

Employee Gamification

Learning Objective

- What is gamification?
- Why companies use gamification?
- How can gamification help in recruitment and selection?
- What is employee engagement?
- Use of gamification in employee engagement.

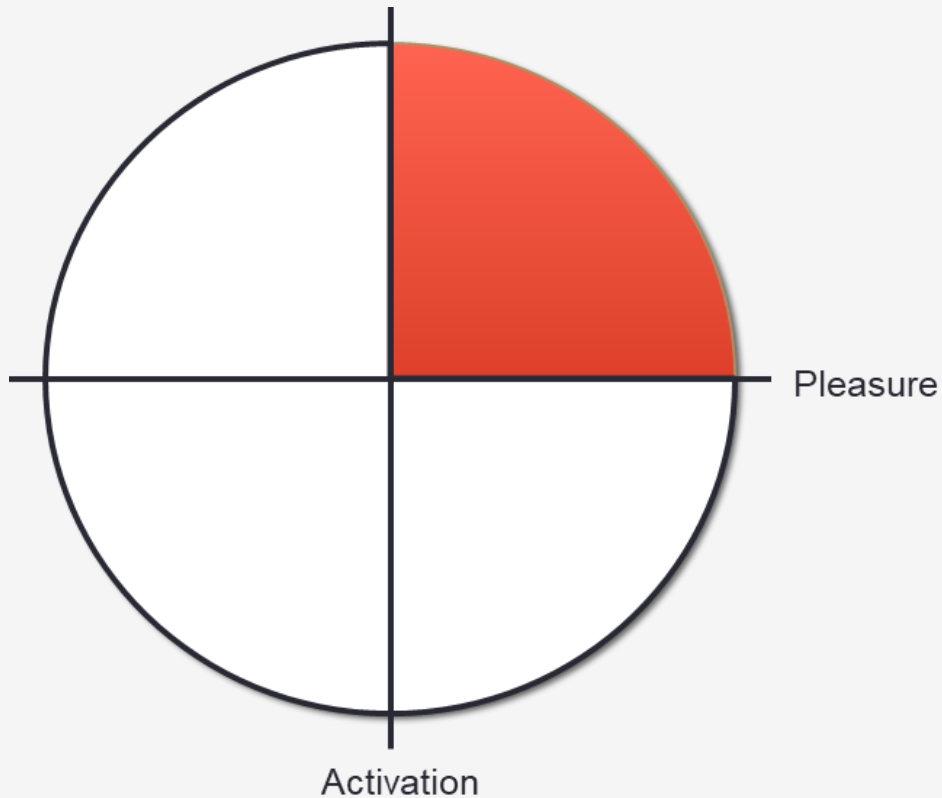
Employee Engagement

- An engaged employee as one who is satisfied, committed, involved, and enjoys a feeling of empowerment at workplace.
- Health Surveys at Workplace
 - 71% of the working population is actively thinking about changing jobs
 - Mental Health America and The Faas Foundation (2017)
 - India is leading the list of most stressed population in the world with workplace stress as one of the primary cited reasons
 - Cigna 360° Well-Being Survey (2018)

Benefits of Employee Engagement

- Decreased turnover
- Top talent retention
- Less sick leaves
- Recovery from work related stress and bad mood spells
- Proactive
- Less prone accidents
- Better work attitude and improved performance
- Increased employee Loyalty
- Less likely to face burnout
- Organisational citizenship behaviour

Using Enjoyment to address Engagement



- The engaged block is where the activation and pleasure elements are maximized to provide an excited and happy employee.
- Enjoyment forms an important part in successfully engaging an employee.
- Gamification can induce the element of enjoyment necessary by means of the game mechanics and dynamics it employs.

