GAMIFYING ENGAGEMENT®

PLAN · GAMIFY · STUDY · ACT ™

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Gamifying Engagement®

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Wittcoff received her doctorate from the USC Suzanne Dworak-Peck School of Social Work, her master's degree in Social Work from Boston University, and a post-graduate fellowship in Organization Development from the Boston Institute for Psychotherapy. She is also certified to administer the Myers-Briggs Type indicator. Wittcoff was a key contributor to the team that was awarded the Brandon Hall Award recognizing advances in Learning and Development and was honored as the recipient of the Jane Addams Award from the Suzanne Dworak-Peck School of Social Work, recognizing the faculty member selected by graduating students as providing academic, administrative and moral support.

Laura lives in Los Angeles with her exceptionally supportive husband, Mark, two adorable dogs, Max and Molly and is visited often by various enterprising adult children, Sonja, Michael, Jared, Tyler and Nick.

The most powerful and effective way to engage is to play!

When you were a child, anything could be used as a creative object to fulfill your imagination - we called it playtime. Equipped with just their imagination and a cardboard box, children are free to invent an infinite number of opportunities for new and imaginative games. Do you still feel this playful and inventive?

When we start learning the rules, we forget that play is an essential part of interacting with the world. Play is how we discover new things about ourselves, as well as the world around us, and how to build upon existing structures to make things more functional and engaging. The goal of this workbook is to bring you back to playtime - where the rules are just guidelines and everything you create invites others to play with you. We hope *play* becomes an intrinsic approach to raising your organization's visbility.

"WE DON'T STOP PLAYING BECAUSE WE GROW OLD; WE GROW OLD BECAUSE WE STOP PLAYING."

-GEORGE BERNARD SHAW

PART I: RATIONALE

GAMIFYING ENGAGEMENT®

Gamifying Engagement® is a methodological process that helps organizations capitalize on the art of engaging current and potential stakeholders in order to better understand their organization's narrative, leading to supporting the organization's sustainability.

The goal of Gamifying Engagement® is to help organizations raise their visibility inside and outside of their networks. Through integrating this gamification method within an organization's business infrastructure, the organization can build and sustain their capacity of successful marketing and public engagement. Utilizing the concept of Gamifying Engagement® with the iterative tool, PLAN•GAMIFY•STUDY•ACT™ (PGSA) prepares organizations to adapt their mission to clear and concise message(s) that can be shared within their networks and across a variety of communication and media platforms.

Adapted from Edward Deming's model of Continuous Improvement, the PGSA model operates on the concept that a well-defined plan can be tested both quickly and iteratively before investing in and implementing costly and time-consuming strategies.

Gamifying Engagement® is most successfully taught via workshop format with optional post-workshop coaching. To attend a workshop or sign up for customized coaching, please contact Dr. Laura Wittcoff at The Intrinsic Group at: reachus@theintrinsicgroup.com. This workbook is a guide that is intended to support the workshop learning, but it can also be a stand alone resource if attending a workshop is not possible.

The Flexibility of Gamifying Engagement®

Consider this workbook as both a learning and practice tool. The goal is to learn the process, and use it repeatedly so that your organization internalizes this process as part of how it operates. This workbook is not solely to help marketing and outreach teams engage with their stakeholders. Gamifying Engagement® is adaptable to decision making processes, community building, morale/climate surveying, cultural inclusivity exploring, feedback inquiry, and more. Simply put, Gamifying Engagement® can be used at any time an organization wants to collect input or ideas by testing game-like strategies to determine the highest yield for collecting the desired information.

This process can be utilized in numerous applications. For example:
- an organization wants to increase its board's involvement
- a community wants to increase its visitors
- an agency wishes to engage its stakeholders to then educate its networks
- a company wants to increase public knowledge on an issue
- a social impact entity wants to promote a topical discussion
- a data hub wants to better understand how new information is shared

The concept of Gamifying Engagement® is an inherently cyclical process using the PLAN•GAMIFY•STUDY•ACT™ tool, which builds upon the actions of each previous step. Its premise is to clearly define the desired interaction(s) that leverage your organization's ability to achieve visbility.

Once the PLAN is defined, the organization then determines how to best test the PLAN using game-like elements, over a very short period of time; the test is observed and examined. The goal is to engage your audience (networks) using game-like activities by testing and iterating a series of PLAN(s). By increasing engagement, you raise the visbility of your organization.

GAMIFYING ENGAGEMENT®
LEVELING THE PLAYING FIELD

Gamifying Engagement® is the result of years of working with and within the nonprofit sector - primarily with under-resourced organizations, or those unable to afford high-priced marketing firms to give them an edge in securing more market share to support their sustainability.

The remarkable advantages in virtual communication and the relative ease and low cost of the internet has made social media the *go-to* communication platform for effective marketing across diverse demographics. It can be leveraged for almost anything a nonprofit organization could need, from funding resources with platforms that engage the public, to educational tools that promote awareness for important causes, to ways that engage meaningfully with communities and clients, transforming them into effective marketing campaigns.

According to the 2019 GSMA Media Report, by 2025 there will be 9.1 billion online subscribers across the globe. This network represents a $4.8 trillion (projected through 2023) mobile industry contribution to the GDP (4.8% of the GDP), meaning that *most of the world will be accessing information online*, purchasing goods and building networks through technology.

