



HITTING IT OUT OF THE PARK BY GAMIFICATION

Abstract

They say life is a game, and sometimes work can be too. That's what Carolyn Walker, the Head of a global IT service desk discovered when she applied gamification techniques – and especially those of competitive cricket – to the challenge of pepping up the performance of her demotivated consultants. The results, in a nutshell, turned out worthy of stadium-wide applause.



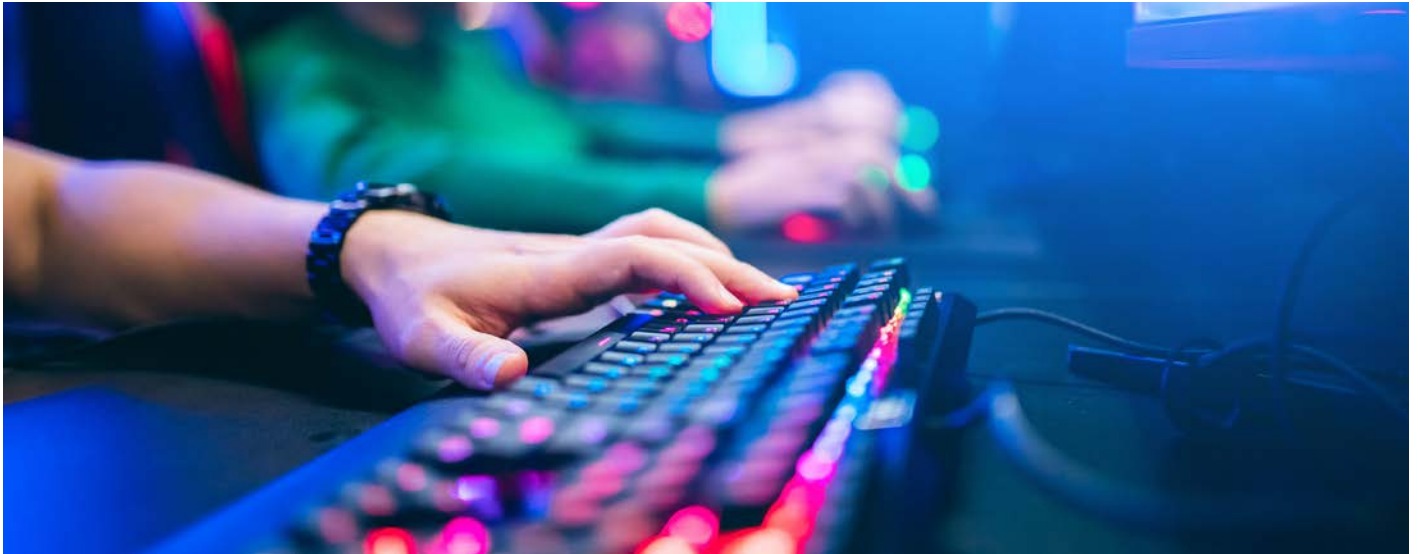
Not playing in form

Carolyn Walker heads the global IT service desk at a global provider of agricultural science and technology headquartered in Europe. While the service desk provided critical 24x7 support to the IT concerns of front-line employees, vendors, and partners, it had been in the recent past not performing up to the mark. The low productivity meant that incident tickets were not being closed in a timely manner, leaving the service desk users very dissatisfied.

The service desk played a key role in enabling the growth of the company's businesses globally and with complaints

from users growing, Carolyn was constantly mulling over possible programs she could deploy to motivate her teams. One day she read about Infosys Living Labs having developed a platform called the Infosys Enterprise Gamification Platform (iEGP). The platform tapped into the human desire for competition, achievement, status, altruism, and community collaboration by rewarding users for increased engagement and for accomplishing desired tasks. She decided to get in touch with Infosys to explore the potential of the platform in improving the performance of her service desk consultants.

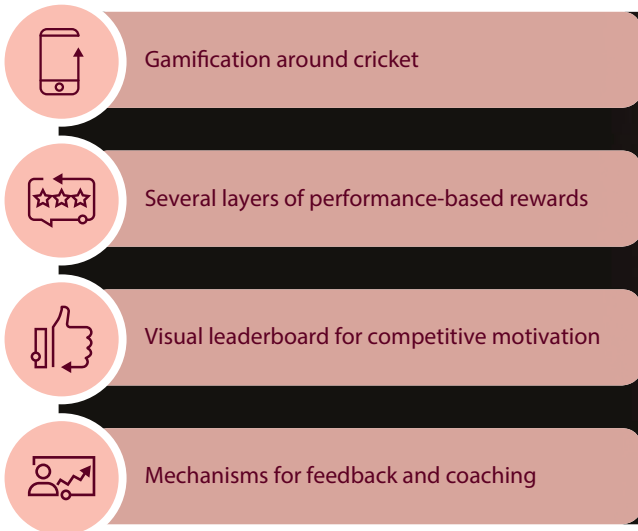
Soon she was speaking to Infosys' Harvey Matthew who headed Application Management for iEGP. After understanding Carolyn's challenges, Harvey laid out how the iEGP platform could apply gamification to any enterprise scenario and explained the finer details of how it could apply to Carolyn's situation. Enthused by these discussions and the possibilities of the iEGP platform, Carolyn soon brought Harvey and his team of developers on board and mandated them with developing an engaging support desk ticketing system based around gamification principles.



