Organizational Diagnosis in the Film Industry: Fourth Release of the Marvel Series

Afifah Shalihah
Universitas Padjadjaran
Afifah21005@mail.unpad.ac.id

Ratih Purbasari
Universitas Padjadjaran
Ratih.purbasari@unpad.ac.id

Margo Purnomo
Universitas Padjadjaran
purnomo@unpad.ac.id

Abstract

The use of digital technology in industries brings advantages. The film industry which uses digital media for distribution has succeeded in increasing revenue from exporting films. Marvel Studios collaborate with Disney to make the series available on the Disney Hotstar app. Connoisseurs of the series grew in number and diversity. Of the seven series released, Loki has the highest audience while Ms. Marvel has the lowest audience. The level of audience must be addressed because it affects the income and sustainability of the business in the film industry. Next films must improve the reputations to make regular audiences and newcomers enjoy the products created. Organizational diagnosis is one method for identifying needs, problems, and quick solutions. This article discusses organizational diagnostic method based on system thinking to diagnose a series created by Marvel Studios in the early stages of development using the component model. The sample was negative comment/critique. The results show that the main component has to be improved is the storyline of a recently released series. Emotional engagement gains the smallest point.

Keywords: business sustainability, digital entrepreneurship, product analysis, film industry, system thinking, organizational diagnose

INTRODUCTION

Digitalization has proven to impact the film industry. Netflix, Disney Hotstar, Viu, and other online video streaming platforms are among those that have implemented digitization in their products. Digitization in film industry facilitates distribution of the products to many regions while expands the market of film connoisseurs. Film production studios in South Korea experienced an increase in income by 13.3% by distributing their films using digital

platform. Moreover, South Korean films have been successfully watched by as many as 975 movies from various countries (Laily & Purbantina, 2021).

The Disney has persevered and remained constant with the quality of its products in their approximately 100-year journey. This global corporation operates in various business categories in arts and entertainment, such as television, broadcasting, streaming media, consumer items, recreational parks, publishing, and foreign operations. According to the statistics from the Disney's official website (2022), Disney has been developed into a large company by buying companies the Disney has partnered with including Marvel, Lucasfilm, 20th Century, and Searchlight Pictures (Nur, 2019).

Disney purchased Marvel Studio in 2009. All Disney films were then produced in collaboration with the Marvel studio and were included in the Disney Hotstar online streaming service. Pang (2019) reported that the stories of Marvel movies refer to those of the Marvel comics. Marvel Studios is known as a superhero filmmaker and so far has released 23 films in five phases starting from 2008 to 2023. During the time, the third phase had been the most profitable one compared to other phases. Figure 1 shows that the income varied significantly from the lowest amounted of 346 million USD to the highest that reached 722 million USD. The income generated in the third phase has significantly dropped in the fourth phase.

The fourth phase is perceived as the beginning of Marvel Studios and Disney to develop a series based on the original characters from the film. For the first time, the Marvel series employs original actors from the original film in the fourth distribution phase. The movie describes what happened before or after the main film released to indicate continuation of the movie. Therefore, the Marvel Studios need to pay attention to the series they are working on.

Wandavision is the first series released by Marvel in the fourth phase. It is the story after the main film Avengers: End Game, where Wanda's lover, Vision, died in the movie because Thanos killed him. The Wandavision series tells the story of Wanda's desire to live happily with Vision, so she uses her powers to revive Vision and live an everyday life (Black, 2021).

