

Divinity: Original Sin Postmortem

Success Stories and

Lessons Learned

Swen Vincke Larian Studios



GAME DEVELOPERS CONFERENCE®

MOSCONE CENTER · SAN FRANCISCO, CA MARCH 2-6, 2015 · EXPO: MARCH 4-6, 2015

"DIVINITY: ORIGINAL SIN DELIVERS IN ALMOST EVERY CONCEIVABLE WAY"



Quick facts

- Single and multiplayer CRPG
- Over 100 hours of gameplay
- Made by a 35 people team
- 3,5/2 years of development
- Our second self-published game

Talk Structure

- 1. A most important lesson
- 2. Getting the Funding
- 3. How we made sure it was good
- 4. How we told people it was good
- 5. Questions

Broken boring games don't sell well

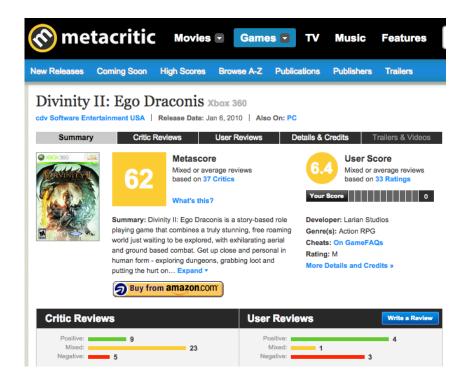


The Abyss



Our Worst Nightmare

- 13 years & 40 games in
- First console game
- First co-publishing deal
- 8 months late
- Released prematurely
- A true turning point



Introspection Day

- Too reliant on middleware
- Too many iterations
- Fragmented focus
- Team issues
- Insufficient financing
- No control
- No day 1 revenue
- Lost identity

Reboot needed



First steps

A clear plan:

- Finish the game
- Integrate feedback
- Settle debts
- Prove ourselves
- Get ready to break free





It worked!



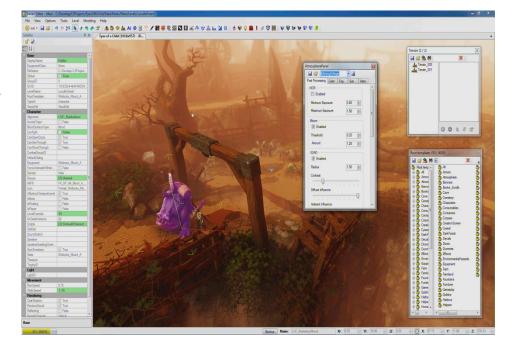


Polished fun games are rewarding Let's never compromise again...

- Take control
 - Stick to our vision



- Take control
 - Stick to our vision
 - Make our own technology





- Take control
 - Stick to our vision
 - Make our own technology
 - Do our own publishing





Take control

- Stick to our vision
- Make our own technology
- Do our own publishing
- Re-establish our identity





Take control

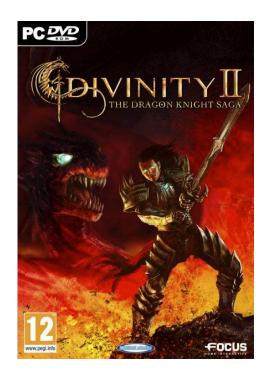
- Stick to our vision
- Make our own technology
- Do our own publishing
- Re-establish our identity
- No more broken games





- Take control
 - Stick to our vision
 - Make our own technology
 - Do our own publishing
 - Re-establish our identity
 - No more broken games

Iterate until it's very good



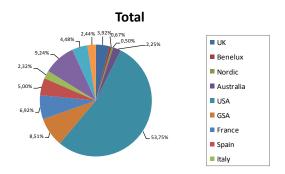
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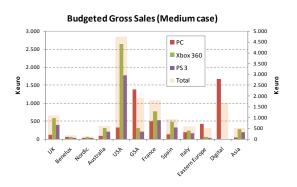
The Plan

- Keep team together
- Make two games
- One small, one big
- Small helps fund big
- Iterate until it's ready

