

(3)

- Vivendi Games-



한국게임산업진흥원
Korea Game Industry Agency

Vivendi Games

1. Corporate History



Vivendi Games, , , , , ,
 , /
 Vivendi SA . 2002 Vivendi Universal
 (Vivendi SA) 233

Jean-Marie Messier

Vivendi 가 .

2000 12 Veolia Environnement ,
 Vivendi, Canal+ , Universal Studios
 Seagram Vivendi Universal (VU)

2001 VU MP3.com Houghton Mifflin
 VU 가 가

2002 VU Canal+ Technologies Thomson Multimedia Tele+ News
 Corporation Telecom Italia . Vodafone
 Vizzavi . 233 2003 123
 MP3.com CNET 70
 VU Canal +
 Vivendi SA ,

2004 VU Vivendi Universal Entertainment 25%
 NBC NBC Universal . Half-Life
 Valve Software Vivendi Games
 Sierra Entertainment가 Redneck Rampage
 Interplay 가 Vivendi Games
 Blizzard Entertainment World of Warcraft
 2006 Vivendi Universal Vivendi SA

Vivendi Games Universal Music Group, NBC Universal, Twentieth Century Fox,
Ludlum Entertainment 16 75

700 Blizzard
Warcraft, StarCraft, Diablo, World of Warcraft, Sierra Crash Bandicoot, Spyro the
Dragon, Empire Earth, Leisure Suit Larry, Ground Control, Tribes

2006 Vivendi Games



: Vivendi Games, 2006

Vivendi Games Blizzard Entertainment Sierra
Entertainment

가 Blizzard Entertainment

■ **Blizzard Entertainment**

Vivendi Games가 100%가 Blizzard Michael Morhaime, Allen
Adham, Frank Pearce 1991 Diablo, StarCraft, Warcraft
PC

Blizzard 1994 Davidson & Associates
Warcraft , . 1996 CUC International
1997 HFS Corporation Cendant Software
1998 가 가 80%
Havas 1998 Havas가 Vivendi
Blizzard Vivendi Games

1996 Blizzard Diablo Condor Games Blizzard
North Diablo, Diabloll, Diablo II: Lord of Destruction
1997 Battle.net, 1998 StarCraft, 2005
World of Warcraft PC 가 .
2006 12 World of Warcraft 800 .
1,600 Blizzard
PC
World of Warcraft World of
Warcraft: The Burning Crusade .
Blizzard Entertainment PC

■ **Sierra Entertainment**

1979 Sierra Entertainment Ken Roberta Williams
1980 Mystery House,
The Wizard and the Princess Apple II
The Wizard
and the Princess 6 가 . 1981 Sierra On-Line

1983 IBM Sierra 3D
King's Quest 3D
3D가 3D . Sierra
TV . 1988
King's Quest 1998 8
2006 가 .

1990 Sierra Dynamix (1990), Bright
Star Technology (1992), Coktel Vision (1993), Impressions Games (1995), Green
Thumb Software (1995), subLOGIC (1995) Arion Software (1995), Papyrus Design
Group (1995), Berkeley Systems (1997), Books That Work (1997), Headgate (1997),
PyroTechnix (1997)



: King's Quest , Sierra Entertainment, 2006

1991 The Sierra Network 'www'
 CompuServe Prodigy . The Sierra Network
 ImagiNation Network 1994 AT&T, 1996 AOL

1994 Sierra Bellevue 1996 CUC International
 . 1997 CUC International Cendant Software 가
 . Blizzard
 가 가 140 , Sierra On-line, Davidson & Associates,
 Knowledge Adventure Cendant Software가 1998 11 Havas
 Vivendi

1998 Sierra Sierra Attractions, Sierra Home, Sierra Sports, Sierra Studios,
 Dynamix 5 . 1999 2
 . Sierra ON-Line
 . Half-Life 2, Empire Earth /

2001 8 Sierra On-Line Dynamix
 . Sierra Vivendi
 5 . 2002 2 Sierra On-Line Sierra
 Entertainment PC .

