GAMIFYING BPM ADOPTION

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Success of a BPM program involves close co-ordination with People, Process and Technology. Improving processes and transforming businesses using BPM requires cultural changes within the organization. Many of the BPM programs fail because people aspects are not sufficiently addressed. One of the key challenges to ensure BPM success is to help the existing workforce adopt new ways of working.

Let us look at some of the typical challenges that are faced by organizations to reach their objectives from a business process management implementation perspective.

• **Lack of adoption due to resistance to change**: Many in the workforce have become used to manual processes that they are not willing to change.

• **Lack of adoption due to technical impediments**: Many organizations face the challenge of an ageing workforce that is uncomfortable or wary of using new technologies like tablets and analytics dashboard that are becoming an essential part of business.

• **Lack of efficiency improvements**: Even in cases where the workforce starts adopting change, KPI improvement is not guaranteed.

Gamification is a concept that has been growing in popularity and has been successfully adopted by many businesses to promote user engagement. With the advent of Big Data analytics, the mobile revolution and a social media explosion, gamification can be taken to the next level of user engagement.

This paper looks at effectively utilizing gamification concepts to reduce resistance for BPM adoption and draws up a roadmap to make the transition an engaging one.

**Abstract**

Over the last decade, Business Process Management (BPM) has enabled organizations to achieve significant process efficiencies and cost reductions by simplifying and optimizing the business processes and enabling straight through processing. With the digital revolution, organizations are rethinking their business models and processes and are in urgent need to be adaptable for digital business. One of the major challenges faced during this transition is the flexibility of the workforce to embrace new ways of working and the ability to utilize new technologies for efficient working.

Bringing the right focus, engagement and motivation is the key to success of a BPM program. These are the reasons BPM best practices recommend the involvement of the existing workforce in testing new processes and ensuring they are put through a well-defined training program.

To make adoption easier, the concept of gamification provides an extra edge. With the right gamification concept and structure, employees begin to use new processes because they enjoy doing so and are rewarded for their actions in interesting ways.
Gamification can help enforce processes and improve performance metrics by influencing employee behavior, motivation, engagement and commitment through a series of rewards and reminders. The outcome is happier customers and improved customer rating. In several industries, gamification is becoming a popular methodology of onboarding new employees and retaining exceptional performers.

Before exploring the gamification of BPM, it is important to define the concept. Gartner defines Gamification as “the use of game mechanics and experience design to digitally engage and motivate people to achieve their goals. Gartner has recently redefined gamification; in this new definition, it is distinguished by its digital engagement model and the focus on motivating players to achieve their goals”.

Fundamentally, gamification turns any process into a form of play. As users of a system step through the process, they are evaluated for their efficiency and expertise. The technique leverages the natural desire of people to compete, achieve and demonstrate their expertise. When a desired task is achieved by a user, the user is awarded points, given higher level tasks that lead to more rewards along with a status that draws recognition and praise within a community.

Several industries use gamification in the most obvious ways: book stores reward customers with points that fetch them special offers and airlines have frequent flyer miles that compel customers to use the airline and redeem their points for attractive rewards. Gamification already has a great track record.

The psychology of successful game play has several components. The gamification of processes must also consider similar components (Figure 1):

![Figure 1: The Game Plan](Reference link - http://blogs.gartner.com/brian_burke/2014/04/04/gartner-redefines-gamification/)
• **Real-time feedback** to make users aware of their performance and ensure they can make accurate self-assessments

• **Tips and techniques** based on performance to ensure improvements

• **Visibility/leaderboards** to the performance of other “gamers” so they know how they are performing vis-a-vis others and can motivate themselves to do better

• **Goal management** which allows users to see where they are in relation to their goals

• **Reminders** or interventions that reduce process deviations and help achieve pre-set goals faster

• **Rewards** that are at various levels and help the user move towards the mastery of a process; rewards range from badges with associated community recognition to monetary and non-monetary benefits

• **Team effort** that brings about collaboration and knowledge sharing to reach higher goals

• **Spot challenges** that help motivate individual players and teams to go beyond their current levels of achievement, thereby accelerating performance when business places a demand

• **Training** that takes users through the various steps of the “game” (process) so that they can practice and refresh their skills

• **Game innovation** which can include social BPM or ways in which process owners can seek assistance to resolve issues from their community by asking questions on an internal social platform

**HOW CAN WE EFFECTIVELY UTILIZE THESE CONCEPTS FOR ENABLING BPM ADOPTION WITHIN THE ENTERPRISE?**

**MOTIVATIONS BY REWARDS**
What can motivate a customer support executive to own and complete more tickets than assigned? A gamification platform can provide reward points for each ticket resolved.

**REWARD CHALLENGING TASKS**
What can motivate members with higher skills to take on challenging tasks? The gamification platform can provide higher points or special badges for resolving complex tasks.

**INCREASE INTERACTIVITY AND COLLABORATION**
What can motivate a customer support executive to own and complete more tickets than assigned? A gamification platform can provide reward points for each ticket resolved.

**IMPROVE CUSTOMER RELATIONSHIP**
The platform can provide options to display customer ratings in real time so that the employee is encouraged to improve processes. Providing options for “Thank You” notes and appreciation can improve the motivation to provide better customer service.

**CELEBRATE SUCCESS**
Gamification platforms generally provide options like Leaderboards that highlight better performers in the form of dashboards and mechanisms to celebrate success like a good customer rating to create higher levels of motivation.
Gamification has become popular as a way of creating higher level engagement with users, employees and customers. While gamification has tremendous potential, many organizations attempting to gamify their processes have got it wrong. Poor design, below par implementation and inappropriate management are responsible for the failures. However, those shortcomings can be set right.

Technologies such as data analytics, responsive design, immersive and context aware applications can improve the game experience, providing BPM a new thrust. These technologies are especially valuable in engaging the new workforce that has been brought up on similar experiences in retail, education, travel and other segments.

BPM is a human centric application. The success of a human centric application depends on how engaging it is and how it motivates those involved in using it. Innovations like social BPM and immersive technologies will ensure that BPM can be effectively gamified to improve efficiency and enhance productivity.
About the Author

Manoj Santhakumar
Manoj has over 14 years of experience in end-to-end implementations in integration space, covering areas like Consulting, Architecture, Program Strategy and Solution Delivery for Payments, Banking, Insurance and Telecom. He has been instrumental in setting up Integration Competency Centers and enabling BPM and SOA transformations in multiple client engagements. Manoj is currently working as Senior Consultant under Connected Enterprise Services (CES) Practice of BAS. He can be reached at manoj.santhakumar@wipro.com

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