Other Employee Engagement strategies

- Direct benefits such as high salary, periodical bonuses, holiday gifts, earned vacations, and health insurances
- Team building activities
- Social engagement
- Corporate social responsibility (CSR)
- Corporate wellness programs, skill training, feedback sessions, work from home initiatives

ICT interventions for work engagement

- ICT-driven work engagement interventions – classified on three levels of effect:
 - Hedonic: ICT-driven WEI used to induce positive and pleasant experiences;
 - Gamification
 - Eudaimonic: ICT-driven WEI used to support individuals in reaching engaging and self-actualizing experiences;
 - focus on the well-being and mental wellness of employees.
 - Social/Interpersonal: ICT-driven WEI used to support and improve the connectedness between individuals, groups, and organizations.
 - focus on facilitate connectedness between employees on individual, team, as well as organizational level.

Gamification

- Identify
- Conceptualise
- Integrate

GAMIFICATION CONCEPT

CHALLENGE



REWARD



COMPETITION



USER ENGAGEMENT



Non-game Environment



LEARNING



SKILL



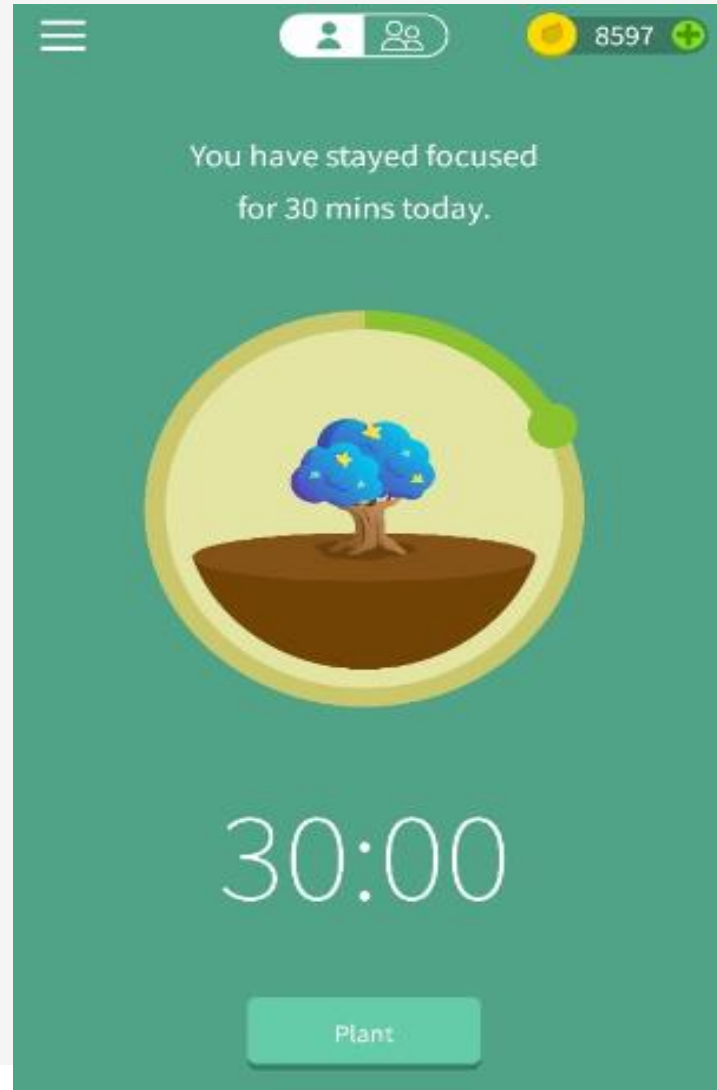
ACHIEVEMENT

Gamification

Use of game design elements in non-game contexts

- *Creating more game-like experiences in non game contexts*
- *Reverse-engineering what makes games successful and grab it into business environment*
- *The use of game mechanics and experience design to digitally engage and motivate people to achieve their goals*
- *Gamification is using game-based mechanics, aesthetics and game thinking to engage people, motivate action, promote learning, and solve problems*

Example: Forest App





Achievements



Novice Planter

Total focused time reaches 4 hours (4/4)



Apprentice Planter

Total focused time reaches 3 days (3/3)



Adept Planter

Total focused time reaches 7 days (7/7)



Expert Planter

Total focused time reaches 15 days (15/15)



