

Participation Engines

Driving User Behavior with Game Dynamics and Behavioral Economics



About Me: Rajat Paharia

Founder, Chief Product Officer
Bunchball

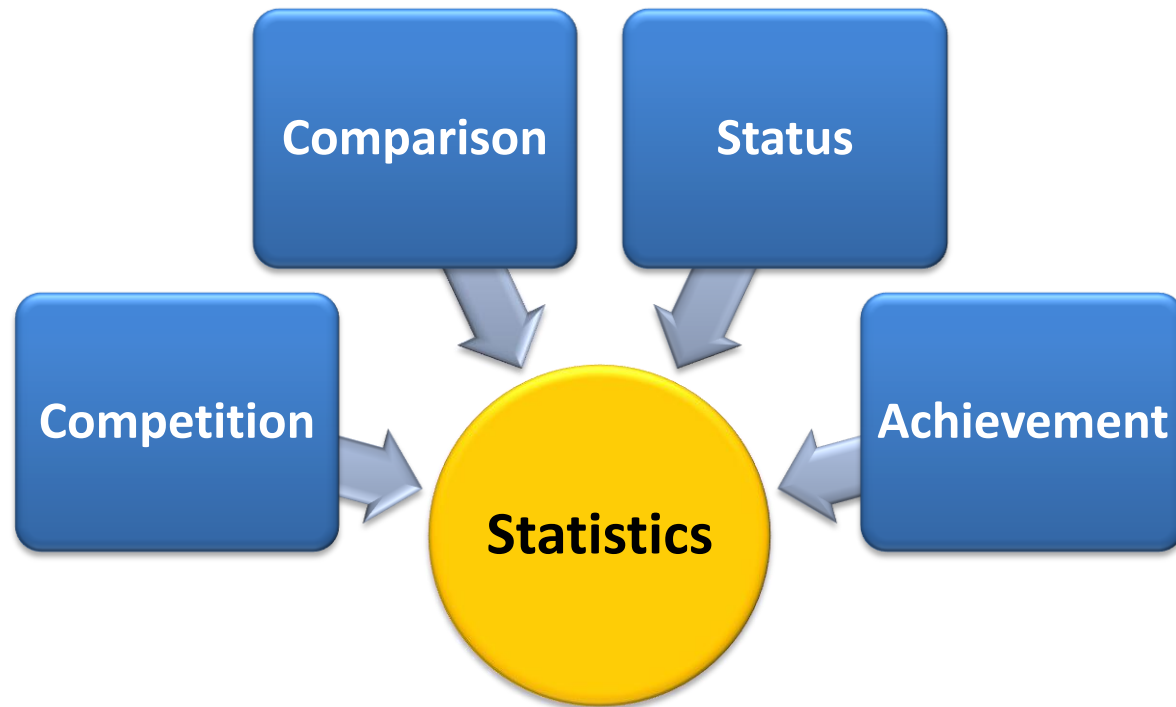
Software Experience Design
IDEO

Software Engineer
IBM Research, Avaya, etc.

MS CS with a focus on HCI
Stanford

BA CS
UC Berkeley

Drive Participation with Metagames



Football, Baseball, etc. are all Metagames.
Metagames are as American as apple pie.

Measure & Drive User Behavior

Inviting friends

Watching a video

Completing a
course

Participating in
discussions

Uploading photos
or videos























Trying new
features

Spending more
time in training

Coming back to
train more often

Your Action Here

Leverage Human Desires.

	Reward	Status	Achievement	Self Expression	Competition	Altruism
Points						
Levels						
Challenges						
Virtual Goods						
Leaderboards						
Gifts & Charity						

SECTION 1

GAME MECHANICS

NBC

DUNDER MIFFLIN INFINITY

Home Page



UNITED WAY CHARITY FUNDRAISER TASK

We're proud to announce the DMI Summer Fundraising Initiative where each branch is tasked with raising funds for the charity of their choice. Each branch has now chosen their charity and the fundraising campaigns can begin!

[Click here to start.](#)



Apply Now!

If you're a myNBC or NBC.com Message Board member, login above to apply.

If not, click here: [APPLY](#)

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Winners



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1. **hookeydog42 (1,485)**
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3. **rafaeltoribio (1,395)**
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5. **wheelz37 (1,300)**
6. **jmacsquiritel (1,215)**
7. **JimMichaels (1,190)**
8. **cwakes (1,160)**
9. **Pwegis (1,140)**
10. **Messmer (1,135)**

Top 10 Branches

Top 10 Employees Overall SchrutecBuck Leaders

1. **kenoz (12,310)**
2. **issjim (11,940)**
3. **dundermifflininfinty (11,550)**
4. **creedicious (11,390)**
5. **uncabuc (11,180)**
6. **incalculcable (11,145)**
7. **vandyke (10,960)**
8. **moosedrool (10,900)**
9. **SithHappens (10,850)**
10. **GandalfDwight (10,775)**

Top 10 Branches

SchruteBucks = Points

SCHRUTEBUCKS

What are SchruteBucks?

