

(1)

- UBISOFT-



한국게임산업진흥원
Korea Game Industry Agency

UBISOFT

1. Corporate History

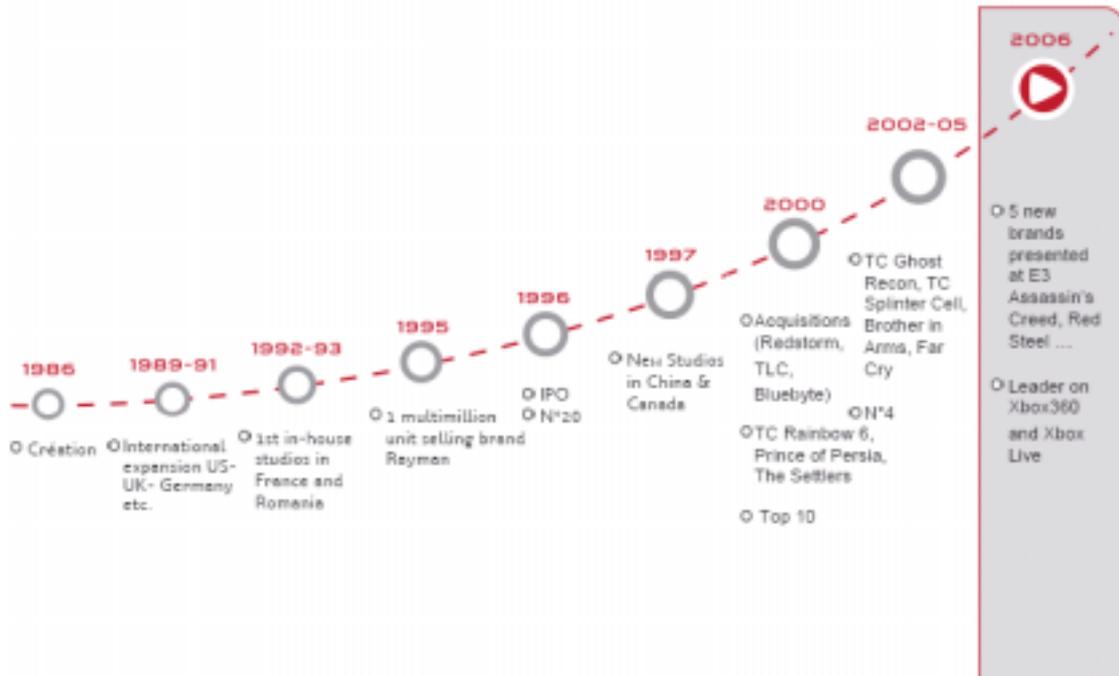


1986 UBISOFT 5
 Guillemot
 EA, Sierra Online, Microprose
 . UBISOFT
 . 80
 가

1990 UBISOFT Montreuil
 가 Michel Ancel

UBISOFT Ryman

. UBISOFT 1996 11 15 2006
 ,
 가



: Annual Results 2005/2006, July 2006, UBISOFT

2000 UBISOFT 가 Tom Clancy가

Red Storm Entertainment

Clancy

. 2001

Settlers

Blue Byte Software

. 2006

UBISOFT 23

3 5

2 8

UBISOFT 'Tom Clancy's Splinter Cell', 'Prince of Persia: The Sands of Time', 'Prince of Persia', 'Ghost Recon', 'XIII', 'Rayman 3', 'Rayman', 'Tom Clancy's Rainbow Six 3: Raven Shield', 'Rainbow Six', 'Beyond Good and Evil'

2000

UBISOFT

. 2001 2 6

2002 3 6 9

, 2003 4 5

3 , 2004 5 8

, 2005 5 3 8

2003 2004

UBISOFT 1996

2006

14

2003

UBISOFT

Infogrames

3

. 2004-2005

UBISOFT

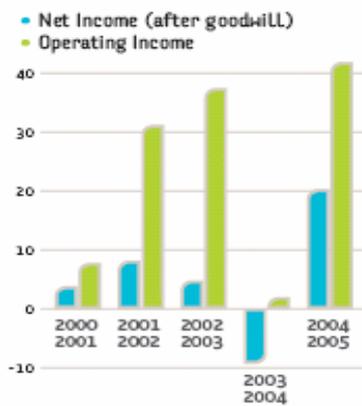
UBISOFT

2 ,

2 ,

7

4



EVOLUTION OF NET INCOME AND OPERATING INCOME (€ million)



