

Bachelor's thesis

International Business Administration

Pinbos15

2018

Henri Helminen

# GAMIFICATION IN MARKETING



BACHELOR'S THESIS | ABSTRACT

TURKU UNIVERSITY OF APPLIED SCIENCES

International Business Administration

2018 | 41 pages

Henri Helminen

## GAMIFICATION IN MARKETING

Piles of non-relevant advertising and influence create havoc in consumers mind, but also meaninglessness for a marketer and status-quo for a business. The objective of this thesis is to find out different utilities' gamification can provide for marketing and to seek out their impact on a business.

The study completes from a primary data source of semi-structured interviews and from a secondary data source of academic and theoretical literature. The Octalysis Framework plays a key role in secondary data.

The research finds gamification in its baby-steps in the marketing sector in Finland. Despite of this, certain professionals cherish the power of gamification in marketing. To them and as this research finds out, gamification can provide utility in marketing in the form of improving conversion optimisation, increasing engagement and touch-points, improving the user experience, giving more options on how to do market research, increasing brand and product awareness. And, for a business this can result to improved customer engagement, retention and loyalty and a clearer brand image, which all contribute to more business and have ripple effects to the valuation of a business.

### KEYWORDS:

Gamification, Marketing, Behavioural Science, Motivation, Engagement, Psychology, Octalysis Framework

OPINNÄYTETYÖ (AMK) | TIIVISTELMÄ

TURUN AMMATTIKORKEAKOULU

Kansainvälisen liiketalouden tutkinto

2018 | 41 sivua

Henri Helminen

## PELILLISTÄMINEN MARKKINOINNISSA

Massiiviset määrät epärelevanttia mainontaa ja vaikuttamista tuo tuhoa kuluttajien mieleen, mutta myös tarkoituksettomuutta markkinoijalle sekä kehittymättömyyttä yritykselle. Tämän opinnäytetyön tavoitteena on selvittää, mitä erillaisia mahdollisuuksia pelillistäminen tuo markkinointiin ja etsiä niiden vaikutuksia liiketoiminnalle.

Tutkimus perustuu ensijaisesti puolistrukturoituihin haastatteluihin, mutta myös akateemisen ja teoreettisen kirjallisuuden toissijaisiin tietolähteisiin.

Tutkimus löytää pelillistämisen markkinoinnissa ensi-askeleillaan Suomessa. Tästä huolimatta, tietyt ammattilaiset vaalivat pelillistämisen voimaa markkinoinnissa. Heille, sekä kuten tämä tutkimus löytää, pelillistäminen esittää selkeitä käyttötarkoituksia markkinoinnissa parantamalla konversion optimointia, lisäämällä sitouttamista ja kosketuspisteitä kuluttajien kanssa, parantamalla käyttökokemusta, tarjoamalla enemmän vaihtoehtoja markkinatutkimuksen tekemiseen ja lisäämään brändin sekä tuotteiden tietoisuutta. Liiketoiminnalle tämä voi johtaa asiakkaiden sitouttamiseen, säilyttämiseen sekä uskollisuuteen ja selkeämpään brändikuvaan, jotka edistävät entistä enemmän liiketoimintaa ja täten liiketoiminnan arvoa.

ASIASANAT: Pelillistäminen, Markkinointi, Käyttäytymistiede, Motivaatio, Sitouttaminen, Psykologia, Octalysis Framework

# TABLE OF CONTENTS

<b>LIST OF ABBREVIATIONS (OR) SYMBOLS</b>	<b>5</b>
<b>1 INTRODUCTION</b>	<b>6</b>
<b>2 WHAT IS GAMIFICATION</b>	<b>8</b>
2.1 Game Design	9
2.1.1 Game Mechanics	11
2.2 The Octalysis Framework	13
<b>3 RESEARCH DESIGN AND DATA COLLECTION</b>	<b>23</b>
3.1 Data collection and Analysis	24
3.2 Research Limitations	25
<b>4 KEY FINDINGS</b>	<b>26</b>
4.1 Gamification in the Marketing sector in Finland	26
4.2 Gamification in Marketing and its Impact	27
<b>5 CONCLUSIONS</b>	<b>30</b>
<b>REFERENCES</b>	<b>31</b>

## APPENDICES

- Appendix 1. Interview in English
- Appendix 2. Interview in Finnish
- Appendix 3. Interview in Finnish

## **LIST OF ABBREVIATIONS (OR) SYMBOLS**

Abbreviation	Explanation of abbreviation (Source)
--------------	--------------------------------------

# 1 INTRODUCTION

Without engagement with potential or current customers, there is no business. The last decade has shown that the better you engage with customers the more successful your business will be. Gamification increases engagement (Hamari, 2014) and, Patel states that customer engagement is the new marketing (Patel, 2017). Moreover, the remark by Huatari and Hamari, (2012, p. 1) “During recent years “gamification” has gained significant attention among practitioners and game scholars. However, the current understanding of gamification has been solely based on the act of adding systemic game elements into services,” supports the start of the gamification trend and states a dire need for understanding the overlaps between gamification and marketing. Marketers need innovative methods to increase engagement to keep and grow business, and gamification could be one of these methods. Thus, it is no wonder gamification has popped-up in marketing as grand as design thinking in business.

Gamification is marked as the activity of applying game design principles to non-gaming contexts (Robson, et al., 2015). However, it does not open the subject to the readers at all. Therefore, it is paramount to notice that gamification is about tapping into people’s motivational triggers to guide the people to follow a certain path. For instance, The Octalysis Framework, developed by one of the pioneers in the gamification industry, Yu-Kai Chou (2015), presents deliberate angles on how game mechanics influence motivation. By knowing these, one could insert game design principles to affect motivation and therefore engagement.

To make the connection between gamification, motivation and engagement clearer, this thesis defines them as follows: engagement as an activity where reciprocity happens, motivation as the will of people and gamification as an attempt, via game design principles, to alter motivation to succumb engagement. In other words, gamification is not the act of making games, but in its essence the process of tweaking motivation in order to obtain a wished action.

Now, Philip Kotler defines marketing as “the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services.” (Kotler,

2017), to rephrase the last sentence a marketer's job is to increase the will of people to acquire products and services. And because, stimulating the will of people requires know-how to adjust motivation, gamification can certainly be used by marketers.

This thesis covers common utilities gamification provides in marketing and discusses their ties with marketing.

The main thesis objectives are to fulfil the following:

- to find out how gamification is used in marketing
- to find out what the benefits of using gamification in marketing is for a business

In order to fulfil the research objectives, the research questions include:

Question 1. Is gamification known and used in the marketing sector in Finland?

Question 2. What utility can gamification provide to marketing?

Question 3. What can be the impact of using gamification in marketing to a business?

Keeping these in mind, the research deemed for semi-structured interviews with a digital marketing consultants, marketing and sales managers and entrepreneurs.

## 2 WHAT IS GAMIFICATION

What is gamification? This part brings forth most relevant definitions from different perspectives to outline the magnitude of utilities through gamification. This section will explore game design, namely game mechanics to give insight to what does gamification consist of. Additionally, this part will go through The Octalysis Framework to give theoretical understanding about gamification.

From a service marketing perspective, gamification is defined by Huotari and Hamari (2012, p. 19) as: “a process of enhancing a service with affordances for gameful experiences in order to support user’s overall value creation”. In addition, the definition is tied to theory from service marketing because the most gamification implementations work towards marketing objectives, which then delivers the note of how the user is eventually the creator of value. Huotari and Hamari additionally note that the objectives and the utilities of gamification and marketing significantly overlap. (Huotari & Hamari, 2012)

A forerunner of gamification in learning, Karl Kapp, established two different kind of gamifications. Structural gamification, which is defined as “the application of game-elements to propel a learner through content with no alteration or changes to the content.”. Content gamification is the application of game elements and game thinking to alter content to make it more game-like. (Kapp, 2013) An example of structural gamification would be that a learner gains points for watching a video or gets a badge for completing a series of activities. Despite learning being a different field than marketing, the underlying reasons for gamifying learning is the same. Be it a classroom session or a marketing funnel, the goal is to improve the experience of the activity. And, in the structural gamification example, the learner will receive a sense of accomplishment when receiving rewards or sees he or she has progressed. An example of content gamification would be adding story elements to math.

Then there is the action-oriented perspective of capturing the essence of gamification. Gartner research and advisory company, redefined gamification in 2014 as “the use of game mechanics and experience design to digitally engage and motivate people to achieve their goals” (Burke, 2014) In its essence gamification is the process of tweaking motivation in order to obtain a wished action. Which off both then could be tied with Growth Engineering LTD’s, the team which pioneered the use of gamification in learning

and development, extended definition of gamification: “the application of gaming mechanics to non-gaming environments to make difficult tasks more palatable” (Growth, 2018), to a more fuller understanding of gamification.

In general, from a game designers’ perspective, gamification can be defined as, “Gamification is marked as the activity of applying game design principles to non-gaming contexts” (Robson, et al., 2015).

The researcher concludes, that by knowing all these definitions and when understanding game mechanics and game design principles, the definitions do not have significant differences – they all just vary depending what is the context and how well the one creating the definition wanted new learners understand what gamification is.

To simplify, when this paper talks about game mechanics, it includes: game elements, experience design and game design principles. Game mechanics will be discussed in the next chapter.

For clarity, gamification must be separated from actual games and the process of making so-called normal games. This is due to the variety of games available, for instance there are so-said normal games purely for entertainment and competition, like *Settlers of Catan*. But in this paper, the researcher inspects gamification as not just the process making things fun, but as a process to make improve motivation in a non-gaming context. Many link this perspective of gamification to the creation of serious games (Miroslav & Miloš, 2014). The researchers perspective is line with what Paharia argues: gamification is not about creating games, but rather adding gamified mechanics around something that already exists, like a website, a loyalty program or an expense-reporting software (Paharia, 2013, pp. 68-69).

