PLAYING GAMES WITH CUSTOMER ENGAGEMENT

PLAYBOOK

cvmpeople
from transformation to operation

WHY A PLAYBOOK?

People love to play.
So, what makes games so successful at capturing and keeping our attention?

Just as importantly, how can the principles of great game design be used to improve customer engagement?

By establishing a playbook we want to help create a documented understanding of 'game science' and its application in customer interaction.

WHO SHOULD USE THIS PLAYBOOK?

Anyone looking to understand how the principles of game design can be applied to day-to-day customer interactions to drive better engagement.

This playbook is intended to guide you through the science, the mechanics and the real-world applications of games to drive better engagement with your customers.
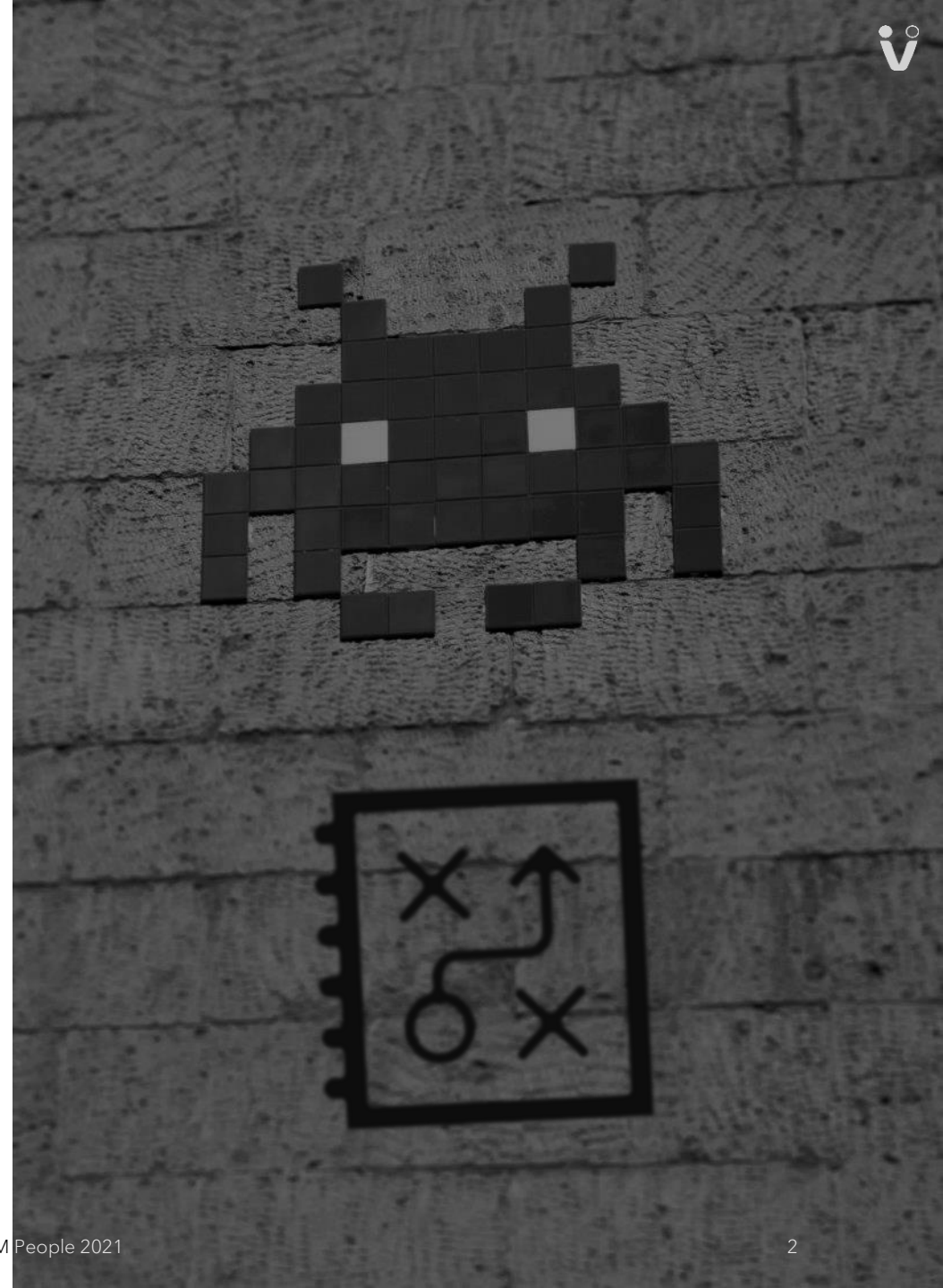
PUSH START BUTTON

Humans want, and respond to, different things based on what motivates them.

In today's hyper-connected world, we need something that's continuously appealing, fulfilling and enjoyable to grab and keep our attention.

We don't just need utility: we also want to be entertained.

SHALL WE PLAY A GAME?

Videogames are often misunderstood both in terms of quality - "is it art?" (spoiler: yes) - and scale - over 2.5 billion people play video games, and the industry dwarfs both music and film, and is on track to be worth $200 billion by 2023.

From the smart-mouthed, whip-fast 13-year-old *Call of Duty* master; to the commuter whiling away tedium with round after round of *Candy Crush*; to the grind-geeks exploring the wilds of *Sanctuary* on an endless quest of better loot and fiercer foes – the world loves to play.

Far from disposable time wasters, at their best, video games capture our imagination and our hearts – inspiring artwork and music, leave us daydreaming about traversing *Hyrule* or sneaking across *Shadow Moses Island*.

The impact these experiences have on us can be so profound that we honour them with attachments to the most important things in our lives. For example, the late, great Robin Williams named his daughter after the titular character in Nintendo's classic franchise – Zelda.

But why? What is it about these experiences that convince consumers to pay between £40 and £100 per experience (on top of the £400-500 every few years for a new console or PC upgrades) and keeps them coming back time after time?

And more importantly, what are the mechanisms which drive these experiences and put them to use in the context of customer interaction strategy?

Let's face it, games are mostly about fun.

They provide stimulation and enjoyment through their art, story and world-rules combined with a flow that draws us in with purpose and freedom. That world provides escapism and a temporary relief from the reality of our often constrained, boring, and monotonous lives. We can control and explore these alternate worlds away from the pressures of our own, focusing our attention on solving challenges to beat a boss or finish a quest.

These challenges must be hard enough to make it interesting and fun, but not so hard as to turn players off of the experience. When we complete a level or the whole game, it proves we can master the rules of the world, which makes us feel both pride and excitement for the next challenge or competition with others.

Games also help us to socialise by forming connections with other players, through interaction and chat, providing help, being recognised by others for our achievements, and being part of a team.