Social media provides an incredible opportunity for organizations to reach an unprecendented number of people at the mere push of a button. Now, organizations that previously were unable to compete have the capacity to both increase their market share, as well as assert their presence in a now more equitable marketplace.

Gamifying Engagement®

Although this workbook is written for nonprofits, this method can be a worthwhile investment for any type organization to help them reach within and beyond their networks to leverage their message and engage potential stakeholders.

REIMAGINE THE DISCOVERY PHASE

The discovery phase of any marketing effort typically involves mapping and analyzing an organization's existing system, people, and processes. In this context, it is the uncovering of the organization's narrative, that is the foundation of discovering an organization's brand identity. As you build your nonprofit's story and clarify your messaging through the PGSA process, you will have the opportunity to reflect on your organizational identity in new ways. This process engenders stakeholder loyalty where everyone has the opportunity to be an organizational ambassador, spreading your organization's message. Gaining insight into your organizational story will benefit the nonprofit as a whole. By virtue of the synergy that is created from the process, the organizational cultural identity and the collective engagement that emerges from the Gamifying Engagement® method can become a model for inclusive decision-making across the organization.

THE IMPORTANCE OF SYNERGY

It is not thinking alike, but thinking compatibly that delivers genuine organizational identity. Using the PGSA tool, allows for collaborative thinking, fostering a collective vision. Being able to truly communicate your organization's mission is engaging and contagious - it encourages others to connect with you. Without the internal buy-in to both the process and the messaging, it will be much more difficult to create an authentic organizational brand that lays the foundational groundwork to bring others into the network. Having your internal and external stakeholders join, purchase, contribute, and engage creates an identity of collaboration and differentiates your organizational brand from the inside out.

MESSAGING IS KEY

Every organization strives to be understood by having an easily digestible and appealing message, a formula for engagement. The organizations that are the most successful at this utilize clear, concise messaging. Essentially the lifeblood

of the organization; the right messaging has the power to compell, entice, create shared interest, and build diverse engagement. When solid messaging is valued and unanimously agreed upon across all departments of an organization - you've succeeded in unanimous buy-in of a shared narrative. This represents an important piece of the organization's culture. Your organization can then hire a marketing firm to execute your message for a strategic campaign, succeeding in verbalizing your organizational brand identity. This, in effect, bypasses the typical discovery phase of a marketing campaign - saving your organization both money and time. This workbook will help you refine your organizational message, foster collaboration across organizations, and build a culture of inclusiveness.

RAISING VISBILITY

Without visibility, an organization is essentially unknown. While it may still do excellent work, it will have a much more difficult time trying to get individuals to actively engage with it. According to Melanie Tannenbaum, PhD., social psychologist and science writer, "based on everything that we know about our brains and their bafflingly strong desires to fit in with the crowd, the best way to convince people that they should care about an issue and get involved in its advocacy isn't to tell people what they should do—it's to tell them what other people actually do."

Awareness breeds the opportunity to engage. There are many campaigns that have leveraged social media to raise awareness, including: the #IceBucketChallenge for ASL awareness, the #BlackLivesMatter response to policy brutality, and the #MeToo hashtag which aimed to illumate the prevalence of sexual assault for women around the world. These campaigns not only focused on raising awareness around an issue but also promoted engagement – whether it be tagging, participating in a march, sharing a personal experience, or donating resources. This workbook will build your organization's treasure chest of engagement strategies. Once the gamification process is understood and practiced, it can become an intrinsic part of the organizational culture.

AUDIENCE RESPONSE = AUDIENCE ENGAGEMENT

Participatory culture embraces the idea of user generated content and interaction using technology. This implies that social media can be influenced by anyone who participates in virtual activities, thus opening opportunities for the public to both create and engage with society directly - as opposed to more regulated forms of mass media and communication strategies which can often be costly and highly regulated. Considering masspersonal communication (MCM), developed from the foundational work of J.B. Thompson's mediated communication framework combined with Burleson's interpersonal communication , virtual communicative relationships are based on the communicator's reliance on assumptions about their receivers - both by responses and by their imagined responses. When crafting a message and designing an engagement strategy, it is important to note both the audience's anticipated and actual responses. Organizations can benefit from these concepts by planning their media presence using gamified elements to anticipate the response and imagined responses of target audiences.

Technology has quickly become our first choice in communicating, challenging us to simulate the sensation of in-person communication while remaining virtual.

Gamification is the concept of using game-like elements in non-game contexts to encourage responses and engaged interaction. Consider the wildly popular social media campaigns with game-like aspects (i.e. #IceBucketChallenge, #NoShaveNovember, etc.) and the significant impact of these

efforts.

The #IceBucketChallenge encouraged participants to do three things to support those affected by ALS: film yourself getting a bucket of ice dumped on your head, donate at least $5, and nominate five friends to do the same. The results of this successful social media campaign, with little to no fiscal resources promoting it, resulted in $220 million raised for ALS-related organizations, one billion Youtube video views, as well as an increase from 163 thousand to 2.89 billion visitors to the ALS Wikipedia page in 2014.

The #IceBucketChallenge is not an anomaly. Online activity grows by an average of 68% when applying gamification strategies and 22% when social sharing. TechValidate shared that 30% of companies that incorporated gamification in their marketing increased registration by 50%. Organizations that employ these techniques in their marketing have access to greater numbers of people, simply by virtue of using game elements with an effective and engaging message.