SchruteBucks are the official currency of DMI.

Employees will be paid SchruteBucks by doing simple tasks like uploading a photo or video, changing your favorites, rating an item, posting on a discussion board or adding a comment. They may also be deducted SchruteBucks for getting flagged or getting fired. **These small SchruteBuck amounts are capped at Sb \$100 per week.**

The real SchruteBuck gains will come in the weekly tasks, however. By participating in weekly tasks, and winning the votes of your peers and Corporate, you will accrue substantial SchruteBucks, which will allow you to climb the corporate ladder.

What can I do with SchruteBucks?

You can buy items for your Desk, or buy items to send to your co-workers as gifts.

As your SchruteBucks balance increases, so do your opportunities for promotion.

How many SchruteBucks should I have?

New employees (they are all "Temps") start off with a Sb \$1000 signing bonus.

EMPLOYEE PROFILE

What's in my Employee Profile?

NEW IN DMI 2.0

Your Employee Profile shows who you are, what rank of employee you are, what branch you're in, when you last logged in, your SchruteBucks total, how many Sb you've earned/spent, your Office Faves, your Favorite Co-Workers (whether they're in your branch or not), your Videos, Photos and Comments, and your Desk

User-Generated Content Tasks



Task 2.03 - Business Ethics Video

In order to revamp the corporate mandated ethics seminar, we're asking you to script and film an ethical situation. PRIZE UPDATE: The Grand Prize for this task is a signed script of "Business Ethics," signed by the cast of "The Office."

[Top 25](#) | [Branch Winners](#) | [Branch Submissions](#) | [View Task](#)
(Employees Only - Login Required)



Task 2.02b - Mission Statement

A company needs a mission statement in order to inform its employees and customers as to its purpose of existence. Without a mission statement, a company is a rudderless ship on the high seas of enterprise. Employees are tasked with writing a Mission Statement for their branch.

[Finalists](#) | [Branch Submissions](#) | [View Task](#) (Employees Only - Login Required)



Task 2.02a - Logo Design

In this optional task, we're asking all employees to help redesign their branch logo for the coming year.

NEW! [Final Branch Vote](#) | [Finalists' Logos](#) | [Branch Submissions](#) | [View Task](#) (Employees Only - Login Required)



Task 2.01 - ASCII Art

Corporate is asking that you use ASCII (emoticon) art to create an image of one of the following: a landmark in your branch's city, a portrait of one of the Scranton branch's employees (other than Dwight Schrute), or your branch's logo.

[Final Voting](#) | [Branch Submissions](#) | [View Task](#) (Employees Only - Login Required)

Profile Page: Levels, Points


DUNDER MIFFLIN

Home | Employee Profile | My Branch | Tasks | Company Directory | Employee Manual | Corporate | Search



Employee Profile Private Public Inbox My Office Faves Comments Photos Video Re-Apply

You are logged in as **rajatrocks**
LOG OUT

kenoz



Title: Assistant Regional Manager
Branch: Racine, WI
Gender: Male

Add this Employee 
Flag this Employee 
Block this Employee

SchruteBucks

Lifetime Earned: **Sb \$12,310**
Affinity Sb Earned Past Week: **Sb \$0**
Task Sb Earned Past Week: **Sb \$0**
Current Available: **Sb \$1,075**

My Office Faves


Favorite Office Character: Dwight Schrute
Favorite Office Episode: The Injury
Favorite Office Quote: If the devil were to explode, and evil were gone forever, what sort of party would you have?

Comments

dwightshrute123 7/21/2008 8:26pm
if you dont mind me asking, what all was in your prize package?

LeeEllis 6/18/2008 7:55pm
i never really enjoyed the term "howdy".

Video



priceline.com® visit priceline.com

Office Theme Song

Virtual Desk & Sponsored Goods


















Virtual Desk Store




Dunder Mifflin Store

- Toys & Gadgets
- Decorative Items**
- Electronics
- Supplies
- Miscellaneous
- Wall Items
- Manager Exclusives
- Limited Edition

