



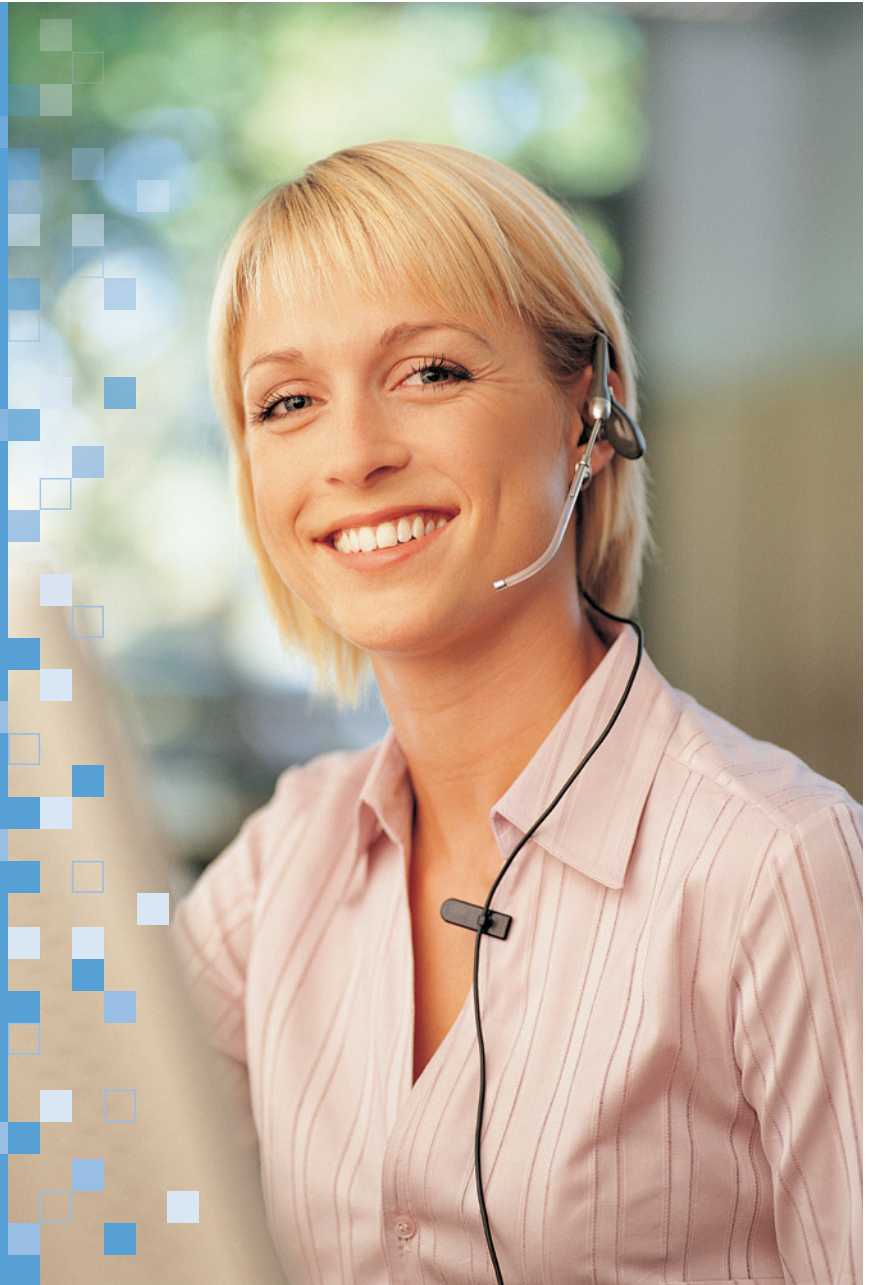
NICE HANDLE TIME OPTIMIZATION BUSINESS SOLUTION

Because Time Is Money

Imagine how much you could improve your contact center's average handle time if your best supervisor could...

