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INCREASED QUALITY/ PRODUCTIVITY THROUGH GAMIFICATION TECHNIQUES IN PEOPLE AND PROCESS MANAGEMENT. CASE STUDY: IMPLEMENTATION OF A "DRIVE IN TOUR" SERVICE STANDARD IN THE BAKERY INDUSTRY THROUGH GAMIFICATION

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Abstract: This study was conducted at Panificadora Botarro, a "company" that began in 1994 in the city of Cataguases, Minas Gerais, when the founder leased his first venture, known at the time as Padaria do Povo. The group's major challenge is to consolidate its revolutionary *"drive-in* tour" service model at its three locations in Belo Horizonte, Porto Alegre, and São Luis. The concept is to facilitate (time saved) the purchase of bread (or any product) from the comfort of your car (or any means of transportation), that is, to replicate the successful model of various industries in the bakery/bread-making experience. Even with the hiring of people who already worked in the industry, the units are experiencing difficulties in adapting the routine of the process to this market, and the customer experience is not satisfactory compared to the same type of service in other industries, or even to the "outside the car" experience.

Keywords: Innovation; Gamification; Customer experience; Fresh bread.

INTRODUCTION

Individual needs and circumstances have changed significantly over the last few decades. Economic development has led to a shift from physical labor to knowledge-based work. As a result, we have reduced the amount of energy expended by half of the human population (JAMES, 2010).

Advances in information technology and the evolution of *the internet* have promoted changes in processes and relationships even in more traditional areas that are resistant to change, such as buying "fresh bread." These facts have greatly increased the need to offer high-quality services to consumers who have raised their expectations, comparing and exchanging experiences with other customers about products and services available on the shelf or from the comfort of their car.

For over 20 years in the market, Panificadora Botarro (formerly Padaria do Povo) has maintained the quality of its service, but at the same time wanted to revolutionize this market and the customer experience by offering a "bread in the car" service, delivering bread or any other available product directly to the customer. After two years of understanding this "new model," investments, applications, and training, it was understood that there was a great need to motivate the people who are operating the project, in order to keep them engaged and sensitive to this new form of *self-service.*

Always innovating and thinking about the "future point" as an alternative to raise people's level of engagement, in convergence with its concept of change, "hot bread" will gain an ally in Gamification techniques*,* which consist of applying game mechanics (goals, rules, *feedback* systems*, and* voluntary participation) in real environments such as education, health, and business with the aim of raising the level of engagement in pursuit of a goal.

For the technique to be effective, it is important that *game* characteristics such as challenges, levels, rewards, and constant *feedback* are present in the implementation dynamics.

The objective of this project is to demonstrate that gamification is effective in helping companies implement innovations and strategies to delight customers, engaging people in a "light" way and at a high level of motivation.

THE COMPANY

The history of Panificadora Botarro dates back to the beginning of its activities in 1994 in the city of Cataguases, Minas Gerais, when the founder leased his first venture, at the time known as Padaria do Povo.

Five years later, in 1999, the business was already thriving, so another location was acquired, the Santa Rita Bakery, near the city center.

In 2012, the country was going through a turbulent period, which required a lot of creativity, vision, and determination. Despite all the difficulties faced, on May 8 of the following year, in 2013, the family acquired a property in the city center where they centralized their activities. Thus, Panificadora Botarro was born.

From then on, history took care of creating a tradition that continues to this day, built with great commitment and dedication.

In 2014, Panificadora Botarro underwent its first major expansion in terms of physical operations. At that time, it simultaneously opened two stores, one in Belo Horizonte and another in downtown Porto Alegre.

In mid-2015, Panificadora Botarro, keeping pace with advances in the baking industry, underwent another change. This time, the restructuring involved a new *layout*, production line, and sales department, changes that transformed the concept of selling bread, combining quality, tradition, and excellent customer service.

The changes yielded such good results that the idea of expansion was a natural consequence: a new branch in São Luis, Maranhão. In this new innovative phase, the bakery has adopted the concept of a "*drive-in* tour" in its three stores in the capitals, bringing a new concept experience in this industry and breaking taboos in the traditional market.

