

# Developing Imperfect Software

How to Prepare for Production Pipeline Failure

Ron Pieket - Senior Engineer

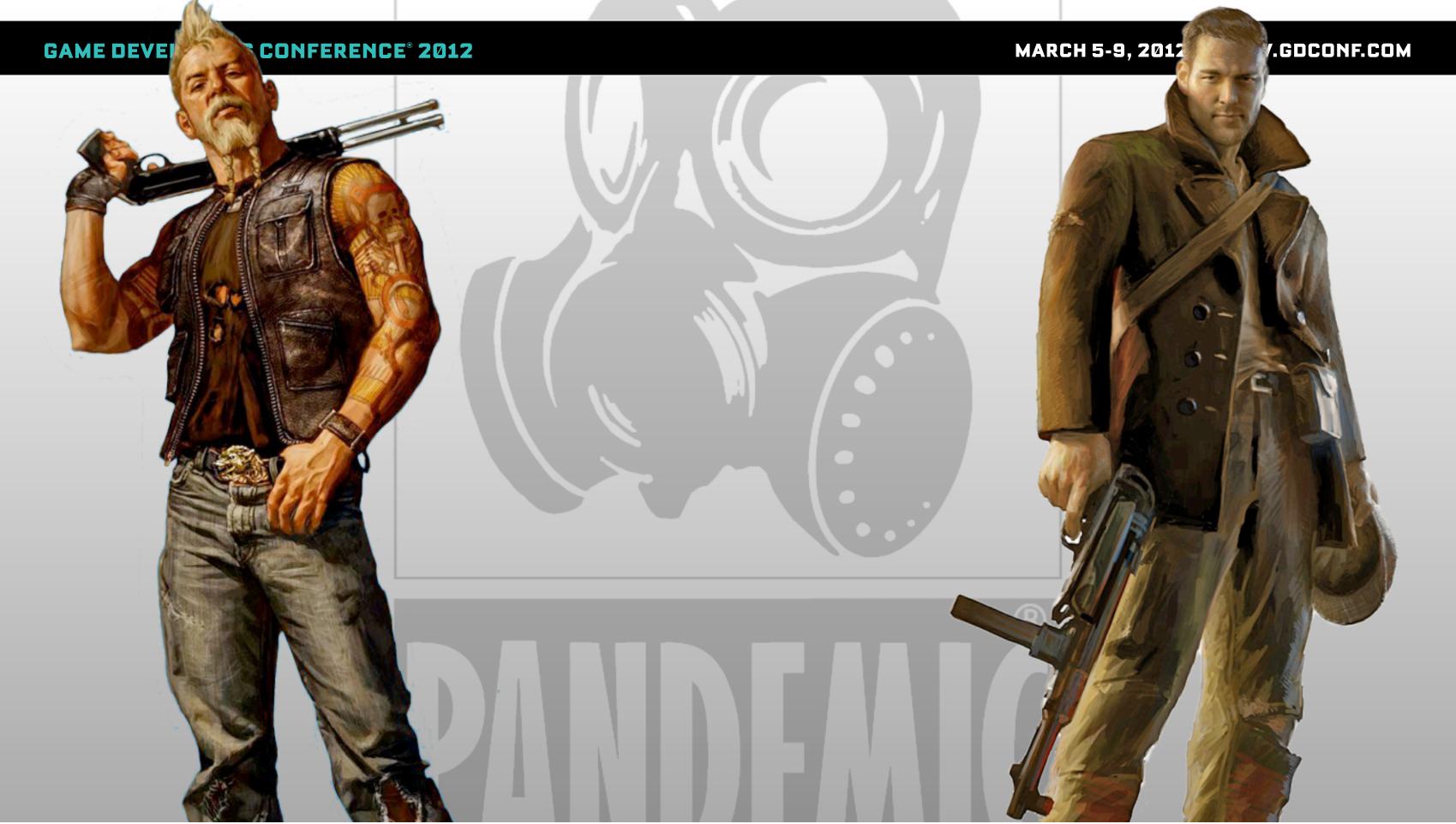


SAN FRANCISCO, CA
MARCH 5-9, 2012
EXPO DATES: MARCH 7-9

Thank you all for coming. I'm glad that you decided to stick around for this very last session of GDC 2012. Please silence your cell phones.

My name is Ron Pieket. I'm a senior engineer at Insomniac Games, where I primarily work on productivity tools and pipeline.

Before that I was at Pandemic Studios for many years, where I worked on Mercenaries and Mercenaries 2. After Mercenaries 2 was completed, I joined the Saboteur team, to help them finish the game.



It was after that switch that I really started to think about production pipeline issues. And how we, as engineers, can help our content team experience less downtime, be more productive, and make the game more awesome.

When I joined The Saboteur, the team was already in crunch mode. People were working long hours, weekends, some hardly ever went home. Kids would show up on weekends because they never got to see their daddy – I'm sure this is a familiar scenario. (Cue violins)

But what struck me was that although these dedicated people were working all these extra hours, for a good portion of the day they were sitting on their hands. They were sitting on their hands because the build was broken.



I will be using this term quite a bit throughout this talk. I want to make clear that when I say that "the build is broken", I don't mean that the code won't compile. That's a simple issue. What I mean by breakage is that one moment you are fighting nazi's, aliens, or zombies, and the next moment you are not.

[CLICK] A assertion fails, the game freezes up, the screen goes black... or maybe you just lose an important functionality in the game, the Al stops running or the hero falls through the terrain.

And in particular, I will focus on the kind of breakage that is caused by programming errors, that then causes the artists and designers to not be able to do their work. There is a whole other category of breakage that is caused by errors in the content data, but the topic of this talk is already quite broad.



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# Production downtime

And breakage affects us greatly. You see, we are not just DEVELOPING the game. We are also USING it. We, the team, are the first users, the first consumers of the game. We rely on it to do our job. And when the build fails, people end up sitting on their hands.

And of course we know that. When the build is broken, engineers rush to find and fix the problem, get a patch out to the team with great haste, because people are sitting still.

# Production downtime

- Developers use the same software that they develop
- Software that is in development is inherently unstable

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# How do you manage instability?

And the question that's being asked is: "how come the build is broken again?" And we revisit our programming practices and check-in procedures, to make sure that we don't break the build EVER again. Breakage is really costing us, so we put in place a code vetting system, where every code submission is peer reviewed. We put in place unit testing, smoke testing, branching, public flogging. All in an attempt to reduce build breakage.

But we are asking the wrong question. The question is not "how come the build is broken again?", because the answer to that is quite obvious. The build is broken because the game is still in development. Of course it is going to break. Software that is in development should be expected to break, a good deal of the time.

The real question is "when the build is broken, why do people have to sit on their hands?"

# How do you manage instability?

- Don't break the build!
- For heaven's sake, don't break the build!
- And if you break the build, we'll send the boys round!

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The real question is "when the build is broken, why do people have to sit on their hands?"



And you can't scale up these vetting and testing procedures to a point that the build never breaks again. They are labor intensive, and when taken to an extreme, they can slow down development and stifle creativity and experimentation. And the other problem is that they only address the FREQUENCY of breakages. It's as if we think that if we try hard enough, we will never break the build again. That of course is not the case. The build will still break.

I won't argue that we should do away with testing and branching and flogging. It is still important that we reduce the frequency of breakages.

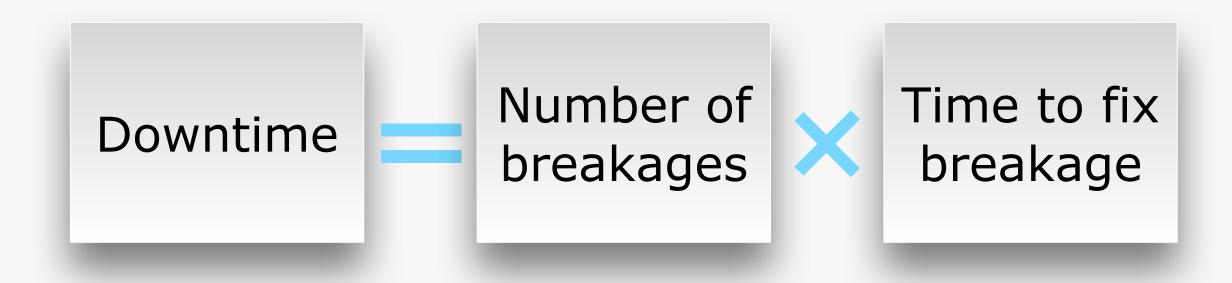
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You see, the problem is not really breakage. It is DOWNTIME. There are other factors at play here, not just the frequency. Overall downtime is a product of the frequency of breakage, and the average time it takes to fix each one.

Well actually that's wrong. This equation is very out of date.

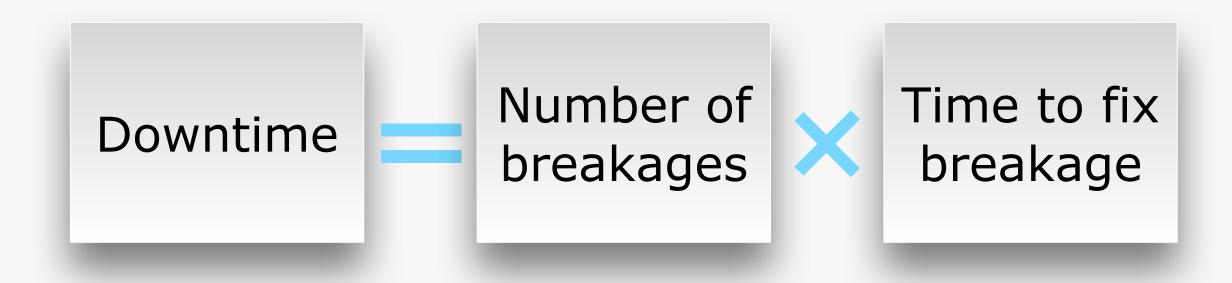
[CLICK] This WAS the case in 1986, when I started out in the game industry. Back then, team size was typically ONE. "I" was the game designer, the artist, the sound guy, and also the programmer. "I was making a computer game." So if the build was broken, "I" had to fix it. And the time it took me to fix it was downtime. If it took me half a day to fix it, that was half a day of downtime.



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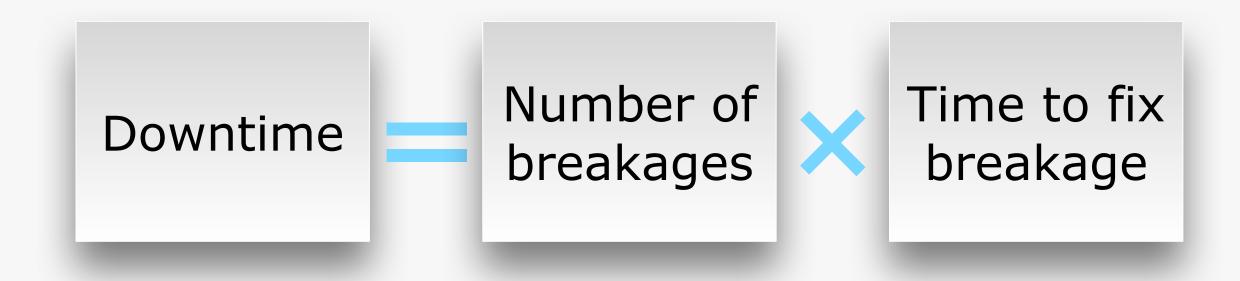
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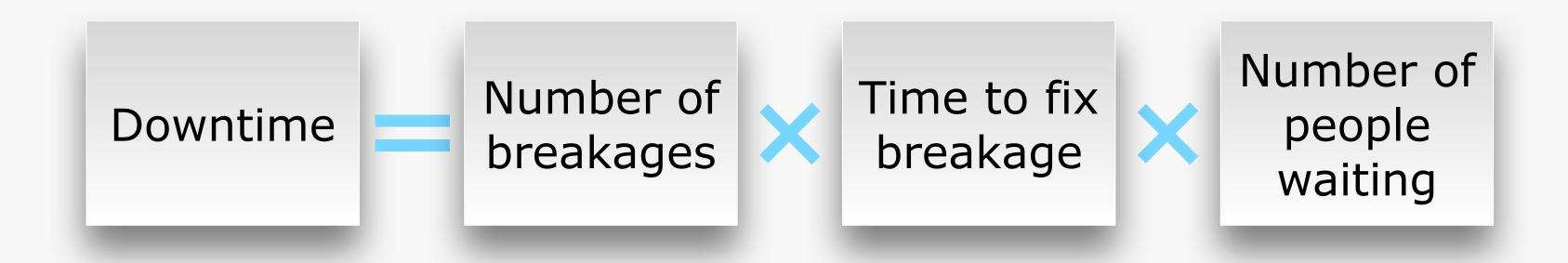
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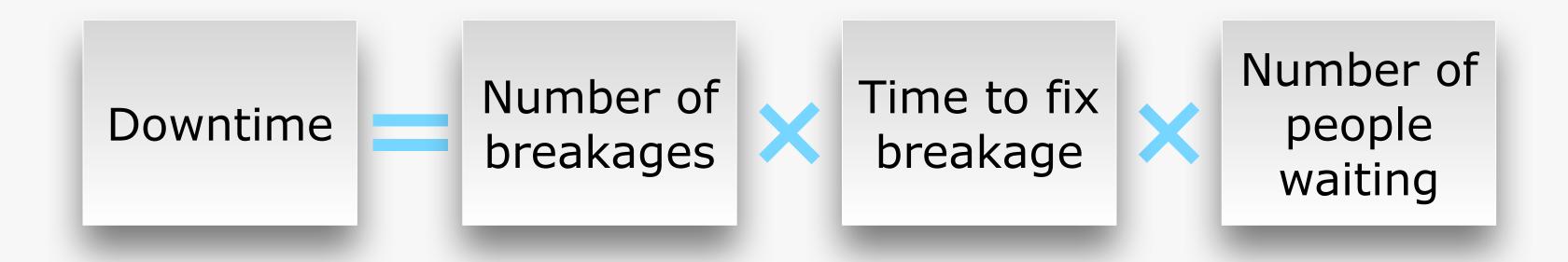
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But that was a quarter of a century ago. Today we have team sizes of 50, 80, and more. When you have 50 people waiting for you to fix the build, and it takes you half a day, that is 25 man-days of downtime. That is more than a month.

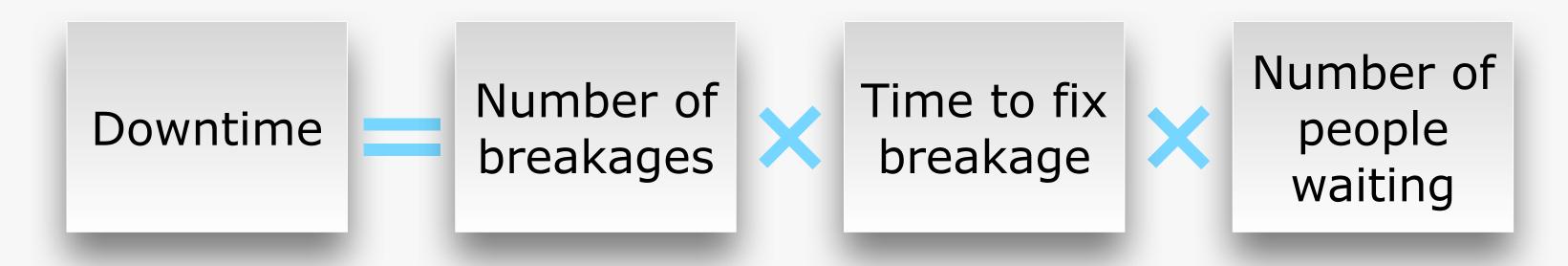


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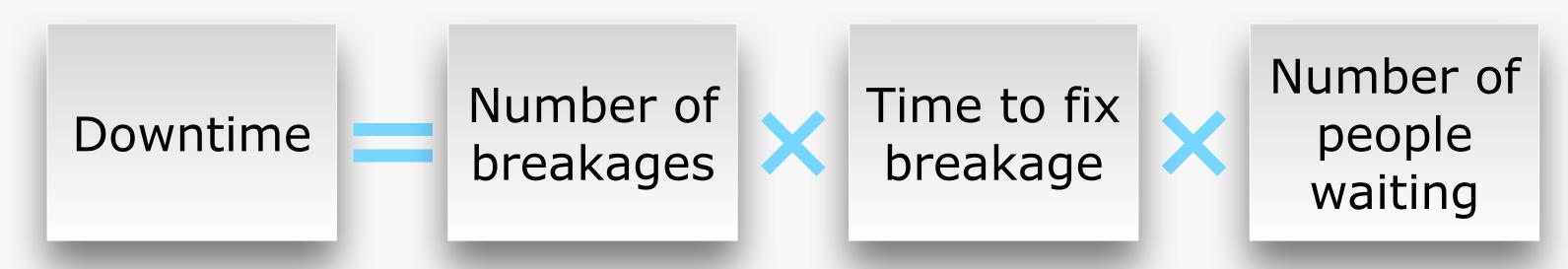
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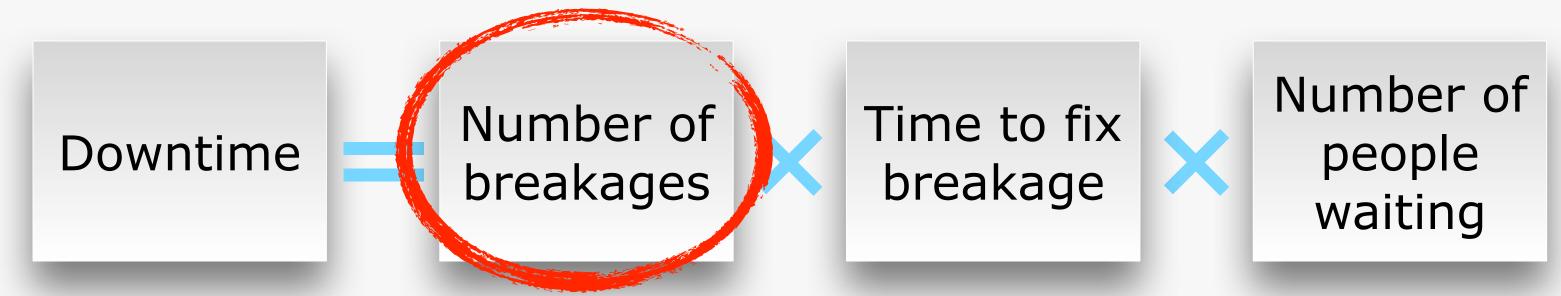
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- Vetting, testing, branching only address occurrence of breakage



But it seems that most of our efforts into reducing downtime go to reducing the NUMBER of breakages.

This is what code vetting, testing, branching and flogging is all about.

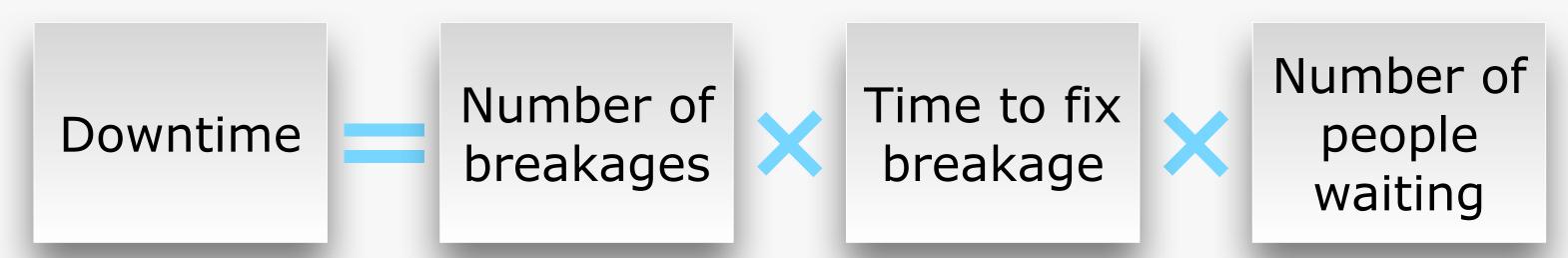
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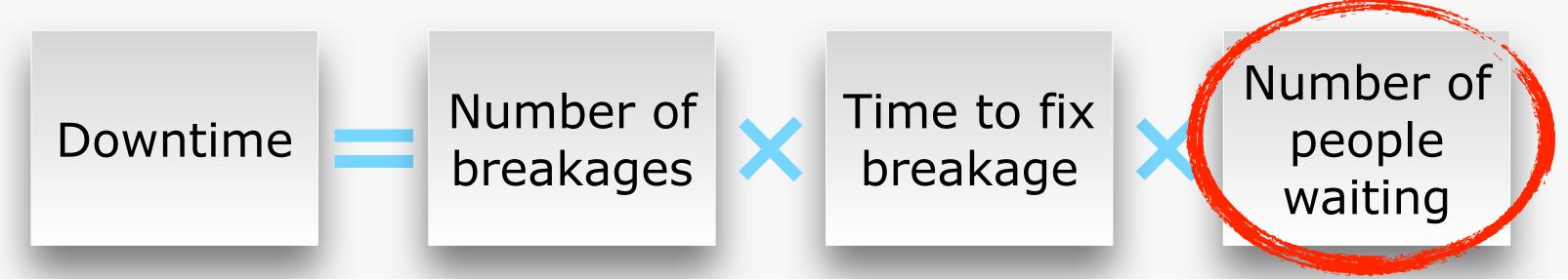
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So today I want to shift the focus to measures you can take to reduce the number of people that breakage will affect. Note that in the slide I wrote "the number of people WAITING", not "the number of people on the team". If people can carry on working while you are fixing the build, there is no downtime.

[CLICK] And I will also talk a bit about reducing the time it takes to fix the build, by being better prepared.

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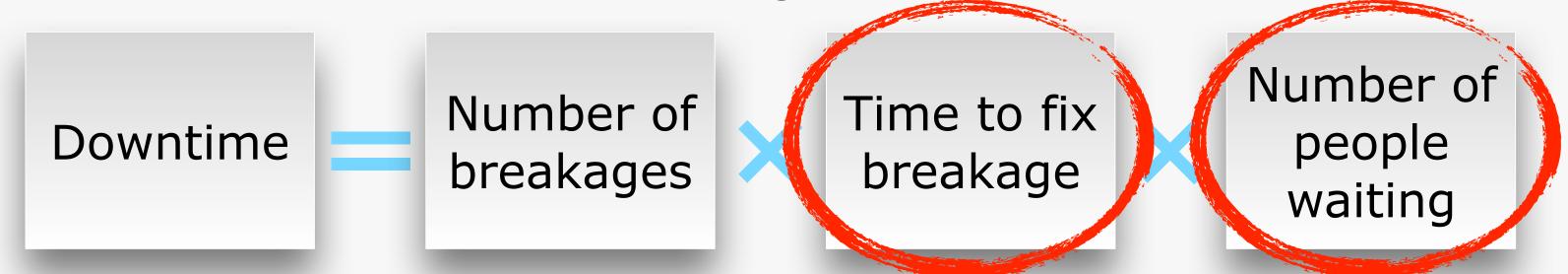


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#### Three downtime reducing measures

In this session I will highlight three downtime reducing measures. And these are just examples. I hope that by the end of this session, you will have picked up some ideas, but most of all, that you are inspired to look at your own production pipeline, and make it fail in a better way.

[CLICK] Next up, I will talk about data/code dependencies. I found that the choices we make HERE have a profound effect on productivity.

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Assertions

Client/server tools architecture

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Mercenaries, The Saboteur, and Resistance 3 all suffered from downtime caused by data/code dependency issues.

Lengthy data rebuilds a never fun. But they can become a real issue when the build is broken.

If the latest version of the game executable requires a new data version, that is what I would call a REGULAR data rebuild, and you can plan it into your day. You set it going overnight, or over lunch.

[PAUSE] When the build is broken, the first line of defense against downtime, is to offer an archive of previous builds. For artists and designers, yesterday's build is a good fall-back option. Should take only a few minutes, no downtime.

[CLICK] But if yesterday's executable requires yesterday's data format, you are faced with a forced data rebuild.

And NOW switching back to yesterday's executable takes two hours. And you can't plan it into your day. So that's real downtime. And later, when the build is fixed, another two hours to switch back to today's data format.

[CLICK] And this is what happened at The Saboteur. There was a strong dependency between the code version and the data version, so when the build was broken, people would rather wait for a fix than face the additional two data rebuilds they would need to switch back to yesterday's executable.

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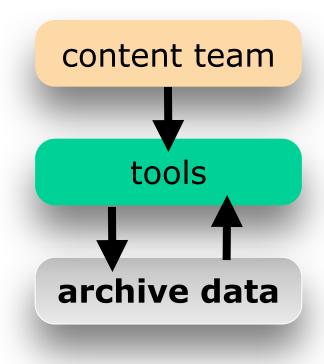
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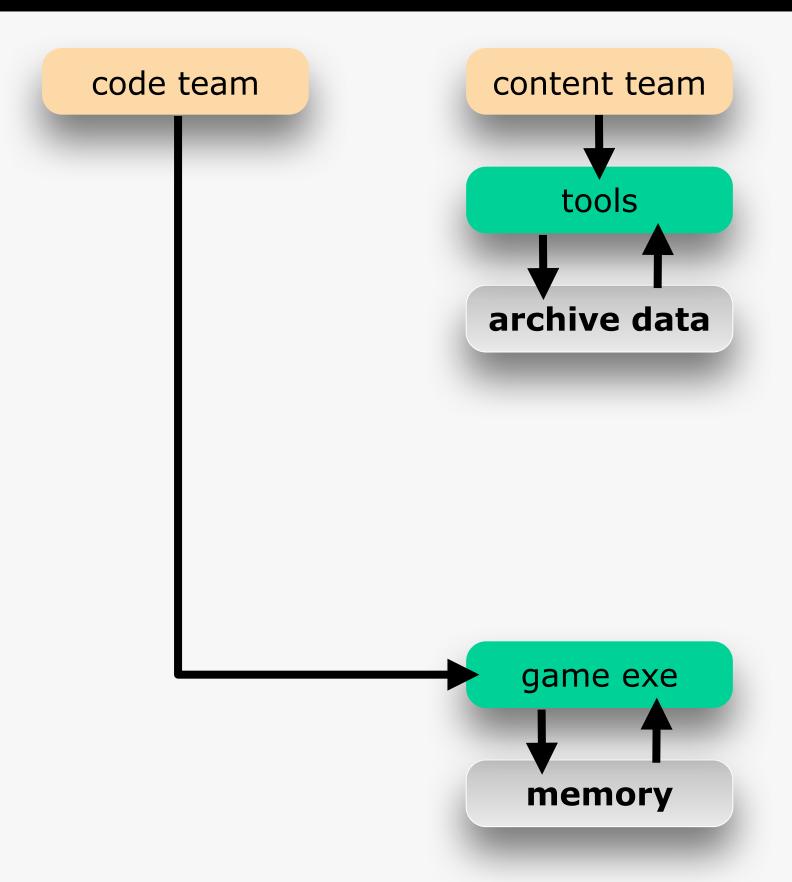
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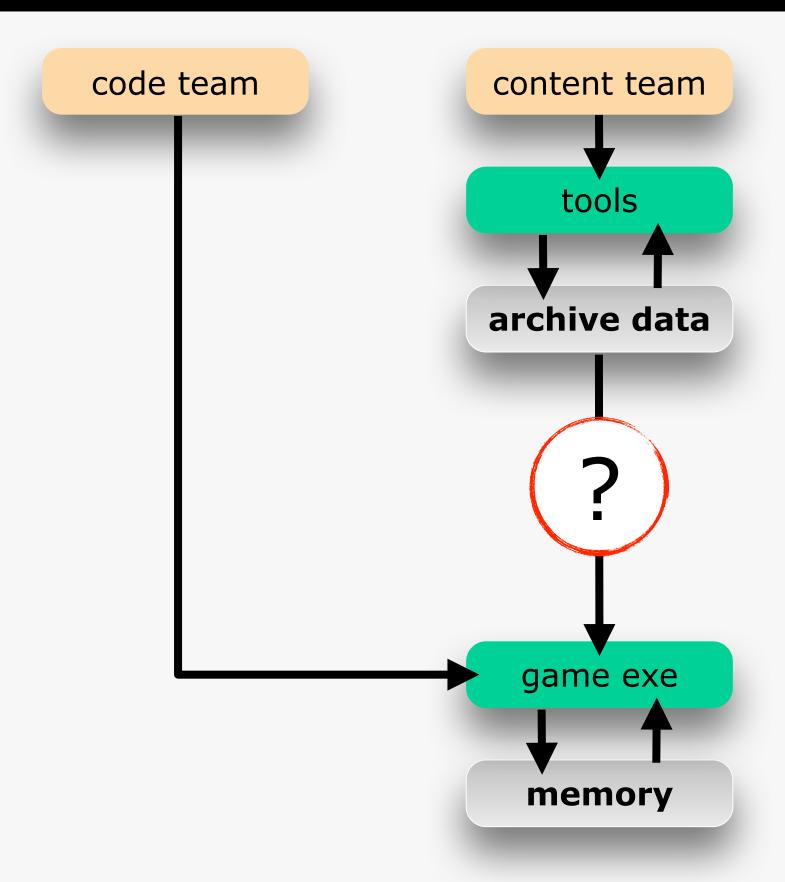
So first let me show you the production pipeline. Mercenaries and the Saboteur looked very similar in this respect. I found the same thing again when I joined Insomniac. I believe this is a common pattern.

The content team, that's the artists and designers, work with third party and in-house tools. These tools read and write their own native formats. This is what I call "archive data". Some call it "source data". This is a collection of formats that we generally have no control over, and that can be written as well as read by the tools.



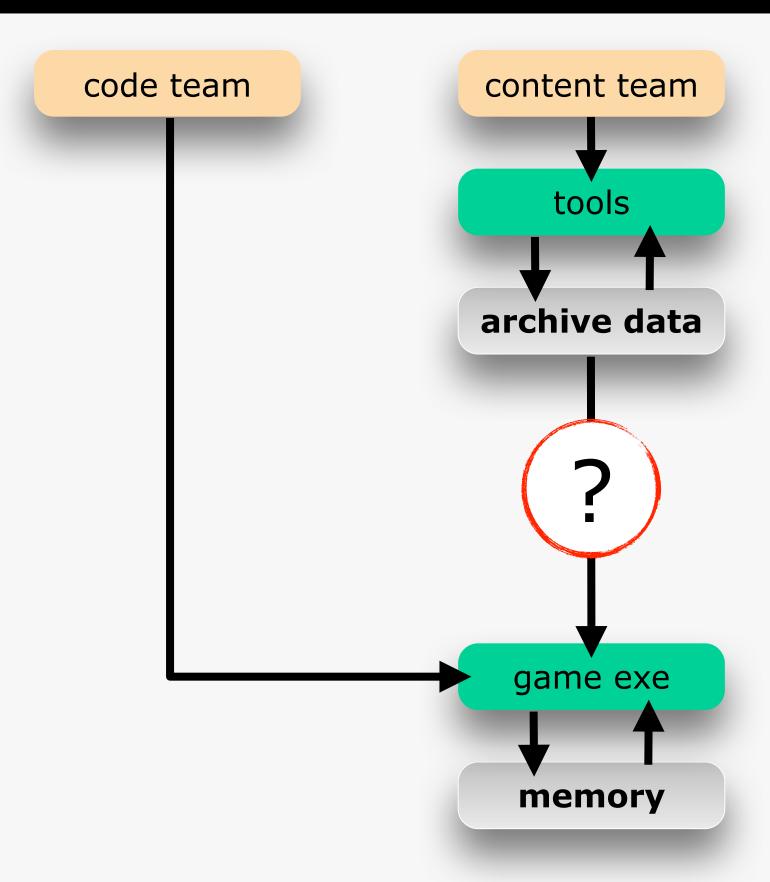
Eventually, data from these files has to end up in the game's memory. At runtime, we don't want to be parsing a hodge-podge of archive data formats, if we even could.

[CLICK] So pretty much all games transform this archive data into something a little more runtime digestible. I call that "engine data". This is optimized for loading at runtime, or streaming.