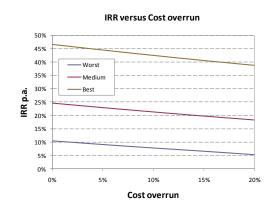


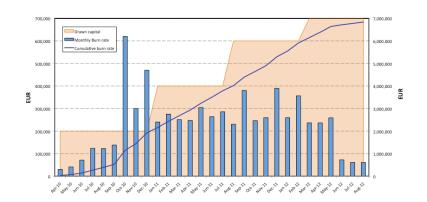






Funding iteration





Key issues

- If you commit yourself to quality, scope & time will increase and therefore budget will increase
- Best have an arsenal of tricks ready to get the financing in place

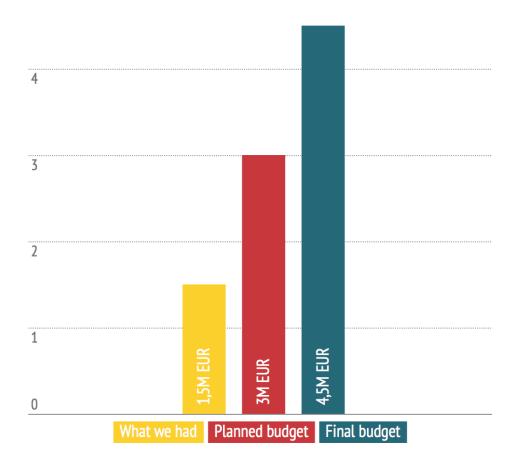






Budget

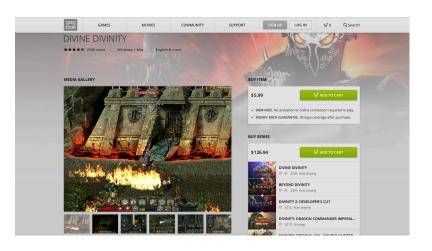
- 1 500 000 EUR for development & publishing
- We hoped to double it
- We ended up spending almost 3 times more



Where did we find the money?



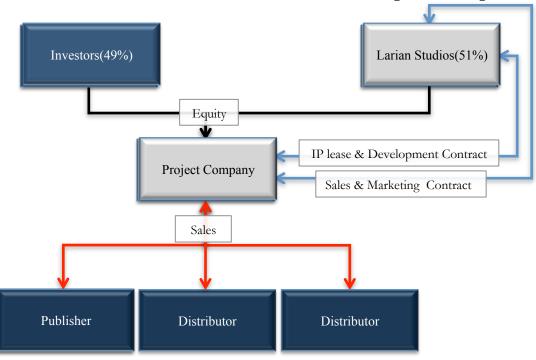
Legacy games (2011)













The trick with the trade shows (2011/2012)

- Shows allow you to raise your profile
- Triple benefit

Business development

Broader press coverage

Team morale







Repackaging our previous games (2012)



Minimum guarantees (2011/2012)

- Distribution deals
- Licensing deals



We went to Kickstarter (2013)



19,541

ackers

\$944,282

pledged of \$400,000 goal

0

seconds to go

Funded!

This project was successfully funded on April 26, 2013.

Divinity Original Sin is an old-school cRPG with new ideas & modern execution, will release this year. Funded by fantastic backers!

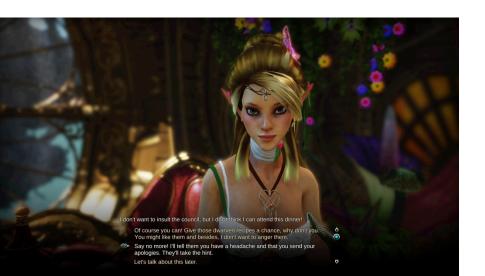
Larian Studios LLC

- @ First created | 12 backed
- divinityoriginalsin.com



The murder of the Dragon Commander (2013)

- DC originally intended to be released after D:OS
- Suffered delays due to switching engines/combat issues
- Sacrificed to help Divinity: Original Sin

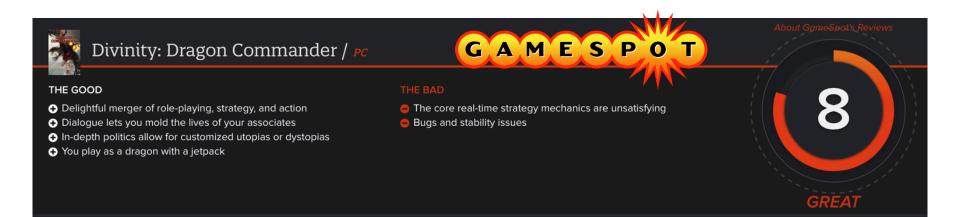






Divinity: Dragon Commander

An RTS designed for entertainment rather than esport. Colourful, fun and memorable, its elements mesh surprisingly well.





