

Saying No to the CEO

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GDC 'Eu

GAME DEVELOPERS CONFERENCE™ EUROPE
CONGRESS-CENTRUM OST KOELNMESSE · COLOGNE, GERMANY
AUGUST 3-4, 2015



Cancel

Send

To: all@yourcompany.com

Dear Everyone,
Effective Immediately:

No matter what,

Teams can work on whatever they want.
Any Product they want.
Using any technology they want.

Management cannot stop you.





**SORRY THAT IS
INCORRECT!**

Independent Teams

build better **People**

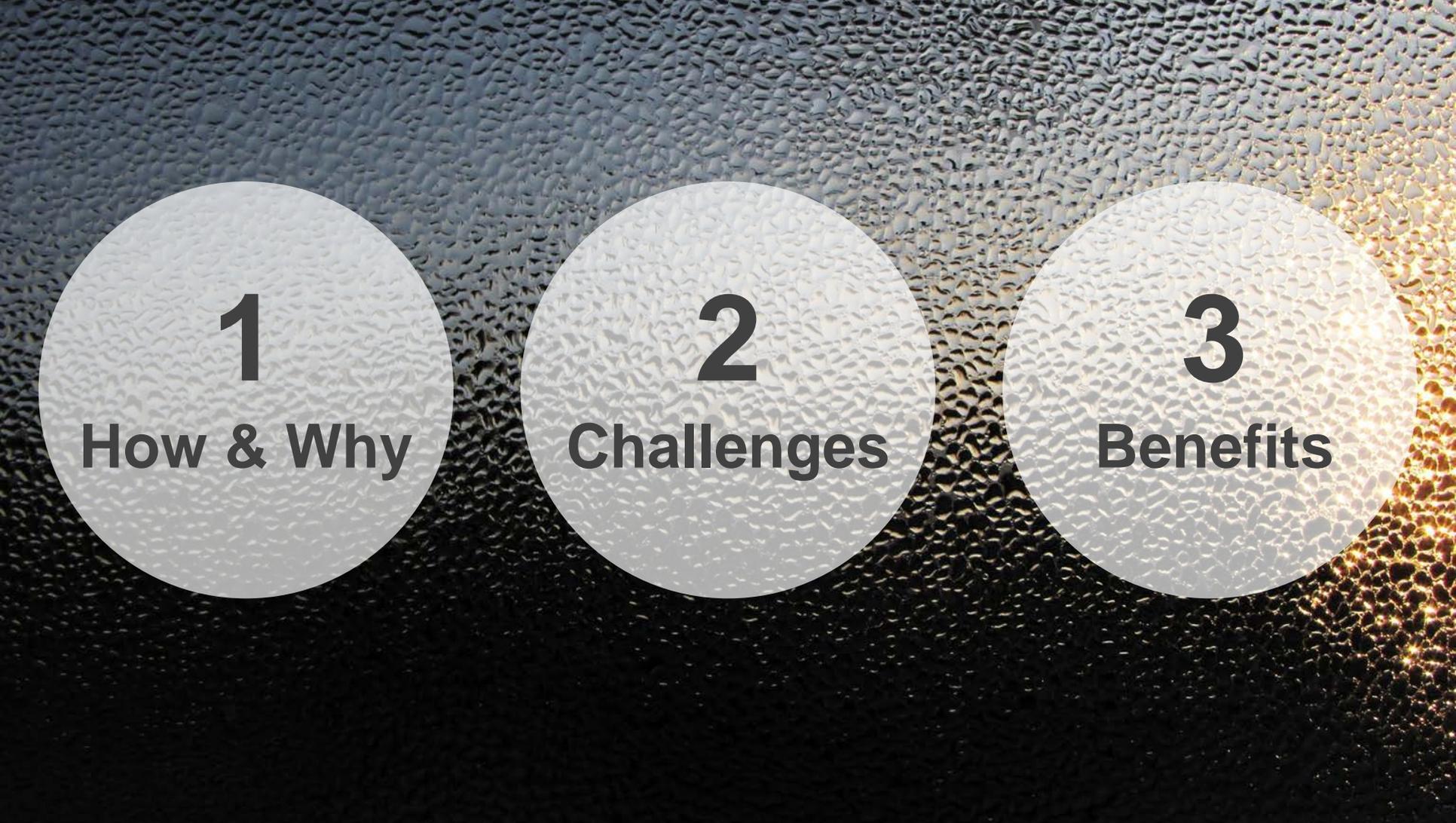
build better **Products**

