

Back-Office  
Proficiency Essentials.  
Measure & Improve.  
Right Now.



# The Market

Measuring and driving operational performance in the Back Office has been on the top of the list of many operation managers for some time now. According to a recent OVUM study, providing metrics/analysis of back office performance was regarded a top priority by 56% of business operations executives. This data comes as no surprise as organizations, no matter the industry, are realizing the importance of providing their customers with exceptional experience and in this respect, there is no difference between the front office and the back office. Their customer judges them as a single entity, so when driving performance, they should be doing the same.



## The Business Challenge & Opportunity

### The Challenge

The trouble is that Back Office and Front Office are not the same. The main difference being that Front Office agents are required to login into their ACD and spend the bulk of their day taking or making phone calls. The Back-Office employees, on the other hand, spend a great portion of their time on their desktop applications. Measuring and driving performance is challenging in such an environment as it requires visibility into agent desktop and process activity which isn't always there. Essentially, Back-Office operations are faced with the following two challenges:

1

How can you tell who is working and who isn't (or who is doing right thing and who is doing the thing right)?

2

How can employee performance and engagement be driven and improved?

According to a recent analysis conducted by NICE which covered 40 customers spanning over multiple industries. the gap between expected and actual productivity was on average 24%. This means there is roughly 115 minutes per day per employee of scheduled work time, when work is not being done. This is a huge opportunity for organization to capitalize on. The question is how.

# Desktop Analytics

Desktop Analytics is an application which captures employee desktop activity and categorizes it into various buckets such as productive work, non-productive work, idle, non-work related and PC locked. This categorization enables organizations to measure an employee's compliance to their schedule. In addition, Desktop Analytics measures the length of processes / work items conducted on an employee's desktop thus establishing time standards and other important metrics such as application breakdown and employee proficiency level.

Desktop Analytics is a great component for measuring employee performance. However, it lacks the ability to drive and improve performance. Driving and improving performance via Key Performance Indicators (KPIs) and dedicated coaching sessions which have their effectiveness measured are imperative for driving employee performance. Without this ability, merely measuring Back Office productivity is perceived as 'Big Brother' (why would you want to measure an employee's performance if you don't have a solution for driving and improving it?)



# The Solution

## Overview

NICE Back Office Proficiency Essentials is an entry-level solution tailored for the Back Office which both measures and drives Back Office performance. The NICE Back Office Proficiency Essentials can be deployed in as little as **5 MONTHS** and value is realized within **1 MONTH** from deployment.

## Details

The Back-Office Proficiency Essentials contains the following two components which can be deployed either on premises or as a cloud / hosted solution.

Desktop Analytics which provides for the following:

- Captures desktop activity and categorizes it into productivity buckets
- Determine work compliance standards and specific application usage
- Capture process handle times, cycle times and reopen rates
- Determine process time standards
- Determine process activity breakdown

Desktop Analytics comes paired with a lite version of NICE Performance Management which provides:

- Robust visualization of desktop process data
- Provides performance related KPIs, trends and deep dive analysis
- New Engagement KPI for tracking employee engagement over time
- Define and execute dedicated coaching sessions for driving performance
- Measure coaching effectiveness on KPIs

# Putting It in Numbers

Without even looking at potential improvements to proficiency and engagement, lets simply look at improvement to work compliance. Let's take the following example of a standard Back Office with 100 employees. Let's assume you have the average number of 115 minutes when work was supposed to be done but wasn't. Now let's imagine that using the NICE Back Office Proficiency Essentials you

are able to reclaim 30% of that time which is 35 minutes per employee per day. This means increasing an employee's average productivity from ~5 hours a day to ~5.5 hours a day, an increase of ~11.5%. For a Back Office with 100 employees with a yearly salary cost of ~\$45K, the savings are equivalent to ~\$515K annually. This is an opportunity for savings which is hard to ignore.

