WALT DISNEY PICTURES

PREPARED FOR

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Executive Summary

As an independent firm hired by Walt Disney Pictures, our goal was to develop a thorough and thoughtful statistical report for the firm to use to predict the profitability of future films based on the characteristics of a given film. Through creating and analyzing various statistical techniques and models, we believe it is in the company's best interest to pursue additional opportunities through mergers, acquisitions, and licensing transactions in order to produce more franchise films. However, acquiring the rights to a film is not enough. Upon acquiring rights, and in order to drive profits, we suggest Walt Disney Pictures make films with the following qualities: Action (primary genre), PG or PG-13 (rating), and a significant production budget (\$). To test the power of these variables, a regression model was created to predict profits prior to finalizing an M&A transaction.

Introduction

As a result of this analysis, and in order to drive profits, we believe Walt Disney Pictures should pursue additional franchise opportunities through mergers, acquisitions, and licensing transactions. Through a series of 17 statistical tests and 11 variables from a data set of films from 2017, we have found that franchise films require a significant production budget, but generate significant profits. Therefore, to maximize their ability to generate profit for the firm, the films must be categorized as Action (genre) and rated either PG or PG-13 by the Motion Picture Association of America (MPAA). We believe this is the best decision for Walt Disney Pictures, given that the firm has had success with M&A in recent years and that franchise films require extensive capital to produce, staff, and market.

Why Produce More Franchise Films?

Throughout this study, a total of six hypothesis tests were conducted. Three of the six were one sample hypothesis tests and three of the six were 2-sample hypothesis tests. According to a one sample hypothesis test on profit, the average film released in 2017 generated above \$250,000,000 in profit. Surprisingly, this includes films of varying genres, production budgets, runtime, rating, franchise relation, and production studios. Thus, given the significant profits of films in 2017, we recommend adding more movies to Walt Disney Pictures' 10-year business plan. However, films should not be added willy-nilly. The firm needs to be purposeful, thoughtful, and masterful in choosing which movies to produce and why. In fact, according to the 2-sample hypothesis test, profit is greater, at the population level, for franchise films than for non-franchise films. Thus, synthesizing the results of these hypothesis tests, we recommend Disney pursue production of more franchise films than non-franchise films in order to maximize profits for the firm.

However, profits do not come without a cost. In a 2-sample hypothesis test comparing franchise films and profit, production budget was found to be greater, at the population level, for franchise films than for non-franchise films. To seasoned industry professionals, this is not a surprise. However, it is something that needs to be considered before any M&A or licensing transaction is finalized. Franchise films require extensive capital to write, produce, release, and market. Therefore, before any transaction is made, Disney

must prepare to budget extensive capital for future franchise movie. The results of all the hypothesis tests are included in Appendix D, below.

How Can We Predict the Profits of a Film Prior to an M&A Transaction?

For additional analysis, multivariate regression was employed to develop a model to predict the profitability of a film based on a set of variables/predictors. The model can be applied internally by Walt Disney Pictures to predict the profitability of a film in a fast and efficient manner. As a result, this allows the firm to predict the profit of a potential sequel based on the performance of an original movie and/or predict the profit of a film acquired—or thought to be acquired—through an M&A transaction. The final model to be used was determined to be:

This model was found to have an Adjusted R Square Value of 0.7357, which suggests that the model can make *reasonable* predictions within the profit ranges of \$(29,283,381.00) and \$1,107,539,889.00. To estimate the profit of a given film, simply replace the variables (PG, PG-13, Action, and Opening Weekend USA) with actual values.¹ Additional information related to this model can be found in Appendices A-C, below.

Together with the conclusions from the hypothesis tests, this model should be employed by Walt Disney Pictures to guide corporate strategy related to M&A transactions. Being able to predict the profitability of a film prior to an M&A transaction has significant benefits, especially given the costs of brokering an M&A transaction and the costs of the eventual production of a movie. Additional appendices are attached

¹ For binary fields, such as PG, PG-13, and Action (genre), simply insert the number one if the film has these characteristics. If the film does not have these characteristics, insert a zero.

Appendix A: Regression Model and Interpretation

The final regression model balances the best Adjusted R Square Value with the necessary variables associated with Walt Disney Pictures's primary product line (i.e. PG and PG-13 rated movies). The model predicts profits based on a film's rating (PG or PG-13), its performance opening weekend in the USA, and the genre of the film (Action). The final model, in equation form, is presented in Figure 1, below. The final model, as an excel output, is presented in Figure 2, below.