According to a Pew Research Center survey of U. S. adults, 73% of adults watch Youtube and 69% of adults favor Facebook while post-Millennials (18-24) are interested in a myriad of social media: Snapchat (71%), Instagram (71%) and Twitter (45%). M+R Benchmarks illuminated significant key trends from data collected from 154 nonprofit participants, across nine different social sectors. The results found that in 2017, $738 million was collected in online

Gamifying Engagement®

revenue from approximately 12 million donations and there were 17 million advocacy actions.

Technology has transitioned from being a concrete utilitarian tool to a transformational concept, driving decisions and promoting social networks into action.

Games can serve a psychological purpose and impact behavior; Herodotus (Ancient Greece), credited a society, dubbed The Lydians, for inventing a game to psychologically manage through the hardship of an 18-year famine, highlighting both the cultural significance and the value inherent in game-playing. Games have been a source of fun and for learning, often with expectations of behavior change and have increased in popularity with the adaptation to virtual application.

Social media continues to be redefined as more interconnected web applications emerge. In general, social media refers to web-based platforms that offer consumer engagement and interaction in an active vs. passive way, meaning that individuals have the opportunity to create content, rather than only consume content. This allows a two-way communication with consumers and encourages networking and interaction. Social media offers a variety of inexpensive web-based tools that invite participation as well as original content.

Decision-making is often reliant on sociability. According to various cognitive research studies, opinions and thus

decisions are based on our historical need for collaboration (hunting, gathering and nesting). We rely on others' expertise often without doing our own thinking or research. We take people's word for it. We just assume what others share is correct. With the onset and far reach of social media, short attention spans and fake news, we often rely on sound bites that others are feeding us. That's why it is essential for all organizations to be in sync internally with their identity messaging. If an organization is clear about its identity and what it offers, sharing that information with networks becomes an opportunity for genuine engagement, not a strategy to sell something. These mechanisms include marketing, communications, and public relations, yet the endurance relies on building sincere relationships with potential stakeholders.

PURPOSE

The purpose of this guide is to teach a method that raises organizational visbility, by inviting interactions that foster engagement. Simple as it may sound at first, integrating this process challenges organizations to cement the Gamifying Engagement® method into their operating infrastructure, furthering their sustainability by engaging existing networks and fostering new ones.

Utilizing gamified elements with a quick testing tool, encourages organizations to embrace a unified message internally, which brands their essence and builds their organizational communications and public relations toolkit.
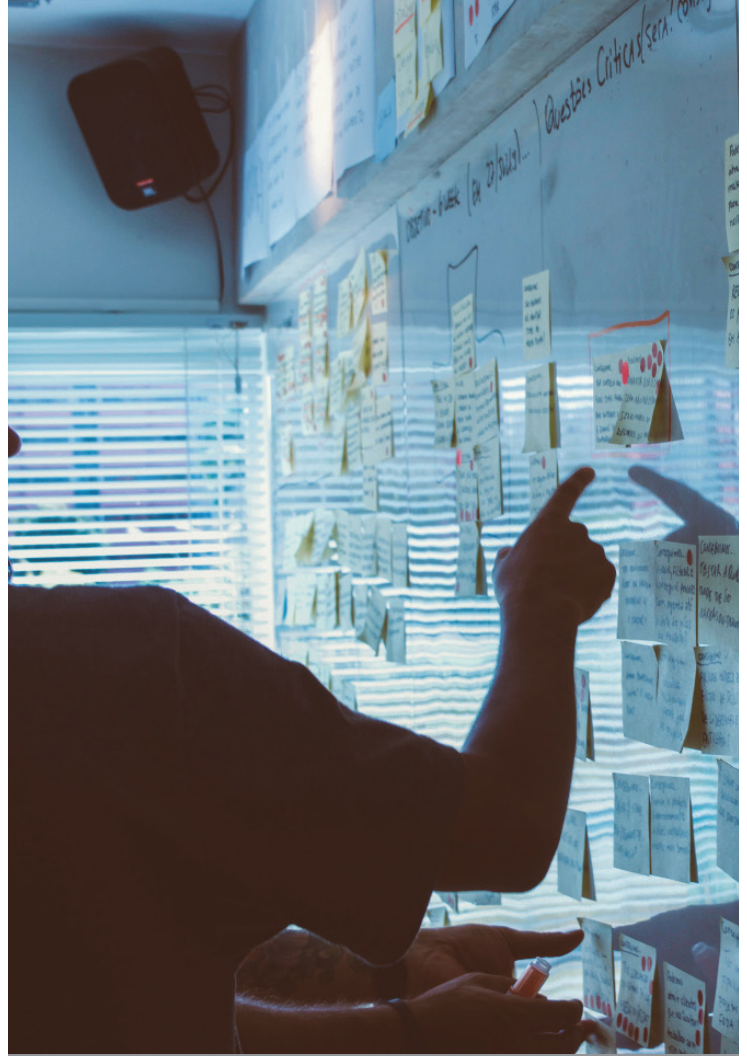
This will save resources and build internal capacity, broadening and expanding their visibility and sustainability.

Clear messages convey what an organization does operationally, and engenders a positive, visceral reaction. Which of the following messages is more clear to you?

