

MARKETING PLAN OF



G2 ESPORTS



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DEGREE IN BUSINESS ADMINISTRATION

AE 1049 – FINAL GRADE PROJECT

COURSE 2019/2020



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First of all, this project was completed before March 2020. For this reason, there is no reference to COVID 19, as talking about the things done by the G2 team during the quarantine would have required a change in much of the project.

1. EXECUTIVE SUMMARY

I proceed to expose the marketing plan of the company G2 esports, in order to propose new ideas to an already successful company to collaborate, from the marketing department, with the achievement of the general objectives. The final objective of the project is to offer alternatives to attract new consumers of the service (supporters, fanatics) and with it, to increase the income, which is after all, the purpose of all the companies. The achievement of all the objectives proposed would place the company at the head of the sector at a European level and in the top of the world.

After studying the internal and external environment of the company and analysing the resources and capacities it has, I have extracted the SWOT diagnosis, where I compare the strengths and weaknesses of G2 with the competition, as well as the opportunities and threats generated by the market, in order to stand out from the rest by offering the target audience the service they expect and trying to attract as many people as possible.

After carrying out the whole diagnosis and setting clear objectives in the short, medium and long term, I have chosen the most appropriate strategies from among all those that exist so that objectives and strategies go hand in hand with good synergy. For each of these strategies and after studying the market, several actions related to the 4 P's have been added, to cover the needs previously neglected.

Finally, I present the budget and control that I estimate all the actions and strategies will cost. In these two sections, I will specify each action, detailing it as much as possible to show that the budget allocated is adequate and that no money will be wasted. In these sections we will also see the repercussion that each action will have and how it will be controlled, in this way the failures, if any, will be identified in order to correct them.

G2 esports is a leading company in the electronic sports and entertainment sector, with teams in a wide range of video games. This company differs from the rest by a marked culture, with very charismatic content creators and with players that drag masses in their disciplines, without forgetting Carlos Rodriguez, CEO and co-founder, a unique



character, joined to the esports almost since their creation. But at the same time, there are some aspects that could be enhanced and other areas in which to expand, and this is where I think this is the opportunity to make the brand a little more complete.

2. REASONS TO CHOICE G2 ESPORTS

The reason for having chosen G2 Esports for the realization of the Marketing Plan, is mainly, my taste for video games and my curiosity to investigate in a sector with exponential growth in search of economic data. In addition, one of the two most important teams on the European scene, and one of the most valuable worldwide, has a Spanish founder.

3. SITUATION ANALYSIS

3.1 ANALYSIS OF THE SECTOR

Before analyzing G2 as a company, it is necessary to see how the whole video game industry works, analyzing the impact it has on society economically and the role it plays in the entertainment sector. To do all the analysis of the industry, I will use Newzoo's¹ reports.

Inside the world of video games, there are multiple entertainment options. In the current society, youtubers and streamers are in trend, which are nothing more than people who record themselves playing what they like best and upload it to platforms such as Youtube or Twitch and, depending on their charisma, their sympathy and how they fall in love with the viewers, they will have more subscribers or less and, depending on this and their visualizations, the money they earn thanks to this will depend.

In addition, you can also watch your favorite team's games, buy their jerseys, scarves, etc. because after all, electronic sports are not that different from traditional sports. Instead of a ball and a goal, there is a computer with an Internet connection. This may come as a shock to some people, but it is already a reality that esports events draw crowds. An example of this would be the final of the LoL² 2019 World Cup, which had a total of 4 million live spectators, 94% more than the previous year. To put it in

¹ Newzoo: The global leader in games, esports, and mobile intelligence, providing you with the insights you need to stay ahead.

² League of Legends (LOL) is a multiplayer online battle arena video game.

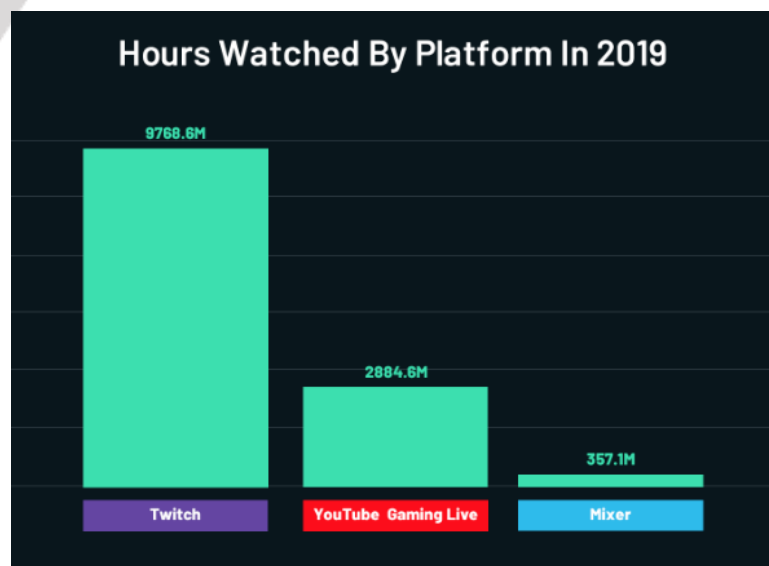


perspective, the 2019 NBA Finals between Golden State Warriors and Toronto Raptors were followed by an average of 15 million viewers.

Finally, and most simply, you can also buy a game console or computer and play whatever you like. For example, on the launch day of FIFA20, the most popular football game in the world, a total of 240,000 copies were sold in Spain. On the other side, in March 2019, Epic Games³ announced that its most popular video game, 'Fortnite', reached 250 million players, which shows us that the world of video games is more alive and with more projection than ever.

Now let's take a look at the 3 largest streaming platforms currently in use, which are, YouTube Gaming, Mixer and Twitch. In the year 2019, adding the 3 platforms reached 13,010.3 million hours of viewing divided as follows:

Figure 1 → Total millions of hours viewed in 2019



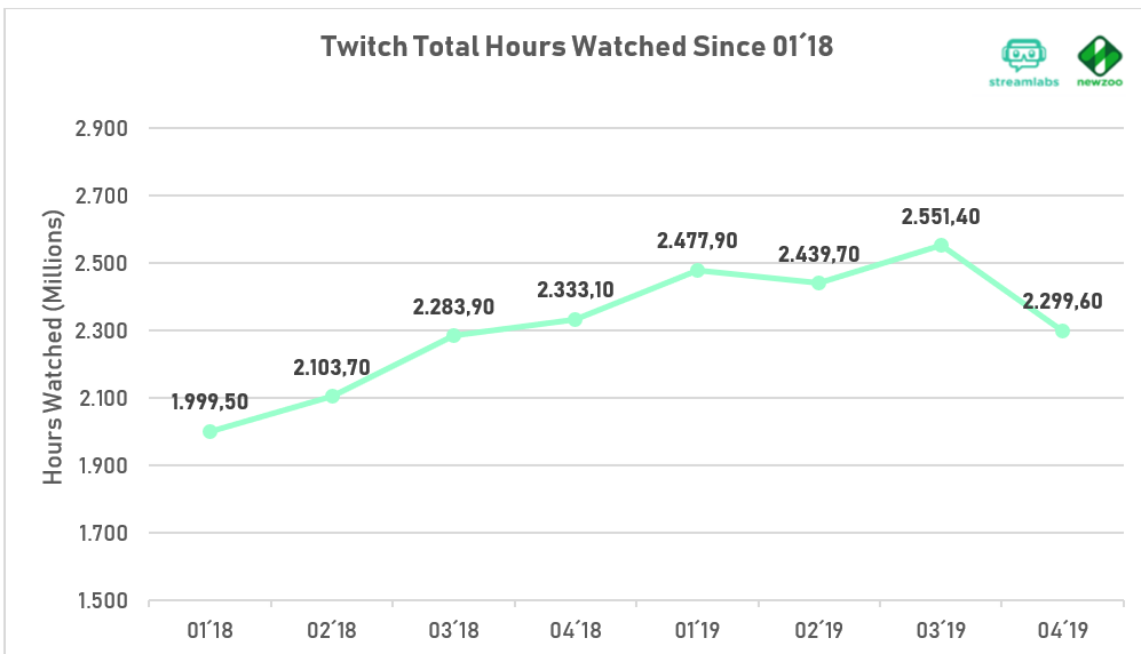
Source: Newzoo

With this graph some conclusions can be drawn. Twitch, although still the leader, suffered a general decrease in 2019 (see figure 2), to the detriment of YouTube Gaming (see figure 3), which increased by 46% during the year, and Mixer, which thanks to the 'theft' of Twitch's most famous streamer, Ninja, managed to attract numerous streamers from other platforms and thus reach its current level of views (see figure 4).

³ Epic Games is a video game development company.



Figure 2 → Million hours viewed in Twitch (in quarters) 2018/19



Source: Newzoo

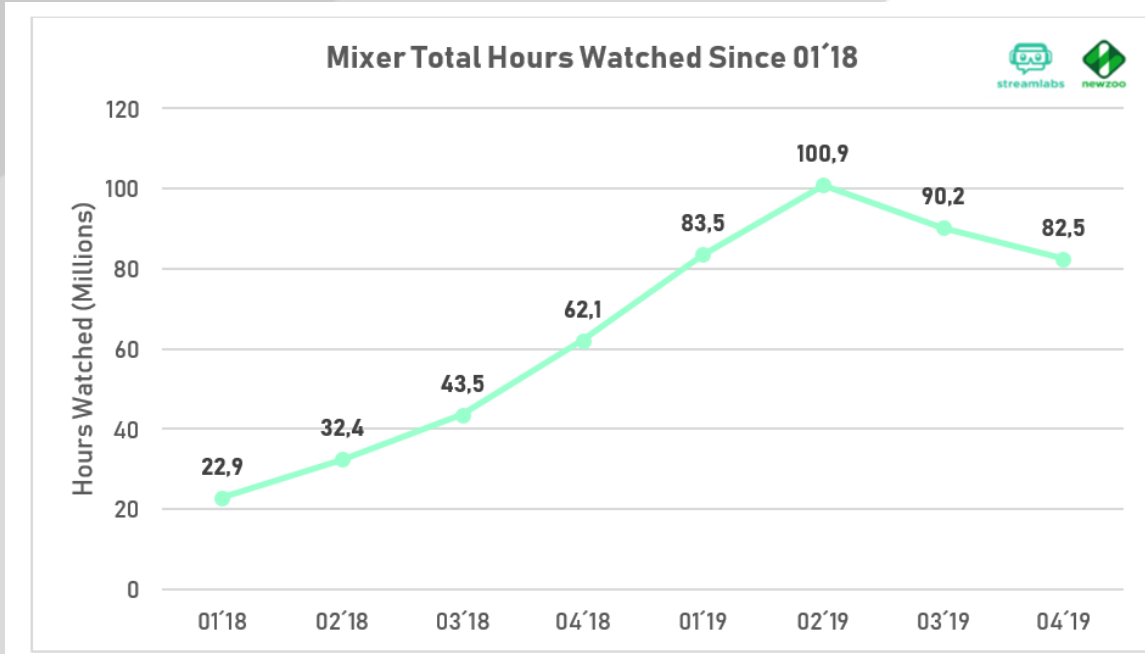
Figure 3 → Million hours viewed in Youtube Gaming (in quarters) 2019



Source: Newzoo



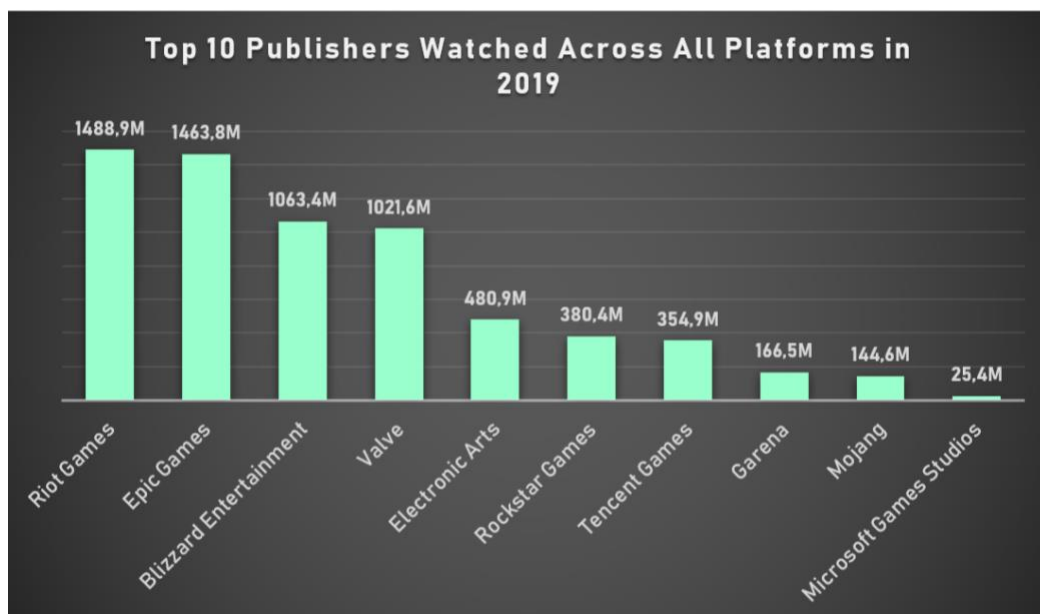
Figure 4 → Million hours viewed in Mixer (in quarters) 2018/19



Source: Newzoo

Of all these hours of streaming, Riot Games⁴ is the publishing company that has had more hours of streams, with a total of 1488.9 million, distributed among all its video games. The following graph shows the 10 companies with more hours of transmission between the sum of the 3 platforms analysed.