Profit=[(PG-13)(83,371,277.60)]+ [(PG)(213,564,595.21)]+[(Opening Weekend USA)(4.76)]+[(action)

(226,050,664.39)]+26,016,141.47

SUMMARY OUTPUT										
Regression St	atistics									
Multiple R	0.870217664									
R Square	0.757278784				Adjuste	d R Square Fr	om"Remove	Universal" Ta	b	% change between two Adjuted R Squares
Adjusted R Square 0 73570356		Interpretation: 73.6% of the variation can be explained through the variation in the other columns		Adjusted R Square 0.74863324		Interpretation: 74.9% of the variation can be explained through the variation in the other columns		he variation ough the columns	-1.76%	
Standard Error	163462168.2									
Observations	50									
ANOVA										
	df	SS	MS	F	Significance F					
Regression	4	3.75141E+18	9.37854E+17	35.0994711	2.63713E-13					
Residual	45	1.20239E+18	2.67199E+16							
Total	49	4.95381E+18								
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%		
Intercept	26,016,141.47	38362691.52	0.67816257	0.50114115	-51250285.53	103282568	-51250286	103282568		
Opening Weekend USA (\$)	4.76	0.513719115	9.269783056	5.2922E-12	3.727381335	5.79674816	3.72738134	5.79674816		
PG	213,564,595.21	75011797.6	2.847080087	0.00662504	62483079.47	364646111	62483079.5	364646111		
PG-13	83,371,277.60	53936257.77	1.545737154	0.12917246	-25261921.95	192004477	-25261922	192004477		
Action	226.050.664.39	59204467.4	3.818135258	0.00040871	106806746	345294583	106806746	345294583		

Figure 1: Final Regression Model Equation

Figure 2: Final Model as an Excel Output

Because of the range of the variable "Opening Weekend USA," this model can only be applied to films that made or are estimated to make between \$158,845.00 and \$220,009,584.00 during their opening weekend in the USA. However, despite this range, Opening Weekend USA is undoubtedly the most powerful and influential variable, as it has a combined effect of 1,046,943,453.38. Conversely, PG-13 is the weakest variable with a combined effect of 83,371,277.60. The combined effect of all the variables included in the final model are displayed in Figure 3, below.

Variable	Coefficients	Range	Power of Variable
Opening Weekend USA (\$)	4.76	219,850,739.00	1,046,943,453.38
PG	213,564,595.21	1.00	213,564,595.21
PG-13	83,371,277.60	1.00	83,371,277.60
Action	226050664.4	1.00	226,050,664.39

Figure 3: Combined Effect of All Variables in Final Model

Appendix B: Regression Model Statistical Analysis

Despite having one variable that is not statistically significant (i.e. PG-13), this final model is statistically sound. The model itself has an Adjusted R Square Value of 0.7357, suggesting that 73.57% of the variation in a film's profit can be explained through whether or not the film is rated PG, whether or not the film is rated PG-13, whether or not the film's primary genre is action, and the film's performance during its opening weekend in the USA. The significance of the model (Significance F) is 2.64E-13, well below 0.05. The overall quality of the model is included in Figure 4, below.

SUMMARY OUTPUT								
Regres	sion Statistics							
Multiple R	0.870217664							
R Square	0.757278784			Adjuste	Adjusted R Square From "Remove Universal" Tab			
Int								
		Interpretation: 73.6% of	the variation can be			Interpretati	on: 74.9% of t	the variation
		Interpretation: 73.6% of explained through the	f the variation can be variation in the other			Interpretati can be expla	on: 74.9% of t ined through	the variation the variation
Adjusted R Square	0.735703564	Interpretation: 73.6% of explained through the colun	f the variation can be variation in the other nns	Adjusted R Square	0.74863324	Interpretati can be expla in t	on: 74.9% of t ined through he other colur	the variation the variation mns
Adjusted R Square Standard Error	0.735703564 163462168.2	Interpretation: 73.6% of explained through the colun	f the variation can be variation in the other nns	Adjusted R Square	0.74863324	Interpretati can be expla in t	on: 74.9% of t ined through he other colur	the variation the variation mns
Adjusted R Square Standard Error Observations	0.735703564 163462168.2 50	Interpretation: 73.6% of explained through the colun	f the variation can be variation in the other nns	Adjusted R Square	0.74863324	Interpretati can be expla in t	on: 74.9% of t ined through he other colur	he variation the variation mns

Figure 4: Overall Quality of the Model & Its Interpretation

Based on the power of these independent variables, the output of this model (i.e. the ability to predict a film's profit) ranges between \$(29,283,381.00) and \$1,107,539,889.00. This should apply to the majority of movies produced in the United States. However, this model should not be applied to movies expected to make more or less than the specified ranges. Finally, and most importantly, the model does not take into consideration the performance of a film outside of the USA—a separate model will need to be created to asses and predict the performance of film, be it American or foreign, in a country besides the

USA. Figure 5, below, show how the model can be used to predict a film's profitability based on the film's rating, genre, and predicted opening weekend performance in the USA.

