



A DESIGN ISSUE:

**PROJECT
MANAGEMENT FOR
GAMES**

James
TerKeurst

MEDIA AND ENTERTAINMENT



THE M&E INDUSTRY

- Includes: film, television, music, streaming, theatre etc.
- Games currently at ~ 140 billion / year
- Entire sector pressured to innovate and adopt new technology
- Hit driven
- Successful franchises help reduce risk

BARRIERS TO ENTRY

- Low for mobile – oversaturated (like music).
- Moderate for indie/new – oversaturated (music)
- Moderate for console – managed like Netflix
- High for AAA games and massive multiplayer online (film and television model)
- Top games now more expensive than film to develop

POTENTIAL ROI

- Enormous – like all hit driven industry
- Scaling easy with no physical product
- Subscription model moves toward franchise
- AAA benchmark now 1 billion+ per game per year
- Fortnite, Call of Duty, Destiny, Grand Theft Auto, Red Dead Redemption

GAMES

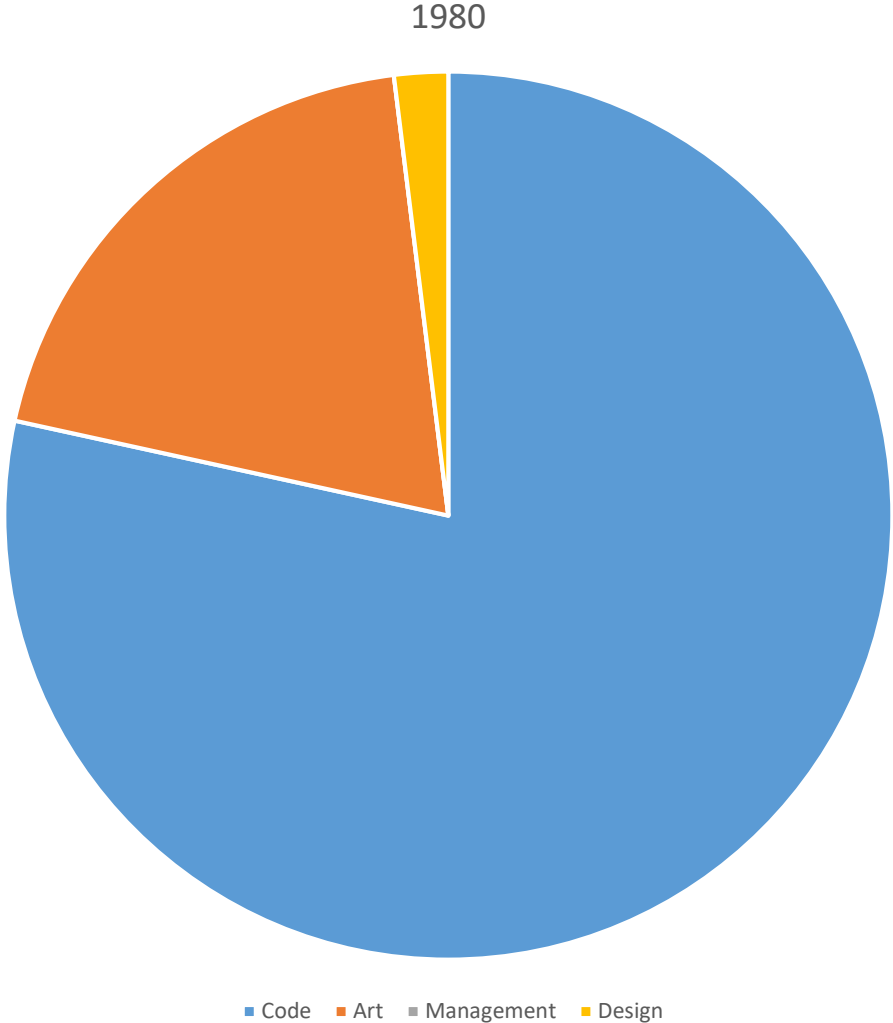
IP DEVELOPMENT

- Normally starts in small independent studios
- Second iteration at medium independent with publisher investment (3 – 30 million)
- AAA demands enormous investment and is typically done by international publishers
- From second iteration on investors seek to manage risk