Divinity: Dragon Commander PC

Larian Studios | Release Date: Aug 6, 2013



3

f Like

8

Summary

Critic Reviews

User Reviews

Details & Credits

Trailers & Videos



See the trailer

76

Metascore

Generally favorable reviews based on 37 Critics

What's this?

Summary: Set in the time when both magic and technology were at their peak in the Divinity universe, Dragon Commander tells the story of a young dragon knight who fights for the survival of Rivellon when his father, the king, is brutally murdered for opposing the teachings of a new religion. Six... Expand



User Score

Mixed or average reviews based on 231 Ratings

Your Score

0

Developer: Larian Studios

Genre(s): Action RPG

of players: 1-4

Cheats: On GameFAQs

More Details and Credits »

We made deals with the devil (2013)

- Kickstarter -> Investors -> Bank -> Stress
- Advances where we could
- Prepping to sell rights





The Steam Early Access debate (2014)



TL;DR - What are the pros and cons of launching a game on Steam's Early Access Games (SEAG) program? *Are* there any cons?

Background

Some players have been asking me recently about when my game will be available on SEAG. I'm Greenlit, and I have the opportunity, but I've been hesitant to jump at that opportunity thusfar.

The recent inquiries have me wondering, though. What am I afraid of? I already offer the beta for sale on my site, and as an "alpha funding" game on Desura. Is there any down side to doing the same on Steam?

Brainstorming time:

The following are just some initial thoughts, not a definitive answer. I'm curious if anyone has others, or if they disagree.

Pros

- More revenue now In theory, launching on SEAG means an injection of cash right now.
- More exposure Word of mouth marketing seems like it would get a shot in the arm, just from the increased number of people playing the game.
- Steam Front Page Some SEAG games get front-page treatment, and that can be a huge marketing boost.
- More feedback before launch Assuming you're interested, more players means more feedback. And more feedback could lead to a better game.

Cons

• Bad First Impression - This is probably the biggest and most tangible risk I can think of. If your game isn't ready, this is one way to let as many people know as possible. In many cases, first impressions stick, so this can

Going to Steam Early Access (2014)



The last months (May 2014)

- Bank lost patience
- Government crisis changed tax collection rules
- We still needed to finance retail & localizations & voice recordings
- We were beyond "all in"



And then...

"Confidentially, the Steam summer sale will start on June 20th 2013" ... Valve











-33%



























Making it good

We've been trying to make a cooperative RPG ever since 1997







The challenge of making our type of co-op RPG

- It hadn't been made before so little "inspiration"
- A big architectural problem

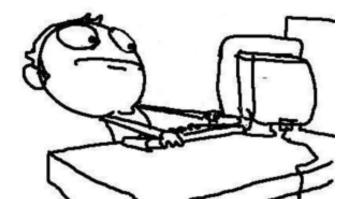


Our Design Pillars

- A reactive systemic and diverse world
- Driven by a strong narrative
- In which you can play with friends
- Where you get rewarded for exploration, experimentation, extermination, exploitation
- With challenging combat



Common Codex knowledge: multiplayer RPGs are dumbed down









N+1 Design



N+1 Design

- Always prepare N solutions + 1 guaranteed fallback solution in case someone mess up every single situation
- You need to completely disallow the way people can become stuck in your game
- This takes a *lot* of iteration, especially since N>1



Sticking to your vision is hard

- There were a lot of attempts to deviate
 - Make story NPCs non-killable
 - Forbid to steal from story NPCs
 - Enable NPC teleportation
 - > It was very tempting to succumb when the financial stress was the highest





Sticking to your vision pays off

"Playing Divinity: Original Sin is like playing a Pen & Paper RPG with a good game master."

PC GAMER





Player-driven design



Player-driven design

Alpha Update V 1.0.143 - February 14th 2014

14 FEBRUARY, 2014 - DEATHKNIGHT

Hi all!

