



## **Subnautica Postmortem**

Jonas Bötel Lead Programmer, Unknown Worlds Entertainment

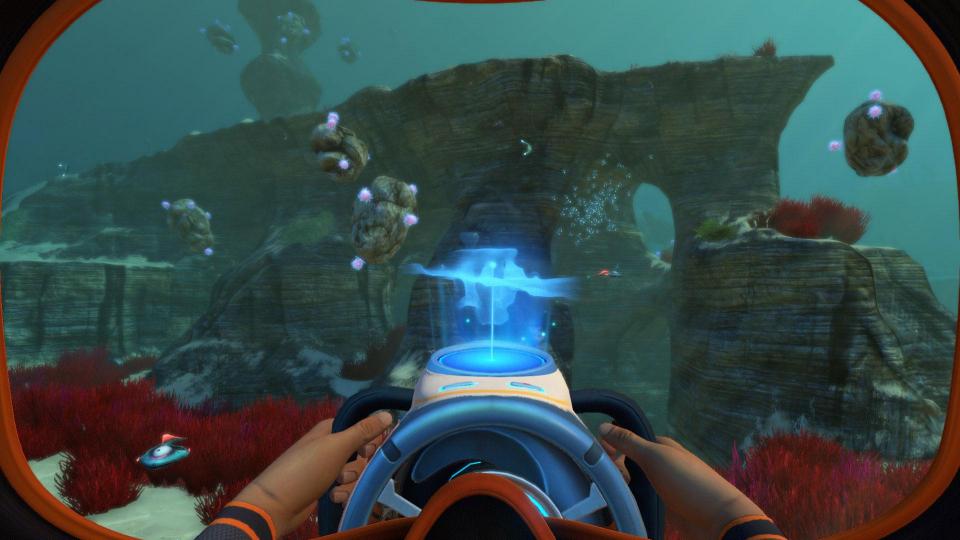
























































## **Product**





## Subnautica

PC & Mac

Steam

January 2018

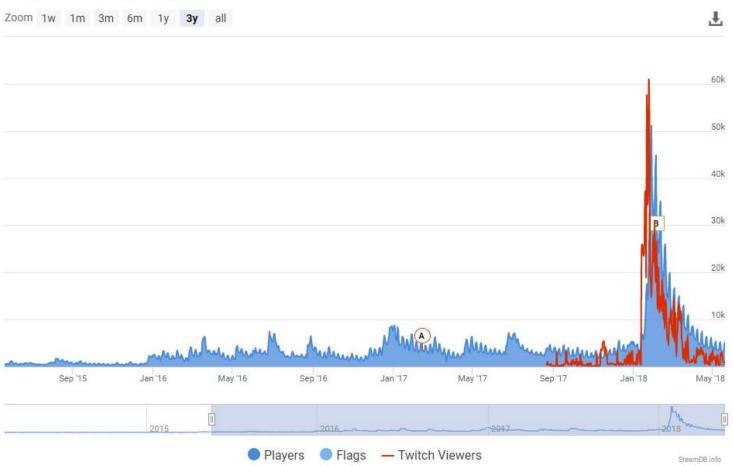
\$25 USD

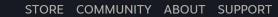


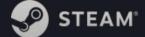




### Players every day







Your Store -

Games -

Software -

Hardware -

Videos -



All Games > Adventure Games > Subnautica

### Subnautica

Community Hub





Descend into the depths of an alien underwater world filled with wonder and peril. Craft equipment, pilot submarines and out-smart wildlife to explore lush coral reefs, volcanoes, cave systems, and more - all

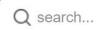
93% of the 69,730 user reviews for this game are positive.

Overwneimingly Positive (1,007) Very Positive (69,730)

23 Jan, 2018

**Unknown Worlds Entertainment** Unknown Worlds Entertainment





Movies

Games

TV

Music

Re

New Releases

Coming Soon

**Best Games** 

**Publications** 

Publi

### SUBNAUTICA PC











Unknown Worlds Entertainment

Release Date: Jan 23, 2018 Also On: Xbox One

Summary

Critic Reviews

**User Reviews** 

**Details & Credits** 

**Trailers & Videos** 



#### Metascore

Generally favorable reviews based on 38 Critics

What's this?

Summary: Descend into the depths of an alien underwater world filled with resources, creatures, wonder and threats. Craft equipment and submarines to explore lush coral reefs, volcanoes, cave systems, and more - All while attempting to survive.



#### **User Score**

Generally favorable reviews based on 395 Ratings





**Developer:** Unknown Worlds

Entertainment

Genre(s): Adventure, General

# of players: No Online Multiplayer

Cheats: On GameFAQs

Rating: E10+

More Details and Credits »



## Subnautica

PC & Mac Xbox One ARC

Steam PS4 WeGame

January 2018 Oculus Discord

\$25 USD Epic

 $\rightarrow$  2 million copies





# Development





## Plan

Small project

Unity

Casual / iPad

4 developers

6 months

# Reality

Big project

Unity

PC & Consoles

25 developers

5 years

→ \$10 million USD cost **3** 





## Idea





## Idea

Blue Ocean Strategy

**Underwater Minecraft** 

Survival sandbox

Science fiction

No guns!

