

Gamifying Enterprise Mobile Applications

- Do we have a winner?

Michelle Andreassen – 2013

 @ITAddiction



Michelle Andreassen

- Enterprise Architecture at The LEGO Group
- Master Thesis on Gamification in Enterprise Mobile Applications
- Owner of a webstore from 2008-2013



WARNING!

Agenda

- Gamification – what and why?

Agenda

- Gamification – what and why?
- Enterprise Gamification

Agenda

- Gamification – what and why?
- Enterprise Gamification
- User Experience in Gamification

Agenda

- Gamification – what and why?
- Enterprise Gamification
- User Experience in Gamification
- To Gamify or not to Gamify...

What is Gamification?

What is Gamification?

- *Gamification is the use of game thinking and game mechanics in a non-game context in order to engage users and solve problems*

Wikipedia

What is Gamification?

- *Gamification is the use of game thinking and game mechanics in a non-game context in order to engage users and solve problems*

Wikipedia

- *Gamification is using learning from games to address real-world challenges, taking in lessons from psychology, strategy, technology and design.*

Why Gamify?

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- By 2014, more than 70% of Global 2000 organizations will have at least one gamified application.

Why Gamify?

- By 2014, more than 70% of Global 2000 organizations will have at least one gamified application.
- By 2014, 80% of current gamified applications will fail to meet business objectives, primarily due to poor design.

Gartner, Inc.

The Magic of Games

The Magic of Games

- "Games are unnecessary obstacles that we volunteer to tackle"
 - Bernard Suits

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The Magic of Games

- "Games are unnecessary obstacles that we volunteer to tackle"
 - Bernard Suits
- "Games are work we volunteer for"
 - Jane McGonigal
- "A game is a problem-solving activity, approached with a playful attitude"
 - Jesse Schell

Motivation

Motivation is a psychological feature that arouses an organism to act towards a desired goal and elicits, controls, and sustains certain goal-directed behaviors.

From Wikipedia

Game elements

- PBL

Game elements

- PBL – Points

Game elements

- PBL – Points, Badges



Game elements

- PBL – Points, Badges, Leaderboards

1.	310	Mom
2.	265	Dennis
3.	240	You
4.	185	Sister





Game elements

- PBL – Points, Badges, Leaderboards
- Avatars

1.	310	Mom
2.	265	Dennis
3.	240	You
4.	185	Sister





Lvl 1

240 pts

Game elements

1.	310	Mom
2.	265	Dennis
3.	240	You
4.	185	Sister

- PBL – Points, Badges, Leaderboards
- Avatars
- Progress Bars/Levels





Lvl 1

240 pts

Game elements

1.	310	Mom
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- PBL – Points, Badges, Leaderboards
- Avatars
- Progress Bars/Levels
- Rewards
 - Tangible

Congratulations!
You have earned a
coupon for a bagel.





Lvl 1

240 pts

Game elements

1.	310	Mom
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- PBL – Points, Badges, Leaderboards
- Avatars
- Progress Bars/Levels
- Rewards
 - Tangible/Intangible

Congratulations!
You have earned a
coupon for a bagel.

Congratulations!
You have earned
access to the
Mystery Castle.





Lvl 1

240 pts

Game elements

1.	310	Mom
2.	265	Dennis
3.	240	You
4.	185	Sister

- PBL – Points, Badges, Leaderboards
- Avatars
- Progress Bars/Levels
- Rewards
– Tangible/Intangible
- Quests

Congratulations!
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coupon for a bagel.

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Interesting facts

- The average gamer is 30 years old.



Interesting facts

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- 68% of gamers are 18 years of age or older.



Interesting facts

- The average gamer is 30 years old.
- 68% of gamers are 18 years of age or older.
- 47% of all players are women.

Hush – We're working hard here!





Interesting facts

- The average gamer is 30 years old.
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- 47% of all players are women.
- 62% of gamers play games with others.



Interesting facts

- The average gamer is 30 years old.
- 68% of gamers are 18 years of age or older.
- 47% of all players are women.
- 62% of gamers play games with others.
- Gamers play on-the-go: 33% play games on their smartphones, and 25% play on their handheld device.



