Please Watch:

FIFA World Cup 2006: Argentina v. Serbia and Montenegro – The Goal of 26 Touches

https://www.youtube.com/watch?v=GR3Om0WfErA

MEET TEAM NEXUS

COACH

Production Manager
Strategized the right tools,
processes, and people to make
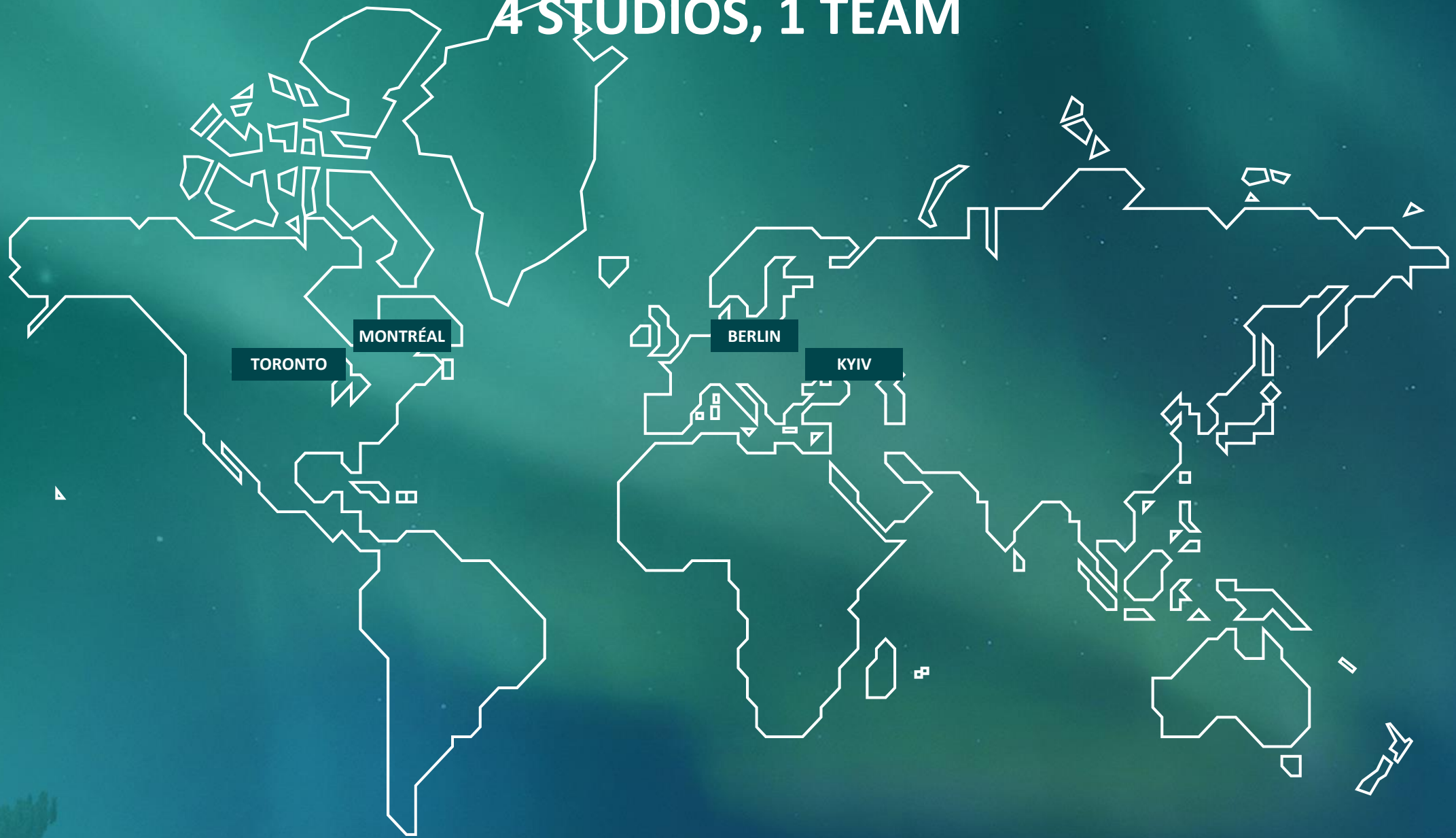the play

CAPTAIN

Product Owner
Drove and communicated the
vision for the Nexus downfield

THE PLAYERS

Narrative, Concept Art,
Character Modelling, Level
Design, Lighting, Animation, UI,
Audio, VFX, and Programming

4 STUDIOS, 1 TEAM

TORONTO

MONTRÉAL

BERLIN

KYIV

OUR MISSION

Update the game's mission-giving feature by moving our NPCs out of the open world to protect the interaction experience from interruption by the game's many systems in order to spotlight our characters.