Profit=[(PG-13)*(83,371,277.60)]+ [(PG)*(213,564,595.21)]+[(Opening Weekend USA)*(4.76)]+ [(action)*(226,050,664.39)]+26,016,141.47

$\begin{aligned} & \text{Profit} = [(\underline{1})^*(83,371,277.60)] + [(\underline{0})^*(213,564,595.21)] + [(\underline{\$150,000,000})^*(4.76)] + [(\underline{1})^*(226,050,664.39)] \\ & + 26,016,141.47 \end{aligned}$

Profit= \$1,049,438,083.46

Figure 5: Final Regression Model Use Example for a PG-13, Action Film with a Predicted Opening Weekend (USA) of \$150,000,000

Appendix C: Regression Model Development

The initial regression model contained 14 variables of which 10 did not hold statistical significance. In other words, 10 out of the 14 variables had p values greater than 0.05. A thorough and thoughtful review of the residual plots showed no clear and obvious patterns and thus no transformations were attempted. The normal probability plot looks more or less like a straight line with a positive slope, as indicated in Figure 6, below. The initial model yielded an adjusted R square of 0.705, suggesting that 70.5% of the variations in profit can be explained through the variation in other variables. The significance F was determined to be 4.46E-08, suggesting that the initial model, from a statistical point of view, is a "good" model. The initial model, in equation form, is located in Figure 7, below.



Figure 6: Normal Probability Plot for Initial Regression Model

Profit = [(78,954,688.66)(Universal Pictures)] - [(10,437,733.32)(20th Century Fox)] - [(90,506,698.07) (Walt Disney Pictures)] + [(294,228,962.22)(Action)] + [(68,928,487.58)(Sci-Fi)] + [(117,593,754.02) (PG-13)] + [(309,701,283.94)(PG)] - [(7,214,218.08)(franchise)] + [(75,660,426.81)(Oscar Wins)] -[(10,119,938.81)(Oscar Nominations)] + [(775,574.73)(Runtime in minutes)] - [(0.42)(YouTube Trailer Views)] + [(5.38)(Opening Weekend USA \$)] - [(0.58)(Production Budget \$)] - 89,514,456.16 Figure 7: Initial Regression Model in Equation Form

A sample of the residual plots from the initial model are included in Figures 8-10, below. Notice how in each of the residual plots no obvious patterns are present. For example, as shown in Figure 8, Production Budgets (\$) vary tremendously across the movie industry. Likewise, in Figure 9, there are no patterns related to how many times a movie trailer is viewed on YouTube. Additionally, Figure 10 suggests that the majority of movies do not get nominated for an Oscar. Therefore, due to a lack of patterns in the residual plots, no transformations were needed to refine the data set.





Figure 8: Residual Plot for Production Budget (USD)



Trailer Views



Figure 10: Residual Plot for Oscar Nominations

After analyzing and reviewing the initial model, it was determined that some variables were better predictors of a film's profit than others. Therefore, in order to refine the model, variables were removed one-by-one based on the p value of the specific variable. For a variable to be removed, the p value had to be above 0.05, indicating statistical insignificance, *and* it had to be the largest p-value in the data set. For example, the first variable removed from the initial model was Franchise (binary), which yielded the highest p value in the dataset at p=0.94. Figure 11, below, shows the data from the initial model with the Franchise variable highlighted in red.² After removing Franchise from the model, regression was repeated for the remaining 13 variables.

² For ease of identification, the worst variable (largest p value above 0.05) is highlighted red in each of the 11 regression model tabs. Tab 18 does not have a variable highlighted as all variables are below 0.05 and are thus statistically significant.

