



## **A 2-year journey into modernizing the production process**

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# Who am I?

From **Hardware...**



... to **free to play**





# Rovio?

- **2003:** Founded
  - **2009:** Angry Birds
  - **2016:** Movie
  - **2017:** IPO
  - **2019:** Movie sequel
- 
- 400 employees
  - 4b downloads



**SLINGSHOT**



**BATTLE**



**PUZZLE**



**RPG**

4 studios  
ESPOO - STOCKHOLM



# Rovio... 2015

# We had a production **process**



# We launched fun games





# Did the process help?

- How is the game developing?
- What Is the target audience for this game?
- Will this game monetize as free to play?
- **This process doesn't really help me!**



- Let's not show the game before it is ready!
- What is this meeting? Will they kill our game?
- Let's launch this game anyway, we'll see if it works!
- **This process doesn't really help me!**

**Did the process  
help?**





# 3 Opportunities

1. Focus on the vision and strategy of each game
2. Improve transparency
3. Restore autonomy

# 3 Opportunities

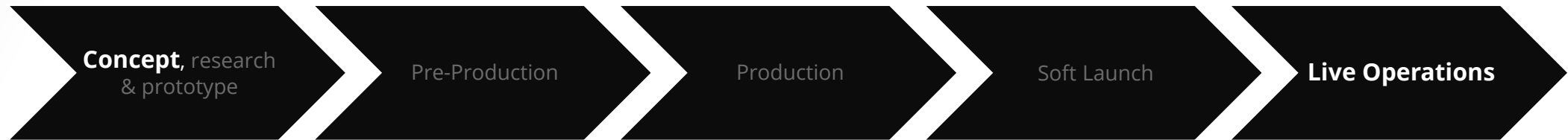
1. Focus on the vision and strategy of each game
- 2. Improve transparency**
- 3. Restore autonomy**

# FlightPath: Rovio's production guidelines

(2016-today)

A story of **trust**,  
where **autonomy** and **transparency**  
are playing a leading role

# FlightPath



**Principle 1**

# Ownership



## Principle 2

# Flexibility

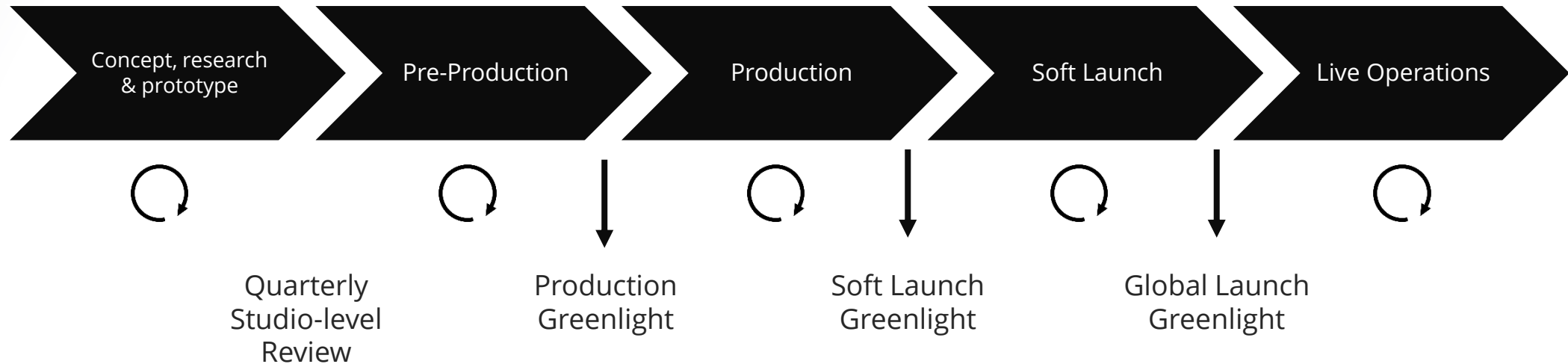
## Principle 3

# Trust

# 5 Phases



# **1<sub>x</sub> Quarterly studio-level review, 3<sub>x</sub> Greenlights**





# Phase 1

**Concept, research & prototype**

A fun prototype is not enough!