2004 Vivendi Games가 Sierra Entertainment
 Tremblay Vivendi 2006 Sierra Mark
 4 Blizzard Entertainment
 Swordfish Studios, Radical Entertainment, Massive Entertainment,
 High Moon Studios

Massive Entertainment

1997 Massive Entertainment 2000 Ground Control
 RTS
 2002 Vivendi Game가 2
 RTS World in Conflicts 2007

Radical Entertainment

1991 Radical Entertainment THQ, Microsoft,
 Fox Interactive 2005 Sierra Entertainment
 Sierra Entertainment Radical Entertainment
 6 가 The Simpsons: Hit & Run, The Incredible Hulk: Ultimate
 Destruction Scarface

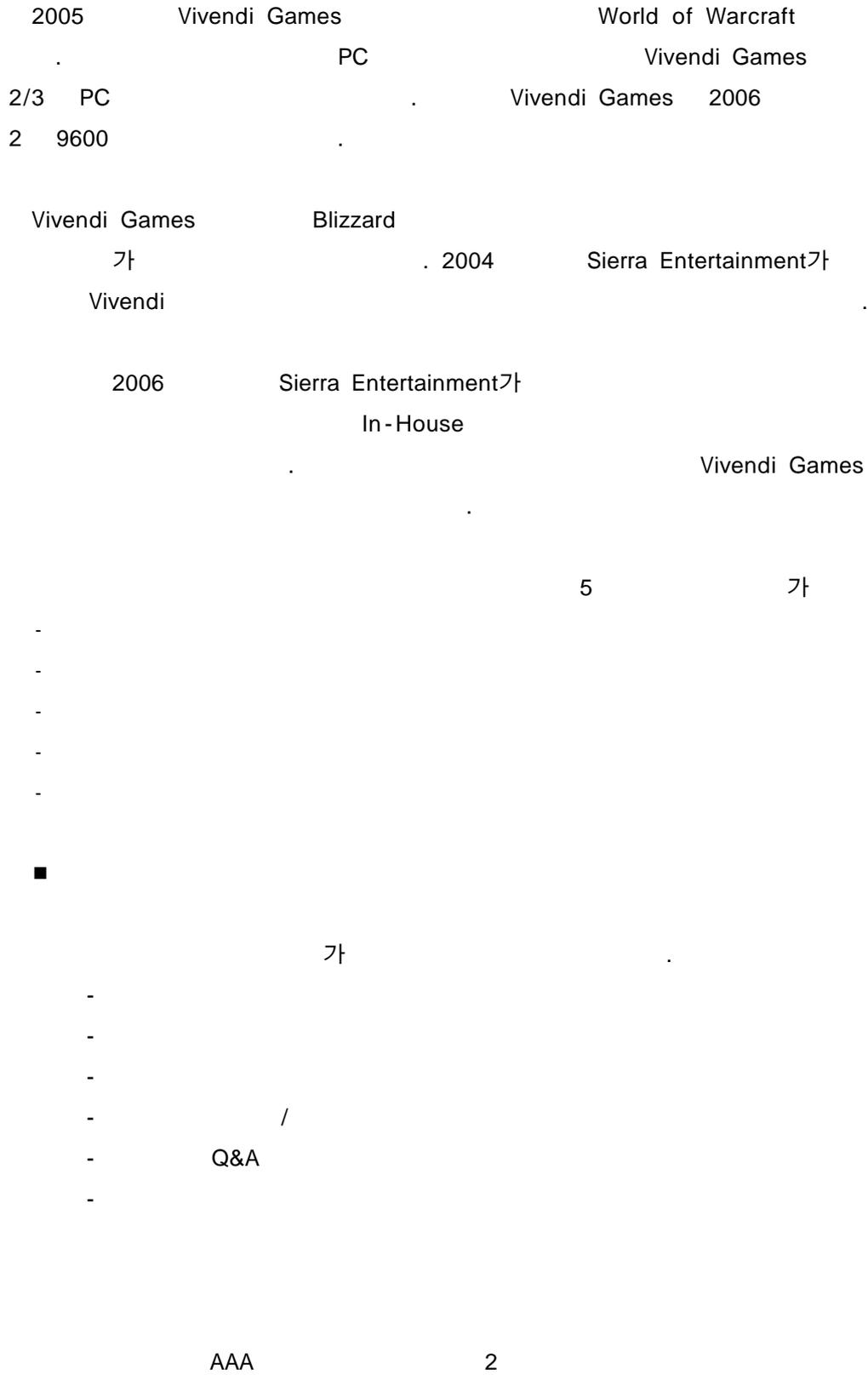
■ **Sierra Online**

Sierra Online Xbox Live Arcade, PC online
 , Sierra Entertainment 2006
 Los Angeles Sierra Online JC Entertainment FreeStyle™
 Street Basketball
 Issaquah

■ **Vivendi Games Mobile**

Vivendi Games 2006 3 Paris Meudon Vivendi Games
 Mobile i-play
 Paul Maglione
 LA 가

2. Business Process



Vivendi Games

R&D

가

가

가

1

가

가

가

Vivendi Games

가

가

가

Vivendi Games

'Scarface: The World Is Yours'

Blizzard가

Blizzard North



가 Randy Thom Vivendi
 Games Sierra
 Entertainment가

: Scarface: The World Is Yours, Sierra
 Entertainment, 2006,

Scarface: The
 World Is Yours 8

가

Scarface: The World Is Yours Universal Studios

50

80

7



Vivendi Games 5 Vivendi Games, Blizzard Entertainment, Sierra Entertainment, Sierra Online, Vivendi Games Mobile

Vivendi Games PC Xbox Sports
Xbox 360, PS3, Wii Sierra
Entertainment Sierra Online
Xbox Live Arcade

PC Blizzard가
Vivendi Games Mobile
N-gage Sierra Entertainment

Vivendi Games 가

가 Prototype

3 - 6

2006 Vivendi Games가

가

Sierra Online

PC

, 가 , , 가
Vivendi Games

Vivendi Games가 2가 가 .

World of Warcraft

Xbox

Xbox가

Vivendi Games

■

5 Vivendi Games 가 가

10,000-50,000 Euro가

가

Vivendi Games Microsoft

In-house

Globalization, Internationalization,

Localization, Translation

가

가

Vivendi Games

가

Technicolor

Interactive Service, Alpha

가 Vivendi Games

R&D 가 Vivendi Games In-house

가

■

Vivendi Games

Blizzard

Sierra

Entertainment, Sierra Online, Vivendi Games Mobile

Vivendi Games

World of Warcraft

Blizzard가

, PC

Vivendi Games

Sierra Entertainment, Sierra Online, Vivendi Games

Mobile

Sierra Entertainment

Vivendi Games

MMORPG

Sierra.com

. 2007

Sierra Online

Freestyle Street Basketball

E3 Vivendi Games

Sierra Online

Vivendi Games가

가

IP

Vivendi Games 가



: The Bourne Identity (2002), The Bourne Supremacy(2004), Universal Studios

Vivendi Game

2 9

Rober Ludlum

'The Bourne Identity' 'The Bourne Supremacy'

