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00:09:19.040 --> 00:09:36.320

Daniel Tedesco: Well, hey, everybody, welcome to the craft podcast where Michael and I interview experts of various fields to learn about their disciplines, and how they strive towards mastery. We love talking to people who are passionate enough to master something, and we've been asking

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00:09:36.320 --> 00:09:56.140

Daniel Tedesco: curious questions of these crafts people our whole lives, and it's it's a joy to share those conversations with all of you on the craft, Podcast, You'll love all the interviews, so please be sure to like and subscribe to the channel.

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00:09:56.140 --> 00:10:06.920

Daniel Tedesco: Click the like button, and leave a comment. If there's anything you want to share. Let's get right into it. Michael, who's with us today

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00:10:07.780 --> 00:10:25.670

Michael Du: all right. Today we are joined by Justin scarborough a strategic and an operational executive with over 25 years of experience in leadership production, marketing and sales in the gaming and mobile industries. So he has worked for a major companies like Disney, and scopely

102

00:10:25.670 --> 00:10:34.110

Michael Du: and managing their business in Asia, and a leading successful franchises like Disney Samsung, and also Marble future fight.

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00:10:34.230 --> 00:10:46.510

Michael Du: and with his extensive network of regional contacts and the fluency in Japanese. Justin excel at business development negotiations and also platform planning.

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00:10:46.510 --> 00:11:04.890

Michael Du: join us as we explore his passion for content and also technology, and learn from his impressive track record of creative and also financial success. We're honored to have Justin on the show, and we look forward to diving to his insights and also experiences Justin. Welcome to the craft, Podcast.

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00:11:05.630 --> 00:11:16.970

Justin: Thank you, Michael. Thank you, Dad. I really appreciate it. I'm pretty excited to be able to participate today, and thanks for your kind words. I look forward to getting into it a bit. Talking about some games.

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00:11:17.140 --> 00:11:34.390

Daniel Tedesco: Yeah, so to kick things off justin you, you don't look particularly Japanese, but you've worked in in Japan, for I think a the bulk of, or a lot of your your career. How did you decide to

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00:11:34.390 --> 00:11:37.520

Daniel Tedesco: learn Japanese and build a career in Japan.

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00:11:38.150 --> 00:11:46.880

Justin: Well, yeah, I you did get me. I'm not originally from Japan. I grew up in the Us. A. I actually

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00:11:46.940 --> 00:11:52.060

Justin: found my way to Japan sort of by accident. I was part of a

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00:11:52.130 --> 00:11:56.770

Justin: when I was, I believe, 16 years old. When I was in high school. I was so

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00:11:57.100 --> 00:12:05.980

Justin: invited to be on a U.S.A. wrestling team that toured Japan. I was wrestling all through my

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00:12:06.160 --> 00:12:16.460

Justin: schooling years all the way through University, and so I was asked to to come here, and this is in the mid eighties, I think 1,986 around that time.

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00:12:16.700 --> 00:12:24.920

Justin: and it was very much an eye-opener for me to come to such a what was for me a very foreign place, and

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00:12:25.030 --> 00:12:28.710

have no understanding of the culture or the language.

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00:12:28.730 --> 00:12:39.320

Justin: This is obviously pre Internet. So it was not as easy to access information on Japan prior to visiting, so

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00:12:39.550 --> 00:12:46.410

Justin: we spent the better part of 2 weeks touring the country and competing in Paris locations, and

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00:12:46.420 --> 00:12:49.570

Justin: really changed me. So

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00:12:50.320 --> 00:12:54.460

Justin: after the tour ended, I went back to the States.

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00:12:54.660 --> 00:13:07.150

Justin: where I went to university and decided when I entered University I would try my hand at Japanese. and ultimately majored in East Asian studies.

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00:13:08.520 --> 00:13:23.270

Justin: 10 to the my junior year in Japan. I had a strong desire to live in Japan and see how much of the language I could learn. So my junior year I studied abroad in Kyoto.

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00:13:23.630 --> 00:13:32.770

Justin: and so it just sort of it's one of those random things that you know snowballed over time and became more and more of my passion and

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00:13:32.860 --> 00:13:37.410

Justin: and the focus of my studies, and ultimately my career thereafter.

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00:13:38.380 --> 00:13:42.810

Daniel Tedesco: Wow! And that that's

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00:13:42.920 --> 00:13:48.570

Daniel Tedesco: the the first introduction I've heard to Japanese culture via via wrestling.

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00:13:48.580 --> 00:13:53.760

Justin: Yeah, I think it's pretty random.

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00:13:53.830 --> 00:13:58.590

Daniel Tedesco: but but a a pretty cool starting point.

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00:13:58.970 --> 00:14:02.230

Daniel Tedesco: One of the things I I've noticed about.

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00:14:02.660 --> 00:14:04.750

Daniel Tedesco: I guess the bulk of people who.

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00:14:05.030 --> 00:14:17.410

Daniel Tedesco: you know, maybe learn a a another language in college or in high school, and go to a different country from where they grew up and and stay for a while. They

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00:14:17.430 --> 00:14:27.760

Daniel Tedesco: most people, tend to go back to their home country. But you, you decided to kind of build an international career.

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00:14:27.860 --> 00:14:38.160

Daniel Tedesco: You know. How how did you decide to do that, and what what we're kind of the the the challenges that that you face doing so? And how did you overcome that?

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00:14:39.320 --> 00:14:47.170

Justin: Well, it was when I first graduated university. My plan was to come back to Japan and work for a period of time. I think I set

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00:14:47.480 --> 00:15:03.730

Justin: the parameters of 3 to 5 years, and then set up, and then i'll go get my mba, and move back to the States. But what I found was after that 5 years had passed. I actually took my G. Mats and was a scheduled to go to a

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00:15:03.830 --> 00:15:07.760

Justin: business school. I even had the the business school

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00:15:07.890 --> 00:15:17.440

Justin: lined up and was planning to move to London, actually to go to business school, and an opportunity just presented itself to

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00:15:17.460 --> 00:15:25.110

Justin: change jobs and join an Internet startup in 1996. So i'm dating myself

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00:15:25.420 --> 00:15:27.380

Justin: dial up days

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00:15:27.480 --> 00:15:34.330

Justin: a fixed line. Only it was brutal, but at the time time it was revolutionary. And so

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00:15:34.400 --> 00:15:40.110

Justin: a friend of mine, a Japanese man, started a a business right in my neighborhood, and

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00:15:40.360 --> 00:15:48.980

Justin: invited me to to join and get in early, and that proves for me to be the ultimate business school. I I

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00:15:49.220 --> 00:15:54.080

Justin: learning you, learn fast when you you have

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00:15:54.580 --> 00:15:57.050

Justin: severe cash, flow pressure.

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00:15:57.080 --> 00:16:02.290

Justin: You. You learn how to do business development sales, you learn how to to

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00:16:02.590 --> 00:16:04.050

Justin: to

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00:16:04.350 --> 00:16:04.940

it.

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00:16:04.980 --> 00:16:12.440

Justin: fast track your product development. You learn how to manage teams and motivate teams out of necessity.

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00:16:12.860 --> 00:16:23.120

Justin: You You learn a lot of things that way, so I ultimately didn't go to business school. I went into the start up instead, and it and it kept me in Japan

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00:16:23.220 --> 00:16:34.460

Justin: in Asia. I did a couple of years in Singapore, setting us up a subsidiary of our startup in sample. But ultimately that opportunity and migrating my career to the Internet

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00:16:34.540 --> 00:16:37.000

Justin: kept me in Japan. And

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00:16:37.900 --> 00:16:41.190

at that point I just decided more to commit to the long haul.

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00:16:41.700 --> 00:16:42.430

Daniel Tedesco: Wow!

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00:16:45.420 --> 00:16:51.370

Daniel Tedesco: And that that was, I guess, a a Japanese company, right?

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00:16:53.130 --> 00:17:03.510

Daniel Tedesco: But I I guess international operations. And you've also spent a lot of time working for international companies in Japan. So you've had to.

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00:17:03.720 --> 00:17:09.810

Daniel Tedesco: You know, through that process, I imagine, build a lot of trust across different cultures

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00:17:10.960 --> 00:17:21.619

Daniel Tedesco: over time, like what has been your approach to doing that? You know, building trust between local teams and a overseas headquarter

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00:17:21.780 --> 00:17:30.620

Daniel Tedesco: and also building trust with local teams when you know you're not from the country where you know most of the people on your team are from

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00:17:30.800 --> 00:17:37.710

Justin: right right? Well, there's there's a lot of challenges there, You know, when I first started my career I was in a very large Japanese company, and

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00:17:37.760 --> 00:17:51.430

Justin: when I go on business trips to other regions, V. It North America or South East Asia, you would hear gripes about the headquarters, and how the headquarters doesn't get it, and then

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00:17:51.660 --> 00:17:56.310

Justin: fast forward a decade, and i'm an executive in Disney, Japan, and

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00:17:56.400 --> 00:18:07.150

Justin: and we would have our gripes about headquarters, and how they don't, and that is just a an understandable, very human way of.

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00:18:07.180 --> 00:18:18.510

Justin: you know, seeing sort of the Hq. Versus subsidiary relationship. And when you're working cross border it is challenging to

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00:18:18.530 --> 00:18:22.230

Justin: build trust, even in a common language, because

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00:18:22.450 --> 00:18:34.420

Justin: you know, without that face to face relationship, it's it's not easy. And then couple of that with time zones and language barriers and obviously significant cultural differences.

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00:18:34.480 --> 00:18:41.880

Justin: These are non-trivial things. When you're building and leading teams to factor in and to

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00:18:42.140 --> 00:18:49.310

Justin: to over time, build build and a a a skill set for of managing, and and you know, I think

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00:18:50.950 --> 00:18:53.910

Justin: I I I can only speak in general terms, which is, I think.

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00:18:53.970 --> 00:19:04.500

Justin: you know, what makes a great leader is pretty consistent. and much of you know, regardless of culture and much of what informs my

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00:19:04.520 --> 00:19:09.730

Justin: perception of a good leader was informed, or my my 17 years in Disney, because

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00:19:09.890 --> 00:19:24.790

Justin: I had a lot of exceptional bosses and received a lot of exposure to excellent people across all disciplines. And so my view on leadership is that, you know, in general

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00:19:25.040 --> 00:19:30.220

Justin: the leader works for the team. The leader works for the partners.

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00:19:31.250 --> 00:19:35.150

The leader works for the customers and not the other way around.

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00:19:35.220 --> 00:19:39.020

Justin: And so, if you're a leader.

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00:19:39.500 --> 00:19:43.310

Justin: you I think you're doing yourself a favor. If you

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00:19:43.370 --> 00:19:58.030

Justin: regardless of what country you're in seeing your role is to to take care of the people in your organization. First and foremost, your role is, Take care of your customers, and your role is to take care of your business partners. Sometimes you need to

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00:19:58.050 --> 00:20:02.150

Justin: represent your business partner's interests back to the headquarters.

