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Enterprise Gamification

Enabling businesses drive participation, user engagement, employee productivity and customer loyalty

By Nitesh Ambuj, Shahnawaz Khan
Happiest Minds, Social Computing Practice

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ENTERPRISE GAMIFICATION

Participation and user engagement drive business value. While participation builds lasting relationships and impacts fundamental business objectives, customer engagement will ensure business success.

> **Gamification** is the integration of **game dynamics** and **mechanics** into non-gaming applications such as websites, internal training programs, community building activities, marketing campaigns and customer service to **drive desired behavior** (e.g. - encourage adoption of business processes & tools, influence usage of enterprise applications). This drives participation, user engagement, employee productivity and customer loyalty.

Gamification inspires and motivates people into performing results-oriented activities; for example, engaging with a brand, product, or service. The process involves introducing certain game-like constructs such as points and badges to non-game applications like websites and social applications to increase engagement and loyalty.

The techniques behind gamification are known in the business as "game mechanics," and they're everywhere. Countdown clocks on Gilt Group, a discount luxury goods site, compel shoppers to buy deals before time runs out. Colorful virtual badges, such as those on Foursquare, a smartphone app that lets people "check in" to venues, reward frequent use of a site or service. When LinkedIn members log in they are shown a progress bar, subtly urging them to add more details to their profiles.

Gamification today has moved beyond badges and points and is recognized as a methodology based on behavioral and motivational psychology. It is used not only with websites but also with other business critical applications such as Project Management, HR Processes, Knowledge Management, Sales Management and Customer Service. **The term Enterprise Gamification is described as the use of gamification in enterprise applications.**

#Work #Gamification

The concept of gamification acts as an encouragement for users to participate and solve critical problems in enterprise applications. Activities such as marketing campaigns, sales progress management, internal training programs and project management require a great deal of participation and adding elements of gamification makes it not only challenging but also rewarding.

BUSINESS CHALLENGES & OPPORTUNITIES FOR GAMIFICATION

Organizations have always grappled with questions surrounding employee engagement, such as, how to encourage voluntary participation, proactive contribution, training, and learning and following policies and procedures. Gamification is now allowing managers push aspects of gaming into training, HR, marketing, product design, and everyday work experience.

Some of the questions that organizations grapple with:

- How to motivate employees for voluntary participation in programs such as idea management, internal training, feedbacks and surveys?
- How to encourage IT support executives to perform their duties in due course and be proactive?
- How to reward employees for their voluntary contribution towards several organizational community initiatives?
- How to inspire customer service executives to be effective and complete tasks efficiently?
- How to motivate team members to track each and every project activity and update / close them on time?

Gamification leverages elements of motivational and behavioral psychology to induce desired behavior in work-places.

INFLUENCING FACTORS FOR ENTERPRISES

Gartner predicts that:

- ✓ **50 percent** of businesses will use gamification by **2015** to encourage staff to be more dedicated and innovative when managing customer relationships.
- ✓ By **2014**, more than **70 percent** of Global 2000 organizations will have at least one gamified application.

Recent acquisition of Rypple by Salesforce is not merely an example of how big companies are trying to enter a market where engagement driven tools are gaining momentum but also indicates a growing industry trend. Oracle bought Taleo and SAP acquired SuccessFactors and both of these companies are dealing with the day-to-day challenges of obtaining marketing information from human resources.

- Deloitte uses Gamification for Deloitte Leadership Academy, an executive education program it uses to train clients and consultants.
- Microsoft integrates gamification with MS Office and allows users to unlock special features based on their usage.

These are just some of the early trends based on the experience of early adopters and is just beginning.

BUSINESS SCENARIOS

Gamification may seem like a simple act of adding points for a task but it impacts the way people respond to a specific scenario. It works by recognizing behavioral patterns and changing or influencing it according to a required context, thus inspiring people to act productively.

Learning Management System

The opportunities for businesses are great – from attaining more engaged customers, to crowdsourcing innovation or improving employee performance. The following are some examples:

Process without Gamification: Volunteers are needed to accomplish Tthe normal process of developing and enhancing the course curriculum for internal training programs is to get volunteers to accomplish this. The challenge here is to develop high quality training materials with the help of these volunteers, especially when there's no other supplementary incentive.

