

Situational Analysis / Brand Positioning



A Marist College COMI700L750 Capstone Project

David Ayers • Nekesha Green • Eric Meisner • Nicholas Nappo • Laura Sledge

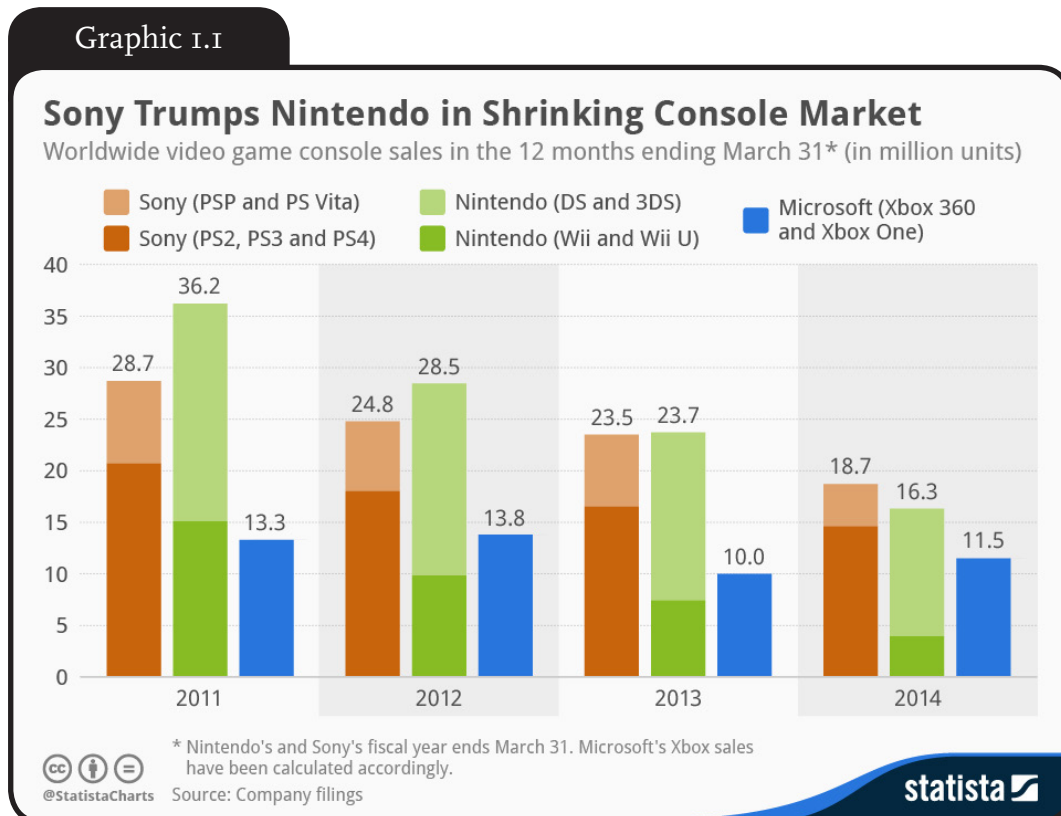
Situational Analysis

Nintendo Co., Ltd. (Nintendo or “the company”) has been providing home and handheld entertainment since 1947. The company develops, manufactures, and sells gaming equipment as well as hardware and software for its handheld and home video game systems. Nintendo’s game consoles include GameCube and Wii systems, and handheld includes GameBoy, Nintendo DS and Nintendo 3DS. The company is headquartered in Japan, has a presence in the Americas and Europe, and employs approximately five thousand people¹.

Introduction

- Slumping sales (reported net loss of \$228 billion in FY 2013)²
- Loss of market share to competitors Sony and Microsoft (see Graphic 1.1)
- Poor internal communication among shareholders³
- Drastic price cuts to incentivize purchase⁴

Graphic 1.1

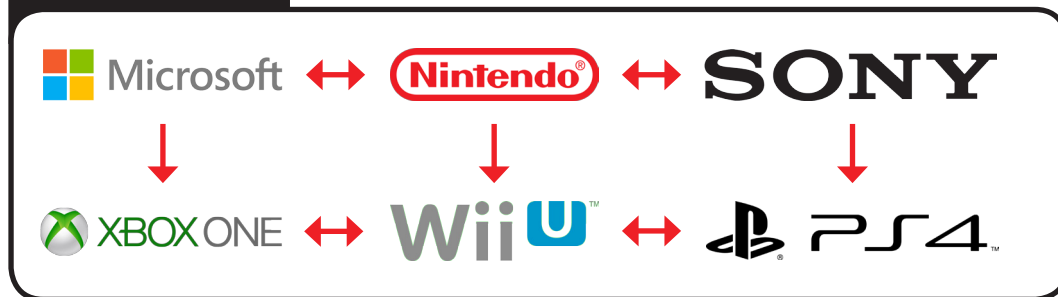


Brand Situation

Primary Competition

- Nintendo's Wii U at-home console competes against Microsoft's Xbox One and Sony's PlayStation 4 (PS4). (See Graphic 1.2)
- As of June 2014, Sony's PS4 is the top-selling game console in the United States⁵.

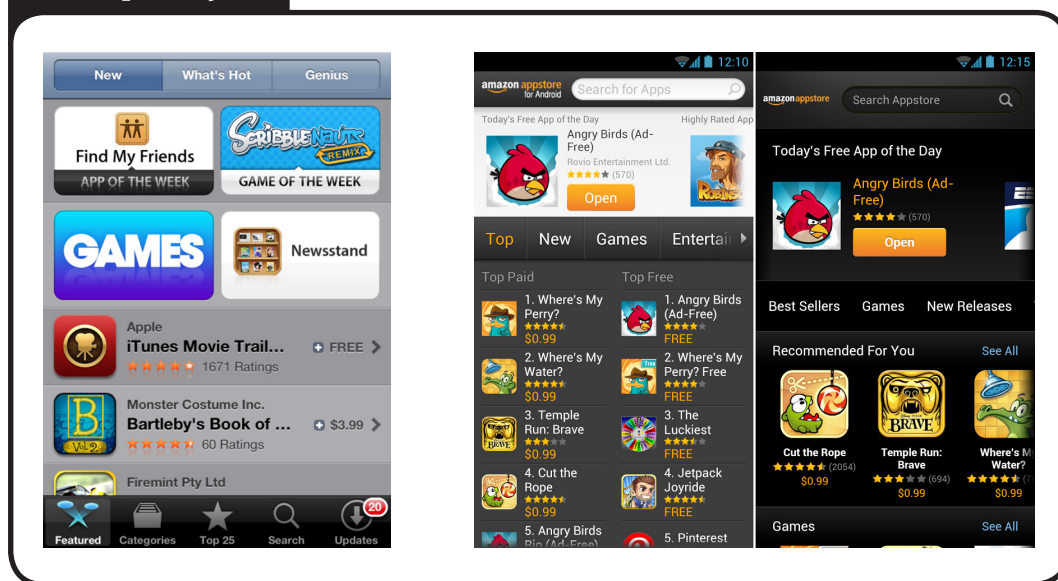
Graphic 1.2



Secondary Competition

- Apps and games offered via tablet or smartphone in the Apple App Store and Google Play (See Graphic 1.3)

Graphic 1.3

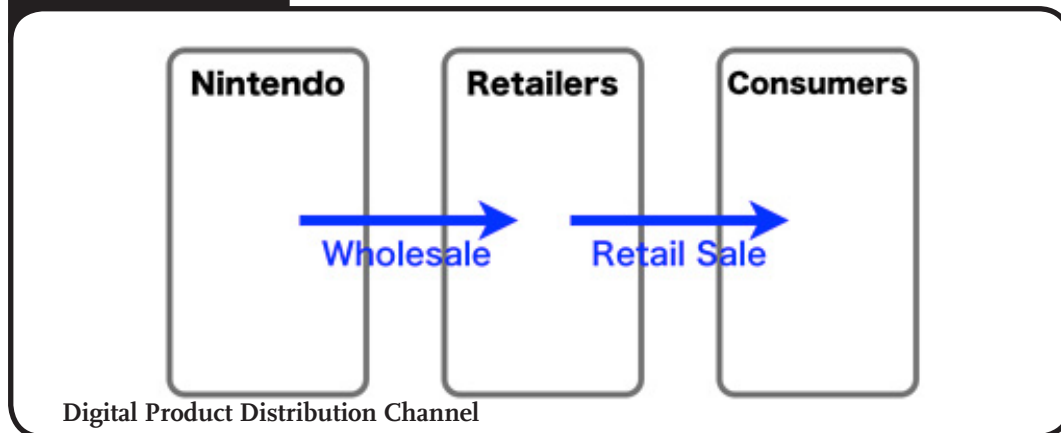


Competitive Environment

Distribution Method

- All Nintendo products are manufactured in Japan
- Distribution of both physical products and digital games follow the same path (See Graphic 1.4)
- Nintendo is beginning to focus more efforts around digital distribution
 - ▶ Lower cost of distribution and supportive marketing
 - ▶ Increased customer trials before purchase

Graphic 1.4



Sales Method

- Competitive-based sales strategy with focus on product life cycle
- Bundled products, which include (See Graphic 1.5):
 - ▶ Family
 - ▶ Party
 - ▶ Fitness

