Servicing a Game using Feature Driven DLC

- What Content/Features to release & when

IGN:
"Outstanding"

Dave Burrows

IGN:
"Outstanding"

Not only was WipEout Pure an excellent launch title for the PSP, it brought downloadable content kicking and screaming onto the handheld scene

Dave Burrows

Big Boffins

dave_burrows@bigboffins.com

http://bigboffin.blogspot.com/

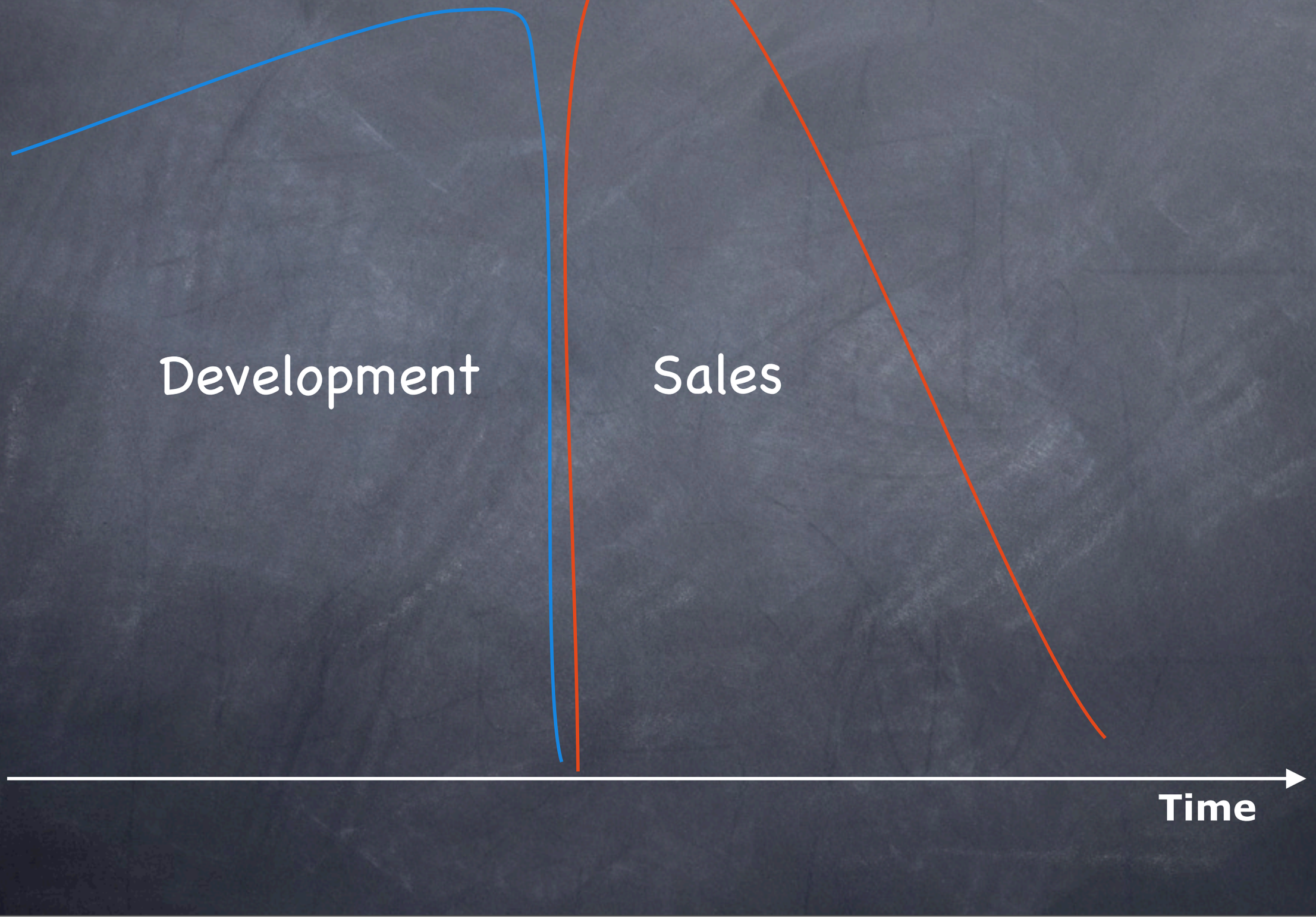
The Launch…

Photos 1, 2, 4, 5, 6,

by Bill Hartenstein.

Photo 3 by Thom Baur, Boeing Corporation.

Photo 8 by John Dickson


Development
Sales
Time

Before

After

Development

Sales

Time

DLC: Patches, Content, New System Features, etc

Development

Sales

Time

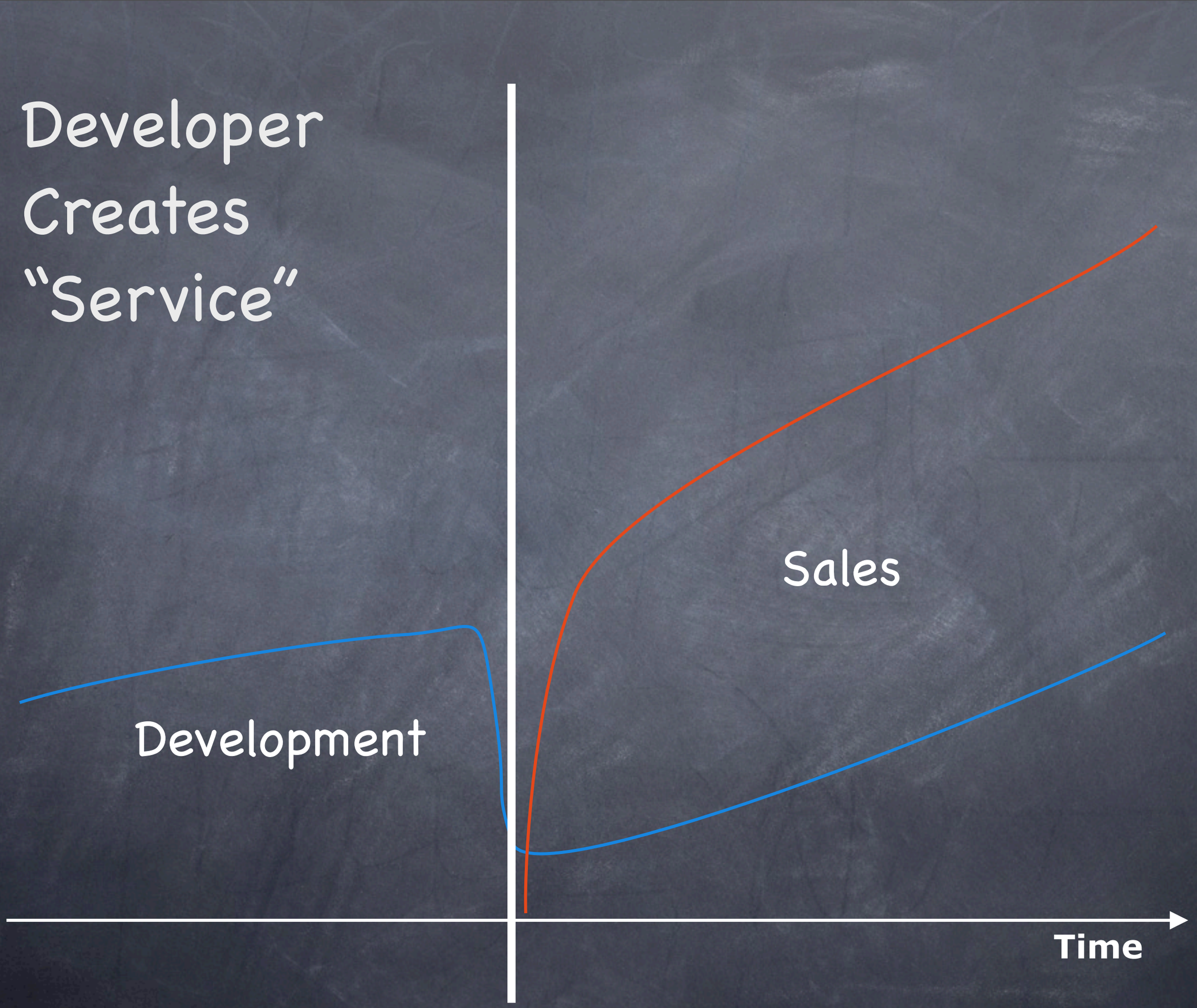
Development

Sales

Developer Services "Launch"

Time

Developer Creates "Service"



With Digital Distribution...

Development does NOT stop at Launch

What to Release and When...

- Products and Services Adoption
- Game Feature Classification
- Optimising Feature Delivery

How are Products or Services Adopted?

