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# Gamification

An overview of mechanics and application

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## ABSTRACT

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Gamification focuses on the well-being of people to create more content and value in their lives and in their work. In the hectic world of today, the need for fast-acting and malleable processes gave birth to idea of Gamification to ease the burden of repetitive or hard-to-comprehend tasks at the workplace or school. For marketing, this meant engaging the clientele with interesting puzzles to raise the product marketed above the bulk of advertisements. This thesis focuses on Gamification in general, providing rudimentary information to companies and individuals alike, who may use it as a basis for more in-depth manufacturing of a gamified system of their own design.

The study is of inductive nature and qualitative methods are used to gather information from various sources. Primarily the research was conducted by referencing various published works on Gamification with added knowledge from internet sources, mostly blogs and company web sites.

The thesis concludes that Gamification is a valid option for people-oriented businesses trying to forge long term relationships with their employees and clientele, but in face of widespread recession and incompetent designing, the option to utilize Gamification may be dangerous. Further research is encouraged in all fields of Gamification as the thesis only gives general information on the subject.

Key words: gamification, games, case studies, employee well-being, marketing, education

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## TIIVISTELMÄ

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Pelillistäminen tähtää ihmisen hyvinvointiin luomalla enemmän sisältöä ja arvoa työ- ja arkielämään. Nykypäivän hektisessä maailmassa nopeasti toimivat ja muotoamuuttavat prosessit kehittyivät Pelillistämiseksi raskaiden tai hankalasti ymmärrettävien tehtävien helpottamiseksi töissä tai opiskelussa. Markkinoinnille tämä tarkoitti asiakkaiden aktivoimista kiinnostavilla pulmilla, jotka nostaisivat tuotteen muun mainosmassan yläpuolelle. Tämä opinnäytetyö keskittyy Pelillistämiseen yleisesti, antamalla perustietoa yrityksille ja yksityishenkilöille, jotka voivat käyttää sitä perusteena omalle, syvällisemmin kehitetylle Pelillistämisohjelmalle.

Tutkimus on induktiivinen luonteeltaan ja laadullisia tutkimusmenetelmiä on käytetty hankkimaan tietoa erilaisista lähteistä. Ensisijaisesti opinnäytetyö käyttää lähteinään Pelillistämisestä jo julkaistuja artikkeleita ja kirjoja sekä täydentävinä tietoina internetistä lainattuja blogeja sekä yritysten kotisivuja.

Johtopäätöksenä todettakoon, että Pelillistäminen on oiva vaihtoehto ihmisläheiselle yritykselle, joka yrittää luoda pitkäaikaista suhdetta työntekijöihinsä sekä asiakkaisiinsa, mutta laajalle levinnyt lama ja epäpätevä suunnittelu saattavat tehdä Pelillistämisestä vaarallisen vaihtoehdon yritykselle. Jatkotutkimusta opinnäytetyö rohkaisee tekemään jokaisella Pelillistämisen osa-alueella, sillä itse tutkimus antaa vain lähtöasetelman aiheesta.

Asiasanat: pelillistäminen, pelit, tapaustutkimus, työntekijän hyvinvointi, markkinointi, koulutus

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## 1 INTRODUCTION

This chapter describes gamification in general and also outlines the thesis objectives and structure, as well as the research questions.

### 1.1 Foreword

Almost everyone living in a modern culture has run across games and participated in them, either by playing or observing. Games provide people a way to distance themselves from the daily routines and release tension and stress by removing the player, in a psychological sense, from the real world to a world created by the game. Some enjoy more physical games, such as Football, whereas intellectual or tactical games like Chess or Tetris appeal to others. But everyone plays. Be it just a quick round of Angry Birds in the workplace cafeteria or several hours of fast-paced shooting action with several other people in Battlefield 4 sitting at home, focusing on something totally different than the task at hand refreshes the mind. Gaming is no longer a shunned arcane ritual of shut-in nerds in their mother's basement, but a mainstream timekiller where even the heads of governments find release.

Given the rapid rise of smart technology and its pervasive presence in our everyday life, the social media and gaming are constantly gaining more and more room in human interaction. The escapism games provide counteracts the ever-increasing pressure of hectic worklife and alleviate stress caused by the demands of society itself. Of course, this can be taken to extremes, as every human activity, but gaming addiction is far less destructive than many other; it just takes one's time off from real life.

### 1.2 Background

Gamification aims to harness gaming into bringing more meaning in everyday worklife by blending dull work routines with immersion of games. By providing the workforce with more engaging working environment, gamification's main idea is to increase the productivity otherwise unattained with traditional

incentives, like monetary gain or raising in the ranks. This does not mean totally converting workspaces into gamestations and full of magic mushrooms, like in Super Mario Bros-game, but changing boring and repetitive tasks into more engaging and interesting via ones personal gratification for the worker or a workgroup.

Gamification does not only focus on the productive side of business, but also searches value from the customer herself. Activating the customer through a gamified questionnaire, innovative web-based game or gamified trial version of a computer program, the relationship with the customer can be enhanced and her connection with the product deepened.

Gamification is a fairly new term in educational and occupational spheres and its implementation on different fields is still in its infancy. Gamification, perse, is a wide simplification of multiple different techniques, but they all fall under gamification's umbrella by drawing inspiration from games. As one of the worlds leading Gamification guru Yu-kai Chou (Chou 2014) says: "The reason we call it gamification is because the gaming industry was the first to master human-focused design."

Those more familiar with computer games are aware of cRPG's, or Computer Role-Playing Games. Players of these games not only strive to proceed in the game, from start to end, but also to improve their character's abilities, equipment, allies and general knowledge of the game world. Nowadays, many games not falling into the cRPG category have also adapted this "levelling system" for it engages the players in a more personal way, thus creating a stronger bond between the player and the game. Investment in the game keeps it more relevant to the player and after reaching the end, the game is much harder to be discarded and replaced with a new one. The sense of accomplishment and pride in success ties the player to the game, not real life prices, perse.

The idea of Gamification relies on that the same principles can be applied into workplace. Addictive gameplay often includes "grinding", which translates as repeating a certain action several times to achieve some goal. Yu-kai Chou (Chou 2014) calls this "grunt work" in real life. Otherwise dull and repetitive,

Gamification aims to change these tasks into more meaningful by adding an extra layer of gratification. The physical tasks themselves do not necessarily change, but accomplishing some predetermined goal might give the worker a new level or an achievement which in turn might let her compare her performance with other people completing similar tasks.

### 1.3 Thesis Objectives

The goal of this study is not to provide an all-encompassing guide to Gamification. The study aims to shed some light on Gamification and how to implement it into a working environment or customer focused campaign, either by building the system from the ground up or applying it to existing work routines. The objective of this thesis is to encourage businesses to experiment and take leaps of faith to gain advantage over their competitors to study and apply Gamification in their business routines.

#### 1.3.1 Research Questions

- Is Gamification a valid option for business operations?
  - Is it too expensive?
  - Will it suit one's business plans?
- Can Gamification be implemented in all aspects of business?
  - Is Gamification too all-encompassing to implement in only one branch, or can one use it only in specific situations?
- Can Gamification provide additional value?
  - Is gamification just a gimmick or a burden?

### 1.4 Research Methodology

This paper uses inductive and qualitative research methodology to find out answers to the research questions above. The difference between deductive and inductive approaches is that the deductive method relies more on scientific,



controlled data whereas the inductive approach is more human interaction based and allows closer understanding of the research context (Saunders 2012, 127).

Quantitative and qualitative data differ in clearer way; quantitative method focuses on numerical data and fairly detached, studying standardized data as the qualitative method relies on non-standard data and uses conceptualization in data analysis (Saunders 2012, 482).