build better **Businesses**



Wooga





1

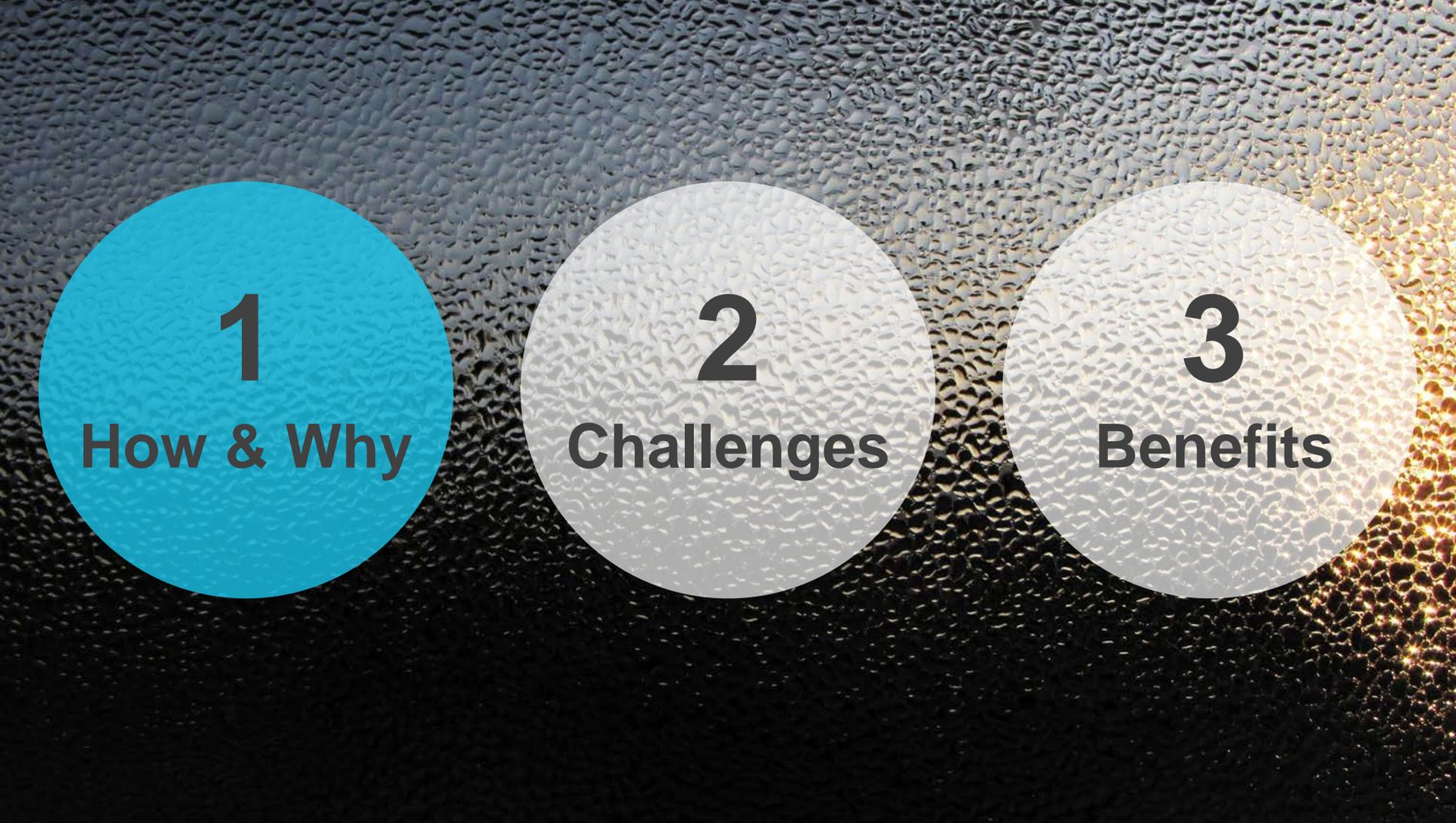
How & Why

2

Challenges

3

Benefits



1

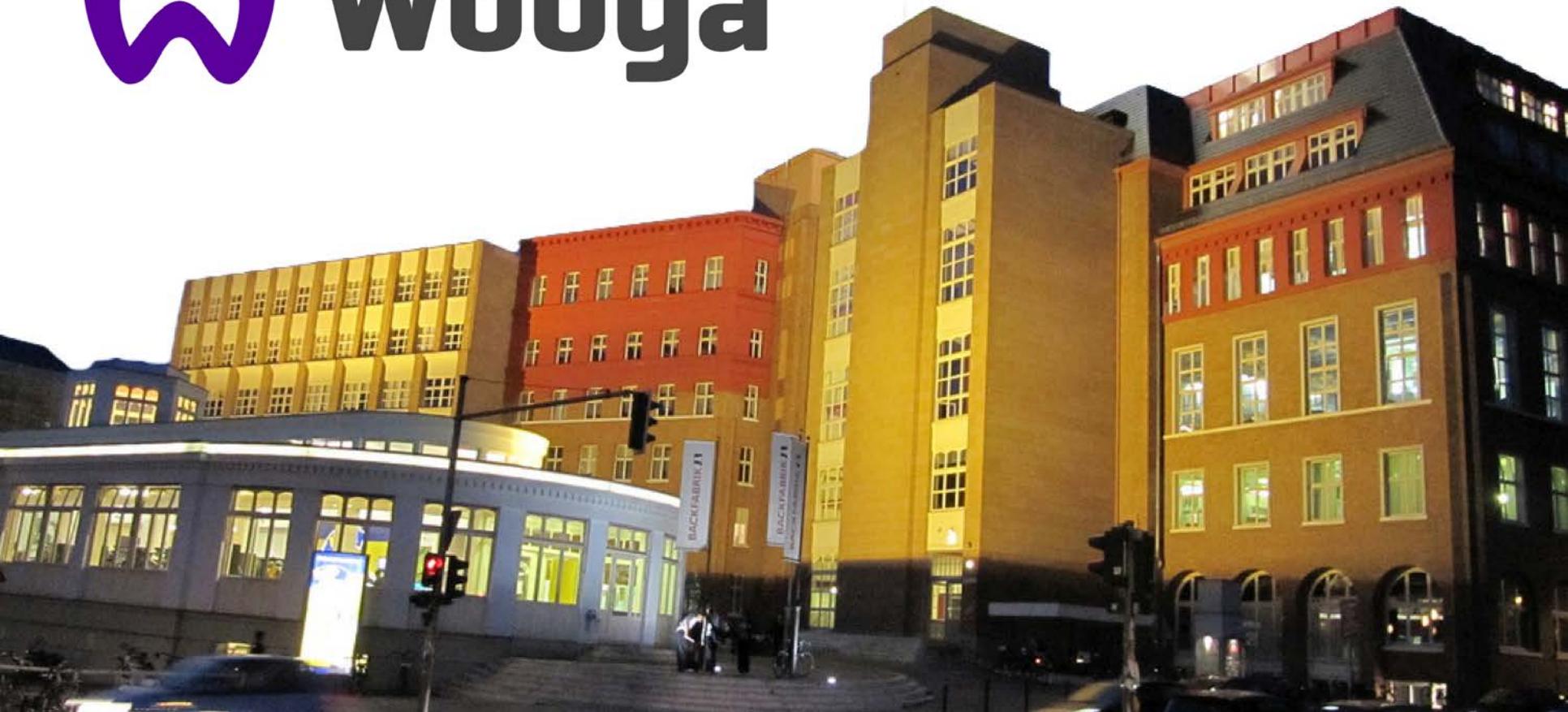
How & Why

2

Challenges

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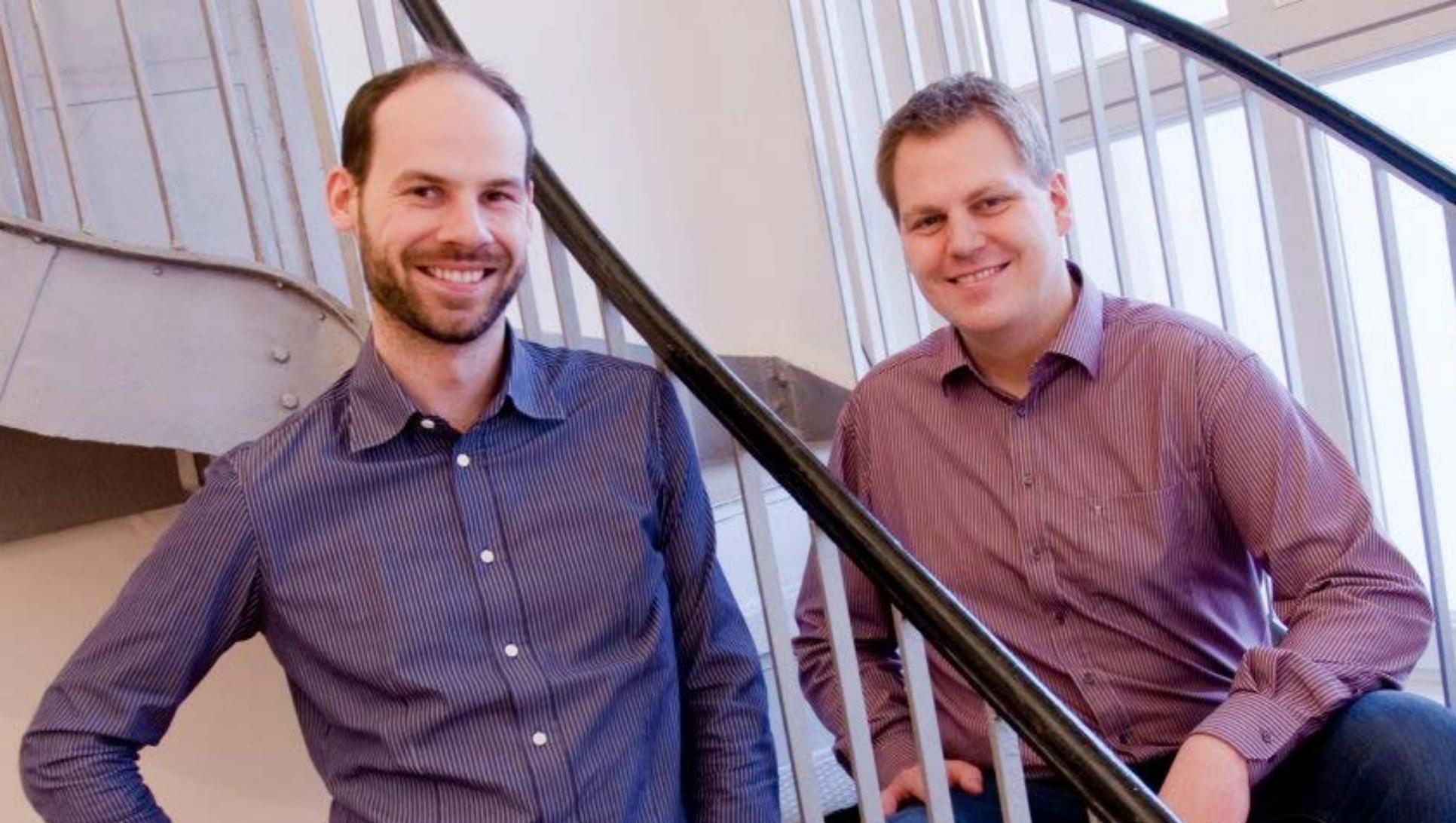
Benefits

