

Enterprise Gamification: Playing to win

Empowering employees to drive digital transformation



DIGITAL
Customer Experience

People matter, results count.

To see true and lasting business value, organizations need to change their mindsets, behaviors and culture to create a sustainable, digitally mature enterprise, which can adapt, on-demand at an appropriate cost to serve.

People make it happen

Driving digital transformation is not just about implementing new technology or digital capability. Refreshing your social media strategy or introducing augmented reality to improve your customer experience is no longer enough. To see true and lasting business value, organizations need to change their mindsets, behaviors and culture to create a sustainable, digitally mature enterprise, which can adapt, on-demand at an appropriate cost to serve.

We know that one of the characteristics of robust and meaningful organizations is the ability to learn and change. The advent of digital transformation, an influx of millennials to the workforce, and an increased appreciation of the role of digital in driving business performance, has refocused debate on the changing relationship between a firm and its people.

We speak often of the business need to be customer-focused; the other side of that coin is a need to be people-focused. People still “make it happen” and realizing business value from digital investments is significantly dependent on how the workforce responds. The most successful transformation projects are people-shaped, based on a “deep-understanding of behavioral psychology, social motivations and digital cultures”¹. As the pressure on organizations from employees to become digital continues to grow, often as a result of richer digital experiences at home, the greatest antagonist to change is increasingly being recognized to be company culture².

True return on investment of digital investments relies on collaboration among actively engaged employees, smarter decision-making, increased sharing of established practice and, over time, sustained behavioral change. When introducing new technologies and platforms, organizations often focus on deployment rather than adoption. Across industries, employers are shortening the time-to-business benefits and cutting the cost to change, in order to drive employee loyalty and advocacy in digital transformation. Such employers are realizing that innovative solutions such as Enterprise Gamification are becoming increasingly important to delivering true business transformation.

Enterprise Gamification is not just a solution or a ‘game’. Social employee recognition systems amplify the reach of recognition events to improve intrinsic motivation for sustained workforce engagement. The engagement connection is critical because the link between employee engagement and business performance is well documented — such as improved operational efficiencies; higher employee engagement, productivity and quality of service; increased customer satisfaction and retention; and increased revenue and profitability⁴.

Gamification can be used to engage with consumers and partners, and is increasingly being used by businesses as a mechanism to drive change within organizations. It can support any changes to a business's operating model and is a powerful mechanism to drive meaningful digitally-enabled business transformation.

Over recent years we have seen some successes in its application:

- Khan Academy provides a gamified educational resource to inspire 10 million learners to master subjects such as math or science.
- Quirky “gamifies” product development by engaging a community of 800,000 inventors to collaborate in developing innovative product ideas and getting them to market.
- Salesforce uses Enterprise Gamification to motivate their sales teams. Manual processes have been replaced with a user-friendly sales application that displays a team leaderboard, a progress bar and featured challenges, encouraging them to achieve their short and long-term sales goals⁵.

As businesses start to recognize the value of using Enterprise Gamification, it will become impossible to ignore, but many are struggling to know how to deliver it. This paper shares ‘how’ to bring an Enterprise Gamification approach to your organization, building on ‘what’ is Enterprise Gamification, outlined in our earlier paper, ‘Let the games begin: Using game techniques to drive digital transformation’⁶. When applied correctly, Enterprise Gamification has a significant role to play in engaging employees and driving behavioral change to achieve accelerated business outcomes.

Common Gamification Techniques

- Rewards – such as points, achievement badges and levels
- Leaderboards
- Likes & dislikes
- Transparency and measurement

Enterprise Gamification has a significant role to play in engaging employees and driving behavioral change to achieve accelerated business outcomes.

The pace of change is accelerating

The pace of change in the digital landscape is increasing and the war for the most talented employees is in full force. Organizations find themselves at a very interesting and exciting time in the market where:

- Businesses need to address key gaps, skills and inefficiencies: our MIT research has found that these gaps are the key contributor's to the failure of digital transformation initiatives⁷.
- Employees often enjoy a rich digital experience at home and so expect this from their work environment as well. Connectivity, collaboration tools and access anywhere, anytime on multiple devices are key elements of a rich digital experience at the workplace.
- Employees are increasingly operating as virtual teams, with increased mobile working, leading to poor team-dynamics, collaboration and knowledge-sharing.
- The positive business outcome of engaged, productive employees is happy customers – according to a global poll, only 30% of the workforce is engaged⁸.
- Our MIT research shows that two thirds of digital transformation projects fail because of issues with workforce behavior issues, and organizations face the significant challenge of influencing behavior to alter this trend⁹.