Figure 5 → Top 10 most viewed Publishers in 2019



Source: Newzoo

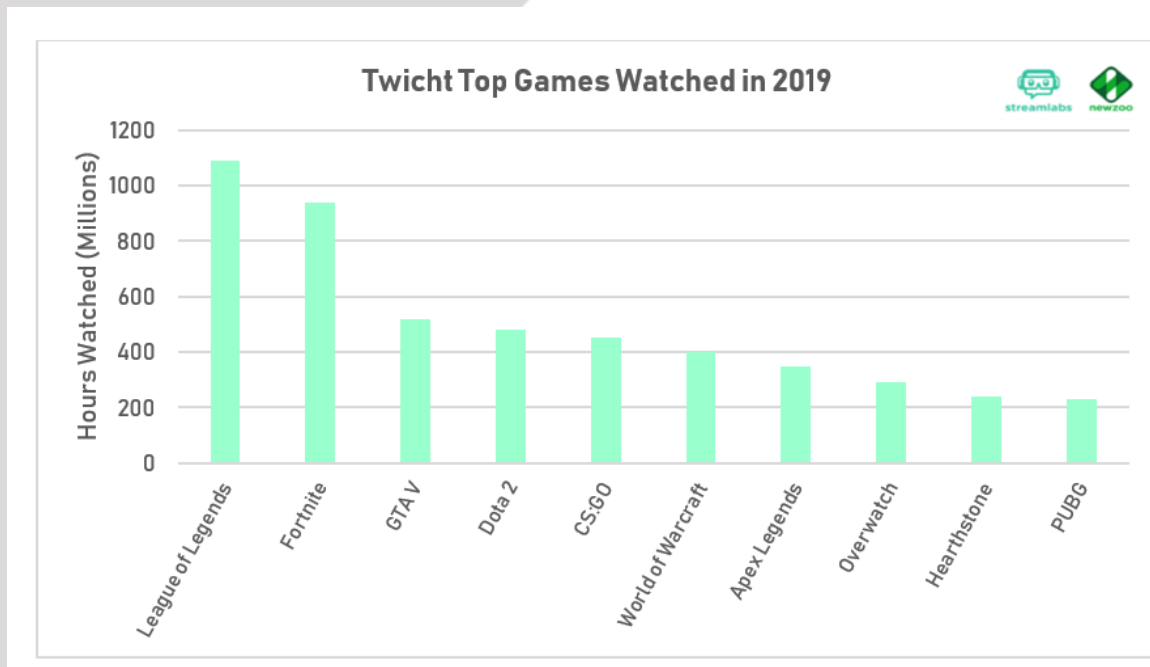
⁴ Riot Games is an American video game developer (including the LOL) and eSports tournament organizer.



And below are the most popular video games on each platform.

In Twitch, the king of visualizations has always been the LOL, the electronic sport par excellence, but with the introduction of Fortnite, visualizations have been equalized.

Figure 6 → Most viewed game Twitch 2019



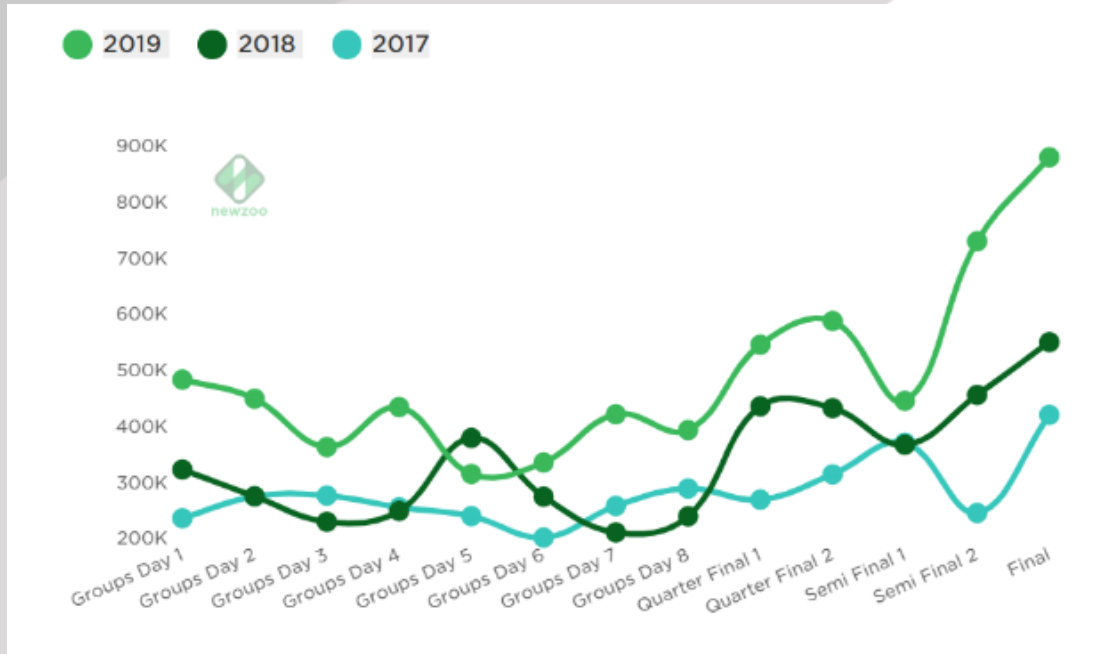
Source: Newzoo

The fact that the LOL is still at the top of the charts after the appearance of Fornite may be due to the good results of the European teams in the World Cup or to the fact that Riot Games made changes in the format of the World Cup to make the qualifiers and the finals themselves more attractive. This change meant a 40% increase in terms of audience hours and a 45% increase in average viewing between all stages of the competition, broken down as follows:

The group stage had an increase of 51% compared to 2018. The quarter-finals by 30 per cent, the semi-finals by 41 percent and the final by 60 per cent. These are really high numbers considering that from 2017 to 2018 there was already a 20% growth. As the following figure shows, of the entire competition in 2019, only the 5th day of the group stage, with inconsequential matches, was not seen more than in previous years.



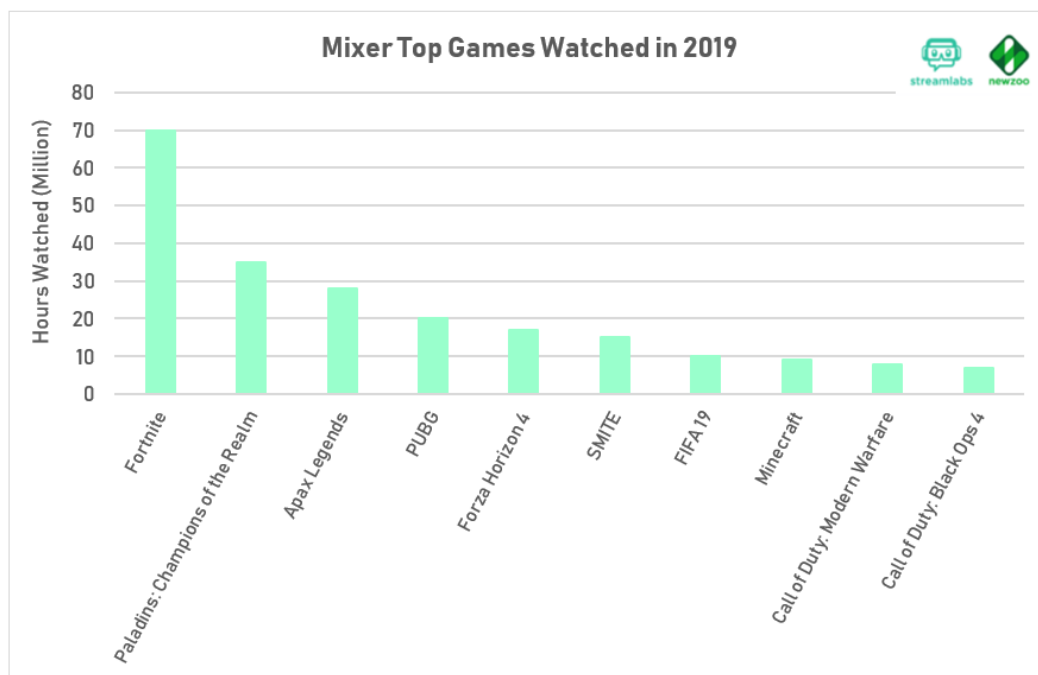
Figure 7 → Average Audience Worlds 2019



Source: Newzoo

At YouTube Gaming, battle royale has been by far the most viewed video games, just as it is in Mixer, which with Ninja and the Fornite at the top, has a big difference in viewing hours compared to its competitors.

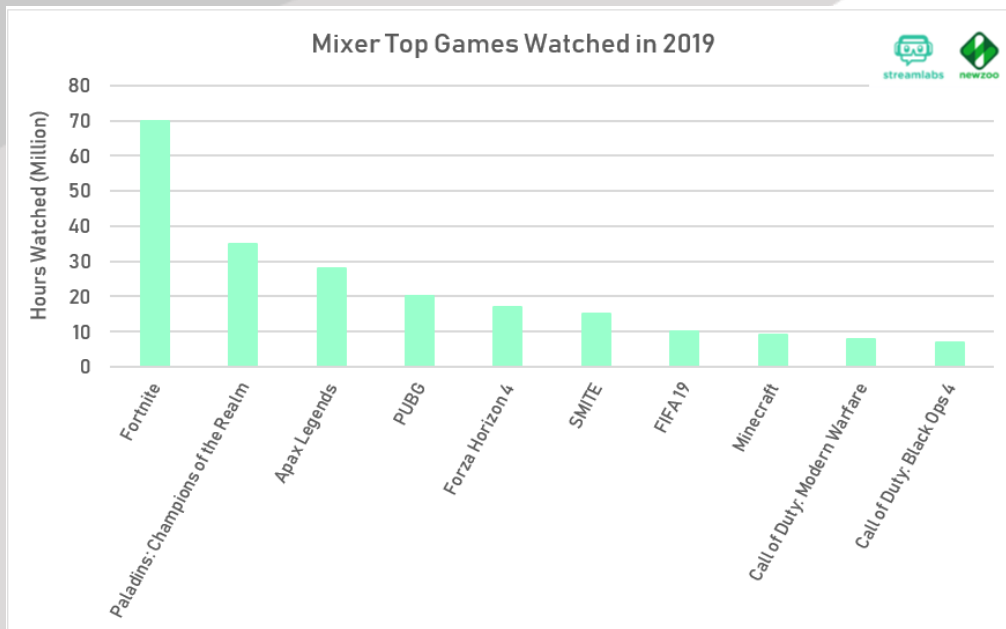
Figure 8 → Most viewed games on YouTube Gaming 2019



Source: Newzoo



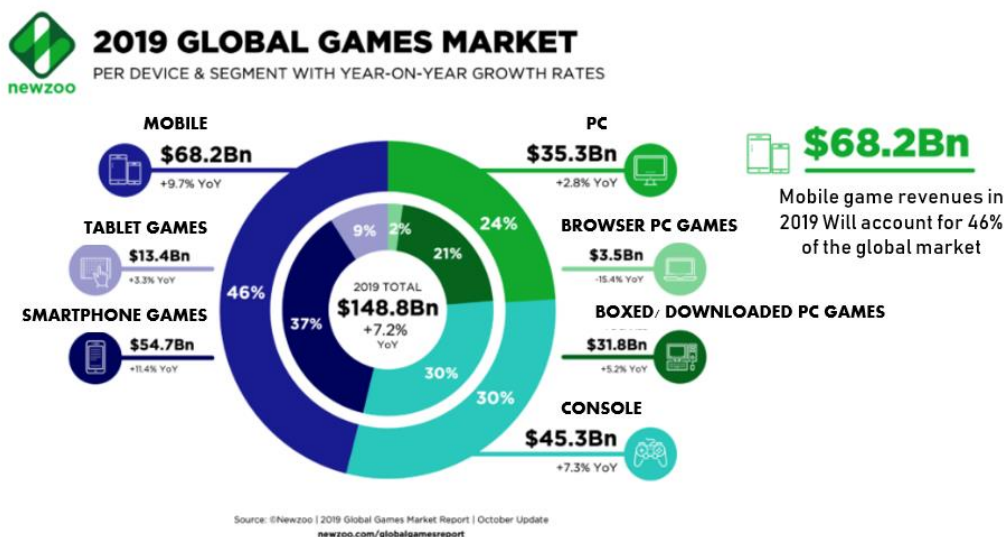
Figure 9 → Most viewed games on Mixer 2019



Source: Newzoo

After all this data about the viewers, it is time to see how everything is transferred to the economic level. The global video game market ended 2019 with the following breakdown. The set is Newzoo's analysis of the financial results of more than 100 public companies, applications analysis and the development of the markets.

Figure 10 → Global Games Market



Source: Newzoo



The year 2019 ended with a total of almost \$149 billion in spending, a 7.2% improvement over 2018. All segments are growing and are expected to continue to do so in the coming years. The breakdown of the chart would look like this.

Spending on computer games was 35.3 billion euros, representing 24% of the total.

The largest spending last year was in the mobile and tablet market. It accounted for 46% of the industry's total. The emergence of mobile games has attracted a large audience in emerging markets as you can now play with mid-level devices (phones under \$500) and attract hundreds of thousands of potential viewers to the esports community. For example, between September and November, live mobile esports generated 50 million hours of live audience, 10 times more than in 2018.

Finally, the remaining 30% of the industry belongs to consoles. After a 2018 with a record growth in the console market (26.6% more than in 2017) thanks to the appearance, in part, of the battle royale, 2019 suffered a logical deceleration in Western markets, above all, because Sony and Microsoft have announced that the new generation of consoles will see the light at the end of 2020, the appearance of the Nintendo switch and the decrease in spending on the battle royale.

In spite of all these data, PC video games are still more profitable in mature markets, while mobile ones are more profitable in growing markets such as Brazil, Africa, Southeast Asia or India.

The forecasts for the current year and those to come are encouraging, since with the appearance of the new generation of consoles and the mobile games market, it is expected that by 2020 the total expenditure will be approximately 160 billion and if studies do not fail, by 2022 the total expenditure is expected to be around 190 billion, where consoles and smartphones will account for 80% of the total in the sector.

Because of all this money and the mass of people who are starting to be drawn into electronic sports, the big cities are already taking an interest in hosting continental competitions, in order to attract large numbers of tourists and generally younger than



average. To give an example, the finals of the LEC⁵ 2019 were held in Rotterdam. The two-day event contributed more than \$2.6 million to the city.

