



## Fuel Station Ville

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### What is Fuel Station Ville?

Fuel Station Ville is a development tracking system that transmits information about several topics on BP and GBS Europe (BP's subsidiary in Hungary), and coaches behavior by operating with a multi-layered motivational mechanism that fosters a self-conscious attitude.

As a scalable, modular, flexible solution it has multiple benefits for the organization. Its administration interface provides **easy content management**, and by using the tool the efficiency of **existing processes** improves significantly. It has a design that fits BP's world and its versatility makes the system **applicable for fulfilling various HR goals**.

Learning becomes entertainment with easy cognition of the organization and its processes, the tool enables instant feedback and reporting. To sum up, it provides a proper tracking of development with a multidimensional, motivating rewards mechanism, gives GBS Europe a **competitive advantage both internally and externally**, and meets the expectations of the newest generations of employees.

### Background of the implementation

At GBS Europe we work in a very challenging environment. We've got a rapidly growing shared service centre organization in Hungary in an industry characterized by **high turnover rates**. Our former self-development system was lacking the consciousness, the measurement and the excitement factor. Our leadership needed urgent support both from a capability and a resource point of view. Secondly, we came to realize that our employees' **understanding on BP's core business is not strong enough**. We decided, therefore to try to change this situation.

Formerly, we introduced the 70:20:10 learning initiative in Learning and Development, which we wanted to make more efficient by adding user consciousness and measurement of user activities into the process. We had to put **better focus on development on all levels, measure the training and development efficiency, improve a self-conscious development planning and reach deeper levels of organizational awareness**. We want people to own their development and do their best to reach their goals, instead of only waiting for recognition.

We had realized that we had to do something to **engage generation Y and Z employees** as most of our colleagues belong to those age groups. We could have created an MS Excel tool to foster development planning, but what would make that exciting to use?

We also wanted our Employee Value Proposition (EVP) and mostly its “Development and Opportunities” pillar to be more visible and understandable to everyone. We wanted something that will **differentiate us in the Hungarian shared service centre market**, something that will also **improve our employer brand**.

Last, but not least we wanted a unique game for our business which can **bring BP’s corporate brand closer to employees**. BP does not have any exploration or production facilities in Hungary, there are no refineries or petrol stations, which makes it hard for our employees to understand BP’s core business. The concept of Fuel Station Ville is entirely connected to the BP oil & gas business. Users plan and develop their own fuel stations and play a role in the retail business.

## The platform behind FSV

The essence of the concept is that the platform allows organizational content to be transmitted to players and actively engages them through methods based on:

- mobile learning,
- bit-sized learning,
- game-based learning,
- and with the motivational tools of gamification.

The system always provides as much information as needed to lead users to take their next step, but never overwhelms them with complexity.

### Benefits for the organization:

- Scalable, modular, flexible solution
- Admin interface – easy content management
- Improves the efficiency of existing processes
- Design that can fit BP-GBS corporate image
- Versatility – applicable for changing HR goals

### Benefits for the user:

- learning becomes entertainment
- easy cognition of the organization and its processes

- instant feedback and reports
- tracking of development
- multidimensional, motivating rewards mechanism

#### Benefits of the implementation:

- no corporate IT required – external hosting
- builds on existing content – no need to create new types of content
- flexibly variable after introduction – easy parameterization of modules
- international – handling of multiple languages
- easy integration with corporate systems

## Functions

The system is built up of 5 main elements that serve as different layers of user motivation:

- **Learning module:** Learning materials are integrated into various brain challenging mini-games. Their primary goal is to transmit knowledge effectively.
- **Activity module:** Work task recording and development tracking serve the purpose of coaching employees about new or expected behaviors and planning their progress.
- **Rewarding module:** This module provides the external motivational factor through redeemable virtual and physical rewards.
- **Metagame module:** The frame story visualizes progress and shifts the perspective by creating an emotional bond with corporate values.
- **Administration & analytics module:** This module serves business purposes such as content management and detailed reports and statistics of user activities.