- listen and analyze all your past calls
- understand exactly what extends handle time
- identify each agent's knowledge gaps
- ...and then sit next to every agent, and guide him or her during every customer interaction to:
 - take the best action for any customer situation
 - find the right answer to any question quickly and easily
 - use multiple CRM applications efficiently and even complete routine parts of the process for them automatically

With NICE Handle Time Optimization, You Don't Need to Imagine!



You Can't Do it All. Or Can You?

Customer Dynamics—the ongoing, multifaceted exchange of interactions and transactions between customers and organizations—comprises the fabric of daily operations for customer-facing organizations. Because of the ever-diversifying array of products, offers and contact channels these dynamics represent, average handle time (AHT) is a key performance indicator they impact.

Contact centers seeking to reduce average handle time face several common challenges. Agents are required to divide their time among a number of often-competing priorities: They must provide a compelling customer experience, solve increasingly complex service issues, up-sell and cross-sell new products and services, and always strive to reduce costs, primarily by keeping contact times to a minimum. Yet, as companies seek to accomplish more during customer interactions, interactions are getting longer. Common wisdom suggests that improving handle time must come at the expense of customer experience. Not anymore.

With NICE Handle Time Optimization:

- Knowledge gaps are reduced
- Desktop processes are automated
- Customer issues are resolved more efficiently

**The Result?
Higher Operational Efficiency and
Better Customer Experience**



NICE Handle Time Optimization: From Insight to Real-Time Impact

Part of the NICE SmartCenter suite, NICE Handle Time Optimization is a comprehensive closed-loop “insight-to-impact” solution for reducing handle time while improving the customer experience. It analyzes unstructured data captured from multiple channels such as phone calls and online chats, identifies conditions that lengthen handle time but do not improve customer experience, and uncovers agent knowledge gaps as well as best practices. Leveraging these insights, NICE Handle Time Optimization increases operational efficiency by:

- Identifying targeted training opportunities to improve agents’ efficiency
- Providing proactive, context-sensitive, next-best-action guidance to agents as they work with customers in real time
- Automating processes on the agent desktop to reduce handle time and minimize data entry errors

Capture Interactions

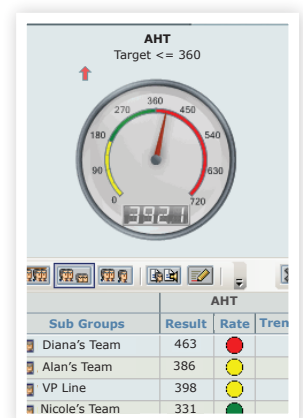
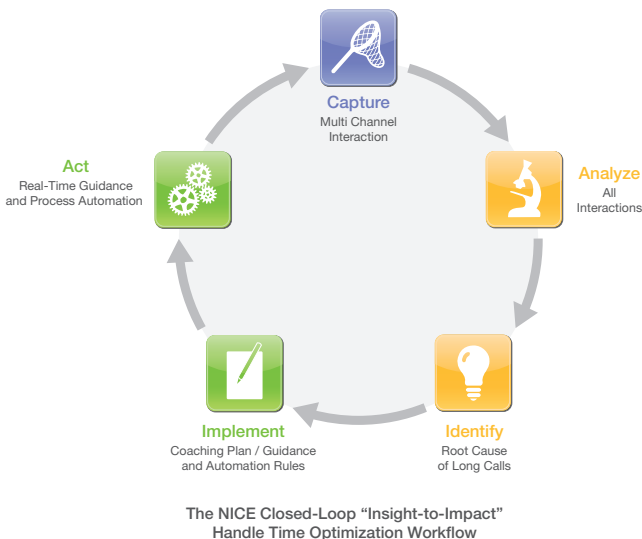
The foundational functionality for all NICE SmartCenter solutions is the recording and archiving of interactions from all channels to capture customers’ true intent. Recordings are available for easy retrieval and playback on demand.

