Game Manager/Product Owner Entry Assignment

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Part 1: Product Evaluation

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Part 1: Product Evaluation

Summary

Free-to-Play Gameplay: PUBG Mobile offers a mix of free-to-play gameplay and microtransactions.
Accessibility: Players can enjoy the game without spending money.
Cosmetic Items: Many players are attracted to purchasable cosmetic items like skins and outfits, which allow for character personalization and style expression.
Monetization: The game's success heavily relies on in-game purchases, including:
- Battle passes
- Loot boxes
- Limited-time event items

Player Retention: Strong gameplay, constant updates, and a vibrant community encourage players to return.
Future Challenges: To thrive, PUBG Mobile pillars:
- Balance its monetization strategy carefully.
- Address issues like cheating to maintain player trust and satisfaction

Part 1: Product Evaluation

Analysis of monetization tools and user involvement

- **Battle Pass (Royale Pass):**
  - Offers exclusive seasonal items through Elite Royale Pass tiers.
    - *Example:* Season 22 included the Night Terror Outfit and Golden Pharaoh X-Suit.
  - Seasonal challenges reward players for completing daily or weekly missions, promoting regular logins.
- **In-App Purchases (IAPs):**
  - Unknown Cash (UC) is the premium currency for buying exclusive items.
    - *Example:* The Blood Raven X-Suit bundle can cost thousands of UC, representing a significant real-world expense.
  - Limited-time sales offer extra bonuses or discounts on UC purchases.
- **Loot Boxes (Crates):**
  - Crates contain randomized rewards like weapon skins, character outfits, and emotes.
    - *Examples:*
      - Classic Crate or Premium Crate: Standard randomized rewards.
      - Mythic Treasure Crate: Rare items like the Godzilla Skin from the Godzilla vs. Kong crossover.

Part 1: Product Evaluation

Analysis of monetization tools and user involvement

- **Limited-Time Events and Collaborations:**
  - Partnerships with franchises introduce exclusive content.
    - *Examples:*
      - Spiderman: No Way Home: Themed gameplay mechanics and purchasable Spiderman suits.
      - BLACKPINK: Exclusive voice packs and themed outfits.
  - These events drive engagement through FOMO (fear of missing out).
- **Subscription Plans:**
  - Prime Plus: Offers daily UC rewards, crate discounts, and access to an exclusive shop.
    - *Example:* Discounted items like the Golden Commander Set.
- **Cosmetic Upgrades and Customization:**
  - Players can upgrade weapon skins (e.g., M416 Glacier Skin) using materials and UC for added visual effects and kill messages.
    - *Example:* Level 7 Glacier M416, a rare prestige item requiring significant investment.
- **Competitive Tournaments and Esports:**
  - *Example:* PUBG Mobile Global Championship (PMGC) offers in-game rewards tied to viewership.
  - Players can join regional tournaments via in-game qualifiers.

Part 1: Product Evaluation

Main Income Drivers in the Game

- **Cosmetic Purchases:**
    - Example: The *X-Suit System*, such as the *Golden Pharaoh X-Suit*, represents one of the highest-grossing cosmetics. It requires opening multiple treasure crates, often costing hundreds of dollars for full upgrades.
- **Battle Pass Sales:**
    - Example: In Season 18, the Royale Pass offered exclusive rewards, including the *Resplendent Dawn Outfit* and themed vehicle skins.
    - The $10-$20 Elite Pass offers rewards valued much higher, motivating players to spend.
- **Loot Boxes:**
    - RNG mechanics in *Crate Openings* create a loop where players repeatedly purchase UC. For instance, during the *Halloween Event*, the *Pumpkin Skin Set* and *Cursed Outfit* were only obtainable through lucky spins.
- **Events and Collaborations:**
    - Example: The *Arcane x PUBG Mobile* collaboration added League of Legends-themed content, including skins for characters like Vi and Jinx.
    - These events often bundle exclusive items with UC discounts, drawing fans of partnered franchises.

Part 1: Product Evaluation

Strengths and weaknesses analysis: Strengths

- **Engaging Gameplay:**
  - The *Erangel* and *Livik* maps feature diverse terrain, tactical opportunities, and engaging combat mechanics. Regularly added limited-time modes like *Payload Mode* (helicopters and heavy weapons) keep gameplay fresh.

- **Frequent Content Updates:**
  - Examples: Updates like the *Ancient Secret Mode* or *Metro Royale Mode* provide new gameplay dynamics and themed content.

- **Massive Community and Esports Scene:**
  - PUBG Mobile's tournaments, such as *PMGC 2023*, offer multimillion-dollar prize pools, boosting community engagement and player participation.

- **Diverse Monetization:**
  - Example: Offering multiple avenues for spending—seasonal passes, premium crates, and character cosmetics—ensures players of various spending levels can contribute.

- **Cross-Platform Accessibility:**
  - Example: The *PUBG Mobile Lite* version ensures players with lower-end devices can still enjoy the game, expanding the user base.

Part 1: Product Evaluation

Strengths and weaknesses analysis: Weaknesses

- **Heavy Monetization Focus:**
  - Example: Players often criticize the *Spin-to-Win* mechanics of events like the *Lucky Spin*, where obtaining a rare skin can cost hundreds of dollars.
- **High Competition:**
  - Competitors like *Free Fire* dominate markets in regions with lower-end devices, while *Call of Duty Mobile* attracts players with similar gameplay but a different theme.
- **Player Retention Issues:**
  - While events are engaging, there is often a lull between major updates or seasons, during which casual players may drop off.
- **Device and Connectivity Demands:**
  - Example: High graphics settings on maps like *Miramar* require robust devices and stable internet, alienating some players in regions with poor infrastructure.
- **Toxicity and Cheating:**
  - PUBG Mobile struggles with cheating issues, despite anti-cheat measures. Players using unauthorized mods or emulators often frustrate the community.

Part 2: Product Development Strategy

- Strengthening Monetization & Data-Driven Development
- Player Engagement, Risk Management & Marketing Synergy
- H1 2025 Calendar
- H2 2025 Calendar

Part 2: Product Development Strategy

Strengthening Monetization & Data-Driven Development

- **Monetization Goals:**
  - Link updates to monetization through specific features:
    - Battle Passes and Mini Passes drive spending and engagement
    - Limited-time skins and collaborative events (e.g., crossover skins) drive player purchases
- **Beta Testing & Metrics:**
  - Track metrics: engagement rates, user feedback, performance, and conversion rates
  - Use beta tests to adjust features based on data and player input
- **Monetization Roadmap:**
  - Q1 (Jan-Mar): Focus on cosmetic upgrades, battle pass sales, and collaborations
  - Q2 (Apr-Jun): Mini Passes, limited-time offers, and cross-platform sales
  - Q3 (Jul-Sep): Seasonal content tied to Halloween, esports, and major events
  - Q4 (Oct-Dec): End-of-year bundles, exclusive holiday content

Part 2: Product Development Strategy

Player Engagement, Risk Management & Marketing Synergy

- **Feature Rationale:**
  - Introduce features to enhance user engagement and retention:
    - Example: Introducing PvE Co-op Mode (Mar 25, 2025) to attract solo players who prefer non-competitive play, while also selling PvE-specific skins (e.g., Co-op Warrior outfit) and loot boxes.
  - User Feedback Integration: Gather player feedback via surveys, analytics, and forums to shape updates
    - Example: Based on feedback from Version 3.9 Beta Test, adjustments will be made to AI matchmaking to improve balance and enhance player experience.
    - Example: Surveys from Version 3.10 Beta Test will highlight player preferences for new game modes and skins, guiding future content releases.
- **Risk Management & Contingency:**
  - Address potential risks (e.g., bugs, delays) and establish contingency plans
    - Example: For the PvE Co-op Mode feature (March 25), we'll have a contingency plan to roll back if performance issues arise, ensuring smooth implementation.
- **Marketing & User Acquisition Sync:**
  - Align marketing campaigns with updates for maximum reach
    - Example: Marketing campaign for Avatar collaboration (April 25) will run concurrently with the update, using social media ads and influencer partnerships to drive engagement and purchases.