Technology Adoption

Technology Adoption Life Cycle

When people adopt

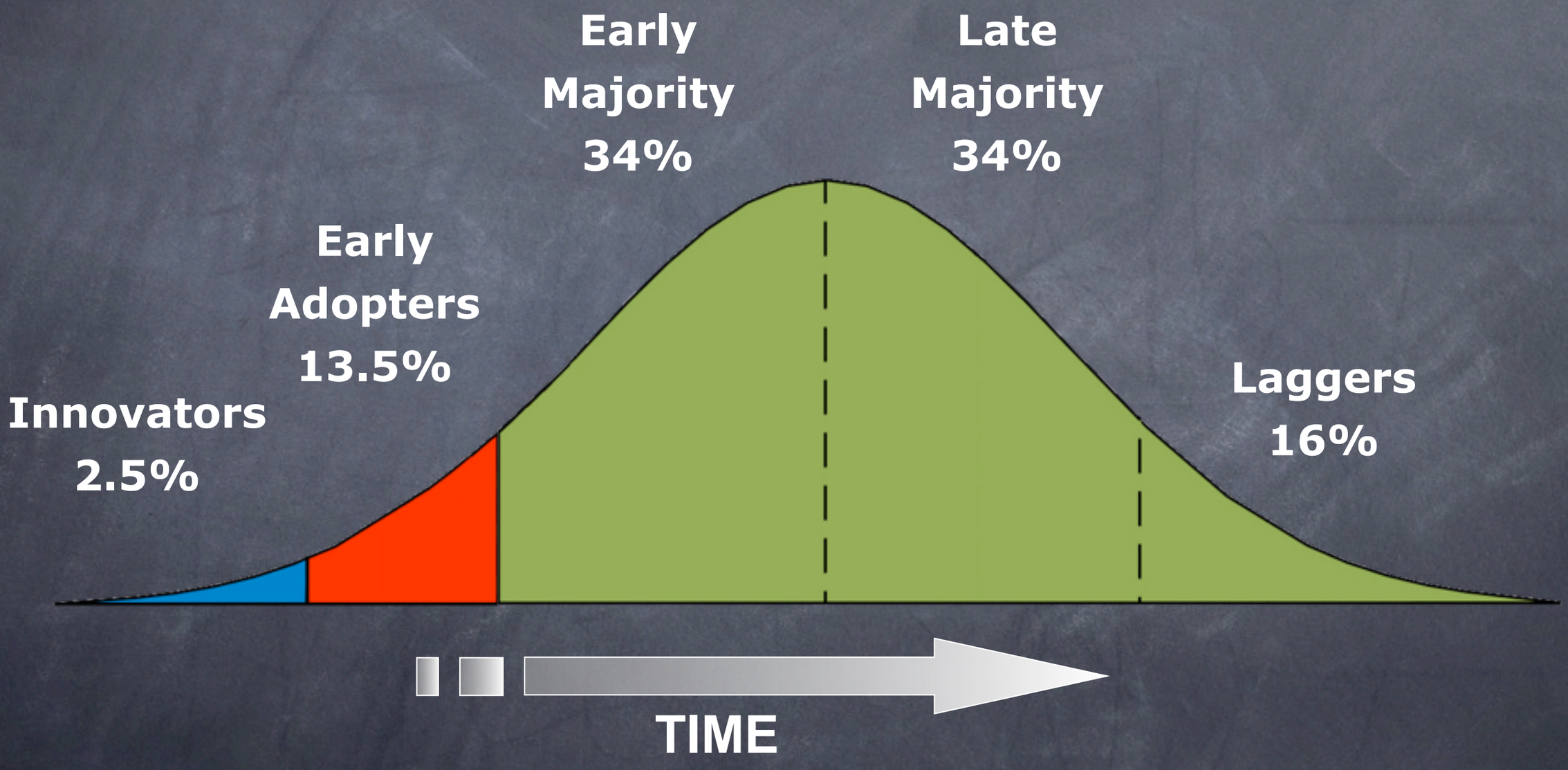
Adoption Process

How people adopt

IOWA CITY

FARMERS MARKET

Technology Adoption Life Cycle



Technology Adoption Life Cycle

Innovator	Early Adopter	Early Majority	Late Majority	Laggers
Love tech' and can understand it	Welcome tech' for the benefits it brings	Welcome tech' but will avoid risk	Not comfortable with new tech'	Don't want to change and hate Tech'

Adoption Process

Awareness/Knowledge	First exposed
Interest/Persuasion	Seeks information
Evaluation/Decision	Chooses to adopt or reject
Trial/Implementation	Employs and tests
Adoption/Confirmation	Finalizes their decision

How Each Adopter Handles Adoption

	Innovator	Early Adopter	Early Majority	Late Majority
Awareness	Blogs & Forums	Specialist Press	Word-of-mouth	General press
Interest	Specific website	Search engine	Friends	Point-of-sale
Evaluation	Technically great	Something new	Fulfils a need	Everyone is using
Trial	Enjoy getting it working	Returns > time spent	Step by step	Single click
Adoption	Impressive tech	What else does it do	Part of routine	Joined the crowd

How Each Adopter Handles Adoption

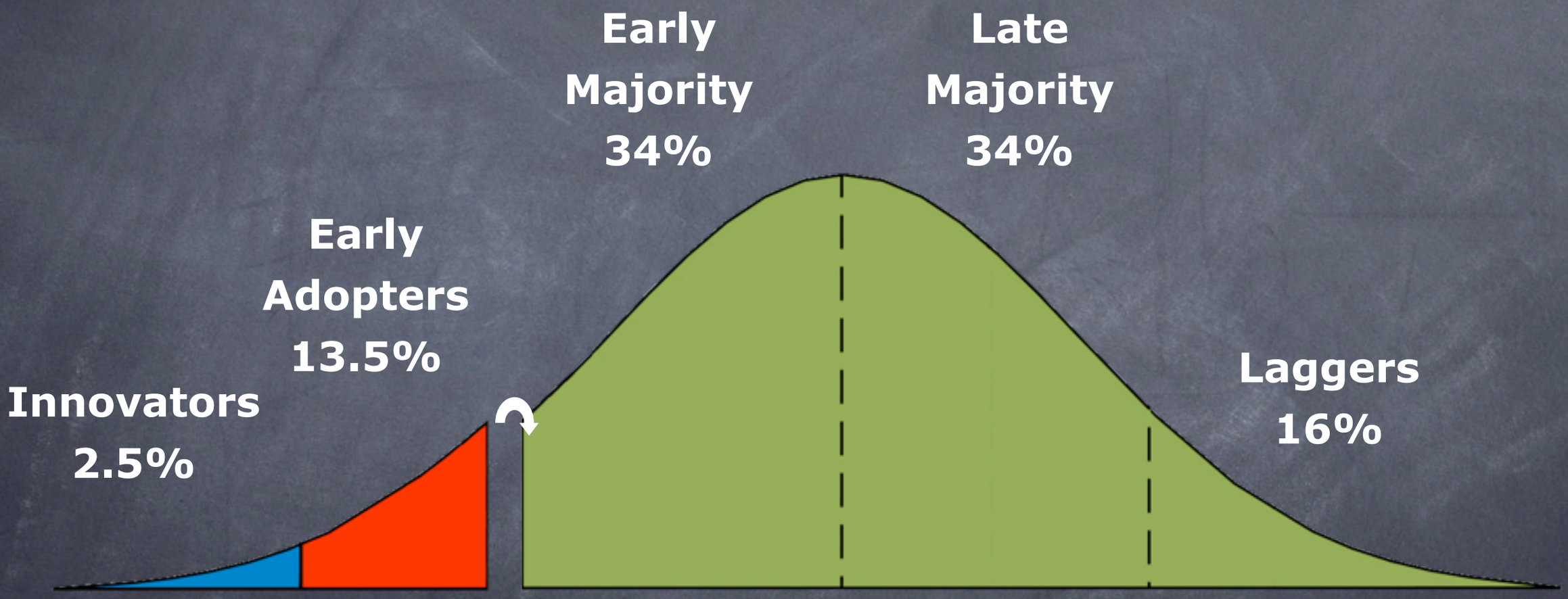
	Innovator	**Early Adopter**	**Early Majority**	***Late Majority***
Awareness "how do you 1st hear"	"Almost always on the internet (e3 video streams, blogs, twitter, gamesites)"	"I usually check Eurogamer or Kotaku"	Discussions "through work"	"I tend to look at my fav' Developer websites"
Interest "find out more"	"Internet game sites/video (1up, Eurogamer)"	"Enter it's name in a web browser"	"Google, then whatever looks the most 'legit'"	"Web searches, Playfire.com, Facebook groups"
Evaluation "why would you buy"	"I like the look of it based on what I've seen"	"It looks innovative or is from an existing franchise"	"If it would give me continuous gameplay"	"I like my games to be familiar so I tend to look at sequels"

An adoption of 2 halves

How Each Adopter Handles Adoption

	Innovator	Early Adopter	Early Majority	Late Majority
Awareness	Come across it		Pushed to them	
Interest	Search the information out		Recommendations and friends	
Evaluation	Choose for themselves		Trust reviews	
Trial	Work at it		"One click"	
Adoption	Adjust life to it		Merge it in to their life	

Technology Adoption Life Cycle



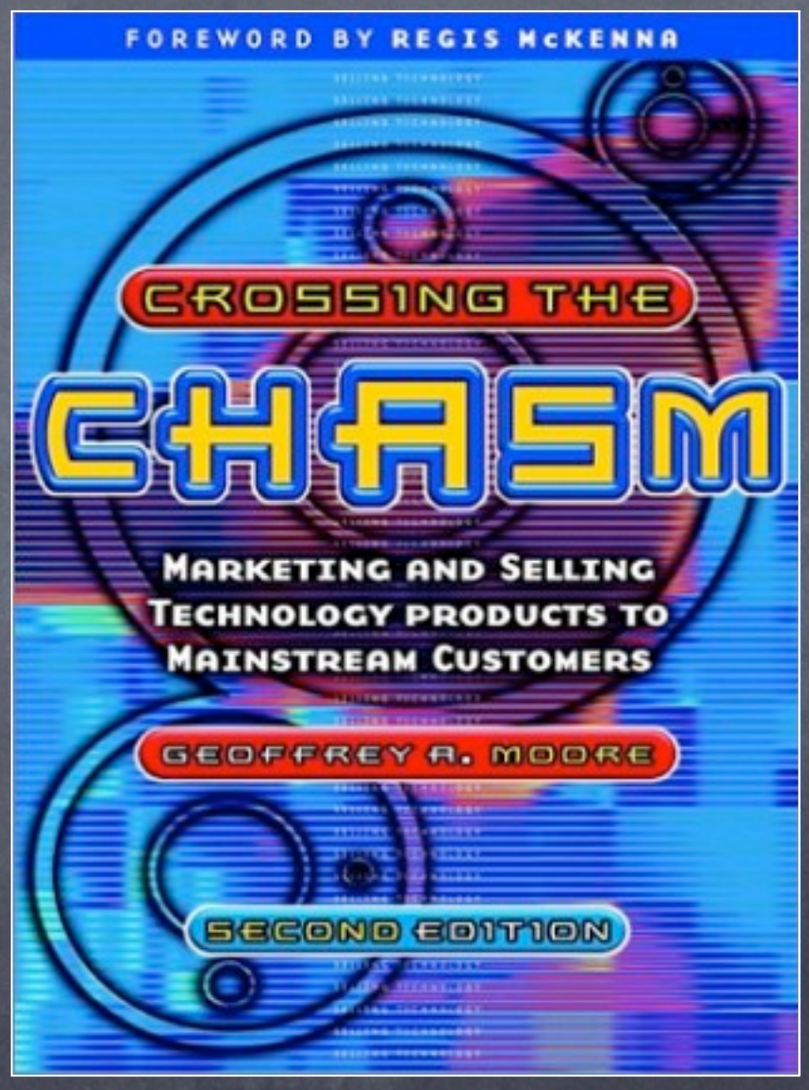
"The Chasm"

Technology Adoption Life Cycle

Book…

"Crossing the Chasm"

Geoffrey Moore



Crossing the Chasm

	Innovator	Early Adopter	Early Majority	Late Majority
Awareness	Website		Advertise	
Interest	Links		News Releases & Social Networks	
Evaluation	User stories		Reviews	
Trial	Feature tutorial		Easy install	
Adoption	Excitement features		Customise & short-cuts	

GDC09 - Network Marketing

Presented By:

Ryan S. Dancey
Chief Marketing Officer
CCP Games

Crossing the Chasm

	Innovator	Early Adopter	Early Majority	Late Majority
Awareness	Website		Social Networks	
Interest	Links			
Evaluation	User stories			
Trial	Feature tutorial		Easy install	
Adoption	Excitement features		Customise & short-cuts	

Crossing the Chasm

	Innovator	Early Adopter	Early Majority	Late Majority
Awareness	Website			
Interest	Links		Social Networks	
Evaluation	User stories			
Trial	Feature tutorial		Easy install	
Adoption	Excitement features		Customise & short-cuts	

What Features to release & when

Summary

Early Adopters ≠ Late Adopters

How are Features Classified to Match our Player's Needs?

