

(2)

- Atari / Infogrames-



한국게임산업진흥원
Korea Game Industry Agency

Atari / Infogrames

1. Corporate History



Entertainment S.A.)
Atari가

2
(Infogrames

가가

1983 (Lyon) Bruno Bonnell Christophe Sapet
Programme Infogrames Atari
Informatique

■ 1972-1982

Atari 1972 6 27 Pong 11
Atari Pong
Atari Bob
Brown Harold Lee Pong Nolan Bushnell



: Arcade Game 'Pong', Home version 'Pong', Pong-story.com, Computermuseum.com, 2006

가 . 가

가 .

Pong 1974
Magnavox Odyssey 10 .

Sears 1975 15
Don Valentine
Sears Tele-Games system Pong
100 가

가 . Pong 1975 Atari 4
3 .

1976 Atari 2600 Atari (VCS) 9

Warner Communication 2 8 Atari . 1979
'Asteroids' 1981 1980
'Space Invaders' 1982 Atari Pac
Man .



: Pac Man, Space Invaders, Asteroids, Centipede, 1976-1982, Atari,

■ **1983-1999**

1983 6 Infogrames Entertainment S.A.(IESA)가
'Le Cube Informatique'
Infogrames

1988 Infogrames 'Sim City'
 가 . 1992 PC
 'Alone in the Dark' . 1993 Infogrames 'Second Marchè'

1994 Infogrames
 1996 Ocean Software . 1997
 Philips Media Infogrames
 Infogrames

, 1984 Warner Communications Atari Tramiel
 Technologies 1996 Atari
 JTS . 1998 JTS Atari 5
 Hasbro Interactive 1999 Hasbro Atari
 Missile Command, Pong, Centipede

1998 Infogrames 'Looney Tunes'
 Canal+
 TV . 1999 Infogrames Gremlin



: Alone in the Dark, Looney Tunes Racing, 2000, Atari,

GT Interactive, Accolade ,
 . GT Interactive

Infogrames Inc .

■ 2000-

Infogrames Den-O-Tech, Paradigm Entertainment
 Hudson Soft

. 2000 Driver2 2 2 가 1

2001 Atari, Games.com, Microprose Hasbro Interactive

Infogrames 2 가 . 2002 PnP
 (Pen and Paper) Dungeon & Dragons BioWare RPG
 Neverwinter Nights .

'The Matrix' PC

. 'The Matrix' , , ()

250 가

. 2004 2/4 5 .

, 'Alone in the Dark' DVD, TV, Boll Kino
 2003 'Driver'

, Constantin Film .

2003 5 Infogrames Atari

Atari .

'ATAR' Infogrames

Atari .

가 Infogrames Atari Atari 2

Infogrames Atari 88% 71% .

Infogrames .

2004 1 Atari 'DRIV3R' 3 'Run
 The Gauntlet' RSA .

Mforma, Handmark, Jamdat Mobile, Sorrent, TKO Software, iPhone,
Nokia, Com2us

Alliance Gaming Bally Gaming and
Systems Pong, Asteroids, Centipede, Breakout
. 2005 8 30
Atari Flashback2 20 80 Atari

10 Nokia N-Gage Asteroids, Battlezone, Black Widow, Millipede,
Missile Command, Red Baron, Lunar Lander and Super Breakout 'Atari
Masterpieces Volume 1' 'Volume 2' 2006 3

