

gamersfirst

"Reloading APB"

Björn Book-Larsson CTO & COO



COO / CTO of GamersFirst Head of Studio Division "Reloaded Productions" How we spent a few million dollars acquiring a \$100m \$70m Game, and what we did during the following 10 months to pour blood sweat, tears and MORE money into redesigning it as a Free2Play[®] game... and why...

RELOADING APB – THE STORY



First – who on earth is GamersFirst?

- Founded 2001 as K2 Network
- First published game in 2004 (a golf game ⁽ⁱ⁾)
- Today a global game publisher with over 30 million registered hard core gamers in North America, South America, Middle East and Europe
- First Western company to publish Korean-made freeto-play massively multiplayer online 3D games in Western markets, followed by first Korean made FPS game in the West.
- Global Operations with offices in Irvine (US), Bangalore (India), Edinburgh (UK), Istanbul (Turkey) and Sao Paulo (Brazil).
- Privately held; major investors include







Our Business – Free2Play® Publishing



For 7 years GamersFirst / K2 Network has been a leading Western Free2Play® Publisher of top-quality Massively Multiplayer 3D games, exclusively monetized through in-game transactions, with a strong focus on the Americas, Europe and the Middle East.

Hailan Ri



Reloaded Productions



 Started in 2009 to create the first large scale Unity3D MMO ("Hailan Rising") aimed at offering collaborative gameplay between PC, Mac, iPhone/iPad, Android and Wii in the same persistent world. May also add Xbox and PS support after launch.



- In November 2010 RP took over the development of **APB Reloaded** and launched Reloaded Productions Ltd, a UK subsidiary.
- In May 2011 RP took over the development of Fallen Earth, and launched US North Carolina division



Redaction Warning

 Proprietary data may have been altered or redacted... but I still aim to share as much interesting information as possible





Free2Play[®] ?

 Yep – the description of the multiplayer game service we provide in the West has in fact been our registered trademark since late 2005

FREE2PLAY

Word Mark	FREE2PLAY	
Goods and Services	IC 041. US 100 101 107. G & S: Entertainment services, namely, providing competitive multi-player video gaming via a glc FIRST USE: 20050115. FIRST USE IN COMMERCE: 20050115	
Standard Characters Claimed		
Mark Drawing Code	(4) STANDARD CHARACTER MARK	
Serial Number	78779650	
Filing Date	December 22, 2005	

 Note: We will collect a Royalty every time you use the words Free2Play in a conversation at this conference



APB Reloaded

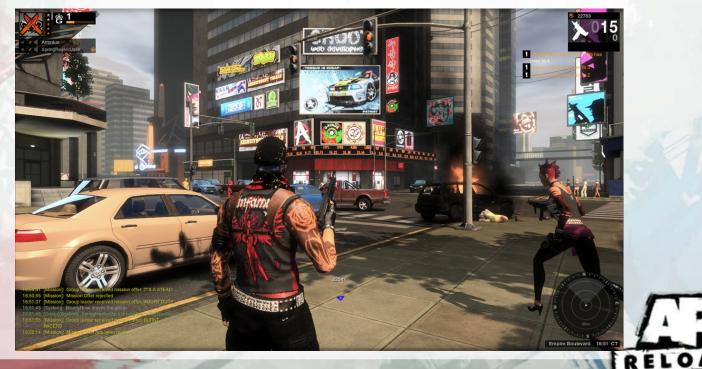
GAMEPLAY CRIMINALS vs. ENFORCERS



The premise: Criminal vs. Enforcer persistent world MMO

 Patrol the streets and bring criminals to justice as an
 Enforcer through raids and arrests.

- Or cause mayhem as a Criminal, mugging pedestrians, knocking over stores, stealing cars, and tagging walls.
- Make a name for yourself, **join a clan**, and rise in prestige or notoriety!

