

TEAM COMPETENCY PROJECT

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Company history and overview

Marvel Comics, it is a famous American comic company. It was founded in 1939 and officially named Marvel in 1961. It was formerly translated as "Marvel Comics" and used to be named "Time Comics" and "Atlas Comics". In April 1939, the company created the world's first mutant superhero, Namor, on the first issue of "Movie Comics Weekly" (Sarah, 2018, p.1). In October of the same year, the company created the world's first biochemical superhero - the first generation of Thunder and Lightning - in the first issue of "Marvel Comics" and introduced Namor into it. This double cooperation between water and fire hit the first punch in Marvel's history. At the end of 2009, Marvel was acquired by Walt Disney Company for US \$ 4.24 billion and became its subsidiary company. In September 2010, Marvel announced its official Chinese name as "漫威". It has Spider-Man, Wolverine, Captain America, Iron Man, Thor, Hulk, Captain Marvel, Deadpool, Ant-Man, The Wasp, Black Widow, Doctor Strange, Iron Man, Panther, Doctor Strange, Nightmare, Black Widow, Eagle Eye, Punisher, Jessica Jones, Luke Cage, Iron Fist, Evil Spirit Knight, Blade Warrior, Conan the Barbarian and other superheroes, as well as The Avengers, X-Men, Fantastic Four, Galaxy Guard, Agents of Shield and other superheroes.

Marvel has produced a total of 15 films in nine years, each of which has

laid down an interconnected foreshadowing. They have combined and concatenated each series of these films into a powerful whole with a unified world outlook. This is called Marvel's movie universe, because we can see that all movies have a main line. This practice is actually an extremely successful business case. Marvel's success is neither overnight nor accidental.

In this project, Marvel's promotion department will be treated as a company Sub-Team that will be analyzed and introduced. Also the weaknesses that Marvel have will be describe and gives solutions and activities. Promotion team include Operations and sales, Marvel has a fairly mature operation and promotion team with a mature system and strong derivatives and surrounding product chains. However, in this respect, Marvel still has threats and drawbacks that need to be improved and improved. In this Sub-team, there are many advantages and disadvantages, which will be analyzed in detail in this project.

SWOT analysis

<p>Strength</p> <ol style="list-style-type: none"> 1. With sufficient funds for global promotion 2. The team is full of energy and creativity 3. The team's efforts have added continuity and special effects to the viewing 	<p>Weakness</p> <ol style="list-style-type: none"> 1. The team needs fresh blood or it brings aesthetic fatigue 2. The team's technological innovation and leadership innovation is insufficient 3. The Promotion problems about Decentralized Copyright
<p>Opportunities</p> <ol style="list-style-type: none"> 1. the leader Kevin Fitch's Vision 2. The good times of superheroes have many followers 3. Use of Extension Coverage to Increase Fame 	<p>Threats</p> <ol style="list-style-type: none"> 1. Management Team of Competitor DC company 2. Disadvantages of design of superheros 3. Leading a team will lead to differences of opinion and conflicts

Company team introduction and background

The company team has been making unremitting innovations. Marvel's heroes are different from ordinary people's think even it looks strange. Each hero has his own shortcomings and areas of weakness, just this factor, making them more popular and influential. Innovation is a very important point in leadership style (Businessballs, 2018, p.1).

For Marvel, the promotion team needs to choose the promotion direction according to the enterprise's own development. After choosing a good brand and promoting it, we need to evaluate the effect, and if it meets the requirements, we must stick to it for a long time. In addition, how to lead the promotion team is also a very important factor to take part in the market. With regard to Marvel's approach to employment, many teams complain that Marvel has very strict control over its own content and gives little freedom to the director. In fact, excellent teams should have a high degree of control over their own content, as should promotion teams. They cannot determine the style of roles, but they can determine the leadership and sales plan within the team.