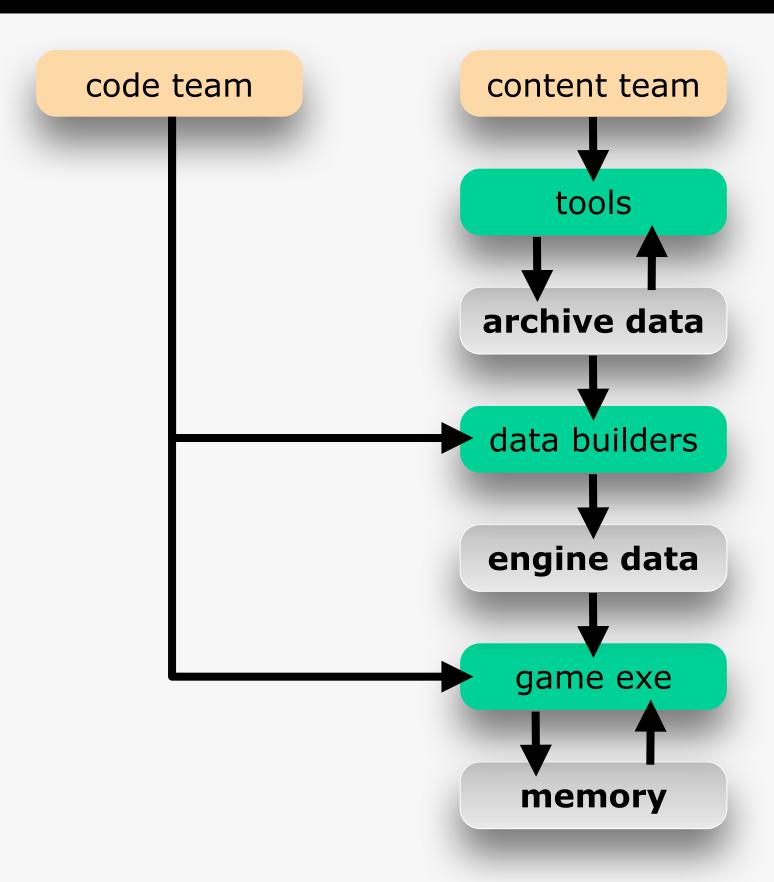


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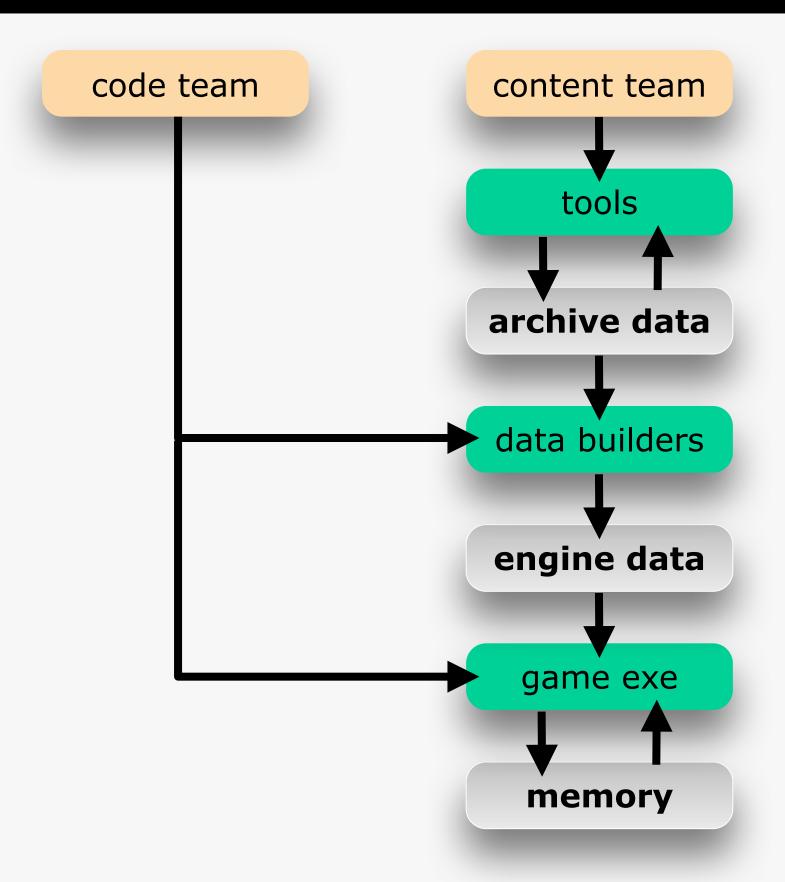
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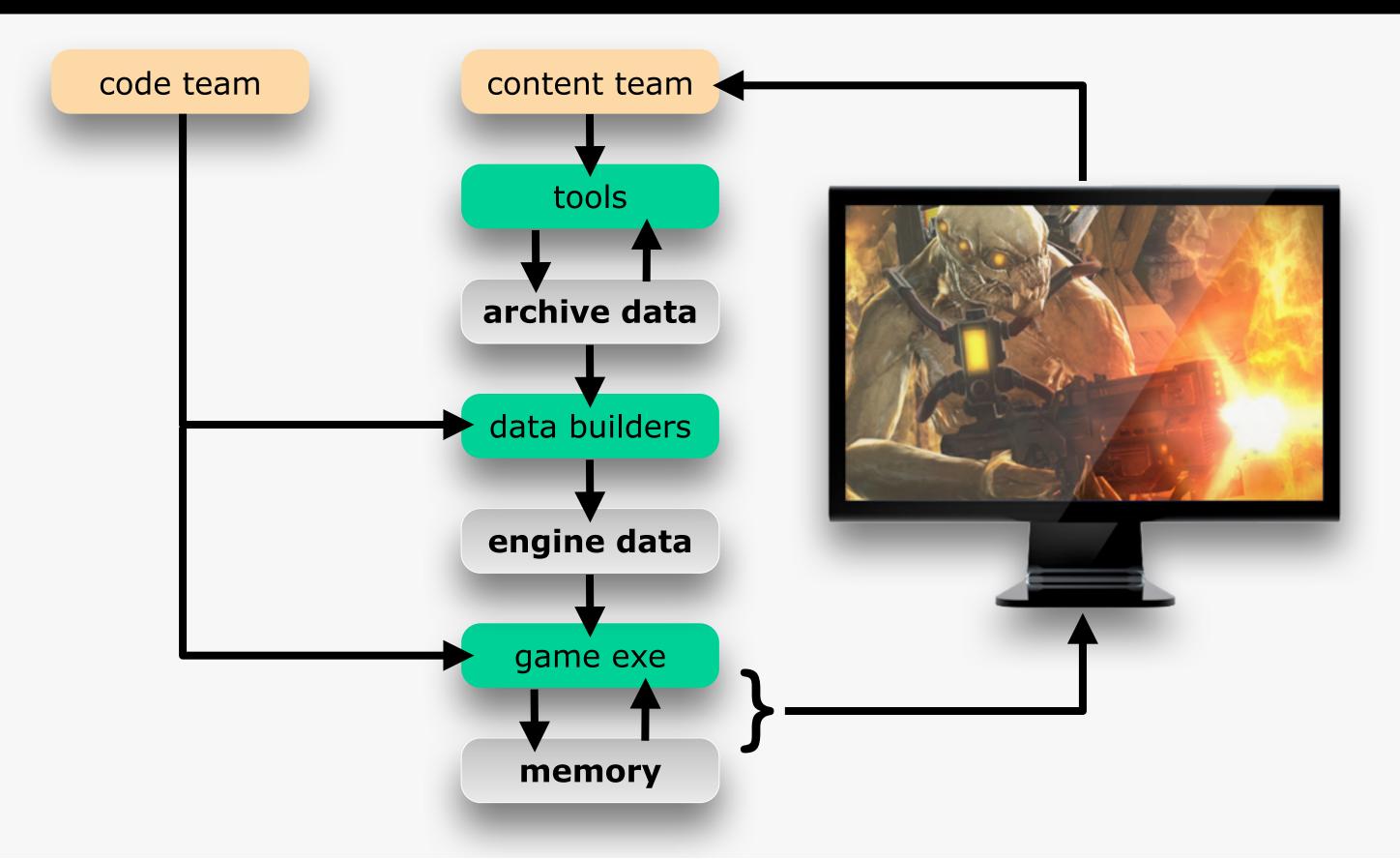


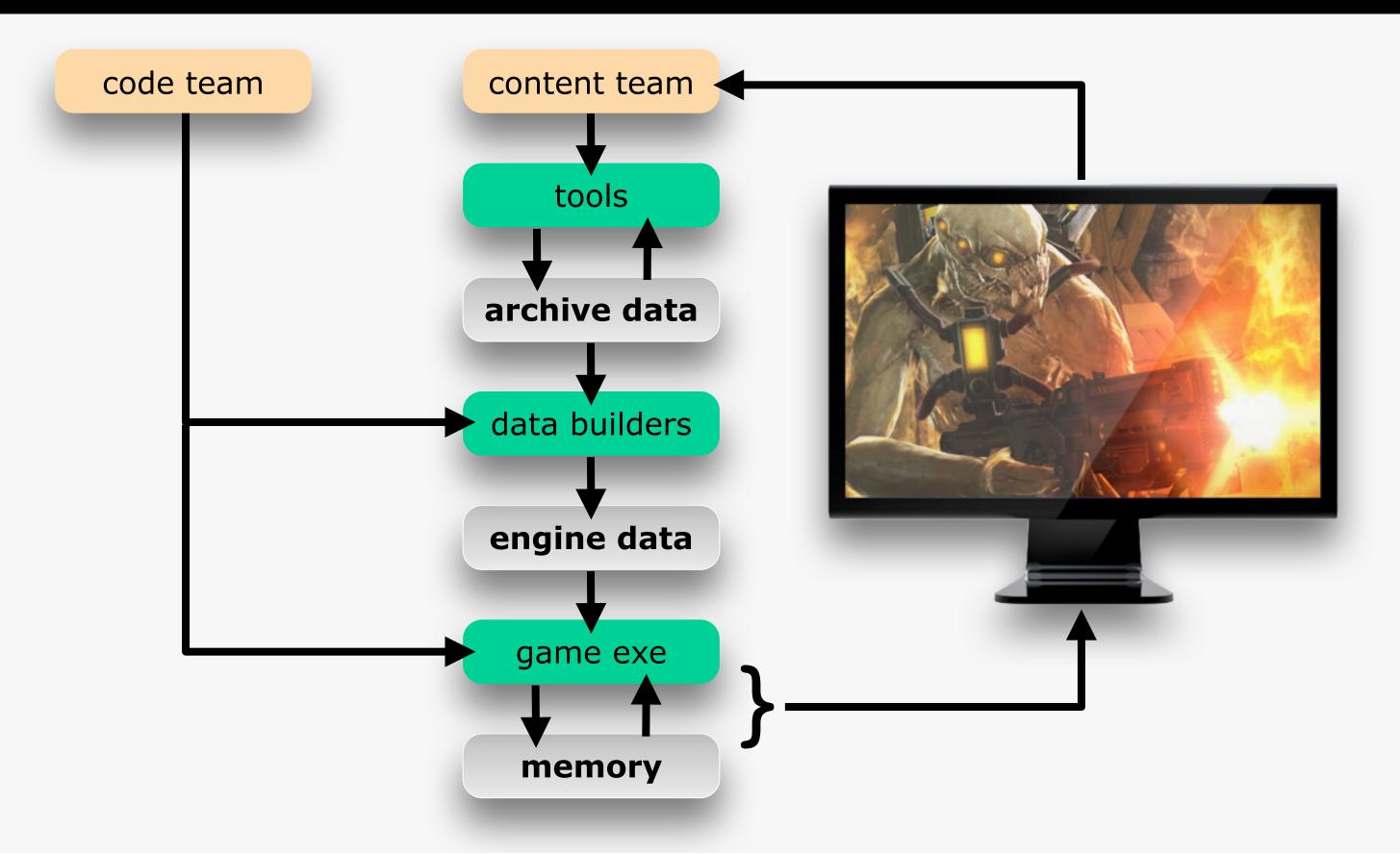
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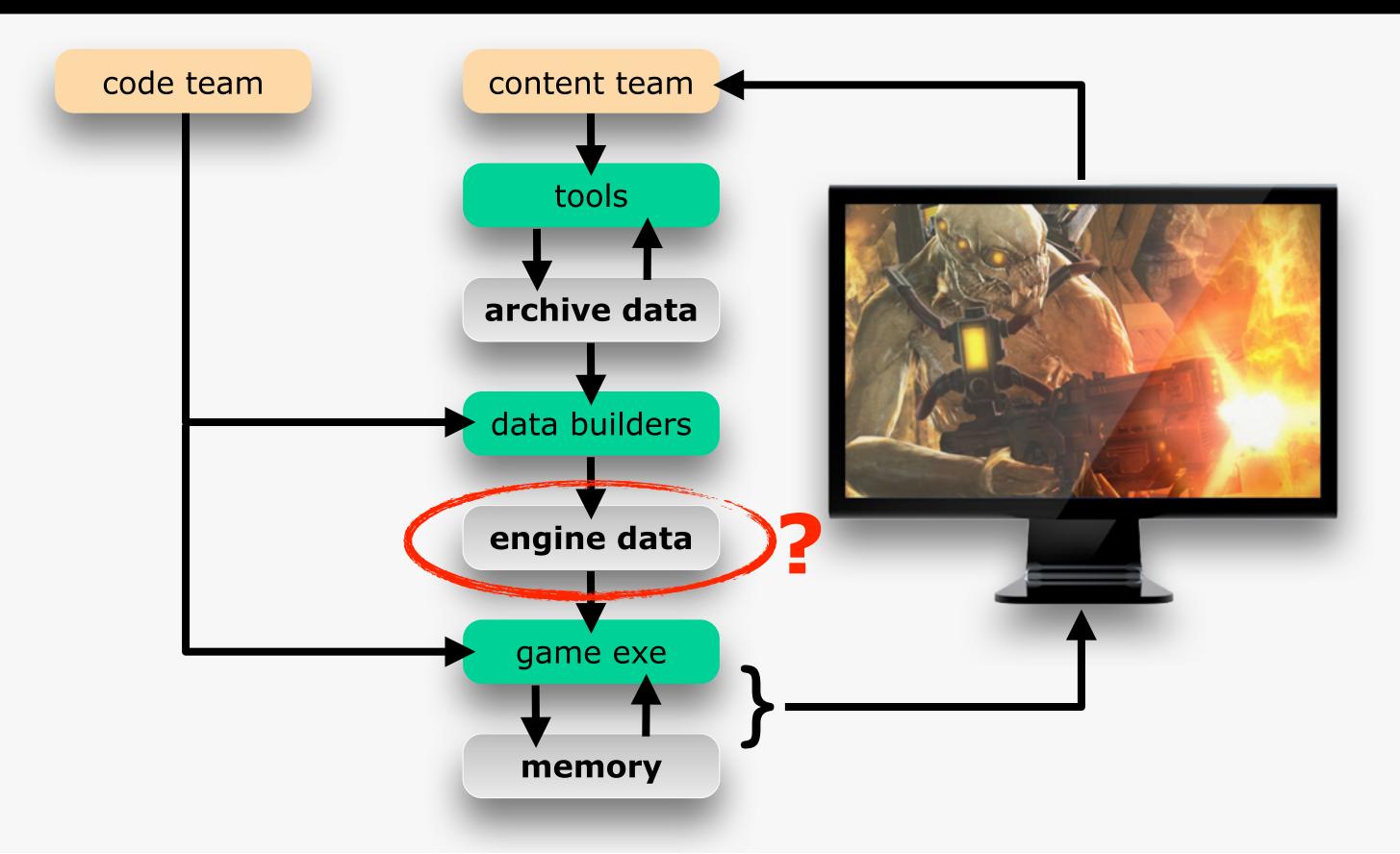


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The Saboteur placed great emphasis on streaming efficiency. And they achieved that. They employed a technique that I will call load-n-go. Efficient for streaming, but strong dependencies.

[CLICK] Mercenaries on the other hand employed what I will call a READ-N-BUILD approach. This reduces data/code dependencies, and leads to fewer forced data rebuilds, but performance kind of sucks.

[CLICK] So I tried to find an approach that combines the efficiency of LOAD-N-GO without the dependency issues. I couldn't find it so I made one up. I call it STRUCTURED BINARY. This is, right now, an experimental technology, but it's looking promising.

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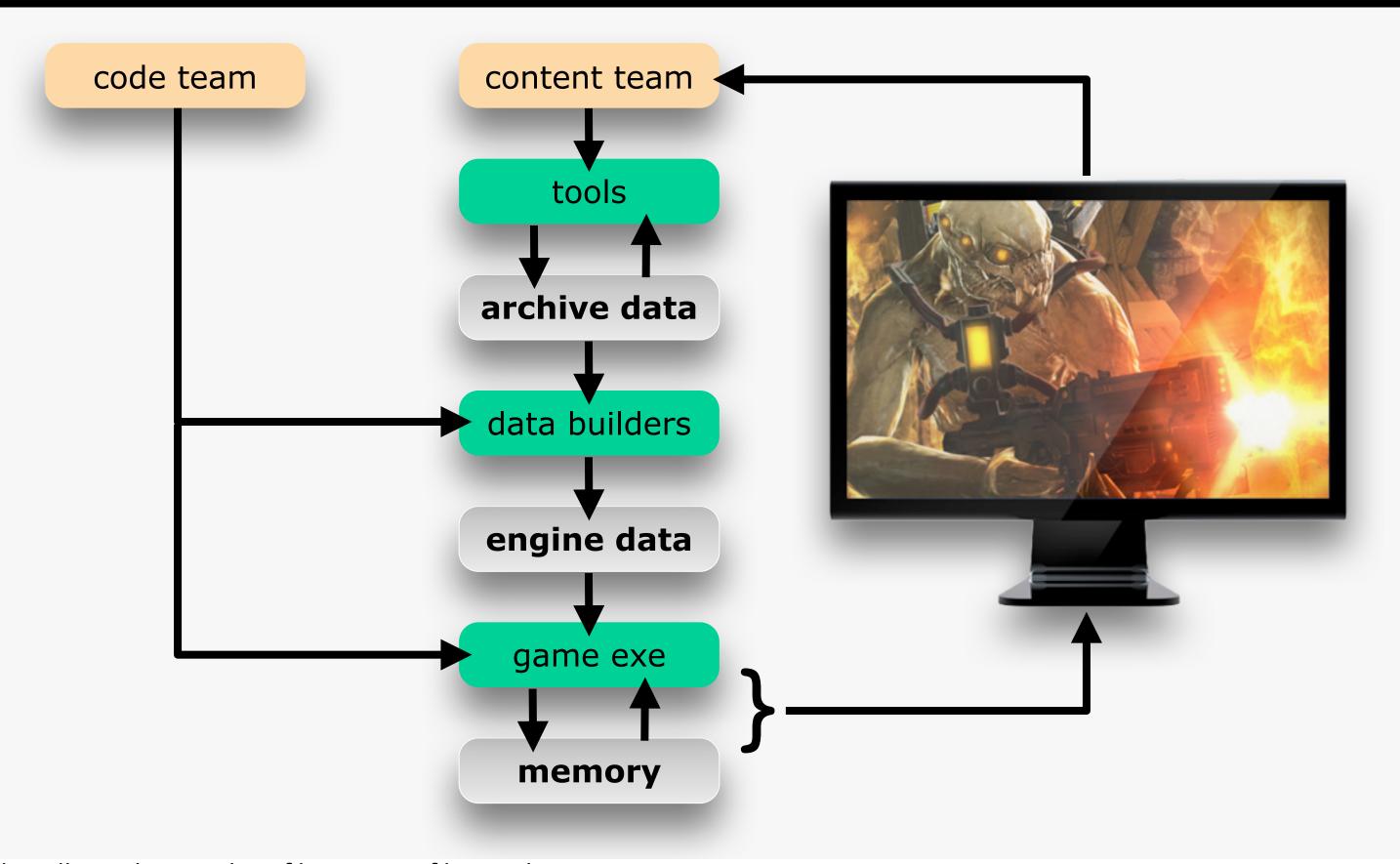
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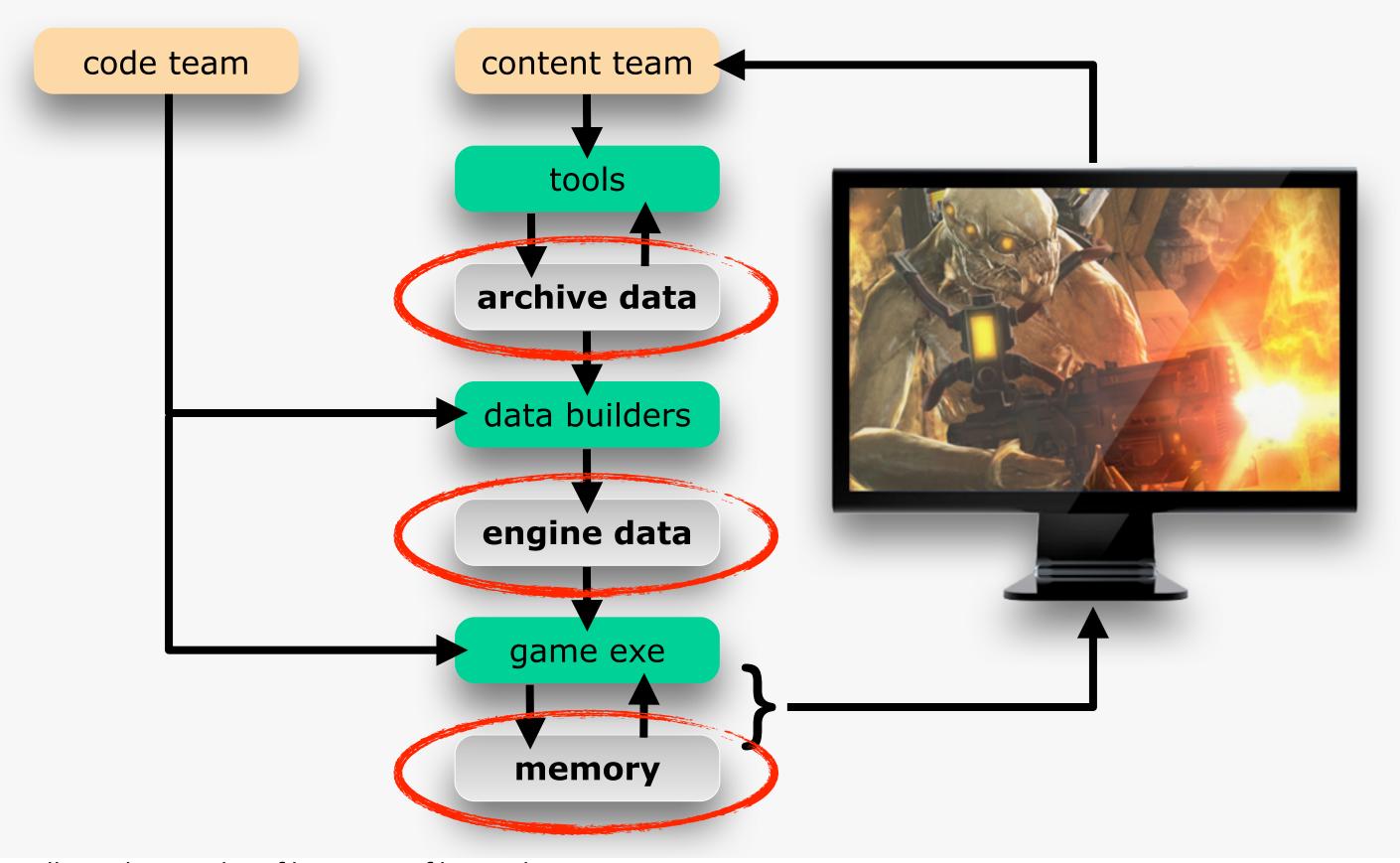
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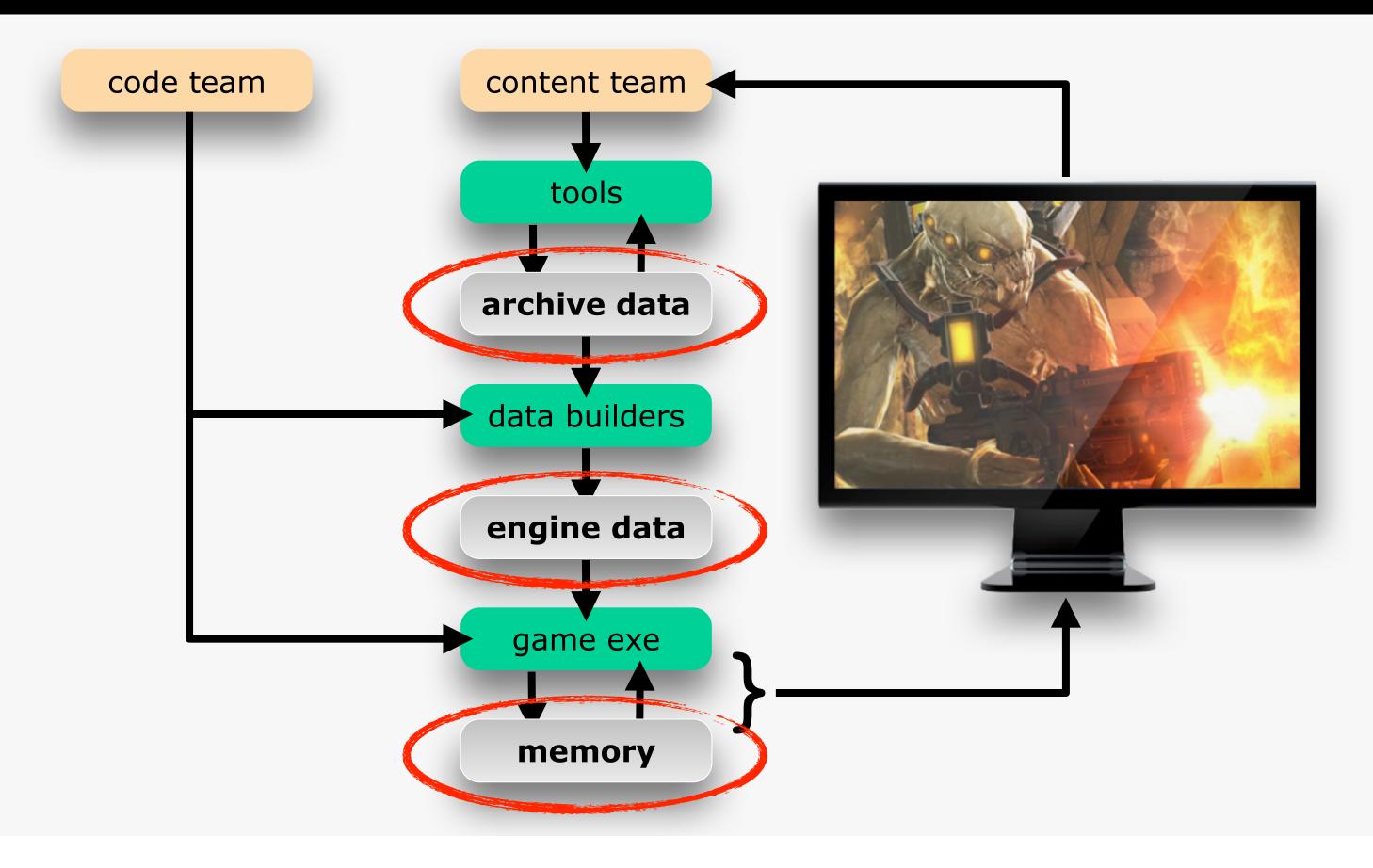
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Keep an eye on where they are in the production pipeline, while I do my Magic Move slide transition. Thank you Steve Jobs

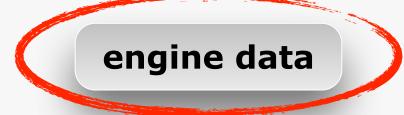


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A data builder reads the wordy archive file, and fits everything in the right places in the engine file







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engine file archive file memory

[CLICK] So on the left we have an archive file. Don't worry if you can't read it. I realize that the text is a little small. It's a random piece of XML. The text is not important, it's just to show that there's a lot of stuff in there that we don't necessarily want to be parsing at runtime.

[CLICK] And on the right, a C struct. Again, don't worry if you cant read. It's not an exciting read. And remember I'm demonstrating a data loading principle, not a specific file format.

# archive file <?xml version="1.0"</pre> encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

# engine file

memory

[CLICK] So on the left we have an archive file. Don't worry if you can't read it. I realize that the text is a little small. It's a random piece of XML. The text is not important, it's just to show that there's a lot of stuff in there that we don't necessarily want to be parsing at runtime.

[CLICK] And on the right, a C struct. Again, don't worry if you cant read. It's not an exciting read. And remember I'm demonstrating a data loading principle, not a specific file format.

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engine file
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```
memory
struct
int width;
 int height;
 float x;
 float y;
 float z;
};
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# engine file

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memory
struct
int width;
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 float x;
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float z;
};
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In a LOAD-N-GO data loading system, the format of the engine file is byte-for-byte identical with the C struct that it will be used to initialize.

```
archive file
<?xml version="1.0"</pre>
encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
 < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```

```
engine file
struct
 int width;
 int height;
 float x;
 float y;
 float z;
};
```

```
memory
struct
int width;
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archive file
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  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```

```
engine file
                          memory
struct
                       struct
 int width;
                        int width;
 int height;
                        int height;
 float x;
                        float x;
                        float y;
 float y;
 float z;
                        float z;
};
                       };
```

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```
engine file
struct
{
  int width;
  int height;
  float x;
  float y;
  float z;
};
```

```
memory
struct
int width;
 int height;
float x;
float y;
 float z;
};
```

The data builder needs to be compiled with the target C structure.

[CLICK] When the builder runs, it will parse the archive format, place values in the various struct fields, and then write the file to disk as a binary block.

```
engine file
 archive file
<?xml version="1.0"</pre>
                              struct
encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
                               int width;
<body>
                               int height;
 <object>
                               float x;
  < x > 100.0 < / x >
                               float y;
 <y>200.0</y>
                               float z;
  < z > 300.0 < /z >
                              };
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
                      data
                      builder
 </object>
</body>
```

```
memory
struct
 int width;
 int height;
 float x;
 float y;
 float z;
};
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```
engine file
struct
{
  int width; 256
  int height; 192
  float x; 100.0
  float y; 200.0
  float z; 300.0
};
```

```
memory
struct
int width;
 int height;
float x;
float y;
float z;
};
```

The data builder needs to be compiled with the target C structure.

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```
archive file
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encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```

```
engine file
struct
{
  int width; 256
  int height; 192
  float x; 100.0
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};
```

```
memory
struct
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float x;
float y;
float z;
};
```

The data format is not in any way expressed in the file itself. It is a blind block of raw data.

#### [CLICK] It's a mystery box.

The only way to use this data, is to initialize the matching runtime C struct with it. In order to make sure that the data in the file and the C struct match, is to mark it with a version number. That information is stored in a special portion of the file.

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```
memory
struct
int width;
 int height;
 float x;
 float y;
 float z;
};
```

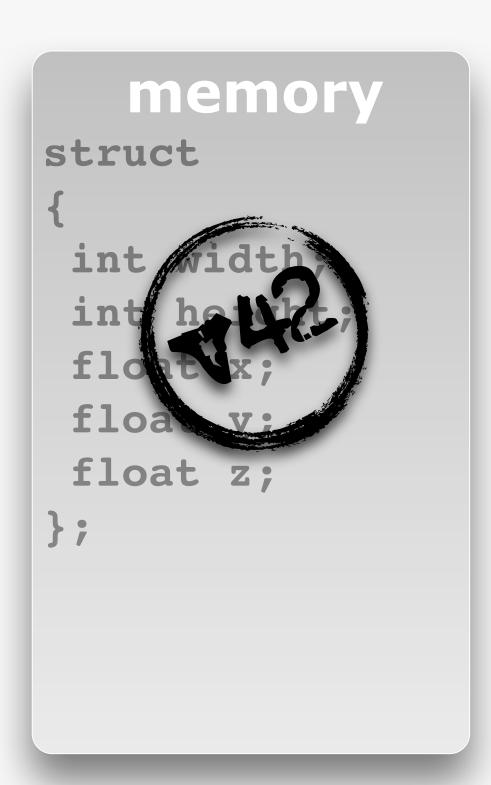
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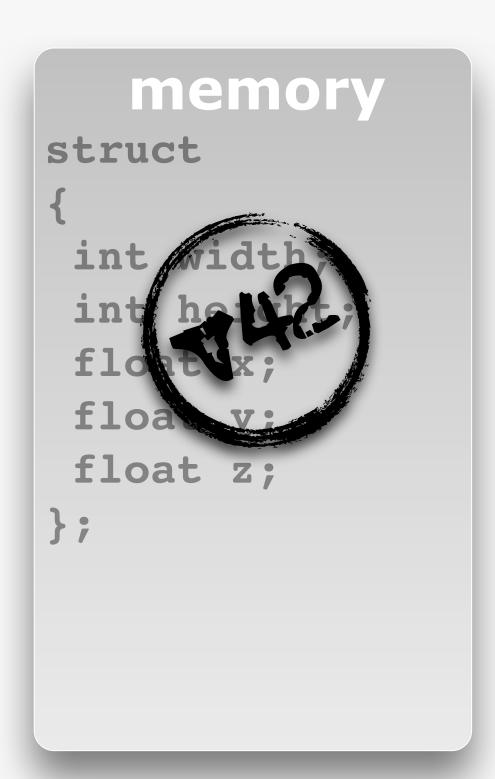
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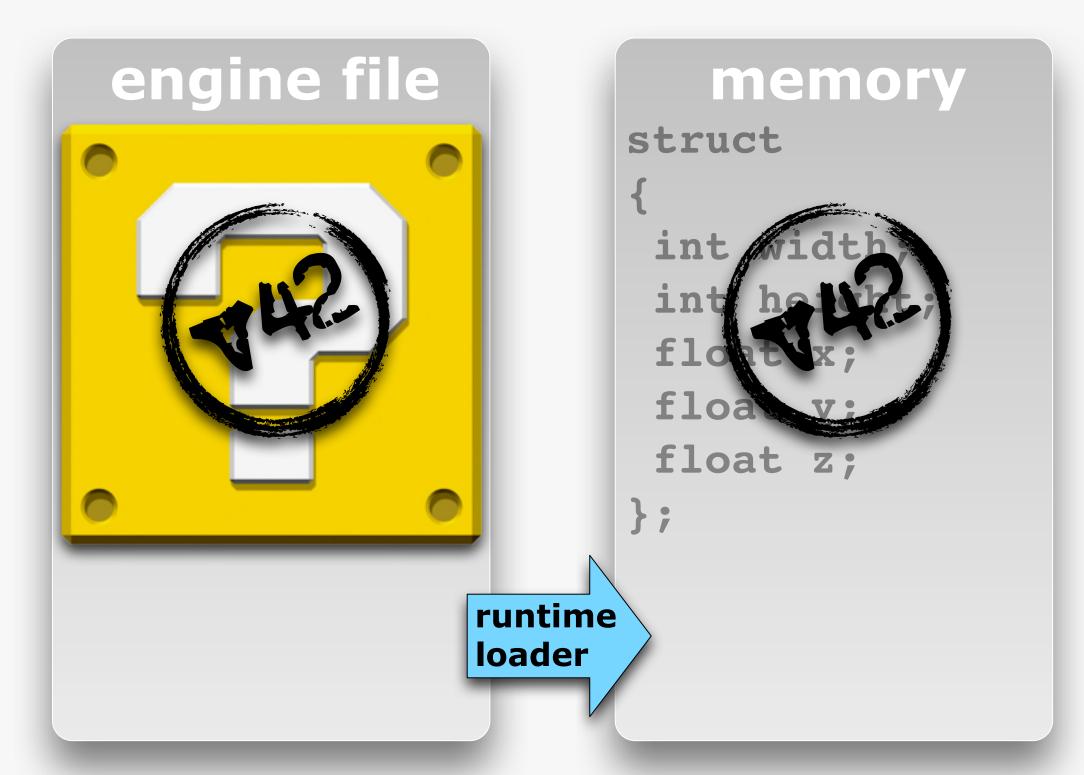
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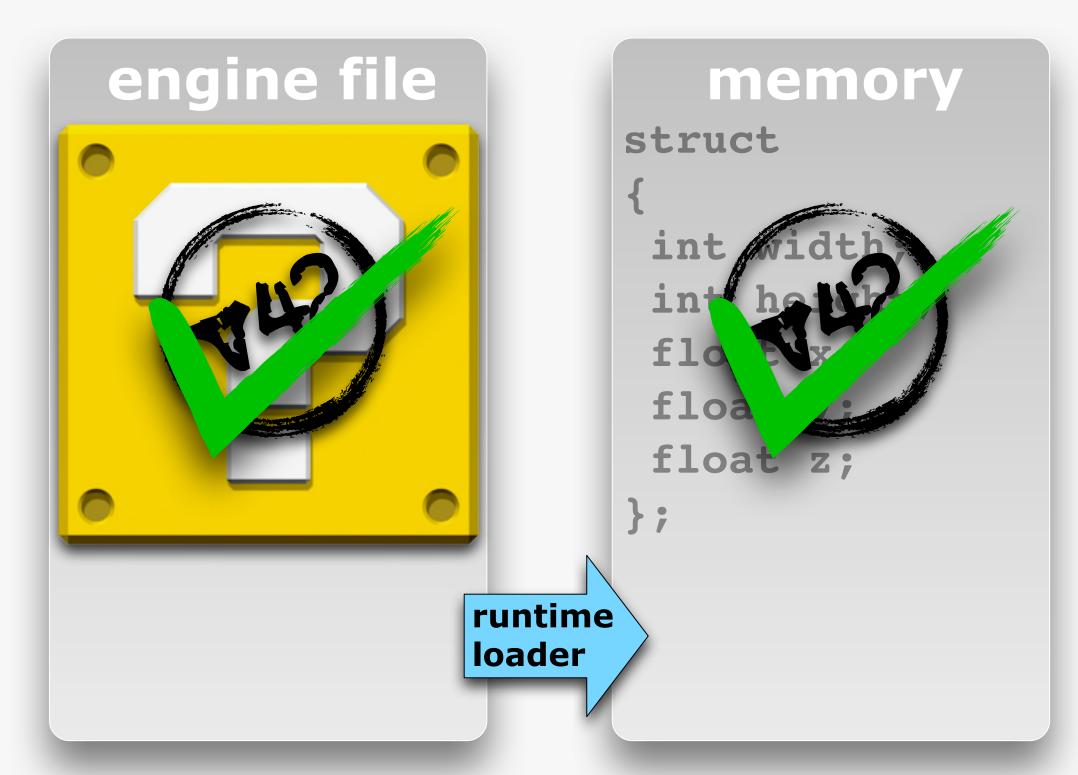
When it is time for the game to load this file, it must first verify that the data in the file matches the current C struct. So it compares the version number of the file, with the version number it is expecting.

```
archive file
<?xml version="1.0"
encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```



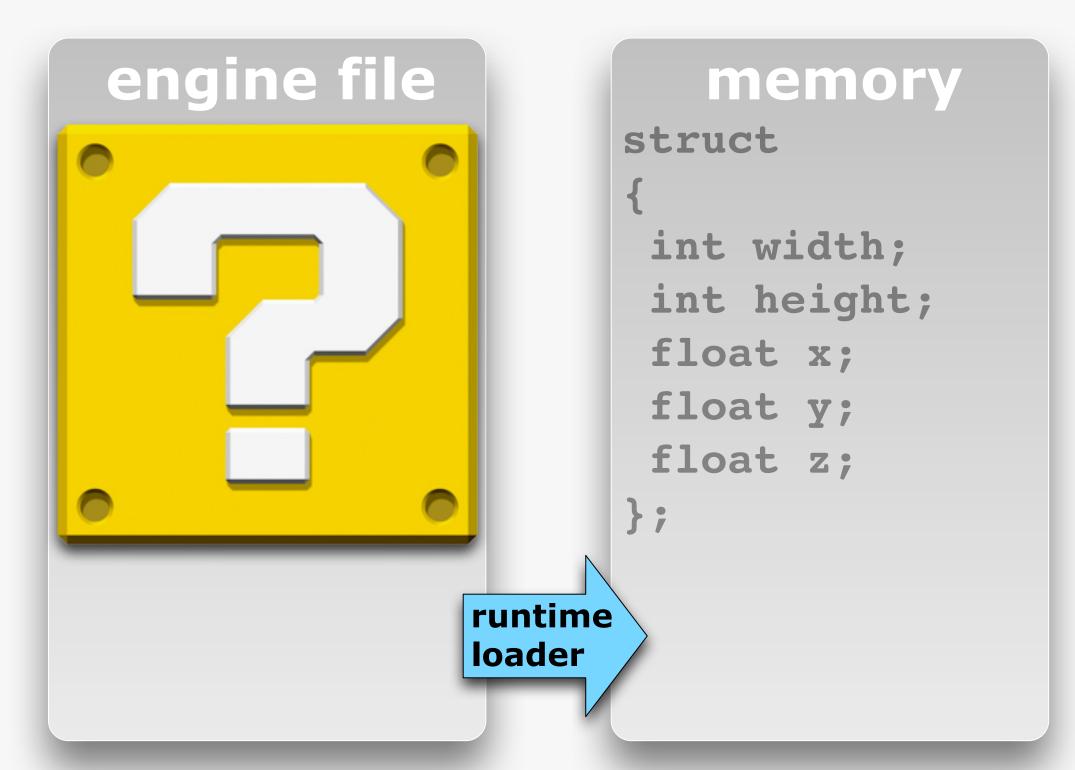
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<body>
 <object>
  < x > 100.0 < / x >
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  <height>192</height>
  <speed>42</speed>
 </object>
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```

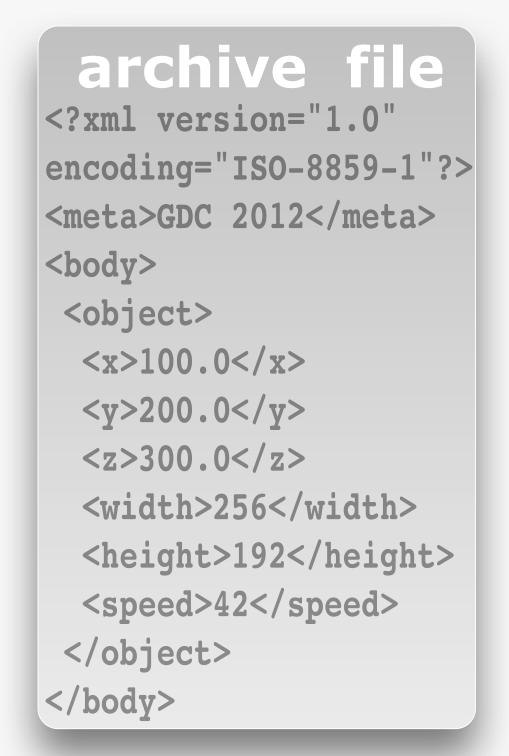


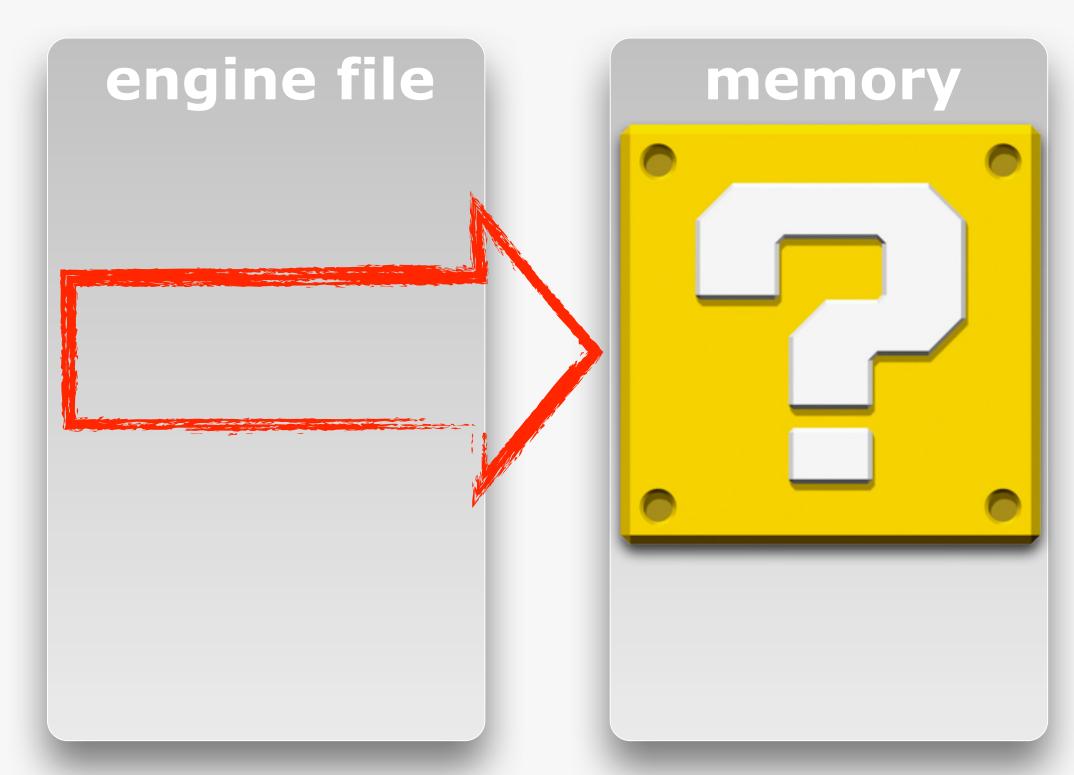
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If all is clear, the binary block from the file is written into memory, pointers are set up, and the data is ready to go.





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# engine file



Whoa! That was fast!

I can't imagine a faster way to get your data from disk into your program, ready for use.

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```
engine file
```

```
memory
struct
int width;
            256
 int height; 192
 float x; 100.0
float y; 200.0
float z; 300.0
};
```

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memory
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```

But here's the rub.