An inductive research approach was chosen because the author is not looking to manufacture new theories, but to discover and make existing ones about Gamification more understandable to the reader. This gives the thesis more room to breathe as the basis of Gamification is rooted in human behavior and their connection to the process. Also inductive method allows better usage of qualitative data and permits the author to express his own views more freely. (Saunders 2012, 127.)

As the paper focuses on Gamification of which numerical data is hard to come by for it is fairly new set of theories, the obvious method and mode of the data used is qualitative. Many of the sources are more story-like and rarely contain pure scientific numerical data, so usage of quantitative method is fairly useless. Qualitative data method also allows the inspection of the data by reading between the lines, to find clearer meaning in what was said. It allows also a better narrative approach for this thesis. (Saunders 2012, 482.)

Primary data collection was an interview conducted with a professional in the field of gaming research and her answers were analyzed later by the author to draw his own conclusions. The interview focused on the research questions and two other advanced topics for the future of gamification. Secondary data was gathered from several books, publications and internet sources to complement the thesis.

## 1.5 Scope and Limitations

Deeper inspection of certain gamification techniques are not in the scope of this paper as they are complex and the general knowledge of psychology is out of the ken of the author.

Digitalization is a trend Gamification is a part of. This is also only referenced briefly in the interview chapter and does not belong to the scope of this thesis.

Several publications on the subject have been studied and used by the author to formulate the hypothesis of the paper. These can be found in the references list.

Numerical information in form of raw business calculations are also hard to come by, mainly because of the mutable nature of gamification.

## 1.6 Thesis Structure

The study consists of an overview of gamification as a term, some terminology on the subject and a few examples on gamification campaigns and a closer look on what went right and what was done wrong.

Chapter 1 provides an overlook of gaming for background information as well as the research objectives, research questions and the scope and limitations of the thesis.

Chapter 2 describes gamification as a process and takes look at mechanics ususally used with it. The chapter also gives multiple examples of gamification campaigns conducted by different operators and also explains rewarding system for gamification. A glimpse of terminology of gaming is also provided.

Chapter 3 gives a more in-depth view in a campaign done by Autodesk in hopes to clarify the meaning of successful and failing gamification systems.

Chapter 4 presents an analyzed interview with Sonja Ängeslevä, an author and a researcher of gaming and gamification.

Chapter 5 answers the research questions and suggests further research on the field of Gamification.

Chapter 6 summarizes and concludes the thesis.

## 2 GAMIFICATION

This chapter outlines general ideas and objectives of Gamification. The term “Gamification” itself was established around 2000, but techniques it applies have been in use before that time, under different names and theories (Condly 2003). Gamification, in essence, is highly customized operation plan. The problem is that no one plan works equally well with different projects and even applying the same Gamification scheme to similar campaigns made by the same producer tend to fail. Failure, on the other hand, is not considered in a working Gamification environment as a catastrophe, but a learning experience. Some businesses, for example Supercell, have a tradition of opening a bottle of sparkling wine when they fail in a project and move on (Ängeslevä, Level Up: Työruutiinit Peliksi 2014).

Customization aspect also implies that Gamification is highly agile. This helps users to cope with quick changes and implementing them when encountering sudden difficulties. Gamification is also tied to behavioral sciences and psychology as life is a game.

Gamification can also tap into typical human trait, striving for perfection. Mastering a game is optimally an easy way to achieve this, as the rules and the playing field are usually strictly defined. And they are defined by other humans. Even if the game is “rigged”, so there cannot be any winners, the player still might want to try to beat it, even if this premise has been explained to her. This brings us into a problem with gamification, as well as many other strategies of human interaction in work or play: people want to find loop holes in the system to exploit or break it for their pleasure or gain. Beating the system of course motivates the winner, but in gamification, winning is not the goal. In this light, gamification is as vulnerable as any strategy in business except for one crucial point: gamification’s main objective is to make tasks more enjoyable, not to reward people in something that can be calculated in monetary value. Thus, breaking the system can have even worse effects on the environment it is used, destroying the spirit, if you will, of the workplace or marketing ploy.

## 2.1 Mechanics of Gamification

Best games cater to the craving of mastery. Usually the better this design parameter is concealed, for example under a riveting story or blazing responsive action, the more highly regarded the game tends to be. Few good examples are *Halo: Combat Evolved* (Bungie n.d.) for its groundbreaking first person shooting controls for videogame consoles or *Dragon Age: Origins* (Bioware 2015) for its interesting and deeply realized non-player character portrayal and conversation options. These games are considered to be for the “hardcore gamer” demographic, but this does not mean these are the ones to take hints when building a gamification mechanic, for example, for a production line. Too convoluted tactics and mechanics are hard to process and learning them well takes time. Simpler gamification mechanics call for simple, more “casual” if you will, games for archetype. Matching three of more gems in *Bejeweled* (Popcap 2015) is easy and quick to learn, but hard to master. Best of all, there are no winners as the games continues forever with increasing difficulty.

Mastery is a keyword in activating the subject of gamification. Mastery is not winning, although one can and definitely in games demonstrate mastery by beating the game, but more importantly mastery is to empower one’s skills and desire to surpass one’s peers. Completing a game which has no replay value (the player has experienced all that the game has to offer during the arc of the game) will not actually teach the recipient anything. It just offers one-time satisfaction and is quickly forgotten. Replayability is a term of utmost importance to create a gamification mechanic to cater for monotonic series actions, for example working as a cashier in a supermarket.

As seen in the Figure 1 below, there are six steps to mastery-oriented mechanic design. The Achievement/Reward step is interesting for its use as a reinforcing agent rather than the goal of mastery. The progression after feedback to mastery requires a gamified system constructed to measure the subject’s skills; if she does not fill out the criteria, she is booted back to incentive-phase. “Try again” is never a nice thing to hear, but gamification builds on this notion and game designer

Ralph Koster actually maintains that mastery is what makes games fun (Koster 2005, 40).



FIGURE 1 elemental Mastery Progression Steps (Zichermann and Linder, The Gamification Revolution - How Leaders Leverage Game Mechanics to Crush the Competition 2013, 14).

Continuity is also paramount, at least in the workplace. Gamification in this point of view actually rigs the game as when one employee reaches the mastery level, new venues of different masteries open up. This, ofcourse, is an idealization, because rare are those careers that offer endless opportunities to learn and experience new, and possibly totally alien, challenges to be conquered.

## 2.2 Where gamification is used

As noted above, gamification is a new grouping term for a series of phenomena observed in a plethora of situations in our everyday life. In general, it can be found in actions which are perceived as dull or too complex for an average person to understand or have enough fortitude to see the action through. Making things fun and more interesting have a tendency also to make them easier to grasp and manage.

Sadly, there is a great generational gap in implementing gamification. Older generations tend to view work and play as separate as the younger generations have already mixed real life with games seamlessly (Zichermann and Linder, *The Gamification Revolution - How Leaders Leverage Game Mechanics to Crush the Competition* 2013, 13).

This is a story of a 12-year-old boy, Remy, who is an excellent example of games and life mixing. Remy had never flown a plane or even used a flight simulator.

“Filmed for the TV series *The Aviators*, Remy was brought in off the street to a professional flight simulator facility. With minimal instruction, he was asked to bring a Boeing 737 down for a simulated landing at the Los Angeles airport (LAX) using visual flight conditions without the assistance of an autopilot—a task that only pilots with thousands of hours of literal experience get to do in the real world. Within minutes, and without any training, Remy safely brought the aircraft to a halt on the apron at one of the world’s busiest airports.” (Zichermann and Linder, *The Gamification Revolution - How Leaders Leverage Game Mechanics to Crush the Competition* 2013, 14.)

This tale of course can be scrutinized by the fact that children and teens are much more open to new experiences and have an easier time learning quickly and adapting to new situations than adults and the elderly, but that is not the moral of the story. It points out that games are already all around us, we like it or not. “Today’s kids are being raised on games, a reality that is profoundly changing both their brains and our world (Zichermann and Linder, *The Gamification Revolution - How Leaders Leverage Game Mechanics to Crush the Competition* 2013, 14).”