Research indicates* that games can provide positive effects to social, mental and physical health, with positive emotions, emotional stability, improved moods, relaxation, and improving skills acquisition in spatial interaction, problem-solving, rapid decision-making, creativity, attention and social connection. This has given rise to 'serious games' designed to help with specific health-care and education problems.

And, as we shall see, games can also be an integral part of customer engagement.

GAME SCIENCE

Recreational games, such as role playing and videogames, provide an immensely rich fountain of learning for those interested in driving positive engagement, emotional connection, and loyalty in the real world; whether in politics, military tactics, biology, psychology, business…or customer interaction.

Whilst Game Theory deals with the mathematics of rational decision making, we chose 'game science' to encompass the broader, psychological aspects of gaming and the acceptance that, often, people are not rational decision-makers.

For the purposes of this playbook, we will touch on the high-level elements of psychology, neuroscience, and game design most applicable to impactful customer interaction management.

Besides being fun, the game experience is so compelling because it fulfils many human needs, particularly those from the top three layers of Maslow's hierarchy: sense of connection, respect, status, recognition, freedom, agency, creativity, and problem solving to name a few.

Enveloping and contextualising these at the fundamental level is the power of stories.

The human mind is fine tuned to consume stories over discrete facts, indeed, they are the framework in which we understand ourselves – from the myths which explain our origins, to the laws and restraints we put upon ourselves, to why we behave the way we do; when it comes to understanding these, it's stories for which we reach.

THE POWER OF STORY

The human mind is geared towards stories: Our history, our dreams and fears, the myths and legends which explain how and why we are, in terms of both civilisations and individuals, all come in the form of stories. Even the scientific theories which replaced these myths are often best understood in the context of a story.

In games, the story is the framework onto which everything else hangs; a rich story immerses the player in the adventure and allows them to take control of their destiny, provides a meaningful context for challenges and rewards, and a journey which provides excitement beyond just the pursuit of the end goal.

Overlooked in many business environments, the concepts of narrative and storytelling have started gaining traction in recent years. Used as an antidote to a dry, data-focused presentation, the insight gleaned from data is weaved into a narrative that helps the audience to understand and retain the information and, more importantly, its impact. Thus, it is a powerful tool to help audiences contextualise and act.

A level below this, we get into the really valuable stuff: the mechanisms which tap into the human psyche and provide the excitement, suspense, and meaning which drive players in their quest for adventure and enlightenment.

GAMING IS ABOUT

PURPOSE

| BUILD RELATIONSHIPS	ACCOMPLISH GOALS	FEEL EMPOWERED	RELISH UNPREDICTABILITY	OVERCOME CHALLENGES
altruism	progress	autonomy	surprise	loss aversion
collaboration	achievement	instant feedback	solving puzzles	rarity
social influence	collection	creativity	discovery	competition

GAMIFICATION

Ga•mi•fi•ca•tion, *noun* - the application of game playing elements, such as story, scoring, competition, rules, challenges and rewards to other areas of social interaction such as encouraging engagement with a product or service.

These elements, when used correctly, stimulate the reward centre of the brain, encouraging continued participation in the effort-reward loop.

However, many "gamification" projects fail or underdeliver due to the breakdown in understanding between psychology and mechanic, resulting in thoughtlessly implemented features and paradoxical outcomes.
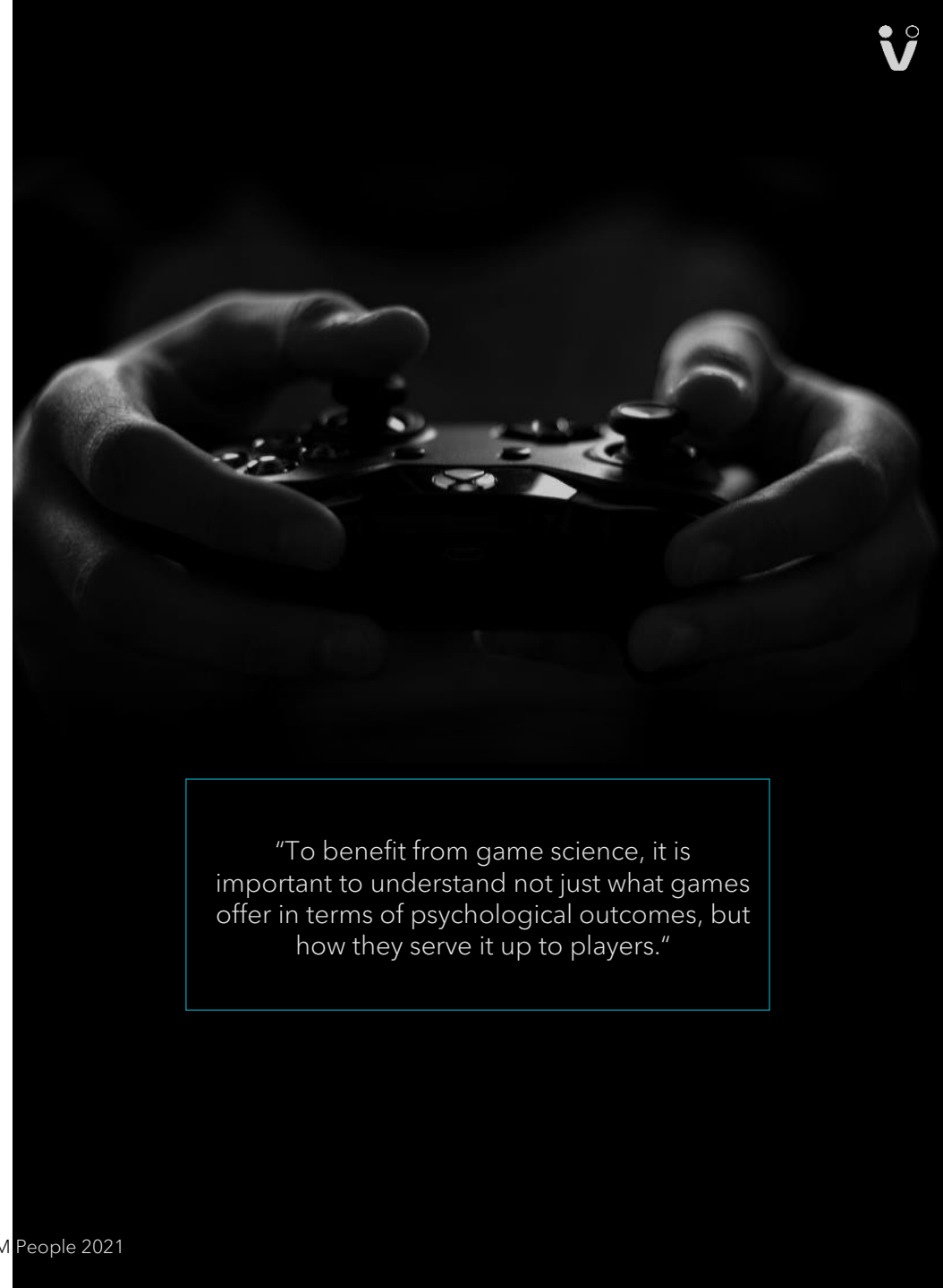
"To benefit from game science, it is important to understand not just what games offer in terms of psychological outcomes, but how they serve it up to players."

