

# GAMIFICATION

*- how we can use game mechanics in areas that are not a game*

# Releasing game mechanics from computer games

This publication isn't about computer games. It might be a bit odd to define yourself in terms of something that you aren't. But in this case it makes perfect sense. The word "game" can easily be misunderstood as being something that's only to do with playing or something that isn't real.

*"the word 'game' can easily be misunderstood"*

This publication is dedicated to overturning such preconceptions. We've brought together people with different backgrounds to find out which elements can be transferred from the world of game development to other businesses and how these can be used to motivate users to act the way you want them to.

For example Gabe Zichermann tell us what game mechanics are, Karin Ryding describes how her games company gamified a hospital to cut electricity consumption, while Bodil Rosvall Jönsson takes a client's-eye view and looks at what you should think about when selling gamification.

## Media Evolution

This publication is published by the media cluster Media Evolution. We are working to boost growth in the media industries in southern Sweden. One of our key areas is gathering intelligence to monitor what's going on in the media industries across the globe. We take that information and use it to highlight opportunities and business models that our members, and media industries in general, can exploit and develop.

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### Gamification

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# What is gamification?

Before we get deep into one of the past year's strongest trends, we'd better start off with a definition and a few examples of how gamification can be used.

Gamification is the process that takes lessons learned from creating games and transfers them to areas that aren't games at all. That is, using game mechanics to motivate the users of a service or a product to keep using it or use it more.

Definition from The Gamification Encyclopedia:

"Gamification is the concept that you can apply the basic elements that make games fun and engaging to things that typically aren't considered a game."

The game mechanics that you need to apply are about capturing the user and creating reasons to make it interesting for people to continue doing what they are doing. Spending more time, being loyal and spreading the word to our friends. We are familiar with this from games that have different levels and worlds we can be part of, or from our everyday lives, e.g. loyalty cards or frequent flyer programmes. In both games and in our everyday lives we collect points to get into the top scorer rankings and win bonuses.



## Two examples of gamified products

In its hybrid car the Insight, Honda has installed a reward system where you get more plant icons next to your speedometer for eco-driving. This is a way for the car manu-

facturer to influence and train the driver in the best way of using the product.

Japanese car manufacturer Nissan is on the same track with its Leaf model, which also is connected to the internet. To further increase the driver's motivation for eco-driving, a social layer has been added on. The driver's energy consumption is sent to a website where you can compare your driving with other people's, all to increase the incentive to cut energy consumption.



## More to it than pressing a button

At his lecture at X Media Lab in Malmö, Noah Falstein made a good point. He emphasised that it's easy to forget that the latest thing isn't always as easy as it sounds when you're in the middle of the storm caused by all the hype. We shouldn't think that gamification is just a press of a button away. If you want to go beyond collecting badges and leader boards, you need to hire someone who really knows how to build in gaming incentives from the bottom up.

This is where the big opportunity for the gaming industry lies. All that expertise the industry has amassed is about to gain a considerably broader customer base.

Game mechanics is a craft that takes knowledge and experience, just like a chef knowing how to cook the perfect meal. There's more to it than just buying the ingredients and pressing the "cookification" button.

*"We shouldn't think that gamification is just a press of a button away."*

# What makes a game a game?

Something I've been thinking about as we've been discussing the definition of gamification is how do you actually define a game? What elements have to be there for us humans to think there's a point to playing the game?

Because gamification is based on lessons and mechanisms from games, it's worth making sure we know what the smallest possible components of a functional game actually are before we start gamifying businesses.

There are lots of different definitions of a game, but I haven't found one that I think works well for both gamification and ordinary games. Based on my own experience, I've come up with the broadest possible definition of what a game is:

A game is a set of challenges with proportional rewards and meaningful progress.

This applies to gamification as well as games.

## Three key questions

So as not to miss out elements that determine whether or not a game will work, it's worth asking three key questions.

Martin Walfisz currently develops social quizzes through his company Planeto and is the founder and former MD of Massive Entertainment.

# Game Mechanics Introduction

Gamification is a relatively new term, but not a new concept. It's the process of implementing game mechanics into non-gaming scenarios in order to better engage audiences and solve problems.

Some common examples of game mechanics are points, levels, badges, leaderboards, challenges and rewards. From loyalty programs for businesses to educational video games, to rewarding children for doing chores, people have always been trying to better merge work and play.