The market is changing quickly with new disruptive technologies meaning organizations have to become more agile. By 2017, 70% of successful digital business models will rely on deliberately unstable processes designed to change as customers' needs shift¹⁰. Gartner's 2014 worldwide CIO Survey found, "more than half of the CIOs surveyed are concerned that their organizations are ill prepared for a pivot to a digital economy, mandating a new approach — which we call the digital workplace — to energizing the workforce¹¹. Organizations are struggling to become agile enough to rapidly respond to a fast-changing business environment and 50% of the companies that fail to bring about a necessary change do so because they are unable to convey the importance of this to employees¹².

Organizations increasingly recognize that true digital transformation comes through engaging employees and involving them in the journey – simply focusing on IT and new digital technologies will not deliver the business benefits expected¹³. Enterprise Gamification is rapidly being seen as the mechanism to change this — putting employees at the forefront of transformation by inspiring them to embrace desired behavioral changes. According to Gartner (2014), focus for gamification has clearly shifted from being primarily consumer-facing and marketing-driven, to becoming primarily an enterprise concern with a focus both internal and external to the organization. Internal to organizations, gamification is being used in recruiting, onboarding, training, wellness, collaboration, performance, innovation, change management and sustainability¹⁴. Organizations are beginning to use gamification as a means to motivate employees and customers. Implementing gamification means matching player goals to target business outcomes, in order to engage people on an emotional level, rather than on a transactional level. Gamification can increase the effectiveness of an organization's digital business strategy¹⁵.

Like any new approach, there is a difference of opinion as to what Enterprise Gamification means in reality. "You shouldn't forget that gamification isn't about building a full-fledged game", said Kevin Werbach, Co-Author of *'For the win'*:

“

You shouldn't forget that gamification isn't about building a full-fledged game. It's just about using some elements of games, and because it operates at the level of elements, using gamification offers more flexibility than using a game.”

Kevin Werbach

Co-Author of *'For the win: How Can Game Thinking Revolutionize Your Business'*

How Can Game Thinking Revolutionize Your Business". "It's just about using some elements of games, and because it operates at the level of elements, using gamification offers more flexibility than using a game."¹⁶

Enterprise Gamification leverages human psychology, often using technology platforms, to motivate the behaviors that organizations desire in employees. According to the Fogg Model¹⁷, any behavior is driven by three components: motivation, trigger and ability. Enterprise Gamification simultaneously utilizes all the three factors to positively influence human behavior, resulting in a successful gamified system.

There are tangible business benefits associated with utilizing Enterprise Gamification as a change management mechanism within your organization. The benefits include:

- **Accelerating business benefits:** By engaging with and encouraging desired behaviors from employees, businesses can accelerate the speed of change management. A recent MIT study showed that agile organizations have faster revenue growth and generate 30% higher profits than non-agile organizations¹⁸. As competition in the market increases with new digital technologies being introduced at a faster rate, organizations that can adapt quickly and stay 'two steps ahead' often outperform their competitors. Traditional HR processes do not reflect business change fast enough, but conversely, Enterprise Gamification is a powerful mechanism to encourage employee engagement and introduce new technologies quickly, so that organizations can respond to market changes.
- **Cutting the cost of change:** Enterprise Gamification has proven to both directly and indirectly reduce costs when implemented in organizations. These hard business benefits are a key driver and motivator for businesses to use Enterprise Gamification internally. For example, when Enterprise Gamification was introduced, attrition rates of HCL Tech decreased by 60%, MakeMyTrip's new employment engagement increased by 26%, and SAP's employee training cost was reduced by 60%¹⁹. SuMo, a recent app launched to draw data from a business's expenses system and encourage employees to compete by completing challenges aimed at reducing costs, saved one organization \$2.1m in travel and expenses costs²⁰.
- **Drive employee productivity and retention:** Enterprise Gamification can promote a positive company culture, rewarding employees for cross-departmental collaboration or company-wide volunteer programs. It provides a powerful mechanism for employees at all levels of an organization to be heard, collaborate and share ideas, knowledge and best practices. By creating a positive company culture, employees are rewarded for sharing and improving their ideas, in a market where the war for talent is becoming increasingly competitive²¹.