In mid-2017, Panificadora Botarro began a new process of evolution that involved changes in the way the business was managed, aiming for greater agility in production and a substantial increase in the quality of its services by gamifying the "way of doing things."

THE PROBLEM

Innovating, the company has spent the last two years applying a new concept, the implementation of *the* "*drive-in* tour" in the bakery industry. After investing in infrastructure and technology, the company is experiencing great difficulty in adapting its employees to this new customer profile (who already love the idea). Despite its success "inside the store," the logistics sector has since struggled to integrate with the delivery team (the front line with the customer, delivering "fresh bread") responsible for the quality of the new customer experience with the product. The goal of the project will be to increase the level of engagement and motivation of the team to make the effective implementation of this idea possible, becoming a standard model in the industry and taking the bakery to unprecedented levels of quality.

GAMIFICATION

The main objective of gamification actions is to create a close relationship between the public and a product, service, or brand. The mechanics are always based on challenges and stages with points to be earned, as in traditional games, but in this case, the points are exchanged for prizes. The content focuses on attributes of the subject being promoted, whether a product or service, where audience engagement is the icing on the cake for the brand in question.

Above all, it is very interesting to be able to get to know your audience through behaviors that can be encouraged in the dynamics developed for the action and after a series of actions, understanding and qualifying this behavior.

The reports we can generate, whether by user groups, interests, behaviors, etc., are nothing less than BI (*Business Intelligence*) based on *the game's* participants, providing *insights* into the profile of this group, thereby helping, for example, *marketing* teams to understand what is working or not working in their products or services.

From an investment perspective, creating a *gamification* initiative makes much more sense when compared to the amount invested in social media in search of "*likes*." The return on investment is much higher in the case of *gamification* because there is real integration between the user and your brand, since the incentive to compete and the stimuli that can be generated through the platform encourage a relationship, sometimes on a daily basis, in search of a wide variety of prizes and incentives.

In addition, the playful content contained within the platform itself is already a unique way for your audience to relate to your brand. Tutorial videos, *mini-games*, among others, are highly recommended formats.

In addition to all this, users can share their results on social media and earn points within the *game* by inviting friends to *join*. One action leads to another, and the more the user engages, the greater their chances of winning. As a result, your brand becomes increasingly closely linked to your audience.

In a digital world, an action such as gamification can take brands directly to their end customers and impact them virtually anywhere, anytime, making this mechanism a big bet for the decade.

THE GAME

As a way to leverage the idea of the "bread in the car" service and, above all, as a response to the problem identified, the management of Panificadora Botarro chose to create a game that would encourage the effective adoption of the logistics and delivery procedures proposed in its great challenge in this new *self-service* model.

As the service is currently operating in its three franchises in the capitals of Belo Horizonte, Porto Alegre, and São Luiz (completely identical standards for the assertive effect of comparisons), the three teams were selected to participate in this project. Each team has an order taker (responsible for taking orders from customers and communicating them to the logistics department) and three delivery specialists, who are responsible for receiving the goods, checking them against the order, and delivering the product to the customer in a "charming" manner. All have experience with this type of service (*drive-in tour)*, are between 20 and 25 years old, and have completed high school or are currently enrolled in higher education.

To create the theme for the game, a human resources (HR) company was hired to determine the best approach to take and the profile (even though the age group was the same, regional characteristics varied greatly). As a result, several tests, questionnaires, and interviews were conducted to understand the best theme to apply to the groups, with the only requirement from company management being that the competition should be held in a "team" format rather than individually, reinforcing one of the company's values: the achievement of results and quality service, which requires the involvement of everyone rather than individual efforts.

Below is a summary table presented by the HR team that carried out the mapping:

What do they like most?	%	Regarding movies, what is your preference?		Down Drill (cinema/films)	%	Regarding heroes, what is your preference?		Down Drill (Which Heroes)	%
Cinema (movies in general)	32%			Action/Fiction – Superheroes	43%			Superman	22%
Sports (playing/watching)	25%			Thriller	20%			Spider-Man	18%
Music (playing/listening)	15%			Romance	10%			Wonder Woman	15%
Fashion/Appearance	8%			Action - Police	8%			Wolverine	13%
Bars with friends	8%			Comedy	8%			Batman	10%
Religious Activities	7%			Horror	5%			Flash	9%
Shopping malls	3%			Drama	4%			Iron Man	6%
Others	2%			Others	2%			Cat Woman	5%

In addition to the mapping above, some adjustments were made in each store for proper monitoring, such as not requiring employees to be in offices or rooms with access to computers to access the platform and, consequently, the results.

An applied statistics intern was hired for each unit, responsible for maintaining the achievements and results in *the Engage software*, data that is made available by the teams daily (at the end of the workday).

In addition, everyone was registered in the **GAMI** (bakery construction) app, with *online* access to the progress of the competition, with the possibility of healthy interactions and comparisons, further fostering competition/ motivation.

As mentioned above, the HR consulting firm hired presented the preferences mapped out by the group. The fact that it was movies performing a new filter and the choice of superheroes, in the next funnel, the choice of *BADGES* (heroes): these badges/achievements that can be obtained by the teams during the rounds in order to enable intermediate awards during the game so that motivation does not drop, never forgetting that the "hot bread" inside the customer's car with quality, speed, and assertiveness was our "sights."

Thus, our most popular superheroes were: **Superman, Spider-Man, Wonder Woman, and Wolverine**. Each hero has a well-defined striking characteristic:

Superman: assertive strength → able to overcome the main problems of the day, always finding assertive solutions.

- **Spider-Man**: the speedy one → fast, creative, and good-humored, connects the whole team, being fundamental for deliveries.
- **Wonder Woman**: the charming sage, known for her smile, charisma, and wisdom → she charms customers and is a strong link in the group.
- **Wolverine:** the loyal brute → impeccable technique and a lot of support in taking orders and, despite being a "brute," brings a lot of seriousness to the "taking" of orders.

Sequencing the scope and construction of our project, below is an important summary table:

Avatars and Badges	Type	Description	Bonus
		Superman, the assertive fortress	
	Conquest	Perform five VDN-type tasks	400 Coins
		Spider-Man, the swift climber	
	Achievement	Perform ten hot potato tasks	250 Coins
		Wonder Woman, the wise enchantress	
	Achievement	Complete ten gelatin tasks within the deadline	300 Coins
		Wolverine, the loyal brute	
	Achievement	Complete twenty tasks OK	400 Coins

Summary Table – Achievements, Badges, and Avatars.

To count the *coins* (points) in *the game*, seven actions were chosen from the routine that need to be adopted to ensure the "hot bread *drive*" process (guarantee of quality in customer service), classified by:

Complexity:

- Hot Potato Tasks: high complexity, red color;

- OK Tasks: medium complexity, yellow color;

- Gelatin Task: low complexity, green color.

Criticality:

- VDM: critical and high potential, orange color.

- Quality:

- Ui: quality to be improved, left something to be desired; purple color.

- OK: quality as expected, met requirements; light blue color.

- Wow: exceptional quality exceeded expectations, dark blue color.

In accordance with *Engage's* standardization, each branch of the bakery received the following identification:

- Geo: Botarro Bakery – Belo Horizonte Branch

- Roberta: Botarro Bakery – Porto Alegre Branch

- Leo: Botarro Bakery – Porto Alegre Branch

- Below is the list of daily tasks to be performed by the teams.

DAILY TASKS	COMPLEXITY	CRITICA-LITY	INDICA-TOR
Perform inventory checks, ensure information is entered into the "order picking" system.	Hot Potato Tasks	High complexity I VDN Tasks	Internal audit
Perform cash control, ensure revenue.			Contribution margin
Customer service for complaints during service provided at the drive-through.			Satisfaction rating
Receive orders, analyze them quickly, and forward products for delivery to consumers.			Quality assurance
Be properly uniformed	Tasks Ok	Medium complexity	Internal audit
Collect customer orders, check understanding of items, and forward to the distribution department.			Quality assurance
Deliver the product with a smile on your face and in your voice.	Tasks Gelatin	Low complexity	Satisfaction Rating
Be properly uniformed			Internal authorship
Take action (management) in case of delays or customer requests.			Satisfaction Score/Internal Audit

- As an item of attractiveness and value generation in the "motivated" delivery of goals (excellent service), an intermediate award format was created according to the table below:

Heroes of the "hot bread" – Monthly Competition		
Overall Ranking		Awards
	Branch First Place	R$5,000
	Branch Second Place	Bakery
	Branch Third Place	Carnival Holidays
	(Dispersion <50%)	
Hérios (BADGE)		Awards
	Superman	Double movie ticket with combo
	Spider-Man	Double movie ticket
	Wonder Woman	Single ticket
	Wolverine	Single ticket – with combo

The competition will last for one month, with prizes awarded for all placements. It is important that everyone feels that their efforts to provide quality service have been rewarded. Third place cannot have a dispersion greater than 50% compared to first place (so as not to pull down the group average).

Prizes will be calculated by adding up the points accumulated throughout the tasks. The aim of this game is to promote cooperation and team spirit. Completed tasks must be reported in the daily summary and evidenced by the team to be considered valid. With this strategy, it is possible to build a database of lessons learned and share it with other teams, thus promoting faster growth and knowledge sharing.

GAME RESULTS

Below is a complete representation of the execution of the tasks:

ENGAGE SCREENS

The superheroes were enthusiastic about the proposal and embraced the *game* wholeheartedly, as they felt they lacked support from management in carrying out their tasks. The game generated a high level of engagement.

Each week, the competition for super "powers - rewards" was intense and fun, making the results easy and enjoyable to achieve.

The daily anticipation for the *ranking*

update and the release of intermediate prizes worked as planned, keeping the initial level of motivation stable throughout the period. The fact that new prizes could be released at any time meant that the commitment to deadlines and quality was constantly sought.

The competition between branches generated the planned results and proved effective in the successful turnaround of the "*drive-in tour*" process at Panificadora Botarro.

heroes, por outro lado, além dos prêmios, sentiram-se

They were also rewarded for achieving excellence in the execution of a project that was so important to Panificadora Botarro, and, of course, for improving customer service without the amount of effort they thought would be necessary before the game.

Panificadora Botarro wants to expand the game to the rest of the sector and think about other situations that could benefit from gamification.

The game rankings were as follows:

-1st Place: Roberta (Botarro Bakery – Porto Alegre Branch) with 6002 points.

-2nd Place: Geo. (Botarro Bakery – Belo Horizonte Branch) with 4,914 points.

-3rd Place: Leo (Botarro Bakery – Porto Alegre Branch) with 3,708 points.

RESULTS ACHIEVED (SUCCESS FACTORS)

For two years, Botarro Bakery had been searching for the ideal model to launch its *"drive-in tour* – warm bread" service, which involved making effective changes to its operations and adopting a win-win model. The *game* strategy not only made the model a success story, but also motivated its employees. Furthermore, the process was replicated for other activities at the bakery (such as deliveries, in-store services, among others).

A relevant fact pointed out by our heroes was the intermediate award, generating even more enthusiasm during the game's evolution, as well as the individual award, compensating for the effort applied.

The service became a "shelf product" of Botarro Bakery (the *drive-through* with *a game*) and a true success *story*. The next step is to franchise the service to the thousands of bakeries in Brazil that want their customers to have a truly different experience.

LESSONS LEARNED AND FINAL CONSIDERATIONS

Some entrepreneurs often have doubts about the use of gamified activities because they believe they can trivialize important projects. However, practice has shown the complete opposite result. Businesses that adhere to this method are generally able to motivate and engage their employees more easily. After the entire process, four items stand out as having been incredible during the project: motivated employees, minimized distractions, maximized learning efficiency, and a significant increase in productivity.

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