Marvel Movie's Income

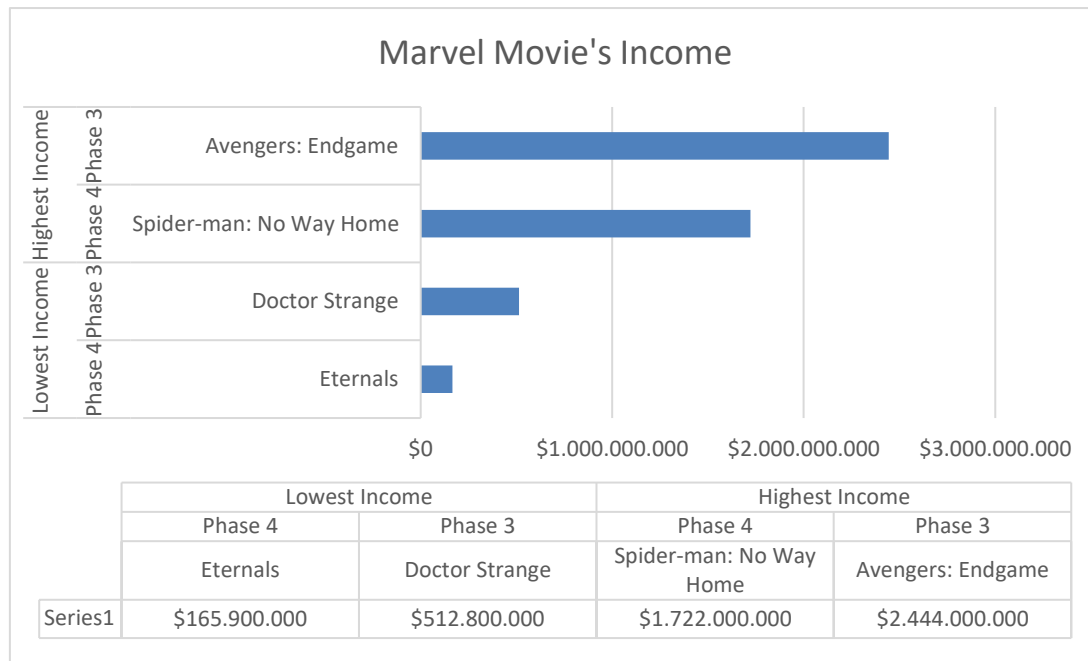|	Lowest Income		Highest Income	
	Phase 4	Phase 3	Phase 4	Phase 3
	Eternals	Doctor Strange	Spider-man: No Way Home	Avengers: Endgame
Series1	$165.900.000	$512.800.000	$1.722.000.000	$2.444.000.000

Figure 1. Comparison Income of the Marvel Movie in Phase 3 and Phase 4
Source: Clark et al (2023)

The release of the second series is The Falcon and The Winter Soldier. The timeline for this series takes place when Captain America retires and has bonded by Sam Wilson (The Falcon). The conflict in this film occurs because the American government suddenly brings up a replacement icon rather than Sam Wilson. In addition, this series tells the story of Bucky Barners (The Winter Soldier), who is constantly reminded of his nightmares because of the mistakes he experienced before being released from the talisman book that can affect him. In this series, Sam Wilson and Bucky Barners work together to uncover the crimes committed

by a group of super-humans who want to rule the world (Flag-Smasher). Followed by the third

release, the Loki series was released in August 2021. The Loki series tells about Loki's escape

in the main timeline of the Avengers while carrying Tesserac and it captured by the TVA team

who set the timeline. When a timeline does not match the storyline, the character will be caught

by the team and erased (Buntaran et al., 2022). Evidence from online news media states that

the Loki series is superior in terms of the most prolonged duration watched (figure 2).

Difference in the duration watched can be caused by various things. The most possible reason

can be the stories that entice audiences to listen to a more extended series, such as introducing
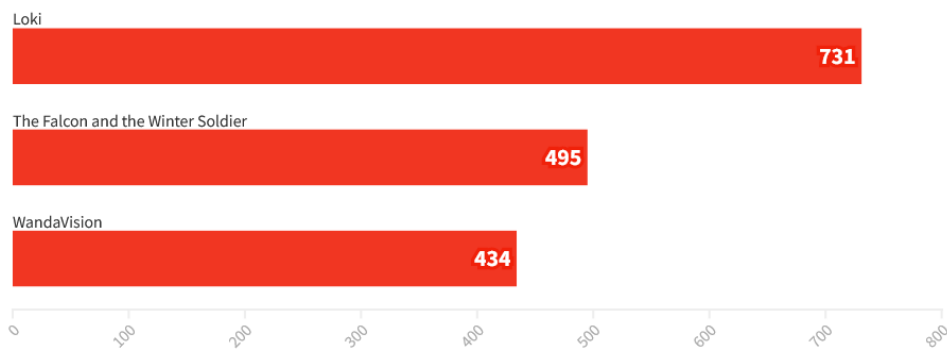
a different story from before.

