

Activision

KGDI

**ACTIVISION.**

Pearl Research

: Pearl Research

가

, PC

. Pearl Research

: Pearl Research

가

가 . Pearl Research 가

Pearl Research

Allison Luong

: 415-566-8509

Main Ph: 1-800-614-1508 ext 101

: [aluong@pearlresearch.com](mailto:aluong@pearlresearch.com)

Pearl Research

: [help@Pearlresearch.com](mailto:help@Pearlresearch.com)

<http://www.pearlresearch.com>

I.

Activision 1979

2006 3 Activision 14 6,800  
2005 2005 4.4% 4,190  
2005 70%

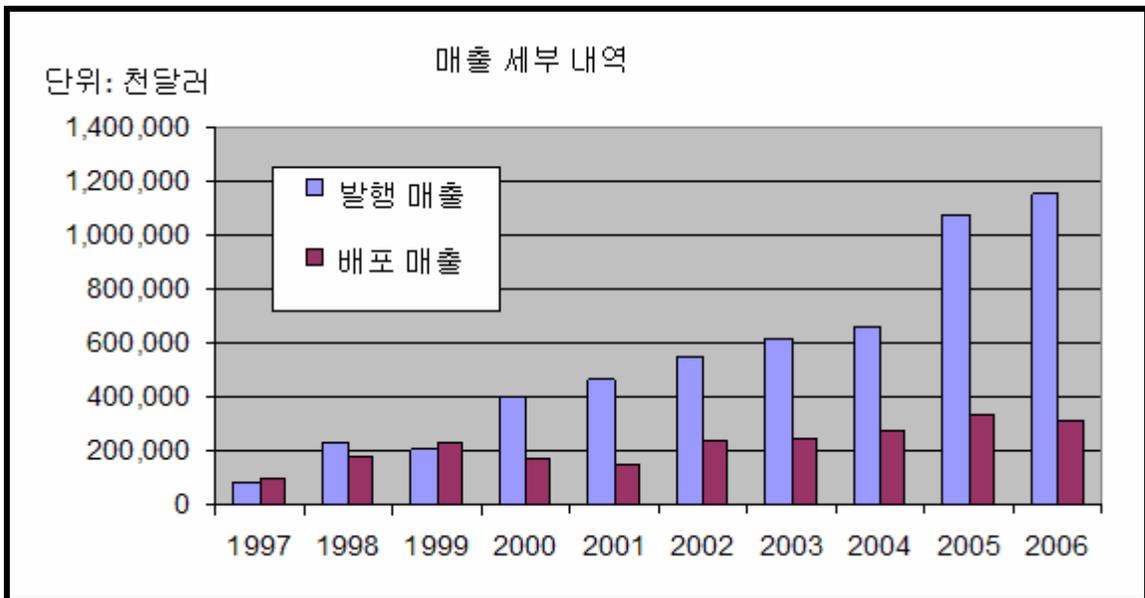
Activision

LucasArts

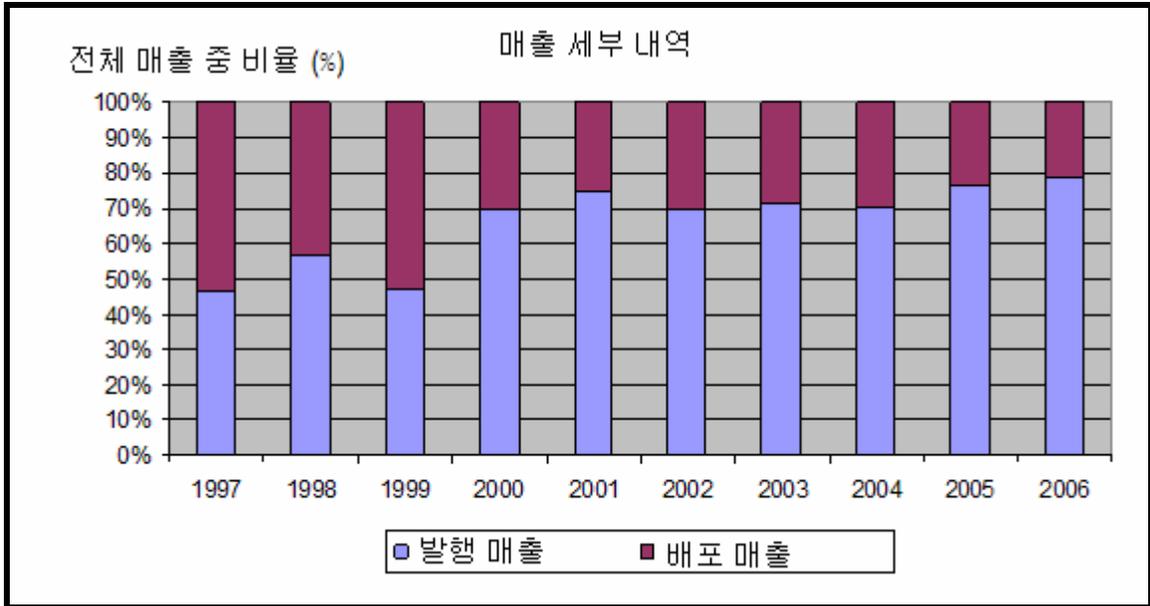
가

Activision

Activision



1.1: Activision



1.2: Activision

Tony Hawk, Call of Duty, X-men/Spiderman

가

Activision

2 (PS2),

X-box,

, PC

Game Boy Advance (GBA),

Dual Screen (NDS),

Playstation Portable (PSP)

Activision

( )

P3,

Wii)

(

X-Box,  
N-

X-box

PS2

(1979-1983)  
1979 Activision

, Atari Atari 2600

가

가

가 가

가

Atari  
Jim Levy

Activision

. Atari

1982

가

가

가

Activision Atari 2600

*Pitfall*

. *Pitfall*

Activision

80



1.3: Atari 2600

Activision *Pitfall*

(1983 - 1997)

1983 Activision  
80

Activision

Atari

. 1987

Infocom

. Activision Infocom

1989

. 1988 Activision

CEO Bruce Davis

Mediagenic

11 1992

Activision PC 2 Activision

2,500 1994 Activision 가 4

(1997-2003)  
Activision

1997 Heavy Gear Quake II

Raven Software  
Take US!

