

# **BRAND AUDIT**

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# 1 BRANDTNUENTORY

## NINTENDO HISTORY

Playing Cards: 1889–1966	Toys: 1966–1972	Video Games: 1972–Present
<ul> <li>1889: Fusajiro Yamauchi founded Yamauchi Nintendo &amp; Co. Ltd. and started producing hanafuda playing cards</li> <li>1951: Changed its name to Nintendo Playing Card Co. Ltd.</li> <li>1959: Started printing Disney characters on its cards opening up to children's market</li> <li>1963: Changed its name to Nintendo Co., Ltd. and started producing other games</li> </ul>	<ul> <li>Started introducing electronics to toys</li> <li>1966: Yamauchi saw one of his employees, Gunpei Yokoi, playing with a self-made mechanical arm and asked him to mass produce it as the "Ultra Hand"</li> <li>Gunpei Yokoi got promoted from the assembly line to Product Development: Ultra Machine (1967), Love Tester (1969), and Ele-Conga (1972)</li> <li>1970: Teamed up with Sharp to develop the first solar-powered light gun, the Nintendo Beam Gun (precursor to NES Zap Gun used in Duck Hunt)</li> </ul>	<ul> <li>1972: Developed a light gun for the Magnavox Odyssey console</li> <li>1973: Developed Laser Clay Shooting System</li> <li>1977: Released Color TV Game Machine with later release, Donkey Kong (1981)</li> <li>1980-1991: Series of handheld electronic games: the Game &amp; Watch</li> <li>1983: Famicom released which failed due to tensions with Atari and the "videogame crash of 1983"</li> <li>To not make the same mistake as Atari, Nintendo only published good games that received a "Seal of Quality" and other game developers could only sell 5 different games a year</li> <li>1985: Released NES (still Famicom with different name) with R.O.B. and Super Mario Bros, and later in 1987, The Legend of Zelda released</li> <li>1989: Gameboy released with Tetris</li> <li>1990-1991: Super Famicom/SNES released in Japan/US (respectively)</li> <li>1996: Nintendo 64 released</li> <li>2001: Gameboy Advance and Gamecube released</li> <li>2004: Nintendo DS (touchscreen)</li> <li>2006: Wii released (remote sensitive tracking)</li> <li>2011: Nintendo 3DS</li> <li>2012: Wii U (failed due to marketing)</li> <li>2016: Nintendo Switch (vibration sensitive joycons)</li> </ul>

## **BRAND ELEMENTS**



- The name "Nintendo" is commonly assumed to mean "leave luck to heaven".
- Nintendo has many popular characters such as Mario, Link, Kirby, Yoshi, and many more in their lineup that are known around the world.
- Many of Nintendo's slogans are based around their products which include:
  - Nintendo Switch: Switch and Play! 0
  - Nintendo 3DS: There's No Play Like It 0
  - Wii: Wii Would Like To Play 0



- Nintendo's packaging style show in depth information about the console while being very aesthetically pleasing and simple.
- Some of Nintendo's trademarks include Nintendo®, Game Boy®, Wii®, Super NES® and Super Mario Bros.®.



## **BRAND PERSONALITY**

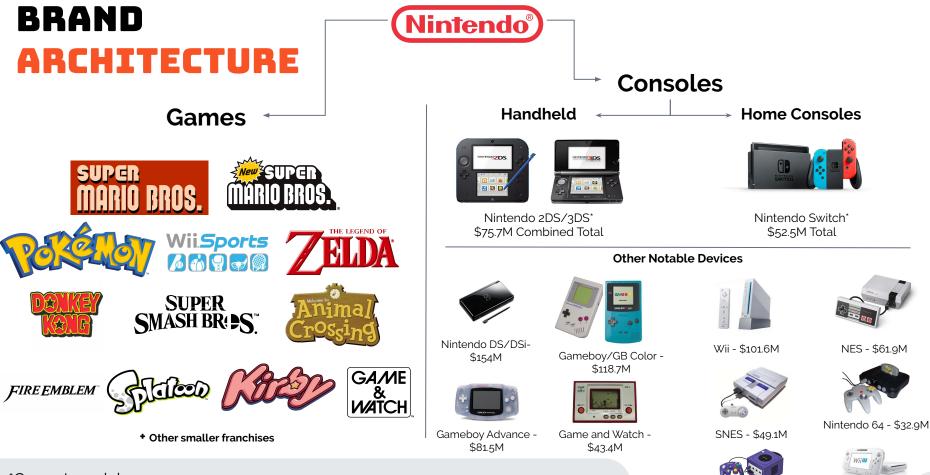
Brand Elements:

- Red Color Scheme: Excitement, Youthful, Bold
- Sleek, Simple, and Informative Packaging: Knowledgeable and Informed
- Featured Characters (Mario, Kirby, Zelda, etc.): Family Friendly

Marketing Mix:

- Price: Regular \$299 and Switch Lite \$199
  - Affordable and For Everyone
- **Promotion:** Always highlights new tech in the consoles
  - Innovative and New
- **Placement:** Gamestop and gaming sections of other retailers
  - For True Gamers and Official
- Product: Consoles and Videogames
  - Versatile and Exclusive





\*Current models

Nintendo Gamecube - \$21.7M Wii U - \$13.6M

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#### **BRAND PRODUCT MATRIX**

Game with Franchise Name Released on this Console No official game, but Mr. Game & Watch appears in various Super Smash Bros. There was a "Zelda" game, but it wasn't officially The Legend of Zelda

	Nintendo Switch	Nintendo 3DS	Wii U	Wii	Nintendo DS	Gameboy Advanced	Gamecube	Nintendo 64	Gameboy Color	SNES	Gameboy	NES	Game and Watch
Super Mario Bros.													
Pokemon													
Wii Sports													
The Legend of Zelda													
Donkey Kong													
Super Smash Bros													
Animal Crossing													
Fire Emblem													
Splatoon													
Kirby													
Game and Watch													

## NINTENDO PRODUCTS

- The current lineup of the most relevant Nintendo Products include:
  - Nintendo Switch: Nintendo's flagship model that is a hybrid of Both home and portable gaming.

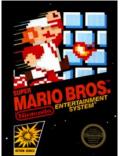


- Nintendo Switch Lite: Cheaper than the Switch but with no home docking and no removable joy-cons.
- Nintendo 3DS/3DS XL: Handheld device that can produce 3D images on top.
- Nintendo 2DS/2DS XL: Handheld device that is rework of original DSi with different design for the 2DS and being much larger in the case of the 2DS XL.
- Nintendo DSi/DSI XL: Handheld device that is redesigned from the original DS.
- Wii: Home console that had motion controls, an online system, and better graphics.
- Wii U: Home console but also had a touchscreen Gamepad you could play on.
- NES Classic Edition: Rework of original Nintendo Entertainment System for nostalgia.
- Older products include the Color TV game series, Nintendo Entertainment System/Famicom, Super Nintendo Entertainment System/Super Famicom, Nintendo 64, Nintendo GameCube, Panasonic Q, Wii Mini, Game & Watch, Game Boy, Virtual Boy, Game Boy Pocket, Game Boy Light, Pokemon Pikachu, Game Boy Color, Game Boy Advance/Sp, Nintendo DS, and the Game Boy Micro.

