



Developer Business Summit: An IGDA Think-Tank

**March 22-23, 2004
Game Developers Conference
San Jose, California**

Table of Contents

Agenda_____	p.03
Business Summit Abstract_____	p.04
Session Descriptions_____	p.05
Speaker Bios_____	p.07
IGDA Business & Legal Advocacy Summary_____	p.11
Summit Attendee List_____	p.13
IGDA – Make a Difference_____	p.16

Contact Info

International Game Developers Association
600 Harrison Street, 6th Floor
San Francisco, California
USA, 94107

Phone: +1.415.947.6235
Fax: +1.415.947.6090
Email: info@igda.org

Jason Della Rocca
Program Director, IGDA
jason@igda.org

Kathy Schoback
Director of Product Operations, Eidos
Chairperson, IGDA / Co-founder, IGDA Business Committee
kschoback@eidos.com

Ray Muzyka
Joint-CEO, BioWare Corp.
Co-founder, IGDA Business Committee
ray@bioware.com

Agenda

Day-1: Out of the Frying Pan (Monday, March 22nd)

10:00 - 10:15: Welcome/Introduction

10:15 - 11:00: "State of the Union" Address

11:00 - 11:15: morning coffee break

11:15 - 12:30: "Hot Seat" Panel

12:30 - 14:00: lunch break

14:00 - 16:00: Group Working Sessions and Report Out

16:00 - 16:15: afternoon coffee break

16:15 - 17:15: Group Working Sessions and Report Out – continued

17:15 - 18:00: Keynote: Bing Gordon

18:00 - 19:00: Cocktail reception...

Day-2: Into the Fire (Tuesday, March 23rd)

10:00 - 10:15: Welcome and Day-1 Summary

10:15 - 11:00: Industry Snapshot: Stats and Metrics

11:00 - 11:15: morning coffee break

11:15 - 12:30: Group Working Sessions and Report Out – continued

12:30 - 14:00: lunch break

14:00 - 16:00: Group Working Sessions and Report Out – continued

16:00 - 16:15: afternoon coffee break

16:15 - 17:15: Open "Town Hall" Discussion

17:15 - 18:00: Closing Summation

Business Summit Abstract

Despite the overall growth and progress of the games industry, there are countless issues and barriers that must be dealt with in order for the business of games to truly succeed. While there is no question that studios are in this business to make great games, be competitive and prosper, there are meta-level business issues that effect us day-to-day that we need to come together as a community and deal with or at least explore on the whole.

This "Think-Tank" provides a rare opportunity for studio heads, publishing executives and other industry leaders to come together in a neutral forum, roll up their sleeves and work out solutions to some of the biggest issues facing game development studios today:

- developer/publisher relations
- contracting and negotiation practices
- risk aversion licenses versus original content
- intellectual property rights
- financing and cash-flow management
- alternative business models
- corporate strategy and long-term planning
- retail and consumer relations
- promotion and marketing
- perceptions within the greater business community
- hiring and quality of life practices

These issues, and more, will be explored and discussed in a pragmatic manner. The outcome will be a mutual understanding of the business issues facing developers and possible solutions that can be implemented to overcome them.

Idea Takeaway:

Attendees will leave the Think-Tank with a wealth of ideas on how to run their companies better and overcome some of the big-picture issues they deal with on a daily basis. The goal is to improve the industry by empowering developers with needed knowledge.

Intended Audience and Prerequisites:

This is an advanced, expert level program. The Think-Tank is intended for industry veterans managing game development studios, publisher executives, and other industry leaders who care about the strength and future growth of their companies and the game development community. Also, attendees are expected to become actively involved and contribute during the group work exercises.

Sessions Descriptions

Day-1: Out of the Frying Pan (Monday, March 22nd)

Welcome/Introduction (10:00 - 10:15)

Jason Della Rocca - Program Director, IGDA

A quick welcome by the IGDA's program director and brief introduction to the agenda and activities of the 2-day Think-Tank.

"State of the Union" Address (10:15 - 11:00)

Ray Muzyka - joint-CEO, BioWare Corp.

