Let the Games Begin! How Gamification Accelerates Engagement for Mobile Workers

Inter-Agency Mobile Learning Webinar Series
July 13, 2013

Robert Gadd
OnPoint Digital, Inc.
www.mlearning.com
Session Resources

www.mlearning.com/imlws

- Contact info
- Final session slides
- Helpful resources & articles
- Gamification white paper
- Use case videos & game examples
My Universe is...
I Live @ the Corner of...

...in Learningtown
Understanding the Trends

Everybody is Mobile
Understanding the Trends

Games are Everywhere!

![FarmVille](image1)

![Watch](image2)

![Monopoly](image3)

![Angry Birds](image4)
Understanding the Trends

Driver vs. Shotgun Trend
Wharton Professor Kevin Werbach, author of *For the Win*, describes gamification as “approaching problems from the perspective of a game designer to tap into the psychology of motivation”.

FACT:
More than 145K people have registered for this course over the past year from 165 different countries. Produced with a $70 webcam & a laptop.

https://www.coursera.org/signature/course/gamification/970314
Understanding the Trends
Games are Everywhere

So, are we ready?

Let the Games Begin!
Presentation Agenda

- Company Snapshot & Recognition
- What is Gamification? - Market History & Analysis
- Gamification Tools, Vendors & Solutions
- Case Studies for Game-Enabled Learning
- Lessons Learned (Worth Sharing)
- Demonstrations & Attained Results
- Questions & Answers
Company Snapshot

- Formed in 2002 by software development & media experts; 100s projects (POC/Pilot/Prod)
- End-to-end mobile content & training delivery technologies under the CellCast® Solution brand
- Feature phones, smartphones, tablets & more
- Complement core offerings with consulting, support, content production and custom development services
- Headquartered in USA with teams in New Zealand & partners in US, Canada, APAC, EMEA
- Two Dozen+ Industry Awards received to date
- 120+ enterprise installations, 1M+ licensed users worldwide (LMS & mobile)
- ISO 9000 & 27001 Certifications in Process
Company Snapshot – Customers/Partners

Logos of various companies including:
- AT&T
- Bell
- Cricket Communications
- Vodafone
- Optus
- Telstra
- U.S. Cellular
- Verizon Wireless
- BlackBerry
- Google
- Samsung
- Sony
- The Home Depot
- IBM
- Mars
- Bass Pro Shops
- FM Global
- Dish Network
- AutoTrader.com
- Banfield Pet Hospital
- Bristol-Myers Squibb
- Medtronic
- Genworth Financial
- Grainger
- IGT
- Latham & Watkins LLP
Company Snapshot – 28 Awards!

Best mLearning Innovation
Gold Award – Dec 2012

Best mLearning Tool
Gold Award – January 2012

Best mLearning Authoring Tool
Gold Award – May 2011

Best mLearning Tool
Gold Award - April 2010

“Tests Go Mobile”
September 2008

“FreePad Solution”
September 2003

1st Place “Mobile Learning Shootout”
4 of 4 Categories – Feb 2009

MobileVillage Mobile Star Awards
CellCast Solution: 13 Wins
2007 through 2012

Winner: Best mLearning
February 2012

Finalist: Best mLearning
February 2011

Mobile Widget Contest
April 2008

1st Place Solution for Corporate Mobile Learning Excellence Awards

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Learning Industry’s Most Diverse Mobile Feature Set

1. Basic Communications
   - Email
   - SMS

2. Training Delivery

3. Info. Access

4. Social Networking
   - jive
   - Twitter
   - YouTube

5. Content Creation

6. Gamification

Formal Learning + Informal Social Interactions + Engagement

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What Does it Take to Build an mTraining App?

Our App Framework
Enables/Supports...

- User Interface/Experience
- Manage Content/Tests
- Full Tracking Capabilities
- Online/Offline Channels
- Versioning/Auto Updates
- Security, Encryption, SSO
- Reporting & Analytics
- Localization of UI
- Integration with LMS/TM
- Game Mechs/Engagement

...Standard Features

Time & Effort

- 10-25%
- Configuration Only

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Incentive/Loyalty Programs

Let’s take a look at some popular & historical examples:

My Past
Incentive/Loyalty Programs

Let’s take a look at some popular examples:

CHALLENGE:
While all of these programs contained elements of Gamification (rewards, levels, badges & challenges), they generally lack engagement mechanics that can leverage technologies like real-time data analytics, mobility, cloud services & social media platforms that can accelerate and improve outcomes.
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Gamification is the use of game thinking and game mechanics in a non-game context in order to engage users and solve problems. Gamification is used in applications and processes to improve user engagement, Return on Investment, data quality, timeliness, and learning. The word was coined by Nick Pelling.
"Gamification sits at the center of Loyalty Programs, Behavior Economics and Game Design. It takes advantage of game mechanics to deliver engaging applications, and make non-game applications more entertaining and appealing. The market for gamification has broadened rapidly, as the process has spread from consumer and media brands to the enterprise, healthcare and educational markets."
“By 2015, 70% of Global 2000 organizations will have at least one gamified application in place and these organizations will have transformed the way they motivate, educate and drive innovation from their workforces.”

Gartner also predicted the overall market for gamification will grow to US$1.6 billion by 2015 (from $100M in 2011).

Gartner Group Report (Jan 2012)
“Gamification is near the peak of Gartner Hype Cycles and like most new trends and technologies, the initial hype surrounding the trend creates unrealistic expectations for success and many poor implementations follow... We predict that by 2014, 80% of current gamified applications will fail to meet business objectives, primarily due to poor design. This design includes defining business objectives as well as application definition, deployment and adoption.

Brian Burke, Gartner (Jan 2013)
digital moves

Walmart Hopes 'Gamification' Can Engage Employees and Turn Things Around

Posted by Dale Buss on May 17, 2013 06:40 PM

There can be a lot of stress associated with working at Walmart these days: Financial results aren't improving, and there are a lot of haters, such as critics of the chain's strategy for improving working conditions at factories in Bangladesh that supply Walmart garments.

Good thing that Walmart employees have a new way to engage themselves more productively in their work: "gamification." In a move that echoes what other major employers are doing, the nation's largest retailer is working with a Boston-based marketing and consulting organization to improve more of its internal processes by lending them a digital-gaming aspect. In turn, greater "employee engagement" is supposed to lead to improving the experiences of Walmart customers.
Definition of Business Gamification

“As a result in a series of changes in demographics, technology, and the competitive landscape, smart companies...are increasingly turning to play and games as a way of radically reinventing their organizations...They’ve realized that their strength is in marshaling the intelligence, motivation and – most critically -- engagement of their communities to drive their business objectives.”

Gabe Zichermann
The Gamification Revolution
Game Mechanics are the basic elements that make up games including:

1. Points
2. Badges/Achievements
3. Levels
4. Leaderboards
5. Rewards
Game Mechanics & Dynamics

Game Mechanics are the basic elements that make up games including:

1. **Points.** Points are used to track behavior, keep score and provide feedback. They vary widely in approach and serve a variety of functions. The five different types include Experience, Redeemable, Reputation, Skill and Karma points.

2. **Badges/Achievements.** Tokens that represent the achievement of a particular goal. Badges play on our desire to collect; they need to be well designed and authentic to maximize adoption and interest.
Game Mechanics (cont.)

3. **Levels.** Structured hierarchies of progress usually represented by ascending numbers or values (e.g., Bronze, Silver, Gold or Associates, Bachelors, Masters, doctorate).

4. **Leaderboards.** Show clear, ranked progress of a defined community in a game (highest to lowest). LBs can be both a powerful incentive & disincentive to engagement.

5. **Rewards.** Defining the end game and can be categorized into *intrinsic* vs. *extrinsic* (read: self-generated vs. externally delivered) rewards. The four popular reward systems are **Status, Access, Power and Stuff.**
CMU Professor Jesse Schell is a researcher, game designer & businessman as well as one of the early thinkers in the gamification space.

Boy Scout Badges

“Badges, yeah! That’s what I want. Let’s just slap some badges on there and we’re done!”

“Have you heard about this thing called chocolate? It’s really good! I’m going to put it on everything!”

CHORUS: YEAH!
Understanding the Trends

Let’s Do Chocolatification, eh?

Cake

Ice Cream

Green Beans

Cottage Cheese

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Gamification in Learning

“On the surface, gamification is simply the use of game mechanics to make learning fun. It seems ‘fake’, artificial or like a shortcut. It’s not. Underneath the surface is the idea of engagement, story, autonomy, and meaning.”