EVOLUTION OF SALES (€ million)

: 2004/2005 Key Figures, Annual Report 2005, UBISOFT

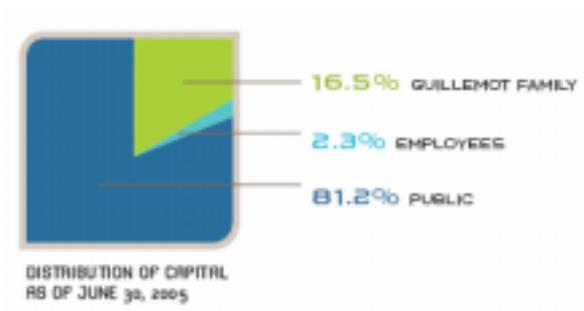
UBISOFT 1990 2000
 'Uru: Ages Beyond Myst' 'The Matrix Online'
 'EverQuest' Shadowbane

2004 2 'Uru: Ages Beyond Myst' 'The Matrix Online'
 6 UBISOFT 가 MMORPG 'Shadowbane'
 Wolfpack Studios 7
 가 가 'Tom Clancy's Splinter Cell: Pandora
 Tomorrow' Xbox PS2

2004
 EA 가 UBISOFT 19.9% EA 가
 UBISOFT Guillemot 가 16.5%

EA 가 UBISOFT
 가 2005

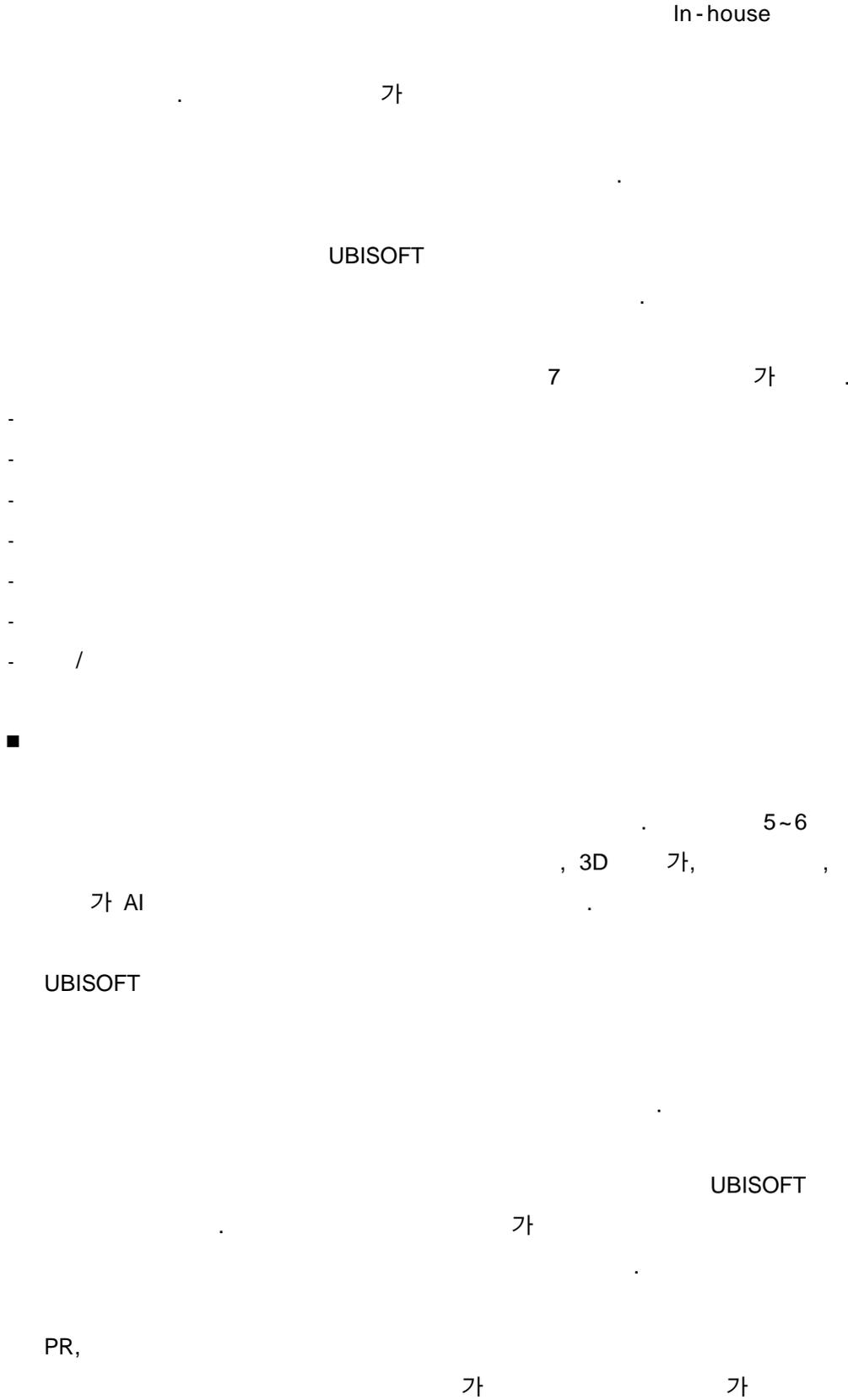
12 가



: Distribution of Capital, Annual Report 2005, UBISOFT

2005 UBISOFT EA
 2006
 'Yves Guillemot'
 EA UBISOFT

2. Business Process



가 가

■
UBISOFT
3~6

가

가

UBISOFT

가

UBISOFT

25%

가

35~45%

가

가

IP

UBISOFT

IP

IP

■

가

가

UBISOFT

3

가

■

UBISOFT