As the action of the Summit gets underway, Ray will first take a look at the current state of the industry, and share his personal thoughts on the key issues that independent developers - such as BioWare - are dealing with. While some thoughts on solutions will be provided, many more questions will be left answered. Certainly, an admirable challenge for the Summit participants!

"Hot Seat" Panel (11:15 - 12:30)

Eric Zimmerman (moderator) - designer/CEO, gameLab

Jeff Briggs - CEO, Firaxis Games

Robert Huebner - Director, Nihilistic Software

Tamra Nestler Fionda - President & CEO, Tri Synergy

Greg Richardson - VP Business Development, EA Partners

This panel will take a first stab at pointing out some of the current hot business and industry issues that game developers and studios are facing today, and share thoughts on what the future holds. With these notable panelists on the hot seat to break the ice of the Think-Tank, attendees will be inspired (or agitated) to action during the Group Working Sessions.

Group Working Sessions and Report Out (14:00 - 16:00 / 16:15 - 17:15)

Tables will be labeled with one of the following categories: Finance, Marketing/PR, Production/Operations, Distribution/Sales, HR/Quality of Life, Legal/Contracts. Attendees will select a table/topic area to sit at, forming small groups to facilitate intimate and focused discussion.

First, groups will brainstorm the challenges, barriers and issues that impede their progress in their chosen topic area. Groups will report on their top challenges, which will be enumerated onscreen for all attendees to see and discuss. At the next stage, each table will be assigned one of

the previously enumerated challenges. Attendees will be given the opportunity to select the issue they want to tackle, sit at that table and as a group brainstorm possible high-level solutions, answers, best practices, etc. On Day-2, each group will report out their solutions and share thoughts with the entire room for further discussion.

Keynote (17:15 - 18:00)

Bing Gordon - Executive VP & Chief Creative Officer, Electronic Arts

In line with the Summit's look at developer challenges (and solutions), Bing will share his frank thoughts on industry issues, concerning trends and opportunities for the future. With his 20+ years of industry experience to guide him, in classic Bing style, no "punches" will be held back...

Cocktail Reception (18:00 - 19:00)

After a hard day's work, all Think-Tank attendees are invited to an informal cocktail reception. Drinks and hors d'oeuvres will help everyone to unwind. The reception will be held at the Marriott Hotel, just across from the conference room doors.

Day-2: Into the Fire (Tuesday, March 23rd)**Welcome and Day-1 Summary (10:00 - 10:10)**

Ray Muzyka - joint-CEO, BioWare Corp.

A quick welcome and introduction to the plans for Day-2, along with a summary of the first day of the Think-Tank.

Industry Snapshot: Stats and Metrics (10:10 - 11:00)

Michael Gartenberg - Research Director, Jupiter Research

Understanding the consumer marketplace, sales numbers and the ongoing shifts in audience composition are critical to identifying and exploiting new opportunities. Smart business decisions are based on facts, an asset that many developers, sadly, do not have proper access to. This industry snapshot will help set the record straight.

Group Working Sessions and Report Out (11:15 - 12:30 / 14:00 - 16:00)

Day-2's group work follows on from the first day's efforts. Groups will be responsible for reporting/presenting their findings from their Day-1 solution generation work. Once the first round of solutions are presented, tables will be assigned a new round of problems/issues (i.e., untackled problems/issues that were uncovered on Day-1). Attendees will be given the

opportunity to select the issue they want to tackle, sit at a new table and as a new group brainstorm possible high-level solutions, answers, best practices, etc. The new groups will report/present their solutions to this second round of challenges to the audience.

Open "Town Hall" Discussion (16:15 - 17:15)

The "town hall" discussion will serve as a final opportunity to air open issues and string together common threads from the rest of the Think-Tank. Further, participants are encouraged to provide feedback on the overall process/event and bring forth ideas for next-steps.

Closing Summation (17:15 - 18:00)

Kathy Schoback - Director of Product Operations, Eidos

Responding to the two days of intense discussion and debate, this session will attempt to summarize the major themes, threads and findings from the Think-Tank. The goal is to provide a clear sense of next-steps for the IGDA, the participants and the community as a whole.