Message 1:
We provide childcare

Message 2:
We foster each child's uniqueness
at each developmental stage

The first message certainly conveys what the organization does, but without any relational context or feeling. We are talking about children! Who wants to leave their child with 'we provide childcare' as the only narrative? What does that statement tell us and what does it leave out? The organizational messages are significant not only because they ideally should concisely share the organization's narrative to entice further explanation but should also be on the tip of the tongue of every stakeholder when asked about the organization; stakeholders are a very important marketing vehicle. Personally, I want to enroll my children in a place that fosters their individual development. It's that simple!

SAME METHOD DIFFERENT TARGET

ADPTABLE FRAMEWORK:

Gamifying Engagement® was created to support external marketing efforts and involve internal stakeholders on gathering their input on the organization's narrative. The Gamifying Engagement® method that incorporates the PLAN•GAMIFY•STUDY•ACT™ tool, introduced in the following section, is an adaptable framework aimed at testing ideas internally -within the organizational stakeholder community and externally -the community outside of the organization. This method and tool will ideally become a part of an organization's internal marketing and communications strategy aimed at soliciting participation and engagement from employees at all levels.

Got Engagement?

Putting a magnifying glass to our own engagement strategies can be unnerving– they often come to us so naturally and easily (or maybe not so easily). Even if we consider ourselves shy or reserved, making connections is an intrinsic human need and we will find a way to meet that need - no matter what. Humans seek and want engagement.

How do you engage others?
What is your *go to* move?

- *Making eye contact (culturally dependent)*
- *Saying hello or greeting others*
- *Asking questions about the other*
- *Making a joke*
- *Trying to find something in common*
- *Comment on something interesting about the person*
- *Say something positive*
- *Make an observation about the environment (climate, context, location)*

Now, translate that into using an engagement strategy to educate, share information and drive someone to learn about your organization.

Good engagement uses techniques that feel unique and create an experience that is both remarkable and memorable. This is often due to the genuineness of the experience. Understanding the rationale for this idea and the rationale for this process allows for creative brainstorming when determining what gamified elements are employed that best engender engagement.

GAMES CAN BE ANYWHERE IF YOU'RE IN THE RIGHT FRAME OF MIND
DMV BINGO

I was waiting at everyone's favorite place to hang out, the Department of Motor Vehicles (DMV). Time seems to stand still at this government landmark, because each time you are called to a respective window, you believe you are almost done. However, you're not at the finish line, this is not the last window. It is a mere waystation on your seemingly neverending journey to the next five windows you may need to visit to accomplish your task. On this particular day, the waiting turned into a game. I am not sure how it started, but I started to play what felt like BINGO with the woman seated next to me. We announced the letters and numbers popping up randomly on the screen with our best game show voices, congratulating the winning number/letter combinations. As we started guessing which combinations would be called, time started to fly by and we actually felt like friends by the time we both had to leave.

If I were an organization, and she was a prospective donor/volunteer/stakeholder, that type of engagement strategy can be leveraged into a meaningful relationship for both of us.

"BUSINESS HAS ONLY TWO BASIC FUNCTIONS- INNOVATION AND MARKETING; ALL THE REST ARE COSTS."

- PETER DRUCKER

PART II: THE PGSA PROCESS

Encouraging Different Perspectives

Gamifying Engagement® was not created to solely support external marketing efforts, but to involve internal stakeholders on gathering their input on the organization's narrative. Understanding and buying into the narrative guarantees organizational loyalty, commitment and a collective way of sharing and spreading the organization's great story. Bringing various perspectives always yields a better outcome. The PLAN•GAMIFY•STUDY•ACT™ tool tests whether or not your PLAN is successful, as well as what needs to be adjusted quickly to get the most engagement.

The PLAN•GAMIFY•STUDY•ACT™ tool is an iterative process that depends upon a clearly articulated PLAN that focuses on engagement and then uses game-like elements to test whether the PLAN was successful; the iterative aspect provides the opportunity to adjust the game-like strategy to achieve that PLAN.

Gamifying Engagement®

PLAN•GAMIFY•STUDY•ACT™

PLAN•GAMIFY•STUDY•ACT™ is a step by step process or cycle used to gather feedback and test out ideas with a quick turn-around time.

The PGSA process saves money and time for organizations, while gaining buy-in from stakeholders. Stakeholders will value the opportunity, and are more likely to contribute their opinions to a process in which they are invested. This process can be used to solicit internal (staff, board, consumers) and external (potential consumers and contributors) engagement that result in feedback, learning, volunteering, and contributing financially.

It is important to note that each PGSA cycle can either meet its intended PLAN (interactions that raise engagement and visibility), or iterate to a next testing cycle, striving to reach that intended PLAN.
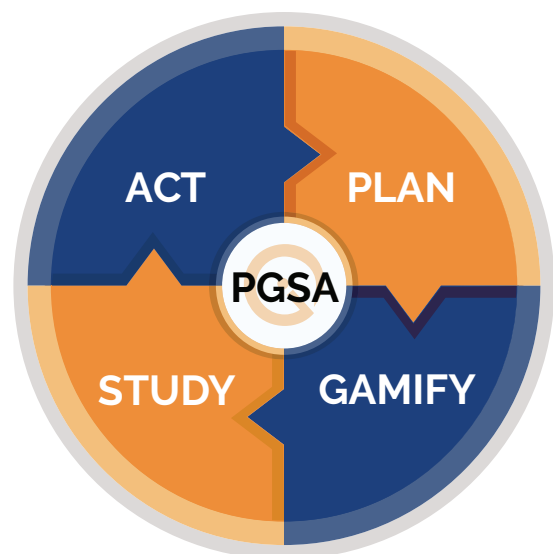
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step 4

• What, if any, modifications to the gamified activity are needed?