We know it's been two weeks, but of course we haven't been sitting on our hands or anything. Here's a big update! Below is the full changelist.

If you've played the previous version, the most important thing to know is that the effects of some primary stats have changed, and also the way Action Points are being calculated. We are introducing the affection and affinity system, the combat log, and some more character creation tions. The inventory UI has tabs to filter through your items. Map markers will show the one you have discovered, and feedback, tooltips and mouse cursors have been improved.

- Physics fixes for objects
- Stub item replacements (whetstone, chest, door, mine, tombstone)

robes are no longer invisible... :D

- New icons and portraits
- New effects
- Spiders

CODE and UI:

- Character creation changes: Can change gender, name, icon, colors, hair
- Stats changes (see list @ swen)
- Added tabs to inventory / trade window
- A lot of savegame fixes
- Fixed a lot of network connection problems
- Stability fixes
- Added combat log



M. Doucet - 31. tammi, 2014 23.12

Thank you, Larian! (again)

I posted a thread like this for Dragon Commander too when it was in be say thank you again for bringing your game to Steam in early access for came in too late to participate in the Kickstarter. Larian is one of my favor companies, and I'm constantly humbled by your interactions with the cosign of the times when PC gamers need to be thankful for prompt and for big updates, but I am still grateful that you strive to keep us in the local sign of the times when PC gamers need to be thankful for prompt and for big updates, but I am still grateful that you strive to keep us in the local sign of the times when PC gamers need to be thankful for prompt and for big updates, but I am still grateful that you strive to keep us in the local sign of the times when PC gamers need to be thankful for prompt and for big updates, but I am still grateful that you strive to keep us in the local sign of the times when PC gamers need to be thankful for prompt and for big updates, but I am still grateful that you strive to keep us in the local sign of the times when PC gamers need to be thankful for prompt and for big updates, but I am still grateful that you strive to keep us in the local sign of the times when PC gamers need to be thankful for prompt and for big updates, but I am still grateful that you strive to keep us in the local sign of the times when PC gamers need to be thankful for prompt and the local sign of the times when PC gamers need to be thankful for prompt and the local sign of the times when PC gamers need to be thankful for prompt and the local sign of the times when PC gamers need to be thankful for prompt and the local sign of the local sign of the times when PC gamers need to be thankful for prompt and the local sign of the loca

Thank you also for including the two original Divinity games with the dopeople will give them a shot and that it will encourage them to check of still one of my favorite games. Throughout the series you have shown for mature gamers with challenging and thought-provoking games, and how much it is appreciated that you're (perhaps) willing to ignore more make a game for genuine gamers to really cherish and be challenged

I don't know if you are planning on producing a "making of" movie for one would definitely love to see one. The one you included with Divinit weep, and I was very glad to see at least part of that original vision fine Dragon Commander.

Player-driven Design is worth it

- We had two options ignore or embrace. We embraced
- Raze prepped lists for the leads each day
- During weekends we transformed feedback into new tasks
- Exhausting but worth it

Guarantees delays

Polishing

- We all judge games from initial impressions. Get it right.
- Lots of iteration during public testing helps
 - UI
 - Tutoring
 - Accessibility
 - Balancing
- Difference between 7 & 9
- Crunch can't be avoided

Guarantees delays



Quality Assurance

- Try to get all your QA in-house
- If not, be sure you have test-plans & you are the one organizing
- Automated QA is the thing
- Outsourcing QA is very inefficient and very expensive
- Early Access has its uses, but its limited.
- 15K bugs, 3K via EA





Quality Assurance

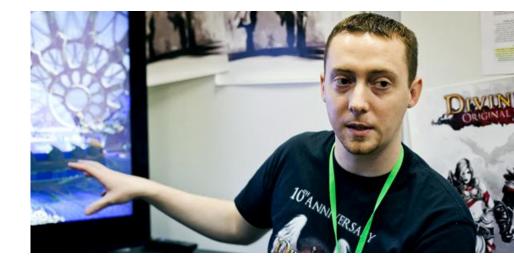
Divinity II Publisher vs Developer QA Efficiency

Total amount of bugs	Bugs/Hour	Hours Publisher	Total amount of bugs Publisher	Publisher Bugs/ Hour
5410	0,513221866	9646	2631	0,272755546
Time/Bug hrs	1,948475046		Time/Bug hrs	3,666286583



Quality Assurance

- Be wary of extra languages
- 5 languages
- 3 platforms
- 2 weeks per playthrough
- Think again about that demo





- We relied on Day 1 update (+1 month development)
- We put a Steam installer on the DVD without an EXE
- We put "Steam activation and download" on the box

A very dangerous practice!



