

**Team Fortress 2:**

**From The Orange Box to Free to Play in “Just” Four Years!**

Joe Ludwig – [joe@valvesoftware.com](mailto:joe@valvesoftware.com)



# The Orange Box<sup>®</sup>

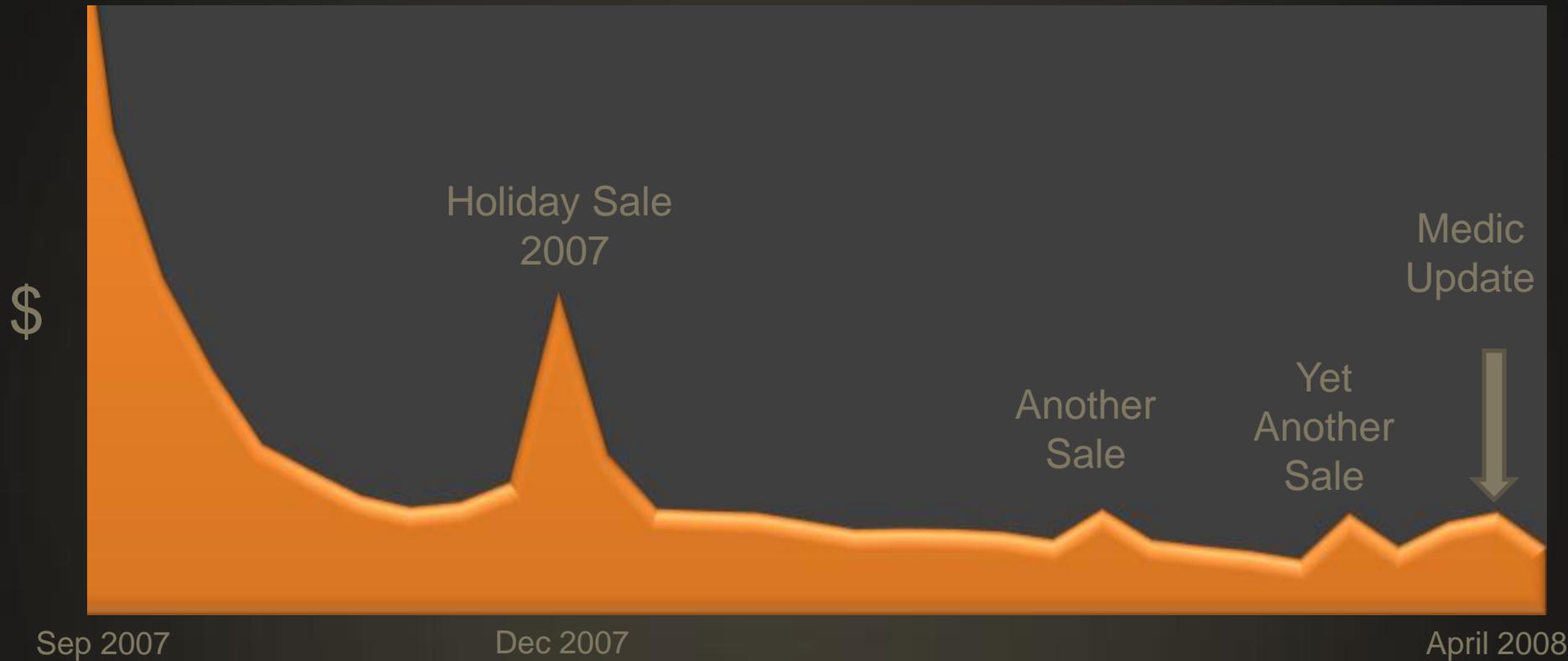




## Four Eras of TF2

- Updates
- Items
- In-Game Store
- Free to Play





1. Putting the game on sale increases revenue
2. Big updates can also increase revenue

Development model:

Business model:

Medic Update

AAA Box Product

Hybrid

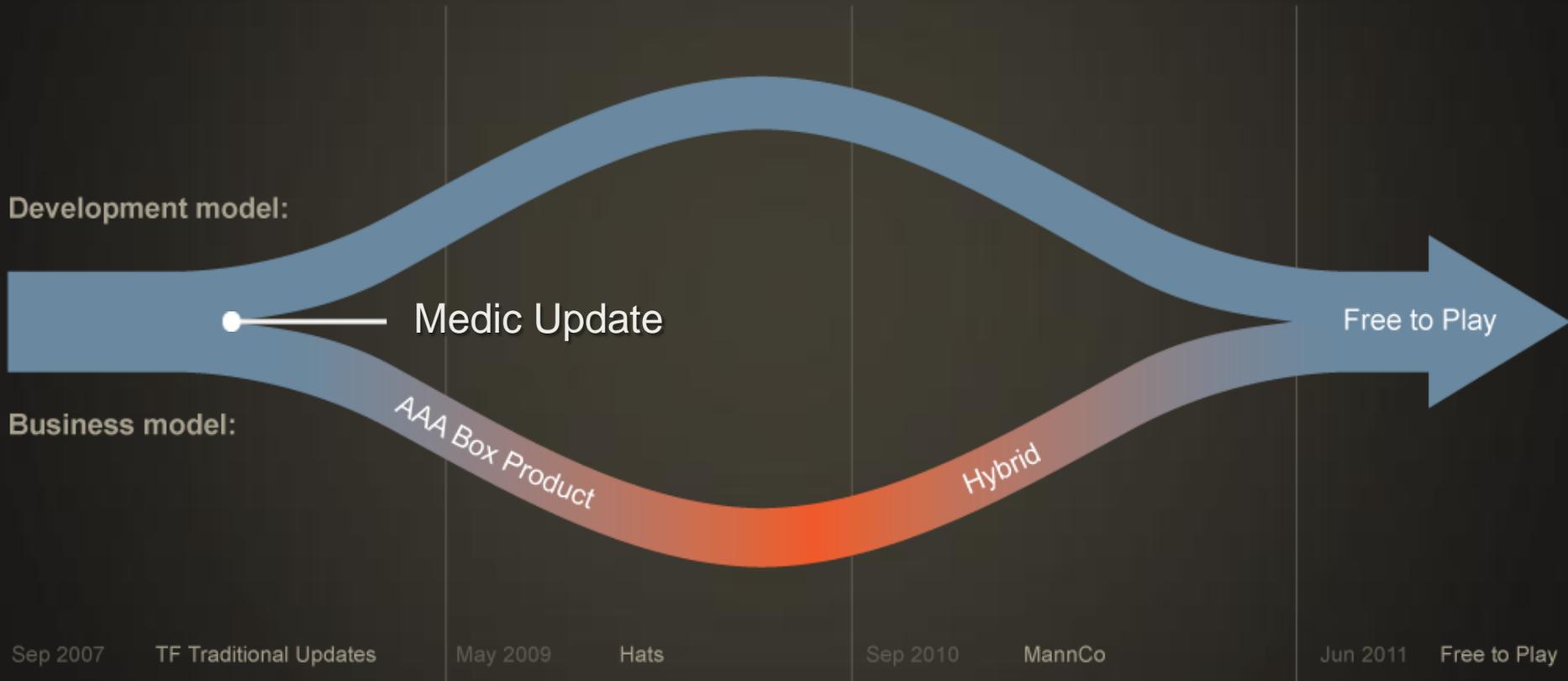
Free to Play

Sep 2007 TF Traditional Updates

May 2009 Hats

Sep 2010 MannCo

Jun 2011 Free to Play



# THE SNIPER UPDATE

Let's have a go at it.  
- Sniper

## THE HUNTSMAN

YOU WILL SHOOT THEM AND THEY WILL STICK TO THE WALL AND THEY WILL DIE

Any experienced sniper will tell you how irritating it is when your targets keep moving around. The question is how to stop these cheaters from wind-sprinting around like they own the place. And the answer is to pin them to a wall. How? With arrows!

