Teleperformance
each interaction matters

Level Up, Game On!
Leveling Up Learning Through Gamification

Introduction

"Tell me and I forget, teach me and I may remember, involve me and I learn."

This adage is ascribed to Benjamin Franklin, one of the leading intellectuals of his time, who educated himself through voracious reading and experience. Very often used as a slogan for experiential learning (or learning by doing), his words underscore the significance of linking theory to practice — of veering away from passive teaching and moving toward participatory education to yield better results.

Fast forward to the present, where gamification is accelerating experiential learning by fueling continuous participation, consistent motivation, and long-term engagement. Although gamification has only been coined in recent times, the concept has been present in many areas of life for as long as civilization has existed.

Gartner defines **gamification** as **"the use of game mechanics and experience design to digitally engage and motivate people to achieve their goals."[1]**

While gamification can be implemented across a broad spectrum of activities, its application in the workplace can help improve business results in various ways:

- Increase the adoption and use of learning management tools

- Promote retention and results in employees

- Increase employee knowledge sharing to enhance service levels

- Boost employee performance and satisfaction
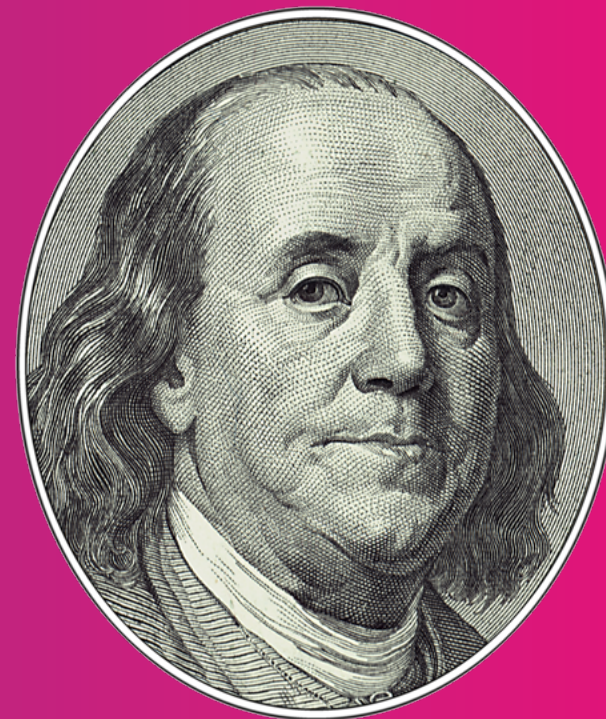
[1] Gartner Newsroom, Press Releases. "Gartner Reveals How Gamification Drives Digital Business." Gartner. April 8, 2014. https://www.gartner.com/en/newsroom/press-releases/2014-04-08-gartner-reveals-how-gamification-drives-digital-business.

If Benjamin Franklin were alive today, he would be pleased to find out that gamification has carved a niche in the workplace, boosting the motivation to learn and decreasing boredom and unproductiveness, as evidenced by a TalentLMS Gamification survey[2]. According to the survey involving 900 employees, 83% of those who receive gamified training (usually E-learning gamification) feel motivated, while 61% of non-gamified training recipients feel bored and unproductive. And when gamified elements are added to training, motivation climbs to 83% and boredom drops to just 10%. What's even more interesting is how gamified software can affect employee psychology and be associated with happiness. Gamification engagement stats suggest that almost 9 in 10 employees feel happier when using gamified software at work. Happy staff equals happy company equals happy clients and customers. Undoubtedly, introducing gamification at work is a win-win for everyone. However, rolling out a gamification initiative is just half the strategy.

While gamification provides a sustainable foundation for employee engagement by appealing to powerful intrinsic motivators, such as autonomy, mastery, purpose, and social interaction, measurable results are also a key benefit. The old saying is true in that "whatever gets measured, improves." Thankfully, true gamification is data-driven. It provides data and reporting to help see what's working for employees and which areas need adjustment.

So, essentially, it is no longer a question about whether gamification at work is an asset to companies. Several reports show that employees appreciate gamification, both as a concept and as a reality. Games, after all, are fun, engaging, highly motivating, social, adaptive, and inclusive by nature. Therefore, creating similar experiences to those experienced during gameplay elicits a positive response. The real question now is **what type of gamification businesses should implement to achieve engaged, happy, and productive employees**.

[2] Apostolopoulos, Aris. "The 2019 Gamification at Work Survey." TalentLMS. August 19, 2019. https://www.talentlms.com/blog/gamification-survey-results/.