## NINTENDO PRODUCTS

## **ONLINE** Nintendo Switch Online

- Nintendo has published many games including Tetris, Pokemon, Animal Crossing, etc. while they have also created many iconic games such as Super Mario Bros, The Legend of Zelda, and Kirby.
- Nintendo also offers Nintendo Switch Online for \$19.99/yr for the option of playing online with anyone around the world.
- Nintendo Amiibo are toy figurines that you can connect into your games to get bonus characters, items, customizations, and unlock new content.
- Nintendo also offers many accessories to their gaming consoles such as controllers, arcade sticks, and carrying cases.
- Nintendo sells merchandise of their licensed products as well which includes plushies, clothing, decorations, posters, bags, figurines, playing cards, and much more





## COMPETITORS

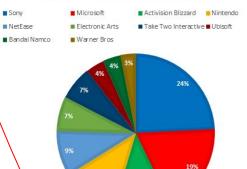
Direct/Indirect Competitor	Competitor	Points of Parity	Points of Difference		
	Nintendo	Provide gaming consoles	Exclusive games include Mario, Super Smash, Fir Emblems, Pokemon. Offers both handheld and console systems. Cheaper devices.		
	Microsoft	Have own iconic games/characters	Exclusives include Halo, Titanfall, Gears of War. More powerful system, 4K gaming		
Direct	Sony	Have library of games they create and license	Exclusives include God of War, Spiderman, Uncharted. More powerful system, 4K gaming		
	Steam	Online Gaming	Can be played on computer or their system, Biggest library of games offered.		
	Board Games	A form of entertainment	No internet needed, something to physically do		
Indirect	Netflix	Huge market	Huge library of things to watch		
	Social Media	Fun for everyone	More social, no gaming aspect		

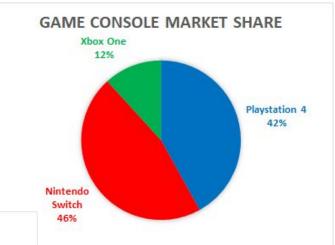
Publisher	Revenue (in Millions)	
Sony	4,410	
Microsoft	3,391	
Activision Blizzard	2,131	
Nintendo	2,111	
NetEase	1,694	
Electronic Arts	1,289	
Take Two Interactive	1,249	
Ubisoft	691	
Bandai Namco	674	
Warner Bros	564	

#### **MARKET SHARE**

OF Nintendo<sup>®</sup>

#### MARKET SHARE OF GAME PUBLISHERS





Console	2019 Sales (in millions)		
Nintendo Switch	\$2,209,558		
Playstation 4	\$2,002,733		
Xbox One	\$561,690		

\*Even though Steam is a competitor, it does not sell consoles which is why it is not included in this particular data set.

- Certain companies such as Apple were removed because they do not publish their own games but rather let others publish on their platform.
- 2) These revenues are from annual reports reported in 2019 Q2.

## PRICING, PROFITABILITY, MARKET SHARE

	Nintendo	Microsoft	Sony	Steam
Console Pricing	Nintendo Switch: \$299 Nintendo Switch Lite: \$199	Xbox One X: \$299	Playstation 4: \$299 Playstation 4 Pro: \$399	Must have your own computer
Average New Game Price	\$59.99	\$59.99	\$59.99	Varies depending on publisher, anywhere from \$5 to \$60.
Online Access	1 month: \$3.99 3 months: \$7.99 12 months: \$19.99 Family Plan 12 months: \$34.99	Xbox Live Gold 1 month: \$9.99 3 months: \$24.99 12 months: \$59.99	Playstation Plus 1 month: \$9.99 3 months: \$17.99 12 months: \$49.99	Free

## PRICING, PROFITABILITY, MARKET SHARE

- In 2018, Nintendo sold over 15 million Switch consoles which matched raised expectations in a successful launch. They made \$1.62 billion in operating profit, an increase of 505% from the previous 12 months.
- In 2019, Nintendo released the new Nintendo Switch lite console which sold 1.95 million units for the third quarter of that year. Switch sales has rose 50% over a year to 4.8 million units for the quarter.
- Nintendo has sold 41.67 million consoles of both versions of the Switch in total with over 246 million games.
- Nintendo has profits of \$615 million during the the six-month period, being up 116% over last year. Nintendo's revenue of \$2.5 billion in the third quarter rose 26% over the last year.
- In 2018, Nintendo had the largest unit sales of consoles with 17.05 million Switches sold and 3.5 million 3DS's sold, compared to Playstation 4 at 18 million sold and Xbox One at 6.96 million sold.
- In 2019, the Nintendo Switch's market share was at 46.3% while the Playstation 4 and Xbox One were at 42% and 11.8% respectively.

