

The Great Company Adventures · Book 34 of 50

DISNEY
**THE
FACTORY OF DREAMS**

seven doors, twelve mental models, and the little round-eared hat that taught drawings how to move.

"Discovering the businesses that built the modern world"

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THE GREAT COMPANY ADVENTURES

Discovering the businesses that built the modern world.

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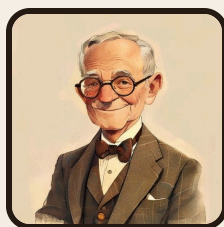
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MEET THE CHARACTERS



SIRI



BEN



WARREN



CHARLIE



IRIS

A curious girl named Siri, a wise old teacher named Ben, and his student Warren with Warren's partner Charlie — together discovering the businesses that built the modern world, one adventure at a time.

THE GLOBAL 50

One great company per volume · Fifty adventures, one modern world

SPACE & EXPLORATION

1. SpaceX — *“The Fire That Comes Back”*

MANUFACTURING & ENGINEERING

2. Toyota — *“The River That Builds Cars”*
3. Siemens — *“The Factory That Builds Factories”*
4. Caterpillar — *“The Machines That Move Mountains”*
5. Boeing — *“The Bird With Six Million Pieces”*
6. Airbus — *“The Plane Four Countries Built”*

ENERGY & INDUSTRY

7. Shell — *“The Sunlight Buried at Sea”*
8. ExxonMobil — *“The Ancient Sunlight Machine”*
9. GE Vernova — *“The Wheel That Makes Lightning”*

COMMUNICATION

10. AT&T — *“The Voice Inside the Wire”*
11. Qualcomm — *“The Whisper in the Air”*
12. Ericsson — *“The Towers That Talk”*

TRANSPORTATION

13. Tesla — *“The Car With No Engine”*
14. John Deere — *“The Machine That Feeds the World”*
15. UPS — *“The Promise in a Brown Truck”*

INFRASTRUCTURE

16. ABB — *“The Arms That Never Tire”*
17. Schneider Electric — *“The Guardian of the Grid”*

MATERIALS

18. Corning — *“The Thread of Light”*
19. DuPont — *“The Inventors of Almost Everything”*

SCIENCE & TOOLS

20. 3M — *“The Factory of Ten Thousand Ideas”*
21. Bosch — *“The Spark in Every Machine”*
22. Honeywell — *“The Dial That Tames the Weather”*

MEDICINE & BIOTECHNOLOGY

23. Pfizer — *“The Shield in a Tiny Vial”*
24. Roche — *“The Detectives of the Blood”*

25. Novo Nordisk — *“The Key to a Billion Locks”*

26. Johnson & Johnson — *“The Little Bandage That Grew”*

FOOD & AGRICULTURE

27. Nestlé — *“The Cup That Wakes the World”*
28. Cargill — *“The Invisible Harvest”*

FINANCE & COMMERCE

29. Visa — *“The Handshake Inside the Card”*
30. Mastercard — *“The Two-Second Trust Machine”*
31. Walmart — *“The Store That Never Runs Out”*
32. Costco — *“The Treasure Warehouse”*
33. FedEx — *“The Race Against the Sun”*

CONSUMER INNOVATION

34. Disney — *“The Factory of Dreams”*
35. LEGO — *“The Brick That Builds Anything”*
36. Sony — *“The Pocket Full of Music”*
37. Coca-Cola — *“The Secret in the Red Can”*
38. Nike — *“The Shoe That Learned to Fly”*

LUXURY & CRAFTSMANSHIP

39. Rolex — *“The Heartbeat on Your Wrist”*
40. LVMH — *“The Suitcase That Conquered the World”*

COMPUTING & DIGITAL CIVILIZATION

41. Apple — *“The Glass That Thinks”*
42. Microsoft — *“The Invisible Machine”*
43. Google — *“The Library With No Walls”*
44. Amazon — *“The Box That Crossed the World”*
45. NVIDIA — *“The Brain Made of Sand”*
46. Intel — *“The First Thinking Chip”*
47. TSMC — *“The Invisible City”*
48. ASML — *“The Machine That Prints With Light”*
49. OpenAI — *“The Machine That Learned to Talk”*

THE FINAL DISCOVERY

50. The Company Yet to Be Built — *“The Adventure You Will Build”*

THE HAT WITH TWO ROUND EARS

Midnight. Attic duty: going badly. Because Grandpa Ben's brass compass just started... trembling.

TIK-TIK

It spun. Locked. Pointing straight at—

SPIN

Wait. Seriously?

Down the hall: a cousin watching cartoons. Dad humming an old song. Grandma smiling at a holiday photo.

Three different people. One same feeling.

It's never done THIS before.



In the box: a small felt hat with two round black ears. Older than Dad. Sillier than anything.



The diary flipped open by itself. Fresh ink.

YOU'RE the next great company? You're a HAT.

"Time to meet a factory that makes something you cannot hold, little one. Start with the hat and the mouse who wore it."

★ WORTH REMEMBERING

Really look at those ears. Two circles and a curve. Show them to anyone, on any continent, at any age — and they know. Tonight's mystery: **how do you build a factory that manufactures feelings?**

The ears shimmered — and a whirlpool of warm light yanked her in.

WHOOSH



Here we GOOO!



SIRI'S SECRET NOTEBOOK

Biggest mystery yet 🎩

- ① How does a **DRAWING** make the whole world laugh, cry and queue?
- ② Grandpa says a hat built one of the greatest companies ever. Prove it, compass.

THE BLIZZARD OF DRAWINGS

She landed in a studio where hundreds of clear sheets floated in the air. A frozen snowstorm of drawings.

It's a BLIZZARD of pictures!

Her desk had a glass disc lit from below, two little pegs, and a mountain of pencil stubs.

Why the pegs?

So every sheet lands in exactly the same place.

A young engineer plucked one from the air. *"I'm Iris. I make drawings move, and I make machines pretend."*

Best. Job. EVER.

Then the film strip. Every tiny frame: the same deer, one nudge different from the last.

So a movie is just... PICTURES?

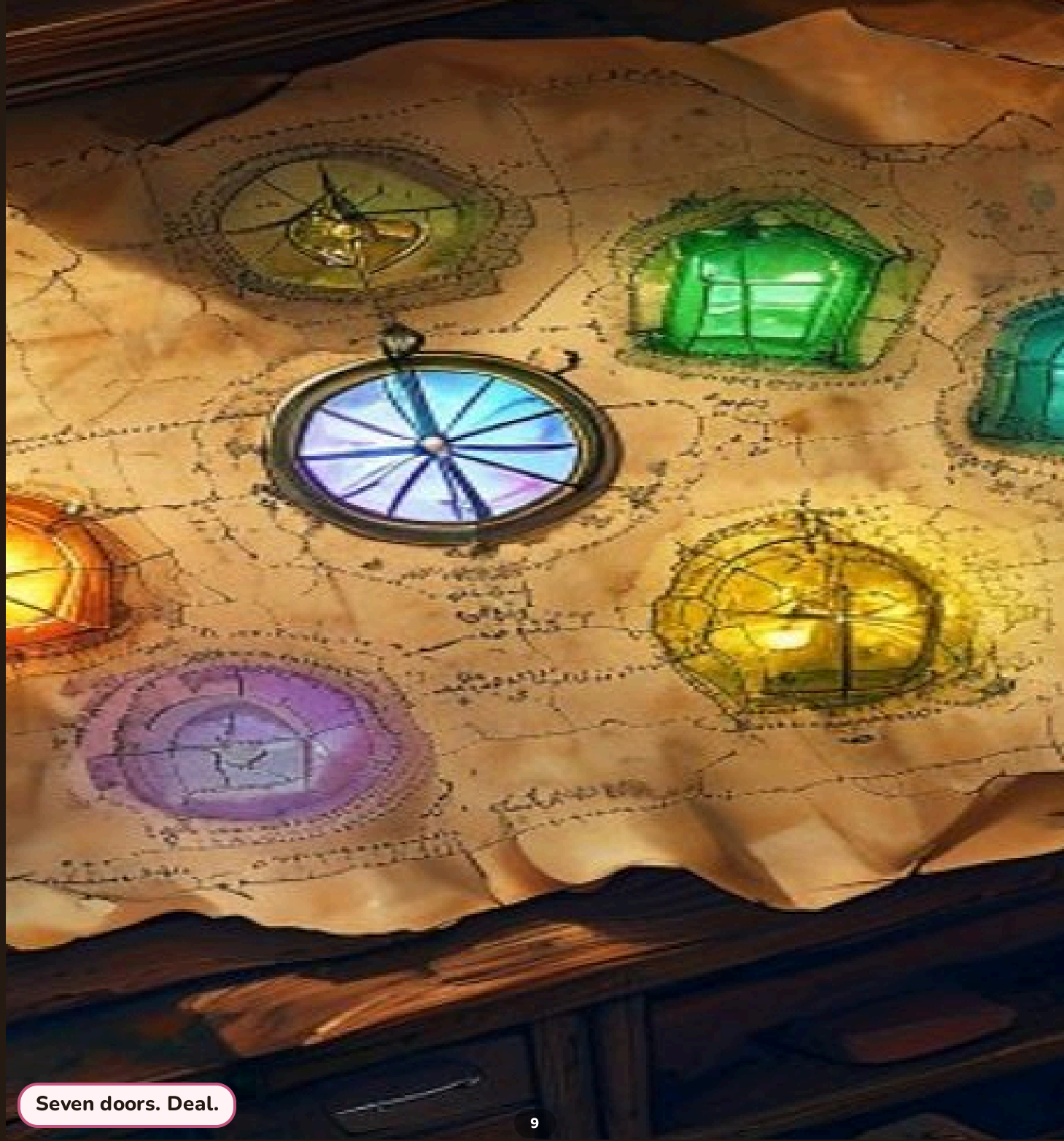
Twenty-four of them, every single second.

★ WORTH REMEMBERING

A film has **no motion in it at all**. It is a stack of still pictures shown very fast. The running, the leaping, the crying — your brain adds every bit of it.



Iris unrolled a parchment map. Seven glowing doors.
*"Seven secrets. Open them all and you'll see how dreams
are built."*



Seven doors. Deal.



SIRI'S SECRET NOTEBOOK • THE QUEST MAP

 1 THE MOTION — how do stills come alive?

 2 THE DEPTH — flat paint that feels far away?!

 3 THE VOICE — how did pictures learn sound?

 4 THE COLOUR — where do rainbows come from?

 5 THE CREATURE — machines that pretend to breathe

 6 THE PLACE — a whole world, built to fool an eye

 7 THE PEOPLE — who does all this... and WHY? Let's GO 

NOTHING ACTUALLY MOVES

3a Door One: the trick inside your head

Door one led to a desk and a dare. Twenty scribbles, one flick of a thumb — the little figure LEAPED.

I just made a movie with a PENCIL!

Beside it: a spinning drum with slits. Peek through and a painted horse gallops forever.

People were doing this in 1834?!

"Here's one second of film. Twenty-four pictures. Each one a whisker different."

And my eyes never see the seams.

"Show two nearly-same shapes fast enough and your brain refuses to see two. It stitches them into one."

My brain is FILLING IN the middle!

