HANDBOOK FOR NEW EMPLOYEES

LUMIEREVR

HANDBOOK FOR NEW EMPLOYEES

A journey more fulfilling thanTolkien's Fellowship
A portal more magical than platform $9\frac{3}{4}$
A quest to build an entire industry

Dedicated to friends and families
of Lumiere employees.

Thank you for the magic you bring
to the future of storytelling.

Table of Contents

Preface vii
How to use this book viii

Part 1: Welcome to Lumiere 01
- Day one
- Who and Where we are
- Flat and Round

Part 2: Get ready to shine! 05
- What you are working on
- What crazy things to expect
- Teams and hours

Part 3: How am I doing? 10
- Your Trello cards
- I need help!
- Everything is on fire!
  - Sometimes the whole company appears to be on fire with demanding clients and tight deadlines closing in from all directions like the storm in fortnite. It's normal, but daunting every single time. However, fear not! We have procedures to firefighting!

Part 4: Lumiere is growing 14
- Your role matters!
- Growing pains

Part 5: Future of the Industry 17
- History Lesson on Virtual Reality
- Current Landscape of VR/AR
- How to prepare for the Future

Part 5: Epilogue 21
- What is not in our DNA
- Closing Remarks

© LumiereVR Co 2018, all rights reserved.

This handbook is inspired by Valve Corps own employee handbook, it is subject to change and does not constitue an employment contract or have binding policy.

First Edition: August 2018
LumiereVR Co
www.lumierevr.com

Preface and Flashbacks

The year 2015 was monumental for setting the stage for what we know today as the VR/AR Industry. Oculus was just purchased for 2.3 Billion dollars by Facebook, and Venture Capitalists all over the world were pouring money into Hardware, Software, Content, and just about every company doing anything resembling Virtual Reality. Within the mixture of optimism and endless possibilities came LumiereVR as well. We started in a city just south of San Francisco called San Mateo, where Jenny and I discussed the possibilities of combining Virtual Reality with Film to create a medium of storytelling more immersive and impactful than anything that came before it. So to test our hypothesis, we moved to Las Vegas, a place with literally every walk of life you can imagine. We sold to Casinos and Hotels, Brands and Night Clubs, testing content on anyone who would volunteer on the streets, and so we were born, a small 360 content studio at the time. We knew at the time already that the company we wanted to build would be different than the tech and software startups were so acquainted with in the Bay Area. We believed firmly that the “Art challenges technology, and technology inspires art.” This quote from Pixar’s John Lesseter set in place the motion to build a team that represents these values. Fast forward 3 years, we are now in 3 countries with an end to end pipeline for VR content production and distribution. With business with big and small companies R&D focussing on a whole range of machine learning to computer vision technologies yet still, all of our engineers are creatives, and all of our artists are technical. It is in our company DNA to build what we’re passionate about and this guidebook will help you hone in your skills to help us build the future of storytelling.

Travis Wu
Co-founder & Storyteller



How to use this book

This book is not about benefits or how to setup your PC for work. Its not a tutorial or documentation on our software nor does it include our Product Requirement Documents. Those you can find on our company Github account (www.github.com/lumierevr) or our Trello boards. This book is about what is expected of you and what you can expect to happen during your time at Lumiere.