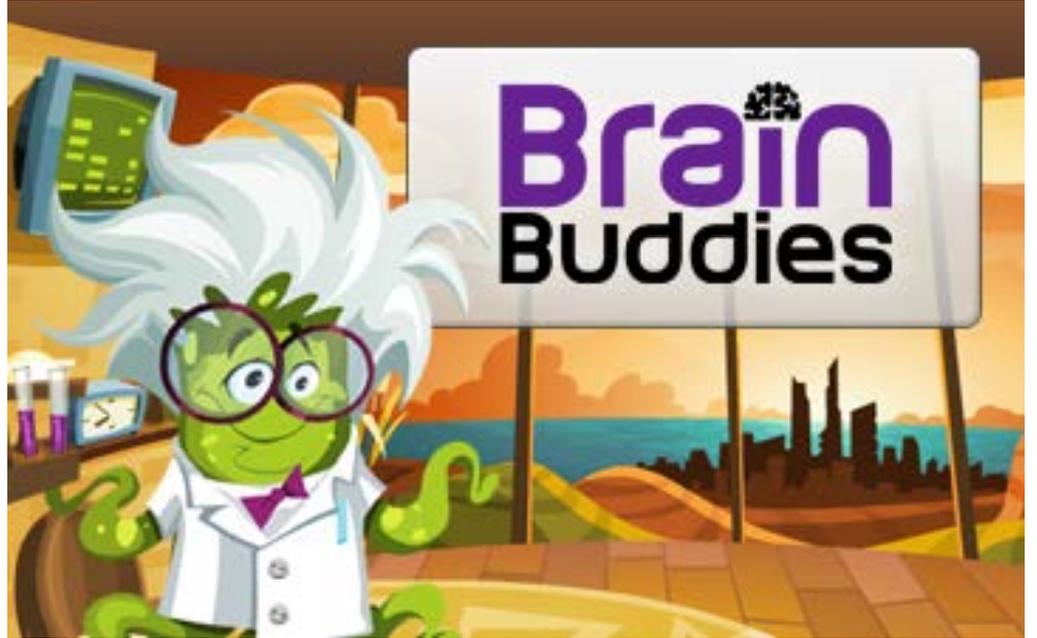




THE BLOB











I'll fix everything!



Plants		Products	
#2 Mette	#3 Vinicius	19	7
701.956	393.000	38	37

Characters	
#4 Stefan	#5 Bart
300.190	64.475





**BIG
FEATURES!!
!**







You take care of this...





Teams make their **own decisions.**

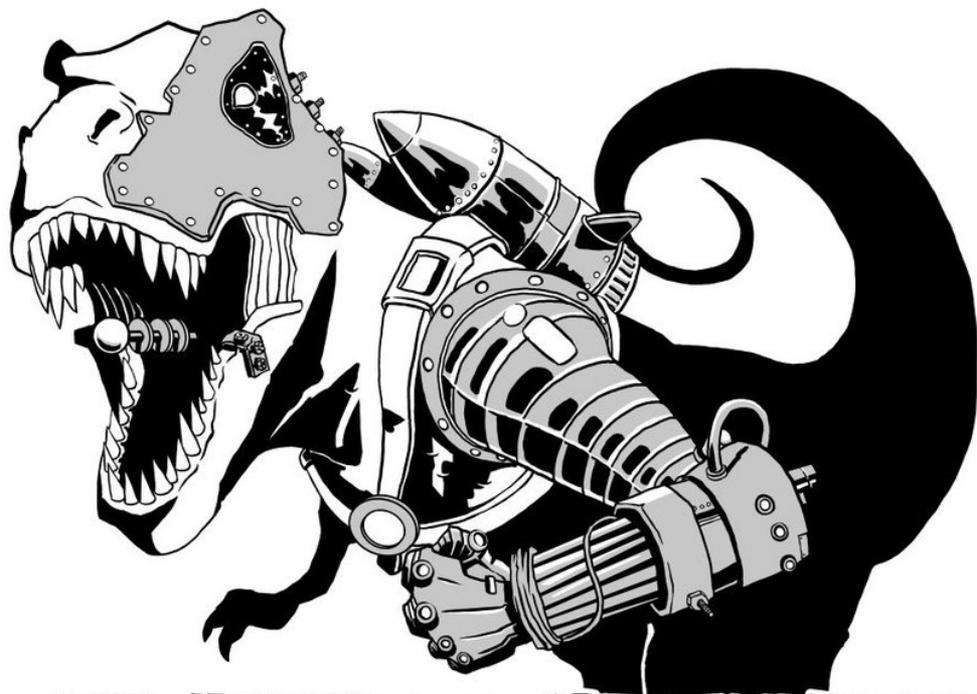
On what to start
On how to execute it
On if/when to stop it

Teams have full autonomy

Enter me, 2012



I can do whatever I want?



NO MORE GRAVITY

Monthly Reviews

Product Lead

Studio
Head

CEO

3rd Party

3rd Party



1st Review



Huzzah!

It's okay...

2nd Review

**YOU CAN'T
STOP ME!!!**

Not good
enough...



3rd Review!



I made the call to stop.



I asked:

“Why didn’t you tell me to stop it in the beginning?”

We could have **saved 3 months of effort!**”

Autonomy Culture

>

Cost of 3 Months

Why?

Hit Driven Business

How are Mobile Hits Made?

**CROSS
ROADS**™



Unpredictable





Small Teams

THE
A TEAM



6



10



6

**Great Games are built around
Small, Creative, Autonomous teams**

**Our process was built
with this in mind.**

1

How & Why

2

Challenges

3

Benefits

A person is rappelling down a dark rock face on the right side of the image. The background is a dramatic sky at sunset or sunrise, with clouds in shades of blue, orange, and purple. A large, semi-transparent white circle is centered in the image, containing the number '3' and the word 'Challenges'.

3

Challenges

A man and a woman are looking through a large, round clock face. The man is on the left, and the woman is on the right. Both have their hands pressed against the glass of the clock. The man's hands are on the left side, and the woman's hands are on the right side. The clock face is white with black numbers and hands. The man is wearing a dark suit and a white shirt. The woman has dark, curly hair. The background is a blurred outdoor setting with green grass and a wooden fence.

#1

**Stuck on
Repeat**



Build the most beautiful village.

Game status bar with icons for level (Lvl 4), hearts (500), gold (113,108), a robot icon (8,857), and a timer (22:04:01).

Goals icon and text: Goals

No
Shared
Tech

Game menu icons for various actions like build, upgrade, etc.

Game menu bar with icons for different building types and a 'Build' button.

