

## SAP's Newest Gamification Focuses on Team Learning In a Virtual "World Journey"

SAP  
Best Advance in Emerging Learning Technology  
April 2018



### Company Background



Company At-a-Glance	
Headquarters	SAP SE, Walldorf, Germany
Year Founded	1972
Revenue	5.78B Euros
Employees	87,000
Global Scale	SAP serves approx. 355,000 customers in 180 countries
Customers/Output, etc.	87% of the Forbes Global 2000 companies and 98% of the 100 most-valued brands; 100% of the Dow Jones top-scoring sustainability companies. SAP is a market leader in applications, analytics, and mobility solutions.
Industry	Enterprise Application Software
Stock Symbol	SAP SE
Website	<a href="https://www.sap.com/index.html">https://www.sap.com/index.html</a>



## Value Proposition

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SAP is a successful software company with a workforce that has grown from 65,000 to 85,000 worldwide over five years. In those years, the market has changed from “on premise” products to the cloud with worldwide digitalization. Motivating employees to develop to meet those changes is one of the biggest challenges SAP faces. Learning methods used five years ago may no longer apply. Instead, SAP trainers must find learning methods that put a strong focus on social learning, experiential learning, and accessibility regardless of schedule or time-zone. Learning methods need to accommodate different cultures and bring people together to benefit from the diversity of skills and perspectives.

In 2013, SAP developed its first G-learning platform, which encourages networking while learning so employees collaborate better and in a more empathetic way in projects. Learners want an active role in their learning, especially the younger generation that is used to team work, online consumption, and impatient with only listening.

To motivate employees to give learning a high priority despite deadline pressures on their jobs, the SAP project team enhanced the G-learning platform. G-learning is a customizable education platform that provides a more efficient alternative to traditional classroom and eLearning, allowing content creators more time to focus on new curriculum.

In addition, G-learning uses gamification focused on accessibility, retention, fun and teamwork.

- **Accessibility.** Employees have the flexibility to learn content of their choosing, regardless of their schedule, team size, or location.
  - Example: G-learning has been accessed simultaneously in one single training by employees in 80 different locations.
  - G-learning provides the user access to training material through a single URL and is browser based so other software is not required.
- **Retention of knowledge.** Research shows that retention rates are significantly higher in active learners than in passive learners.
  - Research also supports the idea that subject matter is understood easier and more knowledge is retained when information is delivered through diverse and blended methods, such as audio, visual and social.
  - G-learning combines active learning, common learning methods, and popular game mechanics to produce an educational experience that is driven by the learner’s intrinsic motivation to have fun.



- **Fun.** Achieved by such game mechanics as player progression, leaderboards, and prestige-based rewards.
  - Those mechanics and other unique features are used in SAP's recent project "World Journey."
  - Adding a fun factor increases learner engagement and promotes the platform to other learners and content creators.
  - Neuroscience research shows that new information is processed more efficiently if the brain is in a positive emotional environment, i.e., joy, while learning.
- **Teamwork.** Allows a learner to act as a professional for small topics, sharing knowledge among peer groups when feeling well prepared.
  - G-learning promotes group learning by offering Team Conquests & Live Challenges:
    - Team Conquests allows the learner to be a teacher by defending a city on a map with user-created quiz questions. This feature promotes teamwork and isn't accessible to a solo learner.
    - Live Challenges, a mix of online and offline engagement, promotes social problem-solving and teamwork by providing a topic for teams to develop their own solutions/prototypes within a time frame. While the topics, teams, and rewards are setup via G-learning platform, the actual collaboration and communication within teams are managed by the teams either via video conference or live face-to-face meetups.

## Testimonials

Approximately 4,000 employees have educated themselves through G-learning.

- "The game was built in such a way that it was addictive. I personally had a feeling of converting all cities to green ASAP!"
- "It was fun being a part of this learning experience. Lectures were very informative and covered technical as well as functional aspects. Overall, it was a wonderful learning experience and I am excited and looking forward to gain more experience (theoretical and practical)."
- "The strongest motivation was our project. I knew it is real, and people will need it and use it."



- “I was really glad to see my first app. Although it’s simple, I never thought programming is so easy.”
- “When my team was at the 1st position, the voting of the app live at SAP Connect was pretty intense.”
- “It makes this virtual learning so much more interesting and effective. Amazing I would say, in a scale of 1 to 5, it is 5 for sure! I actually learnt something about security AND about the geographies...”

### **Are Classroom Training and eLearning Outdated?**

Generations Y and Z prefer active learning, team learning and gaming. Successful companies need attractive learning methods that use social learning and games that bring users into a work-place environment.

At SAP, experience showed that traditional learning methods such as full-day classroom training often did not help employees retain their new knowledge. Surveys and statistics showed that learners in a five-day seminar retained only 10% of the newly acquired knowledge when they returned to work and forgot another 50% after four weeks, even if the session included exercises.

In addition, listening can be difficult for new generations of employees whose attention spans are considered to be shorter.