Gamification Domains

- External – Marketing, Sales, Customer Engagement



Gamification Domains

- External – Marketing, Sales, Customer Engagement
- Behavior Change – Health & Wellness, Sustainability, Personal Finance




Gamification Domains

- External – Marketing, Sales, Customer Engagement
- Behavior Change – Health & Wellness, Sustainability, Personal Finance
- Internal – HR, Product Enhancement, Crowdsourcing



Enterprise Gamification Examples




- Crowdsourcing

**ideas**

[HOME](#) [IDEAS](#) [DISCUSSIONS](#) [COMMUNITY](#) **MY PROFILE**

Michelle Andreassen

CLUTCH POWER 91%

[view my stats >](#)


RECENT ACTIVITY

- Edwin van Kouwen commented on [Tobias's idea, "Build instructions for storage..."](#) 1 week ago
- Edwin van Kouwen commented in the thread ["I think bridges would..."](#) 1 week ago
- Edwin van Kouwen commented on [Bukta's idea, "Quality alert in Easy HMI"](#) 1 week ago
- Edwin van Kouwen commented on [Julio Cesar Jimenez Martinez's idea, "Play again?"](#) 3 weeks ago
- Edwin van Kouwen commented on [Per Højler's idea, "Saving the Planet by driving more..."](#) 3 weeks ago

Michelle Andreassen

Joined 4 months ago.

[Edit Profile](#) [Edit Email Preferences](#)

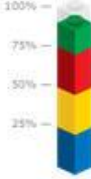


Profile Badges Ideas & Posts Comments

“ Curious, creative and always trying to learn more

Your Clutch Power is at 91%! Good work!

Your clutch power can go up or down relative to your rank in the community.



Want to increase your clutch power?

- Comment on ideas
- Submit your own ideas
- Reply to posts
- Answer quick questions
- Make a post

Participation	Innovation	Community
90% <p>As you make posts in discussions, reply to posts, and complete quick questions, you are increasing your participation rank and making valuable contributions to LEGO Ideas.</p>	84% <p>If you are submitting ideas, or commenting to help improve existing ideas, you are earning innovation clutch power! If your idea is a crowd favourite, this too influences your rank.</p>	98% <p>Have you completed your profile, participated regularly, been recognized for outstanding contributions, and gained multiple followers? These activities increase your community rank.</p>

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[SHARE THIS PAGE](#)



Enterprise Gamification Examples

- Crowdsourcing
- Employee Wellness Program

The screenshot shows the Keas website interface. At the top, there is a browser window with the URL <http://play.keas.com> and a search bar. The website header includes the Keas logo, a search bar for players or teams, and the user's name, Denise Lin. Below the header is a navigation menu with buttons for Home, Profile, Team, and Challenges. A yellow lightning bolt icon indicates 13 points, and an orange bar shows 2302 points with a star icon indicating 24 points.

The main content area is divided into two columns. The left column features a News Feed with a "Cambridge" filter. The feed includes a "Share" section with "Status" and "Coming soon?" options, and a text input field for "What's new with you?". The feed contains several posts:

- Taylor Hendricks:** "I definitely have made some changes that I plan to stick with, I have lost some weight along the way and have learned a lot of good ways to stay healthy for sure. I wish everyone the best." (2 hours ago, Like, Comment)
- Jeannine Riley:** "Congratulations on your progress, everyone! I have to say that this challenge has helped me create some good habits in regards to my health. I don't plan on stopping! :) Can't stop, won't stop!" (2 hours ago, Like, Comment)
- John Casselli:** "I am all for this!!! I have loved the support that I gotten from this program and reading everybodys post. I will miss this." (2 hours ago, Like)
- Sean Jackson:** "thanks for your support! I think we should keep in touch and be accountable to each other so 2011 is a healthy Year for us!" (2 hours ago, Like)

Below the posts, it shows "6 people like this." and a "Write a reply..." input field. At the bottom of the feed, a post by Casey Hernandez is partially visible.

