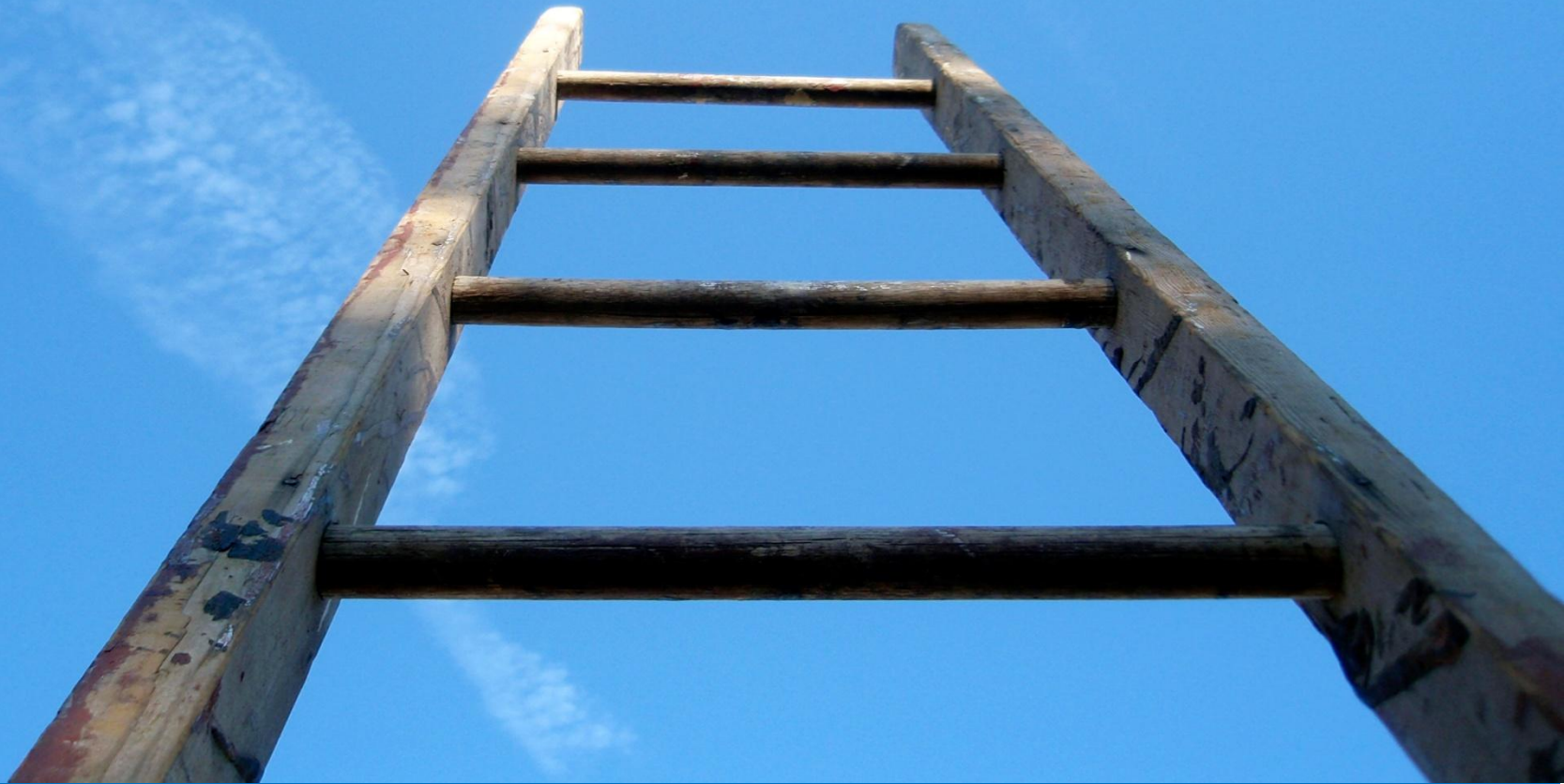Notes on Gamification: Too often confused with Game Theory, this is a Crash Course we have put together to set you on your way. It is based on our own work and the lectures provided by Prof. Kevin Werbach at the Wharton Business School. More useful information can be provided on request, just ask.
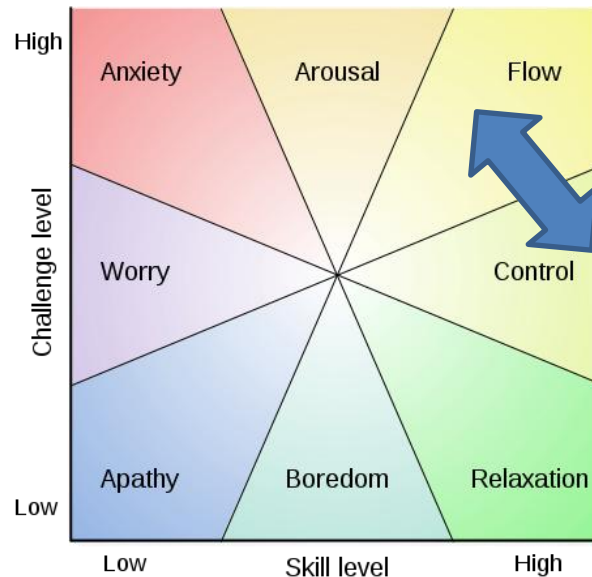
"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