## **DISTRIBUTION CHANNELS**



- Nintendo has an online store, Nintendo eShop, where users can purchase and download games instantly.
- Nintendo also has access to many well-known and established distribution channels for in-person purchases such as GameStop, Best Buy, Target, and Walmart, while having online retailers such as Amazon to sell their consoles.
- Many of their merchandise is only available through their authorized retailers and must get permission from Nintendo to sell their products.
- The production, distribution, or sale of counterfeit Nintendo products is illegal and trying to distribute unauthorized illegal copies would be subject to criminal actions.

## MARKETING Communication/promotion



#### Traditional Methods

- Console: come up with a console slogan (e.g. Switch's "Switch and Play" and 3DS' "Take a Look Inside") which gets the attention of customers; usually revealed at big gaming conventions like E3
- Games: Nintendo games are purely for nintendo consoles so any advertising that goes toward the game, is also an advertisement for the console since it's the only place you can play it.
- Usually consists of TV/Streaming Service and YouTube ads plus poster promotion at Gamestop or gaming areas in other retailers
- Social Media Platforms: Twitter, Facebook, YouTube, Instagram, Miiverse (their own social platform)
- Fun Fact: In March 2020, Nintendo spent \$14million on TV ads, which is \$3million more than in February. To put that in comparison, Nintendo was the only company to spend over \$1million that month. Bethesda, in second, spent \$866,000 and Xbox, in third, spent \$641,000.

## MARKETING Communication/promotion

#### Non-traditional Methods

- The Nintendo Switch: Together Tour
  - Touring bus that travelled all across the U.S. promoting the Nintendo Switch with games including Super Smash Bros. Ultimate, Mario Kart 8 Deluxe, and Super Mario Party
- Fun Fact: The tour stopped by Chess Plaza at UTD from October 24-25, 2019 and many people got to play the games as a community that is strong in the eSports sector

# NINTENDO SWITCH TOUR





## CONSUMER KNOWLEDGE

- Consumers are drawn to "excitement, competence and sincere brand personalities" (Lin 2010)
- Nintendo Switch personality:
  - Flexibility: the duality of playing on
     TV and on the go was convenient
  - > Innovative
  - > Accessible
  - > Unique
- Wii's brand personality:
  - ➢ Futuristic
  - Revolutionary console where humans can interact and use their whole bodies while playing the game
  - > User-friendly



## **BRAND ASSOCIATIONS**

#### Type of brand association:

- Consistently innovate to create new game each year to attract the different segment of customers
- Multiplayer focus console that allowed play with friends and family in one place
- Portability that customer can take it to everywhere rather than limited in one place
- Easy use which is good for new players to participate fully
- High-tech hardware, which has high-quality screen resolution with touch screen

#### Strong: High-tech, convenience

Favorable: Entertainment, ease of use, multiplayer

Unique: Portability, innovation



## **MARKET SEGMENTATION**

#### Geographic

- Region: Americas, Asia Pacific, Europe and Middle East, Africa
- Country: All States
- City Size: Major metropolitan areas
- Density: Urban, suburban

#### Demographic

- Age: People are in 15-35 range that like to play video games
- Gender: Female, Male
- Income: N/A
- Household Size: Normally 1-4, especially for the family with young children
- Occupation: Students, workers, professional

#### **Behavior**

- Benefits Sought: Enjoying for leisure and entertainment with family and friends
- Engagement Level: Highly engagement product. Strength relationship between customers and brand
- Personality:
   Outgoing, introverted

#### Geographic

- Region: Americas, Asia Pacific, Europe and Middle East, Africa
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## MAIN SOURCES OF BRAND EQUITY