# archive file <?xml version="1.0" encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

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engine file
```

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```

Tomorrow we may change the C struct.

```
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 </object>
</body>
```

```
engine file
```

```
memory
struct
 int width;
 int height;
 enum beer;
 Maat ya
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 float z;
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```

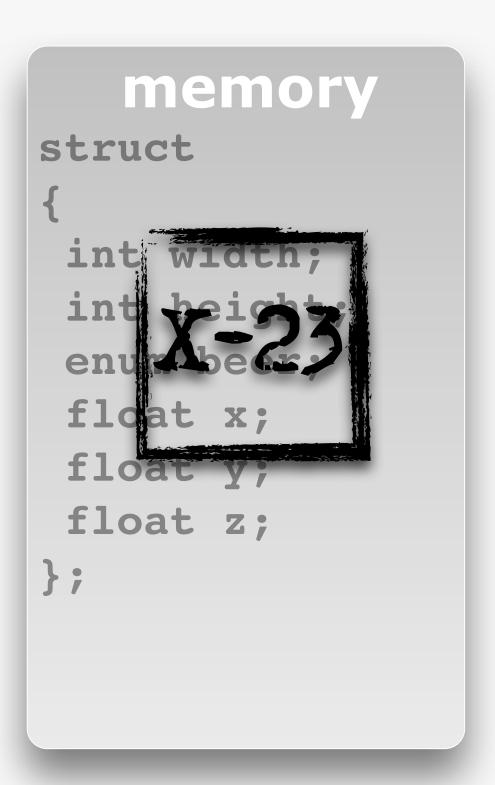


```
memory
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};
```

And if you change the C struct by even a hair, it needs to be marked with a new version number. Now the runtime will detect a discrepancy, and prohibits the load.

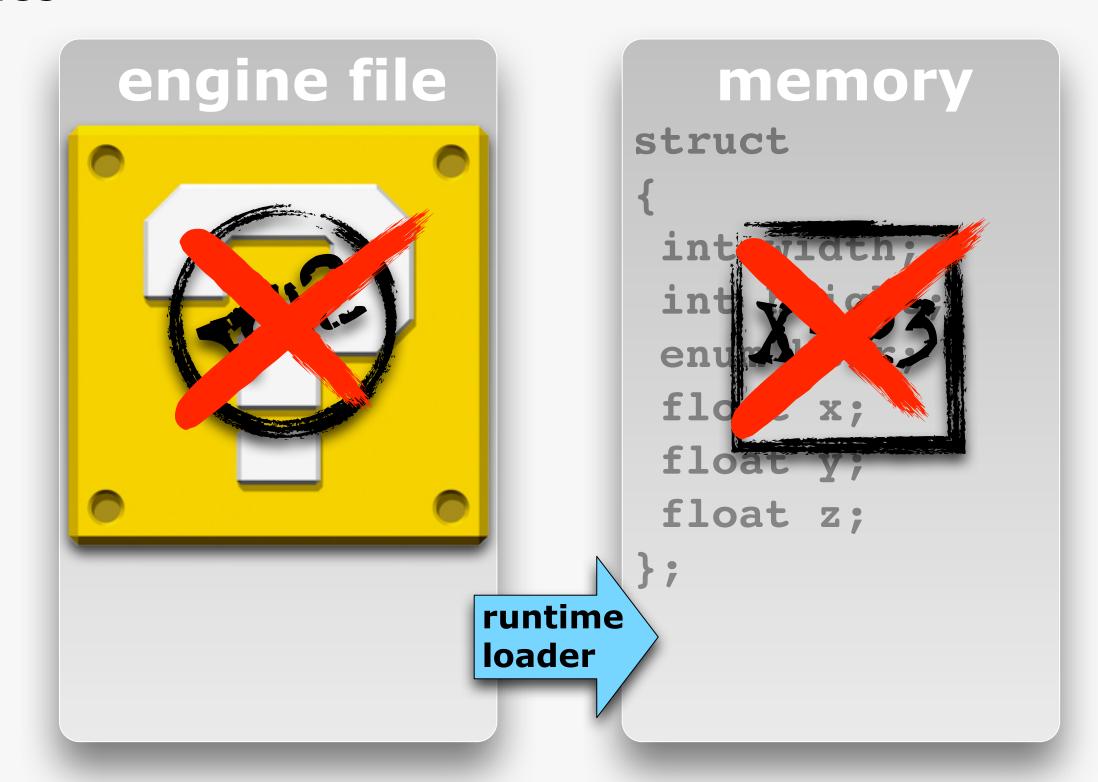
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So now we must compile the data builder with the new target C struct, and rebuild all engine files.

Which would not be much of an issue, if it weren't for the fact...

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archive file
<?xml version="1.0"</pre>
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<meta>GDC 2012</meta>
<body>
 <object>
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  <width>256</width>
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 </object>
</body>
```

```
memory
struct
 int width;
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 enum beer;
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 float y;
 float z;
};
```

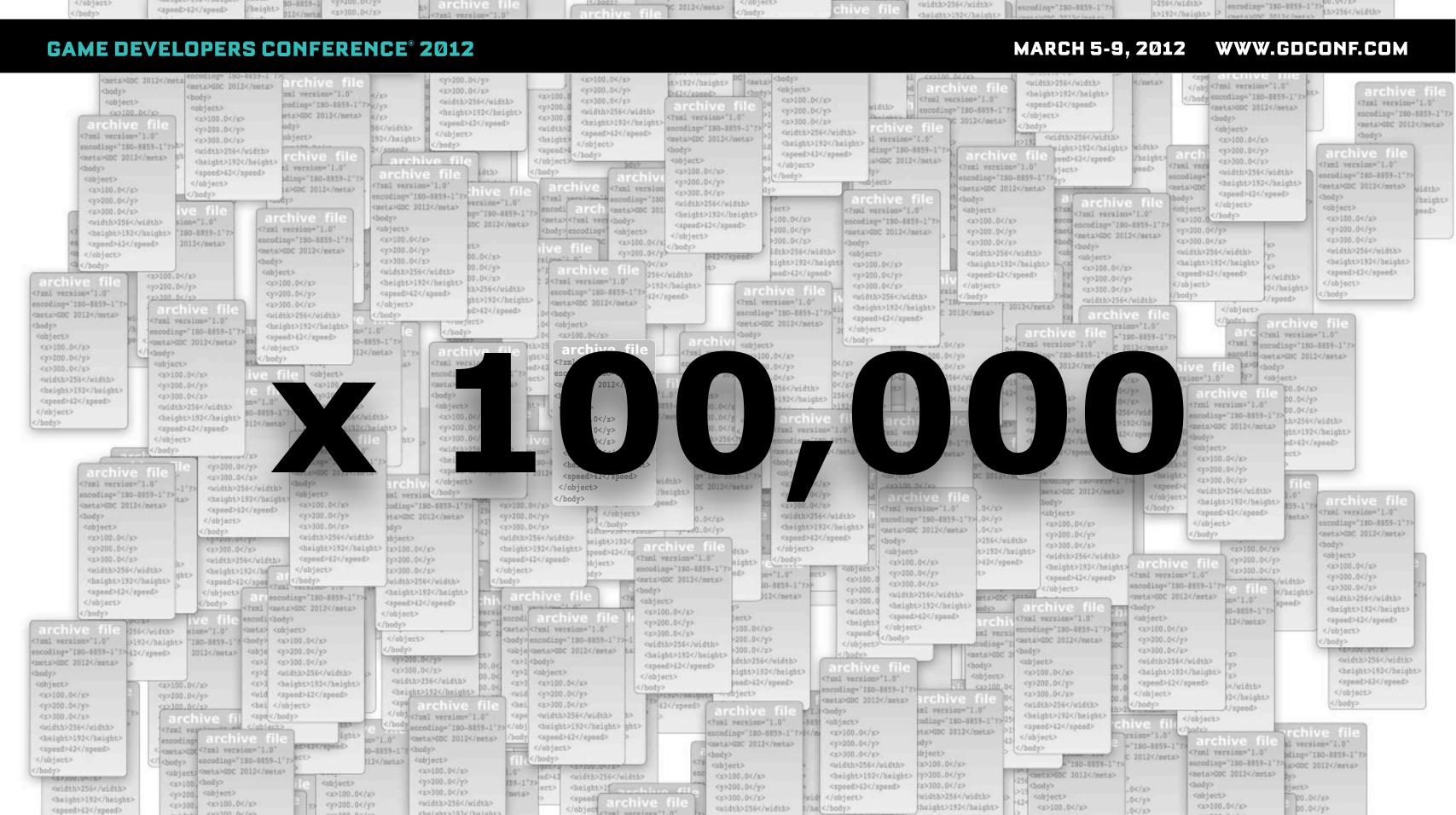
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```

...that there's a 100,000 of them.



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So LOAD-N-GO is the quickest way to get your data from disk to memory and usable. There is hardly any CPU processing involved. Perhaps a few pointer fix-ups, but that's very minor.

Pro: Minimal CPU overhead

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- Pro: Minimal CPU overhead
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So LOAD-N-GO is the quickest way to get your data from disk to memory and usable. There is hardly any CPU processing involved. Perhaps a few pointer fix-ups, but that's very minor.

- Pro: Minimal CPU overhead
- Pro: Simple memory management
- Con: Strong data/code dependency means frequent long data rebuilds
- Con: Switching to previous build can be time consuming

So LOAD-N-GO is the quickest way to get your data from disk to memory and usable. There is hardly any CPU processing involved. Perhaps a few pointer fix-ups, but that's very minor.

# Game data format categories

That was the principle used in The Saboteur. Mercenaries used a technique that I have dubbed READ-N-BUILD.

# Game data format categories

- "Load-n-Go"
- "Read-n-Build"
- "Structured Binary"

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```
engine file
```

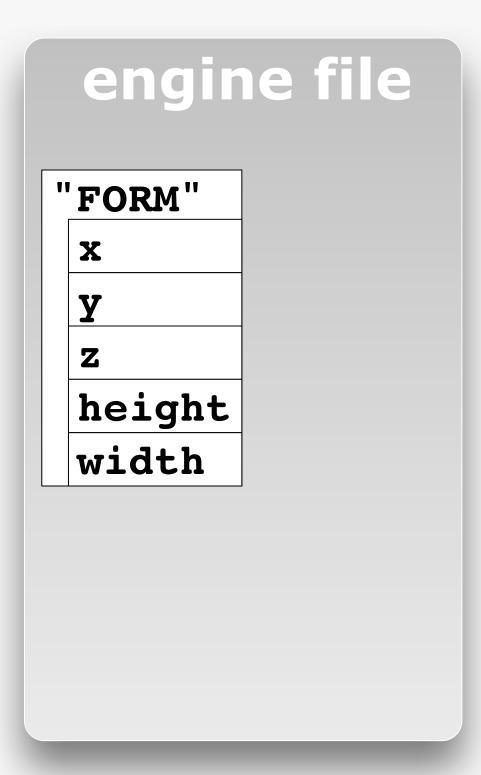
```
memory
struct
int width;
 int height;
 float x;
float y;
 float z;
};
```

Remember I'm describing a principle here, not a specific format.

[CLICK] Mercenaries used a chunk based format, similar to IFF.

In a chunk based format, such as IFF, fields are laid out in a fixed, stable, known order. They may or may not match a particular C struct. In this case, they don't. It is the known order of the fields that is important.

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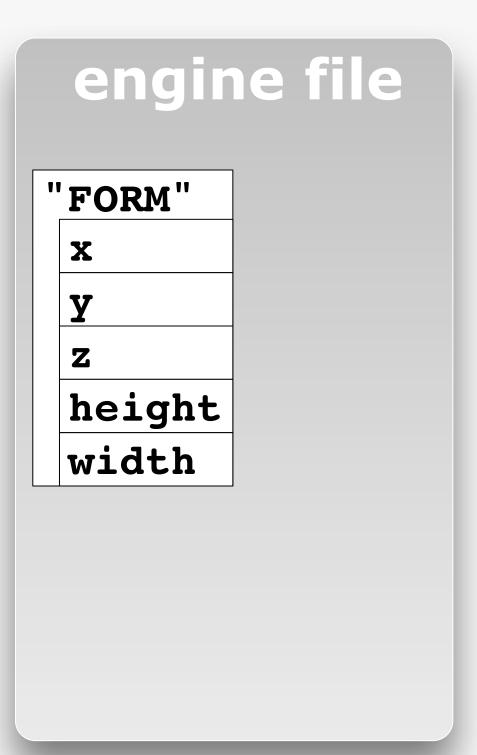
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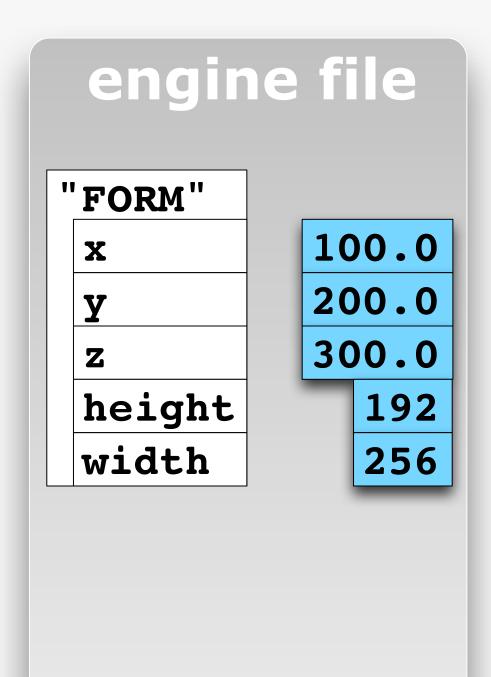


```
memory
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 float y;
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```

The data builder is very similar, except that this time, additional formatting information is included, such as chunk headers. This will help the runtime to navigate the data in the file.

[CLICK] So at runtime, after identifying the chunk and all, we rely on the known fixed order of the data in the file. Like so.

# archive file <?xml version="1.0"</pre> encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

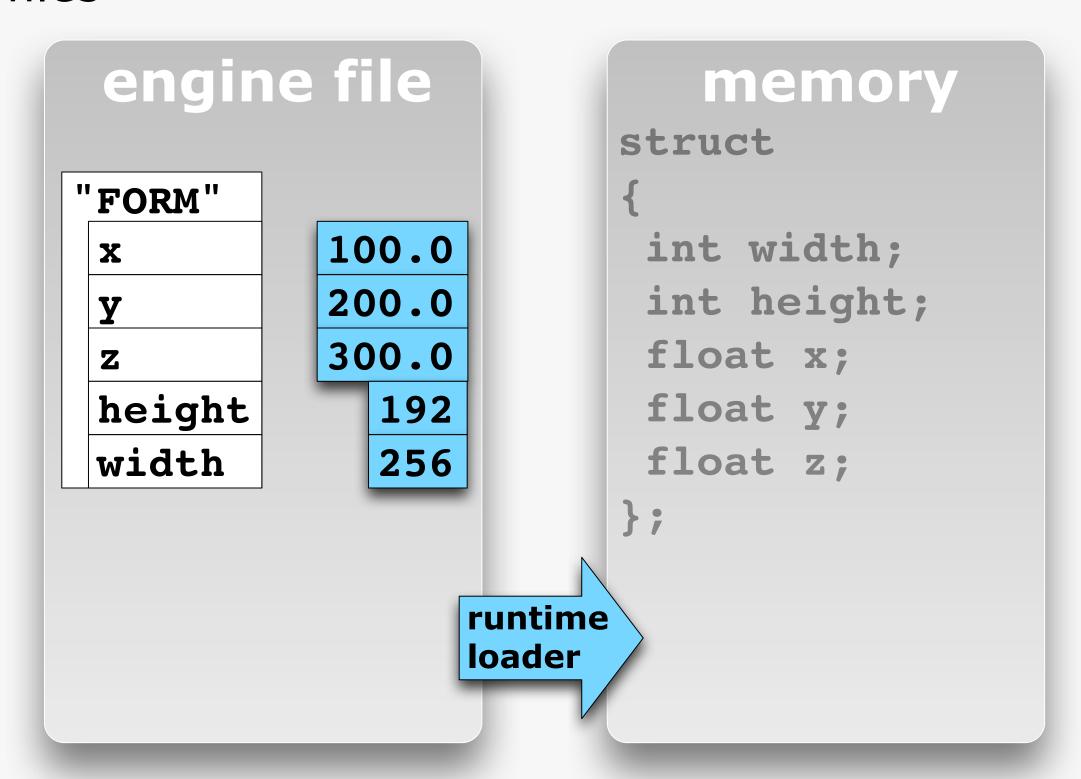


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memory
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```
"FORM"

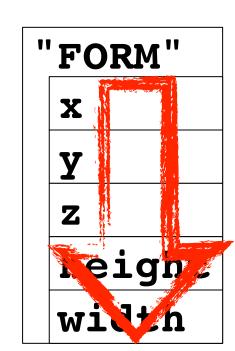
x

y

z

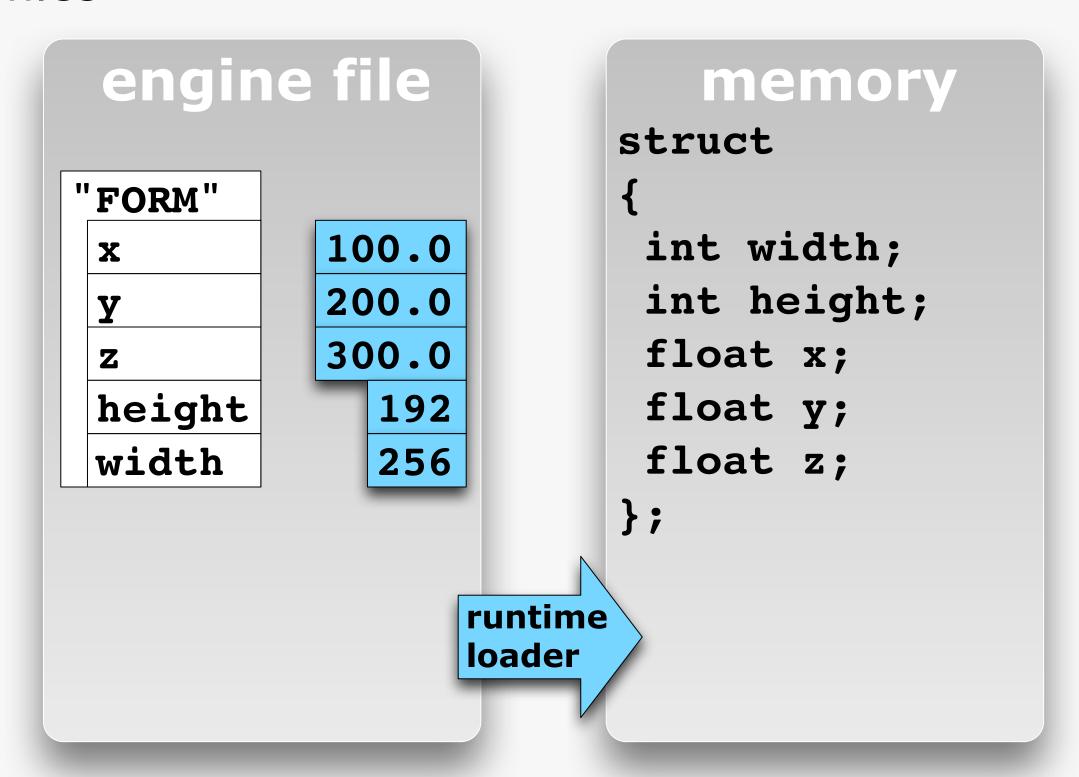
height
width
```

The reader reads through the fields, one by one, and writes the data in the runtime structure, one field at a time.



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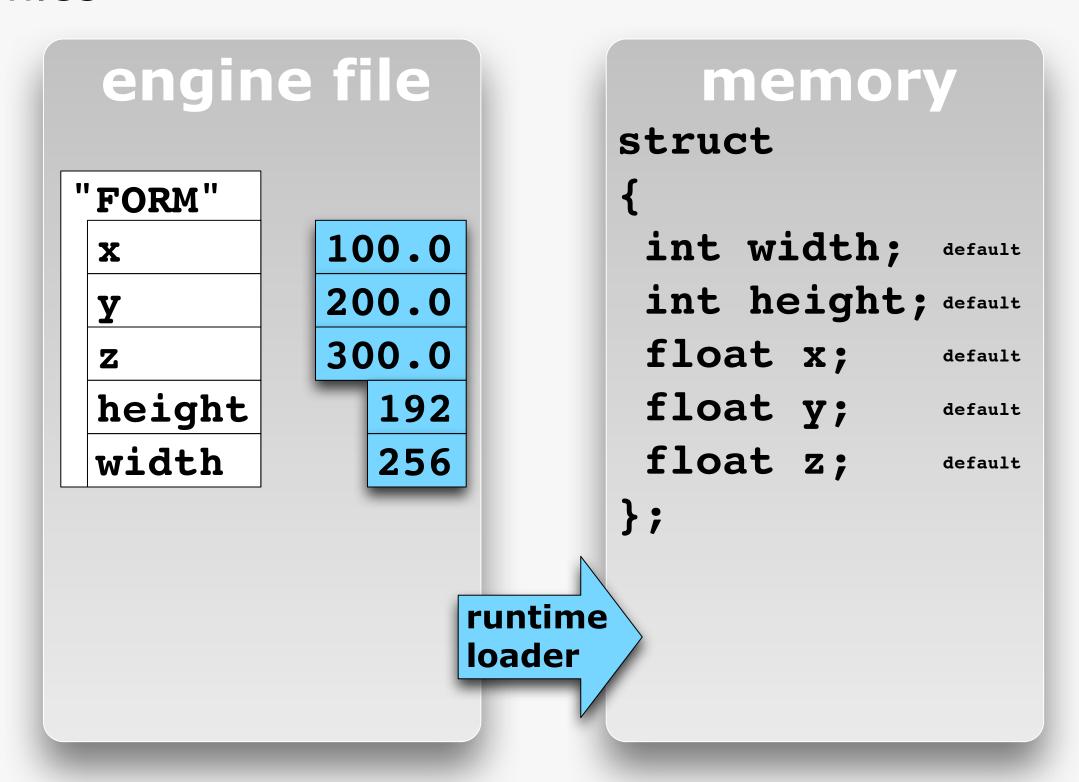
```
archive file
<?xml version="1.0"</pre>
encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
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 </object>
</body>
```



[CLICK] And before we do that, we must initialize the runtime struct with defaults.

[CLICK] Then we read the fields.

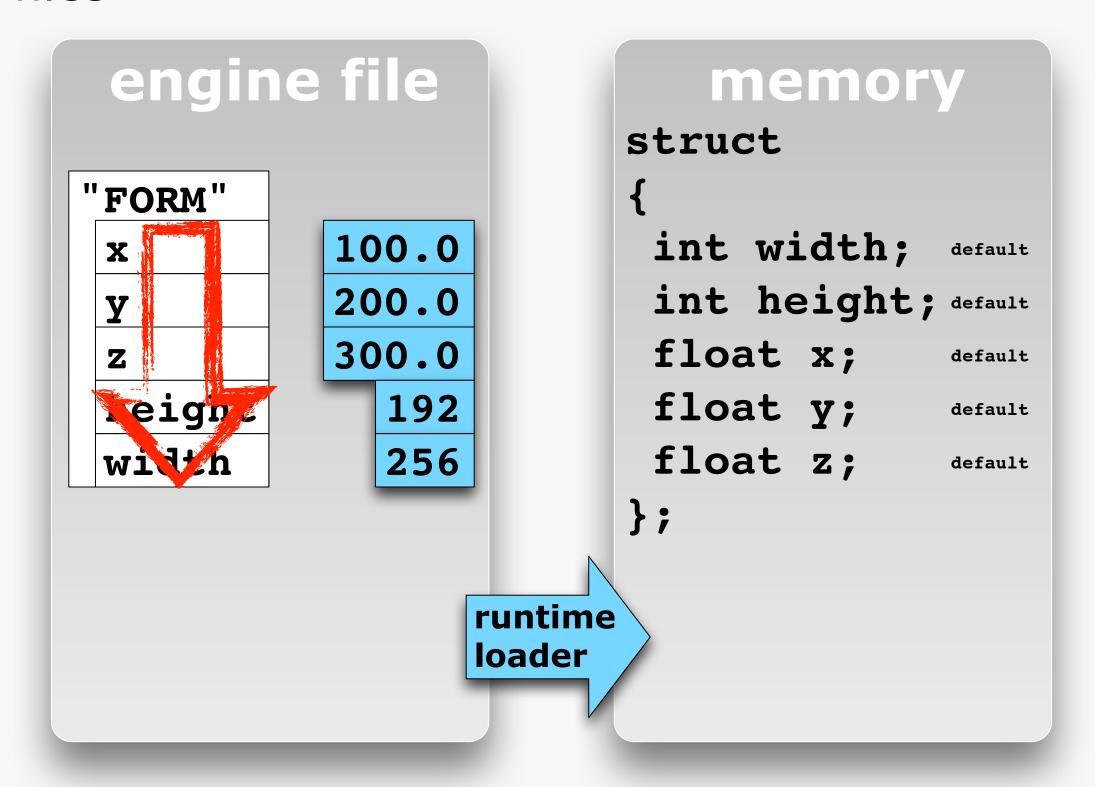
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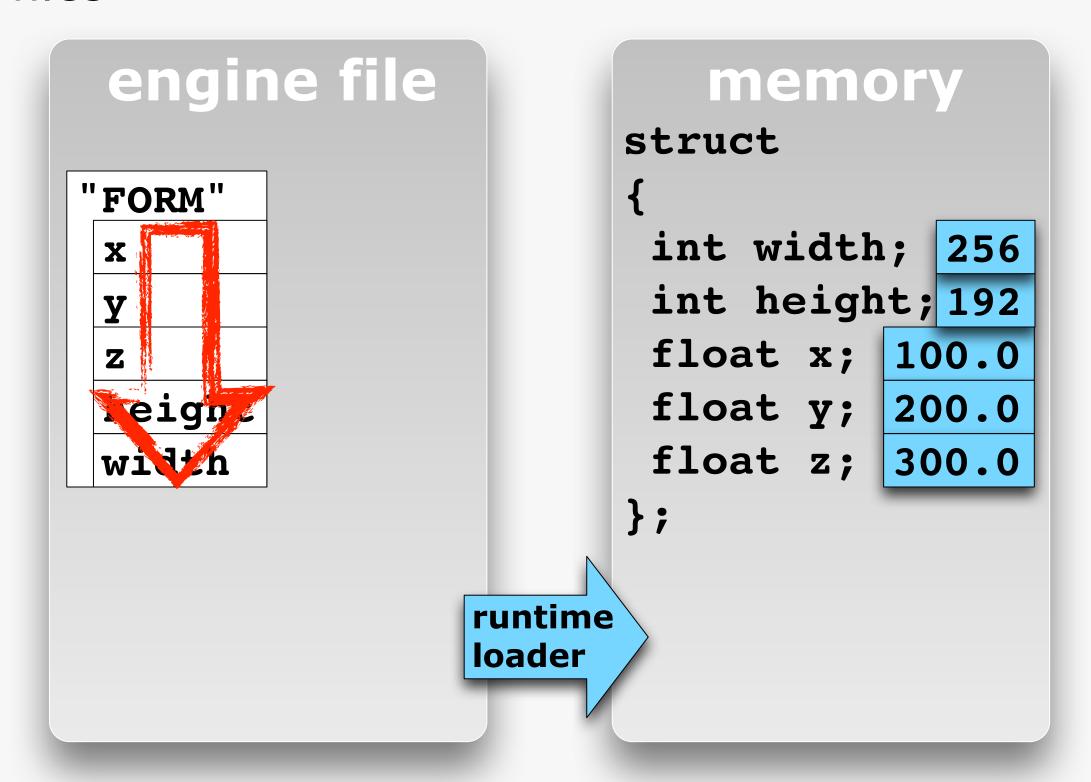
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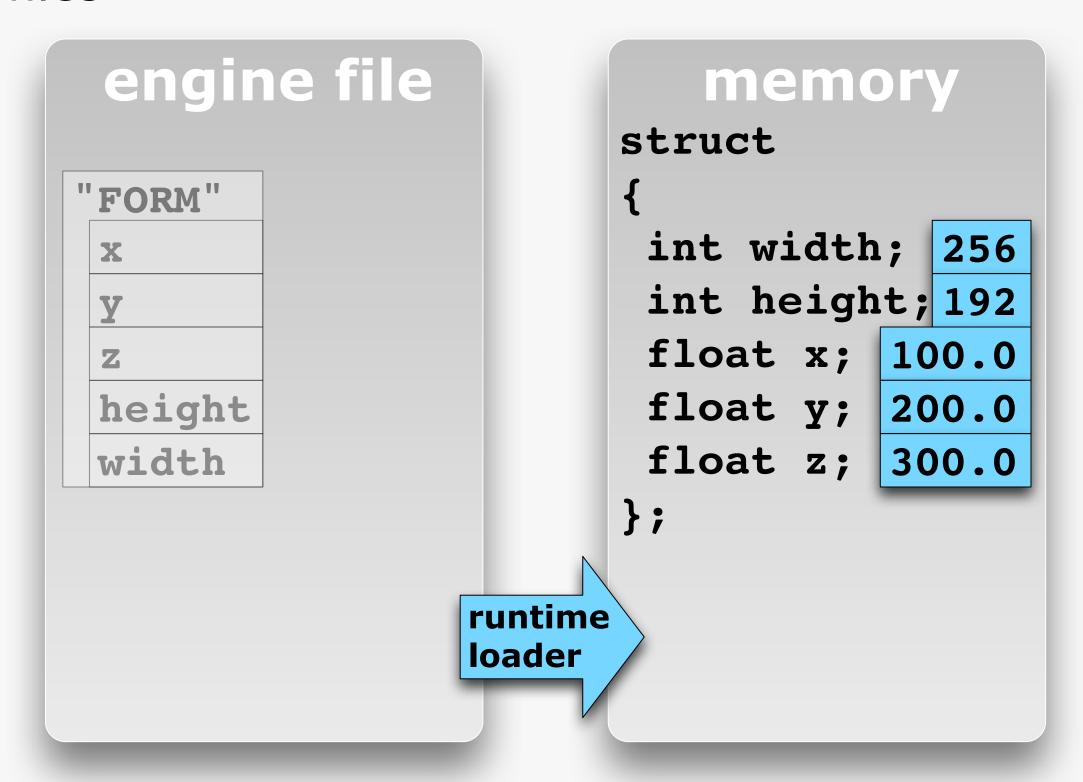
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```

```
engine file
"FORM"
X
height
width
```

```
memory
struct
 int width;
            256
 int height; 192
 float x; 100.0
 float y; 200.0
 float z; 300.0
};
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engine file
"FORM"
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height
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```

```
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struct
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 float y;
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So now the part where LOAD-N-GO had to give up. A change in the runtime format.

# archive file <?xml version="1.0"</pre> encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

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```

```
yesterday ine file
  "FORM"
   X
   height
   width
```

```
today <mory
 struct
  int width;
  int height;
  enum beer;
  Noat v
  float y;
  float z;
 };
```

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This is no problem.