Part 2: Product Development Strategy

	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Name	Version 3.7 Update Announcement	Version 3.8 Update Announcement	Version 3.9 Update Announcement	Version 3.10 Update Announcement	Version 3.11 Update Announcement	Version 4.0 Update Announcement
Date	*12-Jan-25*	*10-Feb-25*	*15-Mar-25*	*10-Apr-25*	*May 12, 2025*	*1-Jun-25*
Content	• Introduction of new seasonal content and skins (Winter/ New Year-themed). • Visual upgrades for battle royal maps, focusing on holiday elements and winter landscapes. • Bug fixes and gameplay adjustments to improve user experience. • Bug fixes for previous updates and performance improvements.	• Introduction of new seasonal game modes for Valentine's Day and Chinese New Year (special events with themed skins and missions). • Improved matchmaking to balance skill-based gameplay. • Collaborative content: Introduction of a pop culture crossover (for instance, skins from a trending entertainment franchise).	• Introduction of collaborative events with high-profile franchises (e.g., Tron, Avatar, etc.) featuring unique skins, emotes, and themed game modes. • Improvements to custom game modes and private match features, allowing players to create more personalized experiences.	• Major content overhaul, including new skins, updated user interface, and potentially new weapons or items. • Introduction of Mini-Passes that offer short-term, special event rewards	• Expansion of cross-platform functionality, enabling mobile users to join console/PC players in competitive gameplay. • New character skins and customization options tailored to community feedback.	• Major milestone update with large-scale changes to maps, new gameplay modes, and seasonal battle passes. • Focus on enhanced social and clan features, boosting player engagement with in-game communities.
Name	Authorized Login Update	Version 3.8 Beta Test Announcement	Version 3.9 Beta Test Announcement	Version 3.10 Beta Test Announcement	Version 3.11 Beta Test Announcement	Version 4.0 Beta Test Announcement
Date	*19-Jan-25*	*20-Feb-25*	*March 22, 2025*	*15-Apr-25*	*18-May-25*	*10-Jun-25*
Content	• Enhanced security for account logins with region-specific protection measures and additional multi-factor authentication (MFA). • New login rewards and an exclusive limited-time event for users who log in during this period.	• Beta testing for features like AI-driven matchmaking, new clan systems, and social features. • Focus on community feedback for these new feature	• Beta test for Co-op PvE Mode, where players can team up against AI-controlled enemies or new gameplay features, based on feedback from the community.	• Beta testing for significant feature updates, such as improvements to matchmaking or seasonal content (e.g., new battle royal modes or special events).	• Announcement for beta phase of cross-platform features and new social features such as Clan Wars or competitive modes.	• Beta testing for new Arena Mode or possible collaborations to introduce completely new modes based on popular franchises.

Part 2: Product Development Strategy

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Name	**Version 4.1 Update Announcement**	**Version 4.2 Update Announcement**	**Version 4.3 Update Announcement**	**Version 4.4 Update Announcement**	**Version 4.5 Update Announcement**	**Version 5.0 Update Announcement**
Date	*11-Jul-25*	*5-Aug-25*	*15-Sep-25*	*Date: October 12, 2025*	*11-Nov-25*	*5-Dec-25*
Content	• Introduction of seasonal tournaments or events tied to major esports events. • Improvements to the combat system and weapon balancing, reflecting player feedback	• New collaboration events and special in-game features based on player demand (including limited-time skins and weapons from popular franchises). • Updates to the in-game store with new cosmetic bundles and offers.	• Updates to clan progression, with more layers of customization and rewards. • Seasonal updates for new battle royal modes or community-driven content.	• Halloween-themed content, including limited-time events, skins, and in-game rewards. • Special custom game modes for the holiday, offering spooky gameplay and cosmetic rewards.	• End-of-year major updates featuring expanded seasonal events, holiday-themed features, and special in-game bundles. • Updates to the in-game store with limited-time bundles and rewards.	• Big end-of-year update featuring new maps, game modes, and exclusive holiday content. • Comprehensive update to player customization and rewards based on player engagement throughout the year.
Name	**Beta Test Announcement**	**Security Features Update Announcement**	**Version 4.3 Beta Test Announcement**	**Version 4.4 Beta Test Announcement**	**Version 4.5 Beta Test Announcement**	
Date	*July 15, 2025*	*10-Aug-25*	*20-Sep-25*	*18-Oct-25*	*15-Nov-25*	
Content	• Beta test for new tournament modes or challenges designed for high-level competitive play.	• Focus on enhancing account recovery and providing additional protection for user accounts. Major patch for hacking prevention.	• Beta test for major system updates, such as enhancements to matchmaking algorithms or new social features.	• Beta for Halloween-themed features, new weapon systems, and collaborative events.	• Beta testing for holiday-themed content, and major content drops for end-of-year celebrations.	

