

Assessment 1 Games Industry Booklet

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A comparative analysis of three games-related companies to research industry strategies, identify certain strengths and weaknesses, and indicate the viability of employment across each, within a prescribed framework for decision making.

Arjun Khara | 33549829 | November 17, 2017
Assessment 1: Games Industry Booklet
IS71025A — Games and Interactive Entertainment Business and Practice (2017–18)
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Contents		Keywords	Referencing Style	Word Count
• Introduction	1	Criteria Analysis;	University of Chicago	Effective word count:
• Amazon.com Inc.	2	Amazon;	referencing footnotes	2735
• Google LLC	4	Google;		
• Microsoft Corporation	7	Microsoft;		Document word
• Comparative Analysis Table	9	Products;		count:4000
• Conclusion	10	Hiring;		
		Location;		
		Contrast;		
		Comparison		

(i) Introduction

The Frightful Five Want to Rule Entertainment. They Are Hitting Limits.¹

— Farhad Manjoo
The New York Times
October 11, 2017

This paper seeks to understand the games and interactive entertainment industries by performing a comparative analysis of the following companies: Amazon.com Inc., Google LLC, and Microsoft Corporation. Analysis is conducted across three criteria: (1) games-related products and services; (2) hiring patterns for graduates vis-à-vis experienced workers; (3) locations for games-related opportunities. These considerations form the grounds for comparison since each provides opportunities for high level analysis, without situating arguments in superfluous details that offer some thought but ultimately little insight into the viability of employment. I have generated a Self-Assigned Viability Employment (S.A.V.E) score, based on the criteria, and averaged this score across each company to determine optimum employment choices. This paper concludes with a rationalisation of those choices for analysing these companies contextually within my circumstances and dispositions.

¹ Farhad Manjoo, "The Frightful Five Want to Rule Entertainment. They Are Hitting Limits," *The New York Times*, October 11, 2017, <https://www.nytimes.com/2017/10/11/technology/the-frightful-five-want-to-rule-entertainment-they-are-hitting-limits.html> (accessed October 23, 2017).

(ii) Amazon.com Inc.

*Amazon is all in on games. We see gaming becoming the largest entertainment form on Earth.*²

— Amazon Games Studio
AGS Homepage
November 10, 2017

Amazon.com Inc. was founded on July 5, 1994 by Jeffery P. Bezos, in Seattle, Washington, USA, as an online retailer. As of 2016, Amazon has 341,400 employees (more than Google LLC and Microsoft Corporation) in over 30 countries.³ Typical annual salary of a Software Development Engineer is USD 99,543. (Salary benchmarked to US earnings).⁴

Games-Related Products and Services Considerations

Amazon is a viable gaming company, evinced in the creation of Amazon Games Studio (AGS) in 2014, and its acquisition of Twitch (formerly Justin.tv) that year, an online games streaming service, for USD 842 million cash. This figure is comparable to Google's acquisition of YouTube for USD 1.65 billion, and signifies the importance of such services to games-related strategies for these companies. Amazon's 2016 annual report stated the company 'acquired Twitch because of its user community and the live streaming experience it provides,' and that 'Twitch is now responsible for more American web traffic than HBO Go.'⁵ The purchase of Twitch was not the first, but arguably most significant step for Amazon to readdress itself as a leader in live games broadcasts. In 2016, Amazon purchased Curse, a similar service to Twitch. This seems logical since it is not just the acquisitions that speak to Amazon's motives but the fact that Amazon listed the amounts of its "other" acquisitions made in 2014 at USD 20 million, and in 2015 and 2016 at USD 690 million and USD 103 million, respectively. The three-year

aggregate is less than the amount paid to acquire Twitch; for good reason since Twitch reports 15 million active daily users. These figures provide reasonable indication of Amazon's direction towards games market domination.

When assessed together with Microsoft's Mixer and Google's YouTube Gaming, it is conceivable these companies are moving beyond conventionality to address broader strategic forecasts. SuperData claim 'in 2017, 665 million spectators will watch videos online about games,' and 'the global market for games and interactive media...will add over 80% more revenue by 2020.'⁶ Amazon venturing boldly into the games space signifies commitment to this trend, which inevitably results in new employment opportunities across its businesses.