The right column features several sections:

- Earn More Points:** Contains two tasks:
 - Quiz: Antioxidants 101:** +2 points (star icon), -2 points (lightning bolt icon).
 - Go for a 5-minute walk:** +4 points (star icon), -4 points (lightning bolt icon).
- Weekly Goals:** Contains three goals with progress indicators:
 - Run 30 minutes 3 times this week. (Progress bar)
 - Have a salad for lunch every day this week. (Progress bar)
 - Do breathing exercises every night before bed. (Progress bar)
- Challenges:** Features the "Quest Diagnostics Health Challenge" with a score of 19342 and 23rd place ranking. It includes a team photo and a "Add more teammates" button.



Enterprise Gamification Examples

- Crowdsourcing
- Employee Wellness Program
- Performance Motivation

SalesForce

salesforce Search All... Options Rajat Paharia Help Sales

Home Chatter Campaigns Leads Accounts Contacts Opportunities Contracts Solutions Products Reports Nitro

Nitro for Salesforce.com Home My Profile Team Standings Teams

Rajat Paharia
3,682 Points 10

Featured Challenge
Hey Rockstar! Earn 500 points by Upgrading 5 Opportunities in 24 hours.
20% Complete

Current Contests
Rockstar
Hey Rockstar! Earn 500 points by Upgrading 5 Opportunities in 24 hours.
Your Progress: 20% Recently Completed By: [User Avatars]

Quota Killer
Hit 100% of your quota for the Quarter in the first 8 weeks, and we'll give you a cool 3,000 points.
Your Progress: 100% Recently Completed By: [User Avatars]

Current Ranking

#45 Molly Kittle	15,500
#46 Kasey McCurdy	14,140
#47 Steve Patrizi	12,159

Chatter
Share with Kasey McCurdy and your company
Attach File Link Share

Kasey McCurdy Just earned 25 Points for Making a Chatter Status Update.
Today at 12:56 AM Comment Like Unfollow

Kasey McCurdy Just earned 25 Points for Making a Chatter Status Update.
Today at 12:56 AM Comment Like Unfollow

salesforce Search... Options Luke Dunphy Help & Training Nitro

Home Admin Settings Trigger Builder Teams Featured Items Manager's Blog Rewards Nitro Wizard

Nitro Home Profile Leaderboards Team Standings Teams Rewards

Luke Dunphy
1,364 Points 3

Points Leaders this year

Rank	Name	Points
1	Mike Heck	4,120
2	Aparna Edara	3,129
3	Manny Delgado	3,079
4	Jay Pritchett	1,760
5	Luke Dunphy	1,364
6	Mitchell Pritchett	1,320
7	Sue Heck	1,290
8	Lily Pritchett	1,280
9	Alex Dunphy	810
10	Haley Dunphy	660

Dollar Leaders this year

Rank	Name	Amount
1	Jay Pritchett	\$2,020
2	Alex Dunphy	\$1,800
3	Cameron Tucker	\$1,750
4	Haley Dunphy	\$1,580
5	Luke Dunphy	\$1,560
6	Stella Pritchett	\$1,360
7	Jess Pritchett	\$1,320
8	Manny Delgado	\$1,120
9	Claire Dunphy	\$600
10	Phil Dunphy	\$600

My Sales Team This Quarter

1	Peter Newland Sales Rep	100,000	5	3
2	Bivoly Flika Sales Rep	50,000	4	2

My Sales Missions and Stats This Quarter

\$ 20,000 Total Sales 2 Lead Generated 2 Deal Closed

Missions
Dynamic 80%

My Profile: Matt Jones 1525 Points

Achievements
Warmup, Risk Cover, Mission, Successful, Quick Close, Risk Converter, Conversationalist, Conversationalist

My Profile
Matt Jones 1525 Points

Achievements
Warmup, Risk Cover, Mission, Successful, Quick Close, Risk Converter, Conversationalist, Conversationalist

Next Achievement
Children Reader 475 Points to next level

Next Achievement
Savior Close 2 Deals

Teams
Sales Team

Visual Studio Achievements



efined

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Exception:

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My VS Achievements

Visual Studio Achievements for karstenj

Current Score: 32

Completed



Turtles All The Way Down

Write A Class With Ten Levels Of Inheritance. Now That's A Sweet Inheritance! Uses FxCop.
Jan 9, 2012 At 4:08 PM