## 2.1 Game Design

Gamification is not just about points, badges and leaderboards. That is just a myth (Kapp, 2014). The most unexciting part of any game is the points, badges or leaderboards. Users do not play for points, they go for mastery, to overcome challenges and to connect with people. (Kapp, 2014) Money is the same for employees as leaderboards, badges and points are for players. People might try some labour for extensive sums of monetary value, but eventually fail to succeed or to continue (Pink, 2009) (Ariely, 2016). That is

same in games, many might like it first – “eye I’m going to win” – but then realize there’s no reason or meaning to it.

It is that intrinsic motivation, that pushes us to act more often than external motivation, especially on the long run. To be more precise, intrinsic motivation is by far the most motivating form of motivation (Ryan & Deci, 2000). For this reason, the researcher finds that knowing about intrinsic and extrinsic motivation helps understand game design. Extrinsic motivation is everything that comes from the outside, like money or rewards. Intrinsic motivation is what comes from within, for instance a want to help others or the feeling when you become better at something. This intrinsic motivation withholds three aspects, mastery, purpose and autonomy (Ryan & Deci, 2000). Mastery is the desire to get better at something that matters. Purpose is the yearning to do what we do in service of something bigger than ourselves. Autonomy is the urge to direct our own lives.

“The most effective gamification efforts include more than points and badges — they contain elements of story, challenge and continual feedback as well as a high level of interactivity.” (Kapp, 2014, p. 5). These elements being game mechanics, and by knowing that the Octalysis Framework groups game mechanics into certain core motivational drivers, like Meaning & Calling core drive, we can say that game mechanics can be used to alter motivation. For marketing this is significant, because marketing is the process of creating interest between potential and current customers and a business (Ward, 2018).

Keeping intrinsic motivation and Kapp’s explanation in mind, McGonigal’s (2011) findings, about the four cornerstones of successful games, the goal, the rules, the feedback system and voluntary participation, further supports the reason why to gamify.

### **1. The goal** (specific outcome that players will work to achieve).

Goals are what we strive for in a game, and it’s no wonder because achievement – making a goal – grants us positive emotions like self-worthiness and confidence. The goal might also be learning – discovering a way to solve a current or a future problem, or getting better at performing a task, which by default is very satisfying and useful.

### **2. The rules** (limitations on how players can achieve the goal).

Rules define the boundaries on how you can act and set the scope for the space we can dwell in. In other words, rules limit our behaviour and penalize from, for instance a faulty tackle in football. Rules also give the players a common understanding of how the game

should be played. In business rules can be seen, for instance when we are defining and limiting a scope of a project or a when we frame boundaries for a brainstorm session.

**3. The feedback system** (tells the players how close they are to achieving the goal).

Without a feedback system a player would not know where he stands – is he achieving or is he going the wrong way? The feedback systems give us actionable next steps toward achieving the ultimate goal and the feeling of being productively busy. This is at the heart of many games such as *World of Warcraft*. At work, we tick off items from a To-Do list or follow the growth of sales projections in a game-like manner. In dialogue with colleagues, we get more complex feedback from others in subjects that can not be defined in a tick-box.

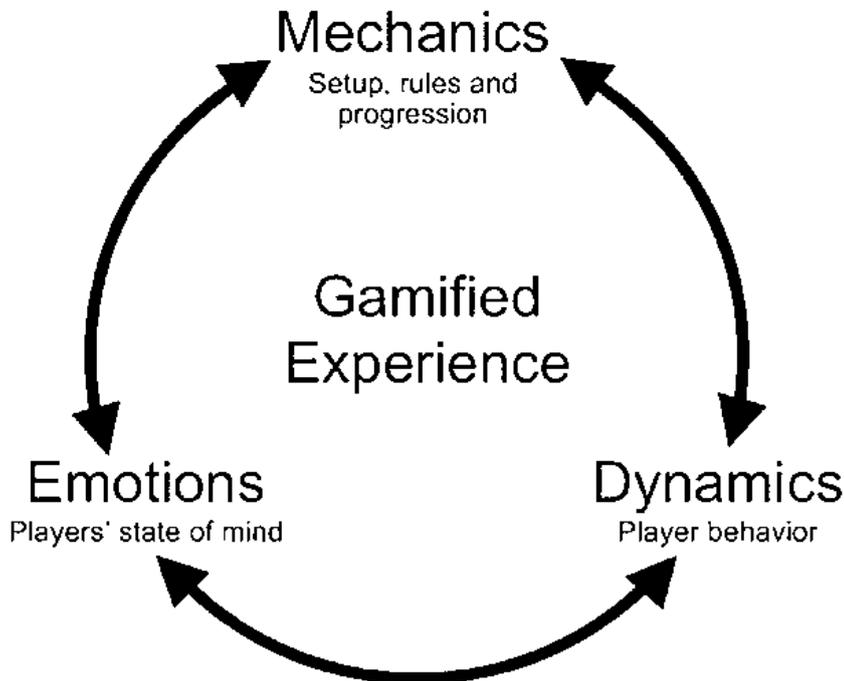
**4. Voluntary participation** (everyone who is playing accepts the goal, the rules, and the feedback).

We've all seen the stick and carrot style of leadership die. Many researchers like Pink (2009) or Ariely (2016) who studied motivation point to intrinsic motivation as the ultimate driver. Of course, there are external motivators too. However, to play a game the players must intrinsically accept the goals, the rules and the feedback to be able to play the game. And, to continue playing a game we must also be motivated to do so. This motivation partly comes from other game mechanics, like storytelling.

### 2.1.1 Game Mechanics

Game mechanics are methods or rules designed for a user to interact with (Game Designing, 2018). In other words, game mechanics are all the small parts, like stories, rewards and rules, of a game that provide the game experience – or the dynamics if looked from the perspective of a game designer and the emotions of a user if looked from the perspective of a player. Robson, et al., call this the MDE (Mechanics, Dynamics & Emotions) framework (Robson, et al., 2015).

Figure 1, the MDE Framework (Robson, et al., 2015, p. 416)



Typical game mechanics include:

- Rewards, that trigger the release of dopamine in our brain, which contributes to the feeling of pleasure, thus paves a making toward a positive experience.
- Instilling epic meaning or storytelling; McGonigal marks instilling epic meaning as three elements (McGonigal, 2011):
  - 1. Feeling of Fiero (pride, happiness, universally expressed by lifting the arms in the air). Can be, for instance felt when accomplishing a next step toward a goal.
  - 2. Creating opportunities for Naches (a Yiddish word for the bursting pride we feel when someone we've taught or mentored succeeds). When you've been mentoring someone, and they succeed in, for instance, in a negotiation due to that help, you receive this wonderful feeling of being important. In World of Warcraft this is an evident element when higher leveled players help lower leveled players in harder quests. Just like mentoring, right?

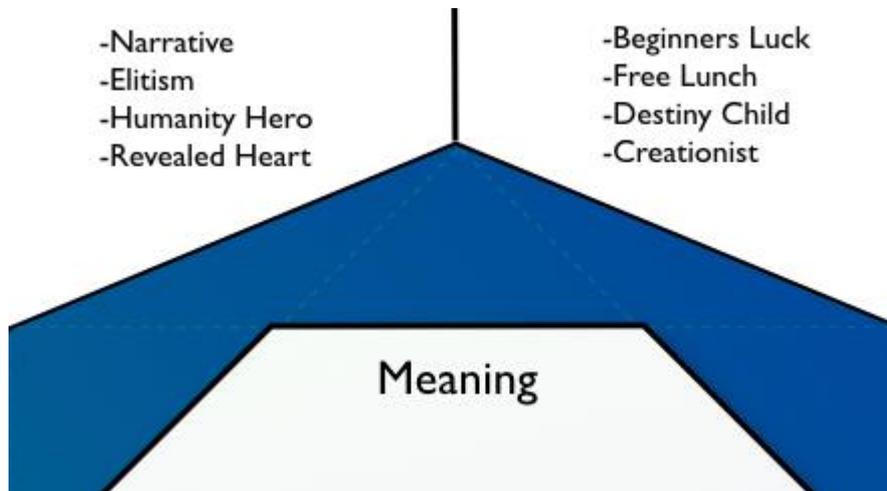
- 3. Epic scale of the goal – the magnitude of the issue, which tells of heroic action (like saving the world). Highlighting the magnitude of the goal or goals in a game builds up the amount of awesomeness we feel when we achieve the goal. This strengthens the positive emotions we receive and intrinsically motivates us. Jim Collins talks about Big Hairy Audacious Goals as an important driver from Good to Great (Collins, 1960).
- Progress bar; e.g. toward a goal or while waiting.
- Personas; for role-play or mock-ups.
- Random effect; like throwing a dice or having random events.
- Rules & Autonomy inside them; e.g. in some board games you might have 8 points to spend during a turn and have certain things in which you can spend them in.
- Challenges; small objectives that work toward the goal.
- Feedback; gives instant feedback upon completing a task.
- Social aspects; leaderboards, sharing, etc...
- Psychological triggers; like loss avoidance, more about these in The Octalysis Framework.
- Puzzles

## 2.2 The Octalysis Framework

The Octalysis Framework is probably the most known gamification framework existing. Created by the gamification pioneer, Yu-Kai Chou, the Octalysis Framework establishes a set of levels which speak about game mechanics. These game mechanics are essentially anything found in games. Going against pure efficiency, the Octalysis Framework has a human-focused design which optimises for human motivation in a system. The framework is based on 8 core drivers of motivation that Chou found in games. (Chou, 2015) The 8 core drivers go as follows:

### 1, Epic Meaning & Calling

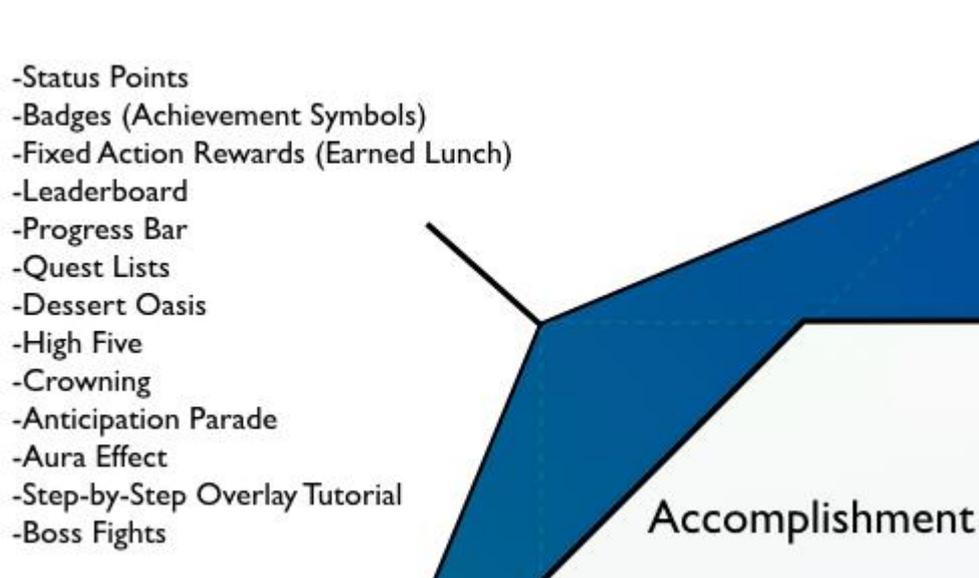
Figure 2, Epic Meaning and Calling drive (Chou, 2015)



Epic Meaning & Calling does the same as McGonigal's three ways of instilling meaning; Feeling of Fiero, Creating opportunities for Naches and Epic scale of the goal. These three are powerful narrative styles. In other words, this core driver makes players believe they are doing something greater than themselves, like a chosen one. One positive side effect of having meaning is that the player or user will dedicate time for the community, like and despite not having gamified their mission the Red Cross employees are essentially heroes of humanity. (Chou, 2015)

## 2, Development & Accomplishment

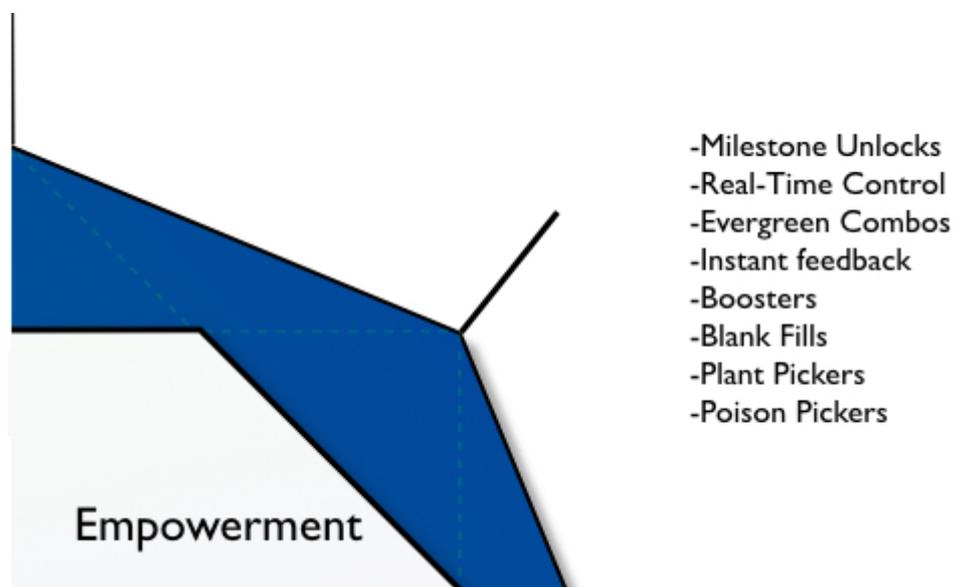
Figure 3, Development and Accomplishment drive (Chou, 2015)



Development & Accomplishment is an internal driver. Just like one of the corner stones of intrinsic motivation – mastery – this drive is about making progress, developing skills, and eventually overcoming challenges. This happens to be the easiest driver to design for, and unfortunately is the place where points, badges and leaderboards stand. It should be just hoped that rewards are not given without a challenge. Having badges e.g. in loyalty programs – think of frequent flyers – create a sense of accomplishment for the flyers, thus they wish to continue using the same airline. (Chou, 2015)

### 3, Empowerment of Creativity & Feedback

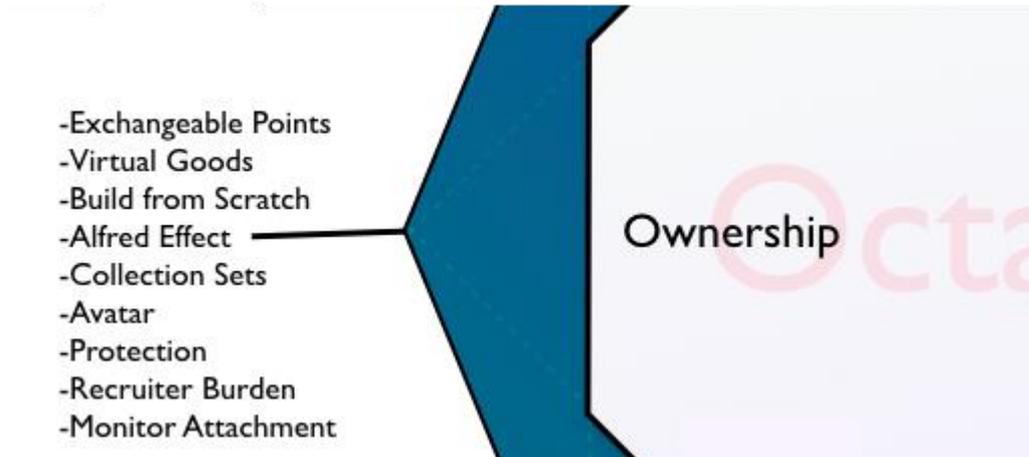
Figure 4, Empowerment of Creativity and Feedback drive (Chou, 2015)



There is a need for people to dwell, to express their creativity and they need to see the results right away, just like when painting or playing with Legos. Empowerment of Creativity & Feedback happen when people are actively engaged in a creative process, in which they must repeatedly figure things out and try different combinations and receive instant feedback. An example of a milestone unlock in e.g. a frequent flyer program could be that when you have achieved a certain number of miles you receive a permanent perk e.g. you can board the flights before first class. (Chou, 2015)

### 4, Ownership & Possession

Figure 5, Ownership and Possession drive (Chou, 2015)



This driver tells about the motivation emerging from owning something. The ownership & possession drive is the reason why we value more the things we've spend time on, like cooking our own food versus eating ready-made. When a person is high on ownership, the person will start to want to own it more. This is a major driver for wanting to accrue riches, or stamps for the matter. Collection sets are much used in marketing to increase customer retention and loyalty, like McDonalds gives a toy from a toy set every time you buy a Happy Meal. (Chou, 2015)

#### 5, Social Influence & Relatedness

Figure 6, Social Influence and Relatedness drive (Chou, 2015)

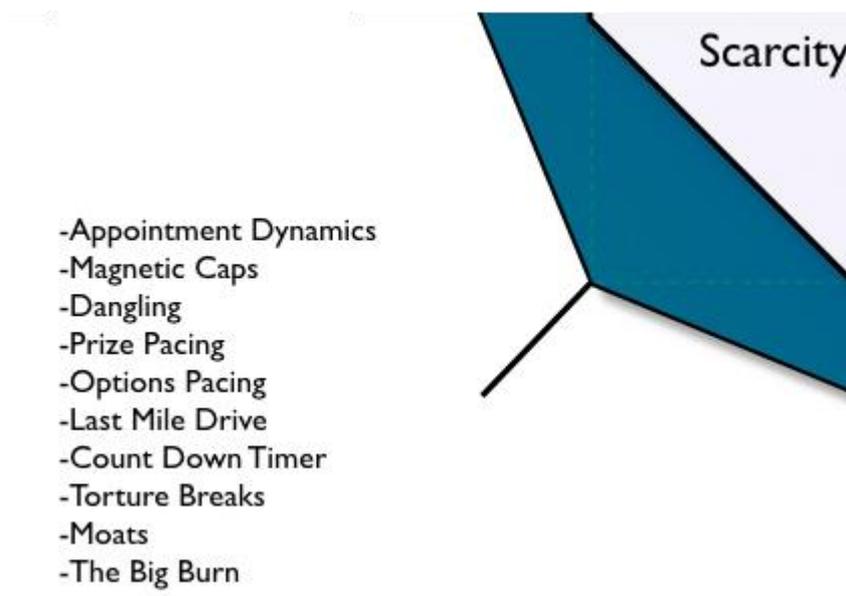


Social influence & relatedness assembles all social attributes, like: acceptance, social responses, companionship, mentorship, and on the other side of the coin, envy and competition. This drive is the trigger for us to wanting to strive for the same level as some

friend who is amazing at something. Additionally, social influence and relatedness is the driver that makes us drawn to what we can relate on, people, experiences and even the products that bring the nostalgia to our hearts from childhood. (Chou, 2015)

## 6, Scarcity & Impatience

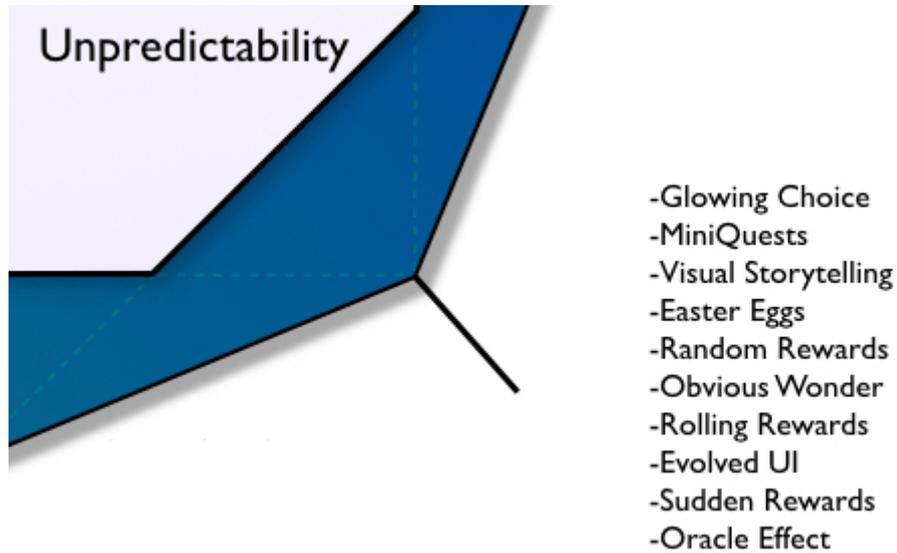
Figure 7, Scarcity and Impatience drive (Chou, 2015)



