

DATA-DRIVEN GAMIFICATION EBOOK



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INTRO

Sales teams, inside sales, customer service teams, help desks and outsourced contact centers face common challenges. These businesses rise and fall with the motivation, commitment and minute-to-minute actions of their sales and service agents.

“

To win, you need a motivated, committed and efficient team. And you need to nurture your talent. Every team has star players. Managers need to keep their star players to be successful. New, young talent, growing up with different systems, expectations and habits, must be smoothly integrated, on the field and off it. Different players excel in different roles. You need to keep them all engaged with personal feedback and encouragement. When there are new systems and formations, you need to adapt to win. The decisions you make in moments of transition make or break the game, the season and your career.”

New technologies have transformed sales and customer service. However, there is also new complexity and uncertainty.

Gamification is a familiar tool for the leaders in sales and service. 70% of Forbes Global 2000 companies use gamified platforms to boost staff engagement, employee retention and revenue. Now, due to the rise of automated, data-driven systems, gamification has new power and potential.

This eBook is for all decision makers that have sales or service in their business. It is of particular interest to contact centers in B2C and B2B sales and customer service.



This eBook aims to give you detailed knowledge about gamification for your competitive advantage.

Chapter 1



The science of data-driven gamification for sales and customer service

1. GAMIFICATION AND THE ENTERPRISE

What is gamification?

“Gamification is the application of game-design elements and game principles (e.g. point scoring, competition with others, rules of play etc.) in non-game contexts, to drive a desired behavior, such as engaging and motivating people to surpass their goals.”



Gamification is designed to make work more fun, interesting and engaging, while also helping people to achieve meaning and mastery in their careers. It enables people to achieve a state of focused motivation as they tackle complex obstacles.

Why use gamification in the enterprise?

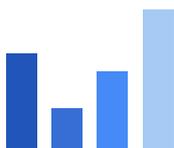
“Participation and user engagement drive business value.”

Gamification achieves increased participation by inspiring people and teams into performing at their best in results-oriented activities, such as sales, customer care, data management, training etc.

By creating engagement loops that are aligned with core objectives, everyday tasks can be made more fun and engaging, while simultaneously providing feedback and motivation. Gamification drives engagement by making it easy, fun and interesting for users to achieve clearly defined business goals.

What are the requirements for successful gamification?

- ✓ A clearly defined goal
- ✓ A system of measurable progress toward the goal
- ✓ A notion of increased status when the goal is reached
- ✓ Meaningful rewards for achieving goals



Modern businesses have advanced data-driven systems capable of measuring progress. Real-time machine learning and automation, combined with enterprise data, have created the conditions for a new era of successful gamification.

2. GAMIFICATION KEY THEORIES

How does gamification work?

Professor Kevin Werbach's Gamification Design Framework explains gamification in six clear steps:



1

DEFINE YOUR BUSINESS OBJECTIVES

There must be a clear set of goals or business objectives. Why have you decided to implement gamification? What do you hope to achieve? What positive results would you like to see as a result of using a gamified system?



2

DELINEATE TARGET BEHAVIORS

What do you want your employees/players to do? How will you measure their progress? Describe the behaviors and explain how they will help you to achieve your business objectives. Do you want to increase competition between teams, or between individuals? Are you trying to affect a specific KPI, like staff tenure, call rate, system adoption or customer satisfaction?



3

DESCRIBE YOUR PLAYERS

Who will participate? Will it be just your sales teams or customer care reps? What are some of their values and what motivates them?



4

DEVISE ACTIVITY LOOPS

How will your gamified feedback system encourage further action? How is progress measured? How will you motivate employees to work towards key business objectives, and how will you provide feedback once they have completed the actions?



5

DON'T FORGET THE FUN

People play games primarily because they are fun. So, ensure that you are not just using gamification to create a mindless, robotic workforce. The game must be fun; meaning that even without extrinsic rewards, players will still continue to play.



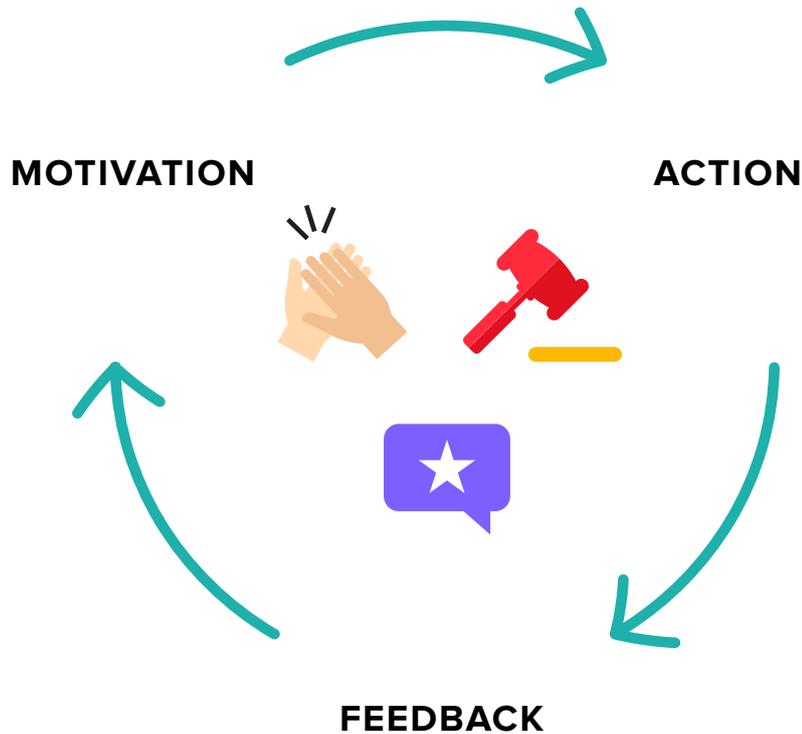
6

DEPLOY THE APPROPRIATE TOOLS

How will your game be deployed? Will you use TV screens, computers, smartphones, tablets? What do you need to set up and operate the gamified system? Is it simple and intuitive? Do the tools used help you to achieve your initial business objectives?

GAMIFICATION

The Engagement Loop



“ As with any other type of learning, there must be clear and immediate feedback to help players understand their progress and negotiate challenges. At the simplest level, an engagement loop makes your game an effective part of overall business strategy.”

An engagement loop consists of 3 components that can endlessly repeat: motivation, feedback, and action.



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Intrinsic Vs Extrinsic Motivation

There are two primary motivational theories used to explain what motivates people to achieve a goal. These motivation types are called intrinsic and extrinsic motivation.

Intrinsic motivation comes from within a person. It is the performance of an activity to attain a desired outcome. An inner desire for continued growth and learning is an example of intrinsic motivation.

Extrinsic motivation comes from outside the person. It is a motivation driven by things, such as money, performance ratings, recognition, and other awards.

“The ultimate goal with gamification is to drive intrinsic motivation because it is long lasting and self-sustaining.”

What Problems Can Gamification Solve?



- ✓ Drive changes in behavior towards clearly defined goals
- ✓ Instant feedback and recognition
- ✓ Motivate and engage employees
- ✓ Stimulate results-oriented customer interaction
- ✓ Motivate employees to complete challenging or mundane tasks
- ✓ Reduce paid absence and employee churn
- ✓ Retain top talent
- ✓ Reward and compensate performance
- ✓ Build a corporate culture of fun and friendly competitiveness
- ✓ Inspire people to surpass their goals



According to the [Ivey Business Journal](#), there are four essential intrinsic rewards for employees: meaningfulness, choice, competence and progress. If harnessed properly, these rewards can help business create a high-engagement culture.

The four essential intrinsic rewards for employees

MEANINGFULNESS

CHOICE

COMPETENCE

PROGRESS

Source: Ivey Business Journal

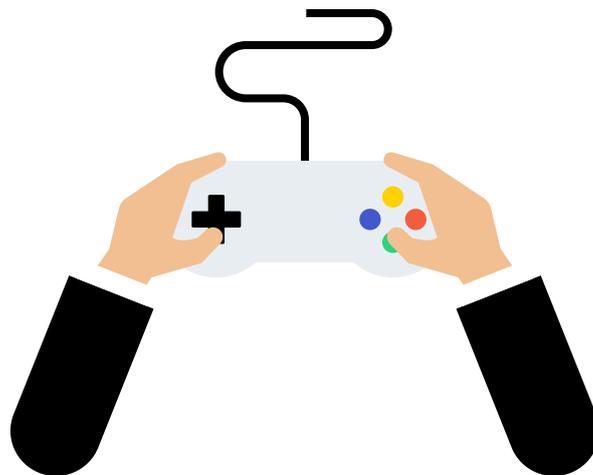
Understanding different types of gamers in the enterprise

“

In the workplace, most employees have been exposed at one point or another to various personality assessments such as the [DISC](#) or [MBTI](#) to help determine which roles best suit their strengths. People tend to be more engaged and perform better in jobs that are aligned with their interests and personalities. For example, outgoing people might gravitate towards sales, while introverts might focus on more analytical roles.