Marvel's promotion team once faced serious difficulties. In the 1950s, Marvel Comics suffered the greatest challenge. In 1945, the relevant departments strictly controlled the publication of comics. Comics companies had to set restrictions on themselves and society was also

opposed to comics within a year. Comics stopped promoting and sales dropped 75 %, Marvel's founder Goodman was overwhelmed and shut down the company called Atlas at that time, leaving only a small office and a team opportunity to collapse. Marvel lost almost all publishing channels and had to rely on rival DC to distribute a few cartoons to survive. Stan Lee almost decided to quit the industry, but one thing changed all this. In 1961, Goodman suddenly thought of the popular Justice Alliance that DC Company had just launched, which was a team that gathered all heroes. Inspired Goodman decided a decision that Jamais had changed the history of comic books: to build its own team that combine all superheros that Marvel created.

This decision saved Marvel and changed Marvel's development. The promotion team also played an indelible role in it. They understood the positioning of the brand and how the promotion could reflect the value of the work to a greater extent. Most importantly, their team gradually formed a system under the leadership. Then based on the weaknesses part of the SWOT chart below, there are 3 needs that divided into 3 chapters that will be listed and analyzed, it also include solutions and activities step by step.

Three needs assignments (weaknesses)

1. The team needs fresh blood or it brings aesthetic fatigue.

In different small groups, fresh blood means diversification of ideas.

Diversified ideas will give the company more choice and ease the fatigue caused by the same superheroes. For the promotion team, fresh blood will make the promotion more diversified. Leaders will hire fresh and innovative team members to make the promotion easier. Marvel needs to strengthen outdoor promotion, not only on the Internet, but even though Marvel already has great popularity, the audience is still the majority of young people on the Internet. Outdoor promotion can make movies or cartoons visible to people of different ages and segments.

2. The team's technological innovation is insufficient.

Technological innovation includes many aspects. The most important technological innovation should be film shooting skills and special effects. Secondly, technological innovation is also needed in the team. Marvel is a dynamic company, but in some aspects it still adheres to the most primitive model, such as promotion and distribution and publishing, the company can let leaders take more players' opinions in the promotion team. For example, peripheral products can be visited outdoors in the promotion process, new retail stores around Vendre can be added, and heroic scenes or movie scenes can be arranged in some shopping malls.

3. The Promotion problems about Decentralized Copyright causes hard to promote intensively.

These hero prototypes are first in the cartoon. In order to make these

heroes into films, the film companies must first buy the rights of these heroes from comic companies, which are not Marvel's subsidiaries, but are independent. All film companies have the right to buy the rights of these comic heroes, such as Spider - Man's rights, which were originally owned by Sony and are now acquired by Marvel. In addition, During the global promotion of the promotion team, some investors took a fancy to the advantages of the enterprise and signed some copyrights with regional signs. For example, in European countries, Asian Marvel movies cannot be seen online. Even though the plots are mostly similar, some parts are different. These are all problems caused by copyright ownership in the promotion process.

Need One

The team needs fresh blood or it brings aesthetic fatigue.

In the promotion team, the promotion mode needs to be changeable and cannot be single. For Marvel, the promotion cannot be static. For example, some superhero movies will have many parts. The first content cannot be repeated during the promotion of the second movie. Only by highlighting the technological update and progress of the highlight of this step can the audience be guaranteed not to suffer aesthetic fatigue. " Aesthetic fatigue" was originally an aesthetic term, indicating that the excitement of aesthetic objects was weakened and no longer had a strong sense of

beauty or even disgust. The use of Zhang Guoli's Sichuan - style line "sleeping in a bed for more than 20 years is really a bit of aesthetic fatigue" in the movie " Mobile Phone" has brought the word into the stage of popular language. Now " Aesthetic fatigue" is frequently found in the media and becomes an elegant humorous term, and its meaning is generalized as long as you are annoyed by something. Can be declared suffered from " aesthetic fatigue.

