

# Crisis and Opportunity:

Communities in good times and bad

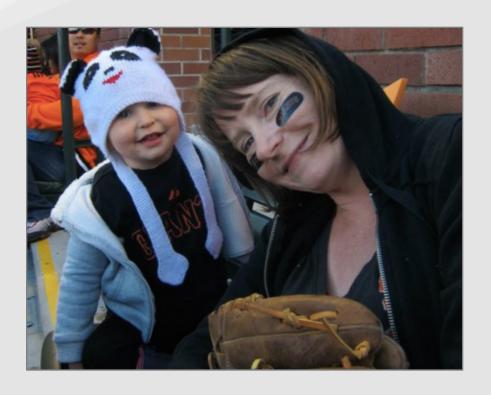
Janet Ebsen
Senior Community Manager
Kongregate



## **Crisis = Opportunity**

Emily Greer
Co-founder and CEO
Knitter
Aunt





Molly and her Aunt Emily (at a baseball game)

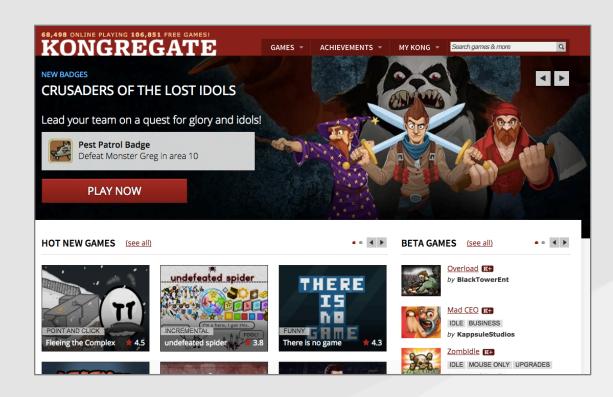
## **Crisis = Opportunity**



Result: skirt is much more charming

## Kongregate's Platform

100,000+ games 300-400 VG games ~200 forums chat: regular, game, guild



## Kongregate's Platform

Game crisis post-mortem:

- Alcohol tolerance ++
- Liver health :-(

### **Loss of Trust**

Every community crisis, at its heart, is the same:

players are disappointed and lose confidence.



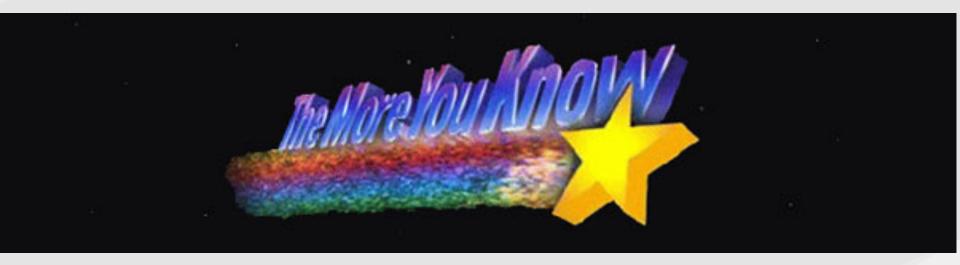
There is exactly one tool all of us bring to every situation we're in, and that's ourselves.

## You're A Tool

## Persona: You're a tool



## The Basics



If people like and respect you, they are more likely to trust you.

### The Basics

#### **Be lenient**

- Addressing only the important things makes people more likely to listen.
- You want to appear reasonable to most.



### The Basics

#### Be lenient

#### Be fair

- Players will detect bias and lose respect for you.
- Do what's best for the community as a whole— you can't please every individual.



### The Basics

Be lenient

Be fair

### Be nice... but not a push-over.

- Being nice (and calm!) makes trolling you nearly impossible.
- People will live up or down to your expectations; treat everyone as if they are capable of coolness.



### The Basics

Be lenient.

Be fair.

Be nice... but not a push-over.

#### Be transparent.

- Users have a right to know what you're doing and why.
- Willingness to talk frankly keeps them from thinking you're a tyrant.