Getting into the game

Because Carolyn's service desk was offshored in India and most of her consultants were avid followers of the game of cricket, Harvey planned to gamify their work processes around the game.

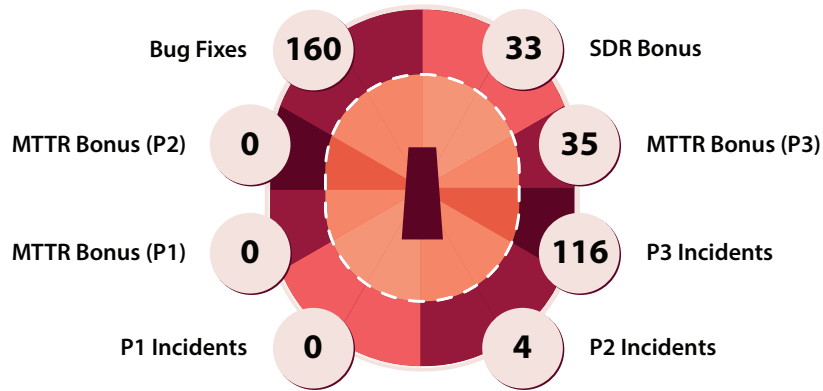
Approach summary



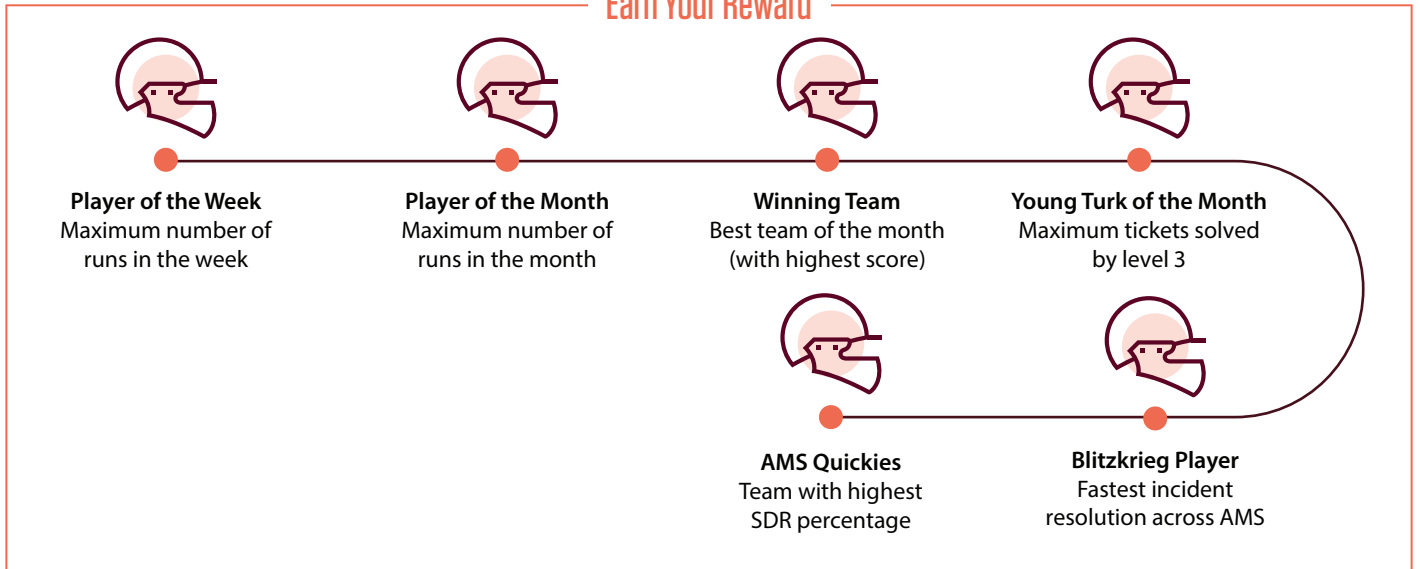
Harvey's team of software developers began work on developing the ticketing system around the team of a cricketing championship league. Similar to cricket, where the players score 'runs' by hitting the ball across the field, the service desk consultants too could score runs by successfully completing key service tasks such as resolving their assigned incidents. The runs were awarded based on the

priority levels of the incidents. Thus, resolution of P1, P2, and P3 incident levels were awarded 6,4, and 2 runs respectively. Similarly, completing more difficult tasks such as fixing a reported bug would earn the consultants 10 runs. In addition, consultants would be awarded bonus runs for resolving issues on the same day of assignment, and for keeping the mean time for resolving issues below certain stipulated limits.

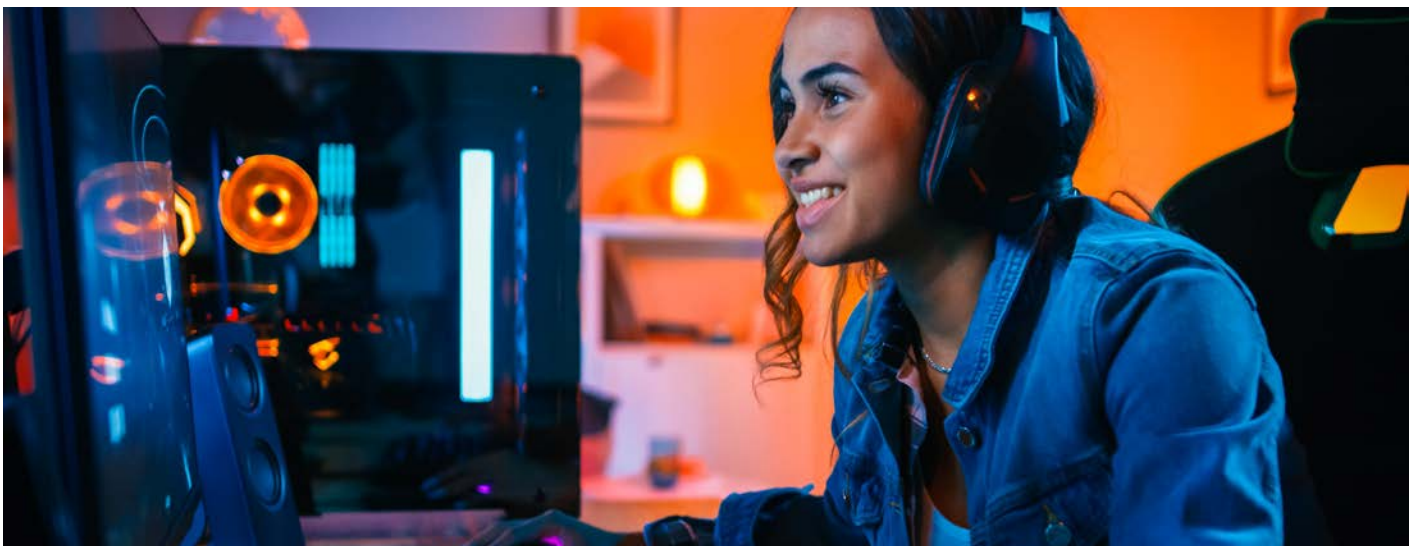
To provide the needed competitive encouragement to score more runs, the system featured a visual leaderboard which allowed the service desk consultants to visually compare their individual performance with that of their peers. Other exciting features included score diaries, the ability for consultants to receive feedback and coaching, and the options to sign up for different types of reward systems.



Earn Your Reward



The players in the league-like game also had the opportunity to win different colored caps. Consultants stood to win a “Player of the Week” or “Player of the Month” cap for the maximum runs scored in a week or month, and they were awarded “Team of the Month” caps for being part of a winning team. There were also special caps for outstanding players and teams – a “Young Turk of the Month” cap for the maximum number of tickets solved by an entry level team member, a “Blitzkrieg Player” cap for the fastest incident resolution across the service desk, and “AMS Quickies” caps for the team with the highest same day resolution (SDR) percentage.



Winning hands down

Once Harvey and his team completed designing, developing, and testing the gamified ticketing system, Carolyn rolled it out across 14 of her service desk teams having a total strength of over 250 consultants.

Key benefits



In just a few weeks, there was a noticeable and sustained spike in the service desk teams' enthusiasm and productivity. Ticket resolution rates increased by 6%, the rate of same day resolutions (SDR) increased

by 5%, and the mean time to resolve tickets (MTTR) decreased by an extremely satisfying 10%.

Carolyn is now an active proponent

of gamification initiatives across her organisation and the new-found efficiency of her service desk fetches her regular appreciation from satisfied users as well as her senior management colleagues.

**Names have been altered to preserve the identities of the people involved.*

For more information, contact infosysbpm@infosys.com

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