What is it about a game, whether electronic or physical, that so engages a teenagers who otherwise refuses to or requires prompting to clean their teeth, prepare for their exams, help around the house?

Remarkably there have been instances of death, infant neglect, divorce and murder associated with "addiction" to games.

Shouldn't we as parents, addicts ourselves or the curious make an effort to understand this and perhaps apply the learning? How do we understand the dynamics of flow that Gamers, Poets, Musicians, Surfers, Artists and Mathematicians experience, forsaking all else as they pursue their goals?

Flow is an optimal state that can be attained when the challenges we encounter are matched to our ability.

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Actually a Very Deep Question!

"For how is the concept of a game bounded? What still counts as a game and what no longer does? Can you give the boundary? No."

Philosophical Investigations
Aphorism 68

ILLUSTRATION CREDIT: http://www.fotopedia.com/items/flickr-2983983740

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website in the resolution of your business issues.

Those who pursue the answer to the previous question have now another tool to succeed in:

1. Externally Focused Commercial Activities:

   - Marketing
   - Sales
   - Customer Engagement
   - Retention
   - Loyalty Programmes

2. Internally Focused Commercial Activities:

   - Compliance and Risk
   - Productivity Enhancement
   - Crowd Sourcing
   - Innovation
   - Product Development

3. Behaviour Change

   - Health, Wellness & Safely
   - Personal Finance
   - Ethical Behaviour

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Notice the most basic of Game Elements
- Points
- Progression
- Avatars
- Community
- Levels
- Challenges
- Assets

Prof Kevin Werback of Wharton

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website in the resolution of your business issues.

Changing the Experience of Running

- Escape the Zombies
- Succeed in Challenges
- Log fastest Run
- See progression
- Get fit with fun