Figure 2. The Comparison of Marvel Series Based on Minutes Watched
Source: Faisal (2021)

A successful product in the market is a result of contributions of a great team. Selection

of resources, selection of the right target market, and production of good quality product can

contribute to the company's success. Other elements in the company can be insubstantial and

create gaps with competitors if the elements are not balanced. Solution may not be optimal

since the combination of components can impact the results.

Hardiyansyah and Firmansyah (2017) and Soetjitro (2016) argue that organizational

diagnosis (OD) is the process of finding and identifying behaviors, problems, and solutions

needed by organizations. Organizational diagnosis is needed to explore the lack and excess of

resources owned, the right target market, and product quality can be seen through this concept (Haikal et al., 2018; Safeii et al., 2017). It has been applied in various types of organizations including companies. Adebayo and other researchers implement weisbord six model to diagnose the organizations in the sector of ICT, banking, consumer good, and manufacture. They concluded the components with the highest value are purpose, structure, leadership, relationship, rewards, helpful mechanisms, and attitude to change. Each sector has different component as the highest values. ICT and consumer goods praise attitude to change as the component with the highest value. Banking and manufacture have the highest value component in respectively relationship aspect and structure. A component with the highest value indicates strength of the organization and thus other components need improvement to support changes in the organiation toward better one.

This study applied the organizational diagnostic on the Marvel Studios focusing on the movies they released in the fourth phase. Finding needs or root of a problem can provide comprehensive benefit to the organization if the solutions are certainly targeted the problem. Organizational diagnostics can be carried out for this purpose. It ensures that the company's vision, mission, health, and culture can be implemented correctly. The total audience for all series released by the Marvel Studios in the fourth phase has been uneven hype. Organizational diagnosis can be carried out on the Marvel Studios to find the reasons why only a few series have less hype among others.

The Marvel Studios suffered significant decrease in income and profit in the fourth phase compared to those in the previous phase (figure 1 and figure 2) and this becomes the first reason of this study aiming to figure out problems during the execution and release of the movies. Secondly, Marvel Studios is one example of company that still gains benefits from releasing its products, while others may not have similar capability. It is thus also crucial to

investigate the unequal return of interest from revenue to the budget owned. Thirdly, the Marvel series launched in the fourth phase employed the original actors in the film for the first time. The study is then intended to assess the performance of components that entice viewers to keep watching the series. This can also serve as a model for addressing internal issues of product manufacturing that can applied by businesses or organizations at any scale in different countries. The final reason relates to the fact that film is categorized as tertiary need, which means that film will be consumed after the main and secondary needs have been fulfilled. Companies in the film industry that involve numerous workers and actors must limit losses for being exist while compensate numerous workers and actors who contribute to the success of the film.

This study intends to show one of the organizational diagnostic models that are possibly implemented by organizational developers or people in the organization who plays a role in development and change. The component model is used as a stage measure for conducting organizational diagnosis based on systems theory. It can assist businesses or consultants involved in organizational development in identifying components that need to be upgraded in order to improve the quality of products.

METHOD

The scope of this study falls under the area of resource management improvement and incorporates the theory of consumer behavior in particularly purchasing power. The theory of component model proposed in this study has designed for studying management theory intended to determine benefits and drawbacks of a product or service in order to increase market share and raise product quality. Product evaluation is thus required.

The component model theory involves identifying components during the search process and figuring out the value produced by the organizational developers or the management. In order to find components accurately, the study used system thinking in searching the components. Errors in selecting component can cause the solutions to be off-target.

