



# THE GAMIFICATION GUIDE



# WHAT IS GAMIFICATION?

**Put simply, it's about the use of game design elements in non-game contexts.**

A more detailed definition, and our favourite, comes from Gabe Zichermann, a thought leader in the field of gamification and author of the pioneering books, “Gamification by design” and “Game-based marketing”. He proposes:

“Gamification is the process of engaging people and changing behavior with game design, loyalty, and behavioral economics. It's taking what's fun about games and applying it to situations that maybe aren't so fun. It's about applying that feeling of flow to everything from employee motivation to research studies to marketing campaigns.”

Gabe Zichermann

## TWO MAIN TYPES OF GAMIFICATION...

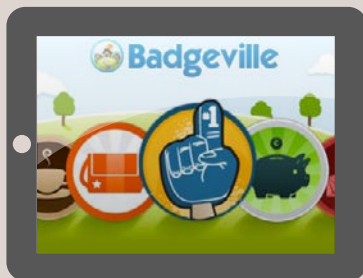
We're very much in agreement with Karl Kapp (the author of the brilliant book "The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education"), who believes that there are actually two types of gamification. **Structural** and **Content** gamification.

### STRUCTURAL GAMIFICATION

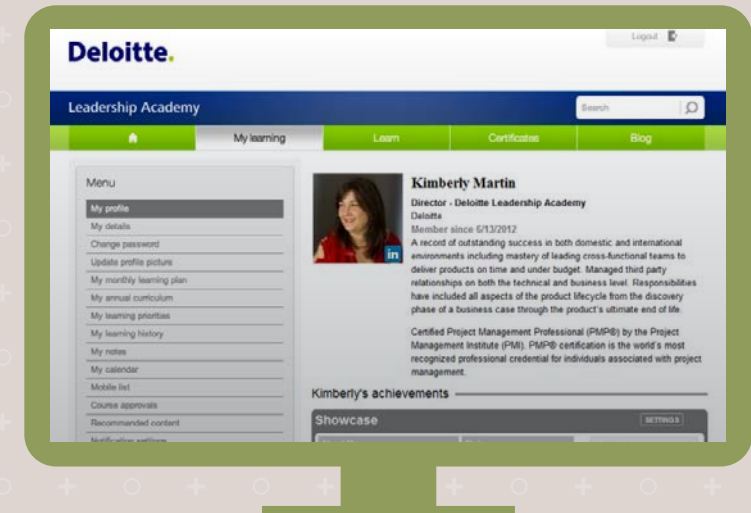


Here, emphasis is on learning through rewards, such as points, badges, and leaderboards. Therefore it's not the content that offers a game-like experience, but the structure around the content. Rewarding users to engage with content motivates them to do so.

### EXAMPLE...



The DLA delivers business lessons and advice, within a community of business leaders. Through the employment of Badgeville, users were rewarded by their level of participation in the community. Behaviours such as watching content, sharing content and commenting on content, were all recognised with rewards. These rewards were showcased on an individuals profile and within leaderboards, which created levels of social reputation. This social reputation encouraged users to engage with the content on a higher level. You can read more about it by [clicking here...](#)



## TWO MAIN TYPES OF GAMIFICATION...

### CONTENT GAMIFICATION



This form of gamification alters content to make it more like a game. The learning material doesn't change, but the way in which it is delivered does, through interactive activities, stories and in context.

### EXAMPLE...



#### Yahoo! Ethics training: "On the road with the code".

Yahoo! used a range of animated gaming sequences creating interactive scenarios to engage employees on the campaign message. The gaming element of the campaign was a huge success, with increased awareness and compliance of behavioral expectations. You can read more about this case study by [clicking here](#)



# A WORD OF WARNING!



**There's no doubt gamification is a hot topic, generating huge amounts of hype and interest. As a result many organisations are seeking opportunities to leverage gamification.**

However, if companies do identify an opportunity to use gamification, they must be sure it is the right method to employ. To do this they need to have a clearly defined set of business objectives (for the identified problem) and analyze the appropriateness of gamification to achieve them.

# (CONTENT) GAMIFICATION: A CLIENT CASE STUDY

## The main campaign objectives:

- 1.** Address the lack of awareness and personal accountability regarding information risk management (IRM), to ultimately change behaviour.
- 2.** Establish a new language and encourage an open dialogue when talking about IRM.
- 3.** IRM was seen as a dry topic, communications therefore needed to be more dynamic, fun and engaging, using real life scenarios and consequences.
- 4.** Measurement was crucial, as the campaign was part of a communications monitoring program.

