



SYMPOSIUM ***GRH*** ***2023***

november 17-18, 2023



UBISOFT

Ubisoft: finding the best management method

Case study - Management

Presented to RÉFAEC member universities

**All information in this case is fictitious and in no way associated with Ubisoft.*

Ubisoft, a multinational company

Ubisoft is a French company specializing in the development, publishing and distribution of video games. Founded in 1986 by the Guillemot brothers, Ubisoft is now one of the world's largest video game publishers. Headquartered in Montreuil, France, the company has development studios in many countries, including Canada, the United States, China and Europe. This international company has 45 studios and nearly 21,000 employees.

Ubisoft is renowned for creating popular video game franchises such as Assassin's Creed, Far Cry, Watch Dogs, Just Dance, Tom Clancy's Rainbow Six, and many others. The company stands out for its drive for innovation, creativity and commitment to delivering quality gaming experiences.

Ubisoft is also known for collaborating with external partners, notably independent studios, to co-create and publish games. In addition to its core activities in game development and publishing, Ubisoft has diversified into other areas such as the production of films and television series based on its popular game franchises.

Ubisoft Montreal

Opened in 1997, Ubisoft's Montreal studio was the first on the American continent. The studio specializes in big-budget productions such as Splinter Cell, Rainbow Six, Prince of Persia, Far Cry, Assassin's Creed and the Watch Dogs franchise, which are among the Ubisoft group's biggest projects. With more than 4,500 employees, Ubisoft Montreal has become the company's "flagship", and is now the world's largest video game development studio.

Ubisoft Montréal's mission is to create memorable and innovative gaming experiences for gamers around the world. As a major development studio within Ubisoft, the studio aims to deliver high-quality games that push the boundaries of the video game industry.



Life at Ubisoft

Being an employee of the world's largest video game studio has its perks. In addition to working on some of the industry's most esteemed brands, Ubisoft teams can count on an employer offer that's as generous as it is fun. Here are eight that might make you want to work for the company.

1- Six weeks' vacation per year

Six weeks' annual vacation is a dream come true, isn't it? Whether you're an avid traveler or prefer a relaxing break at home, at Ubisoft we give you the opportunity to make the most of every season. Give yourself time for yourself and for the important moments in your life.

2- Hybrid and flexible working

Being able to reconcile work and personal life by offering you the choice of working from the office or from home – the best of both worlds. The realities of work have changed, and so has Ubisoft. The perfect balance, so you can make the most of your time.

3- The Ubisoft Clinic

Life is full of little unforeseen events, but fortunately, Ubisoft has a few perks to help you out. An on-site clinic offers services in general medicine, massage therapy, myoposturology, nutrition, physiotherapy and vaccination. Not to mention Dialogue telemedicine services. It's always handy to have a doctor just a phone call away!

4- Free games

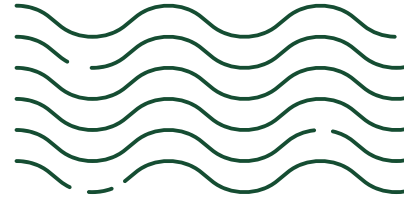
Play the best games for free, thank you very much! Assassin's Creed, Rainbow Six, Just Dance, Mario+Rabbids, and a catalog of hundreds of titles! There's something for even the most avid gamers, as well as for those who like to spoil their loved ones!

5- The Ubisoft Gym

If you're focused on your career, but also on your breathing, Ubisoft has a gym for you! Offering group classes, personalized training programs and team sports, the Ubisoft Gym lets you push yourself to the limit!

6- Ubisoft Events

The importance of having fun is paramount at Ubisoft. Concerts on the terrace, cocktail and wine tasting workshops, seasonal activities for family and friends, and the famous 5 à 7s that will have you on the edge of your seat. And our summer and end-of-year parties... which often end in giant karaoke.