You've already been participating in these games for years even if you're not conscious of it. Your frequent flier miles through your airline and credit card are part of a gamified system that makes you want to utilize both more in order to garner more points and other rewards, such as being the first to board your plane, or a free upgrade to business class. Your Facebook account shows you who amongst your social circle has the most friends and your Twitter account, who has the most followers.

Do you sometimes work harder to increase these numbers purely out of a sense of competition? Many others sites use gamification much more explicitly: sites like Foursquare, Get Glue and even news sites like Mashable give you badges for checking into venues, watching shows or reading and reviewing articles.



Gabe Zichermann

## Create motivation

If your job, working out at the gym, going shopping or doing your taxes could all be more enjoyable, you'd be more likely to stop procrastinating, work harder and have a higher rate of successful completion. Winning at a game is no different from accomplishing tasks in real life. You are faced with a challenge, have to follow certain steps or rules in order to get to your goal and with a positive feeling when the game has been won.

Gamification can help increase customer loyalty in business but can also be used to fix larger issues such as education, healthcare and government institutions. But simply slapping points and badges onto a website isn't the same as engagement.

For gamification to truly work, the core of the experience has to pull the user in, make them care about the challenge they're about to face and have a strong desire to see it through to the end. The player has to be taken on a journey and you have to lead them there. You really need to start looking at the world as a game designer. So how can your world be rewritten to make it more fun?

## Game mechanics

While there are many ways to create engagement in consumers through gamification, game mechanics are where most designers begin. As we discuss in my book, Game-Based Marketing, these elements of games can be deployed to create experiences that attract and retain users, but generally need to be woven into a coherent whole in order to really add value. Here are some of the most popular mechanics:

**Points** are used to track user behavior and provide feedback about progress. There are four key point systems (XP, skill, karma and redeemable), but only XP is necessary.



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**Levels** are indicators of progress that show a user's movement through a system. They don't progress linearly and are often unnecessary if incorporated into levelling badges.

**Badges** are among the more controversial game mechanics for their diffusion in Foursquare - but they serve a few key roles: measuring progress, collecting items, providing an instance for social promotion.

**Leaderboards** allow users to quickly compare themselves against each other. Although they are ubiquitous, care must be taken to ensure leaderboards drive positive user behavior instead of abandonment from a challenge that's just too hard.

**Challenges** are offers from the system to the user to complete a set of tasks in order to get a specific reward. Really well designed gamified experiences offer users a continuously unfolding set of challenges to complete.

**Rewards** can take many forms, though most marketers choose cash - and most game designers choose virtual. I use the mnemonic SAPS to list rewards a priori: Status, Access, Power and Stuff - it's what consumer want in order, and what you want to give them.

So while the basic group of game mechanics may appear limited, their flexibility and broad appeal means they can be leveraged to create almost endless kinds of engagement with users.



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**Gabe Zichermann** is an author, editor of The Gamification Blog and is on the chair of the Gamification Summit.



# Why you should gamify your business

We brought together people with years of experience of creating computer games, social media experts and companies whose businesses have gamification potential round a table to find out what can be gained from gamifying your business.

## Why gamify?

In the debate, we came up with five positive consequences that game mechanics can have on the product or service to which they are applied.

**More loyalty.** The game mechanics create loyal customer behaviour, a desire to return to the product.

**More use.** Challenges in using a product create a need to use it more and for a longer period of time.

**Spread virally to new customers.** Because playing against yourself is boring, existing customers will recommend the product to their friends.

**Influencing how a product is used.** The game components guide the user towards a goal defined by the product's creator. For example, using the stairs instead of the lift, or in the gamified cars, persuading the driver to drive more energy-efficiently.

**A sense of identification.** If you are a confirmed "power user" of a product, you feel pride along with the brand.



Roundtable discussion

*"gamification can be so much more than pointification"*

All five are about different ways of creating a commitment. Gabe Zichermann tweeted wisely how gamification has changed loyalty programs: "Old loyalty programs: 'buy now' and then engagement. New gamified loyalty: 'like first' (engagement) followed by 'buy'".

## What to think about

Before you start adding games components to your business, or hire someone to do it for you, it's important to know what the company's goal is. What it is that adds value.

