

Gamification

How it can be used to effectively engage your Contact Centre employees



The question of how to effectively motivate your Contact Centre team is a constantly recurring theme. How do you engage your people to deliver results, especially in a hybrid work environment? How do you challenge your agents to exceed their previous performance? How do you inspire your team to be the best possible version of themselves at work?

Motivating employees is always a priority. One proven method of motivation is gamification. In its simplest form, it applies the principals of game play (rewards, point scoring, rules and competition against other participants) to activities to increase engagement.

“Gamification is the use of game mechanics and experience design to digitally engage and motivate people to achieve their goals. It is important to distinguish gamification from video games and loyalty programs, as gamification uses techniques from behavioral science to “nudge” people into achieving their goals”

- Gartner

CONTENTS

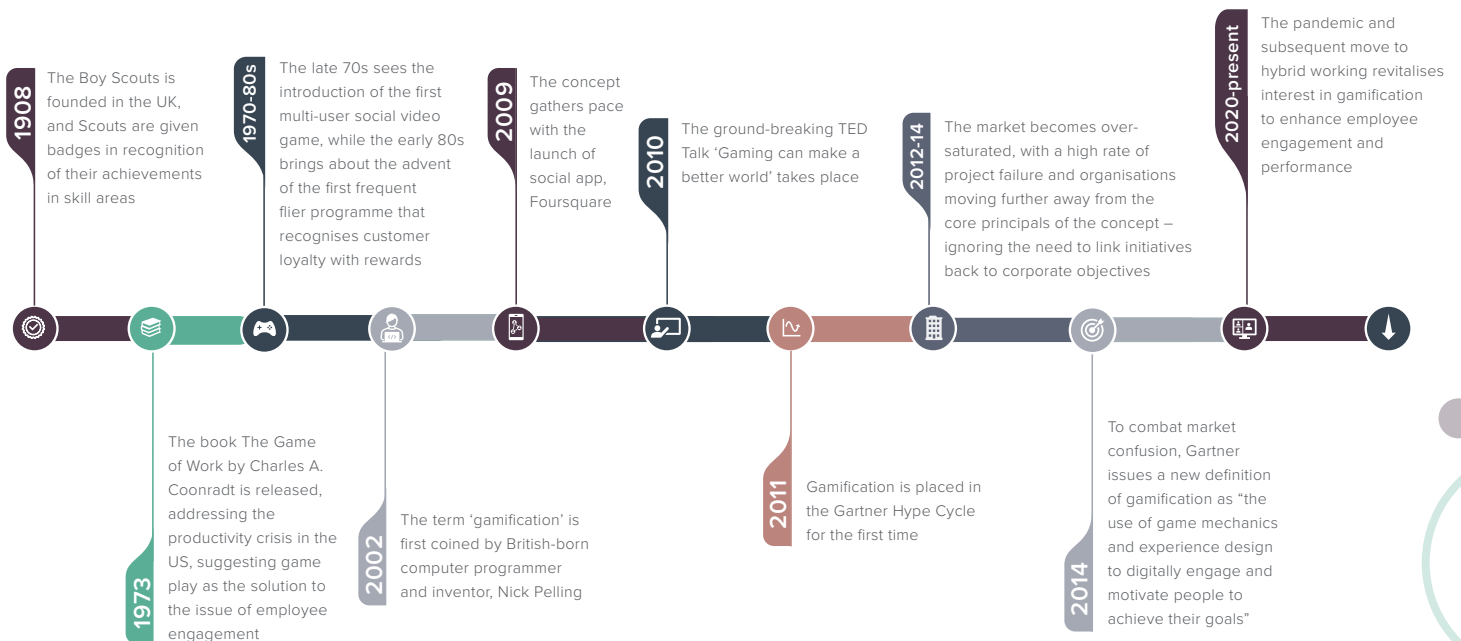
- INTRODUCTION
- EVERYDAY GAMIFICATION
- A GAMIFICATION RESURGENCE
- GAMIFICATION IN THE CONTACT CENTRE
- GAMIFICATION - DESIGNING YOUR PROGRAMME
- TOP TIPS
- NEXT STEPS

Everyday gamification

The concept of gamification is ingrained into our everyday lives, from parents rewarding kids for completing a task, or smartwatch users receiving badges for reaching a certain milestone.

A simple concept, gamification can deliver impressive results if its underlying principles are understood and a programme is well structured.

In this ebook, you will learn how gamification has evolved over time and how it can be used to best meet the needs of the 21st century Contact Centre. We will share our best practice tips gathered from IPI's 20 years' experience of working with Contact Centres, helping you to kick-start a gamification programme that ensures success.



A gamification resurgence

As our understanding of how to enhance employee performance increases and we navigate changes to the way we work, interest in gamification is gathering pace once again. The main principal of gamification – motivating 'players' to meet/exceed a set of desired goals – means that it is well-suited to the modern hybrid workplace and helping to meet corporate objectives.

With a displaced workforce, worker disconnect and low productivity can be common problems, but when addressed through gamification, employee engagement and performance is improved.

