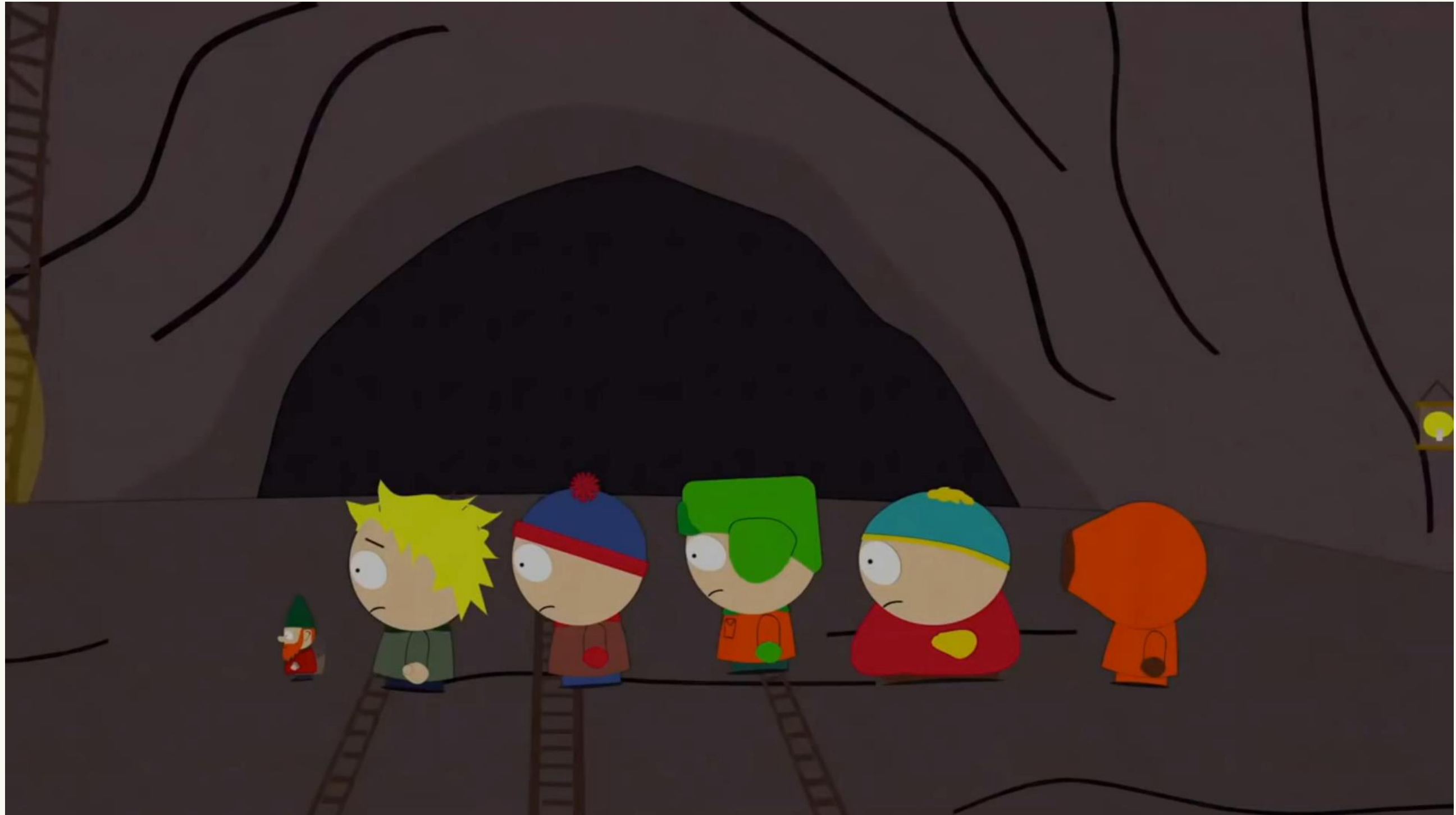Chapter 1

Wisdom of Gnomes

Phase 1
Collect underpants

Phase 2
?