SUMMARY OUTPUT								
Regression Stat	tistics							
Multiple R	0 888500962							
R Square	0.78943396							
Adjusted R Square	0.705207544	Interpretation: explained through t	70.5% of the variation he variation in the of	n can be her columns				
Standard Error	172635371.8							
Observations	50							
ANOVA								
	df	SS	MS	F	Significance F			
Regression	14	3.91071E+18	2.79336E+17	9.37275975	4.45682E-08			
Residual	35	1.0431E+18	2.9803E+16					
Total	49	4.95381E+18						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	(89,514,456.16)	292565545.8	-0.305963766	0.76144481	-683454090.3	504425178	-683454090.3	504425178
Production Budget (\$)	(0.58)	0.684239965	-0.845254105	0.40371041	-1.967437616	0.81072434	-1.967437616	0.81072434
Opening Weekend USA (\$)	5.38	1.05917258	5.076130695	1.2745E-05	3.226263791	7.52673309	3.226263791	7.52673309
YouTube Trailer Views	(0.42)	2.420294647	-0.172980293	0.86366341	-5.332122629	4.49479607	-5.332122629	4.49479607
Runtime (min)	775,574.73	2481876.675	0.312495272	0.75651849	-4262902.788	5814052.24	-4262902.788	5814052.24
Oscar Nominations	(10,119,938.81)	23967200.17	-0.422241177	0.67543161	-58775941.9	38536064.3	-58775941.9	38536064.3
Oscar wins	75,660,426.81	68675796.21	1.101704399	0.27810898	-63758851.57	215079705	-63758851.57	215079705
Franchise	(7,214,218.08)	98550601.52	-0.073203187	0.94206119	-207282575.5	192854139	-207282575.5	192854139
PG	309,701,283.94	129625381.3	2.389202491	0.02240723	46547769.62	572854798	46547769.62	572854798
PG-13	117,593,754.02	70862207.13	1.659470666	0.10595662	-26264174.48	261451683	-26264174.48	261451683
Sci-Fi	68,928,487.58	116628775.3	0.591007557	0.55831306	-167840513.9	305697489	-167840513.9	305697489
Action	294,228,962.22	94154339	3.12496445	0.00356431	103085492.1	485372432	103085492.1	485372432
Walt Disney Pictures	(90,506,698.07)	107855953.7	-0.839144201	0.40708355	-309465924.8	128452529	-309465924.8	128452529
20th Century Fox	(10,437,733.32)	86661627.02	-0.120442388	0.90482148	-186370189.4	165494723	-186370189.4	165494723
Universal Pictures	78,954,688.66	93194323.63	0.847204911	0.40263711	-110239846.6	268149224	-110239846.6	268149224

Figure 11: Initial Model with Franchise Variable Highlighted

Following the system outlined above, the remaining independent variables were removed one-by-one until all variables in the model were found to be statistically significant. For ease of identification, the worst variable on every tab, and, subsequently, the variable to be removed for the next analysis, is highlighted red, such as in Figure 11.

Appendix D: Hypothesis Test Results

Throughout this study, a total of six hypothesis tests were conducted. Three of the six were one sample hypothesis tests and three of the six were 2-sample hypothesis tests. In this section, I will only discuss the test that are relevant to the business decision of pursuing more M&A for franchise film production.

A one sample hypothesis test was conducted to answer the question: Does the average film make more than \$250,000,000 in profit? Results of the analysis are included in the corresponding excel doc, but a short summary of the results of the hypothesis tests and the confidence intervals are displayed in Table 1,

below. Take note that the film industry has significant profits and that, in order to capture those profits,

Disney should make movies relevant to consumers.

Question	Hypothesis	Tale Test	Decision	Conclusion	Business Decision
Does the average film make more than \$250,000,00 0 in profit?	Ho: mu<=250,000,000 Ha: mu>250,000,000	Right Tale Test	Reject Ho	Given our sample data, we can say, at the 95% confidence level, that the average profit generted by a movie exceeds \$250,000,000.	The average film released in 2017 generated above \$250,000,000 in profit. Thus, we recommend adding more movies to Disney's 10-year business plan.

Table 1: Results of the Relevant 1-Sample Hypothesis Test

Three two-sample hypothesis tests were conducted to answer the following questions: 1) Is there evidence that franchise films generate more profit (at the population level) than non-franchise films? and 2) Is there evidence that franchise films have a larger production budget (at the population level) than non franchise films? Results of the analysis are included in the corresponding excel doc, but a short summary of the results of the hypothesis tests and the confidence intervals are displayed in Table 2, below. Notice that franchise films generate significantly more profits than non-franchise films.

Question	Decision	Conclusion	Business Decision
Is there evidence that franchise films generate more profit (at the population level) than non- franchise films?	Reject Ho	Given our sample data, we can say that the mu for franchise films is greater than the mu for non- franchise films.	It looks like profit, at the population level, is greater for franchise films than for non franchise films. Thus, we recommend Disney pursue additional franchise opportunities through M&A licensing transactions.
Is there evidence that franchise films have a larger	Reject Ho	Given our sample data, we can say that the mu for franchise films is greater than the mu for non-	It looks like production budget, at the population level, is greater for franchise films than for non franchise films. Thus,

franchise films are more expensive to make

budget for extensive capital for future

franchise movies.

than non-franchise films. Disney should thus

franchise films.