An exclusive offer for a product, but only available for VIP's? You want it, but can't have it, this is what the scarcity and impatience driver is about. In games, this is regularly implemented with Appointment Dynamics – come back the next day to receive a reward – this makes people think about the, in this case, reward and come back because it's so intriguing. Many premium companies utilize this by making certain products only available in certain countries or to certain people first. (Chou, 2015)

## 7, Unpredictability & Curiosity

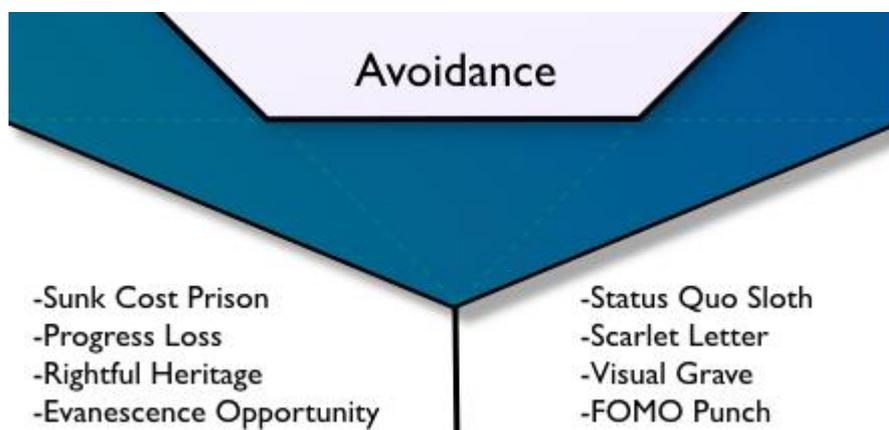
Figure 8, Unpredictability and Curiosity drive (Chou, 2015)



People want to find out what will happen next, harmless essentially, but this driver can lead to e.g. gambling addictions. When we don't know what will happen next, the brain becomes engaged and becomes intrigued to know what will happen next, and in the case of gambling, you'll want to play another hand or set those numbers for lottery – just in case you win. In marketing, a lottery can be used to give out prizes, but to gain lottery tickets you would need to e.g. invite a friend to an event or upload a picture in social media with a certain hashtag in a picture contest. (Chou, 2015)

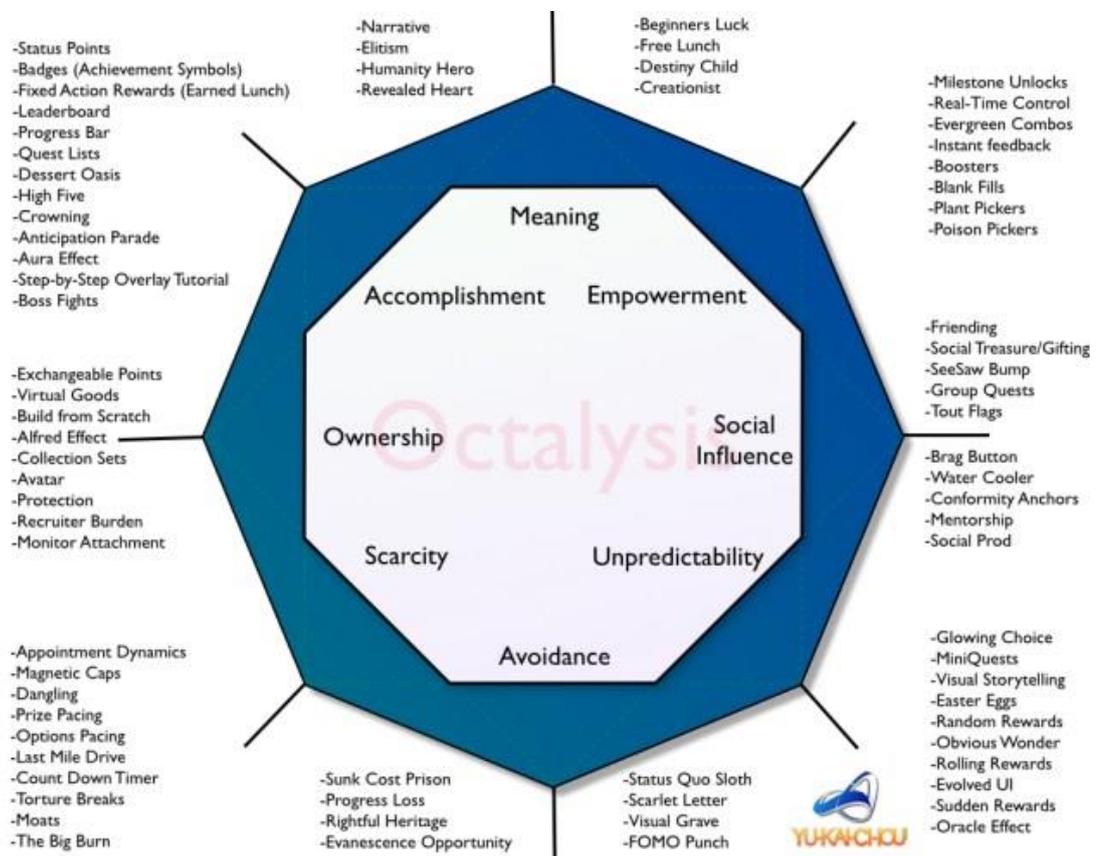
## 8, Loss & Avoidance

Figure 9, Loss and Avoidance drive (Chou, 2015)



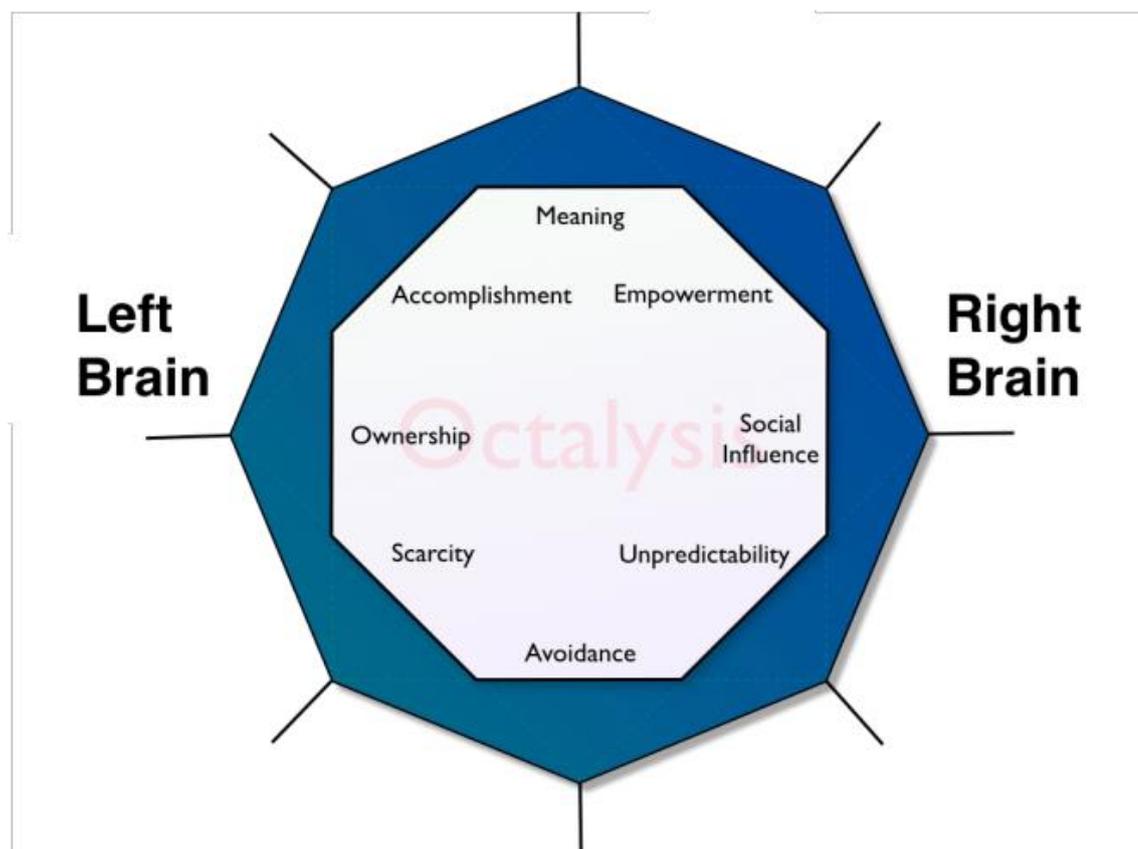
Loss and avoidance are based upon the avoidance of something negative happening. This is also the driver that speaks for why we don't confront conflict, e.g. if your employer is not a great employer, you would normally want to change that, but you don't want to get fired either. Loss and avoidance are the reason why discount sales or Kickstarter programs have a countdown timer on how much times is left, which create a feels like you're going to be left out if you don't act. The power of loss and avoidance can be seen e.g. in the large amounts of investments coming in the very end of Kickstarter programs. (Chou, 2015)

Figure 10, The Octalysis Framework 8 core drivers (Chou, 2015)



These 8 core drivers can be grouped into 4 areas. The first two are the left brain and the right brain drives.