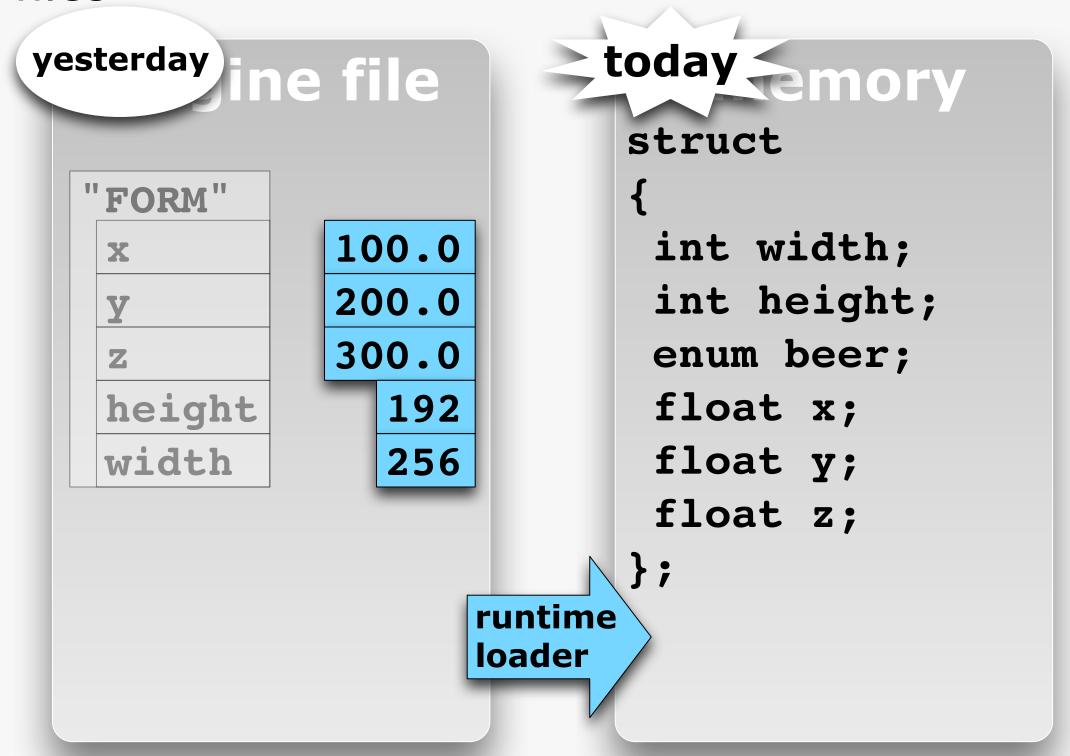
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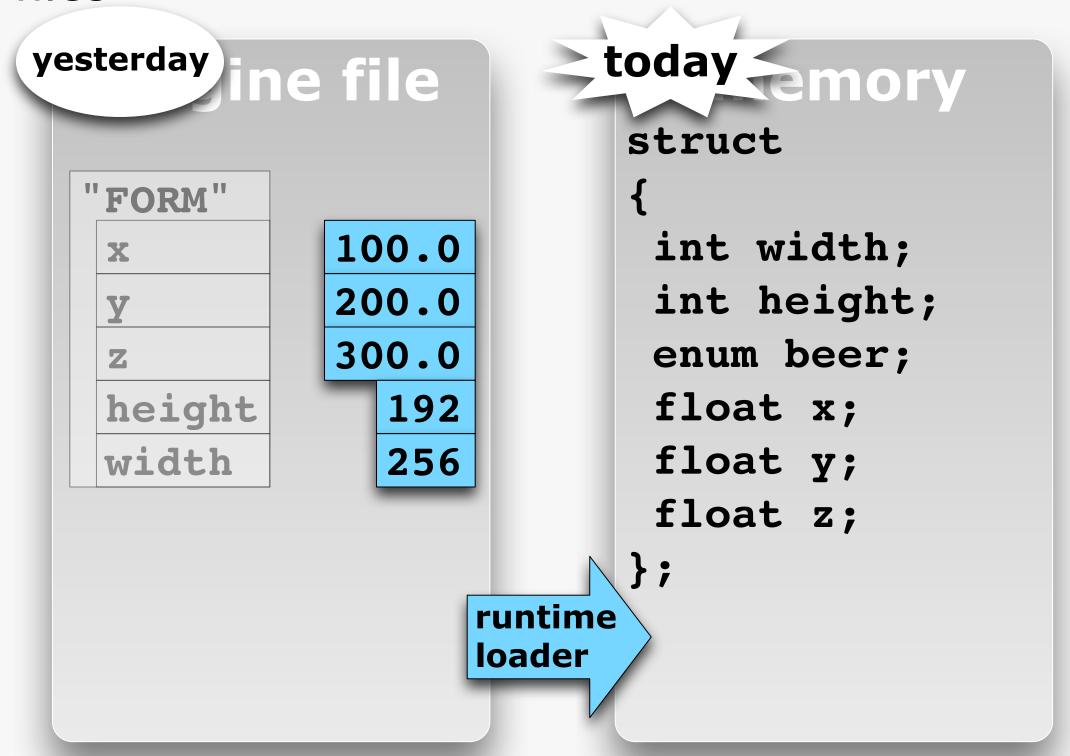
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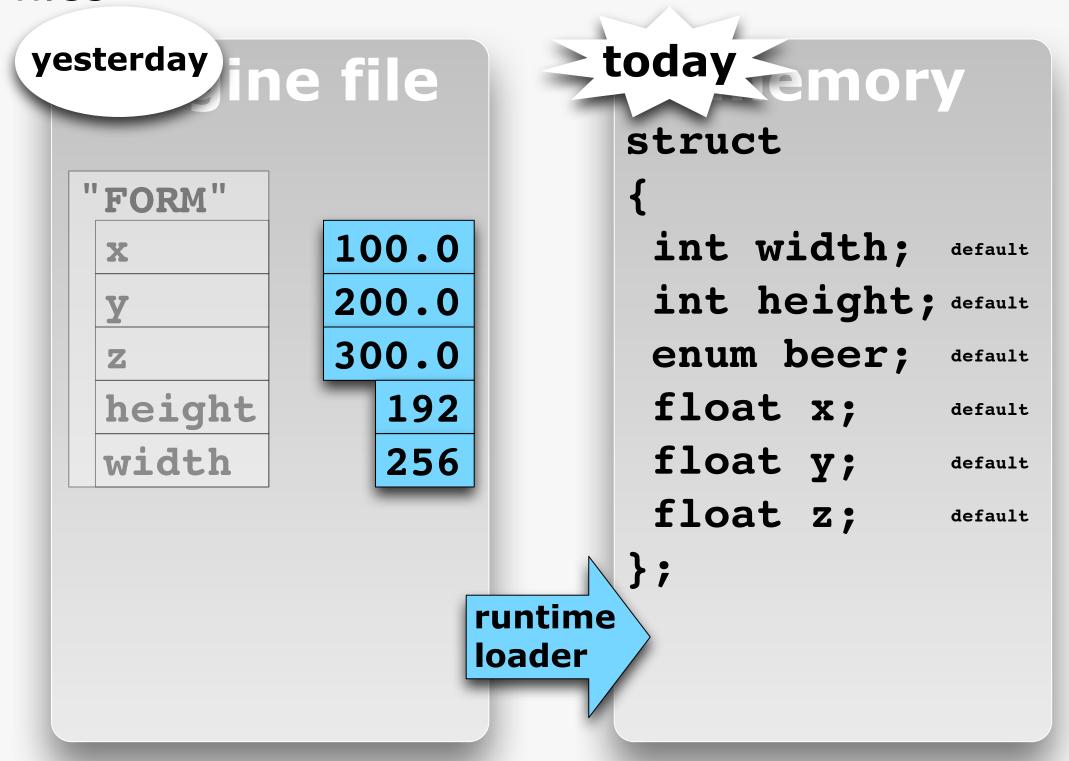
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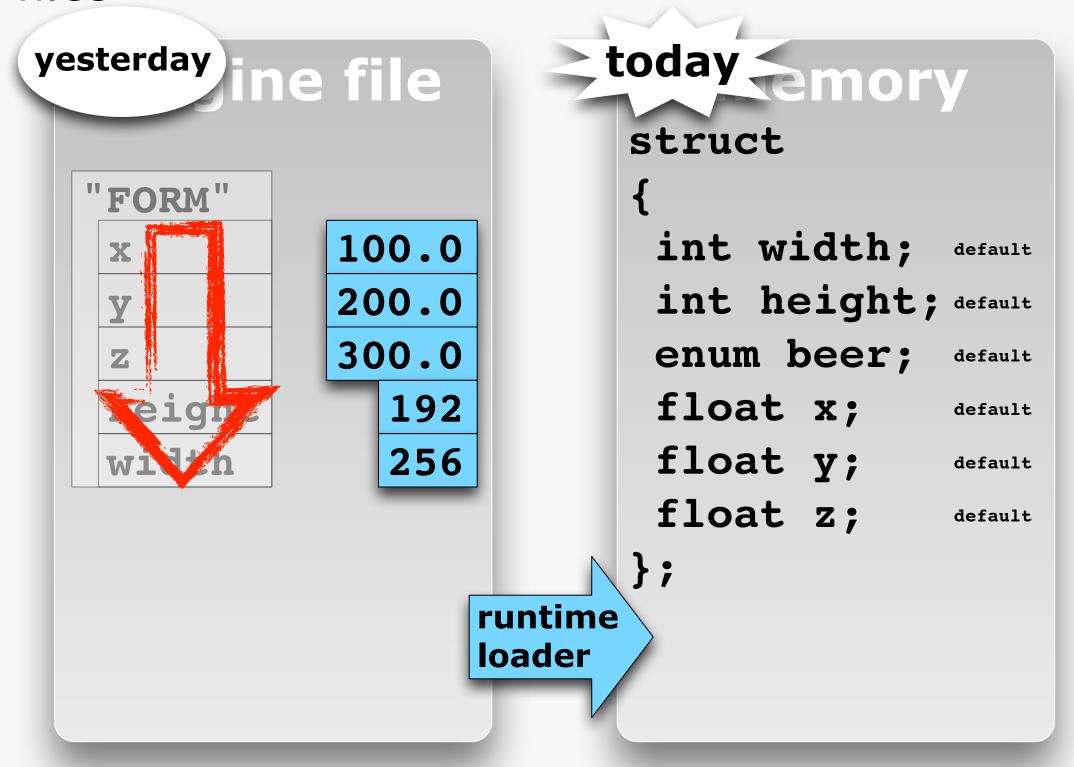
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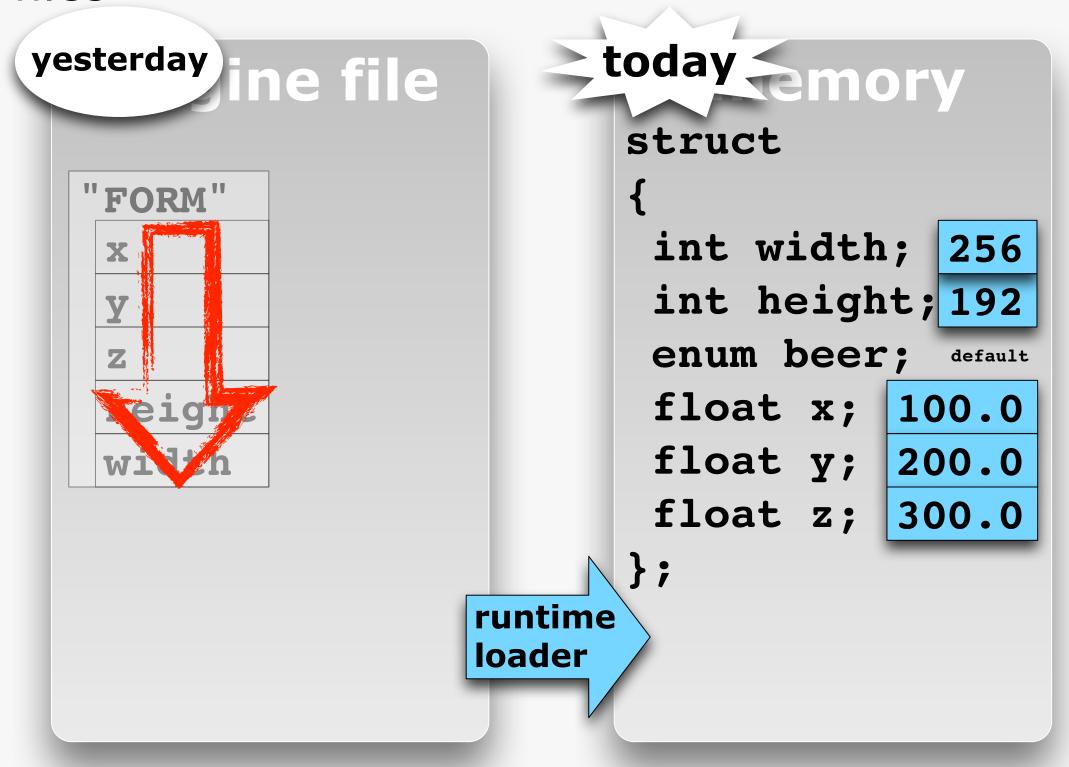
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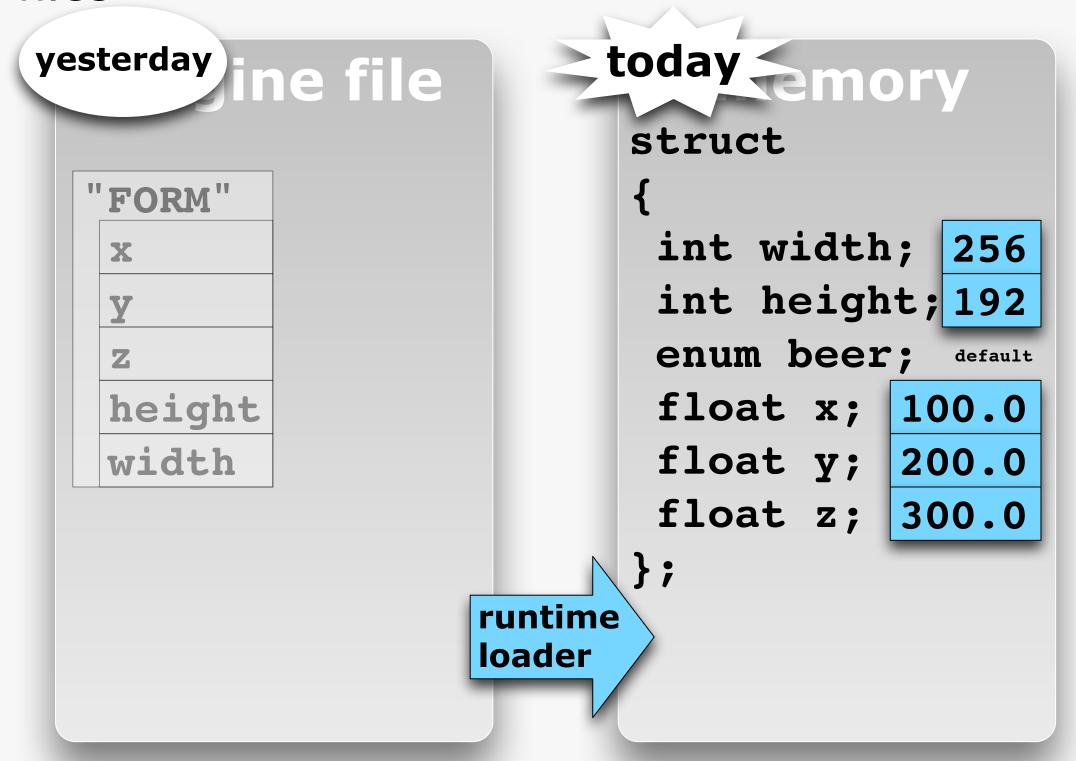
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```
yesterday ine file
  "FORM"
   X
   height
   width
```

```
today amory
 struct
  int width;
              256
  int height; 192
  enum beer;
              default
  float x; 100.0
  float y;
            200.0
  float z;
            300.0
 };
```

This is no problem.

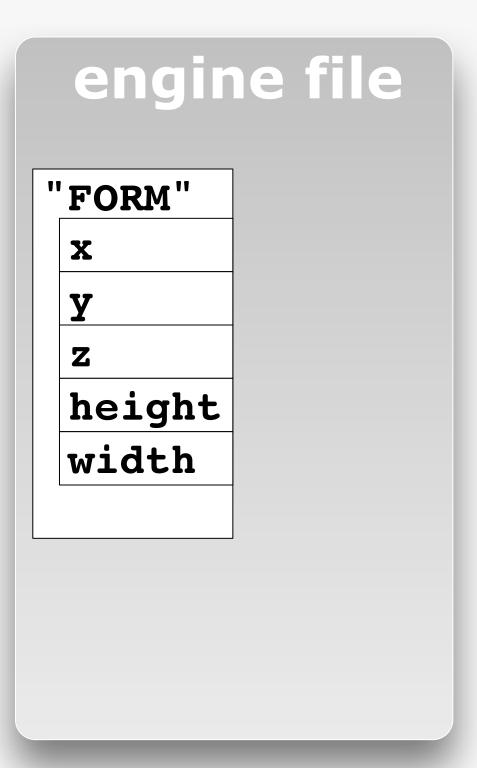
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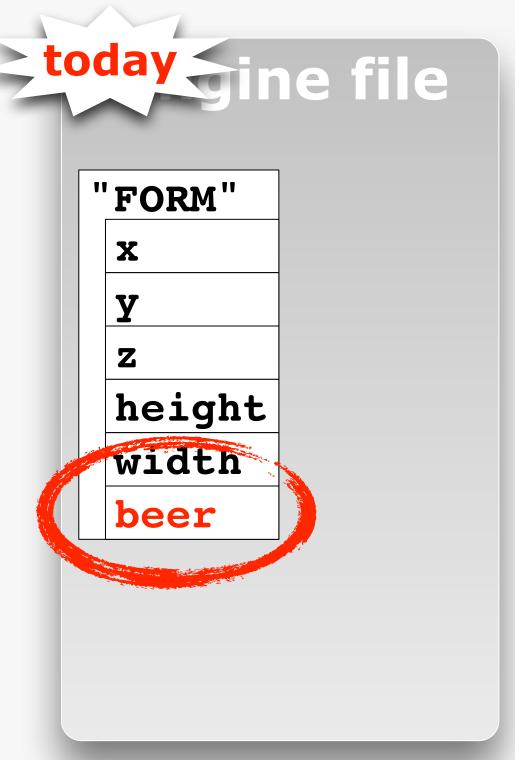


```
memory
struct
int width;
 int height;
 float x;
 float y;
 float z;
};
```

And the other way around is not a problem either.

[CLICK] If you have built data with the new field in it, you can still read it with yesterday's executable. Remember this was important when today's build is broken.

```
archive file
<?xml version="1.0"</pre>
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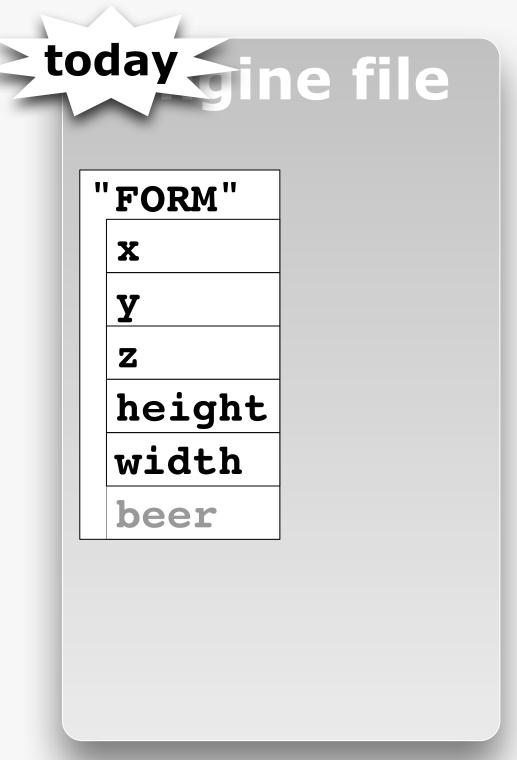


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```

```
today sine file
  "FORM"
   hight
   wiath
   beer
```

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yesterday
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 </object>
</body>
```

```
today sine file
  "FORM"
   hight
   wiath
            stella
   beer
```

```
yesterday
 struct
  int width;
             256
  int height; 192
  float x;
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So Mercenaries had reasonably good forward and backward compatibility.

[CLICK] This allowed developers to switch between versions of the code, most of the time without rebuilding data.

[CLICK] But Mercenaries suffered horrible streaming performance. Having to interpret every individual field of data requires extra CPU resources. [CLICK] And on top of that, it made a mess of memory management. You need a temporary buffer that is a good deal larger than your final memory format. And we're not dealing with small data files here. And if you want to maximize streaming throughput, you need TWO temporary buffers at the same time. Load into one while you process the other.

[CLICK] And engineers hated it. They needed to write a custom reader for every chunk. To keep compatibility with older data version, they had to maintain multiple versions of these readers, and often didn't bother,

[CLICK] so compatibility was rarely achieved. And engineers always liked the LOAD-N-GO efficiency better.

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- Con: Considerable CPU overhead
- Con: Memory management issues
- Con: Engineers hated it

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- Pro: Backward/forward compatibility means fewer data rebuilds (in theory)
- Pro: Can switch to yesterday's build (in theory)
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Now remember that this talk is NOT about finding the most efficient streaming format. It is about keeping team productivity flowing when stuff breaks. For that, you need forward and backward compatibility, so that's what I'm after here. However if the format is so inefficient that no one wants to use it, it's no good either.

So I went looking for a format that had everything.

[CLICK] Compatibility,

[CLICK] as well as efficiency.

Backward and forward compatibility (à la Read-n-Build)

Now remember that this talk is NOT about finding the most efficient streaming format. It is about keeping team productivity flowing when stuff breaks. For that, you need forward and backward compatibility, so that's what I'm after here. However if the format is so inefficient that no one wants to use it, it's no good either.

So I went looking for a format that had everything.

[CLICK] Compatibility,

[CLICK] as well as efficiency.

- Backward and forward compatibility (à la Read-n-Build)
- Suitable for binary block loading (à la Load-n-Go)

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[CLICK] Compatibility,

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- Backward and forward compatibility (à la Read-n-Build)
- Suitable for binary block loading (à la Load-n-Go)
- No additional work for engineers

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# Game data format categories

So I went looking for the holy grail, and could not find it. I found there is a remarkable shortage of general purpose binary formats. And none that offer the kind of tightly packed binary blocks that I was looking for.

So I made one up.

# Game data format categories

- "Load-n-Go"
- "Read-n-Build"
- "Structured Binary"

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## engine file

```
memory
struct
 int width;
 int height;
 float x;
 float y;
 float z;
};
```

This is how Structured Binary works.

#### archive file <?xml version="1.0"</pre> encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

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```
engine file
struct
{
  int width; 256
  int height; 192
  float x; 100.0
  float y; 200.0
  float z; 300.0
};
```

```
memory
struct
 int width;
 int height;
 float x;
 float y;
 float z;
};
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 float z;
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struct

## "Structured Binary" data files

```
archive file
<?xml version="1.0"</pre>
encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```



```
int width;
                  int height;
                  float x;
                  float y;
    memoi
                  float z;
struct
 int width;
 int height;
 float x;
 float y;
 float z;
};
```

struct

## "Structured Binary" data files

```
archive file
<?xml version="1.0"</pre>
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<meta>GDC 2012</meta>
<body>
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  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```



```
int width;
                  int height;
                  float x;
                  float y;
    memoi
                  float z;
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};
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engine file
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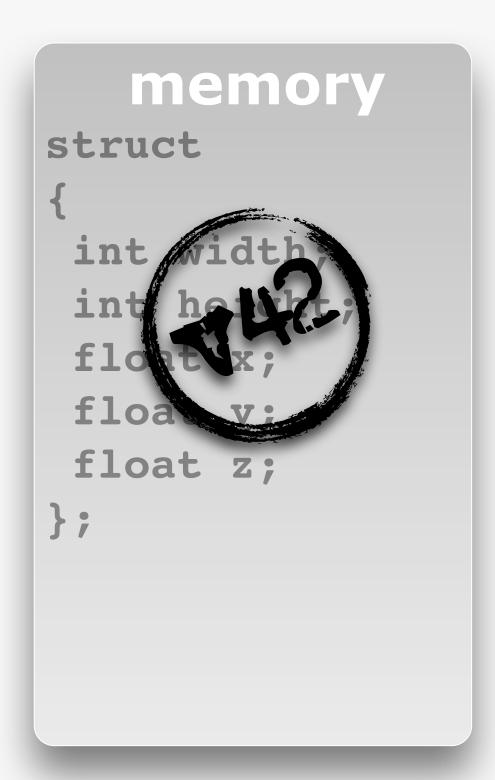


```
memory
struct
int width;
 int height;
 float x;
 float y;
 float z;
};
```

Runtime loading is exactly the same as LOAD-N-GO. A version number is stored in the file, so we know it is compatible with our current set of C structs.

#### archive file <?xml version="1.0"</pre> encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

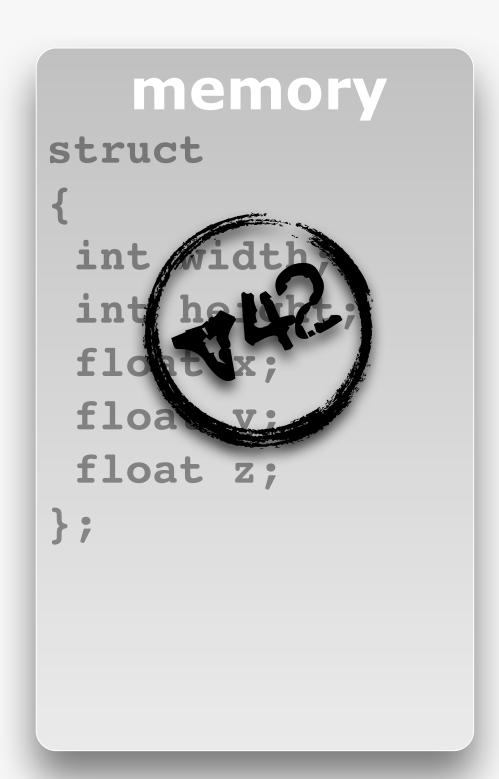




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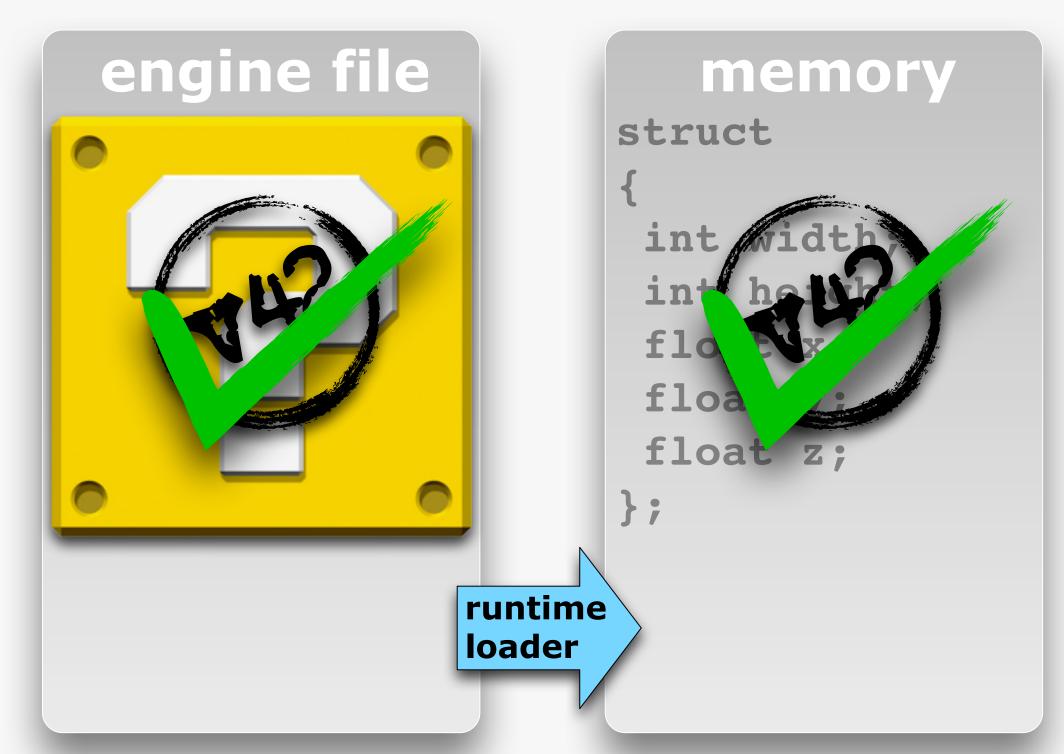
#### archive file <?xml version="1.0" encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

```
engine file
```



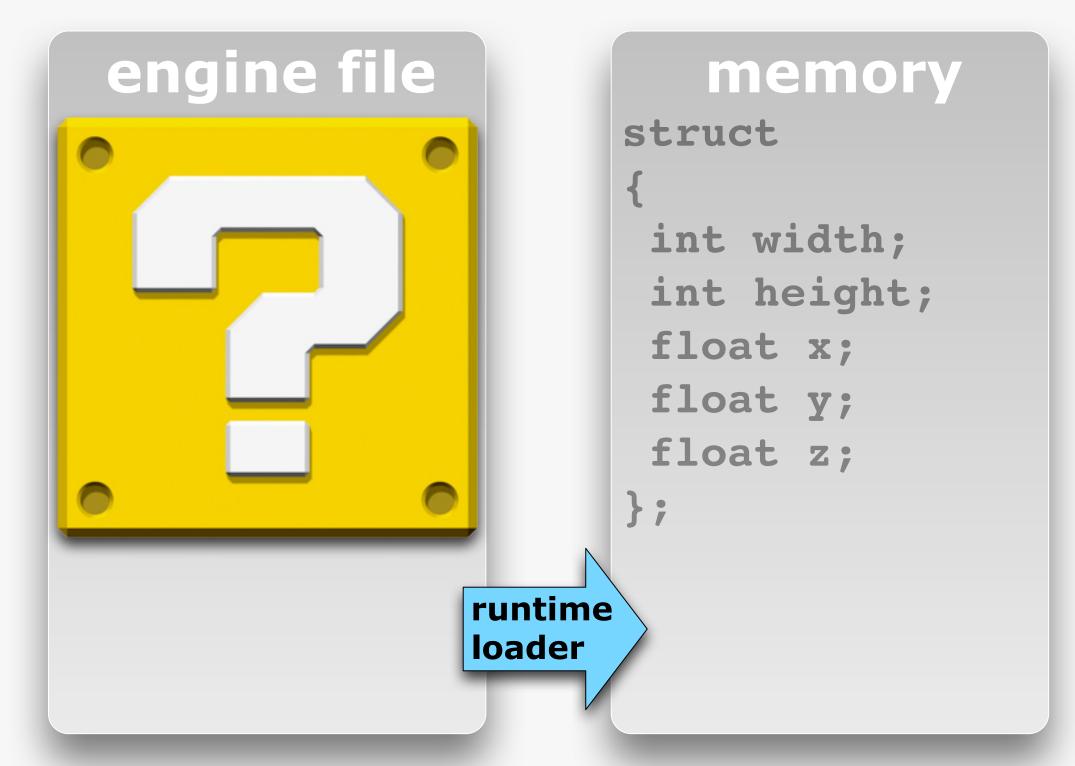
If the version number matches, we load, and we go.

```
archive file
<?xml version="1.0"
encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```

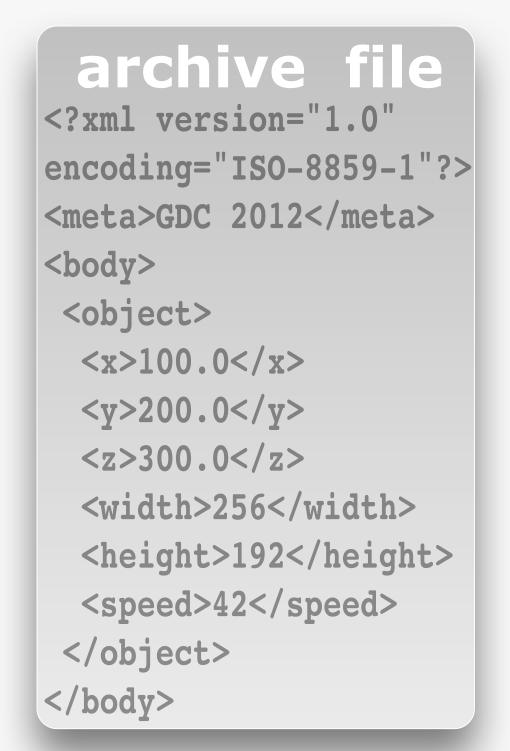


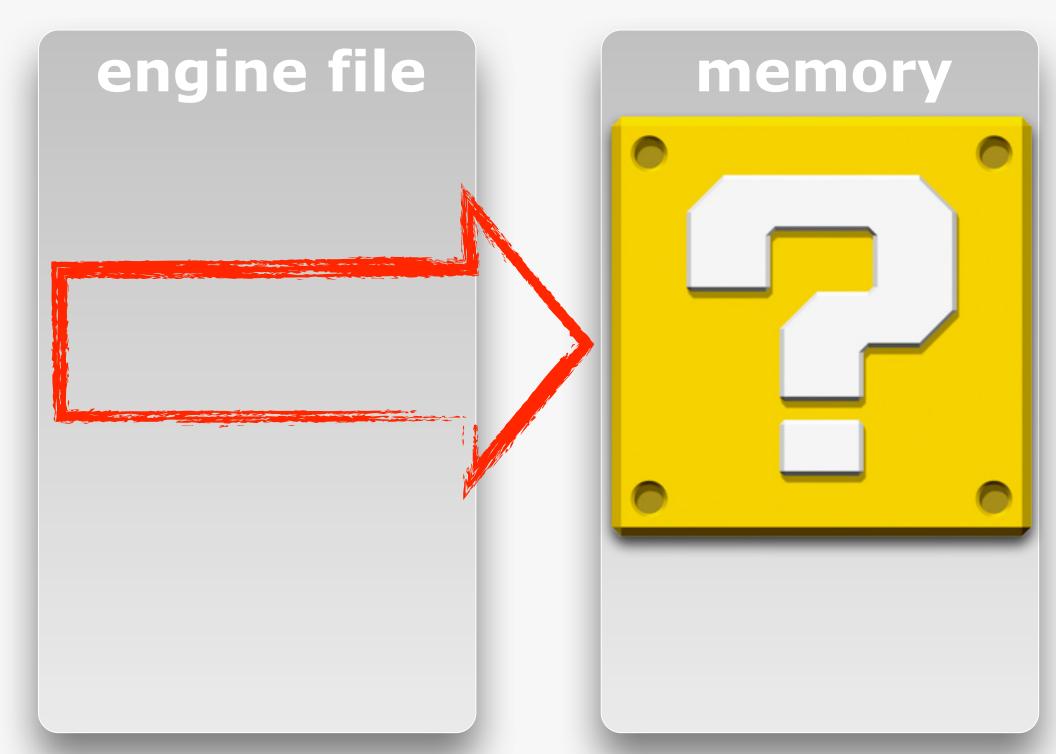
If the version number matches, we load, and we go.

```
archive file
<?xml version="1.0"</pre>
encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```



If the version number matches, we load, and we go.





If the version number matches, we load, and we go.

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# engine file



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```
engine file
```

```
memory
struct
int width;
            256
 int height; 192
 float x; 100.0
 float y; 200.0
 float z; 300.0
};
```

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```
engine file
```

```
memory
struct
 int width;
 int height;
 float x;
 float y;
 float z;
};
```

Now this is the part where LOAD-N-GO caused us grief.

#### archive file <?xml version="1.0"</pre> encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

```
engine file
```

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struct
 int width;
 int height;
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 float y;
 float z;
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```

A data change!

#### archive file <?xml version="1.0"</pre> encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