# Phase 2

## Pre-Production

Can we build it?



Yes we can!



# Quarterly Studio-level **Review**

Management and teams accepting that  
there is a process

→ **no surprises**





# Production **Greenlight**

What is the plan again?



# Phase 3

## Production

Agile.  
User testing.  
The whole game.





# Soft Launch Greenlight

What does good look like?



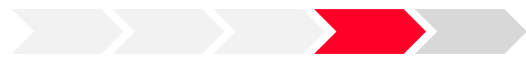


# Phase 4

## Soft Launch

Soft Launch will not save our  
game

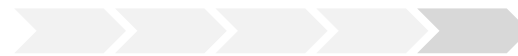
Long Soft Launches are for  
good games





# Global Launch Greenlight

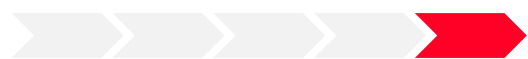
Cost per install < Lifetime value, at scale?  
Launch Plan  
Live Operations plan



# Phase 5

## Live Operations

"Be the best at getting better"



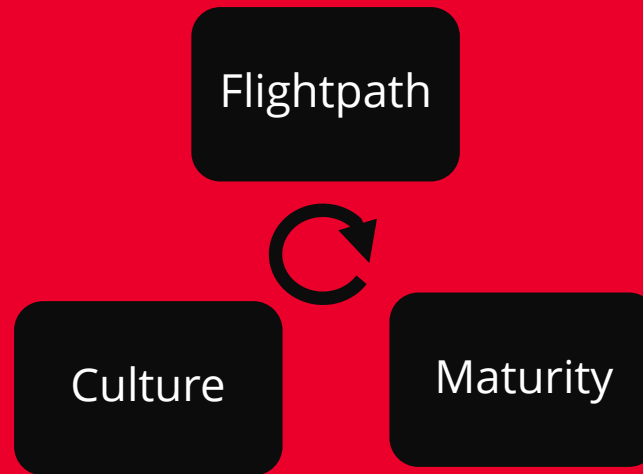
ANGRY BIRDS  
**EVOLUTION**  
ROAD TO SUPER BOWL LII



ANGRY BIRDS  
**EVOLUTION**  
TRIBUTE TO IRON MAIDEN

## Principle 4

# A Living process



# The outcome



**With Flightpath,** everyone knows what to expect at every step of the production process.

**Fewer games,** better games.  
All games fit the strategy.



Autonomy and transparency → **Trust.**

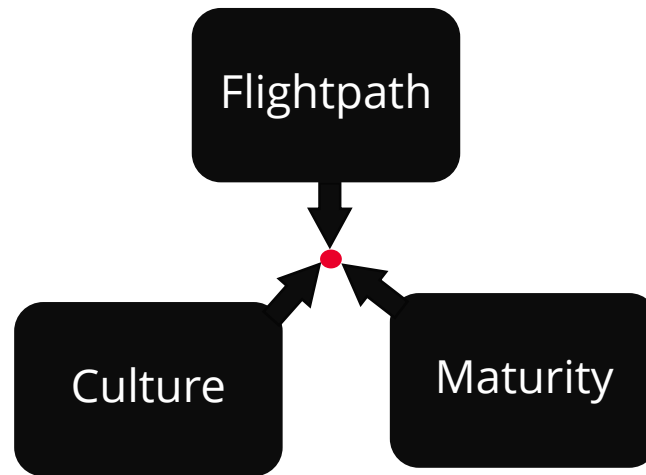
Enhanced **company culture**

# Next Steps

# **Ambitious continuous improvements**

Needs-based game design  
Live Operations 2.0  
Faster cycles, faster learnings

# From process to **product**





# Thank you!

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