

Martial Valery

A stylized, flat Earth with a blue and white horizon line. The 'Oh Bi Bi' logo is prominently displayed on top of the flat surface. The logo is in a bubbly, colorful font with a blue 'Oh' and red 'Bi Bi'.

Oh Bi Bi

- FLAT ORGANIZATION -

ALMOST DIE & RETRY



**What happens when you
let your teams do what
they want?**





- **30 people**
- **70 million players**
- **\$25 million dollars in funding**
- **All Players All Makers**



FRAG

A red and white target icon with three blue dots in the center, positioned below the 'FRAG' text.



So what's the deal with this flat model? Why should we do that in the first place?

Why move towards a flat org?

- 1. Promote failure AND learning**





**If only one players gets
to take all the shots,
people don't have the
capacity to grow!**

Why move towards a flat org?

- 1. Promote failure AND learning**
- 2. Our industry needs to evolve**



WORLD
The U.K. Just Banned 'Harmful Gender Stereotypes' in Advertising



U.S.
Baby Cut From Chicago Mother's Womb Has Died, Family Says



HEALTH
Can Americans Hack Their Way Out of an Aversion to Exercise?



IDEAS
Our Republican Colleagues in the Senate Must Act to Break the Cycle of Gun Deaths

BUSINESS • VIDEO GAMES

'Every Game You Like Is Built on the Backs of Workers.' Video Game Creators Are Burned Out and Desperate for Change



Players try the game *Insurgency Sandstorm* at the 24th Electronic Expo, or E3 2018, in Los Angeles, California. Frederic J. Brown—AFP/Getty Images

You May Like

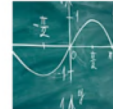
by Outbrain 

Venez essayer l'Opel Karl, la petite intrépide 5 portes.



by Citadine Opel Karl | Sponsored

Keeping Big Data Under Control, Avoiding 'Dark Data...



by LexisNexis® Blogs | Sponsored

10 Downing Street's Larry the Cat Disrupts President Trump's...



by Time - World

A Low-Key Elon Musk Unveils the Tesla Model Y Crossover SUV



by TIME - Business



Why move towards a flat org?

- 1. Promote failure AND learning**
- 2. Our industry needs to evolve**
- 3. Most inspiring companies work through some kind of flat environment**