Green Thumb

Total focused time reaches 30 days (19/30)



3 Days in a Row

Plant healthy trees 3 days in a row (3/3)



7 Days in a Row

Plant healthy trees 7 days in a row (7/7)

Friends

Global

Time left in this round

6 days 15 hours 34 mins



chimmy

14

0

495 mins



Forest: 班車學習小隊 723919497

18

0

490 mins



夏木兮

11

1

481 mins



巴芮斯特的猫 民法冲呀

16

0

480 mins



爱飞的猫

16

0

480 mins



nakashima291

16

0

480 mins

Real Forest



Stay focused and plant real trees on the earth

480386

by everyone

Trees for the future



Trees for the Future is improving the livelihoods of impoverished farmers by revitalizing degraded lands. Since 1989, with our experience in planting over 127 million trees all over the world, we have demonstrated the transformative power of trees in helping people break out of the poverty trap while also addressing the global environment. Today, our work in East and West

Plant a real tree

This will cost you 2500

Plant

Gamified Systems

- Traditional Systems:
 - Utilitarian
 - Hedonic
- Gamification – combination of both
 - Productivity through fun

GAMIFICATION GOALS

- Increase engagement
- Increase awareness
- Boost adoption
- Develop creativity
- Ease the fixing process
- Talent Acquisition
- Improve skills
- Increase persuasion
- Promote collaboration
- Improve training

Components of Gamification

- Elements - the “specific forms that mechanics or dynamics can take”
- Mechanics - “the basic processes that drive the action forward and generate player engagement”
- Dynamics - “the big picture aspects of the gamified system”

Elements

- To gamify an environment, components are used which have been derived from gamed or relate concepts and called game elements.
- The game elements form the basic form the gamification concepts take and are used as the means of gamifying an environment

Game Mechanics

- Game mechanics is defined as the mechanisms that emerge out of using game elements.
- These include rules, regulations, and game features that are present in the gamified environment.
- The mechanics overall drives the gamification process and engages the user through game elements.

Game Dynamics

- Game dynamics are the reactions that emerge as a response of the implemented game mechanics.
- They are desires and the source of motivations that lead to the response emotion.
- Examples of dynamics – status, self-expression, competition, cooperation, altruism

Beeblock: Applebee's use of Gamification to engage employees

- RMH Franchise Corp. was founded in 2012 with a business plan to acquire and operate Applebee's Neighborhood Grill & Bar restaurants.
- RMH faced high employee turnover. Attrition costs are high in the restaurant industry, as team members that work well together and employees that are trained according to franchise and corporate standards cannot be replaced quickly and cheaply.
- Retaining staff and preventing constant turnover are the most significant challenges in the restaurant business.
- The franchisee experienced 120 percent annual turnover, and it cost \$400 to \$10,000 to replace individual employees, depending on seniority.
- The average turnover for hourly-employed restaurant workers was 120%!