```
engine file
```

```
memory
struct
 int width;
 int height;
 enum beer;
 Maat ya
 float y;
 float z;
};
```

A data change!

#### archive file <?xml version="1.0" encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>



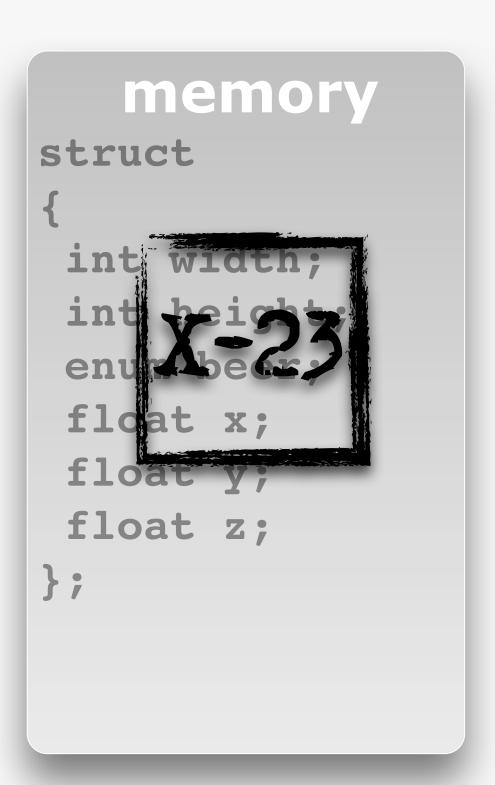
```
memory
struct
 int width;
 int height;
 enum beer;
 float x;
 float y;
 float z;
};
```

[CLICK] The runtime loader detects a mismatch.

But this time, instead of scrapping the data file and starting from scratch, we have a fall-back option. Remember, we stored the schema, the C-struct definition right in the data file.

#### archive file <?xml version="1.0"</pre> encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>

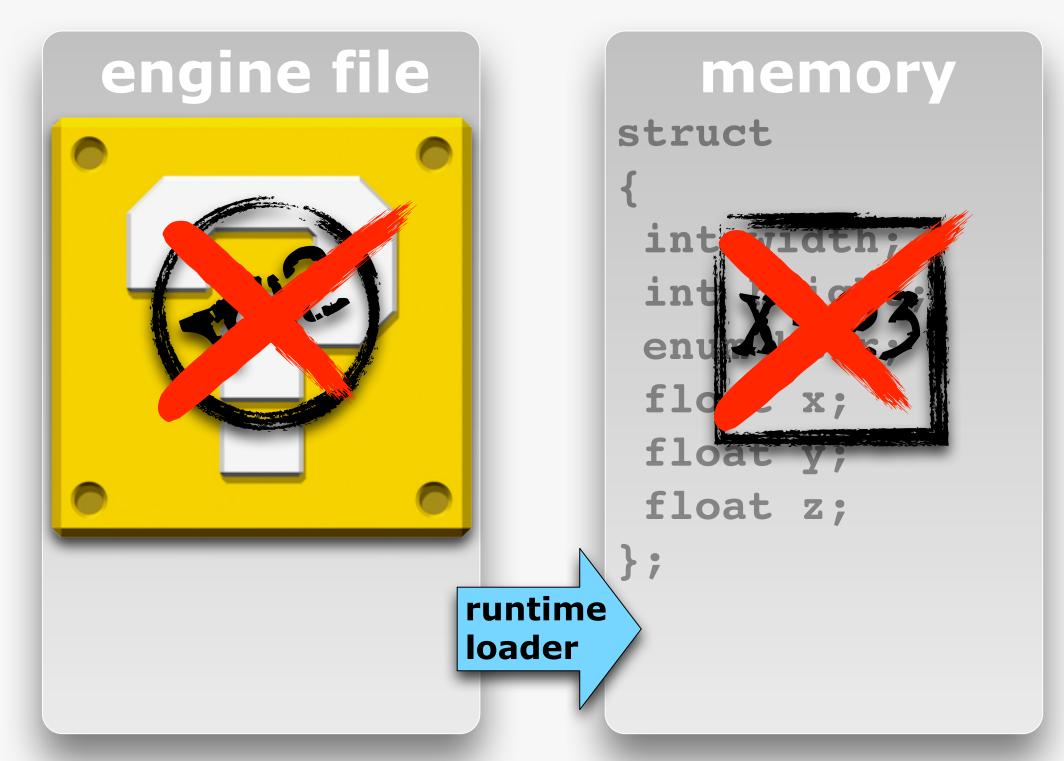




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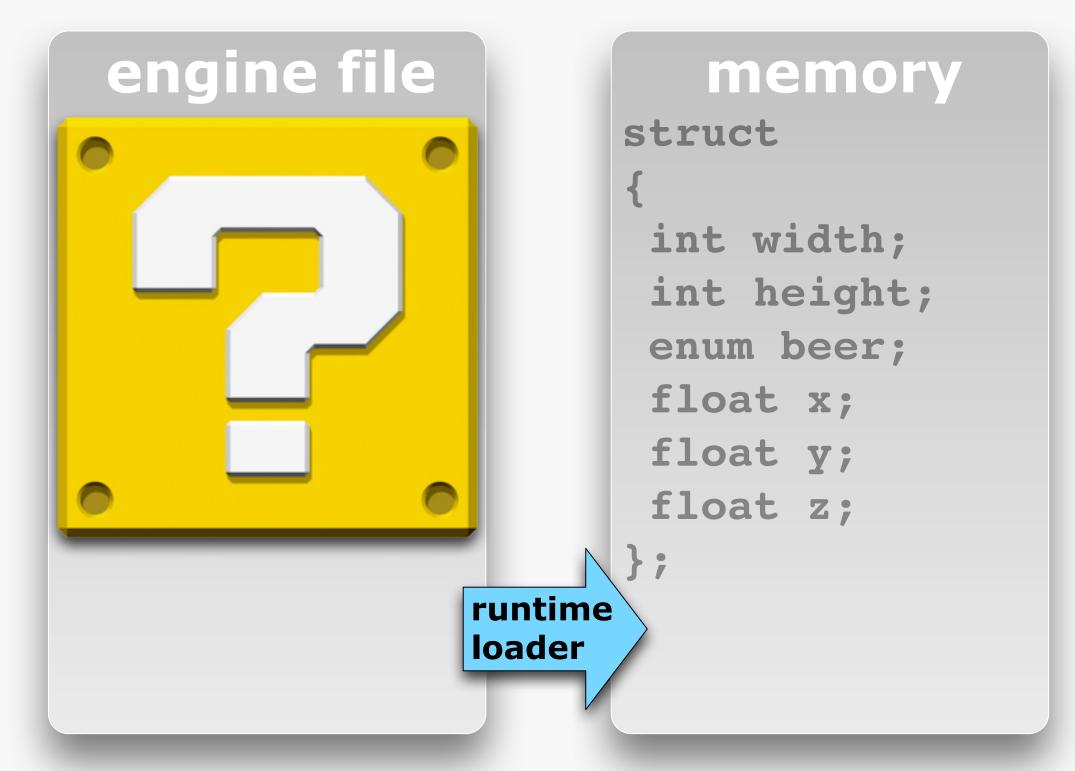
```
archive file
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encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
  < z > 300.0 < /z >
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  <height>192</height>
  <speed>42</speed>
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</body>
```



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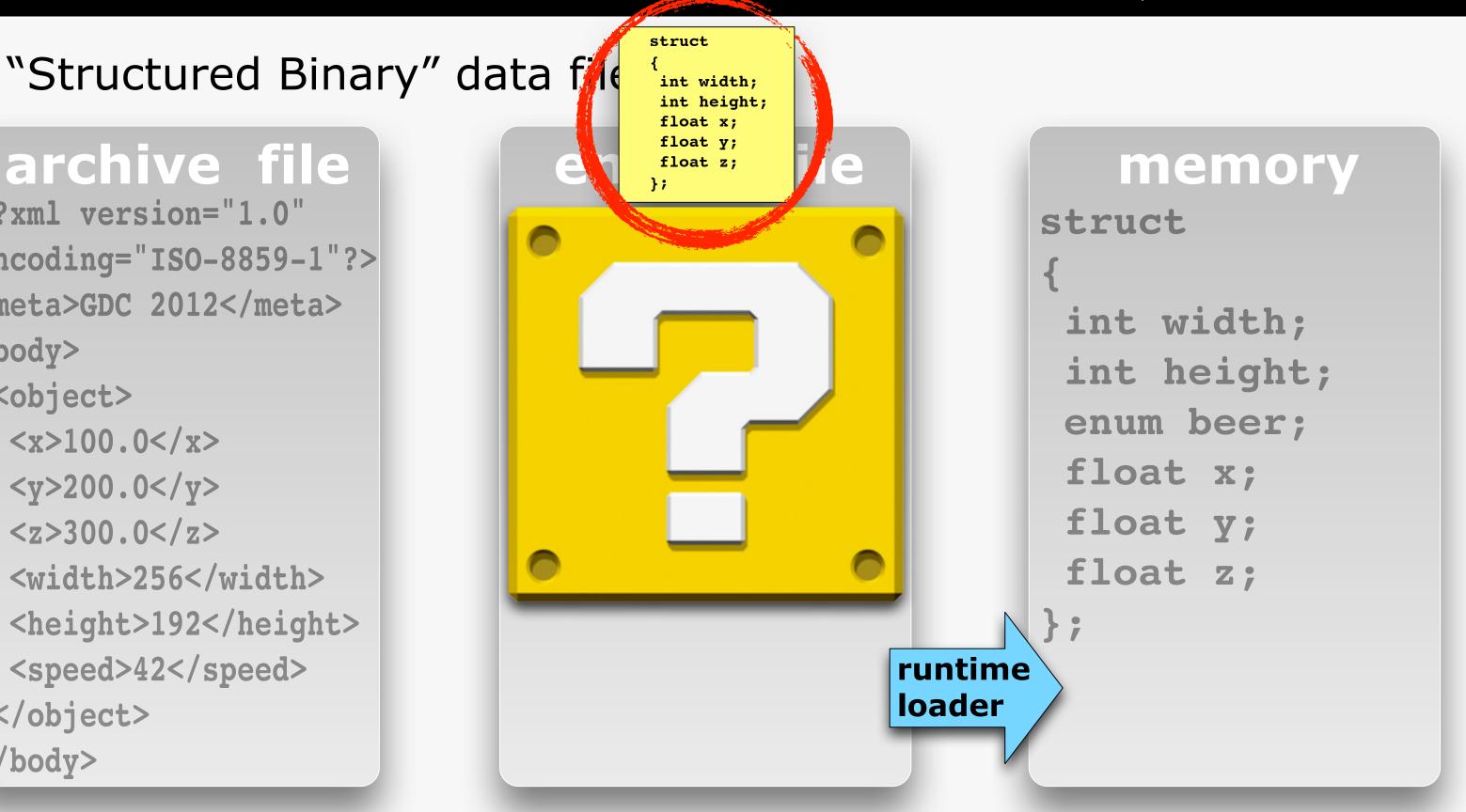
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  <width>256</width>
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Let's take a closer look.

# archive file <?xml version="1.0"</pre> encoding="ISO-8859-1"?> <meta>GDC 2012</meta> <body> <object> < x > 100.0 < / x ><y>200.0</y> < z > 300.0 < /z ><width>256</width> <height>192</height> <speed>42</speed> </object> </body>



Let's take a closer look.

```
struct
{
   int width;
   int height;
   float x;
   float y;
   float z;
};
```

A minute ago, I promised a format that doesn't require extra work for the programmers. Where does this extra data come from?

A Insomniac, we have been using a Data Definition Language for quite a while. Every C structure that needs to be serialized, is written in DDL instead. This very much like a C struct definition.

Then we have a data compiler that outputs an equivalent C++ header, and a C++ file with with generated code for accessors and serializers. The same DDL compiler can output this schema.

Γ	name hash	type	→ <4> 2 ← 16	
L	nume num	777	SIEC	span
int width	95876e1f	2 (	4	1
int height	d5bdbb42		4	1
float x	fd0c5087	5 (	4	1
float y	fc0c4ef4		4	1
float z	ff0c53ad		4	1
			1	
	fnv1a of "z"	type:"float"	size:4 bytes	

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	<b>←</b> 32	<b>→</b> 4 <b>&gt;</b>	2 ← 16 →	<b>←</b> 10 <b>→</b>
	name hash	type	size	span
int width	95876e1f	2	0 4	1
int height	d5bdbb42	2	0 4	1
float x	fd0c5087	5	0 4	1
float y	fc0c4ef4		0 4	1
float z	ff0c53ad	5	0 4	1
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	name hash	type දි.	size	span
int width	95876e1f	2 0	4	1
int height	d5bdbb42	2 0	4	1
float x	fd0c5087	5 0	4	1
float y	fc0c4ef4	5 0	4	1
float z	ff0c53ad	5 0	4	1
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int height	d5bdbb42	2	0 4	1
float x	fd0c5087	5	0 4	1
float y	fc0c4ef4		0 4	1
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1f 2	0		
	۷	4	1
42 2	0	4	1
87 5	0	4	1
f4 5	0	4	1
ad 5	0	4	1
	1		
	87 5 f4 5	87 5 0 f4 5 0	5 0 4 f4 5 0 4

The data file is no longer an opaque mystery box.

And note that this is very different from formats like a key/value dictionary. We are not tagging every individual data item. We store just enough information to reconstruct the layout.

Most data files contain many instances of the same type of object. So for example if you were to store a model with a thousand vertices, you would need one schema to describe the model, and one schema to describe a vertex.

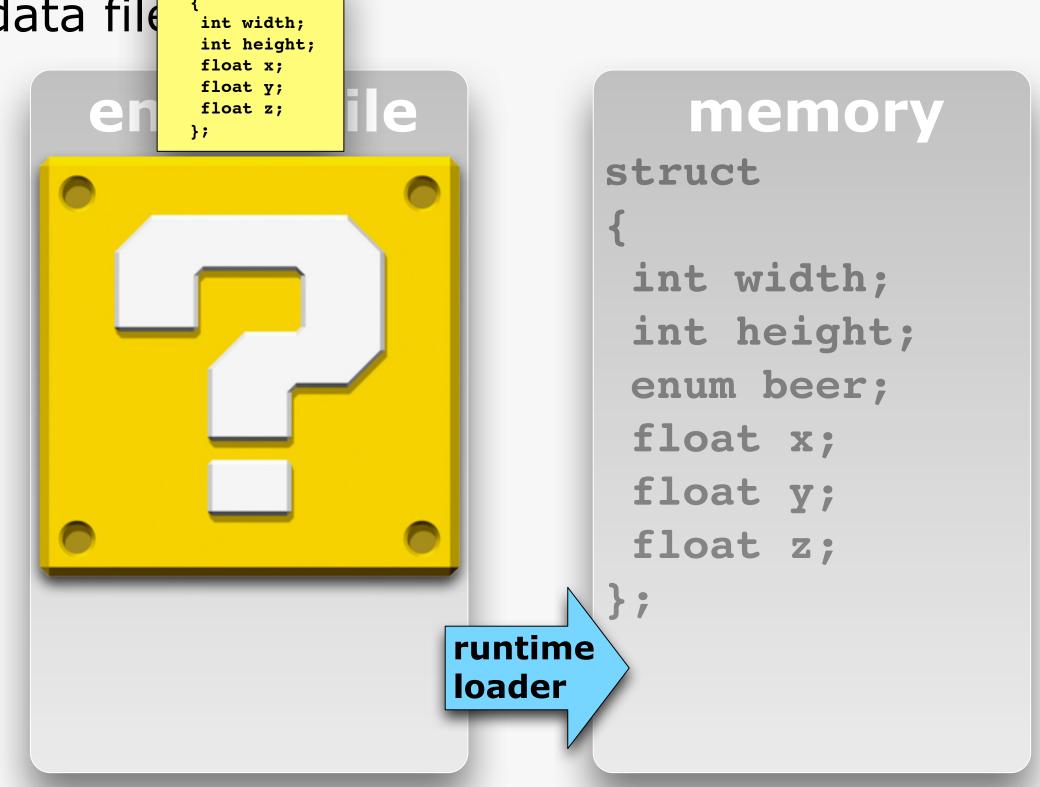
```
struct
{
   int width;
   int height;
   float x;
   float y;
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archive file
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<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```



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struct

```
engine file
 archive file
                                                             memory
<?xml version="1.0"</pre>
                            struct
                                                        struct
encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
                              int width;
                                                          int width;
<body>
                              int height;
                                                          int height;
 <object>
                              float x;
                                                          enum beer;
 < x > 100.0 < / x >
                             float y;
                                                          float x;
 <y>200.0</y>
                             float z;
                                                          float y;
 < z > 300.0 < /z >
                                                          float z;
                            };
 <width>256</width>
 <height>192</height>
 <speed>42</speed>
                                                 runtime
                                                 loader
 </object>
</body>
```

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<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
  < z > 300.0 < /z >
  <width>256</width>
  <height>192</height>
  <speed>42</speed>
 </object>
</body>
```

```
engine file
                          memory
struct
                       struct
 int width; 256
                        int width;
 int height; 192
                        int height;
 float x;
          100.0
                        enum beer;
 float y;
          200.0
                        float x;
 float z;
          300.0
                        float y;
                        float z;
};
                runtime
                loader
```

The data file is no longer an opaque mystery box.

And note that this is very different from formats like a key/value dictionary. We are not tagging every individual data item. We store just enough information to reconstruct the layout.

Most data files contain many instances of the same type of object. So for example if you were to store a model with a thousand vertices, you would need one schema to describe the model, and one schema to describe a vertex.

```
archive file
<?xml version="1.0"</pre>
encoding="ISO-8859-1"?>
<meta>GDC 2012</meta>
<body>
 <object>
  < x > 100.0 < / x >
  <y>200.0</y>
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                        float z;
};
                 runtime
                 loader
```

Now that we know how the data in the file is laid out, and the runtime knows how the data needs to be laid out in memory, we can match each data field in memory with one in the data file.

[CLICK] This is how we convert the data from the file.

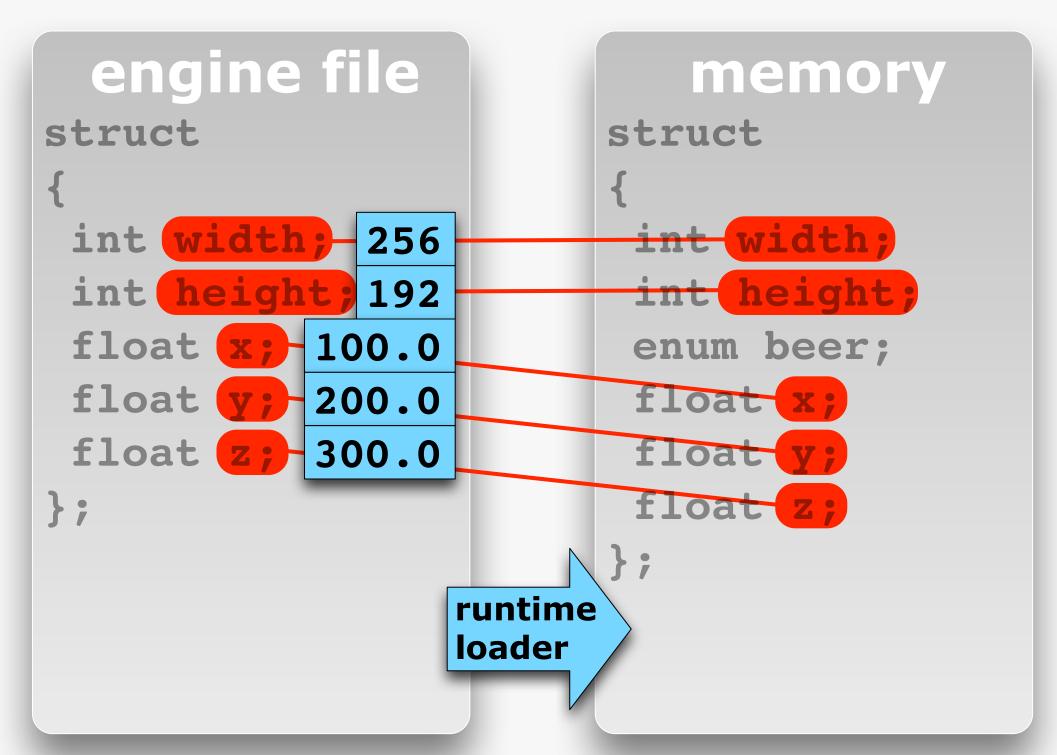
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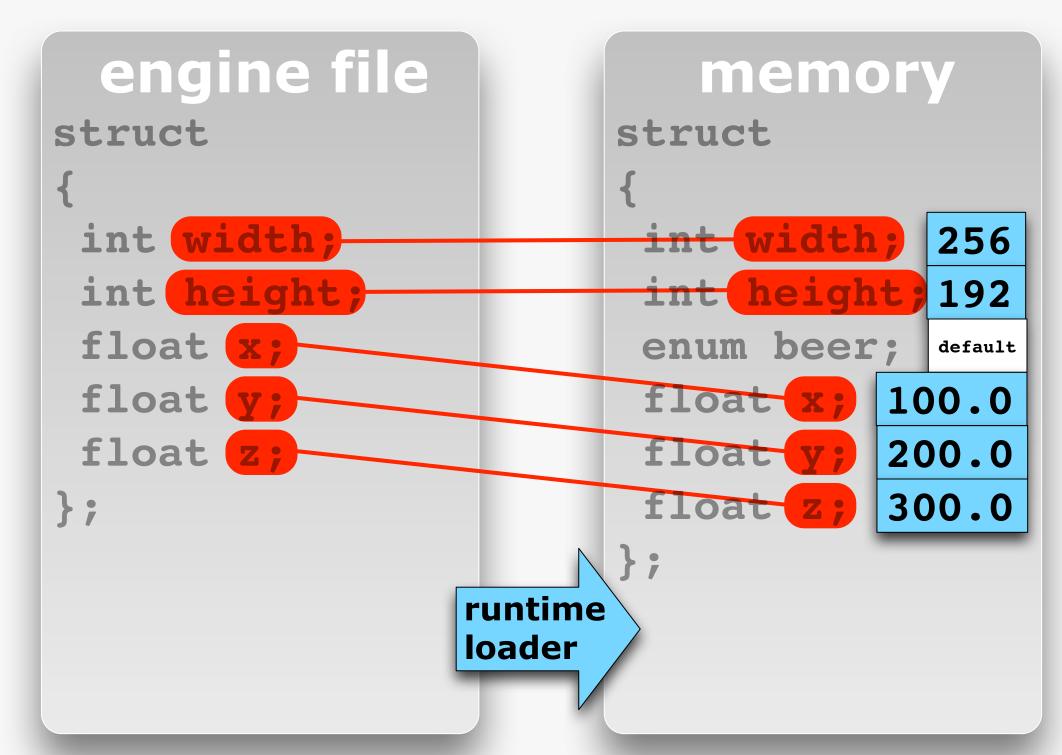
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engine file
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                       struct
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                                    default
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"Load-n-go" when possible

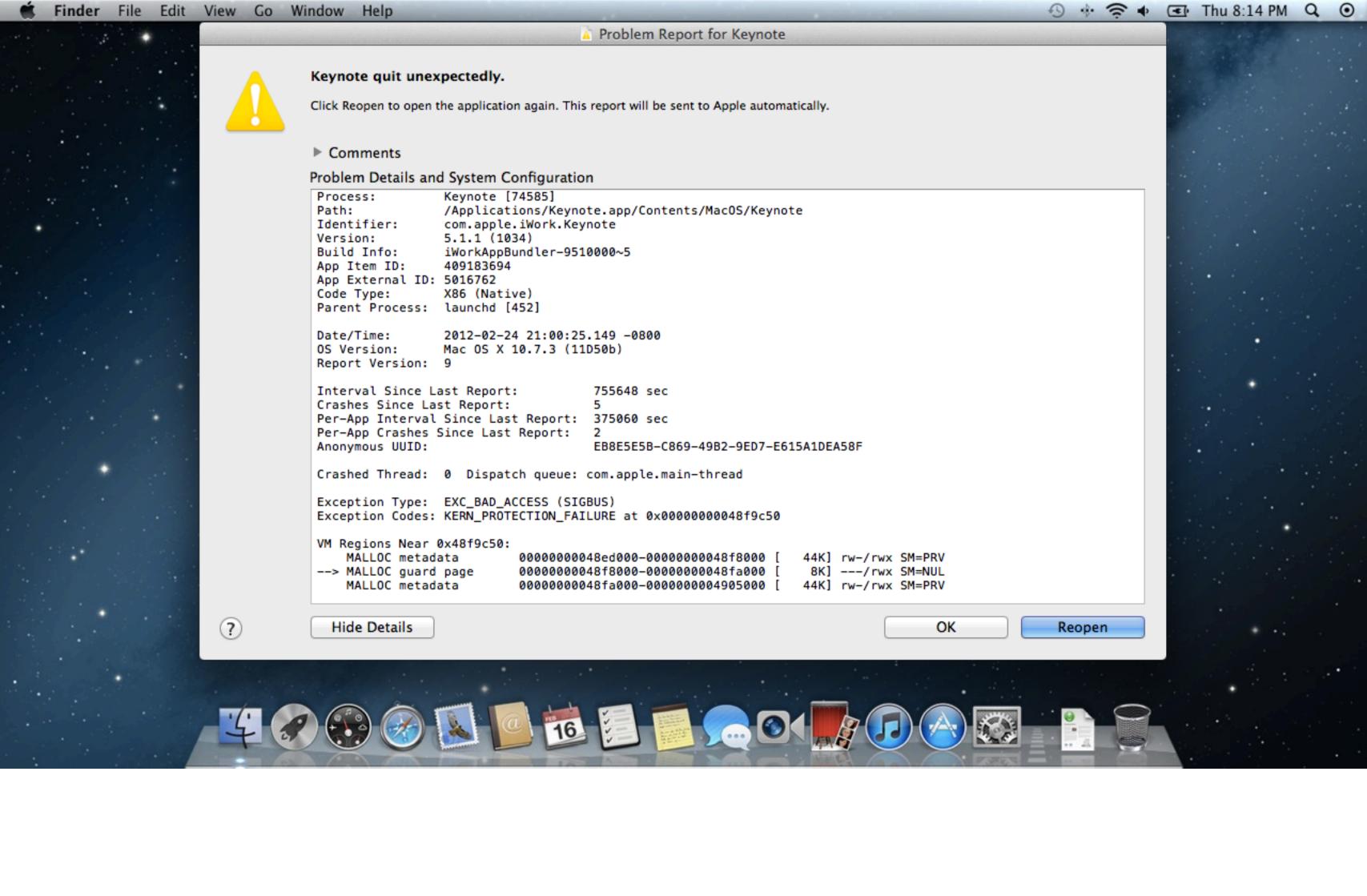
http://www.insomniacgames.com/category/research-development/

- "Load-n-go" when possible
- "Read-n-build" fallback option

http://www.insomniacgames.com/category/research-development/

- "Load-n-go" when possible
- "Read-n-build" fallback option
- ...coming soon

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### Assertions

I told you I was going to talk about assertions!

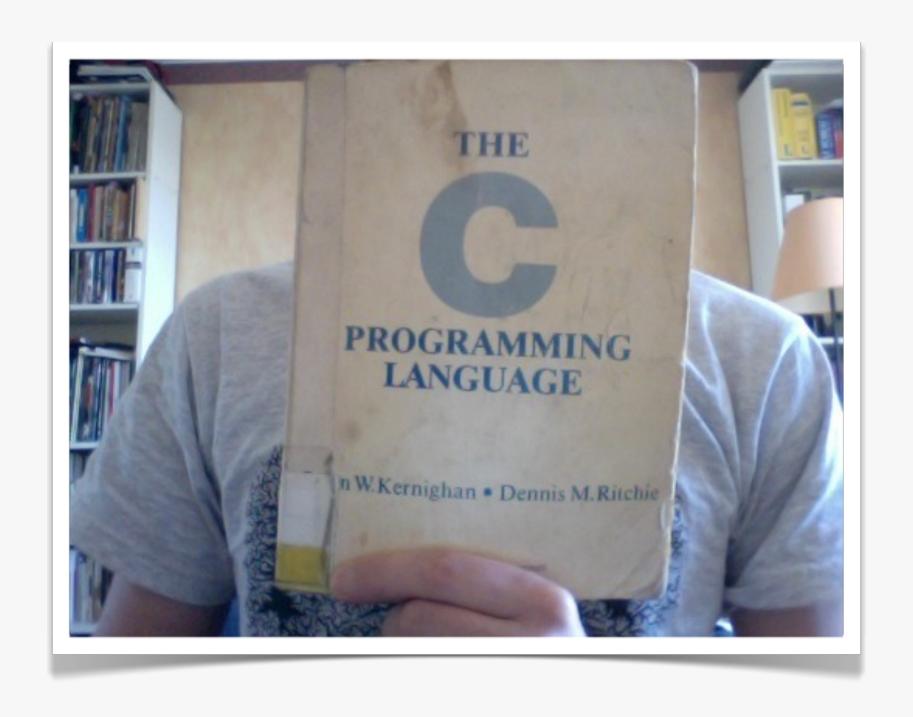
I did a little research, and found that the term "assertion" was coined by, who else, Alan Turing

"In order that the man who checks may not have too difficult a task the programmer should make a number of definite assertions which can be checked individually, and from which the correctness of the whole program easily follows."

Turing, A., Checking a Large Routine. in Conference on High Speed Automatic Calculating Machines, (Cambridge, UK, 1949), 67-69.

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The C assert macro was introduced by Dennis Ritchie in 1978

# The ASSERT Macro

And it has been the programmers best friend for debugging, verifying and testing for three decades, but...

[CLICK] Not the best friend for "using"

Your artists are users, not testers. The assert macro was always intended to be removed in the user build. Unfortunately I don; t see how we can do that.

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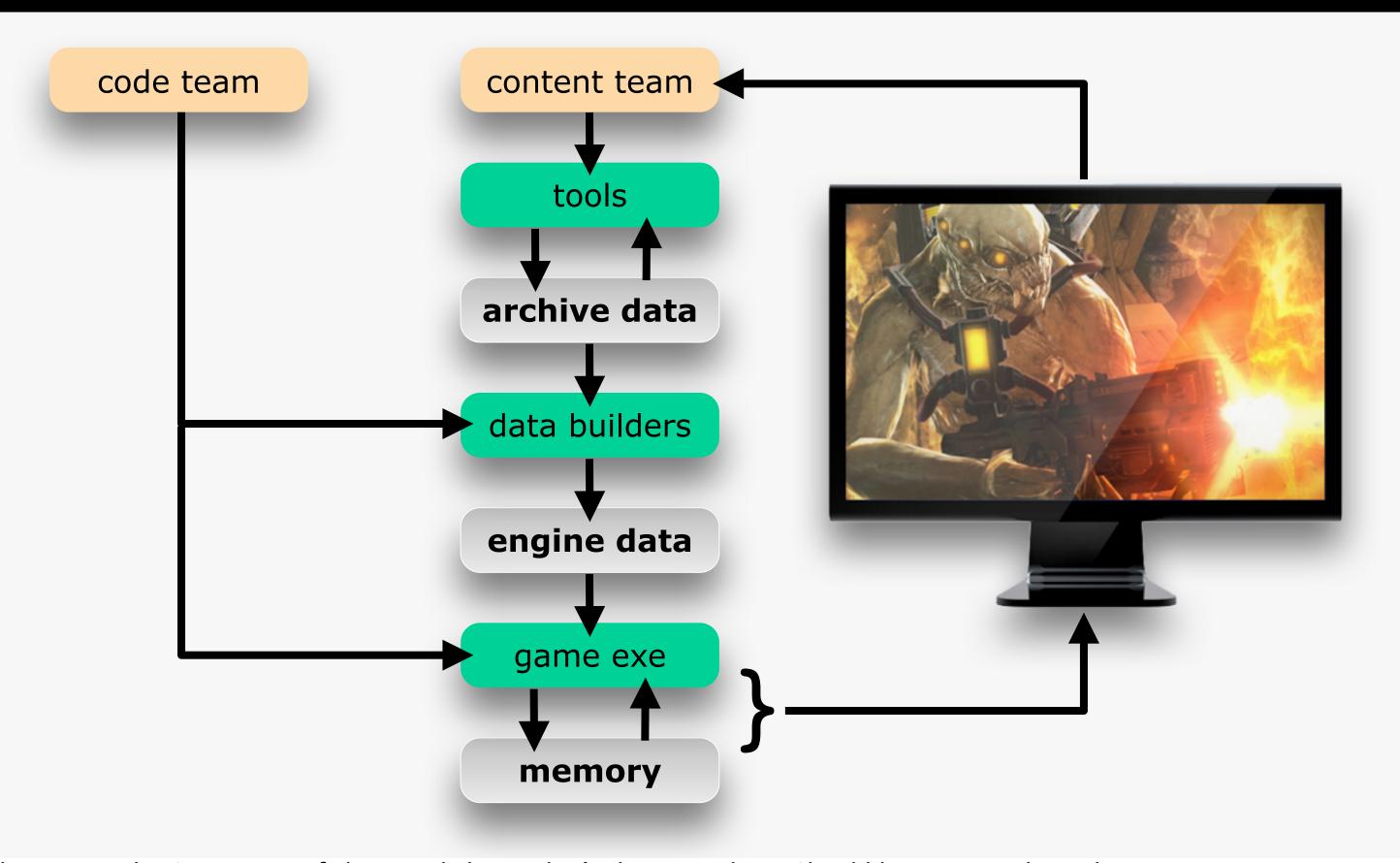
### The ASSERT Macro

- Designed to aid code verification and testing
- But our artists are not testing the software, they are using it!

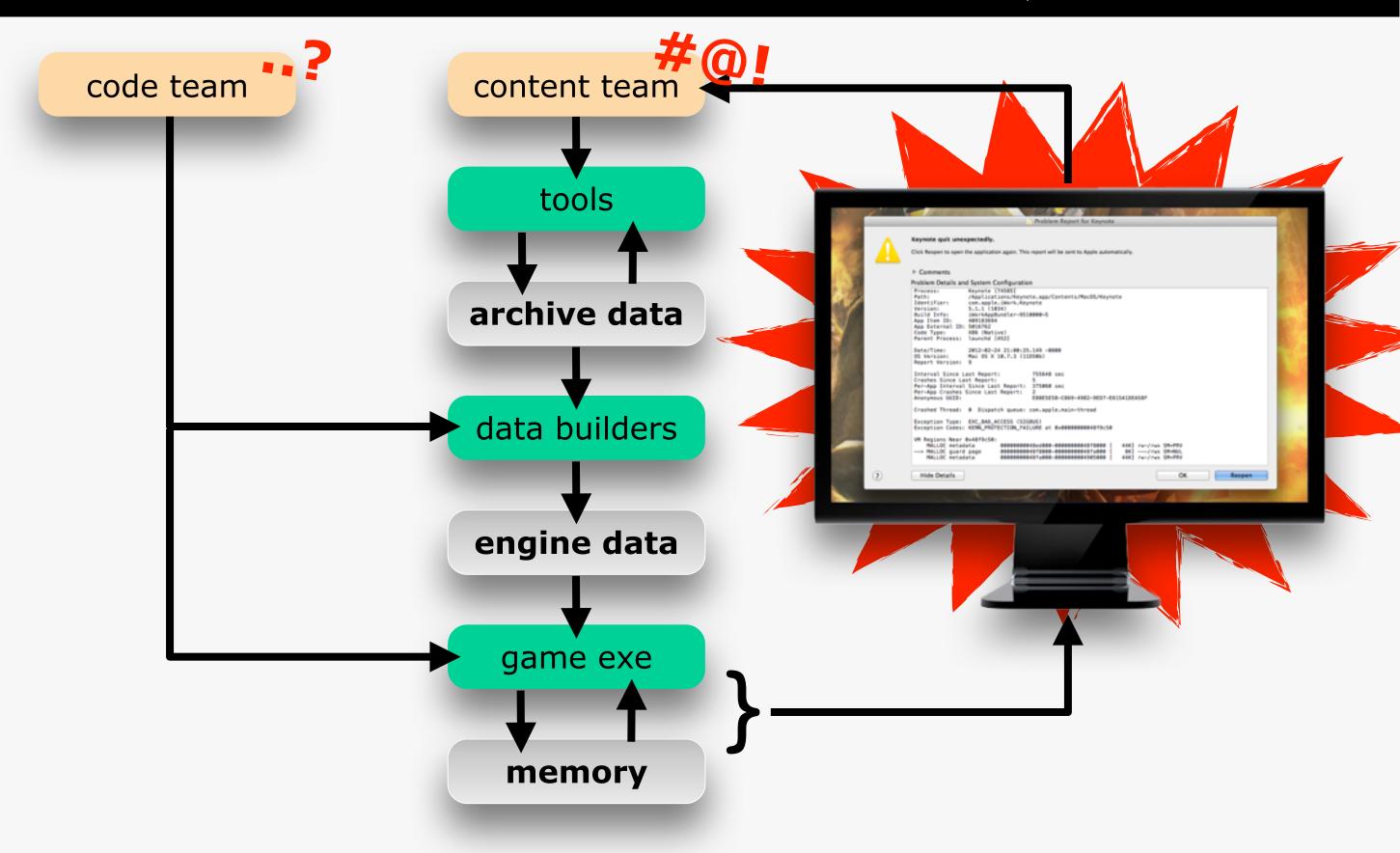
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Remember this production pipeline? Assertions fail routinely here. That's the wrong loop! Should be going to the code team.



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So the problem is that assertions are commonly presented to the users, your content team.

[CLICK] But these messages are largely irrelevant to the them. They just get in the way. And it is not fair to cast your content team in the role as "the man who checks". It really isn't their job.

[CLICK] At the same time, engineers don't get to see many errors, because they don't use the game in the all the different ways that the content team does. And you can't reasonably expect your content team to report every assertion box they run in to. They are not "the man who checks" [CLICK] So "skippable assertions" were invented, and the ignoring began

A skipped assertion is a useless assertion. Why is it even there?

"They never get fixed!" - heard that many times. So we have opposite forces. We want to make assertions more insistent, so people pay attention to them and get forced to fix them. But we also want to make them less obtrusive.

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- Directed at the wrong audience!

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### Goal of directed assertion

So what we WANT to do is to reduce the intrusion into the user workflow. SOME assertions need to go to the user, but the majority need to be directed at an engineer. "The man who checks" And its those assertions that this section of the talk is about.

[CLICK] And in order to reduce the time it takes to fix a failure, we must not only route the assertion to the right person, but also supply a ton of data for him to work with.

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I started doing this kind of thing in the Mercenaries tool chain. The various data builders were rather crash prone to the point of being almost unusable. When I was set the task of making the tool chain usable again, the first thing I did was make all assertions write a file to a shared folder on a server. On several occasions an artist would approach me, and I could tell him that I knew what he came over for, and that I was already working on the problem. The system I am describing today is a little more sophisticated.

[CLICK] I want the assertion system to be as quiet as possible. In practice, you need to let the user know that something is going awry, so it can't always be completely quiet.

[CLICK] And when I need to fix a problem without direct access to the crashed machine, if I have to debug a problem from just a report, I want that report to contain a lot of detail. A call stack is a good start, but there is a ton more evidence that can be collected.

[CLICK] And I don't want to have to interview the user, the artist. How many times have you had to ask: do you have latest? What were you doing? What level? Did you skip any earlier errors? When did you first run into this? Has anyone else run into it? All this information can be collected automatically, and forwarded to "the man who checks"

Accurately identify the owner, and direct the report

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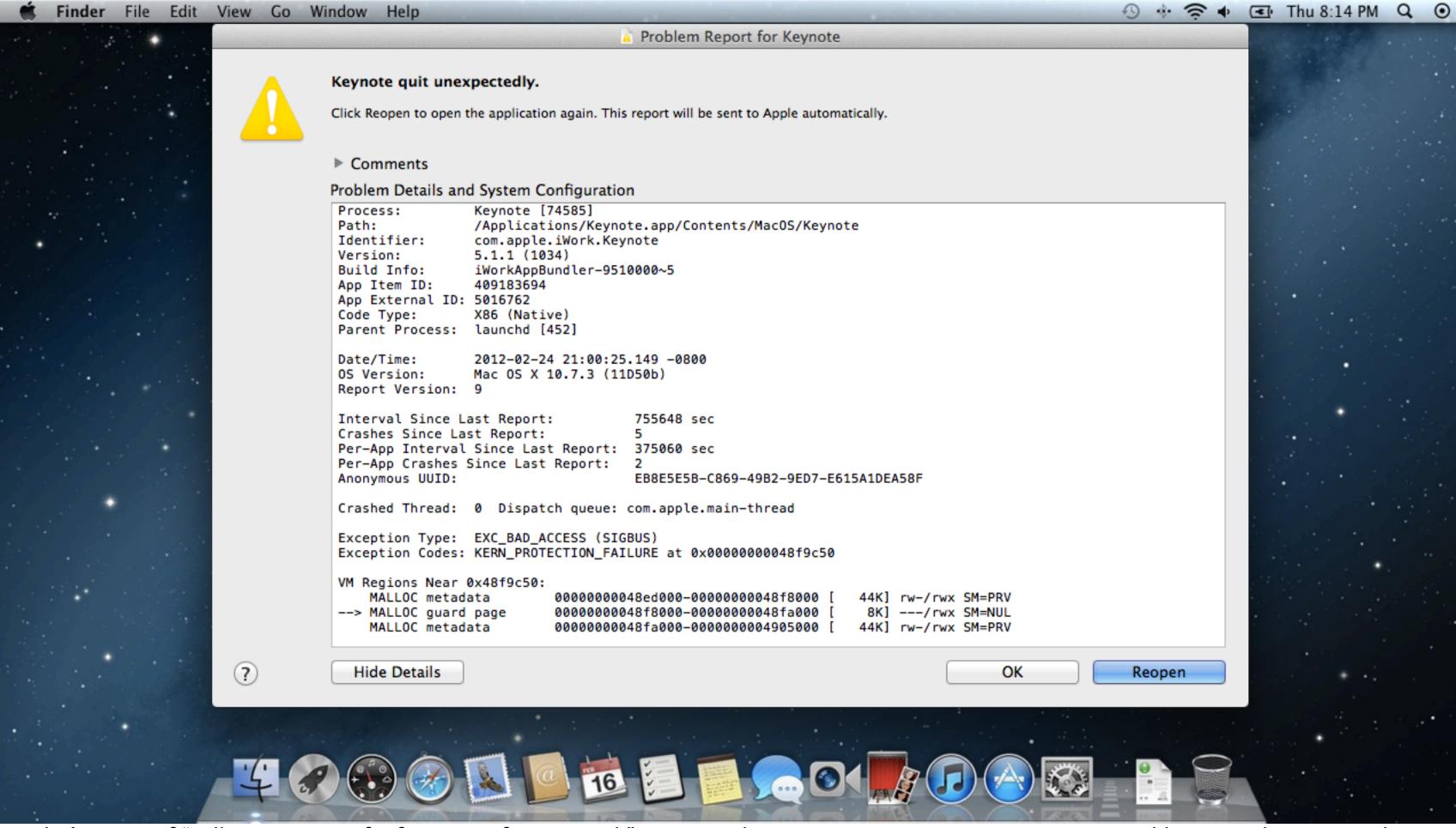
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- Collect a log of events leading up to the failure

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And it's not as if "collecting a ton of information from a crash" is a new idea. Here is an assertion report generated by an application crash on OS X. And when I say "detailed state information" I'm thinking of something like this.

Keynote [74425] Process:

/Applications/Keynote.app/Contents/MacOS/Keynote Path:

Identifier: com.apple.iWork.Keynote

Version: 5.1.1 (1034)

iWorkAppBundler-9510000~5 Build Info:

App Item ID: 409183694 App External ID: 5016762

Code Type: X86 (Native) Parent Process: launchd [452]

Date/Time: 2012-02-24 20:54:33.664 -0800

OS Version: Mac OS X 10.7.3 (11D50b)

Report Version:

O Dispatch queue: com.apple.main-thread Crashed Thread:

Exception Type: EXC\_BAD\_ACCESS (SIGBUS)

Exception Codes: KERN PROTECTION FAILURE at 0x00000000048f9c50

VM Regions Near 0x48f9c50:

MALLOC metadata 0000000048ed000-0000000048f8000 [ 44K1 rw-/rwx SM=PRV --> MALLOC guard page 8K] ---/rwx SM=NUL 0000000048f8000-00000000048fa000 [ MALLOC metadata 44K] rw-/rwx SM=PRV 0000000048fa000-000000004905000 [

Application Specific Information:

objc[74425]: garbage collection is OFF

Thread O Crashed:: Dispatch queue: com.apple.main-thread

libsystem\_c.dylib 0x9aee7a40 memmove\$VARIANT\$sse42 + 131

libGLImage.dylib 0x04618a7a 1

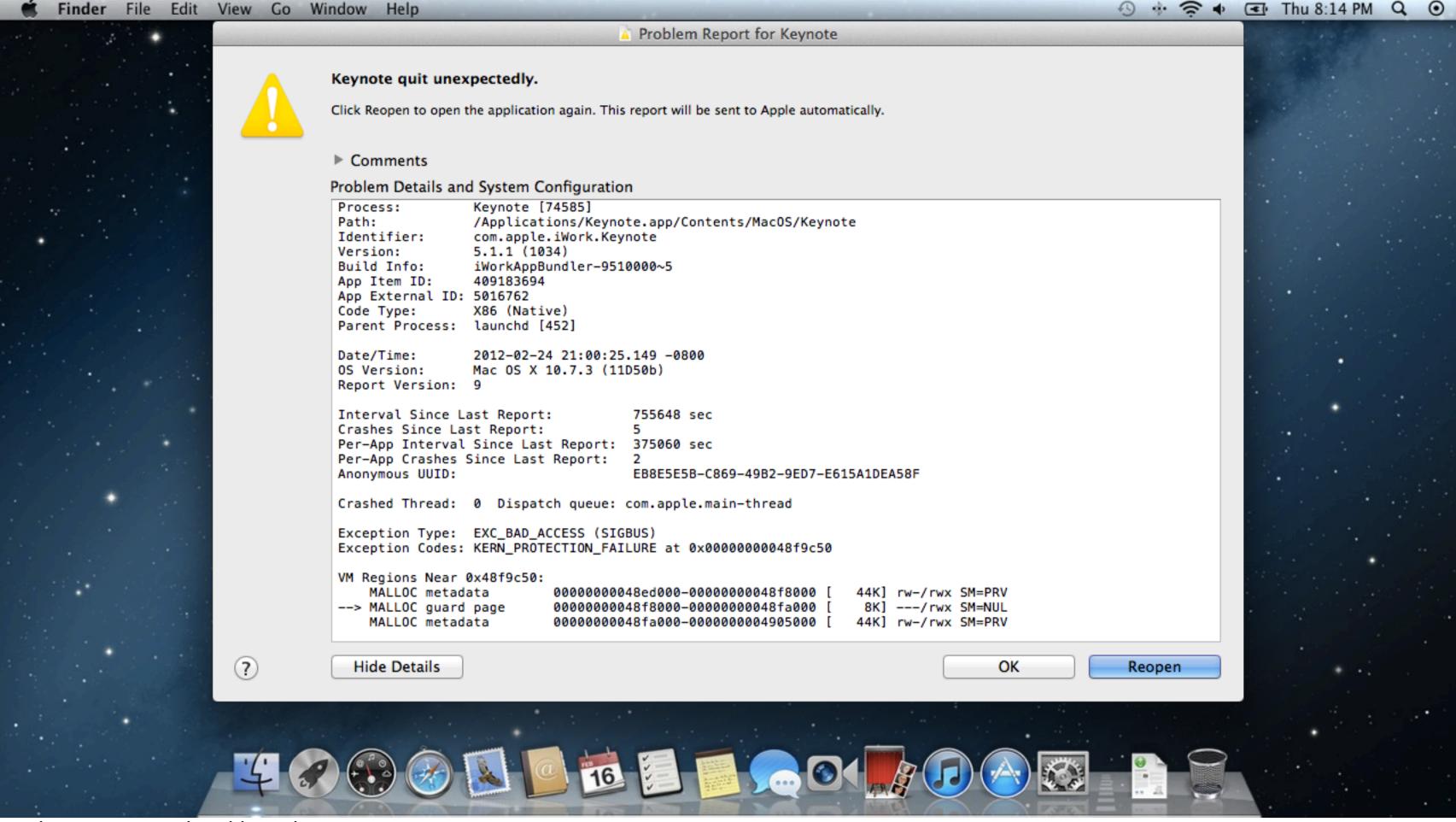
ZL22glgCopyRowsWithMemCopyPK15GLGOperationRecmPK15GLDPixelModeRec + 72

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And it's not as if "collecting a ton of information from a crash" is a new idea. Here is an assertion report generated by an application crash on OS X. And when I say "detailed state information" I'm thinking of something like this.

Now THAT'S an assertion report I can work with.



Debugging a crash is like solving a crime.

The police don't solve a crime AT the crime scene. You can't freeze the crime scene until the crime is solved, life must carry on. So the police send in their forensic team to collect evidence, and the crime is solved later in the forensic lab

Remote debugging on a user machine that has crashed, should be your very last option. This is super intrusive. And if we collect enough evidence, you may rarely have to.



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## Assertion report

- This is the evidence collected at the crime scene
- Call stack and registers are only the beginning, also...
- All running processes and threads
- Complete map of all allocated memory blocks
- Time and place of incident
- ...more is better

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So if the assertion report is your crime scene evidence, the session log is the surveillance tape. This records the events leading up to the crime and the crime in progress.

This is not a new idea either. All major operating systems have been recording session logs for decades.

Every time your game code does something significant, write it to the log. Every file opened, every read operation completed. Every movement of the user. At Insomniac we send our session data to a central server, so it is immediately accessible by any engineer.

[CLICK] Store everything that could be of interest. The more the better. The only limits are storage and network traffic. And storage is cheap. To minimize network traffic and dependence on network performance, the session data is sent to the local host PC first. A daemon running on the host PC will collect the session log messages and forward them to the log server asynchronously. The data format is also kept very compact. Although the programmer writes to the log system using a printf-style API, the printf formatting is not expanded on the client side at all. The formatting string itself is transmitted, and the printf-style "varargs" are transmitted in their original binary form. Even the formatting string is not transmitted more than once per session.

# Session Log

This is your "surveillance video" of the crime in progress

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[CLICK] Store everything that could be of interest. The more the better. The only limits are storage and network traffic. And storage is cheap. To minimize network traffic and dependence on network performance, the session data is sent to the local host PC first. A daemon running on the host PC will collect the session log messages and forward them to the log server asynchronously. The data format is also kept very compact. Although the programmer writes to the log system using a printf-style API, the printf formatting is not expanded on the client side at all. The formatting string itself is transmitted, and the printf-style "varargs" are transmitted in their original binary form. Even the formatting string is not transmitted more than once per session.

## Session Log

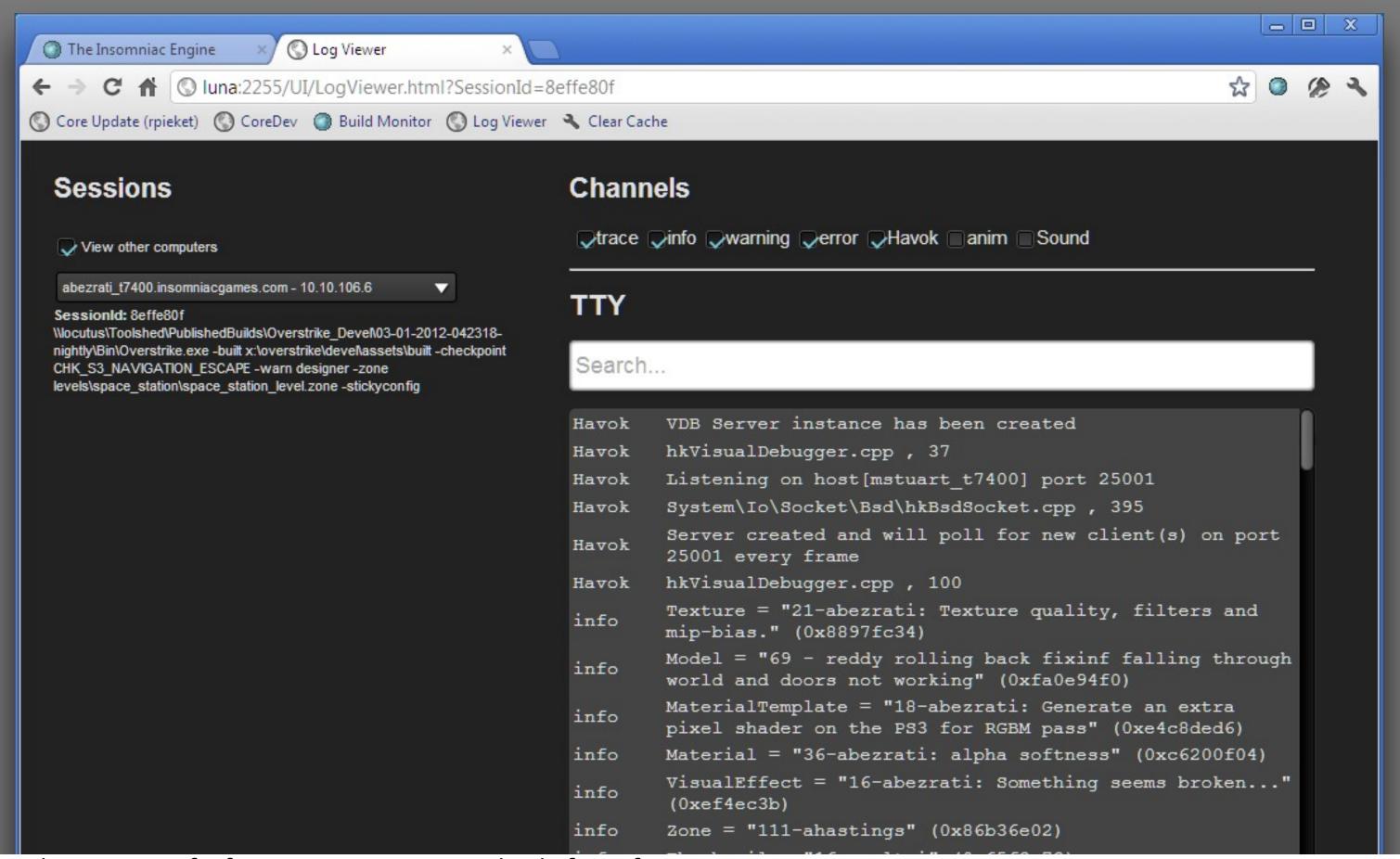
- This is your "surveillance video" of the crime in progress
- User name, machine name, code/data versions
- File I/O, asset loading
- Errors, warnings silent or not
- User actions and state changes
- All skipped assertions in same session

So if the assertion report is your crime scene evidence, the session log is the surveillance tape. This records the events leading up to the crime, and the crime in progress.

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Of course this quantity of information requires some kind of interface.

At Insomniac, we store our session logs and assertion reports in a MongoDB database with an HTTP server.

This makes it fairly easy to put together front end in a web browser. This screenshot is very much a work in progress.

More sophisticated filtering and searching is in the future. And because the entire database is only an HTTP query away, any programmer can write some javascript to go data mining for something that isn't already covered by the standard interface.

- Accurately identify the owner, and direct the report
- Collect detailed state information from the crash
- Collect a log of events leading up to the failure

Now some code examples.

Remember, we want to make the assertion less intrusive. That means skippable, or even "auto-skip"