Intuitively, we understand that different personalities are attracted to different types of games. Back in the mid-90s, Richard Bartle, an author, professor, and game researcher at the University of Essex, examined the players of Multi-User Dungeon/Domain (MUD) games and defined four types of gamers. He classified them as explorers, socializers, achievers, and killers, based on whether they acted or interacted, and whether they focused on the world of the game or the other players.”

- MIKE SMALLS, GAME MECHANIC EXPERT



Bartle's 4 types of Gamers



Killers

DEFINED BY

A focus on winning, rank, and direct peer-to-peer competition

ENGAGED BY

Competitions, Leaderboards, Ranks



Achievers

DEFINED BY

A focus on attaining status and achieving preset goals quickly and/or completely

ENGAGED BY

Points, Badges, Achievements



Socialites

DEFINED BY

A focus on socializing and a drive to develop a network of friends and contacts

ENGAGED BY

Interactions, Newsfeeds, Celebrations



Explorers

DEFINED BY

A focus on exploring and a drive to discover the unknown

ENGAGED BY

Hidden content to unlock

What gamer type do salespeople fit into?



Salespeople tend to be achievement-oriented and therefore frequently fall into the killer category. Salespeople tend to thrive on friendly – and not so friendly – competition.

Salespeople are typically more independent and are motivated by rewards, awards, and trophies. Using games that focus on competitions, leaderboards and point scoring can be a very effective tool to motivate different types of sales teams and individual sales people.

3. SUCCESSFUL GAMIFICATION NEEDS RELIABLE, TIMELY DATA

Gamification is the perfect match for the data-rich world of outbound and inbound contact centers. Modern contact centers are blessed with accurate, real-time data.

Do you have the right data for your KPIs?

Contact center software typically gathers an extensive data set. Not all data is usable. And not all data is handled, stored or tagged so that it can be used.

When used correctly, this data can provide decision-makers with Key Performance Indicators. Gamification has the potential to affect all agent metrics. Therefore, gamification can influence all contact center KPIs.

One of the main benefits of advanced contact center software is the availability of two types of real-time data:

- ✓ **INTERACTION DATA** from e.g. call, email, text etc. handling and results
- ✓ **NON-INTERACTION DATA** from e.g. agent profile and work practices

Contact centers with modern automated tools can access a vast amount of real-time data. However, this creates a challenge:



- ✓ What data points are available and useful?
- ✓ Are they meaningful performance indicators in isolation?
- ✓ What data supports different KPIs?
- ✓ How do they relate to different business goals?

CONTACT CENTER DATA, KPIs & GOALS

Contact center agents and their actions create many different data sets. What data points and KPIs relate to different contact center business goals?



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A closer look at contact center KPIs

The key performance indicators that you choose to work with can define your business:

- The wrong KPI or a KPI that is unreliably measured, can have an adverse effect on your business
- KPIs should answer your strategic objectives
- KPIs should be available from data that is reliably and timely accessible

KPIs are vital for successful gamification as they give you **“a system of measurable progress toward your goals.”**

Common contact center KPIs

OUTBOUND

Hit rate
Deals/bookings
Deal value

INBOUND

First call resolution
Customer effort
Average Handling Time



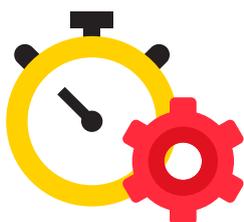
In outbound, deal value is often measured by the commission paid to the contact center per deal, rather than face value.

Of course, measuring changes in deals and resolution is easy to track. However, productivity is more challenging. Some KPIs are more useful than others.

Let's explore some productivity KPIs that might be useful for gamification.

Is the Agent Productivity Formula still relevant in the multi-channel contact center?

The Agent Productivity Formula has historically been used in contact centers to track individual and collective agent performance over time. The formula uses a mix of interaction and non-interaction data to deliver a useful agent efficiency KPI.



Agent Productivity Formula

Agent Productivity (P) is expressed as a percentage

$$AHT = ATT + AWT$$

$$P = ((AHT * C) / (L * 3600)) * 100$$

ATT Average Talk Time (seconds)

AWT Average Wrap Time (seconds)

Sometimes referred to as ACW = Average After Call Work Time. This includes time for form filling and other administrative tasks.

AHT Average Handle Time (seconds)

The total of talk time and wrap time as an average per call

L Login Hours

C Calls

P Productivity

IS THE AGENT PRODUCTIVITY FORMULA USEFUL?

- + Clear measure of an agent's efficient use of time
- Does not take into account the success rate of calls

A WORKING EXAMPLE

ATT	Average Talk Time	120
AWT	Average Wrap Time	30
AHT	Average Handle Time	150
L	Login Hours	7
C	Calls	100
(150*100) / (7*3600) * 100 =		59.5%

Interpreting Productivity Formula Results

A short wrap and average handling time hints at good efficiency. But in this example a lower call rate and fast handling leads to a low overall agent productivity score.

The weakness of the formula is that does not take into account call success and the time spent on successful interactions versus the non-successful. It can be useful, but only when other KPIs are in place that track success.

Is Average Handling Time a good KPI?

AHT in isolation could be counter-productive as a KPI. When agents prioritize short handling time they can:

- Cut off calls, leading to frustration and next interaction escalation
- Decrease first call resolution
- Increase interactions per customer due to issue recurrence
- Overall decrease customer satisfaction as call volumes increase

In the multichannel contact center, some channel-specific data might not be available. When agents are switching channels, or working on calls and emails simultaneously, it may not be possible to track e.g. email composing time.



The Basic Agent Intensity Formula

AGENT INTENSITY FORMULA

Talk Time Today / Work Time Today

While the intensity formula is simple, the advantage is that it is easy to understand for agents. A weakness is that, in isolation, it has limited meaning for a decision maker without a reference to the success of interactions.

Average Schedule Adherence is a common contact center KPI

	Inbound		Outbound	
	2013/14	2015	2013/14	2015
Handling customer contacts / interactions	70.9	70.4	70.7	69.9
Available (waiting for customer)	21.5	12.1	20.9	12.4
Offline (meeting / briefing / etc.)	7.6	8.5	8.4	8.7
Other (training / unscheduled breaks etc.)	Not asked	9.0	Not asked	9.0

Source: 2015 Global Contact Centre Benchmarking Report: What percentage of an agent's day is spent...?

The above chart highlights the large slice of time that agents are waiting for customers. Waiting time is a major cost problem for contact centers. The GCC report states:

“Even a single point of change in either direction can have a major influence on costs and services.”

2015 Global Contact Centre
Benchmarking Report

Average Schedule Adherence

$$\left(\begin{array}{c} \text{TALK} \\ \text{TIME} \end{array} + \begin{array}{c} \text{WRAP} \\ \text{TIME} \end{array} + \begin{array}{c} \text{EXCEPTIONAL} \\ \text{WORK TIME} \end{array} \right) - \left(\begin{array}{c} \text{NON-WORK} \\ \text{TIME} \end{array} + \begin{array}{c} \text{BREAK} \\ \text{TIME} \end{array} \right) / \begin{array}{c} \text{WORK} \\ \text{TIME} \end{array}$$

IS AVERAGE SCHEDULE ADHERENCE USEFUL?

- + Good to track overall staffing efficiency
- Does not explain causes and may be contradicted by success factors

Typically, contact centers aim for an average schedule adherence of over 90%. This is a useful indicator of conformation to planned scheduling, and can be more meaningful than a pure speed indicator, like Average Handling Time. This formula is frequently customized by different organizations.

Schedule adherence can be negatively impacted by:

- Not logging in to systems
- Interaction dodging
- Poor punctuality
- Extended, unscheduled and tactical breaks
- Personal activities
- Illness and other absences

These are an unhealthy sign. The root cause may be problems with team working, lack of personal growth opportunities, or recognition – all things that data-driven gamification can positively affect.



SUMMARY

Gamification is an excellent tool to motivate and reward employees. However, it must be driven by reliable, timely data. With the right data and KPIs, gamification will help you reach and exceed your goals.

The steps to effective gamification:

- ✓ A clearly defined goal
- ✓ A system of measurable progress toward the goal
- ✓ A notion of increased status when the goal is reached
- ✓ Meaningful rewards for achieving goals

But, what are your goals and challenges?

In the next chapters, we will look at specific challenges, like agent motivation, churn, Millennial staff and adopting new technologies. We will also explore how gamification can help you beat these challenges. Because we all want to win!

Chapter 2



How to increase staff retention with data-driven gamification

INTRO

Gamification is a familiar tool for the leaders of sales and customer service teams. 70% of Forbes Global 2000 companies are using gamified platforms as a way to boost staff engagement and support business growth. Now, with the rise of automated, data-driven systems, gamification has new power and potential.

This eBook will increase your knowledge about data-driven gamification, how it affects us in the workplace, and how it can solve key challenges facing your business. Read more to learn about simplifying decision-making and gaining insight, all while making the workday more fun and interesting.

In this chapter we will look at the crucial challenge of churn and key staff retention. Contact centers need to keep their best agents and rock star sales people. How can gamification help?



1. AGENT CHURN IS A MASSIVE DRAIN ON TIME AND RESOURCES

Most organizations struggle with retaining top talent. This is a particularly pressing issue in sales teams where typically 20% of sales reps bring in 80% of sales. It is also a huge challenge in contact centers of all sizes.

GCC's 2015 global survey found that 37% of contact center staff attrition occurs within the first 6 months of service. And 15% occurs during training. This figure increases every year due to the increasing complexity of roles and tasks in multichannel contact centers.



Hiring new agents, retraining and making up for lost time is very costly.

A recent Aberdeen Group study found that it takes seven months and almost **\$30,000** to recruit and onboard a new sales rep.

In addition, a recent Gallup study estimated that replacing an employee costs a business one-half to five times that employee's annual salary.

Why are my agents leaving?

The primary factors that cause sales and service agents to leave their current employers are:

- **Low confidence** in the product
- Too **high quota** assignments
- **Poor fit** with personal goals
- Lack of confidence in the company/**sales leadership**
- Better **opportunities**
- Perception that there is **unequal recognition** received for the amount of work done
- **Lack of interest** or motivation in the current sales process



Simply put, **employees who do not feel properly engaged, motivated and supported by management are much more likely to leave.**

The ideal is to create a fun and comfortable work atmosphere that values personal growth and provides proper recognition for effort and achievements.

According to [Gallup](#), “engagement elements explain 96% of the attitudes that drive voluntary turnover rates for work units.” So, in order to keep your employees from leaving, it is essential to have a good engagement strategy.

2. HOW CAN YOU KEEP TOP TALENT?

- ✓ Ensure that work is **stimulating** and **meaningful**
- ✓ Challenge agents with projects that **require new skill acquisition**
- ✓ **Recognize performance** with more than just money
- ✓ Help top sales performers feel **connected to the team**
- ✓ Give agents a **chance to grow** professionally and personally

By taking care of your agents, nurturing growth, recognizing performance and building team cohesion, you are much more likely to keep your top performers.

While these essential elements sound easy to manage, many sales and service leaders struggle with truly achieving these.

“

Highly engaged employees are 87% less likely to leave their companies than their disengaged counterparts.”

- KEVIN KRUSE

How can data-driven gamification help?

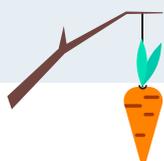
The goal is to promote growth, cohesion and a fun work environment that stimulates and motivates employees. Gamification is a good fit to increase agent retention as it helps set, track and meet these goals.

“

Sales reps work harder for the chance to earn a reward than they do after receiving one.”

- HARVARD BUSINESS REVIEW

So, how can you provide constant carrot-and-stick motivation, without taking up your managerial time on that single task?



3. HOW CAN YOU SATISFY YOUR AGENTS COST-EFFECTIVELY?

Contact centers typically look to reduce costs through e.g. process redesign, virtualization and streamlining. Gamification can drive all these forward. The right game mechanics can change behavior and cut costs:



GOOD AGENTS WANT TO BE RESPECTED FOR THEIR HARD WORK

Gamification is the perfect tool to provide instant feedback, recognition and appreciation for the completion of key tasks. Live leaderboards and big screen achievement celebrations make agents feel noticed, appreciated and recognized.



TEAMS PERFORM BETTER WHEN THEY WORK TOWARD COMMON GOALS/KPIS

According to Salesforce, sales is a numbers game. When expectations are clear, it is easier for outbound and inbound teams to come together around a common goal. Sound KPIs and clear targets create a rally point for coaching and mentoring that will drive you to reach and exceed your goals.



MONEY IS NOT THE PRIMARY WORKPLACE MOTIVATOR

According to the Harvard Business School, “The most powerful workplace motivator is our natural tendency to measure our own performance against the performance of others... Salespeople will actually give up the chance to make extra money if doing so will garner positive recognition from their peers”.



PROVIDE AN INSTANT CONFIDENCE BOOST

Everyone who has worked in a contact center knows that there are up days and down days. During the hard times, it's great to have a reminder that your peers are still booking meetings, solving problems and closing deals. It's great to be reminded that perseverance pays off.



AGENTS WHO ENJOY THEIR JOBS ARE MORE COMMITTED

3 out of 4 sales reps have no idea what they're doing, leading to disillusionment and frustration. In fact, according to a study of over 700,000 salespeople over 24 years, 74% were found to be “failing”. Gamification makes everyday contact center activities more fun and interesting.

How can you satisfy your agents as they go mobile?

According to [Gallup](#), more workers are telecommuting than ever before and the trend is increasing:

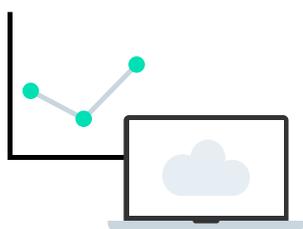
- ✓ Remote working is growing and many new contact centers operate on a **remote-first basis**
- ✓ Coping with a distributed workforce is an important part of HR strategy for **recruitment and retention**
- ✓ To access the **widest possible pool of talent**, and to attract the best agents, contact centers need to be able to recruit from beyond their physical catchment area
- ✓ Super agents may even **demand to work remotely** and choose to work only for employers who offer this flexibility

There are cultural and practical challenges to this. Cloud-based software solves many practical challenges and opens up opportunities with rich real-time data. Gamification can help make mobilized agents and mobilized data more productive:

ENABLE ACCESS TO PERFORMANCE DATA ANYTIME, ANYWHERE, ON MULTIPLE DEVICES

Cloud-based, data-driven gamification makes performance data constantly available via web browsers and mobile apps, as well as on big screens in offices. Agents, managers and decision makers can receive instant notifications when an activity is completed, such as sending an offer, closing a sale or assisting a customer.

HELP A DISTRIBUTED WORKFORCE OPERATE AS A TEAM



In sales, remote working offers a challenge for team leaders and managers who are used to motivating their team face-to-face. Gamification mechanics, from leaderboards to narrative games, can keep colleagues close. Different types of games can be used to support company culture, increase transparency and awareness, and drive performance.

4. WHAT TYPES OF DATA-DRIVEN GAMIFICATION COMBAT AGENT CHURN?

Every contact center is unique. But, no matter what your company culture and processes, there are specific gamification tools, techniques and mechanics that you can deploy to cut churn and its associated costs:



AWARENESS OF OBJECTIVES AND SUPPORT FOR GOAL SETTING

- ✓ Gamification tools: TV screens with campaign updates, milestone events, leaderboards and contests set around specific targets
- ✓ Data sources and KPIs: individual/team deal value, customer satisfaction



SENSE OF COMMUNITY, COHESION AND TEAMWORK

- ✓ Ranking levels and badges, team-based competitions
- ✓ Unit-based customer satisfaction, team vs team first call resolution, team abandoned deals/baskets



GREATER TEAM TRANSPARENCY AND ACCOUNTABILITY

- ✓ Newsfeeds, live big screen chat, personal video messages
- ✓ Service level adherence, complaint/escalation rates, cost per deal/resolution



OVERCOME DIFFICULT TASKS E.G. FOR DATA ENTRY

- ✓ Task-specific team and individual competitions
- ✓ Task-specific e.g. data quality, data validation rate, list quality



SUPERIOR TRAINING AND TIME MANAGEMENT

- ✓ Easily create effective coaching programs around your new insights
- ✓ Idle time, punctuality, training certification, test result



INCREASE AGENT ENGAGEMENT AND BOOST FLAGGING MORALE

- ✓ Unlock new content, such as rank levels and badges, fun rewards, narrative content, agent-to-agent call outs
- ✓ Handling time per resolution, response time, referral and upsells



INCREASE COMMITMENT AND LOYALTY

- ✓ Ranks and badges for completing activities and up-skilling, goal achievement celebrations
- ✓ Tenure, agent lifetime deals/resolutions and sessions, weekly/monthly deal value, weekly monthly channel performance

SUMMARY

Gamification is a cost-effective tool for contact centers to make work fun, interesting, rewarding and meaningful, which greatly contributes to reduced staff churn. Gamification can create an environment of collaboration, teamwork, friendly competition and mutual recognition. People who enjoy what they do are much more likely to feel respected and committed to their organizations.

The next steps to tackling churn:

Contact us to learn more about how data-driven gamification software can help you reduce agent churn by making everyday tasks more fun and rewarding.



Chapter 3



How Data-Driven Gamification Can Boost Motivation and Performance

INTRO

Due to the rise of automated, data-driven systems, gamification has new power and potential.



Sales motivation software combines gamification with data-driven performance tools, getting the right information into the right hands at the right time while making the workday more fun and interesting.

Companies are proven to do better on their quotas when sales teams use gamification:

With gamification

85% of reps attain quota

51% of new hires achieve their numbers in their first year

Without gamification

78% of reps make quota

42% of new hires meet their numbers

- ABERDEEN GROUP SALES EFFECTIVENESS SURVEY

This eBook will increase your knowledge about data-driven gamification, how it affects us in the workplace, and how it can solve the key challenges of motivation and performance.

1. THE HARD COSTS OF DISENGAGEMENT

When agents are disengaged their productivity drops. Worse, if agents are actively disengaged they can have a compound effect on the productivity of others:

Fascinating Statistics



ABOUT EMPLOYEE ENGAGEMENT

Over **70%** of employees felt engagement software would help them perform better at work. Over **25%** said it would help them stay motivated.



54% of respondents indicated that they would be much more likely to perform a task **if it had game elements.**



Low-level engagement from employees results in a 33% decrease in revenue and an **11% decrease in earnings growth.**



\$11B is lost each year due to **employee turnover** that comes from poor company culture (in the U.S. alone).



Unhappy employees take **15** more sick days each year than their happy counterparts.



Disengaged employees cost the U.S. alone between **\$450 billion to 550 billion** each year in lost productivity.

REFERENCES

- [TechnologyAdvice](#)
- [TalentCulture](#)

Infographic crafted by SALESSCREEN

What do we mean by employee disengagement?

Disengaged basically means not interested. So, how do you keep agents interested? This is a difficult question to answer because each person is motivated differently and each business pursues a different organizational strategy. The underlying causes of disengagement include lack of recognition, variation, efficiency, or rewards.



There is a clear link between engagement and productivity, and between productivity and revenue. **We can group the key challenges affecting agent motivation into four areas:**

- Active disengagement
- Lack of reward, incentive or recognition
- Low efficiency, including tools and technological factors
- Cultural/environmental factors inhibiting performance

If you feel that your employees are not engaged and your current systems for managing and rewarding performance are not working, then you are not alone. Many corporate executives acknowledge that their current performance systems are not working.

“

58% of executives surveyed believe their current performance process does not drive employee engagement and high performance and is not an effective use of anyone's time.”

- DELOITTE GLOBAL HUMAN CAPITAL TRENDS 2014

2. THE GOAL OF INCREASED AGENT MOTIVATION

What does it mean to “stay motivated to surpass your goals”?



Surpassing goals means not just stopping at “good enough” but driving beyond to exceed expectations. As a result, you will achieve organizational success, highly motivated employees, team spirit and increased revenues.

Goals are the benchmarks used in business to measure success. Getting employees motivated to exceed a minimum goal sounds easy. However, this requires excellent leadership and proper tools. In order to maximize performance and drive business growth, you need to go beyond a culture of merely reaching goals, and build a culture of surpassing them.

Some sales managers think that incentivizing their people with financial bonuses should be enough motivation to reach goals. Gamification is an excellent tool for highlighting existing performance incentives and building new individual and team targets when baseline goals are met.



To build a winning culture you need engaged and motivated people in your team.

The value of increased engagement

Fascinating Statistics



ABOUT EMPLOYEE ENGAGEMENT

70%

of Forbes Global 2000 companies are using **gamified platforms** as a way to boost **staff engagement, employee retention and revenues.**



43% of engaged employees receive feedback at least once a week,



compared to only **18%** of employees with low engagement.



2.5x

There are **2.5x more revenues** for companies with engaged employees versus their competitors with low engagement among their employees.



Highly engaged employees are

87%

less likely to leave their companies than their disengaged counterparts

Organizations who deploy **gamification** improve engagement by **48%** and reduce turnover by **36%**



Infographic crafted by  SALESSCREEN

REFERENCES

[Stackhands](#) | [Gallup](#) | [Forbes](#) | [Officevibe](#) | [Engaged2Perform](#) | [Aberdeen](#)

3. HOW CAN GAMIFICATION INCREASE MOTIVATION?

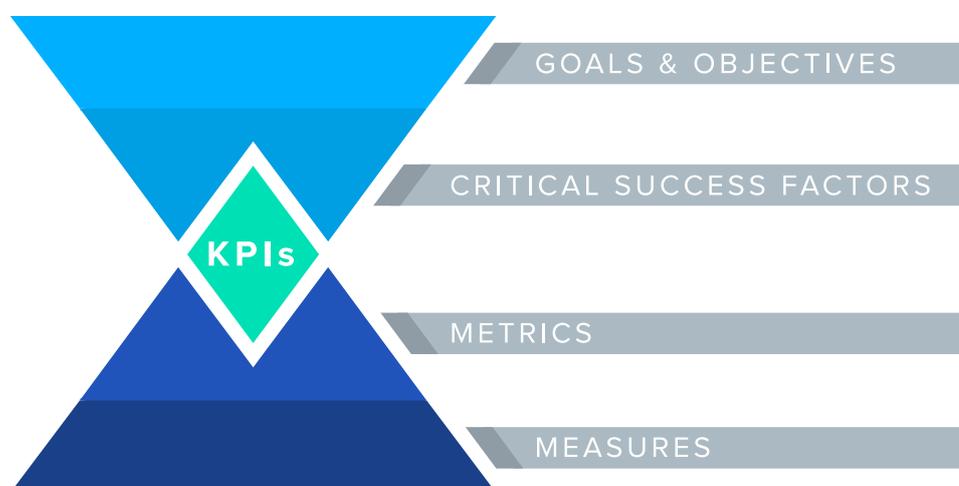
The key characteristics of gamification

If you want to motivate your people, gamification is a great fit:

- ✓ The perfect marriage of **technology with productivity**
- ✓ **Increases engagement**, particularly with mundane or challenging tasks
- ✓ Helps build great **company culture** and team spirit
- ✓ **Makes work fun**, resulting in happier employees
- ✓ **Improves transparency** and helps clearly define, track and surpass goals

The smart way to meet your business objectives

Developing, sharing and understanding goals is a huge challenge in modern business. Communicating goals is just one part of the equation. To track and beat your goals you need access to timely, reliable data, and to select the right Key Performance Indicators to base your decisions.



Contact centers have access to powerful integrated gamification and Computer Telephony Integration (CTI) software solutions. This means an abundance of rich, real-time data and a wide choice of established KPIs. For more on this, please read our previous chapter on the [Science of Gamification](#).

Gamified processes are concrete actions that meet the SMART criteria laid out in Peter Drucker's influential Management Objectives theory:

Gamification is SMART



How can you change behavior?

Professor B.J. Fogg, experimental psychologist at Stanford University, says that motivation, ability and triggers are the three things that have to happen at the same time for behavior to change:

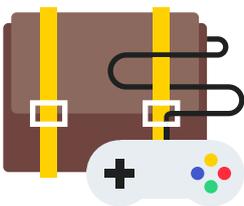
- ✓ **Motivation** to win, get rewarded, or gain accolades
 - Games and competitions
- ✓ **Ability** to break down tasks and empower staff to take on tasks, big and small
 - Alignment with business objectives, training etc.
- ✓ **Triggers** or cues to finish tasks
 - Timed competitions, feedback and rewards

How does gamification transform engagement in daily work and tasks?

Gamification makes everyday work tasks more engaging because it uses game elements to make employees constantly more aware and interested in their progress towards business goals.

Data-driven games, where clear goals are required for advancement, spread strategic understanding to “players” at all levels, whatever their role in the business.

Nothing can compensate for a job that someone finds boring or dislikes doing. So, the most effective way to drive engagement is to focus on making the day-to-day – and even minute-to-minute – tasks more interesting and rewarding.



How to sustain increased engagement

3 MEASURABLE ELEMENTS TO SUSTAINABLE ENGAGEMENT

Traditional engagement: Employees' willingness to expend discretionary effort on their job.

Enablement: Having the tools, resources and support (typically through direct supervisors) to do their job effectively.

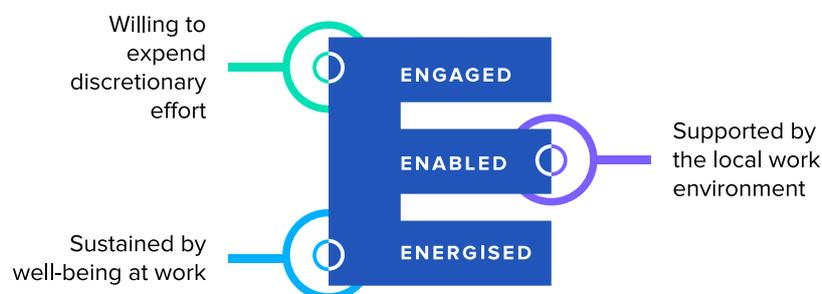
Energy: Having a work environment that actively supports physical, emotional and interpersonal wellbeing.

- TOWERS WATSON: 2014 GLOBAL WORKFORCE STUDY

Gamification has the potential to positively affect the three key elements that contribute to sustainable engagement. However, to sustain engagement, we need to fulfill these criteria:

- ✓ The content of games needs to be **relevant and timely**
- ✓ The results of games need to be **shared appropriately**, to players and beyond
- ✓ Recognition requires **awareness from the peer group** of colleagues about results
- ✓ Actionable **progress reports** about KPIs and goals related to games need to be made to decision makers
- ✓ Processes should be **adjusted, based on results** and effects of games

The E3 formula for increasing motivation



Agents that are engaged, enabled and energized deliver maximum performance.

4. WHAT GAMIFICATION MECHANICS CAN TRANSFORM AGENT MOTIVATION?



OFFER VISUAL STIMULI THAT TRACK PROGRESS

Gamification tools: TV screens, leaderboards and real-time competitions that keep employees aware and interested in their progress towards a specific goal

Data sources and KPIs: agent intensity, average response time etc.



MAKE SYSTEMS MORE INTERACTIVE

Enable agents and teams to interact with each other within the system with head-to-head challenges, the ability to select their own awards, comments and chat about progress etc.

Up-sells, up-skills, lead score, de-escalation etc.



PROMOTE TRANSPARENCY

Display leaderboards, performance metrics and other information throughout offices and via mobile devices

Customer satisfaction, deal value, product availability, sell outs etc.



RECOGNIZE AND SHARE INDIVIDUAL AND TEAM PERFORMANCE

Personal and team rewards, celebrations and acknowledgements

Deal value, deals and resolutions per time slot etc.

Spotlight on Progress-Based Games



GOOD FOR:

- Engagement
- Learning
- Teamwork



FREQUENCY:

- Regular
- Often
- All day



DURATION:

- Continuing
- Long-term
- Infinite



REWARDS:

- Levels
- Points
- Missions
- Badges
- Collections
- Decorations

Progress-based games are highly suited to workflows where employees use **one system interface** for all of their work, such as contact center agents.

Progress-based games can be used to relieve **the monotony of repetitive tasks** that are a common cause of disengagement.

SUMMARY

Gamification is a cost-effective tool for contact centers to make work fun, interesting, rewarding and meaningful. It can defeat active disengagement, build transparency, foster teamwork and create a culture of shared goals.

Gamification helps the whole team focus on strategic goals and work to surpass them. It is so well suited to increasing motivation in contact centers because, in combination with rich real-time contact center data, it is measurable, actionable, realistic, and timely. Gamification is particularly good for increasing the motivation of staff dealing with repetitive or mundane tasks.

The next steps to increasing motivation and performance

Contact us to learn more about how data-driven gamification software can help you increase motivation and drive business growth by making everyday tasks more fun and rewarding.

Chapter 4



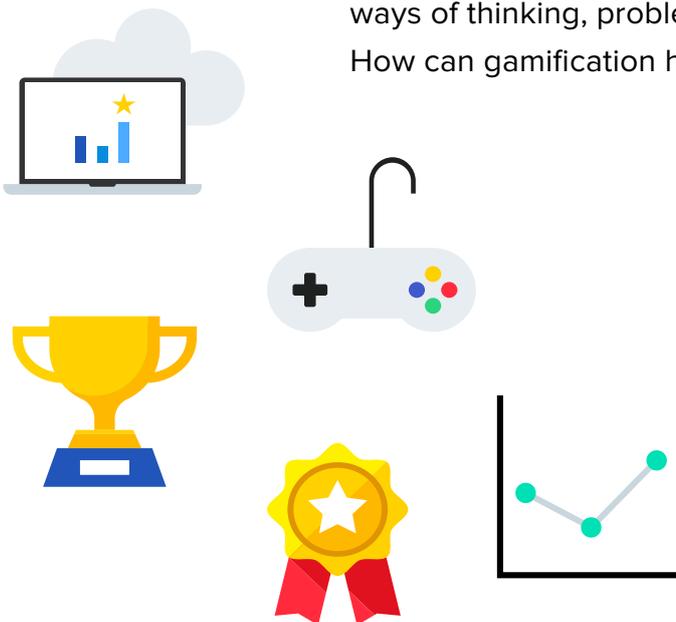
Adapting Your Business for a Millennial Workforce

INTRO

By 2020, millennials will make up over 50% of the workforce. As digital natives, this group has grown up with tech, games and data at their fingertips. Organizations who fail to capitalize on the strengths of this new generation by creating a fun, engaging, dynamic work atmosphere will find themselves lagging behind and struggling to catch up.

This section will increase your knowledge about millennials, how they are motivated, and how much they can contribute if motivated properly.

In this chapter we will look at how businesses can adapt to a rapidly growing Millennial workforce. Millennials are motivated differently than any previous generation but they also bring new ways of thinking, problem-solving and teamwork to the table. How can gamification help to capitalize on these essential skills?



1. MILLENNIALS' EXPECTATIONS ABOUT REWARDS ARE DIFFERENT

If you do not understand Millennials,
your results will suffer

“

The younger employees who comprise the Millennial generation make up 34 percent of the global workforce and will swell to 75 percent by 2025.”

- DELOITTE GLOBAL HUMAN CAPITAL TRENDS 2014

MILLENNIALS

Deloitte definition: Those born after 1982



Generation Y and Millennials are joining baby boomers and Generation X employees in the workplace. Of course, a young team is certainly not a problem in itself. However, managers need to be aware of certain differences in Millennials' values and ambitions, and how they can negatively affect performance, or be harnessed to support growth.

Millennials are much more likely to resign than previous generations. Research suggests that turnover rates for Millennials are 2 times that of other workers. The average **cost** of replacing a Millennial employee is between \$15,000-\$25,000 and growing. This means that organizations who do not improve employee retention among younger workers will soon face a crisis. It is a concern that 38% of Millennials say that senior management do not relate to younger workers.

Millennial workforce characteristics:

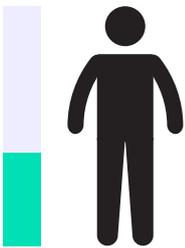
- ✓ **Absence of long-term loyalty** and unlikely to imagine staying with one employer over ten years
- ✓ **Desire for autonomy**, flexibility and recognition of their work
- ✓ Want to make a **lasting impact on the world** around them
- ✓ Likely to **feel their skills are under-utilized**
- ✓ **Unlikely to be impressed by scale or the size of a business**
- ✓ See people treatment, **ethics and customer focus** as the main drivers for long-term business success
- ✓ **Prefer teamwork**
- ✓ Much more effective with clearly defined tasks and **instant feedback**
- ✓ **More likely to prioritize sense of purpose** over growth or profit maximization for long-term business success
- ✓ Value **work-life balance and mentoring**



2. HOW TO MOTIVATE MILLENNIALS TO MAXIMIZE BUSINESS SUCCESS

Millennials now make up the largest portion of the workforce. They are also motivated differently than any other previous generation.

Millennials bring a wide array of benefits to the business table. They are intrinsically motivated, great with technology, work very efficiently and effectively in teams, think outside the box, and have great potential to contribute to business success.



The goal is to understand, support and engage this generation to maximize their contribution to reaching businesses goals.

PWC identified several key Millennial traits that can help employers reshape the workplace:

- ✓ They welcome and expect **detailed, regular feedback and praise** for a job well done
- ✓ Development and work-life balance are **more important than financial reward**
- ✓ 78% believe that access to technology makes them **more effective at work**
- ✓ Training and development are the **most valued** workplace benefits
- ✓ They want to be **valued and given tasks** that test their capabilities
- ✓ **They want to be social.** Collaboration and cooperation come naturally
- ✓ They are **looking for adventure** and are passionate about values

Provide clear and concise feedback



Millennials are *digital natives* and are raised playing games since childhood. Many have had access to the internet their entire lives. Most are glued to a mobile device. By placing intelligent tools in their hands that allow them to work in a way which comes naturally, you can greatly boost performance. Millennials are comfortable around technology. This means they respond well to digital learning methods, such as interactive game-play.



The companies that are most successful at managing Millennials are those that understand the importance of setting clear targets and providing regular and structured feedback.“

- PWC

Create stimulation and engagement

Millennials are accustomed to cutting edge technology and expect to have modern tools in their work environment.

Therefore, the use of gamification in the enterprise is expected to grow exponentially in sales, customer service, contact centers and many other sectors. Millennials feel constrained by what they see as outdated working practices.



65% said they felt that rigid hierarchies and outdated management styles failed to get the most out of younger recruits and 46% thought that their managers did not always understand the way they use technology in their work.“

- PWC

3. WHAT IMPACTS CAN GAMIFICATION HAVE ON MILLENNIALS?

Unlike previous generations, Millennials are not primarily motivated by compensation alone. They want a truly rewarding work experience that stimulates, challenges, and gives them room to learn and grow.

What type of environment retains Millennials best?



Millennials certainly do not see themselves as the “cubicle generation”. Working in an uncomfortable environment that limits their creativity can have a detrimental effect on overall performance. Creating a fun and rewarding culture which focuses on feedback, recognition and use of new technologies is key to keeping this generation motivated.

“ Millennials will be drawn to organizations that offer an engaging, comfortable, and stimulating atmosphere that creatively blends work and life.”

- PWC

Checklist: Is your environment right for Millennials?

1

LIFE-WORKED BALANCED

They want a workplace that feels like a second home. You have to offer flexibility. Millennials are happier working with the team.

2

TECHNOLOGY ENABLED

Take advantage of Millennials' technological literacy. Millennials demand the latest tools and they will share and educate colleagues and drive technology adoption.

3

FUN

Provide a comfortable and creative workspace. Pay attention to the décor and facilities in break rooms. Don't lower your standards but do give Millennials the scope for self-expression. Celebrate healthy diversity.

“

This type of employee-focused environment may seem like an indulgence, but it is actually good for retention – and good for business because engaged employees are more productive.”

- CERTES STAFFING SPECIALISTS

“

Employees most committed to their organizations put in 57% more effort and are 87% less likely to resign than employees who consider themselves disengaged.”

- PWC MILLENNIALS REPORT

4. DRIVE BUSINESS GROWTH WITH THE 3 F's FOR MILLENNIALS

According to gamification expert, [Gabe Zicherman](#) the 3 cornerstones to the successful engagement and gamification of Millennials are [feedback](#), [friends](#) and [fun](#):



FEEDBACK

Good feedback helps the user see themselves as a vital contributor to the overall effort, thus making them more engaged in the goals and objectives of the organization. Use KPIs displayed in charts and graphs to provide coaching and mentorship opportunities.



FRIENDS

Users want a social environment that creates transparency and builds collaboration. Think of leaderboards, chat functions and features that build socialization across office spaces.



FUN

Bring excitement and engagement by creating paths towards discovery and mastery. People enjoy doing things that are fun. For so long, work has been equated with the opposite of fun, but it doesn't have to be. Use event celebrations, digital sales competitions, head-to-head matchups and personalized awards to make everyday tasks more fun.

Badges and levels are not enough



Millennials will not be fooled by simple participation trophies. If you offer half-hearted pats-on-the-back and basic static gamification, like badges based on achievement numbers, you are likely to alienate this group. They need true engagement where they can experience personal growth and learning opportunities. Remember Millennials want and need tons of feedback to perform at their peak.

Constant feedback and engagement is possible with proper data-driven gamification systems. Through live and interactive competitions, publicly displayed KPIs, and content that is consistently refreshed, you can provide the mentorship, recognition and transparency that this generation craves.

Rewards: are you timing them right for Millennial agents?



They (Generation Y and Millennials) expect to be rewarded for anything they do; they also expect the reward delivery to be immediate because they have grown up with choices, brands and technology that provide instant gratification. As far as they are concerned, a reward isn't as powerful if you have to wait for it, so clients are pushing for solutions that offer instant gratification."

- IMA EUROPE, 2015

5. WIN BY GOING BEYOND “BASIC” GAMIFICATION



What kinds of gamification mechanics are a good fit for Millennials in the modern contact center environment and in different kinds of sales teams?

- ✓ Run **real-time competitions** for teams, individuals or head-to-head to measure progress and create rewards to incentivize winners. Use the data already in your system and **KPIs that matter**, like agent intensity, first call resolution, upselling etc.
- ✓ Create fun **event celebrations** for achieving milestones. When the team **surpasses 100%** of its monthly quota have champagne bottles popping on TV screens across your offices.
- ✓ Create a digital “**Wall of Fame**”, highlighting agents with monthly highest deal values, highest average **customer satisfaction** scores etc.
- ✓ Use leaderboards to highlight a unique goal, and allow many **different winners**. Change the type of goal every week to e.g. offers, referrals, bookings, **customer feedback** etc. Provide unique and meaningful rewards to the winners.
- ✓ Let agents pick their **own theme music** and photo to play on TV screens each time they achieve a target. Imagine hearing Eye of the Tiger or What Does the Fox Say and looking up at the **big screens** to see who sent the latest offer.
- ✓ Create a customized competition based on a **time limit**. Whoever completes the most of a chosen activity, like **data entry** or callbacks, wins movie tickets or a bottle of wine.
- ✓ Run a **digital gift swap** competition where a qualifying activity, such as achieving a **high customer satisfaction score**, allows agents to either open a new gift or attempt to swap a gift they already have with another from a co-worker. At the end of the session, whoever is currently holding gifts wins those as actual prizes, like chocolates or sports vouchers.

SUMMARY

Millennials bring incredible benefits to the table, but they also require more stimulation and engagement than any previous generation. By combining data-driven technology with fun and rewarding incentives for adoption, you can easily build a culture of performance and excellence.

The next steps to Millennial success:

1. Align your goals and KPIs for a clear path to success
2. Integrate Millennials with senior staff through mentorship and feedback
3. Go beyond basic mechanics to build cohesion and team spirit
4. More feedback, recognition, rewards, and don't forget the fun!

Chapter 5



How to Successfully Adopt New Multichannel Contact Center Systems

INTRO

Due to the rise of automated, data-driven systems, gamification has new power and potential.

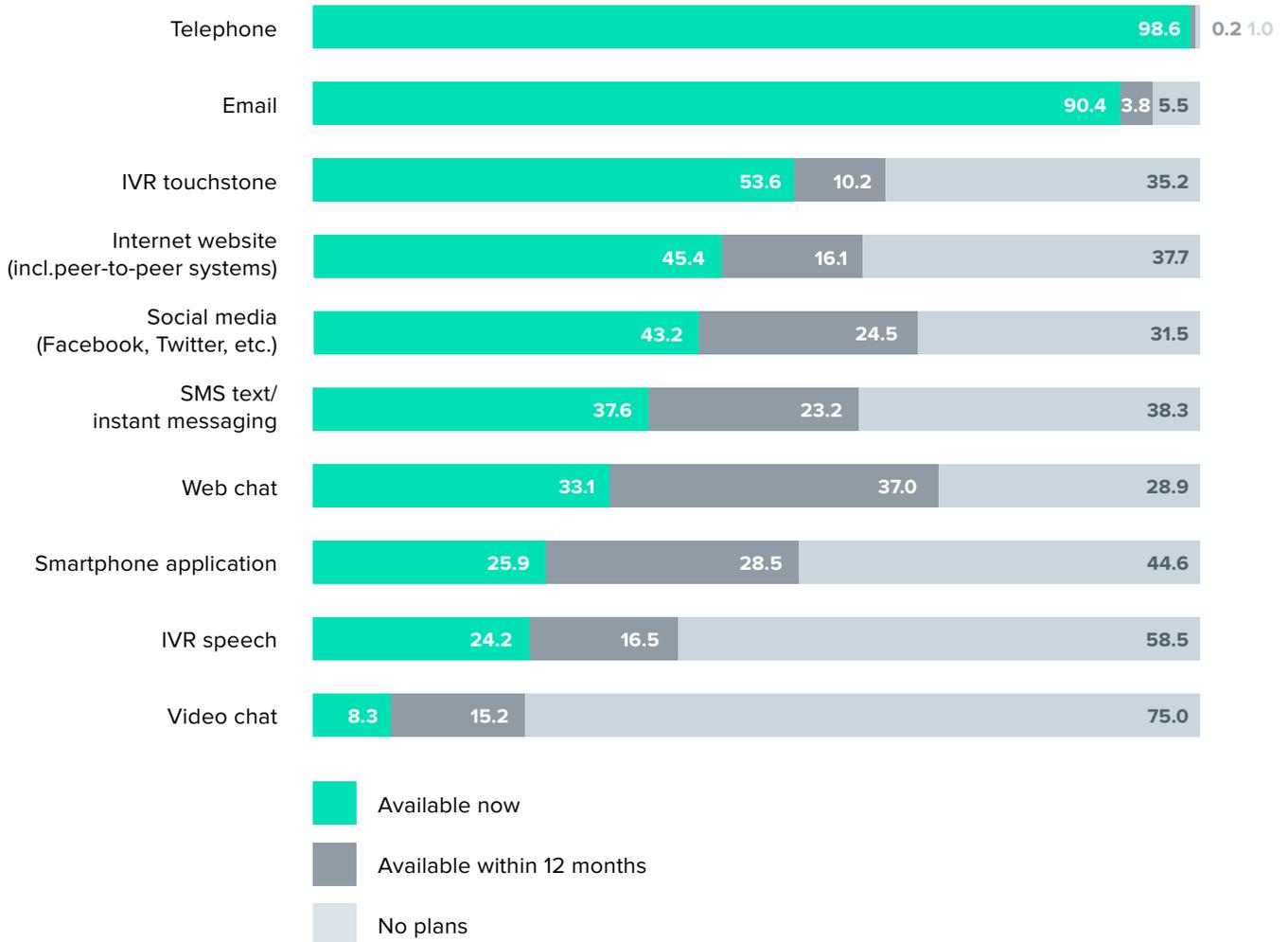
Likewise, due to the rise of multichannel, contact centers face new challenges with how they handle data, customers and agents.

How can gamification help you navigate the stormy sea of multichannel?



1. ADOPTING MULTICHANNEL IS MORE PAINFUL THAN EXPECTED

There has been rapid growth in web chat, social and smartphone channel solutions being deployed by contact centers in 2015-16.



What channels are managed by the contact centre? From the 2015 Global Contact Centre Benchmarking Report.



According to the Consero 2016 Contact Center Forum survey, contact centers are not ready with new tools to meet the challenges of multichannel:

The industry is unprepared

TECH INFRASTRUCTURE A MAJOR IMPEDIMENT

48% of contact center executives named technology/infrastructure as the greatest impediment to their department's growth in 2016.

CALL CENTER REPS INSUFFICIENTLY ENGAGED

Only 35% of survey respondents believed that their call center representatives were sufficiently engaged in their customer experience strategy.

RESOURCE ACCESS IS INSUFFICIENT

68% of executives reported they did not have sufficient access to resources necessary to manage their contact center operations effectively.

New channels require new technologies; but at what cost?

Business decision makers use TCO calculations to evaluate the lifetime costs of software solutions. Here's a typical outline TCO break down:

TCO – TOTAL COST OF OWNERSHIP

1. License & Subscription
2. Installation & Set-up
3. Customization & Integration
4. Data migration
5. Training
6. Maintenance & Support
7. Hardware
8. Other



In contact center multichannel adoption, Consero and Dimension Data research highlights that the real costs of adoption by the workforce have been underestimated.

The onboarding process to get agents using new software for new channels, along with new modes of interaction, is a significant investment. Contact centers have been poorly prepared. “Training” does not adequately cover potential cultural and social challenges. Moreover, “Training” implies that new channels can be rapidly learned and implemented.

Why do agents not adopt new systems?

[Blair Pleasant of UC Strategies](#) highlights three key reasons employees fail to adopt new systems:

- They are too complex and users don't understand how to use them properly
- They don't provide the features and capabilities previously available to users
- Users simply don't want to change to a new system

In the contact center environment we can also see that the switch from phone-based sales and service to online, email, social and chat-based interactions, offers a great challenge. These new channels require written skills, new flexibility with scripts and templates, and a new type of empathy for the target group.

Interactions in social media are one-to-many and the agent has to assess and handle the needs of various customers simultaneously, including everyone from evangelists to trolls.



What are the key challenges for contact centers?

Contact center managers report the following challenges in relation to adding extra channels to sales and service:

- Decreasing efficiency of legacy systems
- Agent skills are not in line with new needs
- Decrease in data entry quality
- Data is incomplete or misunderstood
- New channels bring new opportunities for active disengagement and dodging
- Downtime increases as agents hop between channels and interfaces
- Board reporting is inefficient and not timely, and in many cases inaccurate
- Lack of motivation/drive caused by boring cubicle work
- Failure of leadership to provide meaningful recognition when goals are reached
- Data is not transparent/easily visible for everyone to see results
- No tools available to make work competitive, fun and exciting



The overall effect of multichannel adoption on the customer service industry in the last five years has not been positive. Multichannel is supposed to be enabling improved service and industry growth. Instead there is a worrying trend:

“

Customer satisfaction has seen an overall decline for the fourth consecutive year”

- 2015 GLOBAL CONTACT CENTRE BENCHMARKING REPORT

2. THE GOAL IS FOR MULTICHANNEL TO BE A GROWTH DRIVER, NOT A COST

3 clear goals for successful multichannel adoption in the modern contact center:



1. From training to continuous feedback and learning
2. From big data to big metadata
3. From manual to automatic

Continuous feedback, learning and collaboration to conquer new channels

Multichannel adoption needs to move beyond training for specific interfaces and on to continuous learning. The best interfaces do not require training. The challenge for agents is to learn the “netiquette” of customer service in public and anonymized social networks, the tone of voice to use in a web chat about a shopping basket, or how to start an interaction that convinces online tracking is a positive for an unsuspecting customer.

Why does metadata matter?



Metadata is the best way to identify little data that becomes big data. Little data provides structure to what becomes big data. Invest the time, energy and resources to identify, define and organize your assets for discovery and increase their value.”

- HORODYSKI

Enterprises are struggling under the weight of “big data” and failing to give it meaning. The contact center has a major advantage in the quest to leverage big data: sales and service agents are metadata entry experts. When an agent updates a contact field or processes transaction details, they are building searchable and actionable streams of metadata.



But, multichannel has broken the smooth data flow of phone-centric sales and service. How should agents analyze an email, can you judge sentiment in ironic social streams, how should chat keywords be tracked, how can a script jump from the phone to the web?

A basic goal is to ensure fast, accurate data entry in new systems.

However, multichannel adds a new layer of complexity for the agent. And bad data is very bad for business.

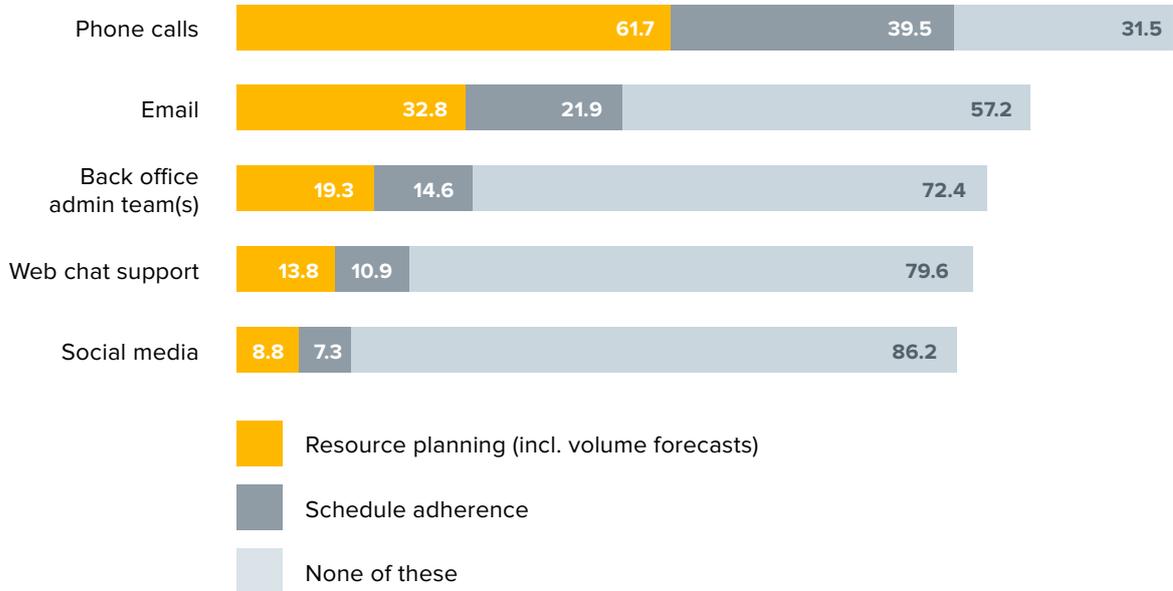
In the health and finance sectors, the accuracy of data is paramount in order to meet regulatory obligations.

The tools are so new that the role of the agent may not be clear, and it might not be apparent what is being handled by automated processes, and what isn't.



Multichannel has to move from manual to automatic

Contact centers have been swift to add multichannel capabilities but are behind the curve in implementing automated solutions.



Which channels are covered by automated workforce management systems? From the 2015 Global Contact Centre Benchmarking Report.

GCC highlights “86.2% of social media and 79.6% of web chat operations aren’t automating their planning, tracking, and monitoring adherence.”

There is a major disconnect here. Multichannel came with the promise of automation. Instead, this is a major contributing factor to the overall decline in reported customer satisfaction for the fourth consecutive year.



Customers really want seamless service in any channel

Customers now choose the channel. It's fair to say that "multichannel" is already obsolete and customers are forcing contact centers to address the idea of "omnichannel" service and sales.



In inbound customer service, customers just want their issues resolved quickly and easily, via whatever medium they are using at the time. In outbound you need to be able to follow, reach and close your customer in whatever medium is the most effective.

What is important is that the agent, the customer data, and some intelligent process need to move seamlessly, along with the customer.

Omnichannel means putting the customer at the core with an intelligent, efficient and consistent experience. They choose when and where. And that also that includes the phone. One goal in an omnichannel world is to not lose focus on high efficiency phone sales and service.

What resources are there to reach these goals?

There is a silver lining. Employees are aware of the challenges and many are positive about tackling the change:

- ✓ Over **70%** of employees felt engagement software would help them perform better at work
- ✓ **54%** of respondents indicated that they would be much more likely to perform a task if it had game elements



Technology Advice Survey, 2014

3. INVOLVE, IDENTIFY AND REWARD YOUR BEST PLAYERS

There are three key steps contact centers can take with training, data and automations to make multichannel adoption more successful:

- ✓ Gamify learning, offer rewards and promote community
- ✓ Gamify data entry, make it fun and mask the repetition
- ✓ Gamify tasks and use visualizations to help understanding of automated processes and successes

Fight simulation mode

Practice makes perfect. One overlooked “game” is to simulate real customer interaction. It’s great for agents as they actually get to repeat, to practice. You don’t get to practice and learn so rapidly from mistakes when you only deal with live customers. Multichannel systems are complex. Scenarios with role-playing and simulation give agents a chance to explore and share and can massively reduce agent onboarding time.

By gamifying elements you can cut down on admin time and give agents more personalized development paths. You can also use game results to easily and transparently monitor training progress.

Data entry can be fast, fun and accurate



Gamification can reward agents for completed contact cards, or for sustaining a given rate of completed contact cards per hour. But how can you ensure that speed does not compromise the quality of data entry and create errors that will create inefficiencies down the funnel?

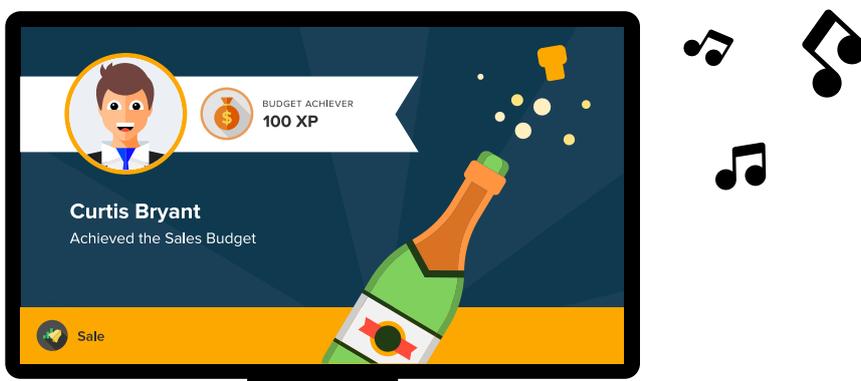
One answer is to deploy automated validation tools. Modern systems, whether traditional CRMs or contact center systems can be easily configured for maximum character length, or to make certain characters compulsory, such as the “@” symbol in email addresses, or the inclusion of full dialing code prefixes.

More sophisticated real-time error checking for postal codes and personal ID numbers is now possible against national databases and registers.

Visualization is key to working efficiently with new systems

Gamification really shines for making data fun and interesting by visualization. You can turn live data feeds into fun and engaging displays on TV, web and mobile.

Sales contests, KPI updates, performance leaderboards and other data can be simplified and displayed in a way that is meaningful and engaging. Advanced gamification tools, like team sharing, automated progression reports, and mobile alerts, can help you drive a culture of high performance and collaboration.



SUMMARY



Success in multichannel needs training, automation, quality data entry and an omnichannel mindset and tools. Gamification is medicine for the pain of multichannel adoption and is particularly effective at shortening agent onboarding time and promoting quality data entry and the transfer of skills.

The next step to satisfaction:

Contact us to learn more about how data-driven gamification software can help you ramp up multichannel, grow your business and reverse the trend of declining customer satisfaction.



In this eBook, we've explained what gamification is, how it works and how it can help your teams to drive performance on clearly defined objectives by using the data you already have available. Data entry doesn't have to be dry and boring. In fact, it can be incredibly fun and rewarding if combined with a proper gamification system to track performance in real-time and provide recognition and rewards.

Remember, data is gold... but without incentives it can become dry, boring and tedious. The ability to add leaderboards, ranks, badges, event celebrations, competitions and other features ensures that your agents will have more incentive to properly employ your data-driven systems.

Along the way, you will notice that as data entry improves you will also build cohesion, team spirit and great company culture. When people are aware of their progress and the company's progress overall, it is easy to be more committed to and engaged in everyday tasks. This constant awareness combined with a fun, rewarding system is guaranteed to drive activity on the key behaviors that matter most.



About SalesScreen and LeadDesk



SalesScreen is sales motivation software from Dogu, based in Oslo and Trondheim, Norway. SalesScreen uses a combination of gamification and data management to make sales fun, engaging, intuitive and rewarding. SalesScreen's API makes integrations easy with a wide variety of CRM and contact center software systems.

www.salesscreen.com



LeadDesk is headquartered in Helsinki, Finland and has eight offices around Europe. LeadDesk Software for contact centers and sales and service teams includes multi-mode dialing, multichannel inbound, advanced contacts management, outsource network monitoring and an open API for integrations.

www.leaddesk.com