Phase 3
Profit

Phase 1
Collect seashells

Phase 2
?

Phase 3
Profit

Phase 1
Idea for the game

Phase 2
?

Phase 3
Profit

Phase 1

Idea for the game

Phase 2

?

Phase 3

Profit & Studio growth

Phase 1
Idea for the game

Phase 2
DEVELOPMENT

Phase 3
Profit & Studio growth
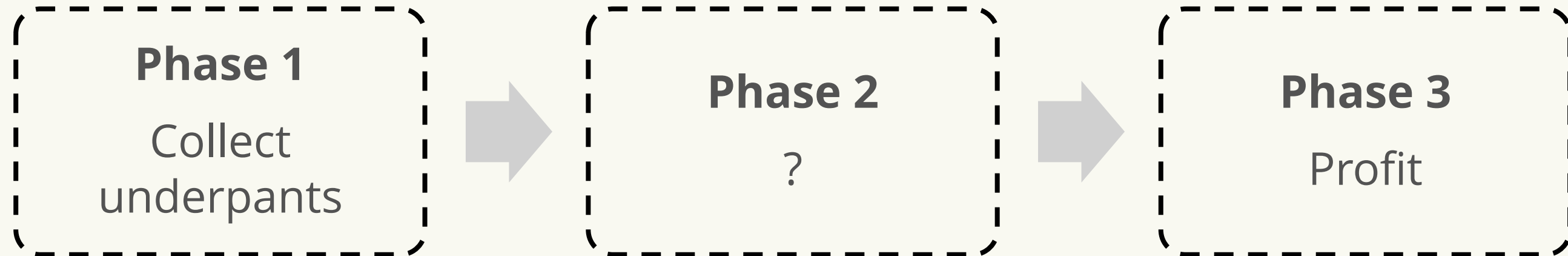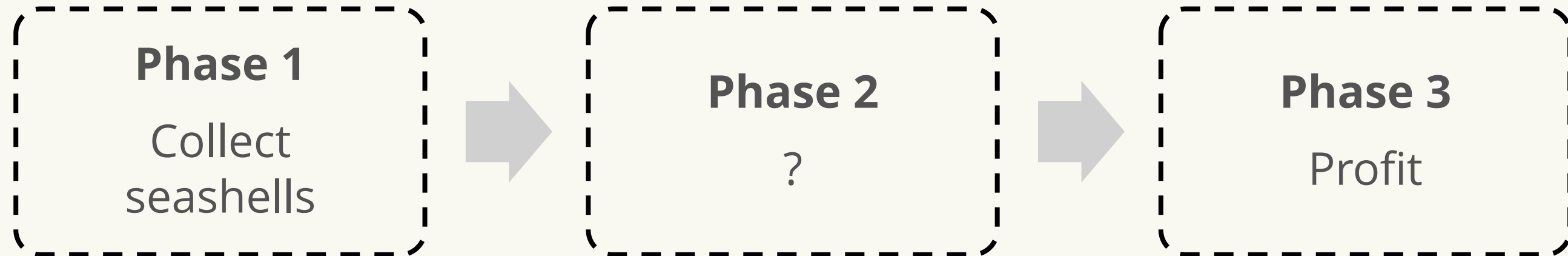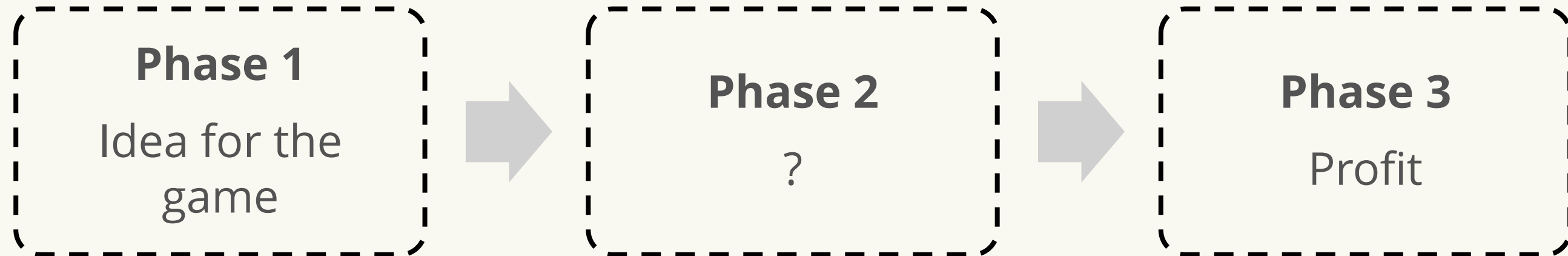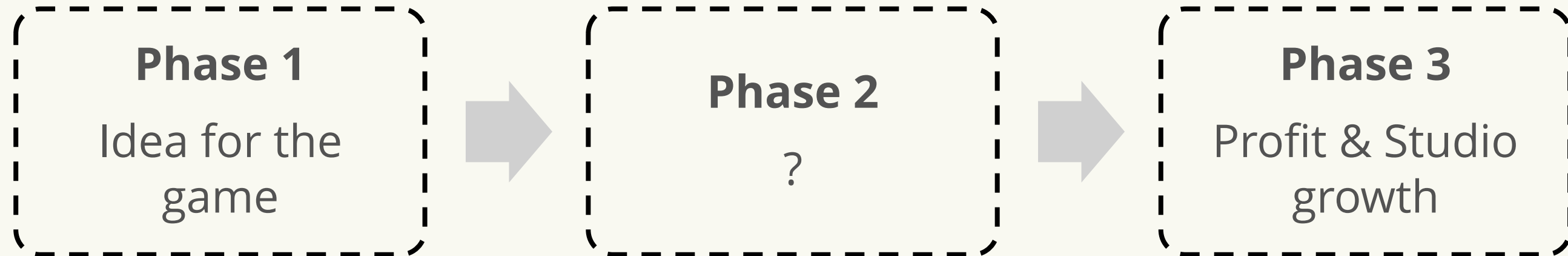
Chapter 2