Graphic 1.5

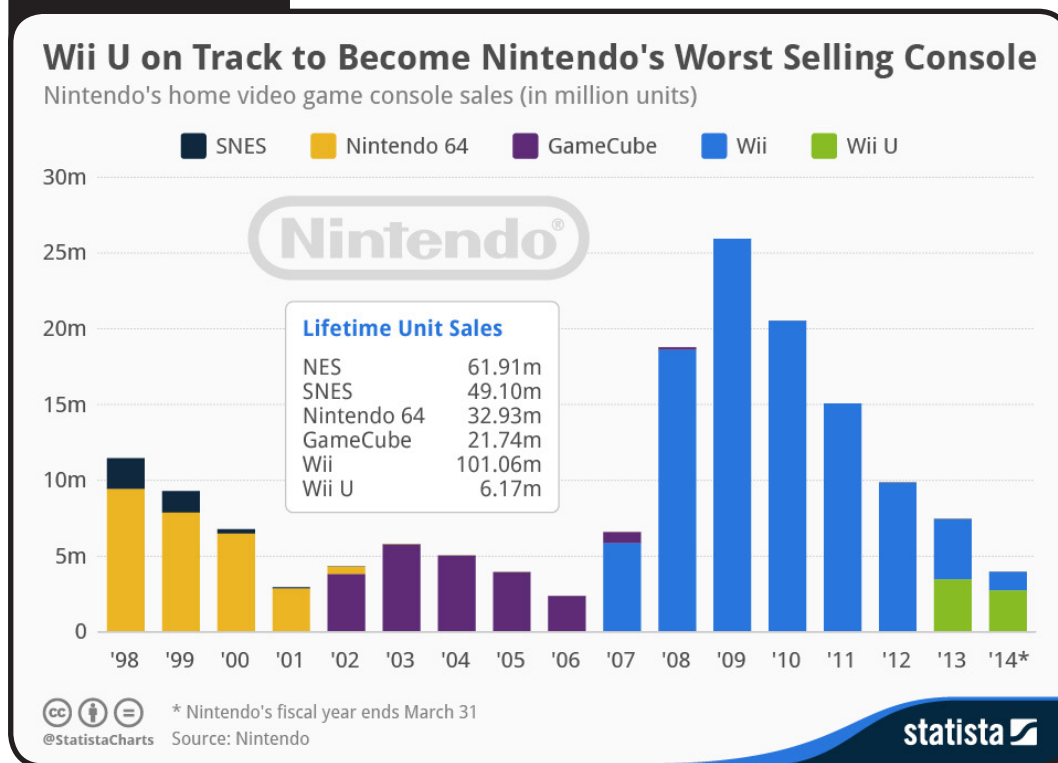


Distribution / Sales Method

Objectives (Deadline of December 2015)

- Increase Wii U unit sales by 10%, or 600 thousand units (See Graphic 1.6)
- Achieve 70% brand awareness within target audience segment
- Reposition Nintendo as a cool and edgy game console while still emphasizing the family-friendly focus the brand has been known for

Graphic 1.6



Challenges to Achieving Objectives

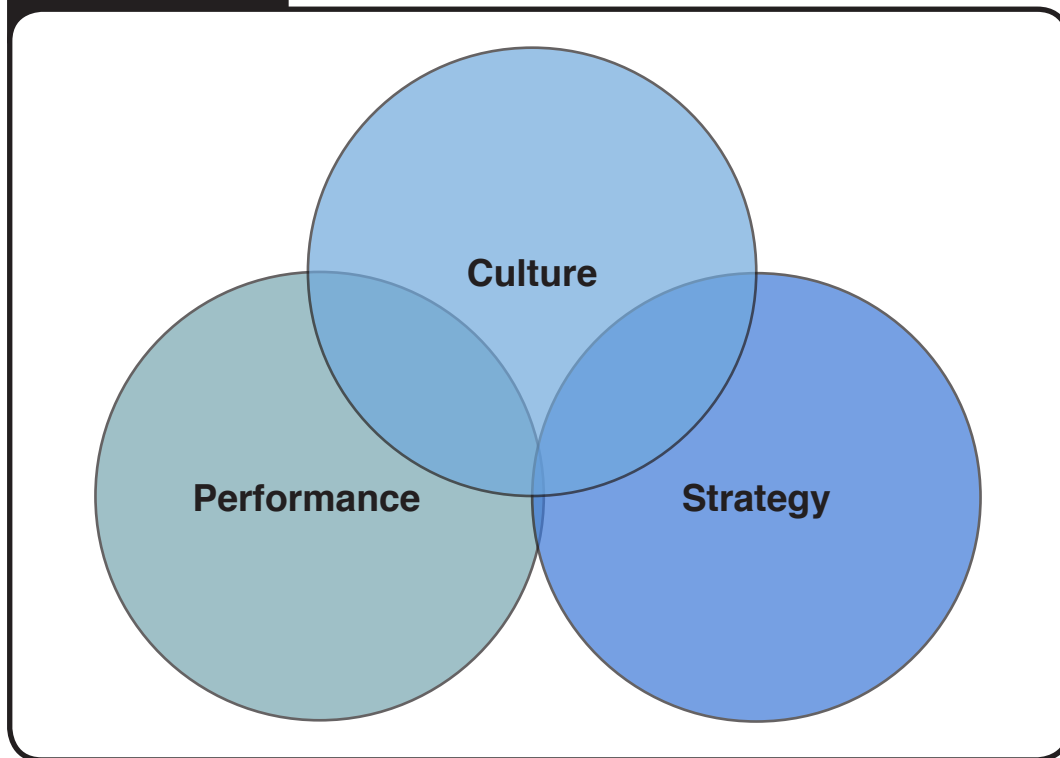
- Lack of third party support for creating new gaming software⁶—Nintendo already has a lack of presence across multiple platforms¹.
- Oversaturated gaming market—Nintendo is having trouble competing with other large gaming companies, primarily Sony and Microsoft, when it comes to the amount of games that are available and console functionality.
- Not easily penetrated App market—Nintendo will undoubtedly encounter problems attempting to penetrate a market dominated by Apple and Google.
- Growing competition could reduce market share.
- Short product life cycles and changes in consumer preferences.

Business / Marketing Objectives

Nintendo's largest problems are having to drastically slash prices in an already competitive and oversaturated gaming market. As a result of their loss in market share and lackluster sales on already reduced prices, an IMC campaign will be essential in helping:

- Introduce innovative advertising and appropriate promotion strategies that deliver a cohesive message to targeted consumers across all appropriate platforms in an effort to
 - ▶ Increase brand awareness
 - ▶ Solidify brand salience/loyalty
 - ▶ Introduce Nintendo to a new/larger audience through repeated exposure
 - ▶ Regain a larger market share through increased unit sales
- Reinforce the strategic goals of the company by aligning what the company does (i.e., gaming) with who they are (culture) and how they do it (family-friendly). (See Graphic 1.7)

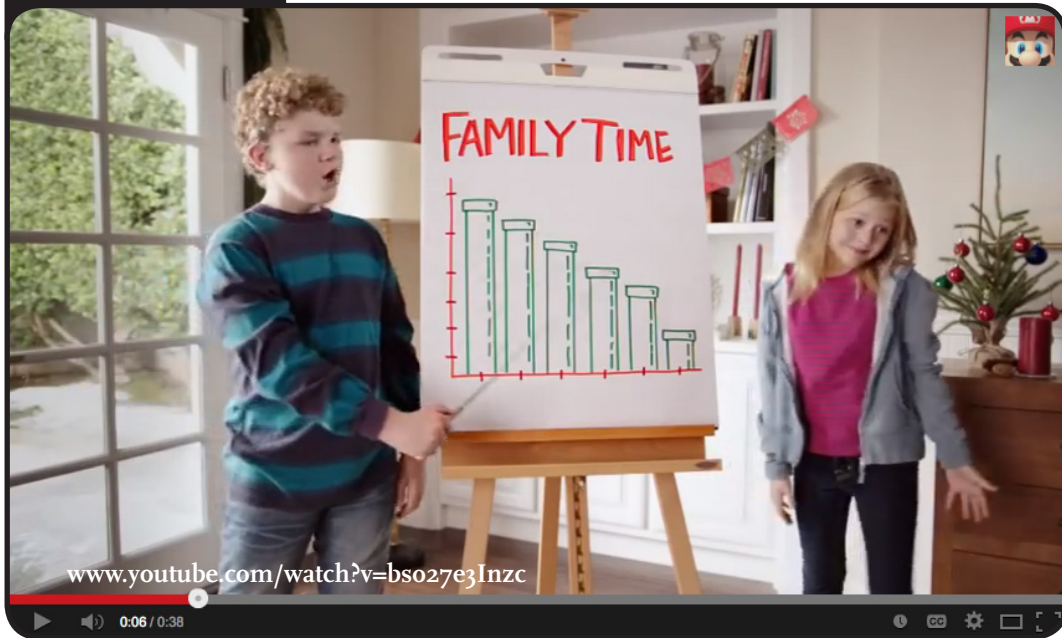
Graphic 1.7



IMC Rationale

Brand Positioning

Graphic 1.8



For families and game enthusiasts, Nintendo is the only handheld and home video game manufacturer that delivers innovative consoles and interactive, family-friendly games because only Nintendo knows video games have a unique ability to bring people together.