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website in the resolution of your business issues.
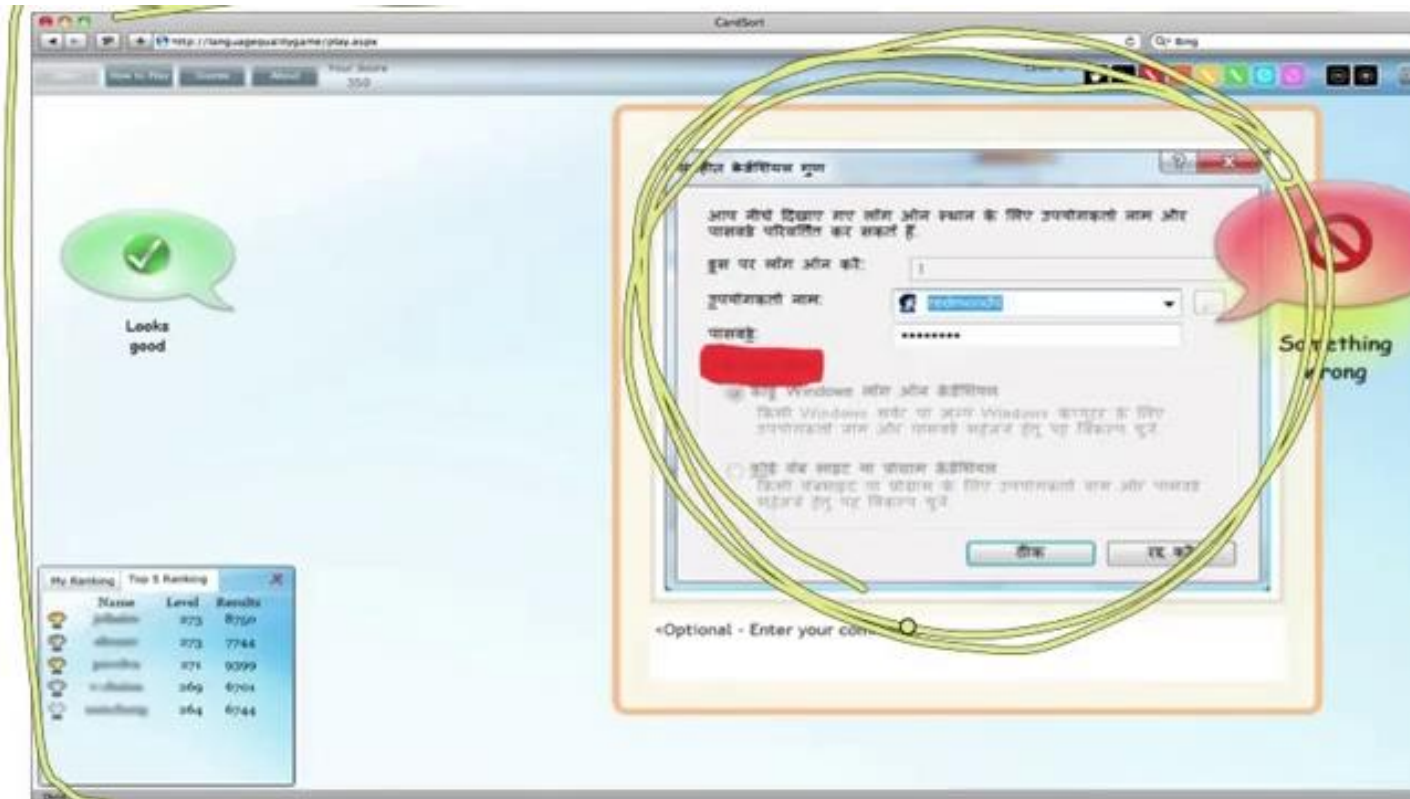
The Benefits are very measureable

- Overall Traffic to the Site Increased by 30%
- Page Views increased 130%
- Merchandise Sales increased 50%
- Psych Content shared 300 000 times on Face book with new reach of 40 million people

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

The Benefits are very measureable

- 4500 extra IT Testers with Testing time reduced by weeks
- 500, 000 dialog boxes tested across multiple languages
- 6700 bugs reported and fixed
- Quality of product enhanced dramatically

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Understanding some Intrinsic Motivators

- Real-time Feedback
- Positive Re-enforcement – signalling
- Non-speeders automatically entered into lottery funded from other's speeding fines
- Speeding reduced and stayed down most importantly

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

What are the prerequisites for a Game?

Games that Succeed and are Popular

- Are Voluntary

- Are Engaging and Fun

- Appeal to Intrinsic and Extrinsic Motivators
  - Provide Meaningful choices
  - Reward Mastery
  - Help Participate in Community
  - Understand different kinds of players – see Loyalty Workshop later

- Are Extremely well thought out
  - They are Balanced –easy to start and Skills vs. Challenges maintained
  - Appeal to various personality types
  - Are fun, see next slide

- And follow a common set of design principles

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website
in the resolution of your business issues.

Words have different meaning to various people, so engaging them in a fun way requires thought!

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website in the resolution of your business issues.
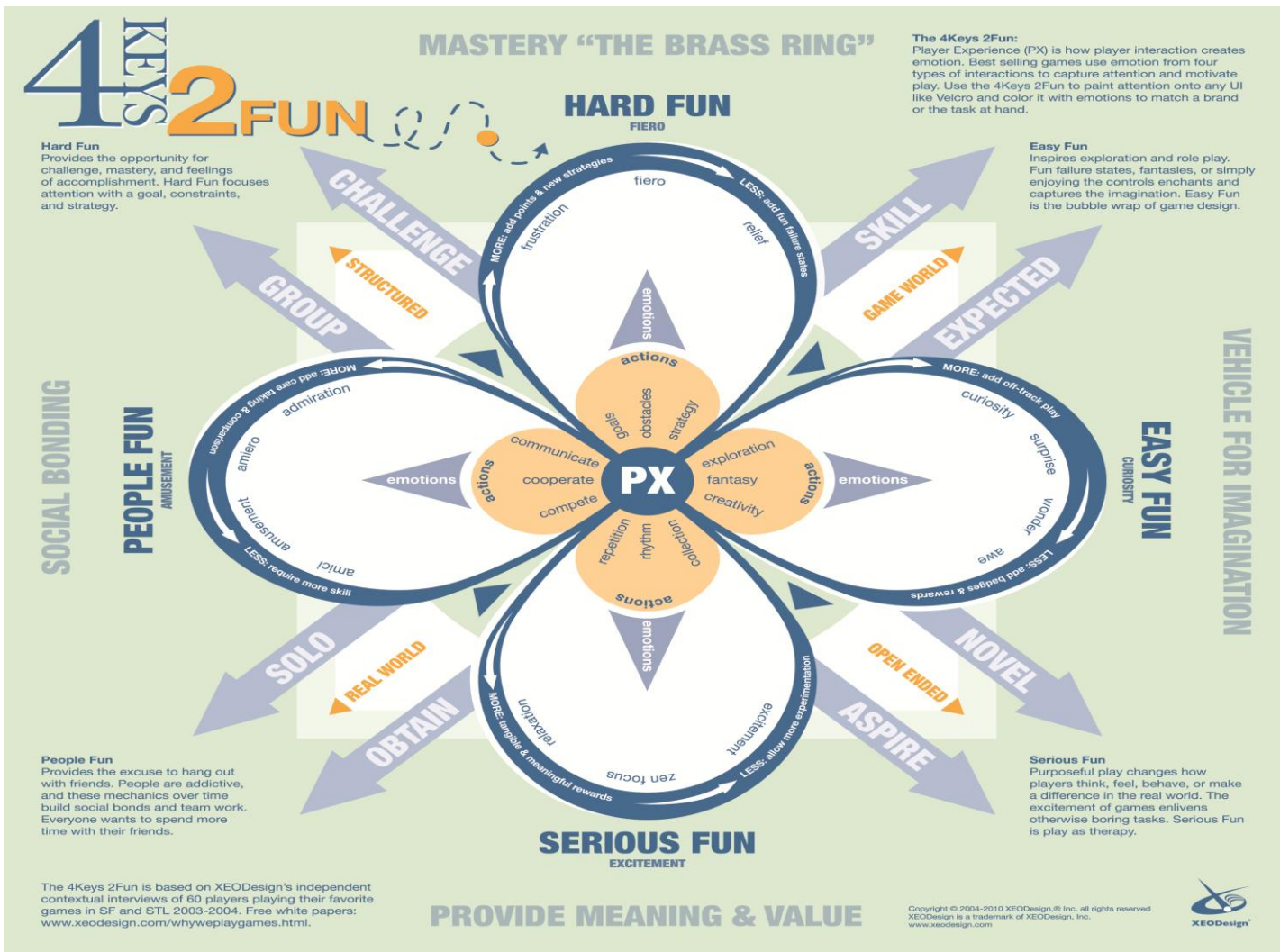
How do you construct a game?