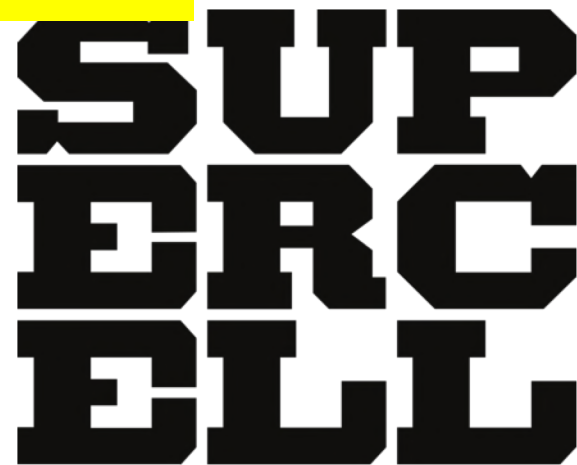
300+



1 200+



200+

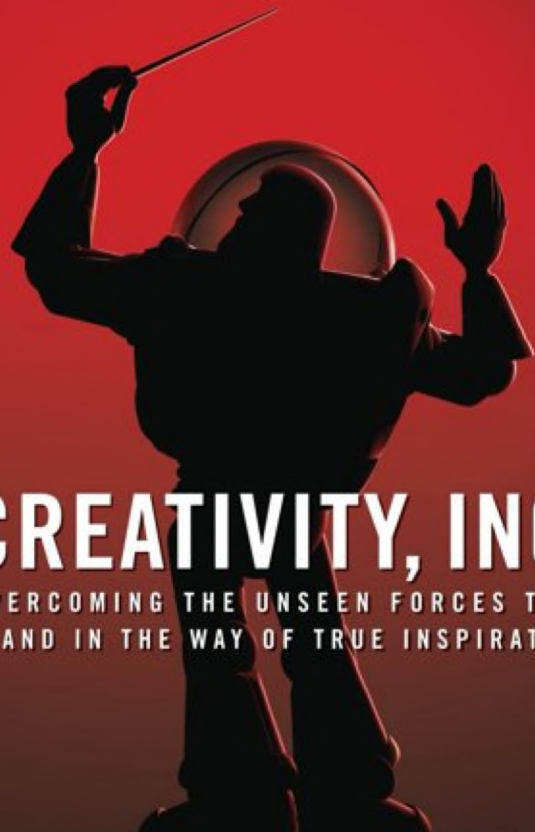


30k - 700k



VALVE

HANDBOOK FOR
NEW EMPLOYEES



CREATIVITY, INC.

OVERCOMING THE UNSEEN FORCES THAT
STAND IN THE WAY OF TRUE INSPIRATION

ED CATMULL

President of PIXAR ANIMATION and DISNEY ANIMATION

WITH AMY WALLACE

READ BY PETER ALTSCHULER • AN UNABRIDGED PRODUCTION

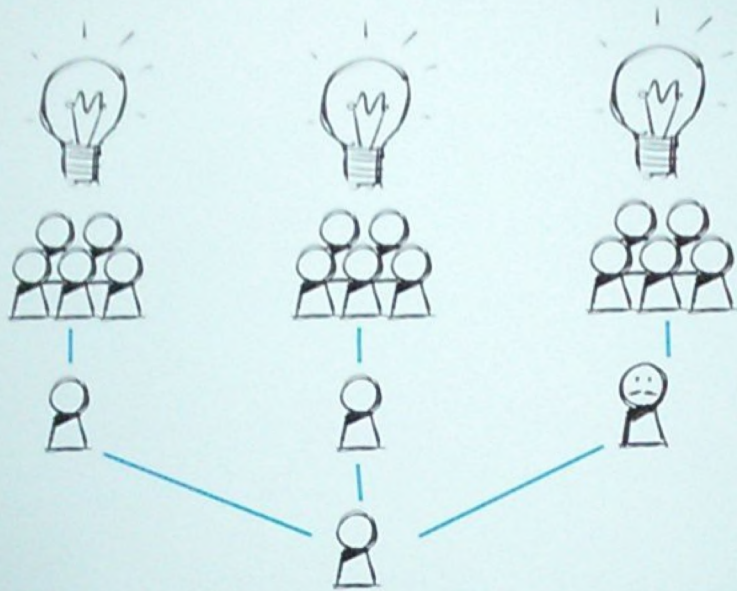
INSIGHTS
FROM
INSIDE GOOGLE

WORK RULES!

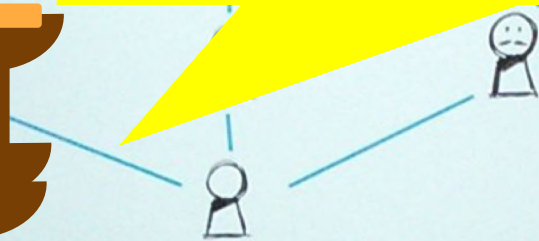
THAT WILL
TRANSFORM
HOW YOU
LIVE AND
LEAD

LASZLO
BOCK

SUPERCELL MODEL



Simple, right? So why aren't we billionaires already?





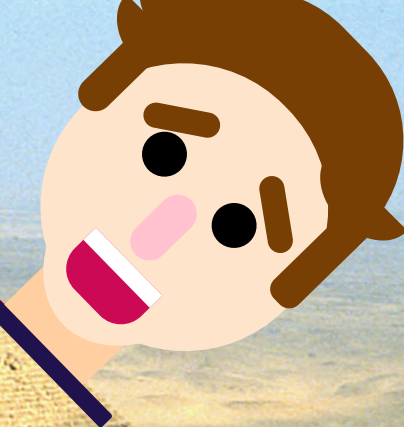
Before answering that question, let me take you back in time. I started as a producer at...