Therefore, it is necessary to provide learning that offers small pieces of information fast and puts the knowledge to use. It was a major priority of G-learning to place the participant into the center of the activities yet engage them in groups and still let them work independently based on time and location.

“Just-in-time” learning also is an integral part and even a core characteristic of G-learning. By dividing full courses into smaller, easily accessible nuggets, the learner has the flexibility to continue learning without a time restraint. The G-learning platform currently is being used to teach courses on “hot topics” such as Internet of Things, Product Security, and Machine Learning. G-learning also has trained mobile developers on programming languages, i.e., Android and iOS.

At SAP, current training uses a blend of active- and-passive learning methods to educate 85,000 employees in more 130 countries. In 2016, they completed 1.32 million courses.

Traditional educational focusing on passive memorization of information has been proven to no longer be the most viable method of learning. The most common traditional



methods transfer information through lectures, presentations, printed text, and sometimes audio and video.

Traditional educational methods:

- Most curriculum can be adapted to fit into each passive method.
- Structure and efficiency is relatively constant regardless of the number of learners.
- Passive learning offers almost no feedback on whether information is understood.
- Passive learning has significantly lower retention rates.

Modern educational methods focus on the assimilation and retention of information by promoting active learning and utilizing a variety of methods, including discussion, simulation, workshops, written exercises, quizzes, and learning by teaching.

Modern methods:

- Numerous studies have shown evidence to support active learning.
- Workshops, the most active method, are restricted to a single location and require a significant amount of resources and planning.
- The largest-positive effects are seen in class sizes under 50.
- The method used is dependent on the curriculum. Understanding and retaining information can differ depending on which method is used with what type of information.

G-learning excels not only as a learning platform that integrates industry-standard gamification but also as a platform that can produce subject matter experts due to its mixture of traditional, modern, active, and social learning methods that motivate users to keep learning through a rewarding sense of achievement.



Figure 1: G-learning frontend



Source: SAP

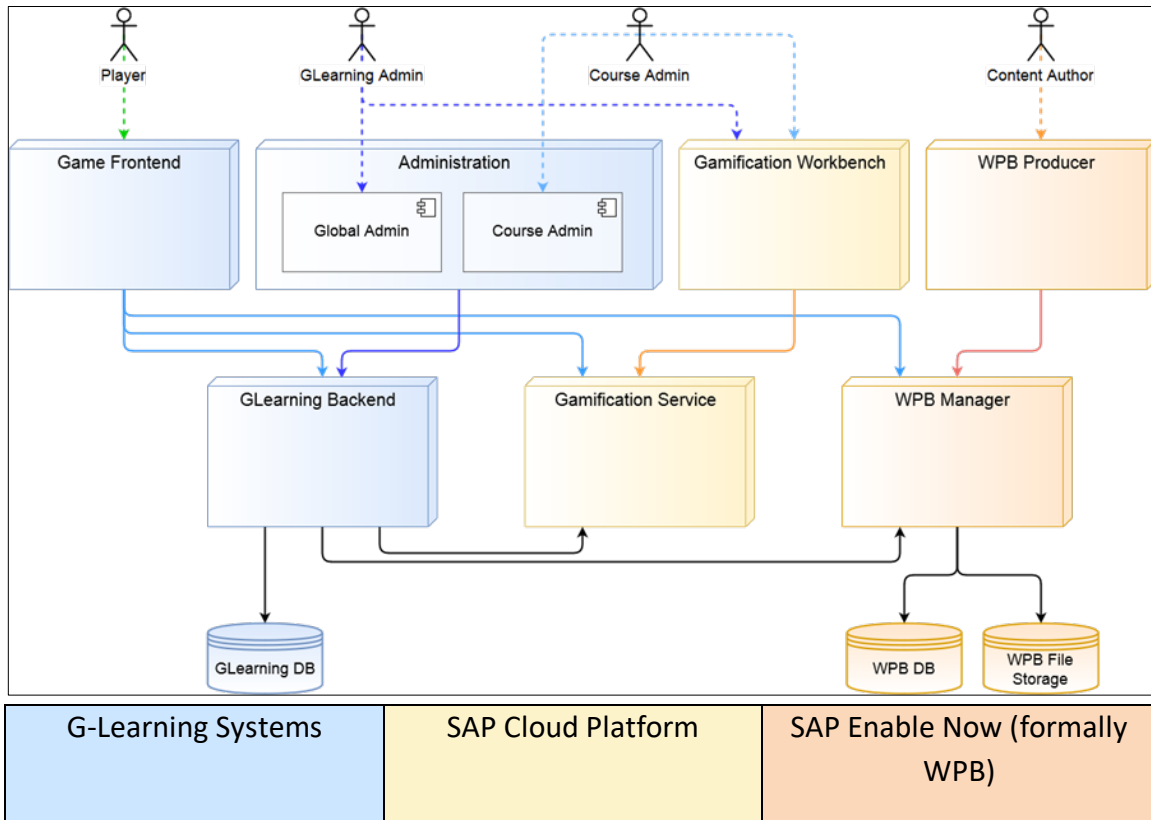
## Product or Program Innovation

### Program Architecture

G-Learning is a learning-traveling game that works with different applications that run inside a single instance of the SAP Cloud Platform. The elements are: G-learning backend, administration in SAP UI5, G-learning frontend (HTML 5 application), SAP Enable Now as authoring tool, and Gamification Service on SAP Cloud Platform as the rule engine. The software is distributed roughly into the classical three layers of data storage, backend services and frontend applications.

G-learning is built to serve four distinct actors: player, content author, course admin, and master admin. While this multiple setup and combination of products started to be “on premise,” it was moved to the Cloud in 2016 following the general SAP strategy.

Figure 2: Program Architecture



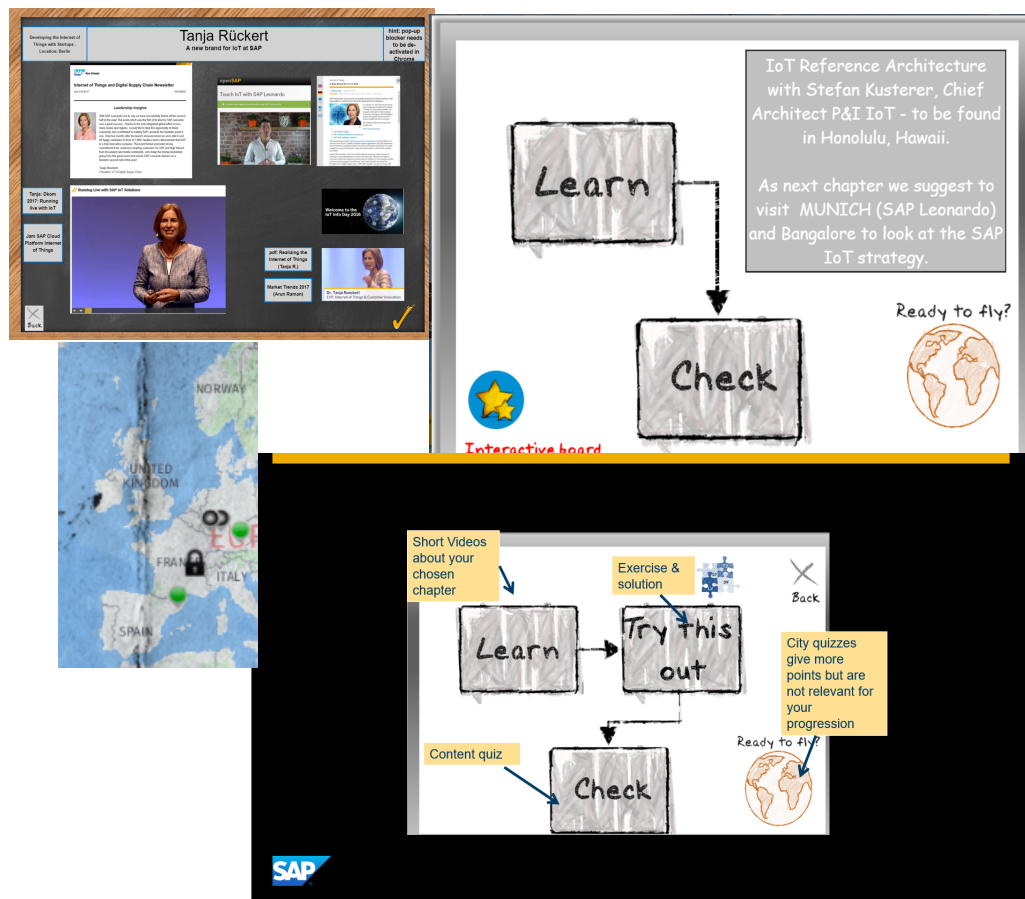
Source: SAP

### Simplicity of Technology

The platform's complexity is intertwined so well that the players themselves and the authors of a G-learning course easily can learn to use it. Users register through SAP's learning management system, Success Map Learning, to receive a unique URL. Throughout the years since 2013, the project team developed a template for content authors. With the template, learners can now profit from more than a single G-learning course and the corresponding methodologies of gamified team learning.

To help users avoid getting lost when defining their learning paths, "get-ready" pages are offered. Sometimes get-ready pages offer pre-requisites to the following course or explain technical settings that need to be completed. These get-ready pages are offered before the learner enters a G-learning course but also can be accessed if information needs to be consumed again. The suggested learning path has text indications and locks that cannot be opened before acquiring a certain level of basic understanding.

Figure 3: Simplicity in Technology



Source: SAP

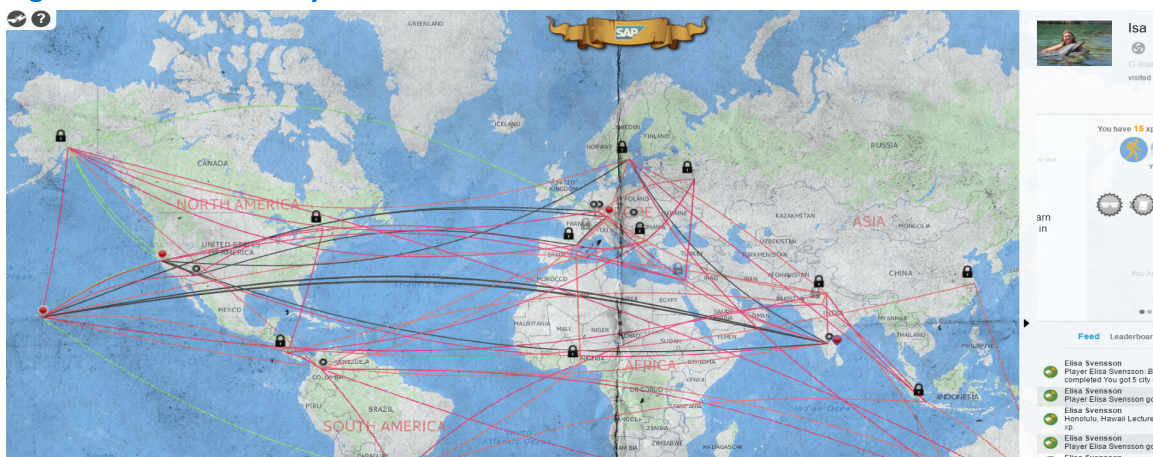


## G-learning: World Journey

World Journey is the latest learning experience created with the G-learning platform.

G-learning is a gamified, online individual- and team-learning platform with a virtual locations concept to motivate SAP employees to educate continuously on hot topics by being self-determined to learn, networking with colleagues, and exchanging experiences.

Figure 4: World Journey



Source: SAP 2018

The World Journey includes gamification elements and puts a strong focus on team work. The learner/player must solve different missions by visiting virtual SAP locations that display videos, exercises, and assessments on parts of the overall topic and receiving instant feedback. By learning each topic in various locations, learners acquire long-term knowledge of different chapters of the specific topic. This method allows the learner to start as a beginner and end as an expert on the topic. The learner also has the opportunity to consume new content over a longer period.

A World Journey usually consists of 5-90 virtual SAP locations with chapters on the overall topic. One chapter (a city) consists of different missions that need to be solved as a city contains different-learning formats, including module, lecture, content assessment, and city quiz. This structure helps keep learners from being overwhelmed with the broad content while still deciding independently. The videos also are small chunks that normally last 2-12 minutes to keep attention until the end. The mandatory assessments on a mission's content have multiple positive- and-negative answers to avoid by clicking on the right answer. The level of expertise of the chapters are displayed by different colors of the city markers.

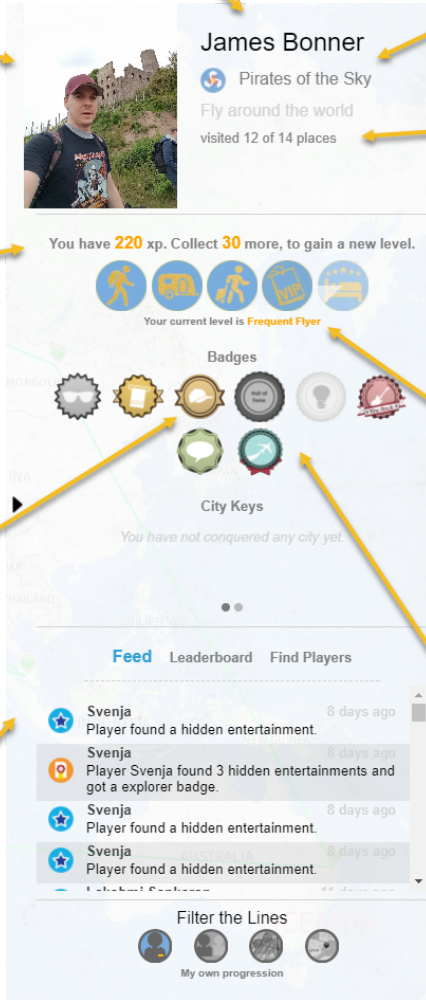


The most breakthrough innovation of G-learning is its combination of intrinsic motivators and unique learning-focused features, resulting in fun and accessible learning that can be used for almost any topic.

Learning features:

- **2-fold learning.** Combines technical education with social or cultural training. World Journey incorporates 2-fold learning by diversifying the content between a technical training, such as Internet of Things or machine learning, with cultural quizzes that break up the repetition of a single subject while providing interesting cultural education.
- **Time-to-learn.** SAP's initiative to prepare employees for the roles of today and tomorrow by promoting continuous learning and the utilization of gamified, online, team, and experimental learning.
- **Just-in-time learning.** Focuses on accessible nuggets of information that piece together to form a larger concept. Just-in-time learning allows employees to learn when they have the time and without losing focus on other duties.
- **Everyone teaches.** Allows learners who progress far enough in the content to create questions and quizzes for other users. This process allows a learner to progress and become a topic expert.
- **Blended learning.** Uses multiple mediums to introduce new information.
- **Active Learning.** Several active-learning features:
  - Quizzes, whether technical or cultural, require learners to participate and continuously try until they succeed.
  - Discussions are an integral part of the World Journey. Teams earn extra points by discussing the topic to correctly progress through quizzes.
  - Simulations, such as a machine-learning exercise, requires learners to create and install their own basic machine-learning program
  - Learning by teaching. Promotes active learning through discussion and self-learning.

**Figure 5: Fun/gamification elements**



Users can upload a photo to put a face to the team member. thus, promoting team communication. The user can also receive a cultural badge by uploading a picture of their real life travel destinations.

learners can use an alias to be anonymous or use their name.

Custom team names promote unification within a team and productive competition with other teams.

Progression tracking gives learners feedback on how far they have come as well as how far they need to go to complete the course.

XP provides the learner with a sense of achievement, a reference of progression, and a reward that can be used to motivate learners to continue.

Certain badges also encourage diversity practices such as the "woman Power" badge that is awarded to teams that include a woman.

Titles are awarded as learners level up. This adds a narrative to the World Journey. a learner starts as a backpacker and progresses to the Hilton Hero.

Badges provide the learner with a sense of achievement as a reward that motivates the learner to collect more.

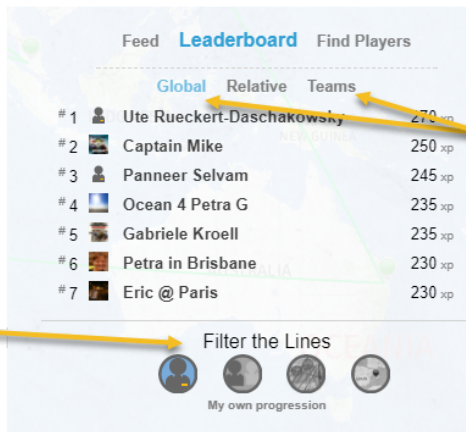
A live feed provides fun information to show the learner how others are progressing and hints at hidden content.

Source: SAP 2018



Figure 6: Leaderboard

Learners can also have a visual representation of their progress as well as others'. This information is displayed as destination lines on the global map.



Progression is tracked for the individual as well as teams.

A leaderboard provides reference for progression as well as a competitive aspect that motivates learners to successfully complete more quizzes.

Source: SAP 2018

- **Hidden entertainment.** Additional surprises that make the learning journey interesting include hidden entertainment videos, cultural quizzes, and motivating quotes to acquire more points.

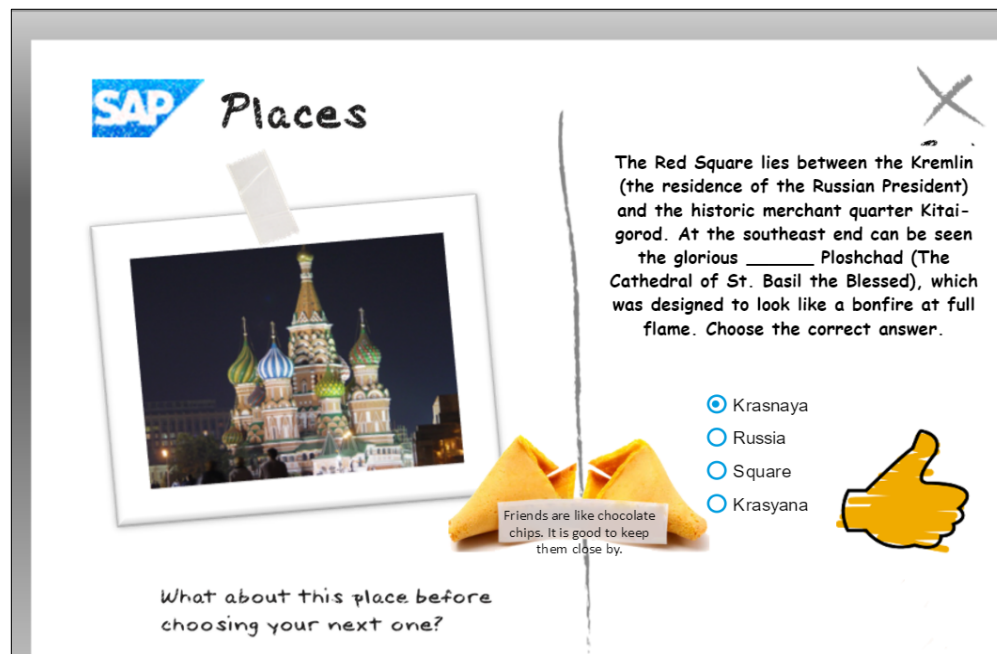
Figure 7: Hidden Entertainment



Source: SAP 2018

- **Visual live progression.** Individual progress is shown by different-colored lines that everybody can view by clicking different filters. Team bubbles show live progression when a team has conquered a city.

Figure 8: Fortune Cookies



Source: SAP 2018

- **Hall of fame.** A document uploaded in SAP's internal social media Jam displays the team success in the form of an interview.

### Team factor

World Journey recognizes if a team works well together:

1. Teams that collaborate well together earn extra points.
2. Team Conquest allows teams to become the teachers and create content for other teams.
3. World Journey visually shows which team has conquered a city by displaying the team color in the city bubble.
4. Team live challenges.

The SAP training team focuses on the fact that most learners are socializers (~80%) and don't want to learn alone for a long period. Others are "explorers" (~10%) who want



to discover something on top of what they first learn. For that group, cultural quizzes offer the chance to learn about other locations and the colleagues there, and hidden entertainment videos aren't focused purely on serious learning topics.

A playful environment accompanied with surprises helps players activate intrinsic motivation, which is crucial for learning. Extrinsic motivation, such as prizes and badges, help to start or end a motivational cycle. In World Journey, the intrinsic motivators – fun, belongingness, autonomy, power, mastery, self-knowledge – help users feel they “own” their own learning and want to learn more.

G-learning forces high interactivity while providing real-time feedback to a user. Successes are shared among participants. For example, feeds that use colored lines to show an explorer's progression in the search for hidden entertainment and where others traveled support real-time progress so a user avoids the feeling of failure. Progression is one of the intrinsic motivators.

To avoid “point” and “leaderboard” hunting that seems to be fun to players who are called “killers” but might demotivate others, a time rule has been included in the lectures/cities. The time rule is designed to assure that a player consumes the content rather than focuses only on acquiring points. Learners won't get any “mission completed” points if they don't spend at least 10 minutes watching the video and taking the assessment. Content providers (still mainly SAP trainers) need to decide if the time rule fits their audiences. If not, the rule can be deleted in the code.

Nevertheless, SAP trainers don't want to demotivate those “killers” or any of the other learners. Special rules give points to the “first” player who visits a city if he or she consumed the content and completed the assessment as required. Players also can earn points by visiting at last one city on each continent.



## Unique Differentiators

G-learning primarily focuses on team learning and virtual-collaboration to motivate teams to finish as much of the world journey as possible. The program awards more points for “team journeys” rather than “individual travel” and offers “live challenges” to voluntary teams who can add to their points. Challenges help learners find out if the acquired knowledge can be applied. The pride they feel in applying their knowledge and presenting the results to peers and others makes them willing to learn further.

Additional points and badges also are displayed in the G-learning leaderboard. In addition, team engagement is enhanced by giving only teams the chance to conquer cities.

The training team’s experience shows that those who request to travel alone give up after a certain period but about 80% of teams stay until all the content is consumed.

G-learning cycles usually last between one week to one year, depending on the topic and the audience and their preferences of a closed or open training. Supplementary live challenges usually take place once in a quarter.

Additionally, G-learning helps teams network outside their normal areas. Teams can be global and virtual, and people often collaborate on the job later with people they did not know before they took part in G-learning.

The combination of team work, gamification elements, networking, online consumption, live progression, and team challenges makes G-learning more successful than eLearning learnings and classroom training as shown in the graphs below.



















**Figure 9: Program Legend**




Legend		Requirements not met		
		Requirements partially met		
		Requirements fully met		
Feature	E-Learning	Classroom Learning	G-Learning	G-Learning Comments



Blended Learning approach with distinct combinations: video, audio, visual with experiential and social learning components				Blended Learning concept combined with social (team) learning and experiential learning (team prototype challenges)
Accessibility: location, time, team, schedule, team-size, knowledge INDEPENDENT				Appreciation especially from colleagues in small locations who could finally be part of the SAP learning family
Transparent individual learning progress & completion status				Individual progress displayed by lines connecting visited cities, added to levels and indication of completion of cities
Transparent team learning progress & completion status				Team progress displayed by bubbles in team color. A method that is technically implemented.
Multiple feedback mechanisms used				Feed, points, badges, leaderboards, instant feedback with progression lines
ONE-STOP technical access for the learner				Learning, finding teams, collaboration, assessment, acting as teachers, present challenge results and success, in one single platform and one single URL for the learner.
Expert support				Content providers are named in their city-videos and can be contacted by the learner. Also, experts validate the newly integrated quizzes when conquering a city and vote the best prototypes.
Check interim progression via quizzes & exercises				Each city (chapter) has got a multiple-good answers quiz and some have exercises
Knowledge retention				Knowledge retention is given through different methodologies: a) content Assessments (mandatory quizzes), b) team-contribution, c) active participation with a “act as a teacher” concept, d) fun factor with company identification elements , and 5) blended learning concept with peer and expert voting in voluntary prototype challenges
Legend		Requirements not met		
		Requirements partially met		
		Requirements fully met		
Feature	E-Learning	Classroom Learning	G-Learning	G-Learning Comments



Motivation with team work				Foster team work and finalization of a course with: a) Supplementary points b) Different progress visualization (bubbles) c) Forming of teams can be done online to motivate each other and profit from team advantages d) Teams can act as teachers when conquering cities
"Just in time learning" when needed in the job				G-learning "Internet of Things" for example open all year round: With small learning nuggets (videos, quizzes, exercises, documentation), instant feedback and one URL access for daily and immediate learning.
Re-usable learning format/platform for content providers (sustainability)				G-learning template: As template platform is reusable for different learning formats. Apart of being used for different technical or non-technical learning formats, G-learning can also be used as pure networking platform, for example after a reorganization where teams were brought together and get to know each other. Probably, G-learning will also be used in future for totally different topics other than learning and networking, that could be business operations, change of behavior, or marketing.
2-fold learning experience to keep the brain active and be motivated				Acquire technical knowledge (example: Machine Learning or IoT) combined with new experiences (cultural quizzes or social responsibility 2 different G-learning). Cultural quizzes, hidden content, and specialty badges promote diversity and awareness of social issues.
Learner becomes a teacher concept				Conquering a city requires the user to send new topic related questions to the challenging team and be published to the learning audience
Short modular content				Some of the chapters need longer explanations and need to be listened for 30 min to 1 hour. All others are short nuggets

Legend		Requirements not met		
		Requirements partially met		
		Requirements fully met		
Feature	E-Learning	Classroom Learning	G-Learning	G-Learning Comments

Knowledge transfer				Solve problems in a team and build joint company relevant prototypes
Autonomy of choosing learning path				Freely selectable navigation
Interactivity and gamification elements				Gamification elements with a focus on intrinsic motivation and team work. Points, badges, leaderboards, hidden entertainment and story based.
Acquire different levels of knowledge via learning path and unlocking new chapters				Technically fully implemented levels, unlockable chapters, and hidden content
Fun factor for motivation				Cultural quizzes, fortune cookies, Levels according to the story (backpacker, hotel Booker, etc.), visualization of progress with lines for individual progress and bubbles for team conquests (...include pictures), Hall of Fame document and sharing in social platform
Use of a rule engine, data storage throughout the learning period				Full Backend, frontend, data base, admin
Scope				Extensive (between 5 - 80 chapters)
Online Accessibility of pre-work material				Get-Ready pages before starting the world journey
Long-lasting learning experience to attract young generation of learners				Achieved with the implementation of: Modular content, game mechanics, team based exercises, online research focus.
Design thinking principle: fail often to succeed				Attempts are not counted until success can be displayed - failure always allowed
Support workforce diversity				Among our diversity aims at SAP one key factor is to bind woman to technical professions and foster women among leadership. Strong diversity focus on groups, location, gender.
Inclusion of intrinsic motivators e.g., fun, belonging, autonomy, mastery, self-knowledge				Be rated by peers and experts when presenting a prototype helps teams to come back to a new G-learning

Source: SAP 2018

Teams have the chance to conquer cities online during their world journey, earning special city badges and additional points. Teams can conquer a city only by answering three supplementary questions in the assessment module. The three questions need to be answered by three different people on the team (technically proven). With the questions answered, a fighter cannot conquer a city alone and must show strong team



commitment. A conquered city gets the team's color, showing others which team had success. But conquering a city does not mean that team is the owner forever.

Now the cycle called "Act as Teacher" starts. The team needs to provide three new questions on the content and act as "teachers" to other teams who want to conquer the city after them. The new questions will be displayed as content questions for this city, and other teams have the chance to answer those questions and become the new owners of the city.

If the first team fails to develop three new questions within 48 hours, any other team has the chance to conquer the city by solving the original questions. Submitted questions only are included if deemed good enough by experts or content providers.

### **Advantages for Learners**

Linear learning in most eLearning and classroom training often fails due to restrictions placed on the learner. A G-learning experience such as World Journey only gives suggestions where to travel, choosing all relevant chapters for the learner. The total experience usually is equivalent to 2-5 days of classroom learning, depending on the content owner's requirements. The learner is suggested to reserve one hour per day to learn for 6 to 8 weeks.

A linear path or fixed frame offered in massive online open courses often is difficult to maintain because an employee's duties usually take priority and motivation declines after registration and the first failure to attend a class. Therefore, G-learning offers several retention techniques, including freedom to choose a learning path that allows the employee to balance learning and working.

In addition, G-learning shows clear advantages to learning, retaining the knowledge, and motivating learners to learn further.



## Measurable Results

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SAP's training team reports that G-learning encourages employees to educate themselves regularly and build better networking relationships outside the learning. After G-learning, teams think more innovatively, come up with ideas, build new prototypes, and connect and share their knowledge with other colleagues as they themselves learned to motivate and be motivated. The pride demonstrated in the prototype presentations is immense.

Measurable results of the past years:

- More than 80% visit new G-learning courses and recommend the platform to others.
- No single training could cover more than 80 SAP locations.
- An average 72% of participants stay until the end of eight weeks.
- 47% of participants present the team project at the end of the course.
- 4.3/5 rating on G-learning Internet of Things (2017).
- Average user rating 4.44/5 by 370 participants in SAP Leonardo G-learning 2017.
- Less than 20% drop-off rate for teams finishing the learning map; ~50% of solo learners didn't finish a journey.