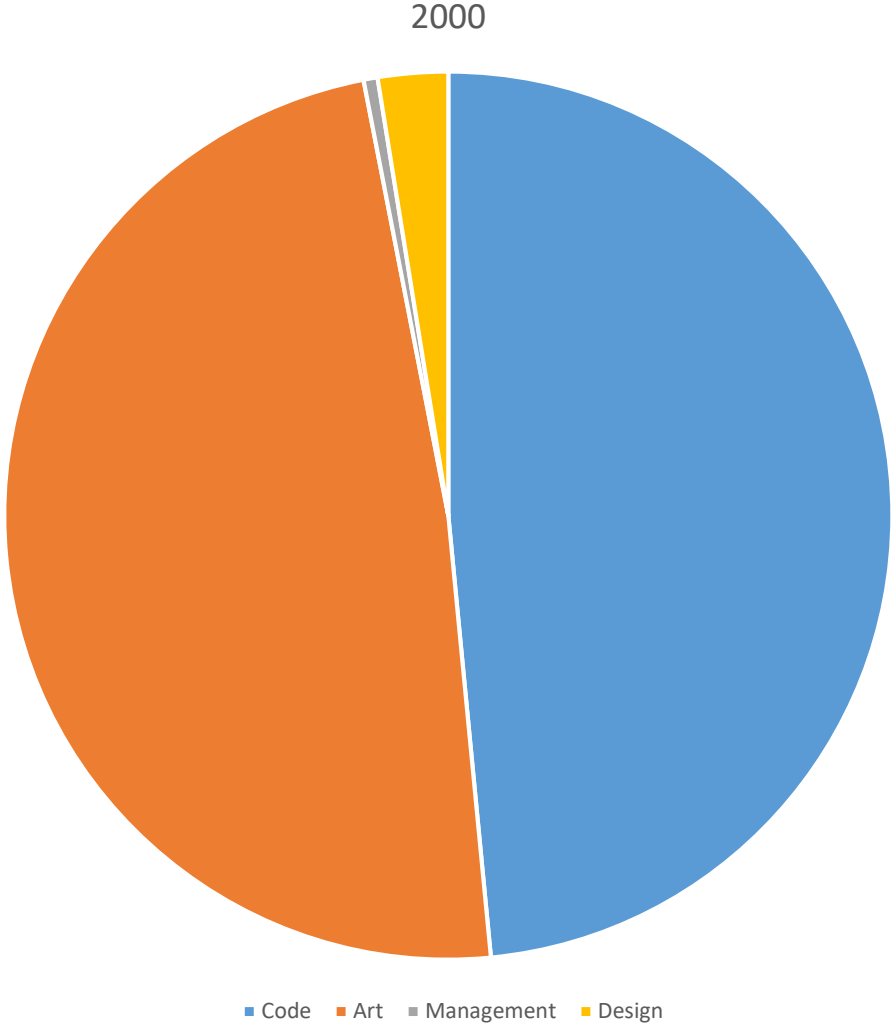
RISK

- Like film and television, pre-production for games is now vital
- Especially as teams have changed and grown

