# Sareb Use Case

## Sareb uses video game-based training to strengthen its corporate culture and develop employees' soft skills

The company reduced turnover by 27% in three years, contributing to its overall business results.

- **Company:** Sareb
- **Industry:** Financial Services and Real Estate
- **Program data:**

  Employees: **290**

- **Challenges:**
  Complement the strong technical capabilities of employees by developing their soft skills to improve the company's strategic outcomes.
  Build a unique, innovative, and attractive corporate culture that engages employees, increases retention, and attracts new talent.
  Provide training that updates employees' skills, adds value, and increases their future employability.

- **Solution:**
  Game Strategies' game-based learning methodology.

- **Results:**

  **98%** Completion rate.
  **93%** Recommendation rate.
  **98%** Applicability rate.
  **27%** Reduction in turnover.
  **28%** Increase in employee engagement with the company.


## Sareb: A commitment to human capital

The Sociedad de Gestión de Activos procedentes de la Reestructuración Bancaria (Management Company for Assets Arising from Bank Restructuring), better known by its acronym Sareb, was created in 2012 with the goal of helping to clean up Spain's financial sector, specifically banks that had been heavily exposed to real estate. Sareb has managed assets worth over €50.78 billion since its inception, playing a key role in the financial recovery.

From the HR department, now renamed People Management, the company has made significant efforts to place employees at the center of its operations. It sought ways to offer value to its workforce, enhance their future employability, and develop 21st-century skills. Sareb has identified this commitment to talent and human capital as a key strategy for achieving its corporate goals.

*"Using video games allows employees to easily transfer what they've learned to their jobs. They quickly recognize it in their daily work and it helps them change how they do things."*

Gloria Arias Martínez | *Director of People Management, Sareb*

## The major challenge: Retaining talent in a company with an expiration date

Due to the conditions under which it was created (via a Royal Decree Law in 2012), Sareb is a temporary company set to cease operations in 2027. By then, all assets must be sold, and the company and its staff will shut down. This posed significant challenges for managing and developing talent, enhancing employee engagement, and retaining staff.

### 1. Developing soft skills to meet corporate goals.

While Sareb has always employed top-level professionals with strong technical expertise (lawyers, economists, real estate experts, etc.), the company recognized that enhancing these profiles with soft skills, such as leadership, productivity, communication, negotiation, and time management, could further boost organizational talent and advance strategic objectives.

### 2. Attracting and retaining talent.

Given its temporary nature and limited lifespan, Sareb faced a unique challenge in keeping its workforce motivated and loyal. Retaining high-performing employees and attracting new talent were critical priorities.

*"All of this contributes to better business performance, which is the ultimate goal of any organization. It helps you achieve results on time and effectively."*

Gloria Arias Martínez | *Director of People Management, Sareb*

### 3. Building a unique corporate culture.

As a young and temporary organization created under urgent circumstances, Sareb lacked a defined company culture. One of its main goals was to eliminate the perception that "Sareb's culture is that there is no culture." The company aimed to establish a distinctive, innovation-driven, and talent-focused corporate identity.

*"When it comes to gamification, Game Strategies represents international quality, quality in service of people's growth and real-world application."*
Federico Delgado Martín | *Director of Organization and Change Management, Sareb*

*"The employee sees that the company wants to invest in their development, using the best and most innovative tools. And that helps reduce turnover."*
Gloria Arias Martínez | *Director of People Management, Sareb*

## The solution: A flexible, engaging, and high-quality game-based learning platform

To address these challenges, Sareb partnered with Game Strategies, a global leader in serious games for corporate training. The platform offered at least four key benefits:

### 1. Top-tier soft skills training.

Game Strategies' serious games are designed to develop the most in-demand leadership and soft skills. Sareb provided its employees access to four games, each focusing on one or two key skills:

- Merchants – negotiation and conflict resolution
- Pacific – leadership and team management
- Triskelion – productivity and time management
- 2100 – customer service

In total, these games cover 26 soft skills, including decision-making, teamwork, effective communication, analytical thinking, planning, problem-solving, and innovation, adding significant value for employees.

↓ 27%

27% reduction in turnover rate

↑ 28%

28% increase in employee engagement with the company

### 2. Learning by doing.

The games include powerful simulators that allow for hands-on learning through trial and error. This experiential learning approach accelerates soft skills development and makes it easier to apply them on the job.

### 3. Full flexibility.

Being fully online and accessible via computers, tablets, and smartphones, the platform allows employees to train whenever and wherever they want at home, during their commute, or at work while balancing demanding professional responsibilities.

*"Online training is usually not very engaging—it doesn't involve the employee. We wanted to go further, to innovate, to stand out, and to have fun."*

Federico Delgado Martín | *Director of Organization and Change Management, Sareb*

**4. Innovation and engagement.**

Choosing video games—a cutting-edge format aligned with digital transformation offered employees a fresh opportunity to grow both personally and professionally. This initiative helped Sareb reinforce a corporate culture built on innovation and talent, while boosting employee engagement and commitment.

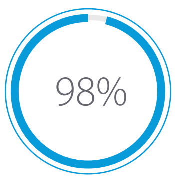
## Results: A more committed workforce achieving business goals

The results of the gamified training program at Sareb were outstanding. Unlike traditional courses that often suffer from high dropout rates, 98% of employees completed the game-based training. In addition, 93% said they would recommend it, and 98% found it applicable to their jobs.

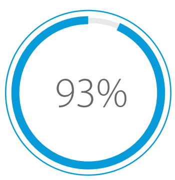
The company also significantly increased employee motivation and engagement. Turnover dropped from 9.9% in 2015 to 8.7% in 2016, and then to 7.2% in 2017. Annual employee surveys revealed a rise in engagement: from 60% in 2015 to 77% in November 2017.

These improvements translated into strong business results. With better-trained professionals—especially in soft skills—Sareb increased its revenue from €3.886 billion in 2016 to €3.923 billion in 2017. It also boosted its debt cancellation volume by 110%, canceling €4.137 billion in 2017.

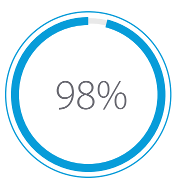
Completion rate:




Recommendation rate:




Applicability rate:




*"Games leave a lasting impression—even more than classroom training. Employees themselves tell us they remember things better in this fun and unique environment."*

Federico Delgado Martín | *Director of Organization and Change Management, Sareb*