Localization

- Over 500.000 words
- Localization vs constant iteration
- Battle-tested processes/pipelines





Localization

>>

No. This must be a joke - all of it.

This is the worst release I ever had. What a huge PR disaster! What a huge Day 1 disaster for our customers!

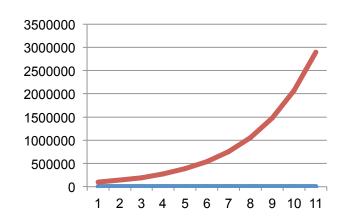
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A distributor. We later realized this was a true turning point.

The risks of going all in

- Your game is going to define your future.
- If those are the stakes you're playing with, it is actually reckless not to go all in.
- But the more third parties are involved, the harder this becomes
- Accidents will happen





Telling people about your game

Be sure you have a target audience

- Compete with state of the art
- Through innovation & quality

Our innovations:

- No handholding coupled to lots of freedom
- n+1 design so many stories
- Combat system with smaller innovations
- High degree of polish in Turn-Based RPG

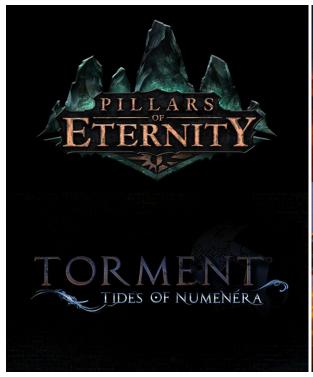
"THE TWO-PLAYER RPG DESIGN IS FASCINATING" KOTAKU

"MOST CREATIVE TURN-BASED **COMBAT IN AN RPG"** 10/10 - QUARTER TO THREE

"SO MANY DIFFERENT WAYS TO DO SO MANY DIFFERENT

IM

Be aware of your competition - timing matters.







Be aware of your competition - timing matters.

- Continuously monitor your competition
- Read everything you can find about them
- Whenever you get a chance, play their games (demos, betas, trade shows)
- Put your release date on the timeline with your competition
- You will compared to the state of the art
- Competition can also be things that grab attention

Get the message straight and amplify

- First messaging matters a lot
- There are limited opportunities to amplify
- When do you announce?
- Where is your target audience?



Build a dedicated PR structure

- Dedicated PR manager for PR, marketing and communicating with local partners
- A Global PR Agency
- Local publishers in Russia, France, Germany and Poland.
- Each have their pros and cons
- Pick well!



Do Press Tours and Exhibitions















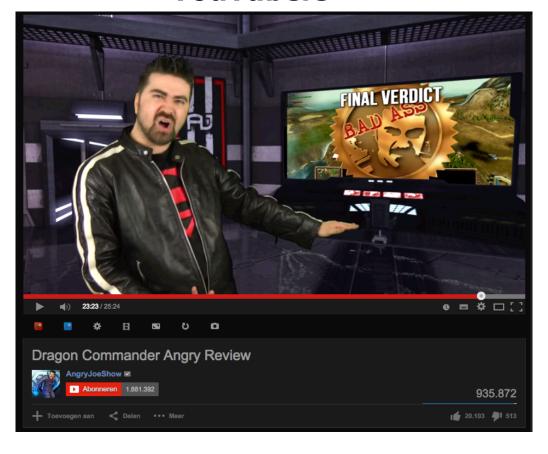
Press Tours and Exhibitions

- We toured a lot, seeking out everybody we could
- We invited key press to our office, explained them our vision
- We did a lot of exhibitions
- Different territories require different approaches





YouTubers





Twitch Streams





Kickstarter updates





Forum interaction

Please check out our Rules and FAQs



We are Larian Studios, developing Divinity: Original Sin and Divinity: Dragon Commander. Ask us anything!