• What do you need to do to plan for the next testing cycle?

step 1

• What are the desired interaction(s) you want to shift to raise your visibility?

• What do you predict will happen, and how will you collect and measure the data?

ACT **PLAN**

PGSA

STUDY **GAMIFY**
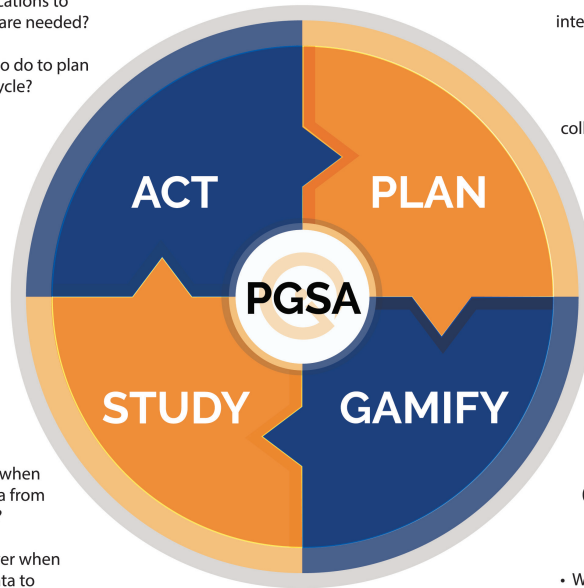
step 3

• What did you learn when you analyzed the data from the gamified activity?

• What do you discover when you compared the data to your predictions?

step 2

• What engaging activity (using game-like elements) do you want to use for this testing cycle?

• What resources do you need to gamify the activity?

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PLAN

PLAN

The PLAN is the most significant step of the entire Gamifying Engagement® strategy. Your PLAN has to be narrowly focused so that what you implement can be measured. Additionally, your PLAN needs to be clearly articulated with distinct obtainable and measurable data so that you will know if you achieved the desired interactions. When a PLAN is vague, it loses the capacity to determine whether or not the objective was met.

1. What are the desired interactions that will raise your organization's visibilty?

2. What do you predict will happen, and how will you collect and measure the data?

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GAMIFY

Games are part of our culture: they help us connect, pass the time, activate our curiosity, distract ourselves and have fun. Gamified elements make games intriguing: rules, competition, immitating, scoring, asking questions, learning, incentivizing, strategizing, bluffing, motivating, tempting, social networking, and more. These build the foundation for engaging existing and potential networks and converting those networks into consumers or contributors. The goal is to create an activity using gamified elements to test out the desired interactions to raise engagement and visibility.

1. What engaging activity (using game-like elements) do you want to use for this testing cycle?

2. What resources do you need to gamify this activity?

STUDY

Now, you have the opportunity to understand the data that you collected during the GAMIFY step. In whatever ways you were going to measure participation, you now need to record and analyze the results. For example, if the measurement was the number of comments you received from a post on social media, then you compare that number to your original prediction.

1. What did you learn when you analyzed the data?

2. What did you discover when you compared the data to your predictions?

ACT

ACT

This step determines whether you iterate this cycle or create a new PGSA strategy. Did your PLAN meet your intended expectations? If so, you do not need any modifications for this cycle. You can begin a new PGSA with a different target audience.

If, however, the desired interactions to raise the intended engagement and visibility did not meet your expectations, this step is your opportunity to iterate the PGSA cycle by starting with the question - how does the PLAN have to change? Do you need to consider: a different target audience, a different set of desired interactions, a modification on the type of interaction you're seeking, a different question, a different gamified element, etc?

> **1. What, if any, modifications to the gamified activity are needed?**
>
> **2. What do you need to do to plan for the next testing cycle?**

"DON'T DWELL ON WHAT WENT WRONG. INSTEAD, FOCUS ON WHAT TO DO NEXT. SPEND YOUR ENERGIES ON MOVING FORWARD TOWARD FINDING THE ANSWER."

- DENIS WAITLEY

PART III: ITERATIVE TESTING

From Theory to Practice: Mission to Message

Below is an example of how an organization used Gamifying Engagement® to solicit internal stakeholders to collaborate, and ultimately better understand their organizational story.

Let's say your mission statement reads:

We distribute an average of 300,000 pounds of food to people in need across xxx region. We distribute food through our network of partner agencies and programs, including mobile distributions and responses for children, older adults and veterans.

PLAN

Although this is a noble mission, and clearly states what the food pantry does, it doesn't reach the emotional level nor connection needed for engagement and it is too cumbersome to post the entire mission on social media outside of a webpage dedicated to *About Us*.

Staff and stakeholders know why the pantry exists, but may not be able to articulate their mission in an easily digestible and engaging way.

Herein lies the opportunity to decide to build a short message and use the PGSA tool as the mechanism to engage the organization's stakeholders, resulting in creating a message (tagline) that can easily be posted on numerous social media platforms.

1. What are the desired interaction(s) that will raise your visibility?

If the pantry's stakeholders connect with their mission they will talk about it more easily in their social networks. The pantry wanted to increase their staff, board, clients', and volunteers' comfort with sharing their organizational story.

2. What do you predict will happen, and how will you collect and measure the data?

The Pantry's PLAN was to reach out to their internal stakeholders (staff, board, volunteers) and ask them to share what their organization means to them; why do they work or give time to our organization. The pantry predicted that their stakeholders like to give input and would happily share their thoughts.

