



Customer Profile:

Financial Services

Website:

www.nationwide.com

Location:

United States

Business Need:

- To drive improvements in customer experience and retention, while reducing time required to meet quality compliance requirement

NICE Solutions:

- NICE Desktop Automation

On The NICE Solution

"We saw this project as an 'All Win' project for all parties involved – that being the associate, the caller and our business. The Associate wins because stress is reduced. The caller wins because we are able to provide the information they need quickly. Nationwide wins – we can handle calls quicker and more accurately, thus reducing operational expense and increasing our asset retention efforts."

- Aaron Arsenault, Business Technology Solutions Manager, Nationwide Financial

About Nationwide Financial

With more than \$161 billion in statutory assets and approximately 36,000 employees, Nationwide is one of the largest insurance and financial companies in the world. Nationwide Financial® (NYSE: NFS) is a leading provider of annuities, life insurance, retirement plans, and other financial services for individuals and institutional clients, with 16 millions policies in force today.

Nationwide's customer service center interacts with customers in a variety of situations, including inquiries, sales calls, claims and more. The many different policies, options, technologies and systems, and the sheer number of customers, means that customer service representatives (CSRs) must utilize different kinds of data from multiple sources at various critical points in each call. Their decisions ensure that each call is handled and routed properly – not an easy task, with the call center agents handling more than 129,000 calls per month from consumers and brokers.

The Challenge

Nationwide was not always able to consistently and accurately provide a comfortable experience of "customer intimacy." Because of the volume and complexity of the information a CSR has to access, remember and use, the company had to depend on individual heroics and knowledge to provide the experience its customers wanted and deserved. Nationwide wanted to provide CSRs with the information they need precisely when they need it, in order to tailor each call to the customer's needs, build customer retention and generate new revenue.

It was critical for Nationwide to understand who is calling, when and why to use this information to build and manage relationships. The unified desktop used by the agents provided a framework that allowed multiple applications to share information; and a knowledge management tool gave an easily searchable source of key information. But Nationwide needed a way to push information to CSRs for real-time assistance.

The CSRs have many decisions to make during a call; the rules and criteria that guide these decisions change frequently, as the business changes. According to Aaron Arsenault, Nationwide's Manager of Business Technology Solutions, "The stress (for associates) in a contact center is not typically volume related, but rather, it is a concern for knowing the right answer, especially if too much information has to be memorized." Last but not least, Nationwide wanted a friendly, non-intrusive interface and functionality that CSRs would be eager to adopt. The initial project was dedicated to these highest priority needs: improve processes for retaining customers; push relevant data to the CSR at appropriate points in the call; and collect interaction data for later analysis.



The Solution

CSRs have to address each situation quickly and thoroughly. NICE Desktop Automation provides context-specific information immediately, and takes real time decisions responding directly to the needs of the CSR and the customer. For instance, when a customer calls to close an account, the CSRs are advised to collect all the information that an asset retention specialist will need in order to help the customer. In addition, it is crucial to route the call accurately to the right specialist, based on customer profile. This decision is automated by the solution's decision engine, and the result is then being presented to CSRs.

The software provides CSRs with valuable information precisely when it's needed during the customer interaction. Meanwhile, it builds a dynamic profile of the current interaction by accessing the latest data from underlying applications, then interprets the data and applies business rules to send instructions to CSRs. For example, NICE Desktop Automation automatically identifies calls from investment firms treated in a specialized way and presents callouts to CSRs with specific instructions personalized for the caller at the right point during the call.

In order to monitor and analyze its effectiveness, the software detects, collects and stores information, including actions taken by the CSRs, on-screen selections, and the account information associated with these actions. The solution also provides a comprehensive reporting engine that interprets the data, creating visual reports for business analysts and management.

NICE used its tested and proven methodology in order to take the project through scope, design, development, testing, deployment and results measurement in only 10 weeks. With the powerful Automation Studio, Nationwide applied business rules, actions and real-time callouts. As the business changes in the future, trained business users within Nationwide can maintain rules and logic, and deploy changes quickly and without the help of IT specialists.

The Results

The intelligent process optimization provided by NICE helped Nationwide improve its customer experience and exceed its goals for asset retention, while improving efficiency and making the experience easier for CSRs and more positive for Nationwide's customers. As a result of implementing the software, the asset retention process was simplified, while valuable call information was captured for valuable reporting.

The system was tested in a controlled environment to understand the real impact on business results and to prevent issues during and after deployment. CSRs were separated into a pilot group and a control group, and their performance was compared.

A key factor in asset retention is precision of information captured during the call and used in routine decisions. During the pilot, the pilot group was 22 percent more accurate in routing asset retention cases than the control group, hitting the 90 percent precision level. The pilot group also achieved a 13 percent improvement in precision as compared to previous months, while the control group's precision decreased 4 percent, for a difference of 17 percent (170 percent of the defined success threshold).

When CSRs were polled about NICE Desktop Automation, the key findings included:

- 87.5 percent felt that it is a useful solution
- 79.2 percent agreed that it provided useful, up-to-date information
- 76 percent stated that it helped improve the CSR conservation.

About NICE

NICE (NASDAQ: NICE) is the worldwide leading provider of enterprise software solutions that empower organizations to make smarter decisions 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 citizens. Over 25,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions. www.nice.com