HOTEL

THE BLOB





**Agility &
Ownership**

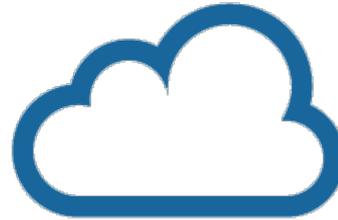
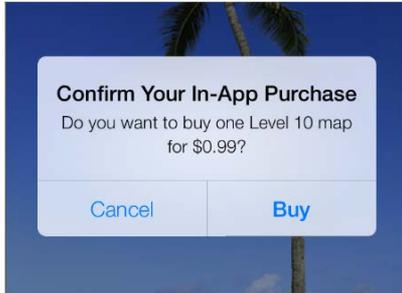
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Saved Time

(Optional)



SPINE





#2

Hiring

300 People

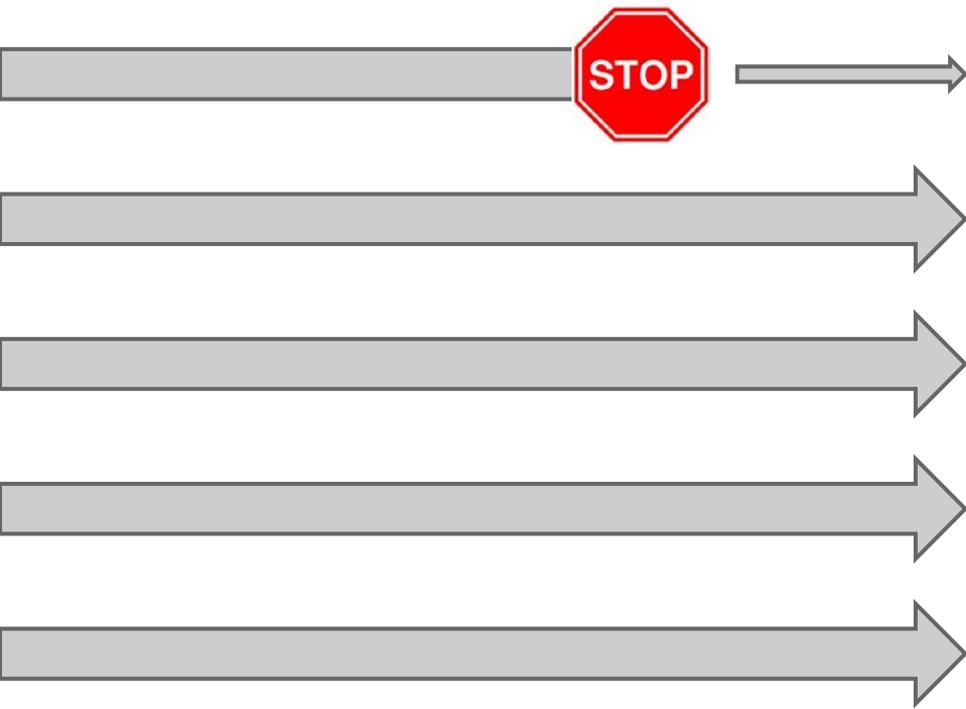
200 Art, Dev, Design

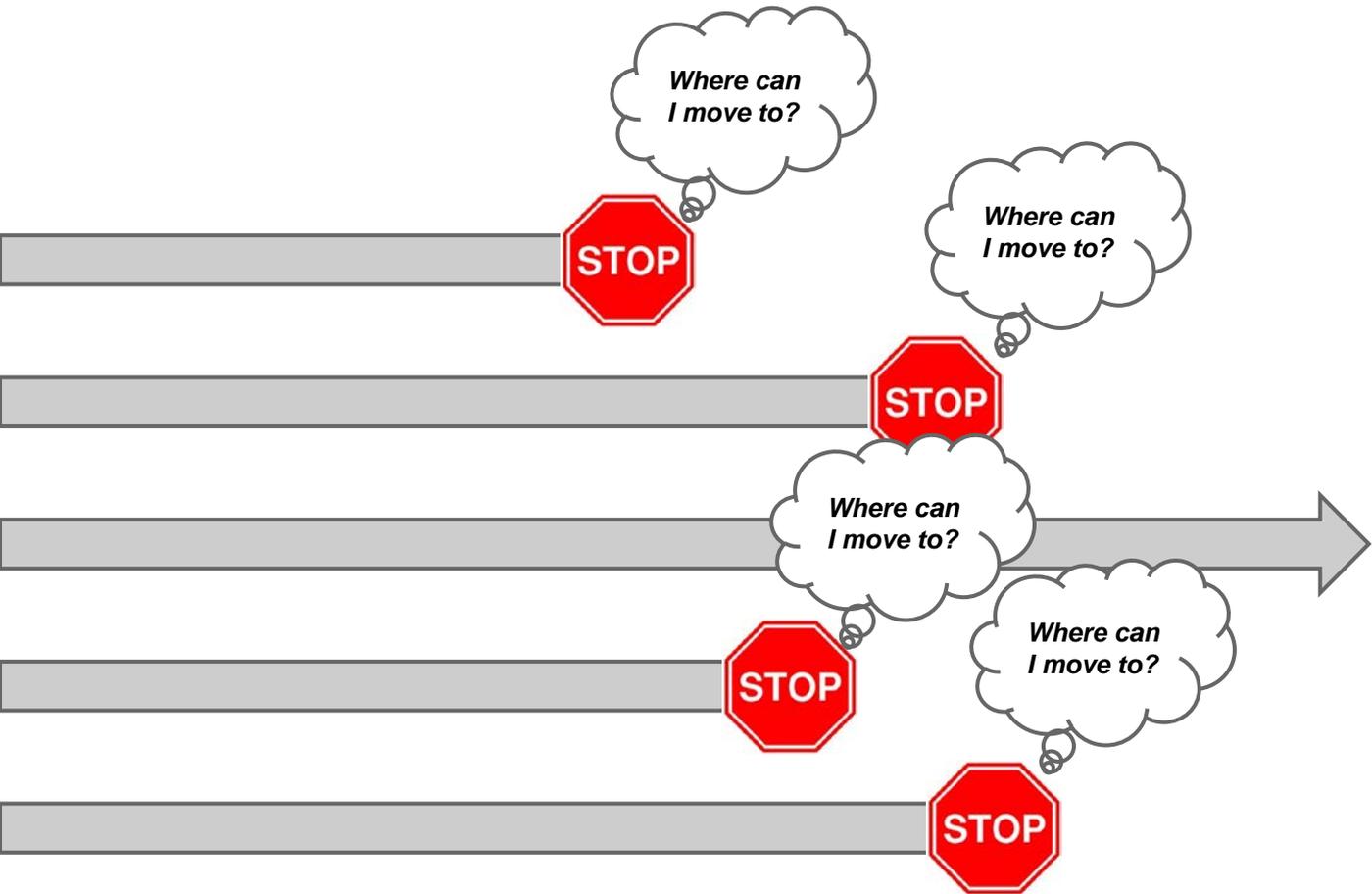
20 Game Teams











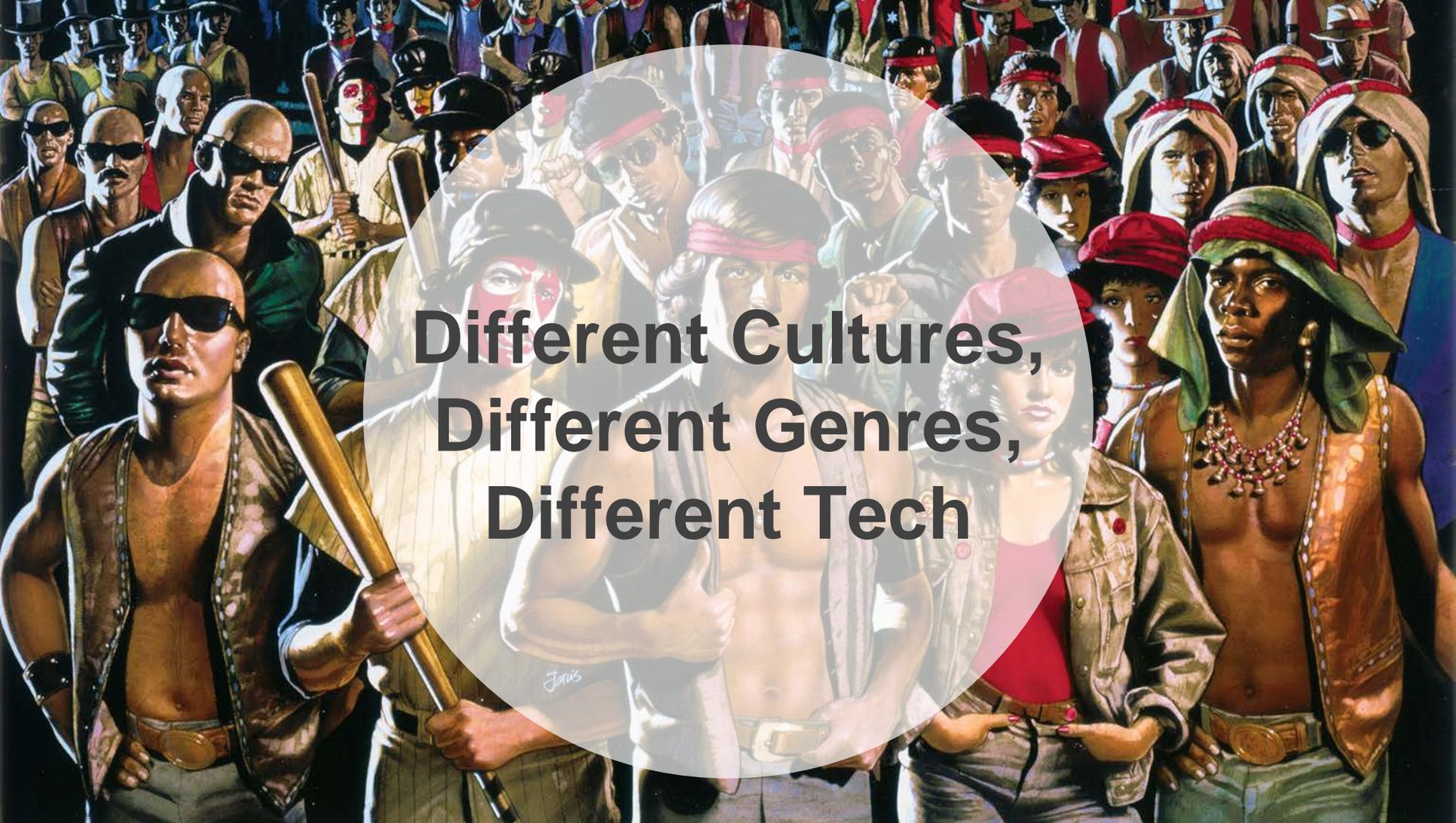




Resource Waves

*Where can
I move to?*



A vibrant, stylized illustration of a diverse crowd of people in various cultural and fashion styles. The scene is filled with individuals wearing different types of headwear, including hats, headbands, and scarves. Many are wearing sunglasses, and some are holding baseball bats. The overall aesthetic is reminiscent of a classic pulp magazine cover or a retro movie poster. A semi-transparent white circle is overlaid in the center, containing the text "Different Cultures, Different Genres, Different Tech".

