92
/d23-ultimate-disney-fan-event/	mobile	50	95	92
/d23-ultimate-disney-fan-event/	desktop	93	95	92
/press-releases/	mobile	40	98	100
/press-releases/	desktop	93	98	100
/	mobile	51	99	100
/contact-us/	mobile	51	96	92
/contact-us/	desktop	94	96	92

Best practices: 96 for each of the 9 rows.



Lighthouse performance score by page and form factor

Lighthouse timings and page weight by page and form factor (median of repeated runs)

Page	Form factor	First paint (FCP)	Main content (LCP)	Blocking time (TBT)	Script time	Page weight
/about/	mobile	6.8 s	11.2 s	690 ms	1.6 s	5.6 MB
/about/	desktop	1.3 s	2.0 s	16 ms	—	8.6 MB

Page	Form factor	First paint (FCP)	Main content (LCP)	Blocking time (TBT)	Script time	Page weight
/d23-ultimate-disney-fan-event/	mobile	6.4 s	9.4 s	381 ms	2.0 s	33.6 MB
/d23-ultimate-disney-fan-event/	desktop	1.1 s	1.4 s	9 ms	249 ms	42.6 MB
/press-releases/	mobile	6.7 s	8.8 s	767 ms	1.6 s	1.2 MB
/press-releases/	desktop	1.1 s	1.4 s	23 ms	210 ms	1.2 MB
/	mobile	6.2 s	12.2 s	324 ms	1.4 s	11.9 MB
/contact-us/	mobile	6.3 s	8.4 s	375 ms	991 ms	1.2 MB
/contact-us/	desktop	1.1 s	1.3 s	21 ms	222 ms	1.3 MB

For all 9 rows, the back/forward cache is restorable.

Findings

- **Third-party code takes 9% of main-thread time on / (mobile)** [LH]: Lighthouse measured 148 ms of third-party code in 1,711 ms of main-thread time on / (mobile), both at the same simulated CPU rate. The figure counts the time Lighthouse attributes to third-party code itself; the site's own scripts and the rest of the page's work make up the remainder. The third parties Lighthouse names there are Optanon and Adobe Tag Manager. On the other pages measured the share is 14% on /about/ (mobile) (280 ms of 1,936 ms), 15% on /press-releases/ (mobile) (284 ms of 1,926 ms), 13% on /contact-us/ (mobile) (160 ms of 1,265 ms) and 6% on /d23-ultimate-disney-fan-event/ (mobile) (148 ms of 2,297 ms). (verified as of 2026-11-09)
- **Scripts used 1,431 ms of main-thread time on / (mobile)** [LH]: The largest entries Lighthouse lists there are time Lighthouse could not attribute to a script (468 ms), the site's own /app/themes/twdcus/assets/dist/js/main-29dde1bf.js (374 ms), the page document itself (208 ms), otBannerSdk.js from cdn.cookielaw.org (106 ms) and the site's own /wp/wp-includes/js/dist/components.min.js (82 ms). Of the scripts listed, one is served from another host; the rest are the site's own. (verified as of 2026-11-09)
- **The largest element Lighthouse measured on / (mobile) is an image** [LH]: Largest Contentful Paint is timed on an image (img.video-poster-img) on / (mobile) and /d23-ultimate-disney-fan-event/ (mobile). (verified as of 2026-11-09)
- **Mobile performance scores run from 40 to 51 on the pages tested** [LH]: On mobile, Lighthouse scored /press-releases/ 40, /about/ 41, /d23-ultimate-disney-fan-event/ 50, and both the homepage (/) and /contact-us/ 51. The /about/ and /press-releases/ mobile figures each come from a single run, so treat them as less settled than the others. (verified as of 2026-11-09)
- **On mobile, pages paint late even where the main element is text** [LH]: On the homepage (/) on mobile, First Contentful Paint was 6.2 s and Largest Contentful Paint 12.2 s. On /press-releases/ on mobile the largest element is a headline text block rather than an image, and it still painted at 8.8 s after a First Contentful Paint of 6.7 s. On /about/ on mobile the largest element is the hero image, a 95 KB file, and Largest Contentful Paint was 11.2 s; no phase breakdown was captured, so this audit does not attribute the delay to that file or to any other single cause. (verified as of 2026-11-09)
- **The fan-event page transfers far more data than other pages** [LH]: /d23-ultimate-disney-fan-event/ transferred a median 42.6 MB on desktop and 33.6 MB on mobile, against 1.2 MB for /press-releases/ on mobile. The homepage (/) on mobile transferred 11.9 MB. On desktop the fan-event page's largest element is an autoplaying, looping hero video; no claim here measures what makes up the weight, so linking it to the video is left to the Assessment as an inference. (verified as of 2026-11-09)
- **Desktop pages are fast and layouts stay stable** [LH]: On desktop, /contact-us/ scored 94, /press-releases/ and /d23-ultimate-disney-fan-event/ each scored 93, and /about/ scored 86 with a Largest Contentful Paint of 2,018 ms from a single run. Cumulative Layout Shift was 0 on the homepage (/) on mobile, and Lighthouse found that

page can be restored from the back/forward cache on mobile. (verified as of 2026-11-08, not re-checked on 2026-11-09)

Live-site observations in this section were verified between 2026-11-08 and 2026-11-09. The live site may have changed since.

4. Security and privacy

94	TLSv1.3
Certificate days left when checked	TLS version negotiated

- **Email spoofing policy is monitor-only.** The domain's DMARC record is set to p=none and its SPF record ends in a neutral ?all, so receiving mail servers are not asked to quarantine or reject mail that fails the checks. [DNS]
- **Google Ads tag loads before any consent choice.** The Google Ads conversion tag loads as soon as a page opens, and although a OneTrust script is in the page HTML, no consent banner was detected in the browser captures. (verified as of 2026-11-19) [D]
- **Homepage lacks key browser security headers.** The homepage response sends no content-security-policy, x-frame-options, x-content-type-options, referrer-policy or permissions-policy header; other pages were not checked. (verified as of 2026-11-09) [HDR]
- **Connection encryption is in good order.** The site negotiated TLSv1.3, presents a certificate trusted for the hostname that expires 2027-02-11, and sends the strict-transport-security header. (verified as of 2026-11-09) [HDR]
- **No privacy policy page found in the crawl.** The crawl found no privacy policy page on thewaltdisneycompany.com; whether one exists off the crawled pages is UNKNOWN. [D]

This section checked what thewaltdisneycompany.com shows from the public internet: response headers, the TLS certificate, DNS records, and tracking and consent behaviour in browser captures. Nothing was logged into or scanned for vulnerabilities. Encryption is in good order: the site negotiated TLSv1.3 with a trusted certificate and sends HSTS [HDR]. The gaps are in policy settings. DMARC is published at p=none [DNS]. The homepage response lacks a content-security-policy, among other browser headers [HDR].

A visitor's connection is well protected. The site is served through CloudFront with an Amazon-issued certificate that is trusted for the hostname and valid until 2027-02-11 (94 days out when checked), over TLSv1.3 with the TLS_AES_128_GCM_SHA256 cipher [HDR]. The weaker points are policy settings. No CAA record limits which certificate authorities may issue for the domain [DNS]. Mail for the domain is routed to generalsmtp.disney.com and DMARC reports go to Proofpoint addresses, yet the policy stays at p=none [DNS]. For a corporate site used by investors, press and job applicants, mail sent in the domain's name is the exposure that matters most, so moving DMARC past p=none is the most useful single change.

Security headers on the home page [HDR] (OBSERVED; "absent" means the header was not sent)

Header	Observed value
Strict-Transport-Security (HTTPS only)	max-age=63115200
Content-Security-Policy	absent
X-Frame-Options (clickjacking)	absent
X-Content-Type-Options	absent
Referrer-Policy	absent
Permissions-Policy	absent
Server (software banner)	Apache

Every row of this table is for the host thewaltdisneycompany.com.

Certificate, DNS, cookie and privacy checks [HDR] [DNS]

Check	Observed	Status
TLS protocol	TLSv1.3	OBSERVED
Certificate trusted	yes	OBSERVED
Certificate days remaining	94	OBSERVED
Certificate issuer	Amazon	OBSERVED
SPF (email sender policy)	?all	OBSERVED
DMARC (email spoofing policy)	p=none	OBSERVED
CAA (allowed certificate issuers)	absent	OBSERVED
Privacy policy page	not found	UNKNOWN

Every row of this table is for the host thewaltdisneycompany.com.

Tracking, consent and CSP detail [HDR] [D] (headers, page HTML, site JS and browser requests)

Host	Check	Observed
thewaltdisneycompany.com	Content-Security-Policy mode	none
thewaltdisneycompany.com	Cache-Control on the HTML	s-maxage=61, max-age=0
thewaltdisneycompany.com	Back/forward cache	not blocked by Cache-Control
site	Tracking tool: Google Ads tag	loads
site	Tracking tool not found: Google Analytics 4	not found
site	Cookie-consent banner (all pages checked, HTML and browser)	script only, no banner seen
site	Loads before any consent choice	Google Ads conversion tag

Findings

- **DMARC is monitor-only and SPF ends in a neutral ?all** [DNS]: thewaltdisneycompany.com publishes DMARC with p=none, which asks receiving mail servers to report on messages that fail the checks but not to quarantine or reject them. Its SPF record includes mail.zendesk.com and a pphosted.com sender and ends in ?all, a neutral result for any other sender. Aggregate and failure reports already go to Proofpoint addresses, so the next step is to review those reports and move the policy to quarantine, then reject.
- **Google Ads conversion tag loads before any consent choice** [D]: In browser captures with no clicks, the Google Ads conversion tag loads as soon as a page opens. A OneTrust consent-manager script is in the page HTML, but no banner was detected in those captures. The tag was seen on some of the pages checked (/economic-

impact/, /news/remarried-empress-early-premiere/ and /news/super-bowl-disney-plus/), so check that the OneTrust setup holds it until a choice is made where consent is required. (verified as of 2026-11-19)

- **Homepage response lacks key browser security headers** [HDR]: thewaltdisneycompany.com sends strict-transport-security (max-age=63115200) but no content-security-policy, enforced or report-only. It also sends no x-frame-options, x-content-type-options, referrer-policy or permissions-policy header. These headers limit which scripts run, block framing by other sites and control what the browser shares with third parties; only the homepage response was checked. (verified as of 2026-11-09)
- **No privacy policy page found in the crawl** [D]: The crawl found no privacy policy page on thewaltdisneycompany.com. Whether one exists off the crawled pages is UNKNOWN. Because the Google Ads conversion tag loads on the site, confirm that a privacy notice is linked from the pages that carry it. (verified as of 2026-11-19)
- **No GA4 or Tag Manager ID found; the Google tag serves ads only** [D]: No GA4 measurement ID and no Google Tag Manager container were found in the page HTML, same-site JS files or browser page loads checked. The gtag.js library that loads from googletagmanager.com serves the Google Ads conversion tag only. Whether visits are measured with another analytics tool is UNKNOWN from these checks. (verified as of 2026-11-19)

Not visible from outside

- **Server patch levels: UNKNOWN**: Software versions and patching are not visible from outside and were not probed.
- **Admin accounts and access control: UNKNOWN**: Who can sign in to the site, hosting and domain accounts, and how, cannot be seen from outside.
- **Backups and incident response: UNKNOWN**: Whether backups exist and are tested cannot be observed from the public site.
- **Handling of collected personal data: UNKNOWN**: How form submissions and customer data are stored or shared is not visible outside-in.

Not measured

- **Cookie flags not measured** [D]: The cookie flags check could not be measured on thewaltdisneycompany.com: in the run that made this check, the host answered a bot challenge (CloudFront "Request blocked"), so no page was loaded.

Live-site observations in this section were verified between 2026-11-09 and 2026-11-19. The live site may have changed since.

5. SEO and structured data

3,008	60	0
URLs in the sitemap	Crawled pages with JSON-LD	AI crawlers named in robots.txt

- **Crawl basics are in place.** The robots.txt of thewaltdisneycompany.com allows crawling with 2 disallowed paths and lists 1 sitemap, which holds 3,008 URLs. (verified as of 2026-11-09) [D]
- **Homepage has no h1 heading.** The homepage (/) of thewaltdisneycompany.com has 0 h1 headings and a 23-character title that is the company name alone. (verified as of 2026-11-09) [D]
- **Some press releases have no meta description.** On thewaltdisneycompany.com, /press-releases/the-walt-disney-company-sets-leadership-team-for-expanded-disney-entertainment-segment/ and /press-releases/mickey-friends-saddle-up-for-a-reimagining-of-disney-songs-with-a-spectacular-line-up-of-country-music-stars/ are among the press-release pages with no meta description. (verified as of 2026-11-09) [D]

- **Structured data on every page checked, in generic types.** 60 of 60 crawled pages on thewaltdisneycompany.com declare JSON-LD, with types limited to WebPage, ImageObject, BreadcrumbList, WebSite, Organization and CollectionPage. (verified as of 2026-11-09) [D]
- **Company news archive is set to noindex.** /company/ on thewaltdisneycompany.com asks search engines not to index it and declares no canonical URL, the 1 page of 60 crawled with either setting. (verified as of 2026-11-09) [D]

This section checked 60 crawled pages on thewaltdisneycompany.com for titles, meta descriptions, h1 headings, canonical URLs and JSON-LD, plus robots.txt and the sitemap [D]. The basics hold: robots.txt allows crawling and points to a sitemap of 3,008 URLs, and all 60 pages declare structured data. The gaps are specific. The homepage (/) has no h1 heading, /company/ asks search engines not to index it, and titles run long, up to 228 characters on /news/wwe-espn-wide-world-sports-takeover/.

Search engines get a title, a canonical URL and JSON-LD on nearly every page checked on thewaltdisneycompany.com, and robots.txt plus a sitemap index of 8 sitemaps lead them to the pages [D]. The weakest signals sit on the most important page. The homepage (/) describes the company by its mission ("to be one of the world's leading producers and providers of entertainment and information"), while /about/ calls it "a leading diversified international family entertainment and media enterprise", which is closer to the terms we tested, such as family entertainment. Half of the 8 sitemaps carry the same lastmod date (2026-11-18), which reads as a build-time stamp and does not tell crawlers which pages changed. robots.txt names none of the AI crawlers checked, so crawlers such as GPTBot and ClaudeBot follow the general rules, and the host serves no /llms.txt.

Search basics by page [D] (OBSERVED by the crawl; "absent" means not found)

Page	Title	Meta description	H1 headings	Structured data
/	The Walt Disney Company	The mission of The Walt Disney Company is to be one of the world's leading producers and providers of entertainment and information.	0	WebPage, ImageObject, BreadcrumbList, WebSite, Organization
/contact-us/	Contact Us | The Walt Disney Company	Have a question or comment? Find the contact information to help direct your inquiries to the right Disney business.	1	WebPage, ImageObject, BreadcrumbList, WebSite, Organization
/about/	Disney's Brands, Businesses, and Leadership	The Walt Disney Company, together with its subsidiaries and affiliates, is a leading diversified international family entertainment and media enterprise.	1	WebPage, ImageObject, BreadcrumbList, WebSite, Organization
/news/	News | The Walt Disney Company	Find the latest news, in-depth stories, and important updates from The Walt Disney Company and our brands, businesses, and affiliates.	1	WebPage, BreadcrumbList, WebSite, Organization
/news/wwe-espn-wide-world-sports-takeover/	WWE® & The Walt Disney Company Expand Partnership with Two-Day Takeover of ESPN Wide World of Sports Complex Featuring the John Cena Classic & Marvel Studios' 'Avengers: Doomsday'-Themed Worlds Collide® | The Walt Disney Company	WWE and Disney bring The John Cena Classic and 'Avengers: Doomsday'-themed Worlds Collide to ESPN Wide World of Sports Dec. 14-15. Tickets on sale Nov. 13.	1	WebPage, BreadcrumbList, WebSite, Organization

Page	Title	Meta description	H1 headings	Structured data
/press-releases/the-walt-disney-company-names-karandeep-anand-to-newly-created-role-of-chief-technology-officer/	The Walt Disney Company Names Karandeep Anand To Newly Created Role Of Chief Technology Officer | The Walt Disney Company	absent	1	WebPage, BreadcrumbList, WebSite, Organization
/press-releases/adam-smith-named-chairman-direct-to-consumer-disney-entertainment/	Adam Smith Named Chairman, Direct-To-Consumer, Disney Entertainment | The Walt Disney Company	absent	1	WebPage, BreadcrumbList, WebSite, Organization
/press-releases/world-princess-week-timeless-magic/	Disney Celebrates the Timeless Magic of Disney Princesses During World Princess Week | The Walt Disney Company	Fans can enjoy the annual week-long celebration featuring new content, unforgettable entertainment, and spectacular experiences.	1	WebPage, BreadcrumbList, WebSite, Organization
/press-releases/disney-celebrates-america-ramps-up-with-a-phenomenal-lineup-of-experiences-ahead-of-the-nations-250th-anniversary/	“Disney Celebrates America” Ramps Up With A Phenomenal Lineup Of Experiences Ahead Of The Nation’s 250th Anniversary | The Walt Disney Company	absent	1	WebPage, BreadcrumbList, WebSite, Organization
/news/games-next-chapter/	How Games Are Helping Shape Disney’s Next Chapter | The Walt Disney Company	Disney Games is now part of Disney Entertainment, giving fans the chance to move beyond watching their favorite stories and become active participants.	1	WebPage, BreadcrumbList, WebSite, Organization
/press-releases/mickey-friends-saddle-up-for-a-reimagining-of-disney-songs-with-a-spectacular-line-up-of-country-music-stars/	Mickey & Friends Saddle Up For A Reimagining Of Disney Songs With A Spectacular Line Up Of Country Music Stars | The Walt Disney Company	absent	1	WebPage, BreadcrumbList, WebSite, Organization
/press-releases/the-walt-disney-company-executives-to-discuss-fiscal-second-quarter-2026-financial-results-via-webcast/	The Walt Disney Company Executives To Discuss Fiscal Second Quarter 2026 Financial Results Via Webcast | The Walt Disney Company	absent	1	WebPage, BreadcrumbList, WebSite, Organization
/press-releases/disney-and-national-geographic-invite-audiences-to-step-into-wonder-this-earth-month-to-celebrate-and-explore-the-world-around-them/	Disney And National Geographic Invite Audiences To ‘Step Into Wonder’ This Earth Month To Celebrate And Explore The World Around Them | The Walt Disney Company	absent	1	WebPage, BreadcrumbList, WebSite, Organization
/press-releases/the-walt-disney-company-sets-leadership-team-for-expanded-disney-entertainment-segment/	The Walt Disney Company Sets Leadership Team For Expanded Disney Entertainment Segment | The Walt Disney Company	absent	1	WebPage, BreadcrumbList, WebSite, Organization
/press-releases/benjamin-swinburne-to-join-disney-as-executive-vice-president-of-investor-relations-and-corporate-strategy/	Benjamin Swinburne to Join Disney as Executive Vice President of Investor Relations and Corporate Strategy | The Walt Disney Company	absent	1	WebPage, BreadcrumbList, WebSite, Organization
/press-releases/the-walt-disney-company-establishes-new-enterprise-marketing-organization-names-asad-ayaz-chief-marketing-and-brand-officer/	The Walt Disney Company Establishes New Enterprise Marketing Organization; Names Asad Ayaz Chief Marketing And Brand Officer | The Walt Disney Company	absent	1	WebPage, BreadcrumbList, WebSite, Organization

Page	Title	Meta description	H1 headings	Structured data
/company/	Company News Archives | The Walt Disney Company	The mission of The Walt Disney Company is to entertain, inform, and inspire people through the power of unparalleled storytelling. Find the latest company news.	1	CollectionPage, BreadcrumbList, WebSite, Organization
43 more pages	all have a title, a meta description, one h1 and structured data			

Site files for search engines [D]

Allows crawling
robots.txt (thewaltdisneycompany.com)

absent
llms.txt (thewaltdisneycompany.com)

Findings

- **The homepage has no h1 and a name-only title** [D]: The homepage (/) of thewaltdisneycompany.com has 0 h1 headings, while other pages checked on the same host, such as /about/ and /news/, each have 1. Its title is "The Walt Disney Company" alone, 23 characters, and its meta description is a mission statement. Add an h1 that says what the company is, and put a short descriptor in the title (the /about/ description's "family entertainment and media enterprise" is a ready source), ending the title with "The Walt Disney Company". (verified as of 2026-11-09)
- **Some press-release pages have no meta description** [D]: On thewaltdisneycompany.com, /press-releases/the-walt-disney-company-sets-leadership-team-for-expanded-disney-entertainment-segment/, /press-releases/mickey-friends-saddle-up-for-a-reimagining-of-disney-songs-with-a-spectacular-line-up-of-country-music-stars/ and /press-releases/disney-and-national-geographic-invite-audiences-to-step-into-wonder-this-earth-month-to-celebrate-and-explore-the-world-around-them/ have no meta description. Other pages do have one, for example /press-releases/world-princess-week-timeless-magic/ and /news/games-next-chapter/, so the gap is per release rather than site-wide. Without a description, search engines choose their own snippet text. Requiring a one-sentence summary on every release in the press-release template would close the gap. (verified as of 2026-11-09)
- **News and press titles run far longer than search results show** [D]: On thewaltdisneycompany.com the title of /news/wwe-espn-wide-world-sports-takeover/ is 228 characters long. The title of /news/remarried-empress-most-viewed-local-original-premiere/ runs to 152 characters, and that of /press-releases/disney-and-national-geographic-invite-audiences-to-step-into-wonder-this-earth-month-to-celebrate-and-explore-the-world-around-them/ to 159. Each is the full headline followed by the company name, so a results page cuts the title off before the name appears. Set a shorter search title per article that still ends with "The Walt Disney Company". (verified as of 2026-11-09)
- **The company news archive is set to noindex and has no canonical** [D]: The page /company/ on thewaltdisneycompany.com, titled "Company News Archives | The Walt Disney Company", asks search engines not to index it and declares no canonical URL. It is the 1 page of 60 crawled with either setting. Sibling archive pages such as /entertainment/ and /streaming/ carry no noindex. The noindex is why /company/ does not surface in search: if that is unintended, remove the tag and add a self-referencing canonical as the sibling archives have. (verified as of 2026-11-09)
- **Structured data is present everywhere but only in generic types** [D]: 60 of 60 crawled pages on thewaltdisneycompany.com declare JSON-LD, but the types are limited to WebPage, ImageObject, BreadcrumbList, WebSite, Organization and CollectionPage. Article pages such as /news/games-next-chapter/

and /press-releases/world-princess-week-timeless-magic/ are typed WebPage, so on the pages checked search engines are not told these are news articles. Adding an article type to the news and press-release templates would fix that. On the homepage (/), the Organization sameAs links name Facebook, LinkedIn and YouTube but not X, Instagram or TikTok, and could list any other official profiles the company runs. (verified as of 2026-11-09)

Live-site observations in this section: verified as of 2026-11-09. The live site may have changed since.

6. Accessibility

29	67	99
Unnamed links on /about/ (serious)	Elements outside landmarks on /news/ (moderate)	Lighthouse accessibility, homepage, mobile

- **Unnamed links on /about/ are the most serious barrier.** The axe rule link-name (serious) failed on 29 elements on /about/, so those links are announced with no destination. (verified as of 2026-11-09) [PW]
- **Much page content sits outside landmarks.** The axe rule region (moderate) failed on 67 elements on /news/ and 63 elements on the homepage (/). (verified as of 2026-11-09) [PW]
- **High Lighthouse scores sit beside real failures.** Lighthouse scores /about/ at 94 on desktop and 94 on mobile, even though the serious link-name failures are on that page. (verified as of 2026-11-08, not re-checked on 2026-11-09) [LH]
- **No image lacks an alt attribute on the pages checked.** 0 images on the homepage (/) and 0 images on /news/ have no alt attribute; the check confirms the attribute exists, not that the text describes the image. (verified as of 2026-11-09) [D]

This section ran automated axe rule checks in a real desktop browser on the homepage (/), /contact-us/, /about/ and /news/, plus Lighthouse accessibility runs and a check for images with no alt attribute. Axe failed 2 rules on the homepage (/), 3 on /contact-us/, 3 on /about/ and 2 on /news/ [PW], with further rules on each page needing a manual check. Lighthouse accessibility scores were high, for example 98 on /press-releases/ (mobile) and 98 on /press-releases/ (desktop) [LH]. These are automated checks only, and manual testing is still needed.

Automated accessibility rule failures [PW] (OBSERVED; elements affected per rule)

Page	Rule	Impact	Elements affected
/	region	moderate	63
/	aria-allowed-role	minor	5
/about/	link-name	serious	29
/about/	landmark-unique	moderate	1
/about/	region	moderate	12
/contact-us/	heading-order	moderate	1
/contact-us/	landmark-unique	moderate	1
/contact-us/	region	moderate	20
/news/	landmark-unique	moderate	1
/news/	region	moderate	67

Lighthouse accessibility score [LH] (median of repeated runs)

Page	Form factor	Accessibility score
/	mobile	99
/about/	mobile	94
/about/	desktop	94
/contact-us/	mobile	96
/contact-us/	desktop	96
/d23-ultimate-disney-fan-event/	mobile	95
/d23-ultimate-disney-fan-event/	desktop	95
/press-releases/	mobile	98
/press-releases/	desktop	98

Images without alt text [D] (crawl)

0

Images with no alt attribute

Images with no alt attribute: 0 on each of the 60 pages checked, including /, /contact-us/, /about/, /news/ and /press-releases/.