★ WORTH REMEMBERING

Scientists call it **apparent motion**. Your brain's whole job is guessing what happens next, so it links similar shapes into one moving thing. Animation doesn't draw motion. It **rents your brain**. 🧠

📖 SIRI'S SECRET NOTEBOOK • DOOR 1, HALF OPEN

24 stills a second. NOTHING moves. The movement is manufactured inside MY HEAD, for free. Which means the animator's real material isn't paper — it's people. 🧠

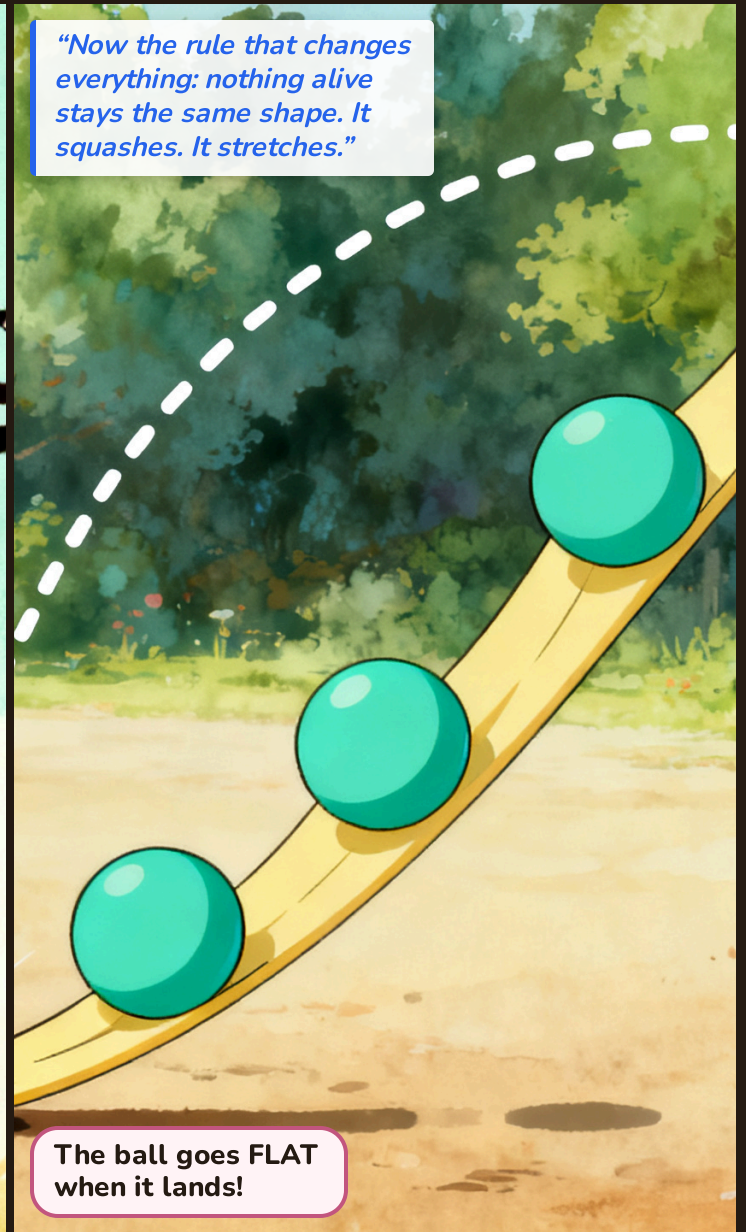
THE ART OF THE IN-BETWEEN

4a How do you make a drawing feel ALIVE?

"First you draw the two big poses. The start of the leap, the landing. Then someone fills the gaps."



"Now the rule that changes everything: nothing alive stays the same shape. It squashes. It stretches."



Two artists, one jump?

One dreams it. One makes it possible.

The ball goes FLAT when it lands!

★ WORTH REMEMBERING

Squash and stretch. A rubber ball squashes on impact, stretches while flying. Draw it rigid and it looks dead. Draw it deforming and — with the same number of frames — it becomes *bouncy*. Shape is emotion. 🎈

"And spacing is timing. Drawings crowded together: slow. Spread far apart: fast. Same count. Different feeling."



The GAPS are the acting!

★ WORTH REMEMBERING

A generation of animators wrote down twelve of these rules — anticipation, follow-through, arcs, exaggeration and more. They are not decoration. They are **observed physics**, turned into a craft anyone can learn.

Iris flipped her test. A sack of flour hopped across the page — and somehow looked NERVOUS.



It's a SACK. And I feel sorry for it!

That's the whole job, in one drawing.

 SIRI'S SECRET NOTEBOOK · DOOR 1 UNLOCKED

Key poses + in-betweens. Squash & stretch = alive. Spacing = timing = acting. Twelve rules, all copied from real physics. A flour sack made me feel FEELINGS. I'm a bit shaken. 

DEPTH MADE OF GLASS

5a Door Two: the flatness problem

Door two opened onto a road trip. Fence posts streaking. Trees drifting. Mountains barely moving.

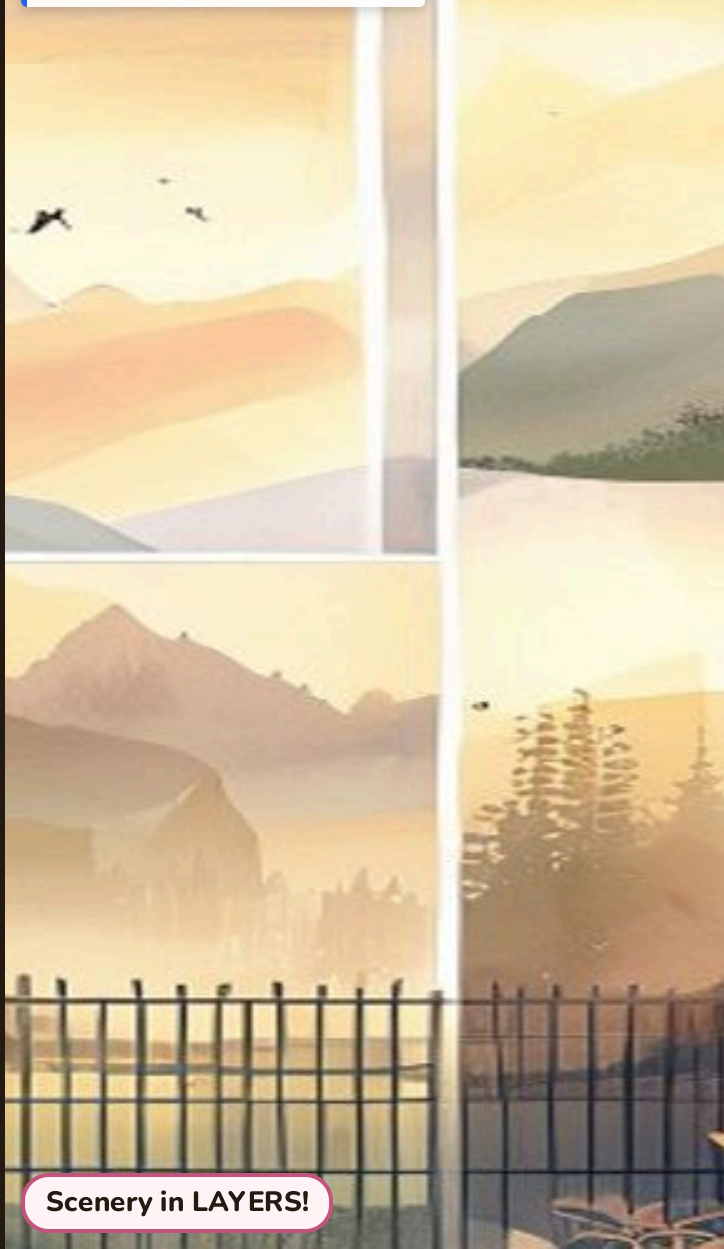


Why do the mountains follow me?

★ WORTH REMEMBERING

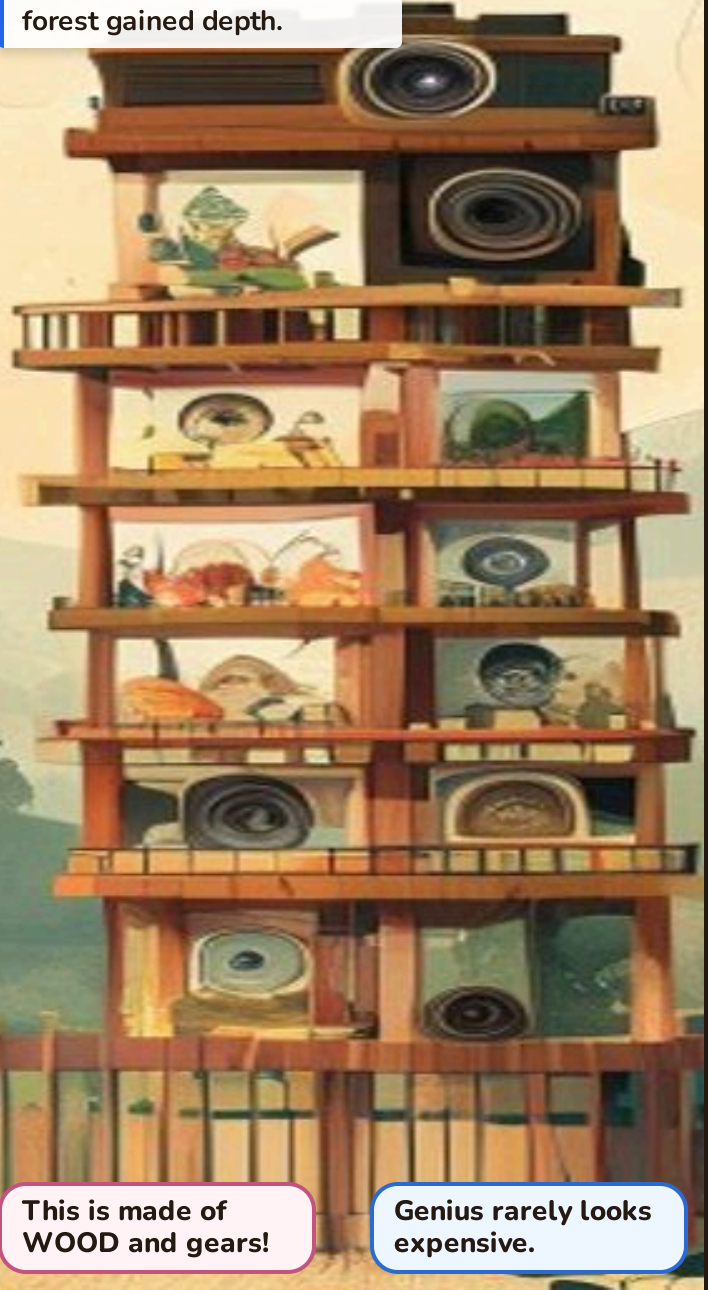
Parallax. Near things sweep across your view fast, far things creep. Your brain reads that difference as *distance* — before you think about it at all. Cover one eye and sway: it still works. 🧐

"So the studio stopped painting one flat picture. They painted four — on separate sheets of glass, with air between."



Scenery in LAYERS!

The camera tower stood two storeys high. Move the layers by different amounts, and a cartoon forest gained depth.



This is made of WOOD and gears!

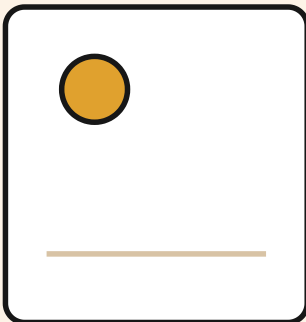
Genius rarely looks expensive.

