



Dean Hall

Chief Executive
Mountaineer
Flag-waving New Zealander

Where I came from

- Waitaki Boys' High School
- University of Otago
- Royal New Zealand Air Force
- New Zealand Army



DayZ

Video Game
2012



ROCKET
DEAN HALL

DayZ

Video Game
2002



DayZ

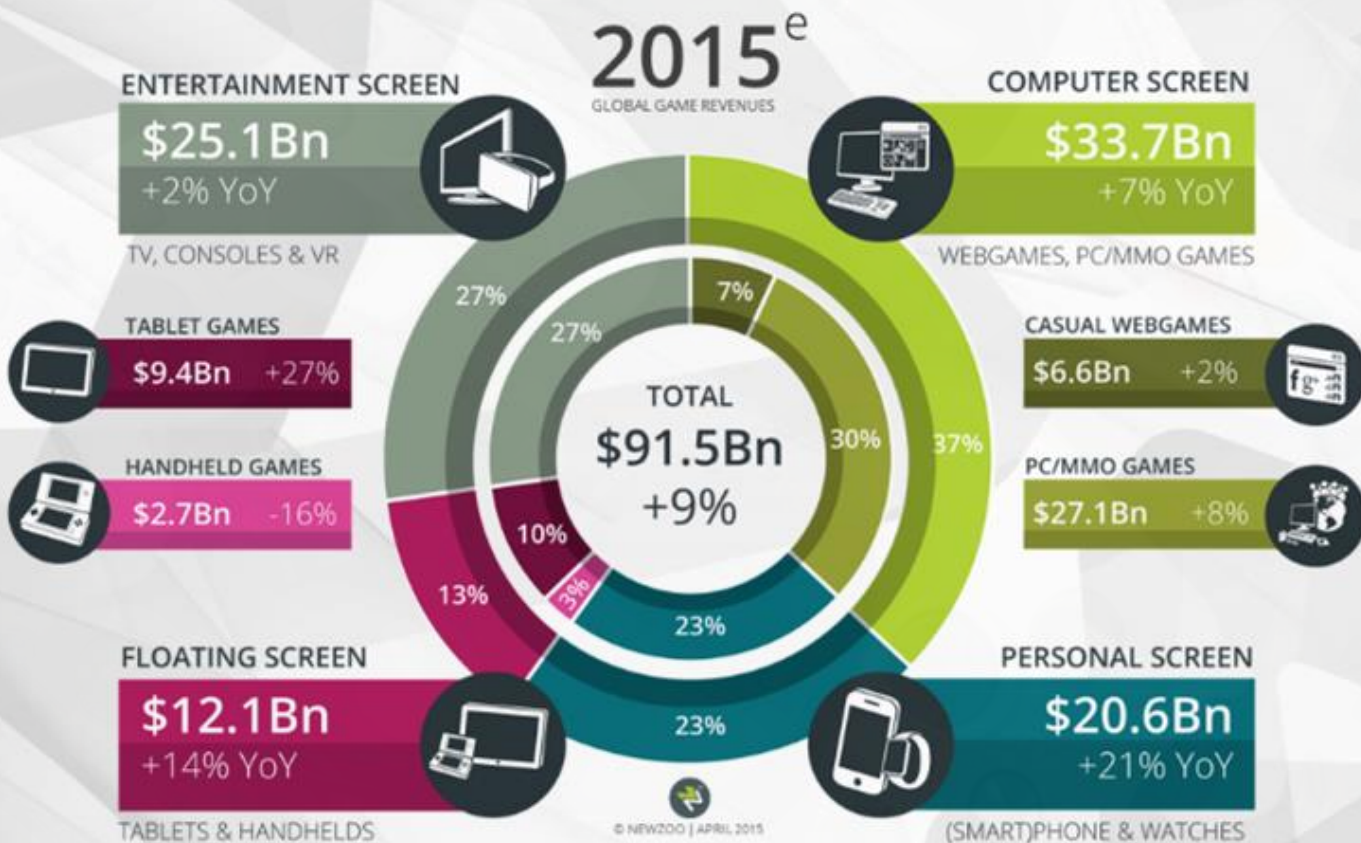
Video Game

2012



The Global Games Market | 2015^e

Per Screen and Market Segment | Year-on-Year Growth



Videogames now outperform Hollywood movies

Titles such as Halo: ODST are drawing people away from cinemas, television and DVDs



lazygamer.net

The video game industry continues to outperform Hollywood

Video games are bigger than Hollywood: Call of Duty becomes highest-earning entertainment release of the year