CONNECTION

Share a journey, challenge, or victory

Journey (2012, Thatgamecompany)

This award-winning adventure puts strangers together early on, allowing them to experience its beautiful world together, but enforcing anonymity by hiding usernames and removing chat functions. Players share the challenges, surprises, and emotional climax, at which point they are separated forever.

This was praised for creating an emotionally powerful and bittersweet connection (and separation) between strangers.

RESPECT

Earn admiration from your peers

Pac-Man (1980, Namco)

A video game from the golden age of arcades.

A player, seeing their name or, more often, 3 letter initial, and insurmountable high score listed at the top of the arcade machine's scoreboard for all to see would engender the respect (or jealousy) of others undertaking the same challenge, whose shared social activities and ambitions created an 'ingroup'.

PROGRESS

Check how your efforts impact the game

Command & Conquer (1995, Westwood Studios)

As the player wins battles in this alternate history real time strategy game, the map of Europe (in which the story is set) sees the gradual advance of the players chosen army's conquest.

This shows that progress doesn't have to be indicated by a number.

RECOGNITION

See your achievements

Guitar Hero (2005, RedOctane)

The popular rhythm game provides instant feedback as players either hit or miss notes, recognising their performance with either cheers or boos from the virtual audience and words of celebration or condemnation popping up on the screen after each segment.

FREEDOM

Create characters and explore new worlds

Dark Souls (2011, FromSoftware)

This famously punishing RPG series allows players to create their own character and background before taking on a vast and open world with minimal guidance and no set linear paths.

This sense of exploration provides a break from the often well worn routines of daily life.

AGENCY

Make choices with meaningful consequences

Detroit: Become Human (2018, Quantic Dream)

This multi-perspective tale of android emancipation centres heavily around the choices players make rather than action.

Players take the lives and happiness into their hands as they weave multiple paths together toward a climax that is either dystopian or hopeful depending on how players choose.

CREATIVITY

Create your own experience

Minecraft (2009, Mojang Studios)

A piece of truly creative genius, with a userbase encompassing everything from 6-year-olds learning to make block houses, to UN urban design projects, to online servers boasting recreations of entire cities.

Minecraft allows players to shape their world in their image more so than any other game.

REWARD

Earn trophies and access

The Stanley Parable (2011, Galactic Cafe)

Rewards feature in almost every game, but this has the best reward we've seen, where players can earn the "go outside" trophy by not playing the game for five years!

The weighting of rewards and effort is a fine balance – fair equity can create valuable effort/reward loops, where too much or too little can undermine everything else.

THE MECHANICS OF
GAMIFICATION

Play is a key part of the human experience, and research shows that this is not just time wasted, but a vital tool for reducing stress and cognitive overload, with numerous benefits including increased learning efficiency and improved retention of new information.

A feeling of playfulness helps make mundane or obligatory tasks more engaging and attractive, incentivising continuation rather than abandonment, and increasing longevity.

Whether you're looking to increase the stickiness of a loyalty proposition, add some more excitement to surprise and delight activities, or just incentivise more purchasing, gamification (when done right) can be a powerful addition to your customer strategy.

The following pages cover the key gamification elements, their purpose and examples.

PROGRESS & FEEDBACK

As much a feature of human centred design as gaming, providing instant feedback and progress to a customer action is vital to keeping them engaged.

This is as applicable to a button click as it is to completion of a task. When combined with progress tracking*, this helps engender a sense of control and purpose over activities, thus increasing their perceived value and likelihood to complete.

In terms of the science, humans have an intrinsic desire to finish tasks once begun, driven by dopamine and the reward pathway. The internal tension unfinished tasks create in our minds is called the "Zeigarnik effect".

Progress endows feelings of *competence*, one of three pillars Self Determination Theory tells us is required for intrinsic motivation to complete tasks.

Instant feedback, and a view of progress made, reinforces this drive and helps to negate task abandonment.

progress tracking is a fine balance, research[1] shows how progress is communicated can impact different tasks.

(1) https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2910434/
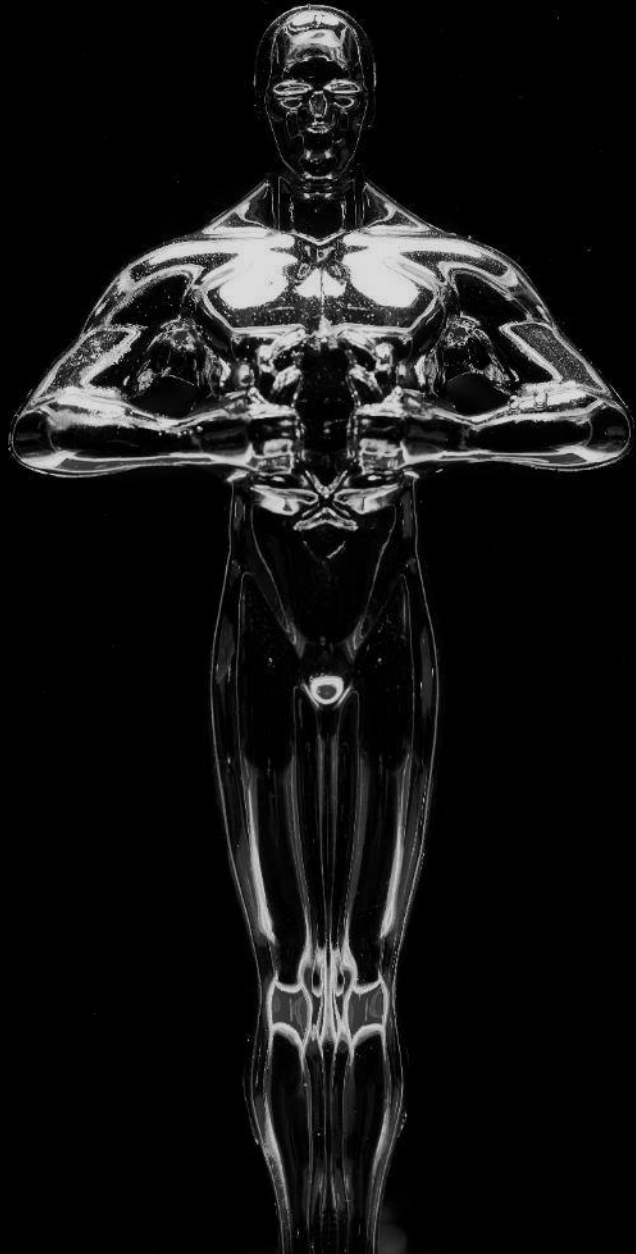
EFFORT & REWARD LOOPS

These are the cycles of activity that tie people into regular interaction.