PROOF OF CONCEPT

FULL PERFORMANCE CAPTURE

- Recorded movements with specific actors and locked dialog lines

CUSTOM ANIMATION

- Unique movements per Nexus – subject to change based on mission updates

MANUAL INTEGRATION OF DIALOG DATA

- Each line of dialog needed to be tracked and integrated manually

CHALLENGES

THE CURRENT PLAN HAD NO CLEAR PATH TO GOAL

SCALABILITY

60 + instances needed for main game + additional instances for post launch

The Nexus needed to be cost effective while also utilizing minimal bandwidth from non-dedicated resources.

ITERATION

Developers needed to be able to iterate freely and easily with a minimum of trade-offs

Marrying a gameplay feature with a narrative purpose combines two extremely dynamic areas of development.

TEAM-LED SOLUTIONS

SCALABILITY

Animation •⟶ Generic pose and facial system

Lighting •⟶ Update to data integration pipeline

UI/Concept Art •⟶ Region-based background defaults

VFX •⟶ Optimized canvas for particle system

Level Design •⟶ Automated data syncing

TEAM-LED SOLUTIONS

ITERATION

Narrative

Characters   Dependency reduction

Audio

TEAM-LED SOLUTIONS: CATALOGS

Body Typ	Category	Animation	Mocap
Average	Agitated	NEX_GEN_AgitatedAngry-xxxx-St_F_01	NEX_GEN_AgitatedAngry
Average	Agitated	NEX_GEN_AgitatedSharpeningKnife-xxxx-St_F_01	NEX_GEN_AgitatedSharpeningKnife
Average	Agitated	NEX_GEN_AgitatedExcited-xxxx-St_F_01	NEX_GEN_AgitatedExcited
Average	Angry	NEX_GEN_AngryNormal-xxxx-St_F_01	NEX_GEN_GenericAngryVarA
Average	Angry	NEX_GEN_AngryHandOnHip-xxxx-St_F_01	NEX_GEN_GenericAngryVarB
Average	Arrogant	NEX_GEN_ArrogantStrongShowOff-xxxx-St_F_01	NEX_GEN_Strong_ShowOff
Average	Arrogant	NEX_GEN_ArrogantCocky-xxxx-St_F_01	NEX_GEN_Cocky
Average	Arrogant	NEX_GEN_ArrogantEmpowered-xxxx-St_F_01	NEX_GEN_Empowered
Average	Arrogant	NEX_GEN_ArrogantHoldCocky-xxxx-St_F_01	NEX_GEN_Baseball_Cocky
Average	Arrogant	NEX_GEN_ArrogantBaseballBall-xxxx-St_F_01	NEX_GEN_Baseball_Hold_Ball
Average	Drunk	NEX_GEN_DrunkHoldBottle-xxxx-St_F_01	NEX_GEN_Drunk_Bottle
Old	Elderly	NEX_GEN_ElderlyCane-xxxx-St_F_01	NEX_GEN_Elderly
Old	Elderly	NEX_GEN_ElderlyCane-xxxx-Sit_F_01	NEX_GEN_Elderly_Sit

THE PLAY SO FAR

Define

Defined our feature
and prototyped it

Consult

Consulted with
each team

Draft

Drafted workflows
based on consultation

Build

Built out first iteration
of pipeline to support
workflow

Take a practice shot

Stress tested with a
benchmark

EARLY DEVELOPMENT FOOTAGE

BENCHMARK TAKEAWAYS

CODE REFINEMENTS

In order to support the procedural animation system, we would need code support from gameplay to smooth out blends between randomly animated sequences

CLARIFYING CONSTRAINTS

Benchmarking with an extremely expressive character showed us the limitations of our system without polish – making it easier to plan for

BACKGROUND RISK MITIGATION

Stress testing the background implementation pipeline allowed the team to identify gaps and work together to mitigate complexities and scope creep

REFINED SCOPING

Benchmarking allowed us to refine our planning and budget how many instances we could "afford"

HALF-TIME: LET'S REGROUP

Feature has been defined

After prototyping and benchmarking, we know what we're making and what it'll take to polish it.