Solution and activities for Need One

Firstly, Leadership is widely used in promotion. A good leader directly determines the income of this team (Bill, 2004, p.1). The first measure leaders can adopt is to recruit more employees and let employees have more time to communicate. This ten-person promotion team is responsible for designing new promotion plans and then letting some people implement them. For Marvel's promotion, the accuracy of brand positioning is directly related to the promotion effect. Brand positioning is to determine the industry and market according to its current situation, advantages and vision. What kind of industry is the brand, to what extent is it to be in the industry, whether it is to be a domestic market or a foreign market, by what means to sell, and whether the products are aimed at low - end, medium-end or high-end consumers. To do brand positioning, there must be a pattern, which people are going to serve and

whose needs the products meet, only the needs of the target consumers are met and word of mouth is well established.

Secondly, The purpose of the brand needs to be deeply rooted in the hearts of the people in order to occupy a favorable position in the minds of consumers (Lappe, 2015, p.1). Take Alibaba as an example, let the world have no difficult business and position itself in small and medium-sized enterprises. With such a vision, we will work hard through practical actions. Therefore, the creation of brand value needs to be implemented in products, services, enterprise management, talent system, etc. It also needs to create value through the pattern of brand, products, services, management, talent system, etc. so that people can believe and be trusted. In order to convince consumers that the products of this brand can meet the needs of consumers by recognizing this brand. The Marvel's name are perfect to remember, that makes the promotion more easy, they are many examples such as Benz, BMW are very easy to remember.

Thirdly, Marvel Comics has a very important factor that can add fresh blood to the team to avoid aesthetic fatigue: control over the characters. In terms of employment, Marvel chose not big-name actors and directors, but directors who have the desire to perform good roles and have the enthusiasm to shoot. In the promotion team, the measures to be taken also include the selection of candidates and the selection of the right people to promote in the direction they are good at. For example, stars can use Star

Power to increase their influence, which directly led to Marvel's acquisition by Disney and gave it sufficient funds to promote and create, paving the way for their success.

Finally, after the promotion's team effort, from 2008 to 2017, Marvel's movie universe has reached the third stage, with a total of 15 superhero movies showing. At the end of May 11, Marvel's Universal Film has grossed 11.408 billion US dollars worldwide, making it the world's highest-grossing film series.

Rank	Title (click to view)	Studio	Worldwide	Domestic / %		Overseas / %		Year
1	Marvel's The Avengers	BV	\$1,519.6	\$623.4	41%	\$896.2	59%	2012
2	Avengers: Age of Ultron	BV	\$1,405.4	\$459.0	32.7%	\$946.4	67.3%	2015
3	Iron Man 3	BV	\$1,215.4	\$409.0	33.7%	\$806.4	66.3%	2013
4	Captain America: Civil War	BV	\$940.9	\$295.9	31.4%	\$645.0	68.6%	2016
5	Guardians of the Galaxy	BV	\$773.3	\$333.2	43.1%	\$440.1	56.9%	2014
6	Captain America: The Winter Soldier	BV	\$714.4	\$259.8	36.4%	\$454.7	63.6%	2014
7	Thor: The Dark World	BV	\$644.6	\$206.4	32%	\$438.2	68%	2013
8	Iron Man 2	Par.	\$623.9	\$312.4	50.1%	\$311.5	49.9%	2010
9	Iron Man	Par.	\$585.2	\$318.4	54.4%	\$266.8	45.6%	2008
10	Ant-Man	BV	\$519.4	\$180.2	34.7%	\$339.2	65.3%	2015
11	Thor	Par.	\$449.3	\$181.0	40.3%	\$268.3	59.7%	2011
12	Captain America: The First Avenger	Par.	\$370.6	\$176.7	47.7%	\$193.9	52.3%	2011
13	The Incredible Hulk	Uni.	\$263.4	\$134.8	51.2%	\$128.6	48.8%	2008
TOTAL:			\$10,025.5	\$3,890.1	38.8%	\$6,135.4	61.2%	-
AVERAGE:			\$771.2	\$299.2	38.8%	\$472.0	61.2%	-

In May 2016, the global box office of the Marvel Cosmos series broke \$ 10 billion
Retrieved from: http://news.ifeng.com/a/20171108/53084815_0.shtml

According to the above office data, Marvel's film universe achievements can be regarded as dazzling. The total box office of 17 films reached 13.09 billion. What is the concept of this number? To make a rough comparison, it is higher than the total box office of the whole North

American market last year. The premiere ceremony is also an indispensable way of promotion. The stars gathered at the premiere will attract numerous fans to watch. Only a brief introduction to the scene is needed, and everyone can't wait to see it.