Activision's Call of Duty: Black Ops 3 pocketed \$550m (£361m) in its opening weekend, beating summer blockbuster



Tencent Seals Deal to Buy 'Clash of Developers' Supercell for \$8.6 Billion



GAMING SPECIAL: WELCOME TO THE WORLD OF GROWN UP GAMING

This isn't just big business - and it's now bigger than Hollywood - games are fast becoming our dominant cultural medium, creating everything from iPhone mega-hits to all-powerful design moguls and the new adult gaming tribes. But can the future really be true?



The App Economy Is Now 'Bigger Than Hollywood'

The web might be the most important medium in American culture.

Games industry enters a new era

It's larger than Hollywood, its virtual stars may live happily on a diet of bits and bytes, but the video game industry has...

Video games bigger than film

Microsoft Gets 'Minecraft'—Not the Founders

Firm Bets \$2.5 Billion That Popular Game Will Attract More Users to its Mobile System



A blue-tinted photograph of Mount Everest with the title 'Everest 2013' overlaid in white serif font. A small blue horizontal line is positioned below the title.

Everest 2013















































What does it take to succeed?

- LUCK!
- Desire
- Ambition
- Dreams
- Stubborn determination to see it through!





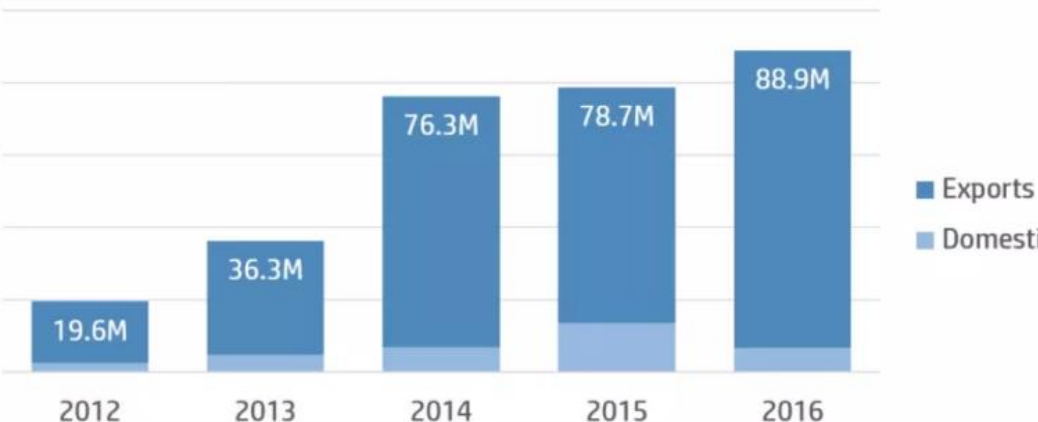
RW
ROCKETWERKZ

GROWTH OF NZ GAME EXPORTS 2016

92% EXPORT DRIVEN

\$89M ANNUAL REVENUE

13% GROWTH RATE



475

HITECH CREATIVE
EXPORT JOBS



98 NEW JOBS
PREDICTED IN 2016

SKILLS SHORTAGES ARE
LIMITING GROWTH OF

47% STUDIOS
SURVEYED

New Zealand Video Game Market

RocketWerkz Studios

- Employs 45 full-time staff in Dunedin
- Investment with TenCent as a partner
- Microsoft (Xbox), Sony (PS4) and Valve (PC)

Extremely diverse staff, both in who they are and background - incl. soldiers, diesel mechanics, even chefs!

Why make video games here?

- Digital product - No manufacturing! No shipping!
- Extremely creative
- Multidisciplinary cultures excel
- Cost and lifestyle

New Zealand is a prime location to make video games, but lacks the local talent pool to meet future demands

Video Game Development

A video game is a five year IT project that must be done in two, where you'll need to figure out the requirements as you go.