Magic Numbers

Write A Enum With 30 Fields. Who Needs Numbers When You've Got Words! Uses FxCop.
Jan 9, 2012 At 4:08 PM



Equal Opportunist

Write A Class With Public, Private, Protected And Internal Members. It's All About Scope. Uses FxCop.
Jan 9, 2012 At 4:08 PM



Overload

tion, string category)

```
Service.GetAchievementApplicat:
nts"] as JSONArray;
ievements
dAs<string>("") == category
```

scroll_bar_wizard.cs File Properties	
Build Action	Compile
Copy to Outp	Do not copy
Custom Tool	
Custom Tool	
File Name	scroll_bar_wizard.cs
Full Path	G:\software\channe

ACHIEVEMENT UNLOCKED
Interrupting Cow

facebook

Search

Karsten Januszewski

Update Status Add Photo / Video Ask Question

What's on your mind?

FAVORITES

- News Feed
- Messages
- Events
- Find Friends 2

GROUPS

- .NET Programmers 20+
- vnext 18
- Create Group...

Karsten Januszewski shared a link.

karstenj earned the UML God badge Visual Studio Achievements
channel9.msdn.com

Earn achievements while you code! With Vis Achievements, your code will be monitored you will unlock various achievements based

Like · Comment · Share · about a minute ago



Enterprise Gamification Examples

- Crowdsourcing
- Employee Wellness Program
- Performance Motivation
- Community

Sharepoint

Chris Edwards 153pts

Chris Edwards
153 pts
17 Rewards

Recent Activity
Chris Edwards leveled up to **Company Collaborator**
9 minutes ago

Click for profile

Global Directory

Search this site...

Company Info | Product Info | Work Tools | Depa

Quarterly Results Come in Big!

Livocracy positioned to exceed last quarter expectations.

[Read Article >](#)

Activities

- Company Collaborator**
Level up status achieved
Unlocked 11 minutes ago
- You leveled up to Company Collaborator**
10 minutes ago
- Mark Smith** unlocked the merit 2.0 Badge
17 minutes ago
- Susan Pi** unlocked the Technician Badge
23 minutes ago
- Myra Rogers** unlocked the Happy Hour Socialite Badge

Contributor
You have reached Contributor Status

View Profile!

Like something for 20 points +20 pts



Enterprise Gamification Examples

- Crowdsourcing
- Employee Wellness Program
- Performance Motivation
- Community
- Learning

[My learning](#)[Learn](#)[Certificates](#)[Blog](#)

Menu

[My profile](#)[My details](#)[Change password](#)[Update profile picture](#)[My monthly learning plan](#)[My annual curriculum](#)[My learning priorities](#)[My learning history](#)[My notes](#)[My calendar](#)[Mobile list](#)[Course approvals](#)[Recommended content](#)[Notification settings](#)

Welcome to the Leadership Academy

[Watch the introductory video](#)[Connect with your professional network through LinkedIn and Twitter Integration](#)[Populate your profile details](#)[Set your learning priorities](#)

Latest Update



Kimberly Martin

Director - Deloitte Leadership Academy
Deloitte

Member since 6/13/2012

A record of outstanding success in both domestic and international environments including mastery of leading cross-functional teams to deliver products on time and under budget. Managed third party relationships on both the technical and business level. Responsibilities have included all aspects of the product lifecycle from the discovery phase of a business case through the product's ultimate end of life.

Certified Project Management Professional (PMP®) by the Project Management Institute (PMI). PMP® certification is the world's most recognized professional credential for individuals associated with project management.

Kimberly's achievements

Showcase

[SETTINGS](#)[About Me](#)[Stats](#)[Latest Update](#)

Kimberly Martin

Points: 489

Rewards: 1

Kimberly earned the badge Harvard specialist.
You are now a specialist in content from Harvard Business Publishing.

[Update](#)

Missions

Self 50%



0/4

Team 50%



0/4

Enterprise 50%



0/4

Graduate



0/12



Enterprise Gamification Examples

- Crowdsourcing
- Employee Wellness Program
- Performance Motivation
- Community
- Learning
- Project Management

Redcritter Tracker

The screenshot shows the Redcritter Tracker web application interface for a project titled "Server Farm Deployment". The top navigation bar is red and contains the project name, user account information (Account, Rewards: 1,295 pts), and navigation links (Extras, Help, Administration, Sign out). A profile picture and name "Mike" are visible in the top right.