Need Two

The team's technological innovation and leadership innovation is insufficient.

Technological innovation and leadership innovation includes many aspects. The most important technological innovation should be film shooting skills and special effects. Secondly, technological innovation is also needed in the team. Marvel is a dynamic company, but in some aspects it still adheres to the most primitive model, such as promotion and distribution and publishing, the company can let leaders take more players' opinions in the promotion team. For example, peripheral products can be visited outdoors in the promotion process, new retail stores around Vendre can be added, and heroic scenes or movie scenes can be arranged in some shopping malls.

There are many aspects of technological innovation. For Marvel, the first thing that needs to be innovated is to bring more gorgeous scenes and special effects to the audience. We all know that Marvel's special effects lens is already very representative in this era, but for Marvel's fans,

almost everyone knows what each hero's skills include weaknesses, which can basically be reflected in some heroes, such as Iron Man constantly updating his armor. With the progress of technology, SHIELD is constantly recruiting new people to join the team. On the other hand, the technology and ways of promotion also need to be updated and improved. Most of Marvel's updates come from the Internet, because comic books are not suitable for promotion outdoors. Marvel's promotion method basically depends on the Internet and its surrounding products. On this basis, some outdoor promotion and expansion of the company can be added to create subsidiaries, making the promotion more comprehensive and bringing more influential comic books and movie introductions.

Solution and activities for Need Two

Firstly, Major terminal brand giants are developing AR products, so does marvel. This is an innovation in film, not related to leadership, but the innovation related to leadership is the innovation of the promotion program team. The innovation of spreading technology includes the innovation on the network and the innovation on the entity, Network promotion is a new marketing mode, and Shenzhen Nettech carries out marketing activities with new marketing concepts through the carrier of the Internet. It has changed the values of traditional consumers, evaded a

certain degree of commercial competition and reflected the level of network information technology. Network promotion is different from traditional marketing methods, and has its own unique advantages and characteristics. It can more effectively promote the realization of individual and organizational trading activities. It is an integral part of the overall marketing strategy of the enterprise and is carried out to achieve the overall or part of the business objectives of the enterprise. Internet is the basic means to create various activities in network marketing environment. For Marvel, the definition of network innovation has been fully developed by Marvel. Network promotion is based on the Internet, which is a high-tech means. Enterprises must have certain technical input and technical support to implement network promotion and introduce compound talents who understand marketing and computer technology so as to have a competitive advantage in the market. So we have to return to the choice of talents for Marvel Comics which is decision making of the leaders for promotion team.

Secondly, leadership is becoming more and more comprehensive with the progress and the times passed (Yukl, 1989, p.1). In team innovation, leaders learn to give us directions, such as team conflicts and building influential teams. For the conflicts that the team have to faced, A group of people from all over the world never realized that forming a team, starting to work together, working together and completing the team's

tasks together requires running-in and coordination. Marvel as a huge organized company, conflict has two different natures. Any conflict that promotes and improves work or is conducive to team members' progress can be called constructive conflict. On the contrary, conflicts that hinder the progress of work and are not conducive to unity within the team are called destructive conflicts. Among them, constructive conflict plays a positive role in team building and improving team efficiency. It increases the talents and abilities of team members and provides diagnostic information on organizational problems. By resolving conflicts, people can also learn and master effective methods to resolve and avoid conflicts.

Finally, once the conflict solved, build a effectively team are very essential for the career of Marvel. The combat effectiveness of a team is determined not only by the most capable people in the team, but also by the correctness of the strategy and the team's execution. Some " smart people" in any team think they are very clever and do not want to cooperate with others. In their work, they often follow their own ideas rather than the rules of the truth. Such " smart people" are the most dangerous people in the team. Their contribution to the team lies in the catfish effect brought about by their lipstick creativity, but they can only beat the drum and not take the lead, but pay attention to their harm, which will often bring down the whole team.

Need Three

The Promotion problems about Decentralized Copyright.

The problems of the promotion team and the decentralization of copyright will influence each other. For Marvel, Since DC was acquired by Warner as early as 69 years ago, DC is very strong in distribution channels and so on. At that time, the U.S. cartoon market shrank, and Marvel's original distribution channel was particularly limited. Therefore, sometimes it is hard to imagine how bad it would be without the help of DC's distribution channel. Hollywood's production of Super Hero movies is not new.

According to statistics, this type of movie has a very high rate of return.

On average gross, the advantage of super hero theme is very obvious. In addition, we can also see that the average box office of the Comics /

Graphic Novel changed movies is also very high. The advantages of the basic category 1 films are very obvious. Due to Warner and some

characters and technical reasons, DC's characters appeared on the movie screen very early. although Marvel has been peddling its own characters since the 1970s and 1980s, it was only after the bankruptcy

reorganization in 1998 that it ushered in a real opportunity. The form is

quoted from: The Numbers - Movie Market Summary 1995 to 2014

(Invincible likes this research, which has a large amount of information and provides data from different aspects, so it is OK according to your

preference. In fact, Marvel said that there are many aspects of copyright. Comics, animation, movies, TV series, advertisements and other media carriers can be discussed separately. It is estimated that Marvel, who was eager for quick success and quick profits, almost packed up all the little spiders to Sony, which is also the most popular role. Actually, TT actually has relevant examples of DC family, such as Canon's Ix-us series, which takes Batman as its advertising image and has not been verified, but it is estimated that it is more likely to be authorized and does not give Canon all the master's advertising rights. In response to these three weaknesses, activities will be taken to improve these situations.

Solution and activities for Need Three

Copyright issue are complicate and hard to solve it, the best way to solve this is teamwork with other companies, this teamwork is not about internal of the company, it is a external teamwork Strategy with other companies. It is considered as cooperation. Marvel should cooperate with other companies and publish some joint works to reduce the impact of copyright decentralization. At the worst period of Marvel, Stan Lee even think about sell all this copyrights street away. Marvel Pictures, 20th Century Fox, Sony used to have comic copyrights and Sony already turn back it. Many companies have copyrights, which is very inconvenient for the promotion and leadership of the company. Because they will hold on

to it tightly and not easy to take it back from other company, even Marvel needs to pay other companies to edit these superheros. Therefore, cooperation is a very recommended way to avoid copyright issues, so promotion will also become easier because cooperation will make it easier for the two companies to manage their former promotion teams. Leaders must play their decision-making power in promotion, make promotion plans, jointly promote or jointly produce products. These are common in film and television works.

Conclusions

Marvel Company is now a very mature company, combining comic books, movies and TV series into a superhero universe based on independent creation, but in detail, Marvel still have many weaknesses need to be evaluated and updated. In this project, three needs that Marvel need to improve are discussed and the solutions or activities are made to supply into the company. In addition, the solutions are effectively such as Marvel has made many stars and behind-the-scenes staff, which undoubtedly cannot be separated from the team's efforts and vitality until today. Team members need to work together to establish a common culture and values, team members should complement each other, actively understand the leadership's intention and actively penetrate the leadership's intention, which is the basic quality of team members. Some people say that the

premise of implementation is that leaders are correct, and this idea is very dangerous, because the current judgment on whether leaders are correct may be one-sided and need to be judged from a higher and further angle. When executing, leaders must manage one level and look at two levels. (Luman Boundless management, 2018,p.1)Only by paying attention to the status of your subordinates can they ensure that your subordinates' line of execution strategy is consistent with thinking.

Besides, The use of leadership plays an irreplaceable role in team management and company development. As far as Marvel is concerned, the leader's decision directly affects the development of the organization and the path the company will take in the future. Hopefully Marvel's future will be more bright and create more vivid characters that lives in Marvel's fans heart in a positive way. This is also the best memory of Stan Lee's pass away.

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