Speaker Bios

Jeff Briggs

CEO, Firaxis Games

Jeff Briggs is Founder, President, and CEO of Firaxis Games, recognized as a world leader in developing blockbuster titles such as Sid Meier's *Civilization III*, *Alpha Centauri*, and *Gettysburg!*. Under Jeff's leadership, FIRAXIS has grown steadily since 1996 from 11 to 55 people, produced 8 games in 8 years, and now "owns" 76% of US PC market-share in its NPD category. Sales of FIRAXIS' games have grossed an estimated \$100mm worldwide. Jeff has produced the *Civilization* franchise since its inception and was Lead Designer of *Civilization III*, which has earned nearly \$55mm worldwide since its release in October, 2001. During 9 years at MicroProse Software, Jeff served as Designer, Composer, Producer, and Director of Product Development. A Doctor of Musical Composition / Theory, Jeff composed scores for 30+ games and his concert music has been performed globally. Named *Maryland's 2003 Ernst and Young Software Entrepreneur of the Year*, Jeff has been Sid Meier's creative partner for 15 years.

Jason Della Rocca

Program Director, IGDA

Jason oversees the day-to-day management of the International Game Developers Association, working to build a unified global game development community and provide a common voice

for developers. Jason and the IGDA deal with such diverse topics as anti-censorship advocacy, academic relations, business issues, workplace diversity and developer quality of life. Jason also oversees the running of the Game Developers Choice Awards, an annual industry event which recognizes and rewards outstanding achievement within the game development community. Jason has been a member of the game development community for many years, and has spent time at Matrox Graphics, Quazal and Silicon Graphics. Jason can be reached at jason@igda.org.

Michael Gartenberg

Research Director, Jupiter Research

Michael Gartenberg leads Jupiter Research's team on emerging technology platforms and provides advice that helps clients take advantage of a variety of access technologies, digital information devices and software platforms. Leveraging Jupiter Research's expertise in these areas, he helped launch Jupiter's PC & Console Games service, Wi-Fi Mobility service and Jupiter Research's Analyst Weblogs.

Gartenberg has been quoted extensively about personal, mobile and digital entertainment technologies in industry trade publications online and in print, as well as in leading publications such as The New York Times, The Wall Street Journal, Time, Newsweek and the Associated Press. He has also been a guest commentator on network news shows as well as CNN, CNBC and MSNBC. Gartenberg also currently writes a monthly business technology column for Computerworld magazine.

Prior to Jupiter Research, Gartenberg was Managing Director at Hudson Ventures, a Manhattan-based venture capital firm. Prior to Hudson, Gartenberg was Vice President and Research Area Director of Gartner Inc., leading the Personal and Distributed Technologies research area. At Gartner, his research focused on personal and mobile computing. He was also recognized at Gartner and throughout the technology industry as the leading watcher and analyst covering Microsoft Corp. Gartenberg holds both his B.A. and M.A. from Yeshiva University in New York.

Bing Gordon

Executive VP, Electronic Arts

W. Bingham (Bing) Gordon, is a co-founder of Electronic Arts. As chief creative officer and executive vice president, Gordon plays a key role in providing counsel to marketing, studio producers and development teams to continue to ensure that EA's games are the most creative and innovative titles on the market. Considered one of the most experienced entertainment software marketing executives in the industry, Gordon most recently served as executive vice president of marketing, overseeing marketing staffs located in San Mateo and Walnut Creek, California, Austin, Texas, Vancouver, British Columbia, and London, England. Prior to that, Gordon served as executive vice president of EA studios, a post he held since 1993, and senior vice president of Entertainment Production, responsible for the design, development, and production of entertainment titles and creative properties. Gordon received a B.A. from Yale

University and an M.B.A. from Stanford University.