Balance here is essential, the aim is to create both equitable value exchanges *and* the perception of greater value for greater effort. Getting it right requires a combination of factors from disciplines such as human centred design, insight, and proposition development.

From a neuroscience perspective, we are focusing on the mesolimbic pathway and dopamine, the neurotransmitter which controls goal setting and desire.

From a psychological perspective, as well as the desire to finish tasks, we can call on the endowed progress effect – once the player or customer has banked progress (or had progress artificially banked for them) they are less likely to give up on a given goal.

This is, in essence, Operant Conditioning as described by the father of behaviouralism, B.F. Skinner.

Clever designers can embed social elements to capitalise on Social Learning; expanding on operant conditioning by exposing players to the rewards and achievements of their peers as a source of motivation.

AUTONOMY & CHOICE ARCHITECTURE

The next of the three pillars of the Self Determination Theory, *autonomy* and genuine choice, even if the broader impacts of that choice are fairly mundane (e.g. how does my character look), is a key factor in motivating users.

Whilst these choices themselves must be more than illusory, we can use choice architecture to present them within a certain context or framework. This allows for customers to experience freedom and agency (i.e., control), whilst also providing subtle, yet potentially potent, incentivisation toward the outcomes which will also benefit the business.

From a psychological perspective, choice architecture is about exploiting the heuristics and biases we use to parse information and understand different options available to us, including default bias, primacy effect, and social proof.
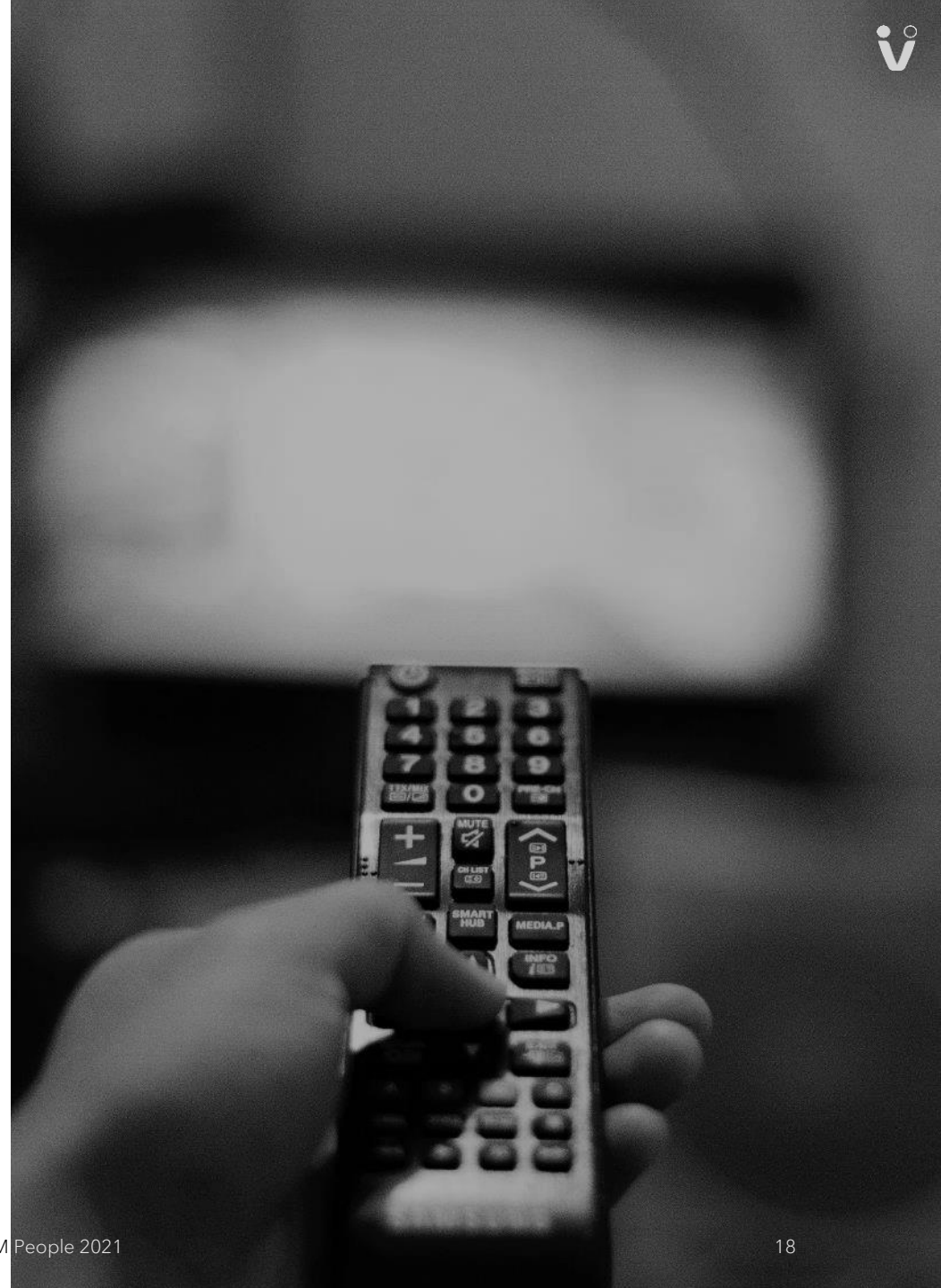
SOCIALISATION

The rise of social media has familiarised the vast majority of people with the concepts of status, sharing, competition, and collaboration in a digital context.

Encouraging sharing, boasting, and competition greatly increases the likelihood and duration of engagement, as well as providing secondary benefits such as reach and amplification across online channels.

Online gaming is an enormous industry extending the play-life of games from months to years, with championship finals of videogames such as *League of Legends* drawing significantly more viewers than the live-action NBA, MLB, and RFU* championship games.

Looking at the neuroscience, our old friend dopamine is involved in the desire for social engagement, but is this time accompanied by serotonin which is impacted by perceived social status and the respect of others.

From a psychological perspective, *relatedness* is the last of the three pillars of Self Determination Theory; the feeling of meaningful connection with others – whether through shared experience or recognition of individual achievement.

National Basketball Association, Major League Baseball, Rugby Football Union

CURIOSITY & SECRETS

Who doesn't love an easter egg? The best ones can set social media abuzz, likewise some games have whole communities dedicated to uncovering their secrets.