CentreSoft, Ltd NBG



1.4: 1999 Tony Hawk Pro Skater 가

1998 Activision id Software Quake III Arena  
Marvel, Disney Interactive, Tony  
Hawk 가 가 PC  
Head Game Publishing

CD Contact Data LucasArts Entertainment  
Company LucasArts Activision  
LucasArts 가 45 가

Activision 2000 가  
 . 1999 Marvel  
 Neversoft Entertainment . 2000  
 가  
 Nokia WAP

2000 가 id Software *Doom*  
*III*, Grey Matter Interactive Studio *Return to Castle Wolfenstein*  
 PC Half-Life  
 DreamWorks Animation SKG Valve L.L.C

(2003 - 2006)

2003 Activision Marvel Enterprises

2009 Activision  
 Marvel Spiderman, X-Men, Fantastic Four, Iron Man



1.5: Activision Marvel Spiderman

2003 3 Activision Peter Molyneux  
 PC *The Movies*

7

Activision Star Teck  
 Viacom

2005 Activision DreamWorks Animation SKG  
 Activision Activision DreamWorks 2006  
 Activision DreamWorks 가

2006 가  
 Mattel Barbie  
 Activision James Bond Hasbro  
 Transformers

**Robert A. Kotick**  
*CEO*

Kotick 1991 CEO Yahoo!  
 , Macromedia .

**Brian G. Kelly**

Kelly 1998 10  
 COO, CFO, Rutgers . Fordham University School of Law  
 . Kelly

**Ronald Doornink**  
*, Activision, Inc.*  
*, Activision Publishing, Inc.*

Doornink 1998 2002 3  
 CEO . Activision ConAgra Foods,  
 Inc. 13  
 Procter & Gamble . Columbia University MBA  
 Hogeschool of Arnhem

**Michael Griffith**  
*CEO, Activision Publishing*

Griffith 2005 CEO Procter  
 & Gamble 24 . Albion College  
 ,  
 University of Michigan  
 MBA .

**Thomas Tippl**

*CFO, Activision Publishing, Inc.*

Tippl 2005 9 Activision Publishing CFO  
, , , ,  
, ,  
Proctor & Gamble 14 . Tippl  
Vienna University .

**Michael J. Rowe**

Rowe 1987 - 1997 Pepsico 1999 8  
Activision Disney Consumer Products  
. University of Michigan  
Cornell .

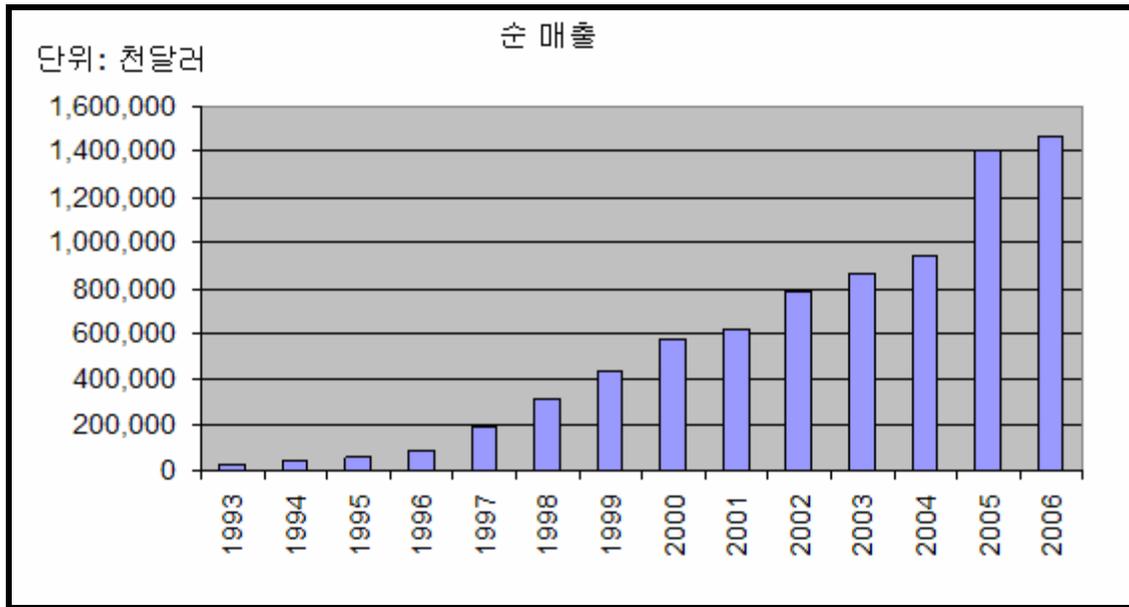
**Richard Steele**

*, Activision Distribution*

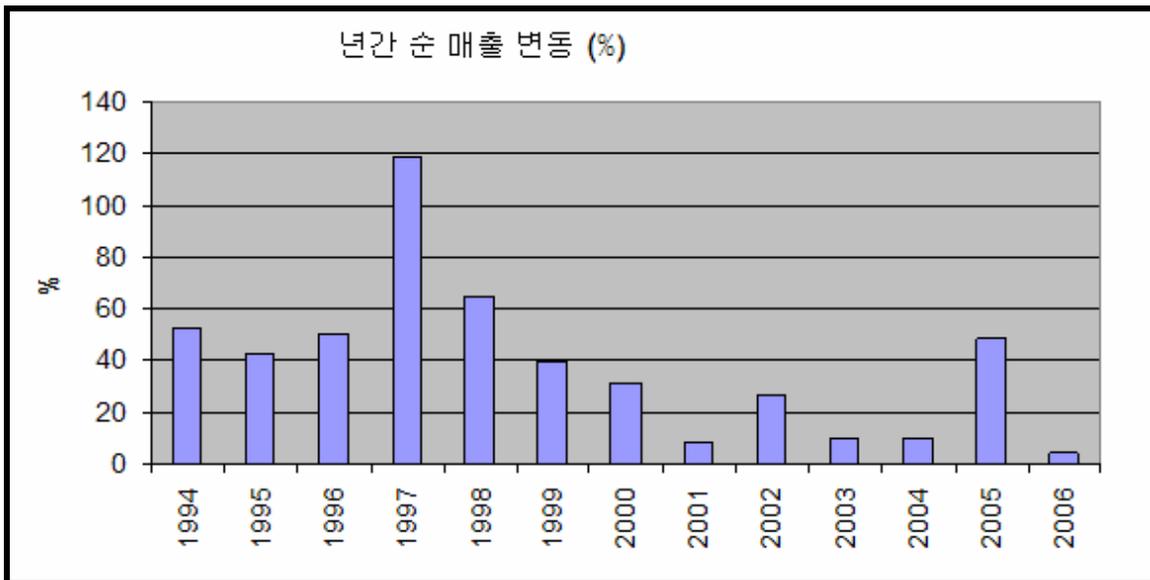
Steele 2002 3 Activision Distribution 1999  
6 International Distribution EVP  
Activision European Distribution Activision  
CentreSoft . Steele University of  
York .