**Different Cultures,
Different Genres,
Different Tech**



**Generalists
vs
Specialists**



**Lab
Time**



Lab Time

(but not for too long)

A white pigeon with a dark wing and tail is perched on a concrete ledge. The background is a high-angle, panoramic view of a dense urban cityscape with numerous skyscrapers and buildings. A semi-transparent white circle is overlaid on the image, containing the text.

Resource Managers



#3

**Killing
Games**

The image features two hands, palms facing each other, with fingers spread. The hands are covered in thick, multi-colored paint. The colors include red, yellow, blue, green, orange, and pink. The paint is applied in a messy, expressive manner, with some areas appearing more saturated than others. In the center, between the hands, is a semi-transparent white circle. Inside this circle, the text "Killing your own idea" is written in a bold, black, sans-serif font. The background is plain white.

**Killing your
own idea**

Two hands are shown, palms facing each other, holding a transparent circular shape. The hands are covered in thick, multi-colored paint in shades of red, yellow, blue, green, and orange. The text "Can you be Objective?" is centered within the transparent circle.

**Can you be
Objective?**





Discussion Members Events Photos Files

[Write Post](#) [Add Photo / Video](#) [Ask Question](#) [Add File](#)
Write something...

PINNED POST

 **Eesau Wooga**
February 26, 2014

Attention MegaMatchers! We have now provided you with a new version of our game with a new UI solution. Please find your way to games.wooga.com and download away!

We are looking forward to your feedback!

Bugs: Report directly here!... [See More](#)

Like · Comment ·  2

RECENT ACTIVITY

 **Tim Lossen**
March 4, 2014

a big THANK YOU to everybody who gave feedback, participated in user tests and helped us to improve the game!!

MEMBERS 65 members
[+ Add People to Group](#)



DESCRIPTION
Post any questions, feedback or bugs right here and receive a friendly and speedy response.

Kno... [See More](#)

CREATE NEW GROUPS

Groups make it easy to share with co-workers about specific projects and topics. [Create Group](#)

RECENT GROUP PHOTOS [SEE ALL](#)



Discussion Members Events Photos Files

 **Armin Feistenauer**
March 17, 2014

Finally I also have to add my feedback. Did not read any other feedback posts so this might repeat stuff already brought up. I'm not a platformer player myself. After loosing my 3 lives once or twice I stopped playing mario and other games.

The experience:
Inspired by your email I started playing with sound. Normally, I never play mobile games with sound. The first levels were great. The sounds are relaxing, create great mood and transport the environment. In combination with superb art this was very nice.

Bugs:
In level 8 (falling the first time) restarting due to dying did slow the game down to unplayability 9 out of 10 times. going back to map and selecting the level again did seem to work though. Other than that I did not notice any technical bugs. Impressive!

Maps:
I like the art and growing challenge of the first levels. Also nice introduction of new features.

- Due to the cavellike map structure I don't know which of the different paths of a level I've already tried, so there is no huge reason to replay levels.
- They look like a lot of work, but it took me only 30-60 minutes to finish the first 10 levels and I wonder how you will create hundreds of levels
- Little to do: There is not very much to do except enjoying what is there (you can't really play, because this only works for a few tries) and trying

MEMBERS
[+ Add People to Group](#)



DESCRIPTION
Hello Teste Please post Adventures [See More](#)

CREATE NEW GROUPS
Groups make it easy to share with co-workers about specific topics.

