

Project Steam Stakeholderanalyse

Frank van Leijsen, 1843626
Team (2) Insomnia

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Inhoudsopgave

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This analysis focuses mainly on the publishing and playing video games on personal computers aspect through Steam.

1 Values

- **Mission**
Steam is the ultimate destination for playing, discussing, and creating games.
- **Vision** For Steam to have all the tools and channels for content creators and gamers.
Ex: Steam workshop
- **Strategy** Steam follows in the Treacy & Wiersema Value Discipline Model a product leadership strategy.
They are currently and continue to aim to be the ultimate destination for everything digital games related. They do this by having the best desktop application that provides everything their customers could need, or aim to implement wanted features in the future.
NB: There is a case to be made for customer intimacy.

2 Key Drivers

1. What does the customer want?

The customers are divided into content creators and content consumers.

Content creators want to sell or distribute their game or content and connect to the community that form around their games or content.

Content consumers want to find the games that appeal to them, play these games, and engage in the communities around these games.

2. What are the goals of the customer?

Customers want:

- Play games
- Publish and sell games
- Engage in a community formed around games
- Buy games
- Give user feedback
- Receive user feedback
- Update games
-

3. How does the customer accomplish these goals?

The customers accomplish these goals by engaging with the Steam website or application. Whether it's directly by browsing these or indirectly by launching a game that is connected to Steam.

4. Key business drivers

- Very high server uptime
- Low entry
- Extensive game library

3 Stakeholderidentification

- Gamers
- Game publishers
- Game modders
- Server providers (AKAMAI)
- Hardware partners
- Competitors (Epic Games, Microsoft (Xbox Game pass), Electronic Arts, Blizzard and GameStop)
- Supporting staff
- Valve employees
- Valve executives
- Valve Corporation

4 Stakeholderclassification

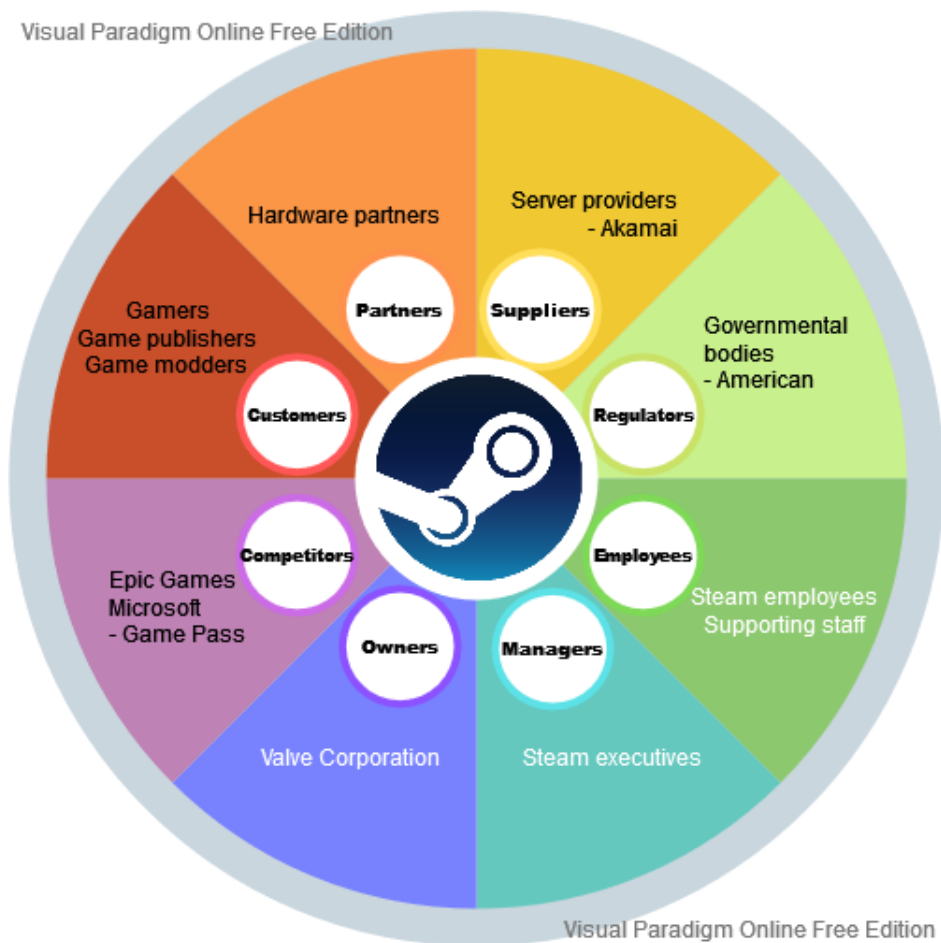
	Internal	External
Primary	Steam employees, Steam executives, Valve Corporation	Gamers, Game publishers, Game modders
Secondary	Supporting staff	Server providers, competitors, Hardware partners