Rob Huebner

Founder, Nihilistic Software

Robert Huebner is a co-founder of Nihilistic Software, a small development team located in Marin County, California. Robert's previous work includes Jedi Knight: Dark Forces2 from LucasArts, Descent from Parallax Software, and contributions to Starcraft by Blizzard Entertainment. Nihilistic's first title, Vampire: The Masquerade - Redemption was a top-10 seller when released in March, 2000. Robert is Nihilistic's Director of Technology, creating new engines and tools for Nihilistic's next project, being developed for next-generation console systems.

Ray Muzyka

Joint CEO and Co-Executive Producer, BioWare Corp.

Dr. Ray Muzyka is the Joint CEO and Co-Executive Producer at BioWare Corp. He co-founded BioWare in 1995 with the other Joint CEO and Co-Exec Producer at BioWare, Dr. Greg Zeschuk. Along with Greg, Ray was the Co-Exec Producer on Baldur's Gate, Shattered Steel, MDK2, MDK2: Armageddon, Baldur's Gate: Tales of the Sword Coast, Baldur's Gate II: Shadows of Amn, Baldur's Gate II: Throne of Bhaal, Neverwinter Nights and its two expansion packs, and Star Wars: Knights of the Old Republic for Xbox and PC. Ray is currently Co-Executive Producer on BioWare's upcoming new IP project with Microsoft - the martial arts action-RPG, Jade Empire. BioWare also has several other, as-yet unannounced projects in development. In addition to his development role, Ray also co-manages the financial, human resources, operations, and legal business side of BioWare, and has recently finished his executive MBA program at the Ivey School of Business, UWO. Ray is also a board member of the Academy of Interactive Arts and Sciences, Co-Chairman of the Business Committee of the International Game Developers Association, and also serves as a Director and Co-Chairman of CodeBaby Corp., another software company developing a next generation interface for digital media and the Internet.

Tamra Nestler Fionda

President & CEO, Tri Synergy

As founder and CEO of Tri Synergy, Tamra has created and established what is becoming one of the most highly regarded worldwide brands in the crowded, rapidly consolidating computer game publishing industry. Tamra's role encompasses managing both the company's overall direction and strategy. Drawing on over 10 years of Director-level retail buying experience at CompUSA and Electronics Boutique has allowed Tamra to solidify her reputation as an innovator in marketing and distribution strategies. Tri Synergy, with Tamra's direction, has orchestrated several successful title launches such as Anarchy Online: The Longest Journey, Runaway: A Road Adventure, Savage: The Battle for Newerth, and UFO: Aftermath. Tamra's

amazing ability to understand the big picture of the electronic game publishing industry, and her belief that the actual game developers deserve greater recognition, control and profit for their role in the overall process has allowed Tri Synergy to become one of the most successful independent game co-publishers in the Interactive Entertainment Industry.

Greg Richardson

VP, Business Development, EA Partners

Greg joined Electronic Arts in 2003 as Vice President, Business Development. Prior to joining EA, Greg served as Senior Vice President, Product Development at Eidos Interactive. Prior to joining Eidos, he served as Chief Executive Officer at QUIQ, a privately held Customer Relations Management software company. He also served as Vice President, Sales and Marketing at The 3DO Company. Greg earned his Bachelor of Arts degree in Political Science from University of California, Berkeley.

Kathy Schoback

Director of Product Operations, Eidos Interactive

As director of external publishing and development at Sega, Kathy Schoback oversees relationships with Sega's external North American developers and publishing partners. She has served in various roles in her tenure at Sega, including head of Dreamcast third-party publisher management, regional sales, and consumer service. Kathy has also worked on the Game Developers Conference as part of the management team, and is currently chairperson of the International Game Developers Association.

Eric Zimmerman

CEO, gameLab

Eric has worked in the game industry for more than 10 years. He is Co-Founder and CEO of gameLab, a New York-based online game developer (www.gmlb.com). gameLab's award-winning titles include BLiX, LOOP, and LEGO JunkBot. Some of Eric's pre-gameLab titles include the critically acclaimed SiSSYFiGHT 2000 (www.sissyfight.com, [created with Word.com](#)) and the PC game Gearheads. Eric has taught game design and interactive narrative design at MIT's Comparative Media Studies program, New York University's Interactive Telecommunications Program, and the Digital Design MFA program at Parsons School of Design and has lectured and published extensively about game design and digital culture. Eric has recently published two books on game design, Rules of Play (co-authored with Katie Salen) and RE:PLAY (co-edited with Amy Scholder).