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Training Digital Natives — for the Win!

In an article by the World Economic Forum[3], Millennials and Gen Zs were forecasted to comprise the majority of the workforce by 2020. In 2021, both generations have already entered employment in vast numbers, shaping the world of work for years to come. With Baby Boomers at the cusp of retirement, the number of younger employees is only going to grow. Hence, attracting and retaining them is critical to the future of any business. However, before they hit the ground running or for them to contribute to their role fully, they need to be trained. From onboarding to upskilling, training is essential in realizing each employee's potential. But how should they be trained?

Millennials and the young

Growing up on video games, both Millennials and Gen Zs gravitate toward experiences with game-like elements. Computer savvy from the get-go, they learn and play differently from older generations. According to Teleperformance's proprietary CX Lab Survey, 90% of Millennials and 94% of Gen Zs have played a video game in the last three months compared with 59% of Baby Boomers and 79% of Gen Xers.[5]

Affinity for gaming further intensified when the pandemic broke out. A global survey in June 2020 reveals that around 60% of respondents were playing more multiplayer games during the pandemic,[6] in part to replace the severely restricted (or even entirely banned) face-to-face interaction during parts of the crisis. Indeed, video games have become vital social spaces — a means of connecting with people, sharing ideas and interests, and becoming a part of something exciting and fulfilling.

In addition to this new reality, the pandemic also triggered changes in the business landscape that resulted in the adoption of flexible working solutions, such as the work-at-home model. With 39% of Millennials and 30% of Gen Zs preferring to continue working from home (based on CX Lab findings[7]) and with their brains already wired differently, it makes perfect sense for organizations to use gamification as an effective training mechanism — aligned with the learning preferences and characteristics of these new cohorts entering and dominating the workforce. Rewards, points, badges, frequent feedback, and progression through many levels are only some of the game elements that can make training more effective by making learning more fun.

On a side note, sourcing young professionals through gamification, or what is often termed as "recruitainment" (a hybrid word combining recruiting and entertainment)[8], is also gaining momentum. In the same TalentLMS survey[9] mentioned earlier, respondents were asked if they had come across any gamification elements while being recruited for a job. With 45% saying yes, we can surmise that recruitainment is indeed becoming more frequent. Additionally, when asked if gamification in the recruiting process would make

"... it makes perfect sense for organizations to use gamification as an effective training mechanism — aligned with the learning preferences and characteristics of these new cohorts entering and dominating the workforce."

a company more desirable, 78% would want to work for them more.

3 Oh, Judy "3 rules for engaging millennial and Gen Z talent in the workplace." The World Economic Forum. January 15, 2021. https://www.weforum.org/agenda/2020/01/millennial-gen-z-talent-workplace-leadership/.

4 Novotney, Amy. "Engaging the millennial learner." American Psychological Association. March 2010. https://www.apa.org/monitor/2010/03/undergraduates.

5 Teleperformance Customer Experience Lab. "Channels: What Consumers Want Versus What They Get." Teleperformance. 2021. https://teleperformance.com/en-us/insights/white-papers/channels-what-consumers-want-versus-what-they-get.

6 Statista, Media, Video Gaming & eSports. "Impact of COVID-19 on the frequency of playing multiplayer video games world-wide as of June 2020." Statista. August 2020. https://www.statista.com/statistics/1188549/covid-gaming-multiplayer/.

7 Teleperformance Customer Experience Lab. "CX Lab's 5 Key Trends for How Remote Work and Consumer Spending Have Changed Forever." Teleperformance. 2021. https://teleperformance.com/en-us/insights/white-papers/wp-cx-lab-5-key-trends-insights.

8 Korn, Oliver et al. "Defining Recruitainment: A Model and a Survey on the Gamification of Recruiting and Human Resources." SpringerLink. June 20, 2017. https://link.springer.com/chapter/10.1007/978-3-319-60486-2_4.

9 Apostolopoulos, Aris. "The 2019 Gamification at Work Survey." TalentLMS. August 19, 2019. https://www.talentlms.com/blog/gamification-survey-results/.

The Psychology of Play

Dopamine is at the heart of gamification. It controls the pleasure center of the brain and affects mood, memory, and thinking processes. Psychologically, playing games activates a number of the brain's functions responsible for igniting positive feelings and motivation, including the desire to win. Whenever a person wins a game, dopamine is released. This rush of dopamine makes him/her respond to rewards, such as points, badges, levels, progress tools, timers, and sounds, which are all gamification elements. People tend to play again and again to reconnect the brain to the reward. Amazingly, when the brain releases dopamine while learning, it is more likely to retain what was learned long-term while having a pleasurable experience.

