Global Game Industry: Level 3 (MLI26C738)

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Today's learning outcomes

Familiarize yourself with some ways to approach game development

Analyze how your skills as business school students can contribute to these processes

Material on game development processes

Although the production logics in the industry have changed mainly due to digital distribution and platforms (Kerr, 2017), game development processes have still retained their focus on **documents** and **coordination**.

Game development processes

The different elements of the game – code, art, music, and design – are highly interdependent. Game development requires combining various areas of expertise leading designers to stress the importance of interaction between disciplines (Schell, 2014).

Lukka (2017)

From ambiguity to clarity: coordination

- Clear membership and interdependent members
- Clear direction creates motivation
- Structure through clarity supports collaboration
- Atmosphere of trust
- Access to coaching, career development

Game development process 1/2: one example

Game idea → High concept document → Game design document → Vertical slice → Proof of Concept

Game development process 2/2: one example

Full production → Alpha → Beta → Gold master → Post-launch

Game development process: one size fits all?

- Publisher / go solo? Implications to the process, creative direction, HRM
- Although portrayed visually as a linear process, in reality this is not the case: 3rd party compatibility, external events, delays...
- Why is the next slide a good example of a delayed project?

I WANT TO
BELIEVE

Game development process: one size fits all?

- Publisher / go solo? Implications to the process, creative direction, HRM
- Although portrayed visually as a linear process, in reality this is not the case: 3rd party compatibility, external events, delays…
- Target audience? Game's agenda?
- However, in most cases: coordination, collaboration (through documents) essential!

HCD and GDD

- Since games bring together audio, visual, narrative, and technological experts, using documents to get everyone up to speed is essential
- HCD also communicates to potential investors and publishers what the team wants to achieve
  - However, usually investors invest in teams. How come?
- GDD: feasibility, desirability, viability
  - Is it possible, do people want it, does it have profit potential?

Vertical slice and Proof of Concept

- Vertical slice as demonstrating how different game elements and mechanics work together: for example a level in Angry Birds or a match in FIFA
- Internal effects: aligns each function's capabilities to deliver on time
- External effects: marketing, PR, generating hype
- PoC: A working prototype of the initial game idea to illustrate how it works

Alpha, beta, gold master

- Different stages of the game:
- Alpha: complete with features, no major changes at this point
- Beta: ready to be tested by Quality Assurance, GDD still relevant here for marketing and PR!
- Gold master: both digital and physical

Post-launch

- Downloadable content (DLC), new in-game events and characters
- Diversifying the business model: if players keep on playing the game, why not extend and deepen their experience?
- Backlashes also possible: Battlefront 2, No Man's Sky

Conclusion

- Although the production logics have changed over the recent years, the development processes have to a large extent relied on coordination and documentation
- However, digital distribution has changed the way we work and this creates opportunities for business school graduates
- In today's material, we will dig deeper into game development processes

Game development postmortem

- https://www.youtube.com/watch?v=TawhcWao9ls

See you tomorrow!

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