

How can a gamified approach support CSR goals, meeting Europe 2020 targets?

Erzsebet Szegedi

HNC for EOQ, Hungary, info@eoq.hu

Abstract

The European Union has been working hard to move decisively beyond the crisis and create the conditions for a more competitive economy. The Europe 2020 strategy is focused on five ambitious goals in the areas of employment, innovation, education, poverty reduction and climate/energy.

All the above listed goals can be supported by CSR activities of enterprises and many of them can be promoted by a relatively new, innovative approach: gamification.

Gamification is the use of game elements and game design techniques in non-game contexts to solve non game problems via motivating people (consumers, employees, students, citizens).

Gamification is also on the agenda of European Commission: Horizon 2020 is the EU's new programme for research and innovation in Europe (ICT 21 – 2014: Advanced digital gaming/gamification technologies with specific challenge)¹.

The presentation covers only a small piece of cake of Europe 2020 strategy, where gamification can be used to aid CSR activities like environmental awareness, training, innovation and acceptance of diversity – mainly but not exclusively among young generation.

It will convince you that gamification is another possible tool to make the world better: via motivation it creates positive energy, increases social sensitivity, makes us more focused and engaged on our goals.

Keywords

Sustainability, motivation, education, environment, young generation

1. Connection between Europe 2020 strategy and CSR

The European Union has been working hard to move decisively beyond the crisis and create the conditions for a more competitive economy.

The Europe 2020 strategy is about delivering growth which is:

- smart: through more effective investments in education, research and innovation;
- sustainable: thanks to a decisive move towards a low-carbon economy;
- inclusive: with a strong emphasis on job creation and poverty reduction.

¹ http://ec.europa.eu/research/horizon2020/index_en.cfm

The Europe 2020 strategy is focused on five ambitious goals in the areas of

1. employment,
2. innovation,
3. education,
4. poverty reduction and
5. climate/energy.

In my presentation I'll show some examples how CSR activities and gamified approaches can support enterprises, multinational companies or SMEs, governments, NGOs, healthcare or financial institutes, universities to reach those goals.



Figure 1: Connection between EU 2020 strategy, CSR and gamification

1.1 CSR in a nutshell

Corporate Social Responsibility (CSR) means that companies integrate social and environmental concerns in their business operations and in their interaction with business relevant groups on a voluntary basis.

Please keep in mind that a variety of other related terms (e.g. Corporate Responsibility, Corporate Sustainability, Corporate Governance, Corporate Citizenship) exist in Europe, and often they are equated to CSR.

Although CSR is mainly discussed in the context of larger or even multinational enterprises, it is a strategic tool to enhance the competitiveness of SMEs as well.

In a nutshell, CSR can be characterized by the followings:

- providing a positive contribution to all of the stakeholders of the company while minimizing negative effects on them (incl. environment) - identifying, preventing and mitigating their possible adverse impacts,
- running voluntary initiatives, which go beyond legislative requirements and contractual obligations
- acting to benefit the employees, relevant groups (including the society as such) and the environment on line with the company's business strategy
- the equitable treatment of shareholders: (all shareholders, including minority and foreign, should be treated equitably).

1.2 CSR examples

A few typical examples of possible social and environmental approached in the business operations²:

Customer-oriented activities

- ethical advertising, fair pricing,
- developing innovative, energy-efficient products, with economic advantages for the customers,
- providing voluntary services to the clients,
- improving the quality or safety or lifetime or re-usage of products.

Employee-oriented activities

- responsible and fair remuneration, equal opportunities and managing diversity,
- improvement of working conditions (incl. health and safety at work) and job satisfaction (e.g. providing broadband internet connection at home to mothers with small kids, so they have a fully serviceable home office during illness of the children, etc.),
- ensuring work/life balance, offering flexible working possibilities, investing into occupational health, social events (such as the provision of a recreation centre or a gym hall),
- training (e.g. cost-free language classes for employees with migration background),
- staff development, career planning,
- financial support of employees (e.g. interest-free loans, pension systems, etc.)

Business partners and/or suppliers-oriented activities

- contracting local partners,
- supporting the establishment of local, regional business alliances,
- paying suppliers or business partners without delay,
- prevent child labour among its suppliers,
- establishing long-term relations with business partners and developing a number of collaborating activities in several fields (e.g. risk prevention, quality control, etc.).