Dynamics - Understand the Big Picture

1. Constraints
2. Emotions
3. Narrative
4. Progression
5. Relationships

Mechanics - The Processes that drive desired action

1. Challenges
2. Chance
3. Competition
4. Cooperation
5. Feedback
6. Resource Acquisition
7. Rewards
8. Transactions
9. Turns
10. Win states
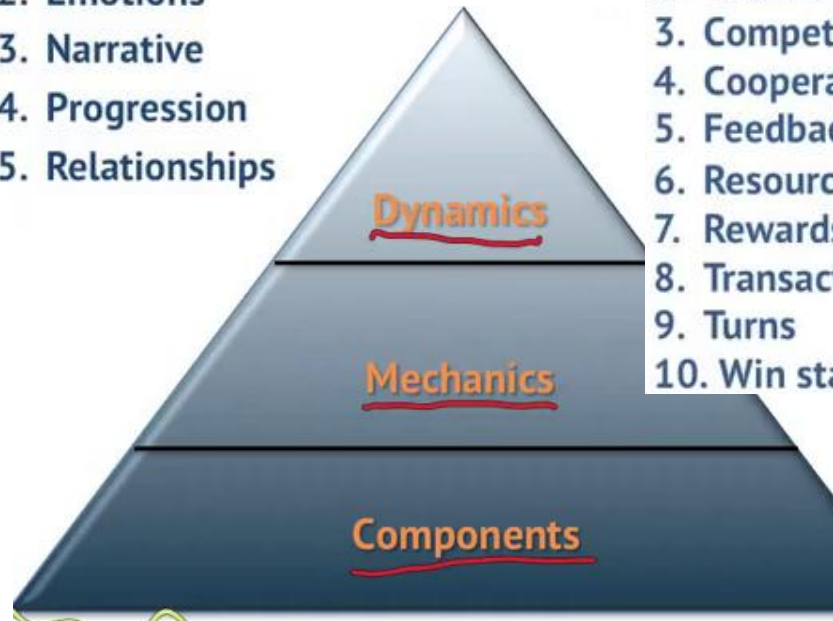
Components – Specific Instantiations of Mechanics

1. Achievements
2. Avatars
3. Badges
4. Boss Fights
5. Collections
6. Combat
7. Content Unlocking
8. Gifting
9. Leaderboards
10. Levels
11. Points
12. Quests
13. Social Graph
14. Teams
15. Virtual goods

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website in the resolution of your business issues.

Some elements worth discussing

Motivation - Extrinsic - Beware the Hedonic Treadmill

- Status
- Access
- Power
- Stuff

> Do not Undermine a child's Intrinsic Love of Reading by Encouraging Extrinsic Motives

Finding your Zone/Groove/Flow

- Competence vs. Challenge

Autonomy

- Player must make their own choices
- Control must reside with the player

Relatedness, Social Interaction & Community

- Generate Positive Emotions
- Encourage Engagement
- Encourage relationships
- Derive Meaning
- Create a Sense of Achievement

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website
in the resolution of your business issues.

Professor Werbach's six-step gamification design framework-

Define business objectives. Why are you gamifying? How do you hope to benefit your business, or achieve some other goal such as motivating people to change their behavior? The first written assignment focused on this step of the process, so you may wish to look back on your earlier submission and the peer assessments for guidance. As you state your objectives, emphasize the end goal or goals of your gamified design rather than detailing the means through which you'll achieve this goal. Basically, if your gamified system does what you intend, what specific positive results will it generate for your organization?

Delineate target behaviors. What do you want your players to do? And what are the metrics that will allow you to measure them? These behaviors should promote your business objectives, although the relationship may be indirect. For example, your business goal might be to increase sales, but your target behavior could be for visitors to spend more time on your website. As you describe the behaviors, be sure to explain how they will help your system achieve its objectives. The metrics should in some fashion provide feedback to the players, letting them know when they are successfully engaging in the intended behaviors.

Describe your players. Who are the people who will be participating in your gamified activity? What is their relationship to you? For example, are they prospective customers, employees at your organization, or some other community? And what are they like? You can describe your players using demographics (such as age and gender), psychographics (such as their values and personalities), Bartle's player types, or some other framework. You should show that you understand what sorts of game elements and other structures are likely to be effective for this population. For example, you might discuss whether a more competitive or cooperative system would be better for this player community.

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Devise your activity loops.
Explore in greater detail how you will motivate your players using engagement and progression loops. First, describe the kinds of feedback your system will offer the players to encourage further action, and explain how this feedback will work to motivate the players. (Remember: rewards are only one kind of feedback.) Second, how if at all will players progress in your system? This includes how the system will get new players engaged, and how it will remain interesting for more experienced players.

Don't forget the fun.
Although more abstract than some of the other elements, ensuring that your gamified system is fun remains as important as the other aspects. In order to fully explore this aspect of the design process, consider how your game would function without any extrinsic rewards. Would you say it was fun? Identify which aspects of the game could continue to motivate players to participate even without rewards.