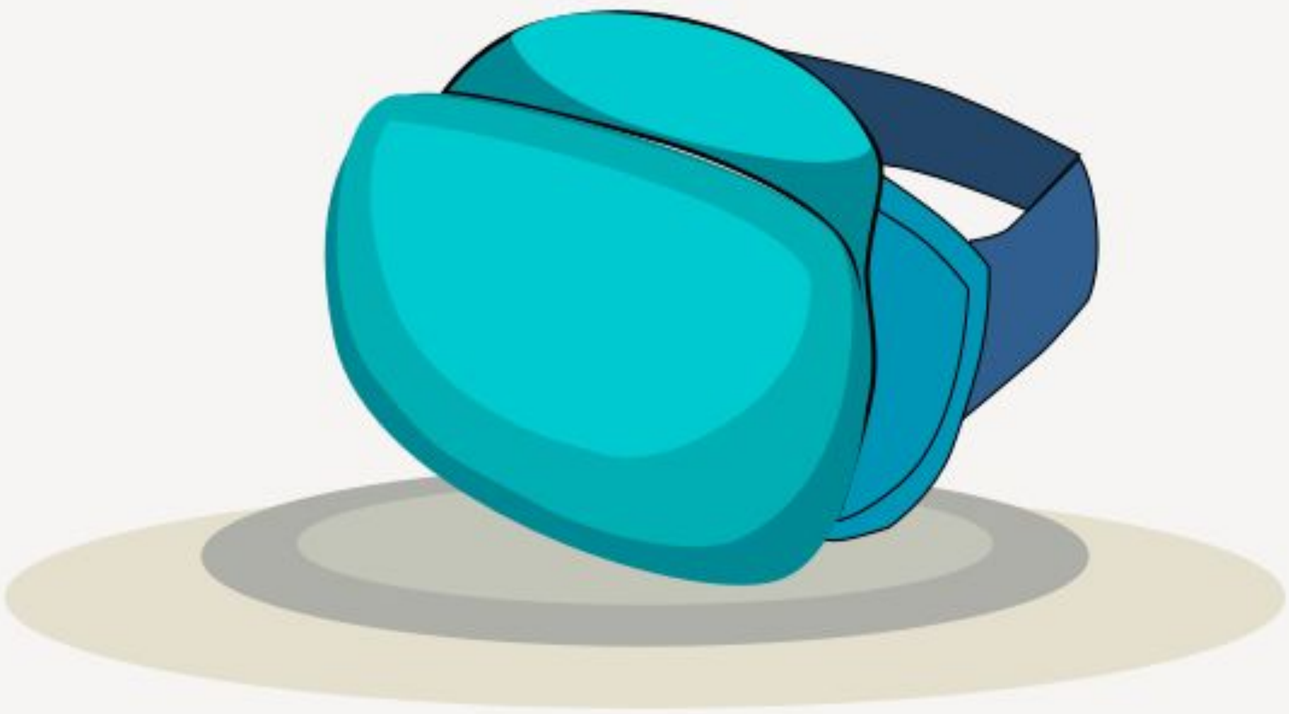

1
Welcome to Lumiere

Your First Day

Now that the interview process is out of the way, and the paperwork has been filled out, someone probably already strapped you into a few VR experiences to catch you up with the future. So what's next ?

First of all congratulations for making it here! The Lumiere family takes pride in every hire we make, since we don't hire very often, everyone is here because we find them to be a crucial component in building the future of storytelling, yes that means you too!

Lumiere is a company that has heavy roots in both software as well as filmmaking. The structure of the company work both like a studio as well as a tech startup. Our duality gives us perspective, but it does require some getting used to. This book is here to help guide you along the way, but don't hesitate to ask anyone around you if you get stuck anywhere!



Who are we ?

