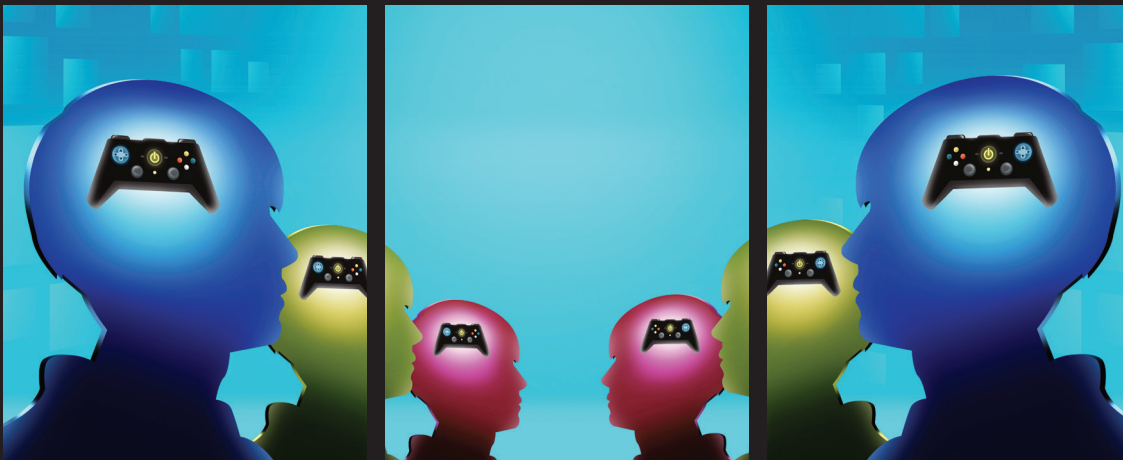


Gamification: Engaging your Workforce

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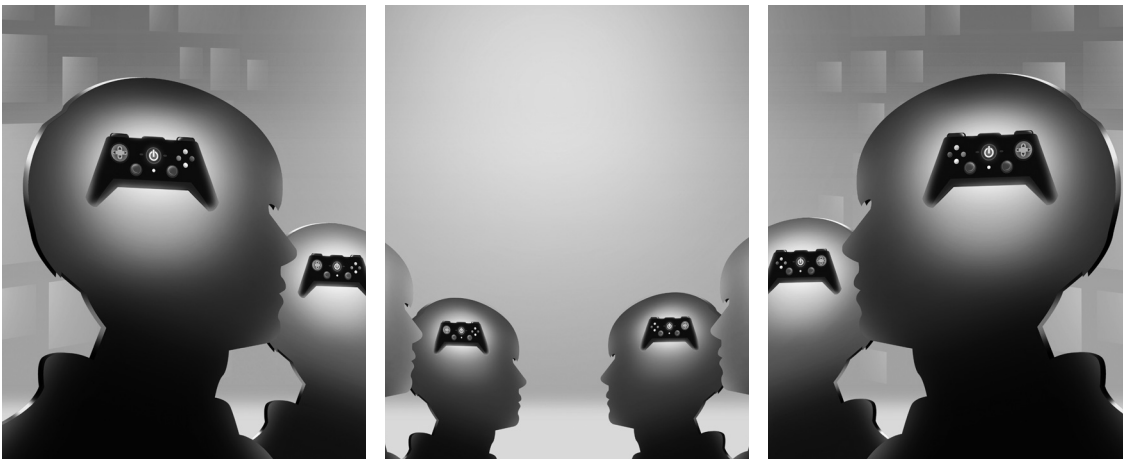
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Executive summary

A COMMON definition of gamification is ‘the application of game-design thinking and mechanics in non-game contexts to engage users and solve problems’. In a business context, another description could be that it uses the principles which incentivise people to play games and compete, in order to motivate individuals and teams in an enjoyable way. However, when defining the term, it is equally important to consider what is not encompassed by it. Specifically, gamification is not about games or technology, but rather about encouraging the personal and professional behaviours that drive business value and engagement.