Madison Road Entertainment



2003-2005

EA

가가

Vivendi Games

50-75% 가

가

가

Vivendi Games

Majesco

Vivendi Games

Konami

Empire Interactive,

NovaLogic, HD Publishing

Vivendi Games

. Vivendi Games

PC

가

3. Core Competency and Resource

Vivendi Games PC
 Blizzard Sierra Entertainment . PC
 Vivendi Games
 PC

3.1 PC

Vivendi Blizzard 1991 The Lord of the Rings
 2004 World of Warcraft PC
 Blizzard

- The Lord of the Rings: 1991
- Battle Chess II: Chinese Chess: 1991
- The Lost Vikings: 1992
- Rock & Roll Racing: 1993
- Blackthorne: 1994
- The Death and Return of Superman: 1994
- Warcraft: 1994
- The Lost Vikings II: 1995
- Justice League Task Force: 1995
- Warcraft II: 1995
- Warcraft II: Beyond the Dark Portal(): 1996
- Diablo: 1996
- StarCraft: 1998
- StarCraft:Brood War(): 1998
- Diablo II: 2000
- Diablo II: Lord of Destruction(): 2001
- Warcraft III: Reign of Chaos: 2002
- Warcraft III: The Frozen Throne(): 2003
- World of Warcraft: 2004
- World of Warcraft: The Burning Crusade(): 2007

Blizzard PC
 RPG, , , , , RTS, , SF RTS,

RPG, MMORPG

Vivendi Games		Sierra Entertainment	1980	2002
PC		Blizzard		PC
	2004	Sierra Entertainment	2	2006
가		PC		
Vivendi Games				



: Lords of Realm, The Incredible Machine, Quest for Glory, Police Quest, Sierra Entertainment, Vivendi Games, 2006

Sierra Entertainment가 PC

- King's Quest : 8 (1984-1998)
- Space Quest : 6 (1986-1995)
- Leisure Suit Larry : 11 (1987-2004)
- Lords of Realm : 5 (1994-1998)
- Police Quest : 6 (1987-1998)
- Manhunter : 2 (1988-1999)
- Laura Bow : 2 (1989-1991)
- Conquests : 2 (1989-1992)
- Quest for Glory : 5 (1989-1998)
- Ecoquest : 2 (1991-1993)

Red 5 Studios

MMORPG

Battle.net

/

Warcraft 3

Mike O'Brien, Battle.net

Patrick Wyatt, World of Warcraft

Jeff Strain

ArenaNet NCsoft

Vivendi Games

PC

PC

3.3

e

1997

가

PC

e

Blizzard

가

LAN

가

가

Blizzard

Battle.net

가

. 1997 11

Battle.net

125

가 2 2

3,500

가 가

1999 4

5

230

, 2002 9

가

2004 9

2

가

40 ,

20

가

4. Current Issue and Challenge

가
가
2006 Vivendi Games

4.1

Vivendi Games PC 2004 World of
Warcraft가 2006 12 800 가
Vivendi Games PC

EA MMOG
Vivendi Games
Vivendi Games 2006

Blizzard Entertainment가 Vivendi Games MMOG

EA가 , FIFA Online
가

가 World of Warcraft Vivendi Games

가 LA Sierra Online

Sierra Online Xbox Live Arcade PC

PC JC

Freestyle Street Basketball 2007

Vivendi Games

가

가

Vivendi Games

Sierra Online

2006

Vivendi Games가

Crash™ Racing

Kaolink

Wonderphone

Vivendi Games

Vivendi Games Mobile

i-

Play

Paul Maglione

Vivendi Games Mobile

IP

IP

Vivendi Games



:Vivendi Games Mobile, Sierra.com, 2006

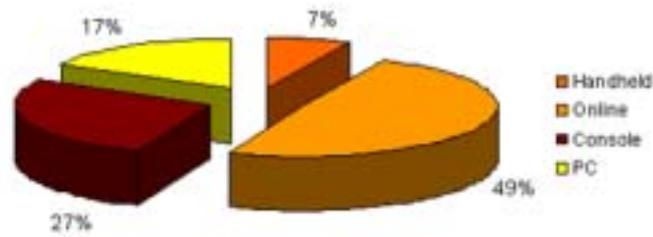
Centerscore

. SWAT Force, Crash Twinsanity™, CrashR Bandicoot, Racing, Spyro the DragonR, Leisure Suit Larry Magna Cum Laude, Empire Earth, Navy Challenge, Red BaronR, Flying Toaster, Black Hawk DownR: Team Sabre

