



### Game-based learning program developed for ICICI Bank

# Games to improve the speed and accuracy of decisions

ICICI Bank is India's second-largest bank with total assets of more than US\$ 50 billion. ICICI Bank has a network of more than 600 branches and extension counters and over 2,200 ATMs. ICICI Bank offers a wide range of banking products and financial services to corporate and retail customers through a variety of delivery channels and through its specialized subsidiaries and affiliates in the areas of investment banking, life and non-life insurance, venture capital and asset management.

ICICI Bank currently has subsidiaries in the United Kingdom, Russia and Canada, branches in Singapore, Bahrain, Hong Kong, Sri Lanka, and Dubai, International Finance Centre and representative offices in the United States, United Arab Emirates, China, South Africa, and Bangladesh.

## THE NEED FOR A GAME-BASED LEARNING PROGRAM

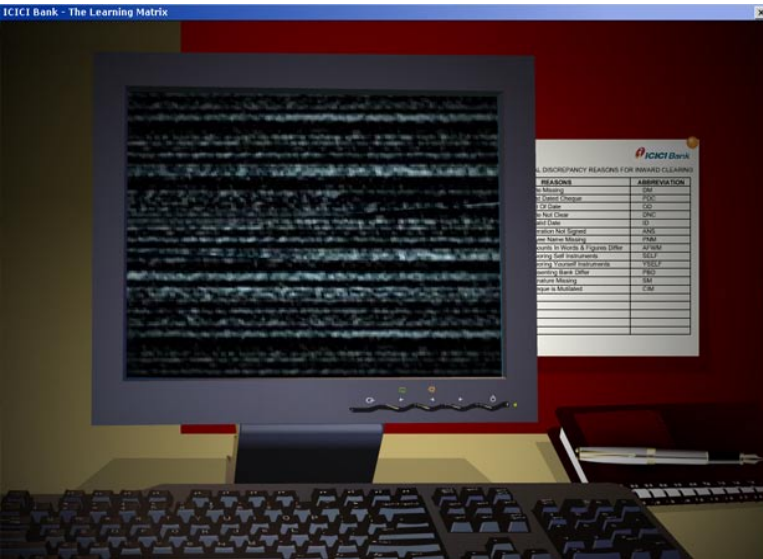
ICICI Bank commissioned Tata Interactive Systems (TIS) to design and develop a game-based learning program at their Regional Processing Centers (RPCs).

Checks collected at individual bank branches are deposited everyday at the Reserve Bank of India (RBI), where they are sorted and organized. After an automated tallying process, the checks are manually scrutinized for technical discrepancies by bank officials or vendor staff. This is a time-bound process—the bank needs to inform the RBI about its decisions on honoring or not honoring checks, along with the necessary justifications (if required) before a specified time every day after which the payments are deemed complete.

The Mumbai RPC processes anything between 40,000 to 1,00,000 checks every day for Inward clearing.

## Game-based Learning

Banking, Financial Services & Insurance



On any given day, each verifier processes an average of 375-400 checks every hour for nearly 4 hours. Though the necessary training, instructions, and tools are provided to the verifier, the manual process is prone to error because of the repetitive and monotonous nature of the task. For the bank, an incorrect decision has severe legal, financial, and other implications.

To mitigate this risk, ICICI commissioned this game about the importance of performing the technical scrutiny with the utmost diligence and care. The objective was to strengthen the whole process and eliminate payment errors.

### HOW OUR SOLUTION HELPED

The profiles of the learners and their backgrounds were as follows:

#### Target learner profile

- Worked as verifiers at the RPCs
- Nearly 60% were women
- Graduated in Science/Commerce with/without banking background
- Average age of 25 years
- Had basic computer knowledge
- Most had been in the process for at least three months
- Could also be new inductees

#### Prior training

- Had undergone an e-learning course on the Inward Clearing process
- 1-day classroom training
- 5-10 days of unstructured on-the-job training
- Mentor-mentee relationship (on the anvil)

## Game-based Learning

Banking, Financial Services & Insurance

### Business objectives

- Reduce occurrences of payments on discrepant checks
- Reduce time to process a check for discrepancy (metrics to be defined by ICICI)
- Create awareness of the implications of incorrect verification and decisions
- Provide training to inductees on the technical verification process

### Deployment

The game would be used across RPCs all over India to train and provide practice to bank and vendor employees involved in the Inward Clearing process.