Table 2: Results of the Relevant 2-Sample Hypothesis Test

Appendix E: Data Analysis & Descriptive Statistics

production budget

(at the population

level) than non

franchise films?

Descriptive statistics and visual aids reveal that the film industry has tremendous variability. Histograms of Production Budget, Profit, Opening Weekend USA, and YouTube Trailer Views reveal a strong right skew, suggesting that is very difficult to produce and release a high demand,³ profitable movie on a small budget. Likewise, histograms of Oscar nominations and Oscar wins, as indicated by the strong positive skew, show how incredibly difficult it is to both be nominated and awarded an Oscar. Currently, of all the variables, only runtime (min) suggests a normal distribution, as shown in Figure 3. Pie charts are displayed for both ratings of movies (45% R, 40% PG-13, 14% PG) and franchise relation (60% franchise, 40% non-franchise). Finally, histograms of primary genre and primary production studio are presented—these do not reveal any specific trends. A sample of histograms and other visual data from this analysis are included in Figures 12-15, below. The remaining visuals can be found in the corresponding excel document. Figure 16 presents the summary level statistics for all variables in the analysis.

³ Demand is defined here as the number of times a trailer is viewed on YouTube.



Figure 12: Histogram of Production Budget (\$)



Figure 13: Histogram of Opening Weekend USA



Figure 14: Histogram of Movie Runtimes (min)



Figure 15: Franchise v. Non-Franchise

Distribution in Sample

Global Box Office F	levenue	Openir	g Weekend USA	Oscar No	ominations	Primary G	ienre
						Sci-Fi	10
Mean	\$ 434,934,163.94	Mean	\$ 43,499,688.96	Mean	1.7	Musical	3
Standard Error	52,105,379.56	Standard Error	7064905.987	Standard Error	0.378234351	Action	10
Median	\$ 363,532,889.00	Median	\$ 32,220,748.50	Median	0.5	Animation	5
Mode	#N/A	Mode	#N/A	Mode	0	Drama	7
Standard Deviation	368,440,672.20	Standard Deviation	49956429.32	Standard Deviation	2.674520747	Horror	3
Sample Variance	1.35749E+17	Sample Variance	2.49564E+15	Sample Variance	7.153061224	Cornedy	4
Kurtosis	-0.343585681	Kurtosis	2.633422155	Kurtosis	5.774670009	Biography	7
Skewness	0.768681218	Skewness	1.602269704	Skewness	2.208856283	Crime	1
Range	\$ 1,322,488,230.00	Range	\$ 219,850,739.00	Range	13	Count	50
Minimum	\$ 10.051.659.00	Minimum	\$ 158,845.00	Minimum	0		
Maximum	\$ 1.332,539,889,00	Maximum	\$ 220.009.584.00	Maximum	13	Primary Produc	tion Studio
Sum	\$ 21,746,708,197.00	Sum	\$ 2,174,984,448.00	Sum	85	Walt Disney Pictures	7
Count	50	Count	50	Count	50	20th Century Fox	6
						Universal Pictures	f
Broduction Bu	daet	YouTube Trailer Views	(as of 1/13/19)	0.0	r wins	Paramount Pictures	
11000000100	sger	TOUTUSE MULTINEWS	050/1/15/15/	- Oste	Wills	Columbia Pictures	
Man	\$ 92,212,000,00	Mann	10 201 245 22	Maan	0.29	New Line Cinema	
Standard Error	10 888 849 06	Standard Error	1 903 872 86	Standard Error	0.124178936	Warner Bros	3
Madian	\$ 74,500,000,00	Madian	15 950 666 00	Median	0.114170550	Dreamworks	
Mode	\$ 175,000,000,00	Mode	#01/A	Mode	0	Fox Searchlight Ricturer	
Standard Deviation	76 995 790 08	Standard Deviation	13 462 414 10	Standard Deviation	0.878077678	Anatow Production	
Sample Variance	5 928355415	Sample Variance	181 236 593 504 295 00	Sample Variance	0.771020408	Atlas Entertainment	
Kurtosis	-0.334930321	Kurtosis	316	Kurtosis	6423527921	BBC Films	1
Skewness	0.77717632	Skewness	1.47	Skewness	2.549302901	Beijing Donfang Internatioanl Cultural Communications Company	
Range	\$ 296,500,000.00	Range	69,151,676.00	Range	4	Chestnut Ridge Productions	1
Minimum	\$ 3,500,000.00	Minimum	824,618.00	Minimum	0	Clubhouse Pictures	1
Maximum	\$ 300,000,000.00	Maximum	69,976,294.00	Maximum	4	Cross Creek Pictures	1
Sum	\$ 4,665,600,000.00	Sum	969,562,266.00	Sum	19	DC Entertainment	1
Count	50	Count	50	Count	50	Focus Features	1
						Frenesy Film Company	1
Profit		Ru	ntime (min)	Ra	ting	Perfect World Pictures	1
						Scott Rudin Productions	1
Mean	\$ 341,622,163,94	Mean	120.62	PG	7	Summit Entertainment	
Standard Error	44,966,242,68	Standard Error	2.310912886	PG-13	20	Syncopy	1
Median	\$ 267,895,345.00	Median	120	R	23	TriStar Productions	1
Mode	#N/A	Mode	118	Count	50	Count	50
Standard Deviation	317,959,351,23	Standard Deviation	16.34062173				
Sample Variance	1.01098E+17	Sample Variance	267.0159184	Fran	chise		
Kurtosis	-0.111459317	Kurtosis	0.119886565				
Skewness	0.924310572	Skewness	0.268455723	Yes	28		
Range	\$ 1.136.823.270.00	Range	75	No	22		
Minimum	\$ (29,283,381.00)	Minimum	89	Count	50		
Maximum	\$ 1,107,539,889.00	Maximum	164				
Sum	\$ 17.081.108.197.00	Sum	6031				
Count	50	Count	50				

Figure 16: Descriptive Statistics for all Variable Fields

Appendix F: Data Analysis & Descriptive Statistics

A data set of 50 films from 2017 was used for this statistical analysis. Variables included: Film Name, Global Box Office Revenue (\$), Production Budget (\$), Profit (\$), Opening Weekend USA (\$), YouTube Trailer Views, Runtime (min), Rating, Franchise (Yes/No), Primary Genre, and Primary Production Studio. Profit served as the dependent variable, while the remaining predictors served as the independent variables. The data for this analysis was aggregated and collected from various sources including Statista, YouTube, and Internet Movie Database (IMDB). The full data set can be found in the corresponding excel document, but a screenshot of the raw data is included in Figure 17, below.

A	В	с	D	E	F	G	н	I.	J	к	L	м
					YouTube Trailer Views		_		•	Franchise'i 🤿	_	T
1 2017 Film Name	Global Box Office Revenue	Production Budget	Profit	Opening Weekend USA	(es of 1/15/10)	Runtime (min)	Oscar Nominat	Oscar wind	Ratin	(ncluding remaixes & s	Primary Gen	Primary Production Stu
2 Grain wars. The Last deal	\$ 1,332,338,668.00	\$ 225,000,000.00	\$ 1,107,539,889.00	5 220,009,584.00	52,089,527	102	4	0	PG-13	Tes	SCFFI	Wat Disney Pictures
East & Eurine: The Este of the Eurine	\$ 1,233,321,125.00	S 160,000,000.00	\$ 1,103,521,126.00	5 1/4,750,616.00	10,902,414	12	2	0	PG 10	Tes	Musical	Walt Dishey Pictures
Desnicable Me 3	\$ 1,034,799,409,00	\$ 200,000,000.00	\$ 988,764,783.00	a 30,700,703.00	20,302,015	130	0	0	PG-13	Yes	Actor	Universal Pictures
Limani: Welcome to the lunde	\$ 062.076.202.00	\$ 80,000,000.00	\$ 954,799,409.00	\$ 72,434,025.00	36,002,335	86	0	0	PG	Tes	Animation	Universal Pictures
Sumary. Weccine to the surge	3 306,070,232.00	\$ 90,000,000.00	\$ 6/2,0/6,292.00	\$ 36, 169, 328.00	31,089,284	118	0	0	PG-13	Tes	Action	Coumba Pictures
Wolf Warrior 2	\$ 870,325,439.00											Cultural Communications
Spider Man: Homosomina	\$ 990 166 004 00	\$ 29,700,000.00	\$ 840,625,439.00	\$ 219,022.00	2,628,373	122	0	0	R	Yes	Action	Company
a Tho: Remark	\$ 852 977 126 00	\$ 175,000,000.00	\$ 705,166,924.00	\$ 117,027,503.00	27,342,308	130	0	0	PG-13	Tes	SCHF1	Columbia Pictures
Monter Women	\$ 821 763 408 00	5 140,000,000.00	\$ 673,977,126.00	5 122,744,989.00 e 100.0E1.671.00	08,970,294	130	0	0	PG-13	Tes	SUFFI Sei Ei	Walt Disney Pictures
11 11	\$ 700 381 748 00	\$ 149,000,000.00	\$ 672,763,408.00	s 105,251,471.00	20,730,409	141	0	0	PG-13	Yes	Homor	New Line Cinema
12 Guardians of the Galaxy Vol. 2	\$ 863,756,051,00	\$ 200,000,000,00	\$ 663,381,748.00	s 146 E10 104 00	16 804 279	130	1	0	PG-12	Vor	Polici	Walt Dispose Bioturas
12 Coro	\$ 807,082,196,00	8 17E 000,000.00	\$ 000,700,001.00	5 50 800 805 00	4 711 410	100		0	1013	Ves	Animation	Wat Dishey Pictures