There are numerous studies confirming the status of gamification as a global business trend: for example, Gartner predicts that, by 2015, 40 per cent of global 1,000 organisations will use gamification as the primary mechanism to transform business operations.¹ It has also been estimated that if employers can find a way to make work feel like a game, they can increase their employees’ ability to learn new skills by 40 per cent.² Having said this, it is important to remember that the underlying principles of gamification are not new. From receiving a gold star at school, to awarding a medal to recognise an accomplishment, to adding a ‘shout-out’ to an employee newsletter, being motivated and incentivised by tokens, status, and other non-monetary rewards is arguably an intrinsic part of human nature. Since the advent of LinkedIn endorsements and the ‘profile strength’ bar, the site’s

users have been happily using a gamified application, although many are unlikely to consider it in this way.

The rise of gamification is especially pertinent to consider in the context of employee engagement. International research has found that truly engaged staff make up on average only 33 per cent of a company.³ Worryingly, this lack of engagement is impacting the bottom line: companies with engagement scores in the top quartile have twice the net profit of those in the bottom quartile, and also demonstrate revenue growth which is 2.5 times greater.⁴ There is, therefore, great potential to utilise gamification to drive employee engagement and knowledge capture within business.

This report will consider what gamification is and why it is important for the enterprise. It will outline the key factors to consider when implementing a gamification strategy, and includes case studies where game mechanics have been successfully introduced to realise business objectives. The case studies feature companies with gamified systems of varying maturities, to provide insight into the variety of ways in which this phenomenon can be leveraged.

In order for a gamification initiative to be successful, it is important to identify the appropriate motivators: the drives that will engage people and stimulate the thoughts and actions that will achieve the business’ objectives. One contribution therefore discusses how, with an appreciation of the different needs and motivators of

employees, it becomes possible to create a gamified solution which appeals to the widest possible audience, and illustrates this using a case study of LiveOps. Recognising what motivates the intended audience for a gamified solution is important, especially because not all businesses are achieving the results they are seeking from their gamification efforts. This is partly because simply repackaging content, or adding a series of badges and leaderboards, will not create a truly gamified application. The need for gamification to go beyond this, and be designed in a way which is human-focused, is discussed in a thought leadership piece from an expert with over ten years' experience in the field. The piece also provides a framework which can be used to build a strategy based on the various drivers which make games fun and engaging, in order to motivate employees in the right way to achieve the desired results.

Another article tackles the topic of motivation by providing a breakdown of user types, discussing the different ways in which these groups of people are motivated, and explaining the game mechanics that will best support and engage each type. An understanding of this is necessary in order to create gamified systems which are well balanced, and even encourage certain desired behaviours. Another article discusses the need for a balance right between extrinsic motivators, which may keep people interested for the short-term, and the intrinsic motivators which are more likely to keep people engaged over time. This article is based on first-hand experience implementing gamification and employee engagement projects within organisations, in order to effectively motivate employees.

Once motivating factors have been established, consideration must be given as to how to practically apply gamified systems

in the enterprise. Another article examines this, identifying key considerations for applying and designing gamified systems, how to ascertain the situations where they will succeed, and the importance of ensuring their introduction is effectively explained and communicated.

The report also includes reflections from two game designers as to what makes a successful gamified application, based on their experience of breaking down game-thinking and game mechanics into understandable elements for professionals working in non-game environments. One of these also outlines a framework with which to do this, which is available to download, and also features a worked case study example from banking group BBVA. The other provides a practical step by step guide to gamification system design, considers some of the common unforeseen variables that can cause unexpected changes in a gamified system, and discusses how to manage them.