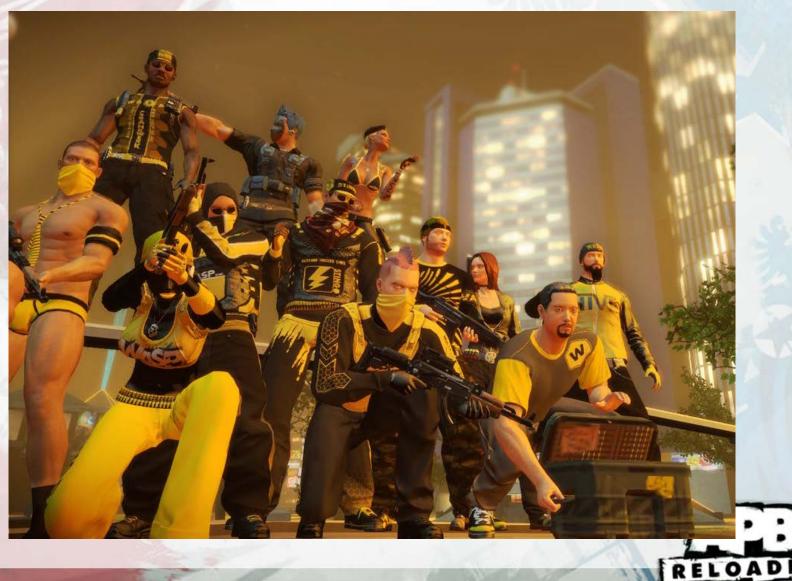


The premise: Criminals vs. Enforcers



RELOADED

The premise: Criminals vs. Enforcers



How Reloaded found APB...

In the beginning there was Luke...

... though of course Luke has no idea we 'found him' in early September 2010 (and he doesn't know he is in this presentation, and probably doesn't know about the role he played in us moving forward with APB in the first place)



About me

Luke questioned the sanity of any large scale development team, and how you can produce quality product as projects grow. It's a very good read.

Where Realtime Wor Posted on September 16, 2010 by

Last time, I painted a fairly with an uncomfortable pro problems? There are fun Posted in Realtime Worlds | 80

Where Realtime

Posted on September 15, Last time, I touched organisation. I focus other stuff I had to

Posted in Realtime Wor

December 2010 October 2010

- March 2010 February 2010
- Contember 200

- March 2009



Where APB began...

Realtime Worlds did seem like a great place to work; having launched "Crackdown," and being lead by Dave Jones of GTA and Lemmings fame, the place really did seem to have a bright future.





The Development Process

During 5 years of APB Realtime spent between \$60m and \$105m according to public data (so we're guesstimating **\$70m-ish went to develop APB** and



the rest to Project MyWorld). This means APB spent well above it's official \$50m budget.

But large development budgets are nothing new...

- HALO 3: \$55m in dev (+\$200m in marketing)
- Metal Gear Soild 4: **\$60m**
- Gran Turismo 5: \$80m
- Grand Theft Auto 4: \$100m



What did the money buy?

An amazing customization system, giant (partly procedural) Unreal maps, a built-in music studio, awesome sound tools and a great backend management system to handle a complex array of UE server instances with 10,000+ users per world with 100 players per district.

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Persona Studio; Create your avatar

- APB's Character
 Studio : lightyears
 beyond any other
 MMO in the market
- Gives player power to create his/her perfect look (and purchase additional customizations from the cash shop).
- Design tattoos and clothing as unique and detailed as anything in the real world.



Vehicle Studio; create your car





Music Studio; Create, share and sell your songs

Music Studio

• Powerful in-game music editor allows you to create your own custom music and share or sell the custom music to others.

Music Player

- In-game music player with hundreds of songs in different styles – rap, rock, electronica, etc.
- Players can also play their own songs in the game

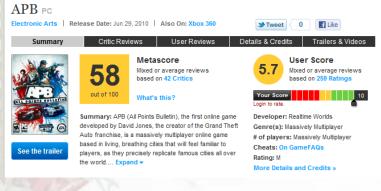


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RELO

What did the money NOT buy?

It did not buy many happy reviews.



Ok – a few happy ones:

Critic Reviews Positive: 3 Mixed: 30 Negative: 9 Regative: 9 Regative: 9 Regame world offers both fun for wannabe cops as well as fun for the chaos-men. Good community support and many ways to express yourself in the social districts boost the game. All this publication's reviews | Read full review

 Biggest complaint; you'd show up in the game and get creamed and feeling helpless. And the longer the game went on the worse it got. And people questioned the purpose of the mission system.

Design issues: Mission System

Issue 1: The Mission System

- Automatically pairs you up with opponents
- Automatically gives you missions to complete
- Suggests groups for you to play with
- Pros: It's like a dating game
- **Cons:** <u>Removes player choice</u>. Risks groans of disappointment when an unpopular mission is assigned.





