

2023-24
BUS226
STRATEGIC MARKETING

Nima Shiralizadeh
Student ID. 220325640

Word Count: **3,298**



UBISOFT

CONTENTS

Executive Summary	1
1 STRATEGIC ANALYSIS	1
1.1 Macro-Environmental Analysis	1
1.2 Company Analysis	2
1.3 Customer Analysis	4
2 STRATEGIC DIRECTION	5
2.1 Select a target market and evaluate its attractiveness	5
2.2 Developing a value proposition	6
2.3 Establishing a positioning statement and perceptual map	6
3 STRATEGIC CHOICE AND EVALUATION	7
3.1 Product	8
3.2 Price	8
3.3 Distribution	8
3.4 Communication	8
4 STRATEGIC IMPLEMENTATION	8
5 CONCLUSION	9
References	10
Appendices	14



UBISOFT

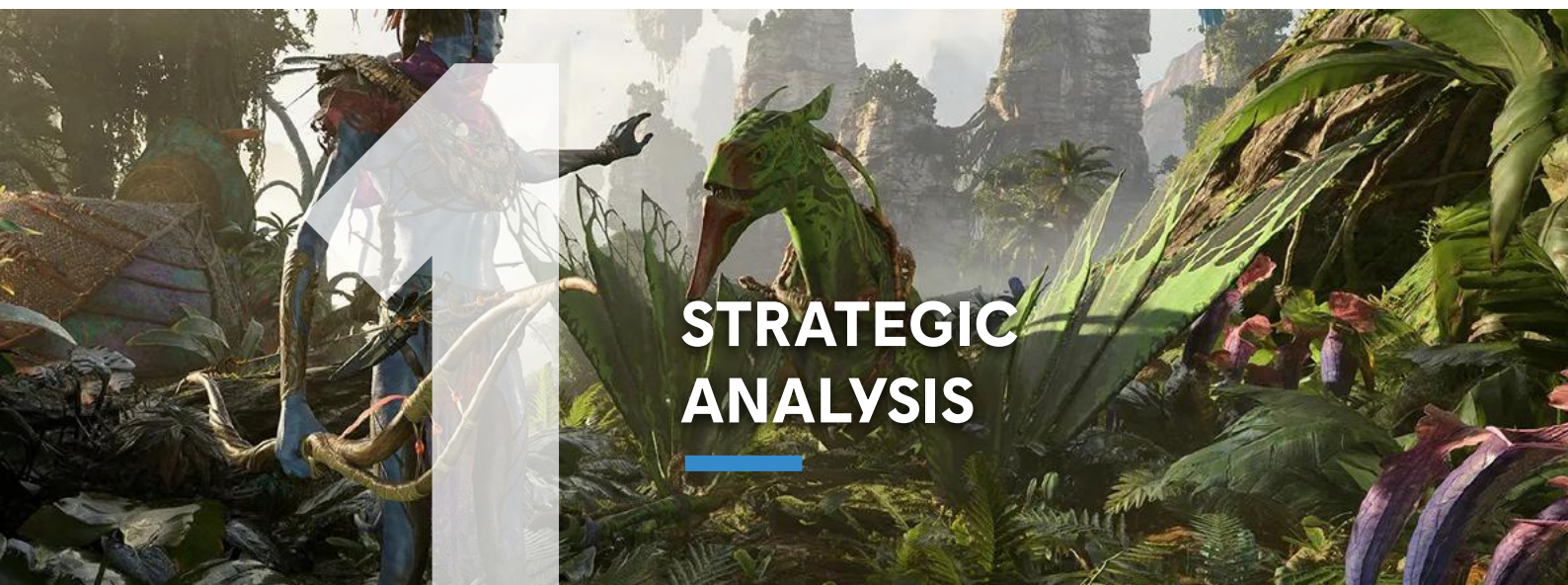


EXECUTIVE SUMMARY

This executive summary outlines Ubisoft’s strategic marketing plan. A strategic analysis identified exploitable opportunities, in the UK market, for Ubisoft. These comprised of consumers perceiving poor post-launch content and micro-transactions as negative for their gaming experiences, and demanding focus on established titles.

Subsequently, Ubisoft exploited the growth of their back-catalog titles by investing in post-launch content. This involved researching the UK video game market to identify a prime target customer — avid gamers seeking additional content for an enhanced gaming experience.

Henceforth, an optimal value proposition was crafted, prioritising customer intimacy through investment in post-purchase content, collaborating with internal studios, and aligning with industry trends. Furthermore, social responsibility concerns are addressed.



STRATEGIC ANALYSIS

1.1 MACRO-ENVIRONMENTAL ANALYSIS

For Ubisoft’s strategic marketing plan, conducting a macro-environmental analysis is an axiomatic stage. This involves exploring important external factors that could affect Ubisoft in the UK market (Table 1).

Table 1. ‘STE’ analysis outcomes for Ubisoft, UK video game market.

	Key Indicators	Importance of each factor to the company
S ocio-cultural	<ul style="list-style-type: none"> - Factors impacting gaming experiences for UK gamers (YouGov, 2023) - Main reasons video games are accessed online in the UK (Intellectual Property Office, 2023) - Risk averse consumers prompting less focus on new IPs, and greater focus towards existing ones (Bradshaw, 2023a) 	<ul style="list-style-type: none"> - A strong (<i>positive</i>) direction for Ubisoft when creating prospective market offerings. However, additional revenue opportunities are dismissed - moderate (<i>negative</i>) impact - Having a variety of games to play is highlighted, creating a strong (<i>positive</i>) influence for Ubisoft due to their substantial product portfolio of games - A strong (<i>positive</i>) impact for Ubisoft, reducing production costs allowing focus on their established franchises. However, prospective growth can be limited because rivals may invest in new IP and secure a competitive advantage once this trend becomes redundant - a <i>negative</i> impact
T echnological	<ul style="list-style-type: none"> - Use of AI development tools to eliminate video game production costs (Bradshaw, 2023b) - Apple A17 Pro Chip equipped with running video games (Bradshaw, 2023c) - Growth of innovative technologies such as VR and AR (Middlehurst, 2023) 	<ul style="list-style-type: none"> - AI development tools can substantially reduces costs, creating a high (<i>positive</i>) impact for Ubisoft - Technological advancements improve the mobile gaming landscape. A strong (<i>positive</i>) influence encouraging Ubisoft to enter the mobile gaming market - Innovative technology used to deliver unique experiences for consumers creates a strong (<i>positive</i>) direction for the offerings Ubisoft can develop
E conomic	<ul style="list-style-type: none"> - Growth in consumer confidence (OECD, 2023) - Continued rates of high inflation, despite falls (Fleming, 2023) - Steady economic growth prospects for the UK (IMF, 2023) 	<ul style="list-style-type: none"> - Consumer confidence index of the UK has grown by 5.1, reflecting a strong (<i>positive</i>) influence for Ubisoft to establish a robust strategic marketing direction - Minor reduction in inflation fails to fully restore consumer purchasing power to consume, thus creating a high (<i>negative</i>) impact towards how the market may react to a new Ubisoft offering - Limited GDP growth prospects for the UK from 2018 to 2028, creating a moderate (<i>positive</i>) impact for Ubisoft - providing an advantageous backdrop for sustained growth opportunities within the UK market

Note: environmental, legal and political factors are excluded due to insufficient information and current relevance.

