

THQ

KGDI



Pearl Research

: Pearl Research

가
, PC

. Pearl Research

: Pearl Research

가 . Pearl Research 가

Pearl Research

Pearl Research

: 415-566-8509

: help@pearlresearch.com

<http://www.pearlresearch.com>

I.

Agoura Hills

THQ

1,700

Bratz, Disney/Pixar, Nickelodeon, World Wrestling Entertainment

THQ 2006 3 31
3,400
7%

2005

8 7

THQ

가

2006 6 30 3

가

THQ

15

THQ

THQ

가

75

가

THQ

Nextel, Orange, Telus, Vodafone,

Sprint

THQ

(), PC

THQ

- *Finding Nemo, The Incredibles, Cars* Disney/Pixar 가
- World Wrestling Entertainment;
- *SpongeBob SquarePants, Avatar, Fairly OddParents, Nicktoons* Nickelodeon 가

- Bratz; Power Rangers; Warhammer 40,000; Scooby-Doo!

THQ *Star Wars*
가 THQ
Company of Heroes, Destroy All Humans!, Juiced, MX, Saints Row

가 THQ - 2005	
1	PS2 WWE SMACKDOWN! VS RAW
2	PS2 DESTROY ALL HUMANS! 2
3	PS2 MX VS ATV UNLEASHED
4	PS2 WWE SMACKDOWN VS RAW
5	XBX DESTROY ALL HUMANS!
6	XBX WWE WRESTLEMANIA
7	GBA THE INCREDIBLES
8	PS2 THE PUNISHER
9	PS2 THE INCREDIBLES
10	XBX MX VS ATV UNLEASHED

1.1: 가 가 THQ 10 7

THQ 가 15 - 35 ,

15 - 65 , PC 10 - 55

가 5 - 8 2 - 4

THQ Xbox 가 59
PS3 가

THQ ValuSoft 가
ValuSoft 가

2002 5 ValuSoft 9.99 - 19.99
가 가 , , 가

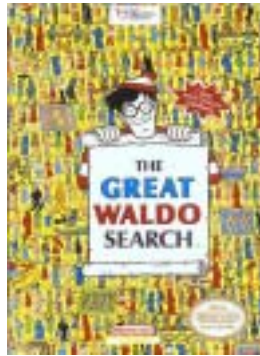
(1990's)

THQ *International Directory of Company Histories* THQ
Jack Friedman . Friedman 1960 LNJ
Toys 20
MAC Inc.가 LNJ Friedman
. 1990 4 1 Friedman
THQ, Inc. . THQ "Toy Headquarters (
)" Calabasas

THQ Broderbund Software
THQ 가 *Peter Pan Pirates*
Videomation Wayne Gretzky Hockey . THQ

1991 , Friedman
THQ Trinity Acquisition Corporation
Trinity THQ NASDAQ

1 THQ 3,300
16
. *Home Alone*
Where's Waldo . THQ
. THQ Sega



1.2: THQ
)

The Great Waldo Search

(THQ 가

. 1993 THQ 3,700 1,900
 .
 1993 CEO Jack Friedman
 11% Black Pearl Software THQ
 THQ 가 . Black Pearl
 Calabas .
 가
 THQ 가 . 1994
 1,330
 1995 Jack Friedman
 CEO Brian J. Farrell .
 THQ 가 NES 가
 . THQ
 60
 THQ 16 . THQ 9.99 - 14.99
 40 - 60
 2004 12 24 1995
 1995 3,300
 80 . 1995
 1996 THQ 30
 5,020 190 . THQ
 Inland Productions, Inc. Heliotrope
 Studios, Inc. THQ World
 Championship Wrestling (WCW) WCW
 Hulk Hogan Macho Man Randy Savage 가
 . WCW 가 WCW versus

NWO: World Tour
40%

1997 THQ 9,000



1.3: WCW vs NOW THQ

1997 THQ

WCW

Electronic Arts

EA 1999

WCW

40%

, THQ

Rugrats

Nickelodeon

1

THQ

WCW

WCW

World Wrestling Federation (WWF)

WWF

WWE

THQ 가

가

1998

THQ

3D

GameFX

246,000

79

Rushware

Microhandelsgesellschaft mbH

6

85%

Rushware

Nickelodeon

THQ 7 - 12

Rugrats: Search for Reptar

Nickelodeon

THQ

THQ

1999

Brunswick Bowling, Championship Motocross

BASS Masters Classic

National Football League

(NFL)

National Basketball League (NBA)

. THQ

star Ricky

Carmichael, MTV Sports, Power Rangers

2000 THQ . , Genetic
Anomalies *WWF With Authority* . THQ 가

Volition, Inc. 2 . Volition *Descent, Freespace*
Summoner *Red Faction* THQ 가

2000 - 2006 Nickelodeon, Disney/Pixar, WWE
THQ . 2003
4 6,800 2006 8
700 .

10 THQ 5
. THQ

Brian J. Farrell
 , *CEO*
 Farrell 1991 4 , CFO THQ 1995 1
 . THQ
 Hotel Investors Trust CFO . Deloitte &
 Touche LLP . Farrell Stanford University
 LA University of California MBA .
 Farrell Entertainment Software Association
 3 280
 . Farrell UCLA Anderson
 School of Management Price Center for Entrepreneurial Studies

Jack Sorensen
 -
 Jack Sorensen 2001 8 THQ .
 THQ . 12
 THQ .
 Lucas Arts Entertainment Company 가
 6 . Lucas . Sorensen Brandeis
 University University of California, Berkeley
 MBA .

Edward Zinser
 , CFO

Ed Zinser 2005 4 THQ 20
 THQ
 CFO Zinser
 가

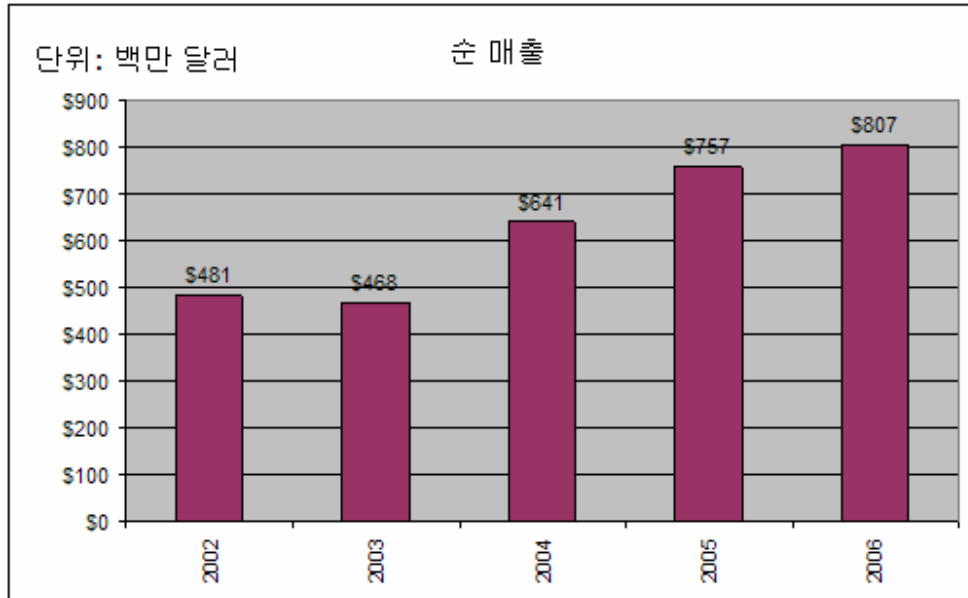
THQ Zinser Vivendi Universal Games CFO
 USA Networks 가
 Styleclick, Inc. COO , Walt Disney
 Company 4 Disney Publishing
 CFO/COO . Zinsder The Franklin Mint, Pepsi-Cola,
 Campbell Soup
 University of Chicago MBA Fairfield
 University

Kelly Flock

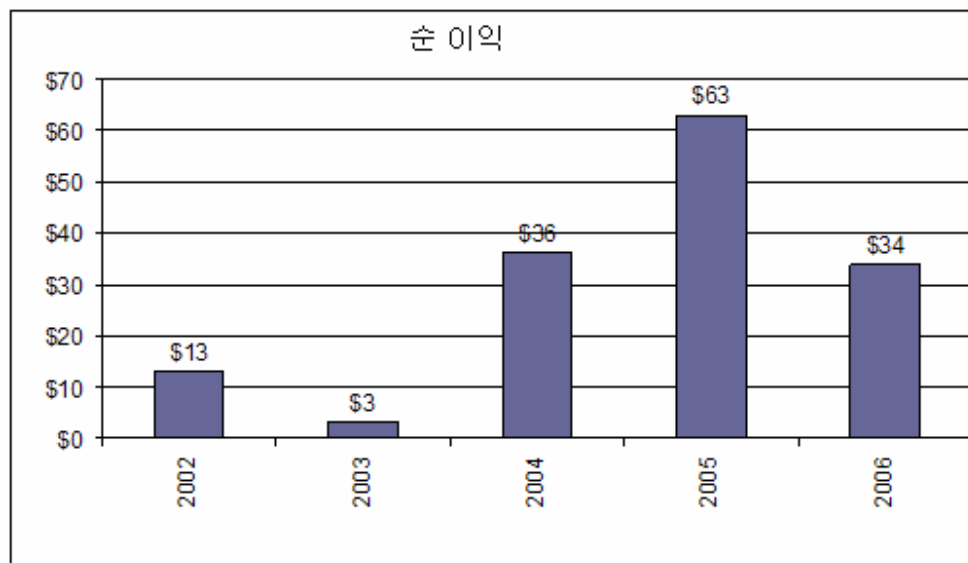
2005 8 Kelly Flock
 20 . Flock THQ
 . THQ
 가
 75

THQ

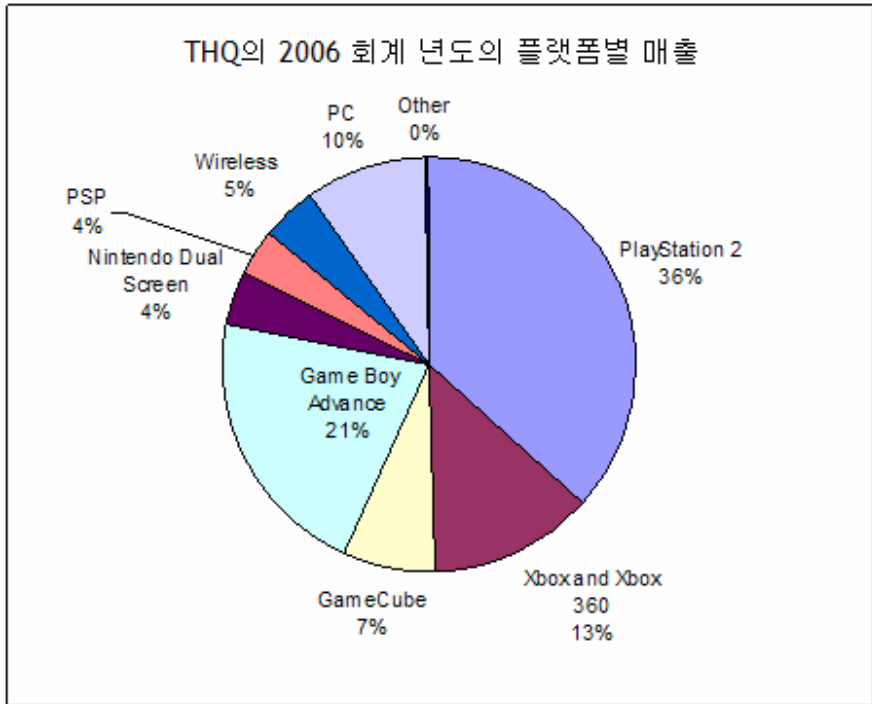
THQ Sony Online Entertainment CEO, 989
 Stuidos , Sony Interactive Studios America
 . Flock LucasArts Entertainment Company
 Lucasfilm Ltd.



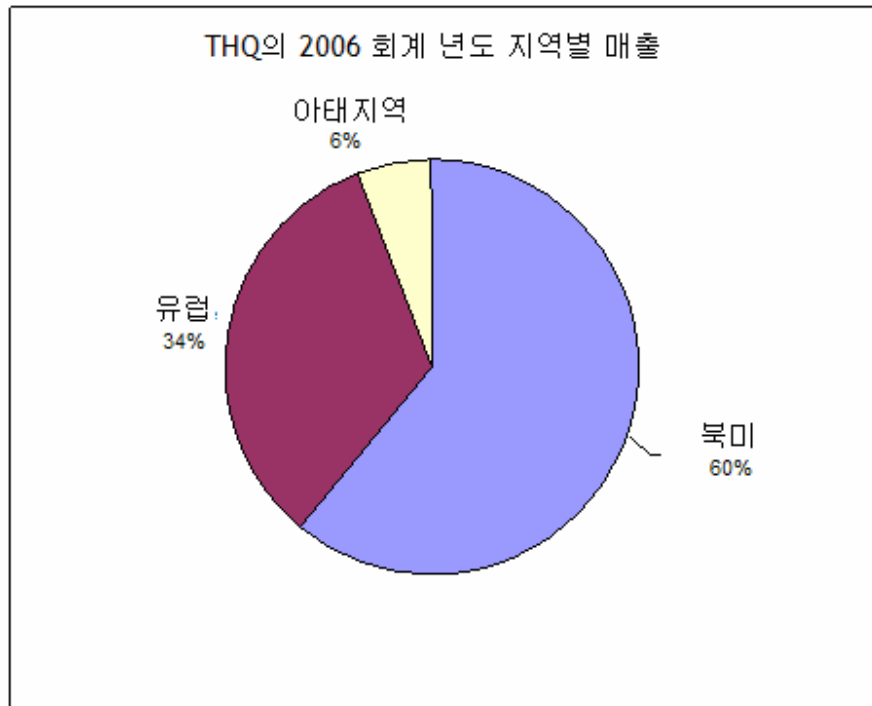
1.4: 2002 - 2006 THQ . THQ 3 2003



1.5: 2002 - 2006 THQ . THQ 3 2003



1.6: 2006



1.7: 2006

<ul style="list-style-type: none"> ▪ Full Spectrum Warrior ▪ Saints Row ▪ The Outfit ▪ Full Spectrum Warrior ▪ The Punisher 	<p style="text-align: center;">/</p> <ul style="list-style-type: none"> ▪ Constantine ▪ Destroy All Humans ▪ Power Rangers ▪ Tak 2 ▪ The Incredibles 	<ul style="list-style-type: none"> ▪ Company of Heroes ▪ Supreme Commander
<ul style="list-style-type: none"> ▪ Fairly Odd Parents ▪ Jimmy Neutron ▪ Finding Nemo ▪ Rugrats ▪ Scooby- Doo ▪ SpongeBob ▪ The Polar Express ▪ Property/Franchise ▪ Bob The Builder ▪ Cars ▪ Bratz 	<ul style="list-style-type: none"> ▪ ATV vs. MVX ▪ Big Mutha Truckers ▪ Juiced ▪ MotoGP 	

Disney/Pixar

Toy Story, A Bug's Life, Toy Story 2, Monsters, Inc., Finding Nemo, The Incredibles, Cars

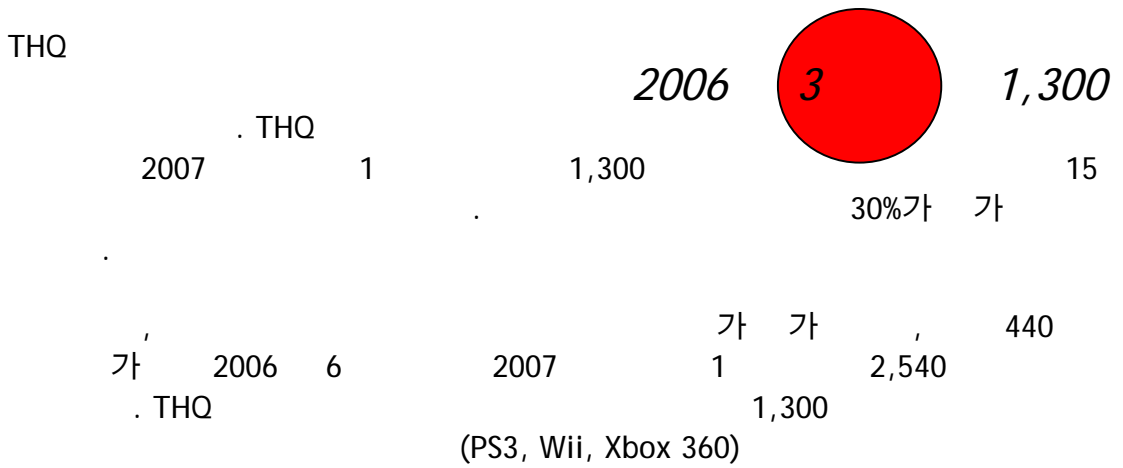
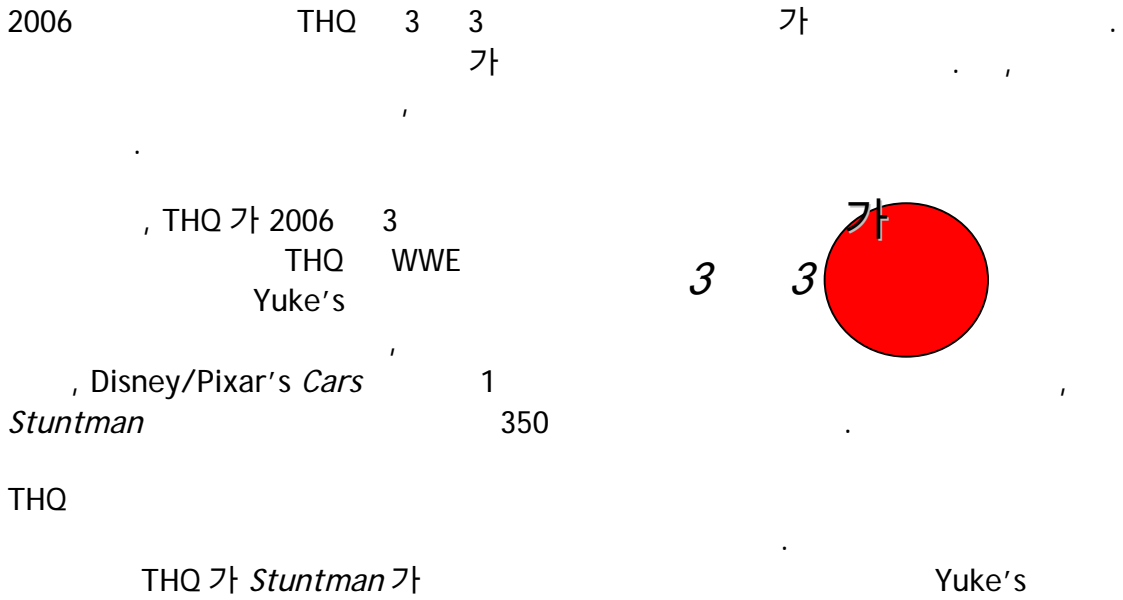
WWE

Nickelodeon

SpongeBob SquarePants, Avatar: The Last Airbender, Danny Phantom, Unfabulous, Rugrats, Nicktoons, Barnyard, Jimmy Neutron, Evergirl, Tak, Fairly Odd Parents, Rugrats

Bratz; Moto GP; Warhammer 40,000, Scooby-Doo!, Hello Kitty (), Star Wars ()

II.



THQ 2008 50% THQ 20%

2006

THQ 2006 Concrete Games Incinerator Studios
 Rockstar San Diego Sony 989

2008
 Incinerator Cars

2005 Kaos
 Battlefield 2
 Kaos

가 가 THQ 2007
 PC Kaos

1,000

, THQ

EA Activision

- THQ'
- Blue Tongue Entertainment Ltd
 - Concrete Games
 - Cranky Pants Games
 - Heavy Iron Studios
 - Incinerator Studios
 - Juice Games Ltd.
 - Helixe
 - Kaos Studios
 - Locomotive Games Inc.
 - Paradigm Entertainment
 - Rainbow Studios
 - Relic Entertainment
 - THQ Studio Australia
 - Vigil Games
 - Volition Inc

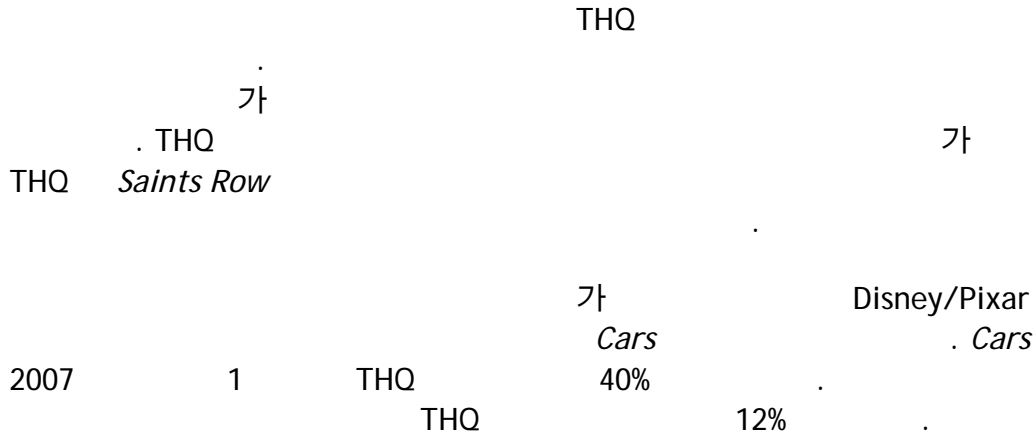
THQ
 가
 THQ
 가
 THQ
 가
 Game, Juice

Volition,
Paradigm

(hybrid)

Stuntman

THQ 가 Nickelodeon, WWE, Disney/Pixar



THQ	
Nickelodeon	<ul style="list-style-type: none"> ▪ 가
WWE	<ul style="list-style-type: none"> ▪ ▪
Disney/Pixar	<ul style="list-style-type: none"> ▪ 가 ▪

2.1: THQ Nickelodeon, WWE and Disney/Pixar

THQ

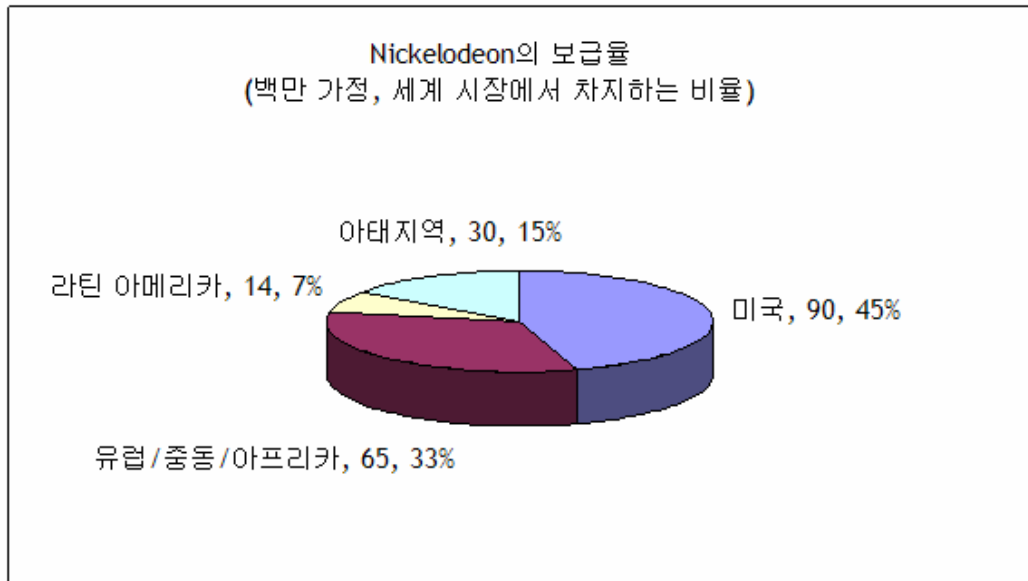
- 1997 Nickelodeon Nickelodeonr

2010

6 - 14

, Nickelodeon 가 THQ
SpongeBob SquarePants, Avatar, Nicktoons, Barnyard,
Unfabulous, Danny Phantom Urban Jungle 가 .

Nickelodeon 9 가
 10
 Nickelodeon TV 2
 가 .



2.2: THQ Nickelodeon
 2 가 . : Nickelodeon/Viacom

Nickelodeon . Nickelodeon 가
SpongeBob Square Pants 1,700

- THQ Pixar Animation Studios
 Pixar
 Pixar
*Toy Story (1995), A Bugs Life (1998),
 Toy Story 2 (1999), Monsters, Inc. (2001), Finding Nemo (2003), The
 Incredibles (2004), Cars (2006)*

가
 가
 가
 가 . THQ

Disney/Pixar

가

Disney/Pixar

Disney/Pixar				
		(100)	(100)	()
95.11	Toy Story	\$192	\$357	\$30
98.11	A Bug's Life	\$163	\$358	\$45
99.11	Toy Story 2	\$246	\$486	\$90
01.11	Monsters, Inc.	\$256	\$525	\$115
03.05	Finding Nemo	\$340	\$867	\$94
04.11	The Incredibles	\$261	\$631	\$92
06.06	Cars	\$244	\$455	\$70
06.07	Ratatouille	-	-	-
08.12	Toy Story 3	-	-	-

2.3: Disney/Pixar

: Yahoo Movies, Pixar

THQ 가 Disney/Pixar

THQ 가

. 2006 9 THQ *Finding Nemo* 850 , *The Incredibles* 750 .



2.4: THQ *Cars* THQ *Finding Nemo, The Incredibles*

Disney/Pixar

Cars

THQ

. 2006 6 9
2 4,400 .

. THQ

Cars

Finding Nemo, The Incredibles

. THQ

Cars

2006 6

645,000 가

가

. Disney/Pixar Studios

2007 7

Ratatouille .

- Jaks Pacific (WWE)

THQ 2014

World Wrestling Entertainment WWE

THQ

WWE THQ
 2,500 가 . THQ WWW
 WWE Smackdown TV 500 TV
 THQ 가
 WWE
 , THQ WWE
 " "



2.5: THQ WWE



2,500

///.

THQ 15
THQ 1) , 2)
THQ 가 가

THQ 가
가,

가

THQ , PC
6 - 9 Sony PSP 12 - 24 Game Body Advance
Nintendo DS 9 - 12 6 - 9

Xbox 360

12 - 36 . THQ Sony Playstation 3
Nintendo Wii

THQ 가
가 THQ 가
가
THQ 2006 3,690 8,420 , 2004
가

THQ

THQ

THQ

THQ

THQ

THQ 가

가

THQ 가

가

THQ 12%

THQ

2006

PR

가

2006

THQ

TV

가 THQ

Wireless 가

Matt Leinart

THQ

가

THQ

, THQ 가

가

THQ

가

THQ

Canada, Michigan, Minnesota

가

Best Buy, GameStop, Target, Toys

"R" Us, Wal-Mart

EA

Activision

THQ 가

2006

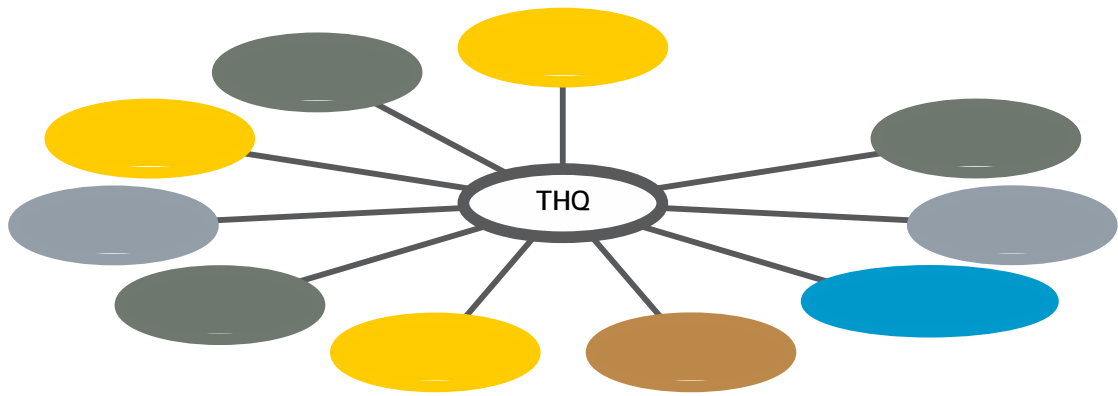
19%

THQ
2006

40%

THQ

가



3.1:

THQ 가

THQ , 75
THQ , 2006

THQ 가

6.4%

12%

4.8%

9%

THQ 2005

2005

가

가

THQ

가

2007

THQ

. EA

THQ

가

가

THQ 가

THQ

가

1,000

가 가

2006 3

THQ

XDG (External Development Group)

. XDG

THQ

THQ 15

XDG THQ 15

. XDG

. XDG

150

XDG

THQ

가

가

Yuke's Studio

THQ

가

Yuke's

WWE SmackDown! vs. RAW, Day of Reckoning

. THQ

가

1999

. Yuke's THQ

THQ Yuke's

가

. THQ Yuke's 8

Yuke's

THQ 가

IV.

THQ 가 2006 , WWE 2007 WWE

(transition)

Wii 2006 4 Xbox 360 2005 7 11 PS3

가



4.1:

THQ

가

THQ

가 500

PS3

THQ
 가 1 - 2
 가
 가
 THQ

Saints Row

, THQ PS2, GameCube, Xbox 가
 가 THQ 가 2006 6 2007 1 38%
 THQ

THQ 가가 2006
 5% THQ
 (PS2, Xbox, GameCube) Microsoft
 Xbox 360, Sony PS3/PSP, Nintendo Wii/DS 가

WWE

THQ, Jakks Pacific, WWE WWE 2004
 . 1995 Malibu
 Jakks WWE
 THQ
 WWE Pacific THQ 가 "THQ/Jakks LLC." Jakks
 . THQ/Jakks LLC WWE
 1998 6 10 Jakks THQ가
 THQ Jakks WWE WWE
 Jakks
 THQ가
 . THQ/Jakks가 WWE
 Acclaim

2004 10
 2004 10 , World Wrestling Entertainment (WWE) 14
 Jakks Pacific, THQ, Stanley Shenker &

Associates, Inc. (SSAI), WWE
James Bell Bell Licensing Southern District of New
York

. WWE Jakks THQ
가 가

WWE Jakks가 Stanley Shenker Bell Licensing
WWE

Jakks WWE Activision
THQ 가 Jakks

WWE 가 Jakks Jakks
Shenker 1998

WWE 가 Bell Shenker 가 . WWE
가 Shenker Bell Jakks

가 Jakks WWE
가 Jakks THQ

Jakks
. THQ 2004 10

THQ WWE
. THQ WWE 가 THQ 가

. THQ 가
, THQ 가

Jakks Pacific
. THQ

가

가
가 THQ

THQ

. THQ

THQ

2006 3 30 , WWE
THQ/Jakks 가 가 THQ Jakks WWE
. WWE

THQ
2006 4 28 , THQ/Jakks
WWE
THQ/Jakks

WWE 가 WWE
가

2006 10 12 THQ WWE 가

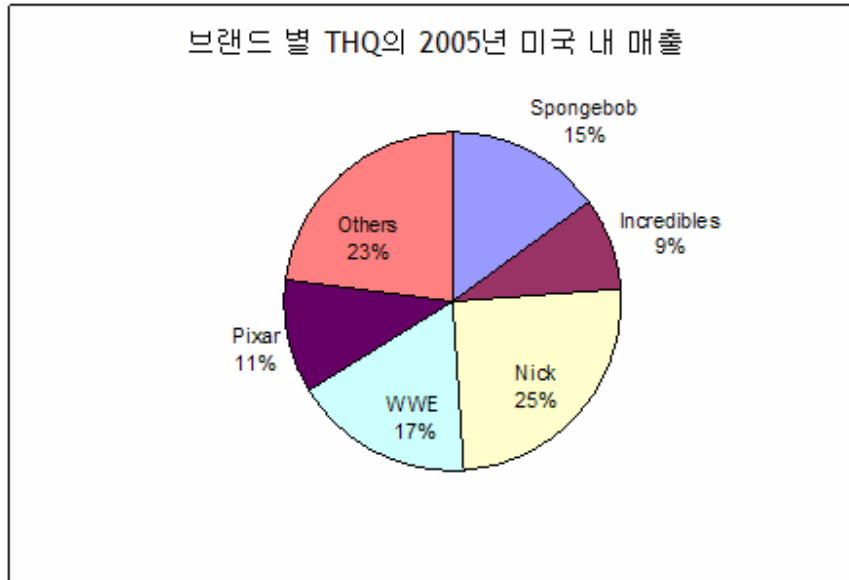
THQ 가 WWE
. , WWE 가 THQ Jakks Activision
EA

WWE 가 THQ 가
가 WWE 가 Jakks THQ
가

THQ 가 WWE . WWE
2005 THQ 17%

THQ 가

2005 THQ 가 77%
 23%가 가 THQ 가
 THQ
 THQ 가



4.2: THQ

THQ 가
 가 . WWE THQ 가
 , THQ
 , Nickelodeon 2014
 , Nickelodeon Midway Games 가
 . Sumner
 Redstone 가 Viacom 가 Nickelodeon
 Midway Games 79%
 Redstone 가 Viacom Midway
 Games 가 Nickelodeon . Nickelodeon 가
 THQ 가 가 THQ 2014
 가 가 THQ
 2008
 40%

V.

THQ 가

-
-
-

THQ

THQ



- 1997
Nickelodeon
2014

14



- Disney/ Pixar
THQ 가

가

- WWE THQ

- MGA Entertainment 가

Bratz 6 - 12

MGA Bratz 10

THQ 2005

Bratz Rock Angelz 100

THQ 가

가

가

THQ

가

가

가

THQ

. 2007 THQ *Company of Heroes, Titan Quest, Warhammer 40,000: Dawn of War: Dark Crusade, Supreme Commander, S.T.A.L.K.E.R.: Shadow of Chernobyl*

가

PC

. THQ

PC

가 PC

가

THQ PC

THQ

PS3

Xbox 360

, THQ

Xbox 360

PS3

. 2006

THQ

Xbox 360

. *The Outfit*

2006 8

Saints Row 가

THQ

. 2006

THQ

Juiced

150

Destroy All Humans!

150 가



5.1: THQ 가

THQ

THQ

가 2006 가 THQ 15
300 가 1,300

2006 THQ Juice Games, Austin
Vigil Games (Kaos
Studios, San Diego Incinerator Games)

THQ 2006 *The Incredibles:*
Rise of the Underminer, MX v. ATV: On the Edge, SpongeBob Square Pants:
Lights, Camera, Pants, Nicktoons Unite, The Outfit and Warhammer 40,000:
Dawn of War: Winter Assault

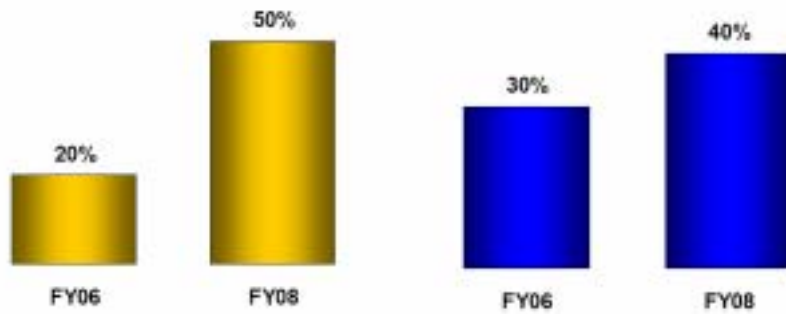
THQ

THQ

THQ

내부 개발

자체 개발 지적 재산권



5.2: THQ 40% 2008 50%,

THQ 2 - 4

THQ

1,000

THQ
가

가

1 - 2

가

가

THQ

5

가

/

(micro-transaction)

2007 1

CEO Brian Farrell

War

PC

Dawn of

, Saint's Row

THQ Wireless

(online casual space)

가

2006 THQ
(Massive, Double Fusion)

THQ

2007

THQ Xbox Live

가

THQ
LucasArts *Star Wars*

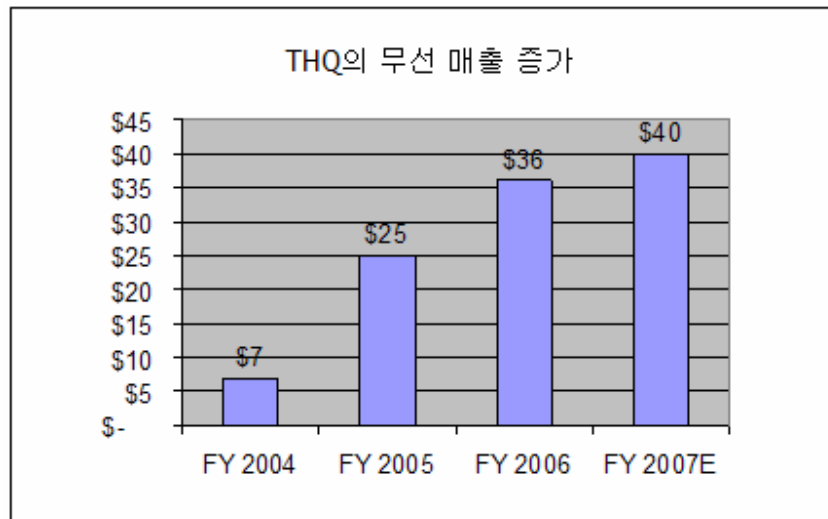
3G

Verizon Sprint

2006 THQ
2005 50%

3,610

가



5.3:

2

700

3,600

가

THQ 가 2006
SquarePants, NFL-

가

Star Wars, *SpongeBob*

THQ Minick Holding AG



5.4: THQ

. THQ

가 . 2007 THQ THQ
 4 THQ
 10

THQ Wireless THQ Valusoft
 9
 THQ

, THQ PC THQ

THQ 가 , THQ 가

THQ

THQ (micro-transactions) 가

가 가 Saints Row 가
 . Saints Row

Xbox Live Marketplace

THQ Xbox Live 가 가

99 iTunes 가 가
 Xbox Live 가 2006 8 Xbox 360
 80%가

THQ 가

Nintendo Wii 가
 THQ 가 가

(PS3, Xbox 360 and Wii)
 Wii 가 THQ 가 가 가
 THQ 가 Wii 150 - 200
 12% THQ

Wii 가 249 PS3
 599 가 Wii 가
 THQ 가 가 Wii 가
 THQ Wii

CEO Brian Farrell 2007 1 Wii

가 Wii 가

Wii 가 가

Wii 가 가 THQ
가 가 THQ
59.99 가 가 49.99
, 59.99 가
THQ 가 가 2006 - 2007



5.5: Nintendo Wii

VI.