Part 3 – Business Case Evaluation

- Description of the Feature
- KPI Assumptions
- Performance Analysis

Part 3 – Business Case Evaluation

Feature: Captain America: Brave New World Collaboration

How it Works:

- **A limited-time event** integrates Captain America-themed content into PUBG Mobile, including:
  - Game mode: Vibranium Shield — squads fight to capture and hold the iconic shield, gaining unique abilities and rewards.
  - Cosmetic items: Captain America-themed outfits, Vibranium shield weapon skin, and emotes.
  - Leaderboards: Competitive leaderboards offer real-world merchandise (e.g., movie tickets, branded gear) and exclusive in-game items.
  - Battle Pass Integration: Event challenges contribute to Royale Pass progress.
- **User Interaction:**
  - Players participate in the event by completing themed challenges or purchasing event crates. Squad-based gameplay emphasizes teamwork and engagement.
  - Players can opt for IAP bundles like Avenger Packs, which offer exclusive rewards tied to the event

Part 3 – Business Case Evaluation

Assumption	Details
MAU	10,000,000
New Users	50,000 (expected new users during the event's first month)
Reactivated Users	500,000 (reactivated users in the first month)
Revenue (Initial)	$10,000,000 (monthly revenue at the start of the event)
Buyers	800,000 (total buyers during the event's first month)
ARPU	$1.00 (average revenue from all users)
ARPPU	$12.50 (average revenue from paying users)
Retention Rate	25% 30 days, 10% 60 days, 3% 90 days
LTV	Based on ARPU, new users and retention rates
Event Impact on Metrics	5%-10% increase in MAU, 15%-20% increase in New Users, etc.

Part 3 – Business Case Evaluation

- Costs such as payment providers are not included
- Revenue is calculated as net
- Based on PNL analysis about 40% profit is targeted

	30 days	60 days	90 days	Total
New Users	50k	5k	1,5k	
Reactivated users	500k	50k	15k	
Retention	25%	10%	3%	
ARPU	$ 1.00	$ 1.00	$ 1.00	
LTV	$ 1.00	$ 1.10	$ 1.13	
Revenue	$ 550k	$ 55k	$ 16,5k	$ 621,5k

		Amount	CPI	Cost
Marketing	New Users	50k	$ 3	$150K
	Paid	25k	$ 6	$150k
	Organic	25k		

	Headcount	Salary	Months	Total
Development	6	$5k	5	$150k
IP License				$50k
Marketing				$150k
Others				$50k
Total				$400k

Part 4: Live-Ops Plan Feedback

- Positive Observations
- Summary
- Key Areas for Improvement & Recommendations

Part 4: Live-Ops Plan Feedback

Positive Observations

- **Good Mix of Content**: The plan includes **daily rewards, customizable gachas**, and **holiday bundles**, effectively targeting both engagement and monetization goals.
- **Strategic Timing**: Events are well-positioned around high-activity dates like **Christmas Eve**, **Boxing Day**, and **New Year's Eve**, maximizing potential player participation and spending.
- **Short-Term Engagement**: Discount bundles and promotions provide immediate incentives for returning users and spenders.

Summary Key Areas for Improvement & Recommendations

- **Drive Long-Term Engagement**: Structured missions encourage consistent player activity.
- **Increase Retention**: Daily and weekly tasks keep players returning throughout the Holiday period..
- **Boost Monetization**: Premium mission passes, gifting mechanics, and exclusive offers will drive spending.
- **Enhance Player Experience**: Social features and integrated content deliver a cohesive, festive event.

Part 4: Live-Ops Plan Feedback

Key Areas for Improvement & Recommendations

Add a Structured Winter Mission System
- **Winter Questline**: Introduce a **Holiday Mission Pass** or structured questline spanning the entire month of December.
- **Daily/Weekly Missions**: Assign tasks such as:
  - **Daily**: Win 3 battles using Winter-themed dragons or Collect X resources.
  - **Weekly**: Breed 5 dragons with Snow Skins or Purchase 2 bundles.
  - **Milestones**: Special tasks for Christmas and New Year (e.g., Defeat Frost Dragon Boss on December 25).
- **Rewards**: Offer exclusive holiday-themed rewards:
  - Skins, Premium Currency, Special Titles (e.g., *Winter Conqueror*), and Unique Dragons.
- **Free & Premium Tracks**: Include a **Premium Holiday Pass** to drive monetization.
  - Free rewards ensure inclusivity for all players, while premium incentives encourage spending.
- **Why?**
  - Drives consistent daily play, increasing **retention** and **engagement**.
  - Provides monetization opportunities via the Premium Pass