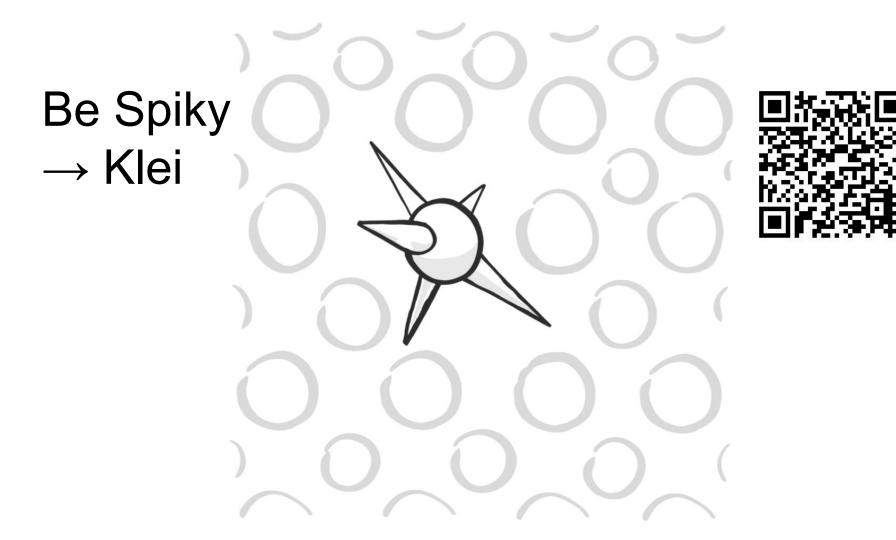










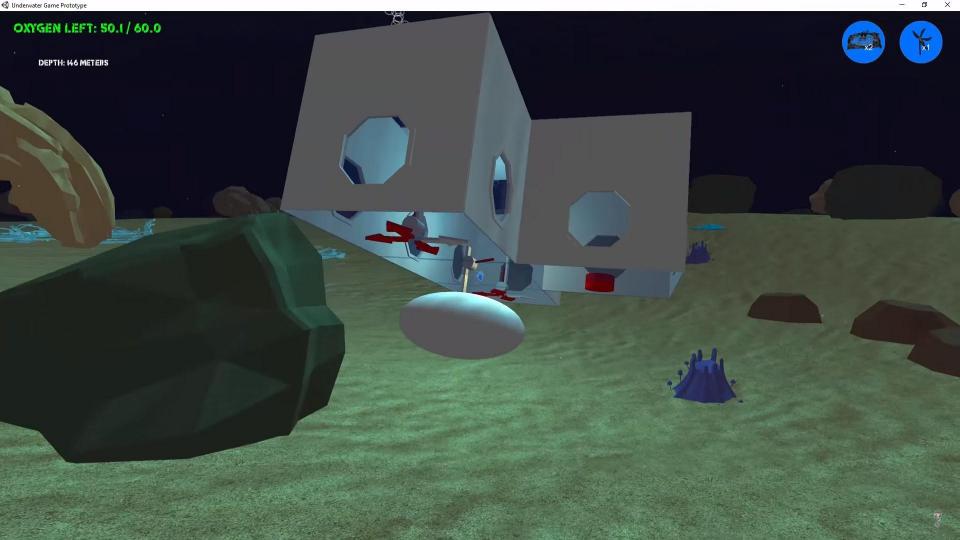


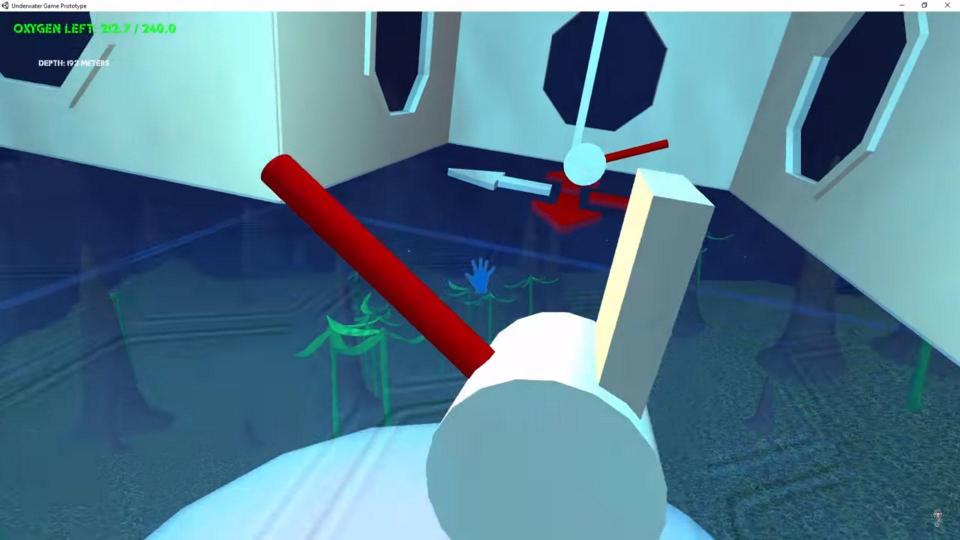




# **Prototypes**

















## Good

Underwater

Open world

Oxygen management

Flooding

Tech progression

## Bad

Modular submarines

Modular controls





## Good

**Underwater** Wonder & Fear

<del>Open world</del> Discovery

Oxygen management Tension

Flooding Tension

Tech progression Intrinsic Rewards

→ Feelings!

## Bad

Modular submarines

Modular controls

→ No feelings







## The Design of Subnautica

Charlie Cleveland

**Game Director** 



Wednesday, March 20th, 9:00 AM

Room 3016, West Hall





## Meanwhile...











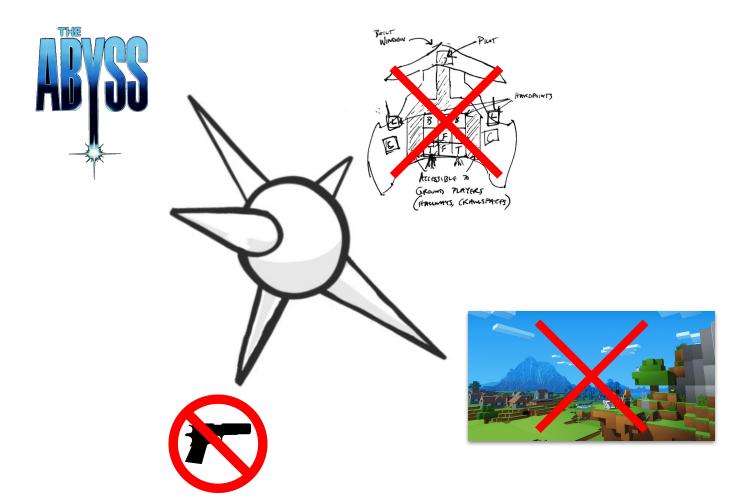














## Minimum Viable Product



MARCH 18-22, 2019 | #GDC19



## Minimum Viable Product

Priorities! Artists

PC platform Level designers

Crafting Editing tools

Single-player  $\rightarrow$  More developers

Handcrafted world





### **Earliest Access**

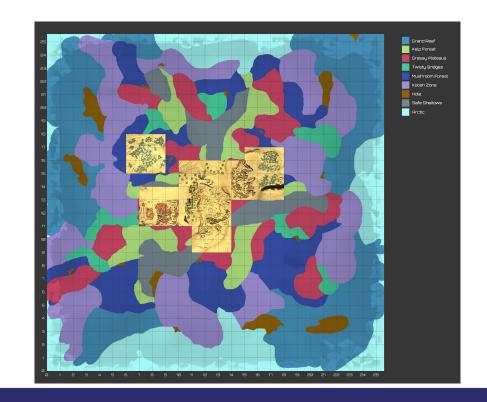
Some biomes

Some creatures

Some crafting

No submarines

- → "Earliest Access"
- → Telemetry & Feedback



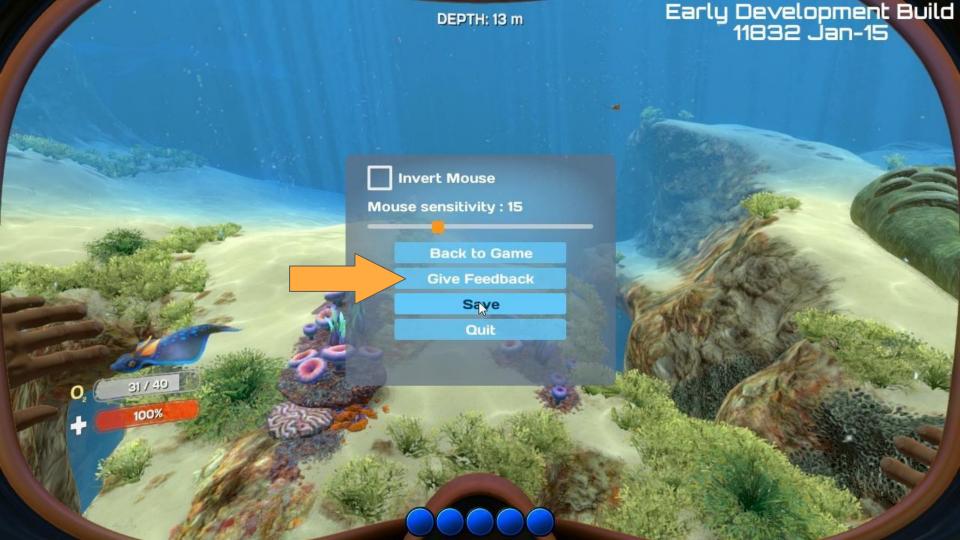




# Telemetry & Feedback



MARCH 18-22, 2019 | #GDC19







News

Feedback

Top words

Top bigrams

Co-occurrence search

Time Cansules

Voting queue

Moderation queue

**Active TCs** 

Stats

The Heat Dispenser

Emails

Users

Roles

Flush cache

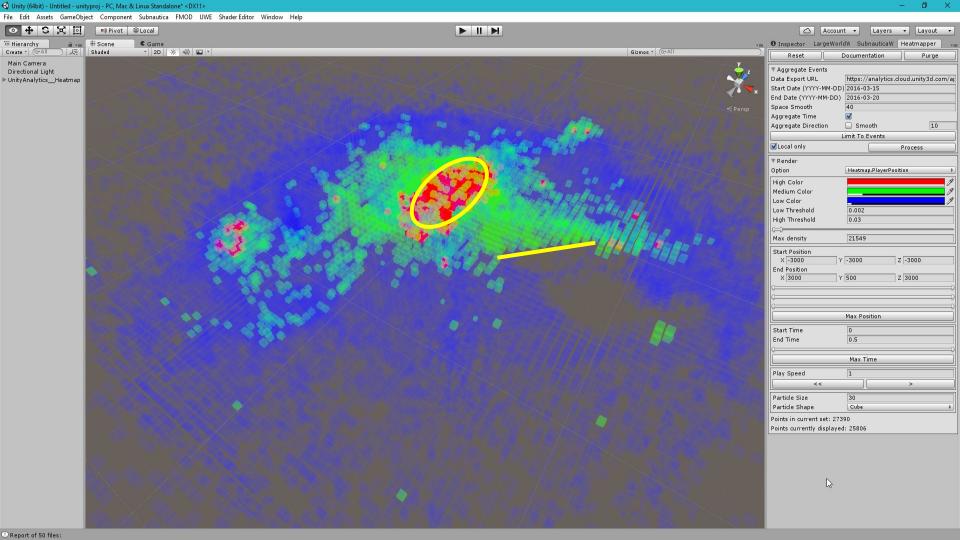
#### FEEDBACK TICKETS

# E	motion	Description and additional info	Screenshot	Changeset	FPS	Date	Options
	<u> </u>	while right at it: is there a way to disable scanner on seamoth? I really dont see benefit (just blocks my sight) - again, love your work!! keep going (or with next project anyway)	000000000000000000000000000000000000000	60072	43.61492	2018- 08-05 13:09:01	Reply Permalink
	<u> </u>		(in 139)	60072	15.98835	2018- 08-05 13:06:42	Reply Permalink
	<u> </u>		\$ 575.61	60072	0	2018- 08-05 13:06:26	Reply Permalink
	<u> </u>	i need help all the all the rescuse things they breack		60072	52.29158	2018- 08-05 13:06:09	Reply Permalink
	2			60072	0	2018- 08-05 13:06:06	Reply Permalink
	9	Hi Again, why is it, that every item moves to container with right-click but modules and batteries/e-cells with left-click? i know, complaining on high level. i just wonder:) - love ur game	0000	60072	25.20913	2018- 08-05 13:06:00	Reply Permalink













