



March 21-25, 2022
San Francisco, CA

Company Respec How to Pivot and Grow your Studio

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CEO and Founder — Proletariat Inc.

#GDC22



Shout Out to Polyarc!



What is this talk about?

The game industry is in a constant state of change

- Technology Advancement
- Regulation Changes
- Labor Shifts
- Capital Market Movement
- Audience Expansion
- Fluctuating Product Trends

What is this talk about?

Game companies are also in a constant state of change

- You shipped your game
- Your game failed
- Your audience changed
- You pivoted your game to a new lead platform
- You lost some critical team members
- You hired a ton of people and your culture is changing

What is this talk about?

How do you manage **changing**, **evolving**, and **growing** your team, your studio, and yourself?

Lessons learned not just surviving growth and change, but thriving in it.

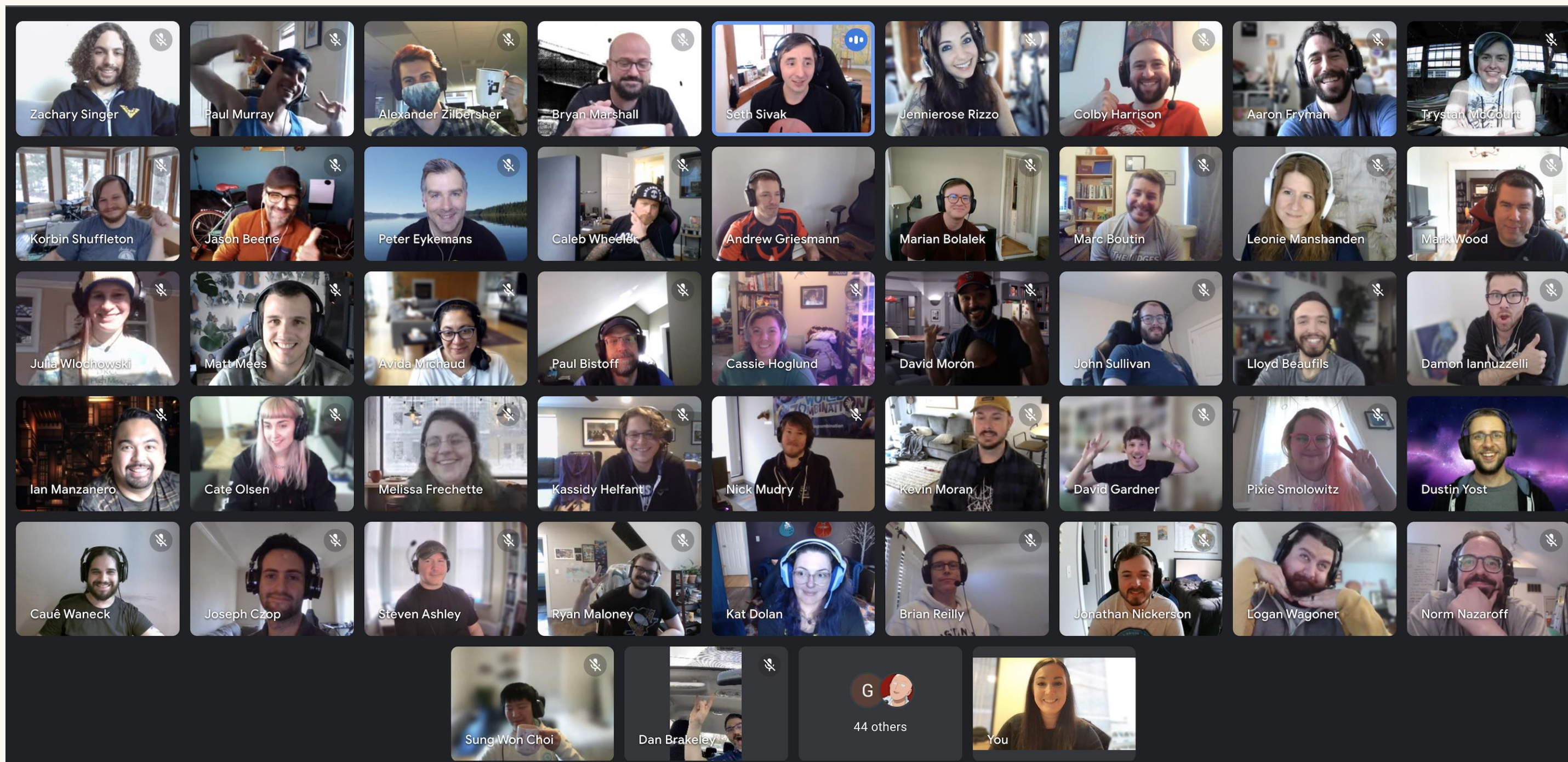
... Ok, it is just about surviving.

Disclaimer

- Every company is different
 - Every team is different
 - Every game is different
 - Every person is different
-
- This is just another tool in the toolbox



Who is Proletariat Inc.?



Who is Proletariat Inc.?

- Started in November of 2012
- Grown to a 120 person studio
- Shipped 3 major new IP games
- Worked across over 7 different platforms
- Built games in both Unity and Unreal
- Constantly changed and grown



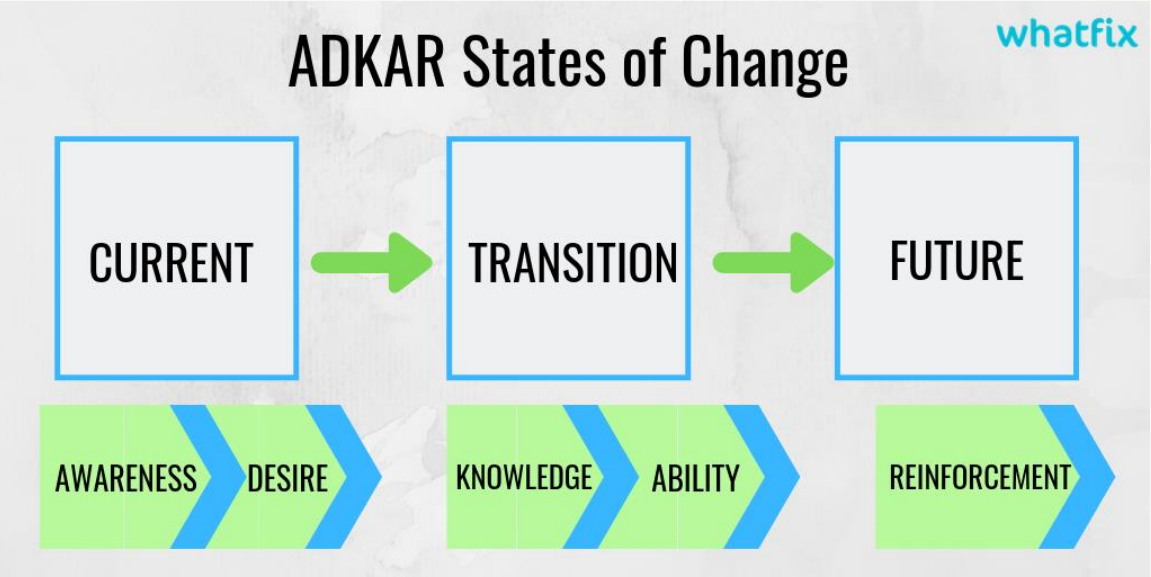
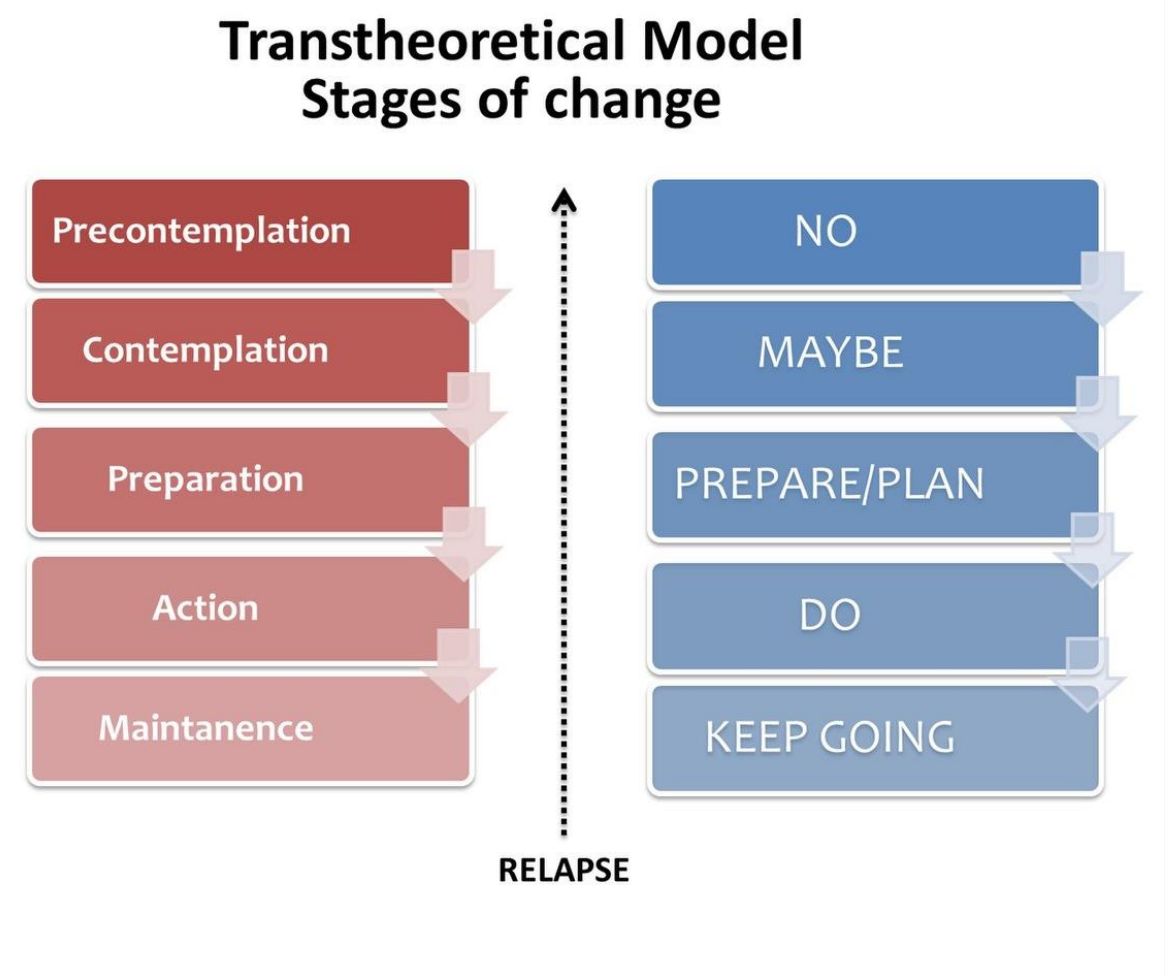
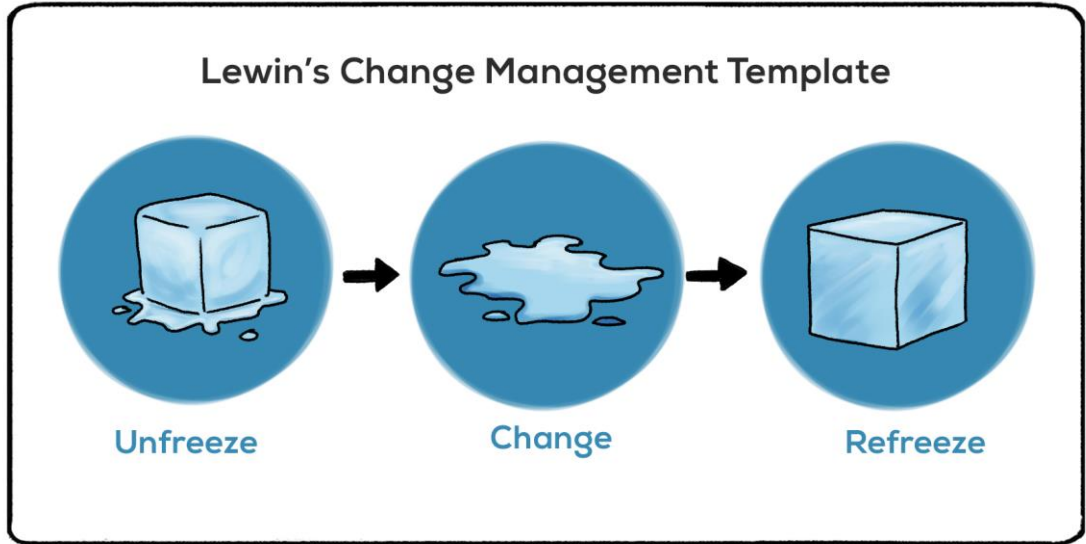
How has Proletariat Changed?



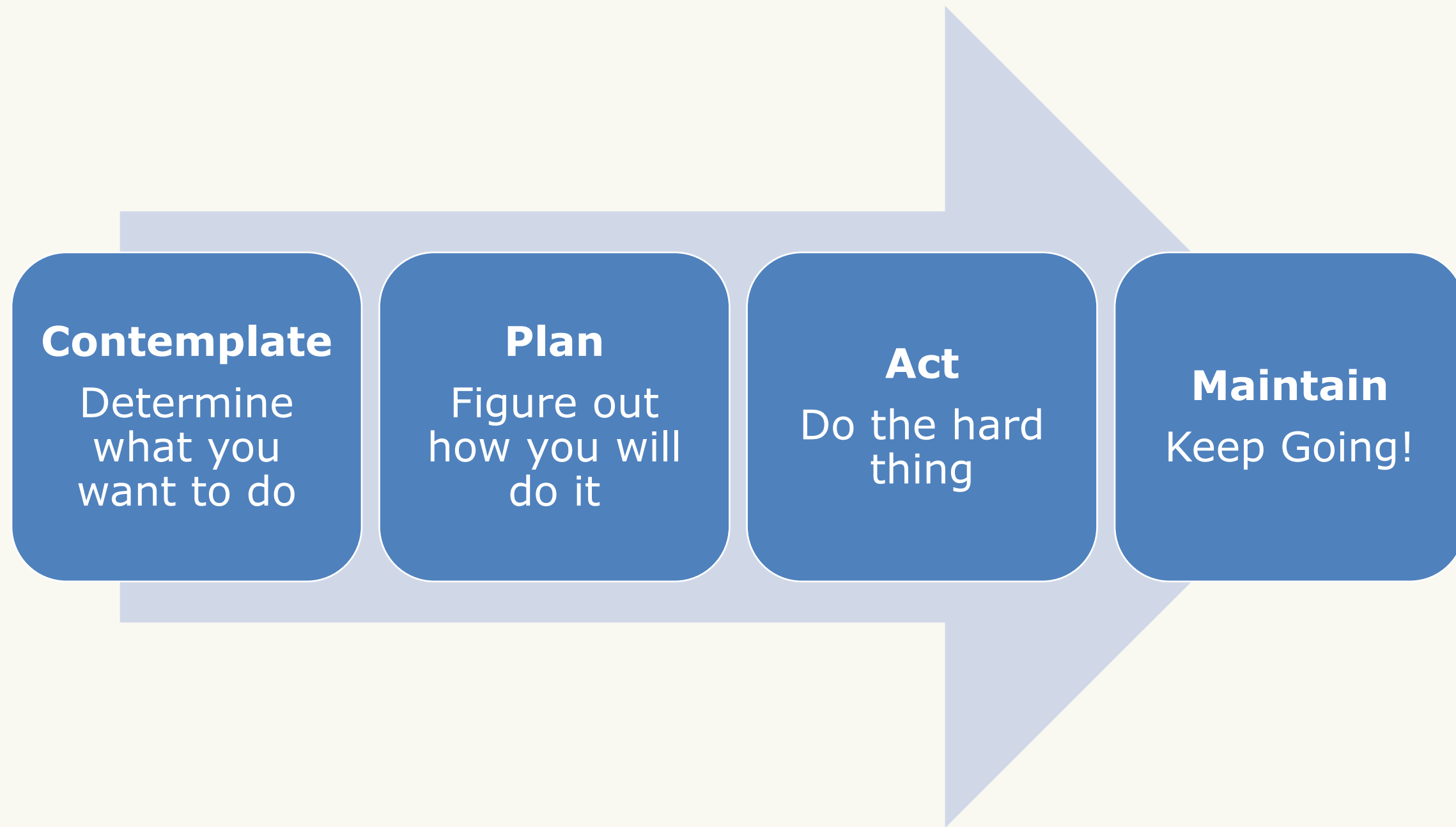
Types of Change

- **Adaptive Change**
 - Small changes over time, optimizations on established foundations
 - **Example:** Hiring new team members onto existing teams
- **Transformational Change**
 - Dramatic and sometimes sudden changes to the foundation of your company, team, or yourself
 - **Example:** Global pandemic, loss of funding, starting a new project
 - This is often seen as a Pivot!

Change Theory Models



Simple Change Theory Model



Change is scary!

Change is scary because it rattles, damages, or destroys some or all of these

- Culture
- Meaning
- Safety
- Connections



Culture

- Culture cannot be controlled
- You can't build culture, you must grow it
- If you're not actively cultivating your culture, it is growing without you
- **Shared Aspirational Identity**
 - Who do we want to be?
- **Habits**
 - What are we doing to get there?
 - How are we doing those things?

Meaning

- Meaning is rarely one thing, but instead a portfolio
- Meaning is personal to everyone, and changes over time
- **Mission**
 - Why does our company exist?
 - What can we be the best in the world at?
 - Who do we serve?
- **Goals**
 - How do we know we're successful?
 - How can I impact the mission?

Safety

- Safety is critical to growth and change because both involve risk and vulnerability
- **Trust in Leadership**
 - Does leadership do what they say?
 - Does leadership act with our best interest in mind?
- **Psychological Safety**
 - What happens when I make a mistake?
 - Am I incentivized to take risks?
 - Can I speak up and challenge others?