```
#define ASSERT( expression, format, ... ) \
(\
    (expression)?\
    true :\
      HandleAssert\
       __FILE__, __FUNCTION__, __LINE__,\
        #expression, format, ___VA_ARGS__\
      ),\
      false\
```

"Skippable" assertions need a fix-up. The shipped product may, or may not keep the fix up code.

I have slightly restructured the ASSERT macro. You may prefer to give it a different name.

First of all, the ASSERT macro now returns a boolean value. This will control the fix up.

Also, I collect the function name. I will show you why in a minute.

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```
Vec3 VecNormalize( const Vec3& v )
  float length = VecLength( v );
  if( ASSERT( length != 0.f ) )
    return v / length;
  else
    return v;
```

This is how the new ASSERT macro works with the fix-up code. If the precondition is met, the ASSERT macro returns true, and the normal code can be executed. If the assertion fails, it returns false, and the fix-up occurs.

Of course if the assertion fails, it calls the assertion handler before returning. The assertion handler then reports the assertion to the server, and may or may not display the assertion dialog.

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```
ScopeOwner* g_ScopeOwner = NULL;
struct ScopeOwner
  ScopeOwner( const char* name )
    m Name = name;
    m Next = g ScopeOwner;
    g ScopeOwner = this;
  ~ScopeOwner() { g_ScopeOwner = m_Next; }
  const char*
               m Name;
  ScopeOwner*
               m Next;
};
```

And if you recall, the system must "accurately identify the owner".

In previous attempts, we would manually specify the alleged owner as an argument to the macro. This works fine for top-level assertions. What about assertions in the library? Hopefully your libraries are full of assertion tests. Every argument to a library function should be verified. Every operation must be validated. I hope you're already doing that.

But assertions placed in the library should rarely be directed at the library author. They almost always should go to the author of the code calling in to the library.

That's why I'm proposing a simple scoping scheme. I'd like to call this feature "blame upcasting"

```
void SomeUserFunction()
{
   ScopeOwner so( "RPW" );
   // ...
   Vec3 dir = VecNormalize( end - start );
   // ...
}
```

This is then how you mark your scope. You create a scoped object on the stack with your ID. The object gets added to the front of the owner list when it is created, and removed when it is destroyed.

Note that you don't have to declare scope in every single function that you write. You only need to do this in the functions of your system that are part of your API. In other words, your public functions. In a well-designed API, that's a small number of places.

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```
void HandleAssert( const char* file, const char* function,
  int line, const char* expr, const char* fmt, ...)
  va list args;
  va start( args, fmt );
  const char* owner = g ScopeOwner->m Name;
  log::errorf( "Assertion failed in %s, %s, line %d\n",
                file, function, line );
  log::errorf( "Expression %s\n", expr );
  log::errorf( "Id: %s-%s-%s\n", function, file, owner );
  log::errorf( "Owner: %s\n", g_ScopeOwner->m_Name );
  log::verrorf( fmt, args );
  printf( "\n" );
  va_end( args );
```

Remember these assertion reports go into a database. And there will be a lot of them. This database needs to be organized in some way. And you definitely want to keep multiple reports of the same assertion together. In order to do that, you need an assertion ID.

Last piece of the puzzle: we need to identify the assert in a persistent manner

The file name and line number won't do for this purpose. You will be collecting reports over a period of time. And if, during that time, the source file changes, the line number of the assertion will change. Identifying the assertion by the function, and not by the line number, is more persistent.

Note that I'm also including the scope owner in the ID. This means that the VecNormalize assertion that is called from, say, the animation system scope will be sorted separate from the VecNormalize called from the AI system scope.