가

가

THQ

가

. THQ
10

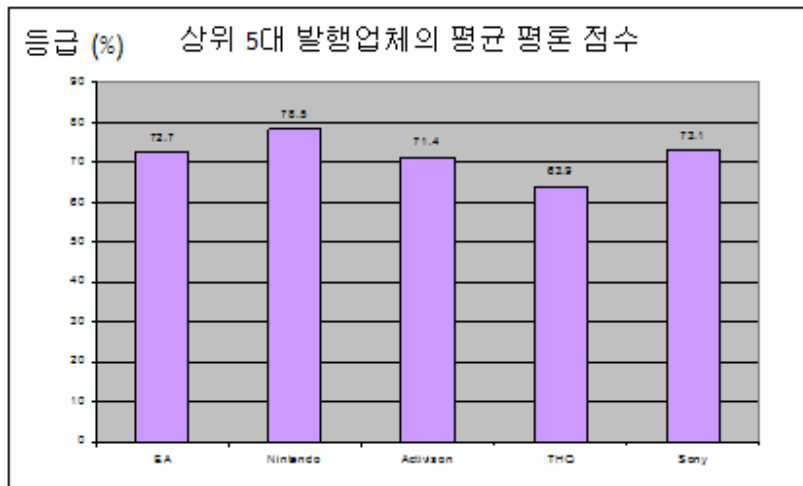
가

가

가

Gamerankings.com THQ 100%
EA (73%), Nintendo (79%), Activision (71%)

63.9%



6.1: 5 . THQ 63.9 : Gamerankings.com

THQ

가

. THQ

Spongebob Squarepants

63.9%

가
가

. THQ

EA, Activision, Nintendo

, THQ 가

THQ

가

THQ

가

가

가

THQ *Saints Row*

Saints Row

THQ

Saints Row

가

. THQ 가 *Saints Row*

Grand Theft Auto

가

가

THQ

가

Xbox 360

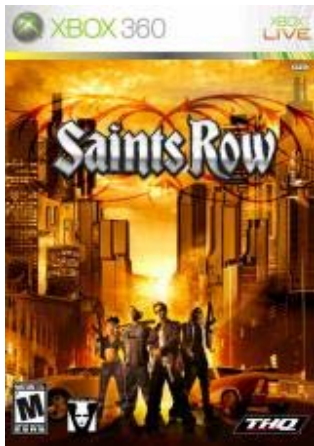
Saints Row

THQ

Volition

2006 8 29

, 2006 9 1



6.3: *Saints Row*

, IGN.com

2006 9

Saints Row

455,000 가

Xbox 360

가

가 . 가

59.99

Saints Row 가

Grand Theft Auto

Volition

가

Take-Two *Saints Row*
Grand Theft Auto

IGN 가

Saints Row

30 - 40

SystemLink

.....

Saints Row

(co-op),

THQ *Saints Row*

TV

THQ Ghostface
Killah (*Man Up*), David Banner (*Saints Row*), Daz Dillinger (*Git out my Way*)

DVD

DVD

THQ

Xbox Live

2006

8

1

450,000

가 *Saints Row*

Xbox Live

THQ 가

THQ

Saints Row

Saints Row 가

(M)

THQ

THQ 18 - 34

가

TV

가

THQ

17

"

가 가

가

THQ

TV

Comedy Central

Spike TV

가

TV

Saints Row

Fighting Championship Season 4

Spike TV

THQ

Saints Row

The Ultimate

THQ 가

Saints Row TV

THQ

Saints Row Xbox 360

18

, Xbox Live

Saints Row



6.3: *Saints Row*가 Xbox 360

THQ

THQ

가
가

가

가

, THQ Nickelodeon
SpongeBob

TV, , DVD

. THQ 가

Rugrats, Dora the Explorer,

THQ

가

. 1,000

THQ 2005 2,800
 TV THQ 85% TV
 TV THQ 2006
 THQ , PR,



6.4: THQ Cars

VII.

THQ

THQ 2005 가 70% 가

THQ 가

WWE Nickelodeon 14

THQ THQ 가

THQ Nickelodeon Nickelodeon 2 THQ 가
Disney/Pixar

Disney/Pixar 30

가

가

THQ

THQ

가 THQ

가 가

, Voilition 가 THQ . Volition Red
Faction, Red Faction II, Summoner, The Punisher, Saints Row
THQ

THQ 가

가

가 가 가

THQ 가



7.1: XDG THQ 가

2006 3 THQ XDG . THQ 150 가

. XDG THQ

THQ
XDG 가

가

THQ EA Activision
 Myspace.com (가),
 THQ THQ 가 . 2006 THQ
 3,610 2005 가
 4 THQ
 . THQ Wireless
 . THQ
 2 - 3 가
 (micro-transaction) THQ 가
 . *Saints Row*
 Live Marketplace
 가 , THQ



7.2: THQ Xbox Live saint Row 450,000 가

THQ
 가

가

THQ Disney/Pixar Nickelodeon 가
 . THQ 가

THQ *Company of Heroes, Titan Quest, Warhammer 40,000: Dawn of War: Dark Crusade, Supreme Commander, S.T.A.L.K.E.R.: Shadow of Chernobyl* 가

THQ 가
 , THQ
Total Annihilation Supreme Commander
 가 *Supreme Commander Commander*



7.3: THQ PC *Supreme Commander* 4 . 2007

가 THQ THQ
 가 PC
 THQ 가
 PC 2005 9% 가 (2004
 4,700 3,800) THQ 가