Then comes the difficult bit, "So, how do we do this!?" During our discussion a few points came up that can be useful to bear in mind:

- Try to integrate the game mechanics deep into the business and avoid the trap of "just" bolting on a separate game.
- It's worth remembering that the game shouldn't be too easy.
- Don't forget the social aspect, competition and being able to measure your performance are important if you want collecting points to be fun.
- Surprises are cool, a reward is more interesting if it turns up when you're not expecting it.
- And last but not least, don't forget that gamification can be so much more than pointification. Gamification can, and should, go deeper than points and badges.

*"the game shouldn't be too easy"*

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**Participants in the** round table debate were Annie Windh (Wihborgs), Bobbi Augustine Sand (Ozma Game Design), Filip Rafstedt (ID kommunikation), Heidi Forbes Öste (z Balance U), Martin Walfrisz (Planeto), Johanna Nylander (Game Loft), Mattias Pehrsson, (Sydsvenskan), Nicklas Cederström (Massive Entertainment), Per Winroth (Step 2 project) and Sara Ponnert (Media Evolution).



# The Business Value of Gamification

If you're running a website, an online business, or a mobile application, you have three legs of a stool that are driving business value for you.

The first leg is Traffic Optimization. This is everything from SEO to SEM to Facebook Ads to traditional media buys. It's about how you're attracting users.

The second leg is Content Optimization. This is your content mix, the community on your site, A/B testing, etcetera. It's about how you satisfy and retain users.

The third leg of the stool, the one that a majority of business owners have been missing to date, is User Optimization. Directly influencing user behavior, and incenting and motivating them to do the things that bring you business value.

You're spending a lot of time and money to get people to your business, and then on generating the content that you hope they will consume in the way that you want them to, but you're not directly influencing them to do the things that make you money. And because of that, you're leaving money on the table. But therein lays the opportunity - to influence your users' behavior, in real-time, and the best way to do that is with gamification.

## Money to make

We're all human, and we all want and need things like rewards, status, achievement, competition, self-expression, and even altruism. Yet you look at most sites and appli-



Rajat Paharia

cations today, and how are they addressing these fundamental human needs?

They're not - they're completely ignoring them. But game designers have known for years how to incent and motivate user behavior, and they do it through the use of game mechanics - things like points, levels, high score tables, virtual goods, and badges. The reason these game mechanics work is because they satisfy our human needs.

Companies like NBC, MySpace, Comcast, Warner Bros. have realized this. They are using gamification on consumer-facing websites, to motivate employees, sales people and partners, and are seeing dramatic results around page views, time on site, repeat visits, brand affinity, advertising revenue, subscriptions, sponsorships, e-commerce, and more.

Our customers have seen page views double, pages per visit increase 60%, unique visitors increase 30%, time on site increase 100% and a doubling in repeat monthly visits, leading to an ROI of 400% and up, with a payback time of as little as 3 months.

Can your site or application be gamified? Anywhere there are people to be motivated, you can use gamification to motivate them. If you're not, you're leaving money on the table.

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Rajat Paharia runs the gamification company Bunchball. Download their "Gamification 101" from [www.bunchball.com](http://www.bunchball.com) if you want to learn more about gamification.

*"Anywhere there are people to be motivated, you can use gamification to motivate them. If you're not, you're leaving money on the table."*

# Competing our way through life

Are we driven by a desire to compete in games or is it the benefits that the competition actually generates that we're after? I've been thinking about which comes first.

I'd like to tell you about what's for me a fairly ordinary Saturday. I think it's clear that game mechanics have a big impact on why I decide to do what I do.

To get myself up in the morning I use Sleep Cycle as my alarm clock. This is a phone app that "listens" to how deeply you are sleeping and there's a half-hour alarm window before your set alarm time, when it will wake you up if you're only in a light sleep phase. This morning I was woken up 22 minutes earlier than I had planned. Bonus time!

I got straight into my running shoes and headed out for a run. These days I run quite often. The main reason is because I use Runkeeper, an app that keeps track of my performance. Once I've finished running, it sends a tweet with statistics on my performance. It works really well for motivating you to get going and making you run the last kilometre faster. And you can set up Street Teams to see how your friends are exercising and to spur you on.

At breakfast I checked my Twitter feed. @jocke Jardenberg's tweeting scale had tweeted his current weight. Just like when I publish how well I exercised, making his weight public helps him in his mission to keep his weight down.