#### The learning module

The games in the learning module challenge users with **simple mechanics** such as memory games, quiz games, focusing or comprehension games. This is the most popular module for users, as they solve simple brain challenges with rising difficulty levels and they compare their performance with their colleagues, while they **absorb and digest training information** in the process. The selection of games can serve different user types and different games can integrate various types of content.

A customizable algorithm behind the module creates regular training “doses” or packages based on the user’s performance, and **tailored to the user’s workgroup with customized rule mechanisms based on the organization’s unique goals.**

Learning materials are integrated into so-called mini-games, which apply **several gamification elements**: lifelines, time, cascading difficulty levels, instant audiovisual feedback, point mechanisms, etc. Game **content can easily be edited** on the administration interface.

#### The development module

Fuel Station Ville is not only a **gamified learning system**, but also a **helpful guide for conscious career planning** and visualizing employee development. In the development module users have a **simple overview of individual work tasks** grouped into categories. Each activity serves as a step in employees' development towards their desired career path. Line managers can track their team members' work activities and progress.

Daily tasks that often seemed meaningless for employees all of a sudden become part of their overall progress towards their individual goals. These **goals are based on both the organizational career paths and the employee's preferences**. Besides traditional training activities, the **hidden processes of self-development become visible** to all stakeholders, which makes **planning a lot more simple**. User feedback confirms that the platform motivates actions that were very often neglected or postponed, by putting them into perspective and receiving rewards for their completion.

Users create their development plan first based on their actual position in their organization, as well as their desired career paths. This roadmap will serve as a guide in order to know what real-life activities (i.e. work tasks or projects) they can do in order to progress towards their plan. Through this tool even tasks that are considered insignificant will fill with meaning, as each becomes a building block of the employee's development.

Users record their individual activities, for which they receive rewards of varying value based on the scope of the activity and its significance in their development plans. This way the system guides users in their desired direction within the preset frames. Highlighting the overall progress in the development plan provides a **constant sense of accomplishment and advancement**.

#### The rewarding module

The rewarding module provides **external motivational factors**, which can be **both virtual or physical rewards**. Rewards collected for learning and development efforts are presented as virtual currency, which can be redeemed either in the shop or in the Fuel Station Ville metagame (please see next section). We can easily upload company related merchandise or gifts that serve team building (e.g. a team pizza night), providing a

selection for users who make their purchasing choice based on their individual preferences.

Besides traditional one-click purchasing, the system also provides the opportunity to offer more valuable gifts for raffles. Raffles create an added level of excitement and a long-term motivation in the shopping experience.

### The metagame module

In order to provide a truly game-like level of motivation, Fuel Station Ville lifts employees **out of their work context**, and engages them as protagonists in a metagame. The purpose of the frame story beyond **representing and reflecting user progress**, is to create an **emotional bond with BP's brand values**.

In Fuel Station Ville users are responsible for managing their fuel station network. As they develop, they collect rewards, which they redeem for building and upgrading their network, which thus becomes the embodiment of their L&D progress. Through this **perspective change** we manage to visualize users' progress in a whole different way.

### The administration & analytics module

By tracking all user activities, FSV provides full flexibility in terms of analytics. Based on our organizational needs we pull **custom reports and statistics** from the system. Activities, learning game contents, shop elements are all **easy to upload, edit or delete from the system without advanced IT skills**.

## Introduction of FSV to the organization

Generally, during system launches it is important to focus on leadership teams and engage them properly, as they are the key to success. For us it was not enough to engage leaders, but we needed to **engage our employees on all levels** to be the ambassadors of the system and to understand how FSV will be useful for them. We organized **30 workshops** throughout August and September (official launch of the system was August 4), separately for leaders and non-leaders.

During these 30 workshops we had 650 participants who came to learn more about Fuel Station Ville and understand why we implemented it. The workshops were delivered by the Learning & Development team (3 people) and with the support of the HR team.

The workshops had 2 main parts: first we lead the participants through the thinking of the L&D team to make everyone understand why learning innovation is needed in the organization, and in the second part we had a system introduction and education.