Analyze Cross-Channel Customer Interactions

NICE Handle Time Optimization employs NICE Cross-Channel Interaction Analytics — powerful technology for analyzing speech, emails, chats, and other interaction channels, as well as agent desktop activity — to automatically break down the content of interactions and categorize them according to various questions, such as:

- What was the interaction handle time?
- How long did discrete elements of the interaction take?
- How long does call wrap-up take?
- How long do agents spend on searching the knowledgebase?
- What was the average response time between chat messages?

The solution then analyzes average handle time by call type and enables contact centers to set specific handle time targets by call complexity or revenue potential. Set lower handle time targets for routine and simple call types; allow more time for calls containing up-sell attempts. This capability not only ensures that agents’ time is invested in ways that help your center successfully meet all key objectives, it also makes clear which call types, processes, teams and individuals need attention.



Real-time dashboard gauges reveal handle time issues by agent, team and center

Determine Root Causes of Long Interactions

Once call types and targets are identified, the solution's comprehensive workflow activates multi-dimensional analysis to understand the main drivers of handle time.



Handle Time Distribution Analysis

NICE Handle Time Optimization analyzes not only the average handle time for each call type, but also the call duration distribution by quartiles. This analysis can clearly identify which call types and agents account for deviations from handle time targets. For example, this feature has helped companies to realize that 25% of fourth-quartile call volume fuels more than 50% of total handle time. By focusing on curtailing these long calls, these companies have significantly improved their efficiency.



Call Part Analysis

NICE Handle Time Optimization identifies discrete parts of calls—such as caller/account identification, problem explanation, problem resolution, cross-sell and/or up-sell, wrap-up—and calculates the average handle time for each. This analysis provides insight into which parts of calls take longer than necessary. A comparative analysis of the same call part between different call types pinpoints inefficient processes. Similar analysis between teams or agents uncovers knowledge gaps and training opportunities.



Desktop Application Usage

Drawing on NICE Desktop Analytics, NICE Handle Time Optimization enables contact center managers to analyze agents' use of desktop applications during customer interactions. The solution calculates handle time for agent applications such as CRM, billing and knowledge bases, and reports the time spent on specific screens within them. With this information, managers can train agents as needed and simplify complex processes that lengthen handle time.



Call Flow and Talk Analysis

Using call flow analytics, NICE Handle Time Optimization enables center managers to identify and eliminate unnecessary transfers and holds to reduce handle time and customer frustration. Talk analysis identifies silence or the use of the mute function during calls, and the relative percentage of talk time by agents and customers. These can indicate knowledge gaps as well as leadership and control issues during calls.

Use Insights to Impact Handle Time

NICE Handle Time Optimization helps contact centers implement improvement plans, addressing both agents' skill level and ability to quickly address customer issues. For example, the insights from the solution's analysis drive targeted training and coaching to agents with specific knowledge gaps. They also inform the creation and implementation of business rules for real-time personalized guidance and automation, providing agents with the assistance and tools they need to quickly and successfully resolve customer issues.

Close the Loop with Real-Time Guidance and Automation

NICE Handle Time Optimization monitors customer interactions in real time, identifying issues with potential to drive up handle time and presenting agents with context-sensitive knowledge and information to quickly address them. The solution even automates data entry tasks for the agent, auto-completing various desktop application forms and documenting the call as part of routine call wrap-up, allowing agents to focus on handling interactions efficiently and effectively.

The Benefits of NICE Handle Time Optimization

- **Maximize operational efficiency** by reducing costs associated with high handle time
- **Improve agent performance** via personalized guidance and process automation
- **Increase customer satisfaction** by handling issues expediently, and reducing call holds and transfers



Handle Time Optimization Case Study: A Global Retail Bank

Challenge

A global retail bank was experiencing an ongoing increase in average handle time for no apparent reason. Its contact center managers applied various means to bring handle time down, with only marginal success. The AHT increase began to affect service levels since, as customer calls grew longer, so did queue and hold times. Customer satisfaction began to decline. Faced with the need to hire an additional 100 agents to maintain existing service levels—a tremendous cost to stay an undesirable course, the bank’s Customer Service executive demanded the source of the increase in handle time be identified and remedied if possible before committing to such a massive recruitment effort.