Figure 11, Left and Right Brain drives (Chou, 2015)

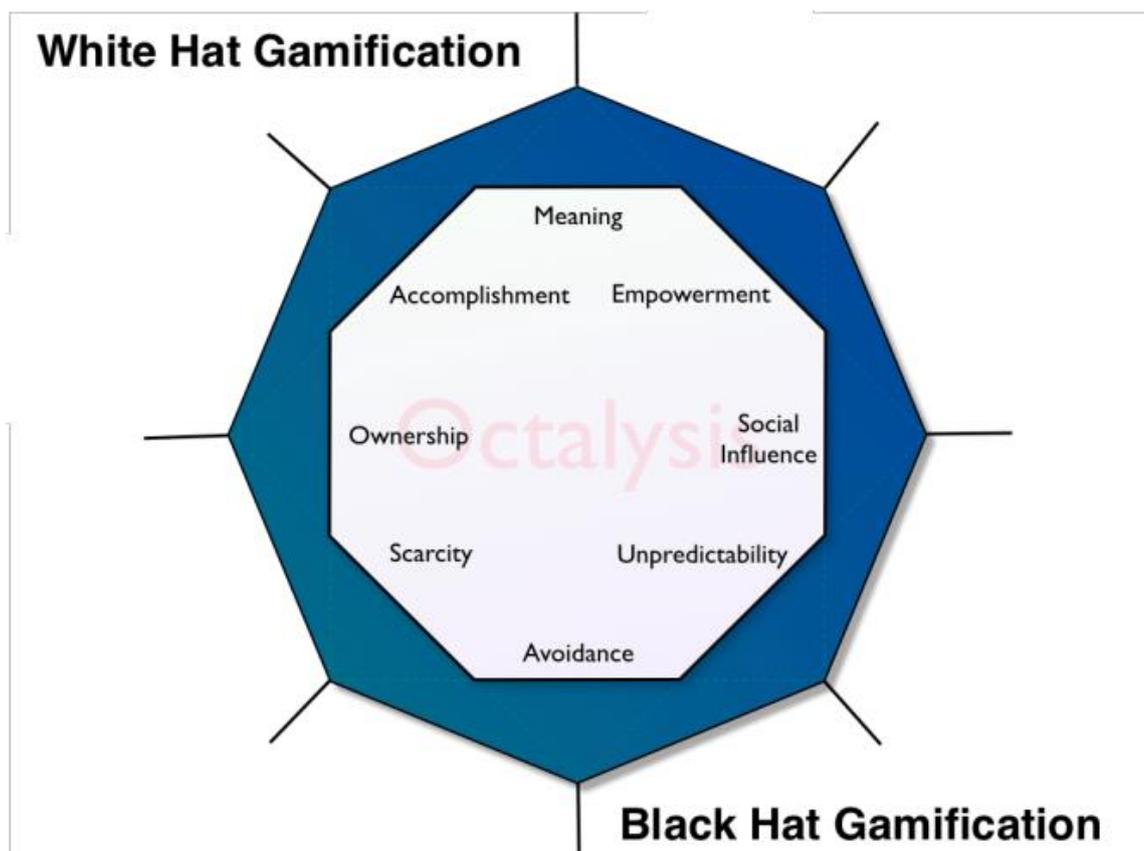


As seen in the above picture, the core drives on the right side are the right brain core drivers and the core drives on the left are the left-brain core drives. While the right brain core drives consist of creativity, self-expression and social aspects, the left-brain core drives are about logic, calculations and ownership. As a side note, the right and left-brain core drives are not actual neuroscience, but symbolic as to separation of the logical and the emotional. Now, perhaps a surprising fact comes along, the left-brain core drives are extrinsic motivators and the right brain core drives are intrinsic motivators. To remind, understanding motivation can help in creating interest for a person to do something more of, which is in the heart of marketing, and why not leadership too. Knowing these can help to, for instance improve user or employee engagement. Additionally, a good user experience contributes for e.g. better brand image. Understanding the motivation driver behind a game mechanic helps us choose the right ones to deliver certain emotions. And, emotions are often what make up the user experience. It is wise to increase the number of intrinsic motivators to keep people actively engaged through their personal

want. Knowing this, being able to insert game mechanics that are intrinsically motivating users, a marketer can increase the self-driven reason for why a customer might use a service or answer all questions in a survey. In this, the self-driven reason might be e.g. social influence or empowerment the user experience grants. (Chou, 2015)

The third and fourth categories are ethical classifications of the drivers. While the left and right brain core drivers are horizontal, the white hat and black hat drives are vertical.

Figure 12, White and Black Hat Gamification (Chou, 2015)



On the top are the drivers that are regarded very positive, in other words white hat gamification techniques. On the other half are black hat gamification techniques, which are considered negative motivators. These two can help understand the affects the use of a service or a game inflicts on a user: whether the user will feel good or bad about a certain step in the experience or the whole experience. (Chou, 2015) An example of a negative step would be having a progress lost mechanic, avoidance driver, in e.g. a survey or application or a shopping cart: If you are trying to quit, it will ask “Are you sure

you want to lose all the progress you've made?" or "Your cart will be emptied if you exit now, are you sure?". On the side note, it might be ok to create a negative feeling for exiting a survey or application because they are generally one-time deals and you wish to gain results now. Furthermore, the latter example is not good use of gamification in marketing because as an e-commerce business you will want customers to return, and for that to happen, you do not want to create unnecessary negative feelings or make a user start from the beginning which is bad user experience.

It is good to notice the use of black hat game techniques, like in gambling, which uses scarcity, avoidance and unpredictability, can have the addictive results. The word addictive here is essential, because addictive has a negative connotation – and is typically considered bad and the side effect of being out of control. However, many people use black hat gamification for positive activities, like eating healthy, exercising more or getting out of bed and not hitting the snooze button. An example of this kind of use would be that, if one wants to stop hitting the snooze button countless times in a morning, one can have an alarm clock that charges you a certain sum each time you hit snooze. A good Gamification expert will consider all 8 Core Drives on a positive and productive activity so that everyone ends up happier and healthier. (Chou, 2015)

### 3 RESEARCH DESIGN AND DATA COLLECTION

To study and make sense of the subjective and socially constructed meanings in a phenomenon one needs to be interpretive (Saunders, et al., 2016). That is what qualitative research is often associated with (Denzin & Lincoln, 2011).

Due to the magnitude of the topic, the researcher chose a qualitative method for the study, while keeping the nature of the study exploratory and the approach deductive. A qualitative method was chosen because gamification is still a developing field and from such a field the acquisition of empirical data is troublesome. An exploratory nature and a deductive approach were deemed to be manoeuvrable and interpretative. Additionally, Saunders, et al. tells that if one is conducting exploratory research, one must be willing and able to change direction when new data and insights deem for it (Saunders, et al., 2016).

This led to semi-structured interviews, because they grant the flexibility the study deemed. It goes together with what Saunders et al. point out about semi-structured interviews: if the study has exploratory elements, in-depth or semi-structured interviews are typically in play (Saunders, et al., 2016). Audio-recordings and notes were being used during the interviews.

Having semi-structured interviews allowed the researcher freedom to ask questions that rose out of the discussion and focus on certain topics the interviewees had most knowledge of. This granted optimal information and led to seeing different utilities gamification provides, e.g. in digital marketing, branding or games. The interviews were transcribed and only the main points can be found in Appendix 1, 2 and 3. The research would have deemed for a larger pool of interviews for the study to be more thorough of all the utilities gamification provides in marketing. However, the subject – gamification in marketing – was presented from three important roles gamification has in marketing. These three perspectives are digital marketing, advertising and branding games and gamifying services. As a downside, the scope does not give a glance to applying gamification to products or in product development. The interviewees included a digital marketing consultant, a marketing and sales manager and an entrepreneur.

### 3.1 Data collection and Analysis

The primary data was collected through semi-structured interviews. The interviews were done with marketing professionals whom had a good understanding what gamification is. Secondary data came from relevant and used sources, noting that gamification is not an old field of study, importance was also placed with recency to support the study. The researcher notices the vast possibilities in secondary data and wants to point out that much literature and data had to be left out due to their incompatibility with the study.

The interviewees for a niche-topic need to be hand-picked to guarantee they have knowledge of the topic. The interview sample held experts from the marketing field, whom were all referred to being well knowledgeable in gamification. The sample came from the researchers' wide network of marketers, which includes several PhD. level marketers but had little knowledge about gamification. Three marketers were interviewed. One of the interviewees was a digital marketing consultant who had implemented game mechanics in e.g. marketing an event. Another was working as the sales and marketing manager for the largest gamification provider in Finland. This person was well knowledgeable how gamification and games work well with branding, communications and recruitment. The last, an entrepreneur with aplenty of gamification stories was interviewed due to his personal connections whom had dealt with gamification significantly. Because of the experience and knowledge of these people and diversity the sample can be considered credible and good for the research purposes of this study. The interviewees were contacted through LinkedIn with an understanding that an interview was in place to explore gamification in marketing. No questions were sent in advance nor were there any pilots. The questions asked about how well known and used is gamification in Finland in the marketing sector, about the interviewees specific know-how in gamification and what the impact is when using gamification. The interviews can be seen in appendices.

Saunders, et al. remind that when conducting interviews in a socially lively place, participants might be prompted to provide falsely positive remarks due to the fear of being overheard and judged (Saunders, et al., 2016). Additionally, Saunders, et al. notes on researcher error and bias, factors effecting researcher interpretation or bias in recordings, like tiredness and preparedness or subjective interpretation, should be countered early (Saunders, et al., 2016). For these reasons, the interviews where held

in cosy settings, while, at least, the researcher kept an open mind, was well rested and recorded the interviews with a sound recorder.

As a sum, the interviews collected insights from the current state of gamification in the Finnish markets, the utilities gamification provides in marketing and how can gamification help in marketing.

In the analysis, a narrative analysis was found useful. This allowed analysing the interviews as a whole rather than as tiny pieces of data.

As per the other data, the secondary data was built from academic sources, business and psychology books and blogs and websites about gamification. These sources were evaluated with the relevancy, popularity and date.

### 3.2 Research Limitations

As the researcher was well equipped with knowledge from gamification, marketing and interviewing, experience of the researcher did not influence the study. However, the inexperience the researcher has with research methods perhaps limited or altered the way this research was done.