Graphic 1.9



Graphic 2.0



Brand Positioning Statement

DNA

- Entertaining
- Innovative
- Original
- Familiarity
- Unity
- Leisure
- Legacy

Personality

- Classic
- Old-school
- Retro
- Fun
- Playful
- Quirky
- Child-like

Brand DNA / Personality

- Family Entertainment
- Gaming (equipment, software, hardware)
- Network communication (i.e., Miiiverse) (See Graphic 2.1)
- Digital distribution
- Technology
- Home and handheld entertainment

Graphic 2.1



Brand Territory

Helping families learn, grow, and play together through the magic of gaming.

Brand Ideal

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Endnotes

Customer Profile / Segmentation



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Customer Profile

Originally established as a trading card company in the late 1800's, Nintendo Co., Ltd. (Nintendo or "the company") changed direction and began providing opto-electronics as early as 1970. This introduction into electronics helped birth one of the first home video game machines in 1977¹. The current most popular console on the company's roster is the Nintendo Wii U; it directly competes with Sony's PlayStation 4 and Microsoft's Xbox One. Released in 2012, it is the first Nintendo console capable of displaying in high definition, and utilizes a more robust online experience than its predecessor the Nintendo Wii². The console was released in two versions: a "Basic" version (\$299) and a "Deluxe" version (\$349). After Nintendo recognized that general public perception of the Wii was that it catered primarily to a "casual" gaming audience, the company introduced the Wii U with explicit intentions to bring "core" gamers back to the franchise³.

Background

Our repositioning strategy shifts the brand's model and marketing communications focus to a more edgy, cool, yet still family-friendly home entertainment brand; thus helping to not only improve sales for the Wii U console, but also increase market share for the brand. This newly identified brand positioning will also better situate the company to compete with major competitors Sony and Microsoft. Based on MRI (2013) and SRDS (2013) cross data tabulation, two targets were identified for this new positioning and IMC plan: **influencers** (i.e., teens or young adult core gamers) and **decision makers** (i.e., parents, guardians or older adult population who financially invest in family entertainment). Latter sections of the document will take a more in-depth look at Nintendo's overarching target by segmenting them based on lifestyle (PRIZM).



Overarching Targets

Demographics

Age: 12–17

Index and other data pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Principal User, Teen (12–17)⁴

- 66% of all children principal users are 12–17 years old⁴
- Teens between 12–17 are 237% more likely to be the principal users of household owned video games (Index 337)⁴

Ethnicity: Hispanic, White

Index and other data pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Principal User, Teen (12–17)⁴

- 74.7% of all children principal users 12–17 are white⁴
- Teens where “Spanish spoken in home most often” (Index 121)⁴ and those classified as “other race/multiple classifications” (Index 110)⁴ are 21% and 10% (respectively) most likely to be the principal users of household owned video games

Geography: West, Northeast

Index pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Principal User, Teen (12–17)⁴

- Teens 12–17 years of age living in the **West** (Index 114)⁴ and **Northeast** (Index 100)⁴ are the top two groups most likely to be principal users of household owned video games

Influencers (Teens)

Why Focus on Teens as the Influencers?

Due to the growth in the teen population, marketers cannot afford to ignore this growing powerbase of influencers because they⁵:

- Have significant discretionary income
- Spend family money as well as influence their parents' spending on both large and small household purchases
- Establish and affect lifestyle and overall trends
- Provide a “window” into our society (i.e., a view of how it is now and what it is likely to become)



Did you know? Teens represent 33% of video game players, with games representing 7% of teen spending⁶.

Activities, Interests, and Media Consumption

The role of teens in influencing household purchases is growing as parents rely on a teen's advanced computer skills to research products online. Surprisingly, teens gladly find time to master the virtual world of video games, while also honing athletic and other skills⁵. Teens 12–17 years of age exhibit the following behavioral and media consumption traits:

Activities and Interests

- **Athletics:** A recent Gallup Youth survey discovered that 93% of boys and 88% of girls are interested in sports⁷. In particular, “Serious Gamers” (i.e., core gamers) are 16% more likely than the average American teenage male to have played basketball in the last 12 months⁸.

Influencers (Teens)

Activities and Interests (Continued)

- Teens in this group have proven their interest in music, as “Serious Gamers” are 22% more likely to have played a musical instrument in the last 12 months⁸
- Teens in this target enjoy board games and going to the movies⁸



Media Consumption

Index pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Principal User, Teen (12–17)⁴

- Heavy Magazine Readers (Index 118)⁴
 - ▶ Magazine Type: Video Game/PC & Console (Index 162)⁴
- Moderately Heavy Radio Listeners (Index 118)⁴
- Moderately Light TV watchers (Index 121)⁴
 - ▶ Favorite channel: ESPN Classic (Index 129)⁴
- Heavy Internet users (Index 119)⁴
 - ▶ Favorite website: MTV.com (Index 163)⁴



Influencers (Teens)

Brand Behavior

Attitudes & Perception	Behaviors
Category Usage Rate	Medium to Heavy User
Shopping Behavior	Spends a comparatively high proportion of their discretionary income (i.e. allowance) on entertainment
Brand Usage	Past and Present users of the brand, regulars, and potentially first-time gamers



Did you know? Younger teens have more influence than older teens on video game purchases.

**Next Page:
Decision Makers (Adults)**

Influencers (Teens)



Photonstop/Alamy

Based on a MRI (2013) data report on video game systems purchases in the last 12 months, it's clear Nintendo has an opportunity with parents who are household decision makers⁹. "These middle-aged parents have the disposable income and educated sensibility to want the best for their children. They buy the latest technology with impunity: new computers, DVD players, home theater systems, and video games¹⁰."

Demographics

Vital Statistics

Index pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Any Video Game Systems, Bought in last 12 months⁹

- Gender: Both, men (Index 104)⁹ and Women (Index 97)⁹
- Age: Adults, 18–49 (Index 147)⁹
- Ethnicity
 - ▶ Other (Index 152)⁹
 - ▶ Other race, multiple classifications (Index 144)⁹
- Geography: Primarily within the Northeast (Index 177)⁹

Decision Makers (Adults)

Socio-Economics

Index pulled from:

MRI, Fall 2013 Product: Electronics, Video Games (Household Owns)
- Any Video Game Systems, Bought in last 12 months⁹

MRI, Fall 2013 Product: Electronics, Video Games (Household Owns)
- Systems, Nintendo Wii U¹¹

- Income: \$150,000+, across all systems purchased in last 12 months (Index 127)⁹, for owning a Nintendo Wii U (Index 222)¹¹.
- Education: Attended college (Index 134)⁹
- Occupation
 - ▶ *Other employed* (Index 128)⁹
 - ▶ *Sales and office occupations* (Index 124)⁹
 - ▶ *Management, business and financial operations* (Index 118)⁹
- Home Value: \$500,000+ (Index 118)⁹

Family Status

Index pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Any Video Game Systems, Bought in last 12 months⁹

- Children age: 6–11 (Index 203)⁹

Activities, Interests, and Media Consumption

Activities and Interests

Index pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Systems, Nintendo Wii U¹¹

- Order from Zappos.com or Gap.com¹⁰
- Vacation at national parks or the beach¹⁰

Decision Makers (Adults)

Activities and Interests (Continued)

- Read *New York Magazine* (Index 427)¹¹ or *National Geographic Kids* (Index 289)¹¹
- Watch *America's Funniest Home Videos* or *Grey's Anatomy*¹⁰
- Drive a Mazda SUV or GMC Yukon XL Flex Fuel¹⁰
- Enjoy movies and music for entertainment¹⁰
 - ▶ Fandango.com (Index 263)¹¹
 - ▶ Spotify (Index 336)¹¹
 - ▶ iTunes (Index 245)¹¹



Media Consumption

Index pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Systems, Nintendo Wii U¹¹

- Heavy magazine consumption (Index 180)¹¹
- Heavy Internet consumption (Index 164)¹¹
- Medium-to-significant outdoor consumption (Index 149)¹¹
- Medium TV consumption (Index 128)¹¹

Affluent and experiential magazines are the preferred reading materials for our target—with titles like *Wine Spectator* (Index 305)¹¹, *Bicycling* (Index 320)¹¹, and *National Geographic Kids* (Index 289)¹¹ being popular. From an Internet and television standpoint, sports programming, game shows, and primetime basic cable programs are the target's favorites.

Decision Makers (Adults)

Segmentation

Key Consumer Segments: Teens

Suburban Social Climbers

Young, enthusiastic, and impulsive consumers who seek variety and excitement, and spend substantially on fashion, entertainment, and socializing. These teens have their own discretionary income. They are envied by their peers for their material possessions. They are often considered to be popular and well-liked. Concerned with having the best, and latest, these teens take pride in purchasing new items before their peers. A recent study conducted by the on-line news site Marketingvox in association with *Seventeen* magazine showed that 75% of teens would choose a new pair of shoes over 50 mp3 downloads, and 63% of teens would choose a new pair of jeans over concert tickets¹². To further illustrate this notion of materialism, the study also showed that 81% of teen girls would take \$1,000 over hanging out with Justin Bieber¹².