The table above shows the stakeholders divided into primary/secondary and internal/external categories.

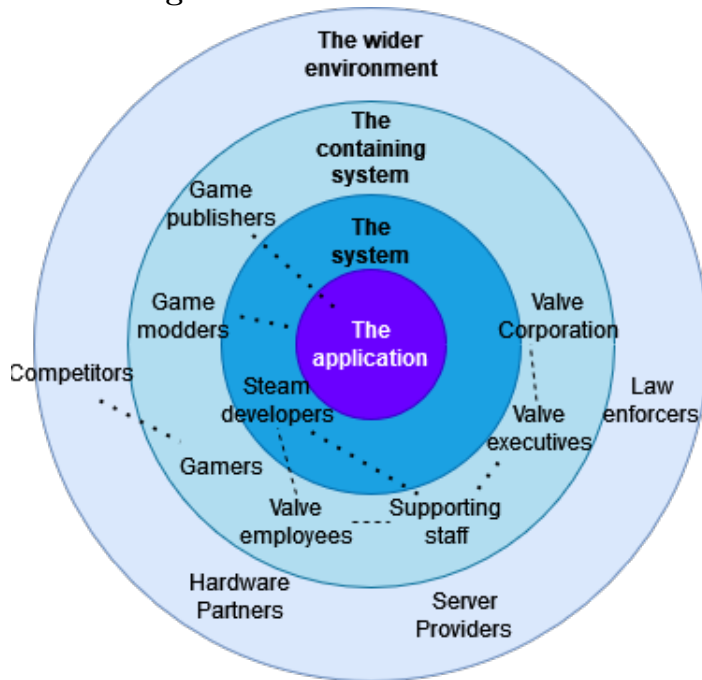
I put the customers in primary stakeholders, since their relation with Steam is of vital importance to the health of the company. Although they may not make the decisions, their wants and feedback will be important for the longevity of Steam.

Stakeholder wheel

- Customers: Gamers, Game publishers, Game modders
- Partners: Hardware partners
- Suppliers: Server providers
- Regulators: (American) Governmental bodies
- Employees: Steam employees (developers), Supporting staff
- Managers: Steam executives
- Owners: Valve Corporation(Gabe Newell)
- Competitors: Epic Games, Microsoft (Xbox Game Pass)



Onion diagram



The image above is an onion diagram. At its heart is the Steam application and each consecutive ring is further from the application itself.

In the first ring are the developers. They are Valve employees who maintain and change the Steam application itself. Due to the unique structure of the Valve Corporation, teams are mostly left to their own devices.

Since Valve uses a flat organisation, which means that the executives, although holding power in their respective areas, are not closely involved with the Steam website/application.

In the next ring is Valve Corporation, which is majorly owned (50%) by Gabe Newell, one of the two founders of Valve. Steam is a product, and thus owned by Valve Corporation.

Besides Steam developers there are Valve employees, who work on other projects.

The supporting staff enables the Valve employees to do their jobs.

Also in this ring are the customers. Game publishers and modders can put their product on the application for gamers to download.