For all this profit, there are countless companies and famous people who endorse the evidence and decide to enter the world of esports. For example, singer Drake, Michael Jordan, Gerard Pique, Shaquille O'neal and Jennifer Lopez have all invested in esports sponsorship in recent years, and this year, in February, footballer Gareth Bale created his own team 'Ellevens' which began competing at FIFA, but will be looking to expand its range of games as soon as possible. Moreover, some celebrities are not only investing, but also competing. Asa Butterfield, the star of Sex Education, has competed in several Smash Bros⁶. tournaments and at a more amateur level there are dozens of celebrities who are seen at events or have participated in games, such as Shaquille O'neal, Steve Aoki or Cara Delevingne.

With all this number of break-ins, leagues, competitions, tournaments, etc. are being created that make it possible for many people to already earn a comfortable living as players or broadcasters. The emergence of so many leagues, give stability to both the teams involved and companies to dare to invest, so everyone wins. First of all, the competitions have a number of fixed teams that pay for their stay. On the other side, investors are assured that their brand will be seen for a long period of time without fear of devaluing its value and finally, team owners have a stability that they can use to make decisions in a more sensible way oriented to the medium and long term in order to get better deals without the need to make a worse deal immediately because of the need for liquidity. To illustrate this with an example, Riot Games at the LEC 2019, kept only 32.5% of the profits obtained from sponsorships, rights and sale of merchandising, dividing the rest between players and teams, with players receiving 35%, teams 32.5% depending on their competitive performance and media impact. For this reason, it raised the minimum wage of players from about 24,000 euros per year to about 60,000. Not all the competitions handle this high amount of money, since the LEC, is one of the biggest competitions worldwide of one of the electronic sports that generates more money not to say the most. For this particular competition, maintaining a place from one year to another costs 8 million euros and a new place 10.5 million.

⁵ LEC is the acronym for League of Legends Championship Series Europe, the league of LOL in Europe.

⁶ Smash Bros is a fighting game with varied characters from various Nintendo franchises.



Finally, the trends expected for 2020 and beyond, is a market evolution, where it will move towards a subscription stage where customers get a series of regular updates in exchange for a monthly fee. At present, all consoles, computers and smartphones have a library where the subscriber has all the games in the cloud at his fingertips. This type of sales will gradually find its balance, as it allows direct sales to consumers around the world, avoiding costs in distribution and logistics. What is clear is that this new form of entertainment has brutal competition. All these new subscription services will have to compete not only with other independent video games such as Fortnite, but also with other platforms such as Netflix, HBO, etc.

This method of selling video games has some negative aspects. The elimination of intermediaries in most games will mean extra pressure on traditional publishers who will have more difficulty selling their copies and therefore maximizing their profits.

Virtual reality is also looking for its place in the industry, but although it already has some games and is expected to bring out many more titles, it will be a trend that will be difficult to grow, as the best-selling video games do not have the possibility of playing in virtual reality.

After this brief analysis that covered economic data, visualization data and a series of diverse data to better understand the whole sector, it is time to focus the analysis on the chosen company, G2 Esports.

3.2 INTERNAL ANALYSIS

3.2.1 PRESENTATION OF THE COMPANY

G2 esports is a company dedicated to the world of electronic sports co-founded in 2013 by former LOL player Carlos 'Ocelote' Rodriguez and German investor Jens Hilgers.

Ocelote became known worldwide for playing LoL, for his streaming and for his often toxic in-game behaviour, but it was much earlier, at age 10, that he discovered his passion for video games. Years later he started competing as a WoW (World of Warcraft) player which bothered his parents as he spent most of his day locked up playing the computer, but his good grades avoided most of the arguments. At the age of 17, he won 2,000 euros in a tournament and it was then that his parents began to see that all the hours spent by their son in front of a screen were beginning to pay off. In 2009, with the worldwide launch of the League of Legends, Riot Games video game, Ocelote and



electronic sports in general were about to change. A few months after the game was released, Carlos was called up by the German team SK gaming, where he spent 3 years as a player, at the same time that he was streaming on YouTube and Twitch, where he was beginning to fall in favour with his thousands of subscribers due to his charisma. During his time as a player, Ocelote was banned several times because of his disrespect and inappropriate language. Years later, he decided to found Gamers 2 using all the money he had earned to date with the goal of reaching the top of the European LoL starting from the bottom. The first year, he played the role of CEO and player, but the results were not as expected, so he decided to focus only on his task as an entrepreneur and delegate his position to another player. This player needed to be a stronghold, to build the team around him. And so he decided to sign Luka Perkovic, one of the best players in the world. In the following season (2015), he already got the desired promotion and a few months later, and after a change of name from gamers 2 to G2 Esports, the team reached the European LCS⁷. During the next two years, G2 won all the tournaments they were aiming for up to a total of 6 in just 6 years of life, only one from Fnatic, their top European competitor who has been 7 in a total of 15 years. In this same year 2019, G2 has reached the world finals, being runner-up and receiving the award for best esports team of the year in the GOTY (game of the year) and in the game awards only counting the LOL section. It currently has 9 sections in total (8 video games plus a section of streamers and content creators) formed by 44 players, winning a total of 94 collective trophies.

In its beginnings, it was Ocelote who went on television programs and through the Internet in search of sponsors, but currently, it has numerous sponsors among which are the multinational financial services company Master Card, the electronics company Logitech or the streaming platform Twitch, among others, coming to enter the Forbes list of the most valued electronic sports equipment in the world with a current value of over 165 million dollars. With the change of name from Gamers 2 to G2 Esports, there was also a change in the location of the headquarters, moving from the Spanish capital to Berlin in 2018, therefore, they have had to reach an agreement with Team Heretics to add it as a subsidiary and thus be able to compete in the Spanish leagues under the name of G2 Heretics, with the aim of caring for and detecting new talented players and meet the requirements of Riot Games, in addition to continuing to increase its value as a company.

⁷LCS: League of legends Championship Series. Competition run by Riot Games divided into two parts (Europe and North America) where the top 3 from each are qualified for the world championships.



Figure 11 → Carlos Rodriguez career timeline



Source: Screenshot of a Mike Ozanian interview

3.2.2 MISSION, VISION AND TARGET AUDIENCE

3.2.2.1 MISSION

G2 has the best sponsors, produces top quality merchandising, creates the most entertaining content and helps its players overcome any obstacle to generate outstanding performance in the most outstanding tournaments and leagues.

3.2.2.2 VISION

As Ocelote said in an interview "To be a leader in the esports entertainment industry and double the international growth"

3.2.2.3 TARGET AUDIENCE

Anyone between the ages of 8 and 34 who wants to be a professional player, or simply have fun watching G2 games.

3.2.3 VALUES

- Teamwork
- Dedication and loyalty
- Resistance, adaptability, resilience
- Pride



3.2.4. COMPANY RESOURCES

3.2.4.1 FINANCIAL RESOURCES

The G2 team, less than 10 years old, reached a value of 165 million euros in 2019. This is a growth of more than 150%, since in 2018 the estimated value was 60 million. This value includes revenue from sponsorships and investments, sales of sponsored products and participation in league revenue and prizes. In this sector, almost all of the funding will come from sponsorship and advertising. Last year, 22 million euros were earned from sponsorships. Apart from this, G2 has numerous agreements with multi-million-dollar companies, which provide it with financial support, a good reputation and increase its value on a daily basis. At the end of 2019, in December, billionaire Joseph Tsai, owner of the NBA's Brooklyn Nets among other things, invested 9 million euros in the company. It seems that Europe is becoming too small for G2, as Tsai is determined to open a new headquarters in North America. In February of the same year, 2019, there was another round of financing in New York. This time it was for around 15 million euros, with the clear aim of growing internationally and making a name for itself, to cross the pond at some point in search of new business activities. On this occasion, the investors were large technology companies, such as Yext or Topgolf, the investment fund Seal Rock Partners and the consulting firm Inner Circle esports. These investments are combined with the sponsorships of Red Bull, Mastercard, Paysafecard, Philips Twitch, AOC, Aurous, SecretLab, Domino's Pizza, HDAC Technology AG, Nicecactus and Chips Ahoy, among others, to create the company we know today, and which continues to expand at great speed.

3.2.4.2 MARKETNG RESOURCES

Product → G2 differs itself from other competing companies by offering a range of products and services in order to entertain its audience. First of all there are the games. G2 players are professional sportsmen and women and their matches are broadcast on YouTube channels and above all on Twitch channels, either on the G2 streamers' own channels or on the channels of the leagues or tournaments in which they participate. For example, the final of the LoL World Cup in Spanish was offered by the Twitch channel of the Professional Video Game League (LVP) and its streaming reached over 200,000 viewers. In addition, a large number of players have their own twitch channel where they play live and interact with their fans. It offers up to a total of 9 different service lines.



It also offers merchandising. It has an extensive catalogue of clothing items ranging from trousers to anoraks, with match shirts being the most widely sold items, in addition to a large number of accessories such as flags, scarves, mugs, key rings, gaming chairs, etc.

Figure 12 → Merchandising example



Source: G2 Esports web

Price → The price varies according to the type of product/service. If you want to see the videos that G2 uploads to its YouTube channel, you can do it for free just by having the application. The same goes for Twitch and the content creators that are part of G2. However, you can pay a subscription that ranges from 5 to 25 euros in Twitch where each fee offers you a series of advantages. On the other side, with the possession of amazon prime, comes a free monthly subscription to any Twitch channel. All this in terms of service, but you can also buy clothes and equipment accessories. Depending on whether you're looking for a mobile phone cover, a scarf, a flag, a match jersey or a team tracksuit, prices range from 7 to 120 euros.

Figure 13 → Merchandising example



Source: G2 Esports web



Communication → As an esports company, all communication is done online. First of all, on TV, in the Movistar channel #Vamos, there are constantly programs about video games where future match dates and G2 results are announced with some of the highlights of their most famous sections. Also in 2016 they produced a series in collaboration with Vodafone called 'GAMERS' with 11 chapters that was broadcast on MTV, which dealt with the day-to-day life of the players, where they could be seen in their training sessions and matches, but also in recreational activities organized to create a good working environment.

On the other side, social networks are their most powerful communication tool. In Instagram, twitter and Facebook they have approximately two million followers. It is here where they promote their matches, their acts, their events, the programs where they go out, etc. in order to have all their followers informed so that they do not miss anything about their favourite team.

Finally, they are also very active on the streaming platforms, it will be rare not to see a streamer or a player live at any time of the day, and of course, you can ask them any question you might have in the chat.

Distribution → As for the distribution of the product, if by product we mean the merchandising, there is only an online store, the order will be sent to your home if you exceed a minimum quantity, in the same way, in important face-to-face events you can find some clothes, scarves or flags. If we refer to entertainment, the place is the live video platforms. Mainly Twitch, where most of the matches of all the team sections are broadcasted and where you can find most of the players, playing in their free time. In YouTube you can also find interesting content such as reports of the tournaments with the impressions of the protagonists, other videos in a humorous key and some series about the games.

3.2.4.3 HUMAN RESOURCES

Human resources are the core of G2 Esports. In their ranks they have the best players of each game all over the world. This is why in such a competitive and homogeneous environment G2 is standing out from the rest. First of all, there are the two founders of the team, Carlos 'Ocelote' Rodriguez and Jens Hilgers. A former LOL player who jumped into the pool by putting all his money into creating a video game company and a German



investor with decades of experience. There are also a total of 9 sections, each independent of the others.

In order not to leave any loose ends, Ocelote as the visible face of the management made official the agreement between G2 and the new team of casters and content creators through a series of videos that were viralized. The agreement was not only with Ibai Llanos, the most mediatic and charismatic, but also with well-known people in the esports world such as BarbeQ, Ander and ReventXz. In the video where the agreement was announced, illustrious characters appeared such as Jordi Cruz, mythical presenter of art attack, Dario eme hache, creator of the viral video of "toallitas para bebés", Papi Gavi, a youtuber and influencer with more than 900.000 subscribers, Pino Prestanizzi, a pizza maker who went viral thanks to some videos with Auronplay, and Miquel Montoro, the child of the viral video "hostia pilotes" to finally appear Ocelote and confirm the agreement that everybody was waiting for, under a final slogan of. "I don't miss!". The agreement does not only consist of the work contract, but G2 has provided them with a house in Barcelona, with expenses paid, where the four of them live together with the aim of doing their job better.

Figure 14 → Ocelote confirming the hiring of Ibai Llanos



Source: Screenshot of Ibai YouTube video

With this new agreement and knowing that there are departments and people that we have not been able to access, the human resources of the G2 esports company would look like this.



First of all we find Ocelote and Jens Hilgers as founders and CEO of the company.

Ocelote is also responsible for investor and sponsor relations, brand management, marketing, merchandising and, in their spare time, market research.

Peter Mucha is the employee in charge of administration, finance and sales.

And then we find the 9 sections, 8 belonging to video games, and a last one of streamers and content creators, which are broken down as follows.

- League of Legends → This section is made up of a total of 10 people, 6 of whom are players, a coach, two analysts and a streamer of their own.
- CS:GO → Composed of 4 players, a fifth player who plays the role of leader in game and the general manager.
- Rainbow Six Siege → Composed of 5 players, the general manager and an analyst. One of the players also plays the role of streamer.
- Rocket League → 3 players.
- Apex Legends → 3 players, of which one is the in-game leader and the other the captain.
- Hearthstone → 2 players/streamers.
- Fortnite → 2 players/streamers.
- Racing Team → The manager and one player.
- Streamers and content creators → Ibai and his teammates have joined the 4 veteran employees to form a team of 8 people.



3.3 EXTERNAL ANALYSIS

The macro-environment is the set of factors that exist in the economy, which will affect all businesses sharing the same space/time in the same way. This general data will help to understand the behaviour of the client in this sector. As a general rule, for a business to be successful, it must recognize and respond profitably to unmet needs and trends, which is why knowing the macro-environment perfectly is a very valuable weapon for companies.

3.3.1 PEST ANALYSIS

3.3.1.1 POLITICAL FACTORS

The political-legal environment consists of laws that influence and limit both organizations and individuals. Legislation also creates new opportunities for companies. Laws governing business are intended to protect the interests of society from economic interests, and to charge companies for the social costs of their products or production processes.

