You are approached by Rashmi Horenstein, the CEO of ShareAll, a prominent company in the hot collaborative consumption space. (If you aren't familiar with the concept, some good resources are CollaborativeConsumption.com and the March 9, 2013 cover story in the Economist.) She knows you are one of the top experts on gamification, which she has heard can revolutionize business. She asks you to present a proposal for a gamified system to take her business to the next level.

ShareAll's mission is to make shared use of products and services as common as individual purchases. It follows the path of companies such as AirBnB, Buzzcar, and Uber, which allow sharing of particular products (cars, housing, etc). ShareAll's patented technology makes it easy for consumers and business to share any product or service. ShareAll has also developed a global virtual currency, called Shares, which can be used to purchase access to any asset in the system. Shares can be exchanged for real money, and users can generate more Shares by sharing items or volunteering their time to complete tasks for others.

ShareAll charges a small transaction fee whenever Shares are generated, traded, or spent. Therefore, the more activity, the more money ShareAll makes. Horenstein tells you that she cares about the social benefits of sustainability. However, ShareAll is a for-profit company, with investments and partnerships from some of the world's largest corporations, so profits matter. Horenstein believes gamification could significantly help ShareAll's business. She is eager to read your ideas.

Provide a detailed description of your proposal, organized according to the design framework described in the lectures in Unit 7:

1. Define business objectives
2. Delineate target behaviors
3. Describe your players
4. Devise activity loops
5. Don't forget the fun!
6. Deploy the appropriate tools

1) ShareAll gamification will achieve these business objectives:

Since ShareAll charges a transaction fee whenever shares of their virtual currency are generated, traded, or spent, this gamified system will enable ShareAll to maximize the volume and value of shares traded. Using this system, ShareAll will become the dominant peer-to-peer commodity sharing site, the place where 'everyone' goes to collectively collaborate. Additionally, to support ShareAll's interest in sustainability, this system will channel ShareAll members' inherent altruistic urges and offer them opportunities to collectively fund such projects.

2) What target behaviors are we trying to inspire?

The desired target behaviors are members who:

- Regularly log in to ShareAll and conduct transactions on ShareAll;
- Invite friends to join ShareAll and increase the membership base;
- Collaborate to contribute to sustainable efforts; and
- Understand that ShareAll cares about the welfare and well-being of its members, the

relationship between ShareAll and its members extends beyond financial transactions.

Success metrics for the site will include DAU, MAU, share volume, share value, and click-through ratio on transaction suggestions derived from commonality with eigenvector-similar members and their transactions.

3) What type of individuals are we trying to reach?

Different types of members will respond to different motivators, and this system provides features to appeal to each. Gamification pioneer Richard Bartle defines these types as:

Achievers – want to act upon world and desire recognition. Features of this system that appeal to this type include visual completion monitors, high share transactor rating system similar to the eBay colored star system that differentiates and distinguishes power traders.

Explorers – want to interact with world and push on limits. Features of this system that appeal to this type include: a Pinterest-type display of ShareAll opportunities likely to be of interest to the user (likelihood determined by Eigenvector Similarity).

Socializers – want to be a part of teams, engage in chatting and other community activities. Features of this system that appeal to this type include: a community browse and chat feature that allows multiple members to share a display while simultaneously communicating via a chat window. A community rating system, similar to Amazon's, provides opportunities for ranking both products and parties to the transaction. Members who create the most useful ratings will be rewarded with a designation, special offers, and the ability to moderate.

Killers – often feel as if they are the only one keeping group alive. Features of this system that appeal to this type include: CollaborativeContributionsScoreboard, that keeps displays the impact of contributions from individual members and teams.

4) Engagement and Progression Loops … or 'How does this system engage current members and inspire non-members to join?'

ShareAll can use gamification techniques to both encourage members to conduct transactions on ShareAll ('progression loops'), and to inspire non-members to become members ('engagement loops').

Progression Loops:

Differentiable Levels for Power Consumers: Levels and badges, like the eBay star system, will identify member loyalty and behavior consistent with system rules.

Community Rating System: Evaluation system, similar to Amazon, where ratings are provided for both the products and the parties to a transaction will weed out misbehaving members and ensure members receive fair value in their transactions.

AllStarRater Designation: To encourage prolific and accurate raters, raters are rated – and can be rewarded with the special designation 'ShareAll AllStarRater', which gives them the power to moderate others ratings, and a higher social status on the site.

ChatNBrowse: Enables members at multiple locations to access the site simultaneously, and talk to

each other at the same time. At times, one party could control the page displayed to both members; at other times, this party could cede control to the other party, who would select the pages displayed. A chat window on the screen would enable Skype-like video chat. Members would feel as if they were both sitting at the same computer, viewing sites and discussing the benefits of each ... even though these two people are not in the same locale.

Collaborators Make More of a Difference: Members can decide to designate a portion of their transactions proceeds to a chartitable organization. Members will not only feel better about themselves (and about transacting on ShareAll), but they will see a visible reminder of their contribution level on their home page every time they log in. For example, members who contribute to rainforest preservation would initially see a small rainforest on the border on the top of their screen, and the size of the rainforest would increase as their contributions increased. Members who form collaborative contribution teams can watch their teams reward grow. When contribution teams compete, ShareAll benefits from increased transaction fees and share purchases.

Engagement Loops:

Friends and Teams: In addition to special offers for those members who refer their friends, and for those first signing up, members who participate in a team can earn extra benefits. Similar to differential levels for power users, a member can achieve levels and earn badges for team activity.

EmergencyPreparednessBackpack: Although collaborative consumption is in a high-growth mode, the majority of the population is still sitting out. Concerns about trust and security are cited as roadblocks to full involvement with peer-to-peer sharing (Kristen Bischoff, 'Stranger Danger? Collaborative Consumption Sweeps the Startup Community', http://www.forbes.com/sites/kirstenbischoff/2012/03/14/stranger-danger-collaborative-consumption-sweeps-the-startup-community/). Address and dismiss this concern staight-on by presenting ShareAll as a place to go and increase one's security and safety. Invite everyone to partake of ShareAll's unique emergency preparedness security features – knowing that a great percentage of those who enroll in ShareAll's EmergencyPreparednessBackpack will join the ShareAll community.

The EmegencyPreparednessBackpack, is a central location for our members' emergency documentation. We all know the importance of having a central location to retrieve copies of property, medical and dental insurance policies. However, a surprising amount of additional documentation may be requested in order to obtain emergency services after a disaster. We all have these documents, but running around the house looking for them in an emergency is not a good idea.

For example, after a disaster in the U.S., emergency facilities are available for families. Shelter for pets requires documentation of current vaccine records. Pet owners without current pet vaccination records have had to abandon their pet at the door of the emergency shelter in order to obtain emergency services for their family. People with chronic conditions requiring regular medication may find it impossible to obtan their medicines in a timely manner unless they have a current prescription on file. Individuals without a copy of their drivers license may experience delays obtaining emergency services. Since it is important to have currently valid documentation, expiration dates will be collected when the documents are input, so that reminders can be sent to

ensure members retain their currently valid emergency documentation on the site.

All of the other collaborative-consumption sites tell you that they are a safe place to do business; ShareAll doesn't need to tell you. When someone mentions ShareAll, the first thing they think of will be safety and security.

5) Don't forget the fun .... or 'What makes this system so much fun that members want to come back all the time?'

Altruism and Achievement: Members feel good about themselves every time they log and see the effect they (and their team) has had on their charity. A small contribution to SaveTheRainforest would result in a small tree border display, and as their contributions increase over time, the quantity of the trees they have saved increases – a visibile reminder that they are making a difference every time they transact or buy shares on ShareAll.

Social Interaction: ChatNBrowse, allowing multiple users at disparate locations to share a common screen while communicating via a chat window not only makes ShareAll transactions more useful, but more fun ... and can offer members an opportunity for social interaction while shopping.

Badges and Other Visible Signs of Achievment: Each member has a dollar sign next to their name, the size and color of the '$' signifies how long they have been a member and their cumulative transaction volume. AllStarRaters carry an additional designation, as will power contribution teams.

Unexpected Rewards: Once in a while, not on a schedule, a token will slowly pass over the screen. If the member clicks on it before it leaves, it opens to reveal a small transaction discount coupon.

Nuturing: ShareAll's EmergencyPreparednessBackpack makes members feel secure, knowing that ShareAll cares about their safety and gives the member a feeling of accomplishment, knowing that they have done everything they can to ensure their family's safety in an emergency.

6) Deploy ... and re-deploy:

Although ShareAll's gamification system fully exploits today's technology to provide the most exciting and rewarding collaborative consumption site, the site cannot be set in stone. Technology advances, members needs changes over time, and this system should constantly evolve to ensure that it provides the optimal experience, volume, and return. ShareAll needs to use the site-collected analytics to pinpoint which portions need attention, and ShareAll needs to constantly re-evaluate all portions of the site in view of emerging technologies.