Location + Hiring Considerations

Like Microsoft's acquisition of Rare Studios (UK), Amazon signalled its competitive intentions with its 2014 purchase of Double Helix, followed by Dublin-based GameSparks in 2017.⁷ Acquisition of overseas studios reinforces assessments of Amazon (and the others) betting big across international aspects of the industry. Amazon's global growth strategy will likely resemble its approach in previous successes: books, retail, devices, and shows. Lunden describes Amazon as 'making a number of moves to expand the company as a platform to build and host games.'⁸ Lunden refers to Lumberyard, Amazon's self-labeled AAA games engine that integrates with

² Amazon Games Studio: Careers, Seattle, <https://games.amazon.com/careers> (accessed November 11, 2017).

³ Number of Amazon.com Employees From 2007 to 2016, *Statista*, <https://www.statista.com/statistics/234488/number-of-amazon-employees/> (accessed November 3, 2017).

⁴ Amazon Salaries in United States, *Glassdoor*, <https://www.glassdoor.com/Salary/Amazon-Salaries-E6036.htm> (accessed November 12, 2017).

⁵ Jeffery P. Bezos, "Amazon.com Inc Annual Report 2016" in *Amazon Annual Report*, 2016, <http://phx.corporate-ir.net/phoenix.zhtml?c=97664&p=irol-reportsannual> (accessed November 9, 2017).

⁶ Trends and Insights on Games and Interactive Media, *SuperData*, 2017, <https://superdata-research.myshopify.com/products/year-in-review/> (accessed November 1, 2017).

⁷ Ben Gilbert, "Amazon Quietly Bought a Gaming Company for \$10 Million, According to Reports," *Business Insider UK*, July 28, 2017, <http://uk.businessinsider.com/amazon-gamespark-2017-7> (accessed November 10, 2017).

⁸ Ingrid Lunden, "Amazon reportedly acquired GameSparks for \$10M to build out its gaming muscle", *TechCrunch*, July 28, 2017, <https://techcrunch.com/2017/07/28/amazon-reportedly-acquired-gamesparks-for-10m-to-build-out-its-gaming-muscle/> (accessed November 9, 2017).

Twitch and AGS. These considerations appear to favour the feasibility of employment with Amazon. However, the converse might be true.

At the time of writing, AGS has 54 jobs, of which 41 are to do with software development. None of these positions focus on research-based roles. Majority of positions are in the United States. This presents challenges for applicants in my circumstances, who need visas for employment. AGS's current state also implies graduate and junior positions may not be readily available. While positions in related areas exist, most focus on software skills directed at senior roles with six or more years experience, or proven track records in previous AAA projects.

AGS's careers portal description reinforces this assessment: 'If you are an ambitious and talented senior developer with a track record of significant achievement and don't see an open position that matches your skills, apply anyway.'⁹ The absence of categories for entry-level positions at AGS contrasts with Google and Microsoft, both of which maintain dedicated sections for interns and graduates (discussed in the next sections), whereas emphasis on seniority at AGS bodes poorly for inexperienced applicants.

Overall Assessment of Company

On balance, Amazon, particularly AGS, is not ideal for applicants in my circumstances, despite strong strategic intentions and commensurate steps toward industry dominance. Lack of research-related jobs within AGS, combined with limited global mobility, offer relatively low incentive to apply.



⁹ Amazon Games Studio: Careers, Seattle, <https://games.amazon.com/careers> (accessed November 11, 2017).

(iii) Google LLC

Google is ramping up efforts to help game developers grow their businesses...2017 will be another year full of exciting gaming experiences.¹⁰

— Paul Bankhead
Google Play
February 27, 2017

Google LLC (Google) was founded on September 4, 1998 by Larry Page and Sergey Brin in Menlo Park, California, USA, as a provider of website indexing and ranking. Google has since expanded its services to online advertising, cloud computing, technology manufacture, broadcasting, and platforms for games development, support and sales of third-party applications. Google's parent corporation, Alphabet Inc, was created in October 2015. As of 2016, Google has 72,053 employees across 70 offices in more than 50 countries and territories.¹¹ Typical annual salary of a Software Engineer is USD 126,721, highest of the three companies identified in this paper. (Salary benchmarked to US earnings).¹²

Games-Related Products and Services Considerations

In its 2017 annual report, Google listed USD 9,590 million under its 'other product' revenues, which includes YouTube and the Google Play store.¹³ Most of Google's revenues come from the 'delivery of advertising across a variety of services which include Google.com, YouTube and Google Play.'¹⁴

While few resources are directed at in-house games creation, in contrast to AGS and Microsoft Studios, Google remains an expedient competitor through platforms and partnerships: Google Developers for Games, AdMob, and YouTube Gaming. Similar to

Amazon Web Services (AWS), Google Developers offers platforms for third-party games development, hosting, and distribution over myriad forms: Google VR, Android, HTML5 games, and Google Cloud. Key differences between Amazon and Google are the latter's primary motives to monetise games through extant advertisement strategies: services like AdMob and YouTube help creators 'monetise and measure iOS and Android Games.'¹⁵ Amelia Walkley at Google Singapore is responsible for AdMob within her unit. Walkley says 'there is a huge entertainment portion in YouTube on the gaming side, to enable developers through Google Play...and Google AdMob.'¹⁶ While Google's strategy appears disparate from AGS and Microsoft Studios, the company delivers significant support for games developers through services (YouTube) and verticals (AdMob) that are less visible, but critical to development, distribution, and monetisation.

Strategies towards enabling services, rather than direct development, are sound; reported properties revenue from Q3 2017 was USD 610 million, attributed to 'programmatic advertising buying [including YouTube] and AdMob.'¹⁷ Google's most promising employment routes are likely AdMob and YouTube.

¹⁰ Make Games with Google, California, <https://developers.google.com/games> (accessed November 5, 2017).

¹¹ Number of Full-Time Alphabet Employees From 2007 to 2016, *Statista*, <https://www.statista.com/statistics/273744/number-of-full-time-google-employees/> (accessed November 5, 2017).

¹² Google Salaries in United States, *Glassdoor*, <https://www.glassdoor.com/Salary/Google-Salaries-E9079.htm> (accessed November 12, 2017).

¹³ Ruth M. Porat and James G. Campbell, "Alphabet Inc. Quarterly Report September 30, 2017" in *Alphabet Inc. Quarterly Report*, 2017, https://abc.xyz/investor/pdf/20161231_alphabet_10K.pdf (accessed November 4, 2017).

¹⁴ Porat and Campbell, *Alphabet Inc. Quarterly Report 2017*, 10.

¹⁵ Make Games with Google, California, <https://developers.google.com/games> (accessed November 5, 2017).

¹⁶ Amelia Walkley, "The Importance of Games at Google," interview by Arjun Khara, October 25, 2017. (All statements are the opinions of Amelia Walkley and do not necessarily reflect the views of Google or its associated entities).

¹⁷ Porat and Campbell, *Alphabet Inc. Quarterly Report 2017*, 35.

In a 2015 study of 'Why Gamers Should Be Part of Your Audience Strategy', Kim Thompson asserted that 'YouTube is gamers' preferred platform,' citing examples of Universal Pictures applying YouTube's gaming strategies to movie productions.¹⁸ YouTube's dedicated streaming platform, YouTube Gaming, is a marked indicator of Google's competitive strategy against analogous services like Twitch and Mixer. This indication is supported in a TechCrunch report, claiming that Twitch's current streamers increased by 10,000 in Q3 2017, whereas YouTube Gaming dropped by 1000, while Mixer (Microsoft) dropped by 200.¹⁹ Prima facie evidence suggests stronger results for Twitch (AGS) over YouTube Gaming (Google), but the report ignores operational years. Whereas Twitch was created in 2011, YouTube Gaming launched in 2015, a relative newcomer. The report states in Q3 2017, Twitch aggregated 737,622 unique streamers; YouTube Gaming, in contrast, had 267,434.²⁰ When averaged over operational years (6 for Twitch; 2 for YouTube Gaming) the result is 122,937 Twitch users and 133,717 YouTube Gaming users.


This finding favours YouTube Gaming; while total users remain lower than Twitch, the service experienced faster growth rates. A fairer comparison may be made over prolonged study, which exceeds the scope of this paper. Nonetheless, Google's focus on service strategies like YouTube and AdMob gives credence to Avery Alix's claim that 'games are more than technologies...they are realms that can act as social forums.'²¹ Google's approach to games as a social and collaborative provider of support services,

though by no means unique, is the most prominent of the three companies, giving significant credence to its competitive strategy.

