Genesys®

IMPROVING WORKFORCE EFFICIENCY ACROSS BUSINESS PROCESSES

For traditional customer communication channels, most organizations have a pretty good level of insight and capabilities to deliver on service levels consistently, and manage their workforce for efficiency and quality.

However, when it comes to work items (claims, service orders, activations, sales leads) spawned by business processes, CRM systems and other applications – the situation is vastly different.

When the distribution and assignment of cases, tasks or work items is done manually, the workforce not only wastes significant time finding the next work item to handle, but also spends more time than needed resolving the individual case or problem itself.

Chances are that your workforce does not always resolve issues in a timely enough manner. And when they do, often the current task being worked on could be less important or time critical than other higher-priority tasks that remain untouched for days, weeks or sometimes even months!

Many organizations suffer from 'invisible inefficiencies' and have very limited insight into how efficient the workforce really is during the 'offline' part of the customer journey. Poor work item processing and response times obviously have a big impact on the delivery of Customer Experience.

Your operations team in turn does not have important insight into the variance of task-volume and processing time, cannot properly forecast the volume of work items, and cannot combine them with traditional interactions into a single schedule that accommodates all types of work. Additionally, differences in employee performance levels are difficult to detect and resolve.

As a result, the customer experience you are able to deliver is compromised, the workforce is not optimally utilized, and you are too late responding to valuable sales opportunities.

But above all, you could be losing out on an opportunity to reduce significant operating cost. Typically, for a 100-FTE operation, a 10% increase in efficiency equates to 750K annual recurring savings.

5 Tips That Will Improve Your Key Performance Indicators Immediately
Increasing business performance starts by identifying your KPIs. If yours is a typical organization, you are always looking for ways to increase customer loyalty and satisfaction, sales performance, increase the efficiency and effectiveness of your workforce and reduce the response-times (improving the SLA) to your customers.

Here are five tips to apply when you are looking to improve both top and bottom line business performance:

1 **Dynamically prioritize interactions and work items across systems and processes.** Making sure that your staff is working on the most critical and important tasks is the first step in increasing customer satisfaction & loyalty.

When you consolidate all cases, tasks or work items into a single view, you can start to apply business rules across processes and systems to determine the next work item that should be handled. These business rules can take into account the required Service Level Agreement, due dates, customer value or revenue potential for each work item, and continuously prioritize tasks accordingly. You can now ensure that your staff is working on the most important case or task.

2 **Push work items directly to the best available employee.** In many operations, employees pick and choose the work item or case they would prefer to work on, manually. This means that no matter how well you prioritize, your employees aren't working the list of tasks in line with your business rules.

As a result, your staff spends excessive time searching, selecting, opening, reading and closing these tasks. All of this time should be factored as non-productive time. Another implication is that employees who are not trained or skilled to complete the task at hand actually introduce additional inefficiency, and potentially could create rework as mistakes are easily made.

When you add up all of this lost time, you'll realize your workforce capacity is not used to its full potential.

By pushing the right work items to the best available employees, based on real-time availability and specific skills, you'll ensure that your employees are more efficient and work on tasks they can resolve effectively.

3 **Forecast and Schedule work items for all your business processes.** Ensuring that you have enough staff scheduled to increase response times and deliver on service level targets greatly helps increase customer satisfaction, and also reduces the number of times where you start a day still dealing with yesterday's backlog.

Using a planning tool that can accurately forecast seasonal, monthly or daily patterns, and providing insight into handle time variances, will help to ensure that you know what levels are required to reduce over-staffing of your operations and reduce staffing costs. At the same time, eliminating periods of understaffing improves both response times and SLA achievement.

4 **Blend work items with voice and digital channels.** To increase operational efficiency and to benefit from economies of scale, many organizations design their customer service department and business processes so that they achieve maximum productivity from their enterprise workforce. Through a single virtual resource pool, organizations process calls, emails, chat sessions, social media interactions and work items spawned by their business processes.

Within this structure, teams are formed, and availability, employee skills and the workforce schedule are evaluated in real time to ensure that SLA goals are met across all activities, lines of business and business processes.

You can now determine the best way to organize teams and assign tasks around all business activities, and either 'borrow' resources or send overflow work items to other teams. You can also offer a variety of work to your employees, as they are able to manage multiple types of work through a single desktop solution, without having to perform a manual configuration change to cope with the flow of work.

5 **Implement a single performance dashboard for interactions and work items.** To initiate and manage any improvement, one has to have data. The old adage, 'you cannot manage what you cannot measure'; still holds true and is especially relevant for cases, tasks and work items.

A single solution, architected to manage all customer interactions and work items allows you to have a single view of SLA and workforce performance through a single dashboard – across all customer communication channels and business processes. This enables operational teams and supervisors to make better-informed decisions in real time.

Driving Real Business Results

Organizations across all industries that adopted the five tips described in this tip sheet have all experienced stellar improvements in business performance - across their organization.

Typically the benefits achieved can be categorized in three distinct areas:

Improved workforce efficiency

The key to improved workforce efficiency is by reducing the time employees spend on manually selecting work and providing detailed insight into employee performance. By doing so, workforce efficiency increases up to 40%.

This may sound like an extraordinarily high percentage, but it simply exposes the differences in performance of 'managed' activities, such as real-time customer communication and levels of automation already achieved there, versus the lack of insight, tools and prioritization for cases, tasks and work items that have previously gone 'unmanaged'.

Better processing & resolution time

As the workforce is more efficient; a direct impact is seen on job-processing time and improvement in the match between task-type and employee skills. Simply put, more tasks get done in a shorter amount of time, with fewer people and with less rework.

But it's not just operational efficiency; your customers will notice the difference, too. For service order activation and case resolution, response times will drop significantly. As an example, a large South African-based Telco reduced the average number of days that a case was pending from over 1.5 weeks down to just 9 hours on average, for their service order activation business process.

Boost sales conversion and shorten time to revenue

Shortening the time to get a case resolved or a claim approved is not the only benefit when implementing the five tips previously described. Accurate prioritization and real-time management dashboards help you respond to leads much faster, resulting in fewer of them going 'cold'. For example, an increase in sales conversion rates of 4% is realistic result.

Adding it all up

Extending the best practices and technological capabilities that contact centers have been using for decades to manage SLA and workforce efficiency, will yield great benefits to your business' top and bottom line performance. When the end-to-end customer experience is consistently managed, SLAs are met for all touchpoints in the customer journey, customer loyalty will rise, operational efficiency will improve and your employees will feel more engaged.

ⓢ Genesys®

About Genesys

Genesys, the world's #1 Customer Experience Platform, empowers companies to create exceptional omnichannel experiences, journeys and relationships. For over 25 years, we have put the customer at the center of all we do, and we passionately believe that great customer engagement drives great business outcomes. Genesys is trusted by over 4,700 customers in 120 countries, to orchestrate over 24 billion contact center interactions per year in the cloud and on premises. For more information www.genesys.com.