★ WORTH REMEMBERING

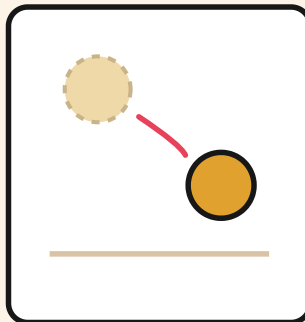
The **multiplane camera** (1937) was one of cinema's great engineering hacks: no computer, just shelves, motors and a very good idea about how eyes work. A short film called *The Old Mill* proved it. 🎬



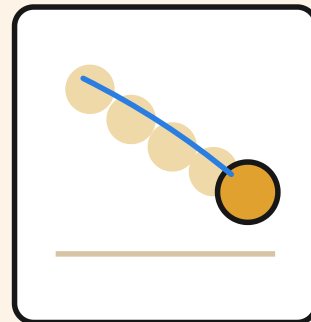
HOW DRAWINGS LEARN TO MOVE



PICTURE ONE
one still drawing



PICTURE TWO
moved a little



YOUR BRAIN
sews the gaps



SIRI'S SECRET NOTEBOOK · DOOR 2 UNLOCKED

Depth isn't drawn, it's **MOVED**. Layers of painted glass + different speeds = parallax = distance.
Built in 1937 out of timber. Tested it out of the car window all the way home. 

THE WHISTLE ON THE FILM

6a Door Three: pictures learn to speak

Door three was loud.
*"Sound is just air, wiggling.
 Your eardrum feels the
 wiggle. That's all it ever is."*



Sound is INVISIBLE
 WATER!

*"In 1928 the problem was
 matching. Records drifted.
 So they printed the wiggle
 ONTO the film, beside the
 pictures."*



Same strip, same
 speed — can't drift!

★ WORTH REMEMBERING

Sound-on-film. A lamp shines through a jagged stripe on the film edge; the changing brightness becomes electricity, then sound. Picture and whistle share one physical ribbon, so they can never fall out of step. 🎵

"Then the trick nobody expected: write the music FIRST, and animate to the beat."



The cartoon dances to the song!

Next door: coconut hooves. A cracked walnut. A tray of gravel for footsteps.



Almost NOTHING sounds like itself!

Real sounds are boring. Believable ones aren't.

★ WORTH REMEMBERING

Here's the deep one: a cartoon mouse whistling in perfect time didn't just amuse people — it made a **drawing feel present**. Sound is what turned characters into company. 🐭

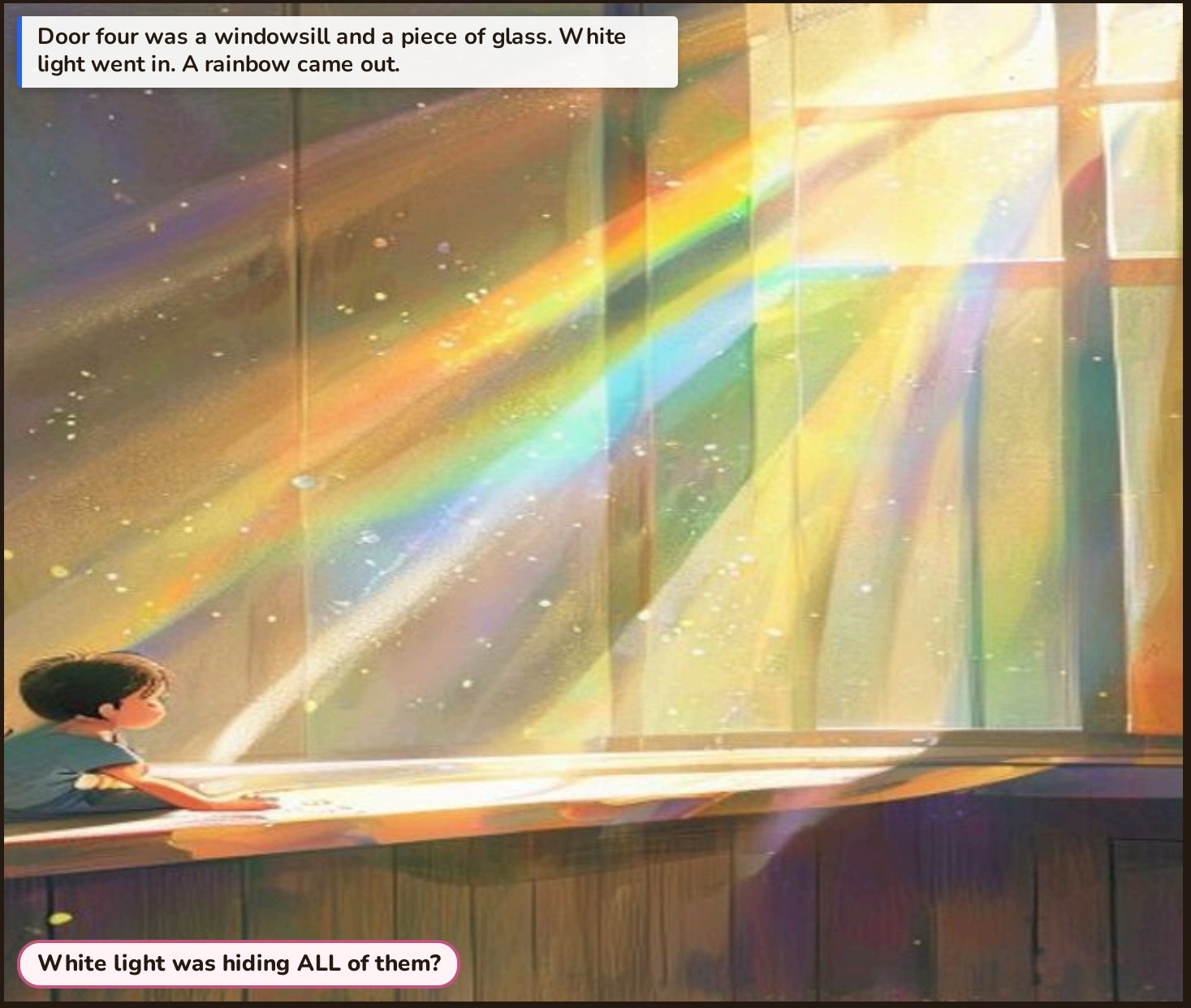
📖 SIRI'S SECRET NOTEBOOK · DOOR 3 UNLOCKED

Sound = wiggling air. Printed as a stripe on the film = perfect sync forever. Music written first, drawings dance to it. Footsteps are gravel and horses are coconuts. LIES. Beautiful lies. 🎵

THREE GHOSTS MAKE A RAINBOW

7a Door Four: where colour comes from

Door four was a windowsill and a piece of glass. White light went in. A rainbow came out.



White light was hiding ALL of them?

★ WORTH REMEMBERING

Your eye has three kinds of colour sensor: roughly red, green and blue. Every shade you have ever seen is those three, in different helpings. Colour isn't in the world — it's **the report your eye files.** 🌈

"So early colour film shot the SAME scene three times, through three filters, then stacked the ghosts back together."



Three films become one picture!

In the ink-and-paint rooms, outlines were traced onto clear sheets — and the paint went on the BACK.

Why the back?

So no brush mark ever shows on camera.

Shelves of paint jars in hundreds of shades, hand-mixed, colour-matched, recorded in a book.

A candy shop that isn't allowed to be eaten.

★ WORTH REMEMBERING

The arithmetic is brutal: 24 frames a second means an 80-minute feature needs over **100,000 painted pictures**. One studio bet its whole existence on doing that. Everyone else called it folly. 🎨

📖 SIRI'S SECRET NOTEBOOK · DOOR 4 UNLOCKED

Colour = R + G + B, because I have exactly three sensors. Films shot three times through filters and stacked. Paint on the BACK of the sheet. 100,000+ pictures per movie. My hand hurts just writing it.

THE CREATURES THAT NEVER TIRE

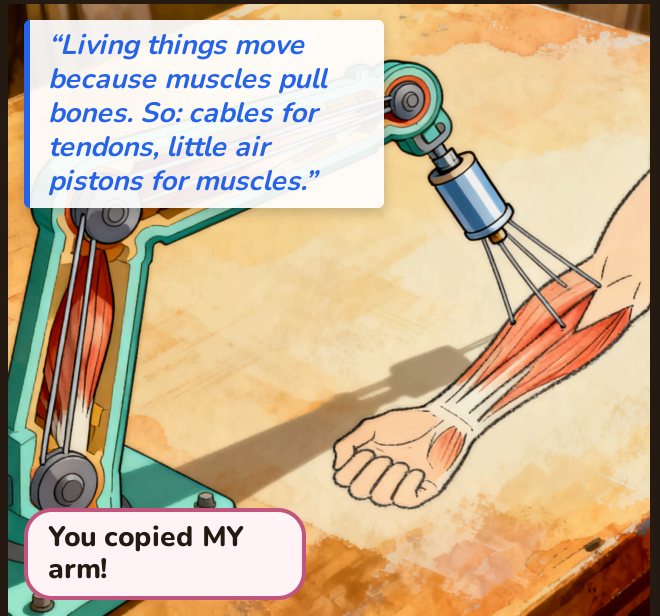
8a Door Five: how do you make a machine breathe?

Door five creaked open on a workshop. A bird of brass gears, tiny pistons and silk-thin cables, half feathered.



It's a SKELETON with feathers on!

"Living things move because muscles pull bones. So: cables for tendons, little air pistons for muscles."



You copied MY arm!

"And the repeating? A spinning shaped wheel — a cam. Its bumps become the beak, the blink, the breath."



The shape of the wheel IS the acting!

★ WORTH REMEMBERING

A **cam** turns round-and-round into exactly-this-and-that. Carve the curve once and the gesture repeats perfectly ten thousand times a day, for years. Reliability, engineered into brass. ⚙️

Downstairs, the finished bird sang to a room full of children. Not one of them thought about gears.



Nobody sees the machine!

If they do, we've failed.

★ WORTH REMEMBERING

The first singing show of this kind opened in 1963, and the word for these creatures — **audio-animatronics** — was invented for it. The real breakthrough wasn't motion. It was motion that never gets tired, never gets sick, and never has an off day.

📖 SIRI'S SECRET NOTEBOOK · DOOR 5 UNLOCKED

Cables = tendons, pistons = muscles, cams = the acting, carved once. 10,000 identical performances a day. Iris's rule: MAGIC IS JUST ENGINEERING NOBODY IS ALLOWED TO SEE. ⚙️🐦

A WORLD BUILT TO FOOL AN EYE

9a Door Six: the biggest stage ever built

Door six opened onto a street. *“Ground floor: normal. Next floor: smaller. Top: smaller still.”*



The buildings are FAKING being tall!

★ WORTH REMEMBERING

Forced perspective. Distant things look small, so your brain runs the rule backwards: small must be far. Shrink each storey and a three-level street reads as a grand six. Physics, used as a paintbrush. 📐

*"Now look outward. A grassy bank rings the whole park.
From inside, the outside world doesn't exist."*



You built a WALL of hills!