<p>Yellow Flowers (small)</p>  <p>Sb \$50</p> <p>ADD TO CART</p>	<p>Small Plant in Brown Pot</p>  <p>Sb \$50</p> <p>ADD TO CART</p>	<p>Cat Container</p>  <p>Sb \$100</p> <p>ADD TO CART</p>	<p>Miniature Golf Trophy</p>  <p>Sb \$100</p> <p>ADD TO CART</p>	<p>Stuffed Orange Cat (small)</p>  <p>Sb \$100</p> <p>ADD TO CART</p>
<p>Lackawanna County Trolley</p>  <p>Sb \$125</p> <p>ADD TO CART</p>	<p>British Telephone Box</p>  <p>Sb \$130</p> <p>ADD TO CART</p>	<p>Golf Cart Clock</p>  <p>Sb \$150</p> <p>ADD TO CART</p>	<p>Buddha Candleholder</p>  <p>Sb \$180</p> <p>ADD TO CART</p>	<p>Porcelain Jackpot</p>  <p>Sb \$200</p> <p>ADD TO CART</p>
<p>Medium Plant in Beige Pot</p>  <p>Sb \$300</p>	<p>Constellation Globe</p>  <p>Sb \$300</p>	<p>Tiny Porcelain Orange Cat</p>  <p>Sb \$300</p>	<p>Brass Eagle</p>  <p>Sb \$400</p>	<p>Large Antique Globe</p>  <p>Sb \$700</p>

You have 130 SchruteBucks

MY SHOPPING CART




QTY

1

REMOVE ITEM

X

Sb \$ 70



QTY

1

REMOVE ITEM

X

Sb \$ 600

TOTAL Sb \$ 670

Save Now

Cancel and Return to Desk

Leaderboards



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9. **SithHappens** (10,850)
10. **GandalfDwight** (10,775)

Top 10 Branches

HEARST TEEN NETWORK

ESPN.COM

Real Time Feedback

ADVERTISEMENT

CONTROL

ESPN.com
PART OF THE CRUSH NETWORK

Hi Rajat (3) crushes
[log out](#)

bc my bottle caps **4,400**
 • [get more](#)
 • [buy stuff](#)
 • [challenges](#)

my home | edit profile | mail | friends | chat/im | quizzes | games | advice | fun stuff | hot girls | secret crush Be Safe Online!

NEW! Are these pics hot, cute, or nothing special? Come play Photo Polls!

spin bottle | mail & notes | match list | users online | edit profile | badass quizzes | play games | profile spy

my profile ([edit/update](#)) **my stats** [huh?](#)

[add/edit pics](#)

hometown: Fremont, CA (94539)
age: 38 (11/14/1970)
mobile alerts: [free sign up now](#)
email: rajatrocks@yahoo.com
quizzes taken: (4) [view results](#)

users online: 392 **on your list:** 1
views of your profile: [unlock](#)
lists you're on: [unlock](#)
profile last seen: [unlock](#)
total spins: [unlock](#)
notes sent: [unlock](#) **r'cvd:** [unlock](#)
see who saw your profile: [unlock](#)

unlock premium services now! [huh?](#)

[expose yourself:](#) [unlock](#)
[note passer:](#) [unlock](#)
[match mail:](#) [unlock](#)
[secret mail spy:](#) [unlock](#)
[instant messenger:](#) [unlock](#)
[love horoscopes:](#) [unlock](#)
[match meter:](#) [unlock](#)
[daily matchmaker:](#) [unlock](#)
[quiz love:](#) [unlock](#)
[pimp my notes:](#) [unlock](#)
[user stats:](#) [unlock](#)
[match list:](#) [unlock](#)
[profile spy:](#) [unlock](#)
[what's been done to me:](#) [unlock](#)
[icebreaker stats:](#) [unlock](#)
[vip lounge:](#) [unlock](#)

guess what!

bc You just got 100 bottle caps for logging in!

guess what!

bc Log in tomorrow for DOUBLE the bc's.

secret crush

Do you have a secret crush? **YES!** **NO!**

guess what!

bc That's 200 easy bc's, just for coming back!

newsfeed [edit settings](#)
[see more](#)

to-do list [view more to-do items](#)

- ➔ [Do you need a big confidence boost? Find out how to get it!](#)
- ➔ [Quiz: What's Wrong With Your Kisses?](#)
- ➔ [Quiz: How Do You Party?](#)
- ➔ Adopt a kitten.

Earning Bottle Caps

ADVERTISEMENT
I'm Driving One
Ford Drive one.

SWEETSTAKES
enter now for a chance to WIN!
*Rollover for info

Hi Rajat ❤️ (3) crushes
log out

my bottle caps **4,400**

- get more
- buy stuff
- challenges

my home | edit profile | mail | friends | chat/im | quizzes | games | advice | fun stuff | hot girls | secret crush ⚡ Be Safe Online!

NEW! Are these pics hot, cute, or nothing special? Come play [Photo Polls!](#)

earning bottle caps

The Biggies:	value
Every time you log in	100
Inviting a friend	25
Unlocking one of your premium services	2,500
Sending someone's profile to a friend	100

Connecting with people on eSPIN:	value
Adding someone to your match list	100
Doing something to another user	200
Sending mail	200
Checking out someone's photos	25
Telling someone what you think about their photo	100
Sending a gift	200
Sending a note	200
Spinning the bottle	50

Updating part of your profile:	value
Uploading a photo	50
About me	50
Public info	50
Interests	50
Deep thoughts	50
Icebreakers	50

DISCOVER
CARD
Brighter.