Then where exactly is gamification used? The following brief series of sub-chapters will shed some light on the subject.

### 2.2.1 Gamification in Marketing

Marketing is usually the first thing that comes to mind when a person is asked about where she expects to run into gamification, provided she understands the term. Implementing gamification in marketing can be exceedingly simple or hugely complex psychosocial undertaking, depending on the product, corporation, manufacturer and the target audience. Every gamification scheme is technically unique, or at least it has to be seen as such and customers of a company wielding an innovative gamification strategy tend to view themselves special, as if the marketing campaign is completely ment for them. Using the same plot again in a different product or even by a competitor can eat away the credibility of the original marketer as well as the credibility of the newcomers.

- In 1985, Finnish S-Group, a large cooperative retail organization, implemented a customer loyalty program which allowed them to overtake their biggest competitor K-Group by increasing their marketshare in the next fifteen years from sixteen percent to thirtyone percent (S-Ryhmä 2015). The loyalty program refunded a certain percentage of money used in purchases by the customer and was much more transparent than K-group’s similar Plussa-program as S-group gave information with a clear monetary value instead of vague point system as seen in Table 1 below:

TABLE 1 (S-Ryhmä 2015).

<b>Minimum purchases per month</b>	<b>Bonus%</b>	<b>Least amount refunded per year €</b>
<b>900</b>	5,0	540,00
<b>800</b>	4,5	336,00
<b>700</b>	4,0	336,00
<b>600</b>	3,5	252,00
<b>500</b>	3,0	180,00
<b>400</b>	2,5	120,00
<b>300</b>	2,0	72,00
<b>200</b>	1,5	36,00
<b>50</b>	1,0	6,00

The S-group even mailed it's customers a report of their expenditure monthly, so the customers could clearly see where and how much they had spend using they loyalty card. As the Internet came into being and the connections faster, this spending and gathering of bonuses could be monitored almost daily in real time by the customer, to see how much she had to spend to reach the next level on bonus percentage.



The refund itself was not an issue for the company as the margin in their prices covered the cost quite nicely. Capping the bonus percentage to 5% for 900€ and over kept the payouts low, even if someone bought an occasional car from a dealership of the S-Group. The boost the loyalty program gave sales of the S-Group was huge, as mentioned above. This is a prime example of simple gamification: it does not even have to feel like a game, but the reward system is very similar as in games and it encourages repeating the process for higher gains.

- A very complex and highly gamified solution was implemented by an American rapper and music mogul, known as Chamillionaire. He initiated a program among his fans, pitting them against each other in promoting Chamillionaire in social media and other communities, to gauge who was his biggest fan. Ranking high in the polls a fan could obtain an autographed product of the entrepreneur or a sneak-preview of his up-and-coming new song. The fans, or *Chamillitary*, promoted Chamillionaire by the tenets specified by the current event, earning points which they could exchange into prizes.

This approach removed the burden of a big record label and a distributor for Chamillionaire as he could harness the social media as a low-cost marketing channel, awarding the best “marketeers” with only what one could consider as bragging rights and social status among their peers. Monetary gains of this gamification scheme were completely collected by Chamillionaire, which proves, to a certain point, that engaging audiences with something they care about and love to do have an unexpected value. (Zichermann and Linder, *The Gamification Revolution - How Leaders Leverage Game Mechanics to Crush the Competition* 2013, 20-21.)

Creating extra value out of something like fandom is something gamification strives to be in marketing. Profit for the customer in form of success and self-gratification are sometimes much more valuable than a car won from a competition, not to mention much cheaper for the company. Gamification also helps consumer to commit themselves in to a product line or manufacturer if the campaign is implemented correctly. Campaigns such as “every 10<sup>th</sup> pizza

is free” or “come test drive the new Peugeot; have a chance of winning one” fall very much into the sphere of gamification, even when they were invented was long before the term was established. These are only fictitious examples, but everyone has at least once run into similar schemes during their lives.

### 2.2.2 Gamification in Work

Game companies have implemented gamification to their workroutines almost from the beginning of the industry, in a sense they are the cutting edge of gamification. Their agile software development methods gave the rise for gamification in other venues of business, although simplified reward systems have been in place far longer in some corporations.

Gamification aims to blur the lines between work and play, making a job more enjoyable, even if it tends to dull the senses by endlessly repeating same tasks. Monetary prizes for a job well done are well and good in gamified environment, but gamification in a workplace focuses more on coping with the job in which amount of salary rarely qualifies as the top option nowadays. Implementation of fun workroutines or applying a ranking system with intangible rewards like longer breaks bring more value to work and reduce stress level, even if one is competing against her peers for renown.

Gamifying work is not simple, far from it. Gamification is an amalgamation of multiple aspects, hardware and personel and the interaction between all of these tidbits. One does not only need to understand the workplace and the job and the employees but also one has to know games. Gamification is always about people. Gamification is about employee engagement.

Enterprise gamification can benefit organizations in many ways, a significant few being:

- Improve employee engagement
- Increase employee productivity
- Effective problem solving
- Improve quality of service

- Drive innovation
- Enhance synergy and collaboration
- Increase speed to market
- Better employee retention

(Narayanan 2014, 39.)

Please note, that the following scenario is fairly negative one, but it is an example of a gamification of workplace gone totally wrong.

- In a 2013 film *Zero Theorem*, directed by Terry Gilliam, the main character Qohen Leth, portrayed by Christoph Waltz, works in a software company which has gamified its processes combining exercisebikes, videogaming and physical medium for data management. As the calculations are completed, they fill out a small test tube with liquid, which in turn the worker has to remove from its holder and replace with a new test tube. The movie definitely is based in the future, but this serves as bad example as the workers clearly have no idea why they are doing what they are doing, even if the workplace fills them with plenty of outside stimulate. The movie portrays the employees only as an organic component of a glorified calculator. The satire is obvious, pointed at the conveyor belt work ethics of the present, but it does so in a disguise of gamification. And it is not without a certain merit because the working environment certainly simplifies the complex calculations to a level that anyone can cope with, which narrows the gap between employees of different backgrounds. But the main tenet of gamification has to be remembered, as this scheme has nothing to do with people and is totally oppressing the workforce.
- A far better example comes from an American retailer giant Target. They had a problem with sluggish checkout lines. No matter how they tried to circulate the cashiers, adding and removing depending on demand, it had only incremental success as the traditional tactic could only go so far. One would think that a huge retail company would only try to combat the problem with hiring new and firing old, but surprisingly they remedied the problem with gamification.

The company added a game mechanic to the checkout experience. At the time, even those at Target's corporate offices were not calling it a game. In fact, what has become known colloquially as the Target Checkout Game is simply the appearance of a letter on the screen as the cashier scans an item. The G s and R s (standing for green and red, respectively) indicate whether or not the space of time between each scan was fast enough—G for the right speed, R for too slow. At the end of the transaction, a percent appears on the screen. This number suggests an appropriate rate of speed per customer transaction, and it is in fact a total assessment of all the cumulative transactions that cashier has had in a given period. Target gave the cashiers a suggested score of 82 percent, letting them know that scoring below that number could result in additional training, demotion, or even job loss. Scoring above, of course, would open advancement opportunities. But what happened next surprised everyone: not only did Target's checkout lines move faster than ever, but its cashiers reported an increase in satisfaction with their job experiences. The monotony and boredom often associated with the checkout experience suddenly had an injection of fun. Employees themselves took personal pride in achieving a high score and, better still, beating it. (Zichermann and Linder, *The Gamification Revolution - How Leaders Leverage Game Mechanics to Crush the Competition* 2013, 31-32.)

In the picture (Figure 2) below is a view of a Target cash register to help visualize the ranking system.

