

Gamification Playbook

Engage and Motivate
your Employees



NICE

CONTENTS

Defining Gamification

What are the Primary Video Game Mechanics Being Applied?

Gamification Drives Employee Engagement

Amplify the Engagement of Your Everyday Activities

Building the Business Case

Getting Started

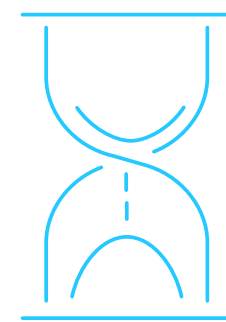
Designing for Success

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices

Defining Gamification



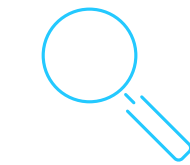
History Lesson:

Video game companies have been collecting data on user behavior for decades and using it to make games more engaging. Companies have been running sales and efficiency competitions on whiteboards for even longer. Ultimately, these practices merged. Gamification is the application of **big data and video game mechanics** to workplace activities. It is a powerful new way to measure and engage employees to improve performance.

What are the Primary Video Game Mechanics Being Applied?



Fast Feedback. Access a customer satisfaction survey moments after it is completed.



Transparency. Total visibility into your performance vs. goals and vs. peers.



Goals. Clear objectives based on your specific experiences and skills.



Badges. Icons and/or symbols that acknowledge capabilities and achievements.



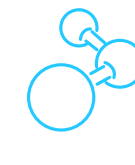
Leveling Up. Work through multiple levels of product knowledge depth.



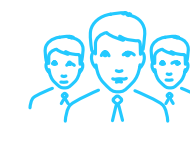
Onboarding. Learn new skills and techniques as you play.



Competition. Healthy competition drives continuous learning.



Collaboration. Ask questions, share ideas and best practices.



Community. You face the same challenges. You're part of something bigger and you're in it together.



Points. Add to your tally. Save them up. Trade them in.



You are already applying gamification.

88% of companies use contests and competitions to engage their employees.



NICE

CONTENTS

Defining Gamification

What are the Primary Video Game Mechanics Being Applied?

Gamification Drives Employee Engagement

Amplify the Engagement of Your Everyday Activities

Building the Business Case

Getting Started

Designing for Success

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices

Gamification Drives Employee Engagement:

Companies don't have a Gamification problem, they have an employee engagement problem.

In fact, service workers and sales workers are two of the LEAST engaged categories of workers (Gallup Engagement Index, 2012).

	Engaged	Disengaged
Sales	29%	71%
Services	29%	71%

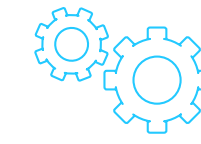
Gamification happens to be a powerful means to drive engagement:

- Onboard new hires faster
- Replace classroom training with digital courses and challenges
- Recognize and retain top talent

Amplify the Engagement of Your Everyday Activities:

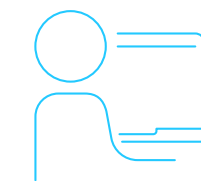
Companies don't have a Gamification problem, they have an employee engagement problem.

In fact, service workers and sales workers are two of the LEAST engaged categories of workers (Gallup Engagement Index, 2012).



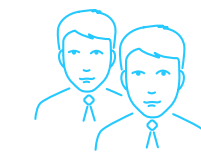
Performance Management

Already tracking employee performance across key metrics? Tie their progress to challenges, levels and points.



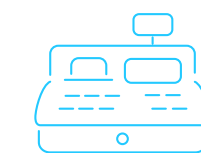
Quality Monitoring

You've been monitoring quality for years and need to breathe new life into your program... gamify quality.



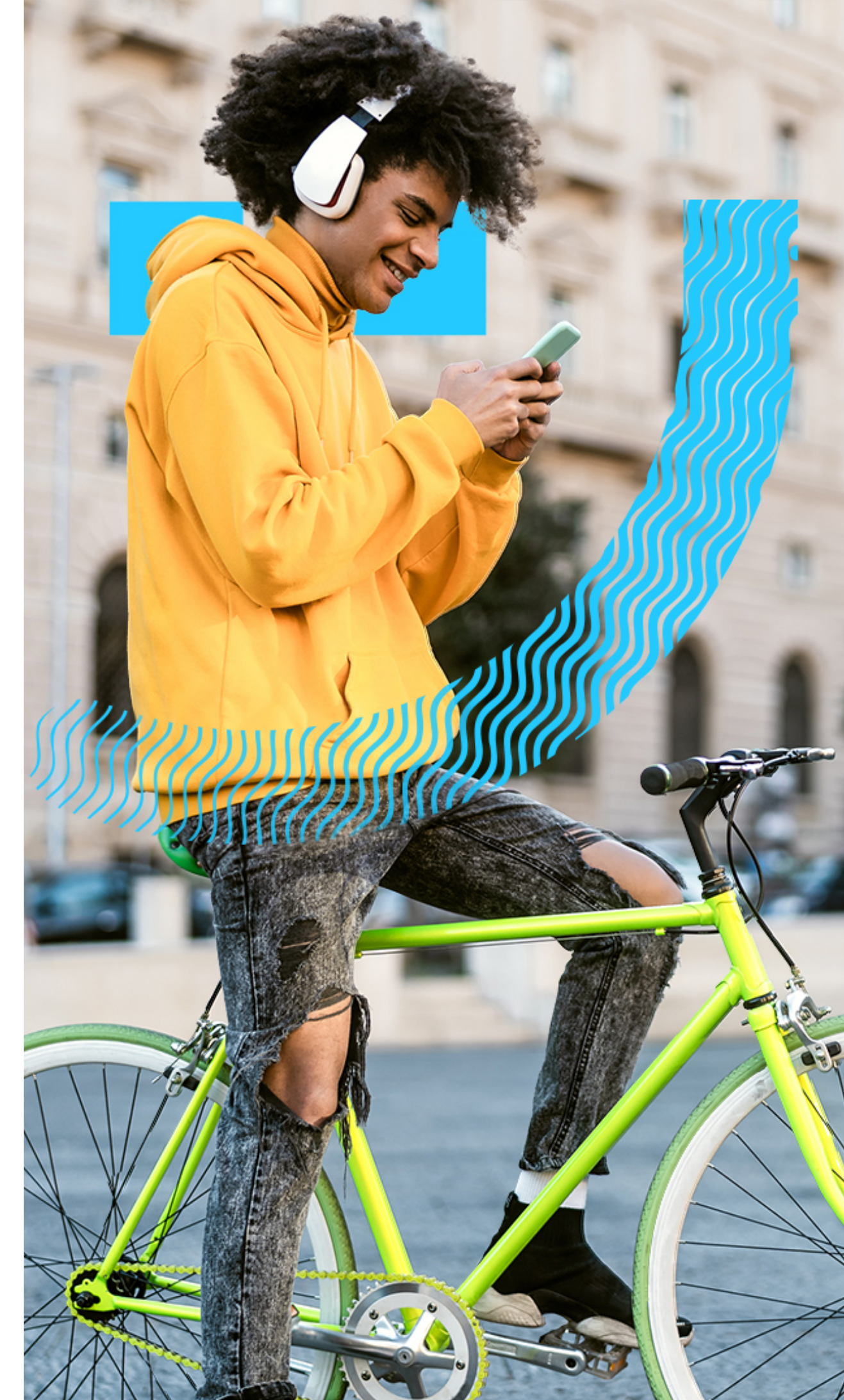
Workforce Management

Struggling to fill the most challenging and/or inconvenient shifts? Recognize your 'graveyard shift' champions.



Service-To-Sales

Turn more inbound service calls into sales opportunities, by rewarding those people who make the transition.



CONTENTS

Defining
Gamification

**Building the
Business Case**

Getting
Started

Designing
for Success

Maintaining
Momentum

Measuring
Business
Impact

Learning
From Best
Practices

Leverage the Success of
Early Adopters

Building the Business Case

Leverage the Success of Early Adopters:

Companies don't have a Gamification problem, they have an employee engagement problem.

In fact, service workers and sales workers are two of the LEAST engaged categories of workers (Gallup Engagement Index, 2012).

70% How much can you reduce the costs of onboarding new hires?

90% How much could you reduce training time?

25% How much more productive is the average multi-skilled employee?

60% What percentage increase in multiskilled employees will you realize?

