

DMYTRO PAZII**IMPLEMENTATION OF GAMIFICATION FOR INTERNATIONAL COMPANIES THROUGHOUT REBRANDING: CURRENT AND POSSIBLE FUTURE APPROACHES**

In an ever-evolving and dynamic global business landscape, characterized by rapid technological advancements and shifting consumer preferences, international companies are continually seeking to enhance their branding strategies through the adoption of innovative methodologies. One such approach that has garnered significant attention and adoption is the strategic integration of gamification throughout the rebranding process.

Extensive market analysis indicates that gamification has emerged as a highly effective tool in not only capturing the attention of key stakeholders but also in fostering deeper engagement among employees, customers, and partners alike. This engagement, in turn, cultivates a profound sense of involvement and loyalty towards the brand, thereby contributing to its long-term success and sustainability in the competitive marketplace.

Furthermore, this article goes beyond mere theoretical discourse by presenting meticulously selected real-world examples that showcase the successful deployment of various gamification strategies within international companies undergoing rebranding initiatives. These strategies range from immersive interactive challenges to captivating social media contests, each tailored to suit the specific objectives and target audience of the rebranding campaign. By delving into both current industry practices and exploring potential future avenues, this comprehensive exploration sheds light on the transformative potential of gamification in rebranding efforts. It underscores the pivotal role played by gamification in driving organizational evolution and in fostering enduring brand resonance that transcends geographical boundaries and cultural barriers. As businesses continue to adapt to the ever-changing landscape, harnessing the power of gamification in rebranding endeavors emerges as a strategic imperative for maintaining relevance and achieving sustained growth in the global marketplace.

Keywords: international companies, rebranding, gamification, innovation, strategic changes.

Д.С. ПАЗІЙ**ВПРОВАДЖЕННЯ ГЕЙМІФІКАЦІЇ ДЛЯ МІЖНАРОДНИХ КОМПАНІЙ В ПРОЦЕСІ РЕБРЕНДИНГУ: ПОТОЧНІ ТА МАЙБУТНІ МОЖЛИВІ ПІДХОДИ**

У постійно змінному та динамічному глобальному бізнес-ландшафті, що характеризується стрімкими технологічними досягненнями та змінними вподобаннями споживачів, міжнародні компанії постійно шукають способи поліпшення своїх стратегій брендування за допомогою інноваційних методик. Один із таких підходів, який здобув значну увагу та поширення, - стратегічне впровадження гейміфікації в усіх етапах ребрендингу.

Обширний аналіз ринку свідчить про те, що гейміфікація виявилася дуже ефективним інструментом не лише для привертання уваги ключових зацікавлених сторін, але й для збудження глибшого зацікавлення серед співробітників, клієнтів та партнерів. Це зацікавлення, в свою чергу, сприяє глибшому включенню та лояльності до бренду, що в свою чергу сприяє його довгостроковому успіху та стійкості на конкурентному ринку.

Більше того, ця стаття виходить за межі теоретичного дискурсу, презентуючи добірні реальні приклади, які демонструють успішне впровадження різних стратегій гейміфікації в міжнародних компаніях, які здійснюють ініціативи з ребрендингу. Ці стратегії охоплюють інтенсивні інтерактивні виклики та захоплюючі конкурси у соціальних медіа, кожен з яких адаптований до конкретних цілей та цільової аудиторії кампанії з ребрендингу.

Детальне дослідження як поточних практик галузі, так і потенційних майбутніх можливостей розкриває трансформаційний потенціал гейміфікації в усіх зусиллях з ребрендингу. Це підкреслює ключову роль гейміфікації у просуванні еволюції організації та в сприянні стійкому брендовому впливу, який перетинає географічні межі та культурні бар'єри. У міру того як бізнеси продовжують адаптуватися до постійно змінюючогося ландшафту, використання потенціалу гейміфікації у зусиллях з ребрендингу визначається як стратегічна необхідність для збереження актуальності та досягнення стійкого зростання на глобальному ринку.

Ключові слова: міжнародні компанії, ребрендинг, гейміфікація, інновації, стратегічні зміни.

Introduction.

Gamification, a novel approach, is being increasingly utilized to enhance services, improve customer experiences, and expand user bases. Moreover, it offers the potential to elevate employee professionalism, motivation, and overall performance. This paper endeavors to address fundamental questions regarding the practical application of gamification, particularly its impact during transitional phases such as corporate rebranding. The focus is on identifying potential obstacles and disruptions inherent in this process.

To accomplish this, it is essential to delineate both the primary objectives and potential challenges associated with integrating gamification into rebranding efforts. Therefore, the primary aim of this study is to examine how gamification can be effectively incorporated into a company's rebranding strategy. Specifically, it seeks to assess its efficacy in overcoming

barriers and challenges that may arise during this period of transition. Additionally, the study aims to evaluate its impact on communication between the company and its customers, who are directly affected by these changes.