GAMING submitted 1 year ago * by Larian_Swen LARIAN

Hi everyone! After 3 hectic weeks of Kickstarter madness, we are now nearing the end of our Kickstarter campaign for Divinity: Original Sin.

We are also the creators of Divine Divinity, Beyond Divinity, Divinity II and Divinity: Dragon Commander.

We are here to answer any questions you may have about our Kickstarter, our games or our studio.

We are: - Swen Vincke (CEO & Creative Director) - David Walgrave (Producer) - Jan Van Dosselaer (Writer)

For verification (or a wallpaper), this is us: http://i.imgur.com/4dC5ueW.jpg

Feel free to visit our Kickstarter page

Edit: Swen won't be answering for a while now since he has to do a D:OS play session with Shacknews

Edit2: Swen is back! Reporter didn't show up!

Edit3: Thank you everybody for all the questions, the good ideas and the shows of support! We're back to the Kickstarter campaign now for a new update as we reached the 666666 stretch goal. If we find the time, we'll hop in again here and answer some more questions.

31

487 comments share



Top 200 Comments show all 487

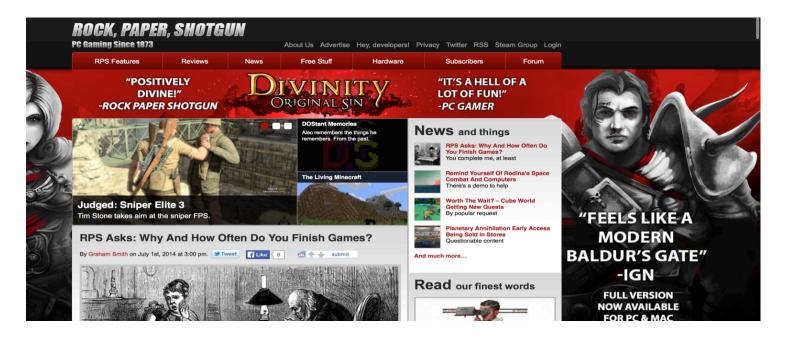
sorted by: best ▼

[-] **Asyreon** 26 points 1 year ago*

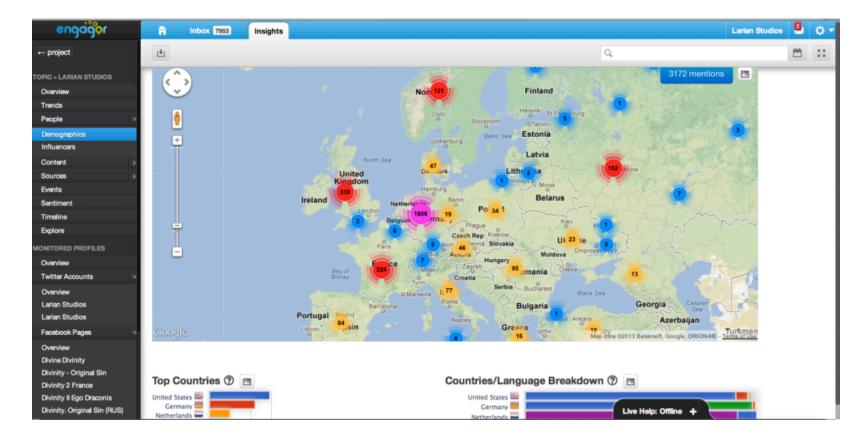
Hello Swen/David/Jan, how are you ? I hope you're fresh and ready for the AMA, cause I have a good bunch of questions to ask =D



Advertising



Monitoring amplification



Amplification tricks

- Announcing early
- Hiring a video guy
- Starting a blog (<u>www.lar.net</u>)
- Create stories so other people can tell them
- Populate social media (we were bad at this)
- And then there are the reviews...







Reviews



Swen Vincke @LarAtLarian · Jul 2

@evolvetom You forget that there are already 1049 reviews - here steamcommunity.com/app/230230/rev... Just a different type of media

Reviews

Divinity: Original Sin PC

Larian Studios Release Date: Jun 30, 2014 Tweet

f Like

< 635

Summary

Critic Reviews

User Reviews

Details & Credits

Trailers & Videos



See the trailer

Metascore

Generally favorable reviews based on 59 Critics

What's this?