Get rewarded for your purchases.



more stuff to do

- ➔ [Quiz: How Confident Are You?](#)
- ➔ [Get new hand-picked hotties each time you visit - unlock Daily Matchmaker!](#)
- ➔ [See who saw your profile with Profile Spy!](#)
- ➔ [Maybe you should think about shaving that mustache.](#)
- ➔ [NEW FEATURE! Add some Icebreakers to your profile!](#)

Avatar Creator

my home | edit profile | mail | friends | chat/im | quizzes | games | advice | fun stuff | hot girls | secret crush Be Safe Online!

[NEW! Are these pics hot, cute, or nothing special? Come play Photo Polls!](#)

my avatar

Wanna earn more bottlecaps? Here's how to [boost your balance.](#)

BODY	WARDROBE	EXTRAS
Behind Av...		HOLIDAY SALE! Oh No! Santa Crashed! (Animated)
Accessories	7500 BCs	Lots left Mark
Pets	12000 BCs	Squirrely Tail Lots left Nichole
Special FX	14000 BCs	Nosferatu Coffin Lots left Mark
	14000 BCs	Zombie Grave Lots left Mark
Color		
Skin Color	14000 BCs	Destroy Tokyo "Zilla" Tail

Cart: 21950 BCs / Your BCs: 4400

Remove Export Revert Save

Add my avatar to the "Coolest Avatar" battle!

ROLLOVER TO EXPAND >>

Who's Got Guts?

Pick a friend with Vote of Confidence on Facebook®

Applications not developed by Facebook®




more stuff to do


- ➔ [Wanna chat 'em up right away? eSPIN IM!](#)
- ➔ [Quiz: Why Are You Still Single?](#)
- ➔ [Quiz: Are You Really In Love?](#)
- ➔ **Maybe you should think about shaving that mustache.**
- ➔ **NEW FEATURE! Add some Icebreakers to your profile!**

10 easy way to earn bottle caps

invite a friend	25 bc's
spin the bottle	50 bc's
upload a photo	100 bc's
Take a quiz	200 bc's
Update your interests	50 bc's
Update your turn-ons & turn-offs	50 bc's
Add more info about yourself	50 bc's
Watch a video	200 bc's

Challenges

 **Hi Rajat**  (3) [crushes](#) [log out](#)  my bottle caps **4,400** [get more](#) [buy stuff](#) [challenges](#)

[my home](#) | [edit profile](#) | [mail](#) | [friends](#) | [chat/im](#) | [quizzes](#) | [games](#) | [advice](#) | [fun stuff](#) | [hot girls](#) | [secret crush](#)  Be Safe Online!

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featured challenge

Gold Digger Challenge

Reward: 10,000 BCs

About: We're not saying you're a gold digger. But, well...you are craving tons of bottle caps, aren't you? Complete this challenge and you'll get way more bc's than you would if you did these tasks separately.



all challenges



Fashionista Challenge

Reward: Rihanna's Chic 80's Skirt

About: Score the cutest item from Rihanna's closet - not available anywhere else!



Glamourama Challenge

Reward: Ultra Hip Gangsta Hat

About: Get this EXCLUSIVE hat - not available anywhere else!



Gold Digger Challenge

Reward: 10,000 BCs

About: A no-sweat challenge to satisfy your craving for bottle caps.



Rolling In Dough Challenge

Reward: 15,000 BCs

About: The most bc's you can score at once without robbing a bottling plant.



Tres Chic Challenge

Reward: Hip Hop Haterblockers



Multiple Tasks

The screenshot displays the BunchBall.com website interface. At the top, the user is logged in as "Hi Rajat" with 3 crushes. The navigation bar includes links for home, profile, mail, friends, chat, quizzes, games, advice, fun stuff, hot girls, and secret crush. A banner for "Photo Polls" is visible. The main content area features a "challenges" section with a "Gold Digger Challenge" highlighted in a yellow box. This challenge offers a reward of 10,000 BCs (represented by a red gear icon) for completing three tasks: "Unlock Profile Spy", "Add YouToon to Profile" (which is checked), and "Do Something to One User". An "About" section explains the challenge's purpose. To the right, a "ZITZ!" game is advertised, featuring a cartoon girl's face and a "PLAY NOW!" button.

bc PART OF THE CRUSH NETWORK .com

Hi Rajat (3) crushes log out

my home | edit profile | mail | friends | chat/im | quizzes | games | advice | fun stuff | hot girls | secret crush

my bottle caps 4,400

get more buy stuff challenges

NEW! Are these pics hot, cute, or nothing special? Come play Photo Polls!

challenges

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Reward

bc

10,000 BCs

Tasks

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- Add YouToon to Profile
- Do Something to One User

About

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ZITZ!

