



LEAGUE OF LEGENDS: DOMINION **RETROSPECTIVE**



TRAVIS GEORGE
SENIOR PRODUCER





ABOUT ME — TRAVIS GEORGE

- ❏ SR. PRODUCER AT RIOT GAMES
- ❏ PRODUCT OWNER OF LEAGUE OF LEGENDS
- ❏ ARMORED BEAR





ABOUT RIOT GAMES



FOUNDED
SEPT. 2006



500+
EMPLOYEES



OFFICES IN
SANTA MONICA,
ST. LOUIS,
DUBLIN, SEOUL



OUR MISSION

A faint, light gray world map is centered in the background of the slide, showing the continents of North America, South America, Europe, Africa, Asia, and Australia.

TO BE THE MOST
PLAYER-FOCUSED
GAME COMPANY
IN THE WORLD.



LEAGUE OF LEGENDS: INTRO





LEAGUE OF LEGENDS: **INTRO**

32.5 MILLION

PEOPLE HAVE SIGNED UP FOR LEAGUE OF LEGENDS

MONTHLY PLAYERS

11.5 MILLION

DAILY PLAYERS

4.2 MILLION

PLAYING AT
THE SAME TIME

1.3 MILLION





WHAT IS **DOMINION**?

**FIRST MAJOR NEW GAME
MODE IN MOBA GENRE**

**FAST-PACED, CAPTURE AND
HOLD, TACTICAL ADDITION
TO LEAGUE OF LEGENDS**

The League of Legends Dominion logo. The words "LEAGUE of LEGENDS" are in a large, golden, serif font with a blue and green metallic texture. Below it, the word "DOMINION" is in a smaller, silver, serif font with a blue and green metallic texture. The background of the logo is a dark, fiery, and smoky landscape with a large, glowing, orange and yellow flame in the center.



WHAT IS DOMINION?





PREP



PREP



TEAM



PRODUCTION



LAUNCH



EARLY DESIGN



A NEW MAP

EARLY DESIGN



...A NEW MODE?



WHY A NEW MODE?

GIVE PLAYERS MORE VALUE
BY EXPANDING GAMEPLAY

EVOLVE THE MOBA GENRE

REMOVE CONSTRAINTS
ON EXPLORATION





LESSONS **LEARNED**



THE MAGMA CHAMBER LESSON

Maximize player value



TEAM



PREP



TEAM



PRODUCTION




LAUNCH



THE RIOT TEAM IS EXTREMELY PASSIONATE
ABOUT LEAGUE OF LEGENDS

SERIOUSLY.

PLAYING LOL IN THE OFFICE IS HIGHLY ENCOURAGED...



10+ full-fledged
internal “playtest”
teams, complete
with second string
and alternates



Beginner and
mid-level
training sessions



Playing with
community
in-game and
on streams



BUILDING CONSENSUS

**CREATE
ENGAGEMENT**
BETWEEN TEAM
AND GAME



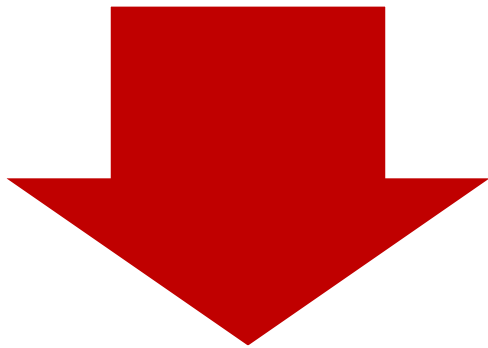
**ESTABLISH
OWNERSHIP**
OF EXPERIENCE
AT EVERY LEVEL

= RESULTS



TEAM EMPOWERMENT

APTITUDE, PASSION, AND LEADERSHIP QUALITIES
ARE AS IMPORTANT AS EXPERIENCE



EMPOWERED TEAMS

SO HOW CAN YOU GET THEM
TO ALL STAND BEHIND
THE SAME IDEA?