Location + Hiring Considerations

As of this writing, Google lists 28 jobs with the term 'games'.²² These jobs are categorised under two divisions: Google and YouTube. The number of graduate games-related positions is highest of all three companies, as are its location options. While several jobs are located in the USA, a significant number exist globally, particularly in Asia, a major benefit of applying to Google.

Positions range from managing relationships with studios, to games merchandising and research roles. Majority of these positions emphasise partnership with studios and developers. Walkley observes that knowledge of games-related activities is valuable for managing external networks, and may well work in a candidate's favour.²³

A key hiring factor at Google is the nebulously-cited: Googliness. Google calls this 'a mashup of passion and drive that's hard to define but easy to spot.'²⁴ The focus on personality engenders critical analysis. Claire Miller says 'this emphasis on culture fit isn't unique to Google' and that a 'culture fit can be self-reinforcing.'²⁵ Diversity at Google is an issue, which the company openly acknowledged in 2014; Amazon and Microsoft face similar hiring problems. Daisuke Wakabayashi's research into gender divides reveals male female worker ratios: 61:39 at Amazon  2 69:31 at Google; and 74:26 at Microsoft.²⁶

¹⁸ Kim Thompson, "Why Gamers Should Be Part of Your Audience Strategy", *Think With Google*, December 2015, <https://www.thinkwithgoogle.com/consumer-insights/why-gamers-should-be-part-your-audience-strategy/> (accessed November 2, 2017).

¹⁹ Sarah Perez, "Twitch's concurrent streamers grew 67% in Q3, as YouTube Gaming declined", *TechCrunch*, October 30, 2017, <https://techcrunch.com/2017/10/30/twitchs-concurrent-streamers-grew-67-in-q3-as-youtube-gaming-declined/> (accessed November 9, 2017).

²⁰ Perez, "Twitch's concurrent streamers", 2017.

²¹ Avery Alix, "Beyond P-1: Who Plays Online?" in *Authors & Digital Games Research Association DiGRA*, 2005, <http://www.digra.org/wp-content/uploads/digital-library/06276.52412.pdf> (accessed September 28, 2017).

²² Google Careers, California, <https://careers.google.com> (accessed November 2, 2017).

²³ Walkley, "Importance of Games", 2017.

²⁴ Holly Finn, "Missions That Matter", *Think With Google*, July 2011, <https://www.thinkwithgoogle.com/marketing-resources/missions-that-matter/> (accessed October 29, 2017).

²⁵ Claire Cain Miller, "Is Blind Hiring the Best Hiring?" in *The New York Times*, February 25, 2016, [https://www.nytimes.com/2016/02/28/magazine-is-blind-hiring-the-best-hiring.html](https://www.nytimes.com/2016/02/28/magazine/is-blind-hiring-the-best-hiring.html) (accessed October 27, 2017).

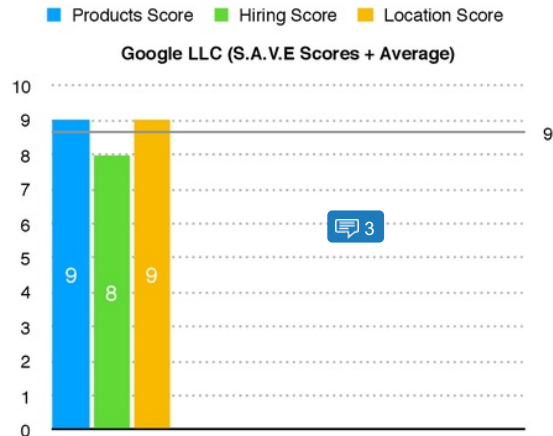
²⁶ Daisuke Wakabayashi, "Contentious Memo Strikes Nerve Inside Google and Out" in *The New York Times*, August 8, 2017, <https://www.nytimes.com/2017/08/08/technology/google-engineer-fired-gender-memo.html> (accessed October 29, 2017).

While all three companies grapple with diversity, Google's open citation of unsatisfactory gender and ethnic gaps,²⁷ best addresses Miller's 'culture fit' problem, abating potential hiring culture clashes. In addition, Google, and Microsoft, maintain dedicated career portals for graduates, a factor lacking at AGS. In considering options for positions and locations, Google appears better suited than AGS, and on par with Microsoft, for applicants in my circumstances.