UBISOFT

가

가

21 가

55

UBISOFT

25

5

가

■

1998 12

Sony

가 가

UBISOFT

in-house

UBISOFT

■ /PR

	UBISOFT가		Tom Clancy's Splinter Cell Pandora
Tomorrow'	2005		TOP 10
			3
	40%,	20%,	17%,
	4%,	2%	10%,
			7%,
4,5			
10~20%			15~16%

	UBISOFT		
2004/2005	UBISOFT		30%
7			1 5
	2005/2006		34.2%
			1 8 7
		2004/2005	R&D
0.4%		2005/2006	3.1%

■ /

UBISOFT

3. Core Competency and Resource

UBISOFT

가

, R&D

가

'A Customer-Centric Approach'

3.1

UBISOFT

가

UBISOFT

UBISOFT

가

3.2

3.2.1

UBISOFT

5

UBISOFT

UBISOFT

UBISOFT

3.2.2

UBISOFT

가

UBISOFT

UBISOFT

가

POS

3.2.3

UBISOFT

. 5

FAQ

24/7

8

70%가

3.3

MBA

가

가

가

가

가

UBISOFT

가

2003

'Academy of Experts'

가 UBISOFT

가

가

UBISOFT

UBISOFT
UBISOFT

가 가 .

UBISOFT

가 UBISOFT 가

Yves Guillemot'