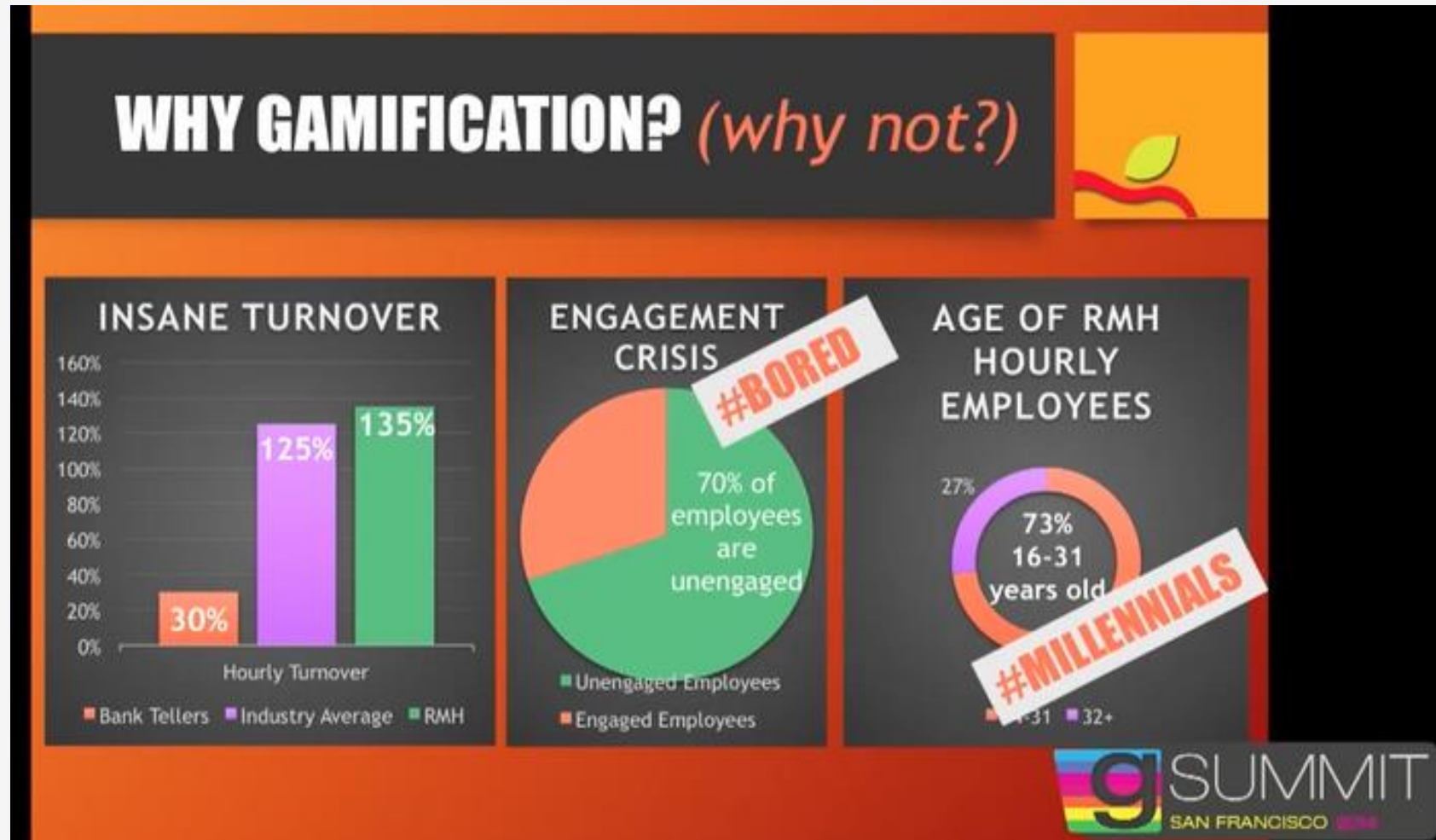
Beeblock: Applebee's use of Gamification to engage employees

- Prior Absence of any sort of modern rewards and recognition program to motivate its largely millennial employee base.
- To reduce turnover, RMH Franchise Corporation, which operates more than 130 Applebee's restaurants, implemented "Bee Block," a gamified website for Applebee's hourly employees.

Motivation

- “We needed a program that allowed us to do that,” says Robin Jenkins, communications and employee engagement manager at RMH Franchise, owner of 173 of Applebee’s roughly 2,000 U.S locations.
- Starting in 2013, Applebee’s implemented a gamification system. The company’s Nitro product aims to help servers and staff sell new and supplemental menu items, as well as learn about workplace rules and safety, and then earn points and win prizes for making progress.
- “It’s not just about money but an opportunity for employees to earn status, more power and motivate them to have short term goals.”

Beeblock: Applebee's use of Gamification to engage employees



Beeblock: Applebee's use of Gamification to engage employees

- What are the game components?
- What type of rewards are available?

What is BEEBLOCK?

- Beeblock website

What is BEEBLOCK?