The departure of Noah Falstein, Google's chief game designer, has cast doubt on Google's games strategy. Falstein suggested 'the opportunity to build the big, consequential games...failed to materialise, even as the world market for games has continued to grow in size, diversity, and geographic reach.'²⁸ Falstein's exit underpins the differences between conventional approaches to games, expounded by Amazon and Microsoft, and the methods Google employs. When juxtaposed with competing strategies of AGS and Xbox, Google's strategies seem at odds with industry expectations. Whereas the argument for Google as a games company is tenable, the nature of its related activities may not match with conventional studio-focused expectations.

Overall Assessment of Company

On balance, Google best suits applicants sharing my circumstances. In considering Google's product and services, available research jobs, and ample global mobility, arguments for Google cohere optimally.



²⁷ Google Official Blog, "Getting to Work on Diversity at Google" *Google Official Blog*, May 28, 2014, <https://www.googleblog.blogspot.co.uk/2014/05/getting-to-work-on-diversity-at-google.html/> (accessed October 31, 2017).

²⁸ Barb Darrow, "Lead Google Games Designer Leaves the Company", *Fortune.com*, April 7, 2017, <https://www.fortune.com/2017/04/07/google-games-guy-exits> (accessed October 31, 2017).

(iv) Microsoft Corporation

*We will be the company for gamers to play the games they want, with the people they want, on the devices they want.*²⁹

— Satya Nadella
Microsoft Annual Report 2017
October 16, 2017

Microsoft was founded on April 4, 1975 as a software company in Albuquerque, New Mexico, USA, by William Gates III and Paul Allen. The company has since diversified its portfolio to operating systems, devices, platforms and consoles. Microsoft's current headquarters are in Redmond, Washington, USA. As of 2016, Microsoft has 124,000 employees in more than 120 countries, (more than Amazon and Google combined).³⁰ Typical annual salary of a Software Development Engineer is USD 104,987. (Salary benchmarked to US earnings).³¹

Games-Related Products and Services Considerations

Microsoft published its Xbox revenues (part of Microsoft Studios) at USD 9,256 million and claims 53 million members on Xbox Live, participating in 'great game experiences to streaming to social to mixed reality'.³² Of the three, Microsoft remains the only entity producing consoles within a dedicated gaming ecosystem: Xbox Live and Xbox Play are classed under Microsoft's More Personal Computing segment. Xbox development operates as closed-loop systems, inviting developers to build games for its base. This contrasts with Amazon and Google, which tend to favour open platforms for developers to build and host their own products. (Microsoft delivers similar services through its Azure platform). The addition of Xbox places Microsoft at both ends of the spectrum: games development and games-related support services. Microsoft's acquisition of gaming studios, such as Rare in 2002, Lionhead in

2006, and Mojang in 2014, more closely juxtaposes its strategies with Amazon; the repertoire of local and overseas studios signifies its strategic intentions across several industry aspects, which may plausibly lead to greater games market share, with increased job opportunities.

Like Google, Microsoft capitalises on advertisement revenue through its Xbox division. Microsoft stated 'growth of gaming business is determined by the overall active user base through Xbox Live enabled content...'.³³ Xbox-related services drive Microsoft's strategy, giving the company significant competitive advantages over Amazon and Google in consoles, a major segment. Nonetheless, declining Xbox console sales, down 21% in 2017,³⁴ and subsequent rise of virtual reality (VR), estimated at USD 28.3 billion³⁵ are concerns for Microsoft's emerging hardware strategy. Microsoft's report addresses its declining console sales, but makes no reference to VR. Neither is any mention of VR made in Amazon's annual report. In contrast, Google's report provides a clear indication of VR as part of its new directives.³⁶

Although VR presently remains nascent technology, early adoption by Google could tip the balance away from consoles, reorienting a stronger case for future employment with Google over Microsoft in new and emerging positions.

Currently Microsoft's motives for competitiveness in the interactive gaming space is reinforced by the launch of Mixer, a live streaming service similar to

²⁹ Satya Nadella, "Microsoft Annual Report 2017" in *Microsoft Annual Report*, 2017, <https://www.microsoft.com/investor/reports/ar17/index.html> (accessed November 2, 2017).