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00:20:02.310 --> 00:20:15.040

Justin: or or to your boss, who may have a differing opinion from what you believe, and is in the best interest of the partnership, and so being a leader, is, is complicated. But I think

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00:20:15.910 --> 00:20:19.340

Justin: there's several sort of key things that you can

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00:20:19.520 --> 00:20:25.960

Justin: at least that igling from my experience that are important and have helped me in Japan. One is

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00:20:26.140 --> 00:20:33.880

Justin: is being very curious about individual team members, needs and business partners needs.

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00:20:34.070 --> 00:20:40.130

Justin: So that means when you're when you're doing one on ones or having dinners with your partners

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00:20:41.180 --> 00:20:45.550

Justin: asking a lot of questions and and trying to get at what's

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00:20:45.870 --> 00:20:48.300

Justin: their motivation, and how

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00:20:49.670 --> 00:20:59.150

Justin: I can, as a leader, maximize their talent if I get the most out of them, and and unlock their ambition and their sort of

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00:20:59.200 --> 00:21:02.150

Justin: passion for what they do. It's going to help me

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00:21:02.230 --> 00:21:06.210

Justin: asking a lot of questions to better understand them

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00:21:06.220 --> 00:21:10.040

Justin: as necessary, coach them, support them.

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00:21:10.500 --> 00:21:14.750

and and obviously learn from them. So I I try to do that quite a bit.

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00:21:14.900 --> 00:21:25.190

Justin: because ultimately it makes me a better leader, and it, you know, pragmatically speaking, and increases my probability for success. So I think being curious is really really important.

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00:21:25.240 --> 00:21:40.030

Justin: and and the other word that again I picked up very much when I was at Disney. That is used quite a bit as thoughtfulness. and I think in most Asian cultures. Thoughtfulness is taken to a higher level, you know.

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00:21:40.040 --> 00:21:43.740

Justin: paying attention. It's certainly in Japan it is, and you, you know.

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00:21:44.000 --> 00:21:50.070

Justin: paying attention to detail, and that that includes, you know.

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00:21:50.150 --> 00:21:59.160

Justin: expressions on a team members face or or their posture in a meeting or an off the cuff, remark that they make that may have some deeper meaning.

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00:21:59.190 --> 00:22:02.050

Justin: because things are not always so

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00:22:02.110 --> 00:22:07.340

Justin: bluntly or directly stated in this culture as as it is in some other cultures. And so.

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00:22:07.410 --> 00:22:12.640

Justin: being very thoughtful to follow up with people and ask them

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00:22:12.720 --> 00:22:22.310

Justin: how things are going, but also following up with them to to complement them when they've done a good job and let them know

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00:22:23.580 --> 00:22:29.400

Justin: that you see what they're doing, and that what they're doing matters. And again.

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00:22:29.500 --> 00:22:38.420

Justin: ultimately, a motivated workforce is a very powerful thing, and and you know, as the leader need to be very good at unlocking that. And

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00:22:38.450 --> 00:22:54.440

Justin: and again, then you represent their needs into the headquarters cross border, and that, too, needs to be a constructive relationship. So you do need to get on a plane and go to headquarters and spend time with folks and understand their motivations and headquarters.

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00:22:54.540 --> 00:22:59.690

Justin: and be about balanced. Representative of the company's needs back into your team

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00:23:00.790 --> 00:23:06.910

Justin: so it it. It cannot be an antagonistic relationship. It has to be like a

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00:23:08.100 --> 00:23:11.560

something where you're, you know, seeing both sides.

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00:23:11.800 --> 00:23:17.320

Justin: and really trying to always work towards a a, a sort of common direction.

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00:23:17.490 --> 00:23:24.570

Justin: a forward pass forward that people are comfortable with. And I think when you talk about like us to Asia

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00:23:24.720 --> 00:23:27.890

Justin: us to Japan, there's always ample

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00:23:27.950 --> 00:23:33.680

Justin: risk that things will get misunderstood or not properly communicated. So you really need to work hard.

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00:23:33.700 --> 00:23:42.000

Justin: Be thoughtful about the details, and following up with people. I think that's always my case. It's served me well to to work that way.

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00:23:43.080 --> 00:23:46.550

Daniel Tedesco: Yeah, a lot of great insights there.

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00:23:46.750 --> 00:24:06.390

Daniel Tedesco: I think that the one specific one that that you pointed out that maybe isn't as obvious to people. I I guess our audience is mostly English speakers who Haven't worked in Asian cultures before, particularly East Asian cultures is the kind of level of in in directness

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00:24:07.560 --> 00:24:11.440

Daniel Tedesco: that you know is if

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00:24:11.530 --> 00:24:14.580

Daniel Tedesco: if Americans don't like something you'll hear about it

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00:24:15.870 --> 00:24:35.470

Daniel Tedesco: pretty directly and often quickly, but a lot of times in East Asian cultures, you know. You mentioned like a kind of an off the cuff remark, or or something said, you know, in in context of a bunch of other things in a in a meeting might actually have

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00:24:35.530 --> 00:24:41.140

Daniel Tedesco: a a deeper meaning, and it's not that anyone is trying to be indirect

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00:24:41.180 --> 00:24:55.640

Daniel Tedesco: or or or trying not to express themselves. It's just the way that people express their views to. Maybe their boss is different than you tend to see in in Western cultures.

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00:24:56.810 --> 00:25:03.090

Justin: Yeah, I mean it's it's it's obviously what you say is important, and how you say it is important.

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00:25:03.280 --> 00:25:05.060

Justin: And also where you say it

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00:25:06.570 --> 00:25:09.590

Justin: right. If you're in a meeting room with 8 other people

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00:25:10.780 --> 00:25:21.480

Justin: you have to in, and there's a particular team member you want to address in one another. You have to think about what you say in front of those other 7 members. How they will view what you say.

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00:25:22.890 --> 00:25:25.940

Justin: I had a boss and Disney a great boss, who.

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00:25:26.050 --> 00:25:32.420

Justin: when I first became a GM. He said to me, you need to realize that now you're always on stage.

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00:25:32.510 --> 00:25:42.560

Justin: and what he meant. What he meant by being on stage was that, whether you realize it or not, every comment you make is heard and interpreted by people

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00:25:42.680 --> 00:25:51.360

Justin: sometimes in ways you didn't intend. or you didn't realize. Maybe you're having a bad day, and you make a comment that you really didn't mean, or

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00:25:51.520 --> 00:26:06.920

Justin: or if maybe you meant it, but it's not something that you would ordinary express ordinarily express. But you were tired, or you were in a bad mood, or you know you worried about your your kids grades, or whatever it was, and and you had a moment of weakness.

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00:26:07.140 --> 00:26:12.510

Justin: and you said something that you should not have. And then you

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00:26:12.520 --> 00:26:14.970

Justin: you spend the next 6 months trying to

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00:26:15.170 --> 00:26:17.120

Justin: unwind that.

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00:26:17.200 --> 00:26:20.600

Justin: And so, as a leader, you need to be very careful about

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00:26:21.860 --> 00:26:28.220

Justin: what you say, and I think particularly in in in my experience in Asian territories. That's particularly the case.

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00:26:28.370 --> 00:26:34.960

Justin: because one of the great strengths I think of of folks in the Us. Is that they're very direct.

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00:26:35.110 --> 00:26:45.150

Justin: very expressive, and and but when they say something, they don't necessarily mean or they regret later on. They're also pretty direct and open about

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00:26:45.680 --> 00:26:48.820

Justin: acknowledging that. And so.

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00:26:49.230 --> 00:26:59.730

Justin: which is, is a is a good quality, and I think that in in at least in Japan, where I have the most experience. I'm comfortable in saying that

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00:26:59.760 --> 00:27:07.610

Justin: it's harder to re unwind something once you've said it too. so you need to be careful about, you know.

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00:27:08.290 --> 00:27:11.240

making as few mistakes up front as you can.

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00:27:12.380 --> 00:27:16.430

Justin: It's not that people won't. Forgive you, but that

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00:27:16.600 --> 00:27:26.590

Justin: it's just it's just a little bit more subtle, I guess communication, and therefore harder to take things back

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00:27:27.390 --> 00:27:33.160

Justin: or minimize their impact after the fact. So you just need to be very thoughtful again to use that word

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00:27:33.250 --> 00:27:37.440

Justin: about what you say, how you say it and where you say it.

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00:27:38.260 --> 00:27:41.380

Daniel Tedesco: Yeah. Thinking about those 3

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00:27:42.970 --> 00:27:45.540

Daniel Tedesco: together. It makes a big difference.

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00:27:45.680 --> 00:27:52.610

Daniel Tedesco: I guess. Another thing that kind of came out in your comments is to some extent it sounds like

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00:27:53.770 --> 00:28:04.260

Daniel Tedesco: it's. It's less about trying to optimize for specific cultures. There are, you know, rules of of kind, of

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00:28:04.510 --> 00:28:08.740

Daniel Tedesco: being a good leader that brings different groups with different interests together.

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00:28:08.830 --> 00:28:10.870

Daniel Tedesco: and

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00:28:10.980 --> 00:28:22.170

Daniel Tedesco: a lot of the culture stuff. Maybe i'm kind of projecting my own own views here, so you could share your comments in a minute. But a lot of the cultural stuff is is kind of a

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00:28:22.500 --> 00:28:32.650

Daniel Tedesco: a a veneer over top of general human things that are are going to be pretty

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00:28:33.340 --> 00:28:35.830

Daniel Tedesco: stable to to some extent

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00:28:35.840 --> 00:28:43.380

Daniel Tedesco: in in any environment. That's you know, bringing different people with different interests and backgrounds together.

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00:28:43.450 --> 00:28:47.280

Justin: I I think this is right, and in you

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00:28:48.130 --> 00:28:55.430

Justin: I've had the honor of managing people across Asia. Pacific. Right people, you know, everywhere from like

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00:28:55.440 --> 00:29:07.130

Justin: Thailand and and and Singapore and Taipei and Shanghai and Beijing and Seoul and you know, obviously Tokyo. And and so there are.

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00:29:07.180 --> 00:29:16.650

Justin: There are significant differences between folks, and it's not just language culture. It is is a driving fact of it. But I think underlying to that is

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00:29:16.860 --> 00:29:22.170

Justin: what is culturally agnostic is that people want to be treated with respect.

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00:29:23.380 --> 00:29:35.090

Justin: They respond when you show a genuine interest in curiosity and what they're doing, and who they are. And if you're thoughtful about how you engage with him and you represent their best interests.

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00:29:35.280 --> 00:29:38.470

Justin: They, these tenants are culturally agnostic.