PROFILE OF A **DOMINION TEAM MEMBER**

- ✊ Rule-breakers who smash barriers
- ✊ Unconventional problem solvers
- ✊ Collaborative, but challenging thinkers



LESSONS **LEARNED**



THE MAGMA CHAMBER LESSON

Maximize player value



THE OWNERSHIP LESSON

Empowerment leads to ownership, which leads to results



PRODUCTION



PREP



TEAM



PRODUCTION



LAUNCH



PRODUCTION GOALS

1

DEVELOP WITHOUT DISRUPTING EXISTING
DELIVERY CYCLE

2

PREP TEAMS FOR FUNDAMENTALLY DIFFERENT
DEVELOPMENT PIPELINE

3

OVERCOME LACK OF TOOLS & PRECEDENCE



PRODUCTION GOALS

1

DEVELOP WITHOUT DISRUPTING EXISTING
DELIVERY CYCLE

DON'T FORGET...
WE'VE ALSO GOT A SERVICE TO RUN!

3

OVERCOME LACK OF TOOLS & PRECEDENCE



SHIFTS IN PRODUCTION **FOCUS**

**EXISTING
RAPID
CONTENT
RELEASE
CYCLE**



SHIFTS IN PRODUCTION **FOCUS**

**EXISTING
RAPID
CONTENT
RELEASE
CYCLE**

**NEW
DOMINION
PRODUCTION
CYCLE**



SHIFTS IN PRODUCTION **FOCUS**

**EXISTING
RAPID
CONTENT
RELEASE
CYCLE**

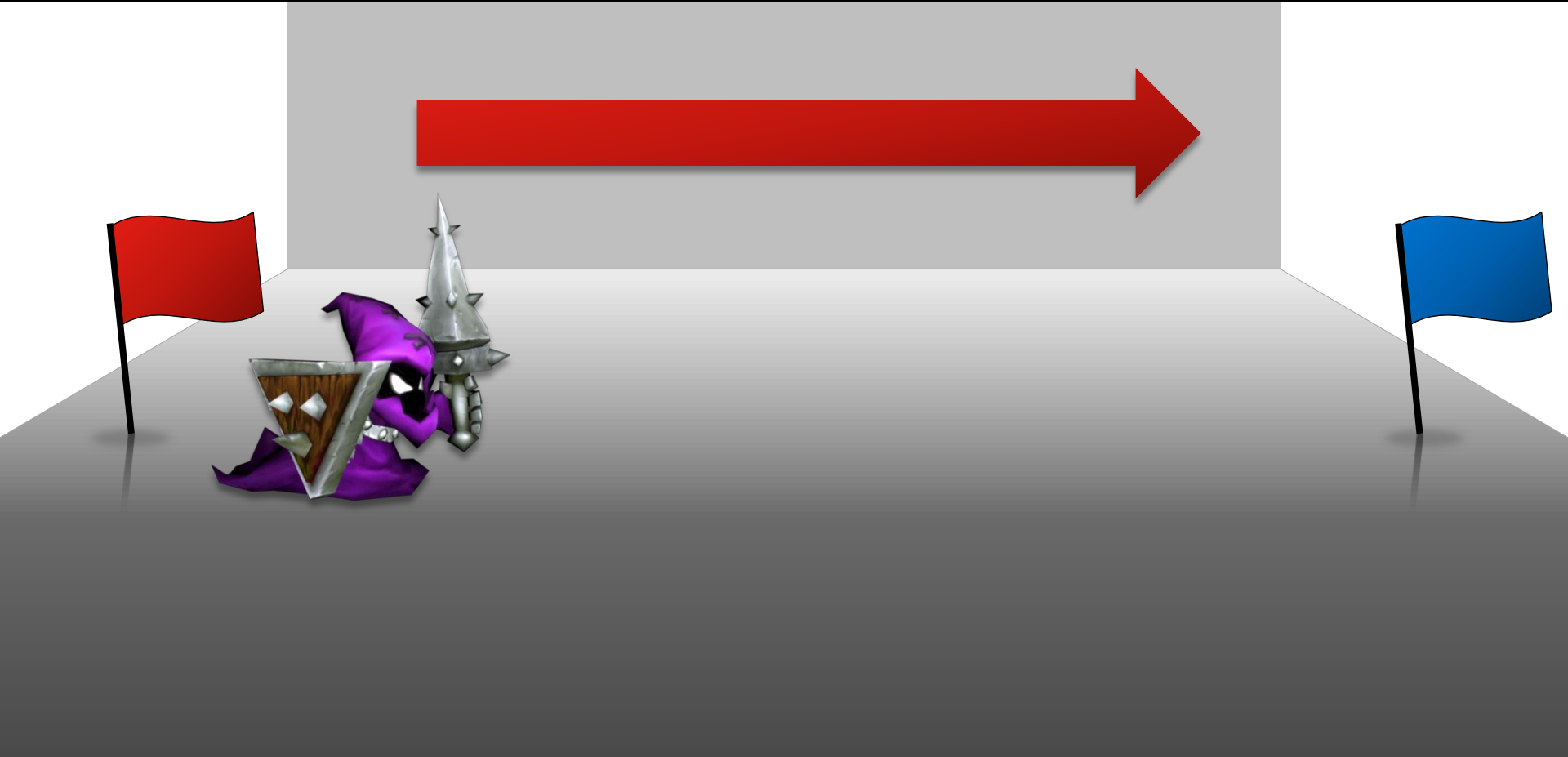
**NEW
DOMINION
PRODUCTION
CYCLE**

**END-USER EXPERIENCE IS
MORE IMPORTANT THAN PROCESS**

WHY?



BASS-ACKWARDS



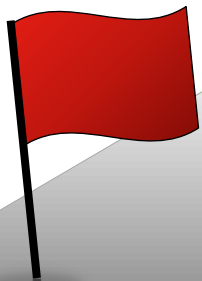
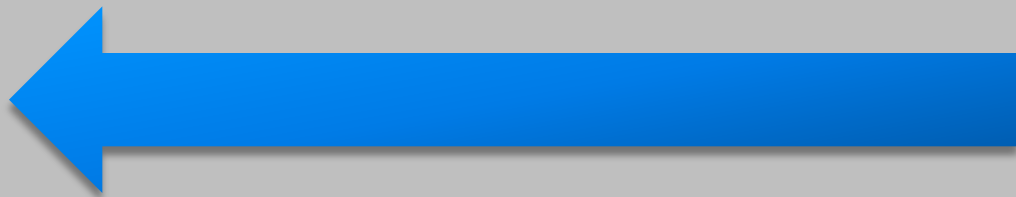