Xbox 가 Xbox Live Arcade 2
 Issaquah
 Sierra 가 Xbox Live
 2006 9

Vivendi Games

2005 12 Vivendi Games
 World of Warcraft Vivendi Games 2005
 49%가 27%, 7%, PC
 17%

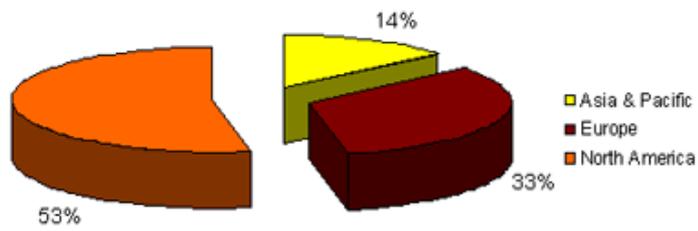


: Annual Report 2005, Vivendi Universal Games, 2006

Vivendi Games 가 PC 66% Vivendi Games
 Xbox Live

4.2

10% 가 Vivendi Games /
 14% 가



: Annual Report 2005, Vivendi Universal Games, 2006

Vivendi Games

가

Vivendi Games

2007 EA Mythic Warhammer Online,
 Flagship Studio Hellgate: London, Funcom Age of Conan, Turbine The Lord
 of The Rings Online" 가
 World of Warcraft

MMOG

Vivendi Games

가

Vivendi Games

가

가

가

Micro Payment

Vivendi Games

가

가

2007

Freestyle Street Basketball Vivendi Games

가

5. Goal and Strategy

Vivendi Games

4가

- World of Warcraft
-
- PC
-

5.1 World of Warcraft

2004 11 , 2005 2 , 6 가

World of Warcraft 2 800 가

. 2005 3 150 , 7 350 , 12 500 , 3 600 , 9 700 가 50%

가 1996

MMORPG

Meridian 59

. Vivendi

Games Blizzard

Turbine The Lord of The Rings

Online, Anarchy Online

Funcom

PC Xbox 360

Age of Conan, Blizzard Entertainment

Flagship Studio

Hellgate: London, EA

Dark Age of Camelot

Mythic

Warhammer Online

World of Warcraft

Vivendi Games

2007

2

가

Blizzard Entertainment 2007 1 16

'World of

Warcraft :The Burning Crusade'

가

가 World of Warcraft가

Hellgate:

London Warhammer Online 가

. 2007

Vivendi Games가

가

Hardcore

Vivendi Games가

2007

가

Apple iTunes

99c

가

Vivendi Games

Vivendi Games

가

2007

Sierra Online

5.2

Vivendi Games 2005

7%, 27%

Vivendi Games

PC



: Ice Age 2 The Meltdown / Wii, F.E.A.R.™/ PS3, Xbox 360,
Sierra Entertainment, Vivendi Universal Games, 2006

Vivendi Games

PS3가

Sierra Entertainment

Blizzard

Swingin' Ape Studios

Blizzard Console

Sierra 4 Swordfish Studios,
 Radical Entertainment, High Moon Studios
 Eragon™, F.E.A.R.™, Ice Age 2 The Meltdown Xbox 360, PS3, Wii

2006 Sierra Online
 Xbox 360 TimeShift™, Assault Heroes™
 Xbox Live Xbox 360
 PC

5.3

PC

Blizzard 1994 Warcraft Warcraft 4
 World of Warcraft 2 6

1996 Diablo 2001 Diablo II: Lord of Destruction
 3 StarCraft 1998 2
 Xbox StarCraft:Ghost 가
 가

Blizzard North 4 Diablo 3
 가 2005
 3D 3 World of Warcraft MMORPG
 가

'Ground Control' Sierra Entertainment
 Massive Entertainment RTS 'World in Conflict' PC 2007
 1/4 1989
 World in Conflict Xbox