# Runway

Money ran out

 $\rightarrow \text{Early Access}$ 



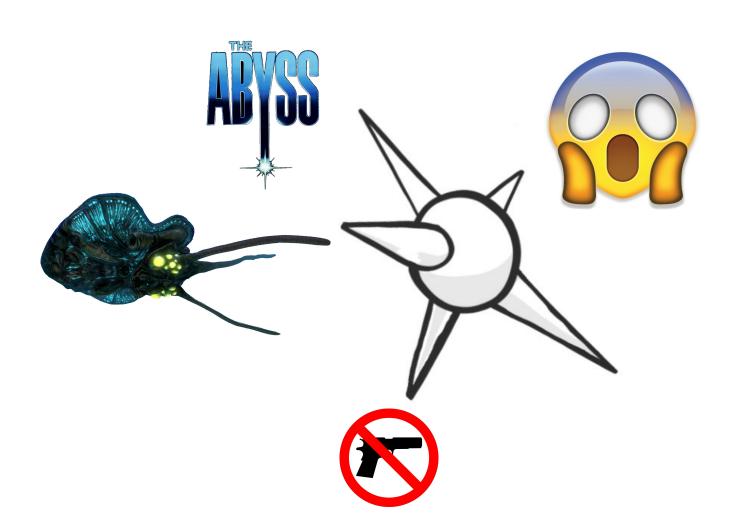


# Early Access











# Learnings

Creatures terrify

Accidental horror

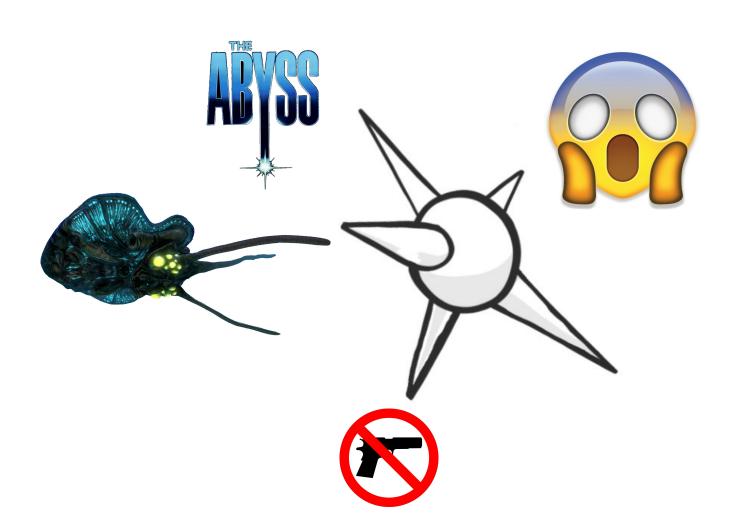
Underwhelming sales

Barely enough revenue

→ Need impactful features

→ Priorities!







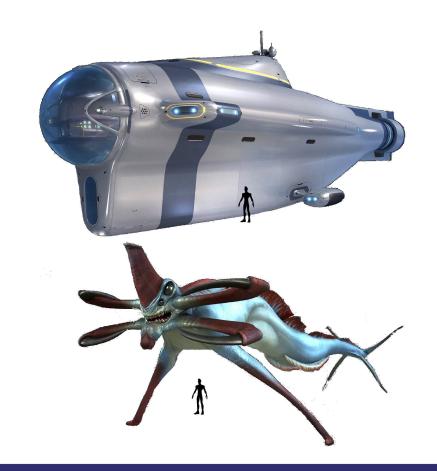
### Perseverance

Monthly updates

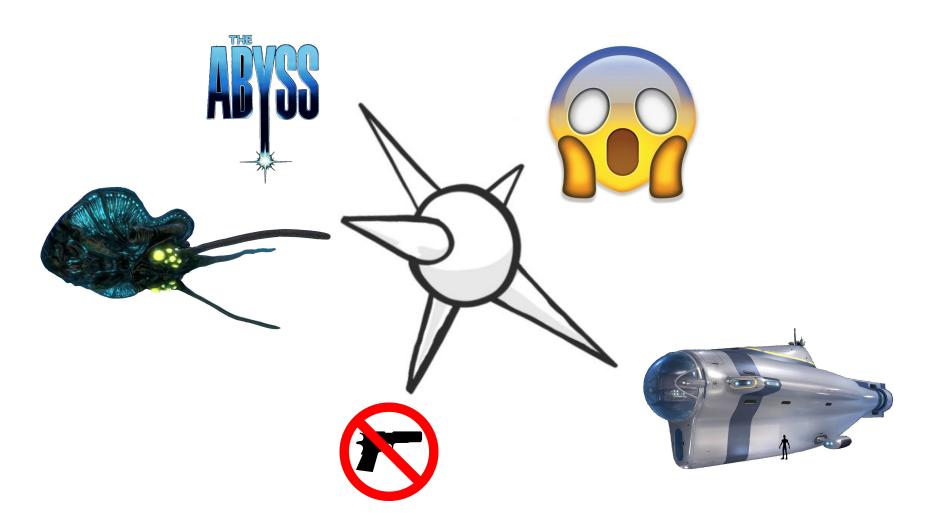
More discovery

Themed updates

- $\to \text{Cyclops}$
- → Reaper









### Communication







media@unknownworlds.com Support: bit.ly/1TgWKP6 Xbox: @SubnauticaXbox

Joined September 2013





Q 260 ℃ 1.1K ♡ 3.4K

#### You may also like Refresh

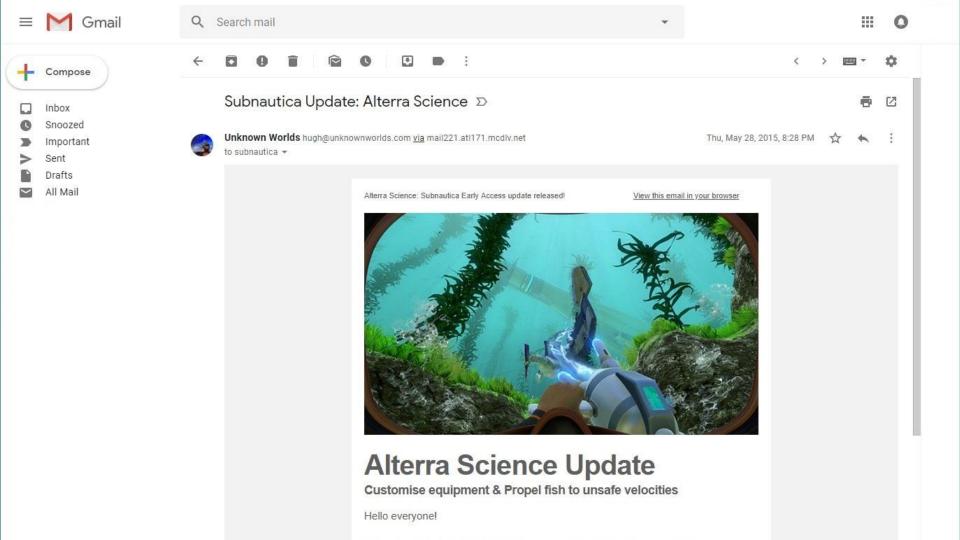








Obraxis @obraxis















Community and Communication in Games-As-Services (Steam Dev Days 2014)

80,018 views



1 681 4 37 → SHARE =+ SAVE ...



SUBSCRIBE 26K

Subnautica features submarines. What happens when you drive a submarine into a rock, or a large alien life form gets a little too friendly? Watch this video to find out:



Sylvain has been hard at work creating these effects. This is a technical prototype, and not representative of the quality of the final game.

As the water level rises, there is less and less room to hide, and to breath. Perhaps if a submarine is not repaired fast enough, it will sink — And all the hard work that has gone into customising it, all the equipment stored on board, and even your life could be lost...

Read More...

#### Subnautica: Open Development

Posted by Hugh 4 years ago

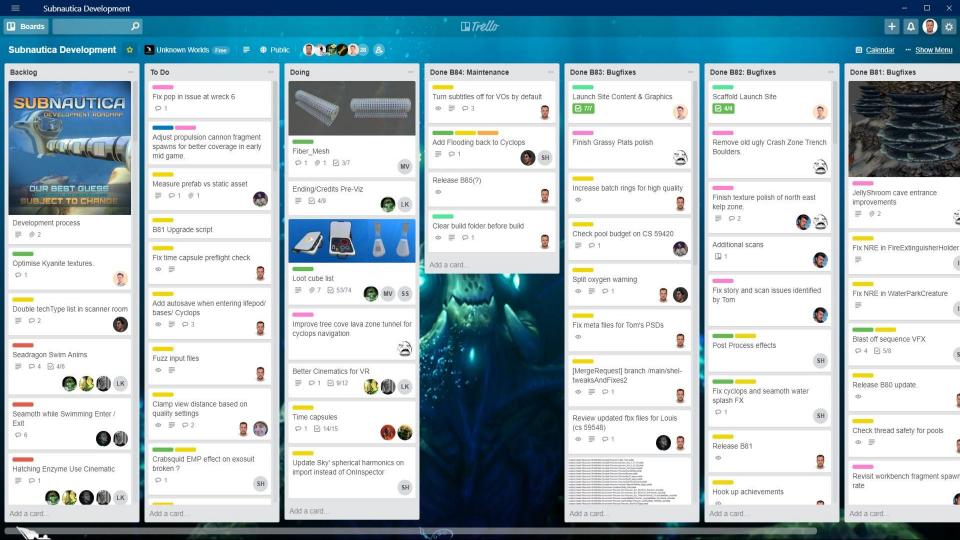


Today we made our internal task tracker, a Trello board, public. Anyone can now see what the Subnautica team is working on, in real time. You can see where we are delayed, where we are fast, our failures and successes. The board covers almost all of Subnautica development.