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It was Geek Girl Meetup this day so I took the opportunity of going out shopping with the boys. I'm checking in on Foursquare wherever I happen to be so my friends to see where I am and to increase the odds of unplanned meetings. For doing that I collect points which are then added up on a weekly leaderboard, get badges when my movements have earned them and eventually I might get crowned mayor of places I've checked into more than anyone else. What an honour!

## 4 reasons to game your way through life

- Increasing the likelihood of unplanned meetings and of finding things you like that you didn't already know that you liked.
- Recommending things to others. Suddenly it's as easy as anything to tag great places you've visited to create your own personal guidebook for your friends.
- Motivation to do semi-boring things that deep down we'd rather not be bothered with, like jogging.
- Analysis. The data we generate about ourselves helps us to identify patterns in our behaviour and helps us to get the best out of ourselves. For example, I've set my alarm clock half an hour earlier after having seen that at six o'clock every morning I'm only sleeping lightly.

*"fun games are in fact extremely beneficial"*

To me it's clear that what might look like fun games are in fact extremely beneficial. I will definitely continue use tools with good game mechanics that make my life more effective and in the long run help me understand myself better.



# Gamification for change

When we first started the game design company Ozma Game Design in 2006 Bobbi and I had a vision of working with games in a new way.

We wanted to take the best bits of the world of games and apply them in different spheres. When we're designing our games, the experience is crucial and we like exploring what it is that makes people playful and creative.

Over the years we've made games for exhibitions and museums, location-based games in towns, gamified web communities and games for organisations.

## An example of gamification: Rethink!

In 2007 Ozma completed a project in partnership with the communications agency Damanco. We were tasked with creating a game concept that would inspire people working at Skåne's hospitals to cut their energy consumption. Behind the project was RegionService - the owner of the hospital properties in Skåne.

We chose to make the focus of the game real tasks in the workplace environment.

The staff got points for registering the things they did on a website, e.g. shutting down computers and turning lights off. The hospital departments competed against each other and a winner was chosen after six months. Three of the hospitals cut their energy consumption by 10-15% during and after the campaign.



Karin Ryding

## The future = WeProject

We took the insights gained from Rethink! and designed a web-based tool we call WeProject. In WeProject we take the best bits of games and social media - all to engage users.

WeProject is designed for companies and organisations in need of change. This might be a need to work on values, collective innovation or more practical changes in the workplace.



Turning lights off can save energy

A reward system gives the users points for everything they do, e.g. solving tasks or joining in discussions. A WeProject process can be set up as a competition. At the same time, the organisation is seen as a whole, with everyone working towards the same goal - being as committed as possible to the issue you're working on.

## Our thoughts on gamification

When working with gamification, it's important to realise that people are different. Not everyone likes earning points and competing. We've learned that it's just as important to include communication, playfulness and activity. What we discovered from Rethink! was that lots of people did the tasks without registering it on the website. They weren't in it for the points, they just wanted to learn something and have fun at the same time.

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Karin Ryding is the founder and creative director of Ozma.

# Gamification: often abused!

The inclusion of game mechanics in non-game services and applications has an enormous potential to be abused. What follows are my Top 7 Do's and Don'ts for Gamification in general.

## Do's and Don'ts

- Think carefully about your product's mission before you gamify. Game mechanics are NOT a bolt on extra.
- Use gamification and game mechanics to turn product and business goals into user goals. For example, Foursquare transmutes the concept of having a profile picture into a user goal by not allowing you to become mayor without one -- consequently, almost everyone has a profile picture (because they want to become mayor!)
- Don't just use badges and points; think about the actions from a deeper perspective. You're trying to create a layer that helps the user discover your product, you're not trying to create a game.
- Think about the feelings you want to elicit from the user; you don't want to make every action fun. Gamification is about eliciting certain motivations from users: collection mechanics, sharing mechanics -- these are all powerful feelings.
- Let the user show off; what good is a game if you can't show your achievements? Make it social!
- Stagger your challenges. Gamification involves creating multiple levels of engagement. There should be a lower level of engagement which keeps users coming back on a day to day basis, a mid-level which keeps



Paris Butfield-Addison

them motivated and engaged week to week, and a higher level which keeps them motivated month to month. Again, Foursquare does this well: daily is tips, weekly is mayorships, monthly is badges.

- If your gamification is too superficial, it may as well not be there at all; if you haven't made the game mechanics run deep, then the user will see them for the mere window-dressings they are. Make them tie deeply to the principles of your service.

