GREED IS GOOD?

The Gordon Gekko Issue
Surprised with the cover? Wait till you see the contents.

Based on the assumption that as a loyal, clever CCPer, you must have read previous Fearless issues, you know that this new one (the first one this year) is looking kind of different. We’ve changed things: the way you hold it, the tone of what you read in it, the way it makes you feel. Fearless is getting more, well, fearless. It’s asking some tough questions, its writers are experts in what they write about and it’s one of the best issues I have had the pleasure of producing. Fearless aims at becoming an objective news-stop, journal even, for you, the CCPer. It aims to involve you. It wants to know what you think, how you feel, what you do - at your favorite place to be in the day, five days a week: CCP.

And it couldn’t come at a better time. As EVE edges closer to being the grand dame of gaming, turning 8 years old this month, and our other game titles continue their prodigious growth (yes, World of Darkness too – you got the t-shirt to prove it), our development road map is shaping up stronger and better. However, as a subscription based golden goose, EVE needs to incorporate the virtual goods sales model to allow for further revenue - revenue to fund our other titles, revenue for its developer: you. The model also supports the notion of creating a meaningful experience and identity for the player (more in our main feature on page 4).

For EVE, it will combine the forces of subscriptions with those of smaller sales. A whole new currency, the AUR, for these sales, means a whole new world of possibilities. And that’s just for a published game – think of what virtual goods sales can do for the likes of a console title like DUST (page 10) and the obvious value they would bring to the fashion passionate in World of Darkness (page 12). But change is married to reservation, and for CCP’s Principal Game Designer, he remains steadfastly centralised by photography while not living a life of general decadence.

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But before you begin to moan about the loss of everything Fearless had in the past, we’re still running some regular features – like profiles of people, and photos you forgot you’d uploaded to the CCP library, produced now for your colleagues’ viewing pleasure. I’d also love to hear from you. Our next issue will have a “Letters to the Editor” section, if I receive enough (fan) mail.

So tell me what you think. As a CCPer, sharing an opinion is the least of your worries.

**DISCLAIMER:**
The views put forward in this magazine do not reflect general CCP company policies or decisions and are strictly individual opinions, written by CCPers or about CCPers who feel strongly about these issues. This is confidential internal information. Please respect that every company has its trade secrets and that you are privy to those at CCP.

**Talk and read:**
Say what you think at fearless@ccpgames.com Access an e-version at central/ccp/fearlessnewsletters

PERI DESAI
Editor

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**CONTRIBUTORS**

**Eino Joas** works at CCP as a DUST 514 Game Designer. He holds a Master’s degree in Economics and takes pride in being a connoisseur of all things microtransactional. While he enjoys the many delights of Montreal living, where he is currently based, he says what he misses the most about his native Finland are the wolves and snow.

Known at times as The Good Doctor or, more properly, Dr. Ejjo, Ýjólúfur Gúmundsson is CCP’s Director of Research and Statistics, heading a team of nine, all responsible for in-game (and, at times, out of game – cue Iceland during October 2008) economies. Ejjo flies gliders in his spare time on the occasions when Icelandic skies permit him, saying that it’s often more dangerous on land in the country than it is in the air.

Part Icelandic, part French, all physics, **Kjartan Emilsson** was recently knighted with a sword from the CCP stables for his decade’s dedication to the company. In his tenure, he has been Lead Game Designer and then Director for the Shanghai office before returning to Iceland as once more CCP’s Principal Game Designer. He remains steadfastly enthralled by photography while not living a life of general decadence.

As Associate Producer for the World of Darkness, **Priscilla Kim’s** gotten to know bloodsuckers first-hand. With hair as changeable as a chameleon, a nomadic life roaming from city to city in the US, and a checkered past involving convention costume, Priscilla can be counted on to bring a colorful tint to the game’s development.

**Scott Holden** is part of CCP’s small but strong Team Ginger, a group of individuals with hair in varying shades of red (Facebook page pending). As Director of Content Design, Scott works from the Atlanta office overseeing all content for the EVE property; he regularly shuttles between our offices and his homeland of Canada.