Dr. Karl Kapp
Author & Researcher
“Games, gamification and simulations are becoming a critical part of the learning toolkit for every organization. The problem is that developing effective games, gamification experiences and simulations is tough work. It requires the right balance of instructional elements with game elements...knowing which interactive learning experience is right for which type of learning outcome. It requires careful analysis of learning needs combined with just the right level of engagement, fun and motivational elements.”

Dr. Karl Kapp
Author & Researcher
Elements of Game-enabled Learning

1. Define/Deliver around a Story or Theme
2. Organize the Players & Groups Competing
3. Define Levels & Achievements to Attain
4. Set Goals & Rewards to Earn
5. Select Appropriate Tools, Methods & Devices
6. Map Learning Tasks to Learning Objectives
7. Develop Communications Plan (before/during/after)
8. Administer the Game & Monitor the Outcomes
9. Measure Engagement & Impact (business results)
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Tools, Vendors & Solutions

Popular Online & Mobile-Centric Applications

- Foursquare
- Gowalla
- Twitter
- Facebook
Tools, Vendors & Solutions

Innovative Gamification Companies, Enablers & Startups
Tools, Vendors & Solutions

Innovative Gamification Companies, Enablers & Startups
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Tools, Vendors & Solutions
Tools, Vendors & Solutions

Serious Gaming, Game-based Learning & L/R Vendors

- Impact Games
- Hybrid
- Knewton
- Pearson Education
- RosettaStone
- Enspire Learning
- True Office
- Game On Learning
- C3 SoftWorks
- Maritz
- BI Worldwide
- Absolute Motivation
Innovative Serious Gaming Companies
Game-enabled Solutions are Few & Far Between…so far!

LMS Platforms
- Saba
- CallidusCloud
- Cornerstone
- ONPOINT Digital

Open Source Tools
- Alphaplug
- LearnDash
- userinfuser
- Badge OS
- We Issue
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• **Case Studies for Game-Enabled Learning**
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CO: Cricket Communications


Overview: Sought to expand the learning environment beyond their online LMS/portal to the extended ecosystem of 5K+ retailers across North America on Android, Apple & Windows Phone devices. All mobile results are captured & recorded in Oracle/Taleo Learn LMS platform. Also desired the ability to make the learning experience more enjoyable, engaging and addictive. Cricket was an early adopter of OnPoint’s gamification feature set and is now applying game mechanics to several of their current go-to-market sales readiness programs.

Results: Launched Fall ’12 to support new product/device rollouts (e.g., LTE). 90.2% of participants had positive experience/would recommend; Cricket is now expanding game-enabled learning delivery to online portal & broader audience totally 12K associates.
Case Study #1 – Cricket Communications

Android Handsets

Apple iPhones

Windows Phone 8
Case Study #1 – Cricket Communications

Master Leader Board

<table>
<thead>
<tr>
<th>Rank</th>
<th>Name</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gadd, Robert</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Ebel, Chad</td>
<td>500</td>
</tr>
<tr>
<td>3</td>
<td>Wyckoff, James</td>
<td>250</td>
</tr>
<tr>
<td>4</td>
<td>Simpson, Cody</td>
<td>250</td>
</tr>
<tr>
<td>5</td>
<td>Moxley, John</td>
<td>250</td>
</tr>
</tbody>
</table>

Group Leader Board

1. OP Game Testers: 1750
2. Game Players: 1593

Challenge Leader Board

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Case Study #2 – BlackBerry

Name (Market): BlackBerry (RIM)

Use Case: Channel & Partner Education

Tech Set: CellCast Solution v5

Audience: Sales teams at major carriers & “big box” retailers in BB’s channel (100K+ planned).

Overview: Expand the learning delivery channel beyond online training courses and ILT by making product training on new BlackBerry 10 devices available via mLearning. Content will be available via a combination of mobile web browser & native apps across the array of popular mobile handsets & tablets (not just BBs). Weekly content scheduled & pushed to learners to prepare/help them sell BB10 devices. Functionality includes integrated messaging, collaboration features & full incentive program with integrated game mechanics.

Results: Launched January 2013, 90% of eligible carriers/retailers have opted in, 60% using full feature set including game mechanics.
Case Study #2 – BlackBerry (RIM)

UX uses Responsive Web Design for newer devices & a customized UI for legacy BlackBerry 5-7 handsets.
UX uses Responsive Web Design methods that port across all supported tablets & eBook readers as well.
Case Study #2 – BlackBerry (RIM)

Carrier-Specific Registration Pages

Introducing BlackBerry® 10

Welcome to the BlackBerry 10 Sales App – designed to help you move.