Annual Salary Cost	\$ 45 000
Number of Employees	100
Daily Expected Time in Productive Applications	420 minutes
Actual Time in Productive Applications	305 minutes
Recaptured Time	35 minutes
Productivity Increase	11.5%

$$\begin{aligned} \text{Annual Value} &= \\ 100 * 45K * 0.115 &= \quad \mathbf{\$515K} \end{aligned}$$

# The Benefits

The combination of Desktop Analytics with a lite version of Performance Management enables organizations to not just measure performance but to drive and improve it as well. This solution drives employee performance by 15%-18% with initial value realization beginning a **single month** from deployment completion.

The Back-Office Proficiency Essentials is easily extended to add other Workforce Optimization (WFO) components such as WFM, work inventory management, work routing and full Adaptive Performance Management. In short, it's a solution which grows with your business requirements.

As Back Office Proficiency Essentials focuses not only on measuring but on driving and improving performance the traditional 'Big Brother' rejections are easier to address as operation managers can now have meaningful interactions with their employees which are aimed at getting them to be more productive, proficient and more engaged in their day to days tasks. This is what ultimately serves the organization's high goal of operational efficiency and providing their customers with exceptional services and experience.

Deployment in  
as little as  
**5**  
months

Value  
realized in  
**1**  
month

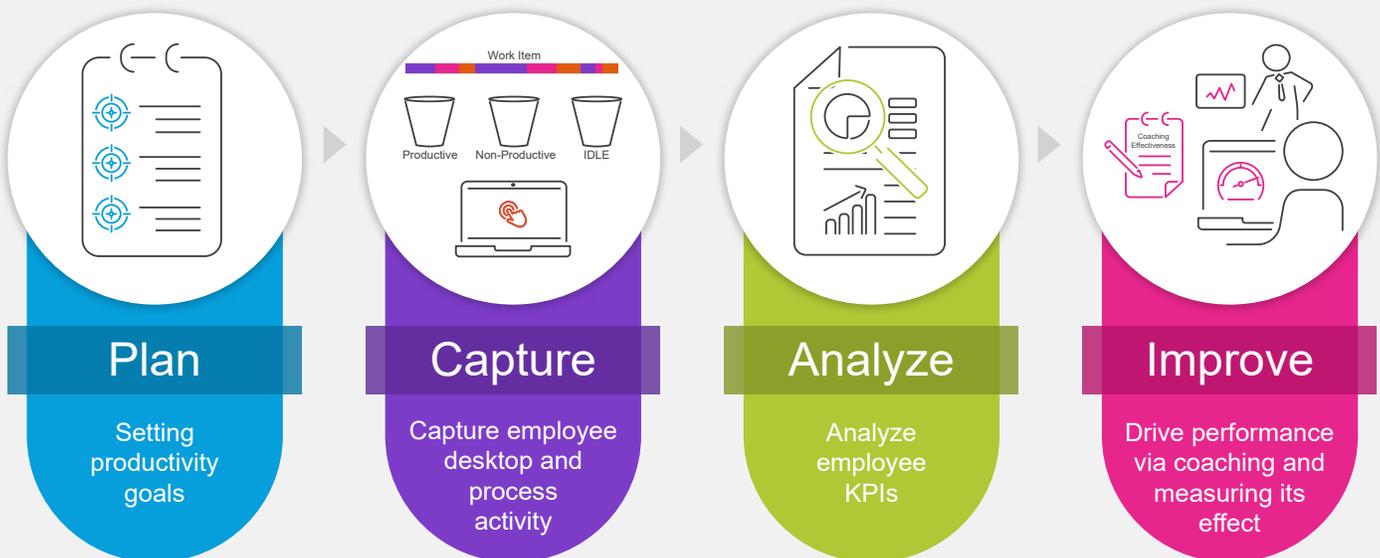
**15-18%**  
improvement  
in employee  
performance

**\$500K**  
in annual  
savings  
for every 100  
employees

Combines  
both the  
**measuring**  
and the **driving**  
of performance

Easily  
**deployed** and  
**operated**

# Back Office Proficiency Essentials



## About NICE systems

NICE Systems (NASDAQ: NICE) is the worldwide leading provider of enterprise software solutions and is bringing about The End of Not Knowing by generating insight based on advanced analytics of structured and unstructured data. NICE solutions help the world's largest organizations deliver better customer service, ensure compliance, combat fraud and safeguard people. Over 25,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions.