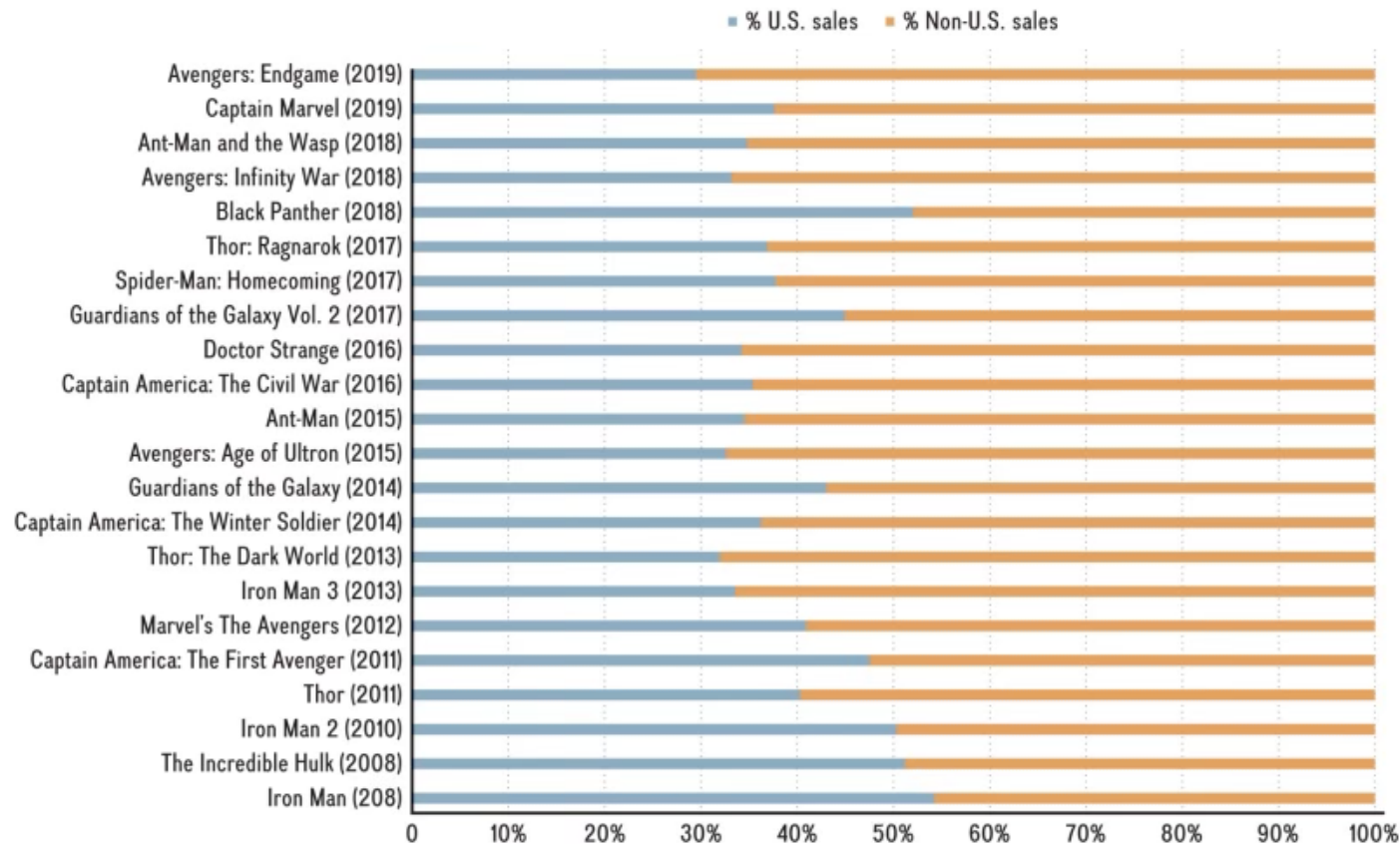




Source: Author's depiction of data from Box Office Mojo (<http://boxofficemojo.com>), 2008–2019.



“We Need Movies That Break Out Internationally”

Given the increasing importance of non-U.S. box-office sales, Hollywood studios are changing their business models. Rob Moore, vice chairman of Paramount Pictures, explains: “We need to make movies that have the ability to break out internationally. That’s the only way to make the economic puzzle of film production work today.”¹ For instance, in 2014, only one film grossed more than \$300 million in the U.S. market (*Guardians of the Galaxy*). Thanks to international releases, however, 2014 ended up being one of the most profitable years for Hollywood. This led movie studios to modify their release tactics. For example, some opted to release installments from their most popular movie franchises to their foreign markets first and then to the U.S. market. Disney followed this strategy with its initial release of *Monsters University* (2013), the prequel to *Monsters, Inc.* (2001). *Avengers: Age of Ultron* (2015) set the record for the biggest overseas opening, surpassing a record set weeks earlier by *Furious 7* (2015), from *The Fast and the Furious* series. This record was later surpassed by the foreign premiere of the eighth installment of the series, *The Fate of the Furious* (2017), which brought in \$44.3 million during its opening weekend—a whopping 80 percent of which came from foreign box-office sales.