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Deconstructive Case Analysis: Marvel Entertainment

1. **Company of Organization Background**

Marvel Entertainment, formerly known as Marvel Enterprises, is an American entertainment company based in New York City. Founded in June 1998, Marvel Entertainment bases its movies and TV shows off its comic books by Marvel Comics. In 2009, The Walt Disney Company acquired Marvel Entertainment for $4 billion, making Marvel Entertainment a limited liability company (LLC) and a subsidiary of The Walt Disney Company (Fritz, 2009).

Marvel Entertainment is well known and most popular for the Marvel Cinematic Universe (MCU), a media franchise and shared universe centered on a series of superhero films. The films are based on characters from Marvel Comics and in the shared universe, there are cross overs in plot, settings, characters, and cast (Scribner, 2021). Marvel Entertainment has created “Phases” for the Marvel Cinematic Universe, beginning with Phase One in 2008 with *Iron Man* and ending with *The Avengers* which was released in 2012. Phase Two started with *Iron Man 3* in 2013and ended with *Ant-Man* in 2015. Phase Three began with *Captain America: Civil War* in 2016 and concluded with *Spider-Man: Far from Home* in 2019. Currently, Marvel Entertainment is on Phase Four which started in 2021 with *Black Widow* and will end with *Black Panther: Wakanda Forever*,which will be released on November 11, 2022. Marvel Entertainment has already announced plans for Phase Five and Phase Six (Sandwell & Longridge, 2022).

Marvel Entertainment also expanded the MCU to TV shows such as *Agents of S.H.I.E.L.D.* in 2013 on cable and streaming television. In 2021, Marvel Studios began producing its own TV series for streaming on Disney+ (*Marvel TV shows, series, & programs: Marvel*). These shows are focused on second tier characters from the MCU that were unlikely to star in their own films. The first show released was *WandaVision* in 2021, the same time as the start of Phase Four. Shows that followed include *The Falcon and the Winter Soldier*, *Loki*, and *She-Hulk: Attorney at Law* (*Marvel TV shows, series, & programs: Marvel*).

Aside from movies and TV shows, Marvel Entertainment and The Walt Disney Company worked together to create Marvel-themed attractions at Disneyland’s Disney California Adventure. In March 2018, the Walt Disney Company announced the new Avengers Campus in Disney California Adventure. Avengers Campus is a Marvel Cinematic Universe themed area with Marvel-themed rides. Rides include Web Slingers: A Spider-Man Adventure and *Guardians of the Galaxy* – Mission: Breakout! which replaced *The Twilight Zone* Tower of Terror (Corless, 2018). Avengers Campus also has several Marvel themed restaurants, retail stores, and meet and greets with Marvel characters. With the acquisition, Marvel Entertainment has been able to go into new businesses such as theme parks while still producing entertainment for its audiences.

1. **Mission Statement (Business Goal)**

Devoted to bringing comic book legends to life on screen, Marvel Entertainment strives to produce the best superhero movies and shows for people of all backgrounds and age groups.

1. **Brand Positioning**

* For movie watchers who like action and superheroes, Marvel Entertainment produces the highest quality superhero movies among all film studios because we create action-filled stories that are catered to everyone.

When people think of action or superhero movies, they think about Marvel movies first. Marvel has been creating high quality superhero films since 2008 with its first movie, *Iron Man*. Though earlier audiences of Marvel movies were people who have read the Marvel comic books, Marvel Entertainment has created a franchise of movies that anyone can watch without having read the comic books. Around 38% of adults in the U.S. read comics and 31% of comic book readers read more often when Marvel releases a movie or TV show (Shevenock, 2022). If anything, the releases of Marvel movies incline people to read the comic books.

1. **Statement of Problem or Opportunity**

From the Marvel comic books, the superheroes in the books were always males that had super strength, superpowers, or something extraordinary. On the other hand, the female characters are usually love interests in distress or female superheroes that don’t get as much popularity from readers. With Marvel’s movies, female representation has only been semi-displayed in the films. To give some examples, in the movie *Avengers: End Game*, the protagonist male figures were fighting the enemy, but Spiderman faced a moment of weakness. To help Spiderman, the female characters had a brief spotlight moment with all of them lined up and ready for battle. However, this only happened at the end of the film. In addition, after 14 years of the Marvel Cinematic Universe and 25 movies produced, only two movies have had females as the lead role (Pabian, 2021).

With this generation fighting hard for gender equality and women’s empowerment, Marvel has been taking steps in the right direction to show audiences that the company supports women and their empowerment. The female character Black Widow, played by Scarlett Johansson, has always been a supporting character in the Avenger films, but Marvel finally produced a movie focused on her character. Marvel even presented Natalie Portman as the female Thor in the movie *Thor: Love and Thunder*, which was released earlier this year (Fernández, 2019).