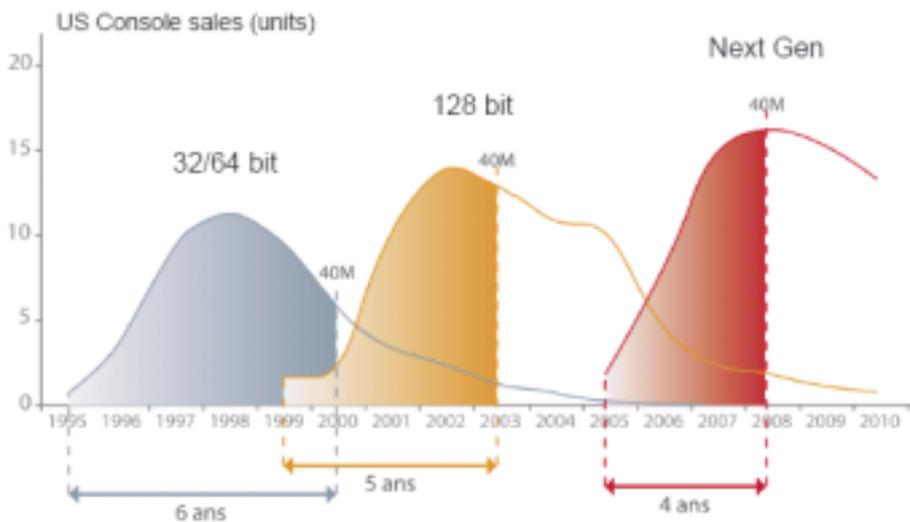
4. Current Issue and Challenge

1998 2004 48% 2004
254 2004 128-Bit

가2007

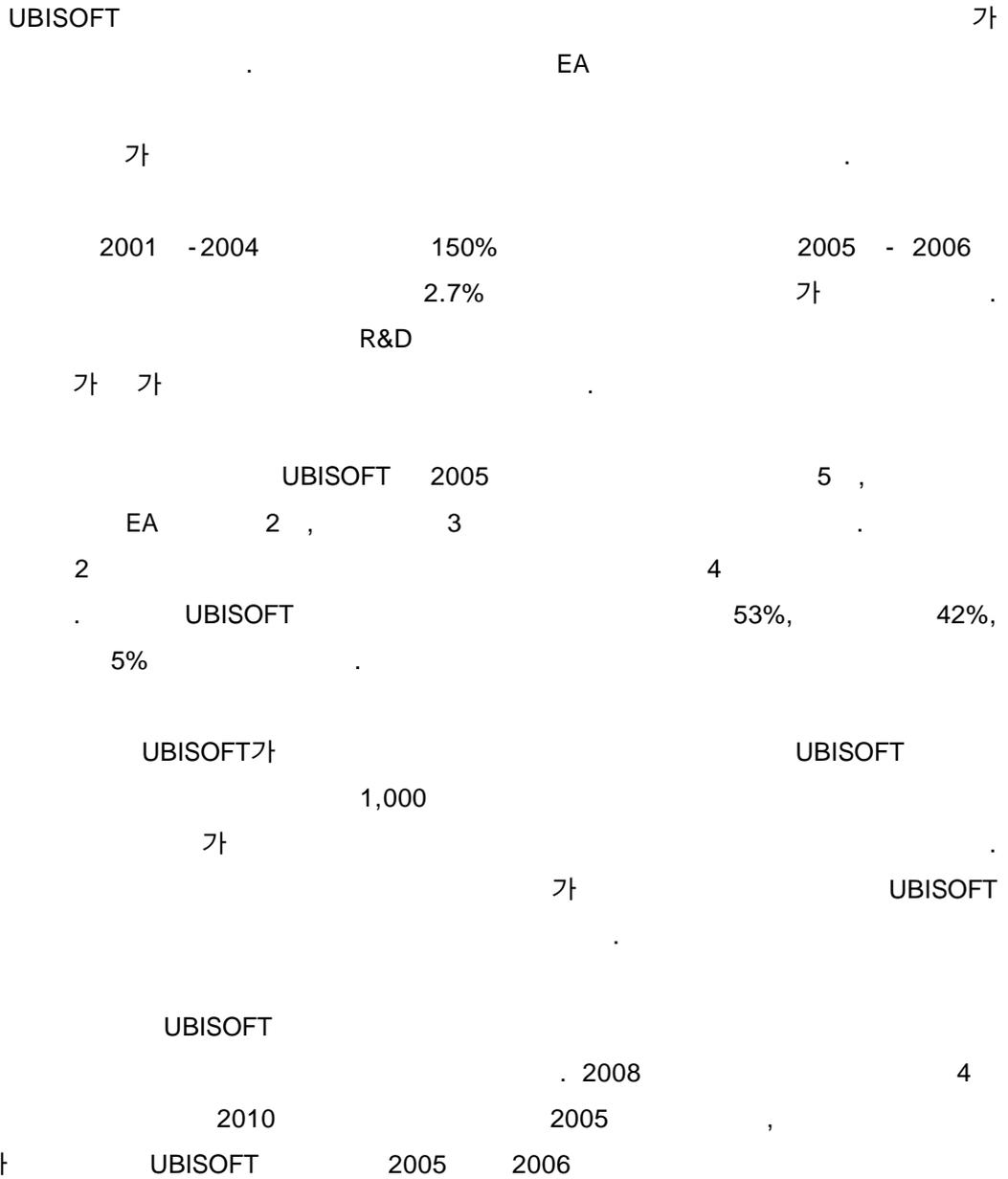
UBISOFT 2004/2005 5 3 8 2005/2006
5 4 7 1.7%
2007 2008 2 20%
Xbox 360 가 PS3
가 가