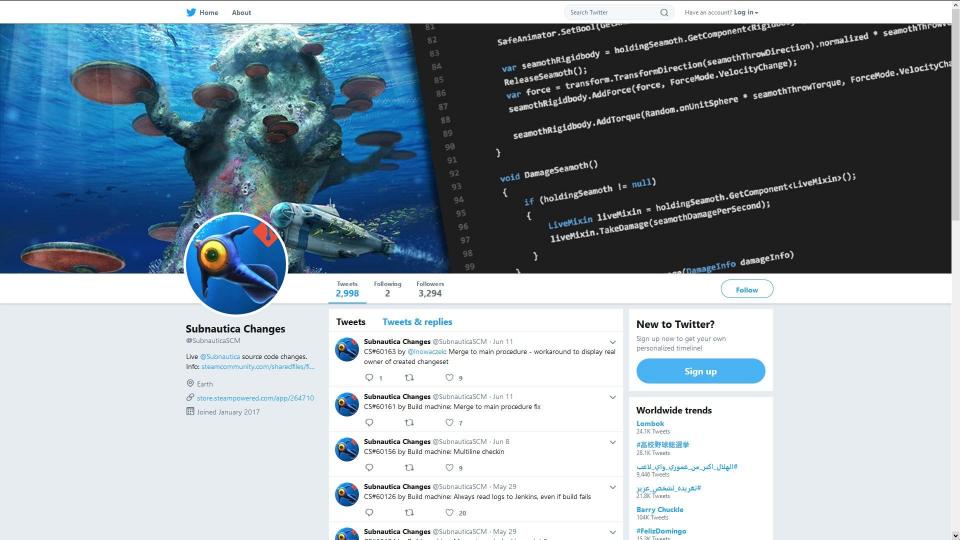
Not included are in-progress trailer renders (super serious secret stuff guys!), some story elements (also super secret!) and our 3D art production pipeline (housed in a separate tracker that can't be easily made public.)

Our builds usually run on a Monday to Friday timescale. On Mondays, we generally self-direct, analyse the previous build, and scope the week's work. On Friday evening, builds are made as we all run off for the weekend. ...

Read More...







Tools ▼ Documentation & Help ▼ Find by App Name or ID

#### App Data Admin: Subnautica (264710)

Application - SteamPipe - Installation - DRM Stats & Achievements - Community - Workshop - Misc - Publish	Application +	SteamPipe - Instal	stallation - DRM	M Stats & Achievements +	Community -	Workshop -	Misc +	Publish

#### Your Builds View SteamPipe Documentation

build are also included in your "developer comp" package, which should be the red-colored package in the list of packages for this application.

Keep in mind that all branch names and descriptions are visible to public, if the app is released.

#### 13 available app branches :

Branch	Description	Password	BuildID		
			3487404	Disable	Upda
			3169139		

#### Create new app branch

Beta : Upl	load depot	s as ZIP directly without usi	ng steamcmd (256MB max). Click <u>here</u>					
≤< Showing builds 5500 to 5550:S ≥>								
Current	BuildID	Date	Description	Depots Included	Set build live on branch			
	<u>481495</u>	Dec 24, 2014 @ 2:09pm	Subnautica	<u>264712</u> <u>264713</u>	Select an app branch • Preview Change			
	481436	Dec 24, 2014 @ 9:59am	Subnautica	<u>264712</u> <u>264713</u>	Select an app branch • Preview Change			
	481165	Dec 23, 2014 @ 6:09pm	Subnautica	264712 264713	Select an app branch   Preview Change			
	481045	Dec 23, 2014 @ 2:09pm	Subnautica	<u>264712</u> <u>264713</u>	Select an app branch • Preview Change			
	480914	Dec 23, 2014 @ 9:59am	Subnautica	264712 264713	Select an app branch   Preview Change			
	480504	Dec 22, 2014 @ 6:09pm	Subnautica	264712 264713	Select an app branch   • Preview Change			
	480488	Dec 22, 2014 @ 5:15pm	Subnautica	264712 264713	Select an app branch   • Preview Change			
	480484	Dec 22, 2014 @ 5:06pm	Subnautica	264712 264713	Select an app branch • Preview Change			
	480477	Dec 22, 2014 @ 4:55pm	Subnautica	264712 264713	Select an app branch • Preview Change			
	480469	Dec 22, 2014 @ 4:30pm	Subnautica	264712 264713	Select an app branch   • Preview Change			
	480452	Dec 22, 2014 @ 3:55pm	Subnautica	264712 264713	Select an app branch   • Preview Change			
	480356	Dec 22, 2014 @ 2:09pm	Subnautica	<u>264712</u> <u>264713</u>	Select an app branch   • Preview Change			
	480215	Dec 22, 2014 @ 9:59am	Subnautica	264712 264713	Select an app branch   • Preview Change			



Warning: Experimental updates will sometimes make Subnautica unplayable, and often include horrible bugs! Use caution when deciding to play on Experimental branch!

To get Experimental updates twice per day, right click on Subnautica in your Steam Library and click 'properties.'



Click on the 'betas' tab, and then select 'experimental' from the drop down list. If you can't click on the list, try restarting Steam or leaving the tab open for a little bit - It can sometimes take a little whole to load online.



Sometimes, Experimental branch gets a little bit messy. Actually, it often gets a little bit completely broken and unplayable. If you ever want to go back to normal weekly updates, go back to the 'betas' tab and select 'none' from the drop down list.

Overview

Ck Introduction

Game Updates

Dev Team Tasks

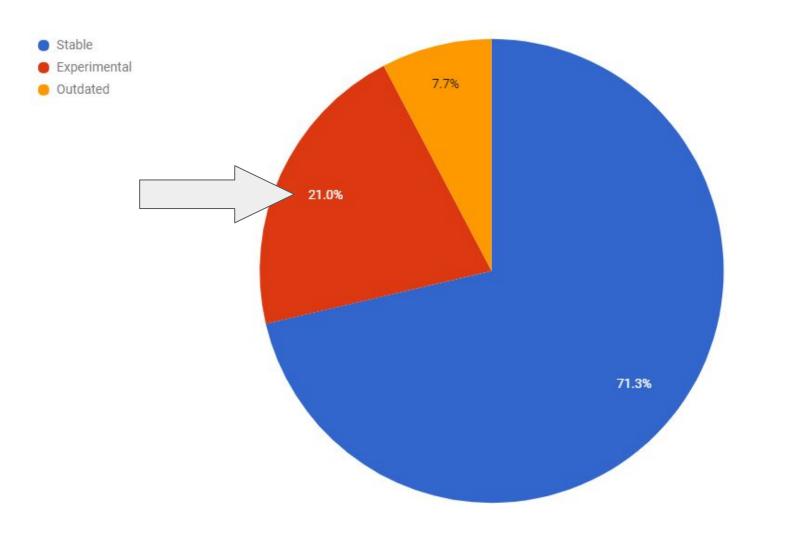
Changes & Checkins

Mailing List

Bugs

Conclusion

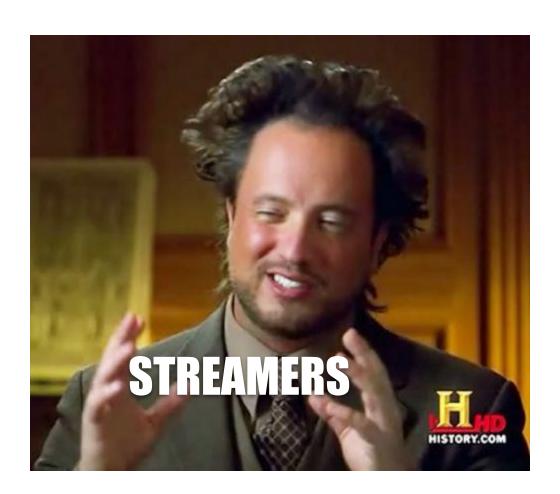
Comments





### **Traction**







My Worst Fear Realized | Subnautica

758,971 views



6.5K **4** 373



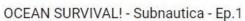
→ SHARE =+



Diction Published on Dec 18, 2014

SUBSCRIBE 652K





1,907,904 views



16 50K 4 618 → SHARE =+ ...



