



Customer Profile:
Online Higher Education

Website:
www.phoenix.edu

Location:
Phoenix, AZ

Business Need:

- Increase NPS and CSAT ratings for Technical Assistance Center
- Measure VoC for Qualifying Center and Customer Service centers.
- Boost operational efficiency to eliminate many of the manual processes.
- Allow for contact center internal feedback

NICE Solutions:

- NICE Interaction Management
- NICE Analytics-based Quality Optimization

The Impact:

- Time to complete coaching packages has reduced 67 percent; QA manager productivity has increased (10 hours per week) due to no longer saving and uploading calls
- QA time to perform evaluations has decreased by one minute, equaling a time savings of ~60 hours per month
- 50 percent improvement in productivity in aspects of the quality management process
- Improved coaching sessions through targeted discussions due to agents having real-time access to feedback
- Managers have been able to provide more frequent coaching sessions due to reduced administrative work

Boosting Operational Efficiency and Coaching Effectiveness

About University of Phoenix

The university's contact centers handle three call types:

1. Outbound calls to qualify potential students.
2. Inbound technical support calls from existing students to assist with troubleshooting and/or "how to" information
3. Customer service calls from existing students that vary greatly, from directions to a campus to assistance with reaching their advisor.

Overall their callers are students, staff, faculty, and potential students. The 550 agents handle millions of inbound and outbound calls.

The Challenge

Prior to the implementation, University of Phoenix contact centers only recorded about 30 percent of calls. They did not have any analytics in place to target specific call types for knowledge gaps. The leadership team only had access to calls that were evaluated by QA. The QA teams worked out of two different home-grown solutions to access and evaluate recordings, and their workload was distributed via spreadsheets that were created by the manager. Each week the QA manager would spend 2-3 hours daily downloading calls and uploading them to a home-grown solution. QA analysts had to search through multiple recordings to find a call that was considered "score-able" based on client requirements. Overall, the evaluations were random in nature and only sorted by duration.

On the Operations side, frontline agents only received feedback when management found the time to gather and distribute evaluations that were completed; there was no visibility into the process for them. Agents would sometimes receive their feedback biweekly, causing them to make the same mistakes on multiple calls before the problem was identified and could be corrected.

Student experience is a top priority for University of Phoenix and was crucial to the business case for purchasing the solution. Prior to the NICE implementation their VoC was gathered through three channels:

1. Email survey that only returned a 3-5 percent response rate.
2. Quality evaluations that could be as many as four days after the call took place.
3. Supervisors doing side-by-side call observations with agents.

Each of these channels required improvement that Interaction Analytics has been able to address. University of Phoenix now has a "Dissatisfaction" analytics category in place that they correlate with different products offered and call types to provide more robust data.



The Solution

University of Phoenix conducted focus groups with their leadership teams and frontline reps to understand where their pain points were, and they then highlighted the areas that could be resolved with the NICE solution. Once the program was in place they revisited the situation with members from each level of the organization and included them as part of our overall Needs Assessment. Since the implementation, University of Phoenix's VP has been "blown away" by the excitement the frontline agents have shared around having access to their calls and the feedback to be able to make immediate changes.

Coaching plans are much more data-driven now through the "Summarize Evaluations" feature in NICE. In the past with minimal recordings, agents would discuss a call from their perspective; now they're able to send actual calls to their supervisor to solicit feedback. This is critical since it empowers agents to own their performance.

Coaching packages have eliminated the need to spend time formatting Word documents as they previously did and also to allow a method of tracking the review/delivery of the package.

These capabilities have been realized:

- Agents can now respond with questions or clarification when coaching packages are delivered
- Notes pop-up box technology within the call evaluation form has reduced de-escalations back to AQ
- My Universe provides immediate access to agent evaluations, giving them insight into their performance and allowing them to make improvements immediately
- My Universe views with NICE Interaction Analytics queries are delivered to the leadership team to focus on areas that are most relevant to them

For training, University of Phoenix is now able to provide very specific best practice calls by type due to increased recording and Interactions Analytics categories. Their training team has transitioned from role plays to hearing actual calls from customers; those calls are paused to discuss how trainees should handle situations. With the My Universe integration they have been able to deliver these best practice calls through packages and also provide calls through NICE Interactions Analytics category queries for additional listening.

NICE consulting personnel played a huge role in getting the University of Phoenix teams up to speed with building and tuning categories, best practices for My Universe views for rollout, and identifying ideal reports from the solution. The NICE team was available to assist with questions and provide suggestions throughout the entire engagement "which was a huge help considering some of the challenges we faced in our environment," according to the University.

The NICE solution has impacted University of Phoenix's ability to provide VoC insight to partners outside of their specific lines of business, such as their marketing and product development teams. In the past, they had only been able to provide volume-based data and never the voice of the customer.

University of Phoenix has identified many benefits with the NICE solution:

- Views created for frontline agents now provide immediate access to their calls and feedback, removing previous bottlenecks
- Views created at all levels of the organization provide better visibility into quality performance
- The time to identify a "score-able" call has been reduced by one minute, saving over 60 hours per month
- The time to complete and deliver coaching packages has been reduced by 67 percent, saving over 100 hours per month in productivity
- The management team has saved an average of one hour per day due to the agent views in My Universe as they no longer have to print and deliver evaluations daily. This total savings equates to 100 hours per week among 20 supervisors that is now reallocated to coaching.
- Agents have been able to immediately implement feedback received on call evaluations
- QA manager productivity has increased due to no longer having to save and upload calls, saving 10 hours per week
- Improved coaching sessions through targeted discussions due to agents having real-time access to feedback

The bottom line is that student satisfaction has been measured by a Student Experience attribute on the University's quality evaluation form, as well as the email satisfaction survey from their Technical Assistance Center. Since implementing the NICE solution, agents have been able to receive call evaluation feedback immediately, improving the student experience, departments have been able to identify drivers of dissatisfaction directly from the voice of the customer, and the contact centers have reallocated thousands of hours of productivity from efficiencies gained.

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