³⁰ Facts About Microsoft, *Microsoft News Center*, <https://news.microsoft.com/facts-about-microsoft/> (accessed November 12, 2017).

³¹ Microsoft Salaries in United States, *Glassdoor*, <https://www.glassdoor.com/Salary/Microsoft-Salaries-E1651.htm> (accessed November 12, 2017).

³² Nadella, "Report 2017" in *Microsoft Annual Report*, 2017.

³³ Nadella, "Report 2017" in *Microsoft Annual Report*, 2017.

³⁴ Nadella, "Report 2017" in *Microsoft Annual Report*, 2017.

³⁵ Trends and Insights, *SuperData*, 2017, (accessed November 1, 2017).

³⁶ Porat and Campbell, *Alphabet Inc. Quarterly Report 2017*, 28, 31.

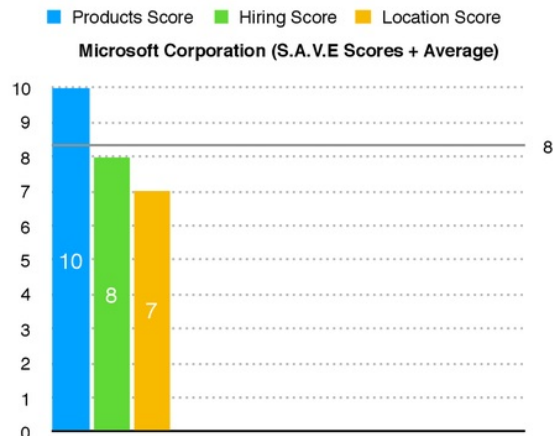
YouTube Gaming and Twitch. Mixer's performance ranks lower than competitors. TechCrunch reported Mixer viewership in Q3 2017 at 3300, compared to 281,000 for YouTube Gaming and 737,000 for Twitch.³⁷ While viewership at the year-old service is understandably low, the numbers disclose troubling aspects of Microsoft's strategic struggle with gaming broadcasts. Further study into Mixer's evolution will likely provide insight for future analysis. Microsoft's concentration on consoles and studio-based games, in addition to platform-related activities, remains, for the time being, a feasible, though not necessarily sustainable, strategy.

Location + Hiring Considerations

As of this writing, Microsoft details over 1000 positions with the title 'games', the highest number of opportunities. Filtering jobs by country (sampling for Singapore, India and the United Kingdom) lists 17 total positions for games-related openings: 10 in the United Kingdom; 7 in India; none in Singapore. While Microsoft remains the most geographically diverse of the three companies, majority of jobs are in Redmond, Washington. Low mobility in games-related jobs, primarily confined to the United States, puts Microsoft lower than Google, and higher than AGS when assessing location considerations. Jobs are more varied than AGS, with most relating to engineering, and machine learning. Like Google, Microsoft offers research positions that appeal to applicants like me, but not ineluctably to art-led candidates. However, Mojang and Rare list positions for art and design skillsets.³⁸ A significant variety of games and entertainment positions lifts Microsoft's employment appeal over Amazon's, owing largely to AGS's concentration on senior level jobs limited to the United States. In contrast, Google and Microsoft offer vocations in manifold locations, in addition to hiring across all levels of experience.

Overall Assessment of Company

On balance, Microsoft is a justifiable possibility for applicants in my circumstances. Sufficient rationale exists to pursue a career, considering the company's product strategies, locations and global mobility, and the availability of games research opportunities.



³⁷ Sarah Perez, "Twitch's concurrent streamers grew 67% in Q3, as YouTube Gaming declined", *TechCrunch*, October 30, 2017, <https://techcrunch.com/2017/10/30/twitchs-concurrent-streamers-grew-67-in-q3-as-youtube-gaming-declined/> (accessed November 9, 2017).

³⁸ Current Jobs, *Rare Studios*, 2017, <https://www.rare.co.uk/careers> (accessed November 10, 2017).