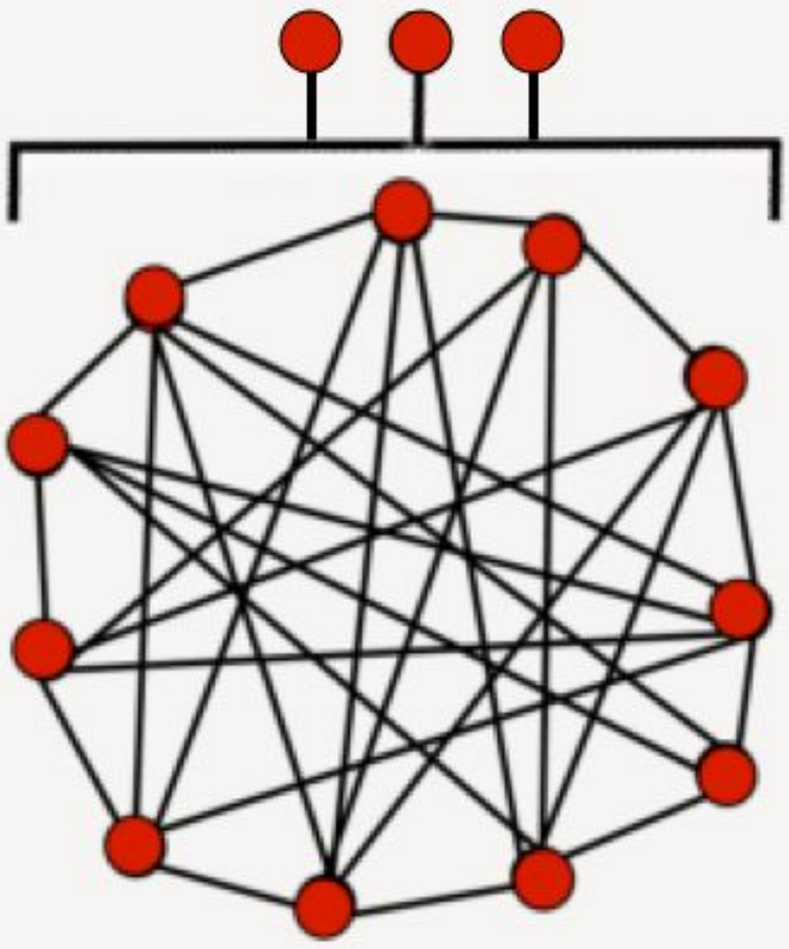
This company was founded on the principal of curiosity. The founders share diverse backgrounds that span multiple industry yet both were driven by passion for immersive content. Jenny was a filmmaker, but she's also a diamond grader. She was born in Beijing but has lived in New York for a decade with experience in the fashion industry as well as in auction houses. Travis on the other-hand was born and raised in Vancouver, Canada, studied bio-medical computing, but is also a Jazz musician and robotics hacker. Travis later brought on long term college friend and collaborator Jack from one of the largest Chinese VR companies, reinforcing Lumiere with unprecedented software chops. Eventually Lumiere would acquire an analytics company based in Montreal called Retinad, with it came it's CEO Alex, a French Canadian who was also responsible building Non-Gaming VR, one of the biggest communities in San Francisco. Of course this list goes on, but these four characters were the primary pillars that built the foundation you see around you today.

Where are we ?



Flat and Round

Although countless of fortune 500 companies have proven that hierarchy builds structure and structure builds consistency. In a large organization it is the most efficient way to move troops and allocate resources effectively. However Lumiere is a creative company building technologies to propel us into a new age of storytelling and filmmaking. You are hired because of your passion for the art, your skills as a builder, and your tenacity as a self starter. The last thing we want to do is inhibit your creativity with boxed cubicles and task lists that you are over-qualified for. Thus from sales to engineering, executive strategy to finances, we are a relatively flat company and your inputs and perspectives will be valued as much as anyone else's. We are also round, which means like the knights of the round table, we treat everyone as equals but expect everyone to pull their weight. We are only as strong as our weakest link, so everyone here will be encouraged and expected to steer the ship to higher grounds.



Of course we still have founders and an executive team, but we strive to remove middle management as much as possible.


2
Get Ready to Shine!

What You Are Working On

At Lumiere, we're committed to content excellence through the technological innovation. Whether you're on the content side, software side, or even sales, you're contributing to how stories will be told to the next generation growing up.

Before great products hit the market, most emerging technologies will start as services in which only a small subset of people will have access to. In Virtual Reality its the same way. LumiereVR started out as a 360 production studio before affordable consumer 360 cameras were available. As a production service we were able to generate revenue by selling to big brands and corporations. However as the technology became more commoditized our service became a race to zero with new studios offering the same solution for cheaper every day. That is when we transitioned into content distribution. First, again as a service, but then productized into a scalable easy to deploy theater in a box software.

Moving to the future, you will realize a big part of our R&D commitments to be in Photogrammetry. As experiences with 3 degrees of freedom like 360 videos and other GearVR games lose their appeal and novelty, desire for more immersive experience where users can walk around and interact with virtual objects become more and more apparent. Once again we will be selling our software as a service to a small group of people, perhaps Hollywood studios to cut down their set design budget. Then, as the technology becomes more readily available, we might have a consumer version of the software that enables anyone to create fast virtual environments with photogrammetry.

What Crazy Things To Expect



Crazy Fires to Fight



Crazy Famous Clients



Crazy Hackathons



Crazy Travel Plans



Crazy Insane Clients



Crazy Baked Pies



Crazy Beat Sabers



Crazy Competitions



Crazy Productions

Teams and Hours



Production&Art



Research&Tech

For most of you reading this, you're most likely to fall into the above two categories. Regardless of whether you're on the Sales side or Engineering side, the products or pipelines you're concerned with still fall either in Production&Art or Research&Tech.

