

The background is a screenshot from the video game Destiny 2, showing a rocky, alien landscape with red and brown rock formations. In the distance, there's a bright, glowing green and blue energy source or portal. The text is overlaid on the right side of the image.

DESTINY 2 BUSINESS ANALYSIS PITCH

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STUDY INTRODUCTION

Kellsai Kimball is a Game Business and Esports student at Full Sail University with over five years of experience moderating online communities, including a Destiny 2 clan and a PC hardware/esports server. With a passion for inclusive community spaces, event planning, and live-service gaming, Kellsai is building a career at the intersection of player experience and business strategy.



METHODOLOGY AND FRAME WORK

This business analysis was conducted using a mix of secondary research and analytical frameworks. Information was gathered from credible industry sources including PC Gamer, VentureBeat, SteamCharts, ActivePlayer, and developer updates from Bungie's official channels.

Community sentiment was assessed through player forums, Reddit, and YouTube to capture firsthand feedback on Destiny 2's evolving state. Market trends were supported by reports from sources such as MassivelyOP, Forbes, and game analytics platforms.

ABOUT DESTINY 2 & THIS RESEARCH

Destiny 2 is a live-service MMOFPS developed by Bungie, known for its expansive universe, tight gameplay, and dedicated player base. Since its 2017 release, it has evolved through constant updates, seasonal content, and community-driven storytelling.

I chose Destiny 2 as the focus of this research because it represents both the potential and challenges of modern live-service games. As the game enters a new narrative arc after The Final Shape, it faces critical questions around player retention, monetization transparency, and community trust.

This analysis combines business strategy, product development insights, and community engagement to identify what's working, what isn't, and how Destiny 2—and other live-service titles—can grow more sustainably.



DESTINY 2

- Developer: Bungie
- Launch Year: 2017
- Genre: Online Multiplayer FPS / Live Service MMO
- Platform: PC, PlayStation, Xbox
- Business Model: Free-to-play base game + paid expansions + seasonal model + Eververse cosmetic store
- Current Phase: The Final Shape released in 2024, concluding the Light and Darkness saga.
- Next Expansion: The Edge of Fate, the first installment in the new "Fate Saga."



TARGET AUDIENCE – CURRENT

- Core audience: ages 18–35, especially 18–24 (MMO-like profile) (CGMagazine, 2014)
- FPS/MMO fans
- PvP/PvE
- global (NA, EU, Asia)
- social play



Country	Percentage Of Destiny Players
United States	26.11%
Russia	10.98%
Germany	6.8%
Brazil	5.93%
United Kingdom	5.56%

Male Players	48%
Female Player	52%

*tables from playercount.com

TARGET AUDIENCE – FUTURE OPPORTUNITIES

- Re-engage lapsed players with narrative arcs and earnable cosmetics
- Expand appeal to casual & F2P audiences through anti-FOMO systems
- Reach diverse global players with localization and inclusive design
- Support UGC creators through PvP labs and content tools
- Appeal to story-focused fans via transmedia like the animated series





COMPETITIVE LANDSCAPE

Feature	Destiny 2	Splitgate 2	CoD Warzone / Mobile
Release Model	F2P + Paid Expansions	F2P Arena Shooter + BR	F2P Battle Royale
Monetization	Expansions, Passes, Eververse	Cosmetics, Passes	Skins, Passes, Bundles
Market Position	Sci-fi Live Service	Niche Competitive FPS	Shooter Market Leader
Marketing Strategy	Seasonal Arcs, Lore	Controversial Live Reveal	Esports, Campaigns, Collabs
Key Strength	Lore, PvE Depth	Fresh Mechanics, Portal Play	Global Reach, Monetization
Key Weakness	Player Fatigue	Brand Traction, Retention	Genre Saturation, Fatigue



SWOT ANALYSIS

Strengths

- Strong lore and world-building that continues to attract and retain core players.
- Established brand with a loyal player base and years of content.
- Cross-platform support and regular seasonal updates.

Weaknesses

- Declining player trust due to monetization strategies and perceived content recycling.
- Technical debt from maintaining a legacy engine and long-running game systems.
- Criticism over the pace and depth of recent expansions and seasonal storytelling.

Opportunities

- Edge of Fate and future episodic content could rejuvenate interest if well-executed.
- Potential to expand into other media (e.g., shows or films) leveraging its rich IP.
- Improvements in transparency and community engagement could rebuild trust.

Threats

- Fierce competition from newer live service games and established franchises.
- Player attrition due to fatigue or dissatisfaction with monetization.
- Risk of further trust erosion if upcoming content fails to deliver innovation.



CAPABILITY ANALYSIS: TECHNICAL EXPERTISE & TALENT POOL

Deep Live-Service Development Experience

- Bungie has over a decade of experience operating large-scale, always-online FPS games (Destiny, Destiny 2).
- The in-house Tiger Engine allows for custom tooling, rapid content updates, and sandbox tuning unique to Destiny's needs.

Specialized Talent

- Bungie maintains dedicated teams for sandbox balancing, PvE/PvP tuning, narrative design, and community feedback loops.
- They've consistently adapted Destiny's complex systems based on player input—e.g., the Kepler Gear rework streamlined armor progression and simplified builds in 2025 (Bungie, 2025).

Example:

- Bungie's technical capability enabled the launch of Into the Light in just a few months after Final Shape was delayed—offering free, curated legacy weapons and game modes without disrupting future expansion timelines (Kaser, 2024).

CAPABILITY ANALYSIS: CREATIVE & DESIGN COMPETENCIES

Cinematic World-Building & Lore

- Destiny 2 is known for its rich narrative universe and environmental storytelling—supported by a devoted community of lore enthusiasts and content creators.

Modular Game Design

- Destiny's use of seasons, expansions, and live events lets the team experiment and iterate on design trends quickly.
- Bungie's design team is also known for creating iconic exotics, subclass systems, and raid encounters that push co-op mechanics.

Example:

- The Edge of Fate expansion (2025) introduced "Episodes" as a new modular storytelling format, replacing seasons with higher-quality narrative arcs delivered in flexible bursts (Bungie, 2025).

CAPABILITY ANALYSIS: MARKETING & DISTRIBUTION EFFECTIVENESS



Transparent Communication Strategy

- Bungie regularly publishes “This Week in Destiny” blogs, uses dev livestreams, and directly engages with community concerns via X, Reddit, and YouTube.

Direct-to-Player Distribution

- Destiny 2 is available across major platforms (Steam, PSN, Xbox) with cross-save and cross-play, enabling global reach without exclusivity barriers.

Example:

- During Into the Light (2024), Bungie released a transparent roadmap, outlined weapon rotations, and hosted community tournaments to keep players engaged between major content drops (Bungie, 2024).

WHAT MAKES DESTINY 2 STAND OUT TODAY?

- **Evolving Live-Service Model**

Destiny 2 has over 49.4 million registered players and around 272,000 daily active users across platforms (ActivePlayer.io, 2025). Live updates like Into the Light sustained player interest during delays (Kaser, 2024).

- **Cross-Platform Accessibility**

Available on PC, Xbox, and PlayStation, with cross-save and cross-play features that encourage ongoing engagement and flexible play (Bungie, 2024).

- **Cinematic Lore & Universe**

Bungie's expansive narrative and environmental storytelling have positioned Destiny for transmedia expansion, supported by hiring moves in 2022 (Kaser, 2022).

- **Hybrid FPS/MMORPG Gameplay**

Destiny fuses fast-paced FPS combat with MMO elements like Raids, Gambit, and Crucible, delivering diverse PvE/PvP gameplay (Clark, 2025a).

- **Unique Buildcrafting & Loot**

Systems like Kepler Gear rework (2025) simplified armor progression and increased build clarity, improving accessibility for casual and returning players (Bungie, 2025).



PROPOSED VALUE PROPOSITIONS (USPS)

Episodic Narrative Model

What it is: Replaces seasonal drops with tighter, modular “Episodes.”

Why it matters: Player spikes of +47K (Oct 2024) and +21K (Feb 2025) occurred during major narrative releases (SteamCharts, 2025).

Alignment: Matches Netflix-style storytelling and improves replay value (Shacknews Staff, 2025).

Earnable Cosmetic Marketplace

What it is: Unlock high-tier cosmetics through gameplay rather than purchases.

Why it matters: Only ~4% of players pay for microtransactions, yet median spend is ~\$10/month (AMT Lab, 2025). Activating the other 96% with fair systems could improve long-term retention.

Market Opportunity: Microtransaction market projected to reach \$121B by 2028 (Investopedia, 2024).



PvP Revival via Community-Driven Labs

What it is: Community-voted Crucible Labs mode (maps, modifiers).

Why it matters: User-generated content (UGC) in games like Fortnite and Roblox increases session time and retention. Fortnite alone boasts 40M+ player-created maps (PubNub, 2024).

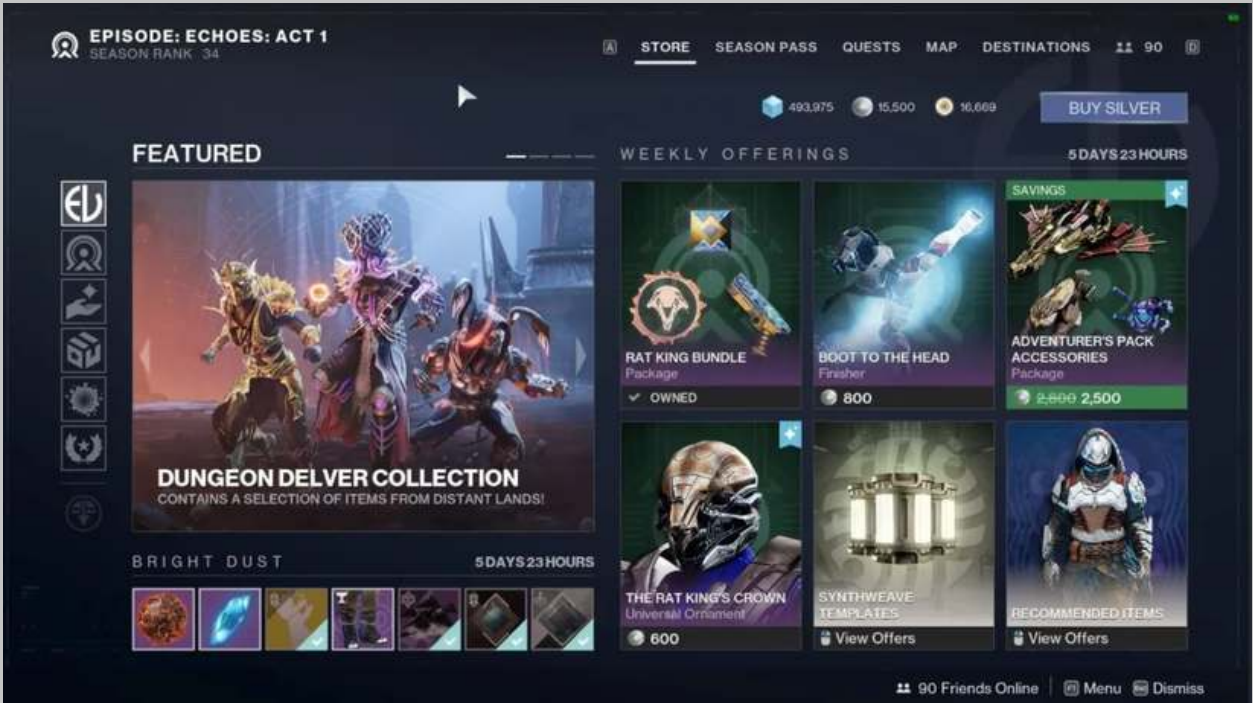
Ties to Destiny: Crucible stagnation was identified as a key weakness in your business report.