GAMIFY

It is important to explain why the input is being requested, so that the target audience knows what is expected of them and how the information will be used. Designing an activity that has game-like elements (gamification) ensures a level of engagement (if it is the right type of activity) that predicts greater participation which then provides the desired information (data). Participation creates a level of buy-in that reduces potential objections when the input received is used to make decisions.

1. What engaging activity (using game-like elements) do you want to use for this testing cycle?
The food pantry decided to display poster paper, asking the following question in key high trafficked areas for two weeks. They encouraged consumers, staff, volunteers, board members, food vendors, any stakeholder to participate.

2. What resources do you need to gamify this activity?
Using only colorful markers and poster paper, participants could choose to respond to the aforementioned question with words, phrases and pictures. Those who participated were invited to a pizza and dessert gathering at the end of the two-week time frame, thus incentivizing participation. In-person, email reminders, as well as announcements at staff meetings, were shared to encourage participation.

> *What does the food pantry mean to you?*
> (feel free to draw your response if inspired;
> there is no limit to the number of responses
> you would like to share)

STUDY

Pantry staff leading this effort observed the process of stakeholder contributions to the information requested. They collected the contents of the poster paper and collated the information according to similar meaning or themes. They observed that there were fewer responses for which they had hoped or expected.

1. What did you learn when you analyzed the data?
They observed that approximately 65% of their staff, 25% of the board, 55% of their volunteers and 50% of their consumers participated in the poster paper game.

2. What did you discover when you compared the data to your prediction?
The amount of participants was lower than they had anticipanted. Upon reflection, they realized that people who knew about the poster paper enjoyed participating, but they discovered that some stakeholders used an alternate entrance and didn't see the poster paper. They also realized that board members did not generally come in weekly, unless there was a scheduled board meeting.

ACT

The food pantry needed to increase participation across all stakeholder groups. Actions included:

1.   Recognize multiple points of entry
2.   Review when board meetings occurred

This resulted in an iteration of the same activity with adapted strategies.

1. What, if any, modifications to the gamified activity are needed?

 The food pantry staff leading this PGSA decided that they would hang the poster paper in more than one location to capture more stakeholders' responses since they were now aware of an alternate entrance that was being used. They also re-tested during a two week period during a scheduled board meeting.

2. What do you need to do to plan the next testing cycle?

They also decided to re-run the poster paper game for another two weeks with the various locations and they specifically solicited board member input during a scheduled board meeting. Additionally, they ran another iterative PGSA cycles that included often repeated words or phrases where participants could place a sticky star (maximum 3 stars total) on the words or phrases that were most impactful to them.

These iterations are key in garnering input, buy-in and ultimately in creating great messages that can be contextualized within the larger organizational story. In the case of the food pantry, the second PGSA cycle consisted of getting input from stakeholders using the alternate location and board members already attending their monthly board meeting.

The third PGSA cycle added a voting sequence using sticky stars to signify key liked words and phrases from the first and second PGSAs. The ones that were highlighted most often provided the next iterative cycle (#4). The pantry staff leading this effort collated, analyzed the data and from that activity linked words and phrases into several messages that reflected the input given.

 Testing these messages became the fourth PGSA. Each message was placed on a single poster paper and participants were asked to respond to the following questions for each organizational message.

The posters asked stakeholders to respond to the top three phrases from the three PGSA cycles in the following ways:

 - What is the first thing that comes to mind when you hear (read) this message?
 - What words resonate or stand out for you?
 - Why would you want to get involved?
 - What else do you wish the message had said?

These questions helped solicit further feedback and buy-in which culminated into the final message...

Great Meals are Made from Love.

Through these iterations the food pantry met their goal and achieved 90% of stakeholder participation. This message could then be used in multiple communication opportunities and became an easy way to talk about how the food pantry was more than just giving food to those in need.

This message reflected a true community feeling of providing sustenance out of love for humanity while recognizing that the pantry's clients were creating and cooking the meals out of love for the sustenance of their families and loved-ones.

See Mission to Message worksheet at the end of this workbook.

MISSION TO MESSAGE: INTERNAL MESSAGING

Does your organizational story reflect an easily digestible understood message by all of your internal stakeholders? Does it reflect key components of the mission? Can everyone inside your organization easily share the key aspects of what your organization does, who is serves and its fundamental purpose? Using the PLAN•GAMIFY•STUDY•ACT™ tool to gather input from your internal stakeholders (staff, board, customers, clients, volunteers) collectively builds your story garnering buy-in that results in the shared understood message of your organization. This encourages every stakeholder to become an organizational ambassador helping to spread this message and boost curiosity about your organization. It's the message, not the mission, that can easily be shared on a variety of social media platforms and has the potential to go viral.

MOVING YOUR MESSAGE TO SOCIAL MEDIA
*IS RAISING MONEY ACTUALLY A PLAN?*

Each time, the Gamifying Engagement® workshop is given, we generally get the same response when asking our organizations to define their PLAN to engage their stakeholders or their external communities and invariably, we are told the PLAN is to **raise money**. *Everyone wants to raise money and build resources for sustainability*. The difficulty in using **raising money** as an organization's PLAN is that it is too vague and isn't really a PLAN, it's a desired outcome.