Findings

- **Links on /about/ have no discernible text (link-name, serious)**: The axe rule link-name (serious) failed on 29 elements on /about/ [PW], so a screen reader announces each as a link without a destination. The alt check found 0 images on /about/ with no alt attribute [D], but it only confirms the attribute exists; an image or icon link with an empty alt would still be unnamed (INFERENCE). Lighthouse scores /about/ at 94 on desktop and 94 on mobile [LH], so give each link an accessible name rather than relying on the score.
- **Page content sits outside landmarks on each axe-tested page (region, moderate)** [PW]: The axe rule region (moderate) failed on 67 elements on /news/, 63 on the homepage (/), 20 on /contact-us/ and 12 on /about/. People who navigate by landmark with a screen reader can miss content that sits outside any landmark. Wrapping the page template's content in main, navigation, header and footer landmarks would likely clear most of these at once. (verified as of 2026-11-09)
- **Landmarks are not uniquely named on /contact-us/, /about/ and /news/ (landmark-unique, moderate)** [PW]: The axe rule landmark-unique (moderate) failed on 1 element on /contact-us/, 1 on /about/ and 1 on /news/. When landmarks share the same role and name, a screen reader user cannot tell them apart in the landmark list. The repeat across pages points to a shared template element, so giving each repeated landmark its own label is likely a single change. (verified as of 2026-11-09)
- **Heading levels skip on /contact-us/ (heading-order, moderate)** [PW]: The axe rule heading-order (moderate) failed on 1 element on /contact-us/, where a heading jumps more than a level. In total 3 axe rules failed on /contact-us/, and further rules there need a manual check. Screen reader users who scan by heading rely on a consistent outline to find contact routes, so correct the heading level. (verified as of 2026-11-09)
- **ARIA roles do not suit their elements on the homepage (aria-allowed-role, minor)**: The axe rule aria-allowed-role (minor) failed on 5 elements on the homepage (/) [PW], where an element carries a role it should not have. This is one of the 2 axe rules that failed on the homepage (/) [PW], against a Lighthouse accessibility score of 99 for the homepage (/) on mobile [LH]. Remove or replace the mismatched roles so assistive technology reports each element correctly. (verified as of 2026-11-09)

Limits

- **Automated checks find only part of the barriers**: Automated rules catch a share of accessibility problems. Keyboard use, screen reader flow, captions and plain language need a manual check, which this audit did not do.
- **Only the pages in the tables above were checked automatically**: Pages not listed were not tested; a passing rule here does not mean the whole site passes it.
- **Not a conformance statement**: These results do not certify the site against an accessibility standard or law.

Live-site observations in this section were verified between 2026-11-08 and 2026-11-09. The live site may have changed since.

7. AI findability

71	14	11
Unbranded AI answers naming the business	Perplexity answers naming the business	Animated movies answers naming the business

- **Named in most unbranded AI answers.** The Walt Disney Company appeared in 71 of 80 unbranded AI answers across Google Gemini, Claude, ChatGPT and Perplexity, counting its own brands and sites. [G]
- **Gemini and Claude always name it; Perplexity names it least.** It appeared in 20 of 20 Google Gemini answers and 20 of 20 Claude answers, against 17 of 20 on ChatGPT and 14 of 20 on Perplexity. [G]
- **Animated movies is the weakest service.** It was named in 11 of 16 answers to animated movies prompts and 10 of 12 to streaming service prompts, against 16 of 16 for sports streaming, 12 of 12 for family cruise and 12 of 12 for family theme park vacation. [G]
- **ChatGPT and Perplexity omit it for 'best family entertainment companies'.** Neither ChatGPT's nor Perplexity's answer to that prompt, a query we tested, mentioned The Walt Disney Company. [G]
- **Claude confused it with a same-named site once.** Claude's answer to 'What is Newsroom by The Walt Disney Company?' described a same-named business at thewaltdisneycompany.org mixed with the business itself; 1 brand-query answer was classed as a namesake and 11 as correct. [G]

This section put unbranded buyer questions on streaming, theme park vacations, cruises, sports streaming, animated movies and the wider entertainment industry to Google Gemini, Claude, ChatGPT and Perplexity, and also asked each engine what the company is. The gaps are narrow: ChatGPT and Perplexity left it out of their 'most recommended streaming service' and 'best family entertainment companies' answers and of some animated movie answers, and a Claude brand answer mixed it with a same-named site. On the site itself, thewaltdisneycompany.com serves no /llms.txt and its robots.txt names none of the AI crawlers checked [D].



Unbranded AI answers naming the business, by engine [G] (of the answers each engine gave)

Appearances by engine and service [G] (answers naming the business, of the answers asked)

Scope	Answers naming the business	Answers asked
All answers	71	80
ChatGPT	17	20
Claude	20	20
Google Gemini	20	20
Perplexity	14	20
animated movies prompts	11	16
family cruise prompts	12	12
family theme park vacation prompts	12	12
sports streaming prompts	16	16
streaming service prompts	10	12

Each prompt by engine: was the business named? [G] (one answer per cell); 5 more rows in the appendix

Prompt	ChatGPT	Perplexity
streaming services for families	mentioned	mentioned
family theme park vacations	mentioned	mentioned
family cruise lines	mentioned	mentioned
best sports streaming	mentioned	mentioned
best animated movies	mentioned	Not mentioned
best streaming service	mentioned	mentioned
best family theme park vacation	mentioned	mentioned
best family cruise	mentioned	mentioned
what is the most recommended sports streaming?	mentioned	mentioned
what are the most recommended animated movies?	mentioned	Not mentioned
what is the most recommended streaming service?	Not mentioned	Not mentioned
what is the most recommended family theme park vacation?	mentioned	mentioned
recommend some good animated movies	mentioned	Not mentioned
top-rated animated movies with good reviews	Not mentioned	Not mentioned
best family entertainment companies	Not mentioned	Not mentioned
5 more rows		each ChatGPT: mentioned, Perplexity: mentioned; listed in the appendix under Full page lists, "AI findability: Each prompt by engine: was the business named?", appendix page 10

Google Gemini and Claude named the business in all 20 prompts, so their columns are not shown.

Site files AI engines read [D]

absent
llms.txt

60 pages
Pages with JSON-LD structured data

absent
llms-full.txt

Vendors AI answers named [G] (unbranded answers naming each vendor, of 80 in all); 62 more rows in the appendix

Vendor	Answers naming it
Netflix	23
YouTube TV	20
Paramount+	16
Peacock	16
Apple TV+	14
Studio Ghibli	14
Universal Orlando Resort	12
Sony Pictures Animation	11
Sling TV	10
Laika	9
LEGOLAND Florida Resort	9
Amazon Prime Video	8
Carnival Cruise Line	8
DreamWorks Animation	8
MSC Cruises	8
62 more rows	listed in the appendix under Full page lists, "AI findability: Vendors AI answers named", appendix page 10

Every count in this table is over the answers of all engines.

Brand queries [G] (asked by name: correct, namesake or none)

Engine	Question	What the answer described
Google Gemini	What is The Walt Disney Company?	correct
Google Gemini	What is thewaltdisneycompany.com?	correct
Google Gemini	What is Newsroom by The Walt Disney Company?	correct
Claude	What is The Walt Disney Company?	correct
Claude	What is thewaltdisneycompany.com?	correct
Claude	What is Newsroom by The Walt Disney Company?	namesake
ChatGPT	What is The Walt Disney Company?	correct
ChatGPT	What is thewaltdisneycompany.com?	correct
ChatGPT	What is Newsroom by The Walt Disney Company?	correct
Perplexity	What is The Walt Disney Company?	correct
Perplexity	What is thewaltdisneycompany.com?	correct
Perplexity	What is Newsroom by The Walt Disney Company?	correct

Search presence (Brave Search API) [D]

Query	Kind	Business position
The Walt Disney Company	Brand	1
thewaltdisneycompany.com	Brand	1
streaming service	Category	not in top 20
family theme park vacation	Category	not in top 20
family cruise	Category	2
sports streaming	Category	1

Category searches where the business ranks in the top ten [D]

- **Brave position 2 for "family cruise"** [D]: Brave Search API results for "family cruise": the business first appears at position 2 (disneycruise.disney.go.com).
- **Brave position 1 for "sports streaming"** [D]: Brave Search API results for "sports streaming": the business first appears at position 1 (espn.com).

AI crawlers in robots.txt [D]

Crawler: OAI-SearchBot; ChatGPT-User; GPTBot; Claude-SearchBot; Claude-User; ClaudeBot; PerplexityBot; Perplexity-User; Google-Extended; Applebot-Extended; Meta-ExternalAgent; Amazonbot; CCBot; Bytespider.

*For all 14 crawlers, the host is thewaltdisneycompany.com and the access is "partly blocked (falls under *)".*

Findings

- **Animated movies is the weakest service** [G]: It was named in 11 of 16 answers to animated movies prompts, the lowest share of any service tested [G]. Perplexity did not name it for 'best animated movies', 'what are the most recommended animated movies?', 'recommend some good animated movies' or 'top-rated animated movies with good reviews', and ChatGPT skipped it on the last of these. Where Google Gemini, Claude and ChatGPT did name it for 'best animated movies', it was as Pixar; Google Gemini named Studio Ghibli and Sony Pictures Animation in 5 of 20 answers each and DreamWorks Animation in 4 of 20.
- **ChatGPT and Perplexity skip it on 'most recommended streaming service'** [G]: It was named in 10 of 12 answers to streaming service prompts [G]; the misses were ChatGPT's and Perplexity's answers to 'what is the most recommended streaming service?'. ChatGPT named Netflix and HBO Max there, and the vendors Perplexity named included HBO Max and Netflix. Netflix was also named in 8 of 20 Google Gemini answers and 7 of 20 Claude answers.
- **Not named for 'best family entertainment companies' on ChatGPT or Perplexity** [G]: This is a query we tested. ChatGPT's answer named Main Event, Chuck E. Cheese, Dave & Buster's and Great Wolf Lodge, and Perplexity's named Merlin Entertainments, Chuck E. Cheese, KidZania and Lucky Strike Entertainment, with no mention of The Walt Disney Company [G]. Google Gemini named it on the same prompt, and Claude named it as Disney Parks.

Limits

- **Not queried: Google AI Overviews**: This audit did not ask Google AI Overviews, so nothing here says whether it names the business.
- **Not queried: Microsoft Copilot**: This audit did not ask Microsoft Copilot, so nothing here says whether it names the business.

Live-site observations in this section: verified as of 2026-11-09. The live site may have changed since.

8. Competitive landscape

- **Twenty-seven direct rivals found.** NBCUniversal, Netflix and Warner Bros. Discovery are among them. [G]
- **NBCUniversal also spans content, streaming and theme parks.** NBCUniversal pairs film, television and Peacock with Universal theme parks [D]; the 2025 TEA Global Experience Index puts its parks at 62.1 million visitors in 2025, against 146.8 million across The Walt Disney Company's Disney Experiences portfolio (UNVERIFIED [G]).
- **Streaming rivals have combined into larger players.** Paramount Skydance, renamed Skydance Corporation after its October 6, 2026 acquisition of Warner Bros. Discovery [D], reported 203 million combined direct-to-consumer subscriptions as of September 30, 2026, and Netflix reported 325 million paid memberships as of December 31, 2025 (both figures UNVERIFIED [G]).
- **Cruise rivals run multi-brand fleets against one Disney brand.** Royal Caribbean Group states a global fleet of 71 ships [D] and Carnival Corporation a fleet of more than 90 ships (UNVERIFIED [G]), while The Walt Disney Company operates a single cruise brand, Disney Cruise Line (UNVERIFIED [G]).
- **Outside guides name Disney brands first for families.** CNET's November 15, 2026 guide lists The Walt Disney Company's Disney Plus as "Best for families, Marvel, Star Wars", and Pixie Vacations' 2026 list places The Walt Disney Company's Disney Cruise Line at #1 for families with young children (UNVERIFIED). [G]

This section set The Walt Disney Company's stated position against the media, streaming, park and cruise companies that public sources name alongside it. The Walt Disney Company states it operates across three core segments: Entertainment, ESPN and Experiences [D]. Most others cover one front: Netflix states a strategy built on its streaming subscription business [D], Six Flags Entertainment Corporation states it is a regional amusement-resort operator (UNVERIFIED [G]), and Royal Caribbean Group states a cruise mission across a fleet of 71 ships [D].

The Walt Disney Company competes on several fronts at once, and the pressure differs on each. In parks, a rival concedes the lead: Merlin Entertainments positions itself as the second-largest operator of visitor attractions and theme parks globally after The Walt Disney Company. In streaming, which Nielsen's August 2026 report of The Gauge puts at 49.6% of total U.S. television watch-time, rivals are buying reach: Fox Corporation acquired the Roku connected TV platform on November 6, 2026. Sports adds a supplier that is also a substitute: the National Football League, a substitute from outside the category, licenses games that The Walt Disney Company broadcasts on ESPN while offering its own NFL+ streaming service to fans. All of these points are UNVERIFIED [G].

Competitors found in research: direct; 12 more rows in the appendix

Competitor	Place	Who they sell to
Six Flags Entertainment Corporation	Charlotte, NC	families and leisure guests across North America...
DIRECTV	El Segundo, CA	residential households aged 18 or older in the United States...
Sling TV	Meridian, CO	U.S. cord-cutters seeking lower-cost, customizable live sports, news, and cable TV bundles...
Royal Caribbean Group	Miami, FL	families, couples, and luxury and expedition travelers across upper-middle, premium, and luxury segments...
Lionsgate	Santa Monica, CA	theatrical exhibitors, domestic and international broadcast and streaming networks, and home entertainment/digital distributors...
Amazon MGM Studios & Prime Video	Seattle, WA	consumers worldwide...
NBCUniversal	—	mass-market consumers and audiences worldwide...
Netflix	—	consumer households across more than 190 countries...

Competitor	Place	Who they sell to
Warner Bros. Discovery	—	consumers worldwide...
Paramount Skydance	—	global streaming, television, and theatrical entertainment audiences...
Apple TV	—	consumers across more than 100 markets seeking ad-free original series, films...
Sony Pictures Entertainment	—	television outlets, theatrical exhibitors, digital platforms, and consumers worldwide across the U.S., Europe...
Fox Corporation	—	consumers (including cord-cutters and cord-nevers), cable and satellite distributors, virtual MVPDs...
Merlin Entertainments	—	operates resort theme parks, city-centre gateway attractions...
Carnival Corporation	—	global cruise travelers across eight cruise line brands...
12 more rows		listed in the appendix under Full page lists, "Competitive landscape: Competitors found in research: direct", appendix page 12

Every name in this table is UNVERIFIED: reported as found, not independently confirmed.

Related firms and substitutes found in research (not direct rivals)

Company	What it is	Name status
National Football League	substitute from outside the category	UNVERIFIED

Findings

- **NBCUniversal mirrors the content-plus-parks model, with fewer park visitors**: NBCUniversal states it distributes content across film, television and Peacock and brings it to life through Universal Destinations & Experiences theme parks [D]. The 2025 TEA Global Experience Index puts NBCUniversal's parks at 62.1 million visitors in 2025, against 146.8 million across The Walt Disney Company's Disney Experiences portfolio (UNVERIFIED [G]). Peacock reached 48 million paid subscribers as of September 30, 2026 (UNVERIFIED [G]).
- **Paramount Skydance absorbed Warner Bros.** Discovery into one larger streaming rival: Paramount Skydance was renamed Skydance Corporation following its October 6, 2026 acquisition of Warner Bros. Discovery [D]. It reported 203 million combined global direct-to-consumer subscriptions across Paramount+, HBO and HBO Max as of September 30, 2026 (UNVERIFIED [G]). Companies that public sources name separately as competitors now sit under one owner, alongside Netflix, which reported 325 million paid memberships as of December 31, 2025 (UNVERIFIED [G]).
- **Cruise specialists field multi-brand fleets against a single Disney brand**: Royal Caribbean Group states a global fleet of 71 ships [D], and Carnival Corporation positions itself with more than 90 cruise ships (UNVERIFIED [G]), while The Walt Disney Company operates a single family-focused cruise brand, Disney Cruise Line (UNVERIFIED [G]). The Cruise Lines International Association's 2025 study counts 37.3 million passengers in 2025 and forecasts 39.1 million in 2026 (UNVERIFIED [G]). Pixie Vacations' 2026 list of family cruise lines places The Walt Disney Company's Disney Cruise Line at #1 (UNVERIFIED [G]).
- **Park operators differ on reach and on whose characters they use** [G]: Merlin Entertainments states it welcomed 60.5 million guests in the 52 weeks ended December 27, 2025 and positions itself as second globally after The Walt Disney Company (UNVERIFIED [G]). Six Flags Entertainment Corporation welcomed 47.4 million guests in full-year 2025 across regional parks (UNVERIFIED [G]). Six Flags Entertainment Corporation states it relies on licensed third-party characters including Looney Tunes, DC Comics and Peanuts, whereas The Walt Disney Company builds its parks around its own franchises (UNVERIFIED [G]).
- **Several named alternatives also carry or license Disney content**: DIRECTV bundles The Walt Disney Company's Disney+, Hulu and ESPN Unlimited Plan into its streaming packages, and Sling TV includes Disney and ESPN channels on select tiers (UNVERIFIED [G]). Mattel and Hasbro, toy companies with a different offering, license entertainment properties from Disney or make licensed products for its Marvel and Star Wars properties

(UNVERIFIED [G]). Showrunner (Fable Studio), an AI-native newcomer and not a direct rival, has pitched a playable "Toy Story of AI" with new scenes "all owned by Disney" (UNVERIFIED [G]).

9. Market positioning

4.3%
Central Florida theme park attendance growth, 2025

-2.7%
Global traditional TV revenue change, 2025

- **Breadth across three segments sets it apart.** The Walt Disney Company states it operates as a worldwide entertainment company across three core business segments: Entertainment, ESPN and Experiences. [D]
- **NBCUniversal also pairs content with theme parks.** NBCUniversal states it distributes content across film, television and Peacock and operates theme park destinations under Universal Destinations & Experiences. [D]
- **Own franchises in parks, one family brand at sea.** Six Flags Entertainment Corporation states it uses licensed third-party IP in its parks, and Royal Caribbean Group states it operates five cruise brands. The Walt Disney Company builds parks on its own franchises and operates a single family-focused cruise brand. [G]
- **Third-party guides name its brands for families.** CNET's November 15, 2026 guide lists The Walt Disney Company's Disney Plus as 'Best for families, Marvel, Star Wars', and Pixie Vacations' 2026 list names its Disney Cruise Line 'Best overall for families with young children'. [G]
- **Its segments are moving in different directions.** Global online video subscriptions grew 17.6% in 2025 per Omdia data released in June 2026, while PwC reports global traditional television revenue fell 2.7% in 2025. [G]

This section compared how The Walt Disney Company describes itself with how the companies named beside it describe themselves, alongside third-party best-of guides and published market figures. Netflix states a streaming subscription strategy [D], and Royal Caribbean Group states a mission to deliver the best vacations across a global cruise fleet [D]. Market-size figures measure single segments: published 2026 estimates of the global amusement park market from 5 firms range from USD 72.1 billion to USD 117.1 billion [G], which is not the size of the business's whole market.

The Walt Disney Company presents itself as a leading diversified international family entertainment and media enterprise [G]. NBCUniversal ('one of the world's leading media and entertainment companies') and Netflix ('one of the world's leading entertainment services') also call themselves leading [G]. Mattel calls itself 'a leading global play and family entertainment company' [G]. So neither 'leading' nor 'family' separates the business by itself; the span of what it operates does. One caution on the comparison set: a source states Paramount Skydance was renamed Skydance Corporation following its October 6, 2026 acquisition of Warner Bros. Discovery [D], so Warner Bros. Discovery's separate self-description may predate that change (INFERENCE).

Market size and buyers

USD 4,200 billion
Industry sales: Global entertainment and media industry 2030 forecast



Current estimates of the global amusement park market by firm [G] (each firm's own figure; other markets are in the table)

Market size estimates (each firm's own figure; scopes and years differ): 47 rows, listed in the appendix under Full page lists, "Market positioning: Market size estimates", appendix page 13.

Demand: spend, trends, drivers and who buys (each source's own figure)

Fact	Year	Value	Source
Spend: Average us subscribing household monthly spend on streaming video services	2026	$69	prnewswire.com
Spend: Svod subscribing entertainment fan monthly spend on streaming video services	2026	$71	deloitte.com
Spend: Average Disney vacation debt incurred by parents with children under 18	2024	$1,983	lendingtree.com
Trend: Global traditional television revenue	2025	-2.7%	pwc.com
Trend: Global Character and Entertainment licensed merchandise retail sales	2025	8.0%	licensinginternational.org
Trend: Central Florida leading theme parks combined attendance	2025	4.3%	entertainmentandculture.com
Demand driver: Subsidized and lower priced ad supported streaming tiers	2025	Omdia reported in June 2026 that the 17.6% surge in global online video subscriptions in 2025—the largest annual increase since 2021—was driven by lower-cost ad-supported tiers and subsidized ad-tier subscriptions bundled by telecommunications and pay-TV operators.	businesswire.com
Demand driver: Opening of Universal Epic Universe in Central Florida	2025	According to the 2025 TEA Global Experience Index, the May 2025 opening of Universal Epic Universe helped lift combined 2025 attendance across Central Florida's leading theme parks by 4.3%.	entertainmentandculture.com
Demand driver: Major theatrical releases and the 2026 Men's World Cup	2026	Circana and Licensing International reported in October 2026 that licensed toy sales across the EU5 surged 20% year-to-date through August 2026, driven by major film releases—with Toy Story recording a roughly 600% boost—and sports licensing around the 2026 Men's World Cup.	thelicensingletter.com
Who buys: SVOD subscribers on ad supported tiers	2026	68.0%	prnewswire.com
Who buys: Entertainment fans subscribing to SVOD services	2026	92.0%	deloitte.com

Fact	Year	Value	Source
Who buys: European adult consumers kidults buying toys for themselves or another adult	2025	40.0%	licensinginternational.org
Who buys: Parents with children under 18 incurring debt for a Disney trip	2024	45.0%	lendingtree.com

Name collisions (other businesses with a similar name; not competitors)

Name	Source
The Walt Disney Family Museum	disneyfoodblog.com
Walt Disney Hometown Museum	waltdisney.org

Findings

- **Breadth is the point of difference**: The Walt Disney Company states a mission to entertain, inform and inspire through storytelling across three core business segments: Entertainment, ESPN and Experiences [D]. Netflix states its core strategy is to grow its streaming subscription business [D]. DAZN states it focuses exclusively on digital sports streaming, whereas The Walt Disney Company pairs its ESPN segment with family entertainment studios, theme parks and cruise ships [G]. On the positioning map the business covers every one of its own services, and the widest rival placed covers fewer.
- **NBCUniversal overlaps on content, streaming and theme parks**: NBCUniversal states it distributes content across film, television and Peacock and brings it to life through theme parks under Universal Destinations & Experiences [D]. It also states it operates Telemundo and year-round horror experiences, whereas The Walt Disney Company states it operates Disney Cruise Line and the ESPN sports segment [G]. The overlap shows in the parks: the 2025 TEA Global Experience Index says the May 2025 opening of Universal Epic Universe helped lift combined attendance across Central Florida's leading theme parks by 4.3% in 2025 [G]. TourScanner's list of best theme parks includes NBCUniversal's Universal Orlando Resort alongside The Walt Disney Company's Walt Disney World Resort [G].
- **Parks run on its own franchises; cruises run under one family brand** [G]: Six Flags Entertainment Corporation states it powers its regional parks with licensed third-party IP including Looney Tunes, DC Comics and Peanuts, whereas The Walt Disney Company builds its parks and resorts around its own film, television and streaming franchises [G]. Royal Caribbean Group states it operates five cruise brands and Carnival Corporation states eight, whereas The Walt Disney Company operates a single family-focused cruise brand, Disney Cruise Line [G]. Merlin Entertainments positions itself as the second-largest operator of visitor attractions and theme parks globally after The Walt Disney Company.
- **Third-party guides name its brands for the family buyer** [G]: CNET's November 15, 2026 guide to the best streaming services lists The Walt Disney Company's Disney Plus as 'Best for families, Marvel, Star Wars' and Hulu as 'Best for network TV shows from ABC, FX' [G]. Pixie Vacations' 2026 list of the best family cruise lines names The Walt Disney Company's Disney Cruise Line 'Best overall for families with young children' [G]. Sehlmeyer Travel's June 24, 2026 guide recommends Royal Caribbean Group's Royal Caribbean as 'Best for Active Families, Tweens, Teens, and Big-Ship Fun' and Norwegian Cruise Line Holdings' Norwegian Cruise Line as 'Best for Flexible Families and Casual Cruising' alongside Disney Cruise Line [G]. These are UNVERIFIED list entries, not search positions.
- **Market figures measure single segments, and those segments move differently** [G]: Published estimates of the global amusement park market for 2026 from 5 firms range from USD 72.1 billion to USD 117.1 billion [G]. That measures one segment, not the whole market the business sells into, and other estimates size different markets. Per the 2025 TEA Global Experience Index, released in October 2026, attendance at the top 25 global theme

parks was roughly flat in 2025, down 0.2% [G]. CLIA's 2026 State of the Cruise Industry report shows global oceangoing cruise passengers growing in 2025, and PwC reports global traditional television revenue contracting by 2.7% in 2025.

10. Marketability

4	17.3K subscribers, 77 videos	present
Social networks linked from the site	YouTube public page (undated)	Testimonial copy on /economic-impact/

- **First calls to action point to investor relations.** The first call to action on the homepage (/) is "See All" and on /about/ it is "Overview"; both link to investors.thewaltdisneycompany.com. (verified as of 2026-11-09) [D]
- **Testimonial copy is published on /economic-impact/.** Testimonial copy is present on /economic-impact/; review markup is not needed for it, because reviews a business publishes about itself are not eligible for review stars. (verified as of 2026-11-09) [D]
- **4 social networks linked from the site.** The site links Instagram, Facebook, YouTube and LinkedIn, 4 networks in all; Instagram, Facebook and LinkedIn were not opened because robots.txt disallows them for this crawler. [D]
- **YouTube was the one linked profile that could be read.** The YouTube page linked from the site showed 17.3K subscribers and 77 videos on its public page, logged out; the figure is undated. [D]

This section looked at how thewaltdisneycompany.com, a corporate site, serves investors, press, partners, job seekers and people looking for a brand. It covered first calls to action, proof of reputation and social routes [D].