# (CONTENT) GAMIFICATION: A CLIENT CASE STUDY

## Why gamification was appropriate for the campaign

- 1.** Games were a good fit for the behaviour change campaign. Games provided interaction with the campaign messages, meaning the behaviour demonstrated in the gameplay was likely to be transferred to real life situations.
- 2.** Games added excitement and made the dry topic more appealing. They changed the way information risk management was discussed, and encouraged employees to talk to one another, whether it be “have you played the new games? What level have you reached? Or how did you manage to get past that section?”
- 3.** Spotting information risks is a skill that improves greatly with experience, therefore practice is important. But due to the nature of information risk management, it’s not something you can easily practice in the real world. Games allowed us to replicate real world situations in a virtual environment.
- 4.** Games offered high levels of measurement and tracking. You can see exactly how the audience is engaging and interacting with the campaign messages, allowing you to make ongoing changes to the campaign/games to improve effectiveness.

# (CONTENT) GAMIFICATION: A CLIENT CASE STUDY

One other big reason as to why Gamification is a good method to employ...

## GENERATION Y



25%  
OF THE  
WORKFORCE

Generation Y – Refers to people born from the early eighties to mid nineties. They make up around 25% of the workforce, and are growing rapidly.



Generation Y employees live online.



They are very comfortable with the latest technology, and understand the language of digital games and social media.



They expect the digital experiences in their personal lives to be replicated in the workplace. And prefer to learn through digital engagement.



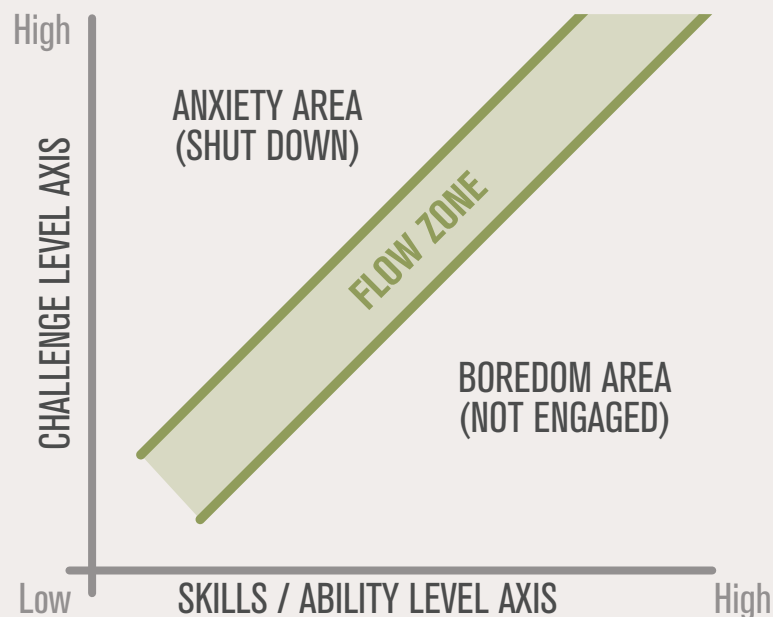
# (CONTENT) GAMIFICATION: A CLIENT CASE STUDY

## Elements we knew we had to focus on for successful games...

Csikszentmihalyi theory of 'flow', which is "a state of complete immersion in an activity", is clearly the ultimate behaviour you want players of your game to experience.

***INTERACTIVITY + IMMERSION =  
SUSTAINED ENGAGEMENT***

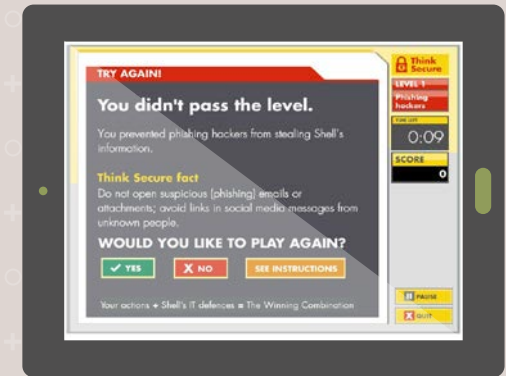
### FLOW THEORY CSIKSZENTMIHALYI



- 1 | Clear goals that, while challenging, are still attainable.
- 2 | Immediate feedback.
- 3 | Knowing that the task is doable; a balance between skill level and the challenge presented.
- 4 | The activity is intrinsically rewarding.
- 5 | Feelings of serenity; a loss of feelings of self-consciousness.
- 6 | Timelessness; a distorted sense of time; feeling so focused on the present that you lose track of time passing.
- 7 | Strong concentration and focused attention.
- 8 | Feelings of personal control over the situation and the outcome.
- 9 | Lack of awareness of physical needs.
- 10 | Complete focus on the activity itself.