BASS-ACKWARDS



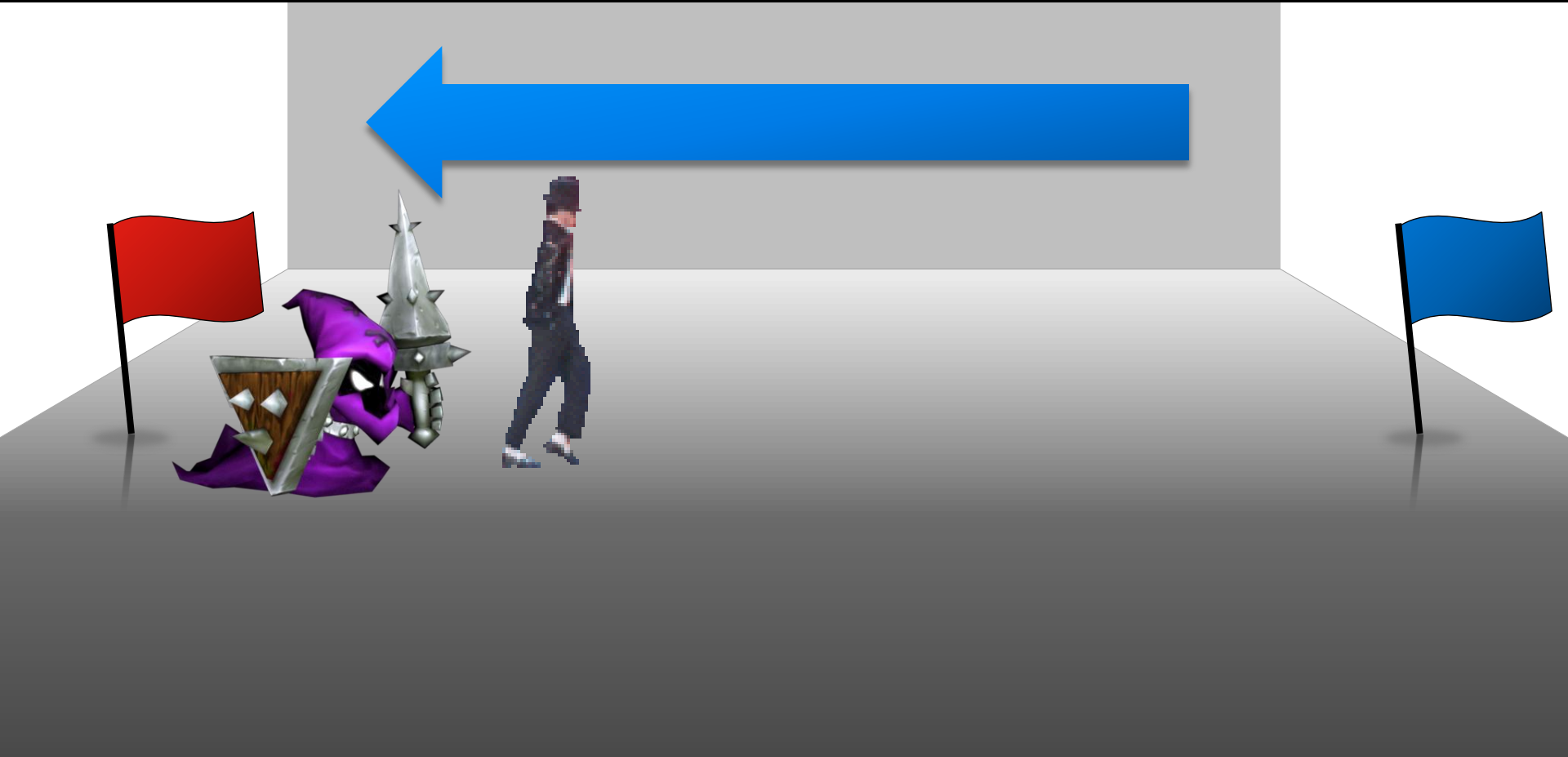


BASS-ACKWARDS





BASS-ACKWARDS



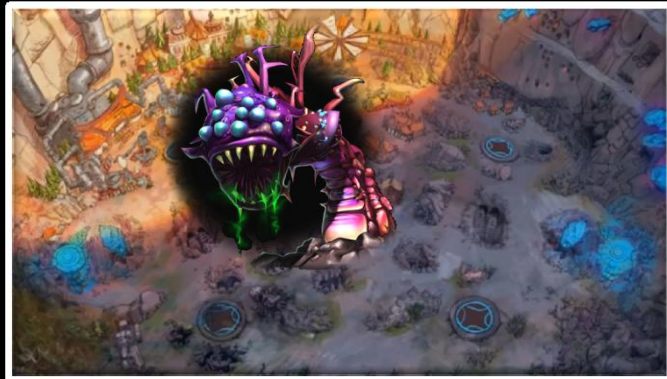
DESIGN ITERATIONS



SPECIAL
DELIVERY!



RISE OF
THE BOTS



MONSTER IN
THE MIDDLE!



PROJECT SHINY



OPPORTUNITY TO SHARPEN GRAPHICAL
FIDELITY OF LEAGUE OF LEGENDS



PROJECT SHINY

OPPORTUNITY TO PROVIDE THE
MOST PLAYER VALUE
BY COMBINING EFFORTS

CAN WE COMBINE DEVELOPMENT?





PROJECT SHINY

OPPORTUNITY TO PROVIDE THE
MOST PLAYER VALUE
BY COOPERATING EFFORTS

CAN WE COOPERATE?

DEVELOPMENT?





PROJECT SHINY

TWO PROJECTS MERGED MID-DEVELOPMENT...



SHINY:

DELIVER NEW VISUAL CONTENT

DOMINION:

PROVIDE NEW GAMEPLAY



PROJECT SHINY

TWO PROJECTS MERGED MID-DEVELOPMENT...



SHINY:

DELIVER NEW VISUAL CONTENT

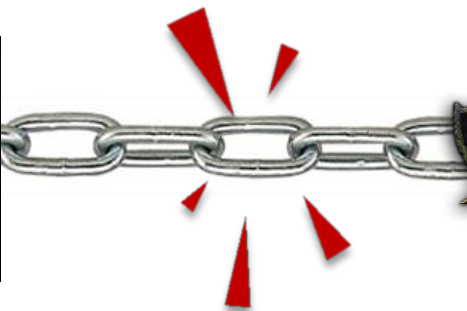
DOMINION:

PROVIDE NEW GAMEPLAY

...AND IT WORKED FOR A WHILE...

PROJECT SHINY

TWO PROJECTS MERGED MID-DEVELOPMENT...