- **Geographic Location:** West, Northeast
- **Age Range:** 12–17
- **Employment Level:** Student
- **Ethnic Diversity:** Mix, Other, White, Asian, Hispanic



Influencers (Teens)

Health Conscious Sports Enthusiasts

These teens have discretionary income and are popular and well-liked. They are involved in sports activities and prefer an active lifestyle. They have a preference for healthy living, and prefer games that focus on exercise and recreation. Examples of such products released by Nintendo include Wii Sports, Just Dance, and Wii Fit. As mentioned in a study conducted by ESSEC, one of France's leading business schools, 38% of boys under the age of 21 who play sports on "active" gaming systems, such as the Wii U, practice those sports in real life¹³. The study also mentions that "active" video games can be used for training purposes and to help promote visual skills, motor skills, and healthy competition¹³. Other studies suggest that video gaming is becoming increasingly more important for athletes to stay at the top of their game and gain a competitive edge¹⁴.

- **Geographic Location:** West, Northeast
- **Age Range:** 12–17
- **Employment Level:** Student
- **Ethnic Diversity:** Mix, Other, White, Asian, Hispanic



Influencers (Teens)

Key Consumer Segments: Adults

Upward Bound

This adult segment group consists of the proverbial “Soccer Moms and Dads.” They live in suburban areas, have dual incomes and college degrees, and live in upper-middle class homes such as split-levels and colonials¹⁰. Adults within this segment spend lots of money on their kids, purchasing goods such as toys, outdoor equipment, computers, and video games¹⁰.

Based on previous marketing efforts of the Wii from Nintendo, these consumers would most likely purchase sports games, and games based on popular Nintendo franchises such as Mario, Zelda, and Donkey Kong. According to the ESRB video game rating system, these titles are the most appropriate for young children and early teenagers¹⁵.

- **Geographic Location:** West, Northeast
- **Age Range:** 35–49
- **Employment Level:** White Collar, Mix
- **Ethnic Diversity:** Mix, White, Asian, Hispanic



Decision Makers (Adults)

New Homesteaders

This adult segment group consists of active younger parents who prefer the additional space and unique rustic charm afforded by life in smaller towns¹⁰. Dual-income earners and college graduates, these “New Homesteaders” possess significant disposable income toward which they like to spend it on their children-centered lifestyle¹⁰. Shared leisurely items, such as campers, boats, entertainment systems, and video game consoles are commonly and frequently purchased¹⁰. Comfort and love for family are two key motivators of this group.

Being the youngest adult segment in the “Country Comfort” social group allows the “New Homesteaders” some liberty to freely enjoy the activities they love with little infraction or lack of privacy¹⁰. They are able to leverage a generally lower cost of living to purchase items they really want¹⁶. This means that they might not be as deterred as their suburban counterparts regarding nonessential supplemental purchases that enhance their chosen lifestyle¹⁶.

- **Geographic Location:** West, Northeast
- **Age Range:** 25–44
- **Employment Level:** White Collar, Mix
- **Ethnic Diversity:** Mix, White, Black



Decision Makers (Adults)

Customer Print / Rich Customer Profile

Justin Coolkid

Hometown: Northeast (Boston, MA)

Age: 15

Relationship Status: It's complicated (according to Facebook)

Status: Student (10th grade) and varsity basketball player

Children: Not unless you count my Cocker Spaniel mix, Slate

Siblings: 2 Sisters, Julie and Jordan

Parents: Both full-time employed and married for 17 years

My name is Justin, I am 15 years old and I live in Boston with my mom, dad, two little sisters, and my dog slate—we named him that because he's gray all over. I am a high school sophomore getting ready for the PSAT's, but, in my spare time, I play varsity basketball, hang out with my friends at the movies or the mall, and play video games. My Christmas present last year was the new Nintendo Wii U. My friends and I play a lot on the weekends, and my family and I play sometimes during the week . . . after our homework's done. I have been a gamer since I was 5, so I always win! My favorite game to play with my little sisters is "Angry Birds Star Wars," but my family and I have the most fun playing "Just Dance 4." My mom and dad love it, too. They play "Jeopardy" after we go to bed—it's supposed to be a secret but I'm on to them. My friends have a Wii U at home and we use Miiverse to chat and compare scores. Our favorite games are "NBA 2K13," "Need for Speed," and "ESPN Sports Connection." My birthday is coming up soon, and if I get a good score on the PSAT my parents have promised me the new "Mario Kart 8!"



Customer Print (Teen)

Sarah Coolkid**Hometown:** Northeast (Boston, MA)**Age:** 40**Relationship Status:** Married to Jason Coolkid**Employment Status:** Investment Banker**Children:** 3 (Justin, Julie, Jordan)

My name is Sarah and I've been married for 17 to years to my wonderful husband, Jason. We have 3 beautiful children and a dog. I've been trying to lose weight so I'm really into fitness lately, and because of my crazy schedule I really have a hard time sneaking in workouts. I'm also finding it increasingly difficult to get family time in, so I'm always looking for ways to bond and have fun with the kids. My husband I recently purchased a Wii U for Justin because he's really into video games, and I have to admit, the games are more fun than I imagined . . . just don't tell Justin though! I get a morning workout in with the "I've Got to Run!" game while the girls are asleep and Justin is at basketball practice. My husband and I are very competitive so we have a ton of fun playing Jeopardy occasionally. Quality time is also very important to our family, so when we're not hiking, camping, or at one of the kids' activities, we dance together with the Wii U "Just Dance" game. I'm really surprised at how kid-friendly the games are. I'm glad Justin convinced my husband and I into buying this thing!



Customer Print (Adult)

Upward Bound

This parental segment made up of “Soccer Moms and Dads” has discretionary money to spend on their children and are eager to earn their kids’ approval. These parents are college educated and easily influenced by their desire to keep up with peer spending. This Upward Bound target market is aged 34–49 with 6–11 year old children¹⁰. They have white collar jobs that help contribute to a \$150+ household income¹⁰.

An integrated approach is needed when targeting the Upward Bound parents as they consume a mix of traditional and modern media¹⁷. Magazines and the Internet will undoubtedly be a focus of our tactical campaign given their heavy consumption (Index 180 and 164, respectively)¹¹. Outdoor billboards and signage will also be woven into the media mix to take advantage of the Upward Bound’s preference for the medium. Targeted marketing within the Northeast, where this particular audience lives, will be a focus of our initial IMC campaign. Should our IMC campaign have a successful outcome, plans would be made to possibly expand our effort on a national scale—again, focusing on areas with affluent, like-minded parents.

Rich Customer Profile

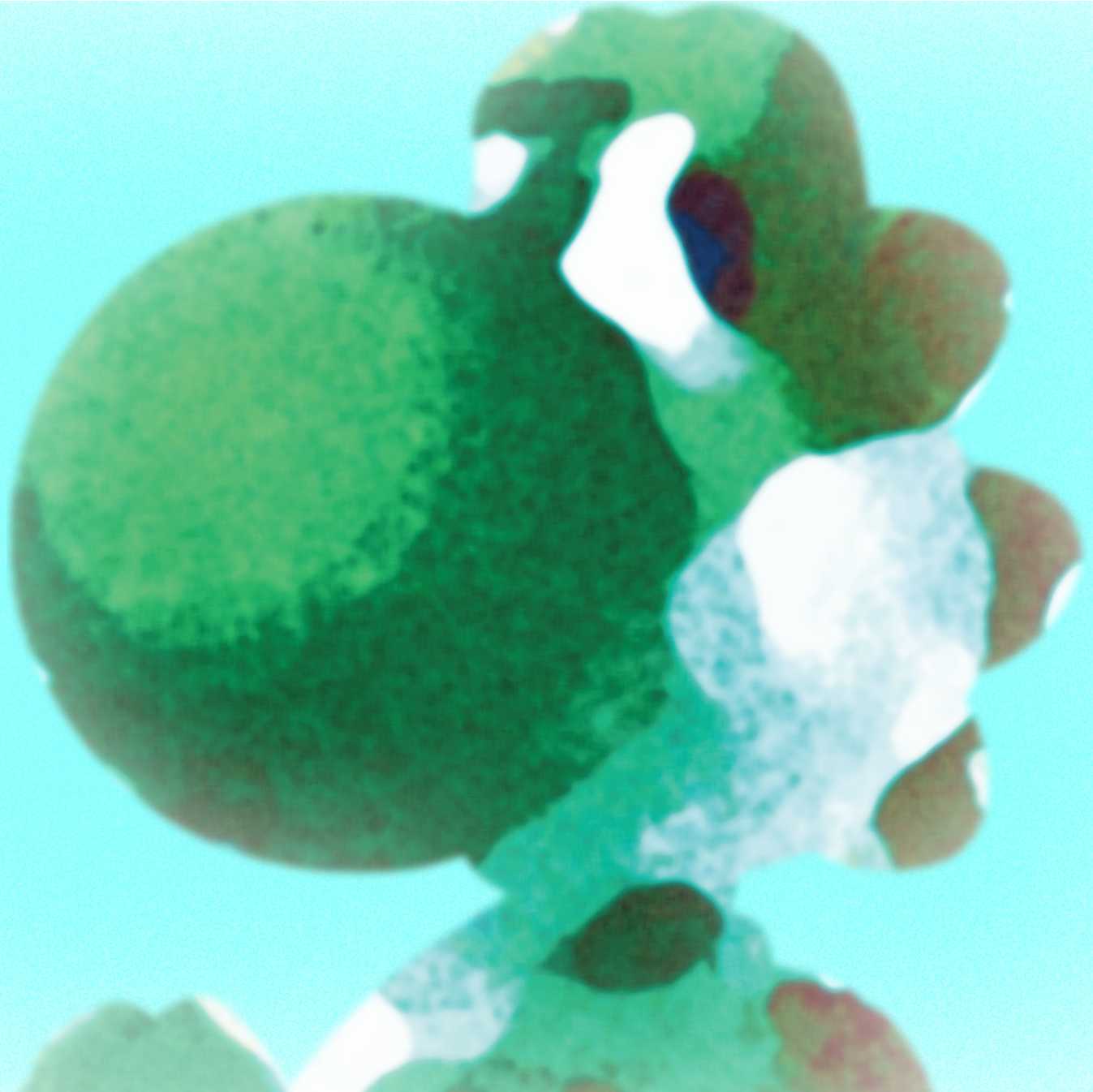
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Endnotes