How exactly does gamification work in corporate training?

Motivation
Because gamification rewards trainees, they are motivated to keep going, improve, and/or beat the competition.

Autonomy
Gamification allows trainees to learn at their own pace and level while tapping into intrinsic motivators like competition, improvement, and completion.

Instant Feedback
Trainees receive instant feedback through gamification. Doing well means progressing to the next level. Otherwise, they get to see what they missed.

Social Learning
New connections are forged through friendly competition and collaboration. According to a 2020 article in Educational Psychology Review, learners respond positively to mild social pressure when competing with community members.[10]

Emotional Connection
Since gamification often uses storytelling, trainees can apply what they've experienced in simulated situations and form an emotional bond that increases retention and boosts all-important time-to-competency measurements.

Achievement
Level progression and game completion set meaningful, tangible goals for trainees to work toward.

Cognitive Relief
Although the brain is inclined to multitask, multitasking can actually hurt training efforts. So instead, games direct the attention to a specific task, increasing focus while reducing cognitive load.

10 Sailer, Michael and Homner, Lisa. "The Gamification of Learning: a Meta-analysis." SpringerLink. August 15, 2019. https://link.springer.com/article/10.1007/s10648-019-09498-w.

Changing the Game Through Gamified Training

At Teleperformance, we understand that the primary blocker to consistent, effective performance is a lack of motivation. That's why through gamification, we tap into the things that deeply drive and motivate our employees to perform an action that leads them to better results.

As a leader in the field, we have been sharpening our training efforts even before the pandemic. In line with our High-Tech, High-Touch strategy, we intensified our gamification investments in 2018, starting with research on intrinsic motivation. We also launched the TP Training Lab in Colombia to build a learning methodology for the younger employee demographic. An estimated 90% of our new hires worldwide are gamers and users of digital content. As such, techniques surrounding learning by doing, learner autonomy, and interaction with others are now part of the core fabric of our methodology.

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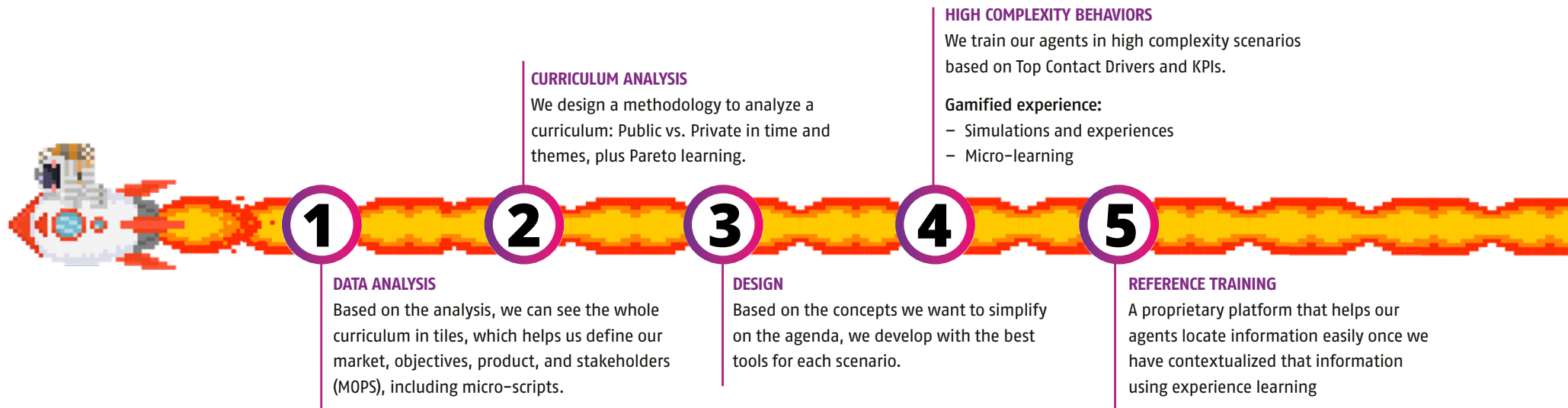
To create an effective training program, we start with an assessment of new hire training needs, followed by an analysis of customer contact drivers, key performance indicators (KPIs), and performance data for the client (curriculum and training content vis-à-vis context). We then design the agenda, including specific tools for each scenario, such as simulations, immersive experience, and micro-learning:

Experience learning using Constructor, digital showrooms, and app emulators
Data learning using Pareto analysis, contribution graphs, and playbooks
Reference learning using proprietary tools and platforms: TP Book, TP Simulation, and Training Arcade

Once our trainees learn the material, we measure their knowledge acquisition level and retention rate, including the effectiveness of each part of the curriculum.