The Kano Model

Developed in the 80's by
Professor Noriaki Kano

Product Development v Customer Satisfaction

The Kano Model

Basic

Needs that are Expected, Assumed, and Given

Sunday, 14 March 2010

The Kano Model

Performance

Needs that are consciously evaluated by the Customer and at the top of their minds when purchasing

The Kano Model

Excitement

Attributes/Qualities that deliver "buzz". The Wows, Differentiators, Innovations, Unique Selling/Value Propositions, Hidden

Sunday, 14 March 2010

Satisfied

Need Not

Need Fulfilled

Fulfilled

Well

Dissatisfied

Satisfied

Need Not

Need Fulfilled

Fulfilled

Well

BASIC

(Expected)

Dissatisfied

Satisfied

PERFORMANCE

(Spoken)

Need Not

Need Fulfilled

Fulfilled

Well

BASIC

(Expected)

Dissatisfied

Satisfied

EXCITEMENT

(HIDDEN Needs!)

PERFORMANCE

(Spoken)

Need Not

Need Fulfilled

Fulfilled

Well

BASIC

(Expected)

Dissatisfied

Satisfied

EXCITEMENT

(HIDDEN Needs!)

PERFORMANCE

(Spoken)

Need Not

Fulfilled

Need Fulfilled

Well

BASIC

(Expected)

TIME

Dissatisfied

LAP
2 OF 3
POSITION
8
00:22.0

LAP
2 OF 3
POSITION
8

position
16 16
tours
3
0:00.0
51

LAP
2 OF 3
POSITION
0'43.8
00:2

ignition
energy
drink
FUTURE PROOF

0:00.0
4
51

So which features are which...

Kano Classifying your Features

Functional Question

"How do you feel if this feature is present?"

Dysfunctional Question

"How do you feel if this feature is NOT present?"

Kano Classifying your Features

Answers

"I expect it to be this way"

"I like it that way"

"I am neutral"

"I can live with it this way"

"I dislike it this way"

Kano Classifying your Features

		Dysfunctional Question				
Functional Question		Like	Expect	Neutral	Live with	Dislike
	Like	Questionable	Excitement	Excitement	Excitement	Performance
	Expect	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Neutral	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Live with	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Dislike	Reverse	Reverse	Reverse	Reverse	Questionable

Kano Classifying your Features

Functional Question \ Dysfunctional Question	Like	Expect	Neutral	Live with	Dislike
Like	Questionable	Excitement	Excitement	Excitement	Performance
Expect	Reverse	Indifferent	Indifferent	Indifferent	Basic
Neutral	Reverse	Indifferent	Indifferent	Indifferent	Basic
Live with	Reverse	Indifferent	Indifferent	Indifferent	Basic
Dislike	Reverse	Reverse	Reverse	Reverse	Questionable

Kano Classifying your Features

Functional Question \ Dysfunctional Question	Like	Expect	Neutral	Live with	Dislike
Like	Questionable	Excitement	Excitement	Excitement	Performance
Expect	Reverse	Indifferent	Indifferent	Indifferent	Basic
Neutral	Reverse	Indifferent	Indifferent	Indifferent	Basic
Live with	Reverse	Indifferent	Indifferent	Indifferent	Basic
Dislike	Reverse	Reverse	Reverse	Reverse	Questionable

Kano Classifying your Features

Functional Question	Dysfunctional Question: Like	Expect	Neutral	Live with	Dislike
Like	Questionable	Excitement	Excitement	Excitement	Performance
Expect	Reverse	Indifferent	Indifferent	Indifferent	Basic
Neutral	Reverse	Indifferent	Indifferent	Indifferent	Basic
Live with	Reverse	Indifferent	Indifferent	Indifferent	Basic
Dislike	Reverse	Reverse	Reverse	Reverse	Questionable

Kano Classifying your Features

E.G. Console Racing Game...

Q: "How do you feel if Multiplayer racing is present?"

A: "I expect it to be this way"

Q: "How do you feel if Multiplayer racing is NOT present?"

A: "I dislike it this way"

Kano Classifying your Features

		NO Multiplayer				
Multiplayer		Like	Expect	Neutral	Live with	Dislike
	Like	Questionable	Excitement	Excitement	Excitement	Performance
	Expect	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Neutral	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Live with	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Dislike	Reverse	Reverse	Reverse	Reverse	Questionable

Kano Classifying your Features

Functional Question	Dysfunctional Question: Like	Expect	Neutral	Live with	Dislike
Like	Questionable	Excitement	Excitement	Excitement	Performance
Expect	Reverse	Indifferent	Indifferent	Indifferent	Basic
Neutral	Reverse	Indifferent	Indifferent	Indifferent	Basic
Live with	Reverse	Indifferent	Indifferent	Indifferent	Basic
Dislike	Reverse	Reverse	Reverse	Reverse	Questionable

"Multiplayer Racing" is a Basic feature

Kano Classifying your Features

		Dysfunctional Question				
Functional Question		Like	Expect	Neutral	Live with	Dislike
	Like	Questionable	Excitement	Excitement	Excitement	Performance
	Expect	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Neutral	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Live with	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Dislike	Reverse	Reverse	Reverse	Reverse	Questionable

Kano Classifying your Features

	Like	Expect	Neutral	Live with	Dislike
Feature 1 : Functional					
Feature 2 : Functional					
Feature 3 : Dysfunctional					
Feature 1 : Dysfunctional					
Feature 4 : Functional					
Feature 2 : Dysfunctional					
Feature 3 : Functional					

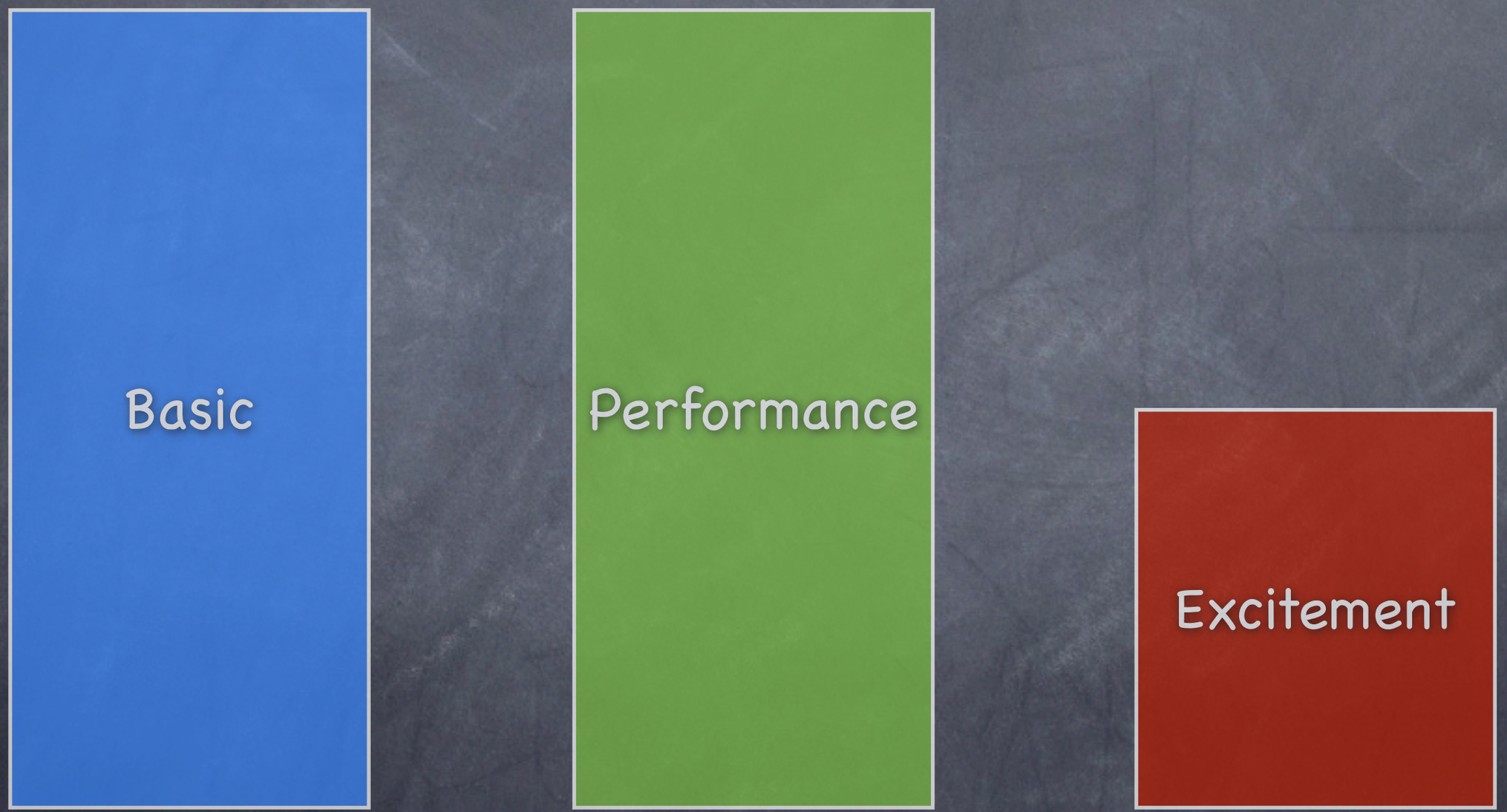
Kano Classifying your Features

	Like	Expect	Neutral	Live with	Dislike
Feature 1 : Functional	✓				
Feature 2 : Functional		✓			
Feature 3 : Dysfunctional				✓	
Feature 1 : Dysfunctional			✓		
Feature 4 : Functional	✓				
Feature 2 : Dysfunctional					✓
Feature 3 : Functional				✓	