Significant time restrictions apply to this thesis. That being said, this study is only a part of the whole picture in what gamification can provide in marketing, for instance this study does not inspect how the psychology behind gamification helps in product development. The researcher believes that whole books could be written about the influence gamification can have in marketing. Additionally, to make a more thorough study, data from the users of the gamification utilities would have been needed. These the researcher asked, but could not receive due to e.g. the data being the clients or under a non-disclosure agreement. Despite these being said, the various perspectives, knowledge and experience the interviewees provide do give a good and sufficient understanding to gamification in marketing.

## 4 KEY FINDINGS

The research stocked to three semi-structured interviews. These three people were significantly more knowledgeable about gamification than most of their peers. One of them was a digital marketing consultant, another a sales & marketing manager and the third was an entrepreneur. The semi-structured interviews had a few pre-defined questions, like on how well-known gamification is in marketing in Finland. Additionally, there were questions about the different utilities of gamification they have been doing or seen in marketing and whether did these utilities increase benefit marketing.

### 4.1 Gamification in the Marketing sector in Finland

When speaking about Finland, gamification is not known or used, except perhaps by SaaS-companies (Oksanen, 2018). Noting on Oksanen's remarks, that some marketers do try gamification, but as one-off's that do not connect to larger marketing goals or the wealth of the business, the researcher notices a dilemma. Many people think gamification is just for kids and just about fun (Kaukinen, 2018) (Helminen, 2018). The dilemma here could be for marketers that, they are urged to create better results, know that gamification could be a key for it, but cannot bring it on the table because it is considered as ridiculous and for children only. Kaukinen stated that clients are still like "what is it?" when speaking about gamification (Kaukinen, 2018). Kaukinen also mentions that gamification is also in its baby steps in gamifying communications and recruitment (Kaukinen, 2018). And carries forward, very few know that you can do things this way and ease the applicants mind (Kaukinen, 2018). Additionally, she told that she always gives a concrete example of what gamification is, and many times only after that people would understand (Kaukinen, 2018). Porema additionally stated that gamification is not well utilised or known and hopes for a change (Porema, 2018). For these reasons, the consensus is that gamification is not well known in Finland. However, because of this, knowledge and know-how in gamification provides opportunities in the job market and potential exploits for businesses.

It must be noted, that because gamification is not well known in Finland, gamification

## 4.2 Gamification in Marketing and its Impact

When dwelling to the utility's gamification provides in marketing, Jarno Oksanen stated that The Octalysis Framework provides clear conversion optimisation improvements in digital marketing. Reflecting on an event marketing experience, where the information about speakers was progressively released and early bird tickets offered only while not every speakers had been announced, increased touch-points and created dialogue between the customer. Additionally, giving information progressively, like about the speakers, builds up for the host's enthusiasm and significance. Also, they held a lottery of a Suunto watch. It was so that if you could invite someone to come to the event, you'd receive a lottery ticket, and the more people subscribed to the event from you the more tickets you received. This way, they crowdsourced some of the marketing. Additionally, every time during the event you asked a question from a speaker, they would receive a lottery ticket. This improved the engagement with the audience. (Oksanen, 2018)

To tie this with game mechanics, e.g. from the Octalysis Framework, it's easy to spot certain core drives implemented in Oksanen's experience. For instance, a core drive from the Octalysis Framework, unpredictability and curiosity drive can be seen in two places: 1; in the release of information, because the notion of buying an early bird ticket without knowing the speakers is like taking up a lottery ticket and 2; the Suunto watch lottery, in both successfully inviting people to the event (which also builds the meaning drive through a narrative) and in engaging with the speakers (which brings the social influence driver to the table). One could also state that having the Suunto watch lottery, is a reward (a game mechanic) for the most active participant (having a sense of accomplishment driver too) thus grants recognition (providing the feeling of ownership and social respect, which are seen in the Octalysis Framework as well). This addition of the lottery during the event adds thrill to a user's experience and motivates them to be engaged during the event.

In the SaaS-space, small missions are given – “Sign up for Dropbox” – for in exchange of rewards (e.g. data storage) (Oksanen, 2018). These create a sense of accomplishment and meaning. Further, you receive more rewards either by buying or by installing the desktop app, or your phone or if you invite your family and friends (Oksanen, 2018). Based on the Octalysis Framework this increases intrinsic motivation by adding more meaningful choices (see section 2), builds accomplishment, gives a sense of

ownership, gives a tad of empowerment in the form of feedback (rewards) and adds a social driver to the complex too.

From the combination of Oksanen's experience and the pointers from game mechanics theory the researcher can conclude that gamification can increase touch-points and engagement with customers and improve the user-experience. By doing so, it additionally improves customer retention and loyalty if well executed. To explain why gamification can improve the user-experience and customer retention and loyalty, let's use the MDE framework. Mechanics make dynamics, the roadmap a user follows – or in other words, game mechanics make the user experience interaction. Going through the roadmap, the dynamics, gives us emotions – what the user feels from using the gamified experience. For instance, in the earlier SaaS-provider example, users gained a sense of accomplishment and meaning through the dynamics the game mechanics provided. These emotions the users feel, will change the way they see the service provider. If the experience is positive, you will most likely want to continue using the service (the experience) and over time that turns into loyalty. Moreover, being able to look at your marketing plan or execution, or any process for a matter of fact, through the Octalysis Framework lets you inspect whether you are creating a positive feeling for users and it allows also to see what kind of motivation, be it intrinsic or extrinsic, are you dealing the most. This could mean, that one could use the psychology behind gamification in quality assurance, service design and experience design too.

Gamification can be used in doing advertising games, in the form of e.g. gamified quizzes or product advertising games. One can gamify quizzes or advertising games for branding, improving and monitoring the quality of communications, inspecting employee satisfaction, educating people e.g. in Alzheimer's and making a more enjoyable recruiting process. Because these gamified solutions are digital, you can easily gather data from them and do market research at the same time. From this data, a company can adjust their communication styles or launch a specific campaign clarifying the post-survey communications. Additionally, by inserting instant feedback – by giving information on what went right or what went wrong – helps in establishing a brand. It's also good to include rewards in these. The interviewee stated that their clients and the users of the gamified-surveys have been positively satisfied. (Kaukinen, 2018) It is good to note that gamifying surveys, quizzes, recruitment applications or doing branding or advertising games creates interest and engagement between potential or current customers.

Therefore, the goal is the same for these gamified solutions as the goal of marketing for business.

From Kaukinen's insights from gamifying surveys and quizzes, one can conclude that gamification provides utility in market research and in creating brand and product awareness. By combining the creation of brand and product awareness with the fact that gamified solutions can make for more joyful job applications, the researcher can conclude that gamification can additionally improve brand image.

Porema spoke about how a business wanted to reach a certain group of people and gamified a part of their service by creating a game out of it (Porema, 2018). In its essence, the purpose of the game is to improve the economic status of young adults and through which build long lasting relationships with the users (Porema, 2018). On the business side, this has created a whole new venue for offering their services (Porema, 2018). In other words, with gamification and games one could expand their offering, reach customers in different environments, and enter new markets. This will ultimately lead to more business when successful.

## 5 CONCLUSIONS

To sum the sum of sums is the reason for this chapter. This chapter brings forth the polished answers to the research questions, mumbles whether the research objectives were accomplished and shines the light on what gamification and marketing could do more of.

As the first question, whether gamification is known and used in the marketing sector in Finland or not, was a straight: no, and at least underused except in the case of SaaS-providers. Secondly, what kind of utilities can gamification provide in marketing? The primary and secondary data brought forward multiple utilities. Gamification can help in conversion optimisation, increasing engagement and touch-points with customers and potential customers, improving the user-experience, doing market research and increasing brand and product awareness. And thirdly, what can be the impact of gamification in marketing for the business? It can improve customer engagement, retention and loyalty and make for a clearer brand image, which all contribute to creating more business and have ripple effects to the valuation of a business.

The researcher acknowledges that the conclusions and findings could be a little biased due to the researcher's knowledge and know-how in gamification and marketing. To support the conclusions on multiple occupational fields, a more thorough research should be done. These two being said, the conclusions are correct considering the primary and secondary data and their examples.

The research objective #1; to find out how gamification is used in marketing and 2; to find out what the benefits of using gamification in marketing is for a business, can be said to be satisfactorily complete and to drive the point of this thesis. This study does not complete all the sides of marketing, thus it cannot be said that these two objectives were met, considering the vast field of marketing, as an example e.g. using gamification in product development was left out due to time restrictions. Noting these, further and deeper research should be initiated in regards of how the psychology behind gamification can help marketing and achieve business goals.

To sum it all up, gamification has tremendous potential to improve marketing, thus business. Gamification in marketing is still in its early stages, especially in Finland, and begs for further research.

## REFERENCES

Ariely, D., 2016. *Payoff*. 1st ed. s.l.:TED Books.

Baron, S., 2012. *Cognitive flow: the psychology of great game design*. [Online] Available at: [http://www.gamasutra.com/view/feature/166972/cognitive\\_flow\\_the\\_psychology\\_of\\_.php](http://www.gamasutra.com/view/feature/166972/cognitive_flow_the_psychology_of_.php) [Accessed 31 July 2017].

Berns, G., 2008. *Iconoclast: A Neuroscientist Reveals How to Think Differently*. s.l.:Harvard Business Review Press.

Bono, E. D., 1970. *Lateral-Thinking*. [Online] Available at: <https://www.edwdebono.com/lateral-thinking> [Accessed 31 July 2017].

Brown, S. & Vaughan, C., 2010. *Play: How It Shapes the Brain, Opens the Imagination, and Invigorates the Soul*. s.l.:J P Tarcher/Penguin Putnam.

Burke, B., 2014. *Gartner.com*. [Online] Available at: [https://blogs.gartner.com/brian\\_burke/2014/04/04/gartner-redefines-gamification/](https://blogs.gartner.com/brian_burke/2014/04/04/gartner-redefines-gamification/) [Accessed 29 November 2018].

Chou, Y.-K., 2015. *Yukaichou.com*. [Online] Available at: <https://yukaichou.com/gamification-examples/octalysis-complete-gamification-framework/> [Accessed 3 December 2018].