## Summary

In summary, make sure you're gamify things that the user will actually want to do -- if you're turning business and product goals in to user goals, make sure they're genuinely interesting and engaging to your users and give them a sense of discovery, ownership and achievement.

Let your users show off, if you can! Don't forget: users don't necessarily want to achieve, they don't necessarily have want to have fun -- they want to feel like they can explore without penalty (just like in a game), they want to feel like mistakes don't matter so much (just like in a game) and they want to feel welcome (just like in a game!).

Finally, don't forget that gamification is more than just points, badges and achievements, it's using the techniques of a game designer to create a rich, satisfy and engaging experience.

*"make sure you're gamify things that the user will actually want to do"*

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Paris Butfield-Addison is an author and co-founder of software developer Secret lab.

# Selling gamification to other industries

I spent many years working for the European energy group E.ON. If I think how I would have reacted back then if a company had come up and said they wanted to gamify the business, my instinctive response would probably have been rather sceptical. At the time games were more of an unknown quantity for ordinary people, especially in the business world.

Today my reaction would be different. I've learned about gamification and games have become part of our consciousness in a completely different way. For the past five years, I've been MD of the business incubator Minc in Malmö. Minc's incubator companies are already working on games and gamification in various forms.

Despite the fact that people today are more familiar with games, I still don't think you should start off by trying to sell gamification as a concept, blithely assuming that your client is on the same wavelength as you are. Instead you need to show the client the results and effects that can be achieved by using game logic to solve traditional problems.

## Things to think about when making your pitch – sell the result

For a major group in a relatively traditional industry, retaining customer loyalty, increasing staff motivation and coming up with new innovative solutions are ever-present challenges. This is where I think gamification has



Alfred Gunnarsson

Bodil Rosvall Jönsson

a market in the future and companies that adopt gamification now will definitely be ahead of the game.

As in all business and change projects, it's about identifying what the client's and the management team's problems are. Understand what the client and the management team want to achieve, introduce a solution that's relevant to that and focus on the successful result.

Most importantly, make sure you've got good arguments in place about how, and in precisely what way, this will boost business. Show examples! If you have already gamified other businesses, show what it led to and how your solution differs from that of your competitors. Show a tailored demo as quickly as possible. This creates trust that the solution works and gives you feedback from the customer showing whether you are on the right track.

## New partnerships

I'm convinced that we will see a number of new constellations and partnerships between people with experience in creating games and communications agencies. For agencies, game mechanics are an excellent complement to their existing client offers, while for gaming experts, the agencies offer a good lead-in for reaching new clients.

At Minc we will be monitoring the gamification trend and are keen to know more about companies offering this type of service.

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**Bodil Rosvall Jönsson** is MD of the business incubator Minc in Malmö and a board member of the venture capital organisation Connect Skåne.

# Is gamification really something for a mass audience?

How can we use gamification in our everyday lives, can it work for all kinds of businesses and what should we be thinking about when planning to include game mechanics in our communications with our customers?

We asked Åsa Roos, Associate Producer at Avalanche Studios with many years of expertise in game, Johanna Nylander, writer and Digital Marketing & PR Manager at game company Gameloft, and Clinton Bonner, Comedic Screen Writer & Tech Author to put their heads together and answer some questions about taking gamification mainstream.

**There's a lot of talk about gamification at the moment. Is game mechanics something that companies that don't develop games can and should be using?**

Åsa: "It completely depends on the type of business you're running. The main thing isn't to turn everything into a game but to use the underlying cognitive mechanisms that most people share and which games are so good at exploiting. So it's about finding the right approach and the right motivation for the business in question, and a good way of incorporating gamification in that business."

Johanna: "Yes, I think that game mechanics are an important element in our everyday lives and that ultimately it's about us wanting to participate in more and more processes. Game mechanics are largely about creating a story, about motivation and improvement. And games are fun, why shouldn't we have more of that commodity?"



Åsa Roos

Clinton: "Certainly gamification is becoming prevalent outside the scope of traditional gaming. Gamification should be looked at in any digital situation where the producer of the content is looking to assuage user behaviour. This can be to have the content shared more often socially, this can be educators or reformers looking to solicit certain actions and repetition from their "class" or students and of course on the marketing side of the equation. It can be applied to at most anything. Should it? Where will it be most effective? To be determined still."