"Now, hold on," you might be thinking. "I'm strong, but no one could throw an arrow that hard." Introducing the Huntsman longbow, which solves that age-old throwing problem.

"Now, hold on," you keep saying. "Aren't bows and arrows primitive and harmless?" Why don't you ask the dinosaurs? Except you can't, because the cavemen bow and arrowed them to death. One headshot from the Huntsman can mean an instant crit, in addition to a bolt-riddled corpse hanging from a wall that's gruesome and funny.

And even if you don't kill them, they'll carry around a certain arrow-shaped something as a living testament to your awesome archery skills and their frankly unawesome dodging skills. Comes with 18 arrows and a one-second charge for full power shots.



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PPS - Actually, just use a rifle

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the Steam logo, Valve logo, Valve Corporation.

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.D.L.Y.

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es, h off on

The Dead Ringer cloaks in a realistic time your adversary will gold fillings out of the killing blow.

Express mailed.

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ER" IPER





**EXTRA** The Gravel Pit Gazette **EXTRA**

THURSDAY, DECEMBER 9, 1966 WEATHER: HOSTILE WITH A CHANCE OF VIOLENCE FIVE CENTS (FREE TO SUBSCRIBERS)

# WAR!

## SIDES CHOSEN AS DEMO-SOLDIER TENSION MOUNTS

*[Faded newspaper text columns]*



THE **DEMOMAN**

[CLICK HERE](#)



THE **SOLDIER**

[CLICK HERE](#)

VERSUS



6,372,979 SOLDIERS KILLED

**TOTAL WAR CONTRIBUTION**

FINAL TALLY  
DEC. 17th, 2009



6,406,065 DEMOS KILLED

**TOTAL WAR CONTRIBUTION**

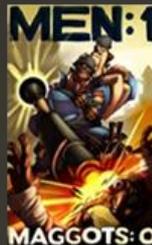
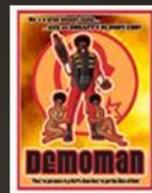
FINAL TALLY  
DEC. 17th, 2009



TEAM FORTRESS 2  
Presents

# THE WAR PROPAGANDA CONTEST





TEAM FORTRESS 2

THE SECOND ANNU-HELL

OCTOBER 27TH  
THRU NOVEMBER 8TH

# SCREAM FORTRESS

HAUNTDEAD HALLOWEEN SPECIAL



## TWICE AS SCARY!

If you joined us for [last year's TF2 Halloween Special](#), then you're probably reading this with white hair in an insane asylum, because it was pretty darn scary. If this is your first Halloween Special, we should warn you: These introductions have been known to cause heart attacks. Because there are **Draculas right behind you!** [sound of thunder]

Alright, shake it off, that's the last time we're going to scare you. On an unrelated note, there's something we forgot to tell you: Last year's TF2 Halloween Update scared you so bad that you **died and are a ghost**. Also, what's that behind you? Oh, it's just someone drinking a bottle of sparkling water. **Oh wait it's a skeleton!** [sound of creaking door]

A long-lost member  
of the Mann family returns...  
Introducing:

**THE HORSELESS  
HEADLESS  
HORSEMAN**

Coot's  
CANOE

LOADING DOCK  
DELIVERY HOURS  
FOR ALL  
MATERIALS





REFLECTIVITY  
20%

REFLECTIVITY  
50%

REFLECTIVITY  
50%

REFLECTIVITY  
50%



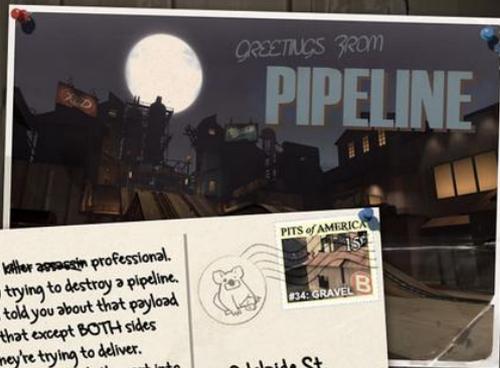




# THE SNIPER UPDATE

## PAYLOAD RACE

NEW GAME MODE - GLADIATORIAL CART COMBAT!



Dear Mum,

Life is great as a killer assassin professional. Been busy lately trying to destroy a pipeline. Remember when I told you about that payload mission? It's like that except BOTH sides have a payload they're trying to deliver.

It's been crazy trying to push the cart into enemy territory AND stop their cart from getting into ours. It was an uphill battle by the end - literally! Stop pushing for a sec and it rolls back down to the bottom. Hard work, but it keeps me busy. Love to you and Dad.

PS - Tell him I make more money than a doctor.

PPS - Actually, just tell him I AM a doctor now.



Adelaide St.  
Australia  
(Red House  
on the Left)

Scenic Pipeline  
"America's pipelines are a shining beacon of hope. Let no man rob their majesty with calumny or bomb."

— Abraham Lincoln

## PLUS 2 NEW ARENA MAPS

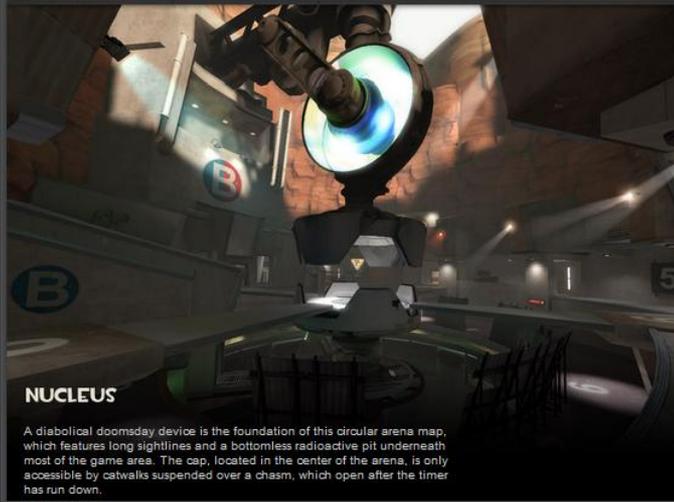
SPINNING SAW BLADES, BOTTOMLESS PITS AND DIABOLICAL DOOMSDAY DEVICES



### SAWMILL

Set in a stormy mountain sawmill, this arena map has its cap point in a large structure atop a hill in the center of the map, beneath which lies a hidden underground spybase; and above which, pouring down on everything we just mentioned, is rain—the first weather effect to appear in a TF map. If that previous sentence wasn't long enough for you, replace the period with a comma and add this next part: players must ALSO watch out for the two deadly saw blades near the cap, which were left on when the previous occupants abandoned it for a less deadly, hilly, rain-swamped sawmill not built on a spybase.

