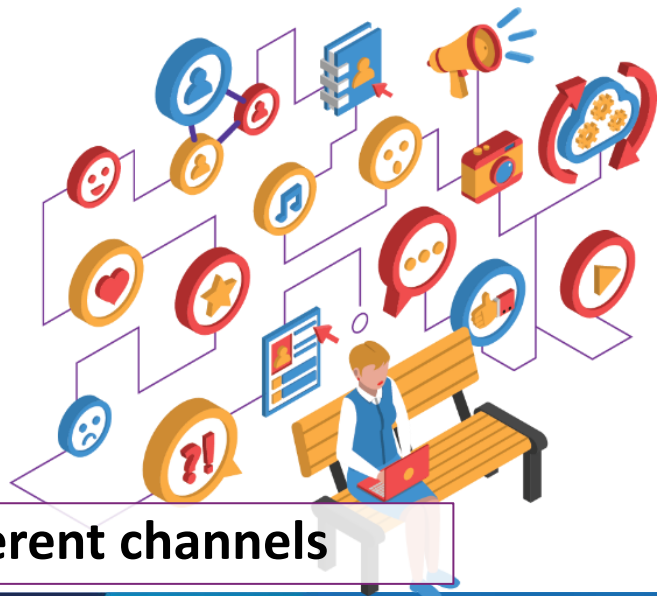# How to Make WFM Work Better

2023
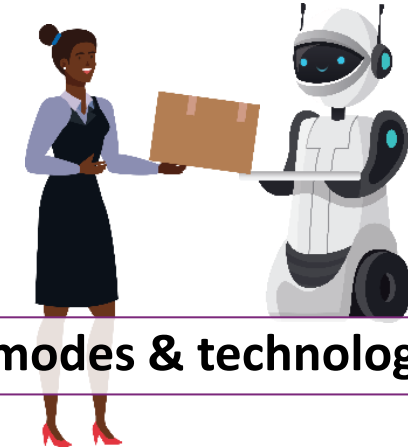
Changing Customer and Employee Expectations

Different consumers & workforce

Different work locations

Different channels
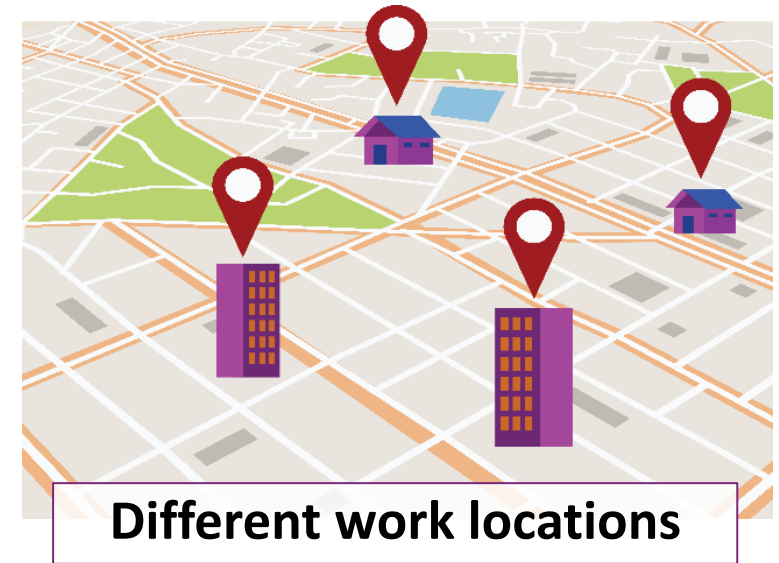
CX: The Old Way
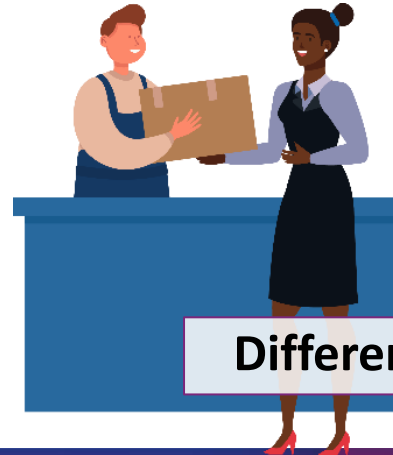
CX: The 21st-Century Style
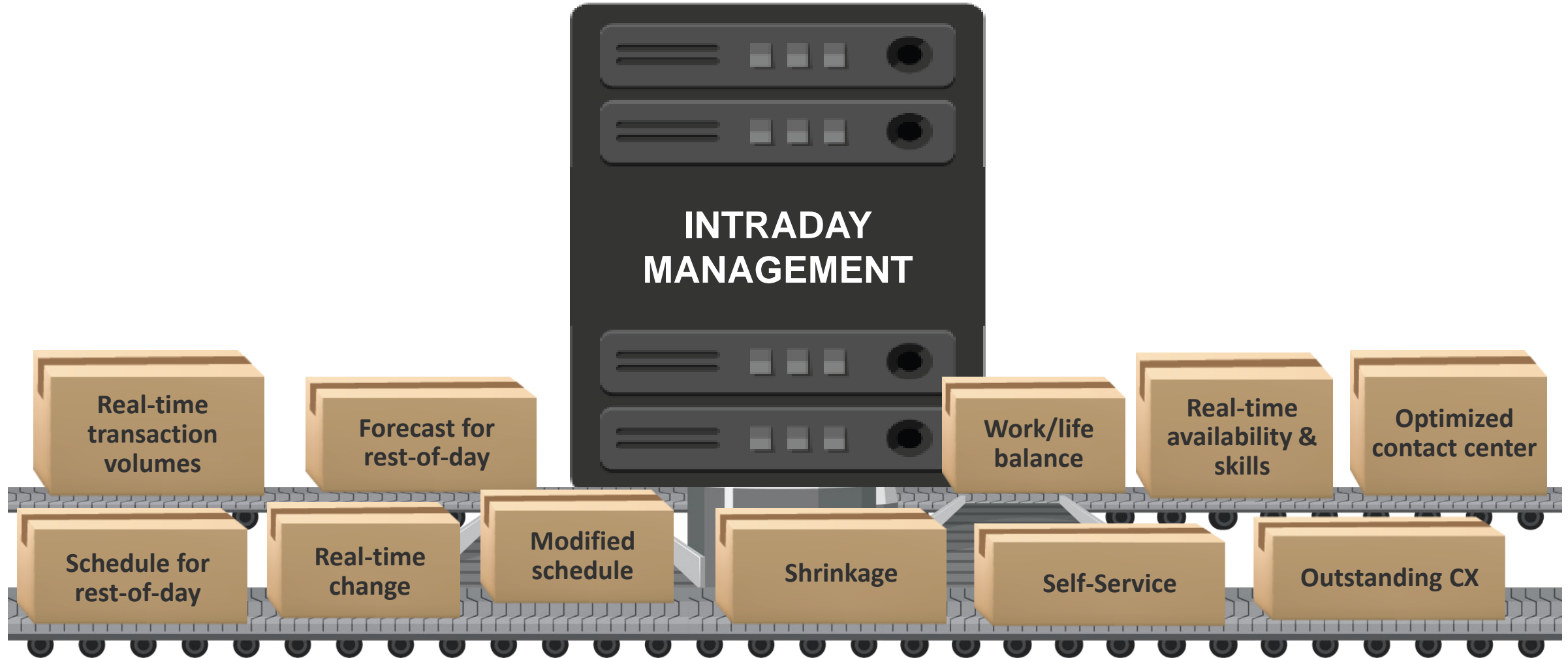
Different service modes & technology