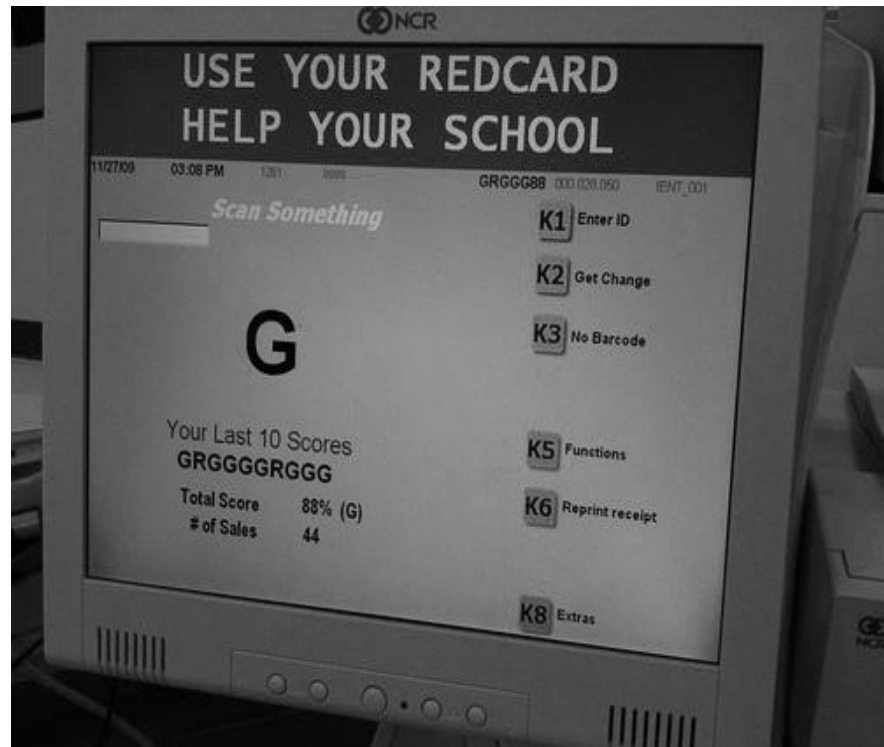


FIGURE 2: Target Cash Register (<http://www.slipperybrick.com/wp-content/uploads/2009/12/targetgame.jpg> 2015).

This is an excellent example of an efficient way to create value through gamification. Target gains value through customer satisfaction but most importantly the employees receive a boost in their work morale, even if the system could be used to penalize them. The visual metrics on screen help to conceptualize one's progress and it encourages employee to keep their performance at least on the suggested percentage level.

Target's gambit with simple gamification also proves a point, brought up by one colonel Casey Wardynski: "Your gamification strategy needs to begin with the employees, then extend to customers" (Zichermann and Linder 2013, 20). This also fortifies the connection between gamification and people: there really is no need to gamify anything for machines and robots.

One does not need to revolutionize their whole business when adapting gamification in their work routines, only to focus it correctly in areas which would most benefit from gamification.

### 2.2.3 Gamification in Education

Gamification aims to provide the subject with positive stimulus by making people do otherwise mundane tasks with a twist. This works well in educational spheres, activating learners to think and analyze what they are seeing or hearing.

Learning from others and teaching are a vital part of internalizing new information and studies have shown that learning by memorization is one of the weakest methods of learning. Visual stimulus also tends to lose a big chunk of information before it reaches the brain (Ängeslevä 2014, 103). Gamifying the learning experience involves multiple senses and forces the recipient to process the information in real time rather than repeating it later on from notes or long term memory.

According to Ängeslevä, research has shown that gaming activates the brain giving it more plasticity, in other words; changing the brain structures themselves with stimulus, and learning ability. In children and teenagers, this change is more rapid and fluent; that is why they learn faster and are open to new ideas more than people who have reached adulthood. This does not make learning for adults impossible, but they rely on different stimulus and the fast paced gaming is familiar for only a fraction of people over forty in the 2015. Everybody reacts differently to games and derive different sensations out of them, that is why Gamification is difficult to implement on grand scale, if there is a singular goal in mind.

As mentioned above, nowadays games are a big and constantly growing part of life for young people (as well as older generation – the Author). Some schools have taken steps to replace some of their more traditional teaching methods with gamified solutions if not real games themselves.

- A Finnish gaming company Teachergaming LCC (Teachergaming LCC 2011) initiated contact with Swedish gaming sensation Mojang, the maker of game Minecraft (Mojang 2015) after realizing its awesome popularity with younger audiences and the possibilities to use it as an educational tool. They started cooperation and came up with a mod (MinecraftEDU)

for the original game. The modified game then was marketed to schools to use as a visualization tool, for example to visualize how volume calculations really work. Nowadays, over 4500 schools use this program (Teachergaming LCC 2011) and it has gained some renown around the World.

Of course, not every game can be modified to suit educational purposes: some are far too complex and storydriven or they are far too simplistic for the given purpose. Where the arbitrary line truly lies whether the game is suitable or not is mostly dependent on the imagination and technical knowhow of the people doing the gamifying.

## 2.3 Rewards of Gamification

Rewarding a participant in gamification is of utmost importance. Prizes come in a plethora of shapes and sizes, not all of them physical. Rewarding is a keyfeature in getting customer, student or worker to repeat the desired action. It keeps them coming back in hopes of even greater gains in different categories. It is also imperative to reward the subject rapidly. Instant rewarding is not the best option in most cases in real life, but the rewards should be dealt out in a reasonably tight time frame, to remind the subject what they did good to earn the prize, conditioning the subject, if you will.

The following chapter introduces a reward system known as SAPS. SAPS stands for status, access, power and stuff. It also ranks the rewards from the cheapest to the most expensive.

### 2.3.1 Status

This reward type is the most intangible of prizes. It rates the person's success in given situation or action and compares it to others completing similar actions. In gamification winning is not the goal, but the option of being better than your peers brings competitiveness out of people, driving them to improve their performance.

Status can easily be measured and flaunted with the two mechanics described below:

- Badges

Badges can be virtual or physical items. For these to have value, peers of the owner have to be able to perceive them and compare their merit in to their own.

- Levels/Leaderboards

Much more clear ranking system than badges, but these are entirely virtual measurements in nature. Numbers are easier to comprehend than titles manufactured for the gamification system.

### 2.3.2 Access

Access is a reward easiest to be granted to best returning customers or top workers. This can mean anything from giving a chance to start shopping in a boutique sales 15 minutes before the shop opens to the public or for an efficient worker an option for an extra break from work. Access can be something like a dinner with an artist or a way to bypass a queue to bar. The monetary value of access is miniscule and often it actually brings more profits for the business implementing this reward system.

### 2.3.3 Power

Power can be a double-edged sword. This reward bestows the recipient a little amount of pull in a very specific area, like a moderator of an internet forum. The empowerment of a customer can lead to big gains for the business, but power given to a wrong person, however small amount it might be, can corrupt the whole rewarding system and wreak untold destruction if kept on a too easy leash.

### 2.3.4 Stuff

Free stuff; who does not like free stuff? This is the most expensive reward type, but also the least important. These can be prizes from a contest in the radio or



“every third bottle of cola is free”-campaign, but almost always they are physical items with a price tag, or at least a perceived value. The problem with this kind of reward type is that the interaction between the businesses it is promoting and their customers last just as long as there is a possibility to win the prize. (Zichermann and Cunningham, Gamification by Design - Implementing Game Mechanics in Web and Mobile Apps 2011, 10.)

## 2.4 Terminology

This sub-chapter explains the terminology and abstracts usually used in the sphere of Gamification and gaming.