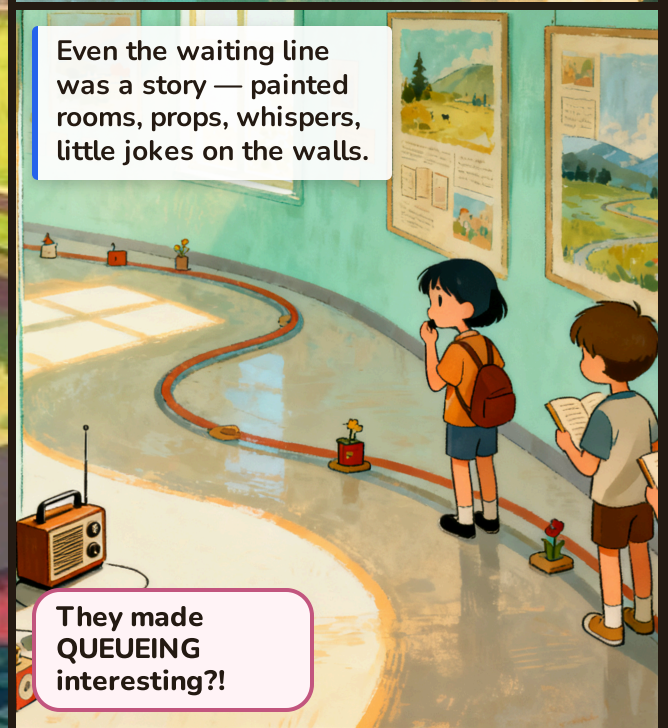
Under a hatch: bright corridors, carts, staff hurrying. A whole hidden basement world.



Backstage is UNDERNEATH?

Nobody should ever see a cowboy buying lunch.

Even the waiting line was a story — painted rooms, props, whispers, little jokes on the walls.



They made QUEUEING interesting?!

★ WORTH REMEMBERING

Waiting is mostly a feeling. Unexplained waiting feels twice as long; occupied waiting feels half as long. So the queue became part of the show.

Fix the feeling, not just the clock. 🕒

Then the ride itself: boats gliding through painted rooms, every scene lit, timed, hidden and repeated.



Nothing here is real!

Everything here is RELIABLE. That's harder.

 SIRI'S SECRET NOTEBOOK · DOOR 6 UNLOCKED

Forced perspective ↑ · earth bank hides the world · tunnels hide the backstage · the queue IS the show. Every single thing you notice was decided. And so was every thing you don't. 🌈

THE SHOW THAT NEVER SLEEPS



Three in the morning. The park empty — and busier than at noon. Repainting. Testing. Scrubbing.



A painter on a ladder covered a faded patch with fresh colour before the sun came up.

Nobody would even NOTICE that!

They'd notice in ten years. That's the point.



In the costume shop: rolls of fabric, dress forms, a seamstress pinning a hem with pins in her mouth.

How many costumes?

Enough that not one is ever shabby.

It's a night SHIFT of hundreds?

★ WORTH REMEMBERING

Business rule hiding in the paint: **quality is cheapest at the source**. Touch up tonight — pennies. Repaint everything in five years — a fortune. Let it look tired and what actually chips is **trust**. Remember this wall. We'll see it at the castle.

Meanwhile the ride was tested empty, over and over, before a single guest arrived.



Every day?

Every single day. Forever.

SIRI'S SECRET NOTEBOOK

The show runs 365 days, so the repairing does too. Fresh paint at 4am. No shabby costume, ever. Test the ride empty before anyone rides it. The word for all of it: **relentless.** 🌙

A HUNDRED THOUSAND HANDS

Door seven filled the whole wall. Behind it: no machine at all. Just... people.

The animator. The seamstress. The mechanic. The sound designer. The gardener. The sweeper.

I only do my small part.

And every part is the **WHOLE** show.

The sweeper crouched to help a lost child find her family, then went back to sweeping.

His job description says **BROOM**. He's doing something else entirely.

The seventh secret is **PEOPLE?**

From above it made sense: one hub, paths like spokes, a different world down each one.

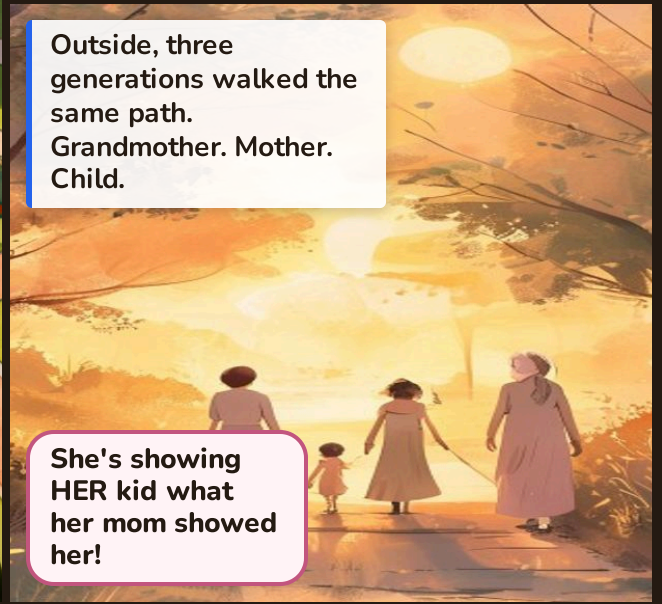


"And the founder? He built model trains in his own garden. Obsessed with things that run beautifully."



The parks came from a HOBBY?

Outside, three generations walked the same path. Grandmother. Mother. Child.



She's showing HER kid what her mom showed her!

★ WORTH REMEMBERING

Sit with this: **nobody on Earth can make a dream alone.** A hundred thousand people each master one sliver — drawing, welding, singing, sweeping — and a company conducts the slivers into one single feeling. The conducting is the invention. 🎵

📖 SIRI'S SECRET NOTEBOOK · DOOR 7, PART ONE

Animators + seamstresses + mechanics + gardeners + sweepers = one feeling. Nobody holds the whole recipe. So the real question: WHO'S THE CONDUCTOR? ...I think I'm about to find out.

PAINTING WITH MATHEMATICS

*"One more room," said Iris.
"Because in the 1990s, the
pencil got a very strange new
cousin."*



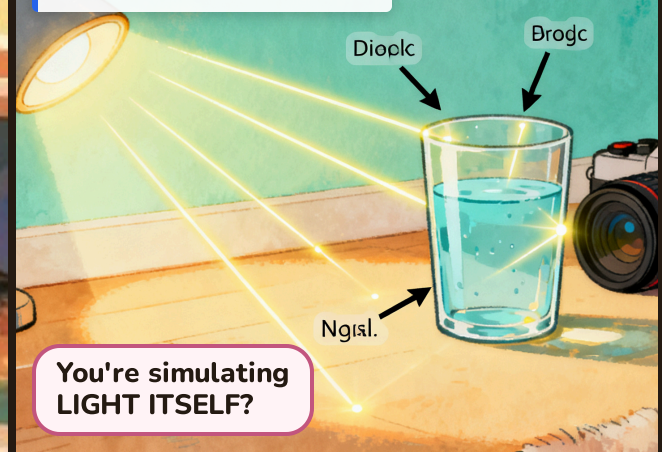
A computer that
DRAWS?

On screen: a character
built as a wire mesh of
thousands of tiny
triangles, then wrapped
in skin.



It's a puppet
made of MATHS!

*"Then we ask the
computer a physics
question: if light left
that lamp, where would
it bounce?"*

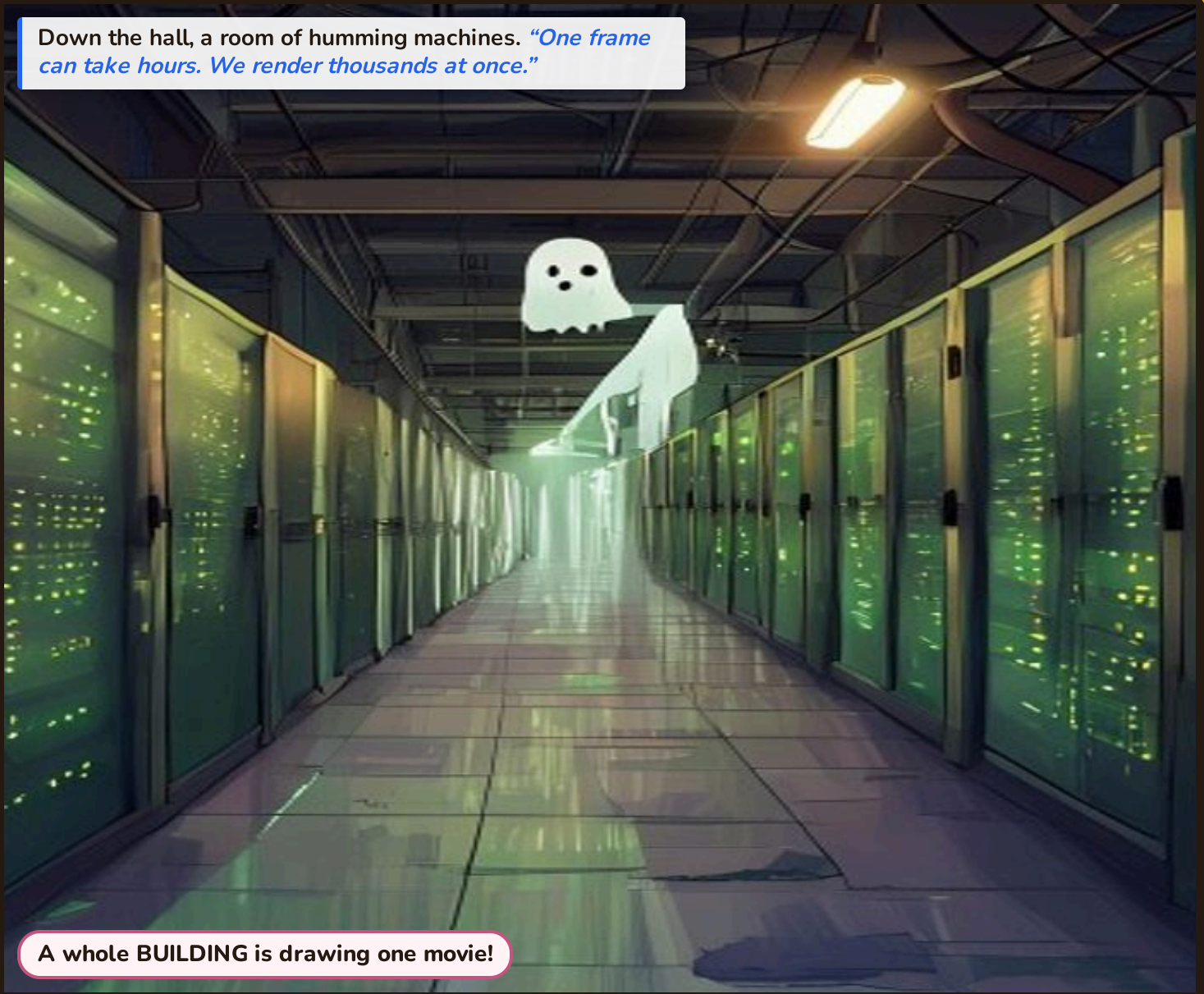


You're simulating
LIGHT ITSELF?

★ WORTH REMEMBERING

Ray tracing. The computer follows imaginary light rays as they bounce, scatter and dim — the same rules real photons obey. That's why the fur looks soft and the water looks wet. It isn't drawn. It's **calculated**. 💡

Down the hall, a room of humming machines. *"One frame can take hours. We render thousands at once."*



A whole BUILDING is drawing one movie!

★ WORTH REMEMBERING

Notice what did NOT change: key poses, squash and stretch, spacing, timing, twelve rules of acting. The tool moved from pencil to processor. **The craft underneath stayed exactly the same.** 🖍️

📖 SIRI'S SECRET NOTEBOOK

Computer animation = triangle mesh + simulated light bouncing + a building full of machines rendering for hours. But the RULES are the old rules. New brush. Same hand.