The site serves investors most directly, and it already publishes testimonial copy for the audiences who want proof of reputation. What it could improve is mostly labelling and linking, not rebuilding. The home page appears to be built with WordPress, Yoast SEO, React, jQuery, Apache, Amazon CloudFront and OneTrust (INFERENCE from its HTML and response headers), so The Walt Disney Company can change link labels and page content in the content system it already runs. Separately, no X (Twitter) or TikTok profile is linked from the site [D]. That check did not search or log in, so it shows only that the site does not route visitors to those networks.

Conversion signals by page

Signal	Observed
Client proof	present
Primary CTA (/)	See All
Primary CTA (/about/)	Overview
Own host link	investors.thewaltdisneycompany.com

Booking path and social profiles [D] (public pages only, GET only, logged out)

Item	Observed
Social networks linked from the site, of Instagram, Facebook, YouTube, TikTok, X and LinkedIn	4
Social profile: Instagram	not opened
Social profile: Facebook	not opened
Social profile: YouTube	17.3K subscribers, 77 videos
Social profile: TikTok	not found
Social profile: X	not found
Social profile: LinkedIn	not opened

Findings

- **The first calls to action on the homepage and /about/ both lead to the investor site** [D]: The first call to action on the homepage (/) is "See All" and the first on /about/ is "Overview"; both link to investors.thewaltdisneycompany.com, another host of the business [D]. That serves investors well, but neither label names where it goes. Rewording each label to name the investor destination would help press, job seekers and people looking for a brand skip past it to their own route. (verified as of 2026-11-09)
- **The site publishes testimonial copy on /economic-impact/** [D]: Testimonial copy is present on /economic-impact/ [D], which gives press and partners reputation proof on the corporate site itself. Review markup was on none of the core pages checked, and that is not a gap: reviews a business publishes about itself are not eligible for review stars. The opportunity is to promote /economic-impact/ more widely to the audiences who look for proof of scale. (verified as of 2026-11-09)
- **4 social networks are linked, and only YouTube could be read** [D]: The site links 4 networks: Instagram, Facebook, YouTube and LinkedIn [D]. Instagram (instagram.com/disney/), Facebook (facebook.com/thewaltdisneycompany/) and LinkedIn (linkedin.com/company/the-walt-disney-company/) were not opened because robots.txt disallows them for this crawler, so their follower and post counts were not read. The YouTube page linked from the site (youtube.com/thewaltdisneycompany) showed 17.3K subscribers and 77 videos on its public page, logged out; the figure carries no as-of date.
- **No X or TikTok profile is linked from the site** [D]: No X (Twitter) profile and no TikTok profile is linked from the site [D]. The check followed site links only, with no search and no login, so it does not show whether such profiles exist. If The Walt Disney Company runs corporate accounts on either network, linking them beside the other social links would give press and job seekers a direct route.

Live-site observations in this section: verified as of 2026-11-09. The live site may have changed since.

11. Pricing position

$8.99
Netflix: "Standard with ads monthly" price

$124.99
NBCUniversal: "Universal Orlando 1 day ticket Universal Studios..." price

$39.99
Fox Corporation: "ESPN Unlimited FOX One bundle" price

- **No own-price claim; rivals' listed prices only.** The evidence collected holds rivals' listed prices but no price published by The Walt Disney Company itself; Fox Corporation lists a joint bundle of FOX One with The Walt Disney Company's ESPN Unlimited at $39.99 per month as of February 25, 2026. [G, UNVERIFIED]

- **Streaming rivals publish monthly entry prices.** Netflix lists Standard with ads at $8.99 per month and NBCUniversal's Peacock Select is also $8.99 per month, with BritBox Standard at $10.99 and Apple TV at $14.99 per month after a free trial. [G, UNVERIFIED]
- **Park rivals list single-day tickets.** NBCUniversal's Universal Orlando Resort starts single-day admission to Universal Studios Florida or Universal Islands of Adventure at $124.99 plus tax, United Parks & Resorts lists a SeaWorld Orlando single-day ticket from $61.99 online, and Herschend's Silver Dollar City starts at $79 plus tax as of November 2026. [G, UNVERIFIED]
- **Cruise rivals advertise per-person starting fares.** Carnival Corporation's Carnival Cruise Line lists a Bahamas cruise from Port Canaveral from $188 average per person and Royal Caribbean Group lists a Perfect Day CocoCay & Bahamas Getaway Cruise from an average of $309 per person, both including taxes and fees. [G, UNVERIFIED]

This section looked at the prices rivals list across streaming, pay TV, theme parks and cruises; every figure is a grounded [G] claim and UNVERIFIED. The audited site is The Walt Disney Company's corporate site, not where buyers buy, and nothing in the evidence collected holds a price it publishes itself, so the section does not say where it sits. Rivals do publish: Warner Bros. Discovery's HBO Max Standard plan is listed at $18.49 per month, Six Flags Entertainment Corporation lists a Silver Pass at Six Flags Over Texas at $69, and Norwegian Cruise Line Holdings prices its More At Sea package at $39 per person per day.

Because the audited site is a corporate site that routes to The Walt Disney Company's brands rather than a place where buyers buy, the evidence holds no own price to set against rivals' lists, so no position against the field is stated. It does show the business's channels reaching buyers inside rivals' priced bundles, all [G] and UNVERIFIED. Sling TV's Sling Essentials plan, which includes ESPN and Disney Channel, has been priced at $19.99 per month since its April 2026 launch. Sling TV's Sling Orange plan, also carrying ESPN and Disney Channel, is listed at $45.99 per month as of November 2026. DIRECTV prices its entry-level MyKids Genre Pack at $20.99 per month plus tax. A like-for-like placement would need the prices on the business's own brand sites added to the record.

Published prices by item; 77 more rows in the appendix

Item	Competitor	Price	Unit and period	Source
Caribbean sailings fare	Carnival Corporation	$195	per person	carnival.com
DIRECTV MyKids Genre Pack	DIRECTV	$20.99	per month	directv.com
Peacock Premium	NBCUniversal	$12.99	per month	peacocktv.com
Peacock Premium Plus	NBCUniversal	$19.99	per month	peacocktv.com
Universal Orlando 1 day ticket Universal Epic Universe	NBCUniversal	$139.99	one-off	universalorlando.com
Standard with ads	Netflix	$8.99	per month	help.netflix.com
Standard	Netflix	$19.99	per month	help.netflix.com
Premium	Netflix	$26.99	per month	help.netflix.com
4 Night Bahamas Perfect Day cruise Brilliance of the Seas	Royal Caribbean Group	$269	per person	creative.rccl.com
Six Flags Over Texas Gold Pass	Six Flags Entertainment Corporation	$99	one-off	sixflags.com
Sling Select or Sling Essentials plan	Sling TV	$19.99	per month	nerdwallet.com, streamingpricetracker.com
Sling Orange or Sling Blue plan	Sling TV	$45.99	per month	sling.com, streamingpricetracker.com

Item	Competitor	Price	Unit and period	Source
SeaWorld Orlando Platinum Pass	United Parks & Resorts	$351	per year	seaworld.com
HBO Max Standard	Warner Bros. Discovery	$18.49	per month	mashable.com
HBO Max Premium	Warner Bros. Discovery	$22.99	per month	mashable.com
77 more rows	listed in the appendix under Full page lists, "Pricing position: Published prices by item", appendix page 16			

Every row in this table is UNVERIFIED: reported as found, not independently confirmed.

One of the 15 items has further detail: SeaWorld Orlando Platinum Pass (up to: $549).

28 other published prices are not compared here (per-seat plans, hosting, support, add-ons, courses, programs, implementation projects and prices in another currency); they are listed in the appendix under Full page lists, "Pricing position: Other published prices", appendix page 19.

Findings

- **Streaming rivals publish tiered monthly plans** [G]: Netflix lists Standard with ads at $8.99, Standard at $19.99 and Premium at $26.99 per month in the United States. Warner Bros. Discovery's HBO Max lists Standard at $18.49 and Premium at $22.99 per month, and NBCUniversal's Peacock lists Premium at $12.99 and Premium Plus at $19.99 per month. All are [G], UNVERIFIED; nothing in the evidence collected holds a streaming price from The Walt Disney Company, so its place among them is not stated.
- **Park rivals list day tickets alongside discounted passes** [G]: NBCUniversal's Universal Orlando Resort starts single-day admission to Universal Epic Universe at $139.99 plus tax, while Hershey Entertainment & Resorts' Hersheypark lists a single-day Any Day ticket online at $66.99. United Parks & Resorts lists the SeaWorld Orlando Platinum Pass at $549 annually, or $351 during its Black Friday promotion, and Six Flags Entertainment Corporation prices a Gold Pass at Six Flags Over Texas at $99. These are [G], UNVERIFIED listings.
- **Cruise rivals lead with per-person starting fares** [G]: Carnival Corporation's Carnival Cruise Line lists Caribbean sailings from $195 per person. In November 2026, Royal Caribbean Group lists a Bahamas & Perfect Day cruise from Fort Lauderdale aboard Brilliance of the Seas from $269 per person and a Western Caribbean & Perfect Day cruise from Miami from $749 per person, taxes and fees included. All are [G], UNVERIFIED; the evidence collected holds no cruise fare from The Walt Disney Company to set beside them.

12. Geographic scope

6
Theme park resort destinations

8
Cruise ships in fleet

- **Six theme park resort destinations worldwide.** Its annual report filing gives 6 theme park resort destinations operated or licensed worldwide as of 2026 (UNVERIFIED). [G]
- **Eight cruise ships, sailing from Singapore since March 2026.** The Walt Disney Company's Disney Cruise Line fleet comprises 8 cruise ships as of October 3, 2026 and has sailed from its first Asian homeport in Singapore since March 10, 2026 (UNVERIFIED). [G]

- **Streaming carries the brands beyond the physical sites.** Its own news pages state that Hulu became the general entertainment brand on Disney+ across international markets outside Japan on October 8, 2025, and that ESPN launched direct-to-consumer streaming in the United States on August 21, 2025; the rest of both claims is UNVERIFIED. [G]
- **Own pages place it across the United States.** Its pages name Anaheim, CA for its fan event, Orlando, FL for the ESPN Wide World of Sports Complex, Fort Lauderdale, FL for a ship christening and Bristol, CT in ESPN's history [D], and the business gives Burbank, CA as its home base [I].

This section looked at where The Walt Disney Company operates and how far each line reaches, using its own pages, its stated service area and web research. The stated service area is global, with headquarters in Burbank, CA [I]. Its annual report filing gives 6 theme park resort destinations worldwide as of 2026 and 8 cruise ships as of October 3, 2026 (UNVERIFIED [G]). Its own news pages state an East Coast headquarters in New York, NY and Hulu as the general entertainment brand on Disney+ internationally.

The Walt Disney Company operates worldwide, with a headquarters in Burbank, CA [I] and an East Coast headquarters in New York, NY that its /news/disney-new-york-headquarters page describes. Its lines reach differently: the 8 ABC broadcast television stations it owns are in the United States as of October 3, 2026 (UNVERIFIED [G]), while its theme park destinations, cruises and streaming extend abroad. Much of the newest physical growth runs through partners: Go! Retail Group is behind the temporary stores in Pittsburgh, PA and Paramus, NJ, and Miral is to build and operate the planned resort in Abu Dhabi, United Arab Emirates (UNVERIFIED [G]). In Orlando, FL, where its own news page places the ESPN Wide World of Sports Complex [D], competitor NBCUniversal opened a fourth theme park, Universal Epic Universe, on May 22, 2025 (UNVERIFIED [G]). That adds a rival draw for customers planning family theme park vacations.

Where the business operates today

- **Destinations, ships, stations and stores across several countries**: Its annual report filing for the fiscal year ended October 3, 2026 gives 6 theme park resort destinations operated or licensed worldwide, a Disney Cruise Line fleet of 8 cruise ships and 8 owned ABC broadcast television stations in the United States as of October 3, 2026 (UNVERIFIED [G]). The fleet has sailed from Singapore, its first Asian homeport, since March 10, 2026 (UNVERIFIED [G]). Its /news/disney-new-york-headquarters page states an East Coast headquarters in New York, NY, opened in December 2024, alongside the Burbank, CA headquarters the business gives as its home base [I]. Stores followed in Pittsburgh, PA on May 23, 2026 and Paramus, NJ on September 3, 2026, both temporary storefronts with Go! Retail Group, and a first UK outlet store opened at Cheshire Oaks, United Kingdom on November 12, 2026 (UNVERIFIED [G]).
- **ESPN direct streaming across the United States**: Its /news/espns-direct-to-consumer-launch-date page states that ESPN launched its flagship direct-to-consumer streaming service and an enhanced ESPN App in the United States on August 21, 2025 [G]; the rest of that claim is UNVERIFIED.
- **Disney+ and Hulu streaming across international markets**: Its /news/hulu-global-brand-disney-plus page states that on October 8, 2025 Hulu replaced Star as the global general entertainment brand on Disney+ across international markets outside Japan [G]; the rest of that claim is UNVERIFIED. The stated service area is global, covering parks, streaming and media worldwide [I], UNVERIFIED.

Presence signals

Burbank, CA
Home base on the business record

New York, NY
East Coast headquarters in New York, NY (own news page, otherwise unverified)

Anaheim, CA
Named on its /d23-ultimate-disney-fan-event/ page

Orlando, FL
Named on its /news/wwe-espn-wide-world-sports-takeover/ page

Fort Lauderdale, FL
Named on its /news/disney-legend-susan-egan/ page

Singapore
First Asian cruise homeport in Singapore (web research, unverified)

Also on record: The Walt Disney Company and Miral entered an agreement in May 2025 to develop Disneyland Abu Dhabi (UNVERIFIED [G]); the source given is its own /news/disney-announces-abu-dhabi-theme-park page. Disney Cruise Line is returning to New York City starting in September 2027 (UNVERIFIED [G]).

13. Financial posture

USD 102.3 billion
Consolidated revenues (UNVERIFIED filing)

234,000
Employees worldwide (UNVERIFIED)

$2.00
Annual dividend per share (UNVERIFIED)

- **Revenue of $102.3 billion in the latest fiscal year.** The annual filing for the fiscal year ended October 3, 2026 reports consolidated revenues of $102.3 billion and net income attributable to The Walt Disney Company of $9.9 billion (both UNVERIFIED). [G]
- **Dividend raised to $2.00 per share.** On November 17, 2026 the Board of Directors declared an annual cash dividend of $2.00 per share, an increase on the prior year's payout (UNVERIFIED). [G]
- **New chief executive in seat since March 18, 2026.** The press release at /press-releases/josh-damaro-named-next-chief-executive-officer-of-the-walt-disney-company/, dated February 3, 2026, gives March 18, 2026 as the effective date for the next Chief Executive Officer. [D]
- **Portfolio reshaped through a sports deal and a cable exit.** The annual filing records ESPN's acquisition of NFL media assets on January 31, 2026 in a transaction valued at approximately $3 billion, and the sale of the A+E Global Media interest on September 30, 2026 for approximately $1.3 billion in cash (UNVERIFIED). [G]
- **About 234,000 employees, with parks and ships worldwide.** The annual filing puts headcount at approximately 234,000 people worldwide at the fiscal year end of October 3, 2026, alongside 6 theme park resort destinations as of 2026 and 8 cruise ships as of October 3, 2026 (UNVERIFIED). [G]

This section read the investor and press signals on the corporate site alongside filing-based figures that this run could not verify. The filing figures put consolidated revenues at $102.3 billion for the fiscal year ended October 3, 2026 and headcount at approximately 234,000 people worldwide (UNVERIFIED). On the site itself, the homepage (/) shows an investor signal in its navigation and is dated November 9, 2026, and the /news/archive/ page shows a press signal dated the same day [D]. Together they describe a very large public company that communicates actively; the findings set out its direction.

The public signals describe a company at global scale that is steering toward streaming distribution, sports and games through stakes and partnerships as well as outright ownership. Its /news/fubo-hulu-live-tv page covers the combination of Hulu + Live TV with FuboTV Inc., closed on October 29, 2025, which left The Walt Disney Company with an approximately 70% controlling interest in the combined company. The annual filing puts its Epic Games stake at 10% as of October 3, 2026, and it held 37% of the India joint venture with Reliance Industries Limited as of fiscal 2025 (all UNVERIFIED). The corporate site's own news follows the same lines [D]: /news/games-next-chapter/ (dated August 13, 2026) is about games, and /news/imagination-cruise-ship-japan/ (dated October 13, 2026) is about the first Disney cruise ship to sail from Japan. None of the signals collected gives a founding date, so the company's age is UNKNOWN here.

Public signals

4 people named
People named on the team page

USD 9.9 billion
Net income, full year FY2026

USD 25.9 billion
Revenue, one quarter Q4 FY2026

70%
Controlling interest, FuboTV deal

USD 3 billion
Deal value, NFL Network

USD 1.3 billion
Sale proceeds, A+E Global Media

10%
Stake in Epic Games

37%
Joint-venture stake, with Reliance Industries

6 theme park destinations
Locations named in public sources

8 cruise ships
Locations named in public sources

8 television stations
Locations named in public sources

Findings

- **Filing figures describe a very large, profitable company that is raising its dividend** [G]: The annual filing for the fiscal year ended October 3, 2026 reports consolidated revenues of $102.3 billion and net income attributable to The Walt Disney Company of $9.9 billion, and the earnings report (as of November 17, 2026) gives fourth quarter revenues of $25.9 billion. On November 17, 2026 the Board of Directors declared an annual cash dividend of $2.00 per share, higher than the prior year's. These figures are UNVERIFIED [G] in this run; they are reported figures, not estimates, and stand as the filing's word until checked against the filings themselves.
- **The top team was reset during the year, on the company's own dated pages** [D]: The press release at /press-releases/josh-damaro-named-next-chief-executive-officer-of-the-walt-disney-company/ names Josh D'Amaro as the next Chief Executive Officer; it is dated February 3, 2026 and gives an effective date of March 18, 2026, so the change has taken effect [D]. The release at /press-releases/the-walt-disney-company-names-karandeep-anand-to-newly-created-role-of-chief-technology-officer/ (dated September 18, 2026) records a newly created Chief Technology Officer role, and the one at /press-releases/benjamin-swinburne-to-join-disney-as-executive-vice-president-of-investor-relations-and-corporate-strategy/ (dated January 30, 2026) covers a new head of investor relations and corporate strategy [D]. For investors and partners, the people setting strategy, technology and investor communication are new in seat, and these dated releases are where the current line-up is documented.

- **Deals point toward sports and games, while the physical footprint grows** [G]: The annual filing records that on January 31, 2026 ESPN acquired NFL Network, NFL RedZone pay-TV distribution rights and NFL Fantasy in exchange for a noncontrolling equity stake in ESPN, a transaction valued at approximately $3 billion. It also records the sale of the equity interest in A+E Global Media on September 30, 2026 for approximately $1.3 billion in cash, and an Epic Games stake raised to 10% as of October 3, 2026. The same filing counts 6 theme park resort destinations operated or licensed as of 2026 and a Disney Cruise Line fleet of 8 cruise ships as of October 3, 2026 (all UNVERIFIED [G]).

14. Local position

Not applicable to a global business: The Walt Disney Company sells across a global market. Local position compares a business with what a searcher sees in one town (map-pack rank, place profiles, city searches, local review counts). For a global business that would rank it against neighborhood shops in its headquarters city (Burbank, CA), which are not its competitors, so these were not measured, and neither were directory listings, where its name matches other businesses' listings in that city.

Local position does not apply to a global business such as The Walt Disney Company, and nothing local was measured for this run.

15. Deep-dive re-review

The automated re-review found the places below where two pages of the site state the same fact differently. Each is quoted in full under "Content consistency".

Disagreements

- **Homepage and /economic-impact/ give different Make-A-Wish totals** [D]: For Make-A-Wish wishes granted since 1980, the homepage (/) gives a higher total than /economic-impact/ does, and the pages do not show which figure is current. (verified as of 2026-11-08, not re-checked on 2026-11-09)
- **One business segment is called ESPN on the homepage and Sports in a press release** [D]: The homepage (/) names Disney's three business segments as Entertainment, ESPN and Experiences, while the press release at /press-releases/the-walt-disney-company-names-karandeep-anand-to-newly-created-role-of-chief-technology-officer/ names them Entertainment, Sports and Experiences. (verified as of 2026-11-08, not re-checked on 2026-11-09)
- **Two news articles name different platforms for The Remarried Empress** [D]: On the platforms for weekly episodes of The Remarried Empress, /news/remarried-empress-early-premiere/ says new episodes arrive "only on Disney+", while /news/remarried-empress-most-viewed-local-original-premiere/ says "exclusively on Disney+ and Hulu". (verified as of 2026-11-08, not re-checked on 2026-11-09)
- **Two news articles give the iconic Super Bowl campaign tradition different names** [D]: On the name of the iconic Super Bowl campaign tradition, /news/mickey-friends-nfl-apparel-collectibles-gear/ calls it "Disney's Super Bowl What's Next", while /news/super-bowl-disney-plus/ calls it "I'm Going to Disney World". (verified as of 2026-11-08, not re-checked on 2026-11-09)

Live-site observations in this section: verified as of 2026-11-08. The live site may have changed since.

PART 2

Our take

Everything after this page is labeled opinion, judgment or assumption.

NOT VERIFIED FACT

Site inventory

OPINION · JUDGMENT · ASSUMPTION

> VERDICT **A current, clean corporate newsroom whose main upkeep task is making its standing facts agree from page to page; the faults found are small and specific.**

- **Fresh and clean.** The newsroom publishes continuously and the pages checked carry no internal or placeholder text, so upkeep is not the problem on the sample read. [I]
- **Standing facts disagree.** Align the Make-A-Wish figure and the segment name across the homepage, /economic-impact/ and the press-release boilerplate, since that copy is what others quote. [I]
- **Small routing gaps.** Redirect /contact to /contact-us/ the way /blog already reaches /news/, and check the two news-article wording differences when those articles are next edited. [I]

Assessment

- **How well the site content is maintained: well kept, with a few standing facts to reconcile** [I]: The content is actively maintained. The feed lists 60 posts, the newest dated 2026-11-18, and none of the pages checked for internal or placeholder text shows any. That check covered only the crawled pages and most of the sitemap was not checked, so this is a reading of a sample, not the whole site. The weak spot is agreement between pages, not neglect. The Make-A-Wish figure on the homepage differs from the one on /economic-impact/, and the homepage names a business segment ESPN where the boilerplate of the chief technology officer press release names it Sports. The audit cannot say which version is current in either case.
  These two matter most because they sit in the company's standing description of itself, the copy that press, investors and answer engines quote. Pick one figure and one segment name, then align the homepage, /economic-impact/ and the press-release boilerplate. The two wording differences between dated news articles (the platforms named for The Remarried Empress and the name given to the Super Bowl campaign tradition) are lower priority; check them once when the articles are next touched. The dead faq and contact paths are routing gaps, not content faults, and a redirect from /contact to /contact-us/ would close the one that matters.
  Evidence: Part 1, Site inventory.

Performance

> VERDICT **Fast and stable on desktop, slow on phones across the pages tested; the fix likely sits in the site's own shared code and heavy video pages, not in third-party tags.**

- **Phones get the weaker site.** The slowdown repeats across text-led, light and media-led pages, so we infer a shared-template cause that one piece of work on the theme could address. [I]
- **Tags are not the lever.** Third parties hold 6% to 15% of mobile main-thread work, so effort belongs on the theme's main script and the WordPress components script, not on tag clean-up. [I]
- **Video weight is a hidden cost.** The fan-event page keeps a high desktop score despite its size, so the lab score does not show the data cost to phone visitors; we infer the hero video drives it. [I]

Assessment

- **Mobile speed: slow on each page tested, and it looks like a shared-template problem** [I]: Each mobile page Lighthouse tested is slow, and the pattern holds across page types, so treat it as one site-wide problem, not a page-by-page one. First paint comes late on the text-led /press-releases/ page and the light /contact-us/ page as well as on the media-led homepage. We infer the delay sits in what all pages share before anything paints, not in individual hero images; no LCP phase breakdown was captured, so this stays an inference. Have the web team capture a phase breakdown and a trace for the homepage and /about/ on mobile first. Then trim or defer what the shared theme loads before first paint. Evidence: Part 1, Performance.
- **Where the mobile script work sits: mostly the site's own code, so cutting tags will not fix it** [I]: Removing or delaying third-party tags would change little on phones, because third parties hold 6% to 15% of main-thread time on the mobile pages tested. The larger script entries Lighthouse lists are the pages' own documents, the theme's main script, WordPress' components script and unattributable time. Optanon's banner script is the one third-party entry among them. The practical step is a review of the theme's main script and the WordPress components script on the homepage and /about/. We infer that some of this code is not needed before the page first renders, which no audit here measures, so test deferring it before committing to a rebuild. Evidence: Part 1, Performance.
- **Page weight on video-led pages: excessive on the fan-event page, with the hero video the likely cause** [I]: The fan-event page's desktop lab score stays high despite its weight, so the score hides the cost. That cost lands on phone visitors' data allowances and on slower connections. Its largest element on desktop is an autoplaying, looping hero video, and we infer the video accounts for much of the weight; no claim measures the breakdown. The mobile homepage is also heavy and paints a video poster as its largest element, so we infer the same pattern there. On /d23-ultimate-disney-fan-event/ and the homepage, show the poster image first. Load the video only on capable connections or on a tap, and check the video encodes served to phones. Evidence: Part 1, Performance.
- **Desktop speed: strong, no work needed now** [I]: Desktop is not where The Walt Disney Company should spend effort: the pages tested load quickly and layouts hold still. /about/ scored below the other desktop pages, but that figure comes from a single run, so re-test it before treating it as a real gap. Use desktop as the regression guard while mobile is fixed, so that changes to shared scripts do not cost it the result it already has. Evidence: Part 1, Performance.
- **How settled the measurements are: direction firm, exact figures less so** [I]: The split between phone and desktop repeats across the pages with several runs, so the direction is reliable. The /about/ and /press-releases/ mobile figures and the /about/ desktop figure each rest on a single run. Evidence: Part 1, Performance.
- **Overall performance health: healthy on desktop, weak on phones** [I]: The corporate site is technically sound in the ways that are hard to retrofit: layouts are stable, pages restore from the back/forward cache, and desktop is fast. The weakness is concentrated on phones and is consistent across the pages tested, which points to shared code as the likely cause and makes one fix worth more than many. For a site whose job is to route investors, press, candidates and prospective customers onward to the brands, the phone experience is the part that undersells the company. Fix it in this order: shared scripts before first paint, then video weight on the homepage and the fan-event page. Evidence: Part 1, Performance.