PLAY NOW!

SCORE 44

Virtual Rewards

The screenshot shows a social media interface with a blue header. The user is identified as 'Hi Rajat' with 3 crushes and a 'log out' link. A 'bc' badge indicates 'my bottle caps 4,400'. Navigation links include 'my home', 'edit profile', 'mail', 'friends', 'chat/im', 'quizzes', 'games', 'advice', 'fun stuff', 'hot girls', and 'secret crush'. A 'Be Safe Online!' warning is present. A yellow box highlights a 'challenges' section titled 'Fashionista Challenge'. The challenge details are as follows:

Reward	Tasks
 <p>Rihanna's Chic 80's Skirt</p>	<input type="checkbox"/> Unlock Super Vote

About
Wanna look hot and be the owner of a mega-exclusive virtual item? Once you've completed this one-step challenge, you can deck your avatar out in this chic skirt - it's not available in the avatar store!

On the right, there is an advertisement for Clearasil with a 'ROLLOVER TO EXPAND >>' button and the text 'Erase All Evidence Fix your face with Pix Fix on Facebook®'. A disclaimer at the bottom reads 'Applications not developed by Facebook®'.

MICROSOFT

BETA1

The Beta1 Game

Test Windows Vista

Earn a *b* for installing beta,
e for voting on a version, *t*
for running it overnight, etc.

Your status visible to
everyone



Quadrupled participation

“People were talking smack in the halls and bragging about their status on the leaderboards. VPs would run into my office and yell, ‘Where’s my e? I earned it last night!’”