Summary: Gather your party and get ready for a new, back-to-the-roots RPG adventure. Discuss your decisions with companions; fight foes in turn-based combat; explore an open world and interact with everything and everyone you see. Join up with a friend to play online in co-op and make your own... Expand >



User Score

Generally favorable reviews based on 1887 Ratings

Your Score

Developer: Larian Studios

Genre(s): Action RPG

Cheats: On GameFAQs

Rating: M

More Details and Credits »

Dealing with word of mouth

- Interact with your critics, know when to stop
- Players always want more. Careful with promises.
- Have post-release capacity
- Fix save games
- Never be negative Stay polite beware vocal minorities



Selling in different channels

- Maximizing availability isn't without its perils.
- Each extra channel means extra support/hassle
- Beware anti-monopoly law distributor decides price
- Players compare channels be ready
- Lifecycle management is important
- Digital/Retail 95%/5%



Aggressive triage

- We all want critical acclaim and high sale numbers.
- The first is needed for the next project; the second is to fund other projects.
- The 90%/10% rule.
- Focus on development content is king. The rest will adapt.

Regional pricing

- Beware the dangers of regional pricing
- Even regional retail deals can affect your digital
- Players compare channels be ready

USD		GBP		EUR	RUB	BRL		JPY		IDR		MYR		PHP		SGD		THB		KRV
\$	5.99	£	3.99	€ 4.99	руб. 199	R\$	9.99	¥	598	Rp	55,999	RM	15.00	Р	199.95	S\$	6.50	₿	149.00	₩
\$	5.99	£	3.99	€ 4.99	руб. 199	R\$	9.99	¥	598	Rp	55,999	RM	15.00	Р	199.95	S\$	6.50	₿	149.00	₩
\$	19.99	£	12.99	€ 19.99	руб. 299	R\$	34.99	¥	1,980	Rp	135,999	RM	38.00	Р	499.95	S\$	20.00	₿	369.00	₩
\$	19.99	£	12.99	€ 19.99	руб. 299	R\$	34.99	¥	1,980	Rp	135,999	RM	38.00	Р	499.95	S\$	20.00	₿	369.00	₩
\$	29.99	£	17.99	€ 29.99	руб. 499	R\$	49.99	¥	2,980	Rp	199,999	RM	56.00	Р	759.95	S\$	29.00	₿	559.00	₩
\$	39.99	£	29.99	€ 39.99	руб. 599	R\$	69.99	¥	3,980	Rp	269,999	RM	75.00	Р	999.95	S\$	39.00	₿	729.00	₩
\$	0.00	£	0.00	€ 0.00	руб. 0	R\$	0.00	¥	0	Rp	0	RM	0.00	Р	0.00	S\$	0.00	₿	0.00	₩
\$	9.99	£	6.99	€ 9.99	руб. 249	R\$	19.99	¥	980	Rp	89,999	RM	23.00	Р	319.95	S\$	10.50	₿	219.00	₩



Over deliver

- People talk about things that are in your game they didn't expect to be there
- it's something that doesn't stop on the release



+ FOLLOW

Divinity: Original Sin's First Free DLC Has a Cute Nod to Smash Bros.

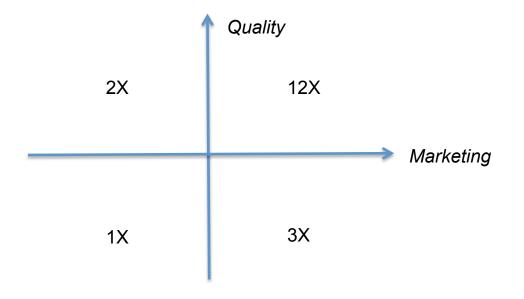


15,227 👌 5 ★



What did it cost?

We spent about 10% of our budget on marketing & PR



Supposed impact of quality and marketing on sales

Lessons applied

Our next steps...

Still trying to make CRPGs that feels like a pen & paper RPG come to life

- Hiring so we can iterate faster & improve our craft
- Hiring so we can boost our amplification opportunities
- Internalizing as much as we can
- Working on over-delivering to existing players, big time
- Experimenting so we can stay a step ahead
- Limiting our commitments to third parties
- Preparing to announce 2 new RPGs



@LarAtLarian



http://Larian.com
@LarianStudios