### FEEDBACK

"The concept is good for learning technical verification of checks."

"The game is well designed."

"It is visually appealing."

"Generally, it allows one to concentrate on various aspects of the technicalities. When I started, I could hardly find errors in a check, but after practice, I could track errors quite easily. So definitely playing again I would look forward to improving my scores and reducing errors."

"The concept to cover the technical issues was interesting."

"It made me sit back and concentrate to ensure good scores."

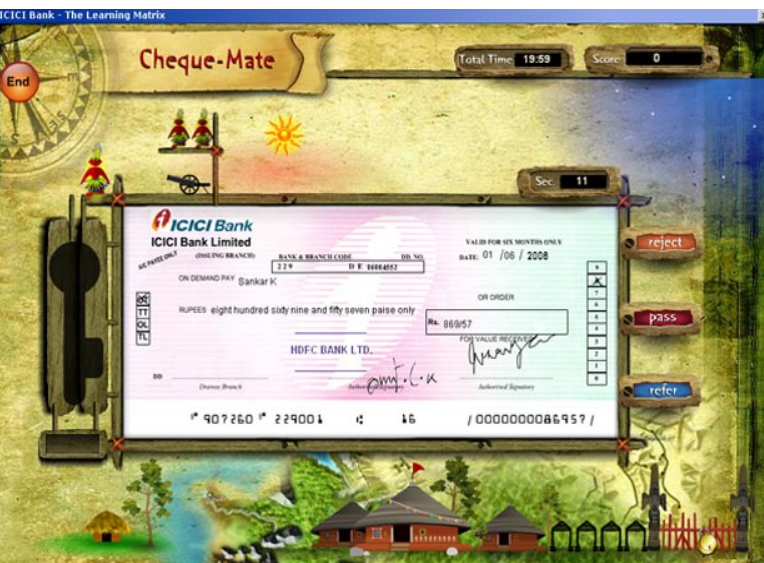
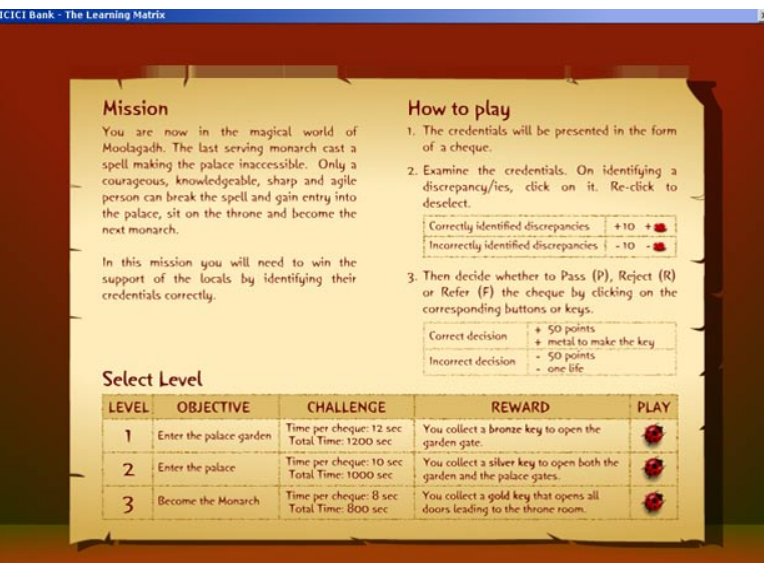
"After playing for the first time you come to know your weaknesses and you can improve accordingly—one would like to wipe out those weaknesses and score full marks."

"It also increases one's inward clearing checks and technical scrutiny knowledge."

"A good stress buster."

### TECHNOLOGY USED

The game was developed using Macromedia Flash MX 2004.



The game challenges the learner to a rapid-fire round of the check verification process by presenting a series of correct and incorrect checks that need to be categorized as 'Pass,' 'Reject,' or 'Referred' on the basis of the identified technical discrepancies.