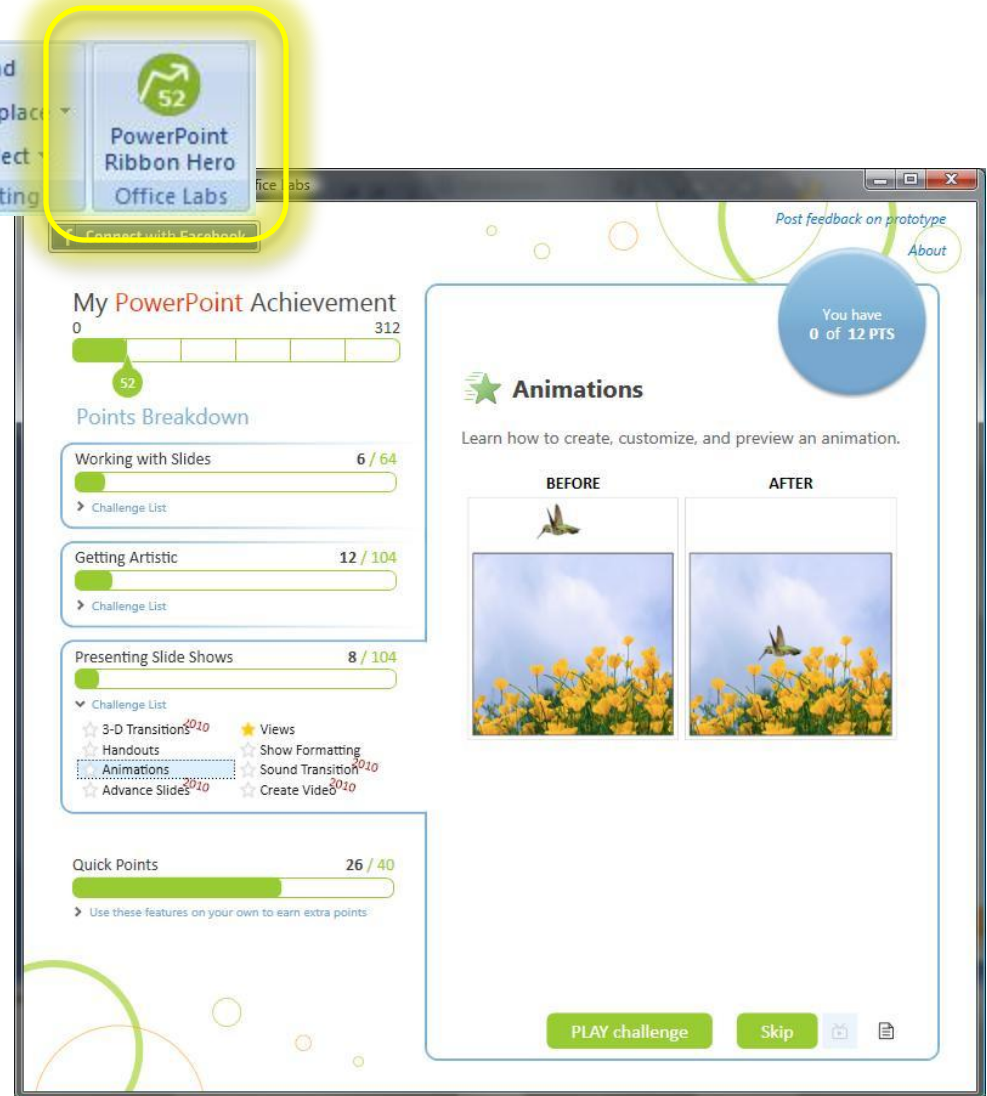
MICROSOFT OFFICE LABS

RIBBON HERO

Learning MS Office w/ Game Mechanics



"Games for learning is an increasingly popular field that's quickly gaining ground. When we started this project, we wondered if there was a place for games in Office. We set out to understand whether elements of game play (things like scoring points, competing with friends, and earning achievements) could motivate people to explore more of the app, learn new features, and ultimately become more productive"



PERSONAL STATISTICS

MINT.COM

NIKE+

Mint.com – Personal Finance

+1,000	Save money each month MONTHLY ▶ Why do this	PENDING
+250	Get a high yield savings account ANNUALLY ▶ Why do this	DO IT NOW ▶
+250	Get a credit card that pays rewards ✓ ANNUALLY ▶ Why do this	NICE JOB!
+250	Avoid bank fees MONTHLY ▶ Why do this	PENDING
+250	Come in under budget MONTHLY ▶ Why do this	MISSED IT

HOW *fit* ARE YOU?
April 2009

93%

Score for April 2009 93%

Nike+ - Personal Fitness

NIKE.COM.SG REGISTER MY ACCOUNT NEWSLETTER

Get connected to your running experience. Relive your runs. Track your progress.

NIKE+ USERS: Log in

Compare: Distance Time By: Run Week Month See All Runs

RUN TOTALS 10/22/06 at 8:45am

4.5mi	0:35'12":65	6'23"/mi	589
DISTANCE	TIME	PACE	CALORIES

5K

December 28, 2009

SCHEDULED	YOUR RUN
2 mi	3.25 mi

7mi
6mi
5mi
4mi
3mi
2mi
1mi
0mi

9/16 10/04 10/06 10/09 10/22 10/23

Next Run 4mi

Sport Music Support

beconfused.com

5K

December 28, 2009

SCHEDULED	YOUR RUN
2 mi	3.25 mi

7mi
6mi
5mi
4mi
3mi
2mi
1mi
0mi

S 12/27 M 12/28 T 12/29 W 12/30 TH 12/31 TODAY F 01/01 S 01/02

Next Run 4mi

WEEK 1

- RUNS: 4.77mi this week
- GOALS: 14 runs left
- CHALLENGES: Complete With Friends
- COACH: 80 days left
- MINI: Get Motivated

HOPELAB

GDITTY

gDitty – Physical Activity Meter

HOW IT WORKS...



get movin'



upload your data



get rewards!

gDitty makes moving around a fun, rewarding experience for kids. The gDitty product combines an activity meter with an online rewards program that motivates kids to move more. The gDitty device is worn on the belt or in a pocket. Activity data recorded by the gDitty is then uploaded to a kids' personal profile on the gDitty website, where activity is calculated into points. These points can be redeemed for virtual goods and real-world rewards, including customizable avatars, gift cards, even the opportunity to make a donation to a cause.

SOME OTHER IDEAS

ETC...

Teams / Times

Peer Pressure is Powerful

Team vs. team

Head-to-Head
matchups

The Clock is Powerful

This week only...

Finish in this
amount of time...

Who Buys Virtual Goods?

You do.

Social vs. Commercial

Thanksgiving
Dinner

Lawyers

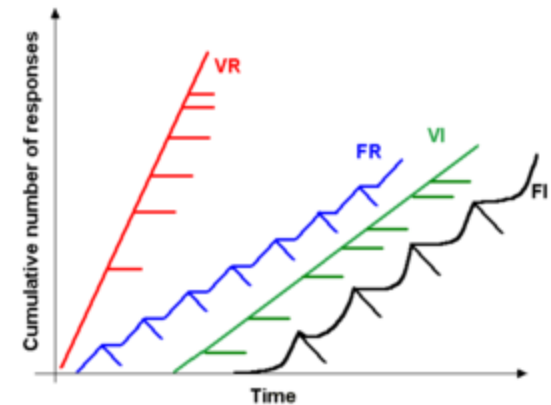
SECTION 2

FREQUENCY

Use Reinforcement Schedules

It's been shown that animals and humans work to maximize a reward's frequency, not its magnitude.

Put simply, "how often" is usually more important than "how much." A mouse interacts more frequently with a reward schedule that rewards it more frequently.