CCP Sjöegs aka **Sean Conover** moved to Iceland from the US east coast in September 2010 to become part of the company whose game he’s played for the past 6 years. Sean’s favourite thing to do on a weekend is sleep, though you won’t catch him snoozing on the job. As Senior Security Administrator he polices mischief makers both within EVE as well as at CCP.

**Help:**
Kjartan Emilsson for editorial guidance, David Sigurðsson for compiling CCP people profiles, Lyuba Kharitonova for information on the Employee Survey Results, Ólafur Ámundadóttir for support with the character creator avatars and Lilja Valþórðsdóttir for statistics on the Annual Report.

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**FEARLESS**

The masthead was written by Sif Húkonardóttir

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**RESEARCH AND STATISTICS**

Dr. Eyjólfur Guðmundsson

**CCP’s Principal Game Designer.**

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The simple question of “what does CCP sell?” may sound a little trivial to some, but many will actually find themselves faltering when challenged to answer it at their family reunion or when trying to impress some romantic prospect. Obviously we sell games, as we are a game company. But what exactly is a game?

More generally a game could be said to involve people performing some kind of formalized activity and deriving a certain amount of emotions from it, usually positive ones.

So when we say that we are selling games what exactly are we selling? Is it the activity, the rules or the emotions? We do create some of the rules and they certainly affect a fraction of the activities and emotions you will experience, but we will never cover them all. In fact, people will also create their own rules, thus enriching further the game experience.

In the case of an online game like EVE it is more correct to say that we are really selling access to tools and social environments allowing you to perform certain activities and experience emotions resulting from them rather than selling the emotions themselves. As people use those services we could argue that we are selling people emotionally laden time, or more succinctly, an experience.

But this is time they could easily choose to spend differently. Indeed, people’s time is a limited resource and thus extremely valuable. We are in direct competition with other activities, and must make sure that the experience we offer is more engaging and meaningful than the alternatives. This doesn’t mean that we are in competition with all of a person’s time because most people compartmentalize their life for different functions, but we are certainly competing for the time that people allocate for leisure and pleasure.

Another important factor to consider, especially in the context of social games, is that people are participating and thus representing themselves to others in one way or another. The importance of appearance ties directly into our notion of vanity, recognition and validation. This again heavily influences your potential emotional response of the experience.

So we are also selling people a social identity or a persona. Again here we are in competition with the many roles that a person might have during a day. Some might be happy to leave behind temporarily, like their work identity, but others they might be less interested in abandoning, like their role as parents or lovers.

Now compare the two following different people:

“I am an EVE space pirate that blows up innocent wayfarers for loot!”

And

“I am a golfer that likes to finish 18 holes on Saturdays”

Both of these will pay money to access this experience. Both will spend a significant amount of time doing it and will have strong emotional moments doing so. The latter, though, will probably spend much more money doing it in his pastime. He will spend a lot of time researching and buying various different clubs, balls, gloves and shoes. He will spend money in the club house socializing with other golfers, travel, etc. In fact the average golfer spends $3,000 a year on his pastime with about half of it being the actual access fee to the experience. Most expenditures will actually improve their experience of the game and make them feel better about it and about themselves.

Now does this mean that we should go for unbridled evil consumerism, trying to squeeze every single penny from our hapless customers? Of course not. Summarily:

- CCP is selling people experiences and identity
- In this, we are in competition with people’s limited time for other experiences and identities
- Consumerism can, up to a certain level, improve experience and strengthen identity, making us more competitive
- Too much consumerism will ruin the experience (think tourist traps)

A balanced approach should acknowledge consumerism as a powerful game design tool (amongst others) that we need to get familiar with and that should be used carefully and with respect to create more enjoyable experiences and stronger identities for our players. If successful, this will result in their increased emotional attachment to our product and services for the benefit of all. If not, we run the risk of sucking our customers dry and leaving their shriveled corpses by the side of the road to the benefit of none.
Are virtual goods sales in EVE a good thing?

