



Customer Profile:

Business Process Outsourcing

Website:

www.liq.com.br

Location:

Sao Paulo, Rio de Janeiro, Salvador, Belo Horizonte, Porto Alegre, Recife, Fortaleza, João Pessoa, Rio Branco, and Londrina in Brazil

Business Need:

- Rapid solution deployment
- Rapid employee onboarding
- Customer satisfaction
- Agent efficiency
- Increased productivity

NICE Solutions:

- Desktop Automation

The Impact:

- 9% reduction in AHT
- Savings of over \$615,000 per year
- 10-15% less agent onboarding time for new clients
- Improved employee productivity
- Reduced agent errors
- Improved team skills and employee engagement

On The NICE Solution

“The benefits of NICE Desktop Automation are enterprise-wide and will serve Liq well into the future.”

- Dante Minucci, IT Manager, Liq Participações

About Liq Participações

Liq Participações (Liq) is one of the largest customer relationship management (CRM) and business process outsourcing (BPO) companies in Latin America, with 55,000 employees. The company provides its clients omnichannel solutions across the entire customer journey, including face-to-face channels, brick-and-mortar locations, social networks, voice communications, and digital messaging.

Liq diverse clients, among the largest companies in Brazil, commission a high number of contact center and back office workstations. To provide its extensive services, including approximately two billion calls annually, the company operates contact centers in ten locations throughout Brazil (Sao Paulo, Rio de Janeiro, Salvador, Belo Horizonte, Porto Alegre, Recife, Fortaleza, João Pessoa, Rio Branco, Londrina). Additionally, in-person services are available in more than 300 cities throughout the country.

The Challenge

Liq intensified its focus on developing new products and relationship solutions, and created, at the end of 2016, the Innovation Center. Bringing together professionals in the customer experience space, the Innovation Center analyzes consumer behavior and identifies how Liq clients could improve customer satisfaction. Given the evolution of the customer relations market, Liq is specifically exploring the omnichannel relationship, integrating voice, physical and digital channels in a customized service.

On the heels of the Innovation Center initiative, a leading telecommunications corporation turned to Liq to urgently establish a new home for their outsourced contact center operations (pay TV). The challenge was to implement a solution for the client within just six weeks, including 1,400 agents and profitability from the outset. As part of Liq's standard services, the relationship channels dedicated to the client would be customized and all processes optimized to meet their needs.

As an outsourcing contact center company, Liq's level of success would be determined based on satisfaction levels among the telecom's customers and by the efficiency of Liq's operations, especially first call resolution and average handle time. To meet these demands, the company sought to rapidly improve agent productivity, reduce the learning curve, and prevent errors in the four different systems it would be using.



The Solution

Liq saw the project of meeting the expected demand of its new telecom client as part of a larger challenge of adapting its contact centers to rapidly evolving technologies and digitization. The company therefore chose to adopt a solution that would both meet its client's needs and improve productivity across the enterprise, while also providing fully scalable agility.

To that end, Liq decided on robotic process automation (RPA) for its most frequent and high-volume contact center processes. This required the design, development and implementation of six automated processes, as well as the replacement of four desktop CRM applications with one unique user interface (UI).

Upon examining the options, Liq decided that NICE Desktop Automation had the capability to rapidly provide the necessary productivity improvements from scratch. With NICE, the company also benefited from extensive global experience in automating and digitizing the entire value chain, which helped Liq rethink its overall business strategy.

Undertaking a Digital Transformation

For Liq, the move to RPA was a digital transformation, not just integration of a new technology. The company created a highly capable multitask and multidisciplinary team, while the full support of company executives ensured all necessary resources were available.

Strategically, Liq adopted an agile methodology that promoted the active participation of team members and solicited feedback from frontline agents during system development phases.

The initial stage, focused on discovery, involved extensive process research, both qualitative and quantitative, to understand changing customer behavior and to define the precise areas that needed to be addressed. It also produced an assessment of company readiness for the digital transition. Customer and end-user engagement and support was encouraged through a verification and validation process.

The next stage, elaboration, involved incorporating into solution design and configuration each potential improvement previously identified. Developers, use case specialists, and customer and quality assurance personnel were assembled to consider various options from many perspectives, disciplines and sources.

The construction phase included completing the requirements, developing the system (coding with the NICE Desktop Automation project team), testing, integration and analyzing acceptance criteria. An in loco trial enabled customers to

evaluate the value, ease of use, and efficiency of the solution, as well as highlighting additional needs. This process included the use of several fully functional iterations of the solution.

The final stage of transition and embedding the NICE Desktop Automation solution involved training the users, under project team supervision and support. Alongside automation of routine processes, NICE Desktop Automation collects information automatically and presents it in a single user interface with real-time next-best-action recommendations. Liq's user-centered design approach solves real business problems and satisfies agent needs based on cross-disciplinary collaboration and insights.

A Transition that Exceeded Expectations

Thanks to NICE Desktop Automation, both the telecom project and the enterprise-wide transformation were completed on time. Service levels did not suffer during the transition, and both in-house agents and clients applauded Liq for exceeding their expectations.

The results of the move to NICE Desktop Automation were measured carefully, providing hard data on efficiency improvement:

- A 9% reduction in average handle time (AHT)
- Cost savings of BRL 2 million per year (over \$615,000)
- 10-15% less agent onboarding time for new clients
- Improved employee productivity (Quality SLA data)
- Reduced agent errors (Quality SLA data)

Other important results of the optimization initiative included improvements in aspects of the business that would not have otherwise been examined, such as building team skills and employee engagement. Additionally, in 2017 Liq received two IT awards that it credited directly to its NICE Desktop Automation implementation.

A Resource for Continuous Improvement

The benefits of the NICE Desktop Automation deployment are enterprise-wide and will serve the company well into the future.

While the impetus for streamlining and automation was the need to quickly provide profitable services for a major new client, NICE Desktop Automation is a flexible IT resource for continuous improvement going forward. Immediate plans include further prototyping, evaluating and refining the designed RPA applications, again using Liq's agile methodology.

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