The macro-environmental analysis in Table 1 reveals critical insights for Ubisoft's strategy. A recent study indicates that 55% of UK gamers link poor post-launch content to a negative gaming experience, and 40% consider micro-transactions a ‘major negative impact’ (YouGov, 2023). This prompts a strategic shift for Ubisoft, considering the avoidance of certain revenue streams like micro-transactions and investing in compelling post-launch content. Additionally, risk-averse consumers favour established franchises over new IPs, enabling Ubisoft to save on production costs (Bradshaw, 2023a).

1.2 COMPANY ANALYSIS

Ubisoft's back-catalog, featuring titles like Assassin’s Creed and Far-Cry have experienced significant growth by 11%, representing over 50% of net bookings for four consecutive years (Ubisoft, 2022a). This underscores their popularity and economic viability. Moreover, Ubisoft's recent strategic adjustments in organisational structure foster creativity, quality, and tailored approaches to market segments (Ubisoft, 2022b). Furthermore, the licensing partnership with Tencent’s Level Infinite brand serves to strengthen its position in the UK's mobile gaming segment (Ubisoft, 2023a).

Minsky and Aron (2021) posit a conventional SWOT analysis “does not offer a clear path to action”. To build on this, Brandenburger (2019) and (Ferrell et al., 2022, pp. 91) advocate a dynamic approach to interpreting the internal and external factors of a firm. Henceforth, a TOWS matrix considers these and provides a constructive approach for analysis (Table 2).

Table 2. TOWS Matrix for Ubisoft in the video game market.

Ubisoft/Video Game Market	Strength (S)	Weaknesses (W)
Opportunities (O) <ol style="list-style-type: none"> 1. Consumers demanding better post-purchase support and fewer micro-transactions (YouGov, 2023) 2. Risk averse consumers favouring established IPs (Bradshaw, 2023a) 3. Technological advancements in the mobile market (Bradshaw, 2023c) 	<ul style="list-style-type: none"> - The growth of Ubisoft’s back catalog (<i>SI</i>) warrants continued investment, in response to consumers preferring established IPs (<i>O2</i>) - Demand for better post-purchase content and fewer micro-transactions (<i>O1</i>) compliments Ubisoft’s popular back catalog (<i>SI</i>) as they can leverage their titles by providing a robust post-purchase roadmap for consumers 	<ul style="list-style-type: none"> - To mitigate losses during crucial business periods (<i>W3</i>), Ubisoft can offer better post-purchase support for their titles (<i>O1</i>), favourably positioning themselves with greater value - While consumers are more inclined to play established IPs (<i>O2</i>) offered by rivals in the video game subscription field, the undesirability of Ubisoft+ (<i>W2</i>) makes this opportunity difficult to exploit
Threats (T) <ol style="list-style-type: none"> 1. Negative association towards micro-transactions for consumers prevent additional revenue (YouGov, 2023) 2. High rates of inflation fail to restore consumption desirability (Fleming, 2023) 3. Ubisoft’s response in relation to Bradshaw's (2023a) findings creates risk as rivals exploit Ubisoft’s complacency: limited investment of new IPs¹ 	<ul style="list-style-type: none"> - Leveraging Ubisoft's robust back-catalog with continued provision of post-launch support (<i>SI</i>) can mitigate negative consumer sentiment towards micro-transactions (<i>TI</i>) by providing enhanced value and a positive gaming experience - To mitigate the ‘complacency’ of Ubisoft throughout the period of supporting their back catalog of games (<i>T3</i>), their restructured creative global office (<i>S3</i>) can ensure they address current and future consumer preferences 	<ul style="list-style-type: none"> - Despite experiencing losses during the holiday period (<i>W3</i>), the threat of high inflation levels (<i>T2</i>) can be avoided by optimising the marketing mix of their offerings during subsequent periods - Allegations (<i>WI</i>) can be addressed with diversity and awareness programs, while focussing on developing radical and diverse IPs to counteract the threat of complacency and competition from rivals investing in new IPs (<i>T3</i>)

Note:

1. This threat derives from Brandenburger’s (2019) article. In response to risk-averse consumers (Bradshaw, 2023a), Ubisoft can respond by investing in their back-catalog (Ubisoft, 2022a). Rivals will view this as complacency, and invest in new IP, to reap their rewards once this trend shifts.

To optimise the TOWS matrix, a clear strategic focus is imperative. According to Ferrell et al. (2022, pp. 102), a strategic focus is the “overall concept that guides the firm as it weaves various marketing elements together into a coherent strategy”. Therefore, given the conditions of the market with risk-averse consumers preferring established titles (Bradshaw, 2023a), coupled with demand for a compelling post-launch roadmap

(YouGov, 2023), it is recommended Ubisoft strategically invests in post-launch content, as a way of capitalising on the momentum of its current titles (Ubisoft, 2022a).

1.3 CUSTOMER ANALYSIS

Simons (2014) posits a strong understanding of your customer warrants a coordinated and consistent strategy. Thus, utilising the 5W customer analysis framework can establish an overview of Ubisoft's current customers, which has been predominantly informed by a study focussed on Ubisoft's UK customers from Statista Consumer Insights (2023).

Ubisoft caters to a demographic where 48% are Generation Z, 33% Millennials, 16% Generation X, and 2% Baby Boomers, with a predominant 71% male audience. Their commitment to delivering enriching gaming experiences resonates with high and middle-income urban residents. The appeal extends to popular franchises like Assassin's Creed and Far Cry (Ubisoft, 2022a; Ubisoft, 2023c).

Apart from Ubisoft's website and subscription service (Ubisoft+), customers purchase through channels like PlayStation Store, Microsoft Store, GAME, and Argos, with peak demand during events like Black Friday (Spurlin, 2023). Ubisoft's Q2 2023-24 revenue of €547.1 million underscores the ongoing value and entertainment they provide to customers (Ubisoft, 2023d).