Society-oriented activities

- donations to local community institutions (e.g. kinder gardens, schools, hospitals, cultural organisations, sports clubs, environmental groups, etc.),
- sponsorships for humanitarian purposes (e.g. grants for children with outstanding results in school, etc.),
- social and/or labour market integration at community level, teaching tolerance via education,
- recruiting employees from persons who are disadvantaged at the labour market,
- improvement of the local infrastructure, etc.

Environment-oriented activities

- efficient use of resources, energy-saving technology,
- reduction of waste and pollution, waste management, recycling (e.g. materials received from recycling utilised as raw materials of components of new products)
- designing environmentally friendly products, technology or production processes,
- investigate activities regarding biodiversity, water protection, air quality, soil conservation, renewable energy, forest preservation, etc.
- applying an “ecologic assessment” on the suppliers concerning their environmental standards,
- operating environmental management systems (ISO 14001. EMAS),
- assessing suppliers’ degree of compliance with the existing social and environmental legislation,
- informing business partners, customers or the society on environmental issues.

² *Quality and Reliability, HNC for EOQ, 2014. issue 2 – available in Hungarian*

In order to fully meet their corporate social responsibility, enterprises should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders.

International guidelines such as the ISO 26000, AA1000 Assurance Standard, the Global Reporting Initiative (GRI) or the UN Guiding Principles on Business and Human Rights, OECD Guidelines, OECD Principles of Corporate Governance, Principles for Responsible Investment (PRI) offer concepts that serve as further guidelines.

1.3 Advantages of CSR activities

In today's world, social and environmental issues are becoming more important in global and local value chains. Society and stakeholders require more transparency, more information from the enterprises. As a consequence, companies face expectations from their buyers to show that they respect social and environmental issues.

As a summary CSR can positively influence competitiveness in the following ways:

- build trust with various stakeholders,
- due to a better company image:
 - better position at the labour market, retain and attract top talent,
 - better cooperation with business partners,
 - better networking with authorities (including better access to public funds),
 - easier access to capital by offering financial institutions and banks evidence of managerial excellence and information on risk and opportunity management,
 - higher motivation and loyalty of employees, resulting in a higher creativity and innovativeness,
- cost savings and increased profitability due to a more efficient usage of resources,
- better customer satisfaction and loyalty,
- increased turnover or sales due to a competitive advantages derived from the above.



Figure 2: Venn diagram for CSR activities

There is no doubt that CSR activities strongly support meeting goals of Europe 2020 strategy.

1.4 Increasing need to report about CSR activities

Nowadays it is not a question any more whether a company should publish a report for sustainability or not. The main issues relate to the exact content of the CSR or sustainability report and how it is appropriate to prepare the report.³

³ Dr. Pál Molnár, *Quality and reliability, HNC for EOQ, 2015. issue 3-4, p. 137 – available in Hungarian*

Based on the detailed survey by KPMG about Corporate Responsibility Reporting 2013⁴ CR reporting has evolved into a mainstream business practice over the last two decades.

The survey covers 4,100 companies in 41 countries (out of them 19 European countries, including Hungary) and offers a deep-dive into the quality of reporting among the world's largest 250 companies.

The first part of the survey looks at the 100 largest companies by revenue in 41 countries, exploring how many companies are producing CR reports and other issues, such as the drivers for reporting, sector variances, and the use of standards and assurance for CR reports. The second part of the survey looks specifically at the world's largest 250 companies. It assesses the quality of their CR reports, identifies leaders and uses these examples to offer guidance and insights.

Among the world's largest 250 companies, the CR reporting rate is more or less stable at 93%. The Americas has now overtaken Europe as the leading CR reporting region, largely due to an increase in CR reporting in Latin-America. 76% of companies in America now report on CR, 73% in Europe and 71% in Asia Pacific.

On the website an online tool allows you to compare very interesting data for 2008 / 2011 / 2013:

- a) the rate of CR reporting by country, region and sector,
- b) the rate of assurance of CR reports by country and region,
- c) the average quality score of the CR reports of the world's largest 250 companies by sector.

