



CREATIVITY AND PROCESSES, THE PRODUCTION CHALLENGE OF MEGA PROJECTS

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CREATIVITY AND PROCESSES

THE PRODUCTION CHALLENGE OF MEGA PROJECTS



GDC

GAME DEVELOPERS CONFERENCE

➤ **HOW DO YOU LET DEVELOPERS HAVE THEIR SAY IN LARGE-SCALE PROJECTS?**

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➤ **HOW DO YOU FOSTER INNOVATION?**

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➤ HOW DO YOU FOSTER INNOVATION?

➤ CREATIVITY OR PROCESSES?

ABOUT THE SPEAKER

- PRODUCER OF UBISOFT'S LARGEST ACTION ADVENTURE OPEN WORLD
- 20 YEARS OF MANAGEMENT EXPERIENCE, IN GAME DEVELOPMENT BUT ALSO OTHER FORMS OF ENTERTAINMENT
- BUSINESS & CREATIVE BACKGROUND, STARTED AS A SCALE DEMO-MAKER ON ATARI ST

EVERY
GENERATION
OF AAA
**IS BIGGER
THAN THE
PREVIOUS ONE**

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<i>Star Wars: The Old Republic</i>	2011	200 ^[4]
<i>Grand Theft Auto V</i>	2013	137 ^[2]
<i>Max Payne 3</i>	2012	105 ^[13]
<i>Battlefield 4</i>	2013	100 ^[17]
<i>Metal Gear Solid V: The Phantom Pain</i>	2015	80
<i>Defiance</i>	2013	80
<i>Red Dead Redemption</i>	2010	80-100 ^[14]
<i>Watch Dogs</i>	2014	68 ^[27]

BUDGETS KEEP GROWING, **100 M \$ IS THE NORM**



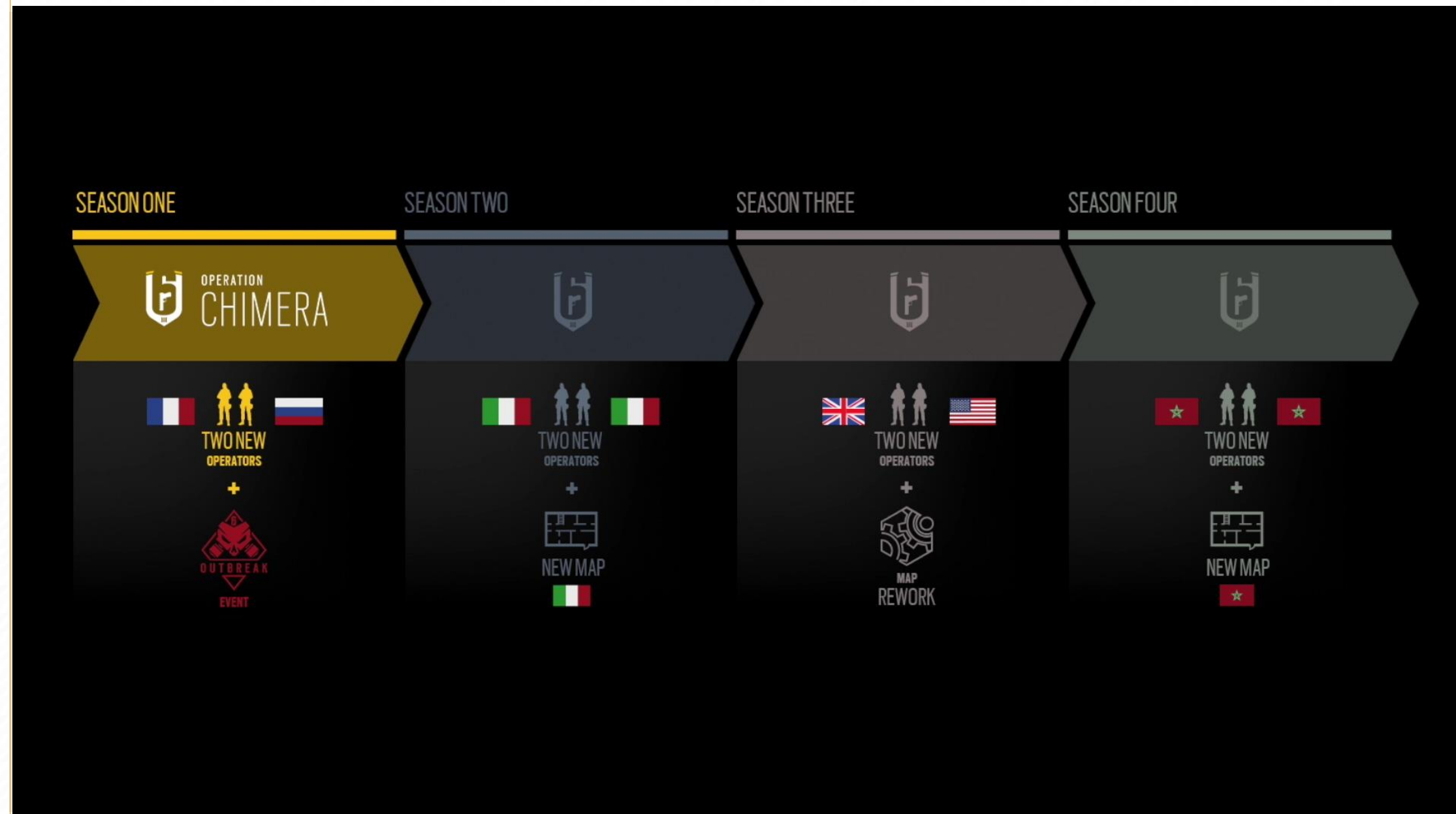
EVERY
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PREVIOUS ONE