Table 3 delineates Ubisoft's customer analysis of customers in the UK video game market, pinpointing the most appealing customer segment aligned with Ubisoft's strategic focus.

Table 3. Customer analysis outcomes for Ubisoft, video game market in the UK.

Segmentation Variables	Prime Target <i>Loyal and Engaged Gamer</i>	Secondary Target <i>Casual Gamer</i>	Possibility Target <i>Exploratory Gamer</i>	Avoid Target <i>Cost-Conscious Gamer</i>
Age	30-39	20-29	40-49	16-19
Content Consumption Attitudes	Engage with post-launch updates actively.	Interested in post-launch content, but not solely dependent for an improved post-purchase experience.	Demonstrated past interest and some experience with post-launch.	Prefer standalone experiences and lack interest in post-launch content.
Spending habit	Open to investing in extra content and season passes.	Purchase post-launch content selectively, considering its impact on experiences.	Occasionally spend, motivated by discounts.	Stick to a strict budget, prioritising the base game over additional purchases.
Gaming Preferences	Enthusiastic gamer with varied taste in games and diverse game collection.	Enjoys both old and new titles.	Primarily relies on new titles for entertainment, seldom plays older ones.	Consistently buys new titles, with less focus on long-term engagement.
Hours Spent Gaming per week	11 to 15 hours	6 to 10 hours	4 to 9 hours	1 to 5 hours
Community Engagement (Social media, forums)	Consistent engagement.	Moderate engagement.	Selective engagement to interesting events or competitions.	Doesn't engage but follows social media accounts.



STRATEGIC DIRECTION

2.1 SELECT A TARGET MARKET AND EVALUATE ITS ATTRACTIVENESS

Subsequently, it's imperative for Ubisoft to select their prime target group outlined in Table 3. This group are loyal and engaged gamers, who are active with current post-launch content and the gaming community. They enjoy exploring new content and enhancing their gaming experience. To achieve greater articulation of this selected target market, the 5C framework has been applied below.

CUSTOMER

Table 3 highlights Ubisoft's prime target of dedicated gamers seeking a lasting relationship with their games. This commitment involves active purchasing and engagement with post-launch content to enhance their experience. Ubisoft's mission, focused on delivering 'meaningful gaming experiences' (Ubisoft, 2023b), fosters customer loyalty and caters to the needs of their prime target market. Furthermore, Ubisoft's macro-environmental analysis (Table 1) underscores the demand for gamers wanting to play existing games, strategically positioning Ubisoft to address this need for their target market and aligning with industry trends.

COLLABORATORS

To meet Ubisoft's prime target needs, collaboration is crucial. Ubisoft can leverage its extensive internal studio network (Ubisoft, 2023e) for post-launch content development and publishing. For example, the 'Wrath of the Druids' expansion for Assassin's Creed Valhalla, with Ubisoft Bordeaux handling development, deviating from Ubisoft Montreal's base game responsibility (BBC, 2020; Phillips, 2021). Additionally, direct customer engagement is vital. By accessing forums and interacting with community feedback, as Ubisoft often does (Ubisoft, 2022c), Ubisoft can discern customer preferences for post-launch content.

COMPANY

Ubisoft's resources predominantly include an extensive game library, encompassing a wealth of digital resources and assets such as 3D models, textures and animations. This warrants Ubisoft to optimise costs by repurposing these assets for crafting new experiences for their customers, as exemplified by Assassin's Creed Mirage, initially an expansion for Assassin's Creed Valhalla (Phillips, 2022). Additionally, Table 1 highlights an opportunity to integrate AI development tools for games. Recognising the importance of long-term organisational performance (Varadarajan, 2010, pp. 123), Ubisoft's reliance on traditional game assets is met with the risk obsolescence. However, this technological opportunity emerges as a solution, enabling the dynamic generation of new assets and ensuring the needs of their prime target is fulfilled.

COMPETITION

Ubisoft's strategic focus on post-launch content creates competition with Sony Interactive Entertainment, CD Projekt RED, EA and Rockstar Games. For example, Rockstar Games consistently updates Grand Theft Auto Online (Faber, 2023) to meet long-term customers, similar to Ubisoft's prime target. However, Ubisoft's recent restructuring (1.2 Company Analysis) allows a tailored approach towards catering for each target customer and for their titles, differentiating them (Figure 1) and enabling them to fulfil the needs of their prime target.

CONTEXT

Ubisoft's decision to target prime customers confronts economic factors such as the growth in consumer confidence, with persistent inflation rates that deter consumption levels (Table 1). However, this would positively influence Ubisoft's prime targets because the current trend favouring game companies to emphasise established titles and the resilience of Ubisoft's prime target towards consumption sensitivity in gaming creates a convergence: fulfilment of customer needs while positioning Ubisoft to profit from this strategic alignment.

2.2 DEVELOPING A VALUE PROPOSITION

Payne and Frow (2014, pp. 215) emphasise the role of a value proposition, defining it as "the basis for differentiation and the foundation for an ongoing buyer-seller relationship". Ubisoft prioritises customer intimacy as their main value-creating strategy, exemplified by reintroducing fan-favourite antagonists from their Far-Cry series as a Far-Cry 6 expansion (Gardner, 2021) - Appendix A.

However, relying on micro-transactions (Blake, 2021), compromises customer relations due to their negative association among UK gamers (Table 1). Therefore, removing them from Ubisoft's core value proposition is prudent for safeguarding customer relations. Below, the 3V framework is employed to define Ubisoft's optimal value proposition.

CUSTOMER VALUE

Ubisoft's value proposition centres on meeting the distinct needs of its prime target customers. By strategically investing in post-purchase content, Ubisoft addresses the gamers' demand for continuous engagement and meaningful experiences, in line with its mission. This approach fosters customer loyalty and satisfies the specific requirements of their prime targets.

COLLABORATOR VALUE

Ubisoft harnessing its internal studios, exemplified by the 'Wrath of the Druids' expansion for Assassin's Creed Valhalla, along with direct engagement with the gaming community, ensures innovation in post-purchase content. This approach not only enhances customer relations but also elevates the recognition of internal studios. Consequently, it paves the way for resource allocation - talent and budgeting - ensuring sustainability and support for future projects.

COMPANY VALUE

Ubisoft's emphasis on post-purchase content for prime customers cements its competitive position. Strategically aligning with industry trends ensures lasting profitability and brand resilience, positioning Ubisoft as a leader in meeting gamers' aspirations for enriched experiences with existing titles.