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00:29:38.550 --> 00:29:41.470

Justin: Now I I I am a pretty vocal

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00:29:44.760 --> 00:29:52.430

Justin: in in my experiences in Disney and Sculpture. I've been pretty vocal throughout my career about. you know, hating the word global.

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00:29:52.670 --> 00:29:56.910

Justin: because I I think frankly, the work global is usually used.

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00:29:57.110 --> 00:30:15.260

Justin: It's another way of seeing us export in in in. And you know, there, for for example, in the gaming industry, I don't think there's I don't think you can name for me 5, really, truly, maybe not even 3 truly global game companies.

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00:30:16.410 --> 00:30:20.250

Justin: There are no companies that I'm aware of, that really addresses

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00:30:20.470 --> 00:30:38.650

Justin: the different regions and cultures competitively, consistently. And there's a reason for that, and and the world is a very big place in a very complex place, and and i'm I've been fine with that for a very long time I've actually I prefer that, and enjoy that. I don't think that

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00:30:38.650 --> 00:30:49.610

Justin: all the world's all gravitating to the same thing. Now I think that's nonsense, but I do think, I think, underneath the human sort of key tenants of being treated with respect and

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00:30:49.620 --> 00:31:01.180

Justin: and knowing that your boss cares about you, and is curious about what you're up to and wants to understand you and and is is feels obligated to take care of you. Those things are universal. Yeah.

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00:31:02.690 --> 00:31:05.680

Daniel Tedesco: Yeah. great points.

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00:31:06.890 --> 00:31:07.640

Michael Du: Yeah.

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00:31:10.180 --> 00:31:15.520

Michael Du: all right. So I think I think also like I'll recent questions. So basically

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00:31:15.590 --> 00:31:34.650

Michael Du: since your extensive experience in you know this impact, but also international kind of business, so like, I I guess, from your parrot priori experience. You have a lot of cases in like, you know, doing negotiations with different people

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00:31:34.650 --> 00:31:54.280

Michael Du: from with different cultural backgrounds. So like, what kind of strategy like have you found most effective? And also how do you like? By Dallas, the short term goals, and also with long term relationships. And maybe that's what I'm curious about you.

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00:31:54.500 --> 00:31:58.130

Justin: Yeah, Well, that's yeah, no, that's that's

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00:31:58.700 --> 00:32:07.540

Justin: I mean, that's a huge subject in and of itself right business development. I think I think you know the I would not consider myself like

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00:32:07.610 --> 00:32:15.080

Justin: pure Pd Guy. Well, you know I've done business development on and off for a large part of my career, and I I think that

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00:32:16.770 --> 00:32:28.640

Justin: you know I think there obviously it, when I was in dizzy much of the business development that deals that I was involved in more either distribution deals or licensing deals.

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00:32:28.830 --> 00:32:34.390

Justin: and that requires a real sort of

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00:32:35.420 --> 00:32:43.430

Justin: partner, mentality partner focus. and I think it. It's entirely consistent with my comments earlier about how you lead teams.

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00:32:43.480 --> 00:32:51.090

Justin: you know, taking. you know, one of the things I really enjoyed about, you know, being in a company like Disney. We had

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00:32:51.370 --> 00:32:59.110

Justin: literally. when I was running Disney consumer products in Japan. I had 350 licenses companies

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00:32:59.170 --> 00:33:06.750

Justin: that yeah, every year I would sign contract some with them with some of them multiple contracts per year.

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00:33:06.870 --> 00:33:15.720

Justin: and which means I had a great sales and in client management team. and they really, you know.

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00:33:16.250 --> 00:33:24.630

Justin: went through great pains to understand the different business objectives of the partners and try to sort of proactively

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00:33:24.730 --> 00:33:28.240

propose ways that they could leverage the Disney IP

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00:33:29.230 --> 00:33:41.550

Justin: to maximize their business objectives, and we would constantly discuss ways that we could partner, in order to maximize the the size of the business and super, serve the the end customers as best if we can.

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00:33:41.630 --> 00:33:55.300

Justin: which, in the case of Disney is really the lifeline of the company without without the fans there's there's no business. So so those type of deals the mentality when you go in and negotiate those deals

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00:33:55.420 --> 00:33:58.600

Justin: is one thing, and some of those deals tend to be

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00:33:59.710 --> 00:34:05.270

Justin: very long term relationships with large companies that extend over multiple years. But you.

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00:34:05.550 --> 00:34:21.380

Justin: you never less periodically renegotiate, renew deals. A lot of our our game deals would be multi year deals, but for consumer products. For example, most of our deals were one year deals with the auto renewals, but we had these

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00:34:21.420 --> 00:34:28.290

Justin: processes in place, for we we had what we used to call Jbp. Which is actually a Japan

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00:34:28.330 --> 00:34:41.940

Justin: Dizzy Japan developed process joint business planning. So we had an annual as if, like an annual budget in an internal organization, we had joint business plans with each of our key licenses.

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00:34:42.080 --> 00:34:45.420

Justin: and depending on the size of the the business with them.

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00:34:45.489 --> 00:34:56.070

Justin: If If the the annual retail revenue generated by those businesses or the the royalties that Disney received in those businesses were at a certain level.

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00:34:57.490 --> 00:35:02.710

Justin: Sometimes the business plans would be quarterly reviews, and depending on the size of the business.

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00:35:02.760 --> 00:35:14.380

Justin: you know the general manager of the division myself, for my directs would sit into each proposal. Sometimes they were done more at lower levels if they were smaller relationships. So it wasn't just

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00:35:14.420 --> 00:35:18.670

Justin: the negotiation of the deal, but it the maintenance of the relationship ongoing

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00:35:18.680 --> 00:35:37.150

Justin: in the game world. It's kind of like live ops, if you will, in a license business. That's very important. Now, when you talk about

some of the the the the deals that you know, Over the past few years I've been, you know, to one degree or another involved in it. It's, scopely is

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00:35:37.150 --> 00:35:44.800

Justin: a lot of that has a more of a a in an investment component to it. So that was new for me.

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00:35:44.960 --> 00:35:47.280

Justin: and I learned a lot from

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00:35:47.300 --> 00:36:01.180

Justin: the guys on in scope. We who are very good at that and corporate development, and you know, looking at different types of companies making different types of investments. And I think the mentality there. When you go into a deal and negotiation, it's.

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00:36:01.520 --> 00:36:05.240

Justin: If anything, it's, it's a more rigorous

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00:36:05.510 --> 00:36:25.410

Justin: process to get to a deal because you're you're talking about making significant capital outputs and and potentially acquiring companies right? And so that means bringing all of these talented folks into your your organization and being responsible for them ultimately in their careers. And again, as leaders.

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00:36:25.460 --> 00:36:29.370

Justin: Ultimately, when you're looking at a potential investment

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00:36:29.640 --> 00:36:37.420

Justin: and an acquisition, you're ultimately thinking, how do we incorporate these folks into our organization? Are they a fit?

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00:36:37.530 --> 00:36:46.270

Justin: And how could we, You know, post investment, post acquisition, maximize the the creative

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00:36:46.400 --> 00:36:48.540

Justin: and financial output

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00:36:48.990 --> 00:36:56.970

Justin: of that great right. So so the the mindset going into negotiations depends on the type of deal.

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00:36:57.210 --> 00:37:10.410

Justin: and then in terms of short versus long term. Again, it depends sometimes on the scale of the investment of the the size of the partnership. But just try to to try to give you a You know.

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00:37:10.880 --> 00:37:19.340

Justin: You know my specific style. I would say that i'm not the guy you see in in movies the tough guy Zeros, is

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00:37:19.450 --> 00:37:26.490

Justin: It's killed bang on the table. Yeah, yeah, out of that nonsense. I don't negotiate that way.

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00:37:26.790 --> 00:37:47.260

Justin: But I do think the first step. One thing I did I think I would like to mention. Here is the first step when you go into negotiation. There was a training course that we received back as at Disney, and there was a phrase that they, the the the the man who originated the whole program, came up with called back Not

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00:37:47.430 --> 00:37:59.460

Justin: and that acronym right. And I think some of you may be familiar with it, which is a you know, the best best alternative to a negotiated agreement.

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00:37:59.480 --> 00:38:10.350

Justin: So it's kind of like knowing if the deal doesn't happen, and you need to walk away. What are your other alternatives? So it's basically before you go into negotiation. I think

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00:38:10.410 --> 00:38:18.900

Justin: one of the key things is knowing what your leverage points are. having done the proper homework in advance, understanding

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00:38:18.970 --> 00:38:24.530

Justin: what leverage you could pull to get a negotiated agreement that makes sense for you

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00:38:24.630 --> 00:38:34.860

Justin: and what lines you shouldn't cross. And this is often a very much a data exercise. But financially saying, okay, to make this deal, make sense for us

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00:38:35.070 --> 00:38:38.740

Justin: here sort of parameters within which I need to keep.

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00:38:38.880 --> 00:38:48.090

Justin: And then, at the same time, when you go into those negotiations gradually, hopefully, if you're a good negotiator. You're starting to get a better understanding of the partners parameters

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00:38:48.300 --> 00:38:51.680

Justin: right? And and because it's, you know

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00:38:51.730 --> 00:38:52.950

Justin: it.

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00:38:53.100 --> 00:38:57.800

Justin: a deal is only going to be successful if both partners are successful. Ultimately.

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00:38:57.830 --> 00:39:01.670

Justin: I've had details. By the way, I've I've done deals where

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00:39:02.770 --> 00:39:06.790

Justin: you know we were a little more successful than the partner was.

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00:39:06.930 --> 00:39:11.810

Justin: and what happens? There is those don't become long-term relationships.

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00:39:11.970 --> 00:39:24.450

Justin: And so you you know, if you're looking just to hey? I'm, i'm 5 million dollars short in the current forecast that I need to come up with a quick 5 million dollars. I need to do a quick deal.

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00:39:24.570 --> 00:39:28.500

Justin: That's one type of negotiation. But if you're looking to ultimately create

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00:39:28.560 --> 00:39:35.540

Justin: growth for multiple fiscal years and and something that that's going to become

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00:39:35.720 --> 00:39:54.330

Justin: meaningful for the company's bottom line, your negotiation approach is very different as well. So I I think it really depends. But going in my style was always been to like, Understand what my parameters were first, even before the first meeting or the first negotiation, and then spend much of the early negotiations, just trying to

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00:39:54.330 --> 00:40:00.630

Justin: ask questions and understand where where the partners sort of sweet spot is

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00:40:00.940 --> 00:40:04.760

Justin: what they're what's gonna make it feel exciting for them?

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00:40:04.940 --> 00:40:07.320

Justin: And does that match with what we need?