Security and privacy

> VERDICT **Encryption is sound, but policy settings lag: mail in the domain's name is open to spoofing, and the consent setup and browser headers need tightening.**

- **Spoofing is the main exposure.** Investors, press and job applicants trust mail from this domain, so moving DMARC from monitoring to enforcement using the Proofpoint reports is the first priority. [I]

- **Consent gating needs checking.** Confirm in OneTrust that the Google Ads conversion tag waits for a choice where consent is required, and that a privacy notice is linked from the pages carrying it. [I]
- **Header fixes are low effort.** The missing browser headers can be added at the CloudFront or Apache layer, with a content-security-policy trialled in report-only mode first. [I]
- **Encryption needs no action.** The connection layer is in good order, so effort belongs on policy configuration, with a CAA record naming Amazon as a small extra safeguard. [I]

Assessment

- **Security posture from outside: Sound encryption, lagging policy controls** [I]: The connection layer needs no action: the certificate, protocol and HSTS are in order. The gaps are in configuration that Disney's own teams control, and none of them requires new infrastructure. The site is the company's front door for investors, press and job applicants, so the gap that matters most is mail sent in the domain's name. The DMARC policy of p=none leaves it to receiving servers whether to deliver forged messages. Next come the consent setup around the Google Ads conversion tag and the browser headers missing from the homepage response. A CAA record naming Amazon as the permitted certificate authority would close a smaller gap. This reading covers only what the public internet shows. Patching, access control and data handling were not visible, so it is a view of public configuration, not of the company's security overall. Evidence: Part 1, Security and privacy.
- **Protection against forged mail: Monitoring only; enforcement is the next step** [I]: The monitoring is in place but the enforcement is not. Reports already go to Proofpoint, so the evidence for tightening the policy is being collected. Until the policy moves past p=none, a forged message that claims to come from the domain can still reach an investor, journalist or job candidate. Review the Proofpoint reports to confirm that the Zendesk and Proofpoint-hosted senders named in the SPF record pass. Then move DMARC to quarantine and on to reject, and replace the neutral ?all ending in SPF with a failing one. This is the highest-value change in the section. Evidence: Part 1, Security and privacy.
- **Consent and tracking setup: Needs verification, not yet shown to be compliant** [I]: The site reaches buyers and prospective customers across a global market, including places where advertising tags need a prior choice. A Google Ads conversion tag fired with no interaction, and the OneTrust script showed no banner in the captures. That suggests the consent manager is installed but is not gating that tag, at least in the conditions tested. Check in OneTrust that the Google Ads tag is categorised and held until a choice is made where consent is required. The crawl did not find a privacy policy page, and whether one exists beyond the crawled pages is unknown. Confirm that a privacy notice is linked from the pages carrying the tag, including /economic-impact/ and the two news pages where it was seen. Evidence: Part 1, Security and privacy.
- **Browser-side hardening: Thin on the homepage; cheap to fix** [I]: The homepage response relies on HSTS alone. It sends none of the headers that restrict which scripts run, block framing by other sites or limit what the browser passes to third parties. On a largely informational corporate site the direct risk is moderate, but the headers can be added at the CloudFront or Apache layer without touching page content. Start with x-content-type-options, x-frame-options and referrer-policy. Then introduce a content-security-policy in report-only mode before enforcing it. Only the homepage response was checked, so confirm whether other pages behave the same way before treating this as site-wide. Evidence: Part 1, Security and privacy.

SEO and structured data

> VERDICT **Search basics are well covered on the pages checked; the homepage and the news and press templates are where the remaining work sits.**

- **Fix the templates, not the pages.** Missing descriptions on press releases, over-long news titles and generic WebPage typing on articles are each one template change on the news and press-release layouts. [I]

- **Decide on /company/.** The noindex on /company/ is why that archive does not surface; if it is unintended, remove it and add a canonical as /entertainment/ and /streaming/ have. [I]

Assessment

- **Search basics coverage: solid foundations, with the weakest signals on the homepage and in the news and press templates** [I]: On the pages checked, thewaltdisneycompany.com gives search engines what they need to find and read it: crawling is allowed, a sitemap is listed, and titles, canonical URLs and JSON-LD are in place almost throughout. The gaps are few and fall into two groups. The first is the homepage (/), which says the least about what the company is: it has no h1, a name-only title and a mission-statement description. The /about/ description already carries wording closer to the terms we tested, such as family entertainment. Add an h1 to the homepage and a short descriptor to its title, ending the title with "The Walt Disney Company".
  The second group is template-level, so each fix covers many pages at once. The press-release template should require a meta description. News and press pages should get a shorter search title that still ends with "The Walt Disney Company". Both templates should declare an article type in JSON-LD instead of the generic WebPage.
  Separately, /company/ needs a decision. Its noindex is why it does not surface in search, and sibling archives such as /entertainment/ and /streaming/ carry no such tag. If the setting is unintended, remove it and add a self-referencing canonical. None of these is a structural problem.
  They are small fixes on a well-built site, and the homepage comes first because it is the page most likely to stand for the company in results.
  Evidence: Part 1, SEO and structured data and AI findability.

Accessibility

> VERDICT **Automated checks show a largely sound site with a short, fixable list of barriers; unnamed links on /about/ matter most, and high scores are not clearance.**

- **Name the /about/ links first.** This is the only serious-rated failure on the axe-tested pages, and giving each link an accessible name on /about/ is a contained fix. [I]
- **Repair structure in the template.** The landmark failures recur across the axe-tested pages, so a correction to the shared page template would likely carry to the homepage (/), /news/, /contact-us/ and /about/ together. [I]
- **Do not steer by the score.** Lighthouse stayed high on pages where axe rules failed, so progress is better tracked by axe rule failures per page than by the Lighthouse number. [I]
- **Manual testing is still owed.** Automated rules cover only part of accessibility, so keyboard and screen reader testing on /contact-us/ and /about/ is needed before treating the site as accessible. [I]

Assessment

- **Automated accessibility results: sound baseline, with a short list of fixable barriers** [I]: The automated results describe a site that is mostly in order, with a few barriers that have clear fixes. The unnamed links on /about/ are the only serious-rated failure on the axe-tested pages and should be fixed before anything else, because they stop a screen reader user knowing where a link leads. The landmark failures are moderate but recur on the homepage (/), /news/, /contact-us/ and /about/, which points to the shared page template; correcting it there would likely lift those pages together. The heading skip on /contact-us/ and the mismatched roles on the homepage are small, page-level corrections. The high Lighthouse scores should not be read as clearance, since they sit beside these failures; track axe rule failures per page instead. The alt check only confirms the attribute exists, so whether the alt text describes each image is still untested. Confidence is medium: automated rules cover only part of accessibility, axe ran on only a few pages, and no keyboard or screen reader testing was

done.
Evidence: Part 1, Accessibility.

- **Order of work (opinion): name the /about/ links, then repair the template, then test by hand** [I]: Start by giving each unnamed link on /about/ an accessible name: it is a contained change on a single page and removes the most serious barrier found. Next, put the page template's content inside landmarks and give each repeated landmark its own label, then re-run axe on the homepage (/), /news/, /contact-us/ and /about/ to confirm the failures clear. Fix the heading level on /contact-us/ and the roles on the homepage in the same pass. After that, commission manual keyboard and screen reader testing, starting with /contact-us/ and /about/, because the automated rules flagged items on each tested page that need a human check.

AI findability

> VERDICT **AI visibility is strong and carried by the consumer brands; the gaps are narrow, sit with ChatGPT and Perplexity, and mostly come down to category wording.**

- **Brands carry the visibility.** The engines reach the company through Disney Cruise Line, ESPN and Pixar more than its corporate name, which serves product questions well. [I]
- **The gap worth closing is category wording.** ChatGPT and Perplexity read 'best family entertainment companies' as a different kind of business, so check that the /about/ and /brand/ pages use the category words buyers use. [I]
- **Named correctly when asked directly.** Brand answers describe the right company from its own sites, apart from a Claude newsroom answer that mixed in a same-named domain not on the business record. [I]
- **Crawler access is a default, not a decision.** The robots.txt on thewaltdisneycompany.com sets no rule for any AI crawler checked, so give OAI-SearchBot, PerplexityBot, GPTBot and the others explicit rules. [I]

Assessment

- **Visibility in AI answers: strong, with narrow gaps on ChatGPT and Perplexity** [I]: The Walt Disney Company is hard to miss in AI answers, and the engines mostly reach it through a consumer brand (Disney Cruise Line, ESPN, Pixar), not the corporate name. That works well when a buyer asks about a product, and it also explains where the gaps are. The misses sit with ChatGPT and Perplexity. Some come from questions that ask for a top pick or a list of films. ChatGPT and Perplexity answered 'what is the most recommended streaming service?' with Netflix and HBO Max among the names. Perplexity's animated-movie answers listed film titles or no vendor at all, which leaves little room for a studio name.
  The other misses come from a question that names the company's own category. For 'best family entertainment companies', ChatGPT and Perplexity answered with names such as Main Event, Chuck E. Cheese and KidZania. That reads as the engines taking the phrase to mean a different kind of business, not as a verdict against Disney. This is the gap worth acting on, because it is a query we tested and Google Gemini and Claude did name it there. Perplexity cited the /about/ and /brand/ pages on thewaltdisneycompany.com in this run.
  Check that those pages describe the company in the category words buyers use (family entertainment company, animated movie studios, streaming services for families) and tie Pixar, ESPN and Disney Cruise Line to the parent by name. Only the engines queried are evidence here: Google AI Overviews and Microsoft Copilot were not asked.
  Evidence: Part 1, AI findability.
- **How AI engines describe the company by name: accurate, apart from a namesake mix-up on Claude** [I]: Asked about the company by name, the engines describe the right business and cite its own sites, so the corporate site's wording is largely what they repeat. Keeping the about and news pages on thewaltdisneycompany.com current is therefore the main lever on these answers. The exception is Claude's answer to 'What is Newsroom by

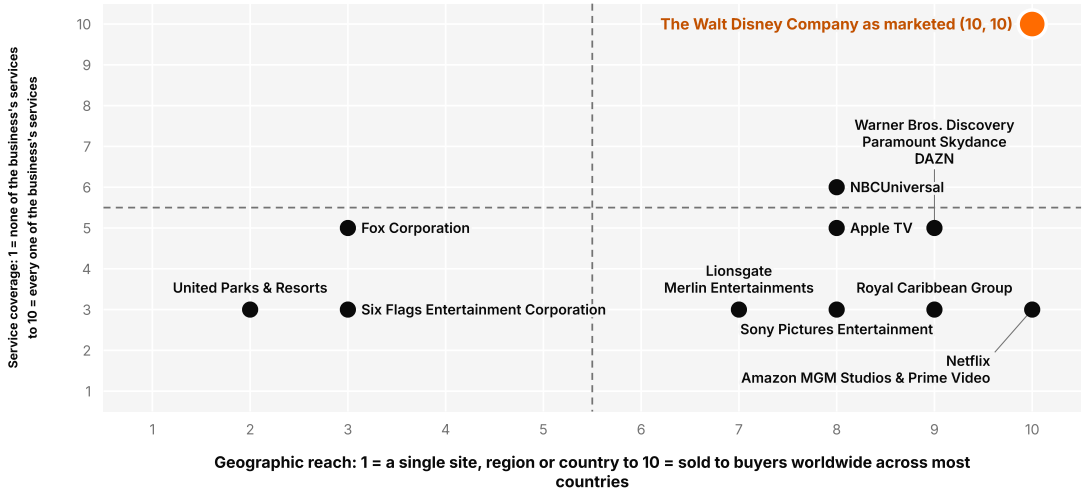
The Walt Disney Company?'. It drew on a news page at thewaltdisneycompany.org, a same-named domain that is not on the business record and whose ownership is not verified, alongside the company's own newsroom. The risk is small but real: content the company does not control was presented as part of its newsroom. Re-run that question on Claude from time to time to see whether the same-named source recurs. This rests on a small set of brand questions per engine, so treat it as a spot check, not a full audit of how the name is handled.
Evidence: Part 1, AI findability.

- **AI crawler access to the corporate site (opinion): left to the default rule; worth an explicit decision** [I]: The robots.txt on thewaltdisneycompany.com names none of the AI crawlers checked, so each falls under the general rule, which blocks part of the site, and there is no /llms.txt. This has not kept the site out of AI answers: the engines cited it when asked about the company by name. The gap is one of control, not of visibility. What OAI-SearchBot, PerplexityBot, ClaudeBot or GPTBot may read is whatever the general rule happens to allow, not a choice the company has made. Set that choice in robots.txt on thewaltdisneycompany.com. Name answer-engine agents such as OAI-SearchBot and PerplexityBot separately from crawlers such as GPTBot and CCBot, so each gets a deliberate rule. An /llms.txt is optional and low priority, since nothing in this run shows it changing an answer. Evidence: Part 1, SEO and structured data and AI findability.

Competitive landscape

> VERDICT **The Walt Disney Company holds the broadest position in the field; no rival matches its full mix, but every front has a specialist or a merged giant pressing on it.**

- **Breadth is the edge.** No competitor covers the whole mix of content, sports, streaming, parks and cruises, and the nearest mirror, NBCUniversal, is not credited with a cruise line or a sports segment. [I]
- **Streaming is the hard front.** Rivals are merging catalogues and buying distribution, so the family and franchise identity is what The Walt Disney Company can defend there. [I]
- **Families already choose Disney.** CNET and Pixie Vacations give Disney Plus and Disney Cruise Line the family slot, so the family buyer is ground to defend, not ground still to win. [I]
- **Some rivals are also channels.** DIRECTV and Sling TV carry Disney brands and the National Football League supplies ESPN, so the exposure is dependence on them for reach and rights. [I]



Competitive Positioning Map (JUDGMENT): each placement is our judgment from the cited research, not a measurement

The map plots 15 of the 28 placements (the business's own, then direct rivals first); the table that follows gives the basis of each plotted placement, and the appendix lists the rest.

The vertical score counts how many of the business's own services a firm offers, so the business as marketed is at the top by construction; the score compares the rivals with it, and does not rate the business.

Basis for each placement (JUDGMENT, from the cited research); 13 more rows in the appendix

Placed	Geographic reach	Service coverage	Basis
The Walt Disney Company as marketed	10	10	Covers five of five services (streaming service; family theme park vacation; family cruise; sports streaming; animated movies). The Walt Disney Company states it is a worldwide entertainment company operating across Entertainment, ESPN and Experiences.
NBCUniversal	8	6	Covers three of five services. NBCUniversal pairs content and Peacock with theme park destinations in several countries, though Peacock's paid base is counted in the U.S. (UNVERIFIED).
Netflix	10	3	Covers one of five services. Netflix states its streaming service operates in most countries worldwide (UNVERIFIED).
Warner Bros. Discovery	9	5	Covers two of five services. Warner Bros. Discovery states its content and brands are available across a very wide spread of countries, territories and languages (UNVERIFIED).
Paramount Skydance	9	5	Covers two of five services. Paramount Skydance, now Skydance Corporation, states it reaches audiences across a very wide spread of countries and territories (UNVERIFIED).
Amazon MGM Studios & Prime Video	10	3	Covers one of five services. Amazon MGM Studios states Prime Video is available in nearly every country and territory worldwide (UNVERIFIED).
Apple TV	8	5	Covers two of five services. Apple states Apple TV is available across a large number of countries and regions, with some sports coverage limited to the U.S. (UNVERIFIED).
Sony Pictures Entertainment	8	3	Covers one of five services. Sony Pictures Entertainment distributes films and television worldwide through distribution offices in many countries (UNVERIFIED).
Fox Corporation	3	5	Covers two of five services. Fox Corporation targets domestic distributors, advertisers and U.S. connected TV households (UNVERIFIED).
Lionsgate	7	3	Covers one of five services. Lionsgate licenses films, series and library titles to exhibitors, broadcasters and streaming platforms worldwide (UNVERIFIED).
DAZN	9	5	Covers two of five services. DAZN Group states its sports platform operates across the great majority of countries and territories (UNVERIFIED).
Six Flags Entertainment Corporation	3	3	Covers one of five services. Six Flags Entertainment Corporation states it is a regional operator across the United States, Canada and Mexico, with a park in Saudi Arabia (UNVERIFIED).
United Parks & Resorts	2	3	Covers one of five services. United Parks & Resorts states its parks sit in a handful of markets across the United States and Abu Dhabi (UNVERIFIED).
Merlin Entertainments	7	3	Covers one of five services. Merlin Entertainments states it runs attractions and hotels across a couple of dozen countries (UNVERIFIED).
Royal Caribbean Group	9	3	Covers one of five services. Royal Caribbean Group states its fleet travels to every continent.
13 more rows			listed in the appendix under Full page lists, "Competitive landscape: Basis for each placement", appendix page 13

Assessment

- **What this means, stated plainly: Broadest in the field** [I]: No direct rival covers the whole mix The Walt Disney Company states across Entertainment, ESPN and Experiences. The opening is the family position outside guides already give its brands: CNET's November 15, 2026 guide lists Disney Plus as 'Best for families, Marvel, Star Wars' (UNVERIFIED). Evidence: Part 1, Competitive landscape and Market positioning.
- **Competitive pressure: High, but uneven from front to front** [I]: The market is crowded, but the crowd is split by front rather than stacked against the whole company. Streaming carries the heaviest pressure, because that is

where rivals are merging and buying distribution. In parks a rival concedes the lead: Merlin Entertainments positions itself as second globally after The Walt Disney Company (UNVERIFIED). In cruising the specialists compete on fleet and brand count, not on the family niche. The Walt Disney Company therefore has to defend several different contests at once, each against firms that put their whole effort into that single front. Evidence: Part 1, Competitive landscape and Market positioning.

- **Breadth as the point of difference: A real edge, undersold on the corporate site** [I]: The Walt Disney Company states it operates across Entertainment, ESPN and Experiences [D], and no competitor in this research covers that whole mix. NBCUniversal comes nearest with content, Peacock and Universal theme parks [D], yet an UNVERIFIED comparison of the companies' own statements credits The Walt Disney Company, not NBCUniversal, with a cruise line and a sports segment. That breadth is the claim to lead with. The home page's "See All" call to action sends visitors to the investors host, so the /about page, "Disney's Brands, Businesses, and Leadership", is the place to expand the cross-segment case in the words buyers search: family entertainment, theme park vacations, streaming for families and family cruises. Evidence: Part 1, Competitive landscape and Market positioning.
- **Streaming rivals' scale and reach: Intensifying: rivals are merging and buying distribution** [I]: Streaming is where the field is changing fastest. Paramount Skydance, renamed Skydance Corporation, now holds Paramount+, HBO and HBO Max under one owner after its October 6, 2026 acquisition of Warner Bros. Discovery [D], and Netflix states a strategy built wholly on growing its streaming subscription business [D]. Others compete on how the service reaches the screen rather than on catalogue. Amazon MGM Studios & Prime Video bundles Prime Video with an Amazon Prime membership, and Fox Corporation pairs the free ad-supported Tubi with the Roku platform it acquired on November 6, 2026 (both UNVERIFIED). The Walt Disney Company's subscription services are being squeezed between larger libraries on one side and free or bundled access on the other. Its family and franchise identity, not catalogue size, is the ground it can hold. Evidence: Part 1, Competitive landscape and Market positioning.
- **Standing in outside guides: Strong: its brands hold the family slot** [I]: Outside guides give The Walt Disney Company's brands the family slot. CNET's November 15, 2026 guide lists Disney Plus as 'Best for families, Marvel, Star Wars' and Hulu as 'Best for network TV shows from ABC, FX', and Pixie Vacations' 2026 ranking puts Disney Cruise Line first as 'Best overall for families with young children' (UNVERIFIED). These wins are credited brand by brand, in streaming and in cruising separately, so they confirm the family position without yet making the case for the company as a whole. The family buyer is the ground to defend, and the corporate site is where the separate brand placements can be tied back to The Walt Disney Company by name. Evidence: Part 1, Competitive landscape and Market positioning.
- **Cruise position: A family niche against multi-brand fleets** [I]: In cruising The Walt Disney Company competes as a single family-focused brand against groups that spread several brands from contemporary to ultra-luxury (UNVERIFIED). It cannot match Royal Caribbean Group or Carnival Corporation on fleet or range, and it does not need to: the Pixie Vacations ranking shows the family-with-young-children buyer already sees Disney Cruise Line as the first choice (UNVERIFIED). The opening is new cruisers, since global cruise passenger volume is still forecast to grow (UNVERIFIED). A family that already knows the parks and the streaming service is the first-time buyer the multi-brand groups have no comparable way to reach. Evidence: Part 1, Competitive landscape and Market positioning.
- **Rivals that are also channels: Dependence is the risk, not displacement** [I]: Several firms named against The Walt Disney Company also sell or supply its product. DIRECTV bundles Disney+, Hulu and the ESPN Unlimited Plan into its streaming packages, and Sling TV carries Disney and ESPN channels on select tiers (UNVERIFIED), so these direct rivals for the viewing hour are also channels for Disney brands. The National Football League, a substitute and not a direct rival, licenses games that The Walt Disney Company broadcasts on ESPN while offering NFL+ to fans directly (UNVERIFIED). These relationships are better managed as partnerships with leverage on both sides: the exposure is reliance on them for reach and rights, more than losing the buyer to them outright. Evidence: Part 1, Competitive landscape.

Market positioning

VERDICT **Clearly differentiated by the span of what it operates, not by its wording; NBCUniversal is the closest overlap, and the family-buyer proof rests on unverified guide entries.**

- **Span is the claim to lean on.** NBCUniversal, Netflix and Mattel use the same "leading" language, so the separation comes from operating Entertainment, ESPN and Experiences together, which no rival placed covers in full. [I]
- **NBCUniversal is the closest overlap.** It is the direct rival that meets the same buyer in content, streaming and theme parks, so it is the comparison that most tests the breadth claim. [I]
- **Family proof is outside and unverified.** The CNET and Pixie Vacations entries support the family position, but they are UNVERIFIED list entries and should be confirmed before the business relies on them. [I]

Assessment

- **What this means, stated plainly: contested segment by segment, not as a whole** [I]: No rival contests the same buyer across the whole business; the contest is segment by segment. NBCUniversal meets that buyer in content, streaming and theme parks, Netflix in streaming, and Royal Caribbean Group and Norwegian Cruise Line Holdings in family cruises, where Sehlmeyer Travel's June 24, 2026 guide recommends both alongside Disney Cruise Line. The opening is the family buyer: CNET's November 15, 2026 guide and Pixie Vacations' 2026 list already name The Walt Disney Company's brands for families, though both are UNVERIFIED list entries.
  Evidence: Part 1, Competitive landscape and Market positioning.
- **Differentiation from the companies named beside it: clear on breadth, blurred on wording** [I]: The Walt Disney Company is clearly set apart by what it operates, not by how it describes itself. NBCUniversal, Netflix and Mattel also call themselves leading, and Mattel also claims family entertainment, so those words do no separating work. The separation is the span its own pages state: Entertainment, ESPN and Experiences together, which no rival placed on the positioning map covers in full. NBCUniversal is the closest overlap because it also pairs content and streaming with theme parks, but the comparison puts Disney Cruise Line and the ESPN segment on The Walt Disney Company's side.
  Within segments the difference holds as well: Six Flags Entertainment Corporation states it runs its parks on licensed third-party IP, while The Walt Disney Company builds parks on its own franchises. Royal Caribbean Group and Carnival Corporation spread across several cruise brands, while it keeps a family-focused cruise brand. The outside proof that buyers see this is thinner than the structural case: the guide entries naming its brands for families are UNVERIFIED list entries, not search positions. The comparison set is also shifting, since a source states Paramount Skydance was renamed following its acquisition of Warner Bros. Discovery.
  The claim worth leaning on is the span its own pages already state; "leading" is the word to lean on least.
  Evidence: Part 1, Competitive landscape and Market positioning.

Marketability

VERDICT **Serviceable for a corporate site: investors are routed first, and reputation proof exists, but vague labels and buried proof make other audiences work harder to find their route.**

- **Investors are served first.** The opening links favour investor relations, which suits that audience, but their labels do not tell press, job seekers or fans that the link is not for them. [I]
- **Proof exists but is hard to find.** The testimonial copy on /economic-impact/ is the site's reputation asset, and it needs links from the homepage, /about/ and /news/ rather than new content. [I]

- **Social reach is unmeasured.** Only the YouTube page could be read, and no X or TikTok profile is linked, so the corporate social presence cannot be judged from this evidence. [I]
- **Fixes are content edits.** The site appears to run on WordPress, so relabelling calls to action and adding links to /economic-impact/ are routine changes, not a rebuild. [I]

Finding

- **The inferred stack supports quick content and label changes**: The homepage of thewaltdisneycompany.com appears to use WordPress and Yoast SEO (INFERENCE from its HTML, [D]), with OneTrust for consent (INFERENCE, [D]) and Amazon CloudFront in front of Apache (INFERENCE from response headers, [HDR]). With that setup, clearer call-to-action labels and wider links to /economic-impact/ are routine content edits.

Assessment

- **Audience routing: good for investors, less clear for everyone else** [I]: For a corporate site, the job is to route each audience quickly, and thewaltdisneycompany.com does that best for investors: the first call to action on the homepage and on /about/ both lead to investors.thewaltdisneycompany.com. The weakness is labelling, not structure. "See All" and "Overview" do not say where they go, so a journalist, a job seeker or a fan looking for a brand has to read past them to find their own route. Rewording those labels to name the investor destination, and giving press, careers and brand routes equal weight beside them, is a content edit in the WordPress setup the site appears to run. Evidence: Part 1, Marketability.
- **Proof of scale and reputation: present, but tucked away** [I]: The Walt Disney Company already publishes testimonial copy on /economic-impact/, which is the kind of proof press, partners and public officials look for on a corporate site. The check of the key pages found no such proof on them, so a visitor who arrives on the homepage or /about/ may never reach it. The fix is to promote /economic-impact/ from the homepage, /about/ and /news/, not to write new proof. The absence of review markup is not a gap, because reviews a business publishes about itself are not eligible for review stars. Evidence: Part 1, Marketability.
- **Social routes: partial, and mostly unmeasured** [I]: The site sends visitors to Instagram, Facebook, YouTube and LinkedIn, but only the YouTube page could be read and its counts are undated. That means the reach of the corporate social presence cannot be judged from this evidence. No X or TikTok profile is linked from the site, and the check did not search or log in, so it does not show whether such accounts exist. If The Walt Disney Company runs corporate accounts on X or TikTok, linking them beside the existing social links would give journalists and job seekers a direct route. Evidence: Part 1, Marketability.