#### Brand awareness:

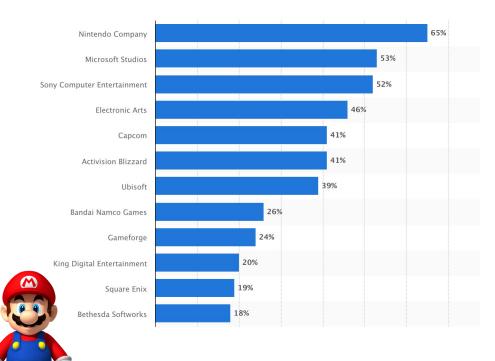
Nintendo has a long history, with more than 100 years of operating history since its establishment in 1889. Customers are already familiar with Nintendo's company and products. In addition, Nintendo has always guaranteed to produce high-quality products with sufficient durability, so Nintendo has always been recognized by customers. Most importantly, Nintendo's reputation has grown with game characters such as Super Mario and Pokémon.

#### Brand Image:

**Brand attributes:** Super Mario Brothers, Zelda, Megaman, Donkey Kong, etc.

\*As of December 2019, Mario Kart 8 Deluxe was the top selling Nintendo Switch game with 22.96 million units sold.

#### GAMING BRAND RECOGNITION AMONG GAMERS IN THE UNITED STATES AS OF DECEMBER 2016

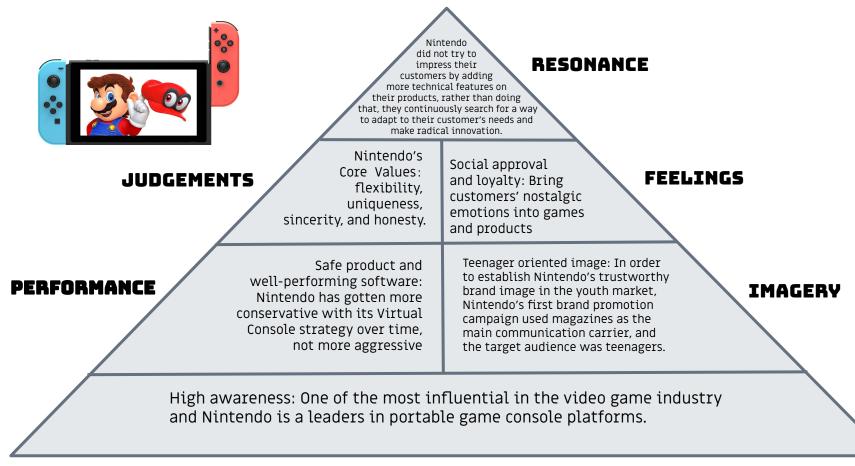


## **POSSIBLE THREATS**

- Competitors: The console game industry is currently divided into approximately three platforms. That is Xbox, PlayStation and Switch. They are produced by Microsoft (MSFT), Sony (SNE) and Nintendo respectively. As of March 2020, Sony led the market with 108 million units. Nintendo ranked second with only 52.8 million game consoles sold, while Microsoft only trailed Nintendo with 46.7 million.
- Nintendo's own product and upcoming games: From the sales of Wii and Wii U, Nintendo's new flagship products are not as popular as the Switch. In addition, it is disappointing to see a lack of AAA games slated for release in 2020 and beyond. Most games are independent games, ported games or remakes of old games. Although considering its budget, new games (such as Breath of the Wild and Bravely Default) are successful and well-received critical acclaim, and large-scale sales are certainly good, but such large-scale sales will not significantly increase brand profits.
- Mobile games: Over the years, as smartphones have become more powerful, mobile games have become very popular. Not only will Nintendo face competition from its competitors in the host market, but it may also face competition from mobile games, further threatening brand equity.