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Endnotes

IMC Campaign Strategy



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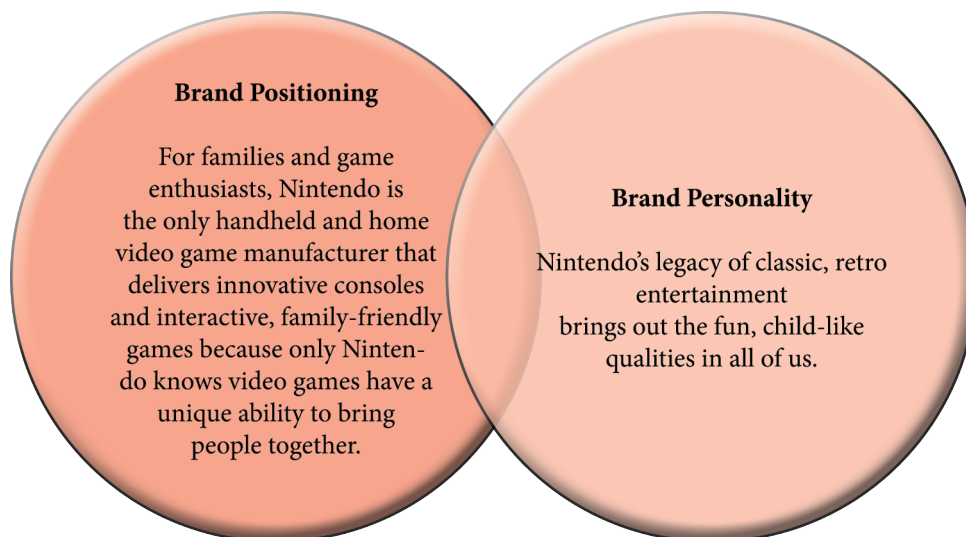
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Strategy Set-Up

Described within this document is an integrated marketing communications (IMC) plan aimed at increasing Nintendo Wii U sales. To do so, Nintendo will need to leverage their four decades of gaming experience to target parents looking to strengthen their family bond through entertainment. This strategy will not only improve sales for the Wii U, but also increase market share for the brand while better situating Nintendo to compete with major competitors Sony and Microsoft. Game on!

Background

Nintendo is a brand that has been extremely smart in their approach to video gaming; the company designs hardware and software that targets users looking for fun, easy to use consoles. Nintendo's newest release—the Wii U—offers just that: a fun, engaging experience that changes the way you view entertainment. The interactive game console allows users to download entertainment, as well as connect with other gamers using Wii U games.



Brand / Product Description



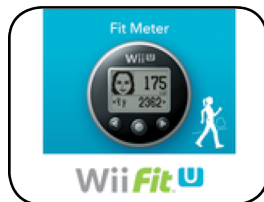
Product Offering



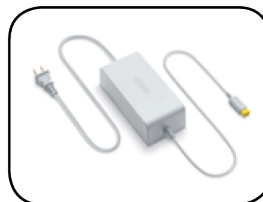
Conrollers & Remotes



New/Refurbished Consoles



Accessories (i.e., Fit Meter)



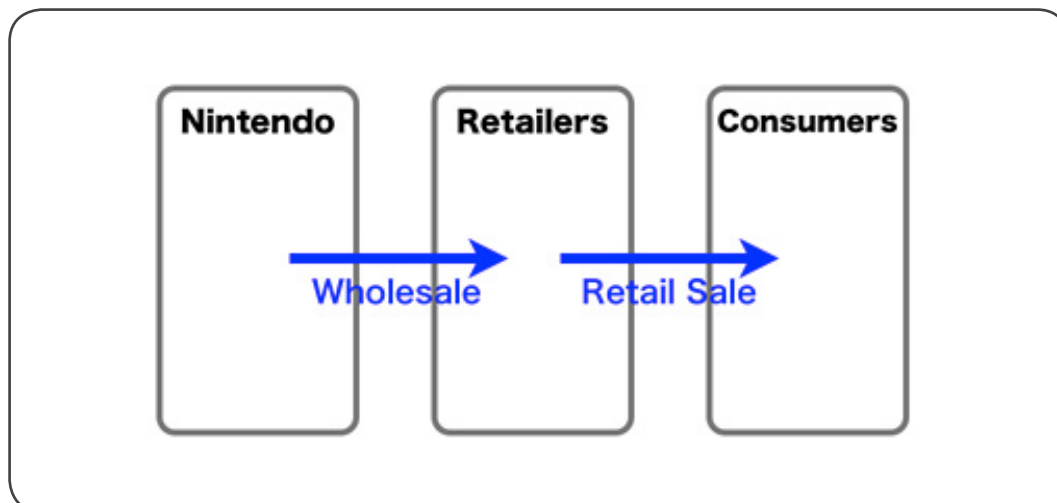
Parts (i.e., Cables/Adapters)

Featured Products / Categories

Features	Benefits
Variety of Games	Customers are able to readily locate games that fit the demographic of their family and/or appeal to the current needs of the player.
Rated “E” for Everyone	Wii U is unique because it offers users a versatile and active gaming experience suitable for all ages; enabling unlimited fun for even the youngest family member.
Customizable Experience	All Wii U users have the ability to configure settings that align with their personal comfort level. Parental controls allow parents to restrict or tailor settings to best suit each child’s needs.

Featured Products / Categories

- Distribution of both physical products and digital games follow the same path.
- Nintendo is beginning to focus more efforts around digital distribution, lowering distribution costs and increasing customer trial prior to purchase.



How / Where it is Sold

Gaming is an incredibly competitive industry—with consumers spending as much as \$21 billion on video game hardware a year¹. Nintendo's largest problem is remaining competitive in an oversaturated market. To keep pace, they drastically slashed prices—resulting in loss in market share and lackluster sales. An IMC campaign is essential to introduce innovative advertising and appropriate promotion strategies that deliver a cohesive message to targeted consumers across appropriate platforms in an effort to:

- Increase Wii U product awareness
- Regain a larger market share through increased unit sales
- Reinforce the strategic goals of the company by aligning what the company does (i.e., gaming) with who they are (culture) and how they do it (family-friendly).

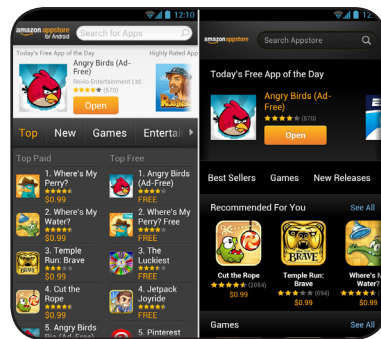
Situation Analysis / IMC Rationale

Objectives

- Increase Wii U unit sales by 10%, or 600 thousand units.
- Achieve 70% brand awareness within target audience segment.
- Strengthen the position that Nintendo's Wii U is *the* family-friendly gaming console

Challenges

- Oversaturated gaming market—Nintendo's Wii U is having trouble competing with other large gaming company consoles, primarily the Sony PlayStation and Microsoft's Xbox.
- Growing gaming app competition could continue to reduce market share.



Objectives / Challenges

Several key segments could work for Nintendo’s customer profile, including parents *and* children. Our research indicated, however, that “Upward Bound” parents would yield the most desirable outcome in terms of sales and market penetration.

Demographics

- Age: 35–49
- Gender: Male/Female
- Geography: Northeast
- Income: 150+ HHI
- Education: College Graduate
- Children: Aged 12–17

Psychographics

PRIZM highlights favorite activities/interests for the “Upward Bound”:

- Family
- Outdoor activities (i.e., camping, cycling)
- Digital/wireless technology (i.e., computers, video games)
- Entertainment

Lifestyle

- Soccer moms and dads who are kid obsessed. Most purchasing power focused on their children.
- Active, busy parents who focus on physical family activities.
- Entertainment focused parents—make heavy purchases toward video games, computers, and home theater.



Customer Profile

Attitudes/Behaviors Toward Wii U

- “Wii U is still the best system for families².”
- Wii U offers co-op mode for its Mario games that is conducive to multi-age play; everyone is part of the team.

Category and Brand Usage

- Average video game purchaser is over 35 years old.
- 59% of parents believe games encourage their family to spend time together.
- Parents play videos games with their children because it is fun for the entire family, and because it is a good opportunity to socialize with their kids.