	Assassin's Creed Origins	
	Main Story	26½ Hours
	Main + Extra	46½ Hours
	Completionist	74½ Hours
	All Styles	51½ Hours

	Assassin's Creed II	
	Main Story	19 Hours
	Main + Extra	27 Hours
	Completionist	35 Hours
	All Styles	26 Hours

PLAYTIME IN THE 50-100 HOURS RANGE IS THE NORM

EVERY
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**IS BIGGER
THAN THE
PREVIOUS ONE**



DLCs, SEASON PASSES, GAME AS A SERVICE...

THE
GHOST RECON
WILDLANDS CASE

➤ UBISOFT'S LARGEST
ACTION ADVENTURE
OPEN-WORLD GAME

howlongtobeat.com



Tom Clancy's Ghost Recon Wildlands

Main Story	24 Hours
Main + Extra	48 Hours
Completionist	77 Hours
All Styles	51½ Hours

And much more with Game as a service content



THOM CLANCY

Son of Tom Clancy

It feels like it delivers on the original
kind of promise of Ghost Recon

THE GHOST RECON WILDLANDS CASE

➤ 3 000 PEOPLE
CREDITED

TOM CLANCY'S GHOST RECON WILDLANDS™

This game is dedicated to all the people out there who believed in Ghosts
for so many years !

UBISOFT PARIS PRESENTS IN COLLABORATION WITH UBISOFT
BUCHAREST, UBISOFT REFLECTIONS, UBISOFT MONTPELLIER, UBISOFT
ANNECY, UBISOFT MILAN AND UBISOFT BELGRADE