The articles and case studies within this report illustrate how gamification can be used effectively to tackle business problems. For example, businesses are constantly tackling the issue of resistance to knowledge sharing, striving to establish a knowledge culture, and creating knowledge bases that enable knowledge retention. The case study from the Financial Ombudsman Service considers the ways in which gamification could usefully contribute to improving knowledge sharing across the organisation, and the steps that are being taken to begin this process. Another case study profiles how game mechanics are being applied in practice at Wipro Limited, both online and offline, to achieve these objectives. Another article outlines a series of gamification principles based on a decade of experience rolling out one

major gamified programme per year at Eureka Forbes, also illustrating the ways in which activities in the workplace can be gamified without the use of online systems.

This report includes contributions from thought leaders in gamification, which also reflect upon the programmes within their organisations. The incorporation of gamification into social collaboration platforms is discussed in a piece from IBM, the leader in social business applications according to the International Data Corporation (IDC). This article reflects on real-life examples of success in this area which added business value, as well as including an extended case study focusing on the gamification of talent management and career development. Also included is a thought leadership contribution from Deloitte, a leading thinker in gamification in both the commercial and enterprise arena. Another thought leadership piece is provided by Accenture, who boast an industry leading social collaboration programme, which has had successful gamified aspects for over seven years.

As well as being used to enhance knowledge sharing and collaboration, it is also possible to utilise game mechanics to drive learning and development. Game-based learning is becoming popular due to the potential for games to increase engagement: learners remember only 10 per cent of what they read, but they take an active role, such as participating in a learning game or virtual world, retention rates skyrocket to 90 per cent.⁵ One article considers how knowledge retention rates can be increased through gamification, and this is further explored in the case study of La Salle Universities, which discusses how minimal resources have been used to apply gamification techniques within courses, in order to improve both the acquisition of

knowledge and the academic performance of students.

Whilst gamification is relatively well-established within sales and marketing initiatives, the potential to use gaming tools and theories within the enterprise represents a significant untapped opportunity for many businesses. This report practically illustrates how, when leveraged appropriately, gamification can be a powerful tool to drive employee engagement, collaboration, and innovation. And with more than 70 per cent of the world's largest 2,000 companies expected to have deployed at least one gamified application by the end of 2014, this is not something organisations can afford to be missing out on.⁶

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About the authors

Sergio Jiménez Arenas is the creator of the Gamification Model Canvas, founder of Game On! Lab, founder and editor of Game Marketing, co-founder of the Gamification World Congress, and a gamification designer, author, and speaker.

Sergio has extensive experience in gamification through working with several companies and institutions. He has also been collaborating with important colleges to introduce gamification into the education sector. He has also been a speaker at events for entrepreneurs, colleges, and companies, and he works with the press and media as an opinion leader talking about gamification, engagement, and digital strategies.

Zakira Banu is a Science graduate from Bangalore University, India. She has also completed a post graduate diploma in Business Administration from Mount Carmel Institute of Management, which is affiliated with Bangalore University. She has nearly 14 years of IT industry experience. She joined Wipro Limited in October 2000. She started her career in the IT industry performing technical communication roles which included technical writing, graphic designing, editing, and production. Having done this for about eight years, and having learned enough tricks of the technical communications trade, she decided to move laterally in her career, to explore project and process management roles. She has worked for various clients in the UAE, UK, and US. Her longest tenure so far has been with a retail and consumer banking firm in the US, where she spent seven years delivering into key projects such as risk, platform, and process management.

In December 2012, she joined the knowledge management group in Wipro Limited, to take up a role that leverages her technical communications and management experience. She manages a team that creates intellectual knowledge capital and handles the knowledge management branding and communications for the organisation.

Phaedra Boinodiris, producer of IBM's award-winning INNOV8 series of serious games, is responsible for IBM's broader global serious games and gamification strategy, leading their global effort of leveraging games to provide greater agility for businesses and organisations industry-wide.

In 2010, Boinodiris was made responsible for IBM's serious games strategy for the US public sector mainly focusing on US Defence. Her strategies for evolving serious games have been championed by 4-Star generals and she has presented her ideas for advanced process optimisation games to the Vice Chairman of the Joint Chiefs of Staff at the Pentagon and to the head of DARPA. She has keynoted two NATO Summits and continues to co-chair serious games summits internationally.