On a continuing streak of female representation, Marvel created a TV show on Disney+ called *She-Hulk: Attorney at Law* that was released on August 18, 2022. In this show, the plot revolves around a female attorney named Jennifer Walters who is also a Hulk: a powerful, green-hued superhuman. The plot focuses on Walter’s journey of finding a balance between her life as an attorney and being a superhero (*Watch She-Hulk: Attorney at Law: Full episodes: Disney+*).

Marvel did a great job in producing the female lead movies, but the company did not target the right audience for its first female lead movies, causing backlash from the established audience of young, white, cisgender males (Abad-Santos, 2019). With *She-Hulk: Attorney at Law* as the most recent release from Marvel, the company needs to create a communications campaign to target the right audience, so that the audience feels like Marvel is indeed embracing females into the franchise and giving females stories that they can relate to. Marvel will need to incorporate campaigns on traditional media such as billboards and bus stops, but also the social media platform. Marvel needs to creative with its campaigns to make sure the advertisements are targeting the right people: the female audience of Marvel movies and TV shows.

1. **Research**

Research goals

**Perception of female lead Marvel shows among female audiences:**

To develop a campaign, we want to know how our target audience, Marvel’s female audience, feel about a show with a female character as the lead. We would also need to know how the female audience feels about Marvel’s intention of improving and integrating more female characters into the franchise with more female lead movies and shows.

**Outcomes of previous Marvel campaigns for female lead movies:**

We would also need to do research on what campaigns Marvel did for previous female lead movies to see whether the campaigns were successful with targeting the female audience or not. We want to learn from the successes, mistakes, and failures that resulted from previous campaigns to make a better campaign for *She-Hulk: Attorney at Law*.

**How well previous female lead Marvel movies performed:**

Further secondary research would include box office results of previous female focused movies, movie ratings from critics and audiences, as well as percentage of female viewership for those movies. Our goals are to figure out what works the best for targeting Marvel’s female audience and how we can gain new female audiences that have not watched anything from Marvel.

Primary Research

1. Qualitative
2. We will conduct interviews with Marvel’s female audience to ask these questions:
3. Which Marvel movies have you watched?
4. Which Marvel movie is your favorite?
   1. Follow up question: Please elaborate why?
5. Why do you like Marvel?
   1. Follow up question: And what don’t you like about Marvel?
6. What are your thoughts on female representation in the Marvel Cinematic Universe?
7. What are your thoughts on the new TV show *She-Hulk: Attorney at Law*?
8. Would you want to watch *She-Hulk: Attorney at Law*? Why or why not?
   * 1. Continued: To get enough data, we will interview 50 randomly selected female

Marvel Insiders and 50 randomly selected female followers of Marvel’s Instagram page. Marvel Insiders are people who created accounts through Marvel’s official website. Marvel Insiders sign up to get latest news and original content from Marvel. As for Marvel’s Instagram page, it is the most followed social account of Marvel with 66.7 million followers (*Marvel Entertainment (@marvel) • Instagram photos and videos*). Utilizing two platforms can help create more dynamic to get different responses. We would do five Zoom interviews with 10 female Marvel Insiders in each interview and another five Zoom interviews with 10 female Marvel Instagram followers for each interview. This will help a more comfortable environment for interviewees to share their thoughts and opinions. The interviewees will receive a free one-month trial for Disney+ to thank them for their time put into the interview.

1. Quantitative
   * 1. We will create surveys that will ask the same questions as the interview. The surveys will include select all the apply questions as well as open ended questions where people can write whatever they want. And because we are targeting Marvel’s female audience, we will also include filter questions that ask the gender of the people filling out the survey. We believe that many people will fill out the survey because it is not as time-consuming as interviews. The survey will be posted on Marvel Entertainment’s website at the top of the page so that is easy to spot for users. The survey will also be linked in the bio portion of Marvel’s Instagram page so social media users can easily come across the survey. As an incentive, every person who fills out the survey will get a free week of a Disney+ subscription.