"I say this to you with the unvarnished factualism of plain talk: I lose Arena Mode."  
— Abraham Lincoln, Second Inaugural Address, 1865



### NUCLEUS

A diabolical doomsday device is the foundation of this circular arena map, which features long sightlines and a bottomless radioactive pit underneath most of the game area. The cap, located in the center of the arena, is only accessible by catwalks suspended over a chasm, which open after the timer has run down.



# THE GUNSLINGER

Replaces the wrench



- > +25 max health on wearer
- > Combo attack: the third punch in a series of hits on an enemy always crits
- > Lets the Engineer drop mini-sentries instead of normal sentries



# COMBAT MINI-SENTRY



- > Placed by Engineers using the Gunslinger
- > Only costs 100 metal to place
- > Builds 4x faster than a normal sentry
- > Deploys with full health
- ✗ Cannot be repaired or upgraded
- ✗ Deals half a normal sentry's damage



Meet  
THE

# SNIPER



**TEAM FORTRESS 2**

COPYRIGHT LOLOLOL  
A Valve Picture



# SNIPER



## JARATE

THE JAR-BASED KARATE\*

Jarate is a thrown jar that splashes upon impact. When splashed on enemies, they take 35% more damage for a period of time. Jumping in water will wash off Jarate. Jarate is also able to short out Spies' cloaking devices. When used on teammates, Jarate will extinguish any fire effects.

\* Jarate is neither affiliated with, nor a substitute for, Karate.

### THE INSULT "JARATE MASTER" OUT OF SNIPER



### IT IS NOT COMPLICATED!

How do I know? I am from AUSTRALIA! And the events dramatized in the comic above actually happened... TO ME! Remember that part between panels four and five? That was not time lapse magic! I kicked a chair across the room, and seconds later I knew Jarate! NOW YOU CAN TOO!

**WHAT IS JARATE?**  
Jarate causes your enemies to lose the WILL TO LIVE and take more damage from incoming fire! You may say, "But I DON'T HAVE any enemies!" Well, do you have FRIENDS? Are they on FIRE? Right NOW? Jarate them to a non-on-fire state INSTANTLY! Being on fire is horrible! They'll never want to talk about your Jarate rescue ever again, but you'll have their secret undying gratitude!

Your enemies will wish they could forget their encounter with Jarate! Too bad! The IMMEDIATE EFFECTS are temporary. As the first damp moment stretches into months, however — as years become long, regret-filled decades, Jarate reveals his TRUE POWER: forcing your enemies to accept a terrifying new existence, where people do awful things to them ALL THE TIME for NO REASON and DIGNITY DOES NOT EXIST.

They will think about Jarate at their weddings — at their high school reunions — witnessing the birth of their first beautiful child — Jarate will haunt their every waking moment for the REST OF THEIR LIVES.

# SNIPER ACHIEVEMENTS

COLLECT EVERY SINGLE ONE!



**Australian Rules:** Dominate an enemy Sniper.



**Be Efficient:** Get 3 kills with the Sniper Rifle without missing a shot.



**Be Polite:** Provide an enemy with a freezecam shot of you doffing your hat.



**Beaux and Arrows:** Kill a Heavy & Medic pair with the bow.



**Consolation Prize:** Get backstabbed 50 times.



**Dead Reckoning:** Kill an enemy with an arrow while you're dead.



**De-sentry-ized:** Destroy 3 Engineer sentry guns.



**Dropped Dead:** Kill a Scout in midair with your Sniper Rifle or the Huntsman.



**Enemy at the Gate:** Kill an opponent within the first second of a round.



**Number One Assistant:** Score 5 assists with the Jarate in a single round.



**Parting Shot:** Headshot an enemy player the moment his invulnerability wears off.



**Pincushion:** Hit an enemy with 3 arrows, without killing them.



**Rain on Their Parade:** Jarate an enemy and the Medic healing him.



**Robbin' Hood:** Take down an intelligence carrier with a single arrow.



**Rode Hard, Put Away Wet:** Jarate an enemy that you're dominating.



**Saturation Bombing:** Jarate 4 enemy players with a single throw.



**Self-destruct Sequence:** Headshot 10 enemy Snipers.



**Shafted:** Stab an enemy with an arrow.



**Friendship is Golden:** Extinguish a burning teammate with your Jarate.



**Have a Plan:** Capture the flag in CTF.



**Jarate Chop:** Jarate and then kill 3 enemies with your Kukri.



**Jarring Transition:** Use Jarate to reveal a cloaked Spy.



**Jumper Stumper:** Kill a rocket or grenade-jumping enemy in midair with your Sniper Rifle or the Huntsman.



**Kill Everyone You Meet:** Kill 1000 enemies.



**Kook the Spook:** Kill 10 Spies with your Kukri.



**My Brilliant Career:** Top the scoreboard 10 times on teams of 6 or more players.



**Not a Crazy Gunman, Dad:** In a single life, kill 3 enemies while they are achieving an objective.



**Shock Treatment:** Kill a spy whose backstab attempt was blocked by your Razorback.



**Shoot the Breeze:** Kill a fully invisible Spy in a single hit.



**Socket to Him:** Headshot an enemy Demoman.



**The Last Wave:** Provide an enemy with a freezecam shot of you waving to them.



**Triple Prey:** In a single round, kill the same enemy with 3 different weapons.



**Trust Your Feelings:** Get 5 kills with the Sniper Rifle without your scope.



**Überectomy:** Kill a Medic that is ready to deploy an ÜberCharge.



**William Tell Overkill:** Pin an enemy Heavy to the wall via his head.

# Lessons Learned

- Engage your community as much as possible in the update process





BONUS DAY <

"MY HAT SAVED THE PRESIDENT!" EXCLUSIVE INTERVIEW WITH HAT HERO

# HAT-WEARING MAN

OUR  
NINE  
FAVORITE  
HATS  
PAGE 37



HEADBANDS:  
THE NEW HATS?  
PAGE 32

HELMETS:  
HATS OR NOT HATS?  
THE DEBATE  
RAGES ON  
PAGE 20

WEARING BERETS:  
NOT ON OUR WATCH!  
HOW YOU CAN HELP  
PAGE 11

MANN CO.  
BY THE PEOPLE FOR THE PEOPLE

# Lessons Learned



- Scarcity created a lot of demand for hats

## Timed Drops

25% chance of a drop  
every 25 minutes  
on a full server

## Lesson Learned

- Rare things still happen

Per 1000 players

On a full server

Playing 10 hours per week

One person received no drops

TEAM FORTRESS 2

CONTRIBUTE

MAKE  
YOUR OWN  
TF2 ITEMS!



