

Contents

1	Introduction	1
1.1	Motivation	1
1.2	Research Question	4
1.3	Research Design	6
1.4	Thesis Structure	18
I	Foundations	23
2	Business Process Management	25
2.1	Business Processes	26
2.2	Business Process Models	30
2.3	Business Process Modeling	38
2.4	Business Process Management	50
2.5	Business Process Graphs	54
2.6	Business Process Model Quality	59
2.6.1	Quality Metrics	62
2.6.2	Quality Frameworks	65
2.6.3	Quality Guidelines	73
2.7	Business Process Model Quality Metrics	75
2.7.1	Planar Variables	76
2.7.2	Retinal Variables	84
2.7.3	Complexity	88
2.7.4	Textual Contents	101
2.7.5	Semantics	104
3	Gamification	107
3.1	Basics	108

3.2	Examples	115
3.2.1	Practice	115
3.2.2	Academia	119
3.3	Related Concepts	121
3.4	Game Design Elements	126
3.4.1	Game Interface Design Patterns	126
3.4.2	Game Design Patterns and Mechanics	134
3.4.3	Game Design Principles and Heuristics	137
3.4.4	Game Models	142
3.4.5	Game Design Methods	149
3.5	Theoretical Foundations	153
3.5.1	Intrinsic and Extrinsic Motivation	154
3.5.2	Self-Determination Theory	156
3.5.3	Flow Theory	158
3.5.4	Goal-Setting Theory	161
3.5.5	Self-Efficacy Theory	162
3.5.6	Technology Acceptance	163
3.6	Criticism	165

II Gamification for Business Process Modeling 171

4	Problem Specification	173
4.1	Social Business Process Management	174
4.2	Challenges of Social BPM	180
4.2.1	Ensuring Model Quality	180
4.2.2	Motivating Participation	182
4.2.3	Educating and Training Participants	184
4.3	Gamification Potentials	186
4.3.1	Improving Model Quality	186
4.3.2	Increasing Motivation to Model	188
4.3.3	Improving Training and Education	190
4.4	Related Work	191
4.5	Outlook	194

5	Context Description	195
5.1	Stakeholders	195
5.2	Horus Method	198
5.3	Horus Business Modeler	202
6	Design	209
6.1	Gamification Concept	209
6.1.1	Tasks	211
6.1.2	Rewards	224
6.1.3	Players	232
6.1.4	Competition	235
6.1.5	Interaction	237
6.1.6	Resources	238
6.2	Concept Lenses	240
6.2.1	Quality Lens	241
6.2.2	Motivation Lens	243
6.2.3	Training Lens	249
7	Implementation	251
7.1	Horus Foundations	251
7.2	Gamification Foundations	254
7.2.1	Event Tracking	255
7.2.2	Measures	259
7.2.3	Quality Framework	262
7.3	Gamification Architecture	267
7.4	Gamification Features	269
7.4.1	Status	270
7.4.2	Profile	271
7.4.3	Points	272
7.4.4	Badges	279
7.4.5	Leaderboard	287
7.4.6	Introduction Page	289
8	Evaluation	293
8.1	Statistical Methods	295

- 8.2 Field Experiment 298
 - 8.2.1 Description 299
 - 8.2.2 Data and Measurement 302
 - 8.2.3 Reliability and Validity 310
 - 8.2.4 Model Quality Results 315
 - 8.2.5 System Use Results 327
 - 8.2.6 User Experience Results 331
- 8.3 Laboratory Experiment 334
 - 8.3.1 Description 335
 - 8.3.2 Data and Measurement 337
 - 8.3.3 Validity and Reliability 342
 - 8.3.4 Results 348
- 8.4 Discussion 354
 - 8.4.1 Summary of Results 354
 - 8.4.2 Limitations 360
 - 8.4.3 Threats to Validity 362

III Closing Remarks 367

- 9 Conclusions 369
 - 9.1 Summary 369
 - 9.2 Implications 373
 - 9.3 Outlook 376

IV Appendix 379

- A Concept Details 381
 - A.1 Badge Completion Logic 381
 - A.2 Badge Purposes 384
 - A.3 Quality Metric Bounds 388
- B Implementation Details 391
 - B.1 Tracked Events 391

B.2	Computed Measures	405
B.3	Measure Example	414
B.4	Quality Metric Example	415
C	Field Experiment Details	417
C.1	Task Description	417
C.2	Soft Goals	420
C.3	System Use	424
C.4	Measurement Instrument	432
D	Laboratory Experiment Details	435
D.1	Task Description	435
D.2	Measurement Instrument	443
	Bibliography	447
	List of Web Pages	499
	List of Abbreviations	503
	Ludography	507