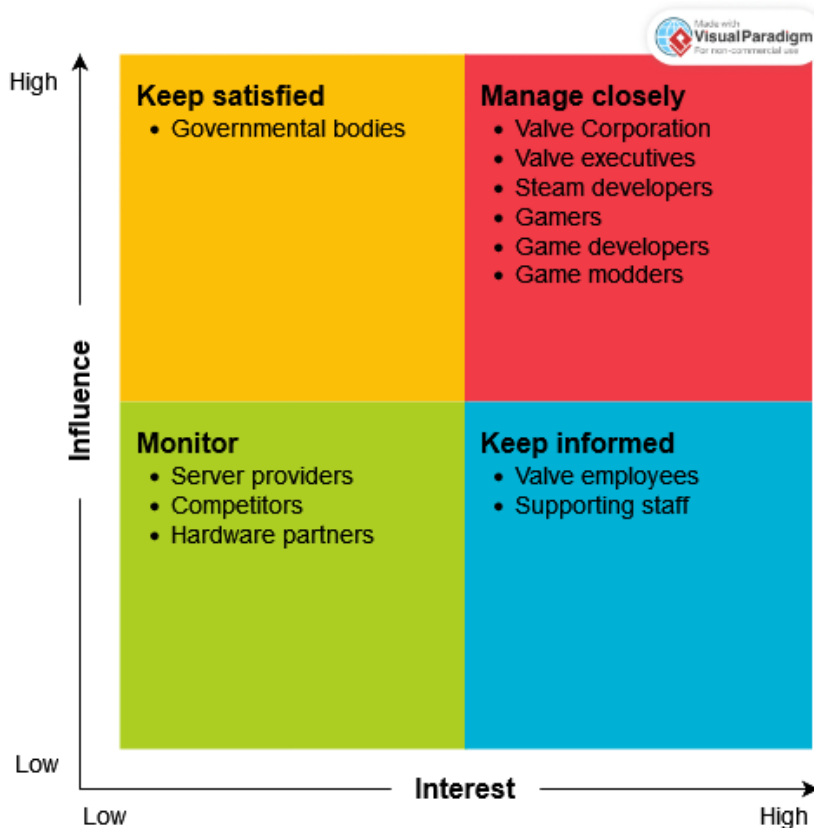
In the outer most ring are law enforcers, the governmental bodies that make sure Steam doesn't break any laws,

server providers like AKAMAI, who enable the customers to download content from Steam,

the hardware partners, who Valve collaborates with to make products like the Steam controller and the Valve Index Headset, and lastly the competitors.

5 Stakeholderanalysis

Mendelow's Matrix



Keeping the governmental bodies satisfied, is obviously a good choice to make. These bodies set the limits and have conditions on how to operate. They have for example limits on user data gathering.

The stakeholders, who should be monitored are mostly self-explanatory. You could suggest that competitors have more influence or interest with regards to Steam, but knowing the flat organisation of Valve, combined with the fact that Steam is a market leader, I don't think they will have much influence. Some may have interest, but as of this point in time, no one could replace Steam.

I put supporting staff and Valve employees (without the Steam developers) in the "Keep informed" box. Both have interest in the prosperity of Steam, since its profits may finance the projects of other teams.

Stakeholders that should be managed closely are Valve Corporation, they own Steam, and could theoretically stop the development of the product,

Valve executives, they make sure everyone can do their job,

Steam developers, since they develop the website/application, they are vital for the health of Steam,

and lastly the customers, some buy the products and thus create the revenue Steam is dependent on, or make the content that can be interacted with, like the games themselves, mods to enhance the experience, or the sharing of screenshots and writing reviews.

6 Sources

- a. <https://www.valvesoftware.com/en/about>
- b. <https://store.steampowered.com/about/>
- c. BIM slides
- d. Steam desktop app
- e. <https://marketrealist.com/p/is-valve-publicly-traded/>
- f. <https://www.forbes.com/forbes/2011/0228/technology-gabe-newell-videogames-valve-online-mayhem.html>

Fun fact: Under the Visual Paradigm logo in the Mendelow's Matrix image, is the word "bait", the move the logo.