

# PREPARING FOR THE FUTURE OF WORKFORCE MANAGEMENT 2023



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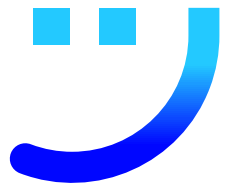
# Preparing for the Future with Workforce Management

CrnXchange Webcast  
February 21<sup>st</sup> 2023

Andrea Matsuda,  
Sr. Product Marketing



# Market Factors Considerations for Staff Planning



The New York Times

Today | The Fed Chair's Sobering Message | What Is Driving Prices Up? | Gross Domestic Income Rising

## *Is Recession Staring Us Down? Already Upon Us? Here's Why It's Hard to Say.*

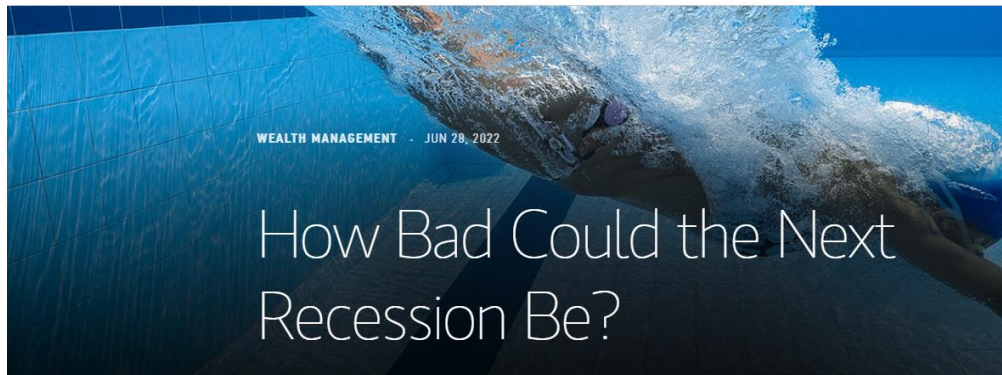
The U.S. may register a second straight quarter of economic contraction, one benchmark of a recession. But that won't be the last word.

Morgan Stanley

INVESTOR RELATIONS

Our Insights

What We Do



- If interest rates continue to rise, will consumers spend less?
- Will less spending **drive the need to reforecast** for lower inbound consumer and merchant inbound volume?
- **Are we prepared** and do we have the best forecasting and staff planning technology to reforecast and staff plan to these potential scenarios?