Vivendi Games PC
 PC



: World in Conflict, Massive Entertainment, Sierra Entertainment, 2006

5.4

IP

가

Vivendi Games Mobile

EA가 Jamdat Mobile 1 8600

EA Mobile

THQ THQ Wireless, UBISOFT

/ Gameloft ,

Activision IP

Vivendi Games Mobile

IP

Universal Music Group, NBC Universal, Twentieth

Century Fox, Ludlum Entertainment IP

6. Key Success Factors in Hit Products

Vivendi Games 가 . 가 Vivendi Games PC Vivendi PC

- Battle.net

e-sports

Blizzard

, PC

가

가

Blizzard가

Diablo2, StarCraft

Battle.net

Blizzard PC
PC

- The Sims (16.08 million)
- Diablo II (14.5 million)
- StarCraft (9.5 million)
- Half-Life (8 million)
- World Of Warcraft (8 million)
- Myst (6 million)
- The Sims 2 (5.21 million)
- Rollercoaster Tycoon (5 million)
- The Elder Scrolls III: Morrowind (4 million)
- Half-Life 2 (4 million)

Top10

Vivendi Games PC

. 1 EA The Sims 680 ,
Vivendi Games Diablo II 450 , StartCraft 950 , Half-Life 800 ,
World of Warcraft 800

Daablo StarCraft 가
1997 10 가 , ,

● _____

Blizzard

. 950

가

StarCraft

. Diablo2

Diablo

Blizzard

?

가가

, Blizzard

가

Blizzard

가

가

Blizzard가

Diablo

Diablo2가 450

Warcraft

가 1994

10

4

World of Warcraft가 800

가

Blizzard

Diablo 2

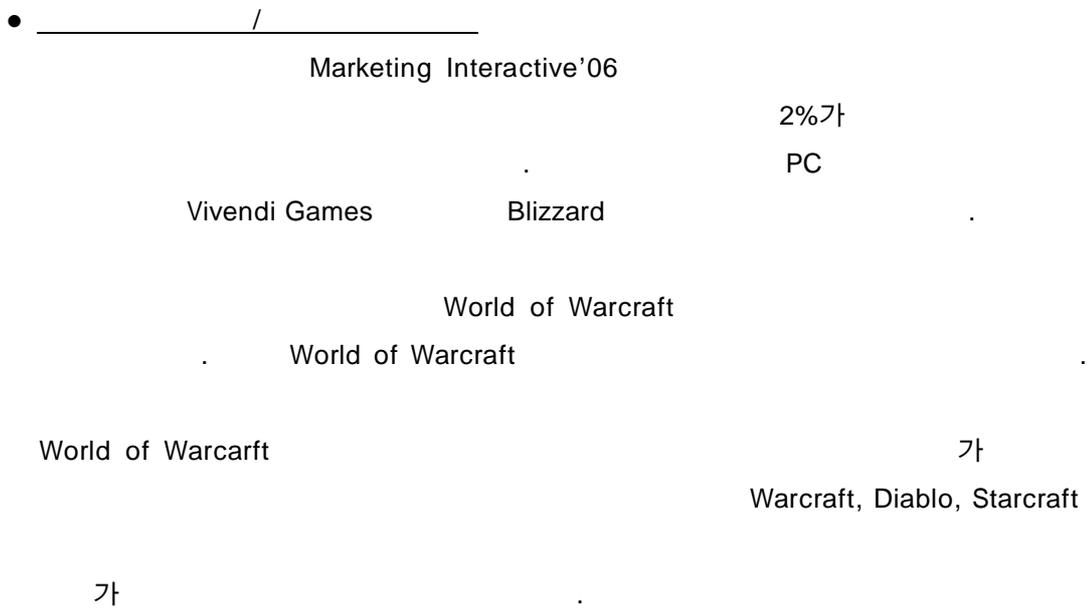
Diablo

Diablo 3

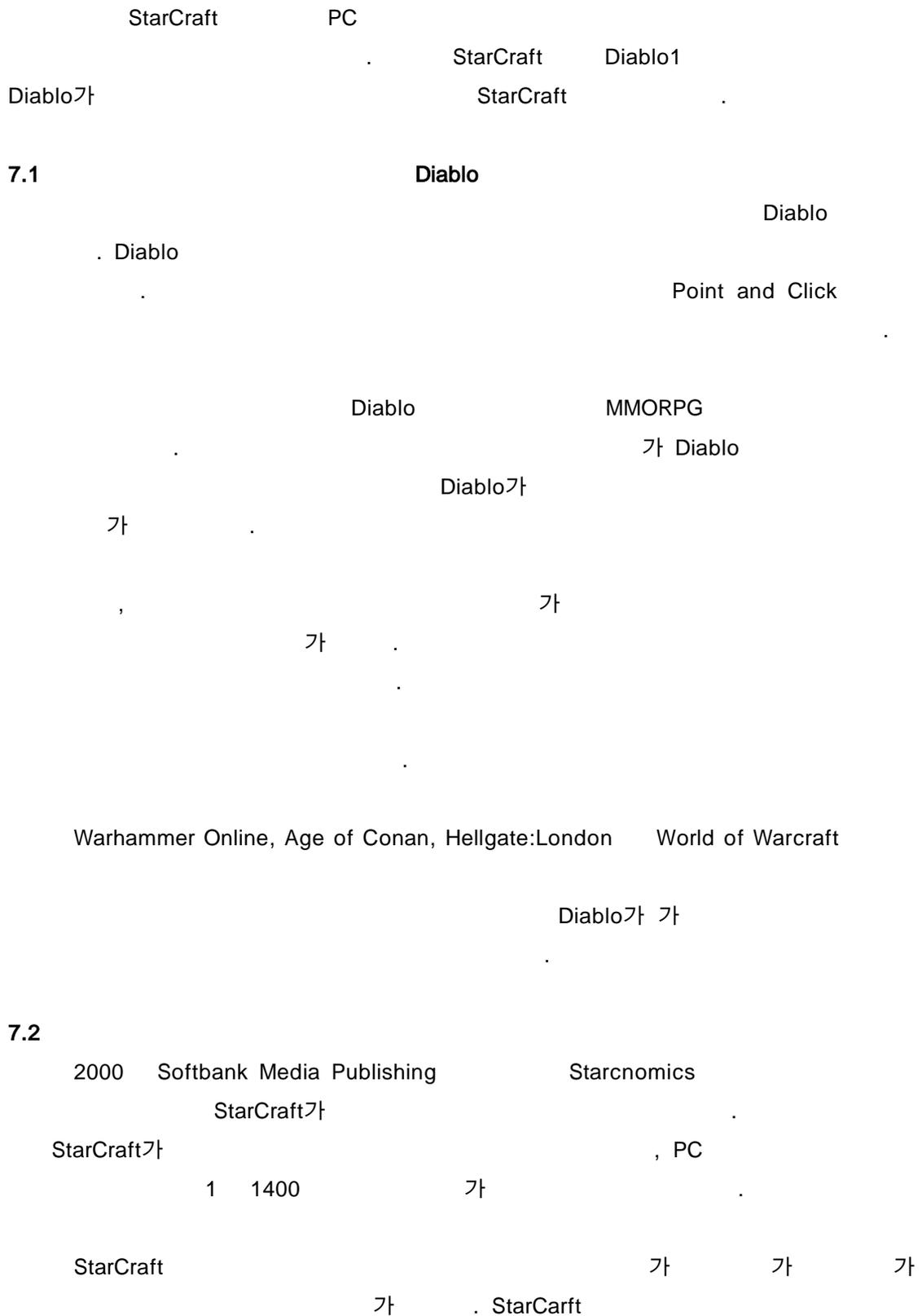
가



: Diablo II: Lord of Destruction, Blizzard, 2006



7. Lesson for Korean Companies



가 ,

Vivendi Games Blizzard가 , ,
가

World of Warcraft ,
Blizzard 가

, Blizzard가 StarCraft, Diablo, Warcraft
가

World of Warcraft가