Buyer fit (simulated buyers, automated judgment)

Buyer	Situation	Fit today
Institutional investor (simulated)	An analyst wants the company's investor materials before deciding on a position.	strong
Business journalist (simulated)	A reporter on deadline needs company news, proof of scale and a quick way to follow corporate announcements.	partial
Prospective corporate partner (simulated)	A business development lead at another company wants evidence of reputation and the right contact route before proposing a partnership.	partial
Job seeker (simulated)	A candidate wants to learn about the company and find its careers route and employer profile.	partial
Fan looking for a brand (simulated)	A parent comparing family streaming and theme park options arrives on the corporate site instead of a brand site.	partial
Public official or community stakeholder (simulated)	A policy adviser wants evidence of the company's economic contribution before a meeting.	strong
Corporate news follower (simulated)	An industry watcher wants to follow the company's corporate updates on the social network they already use.	partial

Growth ideas (opinion)

- **Rename the first calls to action on the homepage and /about/ so each names the investor destination, and place clearly labelled press, careers and brand routes beside them so every audience sees its own door first.** [I] Evidence: Part 1, Marketability.
- **Promote /economic-impact/ from the homepage, /about/ and /news/ so that the testimonial copy already published there reaches press and partners who start on the key pages.** [I] Evidence: Part 1, Marketability.
- **Offer the testimonial copy on /economic-impact/ to industry and civic partner organisations as quotable material, with a link back to that page, to widen its reach beyond the corporate site.** [I] Evidence: Part 1, Marketability.
- **If The Walt Disney Company runs corporate accounts on X or TikTok, link them beside the Instagram, Facebook, YouTube and LinkedIn links so journalists and job seekers can follow from the site.** [I] Evidence: Part 1, Marketability.
- **Feature videos from the linked YouTube channel on /news/ and /economic-impact/, so corporate storytelling reaches site visitors and sends more of them to the channel.** [I] Evidence: Part 1, Marketability.
- **Use /d23-ultimate-disney-fan-event/ as a fan gateway: add clear onward links from it to /streaming/, /experiences/ and /brand/ so fans who land on the corporate site are routed to the brand they came for.** [I] Evidence: Part 1, Marketability.
- **Use the Yoast SEO setup the site appears to run to check that the organisation's structured data names the linked Instagram, Facebook, YouTube and LinkedIn profiles, so search results tie those profiles to the corporate site.** [I] Evidence: Part 1, Marketability.
- **Review /contact-us/ against each corporate audience (investors, press, partners, job seekers) and make sure the page names a route for each, adding only what it does not already show.** [I] Evidence: Part 1, Marketability.

Pricing position

> VERDICT **Unplaced on price: with no own price on the record, The Walt Disney Company cannot be called budget, mid-market or premium against any rival line.**

- **Place each line separately.** Streaming, parks and cruises sell in different units, so add the brand-site entry prices and compare line by line against Netflix, NBCUniversal and Carnival Corporation. [I]
- **Others set its visible price.** The only prices here that include its products sit inside bundles from Fox Corporation and Sling TV, so its direct prices need recording beside them. [I]
- **Discount season skews the benchmark.** Park pass prices were collected during Black Friday promotions, so any comparison should use the regular rates from Six Flags Entertainment Corporation and the other park operators. [I]

Assessment

- **Price position: unplaced** [I]: The Walt Disney Company cannot be placed as budget, mid-market or premium, because the audited site is its corporate site and the evidence collected holds no price it publishes itself. The comparison prices are all grounded and UNVERIFIED, and they come in different units: a monthly plan, a day ticket, a per-person fare. A single position across the whole company would therefore mislead even once its own prices are in hand. Add the listed entry prices from its streaming, park and cruise brand sites to the record, then place each line on its own. Set streaming against Netflix, NBCUniversal's Peacock and Warner Bros. Discovery's HBO Max. Set parks against NBCUniversal's Universal Orlando Resort and Six Flags Entertainment Corporation. Set cruises against Carnival Corporation. Evidence: Part 1, Pricing position.

- **Prices set by others (opinion): exposed: other firms set the only visible prices for its products** [I]: The only prices in this evidence that include The Walt Disney Company's own products are ones other firms set. Fox Corporation, a direct rival, prices a joint bundle that includes ESPN Unlimited. Sling TV, which sells one of the business's services, carries ESPN and Disney Channel inside its Sling Essentials and Sling Orange plans. All of this is grounded and UNVERIFIED. A buyer comparing options can therefore meet these brands first at a price someone else chose. Record the direct price of ESPN Unlimited and of the business's own streaming plans next to these bundles, so the report can show whether the Fox Corporation and Sling TV routes undercut or exceed buying direct. Evidence: Part 1, Pricing position.
- **Promotional snapshot: seasonal: pass prices were caught mid-promotion** [I]: Several park pass figures in this evidence are promotional rather than regular rates, so they make a poor baseline. Six Flags Entertainment Corporation's Silver Pass at Six Flags Great America is a Black Friday Deal price. United Parks & Resorts shows SeaWorld Orlando passes at a Black Friday rate beside a higher annual one. Hershey Entertainment & Resorts' Hersheypark lists season passes at a discount to a stated regular price. Setting a list price from The Walt Disney Company against these would overstate the gap with these operators. When its own park prices are added, compare them with the regular rates these claims also state, and collect the pass prices again once the promotions end. Evidence: Part 1, Pricing position.

Geographic scope

> VERDICT **Cautiously ready: a worldwide footprint of theme park resort destinations, cruise ships, stations and stores gives The Walt Disney Company room to deepen parks and cruising in markets already served.**

- **A worldwide footprint to build on.** Its resort destinations span the United States, Paris, Hong Kong, Shanghai and Tokyo, and its fleet now sails from Singapore (UNVERIFIED [G]), so Asia is the clearest place to deepen both lines together. [I]
- **Parks grow through partners.** The Abu Dhabi resort rests on Miral to build and operate it and has no opening date in the evidence collected, so it is a slower lever than routes already sailing. [I]
- **Evidence is mostly unverified.** Most of the footprint and growth facts come from web research, not its own pages, and NBCUniversal's new park in Orlando, FL adds competitive pressure, which is why the call is cautious. [I]

Assessment

- **Readiness to deepen parks and cruises: cautiously ready** [I]: The Walt Disney Company's footprint is worldwide: 6 theme park resort destinations operated or licensed, a fleet of 8 cruise ships and 8 owned ABC broadcast television stations in the United States (UNVERIFIED [G]). It also has a first UK outlet store at Cheshire Oaks (UNVERIFIED [G]) and headquarters in Burbank, CA [I] and New York, NY. Across that footprint it is cautiously ready to deepen the two lines the evidence leans on, its theme park resort destinations and its cruise ships. Part of the footprint rests on partners: Tokyo Disney Resort is licensed, the Hong Kong and Shanghai resorts are part-owned, and Miral is to build and operate the planned resort in Abu Dhabi. The trigger is one fact inside that footprint: the fleet's first Asian homeport, in Singapore, launched on March 10, 2026 (UNVERIFIED [G]), so Asia is a market it already serves by sea as well as through its resorts. Deepening there comes ahead of Abu Dhabi, where its /news/disney-announces-abu-dhabi-theme-park page states an agreement but the evidence collected gives no opening date. It also comes ahead of the New York sailings, which start in September 2027 (UNVERIFIED [G]). Concretely, it means adding sailings and itineraries from Singapore. It also means pointing those customers toward the resort destinations in Hong Kong, Shanghai and Tokyo. The caution is threefold: most of this evidence is unverified web research, the newer sites depend on partners to operate,

and NBCUniversal's Universal Epic Universe in Orlando, FL adds competition for theme park customers (UNVERIFIED [G]). Evidence: Part 1, Geographic scope and Financial posture.

Financial posture

> VERDICT **Growing and reshaping: reported results, a higher dividend and deals in sports and games point to expansion, led by a newly installed team and resting on figures not yet verified.**

- **Expansion with reallocation.** Capital is leaving legacy cable and going into sports, games, streaming distribution and ships, largely through stakes and partnerships, which reads as a company choosing where to grow, not retrenching. [I]
- **A new team owns the plan.** Technology, direct-to-consumer, marketing, communications and investor relations all changed hands alongside the chief executive, so execution is the main open question; keep /about in step with the dated releases. [I]

Assessment

- **Strategic posture: growing, and reshaping its portfolio** [I]: The signals read as expansion paired with reallocation, not defence. The filing reports revenue up on the prior year and the Board has raised the dividend, which suggests confidence in cash generation. The filing calls this a "53-week fiscal year", so the extra week may flatter the year-on-year increase. Capital is moving out of legacy cable, through the A+E Global Media sale, and into sports, games and streaming distribution. Most of that move is through equity stakes and combinations, not outright cash purchases, which would leave room to keep building ships and parks. The company's own news pages point the same way [D]: /news/games-next-chapter/ covers games, and /news/imagination-cruise-ship-japan/ and /news/believe-cruise-ship-details/ cover new ships. The filing figures are UNVERIFIED, so the direction is well supported but the size of the growth is not confirmed here. Evidence: Part 1, Financial posture and Geographic scope.
- **Leadership transition: new team, execution still to prove** [I]: The strategy is being carried by a team that is largely new in seat. Beyond the chief executive change, the company's own dated releases show a newly created Chief Technology Officer role, a new enterprise marketing organization, a new chairman for direct-to-consumer, a new communications chief and a new head of investor relations and corporate strategy [D]. That pattern reads as a deliberate reorganisation around technology, streaming and a single brand voice, not routine turnover. The risk is execution, because several functions are changing hands while the portfolio is being reshaped. Investors and partners will look to /about for the current line-up, so keep that page in step with the dated releases under /press-releases/. Evidence: Part 1, Financial posture.
- **Reliability of the financial figures: reported, not yet checked** [I]: Every financial figure in this section comes from filing-based claims that this run could not check. The crawled pages confirm that the site carries an Investor Relations section in its navigation and announces results webcasts and investor conference appearances, but they do not confirm the figures themselves [D]. The posture verdict therefore takes the reported numbers at the filing's word. Before quoting revenue, income, the dividend or deal values, check them against the Form 10-K and the Investor Relations pages on thewaltdisneycompany.com. Evidence: Part 1, Financial posture.

Moat and runway

> VERDICT **A strong moat and a strong runway: owned franchises carried across streaming, sports, parks and cruises that no single rival matches, backed by reported, still-unverified financial strength.**

- **Owned franchises, unmatched breadth.** No rival covers every one of its services, and toy makers and park operators are described as licensing or trailing its properties. [I]
- **Rivals also distribute it.** DIRECTV and Sling TV carry its streaming services and channels in their own packages, which makes it harder to displace. [I]
- **Reported finances look healthy.** Filing-attributed figures describe growing revenue, profit and a raised dividend, though these are unverified here and worth confirming against the filing. [I]
- **Pressure is partial, not existential.** NBCUniversal pairs content with parks, Netflix leads on streaming focus, and the shift from cable to streaming strains linear networks even as it helps its streaming services. [I]

Assessment

- **Moat (opinion): strong, built on owned franchises and unmatched breadth** [I]: In our opinion the moat is strong. The Walt Disney Company's own site states a storytelling mission delivered across Entertainment, ESPN and Experiences. The report's coverage map finds no rival covering every one of its services. That breadth is hard to copy because the franchises are owned. Six Flags Entertainment Corporation is described as powering its parks with licensed third-party intellectual property, while The Walt Disney Company builds its parks around its own franchises. Mattel states it licenses entertainment properties from Disney, and a toy-company ranking treats Disney as a licensor behind Hasbro's products.
  Distribution rivals also depend on it: DIRECTV bundles Disney+, Hulu and ESPN into its packages, and Sling TV carries Disney and ESPN channels on select tiers. Merlin Entertainments positions itself as ranking behind The Walt Disney Company among attraction operators. The pressure points are real but partial. NBCUniversal is the closest rival that pairs content with theme parks. Netflix concentrates on streaming without parks or cruises. Fox Corporation has added a connected TV platform. The National Football League, a substitute rather than a rival, sells its own direct subscription while also being reported as an equity holder in ESPN.
  Most of this rests on unverified outside statements, so treat the strength as a well-supported reading, not a measured fact.
  Evidence: Part 1, Competitive landscape and Market positioning.
- **Runway (opinion): strong, on unverified filing figures** [I]: In our opinion the runway is strong: the firm can keep operating as it is. Figures attributed to its latest annual filing and earnings report describe rising revenue, substantial profit and a raised dividend, alongside a large worldwide workforce and a growing park and cruise base. These figures are unverified here and should be confirmed against the filing itself. The firm's own site supports the picture of a business running normally. It carries dated releases into this month, including new cruise ship announcements, an investor results webcast notice and a press release naming a new chief executive with an effective date that has now passed.
  Demand context is mixed but mostly favourable: cruise passenger volume is reported as growing, streaming is reported as taking far more television watch-time than cable, and attendance at the most-visited theme parks is reported as roughly flat. The shift to streaming helps its streaming services but puts pressure on its linear networks. Reported portfolio moves point the same way: the sale of its A+E Global Media interest, and the combination of Hulu + Live TV with FuboTV covered on its /news/fubo-hulu-live-tv page.
  Evidence: Part 1, Financial posture and Geographic scope.

Action plan

JUDGMENT: the top nine changes of this report as a week-by-week plan. Week one starts when the report is delivered. Each change states its KPI, its target and when the KPI is checked, then lists its steps; the "See" column names the section that holds its evidence.

#		Action	Owner	When	See
1.	☐	**Describe the company in buyers' category words on /about/ and /brand/.** KPI: Unbranded Perplexity answers naming the business. Target: Move toward the 20 of 20 measured on Google Gemini, winning the 'best family entertainment companies' prompt first, when the prompts are re-run next quarter. KPI check: the end of week twelve, and again at the target date. 1. Extend the wording "family entertainment and media enterprise" on /about/ and /brand/ to the other category terms buyers use (animated movie studios, streaming services for families) and tie Pixar, ESPN and Disney Cruise Line to the parent by name.	Marketing team	Week one	AI findability, Part 1 page 17
2.	☐	**Relabel the first calls to action and add press, careers and brand routes.** KPI: First call to action label, homepage (/). Target: A label that names its investor destination, with press, careers and brand routes beside it, within thirty days. KPI check: the end of week four. 1. Reword each label to name the investor destination, on the homepage (/) and /about/. 2. Place clearly labelled press, careers and brand routes beside them so each audience sees its own door first.	Marketing team	Week one	Marketability, Part 1 page 26
3.	☐	**Promote /economic-impact/ from the homepage, /about/ and /news/.** KPI: Proof found on the key pages crawled. Target: A visible route to /economic-impact/ on the homepage, /about/ and /news/ within thirty days. KPI check: the end of week four. 1. Link /economic-impact/ from the homepage, /about/ and /news/ so the press, partners and public officials who start there reach the proof already published.	Marketing team	Week one	Marketability, Part 1 page 26
4.	☐	**Harden the site.** KPI: Links without discernible text on /about/ (axe link-name, serious). Target: No link-name failures on /about/ and DMARC at reject within one quarter. KPI check: the end of week twelve, and again at the target date. 1. Give each link an accessible name. 2. Move DMARC from p=none to quarantine and then reject, and replace the neutral ?all ending in SPF with a failing one. 3. Add a CAA record. 4. Add the content-security-policy, x-frame-options, x-content-type-options, referrer-policy and permissions-policy headers that the homepage response does not send (other pages were not checked), and check that OneTrust holds the Google Ads conversion tag until a consent choice is made.	Web developer	Week one	Accessibility, Part 1 page 15; Security and privacy, Part 1 page 9

#		Action	Owner	When	See
5.	☐	**Set explicit AI crawler rules in robots.txt.** KPI: AI crawlers named in robots.txt. Target: Each AI crawler the company cares about named with a deliberate rule within one quarter. KPI check: the end of week twelve, and again at the target date. 1. Name answer-engine agents such as OAI-SearchBot and PerplexityBot separately from crawlers such as GPTBot, so what each may read is a decision the company has made.	Web developer	Weeks two to four	AI findability, Part 1 page 17
6.	☐	**Speed up the mobile pages.** KPI: Homepage (/) performance score, mobile. Target: Raise the mobile score from its current 51 to 90 or higher, Lighthouse's top band, within two release cycles. KPI check: the end of week four. 1. Capture a phase breakdown for the homepage and /about/ on mobile, then trim or defer the shared code.	Web developer	Weeks two to four	Performance, Part 1 page 6
7.	☐	**Give the homepage an h1 and a descriptive title.** KPI: H1 headings on the homepage (/). Target: A single descriptive h1 on the homepage, as /about/ and /news/ already have, at the next content release. KPI check: the end of week four. 1. Add an h1 that says what the company is. 2. Put a short descriptor in the title (the /about/ description's "family entertainment and media enterprise" is a ready source), ending the title with "The Walt Disney Company".	Web developer	Weeks two to four	SEO and structured data, Part 1 page 11
8.	☐	**Reconcile the segment name and the Make-A-Wish figure across pages.** KPI: Names of Disney's three business segments: pages stating them differently. Target: The homepage and the press-release boilerplate use the same segment name by the next boilerplate update. KPI check: the end of week four. 1. Align the Make-A-Wish figure and the segment name across the homepage, /economic-impact/ and the press-release boilerplate, since that copy is what others quote.	Web team	Weeks two to four	Site inventory, Part 1 page 2
9.	☐	**Fix the news and press-release templates for search.** KPI: Title length, /news/wwe-espn-wide-world-sports-takeover/. Target: Search titles on new articles short enough to show in full, company name included, from the next template release. KPI check: the end of week eight. 1. Set a shorter search title per article that still ends with "The Walt Disney Company". 2. Add an article type to the news and press-release templates.	Web developer	Weeks five to eight	SEO and structured data, Part 1 page 11

Methods: evidence tags and labels

This report audits thewaltdisneycompany.com, the corporate site of The Walt Disney Company. Its consumer brand sites are out of scope.

Tag	Meaning	Claims
[D]	Fetched directly: we requested the public page or file and read the value from the response.	460
[G]	AI-grounded: an AI model with web search returned it; we did not open the source it cited.	556
[PW]	Playwright: observed in a scripted real-browser session on the public site.	17
[LH]	Lighthouse: measured by Google Lighthouse; a score is the median of repeated runs, with the range kept.	106
[HDR]	HTTP headers: read from the response headers the server sent.	19
[DNS]	DNS: read from the public DNS records for the domain.	4
[I]	Inferred: reasoned from other evidence cited in this report rather than observed directly.	116

Label	Meaning	Items
UNVERIFIED	Reported as found but not independently confirmed; treat it as a lead, not a fact. Listed in the unverified index when the text cites it.	345
INFERENCE	A conclusion drawn from the cited evidence, not a direct observation.	10
JUDGMENT	Our assessment of what the evidence means. It sits in Part 2, apart from the facts.	96
OPINION	Our view or recommendation, not a fact. It sits in Part 2, apart from the facts.	13
OBSERVED	Seen at the time of observation; it may have changed since.	811
UNKNOWN	We could not determine it from public sources.	5
BLOCKED	The check could not run, for example because access was refused or the page did not load.	1

Label	Meaning	Fields
inferred from the site	We inferred these record fields from the business's own website (each value names the page we read it on). They are our reading of the site, not an entry the business made; where two of them disagree, the reading is ours to check.	services: Disney+, Hulu, ESPN App, ESPN, Disney Consumer Products, Disney Parks and Resorts, Disney Cruise, D23: The Ultimate Disney Fan Event (from /news/super-bowl-disney-plus/, /news/remarried-empress-early-premiere/, /news/mickey-friends-nfl-apparel-collectibles-gear/, /economic-impact/, /news/, /d23-ultimate-disney-fan-event/)

Client-provided inputs

Optional client data was not provided for this report, so it rests on public sources only. Adding data is optional; it never changes what the public sources show, and it improves the report as follows.

Optional data you can add:

- **Goals**: improves findability and growth recommendations aimed at the outcomes you want.
- **Queries you want to be found for**: improves AI and search findability measured on the queries that matter to you.
- **Notes**: improves context the public record cannot show, such as capacity, history and plans.
- **Document**: improves any other facts about the business, extracted and labelled as client-provided.

Human check: names, tiers and prices (44)

These 44 unverified names, tier names or prices the text cites (12 names, 32 prices) are listed below, each with a box to tick and the page it was read on. 101 more appear only in tables and charts and are not listed. Check each before relying on it; none is a confirmed fact.

UNVERIFIED ☐ Name to check · Competitive landscape: National Football League is a competitor named by public sources. [G] Not independently confirmed. Check: support.nfl.com/hc/en-us/articles/39796576862996-Which-NFL-...

UNVERIFIED ☐ Name to check · Competitive landscape, Pricing position, Executive summary: NBCUniversal is a competitor named by public sources. [G] Not independently confirmed. Check: www.nbcuniversal.com/epic-universe

UNVERIFIED ☐ Name to check · Competitive landscape, Pricing position, Executive summary: Netflix is a competitor named by public sources. [G] Not independently confirmed. Check: ir.netflix.net/ir-overview/profile/default.aspx

UNVERIFIED ☐ Name to check · Competitive landscape, Pricing position, Executive summary: Warner Bros. Discovery is a competitor named by public sources. [G] Not independently confirmed. Check: www.wbd.com/news/warner-bros-discovery-separate-two-leading...

UNVERIFIED ☐ Name to check · Competitive landscape, Pricing position: Paramount Skydance is a competitor named by public sources. [G] Not independently confirmed. Check: www.skydance.com/about/brands/paramount-plus

UNVERIFIED ☐ Name to check · Competitive landscape, Market positioning, Executive summary: In its 2026 ranking of the best family cruise lines, Pixie Vacations (the source names its founder) ranks The Walt Disney Company's Disney Cruise Line #1 as 'Best overall for families with young children'. [G] Not independently confirmed. Check: pixievacations.com/best-cruise-lines-for-families-2026

UNVERIFIED ☐ Name to check · Competitive landscape: Mattel is a competitor named by public sources. [G] Not independently confirmed. Check: corporate.mattel.com/about-us

UNVERIFIED ☐ Name to check · Competitive landscape: Hasbro is a competitor named by public sources. [G] Not independently confirmed. Check: corporate.hasbro.com/en-us

UNVERIFIED ☐ Name to check · Competitive landscape, Market positioning, Executive summary: In its November 15, 2026 guide to the best streaming services of 2026, CNET lists The Walt Disney Company's Disney Plus as 'Best for families, Marvel, Star Wars' and Hulu as 'Best for network TV shows from ABC, FX'. [G] Not independently confirmed. Check: www.cnet.com/tech/services-and-software/best-streaming-serv...

UNVERIFIED ☐ Price to check · Pricing position: Launched in April 2026, Sling TV's Sling Essentials plan—which includes over 10 channels such as ESPN, ESPN2, and Disney Channel—is priced at $19.99 per month. [G] Not independently confirmed. Check: www.nerdwallet.com/finance/learn/how-much-is-sling-tv

UNVERIFIED ☐ Price to check · Pricing position: As of November 2026, Sling TV lists its Sling Orange plan (which includes 35 channels such as ESPN and Disney Channel and 1 stream) at $45.99 per month. [G] Not independently confirmed. Check: streamingpricetracker.com/sling

UNVERIFIED ☐ Price to check · Pricing position: DIRECTV prices its entry-level MyKids Genre Pack (10+ channels) at $20.99 per month plus tax. [G] Not independently confirmed. Check: www.directv.com/genre-packs

UNVERIFIED ☐ Price to check · Pricing position: Universal Orlando Resort prices 1-day admission to Universal Epic Universe starting from $139.99 plus tax, varying by day. [G] Not independently confirmed. Check: www.universalorlando.com/web/en/us/tickets-packages/park-ti...

UNVERIFIED ☐ Price to check · Pricing position: Six Flags Entertainment Corporation prices its Gold Pass at Six Flags Over Texas at $99 (regularly $115, or $8 per month with a $20 initiation fee as a membership), plus a processing fee of up to $9.99 and applicable taxes. [G] Not independently confirmed. Check: www.sixflags.com/overtexas/memberships-and-season-passes

UNVERIFIED ☐ Price to check · Pricing position: United Parks & Resorts prices its SeaWorld Orlando Platinum Annual Pass at $351 annually (or $29.25 per month for 12 months). [G] Not independently confirmed. Check: seaworld.com/pricing-guide-to-seaworld

UNVERIFIED ☐ Price to check · Pricing position: United Parks & Resorts lists the SeaWorld Orlando Platinum Pass at $549.00 annually (or $351.00 annually / $29.25 per month during its 2026 Black Friday promotion). [G] Not independently confirmed. Check: seaworld.com/orlando/home/limited-time-offers

UNVERIFIED ☐ Price to check · Pricing position: Carnival Corporation's Carnival Cruise Line lists Caribbean sailings starting from $195 per person and The Bahamas sailings starting from $198 per person. [G] Not independently confirmed. Check: www.carnival.com

UNVERIFIED ☐ Price to check · Pricing position: Peacock lists its Peacock Premium monthly subscription plan at $12.99 per month (+tax). [G] Not independently confirmed. Check: www.peacocktv.com/help/article/how-much-does-a-peacock-subs...

UNVERIFIED ☐ Price to check · Pricing position: Peacock lists its Peacock Premium Plus monthly subscription plan at $19.99 per month (+tax). [G] Not independently confirmed. Check: www.peacocktv.com/help/article/how-much-does-a-peacock-subs...