Collins, J., 1960. *Jim Collins*. [Online] Available at: <https://www.jimcollins.com/concepts/bhag.html> [Accessed 2 December 2018].

Csikszentmihalyi, M., 2013. *Creativity: Flow and the Psychology of Discovery and Invention*. s.l.:Harper Perennial.

Denzin, N. & Lincoln, Y., 2011. *The Sage Handbook of Qualitative Research*. 4th ed. London: Sage.

Game Designing, 2018. *Gamedesigning*. [Online]  
Available at: <https://www.gamedesigning.org/learn/basic-game-mechanics/>  
[Accessed 1 December 2018].

Grant, A., 2018. *Adam Grant*. [Online]  
Available at: <http://www.adamgrant.net/wondering>  
[Accessed 5 October 2018].

Growth, E., 2018. *Growth Engineering*. [Online]  
Available at: <https://www.growthengineering.co.uk/definition-of-gamification/>  
[Accessed 29 November 2018].

Hamari, J., 2014. *People.uta.fi*. [Online]  
Available at: [https://people.uta.fi/~kljuham/2014-hamari\\_et\\_al\\_does\\_gamification\\_work.pdf](https://people.uta.fi/~kljuham/2014-hamari_et_al_does_gamification_work.pdf)  
[Accessed 5 October 2018].

Hamari, J., 2017. *ResearchGate*. [Online]  
Available at: [https://www.researchgate.net/publication/273704751\\_Do\\_badges\\_increase\\_user\\_activity\\_A\\_field\\_experiment\\_on\\_effects\\_of\\_gamification](https://www.researchgate.net/publication/273704751_Do_badges_increase_user_activity_A_field_experiment_on_effects_of_gamification)  
[Accessed 5 October 2018].

Hamari, J. & Lehdonvirta, V., 2010. Game design as marketing: How game mechanics create demand for virtual goods. *International journal of business science and applied management*, pp. 14-29.

Helminen, H., 2018. *Gamification - World of Insights* [Interview] (1 June 2018).

Huotari, K. & Hamari, J., 2012. *ResearchGate*. [Online]  
Available at: [https://www.researchgate.net/profile/Juho\\_Hamari/publication/259841647\\_Defining\\_Gamification\\_-\\_A\\_Service\\_Marketing\\_Perspective/links/0c96052e13e865be00000000/Defining-Gamification-A-Service-Marketing-Perspective.pdf](https://www.researchgate.net/profile/Juho_Hamari/publication/259841647_Defining_Gamification_-_A_Service_Marketing_Perspective/links/0c96052e13e865be00000000/Defining-Gamification-A-Service-Marketing-Perspective.pdf)  
[Accessed 29 November 2018].

Kapp, K., 2013. *Gamification of Learning and Instruction Fieldbook*. 1 ed. s.l.:Wiley.

Kapp, K., 2014. *CEDMA-Europe*. [Online] Available at: [http://www.w.cedma-europe.org/newsletter%20articles/Clomedia/Gamification%20-%20Separating%20Fact%20from%20Fiction%20\(Mar%2014\).pdf](http://www.w.cedma-europe.org/newsletter%20articles/Clomedia/Gamification%20-%20Separating%20Fact%20from%20Fiction%20(Mar%2014).pdf)

[Accessed 29 November 2018].

Kaukinen, J., 2018. *Gamification in Marketing* [Interview] (August 2018).

Kotler, P., 2017. *Kotler Marketing*. [Online] Available at: [http://www.kotlermarketing.com/phil\\_questions.shtml#answer3](http://www.kotlermarketing.com/phil_questions.shtml#answer3)

[Accessed 6 October 2018].

McGonigal, J., 2011. *Reality is Broken: Why Games Make Us Better and How They Can Change the World*. Reprint Edition ed. s.l.:Penguin Books.

Miroslav, M. & Miloš, M., 2014. *Gamification Ecosystems*, s.l.: ACM New York.

Oksanen, J., 2018. *Gamification in Marketing* [Interview] (August 2018).

Paharia, R., 2013. *Loyalty 3.0: How to Revolutionize Customer and Employee Engagement with Big Data and Gamification*. 1st ed. s.l.:McGraw-Hill Education.

Patel, S., 2017. *Inc.* [Online] Available at: <https://www.inc.com/sujan-patel/customer-engagement-is-the-new-marketing.html>

[Accessed 5 October 2018].

Pink, D. H., 2009. *Drive: The Surprising Truth About What Motivates Us*. 1st ed. s.l.:Riverhead Books.

Porema, J., 2018. *Gamification in Marketing* [Interview] (12 August 2018).

Robson, K. et al., 2015. Is it all a game? Understanding the principles of gamification. *Business Horizons*, July-August, pp. 411-420.

Robson, K., Plangger, K., Kietzmann, J. & Leyland, P., 2015. *Is it all a game? Understanding the principles of gamification*, s.l.: Business Horizons.

Ryan, R. & Deci, E., 2000. *Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions*, <http://repositorio.minedu.gob.pe/bitstream/handle/123456789/2958/Intrinsic%20and%2>

0Extrinsic%20Motivations%20Classic%20Definitions%20and%20New%20Directions.pdf?sequence=1&isAllowed=y: University of Rochester.

Saunders, M., Lewis, P. & Thornhill, A., 2016. *Research Methods for Business Students*. 7th ed. s.l.:Pearson Education Limited.

# APPENDICES

## Appendix 1, Interview in English

Jarno Oksanen

Digital marketing consultant

- After initial discussions -

**H:** Would you tell a little bit about your background?

**J:** Worked at SuperAnalytics with digital marketing and analytics for 3 years as a consultant. Also worked at CGI as a digital marketer.

**H:** What's your experience with gamification?

**J:** I'm not sure have I really implemented gamification knowingly. I mean, sure I have played a lot of role games and we've made them better with friends. And, then obviously I know about the Octalysis Framework by Yu-Kai Chou which gives straight benefits in for instance conversion optimization. How have I really used gamification in marketing? CGI had an event for customers and there we released the info about the speakers progressively and offered the early bird tickets only before all the speakers were announced. This gives also a lot of contact points with the customer and creates dialogue between the participants and makes it look like we're old pals so its normal we speak and are engaged all the time. Additionally, it creates a psychological factor that makes it look that you have a lot of things to tell and are enthusiastic about it – so it must be good right.

**H:** Did you have any data to compare the results with this event and e.g. past events?

**J:** Unfortunately, no.

**H:** What do you think what would be good to gamify in marketing?

**J:** Well, what I think we should change in marketing is the outcome-orientatedness and that would in itself bring more gamification to most aspects of marketing. This would additionally bring more brand awareness overall and see what the progress is.

**J:** Additionally, it would be good for engaging with customers to market. Like, I think it was Neil Patel who had a webinar and a course. And, in the webinar you got for free, and it if you invited friends and shared about the webinar in the course you received points and if you had enough points you would get to his course that costed easily over 600e. He also integrated a leaderboard in this example.

**J:** I noticed I've done very similar in the event with CGI, and that was that we had a lottery with a Suunto watch. It was so that if you could invite someone to come to the event, you'd receive a lottery ticket, and the more people subscribed to the event from you the more tickets you received. Additionally, every time during the event you asked a question from a speaker, they would receive a lottery ticket. This improved the engagement significantly with the audience.

**H:** What do you think about referral programs, their utilization and gamification?

**J:** I think that they are not very well utilized, at least in Finland. Dropbox has a great example of this. Sign up for Dropbox, you receive a small amount of space. You get more by either buying or by installing the desktop app, installing it on your phone and inviting your family and friends. And it's great because it increases the engagement with the user a lot, and it's easier to do than straight referring a software to a friend.

**H:** In what state do you think gamification is in marketing? Is it known and is it used in Finland or abroad?

**J:** I think it is not known or used, now I'm speaking about Finland. But then again, sure SaaS-companies have been doing it, especially on how to get users from the free trials to the paid versions. And in the SaaS-field gamification is more researched and they make different kind of tests. Anyhow, I think that in gamification is not used in marketing in Finland, or that they are one-off's that don't have connection to the wealth of a company or that it would help the company do better marketing.

- End of Interview -

## **Appendix 2, Interview in Finnish**

Julia Kaukinen

Sales & Marketing Manager

Sanoma Media Finland, Sanoma Games/ Ilta-Sanomat

- After initial discussions -

**H:** Mitäs te teette pelillistämisen kanssa?

**J:** Me tehdään oikeestaan niinku mainospelejä ja sitten me tehdään koulutuksen tai oppimisen pelillistämistä. Eli jos markkinointi mielessä mietitään, tiedäks sä niinku erilaisten tindereiden ja karkkipelien ja fyysisten pelien kautta sä saat aina palautetta. Ja siis, oot sä nähny sen Fatzerin viimeisen karkkipelin?

**H:** En ole.

**J:** Joo, siis meillä on enemmän viihdepuoli, toki me siis tehdään myös opetuspelejä. \*At the same time is trying to get Fazer's candy game working\* Tommosista vaikka S-Ryhmän bonus ohjelmista voi sanoa että ne on pelillistetty. Luodaan alusta jossa palkitaan jos vaikka pistät vaikka arvion tuotteesta, niin saat vaikka 10 pistettä ja sitten niitä voi käyttää vaikka lahjakorttien ostamiseen, tai saat postikulut pois tai jonkun prosentin pois ostoksista.

**H:** Joo, luodaan se incentive käytölle.

**J:** Pisteytyksiä käytetään kans aika paljon verkkopalveluissa tai vaikka tähtiä nuorille.

**H:** Perus juttuja mitä meidän opetuspeleissä on, että ei oo pisteittämistä käytännössä ollenkaan.

**J:** Miten teillä sit on?

**H:** Kun me lähdetään suunnittelemaan peliä niin, vaikka jos meillä on joku yritys joka haluaa pelin työntekijöilleen, niin me lähdetään aina liikkeelle siitä impactista mitä halutaan saavuttaa ja sen kautta mennään oppimispäämääriin joita sitten pääsee harjoittelemaan ja joista pitkälti muodostuu se peli.

