

Gamification Challenges and Solutions

Game Plan

- Who we are and what we do
- Overview of game-based and gamification
- Case studies
- Wrap it up

About Peregrine Performance Group

- 20-year learning industry veterans
- Three-time winners of Brandon Hall Research *Excellence in Learning* Awards
- Internationally recognized leaders in
 - Performance consulting
 - Performance-based training design and development
- Wide and deep network of thought-leaders, practitioners, and production support personnel

Our Clients

Industry

Aerospace

Bio-pharma

Energy

Entertainment

Finance

Food and Bev

High-tech

Higher Ed

Hospitality

Medical Services

Military

Pharmaceutical

Staffing



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Introduction to Games and Gamification

Ready, Set...

Name three countries that start w/ the letter “U.”

Go!

- Uganda
- Ukraine
- United Arab Emirates
- United Kingdom
- United States of America
- Uruguay
- Uzbekistan

Saatchi & Saatchi (2011) Research

Percentage of people who would be interested in working for a company that offered games as a way to increase productivity:

55%

Gamification in Action



Musical Stairs



Zombie
Running Game

Dangerous, Simulated
Forklift Challenges

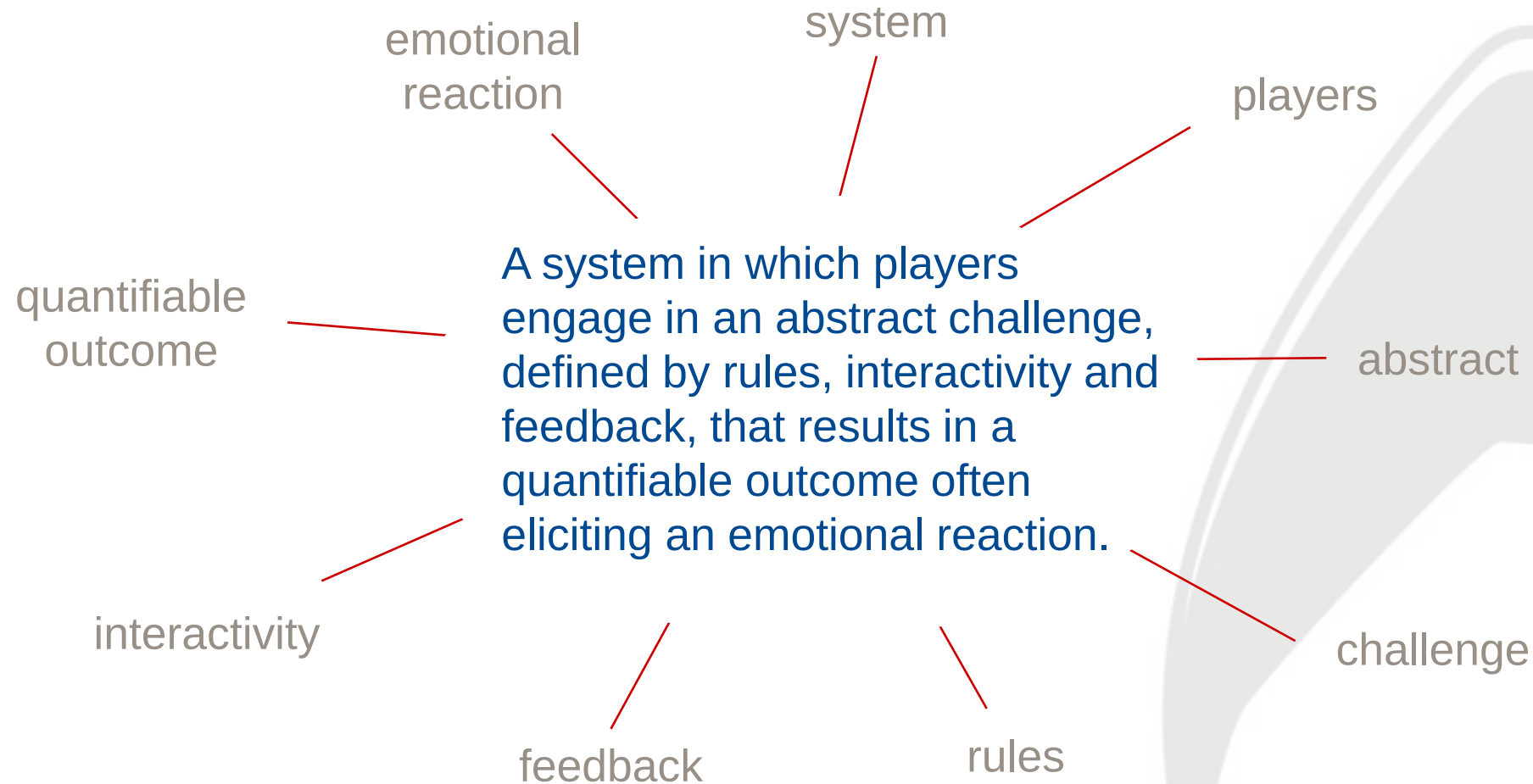


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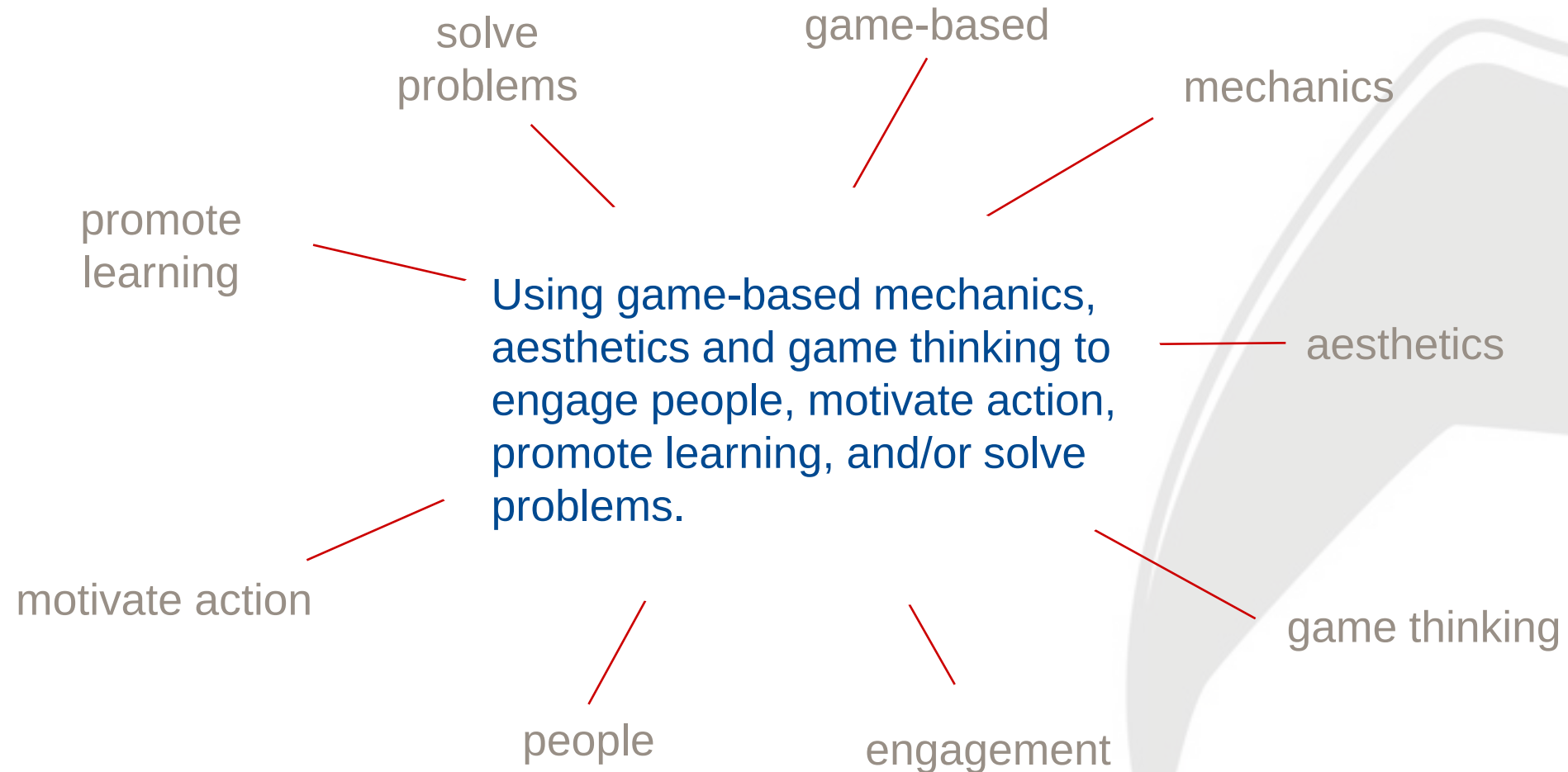
Examples of Games

- Billiards
- Baseball
- Call of Duty
- Chess
- Cricket
- Dungeons and Dragons
- Final Fantasy XIV