- “Grinding”: a task repeated several times to reach specific goals. Refers to uninteresting tasks with possibility of better rewards.
- “Leveling”: Improving the game character or world. Usually a fixed point. Betterment of attributes and capabilities. This does not specify the skill level of the player herself.
- “Non-Player Character”: abbreviation NPC. A character in games of which the player has no direct control over.
- “cRPG”: Computer Role-Playing Game. Story-driven genre of games, heavy on leveling (see above).
- “MMOG”: Massively Multiplayer Online Game. Online game that houses thousands of players in same perpetual virtual world. In the mists of history, this category was also known as MMORPG, but the the RP (standing for Role-Playing) was dropped as it did not actually cater to these sensibilities.
- Mod, Modding: Modification of existing gaming product. This is usually done by fans and is distributed free. Some gaming companies encourage modding as others frown upon it.

### 3 IN-DEPTH EXAMPLE: AUTODESK

Autodesk's 3DsMAX trial version campaign success and AutoCAD trial version campaign failure show a great example of Gamification done right and wrong by the same production team. Autodesk is best known for highly advanced and widely used 3D desing, engineering and entertainment software and there is a high possibility that mindbendingly beautiful picture or action sequence in movies was possible with Autodesk's programs. Autodesk offers 30-day trial versions of their products on their website <http://www.autodesk.com> (Autodesk 2015). The software is rather expensive, so trials are of utmost importance when trying to drive the customer to a positive purchasing decision.

First two sub-chapters will describe Autodesk's gamification attempts and the third one will dwell deeper into reason, why they ended the way they ended.

#### 3.1 3DsMAX

3ds MAX is a 3D rendering software that is used to create all those flashy 3D animations and pictures in videogames, movies and conseptual designs. There are others, but Autodesk is the biggest, but not necessarily the best.

Autodesk noticed a problem before launching their 2013 version of 3D rendering software 3DsMAX: the complexity and power of the current iteration of software was becoming overwhelming for new customers to understand and experience all the features the software offered and the trial version only gave them a month to reach a buying decision. This lead to a decline in orders as the customers viewed the product too complicated and became fearful of their capabilities to manage the monster that was 3DsMAX. Please take note that the customers of Autodesk usually fall in the tech-savvy visual designer niche.

To combat this, the marketing team created a highly complex narrative driven and time-bound (because the trial still was only 30 days) gamification mechanic called "Unexplored Territory" (Autodesk 2015) to go hand in hand with the trial version. The game had missions tied to the narrative which encouraged user to create 3D models and animation using the softwares basic functions as well as the new

features introduced in the 2013 version. Participants were ranked against their peers and rewarded based on their success and behavior in certain missions and they had options to share their achievements on Facebook and Twitter.

The missions were technically tutorials, but clever use of gamification made them feel more like a game with a story, which engaged the clientele strongly.

The picture (Figure 3) illustrates what “The Undiscovered Territories” homepage looked like in 2013. Now, as the trial for 3DsMAX 2013 is over, the page is technically defunct.

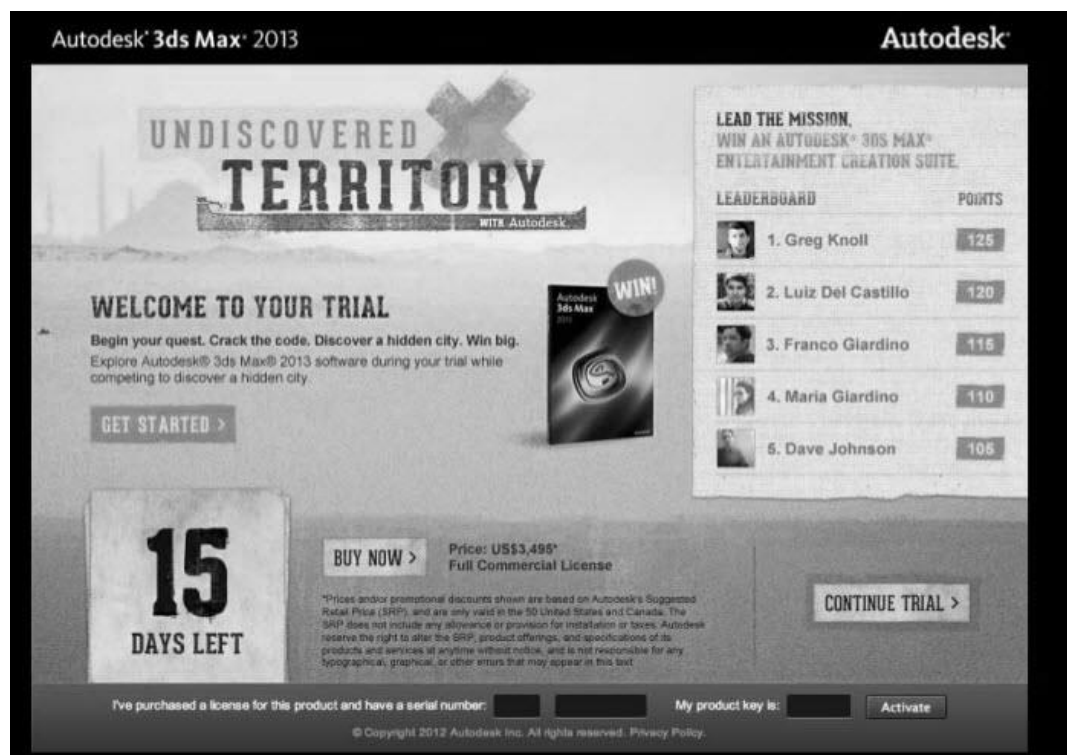


FIGURE 3: Undiscovered Territories (Autodesk 2015).

The project was a massive success. It activated customers in such a way, that it was highest engaging campaign designed to that date, increasing trial usage by 54% and increasing purchases by 15%. For software that costs around \$3600 this is huge. (Kelly 2012.)

### 3.2 AutoCAD Design Suite

AutoCAD is the workhorse and the cash cow for Autodesk. It is an engineering program for engineers, architects and such. It is highly refined and widely used, as it may prove difficult to find a modern building, road or bridge designed without using it nowadays. 3DsMAX might be more known for the public, but AutoCAD is the flagship product of Autodesk.

After the success with 3DsMAX 2013 campaign, the same team responsible decided to repeat their victory and create similar in-trial program for AutoCAD. Encouraged by the marketing team's success the company assigned them with a bigger budget to work with.

The campaign was named "The Apocalypse Trigger" and it was very similar to the Unexplored Territories. The narrative was different and the missions crafted for AutoCAD. Designers familiar with 3DsMAX's campaign were right at home. Even the website (Figure 4) looked the same.

