

Case Study:

AT&T Mobility



VERTICAL MARKET:

Telecommunications

COMPANY WEBSITE:

www.att.com

LOCATION OF CONTACT CENTER(S):

Multiple North American Sites

TOTAL NUMBER OF AGENTS:

17,000

AVERAGE ANNUAL CONTACT VOLUME:

105 million

ACD TYPE(S):

Avaya

NICE PRODUCT(S):

NICE IEX Workforce Management



RESULTS

- Gained real-time insight into all attendance data
- Improved efficiency of vacation bidding
- Reduced administrative workload for the workforce support team
- Improved average speed of answer
- Reduced 40 man hours per week on vendor schedule data processing
- Improved data accuracy from external contact centers
- Closed gaps in calculation differences across multiple vendors
- Improved employee morale with more consistent procedures

ABOUT AT&T MOBILITY

AT&T Mobility serves more than 77 million subscribers and has the nation's fastest 3G network and the best wireless coverage worldwide. In 2009, AT&T again ranked No. 1 in the telecommunications industry on FORTUNE® magazine's lists of the World's Most Admired Companies and America's Most Admired Companies.

THE CHALLENGE

Maintaining effective and efficient lines of communication with over 77 million wireless voice and data customers is no easy task. AT&T Mobility continues to find new ways to improve the performance of its agents in conjunction with the NICE IEX Workforce Management solution.

AT&T uses a combination of internally managed contact centers and external partners. Visibility into the vendor sites was limited by a lack of integrated systems, up to date data, and standardized measurements of KPIs such as shrinkage and average handle time. This disrupted forecast accuracy and schedule efficiency. Attempts to manage the problem manually consumed a great deal of time with minimal gain, often because analyses could not be completed before the next scheduling period. "We had limited insight into how our partners were scheduling their agents, which affected the accuracy of call routing decisions," says Stuart Bauman, Director of National Workforce Operations for AT&T Mobility. "The external call centers would often schedule without fully taking the forecasted call curve into account, so we would end up with mismatches of staff and demand during parts of the day and the week."

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ON THE NICE SOLUTION

"We relied on NICE throughout the development process to ensure the accuracy of our applications. The partnership between our company and NICE was instrumental in our success with these projects."

Stuart Bauman

Director of National Workforce Operations
AT&T Mobility



THE SOLUTION

To improve system wide schedule accuracy, AT&T implemented NICE IEX Outsource Manager. Unifying the entire virtual contact center operation on shared data and definitions has provided significant benefits. Accurate shrinkage tabulation led to an overall reduction in required head count, and overtime expenditures have been reduced.

THE RESULTS

Vendors now provide schedules at least four weeks in advance which are automatically integrated into AT&T's overall workforce plan, saving 40 hours of processing every week. Outsource Manager has also contributed to Average Speed of Answer improvement, reduced billing issues, and improved the effectiveness of intraday planning.

Some of the organization's challenges spanned the entire multi-site contact center operation. To address these, AT&T recently assembled an internal Workforce Operations Systems group. This team was charged with the development of new processes and integrated applications to further enhance the capabilities of the NICE system within the complex needs of the company's widely distributed contact centers. Attendance reporting, evaluating and approving offline time requests and vacation bidding challenges were primary targets.

Before taking an agent offline for an unscheduled activity, supervisors in AT&T's consumer wireless business unit had been directed to contact an internal support team, which used NICE IEX Intraday screens to evaluate the service impact of the proposed change. This process could take anywhere from two to twenty minutes, resulting in delays in handling requests. Full attendance reporting was lagging by as much as two days, and the company needed greater control over the vacation bidding process to meet its internal practices and guidelines.

The internal group recommended the development of new helper applications which would synchronize with the NICE system database to provide accelerated resource planning results, increasing schedule efficiency and making the offline process more robust. "While we had made great strides in gaining efficiencies by utilizing tools such as Agent WebStation and Scheduler, we were interested in exploring and expanding the possibilities of automating current processes utilizing ODBC and SmartSync to help get us to even higher levels of effectiveness," Bauman says.

The resulting Attendance application now produces next-day reporting for all of AT&T consumer wireless business unit's attendance needs from a single screen, and the new Annual Bidding tool enables the company's agents to bid for vacation time through an automated, self-help interface which matches with the company's practices for time-off allocation. AT&T's new Closed Key program applies the company's complex work rules to offline requests, enabling many manager requests to be automatically filed and approved. Each of AT&T's contact centers now place between 25 and 60 percent fewer calls to the workforce support team, providing faster turnaround for offline requests and freeing the workforce specialists for other tasks, such as real-time adherence. "This has helped us increase our operating efficiency and allowed us to redirect our workforce teams to other important tasks," Bauman says. "The process has also reduced manual coding errors."

AT&T's internal project team collaborated closely with NICE's professional services group in developing its new tools and extending the power of the NICE IEX Workforce Management solution in the contact center. "We relied on NICE throughout the development process to ensure the accuracy of our applications," Bauman says. "The partnership between our company and NICE was instrumental in our success with these projects."



ABOUT NICE SYSTEMS INC.

NICE Systems (NASDAQ: NICE) is the leading provider of Insight from Interactions™ solutions and value-added services, powered by advanced analytics of unstructured multimedia content – from telephony, web, radio and video communications. NICE's solutions address the needs of the enterprise and security markets, enabling organizations to operate in an insightful and proactive manner, and take immediate action to improve business and operational performance and ensure safety and security. NICE has over 24,000 customers in more than 150 countries, including approximately 85 of the Fortune 100 companies. More information is available at www.nice.com.