As it turns out, a **PLAN that raises visibility always raises money.** Whereas raising money is a one-time ask, Raising visibility has the intention of building long-term relationships with potential donors and volunteers. It's a matter of a a transformational vs. transactional interaction. The goal of the PLAN is to consider designing ways that can transform behaviors by seeking interactions.

When your first thought is: we want to raise money, consider asking, "what do I want folks to do that will get them interested in our organization so that they will give or participate with us every day, every month, every year?"

Same Method, Different Target: Social Media
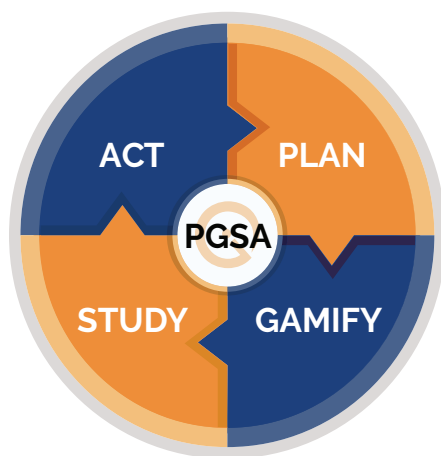
The point of having a wonderfully short narrative (message) is to be able to post it quickly and effortlessly on social media platforms; the point of posting your newly developed or revamped message is to get some viral traction, deepening your current stakeholders' interest as well as broadening and growing your network.

Getting traction is having something for your audience to do – whether responding to your post or passing your information on to others.

Our food pantry example is now ready for social media prime time. The pantry used the PGSA tool to gather input from stakeholders resulting in a message and now they need to re-use the PGSA tool to engage larger audiences with that message and ultimately their pantry.

PLAN

The food pantry now had their message. Their challenge was to re-use the PGSA cycle with a new target – their virtual audience. This PGSA cycle needed to focus on their external target with a clear PLAN outlining what interactions they wanted from their audience. The food pantry decided that the engagement strategy needed to have 3 aspects:

1. Ask the target audience to do something
2. Have something to do with what nourishment provides (feelings, health, connection, community)
3. Spread beyond their current stakeholders

1. What are the desired interaction(s) that will raise your visibility?

The food pantry wanted stakeholders to share recipes that related to specific food items that were staples most often requested by their clients, to inspire the feeling of sharing a meal virtually. They also wanted to build their networks through some type of social media sharing.

2. What do you predict will happen, and how will you collect and measure the data?

The food pantry believed that their stakeholders would want to participate and can get others to share as well; they will measure the effectiveness by the number of recipes they receive.

GAMIFY

The pantry identified three food item staples that are provided to clients most often (bread, cheese, and milk) and challenged their existing stakeholder networkers to a recipe contest. They then challenged both their internal and external networks simultaneously.

1. What engaging activity (using game-like elements) do you want to use for this testing cycle?

The food pantry decided to request a favorite recipe using three food pantry staples (bread, cheese and milk) and then to tag three friends to do the same.

Send us your favorite recipe using our pantry's staple food items: bread, cheese and milk! Nominate three

friends to do the same and help raise awareness for food hunger in our community!

#foodpantry #GreatMealsAreMadeWithLove

2. What resources do you need to gamify this activity?

Since this gamified activity is both a posting and tagging one, the pantry wanted to begin with internal stakeholders to ensure some immediate responses.

Resources include:
- A way to post responses on a designated area on the pantry website; to communicate where folks could find the posted responses
- Requesting participation from the board and staff in this gamified activity
- Assigning a staff person to retrieve and post any recipes daily

STUDY

The food pantry observed that individuals like to share their ideas and viral sharing was a significant way to get more people to participate and to get the word out about the food pantry.

1. What did you learn when you analyzed the data?

The food pantry received numerous recipes and wondered how to capitalize on the momentum of this idea.

2. What did you learn when you analyzed the data from the gamified activity?

The food pantry realized that sharing something special or important could be fun, engaging and could peak curiosity.

ACT

Based on the observable data, the food pantry wanted to continue to broaden their current networks and bring in a little competition to increase engagement.

1. What, if any, modifications to the gamified activity are needed?

The food pantry focused on expanding this idea of sharing recipes and sharing meals and decided to add a contest like gamified element

2. What do you need to do to plan the next testing cycle?

The food pantry needed to add an element of fun by sending out a message that encouraged sending in a

recipe and that recipe would be entered into a contest to win in each of the following categories:

Most Popular   Most Unusual   Most Delicious

GREAT MEALS ARE MADE FROM LOVE
RECIPE GAMIFIED ENGAGEMENT® RESULT

This became another PGSA cycle. This cycle brought internal and external networks together by their collective participation in sharing recipes and tagging friends while the staff determined the winners in each of the categories (this was accomplished by a simple majority vote). They also decided to cook the winning recipes in each category as part of an open house fundraising event.

As they developed their PGSA for this cycle, they utlized the Gamifying Engagement® Checklist to ensure that the message and game fit their intended expectations.

Failure Keeps Us Stuck; Iterating Keeps Us Moving
GET MOVING

Now, it's time for you to use the principles of Gamifying Engagement® and the PLAN•GAMIFY•STUDY•ACT™ tool in developing a message and engagement strategies that will attract more donors and volunteers!