To reach the point in clarification of main research objective, author intended to answer specific questions, alike:

1. Problem relevance and why it makes sense to conduct in-depth research on possible solutions?
2. Current approaches in gamification that have already demonstrated their efficiency, including references to specific cases.
3. Market analysis and potential trends for the near future.
4. Assumptions and early adopters of future approaches in gamification.

The process of rebranding is a complex and multifaceted task that involves reshaping a company's identity, image, and messaging. It is often undertaken to

adapt to changing market trends, reach new audiences, or revitalize a company's image. However, rebranding can be challenging, especially for international companies operating in diverse cultural and geographical contexts. To successfully navigate these challenges, many companies are turning to gamification as a means to make the rebranding process more engaging, interactive, and effective.

Relevance of the problem. Gamification in rebranding is a modern and compelling topic as it represents a dynamic approach for businesses to reinvent their image in the digital age. By integrating game-like elements, companies can not only capture and retain audience attention but also foster meaningful interactions, brand loyalty, and adaptability in an era where consumer engagement is crucial for success. The exploration of gamification in rebranding offers insights into innovative strategies that align with contemporary consumer behaviors and preferences, making it a relevant and valuable area for in-depth research and analysis.

Current Approaches to Gamification in Rebranding.

Employee Engagement.

One of the primary current applications of gamification in rebranding involves engaging employees in the process. International companies often have a large and dispersed workforce, making it crucial to ensure that everyone feels connected to the rebranding effort. Gamification techniques, such as online challenges and competitions, can motivate employees to actively participate in the rebranding process, provide valuable feedback, and even contribute creative ideas [7].

A great example of this approach is Deloitte's "Green Dot Challenge" [8]. Deloitte, a global professional services firm, underwent a rebranding in 2016, focusing on values like innovation and collaboration.

Deloitte introduced the "Green Dot Challenge," encouraging employees to share stories reflecting the firm's values through an online platform. Points were awarded for submissions, fostering friendly competition.

Benefits:

- The challenge boosted employee participation, fostering a sense of ownership.
- Real-life examples reinforced Deloitte's values, connecting the rebranding with daily work experiences.
- The challenge promoted teamwork and recognition, strengthening the company's culture.
- It sparked creativity, driving initiatives and improving performance.

Customer Participation.

Engaging customers in rebranding initiatives is equally vital. Companies can leverage gamification to involve their customer base through interactive campaigns, surveys, or contests. For example, inviting customers to design a new logo or vote on potential rebranding options can not only generate excitement but also foster a sense of ownership and loyalty.

Starbucks' "White Cup Contest" in 2014 exemplifies the power of gamification in involving customers during a rebranding effort [10]. The contest invited customers to personalize Starbucks' iconic white cups with their own designs and share them on social media using the hashtag #WhiteCupContest. This initiative not only engaged customers in a creative endeavor but also provided them with a platform to leave their mark on the brand's identity, fostering a deeper connection between Starbucks and its clientele.

The contest generated significant buzz on social media platforms, with thousands of customers participating and sharing their entries online. Through this interactive experience, Starbucks strengthened brand loyalty, enhanced its online presence, and cultivated a sense of community among its customers. By leveraging gamification to involve customers in the rebranding process, Starbucks successfully transformed a simple contest into a powerful tool for engagement, brand advocacy, and community building.

Training and Onboarding:

International companies often need to train their employees on the new branding guidelines and messaging. Gamified training modules, such as interactive quizzes, simulations, and role-playing games, can make the learning process more enjoyable and memorable, ensuring that employees understand and embody the rebranding changes.

Study [11] explores the experiences of stakeholders, including students, staff, and industry partners, with rebranding at the Hotel Management School NHL Stenden. The research highlights the importance of effective internal communication in ensuring that employees are not negatively affected by rebranding efforts. However, the study found that the brand identity, image, and loyalty experienced varying impacts among different stakeholder groups, suggesting a need for improved communication strategies to rebuild and expand brand identity post-rebranding.

In the current landscape of rebranding efforts, gamification strategies have been effectively employed to enhance employee engagement, encourage customer participation, and facilitate training initiatives.

Understanding the current strategies of using games to improve branding shows that it's effective in engaging people with brands. However, to make these strategies even better, we need to look at market analysis and data. This next step will give us real facts about how well gamification works in marketing. Combining the creative use of games with careful analysis of the market can help companies refresh their brands and keep growing in a changing market.

Market Analysis. Before delving into the analysis of potential future trends, it is crucial to comprehend the current state of the market, with particular emphasis on quantitative metrics that vividly illustrate the significant surge of gamification across various business domains. In Figure 1, the Global Gamification Market Value is showcased for a 5-year period [1], revealing a remarkable increase of over twofold according to this data.