- Organisations who address engagement issues report a 17% increase in productivity and a 41% reduction in absenteeism [Gallup]
- Gamification made employees feel more productive (89%), 88% were happier at work, and 87% of employees said that introducing game elements made them feel more socially connected and provided a sense of belonging at work [Talent IMS]

Gamification in the Contact Centre

Contact Centres can struggle to motivate and engage employees in the long term, and the industry is prone to higher than average rates of employee turnover and absenteeism. With many repetitive tasks, and performance assessed on metrics such as Average Handling Time, or Compliance, agents can easily lose interest in the job and find it difficult to stay motivated.

The hybrid workplace has created additional challenges, taking away the motivation to excel usually derived from colleagues and managers in the workplace, while tools such as interactive whiteboards or in-person incentives do not translate over to the home-office environment.

A strategy built around gamification principles is a sound approach to introducing a structured, fun, way to boost engagement and drive employees towards desired corporate objectives.

Designing your gamification programme

There is no prescribed approach to gamification. No matter what your sector or size of organisation, these are our best practice tips for success.

IPI's top ten tips for gamification success in the Contact Centre

1. Gather support beyond the Contact Centre team

Gamification must be more than a siloed departmental initiative, with HR and executive leadership also having a role to play. HR can lend a valuable perspective when it comes to effectively engaging and rewarding employees, whilst support from leadership, who will see the benefits from the resulting increased productivity, can help secure the budget to ensure your initiative hits the ground running.

2. Set clear KPIs

A well-structured gamification programme provides the ability to define what success looks like within the Contact Centre and what behaviours and attributes you want to promote amongst your agents. Link your programme back to central business objectives, asking:

- What are the key metrics that encourage the right behaviours?
- Is it the number of calls handled?
- Is it overall customer satisfaction?
- Is it the number of customers completing a satisfaction survey?

Make sure KPIs can be judged objectively, based on statistical data, such as tracking the highest CSAT ratings on a call, and make sure you track your progress against these KPIs – an essential to assessing the success of your initiative and making future plans.

3. Set clear ground rules

From the start, everyone should be made aware of the KPIs and how they can reach them so that the competition is fair between agents. A poorly framed programme without rules and clear guidance will fail, so make sure this is done before your programme gets off the ground.

4. Make it time-bound

Set some clear boundaries and focus attention by having a clear timeframe and end-point. Depending on uptake and success levels, you can then look to run a new programme once your initial activity has run its course.



5. Start small and scale

Test the waters on a small pilot project before running ahead with multiple complex initiatives. All of our clients have a short testing period prior to going live with their implementations which is invaluable in ironing out any unforeseen issues. Do the same here, and extend your programme slowly – building traction within your department to ensure long-term success.

6. Keep it fun

Gamification is meant to be an exercise to boost motivation, so keep it fun and make sure the reward associated with the game play has meaning. A branded t-shirt isn't going to yield results, but lump sums of cash is going too far to the other extreme. In our experience, vouchers for experiences or for a retail outlet work well. Given the current cost of living crisis, supermarket vouchers or helping to treat staff to a takeaway would also be well received and help to improve employee wellbeing. You know your team best, so ensure the prize reflects their interests, and needs, and is enough to generate the results you want out of the programme.

7. Use it as a long-term development opportunity

The benefits of gamification extend beyond motivating workers to meet corporate behaviours in return for short-term reward. If you think strategically, you can use learnings from the initiative to offer agents further training and development opportunities. Employees who are motivated by the gamification programme will want to succeed and learn how to work more effectively to meet their targets.

8. Watch out for anomalies

Some agents will approach the programme at full throttle and be at risk of burnout to meet set targets, whilst others will have little interest in participating.

In this case, work with agents to manage their work levels, revisit KPIs to check if they are set too high, see if agents need further training to help them achieve their goals, and check whether your rewards/incentives give agents enough motivation.

Also keep tracking KPIs to look for trends. If the same agents are repeatedly winning the rewards, others will lose interest if they feel that they can't win. Reassess your programme framework, and remember, you want to promote the desired behaviours amongst all agents, not just a few.

9. Analyse, refine, repeat

Test your gamification programme framework amongst a select group of employees before rolling it out fully. Look at how the game play works, check that the metrics are achievable, and make sure that participants feel the competition is fair and, more importantly, fun! Based on your findings, refine the programme and make any changes before repeating the cycle.

Once live, continue analysing the success of the programme. Look at the KPIs – are agents meeting the desired objectives? Do the goals still match the correct business outcomes? Is the reward right? How can you make the next programme better? Iteration is key to success – so constantly review the details and the outputs of the programme.

10. Work with a trusted consultant

Gamification programmes have been self-implemented by organisations with great success - but working with a consultant can often yield better results. Consultants can draw on their extensive experience working across numerous industries, using this to design a best-in-practice programme. They also can save money – helping to reduce costs in the programme through spotting efficiencies that can be made.



**Exceptional
Customer
Contact**

TAKE THE NEXT STEP



IP Integration Ltd
Integration House
Turnhams Green
Business Park
Pincent Lane
Reading, Berkshire
RG31 4UH



0118 918 4600



enquiries@ipintegration.com



<https://ipintegration.com>