FRANKIEonPC ② Published on Mar 6, 2015

SUBSCRIBE 3.5M



### DAMN NATURE YOU SCARY! | Subnautica #1

8,993,656 views



165K









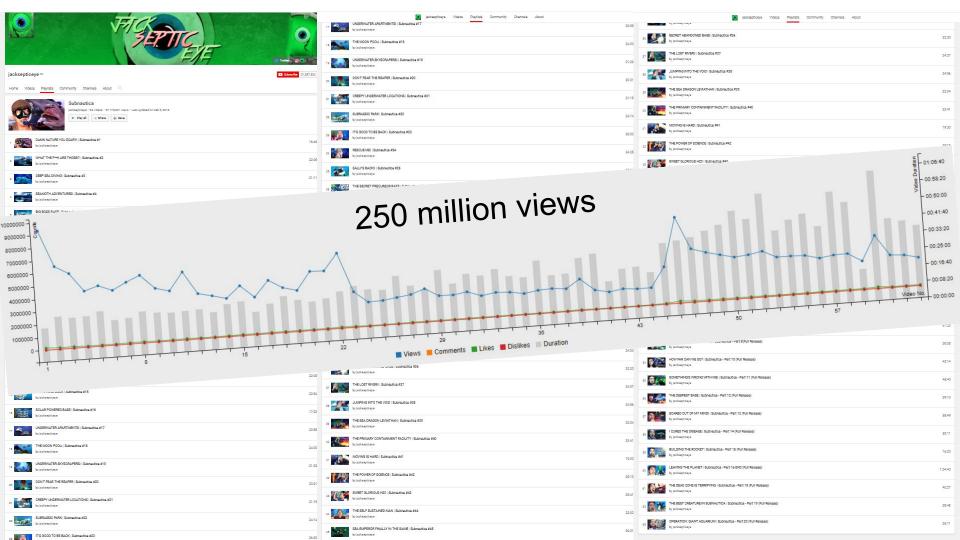




jacksepticeye ♥ Published on Apr 2, 2015



SUBSCRIBE 19M









# Runway

Money ran out

→ Farly Access

 $\rightarrow$  Infinite money







## **Production**





Leverage existing systems

e.g. Base building

= Safety

→ Trailblazing

= Exploration

→ Farming

= Survival

→ Moonpool

= Progression

→ Map room

= Discovery

→ Intrinsic rewards!





	A (	• N	0	Р	Q	R	S	Т	U	V	W	X	Y	Z	AA AB
	Event		Q20												
<b>▼</b> 11	Goal_Knife	483													
<b>1</b> 2	Goal.Goal_Scanner	769		80,000 ————									/	7	<ul> <li>Goal.Goal_Knife</li> </ul>
X 14	Goal.Goal_Fins	483												/	Goal.Goal_Scanner
I 23	Goal.Goal_Builder	483											//		<ul> <li>Goal.Goal_Fins</li> </ul>
I 37	Goal.Goal_Seaglide	483											//		<ul> <li>Goal.Goal_Builder</li> </ul>
X 68	Goal.Goal_Constructor	603											//		Goal.Goal_Seaglide
X 82	Goal.Goal_Seamoth	1,601											//		<ul> <li>Goal.Goal_Constructor</li> </ul>
X 101	Goal.Goal_StasisRifle	498											//		<ul> <li>Goal.Goal_Seamoth</li> </ul>
<b>X</b> 198	Goal_Goal_Cyclops	825											///		Goal.Goal_StasisRifle
₹ 209	Construct.BaseHatch	3,050											1//		<ul> <li>Goal.Goal_Cyclops</li> </ul>
₹ 237	Goal.Goal_Exo	769		60,000 —									///		<ul> <li>Construct.BaseHatch</li> </ul>
238	Goal.Goal_BiomeSeaTreaderPath	11,352													Goal.Goal_Exo
239	Construct.PlanterBox	7,310													
240	Construct.Workbench	2,406													
241	Construct.AdvancedWiringKit	11,644												,	
242	Construct.Trashcans	5,130										/			
243	Construct.BaseObservatory	2,648													
244	Construct. VehicleStorageModule	21,235													
245	Construct.BaseReinforcement	2,891										//	/		
246	Construct.ProcessUranium	8,160		40,000									/		
247	Construct.SmallLocker	4,904													
248	Construct.WhirlpoolTorpedo	20,088													
249	Construct.HeatBlade	13,202													
250	Construct.SeamothSolarCharge	13,435													
251	Construct.Benzene	1,208											/		
252	Goal.Goal_NuclearReactor	1,900											/ /		
253	Construct.StarshipDesk	6,833										/			
254	Construct.ThermalPlant	2,926													
255	Construct.Cyclops	952		20,000											
256	Construct.Beacon	2,886										//			
257	Construct.Pow/cellCharger	6,425					/					1			
258	Construct.BaseFiltrationMachine	3,857										1			
	Construct.DiamondBlade	10,930					//					/			
260	Goal.Lifepod2	14,193				/									
261	Goal.Goal_WaterPark	3,157													
262	Construct.PlanterPot2	8,075									_/_				
263	Construct.SeamothElectricalDefense	11,288									_				
264	Construct.NarrowBed	4,945		0 —		_						001900		B903 (2003 5 m)	<u>-</u>
265	Construct.Flare	1,310		Q	10	Q20	Q30	Q40	Q50	Q60	1	Q70	Q80	Q90	
266	Construct.Locker	5,453													
267	Construct.BaseLadder	4,818		2 11 2		1 2	100	7		1 3	1	1	1	luc 10	

A	В	С	D	E	F G	н	- 1	J	К	L	M	N	(	0	P	Q	R		S	Т	U	V	
Event	30% 5	0%	70%	80%	War Wa	Coverage	Count	Average	Deviation	Skewness	Kurtosis	Q10	Q20	C	Q30	Q40	Q50	Q60		Q70	Q80	Q90	
Goal.RadioBounceBack	0	1	1	3	1	91%	2,724	700	2,245	22.05	55,067,692	48	5	492	506	548		548	551	556	567		60
Goal.Goal_PDALoading	1	1	2	- /	2	62%	1,847	2,505	11,766	8.99	105	55	9	562	566	570		574	582	595	620		7
Goal.Goal_Lifepod1	2	2	2		2	66%	1,967	667	704	38.42	1,605	59	8	601	604	608		612	618	626	643		(
Goal.Goal_Lifepod2	1	2	3		3	100%	3,245	922	4,092	23.97	706	50	2	524	588	606		621	637	661	693		7
Goal.Goal Lifepod3	2	3	3		4	100%	3,321	965	4,153	23.45	670	53	2	573	622	638		653	674	701	741		8
Goal.Goal Intro1	3	4	4		5	100%	3,475	1,083	4,538	20.62	518	60	0	662	683	70		713	732	756	794		8
Goal.Goal Copper	3	5	8	14	4	88%	2,644	1,175	1,717	12.93	235	62	9	671	706	747		809	883	1,000	1,350		1,8
Goal.Goal Airsack	5	9	13	2	2	74%	2,227	2,224	7,288	13.70	247	66	3	730	794	884	1.	.020	1,129	1,299	1,824		2,8
Goal.Goal BiomeKelpForest	7	12	19	20	6	100%	3,064	3,965	13,484	7.02	61	72	0	806	904	1,020	1,	203	1,432	1,657	2,065		3,6
Goal.Goal Knife	6	11	20	2	6	100%	3,006	1,634	2,180	15.12	361	48	3	697	870	1,000	1.	158	1,389	1,695	2,079		2,9
Goal Goal Scanner	8	13	22	31	100	84%	2,515	1,891	2,173	6.82		76	9	879	988	1,109	1.	251	1,474	1,807	2,302		3,3
Goal GookedPeeper	7	12	25			58%	1,746	2,648			288	75		850	949	1,072		218	1,492	2,023			4.
Goal.Goal Fins	7	16	32	5	1	70%	2,086	3,057	6,584	8.35	96	48	3	575	897	1,127	1.	466	1,837	2,428	3,539		5,
Goal Goal Silver	20	33	53	6		61%	1,835	3,627	4,980	10.96	210	1,00		1,437	1,690	1,964		467	2,917	3,701			6,
Goal.OnPlayRadioBounceBack		31	52	7		63%	1,888	3,818		7.38		76		1,133	1,597	2,010		358	2,898	3,635			6,
Goal.RadioGrassy21	17	29	54	7	20	66%	1,992	5,385		8.97	104	75		1,068	1,520	1,849		.262	2,896	3,745			9.
Goal Goal Builder	7	30	58	8	1	78%	2,340	3,586	4.332	3.89	31	48	3	483	892	1,812	2	.330	3,112	3,998	5.332		8.
Goal.radiosunbeamstart	82	82	82		2 (!)	0%	1	5.399		0.00		5.39		5.399	5.399	5.399		.399	5.399	5,399			5.
Goal.holydiver	1000000	82	82		2 (!)	0%	1	5.421	0	0.00		5,42		5.421	5.421	5.42		.421	5.421	5,421			5,
Goal.radiolifepod7	82	82	82		2 (!)	0%	1	5,426	0	0.00		5,42		5.426	5.426	5,426		.426	5,426	5,426			5,
Goal.goal radiationfixed	84	84	84		4 (!)	0%	1	5.563		0.00		5.56		5.563	5.563	5.563		.563	5.563	5.563			5
Goal.goal remainingradiationleaks	85	85	85		5 (!)	0%	1	5,571	0	0.00		5,57		5.571	5,571	5,57		.571	5,571	5,571	5,571		5.
Goal goal locationauroradriveinterior	85	85	85		5 (1)	0%	1	5.625	0	0.00		5.62		5.625	5.625	5,625		.625	5.625	5.625			5.
Goal.radiosunbeamdestroymessage		87	87		7 (!)	0%	1	5.712		0.00		5,71		5.712	5.712	5,712		712	5.712				5.
Goal.RadioGrassy25	9	33	63	89	3.7	79%	2.360	4.889				51		611	1.057	1,955		.465	3.242				9.
Goal.Goal CookedGarryfish		30	63	91		41%	1,219	4,513			193	87		1.050	1,405	1,860		.318	3,202	4,270			9.
Goal.radiolifepod17	93	93	93		3 (!)	0%	1	6,050			10000	6.05		6.050	6.050	6.050		.050	6.050	6.050			6.0
Goal.Goal BiomeGrassyPlateaus	31	49	79		3.7.	71%	2.135	7,365				1,28		1,863	2,370	2,937		.450	4.223	5.235			10.
Goal Goal Lubricant	30	51	81	109		54%	1,626	5.007	5,877	7.12		1,17		1,827	2,310	2,876		.586	4.390	5,233			9.
Goal.OnPlayRadioGrassy21	24	40	71		20	48%	1,430	6.679		7.55	1000	1.03		1.514	1.931	2.314		.890	3.615	4.733			12.
Goal.Goal Seaglide	14	46	81			65%	1,963	4,728			24	48	-	483	1,353	2,463		.263	4,180	5,358			10,
Goal.Goal RadSuit	27	47	81	113		53%	1,583	6,144		8.47	100	1,00		1,596	2,121	2,400		.329	4,155	5,330			10,
Goal.RadioShallows22	20	48	86			65%	1,953	5,502		8.49	12.5	49		498	1,681	2,607		.375	4,193		7,479		10,
Goal.RadioRadiationSuit	27	47	83	12		57%	1,716	7.304		5.97	47	1.34		1,706	2,094	2,750		.311	4,200	5,486			13.
Goal.Goal BiomeSafeShallowsCave	100000000000000000000000000000000000000	38	74			43%	1,710	7,727		5.06		1.03		1,487	1.813	2,184		.794	3.439	4.941			19
Goal.Goal Bleach	32	48	85		1 (!)	29%	859	6,451	8,414		1000	1,68		2,126	2.446	2,883		.409	4,267	5,629	1000		14,
Goal.Goal PurifiedWater		63	107	14:	1 1	48%	1,432	6.848				1,70		2,120	2,440	3.405		.288	5.259	6.932			13.
Goal.OnPlayRadioGrassy25	44	72	123	169		43%	1,432	9,121	16,133		75.65	1,70		2,291	3.157	3,403		.843	6.058	7,896			18,
Goal.OnPlayRadioShallows22	52	83	123	17		36%	1,205	8,700		4.56		1,14		2,808	3,157	4,54		,043 .453	6,977	8,552			18
Goal.Goal CookedHoverfish	37	70	120		2 (!)	24%	709	8,398	11,913			1,73		1,982	2,736	3,452		.682	6,180	7,710			16
Goal.OnPlayRadioRadiationSuit	25 (9/22)	82	140	18	5.7	38%	1.127	9,958		4.15	1000	2.16		2.906	3.546	4.374		.390	6,860	8.921			20.