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00:40:08.630 --> 00:40:12.660

Daniel Tedesco: Great do you do you think that approach worked

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00:40:13.690 --> 00:40:25.150

Daniel Tedesco: better or worse, depending on who was on the other side of the table? Because what you described is kind of what I was taught when I did. An Nba like that's that's the

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00:40:25.350 --> 00:40:36.830

Daniel Tedesco: kind of modern proper approach to negotiations. But I also wonder you know there are different styles. There are the bang on the table people, and

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00:40:37.150 --> 00:40:38.440

Daniel Tedesco: I don't know if

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00:40:38.650 --> 00:40:49.650

Daniel Tedesco: if you know the the the proper thoughtful style is is always the best like, Where does it shine? Where does it fall down, or any

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00:40:49.840 --> 00:41:00.630

Justin: specific examples? That's a tough question to answer. Because I I I i'm. I think it has more to do with what type of company you?

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00:41:00.760 --> 00:41:06.040

Justin: Yeah, yeah, I mean, like

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00:41:07.800 --> 00:41:11.060

Justin: I am. I've worked for 4 companies in my career.

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00:41:11.180 --> 00:41:19.080

Justin: and 85 to 90% of my thinking is influenced by Disney. and even today, and and that's

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00:41:19.250 --> 00:41:32.980

Justin: the the the leader I became was largely driven by my experiences in Disney and the leader I aspire to be is still driven largely by that. And so Disney has a certain way of doing things.

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00:41:33.040 --> 00:41:45.850

Justin: But even within Disney, depending on the division. It could be different. When I first joined Disney it was a bit different than what it became during the Bob Eiger era, which I think was

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00:41:46.200 --> 00:41:53.160

Justin: a very healthy place to be, and to learn. If you were a a an ambitious person.

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00:41:53.250 --> 00:41:57.850

Justin: because values and business results were always hand in hand.

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00:41:57.930 --> 00:42:07.640

Justin: and what I learned most of them most of all is you can do

both. Making being a nice person does not mean you're going to fail.

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00:42:07.790 --> 00:42:22.400

Justin: I I will name drop one person who no one watching this podcast may know, except Disney folks who will know very well a gentleman named Ben Pyne, and then was probably is probably one of the nicest guys who ever meet.

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00:42:22.720 --> 00:42:32.840

Justin: And Ben, for a long time was driving a lot of the negotiations for the most valuable properties of the Walt Disney Company, although you know they're cable channels.

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00:42:32.880 --> 00:42:43.050

Justin: you know Espn and the Disney Channel that, and he would go in and negotiate multi 1 billiondollar distribution deals with companies like Comcast and so forth, and

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00:42:43.150 --> 00:42:55.210

Justin: and created incredible value during his time at Disney for Disney, and Ben was the nicest guy you ever met, and you never heard a bad word about him. Even the people who negotiated with him, like like

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00:42:55.300 --> 00:42:57.730

Justin: most people are not

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00:42:57.840 --> 00:43:10.630

Justin: that saintly, but but I will say that Ben was also a brilliant negotiator, who really understood his business and understood his levers and his parameters and and his bat not, and

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00:43:11.050 --> 00:43:17.180

Justin: he was one of many great mentors I was fortunate to have during my time, but you

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00:43:17.550 --> 00:43:28.790

Justin: can't underestimate the power of guys like that to get things done. So I I think, in other companies a different approach works very well, and and it really depends more on what?

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00:43:29.050 --> 00:43:38.230

Justin: Your organization as far as to be partially, maybe, also, which industry you're in like, as you know, dizzy Entertainment company.

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00:43:38.320 --> 00:43:43.190

Justin: very aspirational, brand. It's a brand. Everybody knows at the consumer level.

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00:43:43.200 --> 00:43:47.330

Justin: There's certain obligations that come with that and reputation, and

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00:43:47.340 --> 00:43:49.230

Justin: and and so forth. And so

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00:43:49.270 --> 00:43:54.520

Justin: I won't say all companies should do that or can do that. But it's my preference.

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00:43:55.860 --> 00:43:56.700

Michael Du: Okay.

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00:43:57.020 --> 00:43:57.930

Justin: yeah.

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00:43:58.160 --> 00:44:00.320

Michael Du: that's pretty insightful.

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00:44:00.570 --> 00:44:15.740

Michael Du: And now i'll probably can switch to switch the directly here. So so from like years of experience in Disney. So, looking ahead so W: what? What are the biggest opportunities or challenges

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00:44:15.790 --> 00:44:24.840

Michael Du: like, you see, maybe facing gaming or mobile industries like for particularly in Asia, and

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00:44:24.910 --> 00:44:36.120

Michael Du: and also like, how do you stay on top of the curve to you know, to so so that you can have always have the big pictures and also

vision for the for the future.

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00:44:36.670 --> 00:44:43.650

Justin: Well, it well, those are 2 very big questions. I'll start with the second one, because I probably answer it quicker.

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00:44:43.680 --> 00:44:47.790

Justin: I mean, how do you? How do you stay on top? Is.

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00:44:47.810 --> 00:44:56.900

Justin: I would say. surround yourself and hang out with really smart people who can teach you stuff

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00:45:01.190 --> 00:45:11.360

Justin: and not just twitter like read stuff things things that people spend more than 5 min thinking about before they wrote.

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00:45:11.540 --> 00:45:14.200

Justin: and and

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00:45:14.720 --> 00:45:23.040

Justin: and i'm reading a book right now. That is helping me think very differently about Web 3 and i'm still

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00:45:24.540 --> 00:45:38.080

Justin: trying to figure out like everybody. You know what web 3 will mean for companies in the next few years. But i'm i'm finding just going very old school and reading a book and spending a few hours thinking about nothing else at a time.

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00:45:38.210 --> 00:45:39.300

Justin: really helps.

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00:45:39.740 --> 00:45:44.240

Justin: But I think, in terms of trying to keep up with

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00:45:44.710 --> 00:45:50.670

Justin: where the industry is headed. One good thing about getting old, and there's there's not a lot

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00:45:50.850 --> 00:45:58.520

Justin: of good things about getting old, but one of the is. There is something to this this, you know, experience

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00:45:58.820 --> 00:46:01.110

Justin: leading to wisdom thing like

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00:46:01.650 --> 00:46:09.860

Justin: as is, you know, the market was about a year and a half 2 years ago, really making a lot of noise about web 3 and blockchain and crypto, and

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00:46:10.200 --> 00:46:18.360

Justin: it it just felt like the latest wave of something that has come before. But each wave is different. But you kind of understand

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00:46:18.500 --> 00:46:30.600

Justin: the psyche around early stage when these paradigm shifts happen, how that impacts different organizations and and what stages in its evolution are required.

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00:46:30.630 --> 00:46:40.530

Justin: not just for for technology to evolve and regulatory issues to be worked through, but also consumer adoption. And and you, just

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00:46:40.540 --> 00:46:50.610

Justin: when you get older you've already seen this. I saw one of these in the nineties, and then I saw one of these in the mid, You know. You know, around the a. SMS boom, the original phase of that. And so

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00:46:50.720 --> 00:47:04.050

Justin: so you I see this is another wave and sort of the Internet's evolution and taking the time to read. to speak with people who understand it better than you do to really

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00:47:04.290 --> 00:47:07.720

Justin: not be afraid to lie, student

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00:47:08.100 --> 00:47:19.030

Justin: even one year in your fifties. So I would say that in terms of where the the the you know, the Asia is going, I think that was your other question.

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00:47:19.970 --> 00:47:38.940

Michael Du: I'm: sorry. So yeah, cause I I think recently I've been also cause yeah, I used to follow a lot of the you know trends and also trying to catch up, but recently also, like I, I I think, after my graduation, start to reading the books written by readal, you on principles.

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00:47:38.940 --> 00:47:58.510

Michael Du: and also some of his, his writings history. So like he was like. So so I was trying to say, like, yeah, it's really important to view the system for for like, how do you process the information and try to optimize your own human computer, to to try to

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00:47:58.510 --> 00:48:15.860

Justin: have a like a real align system, so that I can help you to grow like, and also evolve it at the same time. So so that's really important. Yeah, I I couldn't agree more. I think You're absolutely right like you. You You have to train your own brain and you

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00:48:15.950 --> 00:48:33.100

Justin: There's a degree of discipline required, because there's just a an exorbitant amount of noise. Anytime. A new technology evolves for a you know, a a new form of gaming or a new like. Few years ago everybody was talking about hyper casual, and there was some kind of

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00:48:33.180 --> 00:48:47.200

Justin: the chase after that, and i'm not knocking hyper casual. I'm just saying that you you. You need to be comfortable, I think sometimes with taking a step back and trying to see how all this fits together and build that skill into your

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00:48:47.290 --> 00:48:56.510

Justin: into your brain, and and how you spend your time that you know, having a little bit of discipline. So like, okay, i'm not going to spend any time on social media this afternoon, and we're gonna

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00:48:56.660 --> 00:49:01.100

Justin: instead. I'm gonna, you know. Read a couple of articles on this particular, whatever it is.

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00:49:01.190 --> 00:49:06.110

Justin: and and go a little bit deeper there.

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00:49:06.240 --> 00:49:23.320

Justin: but you know it's a balance. I mean, there's a lot of value and a lot of knowledge. You can gleam off of social media, and and so I I just think it's a bit of a balance appetite or balance the diet. I should say you're consuming in terms of information.

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00:49:25.000 --> 00:49:31.400

Justin: and I think your other question was about like game industry trends, particularly in Asia, and where it's headed. Is that correct?

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00:49:31.730 --> 00:49:32.480

Michael Du: Yeah.

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00:49:32.840 --> 00:49:44.410

Justin: So I mean, I think I I think the the thing I always like to say up front and things like this is number one. Game is the now. The largest games are the largest form of entertainment in the planet.

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00:49:44.440 --> 00:49:45.490

Justin: And

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00:49:45.520 --> 00:50:05.130

Justin: and a lot of us in the industry know that but very few people outside of the industry actually know that. And typically in the past, where you know TV and and films are just so core to the DNA of the culture. And you know, being in a company like in dis like Disney, where games is an ancillary business, even to this day.

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00:50:05.190 --> 00:50:22.310

Justin: in terms of its contribution to Ibida that it's hard for people sometimes to realize that games is significantly larger at this point than any other form of entertainment, and the growth rates on games are higher, so it's. It's actually pruding distance between itself and other forms of entertainment.

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00:50:22.490 --> 00:50:28.780

Justin: and within that Asia, obviously the largest region, the

dominant region.

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00:50:28.850 --> 00:50:45.980

Justin: the most advanced region, the most technically and creatively dynamic industry, the the the the region with the most talent in the in in the industry for sure. And so

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00:50:45.980 --> 00:50:53.070

Justin: we should say that as people based in Asia on the apologetically and pride and proud. And I think that

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00:50:54.640 --> 00:51:00.600

Justin: you know much of the change in the next few years, as has been the last 20 will be driven out of Asia.