Whether it's a secret badge as part of a loyalty scheme or challenge, a personalised and/or time limited offer, or something grander – acknowledging and rewarding customers for their curiosity creates a positive experience, engenders goodwill, and when blended with socialisation, can help to generate reach and excitement.

Our brains are wired to recognise patterns, an evolutionary survival trait to help with everything from securing food and avoiding predators, and so we feel delight when experiencing an unexpected positive outcome, where no pattern (and therefore expectation) exists.

Those little moments of surprise can also be used to incentivise impulse purchases in the moment.

CONSEQUENCES

Whilst it may seem counterintuitive, on first glance, to implement mechanisms which could result in the negative experience of failure, the introduction of mild peril (such as limited attempts or time pressure) can greatly heighten a given experience when used correctly.

Overcoming a challenge, rather than merely claiming a reward creates a stronger, more positive, emotional response within the player. The perception of having "earned the reward" can also increase its perceived value.

Furthermore, the experience is likely to be more memorable, with players who overcome the challenge feeling slightly more joy at having done so, and those who didn't driven to try again next time to best the challenge.

QUESTS & BOSS BATTLES

Building on basic progress, the setting of an end-goal through a set of challenges or steps can create a narrative for otherwise standalone activities.

Breaking large goals down into more achievable steps will, when reinforced with visual progression marking and positive encouragement for each step completed, help negate abandonment and generate a sense of investment.

Likewise, allowing players to go for greater rewards with a larger final challenge ("boss battle") can inject more excitement into the experience.

An example of this could be inviting customers who engaged with a quiz or game and scored over a certain threshold to face off against each other for a grand prize.

REWARDS

Rewards can take a huge breadth of styles and weightings to support and incentivise different tasks.

Whilst the perceived value of rewards is important in terms of their ability to incentivise activity, the schedule on which rewards are delivered can be an extremely powerful tool for driving engagement.

It should go without saying that customers need to value the rewards as equal to, or greater than, the amount of effort required to obtain them.

Dopamine serves not to reward us, but to induce desire, and this can be amped up, as shown by B.F. Skinner's "Skinner Boxes", by moving from a fixed to a variable schedule for rewards.

In the gaming world, the most obvious example is *grinding*, where players repeat tasks in order to obtain in-game items which often have a very small chance of appearing.

Another great example is social media, when a user posts, the amount and sentiment of engagement is unknown. Our inability to recognise patterns to accurately predict an outcome causes an increase in excitement and desire.

A great customer engagement strategy should be like a great game:

Weaving gamification elements together into a thrilling experience, with defined goals, utility, ease of use, natural flow and play-like feeling.

BENEFITS

Interest
Creating a point of reference for what is a reasonable goal manages our expectations and means we are more likely to try achieving it.

Involvement
When we see that others are achieving the goal, we are more likely to believe we can also achieve it.

Advocacy
When we see the tangible benefits of achievement, we are more likely to encourage others to participate.

Repeat interactions
When we enjoy achieving something, we are more likely to want to continue pursuing similar achievements.

47% Increase in engagement*
22% Increase in brand loyalty*
15% Increase in brand awareness*

Revenue
When we are encouraged to step outside our zone, we discover more or new products, features and opportunities to enjoy, as well as repeat purchase.

Engagement
More frequent interactions with the brand and products helps cement the relationship and reveal more about our interests and behaviours.

Loyalty
With clear, defined goals and visible progress we are more likely to commit to achieving it and stay for longer.

LEARNING OPPORTUNITY

Consumers are becoming increasingly aware of how, and by whom, their data is collected, whilst at the same time more expectant of a personalised experience.

Developing rich, targeted customer insight is vital for those organisations wanting to serve customers meaningful content and offers, but to do so requires the acquisition of relevant and, sometimes, hard to access data.

Gamification presents a significant opportunity to tailor data capture in a transparent and equitable way. Rich, "zero party" data* can be captured explicitly from sources such as quizzes, surveys, tasks and social activities, as well as implicitly from the participants interaction with the game elements, such as what they click, what they play, and how often they play.

This increased understanding of participant customers can unlock significant opportunities to improve both customer experience and commercial performance. This actionable insight is a continual, evolutionary process of learning and refining, ultimately to a segment of one.

any data that a customer proactively and deliberately shares

USE CASE IDEAS

ACQUISITION

Increase awareness of your products and services by offering entry into a game or quiz designed to educate and reward customers with time limited or personalised offers.

ONBOARDING

Help new users familiarise with your company, products and services by guiding them through the initial steps (e.g. completing contact details and profile) by visualising and incentivising progress.

USAGE STIMULATION

Encourage users to increase their spend by offering rewards that escalate based on frequency and value of purchase within a time limit.

CROSS-SELL

Introduce different product lines and partner opportunities to users through rewards such as free upgrades, add-ons and trials.

REFERRALS

Incentivise users to introduce new users to your products and services by offering rewards for each new sign up and/or purchase.

EDUCATION & TRAINING

Encourage users to learn about specific topics, products or services through, e.g., videos, quizzes and website visits that gain them badges and rewards for completion.

RETENTION

Encourage users to stay active by offering rewards for completing defined tasks to, e.g., view & share content, complete surveys, explore the website and visit physical locations.

GEO-TARGETING

Target users based on their location through rewards that are linked to a venue and triggered by completion of tasks, such as a scavenger hunt.

MARKET RESEARCH

Incentivise consumers and users to provide market research responses by offering a reward for completing a survey.

DATA MINING

Every interaction creates implicit or explicit data about the user's interests, preferences, attitudes and intentions, opening up a wealth of actionable insight.

GAME SCIENCE

1 ESTABLISH DESIRE
Articulate not just the end reward, but the journey required to achieve it and ensure the goals feel within reach. Make sure it's a memorable experience, not just a game.

2 PROVIDE A CHALLENGE
This must be commensurate with the value of the reward, to make it feel like they've earned it rather than just being given it. Make it easy to play, but harder to master so that players have a sense of achievement.

3 GIVE INSTANT FEEDBACK
Show the player that they are doing the right thing and encourage them.

4 REINFORCE PROGRESS
Visualise progress and achievement continuously through mechanisms such as scores, badges, or trophies.

5 ENCOURAGE AND SURPRISE THEM
Reward the players just for turning up, and then unexpectedly delight them throughout the journey. Don't try too hard to sell, it should be fun, first.

6 SHARE THE EXPERIENCE
Recognise the player's efforts in the bigger picture through friendly competition, leader boards and social sharing.