Secondary Research

* 1. For secondary research, we will look back at previous marketing campaigns for female lead Marvel movies, box office results for previous female focused movies, ratings from critics and audiences, and percentage of female viewership for the female lead movies.
     1. Previous marketing campaigns
        1. For the first female lead movie, *Captain Marvel*, Marvel created a video series that was uploaded to social media to explore the origins of Captain Marvel (Thilk, 2019). The character was still unknown to many people at the time, so Marvel wanted to show its audience Captain Marvel’s life to serve as an entry point for new fans. This campaign was heavily focused on shared media and helped hype up the movie as the release date got closer.
        2. For the second female lead movie Marvel released, *Black Widow*, Marvel took a new approach by utilizing Disney+. *Black Widow* was originally scheduled to be released in May 2020, but it was delayed due to the COVID-19 pandemic. The movie was released a year later in July 2021 (Thilk, 2021). Due to several stay-at-home orders, not everyone could go to the theater to watch the movie, so Marvel Entertainment decided to release the movie in theaters and on Disney+ on the same day. Marvel promoted this campaign with good intentions as this allowed everyone to watch it from wherever, but Scarlett Johansson, who plays Black Widow, filed a lawsuit against The Walt Disney Company for the simultaneous release of the movie as it breached the contract that the movie would be an exclusive theatrical release. The simultaneous release can cause her to lose tens of millions of dollars, making it incredibly unfair to the actress (Barnes & Sperling, 2021). This is a mistake that Marvel Entertainment and The Walt Disney Company made.
     2. Box office results
        1. For *Captain Marvel*, the movie has a domestic box office of $426,829,839 and an international box office of $702,897,549, making the worldwide box office $1,129,727,388 (*Captain Marvel (2019) - Financial Information*). As the first female lead Marvel movie, the box office results are astounding and demonstrate that a lot of people wanted to see this movie.
        2. As for *Black Widow*, the movie has a domestic box office of $183,651,655 and an international box office of $196,100,000, making the worldwide box office $379,751,655 (*Black Widow (2021) - Financial Information*). The box office results for *Black Widow* are incredibly lower than *Captain Marvel* most likely due to the simultaneous release of the movie in theaters and Disney+.
     3. Movie ratings
        1. Both *Captain Marvel* and *Black Widow* earned the same score of 79% on the Tomato meter, which are ratings made by movie critics on Rotten Tomatoes. However, the two movies had different audience scores. *Captain Marvel* had over 100,000 audience ratings and got a 45% audience score (*Captain Marvel*). *Black Widow* has over 10,000 verified ratings and got a 91% audience score (*Black Widow*). Having the audience ratings verified and having more ratings can be big factors in why the two movies had very different audience ratings.
     4. Female viewership percentage
        1. Unlike what many people would think, *Black Widow* had a 42% female viewership and *Captain Marvel* had a 45% female viewership (El-Mahmoud, 2021). There were expectations that the female viewership for the two movies would be higher than male viewership, but the viewership was quite even between both genders.