Creative Director **Eric Couzian**

Senior Creative Manager **Jean-Marc Geffroy**

Senior Producer **Nouredine Abboud**

Producer **Jean-François Capizzi**

Art Director & Technical Director **Vincent Delassus**

Lead Artist & Technical Art Director **Benoit Martinez**

Game Design Director **Elia Benhamou**

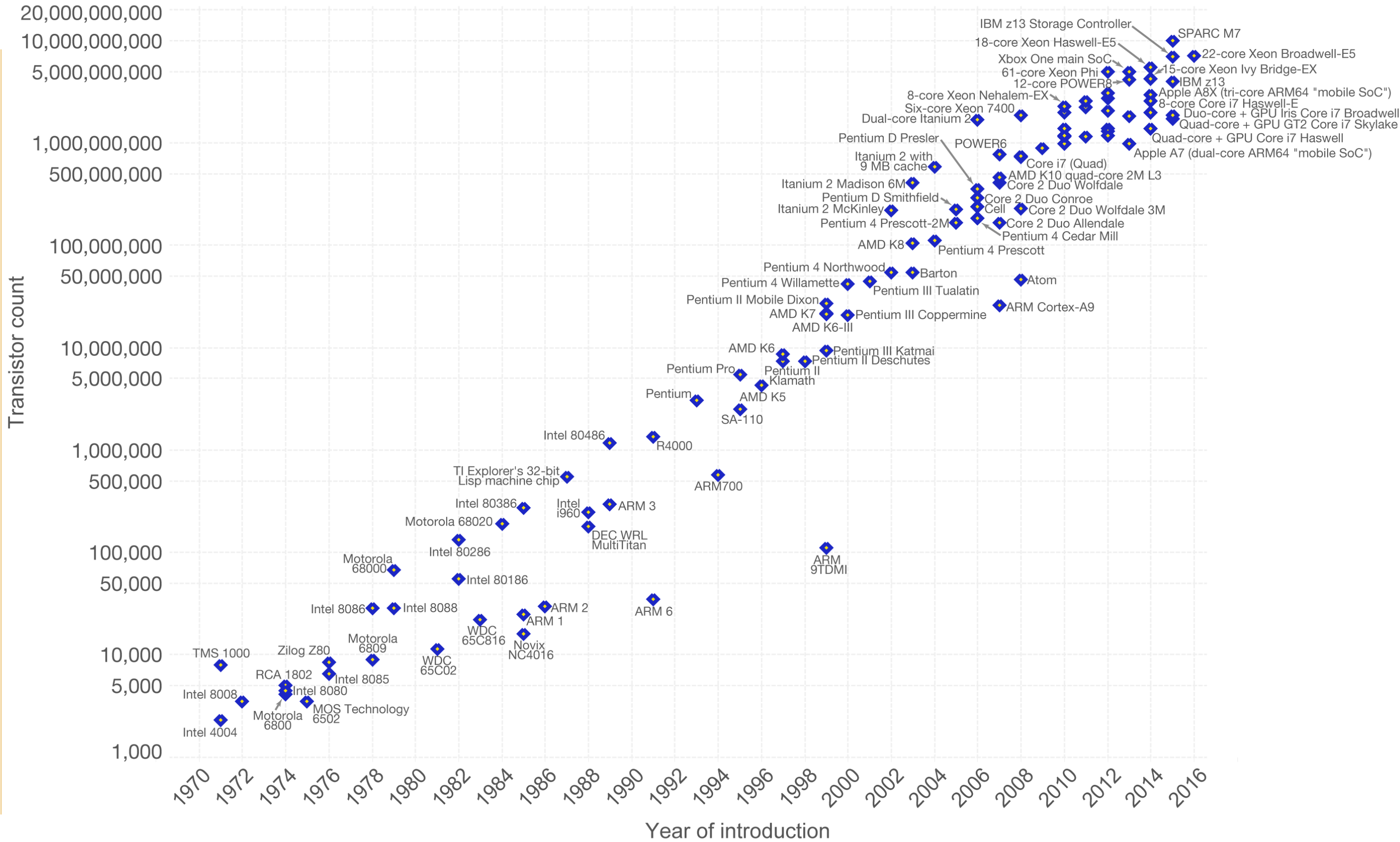
BIGGER FIREPOWER



A soldier in full tactical gear, including a helmet and a large backpack, is kneeling in a dark, rocky cave. He is using a laptop computer that is open on a wooden crate. The laptop screen displays a complex interface with various data points and maps. A bright lantern sits on the crate next to the laptop, casting a strong light on the soldier and the cave wall. In the background, another soldier is visible, holding a rifle and looking towards the left. The cave walls are rough and textured, and the overall atmosphere is dark and tactical.

**COMPUTING POWER
IS FUELING
THIS EVOLUTION**

MOORE'S LAW



**SOFTWARE
IS KEY**

Houdini  TM

SOFTWARE
IS KEY



BIG GAMES MEAN BIG BUSINESS

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Ghost Recon: Wildlands Is The Year's Best Seller So Far As Ubisoft Enjoys A Positive Quarter

Ubisoft reports its first quarter earnings.

