



CUSTOMER PROFILE:

Financial Services

WEBSITE:

www.itaú.com

LOCATION:

São Paulo and Rio de Janeiro, Brazil

BUSINESS NEED:

Itaú-Unibanco sought to boost operational efficiencies and maintain its number one market share position by:

- Reducing operational costs
- Automating scheduling processes
- Increasing coaching and training time without impacting service level
- Ensuring compliance with complex Brazilian telecom and labor laws

NICE SMARTCENTER SOLUTIONS:

- NICE IEX Workforce Management
- NICE Interaction Management (Recording)
- NICE Quality Management

THE IMPACT:

- Reduced operating costs 20% through more efficient scheduling
- Increased monthly training hours per agent from .67 to 13.22 hours without impacting service level
- Boosted service level 6%
- Increased adherence rate 5%
- Automated schedule trades through NICE IEX WebStation Plus
- Virtually eliminated manual processes, producing more accurate and timely schedules with little need for management intervention
- Honored labor pact requirements and agent preferences through advanced NICE modeling

ON THE NICE SOLUTION

“The introduction of automated, flexible scheduling delivered cost reductions of 20 percent, producing greater efficiency and reducing our manual tasks.”

Daniel Demicheli, Executive Manager – Mission Control, Itaú-Unibanco



REDUCING OPERATING COSTS AND IMPROVING PRODUCTIVITY THROUGH MORE EFFICIENT SCHEDULING

ABOUT ITAÚ-UNIBANCO

In 2008, two of Brazil’s oldest banks, Itaú and Unibanco, merged to form Itaú-Unibanco Holding S.A., the largest private sector financial institution in Brazil and one of the largest in the world. The company’s 11,000 agents are on call around-the-clock for voice and electronic inquiries, handling more than 35 million contacts each year.

THE CHALLENGE

Because of Brazilian telecom and labor laws, Itaú-Unibanco has complex requirements for interaction recording and agent scheduling. While NICE Interaction Recording ensured compliance under telecom regulations, the company had no formal workforce management system to address the labor pact regulations, which led to an inefficient, time-consuming and ultimately unsatisfying scheduling process.

“Our old schedule generation process took a lot of time, and was not efficient,” said Daniel Demicheli, Executive Manager-Mission Control at Itaú-Unibanco. “We were not satisfied, either in terms of productivity or contact center results.”

The company searched for a new approach, one which could offer more flexible scheduling for greater contact center efficiency, while reducing the strain on workforce management professionals and supervisors having to make manual schedule adjustments. Itaú-Unibanco wanted to be sure that a new workforce management solution would preserve agent empowerment and satisfaction, keeping the company in labor pact compliance while holding agents more accountable to scheduled activities.

THE SOLUTION

NICE IEX Workforce Management fit Itaú-Unibanco's requirements perfectly. The solution's sophisticated forecasting and modeling techniques enabled the company to find the right fit to balance agent preferences and economic goals.

Itaú-Unibanco's workforce management staff forged the legal labor agreements necessary to implement more flexible scheduling, preserving compliance and agent satisfaction while gaining efficiency in the contact center, and the NICE IEX system's monitoring capabilities made adherence measurements possible for the first time. The introduction of NICE IEX WebStation Plus for automated schedule trades and agent preferences was warmly welcomed by the front-line staff.

As the company enacted the scheduling improvements, management discovered the tool could also be utilized to impact coaching and training.

"Previously we were managing two sites as one management unit, which kept us from fully understanding performance at either of the two sites," recalled Pablo Martins, Site Integration and Productivity Manager at Itaú-Unibanco. "Periods of low demand were unproductive, and agents were in need of training and feedback. The planning department scheduled training and feedback sessions for both sites but couldn't understand the training availability at each site independently."

The team split a single management unit into two groups and forced equalization of required allocations to both groups to enable Itaú-Unibanco to measure performance separately for both of the two MUs.

"By using the NICE system to allocate more time for coaching and training, we were able to step up coaching time from .67 to 13.22 hours per agent per month," said Martins. "Adherence rose from 83 to 87%, and the service levels at each site rose from 82% in Rio De Janeiro and 86% in São Paulo to 89%.

All told, Itaú-Unibanco's workforce management transformation has produced a more flexible and accountable workforce, preserving the work environment the company sought to protect and delivering dramatic cost savings through more effective and automated scheduling.

"THE INTRODUCTION OF AUTOMATED, FLEXIBLE SCHEDULING DELIVERED COST REDUCTIONS OF 20 PERCENT, PRODUCING GREATER EFFICIENCY AND REDUCING OUR MANUAL TASKS. NICE IEX HELPED US BOOST AGENT SATISFACTION AND MOTIVATION, DELIVERING REAL RESULTS AT ITAÚ-UNIBANCO."

Daniel Demicheli, Executive Manager – Mission Control, Itaú-Unibanco

ABOUT NICE SYSTEMS

NICE (NASDAQ: NICE) is the worldwide leader of software solutions that deliver strategic insights by capturing and analyzing mass quantities of structured and unstructured data in real time from multiple sources, including, phone calls, mobile apps, emails, chat, social media, and video. NICE solutions enable organizations to take the Next-Best-Action to improve customer experience and business results, ensure compliance, fight financial crime, and safeguard people and assets. NICE solutions are used by over 25,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies. www.nice.com