Chapter 5
Digital Transformations Carried Out Through Games

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ABSTRACT

Digital transformations are ubiquitous in today's society. Organisations at all levels and types are challenged by the necessity to relate and adapt their activities to the digital reality of the environment in which they operate. Despite the focus on digitalization, many of the digital transformation projects fail. Organisations are therefore probing for tools that can lead to successful transformations. In this chapter, the authors explore if gamification, here considered a servicescape, may be used to endorse and enhance employees' understanding, engagement, and participation in a digital change process. A qualitative study has been carried out where two organisations' change processes have been explored and gaming experts have been interviewed to give their view of the use of gamification in organisational change processes. The results indicate that gamification may be used to engage and motivate employees to participate in organisational change and hence contribute to successful digital transformation.

INTRODUCTION

For an extended period of time, digital transformation has been a key aspect for many organisations to relate and adapt to. Westerman, Bonnet and McAfee (2014) argue that the digital development will continue to increase exponentially and that all organisations need to adjust to the new reality to stay alive. Digital innovations have the power to revolutionize the way society acts. But for that to happen, people and organisations need to adopt new technology and way of working. Digital transformation means moving from an analogue and manual way of operating to a digital way of operating. This transformation has been shown to generate gains in both efficiency and productivity if managed right. Most often a digital transformation involves implementing or adapting some type of IT-system or digital tool that changes the operational processes in the organisation. The transformation impacts the processes, routines, structures, strategies, etcetera that coordinates the organisations operations and the actors that drive, execute, and make decisions in the processes. Despite the great number of digital transformations that has been taking place already, approximately 70 percent of all digital transformation projects fail (Iveroth & Hallencreuitz, 2016). The most common mistake is that the main focus is on the technology development. The leaders of the organisations forget the people aspects of the change, that a new digital tool is something that involves human activities just as much as IT (Westerman, Bonnet & McAfee, 2014). The difference in approach can be significant. In order to drive successful change, managers need to focus on organisational members and help them understand and accept the reason behind the change, why the change needs to happen, and why now. In addition, organisational members need to be encouraged to engage and participate in the current change process.

These aspects infer that organisations ought to find new approaches to accomplish digital transformation in order to be successful, and methods that encourage organisational members to adjust their frame of reference in relation to new digital tools and IT-systems, that they interactive with.

The gamification concept, has been gaining ground as a new approach based on the notion that it can help organisations to foster motivation, engagement, learning, and to solve problems (Kapp, 2012). If applied to internal change processes, gamification may impact organisational members' user experience connected to IT-systems and digital tools. Hence, gamification may be employed to convey messages that influence motivation, attitude, and behaviour. Gamification can, based on this notion, be seen as a conceivable tool in an organisation's digital transformation. However, gamification as a concept has been criticized for potentially being a manipulating tool (Bogost, 2011; 2014). It is, therefore, important to study the use

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