Pirates of the Caribbean: Dearl Men Tell No Tales	\$ 794 861 794 00	s 175,000,000.00	\$ 632,082,196.00	a 50,802,803.00	4,711,413	100	2	2	PO. 13	Yes	Animation	Wat Disney Pictures
15 Logan	\$ 619 021 436 00	\$ 97,000,000.00	\$ 504,001,754.00	\$ 02,000,200,000 \$ 99,411,016,00	20,008,057	120	1	0	PG-13	Vor	Sol.Ei	20th Contum Env
16 Dunkirk	\$ 525 573 161.00	\$ 100,000,000,00	\$ 425.572.161.00	\$ 50,513,498,00	29,090,807	10/		2	PG-13	No	Drama	Support
The Boss Baby	\$ 527 965 936 00	e 126.000.000.00	£ 400 065 006 00	¢ 50,510,400.00	30,632,473		1	0	PO	Ves	Animation	Decommendation
19 Transformers: The Last Knight	\$ 605.425.157.00	\$ 217,000,000.00	\$ 992,503,530.00	\$ 44,690,073,00	19 001 100	16/		0	PG-12	Vor	Col.Ei	Paramount Distures
19 Kong: Skull Island	\$ 566,652,812,00	\$ 195,000,000,00	\$ 381,652,812,00	\$ 61.025.472.00	17 008 659	116	1	0	PG-13	Ver	SelEi	Warner Bros
The Greatest Showman	6 434 0E0 846 00	\$ 94,000,000.00	\$ 361,032,612.00	e enc era no	20,028,039	100	1	0	POPIS	No	Musical	20th Contum Env
at War for the Planet of the Apes	\$ 490,664,238,00	\$ 150,000,000,00	\$ 340,664,228,00	\$ 56 262 828 00	10 917 616	140		0	PG-12	Vor	Musical Sol.Ei	20th Century Fox
22 Fifty Shades Darker	\$ 974 975 967 00	\$ 55,000,000,00	\$ 319 275 967 00	\$ 46,607,250,00	22 778 045	116		0	P 0-13	Ver	Drama	Linkweet Dicture
22 Justice Learne	\$ 614,729,668,00	S 200,000,000.00	£ 314 730 669 00	¢ 0.384.230.00	25,770,040	100	0	0	PO 12	Vos	Action	Atlas Estatalament
Minasman: The Golden Circle	\$ 410 979 571 00	\$ 104,000,000.00	\$ 314,728,008.00	\$ 39,022,010,00	22 115 202	141	0	0	PG-13	Vor	Action	20th Contum Env
Murder on the Orient Express	\$ 952 799 811 00	\$ 55,000,000,00	\$ 297 789 811 00	\$ 28.681.472.00	12 449 900	11/	0	0	PG-13	Ver	Crime	20th Century Fox
26 The Mummy	\$ 410 333 326 00	\$ 125,000,000.00	\$ 285 333 326 00	\$ 31,688,375,00	45 (096 356	111	0	0	PG-13	Yes	Action	Linkereal Pictures
Get Out	\$ 255 457 364 00	\$ 5,000,000,00	\$ 250,000,020.00	\$ 32,277,060,00	12 906 175	10/	4	1	P	No	Horror	Internal Pictures
The Leno Batman Movie	\$ 311 950 384 00	\$ 80,000,000,00	\$ 221,950,284,00	\$ 53,003,468,00	8 100 638	10	0	0	PG	Var	Animation	DC Entertainment
20 Cars 3	\$ 383,889,151,00	\$ 175,000,000,00	\$ 208 889 151 00	\$ 53,688,680,00	21 254 002	105	0	0	PG	Yes	Animation	Walt Disney Pictures
30 Baby Driver	\$ 228 104 185 00	\$ 34,000,000,00	\$ 194 104 185 00	\$ 20,553,320,00	14 620 884	115	3	0	B	No	Action	TriStar Productions
The Shape of Water	\$ 194.349.972.00	\$ 19,400,000,00	\$ 174 949 972 00	\$ 166,564,00	22 187 019	125	13	4	B	No	Drama	Fox Searchight Pictures
Alien: Covenant	\$ 240,891,763,00	\$ 97,000,000,00	\$ 143,891,763.00	\$ 36,160,621,00	24,707,321	122	0	0	B	Yes	Sci-Fi	20th Century Fox