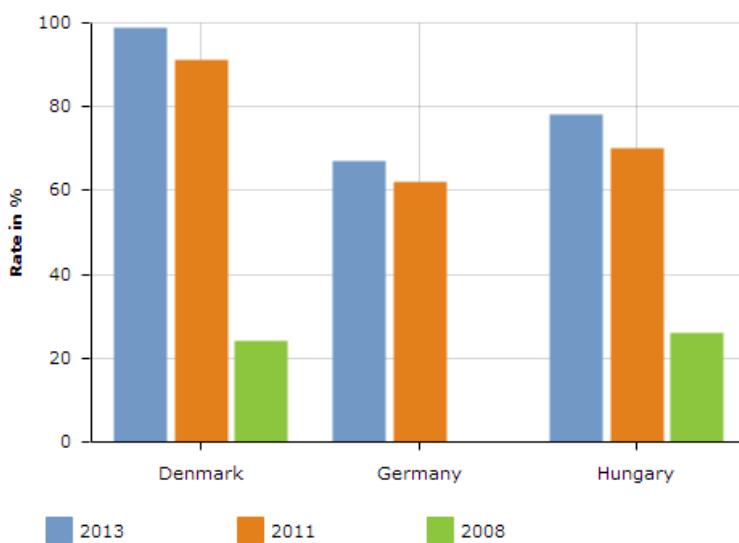


Figure 3: Increased CSR reporting rate in EU

“KPMG analysts assessed the quality of Cr reporting by the G250 against seven key criteria:

1. **Strategy, risk and opportunity** – reporting should include a clear assessment of the CR risks and opportunities a business faces and should explain the actions it is taking in response.
2. **Materiality** – CR reports should demonstrate that a company has identified the CR issues with the greatest potential impacts both on the business itself and its stakeholders. Companies should make clear the process they have used to assess materiality, how they have involved stakeholders in this process, and how they have used the materiality assessment to inform their reporting and management of CR risks and opportunities.
3. **Targets and indicators** – companies should use meaningful (e.g. timebound and measurable) targets and key performance indicators to measure progress, and clearly report their progress and performance on set targets and objectives.

⁴ <https://home.kpmg.com/xx/en/home/insights/2013/12/kpmg-survey-corporate-responsibility-reporting-2013.html>

4. **Suppliers and the value chain** – CR reports should explain the social and environmental impacts of the company’s supply chain, as well as the downstream impact of products and services, and show how the company is managing those impacts.
5. **Stakeholder engagement** – companies should identify stakeholders in their CR reports, explain the process used to engage with stakeholders, and the actions taken in response to their feedback.
6. **Governance of CR** – reports should make clear how CR is governed within a company, who has responsibility for the company’s CR performance and how the company links CR performance to remuneration.
7. **Transparency and balance** – CR reports should be balanced and include information on challenges and setbacks as well as achievements.”⁵

The important questions now are “what?” and “how?” , meaning that the quality of CR reporting is in the focus, and companies are looking for the best tools to reach relevant audiences: corporate stakeholders, including NGOs, investors, customers, suppliers, agencies, academics, students, and policy makers as well.

1.5 Main benefits of reporting about CSR activities

Improved business performance and innovation are considered to be the primary benefits from CSR reporting. Environmental issues get also higher attention on top management level: e.g. reporting the carbon footprint of the company’s own operations helps to create management awareness of the downstream carbon emissions of its products, etc. A climate program which begins with a focus on efficiency can lead to innovation in the products and services.

In most cases having well-communicated CSR activities positively impact employee pride and motivation. Many companies highlighted the positive role their report plays in recruitment of new employees and some also emphasized its importance in retention.

CSR reporting is also seen as an important tool for strengthening relationships with external stakeholders.

2. Connection between CSR and gamification

For those who are not familiar with the concept of gamification, a simple, traditional definition is: gamification is the use of game elements and game design techniques in non-game contexts to solve non game problems via motivating people – should they be consumers, employees, students, citizens.

Gamification takes the essence of games - attributes such as fun, play, transparency, design, competition and addiction - and applies these to a range of real-world processes:

- inside the company: recruiting, training, learning, development, etc.
- outside the company: increasing customer loyalty and marketing applications with consumer brands, etc.