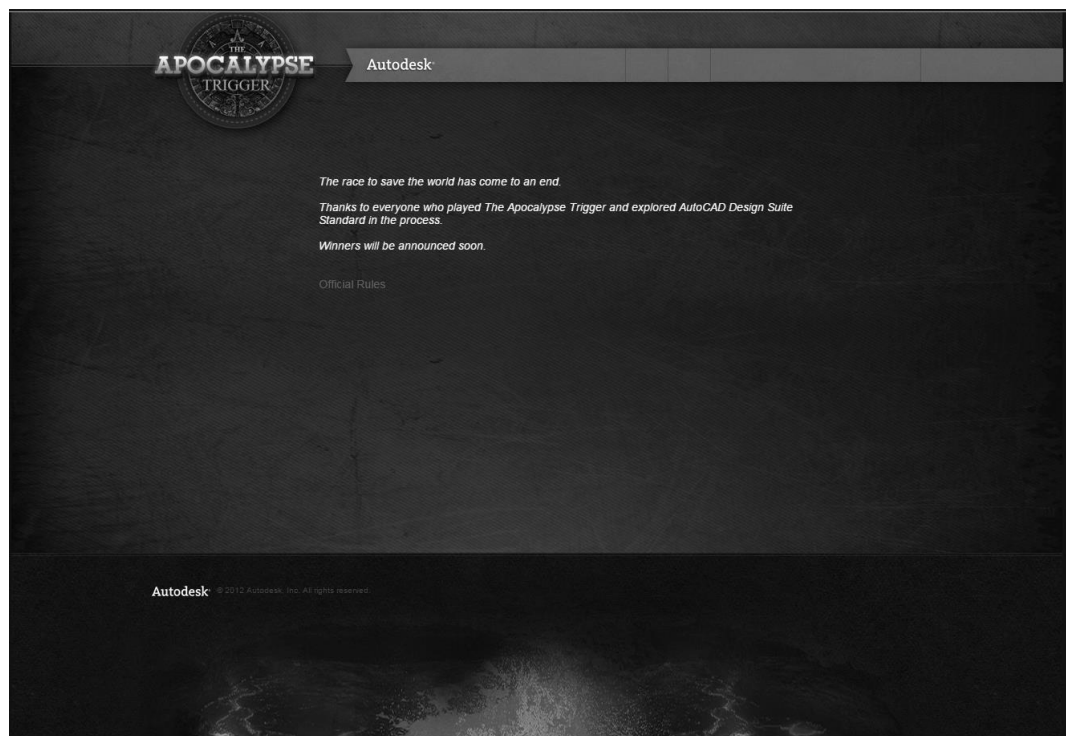


FIGURE 4: the now defunct Apocalypse Trigger page (Autodesk 2015).

But something went wrong. The project backfired, actually reducing product usage. With the decrease of trial downloads the amount of purchases also dropped. The marketing team was baffled and they returned to fundamentals to find the flaw in their campaign. Could their first success just be beginners luck? (Chou 2014.)

### 3.3 What happened

The answer to the headline is rather simple: psychology. The success of 3DsMAX campaign was because of their customer demographic, visual designers, had spent most of their life with virtual environments, designing and playing games, making movies and creating content to numerous different mediums. The story driven gamified tutorials felt familiar to them from the start and easy to process. Even if the people using the 3DsMAX trial version had prior experience on earlier versions, the game in the campaign invigorated their interest in to the program and thus introduced the new features to them effortlessly. For the users just then attempting to use the program for the first time, the gamified experience activated them much better than dull internet learning videos and to see one's own handwork come to life, even if heavily tutored, certainly played a big part of making the positive purchase decision.

The problem the marketing team faced with AutoCAD trial was that they assumed their customers were of the same stock as 3DsMAX's. Although one might view the two programs similar, there are some key differences. Where 3DsMAX focuses on materials and outlook, AutoCAD is hardcore mathematical and architectural design program: which color and texture the wall will be rarely has any meaning for an architect. Architects also tend to be more to the point and the gamified tutorial rubbed them the wrong way. Most of the AutoCAD clientele are professionals and the idea of playing with their work was somehow wrong. As 3DsMAX users looked for better lighting effects and sharper rendering, AutoCAD users needed most efficiency, as in better coding and updated material hardness calculations. For new users the gamified approach made the program feel too much like a game or a toy, not intended for work as such. For engineers looking

for a tool, this was unacceptable, thus encouraging them into a negative purchase decision.

To suggest, that the first success with 3DsMAX was beginners luck is false. The gamification of the campaign was done correctly, consulting gaming experts when the team's knowhow lacked certain nuances and outsourcing the development of the concept to programmers and storytellers rather than trying to accomplish all of it by themselves. Where the team failed was market research: they were too focused on only one aspect of Autodesk's clientele and as mentioned before, the AutoCAD program was already the company's cash cow, so messing with it was a risk not taken too lightly.

Sadly, the failure of AutoCAD trial resulted in scrapping future gamification campaigns for Autodesk, even if the results of 3DsMAX were encouraging and certainly showed novelty in design.

## 4 INTERVIEW WITH A SONJA ÄNGESLEVÄ

The following interview took place through an e-mail interview with Sonja Ängeslevä, author of the book *Level Up: Työrutiinit Peliksi* (Workroutines into a game) and researcher in the field of games. The interview was made to find different views to the research questions and two separate questions about the future prospects of gamification. The fourth and fifth questions also consist of suppositions of the author. The interview and the answers were translated into English by the author. The questions and answers of Ms Ängeslevä can be found in Finnish as they were originally submitted as appendix 1. Please note, that the interview took place 1<sup>st</sup> of June 2015, during a global recession. The answers should be viewed in this light, if they seem bit negative.

### 4.1 Questions of the Interview

1. Is Gamification a valid option for business operations? Is it too expensive? Will it suit one's business plans?
2. Can Gamification be implemented in all aspects of business? Is Gamification too all-encompassing to implement in only one branch, or can one use it only in specific situations?
3. Can Gamification provide additional value? Is gamification just a gimmick or a burden?
4. What are the future prospects of Gamification, in your opinion? I presume that during our current recession, companies do not have the courage to try to improve value through little-known Gamification, in fear of losing assets.
5. What would be a viable way to market gamified solutions for businesses or educational institutions? Information should be shared transparently, for it builds trust, but what would activate people to try?

### 4.2 Answers of Ms Ängeslevä

This sub-section provides the translated answers and views of Ms Ängeslevä. The original form was in Finnish.

#### 4.2.1 Question 1

Gamification is viewed far too narrowly. Gamification should be understood to be a part of “digitalization”, meaning that the tools, working methods, schedules and timetables and processes change when digital tools and means permit decentralized working environment which is also not dependant on fixed working hours or sites. Quickly expanding new phenomena, such as Sharing Economy, Web as a global marketplace and multisourced information (in which anyone can provide content, blogs etc) also affiliate with Gamification.

Gamified processes are a way to control the development on these phenomena. Gamification, at its best, gives a single worker tools and routines to better control constant growth and progress. It also focuses on motivational aspects of work. A motivated worker is also an efficient worker. The application models for Gamification are still comparatively primitive. Measuring Gamification should be conducted in risen efficiency, in commitment and motivation or in proactivity. Measured in this way grounding a new gamified process into an organization will not be too expensive operation.

Gamification, in my opinion, is more of a process than a topping on a cake, no mere ranking charts or rewarding for a job well done. If this would be the case with a company with existing processes, something has to change to achieve a successfully apply Gamification into the working environment.

#### 4.2.2 Question 2

Clear areas of application of Gamification can be found in education and marketing. I see Gamification as a process; a new way of doing and seeing things. Gamification as a process can be implemented in all areas and with multiple means from motivating a single worker or a team or a group to improving the efficiency and contentment in workplace of the whole company.

Bringing new process in to work environment is always challenging. I myself believe in a modular model for this. Processes and practices that have proven to be efficient should be kept intact, focusing gamification on the routines that are



operating under the expected level. A low risk level implementation of gamification begins with changing the routines of a single worker or team. In my book I have suggested, for example, swarm working which brings people from outside of the team or company to introduce fresh ideas to the palette. Another idea is to classify ones own work routines through Gamification and strive to rid oneself of the time-consuming, but inefficient practices.

#### 4.2.3 Question 3

Gamification focuses in motivating and increasing job satisfaction by increasing individual's chances to influence the working environment, in more efficient practices and bringing element of surprise or diversity in to the workplace. The growing digitalization of work needs tools of control. I believe Gamification of being one such solution. I see its worth in the efficiency and meaningfulness in work.

If Gamification is only used as a gimmick, for example a random work well being day, a competition between peers of superiority or other haphazard solution, it will not work efficiently, if at all. Gamification works through changes in the process and providing different views on the subject; hence it enables challenging ideas or solutions, mastering and improving routines and monitoring concrete performance, making it transparent. Through this, Gamification motivates.

#### 4.2.4 Question 4

Many new phenomenon experience a decline in popularity after the initial hype. The phrase "Nah, it didn't work" may reign, until a working solution or an excellent working example presents the trend in new light. I believe we are now in that after-hype pothole. Even hearing the term "Gamification" irritates people. I also believe we will soon reach a turning point. The presumable area of application for Gamification is solutions in work well being (flexible timetables, telecommuting, improvisation, innovation, creativity...). This is connected to coping with international competition in several different fields of industry.