CURRICULUM ANALYSIS

We design a methodology to analyze a curriculum: Public vs. Private in time and themes, plus Pareto learning.

HIGH COMPLEXITY BEHAVIORS

We train our agents in high complexity scenarios based on Top Contact Drivers and KPIs.

Gamified experience:
− Simulations and experiences
− Micro-learning

1

DATA ANALYSIS

Based on the analysis, we can see the whole curriculum in tiles, which helps us define our market, objectives, product, and stakeholders (MOPS), including micro-scripts.

2

3

DESIGN

Based on the concepts we want to simplify on the agenda, we develop with the best tools for each scenario.

4

5

REFERENCE TRAINING

A proprietary platform that helps our agents locate information easily once we have contextualized that information using experience learning

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Game-Based Learning and Simulations

We leverage proprietary and third-party platforms to achieve the best outcomes in our gamified training, striking a balance between in-house and external materials. For instance, **Constructor** is a virtual environment created by the TP Training Lab together with the client and customized according to delivery region. The gamified training allows the trainee to practice specific tasks in a process, such as maintaining battery charging in a renewable energy-powered house to learn about solar energy. The learning targets can be independent decision-making or teamwork for multiplayer setups.

To demonstrate the effectiveness of game-based learning, we had two groups of trainees undergo training for a retention program — one group with Minecraft-based training and the other one without. Although both groups hit their dollar retention value and support percentage targets in the first 30 days of operation, the group with the gamified training achieved a 15% higher retention rate.

Success by the Numbers

"It is important to recall that the games have been really important to measure product knowledge and to complement all the strategies we have implemented during the quartile." — Account Training Lead
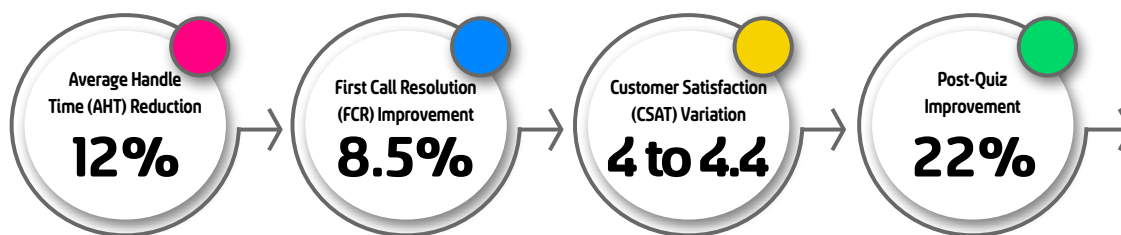
- **4%** higher **Dollar Retention** value
- **2%** higher **Support** percentage
- **707** more **Cases Retained**
- **1,532** more **Calls Handled**
- **15.52%** higher **Legacy Retention**

TP Teleperformance

The TP Training Lab also builds custom **digital showrooms** featuring personalized experiences on Unreal Engine for video games. Through the digital showroom, the trainee gets to explore a virtual environment, such as a technical support scenario for network connectivity, and interact with products and devices. Within the digital showroom, the trainee can also access rich media like animation and video. Teleperformance has digital showroom implementations in home automation, connected homes, manufacturing, and the restaurant business.

The usage of different platforms is truly helpful as it makes training programs more visual, easier to learn, and just outright fun, even without the presence of a trainer. These platforms also acclimate our people to a digital-first, virtual world.

Through training innovation tools, we have achieved improvements in our nearshore account KPIs, such as:

Average Handle Time (AHT) Reduction
12%

First Call Resolution (FCR) Improvement
8.5%

Customer Satisfaction (CSAT) Variation
4 to 4.4

Post-Quiz Improvement
22%

1. More efficient training using immersive experiences
2. Same environment for training and operations
3. Same experience for everyone
4. Appeals to intrinsic motivation
5. Engagement – AHT
6. Shorter training times
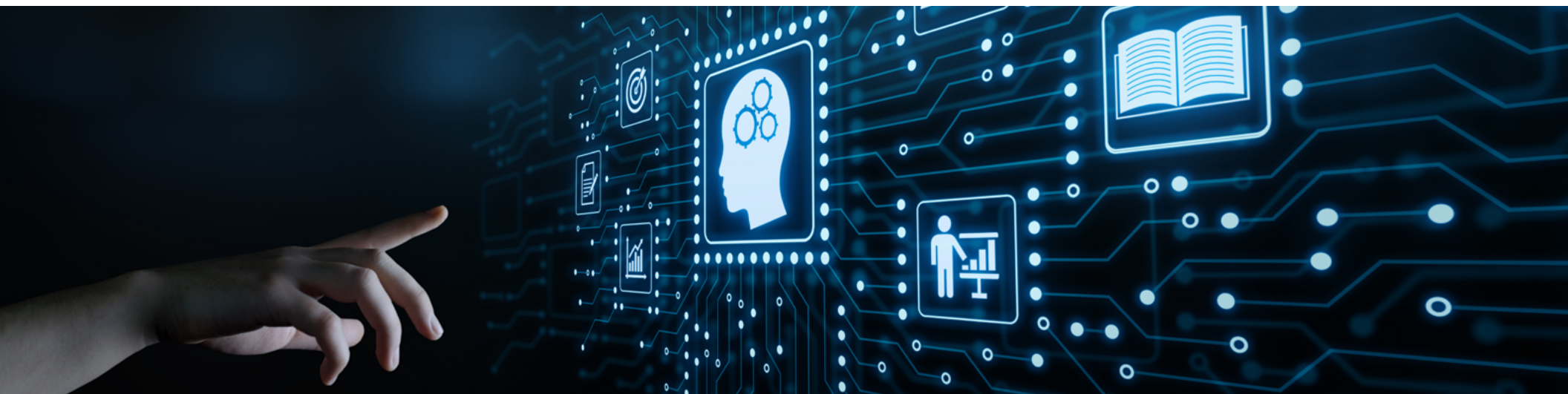
Performance Gamification Through TP Gamification

TP Gamification is a SaaS platform that uses game, social, and reputation mechanics to motivate and engage employees. With an ethos of connectedness, TP Gamification engages the entire organization hierarchy, connecting all employees outside traditional linear connections and binding the organization through a game philosophy and a purpose.

In a Nutshell

- Operations teams can easily turn KPI targets into game achievements

- Integrates fully with customer service operations

- Features real-time customer service analytics and dashboards

- A completely automated and dynamic solution to match the velocity of the operations floor

- A scalable platform, with over 10,000 users using the platform daily

How does it work?

TP Gamification drives discipline, efficiency, and knowledge by turning daily KPI targets into game achievements, motivating agents to earn points, move between levels, and win rewards. Its real-time dashboards track individual performance and different access levels for agents, team leaders, and business managers. It also groups employees according to performance quartiles to segment the targets. The company decides on targets, such as schedule adherence, First Call Resolution (FCR), and quality score for each game. The leaderboards are then broadcast on the operations floor. TP Gamification can link with knowledge bases and E-learning databases. To date, TP Gamification has more than 10,000 daily active users.

Success Story

Client: A U.K. multinational investment bank

Challenges: Engage work-from-home (WFH) staff during COVID-19, drive productivity, and improve quality and accuracy

Solution: Teleperformance identified employee behavior gaps by mining data across unified communications, including workforce management (WFM) and quality tools and surveys. It then designed games focused on productivity and knowledge improvement, awarding points, badges, and quests. It also introduced a reward system to recognize top performers. The game setup has custom features, such as the ability for team leaders to challenge agents, run competitions, and assign and publish custom quizzes.

Impact

~74% reduction in **"Not Ready"**

21% reduction in **Hold Time**

11% reduction in **Average Handle Time (AHT)**

100% increase in **Critical Accuracy** score in the back office

22% improvement in back-office **Productivity**

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Game-Based Quiz Tools

With over 380,000 employees worldwide, we looked into developing quick, mass-scale gamification for upskilling our workforce and growing our digital talent. Partnering with an external provider, we launched Training Arcade, an intuitive game authoring tool with a library of eight games that can be played individually or as a team — with prizes at stake!

JUMP	MATCH	SCRAMBLE	RECALL
TRIVIA	SORT IT	JEOPARDY	SCENARIOS

Training Arcade can also track user performance and analyze data. Furthermore, an enterprise license enables a high volume of Game Creators to make this one of our most successful tools. We can create, publish, and share games in minutes!

In the first ten months of 2021, more than 1.6 million game sessions were played by over 273,000 employees.