Moreover, in a world where office-based work is declining rapidly, online has taken the place of the traditional office. Many businesses face the challenge of highly geographically dispersed workforces, with a significant proportion of remote and mobile workers. Forrester's Forrsights workforce data shows that the number of employees working in a corporate office at least once a week fell from 100% in 2010 to 89% in 2012. At the same time, part-time employment as a share of total employment is at its highest rate in decades at 19.7%²².

A recent McKinsey Global Institute report notes that 58% of US employers expect to hire more temporary and part-time workers, including those in more highly-skilled positions²³. As a result, employees increasingly require flexibility in ways of working, and Enterprise Gamification provides an easy way to engage a disparate and global workforce.

- **Drive employee loyalty and create advocates:** Productivity, engagement, quality and consistency of work are key for organizations to prosper. Gallup found that over 70% of Americans are actively disengaged in their work, costing the US economy \$450 - \$550bn annually. However, when both employees and customers are engaged, a 240% boost in business performance can be achieved²⁴. Enterprise Gamification is a powerful mechanism to put employees at the forefront of change by inspiring them to embrace organizational changes, such as digital transformation, and invest both time and energy in its success.

User engagement is at the heart of today's "always connected" culture. Incorporating game mechanics encourages desirable behaviors, which can, with the help of carefully planned scenarios and product strategies, increase user participation, improve product and brand loyalty, advance learning and understanding of a complex process, accelerate change adoption, and build lasting and valuable relationships with target audiences²⁵.



Delivery transparency and energizing EDF Energy

Figure 1 (to the right) shows the benefits seen by the UK's largest electricity supplier and producer of low-carbon energy, EDF Energy. They used Enterprise Gamification to quickly mobilize employee engagement, share insight and knowledge, and drive collaboration. Ideas and contributions were crowd-sourced by employees, aimed at saving money and improving the organization's performance. The results broke all success criteria, with 117 new concepts introduced, compared to 23 from a previous initiative.

With multiple user communities in geographically diverse locations, EDF Energy recognized that improving collaboration and knowledge sharing amongst their Enterprise IT community was vital. By introducing leaderboards, an atmosphere of positive competition was created. Likes/dislikes energized people in ways they recognized from social media, and published comments drove debate forward and, importantly, developed new ideas. Employee engagement exceeded all EDF Energy's expectations with 92% of the community actively involved in the challenge.

As expected, the best behaviors were driven by intrinsic factors, such as using a points system to recognize and reward people, rather than extrinsic factors, such as a free hand held device. Key to employee engagement was allowing users of all grades to be recognized by their peers, supplemented by Senior Executive support. Engagement was driven particularly by the leaderboard challenges and points system, which provided a sense of fun and competition— inventors and teams competed to create the best idea against a range of different categories, while also gaining recognition for helping develop the ideas of others.

The mobile apps that the community started to create were of relevance and value to the organization, primarily due to collaboration, commenting and knowledge sharing from across the business.

The top five ideas will be presented by the idea originators to a senior panel consisting of the CIO and further IT and Business Functional Directors. While creating a sense of achievement, this presented an opportunity to leapfrog hierarchical barriers for a successful few. This ensures that business ideas that can make a difference are quickly exposed to decision makers for potential deployment.

The proposed apps provide genuine value to EDF Energy, with a range of innovative ideas to increase revenue or drive cost savings, such as ways to save money through green travel, and an app to drive lean behavior and process excellence understanding and adoption. Previous innovation drives within the business lacked the momentum to develop the ideas further. By adding elements of fun, challenge and competition, the number and quality of ideas increased dramatically.

This case study shows that Enterprise Gamification techniques work well and work rapidly. Within a community with a diverse demographic spread and a significant potential resistance to change, these techniques genuinely delivered — cutting across internal boundaries, disparate locations, and formal grades to unlock more business focused innovation ideas than traditional means. This experience with EDF Energy proves that digital tools and techniques such as Enterprise Gamification can accelerate and sustain the behavioral change required to make transformation stick in an organization.

Drive innovation and employee engagement across a geographically dispersed workforce

90%

Take-up with Capgemini gamification technologies

23

New ideas from a previous innovation session



117

New mobile app concepts
...across all aspects of the EDF Energy business...
championed by their inventors and narrowed down
to 5 for presentation to the CIO

Figure 1: Benefits seen by the UK's largest electricity supplier and producer of low-carbon energy, EDF Energy, who used Enterprise Gamification to mobilize employee engagement, share insight and knowledge, and drive collaboration

Speaking the language

Enterprise Gamification techniques are about 'speaking the language' of the modern digital business landscape and the people who work within it. The business workforce demographic has shifted from 'baby boomers' to 'Generation Y' and 'millennials', for whom technology remains an integral part of their lives – millennials will make up 50% of the US workforce by 2020²⁶.