Kano Classifying your Features

		Dysfunctional Question				
Functional Question		Like	Expect	Neutral	Live with	Dislike
	Like	Questionable	Excitement	Excitement	Excitement	Performance
	Expect	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Neutral	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Live with	Reverse	Indifferent	Indifferent	Indifferent	Basic
	Dislike	Reverse	Reverse	Reverse	Reverse	Questionable

Kano Classifying your Features

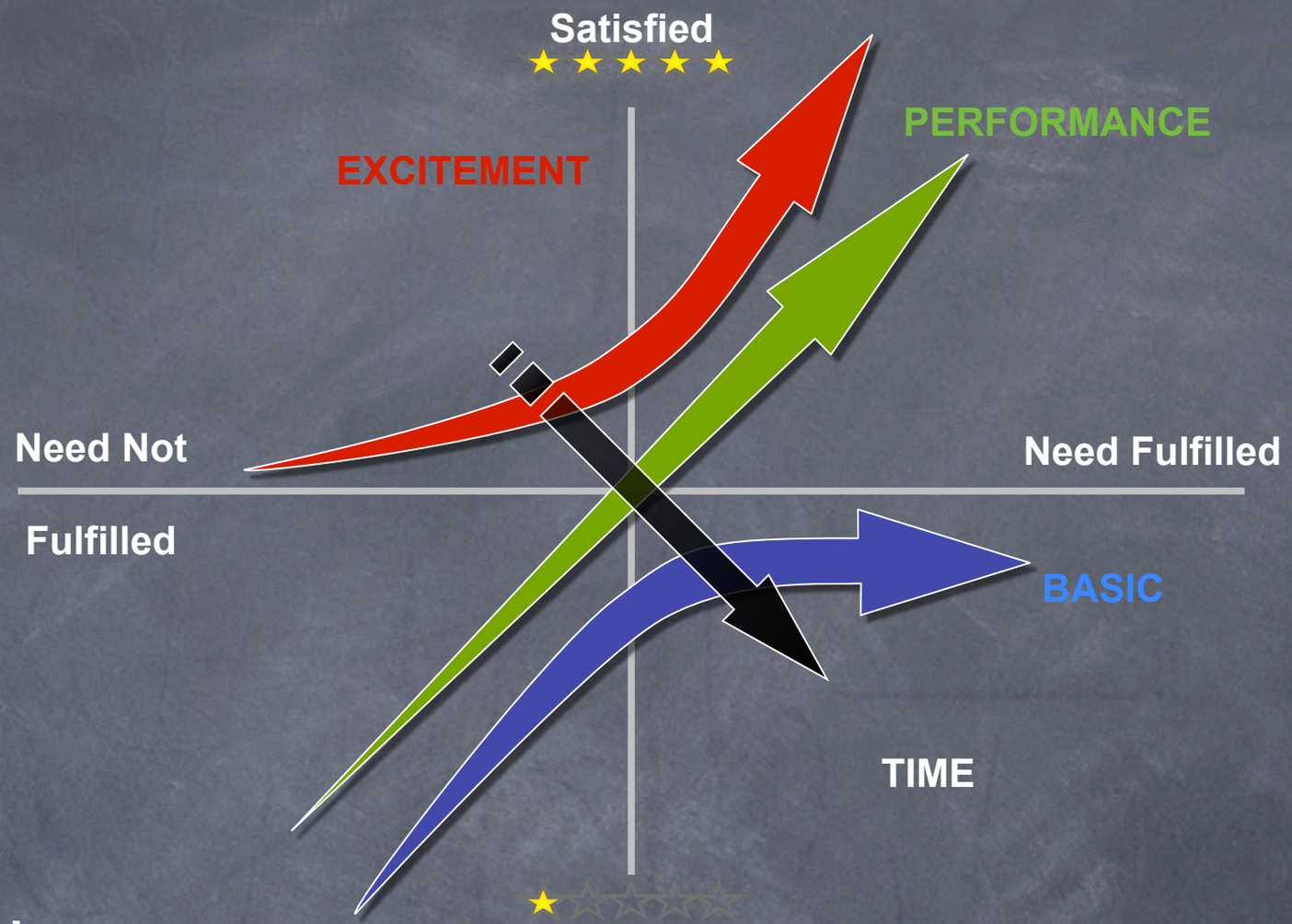


Summary

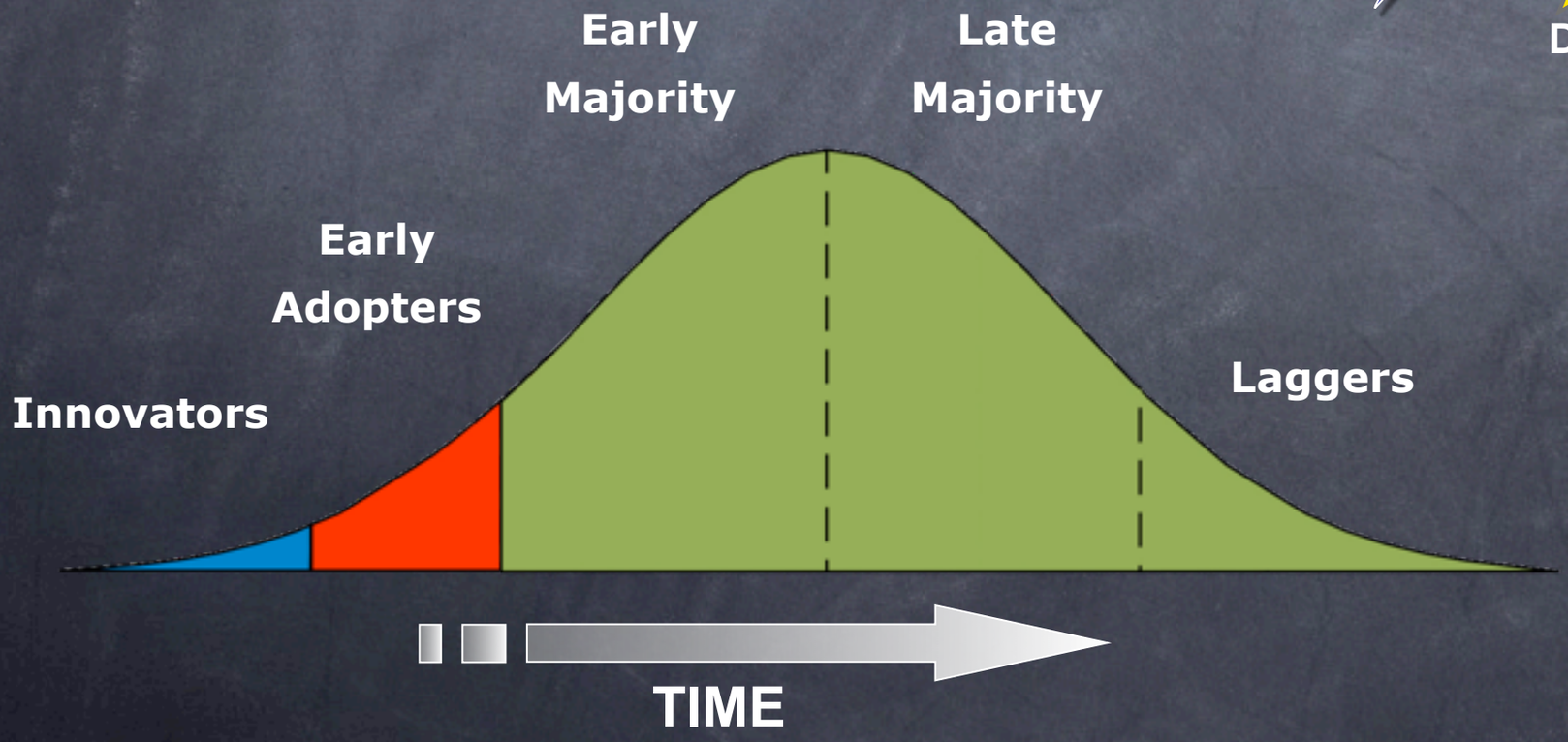
Feature "A" Satisfaction ≠ Feature "B" Satisfaction

How can we Optimise our Feature Delivery to Match Adoption?