18
months What is the tenure of the average top performer?

12
months How many months can you extend their average tenure?



**Average Gamification
Payback Period is
Under 12 Months.**

CONTENTS

Defining Gamification

Building the Business Case

Getting Started

Gamification's Goal

Connect to Business Priorities

Designing for Success

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices

Getting Started

Gamification's Goal is to Motivate and Assist with Achieving Success Against Strategic Business Objectives.

Before jumping to design a Gamification program, NICE will guide you first in mapping the objectives, KPIs and behaviors the program should support. You need a clear picture of what you're trying to achieve before you start to build. Map a framework for design by tightly aligning your Gamification objectives with greater organizational goals.

- 1 Strategic Objective**
KPI 1 - Customer Experience
 - Authentic greeting
 - Show empathy
 - Active listening

- 2 Strategic Objective**
KPI 2 - Handle Time
 - Minimize after call work
 - Minimize silence
KPI 3 - First Call Resolution
 - Follow process
 - Clarify solution

- 3 Strategic Objective**
KPI 4 - Revenue Per Contact
 - Identify triggers
 - Cross-sell portfolio
 - Up-sell bundle

Connect to Business Priorities:

A winning Gamification program is one that can be explicitly connected to broader company priorities. So, before launching such a program, follow this series of steps:

Identify company priorities. What is on the CEO's scorecard?

"Customer experience"

Connect frontline metrics to company priorities. What happens at the frontline that impacts priorities?

Frontline is measuring (and directly impacting) Net Promoter Score.

Discover how Gamification can drive those metrics. How will Gamification motivate the actions and behaviors of frontline employees?

Create weekly challenges that recognize the employee with the top Net Promoter Score. Or, award a badge to every employee that earns ten straight 'perfect 10s' on likelihood to recommend.

CONTENTS

Defining Gamification

Building the Business Case

Getting Started

Designing for Success

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices

Designing for Success

User and Player Types, Build a Team of Champions

Rewards & Recognition, Selecting a Starting Point

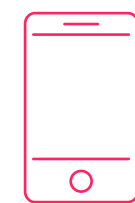
Embrace Sharing: Transparency is Key

Anticipate & Overcome Objections

Designing for Success

Gamification appeals to multigenerational audiences. A combination of intrinsic and extrinsic rewards makes gamification desirable and accessible to your whole team.

Before rolling out a Gamification program, it is vital to understand how different user groups are likely to adapt to Gamification of their activities.



Millennials

- Early adopters
- Embrace competition & social elements
- Value importance of skill growth



Gen X

- Early-middle adoption
- See opportunities for mentorship
- Place importance on career growth & increased competence



Baby Boomers

- Later to adopt
- Like collaborative elements
- Enjoy rewards & recognition for loyalty

Group and individual elements have their place in your Gamification design. Group competition and quests give employees a chance to make connections and collaborate. Individual tasks provide a sense of autonomy and self-accomplishment.



GROUP

- Simultaneous group and individual feedback
- Connection to a larger group aids retention
- Create collaborative environment
- Team completion gives employees a chance to bond with colleagues

VS.



INDIVIDUAL

- Pinpointed coaching sessions
- Individual prowess and reward
- Complete training quests at individual pace
- Create a sense of autonomy as the individual is presented with opportunity to “level-up”



CONTENTS

Defining Gamification

Building the Business Case

Getting Started

Designing for Success

Designing for Success

User and Player Types, Build a Team of Champions

Rewards & Recognition, Selecting a Starting Point

Embrace Sharing: Transparency is Key

Anticipate & Overcome Objections

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices

User Types

Know your Audience and Include Quests that Appeal to Each of These User Types to Maximize Engagement

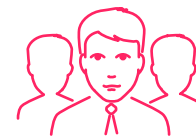
4 Player Types:



Achievers

Want to hold the most badges and distinctions

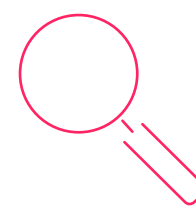
- Engage with action-based quests and very specific objectives
- Engage with objectives that inspire exploration (e.g. Easter eggs)