GAMELOFT

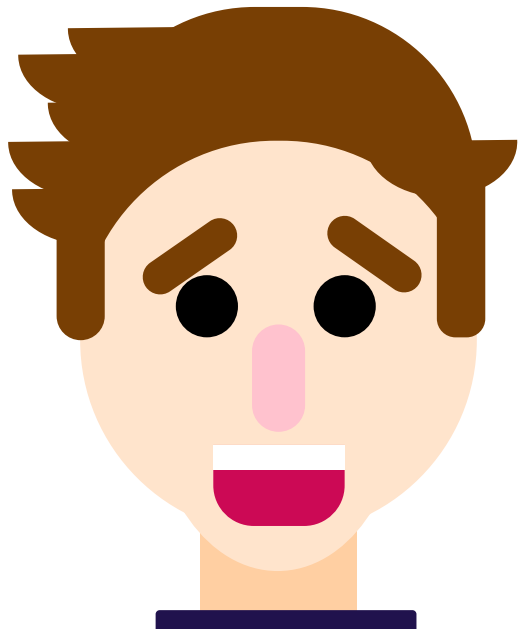
HQ
100 People

7 000
People



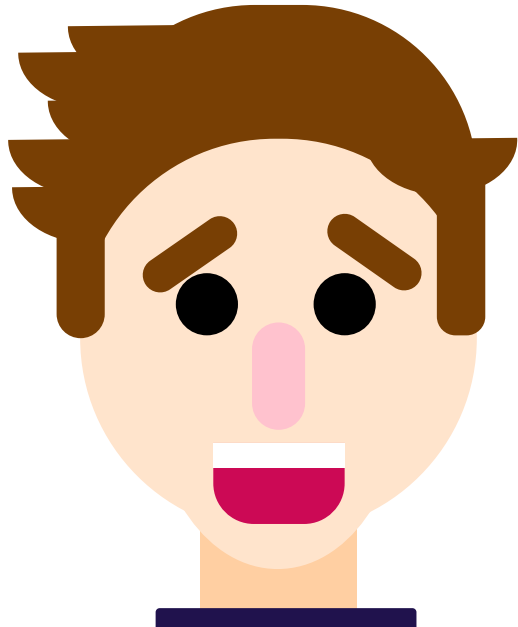
Year 2008





**I'm a young and naive
producer working with
remote teams to ensure
HQ guidelines are
respected**





**Our dog simulation
game is gonna be just
great!**

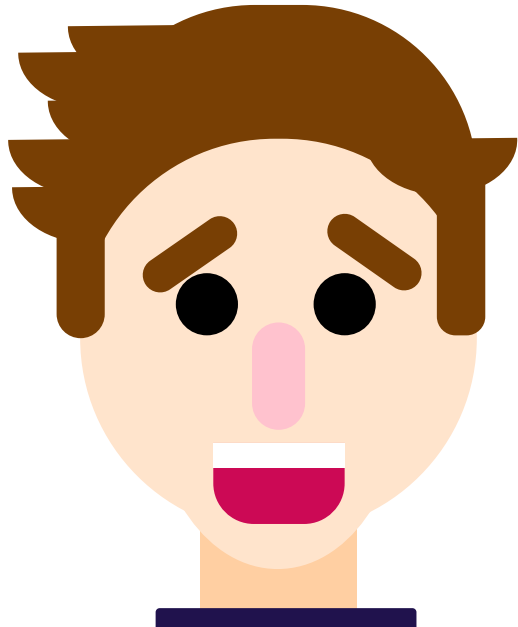


**Who asked for a dog?!?
It's all about dinosaurs
these days!!!**



My boss has some very strong opinions. It makes for a challenging environment!