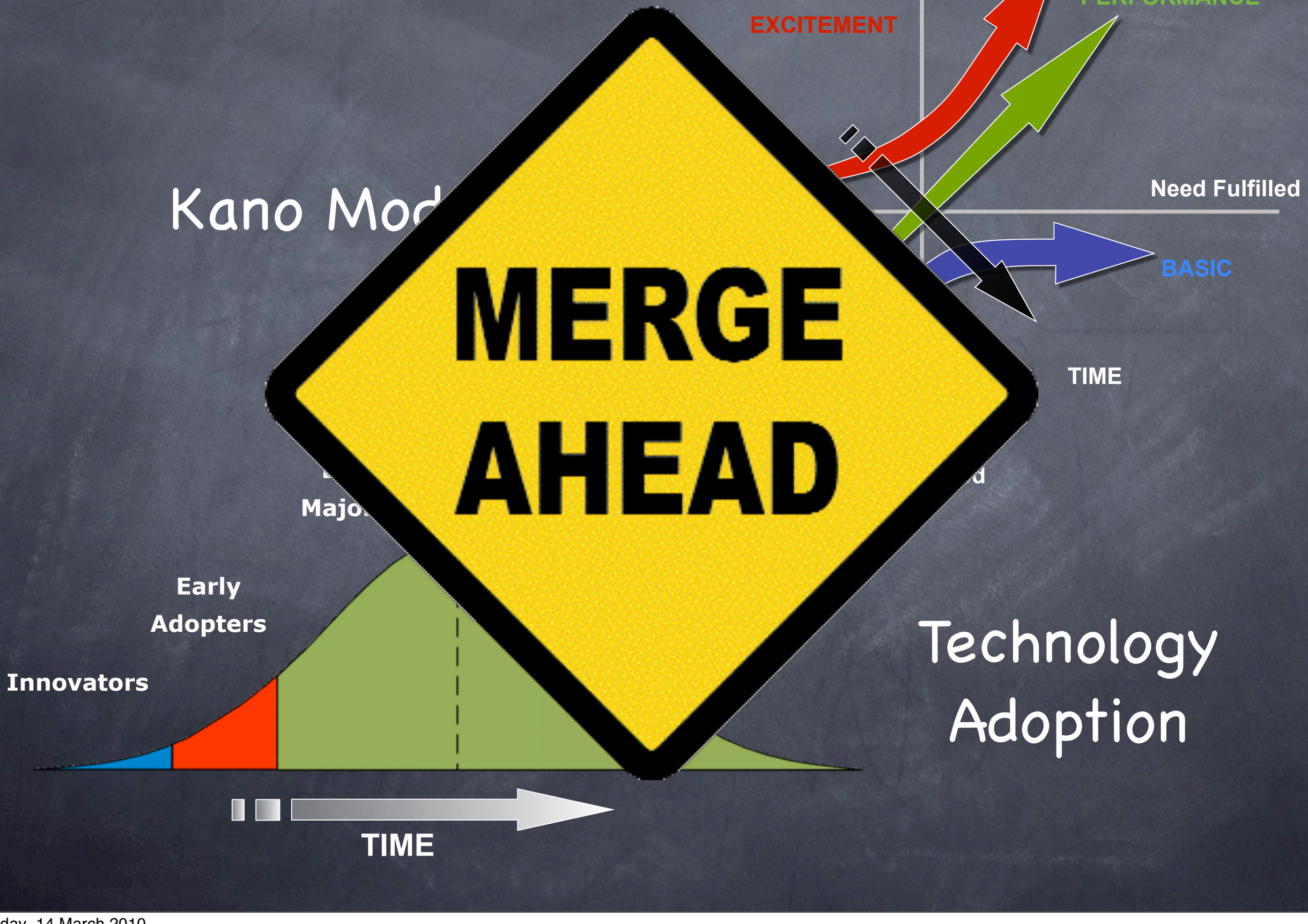
Kano Model



Technology Adoption

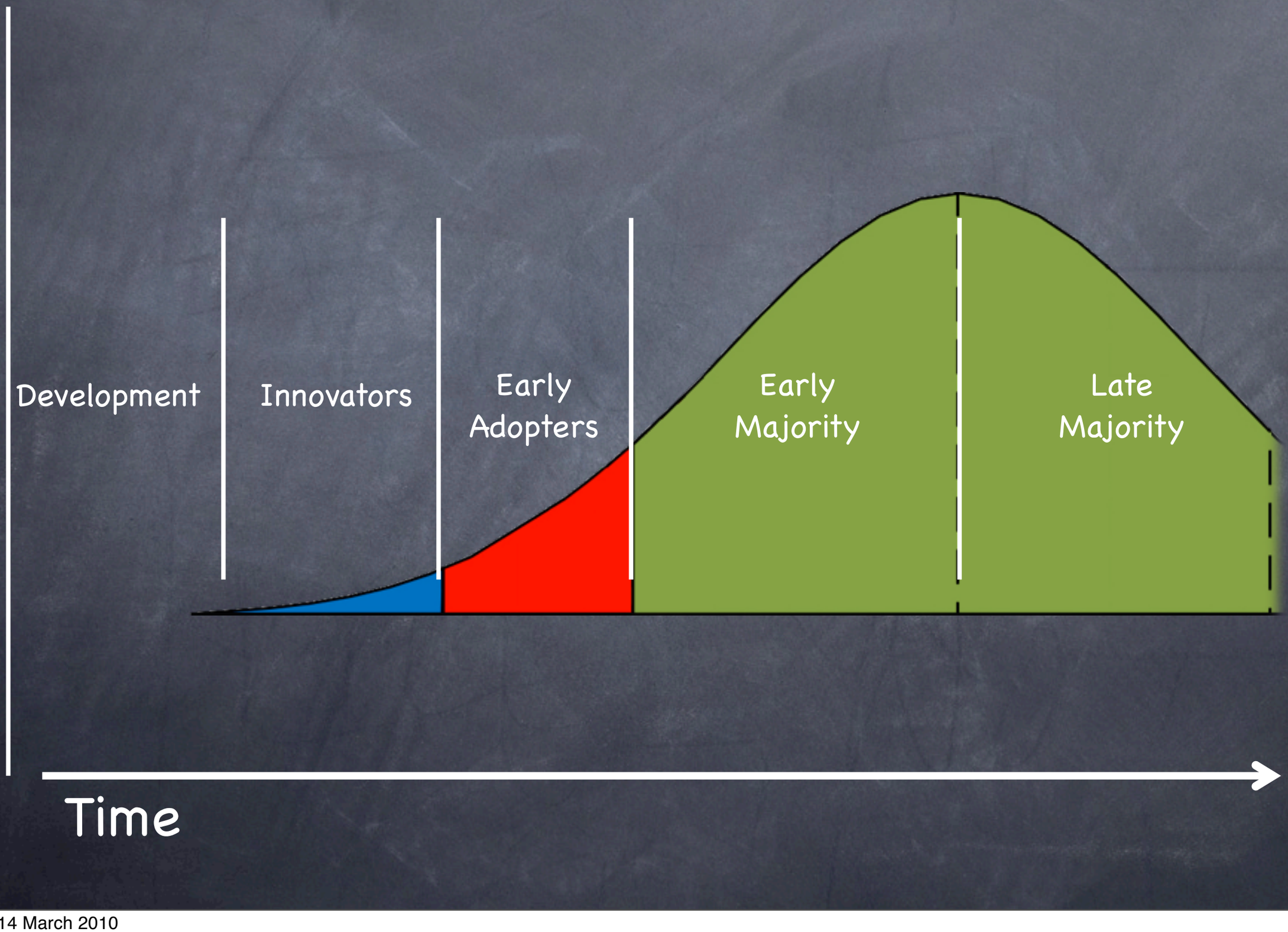


Kano Mod

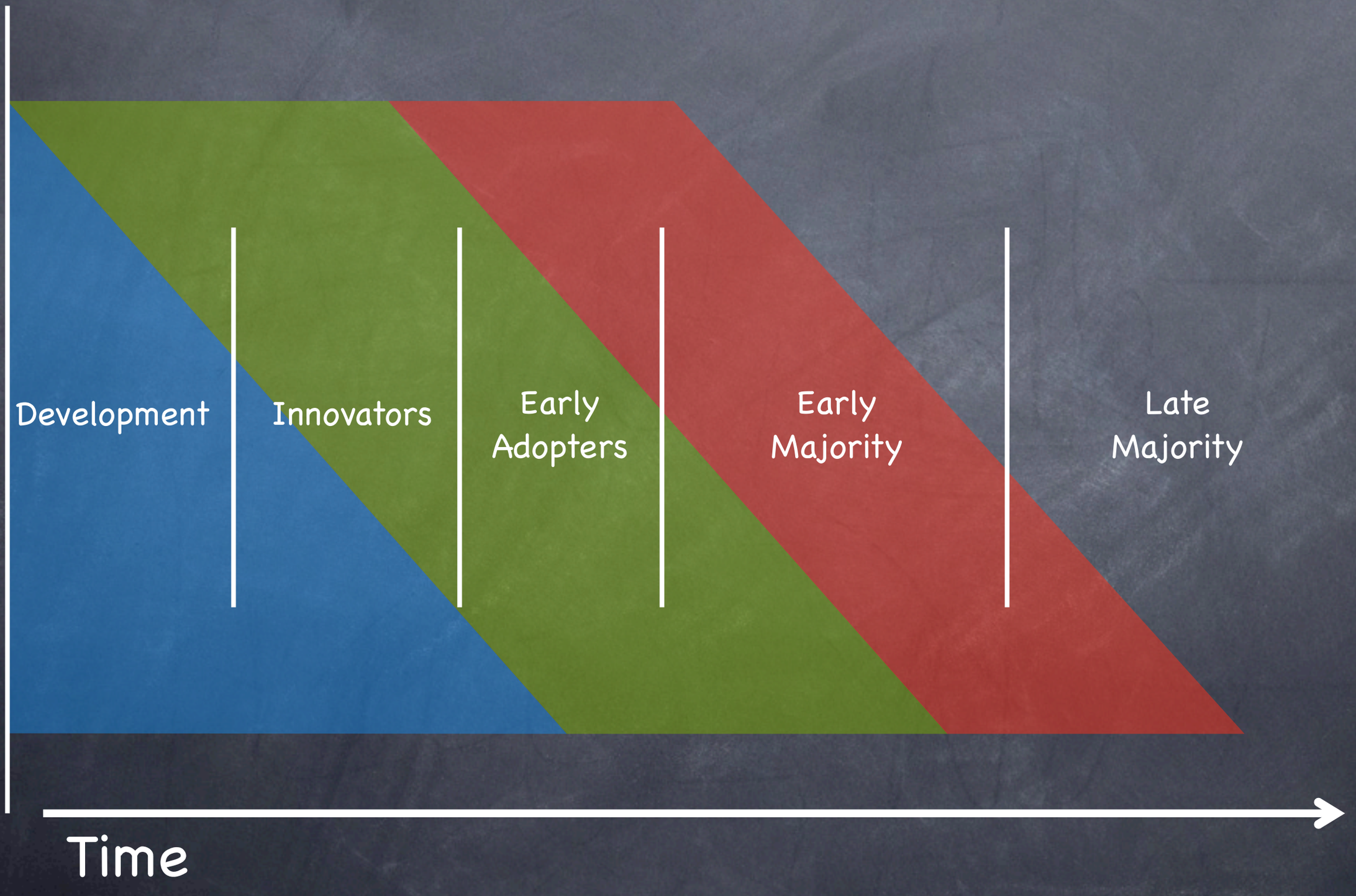


Technology Adoption

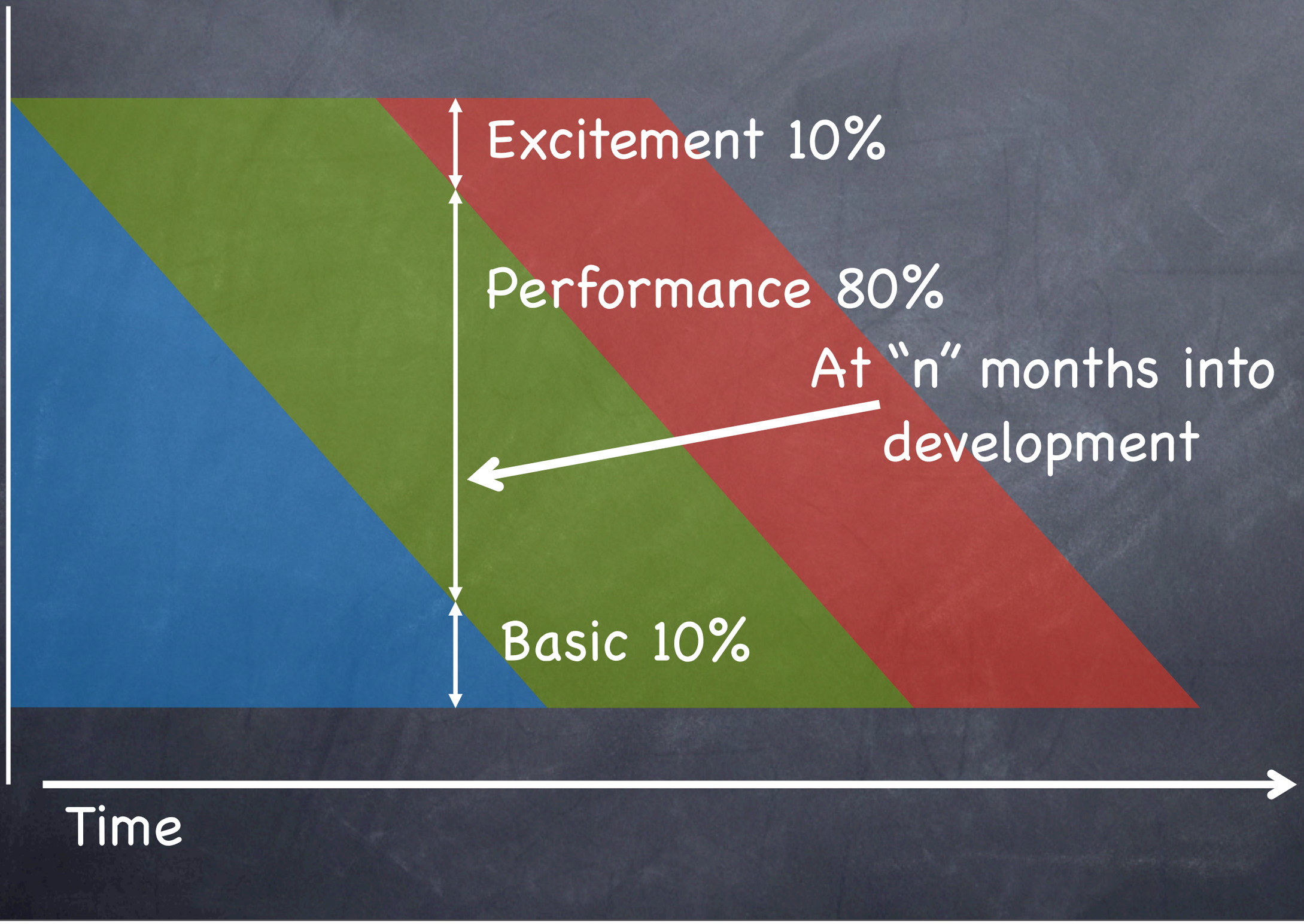
Technology Adoption



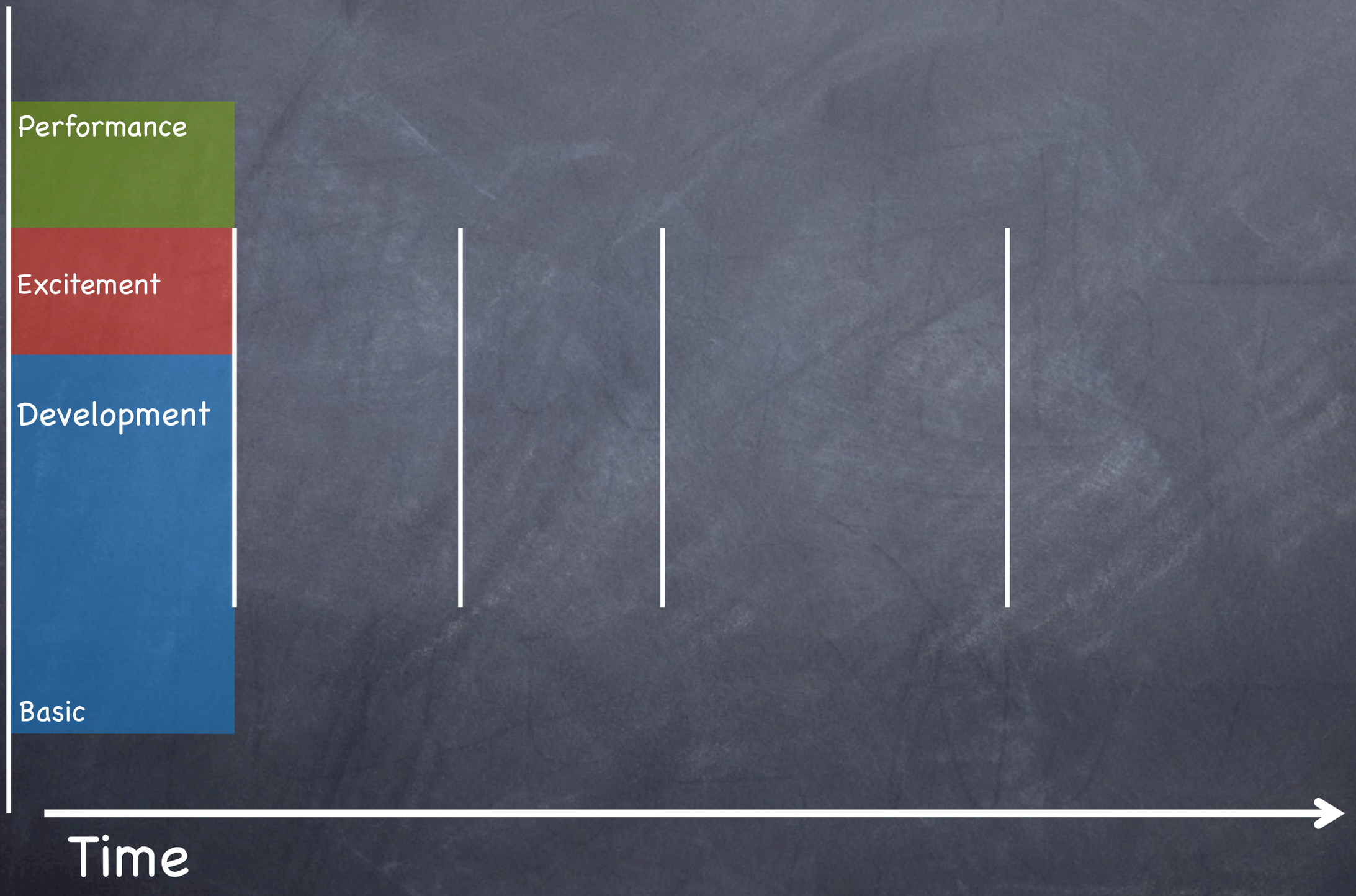