Boinodiris' earlier work in serious games are being used in over 1,000 schools worldwide to teach students the fundamentals of business optimisation. Upon first joining IBM, she incubated

IBM's first games for marketing programme creating the top leading generating assets on the internet for IBM. Boinodiris was honoured by Women in Games International as one of the top 100 women in the games industry. Prior to working at IBM, she was a serial entrepreneur for 14 years where she co-founded WomenGamers.Com, a popular women's gaming portal. There she subsequently started the first scholarship for women to pursue degrees in game design and development in the US.

Boinodiris happily mentors business school students at her alma-mater UNC-Chapel Hill.

Steve Bynghall is a freelance consultant, researcher, and writer, specialising in knowledge management, intranet, social business, and collaboration solutions. He has authored or co-authored books and reports on many topics including intranets, enterprise mobility, SharePoint, and crowdsourcing.

Following an MSc in Information Science from City University, Steve worked at accounting firm BDO LLP for over thirteen years, working in various knowledge roles including managing the firm's global extranet programme. In late 2010 he set up Two Hives Ltd. Steve works extensively for the Digital Workplace Group and Step Two Designs. He is also a committee member of the Knowledge and Learning Leaders Group in the Managing Partner's Forum.

He blogs at twohives.wordpress.com and can be followed on Twitter at [@bynghall](https://twitter.com/bynghall).

Calvin Cheng is a senior manager based in Chicago, Illinois, and he has been with Deloitte Consulting LLP for more than ten years. Specialising in digital strategy and technology solutions, he serves Fortune 100 clients to unlock the potential of digital disruption for both consumers and the enterprise. Calvin is a recognised leader in the areas of digital disruption and innovation, omni-channel commerce (web, mobile, social), digital marketing, knowledge management, and gamification. His work in digital strategy and eCommerce has been cited The Wall Street Journal, Forbes, American Performance and Quality Center, Shop.org, and the Deloitte Review. In addition to serving clients, Calvin also leads a number of digital initiatives and offerings within Deloitte Consulting to continuously improve the firm's capabilities in digital solutions and innovation. Calvin actively shares his thoughts and content related to digital innovation on Twitter ([@CalvinCheng3](https://twitter.com/CalvinCheng3)), and he enjoys connecting with colleagues across both formal and informal channels.

Yu-kai Chou is a pioneer and international keynote speaker on gamification. He is a regular speaker/lecturer on gamification throughout the US, Europe, Asia, and Australia, including organisations such as Stanford University, Google Inc., the Innovation Center in Denmark, The SES Conference, UCLA, and UBC Sauders School of Business. Yu-kai was one of the earliest pioneers in gamification, starting his work in the industry in 2003 and was recently rated number one among the top 40 'gamification gurus' by UK-based company Leaderboarded. Yu-kai is also the creator of The Complete Gamification Framework: Octalysis as well as the video series The Beginner's Guide to Gamification. He is a partner at the Enterprise Gamification Consultancy (EGC), the leading global gamification consulting group for enterprises and was also co-founder and CEO for RewardMe, a digital loyalty platform bringing gamification into offline retail.

Rudolf D'Souza is one of the earliest experts and exponents on gamification. Way back in 2004 he designed the Knowledge Olympics, which took the KM world by storm. It is one of the first examples of the power of gamification. 2,800 employees in the company where he launched it

were galvanised into action and contributed a wealth of insights to address actual organisation challenges. It transformed the culture of sharing within the organisation.

Thereafter, Rudolf launched one major gamification programme every year, which moved the organisation forward steadily. The organisation in question is Eureka Forbes. Rudolf had joined them in 2003 as VP of KM. Eureka Forbes has been a global MAKE nominee several times, Asia MAKE winner three times, and India MAKE winner seven times. Over and above that, the organisation catapulted into the top five best employers in India in a survey conducted by Hewitt.

