Solution Brief

Gamification for Call Centers

Improve Call Center Performance by Providing Agents With Goals, Real-time Feedback and Rewards That Matter

Now that customer experience has moved to the top of the corporate agenda, call centers are in the spotlight like never before. In fact, a recent study by Deloitte\(^1\) found that 62% of organizations view customer experience provided through contact centers as a competitive differentiator.

Despite all this new attention, however, most call center managers are still struggling with the old challenges they've faced for years: high turnover, low morale and poor operational efficiencies. Add in the unique hurdles accompanying the boom in distributed workforces, and it's easy to understand why so many call center and customer service executives feel they're at a tipping point.

Gamification can help call centers:

- Impact key performance metrics
  - First call resolution
  - Average handle time
  - Customer satisfaction scores
  - Upsell/cross-sell success
  - Billable utilization %
- Focus teams on priorities and goals
- Encourage collaboration and competition
- Improve self-driven learning and knowledge sharing

What can you do to ensure the balance starts shifting in your favor? How can you motivate your call center staff to deliver the best quality service efficiently and effectively? Try implementing a gamification solution.

Gamification leverages fundamental design principles, big data analytics and new research about universal human motivators to influence employee actions, and call centers, in particular, have emerged as prime targets for this innovative technology. Why? Because by tracking activities and responses to incentives, gamification can help call center agents make real, measurable improvements to key performance indicators (KPIs). More specifically, gamification can help:

- Reduce call times and boost first call resolution rates
- Raise customer satisfaction rates and Net Promoter Scores (NPI)
- Speed on boarding time and increase product mastery
- Increase upsell and cross-sell
- Drive customer self-service to deflect call volumes

Thanks to benefits like these, more and more companies are using gamification to engage their service and support teams, motivate better performance and drive ROI — and the results have been impressive. According to Gallup\(^2\), organizations that engage customers and employees see a 240% increase in performance-related business outcomes. That’s why we weren’t surprised when Gartner\(^3\) recently recommended that businesses embrace gamification to elevate agent performance.

What does all this mean for your call center? Could gamification help you improve performance and customer satisfaction?

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**Reduce operating costs**

- Accelerate onboarding
- Increase employee retention
- Drive customer self-service to deflect call volume
- Ensure process efficiencies and alignment
- Improve visibility into individual and team performance
Answer these key questions to help you gauge where you stand:

1. **Are your agents motivated to deliver a great customer experience?** Call centers are notorious for low morale and high turnover — and that's precisely why it's critical for you to have a plan in place to manage burnout and keep agents engaged. Start by taking inventory of your current motivational tools (SPIFFs, contests, etc.). Do they truly impact your KPIs? Studies about human behavior have repeatedly shown that short-term contests create nothing more than short-term behavior changes. What's more, traditional contests and SPIFFs reward the individual rather than “team,” and they lose motivational power over time. If you want to cultivate community collaboration, improve engagement and drive the long-term behavior changes that become the foundation of improved business performance, you need to implement an ongoing strategy, one that continually guides, reinforces and increases high-value agent activity. Because gamification uses big data analytics, personalization and transparency, it provides not only goals to accomplish, but also recognition, real-time feedback about progress and rewards that matter. As a result, agents become more engaged, retention rates rise . . . and operating costs fall.

2. **How do you train your team?** Every call center manager wants to improve first call resolution rates and boost customer satisfaction, but in order to do that, your agents need to be motivated — and they need to be knowledgeable. Do your teams have the training they need to be successful? Do your agents retain the information you provide and work to keep their knowledge up-to-date? Find ways to improve self-driven learning and knowledge sharing so new hires can be onboarded quickly and cost-effectively, while veteran call center reps keep their skills sharp, even as the business expands and the challenges they encounter change.

3. **How well does your team perform?** Call center metrics are typically well-defined: AHT (average handle time), FCR (first call resolution), agent customer satisfaction scores, etc. However, as customer service and support functions become increasingly decentralized and the nature of calls

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“Even in a disruptive environment where our frontline teams have to answer specific and often very difficult questions, they grasped the new platform and never missed a beat. We’re excited because customers in the store get their problems resolved on the spot, and customers on the phone get the answers they need on the first call.”

Krissy Espindola
Director
T-Mobile
are becoming longer and more complex, it’s essential to periodically review performance across the entire scorecard. Be sure to consider not only operational costs, but also impacts based on customer satisfaction, total lifetime value and retention. Remember, if you want to effectively drive improvements to agent behavior, you’ll need to accurately assess current capabilities and then establish realistic future goals. Gamification improves transparency around the behaviors that are important to your organization and inspires your teams to become more self-driven to achieve these metrics. By changing “have to do” behaviors into “want to do” behaviors, service performance increases.

Find out more at: http://www.bunchball.com/solutions/service-support-teams

About Bunchball

Bunchball is the leader and innovator of engagement technology powered by gamification. Purpose-built for the enterprise, Bunchball’s proven engagement solutions motivate employee, partner and customer behaviors while delivering the performance intelligence needed to drive business results. An early visionary, Bunchball wrote the book on gamification with the 2013 best seller Loyalty 3.0, and is widely credited for numerous market innovations, including a patent for Gamification as a Service. More than 400 enterprise customers rely upon Bunchball for the company’s expertise, innovations and proprietary analytics that deliver proven business results, and Bunchball is the partner of choice to industry leaders including Jive, SAP, Salesforce.com and NICE Systems. Bunchball’s investors include Parallax Capital Fund, Granite Ventures, Northport Investments and Correlation Ventures. For more information, visit www.bunchball.com, read the blog at www.bunchball.com/blog, or follow @bunchball on Twitter.