Leveraging the Power of Gamification to Improve Results

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Session Description

In a fast-moving competitive landscape, everything boils down to consistent results. So what does it take to consistently exceed customer expectations? How do you create high-performance teams to deliver business value? In this session, attendees will be presented with a case study on how gamification and business simulations have achieved desirable results in the areas of managing cultural change, encouraging collaboration among diversified teams, handling conflicts in the workplace, and establishing a sense of purpose and pride among the workforce. Attendees will see that gamification and business simulations can have tangible business results. (Experience Level: Intermediate)

Speaker Background

Suresh GP is the founder and managing director of TaUB Solutions LLP, as well as a member of the board of itSMF India. He has more than fourteen years of IT experience, eight of those spent at HP. His expertise is varied, and includes ITSM, IT governance, project and program management, and business simulations. Suresh is a regular blogger and speaker at international events, and he was awarded the itSMF Contributor Award from itSMF Singapore.
Leveraging Gamification to promote business results

Suresh GP, Managing Director, TaUB Solutions
@sureshgp

Agenda

- Introduction to Gamification
- Gamification techniques and Examples
- Business Simulations – Structure, benefits and examples
- Business Case & Real Life examples
- Creating High Performance Teams
- Mastering Gamification at workplace
- Lessons Learnt & Take Away
- Q & A
Introduction to Gamification
The GAMIFIED BRAIN

A STUDY OF THE EFFECTS OF GAMIFICATION ON THE BRAIN

INCREASE IN MOTIVATION
Dispense is often associated with pleasure, but it actually plays a greater role in motivation. Your brain releases dopamine during challenge and achievement moments, which can increase your motivation and persistence.

JUMP IN TESTOSTERONE
When you experience victory, it can also release testosterone into the brain. This affects energy levels, mood, and self-esteem, as well as a number of other biological factors.

IMPROVED MEMORY
Through practice and repetition, you can crystallize specific skills about a subject or domain in your memory. This allows you to recall the required information when needed, as well as retain related topics in the future.

GROWTH IN SIZE
Researchers at the University of Oxford have shown that learning new skills permanently increases the volume of brain tissue in the brain. This helps to form connections between cells. A separate study by the Oregon Consortium for Brain Health found that playing video games and a larger dorsolateral prefrontal cortex.
Gamification – Tools and Techniques

Game Thinking

- Game Inspired Design
  - User Interface
  - Aesthetic
  - Narrative Tone
- Gamification
  - Intrinsic
  - Extrinsic
- Serious Games
  - Teaching
  - Simulation
  - Meaning
  - Purpose

Play
- Games
  - Entertainment
- Toys
  - Art
  - Adver-games

Layers of Motivation

- Trivial
  - Badges
  - Bonuses
  - Prizes
  - Leaderboards
- Emotional
  - Relatedness
  - Autonomy
  - Purpose
- Core
  - Security
  - Safety
  - Health
  - Physiological Needs

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Gamification Techniques & Examples

Starbucks – Gamification strategy

**Starbucks**

Gamification = Loyalty

My Starbucks Rewards launched a loyalty program and mobile app in 2009 that featured a fast way to pay and an incentive program.

Customers can register a Starbucks card or use the mobile app to earn stars.

**1st Use: Green Level: Gold Level:**

<table>
<thead>
<tr>
<th>1 Star</th>
<th>5 Stars</th>
<th>30 Stars</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,000+</td>
<td>20,000+</td>
<td>100,000+</td>
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**80,000 new members join weekly**

That's enough of a caffeine buzz to power the entire student body at Florida State every week.

1 in 3 customers pay with a Starbucks card. Starbucks cards alone account for $3 billion in sales per year.

Produced by iSMF USA & HDI #SMFUSION15
US Army – Recruiting & Training

U.S. Army: Games get serious
Gamification = Recruiting & Training Tool

The Army developed America's Army – a first-person shooter video game initially designed for recruiting and now widely used for training.

Since its release in 2002, it's become their most effective marketing tool.

Cost of Army marketing in 2008:

- TV advertising: $5 to $8 per person
- America's Army: 10 cents per person

That means with $1 million, the Army can reach

- 184,000 people with TV
- or 10,000,000 with America's Army

Three years after launch

1 in 3 recruiting at West Point placed America's Army.

And so it roughly 1 in 3 enlisted soldiers recruited that year.

Nike – Community building

Nike+: Gamification = Community

They made a game out of running back in 2006 with Nike+.