Rudolf is a popular speaker and conducts workshops at KM conferences. He actively promotes KM in India through the CII (Confederation of Indian Industry) Knowledge Council and the Mumbai KM Community. Rudolf was the co-chair at KM Asia 2013 and conducted a masterclass on 'engagement through gamification'.

Rudolf has set up a niche consultancy specialising in knowledge management and organisation development. He is the founder and CEO of InKnowWin Consulting (www.inknowin.com). His clients include the top corporates in India. Rudolf can be contacted at rudolf@inknowin.com.

Isidro Rodrigo de Diego is an entrepreneur, associate professor at the Innovation and Entrepreneurship Business School School and Iversity's 'Gamification Design' MOOC, experience designer, speaker, game master, and storyteller at Dummymedia's educational studios. His goal in life is to show people how to make their lives more epic and meaningful. How to fall in love with play, games, curiosity, and learning, and welcome back their childhood.

He believes in gamification as a tool for not only engagement, but empowerment, achievable and understandable by everyone; a design methodology that balances performance, fun, and meaning in our jobs, lives, products, and services. People, thoughts, actions, and emotions (not technology) are mandatory in this process.

Isidro has written several articles on games for education and self development, and he usually talks about playful design and other related topics at conferences like the Virtual Worldwide eLearning Congress or the Fun and Serious game Festival, and he is one of the coordinators of the Gamification Spain MeetUp, one of the biggest forums for gamification professionals in his country. He post his thoughts on his blog (<http://hrgamer.blogspot.com>) and on Twitter (@isidrorodrigo). Enjoy the game!

Emiliano Labrador Ruiz de la Hermosa is an artist, multimedia graduate, senior technician in industrial design, multimedia teams coordinator, and project manager. His work as a media artist has led him to exhibit work at festivals like ArtFutura (where he has a Sony PlayStation award for videogame design), Sonar, Ciber@art, and the Cybercultures meeting in Mexico City, among others.

He is coordinator of the Master in Multimedia Creations and Serious Games (MCDEM) in La Salle-URL (Barcelona, Spain). In addition he also teaches Creativity and Transmedia at the same University. He collaborates with the Entertainment Technology Center at Carnegie Mellon University (US) as a faculty advisor collaborating in gamification and serious games projects with companies such as Telefónica, Roland, Infojobs, Digital Legends Entertainment, HP, Saint Jude Hospital, and others.

Emiliano is a consultant, teacher, and developer of creative thinking, with a special approach to innovation, multimedia, transmedia, gamification, serious games, interaction design, and videogames, applied to any needs of creative or services industries. His skills join the talent of students with the necessities of industry, to form and lead work teams and develop products and services with a creative approach.

Peter Hosking is the director of ghosydney.com. gho works with organisations in retail, banking, education, and the public sector. Increasingly, gho is seeing more investment in new technology and creative communications that protect and grow quality relationships with employees that, in turn, develop strong advocates for their brands.

Thomas Hsu is a subject matter expert in social collaboration at Accenture. He is also a certified gamification expert and leads Accenture's gamification community of practice. The programmes he has designed and delivered for clients directly impact millions of end users, have saved tens of millions of dollars annually, and have won multiple awards from both private and public entities. Thomas is a frequent public speaker; past events include KM World, APQC, Gamification Summit, Digital Workplace 24, Social Learning Bootcamp, and others.

Accenture is a global management consulting, technology services, and outsourcing company, with approximately 281,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$28.6 billion for the fiscal year ended August 31, 2013. Its home page is www.accenture.com.

Stephen Kaukonen is the culture change lead for Accenture's social learning team and has been a pioneer and thought leader in Accenture's use of gamification within the enterprise for social collaboration. His team is focused on helping Accenture's employees collaborate across the global network of people by enabling them to share their insights and experiences while connecting to the knowledge needed to do their jobs. Mr Kaukonen is dedicated to instilling the behaviours of collaboration, and raising awareness of and driving the adoption of collaboration and sharing across Accenture's organisation of 280,000 employees.