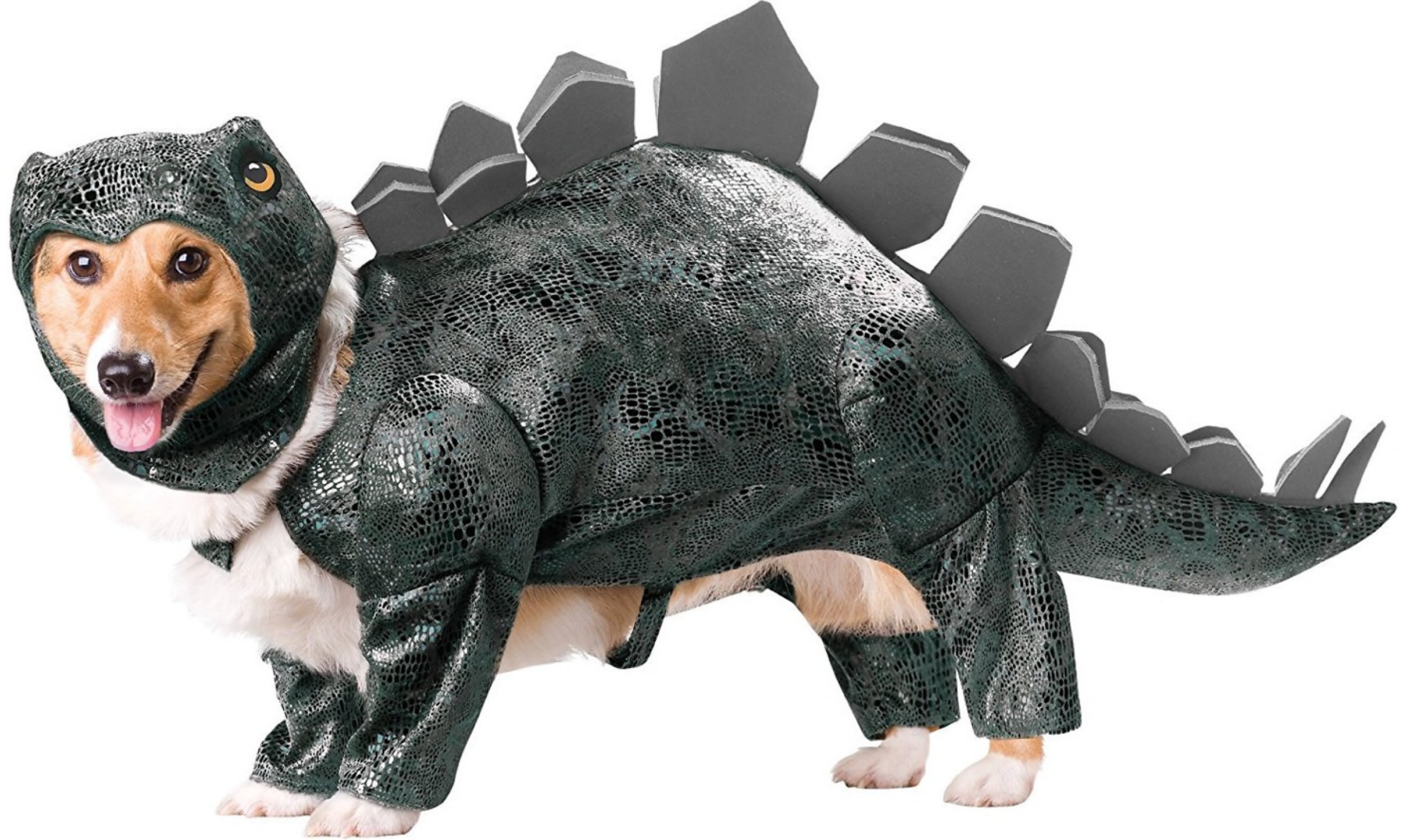
Dinosaurs are actually kind of cool too! But how do I sell that to the team?!?