Connections

- Connections are important for you, your team, and your company
- Connections exist both within your team and company, and outside of it
- **Partners**
 - Who is in this together with you?
- **Mentors**
 - Where can you go to ask for help?
 - Who has had this same experience before?



Transformational Change at Proletariat

- 2012-2013 - Zynga Layoffs and Founding Proletariat
- 2015 - Pivot from Mobile to Streamline
- 2016-2017 - Streamline's Failure and Raising a B Round
- 2018-2020 - Spellbreak's Growth and Move to Cross-platform

Zynga Layoffs and Founding Proletariat



Zynga Layoffs and Founding Proletariat



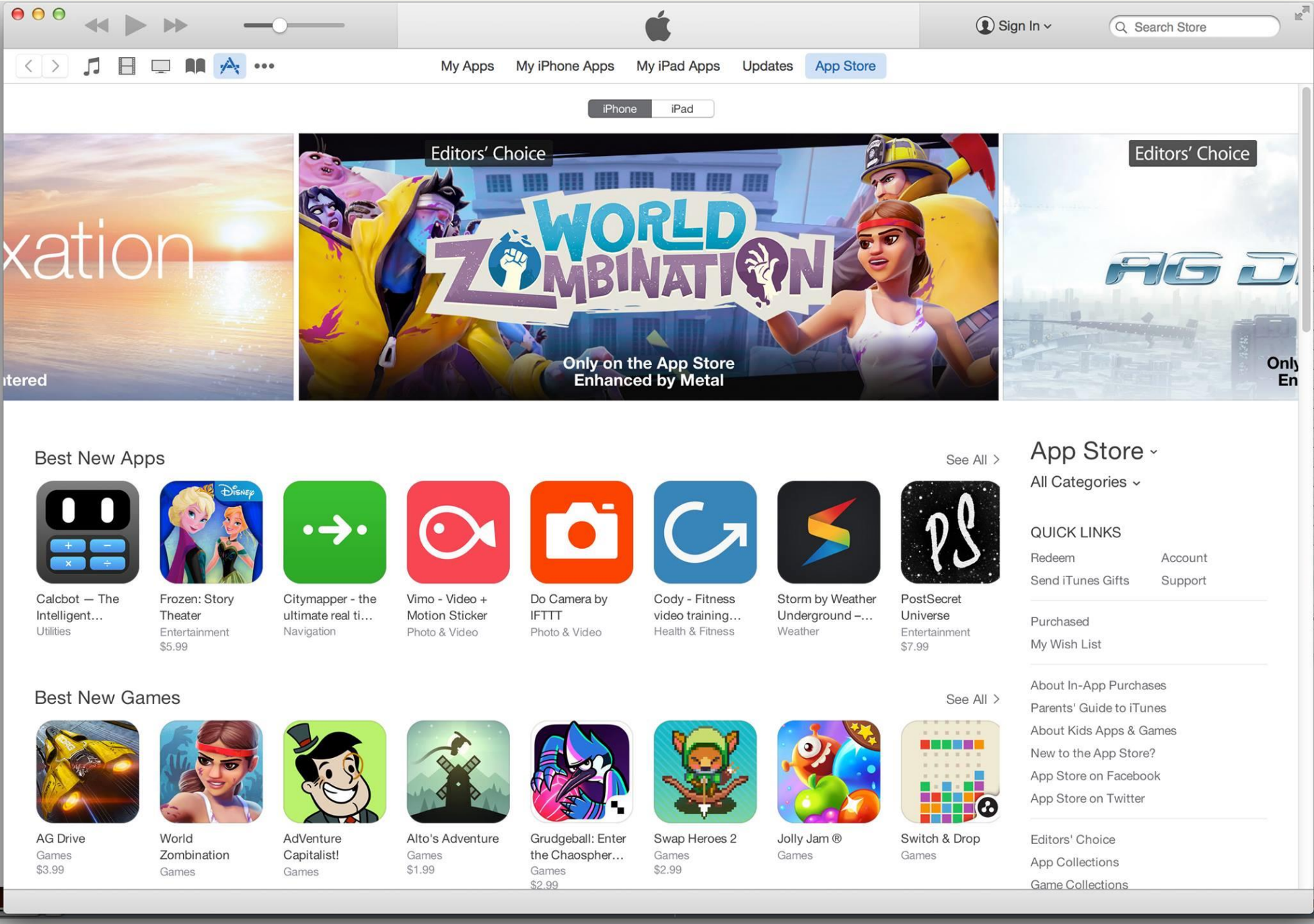
Pursuit of Mobile



World Zombination



World Zombination Worldwide Release



Pivot from Mobile to Streamline



Streamline

STREAMMOTE

BET

1st

division

Status

600

Your Bet

5.6x

Winnings

INVENTORY

Crabcore

Round 1

Activate During

ACTIVATE

VOTE

Crabcore

40%

VOTE

Perpetual Motion

0%

VOTE

Sandstorm

40%

VOTE

BINGO

ACTIVE BADGES

✓

✓

👤

💀

💀

👤

👤

👤

👤

★

👤

👤

STREAMLINE

Pre-Alpha Prototype - Not Final

GO TO STREAMMOTE.TV TO INTERACT WITH THE GAME!

Chat: Connecting to chat server...

Chat: Connected.

Chat: Joined channel: streammote

START BETTING

Followers

11/15

1. brakels

2. buffypixels

3. calebforever

4. darkstar1

5. gutsybat

6. istrade

7. namhoh

8. pumpdunkler

9. bimdlprol

10. twitchyesh

11. zodiacwars

SCORES

PARTY

ABOUT

Rank

Name

SCORE

1

cat_wok

56,239

1

jem040

50,127

2

punjistick

49,300

3

katietherebel

49,103

4

...

...

cat_wok1

LV 99

5,000,089

NVIDIA_PL

00:15:58

GhostOfSparkies

just done streaming Overwatch

00:15:57

GamersGonnaGame_

did @GhostOfSparkies just raid us?

00:16:00

LadyMashaMiki

Heyyy Sparkies

00:16:00

AtomicAJ

@InTheLittleWood help me i try log into this but it says there is an error about authorization

00:16:10

GhostOfSparkies

yesaaah sure sure

00:16:12

CobzTen

@gamersgonnagame_ maybe...

00:16:14

amybfox

luptime

00:16:15

DialBot

The stream has been live for 17 min.

00:16:16

GhostOfSparkies

yeah

Send a message

Chat

Streamline Twitch Prime Launch




Streamline's Failure and Raising a B Round


All Games > Action Games > Streamline

Streamline

Community Hub



GO FAST



Posted by u/aphexmoon [twitch.tv/IrRationalLife](#) 5 years ago

21 **PSA for everyone trying to claim Streamline with Twitch Prime**

PSA

Allow Popups on twitch for it to work.

On chrome:

In your address bar after trying to claim streamline way to the right will a little symbol with a red cross appear. Click that.

On Edge:

It will tell you it blocked a popup and ask you if you thats correct


Firewall:

No idea, someone gotta tell me

4 Comments Share Save Hide Report

97% Upvoted

twitch

 r/Twitch

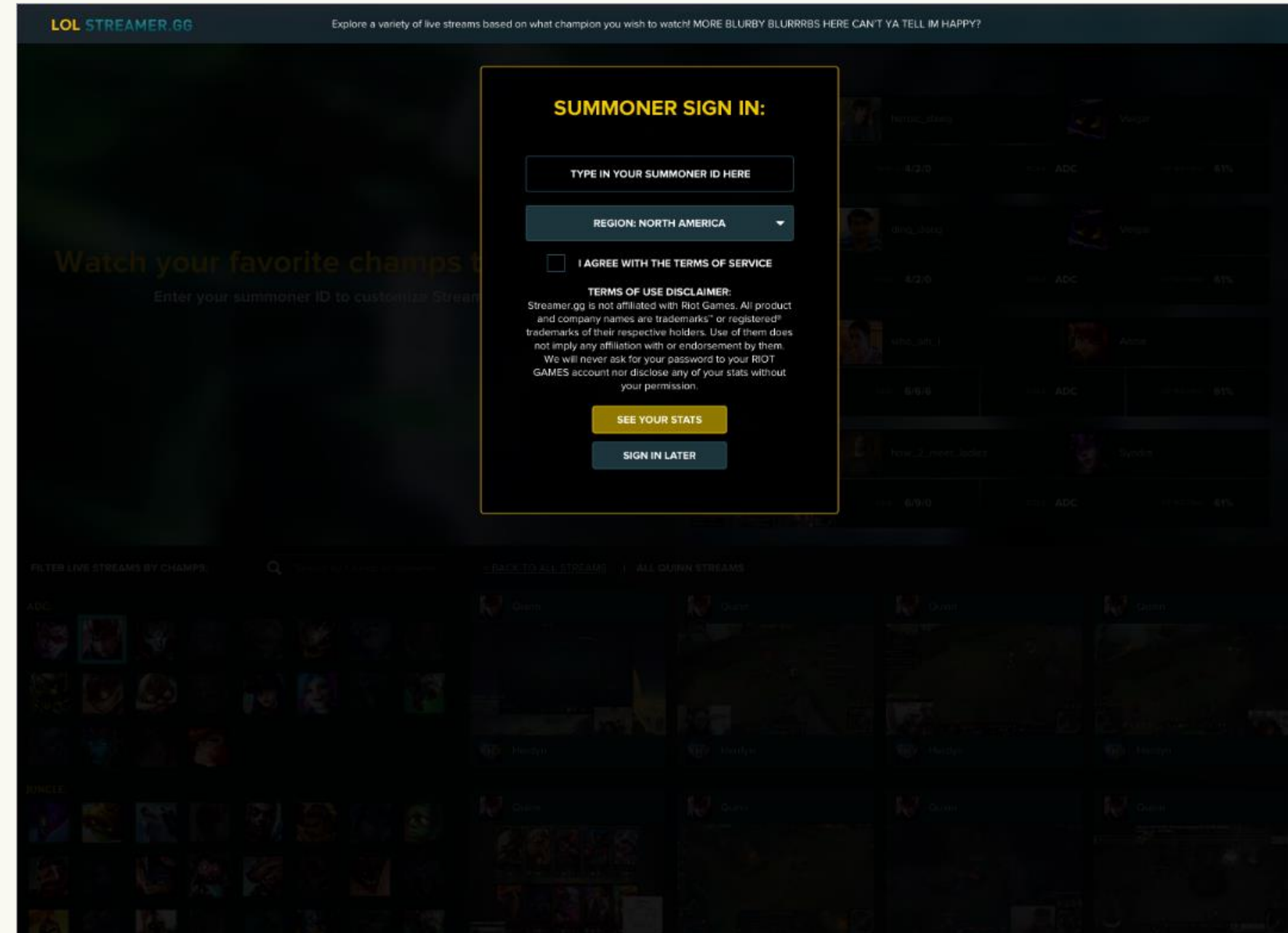
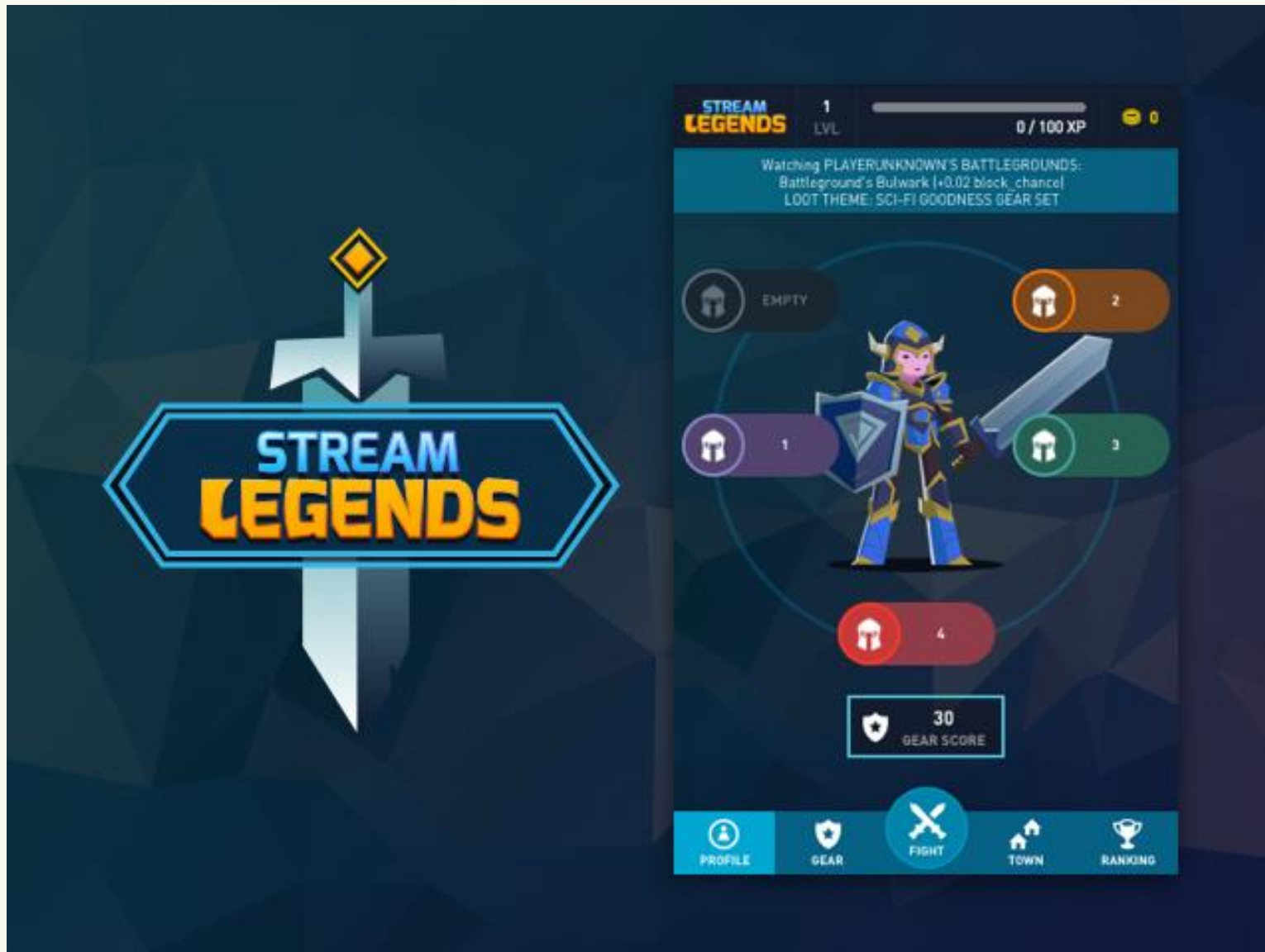
/r/Twitch is an unofficial place for discussions surrounding the streaming website Twitch.tv. If you want to provide feedback, ask a question or show some quality content, this is the place for you!

1.2m 885
Bleed Purple Online

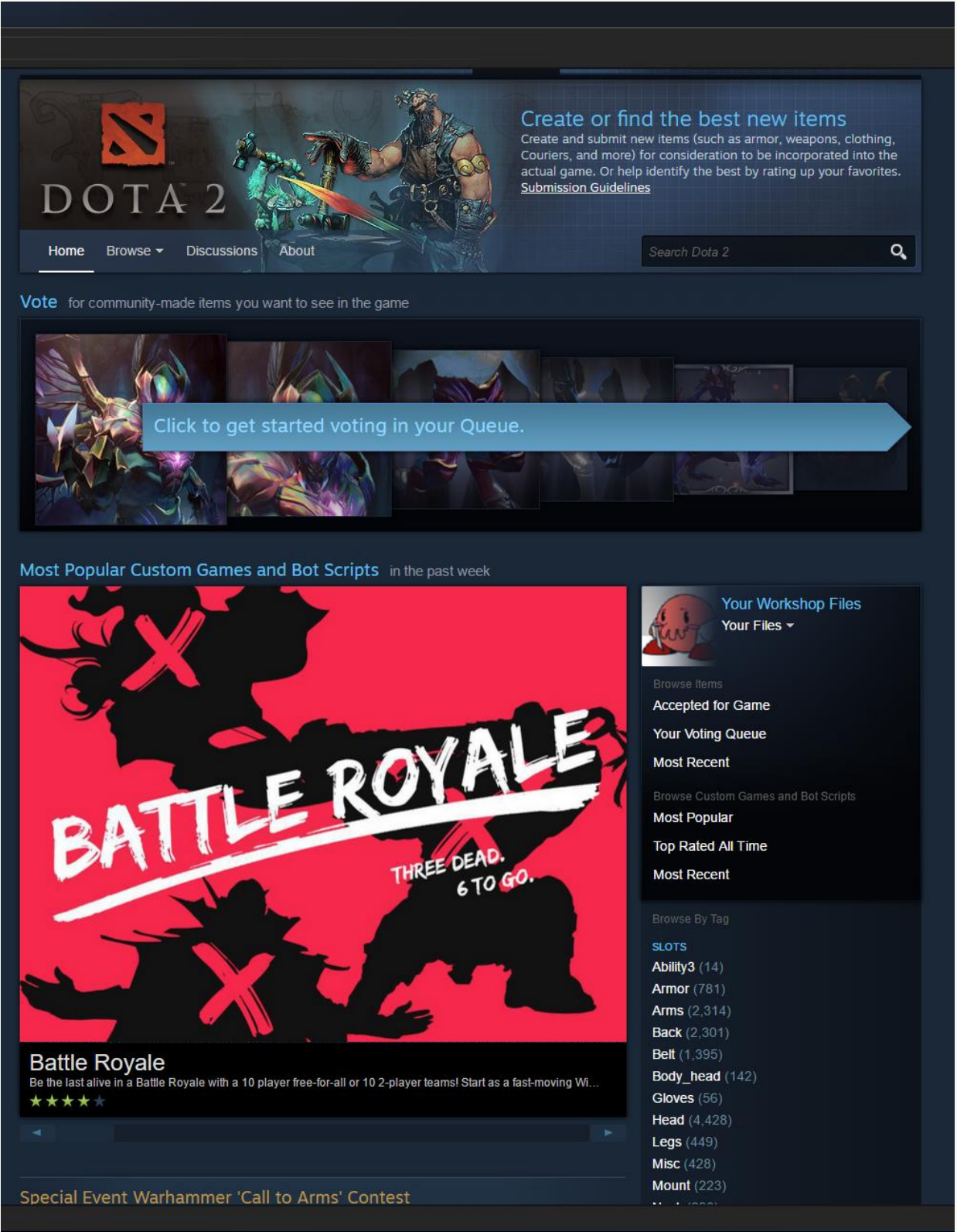
Created Aug 9, 2010

Join

Finding Ourselves Again



Spellbreak



Spellbreak's Growth and Cross-platform



Spellbreak's Growth and Cross-platform



Spellbreak Worldwide Launch



Transformational Change at Proletariat

- 2012-2013 - Zynga Layoffs and Founding Proletariat
 - Started a fucking a company
- 2015 - Pivot from Mobile to Streamline
 - Moved from Unity to Unreal Engine, shifted genres, took on live stream entertainment
- 2016-2017 - Streamline's Failure and Raising a B Round
 - Massive failure, loss of key employees, nearly ran out of money
- 2018-2020 - Spellbreak's Growth and Move to Cross-platform
 - Quadrupled the team, released a console game, built full cross-platform cross-play



Contemplate

Determine
what you
want to do

Plan

Figure out
how you will
do it

Act

Do the hard
thing

Maintain

Keep Going!