Jesse Lahey, SPHR has helped business leaders communicate, engage, and lead with greater impact for 20 years. As managing principal of Aspendale Communications, he leads a team of consultants who partner with mid-size and large employers to attract and engage talent that delivers superior business results. Jesse is the host of the popular podcasts Engaging Leader™ and Game Changer™, heard by thousands of leaders around the world.

Game Changer helps CEOs, HR executives, and other business leaders cut through the hype about employee gamification. In this online talk show, Jesse interviews experts, practitioners, and vendors about using game-inspired tactics to engage employees in work, wellness, recruiting, and more. The show is available on iTunes, Stitcher, and EngagingLeader.com/gamechanger.

Andrzej Marczewski has been professionally involved in technology since 2000, building on a lifetime of interest in computers, gadgets, and games. His experience ranges from public sector, to small businesses, to large enterprises. Currently the internal web manager for Capgemini UK, over the last few years he has become heavily involved in gamification.

As well as being involved in the practical side of gamification, he is also a keen writer on the topic. Sharing his thoughts and ideas on his weekly blog, at various international talks and in his book *Gamification: A Simple Introduction*, he has become regarded by many as a gamification expert and evangelist.

David Mullich is a game design and development consultant with Say Design and a game production instructor at the Los Angeles Film School. He began his career as a designer/programmer with educational software publisher Edu-Ware Services and went on to form his own company, Electric Transit, a serious games developer that became Electronic Arts' first affiliated label publishing company. David later joined The Walt Disney Company as its first staff videogame producer and has since held similar positions at Activision, Cyberdreams, The 3DO Company, and the Spin Master toy company over his 34-year career in the games industry. He has spoken about game design and development at the annual Game Developers Conference, Social Media Week, New York Film Academy, Loyola Marymount University, and the USC Institute for Multimedia Literacy. David also co-created the Game Design Merit Badge introduced last year by the Boy Scouts of America and publishes The Games & Brains Daily, an online newsletter on game-based learning, gamification of the classroom, and game development for kids. You may follow him on Twitter at @David_Mullich.

Eva Villegas Portero holds a degree in Multimedia by the UPC (Polytechnical University of Catalonia), a Master in Accessible Technologies for Information Societies Services (UOC), and is a specialist in web accessibility. Nowadays she works at La Salle as a director and lecturer of Postgraduate in User eXperience (PUX). She is member of GTM (a research group in media technologies) where is doing research in usability, user experience (UX), and accessibility. She also teaches as part of the graduate Engineering and Masters in Multimedia and Serious Games courses.

Her research focuses mainly around new ways to evaluate the accessibility of web pages and other tech products. Her findings have been published in international conferences such as the MSIADU 09. Her work has received several awards, including the 2008 Fundació Agrupació mútua award on research in the field of disabilities. Eva's main projects include the development of a new website called engrup that provides a social network for people with disabilities.

Dr Hariprasad Reddy is head of the KM function for Wipro Ltd and has been driving KM initiatives across the organisation for knowledge retention, sharing, collaboration, and transfer. He is a certified Six Sigma Master Black Belt, and has managed business transformation initiatives across various organisations. He has published 11 research papers and received the 'CEO Team Excellency' award from GE Power Systems.

Aynsley Taylor has held a wide variety of roles across the private and non-profit sectors, mostly in financial services. He is currently working as a knowledge advisor for the Financial Ombudsman Service.

Recently, his career has taken in business process mapping, project management, root cause analysis, adjudication, technical content production, and policy analysis. He is currently driving a major change project that aims to upgrade and future-proof the Financial Ombudsman Service's knowledge capability – re-designing the tools, processes, and roles that underpin the infrastructure, and so helping to build a new enterprise architecture that can meet the challenges presented by the changes going on around us.