#### **CUSTOMER-BASED BRAND EQUITY PYRAMID**



#### SALIENCE

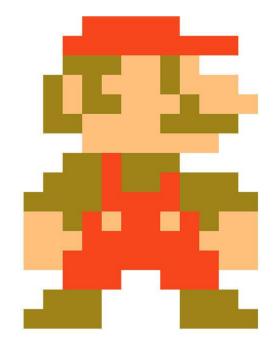
## **PROBLEM AREA**

#### Hardware:

- > Lack of Virtual Console on the system
- > Nintendo Switch Online lacks major features
- Nintendo Switch Joy-Cons sometimes moves without being touched

#### Services:

- There are some first-party games that do not allow cloud storage
- > Need to solve the delay problem in the game
- > Nintendo Switch lacks an online browser and
- > still lacks popular streaming services.



## **DEPTH AND BREADTH OF BRAND AWARENESS**

Nintendo created a global brand image by using attractive advertising. Its emphasis handhold console and high-resolution screen through all product lines.

#### Depth of brand awareness

 "Play Anywhere," "Play Together," "Seeing is believe" are cues help consumer to easy recognize its product with characters in POP displays

#### Breath of brand awareness

- Slogan: " Touching is Good"
- Brand Name: Easy to remember and pronounce, difference
- Logo: White or red letters in a rectangle





## COMPETITORS

 Nintendo is a key figure in both the game platform and game creation industry so competitors need to be split in those two categories

#### **PLATFORM COMPETITORS**

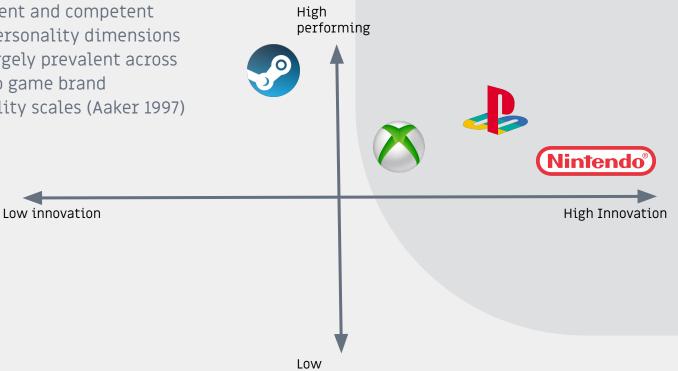
- Microsoft's XBOX:
  - Released in November,2001
  - XBOX Live- online gaming service where subscribers could connect with other gamers
  - XBOX One X: "world's most powerful gaming console" that focuses on 4k visual quality

- Sony PlayStation:
  - Released in December, 1994
  - First "computer entertainment platform" to ship 100 million units
  - Known for quality 3D graphics

- Valve's STEAM:
  - ➢ Released in 2003
  - Video game distribution service where games can run on PC
  - largest digital distribution platform for PC gaming, holding around 75% of the market space

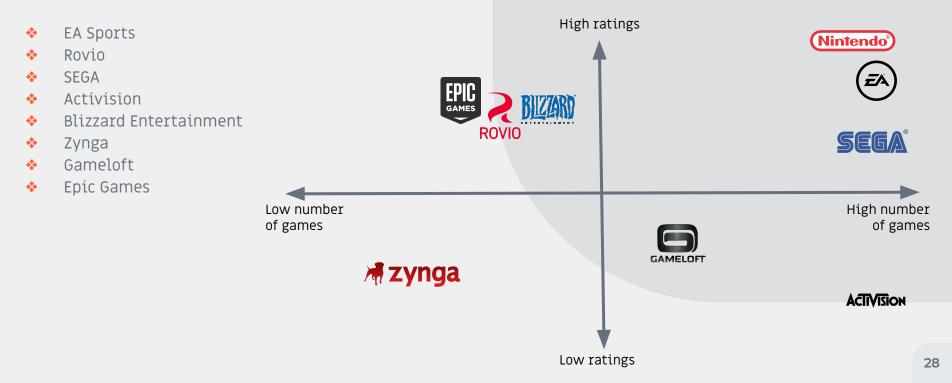
#### PLATFORM PERCEPTUAL MAP

\* excitement and competent brand personality dimensions were largely prevalent across all video game brand personality scales (Aaker 1997)



#### **GAME PUBLISHER COMPETITORS**

Nintendo has been on of the top of its list when it comes to the performance, interactivity and design of the games it creates. The Mario family is a great example of that and because of this, it has built a connection with its fans through the games it designs. However, there are several other game design companies that are also in top spots and therefore, huge competitors.