For this new sector, in Spain, the Treasury has included a plan for annual tax control for content creators, so it is easy for them to check whether youtubers are meeting their tax obligations by asking advertising companies or google directly about the income they pay them for advertising. Many small and medium sized youtubers are hesitant to go to the Inland Revenue to pay their taxes, but for the Inland Revenue, it is clear. If a person develops an activity in a recurrent way and generates income with it, he must declare it.

To register with the Inland Revenue, you must also register as a self-employed person with the Social Security. The advantage is that if you do so as an individual, you opt for a flat rate of 60 euros per month, whereas if you do so as the administrator of a company, the amounts exceed 350 euros per month.

Among the existing obligations for these professionals is also the tax on economic activities and to present an income tax return quarterly, being able to deduct some expenses such as the payment of rents, rent of premises, social security from the salaries of employees, etc. as long as they are necessary to carry out the activity. In addition to this, it is necessary to have a book of income, sales, expenses, purchases and on investment goods and depreciation.



As for VAT on services provided, 21% will have to be charged and form 303 and an annual summary will have to be filed quarterly.

However, when it comes to taxing, being autonomous, under 12,500 euros of income, it would be taxed at 19% with a progressive increase according to the same. On the other hand, as a company, the percentage would be 25% for small entities and microenterprises and 15% if it is a newly created entity and carries out economic activities, during the current year and the following year.

It is because of all this and because of the income tax brackets, where with an income of more than 60,000 euros, taxes 45%, that many of the biggest youtubers in Spain have decided to go to Andorra, which is not a tax haven by any means, but the taxes to be paid are substantially lower for a country that is relatively close to the cities from which they come. Some examples of youtubers in relation to video games could be Willyrex and Vegetta777 (owners of MAD lions) or Lolito Fernández.

Focusing the legal framework on video games, all have the PEGI system, a self-regulatory mechanism designed by the industry to report on two aspects: the recommended age and the specific content that can be analysed (Figure 15). In the same way, there are also regulations for online video games and within digital platforms such as Google Play Store and Microsoft, for their applications.

Figure 15 → Types of limitations of video games



Source: Pegi.info



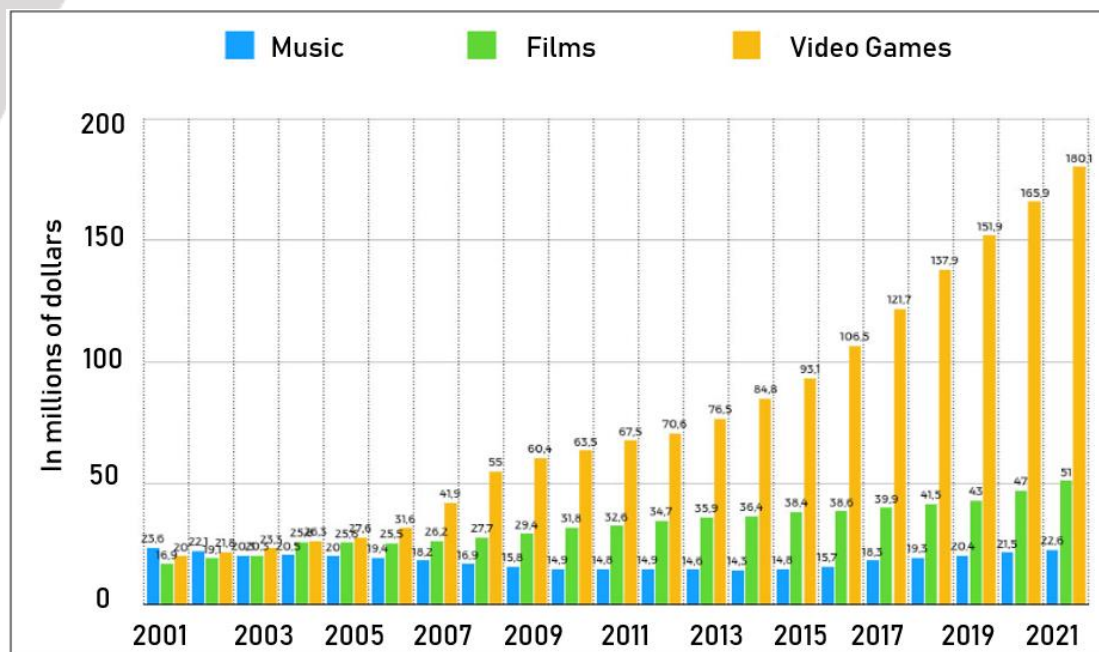
In order to determine the classification of each game, the publisher fills out forms in which it warns of the content present in the game and from there it is given an age category and pictographic descriptions. The rating is reviewed by NICAM or VSC⁸, which then gives the publisher a licence authorising it to use the corresponding labels.

3.3.1.2 ECONOMIC FACTORS

The purchasing power of an economy depends on income, savings, debt and credit facilities. We are possibly the most progressive industry today. Countless investors, celebrities and generally people with money are trying to find a niche in this market either as a partner, sponsor or CEO. This is why the global video game sector ended 2019 with a total of almost 149 billion dollars. Offering some economic data that we haven't seen before, in order to demonstrate all that this environment entails, the video game Fortnite, provided its developers with some 2.4 billion dollars in 2018, and, the first world championship that they made, distributed some 30 million dollars in prizes to the winners.

Because of all this, the video game industry is the largest generator in the entertainment sector. The following figure compares spending on film, music and video games.

Figure 16 → Spending on music movies and video games in millions between 2001 and 2021



Source: Statista

⁸ NICAM → Dutch Institute for the Classification of Audiovisual Media

VSC Rating Board → Legal body responsible for the age classification of video games in the United Kingdom.



As can be seen, from 2007 onwards, spending on video games began to stand out in a scandalous way and the forecast for the next few years is that this gap will continue to grow.

This figure shows the economic evolution of the global video game sector that Newzoo gave in 2018, with forecasts for the following years until 2021.

Figure 17 → Economic evolution in the video game sector



Source: Newzoo

Objectively speaking, by 2019 the forecast was 151.98 billion and in reality, it was just under 149 billion, so the estimate with some margin of error seems to be on track. Therefore, we see that the progression foreseen for the year 2021 is that there will be twice as much spending as in the year 2015.

Another chilling fact that shows the economic growth of the sector is that in 2012, spending on mobile games was \$ 12.7 billion and PC games and consoles \$ 57.9 billion and that the expected for 2021 is a spending of \$106.26 billion in mobile video games and \$ 73.84 billion for PCs and consoles, which would mean a growth of 30% in the PC industry and consoles and a growth X10 in the mobile gaming industry in just 9 years.



3.3.1.3 SOCIO-CULTURAL FACTORS

People absorb a vision of the world that defines our relationship with ourselves, with others, with nature, with the universe, etc.

In 2020, with a society changing at a stratospheric speed, I myself, during the realization of this project, talking about it with friends and family, have received some laughter while hearing terms like electronic sports, LOL games, or simply commenting on the salaries of any elite player. If you stop to think about it, after all, the difference between watching a Barcelona game and Messi, or watching a Counter Strike game, is not so much. In both cases you are behind a screen watching how the players of the teams give their maximum potential with the aim of winning and that is what entertains us as spectators. That and generally, they all perform moves, whether it's with a ball, the keyboard or a controller, that for us are unimaginable to do. Society in this kind of aspect, is advancing, but it's not yet at the point of seeing video games as something natural. In fact, any of us would have a hard time explaining this to our parents, or an older person, because video games are still associated with geeky, overweight people who spend their days at home playing.

This is the view that is taken from outside the sector, from the lack of knowledge and generally in people of adult age. On the other side, for the younger generations, the video game culture is much more established. What's more, a few years ago, when I was young and they asked us at school what we wanted to be when we grew up, most of us dreamed of becoming footballers. If you ask today, things are divided. Many children already want to be like DjMariio, Willyrex or EIRubius⁹.

Finally, within this culture of entertainment, there are various subcultures. Depending on the video game, communities are created, where all the creators of the content of the game and its viewers are included. It is also possible, that the community of a video game intended for teenagers between 14-18 years old, for example, is more toxic and disrespectful than a video game with more mature players and content creators, although as in all aspects of life, there are always exceptions for good and bad.

3.3.1.4 TECHNOLOGICAL FACTORS

⁹ DjMariio, Willyrex and EIRubius are 3 of the biggest Spanish youtubers in audience and subscribers.



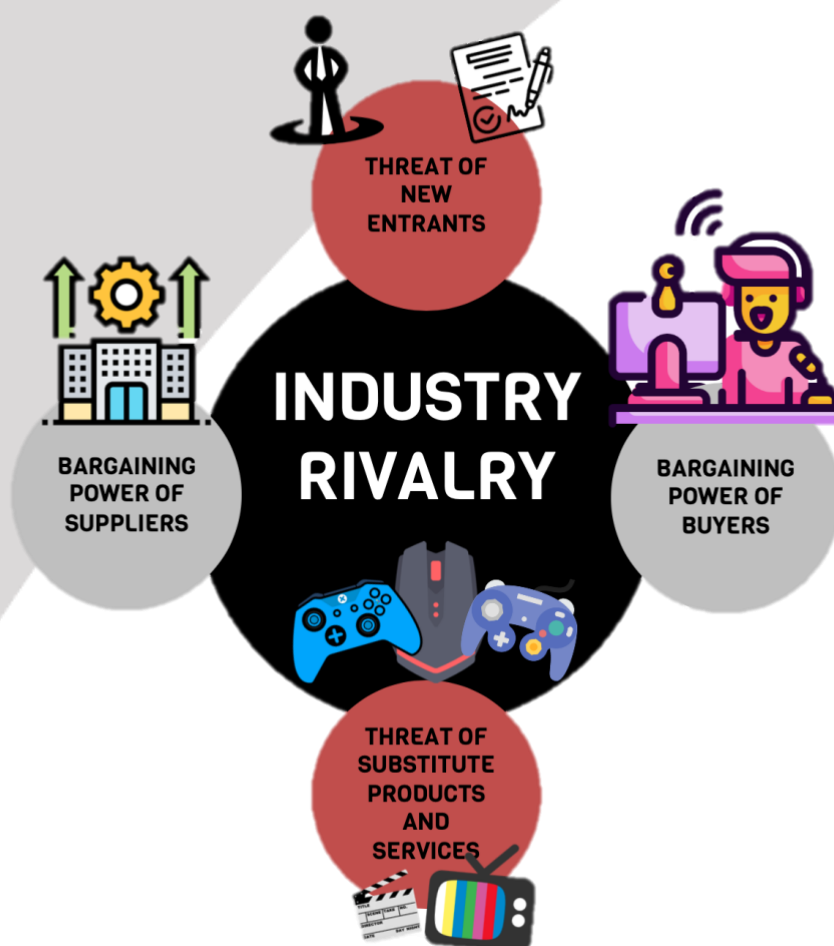
The essence of capitalism is tolerance of the creative destruction of technology as the price of progress. When old industries combat new technologies or ignore them, their companies tend to fail. We are in a highly innovative sector, where to be successful, technology and constant innovation must be synonymous. Thanks to the technological evolution of recent years, it has become possible to break into this sector as an entertainment alternative, which until a few years ago would have been unimaginable. All these companies live thanks to the Internet, social networks, video platforms and e-commerce applications. A computer, a console or a smartphone with an Internet connection, is indispensable to play online, to watch a video or a game, or to buy some object in the virtual store of the computer. Also, with the help of technology it is possible to manage customer relations (CRM), through databases that allow you to see the relationship between company and customer, to show each one personalized ads as a lure to offer them the content they like.

3.4 MICRO-ENVIRONMENT

The micro-environment includes those forces outside and close to the company that have a direct impact on its ability to serve the end customer. To analyse the microenvironment, we will use Porter's five forces model. This analysis will be useful to detect any kind of problem that the company might have within the industry.

3.4.1 FIVE PORTER FORCES

Figure 18 →Porter's Five Forces Model



Source: Own elaboration

3.4.1.1 THREAT OF NEW ENTRANTS

Without a doubt, the popularization of the industry, causes that more and more new equipment is appearing. The truth is that only teams with a big budget can compete in the best competitions, due to the high entry barriers they have, but this does not seem to be a problem in this sector, since most teams are owned by investors and people with money who have no problem paying a few million euros for a place in the tournaments. For this reason, to continue being a leading club in the world, you must have the best players, and with many new teams tempting them with succulent contracts, it is necessary to review the salary of all players on a frequent basis and apart from this, have them happy and integrated into the culture of the company.



3.4.1.2 BARGAINING POWER OF BUYERS

The customer's alternatives when it comes to choosing substitute services to those of G2 are very high. For this reason, G2 has decided to set itself apart by hiring the most charismatic casters in the field, in order to attract as many clients as possible. As to the bargaining power of G2's official clothes to clients and vice versa, G2 is expecting demand from them and always brings out new batches and new versions every year of the T-shirts and products that fans like the most. The two images below correspond to two limited editions of the team's shirts in their Spanish and Polish versions. Both were immediately sold out, and for this 2020, G2 has decided to release their renewed versions.

Figure 19 → Limited edition T-shirt (Spanish and Polish version)



Source: G2 esports web

3.4.1.3 BARGAINING POWER OF SUPPLIERS

In this case, the bargaining power is high for G2. Having the best players in their ranks, accompanied by almost unbeatable results and managers who are doing the job in the best possible way, allows the company to have the best suppliers. With the boom in the industry, all the big companies are betting on electronic sports, so G2 has the option to look for the agreements that best suit their needs. In addition to having a set of sponsors for the global team. Each section, depending on its target market and the country where it competes, has other specific sponsors.

3.4.1.4 THREAT OF SUBSTITUTE PRODUCTS AND SERVICES

In the entertainment sector, the threat of substitute products and services is very great. The need in this case is to spend a pleasant time or to spend your free time watching things you like, and for this, there are millions of different alternatives that satisfy it. This



is why G2 not only has to compete with conventional television where there are an infinite number of channels with sports, movies, series, etc. or with other types of YouTubers that are not dedicated to gaming, but also has to compete with platforms such as Netflix or HBO.