- Grand Theft Auto
- Half-Life
- Minecraft
- Monopoly
- Ping-Pong
- Plants versus Zombies
- Scrabble
- Tennis
- The Sims
- Tic-Tac-Toe
- World of Warcraft

What is a Game?



What is Gamification?



Game-based and Gamification

Use of a game

Game-based

Integration of games in the learning process to teach skills, knowledge, and achieve learning objectives.

Commonly used to teach:

- Tradeoffs
- Resource allocation
- Decision-making

Gamification

Use of game elements, mechanics, and thinking to engage, motivate action, promote learning, and solve problems.

Addition of game elements to non-game situation.

Content is often focused on:

- Safety policies
- Product specifications
- Customer service practices
- Onboarding new EEs

[Gamification vs Game-Based eLearning: How To Integrate Them Into Your eLearning Course Design](#), Christopher Pappas

[The Gamification of Learning and Instruction](#), Karl Kapp

Game-based Patterns of Play

- Competition
- Chance
- Simulation or role play
- State of dizziness or disorder

Patterns of play are
often combined

*The Gamification of Learning and
Instruction*, Karl Kapp

Gamification Elements

- Abstractions of Concepts and Reality
- Goals
- Rules
- Time
- Rewards
- Replay or do over
- Levels
- Feedback
- Conflict, competition, cooperation
- Storytelling
- Curve of interest
- Aesthetic

The Gamification of Learning and Instruction, Karl Kapp

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Can I? When Should I?