The Production&Art team falls under our Co-founder Jenny. The team's goals is to produce, acquire, or finance content and art that will either bring Lumiere into the light through major awards, or help raise the valuation of our distribution network by owning important pieces of content IP.

The Research&Tech team falls onto the shoulders of Jack, this team is really the limbs of the company. Flexing our tech muscles keep us competitive and research allow us to keep them in prime condition. All our public facing projects are all built by this team along with all the new technology that the content team uses to innovate and stay ahead of the industry.

When do you come in?

When do you leave?



Basically it doesn't matter, but make sure you show up at our daily

11:00 Sync!

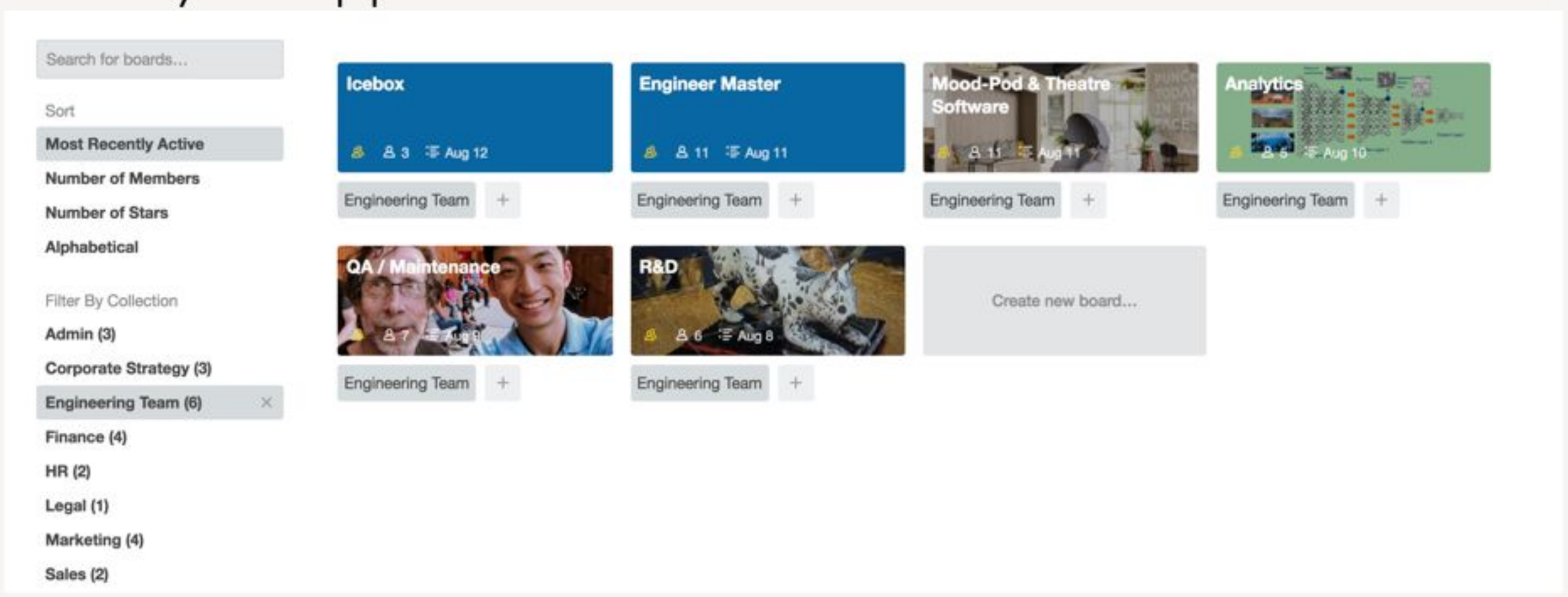
Everyone's task is on trello, so the most important thing we have at Lumiere is the daily morning sync ups at 11:00am EST. It doesn't matter if you're on business trip or at another office, we make sure to clear schedules at this time. This meeting is where blocked tasks gets unblocked, where concerns are voiced, and the time in place to get caught up in anything you might have slipped up in.

