Analysis and Suggestion on the Development of SONY
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Keywords: SONY, Products, Current Situation, SWOT, Development.

Abstract. Through the overview of SONY, this article first briefly analyzes SONY’s products, the current situation, SWOT analysis and BCG Matrix. It selectively analyzes SONY’s strengths, weaknesses, opportunities, threats. Then this article draw the conclusion that with their huge technical skills combining to cut unprofitable sectors, giving full play to the advantages of local conditions and taking appropriate, SONY improves their competitive advantage. For the production of niche products or the price is too high, it has led to the loss of SONY’s best product, which has suffered for years SONY. SONY makes it therefore fall into the more losses the better, after a loss in its efforts to do better, better and more loss of the cycle, into a quagmire of losses.

1. Introduction
SONY’s previous name is “Tokyo Tsushin Kogyo Co., Ltd.”, owned by Ibuka Masaru with depth technical research and development background and Akio Morita with large good public relations, Established in May 1946. SONY as the world’s leading large-scale comprehensive multinational corporation with many subsidiaries, for example, has “Stuart Little” series and “Spider-Man” series, Columbia Pictures, the main business of SONY Ericsson Mobile Communications also has many well-known artists SONY Music Entertainment, and so on that including the audio-visual, entertainment, finance, medical, electronic games and other fields. His achievements in audio, video and electronic games, and more areas are always prompted him to become the world’s leading electronics and entertainment company. SONY is the world’s first portable digital products pioneer, one of the world’s largest electronics manufacturers, one of the three giants in the world of electronic gaming industry, and one of the six major Hollywood studios.

2. SONY Products
SONY as the world’s largest radio and television equipment manufacturers, photography and video are the essence of its digital imaging technology. SONY has won the Emmy Award for Technology (the highest award in the field of global audio-visual technology) nearly 40 times. He produced the film and television cameras used for filming, also worked for Cameron made a special machine for its 16 movies and 3D movie “Avatar” shooting. SONY is the only company able to shoot from the late release to provide a full range of technical solutions and equipment companies. The invention of SONY series 1999 is the first digital shooting system of mankind. Wherein 2011 CineAlta Premium 4K digital camera: F65, known as the “monster machine” performance, has been has been pursued but never been surpassed.

Many of SONY’s products have always been a combination of industrial design and black technology, and users often ridicule the “SONY Dafa”. Whether his professional products or consumer products or in certain aspects of certain aspects of the market while bypassing the far top products, but also very industrial design sense, to ensure product effectiveness, while also both visual beauty and fluency sense, this should also be one of the reasons why SONY has such a large group of fans.
3. SONY’s Current Situation

Since 2008 in addition to a slight gain in 2012, outside the rest are losses, and from 2016 he released the 2015 performance point of view, this year began to really profitable. The most loss-making mobile communications business, and from the data point of view, the source of most of the money is not his SONY technology business, not its professional product photography, video services but financial and insurance services. Since the recession in recent years, SONY also makes the “fans” who worry about their. As there is a microblogging called “SONY closed down today yet?” The topic, this is some “fans” spontaneous laugh, which can be seen in SONY fans love it.

However, this series came from the decline began Kazuo Hirai has changed. 2012 was the first year of SONY’s new CEO Kazuo Hirai took office, he took a decisively sold at the beginning of SONY’s headquarters in Tokyo and New York, layoffs over ten thousand hot sell shares and Sharp LCD panel joint venture, etc. take a series of tough means greatly reducing the cost of consumption of SONY, but also inspired a sense of crisis among employees. Proposed “One SONY” slogan, focus on sectoral cooperation and avoid waste of resources. Although this series means being opposed to the upper SONY conservatives, but these strategies are not necessarily SONY newborn door. Kazuo Hirai’s own “fans” in China also have high popularity, and fans are affectionately known as “Uncle” ridicule buy SONY products as “guardian uncle’s smile”.