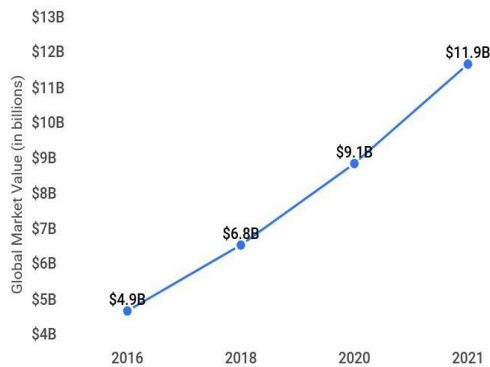


Fig.1 - Global Gamification Market Value (2016 - 2021)

Fig.2 presents current and forecasted data for the gamification market, indicating a valuation of USD 10 billion in 2022 and a projected growth to exceed USD 116.68 billion by 2032. The market is anticipated to experience a robust compound annual growth rate (CAGR) of 27.9% from 2023 to 2032 [2].

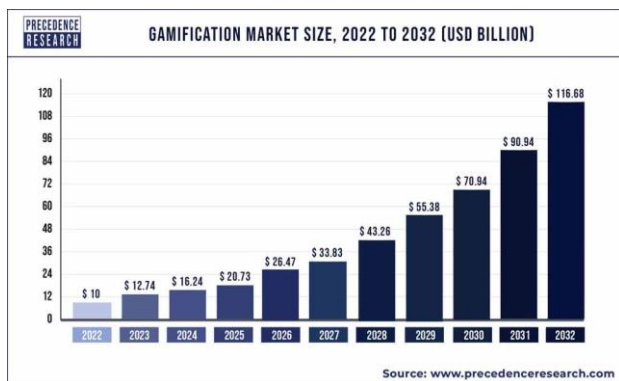


Fig.2 - Global Gamification Market Value (2022 - 2032)

When it comes to analyzing the distribution between geographical areas, Precedence Research [2] provides the statistics presented in table 1.

Table 1 - Geography Statistics

Region	Share in 2022 (%)
North America	41%
Asia Pacific	16%
Europe	31%
Latin America	8.5%
MEA	3.5%

In 2022, North America held the largest revenue share at 41%, driven by businesses expanding internet usage, a well-developed communication network, and a rising demand for customized solutions. With major online players and customer-centric organizations like Oracle, Cisco, and Salesforce, the United States is poised for

substantial growth, supported by the increasing number of gamification startups.

Europe is expected to witness notable growth, with key players and governments in countries like the United Kingdom, Germany, and France actively promoting gamification solutions through conferences and events. Increased adoption of advanced solutions to enhance employee engagement, boost sales, and improve customer experiences is contributing to rising demand in the region.

Asia Pacific is projected to undergo exponential growth during the forecast period, with China expected to have the largest market revenue share. The region's gamification solutions, featuring reward points and membership cards, are fostering client loyalty and driving increased demand throughout the prediction period.

In summary, gamification emerges as a potent tool globally, showcasing evident growth trends. Considering these statistics, it is entirely logical to view gamification as a viable approach for effectively executing the rebranding process, a strategy adopted by 74% of the S&P 100 companies within the initial seven years, as reported by Landor [3].

Challenges associated with the rebranding process include [4]:

1. Alienating customers by disconnecting from the brand's core values, potentially causing difficulty for customers to relate to and identify with the new brand identity.
2. Risking mistrust and confusion among consumers by overly emphasizing the visual transformation without addressing the overall rebranding of the brand.
3. Facing potential detriment to the brand by neglecting internal transformation; dissatisfaction among internal stakeholders with the new brand identity may be transmitted to customers.
4. Emphasizing the importance of a unified communication strategy for all changes in the branding strategy, highlighting the crucial role of internal stakeholders in identifying and understanding the new brand identity.

While companies allocate a significant portion, typically between 10-20% [5], of their marketing budget to branding or rebranding initiatives, it is interesting to note that budget distribution varies across different business scales. For instance, 71% of businesses with an annual revenue of less than \$500,000 maintain a monthly branding budget within the range of \$100-\$500. Additionally, 57% of small businesses are willing to invest \$500 for a company logo, with about 18% extending their budget to pay up to \$1,000 for the same purpose. Conversely, only 14% of small businesses are willing to exceed the \$1,000 mark for a company logo. In contrast, companies with a revenue range of \$3M-\$5M allocate a monthly branding budget ranging from \$501 to \$1,000 [6]. These financial considerations underscore the importance of strategic budgeting as companies navigate the complexities of the rebranding process, considering challenges described above.