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00:51:00.720 --> 00:51:03.180

Justin: So again, blockchain gaming.

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00:51:03.270 --> 00:51:04.910

Justin: artificial.

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00:51:06.500 --> 00:51:11.040

Justin: sure. A tremendous amount of innovation will come from other regions. But

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00:51:11.320 --> 00:51:16.710

Justin: I think in in gaming in particular, Asia will continue to lead. I do think it's important

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00:51:16.860 --> 00:51:17.810

Justin: to

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00:51:17.940 --> 00:51:22.340

Justin: also point out what you guys know, which is that there is no one Asia.

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00:51:22.380 --> 00:51:36.160

Justin: And then. even when I'm. Strategically trying to segment the region for the purposes of budgeting and strategic planning, I would say at this point, I view basically there's 4

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00:51:37.160 --> 00:51:42.310

Justin: parts to Asia, if you will. There's China which is just

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00:51:42.380 --> 00:51:51.420

Justin: China is standalone like you have to view China uniquely because of both the fact that it's the largest gaming market in the planet.

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00:51:51.460 --> 00:51:57.170

Justin: The fact that it has the most talented workforce in the world for gaming.

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00:51:57.180 --> 00:52:10.420

Justin: but also the fact that it's a heavily regulated market. That's not particularly friendly to foreign companies. Companies. From a publishing standpoint it's heavily restricted, and

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00:52:10.630 --> 00:52:22.850

Justin: but so so there are much of, or a lot of, the innovation that we've seen in the last few years in particular, and free to play has come out of China, and there's just a a massive amount of talent.

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00:52:23.180 --> 00:52:25.630

Justin: and that's not changing. So

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00:52:25.720 --> 00:52:33.570

Justin: I I I China comes with a lot of questions. If you're not a Chinese company about how to do business effectively there.

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00:52:33.620 --> 00:52:42.110

Justin: But you cannot deny the importance of China as a consumer market, and certainly as as a producer and export of content.

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00:52:43.390 --> 00:52:55.270

Justin: The second bucket, I would say, is advanced, or, let's say, mature markets in Asia, which I put Japan at the top of the list, and Korea a close second, just because it's smaller

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00:52:55.370 --> 00:53:03.340

Justin: on in Japan. You know. I like to point this out, you know, if you just talk about mobile gaming Japan and Korea combined

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00:53:05.000 --> 00:53:08.230

Justin: is on an absolute basis bigger than the United States.

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00:53:08.380 --> 00:53:15.100

Justin: Despite the fact, despite the fact that the populations, even when you combine them is still only half the population of the Us.

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00:53:15.110 --> 00:53:25.590

Justin: That's how big gaming is ingrained in the in the culture in these 2 countries, and a tremendous amount of innovation still comes out of Korea.

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00:53:25.880 --> 00:53:42.020

Justin: Korea, the birthplace of free to play gaming argument. And Japan the leader, you know, the first Major Asian country to get into gaming in a meaningful way, and still incredibly important, the number 3 gaming mark in the world

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00:53:42.170 --> 00:53:52.410

Justin: home of Sony and Nintendo, and excluding the us probably the single biggest generator of high value, IP in the world for gaming.

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00:53:52.520 --> 00:54:04.660

Justin: And so Japan and Korea. and also, you know, high yield consumer mark. It's very sophisticated consumers. We spend a lot in gaming and our experts and gave me like in China.

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00:54:05.150 --> 00:54:15.440

Justin: so I would say, China, the mature markets and the emerging markets when you the third bucket Southeast Asia in particular. And what's interesting about South East Asia is. among other things.

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00:54:17.630 --> 00:54:25.760

Justin: it's a very young population, and they're really leading the way in the numer. The newer forms of gaming, such as esports.

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00:54:25.950 --> 00:54:32.570

Justin: blockchain, and I think in the next few years

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00:54:32.670 --> 00:54:40.810

Justin: Southeast Asia will become a region that global or globally as aspiring companies will pay more attention to.

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00:54:41.220 --> 00:54:46.450

Justin: But you know, there's a lot of challenges still in in distributing games in South East Asia because of payment.

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00:54:47.550 --> 00:54:53.260

you know, obviously different language, different cultures, different regulatory environments, and so forth.

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00:54:53.310 --> 00:55:00.260

Justin: But the innovation blockchain gaming is really, you know, been dri driven a large part out of that part of the world. So

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00:55:01.790 --> 00:55:09.290

Justin: and then the fourth bucket is India, which, like China, for very obvious reasons you should look at as its own region.

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00:55:09.320 --> 00:55:16.390

Justin: and I can see, is the consumer market not as interesting yet as as the other 3, because it's not as big yet.

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00:55:16.540 --> 00:55:21.050

Daniel Tedesco: but ultimately it may be the region well along with Japan.

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00:55:21.060 --> 00:55:32.660

Justin: It has the most local content, and and over time a healthy sort of local studio ecosystem. I think today Indian studios are just

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00:55:33.140 --> 00:55:36.040

Justin: starting to show potential

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00:55:36.150 --> 00:55:49.140

Justin: to be globally competitive. I don't think they're there yet, but there's a lot of positive growth happening in India, not just at the consumer level, but at the at the developer level. So it's it's

one to watch.

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00:55:50.640 --> 00:55:51.530

Michael Du: Great

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00:55:52.650 --> 00:55:59.230

Daniel Tedesco: Yeah, for sure. That's a broad

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00:55:59.240 --> 00:56:03.580

Daniel Tedesco: review. But I think a good summary of the the Diversity

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00:56:03.610 --> 00:56:08.850

Daniel Tedesco: across a pack. And there there are other markets that

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00:56:09.550 --> 00:56:21.510

Daniel Tedesco: you know the those buckets don't even mention, like Taiwan, is the what the fifth or sixth largest gay market in the world, and it's really, I I would definitely say, like

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00:56:21.550 --> 00:56:25.110

Justin: I, I sort of tend to group Hong, Kong, Taiwan.

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00:56:25.460 --> 00:56:42.080

Justin: Australia, and New Zealand along with like Japan creates like the mature gaming markets. You know that sophisticated yeah, I because it's small. I didn't mention Taiwan, but it certainly is one of the mature markets. I've small population, but

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00:56:42.120 --> 00:56:45.400

Justin: highly sophisticated hierarchy gaming market.

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00:56:45.420 --> 00:56:46.380

Justin: all right.

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00:56:46.500 --> 00:56:50.390

Justin: and I wouldn't. I don't lump it in

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00:56:50.540 --> 00:56:55.800

Justin: with emerging markets at all. Actually, I think in time one is far more advanced than that

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00:56:56.010 --> 00:56:56.880

Michael Du: for sure.

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00:56:57.180 --> 00:56:57.980

Justin: Yeah.

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00:56:58.310 --> 00:57:09.570

Justin: Well, then, the first bucket has to be called mainland China. So we don't get cancelled well and and and there's just the fundamental difference in distribution that you know

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00:57:09.770 --> 00:57:17.810

Justin: the very fact that there's no global play versus Google play being very healthy in Taiwan and Hong Kong. That will only

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00:57:17.960 --> 00:57:19.740

Justin: definitely.

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00:57:19.790 --> 00:57:27.790

Justin: and the consumer preferences from that really different. So so from mainland to Taiwan, for example.

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00:57:27.880 --> 00:57:28.900

Justin: So

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00:57:28.920 --> 00:57:31.910

Justin: I just think that they certainly

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00:57:32.110 --> 00:57:37.210

Justin: a Taiwan, for sure, in Hong Kong for sure within the mature markets bucket in my mind.

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00:57:37.370 --> 00:57:39.190

Daniel Tedesco: Right? Yeah. Yeah.

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00:57:40.560 --> 00:57:42.550

Daniel Tedesco: So what's

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00:57:42.630 --> 00:57:45.840

Daniel Tedesco: talk a little bit about some of the

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00:57:46.190 --> 00:57:50.160

Daniel Tedesco: ips? Because I think some of the the

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00:57:50.220 --> 00:57:52.970

Daniel Tedesco: game ips, and particularly that you

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00:57:53.140 --> 00:58:08.700

Daniel Tedesco: worked with most closely, are actually really unique to Asia. I'm thinking of like kingdom hearts and some some, I guess, even more particularly to Japan itself.

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00:58:08.710 --> 00:58:09.840

Daniel Tedesco: And

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00:58:10.350 --> 00:58:13.880

Daniel Tedesco: probably when when you first started interacting with those

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00:58:13.950 --> 00:58:18.980

Daniel Tedesco: ips or or potential ips, you know it.

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00:58:20.180 --> 00:58:24.150

Daniel Tedesco: If if you If you had pitched those to me 10 years ago.

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00:58:24.210 --> 00:58:35.730

Daniel Tedesco: I I would have thought this doesn't make any sense like Why why is Why is goofy in an in, you know, an an Rpg. Game battling monsters.

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00:58:35.820 --> 00:58:51.120

Daniel Tedesco: And you know, why is Disney making a digital Beanie babies? But you know those have been incredible successes, both

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00:58:51.310 --> 00:58:56.110

Daniel Tedesco: financially, but also in terms of kind of

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00:58:56.200 --> 00:59:03.140

Daniel Tedesco: creatively, you know, kingdom hearts is a is a beloved IP.

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00:59:03.300 --> 00:59:04.210

Daniel Tedesco: So

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00:59:04.490 --> 00:59:19.390

Daniel Tedesco: yeah, if if you know you can share any of the the the stories behind how those those came about. But also you know how. How do you find the opportunities like that when there is probably a sea of of options.

472

00:59:19.430 --> 00:59:28.940

Justin: Well, yeah, I mean I've I the one of the many pleasures I I I had of being My position in Disney was that

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00:59:29.000 --> 00:59:46.170

Justin: you know we were given a great deal of empowerment from the headquarters to you know, understanding that Asia, gaming and age is at another level in terms of the scale, and also the creative talent. Of course, the different territories from so

474

00:59:46.170 --> 01:00:05.890

Justin: Disney was smart enough to know that there's great developers in Japan, in China, in Korea that could help interpret our our IP. Which is already very strong in all those countries. Of course, thanks to the films and theme parks and consumer products and television. And now Disney plus, and you know, but

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01:00:06.180 --> 01:00:12.790

Justin: you know how local talent, local creative town. Local technical talent could

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01:00:12.830 --> 01:00:19.020

Justin: help interpret our IP and put it into that form of entertainment gaming.