LOYALTY & ADVOCATES

Most loyalty schemes seem to be little more than earn and burn. But, just earning points can feel somewhat aimless…and easily forgotten when loyalty programme tiers are designed for the average member and offer the same benefits to everyone, irrespective of personal relevance.

Fans don't need much incentive to buy the product; others seek more value and wait for incentives; some can't or won't buy more product irrespective of incentive. The trick, therefore, is to create an engagement strategy that plays to each of these segments and offers real value exchange.

The biggest impact of gamification is incentivising customers to keep coming back.

In addition to points for purchase, providing customers with a purpose, sense of achievement and friendly competition whilst having fun provides tangible retention benefits.

Gamification is great at driving participation in loyalty programs because it encourages customers to perform tasks by appealing to their competitive nature. Gamification is also great at driving the right behaviour as long as the rewards are relevant and appropriate for the effort.

In essence, customers are more likely to do things if they are having fun, but to be really effective gamification must be a seamless part of the user experience.

HOW TO
START

9. ASSEMBLE THE TASK FORCE

A physical or virtual team that is focused on delivering, which might be internal staff, or your managers supplemented by 3rd-party expertise and experience like The CVM People.

REVIEW PERFORMANCE

A regular cycle of test, learn and refine to ensure the strategy, mechanics and processes are all operating as intended, and where there is opportunity to improve.

10. SET THE OBJECTIVES

The goals that should be focused on when designing a gamification strategy. Ask yourself, what do I want to achieve, and why? For example, increase conversion, reduce service calls , improve employee productivity, or reduce churn.

8. KNOW YOUR AUDIENCE

Fully understand your target audience, be it internal or external customers. What interests them? Which game types would appeal?

6. SET REWARDS

The 'prizes' that are awarded for exhibiting the desired behaviours, be it of monetary value, exclusive access, recognition etc. The value of the reward should be commensurate with the effort to achieve it.

7. MAP BEHAVIOURS

The actions that will ultimately achieve the objective and form the key drivers of the gamification strategy. Ask yourself, what would directly contribute to the overall objective? For example, completing a task, providing feedback.

0. LAUNCH

This is it – time to go big and turn on your strategy for real.

5. SELECT GAME MECHANICS

These are the game elements that will help drive the behaviours, be it tasks, challenges, quests, scores, competitions, rewards etc. Different mechanics will evoke different behaviours and experiences.

2. DEVELOP THE CAPABILITY

This is the technical, operational and cultural development, integration and testing process to introduce the gamification strategy to both the business and customers. Technology might be in-house or from specialist vendors.

1. CHECK BUSINESS READINESS

The business needs to ensure everything is in place, including success tracking, communications and risk mitigation, to ensure a smooth go-live and ongoing operation.

4. DESIGN THE CUSTOMER JOURNEY

The holistic customer experience that includes the selected mechanics to drive the relevant behaviours at the appropriate time in the process. This should encompass the full set of customer needs, including awareness, education, guidance, encouragement, connection, collaboration, competition etc

3. REVIEW AUDIENCE REACTION

This is when you make sure that the design will produce something that is fun! Do your customers find it enjoyable? Best ask some of them before you commit…

GAME MECHANICS

Earn points, scores and see leader boards

Perform tasks, quests and missions

Gain badges and level-up

Award and redeem rewards (e.g. points, cash, coupons, discounts, prizes)

Access/unlock rewards (e.g. badges, levels, features, opportunities)

Complete quizzes, questionnaires, surveys

Customise your avatar

Compete and collaborate with friends and other players

Play a game (e.g. spin-to-win, scavenger hunt, dice-roll, scratch-card, collect-to-win, match, bingo)

Enter competitions (e.g. high scores, prize draw)

Use social media (e.g. follow, like)

Share (e.g. link, photo, scores, badges, referrals)

Visit physical location (e.g. QR code, GPS)

Visit website (e.g. page, product, service)

Make purchase (e.g. first, repeat, type, value)

Give input and feedback (e.g. ratings, slogans)

TYPICAL

TECHNOLOGY FEATURES

- Visual storyboarding to map out campaigns, the customer journey, the gaming elements, events, rules and communications

- Selecting and configuring game mechanics, events, rules and communications to meet objectives

- Triggering actions by date, time, activity, inactivity, game/quiz results, rules etc (e.g. communications, progression)

- Defining rewards (e.g. badge, access, coupon) and/or attempts (e.g. extra dice throws, spins, entries), and when they are given

- Enabling any and all user, customer, behavioural and interaction data to be used in game mechanics, rules, communications etc

- Supporting multi-channel (e.g. web, mobile app, email, digital portals, SMS, social media, kiosks, mail, point-of-sale)

- Ensuring real-time, automated campaign execution, performance tracking, monitoring and optimisation

- Integrating with existing data sources, 3rd party systems, loyalty management systems, cloud-based services, analytics and reporting capabilities, interaction management systems, CDP etc

SHOULD YOU
BUILD or BUY?

The age-old question – is it better and/or cheaper to develop your own unique implementation of the gaming mechanics that are designed exclusively for your business, or to just go and buy it ready made?

We think this comes down to how easy the required game mechanics are to develop with your in-house resources, and the level of change anticipated from adjustments, tests and segment variation.

So, simple mechanics might be easier and cheaper to develop in-house with existing technologies, but IT change requests may limit the number of updates you can do to keep up with business demands. Conversely, buying specialist technology off-the-shelf will make parts of the gamification strategy easy to manage ongoing, but will still require initial integration and is likely to cost more in the short-term.

A large number of vendors have incorporated gamification into their technology in some way, either as extensions to existing digital platforms, integrated with loyalty engines, or as specialists focused almost exclusively on gamification.

EXAMPLES

There are many great examples of gamification being used in commerce to improve customer engagement through more fun experiences.

Many organisations stick to simple games, such as spin-to-win, with reasonable results. However, in our experience, it's the companies that have fully integrated game science into their customer interactions that have seen the greatest improvement in engagement, loyalty and brand awareness.

In some cases we don't even realise we're gaming – take Facebook, for example, where you post something and get a psychological 'like' reward from your friends with a thumbs-up. This gives you the incentive to do it again…with the real winner being Facebook, through increased interactions.

Similarly with Codecademy (e-learning) and Peloton (fitness), for example, we are compelled to continue trying to beat our personal best and level-up. These companies have realised that we are naturally competitive and always want to improve ourselves so, showing our progress and stats over time is a simple, yet effective way to tap into this behaviour.

A great example of appealing to freedom and adventure is AXA's Great Adventure – which saw prospective graduates embark on a Google Maps treasure hunt and general knowledge quiz for the chance to win internships and a year travelling around the world.

In the following pages we've included some examples, from the ubiquitous spin-to-win, through traditional board-games and to more innovative applications in learning.

