

TABLE 2 Leading publishers of video games, 2011

Publisher	Ranking ^a	Total games published ^b	Total games developed ^b
Nintendo	1	960	225
Electronic Arts	2	864	150
Activision Blizzard	3	544	135
Ubisoft	4	636	81
Take Two	5	93	7
Sony	6	375	38
ZeniMax Media	7	78	68
THQ	8	476	36
Square Enix	9	206	96
Microsoft	10	414	66
Konami	11	880	430
Sega	12	1,080	333
Capcom	13	460	317
Nexon	14	10	6
Namco Bandai Games	15	382	153

Notes:

^aThe rankings are by *Game Developer* magazine. They are based on multiple criteria which include quality as well as size.

^bData from Giant Bomb; they show games published and developed over the life of the company, <http://www.giantbomb.com/company>.

TABLE 3 Top-12 console games in the US (units sold January–October 2011)

Title/platform	Publisher	Units sold
<i>Call of Duty: Black Ops</i> (PS3 and X360)	Activision	4.6m
<i>FIFA Soccer 12</i> (PS3 and X360)	ElectronicArts	4.5m
<i>Wii Sports Resort</i> (Wii)	Nintendo	4.3m
<i>Wii Sports</i> (Wii)	Nintendo	4.3m
<i>Gears of War 3</i> (X360)	Microsoft	4.2m
<i>L.A. Noire</i> (PS3 and X360)	TakeTwo	3.7m
<i>Just Dance 2</i> (Wii)	Ubisoft	3.5m
<i>Kinect Adventures!</i> (X360)	Microsoft	3.4m
<i>Mario Kart Wii</i> (Wii)	Nintendo	2.8m
<i>Zumba Fitness</i> (Wii)	Majesco	2.7m
<i>Wii Fit Plus</i> (Wii)	Nintendo	2.7m
<i>Mortal Kombat</i> (PS3 and X360)	WarnerBros.	2.3m

Source: VGChartz Worldwide Yearly Chart, <http://www.vgchartz.com/yearly.php>. Reproduced with permission from VGChartz Ltd.

In terms of cost and revenue patterns, video games closely resembled movies: they incurred substantial upfront costs and a mere few became money-spinning blockbusters. Most successful new releases were sequels to earlier games—this created valuable brand franchises (such as *Super Mario Brothers*, *Grand Theft Auto*, *Call of Duty*, and *Halo*).

The past generation between console makers were dominated on the publishers (costs) and increased changed all that. most leading game a single platform.

At the same time licensing fees paid property of media 1998 and 2002. TH cost several million NBA, and FIFA) publisher's revenue pressure from software with some 150 million per subscriber from

Not only did for virtually all of blades" business software sales (both party games published providers: the launch with a substantial investment made.

The Console

For the console experience with sole business model ditures needed to original PlayStation Sony's video game the satisfaction of video games business entering the video rent round of console market dominance earlier generation

Reluctance to tion behind Sony In 2011, both consoles. The decline in Wii sales

One bright spot offered an addition and Sony's PlaySt