Competitors

Want to play the game and conquer all levels

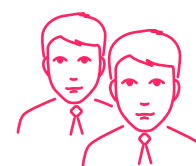
- Engage with action-based quests and very specific objectives
- Engage with social elements, like points for posting in the communal library



Explorers

Want to discover all of the hidden aspects

- Engage with collaborative, group or team challenges
- Engage with objectives that inspire exploration (e.g. Easter eggs)



Socializers

Want to maximize on making connection

- Engage with collaborative, group or team challenges
- Engage with social elements – like points for posting in the communal library

Build a Team of Champions

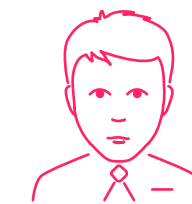
Creating a Gamification Program Takes Work. Get the Right People Involved. When Building a Team, Consider:

- Who knows what will motivate and engage your target audience?
- What other departments have a vested interest in your front line achieving results that may also have budget for compensation or a vehicle to leverage toward awards and recognition?
- Who has the data and understands what is technically possible?
- Who needs to review or approve?

Operations



Leaders



Directors



Supervisors

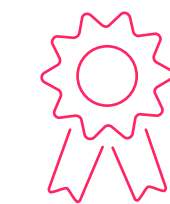


Front Line Employees

Support Organizations



Communication



Quality Assurance



Training

Partner Organizations



HR



IT/Data



Marketing



Legal

Rome wasn't built in a day.

Don't jeopardize success by building too much too fast. Start by creating a vision for everything your organization wants to include, then work backwards to determine manageable goals for each phase.

Consider launching your program in stages. This allows you to adapt to insights gained in previous phases and builds engagement as employees look forward to what's coming next.

CONTENTS

Defining Gamification

Building the Business Case

Getting Started

Designing for Success

Designing for Success

User and Player Types, Build a Team of Champions

Rewards & Recognition, Selecting a Starting Point

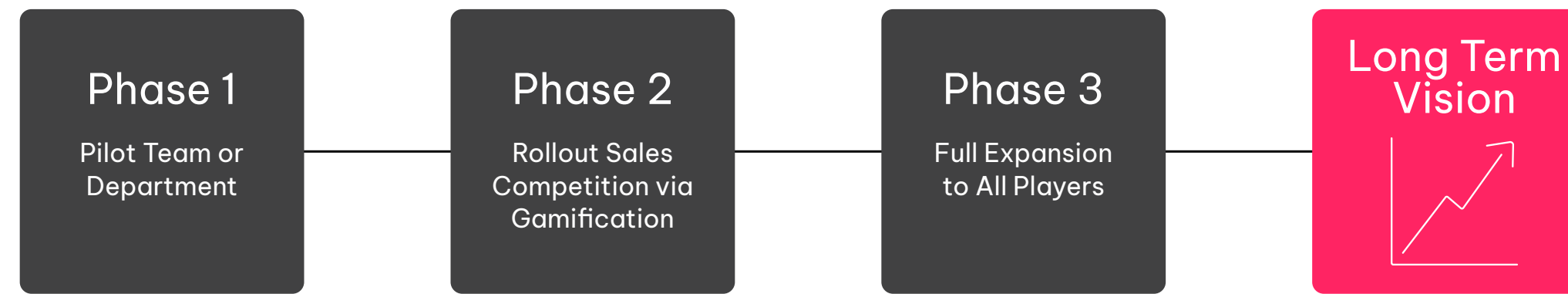
Embrace Sharing: Transparency is Key

Anticipate & Overcome Objections

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices



When prioritizing and mapping your program's evolution consider:

- What is going to deliver the biggest bang for your buck?
- Are there dependencies that need to be resolved or launched before other pieces can be implemented?
- Is there a special strategic initiative or objective that is timely to target?
- Ease of implementation?
- New or existing business process adoption?

Rewards & Recognition

Now dial in the right mix of intrinsic and extrinsic awards to connect with your audience.



Intrinsic

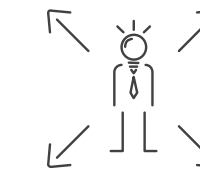
- Autonomy**
 - Control over individual experience
- Mastery**
 - Desire for continuous improvement
- Purpose**
 - Connection to something larger than oneself
- Progress**
 - Seeing results towards mastery
- Social interaction**
 - Interaction with others



Extrinsic

- Recognition**
 - Parking space
 - Shift bid priority
- Rewards**
 - Points
 - Levels
 - Badges
 - Easter eggs (hidden rewards)
- Compensation**
 - Cash bonus
 - Time off

Selecting a Starting Point



1. Know Your Audience:

What value does Gamification add?