Top Challenges of WFM Solutions

- Challenged to handle digital interactions
- Challenged to handle asynchronous interactions
- Challenged to handle long interactions
- Challenged to handle transactions that pivot from one channel to another
- Does not properly handle interactions that are on two channels at one time
- Limited KPIs for digital channels
- Ineffective real-time intraday management
- Weak long-term planning
- Lack of alignment between WFM and ACD routing
- Limited purpose-built back-office functionality

Digital ≠ Skill

1. Digital is not one size fits all
2. There is a plethora of channels
3. Each channel has its own unique characteristics
4. Can be handled by live or automated agents
5. Need to track different KPIs - # of touches, total handle time
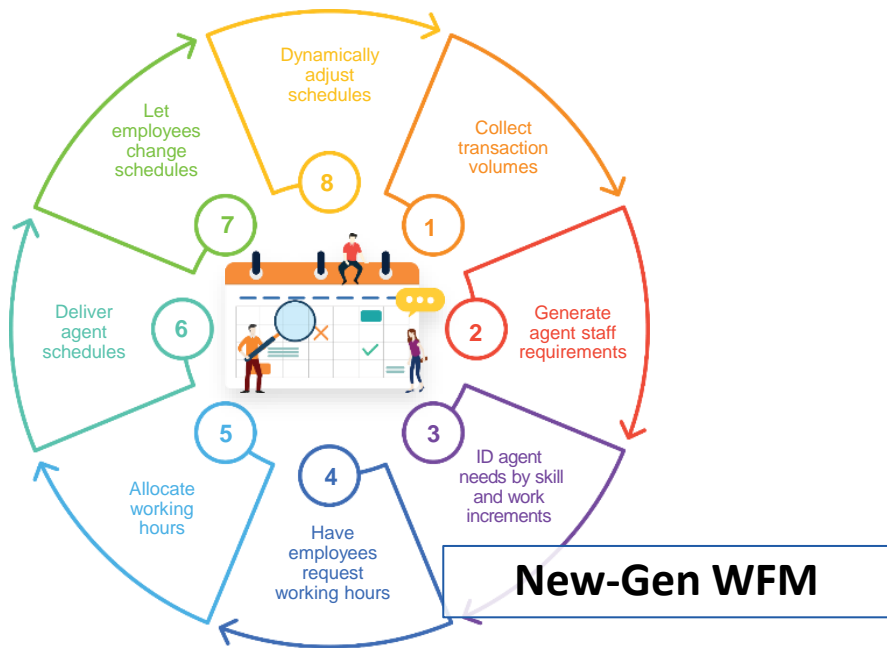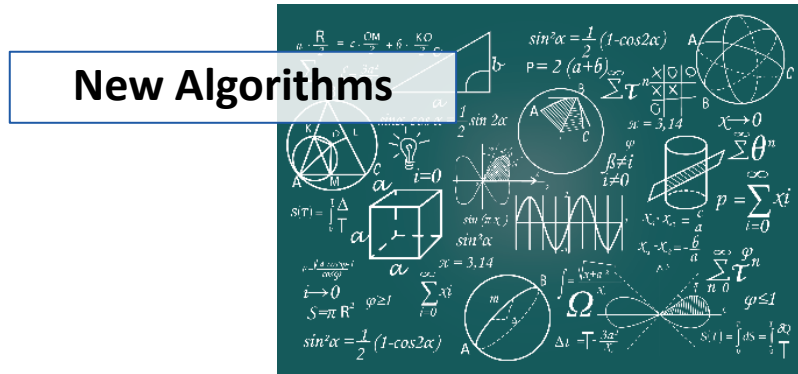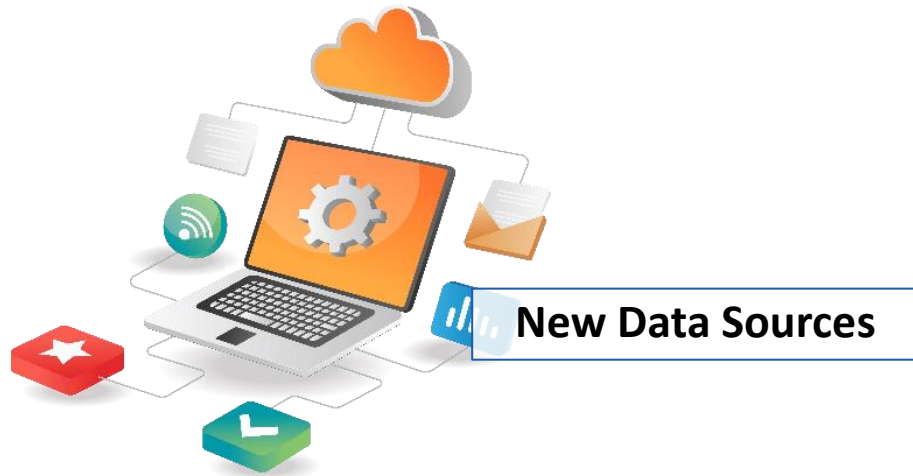6. These interactions are not all calls

Intraday Management is Not Real-Time
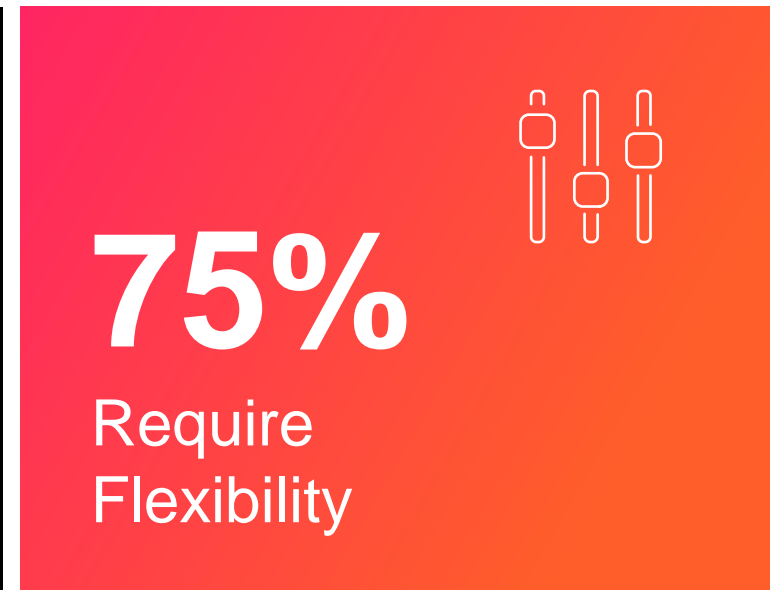
WFM for Front and Back Office

There is a Better Way

New Data Sources

New Algorithms

New KPIs

New Best Practices

New-Gen WFM

1 Collect transaction volumes
2 Generate agent staff requirements
3 ID agent needs by skill and work increments
4 Have employees request working hours
5 Allocate working hours
6 Deliver agent schedules
7 Let employees change schedules
8 Dynamically adjust schedules