Game elements can include things like rewards or achievements, game design refers to the journey a player takes, such as following a story or narrative. Digital engagement is an important feature of gamified approaches, increasing use of computers, smartphones, tablets has allowed the spread of gamification.

Games as such are great tools for teaching us thinking in systems, showing us how our individual actions fit into a more complex, larger whole, trying to promote understanding major social issues.

⁵ <https://assets.kpmg.com/content/dam/kpmg/pdf/2015/08/kpmg-survey-of-corporate-responsibility-reporting-2013.pdf>

Gamification is a significantly emerging business practice, many of them world's most admired companies have started to get on board with this.

2.1 Short background to gamification

In 2007 a company called Bunchball launched its product, which was the first online gamification platform that incorporated game mechanics like points and leaderboards to serve engagements purposes in companies.

In 2010 gamification really took off. This was partly because the community reached critical mass and they agreed to use gamification as the common term, but also partly because of a set of presentations that really crystallized the idea of gamification for people. Over the past 5+ years, gamification has grown and continues to do so.

In 2014 Gartner, the world's leading information technology research and advisory company redefined gamification⁶ as **“the use of game mechanics and experience design to digitally engage and motivate people to achieve their goals”**

“The key elements of the definition are:

- **Game mechanics** describes the use of elements such as points, badges and leaderboards that are common to many games.
- **Experience design** describes the journey players take with elements such as game play, play space and story line.
- Gamification is a method to **digitally engage**, rather than personally engage, meaning that players interact with computers, smartphones, wearable monitors or other digital devices, rather than engaging with a person.
- The goal of gamification is to **motivate people** to change behaviors or develop skills, or to drive innovation.
- Gamification focuses on enabling players to **achieve their goals**. When organizational goals are aligned with player goals, the organization achieves its goals as a consequence of players achieving their goals.”

2.2 Millennials, motivation, positive contribution to society and need for gamification

Gallup's research in 2014 at USA⁷ unfolds why companies are increasing their interest in gamification. “The Gallup study finds that only 31% of employees are engaged at work (51% are disengaged and 18% are *actively* disengaged). It is even more interesting how this data compares when you apply a generational segmentation. It turns out Millennials (born between ~1980 and ~2004) are the least engaged generation, according to Gallup, with only 28.9% engaged as compared to 32.9% for Gen X & Boomers. Gallup findings segmented by generation point to low engagement among Millennials who say they do not have the opportunity to show their best work or have a vehicle to contribute their ideas and suggestions. Using gamification to address this can impact not only engagement levels but also help a company become a magnet for best of breed talent. After all, Millennials will reportedly make up 75% of the global workforce by 2025!”⁸

Findings from Deloitte's annual Millennial Survey show that business, particularly in developed markets, will need to make significant changes to attract and retain the future workforce⁹.

“Deloitte surveyed 7,800 of tomorrow's leaders, from 29 countries, on effective leadership and how business operates and impacts society.

⁶ http://blogs.gartner.com/brian_burke/2014/04/04/gartner-redefines-gamification/

⁷ <http://www.gallup.com/poll/181289/majority-employees-not-engaged-despite-gains-2014.aspx/>

⁸ <http://www.forbes.com/sites/jeannemeister/2015/03/30/future-of-work-using-gamification-for-human-resources/>

⁹ <http://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>

- Millennials overwhelmingly believe (75%) businesses are focused on their own agendas rather than helping to improve society,
- only 28% of Millennials feel that their current organization is making full use of their skills.

Millennials, who are already emerging as leaders in technology and other industries will comprise 75% of the global workforce by 2025, and want to work for organizations that foster innovative thinking, develop their skills, and make a positive contribution to society.¹⁰

While most Millennials believe business is having a positive impact on society by

- generating jobs (46%) and
- increasing prosperity (71%),

they think business could do much more to address society's challenges in the areas of :

- resource scarcity (56%),
- climate change (55% and
- income equality (49%).

Additionally, 50% of Millennials surveyed want to work for a business with ethical practices.

Millennials believe the success of a business should be measured in terms of more than just its financial performance, with a focus on improving society among the most important things it should seek to achieve. Millennials are also charitable and keen to participate in "public life":

- 63% of Millennials gave to charities,
- 43% actively volunteered or were a member of a community organization and
- 52% signed petitions.

More than 80% of Millennials believe business has the potential to address the two top-rated challenges:

- climate change/protecting the environment and
- resource scarcity.

Another specific features of Millennials are that:

- they are the generation that has received the most marketing attention,
- as the most ethnically diverse generation, they tend to be tolerant of difference."

Based on previous figures we can understand why it is often quoted that Millennials (or Gen Y) is the generation that triggered the need for gamification:

- Millennials grew up on gaming with computers, on Facebook and internet and the graphical user interface. They tend to adjust readily to new programs, operating systems and devices and to perform computer-based tasks more quickly than older generations.
- Millennials are more connected to technology than previous generations. Advances in computer processing power, along with widespread access to cell phones and the internet, have changed how Millennials communicate and interact with one another.
- Millennials grew up in an electronics-filled and increasingly online and socially-networked world. Millennials use social media more frequently, so sharing their achievements and experiences is a daily activity for them. So more effective gamified systems are integrated with social networks to reinforce motivation with additional social recognition.

2.3 Main areas of gamification

There are many different areas where motivation is important, I highlight the three main areas where gamification adds value.

¹⁰ <http://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf>

2.3.1. External

These are applications of gamification for customers or for potential customers mainly with marketing and sales context, customer loyalty and marketing applications with consumer brands (think of apps from Samsung, Nike, Pepsi, etc.), but they can aim education as well.

- Gamification can change the engagement of students in learning, provide access to advanced education and recognition of skills attainment.
- Access to advanced education, particularly for people in developing countries, is prohibitively expensive and only available to the elite. A large number of courses offered by universities have become available online and free for anyone who has an interest in signing up. (Most courses taken through free online delivery services do not provide course credits.) For example Coursera offers about 200+ courses (including Gamification) from 30+ universities and 500 000+ students have signed up. It is not time consuming for professors as education is via on-demand video lectures, online tests and peer review of work assignments.

2.3.2. Internal

Among early adopters of enterprise gamification, a wide range of different kind of uses can be found, like in processes of hiring, onboarding, acculturation, corporate training, innovation, knowledge management.

Based on Forbes and Gallup 2015 will be the year when gamification inside the workplace migrates from a few isolated pilots to a new way to engage and recognize high performing employees. To address the employee engagement crisis cited earlier, the human resource departments of Fortune 500 companies are launching gamification pilots.¹¹ Brian Burke, Vice President of Gartner says: “Over the past few years the focus of gamification in the majority of organizations has shifted from customer-focused applications that are championed by marketing, to many more employee-focused applications that are most often sponsored by human resources departments.”¹²

A few examples:

- Recruitment: PwC Hungary Multipoly¹³
- Employee learning: Walmart safety training
- Internal collaboration: Qualcomm

2.3.3. Behaviour change or Social Good Applications

Think of situations when you want to do something or at least appreciate the value of doing that: there's either personal or community benefit in the activity, but you can't get over the fence. You know you should eat less fat or meat and more fruits and vegetables, or you should visit the gym or swimming pool more often, but it's hard. Motivation through gamification can potentially change your behaviour, make that practice into more of a habit.

- **Health and wellness** apps coach people to quit smoking, improve fitness, lose weight, correct posture, etc. Healthcare organizations, governments and other organizations that promote healthier lifestyles, or other improvement in lifestyle change can benefit from the use of gamification to more deeply engage the target audience.
 - The application measures your physical fitness activity, similar to the Nike Plus system.
- **Obey the law**
 - Volkswagen had a contest called The Fun Theory. Originally it was a marketing program where they encouraged people to submit great ideas for using games and fun to solve real-world problems: “Can we get more people to obey the speed limit by making

¹¹ <http://www.forbes.com/sites/jeannemeister/2015/03/30/future-of-work-using-gamification-for-human-resources/>

¹² http://qstream.com/wp-content/uploads/2014/12/Gamification-pitfalls-and-how-companies-are-avoiding-them_-_Network-World.pdf