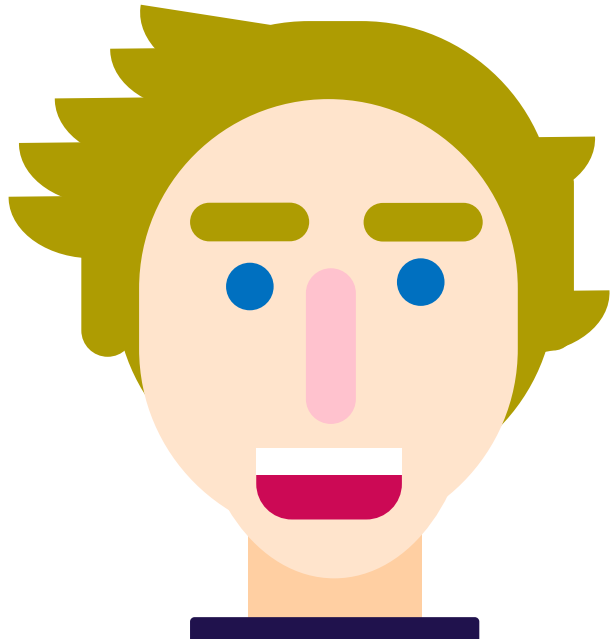




Problem is no one really likes dinodogs so no one is really happy in the end... The players, the team, not even my boss!

Stanislas Dewavrin

Year 2011



**I WANNA MAKE MY OWN
KICKASS GAMES!**



Stan has been at Gameloft since 2000, he has made hundreds of dinodogs and want to get his hands dirty again!



**You've gotta
build 'em all!**



**He'll create Motor World
Car Factory all on his
own, it will be the
foundation for...**



Oh Bi Bi

Year 2013



**We thought we were
practically invincible,
success was a given!**



**In 3 years, we tried to
adopt different styles of
management!**



25% of the team quits

50% of the team quits

100% of the team quits





**The more freedom we
gave the teams, the
worse it got... Until
someday in 2017...**

6 months

5 people



SUP



\$400K budget

\$15M results



**So what exactly
happened there?!?**

1



Tell

I will tell them

2



Sell

I will try and
sell it to them

3



Consult

I will consult
and then decide

4



Agree

We will agree
together

5



Advise

I will advise but
they decide

6



Inquire

I will inquire after
they decide

7



Delegate

I will fully
delegate



These cards are based on a game called « Delegation Poker ». It shows the subtlety of cooperation!

Vertical Org

1



Tell

I will tell them


2



Sell

I will try and sell it to them

3



Consult

I will consult and then decide



**We knew what vertical
orgs were! But we were
wrong about...**

Horizontal Org

7



Delegate

I will fully
delegate

Les Bisounours

Bienvenue à Bisouville

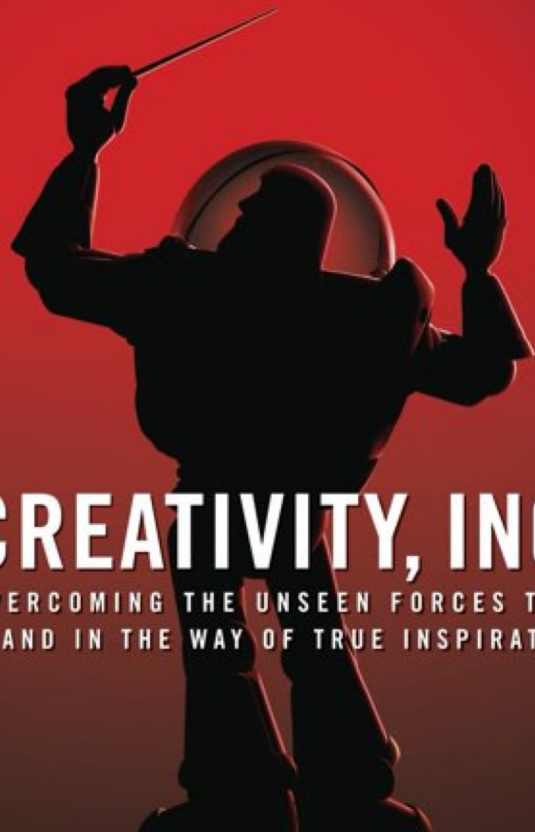




Horizontal orgs are not kindergarten, they are so codified that leaders will spend hundreds of pages explaining their rules

VALVE

HANDBOOK FOR
NEW EMPLOYEES



CREATIVITY, INC.