However, all generations are increasingly adopting a millennial mindset and are expecting ubiquitous connectivity, seamless interaction across all channels, and instant feedback and collaboration.

According to Forrester, baby boomers dominate the market in terms of tech spend, representing 24% of the US population but consuming 40% (in total dollars) of technology spend. Moreover, ten years ago, only 25% of boomers were regular web users, but 70% now go online daily²⁷.

The way employees of all generations engage with each other has been influenced by technology, and they increasingly want this element of the digital world to influence their engagement at work as well.

Social collaboration at work demands a 'paradigm shift' and Enterprise Gamification provides this²⁸. Employees who can interact seamlessly outside the workplace respond with alacrity to an environment that brings agility inside the workplace.

Social tools, such as social networking, instant messaging, video-on-demand, blogs and wikis, enable them to instantly connect, engage, and collaborate with cohorts and managers in ways that are natural to them, leading to better productivity across the enterprise.

As a result, Enterprise Gamification provides a platform for colleagues to collaborate, receive instant feedback, and build a sense of community, even when working in disparate locations. The growth in mobile is bringing an era of ubiquitous connectivity, with more than 1.6 billion mobile devices expected to be purchased globally by 2016²⁹. This provides an exciting opportunity for employees across wide-spread locations and time-zones to share ideas and collaborate.



The Capgemini DCX games engaged employees across Capgemini's disparate business units and regions to drive employee innovation and collaboration, in an Enterprise Gamification initiative unlike other previous internal efforts. The number and quality of submissions to the DCX Innovation Challenge were testament to how Enterprise Gamification can drive and sustain real behavioral change within an organization, to ultimately drive sales and extend the market-leading position of DCX"

Paul Nannetti

Group Sales and Portfolio Director,
Member of Group Executive Committee,
Capgemini

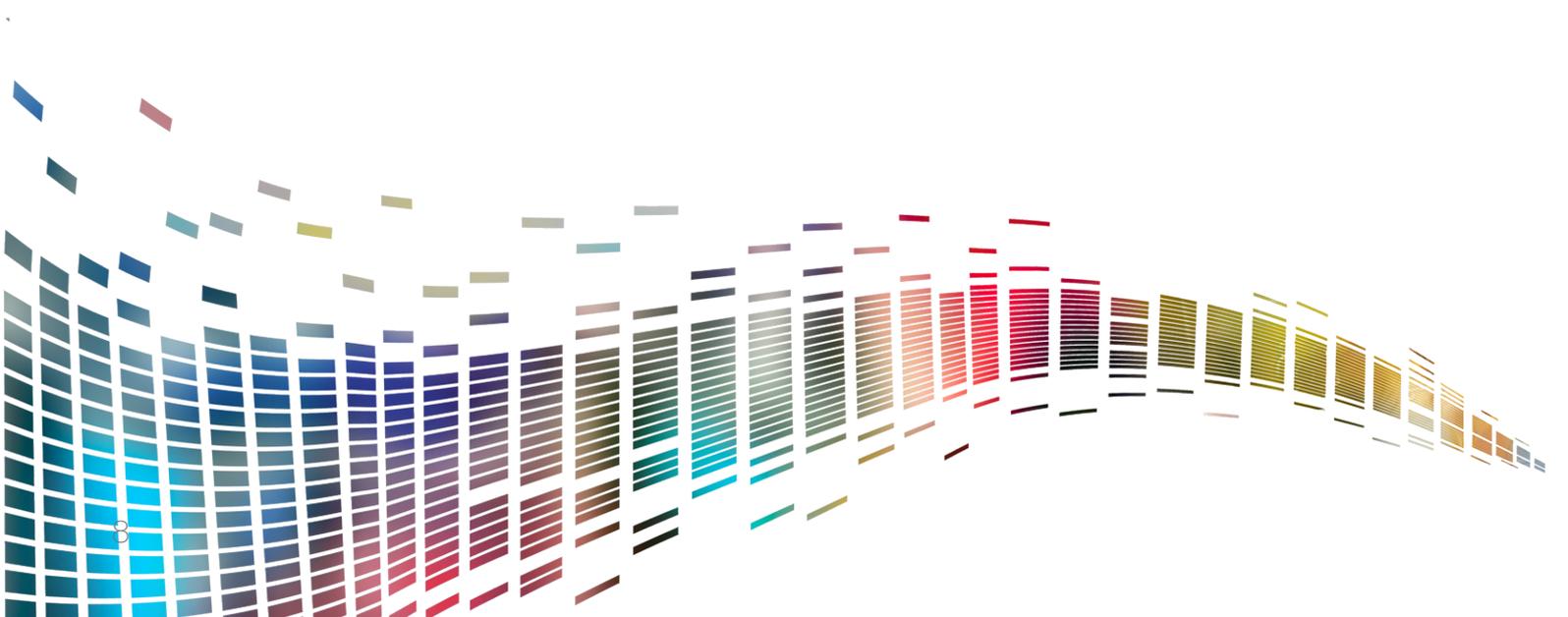
A further significant challenge facing many workforces is how to encourage collaboration between different generations, with 'baby boomers' often feeling threatened by younger employees with digital skill sets, and Gen Y feeling "stuck in the middle of older workers who refuse to retire and younger ones who are treated far better than they ever were"²⁹.