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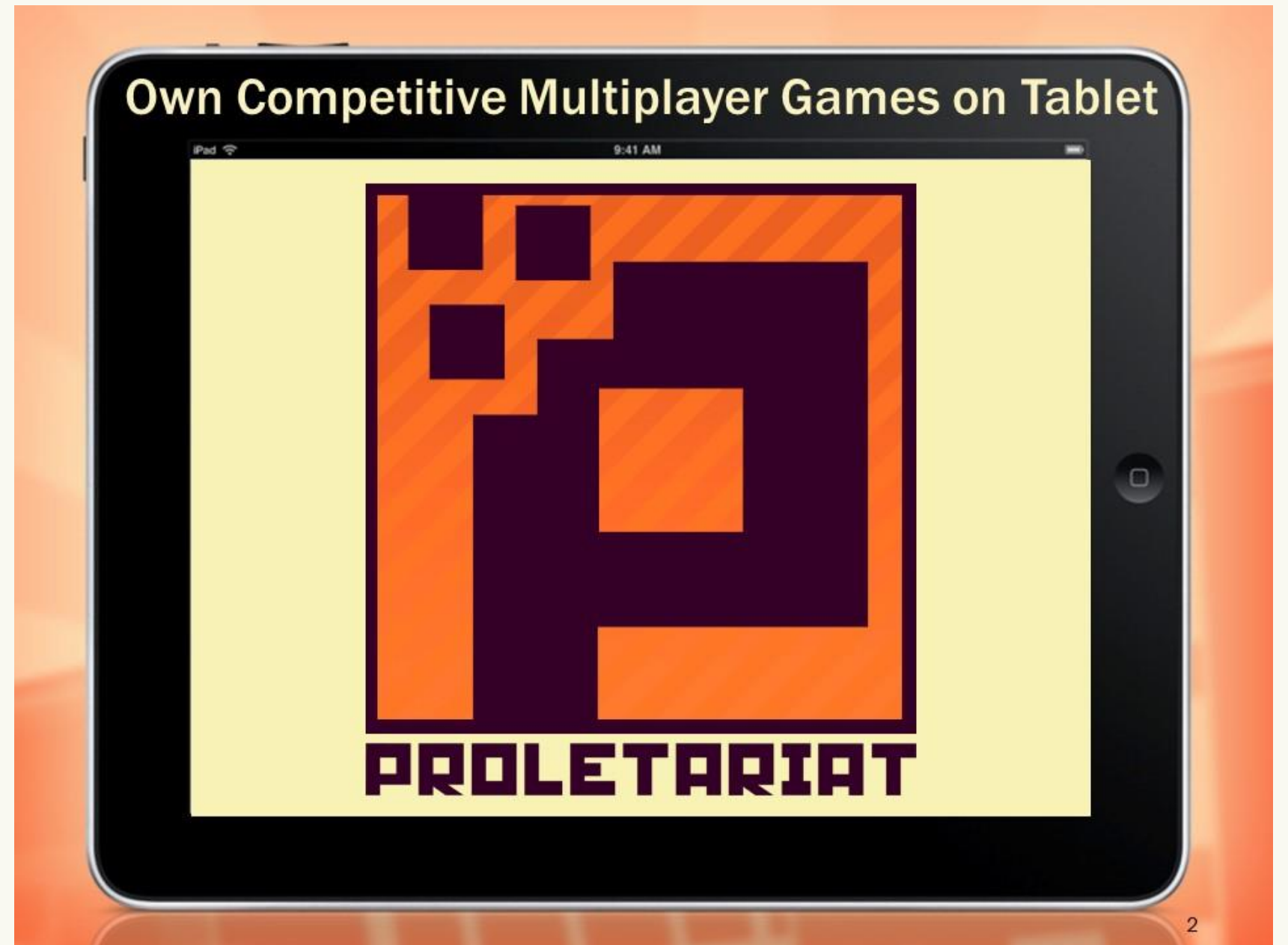
Celebrate And Mourn

- Give the team space and time
- Acknowledge what happened and that is change if coming
- **Celebrate** the wins
- **Learn** from the losses
- Do the post mortem work



Articulate Who You Want To Be

- Create a **shared** Aspirational Vision
- Make sure members of your team know **why** the company exists
- Connect their jobs to the big picture and communicate the impact of their work



Articulate Who You Want To Be

Proletariat is Different

- Focused development
 - Core and mid-core
 - Team-based multiplayer play
- Audience as a product
 - Community specific features
 - Innovation on new platforms
- Release early, develop openly
 - Metrics driven iteration
 - Open development

Our Aspiration

To be a beloved game studio creating innovative experiences and rich IP worlds—building at the frontier of entertainment—where a diverse team can achieve their best work.

- Beloved
- Innovative Experiences
- Rich IP
- The Frontier of Entertainment
- Diverse Team
- Achieve Their Best Work

2013

2022

11

Articulate Who You Want To Be

Proletariat Inc.

- Make great games
- Pioneer new genres and gameplay
- Build games that can run forever
- Provide an unprecedented fan experience
- Be forward thinking and take big calculated risks

2015

Proletariat Objective

- What are we deeply passionate about?
 - Building multiplayer games
 - Building engaging game related tools
- What can we be the best in the world at?
 - Stream focused multiplayer games
 - Game focused streamer tools

2016

Determine Who You Are Now

- Create a set of **shared** Core Values
- Provide guidance when leaders aren't present
- Act as a guidepost and a set of behavioral standards when decisions need to be made
- Answer the question, "How do things get done around here?"
- Set the basis for how the team will perform their habits and rituals

Company Values

- LOVE: Love our products, our players and our people.
- QUALITY: Build for great experiences and commercial successes, find the balance.
- HOW: Care about how your work is done, not just what your work is or why you are doing it.
- RESPONSIBILITY: Own outcomes for your work, your feature and your games.
- NEVER ENOUGH: Constantly improve, whether it is next piece of art, the next feature, or the next game, never stop pushing yourself and your team.

2012

Determine Who You Are Now

Proletariat Core Values

- **Love** - We're all in this together.
 - This is why we're here. We love making and playing games. We love what we build, our team, players, and industry. Love is important to us, and it allows us to be objective in our criticism, uncompromising in our evaluation of ourselves, and to care deeply about the success of one another.
- **Responsibility** - Leave it better than you found it.
 - To make Proletariat successful, we all need to own a part of it. With ownership comes responsibility. Team members are responsible for their own work, both the process and the outcome. Every interaction within the team, with the player community, and with the broader industry as a whole, reflects our desire to excel and improve upon what we've done in the past.
- **Determination** - Never settle.
 - Enough is never enough. We challenge expectations and rewrite the rules. We embrace restlessness and discomfort because it means we never stop challenging ourselves. We don't shy away from an opportunity simply because it's difficult. Our team chases novel challenges and won't stop pushing to create better games, technology, processes, and business practices.

PROLETARI

2018

Proletariat Core Values

Understand Why: Know why your work is important to your team, your project, and the company. Be passionately curious, act with intention, and don't be afraid to ask questions. It's your responsibility to understand the reasons behind a decision, and it is the decision maker's job to be transparent.

Decide Fast and Iterate: Good decisions are hard, but fast decisions are good. Quickly agree and commit to a well-reasoned direction, even without consensus. The tradeoff is worth it. Act, gather feedback, measure against expectations, and adjust accordingly. It's okay to be wrong, work to learn from it quickly. Nothing's sacred and we should always question the status quo.

Take Responsibility: Own your actions and honor your commitments. Hold yourself to a high standard and be transparent with your team and our players. If and when that's not possible, take responsibility and ensure your team is aware and able to support you. The way you do anything is the way you do everything.

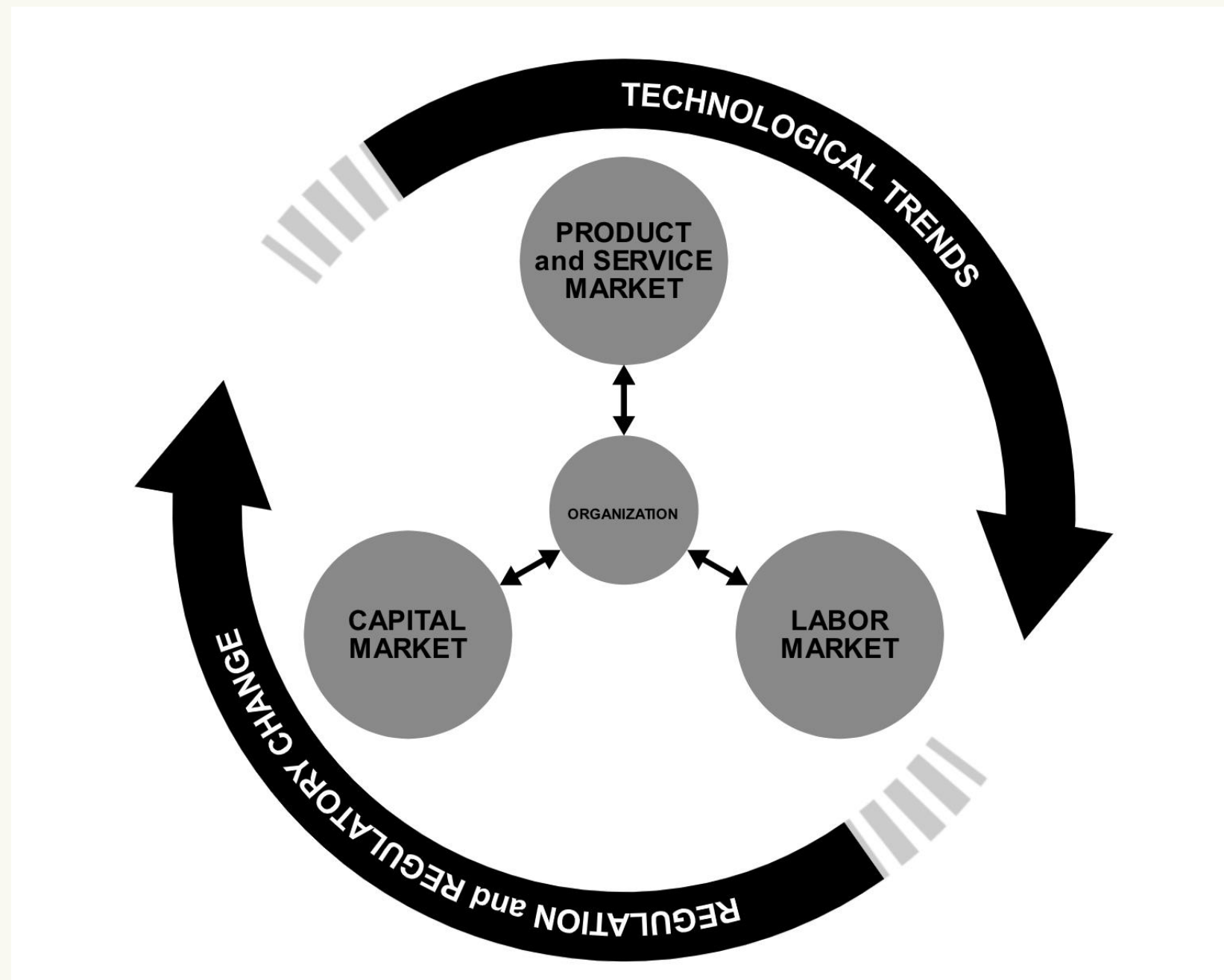
Exceed Expectations: Be innovative, have ambitious goals and work to achieve them on aggressive timelines. Aim high, be scrappy, creative, efficient, and resourceful. Exceed expectations, and push yourself to the best of your ability while taking pride in your work.

Be Respectful: Treat each other, the products, the players, and the company with respect. Empathy, inclusivity, diversity, and trust are critical to creative output. Assume intentions are good and come from a place of caring. Remember that we're all in this together.

2022

Build Contextual Intelligence

- Determine the factors impacting your company, team, or yourself
- Understand how you fit into this network
- Analyze your strengths and weaknesses
- Make an informed prediction for the future



Build Contextual Intelligence

State of Mobile Games

- Performance advertising is unsustainable with competition increasing from massive hits and brands
- The marketplace is overrun with clones and IP based games leveraging licenses to combat rising CPI and drive revenue
- The top grossing games have moved very little in over two years
- Numerous companies doing publishing and development deal