1. **Situation Analysis (SWOT)**
   1. Internal
      1. Strengths
         1. Support from the parent company, The Walt Disney Company
            1. Ever since The Walt Disney Company acquired Marvel Entertainment, Marvel Entertainment has been able to get resources from a renowned entertainment company that offers media enterprise solutions and more. With the money and resources The Walt Disney Company has to offer, Marvel Entertainment has been able to produce blockbuster movies with great marketing, new TV shows on Disney+, and expand to theme parks such as the Avengers Campus at Disney California Adventure.
         2. Strong fan base
            1. Marvel has created a strong brand identity over the years, which helped attract and retain a loyal customer base. People who like Marvel tend to only watch its movies when it comes to superhero and action movies. Marvel fans also boast Marvel highly over its main competitor, DC Entertainment. As one of the most prominent character-based entertainment companies, all the characters have a fanbases that started from comic books all the way to new Marvel movie fans.
         3. Highest-grossing movie franchise of all time
            1. Marvel Entertainment’s Marvel Cinematic Universe is the highest-grossing movie franchise of all time. Since 2008, the MCU has $22.5 billion at the global box office. This includes the Marvel’s highest-grossing movie, *Avengers: Endgame*, which is also the second highest-grossing movie of all time, following right behind *Avatar* (Whitten, 2021). This shows how popular the MCU is and how many people went to watch the movies.
      2. Weaknesses
         1. Becoming too exclusive
            1. With Marvel moving all its movies to the streaming platform Disney+ and creating Disney+ exclusive TV shows, Marvel is making its products more and more exclusive. Netflix used to stream several Marvel movies, but after Disney+ was released, Marvel removed all movies from all streaming platforms to put it on Disney+ (Milheim, 2022). Marvel also began producing TV shows that are only available for streaming on Disney+. With many people already having subscriptions to popular streaming platforms such as Netflix and Hulu, it is not appealing to people to pay an additional $7.99 monthly subscription for Disney+ in addition to their existing subscriptions if they only watch to watch a few Marvel movies.
         2. Running low on plot ideas
            1. Marvel is wrapping up Phase 4 of the MCU this year and Phase 5 will begin the beginning of next year. Marvel has been releasing around 10 movies and TV shows for each of the past two phases, and it will continue to do so for the next phases, which was announced at the San Diego Comic-Con of 2022 (Vary, 2022). Up until now, the movies and TV shows released were under the umbrella of the “Infinity Saga,” named to go along with theme of the Infinity Stones that the villain, Thanos, was trying to collect to wipe out half of the earth’s population. Now beginning the “Multiverse Saga,” Marvel is releasing movies that explore the different universes within the Marvel Universe (Kandarpa, 2022). Based on the movies and TV shows that were announced, Marvel is still incorporating additional movies to previous movie series such as *Captain America*, *Avengers*, and *Guardians of the Galaxy*. Though the movies are exploring the multiverse, the characters are the same and can be underwhelming for people who want new and innovative movie plots.
         3. Lack of diversity
            1. Though Marvel has been trying hard to incorporate more on-screen diversity with a predominantly Black cast and production crew for *Black Panther* as an example, Marvel is still lacking when it comes to more diversity in other movies and off the screen. Marvel only has two movies so far that have a female as the lead character and people of color are usually supporting characters. An example is Anthony Mackie who played The Falcon in the *Captain America* series. He was one of Captain America’s best friend and side kick. He only recently got to star as a main character in the Disney+ show *The Falcon and the Winter Soldier*. In an interview he did in 2020 for his TV show, he thinks Marvel is still lacking in off-screen diversity because based on what he has seen, every person that worked on the movies he was in were white. He also thought that it was racist how the only Black producer Marvel ever hired was for *Black Panther*, which makes it seem as if Marvel hired Black people for a Black movie because they aren’t good enough to produce a movie with a white cast (Arkin, 2020).
   2. External
      1. Opportunities
         1. Rise in popularity of TikTok
            1. In the past few years, TikTok has made its way to the top of most used social media platforms. The Gen Z especially like TikTok because there are a lot of fun trends to follow and be a part of. The Gen Z is a big part of Marvel Entertainment’s audience, so it would be a good idea for Marvel to invest more time on its TikTok page to engage with its TikTok followers and create trends that people want to be a part of and share with their friends and family. Marvel Entertainment currently only has 4.4 million followers on TikTok, which is incredibly low compared to the 66.7 million followers it has on Instagram. Marvel hasn’t fully tapped into TikTok as its posts aren’t too trendy. Right now, Marvel’s social media manager is running the page, but it might be a good idea to hire a bigger team to work together to make Marvel’s TikTok page more popular and utilize it for marketing campaigns and creating trends (*TikTok @marvel*).
         2. Diversity, inclusion, and representation
            1. With the lack of diversity as one of Marvel’s weaknesses, it is also one of Marvel’s opportunities as other film studios are ahead of Marvel in making its movies and shows diverse in representations of different ethnicities and even sexuality diversity. It is interesting how Marvel’s parent company, The Walt Disney Company, has made its recent movies very inclusive with its casting and plots that highlight cultural diversity. Marvel can learn and get help from The Walt Disney Company with its casting for movies and ideas for plots to include more inclusion of people of all colors and representation of minorities.
         3. Theaters opening after the pandemic peak
            1. Going to the theaters to watch Marvel movies on the big screen is what many Marvel fans look forward to doing when new movies come out. However, the COVID-19 pandemic caused Marvel to shift its focus to releasing movies on Disney+ for an extra cost in addition to the monthly subscription. This caused many people to be upset because to watch the new Marvel movies, they must first subscribe to Disney+, if they are not already subscribed, and then pay an extra $30 for the Disney+ Premier Access (Cohen, 2021). $30 is more than double the price of a regular movie ticket at the movie theater so many people felt like they were being ripped off. Now that theaters are open again, Marvel can get the regular income and box office revenue from movie tickets. Marvel should remove the Disney+ Premier Access so that people can watch the new movie releases first in theaters and then upload the movie to Disney+ a month or two later for subscribers to watch at no additional cost.
      2. Threats
         1. DC Entertainment as main competitor
            1. Like any other company, Marvel has a direct competitor. DC Entertainment also had its start with comic books and later started producing movies based off characters in the comic books. Both Marvel and DC make superhero movies, have a “universe,” and cast very famous actors and actresses for its movies (*DC: Company*). DC has also been praised for its female representation with its movies *Wonder Woman* (2017)and *Wonder Woman 1984* (2020), starring Gal Gadot, an Israeli actress (Lang, 2017). Not only did DC make two movies on a female character before Marvel made its first female lead movie, DC casted a woman of Israeli nationality, making the movie even more diverse. This was a threat to Marvel and therefore Marvel also went ahead to begin producing a female lead movie, *Captain Marvel*.
         2. Intellectual property/counterfeit market
            1. With the counterfeit market booming and easily gone overlooked, Marvel’s biggest threats include people making unlicensed Marvel merchandise, counterfeit products, and illegal copies of Marvel movies. Many people are selling fake Marvel merchandise online with lower prices, which is appealing to Marvel fans who can’t afford to pay for official Marvel merchandise. Furthermore, with the price of a monthly subscription to Disney+ to watch Marvel movies, there are people to upload copies of Marvel movies to illegal streaming sites for people to watch for free (*Infringement Claims*). This is very tempting for people who don’t want to pay to watch Marvel movies, but this causes Marvel to lose a big portion of revenue.
         3. Other steadily increasing movie franchises
            1. Marvel currently is the highest-grossing movie franchise, but we don’t know for how long. Marvel is a subsidiary of The Walt Disney Company, which owns other big franchises such as *Star Wars* and *Avatar. Star Wars* is currently the second highest-grossing movie franchise behind Marvel and *Avatar* is the highest-grossing movie ever (Whitten, 2021). *Avatar* is also getting a sequel later this year, which could possibly compete with its first movie for the highest-grossing movie (Klawans, 2022). With both these franchises having a lot of potential, it is possible for The Walt Disney Company to see more potential in these franchises over Marvel and want to spend more of their budget on other franchises to move them higher up on the highest-grossing list.
2. **Strategic Insights**