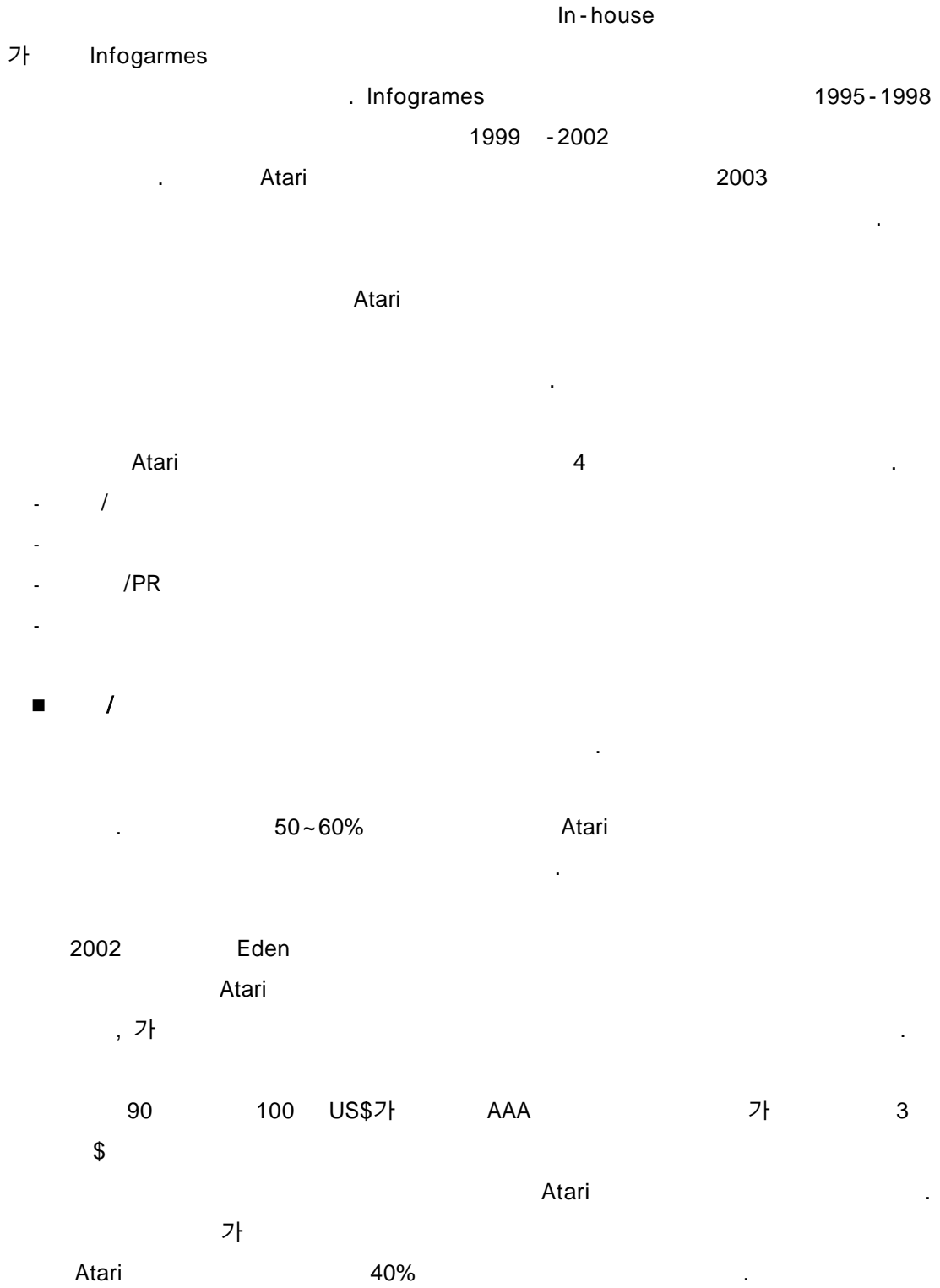
가 가 Atari 2006 5
. 2 Infogrames Timeshift

Stuntman Vivendi Games THQ
Games.com AOL
Paradigm THQ

2006 9 가 가 US\$ 1 가
Infogrames 가

. 2006 8 7 Infograms
Reflections 'Driv3r' 2 4
Ubisoft Infogrames 3/4

2. Business Process



Atari . 90 15
 2
 가 . 가
 Atari
 Atari가 가 IP
 가 IP
 IP
 Atari IP
 IP
 . Atari IP
 가
 IP
 , Atari UBISOFT
 가 PC 가
 70 Atari 2600 Atari
 Flashback 1,2가 8.7%
 DS PSP

	Publishing Platform Mix	
	2005	2006
PlayStation 2	39.4%	36.6%
PC	25.9%	31.2%
Xbox	11.9%	10.9%
Plug and Play	4.8%	8.7%
Game Boy Advance	12.0%	7.0%
Nintendo DS	0.7%	2.0%
PlayStation Portable	0.0%	1.9%
GameCube	4.3%	1.7%
PlayStation	1.0%	0.0%
Total	100.0%	100.0%