- Anyone can design game-based learning and gamification.
- When is it worth it?
 - Tasks, skills taught require practice
 - Outputs require higher level cognitive abilities (e.g., application, analysis, or evaluation of content)
 - Consequences of failure are high

[Game-Based Learning: When It's a Worthy Investment](#), Karlea McCoy

Steps for Adding Games or Gamification to a Learning Initiative

1. Play games just for fun.
2. Play *learning* games.
3. Put the instructional design first.
4. Link your learning design to game design.
5. Incorporate scoring and rewards.
6. Create a prototype
7. Play, test, and improve your design (iteratively, incrementally)
8. Finalize the product.
9. Implement the product.

[TD: Game Time](#), Karl M. Kapp,
Sharon Boller

Case Study – SAP Early Talent Game

Meet Sarah



She is...

- **External hire with up to two years post-graduation and nonprofessional experience**

Expecting from the workplace to:

- Facilitate Learning of new knowledge and skills, continuously
- Provide options for fast career advancement

Goal

Attract, Engage, Retain

- Global, scalable end-to-end program for a uniform support of Early Talents
- Accelerate the development of incoming Early Talent hires with a memorable, and impactful experience
- Build a pipeline of future leaders



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Projected Results



It helped - identify what fields the company works in, see how it has helped common people in their day to day life, and showcase various customers.

The interface of the game is really cool and interactive.

I found as I progressed further, that the information was very comprehensive, and there was information and skills that I had not encountered before.

Challenge – What would you do?



Technology

Familiar to the developer

- OR -

One of the company's products
that isn't fully developed

Challenge – What would you do?



Content

How to organize a great deal of diverse content:

- Strategy
- Culture
- Products
- Tools
- Industries
- Soft Skills



Food

- ☐ Introduction: What's the Big Idea?
- ☐ **Discover xxx customers**
- ☐ Describe the role of a mentor and mentee
- ☐ Use Jam
- ☐ Complete Go-Dos
- ☐ Articulate the XXX Story
 - Game: rebus fruit buckle puzzle
 - Message: innovation



Transportation

- ☐ **Discover XXX customers**
- ☐ Explain XXX's Strategy
- ☐ Communicate via Lync
- ☐ Communicate using standard forms of business comm. at XXX
- ☐ Communicate via Email
- ☐ Develop intercultural awareness
 - Game: scenario based, match people to modes of transportation
 - Message: XXX customers' customers, drive down to the individual level



Power/Electric

- ☐ **Discover XXX customers**
- ☐ Understand Early Talents' expectations
- ☐ What is XXX XXX, the Cloud, key products
- ☐ How We Run
- ☐ Be inspired by Design Thinking
 - Game: power-grid connecting alternative energy sources
 - Message: forward-thinking organization taking global responsibility



Money/Finance

- ☐ **Discover XXX customers**
- ☐ Use the Talent Journey Jam
- ☐ Explain the ITM process
- ☐ Identify your unique skills
- ☐ Create a development plan
 - Game: crypto-puzzle, decrypt images and codes
 - Message: digital



Health

- ☐ **Discover XXX customers**
- ☐ Create and deliver meaningful presentations
- ☐ Effectively use Success Map Learning
- ☐ Participate in Talent Check-In Building resilience
 - Game: scenario-based, collect real-time data to drive action.
 - Message: real-time analytics lead to change



Government

- ☐ **Discover XXX customers**
- ☐ XXX who is who and org chart
- ☐ Use XXX documents
- ☐ Influence without authority
 - Game: tbd
 - Message: impact, influence and collaboration



Environment

- ☐ **Discover XXX customers**
- ☐ Embrace change
- ☐ Create a development plan with your Manager
 - Game: resource-balancing arcade
 - Message: problem solving considering your environment



Technology

- ☐ **Understand our key customers,** key industries and lines of business
- ☐ Identify XXX products and solutions
- ☐ XXX brand and imagery
 - Game: text-based adventure + culminating puzzle
 - Message: it is ok not to know something. Admit the gap and embrace your strengths.

Challenge – What would you do?



Engagement

Keep Early Talents interested

Terry Teplitz

Points

200

Level

1

UNLOCK CODE

Badges



Leaderboard

6800 Tobias Engelmann

6800 Stefan Wollkopf

6800 Indeevar Vemuri

6800 Caipei Song

6800 Jenny Grossmann

Start Here





CM1 01;00;22;18



00:22 / 03:28



Terry Teplitz

Points

200

Level

1

UNLOCK CODE

Badges



Leaderboard

6800 Tobias Engelmann

6800 Stefan Wollkopf

6800 Indeevar Vemuri

6800 Caipei Song

6800 Jenny Grossmann

Start Here



Guidelines for Temporal Communication



RULE #1

**YOU CANNOT TELL THE PERSON(S)
YOU ARE COMMUNICATING WITH
ABOUT THEIR FUTURE**

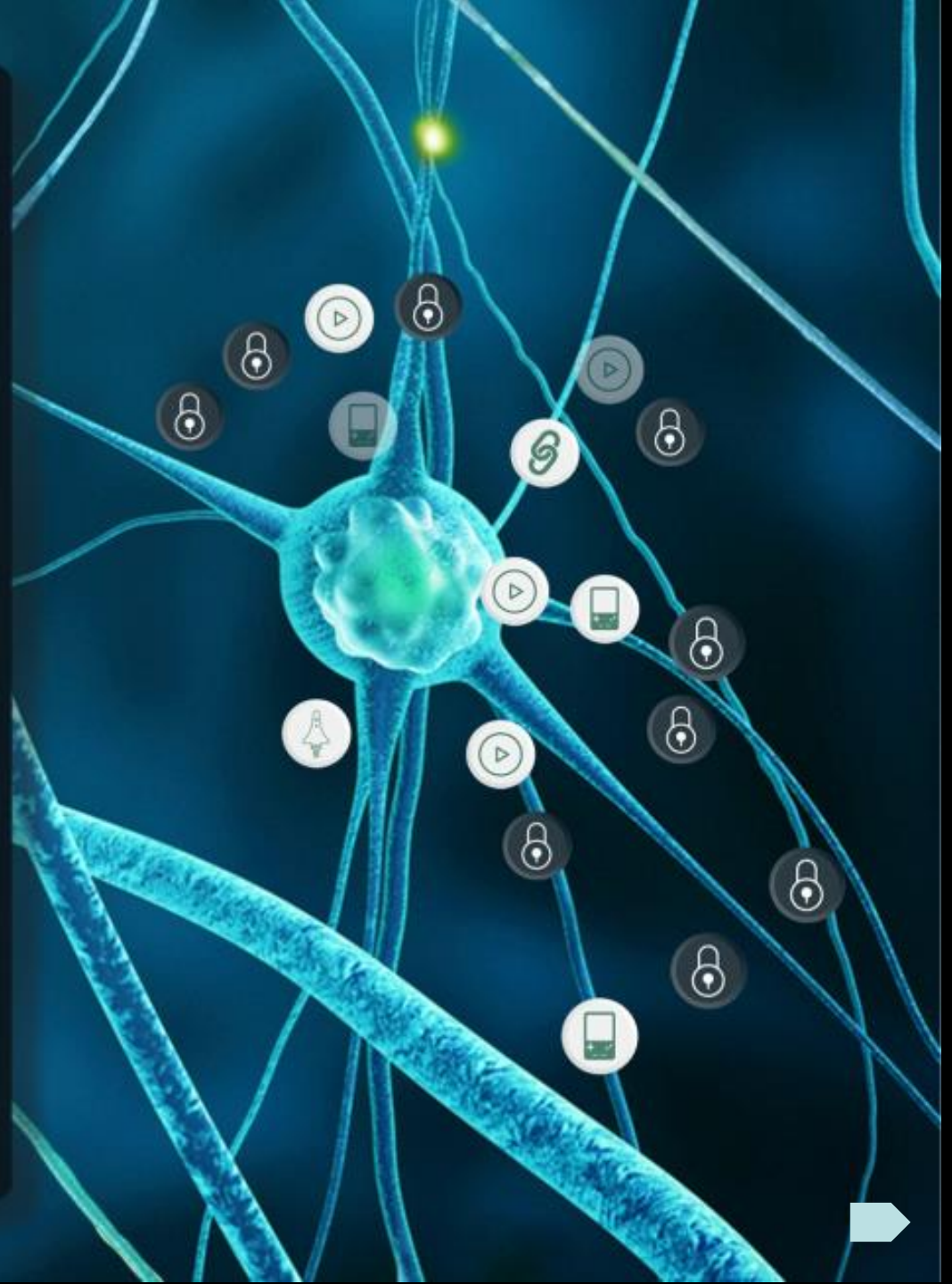
ZOOM OUT



MISSION 1

Select any unlocked node    to begin.

Additional nodes will unlock as you proceed through the content.