Design issues: Mission System

Solution

- Make new maps and game modes that actually restore user choice. Racing, Clanwarfare and TurfWars become explicit user choices.
- Leave the original "dating game" in place (it certainly has its occasional charm)



- How hard to fix: Extremely hard. Requires that the team completely builds new player modes outside the existing system.
- Status: at the moment we are stuck with it, so we (ie. Zak) is making a valiant effort to improve all the missions.

Design issues: Skill Ratings

Issue 2: Matchmaking and Skill Rating

- Original Skill Rating System =
 Premiership Style
 - 3 points for a win
 - 1 point for a draw
 - 0 points for a loss
 - Last 20 matches has more weight.
- **Pros:** Simple to comprehend
- **Cons:** Ouch, where to begin?

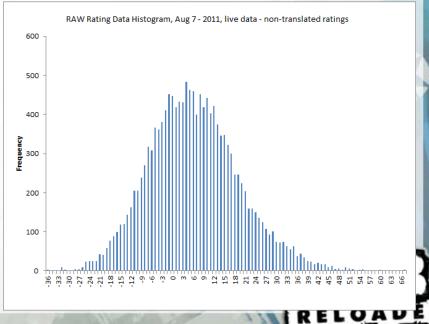
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2 -	() Chelsea	38	12	7	0	36	13	13	3	3	29	13	+39	85
3 -	😝 Arsenal	38	14	5	0	37	11	10	6	3	37	20	+43	83
4 -	Diverpool	38	12	6	1	43	13	9	7	3	24	15	+39	76
5 -	Everton	38	11	4	4	34	17	8	4	7	21	16	+22	65
6 -	Aston Villa	38	10	3	6	34	22	6	9	4	37	29	+20	60
7 -	Blackburn	38	8	7	4	26	19	7	6	6	24	29	+2	58
8 -	Portsmouth	38	7	8	4	24	14	9	1	9	24	26	+8	57
9 -	Manchester City	38	11	4	4	28	20	4	6	9	17	33	-8	55
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1 -	Tottenham	38	8	5	6	46	34	3	8	8	20	27	+5	46
2 -	Newcastle	38	8	5	6	25	26	3	5	11	20	39	-20	43
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14 🔻	Wigan Athletic	38	8	5	6	21	17	2	5	12	13	34	-17	40
5 -	Sunderland	38	9	3	7	23	21	2	3	14	13	38	-23	39
16 -	Rolton Bolton	38	7	5	7	23	18	2	5	12	13	36	-18	37
17 -	Fulham	38	5	5	9	22	31	3	7	9	16	29	-22	36
8	Reading	38	8	2	9	19	25	2	4	13	22	41	-25	36
19	3 Birmingham	38	6	8	5	30	23	2	3	14	16	39	-16	35
0	Derby County	38	1	5	13	12	43	0	3	16	8	46	-69	11



Design issues: Skill Ratings

Solution

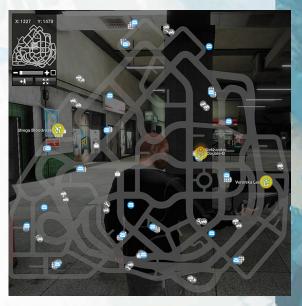
- Start over and create proper skill ratings based on an Bayesian inference rating system using both an anticipated skill level, and an anticipated uncertainty.
 Beat a higher ranked player and you gain in rank. Lose to a lower rated player and you drop in rank, with uncertainty reduced.
- Create N-way matchmaking based on likelihood of the game ending in a tie match.
- Group players in 100 person districts with like skill.
- How hard to fix?
 - Hard
- Status?
 - Solved, now the dating game has better quality dates



Design issues: Map inflexibility

Issue 3: Map inflexibility

- Original Maps extremely large, but it is nearly impossible to iterate on core map layouts (underlying problem – reliance on hard-tomodify RWTech).
- Pros: RWTech and "The Living City" includes auto-track creation for streets, intersections, NPC cars and NPC walkers.
- Cons: Once the city is built that's it.
 Forget about iterating on chokepoints or camping points on a building scale, nor rapidly deploying new revised city blocks.
 Only option is to use props as modifiers





Design issues: Map inflexibility

Solution

- Leave current maps alone. Build around them using new maps, and eventually build new maps with less RWTech dependencies (removes tracked NPCs as well).
- How hard to fix?
 - Hard.

Status?