20

2015

Top Grossing iPad Games Apps



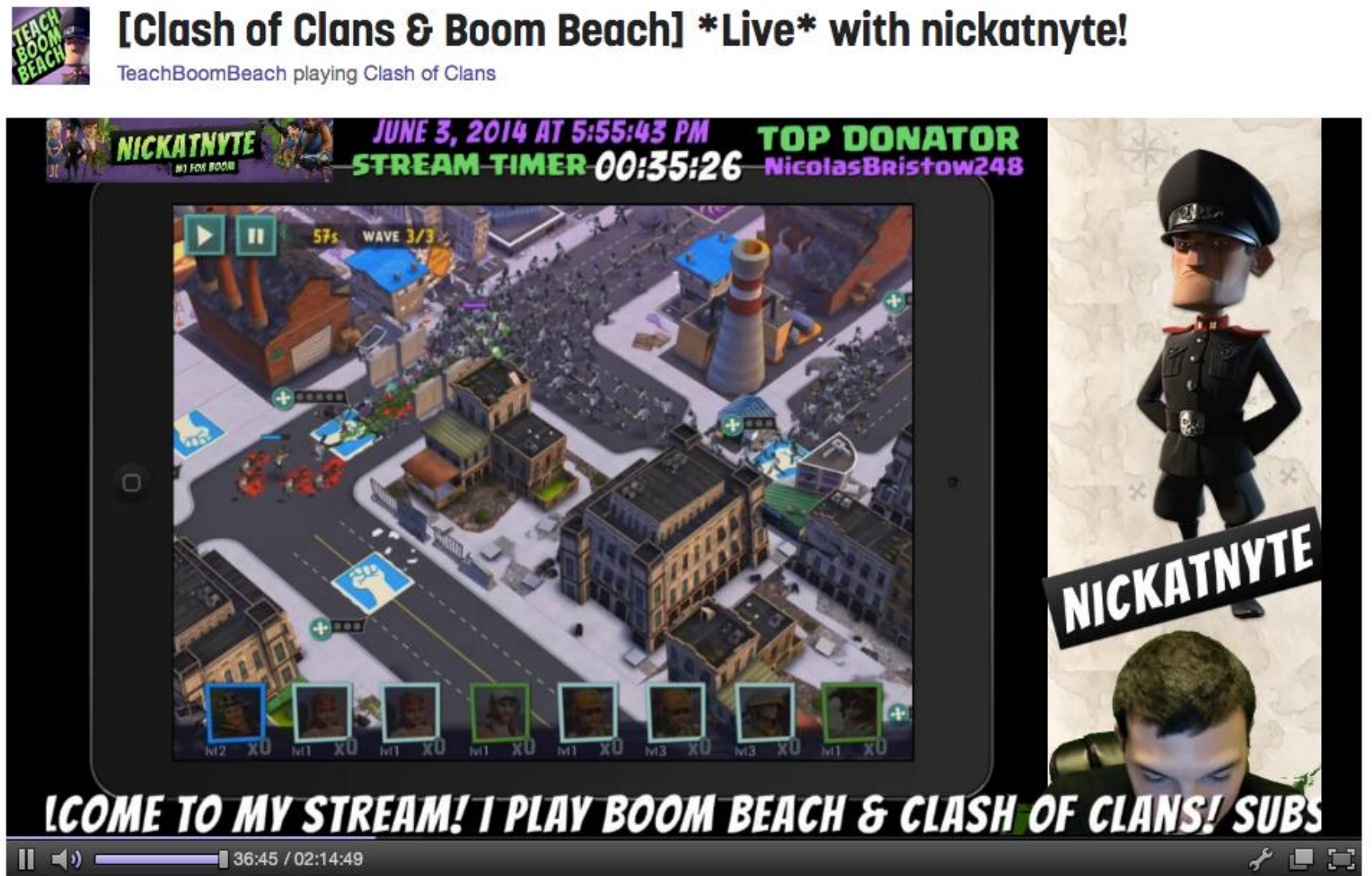
Top Grossing iPad Games Apps

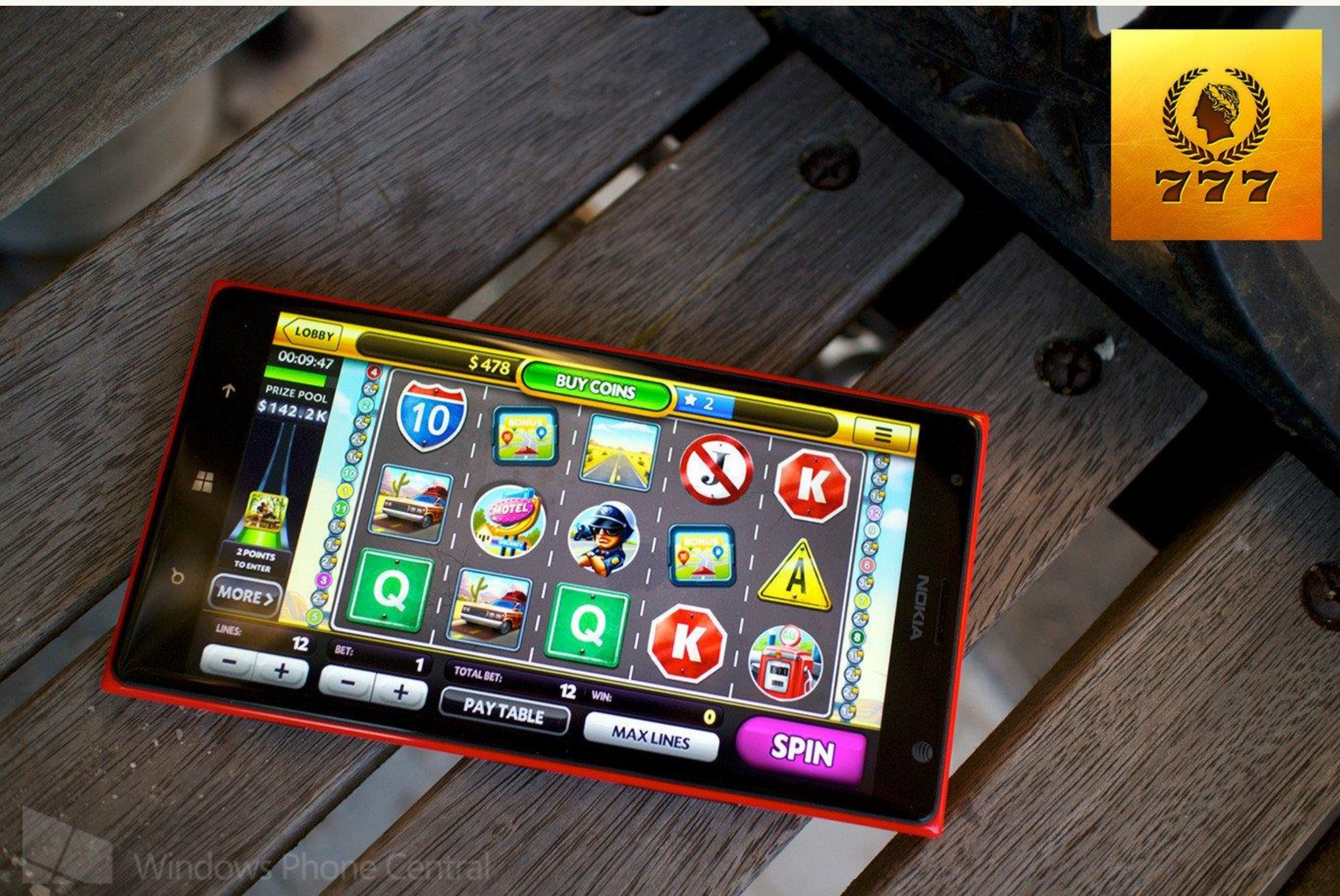


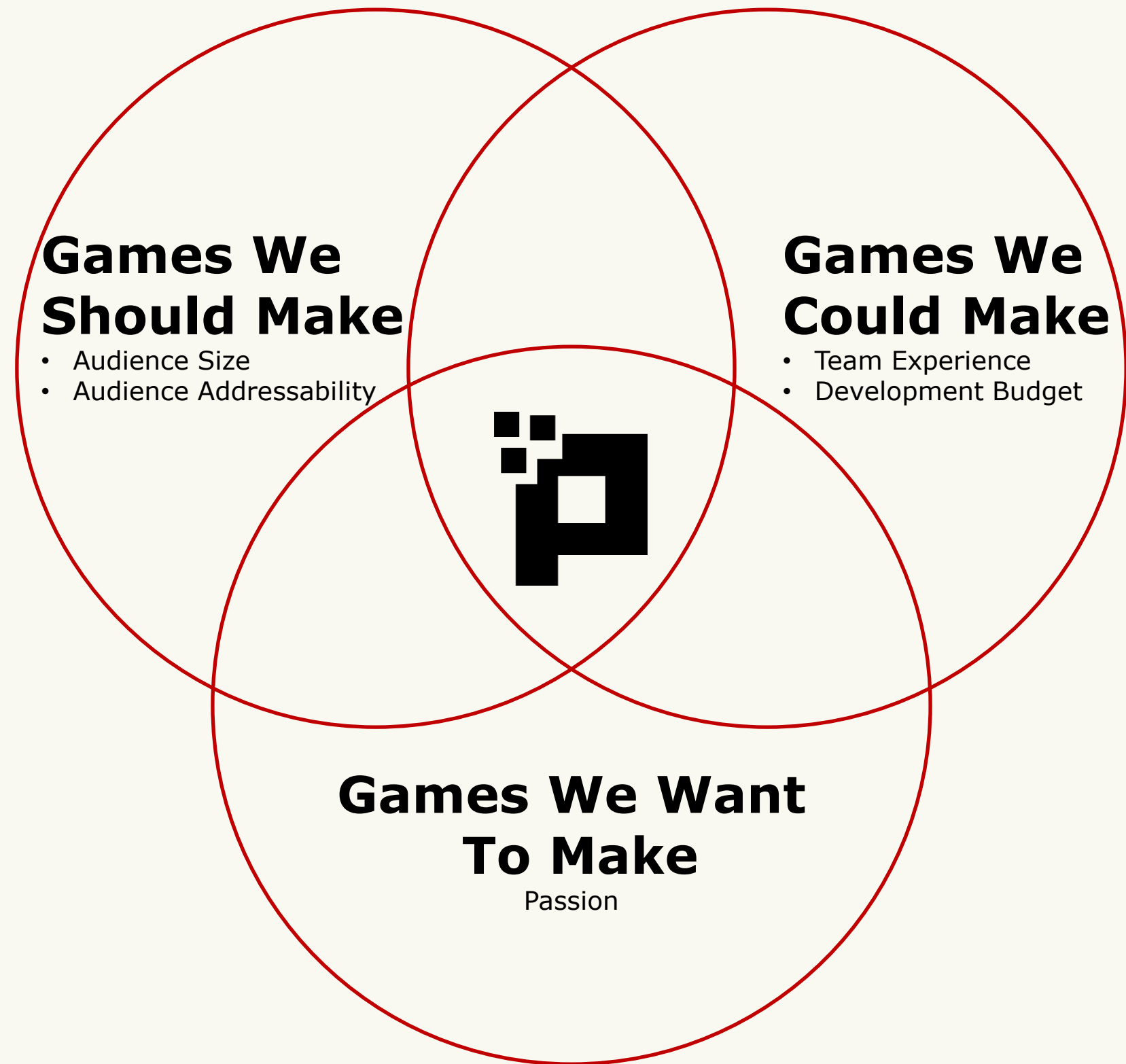
21

2015

Build Contextual Intelligence

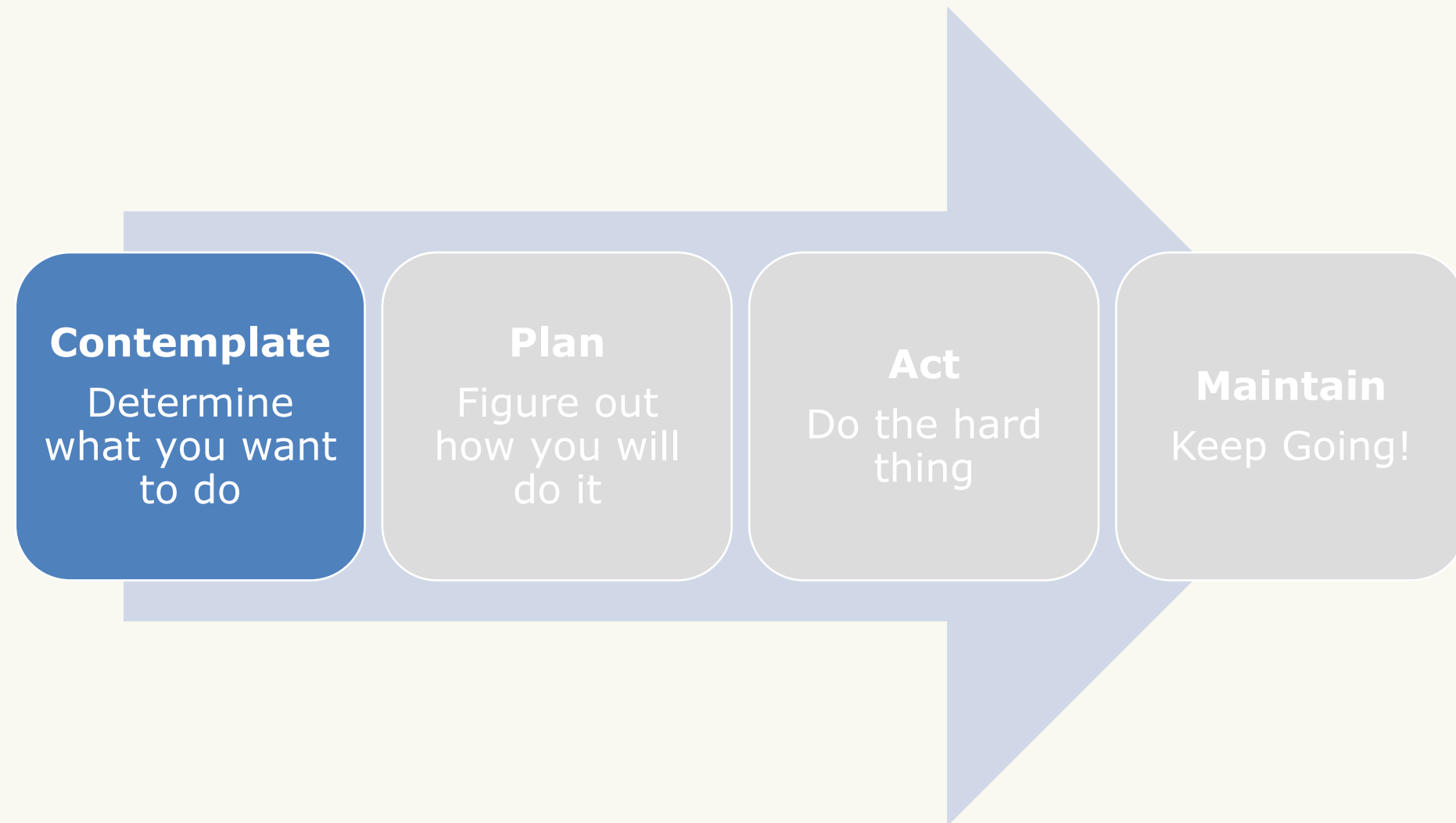






Contemplate Phase

- Celebrate And Mourn
 - Articulate Who You Want To Be
 - Determine Who You Are Now
 - Build Contextual Intelligence
-
- You know you **need** to change!
 - You know **what you want** to change into!



Contemplate

Determine
what you
want to do

Plan

Figure out
how you will
do it

Act

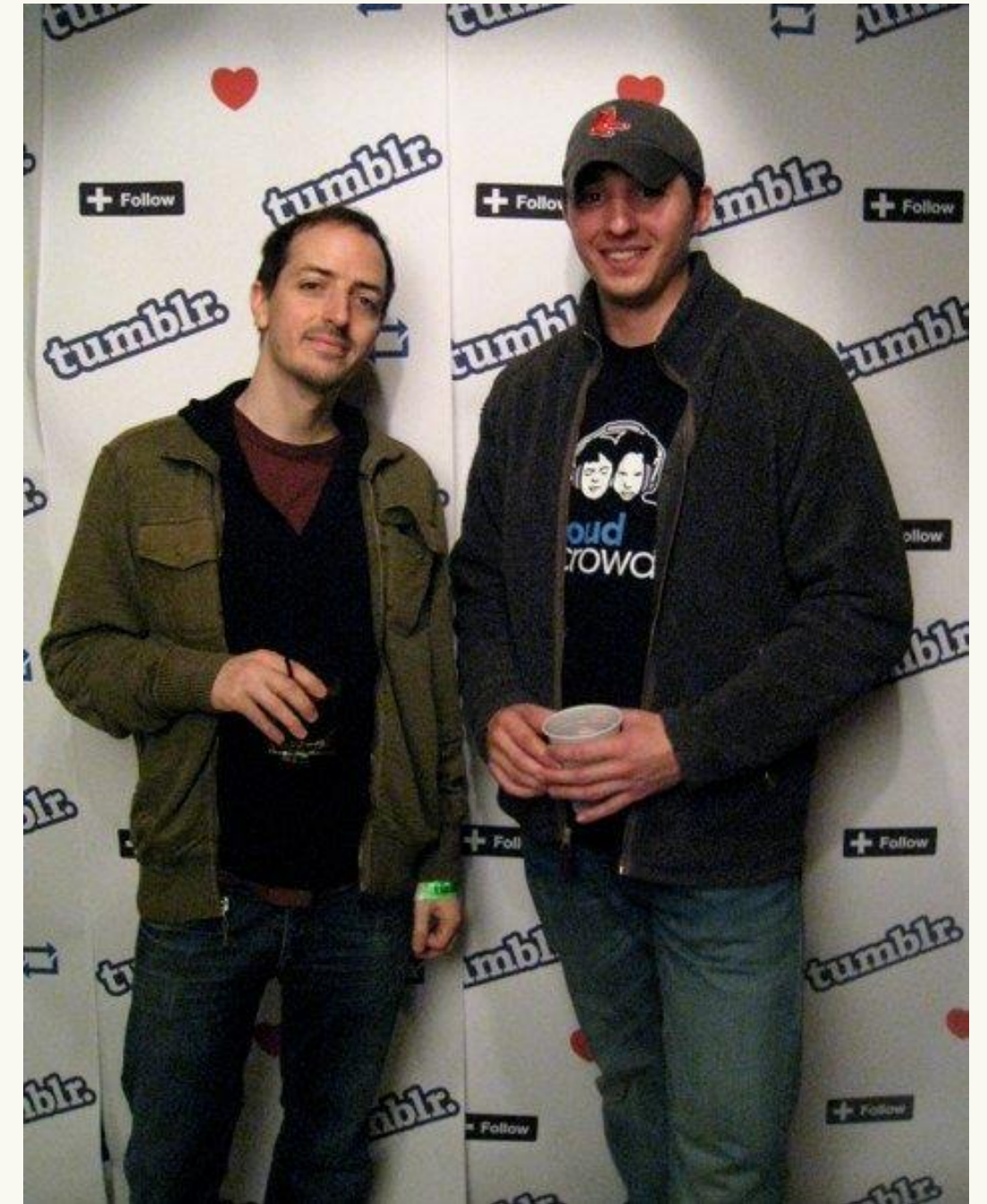
Do the hard
thing

Maintain

Keep Going!

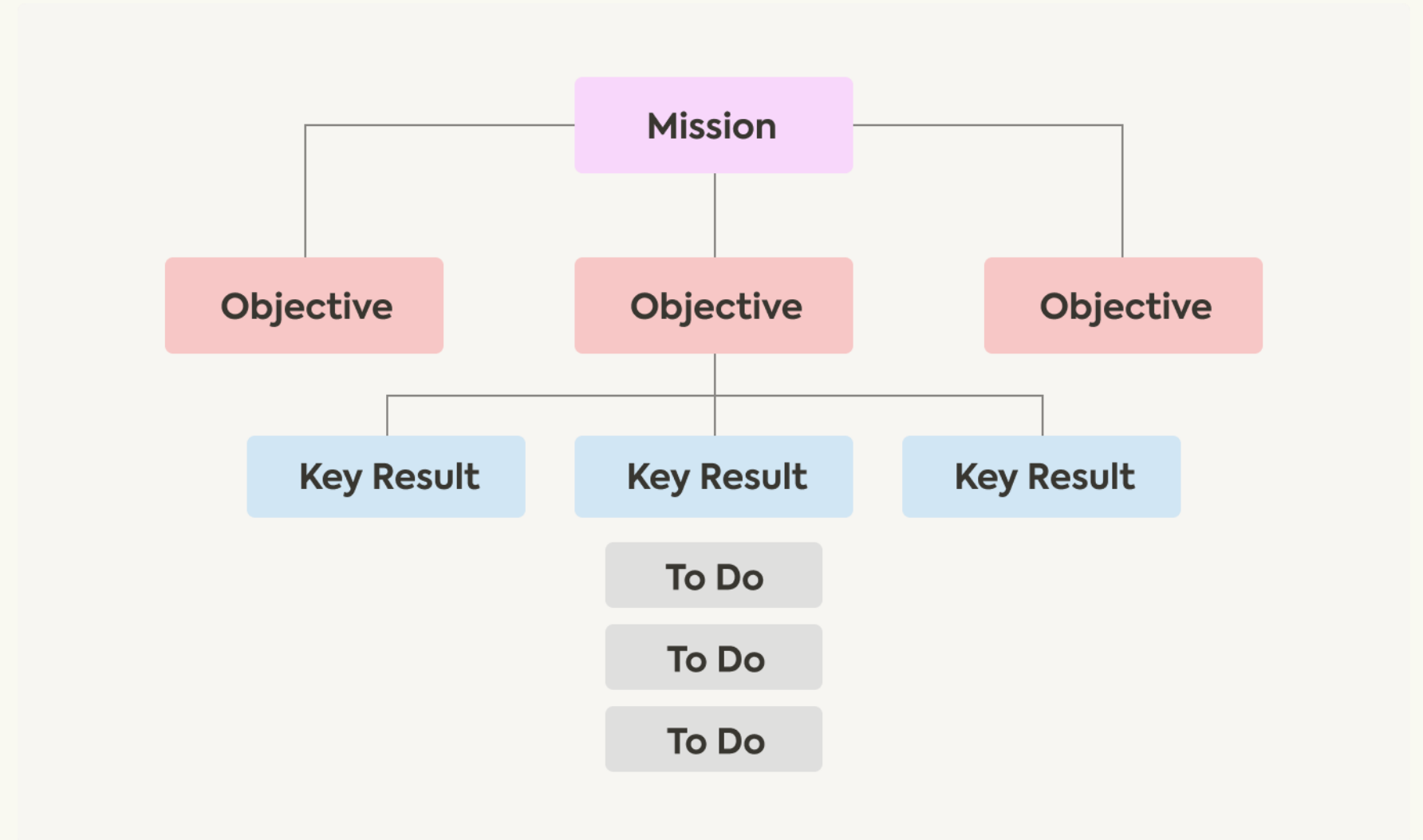
Don't Go Alone

- Someone you know has probably done this before, ask them!
- Mentors can provide massive acceleration through advice, feedback, introductions and more
- Peers make great mentors
- Build these relationships, especially when you don't need them




Establish Goals

- Objectives
 - Meaningful
 - Audacious
- Key Results
 - Specific
 - Timebound
 - Attainable
 - Measurable



Establish Goals

The slide features a dark background with a faint, golden geometric pattern on the left side. The title 'Proletariat Objectives' is in a golden, sans-serif font. Below it, three bullet points are listed in the same golden font. To the right of the text, the 'PROLETARIAT' logo is displayed in white, with a small icon to its left. Below the logo, the word 'SPELLBREAK' is written in a golden, serif font. Underneath 'SPELLBREAK' is a golden, stylized icon resembling a shield or a piece of armor. In the bottom right corner, the word 'PROLETARIAT' is written in a small, golden, sans-serif font.