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//DEBUG
if( ASSERT( length != 0.f ) )
  return v / length;
else
  return v;
```

But I think most developers would like to keep at least the fix-up code in the shipped version.

The syntax that I just proposed, with the ASSERT macro that returns a boolean, you have a number of options. You will need to define a few different versions of the ASSERT macro, that compile differently under a RELEASE build.

[CLICK] So if you want to keep the fix up in a release build, you can rig your ASSERT macro in such a way that after the preprocessor, the code looks like this. Only the test and the fix-up are kept.

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So to summarize: directed assertions use a scoping mechanism to identify the likely owner, and more accurately direct the assertion.

[CLICK] Collect a lot more data from the crime scene than just a call stack

[CLICK] Record all events leading up to the failure

[CLICK] All this is done in an effort to solve the crime without involving innocent bystanders

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- CSI: collect as much evidence as possible
- Record extensive session log
- Don't bug others about your debugging task
- More data = quicker fix and less intrusion

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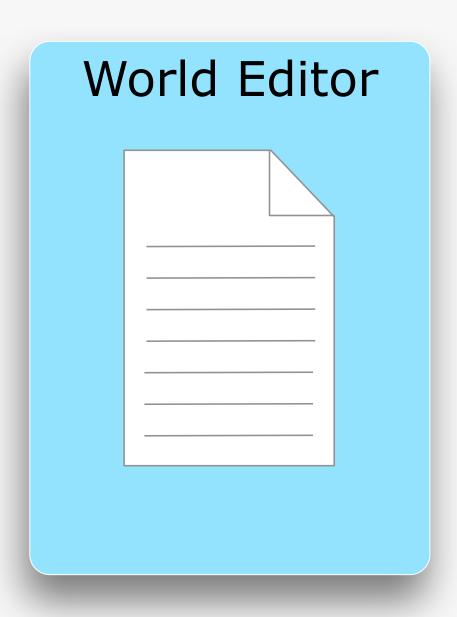
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# Client/server tools architecture

Now I want to talk about a very powerful architecture choice that we made at Insomniac Games for our tools.

It has been mentioned in other talks already, earlier this week.

This choice was made before I started at Insomniac Games. I have called it the gift that keeps on giving.



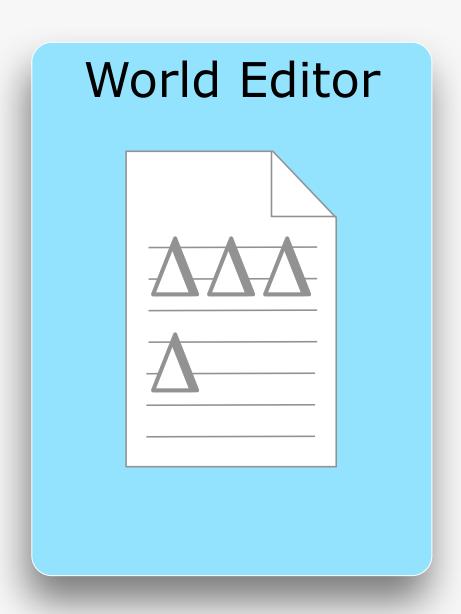
Let me use the example of our world editor.

In a traditional editor, the document that you are working on is kept and maintained by the editor application itself. This is the working data, or the "model" of a model-view-controller architecture. It is deserialized on start up, and serialized when you save.

[CLICK] So the changes that you make operate on the document model in memory.

Now you have been in this line of work for a while, and you know that the tools are still in development, and only stable in between crashes. So you save often.

[CLICK] And you carry on working



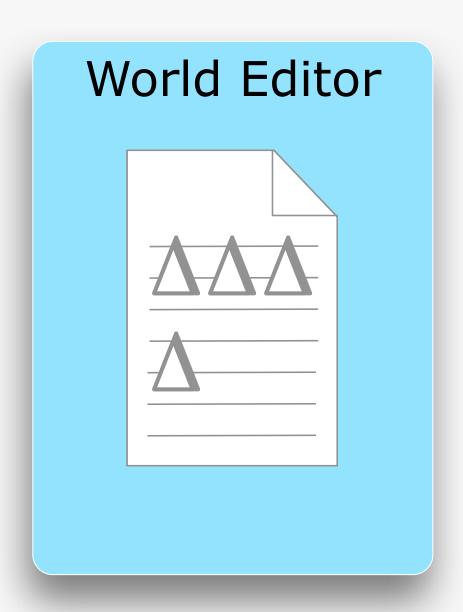
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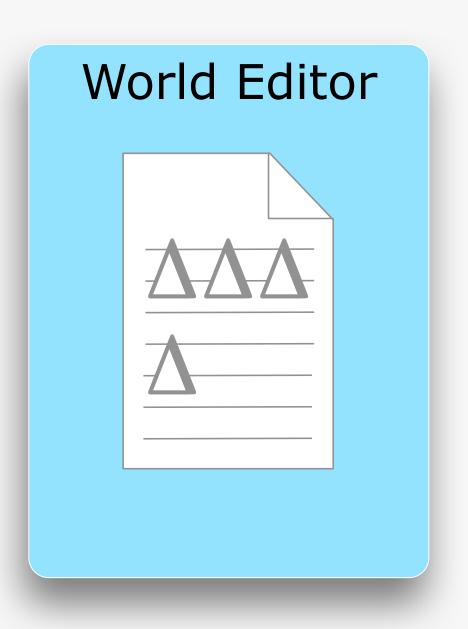
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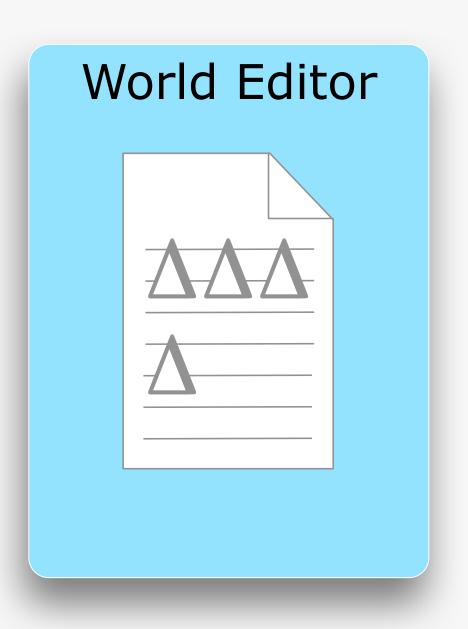
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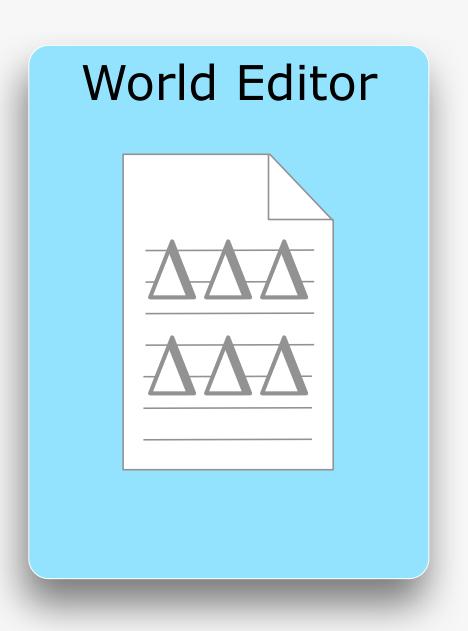
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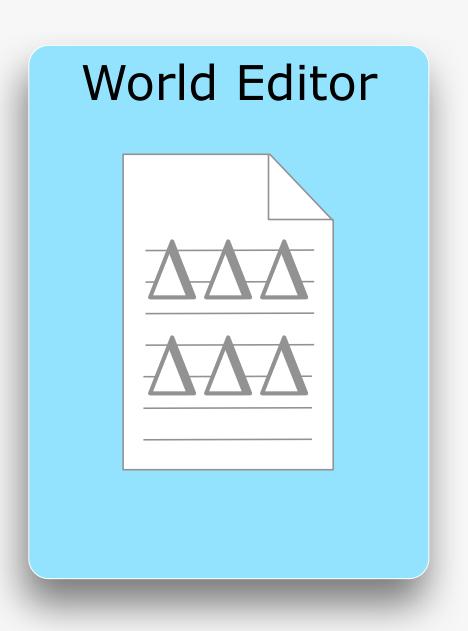
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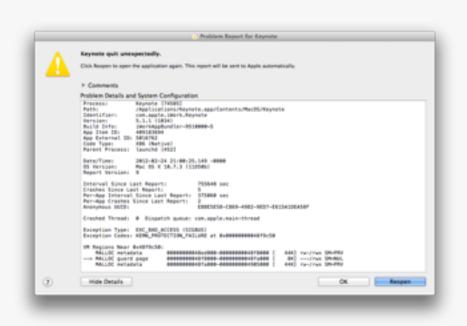
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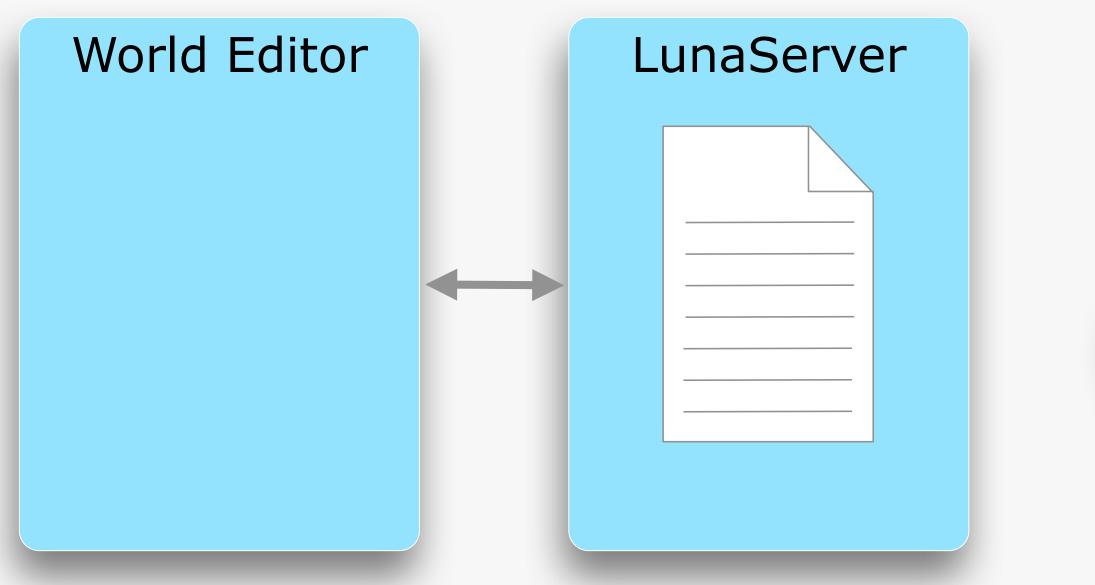
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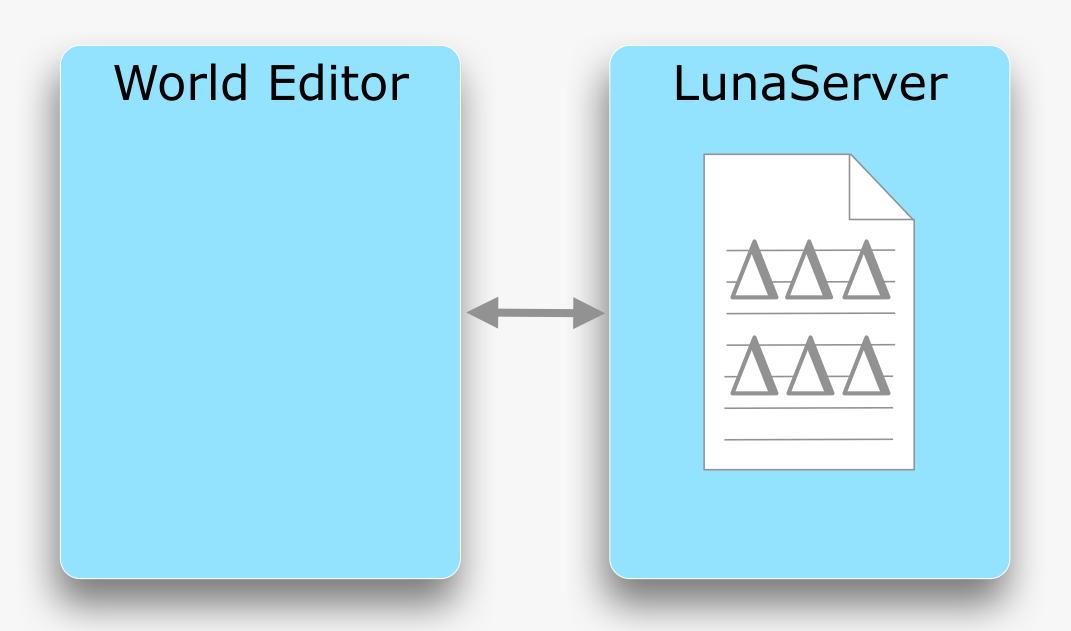
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LunaServer is a process running on the same host PC as the editor. The editor and the server are on the same machine. We have not found it necessary yet to connect over the network.

The application only keeps a cache copy in memory. It does this only so that it can display the document, and process mouse clicks and so on. The authoritative document is maintained by the server.

The server is completely generic. It knows nothing of the nature of the data that it maintains. It just stores the data, collects changes from the client, reports changes to the client when they come in from other clients. More about that in a moment.

[CLICK] While you are using the editor application, it sends every individual change to the server, immediately. The document in its entirety is only ever transmitted once, from the server to the application, when the application starts up. So it can initialize its local cache version.





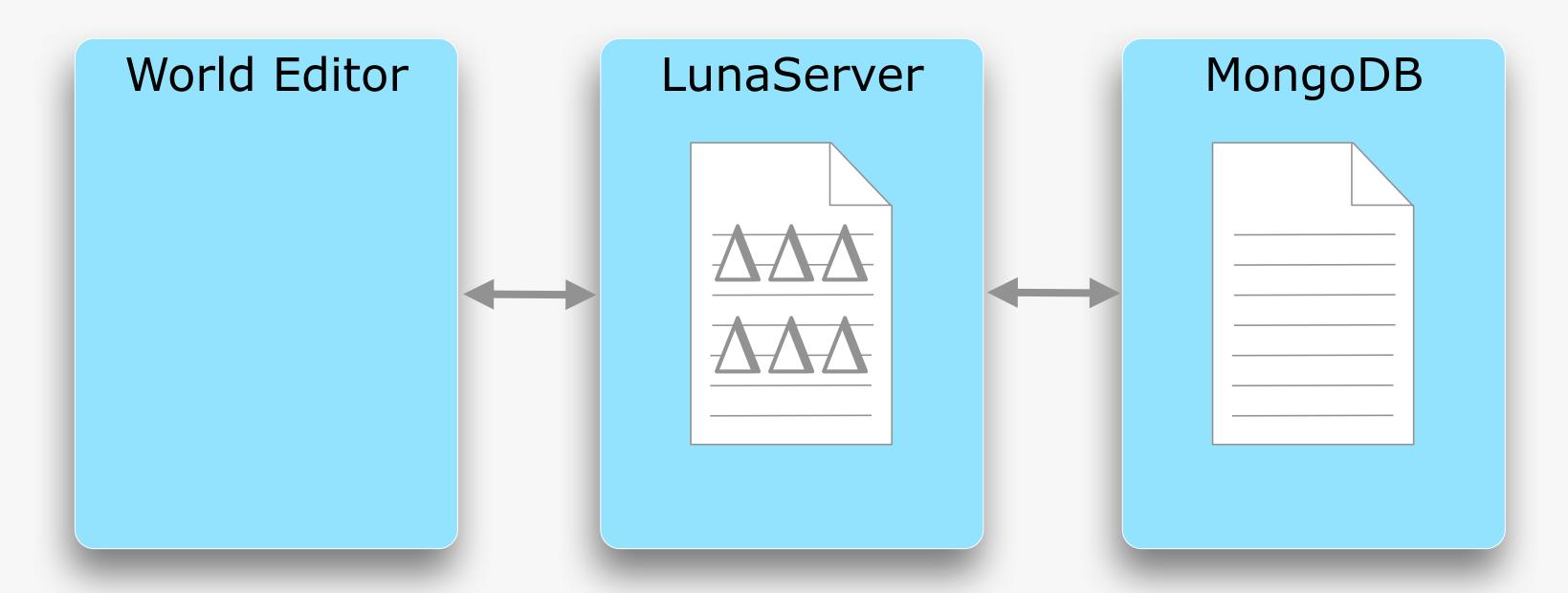
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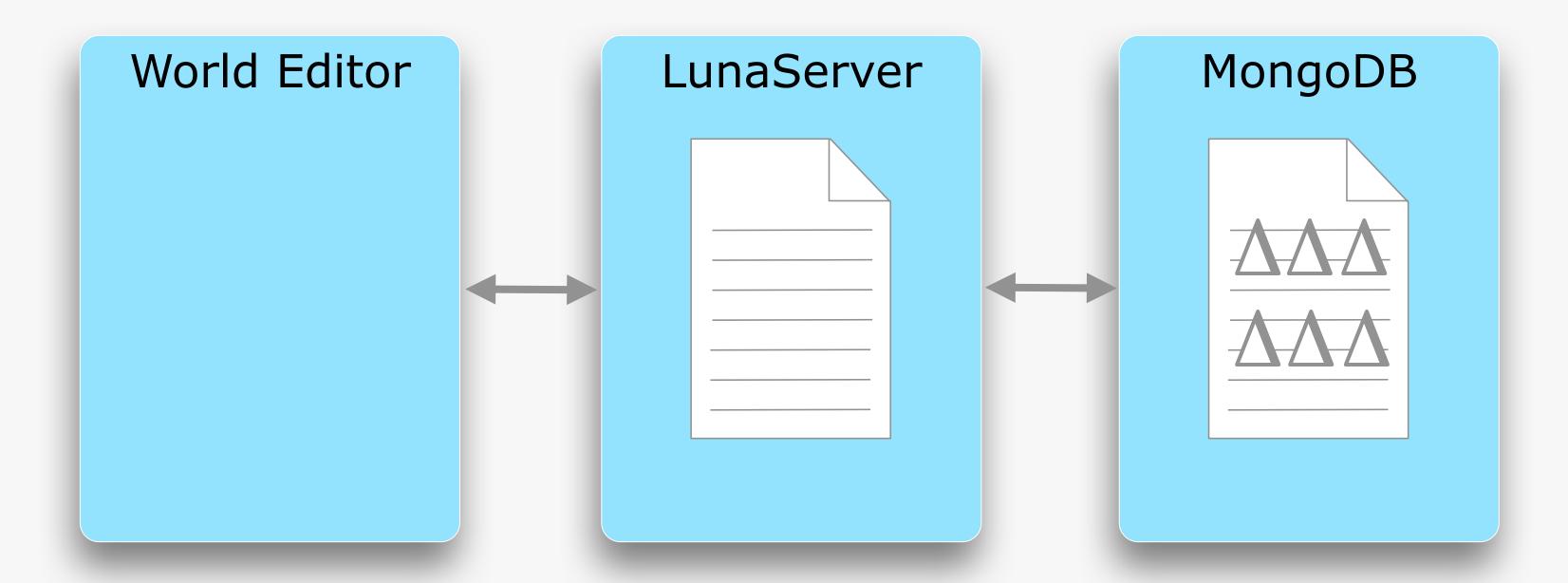
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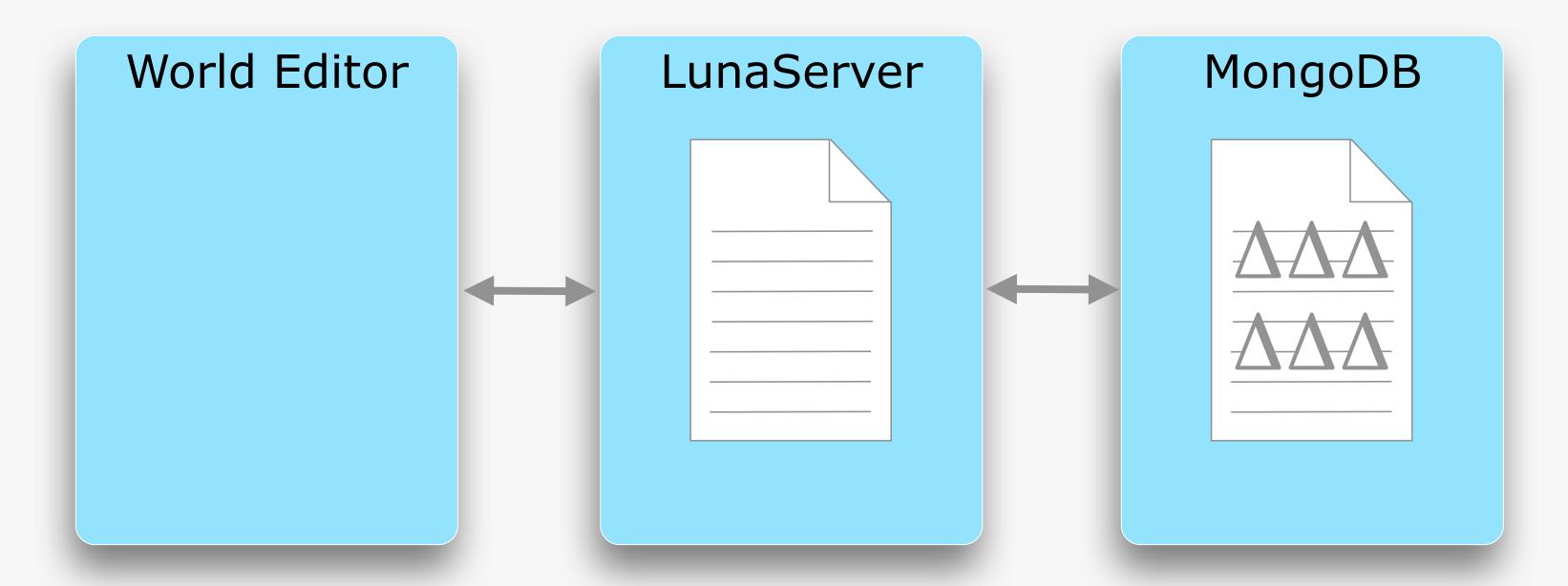
And the server itself is backed by MongoDB. We use MongoDB in several other places in our production pipeline, and it has been serving us very well.

[CLICK] And oops. There it goes again. The editor application has crashed. Not to worry. Your data is safe. Not only all your changes right up to the point where the crash occurred, but also the undo queue and copy/paste data. You can restart the application, and continue working as if nothing ever happened.



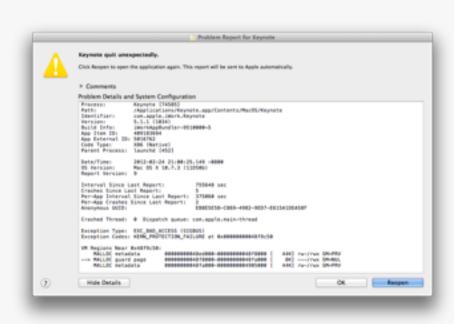
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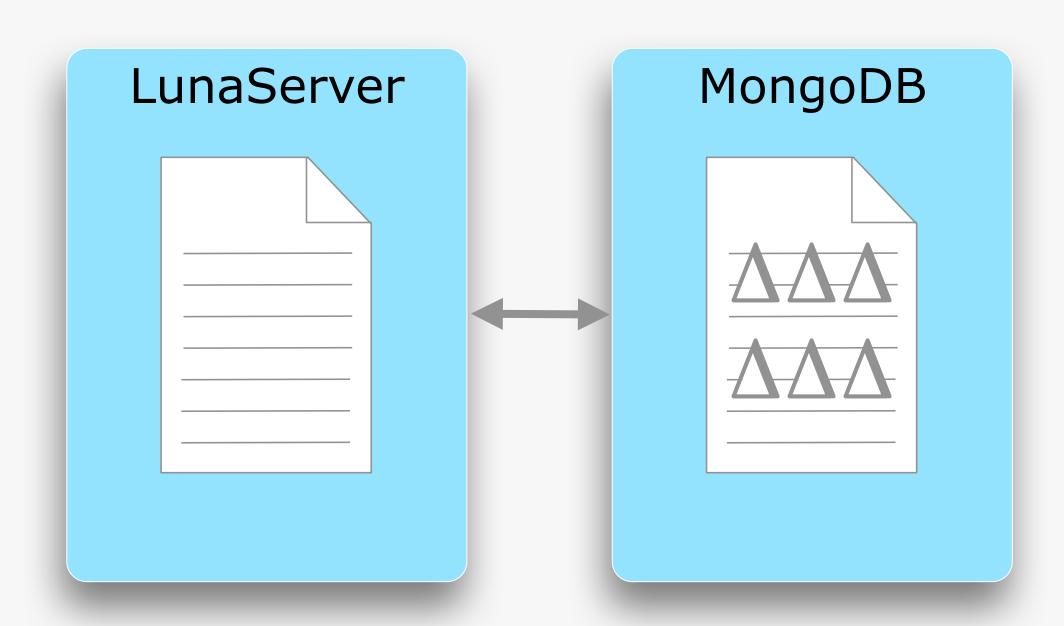