This is MADNESS

2002-22

20y

PEOPLE CAN FLY

PCF studio is
established
in Warsaw
2002

Start of
collaboration
with Epic Games
2007

Gears of War:
Judgment launches,
and we become Epic
Games Poland
2013

Partnership with
Square Enix,
production of
Outriders begins
2016

We successfully
debut on the Warsaw
Stock Exchange (main
market)
2020

2004
Painkiller, our
first game, gets
released

2011
The release of
our hit game -
Bulletstorm

2015
We go back to
being independent
again and bring
back People Can
Fly to the gamedev
map

2017
Bulletstorm
returns in
remastered Full
Clip Edition

2021
Outriders, our
biggest game up to
date, is out

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2Uy

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- ... we scaled up to **AAA production**;
- ... we grew up to be a **global studio**;
- ... we end up being one of the very first game for **new-gen consoles** and ready for a "full **cross-platform**";
- After very promising **demo release**, we had to struggle with extremely annoying bugs;
- ... had to learn how to **manage the production of several at the same time**;
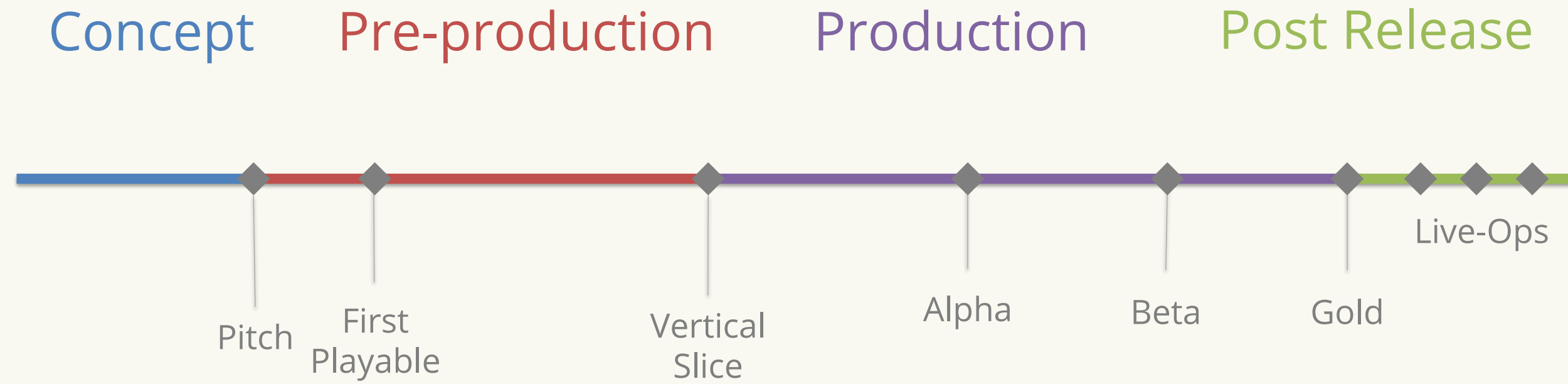
OUR
STUDIOS