7- Enriched parental leave

More flexibility and support to take full advantage of the arrival of a child. Receive 75% of your full salary during parental leave.

8- The people

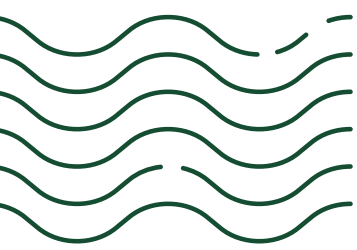
What really makes Ubisoft different is the people who work here. Passionate experts with a family spirit. They're always up for a chat in our café, and on hand to lend a hand with your projects. And with such great colleagues, the studio really is a great place to be.

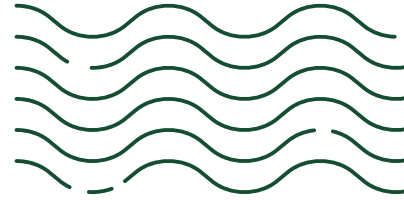
Background & Issues

At Ubisoft, we want employees to feel part of a big family. The company implements several activities to increase employees' sense of belonging. Managers are always open to discussion and expect employees to do the same.

However, in June 2023, an investigation by the newspaper Libération revealed multiple incidents of sexual harassment and assault in the Canadian studios (Montreal, Toronto, British Columbia), known and covered up by the human resources department. Within 3 months, 3 vice-presidents, 2 general managers and the head of human resources were fired. This is causing a great deal of turmoil at the Montreal studio, as managers and employees have just lost their Vice-President of Creation and Development, Mr. Martin Girard. 57 years old, Mr. Girard had been Vice-President of this department for almost 15 years.

For the Montreal video game creation and development team, this announcement came as a major surprise, both positive and negative. It particularly affected Caroline Dubé, Project Manager and Senior Manager of the team. According to Dubé, Girard was a very present and active leader on the team. Although he was very kind to employees, he was also very demanding. He always gave feedback on employees' work and made sure he was present at every stage of projects. According to his management method, the team had to obtain validation at each stage before moving on to the next. This effectively prolonged the project's progress, but guaranteed results that met both Girard's and Ubisoft's expectations. He kept a close eye on the progress of video game development projects, and provided powerful, natural leadership.





For the employees, the news came as a breath of fresh air. The team of developers and designers, made up of some 20 men and 4 women, all aged between 20 and 34, were not all comfortable with Mr. Girard. In keeping with Ubisoft's values, the team members all have a great passion for video games and are highly creative. However, they felt they couldn't give free rein to their creative ideas, as the vice-president was always involved in the creative decisions of game development. What's more, Mr. Girard was particularly authoritarian, and the young employees were unable to establish a good human relationship with him.

In addition to internal management, the creative and development team is very close-knit. In fact, the employees share many common interests and engage in many activities outside the walls of Ubisoft. Among other things, some of the employees enjoy cycling together to discover the roads of Quebec. Another part of the team is a big fan of music, and employees regularly go to festivals and shows. These out-of-work activities not only allow employees to bond, but also to find inspiration for new games.

Mandate

Ubisoft has now hired a new Vice-President, Mr. Félix Nadeau. Being much younger than the previous vice-president, and familiar with the management problems of the past, Félix is ready to adapt to his new team of developers and designers. After only 3 weeks on the job, Félix decides to call on your team of project management specialists to give him recommendations on how to manage the team.

Here's what he wants you to do:

- 1) Analyze the main management challenges faced by Ubisoft Montréal in managing the creative development of its video games.
- 2) discuss the possible impact of management problems on the performance of the video game creation and development team.
- 3) Propose concrete recommendations to Mr. Nadeau for improving the creative development team at Ubisoft according to the managerial style style he should adopt.

Your recommendations can be of any type, and you don't have a specific budget. Don't get bogged down in a detailed analysis of the company, but rather focus on the depth of your recommendations.



***L'aventure
t'attend***

***Adventure
awaits***