Solution

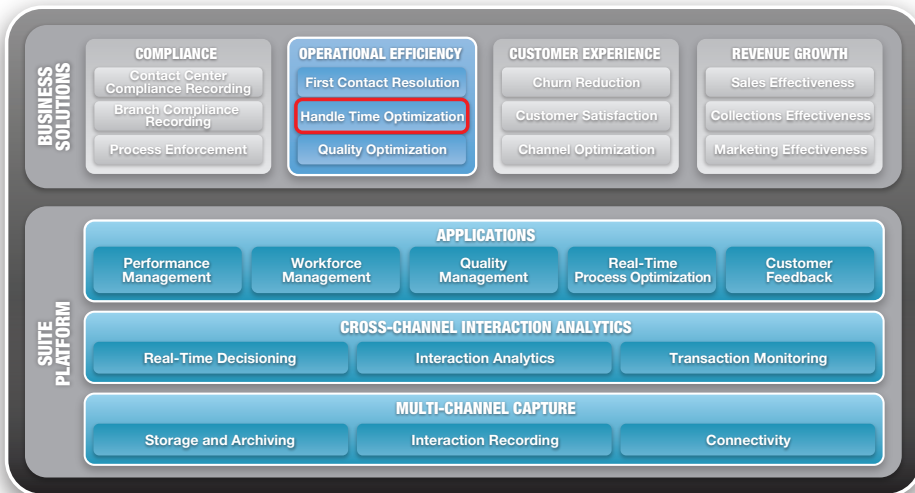
The bank implemented the NICE Handle Time Optimization business solution and immediately began identifying automatically those calls taking most agents’ time. What did it learn?

- Handle time distribution analysis revealed that fourth-quartile calls were significantly longer than the target and consumed most handle time. The bank also learned that the leading call types in its fourth quartile centered on statement issues and payment requests that had been categorized as simple calls.
- Call part analysis revealed that specific groups of agents were taking significantly longer to resolve payment calls than their peers, and unnecessarily transferring these calls.
- Root cause analysis revealed that agents were poorly handling payment calls due to insufficient training. While some agents tried to process payment requests, others transferred these calls, prolonging handle time either way.
- Topic analysis and correlation reports indicated that statements were being delivered to customers either late or not at all. Thus, customers were delinquent in their accounts, charged late fees and growing dissatisfied with the bank.

Equipped with this information, contact center managers used the NICE solution to train all agents to take payments, minimizing the transfer and duration of these simple calls. They then implemented real-time guidance rules to further assist agents, who have low quality scores for payment processing, to improve performance during interactions. Finally, the bank also improved its back-office processes for sending statements, which reduced call volume and handle time, and improved customer satisfaction.

Benefits

With NICE Handle Time Optimization, the bank succeeded in meeting its handle time targets and restored its service level without needing to hire additional agents. Using the solution’s analysis and reporting capabilities, it boosted its optimization efforts, allocating more time to build rapport with customers during calls and facilitating cross-sell activities without compromising operational efficiency.



NICE Handle Time Optimization is one of three NICE SmartCenter Operational Efficiency solutions

ABOUT NICE

NICE Systems (NASDAQ: NICE), is the worldwide leader of intent-based solutions that capture and analyze interactions and transactions, realize intent, and extract and leverage insights to deliver impact in real time. Driven by cross-channel and multi-sensor analytics, NICE solutions enable organizations to improve business performance, increase operational efficiency, prevent financial crime, ensure compliance, and enhance safety and security.

NICE serves over 25,000 organizations in the enterprise and security sectors, representing a variety of sizes and industries in more than 150 countries, and including over 80 of the Fortune 100 companies. www.nice.com.

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