WHY FAMILIES SAY YES

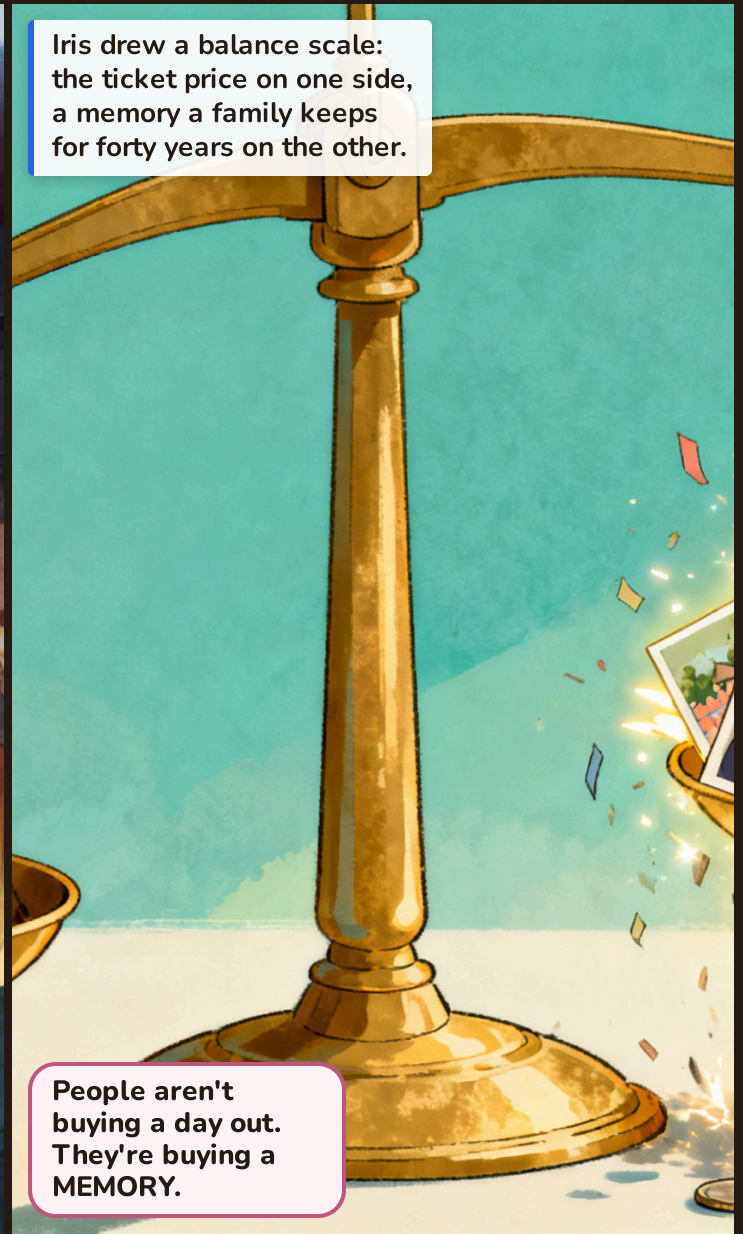
13a Siri's question Flips

A dark theatre. Four hundred strangers gasping at the same second, laughing at the same second.



Nobody told them to do that TOGETHER!

Iris drew a balance scale: the ticket price on one side, a memory a family keeps for forty years on the other.



People aren't buying a day out. They're buying a MEMORY.

★ WORTH REMEMBERING

Warren's favourite riddle: **price is what you pay, value is what you get.**

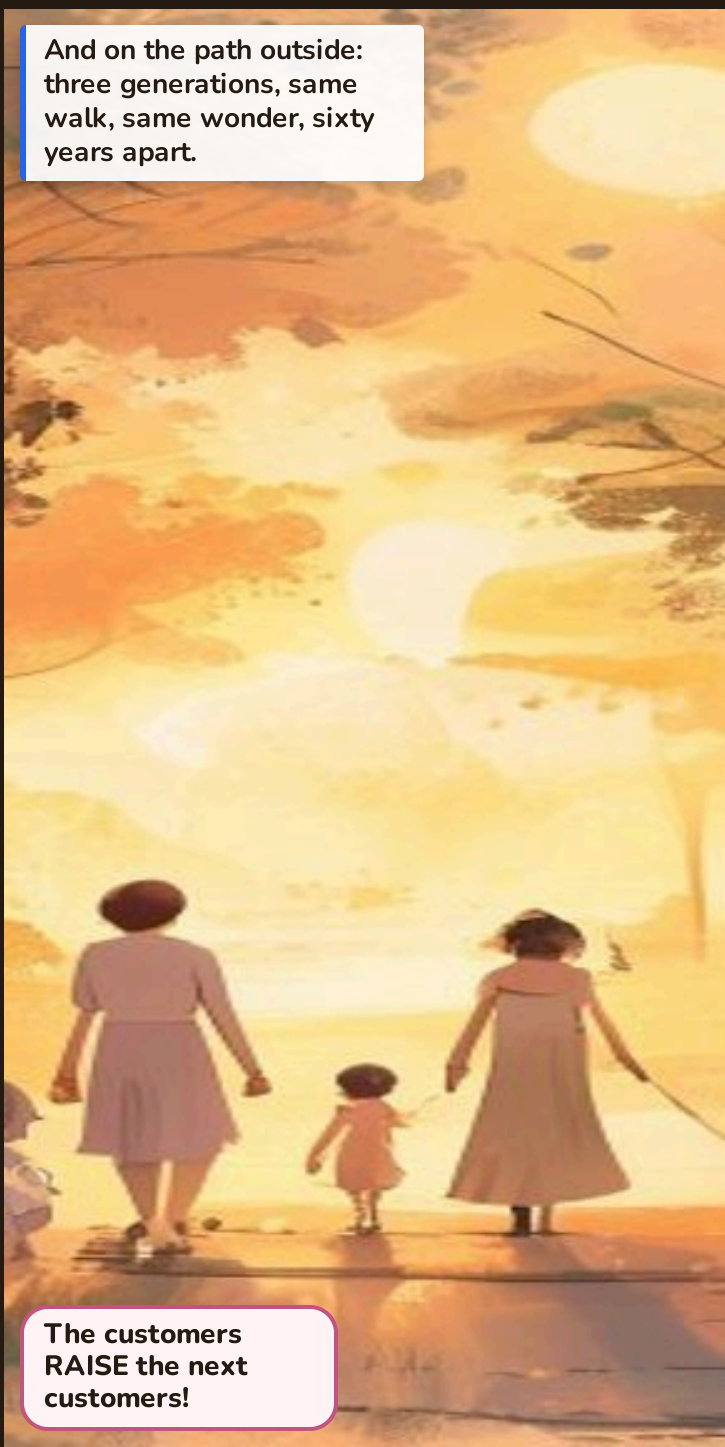
When the value side crushes the price side, customers don't feel tricked — they feel **grateful**. Gratitude is the sound of a business that lasts. 🧡

Through a window: a grandfather wrapping a toy of a character he loved when HE was seven.



He's giving his grandson his own childhood!

And on the path outside: three generations, same walk, same wonder, sixty years apart.



The customers **RAISE** the next customers!

 SIRI'S SECRET NOTEBOOK

My question flipped: not 'how does it work' → 'WHY spend billions?'

Answer #1: a story loved in childhood is handed DOWN. One happy seven-year-old = a customer for seventy years.

ONE IDEA, MANY DOORS

Answer #2 was a wheel.
One story at the hub — and
doors all around the rim.

Film. Song. Ride.
Toy. Series. Book.

*"A song from a film gets
sung at bedtime for thirty
years. That's not
marketing. That's
MEMORY."*

The song keeps the
story alive for free!

In the workshop: the same
character as a toy, a
lunchbox, a costume, a
bedspread, a birthday cake.

One drawing pays
for itself a
thousand ways.

*"And every door funds the
next one. The film pays for
the ride. The ride sells the
toy. Round and round."*

It's a FLYWHEEL!

★ WORTH REMEMBERING

Grown-ups call it **intellectual property**, which sounds dull. Here's the truth: making a story people love is **terrifyingly hard**. But once you have one, you can open door after door for a century — and each door makes the story more loved. 🤖

★ WORTH REMEMBERING

One thing to pocket for later: the wheel spins only while the stories are good. Open too many cheap doors and the character stops feeling special. A flywheel can also be **worn out**. 🤖



SIRI'S SECRET NOTEBOOK

Answer #2: THE FLYWHEEL. Story → film → song → ride → toy → series, and every door pays for the next. But: overspin it and the magic thins. Filing that under CRACKS. 🎡

THE PRICE OF TRUST



★ WORTH REMEMBERING

Answer #3: **trust, built on purpose**. When a family knows what the mark on the gate means before they read a single word — safe, kind, worth it — that is a **brand**. Brands are not slogans. They are promises kept so many times they became an expectation.

★ WORTH REMEMBERING

And the cruel arithmetic: a promise takes **decades** to build and one bad summer to dent. Which is why the paint gets touched up at 4am and the ride gets tested empty every morning. 🛠️



SIRI'S SECRET NOTEBOOK

Answer #3: TRUST. Safety checks + relentless polish + always improving what's already finished. Value → Flywheel → Trust. Now — WHO built all this? Compass is spinning again



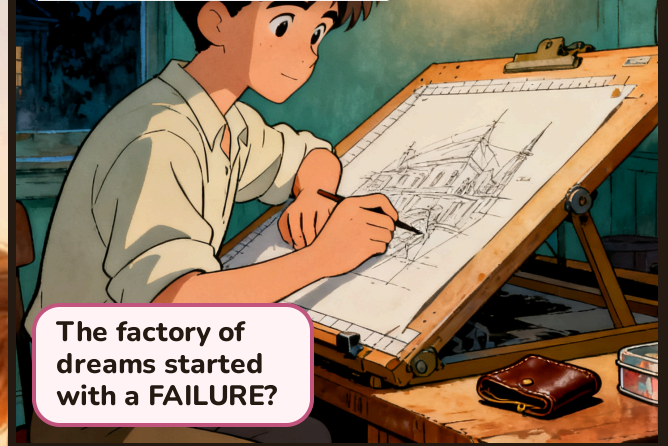
THE MAN WHO WENT BROKE TWICE

The compass dragged her down a small main street — to a pale castle with blue turrets. Siri knew the name. Everyone does.



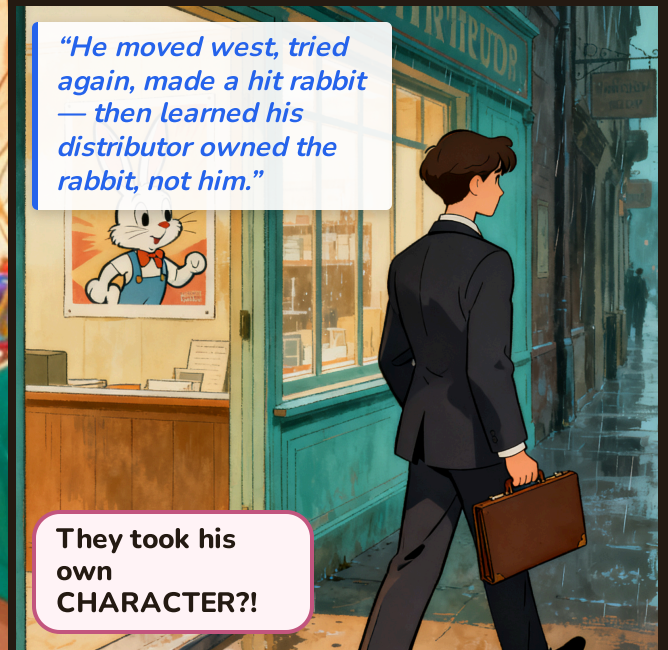
DISNEY! The hat is Mickey's ears!

