

Serious Games supporting change management of the sales process

Degree programme: EMBA General Management

Nowadays, companies have to adapt to Generation Y (people born up to the early 2000s). As digital natives, this generation will fundamentally influence approaches used to support change management in companies. This Master Thesis explores the role that Serious Games can play in the improvement of the change management of the sales process. The results show that Serious Games have great potential in playing an important role in process improvement projects.

Objective

The goal of this thesis is to conceptualize new change management solutions in order to support changes in the sales process. The approach is to use Serious Games (games designed for a purpose other than entertainment) to engage Generation Y. It will represent a significant part of the future workforce. It has been developed during a time of technological disruption and depends on new means of communication (social networking, the internet and mobiles). It is less reliant on traditional means of communication (presentations, documentations and workshops). Therefore, innovative tools of communication have to be used by companies.

Current situation

Actual trainings such as workshops and e-learning are not geared towards Generation Y. Companies need an engaging way to support change management of employees. Serious Games are a potential new and innovative tool to support change management.

Methodology

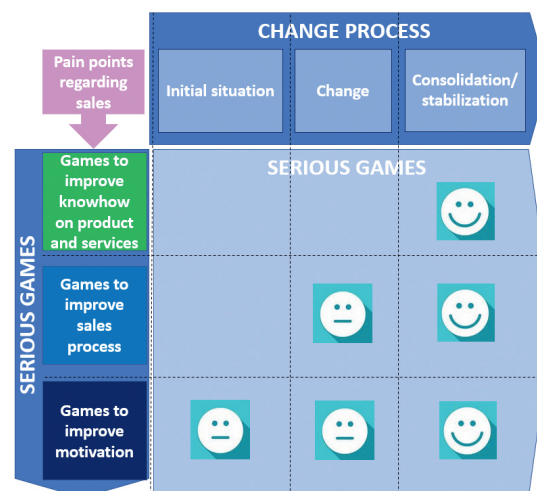
To conceptualize a change management approach based on Serious Games, two main sources of information were used: existing literature and interviews. Several in-depth interviews were conducted with managers active in the three focus areas of this Master Thesis: sales, change management and Serious Games. The goal was to identify the pain points in the sales process and the benefits as well as the challenges of introducing Serious Games in a company.

Results

Three main pain points were identified in the sales process: the motivation of the salespeople, the lack of knowhow regarding products and the quality of the sales process. It was then defined how Serious Games could support a change regarding the three pain points. The third step was to identify where and how Serious Games could support a needed change. Serious Games support changes at different stages of a change process. All proposed concepts integrate an offline/online component to encourage the share of experience and feedback regarding the played Serious Games. To summarize the proposed concepts, a single picture has been developed. This can be used to define the optimal Serious Game regarding the main pain points in the company. Finally, a proposal to introduce Serious Games has been made. This proposal explains the main tasks to be undertaken to efficiently introduce these new types of change management tools.



Quoc Viet Vo



Suitability of Serious Games to support the change management in the sales process