Virtual goods sales can be viewed by some as a nuclear issue. In many cases it may be that the conversation itself could be better managed. It is easy to make decisions without debate, but CCP espouses transparency and unity – two values integral to the recent Economic and Microtransaction Summit held in Reykjavik, which focused on the viability of the virtual goods sales model in all our games.

Fearlessness is as much an inherent company value as any other. It follows then that we need to have a healthy conversation about an issue such as microtransactions. The inevitable tension between monetization and design is an obvious red flag when it comes to introducing a whole new way of playing a game. A great deal of the perceived angst seems to come from a deeply-seated concern for the very real virtual worlds we’re all creating rather than that corporate greed is defining the direction of development.

Kristoffer Touborg

wants you to show him the money:

I would like virtual goods sales in EVE. In fact, I’d like to sell a lot more than vanity items. Does this mean I’m an evil capitalist that, unless stopped, will cause the entire company to catch fire and be buried at sea by a secret team of Navy SEALs?

Let’s hope not, although that’s the impression I get sometimes when interacting with our customers. There is a pretty overwhelming perception amongst EVE players that these changes are bad. I think they’re brilliant, but our players don’t. We’re going to face an uphill struggle, and the reason many of us never talk about this publically is that we’d be burned at the stake by the players.

I don’t really understand the logic behind it, but that’s probably because I’ve been using virtual goods sales for a long time now and actually prefer them over subscriptions. Why? Because they let me manage my spending, and I’ll sometimes prefer to buy a better experience when engaging in my hobby.

Does that mean that they’re universally good, and we should slap a price-tag on everything? Probably not, and like any other change we make to our game, they need to be well thought out and well executed. But most important of all, they need to provide value to our customer.

I’ll give you an example of something I think provides value to our customer, which I’d like to sell. Right now, you can store so personal fittings on our servers. That’s more than enough for the average EVE player, but for a subset of our users, it’s too small a number. Why not be able to add more storage space for a small amount of money? You’d even be able to upgrade it multiple times if you needed and permanently add this benefit to your character, making it even more valuable. And you know what? If you don’t like paying for this, you can always buy a PLEX off the market, and never have to get your credit card out. I think that’s pretty goddamn cool, and I’m not entirely sure why that makes me Hitler to some EVE players.

Now this shouldn’t be a one way street; I think we should be giving money away too. Giving people small amounts of micro-currency for being loyal subscribers, or even as a reward for high level gameplay like taking sovereignty should be just as legitimate a part of the business model as charging players.

John Turbefield

is worried that the rules are changing:

Virtual goods sales can be positive in certain circumstances. However, when you introduce something that can create an imbalance where others can’t compete with their spending power, you inevitably decrease their satisfaction with your product. As such it is essential that a game is designed from the ground up to incorporate any major virtual goods sales that fall outside of this. PLEX (and time codes before that) work extremely well as they not only largely replace a black market for ISK, but provide substantial benefits to other players in the form of offering additional subscription options. The negatives caused from the ISK for real money trade such as hacking and botting are reduced as their profitability declines. PLEX differs from typical virtual goods sales because we allow players to pay their subscriptions this way using in-game currency.

To me, virtual goods sales are far less appealing when the gameplay is affected and they aren’t replacing a black market. When we’re adding additional things into the game that enable users to gain an advantage over other people for real money in a way they simply wouldn’t be able to if we hadn’t done so, then it becomes an issue. I feel that if people have already paid a subscription fee then unless there is a good reason for the overall community to introduce a gameplay-affecting virtual goods sales (such as with PLEX), then gaining an in-game advantage isn’t justifiable. More revenue is of course an aim, but making our customers feel like they are being ‘double billed’ to be able to play on the same level as others is just a step too far.

