Gamification as a Tool for 360 Degrees Implementation with Reference to Planned Social Change of Swachh Bharat Abhiyan

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Abstract
For many years playing games was a big no in work places or rather isolated. While every company did understand the importance of games they never gave games priority. Off late many companies have realized that gamification is useful in a variety of ways to engage, interact and retain their stakeholder’s. Hence, an increasing number of business applications are integrating games to improve patient’s health, engage employees, to retain loyalty consumer and to entice new customers. This article is an attempt to highlight how gamification is useful for various purposes and indicate with examples how the present companies are engaging or interacting with consumers or employees or with their patients. However this is also an attempt to focus on how it might also be used to implement planned social change in India taking the reference of SwachBharath Mission taken up in full-fledged manner by Indian government, while suggesting the implementation also.

Keywords: Gamification, Employee Engagement, Customer Interaction, Customer Retention

Introduction
Planned Social Change,
Tell me and I will forget
Show me and I will remember
Involve me and I will understand
Step back and I will act
This Chinese proverb is very much important for companies as well as doctors these days. As a child which did not long to convert all the study hours into games hour? Even though million other productive tasks were pending, games always had a priority in a child’s life. Why are games so important and why not school assignments or completing the lunch? Why not make this entire boring task to a joyful game? Some management gurus felt the same and are using gamification to make the shopping experience enjoyable, taking up challenges in work as fun and even bringing social changes with gamification. Gamification is everywhere right from customer engagement, employee engagement, and patient engagement.

What is Gamification?
It would be simple to explain the concept with one or two examples. When a person reads regularly Economic Times he/she is prompted to register for Times Points Program which rewards them with badges. Points, Badges, levels and status and leaderboard position at just not national level but also internationals for various activities performed on Economictimes.com. These include reading articles, commenting, watching videos, linking profile with Facebook and Twitter accounts and subscribing to ET daily newsletter. Below is the complete information of how this reward system works for individual when his participation increases.

**Source:** Times Points of Economics Times

Member
Cheat Sheet: This is easy! Register on Economictimes.com and get the member badge. Points: 20 points for registering on the site.

Inboxer
Cheat Sheet: Subscribe to the Economictimes.com newsletters & guess what! You get additional points for opening the newsletter or clicking on a link. Points: 10 points per subscription

Power Networker
Cheat Sheet: Link your Times profile with your FB and Twitter accounts. Points: 20 points for each account shared.
Bizsmith
Cheat Sheet: Keep the conversation going through your Comments & Replies to get this badge. Points: 5 Points for each reply or comment

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Share Czar
Cheat Sheet: Share News, Articles, Stock info on Economictimes.com with your friends on Facebook, Twitter or Hotklix and become a Share Czar! 'Recommending' and 'liking' links on our site also qualifies. Points: 2 points for each share

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Super Surfer
Cheat Sheet: Make Economictimes.com your financial news hotspot. Visit us every day to earn this Badge! Points: 1 point for each visit

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Biz Influencer
Cheat Sheet: Your opinion matters. Get the Biz Influencer Badge when other users 'Recommend' or 'Agree' with your comments. Points: 1 point when someone agrees to your comment.

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Poll Star
Cheat Sheet: Be the opinion! Participate in a poll and get this badge. Points: 3 points for each Poll

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Biz Pundit
Cheat Sheet: Read/watch business articles, videos & slideshows and become a Biz Pundit. Points: 2 points for each Photo gallery visit; 2 points for video view and 1 point for reading an article.

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Market Buff
Cheat Sheet: Share your opinions in market through Comments & Replies in the ET market section. Points: 5 points for each comment and reply

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Market Guru
Cheat Sheet: Read market articles and watch more videos and slideshows be a Market Guru! Points: 2 points per article read / video watched.

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Investor
Cheat Sheet: Track your investments and savings on ET Portfolio by visiting us daily! Points: 2 points per visit.

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Smart Investor
Cheat Sheet: Start managing your investments and savings by creating a portfolio, watchlist or alerts on ET Portfolio. Points: 10 points for creating a portfolio, watchlist or stock alerts.

Global Status
You will be awarded a global status at different point thresholds starting with the Bronze.

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Leaderboard:
The top 5 fans of on Economictimes.com; will be featured on the leaderboard. Fans will be ranked according to their level of activity on Economictimes.com. Their global status will drop in case their level of engagement and interaction on Economictimes.com decreases.

An increasing number and variety of business applications are integrating game mechanics, or gamification, to improve patient or user engagement, engage old employees and hire new employees or train them for retention, engage new customers, for improving employee productivity or innovativeness, build loyalty, and more. Few of the examples are discussed to understand how gamification is used by todays companies.

Gaming to Engage the Patient
The million dollar question is playing games beneficially to patients as well? Yes, it was proved that games do benefit patients a lot. Many pharmaceutical marketers are applying games to engage their customer i.e., patients. The pharmaceutical companies are trying to change the age old saying of an apple a day keeps the doctor away to “A Game a Day Keeps the Doctor Away!” As everyone enjoys games as they are engaged and the result with respect to patients also was found to be encouraging.