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01:00:19.140 --> 01:00:38.650

Justin: And I, you know I really respect that our leadership in LA knew enough to know that that was something that would elevate the brand in in certain cases. And you know we we always needed to have a rigorous creative process to get to a decision whether to do a game or not, just like we have

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01:00:38.650 --> 01:00:43.370

Justin: the same process in the West, but being open to the idea that

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01:00:43.430 --> 01:00:45.260

Justin: the characters could

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01:00:45.290 --> 01:00:55.640

Justin: expand, and what they do, and who they are in these worlds, that that it's not just derivative content, but in some sense it involves the stores, and sometimes we create new characters, like, in the case of kingdom, hearts

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01:00:55.740 --> 01:01:00.380

Justin: first and foremost, something like kingdom hearts. It's important to say, up front that

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01:01:00.410 --> 01:01:17.010

Justin: kingdom hearts is not kingdom hearts without Square Edx. I mean Square Andx is a fabulous creative organization in a technical or innovative organization and the partnership to sort of harken back to the our conversation a little bit earlier is like

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01:01:17.180 --> 01:01:24.740

Justin: that was built, and and and the relationship with Square Nixon. Disney has evolved over 20 years now.

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01:01:24.850 --> 01:01:33.610

Justin: and it literally started 3, 4 years before I even joined Disney, so I can't take credit for starting kingdom arts. I did not.

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01:01:33.690 --> 01:01:39.210

Justin: The 2 people who started kingdom hearts, one in school and one in Disney.

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01:01:39.290 --> 01:01:59.290

Justin: It just so happened that they shared an elevator ride, and they were in the same office building Disney and Square. This was before square in it's when it was still we're in the same elevator, and they just struck up a conversation, and it led to some brainstorming, some more detail conversations

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01:01:59.450 --> 01:02:11.220

Justin: going that La and Burbank to make the pitch. It was not always well received internally in Disney. It took a while to get people to understand why the game division felt working with

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01:02:11.250 --> 01:02:23.150

Justin: Square at the time and square in it thereafter on you know the the makers of final fantasy. Why, Disney, partnering with them and and mashing up characters and creating new characters in this world.

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01:02:23.230 --> 01:02:31.380

Justin: Why, how we could make it from a brand perspective, make sense and make it compelling game. The in the creative output and

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01:02:31.480 --> 01:02:43.790

Justin: creative output over multiple games and platforms over the years a lot of talented people have contributed to it, and I had the honor of on the Disney side of managing the franchise for a decade

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01:02:43.850 --> 01:02:58.590

Justin: so, and I came in. There was a big low in the franchise there was there, you know. It was 5 years since King of March. 2 had come out, and it was really not. There was a couple of smaller like handheld titles, but there was no roadmap for the future.

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01:02:58.690 --> 01:03:08.770

Justin: and I thought that odd and and as I got my head around the business and got to know the CEO would square in, except time what less on, and then

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01:03:08.830 --> 01:03:15.650

Justin: the current CEO of us on. After that we able to negotiate multiple new deals.

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01:03:15.670 --> 01:03:28.800

Justin: kingdom hearts taking the back catalog and and up resing them

for playstation, 4 and and Xbox launching a mobile title and all tie into and leading to Kingdom Hearts 3,

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01:03:28.890 --> 01:03:37.850

Justin: which was shipped in 2,019. So he was a highlight of my career to be involved in that franchise, and to get to be in the room with a lot of the

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01:03:38.100 --> 01:03:41.710

Justin: creative sessions between

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01:03:41.890 --> 01:03:47.480

Justin: director in in La and up at Pixar, with

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01:03:47.610 --> 01:03:51.250

Justin: the brand owners of frozen and thinking, Wow

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01:03:51.490 --> 01:03:54.960

Justin: and toy story and monster zinc, and

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01:03:55.120 --> 01:04:04.590

Justin: being sitting in the room in those offices in California while they were working on script and and scenarios, and and

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01:04:04.740 --> 01:04:08.580

Justin: just getting people coffee and staying out of the way of the

502

01:04:08.880 --> 01:04:23.170

Justin: I try not to hurt myself. That's a career highlight for me. And then soon, soon, and a lot of folks don't know, since some outside of Japan. But it's actually the biggest, most successful game on any platform in the history of the Walt Disney Company in terms of financial

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01:04:23.240 --> 01:04:25.330

Justin: performance, and

504

01:04:25.660 --> 01:04:39.200

Justin: it's a massive, massive hit. It's been in the market now 9 years. still consistently in top 10 grossing in Japan. the largest,

the most downloaded game app in the history of the app store in Japan

505

01:04:39.340 --> 01:04:57.610

Justin: to this day the largest dau of any game in Japan. Even today, after 9 years massive hit, and that came out of conversation. That one. I was there on day one because it was a phone call between me and the head of the Disney Store, Japan, and we came up.

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01:04:57.740 --> 01:05:02.180

Justin: He was working on this plush, and he showed me, and I thought it would make a good game. And then

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01:05:02.190 --> 01:05:06.960

Justin: I have some really talented team members in Disney Japan who really worked with

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01:05:07.180 --> 01:05:18.780

Justin: our partners at line to come up with the con seat and to prototype and selling that into Burbank was actually less challenging than kingdom hearts, because

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01:05:18.800 --> 01:05:25.650

Justin: we're all already committed to the consumer product. Line the the the plushes. and so call me up with a game

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01:05:25.730 --> 01:05:46.490

Justin: seemed additive strategically, but ultimately the game proves to be the real driver of the franchise, and so much so that eventually we rolled out consumer products, I think, across like 20 or 30 different licenses in Japan, and they started selling the merchandise globally, and all the parks, including in Shanghai and Hong Kong and

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01:05:46.500 --> 01:05:49.740

Justin: and Florida and La and Paris.

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01:05:49.860 --> 01:05:50.790

Justin: and

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01:05:51.080 --> 01:05:55.610

Justin: and they've created animation shorts for the Disney Channel based on it.

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01:05:55.700 --> 01:06:00.100

Justin: and that all came out of like a phone call in

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01:06:00.260 --> 01:06:10.380

Justin: in Mexico, Tokyo in 2,013, I think. And you're talking about a multi 1 billiondollar franchise created

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01:06:11.630 --> 01:06:14.220

Justin: out of Japan. So

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01:06:14.260 --> 01:06:26.400

Justin: a company like Disney being able to do that, it was a great honor to be allowed to be part of that. Even now in my neighborhood. People sort of tease me about that game, because everybody

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01:06:26.460 --> 01:06:30.720

Justin: please, that came, and no I I was a associated with it for a long time, so

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01:06:30.790 --> 01:06:35.890

Justin: they they they like to come and and and my kids

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01:06:35.900 --> 01:06:40.630

Justin: French all call me. It's in the papa.

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01:06:41.590 --> 01:06:47.610

Justin: maybe just Justin's too hard a name for them to remember. But Simpson, they can remember

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01:06:47.610 --> 01:07:05.090

Justin: right. Okay, maybe maybe we'll change the title of this video to interview with so much of a pop up. I mean it. It shows the power of a good idea, because so many people limited to it. The partners, our employees

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01:07:05.090 --> 01:07:12.900

Justin: employees, not just in the Core team in Tokyo. But then folks in the Us. Folks around the region, and then, you know, I left

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01:07:13.080 --> 01:07:15.200

Justin: Disney about 4 years ago.

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01:07:15.430 --> 01:07:25.440

Justin: and you know Kingdom hearts where they're working on right now, and zoom is still a top, you know. When you create great IP, it's more important than any exact, any any individual.

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01:07:25.550 --> 01:07:27.050

Justin: and it just

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01:07:27.080 --> 01:07:33.930

Justin: it just continues to be popular even when you change creatively. Sometimes it it's done in the right way.

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01:07:34.120 --> 01:07:41.000

Justin: and so successful franchises. Ips are just invaluable, and in in gaming industry it's the same thing.

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01:07:41.520 --> 01:07:44.360

Daniel Tedesco: Yeah. Well, then, go and

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01:07:44.580 --> 01:07:52.670

Daniel Tedesco: back to. I guess the the last part of the question. You probably saw lots of ideas like like those

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01:07:52.730 --> 01:07:57.280

Daniel Tedesco: come through as as potentials.

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01:07:58.060 --> 01:08:06.270

Daniel Tedesco: You know. How how did you decide? How how do you decide which ones to and invest in versus not.

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01:08:06.360 --> 01:08:14.940

Daniel Tedesco: And I guess any any cases where where it didn't. You know where it wasn't the the the big success? And how do you learn from those?

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01:08:15.500 --> 01:08:30.500

Justin: Yeah. So so there were cases where we failed, and we don't talk about those. You know one of the things that that, I think, is a prerequisite to having a successful new IP or a new game or something it's like

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01:08:30.600 --> 01:08:43.399

Justin: in a case of Simpson. We knew we wanted to create a game with line, because we had already, you know, the the the messaging app line, just the the default. It's the we chat of Japan right, and and

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01:08:43.399 --> 01:09:01.640

Justin: I had spent time with their CEO understood their business strategy again to call back during the conversation. We already been in business together, because Disney helped line launch their stamped business, which is a very lucrative business here, selling all types of emoji and stamps online in Japan.

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01:09:01.640 --> 01:09:17.800

Justin: I know another Asian property, and, like we chat and doesn't, monetize well. But in Japan even today monetize very well. We already had a a business relationship with Line and Disney, but we we knew that we wanted to something bigger in the game space.

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01:09:17.890 --> 01:09:22.229

Justin: and we just had that that moment where

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01:09:22.390 --> 01:09:35.180

Justin: I saw these pluses, that the Disney store. Japan had originally developed. and it 10. It was based on the sort of a Buddhist something you see it Buddhist temples of stacking stones.

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01:09:35.270 --> 01:09:47.170

Justin: but instead of the idea of of cute Disney pluses, and I said, Well, that's got it. That's a good idea for a casual game, and we wanted to create a casual game, because we thought the line audience would be very

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01:09:47.420 --> 01:09:59.350

Justin: mass audience, not just gamers. So it had to be a very simple game plan. and we knew we had great style guides from the Disney store, and we could build upon that in 2D art for for gaming.

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01:09:59.430 --> 01:10:01.960

Justin: and we should just took it from there

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01:10:02.040 --> 01:10:17.010

Justin: with kingdom hearts, I mean. It was pretty obvious. The makers of final fantasy were also Disney lovers and efficient autos, and they had a story for a very compelling story that they pitched to Disney, and and of how we can make it all work

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01:10:17.110 --> 01:10:20.580

Justin: so it's it's very case back is, I give it one more example

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01:10:20.610 --> 01:10:25.380

Justin: in Japan for years. The Ital game genre is very popular, very steady.

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01:10:26.030 --> 01:10:31.390

Justin: you know. I/O games for for predominantly male audiences, idle games for predominantly female audiences.

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01:10:31.440 --> 01:10:44.520

Justin: And I there was a time I I I challenge my team in Tokyo. We had already had kingdom hearts. And since, when I said okay, I want to go into the idle genre, I think it's Disney can absolutely create original IP

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01:10:44.770 --> 01:10:52.100

Justin: in the idle genre. go out to some partners. Come up with your own ideas and and let's do a pitch process. And we did it.

