# Game-Enabled Learning

## Drive engagement, fortify retention and accelerate competency

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# Preface

*Gamification is the use of game design techniques, game thinking and game mechanics to enhance non-game contexts. Typically gamification applies to non-game applications and processes, in order to encourage people to adopt them, or to influence how they are used. Gamification works by making technology more engaging, by encouraging users to engage in desired behaviors, by showing a path to mastery and autonomy, by helping to solve problems and not being a distraction, and by taking advantage of humans' psychological predisposition to engage in gaming. The technique can encourage people to perform chores that they ordinarily consider boring, such as completing surveys, shopping, filling out tax forms, or reading web sites. Available data from gamified websites, applications, and processes indicate potential improvements in areas like user engagement, ROI, data quality, timeliness, or learning.*

*Wikipedia*

This definition from *Wikipedia* helps frame the conversation and structure for this white paper and serves as the foundation for explaining how OnPoint Digital's *Gamification Engine* and related game-enabled learning technologies and features that are helping to change the way organizations and training professionals think about their learning environments and how best to support and motivate their audiences. The other goal of this document is to give customers, partners and prospects a broad education on how game mechanics can be applied to a learning strategy to drive business outcomes and accelerate organizational performance.

OnPoint's *Gamification Engine* provides support for all of the functionality outlined in this document including point tracking, earned badges, interactive leader boards, and awarded trophies/rewards as well as all of the necessary reporting tools, integration methods and customization features needed for teams to introduce gamification into their learning environments. Current OnPoint customers can purchase the *Gamification Engine* as an optional add-on module that game-enables their existing online or mobile learning platforms with all these new functionalities. Separate services fees are assessed for any consulting, customization or integration requirements not met by our standard product offering and feature set.

Efforts are underway by our development and marketing teams to determine how the Gamification Engine set can be packaged and sold as a standalone product offering to customers or partners with existing Learning Management Systems ("LMS") or Talent Management ("TM") systems who are interested in integrating gamification into their legacy environments. Finally, new customers can purchase the *Gamification Engine* along with OnPoint's core underlying LMS/LCMS/Mobile solution set as an independent platform to simply manage their game-enabled learning or other innovation initiatives.

Finally, we welcome all comments and feedback to this document and hope it provides a solid education for anyone considering OnPoint's online web and mobile learning solutions and value-added services.

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# Part I: Gamification: The State of Play in Learning

The concept of *gamification* – the practice of applying game mechanics and game theory to non-gaming business practices to increase worker engagement and drive business outcomes – has seemingly come out of nowhere over the past few years and captured the interest of business executives, marketing departments, Training & Development ("T&D") teams, independent software developers and the popular press alike. Analysts from the **Gartner Group** predict by 2017 that "*70 percent of Global 2000 organizations will have at least one gamified application*" in place and these organizations will have transformed the way they motivate, educate and drive innovation from their workforces. **Gartner** also predicts the overall market for gamification will grow to US$1.6 billion by 2015 (up from $100M in 2011); agreed, we all know Gartner analysts are fabulously optimistic in their predictions but most leading enterprises are paying for their analysis and studying these reports to map the future trends in the IT sector to their own business objectives. And even more business leaders and workers are reading a constant stream of articles promoting the myriad benefits of gamifying business practices as found in *The New York Times*, *The Wall Street Journal*, *Forbes Magazine*, *Bloomberg Businessweek*, *The Harvard Business Review* and others.  If we are all going to bring gamification into our own marketing, organizational development and training strategies, what are the potential positive – and negative – effects?

To make this all a reality, organizations of all sizes are investigating how they can move from "theory to practice" with efforts to gamify key areas of their business practices and operations. Virtually every organization understands that improving the ways they train and motivate their workers, customers and partners can actually reduce their operational costs, raise individual and group productivity, drive worker engagement and increase customer satisfaction. New tools and technologies need to be learned and mastered, and this is driving demand for changes in the traditional Talent Management and Learning Management Systems that dominate the enterprise training market today. But there are many misconceptions about what gamification really is and how it can be leveraged to fundamentally change an organization's learning and development processes. The nascent nature of marrying new age game mechanics with traditional learning delivery solutions also means there are a limited number of proven tools and platforms for training teams to try out and measure preliminary results. And worse yet, many of the traditional T&D "pundits" are unsure if the process of gamifying learning can really make a difference given their own lack of experience and understanding of these new disciplines.  Towards that end, the **Gartner Group** later predicted that "*by 2014, 80% of current gamified applications will fail to meet business objectives, primarily due to poor design (from) defining business objectives as well as application definition, deployment and adoption.*" Clearly, careful consideration is warranted for anyone pondering the path ahead.

All truisms aside, the "genie is out of the bottle" and there's no going back. T&D professionals need to move quickly to understand the strong potential for adding gamification into learning environments and to identify the tools and platforms that can address the opportunity when it arises. Researcher Dr. Karl Kapp, author of the new book *The Gamification of Learning and Instruction* (April 2012), summarizes the challenge this way:

> *…If we learning and development professionals turn our back on gamification, refuse to take part in this narrowly defined if/then extrinsically motivated movement, then the CEOs, the business managers and executives will go somewhere else. My fear is that a CEO will walk into a training department after having read an article in the Harvard Business Review about gamification and demand that the training department create a gamification program to train sales reps. Then the training department either doesn't know anything about gamification (because learning and develop professionals refuse to use the term and its not talked about*

*by the major voices in the field) or they say "no" we don't do gamification under any circumstances.*

*The CEO then shakes her head and then goes to the marketing department and says, "Can you create a sales training program around gamification?" and they say "Of course!" Now non-learning and development professionals are using gamification, perhaps at its most extrinsic level to create training. And, if it works or even appears to work, the learning and development professionals lose credibility and relevance. We will be out of the loop and away from business discussions.*

Dr. Kapp's views are both timely and apropos. This now daily reality is challenging training teams to not only understand the war that's about to break out but it is also compelling them to learn how to defend themselves and soldier on. As in real war, operational readiness, training and fitness, and mastery of the available weaponry and practices are all essential to ensure survival and, ultimately, victory.

## The Current Market for Gamification Tools & Platforms

Analyzing the state of the various tools, platforms and methods currently available (up until now) for applying game mechanics to traditional, structured formal learning delivery platforms yields a short and disappointing list of options for training teams and learning professionals to choose from. Until now, early adopters in the learning gamification space have generally only had two viable paths to follow: (1) use a generic gamification platform designed to help web marketers gamify their social-enabled web sites or (2) embark on an expensive campaign to design, create, deliver and support a completely customized gamification solution. Let's take a look at both of these historical options and get a sense of what's coming next.

*Commercial Gamification Platforms.* The concept of gaming has been around since the beginning of time and we are all keenly aware of the varied ways we compete against one another -- from childhood through old age. In modern times, gaming has become increasingly more technological and immersive, resulting in the emergence of several multi-billion dollar industries that service our desires to play games for fun, social interaction and profit.

The appearance of gamification practices in online marketing, loyalty/incentive programs and business education started back around 2010 and has gained forward momentum by the day. To address the burgeoning market opportunity, a select number of independent software vendors ("ISVs") like **Bunchball**, **Badgeville** and **Big Door** – each fortified with healthy war chests provided by willing venture capitalists – have entered the market offering sophisticated platforms that can help an organization add game mechanics like point systems, levels, badges, leader boards and rewards to their existing web sites to gamify a business practice. Each of these vendors has found early market success and gained a roster of top-flight customers who are benefiting from increased web traffic as well as visitor engagement and loyalty. In several cases, these horizontal market solution providers have tapped into a customer's desire to gamify some of their traditional learning methods, but the approach has been by building a "siloed" platform intended to deliver a specific component of training (e.g. course or test) wrapped in new-age game mechanics. The success of one-off solutions has driven increased awareness and interest both with the ISVs and their customers. These successes notwithstanding, standalone gamification solutions are not easily integrated with an organization's traditional LMS or TM platforms in important enterprise IT disciplines like security, single sign-on access and cross platform integration.

*Custom Gamification Solutions & Projects.* Some organizations approach gamification in learning from the "content angle" by seeking to add game mechanics via standalone gaming systems or game-enabled

courseware that can drive engagement but whose results typically cannot be tied back into "systems of record" like the LMS, TM or broader HCM platforms. As with any customized solution, the cost of producing, deploying and managing a one-off solution generally proves to be expensive and time consuming for any organization and the lack of potential to scale those efforts generally marginalizes future efforts.

In summary, the serious deficiencies to using either a commercial gamification platform or custom, gamified courseware include:

- Limited integration support to connect game-enabled learning interactions with traditional learning management systems and/or talent management platforms

- No available tools to integrate gamified learning constructs into other enterprise mobile applications and native mobile learning apps

- A lack of available reporting tools and analytics to assess the effectiveness of gamifying learning practices by correlating gaming results against established learning objectives and achieved outcomes

- An inability to support a wide variety of information security/risk management policies that govern the use of third party applications, platforms and computing/mobile computing hardware as instituted and mandated by an organization's IT department and/or senior management

> To date, few of the top tier LMS/TM/HCM platform providers have introduced native gamification features into their online (much less mobile-accessible) learning and performance support environments.

*Is There an Alternative?*  This current state of the gamification market, along with the perceived shortcomings of the current options, is now driving organizations of all sizes to seek alternatives.  As such, many T&D professionals are looking to their current LMS and TM platform vendors to provide them with the necessary tools to bridge the gap with something that's easy to layer onto their current learning environments while not breaking the bank in terms of direct costs or personnel to learn, build and support next generation gamification functionality. Unfortunately, traditional vendors in the T&D market have been historically slow in adding next generation functionality into their existing, feature mature platforms – witness the almost universal lack of support for enterprise mobile learning solutions by these same vendors in an era where the simple majority of workers all have smartphones or tablets they enjoy using.  Adding gamification functionality doesn't seem to be a practical reality for most tier one/tier two T&D market ISVs and it is not even on the radar for many of them. To date, few of the top tier a single LMS/TM/HCM platform providers have introduced native gamification features into their online (much less mobile-accessible) learning and performance support environments.

## Enter OnPoint Digital & OnPoint Gamification Engine

The OnPoint Digital team has always been perceived as a market leader and technical best-in-class innovator across a multitude of learning industry disciplines. Our flexible LMS/LCMS platform has helped business customers of all sizes (SMB to large enterprise) leverage low cost, rapid authoring tools and methods to deliver training, performance support and business communications to employees, partners and customers via the industry's broadest range of online and mobile delivery modalities, and we currently support more than one million licensed learners in thirteen languages across the globe. OnPoint has garnered more than three dozen national and international awards for innovative learning solutions and many more awards have been won by

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customers/partners leveraging these solutions to support their own learning ecosystems.

OnPoint Digital introduced the industry's first game-enabled learning environment for the online and mobile enterprise in January 2012. The OnPoint team initially worked hand in hand with customers and partners for more than a year to design optimal ways to apply game mechanics to our existing learning solutions, implementing a wide range of new features that allow organizations to create a more compelling and effective learning environment for their user communities, whether online or mobile. Our Initial results proven successful and extremely compelling as early adopters are driving employee engagement and accelerating business results. Fast forward ahead nearly four years and now more than *fifty percent* of OnPoint's customers and partners have purchased and implemented our advanced *Gamification Engine* and they continue to discover new and innovative ways to engage their learning communities and drive adoption and satisfaction for their broader training initiatives.

The purpose of this white paper is to provide an overview of gamification in the corporate learning environment, and lend a perspective on how OnPoint's customers and partners and prospects are beginning to take advantage of this compelling and transformative opportunity. We have included typical use cases for gamifying the learning enterprise, an exploration of the gamification feature set being introduced, several customer project profiles, and a summary of OnPoint's corporate capabilities and market experience.

# Part II: Proven Methods to Game-Enable Learning

Before we begin to detail the features and functionality of a gamified learning environment, let's outline some of the key opportunities for connecting traditional *training & development* practices and modern *game mechanics* to drive worker engagement, fortify knowledge retention and accelerate organizational competency. Every organization needs to hire new personnel, train them in their products-services-practices-policies, and ensure these employees are ready to deliver value to customers, partners and fellow employees; gamification can make all of these practices more interesting and productive across virtually any industry or market.

*Employee Training.* Gamification and learning are most often associated with practices designed to support employee education, especially in the areas of sales training and compliance training. Sales training, along with related disciplines of technical product training and marketing support, is certainly experiencing the strongest levels of interest and uptake in enterprise gamification due to a variety of factors. First, most sales professionals are highly competitive and achievement-oriented people by nature and this fact drives their understanding, appreciation and desire to do battle with their peers in publicly visible competitions. And despite the notion that their real achievements are measured in what they sell (and the compensation they earn accordingly), most sales professionals seem compelled to demonstrate their knowledge and victories to others through the attainment of the various points, achieved levels, earned badges and either tangible or status-based rewards commonplace to every gamified sales competition. In many cases, sales professionals in game-enabled competitions participate at higher levels due to the fact they know their peers and their superiors/managers all have easy access to up-to-the-moment leader boards detailing everyone's progress (or lack thereof) in a sales game.

Virtually any employee in a defined job role can benefit from active participation in gamified learning experiences spanning:

- Demonstration (and acceleration) of new product knowledge

- Confirmation of job certification and/or recertification

- Contributions of user-generated materials like documented best practices and recorded customer testimonials

- The capture and sharing of "seen in the wild" reports detailing activities of our competitors and changing market dynamics

- Encouragement of individual participation in internal social networks that promote the active sharing of experience, tips and traps to avoid with our coworkers

- Compliance training and many other use cases


While compliance training might not seem like a logical opportunity to institute a gamified process, the reality is many business professionals and workers are deciding to access and complete their annual compliance requirements and learning assignments sooner because of the added incentive of appearing to their peers and managers as being in "individual compliance." The success of others actually encourages laggards to complete their own individual compliance mandates so their department or location can demonstrate "group-level compliance" faster than other (competing) departments or locations. The entire organization benefits from

individuals competing to be compliant at the same time groups are competing against one another to be staff compliant and this drives organizational compliance, often without offering any tangible rewards or prizes outside of "bragging rights" and perceived status.

*Employee On-boarding/New Hire Training.*  One of the easiest places to initiate a learning-oriented gamification program is in the area of new hire education and employee on-boarding. New employees are generally excited to be starting a new job (or career) and they are far less distracted than the average associate deeply mired in their day-to-day responsibilities. It also makes sense to drive engagement, to start gaining employee mindshare as soon as possible, and start associating their new employer as a progressive place to work. Game mechanics can easily be added to introductory learning assignments accessible by new hires from the moment they accept their new positions through the critical days or weeks (sometimes months) before their actual start date. Once their actual start date passes, matriculants can continue to learn about their new work environments as they delve into their assigned roles and responsibilities, and applied game mechanics will not only continue to drive engagement but can also serve to connect the new hire with their peers and managers through structured social interactions and active game play.

*Customer Education & Event Marketing.*  A third area key area to introduce gamification is in support of ongoing customer education or even "event marketing" campaigns where the mission is to provide timely information about an organization's products or services to their target consumers.  Training teams have produced and distributed written materials, documentation, sponsored classes and instructional videos to customers for years and an increasing number of teams are leveraging online delivery platforms like learning portals to reach a broader and more diverse audience.  Adding gamification makes the experience more social, engaging and likely entertaining for the learning audience by tapping into innate motivations we all have to compete and gain status within a community. Interestingly, the earned rewards gained through gamifying a customer education process often include scenarios where "self-created community experts" are minted as a result of their higher levels of knowledge attainment (e.g., learning modules completed, expertise demonstrated) and the breadth of their community interactions (e.g., comments posted, knowledge shared and appreciated by others).  In these cases, the earned reward is elevated status in the learning community that might lead to even deeper involvement by becoming a known and trusted resource for others in the community who rely on their expertise and direction.

Event marketing-oriented learning engagements are typically comprised of making a game out of learning about a new product or service. In this scenario, gamification helps to structure how participants gain information about a new "widget", measures everyone's knowledge about it, and compels them to gain and share more information with one another are part of the learning community. Gamified events can be "open to the public" or restricted to participants physically attending a focused gathering (e.g., trade show expo, job fair, product launch).

# Part III: OnPoint's Gamification Engine

OnPoint Digital's award winning LMS/LCMS/mLearning solution represents ten plus years of focused and iterative experience and experimentation coalesced into one unified platform for online and mobile content creation, management, deployment and tracking.  and now provides a fully integrated gamification layer that extends the learning experience through the addition of support for group or project-specific game profiles comprised of game elements like interactive leader boards, points/levels/badges, and earned trophies and tangible rewards. We can deliver a fully gamifed experience to workers learning online over the web, sitting in a classroom, or accessing their training from the mobile device or tablets of their choice via the widest array of learning methods and tools possible. OnPoint's *Gamification Engine* features are integrated into the fabric of our core platform, available in all of our supported delivery modalities, present in our security and enterprise integration tools, and found throughout our reporting and analytics features. In short, gamification in not a "bolt-on experience" but is fully baked into all of the products and services we offer our customers looking to transform the way they educate, engage and motivate their workers and extended learning communities.

As outlined previously, both of the currently practiced approaches for gamifying learning in the enterprise – the use of a marketing-focused gamification supplier or the development of a one-off custom training application or game content component – are falling well short of meeting the growing expectations of T&D teams seeking to introduce and seamlessly integrate game mechanics and methods into their long-term learning strategies. On the one hand, commercial gamification platforms from **Badgeville** and **BunchBall** offer rich and highly customized gaming constructs but these platforms are optimized for online web delivery (forsaking flexible mobile app access), they don't easily integrate with or conform to a variety of enterprise IT systems and security policies, and the collected results/outcomes of the delivered gaming experiences are not easily integrated into an organization's learning platform "system of record" for consolidated reporting and management. Similarly, customized, single-purposed, game-enabled learning experiences are generally expensive to produce, time consuming to develop, hard to deploy/manage and not conformant with most enterprise IT systems and security restrictions given their siloed delivery models. True, engagement can come from both approaches but neither scales appropriately to meet the T&D team's long-term learning objectives.

## Our Unique & Differentiated Approach

Conversely, OnPoint Digital's *Gamification* feature set was designed and developed from the ground up to support the varied and complex needs of T&D professionals and organizations. Our system is easy to learn and implement, and our approach ensures all of the diverse technical requirements of managing learning experiences are met with minimal effort and maximum flexibility. The high level benefits of this approach include:

- *Support for Standard Game Mechanics.*  All of the expected game mechanics are available including support for assessing points, defining levels and achievements, earned badges and trophies, support for varied leader boards (master, group & challenge-based) all with associated rewards and incentives. But instead of needing to be programmed, they need only be configured to activate a game-based learning experience.

- *Flexible Gaming Profiles.*  Game-enabled learning programs can include any combination of formal learning assignments or informal learning interactions that contribute to every worker's progress, attained status and awarded recognition/prizes.  Game Profiles can be scheduled for a specific time frame (e.g., January Product Intros, Q1 Sales Game, Compliance Bowl 2014) or ongoing, never-ending

learning engagements.  Workers can participate in multiple active Game Profiles as defined by their job function, location, experience levels or other criteria.

- *Rewards for Gaming Activities.*  Workers earn points for completing formal learning tasks like attending a class or webinar, viewing an online training course, watching a video, listening to a podcast, reading a document or finishing an eBook, passing a test or finishing a survey.  They can also earn points for informal learning activities (e.g. for contributing their thoughts and experiences to group forums or message boards, creating/sharing videos, pictures or news stories with their coworkers, or serving as a community mentor or thought leader to others).

- *Varied Delivery Models.*  Workers can access any gamified learning experiences from Internet-connected desktops/laptops or from their smartphones, tablets or popular eBook readers using either a customized native mobile app or via mobile web connections.

- *Customized Learning & Gaming Experiences.*  The look & feel of all standard features can be customized to meet the unique branding and user experience requirements of any organization ensuring a polished and professional experience.

- *Support for Learning Industry Standards & Tools.*  Our platform provides support for popular learning industry standards like SCORM v1.2 and v2004 content packages as well as emerging Experience API (xAPI/Tin Can) services popular in bespoke content development as well as more than a dozen popular content authoring tools and platforms.

- *Detailed Reporting & Analytics.*  More than 150 standard reports summarize all learning activities and gaming results, and interactive dashboards make it easy for administrators and managers to determine current levels of participation, engagement and learning efficacy across any content type or platform.

- *Platform Orientation.*  All gamification features are built atop a full featured Learning Management System/Learning Content Management System ("LMS/LCMS") platform that works in a standalone fashion or can be directly integrated with an existing enterprise LMS or Talent Management platform using existing and proven APIs.

- *IT Friendly Infrastructure.*  Enterprise IT departments value the ability of our system to integrate seamlessly with other enterprise systems and platforms via native support for directory services (AD or LDAP), secure single sign-in (including federated/SAML), a full API toolkit (RESTful connectors plus legacy WSDL methods) as well as secure and certified infrastructure (SSAE 16, PCI Compliant, HIPAA, ISO 27001).

- *Rapid Deployment & Economical Support.*  Despite the breadth and sophistication of the whole product offering, our solution proves to be both easy to learn and implement while remaining cost effective to support.  Existing customers can install and start using new gamification features in a matter of days while new customers can fully configure and deploy their solutions in less than one month including most interface customization, integration and security services important to their enterprise.

# Part IV: Detailed Game Mechanics & Administrative Features

OnPoint's *Gamification* feature set is comprehensive yet highly flexible. Game-enabled learning programs can include any combination of formal learning assignments or informal learning interactions that contribute to every worker's progress, attained status and awarded recognition/prizes. Learners can access these assignments and options from desktop computers and laptops, from native Apps installed on any market leading smartphone and tablet (e.g., Android, Apple, Microsoft/Nokia, RIM) or popular eBook readers (e.g., Amazon, Barnes & Noble, Sony), via a full featured mobile web client (the app experience without installing a native app) and even using a native App that's installed on a standard Windows or Mac-based laptop computer permitting offline access to the same learning content and gamification features while disconnected from the Internet.  All completions and interactions are fully tracked and these results are automatically synchronized back to our centralized server/database whenever a connection is available or re-established. No matter what the platform or device is, the array of available game mechanics and tools is extensive and easily customized to meet the unique interface and branding experiences desired by our customers.

The following sections detail several of the gamification feature sets that are configurable for any standard or custom gamification implementation including *Points & Achievement Systems* and *Recognition Methods* followed by a brief overview of the administrative features integrated into the OnPoint platform used to establish, launch and manage gamified learning experiences.

## Points & Achievement Systems

*Standard Points.*  Administrators easily define standard point values with any formal learning assignment (e.g., completing a course, watching a video, passing an assessment) or informal learning interaction (e.g., reading a document, contributing user-generated content, posting to a forum).  Learners earn points upon successful completion of those assignments or interactions.  Alternatively, standard points awarded can directly reflect the final score attained by taking a test or quiz associated with a formal learning assignment that's been built using OnPoint's integrated assessment engine or as derived from a SCORM or xAPI-based assessment that's been embedded in a third party course or packaged game-based learning.

*Accelerator Points.*  Bonus points are added to standard points for any achievement completed during the defined launch period of that assignment being made available to game participants (typically in the first week after initial publication). For example, any learner who completes the latest product training within the first week of those modules being published receives 100 standard points plus 50 bonus points for completing those assignments during the launch window defined as "Week One" for a total of 150 points. Workers who complete these same assignments after "Week One" are only eligible for the available standard points.

*Recognition Points.*  Recognition points are discretionary and can be awarded by a manager or supervisor overseeing a specific Game Profile to any worker/learner they oversee in observance of exemplary behavior, individual contribution or personal achievement.  Recognition points are added to a worker's overall point total for a specific predefined Game Profile and managers are able to provide a comment detailing why they are awarding their recognition points to each selected worker. [**NOTE**: *Recognition points launch in next version*.]

## Recognition Methods

*Earned Badges.*  Digital badges are easily associated with any defined achievements and attained levels. Earned badges are displayed in a learner's progress summary but also visible by others in the same game.  Our

*Gamification* feature set also includes a library of more than 200 badges and trophies designed to jumpstart every gamification effort and they also serve as prototypes for organizations designing their own custom badges and digital rewards which can easily be deployed and supported in both standard and customized gaming environments.

*Trophies & Rewards.*  OnPoint supports three different classifications of *winners,* each with their own unique trophies and rewards including:

- **Finishers**.  The system can provide "finisher" recognition for everyone who completes the game by completing each of the defined levels regardless of how many points they attained or how quickly they completed the game.  A defined digital trophy is awarded to all Finishers.

- **Medalists**.  The system supports the classic "gold, silver, and bronze" medalist metaphor recognizing the first three Finishers of a competed game.  For instance, twenty-five people might compete in a game but only the first three Finishers will become Medalists.  A pre-defined digital trophy is awarded to each Medalist.

- **Lottery Winner**.  This special case allows the system to randomly select one Finisher from a pool of recorded Finishers regardless of their point totals or finishing order. [**NOTE**: *Support for selecting and recognizing a Lottery Winner will launch in our next version.*]

*Leader Boards.*  Interactive leader boards make learning and work more engaging by showing the results of ongoing competitions between individuals, groups and peers.  The system has been designed to recognize that different people have different personal motivations in the way they compete with themselves and others (e.g., peers, friends, colleagues) so the *Gamification* feature set provides three different types of leader boards to promote engagement including:

- **Master Leader Board**.  Highlights top five performers against all participants in an active game. Individual achievement progress determines rank and the shows the learner's current position.

- **Group Leader Boards**.  Compares teams of like learners organized by a common location, group or job code. Collective achievement progress determines group rank. The system provides support for factoring the collective points earned by all members of any group based divided into the total number of workers in that same group ensuring parity between large groups competing against smaller ones. These leader boards can also be configured at a regional or area level instead of across all groups.

- **Challenge Leader Board**.  Learners can self-select other game participants to compete directly against to establish more personalized, localized competitions. Achievements and outcomes on any Challenge Leader Board are for "bragging rights" only between all opt-in and affiliated challenge participants and while participation doesn't yield special recognition, badges or trophies, it does help to motivate friends and colleagues to push one another towards a common goal.

## Administrative Features

OnPoint Digital is the first enterprise training system to support a fully integrated gamification feature set within the core functionality of their LMS/LCMS platform.  The following sections outline how Game Profiles are defined and deployed, the set of game-based content features available to Administrators seeking to build enhanced game mechanics, the collection of reporting and analysis features included with the offering, details

on the available APIs to connect our enterprise learning solution with other third party gaming systems and incentive platforms, and the various options for defining and distributing customized user interfaces designed to improve the overall experience for workers participating in game-based learning programs.

*Game Profiles.*  OnPoint's support for game mechanics and game-enabled learning methods begins with the inclusion of a myriad of new features added directly into *Course Manager* (OnPoint's administrative interface).

- **Assessing Points**.  Administrators can easily update any defined formal learning assignment – be it related to viewing an online course, reading a document or PDF, watching a video, listening to a podcast, passing a test, completing a survey, etc. – by associating a point value earned by a learner completing that assignment.  Similarly, completion points can be associated with virtually any informal learning interaction as well – be it posting comments to a group forum, contributing user generated content like a video or picture, etc.

- **Establishing Game Profiles.**  Once points have been associated with each of the formal learning assignments and informal learning interactions in the system, Administrators then establish an actual Game Profile that serves as the structure for the gamified process or program they wish to introduce to their learning community.  Administrators easily associate any point-enabled learning assignment or interaction with their Game Profile, and can organize each of the attainable achievement levels as well as assign the associated digital badges, trophies and rewards gained by workers through active game play.  The time line for Game Profiles is configurable based on either a closed time period (e.g., "October New Product Launch" competition) or for an open time period (e.g., an ongoing "Top Field Manager - Western Region" competition).

- **Launching a Game Profile**.  Readied Game Profiles can be assigned to any defined group(s), location(s), job code(s) or other collection of workers through Administrator selection or automated through APIs associated with established business rules.  Upon launch, all invited participants begin receiving triggered notifications in the form of personalized emails, SMS/text messages or announcements visible in a live "social message stream" that serve as both individual and group-based calls-to-action, telling everyone "the game is on" as well as reminding and motivating each of them at predetermined intervals to stay involved and complete their assignments and interactions.

- **Updates & Game Analysis**.  Administrators have the ability to change an existing Game Profile to reflect new or modified game mechanics whenever required as well as extend or suspend an active Game in progress due to business demands or mandates.  New assignments added to an existing Game Profile automatically update related completion statuses and can also affect results on each of the leader boards as desired; this makes it possible for an administrator to "change the game" base when necessary without any technical hassles or programming.

*Learning-related Game Features.*  In addition to the ability for Administrators to easily associate point values with formal learning assignments and informal learning interactions, a variety of gaming-specific features are supported in *Course Manager* that can enhance the gaming experience without the need for complex programming or technical assistance including:

- **Test-derived Points**.  One alternative to earning completion-based points for completing a formal learning assignment is to award points based on the actual score a learner achieves after passing (or failing) an electronic test that follows an assignment taken online or from their mobile device.  For example, a Learner watches a five minute video on their iPhone or via their desktop web browser and

they are then presented with a short, five question assessment designed to measure their knowledge retention; if they score a 60% achievement on the test, the point value they earn equals 60% of the maximum number of points associated with that assignment and that value will be reflected on their leader boards.

- **Flash Card-based Games.**  An exciting new feature available in version 5.x is the addition of a new test type called "Flash Card", where Administrators use OnPoint's embedded assessment creation engine to create an instant-response style test that can be taken online or from a mobile device.  Once the Administrator creates the assessment, it is then assigned and distributed to learners directly as an individual assignment or via a Game Profile, as with any other piece of content.  But this new test type supports a fun twist:  it can be packaged in a simple template as a "game" versus a "test" where the learner feels like they are playing for fun.  A positive value can be associated with correct answers as well as a negative value assessed for incorrect responses.  Learners can launch the "game" as many times as allowed and each attempt will result in an update to their attained status on the leader board, be it up or down!

- **SCORM-based and xAPI-based Scoring.** T&D teams can work with third party game designers to design, develop and package sophisticated and highly interactive games (e.g., first person, interactive, branching logic) that can report out a final score or points earned as a "SCORM raw score" element that can be reflected as the worker's achieved score for that learning activity on the leader board. Similarly, points earned in any content for active or passive participation can be tied to an xAPI/Tin Can statement that can be mined out of the integrated Learning Record Store ("LRS") in the OnPoint Course Manager platform and then transposed as earned points against an assigned Game Profile.

- **Connection to Third Party Platforms & Tools.** Finally, there are a variety of third party tools, platforms/systems and even installed native apps introduced by an organization's T&D team that can coexist alongside OnPoint's *Gamification Engine* and serve as a source of game-based learning outcomes and results that can be normalized within the concept of a more macro game-enabled learning environment. A primary example are robust training simulations, immersive learning scenarios and other "serious learning" platforms that generally entail considerable time, effort and financial investment to design and implement that leverage native game mechanics (e.g., points earned, levels achieved) that can be reported out externally into OnPoint's *Gamification Engine* as a centralized gaming "system of record". Similarly, there are game-based learning tools like **mLevel** and **Axonify** that can be used to design and deploy game-based learning packages who results can be pushed to OnPoint's *Gamification Engine* using APIs to bridge independent game-based learning efforts into one consolidated Game Profile with normalized points, achievement levels and badges derived from multiple third party sources.

*Reporting & Analysis Features.*  Support for game mechanics begins with the inclusion of a myriad of new features:

- **Standard Reports**. OnPoint's platform provides more than 130 standardized reports that provide high levels of detail about every tracked and managed learning assignment. Results derived from any report can be printed, PDFed or exported into Microsoft *Excel* for further manipulation as required.  All reports are easily refined by the customer through a straightforward point-and-click interface where various filters ensure the report includes just the data that is needed.

- **Game Results & Dashboards.** Administrators have the ability to drill into real-time results for every defined Game Profile to check progress by individual or group as well as determine all of the winners and rewards awarded by the system.

- **Performance Manager Application**. Managers and supervisors with specialized group-based permissions have access to OnPoint's *Performance Manager* application, a set of tools, reports and interactive dashboards that permit in-depth views of the learning status of any worker as well as their attained game progress via master leader boards. Managers are only permitted access to view results for workers they oversee so reporting is very specific to the progress achieved by their direct reports.

*Interface Enhancements.* Finally, one of the hallmarks of the OnPoint LMS/LCMS/mLearning platform is our ability to allow customers or partners to define, design and implement their own customized learning experiences in all of our learner-facing user interfaces to deliver a fully customizable User Experience ("UX"). UX customization features are available for all web-based interfaces for online learners and can also be applied on top of any native mobile applications within our *CellCast Solution* software.

*APIs to Extend Connectivity.* The *Gamification* feature set, as part of the full software suite, can be connected to other training or talent management systems, social networking tools/platforms, or other third party reward and incentive systems through available or customizable Application Program Interfaces ("APIs"). [NOTE: These APIs are purchased separately and require professional services to implement.]

- **LMS & Talent Management System Connections**. Most organizations seeking to integrate a gamification solution with their existing LMS or TM platform will purchase one or several of the standard integration levels used to connect an organization's "system of record" to their OnPoint-provided gamification delivery platform. Customers can pick any or all of four different integration methods including (1) worker/learner synchronization, (2) assignment completion from online/mobile back to LMS, (3) assignment mapping from LMS into the gaming platform, and (4) content publication sync between the LMS and the gaming platform. APIs and professional services are charged separately for each required level of integration desired.

- **Social Networking Connections**. In addition to the native social networking features found in the OnPoint platform, APIs are available to connect the gamified work environment to other popular public (e.g., Twitter, Facebook) and private (e.g., Jive, Yammer) social networking systems to ensure message-level continuity between vital enterprise resources.

- **Reward/Incentive Systems**. Whereas most of the rewards earned by learners completing Game Profiles are merely digital badges or trophies (as well as "bragging rights" across an organization's social network), many customers are interested in extending the outcomes and results from these virtual rewards out to established third party systems like those offered by companies that specialize in reward solution offering tangible goods (e.g., tablet computer, gift card, theater tickets, airline or hotel vouchers). Existing integrations have been developed for several different IR platform providers but the same APIs can easily serve as the foundation for other similar integration efforts.

- **Third Party Gamification Platforms.** Finally, it is possible to integrate all collected results (e.g., leader boards, reporting & analysis) from the OnPoint platform with data elements from customer-developed gamification systems or third party gamification platforms like **Badgeville**, **Bunchball** or others using existing and other custom APIs.

## Extended Use Case – Gamifying an Existing Learning Environment

Another compelling approach to leveraging OnPoint's *Gamification* feature set would be through gamifying an existing enterprise learning environment through direct integration of an organization's centralized LMS or TM system with the gaming features of a OnPoint LMS/CellCast installation instance. Under this scenario, APIs would be used to map formal learning assignments defined and associated with workers in the main "system of record" over into an OnPoint Server where completion results for these same assignments would be extended with our game mechanics and then associated with active Game Profiles. In operation, workers would be able to complete traditional online training courses as well as instructor-led training classes all tracked in via their central LMS (e.g., Saba, SumTotal/Skillsoft, SAP/SuccessFactors, Oracle/Taleo) and the collected results would be mirrored to the point systems, badges, trophies and rewards defined in OnPoint's gamification module. Access to all the results, including leader boards and reporting tools, would then be mapped back into the organization's centralized learning portal thus making the experience complete for workers and managers alike through the primary "system of record."

Technically speaking, the display of leader boards and access to the extensive reporting and analysis features is seamlessly handled through plug-and-play portlets and single sign-on access support between the customer's existing LMS or TM platform and the installed OnPoint platform. Another key benefit of this approach is that it allows workers to leverage all of the mobile learning features and applications found in OnPoint's *CellCast Solution* to extend learning as well as gamification of their existing LMS or TM platforms – a "two for one" benefit to every customer.

# Part V: Early Pilots & Results

In design and development since Spring 2011, OnPoint's *Gamification Engine* has evolved into a full featured, enterprise-grade offering to help organizations of all sizes design, implement and manage game mechanics to drive a variety of business outcomes as evidenced by the following case studies.

## Case Study #1

**Customer Name:**          Great Clips for Hair
**Market Served:**          Franchised Personal Services Retailer
**Designed Use Case:**      Store Manager Learning Portal
**Delivery Platform:**      Mobile Apps & Online Learning Portal

Great Clips for Hair operates more than 2,600 hair salons exclusively through franchisees in all fifty US States, Canada and in select international markets.  Great Clips has operated their online learning portal for store managers and corporate trainers for more than five years but desired to update the learning experience with a more modern look and feel and advanced learning functionality. Desiring to take advantage of a new learning delivery paradigm, Great Clips signed on as a "beta customer" for OnPoint's new *Gamification Engine* as part of an overall Learning Portal refresh effort in the summer of 2012. Great Clips T&D Administrators worked with OnPoint designers to build a new Learning Portal with integrated game mechanics to drive interest and awareness for all salon managers throughout their network. Introduced in December of 2012, the new Learning Portal was an instant success with salon managers who began taking online courses and assessments at an increased rate of ***more than 900%*** over the previous traditional Learning Portal. Ironically, most of the learning content and assessments are exactly the same as they've been for many years but the applied game mechanics have dramatically altered the perception of the Learning Portal as being more "hip, interesting and beneficial" according to a recent survey of salon managers conducted by Great Clips (see Figures 1 and 2 below to view portal and iPad/tablet interfaces with integrated game mechanics). The overwhelming success of the game-enabled online portal drove several additional investments by the Great Clips T&D team who decided to improve the learning experience through the introduction of a new and simplified custom UX that placed the game mechanics "front and center" within the interface thus driving continued participation.

More recently, Great Clips worked with OnPoint's design team to create an interactive "game card" that makes the overall training experience more engaging and interesting for the learning community (see Figures 3 and 4 below).  Users interact with the game card and see their progress as they advance through their assignments and attain higher levels of achievement in their professional development.
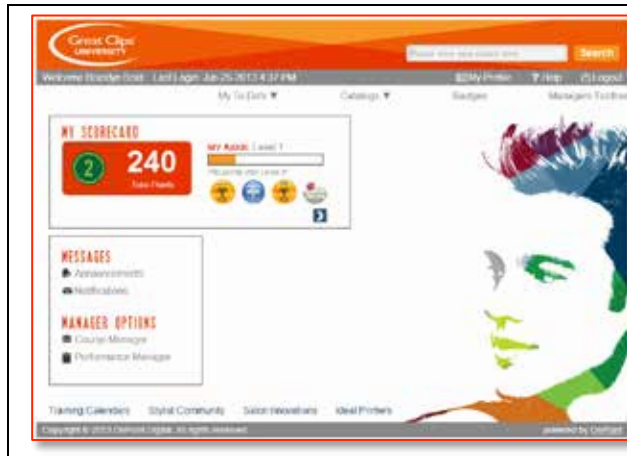
**Figure 1**
*Current Portal UX with Active Game Mechanics*
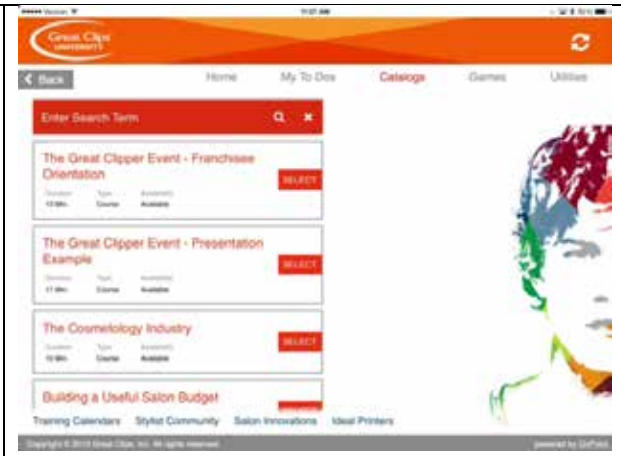


**Figure 2**
*Native App Version 2.0 Tablet UX with Active Game Mechanics*



**Figure 3**
*New Interactive "Game Card" Design Plots Learning Progress*



**Figure 4**
*Game Progress Reflecting Earned Badges & Achievement Levels*

## Case Study #2

**Customer Name:**                        AutoTrader Group/Cox Enterprises
**Market Served:**                             Automotive Services
**Designed Use Case:**                   Sales Training
**Delivery Platform:**                    Apple iPhones, iPads with Customized Native Apps

The T&D group overseeing sales training for AutoTrader Group ("ATG"), a subsidiary of the automotive services group at Cox Enterprises based in Atlanta, Georgia, was seeking ways to rethink their annual product/services training programs for 850+ sales professionals across the US and Canada by replacing their traditional two week instructor/facilitator-delivered training programs at headquarters with on-demand training delivered via company-issued mobile handsets, tablets and laptops. To make the training experience more engaging and interactive, ATG worked with OnPoint's designers to craft a slick, auto dashboard-inspired interface for their customized UX and also decided to employ gamification as a key driver for learner participation and continued engagement. The traditional information imparted through two weeks of facilitator delivered training was replaced with sixty plus mobile friendly courses, videos and data sheets with associated assessments to measure comprehension. Learners earned points for individual content completions for each of five major training modules and badges to highlight their gained mastery of new subjects. Learners also gained additional points and earned new badges for participating in various informal learning interactions including the creation and submission of five different user-generated content assignments designed to demonstrate "live mastery" of key new concepts like delivering the sales pitch or overcoming an objection – the recorded videos were uploaded via an installed CellCast app on their devices and automatically shared with their direct manager or instructor who approved/rejected their submission. The success of the project was deemed phenomenal with 97% of the 850+ participants completing all their assignments INCLUDING their five video submissions. The program saved ATG more than $1M in direct training costs (e.g., airfare, hotel, expenses) and also won several industry awards including "Best of Show" at DemoFest at mLearnCon in June 2014 and a Brandon Hall Gold Award from Best Use of Mobile Learning in September 2014.
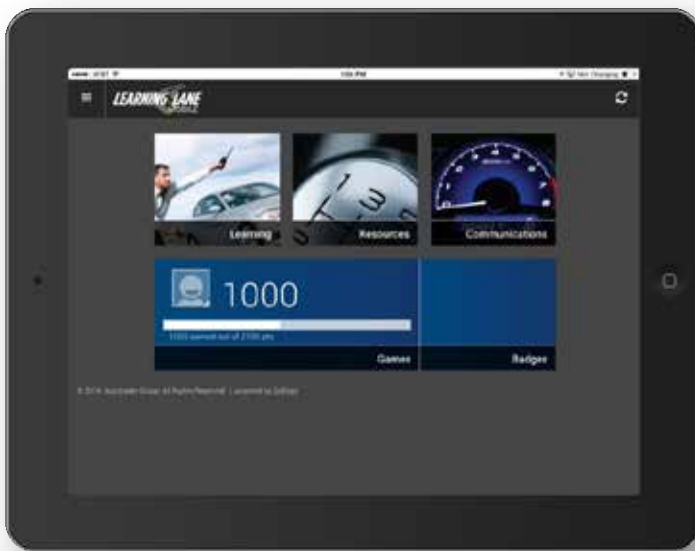


| Figure 1 | Figure 2 |
|---|---|
| *Custom iPad Layout with Learning Tasks & Earned Badges* | *Responsive UX shown on iPhone* |

| Figure 3 | Figure 4 |
|---|---|
| *Custom Game Profile Page* | *Custom Earned Badges Display & Badges* |
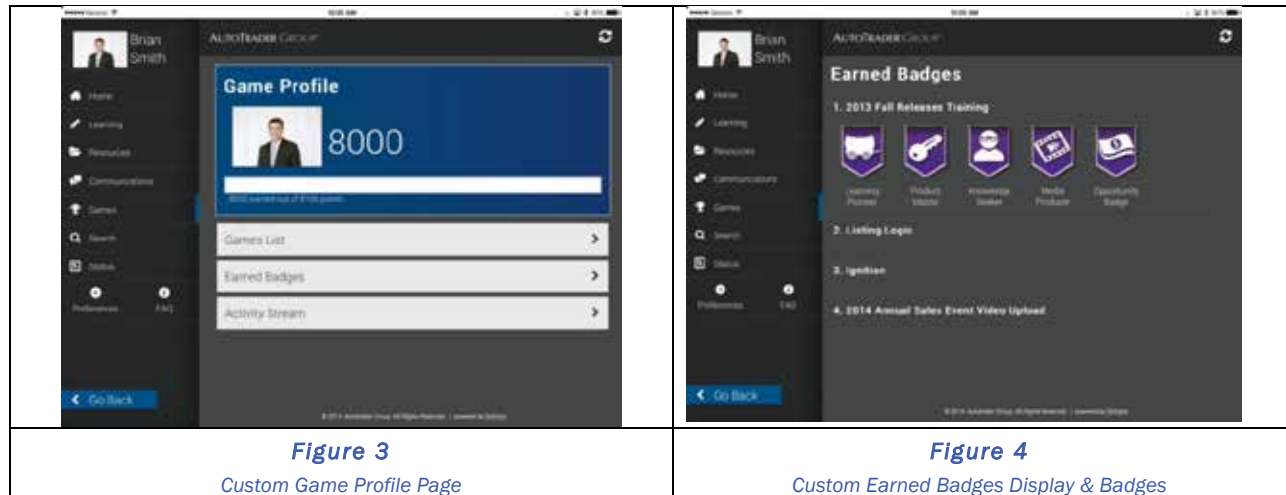
## Industry Awards & Recognition



*Best in Show – mLearnCon 2014*



*Best Use of Mobile Learning 2014*

# Part VI: General Information

OnPoint Digital incorporated in January 2002 as an independent software vendor specializing in cost effective and flexible web-based training solutions for the enterprise. The company has been an early adopter and market innovator of mobile learning products and services beginning in 2003. Our award winning and mature market offerings, the *OnPoint Learning & Performance Suite™* and *CellCast*® *Solution*, have also been a primary focus of our overall business and ongoing development efforts for more than twelve years and we continue our innovative ways in new areas including collaboration and gamification as outlined herein.

## Customers/Partners & Programs

Since our initial release in 2003, OnPoint's solutions have been evaluated, adopted and implemented to support more than 200 different projects, pilots and proof-of-concept online and mobile learning programs by organizations of all sizes and across multiple markets. Key customers and partners include service providers and wireless carriers and several of the leading mobile device OEMs as well as a variety of professional services organizations, technology OEMs, financial services and insurance companies, content publishers, pharmaceutical/healthcare companies, transportation and manufacturing companies, big box retailers, telecom/wireless carriers plus several leading Business Process Outsourcing firms. OnPoint works with more than one dozen strategic partners and resellers who represent our brand and solutions to their own customers and channels.

## Company History & Background

OnPoint Digital is based in Savannah, Georgia and specializes in the design, delivery and support of next generation online learning and performance tools and mobile learning technologies.  Our customers consist mainly of middle market and enterprise customers, typically with 500 to 50,000+ employees or learners.  As of October 2014, the company has worked with 125 direct customers or reseller partner customers supporting more than 1 million named users from more than 1,000 unique organizations. Customers span the corporate training, adult/continuing education, and state/local government markets and our partners serve customers in virtually every industry and country worldwide.

OnPoint delivers competitively priced performance solutions that facilitate a "blended learning" environment. We support on-demand learning and live streaming content delivery to facilitate the ongoing education of customer personnel and their extended community of customers, partners and members via an award-winning, industry-recognized LMS/LCMS/mLearning platform. We adhere to industry standards and produce industry recognized and award winning learning and performance improvement solutions. Our solutions serve as the foundation for our customers' critical training, communications and information management initiatives on the widest array of platforms and devices possible.

The company is self-funded by senior management along with one angel investor, is closely held by these investors, and has operated profitably since 2004.

## Awards & Recognition

OnPoint's *CellCast Solution* has received many accolades from a variety of different organizations and publications and is the recipient of several prestigious awards including the following distinctions:

| | |
|---|---|
| **Best in Show** | OnPoint partnered with LearningPlan in Australia to design and build a next generation portal for Samsung Electronics' Asia Pacific subsidiary to create the Samsung Plus learning portal and apps. The game-enabled solution was presented at the eLearning Guild's DemoFest event at mLearnCon 2015 and voted **Best in Show** for the conference. |
| **CellCast** | OnPoint's CellCast Solution was recognized for six years in a row as the leading mobile learning authoring system by winning a series of **Excellence in Technology Gold Awards** from Brandon Hall Group, most recently in December 2014. |
| **Best in Show** | OnPoint partnered with AutoTrader Group/Cox Enterprises at the eLearning Guild's DemoFest event at mLearnCon 2014 where a highly customized version of CellCast helped AutoTrader rethink their annual sales training by replacing ILT with mLearning via smartphones and tablets with fully integrated game mechanics. AutoTrader also won a **Brandon Hall Gold Award** for Best Use of Mobile Learning in 2014 using CellCast. |
| **Gamification** | OnPoint's *Gamification Engine* was awarded a Gold Award for Best Innovation in Gamification or Simulation category in the **Excellence in Technology Awards** from Brandon Hall Group in January 2014. |
| **WINNER 2012** | OnPoint's CellCast Solution was awarded the sole prize in the Best Innovation in Mobile Education or Learning by the GSMA at their Mobile World Congress event held in Barcelona, Spain in February 2012. The judges noted: "*An attractive and comprehensive mobile learning solution harnessing the full potential of today's major trends of cloud, apps, gamification and social media across all platforms.*" |
| | OnPoint teamed with Bass Pro Shops to present "mLearning: Learning on the Go" that showcased how VW has implemented CellCast Solution to provide sale training support to thousands of workers; the entry won the "**Best Sales Training**" and the overall **"Best in Show - Vendor"** categories at the DevLearn 2010 event. |

| | |
|---|---|
|  | OnPoint's CellCast Solution has been recognized with fifteen individual wins across four different categories for the 2009-2013 Mobile Star Awards sponsored by Mobile Village. OnPoint's CellCast Solution™ has won Superstar Awards in both the Enterprise Software: Education category and Enterprise Software: Field Sales and CRM categories four years in a row. |
|  | OnPoint's CellCast Solution won the "2009 Gold Award for mLearning Excellence" in the Corporate/Commercial category at the mLearn 2009 International Conference. |
|  | OnPoint's *CellCast*® **Solution** won the Mobile Shootout at the Training Conference in Atlanta in **2009**, winning first place in all 4 categories. |
|  | OnPoint won a bronze Brandon Hall **Excellence in Learning Award** in **2008** for assessment capabilities found within our *CellCast Solution* platform by demonstrating how we allow organizations to create, distribute and track tests and surveys to cellphones in four delivery modalities, including message-based, audio/IVR-based, mobile web-based and downloaded to an installed BlackBerry-based mobile app. |
|  | OnPoint won a prestigious Emerging Technology ("**E-Tech**") award at the CTIA WIRELESS **2008**® Conference, beating out more than 1,100 other companies for the Mobile Widget Contest. |
|  | OnPoint's *CellCast Solution* won "**Best Mobile Learning Program**" at elearning Guild's DemoFest **2007** held in San Jose, California for The Sales Quenchers Mobile Learning Program. |
|  | OnPoint received a Gold Brandon Hall award for **Technology Innovation in E-Learning** for our mobile learning-focused *FreePad Solution* in **2003**, demonstrating our early and sustained commitment to delivery of leading edge tools for mobile learning. |

## Developer Status/Application Stores

OnPoint's development group is comprised of a team of highly experienced and multi-disciplinary IT veterans. All design and development efforts are conducted by full-time internal employees rather than outsourced to outside "job shops" or offshore development houses – this ensures our ability to meet exacting standards for quality and ease of integration with every platform we manage.

OnPoint Digital has also attained key industry certifications and is an authorized developer and/or alliance partner for each of the major strategic development initiatives including:

- BlackBerry Select Alliance Partner

- Amazon Kindle Fire Development Partner

- Apple iOS Development Partner

- Microsoft Windows Mobile & Windows Phone Development Partner

- Google Android Development Partner

Most of our smartphone and tablet widgets are available (or soon to be released) through each partner's online application store including:

- Amazon Appstore for Kindle

- Apple iTunes *App Store*

- BlackBerry *App World*

- *Google Play*

- Microsoft *Windows Store*

## Contact Information & Web Sites

To find out more about OnPoint Digital's online and mobile learning platforms and business services, please visit any of these web sites or contact us directly at +1-912-898-9202 in the USA during normal business hours to discuss your mobile learning initiatives or to arrange for a demonstration.

### *CellCast* Solution Web Site:

http://www.mlearning.com & http://www.mobilelearning.com

### OnPoint Digital Corporate Web Site:

http://www.onpointdigital.com/

### Telephone (USA):

+1 (912) 898-9202

### Facsimile (USA):

+1 (912) 898-9210

# Appendix A – Standard Mobile Gamification Interfaces



**Figure 1**
*Standard Interface w/ Games Enabled*



**Figure 2**
*Gamification Menu & Options*
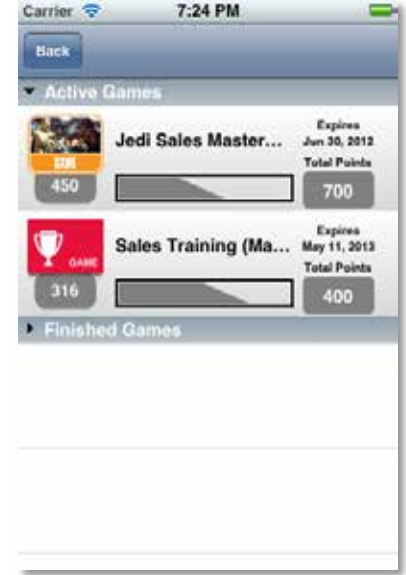


**Figure 3**
*Active/Finished Games w/Status*
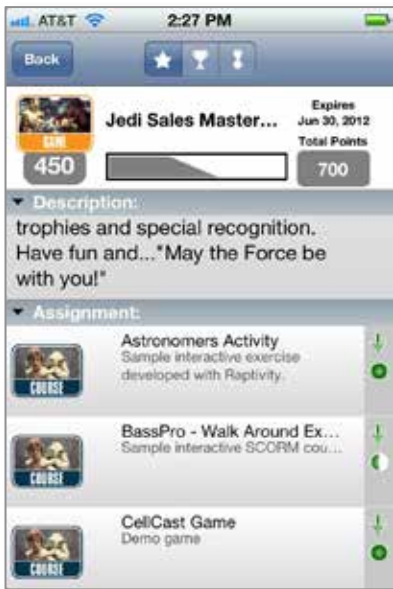


**Figure 4**
*Launch of Selected Game Showing Assignment Details*



**Figure 5**
*Master Leader Board Detailing Current Leaders*



**Figure 6**
*Launch Screen for Assigned Learning Path*

**Figure 7**

*Game Profile with Custom Thumbnails on Apple iPad*
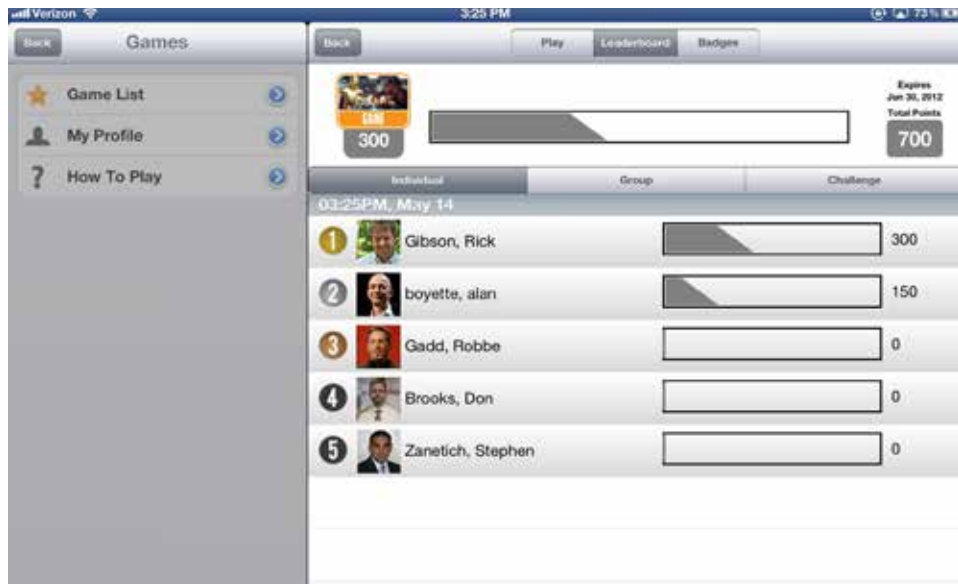


**Figure 8**

*Individual (Master) Leader Board on Apple iPad*

**Figure 9**

*Group-based Leader Board on Apple iPad*
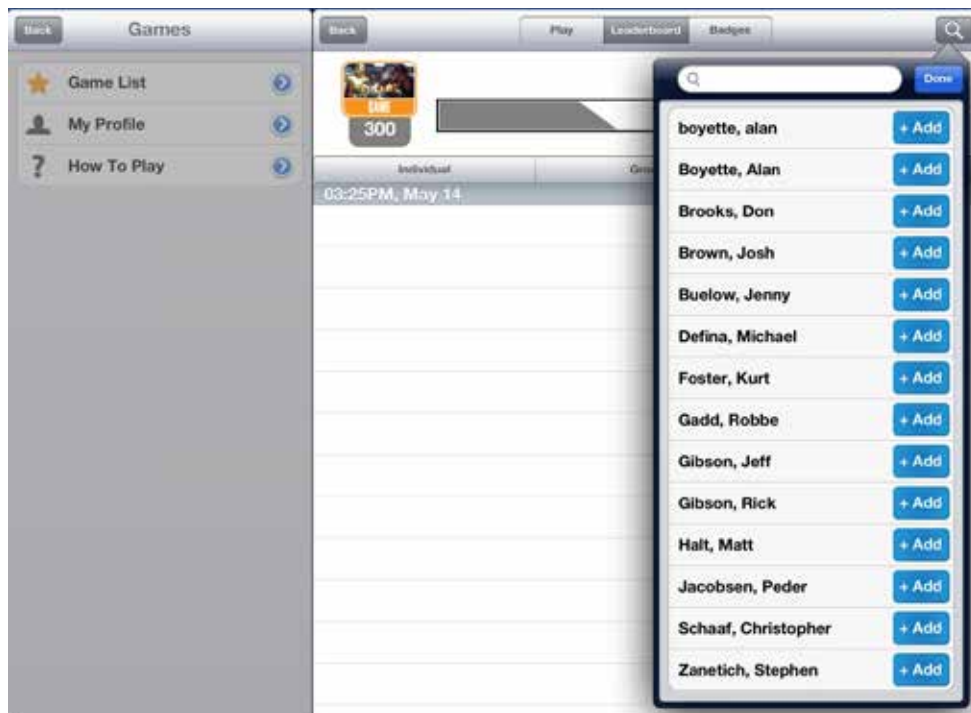


**Figure 10**

*Challenge Leader Board – Selection Feature (Pick Up to 5 Direct Competitors) on Apple iPad*
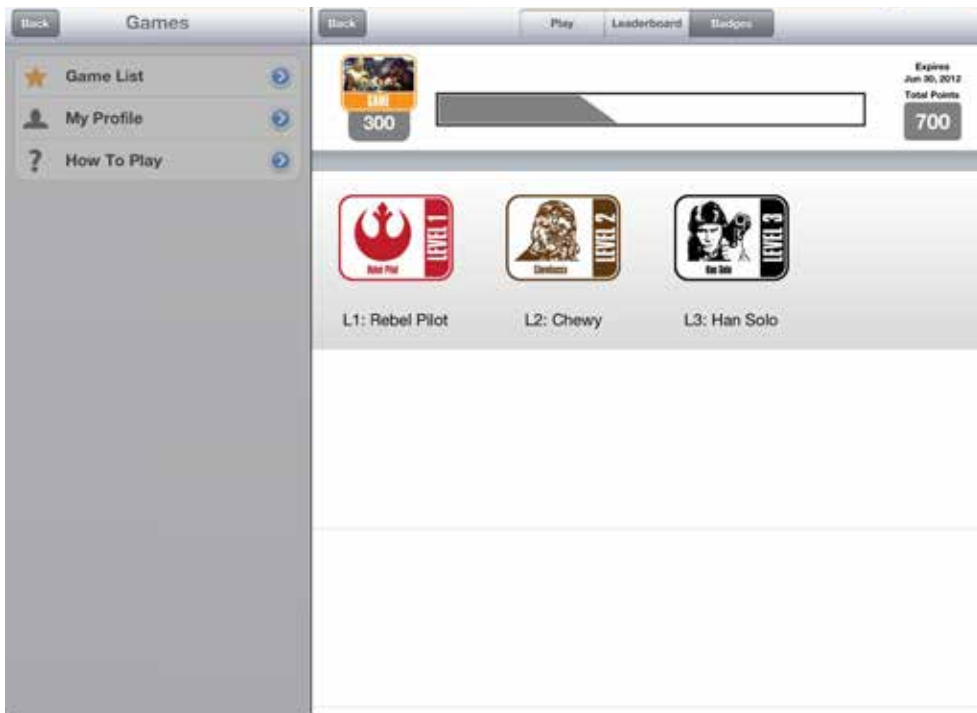
*Figure 11*

*Game Badges & Earned Trophies on Apple iPad*



*Figure 12*

*Full Gaming Progress Report via My Profile on Apple iPad*

# Appendix B – Customized Mobile Gamification Interface
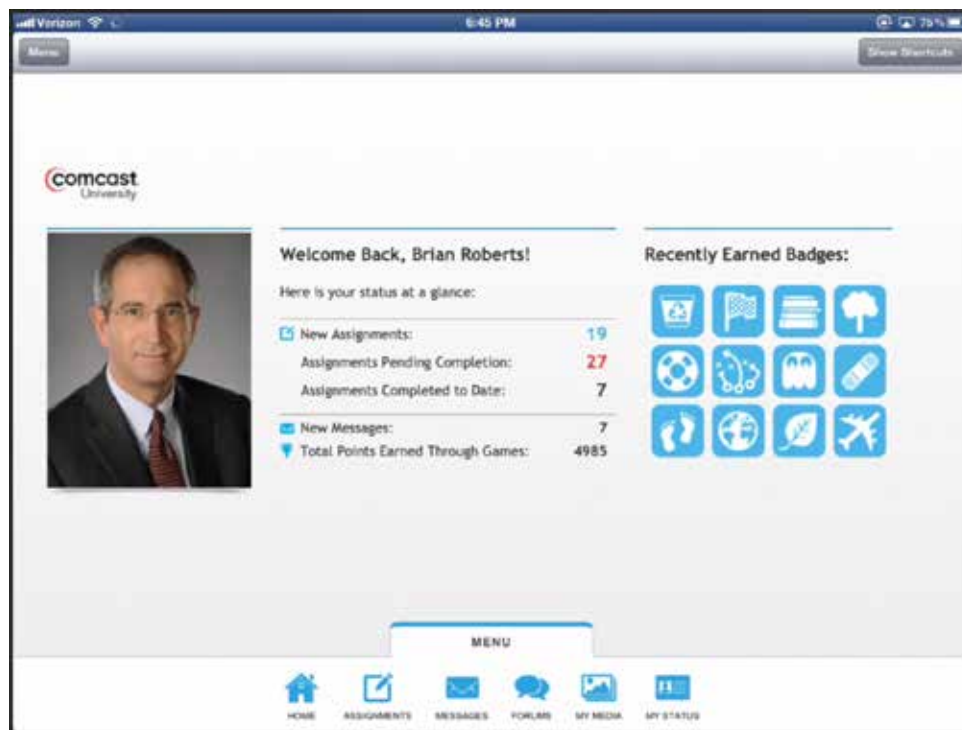


*Figure 1 – Custom User Interface with Integrated Game Mechanics*
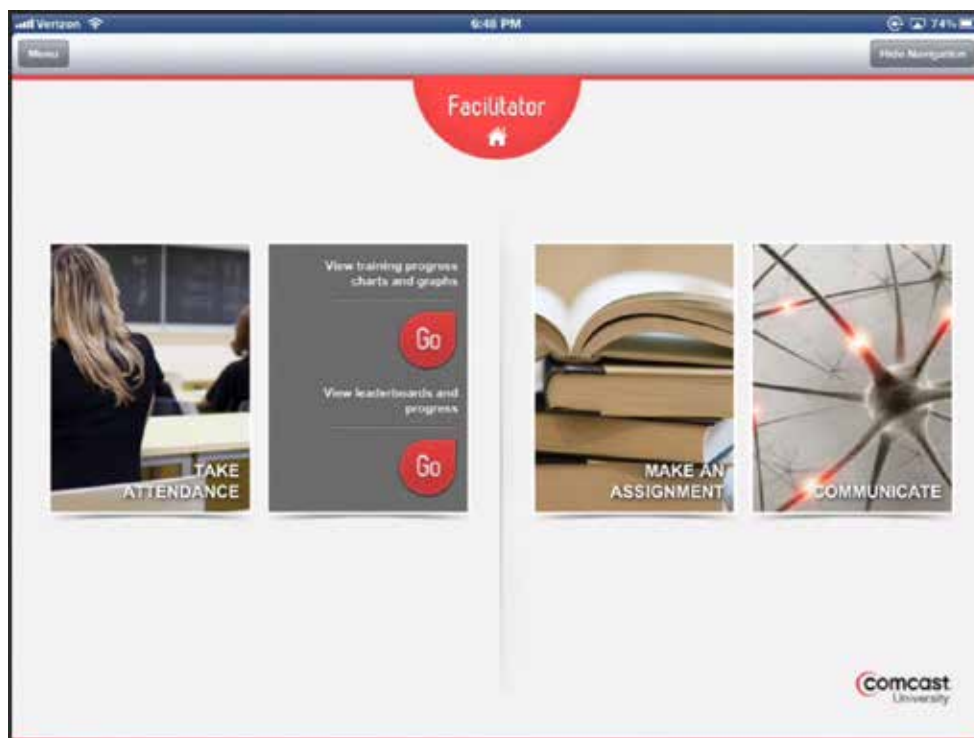


*Figure 2 – Custom Manager/Facilitator Interface with Access
to Monitor Leader Boards, Make New Assignment*
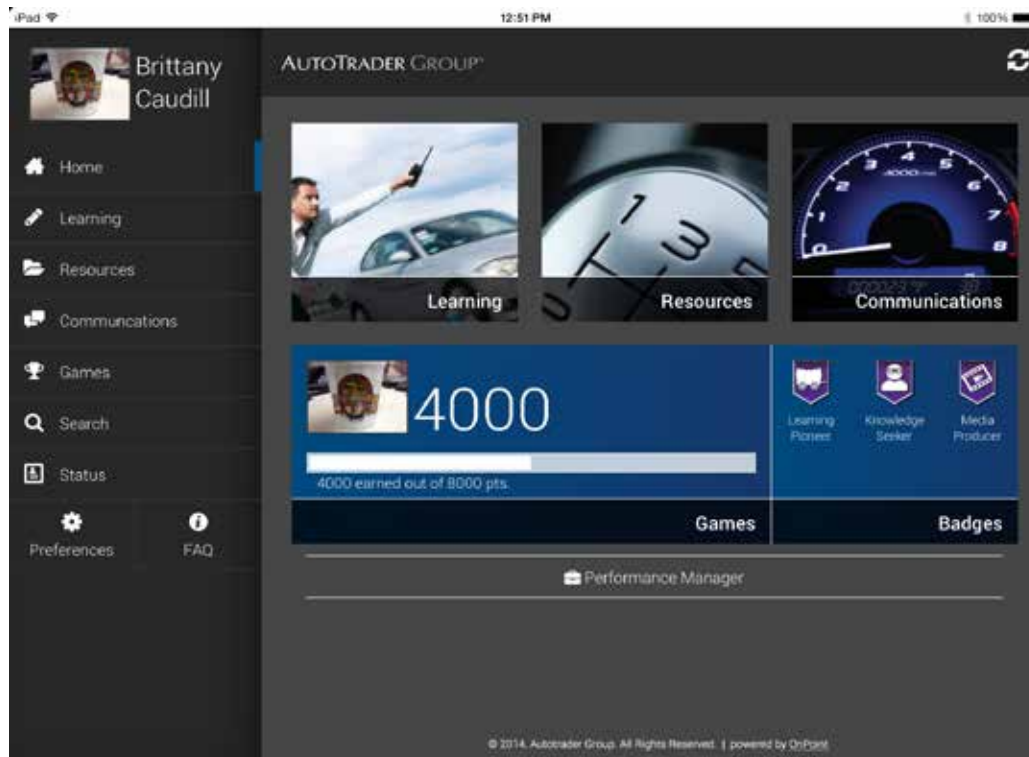
*Figure 3 – Custom User Interface with Integrated Game Mechanics*



*Figure 4 – Unified UX with Game Mechanics across Handset, Tablet & Portal*

# Appendix C – Administrator Console Screen Shots



*Figure 1 – Typical Game Profile with Summary Information*



*Figure 2 – Game Profile Showing Associated Learning Objects & Points*

*Figure 3 – Established Levels & Earned Badges by Point Value*



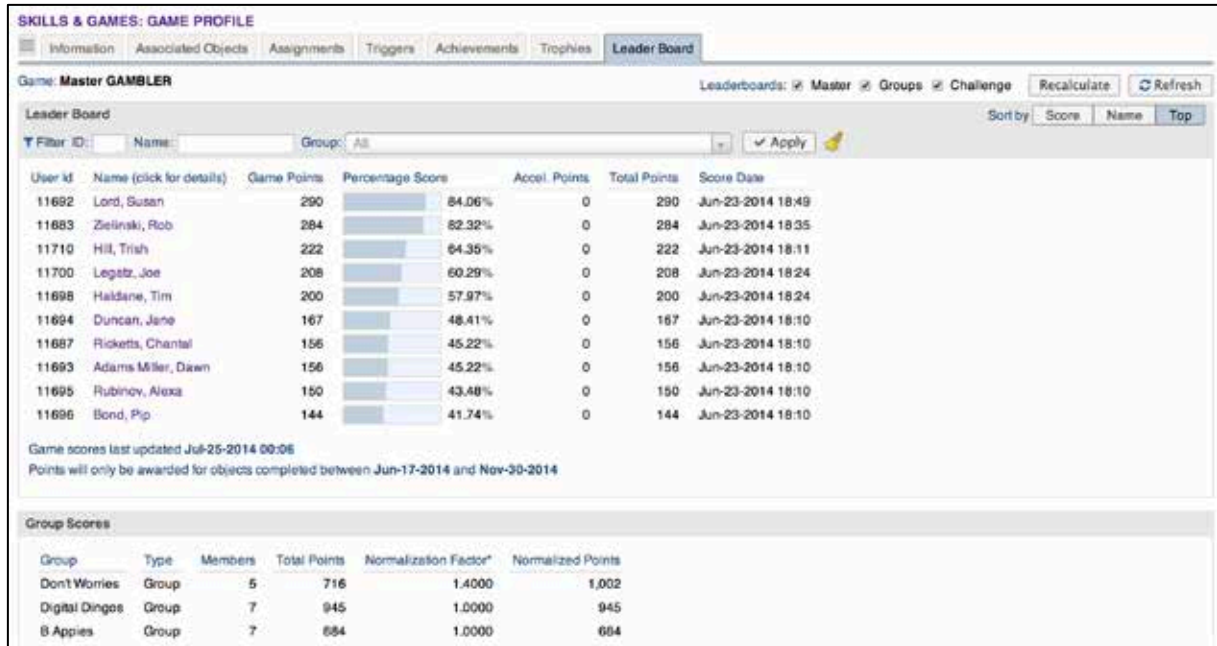*Figure 4 – Defined Digital Trophies for Individual Leaders*

*Figure 5 – Leader Board Details (Master & Group) with Drill Down Details*



*Figure 6 – Individual Results & Achievements for Selected Worker/Learner*

## Sample Badges



## Sample Trophies



*Figure 7 – Sample Custom Badges & Trophies (WW Grainger)*