The most visible example of another game introducing virtual goods sales is certainly LOTRO. It is worth pointing out though that they made almost everything microtransaction based and at the same time removed subscription fees. Because other games with very different communities and very different gameplay styles are able to do something it doesn’t mean we can do the same thing with the same levels of success. EVE is a far more complex game with significantly more social interaction, which changes a great deal about how you can approach virtual goods sales. While it’s true that others, such as Blizzard have gone down the microtransaction path, they have not implemented any gameplay affecting items. They also do not offer a microtransaction to gold conversion as we do with PLEX.

I don’t oppose the concept of virtual goods in the case of vanity items, merely in cases where the monetization of items impacts the balance of the game.

Two CCPers from each end of the spectrum of this topic vocalise their thoughts on it.
In short, it’s the same in Incarna as elsewhere: we give players the means to buy stuff in addition to their base subscription, offering things like new “nano-paints” that allow one to customize ships while docked; new articles of virtual clothing, tattoos, and other avatar customizations; tokens for customizing Captain’s Quarters and so on. Not all virtual purchases will focus on customization: some will simply be new items, ammunition, ships, etc. that can be purchased outright. The devil, as always, is in the details.

First, we don’t want to glut the virtual market with too many offers right out of the gate. Instead, we want to provide a steady stream of digestible goods and services over a long period of time, allowing customers to sample and purchase as they get used to the new model. And in cases where a virtual item or service is perpetual or unchanging, such as with avatar recustomization, for example, we will most likely levy a small broker’s fee or tax on the sale.

One other service we’re looking at is selling faction standings. We want to offer convenience for a price. As an example, your friend might give you free tickets to see her band play simply because the two of you are friends; meanwhile, other fans have to pay for a ticket because, well, that’s how it normally works. The more noteworthy the band, the more those friendships (and thus the tickets) are worth. If that doesn’t seem quite an accurate analogy, think of it like this: you can develop a friendship by “spending” your time, or you can pay to get the same benefits that friendship would otherwise allow. (I’m sure you can think of a few other situations where one might temporarily “buy” services otherwise gained only through social interaction.)

And that’s really about all there is to it. Regarding the notion of “virtual sales in Incarna,” though, I’d like to elucidate one point before closing: Incarna cannot be considered a product distinct from other parts of EVE. Incarna and “flying in space” (and in due course DUST 514) are merely aspects of the EVE Online experience; in virtual sales, as in development as a whole, we must all adopt this way of thinking. Thus, we will not and cannot focus on virtual sales only within the Incarna environment, nor build that environment around such sales; rather, we will effect a universal strategy of micro-sales throughout the EVE experience. So, as a player, while you are inside a station, you will find gameplay that links to other aspects of the game and also presents you with virtual purchasing opportunities — just as you will while you are in space or on a planet fighting as a DUST merc. 
As you probably know, DUST will operate under a virtual goods sales model. To offset the cost of "freeloading spectators" DUST will have a nominal cover charge. After the cover charge you can play for free, but there are certain things that are only available for a currency that derives from real money. That is how the business model functions: people spending real money on all things virtual. Spending your own money is optional, however. If you happen to be economically challenged or just don’t trust the PlayStation Network with your credit card details, you can trade ISK with other players for some real-money currency, just like you can with PLEX today. You can also do the opposite and exchange purchased real-money currency for ISK, too. Both work for us as long as money is being spent.

The above builds, of course, on the assumption that people actually want to spend real money. To achieve this, one thing is very important: people have to be captivated by the game. Emotion and engagement are the fundamental foundation for virtual goods sales. Having interesting virtual goods to sell means nothing until the customers are engaged and involved in the game. In terms of the swimming pools of Reykjavik, engagement equates to the water in the swimming pool. If we don’t have enough to swim in or if it’s bloody cold, it will be really hard to sell those goggles. Spiking the water with tons of chlorine is not going to spur sales either. I don’t mean to say that sensible monetization mechanics and interesting virtual goods are not important — they certainly play a key role in maximizing the monetization potential that we have pent up in our engaged playerbase. We want to see our monetization techniques blend seamlessly into the game mechanics and establish themselves as a part of the fiction. They need to feel natural and in accordance with players’ expectations. Perhaps the principle of verisimilitude that defines EVE and DUST will prove useful to us in this — by functioning so much like the real world, real world conventions become easier to accept.