- User generated content is an excellent way to engage your community

### Contribute to the future of your favorite Steam games!

Ever dreamed of seeing your brilliant ideas come to life in a game played by millions of people? Now you can, starting with Team Fortress 2! Create and submit new items, or review and rate what other people submit. Rate items highly and you just might see them become available in-game. If your creation is accepted for distribution in-game, you can even earn a percentage of sales. Check out the [instructions page](#) for more information on how to create items, or just start browsing and rating items below.

Showing 1-9 of 2600 items

1 2 3 ... 289 >



View Your Shared Items

Browse by:

Top Rated

Most Recent

Filter by product:

< none specified >



★★★★★  
**Mobile Gun (Sentry)**  
Team Fortress 2



★★★★★  
**Collegian's Camisole**  
Team Fortress 2



★★★★★  
**Stylish Spy**  
Team Fortress 2



★★★★★  
**Cozy Camper**  
Team Fortress 2



★★★★★  
**The Lantern Lighter**  
Team Fortress 2



★★★★★  
**Le Fantôme**  
Team Fortress 2

Learn More

Steam Workshop > Team Fortress 2 > [WDZ] The Ronin's Team Fortress 2 Workshop

★★★★★  
6545 ratings  
Times Reported: 6

# Cozy Camper



Rate Report Favorite

Admin Controls:

Download Support page for [WDZ] The Ronin Flag As Incompatible Update Ban Status  
Reset # Times Reported UnFinalize Revenue Allocations Update Tags

Created by:

 **[WDZ] The Ronin**  
View all shared files

Considered for use in:

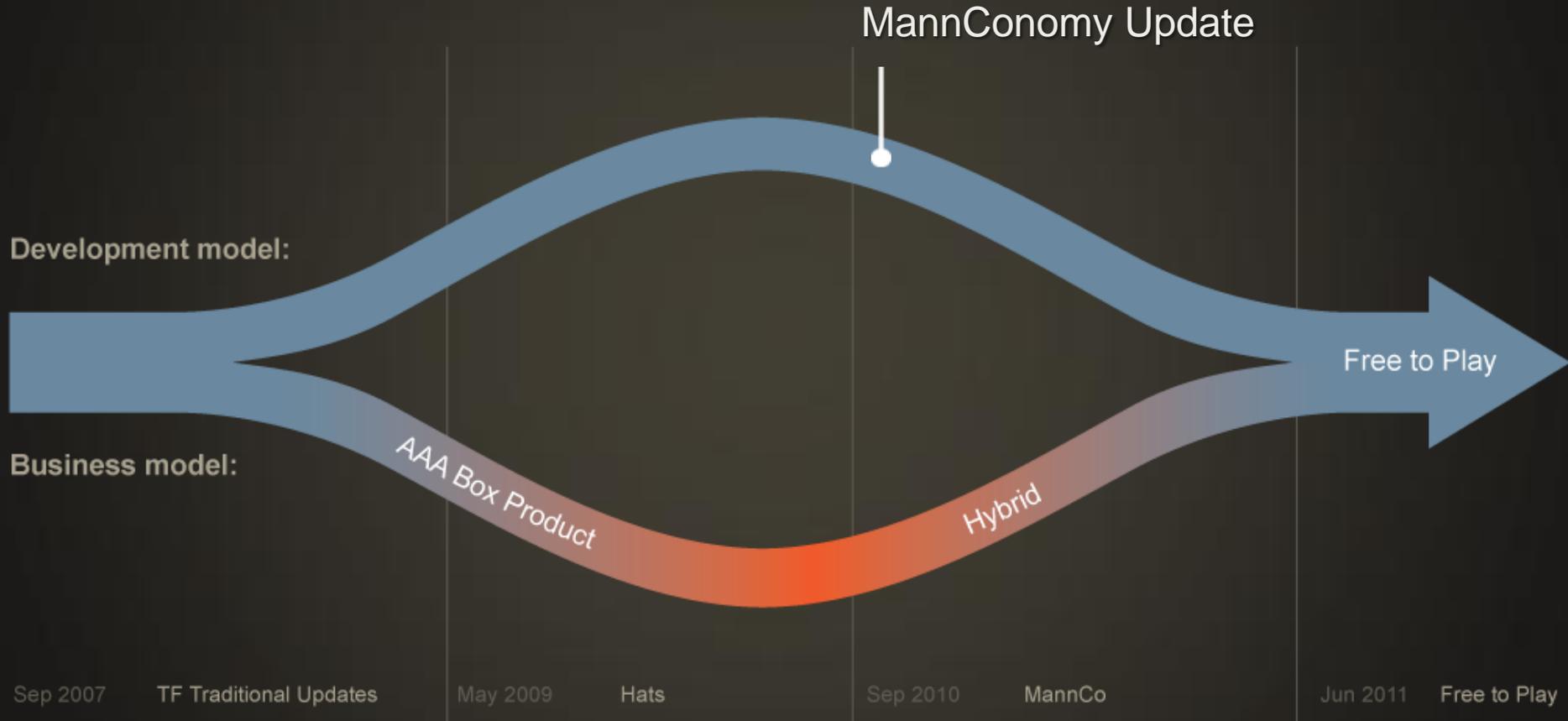
 **Team Fortress 2**  
Pending

2,435 Unique Visitors  
276 Current Favorites  
279 Total Unique Favorites

Class: **Sniper**

Item Slot: **Weapon**

File Size: 1.954 MB  
Posted: Oct 13, 2011 @ 8:56pm  
Updated: Dec 19, 2011 @ 8:11pm



## Concerns we expected from our community

- Don't make us Pay to Win
- Don't make us buy stuff just to have fun
- Don't nickel and dime us with fake currencies
- Paying for items is icky

MANN CO. PRESENTS

TEAM: FORTRESS 2

# THE MANN-CONOMY UPDATE

[Read the Comic!](#)  
[Browse the New Item Sets!](#)  
[Peruse the F.A.Q.!](#)

NOW YOU TOO CAN  
BUY, MAKE AND SELL PRODUCTS...  
AND GET IN FIGHTS!