Process with Gamification: Add game mechanics into this process, create a progress bar for individual volunteers indicating their progress and include an overall leaderboard. The leaderboard will show the list of top contributors across organizations, which can further be segregated by topic / department. The concept of gamification will also work for individuals who are attending these training programs. They can get special badges for their performance during training programs and it can be further extended for participant feedbacks and suggestions.
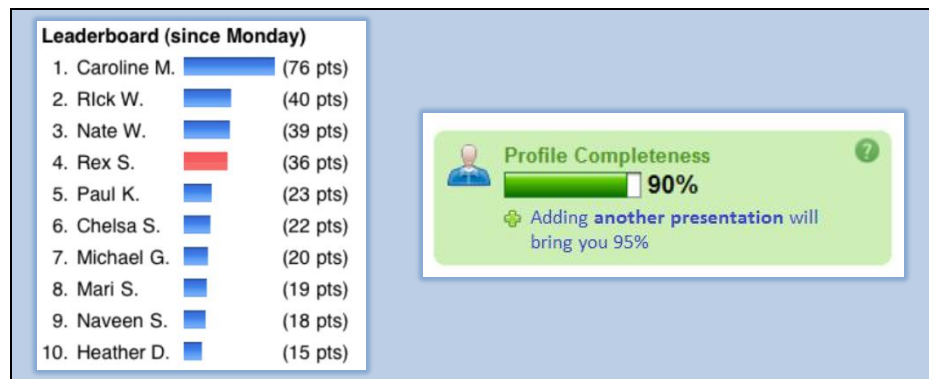
Benefits: The advantage of introducing these two game mechanics would be:

- Visibility across organizations through the leaderboard: It creates pride and status and functions as a motivational factor that augments better contribution.

- Encourages constructive competition: Seeing a colleague up in the leaderboard hierarchy motivates others to get active and contribute more to gain rank.
- Promotes self-inspiration: A half completed progress bar on one's profile doesn't look good and it motivates employees to finish all the assigned undertakings.

Beyond these short-term benefits, the outcomes of this entire exercise can be taken forward to internal assessments and appraisals.

Customer Service

- How to reduce resolution time?
- How to promote self-service?
- How to track customer's feedback and associate it with executives?
- How to inspire customers to help others?

Apart from the above challenges, rewarding front-line customer care executives for prompt and preemptive problem resolution and recognizing customers for their help in enhancing customer service are some of the other challenges faced by organizations, and it can be tackled successfully by adding gamification elements.

Consider awarding badges or points to customers who use channels like web self-service, online tools, email, or chat to solve their issues instead of directly contacting the call center. Taking the process further, organizations can categorize customers based on their ability for self service and place them in levels like silver, gold and platinum. It will not only help minimize cost but will also encourage customers to use self-service again and again.

In addition to traditional ways of rewarding front-line customer care executives, organizations should consider offering badges, points and other rewards based on first call resolution and hurdle time, which could then be further collaborated to a leaderboard at the organization and department level. It will boost executive pride and help them compete for higher ranking on the leaderboard

and all this can be achieved in a very constructive way by introducing a few gamification elements.

Sales Management

- How to boost sales team performance?
- How to track progress of the sales team?
- How to enhance the capabilities and performance?
- How to develop competitiveness among team members?

These are some of the major objectives of a new process included in sales management. SAP recently launched a specific gamification application for their internal sales team. Here's an example from SAP.

Example: **SAP Race to 1000 Series**

Context: Gamification of sales analytics.

Business Objective: To motivate sales people and encourage competition.

Solution: Instead of simply displaying the number of completed deals in each region for every period as a bar or pie chart, SAP developed an application to show the progress of sales people using racing cars as the format. Sales people view a car burning rubber on the track for each region. At the end of the race the leader board displays the winner of the period and the overall closed deals as compared to the annual goal.

Outcome: It became a hugely popular application and created a rush among SAP sales people to finish higher on the leaderboard and that resulted into more closed deals for SAP.

Project Management

- How to motivate team members to log each and every activity?
- How to encourage developers to update code, defects, and issues on a timely manner?
- How to inspire team to follow a process of timely build deployment?
- How to achieve more productivity?
- How to reduce defects per function point?
- How to get reviews done on time?

All these challenges are critical for the success of a project. Adding elements of gamification makes projects interesting and prompts people to proactively manage individual project assignments. RedCritter has incorporated several gamification elements in its agile project management tool RedCritter Tracker.

Example: **RedCritter Tracker**

Context: Gamifying agile project management

Business Objective: Engage employees, support workplace morale, and subtly drive behaviors that affect the bottom line.
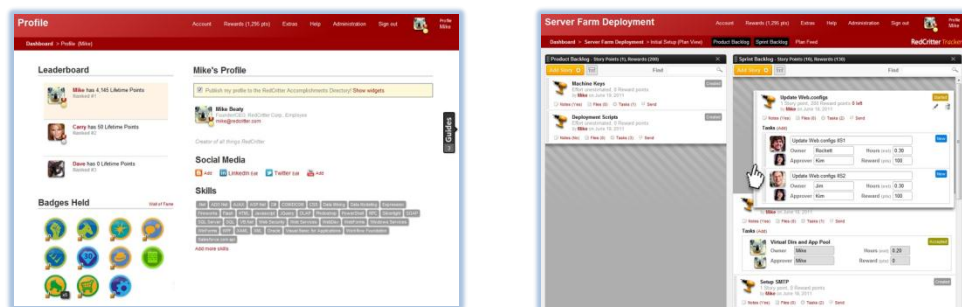
Solution: Complete important project goals to earn reward points. Spend your points on special offers in your company's rewards store that can be anything from gift cards to lunches with executives.

Outcome: Increased user engagement with project management activities, better productivity and improved project tracking & reporting.

## STRATEGIC IMPLEMENTATION: GOING BEYOND BADGES & POINTS

In essence, gamification can't just be a light layer sitting atop a website or intranet portal, with social rewards being served up to any user who merely "likes" your page. Users should be rewarded for interacting with your site in positive ways--like sharing, commenting, chatting, and logging into your site. And the only way for that to happen is if your site's game mechanics are actually able to interact with your other social functions. It's not an easy task and requires an in-depth understanding of your business goals, objectives, applications, processes, transactions, social elements such as a system of rewards, recognition to be developed.

To leverage the power of gamification for your business, the following approach is recommended:

- Successful implementation of a gamification strategy requires an appropriate way to map business outputs and the organizational goals.
- One of the goals of gamification is to engage people with certain actions and modify their behavior over time to meet organizational goals. To do so it is essential to identify key actions to be performed by the users in a particular context.
- Defining an appropriate point system that could complement the context and organizational goals is very critical for success of the gamification strategy. The point system needs to be fair and progressive.
- Social transactions such as "liking an article", "commenting on a post" play a crucial role for awareness, promotion and recommendation and it needs to be integrated with the overall gamification strategy.
- Having meaningful reports and analytics is critical for the success of gamification. Analytics play a vital role in analyzing the overall performance and it helps improve gamification strategy. It also maps the output derived from the gamification with the overall organizational goals and demonstrates the success factors and emerging trends. Analytics also offers pointers on the areas which needs improvement and can be considered for future implementation.

- Extending the scope of the gamification strategy and adding more scenarios will help to understand user behavior in a better way and also provide insights for future implementations.

TECHNOLOGY STACK
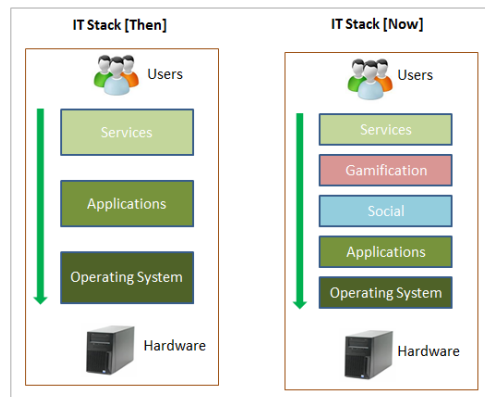
Gamification can be incorporated as a separate layer in the existing enterprise technology stack and can be exposed to applications through a set of REST-ful API calls. It can work as a separate pluggable layer and will therefore not require reengineering of business critical applications.

Gamification: The Big Picture View
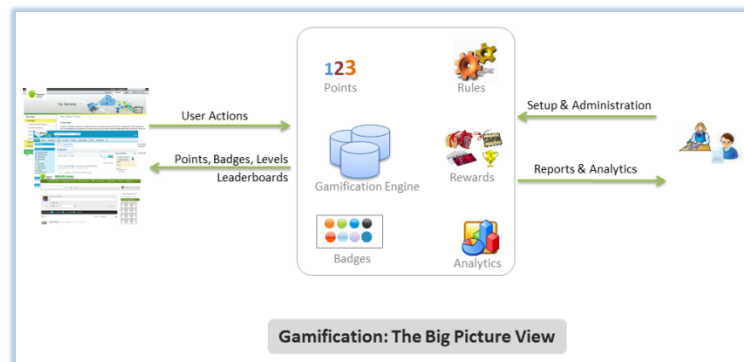
The above illustration depicts an overall view of how the gamification engine works. It considers the user actions as input from the applications and operates based on predefined rules under certain context such as a marketing campaign, sales progress or project management. It assigns points, badges and other rewards based on the user engagements level, pattern of use and participation. It also generates reports and analytics based on the required business use cases.

CONCLUSION

The concept of gamification has reached a broad acceptance as a solution for better engagement and improved participation for businesses. It is being used across departments, across industries. Organizations are using game mechanics to not only improve participation but also solve business critical problems such as "better project management", "improved efficiency of sales & marketing" and "faster resolution of IT support issues". A report published by Gartner in April 2011 also predicts the usage of gamification in a large scale by global 2000 organizations.

Happiest Minds can help unlock the value of gamification for your business in the following ways:

1. **Advisory & Consulting:** To understand business needs, identify the context to be gamified and derive a gamification strategy to meet business goals.
2. **Implementation:** Build/customize a gamification engine, integrate it with existing enterprise applications such as websites, communities, intranet portals, internal IT systems and generate analytics and reports.
3. **Support Services:** Maintain and support the gamification engine

We'd love the opportunity to demonstrate how gamification can help your business. Please write to us at business@happiestminds.com

About Happiest Minds Technologies:

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To know more about our offerings. Please write to us at business@happiestminds.com

About the authors

Nitesh Ambuj (nitesh.ambuj@happiestminds.com) is a Senior Consultant in the Happiest Minds Social Computing Practice. He brings over 9 years of experience in Product Management, Project Management, Social Media Strategy, and Web Content Management. Most recently, he worked at eForce Global, where he managed a team which conceptualized and developed a social media monitoring & analysis tool, ContextMine. Prior to that, he worked for companies like Linde, IBM and KPIT Cummins and served several fortune 500 clients as Business Analyst, Project Lead and Project Manager. He is a passionate social networker and a thought leader in the social product development domain. He was one of the chief organizers of TEDxCalcutta 2010. He is a regular speaker to some popular events like Startup Saturday, INFOCOM, Social Media Breakfast and Social Sunday.

Shahnawaz Khan (s.khan@happiestminds.com) is the General Manager and Practice Head of the Happiest Minds Social Computing Practice. He brings in-depth experience in leading cross functional teams for conceptualization, implementation and rollout of social business platforms. Most recently, he was responsible for building & managing various social computing platforms at MindTree, which were critical in winning multiple MAKE awards. Prior to that he led product development for various parts of Wisdom & Acumen—a next generation knowledge management & collaboration framework, at Srishti Software; for which it won the NASSCOM Innovation award. He is passionate about social computing and believes that, when leveraged in conjunction with mobility and analytics, it presents opportunities to create paradigm shifts in business enablement, differentiation & customer engagement.