How to Make
WFM Work Better

Agents Need More Flexibility with Work Time and Locations and Empowerment
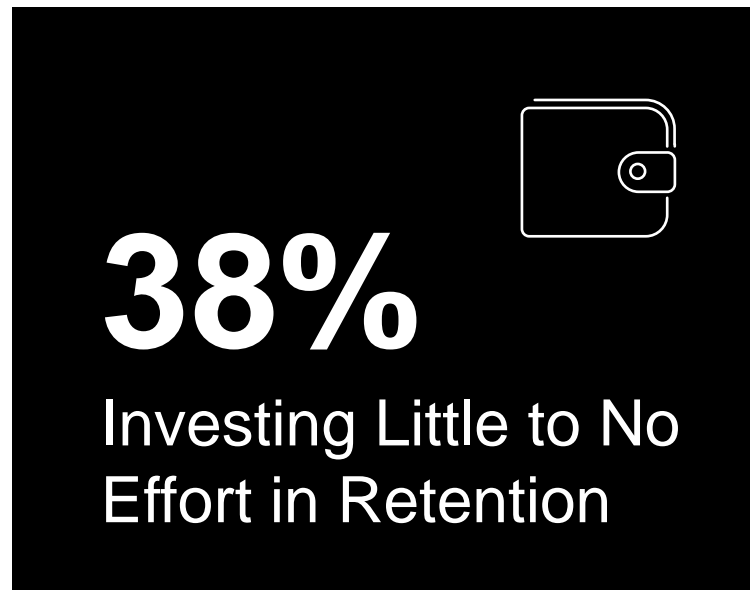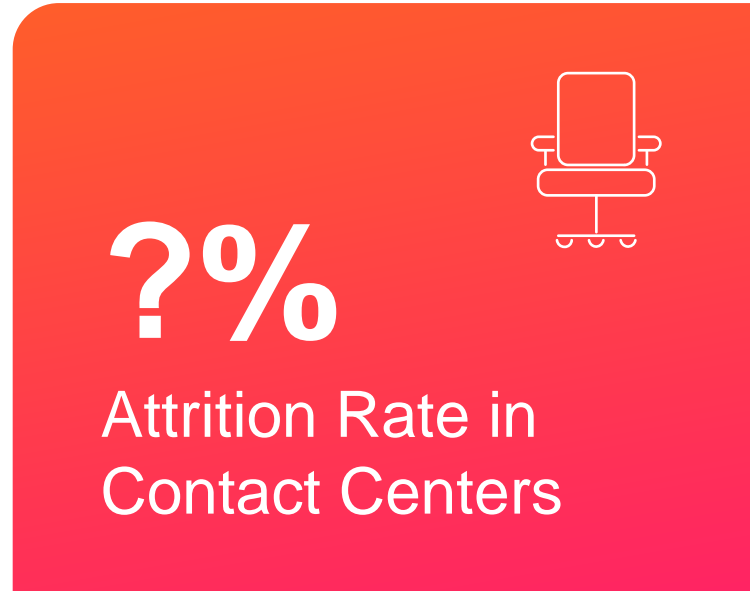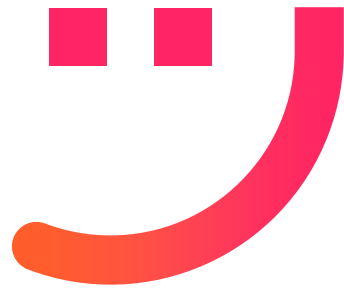
?%
Attrition Rate in Contact Centers

33%
Agents Are Looking for a New Job

38%
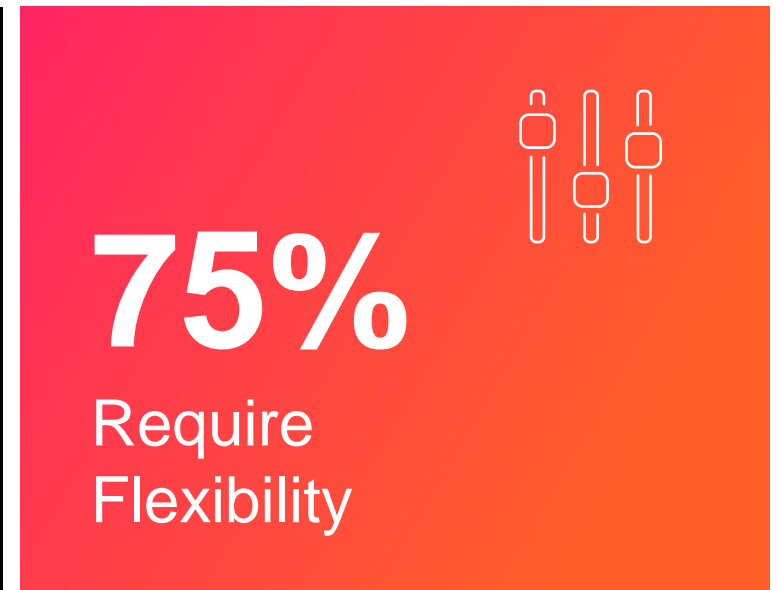Investing Little to No Effort in Retention