If you take too long - your game is obsolete and you start from scratch.

```

100
101
102
103
104
105
106
107 00000030 B9FFFFFFFF
108
109
110 00000035 41
111 00000036 803C0800
112
113
114 0000003A 75F9
115
116
117
118
119
120
121
122 0000003C C3

```

```

;-----
; zstr_count:
; Counts a zero-terminated ASCII string to determine its size
; in:  eax = start address of the zero terminated string
; out: ecx = count = the length of the string

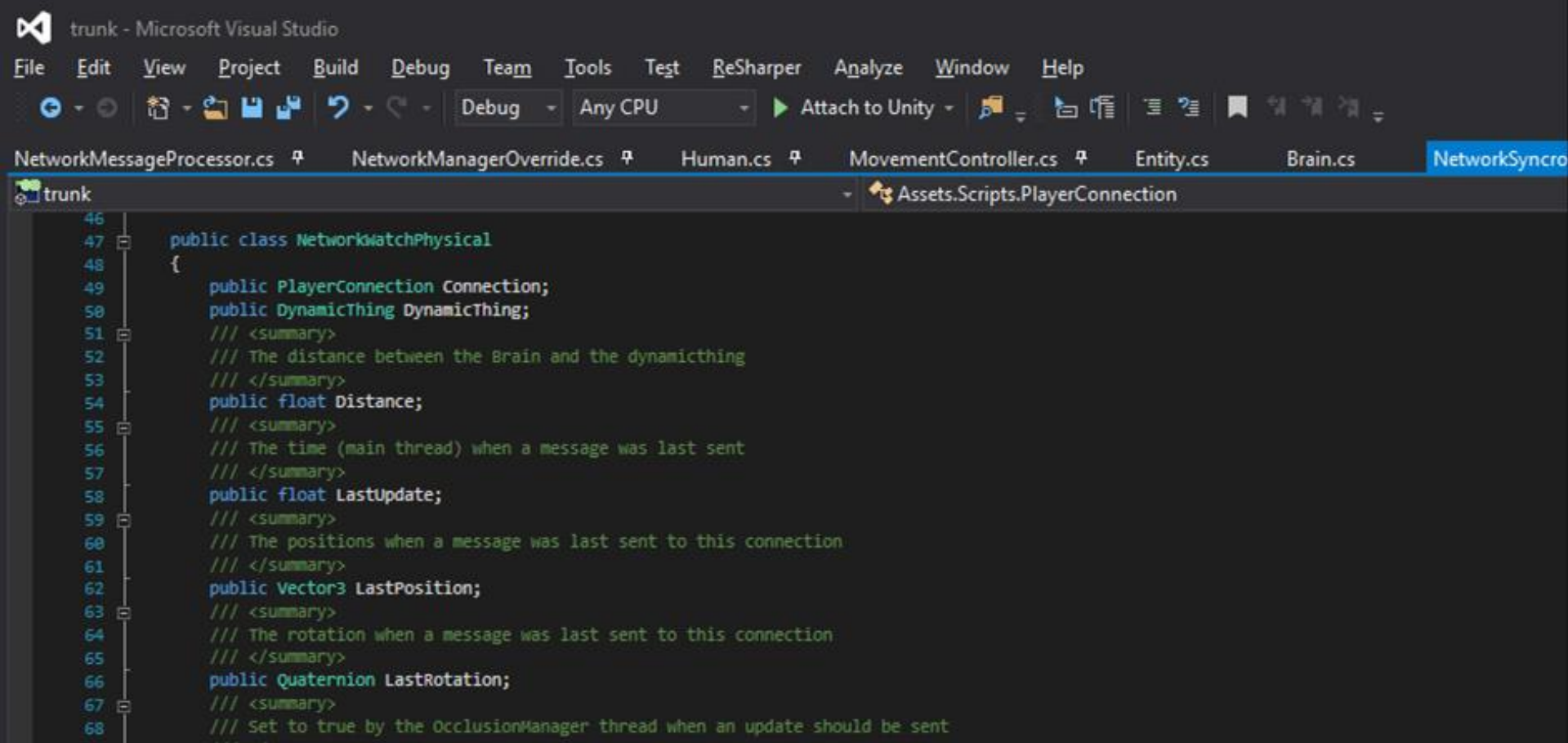
zstr_count:                                ; Entry point
    mov  ecx, -1                            ; Init the loop counter, pre-decrement
                                           ; to compensate for the increment

.loop:
    inc  ecx                                ; Add 1 to the loop counter
    cmp  byte [eax + ecx], 0                ; Compare the value at the string's
                                           ; [starting memory address Plus the
                                           ; loop offset], to zero
    jne  .loop                              ; If the memory value is not zero,
                                           ; then jump to the label called '.loop',
                                           ; otherwise continue to the next line

.done:
                                           ; We don't do a final increment,
                                           ; because even though the count is base 1,
                                           ; we do not include the zero terminator in the
                                           ; string's length
    ret                                     ; Return to the calling program

```

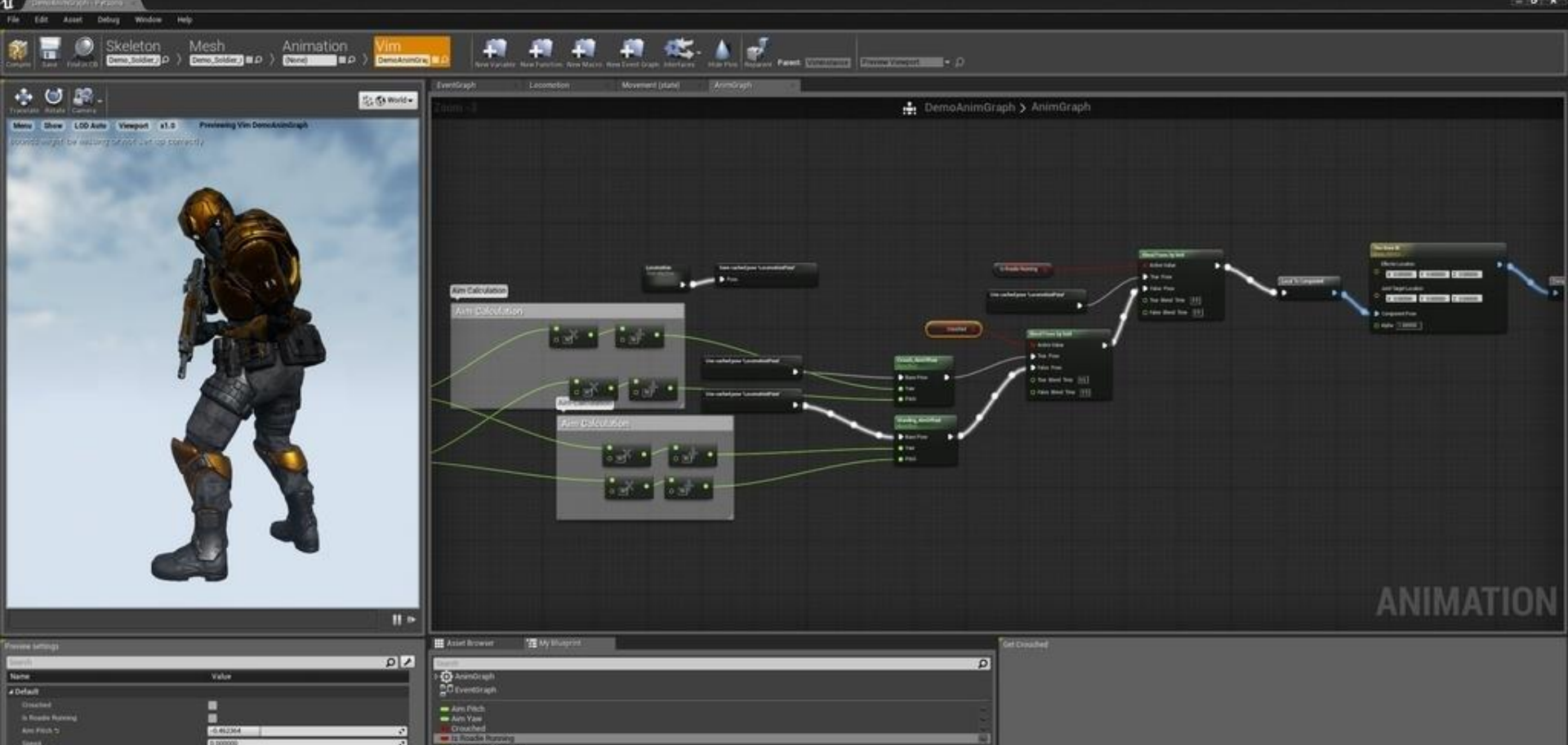
The Past | Writing code



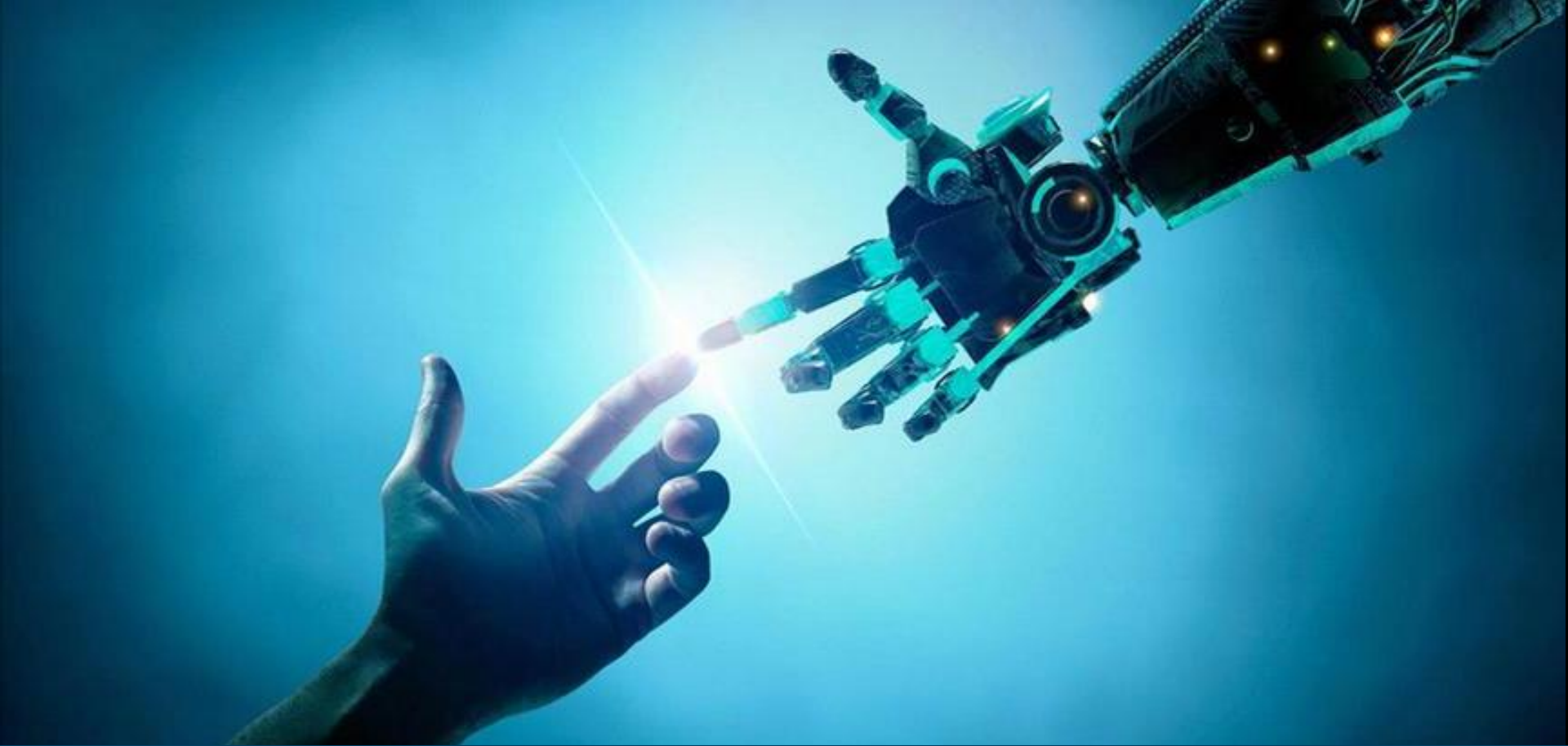
The image shows a screenshot of the Microsoft Visual Studio IDE. The title bar at the top reads "trunk - Microsoft Visual Studio". The menu bar includes File, Edit, View, Project, Build, Debug, Team, Tools, Test, ReSharper, Analyze, Window, and Help. Below the menu bar is a toolbar with icons for running, debugging, and other development tasks. The toolbar also includes dropdown menus for "Debug" and "Any CPU", and a button for "Attach to Unity". The Solution Explorer on the right shows a project named "trunk" with a folder "Assets.Scripts.PlayerConnection" containing several C# files: NetworkMessageProcessor.cs, NetworkManagerOverride.cs, Human.cs, MovementController.cs, Entity.cs, Brain.cs, and NetworkSyncro. The code editor displays the NetworkWatchPhysical.cs file, which contains the following C# code:

```
46  
47 public class NetworkWatchPhysical  
48 {  
49     public PlayerConnection Connection;  
50     public DynamicThing DynamicThing;  
51     /// <summary>  
52     /// The distance between the Brain and the dynamicthing  
53     /// </summary>  
54     public float Distance;  
55     /// <summary>  
56     /// The time (main thread) when a message was last sent  
57     /// </summary>  
58     public float LastUpdate;  
59     /// <summary>  
60     /// The positions when a message was last sent to this connection  
61     /// </summary>  
62     public Vector3 LastPosition;  
63     /// <summary>  
64     /// The rotation when a message was last sent to this connection  
65     /// </summary>  
66     public Quaternion LastRotation;  
67     /// <summary>  
68     /// Set to true by the OcclusionManager thread when an update should be sent
```