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01:10:52.290 --> 01:11:02.380

Justin: And eventually the idea that we arrived at became a game called Disney Twisted Wonderland, and that Disney Twisted Wonderland is an idle game in Japan.

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01:11:02.420 --> 01:11:06.460

Justin: A Disney branded all original characters.

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01:11:07.740 --> 01:11:15.470

Justin: but based on, and with very strong callbacks to a lot of the the traditional Disney stories.

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01:11:15.570 --> 01:11:21.360

Justin: and takes place in a university in this sort of alternative universe.

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01:11:21.370 --> 01:11:22.690

Justin: and

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01:11:22.940 --> 01:11:35.250

Justin: that game is between, you know. Top 10 top, 20 grossing game in Japan for 3 years now, and the your story was written by a Japanese manga artist

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01:11:35.430 --> 01:11:54.570

Justin: who had already had some hits, ironically doing some work with Square Edx not related to Kay parts, and she was also conveniently a huge Disney fan and aficionado. And so they worked on this whole con seat of what became called Night Raid in college.

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01:11:54.570 --> 01:12:02.340

Justin: which is where the the story takes place. and this game to this day is a a top Popular damage. Pan.

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01:12:02.350 --> 01:12:11.540

Justin: The publishers aniplex, who was great, you know the same guys to do fate grand grand order. So we knew, working with a company that knew what they were doing.

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01:12:11.770 --> 01:12:13.040

Justin: And

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01:12:13.720 --> 01:12:32.500

Justin: you know that was an example of the team internally. And this is Japan, figuring out how to work with a potentially great partner and a and a great writer, a creative mind externally bringing them in, mashing it up with some of the intern internal ideas, and evolving into a 15 to 20 milliondollars a month game.

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01:12:32.600 --> 01:12:36.380

Justin: And you know that persistently does. Well.

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01:12:38.190 --> 01:12:43.950

Justin: so. But you know. Then, you know, inevitably, we make mistakes by trying to repeat what we did before.

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01:12:44.060 --> 01:12:53.920

Justin: and you get diminishing returns right? So so you always kind of feel. Oh, this one's feel special. This one feels a little different

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01:12:53.930 --> 01:13:08.270

Justin: when you're doing something that you're uncomfortable like that's new. And with twisted wonderland which launched after I left Disney it was in development while I was in Disney. We did the deal while I was there, but I left in sort of mid development.

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01:13:08.360 --> 01:13:17.470

Justin: and when it launched I just by the time it launched I was excited just to see where it landed creatively, and then, obviously, I knew it was going to be popular, because it

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01:13:17.520 --> 01:13:21.030

Justin: the passion behind it and the talent, but behind it.

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01:13:21.340 --> 01:13:27.650

Justin: and and to the credit of the team and the partner I mean it exceeded my expectations. Wow!

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01:13:28.050 --> 01:13:29.840

Daniel Tedesco: So it sounds like with

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01:13:30.880 --> 01:13:32.150

Daniel Tedesco: with each of these

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01:13:32.210 --> 01:13:35.310

Daniel Tedesco: 3 examples in particular. At least

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01:13:35.340 --> 01:13:49.080

Daniel Tedesco: it wasn't it wasn't like there was just a kind of a a pitch out of nowhere with a great idea. There were. There were kind of things that stacked up on top of each other

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01:13:49.310 --> 01:14:03.460

Daniel Tedesco: like, you know, there was this relationship with line that you wanted to build a casual game. There were already the the the some plushies in the stores.

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01:14:03.990 --> 01:14:06.990

Daniel Tedesco: You know you saw kind of the the

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01:14:07.500 --> 01:14:26.760

Daniel Tedesco: kind of a a cultural connection with the stacking things that at temples, and that is what brought it together. It wasn't just a a an idea like a a perfect idea out of the ether it it's like you're connecting things that already kind of sprouting.

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01:14:26.810 --> 01:14:42.750

Justin: and in case of gaming, knowing that they're in genres that consumers like and are comfortable with, like Rpg: it twisted one or any idle genre, You know Simpson again, a varying of a match, 3 type of puzzle game things, you know, big with big audiences.

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01:14:42.750 --> 01:14:47.650

Justin: Another example is in Korea with net marvel. We did marvel future fight. It was the same kind of

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01:14:47.910 --> 01:15:06.380

Justin: it is sort of that sort of genre action. Rpg: that it was. They were very good already net marvel. They had proven expertise in the genre, huge passion for the marble brand and the studio that developed the game. The the net model studio called Monster Studio.

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01:15:06.380 --> 01:15:22.150

Justin: Their Gms. Ken Kim is just a creative. He's he's a rock star, and so that Ken was pitching us the ideas. It was just yeah, I want to make some of this guy, and he became so trusted not only by my team, but marvel in the Us.

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01:15:22.280 --> 01:15:28.870

Justin: That they allowed Can and his team to create several original characters in marvel future fight. That then

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01:15:28.890 --> 01:15:37.230

Justin: original marvel characters that you know, made in Korea, that eventually became even incorporated into some of the US Comics.

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01:15:37.380 --> 01:15:47.480

Justin: so that they're actually part of the global marvel character database now and are used from time to time. And in some of the non gaming areas of the business.

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01:15:47.640 --> 01:15:50.550

Justin: That's when you know when you know you have great

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01:15:50.630 --> 01:15:52.800

Justin: creative people on the other side of the table.

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01:15:53.010 --> 01:16:00.340

Justin: You're in pretty shape. It's not it doesn't always work out that way, and sometimes you want something a little too much, and you force it.

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01:16:00.470 --> 01:16:04.810

Justin: But things go well. There's usually a really great

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01:16:05.090 --> 01:16:06.730

Justin: creative person behind it.

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01:16:06.960 --> 01:16:11.820

Daniel Tedesco: Yeah. And that example actually makes me think of

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01:16:12.520 --> 01:16:18.880

Daniel Tedesco: something else. You know, there, there's this term reverse innovation, which is.

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01:16:19.140 --> 01:16:25.610

Daniel Tedesco: I think, pretty eurocentric and kind of racist too.

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01:16:25.680 --> 01:16:27.130

Daniel Tedesco: But

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01:16:28.080 --> 01:16:36.470

Daniel Tedesco: you know there that it encapsulates this idea that there could be a trend of oh, well, you know, there's

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01:16:36.480 --> 01:16:45.690

Daniel Tedesco: now there's things happening in emerging markets that can be applied to other developed markets.

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01:16:45.970 --> 01:16:46.960

Daniel Tedesco: and

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01:16:47.140 --> 01:16:53.180

Daniel Tedesco: you know typically the the term is used when talking about like oh, you know.

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01:16:53.390 --> 01:17:00.180

Justin: Alibaba supply chains like, what can the the Us. Learn about them?

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01:17:01.010 --> 01:17:07.420

Daniel Tedesco: But the games? I think a lot of the games are so unique that that you've had the

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01:17:07.740 --> 01:17:11.370

Daniel Tedesco: that you've been able to to work with like

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01:17:11.380 --> 01:17:23.090

Daniel Tedesco: some some, and you tw twisted university. It's like there. There's probably a a rich vein of potential to figuring out. Well, how could these types of

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01:17:23.320 --> 01:17:33.080

Daniel Tedesco: dynamics, either, you know, characters or art styles or stories, gameplay mechanics that can be applied in in other parts of the world.

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01:17:33.370 --> 01:17:45.070

Justin: I had that question posed to me a lot like in in in Disney, they would say, like, Why do you think this scheme doesn't work as well in the West? Or why does this Western game not work as well, and

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01:17:45.270 --> 01:17:57.360

Justin: in Asia, or something like that. And sometimes it just is what it is like You You it's not through a lack of effort or or innovation necessarily. But you know, consumer preferences do vary.

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01:17:57.370 --> 01:18:00.620

Justin: Yeah, and you know that's

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01:18:00.660 --> 01:18:07.820

Justin: why you have to be somewhat cognizant of that when you're making games.

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01:18:07.850 --> 01:18:20.490

Justin: And and you know this is a business. So when you're thinking about where to to place your bets and where to make your investments, you have to obviously have a degree of confidence that you're going to reach a big enough audience with what you're creating

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01:18:20.510 --> 01:18:27.290

Justin: and that's going to be relevant to a big enough audience that you'll get that return on investment. right? Yeah. But

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01:18:27.350 --> 01:18:35.180

Justin: but what I would reiterate is that at the end of the day the Asia markets are the largest ones in

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01:18:35.340 --> 01:18:36.870

Justin: today, and

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01:18:36.930 --> 01:18:45.950

Justin: putting more and more distance between themselves and other regions. So you know, if you're in a Western company, the problem is

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01:18:46.140 --> 01:18:47.700

Justin: you somewhat.

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01:18:48.110 --> 01:18:55.600

Justin: I think you have a little bit of a unconscious bias that you assume. If you're in the Us. You're in the biggest market, and you,

you know.

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01:18:55.880 --> 01:18:57.950

Justin: in the case of films, that's true

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01:18:58.120 --> 01:19:12.440

Justin: case of television. That's true. In the case of theme parks, that's true. But in the case of games. That's just not factually correct. So you know there the the thing that was impressive about Disney

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01:19:12.480 --> 01:19:18.680

Justin: and one of you know many of the bosses I had that were really impressive. One of them was a guy named Jimmy Pittaro.

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01:19:18.760 --> 01:19:33.680

Justin: and Jimmy now runs. He's the chairman of Espn, but at the time he was the head of consumer products and an interactive media, and Jimmy understood that like soon. Soon, you know it's the biggest game in the Wall Company, the Walt Disney company's history.

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01:19:34.030 --> 01:19:37.900

Justin: 95% of the revenue lifetime that will make is made in Japan

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01:19:38.000 --> 01:19:45.540

Justin: 95%, and is the biggest game in the country to the company's history because the markets, the industry is that big.

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01:19:45.830 --> 01:19:49.620

Justin: And but there's that many games that you know you.

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01:19:49.640 --> 01:19:50.900

Justin: It's not like

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01:19:50.960 --> 01:19:57.290

Justin: compared to films. There's infinitely more games out there that are live services in operations today

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01:19:57.480 --> 01:20:01.120

Justin: that are generating meaningful revenue for years.

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01:20:01.180 --> 01:20:04.240

Justin: And so you, Your competition is such that you.

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01:20:04.400 --> 01:20:16.730

Justin: You can't necessarily insist that we're going to make one game. It's going to be a big hit everywhere in the world, and we'll get economies of scale, and it sounds really good for Mbas and all that like, but that's not what the consumers want.