### G-Learning Challenge: SAP Leonardo/IoT 2017 (Hall of Fame) Q&A:

#### 1. Impressions of G-learning.

- "Something we can touch and feel."
- "Lot of challenges and not easy to get results."
- "Interesting concept to engage and encourage colleagues to work on new topics apart from the daily work in a short time frame."

#### 2. We care about...

- "Learning while having fun."

#### 3. Our winning recipe.

- "Passion."

#### 4. Reasons for team learning.

- "Entry into the Hall of Fame 😊 Also a good opportunity to try our hands on new technologies."
- "If you want to go fast, go alone. If you want to go far, go together"



- “Learn and share ideas as one team and leverage our learnings to address real-life industry problems.”
- 5. **Why we build a great team/what makes our team special?**
  - “The great bonding, trust, and diversity of expertise of our team members.”
  - “We are a multicultural team and helped each other during learning process.”
  - “We believed in each other.”
- 6. **Our feeling before and after the presentation.**
  - “The demos by the other teams were also a great learning experience.”
  - “Before... we were excited and nervous... After the presentation, we were satisfied with our work, but looking at the demos from other teams also gave us a perspective as to what else can be done and experimented with.”
  - “This is a challenge. This is a challenge with fun.”
  - “There was a moment when we did think it’s an unsurmountable task. But now it looks straight forward. We think that simplicity was the greatest learning.”
- 7. **Reasons to take part in the challenge.**
  - “It was an excellent platform to learn and showcase our innovative ideas. Got to know new perspectives of implementation using TensorFlow.”
- 8. **Memorable moments.**
  - “We are in the Hall of Fame of 2017 IoT challenge.”

### **What did you like most about G-Learning Challenge IoT (2016)?**

- “I got an opportunity to get in touch with new colleagues and was able to gain more knowledge by working with experts.”
- “The idea of bringing random people and ask them to do something in IoT is truly amazing. You get to see so much potential and enthusiasm around the SAP. Also., you get to find so many self-motivated people, who you can utilize in your day-to-day product development.”
- “The opportunity to work focused on a project in a team, orienting on a final working prototype as the result. The way from not a very clear idea, what should be at the end, towards the goal. The success experience when everything worked at the end.”
- “What might not be so obvious is additional value beyond that. I am working as product owner at SAP for more than six years now and did deliberately not take



over the role of product owner in the IoT challenge as for me it was a perfect chance to learn and get very deep insights how and what I could integrate or use in my regular product work for my team. This was much better than any of the advanced training I know could ever give you! I would love to take part in the future again.”

- “Everyone is really motivated. You could reinvent yourself in this new setup.”
- “In my daily work I almost solely deal with bugs (created by others). In the challenge I could actually create something on my own.”
- “There was a lot more team spirit as we worked with completely new technologies on an interesting topic with a limited time frame.”

### Feedback on G-learning 1<sup>st</sup> Training for Mobile Developers (2014)

- **Motivation & layout.**
  - 67% liked the reward system, the teamwork, the task, and the competition.
  - 85% liked the layout and design.
  - 84% would recommend G-learning to colleagues.
- **Emotions.**
  - 95% were positive while participating.
  - 66% were happy to continue daily.
- **Time management.**
  - 52% managed the time effort and like the regular and daily access to the URL.
  - 69% could finish the content before the defined 6 weeks

### What Did You Like Most About G-learning 1<sup>st</sup> pilot (2013)?

- “Gamification part of it. Because it makes you motivated. Great idea.”
- “The way you made it, course content, operations, and execution – everything.”
- “Competition between teams and individuals.”
- “I felt joy when we finished the app. And when I realized during the first 6 weeks that I know many new useful things!”
- “I felt joy whenever I see something like "Congratulations, team finished city abc" etc. It's encouraging and fun!

## About Brandon Hall Group

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Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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### Membership Offers Tailored Support

Our membership delivers much more than research. Membership provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

### RESEARCH ACCESS & EVENTS

- Reports
- Case Studies, Frameworks & Tools
- DataNow® & TotalTech®
- Webinars and Research Spotlights
- Annual HCM Conference

### ADVISORY SUPPORT

- Ask the Expert
- 1 on 1 Consultations
- Research Briefings
- Benchmarking

### CLIENT SUCCESS PLAN

- Your Priorities



- Executive Sponsor
- Client Associate
- Monthly Meetings

## Strategic Consulting Offers Expert Solution Development

Our consulting draws on constantly updated research and hundreds of case studies from around the globe. We provide services that simplify and target efforts to produce business results.

### **BENCHMARKING**

- Competitive/Comparative
- Maturity Model
- Custom Research

### **STRATEGY**

- Business Case
- Planning
- Organization & Governance

### **TECHNOLOGY SELECTION**

- Vendor Selection
- Architecture Design
- Systems Evaluation

### **DEVELOPMENT & INTEGRATION**

- Program Design
- Assessment
- Survey
- Process Integration

For more information, contact us at [success@brandonhall.com](mailto:success@brandonhall.com).