UBISOFT가 2006
1 32/64bit 1995 6
2 128bit 1999 2003 5
2005 4 PS3
Xbox 360 Wii가



: US Console Sales, 2006 UBISOFT forecasts

4.1 :



4.2

2005 UBISOFT PC가 24%, Nintendo DS, GBA, PSP 8%, PSX, PS2, Gamecube, Xbox 68% Gamecube가 5%, PS2가 37%, Xbox가 25%

가 2005-2006 4 30% 가

UBISOFT Xbox 360

EA UBISOFT

가 Activision, THQ

R&D UBISOFT

2005 4 XBOX 360 20%

UBISOFT '2005-2008

, 2005 2006 22 2007 72

, 2008 100

2007 21 , 2008 24

DS , PSP

UBISOFT R&D

. UBISOFT 2005-2006 R&D

31.1% 1 7

8.1%가 가 . 2.7% 가 R&D

가 가 R&D 가

가 .



:Ubisoft International Strategic Marketing Forecasts, 2006 UBISOFT

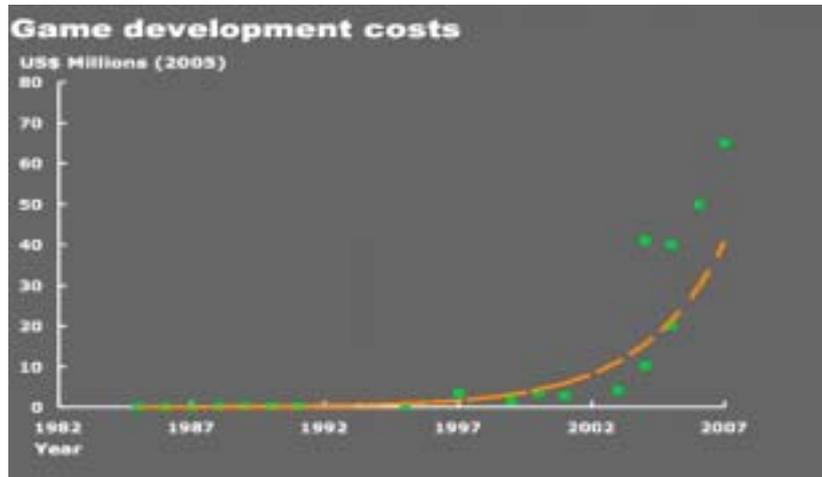
가

가

AAA

2005

가



: Game Development Costs, Business Week, Eurogame.net , 2006

1982 Atari가

Pac-Man

10 \$

\$30

가

3 \$

5

\$

2004

가

Halo2

190

가

4

\$

4

\$

가 2004
2006-
2007 6 \$
가 UBISOFT가 R&D 가
2007-2008 17% 가



: PS3portal.com, xbox.com, wii.nintendo.com , 2006

2006 11 PS3
DVD 가 2007
DVD PS3 2006
Wii XBOX 360
UBISOFT PS3

4.3

가
PC,

가

TV

· UBISOFT

2005

'KING KONG'