- When logged in, employees can
 - manage their **profiles**
 - Storyline/Timeline - review their own data
 - Newsfeed – Activity of other employees
 - participate in **challenges/missions** – which are automated and broadcast in real-time via “Bee TVs” placed strategically throughout restaurant workstations.
 - **Tasks** might include selling certain special menu items that Applebees introduces from time to time.
 - Employees can also earn **points** by successfully completing **quizzes** on company rules and best practices.
 - For example, kitchen staff might be asked to determine when is an appropriate time to wash hands during a shift.

What is BEEBLOCK?

- Beeblock TV

What is BEEBLOCK?

- The program motivates its staff through a system of **competition** and **rewards**.
- Employee would log into the system using a smart phone or a tablet.
- The objectives involves fulfilling certain tasks in exchange for **points** and **badges**.
- Employees who rack up enough points can win prizes, ranging from Applebee gear to products such as Xboxes and iPads.
- Voluntary

Dashboard

The screenshot displays the RMH Applebee's dashboard. At the top left is the logo for RMH FRANCHISE CORPORATION and Applebee's. Navigation links include "My Profile", "Restaurant Leaders", "All Restaurants", and "Logout". A banner features the slogan "Our values. Your mission." with a red apple graphic.

The "Your Missions" section is active, showing "Your Bee Block Missions". Two missions are listed:

- Bar Bee 6,000**: "Are your customers in good spirits? They will be!"
Sell 6,000 alcoholic beverages (you already did 1,000, so only 5,000 more to go!)
+150 Points
50% Complete
- POPular 1,000**: "The question that has puzzled philosophers throughout the ages: Is it a soda, a soft-drink, or a pop?"
Sell 1,000 soft drinks (you already did 300, so only 700 more to go!)
+50 Points
75% Complete

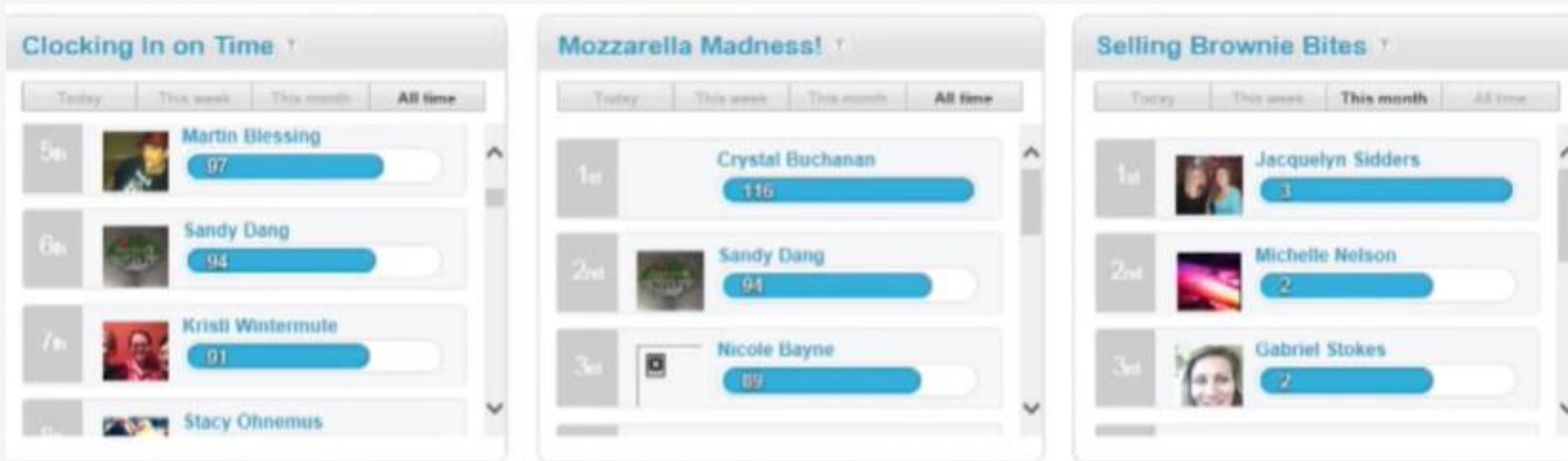
The "Your Recent Activity" section shows a list of achievements:

- Ameer Damanhoury sold a Summer Shandy! (24 hours ago)
- Ameer Damanhoury got the Blondie Bonus! (24 hours ago)
- Ameer Damanhoury got the Blondie Bonus! (24 hours ago)
- Ameer Damanhoury got the Chocolate Lover Bonus! (4 days ago)

At the bottom, there is a section for "Recent Activity at Your Restaurant".