## **Managing A Crisis**

A. Understand the issues thoroughly



## **Managing A Crisis**

## B. Apologize or express regret

I'm really sorry about all this, and I'll definitely follow up with the programmers about how we will prevent it from happening again.

I can absolutely understand that this is just incredibly frustrating.

Wow, this is <u>such</u> unfortunate timing!

It was certainly not my intention to be rude or dismissive, and I sincerely apologize.

I'm so sorry you are having a bad experience.

## **Managing A Crisis**

## C. Explain your next steps:

- Say what you're going to do
- Do it
- Report back that you have done it
- Ask if the situation has improved

## **Managing A Crisis**

### D. Do better next time

Failure is just an education disguised as an ass-kicking.

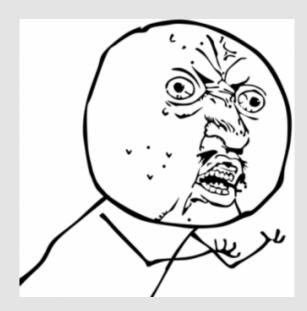
## **Avoiding Pitfalls**

ounce of prevention

pound of cure

### The Moderate Path

### A. Allow negative feedback



### The Moderate Path

### A. Allow negative feedback (within reason)



The energy system in this game is overly restrictive!

I find the matchmaking to be flawed because....

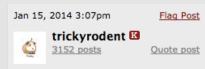


Greedy scum-suckers, get nuked from space and die in a hole!

You wouldn't recognize decent matchmaking if it crawled out of your mother's....

### The Moderate Path

### B. Substantive complaints deserve responses



In some ways, this is a philosophical question. As Winston Churchill observed, "It has been said that democracy is the worst form of government except all those other forms that have been tried...."

Kongregate's approach has always been that players should be the ones in charge of determining which games are good. Our weekly and monthly game contest winners are determined by player ratings. Similarly, we choose which games get <u>badges</u> based primarily on how players rate the games.

As of this moment we have 79,845 games on the site. Anybody can upload their lame attempt at a game, or even their fun-but-flawed attempt at a game, and try to find an audience and get feedback. We don't remove any games simply for being bad. Stolen games, yes, they get taken down. Games that are sexually inappropriate or contain racist/hateful themes, yes, those we take down. Bad games, nope— those are welcome. We don't take down games just because we don't like them. There's no cabal of snooty gaming hipsters sitting around deciding what we (as a group) should or shouldn't like. It's not based on favoritism or connections... just on votes.

What matters is that over 40 thousand people have played and rated this game, and the

Jan 16, 2014 8:19am

Flag Post

\$

B\_0\_b 423 posts

Edit post

riag Posi

Quote post

trickyrodent, i'm not gonna quote your post as it's just too big but...

this is something odd for me but i'll say it anyway... damn, it's hard to say something nice! i... i... come on, i know i can do it...

i like u!

Man i have to go lie down a bit now, saying something nice made me feel dizzy:)

Jan 16, 2014 9:04am

Flag Post



Pseudonym

Quote post

Originally posted by <u>B o b</u>: i... i... come on, i know i can do it...

i like u!

You have a soul, man :)

Jan 16, 2014 9:05am

Flag Post



B\_o\_b 423 posts

Quote post

Edit post

Originally posted by **Pseudonym**:

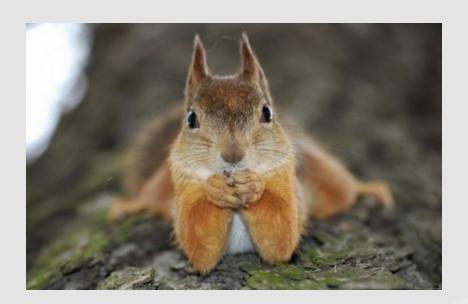
You have a soul, man :)

U can't prove anything!:)

Handling negative feedback calmly and without defensiveness makes everyone respect you more.

### The Moderate Path

## C. Listen, but don't always act



### The Moderate Path

- Listen to what players have to say, but don't always act.
- Allow disagreement and criticism; but require that the criticism be constructive.
- Address concerns, but avoid taking them personally.
- Defuse emotions by remaining calm.