From 100
Game Creators in 2020
to 125 in 2021

5,600+
Quiz Games
Created

273,000+
Engaged Employees
Across Multiple Sites

1,600,000+
Game Sessions
Played

45+
Countries Reached

320+
Clients Reached

Success Story

**Client:** A leading FMCG global company

Challenges: Induce maximum participation in revision/retention checks to increase recall, make knowledge checks interesting and adaptable, leverage games/quizzes in the portal to revise/recall outside training hours, provide trainers with a little time off to observe/guide moderators

Solution: Teleperformance transformed the knowledge retention program into an initiative that aims to measure our agent and team leader knowledge via a monthly quiz. The relevance of this initiative was measured through the average score, completion rate, and quality score after the quiz. Questions were created based on the most failed topics observed by the client and quality analyst from the Transactional quality score.

Impact

+12% quality score

(from 81% in January to 93% in February, after Training Arcade was deployed to support agents in Knowledge Retention)

Pre
89%

Average Score

Post
94%
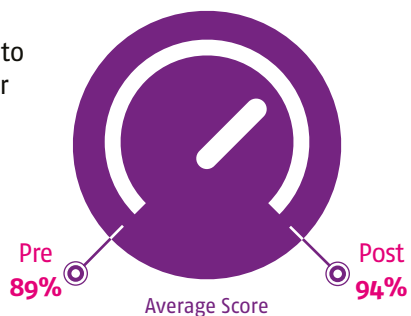
Achievement Unlocked

Teleperformance's MyTP and TP Gamification initiatives recently won the coveted Brandon Hall Group Gold and Silver awards, respectively, for excellence in the Best Use of Games or Simulations for Learning and Best Advance in Learning Technology Implementation categories.

Gold: MyTP – Creating One True Global Learning Organization

Teleperformance started a global rollout of MyTP, the company's very own web and mobile app, in January 2020, before the start of the pandemic. Within a year, the MyTP platform had over 340,000 active learners. The success of this was due to the engagement stimulated across Teleperformance's networks while maintaining a clear alignment with companies that drive digital transformation.

Silver: TP Gamification

This entry demonstrates how in over one year, Teleperformance was able to introduce a new game-based knowledge tool that had over 800,000 games played on it, thanks to an easy-to-use infrastructure.

The 2021 Brandon Hall Group HCM Excellence Awards are given for work in Learning and Development, Talent Management, Leadership Development, Talent Acquisition, Human Resources, Sales Performance, Diversity, Equity & Inclusion, and Future of Work.

"Brandon Hall Group Excellence Awards in 2021 provide much-needed and well-deserved recognition to organizations that went above and beyond to support their stakeholders during the unprecedented disruption of the COVID-19 pandemic," said Brandon Hall Group COO and leader of the HCM Excellence Awards Program Rachel Cooke. "The awards provide validation of best practices in all areas of HCM at a time when they have never been more important to employers, employees, and customers."

Entries were evaluated by a panel of veteran, independent senior industry experts and Brandon Hall Group analysts and executives based upon these criteria: Fit the Need, Design of the Program, Functionality, Innovation, and Overall Measurable Benefits.

A Continuous Quest to Enrich the Learning Experience

The current business climate is defined by increasingly complex and digital interactions, expansion of product and service ecosystems, and entry of a new generation of employees with new learning expectations. To keep up with the pace of change and affect positive change, we have identified gamification as a crucial element of our learning approach. We have already deployed our gamified learning environments across multiple geographies, even replicating our great on-site results in a WFH setting via a virtual desktop infrastructure (VDI) and by running TP Gamification leaderboards on individual screens.

We continuously collect data from the tools and feedback from game creators to optimize game choice and add new functionality, such as challenges to the Training Arcade. We are also looking into integrating more learning items, such as video, and creating journeys surrounding different skill sets and levels. To up the ante, we will be adding experience points, which our employees can use to redeem in-game and real-world prizes.

"As a High-Tech, High-Touch company, Teleperformance is focused on investing in gamification to provide impactful, engaging, and easily scalable solutions that meet our learning and operational needs. Our gamification offering has enabled us to create simulations and game-based quizzes on the most commonly occurring contact types that our Customer Success Specialists receive, helping us reduce speed to proficiency and positively impact our KPIs."

*— **Ben Kirby***
Senior Vice President, Global Learning & Development, Teleperformance

At Teleperformance, we strongly believe that great performance comes from a great team. That's why apart from selecting the right people and having inspiring premises, we invest in gamification to make learning more fun while engaging and motivating our teams. That way, we can be better positioned to deliver superior interactions and take customer experience to a whole new level.

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