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# How to increase staff retention with data-driven gamification

Part of a series of white papers from Dogu & LeadDesk on gamification and the challenges facing sales and customer service businesses

## FORWARD

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 series of white papers 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 paper 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 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 objectives are 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 feels good to know 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 a 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 contact centers. 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 results



### 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 be 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.

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# About LeadDesk and SalesScreen



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/](http://www.leaddesk.com/)



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, like LeadDesk.

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# End Part 2