"A boy from a farm who drew all night. In 1923 his little studio ran out of money. He was twenty-one."



The factory of dreams started with a **FAILURE?**

"He moved west, tried again, made a hit rabbit — then learned his distributor owned the rabbit, not him."



They took his own **CHARACTER?!**

★ WORTH REMEMBERING

The most expensive lesson of his life, learned at twenty-six: **own what you create**. Everything Disney later became — the library, the characters, the parks — grew out of the day someone walked off with his rabbit.

"So on the train home he drew a new one. A mouse. And in 1928 he gave it something no cartoon had: a VOICE, in perfect time."



Steamboat Willie.
The mouse
WHISTLED!

"Then he announced a feature-length cartoon. The whole industry called it 'Disney's Folly'. He mortgaged his house."



He bet his
HOUSE on a fairy
tale?

1937. Snow White premiered — and grown men cried in the dark. It became the most successful film of its time.



Folly. Then
history.

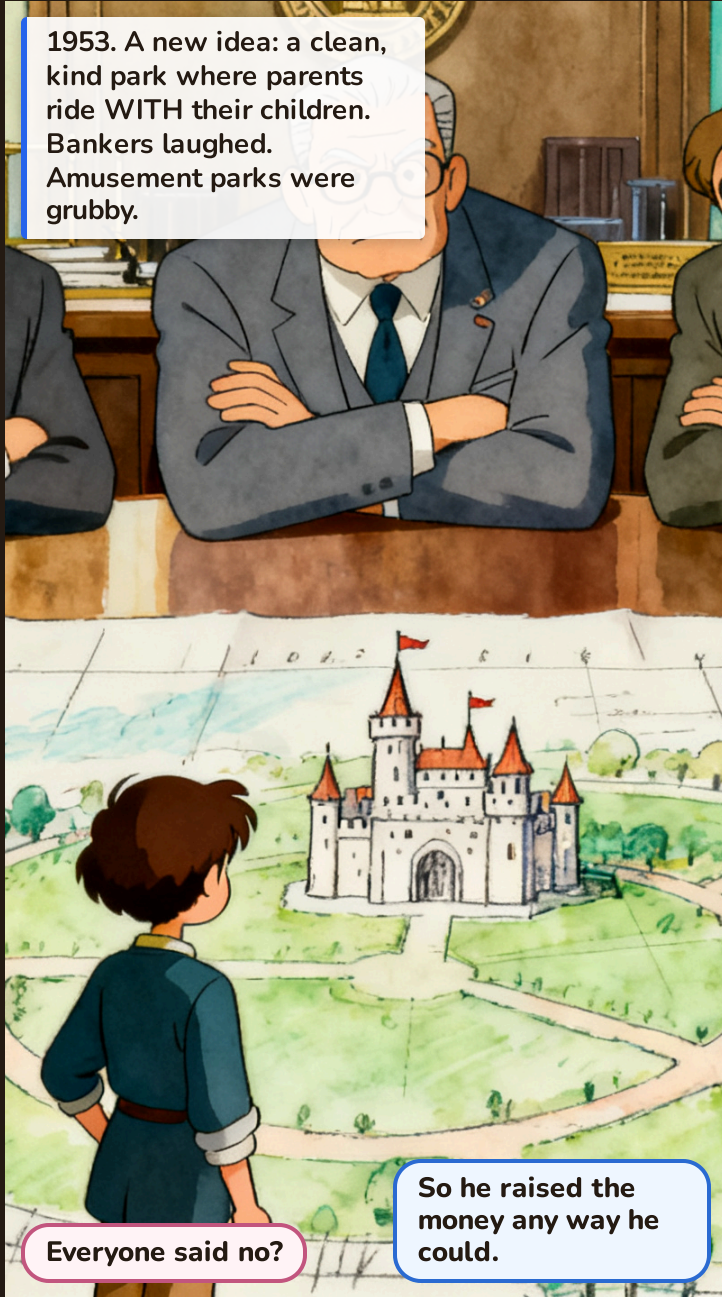


SIRI'S SECRET NOTEBOOK · THE REVEAL

DISNEY. Broke at 21 → lost his own rabbit at 26 → drew a mouse and gave it SOUND → bet the house on the first feature cartoon → it worked. Rule carved in stone: OWN WHAT YOU MAKE. 🐭

THE PARK NO BANK WOULD FUND

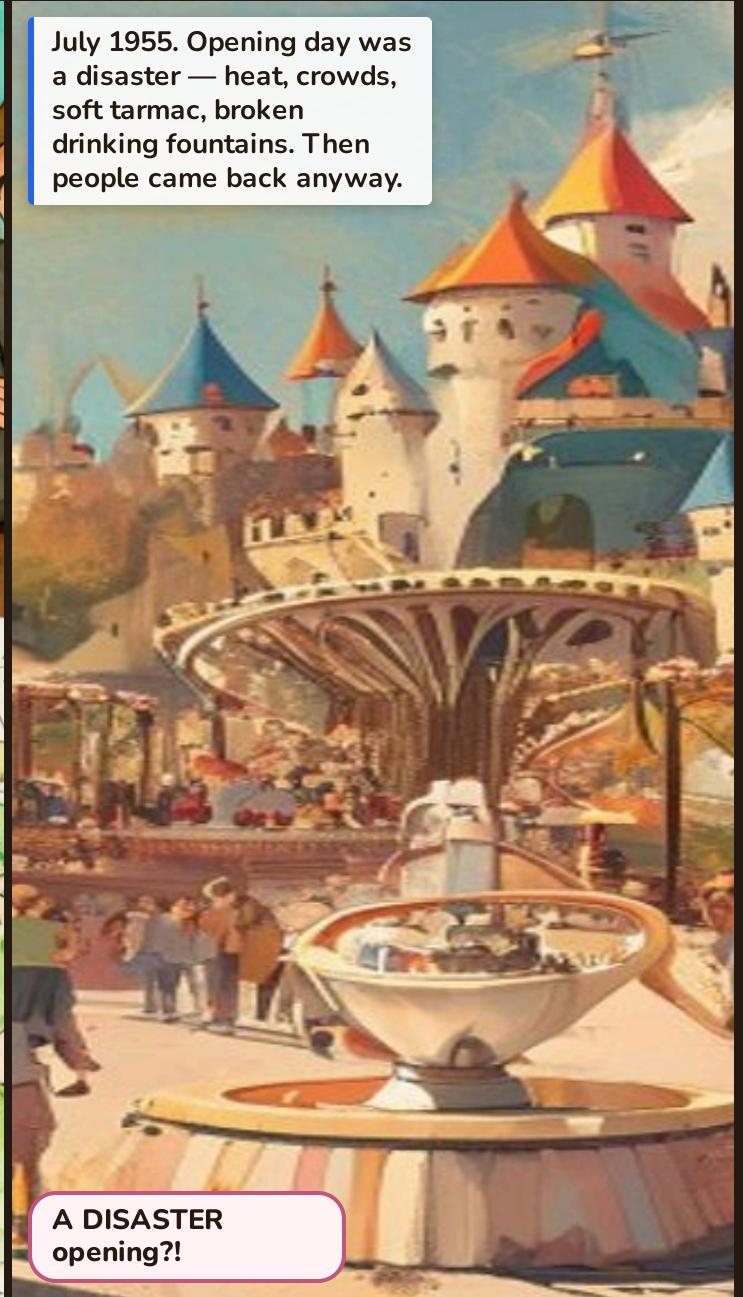
1953. A new idea: a clean, kind park where parents ride WITH their children. Bankers laughed. Amusement parks were grubby.



Everyone said no?

So he raised the money any way he could.

July 1955. Opening day was a disaster — heat, crowds, soft tarmac, broken drinking fountains. Then people came back anyway.

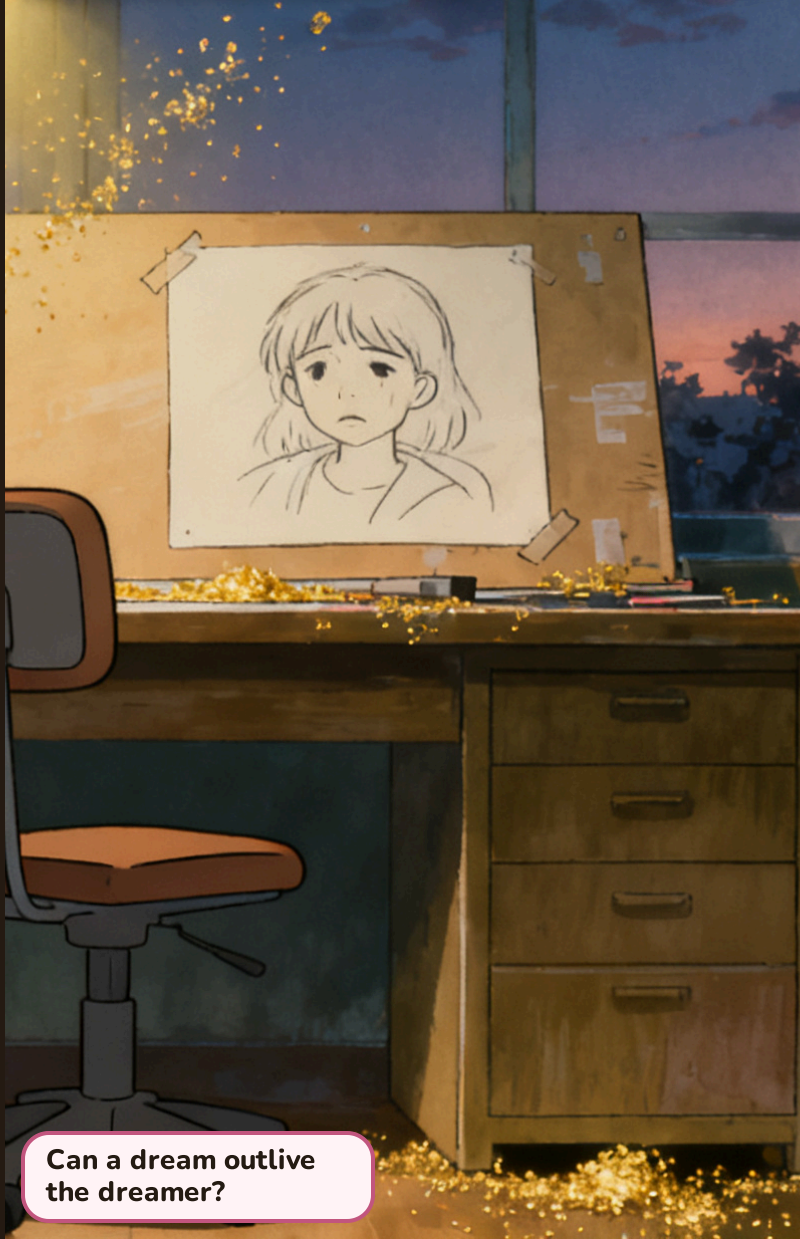


A DISASTER opening?!