UNVERIFIED ☐ Price to check · Pricing position, Executive summary: Netflix lists its 'Standard with ads' plan in the United States at $8.99 per month. [G] Not independently confirmed. Check: help.netflix.com/en/node/24926

UNVERIFIED ☐ Price to check · Pricing position: Netflix lists its 'Standard' plan in the United States at $19.99 per month. [G] Not independently confirmed. Check: help.netflix.com/en/node/24926

UNVERIFIED ☐ Price to check · Pricing position: Netflix lists its 'Premium' plan in the United States at $26.99 per month. [G] Not independently confirmed. Check: help.netflix.com/en/node/24926

UNVERIFIED ☐ Price to check · Pricing position: HBO Max lists its 'Standard' monthly subscription plan at $18.49 per month. [G] Not independently confirmed. Check: mashable.com/entertainment/best-hbo-max-deals-october-2026

UNVERIFIED ☐ Price to check · Pricing position: HBO Max lists its 'Premium' monthly subscription plan at $22.99 per month. [G] Not independently confirmed. Check: mashable.com/entertainment/best-hbo-max-deals-october-2026

UNVERIFIED ☐ Price to check · Pricing position: In November 2026, Royal Caribbean Group lists a 4-Night Bahamas & Perfect Day cruise from Fort Lauderdale aboard Brilliance of the Seas starting from $269 per person (taxes and fees included). [G] Not independently confirmed. Check: creative.rccl.com/Sales/Royal/Promotions/Flash_Deals_USD.pdf

UNVERIFIED ☐ Price to check · Pricing position: In November 2026, Royal Caribbean Group lists a 7-Night Western Caribbean & Perfect Day cruise from Miami aboard Independence of the Seas starting from $749 per person (taxes and fees included). [G] Not independently confirmed. Check: creative.rccl.com/Sales/Royal/Promotions/Flash_Deals_USD.pdf

UNVERIFIED ☐ Price to check · Pricing position: In the 2026 season (valid through January 3, 2027), a 1-Day Any Day ticket to Hersheypark is listed online at $66.99 USD plus applicable taxes and fees (compared to a regular gate price of $89.95 USD). [G] Not independently confirmed. Check: parkticketprices.com/hershey-park-tickets-prices

UNVERIFIED ☐ Price to check · Pricing position: Universal Orlando Resort prices 1-day admission to Universal Studios Florida or Universal Islands of Adventure starting from $124.99 plus tax, varying by day. [G] Not independently confirmed. Check: www.universalorlando.com/web/en/us/tickets-packages/park-ti...

UNVERIFIED ☐ Price to check · Pricing position: Apple TV is priced at $14.99 per month in the United States following a 7-day free trial. [G] Not independently confirmed. Check: tv.apple.com/ca

UNVERIFIED ☐ Price to check · Pricing position, Executive summary: Fox Corporation offers a joint bundle combining FOX One with The Walt Disney Company's ESPN Unlimited for $39.99 per month as of February 25, 2026. [G] Not independently confirmed. Check: help.fox.com/s/article/FOX-One-Plans

UNVERIFIED ☐ Price to check · Pricing position: Six Flags Entertainment Corporation prices its Silver Pass at Six Flags Over Texas at $69 (regularly $109), plus a processing fee of up to $9.99 and applicable taxes. [G] Not independently confirmed. Check: www.sixflags.com/overtexas/memberships-and-season-passes

UNVERIFIED ☐ Price to check · Pricing position: United Parks & Resorts lists a SeaWorld Orlando Single-Day Ticket starting at $61.99 online, with a gate price of $151.99. [G] Not independently confirmed. Check: seaworld.com/pricing-guide-to-seaworld

UNVERIFIED ☐ Price to check · Pricing position: United Parks & Resorts lists the SeaWorld Orlando Bronze Pass at $198.00 annually (or $171.00 annually / $14.25 per month during its 2026 Black Friday promotion). [G] Not independently confirmed. Check: seaworld.com/orlando/home/limited-time-offers

UNVERIFIED ☐ Price to check · Pricing position: Royal Caribbean Group lists a Perfect Day CocoCay & Bahamas Getaway Cruise starting at an average of $309 per person (valid for December 7, 2026, including taxes and fees). [G] Not independently confirmed. Check: www.royalcaribbean.com/cruises

UNVERIFIED ☐ Price to check · Pricing position: Carnival Corporation's Carnival Cruise Line lists a 4-Day The Bahamas cruise from Port Canaveral on Carnival Glory starting at $188 average per person for a 2-person room, including taxes and fees. [G] Not independently confirmed. Check: www.carnival.com/cruise-search

UNVERIFIED ☐ Price to check · Pricing position: Norwegian Cruise Line Holdings prices its More At Sea package at $39 USD per person per day (based on a 7-day balcony sailing, double occupancy). [G] Not independently confirmed. Check: www.ncl.com/sites/default/files/MAS-Value-Flyer.pdf

UNVERIFIED ☐ Price to check · Pricing position: Hersheypark lists its Bite Size Season Pass at a regular one-time price of $195 (discounted to $159 on promotion). [G] Not independently confirmed. Check: www.hersheypark.com/tickets-and-passes/season-passes

UNVERIFIED ☐ Price to check · Pricing position: BritBox prices its Standard Monthly subscription plan at $10.99 per month. [G] Not independently confirmed. Check: www.britbox.com

UNVERIFIED ☐ Price to check · Pricing position: Peacock lists its Peacock Select monthly subscription plan at $8.99 per month (+tax). [G] Not independently confirmed. Check: www.peacocktv.com/help/article/how-much-does-a-peacock-subs...

UNVERIFIED ☐ Price to check · Pricing position: As of November 2026, a 1-day ticket to Herschend's flagship Silver Dollar City park starts at $79 USD plus tax when purchased online at least 24 hours in advance for a selected date. [G] Not independently confirmed. Check: bransonmotrip.com/silver-dollar-city/tickets

UNVERIFIED ☐ Price to check · Pricing position: Six Flags Entertainment Corporation lists the Silver Pass at Six Flags Great America at $69 each during its Black Friday Deal in 2026. [G] Not independently confirmed. Check: www.sixflags.com/greatamerica/memberships-and-season-passes

UNVERIFIED ☐ Name to check · Financial posture: Per The Walt Disney Company's Form 10-K for the fiscal year ended October 3, 2026, the company increased its equity ownership stake in Epic Games to 10% as of fiscal year end 2026. [G] Not independently confirmed. Check: www.databahn.com/pages/disney-org-chart

UNVERIFIED ☐ Name to check · Financial posture: Following the completion of the Star India joint venture transaction with Reliance Industries Limited, The Walt Disney Company holds a 37% equity stake in the India joint venture as of fiscal 2025. [G] Not independently confirmed. Check: www.publicnow.com/view/B93D5C22EBCA7B304E0555D226AC86EE081C...

UNVERIFIED ☐ Name to check · Financial posture: Per The Walt Disney Company's Form 10-K for the fiscal year ended October 3, 2026, the company sold its 50% equity interest in A+E Global Media to an affiliate of Hearst Corporation on September 30, 2026, for approximately $1.3 billion in cash. [G] Not independently confirmed. Check: www.stocktitan.net/sec-filings/DIS/10-k-walt-disney-co-file...

Unverified items

7. AI findability (1)

UNVERIFIED AI findability: www.thewaltdisneycompany.org/news/index.html (cited by Claude (Anthropic web search) in 1 answer(s)) was not opened (cap); from the cited host it looks like another site (not the business, a predecessor or a competitor). [G] Not independently confirmed.

8. Competitive landscape (35)

UNVERIFIED Competitive landscape, Market positioning: Merlin Entertainments positions itself as a world leader in branded entertainment destinations and the second-largest operator of visitor attractions and theme parks globally after The Walt Disney Company, dedicated to creating experiences that inspire joy and connection. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: According to Nielsen's August 2026 report of The Gauge (covering July 27, 2026 through August 30, 2026), streaming captured 49.6% of total U.S. television watch-time, while cable captured 18.9%. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Fox Corporation states its portfolio includes the free ad-supported streaming service Tubi and the open connected TV platform Roku (acquired on November 6, 2026, reaching over 100 million households), whereas The Walt Disney Company operates subscription streaming services Disney+, Hulu, and ESPN. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: The National Football League governs and stages regular season, playoff, and Super Bowl football games across 32 member clubs and licenses broadcast and merchandise rights to media partners including The Walt Disney Company (which broadcasts NFL games on ESPN and sells co-branded Mickey & Friends NFL merchandise), rather than operating as a diversified multi-genre film and theme park conglomerate. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: The National Football League operates a professional American football league composed of 32 member clubs, running the game schedule and rulebook, national television and streaming deals, the NFL+ streaming service, licensing, and major live events including the Super Bowl and the NFL Draft. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Netflix sells subscription streaming of TV series, films, games, and live programming to consumer households across more than 190 countries, reaching 325 million paid memberships worldwide as of December 31, 2025, with its ad-supported tier reaching more than 250 million global monthly active viewers as of May 2026. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Merlin Entertainments operates resort theme parks, city-centre gateway attractions (such as Madame Tussauds, SEA LIFE, and The London Eye), and LEGOLAND Resorts across more than 20 countries for families and tourists, welcoming 60.5 million guests in the 52 weeks ended December 27, 2025. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: NBCUniversal's Universal Destinations & Experiences theme park unit serves global tourists and family vacationers, drawing 62.138 million visitors across its global theme park portfolio in 2025 according to the 2025 TEA Global Experience Index (compared with 146.825 million visitors across The Walt Disney Company's Disney Experiences portfolio in 2025). [G] Not independently confirmed.

UNVERIFIED Competitive landscape: NBCUniversal sells direct-to-consumer streaming entertainment and live sports to television and streaming viewers, reaching 48 million paid Peacock subscribers as of September 30, 2026. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Following the October 6, 2026 acquisition of Warner Bros. Discovery, Skydance (formerly Paramount Skydance) reported 203 million combined global direct-to-consumer subscriptions across Paramount+, HBO, and HBO Max as of September 30, 2026, alongside 75 million monthly active users on Pluto TV. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Carnival Corporation positions itself as one of the largest leisure travel companies in the world, operating a portfolio of more than 90 cruise ships across distinct regional and lifestyle cruise lines to deliver vacation experiences for every type of traveler. [G] Not independently confirmed.

UNVERIFIED Competitive landscape, Market positioning: Royal Caribbean Group states it operates five cruise brands spanning contemporary, premium, and ultra-luxury segments—Royal Caribbean International, Celebrity Cruises, Silversea, and a 50% joint venture in TUI Cruises (Mein Schiff and Hapag-Lloyd)—whereas The Walt Disney Company operates a single family-focused cruise brand, Disney Cruise Line. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: According to Cruise Lines International Association's (CLIA) 2025 Global Economic Impact Study presented in November 2026, 37.3 million passengers cruised globally in 2025 (up 7.7% from 2024), and the global cruise industry is forecast to carry 39.1 million passengers in 2026. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Six Flags Entertainment Corporation serves regional amusement park and outdoor water park guests across 13 U.S. states, Canada, and Mexico, welcoming 47.4 million guests in full-year 2025 and 34.2 million guests in the first nine months of 2026. [G] Not independently confirmed.

UNVERIFIED Competitive landscape, Market positioning, Moat and runway: Six Flags Entertainment Corporation states it powers its regional amusement and water parks using licensed third-party intellectual property including Looney Tunes, DC Comics, and Peanuts, whereas The Walt Disney Company builds its theme parks and resorts around its own film, television, and streaming franchises. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: DIRECTV offers direct broadcast satellite television service, Genie and Gemini DVR hardware, a free ad-supported tier (MyFree DIRECTV), and genre-based live TV packages—and bundles The Walt Disney Company's own Disney+, Hulu, and ESPN Unlimited Plan into its streaming packages. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Sling TV is an app-based live television and on-demand streaming service offering customizable channel packages (including Disney and ESPN channels on select tiers), cloud DVR, and a free ad-supported tier (Sling Freestream) across smart TVs, mobile devices, and web browsers. [G] Not independently confirmed.

UNVERIFIED Competitive landscape, Moat and runway: Mattel states it designs and manufactures toys including Barbie and American Girl dolls, Hot Wheels and Matchbox die-cast cars, Fisher-Price toys, and UNO card games, and licenses entertainment properties from partners including Disney. [G] Not independently confirmed.

UNVERIFIED Competitive landscape, Moat and runway: In its June 24, 2026 ranking of the 10 largest toy companies selling into the US market, CPS Toys ranks Hasbro, Inc. #3 and notes Hasbro's licensed products for The Walt Disney Company's Marvel and Star Wars properties. [G] Not independently confirmed.

UNVERIFIED Competitive landscape: Showrunner positions itself under the tagline "Watch AI shows. Make your own," describing its AI as built for serialized, playable storytelling where fans can create scenes, star in episodes, and remix creator storyworlds while creators earn a revenue share (reported at around 40%); its CEO has pitched the concept relative to The Walt Disney Company by stating that "Our idea is that 'Toy Story of AI' would be playable, with millions of new scenes, all owned by Disney". [G] Not independently confirmed.

and 6 more cited in this section.

9 more are names, tier names or prices and are listed under Human check above.

9. Market positioning (12)

UNVERIFIED Market positioning, Moat and runway: The Walt Disney Company presents itself as a leading diversified international family entertainment and media enterprise whose offerings include Disney+, Hulu, ESPN, Disney Consumer Products, theme parks, resort hotels, Disney Cruise Line, and D23: The Ultimate Disney Fan Event. [G] Not independently confirmed.

UNVERIFIED Market positioning, Executive summary: NBCUniversal describes itself as one of the world's leading media and entertainment companies that creates world-class content distributed across film, television, and streaming, and brought to life through global theme park destinations, consumer products, and experiences, guided by its 'Symphony' philosophy of cross-brand collaboration. [G] Not independently confirmed.

UNVERIFIED Market positioning, Executive summary: Netflix describes itself as 'one of the world's leading entertainment services' where members can 'play, pause and resume watching as much as they want, anytime, anywhere, and can change their plans at any time'. [G] Not independently confirmed.

UNVERIFIED Market positioning, Executive summary: Mattel describes itself as "a leading global play and family entertainment company and owner of one of the most iconic brand portfolios in the world," whose mission is "empowering generations to explore the wonder of childhood and reach their full potential" through franchise brands including Barbie, Hot Wheels, Fisher-Price, American Girl, Thomas & Friends, UNO, Masters of the Universe, Matchbox, Monster High, and Polly Pocket. [G] Not independently confirmed.

UNVERIFIED Market positioning: DAZN states it focuses exclusively on digital sports streaming, news, and fan engagement delivering over 100,000 live events a year, whereas The Walt Disney Company pairs its ESPN sports segment with family entertainment studios, theme parks, and cruise ships. [G] Not independently confirmed.

UNVERIFIED Market positioning: In TourScanner's ranking of the 100 Best Theme Parks in the World, NBCUniversal's Universal Orlando Resort (#5), Universal Studios Japan (#9), and Universal Studios Singapore (#19) are listed alongside The Walt Disney Company's Walt Disney World Resort (#1), Disneyland Resort (#3), and Disneyland Paris (#4). [G] Not independently confirmed.

UNVERIFIED Market positioning: In its June 24, 2026 guide to the best family cruise lines, Sehlmeyer Travel recommends each of Royal Caribbean as 'Best for Active Families, Tweens, Teens, and Big-Ship Fun', and Norwegian Cruise Line as 'Best for Flexible Families and Casual Cruising', appearing alongside The Walt Disney Company's Disney Cruise Line. [G] Not independently confirmed. (2 items)

UNVERIFIED Market positioning: The top 25 global theme parks attendance segment is roughly flat: According to the 2025 TEA Global Experience Index released in October 2026, combined attendance at the world's top 25 theme parks decreased by 0.2% in 2025 compared with 245.9 million visits for the same parks in 2024. [G] Not independently confirmed.

UNVERIFIED Market positioning: The global oceangoing cruise passengers segment is growing, not contracting: According to the 2026 State of the Cruise Industry report by Cruise Lines International Association (CLIA), global oceangoing cruise passenger volume increased by 7.5% year-on-year in 2025 compared with 34.6 million passengers in 2024. [G] Not independently confirmed.

UNVERIFIED Market positioning: The global traditional television revenue segment is contracting, not growing: According to PwC's Global Entertainment & Media Outlook 2026-30, global traditional TV revenue fell by 2.7% year-on-year in 2025 to $360.5 billion as consumers shifted toward digital and streaming platforms. [G] Not independently confirmed.

UNVERIFIED Market positioning: The global online video subscriptions segment is growing, not contracting: According to Omdia's TV & Video market data released in June 2026, global online video subscriptions increased by 17.6% year-on-year in 2025 from 1.9 billion in 2024. [G] Not independently confirmed.

12. Geographic scope (17)

UNVERIFIED Geographic scope, Executive summary: The Walt Disney Company opened its new East Coast headquarters, the Robert A. Iger Building at 7 Hudson Square in Manhattan, New York City, in December 2024 and operates studio, newsroom, streaming, and corporate facilities there. [G] Not independently confirmed.

UNVERIFIED Geographic scope, Financial posture, Moat and runway, Executive summary: Per its Form 10-K for the fiscal year ended October 3, 2026, The Walt Disney Company's Disney Cruise Line fleet comprises 8 cruise ships as of October 3, 2026, following the fiscal 2026 launches of the Disney Destiny and Disney Adventure. [G] Not independently confirmed.

UNVERIFIED Geographic scope: Disney Consumer Products opened a temporary retail storefront, Disney Store Limited Time, at Ross Park Mall in Pittsburgh, Pennsylvania, on May 23, 2026, in partnership with Go! Retail Group, and operates in-person retail there. [G] Not independently confirmed.

UNVERIFIED Geographic scope: Disney Consumer Products opened its second Disney Store Limited Time retail storefront at Westfield Garden State Plaza in Paramus, New Jersey, on September 3, 2026, in collaboration with Go! Retail Group, and operates in-person retail there. [G] Not independently confirmed.

UNVERIFIED Geographic scope: The Walt Disney Company and Miral entered an agreement in May 2025 to develop Disneyland Abu Dhabi, a seventh Disney theme park resort on Yas Island in Abu Dhabi, United Arab Emirates, with Walt Disney Imagineering leading creative design and Miral building and operating the resort. [G] Not independently confirmed.

UNVERIFIED Geographic scope: Competitor NBCUniversal (Universal Destinations & Experiences) opened its fourth Orlando theme park, Universal Epic Universe, in Orlando, Florida, on May 22, 2025, and operates five themed worlds and three new resort hotels there. [G] Not independently confirmed.

UNVERIFIED Geographic scope, Financial posture, Moat and runway, Executive summary: Per its Form 10-K for the fiscal year ended October 3, 2026, The Walt Disney Company operates or licenses 6 theme park resort destinations worldwide (Walt Disney World Resort, Disneyland Resort, Disneyland Paris, 48%-owned Hong Kong Disneyland Resort, 43%-owned Shanghai Disney Resort, and licensed Tokyo Disney Resort), comprising 12 theme parks and 57 resort hotels as of 2026. [G] Not independently confirmed.

UNVERIFIED Geographic scope, Executive summary: Disney Cruise Line launched its first Asian homeport in Singapore on March 10, 2026, with the maiden voyage of the Disney Adventure operating multi-day itineraries in Southeast Asia. [G] Not independently confirmed.

UNVERIFIED Geographic scope: Disney Store opened its first UK outlet store at McArthurGlen Designer Outlet Cheshire Oaks in the United Kingdom on November 12, 2026, and operates retail there. [G] Not independently confirmed.

UNVERIFIED Geographic scope: ESPN launched its flagship direct-to-consumer streaming service and enhanced ESPN App in the United States on August 21, 2025, and operates direct streaming of its full suite of linear networks. [G] Not independently confirmed.

UNVERIFIED Geographic scope: The business record states each of ESPN, Disney+ and Hulu is delivered both in person and remotely, so it is sold across its stated market (Global, parks, streaming and media worldwide; headquarters Burbank, CA). [I] Not independently confirmed. (3 items)

UNVERIFIED Geographic scope: The business record states ESPN App is delivered both in person and remotely, so it is sold across its stated market (Global, parks, streaming and media worldwide; headquarters Burbank, CA). [I] Not independently confirmed.

UNVERIFIED Geographic scope: The Walt Disney Company expanded the Hulu brand internationally on October 8, 2025, when Hulu replaced Star as the global General Entertainment brand on Disney+ across international markets outside Japan, where it now operates. [G] Not independently confirmed.

UNVERIFIED Geographic scope: The business record states the service area as Global (parks, streaming and media worldwide; headquarters Burbank, CA). [I] Not independently confirmed.

UNVERIFIED Geographic scope: Disney Cruise Line is returning to New York City starting in September 2027, when the Disney Wish begins operating sailings from Manhattan to Bermuda, the Bahamas, and Canada/New England. [G] Not independently confirmed.

13. Financial posture (12)

UNVERIFIED Financial posture: On October 29, 2025, The Walt Disney Company and FuboTV Inc. closed the combination of Disney's Hulu + Live TV business with FuboTV Inc., giving The Walt Disney Company an approximately 70% controlling ownership interest in the combined company. [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway, Executive summary: In its Form 10-K for the fiscal year ended October 3, 2026 (53-week fiscal year), The Walt Disney Company reported consolidated revenues of $102.3 billion, an 8% increase from the prior fiscal year. [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway, Executive summary: In its Form 10-K for the fiscal year ended October 3, 2026, The Walt Disney Company reported net income attributable to The Walt Disney Company of $9.9 billion and diluted earnings per share of $5.63. [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway: In its fourth quarter and full year fiscal 2026 earnings report ended October 3, 2026, The Walt Disney Company reported fourth quarter revenues of $25.9 billion and full-year total segment operating income of $19.7 billion (as of 2026-11-17). [G] Not independently confirmed.

UNVERIFIED Financial posture: Per The Walt Disney Company's Form 10-K for the fiscal year ended October 3, 2026, there were 1,708,029,668 shares of common stock outstanding as of November 11, 2026. [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway: Per its Form 10-K for the fiscal year ended October 3, 2026, The Walt Disney Company employed approximately 234,000 people worldwide as of fiscal year end 2026, including approximately 173,000 in the United States and 61,000 outside the United States (comprising 77% full-time, 15% part-time, and 8% seasonal employees). [G] Not independently confirmed.

UNVERIFIED Financial posture: As reported in The Walt Disney Company's fiscal 2026 Form 10-K, on January 31, 2026, ESPN acquired NFL Network, NFL RedZone pay-TV distribution rights, and NFL Fantasy from the National Football League in exchange for a 10% noncontrolling equity stake in ESPN in a transaction valued at approximately $3 billion (as of 2026-11-17). [G] Not independently confirmed.

UNVERIFIED Financial posture: Per its Form 10-K for the fiscal year ended October 3, 2026, The Walt Disney Company owns and operates 8 local ABC broadcast television stations in the United States as of October 3, 2026. [G] Not independently confirmed.

UNVERIFIED Financial posture, Moat and runway: On November 17, 2026, The Walt Disney Company announced that its Board of Directors declared an annual cash dividend of $2.00 per share for fiscal 2027, representing a 33% increase over the $1.50 per share dividend paid during fiscal 2026. [G] Not independently confirmed.

3 more are names, tier names or prices and are listed under Human check above.

Moat and runway (1)

UNVERIFIED Moat and runway: In its June 24, 2026 ranking of the 10 largest toy companies selling into the US market, CPS Toys ranks Mattel, Inc. #2, while noting Disney (Marvel, Star Wars) as a major licensor rather than a standalone manufacturer on the list. [G] Not independently confirmed.

Not listed above

- 32 more are names, tier names or prices and are listed under Human check above.

- 109 more are published market statistics, shown with their sources in the market tables.
- 126 more data points were collected for these sections and not used in the text; they are not listed.

Limits

- 556 claims are tagged [G]: an AI model with web search reported them, and we did not open the cited sources.
- 116 claims are inferred from other evidence rather than observed directly.
- Lighthouse scores vary from run to run; each of the 106 Lighthouse claims shown is the median of repeated runs.
- 345 claims are unverified and 0 claims are assumptions; those the text cites are listed in the unverified index, and its closing lines count the ones it does not list.
- 1 check could not run (BLOCKED) and is not scored.
- 5 values could not be determined from public sources (UNKNOWN).
- Only public sources were consulted; nothing private or client-provided was used.
- Observations date from 2026-11-08 to 2026-11-19; anything that changed later is not reflected.
- Local position: map-pack ranking and place-profile standing were not measured. That they do not apply is an INFERENCE from the market the business serves, as stated when the report was ordered.

As of

As of 2026-11-19: the 1278 cited observations were made between 2026-11-08 and 2026-11-19 (UTC). The public site may have changed since.

Full page lists

The rows the sections leave out of their shorter tables, under the title each table points to. Rows a section already shows are not repeated here.

AI findability: Each prompt by engine: was the business named?

Prompt
what is the most recommended family cruise?
recommend a good sports streaming
top-rated sports streaming with good reviews
largest media and entertainment companies
animated movie studios

ChatGPT and Perplexity are each "mentioned" in every row.