What is BEEBLOCK?

- Online/offline Access
- See Leadeboards – updated every 5 minutes



- Information Dissemination

What is BEEBLOCK?

- Real-time Dashboards - BeeTV



What is BEEBLOCK?

- Collaboration and Competition

The screenshot displays the RMH Applebee's BEEBLOCK dashboard. At the top left is the logo for RMH FRANCHISE CORPORATION and Applebee's. Navigation links include 'My Profile', 'Restaurant Leaders', 'All Restaurants' (highlighted in red), and 'Logout'.

The main content area is divided into two sections:

- TODAY'S TOP RESTAURANTS BY POINTS:** A table listing the top five restaurants by points.
- Most Points - All Restaurants:** A section showing the top two employees by points for the day.

At the bottom, a large banner reads 'GLOBAL PICTURE' in white text on a dark background, with a small Applebee's logo on the right.

	RESTAURANT	Points
1	South Mcallen (Restaurant #35)	261
2	Ada Applebees (Restaurant #42)	257
3	44th & Thomas #508 (Restaurant #122)	253
4	Superstition Spring (Restaurant #145)	171
5	Sierra Vista #605 (Restaurant #144)	171

Most Points - All Restaurants

Today | This week | This month | All time

- 1st **Cassandra Calderon**
105 POINTS
- 2nd **Terri Matthews**
100 POINTS

GLOBAL PICTURE

BEEBLOCK

- Manager Page
- Make a wish – challenges around charity
- By tapping into the motivations of its hourly workforce, Applebee's improved employee engagement, and showed a significant reduction in turnover.

“I just wanted to say that I love the new Bee Block app. It's really an **incentive to do well and also to sell certain things!!!** I feel like when I go to work now it's exciting and we're in a game and not only are we taking care of customers but **we're striving to push those things for extra points** and it really makes it fun!! It just makes things more exciting!”

“I'm really enjoying this new contest - great idea and a **lot of fun!** Thanks for your work in **making this an enjoyable job.**”

Going Beyond Engagement

- Increase check average
- Future Potential – “Its never done”
 - The system could be used to identify potential managers and to encourage servers to improve their customer service ratings.
 - Evaluation and Feedback
 - Tangible rewards
 - Levels connected to employees
 - Guest Surveys
 - Fairer and more exiting rules
 - Social Media elements – User Interactions
 - Like, comment, challenge, collaborate
 - Connect to facebook, twitter

Points for discussion

- Beeblock uses gamification to engage **hourly employees**. How will the system be different if we want to engage **knowledge workers**?

Points for discussion

- Beeblock uses gamification to engage **hourly employees**. How will the system be different if we want to engage **knowledge workers**?
- Investment Justification
- Data sources
- Culture
- Dashboards

