GARENA CAPSTONE

1. Project Charter:

Garena is a gaming company that wants to become the #1 player in the mobile games market, especially in regions like India, Southeast Asia, and Latin America. They recognize that in these regions, there are billions of potential gamers who don't have gaming consoles or PCs and may have lower-end mobile phones rather than the latest flagship devices. Their strategy is to focus on optimizing their popular game Free Fire specifically for mobile devices to obtain this. They also want to create a healthy and engaging competitive scene to stand out from other mobile games, creating a World Cup to increase their visibility and promote the competitiveness of their game. The overall purpose of this project is to increase Garena’s market share, build an even stronger community, and establish a competitive structure where professional teams and players compete for prizes and recognition.

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| --- | --- | --- | --- | --- | --- | --- |
| Task | Marketing Dpt | Dev. Team | Esports Dpt. | Project Manager | Head of Operations | Art Team |
| Optimize phone app | I | R | I | A | I | C |
| Gameplay Design | I | R | C | A | I | C |
| Launch World Cup | R | I | R | I | A | I |
| New Characters design | I | C | I | A | I | R |
| Local content | I | R | I | A | I | C |

Since their target audience will have low-budget phone devices, one of the team’s restraints is to build Free Fire to run well on a wide range of mobile hardware.

To stay on top, Garena needs constant innovation and new features in their games. However, this is challenging as their development team must cater to existing gamers who may resist changes to the gameplay they are accustomed to, this being a risk.

Project managers must carefully mitigate the risks of introducing new features that could alienate the current user base, while also continuously improving and updating the games to remain competitive in a rapidly evolving industry. Another risk could be the sacrifice of better graphics for the purpose of optimization, having to find the best balance between great visuals and overall performance.

The benefits of this project include a bigger market allocation, increased exposure in both the competitive scene and the mobile gaming space, a larger and more engaged community, a better product than main competitors, and an overall increase in profits.

The budget should be enough money for the wages of the project manager, development team, marketing, and esports team as well as the allocated prize pool of the World Cup.

Project Milestones:

* Create and launch the mobile app with the required specs (less than 1 GB RAM usage and less than 1 GB storage space)
* Launch of the 15 different heroes
* Successfully launching and hosting the World Cup
* Reaching 1 billion registered users and 100 million daily users
* Launching the first local updates on the mobile app

1. GANTT Chart (Attached separately)
2. A screenshot of a computer

   Description automatically generatedAgile Scrum

The acceptance criteria for tasks 2-6 can be found in the picture above (top right), as well as the DoD for sprint one (bottom right)

The acceptance criteria for tasks 8-12 are the following (in order):

* Create at least 10 pieces of content based on the Mexican culture. It can range from hero skins wearing traditional Mexican clothing to special Mexico-related events or quests with special loot or famous locations being displayed on the gameplay map.
* Develop 15 different and unique heroes, each having 3 abilities that differ from the other characters. This will generate more competitive aspects and gameplay specializations.
* Acquire a venue to host the tournament. Acquire the necessary sponsorship to make it self-sufficient and contact at least 16 teams to participate in the tournament.
* Reach at least 1 billion registered users and 100 million daily users by the end of the World Cup

A screenshot of a computer

Description automatically generatedScrum board:

1. Risk Plan

Potential risks:

* Game weighs more than 1 GB space.
* Game not optimized to run on more economical devices (less than 1 GB RAM usage).
* Online servers shutting down.
* Gameplay bugs.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Risk ID | Date Raised | Risk Details | Probability of Risk | Impact of Risk | Severity | Mitigation Plan | Owner | Status |
| 1 | 3/10/2024 | The game weighs more than 1 GB of space | 1 | Not being able to be played on lower-end devices | Medium | Reoptimize all features of the art and map design. If necessary, downgrade the graphics for a better optimization | PM- Dev Team | Open |
| 2 | 3/10/2024 | More than 1 GB RAM usage | 1 | Not being able to be played on lower-end devices | Medium | Reoptimize the code of the game, removing nonvital aspects of the gameplay if necessary | PM- Dev team | Open |
| 3 | 3/11/2024 | Servers shutting down | 2 | Game not playable | Extreme | Check for errors, talk to server providers, and restart servers ASAP. Release frequent public updates so players know it is being fixed | Server provider | Open |
| 4 | 3/15/2024 | Gameplay bugs | 5 | Minor bugs will not affect the core gameplay, but game-breaking bugs will disrupt the fluidity and enjoyment of the game | High | Identify gameplay bugs, categorize their impact on the game and fix them. | PM- Dev Team | Open |

We will monitor risk on an ongoing basis by continuously testing each step of the development process to make sure the storage and optimization requirements are met before launching the mobile game. After the game is released, the servers will be closely monitored to make sure that they are stable and working properly. In case servers need to be shut down due to errors, bug fixes, or new gameplay implementations we will make public announcements, so players are prepared for it and aware. To stay on top of gameplay bugs, we will listen carefully to what the community is complaining and talking about, ensuring that we quickly identify the bugs and fix them as soon as possible.

1. Design Thinking

**Discover:**

Identify design problems related to organizing and hosting an esports tournament. These may include issues such as:

* Difficulty in attracting participants and sponsors.
* Ensuring fair play and preventing cheating.
* Providing an engaging experience for both players and spectators.

Conduct research, surveys, and interviews with esports enthusiasts, players, organizers, and sponsors to gain insights into these challenges.

**Define:**

Frame the design problems in a way that clarifies the objectives and constraints of the esports tournament.

Clearly articulate the goals of the tournament, such as fostering competition, promoting community engagement, and generating revenue.