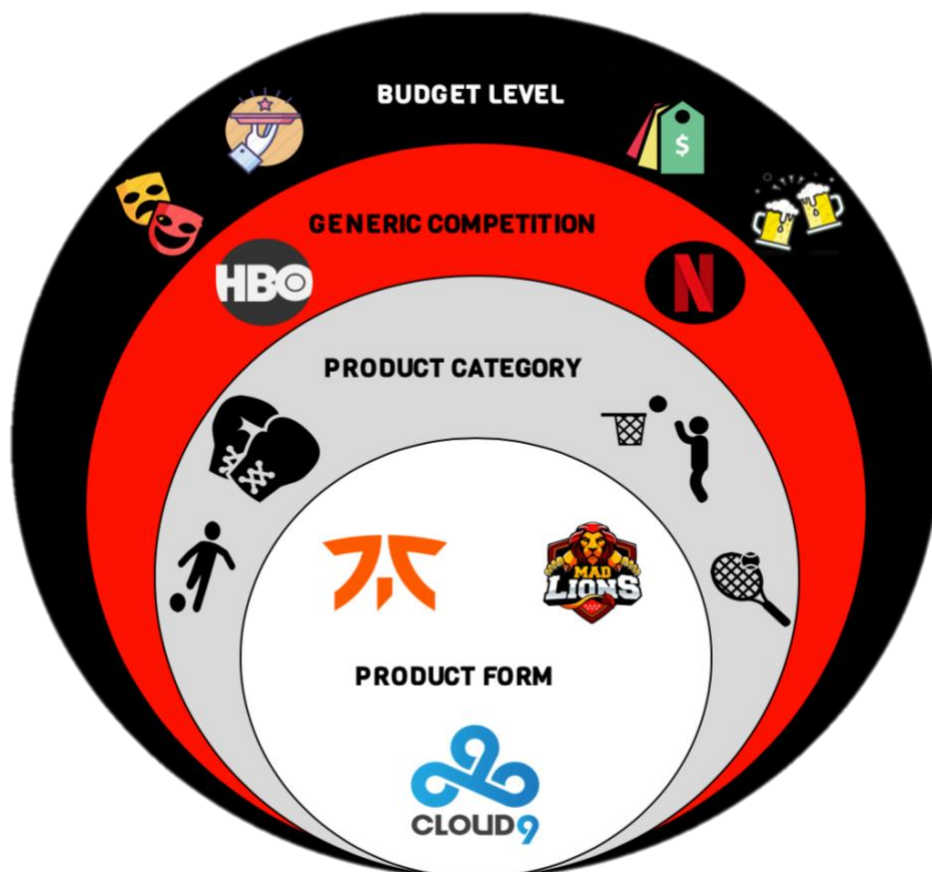
3.4.1.5 INDUSTRY RIVALRY

Rivalry between current competitors in the market is very high, and what is worse, it will increase considerably in the coming years, as we are in a young market. That is why the differentiating factor of each company is important, and it is something that G2, dominates perfectly. From the beginning, it has bet on the best players, the best streamers and the best agreements with brands without skimping when it comes to hiring players or negotiating with sponsors.

3.5 ANALYSIS OF THE COMPETITIVE ENVIRONMENT

3.5.1 LEVELS OF COMPETENCE

Figure 20 → G2 Levels of Competence



Source: Own elaboration



We place G2 in the entertainment sector, and within this in the sports sector. This is a highly competitive and homogeneous sector where there are 4 levels of competition from the customer's perspective (Munuera, 2002)

Product form → This is the first level of competition and is where you try to persuade the customer. Therefore, having a charismatic team will make you different from the rest and the spectators will choose to watch your games. At this level you will find all the companies, in this case teams, that offer the same service as G2 and it is a function of marketing to convince the consumer that our alternative is the best. These are services aimed at the same segment. The competitors at European level are Fnatic, MAD Lions, SK Gaming, Misfits or Origen, among others and at world level 100 Thieves NRG Esports, Cloud9, Team Liquid, Team SoloMid and a long etcetera.

Product category → This second level includes those services that have the same attributes, but with a different presence. In this case the marketing actions have to try to convince the consumer that our service is the best in the category. These are products that share the same technological alternative. In this product category could appear the rest of traditional sports, understanding that they share the same attributes, a sport that seeks to entertain the viewer, but with another presence. An alternative in terms of product category could be watching a football match, a tennis match, a basketball match, etc.

Generic competition → Third level of competition These are those services that solve the same need, in this case entertainment. Through marketing we must try to convince that our service is the best to satisfy that need. These are services that belong to the same reference market. Therefore, this level of competition would include conventional TV, entertainment platforms such as Netflix, HBO, Amazon Prime, etc.

Competition at the budget level → This last level includes all products or services that fight for the same consumer budget. In this case, watching the games through Twitch is a free service, but you can subscribe to any channel of any player, or donate a small amount if you like their live shows or their videos, or you can buy any merchandising product, so let's assume that the average expenditure of any viewer is 15 euros. With this budget you can do millions of things, like go out with your friends for a drink, go to the movies with your couple, go to the theatre, buy some clothes, etc. Therefore,



marketing actions must be aimed at convincing customers that the best possible option to spend money is on our goods and services.

3.5.2 MAIN COMPETITORS

The entertainment sector, and more specifically the e-sports segment, has strong competition. More and more teams is available and much more recognized. Although G2 is one of the biggest teams in Europe, if not the biggest and one of the top 10 in terms of figures worldwide, it is necessary to carry out an analysis of the main competitors, to see where the company stands in relation to them, what aspects are the strongest that they have, and which parts we can take as an example to improve internally. In the report that Forbes did at the end of 2019, G2 esports was ranked 9th among the richest teams, so let's analyse the top 8, starting with the one after G2 and ending with the richest teams, to be able to see the differences.

TEAMENVY

Team Envy, owned by Envy Gaming, is a franchise of Dallas Fuel. Founded in 2007 as a professional Call of Duty team. The Dallas-based organization is one of the world's leading sports teams, producing content for a wide variety of games, including Overwatch, Call of Duty, CS:GO, Fortnite, Paladins and PUBG. What Team Envy offers its players are very specific working conditions, with team managers, personal trainers and psychologists to support the entire team network. For all these reasons, in 2016 it was named Sports Team of the Year.

In addition, the company was the first North American sports organization to win an OW championship in Korea and holds a Guinness World Record for the longest winning streak in OW history. It is also considered one of the best CoD and CS:GO teams.

They also have official merchandising and social networks with many followers. They are ranked 8th on the Forbes list, with a value of \$170M.



Fnatic is the other European team on this list. It is a global entertainment brand based in London, focused on the search and development of players and content creators. Founded in 2004, Fnatic is without a doubt the most successful sports brand of the last



decade, participating in a variety of 30 games and winning over 200 championships. Within their website we find interesting data such as they have won 370 trophies, more than 15 million dollars in prizes and have a global audience of 55 million viewers.

The most hopeful thing for this company is the future that awaits them. They are forerunners in competitive mobile games, with an estimate that their content creators will generate more than 100 million hours by 2020, showing all aspects of the team. Finally, they boast on the web of being the team with the best quality sportswear price, which we will analyse in the final comparison table.

The games that the company currently has are LoL, CS:GO, DOTA 2, Rainbow six, Fortnite, Fifa, Apex and finally, a streamers section. For all these reasons, they are ranked number 7 with an overall value of \$175M.



Gen.G Esports → Created in 2017, is the leading sports organization connecting Asia and the U.S. The only major organization with the best players in the world in China, South Korea and the USA. Its teams have won a total of 7 world championships, and among other things, it has the best women's Fornite team in the world, based in Los Angeles. It also has a historic NBA2K franchise in Shanghai.

The company's mission is to help players reach their peak performance and transcend the competition. As such, the company has quickly become a business leader, building a cross-cultural and inclusive future for sports entertainment. Its initiatives include a platform for the empowerment of women in video games and a fully integrated sports curriculum.

They have a total of 7 teams divided into LoL, Seoul Dynasty, Overwatch, Fortnite, CS:GO, NBA2K and PUBG, in addition to the Lol Academy, twitch channel and online store. They are ranked number 6 with a value of \$185M.



Immortals is a team with a clear vision of the industry. Its aim is to create a more inclusive world committed to the community of players, actively listening to the opinions of the spectators and always looking for collaborations in order to obtain the best results for all the people related to the entity.

They have very recognisable values, such as hard and constant work and above all, teamwork, as a means to achieve the best possible results.

Immortals has 3 teams, Optic Gaming which was acquired to participate in the CoD league and the LCS of LoL, Valiant to participate in the Overwatch League and the MiBR team for CS:GO. Their total value is 210 M dollars and they are in the 5th position.



FaZe Clan → The first thing that jumps out at you when you enter their website is their clothing catalogue. They have agreements with several brands such as Champion or Kappa, in addition to having one of the most extensive catalogues of all electronic sports equipment. Its website is also one of the most entertaining to see for all the audiovisual content it has. As for the history of this team, it started as a CoD team, but now it has teams from Fortnite, CS:GO, FIFA, Rainbow 6 and PUBG. All of this helps them to be in 4th position with a value of 240 M.



Team Liquid was established in 2000, one of the oldest. Originally a clan of Battle.net and a community site on StarCraft, it has now become a global company at levels unattainable by most of its competitors.

They have more than 60 top-level players, participating in 14 of today's most famous games. It is the team with more collective achievements in the history of electronic sports, some of its teams such as DOTA 2, one of the best of all time, sweeping in every competition they go.



Team Liquid is not just another team. It is a media company. They have expanded into different areas within video games, for example, their wiki network, the Liquidpedia, is the most used resource in all electronic sports to access data and news.

This is why this team leads the industry in innovation, with numerous investment plans for players and above all with a world-class infrastructure and facilities for all its workers. This team is valued at \$320M and therefore occupies the last drawer of the podium.



Cloud 9 → The first thing we see on their website is that they focus on their merchandising, just as other teams have an agreement with well-known clothing brands, in this case puma, and their clothing catalogue is extensive. It is one of the few teams that have clothes for both him and her. This American organization founded in 2012, has sections of the most common games, which share almost all the teams seen in this analysis, and in addition, also competes at Hearthstone, Smash Bros and the WoW. This organization ties for the number 1 spot with Team SoloMid. Interestingly, in the current manager of Cloud 9, he was previously manager of Team SoloMid.






















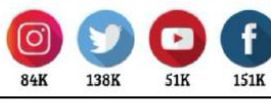
















Team SoloMid → Los Angeles-based team has a collaborative business culture that allows teams to work across boundaries to optimize productivity. They base their attempt to differentiate themselves from the competition by identifying trends. Despite being in first place as the most valuable team, they currently have about 50 employees. It is one of the most important teams in the LoL worldwide, clearly dominating in North America. Today TSM also includes PUBG, Fortnite, Apex and a new talent academy where their teams are more than competitive, among others.

Both Team SoloMid and Cloud 9 are tied for first place on the Forbes list as the richest teams of 2019, with an estimated value of \$400 million each.



3.5.2.1 SUMMARY TABLE COMPETITORS

Table 1 → Summary table competitors

TEAM	PRODUCT	PRICE	DISTRIBUTION	COMMUNICATION
		57,65 \$		
		57,50 \$		
		61,25 \$		
		72 \$		
		60 \$		
		76,66 \$		
		71,66 \$		
		80 \$		
		67,50 \$		

Source: Own elaboration



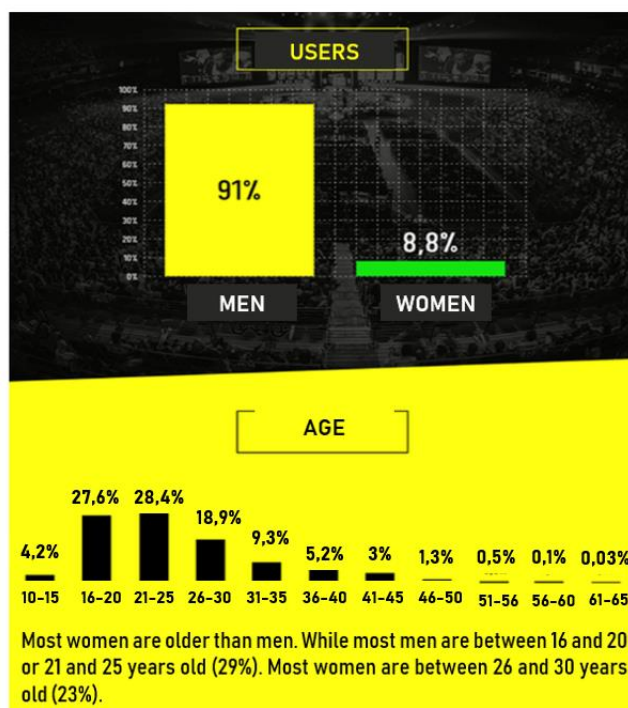
3.6 CONSUMER ANALYSIS

According to the study by the Newzoo consulting firm, the audience profile for sports competitions worldwide is an adult between 21 and 35 years of age, since more than 50% of the spectators are in this range, and men, since they are more than 70%. To be more specific, most of these spectators work full time, and consume the content online.

Focusing the analysis on our country, the III Sports Audience Study in Spain, carried out by ESL¹⁰ and Movistar, offers the following data

- Women represent almost 9% of the total audience. This may seem a very low figure, but it is 293% more than in 2018.
- The age of women viewers is higher than men. The average age of male viewers is between 16 and 25, while women's viewers are between 26 and 30.