Tools and methods have been established

After consulting with each team for scalable and iterative solutions, we know how we'll make it.

→

HOW DO WE MAINTAIN COLLABORATION AND ENGAGEMENT?

WE SUPPORT THE TEAM THROUGHOUT

MANAGEMENT APPROACH: PROCESS

SET UP WORKFLOWS

Set up workflows for all 10 teams in Jira

MAKE THEM AUTOMATIC

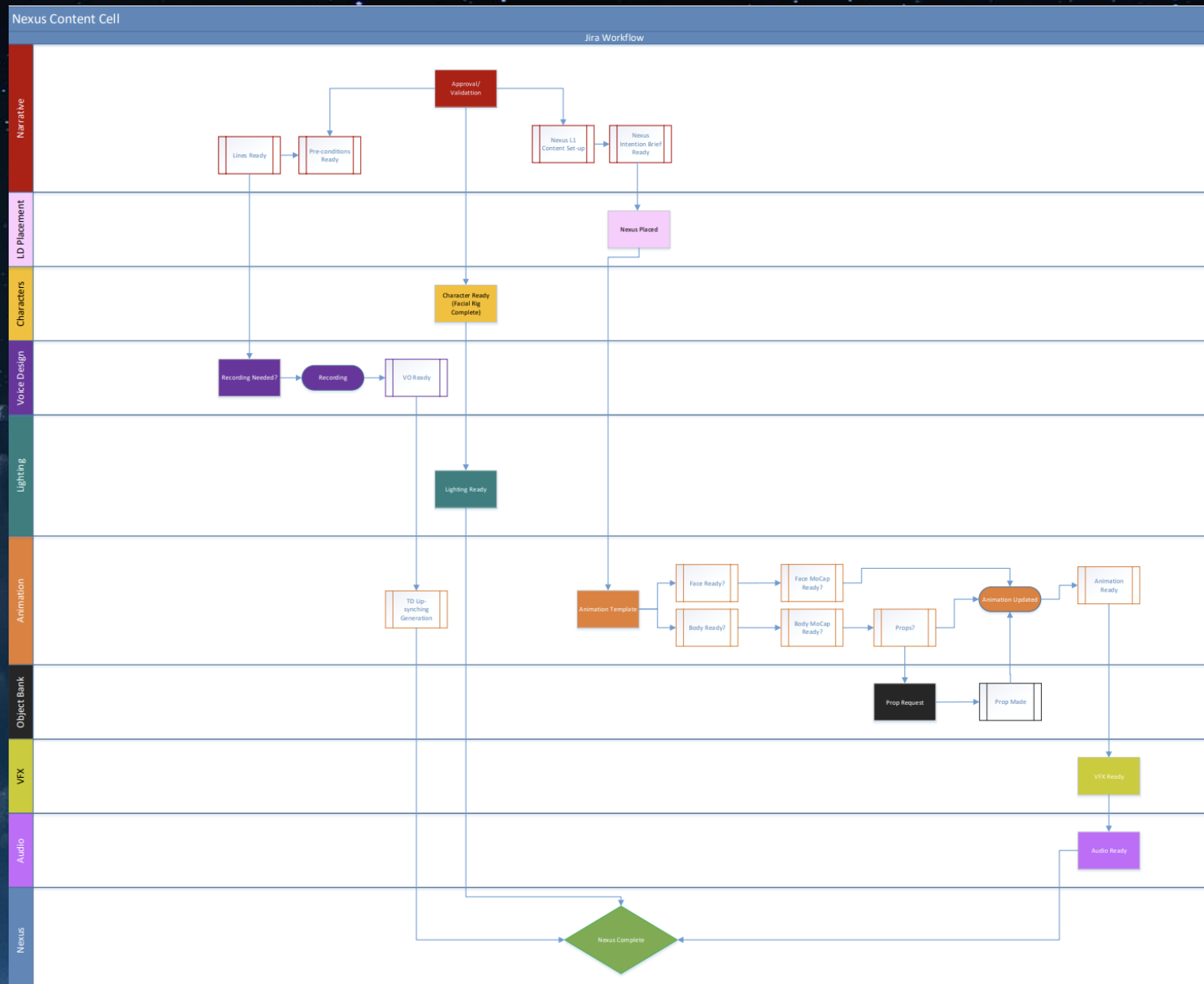Have these workflows automatically updated as tasks resolve

