



## Customer Profile:

Telecommunications

## Website:

[www.ee.co.uk](http://www.ee.co.uk)

## Location:

Darlington; Doxford; Greenock; Merthyr Tydfil; North Tyneside; Plymouth; plus multiple outsourced locations

## Business Need:

- Improve customer satisfaction
- Reduce repeat calls
- Improve employee satisfaction
- Consolidate disparate workforce management systems

## NICE Solutions:

- Recording and Quality Management
- Interaction Analytics
- Workforce Management
- Performance Management
- Real-Time Solutions

## The Impact:

- 88% drop in repeat call rate
- 23% increase in first call resolution
- 230% increase in NPS
- 15% reduction in headcount
- 46% increase in employee satisfaction

## On The NICE Solution

“NICE solutions deliver changes that benefit our frontline teams day-to-day, making them accountable and self-managing.”

– Simon Moran, Intelligence Manager for EE

# Unified Suite of Solutions Benefits Customers and Employees

## About EE

EE Ltd, part of the BT Group, is the largest and most advanced mobile and fixed digital communications company in the United Kingdom. EE has approximately 553 retail stores and services more than 31 million connections across its mobile, fixed and wholesale networks. Corporate headquarters are in Hertfordshire, England.

EE contact centers employ about 6,500 agents. The annual contact volume for the centers is approximately 52 million.

## The Challenge

The current structure of EE Ltd. is the result of an integration of three separate organizations (EE, Orange and T-Mobile). The merger meant the consolidation of their workflows, management processes and infrastructure, which posed challenges of coherence and consistency.

While the company was able to handle a significant amount of customer complaints, this was time consuming. There was no mechanism to predict or prevent complaints before they became serious. Specifically, there was no way to identify which calls should be prioritized for attention by senior staff. Furthermore, when a call was identified as high risk for churn, for example, it could not be flagged to the frontline for handling without severely disrupting the agents' existing workflow.

In addition to the time needed to review calls, EE team leaders had to spend a significant portion of their time addressing workforce management issues. They had to become involved directly each time an employee wanted to request time off, for example.

As a result of imprecise, subjective and time-consuming analytics, employees had no consistent access to information on their own performance. When the team leader presented them with an assessment or there was a systemic problem identified, they could focus on improvement accordingly. However, this left little room and time for personal engagement and targeted coaching.



## The Solution

EE launched an initiative to improve both customer interaction analytics and workforce optimization. To that end, the company sought a comprehensive solution to unify workflow processes, which also integrated robust tools for sophisticated customer interaction analytics.

NICE was found to be the vendor most capable of providing and integrating all of the solutions EE sought. As a result, EE deployed NICE solutions for workforce management (WFM), performance optimization, interaction analytics and recording at six in-house sites, for the benefit of about 6,000 agents. This effectively unified what was initially several different systems, each with their own legacy processes and integration problems.

### Implementing Transformation

EE's blueprint for technology transformation was based on using NICE's best-in-class solutions and ensuring they worked together as a suite, including integration with third-party applications. In this way, the company completed 38 technology implementations in three years.

The simplicity and coherence of the NICE solutions made transformation deliverable and maximized user adoption. Every leader at all levels was trained to get the most out of the suite of solutions, especially performance optimization tools and the data that drives change.

Frontline agents were trained to access and interpret their own performance data, increasing knowledge, confidence and accountability.

### Insight for Performance, Empowerment and Efficiency

With the NICE interaction analytics solution, collection and analysis of every call is automated and behind the scenes. Insight into the reason for a call is gained via speech analytics, which allows EE to automatically flag complaints, callbacks, escalations, credits or refunds, and compliance script issues. In addition, agents can proactively flag risk or coaching needs, thus taking a greater role in improving their own outcomes.

The metrics tracked by NICE solutions can be drilled down into, across all lines of business, to identify what drives customer behavior. With more refined insight into customer interactions, agents and their team leaders are better able to preempt serious customer complaints at an ever earlier stage and increase compliance with the EE dispute resolution process.

As a result, EE contact centers went within three months from proactively managing no complaints at all to taking the initiative for 80% of priority complaints and 60% of serious complaints. Other indications of success the company tracked over the course of a year include:

- "Propensity to contact" (the number of contacts per customer in a 12-month period) dropped by a staggering 88%, with 14 million fewer calls
- First call resolution increased 23%
- Customer net promoter scores (NPS) increased 230%

In addition, NICE analytics is being used to manage performance throughout EE operations, identifying best practices and skill gaps. Managers can now quickly and easily target individual coaching accordingly, and they have more time to do so.

The new EE business culture, with hard data on every desktop every morning, provides the means and motivation for agents to review their own calls and focus on improvement independently. Agents are further empowered, through NICE WFM solutions, to arrange their own shift swaps and time off without the need to seek authorization, thanks to complex automation. The resulting savings in administration time reduced headcount by 15%.

Changes in senior team behavior created greater confidence among both employees and customers. They feel listened to and see practical benefit. The results over one year have been:

- 81% of issues raised by agents have been addressed
- A 46% increase in employee satisfaction

### Continuing Towards a Perfect Record

EE has defined one of its ultimate goals as having 100% of calls by at-risk customers flagged and assessed by the frontline staff.

The company intends, furthermore, to ensure continued compliance with both internal and regulatory procedures thanks to the flexible nature of the NICE solutions. This is part of an ongoing effort to make EE employee lives ever simpler.

## 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](http://www.nice.com)