Description and analysis relate to the phenomena occurred in the Marvel series that was released in the fourth phase. The principle of system thinking covers determining input, process and output. This principle was inspired by Al Farisi et al. (2021) on their case study of PT Sampul Creative Technology. In the input section, organizational diagnostic was conducted through negative testimonials taken from the official Rotten Tomatoes website. The collected negative testimonials are treated as components. A possible solution is then determined for solving the problem. The process section is the organizational diagnosis analysis stage. In the output section, components resulted from the analysis that need attention and development are described.
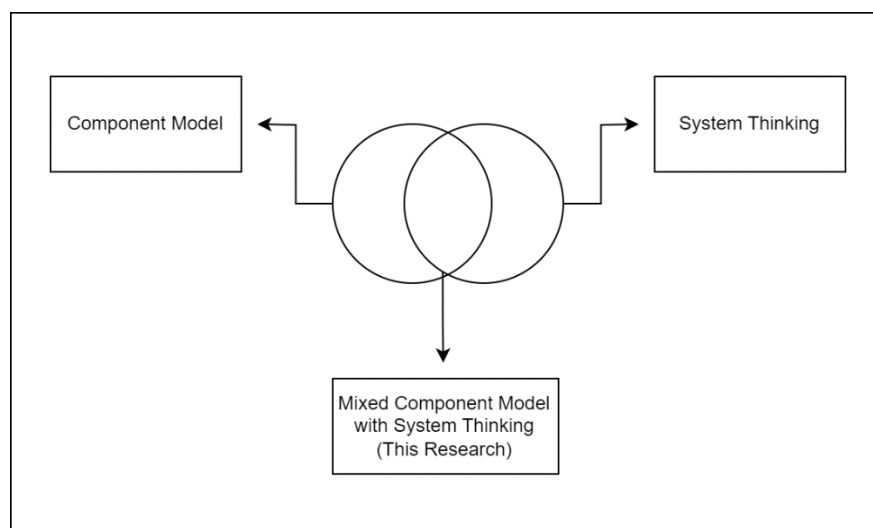

Figure 3. The Combination of Component Model and System Thinking

Data on spectator were collected from news websites and audience testimonial data were collected from film-specific discussion forum websites. As many as 30 negative testimonials or criticism for each series were taken from the data of audience on the testimonials given by the audience. The 30 testimonials are grouped based on the principal component or topic of the testimony. Figure 4 presents an overview of the stages of the method applied in this study.
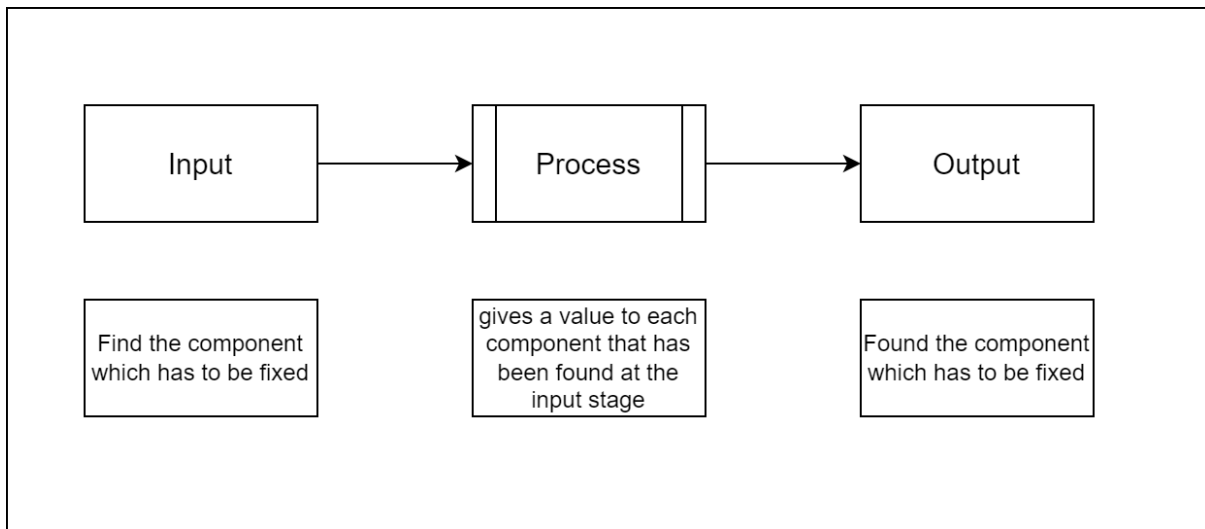
Figure 4. Stages in the Research