AI findability: Vendors AI answers named

Vendor	Answers naming it
Norwegian Cruise Line	8
Royal Caribbean International	8
HBO Max	7
Aardman Animations	6

Vendor	Answers naming it
Cartoon Saloon	6
DIRECTV	6
Dollywood	6
Tubi	6
Busch Gardens Tampa Bay	5
DIRECTV Stream	5
Illumination	5
Princess Cruises	5
Rotten Tomatoes	5
Cedar Point	4
Celebrity Cruises	4
Comcast Corporation	4
DAZN	4
Hersheypark	4
LEGOLAND California Resort	4
Max	4
Prime Video	4
Royal Caribbean	4
Silver Dollar City	4
Sony Group Corporation	4
Alphabet (YouTube)	3
Bertelsmann	3
Chuck E. Cheese	3
Crunchyroll	3
KidZania	3
Knott's Berry Farm	3
Live Nation Entertainment	3
Paramount Skydance Corporation	3
PBS Kids	3
Pluto TV	3
SeaWorld Orlando	3
Skydance Animation	3
Universal Kids Resort	3
Warner Bros. Discovery	3
Cruise Critic	2
Time Out	2
Universal Epic Universe	2
Aardman	2
Amazon (Prime Video / Amazon MGM Studios)	2

Vendor	Answers naming it
Andretti Indoor Karting & Games	2
Busch Gardens Williamsburg	2
CoMix Wave Films	2
Dave & Buster's	2
Dutch Wonderland	2
Efteling	2
Fox Corporation	2
LEGOLAND New York Resort	2
Lucky Strike Entertainment	2
Main Event	2
Merlin Entertainments	2
Meta Platforms	2
Metacritic	2
Scene75 Entertainment Centers	2
Skydance (Paramount + Warner Bros. Discovery)	2
Tencent Holdings	2
Toei Animation	2
Universal Music Group	2
YouTube Kids	2

Competitive landscape: Competitors found in research: direct

Competitor	Place	Who they sell to
DAZN	—	sports fans worldwide with free and paid subscription tiers alongside rights holders, sponsors…
United Parks & Resorts	Orlando, FL	families, tourists, and animal and thrill enthusiasts…
Norwegian Cruise Line Holdings	—	—
AMC Global Media	—	entertainment viewers, with 10.4 million paid streaming subscribers across its streaming services…
Starz Entertainment Corp.	—	adult audiences—specifically focusing on women and underrepresented audiences—and had 17.63 million U.S. subscribers…
Herschend	—	As of March 2026, Herschend's portfolio of more than 40 North American family entertainment…
Hershey Entertainment & Resorts	—	Hersheypark serves theme park visitors and families in the Northeast United States…
BritBox	—	viewers of British television in the United States, Canada, and international markets…
MUBI	—	a global consumer base of cinema enthusiasts and students across 190 countries…
Hallmark Media	—	consumer viewers seeking family-friendly and holiday entertainment across the United States and internationally…
Philo	San Francisco, CA	U.S. consumers nationwide who want live entertainment and lifestyle television and streaming bundles…
Canal+	—	consumer households and commercial customers across Europe, Africa, Asia-Pacific, and French overseas territories…

Competitive landscape: Basis for each placement

Placed	Geographic reach	Service coverage	Basis
Carnival Corporation	9	3	Covers one of five services. Carnival Corporation states its cruise lines call at ports and destinations worldwide (UNVERIFIED).
Norwegian Cruise Line Holdings	8	3	Covers one of five services. Norwegian Cruise Line Holdings offers itineraries worldwide, though most of its revenue comes from U.S.-sourced guests (UNVERIFIED).
AMC Global Media	5	3	Covers one of five services. AMC Global Media operates mainly in the United States, with international operations in a few regions (UNVERIFIED).
Starz Entertainment Corp.	3	3	Covers one of five services. Starz Entertainment Corp. distributes STARZ in the U.S. and Canada, with content licensing beyond (UNVERIFIED).
Herschend	2	3	Covers one of five services. Herschend operates physical attractions across the United States and Canada (UNVERIFIED).
Hershey Entertainment & Resorts	1	3	Covers one of five services. Hershey Entertainment & Resorts operates attractions, resorts and venues in a single community, Hershey, Pennsylvania (UNVERIFIED).
BritBox	4	3	Covers one of five services. BritBox operates in a small set of countries across North America, Australia and the Nordics (UNVERIFIED).
MUBI	9	3	Covers one of five services. MUBI states it curates films for audiences in nearly every country, though for a specialist cinema audience (UNVERIFIED).
Hallmark Media	2	3	Covers one of five services. Hallmark Media sells Hallmark+ memberships exclusively within the United States (UNVERIFIED).
DIRECTV	2	5	Covers two of five services. DIRECTV distributes satellite and streaming television to homes and businesses across the United States (UNVERIFIED).
Sling TV	2	3	Covers one of five services. Sling TV operates as a live TV streaming service available nationwide in the United States (UNVERIFIED).
Philo	2	5	Covers two of five services. Philo states it is a streaming TV platform available nationwide in the United States (UNVERIFIED).
Canal+	7	5	Covers two of five services. Canal+ states it operates across many countries in Europe, Africa and Asia-Pacific (UNVERIFIED).

Market positioning: Market size estimates

Firm	Market	Year	Estimate	CAGR	Source
Fortune Business Insights (Amusement Parks Market)	Global amusement park	2026	USD 117.1 billion	6.18%	fortunebusinessinsights.com
Grand View Research (Amusement Parks Market)	Global amusement park	2026	USD 113 billion	4.2%	grandviewresearch.com
Mordor Intelligence (Amusement Parks Market)	Global amusement park	2026	USD 84.23 billion	4.62%	mordorintelligence.com
Market Research Future	Global amusement park	2026	USD 90.12 billion	4.95%	marketresearchfuture.com
Precedence Research (Amusement Park Market)	Global amusement park	2026	USD 72.1 billion	6.1%	precedenceresearch.com
Market.us	Global amusement park	2025	USD 92.1 billion	5.8%	market.us

Firm	Market	Year	Estimate	CAGR	Source
Grand View Research (Cruise Market)	Global cruise	2026	USD 11.1 billion	12.4%	grandviewresearch.com
Straits Research	Global cruise tourism	2026	USD 97.66 billion	10.1%	straitsresearch.com
Fortune Business Insights (Cruise Tourism Market)	Global cruise tourism	2026	USD 94.54 billion	10.15%	fortunebusinessinsights.com
Precedence Research (Cruise Tourism Market)	Global cruise tourism	2026	USD 5.78 billion	5.62%	precedenceresearch.com
Maximize Market Research (Cruise Market)	Global cruise	2025	USD 19.41 billion	7.9%	maximizemarketresearch.com
Custom Market Insights (Events Industry Market)	Global event	2026	USD 1,737 billion	11.5%	custommarketinsights.com
Coherent Market Insights	US live event	2026	USD 489.9 billion	5.1%	coherentmarketinsights.com
Mordor Intelligence	Global video streaming	2026	USD 212.83 billion	10.85%	mordorintelligence.com
Fortune Business Insights	Global video streaming	2026	USD 969.56 billion	17.0%	fortunebusinessinsights.com
Precedence Research	Global video streaming	2026	USD 195.85 billion	18.5%	precedenceresearch.com
Precedence Research (U.S. video streaming market)	National US video streaming	2026	USD 58.15 billion	18.22%	precedenceresearch.com
Grand View Research	Global video streaming	2026	USD 191.1 billion	21.5%	grandviewresearch.com
Mordor Intelligence (Media and Entertainment Market)	Global media and entertainment	2026	USD 3,120 billion	3.68%	mordorintelligence.com
Grand View Research (Theme Park Market)	Global theme park	2026	USD 71.5 billion	6.4%	grandviewresearch.com
Grand View Research (Licensed Merchandise Market)	Global licensed merchandise	2026	USD 379.9 billion	7.1%	grandviewresearch.com
Fortune Business Insights (Licensed Merchandise Market)	Global licensed merchandise	2026	USD 387.61 billion	7.21%	fortunebusinessinsights.com
IMARC Group	Global video streaming	2025	USD 124.3 billion	17.19%	imarcgroup.com
Maximize Market Research	Global video streaming	2025	USD 156.52 billion	20.5%	maximizemarketresearch.com
Mordor Intelligence (Subscription Video-on-Demand (SVOD) market)	Global subscription video on demand	2026	USD 188.28 billion	6.89%	mordorintelligence.com
Custom Market Insights	Global SVOD	2026	USD 47.66 billion	4.2%	custommarketinsights.com
Market Reports World	Global SVOD	2026	USD 37.443 billion	4.48%	marketreportsworld.com
Future Market Report	Global SVOD	2025	USD 20.331 billion	12.27%	futuremarketreport.com
Global Market Insights Inc	Global video on demand	2026	USD 230.6 billion	15.7%	gminsights.com
Grand View Research (Sports Streaming Platform Market)	Global sport streaming platform	2026	USD 42.5 billion	13.3%	grandviewresearch.com

Firm	Market	Year	Estimate	CAGR	Source
TrendX Insights	Global sport streaming	2026	USD 10.2 billion	13.0%	trendxinsights.com
Fortune Business Insights (Theme Park Market)	Global theme park	2026	USD 66.25 billion	10.81%	fortunebusinessinsights.com
Market.us (Theme Park Market)	Global theme park	2025	USD 61 billion	7.8%	market.us
ReAnIn	Global licensed merchandise	2025	USD 36.63 billion	4.3%	reanin.com
Mordor Intelligence (Licensed Sports Merchandise Market)	Global licensed sport merchandise	2026	USD 44.99 billion	5.78%	mordorintelligence.com
The Business Research Company	Global entertainment and media	2026	USD 3,080.52 billion	7.7%	thebusinessresearchcompany.com
Cognitive Market Research	Global entertainment and media	2026	USD 2,987.32 billion	7.223%	cognitivemarketresearch.com
Research Nester	Global movie and entertainment	2026	USD 119 billion	7.6%	researchnester.com
Grand View Research (Movies And Entertainment Market)	Global movie and entertainment	2026	USD 120.8 billion	9.7%	grandviewresearch.com
SkyQuest	Global movie and entertainment	2025	USD 120.93 billion	8.3%	skyquestt.com
Worldwide Market Reports	Global movie and entertainment	2026	USD 305 billion	6.8%	worldwidemarketreports.com
The Business Research Company (Fan Engagement Market)	Global fan engagement	2026	USD 9.79 billion	20.9%	thebusinessresearchcompany.com
Global Market Insights Inc (Fan Engagement Platform Market)	Global fan engagement platform	2026	USD 1.81 billion	15.08%	gminsights.com
Future Market Insights	Global fan engagement	2026	USD 8.54 billion	18.0%	futuremarketinsights.com
Market.us (Live Entertainment Market)	Global live entertainment	2025	USD 197.9 billion	5.7%	market.us
MarketsandMarkets	Global live entertainment	2025	USD 202.9 billion	5.9%	marketsandmarkets.com
PwC	Not stated	2030 (projection)	USD 4,200 billion	3.4%	pwc.com

Pricing position: Published prices by item

Item	Competitor	Price	Up to	Unit and period	Source
7 Night Western Caribbean Perfect Day cruise Independence of the Seas	Royal Caribbean Group	$749	—	per person	creative.rccl.com
Hersheypark 1 Day Any Day ticket online	Hershey Entertainment & Resorts	$66.99	—	one-off	parkticketprices.com
Universal Orlando 1 day ticket Universal Studios Florida or Universal Islands of Adventure	NBCUniversal	$124.99	—	one-off	universalorlando.com
Universal Orlando 1 day ticket Universal Volcano Bay	NBCUniversal	$80.99	—	one-off	universalorlando.com
Paramount plus black friday promotional offer first 2 months	Paramount Skydance	$2.99	—	per month	paramountplus.com
Apple TV subscription	Apple TV	$14.99	—	per month	tv.apple.com
FOX One plus FOX Nation bundle	Fox Corporation	$24.99	—	per month	help.fox.com
ESPN Unlimited FOX One bundle	Fox Corporation	$39.99	—	per month	help.fox.com
DAZN rolling contract	DAZN	$34.99	—	per month	dazn.com
DAZN Pay 12 contract	DAZN	$24.99	—	per month	dazn.com
DAZN Pay Upfront	DAZN	$249.99	—	per year	dazn.com
Six Flags Over Texas Silver Pass	Six Flags Entertainment Corporation	$69	—	one-off	sixflags.com
Six Flags Over Texas Prestige Pass	Six Flags Entertainment Corporation	$199	—	one-off	sixflags.com
Cedar Point 2027 Gold Pass	Six Flags Entertainment Corporation	$135	—	one-off	sixflags.com
Cedar Point 2027 Prestige Pass	Six Flags Entertainment Corporation	$299	—	one-off	sixflags.com
SeaWorld Orlando Single-Day Ticket	United Parks & Resorts	$61.99	—	one-off	seaworld.com
SeaWorld Orlando Bronze Pass	United Parks & Resorts	$171	$198	per year	seaworld.com
SeaWorld Orlando Silver Pass	United Parks & Resorts	$198	—	per year	seaworld.com
SeaWorld Orlando Gold Pass	United Parks & Resorts	$222	—	per year	seaworld.com
Perfect Day CocoCay & Bahamas Getaway Cruise	Royal Caribbean Group	$309	—	per person	royalcaribbean.com
3 nights Perfect Day CocoCay Bahamas Getaway Cruise dec 14, 2026	Royal Caribbean Group	$319	—	per person	royalcaribbean.com
4 Day The Bahamas cruise Port Canaveral Carnival Glory	Carnival Corporation	$188	—	per person	carnival.com
Early Saver Bonus Fully Loaded Sale fare	Carnival Corporation	$226	—	per person	carnival.com
More At Sea package based on 7 day balcony sailing double occupancy	Norwegian Cruise Line Holdings	$39	—	per person per day	ncl.com

Item	Competitor	Price	Up to	Unit and period	Source
More At Sea Unlimited Open Bar package based on 7 day sailing	Norwegian Cruise Line Holdings	$30	—	per person per day	ncl.com
More At Sea Specialty Dining package based on 7 day sailing 3 meals	Norwegian Cruise Line Holdings	$9	—	per person per day	ncl.com
AMC plus Premium ad free plan	AMC Global Media	$10.99	—	per month	amcplus.com
AMC plus Premium ad free plan	AMC Global Media	$109.99	—	per year	amcplus.com
STARZ Plan standard rate	Starz Entertainment Corp.	$11.99	—	per month	starz.com, subpilot.tech
STARZ Plan standard rate	Starz Entertainment Corp.	$69.99	—	per year	starz.com, subpilot.tech
Hersheypark Bite Size Season Pass	Hershey Entertainment & Resorts	$159	—	one-off	hersheypark.com
Hersheypark Full Size Season Pass	Hershey Entertainment & Resorts	$189	—	one-off	hersheypark.com
Hersheypark King Size Season Pass	Hershey Entertainment & Resorts	$249	—	one-off	hersheypark.com
Hersheypark Giant Size Season Pass	Hershey Entertainment & Resorts	$385	—	one-off	hersheypark.com
BritBox Standard plan	BritBox	$10.99	—	per month	britbox.com
BritBox Standard plan	BritBox	$109.99	—	per year	britbox.com
BritBox Premier plan	BritBox	$149.99	—	per year	britbox.com
MUBI GO subscription	MUBI	$19.99	—	per month	subtrackers.org, mubi.com
DIRECTV MyEntertainment Genre Pack	DIRECTV	$42.99	—	per month	directv.com
DIRECTV MySports Genre Pack	DIRECTV	$64.99	—	per month	directv.com
Peacock Select	NBCUniversal	$8.99	—	per month	peacocktv.com
Peacock Select	NBCUniversal	$89.99	—	per year	peacocktv.com
Peacock Premium	NBCUniversal	$129.99	—	per year	peacocktv.com
Peacock Premium Plus	NBCUniversal	$199.99	—	per year	peacocktv.com
HBO Max Basic With Ads	Warner Bros. Discovery	$10.99	—	per month	mashable.com
HBO Max Basic With Ads	Warner Bros. Discovery	$109.99	—	per year	mashable.com
HBO Max Standard	Warner Bros. Discovery	$184.99	—	per year	mashable.com
HBO Max Premium	Warner Bros. Discovery	$229.99	—	per year	mashable.com
Paramount plus Essential	Paramount Skydance	$8.99	—	per month	paramountplus.com

Item	Competitor	Price	Up to	Unit and period	Source
Paramount plus Essential	Paramount Skydance	$89.99	—	per year	subpilot.tech
Paramount plus Premium	Paramount Skydance	$13.99	—	per month	paramountplus.com
Paramount plus Premium	Paramount Skydance	$139.99	—	per year	subpilot.tech
Prime Video standalone	Amazon MGM Studios & Prime Video	$8.99	—	per month	whatisthisbrand.com
Apple One	Apple TV	$21.95	—	per month	apple.com
Apple TV 4K (4th generation)	Apple TV	$299	—	one-off	apple.com
Prestige Pass Six Flags Great America	Six Flags Entertainment Corporation	$209	—	one-off	sixflags.com
Sesame Place San Diego 2027 Silver Pass	United Parks & Resorts	$121.5	—	per year	sesameplace.com
Sesame Place San Diego 2027 Gold Pass	United Parks & Resorts	$148.5	—	per year	sesameplace.com
2026 Spring Cruises	Royal Caribbean Group	$359	—	per person	royalcaribbean.com
Carnival FunPacks Kidstarter Zero Proof Social Epic	Carnival Corporation	$25	—	per person per day	carnival.com
Getaway	Carnival Corporation	$299	—	per person	oasistravelnetwork.com
AMC plus With Ads plan	AMC Global Media	$7.99	—	per month	amcplus.com
STARZ Black Friday 2026 promotional plan first 3 months	Starz Entertainment Corp.	$2.99	—	per month	streamingbetter.com
Silver Dollar City 1 day ticket online advance	Herschend	$79	—	one-off	bransonmotrip.com
Silver Dollar City 1 day ticket flexible date	Herschend	$95	—	one-off	bransonmotrip.com
Hersheypark Junior Senior 1 Day Any Day ticket	Hershey Entertainment & Resorts	$54.99	—	one-off	parkticketprices.com
Hersheypark 2 Day any Day ticket per day	Hershey Entertainment & Resorts	$47	—	per day	hersheypark.com
Hersheypark 4 pack per person	Hershey Entertainment & Resorts	$50	—	per person	hersheypark.com
MUBI subscription us	MUBI	$119.88	—	per year	subpilot.tech
MUBI student subscription us	MUBI	$9.99	—	per month	grounded search
MUBI GO subscription us	MUBI	$167.88	—	per year	subpilot.tech
ENTERTAINMENT package 2 year guarantee	DIRECTV	$99.99	—	per month	get.directv.com
CHOICE package 2 year guarantee	DIRECTV	$124.98	—	per month	get.directv.com
ULTIMATE package 2 year guarantee	DIRECTV	$154.98	—	per month	get.directv.com
PREMIER package 2 year guarantee	DIRECTV	$199.98	—	per month	get.directv.com

Item	Competitor	Price	Up to	Unit and period	Source
Sling Essentials Select bundle subscription	Sling TV	$34.99	—	per month	nerdwallet.com
Sling Orange Blue subscription	Sling TV	$60.99	—	per month	sling.com

Pricing position: Other published prices

Item	Competitor	Price	Up to	Unit and period	Source
Extra member slot with ads	Netflix	$7.99	—	per month	help.netflix.com
Extra member slot without ads	Netflix	$9.99	—	per month	help.netflix.com
HBO Max Basic with Ads UK	Warner Bros. Discovery	GBP 4.99	GBP 9.99	—	help.hbomax.com
HBO Max Premium UK	Warner Bros. Discovery	GBP 14.99	—	—	help.hbomax.com
Amazon Prime membership	Amazon MGM Studios & Prime Video	$14.99	—	per month	amazonforum.com
Amazon Prime membership	Amazon MGM Studios & Prime Video	$139	—	per year	amazonforum.com
Prime Video Ultra ad-free add-on	Amazon MGM Studios & Prime Video	$4.99	—	per month	nerdwallet.com
Prime Video Ultra ad-free add-on	Amazon MGM Studios & Prime Video	$45.99	—	per year	nerdwallet.com
B1G Plus Big Ten Plus add on	Fox Corporation	$12.99	—	per month	help.fox.com
Discovery Merlin Pass	Merlin Entertainments	GBP 99	—	—	merlinannualpass.co.uk
Silver Merlin Pass	Merlin Entertainments	GBP 179	—	—	merlinannualpass.co.uk
Gold Merlin Pass	Merlin Entertainments	GBP 249	—	—	merlinannualpass.co.uk
Platinum Merlin Pass	Merlin Entertainments	GBP 299	—	—	merlinannualpass.co.uk
MUBI Classic subscription	MUBI	$14.99	—	per month	subtrackers.org, mubi.com, subpilot.tech
Canal plus base subscription plan in France	Canal+	EUR 19.99	—	—	selectra.info
Canal plus La Totale bundle in France	Canal+	EUR 59.99	—	—	selectra.info
MUBI Classic membership	MUBI	$119.88	—	per year	mubi.com
Merlin Essential Pass UK	Merlin Entertainments	GBP 139	—	—	merlinannualpass.co.uk
Merlin Gold Pass UK	Merlin Entertainments	GBP 239	—	—	merlinannualpass.co.uk
P&O Cruises Classic Package and child holiday fare	Carnival Corporation	GBP 299	—	—	pocruises.com
Norwegian Cruise Line uk promotional cruise fare per person	Norwegian Cruise Line Holdings	GBP 599	—	—	independent.co.uk
Free at Sea package upgrade UK standard rate per person	Norwegian Cruise Line Holdings	GBP 249	—	—	independent.co.uk

Item	Competitor	Price	Up to	Unit and period	Source
Silver Dollar City second day ticket add on	Herschend	$20	—	one-off	silverdollarcity.com
MUBI subscription uk	MUBI	GBP 11.99	—	—	multiples.vc
Movies More add on	Philo	$3	—	per month	checkthat.ai
ALLBLK add on	Philo	$7	—	per month	checkthat.ai
Hallmark plus add on	Philo	$8	—	per month	checkthat.ai
RAT plus 26 ans subscription	Canal+	EUR 13.99	—	—	boutique.canalplus.com

Every row in this table is UNVERIFIED: reported as found, not independently confirmed.

Sources

1. https://thewaltdisneycompany.com/feed/ · accessed 2026-11-19
2. https://thewaltdisneycompany.com/faq · accessed 2026-11-19
3. https://thewaltdisneycompany.com/contact · accessed 2026-11-19
4. https://rdap.org/domain/the-walt-disney-company.com · accessed 2026-11-09
5. https://rdap.org/domain/thewaltdisneycompany.net · accessed 2026-11-09
6. https://rdap.org/domain/thewaltdisneycompany.org · accessed 2026-11-09
7. https://rdap.org/domain/thewaltdisneycompany.ai · accessed 2026-11-09
8. https://thewaltdisneycompany.com/ · accessed 2026-11-08
9. https://rdap.org/domain/thewaltdisneycompany.com · accessed 2026-11-09
10. https://investors.thewaltdisneycompany.com/ · accessed 2026-11-09
11. https://thewaltdisneycompany.eu/ · accessed 2026-11-08
12. https://investor.thewaltdisneycompany.com/ · accessed 2026-11-09
13. https://thewaltdisneycompany.com/news/ · accessed 2026-11-09
14. https://thewaltdisneycompany.com/economic-impact/ · accessed 2026-11-08
15. https://thewaltdisneycompany.com/news/mickey-friends-nfl-apparel-collectibles-gear/ · accessed 2026-11-08
16. https://thewaltdisneycompany.com/news/super-bowl-disney-plus/ · accessed 2026-11-08
17. https://thewaltdisneycompany.com/press-releases/the-walt-disney-company-names-karandeep-anand-to-newly-created-role-of-chief-technology-officer/ · accessed 2026-11-08
18. https://thewaltdisneycompany.com/news/remarried-empress-early-premiere/ · accessed 2026-11-08
19. https://thewaltdisneycompany.com/news/remarried-empress-most-viewed-local-original-premiere/ · accessed 2026-11-08
20. https://thewaltdisneycompany.com/sitemap_index.xml · accessed 2026-11-09
21. https://thewaltdisneycompany.com/about/ · accessed 2026-11-09
22. https://thewaltdisneycompany.com/robots.txt · accessed 2026-11-09
23. https://thewaltdisneycompany.com/llms.txt · accessed 2026-11-09
24. https://thewaltdisneycompany.com/contact-us/ · accessed 2026-11-09
25. https://thewaltdisneycompany.com/press-releases/ · accessed 2026-11-09
26. https://thewaltdisneycompany.com/d23-ultimate-disney-fan-event/ · accessed 2026-11-09
27. https://thewaltdisneycompany.com/news/accelerator-demo-day-2026/ · accessed 2026-11-09
28. https://thewaltdisneycompany.com/news/wwe-espn-wide-world-sports-takeover/ · accessed 2026-11-09
29. https://thewaltdisneycompany.com/news/dude-perfect-creative-partnership/ · accessed 2026-11-09
30. https://thewaltdisneycompany.com/news/make-holidays-magic-campaign/ · accessed 2026-11-09
31. https://thewaltdisneycompany.com/news/d23-asia-first-look/ · accessed 2026-11-09
32. https://thewaltdisneycompany.com/news/conservation-fund-roots-shoots-investment/ · accessed 2026-11-09
33. https://thewaltdisneycompany.com/news/espn-disney-jr-youth-sports-week/ · accessed 2026-11-09
34. https://thewaltdisneycompany.com/press-releases/adam-smith-named-chairman-direct-to-consumer-disney-entertainment/ · accessed 2026-11-09
35. https://thewaltdisneycompany.com/press-releases/world-princess-week-timeless-magic/ · accessed 2026-11-09
36. https://thewaltdisneycompany.com/press-releases/disney-celebrates-america-ramps-up-with-a-phenomenal-lineup-of-experiences-ahead-of-the-nations-250th-anniversary/ · accessed 2026-11-09
37. https://thewaltdisneycompany.com/news/avengers-endgame-box-office-record/ · accessed 2026-11-09
38. https://thewaltdisneycompany.com/news/walt-disney-archives-uncrated/ · accessed 2026-11-09
39. https://thewaltdisneycompany.com/news/disney-worldbuilders-leslie-iwerks-interview/ · accessed 2026-11-09
40. https://thewaltdisneycompany.com/brand/ · accessed 2026-11-09
41. https://thewaltdisneycompany.com/news/champion-nfl-collection-fanatics-fest/ · accessed 2026-11-09
42. https://thewaltdisneycompany.com/news/games-next-chapter/ · accessed 2026-11-09
43. https://thewaltdisneycompany.com/entertainment/ · accessed 2026-11-09
44. https://thewaltdisneycompany.com/experiences/ · accessed 2026-11-09
45. https://thewaltdisneycompany.com/news/imagination-cruise-ship-japan/ · accessed 2026-11-09
46. https://thewaltdisneycompany.com/news/believe-cruise-ship-details/ · accessed 2026-11-09
47. https://thewaltdisneycompany.com/streaming/ · accessed 2026-11-09
48. https://thewaltdisneycompany.com/news/marvel-television-visionquest-disney-plus/ · accessed 2026-11-09
49. https://thewaltdisneycompany.com/espn/ · accessed 2026-11-09
50. https://thewaltdisneycompany.com/news/college-gameday-40-seasons/ · accessed 2026-11-09
51. https://thewaltdisneycompany.com/news/ai-powered-search-espn-disney-plus/ · accessed 2026-11-09
52. https://thewaltdisneycompany.com/news/archive/ · accessed 2026-11-09
53. https://thewaltdisneycompany.com/press-releases/mickey-friends-saddle-up-for-a-reimagining-of-disney-songs-with-a-spectacular-line-up-of-country-music-stars/ · accessed 2026-11-09
54. https://thewaltdisneycompany.com/press-releases/josh-damaro-named-next-chief-executive-officer-of-the-walt-disney-company/ · accessed 2026-11-09
55. https://thewaltdisneycompany.com/press-releases/the-walt-disney-company-executives-to-discuss-fiscal-second-quarter-2026-financial-results-via-webcast/ · accessed 2026-11-09
56. https://thewaltdisneycompany.com/press-releases/disney-and-national-geographic-invite-audiences-to-step-into-wonder-this-earth-month-to-celebrate-and-explore-the-world-around-them/ · accessed 2026-11-09
57. https://thewaltdisneycompany.com/press-releases/the-walt-disney-company-sets-leadership-team-for-expanded-disney-entertainment-segment/ · accessed 2026-11-09