During the first part, we covered how a **conscious development planning** should look like and we also taught them about the **70:20:10 learning concept**. This is a sharp change in the organization: so far people did not think about their development in a conscious way and they did not own it, but waited for career moves. Besides, the learning offer did not change in the past 6 years and could impact only that 10% of employee learning (based on the 70:20:10 learning concept), because we mainly offered classroom trainings and formal education opportunities.

After being on the same page regarding the backbone of the system, we covered a system overview during the workshop. In this part we introduced the concept and the main elements of FSV. We spent a lot of time on how to create their development plans in the system and how they can track their development. This was crucial for us, because **starting 2017 we plan to use these development plans also for collecting the learning needs of individuals**, to be able to impact not only that 10% of their learning, but give more support for the remaining 90%.

## Results

The first user surveys are currently in progress, but interviews with users have already clearly confirmed that the platform provides great **support both for employees and line managers in development planning** by making it transparent and simple to track. Even more senior colleagues claim to **learn a lot of new information** about the organization through the highly engaging mini-games.

### Stats highlights:

- Project launch: 2nd week of August
- System use is **not mandatory**
- **41% of employees** are active users
- **24% week-by-week growth**
- **56% of users** have created development plans
- The average user logs into the system **every week**
- 30 content items processed by the average user per day

Based on the feedback we have collected during our focus group sessions there are 2 elements users express to like the most about FSV: the development plan and the mini-games. People have started to realize that the system gives them **helpful support in their development**, because it offers opportunities and challenges they can complete to develop themselves. The other ultimate favourite of current users are the mini-games. Users started

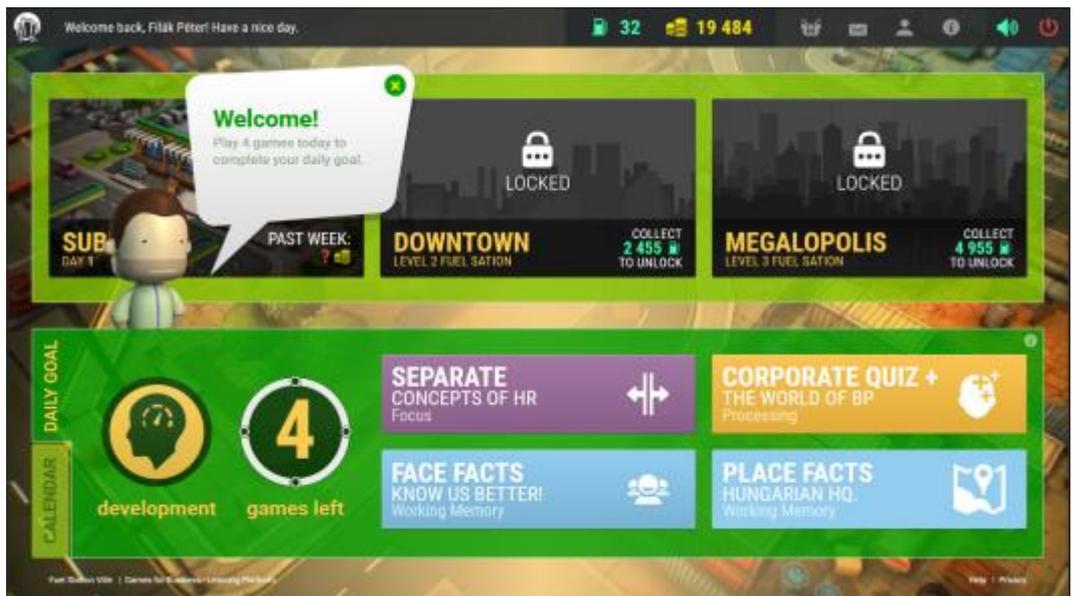
to recognize that these 2-3 minute long brain challenges enable them to **learn in a much more entertaining way and the curriculum is better absorbed.**

#### Application in other areas of HR

We have also started to **apply parts of the system during our employer branding activities.** We bring FSV to job fairs and let people play with one mini-game, in which they can learn about BP and GBS Europe. This initiative was extremely successful at this season's first regional job fair; potential candidates were lining up to try the game.



FSV system screenshots







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