One such convention is of special importance to us: cyclical consumption. In EVE, the monthly subscription takes care of this. With no subscriptions in DUST, we have to be careful about selling permanent awesomeness, as there’s a danger of saturating the market. When everyone has everything, there’s no reason to buy anything anymore. Concepts such as planned obsolescence and perceived obsolescence thus play a key role (obsolescence referring to the deliberate shortening of a product’s lifespan). In the real world, light bulbs are engineered to last for a thousand hours and a fashion cycle gets people to buy new stuff season after season. If we are in this for the long run, we have to be thinking in similar terms regarding virtual goods. Fashion in vanity goods, for one, remains grossly underestimated across the board but contains great potential. If anyone in the real world knows how to turn people’s longing to be unique into recurring wants it is the fashion industry.

On the opposite end of the scale to vanity goods are performance-based items such as weapons. They are consumed through gameplay, making them a potentially powerful source of renewable income. Selling them for real money is very tempting. They are highly desired by the player audience and yield lower development costs, as variation can be achieved through numbers rather than unique art assets. Selling them though, is highly controversial. We are planning on doing so. I would be tempted to say it is because we are fearless, but the real reason is that we have strong evidence that selling performance enhancers, in moderation, works. Korean developers have capitalized on performance-enhancing items for a long time, but it took a leap of faith from the people developing Battlefield: Heroes to show that the same principles that work in Korea apply for the western market as well.

The market is changing and has been for years now. And like everyone else we’re looking to adapt and change with it. Adapting to a business model that is not only becoming increasingly commonplace, but fast-becoming standard and commonplace, but fast-becoming commonplace, is essential, but we can do so much more. We can figure out how to step ahead of the curve and do more than merely sell some swimming goggles… group buying power, deep discounts, flash sales get people to buy new stuff season after season. If anyone in the real world knows how to turn people’s longing to be unique into recurring wants it is the fashion industry.

Emotion and engagement are the fundamental foundation for virtual goods sales.

By Eino Joas

Summer is coming and people are flocking to swimming pools. You usually have to pay an entrance fee, but at least in Reykjavik you get free towels now, I hear. Next summer people will be flocking to play DUST 514. There will be an entrance fee, but we will make sure to also provide some proverbial free towels. We will be charging for the swimming goggles, though.
At a more detailed level, virtual goods sales give a direct, unmistakable line of feedback into what players want. If we build a feature or items that nobody likes, everyone will just use the features they already have and like and give us no more development money. It puts pressure on us to develop things players actually use, in a way that a subscription-based model doesn’t.

“Escalation of commitment” is another key concept for the value of virtual goods sales. When a person has put time, effort, or money into something, she’s more likely to be attached. If players can spend money more directly on our game, their enjoyment will heighten and they’ll bond more strongly with it.

Given that World of Darkness is in pre-production status, specifics on virtual goods sales are hard to assess. Broadly speaking, there are three main areas that virtual goods sales will focus on in the game: cosmetics, items of convenience (or “concierge services”), and items of power.

Cosmetic items will definitely be a major focal point, with everything from clothing, accessories, Haven furnishings and decorations, tattoos, hair, etc. being available for purchase. New collections could be released with each expansion. Particularly luxurious items could have a limit on online purchases. The rarity of the item would then become a point of pride for those who own it.

Cosmetics are the easiest form of virtual goods sales to discuss, but they’re not the only ones. Items that improve the player character’s capabilities are some of the most effective at converting free or trial players into paying ones. According to Jon Selin, Lead Designer on World of Darkness, metrics from other games that sell virtual goods indicate that overall enjoyment increases – up to a point. Two types of items appear to create the most enjoyment: equalizers and merit-driven items. Equalizers are items that allow the players to play with or against substantially more powerful characters without completely eliminating the advantage of the powerful. Merit-driven items are locked from purchase until the player achieves specific criteria, hence having to earn the item as well as pay money for it.