58. https://thewaltdisneycompany.com/press-releases/paul-roeder-named-chief-communications-officer-of-the-walt-disney-company/ · accessed 2026-11-09
59. https://thewaltdisneycompany.com/press-releases/the-walt-disney-company-to-participate-in-the-morgan-stanley-technology-media-telecom-conference/ · accessed 2026-11-09
60. https://thewaltdisneycompany.com/press-releases/kristina-schake-to-depart-as-chief-communications-officer-of-the-walt-disney-company/ · accessed 2026-11-09
61. https://thewaltdisneycompany.com/press-releases/benjamin-swinburne-to-join-disney-as-executive-vice-president-of-investor-relations-and-corporate-strategy/ · accessed 2026-11-09
62. https://thewaltdisneycompany.com/press-releases/the-walt-disney-company-establishes-new-enterprise-marketing-organization-names-asad-ayaz-chief-marketing-and-brand-officer/ · accessed 2026-11-09
63. https://thewaltdisneycompany.com/news/d23-2026-disney-entertainment-showcase/ · accessed 2026-11-09
64. https://thewaltdisneycompany.com/news/d23-2026-disney-experiences-showcase/ · accessed 2026-11-09
65. https://thewaltdisneycompany.com/news/d23-2026-disney-legends-awards/ · accessed 2026-11-09
66. https://thewaltdisneycompany.com/news/kingdom-hearts-tv-series/ · accessed 2026-11-09
67. https://thewaltdisneycompany.com/news/disney-legends-2026/ · accessed 2026-11-09
68. https://thewaltdisneycompany.com/news/disney-legend-susan-egan/ · accessed 2026-11-09
69. https://thewaltdisneycompany.com/news/disney-legends-jonas-brothers/ · accessed 2026-11-09
70. https://thewaltdisneycompany.com/news/disney-legend-lin-manuel-miranda/ · accessed 2026-11-09
71. https://thewaltdisneycompany.com/news/disney-legend-chris-berman/ · accessed 2026-11-09
72. https://thewaltdisneycompany.com/news/disney-legend-jerry-bruckheimer/ · accessed 2026-11-09
73. https://thewaltdisneycompany.com/news/disney-legend-kim-irvine/ · accessed 2026-11-09
74. https://thewaltdisneycompany.com/company/ · accessed 2026-11-09
75. https://thewaltdisneycompany.com/llms-full.txt · accessed 2026-11-09
76. https://www.foxcorporation.com/ · accessed 2026-11-19
77. https://www.royalcaribbeangroup.com/about · accessed 2026-11-19
78. https://www.nbcuniversal.com/about · accessed 2026-11-08
79. https://en.wikipedia.org/wiki/Skydance_Corporation · accessed 2026-11-19
80. https://corporate.hasbro.com/en-us · accessed 2026-11-19
81. https://www.comparably.com/companies/netflix/mission · accessed 2026-11-19
82. https://www.youtube.com/thewaltdisneycompany · accessed 2026-11-19
83. https://www.paramountplus.com/ · accessed 2026-11-19
84. https://www.amcplus.com/ · accessed 2026-11-19
85. https://mubi.com/en/us/memberships · accessed 2026-11-19

Cited by AI-grounded search answers and not opened by us [G]:

86. https://insights.discoverglobalnetwork.com/insights/discover-network-diners-club-international-partner-with-merlin-entertainments · accessed 2026-11-19
87. https://www.nielsen.com/news-center/2026/tv-viewing-cools-off-in-nielsens-august-gauge-reports-as-sports-take-a-breather-and-school-resumes/ · accessed 2026-11-19
88. https://www.nfl.com/careers/who-we-are · accessed 2026-11-19
89. https://www.corporateoffice.com/National-Football-League.html · accessed 2026-11-19
90. https://support.nfl.com/hc/en-us/articles/39796576862996-Which-NFL-plan-is-right-for-me · accessed 2026-11-19
91. https://www.nbcuniversal.com/epic-universe · accessed 2026-11-19
92. https://finance.biggo.com/news/80dc66d1-96b0-4316-8285-245552861325 · accessed 2026-11-19
93. https://ir.netflix.net/ir-overview/profile/default.aspx · accessed 2026-11-19
94. https://www.demandsage.com/netflix-subscribers/ · accessed 2026-11-19
95. https://www.wbd.com/news/warner-bros-discovery-separate-two-leading-media-companies · accessed 2026-11-19
96. https://www.mediaplaynews.com/skydance-reports-203-million-quarterly-global-dtc-subs-adding-600000-paramount-subs-losing-4-9-million-hbo-subs/ · accessed 2026-11-19
97. https://www.skydance.com/about/brands/paramount-plus · accessed 2026-11-19
98. https://fourweekmba.com/paramount-subscribers/ · accessed 2026-11-19
99. https://amazon.jobs/content/en/teams/amazon-entertainment/amazon-mgm-studios · accessed 2026-11-19
100. https://www.quantumrun.com/consulting/amazon-prime-video/ · accessed 2026-11-19
101. https://tv.apple.com/ · accessed 2026-11-19
102. https://macdailynews.com/2026/07/10/apple-tv-climbs-to-fourth-largest-svod-platform-in-the-u-s-with-strongest-annual-growth/ · accessed 2026-11-19
103. https://www.sonypictures.com/corp/divisions.html · accessed 2026-11-19
104. https://www.lionsgate.com/about · accessed 2026-11-19
105. https://investors.lionsgate.com/news-events/news/news-details/2026/LIONSGATE-REPORTS-RESULTS-FOR-SECOND-QUARTER-FISCAL-2027/default.aspx · accessed 2026-11-19
106. https://www.dazn.com/en-US/help/articles/27214089739037-about-dazn · accessed 2026-11-19
107. https://dazngroup.com/overview/ · accessed 2026-11-19
108. https://investors.sixflags.com/overview/default.aspx · accessed 2026-11-19
109. https://www.sec.gov/Archives/edgar/data/1999001/000199900126000103/sixflags-exh991xq32026.htm · accessed 2026-11-19
110. https://unitedparks.com/about-us/ · accessed 2026-11-19
111. https://www.unitedparksinvestors.com/news-releases/news-release-details/2026/United-Parks--Resorts-Inc--Reports-Third-Quarter-and-First-Nine-Months-2026-Results/default.aspx · accessed 2026-11-19
112. https://www.merlinentertainments.biz/about-us/ · accessed 2026-11-19
113. https://www.merlinentertainments.biz/newsroom/news-releases/2026/merlin-entertainments-delivers-resilient-performance-in-2025-and-establishes-strong-platform-for-sustainable-growth/ · accessed 2026-11-19
114. https://www.royalcaribbeangroup.com/q4-2025-earnings · accessed 2026-11-19
115. https://www.carnivalcorp.com/our-company/ · accessed 2026-11-19
116. https://www.carnivalcorp.com/media-center/resources/ · accessed 2026-11-19
117. https://www.nclhltd.com/investors/company-information · accessed 2026-11-19
118. https://www.nclhltd.com/investors/news-events/press-releases/detail/768/norwegian-cruise-line-holdings-reports-fourth-quarter-and · accessed 2026-11-19
119. https://www.latimes.com/entertainment-arts/business/story/2026-04-08/as-cable-business-ebbs-amc-networks-takes-new-name · accessed 2026-11-19
120. https://investors.amcglobalmedia.com/news-releases/news-release-details/amc-networks-inc-reports-fourth-quarter-and-full-year-2025 · accessed 2026-11-19
121. https://www.sec.gov/Archives/edgar/data/929351/000092935126000011/starz-20251231.htm · accessed 2026-11-19
122. https://www.hfecorp.com/whats-new/herschend-completes-acquisition-of-palace-entertainments-us-attractions/ · accessed 2026-11-19
123. https://seasonalentertainmentsource.com/who-owns-dollywood/ · accessed 2026-11-19
124. https://stories.hersheypa.com/hersheypark-launches-best-price-of-summer-on-2026-tickets-and-resort-stays/ · accessed 2026-11-19
125. https://www.youtube.com/shorts/UHYOtKVQLuI · accessed 2026-11-19
126. https://www.britbox.com/ · accessed 2026-11-19
127. https://www.cabletv.com/britbox · accessed 2026-11-19
128. https://en.wikipedia.org/wiki/Mubi_(streaming_service) · accessed 2026-11-19
129. https://multiples.vc/private-comps/mubi · accessed 2026-11-19
130. https://care.hallmarkplus.com/s/article/How-much-does-a-Hallmark-Plus-subscription-cost-1625680044802 · accessed 2026-11-19
131. https://corporate.hallmarkmedia.com/about-us/networks · accessed 2026-11-19
132. https://www.directv.com/genre-packs/ · accessed 2026-11-19
133. https://get.directv.com/satellite/ · accessed 2026-11-19
134. https://www.sling.com/service/sling-orange · accessed 2026-11-19

135. https://cordcuttersnews.com/cable-tvs-slow-death-over-4-2-million-subscribers-have-canceled-cable-tv-in-the-last-year/ · accessed 2026-11-19
136. https://www.philo.com/blog/top-movies-on-philo · accessed 2026-11-19
137. https://www.philo.com/blog/more-choice-introducing-25-essential-and-33-bundle-plans · accessed 2026-11-19
138. https://www.canalplusgroup.com/uploads/CANAL_Annual_Report_2024_5358861be6.pdf · accessed 2026-11-19
139. https://www.canalplusgroup.com/uploads/PR_CANAL_Synergies_d588aa9386.pdf · accessed 2026-11-19
140. https://www.crowdlevels.com/news/2026-10-27-disney-universal-theme-park-attendance-2025 · accessed 2026-11-19
141. https://www.stocktitan.net/sec-filings/CMCSA/10-q-comcast-corp-quarterly-earnings-report-891762df3b6d.html · accessed 2026-11-19
142. https://www.carnivalcorp.com/about-us/ · accessed 2026-11-19
143. https://www.seatrade-cruise.com/finance-legal-regulatory/global-cruise-industry-set-for-record-39-1-million-passengers-in-2026 · accessed 2026-11-19
144. https://pixievacations.com/best-cruise-lines-for-families-2026/ · accessed 2026-11-19
145. https://www.businesswire.com/news/home/20261105329965/en/Six-Flags-Entertainment-Corporation-Reports-2026-Third-Quarter-Results · accessed 2026-11-19
146. https://www.prnewswire.com/news-releases/six-flags-acquires-arieforce-one-roller-coaster-302549123.html · accessed 2026-11-19
147. https://www.allconnect.com/providers/directv/packages · accessed 2026-11-19
148. https://www.sling.com/service/sling-orange-and-blue · accessed 2026-11-19
149. https://corporate.mattel.com/about-us · accessed 2026-11-19
150. https://www.cps-toys.com/it/blog/top-10-toy-manufacturers-in-the-usa-2026.html · accessed 2026-11-19
151. https://www.argil.ai/blog/ai-movie-maker-tools-compared-on-director-control-in-2026 · accessed 2026-11-19
152. https://www.cnet.com/tech/services-and-software/best-streaming-service/ · accessed 2026-11-19
153. https://corporate.comcast.com/stories/nbcuniversal-celebrates-100-years-of-innovation-storytelling-and-cultural-impact · accessed 2026-11-19
154. https://www.amazonmgmstudios.com/about · accessed 2026-11-19
155. https://www.disneycareers.com/en/about-us · accessed 2026-11-19
156. https://about.netflix.com/news/netflix-and-sony-pictures-entertainment-enter-new-global-pay-1-deal · accessed 2026-11-19
157. https://corporate.mattel.com/news/hot-wheels-crowns-2026-legends-tour-winner-following-global-search-across-19-countries · accessed 2026-11-19
158. https://www.pwc.com/id/en/media-centre/press-release/2026/english/pwc-global-entertainment-media-outlook-2026-2030.html · accessed 2026-11-19
159. https://www.fortunebusinessinsights.com/amusement-parks-market-107927 · accessed 2026-11-19
160. https://www.grandviewresearch.com/industry-analysis/amusement-parks-market · accessed 2026-11-19
161. https://www.mordorintelligence.com/industry-reports/amusement-parks-market · accessed 2026-11-19
162. https://www.marketresearchfuture.com/reports/amusement-parks-market-20295 · accessed 2026-11-19
163. https://www.precedenceresearch.com/amusement-park-market · accessed 2026-11-19
164. https://market.us/report/amusement-parks-market/ · accessed 2026-11-19
165. https://www.grandviewresearch.com/industry-analysis/cruise-market-report · accessed 2026-11-19
166. https://straitsresearch.com/report/cruise-tourism-market · accessed 2026-11-19
167. https://www.fortunebusinessinsights.com/cruise-tourism-market-114163 · accessed 2026-11-19
168. https://www.precedenceresearch.com/cruise-tourism-market · accessed 2026-11-19
169. https://www.maximizemarketresearch.com/market-report/cruise-market/201337/ · accessed 2026-11-19
170. https://www.custommarketinsights.com/report/events-industry-market/ · accessed 2026-11-19
171. https://www.coherentmarketinsights.com/industry-reports/us-live-events-market · accessed 2026-11-19
172. https://www.mordorintelligence.com/industry-reports/video-streaming-market · accessed 2026-11-19
173. https://www.fortunebusinessinsights.com/video-streaming-market-103057 · accessed 2026-11-19
174. https://www.precedenceresearch.com/video-streaming-market · accessed 2026-11-19
175. https://www.grandviewresearch.com/industry-analysis/video-streaming-market · accessed 2026-11-19
176. https://www.mordorintelligence.com/industry-reports/media-and-entertainment-market-landscape · accessed 2026-11-19
177. https://www.grandviewresearch.com/industry-analysis/theme-park-market-report · accessed 2026-11-19
178. https://www.grandviewresearch.com/industry-analysis/licensed-merchandise-market-report · accessed 2026-11-19
179. https://www.fortunebusinessinsights.com/licensed-merchandise-market-112252 · accessed 2026-11-19
180. https://www.imarcgroup.com/video-streaming-market · accessed 2026-11-19
181. https://www.maximizemarketresearch.com/market-report/video-streaming-market/148143/ · accessed 2026-11-19
182. https://www.mordorintelligence.com/industry-reports/subscription-video-on-demand-svod-market · accessed 2026-11-19
183. https://www.custommarketinsights.com/report/svod-market/ · accessed 2026-11-19
184. https://www.marketreportsworld.com/market-reports/svod-market-14724611 · accessed 2026-11-19
185. https://www.futuremarketreport.com/industry-report/svod-market · accessed 2026-11-19
186. https://www.gminsights.com/industry-analysis/video-on-demand-market · accessed 2026-11-19
187. https://www.grandviewresearch.com/industry-analysis/sports-streaming-platform-market-report · accessed 2026-11-19
188. https://trendxinsights.com/syndicated-market-research-reports/sports-streaming-market/ · accessed 2026-11-19
189. https://www.fortunebusinessinsights.com/theme-park-market-110644 · accessed 2026-11-19
190. https://market.us/report/theme-park-market/ · accessed 2026-11-19
191. https://www.reanin.com/reports/licensed-merchandise-market · accessed 2026-11-19
192. https://www.mordorintelligence.com/industry-reports/licensed-sports-merchandise-market · accessed 2026-11-19
193. https://www.thebusinessresearchcompany.com/report/entertainment-and-media-global-market-report · accessed 2026-11-19
194. https://www.cognitivemarketresearch.com/entertainment-and-media-market-report · accessed 2026-11-19
195. https://www.researchnester.com/reports/movies-and-entertainment-market/6241 · accessed 2026-11-19
196. https://www.grandviewresearch.com/industry-analysis/movies-entertainment-market · accessed 2026-11-19
197. https://www.skyquestt.com/report/movies-and-entertainment-market · accessed 2026-11-19
198. https://www.worldwidemarketreports.com/market-insights/movies-and-entertainment-market-1037745 · accessed 2026-11-19
199. https://www.thebusinessresearchcompany.com/report/fan-engagement-global-market-report · accessed 2026-11-19
200. https://www.gminsights.com/industry-analysis/fan-engagement-platform-market · accessed 2026-11-19
201. https://www.futuremarketinsights.com/reports/fan-engagement-market · accessed 2026-11-19
202. https://market.us/report/live-entertainment-market/ · accessed 2026-11-19
203. https://www.marketsandmarkets.com/Market-Reports/secondary-ticket-market-sports-events-market-263350957.html · accessed 2026-11-19
204. https://www.prnewswire.com/news-releases/deloitte-from-subscribers-to-superfans-fan-engagement-shapes-the-next-phase-of-media-and-entertainment-growth-302723905.html · accessed 2026-11-19
205. https://www.deloitte.com/us/en/insights/industry/technology/digital-media-trends-consumption-habits-survey.html · accessed 2026-11-19
206. https://www.lendingtree.com/debt-consolidation/disney-goers-debt-survey/ · accessed 2026-11-19
207. https://licensinginternational.org/news/licensing-internationals-2026-global-study-shows-licensing-industrys-continued-growth-reaching-389-8-billion-in-sales/ · accessed 2026-11-19
208. https://www.entertainmentandculture.com/tea-global-experience-index-2025/ · accessed 2026-11-19
209. https://www.businesswire.com/news/home/20260529336169/en/Omdia-Online-Video-Subscription-Reached-2.24-Billion-in-2025-Ahead-of-Projected-Slowdown-in-2026 · accessed 2026-11-19

210. https://thelicensingletter.com/global-licensing-industry-grows-by-healthy-5-45/ · accessed 2026-11-19
211. https://www.disneyfoodblog.com/2025/01/02/come-with-us-as-we-visit-the-walt-disney-family-museum/ · accessed 2026-11-19
212. https://www.waltdisney.org/blog/recap-day-railroading · accessed 2026-11-19
213. https://dazngroup.com/ · accessed 2026-11-19
214. https://tourscanner.com/best-theme-parks-in-the-world · accessed 2026-11-19
215. https://sehlmeyertravel.com/family-cruise-guide/ · accessed 2026-11-19
216. https://www.seatrade-cruise.com/resources/37-2m-people-a-7-5-increase-cruised-globally-in-2025 · accessed 2026-11-19
217. https://www.nerdwallet.com/finance/learn/how-much-is-sling-tv · accessed 2026-11-19
218. https://streamingpricetracker.com/sling/ · accessed 2026-11-19
219. https://www.universalorlando.com/web/en/us/tickets-packages/park-tickets · accessed 2026-11-19
220. https://www.sixflags.com/overtexas/memberships-and-season-passes · accessed 2026-11-19
221. https://seaworld.com/pricing-guide-to-seaworld/ · accessed 2026-11-19
222. https://seaworld.com/orlando/home/limited-time-offers/ · accessed 2026-11-19
223. https://www.carnival.com/ · accessed 2026-11-19
224. https://www.peacocktv.com/help/article/how-much-does-a-peacock-subscription-cost · accessed 2026-11-19
225. https://help.netflix.com/en/node/24926 · accessed 2026-11-19
226. https://mashable.com/entertainment/best-hbo-max-deals-october-2026 · accessed 2026-11-19
227. https://creative.rccl.com/Sales/Royal/Promotions/Flash_Deals_USD.pdf · accessed 2026-11-19
228. https://parkticketprices.com/hershey-park-tickets-prices/ · accessed 2026-11-19
229. https://tv.apple.com/ca · accessed 2026-11-19
230. https://help.fox.com/s/article/FOX-One-Plans · accessed 2026-11-19
231. https://www.dazn.com/en-US/help/articles/16184063399709-dazn-plans-and-pricing · accessed 2026-11-19
232. https://www.sixflags.com/cedarpoint/season-passes · accessed 2026-11-19
233. https://www.royalcaribbean.com/cruises?search=nights:2~5 · accessed 2026-11-19
234. https://www.royalcaribbean.com/cruises?search=visiting:CARI · accessed 2026-11-19
235. https://www.carnival.com/cruise-search?cruisedeals=lastminutecruises&lastminute · accessed 2026-11-19
236. https://www.carnival.com/cruise-deals · accessed 2026-11-19
237. https://www.ncl.com/sites/default/files/MAS-Value-Flyer.pdf · accessed 2026-11-19
238. https://www.amcplus.com/coming-soon/ · accessed 2026-11-19
239. https://www.starz.com/us/en/buy · accessed 2026-11-19
240. https://www.hersheypark.com/tickets-and-passes/season-passes · accessed 2026-11-19
241. https://subtrackers.org/streaming/is-mubi-worth-it/ · accessed 2026-11-19
242. https://subpilot.tech/cost/paramount-plus · accessed 2026-11-19
243. https://whatisthisbrand.com/prime-video/ · accessed 2026-11-19
244. https://www.apple.com/apple-tv/ · accessed 2026-11-19
245. https://www.apple.com/newsroom/2026/10/apple-unveils-the-new-apple-tv-4k/ · accessed 2026-11-19
246. https://www.sixflags.com/greatamerica/memberships-and-season-passes · accessed 2026-11-19
247. https://sesameplace.com/san-diego/season-pass/ · accessed 2026-11-19
248. https://www.royalcaribbean.com/gbr/en/cruise-ships/cruise-schedule · accessed 2026-11-19
249. https://www.carnival.com/cruise-deals/carnival-funpacks · accessed 2026-11-19
250. https://www.oasistravelnetwork.com/travel/caribbean/ · accessed 2026-11-19
251. https://streamingbetter.com/starz-black-friday-2026-deal/ · accessed 2026-11-19
252. https://bransonmotrip.com/silver-dollar-city/tickets/ · accessed 2026-11-19
253. https://www.hersheypark.com/tickets-and-passes/tickets · accessed 2026-11-19
254. https://subpilot.tech/cost/mubi · accessed 2026-11-19
255. A page an AI search answer cited (its address could not be resolved); cited here for As of September 2026, MUBI's student subscription plan is priced at $9.99 USD per month following a 30-day… · accessed 2026-11-19
256. https://www.amazonforum.com/s/question/0D56Q0000DDqjQjSQJ/what-is-an-amazon-prime-video-subscription · accessed 2026-11-19
257. https://www.nerdwallet.com/finance/learn/amazon-prime-benefits-cost-worth · accessed 2026-11-19
258. https://www.silverdollarcity.com/tickets/ · accessed 2026-11-19
259. https://checkthat.ai/brands/philo/pricing · accessed 2026-11-19
260. https://thewaltdisneycompany.com/news/disney-new-york-headquarters/ · accessed 2026-11-19
261. https://www.databahn.com/pages/disney-org-chart · accessed 2026-11-19
262. https://deeparrival.com/news/disney-store-limited-time-opens-new-jersey-2026/ · accessed 2026-11-19
263. https://stores.disneystore.com/nj/paramus/por2/ · accessed 2026-11-19
264. https://thewaltdisneycompany.com/news/disney-announces-abu-dhabi-theme-park/ · accessed 2026-11-19
265. https://corporate.universaldestinationsandexperiences.com/universal-orlando-resorts-much-anticipated-new-theme-park-universal-epic-universe-officially-opens-on-may-22-2025/ · accessed 2026-11-19
266. https://disneycruiselineblog.com/2026/02/disney-adventure-arrives-in-los-angeles-during-transcontinental-voyage-to-singapore/ · accessed 2026-11-19
267. https://mickeyfromthe.uk/news/disney-store-pop-up-at-cheshire-oaks-outlet-now-open · accessed 2026-11-19
268. https://thewaltdisneycompany.com/news/espns-direct-to-consumer-launch-date/ · accessed 2026-11-19
269. https://thewaltdisneycompany.com/news/hulu-global-brand-disney-plus/ · accessed 2026-11-19
270. https://www.thestreet.com/travel/which-disney-cruise-comes-next-inside-disneys-multibillion-dollar-bet · accessed 2026-11-19
271. https://thewaltdisneycompany.com/news/fubo-hulu-live-tv/ · accessed 2026-11-19
272. https://www.publicnow.com/view/B93D5C22EBCA7B304E0555D226AC86EE081C15AD · accessed 2026-11-19
273. https://www.quantisnow.com/insight/sec-form-10-k-filed-by-walt-disney-company-6795544 · accessed 2026-11-19
274. https://www.sec.gov/Archives/edgar/data/1744489/000174448926000065/fy2026_q4xerxex991.htm · accessed 2026-11-19
275. https://s206.q4cdn.com/979796730/files/content_files/q4-fy26-10k.pdf · accessed 2026-11-19
276. https://www.stocktitan.net/sec-filings/DIS/10-k-walt-disney-co-files-annual-report-29b3823bc7bd.html · accessed 2026-11-19
277. https://disneycruiselineblog.com/2026/11/walt-disney-companys-full-year-and-q4-2026-earnings-results/ · accessed 2026-11-19