75%
Require Flexibility

NICE

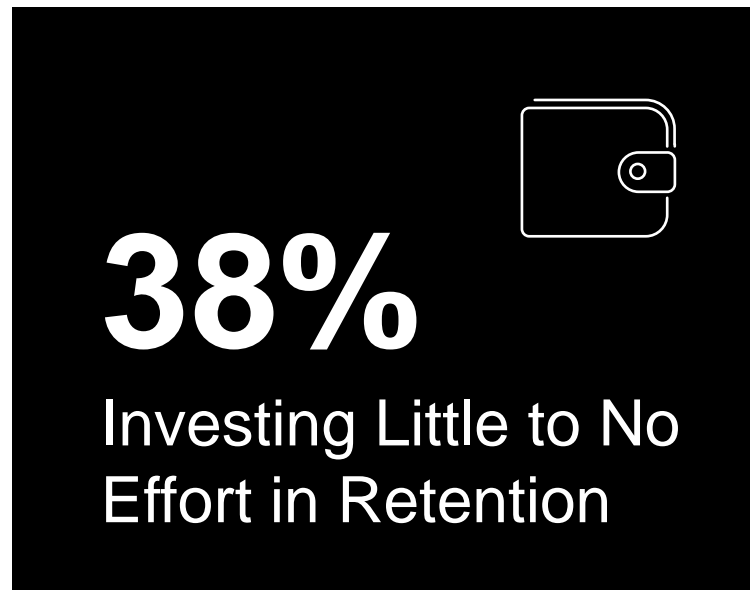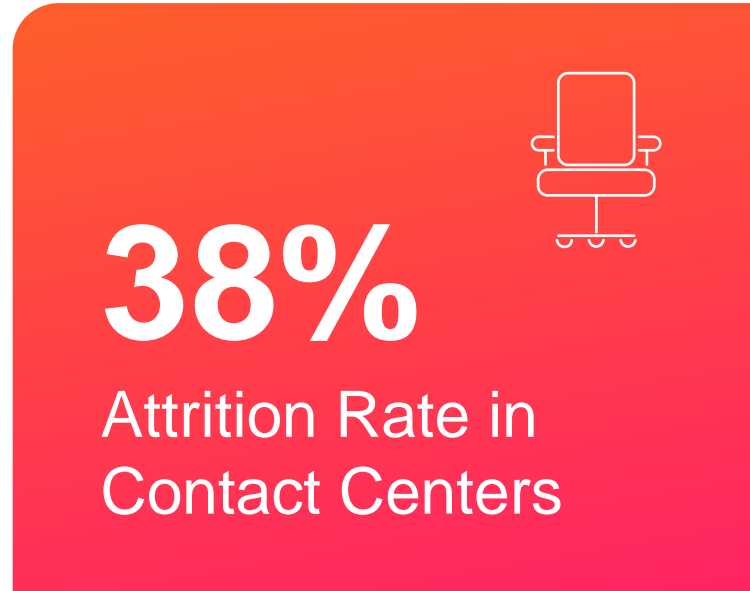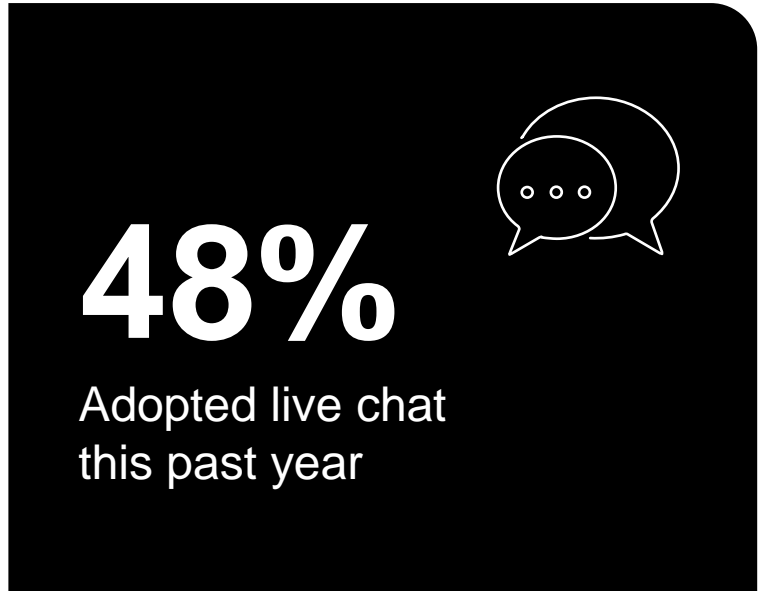# Agents Need More Flexibility with Work Time and Locations and Empowerment

38%
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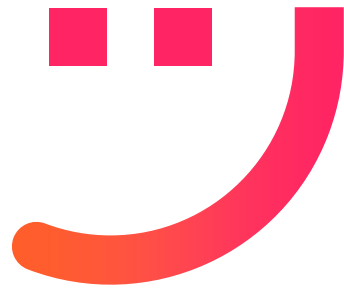
Customers expect to be able to use their preferred communication method with the companies with whom they deal.

NICE

An Explosion of New Support Channels

40%
Adoption over the last year in multiple support channels

48%
Adopted live chat this past year

?%
Increase in digital channels

51%
of agents handle voice and digital channels concurrently

NICE

An Explosion of New Support Channels

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Adoption over the last year in multiple support channels
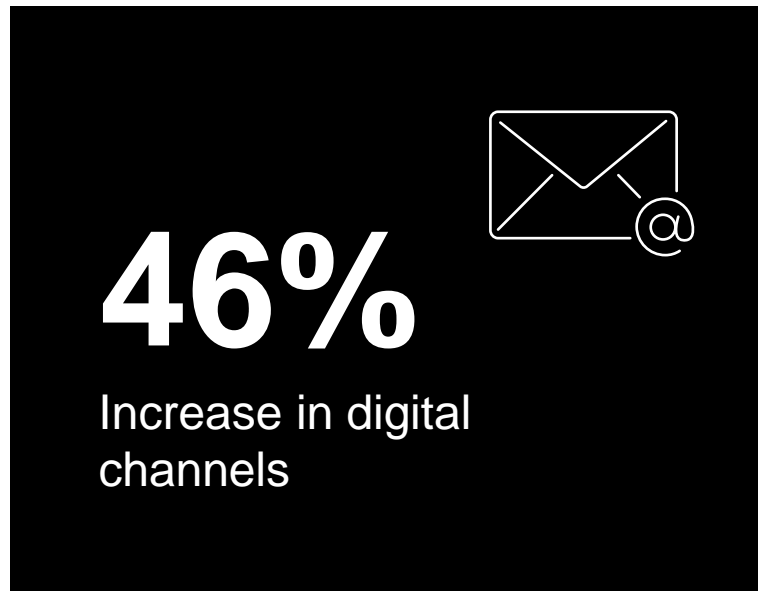
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46%

Increase in digital channels

51%

of agents handle voice and digital channels concurrently

NICE
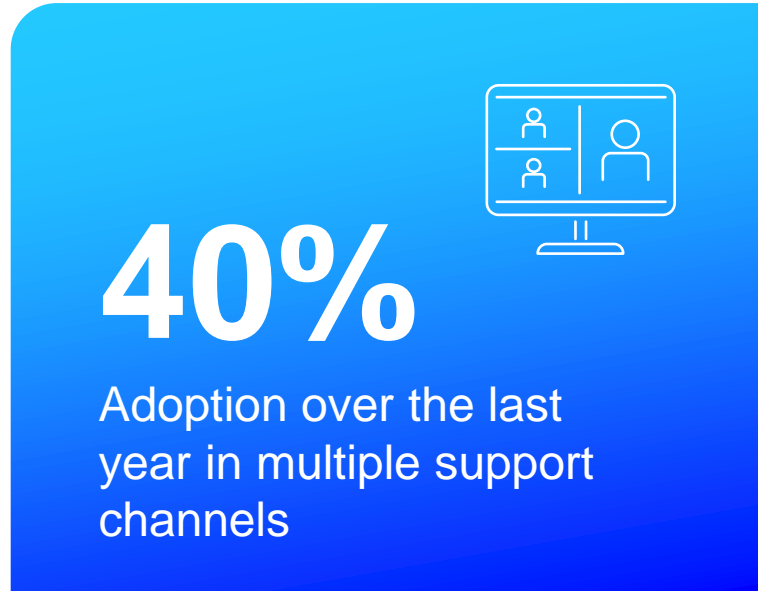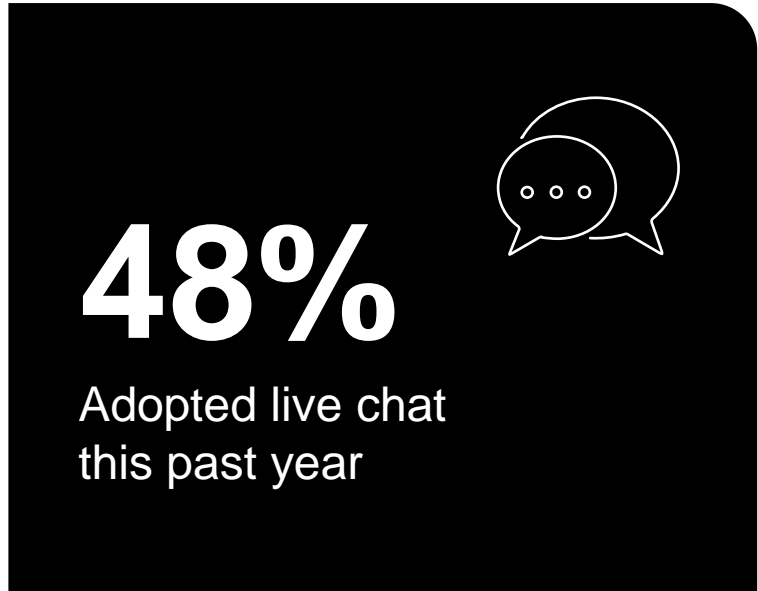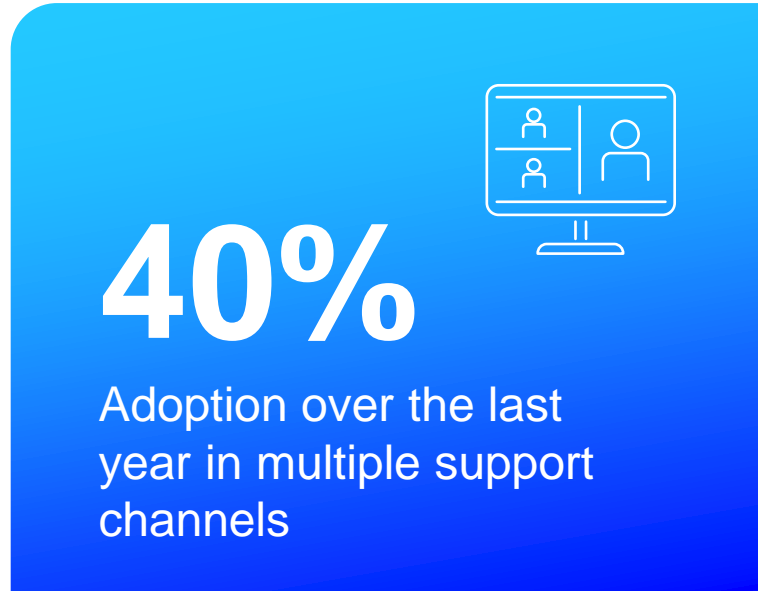
Don't Sacrifice Accuracy with Simplicity