## 3 RECOMMENDATIONS

#### SWOT ANALYSIS

#### Strengths

- Established brand
- Customer loyalty
- Global distribution
- Creative and unique product
- Skim pricing strategy
- Affordable for a wide range of customers



#### Opportunities

- The growth of technology
- Increasing focus on third party software development
- A tie-up with related field company
- Umbrella branding
- Develop a variety of product

#### Weaknesses

- Device dependent
- Defected devices and loss of goodwill
- Mismanaged in intellectual property rights
- Inventory shortage
- The limited option of online gaming
- The high cost of advertising
- Low margin



- Direct and indirect competition
- Uncertain foreign exchange
- Legal pressure
- hanging of industry environment



#### STRENGTHS



- Established brand: Nintendo has a market pioneer advantage as it focused on the game market since 1889
- **Customer loyalty**: Gamers are not likely to change the product.
- Global distribution: Nintendo has a widespread channel of distribution across a geographic area, the products are variable both brick and mortar store and online stores such as Best Buy, Amazon, and other online retail websites
- Skim pricing strategy: The games are initially sold at high prices and then as the products gain acceptance, the company lowers the prices to compete with its competitors till it gets sufficient bargains.
- Creative and unique product: Nintendo offers a unique device with the latest games to create a halo effect and has a long-term outlook for its products. The company allocated a lot of budget to R&D. As a result, Nintendo could satisfy its customers and become has a strong growth in the handheld and console gaming segment.
- Affordable for a wide range of customers: Though Nintendo Switch is positioned for the upper-middle class, the other older version games are available in different online channels, the customers don't have to buy the Nintendo device to play games. Thus, the company could capture a variety of economic classes.



KNESSE

- **Device dependent:** The newest version of the game is available only Nintendo device, the company lost a massive customer that is likely to play the newest release but could not afford the devices.
- Defected devices and loss of goodwill: One of the top-selling products, Wii gaming console could not
  work properly such a clicking problem, resulting in losing trust in the company.
- Mismanaged in intellectual property rights: The company has a limitation in protecting its intellectual property rights that allow growing of counterfeit products in some regions.
- Inventory shortage: The company could not supply the best-selling product to respond with high demand. For example, during the COVID-19 situation, the Nintendo supply chain was affected by the outbreak of coronavirus, the price of Nintendo Switch went up to \$549 from its original price of \$299 because the product was out of stock.
- The limited option of online gaming: Nintendo has less variety of products compared with its competitors, the gamers would get bored and turn to its rival products.
- The high cost of advertising: The high proportion of the budget had been used in the marketing campaign when launching the new products that cost a high burn rate in the financial statement.
- Low margin: The increase of competitors from big and small cooperation leads to price competitive, thus the company faces difficulties to meet its target margin.

#### **OPPORTUNITIES**



- The growth of technology: Smartphone and infrastructure, such internet has strong growth, the prices of the smartphone are reasonable to almost everyone. As a result, the number of people using a game over a smartphone is growing, Nintendo could target a wide range segment from young people to seniors and expand the products across geographic areas easily. Besides, the company could increase sales by offering add-on contents and software through personal computer users.
- Increasing focus on third party software development: As the rivals have a strong growth and price competitive challenge, Nintendo could reduce R&D costs by focusing on collaborating with third-party software developers to save cost and offers the lower price to its customers.
- A tie-up with related field company: With its established well-known brand, Nintendo could tie-up with the other strong brand companies to expand the related field products, includes selling advertising banners through its game.
- Umbrella branding: Because of a strong brand identity, Nintendo can develop new related field products to find a new source of growth in the market.
- Develop a variety of product: Nintendo has focused on console and handheld gaming with a limited of game options, the company still has a room of growth by increasing product line to customers and focus on PC segment.