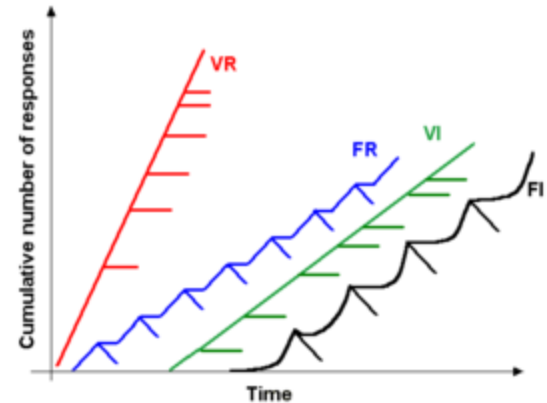


Use Reinforcement Schedules

Fixed interval (FI) schedules deliver reinforcement for the first response after a fixed length of time since the last reinforcement, while premature responses are not reinforced.

User gets points for logging in to the site once per day.

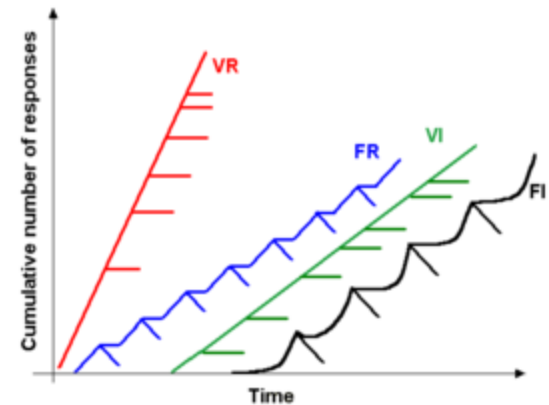
User gets points for watching one video an hour.



Use Reinforcement Schedules

Variable interval (VI) schedules deliver reinforcement for the first response after a random average length of time passes since the last reinforcement.

User is rewarded with points for the first game played after an average of 10 minutes from the last game.

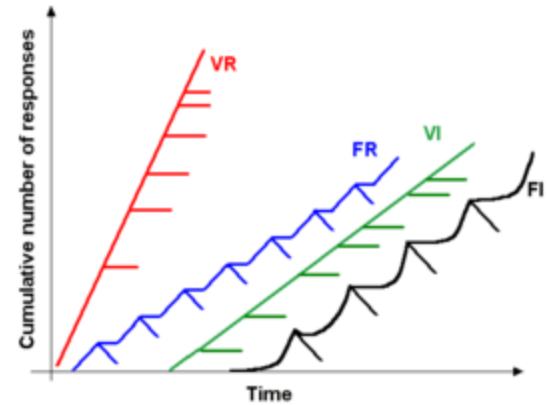


Use Reinforcement Schedules

Fixed Ratio (FR) schedules deliver reinforcement after every n th response.

User gets a trophy after winning 50 games.

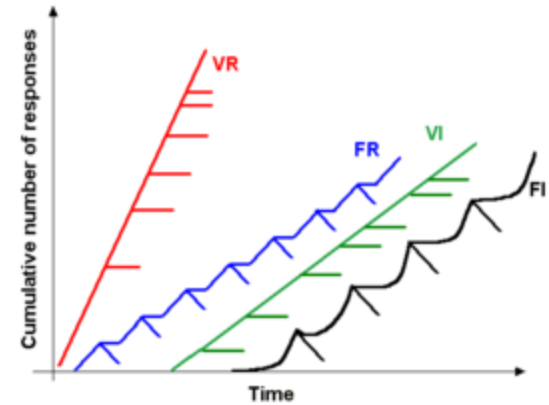
User gets a reward after every 5th video they watch.



Use Reinforcement Schedules

Continuous ratio (CRF) schedules are a special form of a fixed ratio. In a continuous ratio schedule, reinforcement follows each and every response.

Every time a user posts to the forums they earn points.

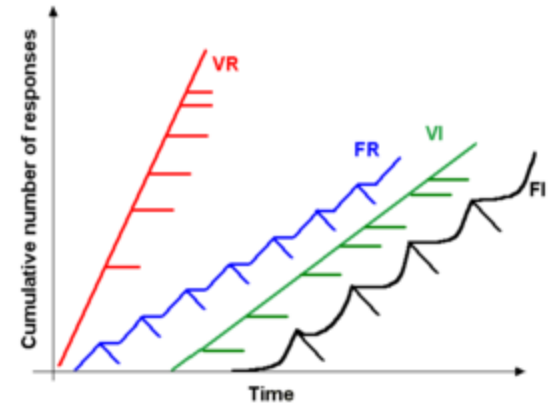


Use Reinforcement Schedules

Variable ratio (VR) schedules deliver reinforcement after a random number of responses (based upon a predetermined average)

On average, every 3 games a user will win some points.