In summary, the analytics presented illuminate the dynamic landscape of the gamification market and

underscore its significance in the rebranding arena. This knowledge serves as a foundation for developing novel approaches that effectively engage audiences and drive brand growth. In the next chapter, we will delve into these innovative strategies, providing insightful analysis and demonstrating how they harness market insights to propel gamification into new realms of effectiveness and relevance. Through this synergy between market analysis and forward-thinking approaches, businesses can stay ahead of the curve and continually elevate their gamification efforts to meet evolving consumer demands and market trends.

Possible Future Approaches to Gamification in Rebranding.

Articles [12-14] highlight the diverse applications and future potential of gamification across various fields. While numerous hypotheses exist regarding the future of gamification, certain ones stand out due to the integration of cutting-edge technologies and the early adoption by International corporations.

Virtual Reality (VR) and Augmented Reality (AR).

As technology progresses, VR and AR are increasingly utilized for immersive rebranding experiences. For instance, in 2019, Volkswagen introduced an AR app allowing customers to explore its new electric vehicles virtually. Users could view detailed 3D models, customize features, and even place virtual cars in real-world environments using their smartphones. This interactive experience deepened customer engagement and understanding of Volkswagen's rebranding efforts.

Blockchain and Tokenization.

Incorporating blockchain and tokenization into gamification strategies offers innovative ways to incentivize participation in rebranding initiatives. A notable example is CryptoKitties, a blockchain-based game where users collect and breed virtual cats using Ethereum tokens. Similarly, Coca-Cola's "Coke Rewards" program could evolve to include blockchain-based tokens, allowing customers to earn and trade digital assets for engaging with the brand and contributing to its rebranding journey. These digital tokens not only add value to the gamified experience but also create a sense of exclusivity and ownership among participants.

AI-Powered Personalization.

AI-driven personalization can revolutionize the gamification experience by tailoring challenges and rewards to individual preferences and behaviors. Spotify's personalized playlists, generated using machine learning algorithms based on users' listening history and preferences, exemplify this approach. Similarly, in the context of rebranding, companies could employ AI-powered recommendation engines to suggest personalized branding challenges or rewards based on participants' past interactions and preferences. This level of customization enhances engagement and fosters a stronger connection between participants and the rebranding effort.

Global Collaborative Platforms.

To facilitate cross-border engagement in rebranding initiatives, companies may leverage global collaborative platforms with gamified elements. For instance, LEGO

Ideas is an online platform where LEGO enthusiasts worldwide can submit, vote on, and crowdfund new LEGO sets. Similarly, multinational corporations could establish similar platforms for employees and customers to collaborate on rebranding challenges, regardless of geographical location. This approach fosters a sense of inclusivity, cultural diversity, and collective ownership of the rebranding process among participants across the globe.

Challenges and Considerations. While gamification in rebranding offers numerous benefits, it also presents challenges. Companies must carefully consider factors such as data privacy, cultural sensitivity, and the potential for gamification to be seen as superficial or insincere. Moreover, it is essential to strike a balance between fun and seriousness to ensure that the rebranding message is not diluted.

Conclusion.

As the retrospective is one of the most important tasks to evaluate the progress and moreover the final result, let's go back from the starting point of our project. Introduction gave us the overview of the structure, aim and constraints to reach the research objective and answer several questions. The theory of gamification as method showed that it has emerged as a potent tool in the arsenal of international companies navigating the complex terrain of rebranding. Through current methodologies, such as fostering employee engagement, encouraging customer participation, and facilitating comprehensive training programs, companies have witnessed notable enhancements in the efficacy of their rebranding endeavors. However, the horizon of gamification for rebranding appears even more promising, with the impending integration of cutting-edge technologies like blockchain, personalized experiences, and global collaboration platforms poised to redefine the landscape. As businesses embark on this journey of exploration and optimization, it becomes evident that gamification is not merely a fleeting trend but a pivotal strategy poised to shape the future of rebranding initiatives in a rapidly evolving global marketplace.

For further research, one of the most important aspects is conducting deeper, more comprehensive studies as the term "gamification" becomes increasingly prevalent among management and companies. This trend opens up opportunities for taking a more scientifically grounded approach, utilizing tools such as interviews or observations. Simultaneously, as many companies are still not fully acquainted with gamification methods and struggle with the change process, future research can be approached in a more practical manner. The results of such research could prove valuable in terms of providing practical insights for companies, increasing the number of gamification specialists, and encouraging more companies to adopt this method as a supportive tool for other practices and methods.

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Відомості про авторів / About the Authors

Пазію Дмитро (Pazii Dmytro) – Національний технічний університет «Харківський політехнічний інститут», аспірант кафедри маркетингу; м. Харків, Україна; e-mail: dmytro.pazii@gmail.com