



Corporate Culture Campaign using Gamification

powered by:
gametize



↑ 9.8%

Increased participation compared to the previous year

(Note: 162 pax active participation in 2018 vs 178 pax in 2019).



The Credit Counselling and Debt Management Agency (AKPK) engaged its workforce of 178 employee across its Kuala Lumpur headquarters and 11 branches across the nation in a 3-month corporate value internalisation and externalisation campaign through gamification.



Employee Engagement

↑ 244%

AKPK's corporate values were launched in 2014 and a project committee was formed in 2015 to introduce the values to all its employee. The committee was tasked with guiding employee through the internalisation process with the aim of improving work ethics and overall work performance.

The four corporate values of AKPK consist of Learning, Productivity, Integrity & Sincerity, and Nobility in serving customers. The acronym and short form LEPIN was coined to represent the suite of corporate values.

Prior to the gamification application which was introduced in 2019, AKPK utilised various creative methods and devised internal programmes to engage with employees so that they may familiarise with the values. From 2015 to 2018, the corporate values were instilled in the workforce through team building sessions, lectures, training and internal campaigns lasting between one to three months.



THE GOAL

The corporate culture campaign was created to assist employee with internalising the four corporate values and demonstrate those behaviours with ownership and accountability while undertaking responsibilities in the departments under AKPK. The team had to ensure the internalisation process was equally effective no matter if employees were located at the headquarters or branches. In addition, having attempted various methods of coaching employee on the corporate culture, the project committee discovered that gamification had the most positive impact and longer-lasting benefits for all who were involved.

THE CHALLENGE

The biggest challenge during the implementation of the 2019 campaign was to get every employee on board while utilising unfamiliar technology and involving employee across multiple departments and generations to achieve the set objectives. With a total of 12 locations spread across the country, the inter-office engagement was crucial and a key factor of the campaign's success.

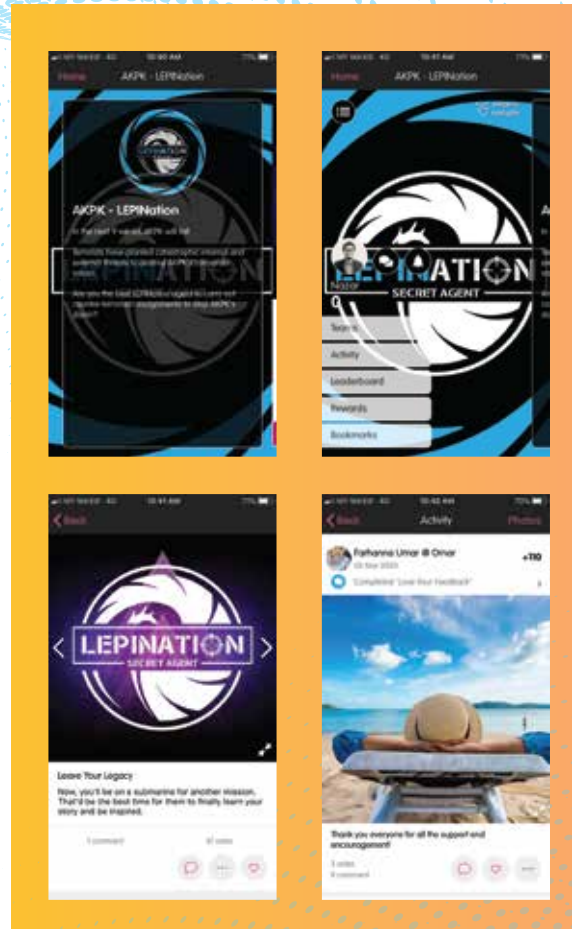
The corporate values of AKPK that the campaign served to inculcate were:

- #1 Learning Is Our Light**
Continuous acquisition of knowledge and professional skills which were fundamental to the organisation
- #2 Productivity Is Our Might**
Working cohesively as a team towards achieving objectives and building organisational strength to remain invariably competitive
- #3 Integrity & Sincerity Are Our Guide**
Earnest adoption of honest, truthful and empathetic attitudes in discharging AKPK's services
- #4 Nobility Is Our Pride**
Derivation of satisfaction and passion at work in the quest of improving the financial wellness and well-being of customers

LEPINATION

THE TOOLS

Prior to using the Gametize app, the project committee ran a three-month corporate culture campaign in 2018 and gamified it using a points system. Employees were assigned full points which were then added or deducted using a merit and demerit system. The tedious effort of recording all 178 employees' scoresheet on a daily basis using a spreadsheet prompted the committee to search for a tool to ease and automate the process for the future.