* With females as the new targeted audience, Marvel Entertainment needs to cater *She-Hulk: Attorney at Law* towards females by making the female lead character relatable and representative of women’s empowerment.
  + Many people look up to superheroes because they can do things that normal humans can’t such as fighting aliens and holding a falling building together. But people like to learn about these superheroes’ stories and personalities. For the show *She-Hulk: Attorney at Law*, the main character was just an ordinary lawyer who wants to find love in her 30s but recently learned that she could turn into a Hulk. The main character, Jennifer Walters, is relatable to women who are also trying to find love while working a full-time job because even though Walters is a Hulk, she is still very awkward when it comes to talking to guys, making her very human to the audience.
* Marvel Entertainment should utilize TikTok to connect with its female audience by following trends that are popular among females and creating clever and fun posts for them to watch and share.
  + Though Marvel Entertainment has a large following on Instagram, Marvel Entertainment has not explored the TikTok platform enough. Most of Marvel’s female audience is probably on TikTok for other purposes such as watching makeup tutorials, tips on dating, or online shopping unboxings. Marvel should learn what female audiences like on TikTok and create posts similar to what they like while having the posts Marvel themed and focused on the show to double up as garnering interest and marketing.
* Marvel Entertainment needs to learn from and utilize resources from its parent company, The Walt Disney Company, to be able to create a diverse and inclusive TV show that well represents females and their presence in society.
  + The Walt Disney Company has been doing a great job in producing movies that highlight cultural diversity and casting people of color in its movies. With The Walt Disney Company as Marvel’s parent company, Marvel can learn from its parent company on how they did research for making cultural movies authentic as possible and how they empowered minorities through the characters. By working with The Walk Disney Company, Marvel will be able to make *She-Hulk: Attorney at Law* a TV show that the female audience love and make them feel like females are getting the representation they deserve on screen.

1. **Communications Goal**

* To garner and hold interest for *She-Hulk: Attorney at Law* to female audiences through digital and traditional marketing.

With *She-Hulk: Attorney at Law* having a female as the lead character, the targeted audience is females because this show represents females in the Marvel universe and in the real day-to-day world. To be able to garner attention and hold interest of female audiences, we will engage in both digital and traditional marketing to increase awareness to female audiences who use social media and females who prefer traditional ways of getting news and learning about new TV show releases.

1. **Communications Objectives**

* Have at least 200 females upload pictures or videos of *She-Hulk: Attorney at Law* physical advertisements such as billboards to social media platforms with the hashtag #SheHulk.

To target a larger female audience, we will use both digital and traditional advertising to target females to watch *She-Hulk: Attorney at Law*. We will create a flow starting from physical advertisements to social media by urging females to take pictures or videos of She-Hulk advertisements they see such as billboards or advertisements at bus stop and post them to different social media platforms using the hashtag #SheHulk. This allows people to see physical advertisements and also see shared and paid advertising on social media platforms.

* Create 5 She-Hulk TikTok posts following the release of *She-Hulk: Attorney at Law* and get a total of 10 million views.

As Marvel Entertainment hasn’t fully tapped into the TikTok platform, it would be a great idea to be creative with marketing and use TikTok to create posts that promote *She-Hulk: Attorney at Law*. By creating TikTok posts after the release of the new show, characters that were newly introduced in the early episodes can be used to create funny TikTok posts that people will want to share with each other.

* Create faux social media accounts for characters in *She-Hulk: Attorney at Law* on different platforms and get at least a 90% engagement rate in total.

