



Customer Profile:

Utility

Website:

www.aeseletropaulo.com.br

Location:

Santos and Palhoça, Brazil

Business Need:

- Increasing operational efficiency
- Reduce costs

NICE Solutions:

- Real Time Process Optimization

The Impact:

- 100 percent compliance with protocol recovery process
- More time to focus on customer service and sales
- Reduction in average process time, from 45 to 30 seconds for new agents
- Reduction of repeat calls

On The NICE Solution

"I can't wait for the new RTI invoice analysis feature to be deployed so I can have more focus on listening and talking to the customer so he/she fully understands my explanations and does not have to call again."

Operation agent, Pedra Branca

Increasing Operational Efficiency & Reducing Cost

About Aes Eletropaulo®

AES Eletropaulo is the largest power distributor in Latin America, supplying 16.6 million customers. Their contact centers provide technical and commercial support to customers. Their 1,200 agents handle 8 million contacts per year.

The Challenge

AES Eletropaulo had been pressed to reduce costs at all levels and in all operations. This requirement was in response to a strong reduction in the margins of their operations, regulated by contracts with the Brazilian authorities.

The utility's systems were difficult to upgrade, to adapt to dynamic business needs and to process changes. The systems were originally designed for highly trained employees, which, as it turned out, were consistently being lost and replaced due to significant turnover. As a result, agents were not properly trained and were skipping parts of the call handling process, like contact protocol recovery. That raises a risk when a customer references the protocol and the agent is not able to retrieve the information to analyze and understand the request (i.e. lose tracking of the incident); it also may leave the utility vulnerable to regulatory penalties.

The utility realized that some of the discussions conducted by agents were difficult and truncated, reducing their ability to drive the interaction and influence the caller. This led to repeat calls and increased customer dissatisfaction. Agents had to perform procedures and calculations that were not supported by the legacy system. Agents had to open and refer to multiple screens to retrieve customer information when doing an incident analysis.

To complicate things, the utility's regulatory agency requires all utility companies to record contacts from customers. All changes in scripts--determined by the process team--were distributed using an information portal. The contact center supervisors were responsible for making sure agents were compliant with the new process. But it was often a time-consuming and ineffective way to ensure adherence.

NICE and Belltech built a business case based on (average handle time) AHT reduction using the NICE Real Time Process Optimization solution, and were able to demonstrate the capabilities and positive financial impacts on AES Eletropaulo's operations. The utility's upper management was sold on the NICE solution by a structured and clear business case, as well as the alignment of the solution and its impacts with their business strategy.



The Solution

AES Eletropaulo identified the most frequent issues common to the majority of its calls, and prioritized the factors that were critical to reducing repeat calls. It conducted process mapping with initial estimations on AHT reductions. Its implementation strategy was to speed up results by deploying the most impactful solutions right away--in the first phase.

The NICE implementation team, as well as its partner, Belltech, worked in cooperation during the design phase. Installation and solution development has been, according to AES Eletropaulo, "extremely efficient and organized." Application Training, delivered in Portuguese by a training specialist, has received positive reviews by AES Eletropaulo staff. The simplification of processes and the addition of agent guidance will optimize future training, allowing AES Eletropaulo to focus the agent education period on soft skills and client management.

Using NICE Real Time Process Optimization, AES Eletropaulo developed automated processes and provided agent guidance to reduce AHT, errors and repeat calls. The impacts have made more effective use of agents' time, so their responsibilities can be expanded. NICE's solution seamlessly integrated with the utility's SAP and other applications at the desktop level, providing flexible and fast deployment of data, as well as agent guidance based on call context.

AES Eletropaulo used the following indicators to measure the process improvement (all of which will ultimately improve its bottom line):

- AHT – collected from ACD reports
- Number of repeat calls – collected from ACD reports
- Tracking of operational/compliance errors – collected from quality evaluations and CRM reports
- Percent of inappropriate claims – based on the number of claims that were opened in the front line and rejected by the back office

Despite the frequency of the changes, it's now possible to quickly deploy callout messages triggered by specific call contexts, whereby the agent is reminded of the new script. New scripts can be deployed in days and improve significantly the "time to market" of the script and process changes.

Now, the utility can boast 100 percent compliance with the protocol recovery process. It's gaining more time to focus on understanding and selling to customers, as average process time has been cut from 45 to 15 seconds. It's also expecting a reduction in repeat calls and a reduced risk of penalties. Looking ahead, the utility has been so satisfied with the NICE solution, that Voice of the Customer analysis is likely to follow.

About NICE

NICE (Nasdaq: NICE) is the worldwide leading provider of both cloud and on-premise enterprise software solutions that empower organizations to make smarter decisions based on advanced analytics of structured and unstructured data. NICE helps organizations of all sizes deliver better customer service, ensure compliance, combat fraud and safeguard citizens. Over 22,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions. www.nice.com