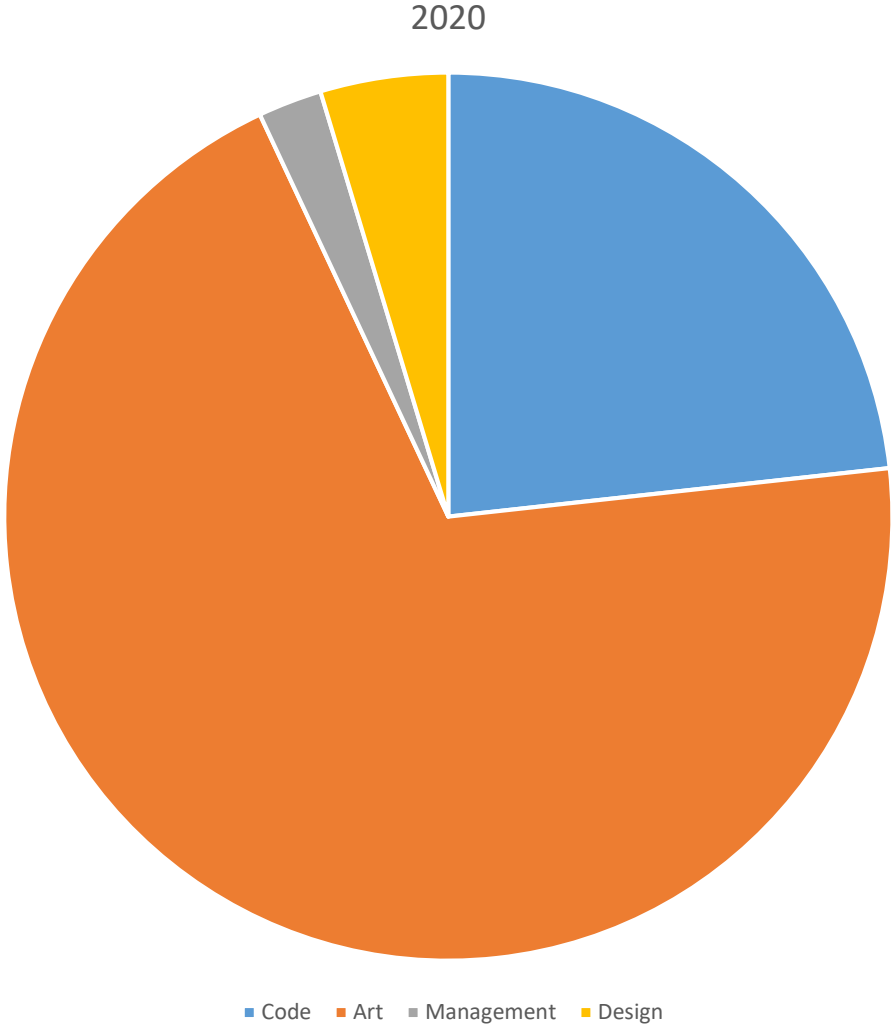
TEAMS



TEAMS



TEAMS



DESIGN PROCESS

PRE-PRODUCTION

- Design practice drives the pre-production phase with a very small team (<10)
- Concept (drawings and early prototypes)
- White/grey boxing of core gameplay mechanics
- Rough assets added for early testing
- Feedback and iteration
- Strawgame

EARLY DEVELOPMENT PITCH

- Strawgame
- Concept document
- Beat charts

FULL DEVELOPMENT PITCH

- Strawgame
- Concept document
- Beat charts
- Management and finaling philosophy
- Collaboration approach
- Production milestones

COMPLETION OF PRE-PRODUCTION

- Team begins to grow...
- Game design document
- Technical specification/document
- Art style guide
- Teams, financials and milestones agreed
- Typically 50% point of project timeline

PRODUCTION

SOLENT
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WATERFALL / AGILE

- After a strong waterfall like pre-production, development proceeds in a more agile style based on milestones and beat charts
- If externally funded the producer acts as client – along with the internal game designer. Both speak for playtesting results.
- If internal (typically AAA) producers speaks for all

STAGES

- Alpha – the game is fully assembled
- Beta – game is ready for full playtesting and this is frequently linked to marketing
- Gold Master – a term from game consoles – game is fully functional and meets all specifications.
- Maintenance – normally patches and DLC

TRENDS



TRENDS

- Moderate growth for sector expected over next 5 years
- Improved game engines and software expected to reduce numbers of coders and artists in future
- Increased role for designers as game market saturates and innovation and differentiation become vital

THANK YOU

- Questions?
- James TerKeurst
- james.terkeurst@solent.ac.uk.