Chapter 2
Reshaping Business Organizations Through Gamification

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ABSTRACT
Gamification is the application of game-design elements, mechanisms, and principles in non-game contexts, typically as an online marketing technique to encourage engagement with a product or service, improve organizational productivity, crowdsourcing, learning, and employee recruitment. The global gamification market was valued at USD 2.17 billion in 2017, and is expected to reach USD 19.39 billion by 2023, at a CAGR of 44.06% over the forecast period (2018-2023). The growth of smartphone and smart devices have attributed towards the growth of a vast base of gamification market. This growth is also supplemented by the increasing recognition of gamification systems as a method to architecture human behavior to induce innovation, productivity, or engagement. This chapter explains the role of gamification in reshaping business organizations with reference to select cases on gamification used by corporates for promotion, active customer and employee engagement, and brand loyalty.

INTRODUCTION
Information and Communication Technologies (ICT) applications have been developed to support users towards consumption (Huber & Hilty, 2014). Gamification refers to the process of applying elements of game playing to content marketing technique by making it appealing.


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Thus, Gamification is a technology-driven process of enhancing services quality with motivational affordances in order to invoke graceful psychological experiences as games that further behavioral outcomes (Hamari, Koivisto, & Sarsa, 2014). Gamification is better as a next-generation method for marketing and customer engagement tool.

Gamification incorporates both fun and elements of competition to the organizational marketing strategies. The idea behind Gamification is to make an emotional connection with the audience and lead a longer relationship. Gamification is about taking the essence of games—fun, play, transparency, design and challenge—and applying it to real-world objectives. Gamification is an emerging trend and an increasing number of corporates are applying this technique to gain a competitive edge and actively engage their customers.

The global gamification market was valued at USD 2.17 billion in 2017 and is expected to reach USD 19.39 billion by 2023, at a CAGR of 44.06% over the forecast period (2018-2023). The use of gamification systems has also extended beyond their traditional scope of marketing, as now they are extensively used in advance applications like crowdsourcing. Enterprise gamification systems are expected to witness substantial growth during the forecast period. Organizations have shown a heavy inclination towards collaborative systems, which do not create a competitive environment, as they are widely considered counterproductive. However, the increasing awareness and functionality of these systems are expected to result in greater attention and research from academics and industry experts, leading to the improvement and evolution of technology.

**LITERATURE REVIEW**

The term Gamification was initially coined by Nick Pelling in 2002. Gamification is essentially the implementation of game design techniques and elements into non-game contexts and activities (Deterding, Dixon, Khaled, & Nacke, 2011; Zichermann & Cunningham, 2011).

‘Gamification’, has become today’s latest business buzzword and is rapidly gaining attention. However, the concept of using gamified elements to drive engagement, interest, and learning, dates back to almost a century ago. In one of the first evidence of gamification, Kellogg’s cereals, in 1910, offered its first “premium,” Moving-Pictures book, free with every two boxes, to increase sales.

In 1959, a garment factory in Chicago introduced a daily ritual game in which workers steal a banana to stave off boredom and monotony. Games are believed to elevate satisfaction and productivity, inspiring research into this field. In the 1980s, professors at the Massachusetts Institute of Technology began considering the possibility of using gamified elements in the field of education.

In 2011, Volkswagen divulged a gamified campaign of crowdsourcing in China, where consumers were invited to design vehicles and rate other entries, online, results being tracked on leaderboards. (McCormick, 2013). Zickermann (2010) explored that the educational games industry has released various attractive and successful games. He also said that very few games in the past have been proved to be successful. McGonigal (2011) supported the Zickermann’s statements and further explained that educational games or game-based learning is short-lived and thus do not meet the needs of today’s customer. He also argued that educational games are not making significant and long term association with the customers.

The Gamification technique has worked its way into various industries. The purpose of converting gamification into competitive games fulfills multiple training needs. (Millet, 2017).