: Annual Report 2006, Atari,

■

가

가

2

5

4

2 -5

5~8

가 5

8~12

2

가

'Sim - ship'

6

4

3

'Post - gold'

Atari

Atari

Infogrames

Atari 가

Atari

Vivendi Games,

Eidos

2005

Company	Country	North America	Europe	Japan	Asia Pacific / ROW	International
		%	%	%	%	%
SCE	Japan	28.3	23.6	29.6		18.5
Nintendo	Japan	48.7	23.4	26.7	1.3	
Electronic Arts	US	54.4	39.9	2.4	3.3	
Konami	Japan	19.6	13.0	64.5	2.9	
SEGA	Japan	8.9	5.4	85.7		
Namco	Japan	21.9	7.9	69.4	0.8	
Take-Two	US	72.1				27.9
Activision	US	47.2	50.6		2.3	
Infogrames / Atari	France / US	52.0	40.0		8.0	
THQ	US	70.8	25.3		4.0	
Ubi Soft	France	46.5	49.2		4.3	
VUG	France	56.0	34.0		10.0	
Square Enix	Japan	24.7	3.4	70.4	1.5	
Capcom	Japan	14.9	9.7	74.3	1.1	
Koei	Japan	13.6	2.0	80.9	3.5	
Eidos	UK	31.8	59.9		8.3	
NCsoft	Korea	1.4		2.0	96.6	
Midway	US	81.7				18.3
SCi	UK	24.8	68.6		6.6	
Empire	UK	44.2	53.8		2.0	
Emme	France	8.0	77.5		14.5	
Jo Wood	Austria		89.1			10.9
CDV Software	Germany		72.0			28.0

: Percentage split between territories 9n 2005, EBS, 2006



2006 6 27-28

G4 TV가

MI6 (Marketing Interactive

'06)

가

.

가

가

40%, 가

39%,

38%

2%가

4

.

,

,

TV

가

.

가

Atari

가

가

가

IP

.

가

PR

TV

. Atari

가

PR

Atari

IP

IP

Monopoly

iFone, Mforma, Atari Masterpieces

N-Gage

Retro

Xbox

가

■

5
3 가

Atari 2 2

Infogrames
Atari Europe 2005-2006

Atari Europe Infogrames
-2002 , , 7 . Infogrames 1997
Square Enix . Atari
Sega Bandai,

Atari Europe 가 , , ,
, 가 3 .
PAL

Infogrames Atari Inc Atari Europe
60-70% 30-40%
2004-2005 52% 40%, 2005-2006
40% 52%

Atari Europe . Atari Europe

가

3. Core Competency and Resource

Atari

가

UBISOFT

Atari

3.1 Retro

Xbox가 80,90

Xbox Live

Arcade

Xbox 360

US\$ 5-15

Atari

Retro

Atari Retro



: Atari Flashback, Atari Flashback 2, 2005 Atari

2004

‘Atari Flashback’

‘Atari Flashback’ 2’

‘Atari Flashback’

20

, ‘Atari Flashback’ 2’

20

20

40

A/V

TV

가

Atari

. 10 PS2 Xbox 85 Atari
Anthology™ .

3.2

2004 'Atari Flashback'
2005 Atari 4.8% 1,957 \$
1,753 \$ GameCube .
Atari Bandai
Namco Capcom Xbox Live
. Atari 1977
Atari 2600 2/3 .
Atari Flashback 70, 80 Pong, Asteroids,
Centipede, Millipede, Sky Diver™, Lunar Lander, Missile Command, Combat,
BreakoutR, Adventure™, Solaris™, 가
가

2006 4 iPhone
Glu mobile Atari가

. iPhone Atari가

Atari .

Atari

. iPhone Glu
150 .