Proletariat Objectives

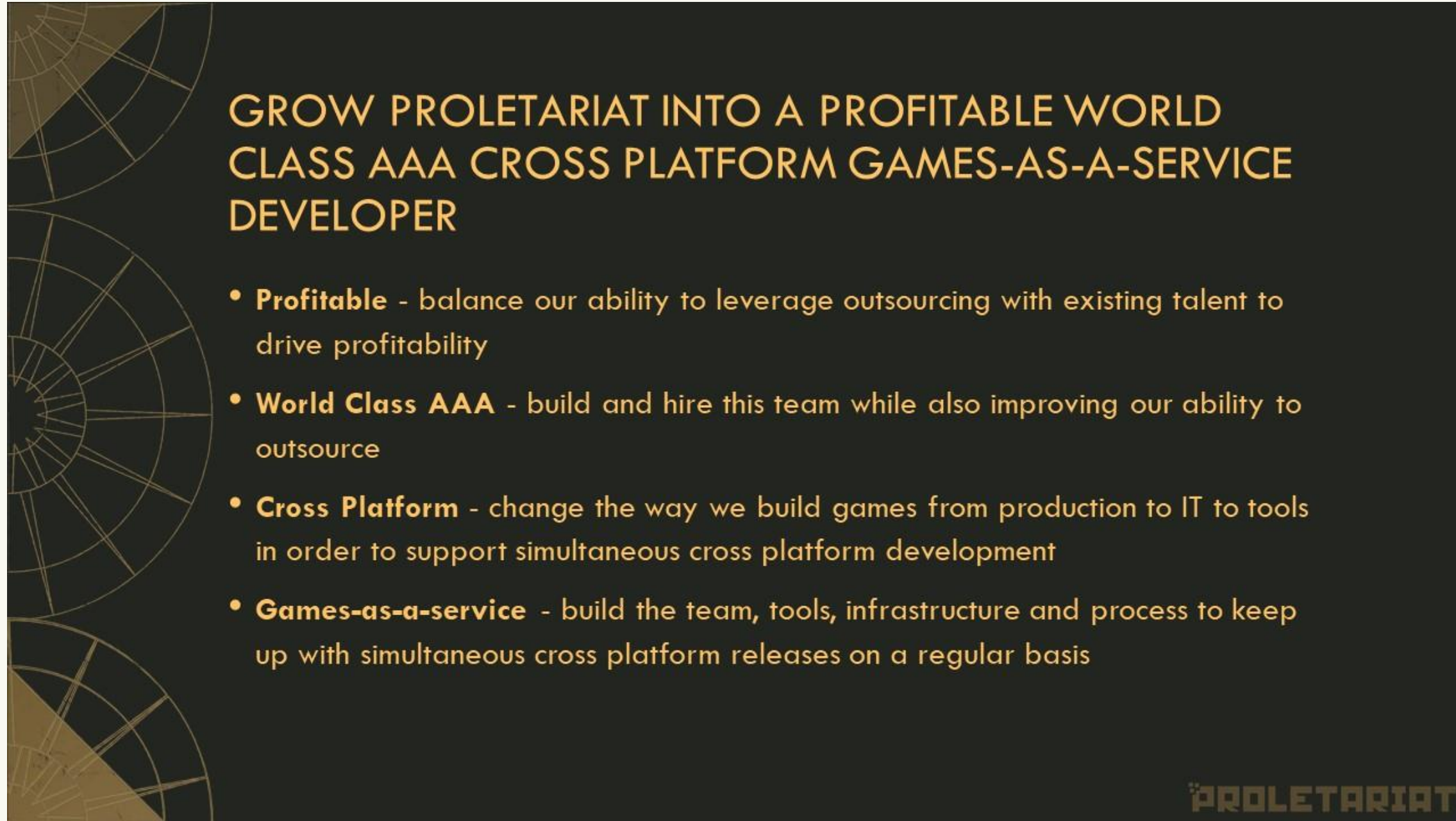
- Grow Proletariat into a profitable world class AAA cross platform games-as-a-service developer
- Make Spellbreak a beloved cross platform international IP
- Produce a profitable innovative cross platform games-as-a-service game with Spellbreak

PROLETARIAT

SPELLBREAK

PROLETARIAT

Establish Goals



GROW PROLETARIAT INTO A PROFITABLE WORLD CLASS AAA CROSS PLATFORM GAMES-AS-A-SERVICE DEVELOPER

- **Profitable** - balance our ability to leverage outsourcing with existing talent to drive profitability
- **World Class AAA** - build and hire this team while also improving our ability to outsource
- **Cross Platform** - change the way we build games from production to IT to tools in order to support simultaneous cross platform development
- **Games-as-a-service** - build the team, tools, infrastructure and process to keep up with simultaneous cross platform releases on a regular basis

PROLETARIAT

Establish Goals




Engineering Team Launch OKRs

- Succeed together
 - [Ongoing!] Meet team deadlines through creativity, collaboration, and commitment
- Increase Engineering Team bandwidth to prepare for launch and post-launch
 - Add Engineering Leads to manage and grow the team - Combat Lead [Offer Extended], Publishing Engineering Lead [To be opened]
 - [In Progress] Create official Release Pod with LiveOps, Build, and Production
- Create a console first engineering team mentality
 - [Status: 65%] 80% of engineers setup to build, deploy, and debug on either PS4, Switch, or XB1
 - [Not Yet Measured] 50% of Swarm PRs indicate that they have been tested on at least one console DevKit before being merged
- Increase stability and performance of Spellbreak
 - [In Progress] Average 60 FPS on PS4, XB1, EGS, Steam (30 FPS on Switch) visible in Protel™
 - [In Progress] App Server stress and unit test coverage at 50% (authentication and matchmaking)
 - [Not Started] Game Server stress test coverage at 85% (performance and allocations)
 - [Not Started] Protel™ stress test coverage at 50%
 - Post-launch Service Uptime of 98%
- Plan and budget for scaling to 10 million MAU and 100k Peak CCU
 - [In Progress] Concrete plans with all services (e.g. Multiplay, AWS, PlayFab) to meet this scale
 - [In Progress] Budget estimates for each of these plans

PROLETARIAT

Build The Partner List

- Use contextual intelligence
- Talk to your mentors
- Don't be afraid of long shots
- Determine when a partner is necessary versus preferred

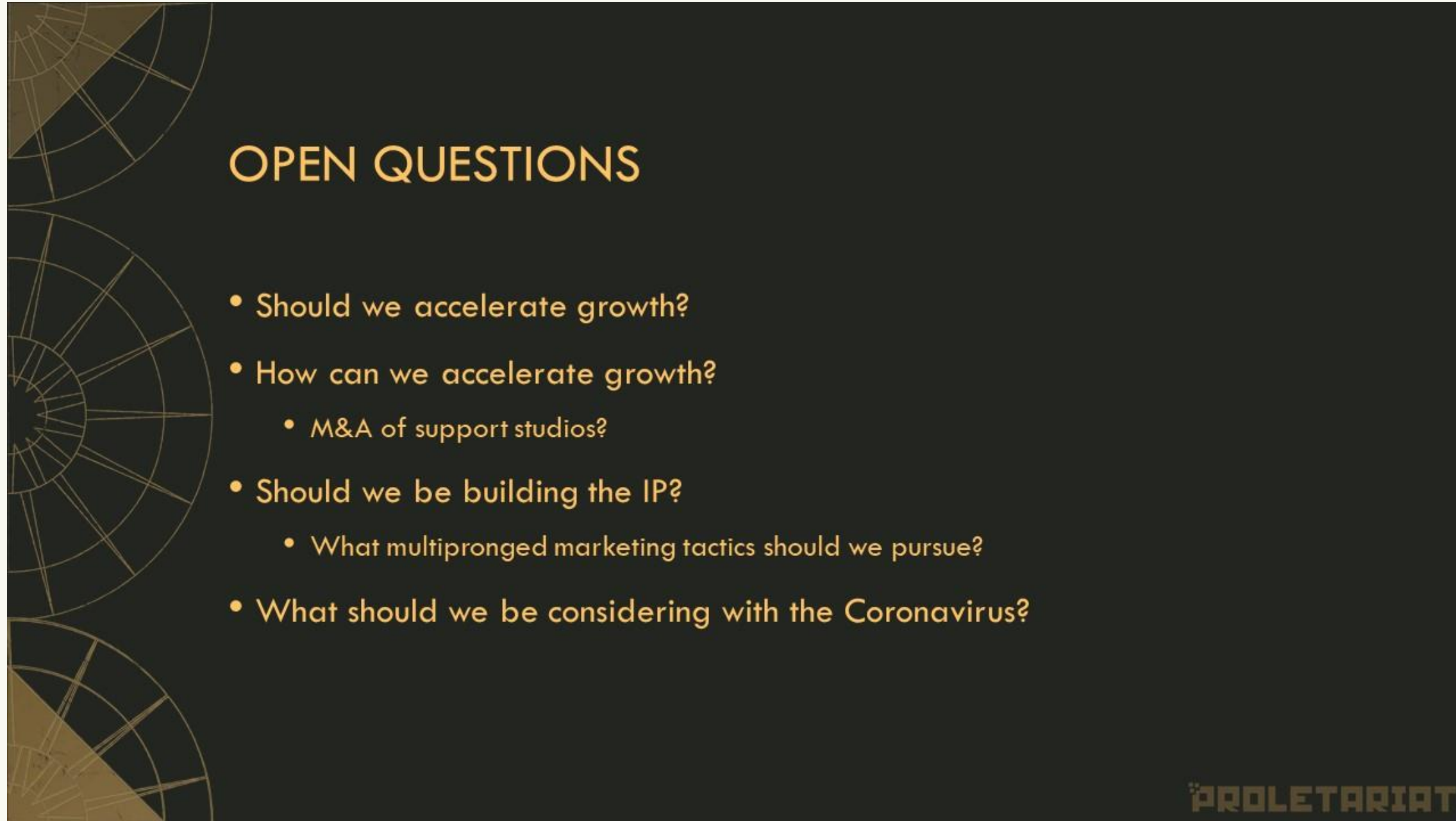


MAKE SPELLBREAK A BELOVED CROSS PLATFORM INTERNATIONAL IP

- **Beloved** - build a best in class community, a consistent content engine and clever marketing process to make players love Spellbreak and Proletariat
- **Cross Platform** - find the right partner, budget and schedule to make this happen
- **International** - invest in regions outside of the US to reach maximum potential
- **IP** - grow Spellbreak beyond a single game mode

PROLETARIAT

The Best Laid Plans...



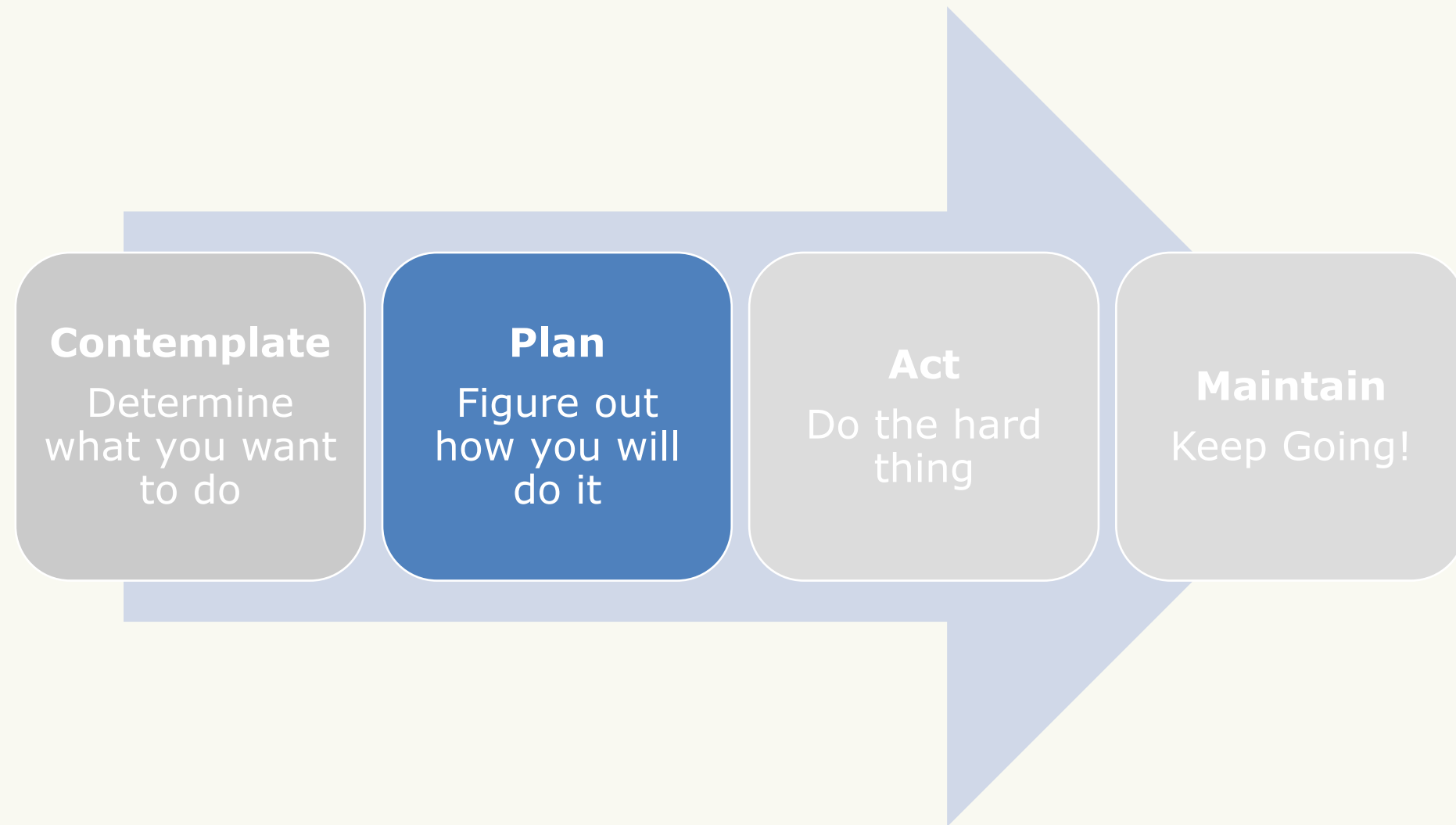
OPEN QUESTIONS

- Should we accelerate growth?
- How can we accelerate growth?
 - M&A of support studios?
- Should we be building the IP?
 - What multipronged marketing tactics should we pursue?
- What should we be considering with the Coronavirus?

PROLETARIAT

Plan Phase

- Don't Go Alone
- Establish Goals
- Build The Partner List
- You know **how** to change!



Contemplate

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what you
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Do the hard
thing

Maintain

Keep Going!

Decide Definitively With Action

- Be clear and transparent
- Acknowledge a change is happening
- Provide decision transparency
- You don't need consensus but you do need commitment
- Move swiftly and accelerate



Use Habits To Build Momentum

- How you achieve your goals is important
- Reset the playbook
- Don't be afraid to iterate
- Meeting bankruptcy is amazing, try it!