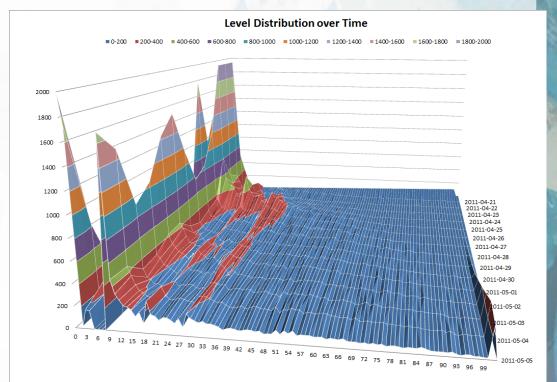
 We're working Racing and Asylum maps for late 2011. These will also help restore "Player Choice"





Design Issues: Lack of Signposts

 Initial APB Reloaded Closed Beta indicated that it was very hard for players to "find their way" past Level 10 in the game (past tutorial completion)



Solution: MetaGrouping and Auto Missions



Other issues consuming our time and resources in live operations

Cheaters

 Fortunately APB is a client-server game, so the worst that can be done is to help the player aim (as opposed to creating OSK situations that can exist in P2P games). But we are working on some pretty radical ways of handling aimbotters.

Scammers

 They exist everywhere. Example; selling 'bad-skin' cars in the in-game marketplace. Phishing attacks. Malware/keyloggers on café-computers.

DDoS-ers

14-16 year old angry teens have a tendency to try to take down your service.
 Don't ask why. We just have to live with it.

Game Optimization

Giant game maps. Hard to optimize. Dislikes 32-bit Windows.



The Original Business Model

- Box Purchase: \$50-\$65 (depending on region) for the retail box (incl 50 hours of "Action District Time" and 100 RTW points = \$2.50 in the box)
- Monthly: \$7 \$9 (depending on region) for 20 hours of "Action District Time" OR \$10 - \$13 per month unlimited hours
- Annual cost: \$170/year \$220/year (depending on region of sales)

Why charge for "Action District Time"? – Action Districts are 2.5x more expensive to operate than the Social Districts. And the Social Districts DID offer a basic free experience (of course only after paying for the initial box). Server architecture; 400 CCU for Action Districts but 1000 CCU for Social Districts per Dual Quad X5570 physical server

Was cost part of the reason for the business model – with Social districts being 'free' after the initial box purchase?

"APB is a flawed game [...] [but] the pay-as-you-go plan <u>is a must have</u> for future MMOs" GamrReview on Aug 24 (6 days after the studio first 'downsized')

The New Business Model: Free2Play®

So – what does Free2Play do for this title? First: by removing the Buy To Play element, you remove the purchase barrier to entry.

Of course – there are OTHER barriers (4GB RAM, 64-bit system, high end GFX) but they are always smaller than the cash barrier

Result:

Original game; 140,000 players in 52 days **APB Reloaded**; 647,470 players in 60 days 4.6x the number of users in APB Reloaded

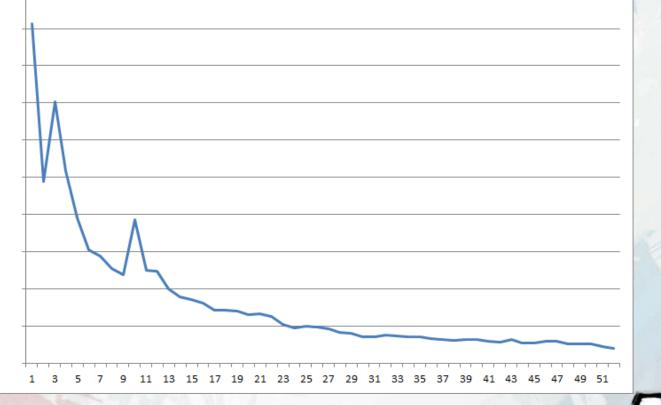




Actual APB 2010 revenue trend

Actual APB 2010 revenue trend

including box sales and in-game transactions



(peak revenue on day 1, 95% lower revenues by day 52)

RELOADED

When is Peak Revenue for F2P?

 Question: So if some (or most) B2P games hit peak sales on Day 1 (or in some cases Day 0 with all the focus on pre-sales) – when does a F2P (historically) hit peak revenue?