Deploy the appropriate tools.
 By this point, you've probably identified several of the game elements and other specifics of your gamified system. If you haven't already, you should explain in detail what your system would look like. What are some of the game elements involved and what will the experience be like for the players? What specific choices would you make in deploying your system? For example, you might discuss whether the gamified system is to be experienced primarily on personal computers, mobile devices, or some other platform. You might also describe what feedback, rewards, and other reinforcements the players could receive. Finally, think about whether you've tied your decisions back to the other five steps in the process, especially the business objectives.

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website in the resolution of your business issues.

Applying Bartle's Player Types to Customer Loyalty Design

Richard Bartle is a British writer, professor and game researcher. He is a pioneer in game design and was instrumental to the popularity of Massively Multiplayer Online games. He's the author of Designing Virtual Worlds and is credited with inspiring the Bartle Test, an online questionnaire that determines a gamer type based on a number of criteria.

The Bartle Test of Gamer Psychology, or simply 'Bartle Test', lumps people into four categories: Explorers, Socializes, Achievers and Killers. These relate nicely to the four suits in a deck of cards.:

- Achievers (♦ Diamonds),
- Explorers (♠ Spades),
- Socializes (♥ Hearts), and
- Killers (♣ Clubs).

As intuitive as the four categories are, we still need a basic understanding of the player types before we compare them to a customer in the midst of a brand loyalty engagement. As well, understanding how a Bartle Player-type applies in a single vs. multi-player situation is also relevant to how a customer would interact with others within a program.

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

♦ Achievers, are players who prefer to gain points, levels, equipment and other concrete measurements of success in a game. They look for prestige and will go to great lengths to achieve rewards that give them little or no game-play benefit to get it. In a loyalty context, an Achiever is trying to get everything they can, whether that's collecting an Air Miles Reward or eBucks

Achievers are attracted to any game that can be "beaten" or won in some way because it appeals to the Achiever play style. Games that offer some kind of special bonus or achievement for beating it appeal to Achievers.

In loyalty, rarely is there an opportunity to "Win", but the act of 'maxxing out' becomes the Achiever's anchor point. One thing that Achievers really like is the opportunity to show off their skill or elite status. They don't particularly like competition from other achievers, and look to the ♥ Socialisers to give them praise. The more they achieve in a game, the less likely they become a target for ♣ Killers. These are also the players that enjoy seeing their names at the top of a leader board or ranking. In XBox Live, gamers can earn achievements that they can show off to others all around the world.

In the loyalty world, an achiever is looking for status from the ♥ socializers in the form of recognition, as well as status for statuses sake. Forums and blogs that discuss earning and redemption 'tricks of the trade' often highlight the Super-Users who are avid collectors of the virtual currency or masters of the skies with their un-reachable airline status levels. Much like MMOs, almost every loyalty or engagement program has an element of achievement. Since the psychology of an Achiever is to set sometimes obscure goals for themselves (in the game world) in the real world that can mean going incredibly far out of their way or repeating an action numerous times simply to achieve one more goal. Gas retailers love the Achievers since their product and reward mechanism often requires a customer to go *just a little further* for the payoff.

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website in the resolution of your business issues.

♠ Explorers, "Spades" (they're the ones who dig around), are the players who prefer discovering areas, creating maps in a game and discovering hidden places. They don't like games that have time restrictions or count-downs as that doesn't allow them the freedom to explore at their own pace. They love pointing out errors. In loyalty, an Explorer is someone who wants to figure out the challenge. That's their reward. They are the ones scouring the flyers for bonus offers for turning grammar mistakes into redeemable travel vouchers.

Explorers aren't as into one on one fighting games and the concept of beating levels or earning points is secondary to the Explorer. The Explorer will try to learn any back story they can find about the people and places in their game, hoping to discover something that nobody else has. Different from an ♦ Achiever who is all about moving on to the next-- an explorer will remember all of their rich adventures and history.

How does this relate to loyalty and engagement? Think about it from a speed perspective. Explorers are the ones that are methodical, read the rules, understand the program and try to seek the best benefit. They also want to go where nobody has gone before-- think exclusive experiential travel redemptions.