### **Cultural Differences Matter**

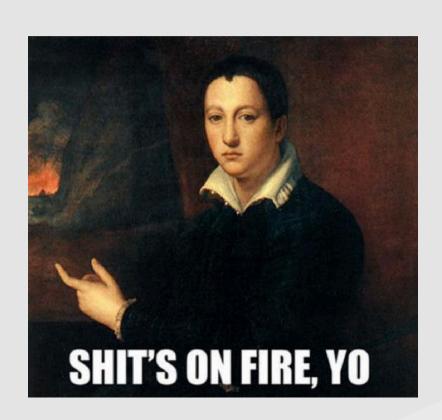
Different people are different.

-Alison Huffman's mom

## **Cultural Differences Matter**



## Support Isn't Optional



## **Support Isn't Optional**

A. Small team? Make it work.



## **Support Isn't Optional**

## B. Have a plan for scaling



## **Support Isn't Optional**

### C. Have a plan for VIPs

If the vast majority of your revenue comes from a small percentage of players, make sure that those players get top-notch support every single time.

## Support Isn't Optional

### C. Have a plan for VIPs





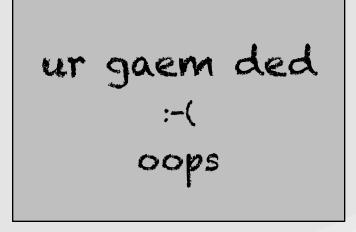


## Support Isn't Optional

## D. Have a plan for holidays



your holiday!



meanwhile, on the internet...

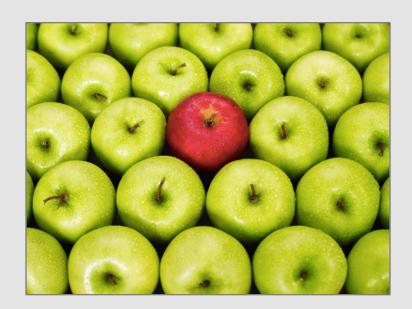
## **Support Isn't Optional**

## D. Have a plan for holidays

69,097 ONLINE PLAYING 106,5	64 FREE GAMES!	GAMES →	ACHIEVEMENTS ~	MY KONG →	Search games & more	Q
Contact us Your comments and concerns are		it to make your K	ongregate experience th	ne best it can be.	We read each message c	arefully, and
we'll do our best to respond to so  Send us a message	upport inquiries within five bu	usiness days. For	Answers	to a few com	mon questions	,,
Kongregate Username Email Address			Use the "re  Have an ic  Check out	lea for us?	n their profile, and we'll lo	
Message Subject  Description  Please include as much detail as possible.	Select a topic		Having tro	ouble getting ba hat your chat is n a firewall, proxy,	dges and cards? ot connecting properly. Ch ad blocker, or browser ad or connecting. Make sure	d-on
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## **Support Isn't Optional**

## E. There will be outliers



## **Real Talk Time**

inherently public uncomfortably exposed



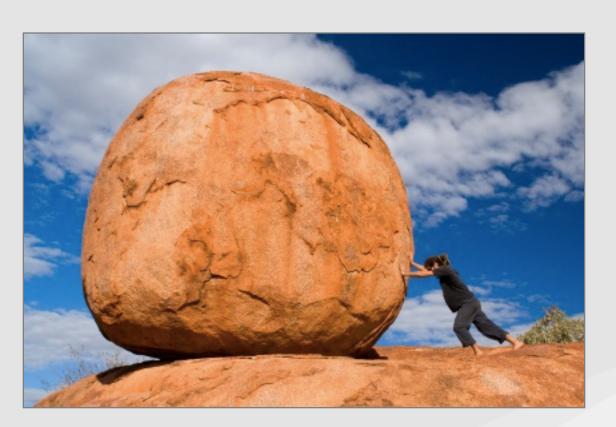
## **Crisis = Opportunity**



In the Chinese language, the word "crisis" is composed of two characters, one representing danger and the other, opportunity.

-John F. Kennedy

## **Crisis = Momentum**



# **Human Connection in Interesting Times**



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