To make our marketing campaign more interactive for the audience, creating faux social media accounts for characters in *She-Hulk: Attorney at Law* allow for social media users to follow and interact with the characters to learn more about them and the show. We will use different social media platforms such as Twitter and even Tinder in order to get a wider range of audiences.

1. **Target Audiences**

* Females of Generation Z who like Marvel Entertainment, but want more women’s empowerment and diversity

Generation Z, also known as Gen Z, is the largest generation in American history. Gen Z is the demographic cohort behind Millennial and precedes Generation Alpha (Meola, 2022). People in the Gen Z were born between 1997 and 2012, making them 10 to 25 years old in 2022 (Dimock, 2022). The majority of people who are interested in Marvel movies and TV shows are between the ages of 18 and 24, accounting for 39.06% of Marvel’s audience (*How to target Facebook ads to "Marvel universe" audience*). Gen Z is known for being the most racially, ethnically, and sexually diverse generation (Petrock, 2021). Making up of 32% of the global population, Gen Z is spread throughout the world, but people in the Gen Z connect with each other online and through social media (Spitznagel, 2020).

Looking at Gen Z’s psychographics, Gen Z people are extremely passionate about social issues such as gender equity, racial equity, climate crisis, and more (*How Is Gen Z Changing the World of Work*). Unlike other generations, Gen Z embraces genderfluidity where there is no specific gender roles or certain percentages of each gender. Gen Z is openminded to self-identity so people of any gender can like the same things and not feel and judgement or discrimination (Parker & Igielnik, 2022). For example, Marvel seems to target males more, but there are also a lot of females who like Marvel. Therefore, Marvel is trying to create movies and TV shows catered towards females. And because Gen Z is passionate about social issues such as gender equity and women’s empowerment, females and people who identify as female are the perfect target audience because many of them like Marvel movies and TV shows but feel a strong emotion towards wanting more female prominence in the Marvel universe.

* Females of Millennials who want something more relatable to them than a superhero storyline

Millennials, along with Gen Z, is one of the largest generations in history. Millennials were born between 1981 and 1996, making them 26 to 41 years old (Dimock, 2022). There are 1.8 billion Millennials around the world, equaling to 23% of the global population. They are well spread around the world, but Asia leads with 1.1 billion Millennials which is 24% of the Millennials population (Neufeld, 2021). Out of all the generations, Millennials are the most educated and influential generation. Because they are less religious and less likely to have served in the military, they focus more on education and careers (*Millennials: Confident. Connected. Open to change*).

Though the majority of people who are interested in Marvel are part of the Gen Z, accounting for 39.06% of Marvel’s audience, Millennials account for 39.03% of Marvel’s audience which is only 0.03% less (*How to target Facebook ads to "Marvel universe" audience*). With Jennifer Walters as female lawyer in her 30s looking for love in *She-Hulk: Attorney at Law*, females of Millennials can relate even more to Walters and get something more than just a superhero storyline. According to Goldman Sachs Global Investment Research, Millennials tend to put marriage and children not as a priority, but that doesn’t mean they want to stay single (*Millennials infographic*). In addition to the Gen Z, Millennials are a great target audience as they share the same psychographics as Walters, who is a Millennial.

1. **Current Audience Brand Perception**

The female audience of Marvel Entertainment thinks that Marvel is still lacking when it comes to giving females more screentime and more prominence in the Marvel universe. There have only been two female lead Marvel movies and that is not enough especially during this time when many females are fighting for women’s empowerment in this male dominated world.

1. **Desired Audience Brand Perception**

The desired audience brand perception is for the female audience to view Marvel Entertainment as a brand that listens to its audiences and continuously improves to empower women in the Marvel universe and the movie industry. Marvel Entertainment wants females to feel like they are being well represented in Marvel’s movies and TV shows so that they want to continue to support Marvel and its future projects.

1. **Key Message Mapping**

Single-minded message:

* Marvel Entertainment continues to challenge itself in creating diverse and inclusive movies that people from all types of different communities can enjoy and relate to.

The most important overall thing to communicate in this campaign is that Marvel Entertainment is actively listening to what its audiences are saying and what they want to see. Marvel Entertainment is still working hard to get more diversity on-screen in the Marvel universe, but also more diversity off-screen.

Audience-specific messages:

* Females of Gen Z: *She-Hulk: Attorney at Law* highlights social issues that Gen Z females are passionate about such as gender equity and women’s empowerment with the main character as a female who is learning how to empower herself.

With Gen Z being very passionate about social issues, *She-Hulk: Attorney at Law* directly works off of issues such as gender equity as the main character is figuring out how to stand out as a woman in a male dominated field of lawyers and superheroes. The show gives Gen Z content that they can relate to and feel passionate about.