But wait, what if it doesn't work? What if you prepare delicacies, decorate creatively, craft your signature cocktail and no one comes literally or figuratively since some of our gamification ideas may be in-person or virtual? This is what we call embracing failure. There is no room for tails between legs and going home defeated. Embracing Failure is what iterating is all about. PLAN•GAMIFY•STUDY•ACT™ is about the next cycle and the cycle after and as many cycles as it takes. The key to learning what's next is STUDY. Rather than why did it fail? Consider, what did we observe and learn when we studied the results of our PLAN and GAMIFY steps? Failure is only a failure when we stop learning. Failure is beneficial in this context, because the PGSA cycle is designed for quick testing, meaning, if the PLAN doesn't work, iterate it quickly.

WE KEEP MOVING FORWARD, OPENING NEW DOORS, AND DOING NEW THINGS, BECAUSE WE'RE CURIOUS AND CURIOSITY KEEPS LEADING US DOWN NEW PATHS

- WALT DISNEY

PART IV: RESOURCES & GUIDES

THE JINGLE GAME

Have you ever felt mentally blocked? Sometimes, when our creativity gets dampened, we fixate on what we are trying to achieve - often feeling as if there is one single answer that could solve everything. Our brain starts to seek everything that confirms that there could be a single answer - further perpetuating these narrow limits. We inadvertently stop ourselves from the possibility of multiple facets coming together to create innovation solutions.

Introducing The Jingle Game.

One part brainstorming session, one part ice breaker activity, The Jingle Game was created to help facilitate rethinking processes. Try this out-of-the-box activity with two or more people to help stimulate the creative juices, as well as add a fun component to any group brainstorm meeting!

STEP 1: Organize whatever number of individuals you have into two or more teams. Doing this game solo defeats the purpose of the activity. However, you don't want too many cooks in the kitchen. You're looking for the sweet spot where each team is made up of a diverse group of people, and everyone's voice on the team can be heard.

STEP 2: Each team is tasked with coming up with a jingle that reflects your organization's message that reflects key components of your mission. The jingle can be performed in any style or form of creative expression (ex: spoken word, haiku, pop, commercial tunes, limerick, rap, etc.)

STEP 3: After 10-15 minutes. Have each team perform in front of the entire group. If you're feeling really brave, you can video tape your jingle and share it at your next Board Meeting or on social media.

Gamifying The Jingle Game.

The team whose jingle gets the loudest applause at the meeting becomes the next marketing campaign• Extend the game to your social media followers and host a contest where they can participate • Upload a video of each team's jingle to social media and ask them to vote/share • & more

PLAN GAME STUDY ACT™

PLAN

- What desired interactions are you testing with the PGSA cycle(s)?
  _____
  _____
- What do you predict will happen and why?
  _____
  _____
- Who will be involved in this PGSA?
  _____
  _____
- What resources will they need?
  _____
  _____
- What data needs to be collected?
  _____
  _____

List your action steps along with the person(s) responsible for the timeline

GAMIFY

• Determine a fun, engaging/gamifying element to test within a relatively short period of time?

_____

_____

• How will using that gamified element help you achieve the interactions you desire for your larger goal?

_____

_____

• Create a short timeline to implement the game. How long will the game process take?

_____

_____

• Who are the people responsible for activating the game?

_____

_____

Detail your gamified strategy that you'll be testing

STUDY

• Observe, study, analyze the data and document observations. Were there any problems and/or unexpected findings?

_____

_____

• Summarize what was learned. Did you determine any unintended surprises, successes, and failures?

_____

_____

Describe the measured results and how they compared to the predictions

ACT

• Based on what was learned from the test. Do you need to:

• **ADAPT**: modify the changes and repeat the PGSA cycle?

_____

• **ADOPT**: change your approach and start a new PGSA cycle ?

_____

• **ABANDON**: change your approach and repeat PGSA cycle?

_____

Describe what modifications to the plan will be made for the next cycle from what you learned.

FROM MISSION TO MESSAGE

ORGANIZATIONAL MESSAGE :

What is the first thing that comes to mind when you hear the message?	What words resonate or stand out for you?	Why would you want to get involved?	What else do you wish the message had said?

GAMIFYING ENGAGEMENT® GRID

GAMIFYING ENGAGEMENT® IDEA	PLAN	GAMIFY	STUDY	ACT
Outline your idea here:	What interactions or type of engagement?	What game elements do you want to employ?	What happened?	What's next with this idea? Do we try another idea? Do we target other stakeholders?
Ex: We want to engage our board	Every board member will have contact with 3-5 members of their network	Each board member will challenge (social media tag) the 3-5 in their network to play x-game		

GAMIFYING ENGAGEMENT® CHECKLIST

ARTICULATE	Does your message convert to an engagement activity that reflects game elements? Does your engagement activity ideas give/ask for information or educate the public?
ALLIANCE	Does the game encourage sharing "it" with others? Does the game encourage interaction and/or a response?
APPEAL	Does the game/engagement idea entice the public/ make them curious? Does the game inspire action? Does your game have an ask? What is your ask? How do you want the public to help? What do you want the public to be educated on? Do you want the public to share your information with others? What is your goal for those who interact with your game?
APPRECIATE	Does the game have opportunities for feedback from stakeholders? Does your game offer an option to forward or send to others? Does your game include the intended stakeholderes? Does your game have the opportunity for the public to get involved?
AMPLIFY	Does your game have the ability to be seen on multiple, spreadable media sites? Does your game make this message seen by more than your immediate circle? Does your game get others involved in making this message more visible? Does your game motivate people to share this message for you?

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