Page 1 - Editorial

## MANN CO. WEAPONS CATALOG 2010

ARTILLERY § ARMAMENTS § BLUNT INSTRUMENTS § PROJECTILES § FASHIONABLE HEADWEAR

SUPERIOR ORDNANCE FOR THE DISCERNING SOLDIER OF FORTUNE

~ SERVING THE BADLANDS SINCE 1850 ~

**ONLINE ORDERING IS NOW AVAILABLE!**

# THE MANN·CONOMY UPDATE

# FAQ

## WE'LL SAVE YOU THE SPECULATION (JUST THIS ONCE)

Typically with TF2 updates we like to be as vague as possible prior to launch, knowing our fans will figure everything out for themselves once they get in the game and start playing. With an update as ambitious as the Mann-conomy update, though, and because it involves actual money, we wanted to push aside the winking, nudging and teases for a second, and lay out precisely what we're doing and what this update is all about.

**MANN CO.**

[Back to the Update Page](#)

**TEAM FORTRESS 2**

[Back to TF2.com](#)

Language ▼

## ABOUT THE STORE

### Q: What's a Mann Co. Store?

A: Accessible from inside TF2, the Mann Co. Store will now let players buy, trade and customize the largest addition of inventory items in the game's history, using their Steam Wallets.

### Q: What's a Steam Wallet?

A: Steam now has a feature called the Steam Wallet. It allows you to put money into it, which can then be spent either on in-game items, such as the ones offered in TF2's Mann Co. Store, or on full products like games in the Steam store.

**Add \$10.94**

Add the funds necessary to complete your in-game transaction

\$10.94

ADD FUNDS

Or

**Add \$25.00**

\$25.00

ADD FUNDS

**Add \$50.00**

\$50.00

ADD FUNDS

**Add \$100.00**

\$100.00

ADD FUNDS

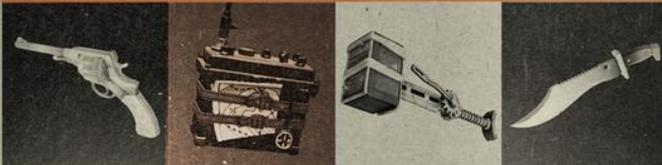
#### Your Steam Account

Current Wallet balance

**\$0.00**



Wow! **FIVE CLASS UPDATES IN ONE!**



Introducing...  
**Item sets!**

5 all-new sets of items for 5 classes! Equip a whole item set for an **EXTRA BONUS!**

**CLICK HERE**

To find out more



# AND THAT'S NOT ALL! THERE'S A LOT MORE THAN ITEM SETS IN THIS UPDATE!

**PAINTABLE ITEMS! NAME TAGS! MINI-GAMES!**

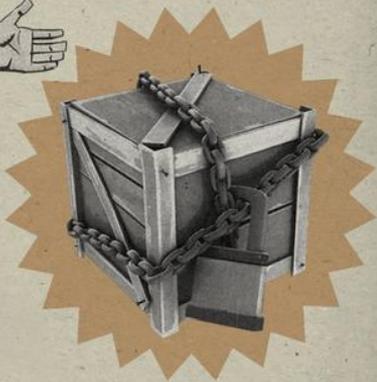


**SUPPLY CRATES! ULTRA-RARE ITEMS! GIFTS!**

*And more hats!*

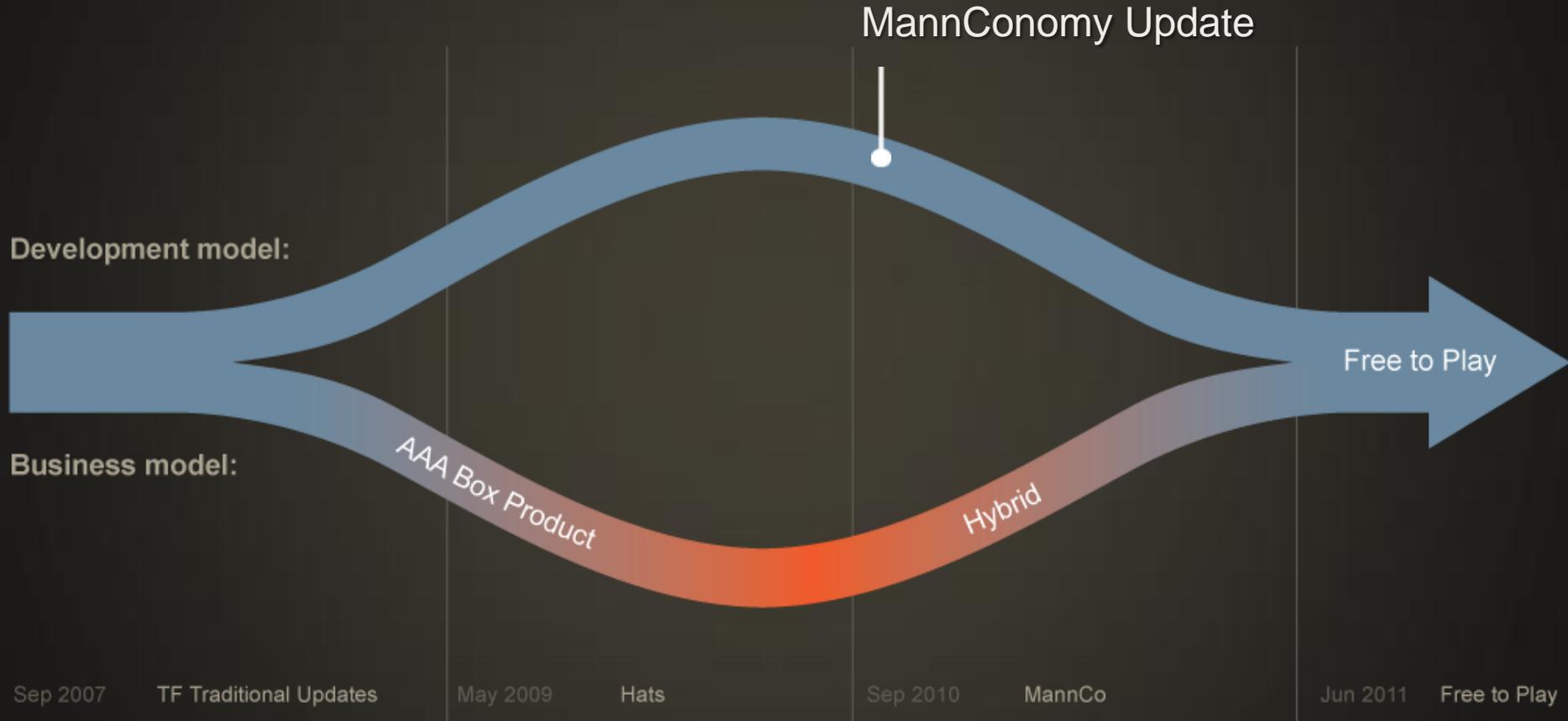


**WHERE ARE MY LEGS?**



## WIN A PRIZE!

If you **ORDER NOW**, you'll be automatically entered in a **FREE GIVEAWAY**. An all-expenses paid trip, including **FIRST CLASS AIRFARE** and a **LIMOUSINE RIDE**, will be given to a **GORILLA** so that he can come to **YOUR HOUSE AND FIGHT YOU!**





**OLD GUADALAJARA**

**OLD GUADALAJARA**

Level 1 Hat

This hat adds spice to any occasion.

