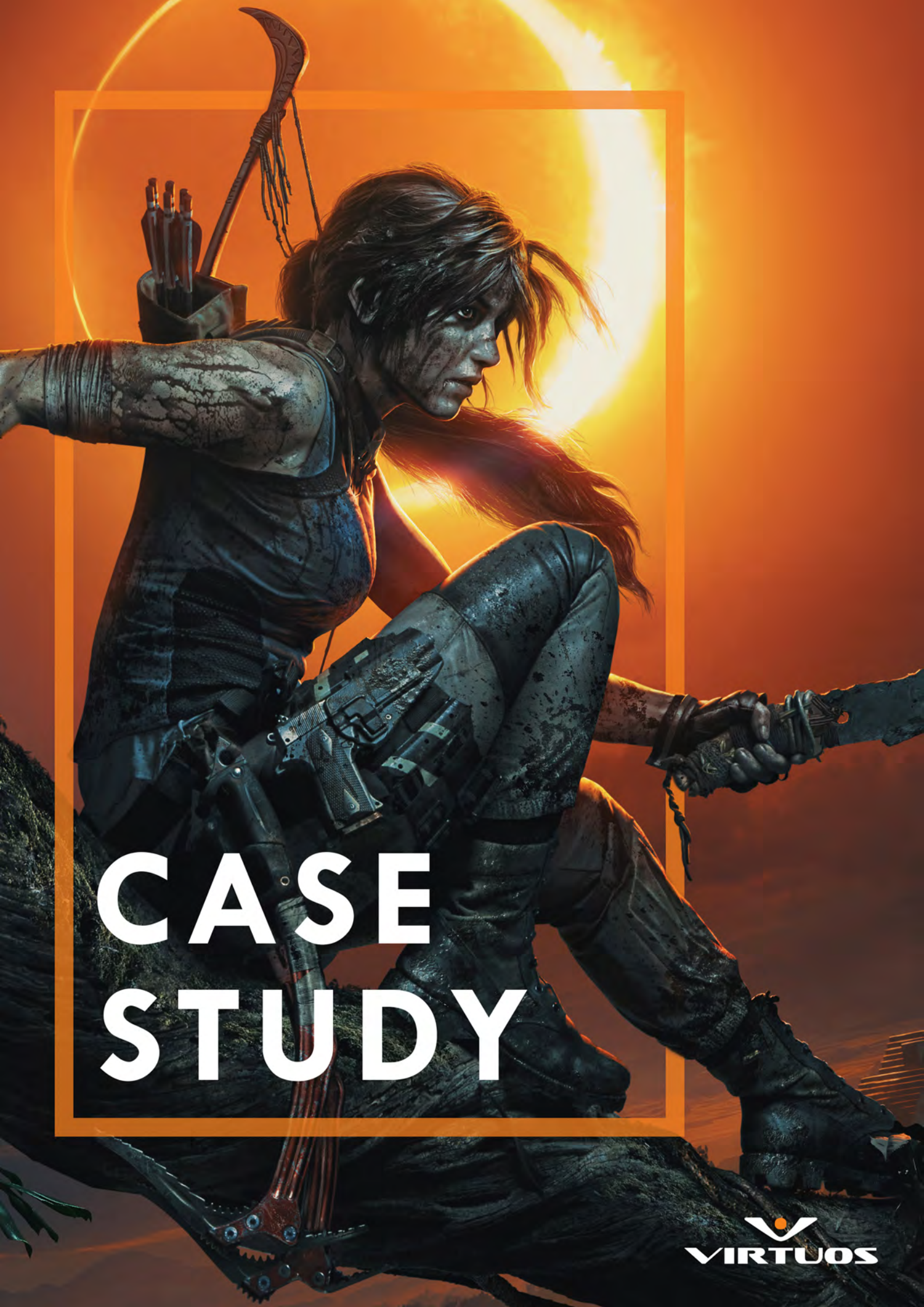




CASE STUDY



How to build a successful creative collaboration between new partners?

In partnering closely with Eidos Montréal, Virtuos became an integral part of the development process, with support across multiple areas including Art, Level Design and Gameplay. Virtuos committed resources to the development team, which was composed of concept artists, Technical Artists, VFX Artists, Level Artists and Level Designers. Based on the creative brief and design from Eidos Montréal, Virtuos contributed to full level and production design to help bring Shadow of the Tomb Raider to life.