The other presumed solution is about the work processes. For the last ten years, in the software business the traditional waterfall model has been superseded by different agile methods, such as SCRUM and Kanban. I believe in similar development in working environment processes with the implementation of Gamification. It provides a way to control multichanneled chaos, multisourced information and accelerating and dispersed working environments. In a longer time frame this leads to a future trend in which the majority of work is done as projects or in short-term employment.

“The world will have seen over 2 billion jobs disappear, with most coming back in different forms in different industries, with over 50% structured as freelance projects rather than full-time jobs.” (Thomas Frey, futurist)

#### 4.2.5 Question 5

The most viable way to market Gamification is through an example. Companies need examples on in which section, how and on what time table Gamification could be implemented. The problem right now is that the hype and general uncertainty confuses many. This is why Gamification is seen far too often simply as only ranking charts or badges of honor, not as a collection of processes and means to change the whole way of doing things in a working environment.

(Ängeslevä 2015.)

#### 4.3 Interview analysis

The interview with Sonja Ängeslevä on the subject of Gamification is much in line with the presumptions which this thesis builds upon. She brings to the table the idea of digitalization, of which this thesis could have profited by giving Gamification a unified, clearer application area.

The need of better ways of bringing information about Gamification to the public is also recognized and this should be made one of the top priorities for the future of Gamification. Digitalization is a rapidly growing trend and with it, Gamification can gain new uplift in national and international markets.

Gamification will become more relevant again when the economic atmosphere rises from recession, as the companies and educational institutes have courage and funding to implement more experimental processes into their operations. Better times usually provide better work well being, but Gamification can help maintain this state even after the economy takes a dip for the worse, without bringing additional costs to the adopters of Gamification techniques.

As mentioned earlier in this paper, the importance of well made Gamification process is also recognized in the views of Ms Ängeslevä and this cannot be emphasized enough. A failure with a half-baked operation plan has the possibility of backfiring or not providing any additional value and rather acting as detriment for other processes connected to it.

Gamification can be a boon when digitalization increases across the board in business and educational genres. The fast pace of digitalization needs agile and fast-acting systems to control and guide the processes, something Gamification is optimally suited for. In case of short-term employment, gamifying difficult procedures can familiarize worker easier and faster to their current task, thus easing the work load and increasing job satisfaction. Gamification can also provide new ways of tackling current problems by enlisting outsiders for fresh views.

In Ms Ängeslevä's opinion, popularity of Gamification is in decline, but this can be attributed to current weak economy. Further encouragement is needed to ensure correct and successful application of Gamification in business world and educational spheres.

## 5 CONCLUSIONS AND SUGGESTIONS FOR FURTHER RESEARCH

This section concludes the research done in this paper. It also provides suggestions for further research, as the thesis itself is quite limited in scope. The thesis began with intent to provide the reader a broad overview of Gamification as a term and how to apply it in different walks of life, be they in the educational or occupational spheres.

The research was done using multiple sources, studying books and other publications on the subject of Gamification and games in general. The cases were also drawn from these publications.

As the thesis is only a general information package for Gamification, it was not commissioned by any given business or school. It is therefore free to use and reference as one sees fit.

### 5.1 Answers to Research Questions

The following sub-chapter presents answers for the research questions given in chapter 1.

- Is Gamification a valid option for business operations?

To gamify a business, one has to take big risks and gain proper, extensive knowledge on Gamification. At the moment of the writing of this paper, the World's economic environment is in recession and even if the research shows possibilities of improved business, the sheer amount of innovation needed might be too big of a risk for a struggling company. Gamification would best be utilized when the company is willing to commit to their workers and customers to forge a long relationship in a fairly steady market situation. Of course, even when using temporary employees, Gamification might become useful as the more difficult operations could be gamified to a much simpler form, as to save on training time and costs. The downside of this is that the workers then have only a rudimentary knowledge of what they are actually doing and to what end.

As for the costs, Gamification actually seems to offer a cheaper way of motivation than traditional salary bonuses and such. Also the activation levels in advertising are much higher than non-gamified campaigns, so when done right, the gamified campaign can have much better turnover than a traditional advertising.

Fitting Gamification into a company's business plan depends on the company and its need uniquely, as no one company is exactly in a similar situation as the other. Gamification needs a lot of customization to suit the need of the company and if done half-heartedly, it might bring ruin and set the business back large sums.

- Can Gamification be implemented in all aspects of business?

Nearly everything can be gamified; it just takes a lot of imagination in some departments of a company. Bear in mind that no company yet has totally gamified its model and the author thinks that this might be still high impossible with the current generation of business acumen. While gamifying one or two aspects in a firm might yield positive results, one should not become too brazen on the success and analyze the situation before making further changes or developments with Gamification.

As a rule of thumb, Gamification should be implemented from the ground up, for it is mostly designed to use with people and to ease their burden of a repetitive workload. Also, it should be done in concert with the people it has biggest impact on. If a computer engineer setting up the system has never visited the factory floor the gamification is meant for, the project is most certainly doomed to fail.

- Can Gamification provide additional value?

As noted several times in the thesis, Gamification most certainly can provide additional value, if done right. The current generation of business people are actually standing at a crossroads, where old practices are slowly being replaced by new ones, just like Gamification. It still takes a lot of courage from an old firm to jump on the Gamification bandwagon, but if

they can commit to it, the results will be encouraging and at the same time invigorating. People viewing work and play as totally different spheres will not yield easily, if at all. Only when forced to a gamified environment can their views be changed, but they will not actively seek it, even if proof of positive results is provided to them. This is just basic psychology, fear of the unknown and the future and in these situations, Gamification can become a burden.

Also, to answer the question whether Gamification is only a gimmick, the answer is “No.” At least, it should not be, but a failed gamification system, if not fixed or scrapped, can become just a toy without any real use in a corporate environment. Luckily, this kind of system failure is easy to spot as the basis of Gamification is human interaction. People working with the broken system tend to notice the flaw quickly and request a patching or dismantling scheme, before it becomes a burden.

## 5.2 Suggestions for Further Research

Further research based on this thesis can be conducted on almost any sphere of Gamification and employee well-being, as the paper technically is only scratching the surface of the bigger picture. The cost effectiveness of Gamification in workplace is a genre that needs more research as it is long-term and difficult to measure at this point. Applying Gamification as an effective tool to further digitalization is also an excellent field of research and if at all possible, inquiries should be opened with utmost haste to further the gamification agenda.

## 6 SUMMARY

This thesis aims to shed light on Gamification in general and also act as an encouragement for companies and educational entities to adopt Gamification systems into their processes. The thesis tries to clear out some prejudices felt towards Gamification by giving examples and simpler mechanics for the reader to consider and maybe gain a spark of inspiration to improve upon their current practices. The author has faith in the possibilities Gamification can bring to the table in almost every aspect of life.

The first chapter consist the author's foreword and background section in attempt to ease the reader in to understanding the broad idea of Gamification before going deeper into gamification mechanics. The first chapter also reviews the research questions and research methodology, as well as the scope and limitations of the thesis. Finally it describes thesis structure.

The second chapter describes Gamification in more precise manner. First, it contains general idea of Gamification techniques and one more accurate, though simple, gamification mechanic. The chapter gives examples on three of the more common fields in which Gamification is and could be used; marketing, work environment and education. The small cases aim to open the ideas of Gamification through examples from real life situations. Lastly, the second chapter introduces one of the rewarding systems for Gamification as well as some terminology associated with gaming to ease understanding with future references.

The third chapter is a more in-depth survey into a Gamification campaign conducted by Autodesk on two of their products; 3DsMAX and AutoCAD. The chapter aims to provide a comprehensive example of the pros and cons of gamified marketing campaign as the first time succesful 3DsMAX mechanics were used without almost any customization on AutoCAD, which failed. The third chapter hopes to instill the importance of understanding the human element in all Gamification related operations.