(v) Comparative Analysis Table

	Amazon.com Inc.	Google LLC	Microsoft Corporation
Net revenue 2016 in billions (USD)	135.99 billion	89.50 billion	85.30 billion
Annual engineering salaries (USD)	99,543	126,721	104,987
Number of countries present (estimated ± 5)	30	50	123
Year of commencement	1994	1998	1975
Employees (full-time + part-time)	341,400	72,053	124,293
Percentage male workers (as of 2014)	61	69	74
Percentage female workers (as of 2014)	39	31	26
Products considerations score (min 0, max 10)	10	9	10
Graduate and intern games hiring considerations score (min 0, max 10)	3	8	8
Location for games considerations score (min 0, max 10)	5	9	7
Average Self-Assigned Viability Employment score (S.A.V.E)	6	9	8
Research positions available for games	No	Yes	Yes
Present strategy for games market share score (min 0, max 10)	9	5	10
Near-future strategy for games market share (min 0, max 10)	7	8	5
Far-future strategy for games market share	Unknown	Unknown	Unknown
Near-future choice of employment	No	Yes	Maybe
<i>*Data used from sources cited in this paper</i>			

(vi) Conclusion

*A Game is a Series of Interesting Choices.*³⁹

— Sid Meier
Half-Real
2011

In considering games-related entities and employment, this paper looked at the impetus, afforded from the analysis, to validate suitable employment destination(s). Of the three companies analysed, Google LLC emerged most viable for employment, owing to its overall scores across the data, and criteria. Based on these findings, further study, beyond a masters degree, will be of added benefit to candidates in my circumstances. As a potential applicant for research positions, I believe a rigorous, quantifiable outlook to problem-solving will justify and enhance future applications for games position at Google. Ultimately, this choice necessitates a sequence of further academic and industry research to continue refining decisions and crystallising resolve.

³⁹ Sid Meier in Jesper Juul, *Half-Real: Video Games Between Real Rules and Fictional Worlds*, (Cambridge: MIT Press, 2011) 92.

Assessment 1 Games Industry Booklet

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

92/100

PAGE 1

PAGE 2



Comment 1

Very sound method

PAGE 3

PAGE 4

PAGE 5

PAGE 6



Comment 2

Excellent insight

PAGE 7



Comment 3

You could consider cropping the graph as this layout suggests missing data



Comment 4

Excellent insight! Perhaps Google & Amazon are optimizers rather than innovators now. Maybe games needs innovation.

Consider what Netflix are doing in the TV space w.r.t to investing in original content