Executed from mid-July to mid-September 2019, the campaign spanned 10 major topics spearheaded by 9 departments and committees. The campaign produced the following capabilities and output:

- **Weekly challenges:** Weekly or bi-weekly challenges were dispensed via the app and may include up to four challenges spread throughout the week.
- **High user engagement:** The game was varied and challenging, thereby keeping employees on their toes and created much excitement and interest. Engagement of the users were at a record high throughout the campaign.
- **Team player:** Started off as an individual player, participants graduated to become team players by the middle of the game and had a steep learning curve to bond and perform effectively as a team.
- **Soft skills and creativity:** With the various challenges which involved passive and active learning, employees had the chance to utilise their skills, learn new ones, employ creativity and communicate effectively in achieving the game's objectives.
- **Organisation:** Employees did a spring cleaning of their workplace in preparation of their mission (in line with occupational, safety and health guidelines). In addition, they had to organise themselves within the team and designate roles to team members in order to work well together.
- **Health emphasis:** The modules on health included physical health, mental and emotional health, personal safety and self-defense tips, and even a financial health component to ensure that participants are fit to do their best at work and at play.
- **Ownership:** Employees were given the responsibility to identify third party agents, monitor social media and understand the guidelines of whistleblowing, thereby making them aware of their ownership and accountability over the matter.

STATISTICS

↑ +9.8%

participants in
2019 vs 2018

participants
above the age
of 45

↑ +28%

↑ +100%

buy-in from
management
for flexible work
arrangements



THE RESULTS

SUCCESSFUL BEHAVIOURS AND ORGANISATIONAL CHANGES

The campaign not only succeeded in engaging and reminding employees about the corporate values, but the gamification experience was a key factor towards its success. Using Gametize yielded unexpected outcomes which the committee are proud of and would be keen to repeat in the following year:

- Internalisation of corporate values: Employees were led to demonstrate behaviours, learn new skills and gain understanding around the corporate values, all done in a fun, interactive and engaging manner.
- Inter-departmental teamwork and collaboration: While the campaign was led by the project committee, the game contained several modules contributed by different committees and departments. The ownership and accountability over their respective modules contributed greatly to the success of the campaign.
- Led by leaders, Owned by followers: During the launch of the campaign, leaders and influencer employee from each department and branch were engaged to stir excitement and motivation to participate fully. Instead of perceiving it as another campaign executed by the company, employees saw their involvement as a contribution towards their work performance, thereby increasing the engagement level.
- Camaraderie among employees: Strengthening of relationships among employee from various branches, departments and across generational gaps. Each team comprises members from different branches and it was evidently seen that employees established better relationships with their colleagues.
- Personal growth: Employees were challenged to utilise skills they never attempted before (such as piecing together a short video), work together in a team, maintain tolerance and understanding in a group, and adopt usage of technology they were not familiar with (apps, videos, and social media). This bodes well for the organisation, because employees who are willing to learn will grow and go far with the company.
- Achievement of organisational objectives: With the involvement of employees from various committees and departments, the campaign accomplished multiple objectives within departments' key performance indicators and this led to the overall achievement of organisational objectives.

OUR VALUE

We guided the LEPIN project team to gamify AKPK's corporate culture campaign through constructive training on gamification tools and applications. The training was followed up with succinct coaching throughout the project. This helped the project team to successfully run the campaign. The results of the campaign has convinced AKPK's management team to update AKPK's human resources policies that has improved the overall employee performance and satisfaction with the company.