¹³ <http://multipoly.hu/en/demo-video.html>

it fun to do?” The winning idea, “The Speed Camera Lottery” was submitted by Kevin Richardson, USA. Volkswagen, together with The Swedish National Society for Road Safety, made this innovative idea a reality in Stockholm, Sweden in 2010. The concept was to monitor speed-obeying drivers and reward them by entering their name in a lottery. The money for the lottery came from a portion of the money collected from fining the drivers who did not obey the speed limit. People slowed down over 20%, over a three day period when they trialed this system. The addition of a game, or competition element to the speed monitoring activity changed people's behaviour!¹⁴

- **Energy saving, environment, sustainability**

- The idea is to create comprehensive, proactive capacities of individuals to drive change and achieve results for sustainable development.
- The applications may give you reports on how much energy you use in your house and what the patterns are. You see trends, get a feedback mechanism that lets you see how you're doing: “You used less energy than the average person, but 55% more than your more efficient neighbours” It motivates sustainability types of actions by people: how much energy you've saved, how much fuel you've saved, how much waste you've avoided, etc.
- An application example that educates children on their environmental impact: “Becoming environmentally conscious in consumption”¹⁵ (Hungarian National Consumer Protection: Smart Home game published in October 2013) The goal of this Smart Home game is that you find the right answers at each place in the house (living room, bedroom, children room, basement, attic) with which you can save costs. You will find 5 questions in each location. There are more then 1 good answers (with different scores), but you can mark only one. When you are ready with one location, go to next one. When you finish, you will get an evaluation (decrease in heating, electricity, water, etc.) You can compare your scores with your friends scores on a leaderboard.



Figure 4: Smart Home game

- Another online CSR and edutainment game for kids by Fornetti is the so-called “Rókalandozó”¹⁶. The goal is to catch the attention of youngsters and make them more aware of their environment and of their country, Hungary with questions, quizzes, and challenges.

¹⁴ <https://www.youtube.com/watch?v=iyzHWwJXaA>

¹⁵ <http://nfhokosothon.hu/nyitolap-hu>

¹⁶ <http://www.rokalandozo.hu/>



Figure 5: Rókalandozó game

- **Acceptance of diversity, intercultural dialogue, enhancing better integration into society**
 - “Immigropoly” is a unique internet-based tool to understand more about migration and integration in our global world. It intends to encourage openness towards immigrants in a European and global context and enhance intercultural dialogue in an indirect way. The aim of the migration game¹⁷ is that the player passes his or her selected character to Europe through different routes. Each travel map contains different texts and questions. During the adventure players can get to know useful information about the different cities, landscapes, and about the immigration policy of the European Union. The players participate in random situations, reply to quiz questions while their knowledge is continuously expanded. In the cities, towns the characters visit they conduct interactive dialogues with local people, which provide interesting facts and figures about the policies, histories and cultures of the countries, and also about the migration-related regulations of the European Union.
 - The development of the online game Immigropoly started in 2009. In 2013 it was among the 10 finalists (out of total 500+ applications from 92 countries) on the prestigious Intercultural Innovation Award founded by the UN and BMW. (In 2011, United Nations Alliance of Civilisations (UNAOC) and the BMW Group forged a partnership to create a new model for collaboration between the private sector and the UN.)¹⁸



Figure 6: Immigropoly app

- You can find more about Hungarian CSR and/or edutainment game apps or online games on different websites¹⁹.

¹⁷ <http://en.immigropoly2.ittvagyunk.eu/auth> <http://immigropoly.ittvagyunk.eu/>

¹⁸ <http://foreignpolicyblogs.com/2013/02/19/the-un-and-bmw-take-a-unique-approach-toward-cultural-diversity/>

¹⁹ <http://gamesforbusiness.eu/en/menu/projects.html>

3. Summary

We can conclude that (good) games, apps:

- help people form and keep good habits, live a healthy life, enjoy their work,
- increase innovation, motivation, engagement, loyalty,
- teach, train or simply generate awareness of a topic, an issue or a societal problem, therefore creating change in thinking, actions or attitudes,
- teach (young) people to become globally conscious citizens, contributing their own solutions to social issues,
- help players think more critically about complex issues like sustainability, environment, culture, etc.



Figure 7: Our goals are the same

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