This system allows people to track, share, and compare exercise results while earning “fuel points.”

It's been a huge hit:

<table>
<thead>
<tr>
<th>Year</th>
<th>Nike+ Membership base</th>
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<tbody>
<tr>
<td>2007</td>
<td>900k</td>
</tr>
<tr>
<td>2009</td>
<td>1.3 million</td>
</tr>
<tr>
<td>2011</td>
<td>5 million</td>
</tr>
<tr>
<td>2013</td>
<td>11 million</td>
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Business Simulations

Value of Business Simulations

The effectiveness of different types of learning: NTL institute for Applied Behavioral Science

A scientific report shows that 75% of knowledge and skills are retained when 'learning by doing'.
An effective approach – maximize Value

- Which problem do we want to solve?
- What is your learning objective?
- What is the desired Behavior?
- What will we see differently?
- Which Skills, Knowledge & competences do people have/need to do this?
- Which learning intervention or exercise can help achieve this?

Objective/problem

Business results

Functioning

Competences

Test prove

Learning process

- How can we see and measure the impact on V.O.C.P.R?
- Which new behavior will we see at the workplace, how can we enable this & measure?
- How can we evaluate that the knowledge or skills have been learnt/applied?
- How do we evaluate the learning experience?

Intervention e.g. 'Simulation Game'

Problem? Behavior? Result!

Dissatisfied Customers
- Poor availability
- Re-inventing the wheel, wasting money and time
- No control
- Staff frustration

Objective/problem

Business results

Functioning

- Improved Customer satisfaction
- Improved availability
- Less wastage
- Improved motivation

- Customer focused
- All incidents recorded
- Support staff record & transfer work-arounds
- Managers addressing people on behavior
- We prioritize using SLA
- We continually improve quality of tool & process
- We give direct feedback

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Business Case -1

• Client History & Requirement
  – Large Company in US
  – Offshore Center in India
  – Service Desk failing miserably losing about 25 % customer base in 3 months.
  – Relatively new task force with absence of able leader
  – Customer responsiveness, technical prowess and communication failure.
Problems with the teams

• Offshore team is not managed well.
• They do not work on checklists, process and procedures
• With Customers
  – Language Barrier
  – Technical Knowledge or Troubleshooting techniques
  – Customer service skills
  – Ownership of Issues

Desirable Attributes

• INITIATIVE (Improve self, team, process and for customer)
• OWNERSHIP (Take charge for services, systems ensuring follow up of customer issues to completion)
• TEAMWORK (Share Knowledge, Document and Give feedback)
• QUALITY (FTR, Ongoing Improvement and Lessons learnt)
• CONSISTENCY (Follow process in unison. No deviation]
• COLLABORATION [ Listen, learn & Trust]
How did we approach the situation

- Intake
- Onsite and Offshore experience
- Debriefing, Next Steps
- ITIL Foundation & Business Simulation
- Key issues and Desirable Behaviors
Key Business Results

Process Adherence
- Understood the real value of clinging on to process
- Roles and Responsibilities along with Ownership

Leadership & Communication
- Identified gaps with leaders and promoted deserving candidate
- Communication protocol (Formal, Informal) was streamlined

Customer Service Skills & Results
- Understanding nature of customer, explicit and implicit need
- Adopting Service Culture with result oriented KPIs and Metrics

Business – IT Alignment

Key Business Drivers
- Poor Customer Satisfaction Scores
- 40% of Projects Failed
- Business Revenue & Profitability down
- Lack of Motivated Teams
- Business and IT not getting well
The Grab@Pizza team

Game Leader

CEO

Business Manager

Logistics

Supplier

Business Managers

IT Management

Incident/Calls Process

Game Board

Made 9
Not taken by SD 3
Solved by SD 1
Solved by IM 4
Open 1

Report

KE

SD

PM

IM

Made

Solved

Open
Plan Changes

1, 2
3, 4
5
6
7
8 & 9

Change Preparation
Change Calendar
Application Development

Customer Satisfaction
- NPS of 88
- Retention of Customers

Business Revenue & Profitability
- Grew by 25%
- Grew by 18% YOY
- 12% increase of customers

Successful outcome of Projects
- 85%
- Within budget, time and quality

Key Results
Key Takeaways

Shared Vision and Goals

- Managing attitudes & Behaviors
- Collaboration
- Business & IT story
- What is in for me?

