

投稿類別：英文寫作

篇名：

Industrial Transformation: Take Marvel As An Example

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I. Introduction

In recent years, hero movies have become the mainstream entertainment that people love. Many hero movies broke the record as soon as they were released. Why do hero movies have such an incredible charisma? The recent box-office success *Avengers* was focused in this study because its producer corporation *Marvel* has gone almost bankrupt in 1996 and then transformed into a big success today. The transformation it underwent is industrial transformation.

Avengers is one of the hero series produced by Marvel and it has always been most people's favorite movie. Marvel was originally a comics producer established in New York in 1939. Unlike Batman's story, which was made in an imaginary city, the stories in Marvel's comics were based on New York City. It makes the audience feel connected with the stories and it motivates them to follow their comics. From 1960 to 1980, Marvel had been very popular and had earned a great deal of profits.

But in 1980s, new comics targeting adults, like DC comics' *Watchmen*, were compromising Marvel's market. Comics like *Watchman* attracted adults because the story was based on the cold war between USA and Russia and the adult generation had undergone the cold war. In addition to threatening competitors like DC comics, the fast-growing Internet had forced comic book producers to face the misery of their sales. Eventually, Marvel announced that they went bankrupt in 1996. At the time, their leader did not exactly know how to face the challenges.

The key which made Marvel rise from bankruptcy to multi-million dollar business today is industrial transformation. Thus, this study aimed to investigate how industrial transformation help Marvel achieve its success.

II .Thesis

A. What is industrial transformation?

Industrial transformation requires innovations. To innovate, a new brain is required. If someone ask how many colors there are in a rainbow. Most people will say seven. We were told that there are seven different colors in a rainbow, but the fact is that there are not only seven. A rainbow is actually a spectrum of colors; there are many other colors that we are not able to recognize or perceive with our bare eyes. Only by wearing a pair of glasses that help us see the spectrum of colors. Can we look at the same old thing from a totally different new perspective. To achieve a successful industrial transformation, such an innovative perspective is essential.

Industrial transformation involves the revolution in three aspects: strategy, organization, and people. They are also referred to “SOP in industrial transformation”.

B. How have Marvel transformed its organization?

In 1996, Marvel filed the bankruptcy protection and in 1998, Marvel was merged with Toy Company Toy Biz and at the time the CEO of Toy Biz was Avi Arad. After the merge, he became the chairman of Marvel Entertainment. The time being the chairman, Avi Arad read all the comics of Marvel and he found out that all roles in comics are property that can help Marvel went through the difficulties and he also realized that Marvel’s hero movies could be very popular if those familiar heroes involves in.

In the same year, Avi Arad recombined Marvel, he separate Marvel into five parts: movie, copyright authorization, toy, comic producer and the Internet. By having Marvel recombined, Marvel can film their own hero movies and do something different.

C. What strategy did Marvel adopt?

Before Avi Arad being the chairman, Marvel had already sold some of their characters’ right to other companies, and they had produced hero movies before Marvel did. As a result, Avi Arad said: “**Marvel must use our own director, create our own script, and hire our own actors.**” to inspire Marvel to

transform its good comics into movies and to film movies on their own. Although his first attempt to turn Marvel's comics into movies was not successful, he never gave up. He went to Wall Street and sought for funding for filming Iron Man. It was actually the last try. If Iron Man failed in the box office, then Marvel could have to sell the right of Avenger's story. What happened next is what everyone knows. Because of the great efforts they had made, Iron Man succeeded in 2008, and Marvel back to life.

In most hero movies, there is only one main character. However, Marvel adopts a different strategy. Marvel's one-hero movies like Thor, Captain America, and Hulk were aimed to form Avengers. The screenwriter and director Joss Whedon explored every possibility for this new hero movie. Instead of creating one hero in the movie, he created a new relation among heroes in one movie. It fairly showed the personal fascination of every hero, and that really made the story richer.

In addition, Joss Whedon used "a female hero Black Widow" to balance male heroes. In fact, among the male heroes, Black Widow is an important negotiator in Avengers. She relaxes the atmosphere and liberates the stereotypical hero images. Avengers showed the friendship among heroes, instead of just making them kill or fight all the time. These innovative strategies in the hero movie market are appealing to the audience and have brought remarkable success to Marvel. Thanks to Joss Whedon, the story of six heroes was very successful.

D. Who helped Marvel transform?

Avi Arad was a very important person who led Marvel to its success. Not only Avi Arad plays a significant role in Marvel's achievement, but also Joss Whedon. Joss Whedon used to be a dramatist in comedy, so he skillfully implemented humors in the movie for all heroes. After knowing what Avi Arad and Joss Whedon did, and obviously, it was them that made Marvel change and went through Marvel's low tide.

III. Conclusion

The success that Marvel enjoys is definitely not achieved by chance or luck. According to the reports from “Global Views Monthly” and “Common Wealth Magazine”, Marvel’s industrial transformation was the crucial point that leads it to its achievement. From Marvel’s story, I find out that a new brain is the key to Marvel’s industrial transformation and industrial transformation has brought Marvel back to life.

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