2. Solicit Employee Buy-In:

What type of rewards and competition do your employees want? Consider sending out a survey when conceptualizing your program



3. Define Clear Rules:

What are the rules of engagement? You create the structure of the game and outline rules that foster the best environment.

Decide if you want to implement all at once or begin with small pilot groups.

Big bang: everyone is engaged through gamified applications at the same time. Make the announcement, count down the days – do whatever will create anticipation surrounding the big release.

Pilot groups: Identify a start group.

- **New hires or old hats:** Do you want to start fresh or get your steady employees onboard first?
- **Departments:** Are some departments primed for Gamification, where others might need more encouragement?
- **Consider groups across departments and different levels of experience:** Do you want to target an age demographic or type of user?

Trials and reduced scope pilot programs should be designed for adaptation across the enterprise and should tightly align with business goals. If you decide on starting gamification with a small group, consider predetermining a timeline for wide release.

CONTENTS

Defining Gamification

Building the Business Case

Getting Started

Designing for Success

Designing for Success

User and Player Types, Build a Team of Champions

Rewards & Recognition, Selecting a Starting Point

Embrace Sharing: Transparency is Key

Anticipate & Overcome Objections

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices

Embrace Sharing: Transparency is Key

Results When sharing results embrace the “power of the share”-transparency with sharing leads to a more engaged workforce, resulting in greater frontline action.

Longevity Create a mixture of one-time badges that are permanently displayed, badges that periodically must be re-earned, chances to level-up and competitions where the winner changes regularly.

Best Practices Encourage employees to share best practices in a communal library and solicit the advice of colleagues who have earned distinction for more advanced tasks.

Channel While Gamification’s driver is primarily digital, you could incorporate elements of on-site recognition as well. This could be a sign in the break room or special parking space for the employee with the highest NPS score of the week.

Anticipate & Overcome Objections

Activity Feeds and Inappropriate Use

- Outline clear rules of engagement from the start. Gamification is structured play; all employees should have a clear picture of what behavior is expected before implementation.
- The program monitors for inappropriate use.
- All modules are add-on. If you want to add or take away features, do so.

Gamification is for Millennials

- All users will benefit from the accelerated feedback cycle, increased level of engagement, and faster on-boarding.
- The combination of intrinsic and extrinsic rewards makes Gamification a gratifying experience for all groups.
- Anyone can succeed in the game by completing quests that build on skills the employees already know.

Gamification Risks Unhealthy Competition

- Boost teamwork through group competition, best practice sharing and encouraged collaboration.
- Rewarding only positive behaviors will result in more of the same.
- Balance objectives. Rather than create a challenge that only features AHT... add a CSAT component to ensure agents are not rushing calls at the expense of customers



CONTENTS

Defining Gamification

Building the Business Case

Getting Started

Designing for Success

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices

Maintaining Momentum



Maintain employee engagement in your Gamification program and continue to drive results by monitoring and reacting to areas of growth and pockets of stagnation.

Create New Content to Support New Business Objectives

Retire Stale or Unpopular Content

Create New Content to Keep Employees Engaged

Retire or Change Content That isn't Driving Desired Results

Create Content to Promote Growth and Challenge Employees

Retire Content Not Aligned with Current Business Objectives

Consistence is Key

Consistency is Key

Consistency of Process Agree and hold team members accountable to using the process for creating and implementing new content. Ongoing success is dependent on a reliable process.

Consistency of Program Minimize the noise. Maintain engagement and excitement, by minimizing the number of contests and incentives outside of the program.

Consistency of Design Reduce cognitive load for your end-users by creating a consistent design for content display and delivery. Aim for keeping the theme of your Gamification program streamlined; pick either karate belts, or gold, silver and bronze metals for leveling up, not both.

Consistency of Message Ensure everyone is on the same page. Align your messaging from the top down and clearly communicate top business objective across channels both inside and out of your Gamification program.

