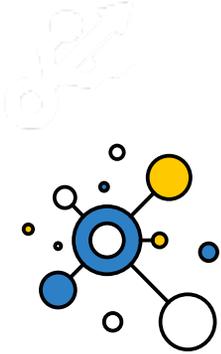


# CASE STUDY

## Gamified strategies to drive cultural change

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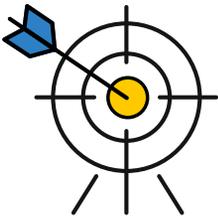
### Challenge

Meeting the needs of PepsiCo Mexico Foods regarding its ongoing organizational transformation, and contributing to the adjustment of their collaborators to a new set of behaviors and mindset required for the transition.



### Solution

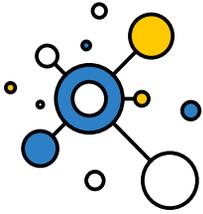
Development of an easy to use, attractive and effective gamified solution, delivered completely online during 24 months.



### Result

Increased collaborator adjustment and engagement to the new set of organizational capabilities and culture. Development of teamwork, inter-department collaboration and communication skills; increased acquisition of knowledge about organizational processes and structure.





## The Challenge

Due to the organizational transformation that resulted from the integration of several Pepsico subsidiaries in Latin America, Talent and Culture representatives from Pepsico Mexico developed a set of organizational capabilities and behaviors required from collaborators for an effective transition.

### Our client's needs?

Implementing the following capabilities: (1) adapting to a new matrix organizational structure and (2) learning to adequately work by processes.

In addition, they sought to instill in their employees a set of behaviors like: focusing on clients, buyers, and consumers, fostering an open and honest dialogue, teamwork, collaboration, etc.

Having partnered with PepsiCo Mexico for over 10 years and holding a long history of successful collaboration as a business partner, they reached out to us.

### Our challenge?

Developing an attractive and effective instructional strategy to support PepsiCo collaborators in the development of these capabilities and behaviors.



# The Solution

## Conceptual design

Required behaviors and capabilities were translated into a set of knowledge units, abilities and attitudes that would support the organization's performance requirements and act as the foundation for our tools and learning methods.

*We opted for a state-of-the-art gamified training strategy.*

**Why?** Games are an inseparable element of modern culture and an unexploited parallel track of education. They produce such intense emotional reactions and attention that appeal to learners, employees and even customers!

In addition, games are emerging as innovative techniques among many enterprises, and are also producing outstanding educational and financial outcomes.

## The final product

We developed PepsiCoVille, an online, 5-week long multiplayer game that represents the supply chain of PepsiCo's potato chips and biscuits business. Participants were grouped in teams, where each team member was in charge of a different station (factory, farm, distribution center, point-of-sell, etc.); players learned about teamwork while engaging in learning activities through appealing graphics and fun challenges! Teams competed against each other, and were rewarded according to their performance.



Along with the PepsiCoVille platform, a series of micro-learning capsules and knowledge checkpoints were implemented to test player's knowledge on the ongoing cultural transformation.

**Best part?** Logging in to PepsicoVille and planning your strategy, as well as taking the content capsules and knowledge checkpoints took less than 10 minutes per day!

Oftentimes, facilitator-led courses and even online eLearning strategies fail at captivating trainees' attention...

**PepsiCoVille did not fail.** During three sequential PepsiCoVille tournaments, 1,500+ PepsiCo collaborators completed the game (80% of participants), and their feedback was very positive!

I think it was really fun! This type of learning platforms are much more attractive.

My main takeaway? Knowing that if we work as a team and we share objectives and responsibilities, we're able to deliver excellent results!

Rated



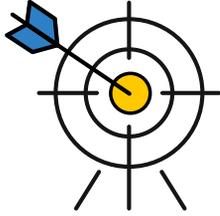
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\* Based on feedback received during tournaments.

## How did collaborators learn and develop skills?

During the first stage of the tournament, team members couldn't communicate; on the second stage, each team realized that after getting to know their teammates, communication channels were opened and their performance received an amazing boost!

PepsiCoVille sent an important message about collaboration: Teamwork is absolutely necessary to succeed in business.



## The Result

During the course of three consecutive PepsiCoVille tournaments, over 1,500 PepsiCo collaborators participated.

Test-retest comparisons revealed a significant increase in collaborators' knowledge in regard to Pepsico Mexico Foods organizational transformation. Participants provided feedback and shared their insights after the tournaments, which included the following:

- Learning about teamwork and collaboration.
- Understanding the new organizational structure.
- Finding this training strategy as innovative and appealing.
- Incorporating new communication tools to cooperate with other areas within the organization.
- Getting to know other PepsiCo collaborators.
- Realizing that working by processes requires coordination between functional areas and business units.

**Are you ready to champion cultural  
transformation through gamification?  
Contact us today!**