2.3 ESTABLISHING A POSITIONING STATEMENT AND PERCEPTUAL MAP

For customers seeking enduring and enriched gaming experiences, Ubisoft is the video game company that leverages the popularity of its existing titles and versatile studio network to deliver captivating post-launch content, because it aligns with their mission and secures positive customer relations.

Figure 1. Perceptual Map of Gaming Companies based on Post-launch Content Quality vs. IP Reputation.

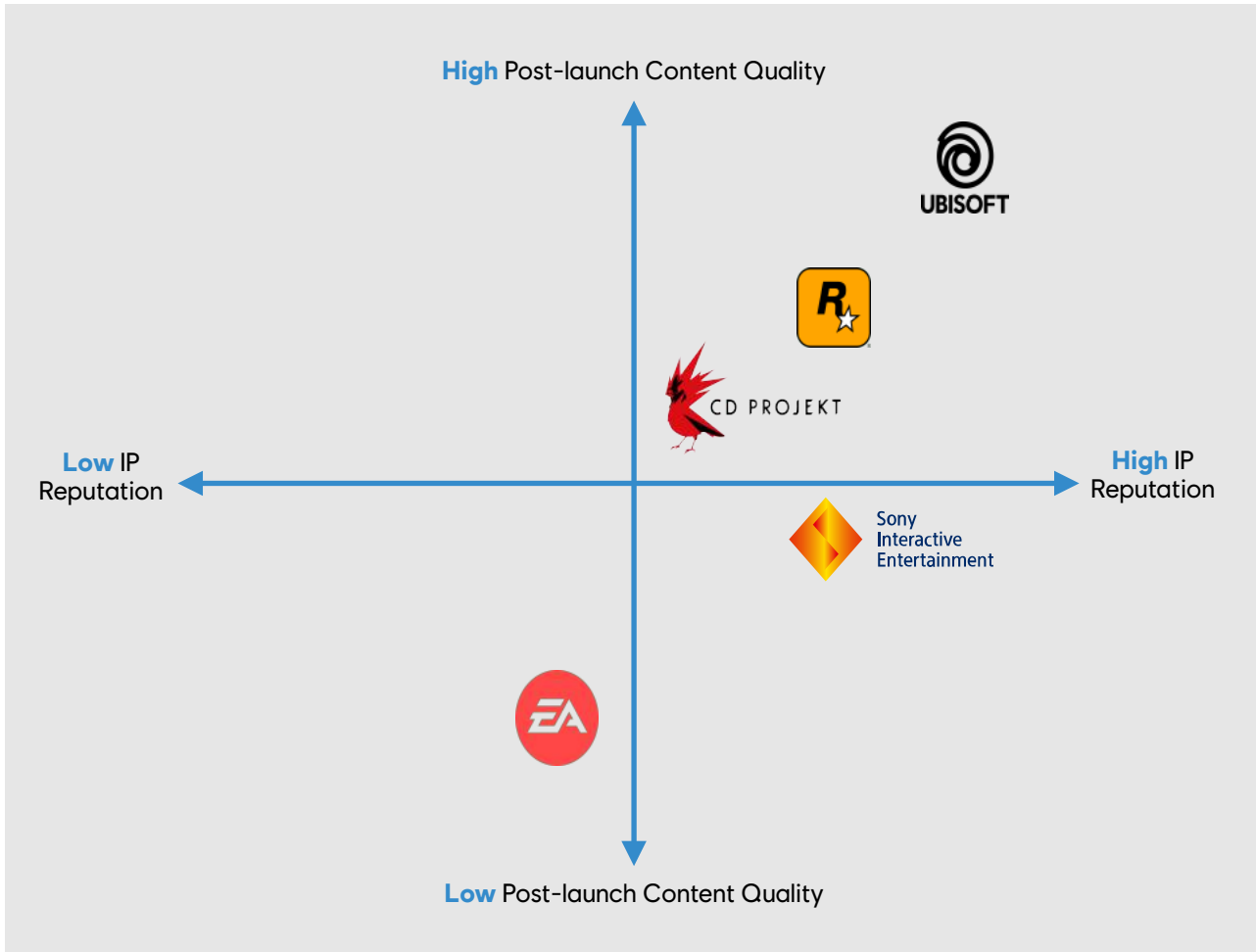


Figure 1 exhibits Ubisoft’s ability to provide high post-launch content quality, with the popularity of their titles. Their distinctive positioning, underlined by the removal of micro-transactions, favourably aligns with consumer trends (Table 1).



The marketing program, drawing from the strategic mix of product, price, place, and promotion (Ferrell et al., 2022) for Ubisoft's proposed strategy, is exemplified through Ubisoft's flagship title, Assassin's Creed, particularly focusing on their successful recent release, Assassin's Creed Mirage (Dring, 2023). Nevertheless, the overall strategy and program will extend to other relevant titles in Ubisoft's portfolio (Ubisoft, 2023f).

3.1 PRODUCT

Ubisoft's current post-launch strategy for Assassin's Creed Mirage relies on micro-transactions and story expansions (Ubisoft, 2020; Ubisoft, 2023g) (Appendix B). However, removing micro-transactions, as emphasised in section 2.2 and Table 1, is crucial for positive customer relations. To align with their prime target audience, Ubisoft should shift toward narrative-focused expansions (Appendix C). This strategic change enhances customer relations, safeguards Ubisoft's brand perception, and mitigates the risks of 'cannibalisation' (Ataman et al., 2010, pp. 871) from repetitive and mediocre post-launch content, ensuring the long-term success of the proposed marketing strategy. To sustain this, Ubisoft must leverage elements of their communications strategy.

