



Customer Profile:
Healthcare Manufacturing

Website:
www.respironics.com

Location:
Pittsburgh, PA; Denver, CO

NICE Solutions:

- NICE Interaction Management
- NICE Quality Management
- NICE Workforce Management

The Impact:

- Captured 100 percent of call interactions
- Gained visibility into the entire customer experience
- Fostered scheduling confidence
- Heightened visibility into service levels predictions
- Effectively enabled compliance to processes
- Outlined trending data to better enable effective coaching
- Provided feedback to product managers and upper-level managers regarding promotions, customer complaints and other data
- Involved “super users” in the training and coaching of new hires
- Created team-specific scorecards for each business unit

On The NICE Solution

“This switch was a game-changer for us and highlights how we have come to rely on the application – not just as peripheral quality monitoring tools used by a handful of people – but as a backbone application recording critical business transactions. This has enabled us to make significant improvements.”

Richard Mackey, IT Solutions Manager
Philips Respironics

About Philips Respironics

Philips Respironics is a provider of innovative solutions for the global sleep and respiratory markets. The company’s success can be traced to a history rooted in ingenuity and a passion to deliver solutions to those in need.

The Challenge

Prior to the installation of NICE Quality Management, Philips Respironics had limited visibility into the quality performance of their agents. They knew the length of each call, and other call statistics via their application, CentreVu, but little more. They had no idea if the length of the call implicated a good or a bad transaction. Their only ability to listen to calls was in real-time, and had no ability to root out inefficiencies. There was no way to discover if agents were complying with the company’s business processes. Most frustratingly, the company was not sure if they were missing the mark with their customers surrounding the quality of their experience with customer service. Without a revealing picture of what it was doing wrong, the contact center couldn’t begin to fix its processes. Without the ability to analyze existing quality and measurement improvements, it was futile to try and set performance goals. The company had difficulty pinpointing valuable training targets in the absence of better qualitative information.

The company had always assumed that customer service was good, but lacking an ability to record and evaluate calls and listen to calls, it was just that – an assumption.

To ensure adherence to existing processes, supervisors would plug into calls or listen live via their desk phones. This was less than desirable because it made agents nervous and clumsy, and with no stop/start feature, supervisors found it difficult to score calls. The supervisor’s review of the call with the agent would then take place often days after the event. The output was reviewed via a manual process that was of limited value to both the agent and the supervisor, as it was difficult to recall the activity of the call over time. Because it was completed manually, the score sheet was more of a checklist than a comprehensive evaluation, with little qualitative weighting or dynamic elements. With such limited data, it was difficult to justify additional headcount to support the quality monitoring function.

Customers were not regularly surveyed for an overall level of satisfaction, though the company did have a rigorous quality management program in place to track complaints and returns. These complaints were then opened and researched to determine the root cause of the dissatisfaction. Errors were reviewed to identify root causes based on information coming from the customer. This information, however, was limited, and it was difficult to discern root cause factors as the information was second- or even third-hand by the time it was assessed, having been processed by various parties multiple times.

Over time, the previous NICE system had become poorly integrated with Philips Respironics’ needs and processes. Supervisors were logging in and finding no recordings for an agent, or they would start a playback and find only voice (no screen capture) for a particular agent. Alternately, the supervisor would find audio of one agent’s conversation associated with screen capture from another agent’s transaction. There were times when the platform was not available at all.



On the workforce management side, the company knew it could meet key performance indicators by adding to the headcount, but it realized that this was not an efficient way to run the business. There were times during the day when service levels would dip quite low, but it was only through running unfriendly reporting that was difficult to download and decipher that the contact center was able to keep their heads above water. To improve key performance indicators in terms of either speed-to-answer or calls abandoned, additional people were added to customer service teams to improve performance. The information provided via CMS S was raw data, and interpretation of these data was left on each supervisor's shoulders. It was difficult at times to anticipate demand other than through experience and ad hoc evaluation – guessing, essentially. In short, it was an inefficient and frustrating process that needed to be replaced with a viable workforce management solution.

The Solution

NICE Interaction and Quality Management was installed to generally improve the quality of service to customers and to better ensure compliance. Immediately, the company found that the ability to record a call and desktop transaction together was priceless in their contact center environment. The company saw quality scores go from an overall low of 40 percent of associates being scored to 90 percent of agents achieving a score of 90 percent or above. In addition, the contact center has been able to score other functions associated with calls, from the soft skills of an agent to the detailed processes each agent must follow in the business unit.

Philips Respironics found that the ability to play back for an agent an interaction that may have been terse or curt to be invaluable. The playback is then followed by asking the agent, "How do you think you sounded here?" Contact center management was amazed by how much more open agents were after hearing themselves and how quickly they became willing to engage and take the initiative to improve their own behavior.

Historically, the company tracked customer satisfaction problems on a weekly and monthly basis. This covered issues like returned product (either directly from a customer or indirectly from the shipper because of an incorrect address). Each error was then reviewed for root cause and attributed to a function (customer service, distribution, sales, etc.) The evaluator could go back to the system of record to see the pertinent information and look for trends (similar customers, products, methods of shipping) but could not go beyond that. Since the NICE installation, when a weekly report is received, each of these customer service errors are reviewed. A list is then given to the quality monitoring specialist to cross-reference the NICE system for the corresponding call-based interaction, and fix any incorrect data in the system that led to the problem. With the new solution, the evaluator can essentially go "back in time" and be there at the initial point of contact between agent and customer. Errors can now be corrected prior to the report being run, or even prior to the product shipment.

"The ability to record and monitor calls in the heart of the business has proved to be an invaluable tool extending beyond the walls of the call center. Decisions ranging from something as simple as to how we are answering each call, to evaluations of our training needs, are now made with confidence knowing that we have the information to support these decisions."

Mary Lou Richter, Customer Service Supervisor, Philips Respironics

The Conclusion

Beyond the primary function of quality monitoring and scoring of specific transactions, the NICE platform has allowed Philips Respironics to improve accuracy in error reporting and better address the root causes of problems. Errors that would have been attributed to the customer service department prior to the installation and upgrade of the NICE solutions have now been found to be based on information reviewed during the call. This information has allowed for errors to be more accurately assigned internally and more efficiently corrected and prevented in the future.

Armed with the information from transactions, managers and supervisors can determine if specific agents continue to have difficulty with certain tasks, or if a particular product or program is generating an unusual number of errors. In these cases, team-wide training can be conducted to eliminate future mistakes. This form of learning and continuous improvement has helped Philips Respironics to improve performance across the board. Since integrating NICE with the customer satisfaction monitoring program, the company has been able to run reports in the NICE System and is able to trend errors or training needs more easily.

Through the help of NICE professional services, Philips Respironics was able to make the switch from random recording to 100 percent recording, which has yielded an enormous advantage. Philips Respironics has come to rely on the application not just as a peripheral quality monitoring tool used by a handful of people but as a backbone application recording critical business transactions. This has led to significant improvements and quality gains that would not have been otherwise possible. Through the guidance of the NICE Systems professional services team, Respironics was able to greatly enhance the benefits extracted from its quality monitoring solution. Following the installation, Philips Respironics' engagement and usage of NICE's Workforce Management solution has also greatly increased and yielded benefits. Over holiday periods, the company found that it has been able to forecast and look at days with similar volume to review workforce management-suggested scheduling and make the necessary changes, resulting in more streamlined and effective use of the workforce.

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