**George L. Rose**

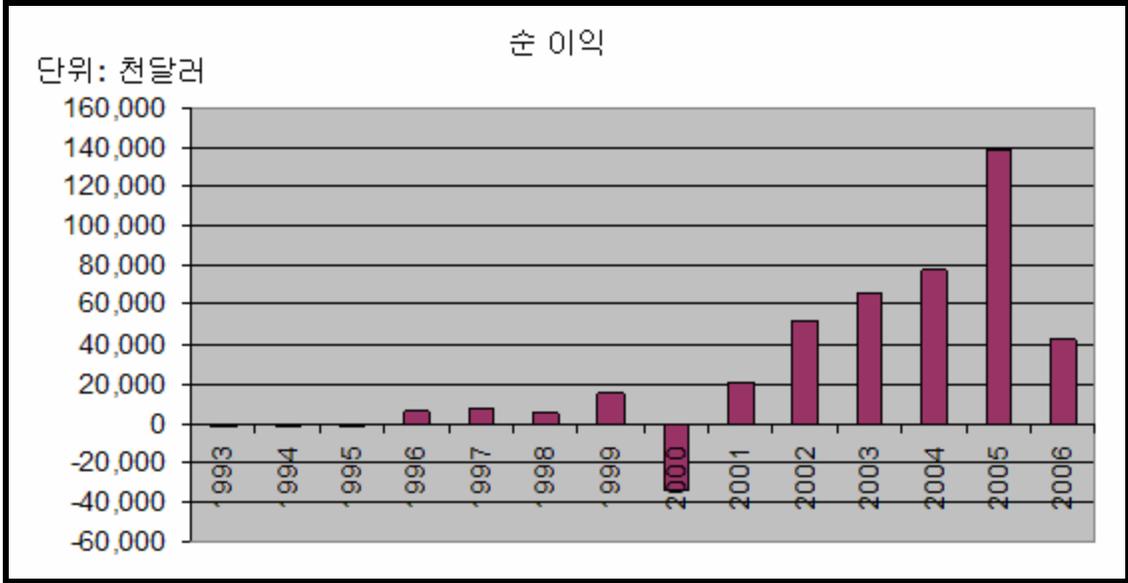
Rose 9 1995 Activision . 2000  
4 , . Rose Harvard  
Law University of Michigan .



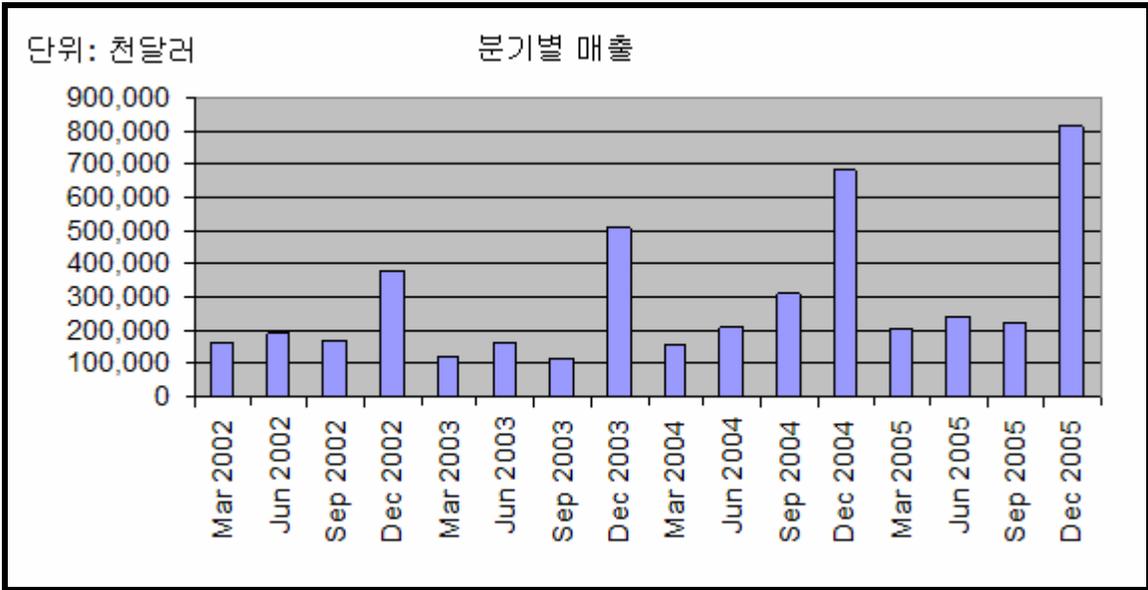
1.6: 1993 - 2006



1.7: 1994 - 2006 (%)



1.8: 1993 - 2006



1.9: 2005 3 - 12

<ul style="list-style-type: none"> <li>▪ Call of Duty</li> <li>▪ GUN</li> <li>▪ Shrek 2</li> <li>▪ Tenchu</li> <li>▪ X-Men: The Official Game</li> </ul>	<ul style="list-style-type: none"> <li>▪ Doom 3</li> <li>▪ Day of Defeat</li> <li>▪ Quake 4</li> <li>▪ Return to Castle Wolfenstein</li> <li>▪ Soldier of Fortune</li> </ul>	<ul style="list-style-type: none"> <li>▪ Kelly Slater's Pro Surfer</li> <li>▪ Mat Hoffman's Pro BMX</li> <li>▪ Wakeboarding Unleashed featuring Shaun Murray</li> <li>▪ Greg Hasting's Tournament Paintball</li> </ul>
<ul style="list-style-type: none"> <li>▪ Shrek SuperSlam</li> </ul>	<b>RPG</b> <ul style="list-style-type: none"> <li>▪ Vampire: The Masquerade</li> </ul>	<ul style="list-style-type: none"> <li>▪ Activision Anthology</li> </ul>
<ul style="list-style-type: none"> <li>▪ MTX: Mototrax</li> <li>▪ True Crime: Streets of LA</li> <li>▪ Wreckless: The Yakuza Missions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Empires: Dawn of the Modern World</li> <li>▪ Rome: Total War</li> <li>▪ The Movies</li> <li>▪ Mall of America: Tycoon</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Hustle: Detroit Streets</li> <li>▪ Whac-A-Mole</li> <li>▪ World Series of Poker</li> </ul>
<ul style="list-style-type: none"> <li>▪ Shrek 2: Activity Center</li> <li>▪ Madagascar Island Mania</li> <li>▪ Shamu's Deep Sea Adventures</li> </ul>		<ul style="list-style-type: none"> <li>▪ Cabela's Big Game Hunter</li> <li>▪ Rapala Pro Fishing</li> </ul>