# (CONTENT) GAMIFICATION: A CLIENT CASE STUDY

Through understanding the theory of 'Flow', the games were designed in recognition of the following areas:



# 1

## Real time immediate feedback:

There was instant feedback during gameplay. Positive feedback reinforced the correct behaviour, while negative feedback enabled the player to adjust and learn quickly in order to progress. Either way the campaign messages were communicated within the feedback.

# 2

## Transparency:

The players score and progress was visible at all times during the game. Understanding how they are doing, motivates players to improve.

# 3

## Goal setting:

The game had one clear overall purpose which players strived to accomplish. There were also sub (mini) goals to achieve, represented as levels.

# (CONTENT) GAMIFICATION: A CLIENT CASE STUDY

## 4

### Levels:

Only once these levels were achieved could the player progress, providing small wins to the player. This also aided players motivation as completion of levels showed a certain level of skill had been achieved. And of course, levels would try to keep players in the flow zone, by ensuring the increased level (challenge) matched their improved skills.



## 5

### Competition:

Games create competition amongst players, a motivating factor. Playing games as part of a team often amplifies behaviour, as individuals do not want to let their team down or be seen as the weakest member.

There is of course,  
one other area of  
real importance.  
**Rewards...**

# (CONTENT) GAMIFICATION: A CLIENT CASE STUDY



## REWARDS:

There are two types of rewards: **Extrinsic** and **Intrinsic**.

### Extrinsic rewards

These are your badges, points, leaderboards, trophies, etc. . . As we mentioned earlier, these are a big part of structural gamification, with platforms such as Badgeville focusing on this type of feedback.

Many, such as Deterding (2010), claim extrinsic rewards “turn games into work rather than life into play”, because the player is solely focused on completing a task to achieve rewards. Deterding (2010) therefore argues that these types of gamification programs remove the feeling of freedom that people associate with games, therefore not experiencing play.



# (CONTENT) GAMIFICATION: A CLIENT CASE STUDY



## Intrinsic rewards

These come from within. The player is motivated by internal factors such as curiosity, pride, self learning, mastery, autonomy, and recognition amongst peers (social validation).

Intrinsic rewards still require players receiving feedback, just not solely through such things as points, but as feedback the player can use to validate their internal accomplishments. It is the playful design of the games that goes a long way in providing the intrinsic motivations.

**Successful gamification applications are those that are designed to motivate players to achieve their goals, goals that should then overlap with the business goals. Creating a win-win situation.**

# (CONTENT) GAMIFICATION: A CLIENT CASE STUDY

## Results of the games...

“

**Informative and entertaining!  
I feel a bit ‘uncomfortable’  
having this much fun during  
working hours!**

”

“

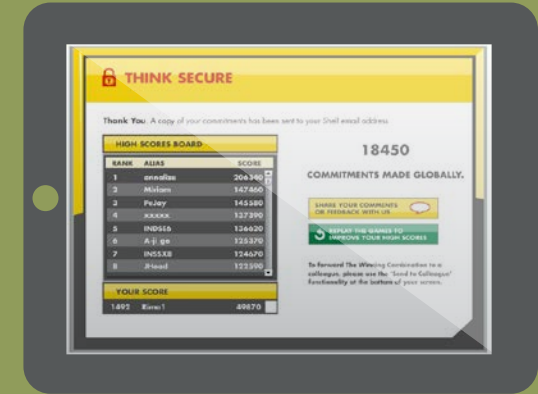
**Innovative way to  
reinforce information  
security  
awareness among  
staff. Enjoyed it  
thoroughly**

”

“

**This was great! Less  
stuffy than the usual  
internal comms.  
Thanks**

”



As well as great user feedback, the games achieved all of the stated campaign objectives, and generated over 18,000 commitments to think secure on information risk management issues, along with providing a huge increase in traffic to the dedicated information risk management website.

# FACTORS TO CONSIDER WHEN USING (CONTENT) GAMIFICATION...



The delivery of games. With the proliferation of devices in the workplace, it is important to make the games available and playable across a range of platforms. This will allow employees to play the games away from the office environment, where they may feel more comfortable playing them, therefore increasing the chances of the games being played.



Make sure top level employees are behind the games and promoting them. Employees could feel reluctant to play games at work for fear of superiors thinking they are up to no good.



The games should form part of a bigger campaign, so accompanied with additional materials. Seeing other materials will remind employees to play the games, and playing the games will make any other communications more effective as employees have already been interacting with the key messages.



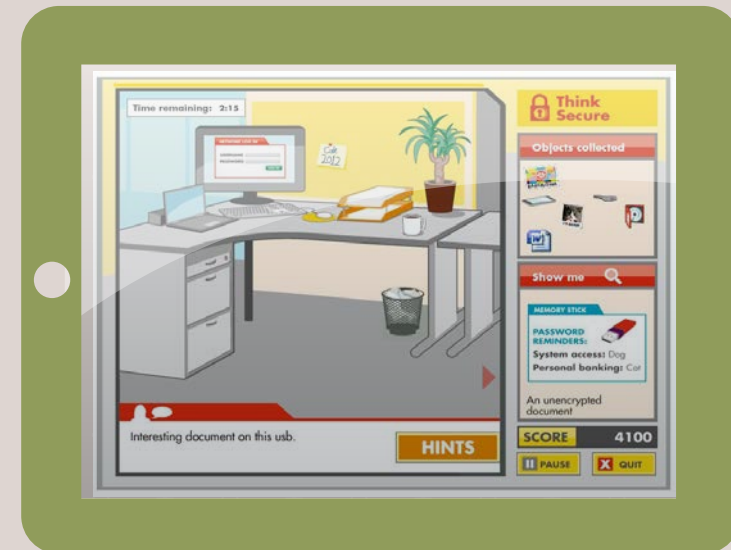
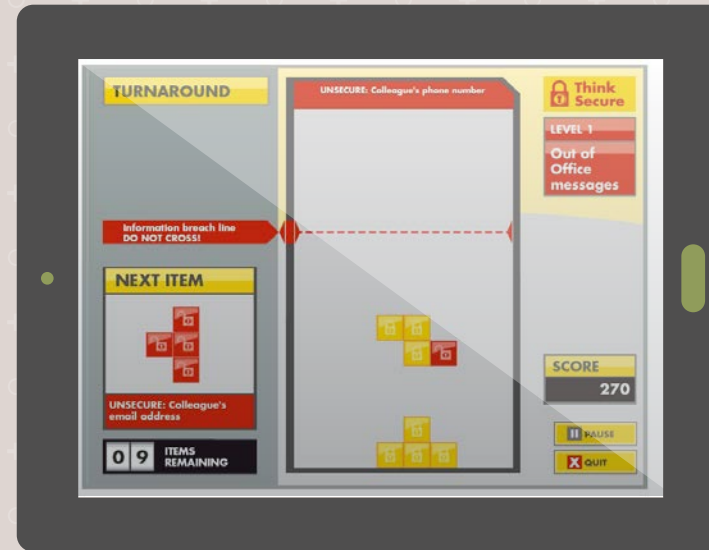
Embed the facts to be learned in the context of stories. Story elements should include:

1. **Characters**
2. **Plot**
3. **Tension**
4. **Resolution**
5. **Conclusion**



And very important. Get people on board who have experience in designing games. We're not just saying this. It really is crucial for success. Through our network of creative partners we employed specialist game designers, the thinking they brought to the table was invaluable.

# EXAMPLES OF RETRO-STYLED GAME...





## SUMMARY...

While analysts acknowledge that gamifications current success is largely driven by hype and novelty, they also strongly suggest that gamification is positioned to become a highly significant trend over the next five years. With Gartner predicting:

“  
By 2014, more than  
70 percent of Global  
2000 organizations  
will have at least  
one ‘gamified’  
application”

“

Game designer Jesse Schell summarized this as the trend towards a Gamepocalypse, **“when every second of your life you’re actually playing a game in some way”**. Clearly, as humans, we want to play. So by adding game design thinking to communication campaigns you can achieve greater engagement and ultimately, better results.

”

- Hopefully this presentation has outlined some of the key aspects of gamification that require attention.
- If you require further help, or would like to discuss a future gamification project then please don't hesitate to get in touch.

Thanks **rima**

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