- Answer: On average around Day 1000 (!)
- Really? Yup Nearly 4 years from launch



A Sample Free2Play Revenue Model

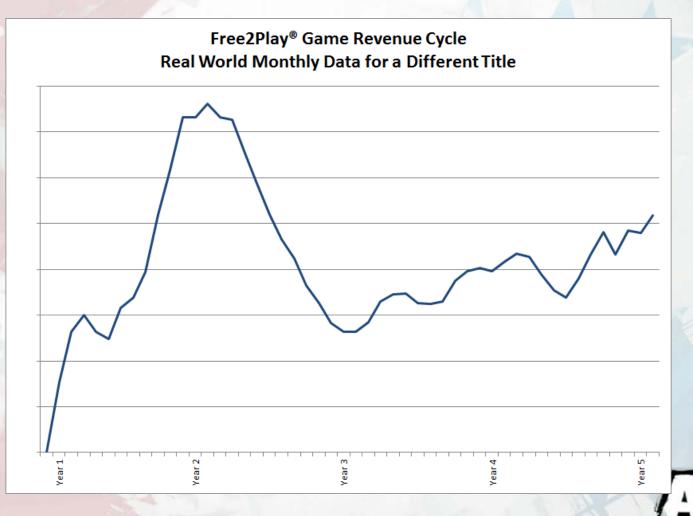
Free2Play[®] Game Revenue Cycle Real World Monthly Data for One Title



Revenue peak at start of year 4 (day 1096)!

REL

Odd revenue trends for 'some' F2P games The Free2Play Revenue Model in flux



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How do you plan for Peak Revenue

- **Question:** How on earth do you plan for Peak Revenue that might be years away?
- Answer: Make sure you have the staying power to FIND all the different answers that your Players will ultimately ask (in the form of increased and decreased participation and payments by the players).
- Follow on question: how do you go out and raise money for this model?
- **Answer:** convince your investors to not panic and to think VERY long term.
- Does that argument work? Sometimes...





DON'T PANIC AND CARRY A TOWEL

The Real-Life Data Points APB

- 140,000 accounts created (we presume sold?)
- In days 1-10 revenue was 10x the size of the revenue in days 42-52
- 20,000 Facebook Likes



APB Open Beta Facebook Rankings – 50 days from start of Open Beta (!) (beauty contest?)



 Wall

 Info

 Photos

 Questions

 YouTube

 Discussions

 Reviews

 FBML

 Quizzes

About

www.gamersfirst.com/apb http://twitter.com/apb_reloaded http://apbrel/... More

254,080 people like this

Title	"Likes" (July 10)
APB: Reloaded	254,080
Rift	227,161
Guild Wars 2	207,036
LOTRO	185,980
Silk Road	142,076
Battlefield Play4Free	125,825
Atlantica Online	120,198
Eve Online	115,707
World of Tanks	87,079
Star Trek Online	82,365
Dungeons & Dragons Online	62,376

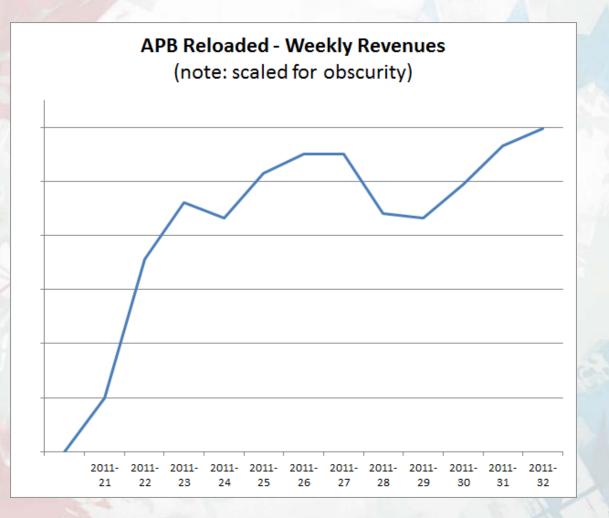


The Real-Life Data Points APB Reloaded

- Open Beta May 23, 2011
- 647,051 players in the first 60 days
- 254,080 Facebook Likes in the first 50 days
- Conversion rate month 1: 4.2%
- Conversion rate month 2: 4.8%
- Conversion rate month 3: 5.5%
- Conversion rate month 4: 6.5% (est)



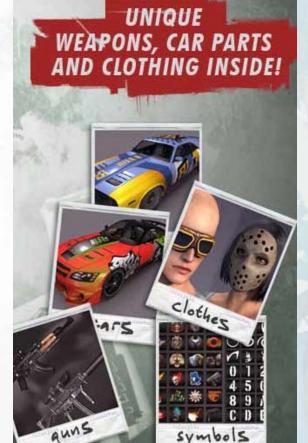
So - what is the APB Reloaded revenue trajectory to date?