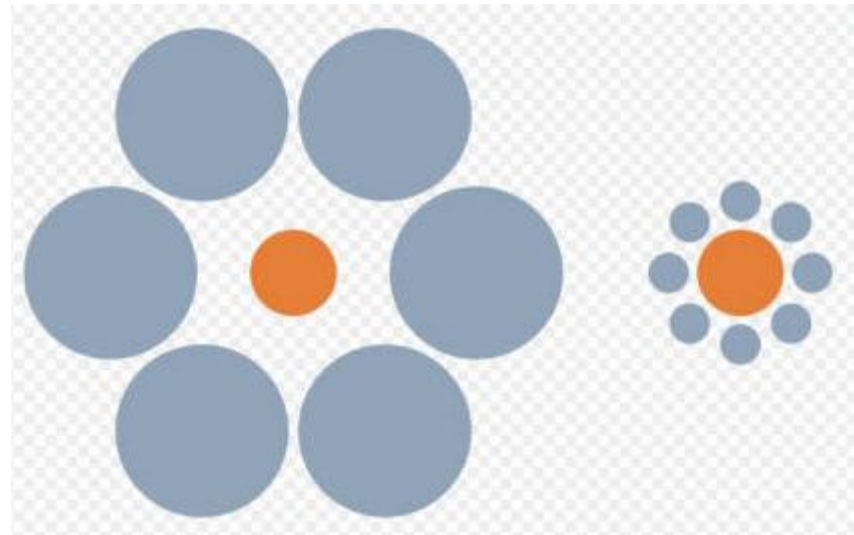
Slot machines.



SECTION 3

BEHAVIORAL ECONOMICS

Relativity and Contrast



Decoy Effect

16 Economist.com subscription - \$59.00

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Decoy Effect

68

Economist.com subscription - \$59.00

+52

- 1 year subscription to Economist.com

32

Print & web subscription - \$125

-52

- 1 year subscription to the print edition of *The Economist* &
1 year subscription to Economist.com

Decoy Effect

All expenses
paid vacation to
Italy

A

All expenses
paid vacation to
Italy

except you have to pay for
your own coffee

-A

All expenses
paid vacation to
Spain

B

Anchoring

Is the percentage of African American nations which are members of the United Nations more or less than 45%?

Is the percentage of African American nations which are members of the United Nations more or less than 65%?

Anchoring

Can anchor on anything.



Social security #s and wine.

Upper 20% placed bids 216%-346% higher than the lowest 20%.

FREE!

73

Lindt Truffle = 15 cents

27

Hershey's Kiss = 1 cent

FREE!

31

Lindt Truffle = 14 cents

-42

69

Hershey's Kiss = Free!

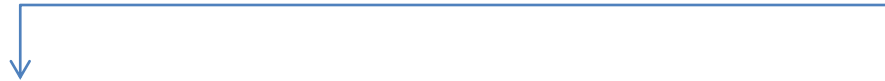
+42

FREE!

Most transactions have an upside and a downside



When something is Free, we forget the downside



Humans are afraid of loss. There is no visible possibility of loss when you choose a Free item.



There is no risk of having made the wrong decision.

Loss Aversion

**50% chance
of losing
\$200**

vs.

**100% chance
of losing
\$100**

**50% chance
of winning
\$200**

vs.

**100% chance
of winning
\$100**


Reciprocity

Requires that one person try to repay what another person has provided.

Future obligation benefits society, so everyone is trained to obey this rule or face serious social disapproval.

Reciprocity (2)

Applies even to uninvited first favors, which reduces our ability to decide whom we wish to owe.



Can spur unequal exchanges.



Can also take the form of initial concession that stimulates a return concession. Rejection then retreat.

Commitment & Consistency

After making a commitment, taking a stand, or position, people are more willing to agree to requests that are consistent with their prior commitment.

- “I’ll watch your stuff”
- “I’ll get you that toy for Christmas”
- “I support the environment”
- “I’ll bet on that horse”
- “I’ll buy that car”

Social Proof

People often view a behavior as more correct in a given situation to the degree that we see others performing it.

- Tip jar
- Ringers in the audience
- Man on the street
- Over 99 Billion Served
- What to do if you need help
- Social Norms

Scarcity

People assign more value to opportunities when they are less available.

- Things difficult to attain are typically more valuable. The availability of an item or experience can serve as a shortcut clue to its quality.
- When something becomes less accessible, the freedom to have it may be lost. People **HATE** to lose choices.

Scarcity (2)

Two optimizing conditions for scarcity:

- Scarce items are heightened in value when they are newly scarce. Things have higher value when they have become recently restricted – more than those things that were restricted all along.
- People are more attracted to scarce resources when they compete with others for them.

Recommended Reading

Influence

Robert Cialdini

*Predictably
Irrational*

Dan Ariely

Freakonomics

Steven D. Levitt,
Stephen J. Dubner

“Cognitive Biases”
on Wikipedia

Total Engagement

Byron Reeves
Leighton Read

*Changing the
Game*

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