Glu Mobile

. Glu mobile Atari Asteroids,
가

Pong, Breakout, Centipede, Combat, Lunar Lander, Millipede, Missile Command, Tempest



: Asteroids, Asteroids Deluxe, Breakout, Super Breakout, 2006 Glu Mobile Atari

Nokia N-Gage Asteroids, Battlezone, Black Widow, Lunar Lander, Millipede, Missile Command, Super Breakout 'Atari Masterpieces Volume I' 'Volume 2' 2006 3 . Atari Mforma, Jamdat Mobile, Sorrent, iFone

3.3

Library

Infogrames Atari가

. 1972

Atari

Atari

Infogrames

EA

가

가

Atari가

Atari

IP

Hasbro Interactive

IP

Key Franchises

- Alone in the Dark
- Backyard Sports
- Big Price
- Civilization
- Deer Hunter
- Driver
- Freddi Fish
- Independence War
- Oddworld
- Pajama Sam
- Putt Putt
- RollerCoaster Tycoon
- Test Drive
- Unreal Tournament
- V-Rally

Key Licenses

- Asterix
- Digimon
- Dragon Ball Z
- Le Mans 24 Hours
- Looney Tunes
- Lucky Luke
- Men In Black
- Mission: Impossible
- NASCAR
- Smurfs
- Superman
- Survivor
- Terminator
- Tintin



: Dragon Ball Z, Asterix, Smurfs, Tintin, 2006 Atari

3.4

가 Atari

2 2006

Atari

10 17

Atari

Infogrames가

Atari

Atari

가

4. Current Issue and Challenge

1972 Atari Infogrames가 가
가 가가
Atari Atari

4.1

1US\$ 가

Infogrames

Driv3r

Atari USA

Infogrames

/ Bruno Bonnell

Infogrames Atari

Atari가

R&D

Activision

Atari

Atari

1983

Atari

1

1984

Tramiel

Technologies

1996

JTS

1998

Hasbro Interactive

2001

Hasbro Interactive

Infogrames

Atari

2003 Atari

Infogrames

		Atari		Infogrames		Atari		Infogrames	
		2005		2004		2005		2004	
		US\$ 1		US\$ 2		US\$ 1		US\$ 2	
Net revenues	781	891	1866	300	300	300	300	300	300
Operating income (loss)									
Net (loss) income									
Dividend to parent									
(Loss) income attributable to common stockholders									
Basic and diluted net (loss) income per share									
Basic and diluted (loss) per share related to dividend to parent									

(in thousands, except per share data)

	Year	Nine	Years Ended March 31,		
	Ended	Months	2004	2005 ⁽¹⁾	2006 ⁽¹⁾
	June 30,	Ended			
	2002	March 31,			
statement of operations data:					
Net revenues	\$ 419,045	\$404,645	\$468,944	\$407,813	\$218,661
Operating income (loss)	916	27,429	7,573	6,293	(68,588)
Net (loss) income	(10,930)	18,070	766	5,692	(68,986)
Dividend to parent	—	—	(39,351)	—	—
(Loss) income attributable to common stockholders	\$ (10,930)	\$ 18,070	\$ (38,585)	\$ 5,692	\$ (68,986)
Basic and diluted net (loss) income per share	\$ (0.16)	\$ 0.26	\$ 0.01	\$ 0.05	\$ (0.54)
Basic and diluted (loss) per share related to dividend to parent	—	—	(0.41)	—	—
Basic and diluted (loss) income per share attributable to common stockholders	\$ (0.16)	\$ 0.26	\$ (0.40)	\$ 0.05	\$ (0.54)
Basic weighted average shares outstanding	69,722	69,878	96,990	121,276	128,631
Diluted weighted average shares outstanding	69,722	70,055	96,990	121,587	128,631

(1) During fiscal 2005 and fiscal 2006, we recorded restructuring expenses of \$4.9 million and \$8.9 million, respectively.