**J:** Joo, eli teil on niinku erinnäköinen näkökulma. \*Gets the Fazer candy game open\* Tää on tää Fazerin peli, niinku tinderi, "ooks sä syöny tätä?" ja sit voi swipata. ... Ja sit sä saat palautetta lopuks et mitä sä oot syöny. Tää on tämmönen tuotelanseeraukseen tarkoitettu peli. Varmaan mainospelit sulle tuttuja?

**H:** Joo.

**J:** Mä näytän tämmösen rekryn pelillistämisen pelin.

**H:** Kiva, meille on tekeillä semmonen onboarding peli esimerkiksi.

**J:** Joo, mä itseasias näen tosin on potentiaali rekryprosessissa kun tulee monta työnhakijaa.

**H:** Me ajateltiin lautapeliä ryhmähaastatteluihin.

**J:** Siitä näkis kyllä miten ne pystyy ryhmässä vastaamaan kysymyksiin.

**H:** Niin ja miten osaavat pelata yhteen vaikka.

**J:** Tosi hyvä. ... \*Shows a game – gamified questionnaire\* Tää on niinku työnhakijoille ja myös koulutukseen et onks se hakukohde sen työntekijän juttu vai ei. Mut sitten, esimerkiksi Tiimipelaaja pelissä ihmiset vastaa anonyymisti ja sit katsotaan tulokset. Et kysytään miten on mennyt töissä, onks ollu jotain positiivista palautetta. Onks ollu jotain ahdistunutta ilmapiiriä ja vaikka joka viikko lähtee raportti HR:lle tän kautta.

**H:** Onks nää raportit johtanut johonkin?

**J:** No, toivottavasti kun nää raportit lähtee. On siellä ollu selkeitä asioita joita voi parantaa, et näit on tehty nyt muutama, et se vaatii varmaan kolme kuukautta että näkee tuloksia oikeesti. Helsingin kaupunki näitä tekee useessa paikassa kun siellä ilmapiiri lienee haastava. Nä on suosittuja ja että näistä saa tuloksia. Nämä kans kertoo työnantajan brandi kuvasta.

**H:** Joo, saa hyvän yleiskuvan.

**J:** Jep. Sit me tehdään myös myyntipelejä esimerkiks vakuutusyhtiöille. Siinä kun vastaa kysymyksiin niin sen pohjalta tulee seuraava kysymys ja tietty saa kans palautetta aina vastauksista. Vähän niinku "kuin hyvin sul menee" -peli. Tää on vähän niinku sitä mitä me tehdään, et se on digitaalista ja mitattavaa.

**H:** Mitä te niistä mittaatte?

**J:** No, jos on markkinointi peli, tai mainospeli, et esim. tietovisa on tosi kiva. Ja tietovisassahan on oikeat ja väärät vastaukset. Ja me mitataan kuinka moni vastasi oikein tai väärin ja mitataan kuinka moni on pelannut alusta loppuun. Ja välillä kysytään pelin lopussa oliko tämä sulle

viihdyttävä kokemus vai huono kokemus. Ja sit asiakasrekkareita tietysti haetaan ja jakoko somessa.

**H:** Jes, tota, johtaaks ne esimerkiks jos vastaa oikein tai väärin johonkin toimenpiteisiin?

**J:** Joo, viestinnällisiin ja markkinointiin. Eli, sit on joku mennyt pieleen markkinointi viestissä. Aika usein itseassa näitä tietovisoja käytetään viestinnän laadun mittaamisessa, et viestityypit ja järjestöt ja branditutkimuksessa. Ja sit esimerkiks mitä me tehtiin rekrypeleissä, esimerkiks siellä on kysytty tiettyjä kysymyksiä ja sit jengi vastas et me ollaan ihan eri alalla kuin me kuvitellaan et me ollaan. Et se yritys teki selkeen brandikampanjan et me ei olla tätä vaan me ollaanki tää. Esimerkiks niinku Metso, moni ajattelee et se on niinku puu-alaa, mut se on monesti ihan jotain muuta esimerkiks kallioihin liittyvää. Liitot ja järjestöt tykkää eniten näistä. Koska niil on tosi tärkeet et niil on tietty teema. Esimerkiks terveystalolla turvallisuus. Tosi siistii olla näis mukana kun tietovisojen kautta pystyy selkeesti muuttamaan vaikka viestintää, ja jos vaikka joku vastaa väärin niin peli antaa samantien sulle lisätietoo vaikka siitä yrityksestä tai vaikka alzheimerista. Nää pelit on tosi hyvii kans vaikka tutkimuksia varten. Palautteet voi tehdä kans kaikki pelin kautta, "oliko hyvä" tai "oliko viihdyttävä", kuhan ne on hyvin pelillistetty, esim. jos ei vaikka saa palkintoja. Me yritetään helpottaa markkinointia ja viestintää, keräämällä dataa.

...

**H:** Mä en varsinaisesti tunne suomesta ketään joka markkinoinnin puolella tekis koko sen pelinteon ja markkinoinnin.

**J:** Joo, se on tosi iso alue, et siinä pitäis olla useammilta aloilta porukkaa.

...

**J:** Aina kun sä kirjaudut, joka päivä, sä saat tietyn määrän leikkirahaa, ja jos sä et kirjaudu niin sulta poistetaan sitä leikkirahaa. Et, esimerkiks mä olen ollut kuukauden kookussa tähän yhden ajanhallinta pelin kanssa. Laitoin kuvan tai videoo niin sai taas leikkirahaa. Se on kansainvälisesti itseasiassa kivaa. Näitä webinaareja voi pelillistää niinku sanoit. Tä on vähän niinku some, ja sit ne laittaa päivityksii venäjäksi,

**H:** Onks sun mielestä pelillistäminen tuttu juttu markkinoinnin parissa?

**J:** Edelleen jengi on sillee: "Mitä se on?".

**H:** Jeps, me ollaan puhuttu asiakkaiden kans työkaluista

**J:** Joo, nii meki. Viestinnän pelillistämistä ja rekryn pelillistäminen on kans vasta just aluillaan. Tosi harva tietää, että voi näinkin tehdä asioita ja helpottaa hakijoiden mieltä.

**H:** Minkälaista palautetta te ootte yleensä saanu näistä peleistä?

**J:** Asiakkailta, aika hyvää, että moni tilannut lisää eri teemoihin näitä pelejä – että kun ne on ihan kaikki muokattavissa.

**H:** Mistä te lähdette liikkeelle kun te suunnittelette pelejä?

**J:** Haasteista, mihin halutaan löytää vastauksia ja mitä halutaan saada aikaan.

\*Plays a video\*: ”Siinä missä normaali ilmoitusteksti sisältää pitkän määrän litanniaa mitä se työ sisältää.. Pelillistämisen kautta voidaan esimerkiks tuoda työhön liittyviä vaikkapa vaatimuksia esille helpommin ja ohjata sitten käyttäjiä tulosten kautta parempaan ymmärrykseen.. Yks hyvä esimerkki viestinnän parantamisesta tulee kun tehtiin tietovisa asiakkaalle ja huomattiin että 80% pelaajista vastasi yhteen kysymykseen väärin. Asiakas sitten tietysti ymmärsi että jotain on mennyt pieleen heidän viestinnässään ja korjasivat asian. Pelillistetyt rekryointi prosessit on myös positiivisempia kokemuksia ja auttaa sitouttamaan työnhakijoita yritykseen alusta asti..”

**H:** Miten teillä näkyy tuloksellisuus? Et mittaaks te esimerkiks et tolla pelillä menee paremmin ku sit joku tavallinen tapa tehdä markkinointia?

**J:** Otetaan vaikka, no se riippuu aina näkyvyydestä, et jos otetaan vaikka joku karkkimainos uudelle tuotelanseeraukselle. Niin se yritys ei saa sitä interaktiivista juttua ja se ei tiedä että kuinka ihmiset oli brandin parissa. Ja pelin avulla, esimerkiks mitä me tossa viimeks saatiin 50 tuhatta pelikertaa, mut sillee 3 sekkaa mainoksen parissa versus 5 minuuttia pelin kautta et se on huomattava ero ja jengi tulee takasin sinne sivustolle ja haluaa jatkaa.

- End of interview -

### **Appendix 3, Interview in Finnish**

Jan Porema

Entrepreneur

- After initial discussions -

**H:** Voiks sä kertoa vähän sun taustasta?

**J:** Mä olen ollut joku yhdeksän vuotta yrittäjänä, lähinnä verkkosivujen, verkkokauppojen ja digitaalisen markkinoinnin parissa. Ja sitten mä olen ollut startup-yhteisöjä perustamassa ja pyörittämässä. Opiskelen markkinointia myös.

**H:** Minkälaista kokemusta sulla on pelillistämisestä?

**J:** Varsinaisestihan mä en ole tehnyt pelillistämistä, mutta olen lukenut siitä ja hyvällä kaverilla on firma joka pelillistämisen kautta pääsee kiinni asiakkaisiin joita oli vaikea tavoittaa. Tää on siis pankkialalta ja kohteena oli nuoret jotka eivät osaa hallita omaa rahankäyttöään. Niin, ongelmana oli että miten niille voi siitä neuvoa jos he eivät käy pankissa kuitenkaan tai etsi neuvoja ongelmaansa? Niin nämä kaveri päättivät sitten tehdä pelin, jonka kautta nuoret voisivat oppia parantamaan rahankäyttöään ja sitä kautta talouttaan. Tietty, tähän on oiva tapa luoda myös pitkiä suhteita mahdollisiin asiakkaisiin ja muutenkin pääsee pelin kautta uudelle markkinalle.

**H:** Missä jamassa sun mielestä pelillistäminen on markkinoinnissa? Onko se tunnettua ja miten sitä käytetään Suomessa ja ulkomailla?

**J:** Eise kovin tunnettua kyllä ole, jotkut tekee noita pelejä tosiaan, mutta että pelillistämistä käytettäis johonkin muuhun Suomessa, niin ei. Kuitenkin olis kiva nähdä että pelillistämistä käytettäis enemmän.

...

- End of interview -