HARDWARE IS KEY

- LARGE DATA CENTERS
- SERVERS





TO STAY ON TOP OF THAT
WE NEED
HUMAN TALENT



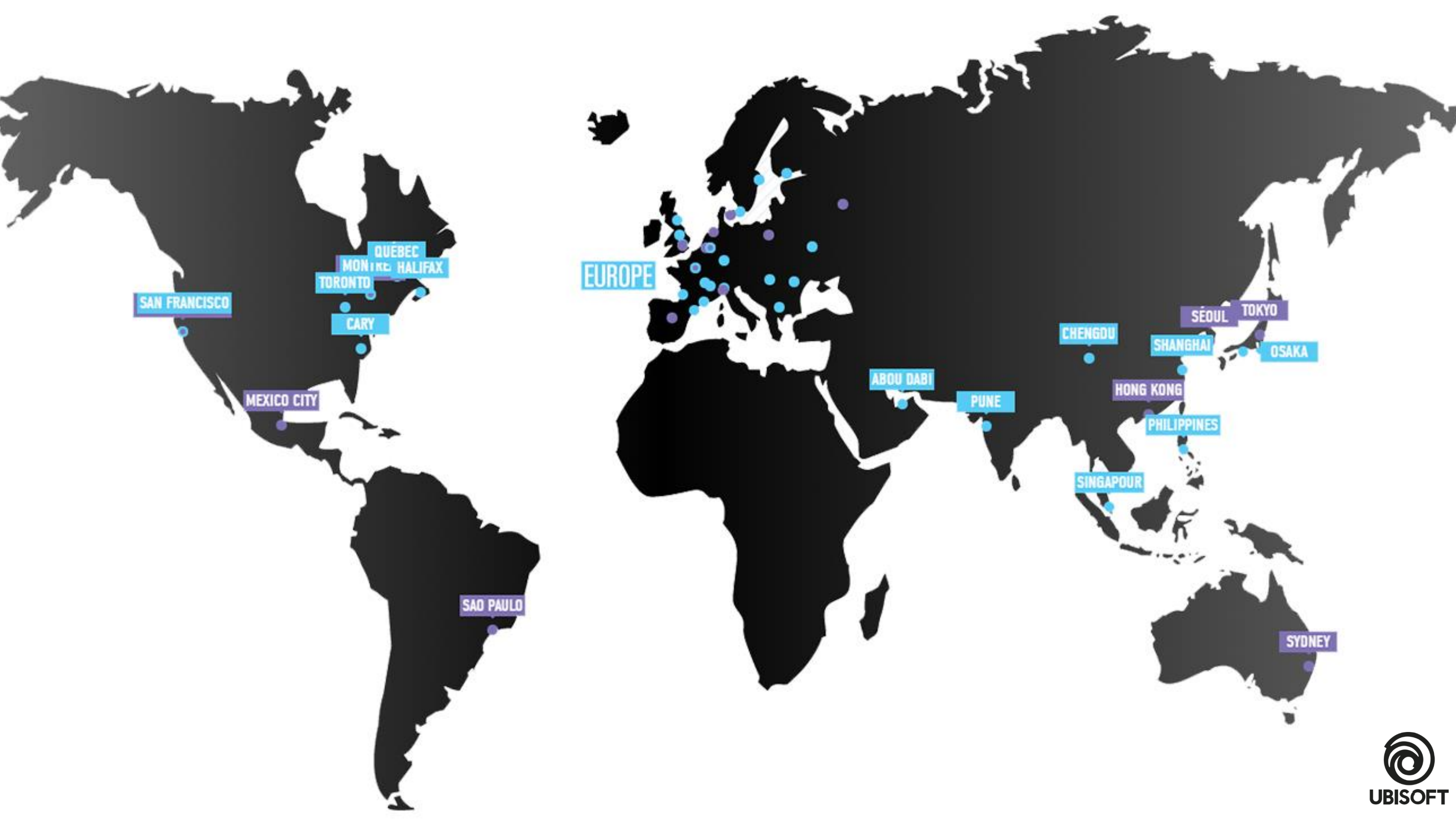
BIG GAMES

=

LARGE TEAMS

➤ AS THE INCREASE IN BUDGETS SHOWS,
TECH POWER ALONE IS NOT ABLE TO HANDLE
THE AAA SCOPE

➤ NOT JUST A BIG STUDIO WORLD,
BUT MASSIVE WORLDWIDE STUDIO
NETWORKS!





BIG GAMES = EXPERT TEAMS

➤ IT'S ABOUT HARNESSING THE POWER
OF TECHNOLOGY

➤ GAMES ARE NOT JUST BIGGER,
THEY ARE MORE COMPLEX



MORE

**➤ TECHNICAL EXPERTS: EVERY JOB FAMILY NEEDS
PEOPLE TO BE FLUENT WITH THE TECHNOLOGY**

- TECH ART
- TECH SOUND...