MAKE THEM EASY TO FIND

Link them to a larger Project Deliverable Dashboard on Jira and Confluence for easy tracking

NEXUS WORKFLOW

DILIGENT TRACKING OF POSES, CHARACTERS, MISSIONS, AND TIER QUALITY

- **OPTIMIZED** pose selection

- **PRE-EMPTIVELY** assessed and addressed mismatches

- **EMPOWERED** teams to call out opportunities

MIS5120	MIS5160	PGM0030	MIS0330	MIS7020	PGM0060	MIS0420	MIS0250
MIS5040	MIS5110	PGM0050	MIS0030	MIS7010	MIS0220	PGM0040	MIS0270
MIS5140	MIS5010	MIS0570	MIS0120-A	MIS7030	MIS0230	PRM0020	
MIS5100	MIS0140	MIS0050	MIS0120-B	MIS6300	MIS0260	PRM0030	
MIS7400	MIS0145	MIS0080	MIS0160	MIS7200	MIS0280	MIS0070	MIS0530
MIS6900	MIS0360	MIS0090	MIS0370	MIS6800	MIS0010	MIS0500	MIS0550
MIS6200	MIS0490	MIS0130	MIS0180	MIS6100	MIS0100	MIS0340	
MIS5070	MIS0495	MIS0390	MIS0190	MIS5060	MIS0110	MIS0350	
MIS5050	MIS0210	MIS0410	MIS6400	MIS5020	MIS0400	MIS0200	MIS0040

No	Colour Indicator	Generic Pose			
1		Checking reading email - tablet/phone	13		Hold Prop Female
2		Baseball	14		Stressed Frustrated Female
3		Excited Cheerful Female	15		Strong Show-Off Male
4		Normal Idle Touching Arm	16		Excited / Restless Male
5		Shocked Female	17		Strong Show-off Female
6		Normal Relaxed Male	18		Cocky Arrogant Female
7		Grieving Male	19		Restless Agitated
8		Stressed Frustrated Male	20		Cigar Normal Idle
9		Empowered Female	21		Cocky Male
10		Chorizo	22		Empowered Male
11		Variation of Unique Pose	23		TBD
12		Reuse of unique pose			

NEW WORKFLOWS FOR ASYNCHRONOUS REVIEW

There are 12 Nexuses up for validation this round:

No.	Mission No.	Mission Name/MDD	Region	Mission Giver / Character ID	Known Issues	SEEKING:	FLARE LINK FOR DIRECTOR REVIEW
1	MIS0145	The Funeral	West	CHAR104 – Alejandro Montero		L3 Approval	
2	MIS0340	Rooster Juicin'	West	CHAR108 – Elvis Carballo		L3 Approval	
3	MIS0360	Artist in Residence	West	CHAR109 – Chica Nuñez		L3 Approval	
4	MIS0410	The Influencers 1	Central	CHAR120 – Colton Blake		L3 Approval	Staging: Anim improvements:
5	PGM0030	Find Juan	Playgo	CHAR003 – Clara	1. Staging – STP/pose mismatch	**Conditional L3 Approval:** The team is seeking an L3 approval that would be conditional on the known issues being resolved. All other elements of the Nexus are considered L3.	
6	PGM0040	Fire and Fury	Playgo	CHAR003 - Clara	1. Staging – STP/pose mismatch	**Conditional L3 Approval:** The team is seeking an L3 approval that would be conditional on the known issues being resolved. All other elements of the Nexus are considered L3.	
7	PGM0050	Army of One	Playgo	CHAR013 – Juan Cortez		L3 Approval	
8	PGM0060	Fuel the Revolution	Playgo	CHAR014 – Benito Menguez		L3 Approval	
9	Cockfighting Minigame		West	CHAR116 – Ivan		L3 Approval	
10	Dominoes	Minigame	Central	CHAR113 - Ofelia		L3 Approval	
11	MIS0400	Chorizo's Fetch Quest	West	CHAR123 - Chorizo	1. Barks need to be added by SFX team -	**Conditional L3 Approval:** The team is seeking an L3 approval that would be conditional on the known issues being resolved. All other elements of the Nexus are considered L3.	