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FROM
INSIDE GOOGLE

WORK RULES!

THAT WILL
TRANSFORM
HOW YOU
LIVE AND
LEAD

LASZLO
BOCK



By defining a strong mission and principles, leaders can let people do what they're best at!

Horizontal Org

1



Tell

I will tell them

WHY?

2



Sell

I will try and sell it to them

HOW?

4



Agree

We will agree together

WHO?

6



Inquire

I will inquire about their ideas

5



Advise

I will advise but

WHAT?

7



Delegate

I will fully delegate



On the contrary in vertical orgs, leaders will be extremely specific on the « What » but will skip the « Why » entirely!

Vertical Org

7



Delegate

I will fully delegate

WHY?

6



Inquire

I will inquire after they decide

HOW?

1



Tell

I will tell them

WHAT?



WHY?

1



Tell

I will tell them

- **All Players All Makers**
- **Redefine the mobile gaming market**
- **Create billion dollar games**



That's all sweet and dandy but how do we put that into motion?



HOW?

2



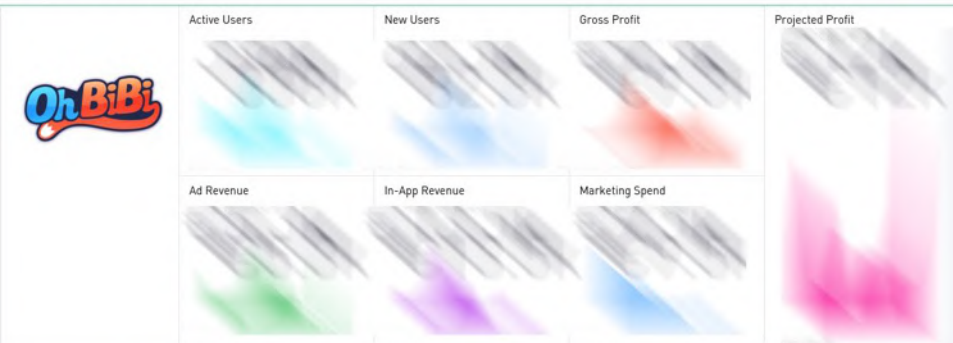
Sell

I will try and
sell it to them

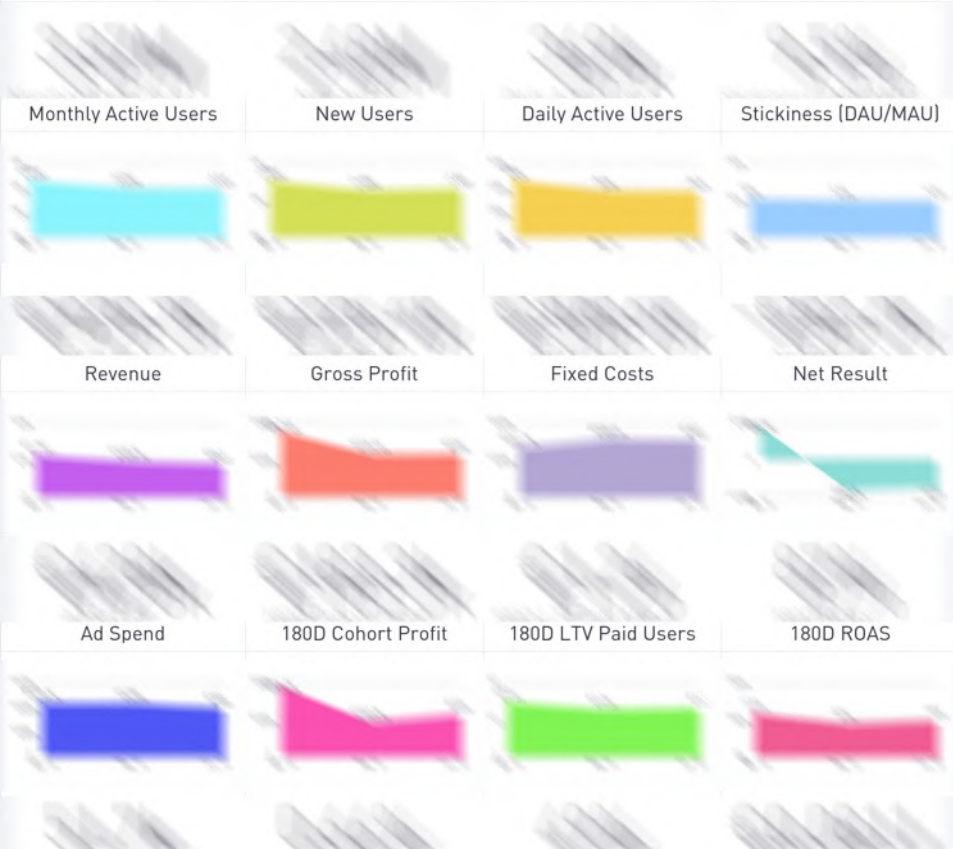
- **Games shipped in less than 6 months**
- **Games operated by small teams**
- **Ownership**
- **Empowering tools**

