

Playstudios IL

Playstudios is a global gaming studio with offices on three continents, a collection of award-winning titles, a network of world-class business partners, and a passionate community of loyal players.

The challenge

A year ago, we were making a lot of content, but...

We couldn't get the right feedback on time from our stakeholders, which caused our production to run longer and strain our teams. Our teams were struggling to meet product demands. Our scaling efforts had peaked because the leadership was focused on monitoring existing teams. Our release cadence failed to meet our expectations.

AgileSparks solutions

The journey started with a 2-day management workshop led by AgileSparks, which laid the foundation for the change. The participation of the company's top management in the workshop was crucial for aligning the leadership on the project's goals and mindset and a key factor in its success.

The sessions identified the following issue:

- Lack of projects and progress transparency.
- Missing feedback from stakeholders.
- Lack of predictability.
- BALAGAN: a mess in our way of work.
- Consistent work overload on all teams.

An implementation plan was structured following the management workshop:

- Teams and TLs training.
- Introduce new product backlog management techniques and improve the backlog refinement process.
- Implement supporting tools solution using Jira and Confluence.
- Establish organization-level cadence (all-hands quarterly planning) to improve alignment, ownership, and predictability.

As part of the implementation, the LACE (Lean-Agile Center of Excellence) was established, which drove the organization's Domains to improve and change continuously, enabling each team to consult and change via learning sessions & coaching.

Results after 12 months:

- Improved project visibility using agile methodologies and better tools (JIRA) allowed us to monitor the status of our projects clearly and determine our goals on a sprint and project level.
- Shorter feedback loops provided stakeholders with more transparency, which enabled improved quality of our products over time, and reduced waste.
 - Reduced the first feedback loop from 4 months to 1 month.
 - Created a continuous feedback loop within a created new product life-cycle process.
 - Project changes and alignment became dramatically easier.
- Release planning became much clearer due to known capacity and velocity.
 - The effect of this improvement raised our predictability for releases from 50% to almost 100% (today, almost all of our releases are delivered on time).
- Ability to track progress and changes.
 - Tracking production KPIs showed us which parts in our product life cycle required more attention, and improvements became clearer.
 - Working in smaller increments gave us the flexibility and metrics needed for continuous improvements.
- Increased well-being.
 - The overall well-being of our team members has improved.
 - Team ownership and relationships are much better.
- Shared business goals.
 - We created a quarterly plan for our entire studio, allowing all our different departments to align with our shared business goals.



Our methods prior to the change provided little visibility, which limited our ability to commit to a plan. Thanks to AgileSparks, this changed dramatically after we introduced Agile methodologies and principles which enabled transparency, open communication with our teams and allowed us to build a much more reliable plan."

Alon Askarov,
Games Program Manager.