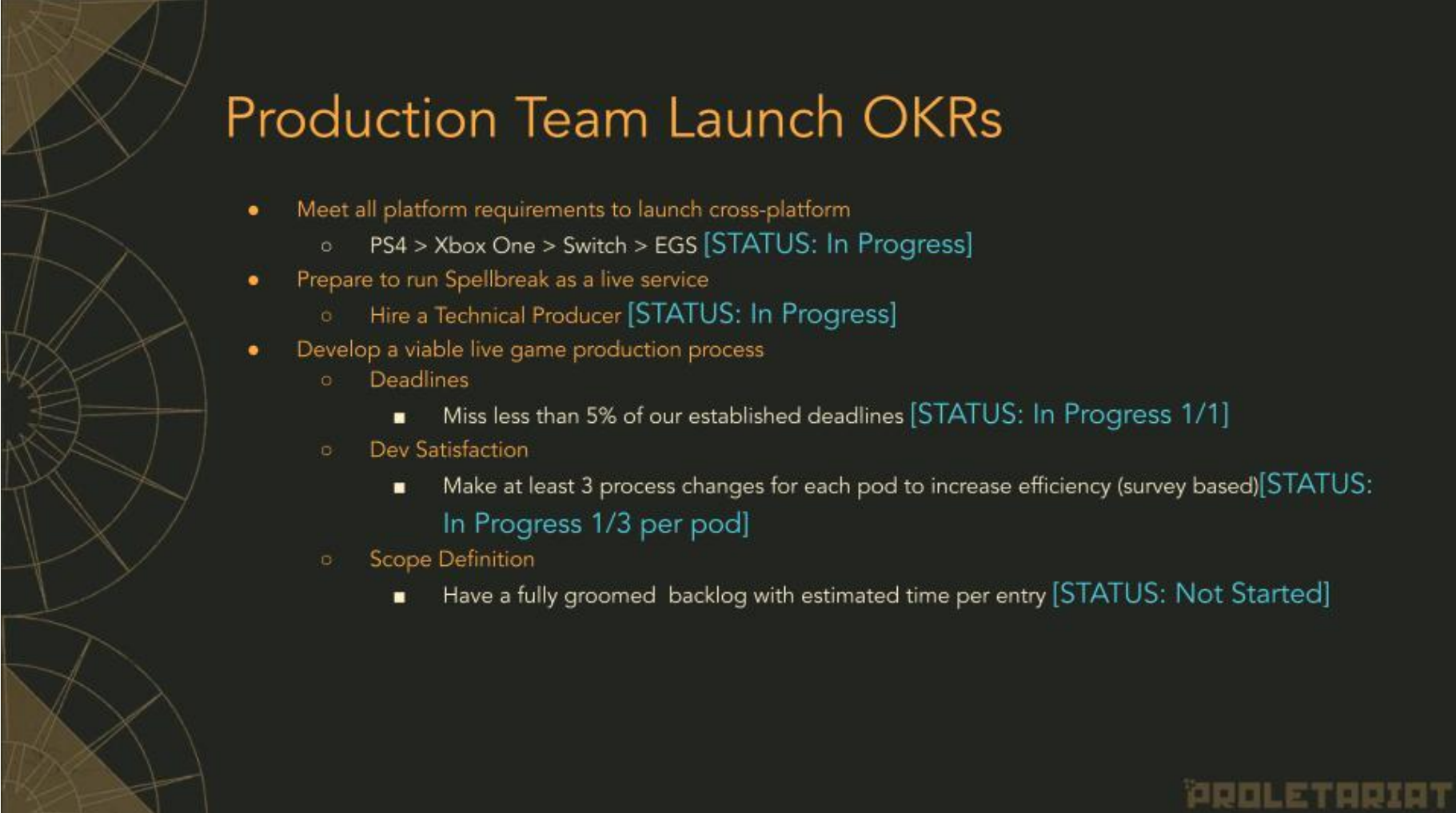
Summary

Meeting Bankruptcy in order to ensure craft can be replaced with robust and clear processes
Assuming we start from nothing, these are the meetings I propose we keep

- Team - All (152 Minutes per sprint)
 - Kickoffs (Meeting) - 30 minutes
 - Once, at the beginning of the sprint
 - **Bugs that must be fixed are assigned here**
 - **Tasks/Stories are assigned verbally, and updated later by Production**
 - Goal - Make Eye contact, and get people to commit to a non-changing goal/playable experience that they agree they be done by end of sprint
 - Standups (Slack) - 60 seconds
 - Update on where you are
 - **Update your Jira board**
 - **Articulate the following**
 - What you've done
 - What you're doing
 - Are you on track
 - **Production to review board for accuracy**
 - Goal - Ensure people can trust Jira boards, discuss relevant issues in breakout slack sessions and unblock people
 - Pokers (Meeting) - 60 minutes
 - Going through product goals in order to provide accurate estimates

Give Everyone A Mission

- Momentum takes time to build
- The more mass you can get moving, the more momentum you can build
- Breadcrumb the goals to every group and individual

A presentation slide titled "Production Team Launch OKRs" with a dark background and a golden spiral graphic on the left. The slide lists three main bullet points, each with sub-points and status updates in teal text. The word "PROLETARIAT" is in the bottom right corner.

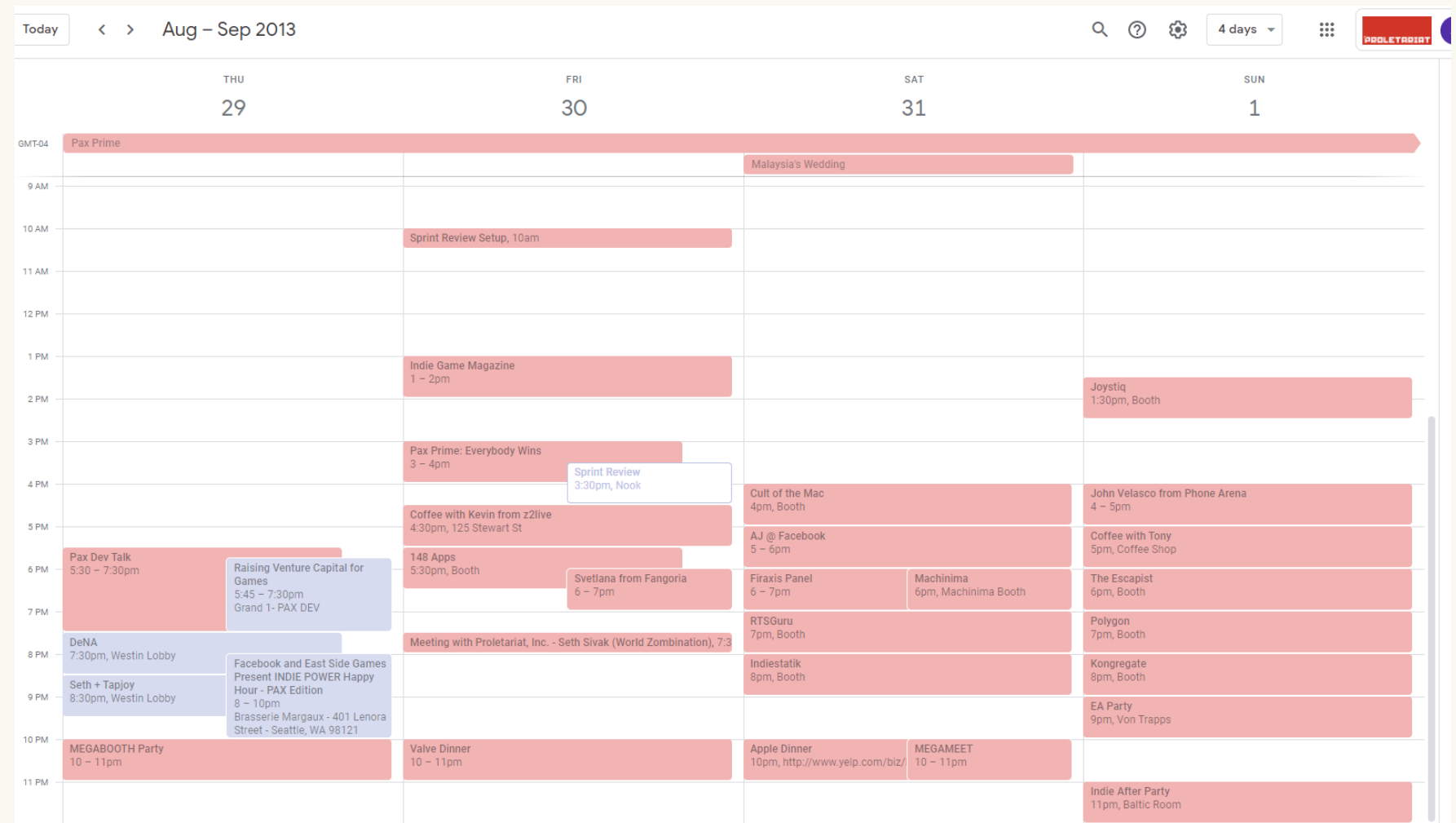
Production Team Launch OKRs

- Meet all platform requirements to launch cross-platform
 - PS4 > Xbox One > Switch > EGS [STATUS: In Progress]
- Prepare to run Spellbreak as a live service
 - Hire a Technical Producer [STATUS: In Progress]
- Develop a viable live game production process
 - Deadlines
 - Miss less than 5% of our established deadlines [STATUS: In Progress 1/1]
 - Dev Satisfaction
 - Make at least 3 process changes for each pod to increase efficiency (survey based)[STATUS: In Progress 1/3 per pod]
 - Scope Definition
 - Have a fully groomed backlog with estimated time per entry [STATUS: Not Started]

PROLETARIAT

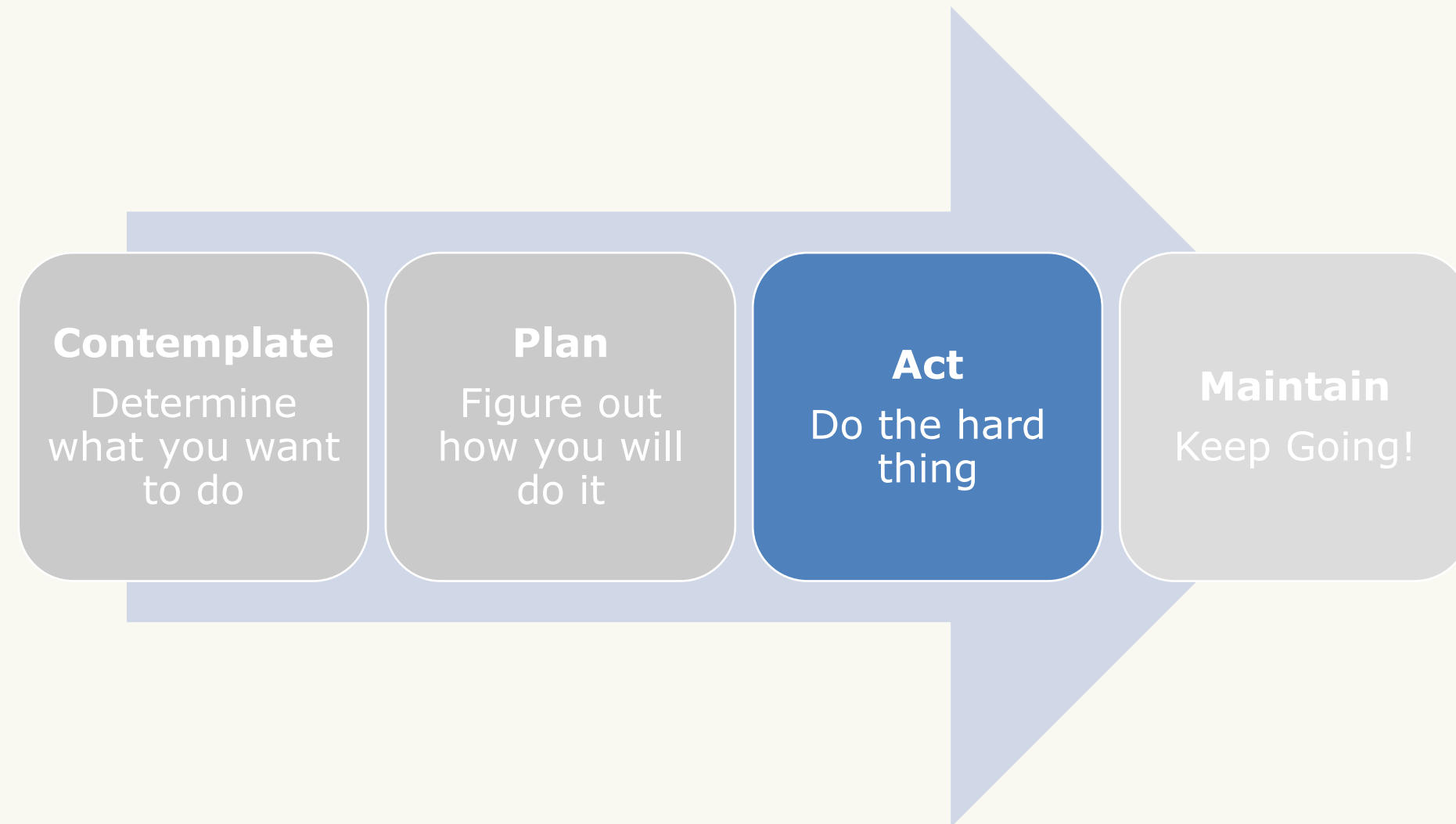
Run A Campaign

- Act on your partner list
- Prioritize the best fits first
- Customize your message
- Always have an ask
- Be a good partner



Act Phase

- Decide Definitively With Action
 - Give Everyone A Mission
 - Use Habits To Build Momentum
 - Run A Campaign
-
- Your change has **momentum!**



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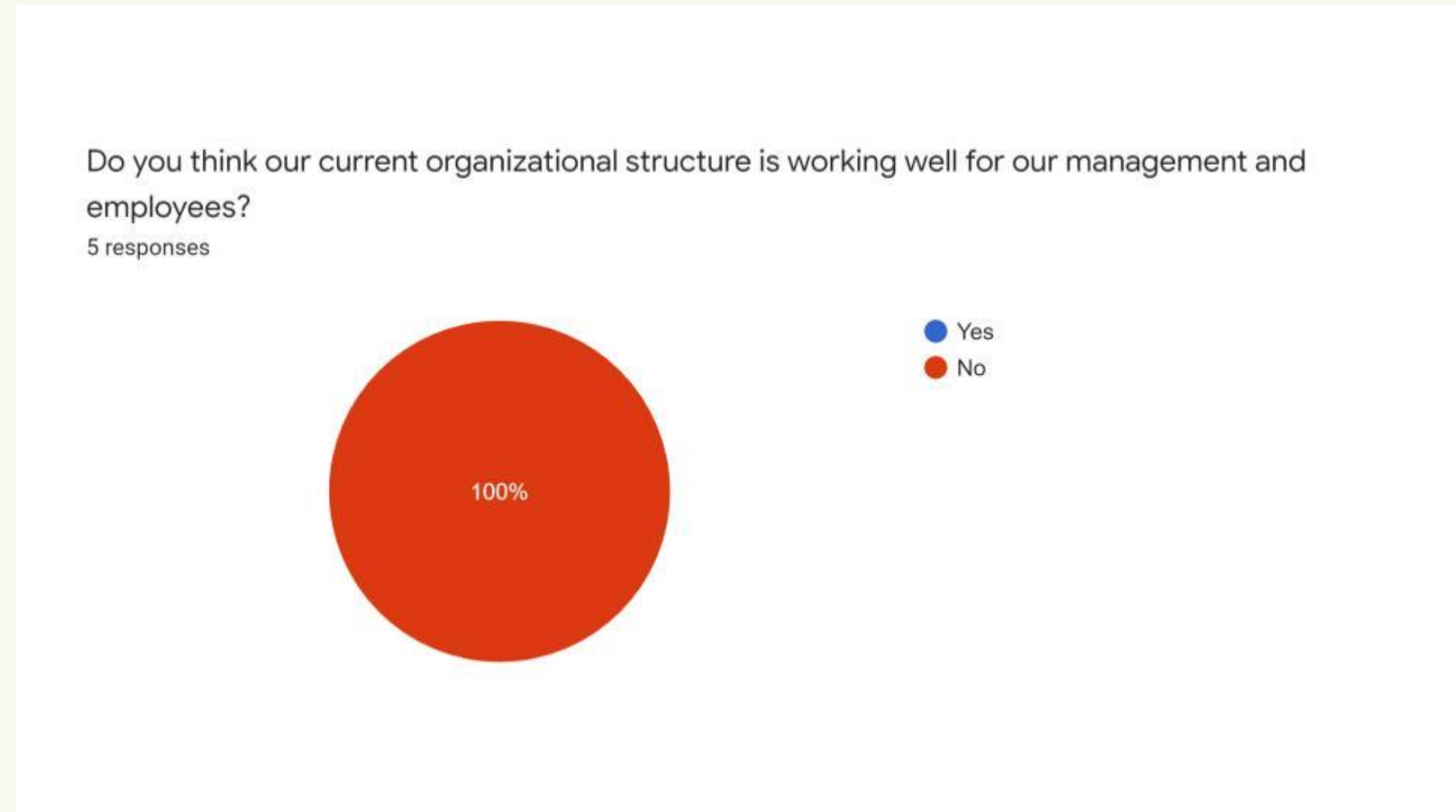
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Keep Going!

Rigorously Judge Your Progress

- Analyze your progress on your goals
- Use contextual intelligence to ensure your goals are still valuable
- Adjust your habits as you learn
- Your company and team are more important than your products!



Constantly Communicate The Vision

- Make the vision clear
- Keep the vision consistent
- Constantly communicate the vision
- Reinforce the vision through every channel
- As a leader you should not be the only one responsible for communicating the vision

Spellbreak Product Priorities

1. Build a persistent playable alpha

- Bring duos/squads to
- Build foundation for progression
- Iterate on classes and

What are the current Longshot Product priorities? (Pepper and Pumpkin)

Pepper is continuing to work on meta progression, steam party system and in-match polish
Pumpkin is continuing combat polish and quests, iterating on class UI

Why?

This week is mostly a continuation of last week. The next major features are focused on squads and duos, meta progression and continued work in-m.

What are the current Longshot Art priorities? (Pasta)

Skin forecasting, visual polish and perf

Why?

Working on the last bit of the initial skins and moving on to other priorities like in-match items and generic vfx.

What are the current Longshot Map priorities?

Design work on Alpha_Resculpt, grass optimization, MLOD optimization

Why?