How @

- **Every employee owns stock options**
- **Complete transparency on performance and results**



Oh BiBi Reporting May 2019





Active Users

New Users

Gross Profit

Projected Profit



Oh BiBi Reporting May 2019

Ad Revenue

In-App Revenue

Marketing Spend

Sent everyday and every month. Data for every game is available to everyone!



Ad Spend

180D Cohort Profit

180D LTV Paid Users

180D ROAS



How @

- **Every employee owns stock options**
- **Complete transparency on performance and results**
- **Empowering tools**



DASHBOARD

Acquisition Performance Sum Up ⓘ Last Refreshed 8 m

FILTERS [2] ▾ Game FRAG Pro Shooter Motor World Car Factory SUP Multiplayer R

▲ Global Performance Monthly

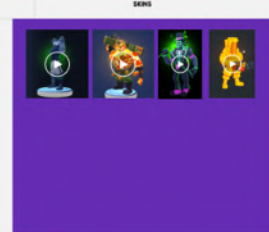
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sup					
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2018-01					
2017-12					
2017-11					



Real time aggregation of marketing data plus LTV predictions for all campaigns -> « Spend as much as you can! »



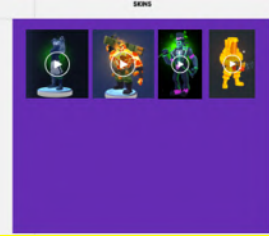
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 46 47 48 49 50 51 52 53
 54 55 56 57 58 59 60 61
 62 63 64 65 66 67 68 69
 70 71 72 73 74 75 76 77 78
 79 80 81 82 83 84 85
 86 87 88 89 90 91 92 93
 94 95 96 97 98 99 100



	RARITY	POSITION	JOB	ANTI	REF	CONCEPT	LIVE	ANIM MENU	SKIN RANDOM	SKIN SEASON 1	SKIN SEASON 2	SKIN SEASON 1	SKIN SEASON 2	SKIN SEASON 4
F	1 COMMON	ATTACK	INFANTRY											
M	2 RARE	DEFENSE	LIGHT	INFANTRY										
F	3 EPIC	CAMP	INFANTRY	LIGHT										
F	4 COMMON	DEFENSE	HEAVY											
F	5 RARE	ATTACK	INFANTRY	HEAVY										
J	6 COMMON	CAMP	INFANTRY											
M	7 RARE	ATTACK	LIGHT	BUILDING										
F	8 COMMON	ATTACK	HEAVY	BUILDING										
M	9 EPIC	DEFENSE	MECHANIZED	INFANTRY										
J	10 EPIC	CENTER	INFANTRY	LIGHT										
M	11 COMMON	DEFENSE	LIGHT											
J	12 RARE	CAMP	HEAVY	HEAVY										
J	13 EPIC	ATTACK	INFANTRY	MECHANIZED										
J	14 COMMON	CENTER	MECHANIZED											
E	15 RARE	DEFENSE	INFANTRY	INFANTRY										