★ WORTH REMEMBERING

Why did it survive? Because the **idea** was right even when the day was wrong. He fixed it, and kept fixing it. He called the habit **plussing** — never finished, always one improvement more. 🛠️

"Then in 1966, before the Florida park opened, he died. Everyone asked the same question: can it go on without him?"



Can a dream outlive the dreamer?

"It wobbled for years. Then in 1989 the songs came back — and a new generation had its own favourites."



The music **EVERYONE** knows!

"And later it invited others in: a computer-animation studio, a universe of superheroes, a galaxy far away."



They bought whole **STORY WORLDS**?

Storytellers, mostly. The stories came with them.

★ WORTH REMEMBERING

Look at the shape of the century: **one obsessive founder, then a system that could survive him.** That is the hardest trick any company ever performs — turning a person's taste into an institution's habit.



THE STORY IN TIME

1923

A young animator's first studio goes broke. He moves west and starts again.

1928

Steamboat Willie — a cartoon mouse with synchronised sound.

1932

Flowers and Trees — the first cartoon in full Technicolor.

1937

The multiplane camera wins praise; Snow White premieres in December.

1940

Fantasia experiments with music, animation and surround sound.

1955

Disneyland opens in California, on a very hot July day.

1963

Audio-animatronic birds sing in the Enchanted Tiki Room.

1966

Walt Disney dies. The company must learn to continue.

1971

Walt Disney World opens in Florida.

1989–99

The animation renaissance — the songs everyone still knows.

2006–19

Pixar, Marvel, Lucasfilm and more join the family.

2019

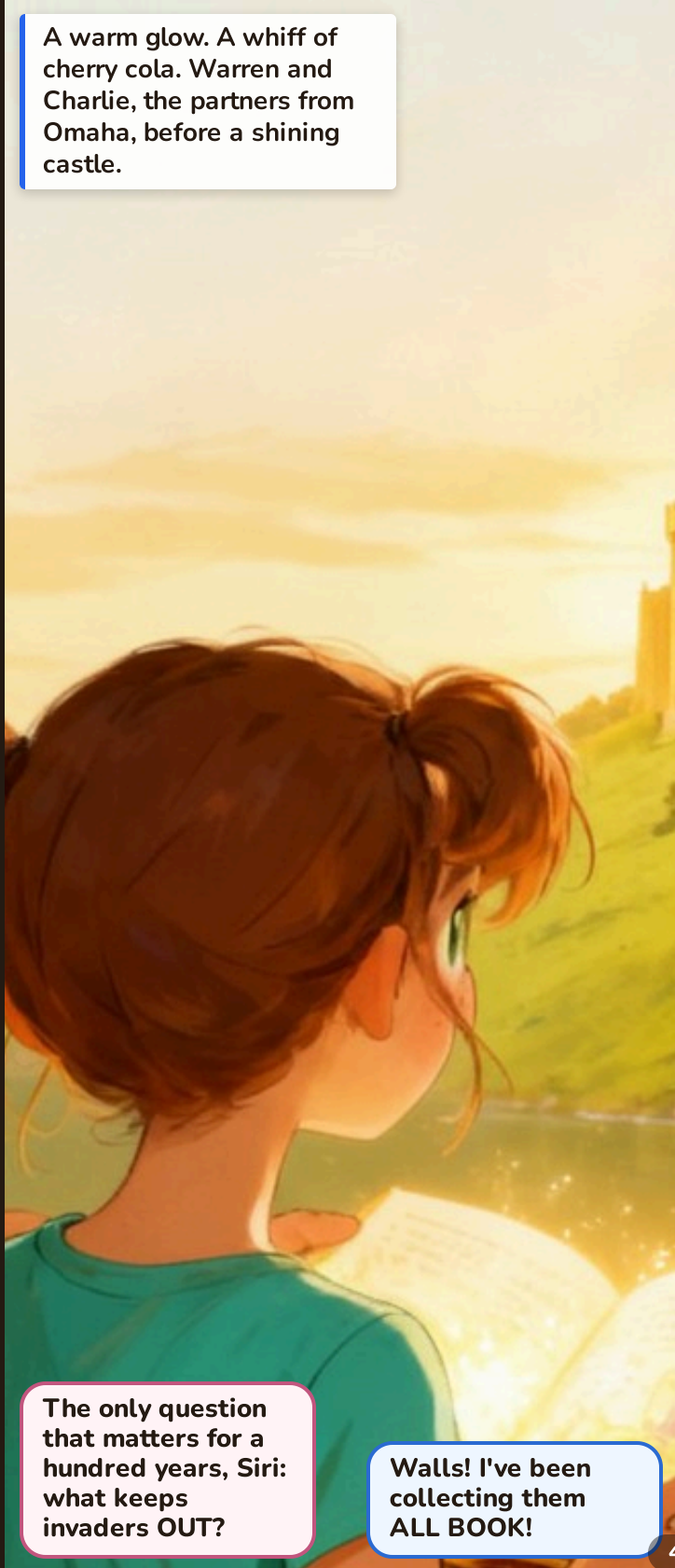
Disney+ — the whole library, streamed straight home. 🏰



SIRI'S SECRET NOTEBOOK

No bank would fund the park. Opening day = disaster. He plussed it anyway. Founder died 1966 → wobble → renaissance 1989 → new story worlds join. A person became an INSTITUTION. 🏰

THE CASTLE OF STONE



A warm glow. A whiff of cherry cola. Warren and Charlie, the partners from Omaha, before a shining castle.



On a bench under a tree, the two old friends let her lay the walls out one by one. Nodding. Chuckling. Correcting.

The only question that matters for a hundred years, Siri: what keeps invaders OUT?

Walls! I've been collecting them ALL BOOK!

Scarier than any school quiz. A hundred times more fun.



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Wall One: Characters That Never Age

Anyone can hire animators.
Nobody can invent a character your grandmother already loved at seven.
Affection compounds across generations and cannot be bought.



Wall Two: Land, Steel and Time

A great park costs billions and takes a decade, and the good land is already loved. A copy across town is an expensive way to come second.



Wall Three: One Idea, Many Doors

Film, song, ride, toy, series — each door pays for the next and makes the story more loved. Rivals have some doors. Very few have all of them.



Wall Four: A Promise to Parents

Grown-ups trust the mark before they read the title: safe, kind, worth the money. That permission was earned once and spends for decades.

Charlie tapped his thick glasses. *"Turn the telescope around. Don't ask how it wins — ask what would DESTROY it. Then check they aren't doing that. Invert, always invert."*



Find every way to LOSE... then don't go there!



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Crack One: The Old River Drying

For decades, television channels paid the bills. Families are leaving them for streaming, and streaming is far more expensive to run.



Crack Two: Hits Are Not Guaranteed

Stories are made by people, and some years the films simply miss. A castle built on taste must keep finding good taste.



Crack Three: The Flywheel Can Wear

Push prices or merchandise too hard and 'special' quietly turns into 'ordinary'. That damage is slow, and very hard to undo.



Crack Four: Parks Feel the Weather

In a bad economy — or a bad year for travel — the parks empty fast while their costs stay stubbornly full.



★ WORTH REMEMBERING

Charlie's ruin-the-castle checklist: bore the audience. Sell the characters cheap until they feel ordinary. Raise prices faster than the joy. Let the paint fade. Assume yesterday's hits guarantee tomorrow's. Now — **just never do those.** Inversion turns worry into a checklist.

Warren raised his cola. *"Ask one plain question: in thirty years, will parents still want to give their children this feeling? If yes, the walls matter more than any headline."*



The treasure was never the movie!



SIRI'S SECRET NOTEBOOK · THE CASTLE

WALLS: ageless characters 🐭 land & time 🎪 many doors 🔄 promise to parents 🤝. CRACKS: old TV drying 📺 hits can miss 🎬 flywheel wears 🎡 parks feel weather 🌧️. Charlie: INVERT. 🏰

THE JUDGE'S QUESTIONS

Then Warren built a tiny courtroom on the grass — and put the HAT on the witness stand. *“Every business answers a judge someday. The judge is the future. Today, that's you.”*

TOK TOK

Order in the court!

Siri banged the little gavel and fired Warren's five eternal questions.



Question one, witness: will people still NEED you in thirty years?



★ WORTH REMEMBERING

The Owner's Court:  Enduring need? — 'Being told a story. Older than writing.'  Trust earned? — 'Parents hand me to their children, then their grandchildren.'  Reinvesting wisely? — 'Billions a year into new films, new lands, new machines — and I rebuild what already works.'  Copyable with money? — 'A park, in ten years. A character your grandmother loves? Never.'  What breaks you? — 'Only boredom, and my own keepers getting careless.'
Court adjourned for lemonade.

Last exhibit: a painting of 2056. A child laughing at something that isn't a screen and isn't a stage — but is definitely a story.



The SHAPE changes. The NEED never does.

SIRI'S SECRET NOTEBOOK • JUDGE ANY BUSINESS

Warren's five: ① enduring need? ② trust earned? ③ reinvests wisely? ④ copyable with mere money? ⑤ what breaks it? Works on soap, railways, red fizzy cans — anything. (He never once mentioned a stock price. The judge judges the BUSINESS.) ⚖️

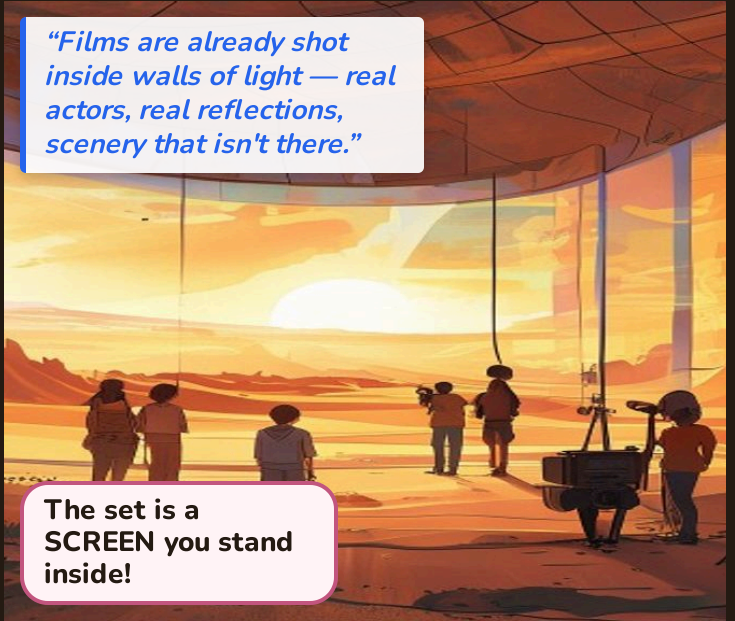
THE NEXT THIRTY YEARS

One last walk: a room where the scenery is projected on curved walls and quietly changes around you.



The screen might disappear completely...

"Films are already shot inside walls of light — real actors, real reflections, scenery that isn't there."



The set is a **SCREEN** you stand inside!

"And characters are learning to answer. Not a script — a conversation, with a personality that stays true."



The mouse could talk **BACK** to me?

"And the parks keep travelling. Every new country gets its own version of the same feeling."



Same promise. Different weather.

★ WORTH REMEMBERING

No crystal balls — just visible currents: machines helping make films, rides that change with each rider, characters you can talk with, new parks in new places, and the whole library one tap away. Siri's rooftop rule: **don't bet on the screen — bet on the wanting.** 🌟

On the rooftop at dusk, she added the honest last line: a story can comfort you, or it can just fill your time.