Newcastle

Montreal

Chicago · New York

Łódź · Warsaw
Rzeszów

● Headquarters
● Studios
● Start-up studios

NEW PCF'S HQ

Chapter 3

Enough is Enough

Concept   Pre-production   Production   Post Release

Pitch

First
Playable

Vertical
Slice

Alpha

Beta

Gold

Live-Ops

Concept   Pre-production   Production   Post Release

Pitch

First Playable

Vertical Slice

Alpha

Beta

Gold

Live-Ops
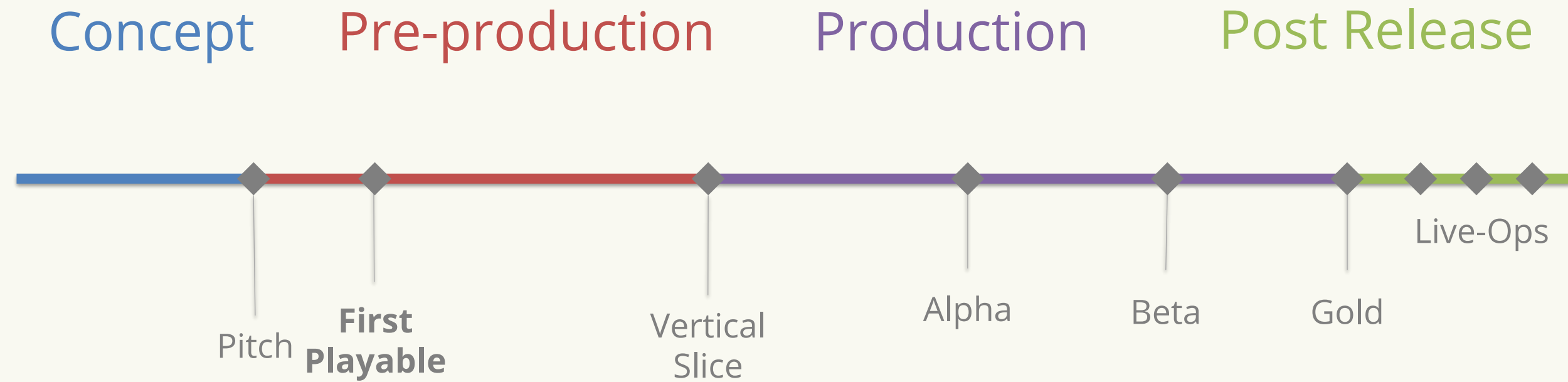
- **Finding the fun**
- **Fail fast**