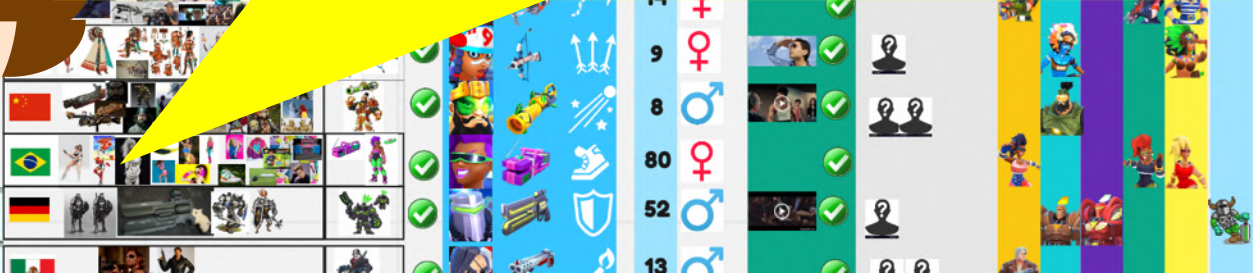
38 39 40 41 42 43 44 45
46 47 48 49 50 51 52 53
54 55 56 57 58 59 60 61
62 63 64 65 66 67 68 69
70 71 72 73 74 75 76 77 78
79 80 81 82 83 84 85
86 87 88 89 90 91 92 93
94 95 96 97 98 99 100



	RARITY	POSITION	JOB	ANTI
F 1	COMMON	ATTACK	INFANTRY	
M 2	RARE	DEFENSE	LIGHT	INFANTRY
F 3	EPIC	CAMP	INFANTRY	LIGHT
F 4	COMMON	DEFENSE		
F 5	RARE	ATTACK		
J 6	COMMON			
M 7	RARE			
F 8				
M 9	EPIC			
J 10	EPIC			
M 11	COMMON			
J 12	RARE			
J 13	EPIC	ATTACK		
J 14	COMMON	CENTER		
E 15	RARE	DEFENSE		



Predictive algorithms and digital white boards allow our artists to be completely autonomous on the creation of Fraggers's visual identity but also behavior!

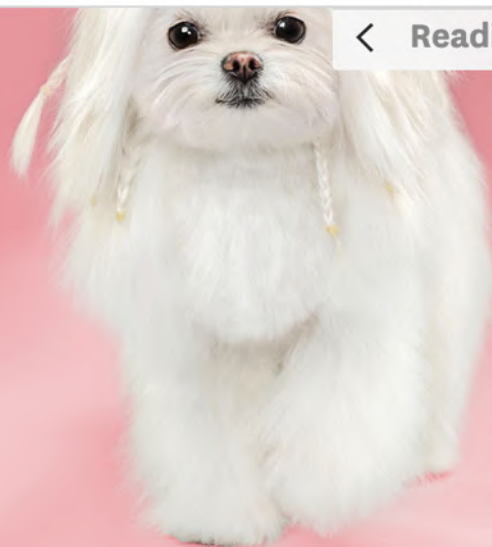




To conclude, here is what we believe are the core principles of every successful flat org!

Key Factors of Success of Horizontal Org

- **Capacity to fail and learn**
- **Strong mission & direction**
- **Transparency & candor**
- **Tools and principles that give people responsibility**



GRACE CHON

ORGANIZATIONAL CULTURE

The Hard Truth About Innovative Cultures

WHAT TO READ NEXT





If you're interested in this kind of thing, this article is also a must-read!



ORGANIZATIONAL

The Harvard Business School's Research About Innovative Cultures

GRACE CHON

WHAT TO READ NEXT





Oh BiBi

Wait, we're also hiring!

DM me if you can