**Quake**

Quake, Quake II, Quake III Arena, Quake IV

**Call of Duty**

Call of Duty, Call of Duty 2, Call of Duty 2: Big Red One, Call of Duty 3

**Total War**

Rome: Total War, Medieval: Total War

**Tony Hawk**

Tony Hawk's Pro Skater, Tony Hawk's Underground, Tony Hawk's American Wasteland

**Matt Hoffman**

Matt Hoffman Pro BMX, Matt Hoffman Pro BMX 2

**True Crime**

True Crime: Streets of LA, True Crime: New York City

**DreamWorks**

Shark Tale, Shrek, Madagascar

**Marvel Entertainment**

X-Men Legends, X-Men Legends II: Rise of Apocalypse, X-Men: The Official Game, Ultimate Spiderman, Spiderman 2, Fantastic 4

**Star Trek**

Star Trek: Armada, Star Trek Voyager: Elite Force

## II.

2006 가 3 5 Activision 가 32  
. Activision

Activision

가 1990 . 1980  
& 가 3 5 430  
10  
500 가 가 가 가  
가 1,500 2,000 가  
. Activision 가  
가 가

Activision

가 32  
가 Activision  
7  
가  
(Sega DreamCast 가 )

Activision

Activision

가

가

Activision

가

Activision

“ 2006 (big proposition)”

5,130

가

가

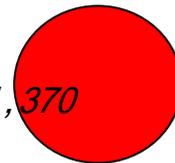
Activision 2006 3 1,370  
10

Activision CEO  
Robert Kotick 가

가

*2006 3*

*1,370*



“

가 가

가

.”

Activision

가

가

Arcadia Research 가 1/3 1,000 20

가

Activision

- Infinity Ward (*Call of Duty*) Gray Matter Studios (*Return to Castle Wolfenstein*) Activision
- 2005 Vicarious Visions  
DS "Spiderman 2"
- Beenox, Inc. Activision 가
- Luxoflux Corporation *True Crime: Streets of LA* *Shrek 2* Activision
- Neversoft Entertainment Acitivison *Tony Hawk's Pro Skater, Spiderman, GUN* (Ativision )
- 1997 Raven Software *Quake*  
*Star Trek Voyager: Elite Force*
- Shaba Games *Matt Hoffman's Pro BMX*
- 2001 Tony Hawk's Pro Skater  
Treyarch James Bond
- Z-Axis Dave Mirra Freestyle BMX



	<ul style="list-style-type: none"> <li>Shrek 8,800</li> </ul>	4
Tony Hawk	<ul style="list-style-type: none"> <li>Tony Hawk</li> </ul>	10

2.2: Activision

- Mattel Barbie, Hot Wheels, Matchbox, Tyco R/C

가

. Activision 2006

Mattel Barbie



2.3 Barbie

가  
30

Activision

1,500 가

- Marvel Enterprises X-Men, Spiderman, Fantastic Four

X-Men Trilogy 11

Spiderman 16 , Fantastic Four 3,300

. Activision

2005 11

Marvel

2017

Activision X-Men Spiderman



2.4 Spiderman  
500

1,500 가  
. X-Men  
가

3

- DreamWorks Animation SKG Antz, Shrek, Shark Tale, Madagascar

가  
 . Gamasutra.com  
 Shark Tale, Madagascar Activision  
 1  
 가  
 Shrek 2,



2.5: DreamWorks Animation Shrek 2001 Academy Award for Best Animated Feature 4 8,800

- Tony Hawk 가  
 . Activision Tony Hawk 1999 Tony  
*Hawk's Pro Skater* 가  
 Activision " "



Figure 2.6: Tony Hawk

10

*DreamWorks Animation*

2006 5 Activision DreamWorks Animation

가

. DreamWorks

3

가

. Activision

가

. Activision

. Activision CEO

Robert

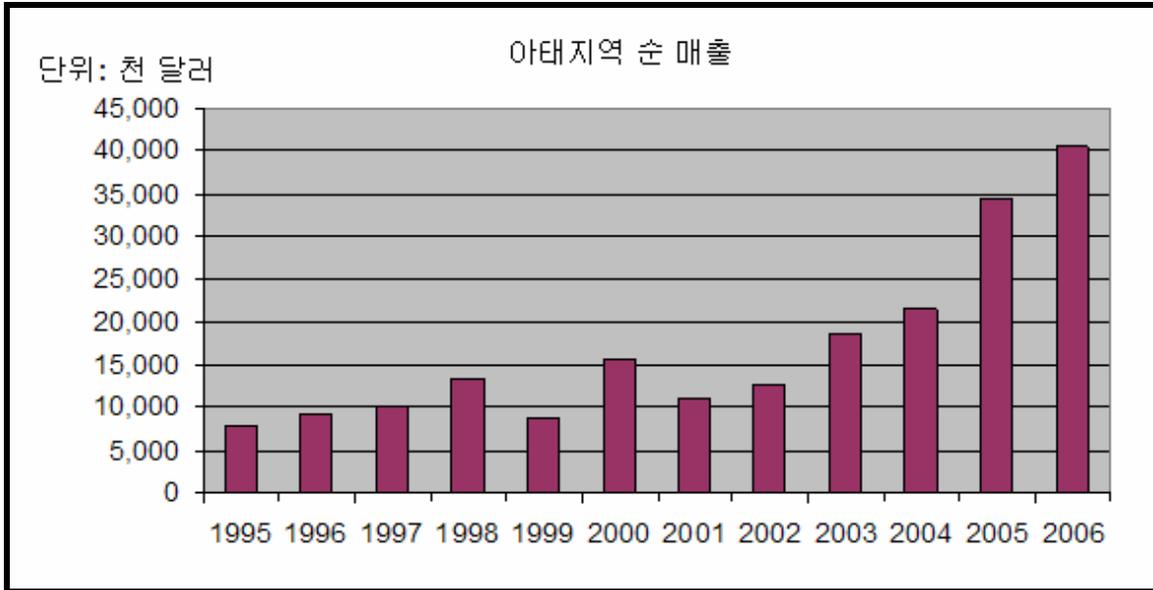
Kotick

“

*DreamWorks*

.”





