Serious Games for Serious Client Engagement

-Terry Bunio, Consultant, Protegra
-Steve Rogalsky, Consultant, Protegra
-Barb Spurway, Consultant, Protegra
Why are you here?
• Intro to Serious Games
  - Why?
  - How?
• Highlight 3 Games:
  - Spider Web: Teaches and Informs
  - Buy a Feature: Prioritizing customer needs
  - My Worst Nightmare: Improving Service
• Q&A
What is a Serious Game?

The purpose of a Serious Game is:

- To inform
- To teach
- To do work
What is a Serious Game?

The purpose of a Serious Game is:

• To inform
• To teach
• To do work
• **To engage your customer!**
The Science behind Serious Games
Let’s try a serious game – a silent brainstorming activity

Spider’s Web
Draw a large circle
Write your name in the centre

Terry
Write the names of people you interact with at work around the outside of the circle.

- Steve
- Barb
- Terry
- Mike
Draw line to connect you to the people you interact with at work
Increase the thickness of the lines to indicate more frequent interactions
Replace the individual names with the roles those individuals perform.
How did you do?

- How many of you have an end-client on your spider web?
Is more client engagement needed?

- 75% of new products fail \(^1\)
- 20% of corporate IT projects are absolute failures \(^2\)
- 46% of corporate IT projects are challenged \(^2\)
- 66% of CEOs listed "customer relationships" as a key source of sustainable economic value \(^3\)
- 73% of CEOs said they’re investing heavily in customer insights \(^3\)

\(^1\) 1996 IRI Pacesetters Report  
\(^2\) Chaos Report 2008 The Standish Group International  
\(^3\) IBM 2012 CEO Report
Why engage with our clients?

- New ideas
- Better decisions
- Minimize waste

There’s always ways we can improve our track record of delivering value to our clients.
Four general barriers to engaging our clients

1. Are we lined up with our client’s process?
Four general barriers to engaging our clients

2. “If we build it they will come”
Four general barriers to engaging our clients

3. I won’t know it until I see it

As proposed by the project sponsors

As specified in the project request

As designed by the senior analyst

As produced by the programmers

As installed at the user’s site

What the client wanted
Four general barriers to engaging our clients

4. Inertia to change

Scott Cook Founder of Intuit: “The problem is never with the team – they love the chance to quickly get their new product out into the market, and have the customer vote on it. The real issue is trying to move the organization’s leaders from playing Caesar with their thumbs up and down on every idea to – instead – putting in the culture and systems in place to innovate”.
Traditional Client Engagement Techniques

- Focus Group
- Survey / Questionnaire
- Market Research
- Town Hall Meeting
Emerging client engagement – it is getting easier!

- Full life-cycle client engagement
- Play serious games
- Enlist early adopters
- Online Communities
Serious client engagement – it’s getting easier!

Traditional

Point in time, one-way communication

Emerging

Dialogue & multi-dimensional communication: Early and often
San Jose Budget Games

Credit: Ulf Hannelius http://www.youtube.com/watch?v=M4VZqAx8aTs
OK, SO LET'S INCREASE THE SALES TAX?
NO WAY, CRIME IS UP IN OUR DISTRICT!
... OR REDUCE THE POLICE FORCE?
WE COULD RAISE TAXES...
WE DON'T HAVE THE MONEY
LIBRARIES?

RESULTS
• PRIORITIZED LIST OF FUNDING PROPOSALS AND COST REDUCTIONS
• UNDERLYING NEEDS
• BUY-IN AND EMPATHY

SAN JOSE CITY HALL
• ~200 CITIZENS
• ~50 FACILITATORS
• CITY OFFICIALS
• SUBJECT MATTER EXPERTS
### Results Summary: Funding Proposals Summary

*Results are sorted based on purchase frequency*

<table>
<thead>
<tr>
<th>Funding Proposals</th>
<th>Amount</th>
<th>Total Tables</th>
<th>Total Collab</th>
<th>Total Solo</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Gang Prevention Efforts</td>
<td>$1,500,000</td>
<td>19</td>
<td>16</td>
<td>3</td>
</tr>
<tr>
<td>10. 21 Community Service Officers</td>
<td>$2,100,000</td>
<td>18</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>12. 3 Crime Prevention Specialists</td>
<td>$300,000</td>
<td>18</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>2. Satellite and Neighborhood Community Centers Hours</td>
<td>$600,000</td>
<td>17</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>3. Senior Services (including transportation services) at 14 sites</td>
<td>$500,000</td>
<td>17</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>1. Hub Community Centers Hours</td>
<td>$900,000</td>
<td>16</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>5. MLK Library Services: Restore Education &amp; Info Services Hrs</td>
<td>$500,000</td>
<td>15</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>4. Branch Library Hours: 4.0 - 4.5 days</td>
<td>$2,400,000</td>
<td>14</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>13. Eliminate Fire Engine Company Brown-Outs</td>
<td>$1,800,000</td>
<td>12</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>14. Pavement Maintenance - Other Major Streets</td>
<td>$16,000,000</td>
<td>9</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>8. 60 Sworn Police Field Patrol and Investigation Team</td>
<td>$11,000,000</td>
<td>7</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>7. 40 Sworn Police Field Patrol and Investigation Team</td>
<td>$7,300,000</td>
<td>6</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>9. 80 Police Field Patrol and Investigation Staff</td>
<td>$14,700,000</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>6. 20 Sworn Police Field Patrol and Investigation Staff</td>
<td>$3,600,000</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>15. Pavement Maintenance - Sealing of Local &amp; Neighborhood Streets</td>
<td>$18,000,000</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

A “collab” purchase means that multiple participants agreed to purchase an item. Collaborative purchases are broadly supported, while solo purchases were made by one person. Note that even when participants had enough budget to “solo purchase” an item, the players exhibited very strong degrees of collaboration.
Note that the top 4 items AND the desire to increase police field patrol correlate to citizens concerns regarding crime prevention, gangs, and increased enforcement.

<table>
<thead>
<tr>
<th>Funding Proposals By Group</th>
<th>Amount</th>
<th>Total Tables</th>
<th>Total Collab</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gang and Crime Prevention</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Gang Prevention Efforts</td>
<td>$1,500,000</td>
<td>19</td>
<td>16</td>
<td>3</td>
</tr>
<tr>
<td>10. 21 Community Service Officers</td>
<td>$2,100,000</td>
<td>18</td>
<td>12</td>
<td>0</td>
</tr>
<tr>
<td>12. 3 Crime Prevention Specialists</td>
<td>$300,000</td>
<td>18</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td><strong>Community Centers / Community Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Satellite and Neighborhood Community Centers Hours</td>
<td>$600,000</td>
<td>17</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>3. Senior Services (including transportation services) at 14 sites</td>
<td>$500,000</td>
<td>17</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>1. Hub Community Centers Hours</td>
<td>$900,000</td>
<td>16</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Libraries</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. MLK Library Services: Restore Education and Information Services Hours</td>
<td>$500,000</td>
<td>15</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>4. Branch Library Hours: 4.0 - 4.5 days</td>
<td>$2,400,000</td>
<td>14</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td><strong>Police and Fire</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Eliminate Fire Engine Company Brown-Outs</td>
<td>$1,800,000</td>
<td>12</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>8. 60 Sworn Police Field Patrol and Investigation Staff</td>
<td>$11,000,000</td>
<td>7</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>7. 40 Sworn Police Field Patrol and Investigation Staff</td>
<td>$7,300,000</td>
<td>6</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>9. 80 Police Field Patrol and Investigation Staff</td>
<td>$14,700,000</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>6. 20 Sworn Police Field Patrol and Investigation Staff</td>
<td>$3,600,000</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>
Goal: Discover hidden and/or unconsidered worst-case scenarios

- (Van Gogh’s “Scream”)
Scrutinization
Micro mgmt
Nosy
Sneering
When is this going to be done? Is it done yet? Is it done yet? Is it done yet?

Lots of minions! (What he says!)

Ideas de jour

Distrustful of a lot of team

Frowns
My Worst Nightmare Scenario

• **Work collaboratively at your table**
  - Agree on a nightmare and work together adding individual experiences

• **Think of the worst Service Rep or Sales Person experience you have had**

• **Draw that experience**
  - Add text for characteristics that are not easy to draw
  - Can be a cartoon strip with the experience over time
  - Add colour for emphasis
  - Put yourself in the place of the customer
## Innovation Games – where to start?

### When You’re Not Sure, Start Here

<table>
<thead>
<tr>
<th>Use This Game...</th>
<th>To Understand...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speed Boat</td>
<td>What you need to improve</td>
</tr>
<tr>
<td>Buy a Feature</td>
<td>What features you need to build next</td>
</tr>
<tr>
<td>Product Box</td>
<td>New possibilities</td>
</tr>
<tr>
<td>Spider Web</td>
<td>How / where your product fits in</td>
</tr>
</tbody>
</table>
Voice of the Customer Principles

- Make customer voice a critical input
- Starts with you
- Start small – pick a project – pick a game - and try it!
- Enlist real clients as early adopters
- Use Short feedback loops – it’s ok to fail early!
- Execute relentlessly
  - Plan (with your customer)
  - Do (with your customer)
  - Check (with your customer)
  - Adjust (with your customer)
- Measure your success
References

Great Books:
- Innovation Games – by Luke Hohmann
- The Lean Startup, by Eric Ries
- Customer Experience Revolution, by Jeffery Bean and Sean Van Tyne

Other Links:
- www.innovationgames.com
- http://www.businessweek.com/articles/2012-08-30/making-sense-of-the-games-politicians-play
- http://www.youtube.com/watch?v=M4VZqAxA8aTs
Questions?

Barb Spurway
@spurway
barb.spurway@protegra.com

Terry Bunio
@tbunio
terry.bunio@protegra.com

Steve Rogalsky
@srogalsky
steve.rogalsky@protegra.com

blog.protegra.com