ZOOM OUT



YOUR RESPONSE

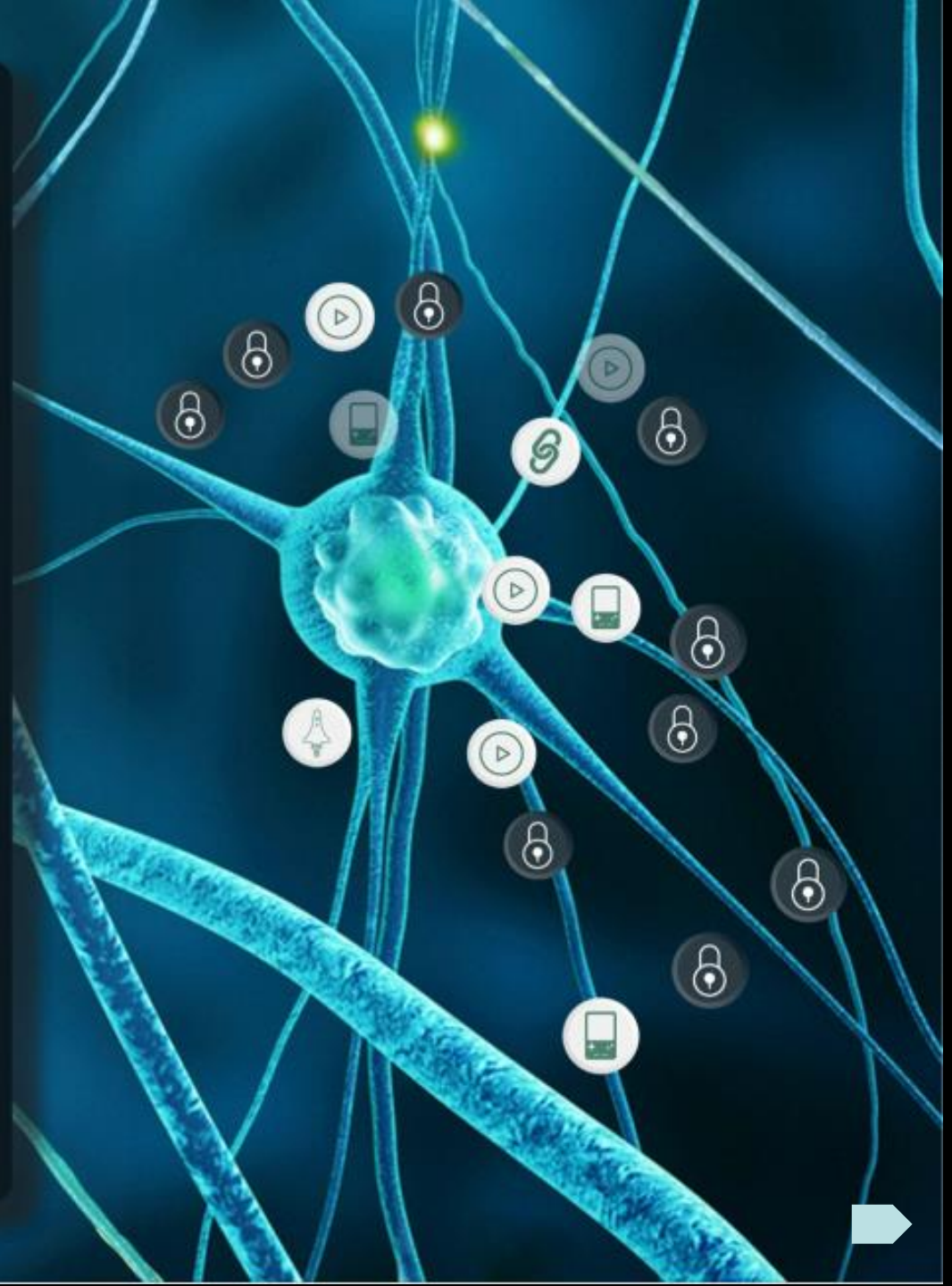
You finally unlocked the last task in this mission!

OUT-STANDING!

Now that you've explored how SAP supports the food industry today, we want to hear YOUR ideas, go out to Jam and write up a short (3-4 paragraphs) response to the following question:
How might SAP support the food industry in the future?

Reference any ways you've discovered that SAP supports this industry today. Be sure to also consider the impact on our world if SAP did not support these companies. On Jam, there is a group in the Early Talent group specifically set up for your responses. Feel free to read what others have posted.

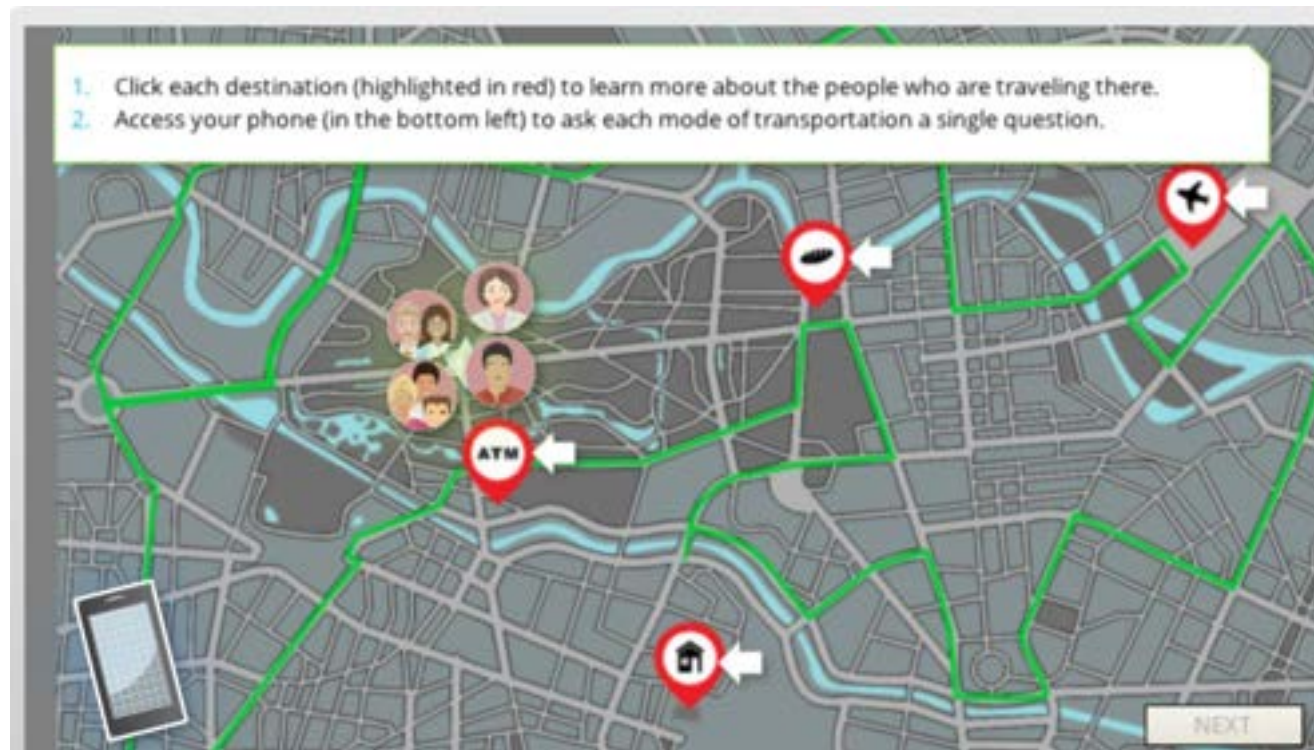
Thanks for all your help.