* Females of Millennials: *She-Hulk: Attorney at Law* relates directly to females of Millennials with the show depicting a female lawyer in her 30s who wants to find love in difficult position of balancing a normal life with a superhero life.

The females of Millennials can relate directly to *She-Hulk: Attorney at Law* because the main character herself is a Millennials that shares the same psychographics. Females of Millennials can relate directly to Jennifer Walters because though they are educated and have a career, smaller things such as finding love can be difficult.

1. **Strategies**

* To create awareness for female audiences of *She-Hulk: Attorney at Law* in real life and online through creative uses of both forms of physical and digital advertising.

Many brands have fully shifted their marketing and advertising focus to social media, but there are benefits in using both physical and digital advertising to appeal to the target audience. We want to be able to target female audiences who see more advertisements during a working day when they ride the bus (advertisements at bus stops and billboards) and females who spend most of time on social media watching TikTok videos or swiping left and right on Tinder.

* To enhance awareness to female audiences of Marvel Entertainment as the leading superhero movie brand that values diversity and represents women in both the superhero world and day-to-day world.

In the recent years, Marvel Entertainment has been steadily improving by making its movies more diverse with people of color and incorporating more female presence. With *She-Hulk: Attorney at Law*, Marvel makes another milestone with making a woman the main character, but also making the character relatable to its female audience.

* To make *She-Hulk: Attorney at Law* more interactive by breaking the fourth wall and integrating characters from the show into real life where the actors are among people like us.

Many movies stay in its realm and keep the characters imaginary, but Marvel Entertainment wants to break the fourth wall between actors and the audience by integrating characters to real life by creating Twitter accounts for them, inviting them to attend fashion shows, and creating phone numbers for them to answer calls.

* To achieve positive media coverage from female critics that *She-Hulk: Attorney at Law* is a big step in the right direction for Marvel being more inclusive and empowering of women.

Many female movie critics were disappointed in Marvel’s previous movies because there wasn’t enough female representation and many supporting female characters were objectified and sexualized, such as Black Widow in the *Iron Man* films (Cheung, 2021). With *She-Hulk: Attorney at Law*, we hope to demonstrate to female critics that the show empowers a female superhero who also is just a normal woman like the people watching the show.

1. **Tactics**

* Create a poster/banner to advertise *She-Hulk: Attorney at Law*, but make it look like a law firm advertisement with a real number to call

It is common to come across big law firm advertisements on billboards near the highway, but nobody pays attention to them. The marketing team for *She-Hulk: Attorney at Law* decided to have fun with the idea and make a poster that were posted on billboards and benches by bus stops to mimic real law firm advertisements. The featured a real hotline number that had a recorded message from She-Hulk describing her law firm’s services for superheroes (Zogbi, 2022). This makes a physical advertisement interactive for people, encouraging them to watch the new TV show.

* Create a Tinder profile of She-Hulk that you can match with when using the app

Both female Gen Z’s and Millennials are on Tinder, an online dating app, to find love in this large and busy world. In the show, Jennifer Walters has trouble finding matches on Tinder, so she creates an account for She-Hulk. Surprisingly, she got a lot of matches because men are interested in She-Hulk. To use this part of the plot in the marketing campaign, the marketing team created a real She-Hulk profile to act as an advertisement. People can actually match with this profile and She-Hulk will send a message that promotes the show (Carter, 2022). This is a fun way to target females on dating apps to watch a show with a female superhero who also wants to find love.

* Create a Twitter profile for Titania, a villain in *She-Hulk: Attorney at Law*, that matches her personality and allows for users to interact with the account

In *She-Hulk: Attorney at Law*, Titania is an influencer who also has superpowers. She despises She-Hulk because she defeated Titania in a fight that was broadcasted on TV. To get back at She-Hulk, Titania created a makeup and skincare line called “She-Hulk” in which she copyrighted Jennifer Walter’s superhero name. On the Twitter profile created for Titania, there are several posts about Titania’s brand and screenshots of her name trending on Twitter (*Twitter @Titania*). Users are able to like, comment, and share her posts, making this marketing tactic interactive once again.

* Have Jameela Jamil, who plays Titania, dress in character and vandalize the physical advertisements of *She-Hulk: Attorney at Law* on Sunset Boulevard and upload videos of it to TikTok

On Sunset Boulevard, there are several posters of *She-Hulk: Attorney at Law* (the ones that look like law firm advertisements). To create a scene, Jameela Jamil, the actress behind Titania, dressed in character to vandalize the advertisements with her name. This makes passersby feel like they are a part of the show because Titania despises She-Hulk. The videos of her vandalizing the advertisements were uploaded to social media platforms such as TikTok, Instagram, and Twitter (*Umm... somebody's mad* 👀 *pic.twitter.com/gy7nwu4qvh*). The Titania Twitter page also reposted the video to get more interactions on the Twitter account (😏 *https://t.co/perhvmpk9t*).

