**Name:** Files\\Grey Literature\\Case Study\\Fuhu

¶1: **Fuhu**

¶2: <https://en.wikipedia.org/wiki/Fuhu>

|  |  |
| --- | --- |
| ¶3: **Type** | ¶4: [Private](https://en.wikipedia.org/wiki/Privately_held_company) |
| ¶5: **Industry** | ¶6: Consumer products and services |
| ¶7: **Founded** | ¶8: 2008 |
| ¶9: **Founders** | * ¶10: Robb Fujioka * ¶11: John Hui * ¶12: Steve Hui |
| ¶13: **Defunct** | ¶14: January 19, 2016 |
| ¶15: **Fate** | ¶16: Filed for bankruptcy; assets sold to [Mattel](https://en.wikipedia.org/wiki/Mattel) and product line subsequently discontinued |
| ¶17: **Headquarters** | ¶18: [El Segundo, California](https://en.wikipedia.org/wiki/El_Segundo,_California)  ¶19: ,  ¶20: United States |
| ¶21: **Key people** | ¶22: Jim Mitchell ([CEO](https://en.wikipedia.org/wiki/Chief_executive_officer)) |
| ¶23: **Products** | * ¶24: Nabi * ¶25: Nabi 2 * ¶26: Nabi, Jr. * ¶27: Nabi Dreamtab * ¶28: Nabi Big Tab |
| ¶29: **Revenue** | ¶30: $70 million (2014) |
| ¶31: **[Parent](https://en.wikipedia.org/wiki/Parent_company)** | ¶32: Mattel |

¶33:

**¶34: Fuhu** was a company that made the Nabi series of [tablet computers](https://en.wikipedia.org/wiki/Tablet_computer). The company filed for [bankruptcy](https://en.wikipedia.org/wiki/Bankruptcy), eventually leading to the company's closure on January 9, 2016. [Mattel](https://en.wikipedia.org/wiki/Mattel) later acquired and continued the brand with the Nabi SE for a few years until the Nabi line was quietly discontinued in 2019.

## **¶35: History**

¶36: Fuhu was founded in 2008 by Robb Fujioka and brothers Jim and Steve Hui.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) The company name was formed by taking the first two letters of the co-founders' last names.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) Jim Hui previous co-founded computer manufacturer [eMachines](https://en.wikipedia.org/wiki/EMachines), and his friends in the hardware business supplied the $1.5 million in seed money for Fuhu's startup.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1)

¶37: John Hui advised Fujioka to stay away from hardware development, which had notoriously small profit margins, and only develop software to be licensed to run on other manufacturers' hardware.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) The company's early products included digital trading cards called urFooz, a software called urDrive that allowed devices to run applications directly from a USB drive, and Fooz Kids, a mobile device platform designed to give children ages 3 to 10 access to approximately 33,000 kid-friendly areas of the Internet while employing parental controls that prevent them from accessing more adult-oriented sites and services.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1)[[2]](https://en.wikipedia.org/wiki/Fuhu#cite_note-DesMarais-2) The platform was praised by child safety advocates and "[mommy bloggers](https://en.wikipedia.org/wiki/Mommy_blog)".[[2]](https://en.wikipedia.org/wiki/Fuhu#cite_note-DesMarais-2)

### ¶38: Introduction of the Nabi

¶39: In mid-2011, [Foxconn](https://en.wikipedia.org/wiki/Foxconn), a major licensee for Fuhu software, asked Fujioka for ideas to unload a surplus of Foxconn's low-end tablets.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) Fujioka and Fuhu CEO Jim Mitchell experimented with loading the Fooz Kids platform on the tablets, but the setup proved too unstable to be marketable.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) Enamored of the concept, however, Fujioka and Mitchell ignored Hui's advice and purchased a higher quality, generic tablet on which they loaded the Fooz Kids platform as a prototype.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) They added a rubber bumper around the edges of the tablet to protect it from shock damage, which gave the device a butterfly-like appearance. They called the device "Nabi", the [Korean](https://en.wikipedia.org/wiki/Korean_language) word for "butterfly".[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1)