( Not Tradable, Usable in Crafting, or Gift Wrappable )



**VINTAGE OLD  
GUADALAJARA**

**VINTAGE OLD GUADALAJARA**

Level 50 Hat

This hat adds spice to any occasion.



### THE FLARE GUN

### THE FLARE GUN

Level 10 Flare Gun

### SELF-MADE FLARE GUN

Level 10 Flare Gun

Effect: Community Sparkle  
I made this!

( Not Tradable or Usable in Crafting )

### COMMUNITY FLARE GUN

Level 10 Flare Gun

Effect: Community Sparkle  
Given to valuable Community Contributors

( Not Tradable or Usable in Crafting )

- Translations of TF2 text
- Organizing tournaments
- Hosting TF2 item and stats sites
- Creating guides for the game
- Create popular mods
- Charity drives
- Creating kill icons
- Building texture packs for map makers
- Moderating the forums
- Podcasting about the game
- Providing serious exploit details



+



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THE POLYCOUNT PACK

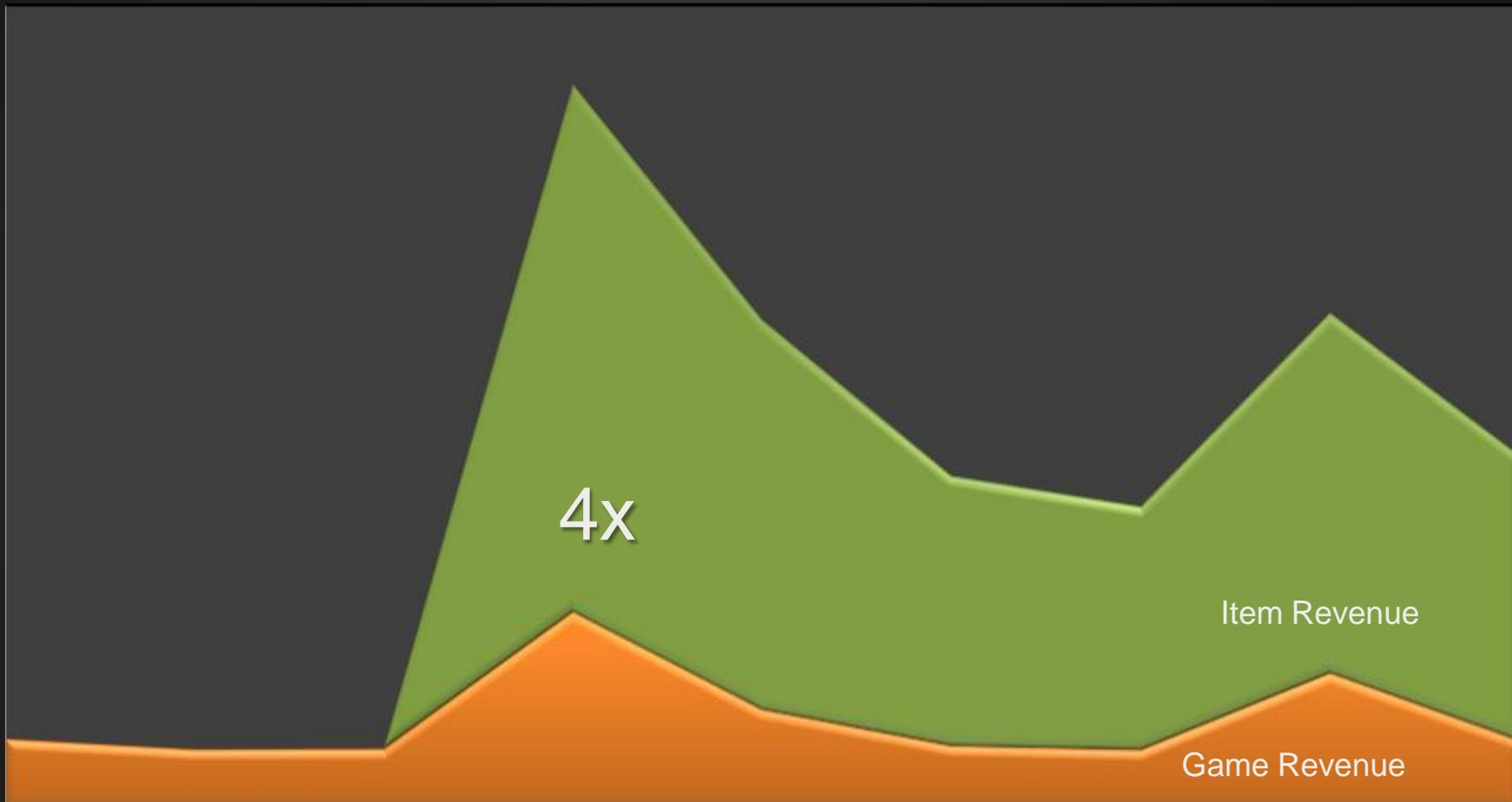


\$3 million

## Lessons Learned

- Avoid Pay to Win in PvP
- Avoid inventing an unnecessary virtual currency
- Let people have fun without paying
- People are more comfortable buying items than we thought
- Take care to not devalue existing items in your economy as you make changes.
- It's worth it to cut your community in on the deal