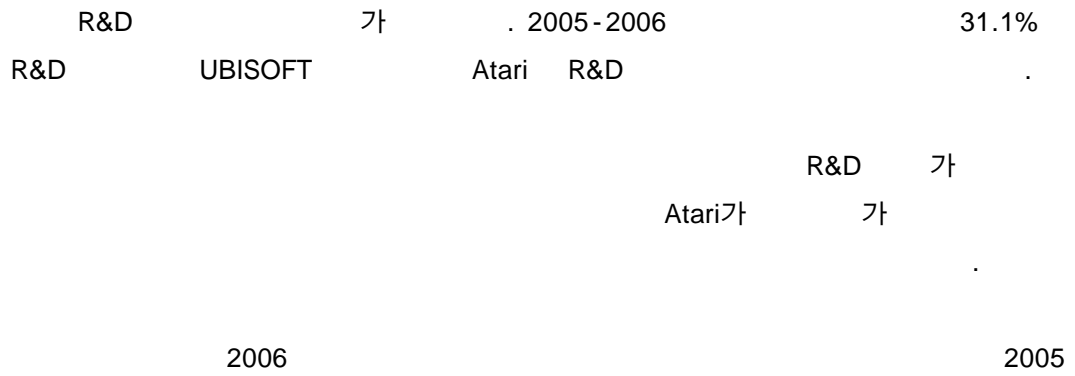
4.2

Atari가



4.3

R&D



	For the Three Months Ended March 31,		For the Year Ended March 31,	
	2005	2006	2005	2006
Net revenues	<i>(unaudited)</i> \$64,368	<i>(unaudited)</i> \$54,696	\$407,813	\$218,661
Costs and expenses:				
Cost of goods sold	30,021	32,826	217,065	137,582
Research and product development	17,772	14,122	68,592	63,263
Selling and distribution expenses	10,177	10,240	64,221	44,846
General and administrative expenses	8,803	5,534	35,792	30,385
Restructuring expenses	4,932	2,533	4,932	8,867
Gain on sale of IP	—	(6,224)	—	(6,224)
Depreciation and amortization	2,484	1,865	10,918	8,530
Total costs and expenses	74,189	60,896	401,520	287,249
Operating (loss) income	(9,821)	(6,200)	6,293	(68,588)

: Annual report, 2006 Atari

2006 Atari R&D 2005 Atari R&D
 4 780 \$ 16.8% 6 9 \$ 2006 28.9% 6 3
 2 \$. 56.7%가 R&D .

2006 R&D R&D . 2004

R&D
 Atari 80

가

가

. 1970

‘ ’

Atari

가

. 2005

4

, 5

가 가

Atari가

5. Goal and Strategy

Atari 가 Atari가
3가

5.1

Atari 가
1999 2 Ozisoft 62.5% 2000
Hudson
Atari 27
60 5 Atari
Atari 2004-2005
52%, 40%, 8% 2005-2006 50%,
42%, 8%
Atari 2005-2006 400 \$
Atari Europe 2004-2005 400 \$