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IS71025a Marking sheet

	High First	First	Upper Merit	Lower Merit	High Pass	Low Pass	Fail	Bad Fail
Knowledge An ability to demonstrate the authors understanding of the Games Industry by showing relevant research	In addition to meeting the criteria for a First in this category: The work contains no factual errors, omissions or irrelevant information	Piece demonstrates a deep understanding of the requirements specifically found in the games industry. Sections are well chosen to support the other sections of the piece. Information presented is current, relevant and authoritative. It may contain some minimal omissions/errors which do not affect the overall piece adversely.	In addition to meeting the criteria for a Second in this category: The work contains no factual errors, omissions or irrelevant information	Piece demonstrates a thorough understanding of the requirements found in the games industry. Information presented is current, relevant and authoritative. It may contain some minimal omissions/errors	Piece demonstrates understanding of the 1-2 of the requirements found in the games industry. Information is largely accurate. It may contain some out of date information, omissions / errors	Whilst meeting the criteria for a Pass in this category the work has room for improvement: It may contain some non-critical errors, omissions or irrelevances.	Piece fails to demonstrate an understanding of requirements found in the games industry. Most of the information is out of date and/or inaccurate.	Work is of insufficient standard to mark in a meaningful way Author should consider booking a tutorial to discuss shortcomings in this category
Thinking An ability to relate areas of research and skills in a meaningful way, leading to new insights and understanding	In addition to meeting the criteria for a First in this category: The work contains no factual errors, omissions or irrelevant information	Piece demonstrates excellent abilities to cross-relate relevant actions, outcome, responsibility and skills in a structured way. The piece thoughtfully relates research and subject knowledge to draw meaningful and supported conclusions. It may contain some minimal omissions/errors which do not affect the overall piece adversely.	In addition to meeting the criteria for a Second in this category: The work contains no significant misunderstandings, omissions or irrelevant information	Piece demonstrates some abilities to cross-relate relevant actions, outcome, responsibility and skills in a structured way. The piece makes an attempt to relate research and subject knowledge to draw meaningful and supported conclusions. It may contain some minimal omissions/errors which do not affect the overall piece adversely.	Piece demonstrates the ability to suggest actions, outcome, responsibility and skills in a structured way. It may contain some minimal omissions/errors which do not affect the overall piece adversely.	Whilst meeting the criteria for a Pass in this category the work has room for improvement: It may contain some non-critical errors, omissions or irrelevances.	Piece is unable to demonstrate the ability to suggest actions, outcome, responsibility and skills in a structured way.	Work is of insufficient standard to mark in a meaningful way Author should consider booking a tutorial to discuss shortcomings in this category
Subject Demonstrating an understanding of the terminology, skills and practices found in the games industry.	In addition to meeting the criteria for a First in this category: The work contains no factual errors, omissions or irrelevant information	Specific skills are clearly highlighted with specific reference to completed tasks. Where relevant author is able to demonstrate appropriate skill levels with the tools, programming languages and art packages required. Correct games industry terminology is used to describe tools & processes. It may contain some minimal	In addition to meeting the criteria for a Second in this category: The work contains no factual errors, omissions or irrelevant information	Skills are highlighted with some reference to completed tasks. Where relevant author is able to demonstrate some familiar with the tools, programming languages and art packages required. Some use of correct games industry terminology tools & processes. It may contain some minimal omissions/errors which do not affect the overall piece adversely.	Skills are highlighted. References are made to tools, programming languages and art packages. It may contain some minimal omissions/errors which do not affect the overall piece adversely.	Whilst meeting the criteria for a Pass in this category the work has room for improvement: It may contain some non-critical errors, omissions or irrelevances.	Skills are not highlighted. Poor references are made to tools, programming languages and art packages.	Work is of insufficient standard to mark in a meaningful way Author should consider booking a tutorial to discuss shortcomings in this category
Structure Tone, spelling & grammar Demonstrating the ability to write at Level 7 for an educated audience who has an interest in the subject, however possibly without specific domain knowledge.	In addition to meeting the criteria for a First in this category: The work contains no factual errors, omissions or irrelevant information	Written in a way which is highly appropriate for the intended audience. Authors use of language demonstrates authority and confidence with the subject. Using appropriate tables and charts to aid readability throughout. Excellent use of formatting, headings, fonts & colour where appropriate	In addition to meeting the criteria for a Second in this category: The work contains no factual errors, omissions or irrelevant information	Written in a way which is appropriate for the intended audience. Authors use of language demonstrates some understanding of the subject. Using tables and charts to aid readability throughout. Some use of formatting, headings, fonts & colour where appropriate	Written in a way which is understandable. Authors use of language is acceptable.	Whilst meeting the criteria for a Pass in this category the work has room for improvement: It may contain some non-critical errors, omissions or irrelevances.	Written in a way which is not understandable. Authors use of language is unacceptable/inappropriate.	Work is of insufficient standard to mark in a meaningful way Author should consider booking a tutorial to discuss shortcomings in this category

2500 words

In this assessment you are expected to demonstrate your understanding of the games and interactive entertainment industries by researching three companies in your chosen sector. Carry out high level comparative analysis of the three companies (including the production of a 1-page comparative analysis table), In addition highlight why they may, or may not, be good employment destinations for you given your current skillset.

Explaining your reasoning, choose one company and provide an in-depth analysis of the company, products / services, performance and history and your potential fit.

You should include size, location(s), best-selling productions and a reasoned assessment of what the company does well or possibly struggles with and it's longer its strategic direction in the wider competitive environment.

Also include a profile of the typical graduate roles they hire and their recruitment methods and comment on your own suitability based on this approach and criteria.

In your conclusion you should analyse the merit of your approach including any risks or barriers you see, with some thoughts on potential mitigation and action items for you to improve your chances of success in the event you applied to that company.

Student					Overall grade	92%	Assignment: CW1
	Weight	Knowledge	Thinking	Subject	Structure	Aspects covered well	Considerations for improvements
Relevance & clarity of research	40%	90%	95%	90%	95%	Outstanding research	Minor issue with diagram, see inline
Presentation of main argument	30%	95%	95%	90%	90%	A highly effective comparison technique supported by facts and excellent insight	None
Conclusion	30%	90%	90%	90%	95%	A sound conclusion based on well researched facts	None
General comments							
An outstanding response to the task.							
Well Done!							