Actual design work on the map is going to start again as we have learned a lot since the last round of iteration. Steve is continuing to work through hig

What are the current Longshot Publishing priorities? (Pizza)

Pre-alpha growth and community to team communication

Why?

This is unchanged from last week as we continue to grow the community.

What are the current Tools priorities?

Map HLOD Performance

Why?

There are ongoing issues with this building each night to help improve performance in the build.

<https://docs.google.com/presentation/d/1-NKDnZzugaaU3TATrzkpVWR7wECGPA1gs0HxNCseDKo/edit?usp=sharing>

--
Seth Sivak

Demand Excellence, Eventually

- You won't get it right the first time
- Set realistic expectations
- Look for incremental gains
- Demand excellence, seriously

	A	B	C
1	Date	Issues	Solutions
2	9/27/17	Get back to a point where we can test the full experience	Playdays
3	10/3/17	Need to get better at providing QA tools to regress issues (investigate stap	Goes into estimation
4	10/3/17	We should communicate what we're playtesting to people	Patch notes
5	10/3/17	We should limit the number of people who are invited to the playtest	Attendee List by Product
6	10/3/17	Get a backlog in the case where we finish our existing tasks	Proto Backlog needs to be more full
7	10/3/17	Ensure that found issues get into the sprint when they need to be fixed for t	Triage!
8	10/3/17	Make a Product Triage View	Jennie to make a Triage view for meeting
9	10/3/17	Locking down the tree to perm only for Monday's, pre playtest	We should just do this via P4
10	10/6/17	Issues should make the goals clearer, and focus less on the solution - this r	Revise Story writing to be more goal driven
11	10/6/17	We have a decent amount of dead time between wrap-up and kickoff	Comb Triage Queue
12	10/6/17	Triage views can help folks burn through bugs when they have no work left	NA
13	10/6/17	Product playtest focus info needs to be communicated previous to playday	Product needs to communicate goals
14	10/16/17	Need to be better about getting undocumented work in Redmine	Edit a specific issue in order to get that info into redmine
15	10/16/17	Redmine process needs to be clearer for Prototype team	Finish the 'how to redmine' doc/wiki
16	10/16/17	Graphs being displayed in the weekly update need comparisons in order to	Have a before and after for the feedback sheet
17	10/16/17	We went into this sprint too light and ended up feeling like we were winging	Light in terms of commitments, or definition
18	10/30/17	Figure out how to find playtest issues sooner	More QA time

+

≡

SLEG ▾

Maps & Characters ▾

Combat & Feedback ▾

Prototype ▾

Tools Team ▾

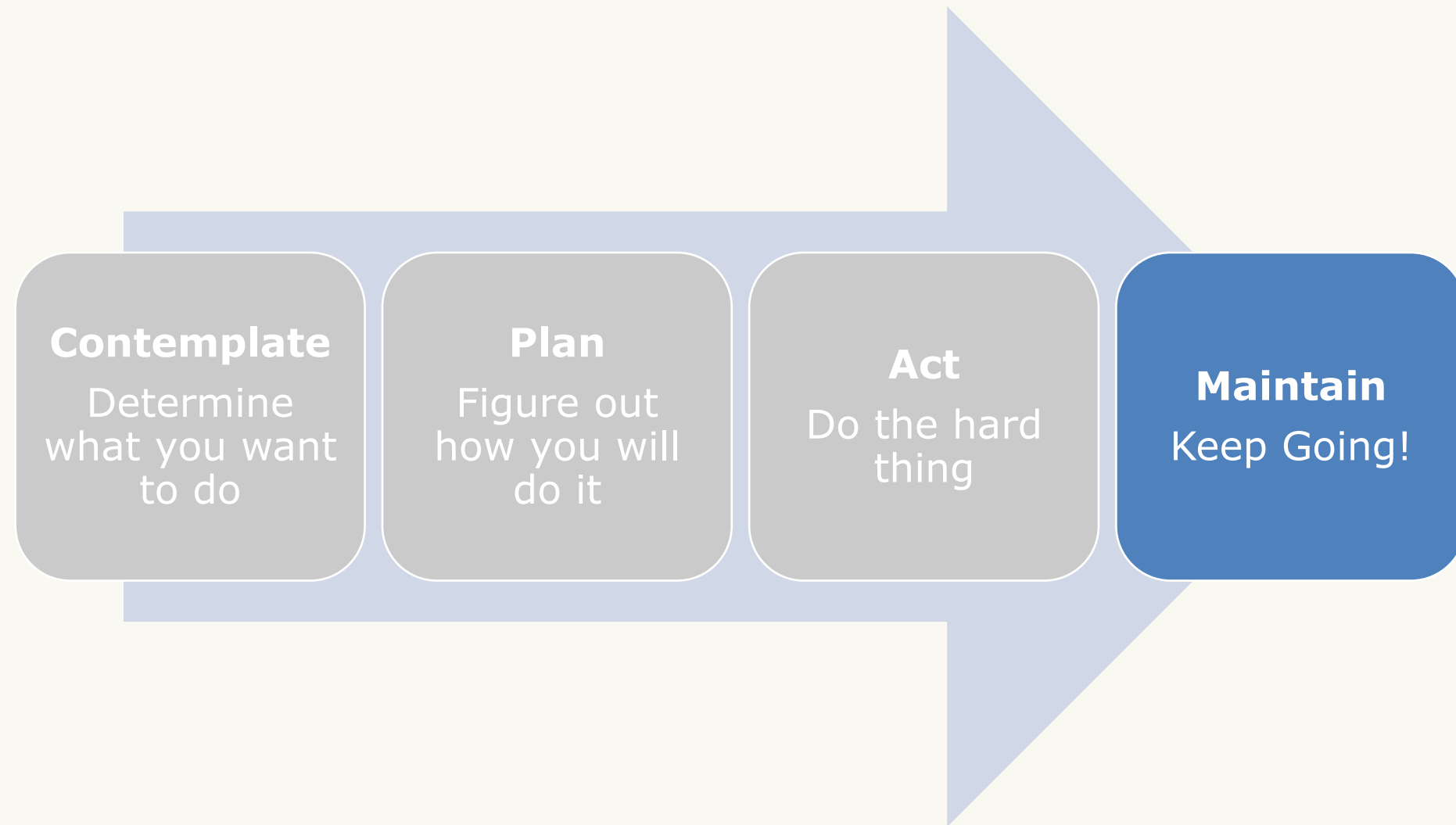
Tend Your Network

- Update your partners and mentors
- Look for new opportunities
- Pay it forward
- Say thank you!



Maintain Phase

- Rigorously Judge Your Progress
- Constantly Communicate The Vision
- Demand Excellence, Eventually
- Tend Your Network
- Your change is **sustainable!**



Lessons Learned Managing Change

Contemplate Phase

1. Celebrate And Mourn
2. Determine Who You Are Now
3. Articulate Who You Want To Be
4. Build Contextual Intelligence

Plan Phase

1. Don't Go Alone
2. Establish Goals
3. Build the Partner List

Act Phase

1. Decide Definitively With Swift Action
2. Give Everyone A Mission
3. Use Habits To Build Momentum
4. Run A Campaign

Maintain Phase

1. Constantly Communicate The Vision
2. Rigorously Judge Your Progress
3. Demand Excellence, Eventually
4. Tend Your Network

Lessons Learned Managing Change

Contemplate Phase

1. Celebrate And Mourn (Safety)
2. Determine Who You Are Now (Meaning)
3. Articulate Who You Want To Be (Culture)
4. Build Contextual Intelligence (Connections)

Plan Phase

1. Don't Go Alone (Connections)
2. Establish Goals (Meaning)
3. Build the Partner List (Connections)

Act Phase

1. Decide Definitively With Swift Action (Safety)
2. Give Everyone A Mission (Meaning)
3. Use Habits To Build Momentum (Culture)
4. Run A Campaign (Connections)

Maintain Phase

1. Constantly Communicate The Vision (Culture)
2. Rigorously Judge Your Progress (Meaning)
3. Demand Excellence, Eventually (Safety)
4. Tend Your Network (Connections)

GDC

March 21-25, 2022
San Francisco, CA

THANKS!

@sjsivak

seth@proletariat.com

Please donate to Nova Ukraine
<https://novaukraine.org/>

#GDC22



Change is scary!

Change is scary because it rattles, damages, or destroys some or all of these

- Culture
- Meaning
- Safety
- Connections



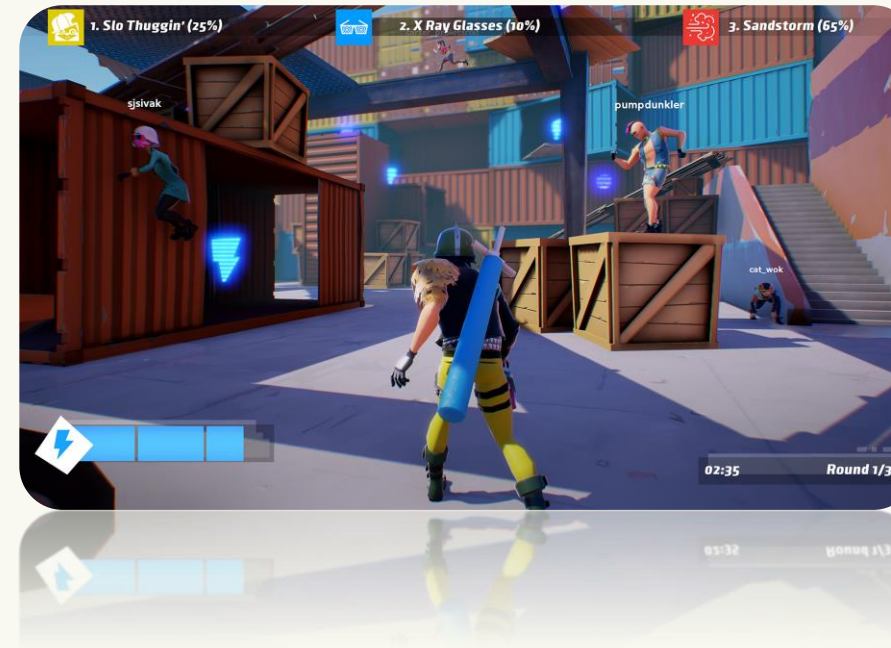
Bonus Round

1. Be Confident
2. Be Humble
3. Be Transparent

How has Proletariat Changed?

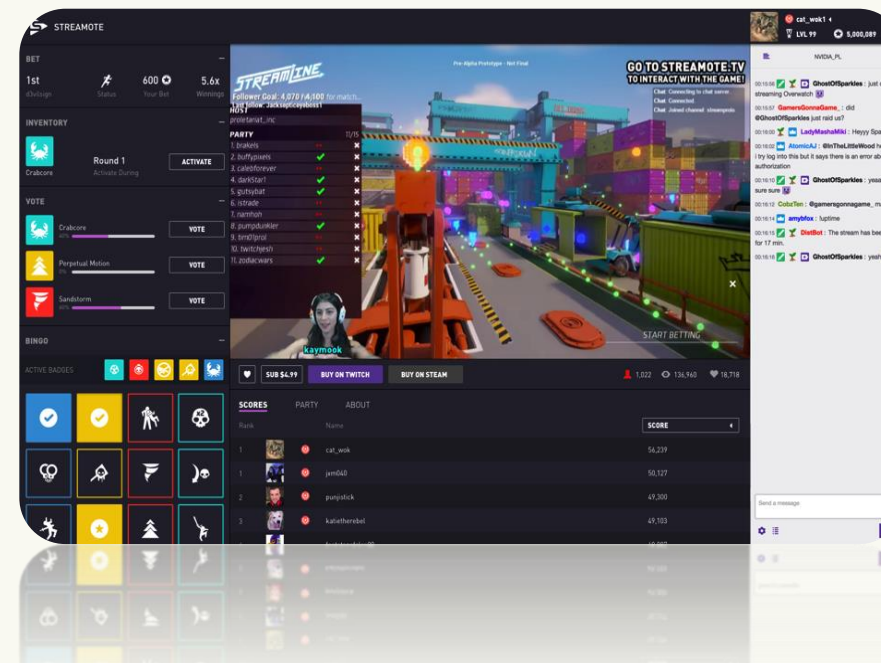
World Zombination
Realtime Action Strategy

Mobile using Unity



Streamline
Arena Parkour Sport Game

PC using Unreal Engine



Streammate
Interactive Viewer Platform

Web using React and Java Script

How has Proletariat Changed?



Stream Legends
Social Idle RPG

Web using Twitch
Extensions

Spellbreak
Action Spellcasting Battle Royale

PC, Xbox, PlayStation, Switch using Unreal Engine



GDC

March 21-25, 2022
San Francisco, CA

Resources

#GDC22



GDC

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APPENDIX

#GDC22



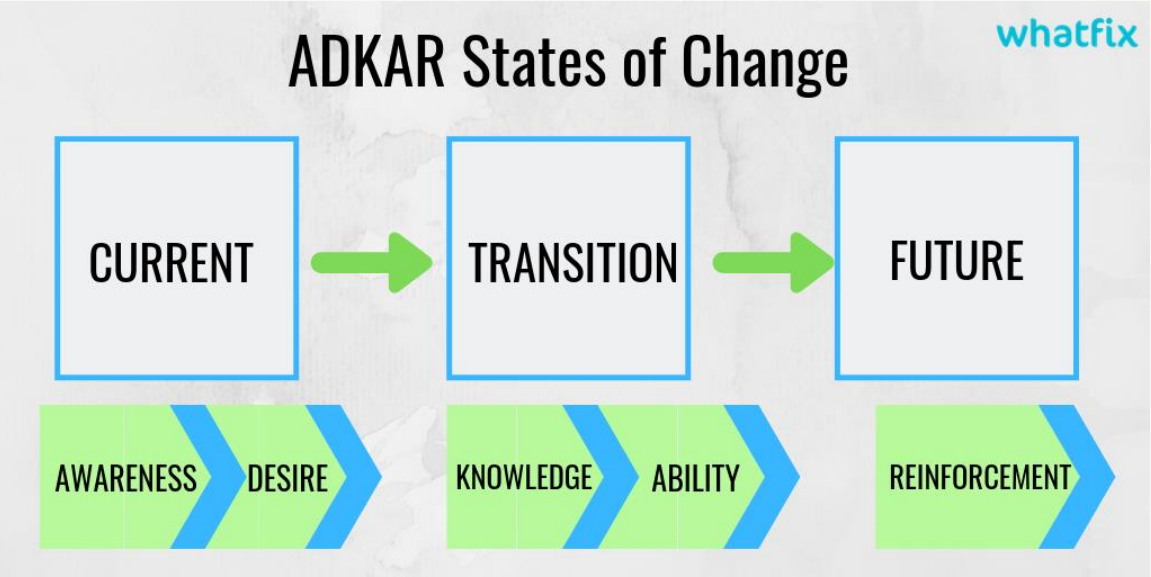
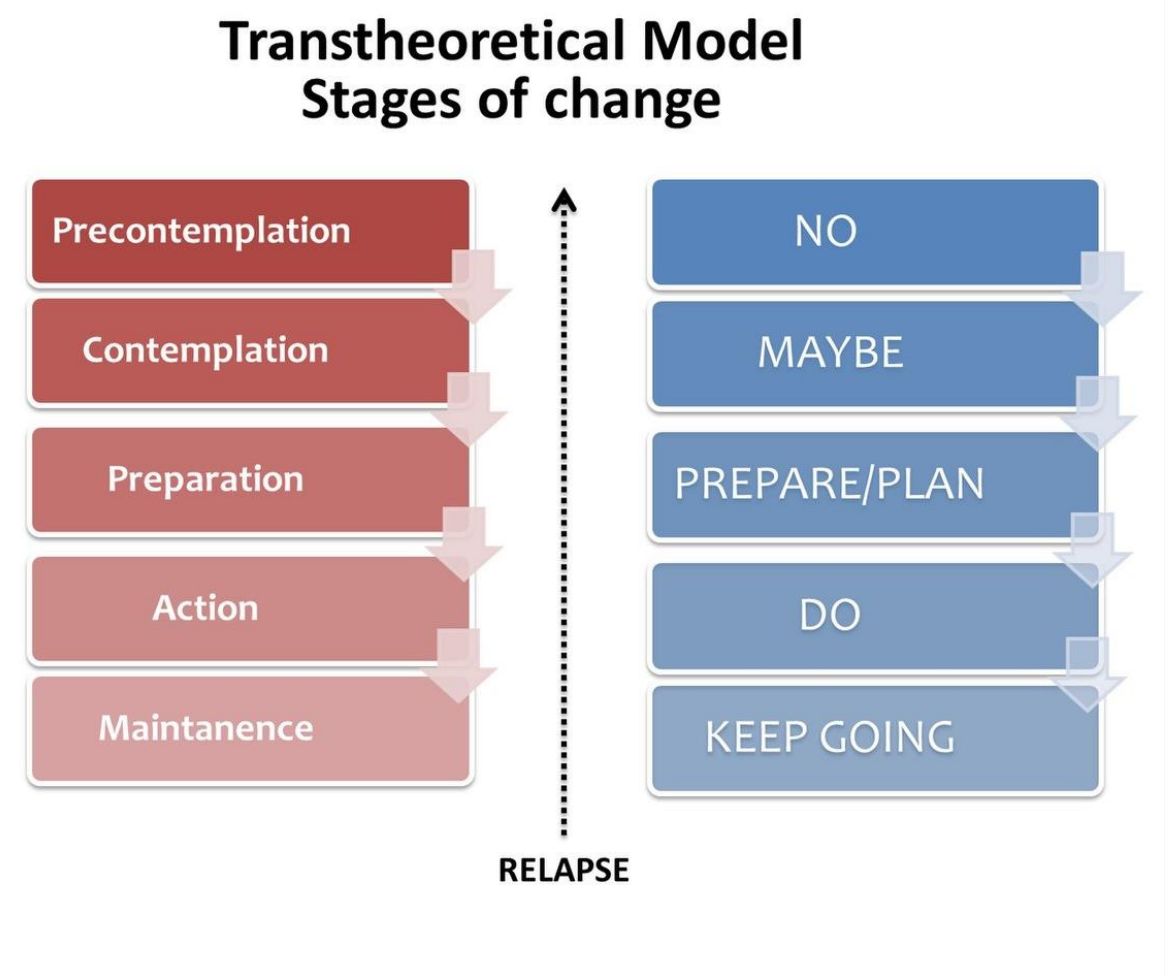
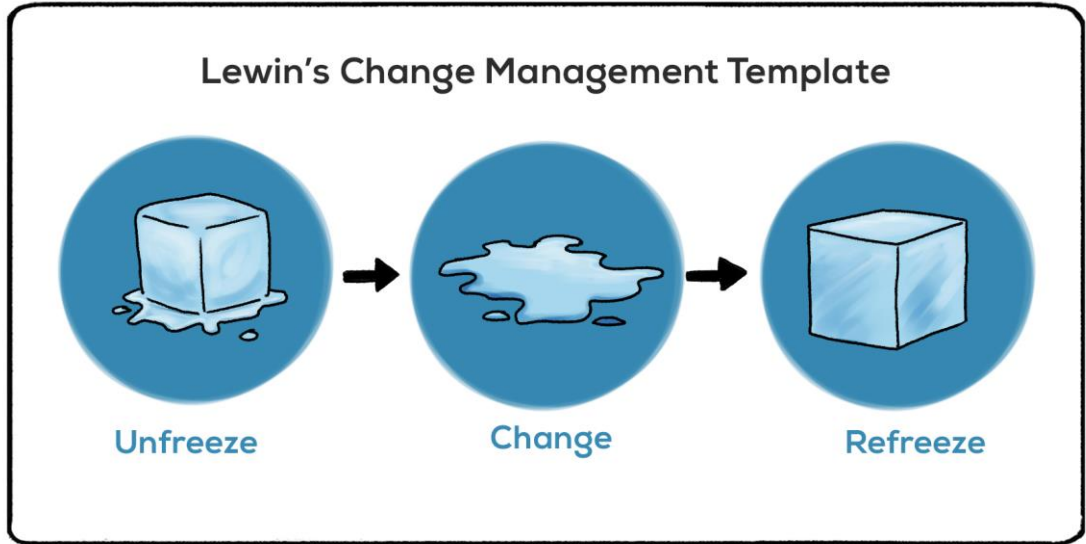
Proletariat Offsite Q2 2017