450

가

가

Criterion

Renderware

3D

UBISOFT

· XBOX

PS1, PS2

/

Gameloft

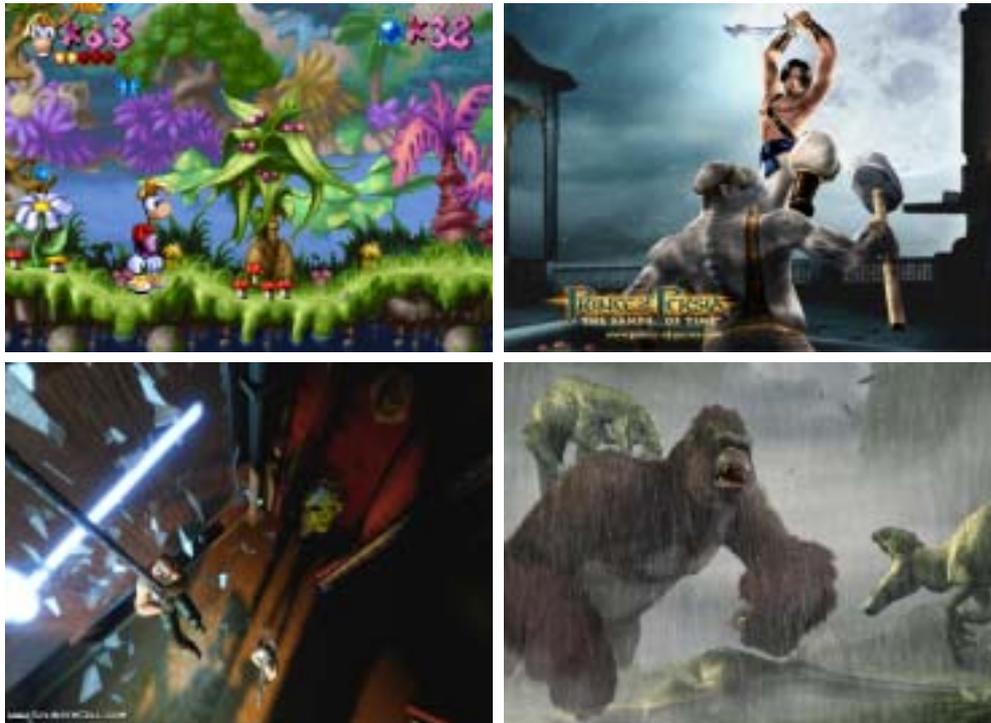
5. Goal and Strategy

UBISOFT가 90 11 15
가 in-house
UBISOFT “Create high quality products that will become strong entertainment brands”

5.1

UBISOFT

UBISOFT



: , Rayman 'The Dream Forest', Prince of Persia: The Sands of Time, Tom Clancy's Splinter Cell: Double Agent, Peter Jackson's King Kong , 2006 UBISOFT

1995 (Rayman)

UBISOFT
7
Red Storm

2000 UBISOFT가
Tom Clancy가

1989 (Jordan Mechner)
'Prince of Persia' 97 3
UBISOFT가
가 'Price of Persia: The Sands of Time'가
UBISOFT

2005 UBISOFT 8
7 UBISOFT
65% 'Tom Clancy's Splinter Cell Chaos Theory'
250

UBISOFT
가

가 Tom Clancy's Splinter Cell Chaos Theory, Tom Clancy's Ghost Recon, Silent
Hunter Brothers in Arms Road to Hill 30
World War II 1

UBISOFT 2 3
5
'Yves Guillemot' 2005 2006
'And 1 Streetball', RPG 'Might & Magic',
'Peter Jackson's King Kong' 가
15~20%

UBISOFT가 7 가
 Rayman Tom Clancy's Rainbow Six 4 , Tom
 Clancy's Splinter Cell 4 , Tom Clancy's Ghost Recon , Myst ,
 Prince of Persia 8 5 , The Settlers 6 , Brothers in Arms 3 , Far Cry 2 4



17 million



14 million



14 million



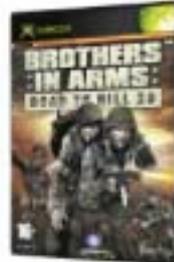
11 million



8,5 million



6 million



3 million



2,4 million

: Ubisoft , 2006, UBISOFT

5.2 in-house

UBISOFT EA
 5 70%가
 가

15

3

가

in-house

UBISOFT , , 4
가

UBISOFT

가 600 UBISOFT

€ million	2005-06	2004-05	% var
Depreciation of in-house games	118,0	99,6	+18%
Depreciation of external games and royalties	52,4	58,0	-10%
Total R&D expenditure	170,4	157,6	+8%
Capitalized software-related production	130,5	100,0	+31%
Investment in external production and licences	54,5	35,4	+54%
Total development investment	185,0	135,4	+37%

: Annual Report 2006, UBISOFT, 2006

UBISOFT 2006 Annual Report
In-house 가

가 가

5.3

UBISOFT

가,

가

UBISOFT

가

UBISOFT

UBISOFT

가

UBISOFT

가

UBISOFT

가

UBISOFT

UBISOFT

6. Key Success Factors in Hit Products

UBISOFT가 20

Rayman, Tom Clancy's Rainbow Six, Tom Clancy's Splinter Cell, Tom Clancy's Ghost Recon, Myst, Prince of Persia, The Settlers, Brothers in Arms, Far Cry