Gamification in Recruitment and Related Areas

- Selection and Application Process
- Onboarding
- Training

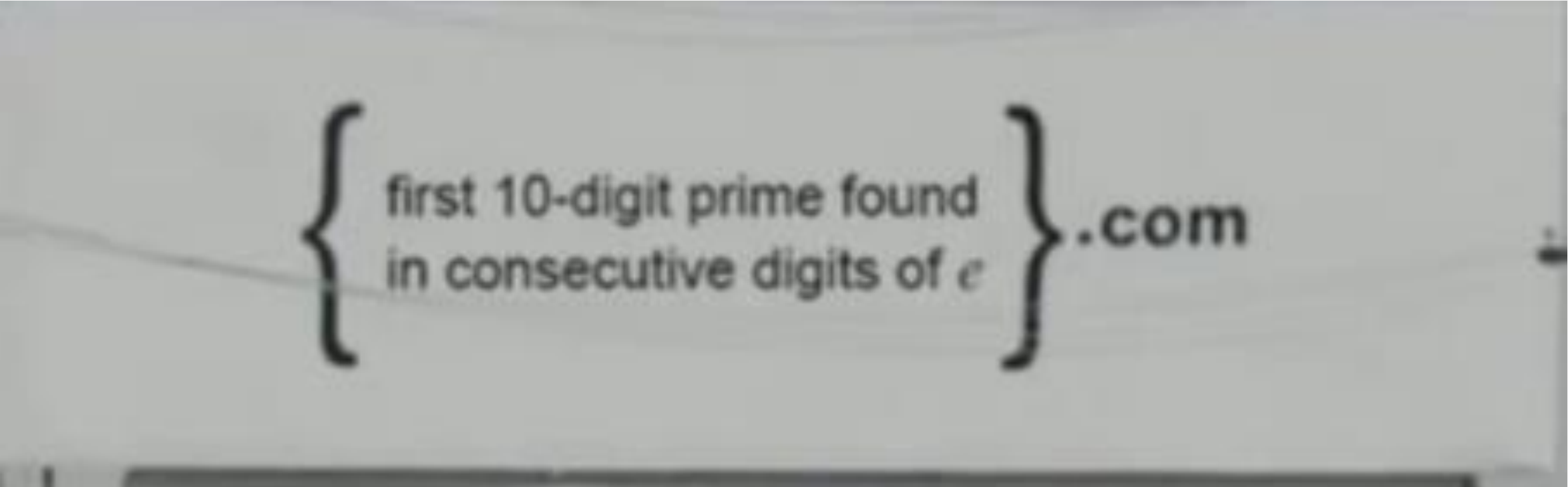
Gamification in Recruitment and Related Areas

Domino's:
Pizza Hero

- <https://youtu.be/QzWEeOoFMfU>
- <https://www.youtube.com/watch?v=ABu5iUM3MSU>

Gamification in Recruitment and Related Areas

- Domino's: Pizza Hero
- Siemens Plantsville
- My Marriott Hotel
- Cryptic puzzles by Whirlpool



{ first 10-digit prime found
in consecutive digits of e } .com

Gamification in Recruitment and Related Areas



Gamification in Recruitment and Related Areas

- **Jeu Facteur Academy by Formapost**
 - Formapost is a French postal service company, which had to struggle a lot with retaining its employees.
 - They launched the game, Jeu Facteur Academy. This game allowed players, who are mostly potential candidates, to “live” 1 week as a newly hired postal carrier.
 - This game included situations such as getting up early, learning postal work and even learning about ethics while on the job.
 - This gamification effort found immense success immediately.
 - The attrition rate went down from 26% to 9%, after the introduction of this game.
 - It also helped with new candidate interviews and the overall hiring process.
 - It was observed that the new hires were better prepared for the job and asked better questions after having played the game.

Types Rewards – Gamified Classification

- Fixed action rewards

Congruence – The art of balancing Rewards characteristics

1. Task Complexity – Reward
2. Time – Reward
3. Skill – Challenge
4. Effort (User) – Value (Designer)

Data

- Impact Analysis
- Performance Evaluation
- Progress Tracking

Books

- Duggan, K., & Shoup, K. (2013). *Business gamification for dummies*. John Wiley & Sons.
- Chou, Y. K. (2019). *Actionable gamification: Beyond points, badges, and leaderboards*. Packt Publishing Ltd.
- Werbach, K., & Hunter, D. (2015). *The gamification toolkit: dynamics, mechanics, and components for the win*. University of Pennsylvania Press.

Examples – Apps

- Duolingo
- Habitica
- Forest
- <https://clevertap.com/blog/best-examples-of-app-gamification/>

Gamification Consulting Firms

- <https://gamifiedlabs.com/>
- <https://gamelayer.co/>