An associated challenge is presented by aging workforces, who hold a wealth of legacy insight on the organization³⁰. Capturing this knowledge for the use of future generations of workers is of paramount importance to sustained competitive advantage. Enterprise Gamification can provide a consistent platform for communication across all generations, as demonstrated by EDF Energy's example.

On social platforms, feedback from peers informs nearly every aspect of employees' personal lives, and 70% are more excited about a decision they have made when it included instant reactions from other users. Over 50% of employees use social media tools to communicate and build community with employees³¹, and this form of engagement is a way of life for most staff. Enterprise Gamification can provide instant feedback, something employees increasingly expect.

Millennials are typically achievement-driven and Enterprise Gamification is a powerful tool to engage employees through touching the "deep human desires including achievement, acceptance, visibility, fairness and meritocracy"³². It allows collaboration across traditional divides such as geography, grade or business unit, driving grassroots employee engagement and giving even junior members of staff a voice.

This is recognized by multinational organizations across sectors: Nestle's Global Head of Digital & Social, Pete Blackshaw, claims that, "The potential of digital is its ability to bridge functions, soften silos, and make informal connections that you typically don't have through reporting lines".



Taking our own medicine

Growing a global community

Capgemini has also used Enterprise Gamification techniques to engage our own global community and “walk the talk”. When Capgemini introduced a new Digital Customer Experience (DCX) Global Service Line, a start-up in a corporate organization, we needed to engage and mobilize our workforce: educating our employees on our core proposition, portfolios and offerings, and building a self-sustaining, active and engaged community. To facilitate this, we launched the Capgemini DCX games — a range of competitions and challenges on our corporate social media platform, Yammer, which contributed to a weekly Leaderboard that was published and shared with the entire organization. Over the course of two months, Capgemini saw the global community grow by 750% spanning Australasia, India, Europe Asia and North America, with employees sharing success stories, assets, expertise and knowledge. The success and benefits recognized were instant and as a result, a self-sustaining community has been created and its growth accelerated by 200%.

The challenges

- **Tell us your story:** Challenges were introduced encouraging employees to share their best assets and client stories. The winning asset, a best-in-class social media dashboard, was chosen by Simon Short, DCX Global Service Line lead, and Maggie Buggie, Head of Digital Sales and Markets, and was showcased across the business via social media and our intranet site. Our expectations were greatly exceeded, with hundreds of assets and references submitted, which have been shared across the organization for use in client bids and marketing. Over 90% of asset shares were on our Yammer page rather than sent via email. Again, this demonstrates that motivation primarily comes from peer recognition rather than the desire to earn points, with employees’ assets commented on, shared and debated by members of the community. Competition was intense, with levels of engagement and usage also powerful factors in deciding which were most valuable to the wider business, and hence who received the most acknowledgement.
- **Share your innovation:** We set a challenge for employees to submit their ideas to address the question of how we could better combine the strengths and capabilities of our strategic Business Units to make DCX a market-leading business transformation and delivery organization. A huge number of creative and value-adding propositions

were submitted from participants based in Europe, North America and India. The winning three ideas were selected and given the opportunity to be presented to Paul Nannetti, Group Sales and Portfolio Director and member of Group Executive Committee. Paul saw much value in the winning idea, a proposal to launch a series of experience centres to showcase our solutions and capabilities to clients. The winner is already working with our global innovation team to develop his idea into a full proposition with a business case. The challenge not only encouraged innovative ideas from a grassroots level, allowing participation from all employees regardless of grade, but enabled community members to feel part of the community by contributing to building DCX.