MORE

➤ **TECHNICAL EXPERTS: EVERY JOB FAMILY NEEDS PEOPLE TO BE FLUENT WITH THE TECHNOLOGY**

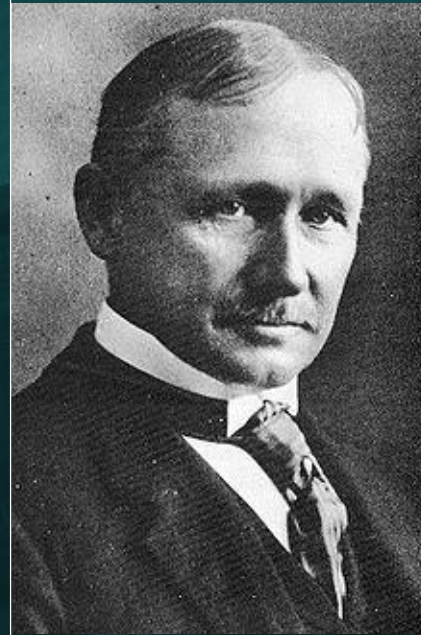
- TECH ART
- TECH SOUND...

➤ **TECHNICAL DESIGN: NEW FUN EXPERIENCES ARE COMING FROM NEW WAYS OF INTEGRATING TECH TOOLS IN DESIGN**



How does all this **talent**
work with the **tech** available ?

FORGET TAYLORISM



AGILE



A person is rappelling down a rope against a dark, textured background. The person is wearing a helmet and a harness, and is holding onto the rope with both hands. The background is a dark, textured surface, possibly a rock face or a wall, with some light reflecting off it. The overall tone is dark and moody.

AGILE IS **NOT ENOUGH**

- OFTEN, TEAMS USE AGILE METHODOLOGIES, BUT TRY TO MANAGE IT WITH A WATERFALL MINDSET
- YOU NEED TO ACCEPT THE RISK-TAKING AGILE MEANS

LEAN CAN HELP

- MAJOR METHODOLOGY USED MORE RECENTLY
- IMPORTANT IN THE GAME INDUSTRY

BACKLOG

A

G

F



CONCEPT

B

C

I

D



HIGH POLY

H

E



LOW POLY

J



INTEGRATION



DEBUG





THE DEVIL IS IN THE DETAIL



EMAILS, DEVIL n°1

- FACE TO FACE VS EMAILS, EVEN ABROAD



MEETINGS, DEVIL n°2

- LASER-FOCUSED MEETINGS



LAYERS OF MANAGEMENT, DEVIL n°3

- **FLAT ORGANIZATION: USUALLY NOT MORE THAN 3 LEVELS**
 - SENIOR PRODUCER / PRODUCER / ASSOCIATE PRODUCER
 - ART DIRECTOR / LEAD / ARTIST...