Concept   Pre-production   Production   Post Release

Pitch

First
Playable

**Vertical
Slice**

Alpha

Beta

Gold

Live-Ops
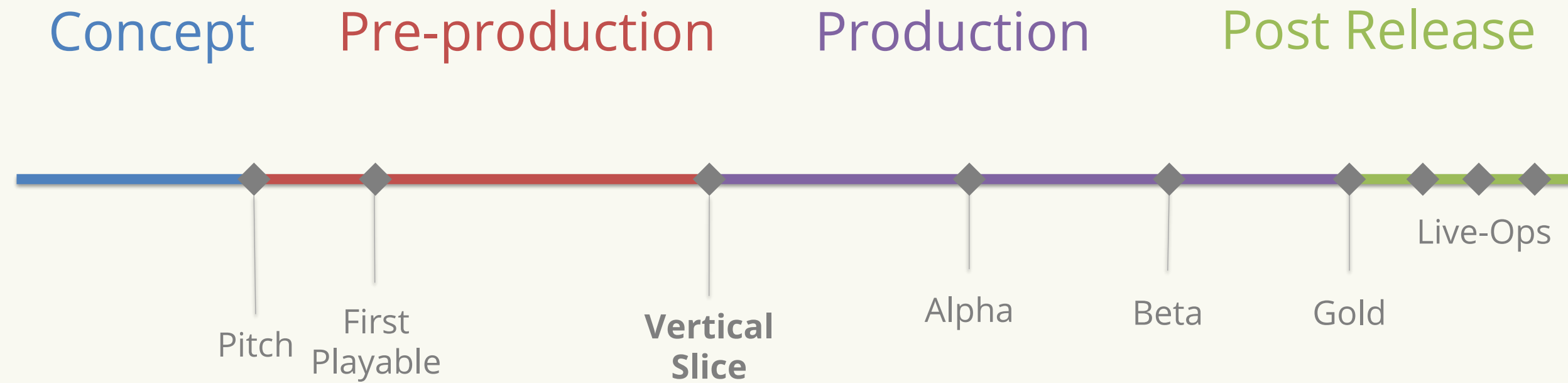
- **Prove production pipelines**
- ***Complete documentation**
- **Prepare production plan**

This material is the property of PCF Group

GDC

What we did?

- **Rushing** with the schedule;
- Wanted to included **as many ideas** as we had;
- The **story** of the game **was evolving**;
- We wanted to improve things that were already claimed as *releasable*;
- Scaled up the team very quickly

Make sure that you're ready to move to production phase

- The **cost of the change management** is cheaper for VS

- The implications of changes are **impacting smaller number** of teams

- **Less** work with **refactoring** the code

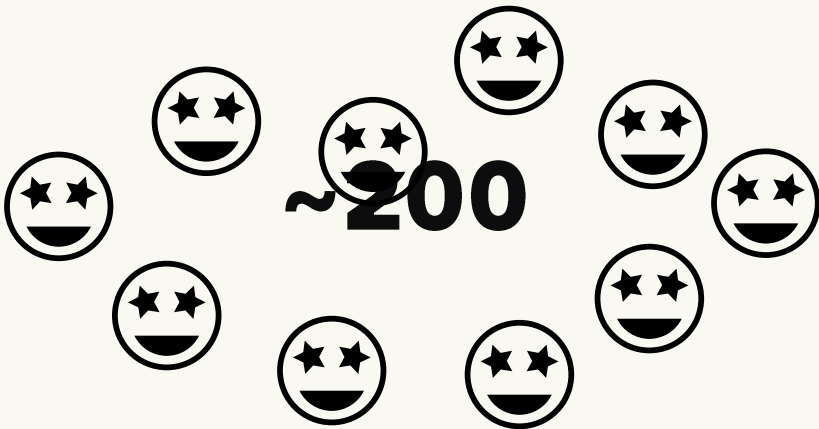- More **reliable plan** for production phase

Chapter 4

Brothers in Arms

OUTRIDERS

40

~200

2016

2021

INTERNAL

- Recruitment & Onboarding

  (takes time)

- Team management (needs

  skills)

- Backoffice processes

INTERNAL

- Recruitment & Onboarding

  (takes time)

- Team management (needs

  skills)

- Backoffice processes

EXTERNAL

- Build a strong relationship with 3rd Party

- Try to outsource repetitive tasks or end-to-end

  components

- Try to not outsource complex and key issues

Chapter 5

Black Swans

"
Black swans describes an extremely negative event or occurrence that is impossibly difficult to predict. In other words, black swan events are events that are unexpected and unknowable.