After a certain point of power, though, the enjoyment goes down (after all, how fun is it to have a “win button” that allows you to kill everything in sight with just one click?). When the mechanical power of microtransactable items scales too high, player resentment goes up and players start abandoning the game or avoiding it, and the company ultimately suffers. There is a sweet spot on the scale of empowerment that will only be found via experimentation. Right now, however, final gameplay is too uncertain to pinpoint specific possibilities.

Concierge services are similarly hazy as far as specific implementation goes, but offer a midpoint between cosmetics and power-purchasing. These are the items that simply make life easier for the player, without directly bettering the character’s potency in the game. Service items might increase inventory size or increase the amount of blood your Blood Doll can hold.

Virtual goods sales are a hot topic these days, and more and more companies are moving toward them, CCP included. If handled well, virtual goods sales are far from a greedy money-grab that impoverishes the players. At its most elementary, “the king and the land are one.” When CCP has more money to put into development, the players get more goodies to play with. World of Darkness itself wouldn’t be in development if we didn’t have the revenue to support it.
Shane Wallace
created by Marco Mazzoni

One of the few true natives to work at the Atlanta office, Shane’s lived under the shadow of Stone Mountain all his life. At CCP he works in Ops as an Associate System Administrator, so he’s the go-to guy for office computers and the absolutely robust Lifesize system, amongst other tech type things.

Much to his wife’s chagrin, Shane pulls out all the stops on a synthesizer he owns at home, recording and mixing mostly 80s horror music during his spare time. His cats enjoy it though, so at least he has an audience.

Jianwei Chen
created by Jianwei Chen

Jianwei was born and raised in Shanghai. Before joining CCP he worked in the QA department at Gameloft for three years. In these years he worked as a game play tester before joining CCP last year as a QA Tester. Working on DUST 514, he is part of Team Vanquish.

Bára Gunnsdóttir
created by Bára Gunnsdóttir

Bára has been working as an EVE user interface programmer for over three years. That means she implements all those buttons you click, the scrolls we all know and love, the right click menus, and all that other fun stuff you use to interact with the game.

She loves playing football, and one of the highlights of her week is playing football with the CCP boys (and kicking their butts). Bára also really likes snowboarding and other outdoorsy stuff, and has recently started to knit way more than is appropriate for anyone under the age of 60. If she was a Hollywood villain she would like to be Darth Vader – besides the deep sonorous voice, he has an awesome soundtrack wherever he goes.

Eric Dietsch
created by Eric Dietsch

Eric is the front end web developer for Team Dracbook currently working on “Conclave” aka EVE Gate of the World of Darkness project. His tasks include coding HTML, CSS and Jquery while coordinating with Marketing and the World of Darkness teams to design a stylized layout that flows with the game’s client.

His love for his wife made him gift her a kitten on her birthday ten years ago, now a full grown cat called Merlin Underfoot. Eric enjoys ice-cream and Jack Daniel’s, often at the same time.

Kurt Van Meter
created by Katrín Atladóttir

Kurt is the QA Manager for EVE online. His role at CCP is to facilitate so that our kick-ass EVE testers can do their jobs as thoroughly and efficiently as possible. He also points out risks and advocates for the quality side, helps get stuff deployed to the live server, gets flamed by players, helps to clarify processes and communication and ownership, and fights cowboys and kills ninjas.

Though American by birth, living in Iceland since 1996 has naturalized Kurt where he is now one with all the people. There are several things which piss him off: people that don’t use apostrophes properly or those that drive in the left lane without passing, for example.

CCPers with nearly spotless prison records
RESEARCH and STATISTICS

INTERNAL AFFAIRS

Monitoring employees playing our games

Ari Eldon
Sindre Lundberg

VIRTUAL WORLD RESEARCH

Socio-Economics
Behavioral Analysis

Kjartan Pét Halldórsson
Freyr Tómasson
John Turbefield

SOCIO-ECONOMICS IS A BROAD CATEGORY THAT REFERS TO RESEARCH ON IN-GAME BEHAVIOR (CURRENTLY ONLY FOR EVE AS A PUBLISHED GAME). THE ECONOMIC RESEARCH IS PUBLISHED IN THE QUARTERLY ECONOMIC NEWSLETTER. DIFFERENT PARAMETERS ARE ALSO USED TO MEASURE THE HEALTH OF THE EVE ECONOMY, SUCH AS PRICE INDICES, THE AMOUNT OF ISK IN THE SYSTEM, JUMPS AND KILLS. ALL OF THESE PARAMETERS CAN BE SEEN ON THE PUBLISHING KPI PAGES ON CENTRAL.

DATA WAREHOUSING

Development Datamining Services

Jóhann Einarsson
Kristófer Hannesson

DATAWAREHOUSING IS ALL ABOUT MAKING SURE THAT DATA IS ACCESSIBLE TO THOSE THAT NEED IT FOR THEIR WORK. IN ORDER TO SIMPLIFY ACCESS TO THE DATA THIS TEAM HAS BEEN DEVELOPING ONLINE ANALYTICAL PROCESSING (OLAP) CUBES WHICH ALLOW USERS TO ACCESS THE DATA IN A PRE-STRUCTURED MANNER DIRECTLY THROUGH EXCEL. YOU CAN CHECK ON THE OLAP CUBES ON THE RANDS SITE ON CENTRAL.

MARKET RESEARCH

Churn/Retention Subscriber Predictions Surveys

Ingólfiur V. Ægisson
Lyuba Kharitonova

MARKET RESEARCH FOCUSES ON ANALYZING SUBSCRIBER TRENDS AND UNDERSTANDING OUR CUSTOMER BASE VIA SURVEYS. THE RESULTS FROM THIS RESEARCH CAN BE FOUND IN BI-WEEKLY DASHBOARDS ON THE RANDS SITE ON CENTRAL. THIS UNIT PROVIDES INFORMATION FROM SURVEYS WHICH ARE SENT OUT WITH THE EVE NEWSLETTER, SURVEYS ANSWERED WHEN A PLAYER QUITS, AS WELL AS SURVEYS CONDUCTED IN COOPERATION WITH LARGER RESEARCH FIRMS.

RESEARCH AND STATISTICS ANALYZES BEHAVIOR - ANYTHING A CHARACTER, ACCOUNT, ORGANIZATION OR SOCIAL GROUP DOES IN-GAME. THE DISCIPLINE HAS FOUR UNITS EACH SPECIALIZING IN SPECIFIC TYPE OF RESEARCH. IN ADDITION THE DEPARTMENT REGULARLY TAKES ON DIFFERENT TASKS AND PROJECTS THAT HAVE EITHER BEEN IN TESTING MODE OR HAVE NEEDED ADDITIONAL RESOURCES WHERE THE UNIT CAN HELP.
152
TOTAL NUMBER OF PAGES IN THE ANNUAL REPORT, INCLUDING THE COVER.

40.8%
PERCENTAGE OF PAGES DEDICATED TO FINANCIAL INFORMATION COMPARED TO OTHER INFORMATION.

25
NUMBER OF PEOPLE IT TAKES TO BRING THE ANNUAL REPORT TOGETHER. DEPENDS ON HOW MANY WRITERS CONTRIBUTE EACH YEAR.

4
MONTHS IS WHAT IT TAKES FROM WHEN WE START DISCUSSING THE ISSUE UNTIL THE TIME IT’S PRINTED FOR SHAREHOLDERS AT THE ANNUAL GENERAL MEETING.

6
NUMBER OF YEARS IT HAS BEEN IN PRODUCTION AT CCP.

LILJA VALÐÓRSDÓTTIR: CONTACT PERSON FOR AR COMMENTS.