If you get your data wrong – everything else falls apart

AHT is the absolute basic building block

NICE

Yesterday's WFM Paradigms Create Silos of Inaccurate Data
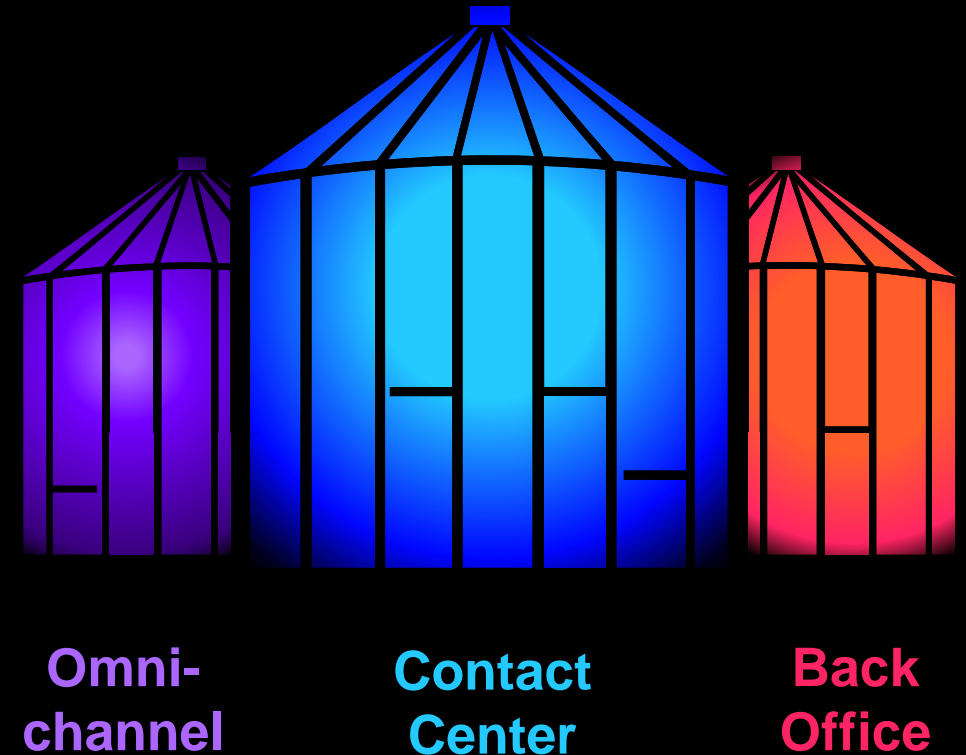
- Forecasts are based on when a work item* is completed (not based on when the work was performed)

- Work items are assumed to be synchronous

- AHT is shorter than the planning interval

- A work item is processed by a single employee

- Employee works no more than I work item concurrently

- A work item resides in a single channel

Omni-channel

Contact Center

Back Office

* Call, contact, chat, social post, message thread, case, ticket, etc.

NICE

New WFM Paradigms Create New Data Insights
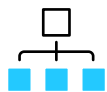
- **Omni-Channel & Blended** – the nature of **work is changing**

- **Bots** – handling the simple, **leaving the complex** (*long handle times*)

- **TTI Analytics** – waiting until contact ended is waiting **too late**

- **Standardized Planning Interval** – work planning and scheduling must be **normalized to the smallest planning interval** for blended work items

- **Work Item Decomposition** – Synchronous & asynchronous work items that have a lifespan longer than the planning interval must be **decomposed** into activity-based work history

- **Activity-Based WFM** – schedules must cover both **work item-based** & **activity-based** staffing requirements

- **Inventory Insights** – Blended Omni-channel and Back Office environments need to see an **aggregation** of scheduled open time attributable to activity-based work streams to manage **backlogs of work items**

NICE

- Assumptions of work location have been challenged
  Work from Home (WFH) / Work from Office (WFO)

- Traditional contact center scheduling needs to adapt to the "Gig-Economy" mindset
  Empower employees to be a partner in the scheduling process

- The nature of workflow is changing
  Dedicated vs Omni-channel Blended work streams

- Workforce Management must adapt to accommodate **WFH**, **ABW** and **Omni-channel Blended** paradigms

  - Forecasting and planning work activity rather than just work items

  - Schedule not only when to work, but also what to work on, and where to work (and where to be seated)
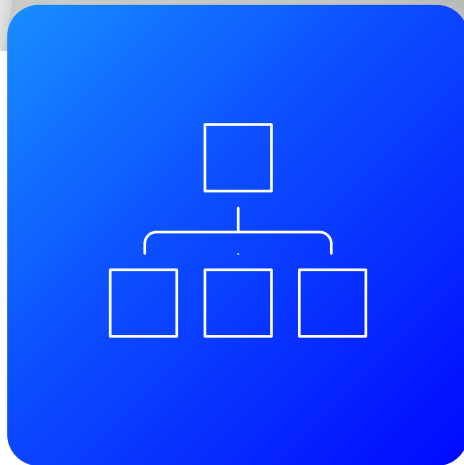
  - Self-manage schedules and work items

Paradigm of Workplace

NICE

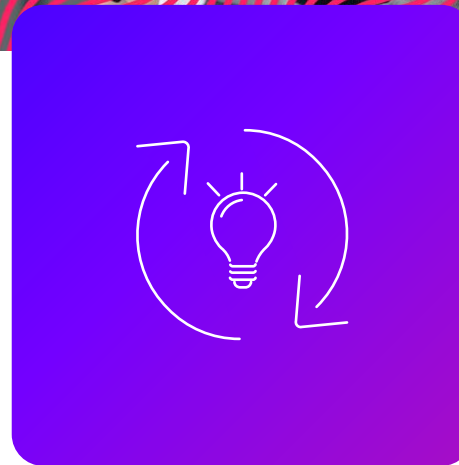# Anytime, Anywhere Access for Anyone:
Scheduling Empowerment

Access to schedule anywhere / anytime

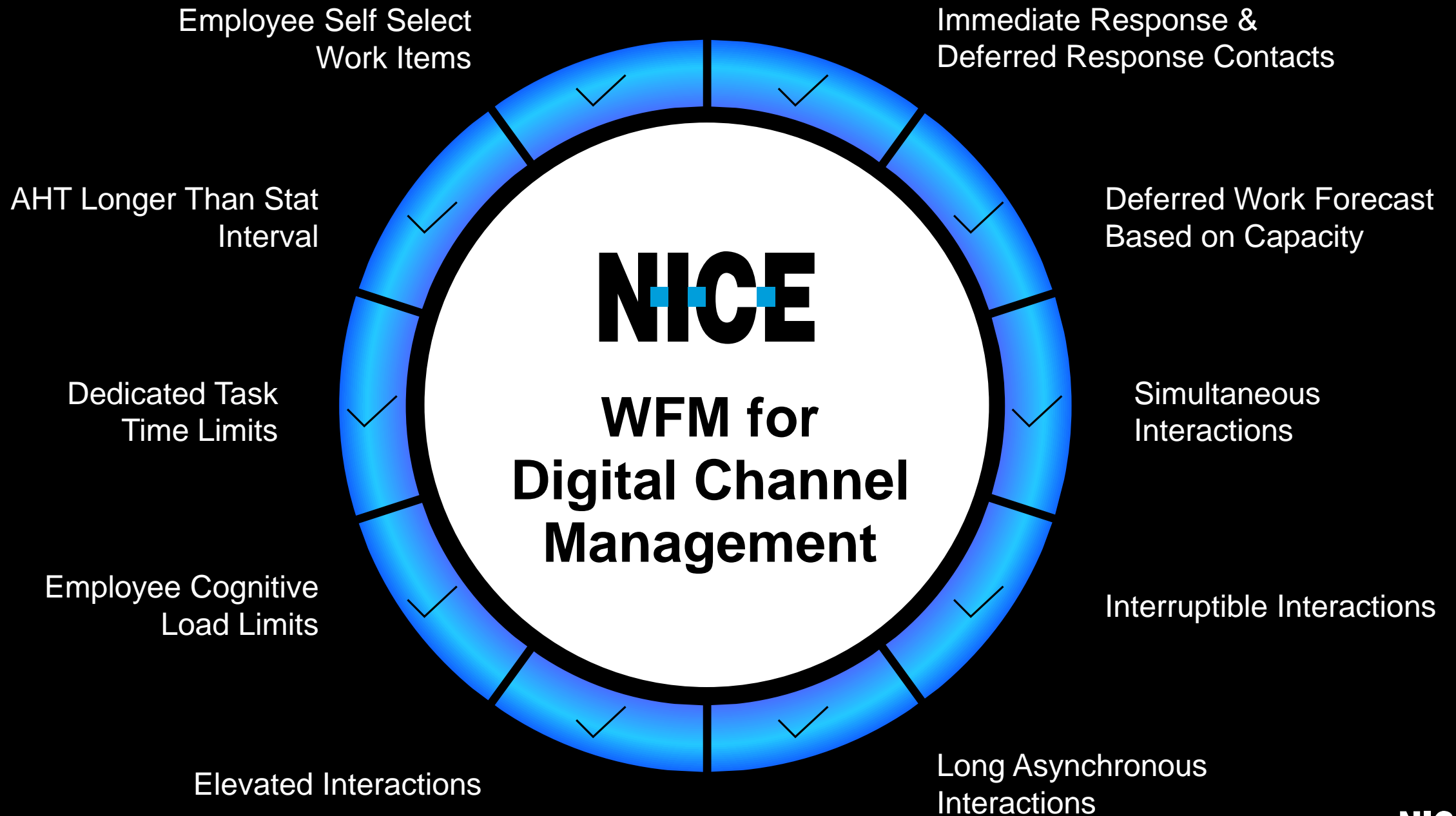**Control over how to be reached**

Control over when to be contacted

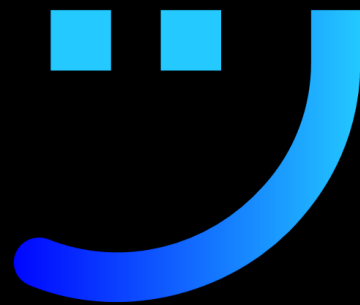**Real-time alerts of high-interest opportunities**

Change requests with instant approval

NICE

Thank You

NICE

Make
experiences
flow