(Mario), 가 (Sonic) UBISOFT 가 (Rayman) . UBISOFT
가 1995
7 가

- 'Rayman'
1995 9 Atari Jaguar, 11 PS1 가 Saturn

Mr. Dark

가

가

Rayman

Rayman



: Rayman3, 2003 UBISOFT

- Rayman

Rayman

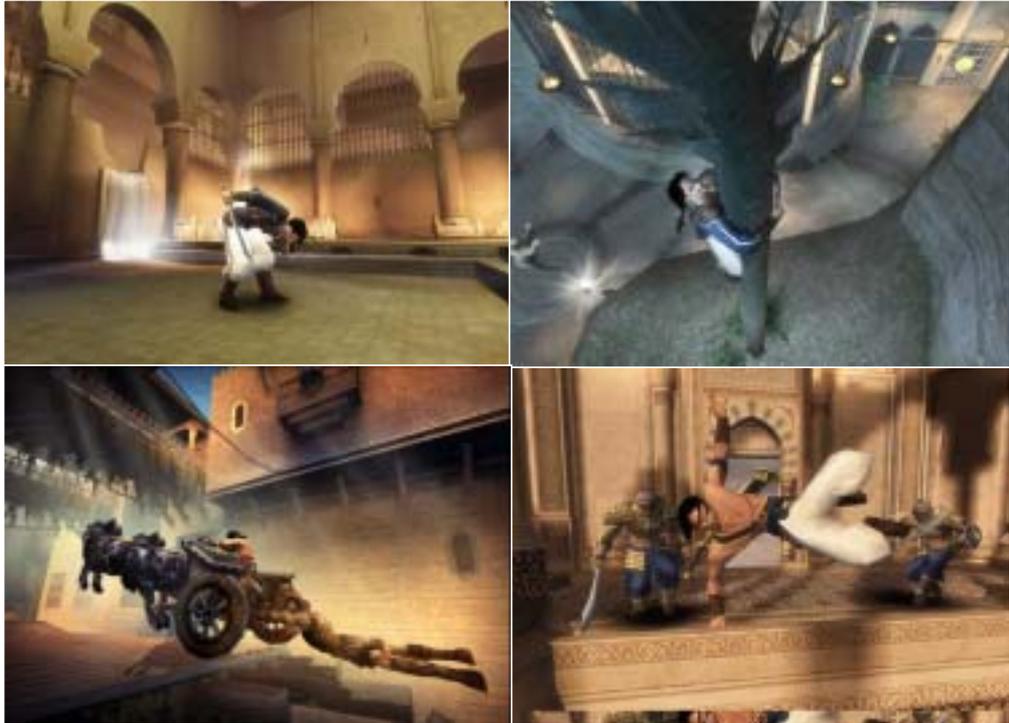
가

Rayma

1989

Prince of Persia

가



: Prince of Persia, Sands of Time, 2004 UBISOFT

UBISOFT

가 .

Prince of Persia 가

. , ,

가 .

-

UBISOFT

'Sprinter Cell'

' , '

' , '

UBISOFT

.