- **Direct and indirect competition**: Entertainment is a fast and furious market that the competitors are highly adaptive, Nintendo has to fight with both direct and indirect competitors. The strongest growth in mobile gaming that shown fast thrive in this decade. For these reasons, Nintendo faces high price competition.
- Uncertain foreign exchange: High proportion of company sales rely on oversea sales, Nintendo risks to fluctuation in currency exchange that
- Legal pressure: Each territory has individual regulations, the company has to adapt its strategy to comply with every geographic area.
- Changing of industry environment: Because the technology has a rapid evolve, some customers may not opt to purchase the device that Nintendo offers as the obligation to innovation is no longer worth paying.

#### **POSITIONING STATEMENT**







#### Alliance strategy

Nintendo could increase focusing on collaboration with the established company. In 2018, Nintendo was teamed up with Disney on "Nintendo Switch Family Showdown"; the example of Nintendo's return to dominance in video games. In 2020, LEGO and Nintendo have entered into a partnership to create Super Mario-themed products.

#### Point of parity

Without built-in voice features in its operating system, Nintendo Switch would be unfavorable to multi-player preferred gamers. Nintendo should focus on multi-players and family games that motivate gamers to increase purchasing Nintendo devices; offering a feature that supports voice chat directly through the device. Also, the company should emphasize the online channel of distribution to expand the PC segment and mobile gaming segment.

#### **Point of difference**

Continue the exclusive gaming on Nintendo's devices, develop a unique game to encourage gamers to purchase the product for both online and offline devices.

#### **BUILDING ADDITIONAL BRAND EQUITY**

**Nostalgia & Innovativeness:** Nintendo has a very short line of video games compared to its competitors. Most of it "new games" are remastered versions of old games for their new consoles. They can expand their brand element of innovativeness by creating completely new games that feature those same well-known characters which will attract non-users, as well as consumers loyal to the brand and its characters.

**Bringing people together:** On the switch device, up to 8 players can play at the same time. Nintendo should market their product in a way that displays how their consoles can bring entire families and close group of friends together. This separates them from Sony and Microsoft whose products are primarily single player, or multiplayer mostly through online play

**Connectivity:** Although Nintendo products have been successful at uniting users who are physically in the same room, they could build additional brand equity by expanding their online play capabilities. This would be a huge step forward towards building repertoire with PC gamers and allowing consumers with friends or family who all own devices to be able to play together. They would link fun memories and enjoying games together directly with the Nintendo brand.



#### **MEASURING BRAND EQUITY**

**Brand equity should be managed continually overtime. Nintendo could do this by:** *Research demographics of consumers:* This will reflect whether their target brand image of producing fun family oriented products is shown by the users of the game. It will also help more accurately create scenarios for advertisements and communication.

Analyze the difference in sales between differently priced similar products (Nintendo Switch & Switch-Lite):

Are consumers buying the cheaper one because of price? Are consumers willing to buy new product beyond usual price point?

*Survey for games:* Research which games are being bought and played the most? Is it because of nostalgia, new storyline, features, new console, etc.



#### MANAGING BRAND EQUITY

In a market as competitive as theirs, Nintendo has to ensure it maintains the value on its brand equity. The best ways to manage and maintain/ grow this brand equity is by:

- Continuing to leverage its original and well known characters in advertisements and product developments
- Producing technologically innovative products that require minimal learning to use
- Maintaining lower costs than competitors, even when developing a higher end product (Switch vs. Switch lite)
- > Emphasizing brand image of bringing people together



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