CRM – Gamification results

Organization Revenue = $100 M
CRM system – Up by 22 %
Boosted Revenue = $122M

Due to Poor adoption & Low user Engagement
Only 1/3 of benefit = $7M
With Gamification = addition $11M
Creating High Performance Teams

Competency Management

Company’s Mission, Values, Vision and Objectives

Company Competencies

Workforce Competencies

Function / Role Competencies
Leadership

- Walk the Talk
- Being with the team during failures
- Routers will become redundant
- Inspire by Shared Vision
- Instill values
- Being readily approachable
- Backing up the team
- Freedom to experiment & fail
Experimentation & Failures

“Experimentation is essential. Don’t be afraid to fail.”

“NO AMOUNT OF EXPERIMENTATION CAN EVER PROVE ME RIGHT; A SINGLE EXPERIMENT CAN PROVE ME WRONG.”
ALBERT EINSTEIN

Shared Vision & Values

Key performance indicator: reduction in the number of incidents.

“We don’t measure our value contribution to strategy.”

“Closing the Help Desk between 09:00 & 17:00 isn’t what I had in mind!”

ABC Cards of ICT

IT goals are too internally focused... as a result they end up scoring on own goal.
Managing Cultures

GAMIFICATION
OF ENGAGEMENT & CULTURE

Collaboration

KEEP CALM
AND
START COLLABORATING
Mastering Gamification at Workplace

Deloitte increases the number of weekly returning users for their Leadership Academy by 37%

SAP repurposes training materials into an online gamification platform – Increase New Hires awareness 75% increases new hires’ awareness of SAP products and services by 75%.
WIFM?

◆ Clear Job Roles and Responsibilities
◆ Career Progression
◆ Encouraging new skills acquisition
◆ Investment on competencies instead of knowledge
◆ Leader board – Knowledge Sharing, Innovative Ideas, New Initiatives creating WoW Moments
◆ Performance Appraisal – Meaningful to match Employee & Business Expectations

Intrinsic Motivation

Love your job more than your company. Because you never know when your company will stop loving at you

- Pay Rise vs Job Satisfaction
- Work Place vs Working People
- Managers vs Leaders
- Work Life Balance vs Achievements

Understand what motivates your people and design triggers accordingly!
Work place dynamics

FUN COLLABORATE SPECIAL TALENT

Gamification

- Mechanics
  - Visual storytelling
  - Visual cues
  - Response objects
  - Reward schedule
  - Incentives
  - Access
  - Social feedback

- Measurement
  - Reputation
  - Performance
  - Quality
  - Completion
  - Quantity
  - Time

- Reward
  - Recognition
  - Status
  - Access
  - Stuff

- Behavior
  - Loyalty
  - Mastery
  - Quality
  - Engagement

Credit – Digitalmediacenter.org
Lessons learnt and takeaways

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<thead>
<tr>
<th>Provider</th>
<th>Customer</th>
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<tbody>
<tr>
<td>Better understanding and buy-in for ITSM best practices, experiencing the benefits</td>
<td>Improved quality of services resulting from the change in behavior as agreed in the simulation game experience</td>
</tr>
<tr>
<td>Better understanding of other groups perspective</td>
<td>People started applying the behavior they had experienced in the simulation game</td>
</tr>
<tr>
<td>Better understanding of customer expectations and customer centric behavior</td>
<td>Reduce time, cost and effort to implement as people have a better understanding of how to apply after following a simulation</td>
</tr>
<tr>
<td>Agreed improvement actions captured &amp; willingness &amp; commitment to execute them</td>
<td>People got together more after the simulation game to analyze and improve their work together</td>
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Key Success Factors

Integrate **LEARNING** and **WORKING**

Improving your work is your work,

Embed in the line

**MEASURE** Behavior and Impact

**REWARD** and **CONFRONT** Leadership

**OWNERSHIP** & **RESPONSIBILITY** beats tools, process and procedures.

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Played in context of Organizations
Bring ‘END-to-END’ together
Create **DIALOGUE**
Break down SILOS, Improve Team-working
Assess **WEAKNESSES**
Learn to Develop OWN procedures and agreements
Translate **THEORY** into **PRACTICE**
Learn to apply 4 P’s to realize the 5th P
Learn **Pragmatic CSI**
Happy people = Happy Business

Resources

• [www.gamingworks.nl](http://www.gamingworks.nl)
• Blogs: [What is in for you as an ITSM expert by playing Apollo13](http://www.gamingworks.nl)
Thank you for attending this session.

Please don’t forget to complete an evaluation form!