



Getting serious about fun

GAMIFICATION IN SALES & CUSTOMER SERVICE

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Analysis of Potential, Concept Design and Implementation Support for the
Integration of Gamification Elements in Sales & Customer Service Processes

CHANGE LEADERS

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Project Objectives & Selected Business Cases

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Getting Serious About Fun – Principles & Approaches of Gamification

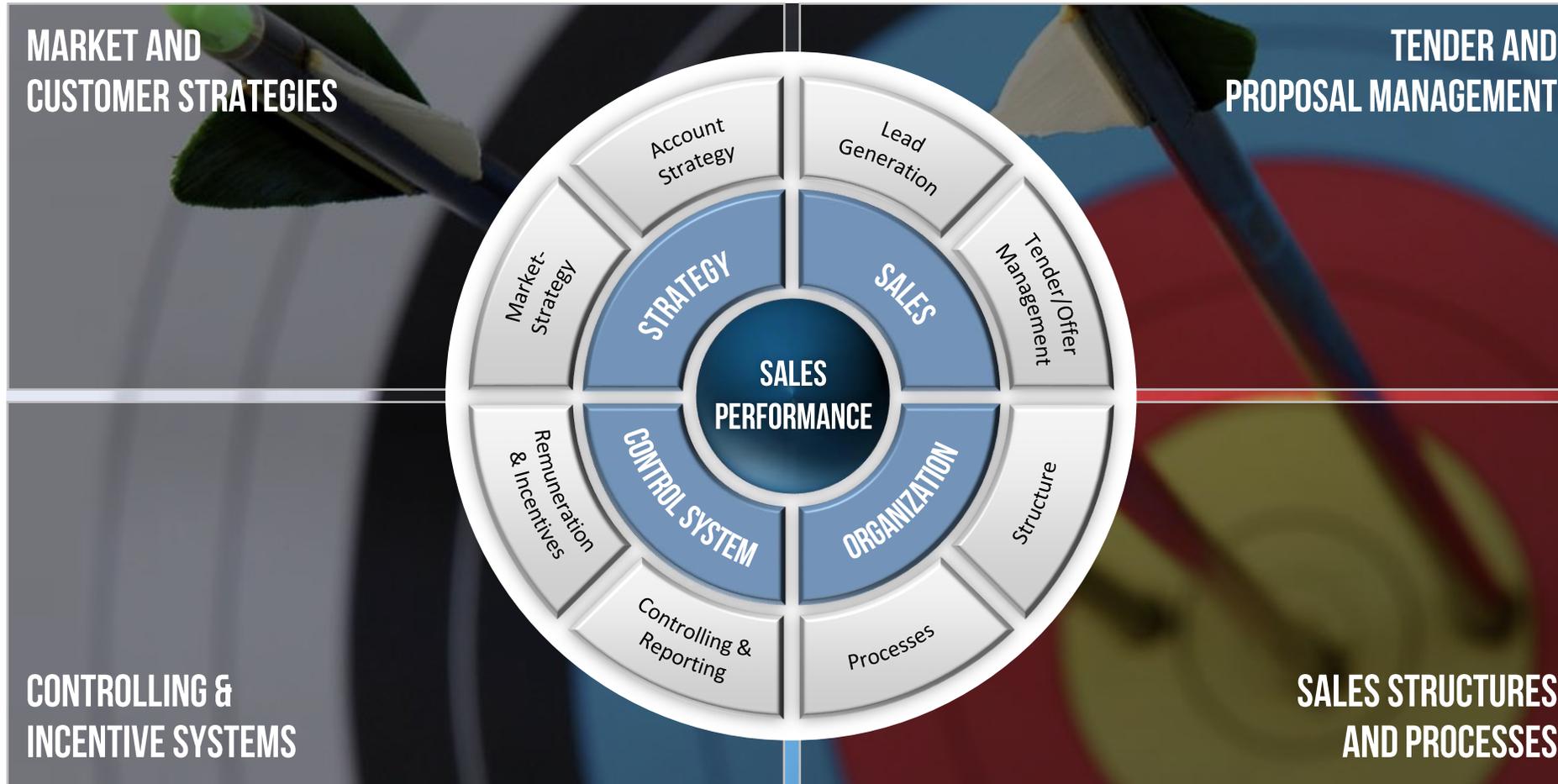
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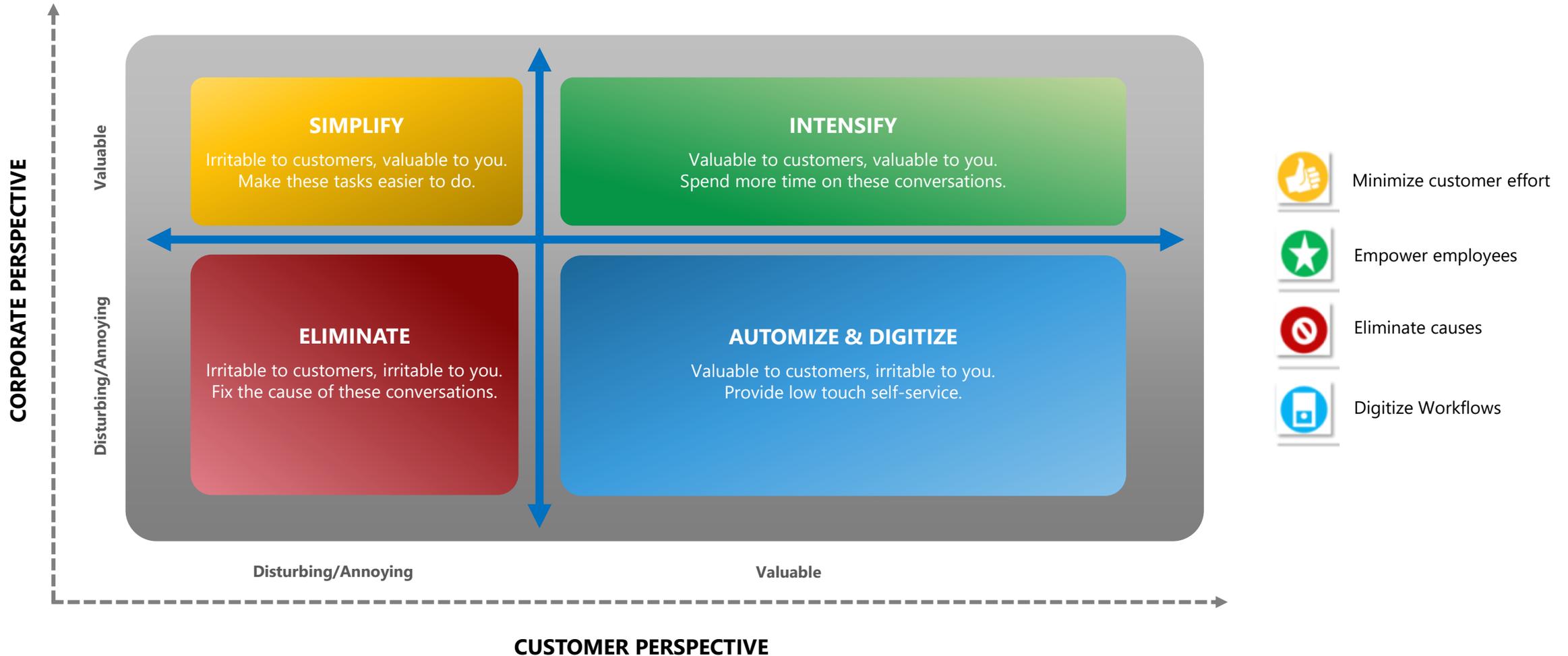
Objective: Increase customer loyalty and sales performance

We advise on various marketing and sales topics and use gamification elements where appropriate.



Integration of customer and corporate perspective in sales

Value Irritant Matrix (von Bill Price Amazon Service): A pure value increase from the company's point of view will not be sustainable even with gamification. We need to understand both the customers' and service technicians' perceptions and needs in detail.



Example: Technical Customer Service

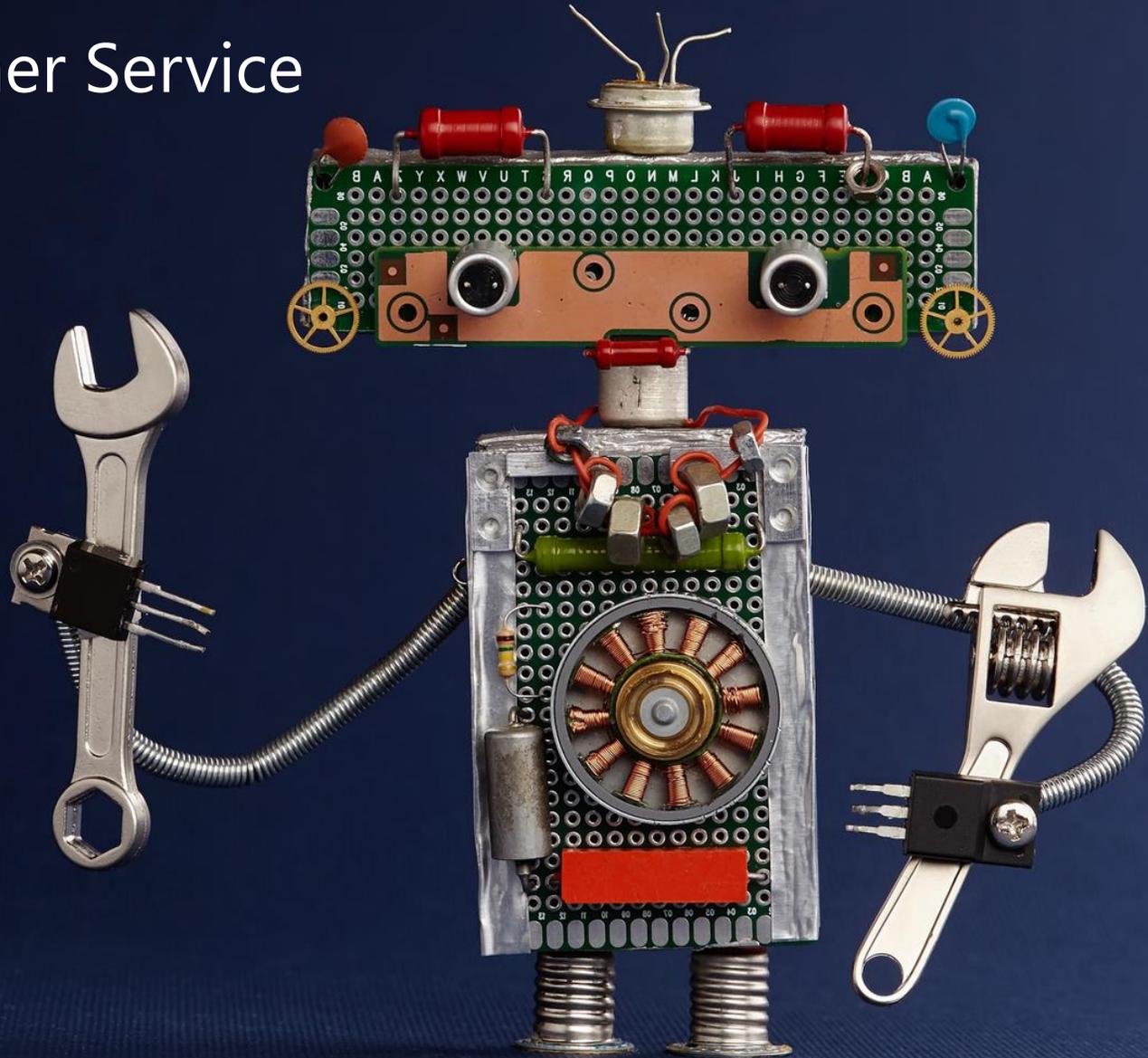
INTEGRATE GAMIFICATION ELEMENTS INTO THE TECHNICIANS' DAILY WORK PROCESSES

A global player would like to support and motivate its customer service technicians in the global field service (B2B and B2C) to grow into their new role as "solution providers" and to adopt important new behaviors such as consulting, offering and selling additional services and products during customer visits.

The company plans to integrate gamification elements into the technicians' daily work processes and into the existing system landscape.

In this way, the company's customer service aims to achieve a situation in which customers no longer perceive the company as a one-off problem solver that repairs appliances, but as a provider of comprehensive solutions for the carefree use of those appliances. In this context, the main aim is to increase customer satisfaction and long-term customer loyalty.

Experiences from similar projects on accessory sales in the past show that sales figures increase as a result of technicians' training and an accompanying increased awareness of additional offers, but flatten out again as soon as everyday life comes back and technicians do not receive any further support or reminders for their sales and consulting tasks. The training measures and their effects often end too early for a permanent change in behavior to take place.



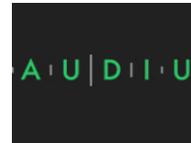
Selected further Business Cases

The examples described on the following slides were chosen by us for good reason. Each of the three business cases presented here from past projects explicitly stands for a core orientation which can also be effective in the project 'Gamification Concept for Customer Service'.



sell & pick

sell & pick used the targeted focus on the preparation of real-time data to promote self-awareness among employees. The aim was to provide more experienced meaning in a job that is otherwise perceived as purely repetitive and not very demanding by strengthening experienced autonomy and competence development.



audiu.net

Through its mechanisms, audiu.net increasingly relies on the triggers of curiosity and discovery to achieve action. The subsequent phases make increased use of mechanisms to develop a sense of competence and belonging to a collaborative community.



Lazurit

At Lazurit, the focus was clearly on preventing monotony and habituation, from the perspective of motivational incentives, of a sales employee. Although the short-term effective method of extrinsic rewards was used, it led to an approach in which the focus on intrinsic motivation outweighs the extrinsic one. Thus, the most effective of the two is used. Extrinsic motivation related to 0-2.5 years and intrinsic motivation 2-5 years.

Project Example: sell & pick – level up your sales

Role in project: Concept designer for the gamified software



sell & pick

Task

sell & pick was founded as a software-platform to increase and control targeted sales in gastronomy and retail. They want to address more challenges in sales at once:

- How can we steer the sales targets better?
- How will sales activities turn into revenue success?
- How can we directly influence sales activities?
- How to continuously increase revenue?
- How do we motivate and manage our sales staff?

(gamified) Concept statement

sell & pick aims at intrinsically motivating and rewarding employees.

Through an engaging sales experience, the motivation of the sales staff's motivation increases which naturally impacts increase in overall store sales.

Therefore sell & pick uses 'Growth Gamification' principles and leads teams to maximize their performance in a playful way.

Solution

sell & pick offers a web based software-platform, that headquarters, as well as, store managers of single stores let create missions and select sales articles of their choice. The sales staff work individually and as a team to reach goals.

Now, with sell & pick, single articles, article combinations or article categories can be successfully targeted and steered towards sales focus.

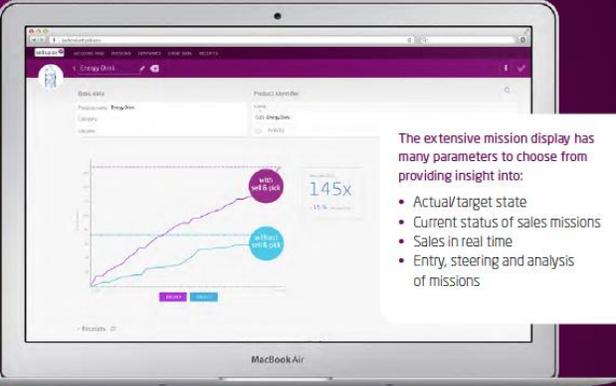
Each sales person can get information about his or her personal performance and achievements based on selected data. S/he sees how strong s/he is in what areas, or other data, that helps to see potentials of progress in the future.

Employees earn roles that refer to desired behavior within the overall job context.

Project Example: sell & pick – level up your sales

Our product

Mission successful – at your fingertips and in real time



The extensive mission display has many parameters to choose from providing insight into:

- Actual/target state
- Current status of sales missions
- Sales in real time
- Entry, steering and analysis of missions

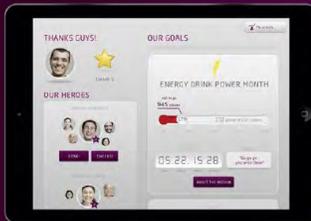
Missions can be launched with only a few clicks. The system leads the user, so that every parameter will be taken into account. Just in a few easy steps you can meet your goal

- Basic data
- Description
- Participating store
- Selected products
- Other mission parameters
- Number of points
- Optional: Bonus settings

At the same time the software platform shapes the mission into a playful, engaging competition.



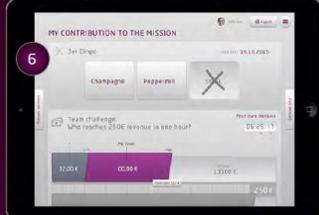
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Project Example: LANDR / audiu.net – music community

Role in project: Concept designer for gamified community management



audiu.net

Task

audiu.net is a music community platform and was acquired by LANDR. Now the general engagement of the community participants on the platform shall be improved.

Concrete goals are:

- Increase of the logins and the respective retention time on the platform
- Improving the interaction between users and uploaded songs
- Improving the quality of comments and feedback for ratings of high quality compositions
- Improving collaboration between users in general
- connect audiu.net activities to LANDR products

(gamified) Concept statement

Because we believe that the key to motivating performance is meaningful progress in work that matters to the user, we used Growth Gamification school of thought to ignite joy, engagement and creativity.

Central components of playful motivation are basic psychological needs for autonomy, competence, and relatedness, and a central component of gaming enjoyment is the experience of having these needs satisfied.

Therefore, audiu.net uses gamification mechanisms to create an environment that enables the users of the platform to address and fulfill these needs.

In essence, we focus on fulfilling the personal Path to Mastery of each user. As they progress, challenges such as tasks, roles and goals unfold & unlock, leading to the desired behavior.

Solution

Until now, activities on the old audiu.net platform were mainly extrinsically driven. This is in direct contradiction to the goals set by LANDR/ audiu.net.

Therefore, in the new version of the community platform, the existing extrinsic rewards will be replaced by triggers and feedback that provide information on the individual progress and impact of each user on the community.

audiu.net becomes a 'level-up' platform. This means that every progress within a level and of course every transition from one level to another is accompanied by new features and tools. These elements also include new skills, responsibilities and challenges.

Every new 'step' contributes to strengthening the emotional bond between user and platform

Project Example: Lazurit (largest chain in Russia selling furniture for home, office and hotels)

Role in project: consultant for gamified incentive systems for sales



lazurit.com

Task

After an average of just under 2.5 years, Lazurit's successful sales employees achieve an income (fixed and variable) that - subjectively - seems sufficient for a good life in Russia. Thus, Lazurit is able to prove measurably that from this point on, the sales performance of sales employees seems to stagnate.

The task is:

- Creating a motivation system that builds on the existing incentive model
- Focus on individual performance has priority
- Mentoring program to be promoted
- If possible, integrate training programs

(gamified) Concept statement

Since we humans become accustomed to extrinsic rewards, which include classical incentives, and these lose their effect over time, we use a gamified approach to exploit the long-term effect of the self determination theory.

This theory is based on the desire to fulfill autonomy, competence and relatedness on an individual base.

Therefore, we are redesigning the current incentive system to take away its classic set of rules of if...then... .

Even if the previously known incentive system remains in place and thus forms a familiar basis, with time, and the personal progress of the employees, it will evolve into a new set of rules dominated by our Triple R principle: Reframe Rewards as Resources.

Feedback is thus based less on backward-looking rewards and more on forward-looking resources. This changes the user's perspective from results-oriented to activity-oriented.

Solution

Professional progress at Lazurit is no longer based solely on pure sales figures, although these can still be included (depending on the role).

Instead, promotion is now based on the tools, knowledge, responsibilities and roles that you have acquired and 'unlocked' in your daily work.

This is presented on an individual level with the help of a progress and skills tree.

The existing feedback (reward) system is thus extended by three main categories:
From only stuff to stuff -> **Power** -> **Access** -> **Status**.

Each of these categories contains its own milestones, which are linked to respective resources that need to be unlocked in order to use them.

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Getting serious about fun

We use game design elements to create positive employee and customer experiences.

Games have always fascinated people from different social classes and cultures. The success of games has made scientists, and us too, curious. The result: Gamification. The application of game design elements is becoming increasingly important in the business world, both for employees and customers. CHANGELEADERS supports the transfer of findings from the competence areas of gamification and motivational context design to people management, marketing and change management - from analysis to conception and as a link to implementation/programming.

Different approaches are often subsumed under the generic term gamification. There is still little agreement on the exact delimitation of the different concepts. The following definitions are based on our own experience with customers and the different approaches.

GAMIFICATION

Gamification is the application of game principles to different business areas such as marketing, sales, customer services, learning & development, recruiting, knowledge management, change and project management etc.

It does not mean that you build a classic game. Such applications fall into the categories of serious games, game-based learning or simulations.

Instead, current and existing work processes, services and also products such as software and applications are enriched by exactly those playful elements that are sometimes responsible for human fascination and our attachment to playful activities.

SERIOUS GAMES

In a serious game, the aim is that as the player progresses within a classic game, he or she will automatically solve a real problem. This is done by breaking down a question that currently occupies us in real life to the point where complex issues are made easier to understand and thus accessible to everyone by adapting levels, rules, game elements and more.

The game Fold.it is probably a prime example, which succeeded in making the scientifically highly complex and tedious search for the body's own protein strands and their 'folding possibilities' so interesting that thousands of players took up this challenge and discovered folding combinations that science had been searching for years.

GAME-BASED LEARNING

Game-Based Learning (short: GBL) uses the product game as a tool to 'transport' content to be learned and to convey it to the player in a more entertaining, understandable and sustainable way through playful interaction.

A characteristic of this is often that the content to be learned has top priority. In case of doubt, the fun of the game should be subordinated to it. You can also put it this way: With GBL learning is the goal, whereas with a classic game learning is actually only a means to an end and the fun of the game comes first.

SIMULATION

A simulation, in a business context, is a game that gives the player the freedom to tackle and test certain tasks within the simulation. This allows the person involved to fail within this context, to learn from it and to try again without having to fear real consequences. While the characteristics of a simulation and a serious game are 1-to-1 similar up to now, the difference between both approaches is the desired business goal.

In Serious Games, the aim is to find solutions to real problems through the playful involvement of the users, which they had not yet come across in their direct and real environment. It can therefore also be described as a kind of 'crowdsourcing tool'.

In a simulation, on the other hand, the game 'simulates' a real process. The player of the simulation is trained for a very specific behavior or individual skills are consciously promoted.

CHANGELEADERS Understands the Business Processes and the Drivers for Effective Gamification

The Octalysis model of Yu-kai Chou highlights 8 core drives of players that must be considered for effective gamification.



Epic meaning and calling:

The player believes that he is doing something greater than himself; he believes that he was chosen for a specific mission. As a result, he devotes a huge amount of personal time to maintaining a forum or helping to create value for the entire community.



Development and accomplishment:

Internal drive for making progress, developing skills, and overcoming challenges.



Empowerment of creativity & feedback:

Users get accustomed to the creative process where they repeatedly figure new solutions out and try different combinations; they also need to be able to see the results of their creativity, receive feedback, and respond in turn.



Ownership and possession:

The drive to want something; when a player owns something, they innately want to own more and improve what they own.



Social influence and relatedness:

This drive incorporates all the social elements that drive people (mentorship, acceptance, companionship, competition and envy, the desire we have to draw closer to people, places, or events that we can relate to).



Scarcity and impatience:

This is the drive of wanting something because you can't have it.



Unpredictability and curiosity:

The drive to find out what is really going on. People irrationally want to see what will happen next if there is a chance for positive development, even if they know that a negative outcome is the most likely.



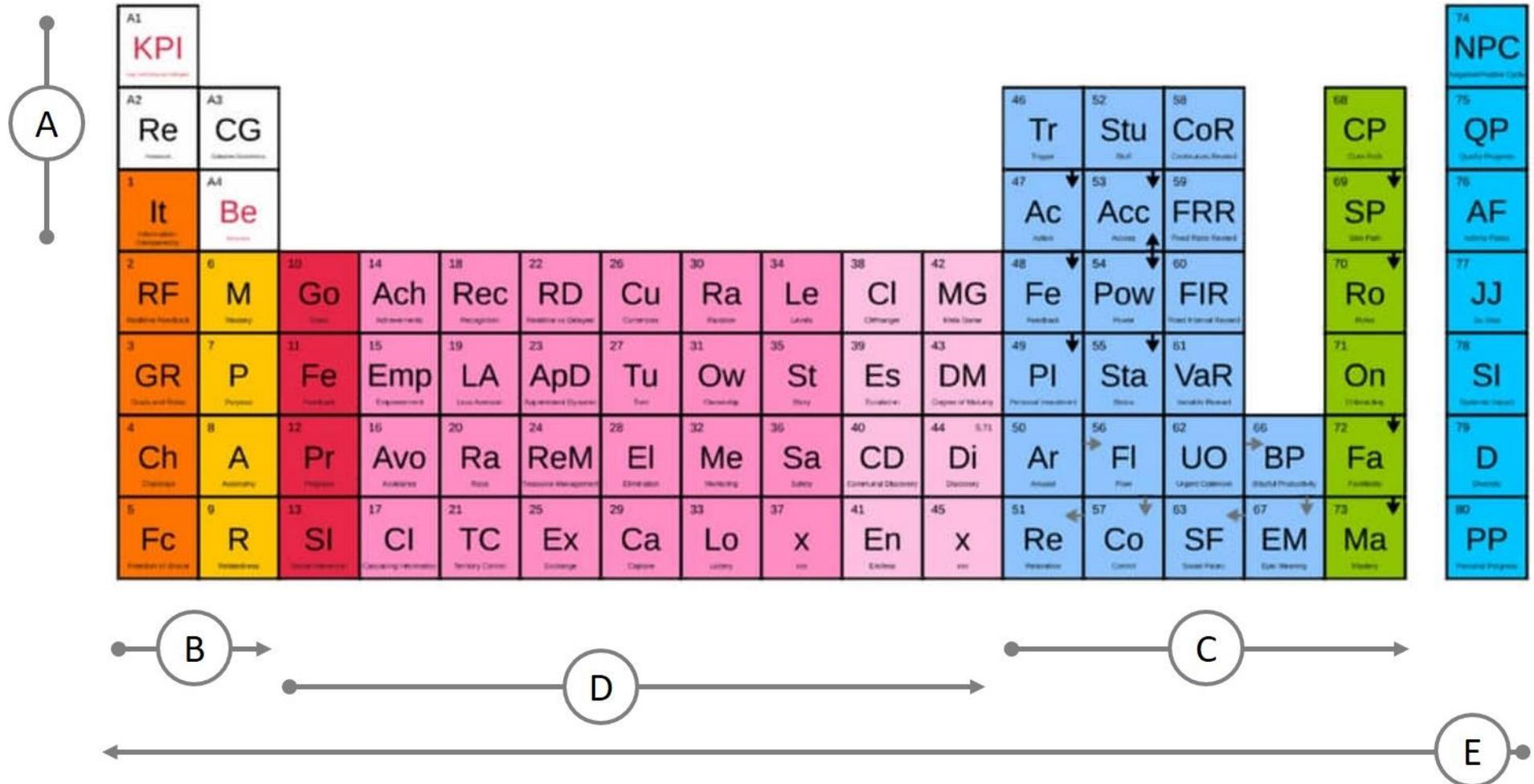
Loss and avoidance:

This drive is based on the desire to avoid something negative. In learning, it is used, in particular, in time restrictions for completing assignments.

Gamification Methodology

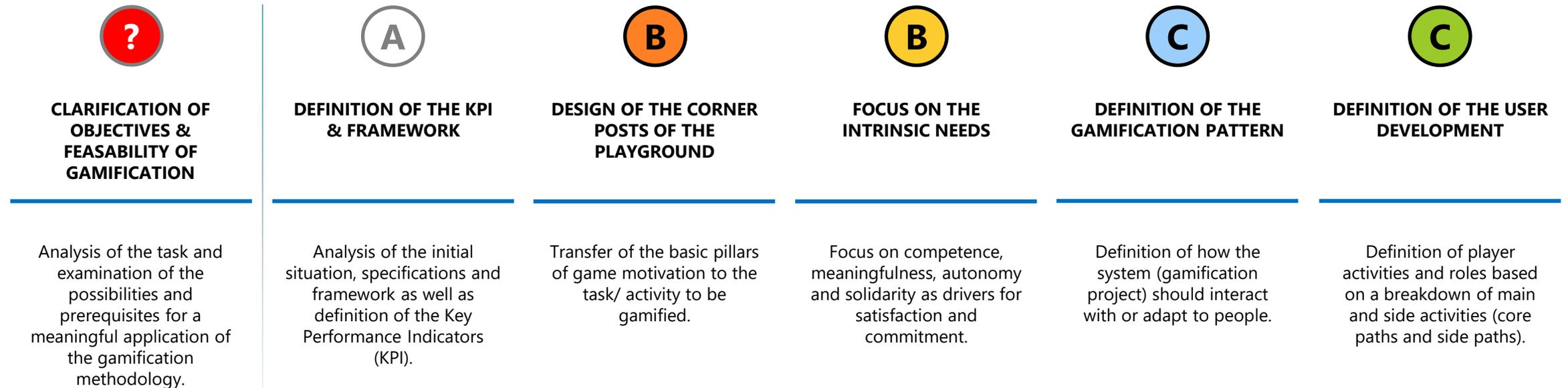
The period table of gamification describes the individual elements of a gamification project.

In the following we will describe selected steps in a gamification project.



Gamification Project Approach

Selected major steps in a gamification project.



? Clarification of objectives and feasibility of gamification

Whatever you may understand by the term gamification, there is one thing it is for sure not: the one solution for every project.

The use cases of gamification are manifold, but not every task or activity can be gamified in a meaningful way. The first step is to clarify whether gamification is or can be the appropriate approach for a certain project.



Gamification makes sense if the following questions can be answered positively:

(1) Development:

Can the task/activity to be gamified be learned, or can you improve or develop yourself (e.g. as an employee or customer) and thereby achieve "advantages"?

(2) Measurability:

Can and may the activity of the persons involved and their effect be measured? Can developments, mistakes, setbacks and progress be assessed and measured?

(3) Feedback:

Is it possible and allowed to give individual feedback to the acting persons in an appropriate time, so that the individual (e.g. employee or customer) can react and adapt his action/behaviour?

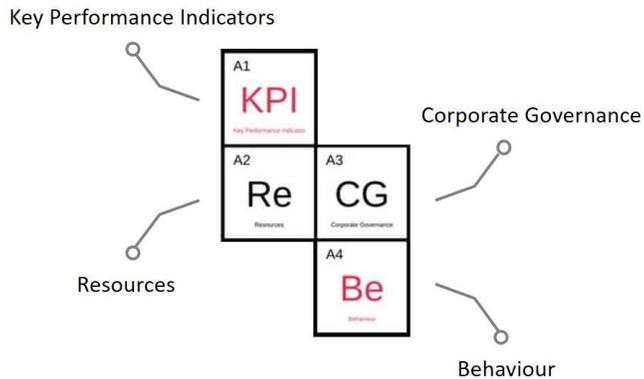
All three questions must be answered positively in order to continue the gamification approach in a meaningful way.

Otherwise, we will examine to what extent gamification engagement can also be triggered with the help of related tools such as classic incentive systems, competitions, simulations and serious games.

Ⓐ Definition of KPI and Framework

Clarification of the basis for gamification project planning: Analysis of the initial situation, specifications and general conditions as well as definition of the Key Performance Indicators (KPI).

Clarification of the basis for gamification project planning



Following the basic suitability test of the project for gamification, the objectives, initial situation and general conditions are analyzed in detail and the overall project is planned:

- Key Performance Indicators (KPI)
- Resources
- Corporate Governance
- Behavior

Due to the many different ways in which gamification can be used, we are always dealing with very different topics and objectives, e.g.

- **customer loyalty,**
- **sales figures,**
- **employee commitment or**
- **behavioral changes.**

In all cases it is about improving or achieving something specific. Each project is associated with a specific objective, which is set using an indicator (KPI). The success or failure of the gamification project thus depends on a specific KPI.

In addition to the clarification of objectives, it is important to analyze the available/available resources (Re) and to determine them for the further course of the project. In particular, this involves resources such as

- knowledge,
- material,
- software,
- skills,
- freedom of thought and
- time.

Based on an analysis of corporate governance (CG), stakeholders and collaboration culture, the project organization is finally defined.

The analysis of KPIs, resources and corporate governance already gives us a rough picture of the behavior that will be promoted, the behavior that will be less and, above all, the framework within which we will be able to roughly move in the further course of the project and where we will encounter limits.

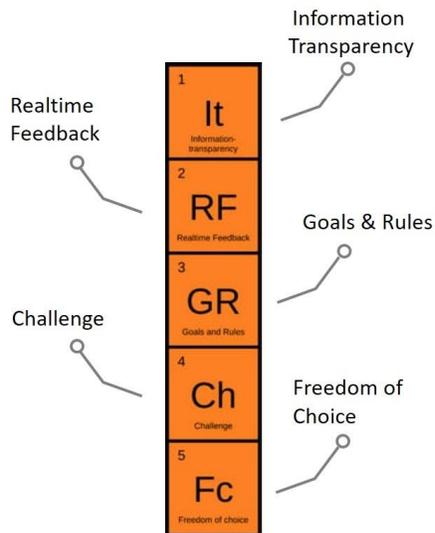
The commitment of the management is of particular importance for a gamification project.

B Design of the corner posts of the playground

Transfer of the basic pillars of game motivation to the task/activity to be gamified.

The five pillars of gamification

Focusing on the basic conditions for self-organized action and lasting motivation for personal development.



We understand gamification primarily as a framework that enables an interactive activity of autonomous elements that follow the semantics of a certain logic. This logic is defined within the framework of the overall goals and objectives at the beginning of the project.

Over the past years we have repeatedly investigated situations in which we encountered individuals, teams and organizations in which a strongly self-organized activity, while at the same time having a lasting motivation for personal development, was evident. Each time we found the same framework conditions that defined these situations.

We have called these framework conditions the 5 pillars of gamification.

- **Transparency of information**
- **Realtime feedback**
- **Goals & rules**
- **Challenge**
- **Freedom of choice**

These 5 pillars seem to form a kind of 'playing field' for humans on which they are most likely to succeed in satisfying their intrinsic needs. They provide the basis on which intrinsic motivation is created to do something, to develop personally and to work together with others to master challenging tasks.

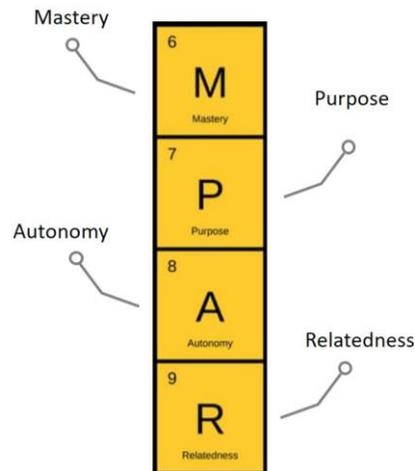
This also provides the basis for 'collaborative individualism'. We consider this to be an essential success factor in knowledge companies.

B Focus on intrinsic needs

Focus on the biggest drivers for satisfaction and long-term commitment.

Intrinsic needs

Focusing on the four biggest drivers for satisfaction and long-term engagement.



The four biggest drivers for satisfaction and long-term commitment to an activity are

- **Competence**
- **Meaningfulness**
- **Autonomy**
- **Affiliation**

Any gamified activity should focus on the fulfilment of these four elements. Intrinsic motivation and commitment then follow much more easily.

It is not without reason that we call the point competence here first of all: Even if the three elements meaningfulness in action, autonomy in action and solidarity with a team or friends are well fulfilled, but the positive self-assessment regarding one's own competence and one's own valuable contribution to the action is lacking, the other three elements lose importance.

In the end, one thing counts: we all want to develop and grow. It is not without reason that the absence of personal development is the second most frequently cited reason for people to resign (Gallup Engagement Index).

If both goals, the fulfillment of the general conditions (5 pillars of gamification) and the intrinsic needs are contrary to each other, the focus - in the sense of a long-term perspective - should rather be put on the satisfaction of the intrinsic needs of the people involved. Keeping the effective balance is the challenge of any gamification design.

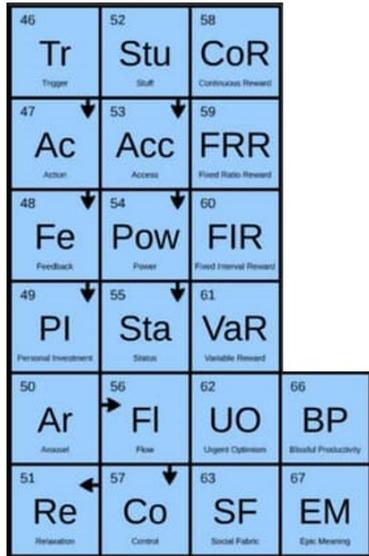
Building on this basic work, the appropriate decisions can now be made in points C & D of the Periodic Table for Gamification.

c Definition of the gamification pattern

Definition of how the system (gamification project) should interact with or adapt to people.

Gamification pattern

Development of a strategy how the gamified system and the human being progressing within it interact together.



While project steps A and B focused on the actor/user, the gamification pattern is the key factor in determining how the system (gamification project) interacts with or adapts to people.

The structures we define here are filled with elements and mechanics in project section D. Thus, behavioral and game psychology meet realistic structures. One could also say "Structure becomes Strategy".

Example 1: The elements Trigger, Action, Variable Reward and Investment of our Gamification Period Chart refer to the behavioral model "The Hook Model" by Nir Eyal. In this context, **the model helps us to move from an extrinsically triggered first contact, via a short to medium-term intrinsic reward, to a long-term intrinsic motivation.**

Example 2: The elements Stuff, Access, Power and Status according to Gabe Zichermann allow us to **systematically decide what kind of feedback is given to the actors (e.g. customers, employees) in the course of their "progress" within the system.**

Both approaches have long been used by us within the gamification methodology. Over the years, and based on our experience with them, we have adapted them to the requirements of our gamification philosophy. This has resulted in a native parallelism between both approaches. In the same way, we proceed here with almost all other elements that were not developed by us.

Their use helps to develop a long-term strategy for how the gamified system and the human being progressing within it interact together. So how do you promote development, what is the feedback on individual progress, and more.

c Definition of the user development

Definition of player activities and roles based on broken down main and side activities (core paths and side paths).

User development

Development of main and secondary activities, user roles and the challenge and progress levels.



User development:

The elements Core Path (68) and Side Path (69) help us to prioritize and weight the existing actions of a person. In doing so, we break down an existing activity until we reach the action that is only necessary to carry out an activity positively. This is then the Core Path.

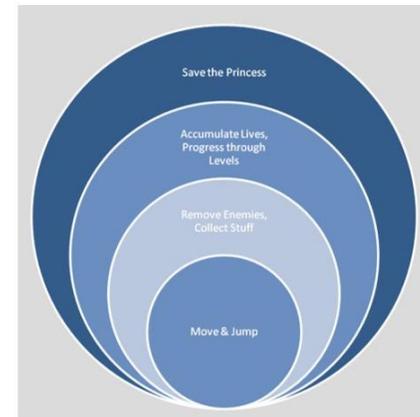
All other actions that are performed by the same person and thus indirectly lead to the success of the Core Path fall under the Side Path. All Side Path actions are considered useful and desirable, especially when the sense behind them is recognized and progress within the Side Path automatically supports progress within the Core Path.

We've shown how such a break-down to determine the core path can look like using Mario World as an example:

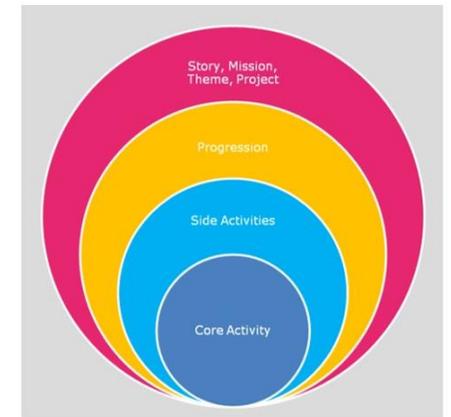
Any victory in the game against opponents such as turtles, fire-breathing flowers, or even collecting coins and other objects will increase your chances of advancing in the actual level to ultimately fulfill the story of the game and save the princess. The primary goal in Mario World is to get from left to right (Core Path). Jump & Run. Side Paths, like overcoming enemies, are used solely to support the Jump & Run activity.

Any victory in the game against opponents such as turtles, fire-breathing Why? Jump & Run would be boring by itself. The player would quickly master the task and leave the game due to boredom. Side Paths are therefore perfectly suited to provide complexity and variety. The things that need to be 100% avoided are monotony, predictability and thus boredom in the system.

Deconstruction of Mario World



Deconstruction of Real World Activities



C Definition of the role development

Definition of player activities and roles based on broken down main and side activities (core paths and side paths).

User development

Development of main and secondary activities, user roles and the challenge and progress levels.



Role development:

Above all, the interaction of possible side-path variants results in different roles (element 70) that can be assumed by the participants. This is especially true when side-paths are characterized by different requirements of the skills needed to cope with them. This approach thus allows the creation of a system that is also open to different characters.

Easy to start, but hard to master:

This is what the other three elements of user development stand for:

- Onboarding,
- Familiarity and
- Mastery.

They reflect the challenge and progress within the gamified activity - from the perspective of the participants and their speed. It is not a question of, for example, pre-defining the most efficient path and then guiding all users towards it. (This is more commonly called nudging).

Although such a pattern might be desirable at first glance from a company's point of view, it is contrary to human behavior. One thing is especially important here: When we talk about "hard to master", we mean it. There must be no shortcuts or the buddy bonus here. With every "μ" with which the ultimate goal of mastering the challenge becomes easier, the appreciation of the participants towards the entire system also dwindles. The easier a task is, the less possibilities there are to be proud of its completion. The easier a task is, the less justifiable is the effort for personal progress to master the task. And much more.

This is where most attempts to use gamification in the long run fail!

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WHY CHANGELEADERS?

Integrating

... product management and pricing strategies

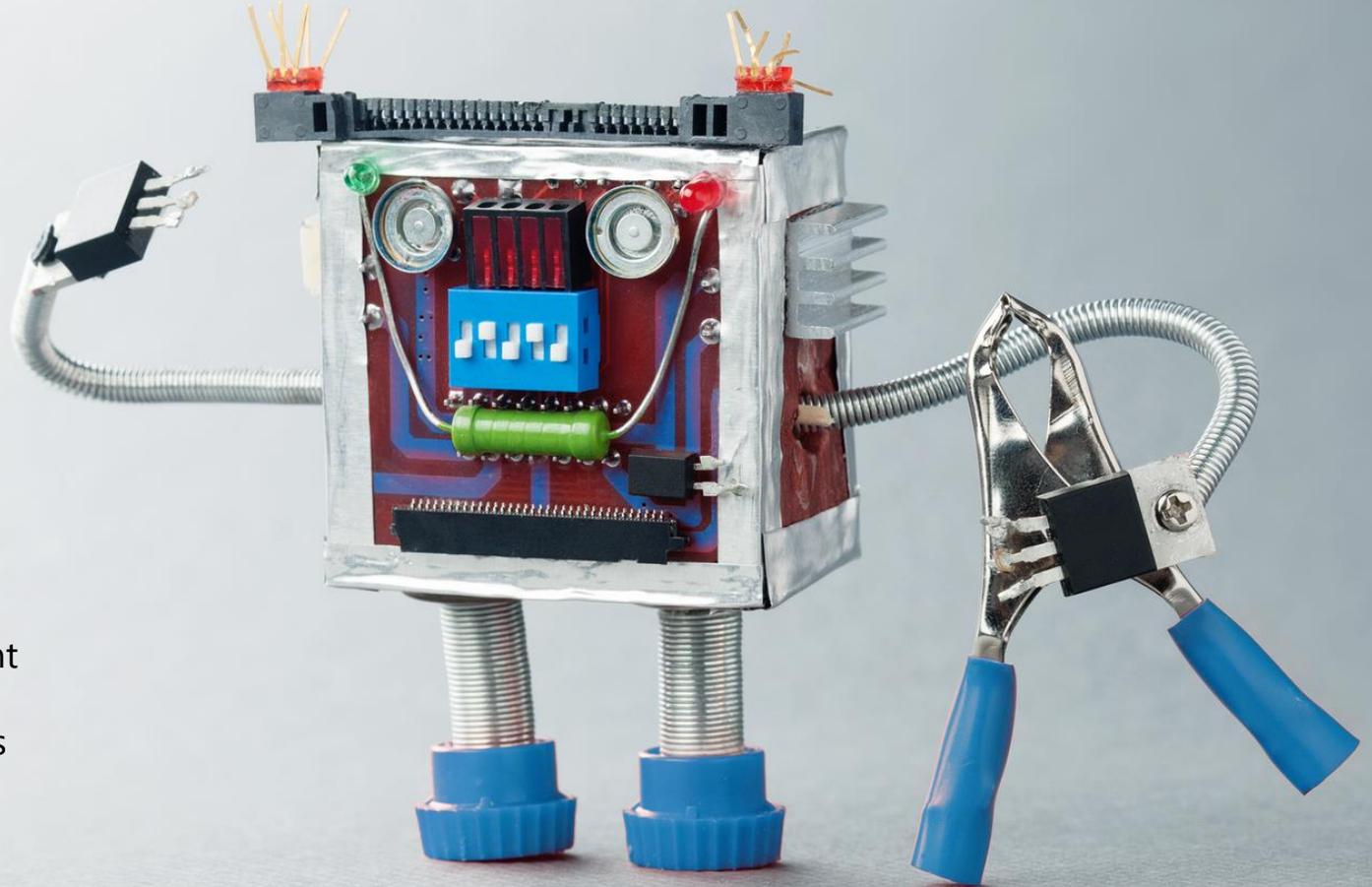
... sales & customer service management

... the customer journey and experience

... the drivers of sustainable performance improvement

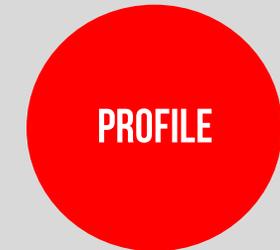
... effective change management and communications

... mechanics and drivers of business gamification



CHANGELEADERS **PORTFOLIO**

Consulting Boutique for Transformation & Change



- Team of renowned thought leaders and experts in their professional disciplines
- Well-rehearsed team working together in different set-ups since many years
- Most of our projects have an international scope
- Many of our consultants work on projects abroad - globally

CHANGELEADERS MISSION

Shaping the future – inspiring people – moving organizations

We want to contribute to driving innovation and improvement. Our clients are all those who want to make a difference in their organizations and are interested in sustainable, future-proof solutions – whether in corporate, divisional or regional management or in specialist areas such as development, operations, procurement, sales, finance, IT and human resources.

We support our clients not only in dynamic growth phases, but also in difficult merger and restructuring situations. In doing so, we contribute our experience from working with global players, large multinationals and hidden champions as well as medium-sized companies and public sector organizations.

Most of our client projects have an international scope. And in many cases, our internationally experienced consultants or long-standing network partners also support local implementation on site.



WE SHAPE THE FUTURE

Together with our customers, we develop visions and align business models, strategies, organizations, processes and systems for the future.



WE MOVE PEOPLE AND ORGANISATIONS

People with their ideas, abilities, potential and needs are just as much the focus of attention as their interaction within the framework of a modern work organisation.

CHANGELEADERS **STYLE**

employee- and customer-centred, innovative, result- and future-oriented

CHANGELEADERS combines outstanding expertise and a doer mentality with a great passion for innovation and the future. Our DNA is based on a mix of experience from practice, consulting and science.

Due to our professional backgrounds, we often know the challenges of projects from both a consultant and a client perspective. Most CHANGELEADERS profiles are characterized by many years of international consulting and management experience.

Depending on requirements, we take on the role of designer and co-creation designer, manager and doer or consultant and coach.

Our experience, trend analyses and scientific findings form the basis for the development of sustainable concepts and their implementation. Coupled with fresh thinking and innovative methods, we ultimately create extraordinary customer experiences that also inspire and motivate us time and again.



EXCEPTIONAL CUSTOMER EXPERIENCES

We CHANGELEADERS think and act as entrepreneurs – employee- and customer-centered, innovative, result- and future-oriented.



APPRECIATIVE COOPERATION

We live the principles of trustful performance partnership and appreciation both internally and in the cooperation with our customers.

CHANGELEADERS **STYLE**



HOLISTIC VIEW

Experts with proven strategy, organizational, HR, communications & digital expertise



INTERNATIONAL EXPERIENCE

Worldwide deployment of highly experienced professionals with global leadership and project responsibility



MAKER MENTALITY

Entrepreneurial focus on sustainable results in growth, merger and restructuring phases



INNOVATIVE SPIRIT

Solution-oriented game changers with great passion for innovation and desire for digital future



BEST PRACTICE RESEARCH

Evidence-based work grounded on trend analyses, smart practices and scientific findings



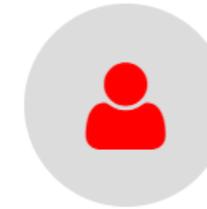
SMART MIX OF METHODS

Intelligent combination of agile and classic methods with digital and analog forms of collaboration



PERFORMANCE PARTNERSHIP

Excellence, diversity, transparency, trust and appreciation in internal and external cooperation



PEOPLE FIRST

Managers and employees at the center of digital transformation and agile organizational development

CHANGELEADERS **INSIGHTS**

Please find further readings about enterprise gamification on our website.



The screenshot shows the top navigation bar of the CHANGELEADERS website with links for ÜBER UNS, STRATEGY, ORGANISATION, PEOPLE, COMMUNICATIONS, DIGITAL, INSIGHTS, KONTAKT, DE, and EN. Below the navigation is a large image of a group of people in an office setting, smiling and laughing. The text 'ENTERPRISE GAMIFICATION' is overlaid on the image. Below the image, the page title 'GAMIFICATION & ENTERPRISE GAMING' is followed by the subtitle 'Getting serious about fun: Wir nutzen Spieldesignelemente zur Gestaltung von positiven Mitarbeiter- und Kundenerlebnissen.' At the bottom, there is a small paragraph of text in German describing the concept of gamification and its application in business.

CHANGELEADERS ÜBER UNS STRATEGY ORGANISATION PEOPLE COMMUNICATIONS DIGITAL INSIGHTS KONTAKT DE EN

ENTERPRISE GAMIFICATION

GAMIFICATION & ENTERPRISE GAMING

Getting serious about fun: Wir nutzen Spieldesignelemente zur Gestaltung von positiven Mitarbeiter- und Kundenerlebnissen.

Spiele faszinieren seit jeher Menschen aus den unterschiedlichsten Gesellschaftsschichten und Kulturkreisen. Der Erfolg von Spielen hat Wissenschaftler, und auch uns, neugierig gemacht. Das Ergebnis: Gamification. Die Anwendung von Spieldesignelementen gewinnt in der Geschäftswelt zunehmend an Bedeutung, und zwar für Mitarbeiter wie für Kunden. CHANGELEADERS unterstützt beim Transfer der Erkenntnisse aus den Kompetenzbereichen Gamification and Motivational Kontext-Design in Richtung People Management, Marketing und Change Management – von der Analyse bis zur Konzeption und als Bindeglied zur Umsetzung/ Programmierung.

CHANGELEADERS **INSIGHTS**

Please find further marketing & sales related readings on our website.

CHANOE LEADERS ÜBER UNS STRATEGY ORGANISATION PEOPLE COMMUNICATIONS DIGITAL INSIGHTS



WORLD CLASS PRODUCT MANAGEMENT

RE-DEFINING THE PRODUCT MANAGEMENT FUNCTION
Experiential approaches to make your product management world class.

The product managers of the future need to think like the CEO of the product. They are the glue that bind many functions that touch product engineering, design, sales, marketing, operations, finance, legal, and others. Their role is expanding due to the growing importance of data analytics, an increased focus on customer experience design, and the evolution of product development processes and methods.

CHANOE LEADERS ÜBER UNS STRATEGY ORGANISATION PEOPLE COMMUNICATIONS DIGITAL INSIGHTS



SMART (RE-)PRICING

GEWINNOPTIMIERTES (RE-)PRICING
Smart Pricing dank künstlicher Intelligenz.

Innovative Pricing Engine für Brand Manager, Onlineshops, Retail und Marktforscher. Maximieren Sie Ihren Unternehmensprofit durch taktisch-intelligente, automatisierte Preisgestaltung Ihrer Produkte.

CHANOE LEADERS ÜBER UNS STRATEGY ORGANISATION PEOPLE COMMUNICATIONS DIGITAL INSIGHTS



OPTIMIERUNG B2B-VERTRIEB

OPTIMIERUNG B2B-VERTRIEB

Mit der Digitalisierung und dem Internet of Things (IoT) verschieben sich die Wettbewerbsgrundlagen: weg von einzelnen Produkten und Services hin zu vernetzten Systemen. Neue Geschäftsmodelle und Vertriebssysteme entstehen, die sich häufig zunächst in Parallelwelten entwickeln und oft erst ab einem gewissen Reifegrad in das gesamte Führungs- und Steuerungssystem integriert werden.

CHANOE LEADERS ÜBER UNS STRATEGY ORGANISATION PEOPLE COMMUNICATIONS DIGITAL INSIGHTS



OPTIMIERUNG VERTRIEBSINNENDIENST

WERTSCHÖPFUNG DES VERTRIEBSINNENDIENSTES STEIGERN
Rollen und Prozesse des Innendienst-Aussendienst-Tandems neu ausrichten.

Gestiegene Kundenexpectationen, verändertes Kaufverhalten, neue Wettbewerber und neue Vertriebskanäle sowie gestiegene Regulatorik und politische Unsicherheiten stellen den nationalen wie internationalen Vertrieb vor gewaltige Herausforderungen. Diesen wird mit einer Stärkung der Kundenorientierung, neuen Geschäftsmodellen, Omni-Channel-Strategien, globalem Key Account Management und neuen Vertriebsprozessen begegnet – je nach Branche in unterschiedlichen Ausprägungen. Der Vertriebsinnendienst kann dabei eine Schlüsselrolle spielen.

CHANGELEADERS CONTACTS

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