3.2 PRICE

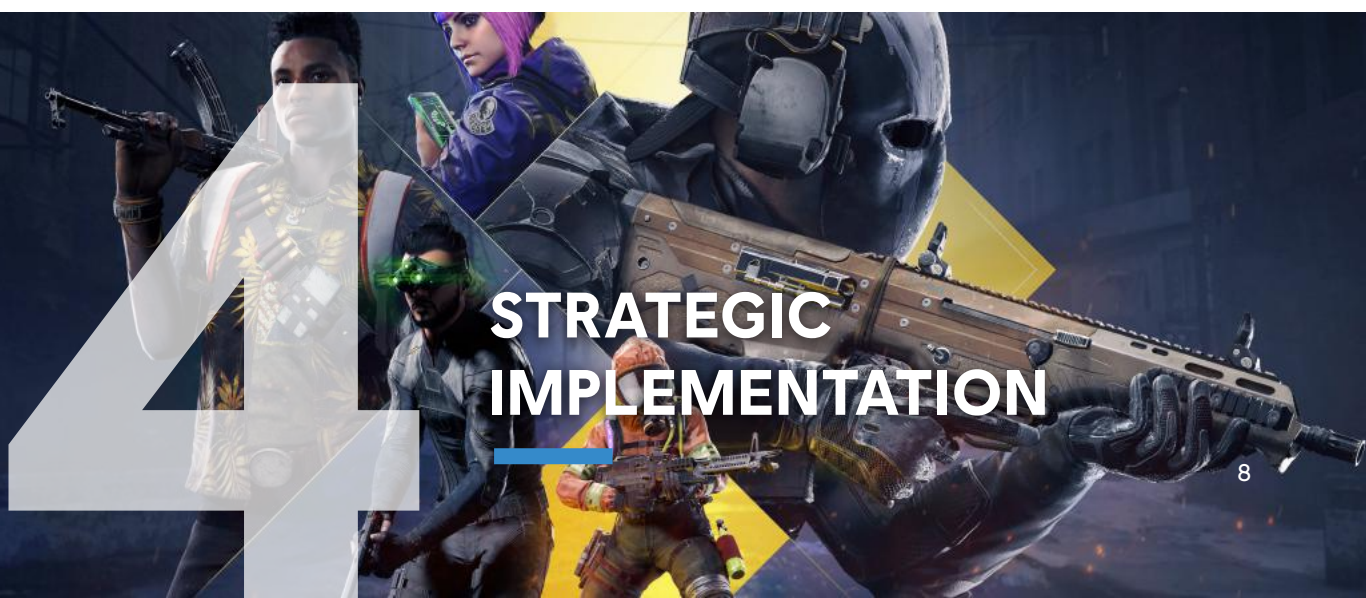
Ubisoft prices post-launch content competitively, with Assassin's Creed Mirage's post-launch content priced from £4.29 to £29.99 (Ubisoft, 2023h). CD Projekt RED's Cyberpunk 2077 Phantom Liberty expansion is priced at £24.99 (PlayStation, 2023). Competitive pricing, benchmarked against high-quality expansions, remains. With micro-transactions removed (Table 1), adjusting the pricing strategy for better returns is considered. However, exceeding the price ceiling risks losing the prime target, requiring a balance between revenue and customer satisfaction.

3.3 DISTRIBUTION

Ubisoft's post-launch content distribution strategy adopts an omnichannel approach, enabling engagement and purchases across platforms (Ferrell et al., 2022, pp. 166). Customers can buy directly from the Ubisoft store website or through intermediaries like PlayStation, Microsoft Store, GAME, and Argos outlets (Statista Consumer Insights, 2023). This integrated approach ensures a seamless and flexible experience for their prime target customers.

3.4 COMMUNICATION

Ubisoft's communication strategy goal is to create interest. Aligned with their mission to 'Enrich players' lives' (Ubisoft, 2023b), Ubisoft employs digital advertising, as part of their IMC (integrated marketing communications) strategy, on social media platforms that aim to capture the 'enrichment' customers can experience. They share short gameplay clips, in-game captures, and teaser trailers to captivate their prime target audience and foster engagement through comments on Instagram or reposts on X (Appendix D). To ensure sustainability, Ubisoft can adopt Wilson et al.'s (2011) Social Media Transformer strategy, engaging the community for insights into future content while avoiding potential 'cannibalisation' (Ataman et al., 2010). The Formula E case study advocates this approach (Gray, 2019).



Effective strategic implementation can be achieved by aligning strategy and organisational characteristics (Slater et al., 2010, pp. 553). Ubisoft can adopt an 'implementation through consensus' approach, because front-line marketing managers are responsible for implementation (Ferrell et al., 2022, pp. 241-247) and they are more "sensitive" to addressing customer needs and wants. Henceforth, the approach harnesses multiple viewpoints from employees. Furthermore, Vermeulen (2017) posits when executives view implementation as a top-down approach, the strategy can fail. Therefore, 'implementation through consensus' would be optimal.

However, challenges can arise. While a top-down approach may obscure the rationale behind prioritising back-catalog titles over new IPs, resistance from key stakeholders, including creative teams and shareholders can arise. These stakeholders, accustomed to the traditional focus on new game development, might resist the shift towards the proposed strategy as they're faced with strategic 'dilution'. Additionally, significant resource allocation may be required. Shifting the focus from creating new IPs to post-launch content for existing titles could redistribute talent, budget, and time, posing challenges in managing existing projects, to shift the focus on post-launch content.

Internal marketing utilises fundamental marketing applications to positively guide employees in strategy implementation (Ferrell et al., 2022, pp. 250). Torbjorn Loof's experience at Inter Ikea emphasises the importance of vision clarity in overcoming internal challenges (Milne, 2019). Ubisoft can mirror this approach to educate their internal stakeholders and underscore the impact of the strategy.



In navigating the dynamic landscape of the gaming industry, Ubisoft's strategic shift towards investing in post-launch content reflects a dedication to customer satisfaction and an opportunity to infuse social responsibility into the gaming industry.

Kumar et al. (2013, pp. 602) exposition asserts sustainability in marketing has evolved into a multifaceted concern encompassing environmental, social, and economic dimensions. Ubisoft's (2023i) CSR initiatives, driven by reputation and morality, are evident in their GDPR compliance, fostering a safe environment for customers, alongside recruitment policies that champion diversity and inclusion.

However, Ubisoft's proposed strategy opens avenues for a broader application of social responsibility. By ensuring that post-launch content mirrors diverse perspectives and cultures, Ubisoft actively contributes to the social responsibility narrative (Kumar et al., 2013, pp. 602). This approach aligns with Ubisoft's commitment to customer satisfaction and positions them as pioneers in fostering an inclusive gaming landscape.



REFERENCES



UBISOFT

Ataman, M.B., Van Heerde, H.J., and Mela, C.F. (2010) 'The long-term effect of marketing strategy on Brand Sales', *Journal of Marketing Research*, 47(5), pp. 866–882. doi:10.1509/jmkr.47.5.866.

BBC (2020) Assassin's Creed Valhalla: First look at viking-themed game, BBC News. Available at: <https://www.bbc.co.uk/news/av/technology-52487489> (Accessed: 07 December 2023).

Bradshaw, T. (2023a) Games industry forced to focus on hit titles in response to weak sales. Available at: <https://www.ft.com/content/f157a3dd-f593-4302-a81a-6b958783a5f3> (Accessed: 23 November 2023).

Bradshaw, T. (2023b) Gaming industry puts Generative AI to the test, Financial Times. Available at: <https://www.ft.com/content/58ddd586-0c06-4d67-9215-54b14b4fc1b1> (Accessed: 19 November 2023).

Bradshaw, T. (2023c) Thousands of Apple customers complain latest iPhone models are overheating, Financial Times. Available at: <https://www.ft.com/content/78eb7e9a-6197-4b7c-903a-0be00741b5f6> (Accessed: 19 November 2023).

Brandenburger, A. (2019) Are your company's strengths really weaknesses?, *Harvard Business Review*. Available at: <https://hbr.org/2019/08/are-your-companys-strengths-really-weaknesses> (Accessed: 26 November 2023).

Criddle, C. (2023) How long before gaming sheds sexist attitudes?, *Financial Times*. Available at: <https://www.ft.com/content/c31e78a2-93a4-4701-80b0-3834f1a07ad9> (Accessed: 27 November 2023).

Faber, T. (2023) Can Grand Theft Auto VI match its \$7.7bn predecessor?, *Financial Times*. Available at: <https://www.ft.com/content/9eba6246-a59d-4b11-a167-964340f5b5f6> (Accessed: 08 December 2023).

Ferrell, O.C., Hartline, M.D., and Hochstein, B.W. (2022) *Marketing strategy: Text and cases*. Boston, MA: Cengage.

Fleming, S. (2023) BoE signals rates must stay high in spite of fall in inflation, Boe signals rates must stay high in spite of fall in inflation. Available at: <https://www.ft.com/content/416f483f-9753-42c4-84bc-c1ad9e59d152> (Accessed: 21 November 2023).

Gardner, M. (2021) 'vaas: Insanity' DLC review (far cry 6): Great Roguelite, best rogue, *Forbes*. Available at: <https://www.forbes.com/sites/mattgardner1/2021/11/20/vaas-insanity-dlc-review-far-cry-6-great-roguelite-best-rogue/?sh=577193d65041> (Accessed: 10 December 2023).

Gray, S. (2019) HOW ABB FIA Formula E championship built a fan base from scratch, *Financial Times*. Available at: <https://www.ft.com/content/c38a6a78-44c2-11e9-b83b-0c525dad548f> (Accessed: 14 December 2023).

IMF. (2023). United Kingdom: Real gross domestic product (GDP) growth rate from 2018 to 2028 (compared to the previous year). Statista. Statista Inc.. <https://www.statista.com/statistics/263613/gross-domestic-product-gdp-growth-rate-in-the-united-kingdom/> (Accessed: 21 November, 2023).

Intellectual Property Office (UK), GOV.UK. (2023). Main reasons to access video games online according to gamers in the United Kingdom (UK) in 2022. Statista. Statista Inc.. <https://www.statista.com/statistics/291833/main-reason-access-video-games/> (Accessed: November 19, 2023).

Klasa, A. (2023) Ubisoft reports sharp losses in 2022 after holiday disappointment, *Financial Times*. Available at: <https://www.ft.com/content/229c311e-df52-47c4-9c0c-d50a36966699> (Accessed: 27 November 2023).

Kumar, V., Rahman, Z., and Kazmi, A.A. (2013) 'Sustainability marketing strategy: An analysis of recent literature', *Global Business Review*, 14(4), pp. 601–625. doi:10.1177/0972150913501598.

Middlehurst, C. (2023) Virtual and augmented reality accelerates from gaming to Cars, *Financial Times*. Available at: <https://www.ft.com/content/1699c9c8-97d2-45ab-ad07-6871fe4834fe> (Accessed: 21 November 2023).

Milne, R. (2019) Inter Ikea's Torbjorn Loof: making the vision clear, Inter IKEA's Torbjorn Loof: Making the vision clear. Available at: <https://www.ft.com/content/6b250c0a-2486-11e9-b329-c7e6ceb5ffdf> (Accessed: 17 December 2023).

Minsky, L. and Aron, D. (2021) Are you doing the SWOT analysis backwards?, Harvard Business Review. Available at: <https://hbr.org/2021/02/are-you-doing-the-swot-analysis-backwards> (Accessed: 19 October 2023).

OECD. (2023). Consumer confidence index of the United Kingdom from March 1974 to October 2023 (100 = long-term average). Statista. Statista Inc.. <https://www.statista.com/statistics/623579/consumer-confidence-in-the-uk/> (Accessed: 21 November, 2023).

Payne, A. and Frow, P. (2014) 'Developing superior value propositions: A strategic marketing imperative', Journal of Service Management, 25(2), pp. 213–227. doi:10.1108/josm-01-2014-0036.

Phillips, T. (2021) Assassin's Creed Valhalla: Wrath of the druids review, Eurogamer.net. Available at: <https://www.eurogamer.net/assassins-creed-valhalla-wrath-of-the-druids-expansion-review> (Accessed: 07 December 2023).

Phillips, T. (2022) Ubisoft talks Assassin's Creed Mirage, from Valhalla expansion to standalone Franchise Celebration, Eurogamer.net. Available at: <https://www.eurogamer.net/ubisoft-talks-assassins-creed-mirage-from-valhalla-expansion-to-standalone-franchise-celebration> (Accessed: 07 December 2023).

PlayStation (2023) Cyberpunk 2077: Phantom Liberty, PlayStation. Available at: <https://www.playstation.com/en-gb/games/cyberpunk-2077/phantom-liberty/> (Accessed: 13 December 2023).

Simons, R. (2014) Choosing the right customer, Harvard Business Review. Available at: <https://hbr.org/2014/03/choosing-the-right-customer> (Accessed: 30 November 2023).

Slater, S.F., Hult, G.T., and Olson, E.M. (2010) 'Factors influencing the relative importance of marketing strategy creativity and marketing strategy implementation effectiveness', Industrial Marketing Management, 39(4), pp. 551–559. doi:10.1016/j.indmarman.2008.03.007.

Spurlin, B. (2023) Ubisoft store offers big discounts for Black Friday Sale, Ubisoft® - Official Ubisoft News, Previews and Features. Available at: <https://news.ubisoft.com/en-us/article/4iDFRvXfKpKxdTSWV12R1H/ubisoft-store-offers-big-discounts-for-black-friday-sale?isSso=true&refreshStatus=invalidTwoFaStatus> (Accessed: 03 December 2023).

Statista (2022). Ubisoft+ brand awareness, usage, popularity, loyalty, and buzz among video game subscription users in the UK in 2022. Statista. Statista Inc.. <https://www-statista-com.ezproxy.library.qmul.ac.uk/forecasts/1328656/ubisoft-video-game-subscriptions-brand-profile-in-the-uk> (Accessed: 27 November, 2023).

Statista. (2023). Video game purchases by store brand in the UK as of September 2023. Statista. Statista Inc. <https://www.statista.com/forecasts/997859/video-game-purchases-by-store-brand-in-the-uk> (Accessed: 07 December 2023).

Statista Consumer Insights. (2023) Digital Video Game Shops: Uplay / Ubisoft store / ubisoft connect shoppers in the United Kingdom (2023) Statista. Available at: <https://www.statista.com/study/114192/digital-video-game-shops-uplay-ubisoft-store-ubisoft-connect-shoppers-in-the-united-kingdom/> (Accessed: 30 November 2023).

Ubisoft (2020) Assassin's Creed Valhalla post-launch detailed, Ubisoft® - Official Ubisoft News, Previews and Features. Available at: <https://news.ubisoft.com/en-us/article/3pJRdkfAuo94ogVkaCn03U/assassins-creed-valhalla-postlaunch-detailed#?isSso=true&refreshStatus=invalidTwoFaStatus> (Accessed: 13 December 2023).

Ubisoft (2022a) FY22 Earnings. Available at: https://staticctf.ubisoft.com/8aefmxkxpxwl/5pkRkFBUGsabtIz5oeMHjF/09feb241d3c110d47ed4ac814ca141e3/Ubisoft_FY22_Earnings_slideshow_confcall.pdf (Accessed: 27 November 2023).

Ubisoft (2022b) Ubisoft Announces its Global Creative Office. Available at: https://staticctf.ubisoft.com/8aefmxkxpxwl/5nOC3qFb6mpxVr4rky8euW/7fff2564c33d480028eacfd4e8a6737/PR_Global_Creative_Office_ENG_.pdf (Accessed: 27 November 2023).

Ubisoft (2023a) Level Infinite to publish mobile game Assassin's Creed Codename Jade. Available at: https://staticctf.ubisoft.com/8aefmxkxpxwl/5zkZq1iAlnJ2inyvD5n1s7/912df17fe5e5e35d9ae5227e3ae39ffe/Level_Infinite_to_publish_mobile_game_Assassin-s_Creed_Codename_Jade.pdf (Accessed: 27 November 2023).

Ubisoft (2023b) About Us, Ubisoft. Available at: <https://www.ubisoft.com/en-us/company/about-us> (Accessed: 03 December 2023).

Ubisoft. (2023c) Ubisoft reports full-year 2022-23 Earnings figures. Available at: https://staticctf.ubisoft.com/8aefmxkxpxwl/3HuZnFugstl9mb5TUTFn/d272d035c66d9c24c69b9985450943b7/Ubisoft_FY23_Earnings_PR_English_final.pdf (Accessed: 3 December 2023).

Ubisoft (2023d). Sales generated by Ubisoft worldwide from fiscal 3rd quarter 2010-11 to 2nd quarter 2023-24 (in million euros). Statista. Statista Inc.. <https://www.statista.com/statistics/269676/ubisofts-global-revenue-by-quarter/> (Accessed: December 03, 2023).

Ubisoft (2023e) Ubisoft locations - studios & offices: Ubisoft Careers, Ubisoft Locations - Studios & Offices | Ubisoft Careers. Available at: <https://www.ubisoft.com/en-us/company/careers/locations> (Accessed: 07 December 2023).

Ubisoft (2023f) Our brands: About Us, Ubisoft. Available at: <https://www.ubisoft.com/en-us/company/about-us/our-brands> (Accessed: 12 December 2023).

Ubisoft (2023g) Assassin's Creed Mirage DLC, Assassin's Creed Mirage DLC | Ubisoft Store. Available at: https://store.ubisoft.com/uk/dlc-brands-assassin-creed-mirage?lang=en_US (Accessed: 13 December 2023).

Ubisoft (2023h) Assassin's Creed Mirage, Assassin's Creed Mirage | Ubisoft Store. Available at: <https://store.ubisoft.com/uk/dlc-brands-assassin-creed-mirage> (Accessed: 18 December 2023).

Ubisoft (2023i) Universal Registration Document 2023. Available at: <https://staticctf.ubisoft.com/8aefmxkxpxwl/3TL97lhdKScWJxj25qA1ks/>

Vermeulen, F. (2017) Many strategies fail because they're not actually strategies, Harvard Business Review. Available at: <https://hbr.org/2017/11/many-strategies-fail-because-theyre-not-actually-strategies> (Accessed: 17 December 2023).

Wilson, H. James, PJ Guinan, Salvatore Parise and Bruce Weinberg (2011), "What is Your Social Media Strategy," Harvard Business Review, July-August, 3-5.

YouGov. (2023) Aspects of gaming with the biggest negative impact on gaming experience according to the gamers in the United Kingdom (UK) in April 2023. Statista. Statista Inc.. <https://www.statista.com/statistics/1383107/biggest-negative-impact-gaming-uk-gamers/> (Accessed: November 19, 2023).