## Telemetry

**Unity Analytics** 

Raw data

Custom processing

 $\triangle$  GDPR  $\triangle$ 

Game event ≅ website visit

Matomo

Amazon Redshift





## Hey, listen!

Fix negative feedback

Integrate positive feedback

Call out suggestions

→ e.g. Dead Cells

#### Balancing -

Community suggestion Dash shield velocity no longer reduced when hitting breakable props

Community suggestion NutCracker no longer removes stun/root/frost when it deals a critical hit.

Blueprints dropped by the Hand of the King will now be unlocked immediately, as you pick them (there's no Collector shop behind him).

Decoy explosion now creates multiple small bombs.

Hero pets should now attack invisible enemies if their invisibility is temporarily suspended.

The Purulent Zombie in graveyard now has a whole new gameplay.

The Purulent Zombie in sewers now has a whole new gameplay.

Community suggestion Legendary altars can no longer shield elites. Version 1.2.1

Elite "Cage" skill is now slightly larger but also inflicts slightly more damage. Version 1.2.1

Community suggestion Flask refills bought from shops received a permanent 40% discount. Version 1.2.1

Community suggestion Mobs will now be locked for a longer time after a BC4 teleportation (no more "instant attack after teleportation"). Version 1.2.1

Community suggestion Mob teleportation now interrupts elite skills like "Cage" or "Electric Field". Version 1.2.1



### Three Requirements



- 1. Cultivate an open mind to feedback and serendipity.
- 2. Set aside real calendar time for stewing and simmering.
- 3. Farm fertile ground.

30:19 / 44:41









604 views



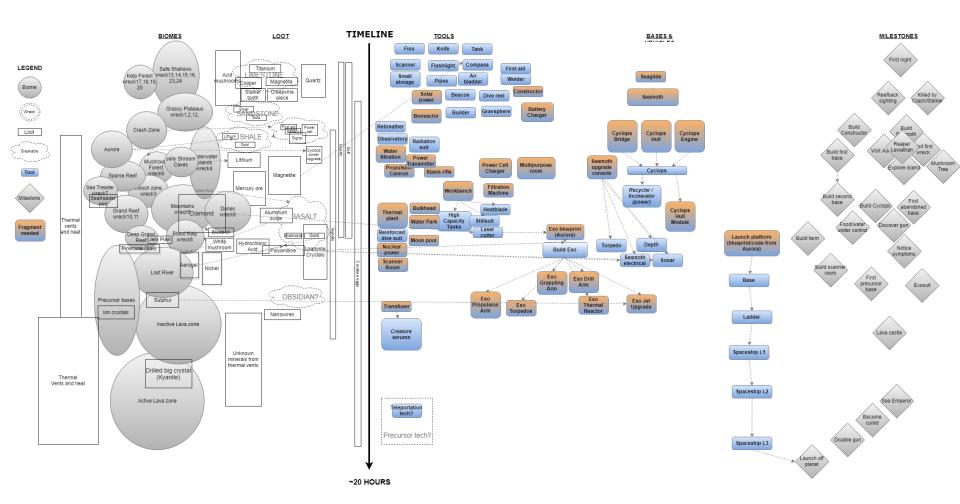














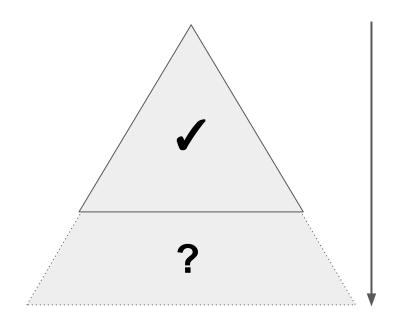


### **Evaluation**

Survival sandbox

**Exploration adventure** 

But why?!





### Brian's Epic Chart

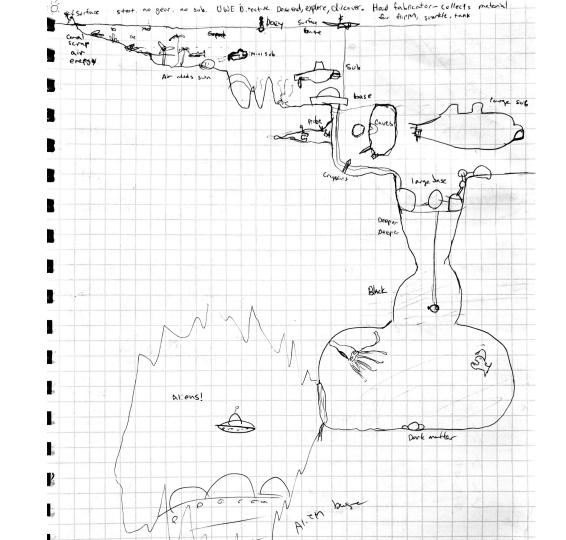
Descend

Explore

Discover

• • •

Aliens!