Consistency of Evaluation Be diligent in evaluating the success of your Gamification program. Take the time to measure what is and is not working. Success hinges on continued improvement and evolution.



CONTENTS

Defining Gamification

Building the Business Case

Getting Started

Designing for Success

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices

Measuring Business Impact

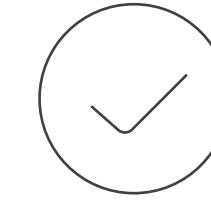
If you want to continue to grow your Gamification program, you need to prove its impact. Gather attention, inspire more investment, and drive visibility with objective proof. So, how will you know if you are on the right track?

Measuring Business Impact



1. Run In Silent Mode

Collect baseline data on key metrics **before** you launch Gamification



2. Track Footprint

Ensure your program is widely **adopted** and **used** by employees



3. Measure Impact

Note changes in metrics **after** you have launched Gamification

If you want to continue to grow your Gamification program you need to prove its impact. Gather attention, inspire more investment, and drive visibility with objective proof. So, how will you know if you are on the right track?

Adoption

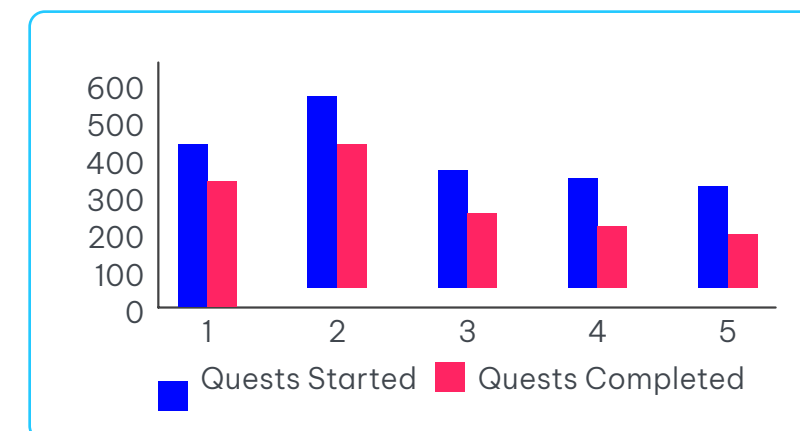
Formula 1

% ACTIVE USERS =

users accessing Gamification in past X days

Total users with access to Gamification in past X days

% Quests Started and Completed



Usage

Formula 2

% DAYS ACTIVE =

Total active employee days in past X days

Total potential employee days in past X days

Address Gamification Bottlenecks

1. Identify quests with high incompleteness rate
2. Drill into the quest objectives with highest incompleteness rate
3. Revise or remove the objective barriers

CONTENTS

Defining Gamification

Building the Business Case

Getting Started

Designing for Success

Maintaining Momentum

Measuring Business Impact

Learning From Best Practices

Best Practices

Learning From Best Practices

Best Practices

Training



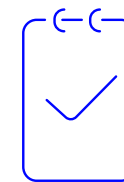
Employees – on all levels – need to know the functions of the Gamification program before it goes live. Communicate expectations and ensure that everyone knows how to use the application for the best roll out.

Communication



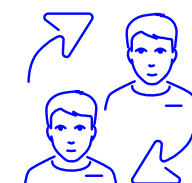
Seek feedback from your team. Add, remove or make changes to your Gamification plan dependent on what is driving action and best engaging your employees.

Policy + Procedure



Create a system in which all players know what is expected. Focus on positive behavior by rewarding actions you want to enforce. Keep in mind that Gamification is ‘structured’ play and must reflect professionalism.

Collaboration



Be sensitive to employee feedback. Let individuals and departments have ownership – team names, specialized rewards and individualized coaching sessions are great place to incorporate this type of feedback that generates buy-in.



About NICE

With NICE (Nasdaq: NICE), it's never been easier for organizations of all sizes around the globe to create extraordinary customer experiences while meeting key business metrics. Featuring the world's #1 cloud native customer experience platform, CXone, NICE is a worldwide leader in AI-powered self-service and agent-assisted CX software for the contact center – and beyond. Over 25,000 organizations in more than 150 countries, including over 85 of the Fortune 100 companies, partner with NICE to transform – and elevate – every customer interaction.

www.nice.com



NICE