\$



Sep 2010

Oct 2010

4x

Item Revenue

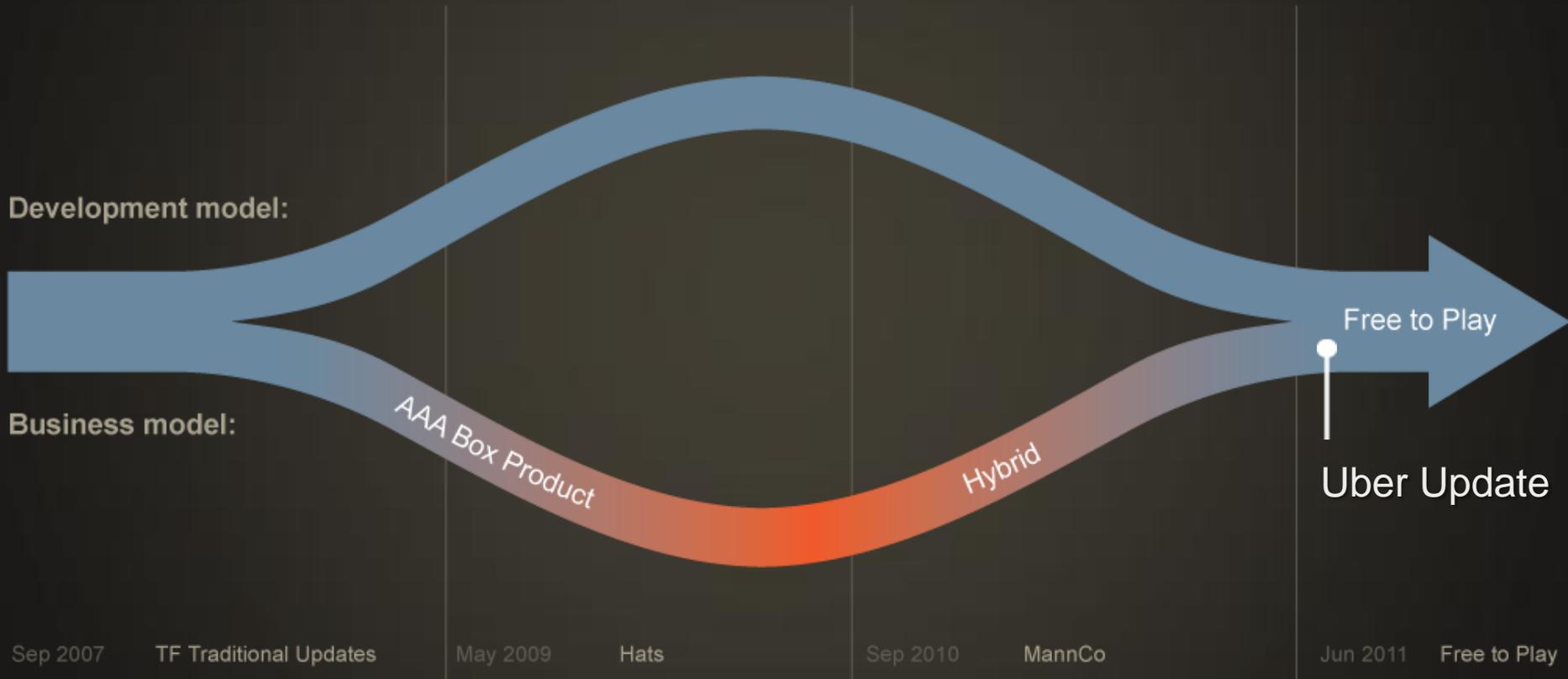
Game Revenue



Development model:

Business model:

Sep 2007 TF Traditional Updates May 2009 Hats Sep 2010 MannCo Jun 2011 Free to Play



THE

UBER

UPDATE

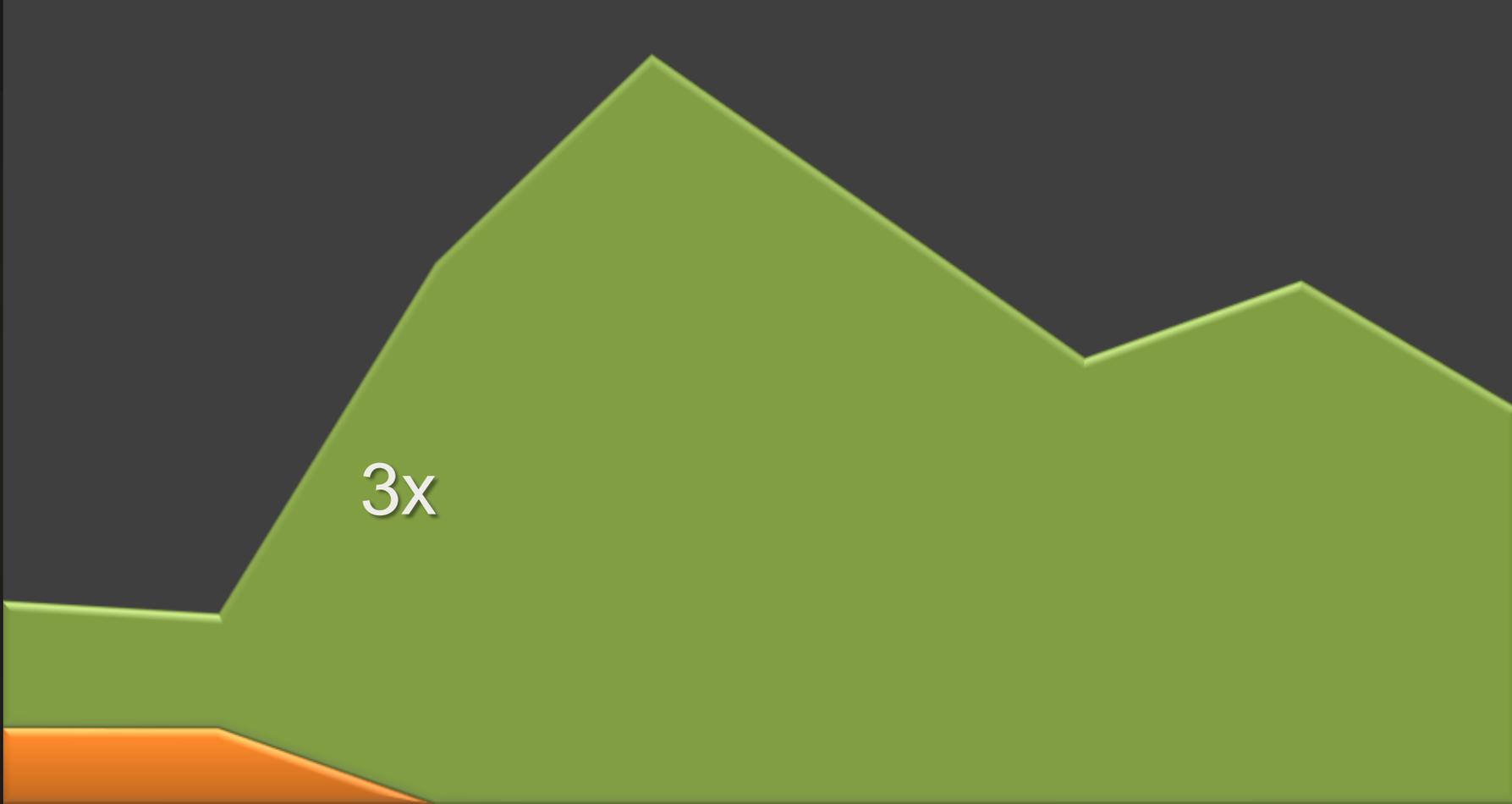
TEAM FORTRESS 2

FREE TO PLAY!