Media/Content Consumption Habits

Index pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Systems, Nintendo Wii U³

- Heavy magazine consumption (Index 180)³
 - ▶ Affluent and experiential magazines:
 - » *Food & Wine* (Index 166)³
 - » *New York Magazine* (Index 427)³
- Moderate Newspaper Consumption (Index 118)³
 - ▶ News and Entertainment weeklies (Index 102)³, and Local Newspaper Distribution (Index 82)³



Customer Profile

Media/Content Consumption Habits (Continued)

Index pulled from MRI, Fall 2013 Product: Electronics, Video Games (Household Owns) - Systems, Nintendo Wii U³

- Heavy Internet consumption (Index 164)³
 - ▶ Social Media
 - » Users within our HHI demographic account for 66% of social media users
 - » The only age demographic that has increased social media use within the past two years is age 30–49, which includes our target⁴
 - ▶ Focus on sports and e-mail Internet sites, including ESPN.com (Index 131)³, Gmail.com (Index 123)³ and Yahoo! Mail (Index 124)³. Also a focus on music sites like Pandora (Index 123)³ and iTunes (Index 133)³.
- Medium TV consumption (Index 128)³
 - ▶ Sports, game shows, morning news all index high
- Medium-to-significant outdoor consumption (Index 149)³
 - ▶ Billboards, signage



Customer Profile

Customer Print

Sarah Coolparent

- Hometown: Boston
- Age: 40
- Relationship: Married
- Career: Investment Banker
- Children: 3 (Justin, Julie, Jordan)

“My name is Sarah and I’ve been married to my wonderful husband, Jason, for 17 years. We have 3 beautiful children and a dog. I’ve been trying to lose weight so I’m really into fitness lately, but because of my crazy schedule, I have a hard time sneaking in workouts. I’m also finding it increasingly difficult to get family time in, so I’m always looking for ways to bond and have fun with the kids. My husband I recently purchased a Wii U for Justin and I have to admit, the games are more fun than I imagined! I get a morning workout in with the ‘I’ve Got to Run!’ game while the girls are asleep and Justin is at basketball. My husband and I are very competitive so we have a lot of fun playing Jeopardy. Quality time is also very important to our family, so when we’re not hiking, camping, or at one of the kids’ activities, we dance together with the Wii U ‘Just Dance’ game.”



Customer Profile

Customer Insight

Parents who often find it difficult to relate to their teenagers still want to play and enjoy quality time as a family. Meanwhile, their kids still enjoy playing games that are visually complex, edgy, and fun, as evidenced by the upsurge in sales of games for the Xbox and PS4 consoles. Nintendo is the solution to these problems.



Key Message

Nintendo's Wii U believes that playing together makes playing even better.



Customer Insight / Key Message

Big Idea

Game On: Who's Got Next?

This “big idea” stems from the customer insight that our “Upward Bound” parents are longing to spend quality time with their children. During an era when distractions are at an all time high, “33% of parents with children under age 18 say they are not spending enough time with their children”⁵. When paired with Nintendo’s key message that gaming can help bring families together, this big idea will strike a chord with our target while helping increase Wii U sales.

“Game On,” the first part of our idea, serves as an action-oriented mantra that encourages people to play. The second part, “Who’s Got Next?,” is a modern colloquialism kids use with friends and parents when competing in games. Since we know our target is heavily influenced by their children, we felt it important for this phrase to resonate with both generations. Executionally, kids will find the phrase hip and catchy while their parents react to advertising that asks “Mom, you got next?” with pictures of children asking their parents to play Wii U with them.



Campaign Description

Imagine a Saturday evening spent as a family laughing, enjoying each other’s company and casually competing in your favorite game. During this magical night, your teenage children are surprisingly engaged—phones down, eyes up, and completely focused. You all are genuinely having a good time!

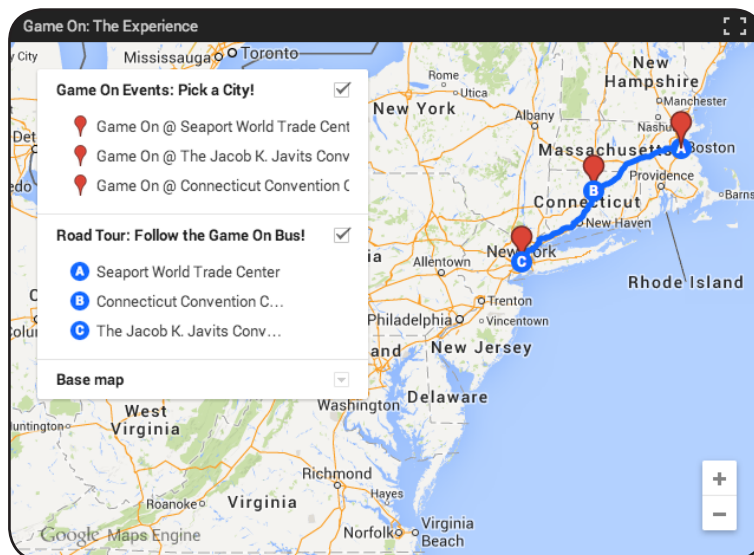
Big Idea / Campaign Description

Campaign Description (Continued)

To “Upward Bound” parents, this is a dream scenario. Nintendo, a video game company with over four decades of experience, knows the way to achieve this dream is to find common ground to bring generations together. In this case, it’s a love of competition that Nintendo can foster—with the Wii U serving as a catalyst to facilitate quality family time and fun.

“Game On: Who’s Got Next?” (GOWGN) will serve as the North Star for all of Nintendo’s integrated marketing campaign efforts. The campaign will be delivered through a mix of public relations, advertising, social media, internal and experiential marketing communications—centered around tactics that focus on increasing awareness of the Wii U’s benefits while driving product engagement and purchase.

Geographically, the GOWGN campaign will focus in the Northeast where a concentrated group of “Upward Bound” parents are located. Once an analysis of post-campaign metrics is completed and deemed successful, the GOWGN effort can be duplicated across the country on a larger scale and opened to a boarder target.



Big Idea / Campaign Description

Campaign Description (Continued)

As it relates to awareness, “Upward Bound” parents will be targeted with ads placed in newspapers and affluent magazines—prime locations for reading while on their morning commute or while leisurely curling up at the end of the day. Adjacent to these ads, readers could find thought leadership pieces touting the benefits gaming has on a child’s development or an article covering one of the local pop-up events. To support these efforts on a broader scale, a mix of paid and earned social media will be utilized—with hashtags for #gameon, #whosgotnext and #ivegotnext shared throughout the campaign to garner attention. These hashtags will also be used to help drive engagement with Wii U and the brand, socially, on Nintendo’s owned channels.

To really impact “Upward Bound” parents, Nintendo needs a campaign that drives engagement with the Wii U. Equally as important is the need for parents to try the console for themselves while spending quality time with their kids. In the end, not only will the GOWGN competition and the pop-ups put the product in the hands of parents who make the financial decisions for their family, they will also be put in the hands of the target’s largest household influencer—their children.

Campaign Activation Schedule

Event	Timeframe
Focused monitoring of social media accounts	October 2014-August 2015
Establishment of company intranet system	March 2015
Begin internal newsletter production	April 2015
Regional event series begins	April 23, 2015
Boston pop-ups	May 2015
Hartford pop-ups	June 2015
Begin internal newsletter distribution	June 1-5, 2015
Internal tournament	June 13-August 16, 2015
Intranet engagement begins	June 13, 2015
Boston Game On Event	June 13-14, 2015
New York pop-ups	July 2015
Hartford Game On Event	July 11-12, 2015
New York Game On Event	August 15-16, 2015
Game On Grand Championship	August 24, 2015

Big Idea / Campaign Description

Strategies

Set-Up

Nintendo will execute an experiential marketing strategy that drives product trial with “Upward Bound” parents while helping increase the target’s brand awareness—both of which will ultimately help drive sales of the Wii U system and its games.

Strategies

- Regional “Pop-Ups”
- “Who’s Got Next?” Competition

Tactics

Overarching Rationale: Research shows, on average, 95% of respondents said participating in a recent event made them more inclined to purchase the products promoted⁶. Additionally, one barrier to entry with “Upward Bound” parents is their lack of familiarity with the Wii U.

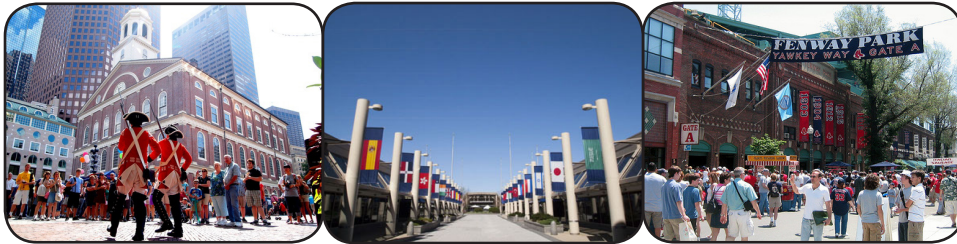
Regional “Pop-Ups”

- *Approach:* To help increase awareness of the larger competition, as well engagement with Wii U system, pop-up “play stations” will be set up in high traffic areas to encourage parents and their children to try the Wii U.
 - ▶ Tickets for the larger events will be given away to people who play
 - ▶ Marketing collateral (branded t-shirts, etc) will be given away to people who break the daily top score.
 - ▶ The event series will kick-off on April 23 during “Bring Your Child to Work Day” throughout the Northeast with mini office tournaments set up for parent/child teams.