Figure 21 → Gender and age of the viewers



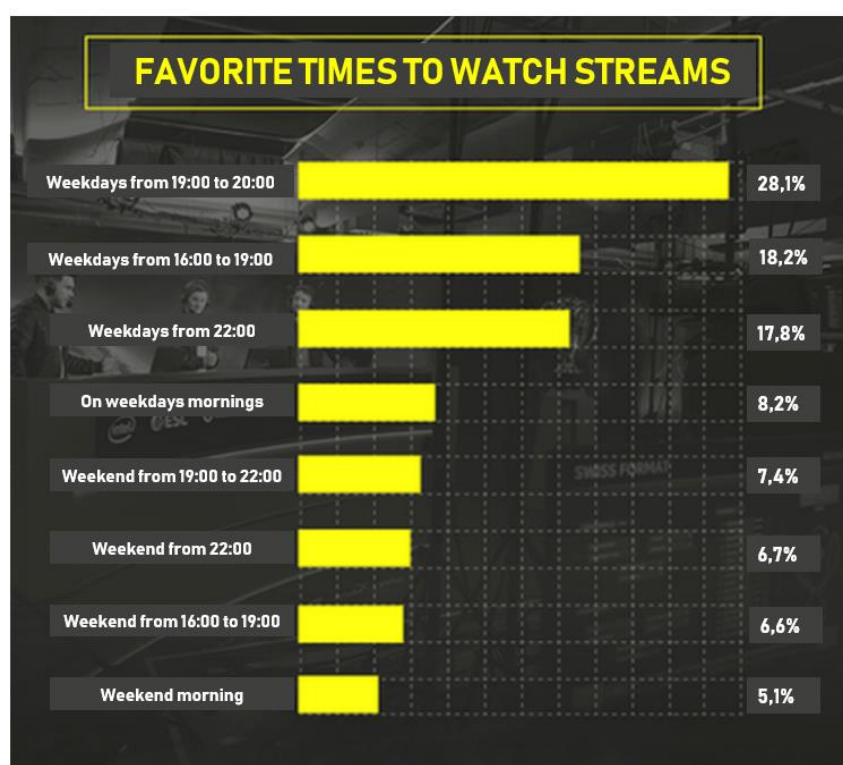
Source: III Sports Audience Study by ESL

¹⁰ ESL → The world's largest sports company and a member of the MTG digital entertainment group .



- The mixed leagues have more followers than the gender-differentiated ones, 82% compared to 18%.
- The average age of the players is 25.
- 62% of the audience prefers to play on weekends, although on the contrary, the preferred time to watch sports is during the week, with 28% and, specifically, between 19:00 and 22:00.

Figure 22 → Favourite times to watch streams



Source: III Sports Audience Study by ESL

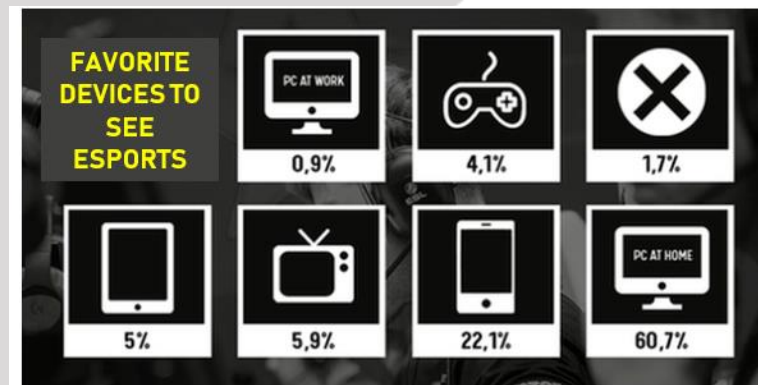
One conclusion drawn from this study is that the way entertainment is consumed has changed. The majority of respondents prefer to spend the time they used to spend watching TV, watching streaming. However, among all these viewers, 86% prefer to watch and play at the same time, so they become an active and passive audience. Of the remaining percentage, 7.6% only want to play, while the remaining 5.7% only choose to watch.

The way in which the respondents see the sports, is as follows: 60% prefer to see it from the computer, while 22% do it from the mobile phone. It may seem an abysmal difference,



but from one year to another the use of mobile phones has increased by 64%, while the use of computers has decreased by 13.6%.

Figure 23 → Favourites devices to see esports



Source: III Sports Audience Study by ESL

To finish the consumer analysis, there are different types of audience depending on the gender they prefer to watch/play.

- First Person Shooter → Classic first-person shooter games such as CoD, counter-strike, etc.
- MOBA¹¹ → In this type of game, each player controls a single character with specific skills who is part of a team, which obviously competes against another team. An example of this type of game would be the Dota 2 or the LoL
- Battle Royale → Games where the last one to stay alive wins. This type of video games has been the last to go viral, thanks to the Fortnite or the PUBG.
- Racing → Driving games like F1 or MotoGP.
- Collectible Card Games → Collectible card games like Clash Royale. In this type of video games, the cards have varied characteristics and types, which give them individual skills, with which you must make a deck to your liking according to the rules.

¹¹ MOBA is the acronym for Multiplayer Online Battle Arena, these are real-time multiplayer strategy games.



- Real Time Strategy → These are real time video games in which there are no turns, but time passes continuously for the players. An example would be Starcraft.
- Fighting Games → Fighting games are based on managing a fighter or a group of fighters, either by hitting or using powers or weapons. They are part of the famous arcade games, where action is more important than strategy. Some examples could be the mythical Tekken saga or Street Fighter.
- Sport Games → Video games based on sports simulations such as FIFA or the NBA 2K.

4. SWOT ANALYSIS

The swot analysis serves to identify all those elements or factors that directly influence the company. It is one of the most used tools because of its simplicity and its usefulness to know the situation in which the company is.

In order to elaborate the external analysis, aspects of both the macro and the microenvironment are included. All these factors are external to the company and will have a positive or negative impact on it, depending on the company's ability to adapt.

In the first place we find **OPPORTUNITIES** within the environment, when some external factor can be positive if we know how to face it.

In today's society, if we think of a **sector that is booming**, it is that of electronic sports. Millions of people spend part of their daily time playing or watching a video related to electronic sports. In addition to this, thousands of people, regardless of their age, spend many hours training to try to be professional players and be able to live off what they like. For this same reason there are a lot of **new investors** that want to enter the market looking for a high return now that the growth of the industry is being exponential. In the same way, as there are new teams and new investors, **new competitions** are appearing that G2 can take advantage of to expand its target market and to continue growing within the sector.

Change in forms of entertainment. People are leaving aside conventional media such as television and entering the world of the Internet to spend their free time. This is a



golden opportunity for G2, because by having charismatic content creators, they can easily increase their mass of followers if they know how to take advantage of the pull.

Free to play games. Most video games are free to download. Video games such as Fortnite, Lol, counter-strike and other games in which G2 competes are free. Anyone with a computer and an Internet connection can download them and become a professional player, therefore, the teams have a wide range of players to hire the one that best suits the position.

In the opposite case, we find **THREATS** when some factor of the environment can influence the company negatively.

We are in a highly profitable sector for investors, but **homogeneous**, which is why the teams must differentiate themselves from the rest in order to attract the best sponsors. To give an example of this high profitability, from one year to the next, they have decided to raise the minimum salary of LCS players from 24,000 euros to 60,000 euros. For this reason, the threat of the most important players of the teams leaving for the **competition** is always in the air, so **the players' contracts must be constantly reviewed**. Something similar happens with sponsors, many of them are attracted by streamers and players, because if they have a large number of followers, their brand will reach many more people.

Just as **new investors** can be an opportunity, the appearance of the same and **new competitors** is a threat to G2 if it does not know how to take advantage of them.

On the other hand, many **parents see a problem in their children spending long periods of time playing**. In such a cosmopolitan and changing society, it is still difficult to explain that you want to make a living "playing the game console". Most parents do not support, or welcome, their teenagers spending hours and hours in front of the screen without studying or working in a traditional trade.

After the external one, it is time to carry out the internal analysis of the company with the aim of identifying, assessing and evaluating those factors within the company that represent an advantage or a competitive disadvantage in the short and medium term. **STRENGTHS** are the characteristics or factors that differentiate the company from its competitors.



Charismatic CEO. For better or worse, Carlos 'Ocelote' Rodriguez, is one of the most renowned personalities in everything related to the world of video games and more specifically, the League of Legends. Since the game came out in 2009 as a player and later as the manager of G2, he has always had a way of empathizing with the fans of the game and attracting players to his team, as well as sponsors, and has earned a great reputation as a businessman.

Internationally recognized players. Having the best players in each discipline is essential to attract fans, which will be reproduced in sales of team items and in contracts with sponsors. For example, Luka Perković 'Perkz', a Croatian player in the League of Legends section, was named Rookie of the Year in 2016 and has recently been nominated for the Game Award as the best eSports player.

Established team. Since the birth of G2 in 2015, the team has not stopped winning, ranking as the best alongside Fnatic at European level and among the best worldwide, appearing on the Forbes list as the top 9 of the most valuable in 2019.

Team with numerous sections. G2 is related to the LOL team, since it is the current World Cup runner-up, but it also has a wide range of equipment in up to 8 video games and content creators. All sections have the best players of each video game. To offer again examples, the CS:GO team, has harvested more than 8 championships in 5 years and the Rainbow Six, has won the last four competitions in which it has participated.

Best casters and content creators. Last February, G2 reached an agreement with Ibai Llanos, the charismatic former LVP presenter, to become part of G2, along with his team of casters BarbeQ, Ander and Reven, as content creators. With these additions, people with more than a million followers have joined the team as a whole, which ensures a large mass of Spanish-speaking followers. These additions join the other content creators and English-speaking streamers, to cover all the target audience to which G2 is directed.

Suitable sponsors. The level of G2, allows you to have agreements with the sponsors that they think are most convenient. Within G2, there are some general sponsors such as Paysafecard, Mastercard or twitch among others, but there are other agreements that are specific to each section. Recently, the company has extended its link with Logitech G, one of the most recognized companies in the electronics sector, which manufactures and provides all the team with the best peripherals on the market, as well as computers



and all kinds of useful accessories for players. But beyond that, the team has agreed to have the Rocket League and SimRacing sections work with Phillips to get the best elements.

Subsidiary teams. In order for the team, based in Germany, can play in Spain, the founder's home country, and a country where G2 draws a huge mass of fans, the company had to reach an agreement with the Arctic Gaming team, to create G2 ARCTIC. With this agreement, G2 ARCTIC will participate in the league of legends SuperLiga Orange (SLO). This agreement has been linked to the union of Chips Ahoy! as the main sponsor. Joining this strong point of the company with the previous one, the cookie brand will contribute to the project with content and experiences for the team's fans. To represent the partnership, Chips Ahoy! has been integrated into the team's logo through the exclamation mark that characterizes it.

Figure 24 → G2 Arctic logo



Source: Arctic Gaming web

On the opposite, we know as **WEAKNESSES** of the company those negative features in comparison with the competition.

Unprofitable sections. Although G2 always competes with the best players in all its sections, not all videogames end up being as seen or as profitable as expected. The clear example is the Clash Royale section, the first mobile sport for which G2 bet on participating in the CRL¹², and remaining as the third European team. Later, the section formed by 4 players, the manager and the coach, all Spanish, was dissolved. Likewise, the same thing has happened recently with the PUBG section, a video game that became viralized, but was eclipsed by the Fortnite, thus losing much of the visualization and profitability.

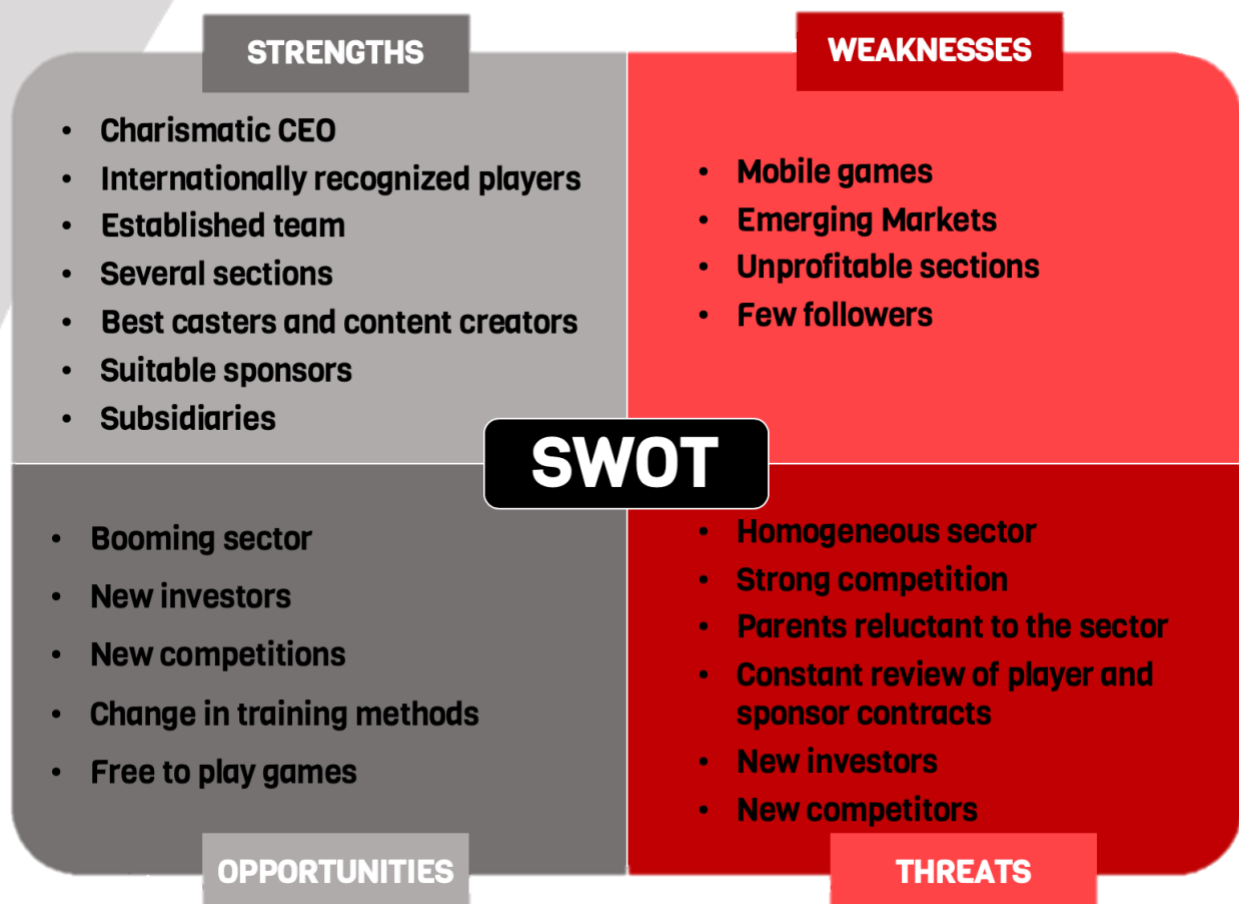
¹² CRL → The Clash Royale League is the most important international competition of this video game.