MCDONALDS

COLLECT TO WIN

The perennial favourite since the late 1980s.

It brings in consumers from rivals and incentivises customers to purchase more items and get more chances to collect 'badges' that can win you big prizes or instant win items off the menu.

It merely uses the well-known board game as a familiar game world – dice-rolling, property buying and selling, and cash have been replaced by product purchases, entering a code, collecting badges and winning prizes.

This high street restaurant chain uses a simple, interactive board game to reward customers with instant wins whilst they wait at their table.

You roll the dice and move your token around the board. Prizes include additional throws of the dice, food and other goodies.

EVERUP

SAVINGS MADE FUN
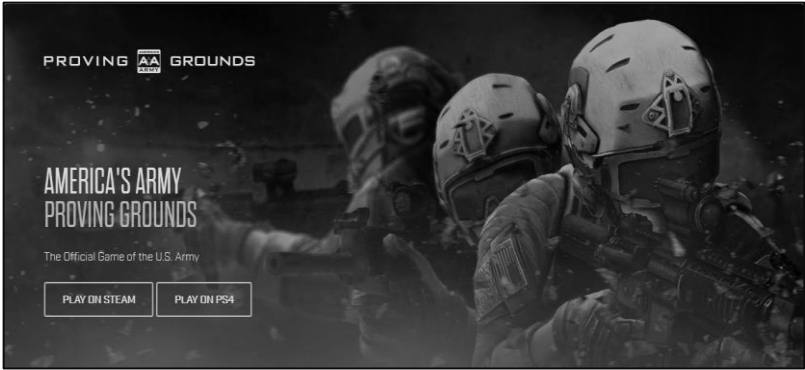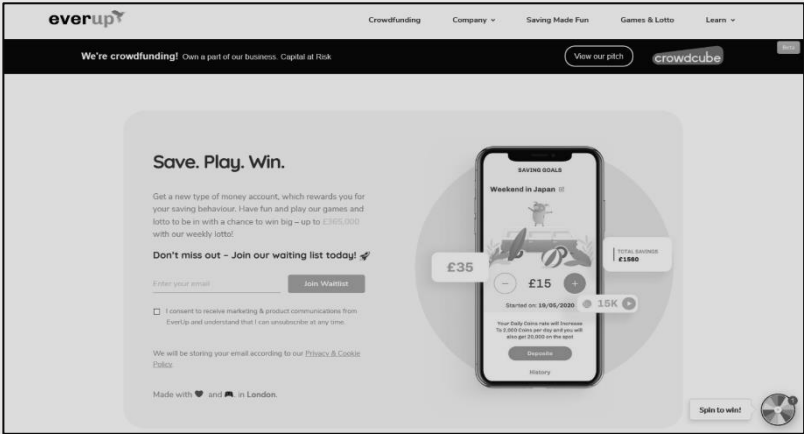
This fintech start-up takes a novel approach to savings management by blending gamification elements such as chance-based games, progress, and goal tracking.

Users are incentivised to save by earning credits to enter play-to-win games each time they deposit money.

US ARMY

RECRUITMENT

This defence institution uses well-crafted training games across PC's, consoles, and mobile devices to get more people interested in joining the US armed forces.

America's Army Proving Grounds is a first-person shooter designed to simulate the experience of different US military professions, blended with training videos.

NIKE+ RUN CLUB

FITNESS GOALS
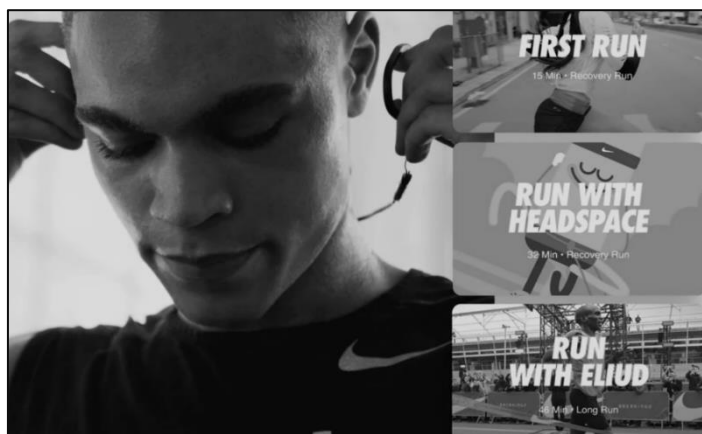
Nike+ products and services extend the Nike experience beyond mere purchase. The Nike+ Run Club app offers all runners the opportunity to join a community of like-minded people.

You can track your efforts and follow a personalised training program adapted to your level and objectives, then share run statistics on social networks, participate in challenges and win badges and trophies.

This creates a competitive environment designed to not only retain customers, but also to improve and disseminate Nike's image to the sports community.

SALESFORCE

TRAINING & EDUCATION
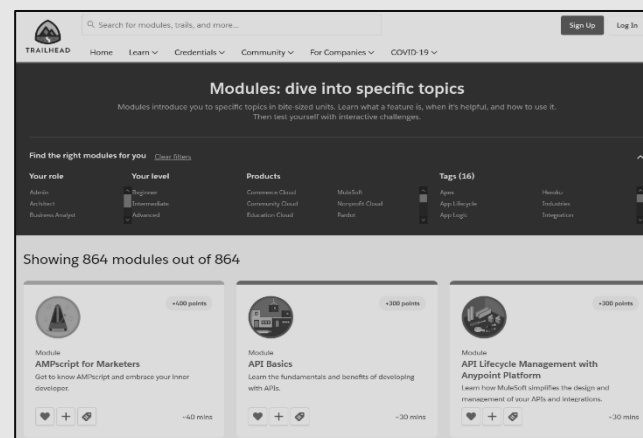
This CRM software vendor helps its staff, partners and customers learn about its products, services, market and many other relevant topics through game mechanics such as points, scoreboards, badges and certifications.

Users are encouraged to learn because they can see and share their progress through points and badges. If you don't know exactly where to start then it presents a series of questions to get a quick understanding of your motivations and current skills, which leads it to recommend an appropriate course.

Once you start learning, a dashboard tracks your progress, showing you the points and badges you've earned. This approach puts the user in control at all times so, they can control when and where they learn, and at what pace.

LOYALTY PROGRAMME

FITNESS BANKING

This airline created a Passport Challenge, which incentivised loyalty programme members to complete specific tasks through the mobile app to gain extra air-miles and 'passport stamps' (badges).

The challenges ranged from trivia, sharing content and for completing specific trips and routes by air.

To increase the number of deposits this bank rewarded customers' active lifestyles with higher savings rates. To achieve these rates, customers had to open a special fitness account with the bank's mobile app, sync the app to compatible fitness devices and achieve daily goals expressed in a number of steps.