Destiny: Lightfall Chronicles – Animated Series

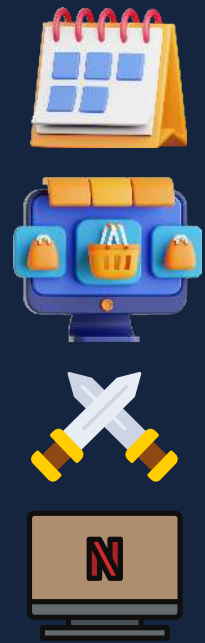
What it is: Prestige animated series exploring lore events like the Collapse, Hive’s rise, and Vanguard origins.

Why it matters:
My Name is Byf has over 1M subscribers and 6.8M views on his “Complete Story of Destiny” video (YouTube, 2025).
Cyberpunk: Edgerunners drove a 500% spike in player counts after its release (GameRant, 2022).
Arcane topped Netflix’s charts and brought League to new audiences (Rogers, 2022), despite its \$250M cost (Francis, 2024).

Ties to Strategy: Reconnects lapsed players and opens monetization channels through merch, artbooks, and in-game tie-ins (Kimball, 2025).



HOW THESE USPS POSITION DESTINY 2 FOR THE FUTURE



New USP	Trend Match	Value to Players & Business
Episodic Narrative Model	Modular/binge content delivery	Keeps players engaged across story arcs and reentry points
Earnable Cosmetic Marketplace	Fair monetization + anti-FOMO	Builds trust, engages free-to-play users, reduces backlash
Community-Curated PvP Labs	Rise of UGC and participatory design	Revitalizes PvP, increases replayability, empowers players
Lightfall Chronicles Series	Transmedia storytelling + streaming	Rebuilds emotional loyalty, expands market, merch synergy

These four propositions not only address Destiny 2's current weaknesses but also align with evolving technologies, player desires, and future business models—strengthening its place in the competitive live-service market.

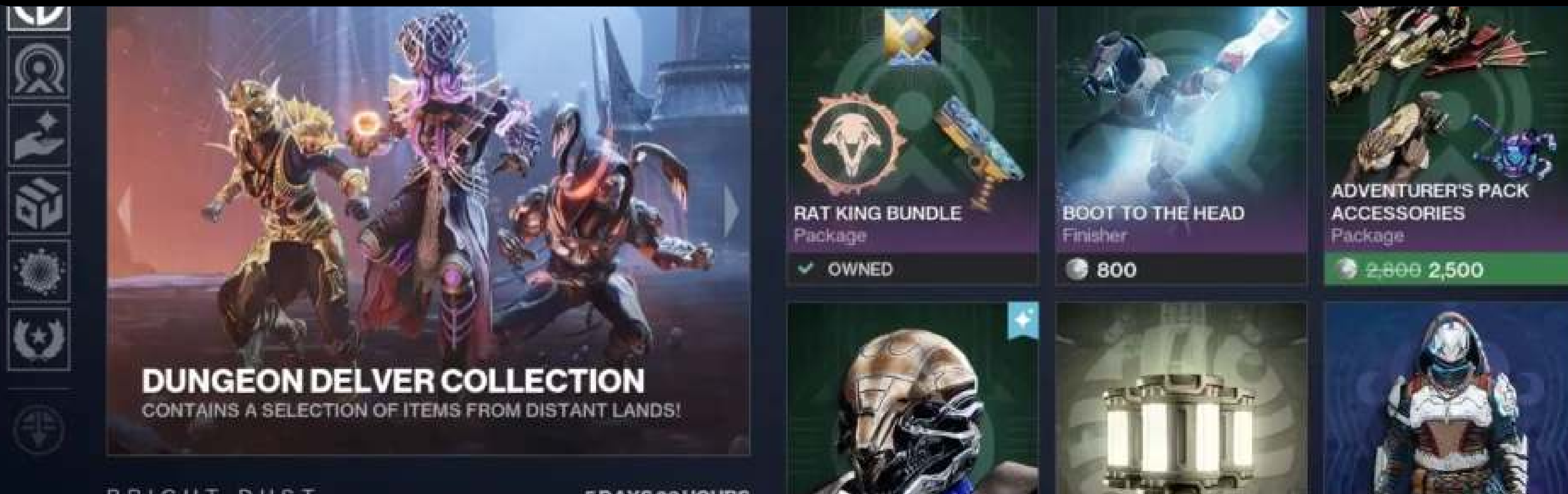
REVENUE STRATEGY – MONETIZATION REDESIGN

