NICE®

Algar Tech

Customer Profile:
Business process outsourcing

Website:
www.algartech.com

Locations:
Uberlandia, Sao Paulo, Uberaba, Ituiutaba, and Campinas in Brazil

Business Need:
- Performance Visibility
- Back office productivity
- Workforce efficiency

NICE Solutions:
- Workforce Management (with Back Office)
- Real Time Activity Monitoring (RTAM; with Back Office)

The Impact:
- Up to 31% increase in agent productivity
- 20% improvement in workforce allocation
- Accurate back office performance analytics
- Increased employee engagement

On The NICE Solution
"With the NICE WFM and RTAM integration in the back office we can improve visibility, resource allocation, engagement and productivity."

- Wasley Conegundes, Supervisor Master de Planejamento for Algar Tech

About Algar Tech

Algar Tech, part of Algar Group, has nearly two decades of market experience offering integrated ICT and business process outsourcing solutions in Latin America. The company's portfolio of integrated solutions includes IT infrastructure, business applications, customer relations, managed ICT services and digital business.

With an international presence and 300 clients, Algar Tech employs 8,500 agents in its Brazilian contact centers and 2,350 back office personnel in 73 offices. The contact centers - in Uberlandia, Sao Paulo, Uberaba, Ituiutaba, and Campinas – provide 24/7 service and have an annual volume of 10 million contacts.

The Challenge

Starting in 2014, Algar Tech has been expanding its back office services among various industries. Early in the expansion period, it became clear that the back office lacked reliable productivity metrics precisely as they became more and more important to the company's success. Unlike the company's inbound call centers, there was no visibility into the actual activities of back office analysts, the efficiency of back office processes, or the value of the applications used.

There was no reliable, consistent and objective method to identify who in the back office was working and who was not; who had the skills and who had the motivation, but lacked the skills. This challenge arose due to the fact that an employee's productivity could not be determined by clearly defined time spent on the phone, as in the call center outsourcing space. Most of the Algar Tech back office services involved the employee spending his or her workday in front of a desktop, using various applications and aiming to complete specific paperwork or analysis goals. It was a challenge to determine their efficiency and capabilities in achieving those goals without reliable metrics.

At the same time, it became increasingly clear that the organization needed to raise productivity to keep up with client demand. This posed a multifaceted challenge, as Algar Tech had to very quickly gain insight into a wide range of back office operations, establish control over the relevant processes, and introduce performance optimization – almost simultaneously. At the same time, the company had to provide continuing service and data to those clients turning to Algar Tech for back office solutions.

The Solution

Algar Tech has been using NICE Workforce Management (WFM) in its contact center front office operations for more than a decade. As the company had significantly benefited from the control and insight WFM had provided thus far, it was natural to again turn to NICE for consultation regarding performance and optimization in Algar Tech's back office operations.

In initial conversations with NICE, as well as with Algar Tech's customers for insight into what their demands were, it became clear that performance improvement in the back office could be achieved with an expansion of the WFM platform. The monitoring and management tools used in the front office, applied to specific activity in the back office, could provide the same productivity metrics for those back office teams. Moreover, Algar Tech could also leverage the experience and methodologies already in place for its front office operations, which would make the transformation easier and more rapid.

The solution proposed was to combine the desktop monitoring capabilities of NICE Real Time Activity Monitoring (RTAM) with WFM in the back office. This would provide online visibility into back office activities at the agent level. Algar Tech supervisors would have real-time data on the total number of agent desktops in active, idle and locked states, and the duration of those states, in a single dashboard. The insights obtained from more granular activity monitoring were also expected to provide adherence reports revealing which back office employees were engaged with the company's objectives and which were not.

Fast Results Proved the Concept

Algar Tech and NICE designed a proof of concept implementation that involved defining productivity applications and metrics, installing RTAM in 30 back office desktops, collecting data to establish a baseline of productivity, and then introducing the solution's monitoring capabilities to the employees; followed by a second round of data collection.

Within the first two weeks of implementation, it was established that agents were using predefined productive applications during only approximately 50 percent of their time ostensibly spent working. Management then informed the back office employees about the desktop monitoring technology, explaining that it would allow them to generate a new productivity metric based on the use of desktop applications, active and idle times.

NICE RTAM data collected two weeks after the announcement showed a 27 to 30 percent increase in the time back office agents spent in active use of productive applications. A more important metric, which indicated that the shift in measured desktop activity was not merely superficial, was the average number of closed tickets (tasks or cases) per agent, per day. This showed a commensurate increase of up to 31 percent in productivity compared to the period before the desktop monitoring initiative.

Less is More

The business case developed based on the NICE RTAM and WFM proof of concept was approved by Algar Tech executive management. The result was a commitment to reduce the head count in 94 different back office teams by 20 percent, transferring more than 90 employees to other activities. This meant serious and measurable cost-effectiveness in the workforce, as the company will provide the same level of back office service to its customers with fewer agents. At the same time, agents can be transferred to services that might be currently undermanned.

By the end of the year, Algar Tech determined that NICE RTAM was the only the solution that could provide detailed and consistent information on back office employee activities. The performance metrics the solution made available provided the company with actionable information to improve planning, managing and coaching for back office teams.

Improving Engagement and Moving Forward

Algar Tech reports that transparency in individual agent performance during the pilot has already resulted in higher engagement among the entire back office team. This, along with the online visibility RTAM provides and the performance enhancement of WFM, has led the company to decide on a full deployment of the WFM and RTAM integration across its back office operations.