The Explorer and Achiever benefits in much the same ways in a multi-player environment. They are surrounded by people who will benefit from their wisdom and can swap experiences. ♥ Socialisers do not mind listening either. The interactions between an Explorer and a ♣ Killer are usually hostile, as the play-type interferes with exploring. More than others, Explorers will lose interest with any game when they feel it has become a chore.

For those designing loyalty and engagement programs, it's the explorers that are the first to churn as a customer. Once they've figured it all out and get to a point where the only action left is to continue like before, an explorer loses interest in the program and looks for something new. They may keep an eye out for new promotions, contests or challenges that allow them to benefit from trying something new, but a program rooted in change and adventure will keep them engaged longer.

"We do not stop playing because we grow old, we grow old because we stop playing." — Benjamin Franklin

♥ Socialisers are those who play games for the people, not the game itself. They're known as "Hearts." Most of the enjoyment they get from a game they get by interacting with others in a multi-player environment, either people or sometimes even computers with personalities. The game becomes simply a tool that allows them access to people within the game and outside it.

Next generation loyalty and engagement is social by design. Without quantifying the impact of social networks, socializing, sharing, advocacy and other social elements into the value of a program, we would miss the biggest of opportunities. Since a Socialiser's objective is not so much to win or explore but to be social, they don't need to find a game that has good game play on it's merits, as they are not there for the game. It seems counter-intuitive. Instead, they are attracted to popular games as they have the most opportunity for interaction.

Online games are very appealing to the Socialiser as there is an almost limitless supply of new people with whom they can build relationships. Socialisers are the first to import an address book, fill a friend-list and invite others to join in for the fun. For any loyalty program with *Social by Design* as a key pillar, Socialisers are the ones that increase the Viral* load of the program.   They aren't there to win. They're there to have fun! In many cases they help people out in a game to make friends and see everyone do better. Socialisers often become well-known names on discussion boards and forums and can build an offline following as well.

*(Virality, meaning the likelihood that an idea will propagate between two people).

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

♣ Killers in the game world refers to a player-type that is vastly different from it's description in the real world. In loyalty, you don't need to kill anyone else to win-- however there are similarities. The "Clubs" of the game world thrive on competition, and specifically from other real players as opposed to computers or simulations. They don't just want to win, but they want others to lose!

Game mechanics used in loyalty design to appeal to a Killer are auctions and races. Not only does the killer get to win, but everyone else loses. Limited-time offers at retail, auction sites like eBay, and even to some extent daily deals like groupon (though you could argue that's awfully social for a Killer) are appealing to Killer player types. They like the idea that they should be "watched out for" since they're so dangerous to the game.

Killers also like to control the environment in which they play. Contests where the audience decides who the finalists will be would appeal to a Killer, as the control over the end result could wreak chaos if they so choose.

Killers are also active in the social and economic sides of a game. Market control appeals strongly to Killers, many of whom have a natural talent for reading markets (likely an extension of their common aptitude for sizing up strengths and weaknesses, vital to their play style). Social Killers tend to be community leaders. Thinking Killers are antisocial or without friends is a mistake. When designing a loyalty program to appeal to killers we have to remember that they're not *actual* killers--- they simply thrive on competition. Interesting to be aware of-- if your community has a *bored* Killer, you could be sitting on time bomb, as their natural drive to compete and possibly destroy can push them to stir up trouble.

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

How can you claim a uniqueness by applying these insights?

1. Externally Focused Commercial Activities:

    • Marketing
    • Sales
    • Customer Engagement
    • Customer Behaviour
    • Retention
    • Loyalty Programmes
    • Broker Engagement

We have more examples just contact us

Ivan.uttley@spark-sme-services.co.za

2. Internally Focused Commercial Activities:

    • Compliance and Risk
    • Productivity Enhancement
    • Innovation
    • Product Development
    • Continuous Improvement

3. Behaviour Change

    • Health, Wellness & Safely
    • Ethical Behaviour

"We do not stop playing because we grow old, we grow old because we stop playing!" — Benjamin Franklin

Spark Claims No Copyright, and encourages the use of any template, document or idea found on our website in the resolution of your business issues.