* Have Jameela Jamil appear in Titania’s character at a magazine party and fashion show

In addition to a Twitter account and vandalizing She-Hulk posters, Jameela Jamil also stayed in character when she attended Kourtney Kardashian’s Boohoo fashion show and magazine L’Officiel’s party in New York City (Davids, 2022). Because her character in the show is an influencer, it would make sense for her to be invited to these events. It was a smart way of promoting the show by breaking down the fourth wall between the actors and audience.

* Put a QR code somewhere in the show background in every episode that links to a secret page on Marvel.com that features a different comic for every QR code

Marvel Entertainment is known to hide hidden messages in its movies and TV shows. For *She-Hulk: Attorney at Law*, there would be a QR code hidden in the background of each episode that linked to She-Hulk comics on Marvel’s website. The QR codes help promote her character in the comic book industry (Ankers-Range, 2022). This was a clever way to keep audiences engaged and for them to interact with the show.

* The “Marvel Must Haves” merchandise program to reveal new merchandise related to each episode of *She-Hulk: Attorney at Law* following an episode’s release

Along with movies and TV shows, Marvel also produces a lot of merchandise to earn extra revenue. To get people interested in She-Hulk merchandise, Marvel revealed new merchandise related to each episode of the show after it is released on Thursdays (Paige, 2022). This urges She-Hulk fans to watch the new episode and go to Marvel’s website to see what new merchandise has been released. This marketing tactic allows Marvel to earn revenue not only from the show, but from merchandise too.

1. **KPIs – Measurement & Evaluation**

Looking back at our objectives, we can measure the first objective of having at least 200 females to upload pictures or videos of *She-Hulk: Attorney at Law* physical advertisements to social media platforms by looking at the hashtag #She-Hulk. We included the hashtag in the objective so it would be easier to measure at the end of the campaign. When looking at the posts made with the She-Hulk hashtag, we will look at the profiles and see which profiles are female. And because we kept it vague and allowed females to post to all social media platforms, we will have to check TikTok, Twitter, and Instagram as the main platforms. With several platforms and the goal of at least 200 uploads by females, the objective should be attainable.

Our second objective is to create 5 She-Hulk TikTok posts following the release of *She-Hulk: Attorney at Law* and get a total of 10 million views. By making posts after the release of the show, people will know more about the plot, and we can make posts that are catered to the She-Hulk audience. One of the TikTok posts will be of Titania vandalizing the She-Hulk advertisements and this should get a lot of views because it is a creative post where Jameela Jamil stays in character in real life to spray paint real advertisements for the show. TikTok displays views to all people so it will be easy to track the total number of views for the 5 She-Hulk TikTok posts.

Lastly, we want at least a 90% engagement rate for the faux social media account for characters in *She-Hulk: Attorney at Law*. To calculate the engagement rate for Titania’s Twitter account, we will combine the number of likes, comments, and shares to get the total engagement number and divide it by the number of followers and then multiply it by 100. This will give us a percentage and if it is over 90%, we have achieved our goal. For Tinder, it will be a little different as we can only count how many people matched or came across She-Hulk’s profile. So, we would have to use a secondary data analytics app to get the statistics of She-Hulk’s Tinder profile.

1. **Timeline**

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1. **Budget**

On average, the budget for each episode of *She-Hulk: Attorney at Law* was $25 million (Nakade, 2022). With 9 episodes in total, this equates to around $225 million. The budget for the show had to be big because the show required a lot of CGI to create She-Hulk. With most of the money going towards the production of the show, the marketing team had to be smart with its budget for advertisements and campaigns. Looking back at the campaign tactics, there were many low-cost tactics which allowed the marketing team to spend some money on utilizing Jameela Jamil to promote Titania.

For the She-Hulk posters and banners, around $5 million was spent to design the poster, print them, and post it all over Los Angeles and other cities. In addition to the posters, we paid Jameela Jamil an extra $1 million to stay in character and vandalize the posters and attend parties and fashion shows. We utilized her well by also creating a Twitter profile for her character which was low cost because we depended on the shared media portion of the PESO model in which social media users would spread the word about Titania’s account and the TV show. Creating a Tinder profile was also low cost as we utilized our design and social media team to create a simple profile.

Furthermore, we continued to save money by hiding QR codes in episodes for people to look at She-Hulk comics for free which was free advertising for us. We did spend $4 million to produce She-Hulk merchandise for people to purchase after they watch the show. In total, we spent around $10 million on our campaigns as we relied heavily on shared and earned media.

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