For example, 12,000 steps per day would earn customers 2% interest on their savings, helping them get both physically and financially fit.

SAVING FOR COLLEGE

TRADING CARDS
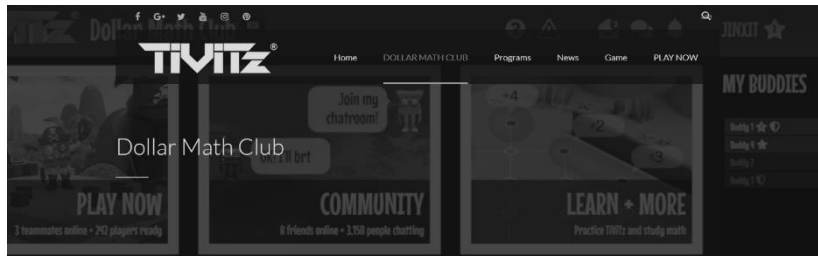
TiViTz introduced a number of gamified apps to help children save for their education. The College $avings Game-a-thon is a market-disruptive tool that complements existing financial savings accounts and enables students to solicit pledges online from friends and family for playing TiViTz games.

The Dollar Math Club is a youth membership eSports club, where children can earn currency and win prizes when they challenge opponents from around the world, play in tournaments (PVP or Battle Royale), create and join competitive teams, or participate through the TiViTz games and activities.

Valve's Steam gaming platform blends game distribution and socialising for PC users. The platform uses a number of gamified elements, such as XP, levelling, badges, and socialisation to increase engagement.

One such element is trading cards. When a player purchases and plays a participating game, they have the opportunity to collect cards to form a game specific set. Each player can only collect 50% of the total cards per game and is therefore required to engage with the wider community to barter and trade in order to complete each set.

Rewards for completing a set include XP points, new badges, and discount coupons for new products.

cvmpeople
from transformation to operation

3radical

CVM People provide consulting and resourcing expertise to deliver positive change across customer strategy, data and analytics, and interaction management.

We help brands create the case for gamification, define the right strategy and approach, select the best team and technologies, and ensure the expected benefits are realised.

We've worked in some of the world's foremost customer-focused brands across many sectors, including Telco, Financial Services, Retail, Media, Travel. For example, Virgin Media, Santander, Experian, Travelopia, Vodafone, The AA, Camelot, LGU+, and Centrica.

Whilst we are technology agnostic, we do form partnerships with vendors that offer exceptional capabilities and deliver tangible results, like Adobe, SAS, HCL Unica, IBM, and Exponea.

In the gamification space, we're proud to partner with 3radical.com because we think their *Voco audience engagement platform* is by far the best technology we've come across. Its focus on value exchange, extensive and flexible game and reward mechanics, visual storyboard interface, and flexible data connectors are great, and we really like its real-time, multi-channel integration for engagement, communications and feedback, and the great results that users have experienced.

3radical is passionate about audience engagement. Users of their Voco platform have seen some impressive results, e.g.:

A **Pet Food Brand** saw >30% CTO rate for a festive advent calendar game, that also filled in pet types, names and ages for a large proportion of their unknown email subscribers

This **Restaurant and Pub Chain** integrated a football-themed bingo game with into their loyalty card app and in just two weeks it significantly outperformed their usual incentives to drive acquisition, frequency of visit and spend per visit.

A **Banking Group** introduced gamified push notifications into their mobile app that were location-triggered and alerted users to exclusive, personalised offers as a reward just for being a customer, which resulted in 80% app engagement per month.

A **Restaurant Group** hit 80% of their annual acquisition target in just 6 weeks when they introduced a range of online games.

This **Global bank** ran an employee awareness campaign for their digital transformation programme and saw 88% training completion rates and a 77 point increase in employee confidence.

An **Online Gaming Brand** saw a 30% increase in player engagement volumes when they introduced an online board game where players collect tokens to unlock prizes and other rewards.

GLOSSARY

BOSS or BOSS LEVEL – the end level of a game where all elements come together to create the hardest challenge yet.

CHOICE ARCHITECTURE – the framing of available options in such a way as to incentivise the selection of those which would be beneficial to the choice giver.

CUSTOMER ENGAGEMENT – the art of creating and maintaining a positive emotional connection with a customer.

CUSTOMER INTERACTION – any implied or explicit exchange of information directly with a customer, such as a communication, transaction, or service.

DEFAULT BIAS – the tendency for decision makers to go with a pre-selected option when confronted with a choice they are not deeply invested in.

EASTER EGG – an unexpected or undocumented feature that was purposefully included as a reward or joke. It's also a chocolate egg eaten around Easter.

ENDOWED PROGRESS EFFECT – described by Nunez & Dreze, players are more likely to complete a task where they are gifted artificial progress toward completion.

GAME MECHANICS – the individual gamification elements, such as story, scoring, competition, rules, challenges and rewards.

GAME SCIENCE - the broader, psychological aspects of gaming and decision-making.

GAME THEORY - the mathematical study of strategic interaction models among rational decision-makers.

GAMIFICATION - the application of game playing elements to other areas of social interaction such as encouraging engagement with a product or service.

OPERANT CONDITIONING – B.F. Skinner's method for learning and behaviour modification, where tasks have positive and negative reinforcement based on successful or unsuccessful completion.

PRIMACY EFFECT – the tendency for people to better remember information presented at the beginning of a list over that which is presented toward its end.

ROLE-PLAYING – a genre of gaming where players adopt the role of a character in a fictional setting. E.g. Dungeons & Dragons.

SELF DETERMINATION THEORY - a theory of motivation founded on our innate need for autonomy, competence, and relatedness developed by Deci & Ryan.

SKINNER BOX – a closed environment for operant conditioning developed by behaviourist, B.F. Skinner.

SOCIAL LEARNING THEORY – a theory, developed with input of multiple psychologists, of learning as the product of subjective experience within a social context.

SOCIAL PROOF – the tendency for people to copy the actions of others around them, can be applied both positively and negatively.

STORYBOARDING – visual organisation tool that consists of illustrations or images displayed in a sequence that represents the flow of a story or process.

UTILITY – where something is useful, profitable, or beneficial.

VIDEOGAMES – a type of game played using an electronic device involving interaction through user interface and viewed through a video display device. E.g. Pac-man

ZEIGARNIK EFFECT – named after Soviet psychologist, Bluma Zeigarnik, it explains the psychic tension (and, therefore, our ability to remember and focus on) created by a task for which we have accepted responsibility but are yet to complete

ZELDA – the name of a character in the video game series *The Legend of Zelda*, a high fantasy action-adventure video game franchise published by Nintendo.

GAME OVER

CONTINUE PLAY?

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