**Media Evolution works for the media industries. How, for example, could a film maker gamify the production process and the product?**

Johanna: "Film in itself is relatively linear, but there are many different ways you can work on the production, creating a context and a story surrounding it. Otherwise, of course there are films where you let the audience decide the ending or gamify the launch. But film was gamified when the German film *Lola Rennt* (*Run Lola Run*) was released on DVD and viewers could choose how they wanted to play the film."

Clinton: "To me this involves the notion of what is happening on the second screen. Viewers are more and more often watching their favourite content on multiple screens. For actual production, utilizing a second screen (mobile) and constantly changing the way a "player" or viewer of the first screen content, can interact with the storyline, you can drive people to watch the same content over and over again because the experience changes every time they view and participate. There is so much to explore here still, this will be an exciting space to watch."

*"the main thing isn't to turn everything into a game"*

**How do you bring gamification to a mass audience?  
What should businesses with a very broad target group think about for it to work?**

Åsa: "Remember to make gamification easily accessible. Look at the internal motivation a player has and at the external motivation that makes a player continue playing. Three good questions to ask yourself in this context are firstly, "Who are my audience?" i.e. who am I playing with – being able to answer this question means having a lowest common denominator for your players. The second question is "How do we integrate with each other?" This question decides what type of game system the gamification should be based on. The final question is "How do we interact with each other?" and is also linked to the game system, but the external game system and not the mechanics behind it."

Johanna: "The fact that it has to be fun and it must be easy and that it mustn't make too many demands. The "everyone has to join" impetus doesn't work if you aren't motivated. You have to feel involved to want to collect points."

Clinton: "I'm not sure I would go this route. If you target something that has so much "mass appeal" you probably are delivering a very watered down version of what could have been great. I think trailblazing, pushing the niche and the vertical you are targeting as far as you can will bode better results. Let the world catch up to you, don't dumb down gamification so the world can play because it won't be compelling."

**The game label seems to scare lots of people off, how do you avoid the idea that it's just for nerds or kids?**

Åsa: "The nerd label is becoming less and less relevant so



Clinton Bonner

*"let the world catch up to you, don't dumb down gamification so the world can play because it won't be compelling."*

it's quite easy to avoid. Playing games these days isn't a "problem", it's more part of everyday life. Making the game part of a bigger experience is one way, for example, and ultimately that's what gamification is about."

Johanna: "You make sure you don't forget that it's about participation, being taken seriously and feeling involved, and feeling that you're being rewarded for that."

Clinton: "I would forcefully concentrate on user experience and the notion that a "game" should be fun or at the least addictive. Many of today's attempts at "gamification" are neither and the novelty will wear off. The greatest path to mass appeal is via loyalty rewards. If there is true reward for "playing" and consistently playing, the just for kids moniker will wear off. It's up to brands to make it sticky, and the best will figure it out and fast."

**If I'm a film maker, who should I turn to? Who has, or will take on the role of gamifier?**

Åsa: "Games developers who are working on social gaming and know how to make games easily accessible for the general public and people who perhaps don't otherwise play games. Ozma is an example of this kind of company."

Clinton: "Like anything else that is "newer", the experts in the field right? But just like social media got flooded with millions of "experts" and gurus, do your homework and be able to sift who has actual experience. I would look to actual game makers on both the physical and digital landscape. I would also go right to where movies are born, the story tellers themselves."

*"games are fun, why shouldn't we have more of that commodity"*



Johanna Nylander

# Contemporary buzzwords

## Foursquare

A location-based application for mobile phones that one uses to check in to locations. Your friends can see where you are, and you can give tips about the best dishes at a restaurant. As a reward, you obtain points, badges and can compete to become mayor of a location (the person who checks in the most times). Companies can choose to add "real" rewards in the form of free coffee or free upgrading of a rental car.

## ROI

Abbreviation for Return on Investment, which is the amount an investment pays back (returns) in relation to its original cost.

## Gamification

Gamification is the process of taking learning requirements from game-creation to areas that basically are not a game.

## Game mechanics

Components used in games so that players maintain their motivation to continue playing, to play more, and to tell others about it. (Read more on pages 7-9).

## About this publication

This publication comprises texts previously published at [www.mediaevolution.se](http://www.mediaevolution.se). The idea is to repackage our regular analysis as focused in-depth looks at areas that we think the media industries need to understand a little bit better.

We release four publications annually. At our web site you can download or order mail copies of previous and future editions.

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