PS. We do not use skype or Hangouts, everyone is assigned an Oculus Go so we can use Big Screen for VR meetings.


3
How Am I Doing?

Your Trello Cards

For efficiency sake, Lumiere keeps everyone on task using Trello. We also strive for transparency by allowing access across all boards. If you're an engineer interested in how we are doing in Sales, you can jump right into the Sales board to see how big each deal size is and where it is in the pipeline. Vice versa if you're on the sales team working with a potential lead and want to know how much flexibility and engineering time we have in the next few months, you can jump into engineering boards and see how much backlog is currently in the pipes.



Cards are generally assigned at the beginning of the week or during morning sync ups. Cards are essentially items that are moved across a todo list or scrum board. You start out in To-Do, then when you get to them they are moved to Doing, then Done subsequently. Each card will have a due date in which they must be completed by. If for some reason you cannot fulfill the task on the Card due to external reasons, you can move the Card to Blocked and we will address it during morning or end of day sync ups.

Due dates are always reasonable because the team will create it with you. However, because many things depends on deadlines being met, they are extremely strict.

I Neeed Help!

Lumiere is a cutting edge company working with and in emerging technology. It is no surprise to us that sometimes we'll drop you into the deep end and you're going to need help. Fear not! The company is filled with talented and smart people from all fields, our general rule of thumb is, if you can't figure it out within 30 minutes, don't waste anymore time, ask someone!

In the event that the problem is so hard that nobody from within the company can solve, we've built a collective board on trello under corporate strategy called SuperFriends.

Here consists a list of people and company whom we are friends with or have collaborated with in the past. Some of the brightest minds in almost every field can be found here. So in dire need, find whoever's name in the company has connections to that superhero and request an intro!





For operations and logistical kind of challenges, Alex, our COO is also here to help!

Everything is On Fire!

As a startup, we train ourselves to expect the unexpected, but clients and tech work in mysterious ways, and more often than not they result in fires, big big fires. Here are some steps to help you firefight in the event that they come up

1) Don't be scared, don't panic
2) Never Hide, tell someone right away
3) Come up with a plan, or 3
4) Share plans (not fires) during sync up
5) Build a firefighting team internally
6) Turn plan into trello, divide and conquer
7) Monitor the fire
8) Check if plan is working
9) Escalate or De-Escalate
10) Extinguish Fire & Celebrate




4
Lumiere is Growing!

Your Role Matters

As stated earlier in this book, Lumiere hires very slowly, meaning we are absolutely certain that every single person on this team belongs here.

We make new hires based on a few traits. Besides the obvious behavior screening and relevant technical tests, we also look for tenacity, personality traits, and also your personal goals. We look for people who are willing to give more than they take, we look for people who are ready to get behind a bigger cause and ready to make short term sacrifices for long term success. So you are here means that your goals align with ours, and more importantly ours align with yours.

As you get more comfortable with the team and your role within Lumiere, we encourage you to expand your own role, tell us any hidden talents that you may have that can help us build faster, innovate further, or even just create cooler content! We cannot stress enough how much we want to hear your ideas and perspectives. We're a team built on diverse perspectives, the more angles we get the more prepared we are moving forward. So don't worry too much about what your job description is, be proactive and expand on it. Your role at the company isn't to be a working cog, it's to help us build the future of storytelling.



Growing Pain

Firstly I want to start by apologizing, as a startup we are often juggling many roles at once, meaning that sometimes we can slip up. If there is anything about our day to day operations that is offensive to you, limiting you, or even just out right annoying to you, please let us know and we'll try to address it as much as we can! We are striving to make our environment as safe and as productive as possible, I do admit in our haste we may end up being careless. Please give us the benefit of the doubt that we never bare any ill will to anyone, but do let us know if anyone or anything gets too out of line.

As a team of young entrepreneurs in tech, we understand that there are times where stress level will go above what the team is equipped to deal with. In times when the fire gets to a point where frustration turns to anger, you and your team might be tempted to turn the client into your outlet. However despite how terrible and unreasonably demanding the client can be, I urge everyone to stay respectful of those we work with. After all, they're the ones keeping our wallets full! If things do become unbearable and you wish not to engage with a particular client, please address it to us privately and our lovely support@lumierevr.com will most likely be able to take care of the problem.