The fourth chapter is an analysis of an interview conducted with author/researcher Sonja Ängeslevä. The research questions of the thesis were presented to her and

two additional questions about the future prospects for Gamification. The answers gained from the interview ran parallel with the hypothesis of the paper and strengthened the author's resolve.

In the fifth chapter, the author answers the research questions presented in the first chapter through analysis of materials provided earlier in the thesis. The limitations of the paper are also recognized, so some instructions on future research are introduced as well as encouragement for the reader to seize the moment for Gamification.



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## 8 APPENDICES

### Appendix 1: Original Finnish language interview questions and answers

1. Onko Pelillistäminen pätevä vaihtoehto bisnestoimintaan? Onko se liian kallista ja kuinka hyvin sitä voi sovittaa liikesuunnitelmiin?

Pelillisyyttä katsotaan turhan suppeasti. Pelillisuus tulisi ymmärtää osana "digitalisaatiota". Siis sitä, että työvälineet, työn tekotavat, ajat, prosessit... muuttuvat, kun digitaaliset välineet ja työkalut mahdollistavat hajautetun ja ajasta sekä paikasta riippumattoman työn. Digitalisaatioon liittyy myös uudet ilmiöt kuten sharing economy, verkon edistämä koko maailma markkinapaikkana ja monilähteen tiedon (kuka tahansa voi tuottaa sisältöä, blogeja jne.) määrän räjähtäminen (informaatioähky).

Pelillisuus viittaa prosesseihin, joilla tätä kehitystä voidaan hallita. Se antaa parhaimmillaan yksittäiselle työntekijälle työkaluja ja toimintatapoja, joilla paremmin hallita jatkuvaa kehitystä. Lisäksi se painottuu motivaatiotekijöihin. Motivoitunut työntekijä on tehokas. Pelillisyyden sovellusmallit ovat vielä verrattain alkeellisia. Pelillistämisen mittaaminen tulisi tehdä kasvaneessa tehokkuudessa, sitoutuneisuudessa ja motivoituneisuutena tai proaktiivisuutena. Tällä tavalla mitattuna uuden prosessin (pelillisuus) jalkauttaminen organisaatioon ei ole kallis operaatio.

Pelillisuus on mielestäni enemmän prosessi kuin kuorutus. Ei siis vain paremmuustaulukoita tai hyvästä suorituksesta palkitsemista. Tällöin onnistunut pelillisyyden soveltaminen liiketoimintaan edellyttää jostain (olemassa olevasta prosessista) luopumista.

2. Voiko mielestäsi pelillistämistä soveltaa kaikkiin liiketoiminnan osa-alueisiin? Kuinka laajasti sitä kannattaisi ottaa käyttöön, sillä koko paketin pelillistäminen usein luo turhia paineita.

Pelillisyyden ilmiselvät sovellusalueet löytyvät koulutuksen ja markkinoinnin alueilta. Itse näen tosiaan pelillisyyden prosessina; siis uudenlaisina toiminnan tapoina. Tällöin sitä voi soveltaa kaikkiin alueisiin ja eri tavoin yksittäisen

työntekijän motivoinnista tiimin/ryhmän ja koko yrityksen toiminnan tehostamiseen ja työtyytyväisyyden parantamiseen.

Uuden prosessin tuominen työyhteisöön on aina haastavaa. Siksi uskon itse modulaariseen malliin. Toimivista prosesseista tai käytännöistä ei kannata luopua. Pelillisyyden matalan riskin implementointi työprosesseihin lähtee yksittäisten työntekijöiden tai ryhmien toisin tekemisestä. Olen kirjassani ehdottanut mm. parvityöskentelyä, jossa ideointiin otetaan mukaan ihmisiä myös oman työryhmän tai koko yrityksen ulkopuolelta. Toinen ajatus on konkretisoida pelillisyyden kautta omia työritiineja ja pyrkiä aikaa syövästä, mutta tehottomista tavoista eroon.

3. Luoko pelillistäminen oikeasti lisää arvoa työhön tai tuotteeseen, vai onko se vaan kikka tai duunia raskauttava tekijä?

Pelillistäminen painottuu motivointiin ja työtyytyväisyyden lisäämiseen mm. yksilön vaikutusmahdollisuuksien kasvamisena, tehostuneena toimintana ja yllätyksellisyytenä tai vaihtelevuutena. Työntekemisen kasvavan digitalisaation hallitsemiseksi tarvitaan työkaluja. Uskon, että pelillisyyks on sellainen. Näen arvon prosessien mielekkyytenä ja tehokkuutena.

Jos pelillisyyttä käytetään kuorrituksena: satunnaisen tyky-päivän tapaan, paremmuudesta kilpailemisena tai muuna satunnaisena tai päälle liimattuna ratkaisuna, se ei toimi tehokkaasti. Prosessimuutoksena ja toisin ajattelemisena se toimii mahdollistaen ideoiden tai ratkaisujen haastamisen, rutiinien hallitsemisen ja kehityksen tai suorituksen seuraamisen konkretisoimisen tai näkyväksi tekemisen ja sitä kautta motivoimisen.

4. Millaisia tulevaisuuden näkymiä uskot pelillistämällä olevan? Itse olen sitä mieltä, että näin lamakaudella ei yrityksillä ole oikein uskallusta lähteä parantamaan tuottavuutta vähän tunnetulla pelillistämällä mahdollisten hukattujen varojen pelossa.

Monet uudet ilmiöt kokevat alkuhopen jälkeen innon hiipumisen. "Ei siitä tullutkaan mitään", kunnes toimiva ratkaisu tai erinomainen sovellusesimerkki tarjoaa trendin uudessa valossa. Uskon, että olemme nyt tuossa hypen jälkeisessä

kuopassa. Koko pelillisuus-termin kuuleminen kyllästyttää. Uskon myös, että pian olemme käännekohdassa. Pelillisyyden oletettavin sovellusalue on työhyvinvoinnin ratkaisut (joustavat työajat, etätö, improvisaatio, innovatiivisuus, luovuus...). Tämä liittyy yhä useammalla alalla kansainväliseen kilpailuun sopeutumiseen.

Toinen oletettava ratkaisu on työprosessit. Ohjelmistotoimialalla viimeiset kymmenisen vuotta vesiputousmallia on syrjäyttäneet erilaiset ketterät menetelmät (scrum, kanban). Uskon samanlaiseen kehitykseen työprosesseissa pelillisyyden myötä. Millä tavalla hallitaan monikanavaista kaaosta, monilähteisen tiedon hallintaa, nopeutuvaa ja hajaantunutta työntekemistä. Hieman pidemmällä aikavälillä tämä johtaa tulevaisuuden trendiin, jossa yhä enemmän työstä tehdään projekti- tai pätkätöinä.

>> ♣ The world will have seen over 2 billion jobs disappear, with most coming back in different forms in different industries, with over 50% structured as freelance projects rather than full-time jobs. (Thomas Frey, futurist)

5. Mikä mielestäsi olisi hyvä tapa markkinoida pelillistettyjä ratkaisuja yrityksille tai oppilaitoksille? Lisää informaatiota on hyvä jakaa läpinäkyvästi, koska se lisää luottamusta, mutta mikä voisi aktivoida ihmiset kokeilemaan?

Esimerkin kautta markkinointi. Yritykset tarvitsevat esimerkkiä mihin osa-alueeseen, millä tavalla ja millä aikavälillä pelillisyyttä voitaisiin soveltaa. Nyt hype tai toisaalta epätietoisuus hämmentää monia. Siitä johtuen pelillisyyttä nähdään liian yksinkertaisesti paremmuustaulukoita tai badgeina (kun pitäisi ymmärtää prosesseina ja koko työntekemisen tavan muutoksena).