



Collab.



AXA Assistance Gamification

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Business Context & Challenge

With the **evolution** of the **internet** and with the massive use of **digital channels** (e-mail, social media, mobile), **consumers** gained **Voice**. The **immediate access** to **information** allows them to make smart decisions anywhere, through their **digital devices**. The new "**Age of the Consumer**" forced organizations to create new ways to engage customers, in order to match effectively their **high expectations**.

In an extremely competitive market, like the insurance, is crucial to maximize the **performance** vs. **customer interaction** ratios in the contact center. Consumers can naturally choose from multiple proposals, and change easily if they are not happy with the service or the support.

However, **clients** are not the only ones who are increasingly **demanding**. The employees' **motivation** is an issue in all areas, and particularly in the contact center industry, where achieving high KPIs depends on **agents' commitment**, to assure an **excellent experience** and **customer** retention. The **success** of these factors will have a direct impact on the company results. When the teams are motivated and focused all the organization benefits. Thus, it is essential that contact centers and all organization areas have at their disposal tools that allow them to manage all agent / staff lifecycle: hiring, on-boarding process, brand loyalty, motivation, increased productivity...



AXA Assistance is one of the **leading** companies in this sector, investing continuously in **customer support** and **reinventing** the **client experience**. Being an innovative corporation where the digital is present in different and disruptive products, it decided also to follow this trend in organizational context.

In the **beginning** of the **project**, it were proposed, to Collab, the following **challenges**:

- How to **motivate staff** and **improve** their **performance**?
- How to **increase productivity** and other internal **KPIs** without reducing service levels?
- How to **improve** the **customer experience** and **satisfaction**?
- What **disruptive model** could be applied in the entire company, with the goal to increase motivation, commitment and synchronise with the **growth strategy** and **digital innovation** of AXA Assistance?

The solution – Gamification Project

With more than a **decade** of **experience** in implementing **hundreds** of **projects** in several **geographies**, and after numerous business meetings, **Collab** decided to **expand** its **workforce management offer** and invest in the development of a **Gamification engine**.



Project Goals:

- **Increase productivity**, benefits, commitment, staff and customers loyalty / satisfaction, competitiveness, among others;
- **Implementing a disruptive model** in teams, with an innovative management, that causes impact on the organizational environment and in the company results.

This **project** is **shared** with the entire company and not only in the Call Center area (AXA Assistance also manages the AGEAS Contact Center in Portugal).

What is Gamification?

Gamification is already used in several areas and aims to increase the motivation, loyalty, competition, teamwork and productivity, through interactive gaming experiences. In the first phase, **AXA Assistance** intends to use the **Gamification** internally to create a **new dynamic** in **customer care**. Were proposed, based on the major AXA Assistance KPIs three different types of events: **Quests**, **Challenges** and **Achievements**, each with its purpose.

Challenges

Challenges are **competitions** in which everyone should try to **achieve** the same **goal faster** or **better** than everyone else. AXA Assistance chose to reduce the average inbound time without lowering the service quality (individually per day and week, in teams per month).

Achievements

This type of event highlights **accomplishments** and **milestones**, it may require some sort of expertise or just following a specific goal during a period of time. One of the Achievements was increase the number of closed procedures. Achieve 3200 since the beginning of 2016 (individual). In team reach 25000 in the same time.

Quests

Quests set **goals** that must be **overcome** to achieve an **award**. This kind of event can be completed by those who accept the quest and there is no kind of competition. AXA Assistance Quest example is the successful transfer of processes to the automobile brands.



The Gamification Solution

The **Collab Gamification** engine is a **portal** with different **user profiles**, namely for Agents, Supervisors and Backoffice Administrators. Each area is personal and configurable according to the permissions of each profile.

Throughout the various activities are acquired **Contact Center Credits (CC)** or **Experience Points (XP)**. The CC is the currency used to purchase prizes in the online store. XPs are used for career progression, climbing up in the levels (Ex. trainee, intermediate, senior, pro, etc.). Both credits are granted upon the events conclusion (quests / challenges / achievements).

Regarding the human nature, **Gamification** platform provides mechanisms to **analyse graphically** the **activities** and hand out **rewards**, as well as **statistic data** referring to the **business indicators**. Thus, it is possible to **identify trends / patterns** and study the "outliers", which are positioned far below or above the average. Ex. If agents are at a level below it may be necessary more training, or another type of support. In case they are above they can easily be identified as "Best Performers".



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"The staff motivation is a central issue in the management of human resources, and particularly critical in the contact center, since the success depends on their commitment. With Gamification engine we increased motivation, improved performance and skills, without lowering the service level, all this in a gaming and fun environment."

Vasco Canha, COO, AXA Assistance Portugal

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This project is a strong contribution to **innovation** and also a **differentiator** by **reinventing** the way to operate in the contact center. This way, we created a platform that can be connected to other **WorkForce** technologies (Workforce Management), **Quality monitoring**, **e-Learning**, available as well in Collab portfolio, among other solutions. Gamification engine offers the perfect flow and feeds continuously these different technology blocks.

After the **first month** of **implementation** the Gamification project, AXA Assistance registered the following results:

- Reduced 5.6% of the average time of inbound calls
- Increased productivity in 2.57%
- Increased 73% in reassigning processes to the garage shop, saving several tens of thousands of euros
- 100% involvement / participation of employees



As a result, **gamification reinforces** the **practice** of **positive behaviours**. With the introduction of **game techniques** it was possible to **improve** the contact center **efficiency**, encourage agents to handle **effectively** the interactions and **increase** their **performance**. The **monitoring** of all activities also allowed to identify patterns, recognize the best performers and detect unusual situations.



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"I asked myself what is the gaming essence that lead people to feel motivated and willing to play? Can we extract it and apply it to the company day-to-day, in order to achieve: greater staff satisfaction and engagement, increase productivity and service quality, reduce costs, be more competitive, innovative and unique? This idea has been conducting most of my personal and professional life.

The "POC" is the living proof that YES! - We can and must apply this dynamic in multiple situations in our work. My team and I decided to expand across the entire organization the "gamification" project, for believing that will help us grow as Leader and achieve our strategic objectives."

Eduardo Piçarra, Director, AXA Assistance Portugal

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In a **next phase AXA Assistance** aims to:

- Grow Gamification project to other departments, customers and suppliers, with specific "games" for each area;
- Introduce the concept of social community;
- Use mobile applications to view the dashboard at any time;

About AXA Assistance

AXA Assistance belongs to Inter Partner Assistance and is a global specialist provider in emergency response and everyday assistance in four business areas: Automotive, Travel, Health and Home & Personal Services. Its 7,000 people are located in 33 countries and do business in over 200 countries.

With the support of an international network, AXA Assistance delivers immediate solutions that leverage its considerable expertise and a wide range of innovative services.



About Collab

Collab is a European Multimedia Contact Center provider, fully based on IP architecture. Its portfolio includes: OneContact CC, OneContact WFO and OneContact PBX, available in "on premises" and cloud models.

Founded in 2003 by a team with a solid experience in the contact center business, Collab anticipated a technological revolution that disrupted the industry: 100% SIP based, without any PBX, for large-scaled organizations. With this strategy and R&D capabilities, Collab has gained customers and partners all over the world in key areas of Telecommunications, Banking, Healthcare and Government.

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