¶40: In anticipation of the upcoming [holiday shopping season](https://en.wikipedia.org/wiki/Holiday_shopping_season), Fuhu struck a deal with [Toys "R" Us](https://en.wikipedia.org/wiki/Toys_%22R%22_Us) to be the exclusive distributor of the Nabi.[[3]](https://en.wikipedia.org/wiki/Fuhu#cite_note-trussue-3) The toy retailer placed an order for 10,000 units of the Nabi, which were delivered a week before Christmas and sold out in two weeks.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) After Toys "R" Us followed up with an order for only 15,000 units, decided to end the partnership in January 2012, by stopping production on the Nabi.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) Taking out a $10 million loan to continue operations, the company began designing the Nabi 2 for a launch ahead of the 2012 holiday season.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) Distributing through [Walmart](https://en.wikipedia.org/wiki/Walmart), [Best Buy](https://en.wikipedia.org/wiki/Best_Buy), and [Target](https://en.wikipedia.org/wiki/Target_Corporation), Fuhu sold 750,000 units of the Nabi 2.[[4]](https://en.wikipedia.org/wiki/Fuhu#cite_note-ces2014-4)[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) The success of the Nabi 2 brought the company's sales to $117.9 million in 2012.[[5]](https://en.wikipedia.org/wiki/Fuhu#cite_note-fastest-5)

¶41: In September 2012, Fuhu filed suit against Toys "R" Us, claiming breach of contract, fraud, unfair competition and stealing trade secrets after the toy retailer launched a competing tablet, the Tabeo, the next year.[[3]](https://en.wikipedia.org/wiki/Fuhu#cite_note-trussue-3) Fuhu said Toys "R" Us did "virtually no marketing" of the Nabi during the 2011 holiday shopping season and copied features such as the rubber bumper from the Nabi.[[6]](https://en.wikipedia.org/wiki/Fuhu#cite_note-verdon-6)

### ¶42: Rapid growth

¶43: In 2013, Fuhu sold over 2 million units, earning the company the top spot on *[Inc.](https://en.wikipedia.org/wiki/Inc._(magazine))* magazine's list of the 5,000 fastest-growing companies in the United States.[[4]](https://en.wikipedia.org/wiki/Fuhu#cite_note-ces2014-4) The company began hiring additional staff in its finance department, fueling rumors that it was considering an [initial public offering](https://en.wikipedia.org/wiki/Initial_public_offering).[[7]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incipo-7) Based on the company's 2013 revenue of $196 million, experts estimated that the public valuation for Fuhu could exceed $1 billion.[[7]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incipo-7)

¶44: *[Forbes](https://en.wikipedia.org/wiki/Forbes)* ranked Fuhu at the top of its list of America's Most Promising Companies in January 2014.[[8]](https://en.wikipedia.org/wiki/Fuhu#cite_note-forbesampc-8) The company entered a sponsorship agreement with [NASCAR](https://en.wikipedia.org/wiki/NASCAR) driver [Landon Cassill](https://en.wikipedia.org/wiki/Landon_Cassill) for the [2014 Daytona 500](https://en.wikipedia.org/wiki/2014_Daytona_500).[[9]](https://en.wikipedia.org/wiki/Fuhu#cite_note-14daytona500-9) In mid-2014, Fuhu repeated at the top of **Inc.**s list of 5,000 fastest-growing privately held companies, a feat matched only by [Cogentrix](https://en.wikipedia.org/w/index.php?title=Cogentrix&action=edit&redlink=1), which topped the list consecutively in 1989 and 1990.[[10]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2014inc-10)

### ¶45: Decline and bankruptcy

¶46: Demand for the Nabi line of tablets slowed in 2014 and 2015 as [Apple](https://en.wikipedia.org/wiki/Apple_Inc.), [Samsung](https://en.wikipedia.org/wiki/Samsung), and [Amazon](https://en.wikipedia.org/wiki/Amazon_(company)) expanded their tablet lineups with more kid-friendly options and [Comcast](https://en.wikipedia.org/wiki/Comcast)-owned children's television network Sprout (now renamed [Universal Kids](https://en.wikipedia.org/wiki/Universal_Kids)) entered the market with its own tablet.[[11]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incimplosion-11)[[12]](https://en.wikipedia.org/wiki/Fuhu#cite_note-bloomberg-12) In 2014, Fuhu attempted to jump-start sales with the introduction of the Nabi Dream Tab, ordering 150,000 units, but the device was a commercial failure, leaving Fuhu with a glut of inventory and large debt to manufacturer Foxconn.[[11]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incimplosion-11)[[13]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incfatal-13) A [class action](https://en.wikipedia.org/wiki/Class_action) lawsuit was also filed against the company due to reports of batteries in its Nabi 2 tablets overheating and sometimes catching fire.[[11]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incimplosion-11)