The Recent | Writing code easier



The Current | Visual Scripting



The Future | Creativity as the last Bastion...



A Lesson in Teamwork

- NZ Army Teamwork?
- Singaporean Army Teamwork?

A great team balances Task, Group, and Individual needs.

What does it take to succeed?

- Ability to define what success actually is
- The resources to complete it
- Unwavering determination to pull through

Many people will tell you that you can't do something.
Make a point of mentally challenging what someone is
saying when they try and pull your ideas/goals down

Know your fuel!

- What drives you?
- What drives your teammates?

Being known as someone who “gets stuff done” is a very valuable attribute. But it counts against you if it is at the expense of other people.

The background is a dark, atmospheric image of a space station or spacecraft interior. It shows various pieces of equipment, cables, and structural elements. On the right, there's a rack of electronic equipment with a sticker that says "I Love Asian Girls". In the center, there's a doorway or hatch. The overall lighting is dim, with some highlights from the equipment and the text.

High Performing Cultures

How do we get sh...
things done?

Culture is trust

- A culture has to be founded on trust
- Trust people to do their job
- Rule by exception
- People need consistency

How can you expect people to trust your decisions if you don't trust them to action them?

“Real Talk”

- What is *really* happening?
- What are they *really* saying?
- What does it take to succeed?

It is very easy to point out what will fail. The hard part is finding out what it takes to succeed.

“Blown to Bits”

- The total value of the players can rise—or fall—dramatically
- Encyclopedia Britannica Lost
- But what did Microsoft win?

Changing industries and business are not zero-sum games

Cautionary Tale: Encyclopedia Britannica

- Founded in 1768
- 1990 sales > USD 650 million
- Executives considered CD-ROM irrelevant
- Microsoft Encarta
- Sold for half its book value in 1996

The most venerable can prove the most vulnerable

“Blown to Bits”

The history, the myths, the shared values, and the unreflective presuppositions that define a strong corporate culture can blind business leaders to events that do not fit into their collective mental framework

For me looking back...

- Each decision on its own probably made no sense
- Decisions made based on what I wanted, not what I thought I should do

“The impetus of existing plans is always stronger than the impulse to change”

*“The Guns of August”
Barbara W. Tuchman*

“Blown to Bits”

- Even if executives fully grasp the change
- Still face a massive competitive disadvantage because they are incumbents

Incumbents are saddled with legacy assets



**FOR THOSE SLEEPING
A FINAL THOUGHT!**

“Blown to Bits”

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- But what did Microsoft win?

Changing industries and business are not zero-sum games



ROCKETWERKZ



QUESTIONS!