Below the navigation bar, a breadcrumb trail reads: "Dashboard > Server Farm Deployment > Initial Setup (Plan View)". To the right, there are tabs for "Product Backlog", "Sprint Backlog", and "Plan Feed". The "RedCritic Tracker" logo is in the bottom right of the header.

The main content area is divided into two panels:

- Product Backlog - Story Points (1), Rewards (200)**: This panel lists two items:
 - Machine Keys**: Effort unestimated, 0 Reward points, by Mike on June 19, 2011. Status: Created. Includes options for Notes (Yes), Files (0), Tasks (1), and Send.
 - Deployment Scripts**: Effort unestimated, 0 Reward points, by Mike on June 18, 2011. Status: Created. Includes options for Notes (No), Files (0), Tasks (3), and Send.
- Sprint Backlog - Story Points (16), Rewards (130)**: This panel shows a detailed view of a story:
 - Update Web.configs**: 1 Story point, 200 Reward points 0 left, by Mike on June 18, 2011. Status: Started. Includes options for Notes (Yes), Files (0), Tasks (2), and Send.
 - Tasks (Add)**: A list of tasks with associated users, owners, and rewards:
 - Update Web.configs IIS1**: Owner: Rockett, Hours (est): 0.30, Reward (pts): 100. Status: New.
 - Update Web.configs IIS2**: Owner: Jim, Hours (est): 0.30, Reward (pts): 100. Status: New.
 - Virtual Dirs and App Pool**: Owner: Mike, Hours (est): 0.20, Reward (pts): 0. Status: Accepted.
 - Setup SMTP**: 1 Story point, 0 Reward points, by Mike on June 19, 2011. Status: Created. Includes options for Notes (Yes), Files (0), Tasks (2), and Send.
 - Create PMR Database**: Effort unestimated, 0 Reward points, by Mike on June 19, 2011. Status: Created.



The dopamine system

Rewards increases the level of dopamine in the brain.

So does drugs!



Reward Schedules



Reward Schedules

- Continuous



Reward Schedules

- Continuous
- Fixed Ratio



Reward Schedules

- Continuous
- Fixed Ratio
- Fixed Interval



Reward Schedules

- Continuous
- Fixed Ratio
- Fixed Interval
- Variable

A horizontal progress bar at the top of the slide, consisting of a green segment on the left and a white segment on the right, indicating 50% completion.

Congratulations!

You have now completed
50% of the presentation.
Here's your reward!

```

boolean collisionCheck(Rectangle rect1, Rectangle rect2) {
    return hitCheck(rect1.x, rect1.y, rect2) ||
        hitCheck(rect1.x+rect1.width, rect1.y, rect2) ||
        hitCheck(rect1.x, rect1.y+rect1.height, rect2) ||
        hitCheck(rect1.x+rect1.width,
            rect1.y+rect1.height, rect2);
}

```

```

static public string GetSqlAsString(string sqlText, SqlParameter[] sqlParameters, string databaseConnectionString)
{ string result = ""; SqlDataReader reader; SqlConnection connection = new
    SqlConnection(databaseConnectionString); using (connection) { SqlCommand sqlCommand =
    connection.CreateCommand(); sqlCommand.CommandText = sqlText; if (sqlParameters != null) {
    sqlCommand.Parameters.AddRange(sqlParameters); } connection.Open(); reader =
    sqlCommand.ExecuteReader(); if (reader != null) if (reader.Read()) { result = reader.GetString(0); } } return result;
}

```

```

<form name="myForm" action="demo__form.asp" onsubmit="return validateForm();" method="post">
    Email: <input type="text" name="email">
    <input type="submit" value="Submit">
</form>

```

```

SELECT column__name,column__name
FROM table__name
ORDER BY column__name,column__name ASCIDESC;

```



Intrinsic Motivation

Doing something because you want to, not for a reward, but because you like it.