- **Learn about what we do:** Employees were educated about DCX’s core propositions and offerings through our Digital quiz, with two questions posted every week. This was a critical component in encouraging employees to engage with DCX by reading our collateral and understanding our offerings in more detail. A majority of our community answered the quiz questions on a weekly basis and there was much anticipation before the answers were revealed.
- **Meet the team:** The final challenge was a weekly Q&A with a member of the DCX team, where employees submitted questions they wanted to ask members of the Leadership team. Three were chosen, with the answers shared on Yammer. Many participants commented on how the Q&A allowed them not only to engage directly with senior members of the business and learn more about DCX, but also strengthened the community despite the wide variety of business units, grade, base location and age.

Introducing Enterprise Gamification in our own organization gave us an extremely powerful mechanism to build and strengthen our digital community. DCX is no longer just seen as a sales unit or a proposition. Members of the community are passionate about it, and are engaging with our capabilities and offerings. This is primarily due to a sense of ownership, belonging and recognition, with the community now being the first place most employees go for resources, advice and subject matter expertise. The community, having grown to thousands of members, is self-sustaining and highly active, with multiple posts each day as employees share assets, news, success stories and ask for advice. The DCX community is one of the key drivers of the success of the Global Service Line, demonstrating again that people are at the heart of the success of any digital transformation.

Rewarding innovation

Another instance where Capgemini has used gamification techniques to encourage innovation is in our Business Process Outsourcing (BPO) division. BPO wanted to find a mechanism to reward employees, not only for identifying innovative ways to improve processes, but also measuring their actual impact on client projects.

BPO introduced an innovation platform called iPortal to encourage collaboration and knowledge sharing across their geographically-dispersed community. The platform first captures the innovative ideas, which are then reviewed for their potential impact from a cost-benefit analysis perspective. Once validated and used to improve a client's progress, iPortal also monitors the success of their implementation against targets and budget.

Employees are rewarded for submitting ideas and for their proven ability to deliver tangible business benefits, including operational efficiency and measurable cost savings. Rewards include peer, managers and senior team members recognition, and ranking employees based on their contribution and the success of their ideas.

An additional incentive is the introduction of iPoints that are awarded to junior employees in relation to the efficacy of the innovations, which can be exchanged for financial rewards, such as vouchers. Through this collaboration on iPortal, employees can vote on ideas, share best practise and compete for rewards.

Over 535,000 iPoints were earned by BPO employees in 2014, translating into more than 3,500 improvements to client projects. Through engaging employees at a grassroots level, and encouraging collaboration within and between teams, Capgemini has provided a platform for employees to both innovate and share best practise, but also importantly to deliver tangible business benefits to customers.

Conclusion

Like many emerging trends, confusion and hype surround gamification. However, Enterprise Gamification is not about rewarding points and badges onto an activity and expecting it to become instantly more engaging. Nor is it about making applications look like video games or rewarding employees with prizes. It takes the enjoyable aspects of games and applies them to real-life business processes, to influence and drive positive human behavior in an organization, similar to that achieved at EDF Energy and Capgemini.

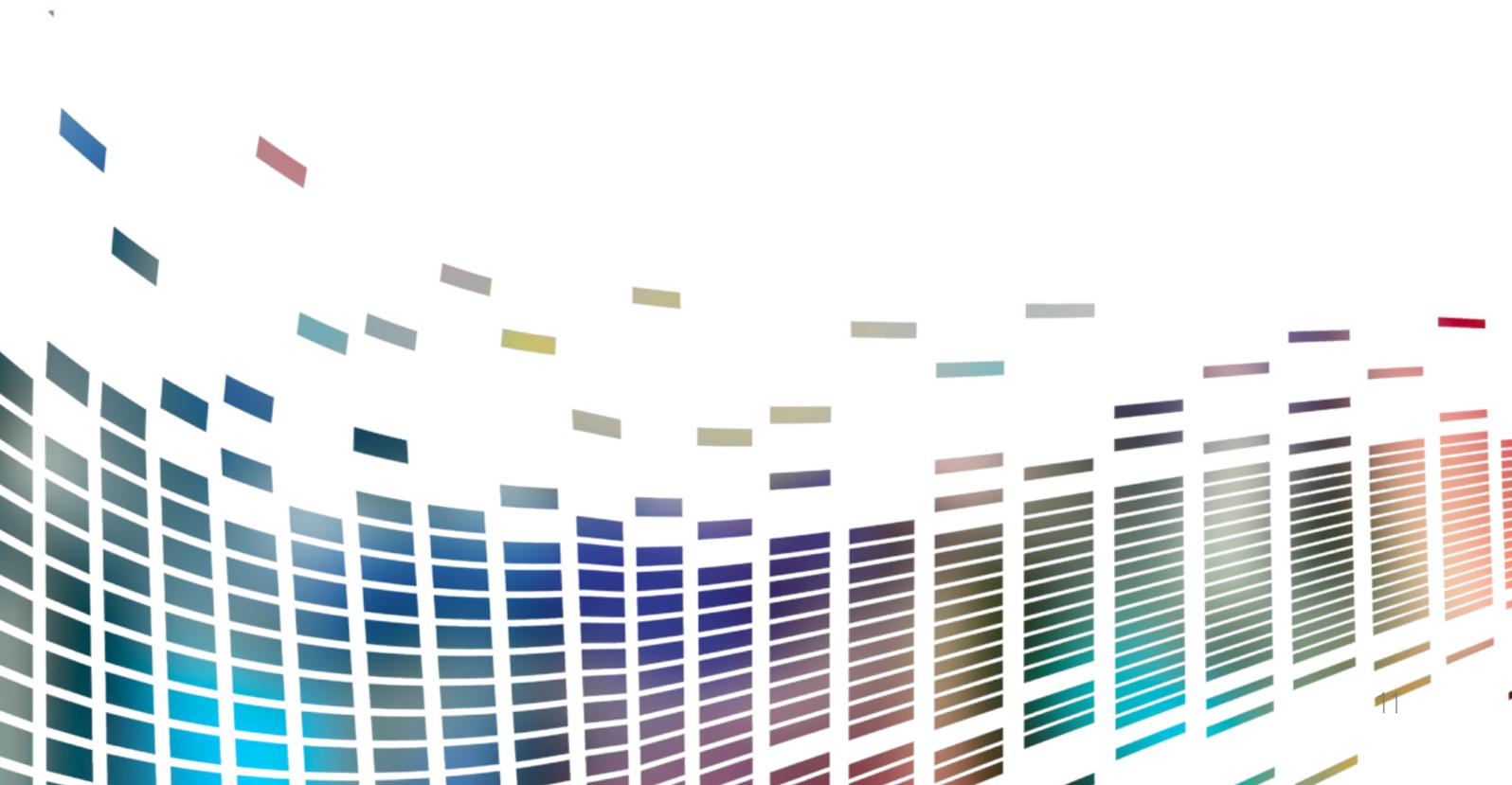
Traditional games and gamification have entirely different purposes. Gamification does not just add a wrapper around existing processes. The concept of gamification lies in its meaning or purpose – by making the game process purposeful and enjoyable, an organization can achieve maximum benefit from their employees. We have seen how Enterprise Gamification techniques can work 'with' the direction of travel from a technology-driven marketplace and, by replacing traditional change methodologies, can grow self-sustaining, collaborative and active communities of employees.

Enterprise Gamification is more than just a mechanism to make the workplace more enjoyable and increase retention – it drives tangible, hard business benefits and is a powerful tool in engaging employees to achieve successful digital transformation.

We have seen how Enterprise Gamification techniques can work 'with' the direction of travel from a technology-driven marketplace and, by replacing traditional change methodologies, can grow self-sustaining, collaborative and active communities of employees.

Bibliography

- 1 Kiely, K (2014) 'Resistance to change and people powered transformation'. www.linkedin.com/today/post/article/20140918092841-1913852-resistance-to-change-people-powered-transformation
- 2 Solis, Brian (2014) 'The 2014 State of Digital Transformation'. Altimeter Group Network.
- 3 Zichermann, G and Linder, J (2013). 'The Gamification Revolution'.
- 4 Gartner Hype Cycle for Digital Workplace 2014 Cain, Matthew W. et al July 2014
- 5 'Gamification and Sales: Is it working?'. 2013 <http://blogs.salesforce.com/company/2013/08/gamification-and-sales.html>
- 6 Buggie, M et al (2013) 'Let the Games Begin: Using Game Mechanics to drive Digital Transformation'
- 7 Fitzgerald, M et al (2013) 'Embracing Digital Technology: A New Strategic Imperative'. MIT Sloane Management Review
- 8 Gallup (2012) 'State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide'. <http://www.gallup.com/strategicconsulting/164735/state-global-workplace.aspx>
- 9 Fitzgerald, M et al (2013) 'Embracing Digital Technology: A New Strategic Imperative'. MIT Sloane Management Review
- 10 Gartner, Top 10 Strategic Predictions for 2015 and Beyond: Digital Business Is Driving 'Big Change, Plummer, D et al, October 2014
- 11 Gartner, CIO survey uncovers the need to focus on digital workplaces and engaged workforces, July 2014
- 12 Kotter International 'The Eight-Step Process for Leading Change', <http://www.kotterinternational.com/our-principles/changesteps/step-1>
- 13 Bonnet, Didier (2014) 'Convincing employees to use new digital technology'. <http://blogs.hbr.org/2014/09/convincing-employees-to-use-new-technology/>
- 14 Gartner Hype Cycle for Digital Workplace 2014 Cain, Matthew W. et al July 2014
- 15 Gartner Hype Cycle for Digital Workplace 2014 Cain, Matthew W. et al July 2014
- 16 Werbach, K & Hunter, D (2012) 'For the win: How Game Thinking Can Revolutionize Your Business' Wharton Digital Press
- 17 Fogg, B,J (2009) Lithosphere, Science of Social Blog – "Gamification 101: The Psychology of Motivation"
- 18 Fitzgerald, M et al (2013) 'Embracing Digital Technology: A New Strategic Imperative'. MIT Sloane Management Review
- 19 CIO (2014) 'Gamification takes employee engagement to the next level'. <http://www.cio.in/article/gamification-takes-employee-engagement-next-level>
- 20 Aberdeen Group (2013) 'Insight Analysis' <http://www.aberdeen.com/login/?doc=/launch/report/perspective/8373-AI-talent-acquisition-gamification.asp>
- 21 Forrester Research, Inc (2013) 'The Workforce Experience Ecosystem: Engagement, Productivity, And Customer Impact'
- 22 McKinsey (2012) 'The State of Human Capital'
- 23 Gallup (2012) 'State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide'. <http://www.gallup.com/strategicconsulting/164735/state-global-workplace.aspx>
- 24 Namely.com (2013) 'Reinventing the Performance Review'
- 25 Gartner Hype Cycle for Digital Workplace 2014 Cain, Matthew W. et al July 2014
- 26 Forrester (2013) 'Annual Benchmark Study'. Source: Forbes (2013) www.forbes.com/sites/jonstein/2013/01/29/2013-the-year-your-grandpa-becomes-more-tech-savvy-than-you/
- 27 Rishi, A and Goyal, S (2013) 'Getting Gamification Right'. Infosys Lab Briefings
- 28 Nielsen (2014) 'Millenials: Breaking the myths'. <http://www.nielsen.com/us/en/insights/reports/2014/millennials-breaking-the-myths.html>
- 29 Salzman (2013) The Economist (2013) 'Winning the Generation Game'. <http://www.economist.com/news/business/21586831-businesses-are-worrying-about-how-manage-different-age-groups-widely-different>
- 30 Towers Watson (2013) <http://www.towerswatson.com/en/press/2013/05/just-over-half-of-employers-using-social-media-tools-for-internal-communication>
- 31 Ratnayake, M (2012) 'Enterprise Gamification: engaging the millenials'. <http://www.virtusa.com/blog/2012/10/enterprise-gamification-engaging-the-millennials/>
- 32 Solis, Brian (2014) 'The 2014 State of Digital Transformation'. Altimeter Group Network.



Author details:

Maggie Buggie

Vice President
Global Head of Digital
Sales and Markets
maggie.buggie@capgemini.com
Twitter: @maggiebuggie

Emma Pluck

Senior Consultant
Employee Transformation
emma.pluck@capgemini.com
Twitter: @elpluck

Emma James

Consultant
Digital Transformation and
Business Analytics
emma.c.james@capgemini.com
Twitter: @emmaC_James

For more details contact:

UK

Cliff Evans

clifford.evans@capgemini.com

US

Kim Smith

kim.smith@capgemini.com

Netherlands

Remko Reinders

remko.reinders@capgemini.com

Germany

Wolfgang Herbst

wolfgang.herbst@capgemini.com

France

Pierre Collas

pierre.collas@capgemini.com

Thank you to the following contributors:

Jon Nelmes, Andrzej Marczewski, Laura Graham and Natasha Pergl



About Capgemini

With almost 140,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2013 global revenues of EUR 10.1 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at

www.capgemini.com/dcx

or contact us at

digital.sales.global@capgemini.com