Naive Kano Feature Delivery



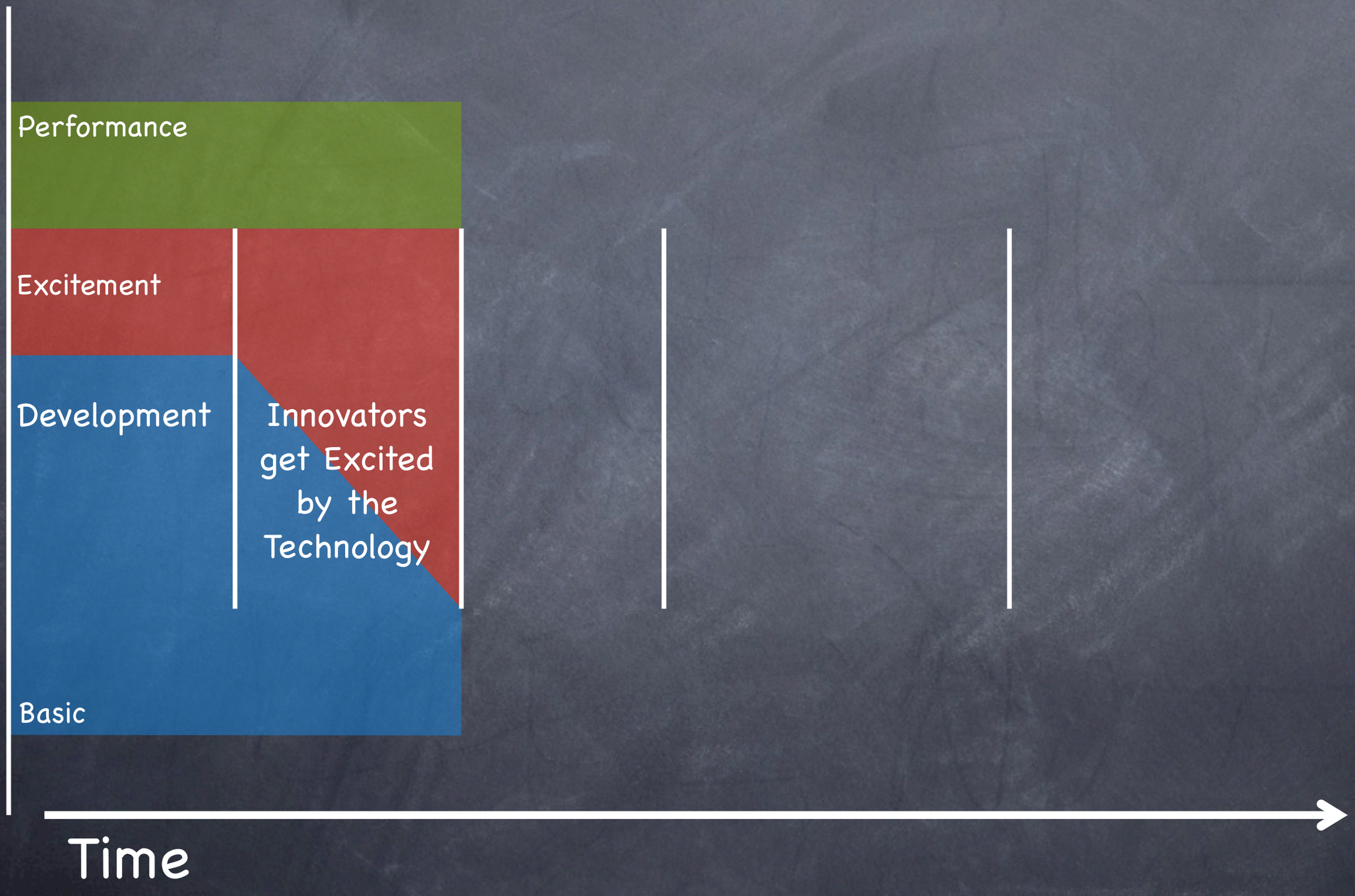
Naive Kano Feature Delivery



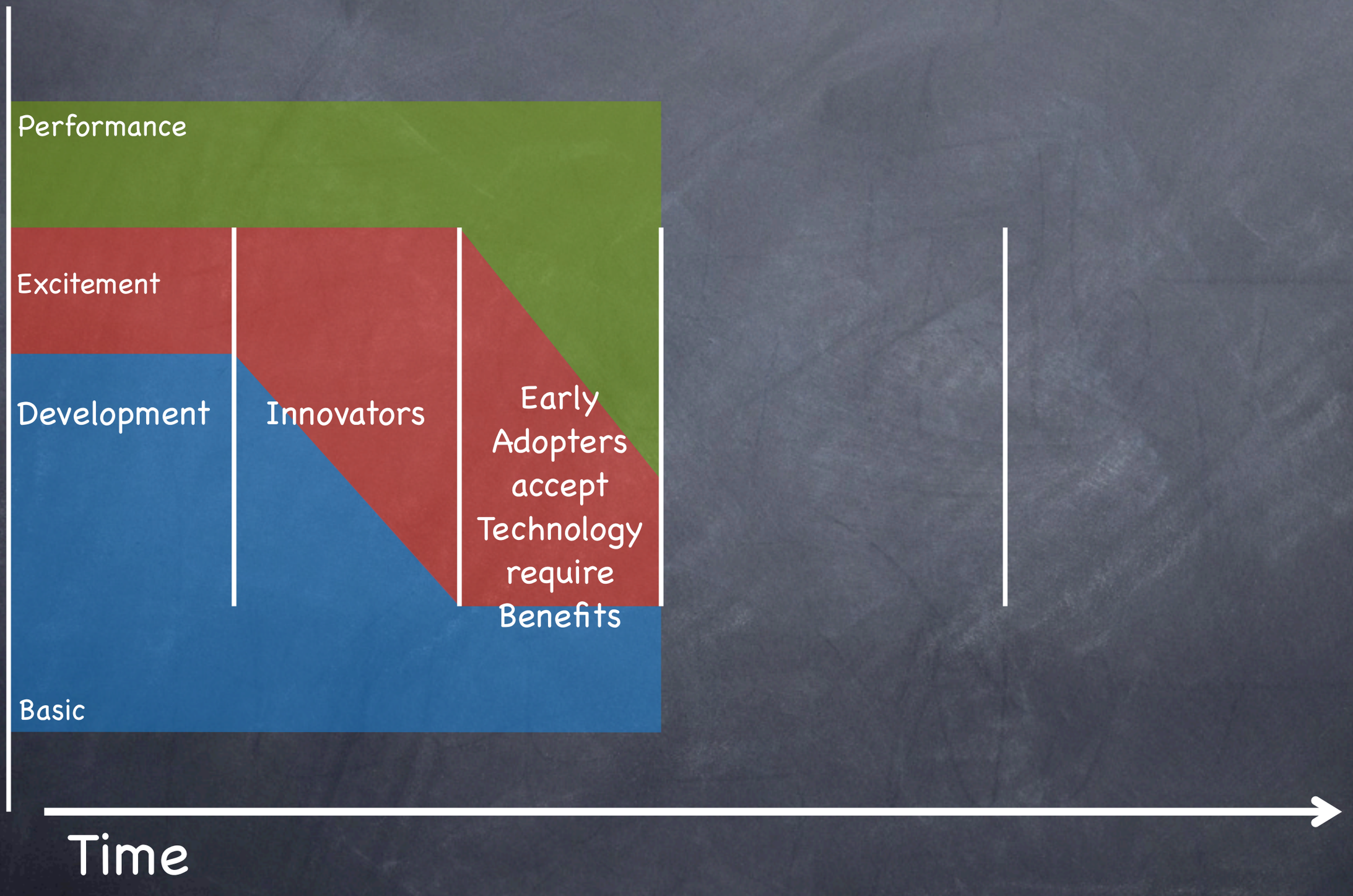
Kano Feature Delivery



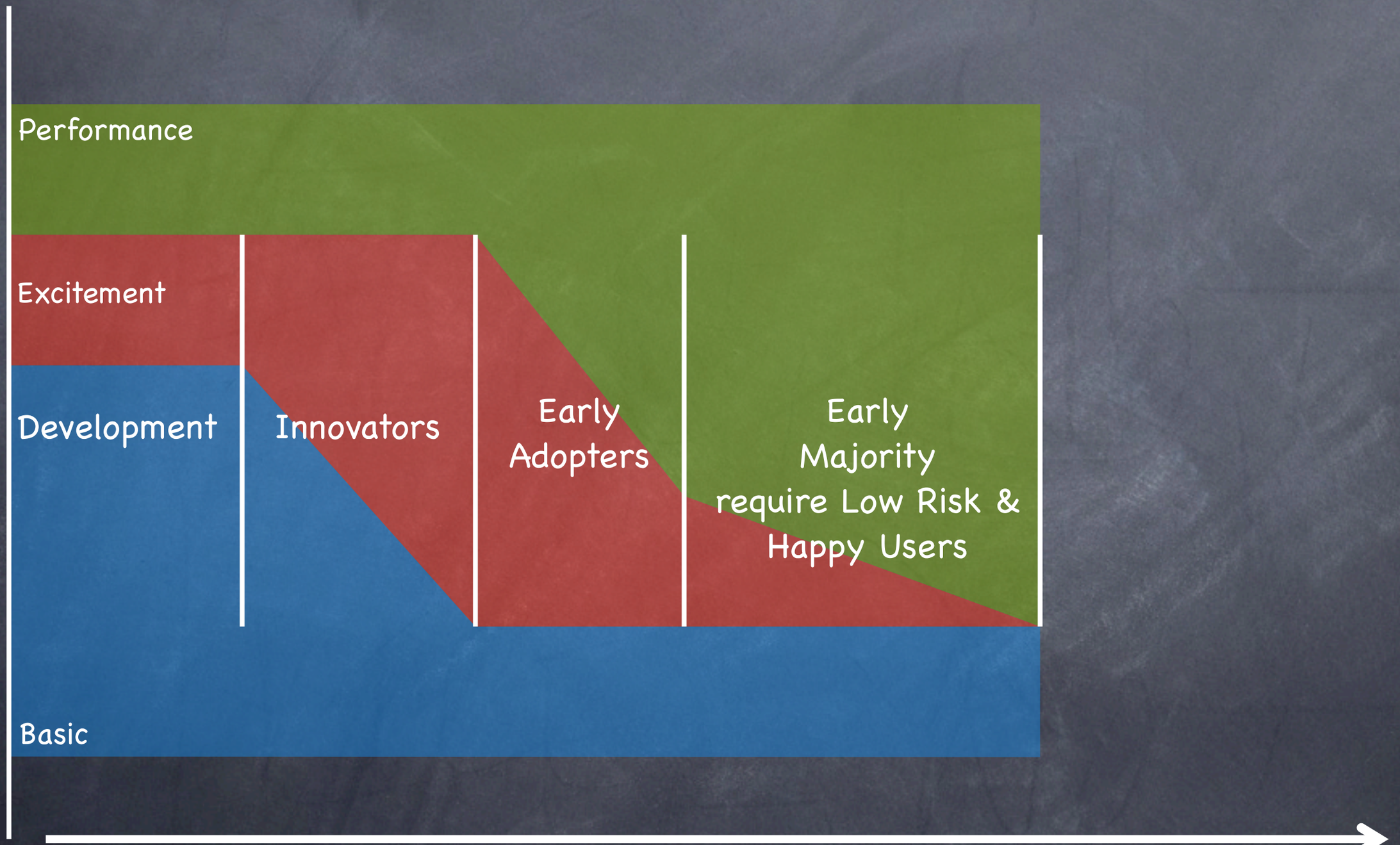
Kano Feature Delivery



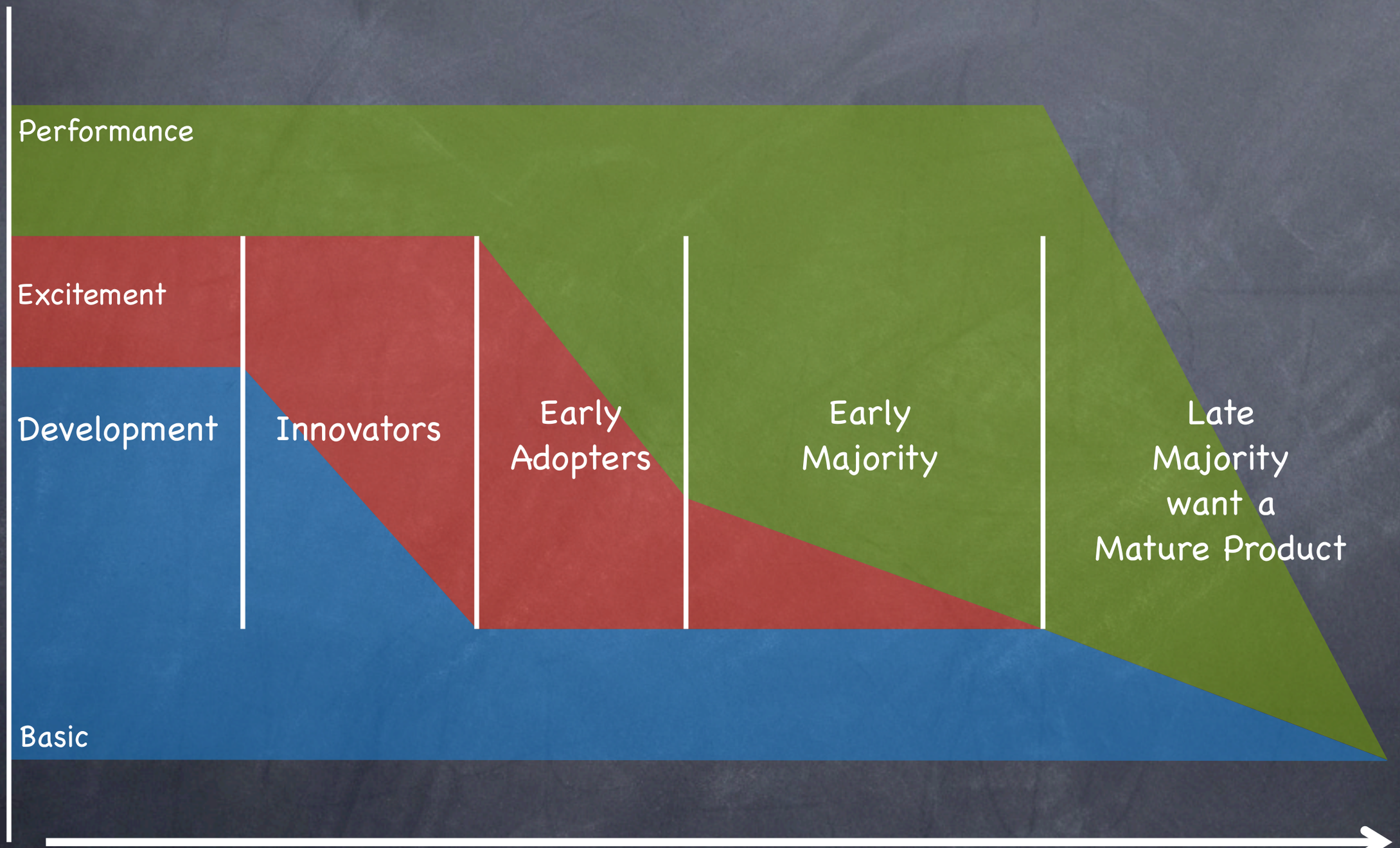
Kano Feature Delivery