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



**38%**

Attrition Rate in Contact Centers



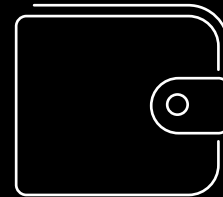
**33%**

Agents Are Looking for a New Job



**38%**

Investing Little to No Effort in Retention



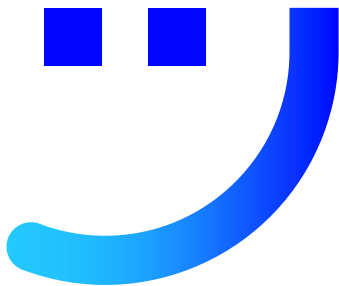
**75%**

Require Flexibility



Rising Complexity  
to Meet CX Goals

## An Explosion of New Support Channels



40%

Adoption over the last  
year in multiple support channels



48%

Adopted live chat  
this past year



46%

Increase in digital  
channels



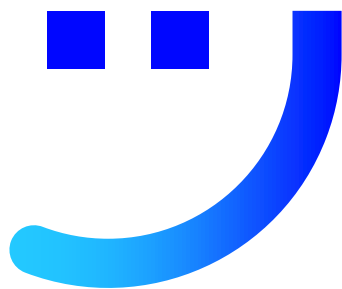
?%

of agents handle voice and  
digital channels concurrently



Rising Complexity  
to Meet CX Goals

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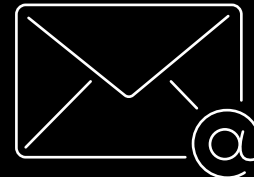
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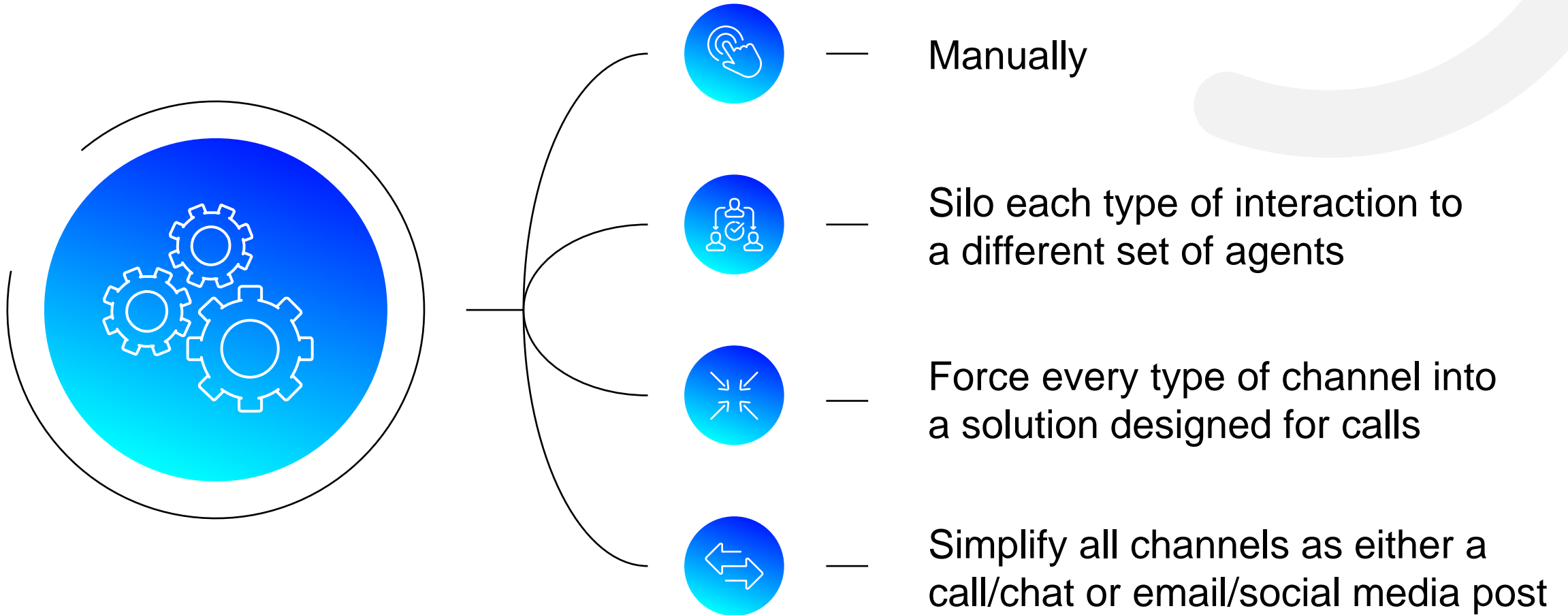
Increase in digital  
channels

51%



of agents handle voice and  
digital channels concurrently

# How Are Digital Channels Handled in Contact Center Staffing?

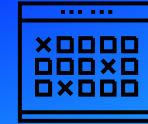


# Understanding the Pain of Treating Digital Channels Too Simplistically

Inaccurate long-range planning



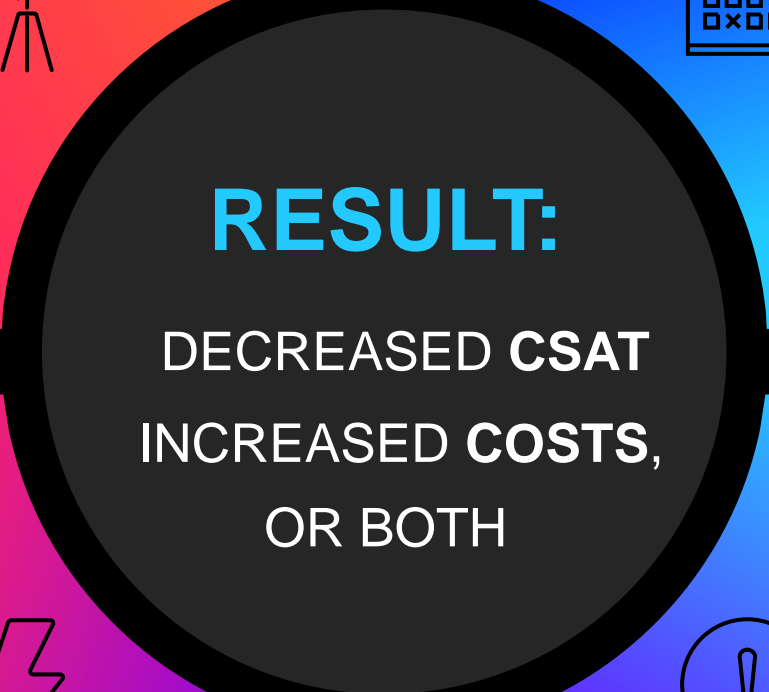
Inefficient schedules



Inaccurate requirements from forecast



Changes become painful to ensure skills and channels are both covered





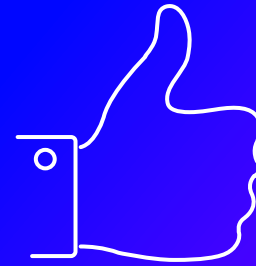
# Result of Doing Digital Right



Accurate  
digital staff  
requirements



Efficient  
schedules against  
digital demand



Consistent  
service across all  
channels



Improved  
employee  
experience

# NICE Digital Workforce Management Suite

Accuracy for the Business & Agility for the Agents

- **12 Year Leader** in Market Share According to DMG
- **13 Year Leader** in the Gartner MQ Reports That Track WEM

## WFM SUITE



PLAN



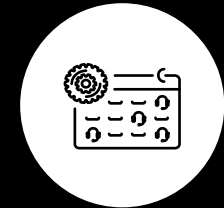
FORECAST



SCHEDULE



MANAGE



AUTOMATE

# NICE Leads with Innovation Providing Accuracy for the Business with:

## Long-Term Planning

- AI Forecast
- Detailed Shrinkage Modeling
- Digital Concurrency factor
- Multi-skill Efficiency Factor
- Reverse solve

## Scheduling

- Machine Learning supervised and unsupervised simulation
- Digital attributes
- Predict % usage by skill
- Multi-skill efficiency factor
- Multi-session efficiency factor



## Forecasting

- Best Pick based on MAPE score and pattern analysis
- 4 Models, 46 Algorithms
- ML requirement calculation
- Digital attributes

## Intraday

- Automatically accounts for success rates of all self-service bots and IVR
- Automatic reforecast & resimulation
- Automatic net staffing optimization

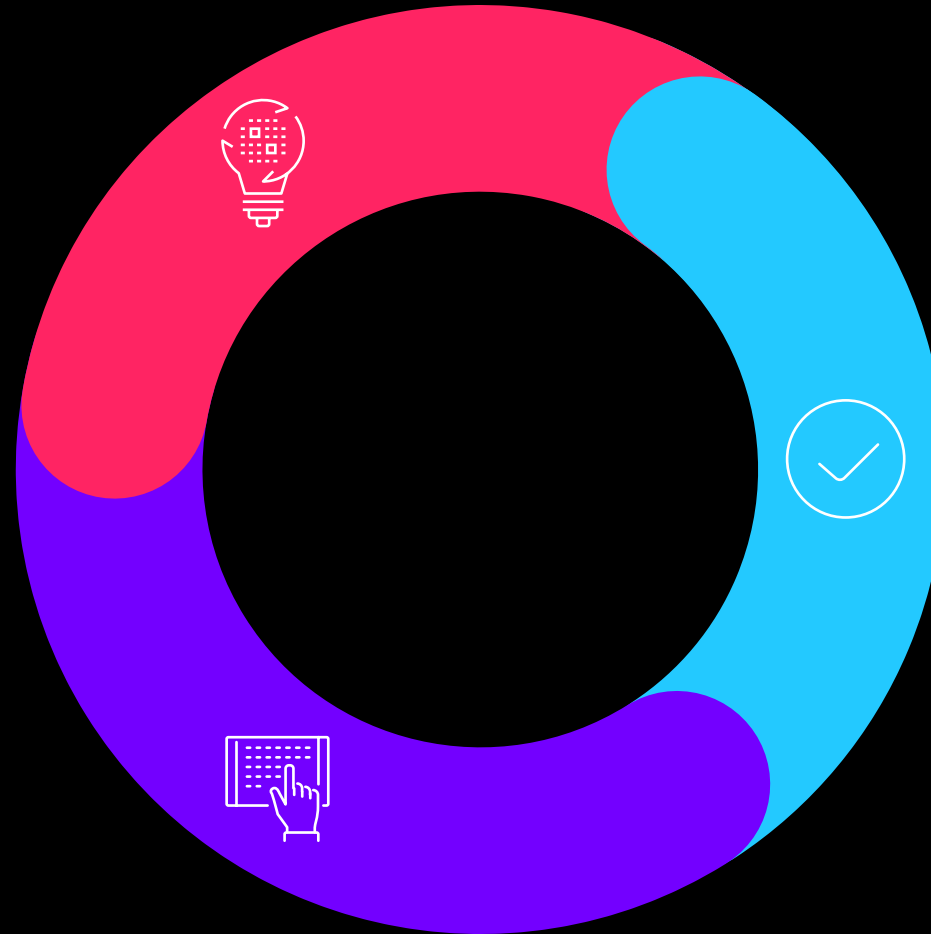
# NICE Leads with Innovation Providing **Agility for the Agents** Throughout the Scheduling Process:

## **Before** the schedule is created

- Agents set their availability while ensuring business needs will be met (a constraint to the schedule)
- Agents set their preferences which will be applied based on how company decides

## **During** the schedule process

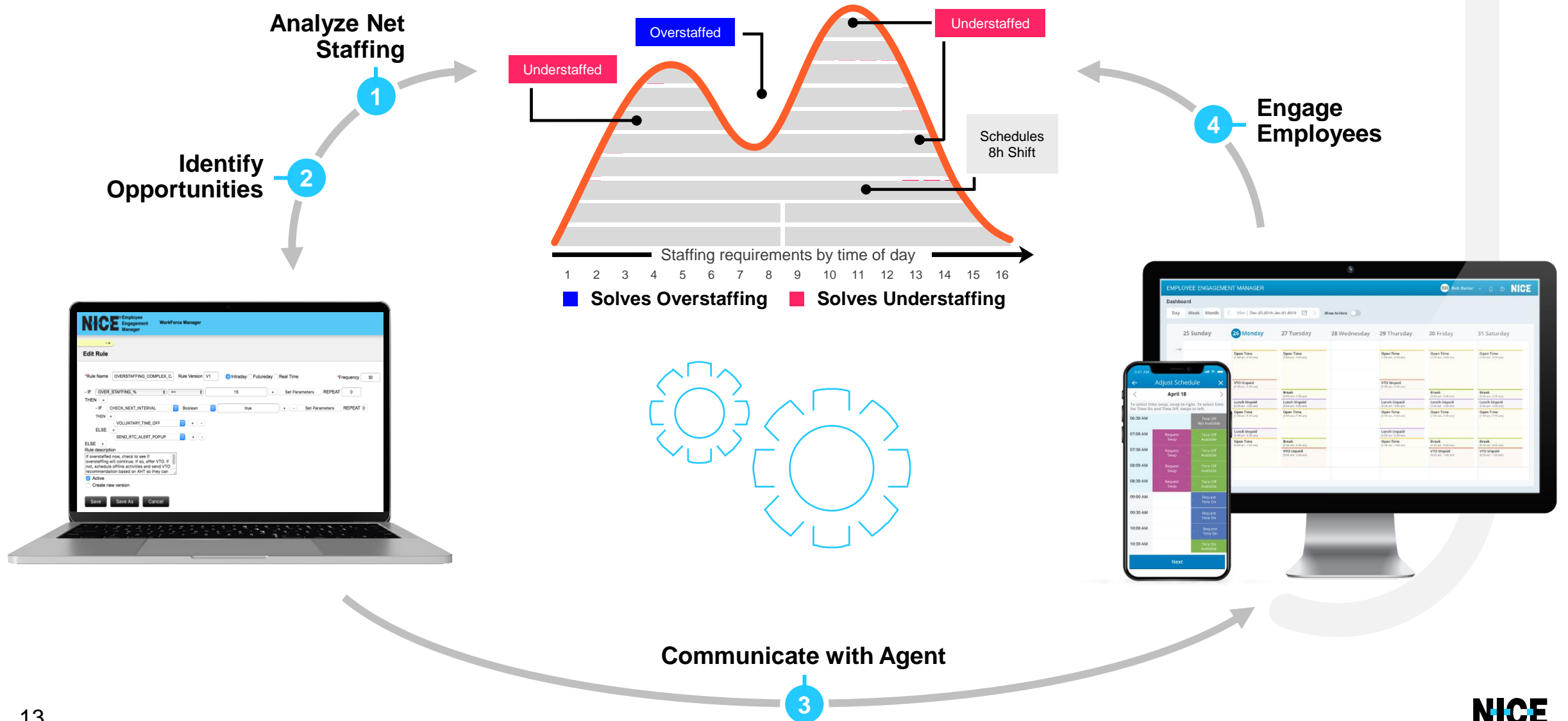
- Self-scheduling
- Hybrid scheduling
- Machine learning for skill & channel usage



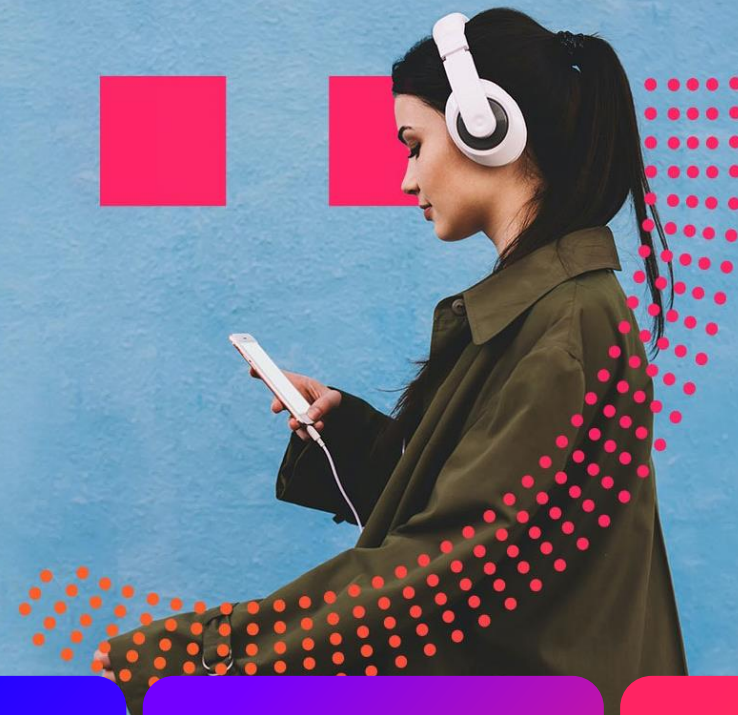
## **After** the schedule is published

- Visibility into swaps which will be approved before the request
- Powerful trading options
- EH & VTO offers
- Automatic adjustments of breaks and lunches

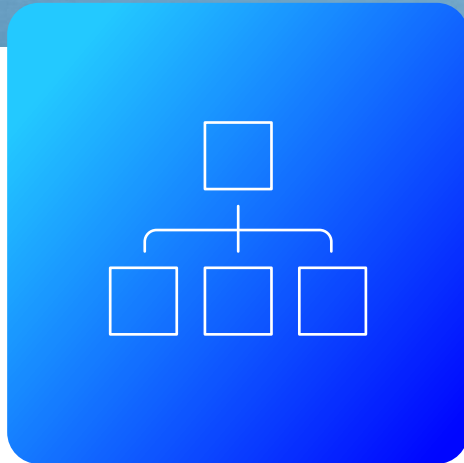
# NICE Solution: Intelligent Intraday Automation<sup>®</sup>



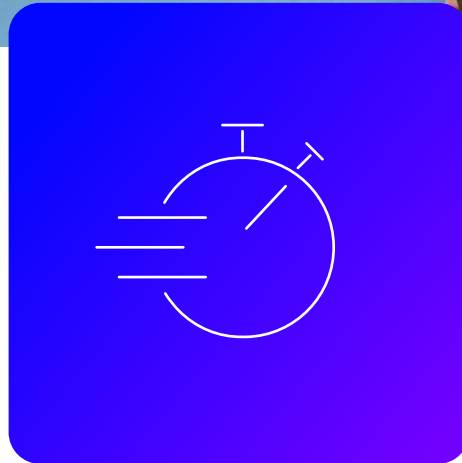
# Anytime, Anywhere Access for Anyone: Scheduling Empowerment



**Access to  
schedule anywhere  
/ anytime**



**Control over  
how to be  
reached**



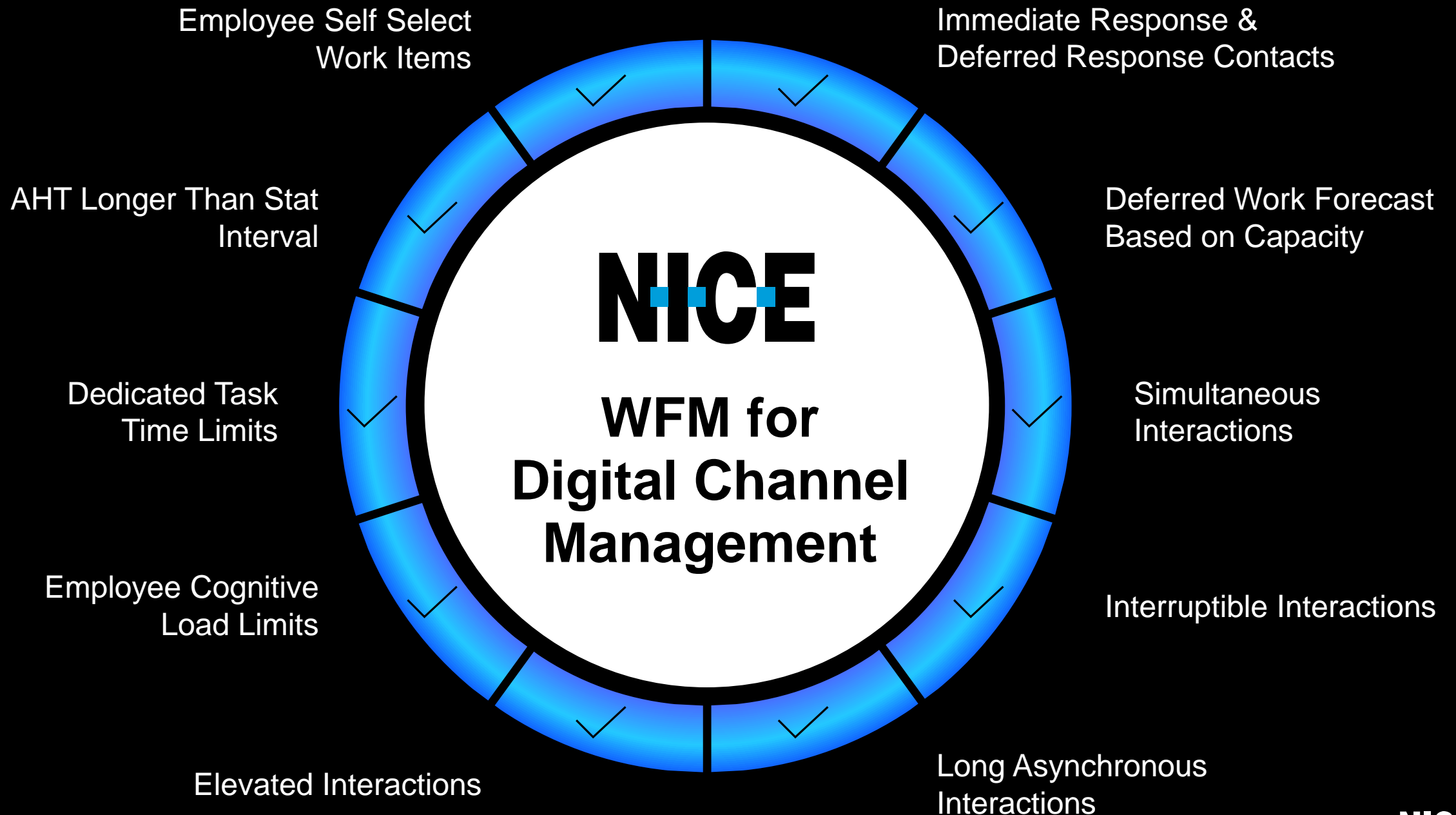
**Control over  
when to be  
contacted**



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

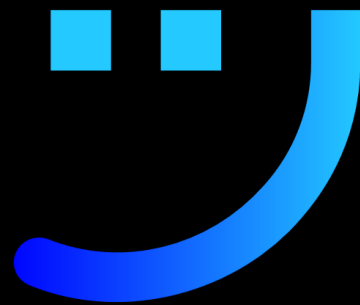


**Change requests  
with instant  
approval**



Thank You

NICE



Make  
experiences

*flow*



# Preparing for the Future of Workforce Management 2023

Nicole Nevulis

Global Senior Director WFM GTM

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**VERINT**<sup>®</sup>



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# Everyone Is Responsible For Stellar CX



Positive  
Interactions



Service/Product  
On Time & Correct

# The problem has changed. The solution needs to change.

“The **market has seen a notable increase in demand for systems that can support greater levels of sophistication** in support of digital channels, self-service, interaction and journey analytics, and artificial intelligence (AI) and machine learning (ML) to provide enhanced levels of automation.

However, **CCaaS vendors’ support for these capabilities often lacks the functional maturity to meet customers’ demands”**

Gartner, Magic Quadrant for  
Contact Center as a Service,  
Aug 2022





# Word On The Street

Profitability Is  
Our Biggest  
Problem



# Word On The Street

Profitability Is  
Our Biggest  
Problem

Automation Has  
Not Replaced  
People

People Are Our  
Greatest Asset



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Future: Find New  
Places to Cut  
Costs



# Word On The Street

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Costs

**Leadership Strategy:  
Put WFM into their Back-Office.**



# ADAPT FOR THE FUTURE





**Fast paced innovation, elevated CX  
needs mandate WFM in the Back Office.**



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**Approach to Back Office WFM is  
transformation vs installation.**



**Fast paced innovation, elevated CX  
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**Approach to Back Office WFM is  
transformation vs installation.**

**Back Office requires a different  
set of WFM capabilities.**

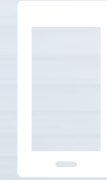
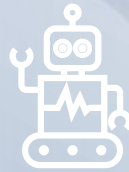


**INNOVATION IS  
CHANGING THE WAY  
WE DO WFM**



# Self Service Interactions

Customer Meets Needs On Their Own

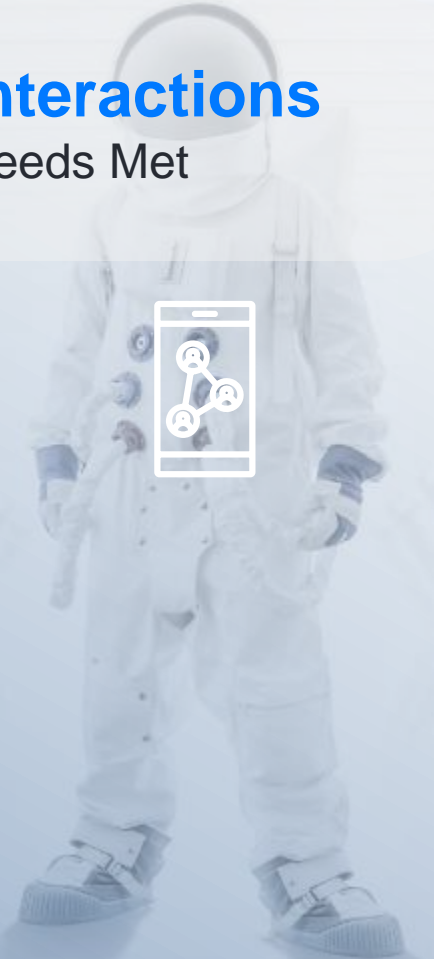


## Self Service Interactions

Customer Meets Needs On Their Own

## Contact Center / Face to Face Interactions

Customer Communicates Directly To Have Needs Met



## Self Service Interactions

Customer Meets Needs On Their Own

## Contact Center / Face to Face Interactions

Customer Communicates Directly To Have Needs Met

## Back-Office Operations / Service Delivery

Execute on Service or Production to fulfill need



# BREAKING DOWN FUNCTIONAL SILOS.





## Contact Center / Face to Face Interactions

Customer Communicates Directly To Have Needs Met

## Back-Office Operations / Service Delivery

Execute on Service or Production to fulfill need





# **NEW SKILLS REQUIRED FOR THE WFM PROFESSIONAL.**



**WFM IN THE  
BACK OFFICE  
IS A  
NEW WORLD.**



**DIFFERENT  
COMPLEXITIES,  
DIFFERENT  
APPROACH.**





**PREPARE TO  
EMBARK ON A  
PROJECT  
FOCUSING ON  
TRANSFORMATION.**

# WFM is New to the Back-Office Business User



Technology



Visibility &  
Metrics



Conversations



Business  
Processes

# CENTER OF EXCELLENCE





**WFM DOES NOT  
START WITH  
TRADITIONAL  
FORECASTING &  
SCHEDULING.**



# Purpose Built Back-Office WFM Capabilities

BRING IT ALL TOGETHER INTO A SINGLE SOURCE OF TRUTH



Right People,  
Right Skills



Productivity &  
Engagement



Right Work,  
On Time



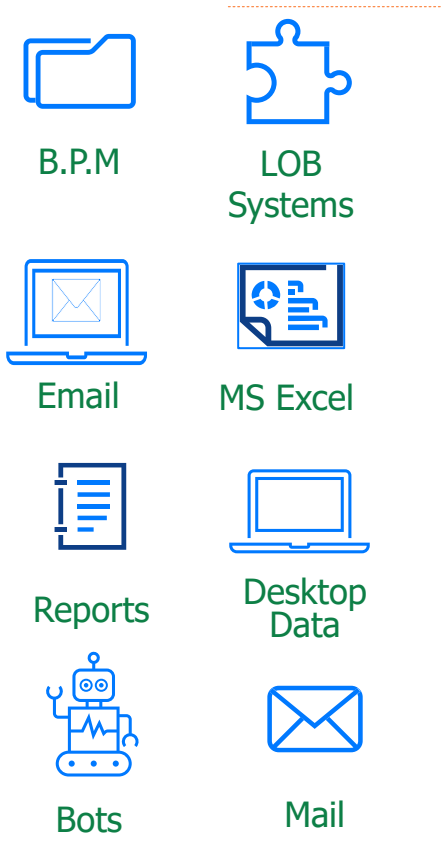
Quality &  
Compliance

AI, Automation, and Analytics

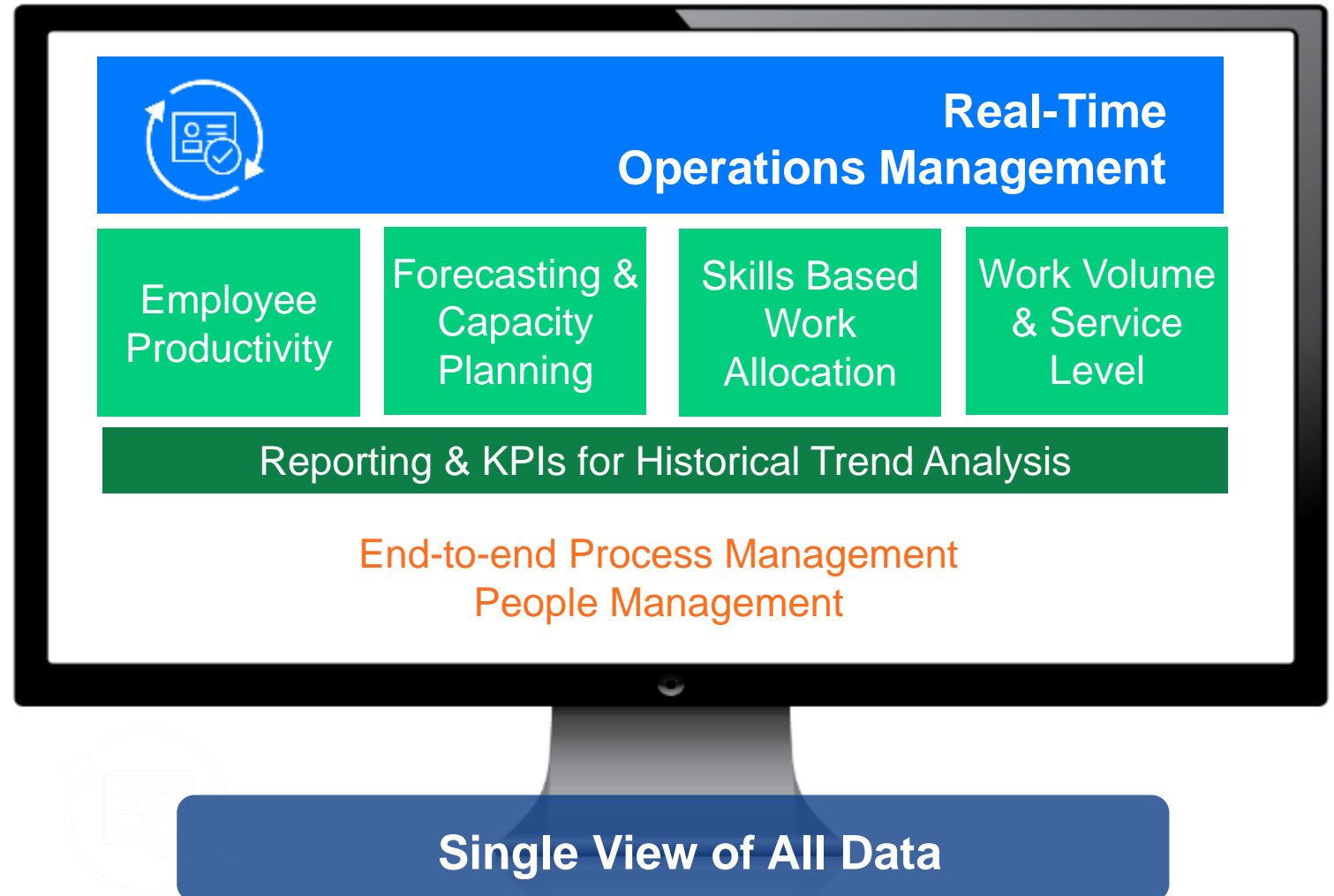
Provide capabilities to monitor, measure, manage and optimize the back-office.

# Back-Office WFM Needs A Single Source Of Truth

## Mission Control For Back-Office Front Line Manager



**Disparate Sources of Data**



# Operational Efficiency & Effectiveness

## Holistic View: Work Item Management

### BO WFO

Operational view to work volumes indicates deviation from expectations, allow managers to act.



### Loan Underwriting: Work Volumes

New Work Items	500	Age Of Work	
Backlog	1200	0 - 30 Days	900
<b>Total Work Items</b>	<b>1700</b>	30 - 60 Days	300
Assigned	1000	60+ Days	200
Pending	300	Individual Queue & Total Volume; By Employee.	

Single View of All Work



# Operational Visibility

Uncover New Insights to Operations Managers

## BO WFO

Modernized analytics new to back-office.

Virtual Walk Around Management.



### Desktop Activity Analytics



### Static Scheduling



### Track Actual Time



Employee Performance



# Operational Efficiency & Effectiveness

Once Source of Truth: Manage Performance & Productivity

## BO WFO

Real time, historical trend analysis, and goal management.

Employee data views.

### Productivity Metrics: Weekly

Items Complete: 320 X Handle Time: 10 Min =

Earned Time: 32 Hours

Equitably quantify value of the work an employee completed.

Employee Performance



# Operational Efficiency & Effectiveness

Once Source of Truth: Manage Performance & Productivity

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Real time, historical trend analysis, and goal management.

Employee data views.

### Productivity Metrics: Weekly

Items Complete: 320 X Handle Time: 10 Min =

Earned Time: 32 Hours

Earned Time  
32 Hours ÷ Planned Production  
38 Hours =

Productivity  
Score  
84.2%

Employee Performance



# Operational Efficiency & Effectiveness

Once Source of Truth: Manage Performance & Productivity

## BO WFO

Real time, historical trend analysis, and goal management.

Employee data views.

### Productivity Metrics Intraday View – Real Time

Earned Productivity Hours

5

Planned Hours

8

Employee Performance



# Operational Efficiency & Effectiveness

Once Source of Truth: Manage Performance & Productivity

## BO WFO

Real time, historical trend analysis, and goal management.

Employee data views.



### Productivity Metrics

#### Intraday View – Real Time

Earned Productivity Hours

5

Planned Hours

8

Historical Trend & Peer View



90%



Employee Performance





# Operational Efficiency & Effectiveness

Simplify Resource Planning Using Back-Office Centric Views

## BO WFO

Automate the ability to identify resource hours to meet work demand in source systems, and manage to plan.



### Capacity Planning Across Tasks & Processes

$$1000 \text{ Task A} \times \text{Time: } 10 \text{ Min} = 166 \text{ Hrs. for Week} \\ 4.16 \text{ Hrs. Per Day}$$

Right Work, Right Skill



# Operational Efficiency & Effectiveness

## Simplify Resource Planning Using Back-Office Centric Views

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### Planned vs Actual

P	5000 All Tasks	833 Hrs. Per Week	21 FTE
A	6000 All Tasks	1000 Hrs. Per Week	25 FTE
Gap In Skilled Resources			4 FTE

Right People, Right Skills



# Optimize Orchestrating Work To People

Make sure the right work item is provided to right person, at right time no matter what part of the enterprise they work in.

## BO WFO

Automatically aggregates the list all the work to be completed to organize it and prioritize it.



### Work Allocation

Organize  
Work Items

Prioritize

Assign to Available  
Skilled Employee

### Work Allocation- Quality Check

Review by Team Lead /  
Senior Employee

Right Work, Right Person



# WFM Reclaims Back-office Capacity

What could you do with 15% more?

**15%** = **156,000**  
Capacity Gain/Savings Hours of capacity

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**312,000** or **\$4.125M**  
More Items Processed In Cost Savings

**Example:** 500 FTE operations @ \$26.44 fully loaded hourly rate of \$55K annualized.  
Assumes 30 Managers & Supervisor @ \$36.06 fully loaded hourly rate or \$75K annualized



# Verint Cloud Platform

## Complete Workforce Management for Today's Needs



Branch



Back Office



Contact Center

Branch WFM

Intelligent  
Interviewing

Operations  
Visualizer

Operations  
Productivity

Operations  
Manager

Workforce  
Management

AI-Enabled, Connected Solution for the Entire Enterprise  
*Shared Resources, Schedules, and Data*



## Customer Success Story

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# RSA

“For the first time, the leadership team felt empowered.”

– Rebecca Henry, Operations  
Director, RSA



### Situation

Complexity of work, siloed data and variances in management styles created blocks in managing efficiency and effectiveness which was causing excessive backlog, missed service levels and high cost to serve customer.



### Solution

Verint Operations Manager



### Result

- 40% reduction in backlogs
- 20% increase in effectiveness
- 20% lift in capacity

### Customer Testimonial:

<https://www.youtube.com/watch?v=oBYMpEGtGhg>



# Thank You

**VERINT.**

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