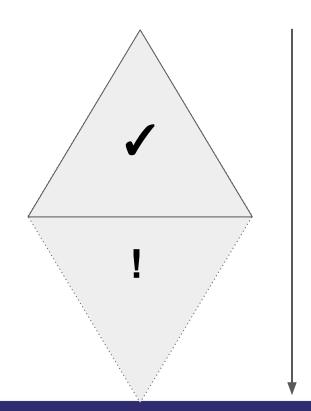
## Story

Main story implicit

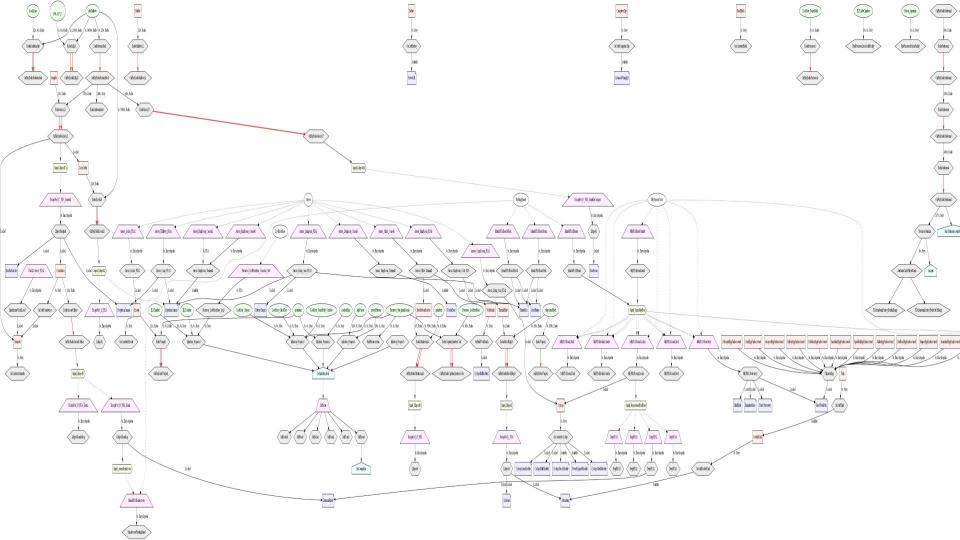
Concurrent storylines

Overlapping parts

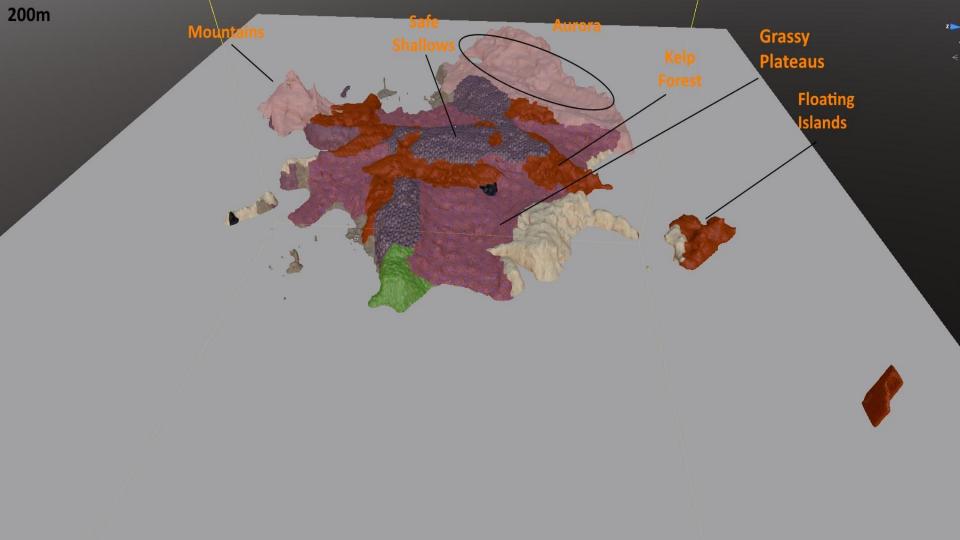
→ Nonlinear

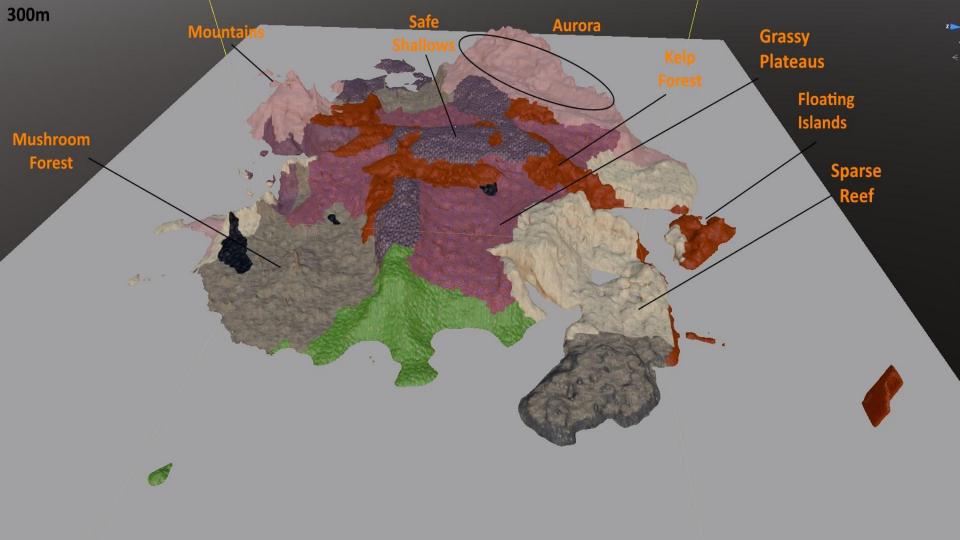


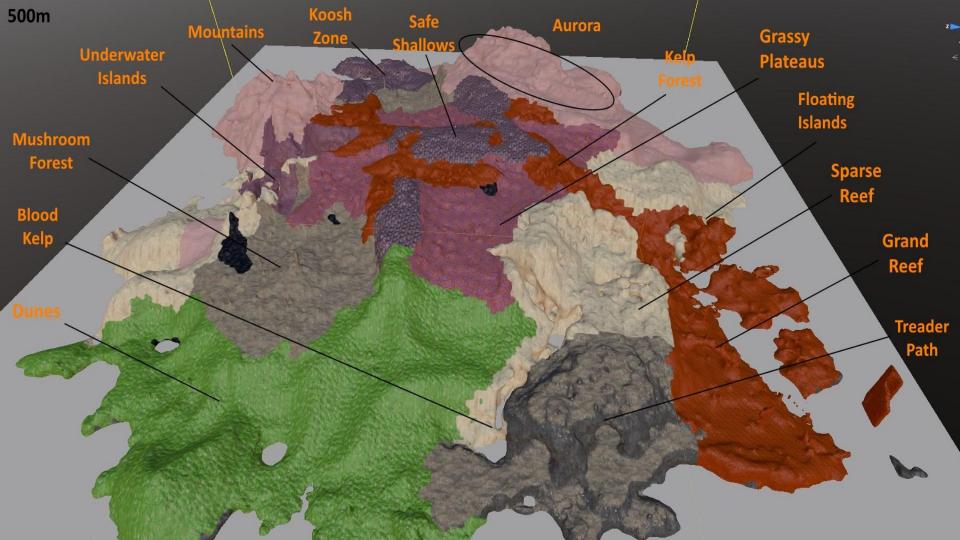


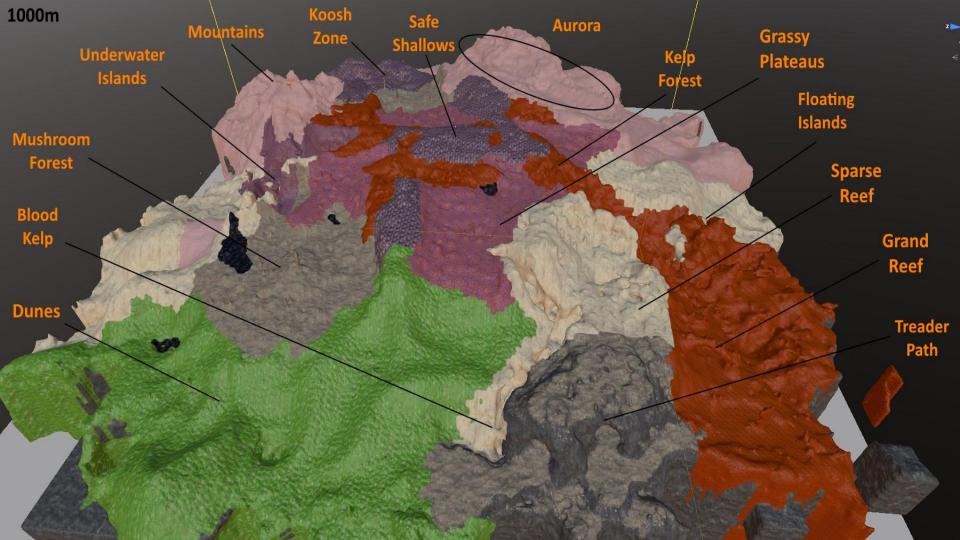


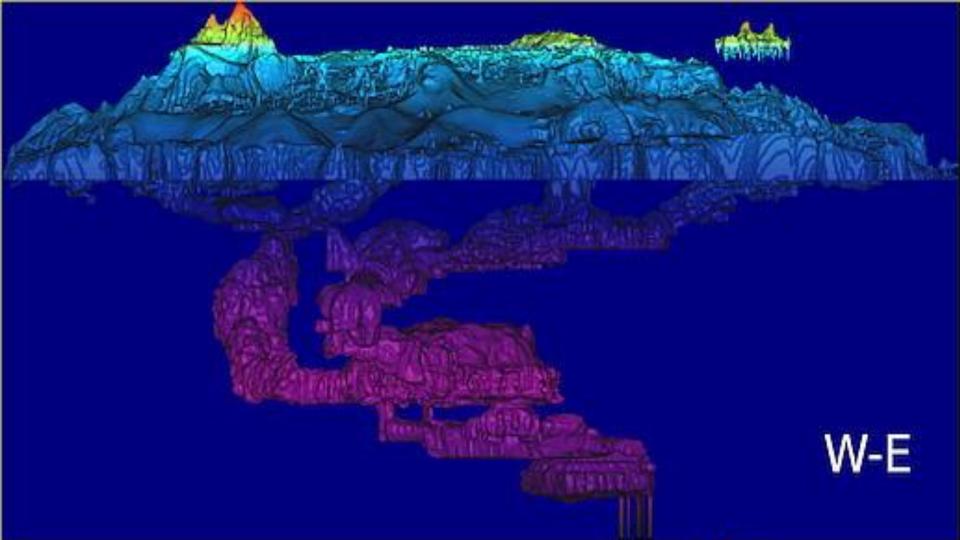


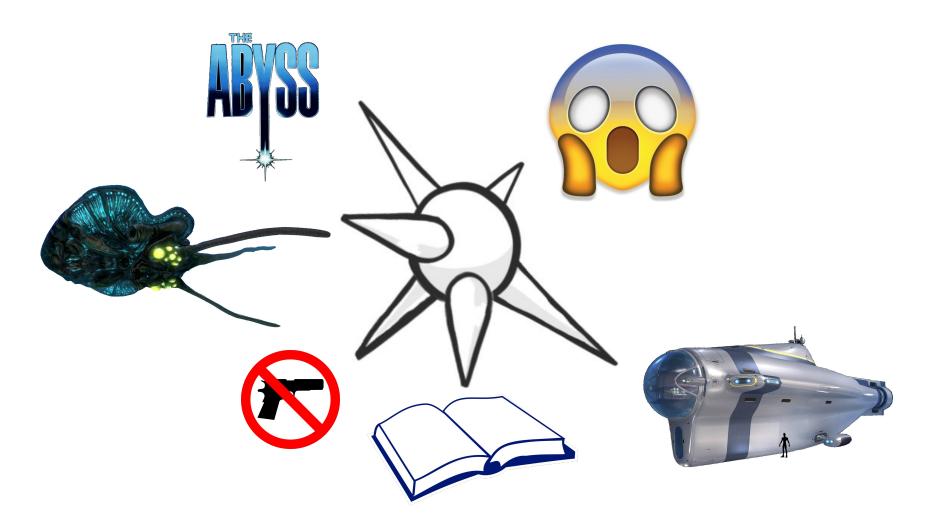














### Cut

Multiplayer Ecosystems

Terraforming Emergence

Colonization Transfuser

Weather





### **Developers**

Technical Debt

Developers at the beginning of a project.

vs. Developers vs. end of a project

vs. Good-mortem







Survivorship bias



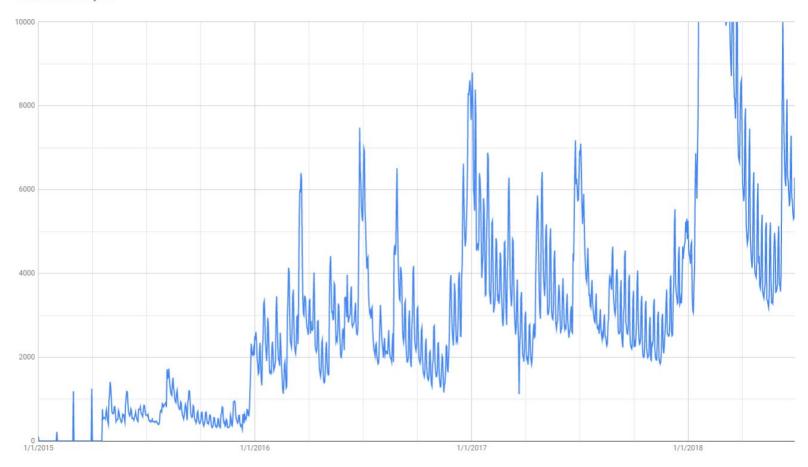
### Result







#### Concurrent Players

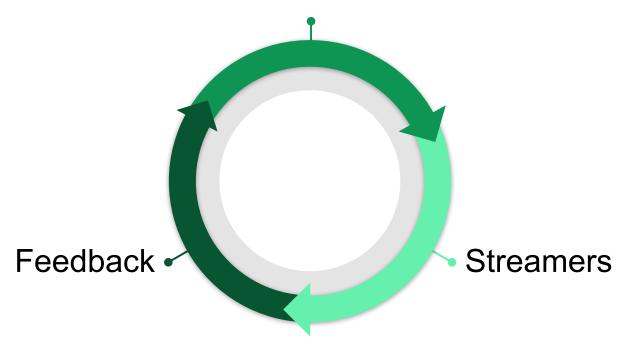


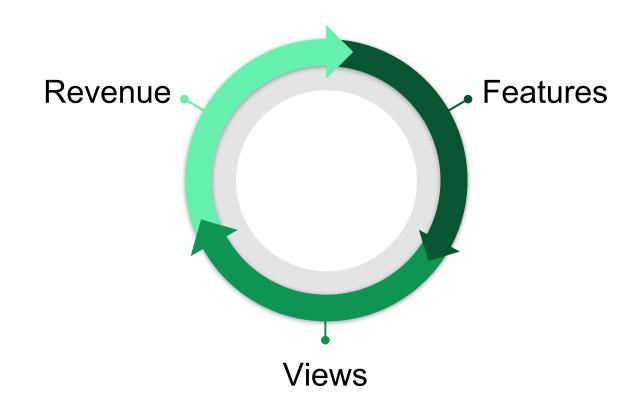