BlackBerry 10 has been designed to always move with you. The BlackBerry 10 Sales App follows the same principle. Not only are we introducing a reimagined BlackBerry, we’re also reimagining the way we communicate to you, our valued sellers.

This app will give you the latest news about BlackBerry knowledge and education you won’t find anywhere else. It’s designed with you in mind, to help you understand and sell BlackBerry 10. Sign up today to start learning about BlackBerry 10 before it launches.

Sign up today. Enter your email address.

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Case Study #2 – BlackBerry (RIM)

Content Samples

Customizable Menu & User Experience

Dynamic List of Assignments

Animated Presentations, PDFs & ePUBs

High-Definition Videos
Case Study #2 – BlackBerry (RIM)

Assessments & Messaging Features

Assessments, Quizzes & Surveys
Variety of Messaging Options & Social Feeds
Internal/External Market Updates
RSS & Atom New Feeds
Case Study #2 – BlackBerry (RIM)

Gamification Engine

Game Details, Progress & Options

Learner Status via 3 Different Leader Boards

Earned Badges, Trophies & Rewards

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Case Study #3 – Great Clips University

Org: Great Clips for Hair

Reqs: Franchise Personal Services Training

Market: Launched Dec 2011 for 500 Franchise Operators; Expanded to 1.5K salon operators & store associates (summer 2012) & into mobile delivery in 2013

Overview: Great Clips operates 2K+ salons through franchisees across US, Canada & international markets. Looked to upgrade five year old online learning portal to update the learning experience with modern look & feel plus advanced learning functionality.

Introduced in Q4 2012, the new Portal was an instant success with salon managers who began taking online courses and assessments at an increased rate of more than 900% over the previous traditional Learning Portal. Phase 2 expands reach & adds mobile access options including access via new in-store Apple iPads.
Case Study #3 – Great Clips University

Online Portal Experience

iPad Experience
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1. **All Points but No Value.** Points earned must lead to career growth, tangible reward or serious social recognition.

2. **Must be Customizable.** The “game” must be aligned to your org’s policies, vision & culture via flexible delivery models.

3. **Can’t Exist in a Silo.** The system must connect to 3rd party IT systems, applications & security infrastructure.

4. **Access Controls & Authentication.** Enterprise games must comply with centralized authoritative sources.

5. **Getting Stale.** Don’t let the experience get repetitive; plan regular refreshes

6. **Instill Appointment Dynamics.** Give learners a reason to revisit often to re-energize their interest levels.

7. **Prevent Gaming the Game.** Find ways to prevent users from gaining undue advantage by rewarding ++ behaviors.

8. **No Internal Champion.** Identify a passionate leader; also, and senior mgmt. buy-in & action are essential

9. **No Action to Avert Fatigue.** Continued leadership & active communication can offset waning levels of interest/wait-&-see attitudes.

10. **Badly Designed Leaderboards.** Bad LBs reduce motivation levels; leverage varied view points & approaches.

11. **Attempting Too Much.** Start small, celebrate success, address failure & iterate often.

12. **Need to Duplicate.** Efforts must be tied to existing work process/expectations
My Shared Wisdom: Games + Mobile
2 Years, 2 Dozen+ Engagements

1. Strong Curb Appeal
2. Simple Elegance
3. Have Defined Missions
4. Target Your Audience
5. Mix Formal with Informal
6. Favor “Peninsulas over Islands”
7. Value Experience over Hype
8. Launch, Measure & Iterate
My Shared Wisdom
2 Years, 2 Dozen Engagements

The Gretzky Plan (What’s on the Dev Docket)

1. More UI/UX flexibility via configuration elements
2. Deeper/richer contexts for activity streams
3. Better plumbing (APIs) for cross-platform support
4. Practical advice/counsel for customers & partners

“I don’t go where the puck is. I go where it is going.”
1. **Mobile is Everywhere.** 2013-2014 will mark the transition from desktop content delivery to mobile content delivery.

2. **Gamification is Happening.** The world will not return to the calm, focused ways of the past. Employee and customer multitasking are real and here to stay.

3. **Engagement is Key Resource.** Engagement is the most valuable resource your employees and customers have to give. Your success or failure will be based on how much of it you get.

4. **Compete to Win.** The best way to beat the competition is to make your employee and customer experiences as interesting and engaging as possible.
Thanks for Attending!

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