**DOES NOT MEAN
LACK OF CONTROL**

INITIAL GOAL

GAME



INITIAL GOAL

GAME



- BASED ON A SPECIFIC GROUP OF EXPERTS THAT WORK AS A **CLOSE-KNIT PACK**

PROCEDURAL 3D TEAM



•PLAYTESTS DRIVEN

SYSTEMIC AI
TEAM



• **WORLD** FIRST

**OPEN-WORLD
DESIGNERS
TEAM**



**LARGE QC
TEAM**

• QC CAN DRIVE **DESIGN**

GAME AS A SERVICE & POST-LAUNCH MANAGEMENT

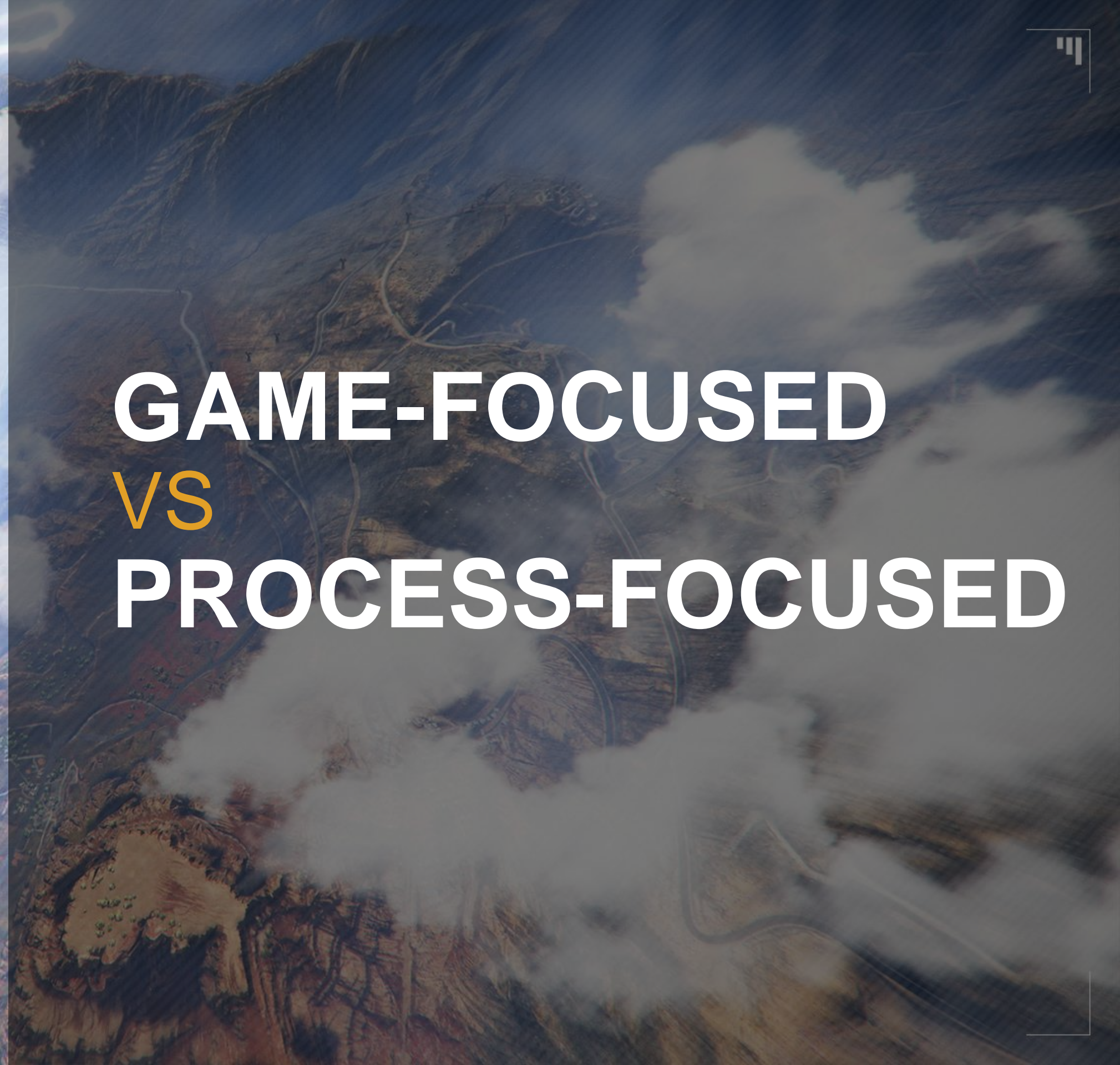
- YOUR WHOLE TEAM'S CRASH TEST: THE DAY YOU GO LIVE