Node Code

ICON	NODE TYPE
	Mission
	Document
	Game
	Jam
	Success Map Learning (SML)
	Link
	Video

Mini Games



App: 2045Future

1



Points

8



Levels

8



Badges

147



Missions

161



Rules

Player Base

374



Players

0



Teams

Landscape

10



Apps

0



Issues

Gamification



Case Study: Marriott Arab Guest Loyalty Drivers

Case Study – Marriott Arab Guest Loyalty Drivers

Situation

- In the United Arab Emirates (UAE), Arab guests spend the most
- Marriott finding it harder to attract and retain Arab guests
- Commissioned a study of Arab guest loyalty
- Uncovered 8 loyalty *“Hot Buttons”* or *“Loyalty Drivers”*
- Need to communicate and train employees on Arab guest *Loyalty Drivers*



Case Study – Marriott Arab Guest Loyalty Drivers

Organization Challenges

- Multiple hotels being built in UAE region
- 1000s of employees
- Biggest hotels have 1000+ rooms
- 10+ Restaurants and bars
- Multiple shifts
- Most employees have some high school education or less
- Majority of employees are not from the Arab States or even the Middle East



Case Study – Marriott Arab Guest Loyalty Drivers

Training Challenges

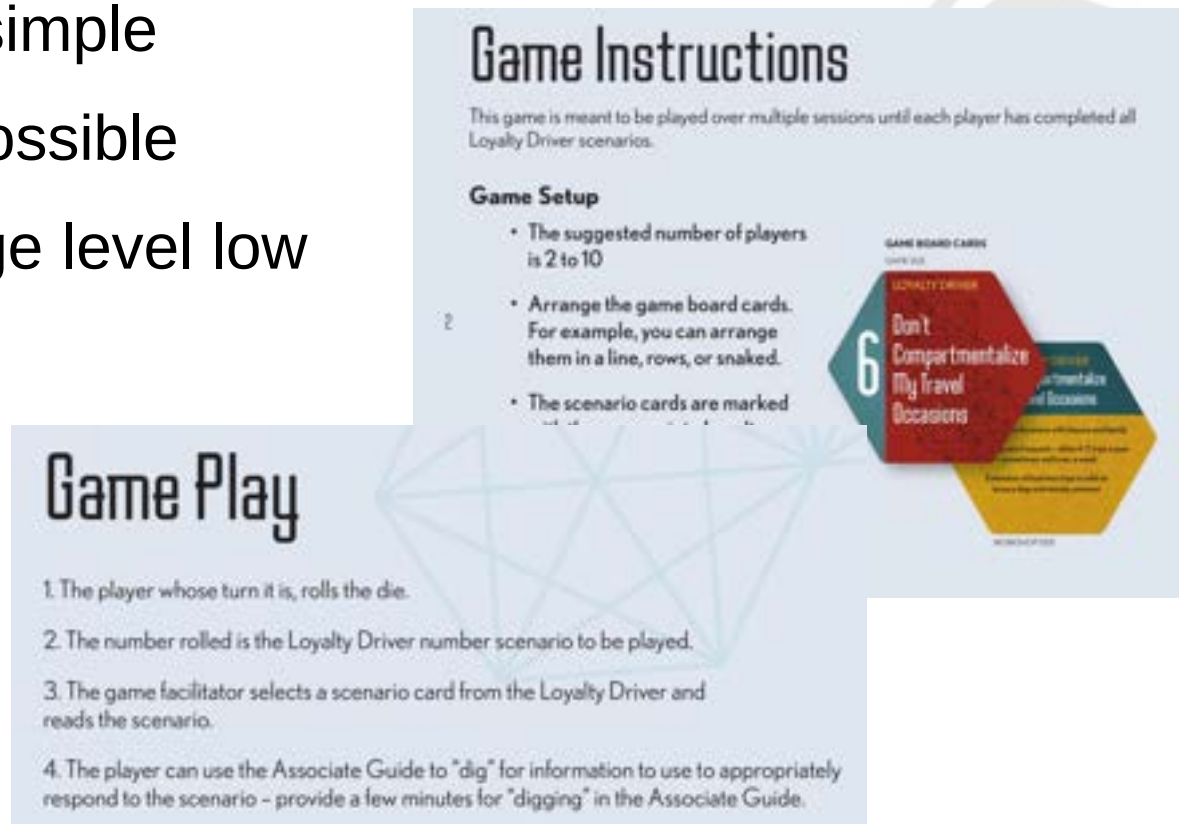
- Efficient delivery to all employees
- Needs to be used in multiple forums and situations
- “Trainers” are scarce, managers are many
- Start with arrivals and food & beverage
- Something that can be replicated easily for other cultures and hotels
- “Hot button” content plus Arab culture content



Challenge

Most employees have a high school education or less

- KISS principle – Keep it simple
- As few components as possible
- Try and keep the language level low
- As few rules as possible



The image displays two overlapping cards from a game. The top card, titled "Game Instructions", explains the game's purpose and setup. The bottom card, titled "Game Play", lists the four steps of the game. A die with the number 6 is shown next to the instructions.