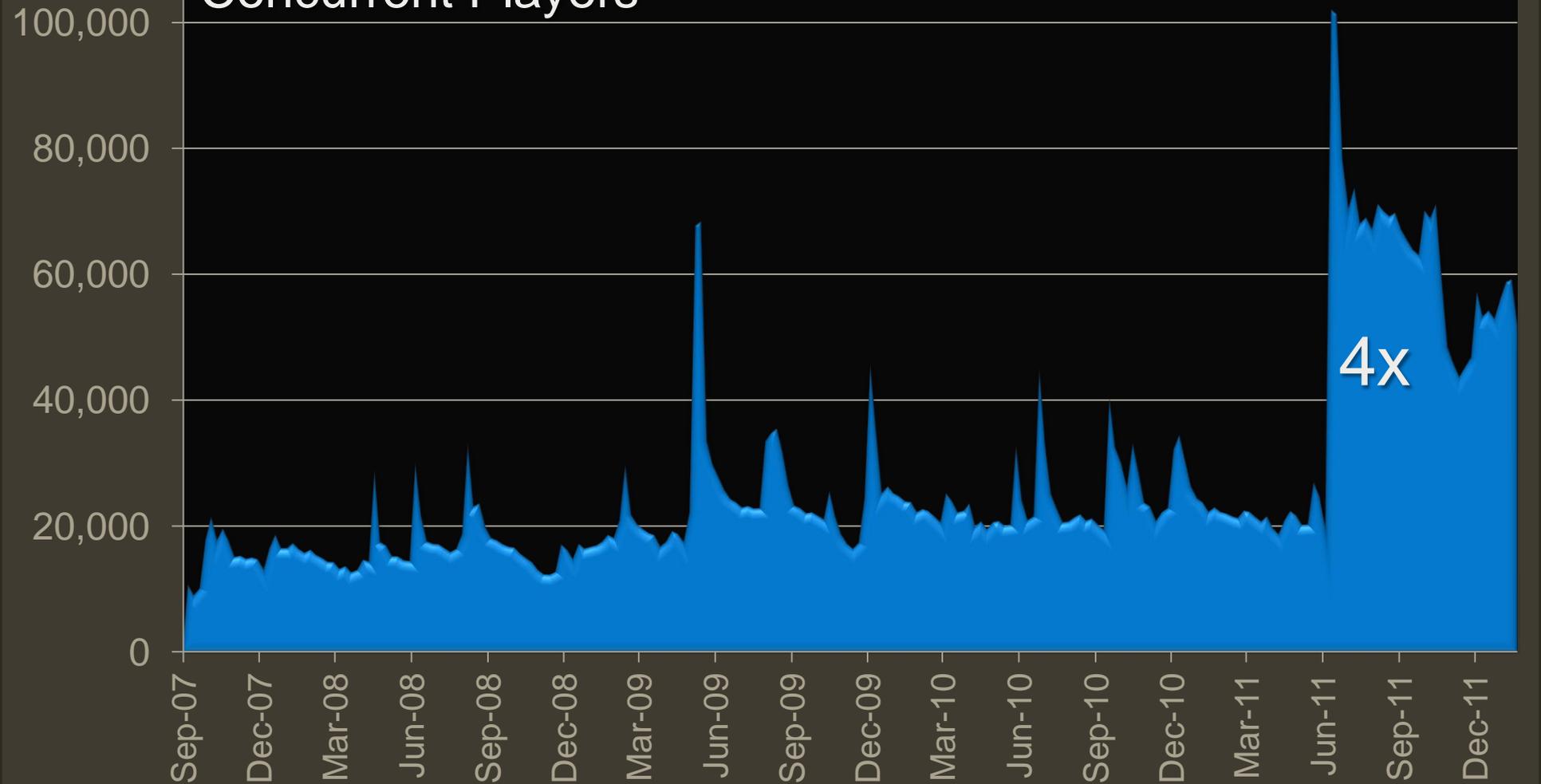
GET IT NOW ON  + 

\$

3x



# Concurrent Players



Development model:

Business model:

Sep 2007 TF Traditional Updates May 2009 Hats Sep 2010 MannCo Jun 2011 Free to Play

AAA Box Product

Hybrid

Free to Play

Steam Trading





### Your inventory:

 [STAGING] Team Fortress 2 Backpack (98) ▾

Drag items to your offerings to include them in the trade.



Displaying tradable items only

< 1 of 6 >

Looking for a specific item?

*Start typing an item name here to filter items*

McLudwig added **The Brass Beast** 17:38:27  
McLudwig added **The Southern Hospitality** 17:38:29  
McLudwig added **The Ambassador** 17:38:30  
McLudwig added **Half-Life 2** 17:38:34  
You added **Vintage Merryweather** 17:38:48  
You added **Darwinia** 17:38:56

SEND



### Your offerings:

These are the items you will lose in the trade.



Check this box when ready to trade.



### McLudwig's offerings:

These are the items you will receive in the trade.



Not ready to trade.

Make Trade

Waiting for both parties to check the ready box.

# Distributing beta access via trading



Steam View Friends Games Help

← → STORE LIBRARY NEWS COMMUNITY

http://steamcommunity.com/profiles/14648194/inventory

HOME PROFILE FRIENDS GROUPS INVITES (2) GAMES

Search players and groups

### Item Inventory

Programmer Joe

Return to Programmer Joe's profile

Team Fortress 2 (286) Portal 2 (45) Steam (3) Spiral Knights (10)



All Spiral Knights Items

Looking for a specific item? Start typing an item name here to filter items Show advanced filters...

#### Spiral Pith Helm

Spiral Knights  
Helmet

Level 2  
Heat: 65%

This item cannot be sold, dropped or traded.

A light helmet issued to all Spiral Knight recruits.

Rating: 3.2/5

COMMUNITY COMMENTS

Tags: Not Tradable

1 ITEM COMPLETE

VIEW FRIENDS (3) Online

Team Fortress 2 x al x

al Online

Never tell your password to anyone.

the\_gish: Hey Al

al: Hey Emily

the\_gish: I'll give you a Vintage Tyrant's Helm for your Cheater's Lament

the\_gish:  Vintage Tyrant's Helm  
Team Fortress 2

the\_gish: What say you?

al: That's my Tyrant's helm!

the\_gish: Yel I want it so bad!

al:  Cheater's Lament  
Team Fortress 2

al: This is a one of a kind

the\_gish: I'll throw in some Earbuds...

the\_gish:  Earbuds  
Team Fortress 2

al: Ok

the\_gish: SWEET



### Vintage Tyrant's Helm

 Team Fortress 2  
Level 21 Hat

I kicked your ass so hard it went back in time and got me this VIKING HAT.

Owned by:

 al

SEND

Last message received: Wednesday, December 1

## Questions?

[joe@valvesoftware.com](mailto:joe@valvesoftware.com)

- Putting the game on sale increases revenue
- Big updates can also increase revenue
- Engage your community as much as possible in the update process
- Scarcity was very helpful in building the economy
- Rare things still happen
- User generated content is an excellent way to engage your community
- Avoid Pay to Win in PvP
- Let people have fun without paying
- Avoid inventing an unnecessary virtual currency
- People are more comfortable buying items than we thought
- Take care to not devalue existing items in your economy as you make changes.
- It's worth it to cut your community in on the deal