IGDA Business & Legal Advocacy Summary

<http://www.igda.org/biz>

The rapid growth of the game industry is bringing increasing challenges for new and experienced developers alike. Too many studios run into operational and financial difficulties – or even fail outright – because of a lack of knowledge about the industry and/or a lack of business experience in general. To combat this and provide a respite from the increasingly challenging world of the video games business, the IGDA is working to empower the development community with business knowledge and advocate for developers through the following initiatives:

Contract Walk-Through

The Contract Walk-Through essays help to educate all developers on game contract issues, so they will be better able to understand and discuss such matters with their lawyers and publishers. Game industry lawyers have compiled essays on important contract issues (sample topics include IP ownership, definition of net sales, the reserve, etc.) and each essay includes annotations from industry experts. Two sets of essays were released in 2003, the first prior to E3 in May and the second at GDC Europe in August.

http://www.igda.org/biz/contract_walkthrough.php

Intellectual Property Rights White Paper

The Intellectual Property (IP) Rights White Paper is a comprehensive analysis of key forms of IP rights, legal definitions and information about global intellectual property rights as they relate to games and those connected to game development. The White Paper was released in October, 2003 via the IGDA web site. Topics covered in the White Paper include the history of IP rights; forms of IP protection; overview of IP in video games; practical applications; and three opinion essays from leading game industry thinkers. The Paper was written by the IGDA's IP Rights Committee, consisting of forty members including game developers, musicians, journalists, CTOs, CEOs, open-source evangelists, students, academics and lawyers from North America, Europe and Asia.

http://www.igda.org/biz/ipr_paper.php

Game Submission Guide

The Game Submission Guide is an invaluable resource for developers who are submitting/pitching games to prospective publishers. It includes publisher feedback on

submission checklist items, and information on what to expect before, during and after the pitch, along with insight into the publisher decision-making process. The Guide was released on the IGDA web site in May 2003, just in time for E3.

http://www.igda.org/biz/submission_guide.php

Best Practice Reports

The Best Practice Reports are a set of documents available from the IGDA web site that were generated from a series of roundtables at GDC 2003. They help educate and provide solutions for developers on industry best practices in various disciplines, such as financing, resource management/scheduling, human resources, marketing/promotion and quality assurance.

http://www.igda.org/biz/best_practices.php

Business & Legal Column/Articles/Reference

The IGDA hosts the monthly column, “Famous Last Words” by industry lawyer Jim Charne, to provide insight into legal issues that developers deal with on a daily basis. Further, the IGDA publishes articles and reference lists on myriad topics related to the business and legal side of games (e.g., industry stats, alternative royalty models, business formation, etc.).

<http://www.igda.org/biz/references.php>

<http://www.igda.org/columns/lastwords/>

<http://www.igda.org/articles/>

Summit Attendee List

The following list was generated on March 15, 2004, and represents all those pre-registered to attend the Business Summit. *Sorted alphabetically by last name.*