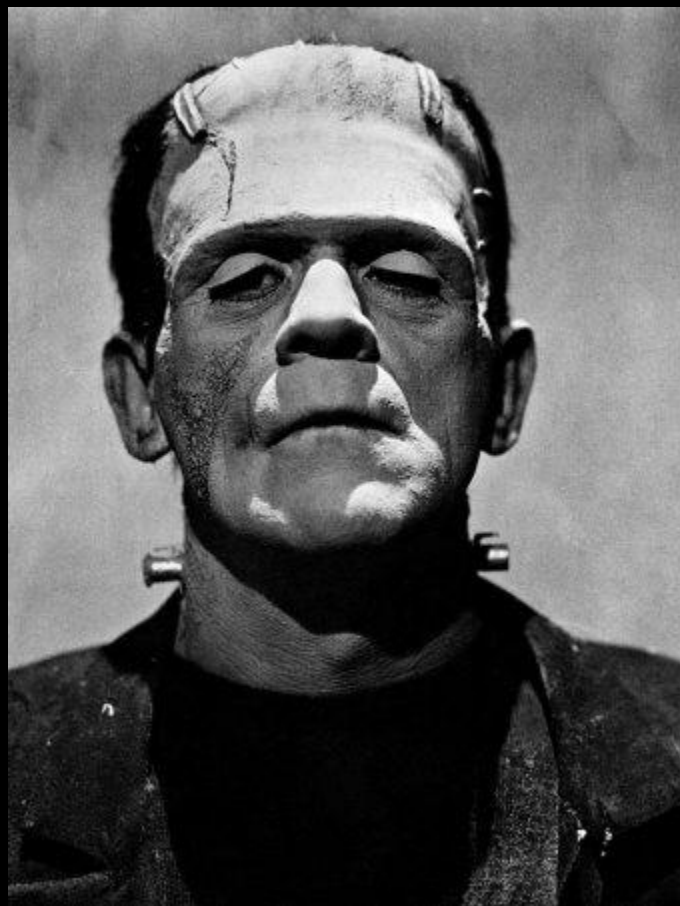


SHINY:

- Was working on Summoner's Rift
- Needed locked down Dominion map

DOMINION:

- Rapid iteration
- Many unknowns







LESSONS **LEARNED**



THE MAGMA CHAMBER LESSON

Maximize player value



THE OWNERSHIP LESSON

Empowerment leads to ownership, which leads to results



THE DUAL PIPELINE/ITERATION LESSON

Don't let process limit you



THE SHINY LESSON

Recognize misaligned goals & values, own up to mistakes and move forward



LAUNCH



PREP



TEAM



PRODUCTION



LAUNCH

HOLISTIC APPROACH TO EXPERIENCE

GAME



WEBSITE



MESSAGING



COMBINE





HOLISTIC APPROACH TO EXPERIENCE

GAME

WEBSITE

MESSAGING



GREATER THAN THE SUM OF ITS PARTS



HOLISTIC APPROACH TO EXPERIENCE

GAME

WEBSITE

MESSAGING



...so we don't throw it over the wall



MISTAKES OF SCOPE

SCALE:

A SNAG IN EVEN THE BEST LAID PLANS

- ✊ Dealing with Riot-sized growth
- ✊ A matter of 20 minutes...
- ✊ “No go”
- ✊ Platform and Operations as essential launch groups

- ❏ **No appropriate beta servers available...**
 - ❏ **PTR environment only held 30 people**
 - ❏ **PBE environment still in development**
- ❏ **Live beta the best option**



BETA LAUNCH DAY

6:00 AM





BETA LAUNCH DAY





DOMINION PROJECT SUMMARY

NUMBER OF CRAZY IDEAS WE DIDN'T SHIP:

Countless

TOTAL PROJECT LENGTH:

12 Months Total; 9 Months Development

TEAM SIZE:

Initial – 7; Collective – About 40

RELEASE TIMELINE:

Simultaneous NA / EU – End of September, 2011

Globally – Q4 2011

PLAYER REACTION:

Thumbs up



SUMMARY: LESSONS LEARNED



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THE SHINY LESSON

Recognize misaligned goals & values, own up to mistakes and move forward



THE LAUNCH LESSON

The key is taking a holistic approach to the product

QUESTIONS?

TRAVIS GEORGE
SENIOR PRODUCER

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www.riotgames.com/careers
(We're also in the Career Pavilion at booth #CP1813)