, 2005-2006

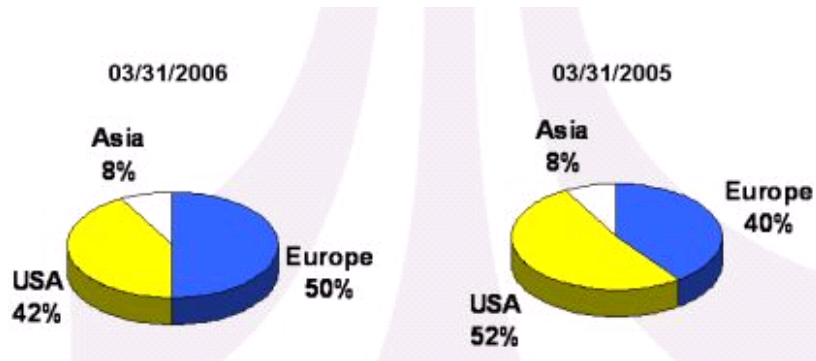
가

Atari

가

가

2004-2005 , 2005-2006

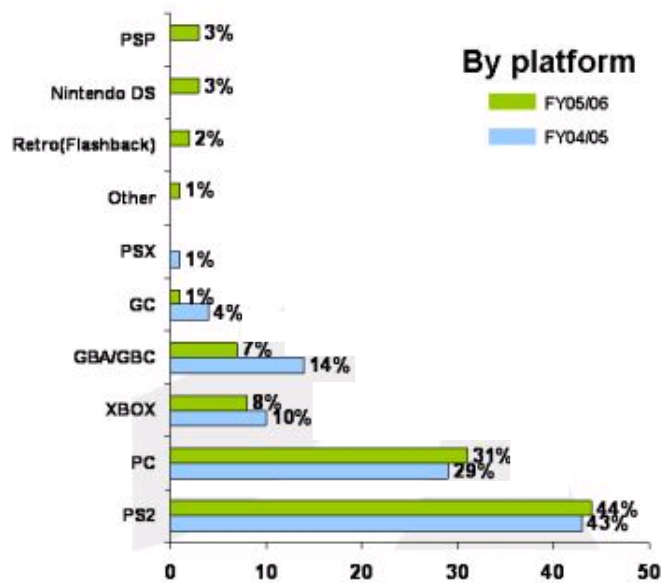


: Revenue breakdown by region, Annual Report 2005 - 2006, Infogrames/Atari

5.2

Atari

가 PC . 2005 - 2006 PS2가 44%,
 Xbox가 8%, GBA, DS, PSP 가 13%, PC가 31%



: Revenue breakdown by platform, Annual Report 2005 - 2006, Infogrames/Atari

PC 2004 - 2005 2%가 가 Dungeon & Dragon
 가 . Xbox
 Classic Arcade Xbox Live 2006 - 2007

Atari

가 Atari

5.3 /

5.3.1 /

Atari

. 2006

6

5

-
- Shiny Entertainment (Enter the Matrix)
 - Eden Studios (V-rally, V-rally2, V-rally3)
 - Humongous Entertainment (Backyard Sports, Freddi Fish, Putt Putt, Pajama Sam, Spy Fox)
 - Oddworld Inhabitants (Munch's Oddysey)
 - Paradigm Entertainment (Looney Tunes' Duck Dodgers)
 - Reflections (Driver)