RELOA

CASH SHOP ANGERAND HOW WE MONETIZE APB

Players Don't Like Us?



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Pay Cash for Cars, Gear, Guns and 'Premiums' (avoid the grind)

Weapons

Threaten, insult and punk the competition with the Fighter Pack. The Fighter Pack

Get your Goth on with the new Gothic pack The Gothic Pack comes with the folk

Represent with the new Street pack The Street Pack comes with the following

Also known as the Trillby, this hat comes in male and female versions. Purchasin

This hat comes in male and female versions. Purchasing this item unlocks it in the editor for you to deck your character out in style!

nlocks it in the clothing editor for you to deck your cha

Vehicles

bjornbook@gmail.com

Fighter Pack Price: 499 399 G10

Price: 499 399 G1C

Price: 499 399 G1C

Tag Font
Fedora Hat
Price: 299 239 G1C

Gothic Uppercase Font

Gothic Lowercase Font Price: 499 159 G1C

Symbol Sheet 6 Price: 499 159 G1C Get the complete Symbol sheet 6 now!

Get the complete Gothic lowercase font set now!

the following: Goth Pack

Street Pack

Beret Price: 299 239 G1C

Premiums

Featured

Goth

Dack

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Feat	ured Premiums Wea	pons 🕥 Vehic	les	Gear	1	Services	
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for ins	1199 Price: 799 639 G1C SPECIAL BETA PRICE: 799 G1 C Take your game to the next levell P up to premium and get the following benefits in-game:	ony	LIFETIME A classic, weapon fro	LEASE (F the STAR s om the pre Bulletin. W	ERMANE	NT) is a	
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Gear Ser Comes with You need to be linto	Price: 4749 1399 G1C Shift used to camp out in a simpler of these things, Decked out nice it to plasma screen TV, games console, of spraycans. Problem was, the You need to be logged in the game to purchase	nto	An agile v acceleratio radius. Its	1749 139 ehicle with on, braking small size acity. This s You need the gan	exception , grip and limits its s special O	al turning eating and ged into	
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e clothing You need to be logged into Learn More You need to be logged into Learn More You need to be logged into	You have qualified for a Premium discount Subtotal = 1,438 G1C BUY NOW!	3		RE	LO	ADE	

D

Gear: Unique Content for sale

APB Reloaded content team continually creates new content that will be added BOTH to high level in-game progression, as well as to the cash-shop. Example; SWAT/riot gear





Example characters, 1st Batc



Example characters, 3rd Batch



Example characters, 1st + 2nd + 3rd Batch

RELUAVED

Guns? Is that Pay to Win?

- The moment you sell guns you WILL be accused of designing a 'Pay to Win' game.
- APB has taken great pains to balance paid guns to be SPECIALIZATIONS not OP (religious debate will follow).
 One of the best guns in the game is still the starter gun.
- The skill rating system will move people to the correct skill opposition, thereby equalizing all equipment upgrades.





Premium Accounts – "the Western friendly subscription-like month-to-month bonus feature method" (WFSLMTMBFM?)

- \$9.99 first month
- \$7.99 for any renewal month

Example features;

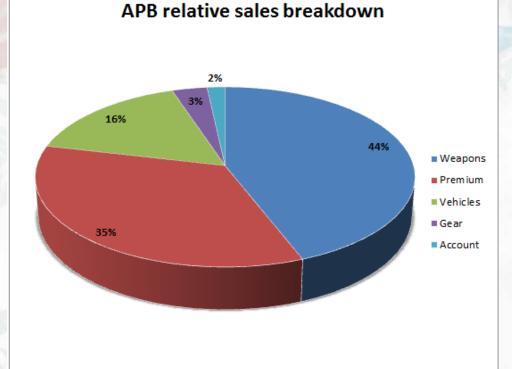
- 5X-10X customization limits
- 30-90% standing/XP bonus
- 125% bonus APB\$/game-currency earned
- 20% cash-shop discount
- Increases mission reward chance by 100%.

• F2P games are not "games," they are "markets" and fundamentally a "service"





Sales breakdown by type – imbalance?