MANAGEMENT TAKEAWAYS

CLARITY FOSTERS CONFIDENCE

Clearly and collectively defined workflows foster trust and ownership among team members, even without fully dedicated resources

WORKFLOWS CULTIVATE TRUST

Continually supporting the team with refined tools and workflows keeps momentum throughout production

OUR SECRET WEAPON

BUILDING CONSENSUS

FOUNDATION

If you want people to agree... give them common ground
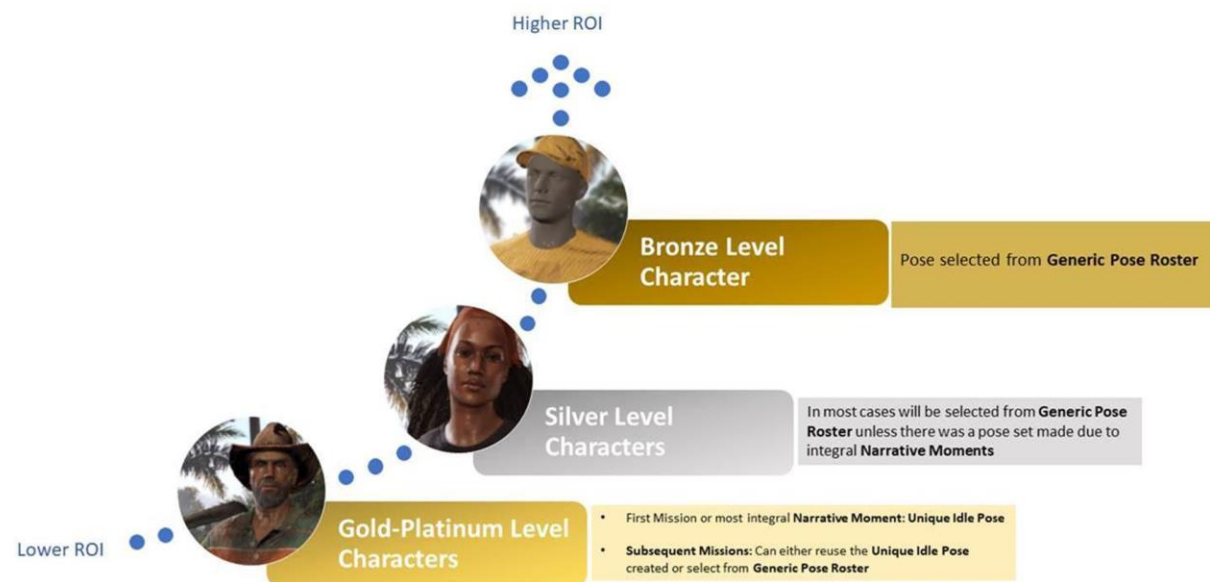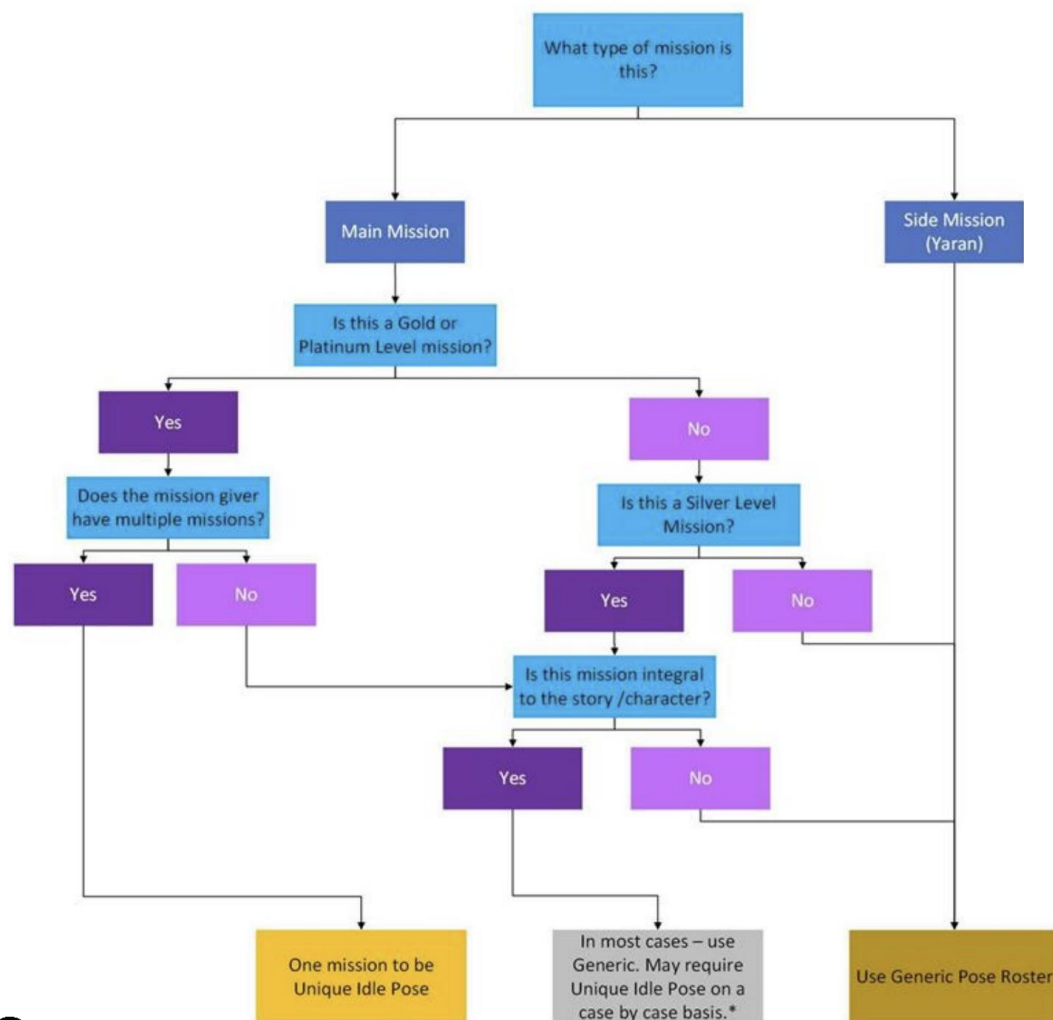
SHARED RESOURCES

Bring consistency and collaboration to decision-making

SUPPORT

Cultivates trust, agency, and voice

# SHARED RESOURCES FOR DECISION MAKING

SHARED RESOURCES FOR DECISION MAKING

	Gold Character	Silver Character	Bronze Character
Gold or Platinum Mission	Unique Idle Pose	Case by Case Basis -may require Unique Idle Pose	Generic Pose from Generic Pose Roster
Silver Mission	Case by Case Basis -may require Unique Idle Pose	Generic Pose from Generic Pose Roster	Generic Pose from Generic Pose Roster
Bronze and Side Missions	Generic Pose from Generic Pose Roster	Generic Pose from Generic Pose Roster	Generic Pose from Generic Pose Roster