Challenges



Unorthodox approach to building levels



Cross-time zone collaboration within a tight schedule



Multiple ad-hoc iterations of the mandate

Virtuos Holdings Pte. Ltd. is a leading videogame content production company with operations in Singapore, China, Vietnam, Canada, France, Japan, Ireland and the United States. With 1,600 full-time professionals, Virtuos specializes in game development and 3D art production for AAA consoles, PC and mobile titles, enabling its customers to generate additional revenue and achieve operational efficiency.

Results

With aid from Virtuos, Eidos Montréal achieved the following:

1

Fulfilled AAA development goals for Shadow of the Tomb Raider.

2

Gained a successful blueprint for future co-development.

3

Completed high-quality work on schedule as set out in the co-development plan.

4

Successfully resolved unforeseen obstacles and crises during development.

5

Effectively addressed additional changes in the mandate.

6

Established a good cooperative relationship between Virtuos and Eidos Montréal.

Elijah Freeman

Virtuos Shanghai Studio General Manager

"Many developers now look at Virtuos as an extension to their team, because when they work with Virtuos they know they are going to get the level of quality that is expected."

“Virtuos established a new benchmark for underwater lighting at that time. That's pretty cool!” -Eidos



Mindset and communication



The idea of collaboration was seeded from the beginning, with a mutual drive to deliver the best game possible.

As training & preparation were essential for success, a veteran team from Eidos was deployed in pre-production to help Virtuos adapt to Eidos' exclusive engine, by offering extensive documentation and building a list of carefully defined deliverables for each phase of the process. The team also shared in-game videos from previously created levels highlighting what to expect at each stage of production. Through this method, Virtuos learned the pipeline, production process and expected quality standards.

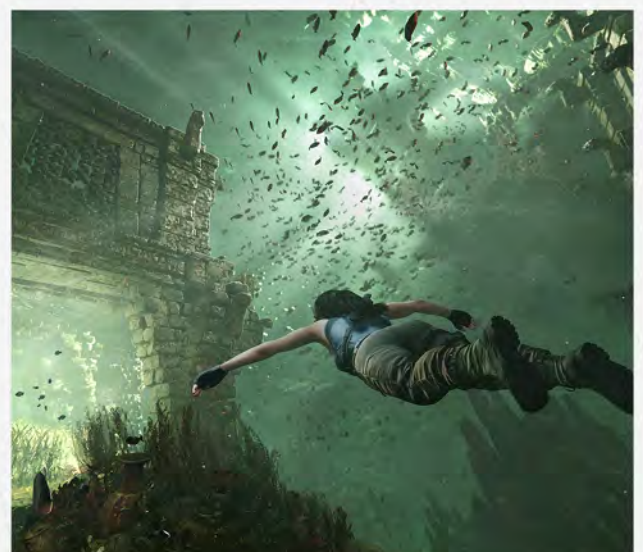
Communications initially began with in-person meetings dedicated to building a roadmap together. While Virtuos Paris acted as intermediary between Montréal and Shanghai, the teams relied on Confluence and Basecamp for transparent and efficient delivery of key information. Through a bidirectional feedback loop, Virtuos was able to flag problems, locate bottlenecks and re-align expectations wherever needed.

Empowerment

Virtuos had to be creatively enabled in order to deliver quality on time. Eidos recognised the need for empowerment, granting it to Virtuos in short order.

For the first tomb levels, Eidos Montréal established the design on paper before handing over to Virtuos for the actual execution. Once that was complete, the training wheels effectively came off; Virtuos was now leading the design. This solution-focused approach allowed the team autonomy that reached beyond the original project scope.

One example was the lighting system, which was originally not in Virtuos' purview. Regardless, the team went ahead and proposed a solution anyway, which eventually became the new benchmark for underwater lighting.



“Virtuos established a new benchmark for underwater lighting at that time. That's pretty cool!” -Eidos



Flexibility

There were five major amendments throughout the project, the biggest one being online co-op - it had a ripple effect on many aspects of production, including physics and gameplay mechanisms.

Virtuos was ready to meet the ever-changing needs of the project. With an experienced producer at the helm of a team of concept artists, technical artists, VFX artists, level artists, level designers, and QA, their skills covered the entire development pipeline, driving interdepartmental conversation in Virtuos to ensure flexible support in resources and know-how.

Virtuos' emphasis on adaptability enabled the team to analyze situations and respond to updates methodically and swiftly, as was the case when Eidos Montréal came up with strategic changes and new content directives during development.

Interested in learning more?

>>> [Check out this video](#) recorded at XDS on how Virtuos worked with Eidos Montréal in creating the Tomb Raider Challenge Tombs.