Key Proposal:

Make Destiny 2's monetization model more transparent and player-trust focused.

Bullet Points:

- Clarify content ownership: Show what's permanent vs seasonal at point of purchase
- Bundle smarter: Group cosmetics or passes to reduce confusion and frustration
- Introduce loyalty incentives: Reward long-time or returning players with legacy gear, free engrams, or unique titles
- Offer upfront roadmaps: Let players know what they're paying for ahead of time (season pass contents, dungeon access, etc.)



FAN ENGAGEMENT STRATEGY – COMMUNITY SYSTEMS

Key Proposal:

Build stronger, longer-lasting engagement by deepening community investment.

Bullet Points:

- Expand in-game clan tools: Event calendars, shared goals, rewards for active groups
- Introduce community-curated content: Map voting, cosmetic contests, lore archives
- Bring back official community spotlights & challenges
- Create social rewards: Badges, shout-outs, or limited cosmetics for community contributions



PROMOTION – SMARTER, MORE INCLUSIVE MARKETING

Key Proposal:

Strengthen Destiny 2's brand with more transparent, inclusive, and fan-forward promotion.

Bullet Points:

- Partner with fan creators early: Behind-the-scenes or preview access for lore experts, build crafters, clan leaders
- Emphasize accessibility and value in ads: Focus on cross-save, new-player ease, and F2P content
- Diversify influencer campaigns: Feature smaller creators across platforms, especially from underrepresented groups
- Leverage nostalgia campaigns: Celebrate legacy expansions, use "From Red War to The Final Shape" messaging



EXPANDING BEYOND THE GAME: LIGHTFALL CHRONICLES

1. Reconnects Lapsed and Core Players

Destiny has lost nearly 90% of its Steam player base in 7 months (Tassi, 2025).

A narrative-first show taps into the audience's desire for emotional connection and deeper storytelling.

2. Expands the Brand to New Audiences

Like Arcane and Cyberpunk: Edgerunners, prestige animation can introduce Destiny's world to viewers outside the game.

Edgerunners led to a 500% increase in player activity for Cyberpunk 2077 (GameRant, 2022).

3. Proven Demand for Lore-Driven Content

YouTube creator My Name is Byf has 1M+ subscribers and 6.8M+ views on a single Destiny lore video (Byf, 2025).

Fans already engage with Destiny's story—even outside gameplay.

4. Opens New Revenue Streams

Potential merchandising: artbooks, collectibles, apparel

Cross-promotion: in-game cosmetics tied to show, streaming exclusives

5. Builds Narrative Continuity Across Mediums

Aligns with Bungie's 2022 goal to expand Destiny into transmedia (Kaser, 2022)

Story arcs in the show could sync with future game expansions (e.g., The Final Shape, The Edge of Salvation)

CONCLUSION & KEY TAKEAWAYS

Who This Pitch Is For

Destiny 2 players who crave fairness, transparency, and stronger community ties

What We Propose

- A transparent monetization redesign
- Community-first fan engagement systems
- Inclusive and creator-driven promotional methods

What We Aim to Achieve

- Rebuild player trust
- Improve retention and new user conversion
- Sustain long-term growth in a competitive live-service space

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