5
Future of the Industry

History Lesson on Virtual Reality

Contrary to what you might think, VR has been around since the 50s!



1950s

Filmmaker Morton Heilig invented the sensorama in 1957 combining many technologies with the aim to give people the illusion of being fully immersed in a 3D world – complete with sound and smell. His 1960 patent for a head mounted display became the ground work for modern VR.

1990s

Sega VR aimed to be an accessory for it's 16bit console, Genesis. It uses LCD displays with stereo headphones and sensors for head-tracking. After a few years of development the company dropped the project citing it being too immersive and thus dangerous. Despite this, Sega's competitor Nintendo released a similar product, the Virtual Boy in 1995.





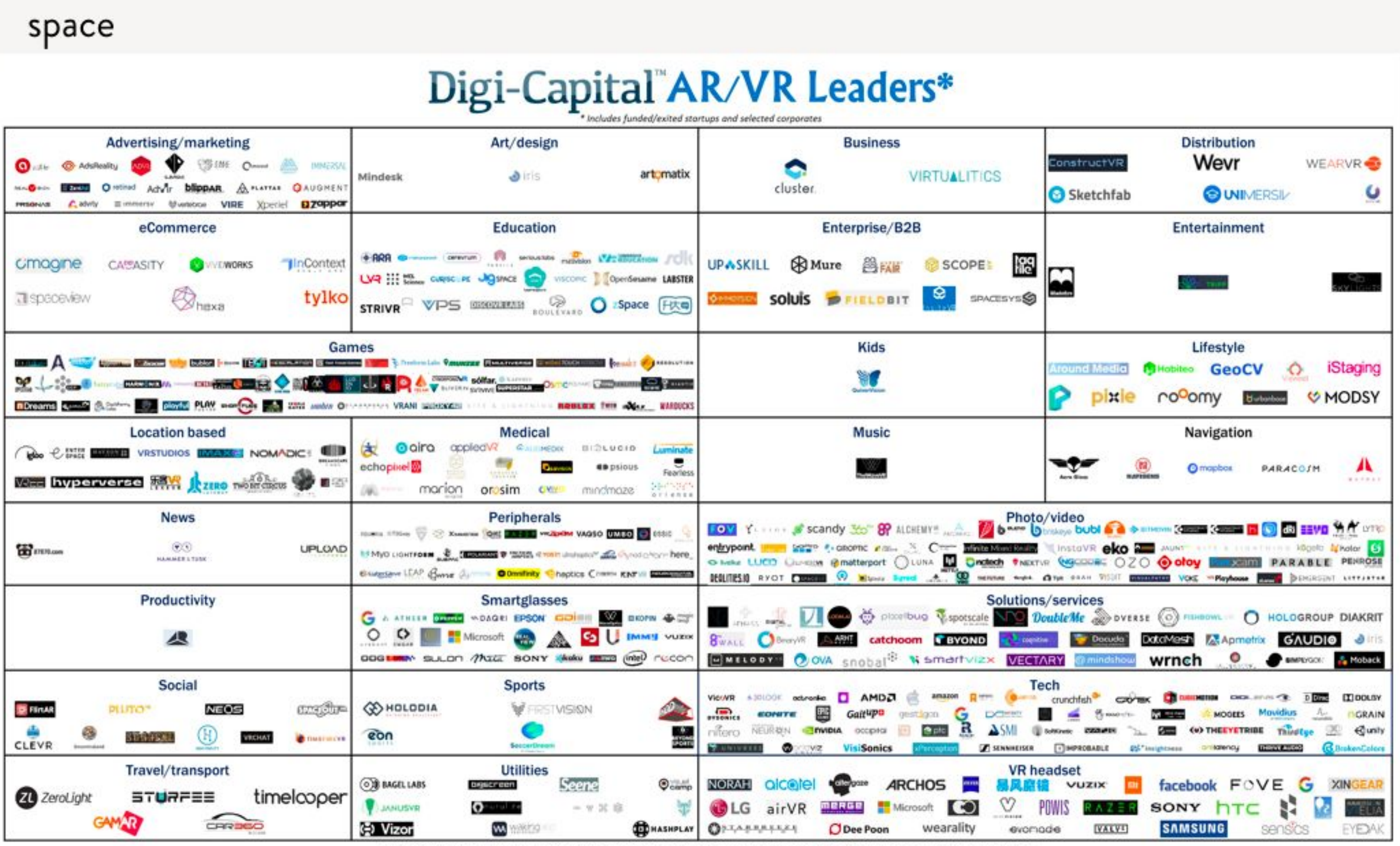
2010s

When 18-year-old entrepreneur Palmer Luckey crowdfunded the Oculus Rift raising 2.4 Million on Kickstarter, the VR dream was brought back to life. Subsequently in 2014 Facebook purchased Oculus for 2 Billion dollars officially kickstarting the modern VR industry.

Current Landscape of VR/AR

2015 was the VR gold rush, with billions pouring into the industry, hundreds of thousands of VR companies were born into the wild across the globe. Within these a handful of investors began setting the trends for the industry. Leading headset manufacturer HTC Vive started the ViveX program seeding VR companies globally, famed Venture Capitalist Tim Draper and his son Adam Draper's accelerator BoostVC also began focusing on VR. This along with TheVRFund, Rothenberg Ventures, Colopl, and many other VCs became the catalysts of what we would now call the VR/AR industry.

Here is a chart compiled by industry leading market research firm Digi-Capital. Lumiere ensures everyone in the team stays ahead of industry news via our Industry News Slack Channel. However if you have any questions, feel free to ask any execs. We are lucky here to be one of the earliest and most influential companies in the space



© 2017 Digi-Capital. All rights reserved. No publication, adaptation, modification, reproduction or compilation without written permission from Digi-Capital

How to prepare for the future

In our industry, low level technology is advancing faster than product developers can keep up, simultaneously the rate in which headsets are improving is also much faster than consumers can keep up. This creates an unhealthy spiral in which consumer adoption of VR isn't high enough to provide incentives for content creators to develop for VR hardware. This also means hardware manufacturers don't have enough incentives and competition to adopt better technologies for their products. The result is what we see today, an isolated VR community whom everyone knows each other, and everyone knows how impressive VR can be, but no one seems to know how to bring it to consumers outside of the community.