¶47: In an attempt to mitigate the effects of these difficulties, Fuhu launched a subscription service that allowed users to receive new, exclusive content on a Nabi device and choose to return or upgrade the device at the expiration of the subscription.[[14]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incfoxconn-14) The company also launched the Nabi Big Tab, a large-screen tablet Fuhu executives said was meant to facilitate a shared, family experience around tablet content such as interactive stories or streaming video.[[15]](https://en.wikipedia.org/wiki/Fuhu#cite_note-bigtab-15) Fuhu did not market test the Big Tab, which reviewed poorly.[[11]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incimplosion-11) Among other issues, the battery lasted less than an hour between charges.[[11]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incimplosion-11) Many retailers refused to carry it, and through the 2014 holiday shopping season, Fuhu sold only 4,000 units, mostly through its web site.[[11]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incimplosion-11)

¶48: In November 2015, [Bloomberg](https://en.wikipedia.org/wiki/Bloomberg_L.P.) reported that Fuhu had cancelled Nabi shipments to Walmart, Target, Toys "R" Us, and Best Buy amid a financial dispute with its hardware supplier, Foxconn.[[12]](https://en.wikipedia.org/wiki/Fuhu#cite_note-bloomberg-12) *Inc.* later reported that Fuhu owed Foxconn between $60 million and $100 million, and the supplier had refused to ship any more tablets until payment was made.[[11]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incimplosion-11) The company filed for [Chapter 11 bankruptcy](https://en.wikipedia.org/wiki/Chapter_11,_Title_11,_United_States_Code) on December 7, 2015, saying one of its lenders, Tennenbaum Capital Partners, had collected a debt of $6.5 million, leaving Fuhu with insufficient capital to continue operations.[[16]](https://en.wikipedia.org/wiki/Fuhu#cite_note-reuters-16)[[17]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incbankrupt-17) Toy maker [Mattel](https://en.wikipedia.org/wiki/Mattel) tendered a [stalking horse offer](https://en.wikipedia.org/wiki/Stalking_horse_offer) of $9.5 million for the company and eventually bought it at auction for $21.5 million.[[17]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incbankrupt-17)[[18]](https://en.wikipedia.org/wiki/Fuhu#cite_note-incmattel-18)

## **¶49: Products**

¶50: The Nabi ran on [Google](https://en.wikipedia.org/wiki/Google)'s [Android](https://en.wikipedia.org/wiki/Android_(operating_system)) operating system.[[19]](https://en.wikipedia.org/wiki/Fuhu#cite_note-toptoys12-19)

¶51: The Nabi 2, launched in 2012, featured 8 [GB](https://en.wikipedia.org/wiki/Gigabyte) of internal storage, an [Nvidia](https://en.wikipedia.org/wiki/Nvidia) [Tegra](https://en.wikipedia.org/wiki/Tegra) [system-on-chip](https://en.wikipedia.org/wiki/System-on-chip), and a 7-inch (18 cm) touch screen and weighed 1.3 pounds (0.59 kg).[[20]](https://en.wikipedia.org/wiki/Fuhu#cite_note-which-20) It also segmented its Nabi line by releasing the 5-inch (13 cm) Nabi, Jr. – aimed at preschool-age children – and the 10-inch (25 cm) Nabi XD – aimed at pre-teens and early teenagers – that year.[[21]](https://en.wikipedia.org/wiki/Fuhu#cite_note-leapfrog-21) In October, Fuhu launched [Disney](https://en.wikipedia.org/wiki/The_Walt_Disney_Company) and [Nickelodeon](https://en.wikipedia.org/wiki/Nickelodeon)-themed Nabi devices.[[22]](https://en.wikipedia.org/wiki/Fuhu#cite_note-nyt2014-22)

