

How to by the Experts in Automotive Digest

## **Dealerships are Using Gamification, but Can it Help Motivate Sales Team?**

By Adam Hollander, Founder and CEO, FantasySalesTeam

### **What you need to know about how games can work in your dealership:**

***The use of gamification to incent behavior and encourage dealer sales reps to sell more cars is appealing, but dealerships need to make sure the solutions they use offer real ROI.***

Selling cars is a competitive business. Dealerships are looking for any and every edge they can get to motivate reps to sell more, more, more, and many are turning to gamification. But can it really work?

**Gamification**—the use of game thinking and game mechanics to incent behavior—can help auto dealers sell more cars, but only with the right techniques and tools in place. Consider research from Gartner: while a majority of companies will have at least one ‘gamified’ application in place, 80 percent of them will fail to meet business objectives.

### **Use of Gamification is not for fun**

I’ve heard dealers talk about using gamification solutions because they look *fun*. This is the wrong reason to use gamification. Gamification in the dealer environment is not about fun or even engagement – *it’s about driving business results through changes in employee behavior.*

### **How important is game design?**

Gartner says that the reason most gamification implementations will fail is because of poor design. In my experience, poor gamification design is a direct result of not identifying and being able to measure the use of games as key business problem like other business problems that dealer seek to solve

### **A case study example of the impact of Gamification on a sales team:**

‘A few years ago I was managing a team of sales people. Like most sales managers, I was always looking for ways to motivate my reps to close more business. So, again, like most sales managers, I would constantly run sales contests and offer spiff to my reps—a quick cash bonus or trip for sales people who met or exceeded their quota. But I started to notice a few problems:

- 1) **The same reps won every time.** I had a few top performers that would always take home the prizes. But these were not the reps I wanted to motivate. I wanted to incentivize everyone else.

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- 2) **Reps stopped caring once they fell behind.** The day I would roll out a new contest, everyone would get excited. But inevitably, reps would fall out of contention, at which point they would disengage and stop caring about the contest.

### **Game solutions on market do not solve the problem:**

There are a number of sales gamification solutions on the market today. Most are essentially leaderboards which allow reps to earn points and individually compete against each other. But they don't solve the problems above. The same top reps will keep on winning and the rest of your team will become disengaged (and demotivated) when they fall behind.

### **How the culture of the dealership can make gamification work:**

Leaderboards are a small step in the right direction. They make results more visible and will motivate a portion of your sales force. But what if the gamification solution encouraged team-building? Rather than simply letting individual sales people compete and win, what if sales reps could work with the service department to win a sales contest? What if points could be earned for not only a sale, but for working the phones and talking with a dozen potential buyers? Creating a culture where everyone becomes invested in the success of their peers can help change overall behaviors and ultimately boost sales through team-building, metrics and data capture.

### **To be clear, gamification can have tremendous impact on your dealership,**

I have seen that first hand on hundreds of occasions. But dealerships need to be thoughtful about why they are using gamification and which solutions they are going to implement. They should identify exactly which business problems they are looking to solve and they need to ensure whatever gamification solution being considered has direct and measurable impact against that problem. Don't fall into the trap of implementing solutions simply because they look fun or engaging. Remember that gamification requires an investment of time, employee attention and budget, and for all of those items there's an opportunity cost. Dealers need to be able to measure a return on a gamification investment just like any other.

Here is a case study in a related industry to prove the point:

<http://web.fantasysalesteam.com/wp-content/uploads/2013/09/FST-Case-Study-Aberdeen-Group.pdf>

For more about how to bring gamification into your dealership, visit their website, <http://www.fantasysalesteam.com> or call 512-672-8709