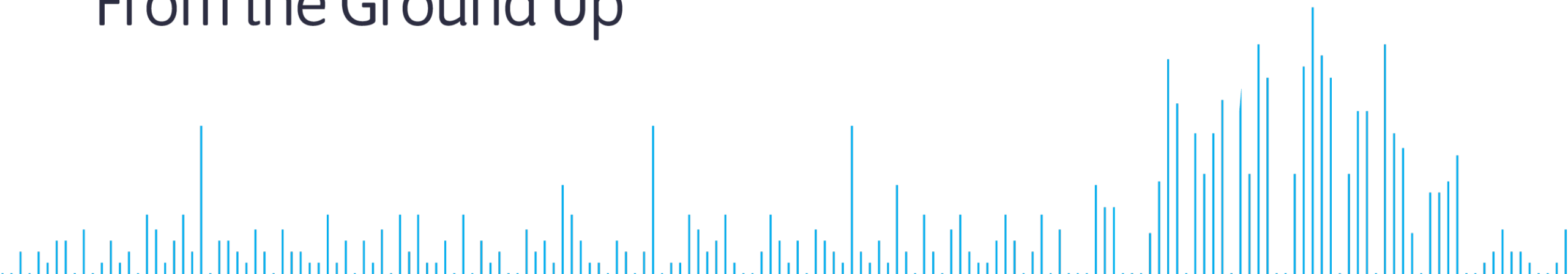CLEARVIEW

Building a Sustainable

GAMIFICATION STRATEGY

From the Ground Up

automated gamification

[ah-toe-mate-id game-if-ic-aye-shin] *noun*

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1. goes far beyond tickets and fun prizes. It surpasses manual tallying and **is not prone to human error**. It is based on measurable rules and metrics that align with a company's goals. A successful gamification strategy **will not fall apart when a supervisor leaves**.

2. rewards top agents, but understands that they shouldn't be the only people with a well-deserved prize in their pockets. **Gamification should develop every agent and change their longterm behavior**.

3. if that sounds daunting, this short e-book will explain how it's possible to have a consistent, strong gamification setup in your call center.

Step 1:

DEVELOPING A STRATEGY

DEVELOPING A STRATEGY

You will get a lot more out of your gamification efforts if you develop a longterm strategy. Distributing tallies, points, coins and prizes can be fun, but if there's not a method to the madness, agents will lose interest and businesses will lose money. It doesn't have to be complex either. If you have a strong, automated gamification strategy that determines how your contact center distributes coins, badges, rewards and marketplace items, your gamification will be sustainable and game-like. If not, agents will just feel like they are getting inconsistent gold stars on their foreheads, which can quickly get unmotivating.

A stealthy gamification strategy will help call centers:
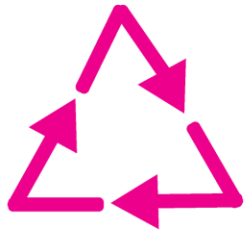
Sustain Ongoing Engagement
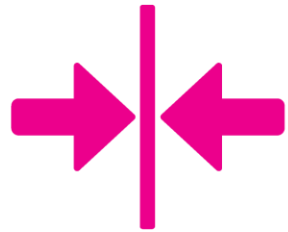
Drive Alignment

Improve Agent Performance

Unite with a Clear Purpose

Promote Consistency

FIVE GAMIFICATION STRATEGIES

that will make your call center as unstoppable as Pac-Man after eating a power-up.

TIERED LOYALTY PROGRAM

People are obsessed with loyalty and status programs. Aquiring points to unlock new levels of status is exciting, creates a feeling of community and drives a sense of loyalty. Companies like Delta, Barnes & Noble, Nike and American Express all have successful loyalty programs. These companies focus on their customers; however, we all know that loyalty and excellence begins with employees. Companies can decrease attrition and improve employee engagement by leveraging gamification software to implement a tiered loyalty program within their contact center.

Basic Steps to Creating a Tiered Loyalty Program in Your Contact Center:

1 Meet with your leadership team to determine the goals and objectives of your gamification strategy. Establish six-month, one-year and five-year goals for your program.

2 Determine the KPIs and objectives that you want to track throughout the year.
Pro Tip: each year you will re-evaluate the KPIs that need improvement.

3 Choose how many levels of status you want to have. Identify them with exciting names like silver, gold, platinum and diamond.

4 Establish rules and regulations for each level. Such as, how many experience points, coins and tenure it takes to get to them.

5 Set rules for distribution of coins and points, like how many coins agents will earn if they hit a certain KPI. Consider distributing coins to agents who have a schedule adherance streak, a birthday or hit a tenure benchmark.

6 Determine the rewards/recognition for each level. For example, employees who get to the gold level might get access to free lunch on Fridays or a monthly fitness pass paid for by the company.

7 Create a rule book that outlines the strategy in detail. Stick to the rule book! This will ensure that your company will have a consistent gamification program regardless of who leaves.

8 Communicate your gamification strategy to your supervisors first, then your agents! Have a kick-off party and establish clear expectations.

9 Follow-through and track the results of your gamification strategy. Make sure your agents can track their results in real-time.

STRATEGY 2

BIG TICKET PRIZE PROGRAM

The average salary of a call center agent in the United States is $28,000 to $35,000 (salary.com, 2020). The "living wage" varies across the United States depending on living expenses, but for this example, we'll use the living wage in Salt Lake City, UT., which is $12.02 = $25,001 a year. A living wage is the hourly rate that an individual in a household must earn to support his or herself, assuming that they work full time. The only expenses considered in a living wage are food, medical, housing, transportation, a few miscellaneous expenses and taxes. That means call center agents barely have any financial freedom to spend money on items that are deemed unnecessary.

A "Big Ticket Prize Program," is a gamification strategy that allows agents to save up virtual coins earned from excellent performance "and spend those coins on exciting prizes that would normally be a burden for them to afford. Call centers who have implemented this strategy have seen extreme reductions in their yearly attrition rates because agents want to stay around to spend their coins on big ticket items. It gives them the opportunity to buy Christmas and Birthday presents for family members and/or treat themselves to an expensive item or experience. It takes them longer to save up for these items, but the reward is worth it.

Big Ticket Prize Ideas

- **Season Pass to local waterpark or theme park**
- **Gaming console like PlayStation, Xbox or Nintendo Switch**
- **Technology like iPad, Kindle, or Apple Watch**
- **Travel gift cards like Best Western or Marriot credit or airline tickets**
- **Seasonal products like an outdoor grill, cooler, kayak or paddleboard**
- **Sporting event or concert tickets**
- **Home appliances like a barbeque, expresso machine or blender**

Pro Tip: Survey your agents to find out what big ticket items they want

Big Ticket Prize Program Benefits

"That sounds like it could get expensive. Is it worth it?"

- **Reduce yearly attrition**
- **Retain tenured call center agents**
- **Stress less by having higher performing call center agents**
- **Experience happier and more engaged agents**
- **Boost agent productivity**
- **Enhance company culture**
- **Promote work/life balance**

STRATEGY 3

👍 THE PERKS PROGRAM (Low Cost)

If you have a small budget for contact center gamification, a Perks Gamification Program might be the solution for you. It's a method of rewarding agents without breaking the bank. It gives agents a chance to earn virtual coins (based on performance) that they can spend on extra perks that go beyond their 30-minute lunch break and usual paid-time-off. You can get creative with this program to create a positive company culture. It's important that you survey your agents before implementing this program to find out what perks excite them.

To get your perks program started, you'll need a gamification platform that can track agent performance and distribute virtual coins, along with some creative perk ideas that you can put in your Marketplace on that platform.

30 Perk Ideas:

- Extra 15 minute break
- Work-from-home day
- Additional 30 minutes for lunch
- Come into work an hour late
- Leave work an hour early
- Front row parking spot
- LinkedIn reccomendation from the CEO
- Choose where you sit
- Company pays for a visit with a counselor
- Bring a book to work - Read during downtime

- Casual dress code
- Paid day off
- Lunch with the CEO
- Bring-your-dog-to-work day
- 90 minute break to excercise
- Paid volunteer time
- 2 hours to go to the doctor
- 20 minute nap in a "Chill Zone"
- Standing desk option
- Work a half-day on your birthday

- 30 minutes of financial advice from your CFO
- 30 minute career-path meeting with a supervisor
- Discounts on your company's product/service
- Smash a pie in your supervisor's face
- Get a carwash from your supervisor
- Company pays for 5k/10k race registration
- Company pays for professional development certification
- Get mentored by an executive employee
- Access to a game room during break
- Work in a different department for the day

STRATEGY 4

⇄ THE SWITCHAROO PROGRAM

Maybe your contact center environment is lively and always changing or maybe it's more of a reduntant grind. The Switcharoo Program is for those call centers that deal with the grind of tedious, monotonous tasks. If that's the nature of your contact center, it's probably time to break the monotany and have a little bit of fun. A Switcharoo Program is usually compiled of four to twleve different competition-based games that a contact center will rotate throughout the year.

The first step you should take is to define your contact center goals. Then choose four to twelve games that align best with them. Once that is determined, choose the timeline of each game. Whether you play a new game every month or every week, it's up to you! At the end of the year, identify the games that your agents enjoyed most, and those that got your contact center closest to its goals. Then keep a few of your top games and add more for the next year. The most important aspect of this program is to make sure that you actually have a clear plan before the year begins.

Game Ideas:

WORLD CUP - Divide your contact center up into four different teams. Choose the metric you want to improve. Each week, the team with the lowest percentage of that metric is eliminated. The last team standing wins the World Cup and an incentive of your choice! Decorate your call center to reflect World Cup festivities.

BEACH PARTY BINGO - Give each agent a bingo card. As agents make calls, they get to mark off spaces on the card for things like, "collected a lead," "spoke to ten people with a last name beginning with the letter 'A'," "achieved a certain AHT five days in a row," etc. When an agent gets five boxes marked, give them a small prize like a candy bar or a certain amount of virutal coins. When agents get a blackout; give them an invitation to a "contact center beach party" at the end of the month!

MYSTERY ENVELOPE - Begin with a number of sealed envelopes depending on your call center size. Each envelope should have a fun prize inside like movie tickets, an extended lunch voucher, etc. Every time an agent makes a sale or meets a certain objective, they can take an envelope from another agent. At the end of each week, the last agents with the envelopes get to open and keep the prizes. If you are playing this for a month, start fresh with new envelopes every week.

THE 100% CLUB - Offer raffle tickets or virtual coins for scores of 100% on quality assessments (or a different important metric). This game provides a great incentive for high performance. As an agent earns more tickets, they increase their chances of winning prizes from the raffle or buying marketplace items.

STRATEGY 4 ⇄

Game Ideas Continued:

WHITEBOARD SUCCESS - Give each agent a whiteboard and marker. At the end of a customer interaction, agents can write down a sentence the customer said that highlights a positive customer experience. At the end of the week or day, review all whiteboards and give a prize to the person with the most successful interactions. If you are playing this for a month, start fresh every week.

POD WARS- Create teams/pods of agents with their supervisors. Teams compete against eachother. When one agent makes a sale or achieves a certain sought-after metric, they sink the agent or advisor sitting in the same seat on the opposite pod. Depending on how many teams you have, consider making a tournament out of it based on single elimination. The winner gets a prize or certain amount of virtual coins.

THE WHEEL OF WOW - Reward agents for quality reviews and encourage them to nominate peers for an opportunity to spin the wheel. At the end of each day, choose the agent with the most nominations or best reviews to spin the wheel for a prize.

GOLF/PUTT-PUTT - Bring in a putter, place cups against the wall and mark different distances on the floor. When agents reach a certain KPI or hit a certain goal, let them putt the ball from each distance. Determine a certain amount of points or virtual coins awarded for each distance that agents score. At the end of the month, the agent with the highest accumulative points or coins earned gets a bonus prize.

PENNY WARS - Divide your agents into teams. Give each team a jar with 25 pennies. The jar with the least amount of money at the end of the game wins. However, agents can't take away from their own jar. They can only add to others. Agents can earn pennies from the company to sabatoge other teams by acheiving certain KPIs. They can also bring in spare change. At the end, all of the money collected goes to a local charity. The winning team gets a free break to take the money to the charity and a certain amount of virtual coins. This encourages agents to get excited to come to work and contribute to the community.

POKER - Each time an agent hits a certain KPI, they get a card. At the end of each day or week, the best poker hand wins a small prize or a certain amount of virtual coins. If you are doing this for the entire month, restart at the beginning of every day or week.

HANGMAN- Divide agents into teams. Set up a board and choose a word or phrase per team. When an agent hits a certain objective, they get to guess a letter or word. When an agent gets a letter right, they get a certain amount of virtual coins or a small prize. When they guess a word or phrase right, give them more virtual coins or a bigger prize. If they guess a letter or word wrong, they get another body part added to their hangman. The team with the most amount of words guessed at the end of the month or week get a prize like an extra break or virtual coins.

Pro Tip: Consider making each game exciting enought to last one month. Make every month different with a variety of objectives, prizes and decorations specific to each game.

STRATEGY 5

♥ C.O.R.E PROGRAM

Sometimes the rewards your employees appreciate the most are the practical, unglamorous items. Your employees might be coming to work with the heavy burden of just meeting their basic needs. If the employees in your contact center carry this burden, it's probably of value for you to stock your marketplace with basic-need items. Then, employees can earn virtual coins based on performance and "buy" the items in the marketplace.

The program stands for **C**are f**O**r You**R E**mployees. If you're offering employees an X-Box, but all they really want is laundry detergent, they will feel like your business is disconnected. Companies who who show workplace empathy will see better talent attraction, retention and employee engagement (Businessolver, 2019). Not only that, but 91% of CEOs believe that empathy is directly linked to a company's financial performance (Businessolver, 2019).

Keep in mind, a C.O.R.E program won't be effective if you are offering ideal prizes, but not actually creating an empathetic envioronment. You can cultivate a culture of empathy by asking questions and conducting surveys to truly understand what your employees need. To be an empathetic leader, it's important to be an active listener; try to walk in your employees shoes; be humble; be happy for other people's success and respect your employees. It's also important to hire employees who value empathy. This will not only make it easier to develop an empathetic environment, but also make it easer to provide a more empathetic customer experience.

C.O.R.E Program Prize Ideas

- Laundry Detergent
- Toilet Paper
- Tooth Paste
- Feminine Products
- Peanut Butter

- Soap
- Shampoo
- Trash bags
- Baby diapers
- First Aid Kit

- Walmart gift card
- Dish saop
- Tool Kit
- Tupperware
- Water Bottle

- Cleaning Supplies
- Vacuum
- Pens + Pencils
- Kid's school supplies
- Blankets

- Paper towels
- Gift card for oil change
- Gift card to gas station
- Dish towels
- Pillows

- Crock Pot
- Measuring Cups
- Laundry Basket
- Broom
- Non-perishable food

Step 2:

CHOOSING THE RIGHT GAMIFICATION SOFTWARE

CHOOSING THE RIGHT GAMIFICATION SOFTWARE

Agents are happiest when performance is rewarded, but traditionally the burden of managing games has been overwhelming and inconsistent. Software like ClearView eliminates the hours spent tallying results and **automates rewards based on individual or company-wide performance goals.** It's nearly impossible to have an effective gamification strategy without data-driven gamification software.

When choosing gamification software, look for a solution that will:

Automate
Your gamification software should automate processes to decrease supervisor workload and create a sustainable, consistent strategy.

Recognize
Your gamification software should allow supervisors to set up consistent recognition through automated badges, leaderboards and wallboards.

Align
Your gamification software should help you set rules that align with performance goals, objecctives and KPIs.

Reward
Your gamification software should help distribute virtual coins, badges and experience points to agents who earn them. Then provide a marketplace for agents to "buy" rewards.

Engage
Your gamification software should help create a culture of camaraderie through friendly competitions, user-profiles and avatars.

Drive Behavioral Change
Your gamification software should be strong enough to drive longterm behavorial change by aligning company goals with employee performance.

Step 3:
TRACKING THE RESULTS

TRACKING THE RESULTS

The most common challenge that manifests in manual gamification processes is that it's very difficult to track long-term results. It's also time-consuming to track results in real-time, which can lead to inconsistent measurements and lack of motivation for agents. That's why an automated gamification solution is key to success. An automated gamification process leverages gamification software to track the results of a company's gamification strategy and automate rewards/recognition.

Why dashboards and reporting are a non-negotionable for your gamification strategy?

REASON 1

Executives and Supervisors need dashboards and reporting to determine the KPIs and metrics that need to be boosted through gamification. Then, they need to use dashboards to track and manage gamification initiatives. Not only is it important for them to track how agents are performing in current games, but also for them to be able to track the long-term impact of their gamification strategy.

REASON 2

Dashboards should work as a hub to connect every person in the organization to the gamification initiative. Supervisors can use dashboards to track efforts and send out announcements like, "Just a reminder that we have 2 days left of Beach Party Bingo!" or "Everyone give Joe a high-five for making it to the Gold Level." Agents can use dashboards to track games and stats. Executives can use dashboards to track the overall results of KPIs being gamified.

REASON 3

In order to maintain a competitive atmosphere, gamification results must be tracked in real-time. It's important to provide agents with individual dashboards where they can track gamification efforts in real-time, such as their stats, current games, leaderboards and coins earned. Within their dashboard, they should be able to customize their profile and purchase marketplace items.

REASON 4

Another tool that should go hand-in-hand with your gamification strategy is Wallboards. Contact centers can develop a culture of camaraderie by displaying leaderboards, performance gauges, racing screens, rankings, awards and achievements on digital screens throughtout the contact center.

Ready to gamify? Get a demo of ClearView Performance Management and Gamification.

GAME ON