: Tom Clancy's Splinter Cell 'Pandora Tomorrow', 2004 UBISOFT

가

UBISOFT가

•



:
가, Tom Clancy

. SWAT

가

. UBISOFT

가 Tom Clancy 가

1997

27

Tom

Clancy's Ghost Recon , Tom Clancy's Rainbow
Six , Tom Clancy's Splinter Cell

Tom Clancy ,

가

가

Tom Clancy

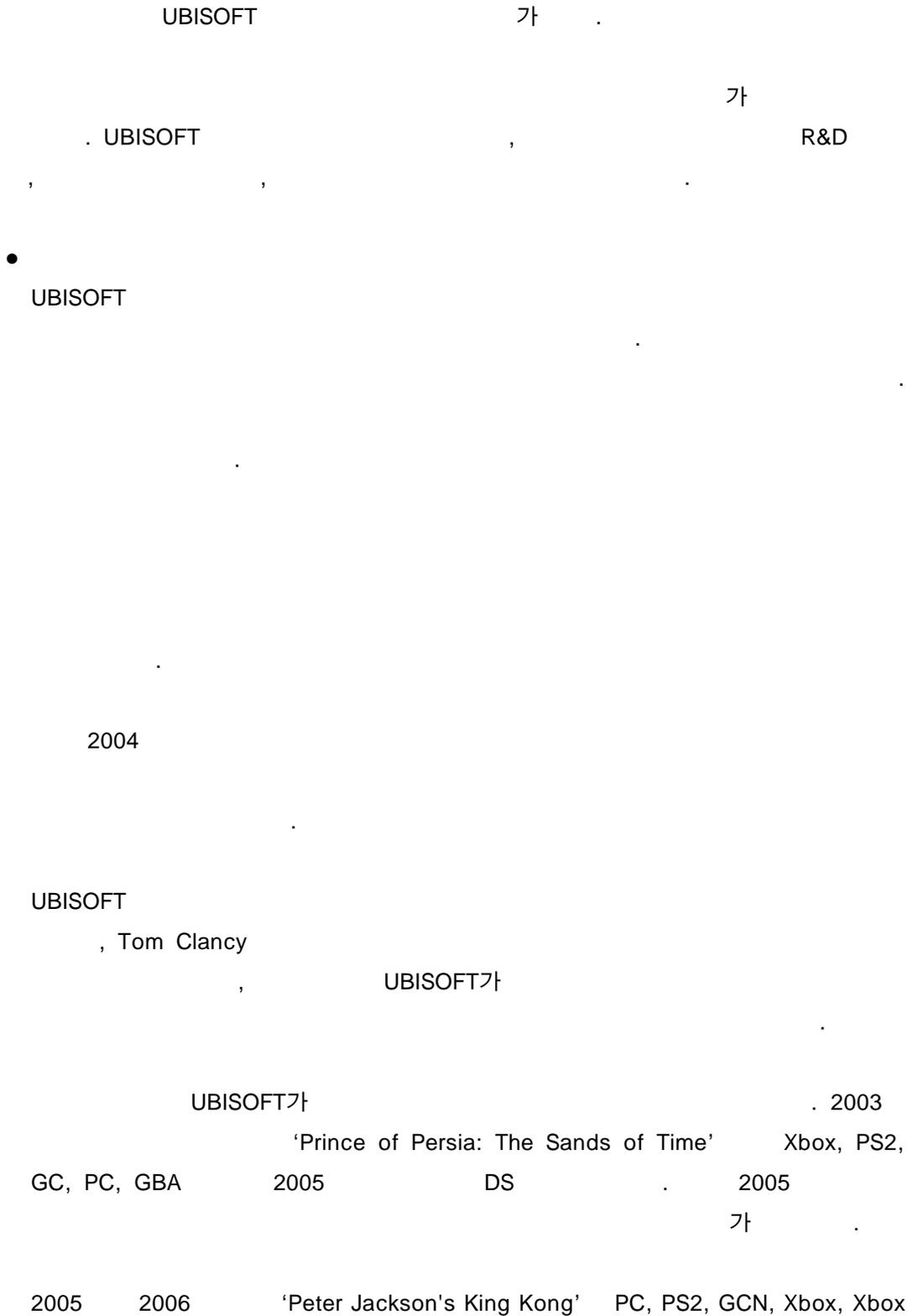
Tom Clancy

UBISOFT
HILL30) D.C

(Brothers In Arms ~ROAD TO
2

2004
UBISOFT

7. Lesson for Korean Companies



2005/2006 R&D 5 4700 31.1% 1
 7 5 3200 R&D 29.6% 1
 5760 가 .

R&D 가 Xbox Live
 Xbox 360
 가

2004 Shadowbane Wolfpack
 Studios PC
 2006 5
 가 .

UBISOFT PC
 UBISOFT가 FPS UBISOFT Xbox
 Live 가 .

•

UBISOFT ‘ ’

가 .

가

가

UBISOFT

가 가

가

UBISOFT
UBISOFT

UBISOFT

70%

UBISOFT

UBISOFT

•

‘ ’

가
가

가

UBISOFT

가

가

UBISOFT

가

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UBISOFT

Gameloft

UBISOFT

Gameloft가 UBISOFT IP

/

. EA가 Jamdat

UBISOFT

UBISOFT

Gameloft

IP

UBISOFT

Gameloft