APPENDICES

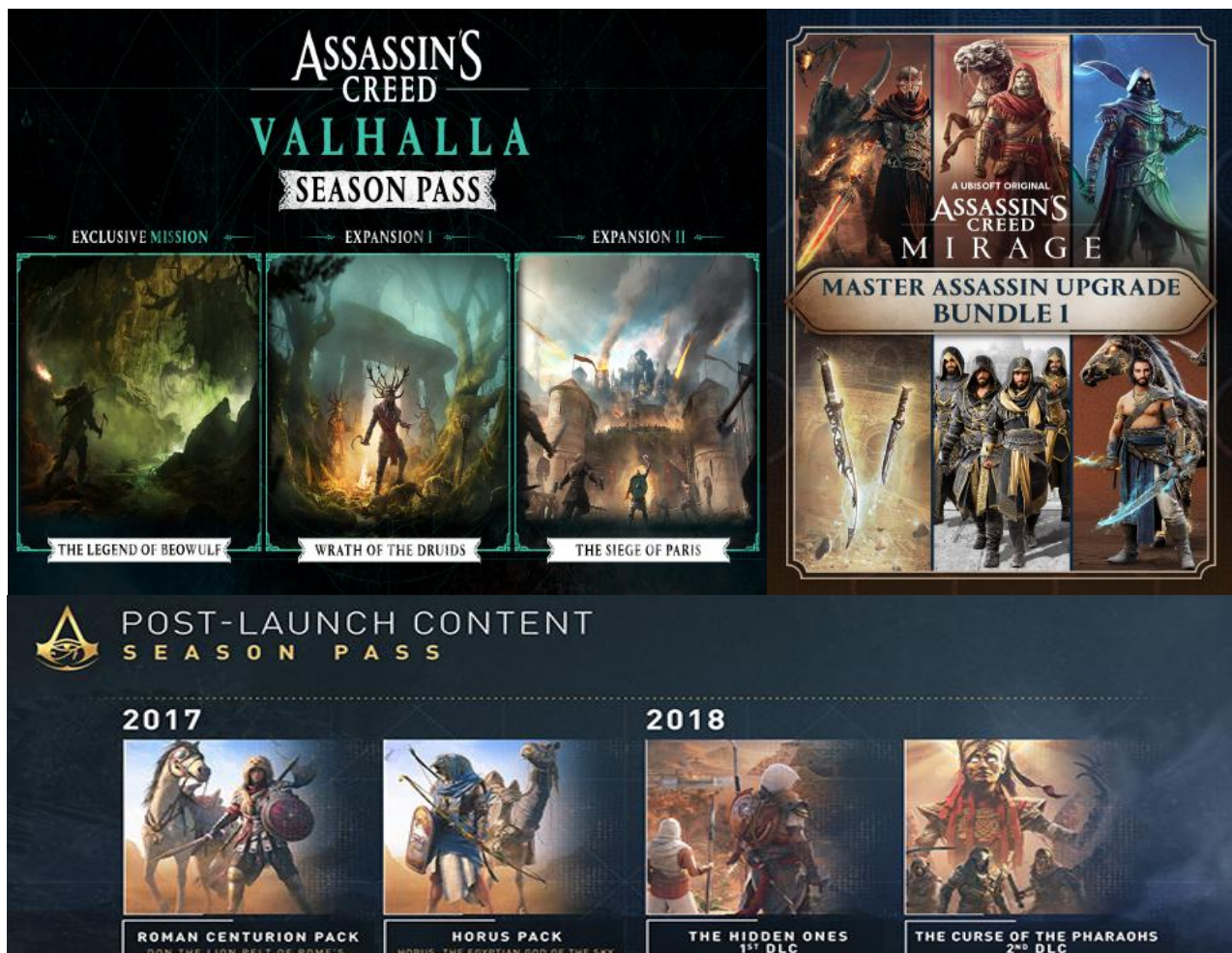
APPENDIX A

An examination of Far-Cry 6's (2021) post-launch roadmap, showcasing the esteemed antagonists from past Far-Cry games as they take centre stage in dedicated expansions offered through the Far-Cry 6 Season Pass.



APPENDIX B

A compilation of post-launch content for Assassin's Creed, encompassing a spectrum of offerings including micro-transactions and narrative expansions.



APPENDIX C

Community discourse of Ubisoft's prime targets regarding post-launch content desires for Assassin's Creed Mirage (2023) as discussed on the Assassin's Creed Reddit page.

Posted by u/ajl987 2 months ago

285 We NEED DLC for AC Mirage

// Discussion

I have just 100% the game, and it took me 31 hours to complete everything. Overall other than the facial animations, and less interesting than desired villains, the game was incredible and I had a blast! But man am I having withdrawal symptoms.

The stealth in this game is TOO GOOD not to have more. With Red coming out at the end of next year (according to rumours), I don't see why we shouldn't get some DLC at some point in the year. A few options:

- 1. Large expansion** - Maybe they take us to Constantinople, maybe a smaller city, or maybe they give us a proper new original story still in Baghdad. But when I say full blown expansion, I mean like Valhalla's expansions, an 8-15 hour experience.
- 2. Small expansion** - Rather than experience almost an entire country like in wrath of the druids, they could give us something similar to the hidden ones DLC from origins. A smaller location with a 3 hour main story, and 3 hours of side content.
- 3. Contracts DLC** - Building on the 19 contracts they gave us in the main game, maybe a small dlc of 8-12 contracts (2-3 per district) doing standalone tasks for the brotherhood.
- 4. New game + and a replay function** - At the very least we need this to go back and play missions in different ways with all our tools. If nothing else, at least this will give us more to do before we move on to Red.

So what do you guys thing? Any other suggestions?

219 Comments Share Save ...

Comment as NimaTwisted1

What are your thoughts?

Sort By: Best Search comments

BaneShake · 2 mo. ago

My #1 desire is definitely a new game plus. Replaying early missions with full skills and my dope outfits would be perfect

174 Reply Share ...

Ceceboy · 2 mo. ago

Am I the only one disappointed in the outfits? They are way too over the top as usual. I mean, there is literally an outfit that clings around when you're running; how is that fit for an stealthy assassin? The only outfits that are good is the base outfit and the recolours (kinda) and the master assassin outfit.

I would have loved to continue playing with Altair's legacy outfit but I can't see Basim's fucking face in cutscenes because of the abnormally large hood. Such incompetence on Ubi's side in my opinion. But other than outfits, the game was alright.

19 Reply Share ...

DishrackDixieLand · 2 mo. ago

I thought they did a mostly good job with the outfits. I assume you're on about the Abbasid Knight outfit as the one that clings around and I agree with you on that, but, if anything it's probably to keep the players coming over from the previous three titles who prefer the combat approach.

I used the Merchant outfit as part of the Bazaar investigation blending in ala Hitman style, the Zanj outfit is very reminiscent of Bayek and suits well in the environment, the Ferty Thieves outfit blends well and

About Community

r/assassinscreed

For news, discussion and more about Ubisoft's Assassin's Creed franchise.

Created Nov 17, 2010

657k Hidden Ones 608 In the Shadows Top 1% Ranked by Size

Joined

Create Post

PREVIEW

NimaTwisted1

COMMUNITY OPTIONS

ADVERTISEMENT

PROTECT. SERVE. SURVIVE.

READY OR NOT

V1.0 out December 13th on Steam

BUY NOW

Join our Network

Follow r/AssassinsCreed on Twitter, join our official Discord server and visit r/ACPhotoMode!

Follow us on Twitter

Join us on Discord

Visit r/ACPhotoMode

r/assassinscreed Rules

1. Submission Guidelines
2. Spoiler Policy

APPENDIX D

A selection of posts from the official Assassin's Creed UK Instagram and X (formerly Twitter) accounts, promoting post-launch content with the goal of sparking interest and fostering community engagement through conversations in the dedicated comment sections.