RECENT GROUP PHOTOS




7:52



350



200



300



400



800



700



225

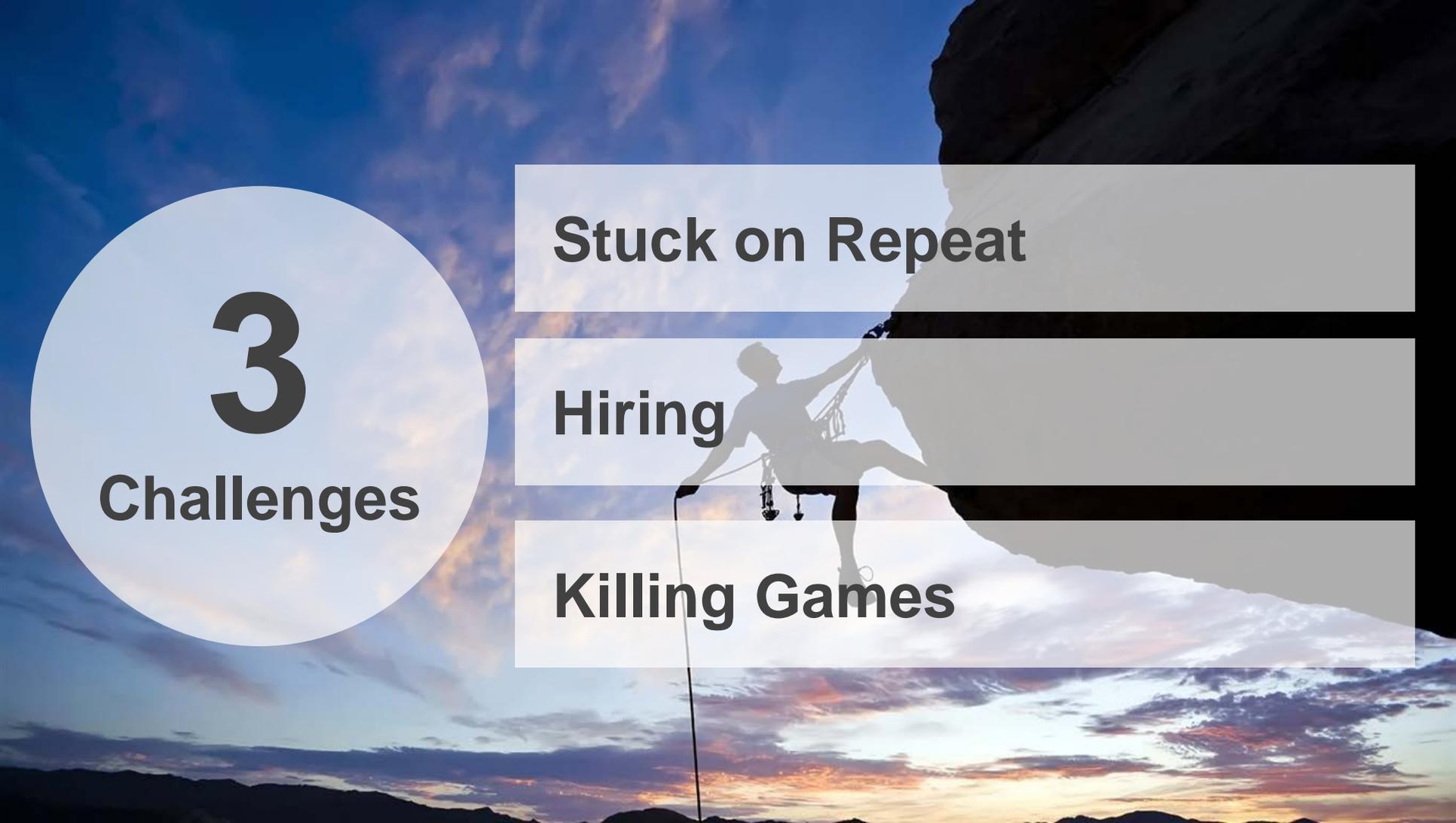
Others: 72. BattleContext: 0



**Us
Against
Them**



**Failure is
Acceptable**

A person is rappelling down a dark rock face against a dramatic sunset sky. The person is silhouetted against the bright, colorful clouds. The sky transitions from a deep blue at the top to a bright orange and yellow near the horizon, with scattered white clouds. The person is positioned in the center-right of the frame, with their body angled towards the left as they descend. A rope is visible extending from the person down towards the bottom of the frame. The overall scene conveys a sense of challenge and adventure.

3

Challenges

Stuck on Repeat

Hiring

Killing Games

1

How & Why

2

Challenges

3

Benefits



3

Benefits



#1

Adapting



Adapting to Technology





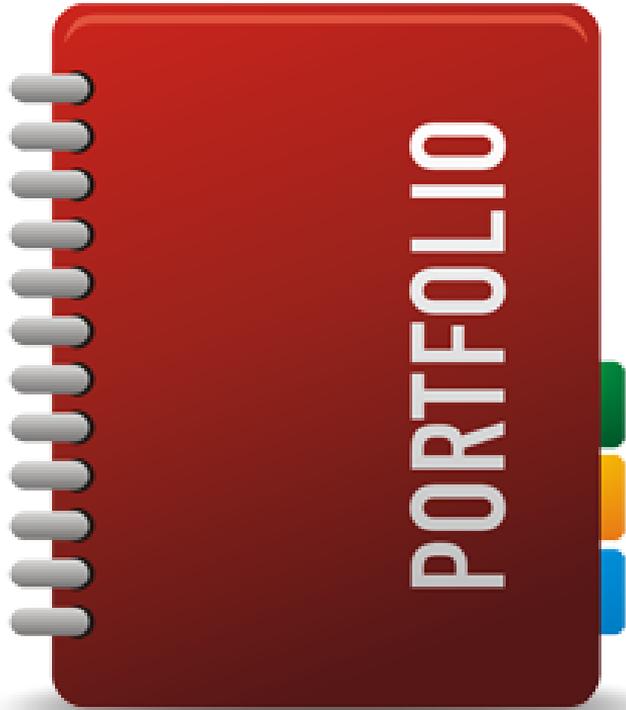
iOS





**Adapting to
New Genres**





12 Teams



8 Teams

A close-up photograph of a man's face, partially obscured by his hand. His hand is covered in blood, which is dripping down his neck. A semi-transparent circular graphic is overlaid on the center of the image, containing the text "#2 Les Politics".

#2

Les Politics



**Meetings
aren't for
Selling**



A group of six business executives, three men and three women, are gathered around a white conference table in a bright, modern office. They are all dressed in professional business attire (suits and blouses). The group is diverse in age and ethnicity. They appear to be in a collaborative meeting, with some looking at documents or laptops on the table. The atmosphere is positive and professional. A semi-transparent circular graphic is overlaid on the center of the image, containing the text.

**Executives
Influence,
Not Command**



Pearl's Peril





#3

Ownership



Creative Control

**Commitment,
Confidence
Quality**





7:52



350



200



300



400



800



700



225

Others: 72. BattleContext: 0



A silhouette of a person rappelling down a dark rock face against a sunset sky with orange and blue clouds. A large, semi-transparent white circle is overlaid on the center of the image.

3

Challenges

A close-up, macro shot of a vibrant green leaf, showing the intricate vein structure. A large, semi-transparent white circle is overlaid on the center of the image.

3

Benefits

A silhouette of a rock climber is shown against a dramatic sky at sunset or sunrise. The climber is positioned on the left side of the frame, reaching up towards a dark rock overhang. The sky is filled with soft, colorful clouds in shades of blue, orange, and white. A large, semi-transparent white circle is overlaid on the right side of the image, containing the text.

**Reinventing
Hiring
Killing**

A close-up, macro shot of a vibrant green leaf. The intricate vein structure of the leaf is clearly visible, creating a complex, organic pattern. The leaf is the dominant background element. A large, semi-transparent white circle is overlaid on the right side of the image, containing the text.

**Adapting
Politics
Ownership**



It's time to hit **send**.

Thank You!

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mobilefreetoplay.com