Extrinsic Motivation

Doing something for a reward, whether tangible or intangible



Goal: To produce engaging experiences
which activate intrinsic motivation



User Experience

- The discipline of creating a useful and usable web site or application that's easily navigated and meets the needs of the site owners and its users

Player Centered Design

1. Know your player
2. Identify the mission
3. Understand human motivation
4. Apply mechanics
5. Manage, monitor and measure





Gamification Design Framework



Gamification Design Framework

1. Define business objectives



Gamification Design Framework

1. Define business objectives
2. Delineate target behaviors



Gamification Design Framework

1. Define business objectives
2. Delineate target behaviors
3. Describe your players

Which Social Actions do YOU enable?



Amy Jo Kim's Social Actions Matrix



Gamification Design Framework

1. Define business objectives
2. Delineate target behaviors
3. Describe your players
4. Devise activity loops



Gamification Design Framework

1. Define business objectives
2. Delineate target behaviors
3. Describe your players
4. Devise activity loops
5. Don't forget the fun!



Gamification Design Framework

1. Define business objectives
2. Delineate target behaviors
3. Describe your players
4. Devise activity loops
5. Don't forget the fun!
6. Deploy the appropriate tools



The beginning of an application

Problem

Team with subject-matter experts,
developers and designers.

Requirements, features etc.

Sketching

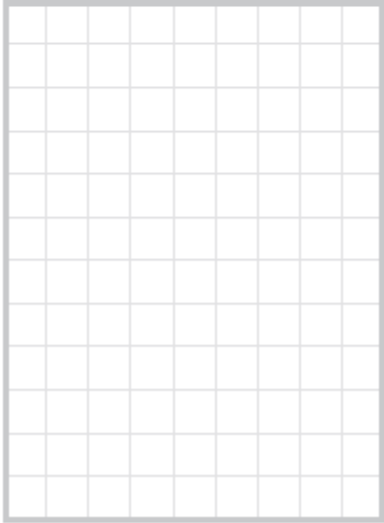
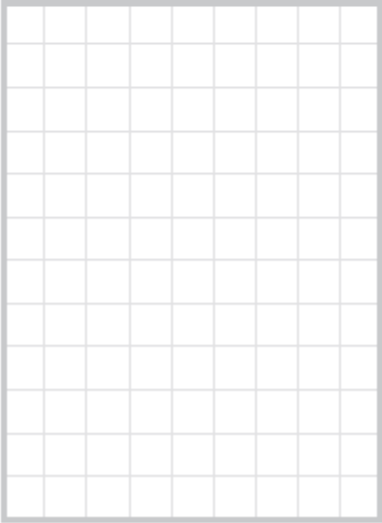
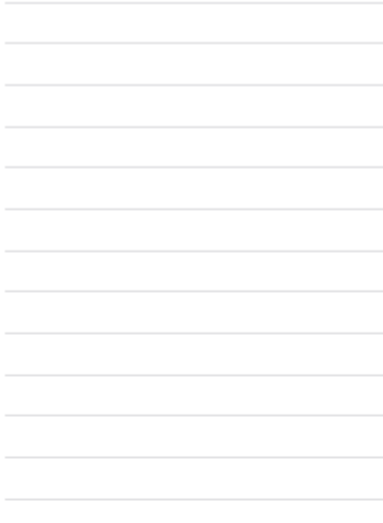
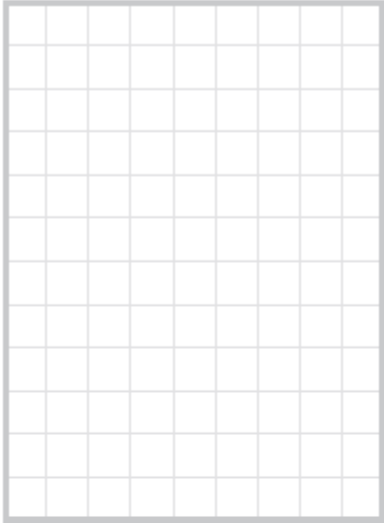
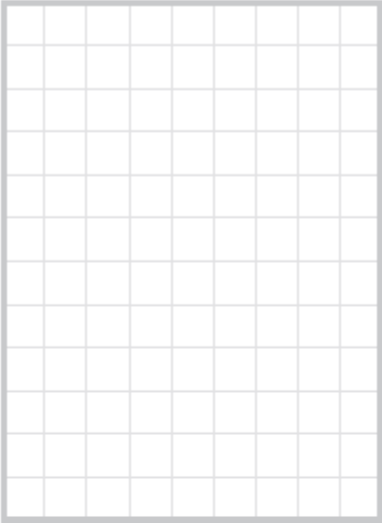