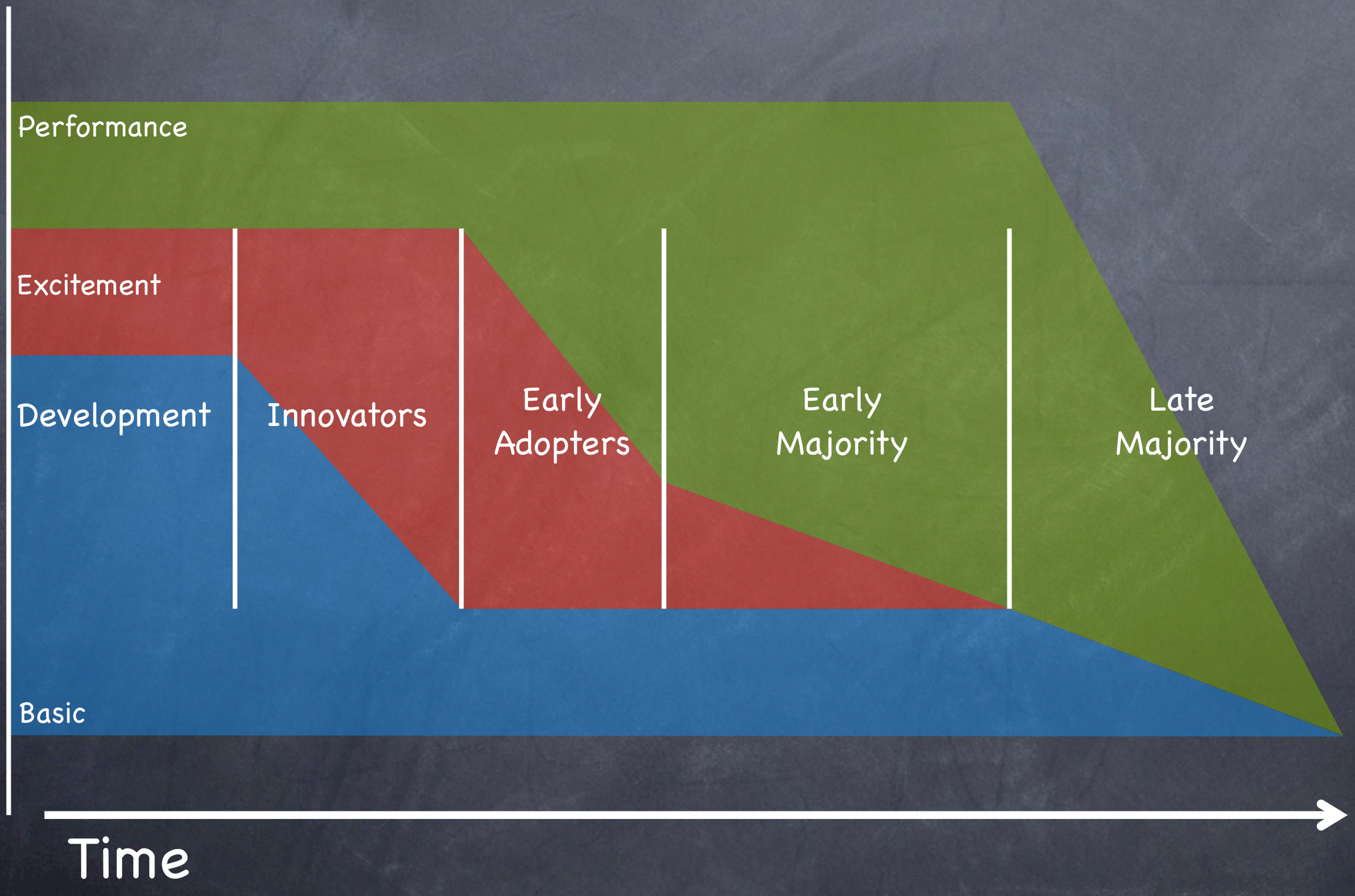
Kano Feature Delivery



Kano Feature Delivery



Final Kano Feature Delivery



Summary

Launch Product ≠ Mature Product

Final Summary

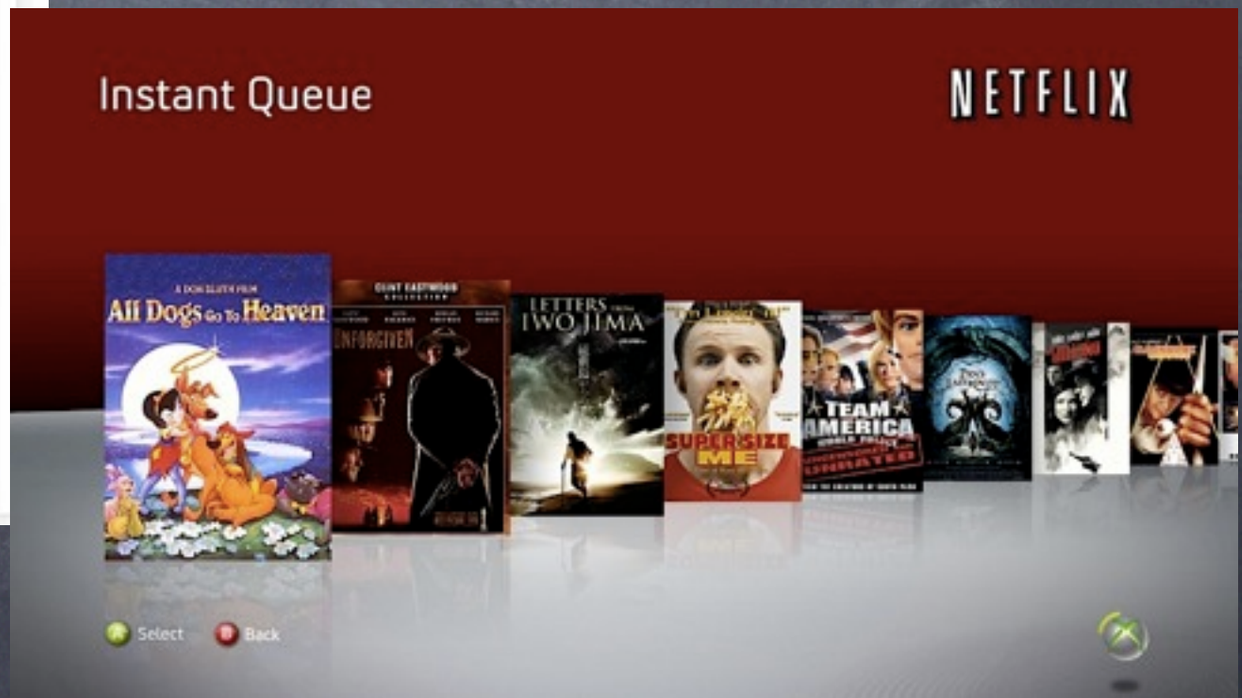
Hardware Changes

Interface Changes

Kernel Changes

BBC iPlayer

twitter



Software Changes

Players change

Innovators & Early Adopters need an "Exciting" Game

"Excitement" and cutting-edge features

Early & Late Majority need an "Accessible" Game

"Performance" features with low risk

Thank You

- dave_burrows@bigboffins.com
- http://bigboffin.blogspot.com/