Game Instructions

This game is meant to be played over multiple sessions until each player has completed all Loyalty Driver scenarios.

Game Setup

- The suggested number of players is 2 to 10
- Arrange the game board cards. For example, you can arrange them in a line, rows, or snakes.
- The scenario cards are marked

2

GAME BOARD CARDS
LOYALTY DRIVER
Don't Compartmentalize My Travel Occasions

Game Play

1. The player whose turn it is, rolls the die.
2. The number rolled is the Loyalty Driver number scenario to be played.
3. The game facilitator selects a scenario card from the Loyalty Driver and reads the scenario.
4. The player can use the Associate Guide to "dig" for information to use to appropriately respond to the scenario - provide a few minutes for "digging" in the Associate Guide.

Challenge

How to organize the Arab loyalty and culture content

- Scenarios presenting situations
- By Loyalty Driver
- By role

Couple Arrives Without A Reservation

Loyalty Driver – Honor My Customs and Norms

Role: Host

Scenario

A couple arrives w
red and white cher
"We are honored t
So please allow me
8:20."Disgusted M

Invite Guests To Join Marriott Rewards

Loyalty Driver - Proactively Offer Support and Bend the Rules for Me

Role: Front Desk Associate

Scenario

You notice Mr. Shakir is not a Marriott Rewards member, "Mr. Shakir, as you are important to us we'd like to invite you to join our Marriott Rewards Program which will provide special privileges and status. He replies, "This too much trouble." You respond "Joining our program is as simple as saying 'yes,' I will take care of everything. Plus, Mr. Shakir, I will override the next-stay requirement for complimentary Internet and will provide it for you starting today."

Mr. Shakir says "In that case, yes, I will join the program."

Challenge

How to organize the Arab loyalty and culture content

- Supporting cultural information organized by topic in an Associate's Guide

Table of Contents	
Introduction.....	3
Why this training is important to Marriott.....	3
The Arab Guest Loyalty Drivers - Illustration.....	4
Why this training is important	Arab Culture Overview
Cultural Communications Dif	Family is an extremely important part of Arab life. Loyalty to the family and extended family cannot be overstated. They often mention their family heritage with pride. Extended families celebrate together with long visits to one another's homes.
Low Context Culture Attribut	It is a patriarchal society. A man is expected to take care of his family financially and feels shame if he is incapable of providing for his wife and children. The Koran describes men's role as being the "protector of women." In modern times wives often help support the family and discuss and plan things with the husband before decisions are made. But the father has the final say.
High Context Culture Attribut	The traditional role for women is to stay at home, raise the children, help educate them and manage the house. However, just because a woman appears to be a housewife it does not mean she is not involved in business matters. However, women are discreet about their careers in order to keep the man looking like the leader.
Arab Culture Overview.....	Children stay at home until they marry. Often one son will live at home after marriage to care for his parents.
Tips for Working with Arabs....	The elderly are respected. They are consulted on all matters, even though their advice may not be followed. There is still a tradition of family businesses, so fathers and sons sit together to discuss everything related to work and the household.
Arab Clothing Overview.....	Education is highly valued. People are proud of their educational achievements. They are also proud of their children's education and like it when someone is impressed to hear about the universities they are attending.
Arab Woman's Clothing.....	
Clothing Examples.....	
Arab Men's Clothing.....	
Arab Loyalty Drivers Descript	

Challenge

What should be the goal of the game (or how do you win)?

- Complete all scenarios for each loyalty driver

LOYALTY DRIVER
SCENARIO 1: COUPLE ARRIVES WITHOUT A RESERVATION

Couple Arrives Without A Reservation

Role: Host

Scenario
A couple arrives without a reservation. Mr. Salib is wearing a traditional dishdash and a red and white checked headdress and his wife is wearing a head scarf. You say, "Mr. Salib, "We are honored that you have returned to us. I have no tables available at the moment. So please allow me to seat you and your wife at the bar. And, I will have a table for you by 8:20." Disgusted Mr. Salib and Mrs. Salib walk out.

Which of the following is a mistake?

1. You said you'd have a table by 8:20.
2. You offered Mr. and Mrs. Salib to take a seat at the bar.
3. You said to Mr. Salib, "We are honored that you have returned to us."

1

LOYALTY DRIVER
SCENARIO 11: HONOR SPECIAL REQUESTS

Honor Special Requests

Role: Server

Scenario
You say "Mr. Ahmed please allow me to create a special menu for you. Begin with our Heirloom Tomatoes and Burrata Starter. For your main course enjoy our finest steak the 260 gram Prime Kobe Filet."

Mr. Ahmed says, "I would like pasta." You respond, "I would be more than happy to ask the chef to make a Fettuccine with pink sauce for you." You return to the table and say, "The chef will have you pasta out in five minutes."

Which is an example of being going above and beyond?

1. Suggesting the Tomatoes and Burrata Starter.
2. Offering the prime Kobe Filet Mignon.
3. Working with the chef to get Mr. Ahmed's pasta which is not on the menu.

11

LOYALTY DRIVER
SCENARIO 21: INVITE GUESTS TO JOIN MARRIOTT REWARDS

Invite Guests To Join Marriott Rewards

Role: Front Desk Associate

Scenario
You notice Mr. Shafir is not a Marriott Rewards member. "Mr. Shafir, as you are important to us we'd like to invite you to join our Marriott Rewards Program which will provide special privileges and status. He replies, "This too much trouble." You respond "Joining our program is as simple as saying 'yes,' I will take care of everything. Plus, Mr. Shafir, I will override the next-stay requirement for complimentary Internet and will provide it for you starting today."

Mr. Shafir says "In that case, yes, I will join the program."

Which of the following led to Mr. Shafir's decision?

1. You mentioned the privileges and status.
2. You made it very easy by saying "I will take care of everything."
3. You offered to bend the rules by overriding the next-day requirement for free Internet.
4. All of the above.

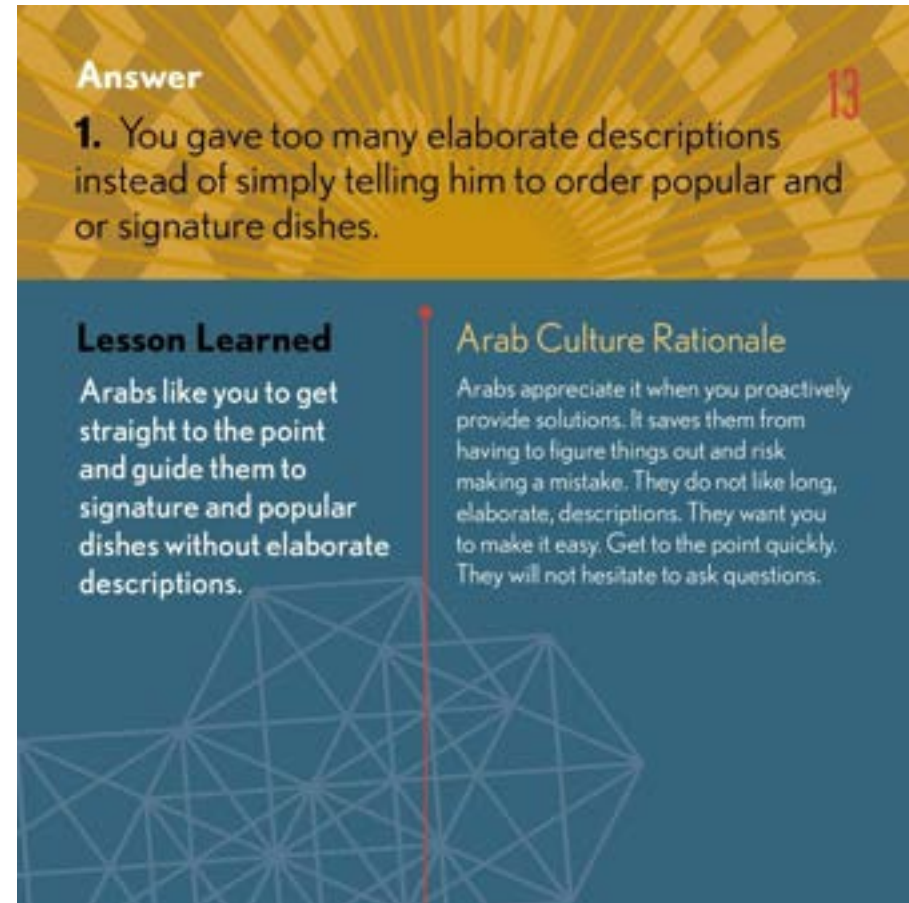
21

Challenge

How can the other players be involved during a player's turn?

Two levels of play

1. First time player
 - Player answers scenario
 - Other players offer their answer
 - Player can choose their answer or another player's answer
2. Experienced player
 - Players answer without help from other players



Answer 13

1. You gave too many elaborate descriptions instead of simply telling him to order popular and or signature dishes.

Lesson Learned
Arabs like you to get straight to the point and guide them to signature and popular dishes without elaborate descriptions.

Arab Culture Rationale
Arabs appreciate it when you proactively provide solutions. It saves them from having to figure things out and risk making a mistake. They do not like long, elaborate, descriptions. They want you to make it easy. Get to the point quickly. They will not hesitate to ask questions.

Case Study – Marriott Arab Guest Loyalty Drivers

Solution

- Game-based learning
- Scenarios developed using the 8 Loyalty Drivers as the foundation
- Managers lead the games
- Participants hunt and peck culture information in the Associate's Guide to respond to the scenario
- Two levels of difficulty
 - First-time
 - Experienced



Case Study – Marriott Arab Guest Loyalty Drivers

Solution

- Materials can be used in other ways
 - One-on-one coaching
 - Pre-shift meetings
 - Large group game play
 - Large/small group presentations
 - Role play
 - Self-guided



Sources

- [*Gamification vs Game-Based eLearning: How To Integrate Them Into Your eLearning Course Design*](#), by Christopher Pappas – eLearning Industry, April 20, 2015
- [*Game-Based Learning: When It's a Worthy Investment*](#), by Karlea McCoy – Learning Solutions Magazine, December 14, 2016
- [*TD Game Time*](#), by Karl M. Kapp, Sharon Boller, January 1, 2017
- [*The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education*](#), by Karl M. Kapp

How to Get This Presentation

peregrinepg.com/learning-games

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