Syrum was one social game on Facebook which was way apart from the traditional methods of engaging the patients. Syrum had 10,000 testers in its first launch in Europe. This is similar to Zynga’s Farmville but the difference is laboratory is to be traded instead of farmland. The next level of engagement that was inserted into this game was co-creation. The users were given an opportunity to collaborate and build products together.

Ayogo with joint efforts of Merck came out with a game for patients who were suffering Type 2 diabetes. Here the game allows the players to choose any avatar and join in activities to play and win gold coins and advance to the next level while using tools to help manage their diabetes and understand why they are required to follow their prescribed regiment.

Gamification and Employee Engagement
When it comes to employee engagement gamification is used by companies for training, employee retention, attracting new talent, motivation and productivity and employee innovation. Very good examples of innovation are world banks’ Evoke and Idea Street from UK’s Department for work and pensions.

Training- Deloitte Leadership Academy, has inserted gaming elements into its online leadership development portal a digital training program for 50,000+ senior executives in companies around the world. Badges, leaderboard rankings, and rewards are given to trainees as a feeling of accomplishment when they participate when they submit comments and ideas, and complete course modules in the program. The next level of appreciation comes when their progress can then be shared on social media praise and recognition. The gaming site witnessed a 46% increase within the first 3 months of deploying the gamified program, as the trainees were returning to the site daily.

Employee Retention- Live-ops has a real good success story how the employee high rate of turnover has reduced by introducing game into employees’ activities. Adopters outperformed non-users by 23% in their call metrics and their length of employment doubled the company’s previous average. Live-ops is a call center outsourcing firms with more than 20,000 employees
working primarily from home as independent agents. After introducing gamification into the new program, there was 80% adoption rate in the first week. The rewards are in the form of points based on the employees speed in completing customer service calls, the number of calls they take and the level of customer satisfaction.

**Attracting New Talent**- Marriott created a hotel management simulation game called My Marriott Hotel in which players are appointed hotel kitchen manager and have to handle all the responsibilities and challenges that go along with the position. From ordering the right ingredients, to purchasing equipment, to hiring your own kitchen staff, the game exposes users to the hotel business and leaves an appealing impression on them as they earn points and rewards for successful gameplay. A “Do it For Real” button takes users to a Marriott job board where they can apply for real employment opportunities. Alexandra Berzon of The Wall Street Journal explains that through this game, Marriott is looking to attract the millennial generation to the hospitality industry, especially in developing countries as the company expands and needs to hire capable new employees quickly.

**Motivation and Productivity**- Now imagine that your company’s success depends on connecting people on the basis of private information such as employment history. Filling out the online profile is tedious; applicants often quit the process before entering the details that your business model most requires. What if you could keep them motivated by providing a visual reinforcement that tracks their nearness to the finish line and, in so doing, encourages them to complete the profile as a measure of personal accomplishment? That’s what LinkedIn did. The retailer Target has been using gamification in a simple way by motivating their cashier to speed up their billing and thereby increase their productivity by indicating it through a green, yellow or red rating on their register screen after each checkout. This immediate feedback motivates and encourages the cashiers to complete their work faster the next time.

**Innovation**- In 2010 ‘Evoke’ was started by the World Bank Institute as a response to African Universities’ desire to engage students in real world problems. This was a step towards entrepreneurial action with creativity and innovation. More than 4,000 took active involvement in Evoke from around the 120 countries world over. The game is designed to empower young people to solve urgent social problems like hunger, poverty, disease, conflict, climate change, and education. Each player is challenged to complete a series of ten missions and ten quests, one per week, over the course of the ten-week game. Top players will also earn real-world honors and rewards like mentorships and scholarships. Players who successful complete ten online missions in ten weeks will also be able to receive a special distinction World Bank Institute Social Innovator – class of 2010.

**Gaming for Customer Engagement**

Imagine that your company wants to compile a vast global archive of images that exist on the Internet—a daunting task that would require vast resources. What if you could enlist volunteers worldwide to coherently describe the images for free by turning the exercise into a kind of game that they play eagerly for the sheer fun of it? That’s what Google did.

The above data analysis reveals very interesting details about gamification. In one of the researches it was found that almost 74 percent of the organisations don’t have engaged employers. However, more 35 percent of these employers are using the hot new age tools like gamification for employee engagement. Further, the analysis also indicated that more than three-fourth (87 percent) of these employers are finding the employee engagement tolls to be effective.

The research highlights that even though techies (40 percent) are early adopters of employees’ engagement tools, even the sales and marketing companies (60 percent) are interested to use the same. It was also observed
that the gamification technique was more effective at entry-level to middle level in hiring and retaining the employees.

Planned social change with special emphasis to Clean India Mission or Swachh Bharat Abhiyan:
As the economy is progressing and trying to reach to double digit figures in GDP few common practices also should be changed. One such practice in India is producing excessive garbage, littering and polluting the environment.

Indian Government took up initiatives to reduce the problem of garbage. With effect from 1 April 1999, the Government of India restructured the Comprehensive Rural Sanitation Programme and launched the Total Sanitation Campaign (TSC).

Planned social change program utilize a number of strategies and it seems that the clean India Mission has used many of the strategies for implementing it. The social marketing literature has identified eight strategies of planned social change:

a) Informing and educating
b) Persuasion and propaganda
c) Social controls
d) Delivery systems
e) Economic incentives
f) Economic disincentives
g) Clinical counseling and behavior modification
h) Mandatory rules and regulations.

Informing and educating: Even though on 1st of April 1999, the Government of India restructured the Comprehensive Rural Sanitation Programme and launched the Total Sanitation Campaign (TSC). Effective 1 April 2012, the TSC was renamed to Nirmal Bharat Abhiyan (NBA). It was made popular and the citizens of the Indian country were fully made aware of this program by Narendra Modi on 2nd of October, 2014. The Centre has asked state governments to organize walkathons and marathons; painting competitions and kite-flying events to create awareness on Swachh Bharat Abhiyan (this helped a lot to spread the news about the mission among all groups of people like adults as well as children).

Persuasion and propaganda: If necessary and felt that the behavior outcome is not according to the expectations this strategy entails a dramatic and biased presentation of the information. This was done in the case of Clean India Mission. The original launch was a failure, so dramatic this program was relaunched on 2nd of October, 2014 which is one of the most historical dates in Indian History.

Social controls: It was decided that about 31 lakh central government employees working across the country will take a pledge of cleanliness in various public functions of the day of the launch of the program. Hence, Prime Minister deviated from convention and made sanitation a central theme of his Independence Day speech, making it a political priority which aims to make the country open defecation-free by 2019. This strategy uses group or peer pressure to adopt the group’s values, norms and behaviours.

Delivery systems: This entails making it easy for individuals to engage in prosocial behavior. One example is convenient placement of trash cans to prevent littering but the Clean India Mission was taken through a modern and different level of delivery system which might touch everyone’s life and that is social media by tagging some prominent persons to do the same. Mr Modi’s IT team worked to make this initiative anchored by mvgov.in, a hit on YouTube, Facebook and Twitter also, to make this a sustained campaign.

Economic incentives: To give a fillip to the Total Sanitation Campaign, effective June 2003 the government launched an incentive scheme in the form of an award for total sanitation coverage, maintenance of a clean environment and open defecation-free panchayat villages, blocks and districts called Nirmal Gram Puraskar.

Economic disincentives: The example would be fines for littering but it so seems that Indian government didn’t resort of any direct negative strategy.

Clinical counseling and behavior modification: Even this kind of strategy is not worked out which consists of psychiatric and psychoanalytic programs for individuals one-on-one or programs of small-group therapy that bring about the unlearning of socially undesirable behavior.

Mandatory rules and regulations: These compulsory rules to be adhered.

A Typology Of Strategy Mix For Planned Social Change
The model suggests that customers can be of four groups with respect to their attitude which might be positive or negative who might also engage or not engage in the desired behavior.

Government could properly use this typology for bringing about the required cleanliness change in India.

Cell 1 describes the person who is positive in attitude and behavior, the required strategy is reinforcement. This is a strategy to reward the person to encourage
him/her to continue being the same. Behavioral (e.g., economic incentives for participation in the prosocial program) or psychological (e.g., praise) reinforcement works well for these type of persons to continue well.

Cell 2 is when attitude is positive and behavior is negative. Here the strategy that works out well is inducement to enhance positive behavior. The social-change programs should try to understand why there is negative behavior which might be due to some organisational or socio-economic or time or place constraints and change that to positive.

Cell 3 discusses when there is negative attitude yet the person engages in positive behavior (e.g., using condoms because of fear of deadly diseases). Here rationalization strategy fits well which brings about justification that the behavior is desirable rather than merely necessary under the circumstances.

Cell 4 explains that the person has neither positive attitude nor positive behavior; hence confrontation of either behavioral or psychological is an appropriate strategy. Here the goal is to move this person to cell 1 but in one step it might prove very difficult, so a step by process is required. He/she might be moved to cell 2 or cell 3 and from there to cell 1. Coming to behavioral confrontation power is used to block the present behavior so that he will learn to stop behaving in the present manner and change his way. Whereas, coming to psychological confrontation the attack is on the person’s existing attitudes toward the desired behavior.

Among all these cells the reinforcement is where one can combine the gamification with planned social change. With gamification the required reinforcement is possible. Each participant should register and with his unique user id and password he can be connected to every other participants and the rest of the world. In order to reward a person there can be several approaches like Story board where the participants can write his story of Cleaning with photos. There could be possibly different levels with points, levels and leaderboards.

**Attitude**

- **Positive**
  - Cell 1: Reinforcement strategy (Behavioral or psychological)

- **Negative**
  - Cell 3: Rationalization Strategy
  - Attitude change (Psychological)

- **Cell 2**
  - Inducement Strategy (Behavioral)

- **Cell 4**
  - Confrontation Process Strategy
    - Behavioral or Psychological

So, as a conclusion what is better for a country like India when many young people are using internet and having lots of reach to technology than combining gamification with Clean India Mission to make it implemented in a better way. Gamification and Clean India Mission will be able to address twin objectives of entertainment and as well as clean the environment.

References: