



Gamification for BPOs: Start the CX EX Transformation here

CX=EX

According to Dimension Data's 2019 Global Customer Experience Benchmarking Report (© Dimension Data 2015 – 2019), "almost two-thirds (62.2%) of organisations name the relationship between employee satisfaction and enhanced CX performance as the top driver of organisational change."

As automation takes on the transactional duties of customer care, BPO teams need to handle far more complex queries to reinforce (or rescue) the customer experience. This requires much greater skill, enthusiasm and confidence than ever before on the part of the agents and a huge capability shift across large distributed workforces. Traditional KPI's aren't working to move the customer needle and employees want to feel connected to the purpose of their work in ways they never have before.

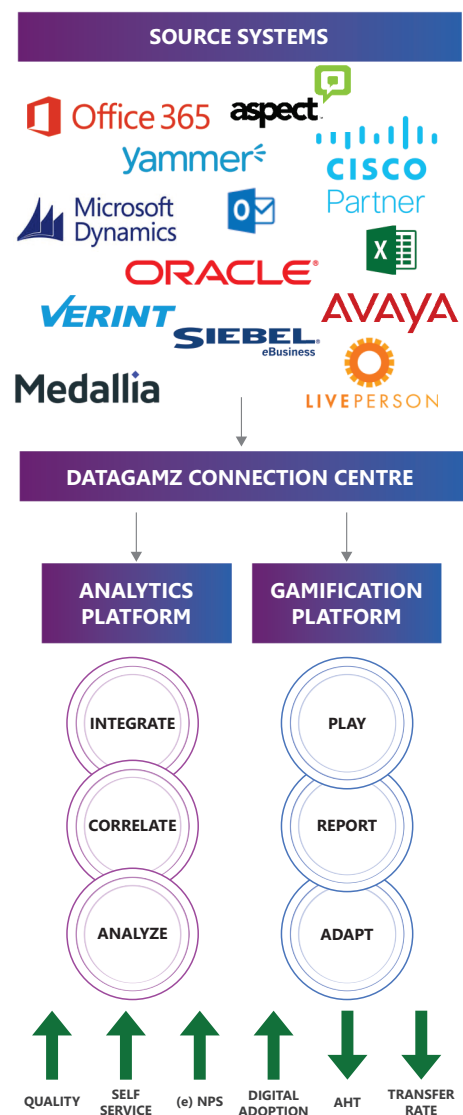
Know your team

How successful BPO teams are in delivering great customer care often comes down to a mixture of organisational structure, culture and environment and individual personalities. For agents, work can be irregular, repetitive and dull, or highly pressured – all of which can be stressful. They may not view their jobs as careers, but as stop gaps between more interesting things. At an organisational level, it may be hard to onboard and upskill new employees. Teams might be demotivated by a lack of purpose or sense of achievement, or frustrated by poor communications and difficult systems. Training, rewards and recognition programmes may not be scaling or driving long term change.

It will never be possible to fix all of these issues with a single system or process – but you can certainly start the journey of culture and capability uplift by tackling the basics. By surveying teams and analyzing data from all the main contact centre systems - CRM's, telephony, NPS, learning and knowledge management systems - you can isolate specific blockers to performance and identify behaviours and habits that boost it.

Put together a game plan

Once you understand which behaviours the organization needs to promote or change in order to boost customer service performance, it's important to understand how teams and individual agents can be motivated to adopt them. While some people enjoy competition and want to be the best, others may just want to be better than they were yesterday, or see their contributions measured and be recognised, individually or as a team. Self-Determination Theory (SDT), a macro theory of human motivation, recognises three conditions that support a person's motivation: experiences of autonomy, competence, and relatedness. These are argued to foster the most volitional and high quality forms of motivation and engagement for activities, including enhanced performance, persistence, and creativity.





Game mechanics in employee engagement can tap into these intrinsic and extrinsic motivations as a means to improve not just quotas, but also collaboration, learning and onboarding — all of which are potent drivers of customer satisfaction. With it you can:

1. Manage without micromanaging

Micromanaging is often counterproductive in a contact centre environment, largely because most people value their autonomy and will resist over-zealous surveillance. Effective gamification combines competition, collaboration, missions, rewards, and game narratives with the autonomy for employees to improve their own skills. The use of data to give constructive feedback and clear calls to action, provides the intrinsic motivation every employee needs to progress in their workplace.

2. Provide better performance understanding

By integrating data with a gamification platform, contact centre agents can get objective, updated feedback on their performance. With every point and badge earned, employees can progress through levels and earn rewards while receiving consistent calls to action on where to improve. By gamifying the learning process, employees are rewarded with the autonomy to focus on developing their own skills with real-time data, as they are working.

PROBLEM	DATAGAMZ	ROI
Poor sales results	Competition, tasks & leader boards	Increased revenue Stronger sales growth
High turnover; absenteeism	Fun games, friendly competition	Greater engagement, better morale
Stalled performance indicators	Meaningful KPIs; real time feedback	Increased productivity
Lack of communication and collaboration	Game teams; rewards for info sharing	Better working relationships
Low CSAT	Games, quests, quizzes to improve customer service behaviours	Higher NPS, first call resolution, customer loyalty and referrals

3. Connect employees to the higher purpose of their work

By allowing sales staff to observe and understand company wide and customer goals through the gamification platform they are able to more fully understand the impact of their work – and the value of collaborating to achieve this.

EX = CX: A Case Study in Capability Uplift across Multiple Workforces

BPO Corp - a global BPO with 1 800 customers and 300,000 agents serving more than a billion end- customers, is intent on maintaining its position at the forefront of customer service. The company decided to experiment with Datagamz, after recognising the intrinsic link between the Employee Experience and Customer Experience and wanting to leverage the power of analytics (which promotes insight into how to marry the two).

Analytics and the art of understanding

Starting with a small pilot run, BPO Corp and Datagamz surveyed the teams and used the Datagamz Analytics Platform to correlate and interrogate data from all the main contact centre systems - CRM's, telephony, NPS, learning and knowledge management systems. The insights were interesting:



- Agents felt disconnected from their team members and struggled to collaborate
- Agents weren't retaining enough information from the knowledge management systems and training they received, which was having an impact on their confidence when resolving issues
- Sales agents were very poor at maintaining basic lead records
- Team leaders were swamped with KPI reporting and were having to micromanage underperformers
- New team members didn't know who the best people were to help them find information or understand specific nuances about the customer

Level up!

To address the key insights the Datagamz Gamification Platform was deployed with a series of challenges that gave agents points for productive behaviour, such as sharing of information, throwing each other challenges or completing quizzes. They also set up competitions amongst specialized teams to improve specific KPI's like call resolution times, or digital registrations. The more points they got, the closer they got to a reward.

The Platform made many mundane tasks interesting by turning employees into gamers. As employees and teams completed them they moved up in a leaderboard or won a cup, and achievements were broadcast in live activity feeds in the main contact centre. Managers could also identify the knowledge gurus and influencers most able to support new starters or complex customer calls.

Creativity and empowerment

As employees leveraged game mechanics to explore the services and solutions on offer and deepen their understanding of the customer's point of view, so they built confidence and developed greater empathy with the customer - offering more creative solutions to customer issues.

"We achieved a step change in our contact centre service with Datagamz - radically uplifting team capability and improving performance metrics across all of our customers," said the Head of Operations for BPO Corp. "Employee productivity rose by 15 percent, employees were onboarded 85 percent faster; Average handle time dropped by 30 percent and CSAT rose by 20 percent. We are now rolling out the Datagamz platform to all of our agents."



About Datagamz

Datagamz exists to radically improve the engagement and capability of contact centre teams by helping them connect better with each other and with customers. Using the power of analytics and game mechanics, the Datagamz platform delivers engagement solutions that drive performance and improve the customer experience.

We partner with industry leading customer experience vendors and have taken more 10,000 agents on the engagement journey since we were founded in 2017. For more information, visit us at www.datagamz.com

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