The components or elements resulted during the data collection were measured against the weights and effects generated between the elements. The effect of the first element on the second element and vice versa were assigned different weights according to the impact resulting from these elements.

RESULT AND DISCUSSION

In this section, the data before and after processed into assessment material for organizational diagnosis are presented.

Collecting Empirical Data

The empirical data of the series viewer were collected in August 2022 (figure 5). Based on the Statista website, Loki was the series with the most viewers since its first episode was released. In second place were The Falcon and The Winter Soldier and Moon Knight. Wandavision that comes at the third place was followed Hawkeye and She-Hulk with 100 thousand viewers different. Ms. Marvel is the series that has the smallest number of viewers in its first release.
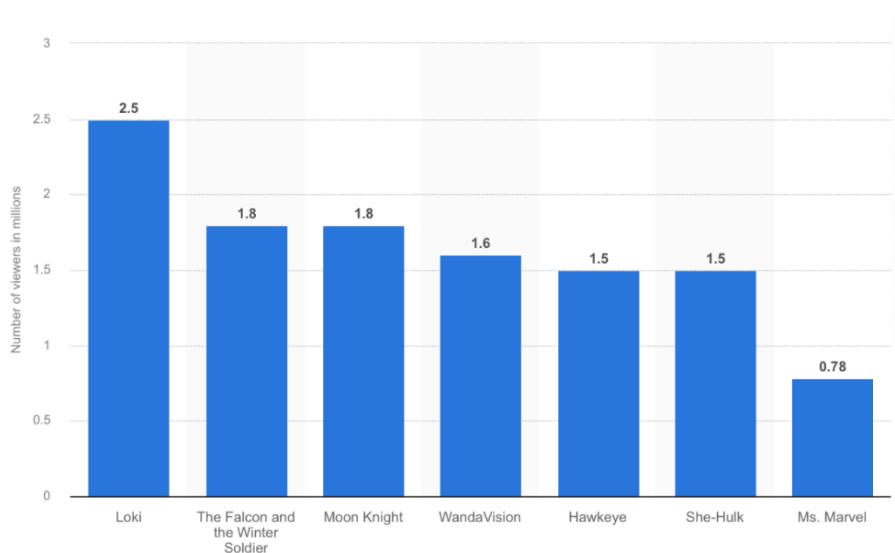

Figure 5. Audience of the Series at the Time of the First Release (in million)

Source: Julia (2022)

Kleinman et al. (2021), via inverse.com, stated that Loki became the most favorite series because of several things done by the Marvel Studios. The character recognition technique used in this series is quite different from those of the previous ones in which the point of view of the main antagonist character is shown on the bright side of the series. This idea was found as interesting for the audiences since they were surprised with the change in Loki's character and precisely do the opposite to continue the show. In addition, the chemistry

built by Tom Hiddleston (Loki) and Owen Willson (Mobius) to create an atmosphere supports the audiences to enjoy and contains a sense of humor in it. Loki's success was reinforced by the research of Buntaran et al. (2022). Typographical analysis of the series shows a connection in the series. Even though the storyline confused the audiences when the series started, it however was clear when several scenes showed Loki turning into a figure the audience had never known before.

Ms. Marvel series was not as lucky as the Loki series on its first day of release. It was challenged by a non-Muslim country to be viewed by all. film reviewers who experience Islamophobia attack by giving the negative comments that make the audiences do not want to watch the series (Paramita, 2019). Velasquez (2022) argued that each person has different preference on film and thus the negative comments should not be an obstacle to continue watching this series. Even, good reviews were provided by the audiences after watching the series. Another cause occurred from the Marvel comic activists who claimed that the storyline does not match the comic's storyline. Similarly, the actors chosen, the main enemies, and the strengths possessed by these characters have been scorned by some viewers who want the stories goes exactly as those in the comics (Welch, 2022).

Table 1 presents the elements derived from 210 testimonies that were gathered from the seven series released in August 2022. Element description for measuring the quality of a series or film referred to the research conducted by Shafirra and Irhamah (2020) and Asri (2020). Table 1 is used as the reference for awarding points. If the specified keyword found on the testimonial page, one point was given to the element that fits that keyword. As an illustration, if the adverse testimonials on the website contain the keyword "bad storyline" and mention characters, then the elements of the storyline and the primary or supported characters are assigned 1 point.

Table 1. The Element/Component Description

No	Element Description	Keyword
1	Storyline	"A confusing plot twist", "bad storyline", and other keywords related to the storyline
2	Actor selection	Say the real name of the actor
3	Technical problems	CGI constraints, color grading, environment settings, DOP
4	Emotional involvement	Mention words related to emotions such as happy, sad, confused, angry, and other emotions
5	Main/supporting character	Mention the name of the character in the series
6	Studio affiliation	Mention other studios that work with the main studio
7	Negative comments	Comments that have no meaning and only denounce the series
8	Scenes in the series	Actions in the series such as fighting actions, adventurous actions, and other types of action

Rotten Tomatoes is a website that compiles information on movie reviews. The website estimates the quality of a film or series based on user feedback and reviews. It categories the reviews into two. First, authorized Tomatometer critics or audience criticism with the qualifications of having critique films for two consecutive years in Rotten Tomatoes Website. Second, audience meters or criticism from regular viewers. Rotten Tomatoes fosters relationships with film critics on its website by assigning them unique nicknames in which YouTube does the same thing.

Table 2. Description of the Series

No	Title	Tomatometer	Audience meter
1	Loki	92/100	90/100
2	The Falcon and The Winter Soldier	84/100	83/100
3	Moon Knight	86/100	90/100
4	Wandavision	91/100	88/100
5	Hawkeye	92/100	90/100
6	She-Hulk	87/100	35/100
7	Ms. Marvel	97/100	80/100

The 30 negative comments related to each series that were released in the fourth phase were selected. The each selected element or component found in the keyword of the negative

comments were then assigned a value. Negative comments have a splash icon, which means

that the movies or series are not good or rotten. Table 3 shows the example of the process in

assigning the value. Similar table was created for each series released in the fourth phase and

this generated eight series with 240 negative comments in total.

Table 4 compiles the element tables and series tables in which the information is

presented in number to fit the table. The total points calculated for each series were sorted to

see which elements that have urgency for improvement in the product components.

Table 3. The Example of Assigning Value on the Negative Comments

Negative Comments	Elements Column								Sum Value
	1	2	3	4	5	6	7	8	
Just like how the idea of being a superhero was not appealing to Jennifer Walters, the idea of a superhero show was not appealing to the showrunner. They tried to create a series for people who don't actually like these stories.	1	1							2
The series pays homage to the many Marvel comic books that have a humorous purpose: they show the non-heroic part of the hero's day-to-day life, break the fourth wall, and present weird situations and solutions. People who got to know Marvel through the MCU and haven't ventured into the wide range of comic books are certainly not familiar with this side of the publisher and didn't understand why the series was like this. Unfortunately, the series wasn't very funny, breaking the fourth wall was underused until the penultimate chapter and She-Hulk's CGI look was unrealistic in most scenes. What saved it was the participation of Daredevil, who formed a perfect pair with She-Hulk.	1	1	1	1				1	3
This show is badly written, a bad joke, and an ego driven project to make the writer feel good about herself.	1				1				

Table 4. Collection of Elements Generated From the Testimonials

Element Column	Series Column							
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
1	8	2	1	0	2	1	8	0
2	13	2	0	4	5	3	4	1
3	15	1	1	1	7	2	7	5
4	17	2	2	0	5	1	4	6
5	6	1	1	0	7	5	13	7
6	17	3	4	1	3	0	8	7
7	13	2	1	1	1	1	9	3
Total point	89	13	10	7	30	13	53	29
Sort of Points	1	5	7	8	3	6	2	4

Component Model Result

Even though organizational diagnosis can be performed using any model, this study chose the component model as inspired by the book of Mukherjee (2014) that focuses on knowing elements of the organization needed to be improved in order to make improvements and changes. In addition, the component model can be a priority benchmark in the process. Numbers 1–8 on the columns and rows of table 5 represent the data in the element description table. A point assigned to each element according to its influence against other elements. Point 0 is assigned when one element has no effect on all elements; point 1 is given when one element is quite influential on all elements; and point 2 is assigned when the influence of one element on all elements is very influential. Adding up the points assigned for each elements results in value of the element. Then, the elements was arranged in ascending order according to weight.

Table 5. The Matrix of Calculation of Component Models

Element/ Element	1	2	3	4	5	6	7	8	Value	Sort of Value
1	0	2	1	2	2	2	1	2	12	1
2	2	0	0	2	1	1	1	2	9	4
3	1	0	0	2	0	2	1	2	8	5
4	2	2	0	0	2	1	1	2	10	3

5	2	2	1	2	0	1	1	2	11	2
6	2	0	2	0	1	0	0	2	7	6
7	0	0	0	0	0	0	0	0	0	7
8	2	2	0	2	2	0	1	0	9	4

CONCLUSION

Based on the points determined on the elements according to the influence, it is concluded that storyline is the element with the highest weight and meaningless negative comment is the lowest one. Thus, the element of storyline is the element that needs to be improved the most and the elements with meaningless negative comments have the lowest priority for improvement.

Organizational diagnostics have to be performed on a regular basis in order to sustain the vision, purpose, and goals of the organization. Organizations must grow their potential and retain their quality in order to exist. This is necessary for organizations in the film industry to ensure that they maintain product quality and meet the customers' desires. Marvel Studios possibly experienced technical difficulties throughout the phase of the series release. This should be maintaining in production of the series in order to retain the quality of the videos offered to the public.

The component model may be used as a measurement of success in addition to identifying components need to be prioritized for improvement. Smaller weight component can still be an advantage for the organization. Calculation of weight is more accurate if performed by organizational development professionals or organizational members who are familiar with the organization's demands. Readers, organization developers, and organization members working in specialized subjects can use the methods outlined here as a reference.

It is vital to pay attention to the amount of testimonies and the component model of the storyline since they have the same priority. Adjustments or organizational growth can be

tailored to the situation of the organization's resources and current status. The results of problem solving based on organizational diagnostics vary according to the company's demands and conditions.

It is possible that the element utilized does not influence all elements. Meaningless bad remarks are the example in the case of film business. These elements have no influence on the plot, the characters chosen, the actors of the characters, or the events. They also have no effect on studios or consumers who do not want to watch movies or shows that do not give direct feedback.

Components can be located and measured using organizational diagnostic models such as the McKinsey 7s. However, the McKinsey 7s model describing the required components does not always match the diagnostic of organization with different circumstances. The component models have benefits in establishing the worth of a component, allowing a better illustration of decision-making based on priority and urgency.

Companies particularly those in the film industry must manage risks by keeping an eye on employee behavior and analyzing movies that have had poor box office performance in the past. Future researchers may combine a component model that is valued based on the mandatory components recommended in the McKinsey 7s approach and other organizational diagnostic methods with a model from the notion of organizational diagnostics such as McKinsey and others.

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