Experiential (Engagement / Awareness)

Tactics (Continued)

- ▶ Pop-ups will then be scheduled at locations like:
 - » **Boston:** Faneuil Hall; Seaport World Trade Center; Yawkey Way
 - » **Hartford:** Westfield Mall; Lake Compounce; Connecticut Science Center
 - » **New York:** Central Park Zoo; Upper East Side/Fifth Avenue; Yankee Stadium (suite level only)
- Measurement: Pre- and post-awareness surveys



Experiential (Engagement / Awareness)

“Who’s Got Next?” Competition

- *Approach:* To continue upon the theme of raising product awareness while increasing product trial, a larger scale competition will be held.
 - ▶ Parent/teen teams will compete against their peers—with winners bringing home bragging rights and college scholarships.
 - ▶ Winners from each city (Boston, Hartford, and New York) will compete for the grand prize in Times Square during a Good Morning America segment. The final showdown will occur on Monday, August 24, prior to kids going back to school and on GMA, a highly watched show for our “Upward Bound” target.
 - ▶ Prizes will be awards for:
 - » 1st: One year of free tuition to any U.S. college or university
 - » 2nd: \$10,000 scholarship
 - » 3rd: \$5,000 scholarship
 - ▶ All event participants will receive a trophy with a classic Nintendo Character and the phrase “I GOT NEXT” on it, along with 10% off a Wii U.
- *Measurement:* Pre- and post event surveys, on-site Wii U sales and social media engagement during events



Experiential (Engagement / Awareness)

Set-Up

Internal marketing within Nintendo's U.S. headquarters in Redmond, WA is recommended to facilitate higher sales of the Wii U in an attempt to grab a larger share of the video game market.



Strategies

- Internal Tournament
- Newsletter
- Intranet Engagement

Internal (Engagement / Awareness)

Tactics

Overarching Rationale: Successfully communicating with employees will reinforce Nintendo's commitment to a positive corporate culture while generating positive word-of-mouth (WOM) for the larger IMC campaign⁷.

Internal Tournament

- *Approach:* Nintendo employees are invited to compete in a single-elimination tournament similar to the consumer competition. This tournament will help increase productivity in the workplace—improving employee morale. Progress of the tournament will also be detailed in corporate communications.
- *Measurement:* Pre- and post-event surveys

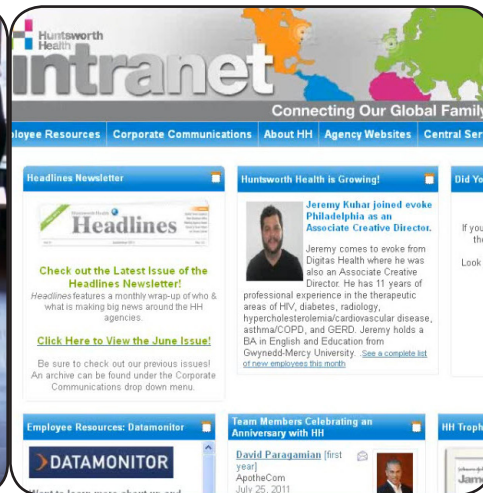


Internal (Engagement / Awareness)

Tactics (Continued)

Newsletter

- **Approach:** The newsletter will include the following:
 - ▶ Up-to-date results on the tournament's progress
 - ▶ Information about company events
 - ▶ "This Week on Social Media"
 - ▶ Employee-contributed columns
 - ▶ Tournament cheat codes
- **Measurement:** Open and click-thru rates



Intranet Engagement

- **Approach:** The company intranet would include:
 - ▶ Employee blog and message boards with posts about Game On and other topics
 - ▶ Home page would change consistently to reflect activity
 - ▶ Social media interfaces to showcase employee engagement, including:
 - » easily customizable profiles for each employee
 - » news site for company and industry events
 - » photo-sharing sites where employees can share photos of the Game On event
- **Measurement:** Site metrics and pre- and post-event surveys on company morale

Internal (Engagement / Awareness)

Set-Up

To increase sales of the Wii U, advertising will be released in three different media formats to boost awareness, interest, and eventual purchase by “Upward Bound” parents. In addition to heterosexual married couples, homosexual married couples and single parents will be pursued as segments complementary of the target.

Strategies

- Outdoor Media
- Traditional Media
- New/Online Media

Tactics

Outdoor Media

- Rationale: Medium-to-heavy consumption by target (MRI, 2013)³

	Total '000	Proj '000	Pct Across	Pct Down	Index
Outdoor I (Heavy)	47086	657	1.4	19	95
Outdoor II	47112	1030	2.2	29.8	149
Outdoor III	47143	723	1.5	21	105
Outdoor IV	47125	394	0.8	11.4	57
Outdoor V (Light)	47111	648	1.4	18.8	94

- Delivery: Buses, trains, taxis, subway stations, and billboards
- Approach: Advertisements will activate fond childhood memories of “Upward Bound” parents by leveraging success of traditional Nintendo franchise like Donkey Kong (1981) and Super Mario Bros. (1985). Also familiar to teens, these classic game characters will bridge the generational divide between parents and their children.
- Measurement: Pre- and post awareness surveys; advertising recall

Advertising (Awareness)

Tactics (Continued)



Traditional Media

- *Rationale:* Heavy consumption by target (MRI, 2013)³

	Total '000	Proj '000	Pct Across	Pct Down	Index
Magazines: I (Heavy)	47150	1246	2.6	36.1	180
Magazines: II	47102	629	1.3	18.2	91
Magazines: III	47117	572	1.2	16.6	83
Magazines: IV	47117	393	0.8	11.4	57
Magazines: V (Light)	47091	612	1.3	17.7	89
Magazines: American Way	1594	92	5.8	2.7	395
Magazines: The Atlantic	1657	72	4.3	2.1	296
Magazines: Esquire	2950	112	3.8	3.2	259
Magazines: Game Informer	10651	533	5	15.4	342
Magazines: GQ (Gentlemen's Quarterly)	6724	218	3.2	6.3	222
Magazines: Harper's Bazaar	3403	165	4.9	4.8	331
Magazines: Kiplinger's Personal Finance	1709	73	4.3	2.1	293
Magazines: Latina	2297	124	5.4	3.6	367
Magazines: Life & Style Weekly	4586	149	3.2	4.3	222
Magazines: Macworld	1454	93	6.4	2.7	436
Magazines: National Geographic Kids	6777	285	4.2	8.3	287
Magazines: New York Magazine	1774	111	6.3	3.2	427
Magazines: Rolling Stone	12588	443	3.5	12.8	240
Magazines: Scientific American	3097	108	3.5	3.1	238
Magazines: Sports Illustrated	19785	667	3.4	19.3	230
Magazines: Wired	2971	156	5.3	4.5	360

Advertising (Awareness)

Tactics (Continued)

- **Delivery:** Emphasis on newspapers (*The Boston Globe*, *The New York Times*, *The Wall Street Journal*) and regional/affluent magazines
- **Approach:** Advertisements will provide intelligible arguments that tout Nintendo Wii U's unique product attributes, which—being both points of difference and a competitive advantage—bring the family together. Traditional media will help provide important information about the console (benefits/features) at a time and place convenient for the target to absorb.
- **Measurement:** Pre- and post awareness surveys; advertising recall

The collage features a newspaper page with several advertisements. On the left, there are ads for Panerai and Gucci. The main body of the newspaper contains news articles and a sidebar with 'The week ahead on betnovel.com'. Below the newspaper page is a large advertisement for the Nintendo Wii U. The ad includes the headline 'Bring the family together.', an image of the Wii U console and controller, and the text: 'The power of gaming. It's more than just fantasy. With Wii U's easy set-up and gameplay, even the non-technophile finds playing fun. So, make tonight family night, and game on! Nintendo'.