Part 4: Live-Ops Plan Feedback

Key Areas for Improvement & Recommendations

- **Concept**: Enable players to purchase and send Holiday Gift Boxes to friends or random community members.
- **Incentives**: Players earn special rewards for gifting milestones (e.g., Gift 5 friends to unlock a Snow Dragon Egg).
- **Mechanics**:
  - Random Gift Boxes may include resources, skins, premium currency, or dragon parts.
  - Tiered milestones for **gifting rewards** (e.g., Rare Skins for 10+ gifts).
- **Why?**
  - Adds a **social layer** to the game, fostering community engagement.
  - Drives additional spending through gifting mechanics.

Part 4: Live-Ops Plan Feedback

Key Areas for Improvement & Recommendations

- **Issue**: Current events (gachas, daily rewards, and promotions) feel isolated.
- **Solution**: Introduce **Holiday Tokens** that unify all activities:
  - Earn tokens by completing missions, participating in gacha, purchasing bundles, or logging in daily.
  - Tokens can be exchanged in a **Holiday Shop** for rewards like rare dragons, winter skins, or premium items.
- **Why?**
  - Ties all activities together into a cohesive event.
  - Gives players a sense of **progression and choice** for their rewards.

Part 4: Live-Ops Plan Feedback

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Part 5: Scrum Assessment

- Backlog management
- Stakeholder management

Part 5: Scrum Assessment

Step	Action
Vision and Priorities	• Establish a clear product vision to guide backlog decisions. • Align items with goals: player engagement, retention, monetization, and satisfaction.

Organization and Prioritization	• Use frameworks like MoSCoW to categorize features: Must-Have, Should-Have, Could-Have, Won't-Have.
	• Prioritization examples:
	    • Player Impact: Improves gameplay, engagement, or retention
	    • Business Value: Drives revenue or growth.
	    • Technical Feasibility: Avoid technical debt.
	    • Effort & Cost: Balance complexity with team capacity.

Regular Backlog Management	• Conduct weekly grooming sessions to: Reassess priorities based on new data or feedback. • Refine items (clear user stories, acceptance criteria). • Break large tasks into smaller, manageable parts. • Keep the backlog transparent for stakeholders.

Sprint Planning and Reviews	• Use Sprint Planning to clarify priorities and goals.
	• Conduct Sprint Reviews to gather feedback and validate alignment with
	    • Player feedback.
	    • Game performance metrics.
	    • Development progress.

Data-Driven Decision Making	• Use KPIs (e.g., DAU, retention, monetization) to evaluate backlog impact. • Continuously monitor performance to Prioritize high-Value features.

Part 5: Scrum Assessment

I would discuss the feature with the team member to understand their concerns and try to solve the issue. If the feature still has clear benefits for the game, I would proceed, but I would also make sure the team stays aligned and motivated. If needed, I would look for smaller or alternative solutions to get the same results.

The final decision depends on the **business value**, **team input**, and what works best for the game overall.

Step	Actions
Check the Business Value	• Business Value - First, I would make sure the feature has a strong business case. • For example, does it improve player retention, monetization, or attract new players? If the numbers and goals are clear, it is easier to justify the development.
Discuss with the Team	• Since one team member (the designer) disagrees, I would talk to them directly. • I would Use the Radical Candor approach: Listen to their concerns: Understand their reasons, like design risks or gameplay issues. • Explain the benefits: Why the feature is valuable and how it helps the game. • If we still cannot agree, I would see if there is a smaller version or similar feature we could consider instead
Look for Alternatives	• If the concerns are valid, I would ask: • Can we change the feature to make it easier or smaller? • Is there another solution that brings the same results but works for everyone?
Respect Company Culture	• I would Align the decision with the company's values, like teamwork, innovation, and quality. • At the same time, I would focus on getting things done while keeping a good Balance in the team.
Make the Final Call	• If the feature has strong Business Value and most of the team supports it, I would move forward. • If the risks are too high or a better alternative is found, I would go with that instead.