¶52: At the 2014 [Consumer Electronics Show](https://en.wikipedia.org/wiki/Consumer_Electronics_Show), Fuhu showcased the third generation of its Nabi product, the Nabi Dream Tab.[[4]](https://en.wikipedia.org/wiki/Fuhu#cite_note-ces2014-4) The product was developed in conjunction with [DreamWorks Animation](https://en.wikipedia.org/wiki/DreamWorks_Animation) and included content featuring popular DreamWorks characters, along with *[Angry Birds](https://en.wikipedia.org/wiki/Angry_Birds)* and [Cartoon Network](https://en.wikipedia.org/wiki/Cartoon_Network).[[4]](https://en.wikipedia.org/wiki/Fuhu#cite_note-ces2014-4) DreamWorks pushed out regular content updates, including exclusive content, for the device, which was also capable of receiving content from Disney, Nickelodeon, and Cartoon Network.[[22]](https://en.wikipedia.org/wiki/Fuhu#cite_note-nyt2014-22) Fuhu said the Dream Tab had comparable computing power to the [iPad](https://en.wikipedia.org/wiki/IPad).[[22]](https://en.wikipedia.org/wiki/Fuhu#cite_note-nyt2014-22)

¶53: In late 2014, Fuhu announced the Nabi Big Tab, available with a 20-inch (51 cm) or 24-inch (61 cm) screen.[[15]](https://en.wikipedia.org/wiki/Fuhu#cite_note-bigtab-15) A special enclosure was designed to facilitate transportation of the large devices – which weighed a minimum of 10.5 pounds (4.8 kg) – from room to room.[[15]](https://en.wikipedia.org/wiki/Fuhu#cite_note-bigtab-15)

### ¶54: Accessories**[[edit](https://en.wikipedia.org/w/index.php?title=Fuhu&action=edit&section=6)]**

¶55: With profit margins as low as $5 per unit, Fuhu relied on accessories for the Nabi to increase its profits.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) Each Nabi tablet featured a small grid on the reverse that could hold rubberized block letters called KINABI, allowing children to customize their devices with short words or names.[[23]](https://en.wikipedia.org/wiki/Fuhu#cite_note-phones-23) Fuhu also created Nabi Frames, stickers that surrounded the tablet screen, featuring characters from popular children's television shows.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1) Other accessories included cases, backpacks, screen protectors, car chargers with cords long enough to reach the back seat of a vehicle, and cameras.[[1]](https://en.wikipedia.org/wiki/Fuhu#cite_note-2013inc-1)

¶56: In December 2012, Fuhu launched a line of headphones for kids.[[23]](https://en.wikipedia.org/wiki/Fuhu#cite_note-phones-23) Dubbed Nabi Notes, the headphones were designed to work with the Nabi tablet line to limit the headphones' volume to 80 [dB](https://en.wikipedia.org/wiki/Decibel) or less to prevent damage to children's hearing.[[23]](https://en.wikipedia.org/wiki/Fuhu#cite_note-phones-23) In 2014, the company added the Nabi Karaoke and a wireless printer to its lineup of accessories for the Nabi.[[4]](https://en.wikipedia.org/wiki/Fuhu#cite_note-ces2014-4)

## **¶57: Philanthropy**

¶58: Fuhu created a charity, Nabi Inspire, meant to raise awareness and provide support for families affected by [autism spectrum](https://en.wikipedia.org/wiki/Autism_spectrum) disorder.[[9]](https://en.wikipedia.org/wiki/Fuhu#cite_note-14daytona500-9)[[24]](https://en.wikipedia.org/wiki/Fuhu#cite_note-24)[[25]](https://en.wikipedia.org/wiki/Fuhu#cite_note-25)[[26]](https://en.wikipedia.org/wiki/Fuhu#cite_note-26)[[27]](https://en.wikipedia.org/wiki/Fuhu#cite_note-27)[[28]](https://en.wikipedia.org/wiki/Fuhu#cite_note-28)[[29]](https://en.wikipedia.org/wiki/Fuhu#cite_note-29)[[30]](https://en.wikipedia.org/wiki/Fuhu#cite_note-30) [[31]](https://en.wikipedia.org/wiki/Fuhu#cite_note-31) [[32]](https://en.wikipedia.org/wiki/Fuhu#cite_note-32) [[33]](https://en.wikipedia.org/wiki/Fuhu#cite_note-33) [[34]](https://en.wikipedia.org/wiki/Fuhu#cite_note-34) [[35]](https://en.wikipedia.org/wiki/Fuhu#cite_note-35) [[36]](https://en.wikipedia.org/wiki/Fuhu#cite_note-36) [[37]](https://en.wikipedia.org/wiki/Fuhu#cite_note-37) [[38]](https://en.wikipedia.org/wiki/Fuhu#cite_note-38)

¶59:

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