Identify specific challenges that need to be addressed, such as tournament logistics, rules enforcement, and audience engagement.

**Dream:**

Generate multiple solutions to address the defined design problems and achieve the goals of the tournament.

Explore innovative approaches and creative ideas that could differentiate the tournament and attract participants and sponsors.

Considering solutions such as:

* Implementing a blockchain-based system for transparent and tamper-proof tournament management.
* Introducing unique tournament formats or game modes to make the event more exciting and appealing to players and spectators.
* Leveraging virtual reality (VR) or augmented reality (AR) technologies to enhance the viewing experience and create immersive esports arenas.
* Partnering with influencers, celebrities, or brands to increase visibility and attract a wider audience.

**Design:**

Design mock-ups and wireframes to visualize the proposed solutions and demonstrate how they would address the design problems.

Develop prototypes of tournament websites, mobile apps, and promotional materials to showcase the tournament experience.

Create branding elements, including logos, graphics, and animations, to establish a unique identity for the tournament.

Design tournament rules, schedules, and formats that ensure fairness, competitiveness, and excitement.

**Dry Run:**

Validate the solutions through a dry run or pilot event before the actual tournament.

Organize a smaller-scale tournament or exhibition match to test the tournament infrastructure, technology, and user experience.

Gather feedback from participants, spectators, and sponsors regarding their experience and satisfaction with the event.

Evaluate the effectiveness of the implemented solutions in addressing the design problems and achieving the goals of the tournament.

Iterate on the design and implementation based on the insights and lessons learned from the dry run to improve the overall success of the esports tournament.

By following this approach, we can develop and validate innovative solutions for organizing and hosting an esports tournament that addresses key design problems while delivering an engaging and memorable experience for participants and spectators of the Garena World Cup.

1. Setting up the PMO
2. **Establishing the PMO Structure:**

Centralized PMO Model:

* **Location:** Centralize the PMO within Garena's headquarters or a central office location to ensure cohesion and alignment across teams.
* **Team Structure:** Create a dedicated PMO team consisting of a PMO lead, project managers, and support staff.
* **Scrum Teams:** Divide the project into multiple scrum teams, each with its own dedicated product owner, scrum master, and development team members.
* **Communication Channels:** Implement communication channels and reporting mechanisms to facilitate collaboration and transparency among scrum teams and stakeholders.

**2. Defining PMO Processes:**

Agile Adoption:

* **Agile Framework:** Adopt Agile methodologies such as Scrum or Kanban for game development, tailored to Garena's needs and preferences.
* **Process Standardization:** Define standardized Agile processes and practices to be followed by all scrum teams, ensuring consistency and efficiency.
* **Continuous Improvement:** Encourage a culture of continuous improvement within the PMO and across scrum teams, allowing for adaptation and optimization over time.

**3. Selecting PMO Tools:**

Project Management Tools:

* **Agile Tools:** Choose project management tools such as Jira, Trello, or Asana to support Agile development practices and facilitate team collaboration.
* **Communication Platforms:** Utilize communication platforms like Slack or Microsoft Teams for real-time communication and collaboration among team members.

**4. Training and Onboarding:**

Agile Training:

* **Training Programs:** Develop training programs and workshops to educate team members on Agile principles, methodologies, and PMO processes.
* **Onboarding Sessions:** Provide onboarding sessions for new team members to familiarize them with Garena's Agile practices and PMO guidelines.

**Roles and Responsibilities:**

PMO Lead/Manager:

* **Responsibilities:** Oversee the PMO and ensure the successful delivery of the project within scope, schedule, and budget constraints.
* **Leadership:** Provide leadership and guidance to project managers, scrum masters, and other PMO staff.
* **Stakeholder Management:** Manage stakeholder expectations and communication to ensure alignment with project goals and objectives.

Project Managers:

* **Responsibilities:** Lead individual scrum teams and oversee the execution of project plans, including sprint planning, backlog grooming, and release management.
* **Coordination:** Coordinate cross-functional collaboration among scrum teams, stakeholders, and external partners to deliver project deliverables on time and within budget.

Scrum Masters:

* **Responsibilities:** Facilitate scrum ceremonies and meetings, remove impediments, and ensure that scrum teams adhere to Agile principles and practices.
* **Team Support:** Provide coaching, guidance, and support to development team members to optimize their performance and productivity.

Product Owners:

* **Responsibilities:** Act as the voice of the customer and prioritize product backlog items based on business value and stakeholder feedback.
* **Requirement Management:** Gather and define requirements, collaborate with stakeholders, and make decisions regarding product features and release planning.

Development Team Members:

* **Responsibilities:** Design, develop, and test game features and functionalities according to project requirements and Agile best practices.
* **Collaboration:** Collaborate closely with product owners and other team members to ensure the timely delivery of high-quality product increments.

**Documents Needed by the PMO:**

* **Product Backlog:** List of prioritized features, enhancements, and fixes, providing visibility into the work to be done and informing sprint planning.
* **Sprint Backlog:** List of tasks and user stories committed to by each scrum team for a specific sprint, guiding their work and progress.
* **Burndown Charts:** Graphical representation of remaining work over the course of a sprint, tracking progress toward completing sprint goals and identifying any deviations or risks.
* **Sprint Review and Retrospective Documents:** Summaries of sprint review meetings and retrospectives, capturing feedback and improvement opportunities for future sprints.
* **Release Plan:** Roadmap outlining the timeline and scope for delivering key features and milestones, communicating release schedules and dependencies to stakeholders.

By following these steps and considerations, Garena can effectively set up a PMO for the project of creating a new mobile game, ensuring alignment with Agile principles, efficient project execution, and successful delivery of the game within scope, schedule, and budget constraints.