Consensus Ensures Consistency

Toronto

Kyiv

Montréal

Berlin

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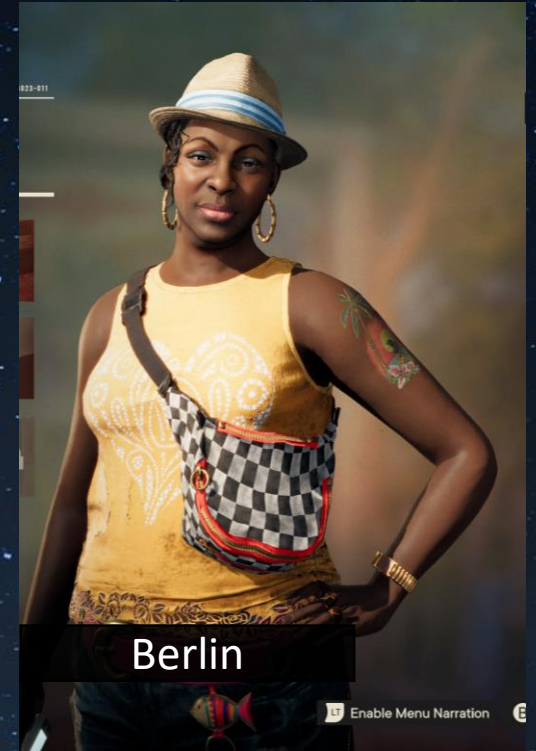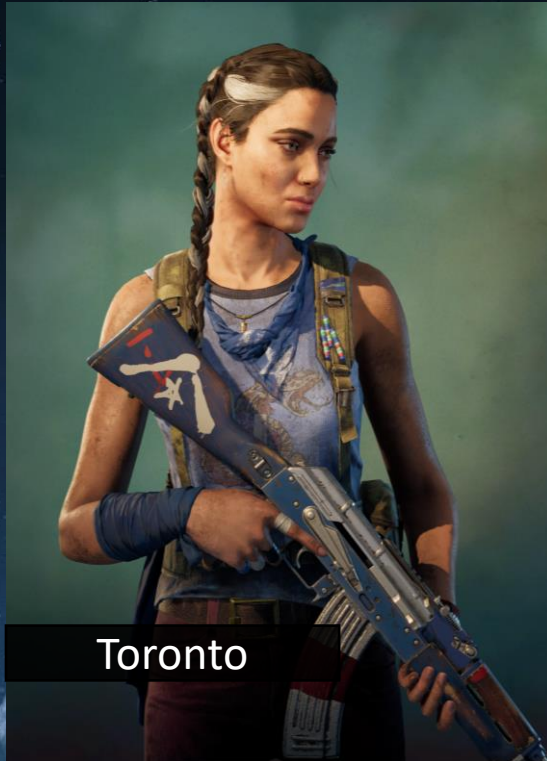
BOTTLE EPISODE

OPERATION

RANK **4**

Don't make me drink alone, Dani

Dani. DANI! Drink with me! You be the guerrilla with the cerveza, I'll be the lonely guy waiting in Segunda.

REWARDS

| DECLINE | ACCEPT AND TRACK |

Bicho

WE SET OUT WITH ONE GOAL...

Update the game's mission-giving feature by moving our NPCs out of the open world to protect the interaction experience from interruption by the game's many systems in order to spotlight our characters.

BUT THE TRUE VICTORY WAS HOW WE SCORED IT

DEFINING OUR FEATURE

Knowing our feature and criteria for success

FEARLESS TEAMWORK

Passing the ball backwards, sideways, and forward to experts, trusting that their input is critical to the play

SUPPORTIVE TOOLS AND WORKFLOWS

Developing and refining management tools to maintain alignment and momentum

BUILDING CONSENSUS

Providing common ground to foster collaboration and consistency and keep the team focused on the goal

SEIZING OPPORTUNITIES TO FLOURISH

Leveraging the resulting confidence and engagement to seize new opportunities as they arise

WHAT MADE THE NEXUS SO SPECIAL IS THE
COLLABORATION IT FOSTERED

THE TRUE HIGHLIGHT OF OUR EXPERIENCE WITH THE GAME WAS OUR UNIQUE
TEAM AND OUR VERY OWN GOAL OF 26 TOUCHES

THANK YOU

FND·003A PB·70G023·011

Chorizo

ney

ow you! Where is it? What is it? I

Q&A

ACCEPT AND TRACK

UBISOFT

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