- Aspiration
- Core Values

GOALS FOR TODAY

- Define our purpose
- Discuss our goals
- Learn from our experience
- Prepare for our future

Change Theory Models



World Zombination Geolocked Release



Lessons Learned Managing Change

1. Celebrate and mourn (Safety)
2. Determine who you are now (Culture)
3. Articulate who you want to be (Culture)
4. Build contextual intelligence (Connections)
5. Reset the playbook (Culture)
6. Craft a plan (Meaning)
7. Don't go alone (Connections)
8. Decide definitively with swift action (Safety)
9. Be transparent (Safety)
10. Give everyone a mission (Meaning)
11. Use habits to build momentum (Culture)
12. Run a campaign (Connections)
13. Constantly communicate the vision (Meaning)
14. Rigorously judge your progress (Meaning)
15. Demand excellence, eventually (Safety)

Transformational Change at Proletariat

- 2012-2013 - Zynga Layoffs and Founding Proletariat
- 2014 - Geolocked Beta of World Zombination
- 2015 - Worldwide Release of World Zombination
- 2015 - Pivot from Mobile to Streamline
- 2016-2017 - Streamline's Failure and Raising a B Round
- 2018-2020 - Spellbreak's Growth and Move to Crossplatform

Chapter 0 – Hug the Sloth, Letter Rush

- Practice building something together
- Solidify a gold spike



Chapter 1 – World Zombination

- World Zombination did fine but not a massive hit
 - CPI was scaling faster than we could improve LTV
 - Mobile felt like an impossible challenge and that we had already taken our shot with WZ
 - One thing that worked was influencer marketing
 - How do we transfer the team from WZ to Streamline?
 - What lessons did we learn in that transition?
-
- Determine who you are. It will change all the time!



Chapter 2 – Streamline, Streamote

- Needed to move from one team to two teams
- Had to create a web team where we had to no experience
- Had to navigate a 3 different business deals all tied to Amazon/Twitch
- Had to work with technology that was not ready yet

- Had to deal with massive failure, beyond anything we expected
- Had to navigate nearly running out of money
- Had to deal with team attrition



STREAMMOTE

BET

1st
dVelsign

Status

600
Your Bet

5.6x
Winning

INVENTORY

Crabcore

Round 1
Activate During

ACTIVATE

VOTE

Crabcore
40%

Perpetual Motion
2%

Sandstorm
40%

VOTE

BINGO

ACTIVE BADGES

STREAMLINE

Pre-Alpha Prototype - Not Final

GO TO STREAMMOTE.TV
TO INTERACT WITH THE GAME!

Chat: Connecting to chat server.
Chat: Connected.
Chat: Joined channel: streammote

START BETTING

SCORES

Rank	Party	Name	Score
1	cat_wok	56,239	
1	jam040	50,127	
2	punjistick	49,300	
3	katietherebel	49,103	
4	fantasyfury88	48,892	

Chat

00:15:54 GhostOfSparkles : just done streaming Overwatch 🎮

00:15:57 GamersGonnaGame_ : did @GhostOfSparkles just raid us?

00:16:00 LadyMashaMiki : Heyyy Sparkles

00:16:02 AtomicAJ : @InTheLittleWood help me i try log into this but it says there is an error about authorization

00:16:10 GhostOfSparkles : yesssah sure sure 🎮

00:16:12 CobzTen : @gamersgonnagame_ maybe...

00:16:14 amybox : luptime

00:16:15 DietBot : The stream has been live for 17 min.

00:16:16 GhostOfSparkles : yeah 🎮

Chapter 3 – Throne, Ragnarok, Stream Legends

- Managing a discovery process
- Dealing with a loss of identity as a studio
- Navigating a difficult strategic period in the market
- Finding ways to rally the team to the new vision





Watch Any Streamer While Playing
StreamLegends!

OR LET US CHOOSE ONE FOR YOU

A LEGENDARY NEW WAY TO WATCH TWITCH



Gear Up

Earn loot from battles and equip hundreds of possible items.



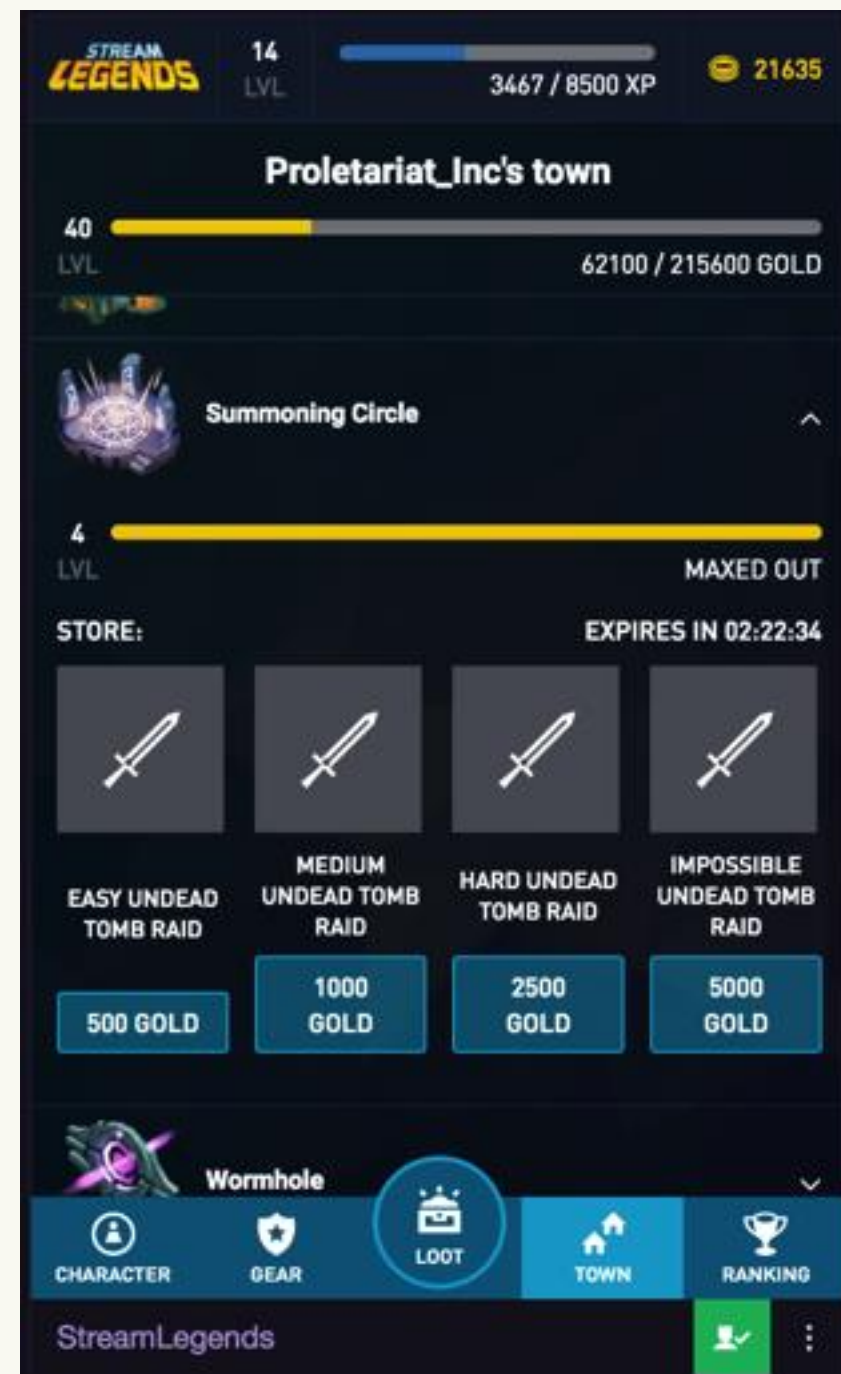
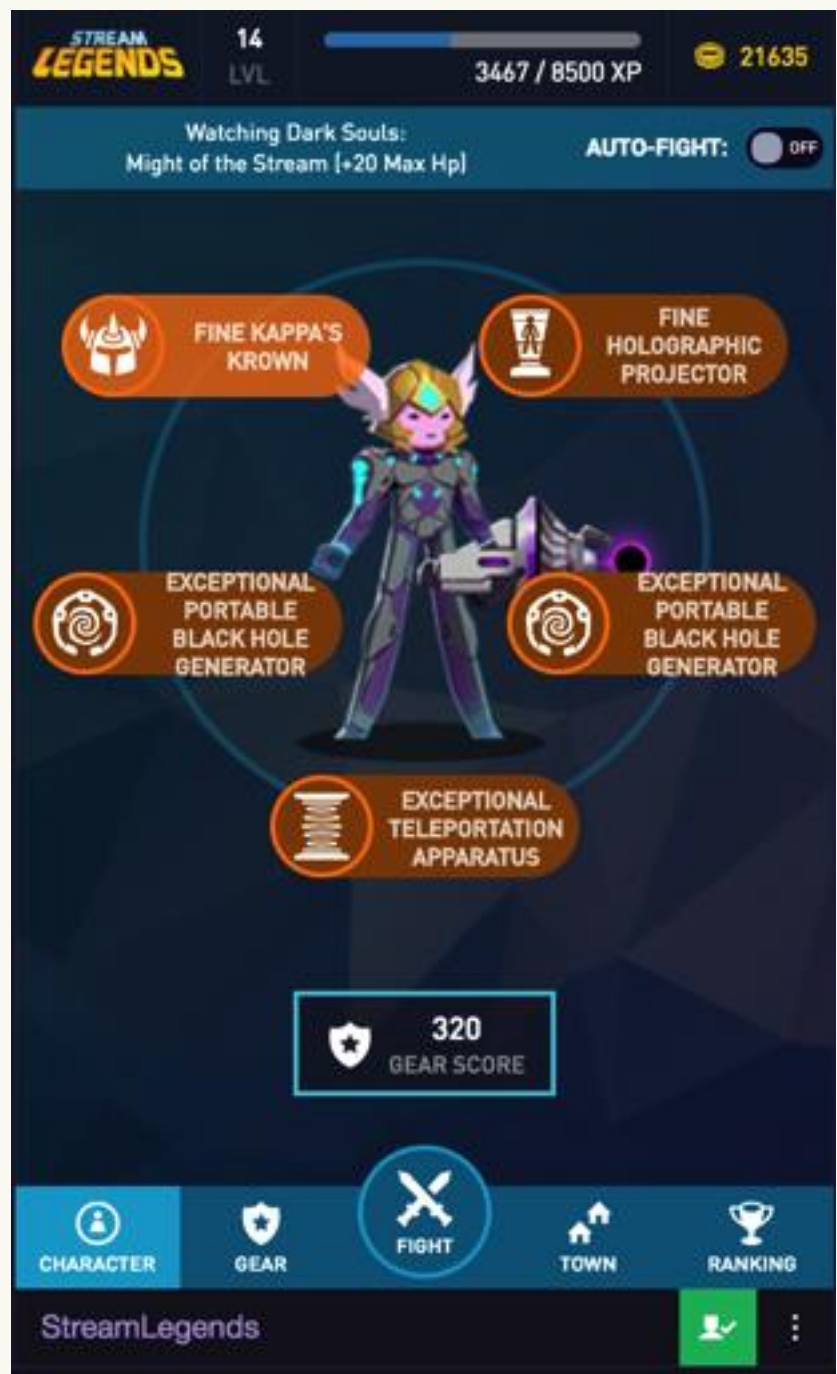
Fight Monsters

Battle dozens of enemies and take down each area's boss across a variety of maps.



Build A Guild

Every Twitch channel is a guild in StreamLegends! Join raids and build a town as a community.



LONELY THRONE


In the brutal world of the Lonely Throne, only **one** warrior can rule. Battle other challengers using intense **skill**, tactical **stealth** and powerful **magic**. Outlast, outfight or outsmart your enemies; the final **choice** is yours.

Battle Royale Game Mode

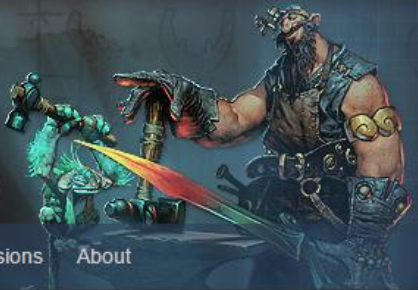
Isometric Brawler

Deep Skill Mastery





DOTA 2



Create or find the best new items

Create and submit new items (such as armor, weapons, clothing, Couriers, and more) for consideration to be incorporated into the actual game. Or help identify the best by rating up your favorites. [Submission Guidelines](#)

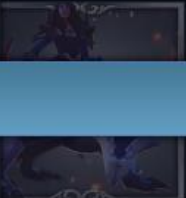
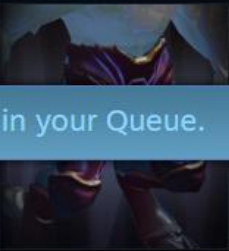
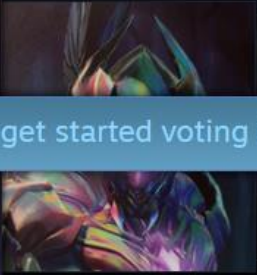

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[Vote](#) for community-made items you want to see in the game



Click to get started voting in your Queue.

Most Popular Custom Games and Bot Scripts in the past week



Battle Royale

Be the last alive in a Battle Royale with a 10 player free-for-all or 10 2-player teams! Start as a fast-moving Wi...

★★★★★



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Ability3 (14)

Armor (781)

Arms (2,314)

Back (2,301)

Belt (1,395)

Body_head (142)

Gloves (56)

Head (4,428)

Legs (449)

Misc (428)

Mount (223)

...

Special Event Warhammer 'Call to Arms' Contest



RAGNARÖK

PROLETARIAT



NoNamePlebe385

Lag Compensation: 0ms

E 105 120 SE 150 165 S 195 210 SW 240 255

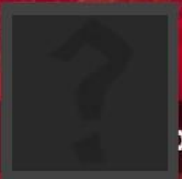
1/1 ALIVE

Active Quests

✓ Meditate for 30/30 seconds at a Water shrine.

Skill point available!

Q



ord

ACROBAT

Rusty Sword
Rusty Sword

Gilded Short Bow [Arrows x19]
Gilded Short Bow [Arrows x19]

Gilded Super Armor

Next closure: 00:49.49



Rusty Sword

Potion of Lesser Armor Repair: 4

NoNamePlebe269

Lag Compensation: 0ms

Active Quests

No quests.

WAITING FOR MATCH HOST

1/1 ALIVE



Skirmisher Skills

Points to spend: 9

Bounty Hunter



Battle Revelry



Double Up



Survival Instinct



Future Sight



Choke



Skill point available!

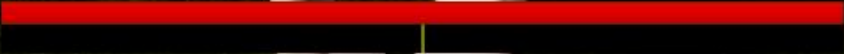
Q



SKIRMISHER

<Fists>
<None>

<None>
<None>



Chapter 4 – Spellbreak

- Challenging yourselves to do something very difficult
- Managing team growth
- Managing player expectations and hype

Chapter 5 – ???

- Notes

Summary of Lessons Learned

1. Determine who you are
 1. Core values and living them
2. Articulate who you want to be
 1. Aspiration and vision
3. Build contextual intelligence
4. Decide definitively
5. Act swiftly
6. Be transparent
7. Let people mourn
8. Stay confident and humble
9. Build a team that can solve impossible problems
10. Communicate the vision
11. Give everyone a mission

How do we pick projects?