Online/New Media

- **Rationale:** Heavy consumption by target (MRI, 2013)³

Advertising (Awareness)

Tactics (Continued)

	Total '000	Proj '000	Pct Across	Pct Down	Index
Internet I (Heavy)	47108	1134	2.4	32.8	164
Internet II	47111	903	1.9	26.1	131
Internet III	47114	736	1.6	21.3	107
Internet IV	47141	454	1	13.2	66
Internet V (Light)	47103	225	0.5	6.5	33
Web Sites: cbs.com	8618	380	4.4	11	301
Web Sites: Fandango	9555	368	3.8	10.6	263
Web Sites: iHeartRadio.com	10082	322	3.2	9.3	218
Web Sites: Hulu.com	15009	477	3.2	13.8	217
Web Sites: iTunes.com	33037	1184	3.6	34.3	245
Web Sites: iVillage.com	449	16	3.5	0.4	236
Web Sites: Moviefone.com	2768	123	4.5	3.6	304
Web Sites: MTV.com	3936	154	3.9	4.5	267
Web Sites: nbc.com	9213	383	4.2	11.1	284
Web Sites: #Spotify.com	3987	196	4.9	5.7	336
Web Sites: VEVO	5889	213	3.6	6.2	247
Web Sites: Yahoo! Movies	5646	230	4.1	6.7	278
Web Sites: Superpages.com	1028	45	4.4	1.3	299
Web Sites: ABCNews.com	12047	424	3.5	12.3	240
Web Sites: CBSNews.com	7602	233	3.1	6.8	210
Web Sites: USA Today.com	13897	514	3.7	14.9	252
Web Sites: ShopAtHome.com	1182	74	6.2	2.1	425
Web Sites: Univision.com	4415	163	3.7	4.7	253
Web Sites: Yahoo! en Espanol	1787	137	7.6	4	522
Web Sites: CBSSports.com	6374	273	4.3	7.9	293
Web Sites: CNET.com	7764	247	3.2	7.2	218

- *Delivery:* Display (banners, text ads, pop-ups) and mobile at the websites shown above as well as search engine marketing (SEM)
- *Approach:* Advertisements will integrate the “Game On” experience and provide motivation to buy the Wii U gaming console. In an effort to shore up leads, online call to actions will be used in bringing “Upward Bound” parents to event registration and point of purchase. SEM will be employed to shorten this time-to-purchase and help increase response rates. These ads will point the target to the Game On microsite, which will act as a hub of interaction for interested parties.
- *Measurement:* Microsite will be coded with Google Analytics compiled and used toward retooling—in real-time—the online advertising strategy.



Advertising (Awareness)

Set-Up

The PR strategy will consist of proactive tactics that create a relationship with the “Upward Bound” target and their key influencers to promote awareness, shift attitude, and ultimately drive sales of Nintendo’s Wii U⁸.

Strategies

- Thought leadership
- Media relations
- Publicity (local market)

Tactics

Thought Leadership

- *Rationale:* The thought leadership initiative will focus on publishing thought leadership pieces in the affluent magazines that Nintendo’s target demographic reads.
- *Delivery:* Focused publication in all aforementioned magazines
- *Approach:* Publications will feature prominent gaming advocates including Christopher Bergland, a professional athlete and video games advocate, and Alice Walton, an expert in medicine, neuroscience and psychology and contributing writer for Forbes.com. Articles will focus on the positive effect that gaming has on a child’s development. Articles will be printed juxtaposed to campaign advertising to enforce brand salience. This message will reinforce the value of gaming.
- *Measurement:* Website traffic using Google Analytics

Public Relations (Awareness)

Tactics (Continued)



CHRISTOPHER BERGLAND



ALICE WALTON

Media Relations

- *Rationale:* Necessary to increase brand awareness—media coverage will focus on creating exposure for the campaign.
- *Delivery:* The following media outlets will be present at all “Game On” events:
 - ▶ ESPN (sponsor); Fox News: Hartford, CT (Fox CT), Boston, MA (Fox 25) and New York, NY (Fox 5)
 - ▶ Media coverage will be for scheduled events only (Boston, Hartford, New York)
- *Approach:* “Upward Bound” demographic television consumption is focused on sports based programming, such as ESPN, and has a high focus on Fox News in particular. Media mentioned will have exclusive contracts to televise event(s).
- *Measurement:* Pre- and post-event surveys



Public Relations (Awareness)

Publicity (Local Market)

- Rationale: Sixty-two percent of “Upward Bound” adults read newspapers, which therefore is an effective way to deliver the key message while reinforcing other communication strategies⁹.
- Delivery: Pitch the following local news outlets to promote the competition and “pop ups”:
 - ▶ **Boston**: *Boston Herald*; *Boston Globe*
 - ▶ **Hartford**: *Hartford Courant*; *New Haven Register*
 - ▶ **New York**: *New York Times*; *Wall Street Journal*
- Approach: Use local newspaper outlets to create publicity for the competition and “pop-shops” while simultaneously reaching the target.
- Measurement: Post-competition awareness surveys



Public Relations (Awareness)

Set-Up

A specially designed microsite (www.gameonwiiu.com) and Wii U's social media channels will be used to foster and enhance relationships, as well as engage and educate the “Upward Bound” target across paid, owned, and earned media. Our target (Generation X) is also highly connected and on the go—with nearly 95% using mobile phones and 60.3% using smartphones—therefore the following smartphone-friendly social media strategies are the most appropriate¹⁰.

Strategies

- Facebook (www.facebook.com/gameonwiiu)
- Twitter (www.twitter.com/gameonwiiu)
- Microsite (www.gameonwiiu.com)

Tactics

Rationale

- *Facebook*: Research shows that 81% of US Gen Xers own FB accounts and, among them, nearly 50% are considered “active account users.”¹¹ This will allow the target to help increase brand awareness and salience.
- *Twitter*: Similarly, nearly 50% of Gen Xers are Twitter users¹¹—this provides great opportunity for exposure of Wii U news and events.
- *Microsite*: Individuals born between 1965 and 1980 account for more than 58.2 million Internet users in the United States¹². “For marketers using digital technology [such as microsities] to reach consumers, Generation X is... a natural target.”¹³

Social Media (Engagement / Awareness)

Tactics (Continued)

Approach

- *Facebook* and *Twitter* will be used for the campaign's entirety with heavy monitoring and brand posts intended to keep followers up-to-date with all event happenings (**owned**).
- *Facebook* shares/likes and *Twitter* retweets will be encouraged to ensure the conversation is consistent and ongoing (**earned**). Examples include:
 - ▶ *Facebook* Status: "It's time to start preparing yourself for Game On #BraggingRights. Which family member are you competing against? Tag them in your response to this post!"
 - ▶ *Twitter* Status: "Lots of exciting new game releases and events happening for Nintendo's Wii U . . . stay tuned to see #WhosGotNext & RT us with the name of your favorite game."
- *Microsite* content will focus on the "Game On" event updates and registration (**owned**). Additionally, feeds from the social channels will be embedded here for synergy and to help promote campaign-related social conversations.
- Due to the decline in organic reach, we will pay to promote/boost important *Facebook* posts that resonate with the "Upward Bound" by targeting their demographic age range, income levels, and geographic relevance to increase the likelihood of these "sponsored" posts showing up in news feeds (**paid**).



Social Media (Engagement / Awareness)

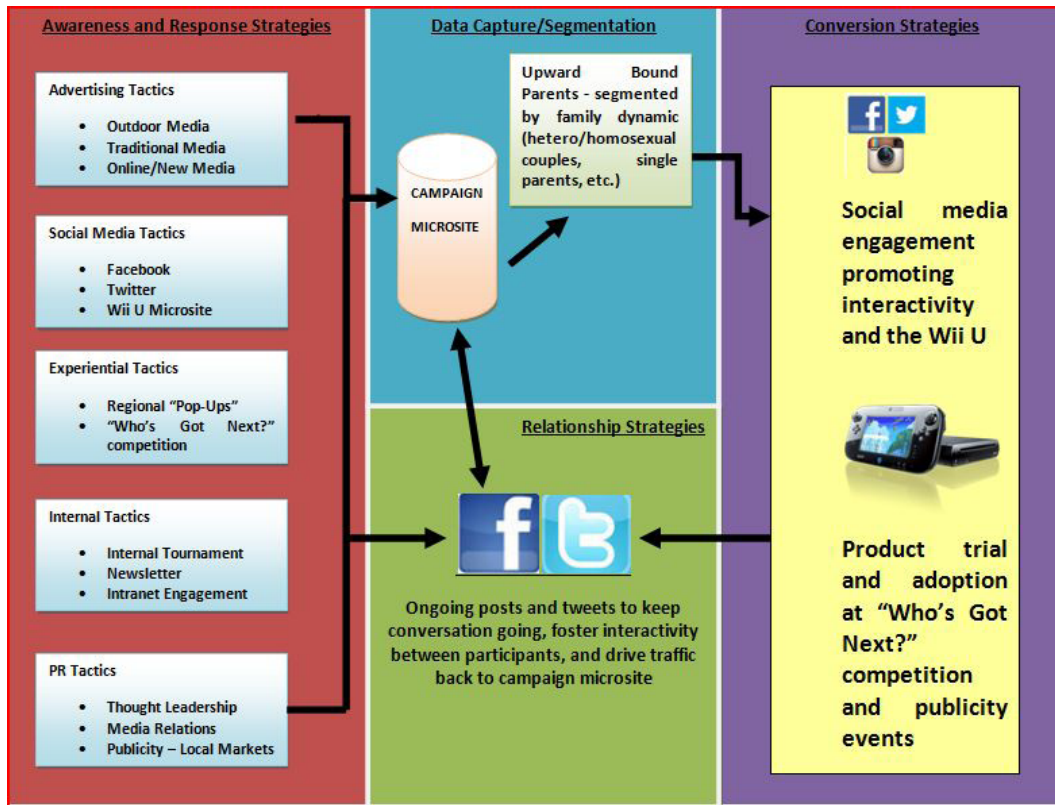
Measurement

- Tools like Tweriod, Facebook Insights, Google Analytics, and Hootsuite are essential for managing online interactions. We will use social media and web analytic sites similar to these to measure and gauge performance throughout the campaign so we can learn, test and evolve in real-time.



Social Media (Engagement / Awareness)

Campaign Flowchart



Campaign Flowchart

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Endnotes

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Endnotes