## Open Development

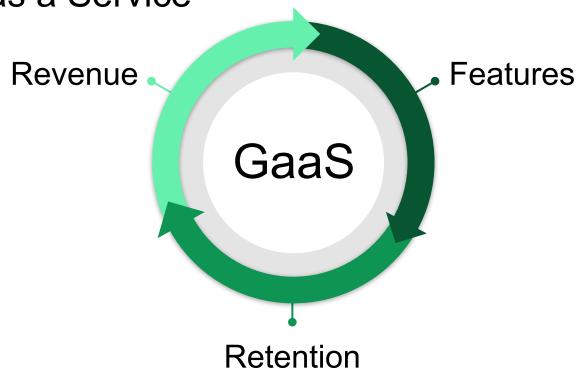


### Open Development

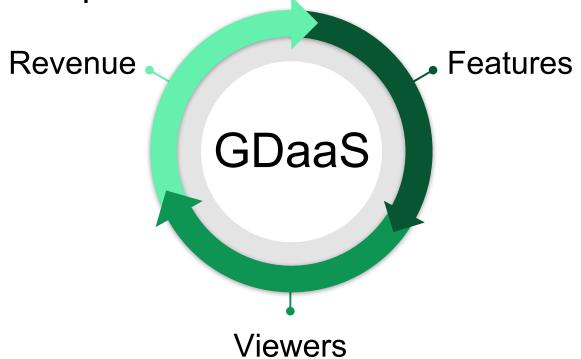




Games as a Service



### Game Development as a Service











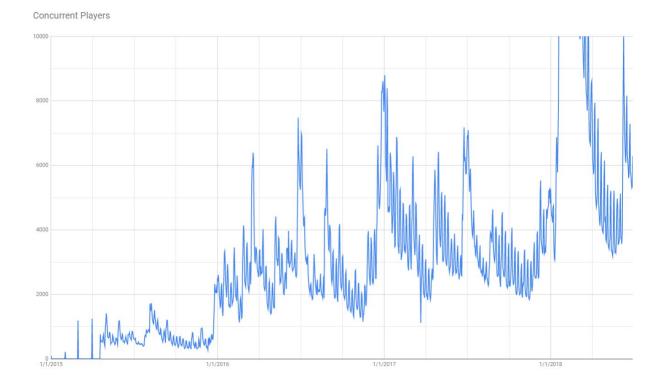
Youtubers

Twitch streamers

Steam features

Social media

Press



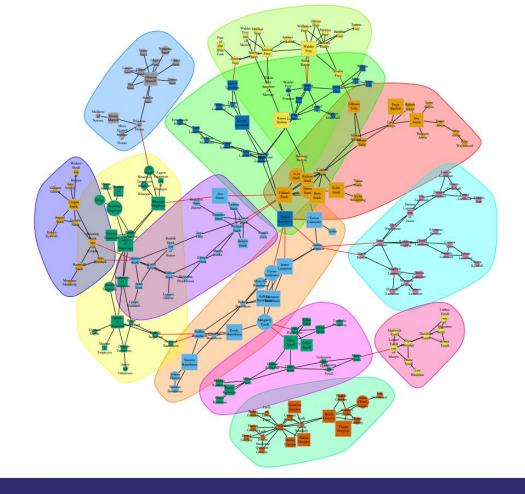




### Infinite Market

Fragmentation

Cluster exhaustion







## Summary







## Summary

Build prototypes Design for emotions

Define spikes Listen to your game

Minimum viable product Listen to your players

Get user feedback Listen to your instincts

Iterate

**Execution matters** 





## Summary

Streamers generate traction

Open development

Community management

Early Access is a show

Ship often











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