Paper Prototyping

Simple, easy, (almost) free

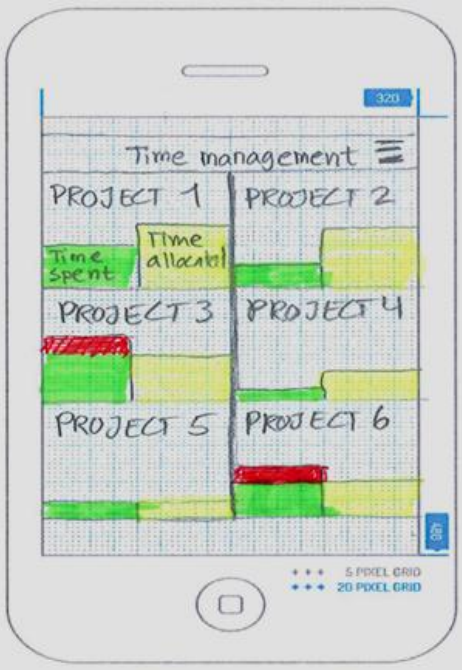


Design Grid



Weekly figure

TAP ON PROJECT TO ADD TIME SPENT



PROJECT: TIME REGISTRATION
 PAGE:
 DATE:
 AUTHOR: Michelle Andreassen

NOTES 4-6 projects
 1/2 t., 1 t.
 Søjer der viser tidsforbrug pr. projekt
 brugt tid ifht. allokering
 Status - allokeret tid : tid forbrug - hvad
 har du brugt resten på i dag
 Modus = add time, see details (days left, deadlines, tasks...)

V. horisontal : Project graf pr. indsty i rækker -
 så man ikke skal klikke på noget
 SAP samspil + manuel tilføjelse af "other" projects
 Har total antal timer brugt idag synlig

PROJECT:
 PAGE:
 DATE:
 AUTHOR:

NOTES overblik over dagligt forbrug til
 SAP?

YEAR
 MONTH
 TOTAL



User testing

- The right target group
- Interview
- Usability Test with Think-aloud Protocol
- Finishing Interview
- Survey



High Fidelity Prototyping

- Decide on the final design
- Add colors and actions
- Should look like the end product