Last Name	First Name	Title	Company
Allen	Christopher	CEO	Skotos Tech Inc.
Amini	Elizabeth	CEO	SpaceWander Multimedia
Andersson	Tobias	Business Developer	Digital Illusions CE AB
Andrews	John	VP Marketing Support	Career Education Corporation
Au	Raymond	VP	Global Connect
Axelrod	Ramon	CTO	AISeek
Bertram	Tim	Designer/Developer	Bertram Design & Development
Bogost	Ian	Partner, Game Design	Persuasive Games
Bosch	Rick	CEO	S2 Games / iGames
Boucher	Shane	Vice President	Drop of Water Productions
Briggs	Jeff	President	Firaxis Games
Bump Harrison	Linda	Sr. Acquisitions Editor	NRG/New Riders Games
Cairns	Rob		
Charney	Robert		
Choi	Kang-In	Executive Producer	BinaCraft Co.,LTD.
Christensen	David D.	Dir of Business Development	Vivendi Universal Games
Costa	Pedro	Sales & Marketing Director	eWorks
Crampton	Michael	Games Network Manager	Game Republic
Della Rocca	Jason	Program Director	IGDA
Devereux	Alexander	DEGD Program Chair	ITT Technical Institute
Dingemane	Robert	Strategic Marketing Manager	Philips Electronics
Dolbier	George		IBM
Dost	Richard	President	StratGame
Dunn	Gregan	Business Development Manager	Ideazon Inc.
Eberhardt	John		
Edelsten	Graham	Director & CFO	Auran
Ellzey	Kelly	Owner	Red Gypsy
Embery	Ken	Executive Producer	Vivendi Universal Games
Erickson	Ross	Product Planner	Microsoft Game Studios
Feldman	Michael	Market Development	Peppercoin, Inc.
Fencott	Trevor	Exec VP, Publishing	Groove Games
Fine	Stephen	Director, Business Development	Elliott Interactive Inc.
Foster	Brenda	President & CEO	ULU Group, Ltd.
Fuhrman	John	Vice President	E-Pie Entertainment
Gartenberg	Michael	Research Director	Jupiter Research
Gerritsen	Timothy	Business Director	Human Head Studios, Inc.
Gibbons	Wendy	Educational & Technical Design	Torc Interactive
Gibbs	Rodney	Executive Studio Director	Amaze Entertainment
Gillilan	Delaney	Lead Designer	GSD Development
Gimbel	Jeremy		New Zealand Trade and Enterprise
Gordon	Bing	Exec. VP & Chief Creative Officer	Electronic Arts

Last Name	First Name	Title	Company
Gould	Gordon		
Graham	Erik		
Grande	Jon	Lead Planner, RAT Studio	Microsoft Game Studios
Hanski	Mikko Pekka	Head of Research	Idean Research Ltd.
Hare	Doug	VP Production	The Collective
Harris	Neil	Exec Vice President	Simutronics
Hewitt	Mark	CEO	Elixir Studios
Hilliam	Tony	Chief Operating Officer	Auran Pty Games Ltd
Howalt	Thomas		IO Interactive
Huebner	Robert	Director	Nihilistic Software
Hunt	Ben	General Partner	HSG Partners
Jackson	Marc	Game Industry Specialist	Film Finances, Inc.
Jacob	Mike	Executive Producer	Vivendi Universal Games
Jeffrey	Karl	CEO	Climax Group
Jung	Woo-Sik	Software Development Engineer	NCSOft
Keith	Clinton	VP / Technology Director	Sammy Studios
Kim	Arcadia	Director of Production	Electronic Arts
Kim	Tae Hoon		NCSOft
Kinnula	Atte	Senior Manager	Nokia
Kirsch	Peter	CTO	ATTACTION
Kitchen	Dan	VP Product Development & Licensing	Majesco Inc.
Kniaz	Andy	Director of Product Support	Incredible Technologies
Koa	John		kao & company
Koegl	Siggi	CEO	ATTACTION
Kotilainen	Kirsi		Nokia
Lewin	Blake	VP-Interactive Product Develop	Turner Broadcasting Systems, Inc
Liao	Danielle	CEO	Game Facotry
Markus	Frederic	President	The Game Lab
McDaniel	Derek	Business Development Manager	Black Lantern Studios
McMahon	Jacob		Gas Powered Games
Millan Rico	Alberto		Terry Animation
Montemayor	Muffy	President	Hypernova Games Inc
Morten	Tim	CEO	Savage Entertainment
Mott	Harry	Chair, Digital Media	Otis College of Art and Design
Murray	Robert	CEO	
Muzyka	Ray	Joint-CEO	BioWare Corp.
Myllyrinne	Matias	Business and Finance Director	Remedy
Nestler Fionda	Tamra	President & CEO	Tri Synergy
newman	holly	Chief Operating Officer	Liquid Entertainment
Nix	Steve	CEO	Ritual Entertainment
Ochse	Gareth		ReferX
Oliver	Philip	President	Oliver Computing
Paret	Laurent	VP/Business Dev - Co-Founder	NP Cube
Park	Kimok	Director	Webzen Inc.
Parsons	Lucien		Wharton School
Pausch	Randy	Co-Director	Carnegie Mellon University