Nassim Nicolas Taleb

- Unpredictable

- Results in widespread consequences

- After the occurrence **we rationalize the event as having been predictable**

COVID-19

Unpredictable

A game changer

Why didn't we work remotely

previously?

NEXT GEN & CROSS-PLAY

(un)predictable – we didn't plan it

Engine update at the of the

production

Why didn't we plan it?

DEMO RELEASE

(un)predictable – we didn't plan it

Additional live-ops responsibility

Wasn't it obvious?

UNEXPECTED, *******, UNTRACEABLE BUGS

Unpredictable

Impact on community

A bug it's a bug

Chapter 6

The Contingency Theory

"*A contingency theory is an organizational theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. Contingent leaders are flexible in choosing and adapting to succinct strategies to suit change in situation at a particular period in time in the running of the organization.*
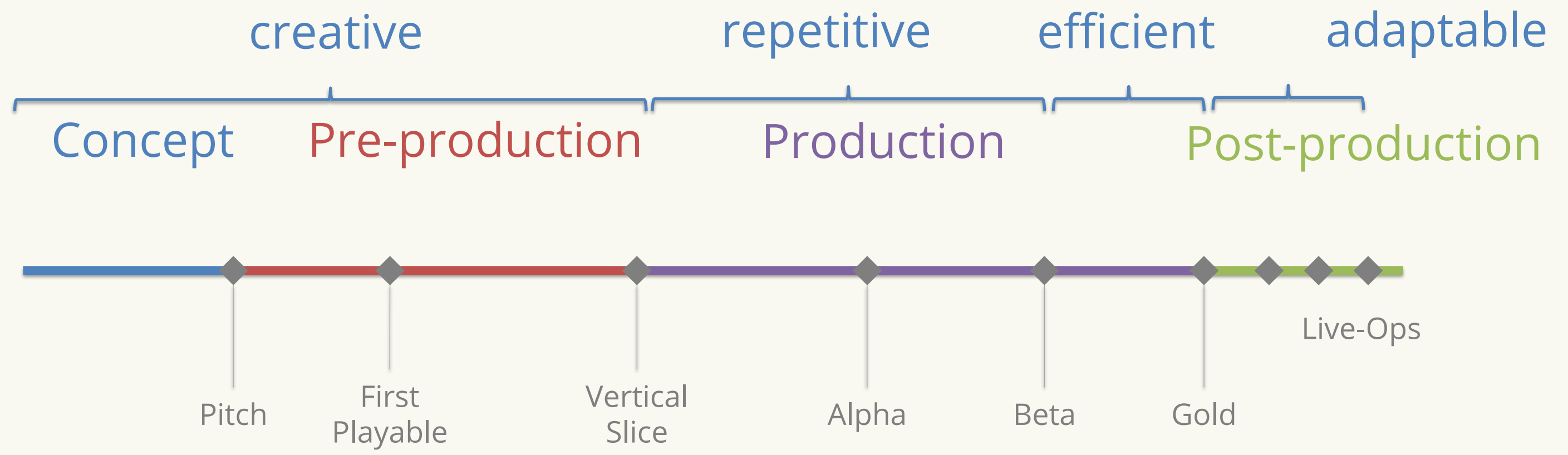
"*Contingency theorists would say that no matter how successful a leader is, there will always be a particular situation that will challenge them. Therefore, leaders must be willing to acknowledge the fact that their success depends partially on their circumstances in addition to their personal skills.*

https://www.indeed.com/career-advice/career-development/contingency-theory-of-leadership

1. There is **no one way to lead** a complex project

2. There is **no one leadership style** that will work in all cases

3. There is **no silver-bullet methodology** to manage the whole project

creative   repetitive   efficient   adaptable

Concept   Pre-production   Production   Post-production

Pitch

First
Playable

Vertical
Slice

Alpha   Beta   Gold

Live-Ops

OUTRIDERS

JOIN US!

https://peoplecanfly.com/career/

THANK YOU!

Q&A