2.9: 1995 - 2006  
가 2006

2004 87%

Company Activision LucasArts Entertainment

Activision 가

Revenge of the Sith 가 , LucasArts Star Wars: Battlefront II 가

가

Bentonville

Activision Bentonville 가

Bentonville Activision

가 2006 Activision 12%

가 가 가

Activision

가

Activision

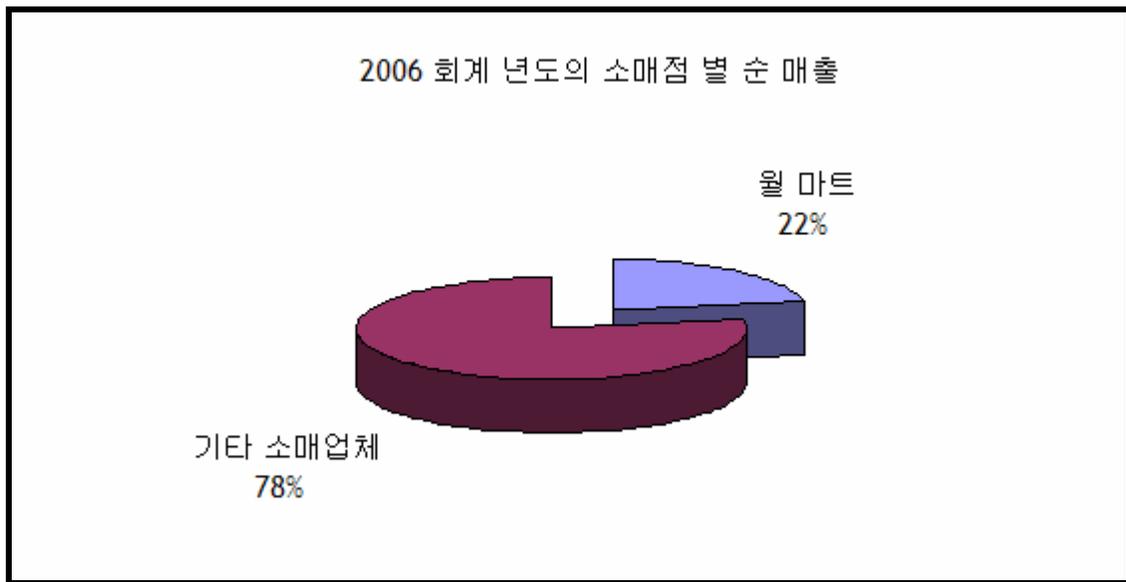
Activision

Activision

Quake II

가

Activision



2.10: 가

1/4

### III.

Activision

Activision

가

Activision

:

Activision

(Greenlight Process)"

가

가

1998

CEO Ronald Doornink

가

가

(Greenlighting)

. Activision

"

"

가

가

가

. Activision

가

Activision

Kelly Slater Pro Surfer

Mike Ward

"

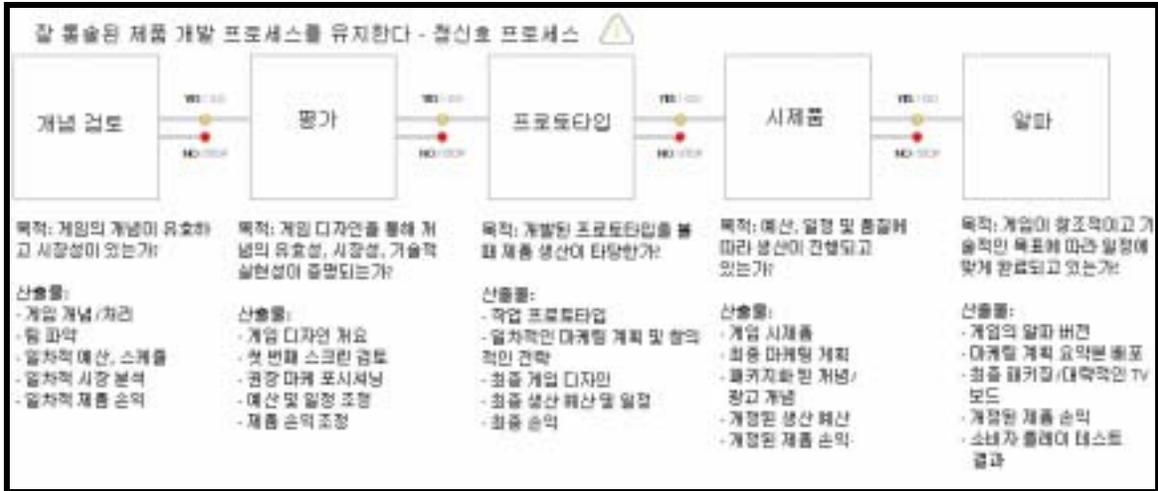
80%

가

90%가

."

가



3.1: Activision

1 :

가

가

Activision

가

2001

가

2 : 가

가

3

가

가

3 :

가

3

가

70%가

가

가

4 :

가

3 - 6

5 :

6

가

Activision

. Activision

가 . 가 가 가 가  
가 가 가 .

Activision

Activision " "

Activision 가  
. X-Men/Spiderman Marvel  
Enterprises, Barbie, HotWheels, Matchbox, Tyco R/C Mattel,  
Antz, Shrek, Madagascar DreamWorks Animation  
가 .  
Activision

Activision

. Activision

Activision

가 Activision .

Activision

Activision 가 가

# IV.

:

			7		
	Xbox 360	2005	11		PS3
Wii	2006	4			

Activision 가

- 6 - 17

2004 Simmon Teen and Kids Survey  
75%

- Mintel

2009

가

Maxis

Will Wright

"

가

"

Activision

Activision

25 - 34

,

(gray gamer),"