- Sales mix issue; Premium sales too low
- Design modification to improve Premium sales

Iterating and taking player feedback (or let's call it designing with anger in mind)

- On July 21 we introduced a
 50% lower in-game earnings rate for Free accounts, and a
 125% earnings bonus for
 Premium (paid) accounts.
- On Aug 4 we introduced a 'friendly' reminder after each mission about just how much you were missing by not being a Premium Player.
- Predictably: The world exploded in RAGE!





Premium gives Benefits = You Suck!

BladeArtist said...

The premium popups are tantamount to ransomware, plain and simple. (Ok sure it's not holding your entire computer hostage but it's essentially the same thing on a smaller scale)

On a supposedly F2P game that's just ridiculous. -.-

Just sayin'

August 10, 2011 10:44 AM 💼

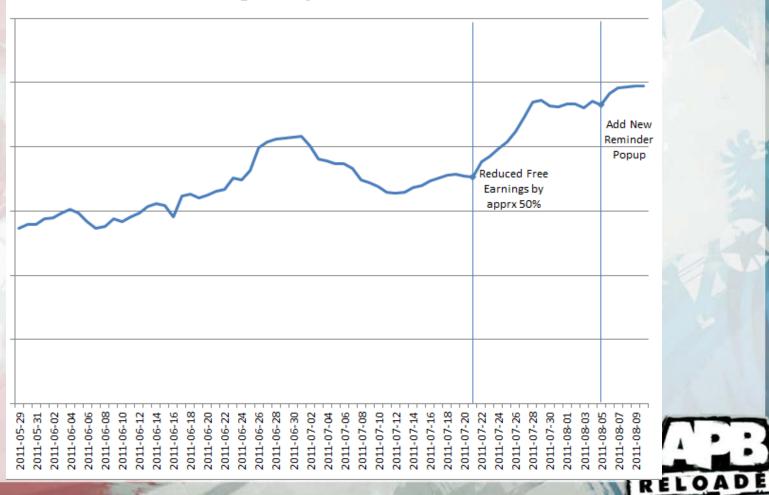


Tolga Şimşek The real problem now is the mission reward system... It gives like 600\$ after winning a mission... which means nothing. I respawn my car 2 times, and use 4 rockets = 600\$ already... so where is money for my granades, where is the money for my bullets where is the money for 3rd car or 5th rocket?... This game wont live long enough if they make it "impossible to play as a free gamer"... I dont mind premiums have advantage but blocking free gamer's gameplay in a FREE TO PLAY game... is so different July 22 at 11:59pm · Like · 12 7 people

RELOADED

Design changes driving conversions (and controversy)

APB Average Daily New Conversions



Did we affect CCU with the changes?

Daily Conversion Rate vs Average CCU from Jul 21 (free earnings change) to Aug 10



RELOADE

Metrics Driven Design

- Listening to the audience is critical for initial design decisions.
- However, always allow for the fact that what people complain about and what they do tend to be diametrically opposed.
- When we first started the cash shop, we found that the biggest complainers were also on average the biggest buyers. ARPFP is high!



Conclusion

- Consider and plan for long-term changes to game mechanics.
- Peak Revenue for F2P games can be 2-5 years out. Cycle IS speeding up.
- Game FUN and player control are still the most critical success factor, but feel free to make Free games more grindy and slow (you NEED players to convert)
- Permit quick iterations and MEASURE the effect in-game using detailed metrics.
- Launch **'almost before'** the game is ready to see what players actually DO in game. Use good analytics and metrics (as opposed to what players SAY), and be ok with NOT having all the features at launch.
- Make sure you have a 4-8 year plan to support the game
- And most importantly:



Conclusion

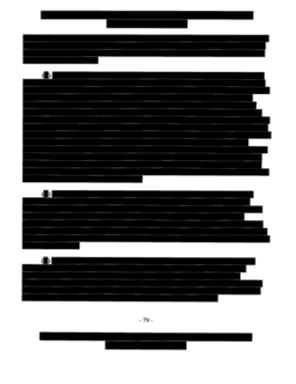


Shirt from **www.thinkgeek.com** (note: I have no affiliation with said site, just including the attribution for a great shirt that expresses the mindset required to succeed with Free2Play[®] game development and publishing)

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Q & A Redaction Warning

 Proprietary data may have been altered or redacted... but I still aim to share as much interesting information as possible





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