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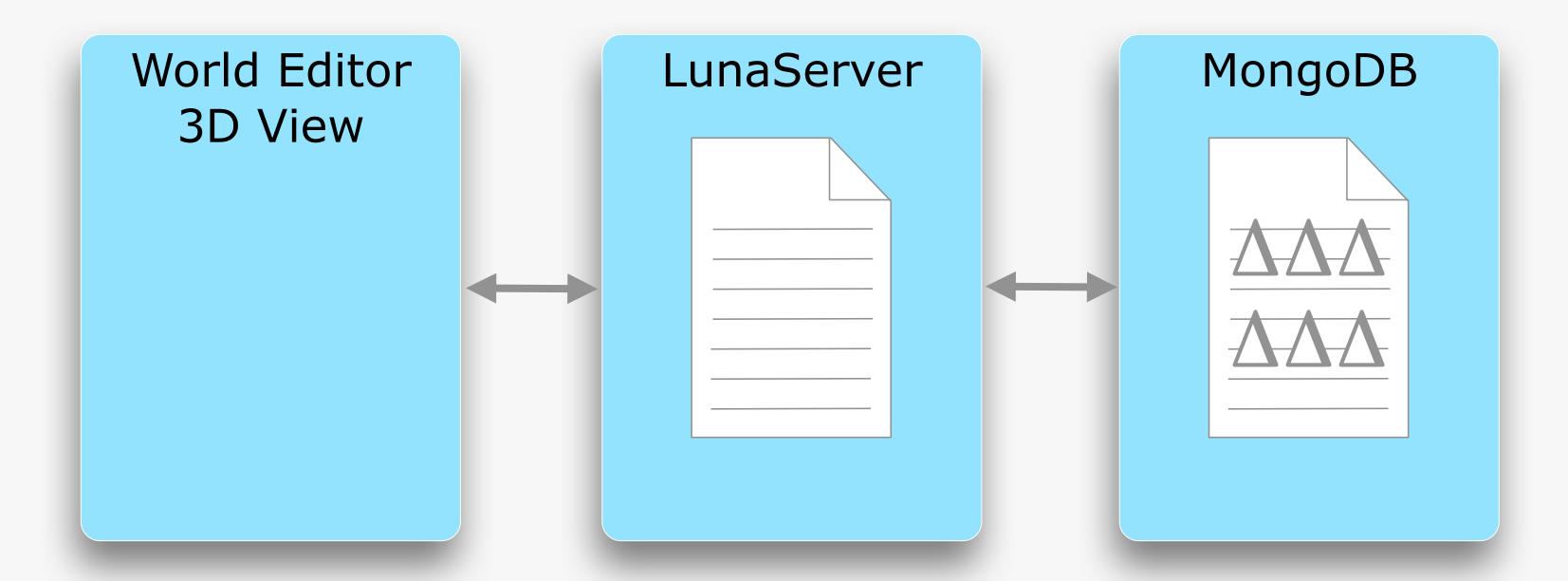
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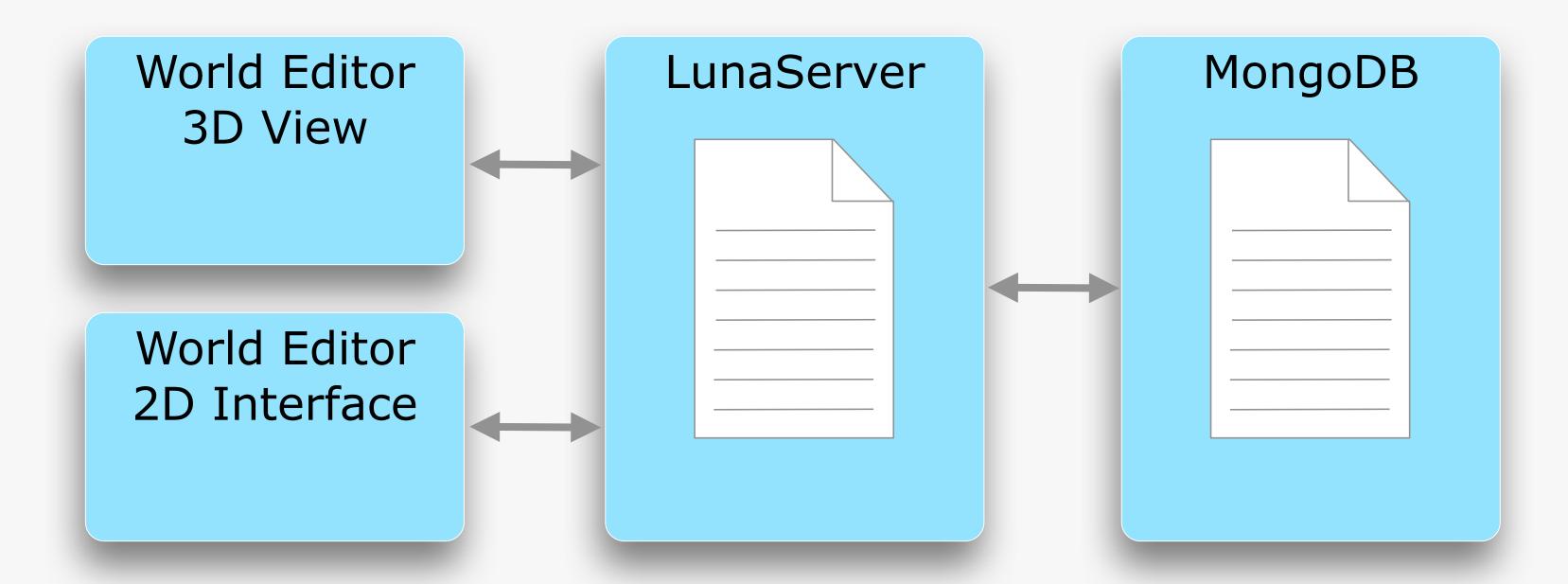
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I mentioned a moment ago that the server transmits changes coming from other clients. Our world editor is in fact two clients. [CLICK] The 3D view editor is separate from the 2D interface.

[CLICK] The 3D view is in fact a completely separate application. It has no 2D interface at all. No HUD, no controls, other than the 3D manipulators. It is written in C++, it is built with our game engine, and it renders to a client window in Chrome. The 2D UI is written entirely in JavaScript and HTML5.

The 3D view and 2D UI never talk to each other. Each only ever communicates with the server. They report their changes to the server, and the server transmits changes to other clients.



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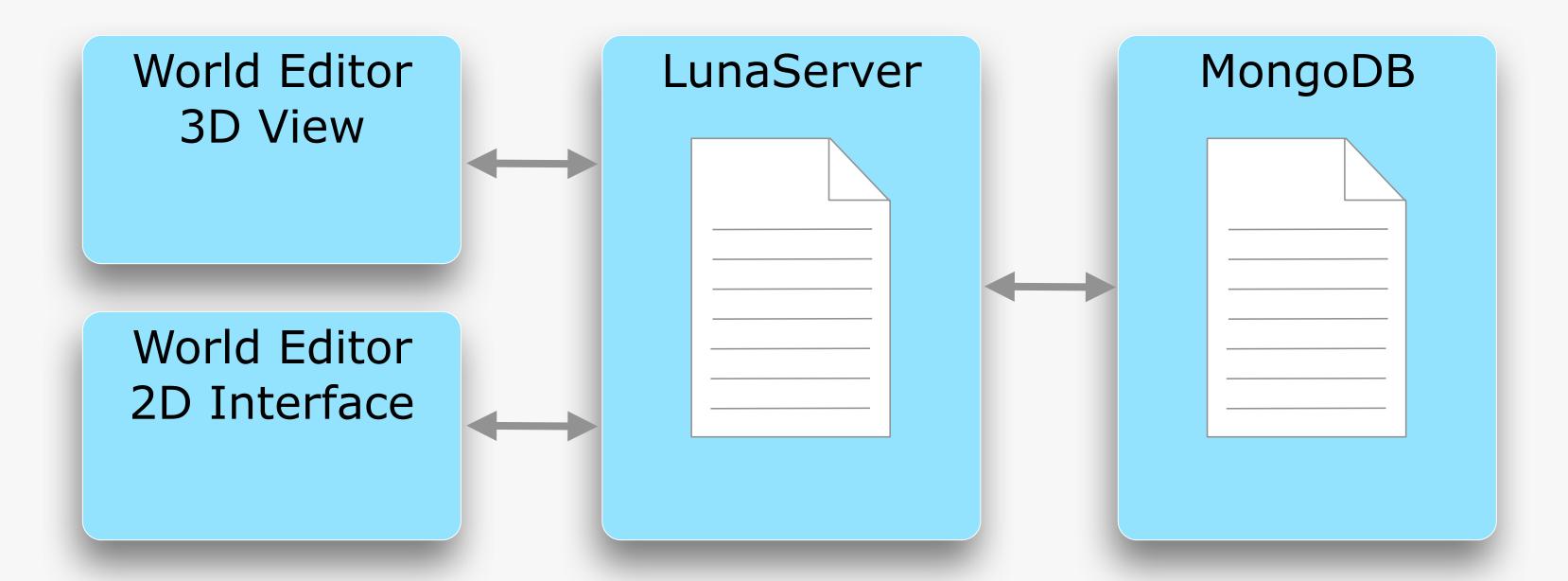
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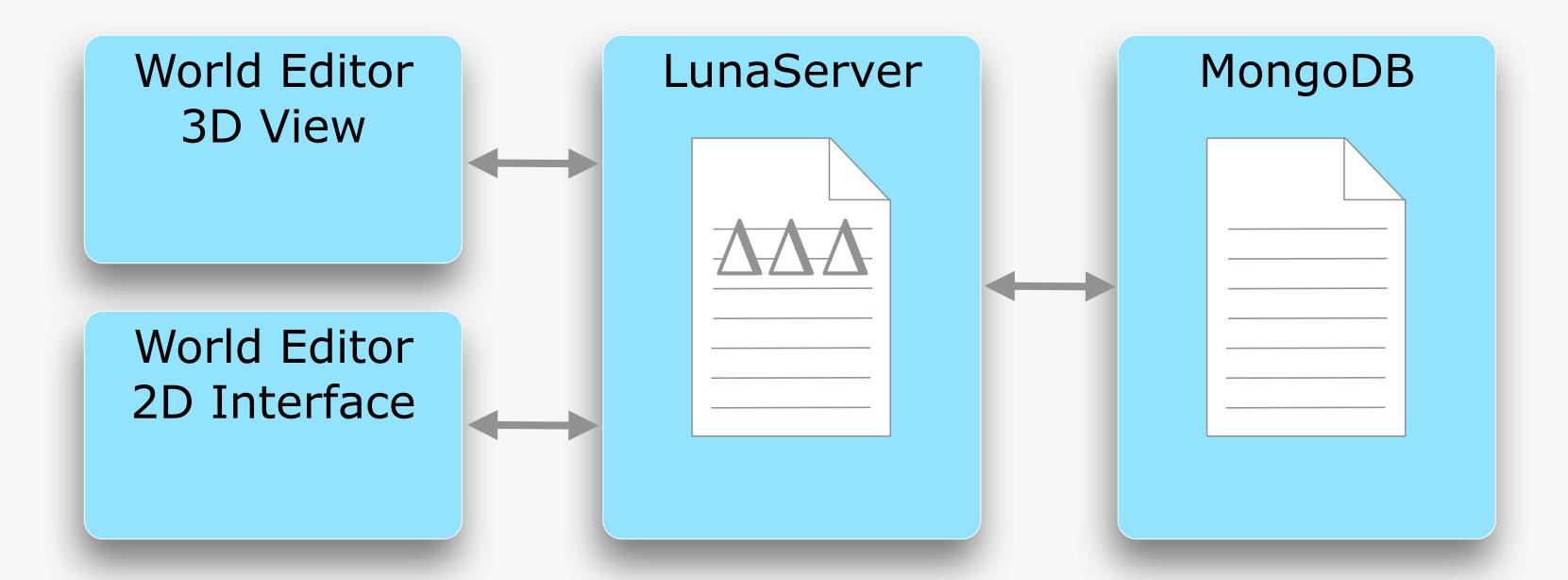
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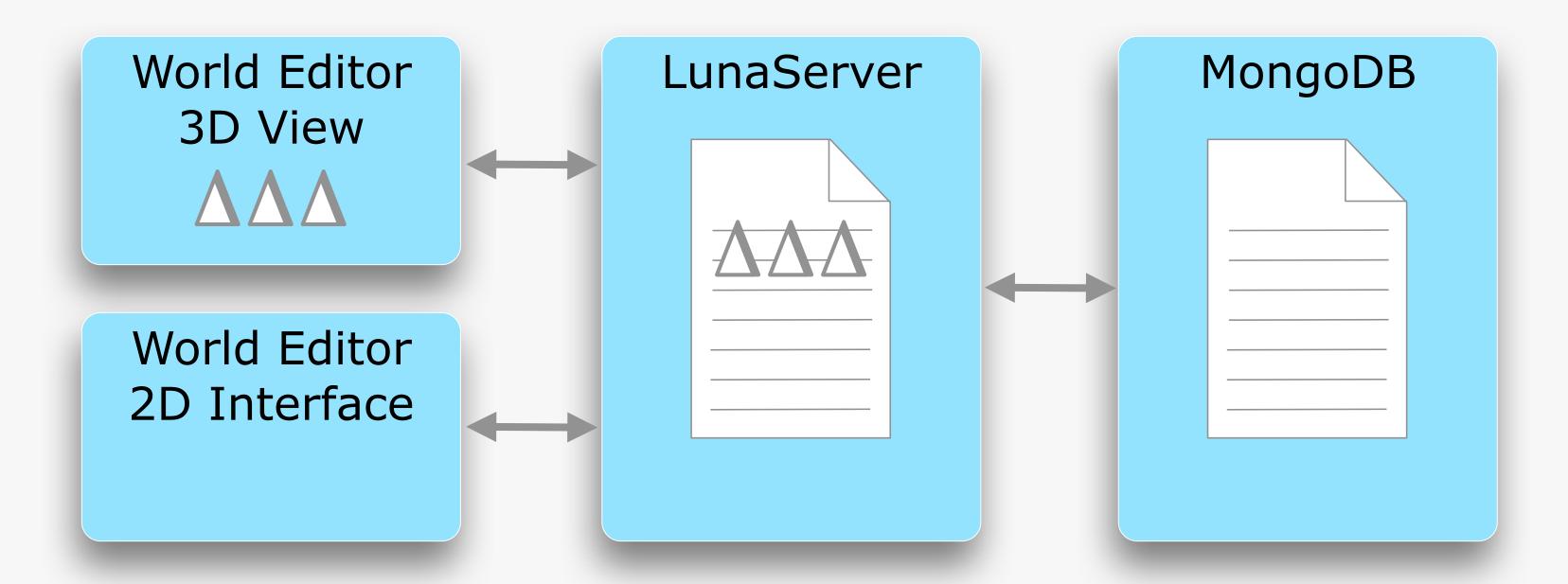
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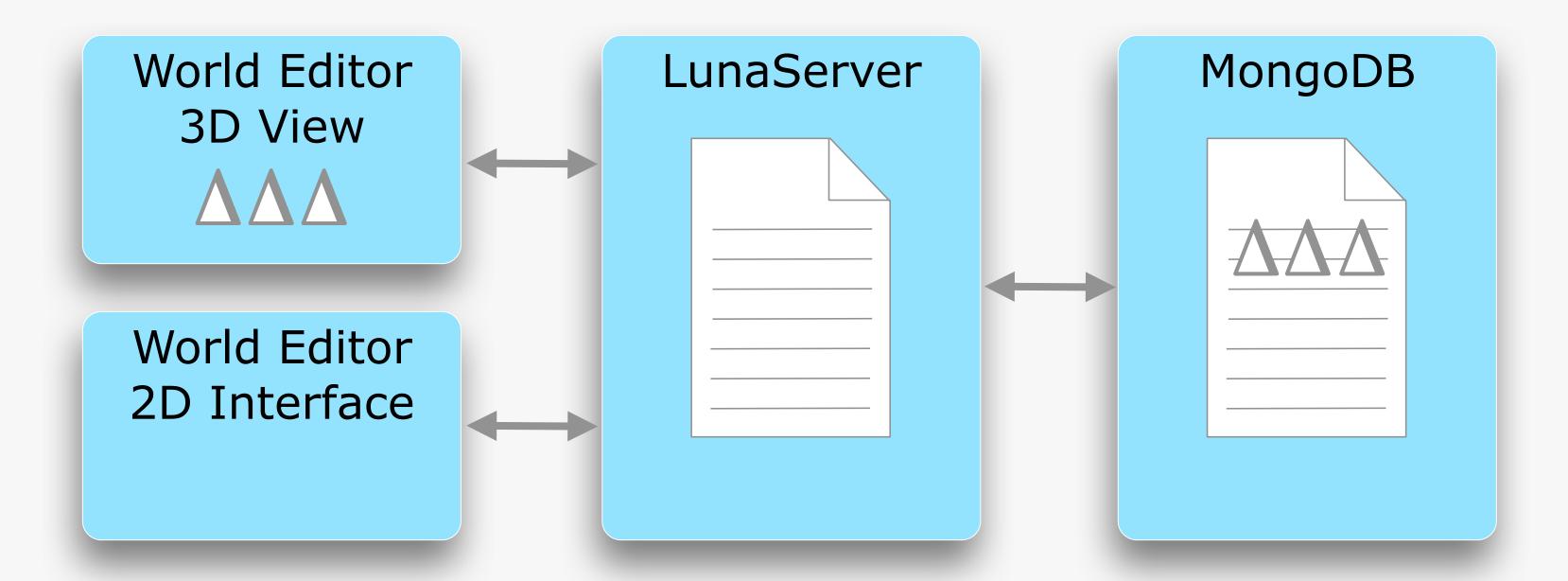
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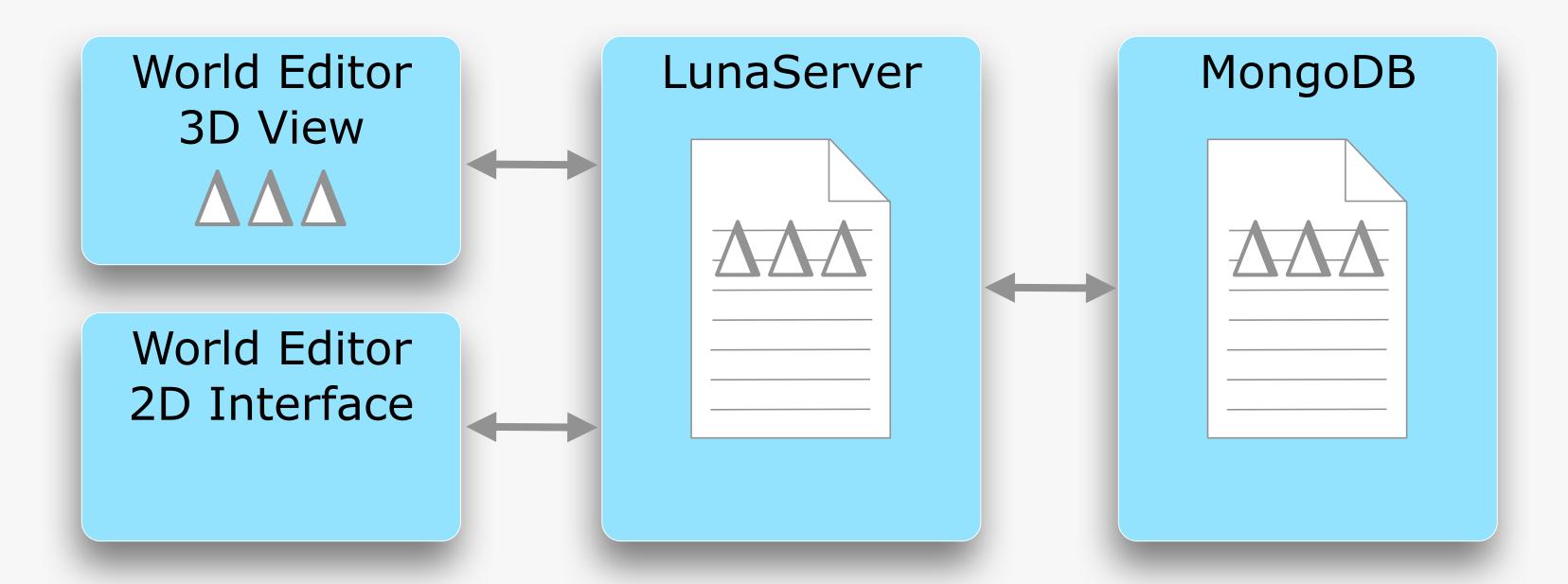
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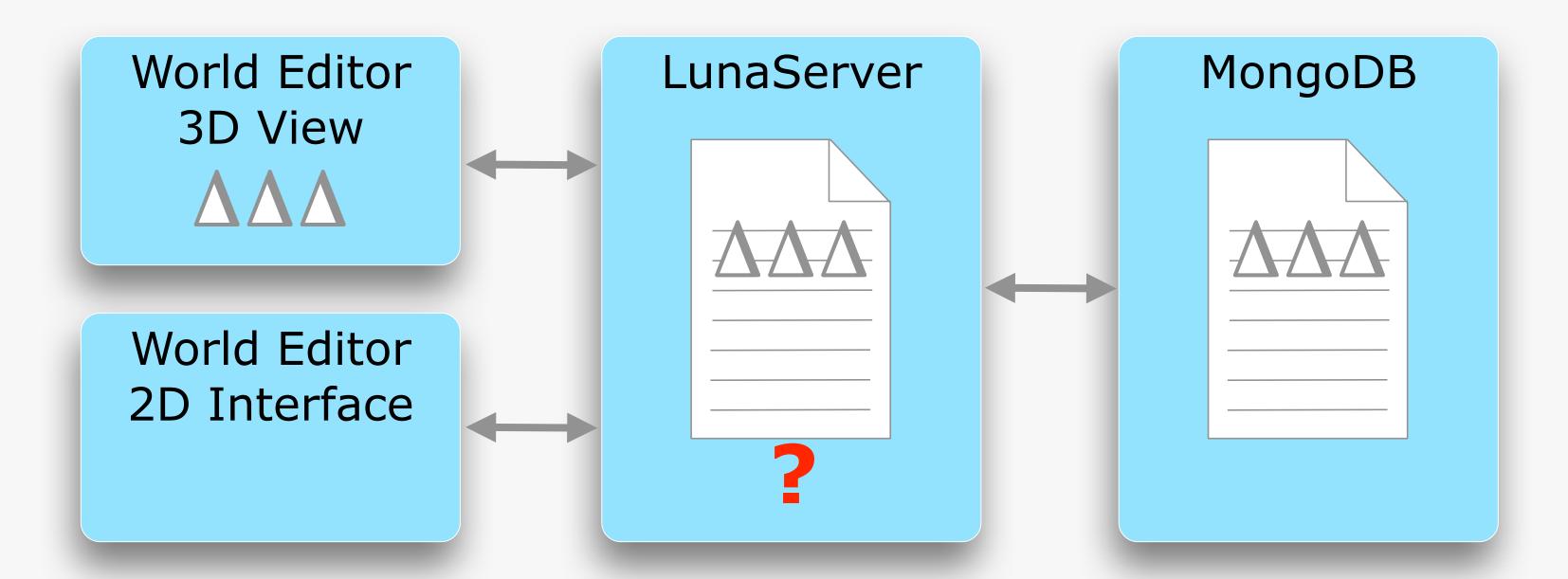
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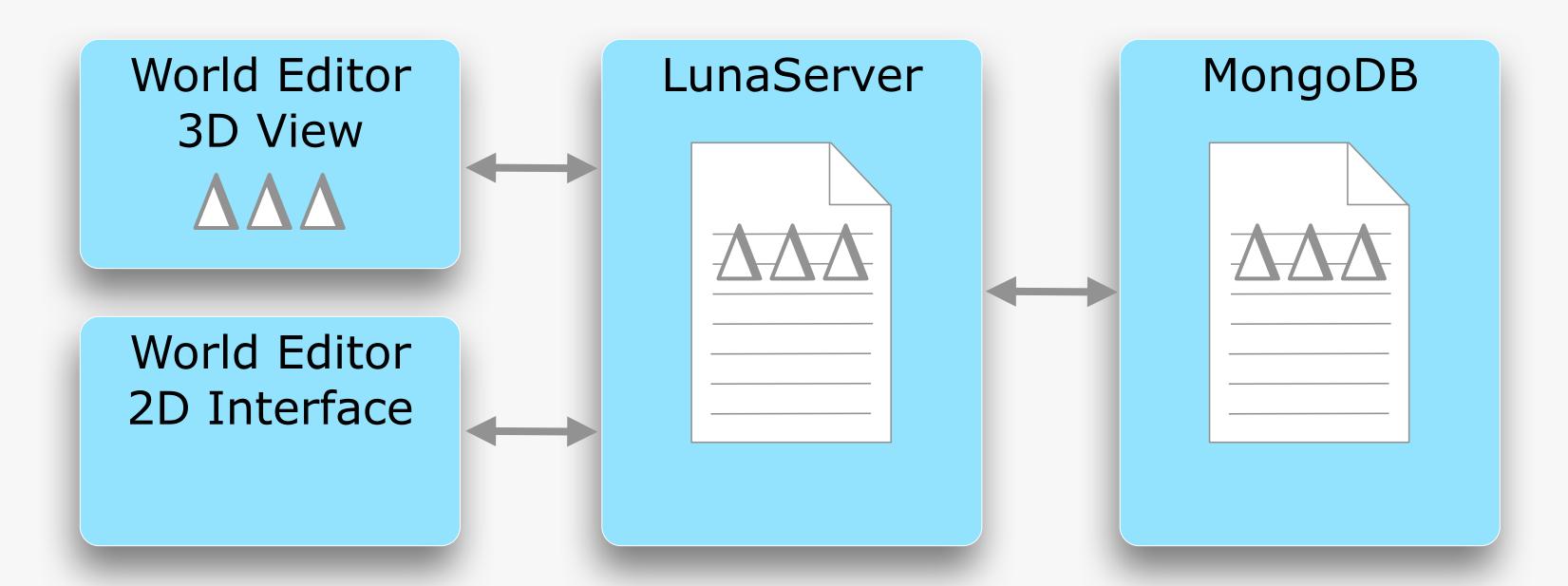
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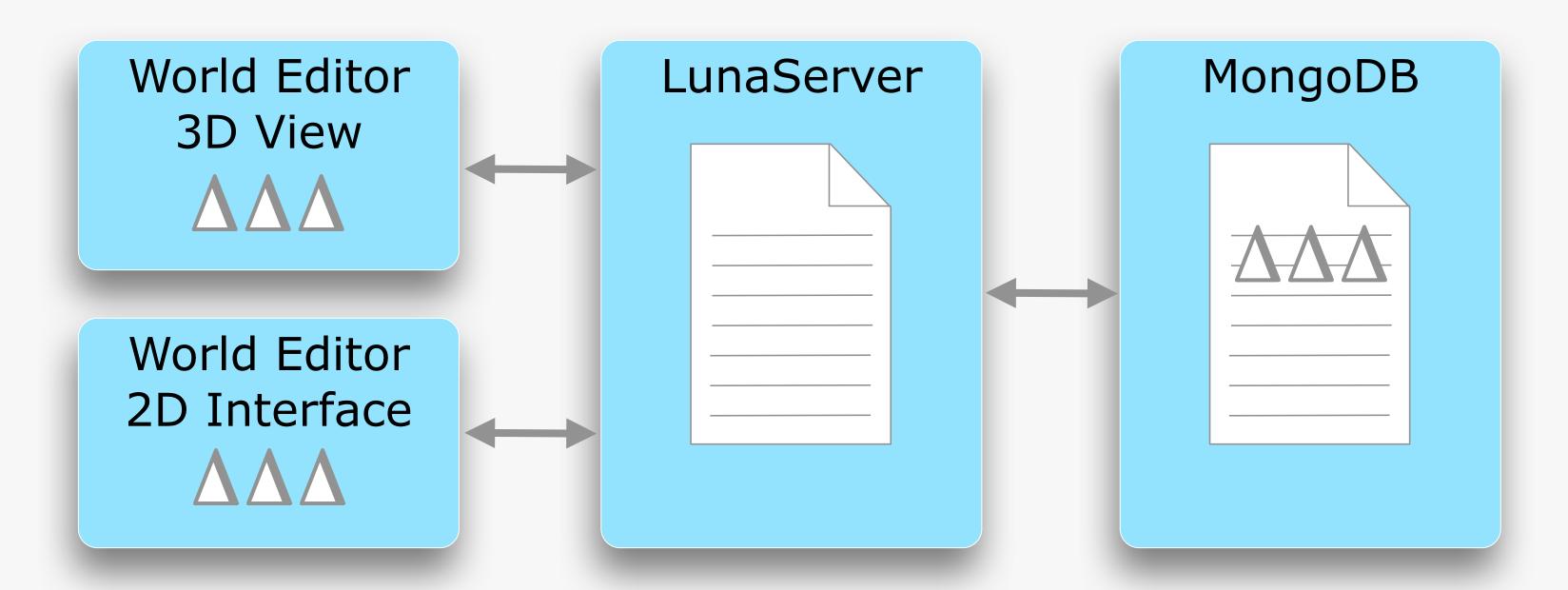
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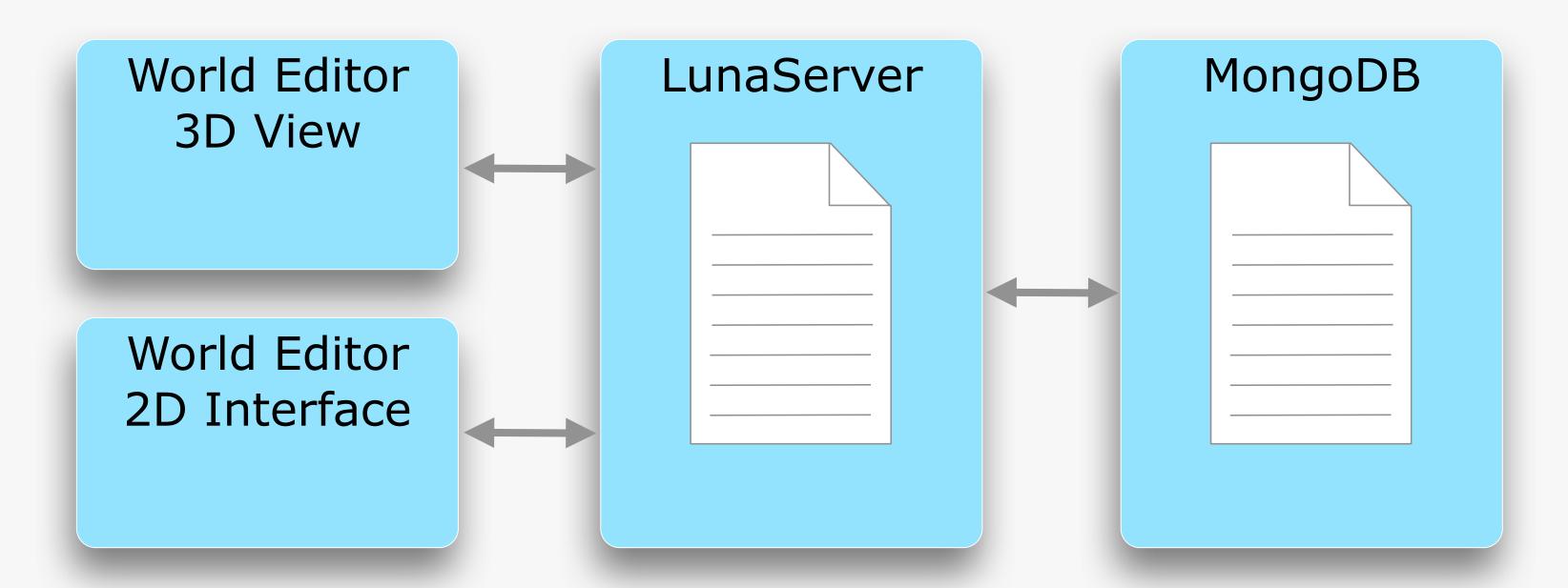
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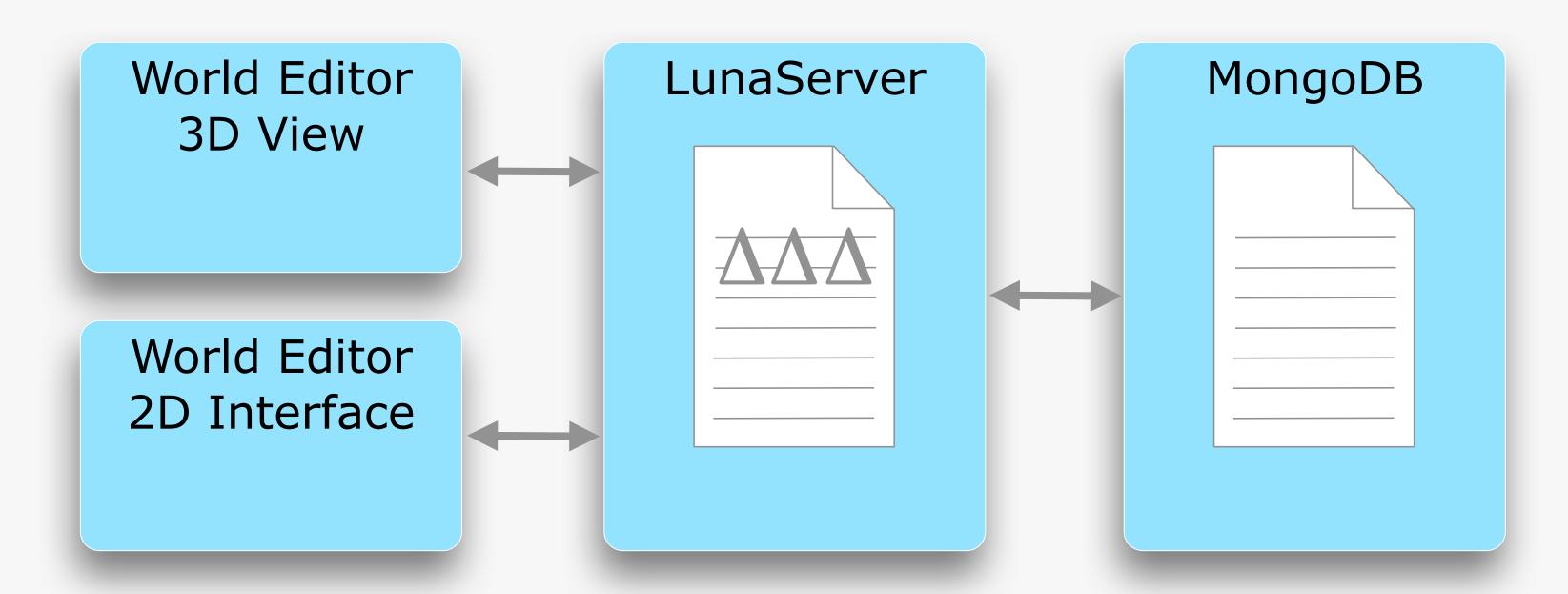
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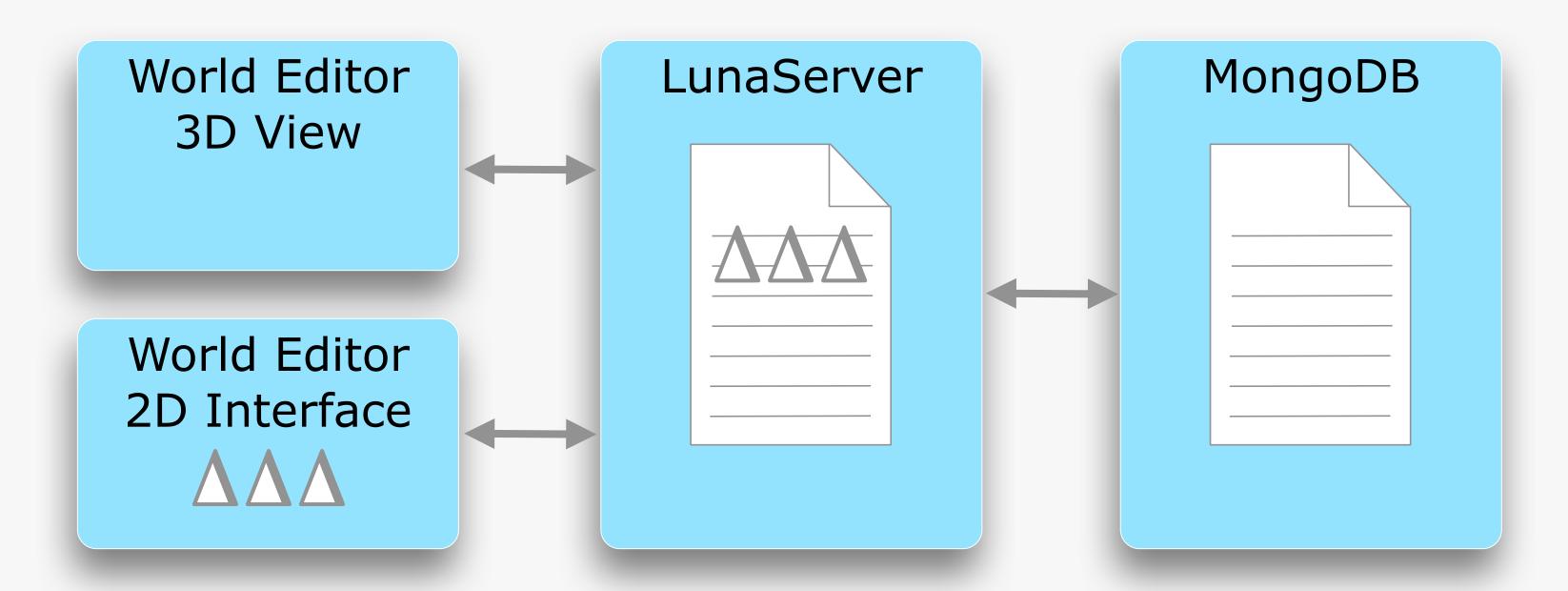


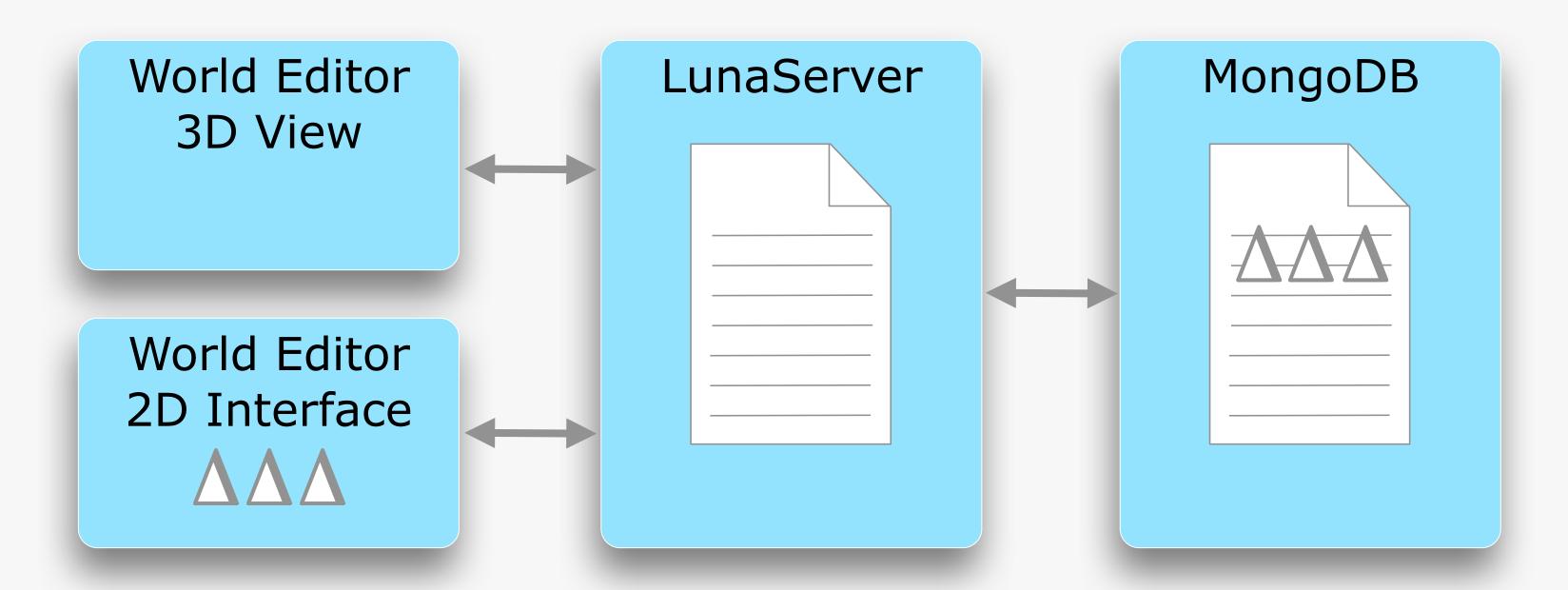
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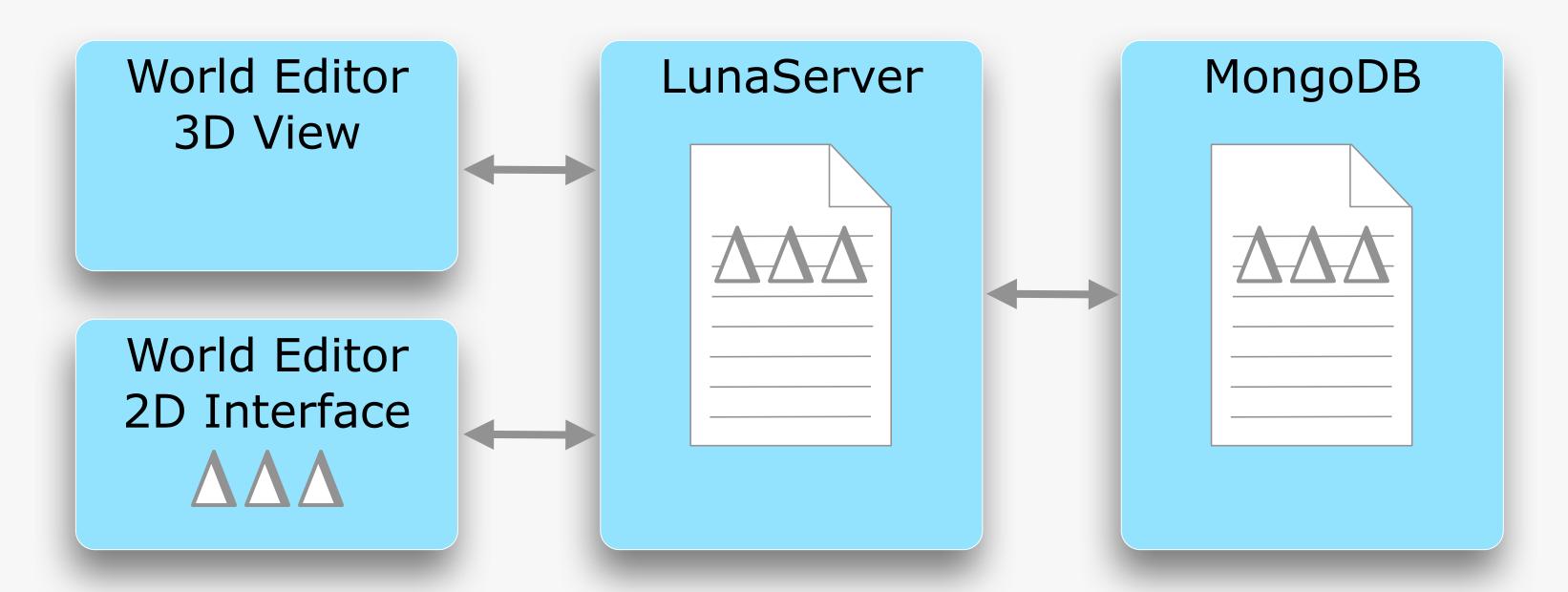
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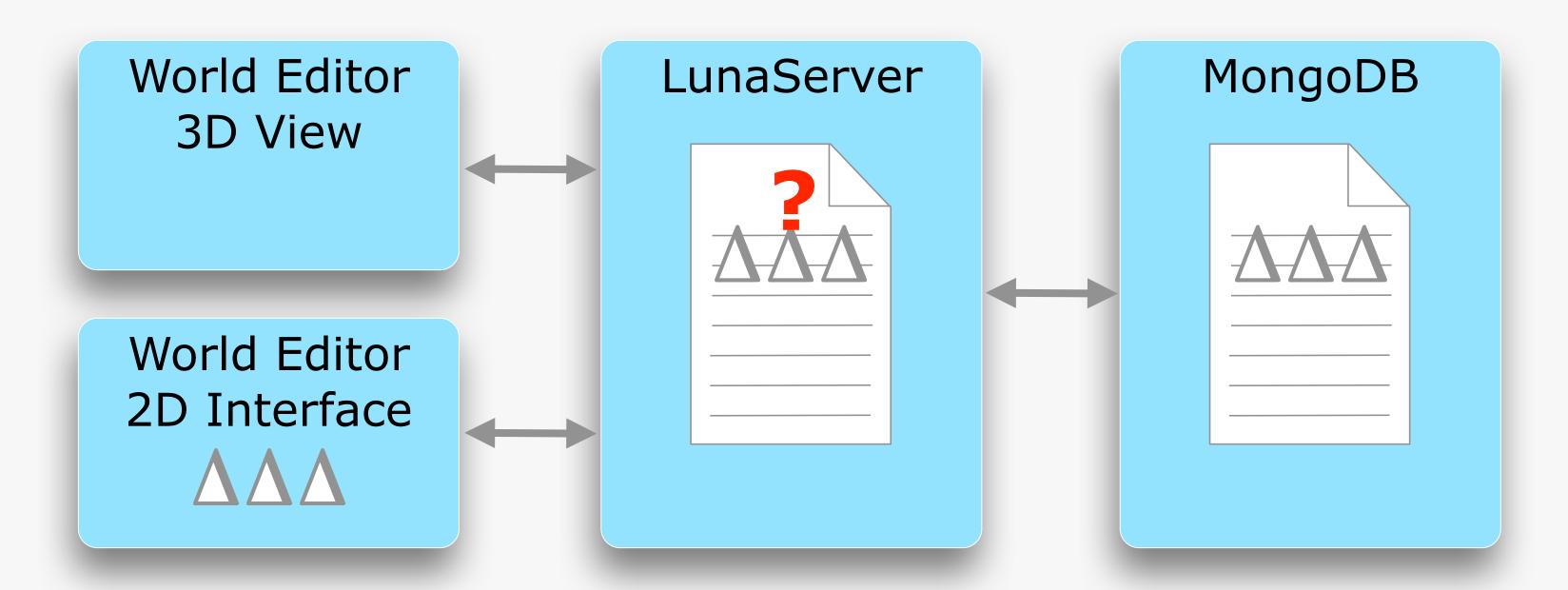


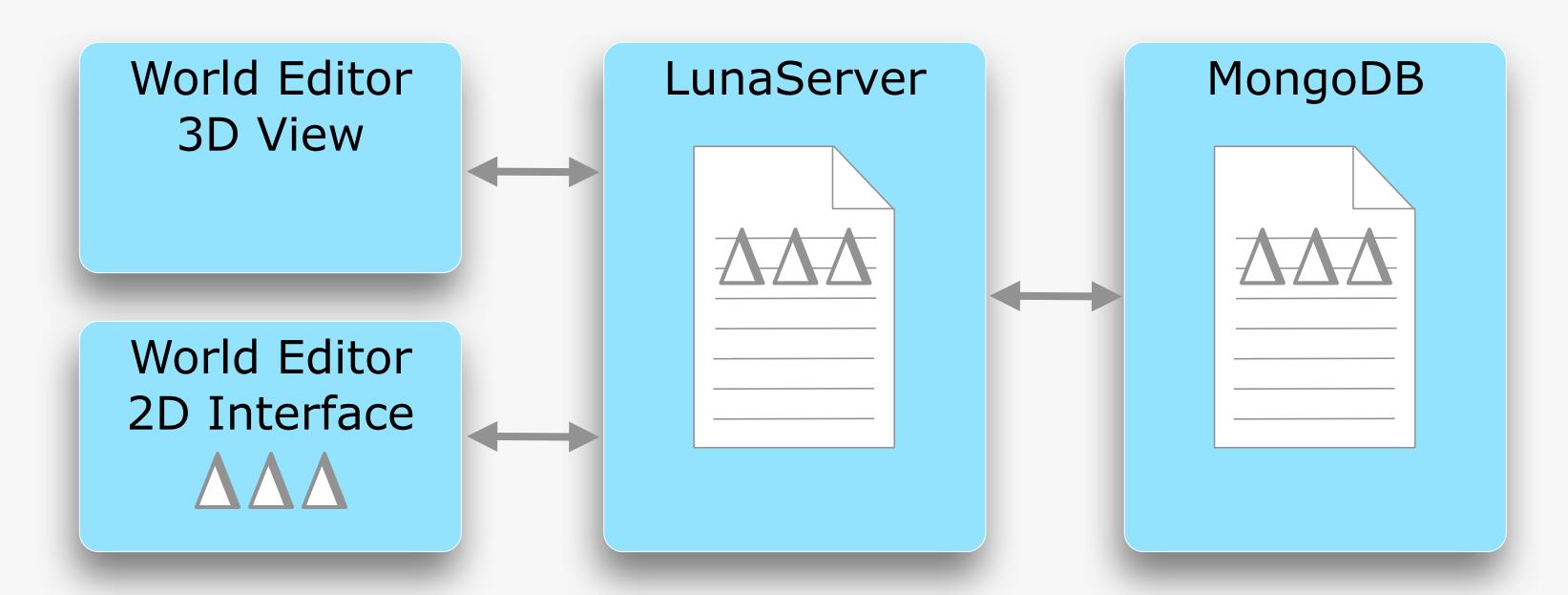










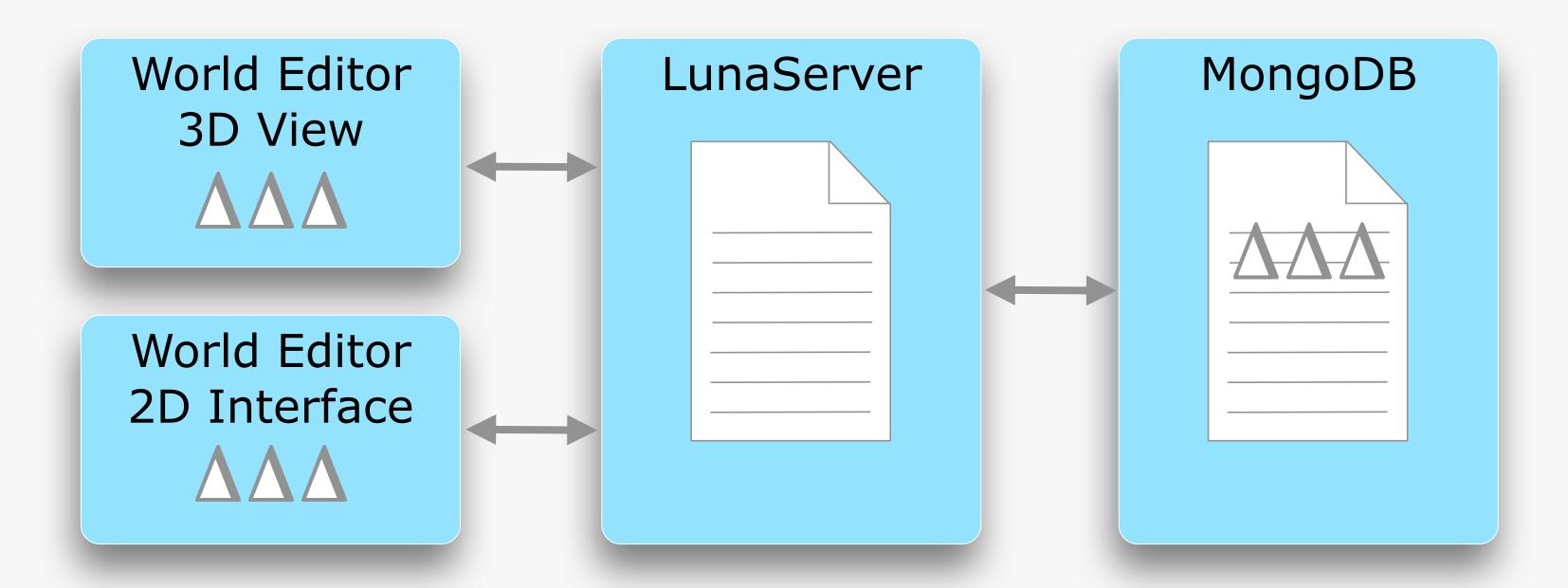


And vice versa, changes made in the 2D UI are transmitted immediately to the server, and the next time the 3D view polls for changes, it will get the updates.

As I mentioned, it is the gift that keeps on giving. Why stop at two clients?

[CLICK] We could add another 3D view, perhaps showing a completely different part of the level.

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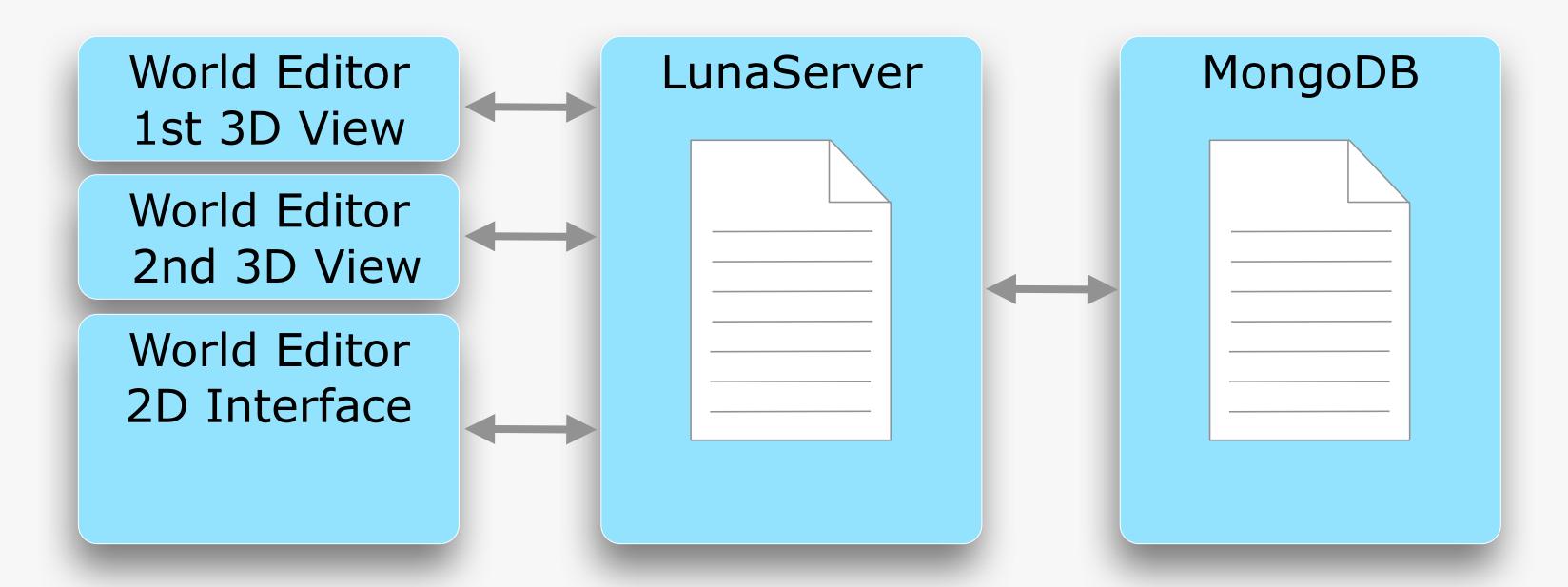


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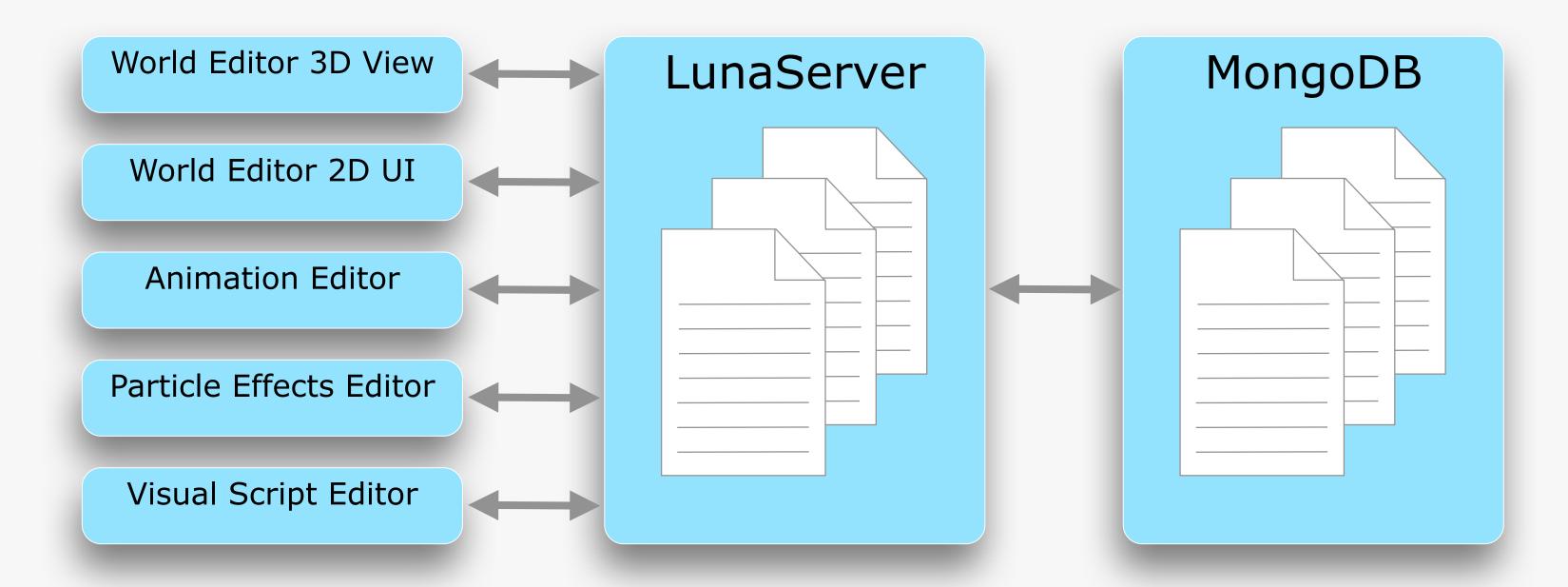


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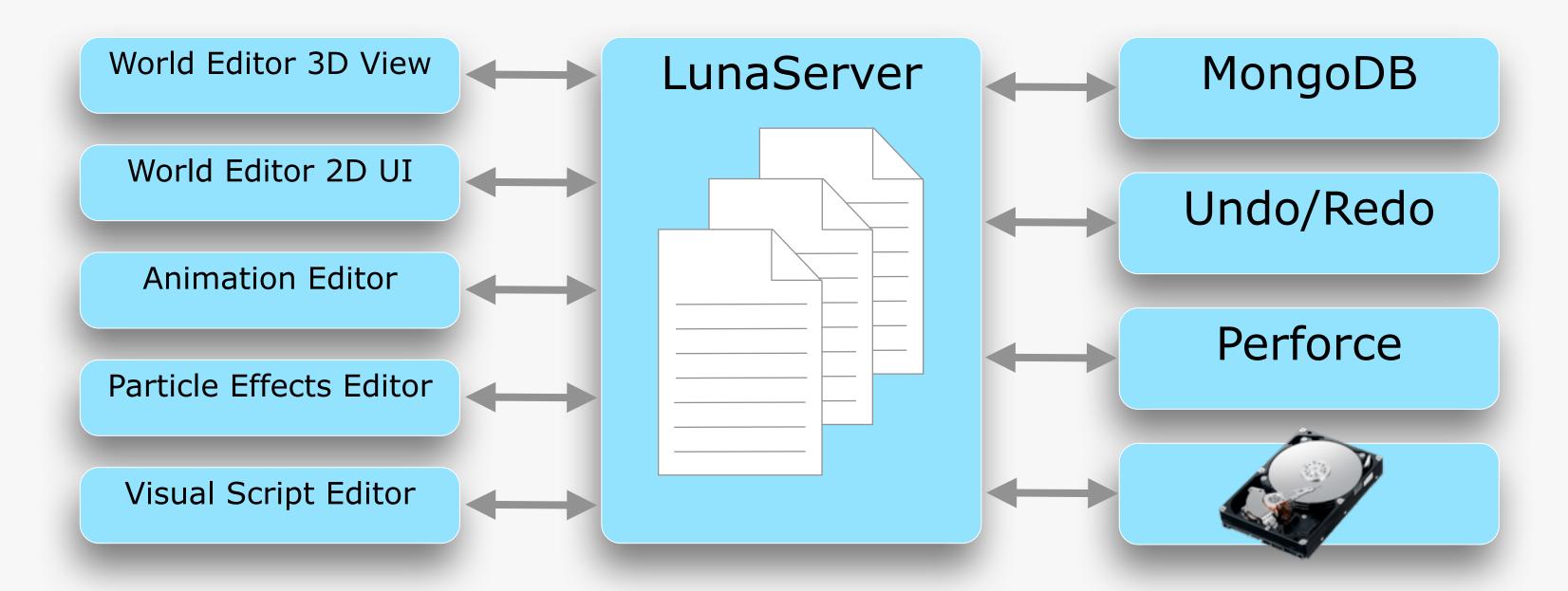


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And it keeps on giving. Because LunaServer already manages documents in a database, and deals with document changes and synchronization on a very abstract level, this is the perfect place to implement an undo system. It manages undo by keeping a log of all database transactions, it computes the inverse, so that when told to perform an undo, it generates a change to revert the document in question to an earlier state. The clients, the editors, don't need to do anything special. They just process their the changes they receive in the normal way. There is no undo code at all in any of the editors.

And Perforce integration has also been implemented on server level. There is no code at all in any of the editors, to deal with Perforce. Same with loading and saving to disk, and reverting. All prompts and dialogs are handled on the server level.

This simplifies editor code significantly, and offers the user a very consistent look and behavior.

So there you have it.

LunaServer matures early on, because it is a general purpose document manager that is already feature complete.

[CLICK] This model offers protection against data loss due to crashes

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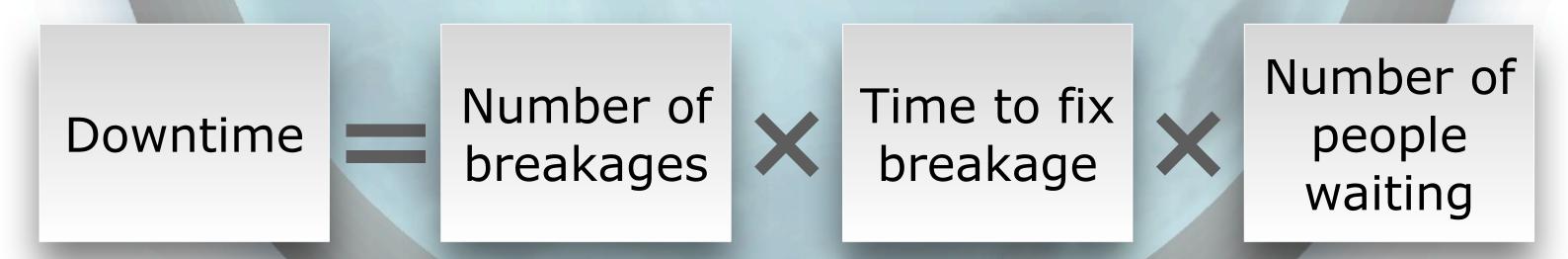


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[CLICK] We need to consider that while our software is in development, imperfection must be expected, and will be common. How well your production pipeline fails is an important factor in its success.

Allow users to switch to older builds. Make assertions less disruptive. Take measures to prevent data loss in the case of a failure.

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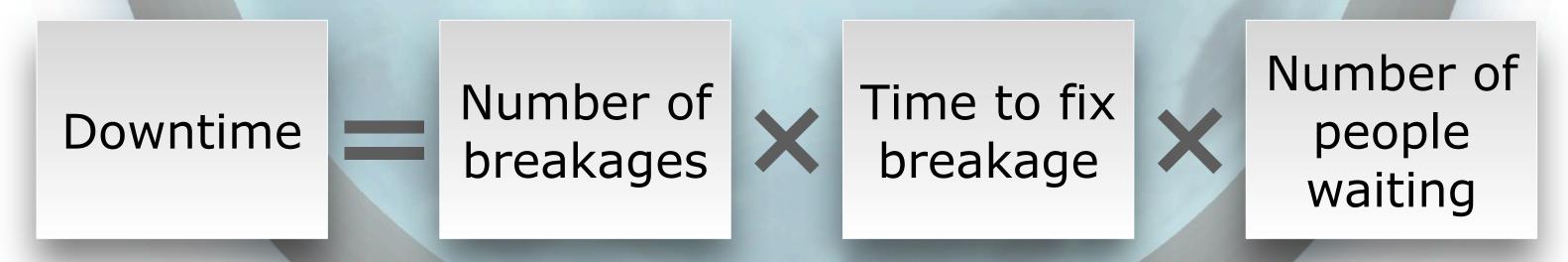


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- Samples & notes on our website (soonish)
- We're hiring!