Activision

- 25-34

가가 Activision 25 - 34

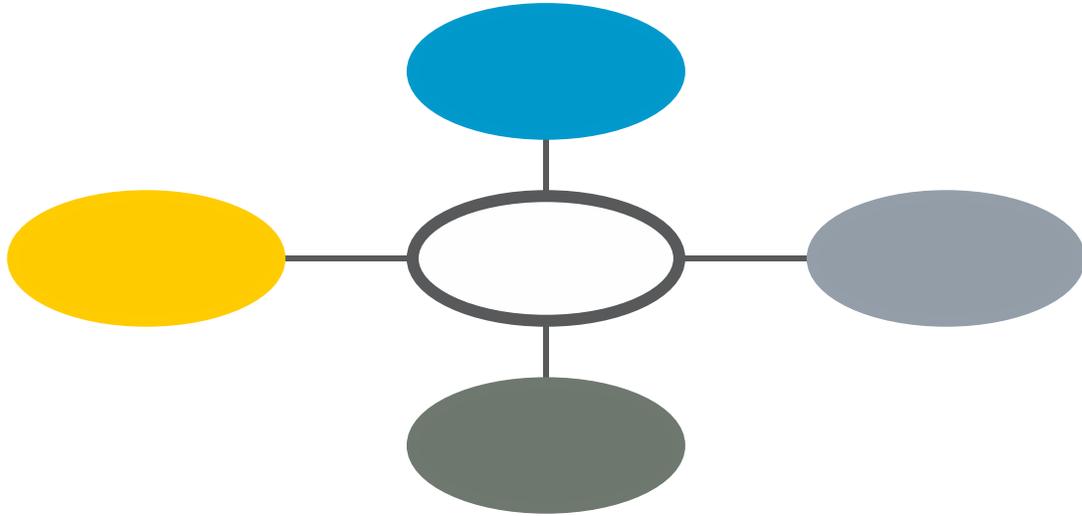
Mintel

25 - 34

2004

3,960





- - . ESA
    - 가
    - 66.3%가
    - 가
    - 가
  
- - ESA
    - 2002
    - 20%
    - 가
  - 34%
    - 2005
    - 가
  - Activation
    - 가
  - Electronic Arts
    - 가
  - EA
    - Activation
  - Activation
    - EA Mobile
    - 28%
  - JAMDAT
    - 가
  
- - 가
  - 가

. Activision

(micro-transaction)

Activision 가

가

가

, 가

. 2005

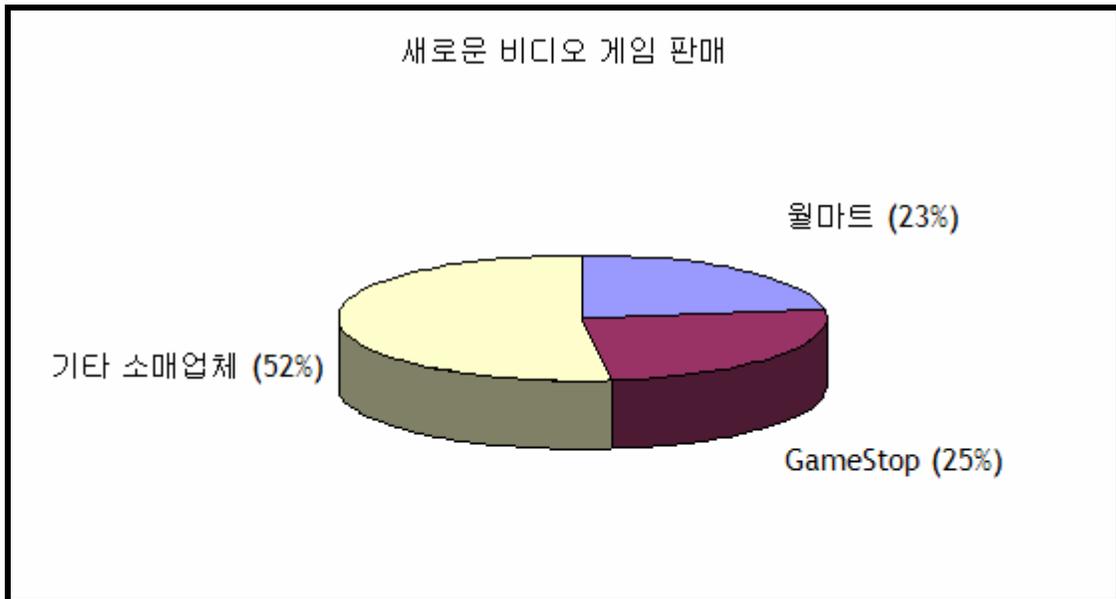
Electronics Boutique GameStop

GameStop

25%

가

가



4.1: Walmart GameStop

50%

10

:

Activision

1994

8,400

14

10  
1,000

가

가

가

(sequelitis)

Activision  
가 2005  
35%

30%

37%

2006

2004

Activision

Activision

가

(sequelitis)

Activision CEO Robert Kotick

"

...

가

가 가

가

가

가

가

Spiderman

Ultimate Spiderman

Spiderman

Spiderman

가

Spiderman 2

."



Activision

가

가

가

— 2006

2006

Activision

가

Activision

Activision  
Activision

가

가

가

2008

Shrek 2, Spiderman 3, Transformer

가

Activision

Activision

publishing) Activision (console-

Activision

Activision 가 가



Figure 4.2: Activision

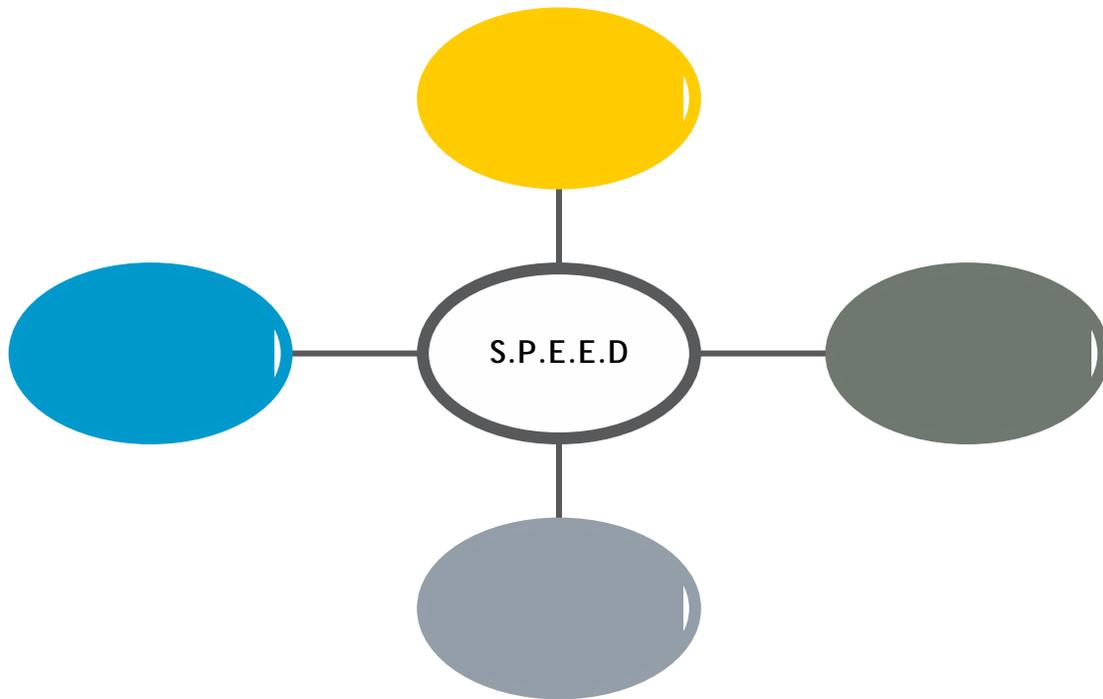
# V.

1999 Activision SPEED

- (Stability)
- 가 (Predictability)
- (Efficiency)
- 가 (Equity)
- (Development)

SPEED

Activision



가 가

Activision

가 가

. Activision  
 가  
 .  
 가  
 . Activision CEO Robert  
 Kotick  
 .  
 “  
 가  
 .  
 ‘ ‘  
 가  
 .”  
 1  
 .  
 Activision  
 가  
 Tony Hawk Pro Skater 1999 9  
 가 2 . NPD Funworld  
 10  
 . Activision Call of Duty  
 1 가  
 .  
 6  
 가  
 .  
 2006 Activision 10  
 3 2  
 Activision 가  
 가  
 .  
 Activision  
 Activision

Activision

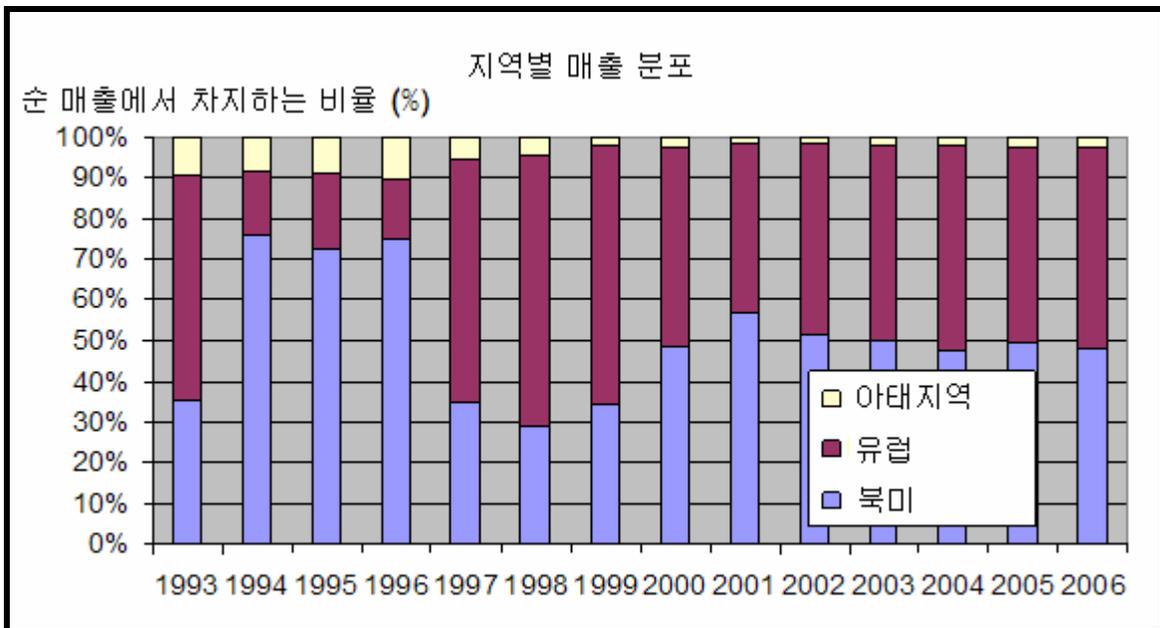
2000

2000

Activision

. Activision

Activision 2006



5.1 2000

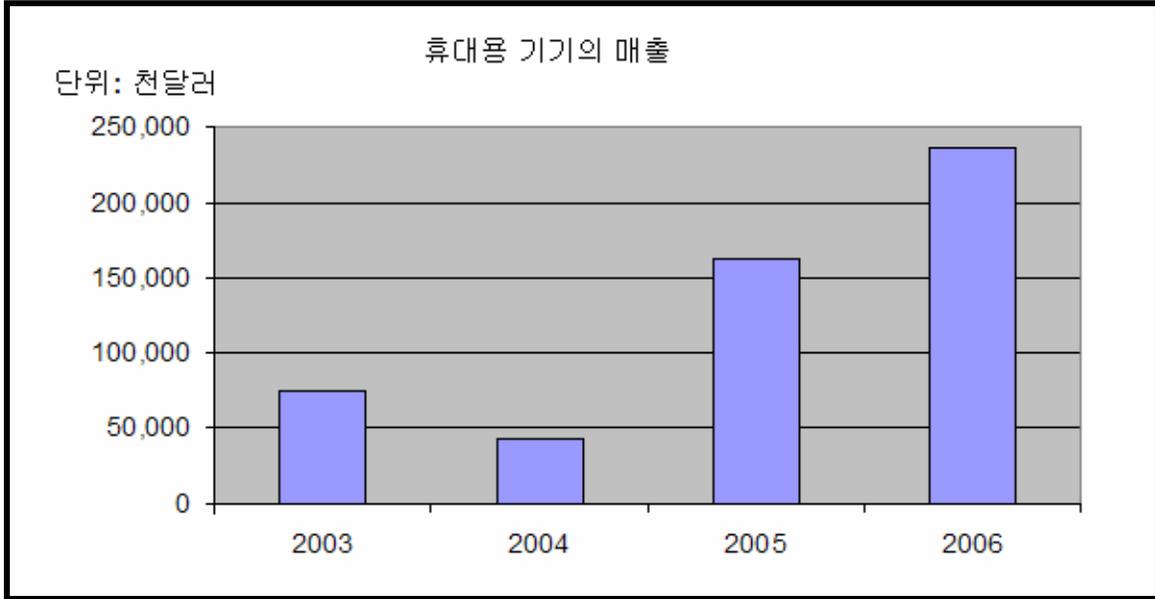


DS

PSP 가

가 Activision

가



5.3:

2002 - 2006

212% 가

2005 - 2006

46%가 가

Arcadia

가 2006

1

가

. 18 -

34 TV

가

. AC Nielsen 2004

18 -

34

14

TV

12

가 TV

. Activision

AC Nielson

가

Activision

CEO

Robert Kotick

"