Last Name	First Name	Title	Company
Penn	John	Computer Scientist	Adobe Systems
Perez	Ross	Producer	Vivendi Universal Games
Philip	Binu	President	Edge of Reality, Ltd.
Plutzik	Jonathan		Firaxis Games
Prakash	Shantanu		Educomp Inc.
Priest	Gary	VP Development	The Collective
Pulkka	Aaron	VP Development	Hyper Entertainment
Purkiser	Clif	Business Development	Stratgame
Reini	Mika	Office Manager	Remedy Entertainment
Richardson	Greg	VP Business Development	EA Partners
Riley	Eric	Managing Director	Grand Central Studios
Schoback	Kathy	Director of Product Operations	Eidos Interactive
Silverman Meyers	Lisa	Director, Business Development	Nickelodeon
Stacey	Clark		Smart Bomb Interactive
Sutton	Adam	VP Special Projects	Majesco Sales
Sutton	Joseph	Vice President	Majesco, Inc.
Svet	Maria	director	COMBATSWORLD
Tamaki	Makoto	Network Engineer	SEGA Corporation
Tinkler	David	CEO	VxO Networks Inc.
Tong	Michael	Executive Director	Netease.com
Train	Timothy	VP, Operations and Development	Big Huge Games
Uchida	Yoichi	Associate Section Manager	SEGA Corporation
Ungerman	Jason	Partner	Flying Pig Games
Virtes	Jon	Studio Coordinator	Activision
Vreeker	Dorothy	New Media Producer	Breakthrough New Media
Weinmann	David	Senior Digital Artist	
Welch	CJ		
Williams	Shane N O	Manager	Boston Consulting Group (BCG)
Willig	Jason	Business Development	Gas Powered Games
Winters	Aaron	Student	Full Sail Real World Education
Worden	Tyler	Product Management	Mok3
WYNANDS	MARIO	Managing Director	Sidhe Interactive
Yamaguchi	Rie	Technical Research	SEGA Corporation
Zeschuk	Greg	Joint-CEO	BioWare Corp.
Zhukov	Eugene	President	Abyss Lights Studio
Zimmerman	Eric	CEO	gameLab
Zwerling	Erik	Producer	Ubisoft Entertainment

IGDA – Make a Difference

The International Game Developers Association is a non-profit membership organization that advocates globally on issues related to digital game creation. The IGDA's mission is to strengthen the international game development community and effect change to benefit that community. Do the right thing and join the thousands of members, studios and partners that help make this mission a reality.

Personal Membership

The IGDA membership is made up of programmers, designers, artists, producers and many other development professionals who see the importance of working together to advance games and game development as a craft. Your involvement is critical to the success of your career, the IGDA and our industry.

By joining the IGDA, you join a worldwide community of game developers that shares knowledge, insight, and connections. From local chapter meetings, to online discussions, to committee output, the IGDA provides invaluable information and resources for your career and the betterment of the industry.

Studio Affiliation

Your team is your most valuable asset. As a studio manager, you can reward and inspire your development team by affiliating with the IGDA. By joining the Studio Affiliation Program, a studio provides all of its employees with personal IGDA memberships, allowing them to connect with their peers and grow professionally and personally. In addition, Studios receive their own unique benefits and discounts, all while showing support for the community. Refer to the back cover of this report to see all the great studios that are part of the IGDA.

Industry Partner

Your organization is essential to game development. Make a difference in the community you've helped to create by becoming an IGDA Partner. Send the message to game developers that your organization supports the growth and development of games as an art form, and backs the community at its roots. Gain exposure with IGDA members for whom game development is a way of life. The IGDA upholds the common agenda of game developers and the game industry. Be a part of that agenda by becoming an IGDA Partner.

**Make a difference:
www.igda.org/join**