So, faced with the recession year of data, what kind of measures that SONY can take it?

4. SWOT Analysis

Based on SWOT analysis method, this paper analyzes the strengths, weaknesses, opportunities, and threats of SONY as follows.

4.1 Strengths

SONY to make in all areas of development has a strong production line, he has the biggest Hollywood studios, and SONY Music is to include Avril, Adele, Backstreet Boys and other stars, also have like Jay Chou, Faye Wong, and other distribution rights record of the Chinese star. And his camera captured every moment appears in the familiar reality shows, variety shows, TV movies in. In general, large robots, broadcast trucks, to a small battery, a pair of headphones, SONY’s presence around us. SONY and attaches great importance to scientific research, he in many areas have strong patent reserves, there are 3098 patents in 2013, the total number of patents in the reserves among the world’s top ten. It is also because of this also led to SONY’s users have a good reputation, so that it has a large number of faithful fans.

4.2 Weaknesses

SONY in the development of various fields so that it has a long production line, which is why SONY has also led to various rivals to face in various fields, such as: Apple, Nikon, Warner Music, Universal Pictures, and so on. Because there is internal reform of the performance due to lead to fragmentation of various departments, such as video sales department in order to ensure their own digital camera to the smart phone sector is not excellent camera, but in order to increase sales outstanding camera again sell other companies. It also brings out the various departments within the enterprise cannot be integrated with each other’s weaknesses; in fact, take advantage of the various sectors to enhance innovation and design. The current sales have been declining mobile phone business and other services combine to create a unique mobile phone is different from other brands. And SONY’s sales and service sector is one major shortcoming in the country’s second and third tier cities is difficult to see SONY ordinary point of sale. In recent years, as well as the appreciation of the yen also makes the competitiveness of SONY products declined.

4.3 Opportunities

In recent years, rapid economic development, people’s living standards greatly improved requirements, the demand for electronic products and culture and entertainment project has greatly
improved, this is the best opportunity for SONY’s current development, but SONY has so huge technological accumulation also indicates that it has many possibilities and breakthrough.

4.4 Threats

Rapid technological development of new technology, some Chinese and Korean electronics companies have begun to emerge, especially in the mobile phone sector to SONY’s biggest impact. SONY customer needs analysis is wrong, now integrated, user-experience-centric services have become the core competitive advantage. Like SONY’s new flagship phone three anti several neglect of other similar audio-visual hardware, ignoring the user is really the demand.

5. BCG Matrix

The BCG Matrix is a business method that was created by the Boston Consulting Group in the 1970’s. This business method bases its theory on the life cycle of products. Also known as the Boston Box or Grid, BCG Charts are divided into four types of scenarios, Stars, Cash Cows, Dogs and Question Marks.

A. Stars: CMOS services, audio-visual electronic products, film and television business  
B. Cash cow: financial and insurance services, professional video equipment, Playstation  
C. Question marks: mobile communications business, medical equipment business  
D. Dogs: plasma flat-panel TVs, Walkman

6. Conclusion

From SONY’s current development, the authors think SONY should pay attention to the following points:

(1) With their own advantages, integration of resources, focus on sectoral cooperation, their huge technical skills combine to cut unprofitable sectors.

(2) According to local conditions, take appropriate when regional development plans and marketing strategies, focus on customer needs, development of customer demand for products to be customer-centric, enhance customer service, improve their competitive advantage, aggravated propaganda, set up sales and after-sales service in a suitable area.

(3) Do not over-obsessed with innovation, which has always been a fundamental enterprise development, but without excessive obsession with the market focus on product commercialization, has been obsessed with technology, regardless of the cost, do not look at the trend to invest in research and development on the top products of marketing and indifferent to customer needs, the production of niche products or the price is too high, causing it to produce the best products, suffered consecutive years of losses. SONY makes it therefore fall into the more losses the better, after a loss in its efforts to do better, better and more loss of the cycle, into a quagmire of losses.

References