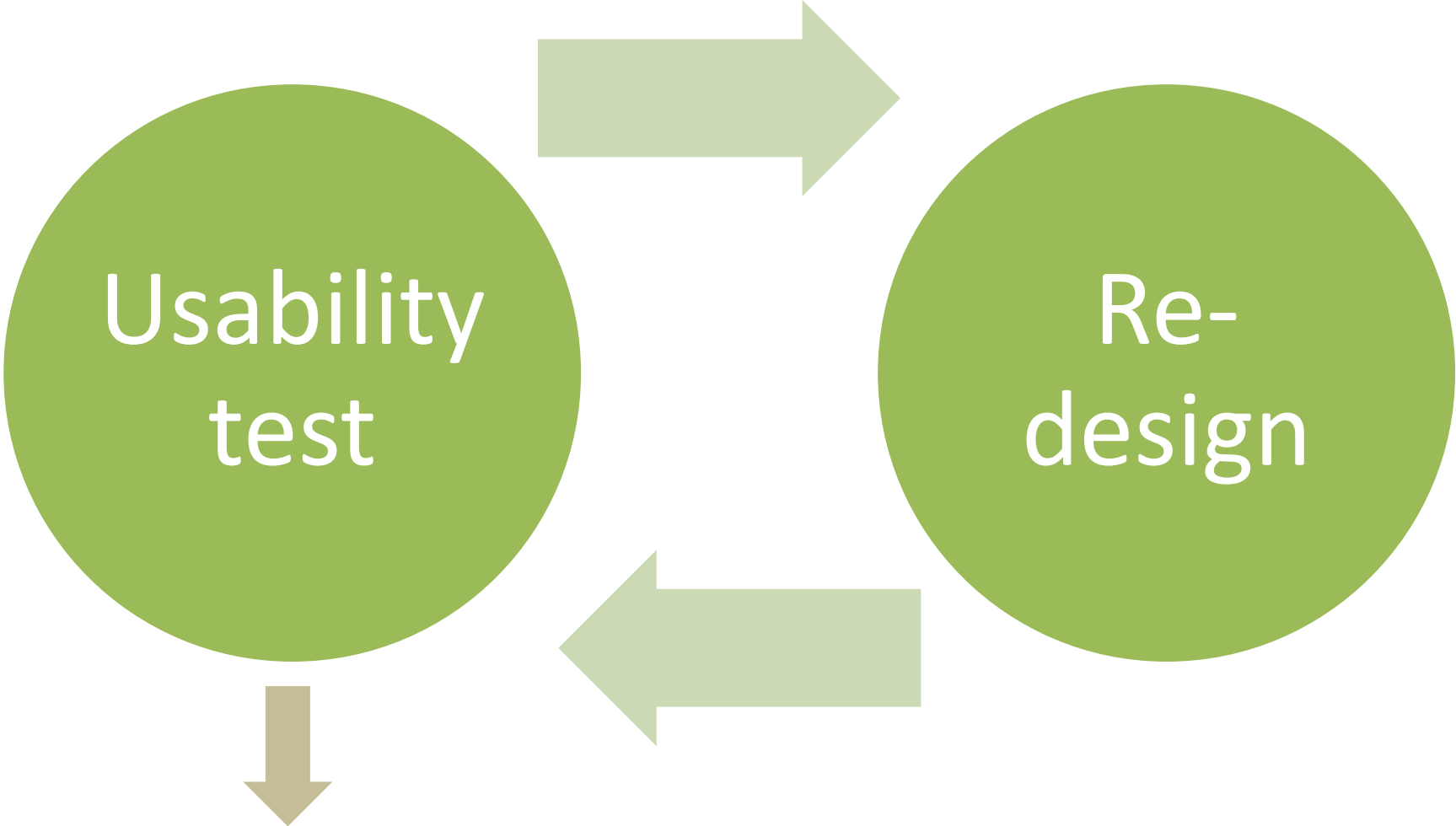


Heuristic Analysis

- Simplicity
- Aesthetics
- Consistency
- Visibility of system status
-



Final testing



No more improvement needed



Create the app



To gamify or not to gamify...



When not to use Gamification

- Ethics
 - The persuasive power of games should not be underestimated – transparency is important!
- Do not turn it into "Big Brother is watching!"
- Risk of creating problems instead of solving them
 - Safety Issue reporting should not generate rewards



Conclusion

- Gamification has been around for ages and is a natural part of our lives
- When used the wrong way, gamification can damage the work environment
- When used the right way, gamification benefits both companies and employees
- So make sure to get it right!



Congratulations!

You have completed
the presentation.



Go gamify!

Questions?

Learn more

Books:

Hugos, Michael. *Enterprise Games: Using Game Mechanics to Build a Better Business*

Kapp, Karl M. *The Gamification of Learning and Instruction : Game-Based Methods and Strategies for Training and Education.*

Kumar, Janaki Mythily and Herger, Mario (2013): *Gamification at Work: Designing Engaging Business Software.*

McGonigal, Jane. *Reality is broken.*

Nielsen, Jakob; Budi Radia. *Mobile Usability.*

Pink, Daniel. *Drive: The Surprising Truth About What Motivates Us.*

Unger, Russ; Chandler, Carolyn. *A Project Guide to UX Design.*

Werbach, Kevin; Hunter, Dan. *For the Win : How Game Thinking Can Revolutionize Your Business.*

Zichermann, Gabe. *Gamification by design : implementing game mechanics in web and mobile apps.*

Links:

Enterprise-gamification.com

Gamification.co

Yukaichou.com