Best servant. Worst master. Choose. 🧡

SIRI'S SECRET NOTEBOOK

2056 watchlist: light-wall film sets, rides that remember you, characters that chat, more parks, whole library one tap away. Rules: bet on the wanting, not the screen · trust is the crown. 🎮

THE SECRET NOTEBOOK

Home stretch. Siri pinned every discovery to her wall and joined them with red string.



It's all ONE WEB. Every thread pulls every other thread.



★ WORTH REMEMBERING

The Science Web, one breath: stills shown fast
→ your brain sews motion → squash, stretch
and spacing make it feel alive → layered glass
makes depth → a stripe of light carries sound →
red, green and blue make every colour → cams
and cables make creatures that never tire →
shrunk storeys make a street feel grand.

Ordinary physics, stacked extraordinarily.



★ WORTH REMEMBERING

The Business Web, one breath: a story people love → many doors (film, song, ride, toy) → a flywheel where each door funds the next → trust, kept with 4am paint and empty test runs → a castle of ageless characters, land, doors and promises — patrolled with Charlie's inversion and judged by Warren's court.

The true test: she retold the **WHOLE** thing to her little cousin. With a flipbook and sock puppets. He got it.



If you can't explain it with socks, you don't really know it yet.



SIRI'S SECRET NOTEBOOK · THE LATTICEWORK

Charlie's word for my string-wall: a
LATTICEWORK of mental models. Twelve from
ONE hat: apparent motion · shape is emotion ·
parallax · same-strip sync · three sensors · cams
repeat forever · forced perspective · waiting is a
feeling · price vs value · the flywheel · brand =
promise kept · invert. ✨

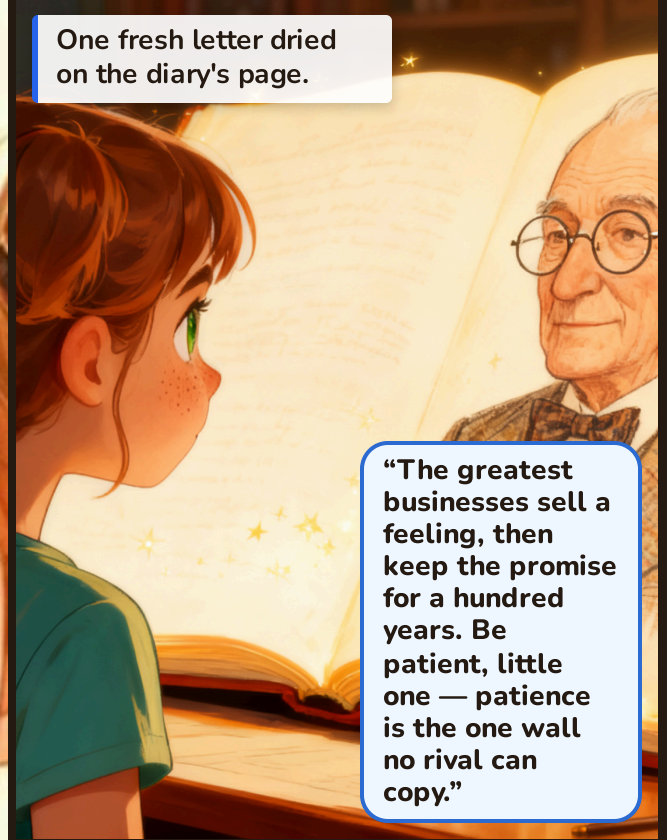
COMING HOME

Her own bed. Morning. The compass: quiet. The house: lit differently, somehow.



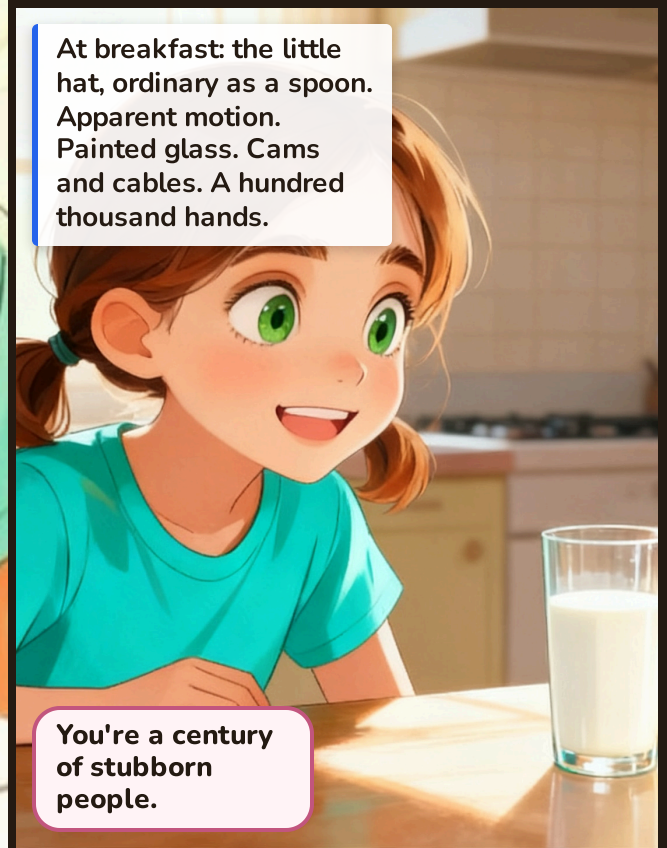
Was it real? It FELT real...

One fresh letter dried on the diary's page.



"The greatest businesses sell a feeling, then keep the promise for a hundred years. Be patient, little one — patience is the one wall no rival can copy."

At breakfast: the little hat, ordinary as a spoon. Apparent motion. Painted glass. Cams and cables. A hundred thousand hands.



You're a century of stubborn people.

Then she put the hat on Dad's head — and the whole family laughed until the milk was in danger.



Turns out the feeling still works.



She hugged the diary tight. Somewhere far away, a pale castle caught the morning sun.



Show me the next one, Grandpa. ♥



★ WORTH REMEMBERING

Next unlock, feel it: still pictures your own brain
sews into life — painted layers pretending to be
distance — a whistle printed as a stripe of light
— brass cams performing the same gesture ten
thousand times a day — and a promise kept so
long that grandparents queue to share it.

Nothing, from now on, is just anything.



SIRI'S SECRET NOTEBOOK · VOLUME CLOSED

Seven doors. Twelve mental models. One castle.
One bankruptcy. One stolen rabbit. One
courtroom on the grass. But the compass is
twitching toward the toy shelf... something
small... something PLASTIC... and it clicks. Next
volume. 



OUR PHILOSOPHY

We believe the greatest gift we can give a child is the ability to think.

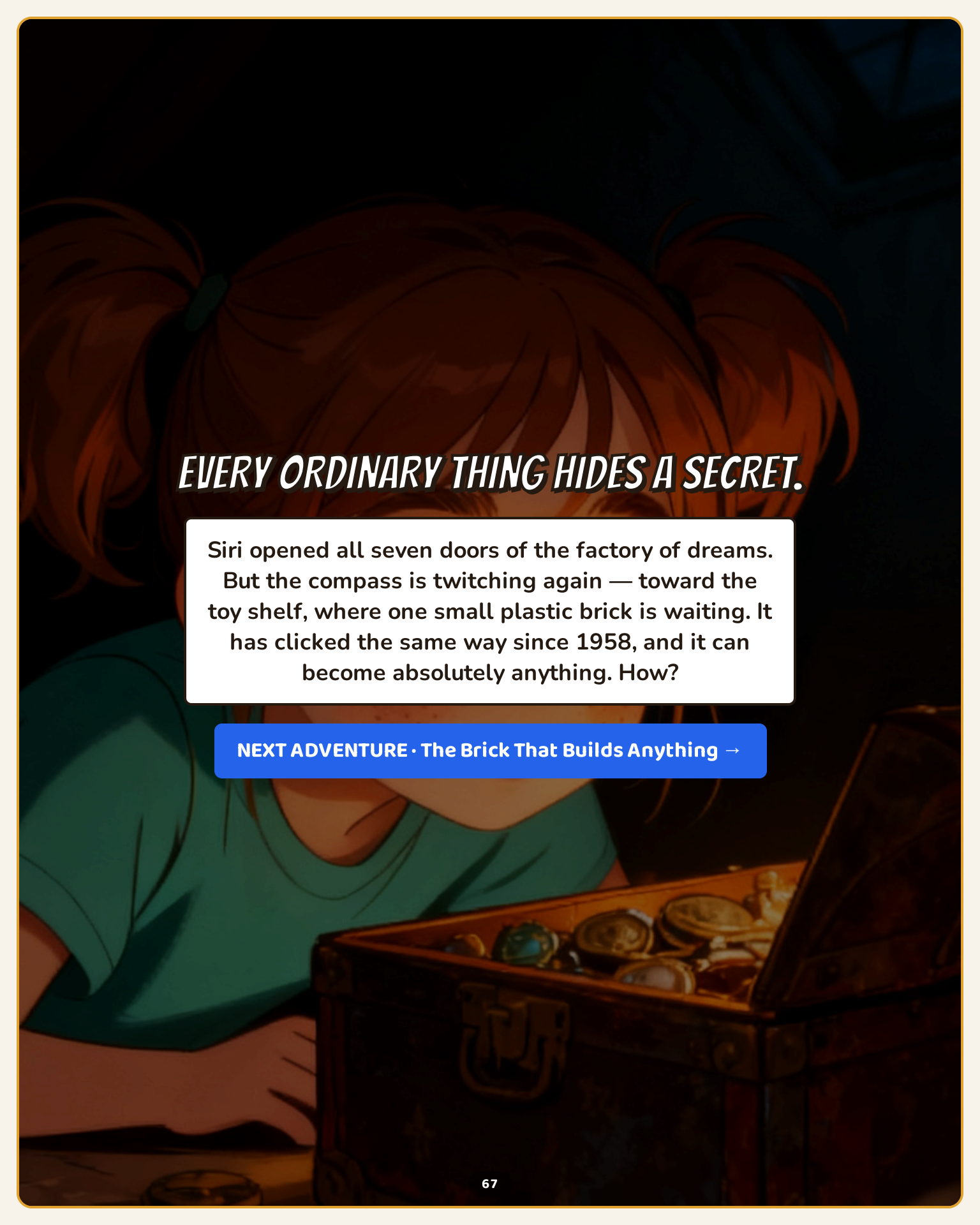
Inspired by the multidisciplinary thinking of [Charlie Munger](#) and the rational, long-term philosophy of [Warren Buffett](#), our comics connect science, technology, business, history, and human behavior to show how the real world works.

Every story begins with a scientific idea and follows its journey into innovation, industry, and the businesses that create value for society. Along the way, children learn that great companies are built on curiosity, experimentation, integrity, and long-term thinking.

Our goal is not to teach children how to invest, but to help them build the mental models needed to understand the world, ask better questions, and think independently.

The companies featured in *The Great Company Adventures* are educational case studies—not investment recommendations. They show how knowledge, innovation, and perseverance turn ideas into products, services, and enduring businesses.

LEARN THE SCIENCE. • UNDERSTAND THE BUSINESS. • THINK FOR LIFE.



EVERY ORDINARY THING HIDES A SECRET.

Siri opened all seven doors of the factory of dreams. But the compass is twitching again — toward the toy shelf, where one small plastic brick is waiting. It has clicked the same way since 1958, and it can become absolutely anything. How?

NEXT ADVENTURE • The Brick That Builds Anything →