After studying the e-sports sector, the largest expenditure during 2019 was in the mobile and tablet market with 46% which would be about 68 billion dollars and the trends for 2020 and beyond say that **mobile video games are going to have the biggest growth**, both in visualizations and in investment. After removing the Clash Royale section, **G2 does not have any videogames for this type of devices**, therefore, they will have to carry out the pertinent market studies and try to return, so as not to be left behind by the competitors. Similarly, these video games are becoming popular in emerging markets. Countries where people do not have such a high income and these video games allow them to play with their medium and low range mobile device.

Few followers. After analysing the competitors, G2 has a good mass of followers in social networks, but it is not the team that has more. In order to close better deals with sponsors, it is advisable to stand out from the rest of the competitors and reach as many viewers as possible, since this will attract brands. So here we find a weak point to improve.

Figure 25 → Swot analysis summary



Source: Own elaboration



5. SEGMENTATION AND POSITIONING

Different groups of variables can be used to segment consumer markets. In this case, they will be divided according to the descriptive characteristics they present.

Demographic

G2 is mainly aimed at young people, from 8-10 years old to 30-35, and there may always be exceptions, so they are aimed at millennials and generation Z. The sex to which it is addressed is indifferent, although due to the characteristics of the market, the majority of viewers are men. Both the amount of income and the profession are not aspects that modify the content proposed by the company, since most of the services are free only with Internet access, although because they have Internet access and some device to display the content, they are usually middle and upper class people.

Psychographic

Regarding the psychographic segmentation, based on using psychological and demographic factors together to understand consumers and divide them according to their lifestyle, personality, values, etc., a study by Interpret LLC¹³ conducted an analysis of e-sport consumers in China and the USA and came up with the following results.

Most consumers are in the 25-34 age range, therefore they are not students. Specifically, 55% are in full-time employment and 46% have completed university studies. With regard to gender, we found 70% of viewers to be male.

Another curious fact is that more than 60% agree with treating electronic sports as real sports and that the pleasure of watching esports could be related to watching traditional sports.

Finally, contrary to what you might think, they don't just watch the finals or the big games. In fact, the percentage of people who only watch the finals is 5%, while those who watch from the first rounds to the end are almost half of the total.

From this data, it can be clear what kind of lifestyle an average sports viewer has. We are looking at a profile of experienced people who are enthusiastic and seek variety and excitement and who tend to invest a relatively high proportion of their income in fashion, leisure or social activities.

¹³ Interpret LLC is a global consumer information agency



Figure 26 → U.S Esports Viewer Profile



Source: LLC analysis of e-sport consumers in China and the USA

Geographic

It is characterized by dividing the market into different geographical units. G2 produces its content in Spanish and English, therefore geographically it is aimed at Spain and Latin American countries, English-speaking European countries and mainly North American countries.

Selection of market segments


In choosing the different market segments, we focus on two factors: the overall attractiveness of the segment and the company's objectives and resources. The option chosen by G2 is to concentrate on a single segment. By focusing on a single segment, you will be able to gain an in-depth understanding of the needs of your target audience and thus have a strong market presence. However, this approach also has negative sides, because by concentrating on only one segment, it can be invaded by competition or devalued.

G2 could also target a suprasegment, which is a set of segments that share similarities, so it could target people who like to go to conventions and video game fairs rather than just people who play online.



Figure 27 → G2 sector

Leisure/Entertainment sector

	M1	M2
P1		
P2		
P3		

M1 internal leisure (at home)
M2 external leisure (outdoors)

P1 Social leisure (going out for a drink, meeting friends/ eating out with friends, etc.)
P2 Series/movies/shows
P3 Sports/Games

Source: Own elaboration

6. OBJECTIVES

After analysing the company both internally and externally, observing the pretensions of the founders themselves and the expected projection in the electronic sports market, these are the objectives that are set both in the short term for next 12 months, and in the medium and long term. All the objectives are realistic and achievable looking at the work done by the company in previous years. The targets will be regularly reviewed and updated at the end of the year or period set.



6.1 CORPORATE OBJECTIVES

- **To reach 1000 M euros of brand valuation in the next 5 years.**
- **To be the number 1 team in entertainment at the end of each year.**

6.2 MARKETING OBJECTIVES

- **1. To reach 320 million euros of valuation in the next 12 months.** The value during 2019 was 165 million, therefore for this year, with the market still growing, this increase of almost 100% of the current value is feasible.
- **2. To increase 100% the followers in the social networks in the next 6 months.** Analysing all the social networks of the competition, G2 has a high number of followers, but it is not nearly the first in this aspect. Therefore, in order to attract the best sponsors and the most lucrative sponsorship contracts, meeting this relationship objective will be of great benefit to the company.
- **3. To be the most successful sports team at the end of the 12 months.** This objective does not depend solely on the work of G2, as there may be many factors that change it. But what will be decisive to achieve it and is in the hands of the company, will be the hours of training and the way to do it. Therefore, this commercial objective is fundamental for the future of the company, since for the general good, the team must continue to win as it has done up to now.
- **4. Generate over 2,000 hours of content in the next 12 months.** It may seem a priori, a high number of hours and therefore a lot of work for players and streamers, but in the ambition is the success. Therefore, it is a relationship goal to offer consumers a minimum of 2,000 hours of general content over the next few months. That's not such a crazy number considering all the streamers that are on G2 broadcasting while they play, the videos that are uploaded to the channel, the team games and all the diversity of games that we have.
- **5. Cover and obtain a market share of more than 5% in uninhabited emerging markets over the next 12 months.** One of the evidences is that the mobile videogames market is going to be the most profitable in terms of growth and investment in the next years and as the company does not have any



videogames like that, it will be a good commercial goal to create a section for this market and look for a place in it.

- **6. To discover new talents during the next year.** In a sector that is evolving so quickly, the players who are good today may no longer be useful to the team tomorrow, therefore, with the aim of remaining at the top of all video games, it will be essential to create and discover young promises that will be the best players of the future.

7. STRATEGIES

7.1 MARKETING STRATEGIES

G2 is a peculiar team and seeks to offer a service and a product that are perceived as unique by customers. That is why the marketing strategy they follow to obtain competitive advantage is that of differentiation.

The differentiation can be in different ways according to Munuera and Rodriguez (1998), therefore, G2 will try to differentiate in the following ways.

- Quality of service → An electronic services company will offer the latest in audiovisual content and with the best content creators.
- Confidence in the service → G2 viewers already know what they are going to watch or how they are going to watch it when they come to our channels. The company gives them the assurance that the content offered will always meet their expectations, which builds subscriber loyalty and increases their trust in our services.
- Image → Possibly the strongest point of differentiation of G2. It is the way in which the public perceives the products and/or services. The G2 brand, with its logo, with its distinctive characteristics and with all that it entails, is a clear competitive advantage over all direct competition.
- Staff → The team workers are the most competent for their positions, that's why both players and streamers are able to meet each and every spectator's expectation.



7.2 COMPETITIVE STRATEGY IN RELATION TO THE ENVIRONMENT AND COMPETITORS

Relative to the environment

Miles and Snow (1978) present four types of competitive strategies in relation to the environment and the company's behaviour with it.

The strategy in use in the **analyser**. This type of strategy assumes that the company is clear about its core business and therefore takes the necessary actions to continue to be successful. But they do not stop there. In this type of strategy, the company is always looking to identify the opportunities that arise, and when it finds them, it is not reluctant to launch new products or seek new markets. This type of strategy is also characterized by the fact that companies are not usually the first to enter new markets, since this is a function of those who use an exploratory strategy but will be analysing their results and their viability to enter as soon as they perceive their profitability. This is what happens with G2. It is clear what its source of income is, but in the meantime, it continues to look for new markets to expand if the opportunity arises, as has already happened on several occasions with the appearance of new games or new content.

Relative to competitors

These competitive strategies indicate the company's choice according to its market position in relation to its competitors (Kotler, 1992). In view of the objectives set, there will be two strategies in relation to competitors.

For **objective 4** (Cover and obtain a market share of more than 5% in uninhabited emerging markets over the next 12 months) the strategy used will be that of a **follower**. G2 will enter a market where the leaders are already well established. Therefore, arriving with a challenging attitude could be detrimental. In spite of this, the company's strategy is clear, and that is, to gradually gain a good percentage of market share. In order to do so, it will be necessary to offer some variables that the rest of the competitors do not give.

In this case, the specific strategy will be one of **adaptation**. Through the players and content creators of G2, the services of the leaders will be adapted according to what emerges in the relationship between workers and spectators with the aim of pleasing them and making them loyal.

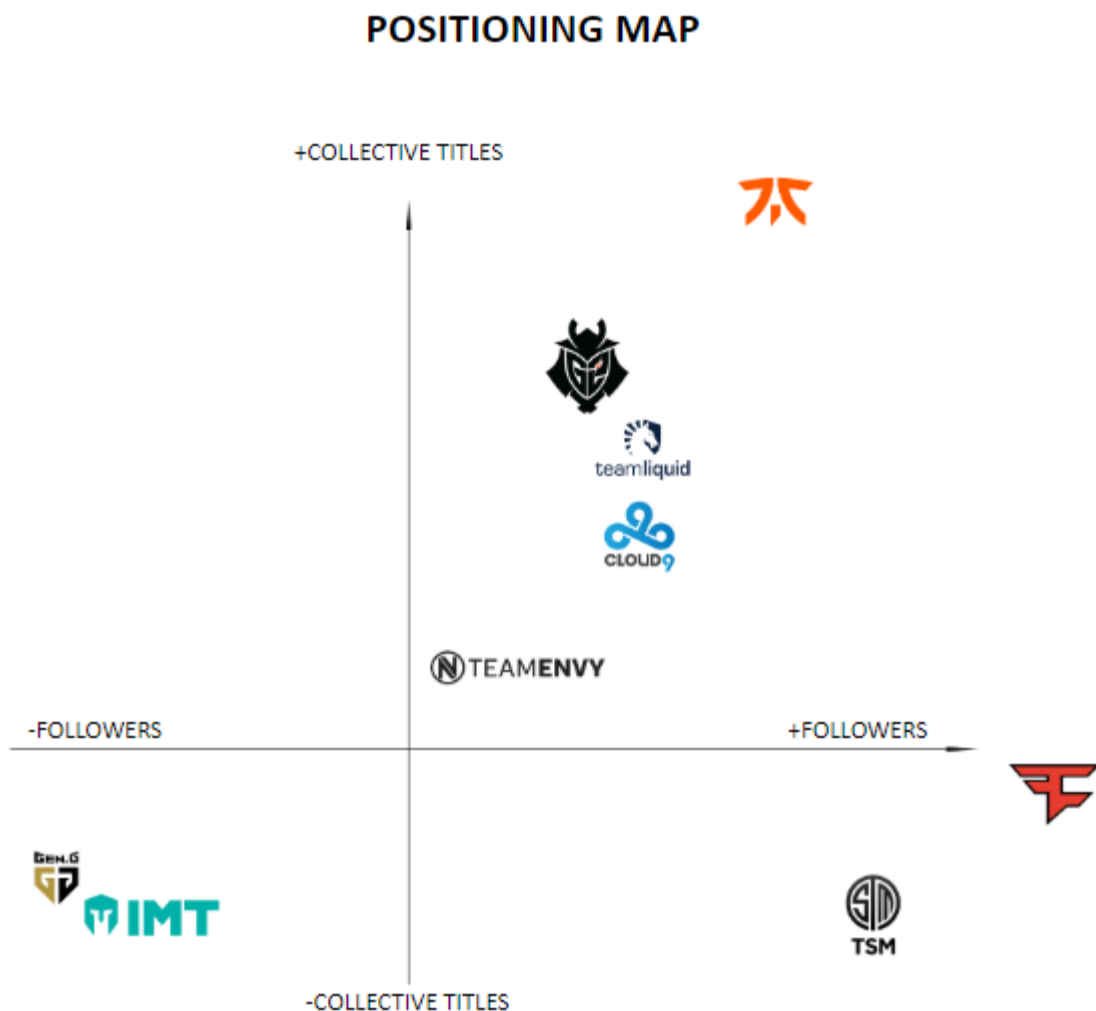


For the rest of the objectives, the strategies to be followed are those of the **leader**. The leading companies occupy a prominent position, with the largest market share and marking the changes in terms of new products, services, etc.

According to Kotler (2006), to continue to maintain this leadership position, G2 will take advantage of the **expansion of total market demand**. In a sector where demand is expected to grow exponentially in the coming years, being at the forefront of global teams will strengthen G2. Thus, if the esports market grows in spectators and investment, and G2 is at the forefront of this market, it will clearly benefit. To do so, the company will have to try to gain new viewers, through market penetration, by persuading those who do not yet consume its videos but would be willing to do so.

7.3 POSITIONING STRATEGY

Figure 28 → G2 positioning map



Source: Own elaboration



What can be observed is that the market valuation of companies is not the most important thing. These 9, are the most valuable in the Forbes list, but the value of each one does not correspond to its number of followers or titles. Even having a large number of titles doesn't have to be related to a large number of followers. This positioning map leaves us with some curious facts. Faze Clan, despite not being the most successful team, has a mass of more than 21 million followers among all its social networks, in addition to having the most visual website. Team SoloMid is also a team with a large mass of followers behind (8M). On the other hand, the team with the most titles by far is Fnatic, which has more than 370 awards. G2 is placed behind Fnatic in terms of titles with 94 and if we talk about followers it is positioned in the mid-high part of the table with more than 2 million among all its social networks. It may seem that it is far behind Fnatic, its direct competitor, but G2 is a company with many years less, hence the difference, since if we analysed a ratio of followers, titles and years, G2 would be ahead.

7.4 GROWTH STRATEGIES

Ansoff (1976) defined the basic strategies of growth or development, to refer to the relationship between the existing situation in the company and the possibility of development.

There are two strategies used. Firstly, the strategy of **market penetration**. This strategy seeks to strengthen the activities carried out by the company, targeting existing customers or trying to attract new ones. It is a strategy suitable for growing markets, which is where we are located. The way in which market penetration will be carried out is by **increasing market share and attracting new users**. You will try to increase your market share through marketing activities, promotions with sponsors or by offering new content, while you will try to attract new customers through social media campaigns.

The second strategy used will be the **development of new markets**. Thanks to the experience and knowledge of the sector, G2 will be able to opt for **expansion into new segments** in search of a new attempt to enter the mobile gaming segment. With this strategy, G2 would not neglect its core services, continuing to be a leader in its current market, but would move to expand its target audience in order to increase profits.



8. ACTION PLANS

Table 2 → Summary of Action plans

ACTIONS	OBJECTIVES
ACTION 1. Open Clash Royale section	<ol style="list-style-type: none"> To reach 320 million euros of valuation in the next 12 months. Cover and obtain a market share of more than 5% in uninhabited emerging markets in the next 12 months.
ACTION 2. Open Arena of Valor section	<ol style="list-style-type: none"> To reach 320 million euros of valuation in the next 12 months. Cover and obtain a market share of more than 5% in uninhabited emerging markets in the next 12 months.
ACTION 3. Specific training plan	<ol style="list-style-type: none"> To reach 320 million euros of valuation in the next 12 months. To be the most successful sports team at the end of 12 months.
ACTION 4. Daily streaming plan	<ol style="list-style-type: none"> To reach 320 million euros of valuation in the next 12 months. Generate over 2,000 hours of content in the next 12 months.
ACTION 5. Online courses taught by pro players	<ol style="list-style-type: none"> To reach 320 million euros of valuation in the next 12 months. To discover new talents during the next year.
ACTION 6. Open esports academies as extracurricular activities	<ol style="list-style-type: none"> To reach 320 million euros of valuation in the next 12 months. To discover new talents during the next year.
ACTION 7. Offer more benefits to paid subscribers.	<ol style="list-style-type: none"> To reach 320 million euros of valuation in the next 12 months. To increase 100% followers in the social networks in the next 6 months
ACTION 8. Unpublished content in social networks	<ol style="list-style-type: none"> Reach 320 million euros of valuation in the next 12 months. Increase 100% followers in the social networks in the next 6 months
ACTION 9. Agreement with instagramers/youtubers	<ol style="list-style-type: none"> To reach 320 million euros of valuation in the next 12 months. To increase 100% followers in the social networks in the next 6 months
ACTION 10. Agreement with clothing store to open G2 section	<ol style="list-style-type: none"> To reach 320 million euros of valuation in the next 12 months.

Source: Own elaboration



8.1 PRODUCT DECISIONS

Action 1. New service line: Open Clash Royale section.

Objectives to which you contribute:

1. To reach 320 million euros of valuation in the next 12 months.
5. Cover and obtain a market share of more than 5% in uninhabited emerging markets over the next 12 months.

Implementation period: Beginning of month 1

Description. In 2018, G2 opened the Clash Royale section to compete in the best league in the world. Things went wrong, and it was not the team's fault. The competition was not as good as you would expect from a competition of this category, perhaps because it was the first year it was held, perhaps due to lack of resources or perhaps it was a pile of everything. But it was disappointing in terms of the audience and the management of it. But things have changed, a couple of editions later the competition is going better, it is exciting and every year it is gaining followers. Therefore, because of the appearance of new important competitions and because the forecast is that the mobile video game market will have the greatest growth in the next years, it could be a good idea to open this section again. In the previous stage, the team was formed by 6 people of Spanish origin, 4 players, the coach and the general manager. The team was on the podium in the European phase. As the result was positive, repeating this strategy to create the team will be the chosen option, and one year the trial period to see if it goes wrong again or if instead, this time, it is viable.

Figure 29 → 2018 G2 Clash Royale team



Source: G2 web



ACTION 2. NEW LINE OF SERVICE. OPEN SECTION ARENA OF VALOR

Objectives to which it contributes:

- 1. To reach 320 million euros of valuation in the next 12 months.**
- 5. Cover and obtain a market share of more than 5% in uninhabited emerging markets over the next 12 months.**

Implementation period: Beginning of month 1

Description. Another of the most playable mobile games is the arena of valor. It is a video game very similar to LoL, so it could be a good idea to relate G2 to it. The combination of this video game with the clash royale would be a good start in this market. During the first year, as well as with the other objective, we would analyse the viability and, if we offered negative results, we would look for solutions or alternatives.

The two new sections will be launched in September of this year after having analysed which are the right players for the team.

ACTION 3. SPECIFIC TRAINING PLAN

Objectives to which it contributes:

- 1. To reach 320 million euros of valuation in the next 12 months.**
- 3. To be the most successful sports team in the next 12 months.**

Implementation period: Beginning of month 1

Description. The year 2019 was a success in terms of results. As the team does not want to lower its level one bit and wants to keep winning, specific and comprehensive training plans are necessary. These plans will take into account the coaches, the upcoming matches and above all the analysts, who will be in charge of detecting errors in past matches or in training in order to correct them. Thus, depending on the number of matches, the difficulty of the competitions and the characteristics of the team, the amount of weekly work will vary from week to week and each section will have its own training plan independently from the rest. The control period will be semi-annual and in case of not working, an immediate alternative would be sought.



ACTION 4. DAILY STREAMING PLAN

Objectives to which it contributes:

- 1. To reach 320 million euros of valuation in the next 12 months.**
- 4. Generate more than 2,000 hours of content in the next 12 months.**

Implementation period: Beginning of month 1

Description. In order to offer the fans entertainment during all the afternoons of the year, a table of schedules and electronic sports will be made to be in streaming. The idea is that between 4 pm and 11 pm there is not a single minute without a person from the team broadcasting live. Each player would be free to broadcast whenever he wants, as he can train while recording or simply play while talking to his fans in the chat room. But the content creators would have to adapt and organize themselves to occupy the evenings and the moments of inactivity in order to provide entertainment to the fans, since after all, it is their job within the company.

Action 5. Online courses by pro players

Objectives to which it contributes:

- 1. To reach 320 million euros of valuation in the next 12 months.**
- 6. To discover new talents during the 12 months.**

Implementation period: At the beginning of each month

Description. To have a direct relationship with the fans and explain the techniques or movements that make each of our players important, a good idea is to create a platform where each one of them makes tutorials where they explain why and how they do each thing, so that the fans not only learn, but also connect with the players. There are two ways to do this, either by playing at that moment and explaining the movements to be made, or by repeating games or training sessions, tutoring each movement he makes and giving tips to subscribers on how to make each action as perfect as possible.

ACTION 6. OPEN SPORTS ACADEMIES

Objectives to which it contributes:

- 1. To reach 320 million euros of valuation in the next 12 months.**
- 6. To discover new talents during the 12 months.**

Implementation period: Beginning of month 1



Description. Many children today want to be youtubers or professional sports players, like their idols, instead of footballers. For that reason, an option to win fans, educate children and not so children, and make them lose a little bit the bad reputation of video games, could be to open G2 academies in strategic places. By strategic places we can mean big cities with a large flow of people, who would be more interested in going to the academies to learn. As teachers they could be retired players, or who do not want to spend so much time playing and prefer to help others, some of the analysts, or even some youtuber and pro player of the team could go from time to time to give advice to the students. Students could be divided by levels, helping the more novice with basic notions of the video game and the more expert with more difficult skills how to adjust the timing of each card or each move depending on the video game.

8.2 DECISIONS ON PRICE

ACTION 7. OFFER BENEFITS/OFFERS TO PAYING SUBSCRIBERS

Objectives to which it contributes:

1. To reach 320 million euros of valuation in the next 12 months.
2. To increase 100% followers in the social networks in the next 6 months

Implementation period: Beginning of month 1.

Description. In Twitch, for example, to become a subscriber you have to pay a small monthly amount. On YouTube, you can also become a member by paying and the advantages they offer are not the best in the world either. Therefore, offering a succulent discount voucher in the shop, or holding raffles for peripherals or tickets to competitions, would be a good idea to reward the loyalty of fans, and could also involve the sale of some complementary products.

8.3 DECISIONS ON COMMUNICATION

ACTION 8. NEW CONTENT IN SOCIAL NETWORKS

Objectives to which it contributes:

1. To reach 320 million euros of valuation in the next 12 months.
2. To increase 100% followers in the social networks in the next 6 months

Implementation period: Beginning of month 1.

Description. In order for fans to get to know the players and all of the team's workers better, one day a week will see personalized interviews on social networks where fans



will be able to ask questions of their idols. In addition to this, challenges and other varied content will be uploaded to the social networks so that fans can become familiar with the environment and feel part of the team. Another feasible idea is to put paid subscribers in better is Instagram friends and be able to interact with them out there.

ACTION 9. AGREEMENT WITH INSTAGRAMERS/YOUTUBERS

Objectives to which it contributes:

- 1. To reach 320 million euros of valuation in the next 12 months.**
- 2. To increase 100% followers in the social networks in the next 6 months**

Implementation period: Beginning of the month 1.

Description. There are hundreds of famous people who follow G2 and are even friends of Ocelote. Therefore, campaigning with them can have the impact that social networks need to boost their followers.

Here are 2 examples with the biggest youtuber in Spain, EIRubiusOMG, which has 37.1 million subscribers on YouTube and 11.5 million on Instagram.

Figure 30 → Photos of Ocelote with EIRubius



Source: Carlos Rodríguez Ocelote social networks

This good relationship could be used to gain followers within social networks, since ads or videos with EIRubius would reach millions of Spanish speaking people and create hype about the team.



8.4 DECISIONS ON DISTRIBUTION

ACTION 10. AGREEMENT WITH CLOTHING STORE TO OPEN G2 SECTION

Objectives to which it contributes:

1. To reach 320 million euros of valuation in the next 12 months.

Implementation period: Beginning of month 1.

Description. Many of G2's followers are minors. For this reason, they don't have a credit card to be able to buy online. Therefore, reaching an agreement with a sportswear store such as JD or sprinter, to open a merchandising section of G2, would increase sales substantially, since the only way to buy the team's clothing is currently on the web or in the face events.

9. TIMELINE

After all the analysis of the proposed actions and their periods of implementation, the following table shows a summary of what will be done in each action during the next 12 months.

Figure 31 → Timeline Table

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
Open Clash Royale section	Implementation	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**
Open Arena of Valor	Implementation	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**
Specific trianing plan	Implementation	Revision**	Revision**	Revision**	Revision**	Revision**	Revision**	Revision**	Revision**	Revision**	Revision**	Revision**
Daily straming plan	Implementation	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Revision**
Online courses taught by proplayers	Implementation	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**
Open esports academies as extracurrilar activities	Implementation	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Revision**
Offer more benefits to paid subscribers	Implementation	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Revision**
Unpublished content in social networks	Implementation	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Maintenance*	Revision**
Agreement with instagramers/youtubers	Implementation	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**
Agreement with clothing store to open G2 section	Implementation	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**	Maintenance*	Maintenance*	Revision**

	Implementation
	Maintenance*
	Revision**

*Maintenance: In maintenance, actions will be carried out as previously planned.

**Revision: During the revision it will be analysed if the actions are having successful results on the contrary, if something has to be modified.

Source: Own Elaboration.



10. BUDGET

This is the estimated budget that it will cost to carry out all the actions. As you can see, many of the actions do not involve extra expenses since they are carried out by the staff already working in the company, and many of the actions will bring extra income to the employees. On the other side, in the action of opening of academies, the calculation is for only one academy, which will be opened as a test in Madrid. The cost of the first month is higher because of the initial expenses of buying the equipment and its complements, after that it will be settled in a regular expense and much lower than the first month.

Table 3 → Budget table explained

ACTIONS	DESCRIPTION	BUDGET
Open Clash Royale Section	Salary for 5 players + Coach + General Manager	$5 * 2000 + 1800 + 2500 = 14.300€$
Open Arena of Valor	Salary for 5 players + Coach + General Manager	$5 * 2000 + 1800 + 2500 = 14.300€$
Specific trianing plan	Change in training methods depending on the opponent and the competition	No extra charges
Daily straming plan	Streaming throughout the afternoon and evening by content creators	No extra charges
Online courses taught by proplayers	Monthly proplayer video tutorial (bonus in the basic salary)	500€
Open esports academies as extracurrilar activities	Rental costs + teachers' salaries + electricity, water, internet, computers, peripherals ...	9000€ first month + 3000€ next months
Offer more benefits to paid subscribers	Offer them discounts on official clothing	No extra charges
Unpublished content in social networks	Offer special content to paying subscribers on social networks	No extra charges
Agreement with instagramers/youtubers	Campaigns with 2 trendy Youtubers / Influencers	$3000 * 2 = 6000$
Agreement with clothing store to open G2 section	Offer 15% of the amount of each garment sold	No extra charges
		44.100€ / 1st MONTH 38.100€ from the 2nd MONTH

Source: Own elaboration



11. CONTROL

The following table shows how the control of each objective will be carried out and its periodicity.

Table 4 → Control Table Explained

OBJECTIVES	MEASURING FREQUENCY	CONTROL METHOD
To reach 320 million euros of valuation in the next 12 months.	Biannual	Analyze the results of the updated accounting.
To increase 100% followers in the social networks in the next 6 months	Monthly	Compare the followers of social networks with the beginning of the previous month.
To be the most successful sports team in the next 12 months.	Quarterly	Analyze results from all competitions and compare results with rivals and your own results in previous seasons.
Generate over than 2,000 hours of content in the next 12 months.	Monthly	Analyze statistics of video platforms.
Cover and obtain a market share of more than 5% in uninhabited emerging markets over the next 12 months.	Four-monthly	Analyze the impact that the appearance of G2 has had on the market, with visits to videos and games.
To discover new talents during the 12 months.	Quarterly	Introduce the most outstanding players from the quarries and academies to train with the professional players to see if they give the level.

Source: Own elaboration



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