Three Billocards Outside Ebbing, Missouri	\$ 157 890 842 00	\$ 15,000,000,00	\$ 142 880 842 00	\$ 322 168 00	8 504 579	114	7	2	B	No	Comerty	Fox Searchight Pictures
Pitch Perfect 3	\$ 175 919 310 00	\$ 45,000,000,00	\$ 130,919,310,00	\$ 19.928.525.00	12 293 367	90	0	0	PG-13	Yes	Musical	Universal Pictures
as The Post	\$ 174.496.433.00	\$ 50,000,000,00	\$ 124,495,433.00	\$ 526.011.00	17, 102, 525	116	2	0	PG-13	No	Biography	Dreamworks
35 John Wick: Chapter 2	\$ 158,216,655.00	\$ 40,000,000,00	\$ 118,216,655.00	\$ 30.436.123.00	16.016.721	122	0	0	B	Yes	Action	Summit Entertainment
37 Darkest Hour	\$ 145.843.120.00	\$ 30,000,000,00	\$ 115.843.120.00	\$ 175.006.00	4.991.654	125	6	2	PG-13	No	Biography	Perfect World Pictures
co Blade Runner 2049	\$ 259,344,059,00	\$ 150,000,000,00	\$ 109.344.059.00	\$ 32,753,122,00	27.477.953	164	5	2	B	Yes	Drama	Columbia Pictures
89 Baywatch	\$ 176.928.652.00	\$ 69,000,000,00	\$ 107.928.652.00	\$ 18,503,871,00	14.340.677	116	0	0	B	Yes	Action	Paramount Pictures
40 Lady Bird	\$ 70,758,273.00	\$ 10.000.000.00	\$ 60.758.273.00	364.437	14.536.679	94	5	0	B	No	Cornedy	Scott Rudin Productions
41 Victoria & Abdul	\$ 65.421.267.00	\$ 21,000,000,00	\$ 44.421.267.00	\$ 158,845.00	5.036.426	111	2	0	PG-13	No	Biography	BBC Films
42 I, Tonya	\$ 53,939,297.00	\$ 11,000,000,00	\$ 42,939,297.00	\$ 264,155.00	15.332.967	120	3	1	B	No	Biography	Clubhouse Pictures
The Big Sick	\$ 44.328.624.00	\$ 5,000,000,00	\$ 39,328,624,00	\$ 421,577,00	3,859,679	120	1	0	B	No	Cornecty	Anatow Production
44 Call Me By Your Name	\$ 40,353,565,00	\$ 3,500,000,00	\$ 36,853,565.00	\$ 412,932.00	12,273,184	132	4	1	B	No	Drama	Frenesy Film Company
45 Fist Fight	\$ 41,087.017.00	\$ 22,000,000.00	\$ 19,087,017.00	\$ 12,201.873.00	5,208.174	91	0	0	B	No	Cornecty	New Line Cinema
46 Mother!	\$ 44,516.999.00	\$ 33,000,000.00	\$ 11,516,999.00	\$ 7,534.673.00	15,884.611	121	0	0	B	No	Horror	Paramount Pictures
47 The Disaster Artist	\$ 21,120,616,00	\$ 10.000.000.00	\$ 11,120,616.00	\$ 1,211,345.00	11, 192, 256	104	1	0	B	No	Biography	New Line Cinema
48 Phantom Thread	\$ 44,523,275.00	\$ 35,000,000.00	\$ 9,523,275.00	\$ 216,495.00	10,386,240	130	6	1	B	No	Drama	Focus Features
49 American Made	\$ 51.342.000.00	\$ 50,000,000,00	\$ 1,342,000.00	\$ 272,892.00	12.386.342	115	i 0	0	B	No	Biography	Cross Creek Pictures
50 Marshal	\$ 10.051.659.00	\$ 12,000,000,00	\$ (1,948,341.00)	\$ 3,000,805.00	824.618	118	1	0	PG-13	No	Biography	Chestnut Ridge Productions
51 Downsizing	\$ 38,716,619.00	\$ 68,000,000,00	\$ (29,283,381,00)	\$ 4,954,287.00	10.331.054	135	0	0	B	No	Drama	Paramount Pictures
51 Downsizing	\$ 38,716,619.00	\$ 68,000,000.00	\$ (29,283,381.00)	\$ 4,954,287.00	10,331,054	135	0	0	R	No	Drama	Paramount P

Figure	17.	Raw	Data	Scroon	chot
rigure	1/.	naw	Daia	screen	snoi

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