Paradigm Entertainment

THQ, Reflections

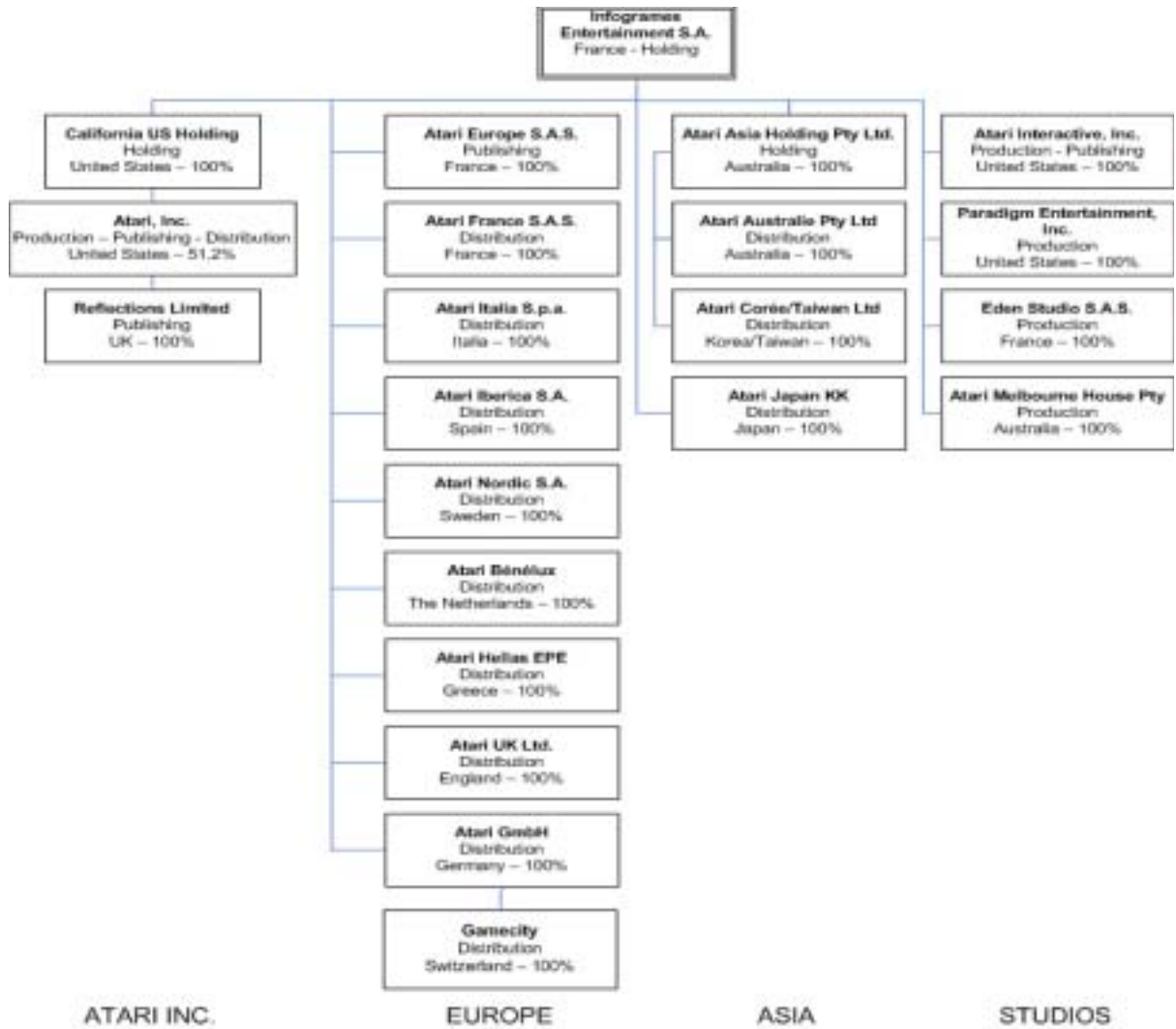
UBISOFT

-
- Angel Studios (Transworld Surf)
 - Appeal (Outcast)
 - DarkWorks (Alone in the Dark)
 - Deep Red (Monopoly Tycoon)
 - Epic Games (Unreal Tournament, Unreal Tournament 2003)
 - Firaxis (Civilization I,II, III)
 - Particle Systems (Independence War)
 - Pitbull Syndicate (Test Drive, Demolition Race)
 - Rainbow Studios (Splashdown)

Atari

Atari

/가 , /



: Corporate organization, Infogrames Entertainment SA Official Site, 2006, Atari

5.3.2

2006 Infogrames/Atari , ,
 .
 Atari Infogrames
 3
 2 2 . Atari
 Codemasters, Strategy Forst, Xicat
 Sega, Bandai Namco, Konami

Atari

, , , , 9 가
 Atari Europe 가 가
 /

5.3.2

Atari가 / , 가 ,
 3 가 . 40~50%가
 IP Atari가
 Atari가

Atari

. AAA 가 3
 Atari
 가
 IP

Atari Test Drive, Alone in th Dark, V-Rally, Roller Coaster Tycoon IP

. Dragon Ball Z, Arthur & The Minimoy, Matrix, Dungeon & Dragons,
 Man in Black

Totally Spies, Beyblades, Kid Paddle, Asterix, The Smurfs
IP

가



: Men in Black: Alien Escpae, Asterix: Mega Madness, 2006, Infogrames/Atari

, Dungeon & Dargons

10

Monopoly, Scrabble, Game of life, Clue, Yatzhee, Battleship,

Boggie, Simom

Habsbro

, TV

7

Atari 70, 80

Bandai Namco, Capcom,

Konami

Xbox

가

Atari

6. Key Success Factors in Hit Products

Atari Infogrames 75 Pong
 TEST DRIVE UNLIMITED 가
 , 2004 1200 Driv3r

- Tycoon

, 80

Atari

가

200

, 80

26

가

가

가

가



: Monopoly Tycoon, 2004 Atari

Atari

가

가

가

5 가



: RollerCoaster Tycoon3, 2005 Atari

- _____ 'Driv3r'

Atari

Driv3r

2004

2

1

1,200

Driv3r

2

2004

가

Atari Driv3r 가

Driv3r

Driv3r

가

Undercover, Take a ride, Driving

3 가

Driv3r

30

60

가

GTA 3



: Driv3r, 2005 Atari

2

Atari

Driv3r

Atari 가

UBISOFT

2007

가

가

UBISOFT 가

가

Driv3r 가

- /가

Atari Infogrames 1000 Driv3r, Neverwinter Nights,
Stunt man, Enter the Matrix, Test Drive , Unreal Tournament, Unreal
Championship Backyard , Blue's Clues, Dora
the Explorer™, Civilization, Dragon Ball Z, RollerCoaster

1972 11 Pong Asteroids,
Space Invaders, Pac Man 가
Atari Infogrames

가

Atari

/가



:Dragon Ball Z: Budokai 3, 2005 Atari

7. Lesson for Korean Companies