Lumiere's struggle is to maintain a lead within the VR community as a pioneer in the tech, but also connect to the consumers whom actually can one day help this industry make money. Our current structure keep Research&Tech together as a team where Research works on the future, while Tech works on the products today. This is important because it allow engineers to not only pioneer for the future, but also stay humble and grounded in order to be aware of what is actually making us sustainable today.

Lumiere is building an end to end pipeline in which future facing technology funnels into our product tech stack, while our content team gets to lead innovation on the creative side by always having the most up to date technology. In order for our industry to thrive, Tech and Art must work together to bring adoption to consumers.


6
Epilogue

What is not our DNA

Lumiere's structure can sometimes be as confusing to newcomers as it is to outsiders. Although we have a creative arm, we are NOT an agency, meaning we don't *Work For Hire*.

Our structure can sometimes be daunting as we sit right between a studio and a tech company. Unlike a pure studio, we have proprietary technology and R&D that help us power the content that come out of our creative pipeline. However unlike a traditional tech startup, we are not building a single tool or platform, in fact we are building every component we need for an end to end solution for immersive storytelling. There are times where we white label certain parts of our products, but a lot of the times we aim to use most of our technology in-house.

There are definitely things we're not good at but wish we could get better at, some of these things we look to you to help us improve on over time!

1) How can we facilitate better communications between artists and engineers

2) How can we make meetings more efficient so we maximize creative and dev output

3) How to communicate effectively across geographical distances

4) How to best present ourselves to the public

5) How can we provide better mentorship

6) How can senior members pass on industry knowledge and experience to newcomers

7) How can we facilitate team and project transitions more smoothly

Closing Remarks

Thank you everyone for making it so far, we are beyond excited to have you join our ranks. Remember this book is just a general guideline to get you comfortable with who we are. If you have any questions, comments, or concerns, please do not hesitate to ask!

We look forward to hearing your new ideas and seeing all the beautiful work you bring to our family here at Lumiere!