가

TV



# VI.

가  
가

가

Activision  
가

Gamerankings.com

*Tony Hawk's Pro Skater, Call of Duty, Return to Castle Wolfenstein*

93%, 91.5%, 87.2% . 2006

79.3%

Activision

Activision

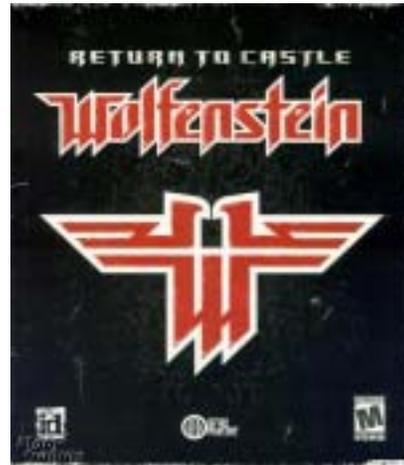
Gamerankings.com Activision Activision

Value 477

12,614 가 71.4%

2

Electronic Arts 74.3%



Activision

Activision 가

5.1

가

*Tony Hawk's Pro Skater*

가

Gamrankings.com 가

Shawn Rider

“

가 . “

” . “

가

Tony Hawk

Tony Hawk

. *Tony Hawk's Pro Skater 2*

PS2

가

Tony

Hawk

. *Tony Hawk's Underground*

*True Crime: Gameplay*

*True Crime: Streets of LA*

Take Two 가

*Grand Theft Auto*

4

1,000

가

. *True*

*Crime: Streets of LA*

가

가

. Activision

. *Grand Theft Auto*



6.2: *True Crime: LA* Take Two *Grand Theft Auto*

Activision

LA

Take Two *Grand Theft Auto* 가

*True Crime: New York City*

가  
*Streets of LA* 가 gamerankings.com  
 63% . Activision  
 가  
*City*

80%

*True Crime:*

. *True Crime: New York*

Activision

가 가 가 가

Marvel Entertainment Activision X-Men Spiderman  
Shrek Madagascar DreamWorks Animation SKG

가  
1,000

Activision 2006 2 8,320  
가 68% 20%  
1 9,260

Activision , PR,  
CD

# VII.

Activision 90

. Activision

Activision  
가

Activision  
가

Ward *Call of Duty*  
*Castle Wolfenstein*  
가

. Activision  
가 . Activision Infinity  
Raven Software *Return to*  
. Activision

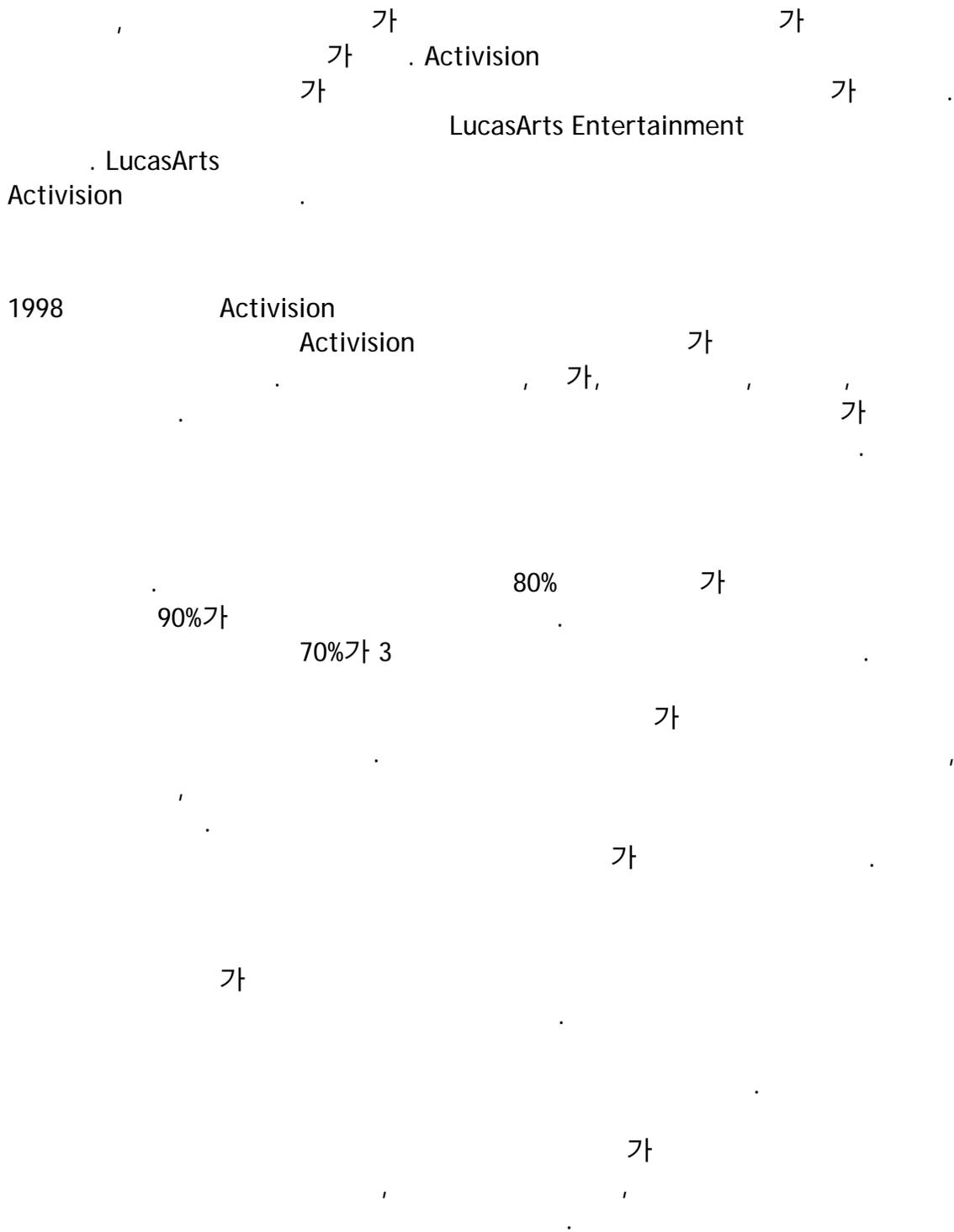
. Beenox  
가

Activision

Activision

가 가

Tony Hawk “ ”  
가  
. DreamWorks Animation SKG Marvel Entertainment



Activision

가

가

가

(sequelitis)

가

Activision

True Crime

가

Activision

1992

Activision  
1994

64

128

가

가

Activision

가

가