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01:20:17.310 --> 01:20:22.410

Justin: And so there are games that have scaled across region. There are examples of that. And so the problem is that

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01:20:22.540 --> 01:20:32.510

Justin: the exceptions become what people point to when the overwhelming majority of games today, up until this point, I believe, into the future will monetize in certain regions better than others.

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01:20:33.650 --> 01:20:37.120

Justin: and that there's nothing wrong with it. If you look at what

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01:20:37.420 --> 01:20:41.090

Justin: see arena down to the free.

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01:20:41.320 --> 01:20:42.650

Justin: It's brilliant.

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01:20:42.700 --> 01:20:54.120

Justin: It's absolutely brilliant. How they decide we're going to focus on emerging markets and super serve the end customers, because we understand the circumstances that they have when they're experiencing our game

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01:20:54.260 --> 01:20:59.100

Justin: network limitations, handset limitations, payment needs

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01:20:59.160 --> 01:21:06.690

Justin: how they access content. You know how they are willing to pay for things micro payments that nature

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01:21:06.700 --> 01:21:15.540

Justin: they just do it. And and and you know, being on the calendars, the social calendars, those regions, launching events

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01:21:15.630 --> 01:21:19.500

Justin: consistent with those parts of the world, and prioritizing that

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01:21:19.530 --> 01:21:24.250

Justin: they just went in and found a huge and growing

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01:21:25.970 --> 01:21:35.000

Justin: a part of the gaming industry that's largely uncontested right now, and they just went in and in in in the first person. Shooter Genre went in and just took it over

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01:21:35.370 --> 01:21:41.120

Justin: and own it and do it better than anybody, and I really respect that focus. And

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01:21:41.320 --> 01:21:46.790

Justin: yeah. there's other companies that have scaled really well, globally with a few titles. But

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01:21:46.800 --> 01:21:51.000

Justin: I I think most companies tend to be strong in one region or another.

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01:21:51.220 --> 01:21:53.090

Daniel Tedesco: Right? Yeah.

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01:21:53.430 --> 01:21:55.940

Justin: But the pie is so big

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01:21:56.310 --> 01:22:07.190

Justin: I don't necessarily think that's there's yeah. Oh, unless we're strong in all markets, there's an issue I I really the more i'm at this business, the more I question that.

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01:22:08.380 --> 01:22:09.450

Justin: Yeah.

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01:22:09.480 --> 01:22:10.270

Daniel Tedesco: right?

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01:22:10.310 --> 01:22:12.750

Daniel Tedesco: Yeah. Well, I mean

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01:22:13.140 --> 01:22:22.520

Justin: as some some proves like Japan, Japan alone can be enough.
Look at, Look at, look at you know, as proud as i'm at, since you look
at honor of kings.

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01:22:23.060 --> 01:22:26.530

Justin: Yeah, or China alone.

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01:22:26.670 --> 01:22:31.150

Justin: right? That they like out of things is not a big game in the
Western world like right?

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01:22:31.290 --> 01:22:36.460

Justin: No, it doesn't need to be.

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01:22:36.620 --> 01:22:40.980

Justin: Look at how big the lineage franchises in Asia.

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01:22:41.400 --> 01:22:42.300

Justin: Right?

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01:22:42.580 --> 01:22:46.700

Justin: Massive, right? It's not that way in the West, but you know

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01:22:46.780 --> 01:22:58.460

Justin: over multiple titles. Now, over multiple decades. Lineage is
just a massive franchise. And so I think I think you have to look at
it in that contacts

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01:22:58.590 --> 01:23:10.700

Justin: there's in Japan. We have a lot of the top grossing games in mobile or games that don't export at all like monsters like your fake, grand order, or puzzles and dragons.

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01:23:12.420 --> 01:23:13.500

Justin: you know.

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01:23:13.530 --> 01:23:17.720

Justin: puzzles and dragons is 10 years old and still monetize incredibly. Well.

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01:23:18.140 --> 01:23:25.550

Justin: you see the TV commercials all the time. Yeah, in grossing game it is over 10 years old. Yeah.

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01:23:26.050 --> 01:23:27.170

Justin: So

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01:23:27.390 --> 01:23:33.800

Justin: yeah, but that game is not making money anywhere else. And still it's a very healthy business for

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01:23:33.870 --> 01:23:36.140

Justin: who is the company that it runs that game.

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01:23:36.190 --> 01:23:40.170

Justin: So yeah, I I think you have to.

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01:23:40.250 --> 01:23:46.840

Justin: If you're a game publisher or game developer being particularly strong in one region or another is not necessarily a bad thing.

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01:23:47.040 --> 01:23:47.690

Daniel Tedesco: Right?

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01:23:48.310 --> 01:24:01.360

Daniel Tedesco: Yeah, those are some incredible examples. Just as as we start to wrap up. Is there anything that we didn't cover for the

audience that you'd think we should.

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01:24:02.800 --> 01:24:04.940

Justin: Gee!

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01:24:05.290 --> 01:24:10.430

Justin: What a lot of fun! And and what I would say is

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01:24:10.810 --> 01:24:21.590

Justin: for those people who are watching that are in the gaming industry, you know. Be very proud. Be very excited. Change is is a given, and there's a lot of change right now, be it, you know.

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01:24:21.950 --> 01:24:24.120

Justin: sort of the increase sort of

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01:24:24.160 --> 01:24:32.640

Justin: A/C acceleration towards a multi platform, and you know the somewhat inevitability of web 3. And and

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01:24:32.870 --> 01:24:36.720

Justin: you know, as business models continue to become

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01:24:37.890 --> 01:24:43.770

Justin: diversified. There's, you know, always questions, always things to give you stress

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01:24:43.980 --> 01:24:46.110

Justin: things to figure out.

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01:24:46.400 --> 01:24:52.050

Justin: But me personally, I find it very exciting, and the one thing that never changes that

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01:24:52.470 --> 01:24:54.390

Justin: we're in the entertainment business.

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01:24:55.410 --> 01:25:00.450

Justin: To me games are entertainment, you know. We talk when you talk

about the game industry.

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01:25:00.830 --> 01:25:08.280

Justin: Yeah. You can talk about everything, from the venture capitalist to the streamers, to the influencers, to the live Ops

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01:25:08.550 --> 01:25:15.190

Justin: publishers Apple Google, all of these important components of the ecosystem.

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01:25:15.580 --> 01:25:23.190

Justin: But at the end of the day none of it matters. If it's not serving the customer. The customer is why everything else exists

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01:25:23.380 --> 01:25:42.150

Justin: so, whether it's blockchain, or if it's multi platform, or if it's traditional free to play, or if it's, console whatever the genre or the platform. You know the IP. All of those things are really important, and figuring all that out is the difference between being successful and not

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01:25:42.350 --> 01:25:49.500

Justin: but all the things you're doing is still you're doing it for for the customer. So

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01:25:49.830 --> 01:25:57.710

Justin: the one old man, sage pseudo, sage word of advice that says, never lose sight of the customer

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01:25:58.070 --> 01:26:04.920

Justin: because technology is going to change it's going to be web 4 at some point. They gotta figure out

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01:26:05.050 --> 01:26:17.360

Justin: AI is gonna dramatically impact what we do. And you guys had a great podcast recently on that. And you know, Jenner AI is another area that anybody in gaming needs to be paying attention to. But ultimately

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01:26:17.420 --> 01:26:23.150

Justin: all of this, the cool tools and the technologies again, are

all about, you know, improving

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01:26:23.170 --> 01:26:30.270

Justin: ultimately the quality of the output to the consumer. right?
And if you you keep that as your North star.

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01:26:30.430 --> 01:26:36.520

Justin: you'll probably have enough successes that you can stay in the industry and hopefully make some money.

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01:26:36.830 --> 01:26:37.760

Daniel Tedesco: Yeah?

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01:26:37.930 --> 01:26:44.910

Daniel Tedesco: Well, that is inspiring. No, to end on. Michael. Did you have something to?

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01:26:45.510 --> 01:26:48.150

Michael Du: No, I think that that's great. Yeah.

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01:26:48.470 --> 01:26:50.580

Daniel Tedesco: yeah.

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01:26:50.700 --> 01:26:56.900

Daniel Tedesco: Justin. So how should folks follow? You learn more about your up to what you're up to?

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01:26:57.310 --> 01:26:58.910

Justin: Well.

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01:26:59.090 --> 01:27:09.370

Justin: you know I have I I would i'm a little old school. I'm not a big Twitter guy, but I tend to weigh in on what i'm thinking on linkedin

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01:27:09.430 --> 01:27:12.680

Justin: more and more these days, because

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01:27:12.810 --> 01:27:30.680

Justin: obviously a lot of you know it's a but a bit more of a focused adult conversation around gaming and other technology topics. So I tend to do most of my communication on linkedin anybody who wants to seize this and wants to reach out to me on LinkedIn, happy to have a chat, and

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01:27:30.680 --> 01:27:35.740

Justin: increasingly i'm sort of putting my thoughts on LinkedIn as well about where the industry is headed. But

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01:27:35.820 --> 01:27:44.650

Justin: I i'm as interested to meet other folks, too. So anybody who wants to reach out please do so like I said, we're always

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01:27:44.710 --> 01:27:47.620

Justin: trying to learn new things here. So at least I am.

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01:27:47.640 --> 01:27:54.040

Justin: Yeah, I would say like in for sure, and I like personal conversations, so just

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01:27:54.180 --> 01:27:56.760

Justin: reach out to me, and

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01:27:56.940 --> 01:27:58.910

we can link up there.

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01:27:59.580 --> 01:28:03.870

Daniel Tedesco: Yeah, that sounds great. I I'd love to see

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01:28:04.310 --> 01:28:20.460

Justin: to to hear more of your your thoughts on on Asia, and gaming and and entertainment on on LinkedIn. So if you're thinking of posting more there double double thumbs up to to do it.

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01:28:20.460 --> 01:28:28.440

Justin: No, I I think i'd love to do that because you get great feedback from folks as well. But I really enjoy this. I appreciate your time. And

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01:28:28.680 --> 01:28:33.010

Justin: yeah, I'll be. I'll be a a viewer of your future podcast for sure.

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01:28:33.190 --> 01:28:51.210

Daniel Tedesco: Awesome. Thank you. Yeah. Well don't forget to click like and and subscribe when you when you watch the video Justin. So our our guest today has been Justin Scarpone Justin. Thanks so much for being part of

704

01:28:51.210 --> 01:28:55.900

Daniel Tedesco: the craft and thank you viewers for listening to

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01:28:55.900 --> 01:29:15.850

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706

01:29:15.850 --> 01:29:19.840

Daniel Tedesco: and we'll see you next time. Until then, Keep crafting.

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01:29:20.750 --> 01:29:21.740

Justin: Thank you.

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01:29:23.260 --> 01:29:24.560

Michael Du: Thank you.