TOM CLANCY'S
GHOST RECON
WILDLANDS
TIER 1

TOM CLANCY'S
GHOST RECON
WILDLANDS
GHOST WAR
4 vs 4

TOM CLANCY'S GHOST RECON WILDLANDS PRESENTS
PREDATOR



GAME-FOCUSED VS PROCESS-FOCUSED





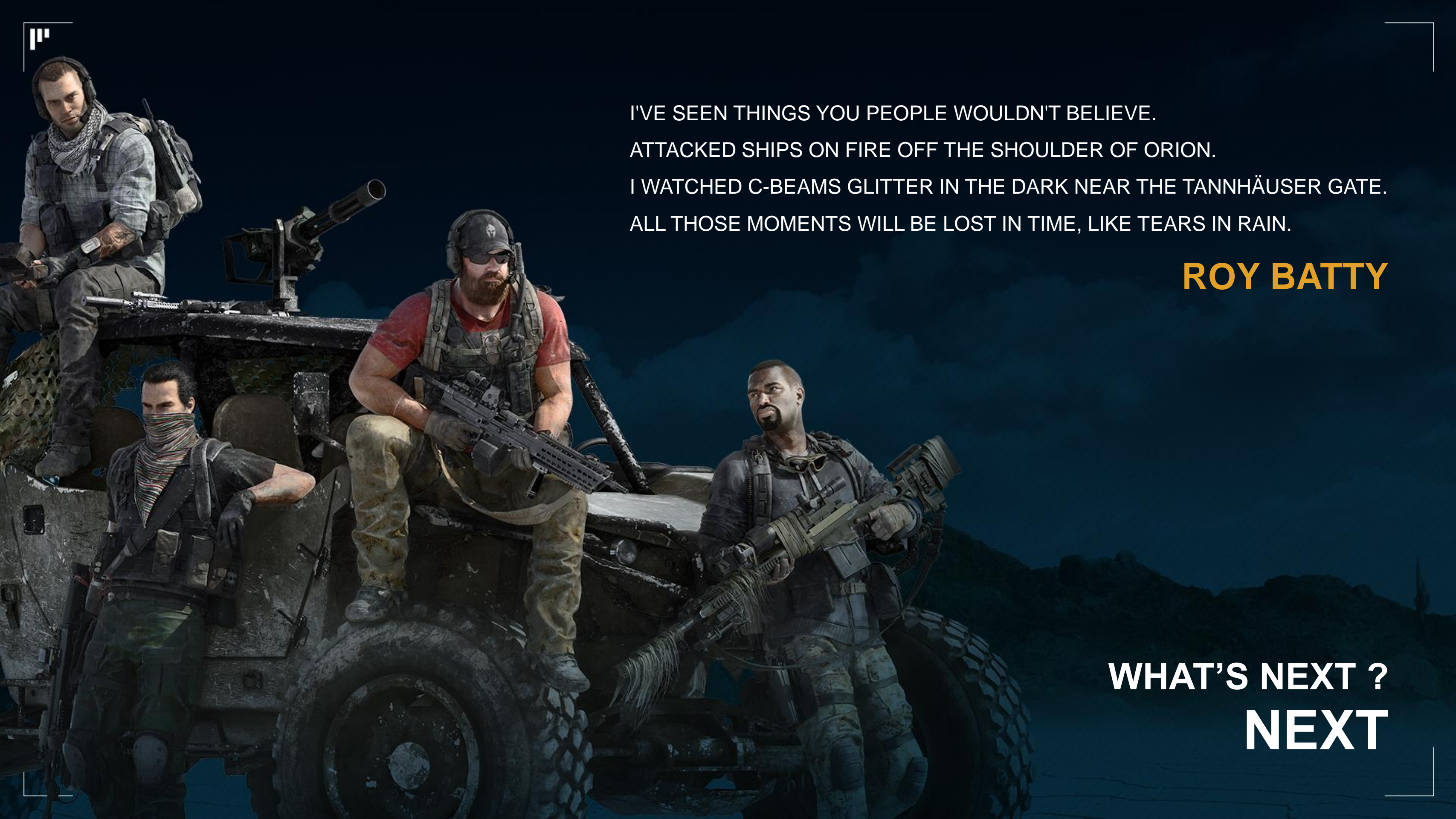
NEXT GEN?

- THIS IS JUST THE BEGINNING
- WE KNOW THAT THE GAME LOGIC IS THE NEW BATTLEGROUND



AND WHAT'S NEXT ?

- TV DID NOT KILL THE RADIO
- THE FUTURE IS ALWAYS MORE HUMAN THAN EXPECTED
- FROM THE ATARI ST TO LATEST CONSOLES, A JOURNEY FOR HUMAN KIND



I'VE SEEN THINGS YOU PEOPLE WOULDN'T BELIEVE.
ATTACKED SHIPS ON FIRE OFF THE SHOULDER OF ORION.
I WATCHED C-BEAMS GLITTER IN THE DARK NEAR THE TANNHÄUSER GATE.
ALL THOSE MOMENTS WILL BE LOST IN TIME, LIKE TEARS IN RAIN.

ROY BATTY

**WHAT'S NEXT ?
NEXT**

Q&A



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