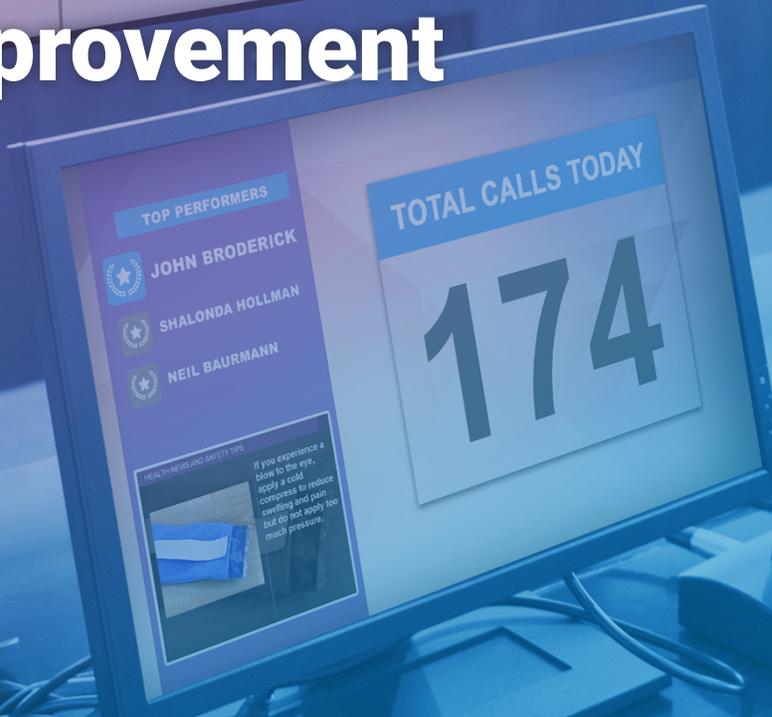




Agent Productivity Improvement



Real-Time
Performance Management
for Contact Centers

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Introduction

IF A BRICK WERE HURLING THROUGH THE SKY, HEADING EXACTLY TOWARD YOUR HEAD, WHEN WOULD YOU WANT TO KNOW ABOUT IT?

After it hits you? Immediately before it hits you? Far enough in advance to get out of the way? Although the questions seem silly, this scenario is played out daily by professionals around the world, with the source of pain being a business problem, not an actual brick.

Hundreds of contact center executives, managers and supervisors enter the workplace each day wondering what “bricks” will drop and how much pain each will cause. In the past, the most an executive could do was hope for the best, try to plan for the worst and handsomely reward those best skilled at cleaning up the mess.

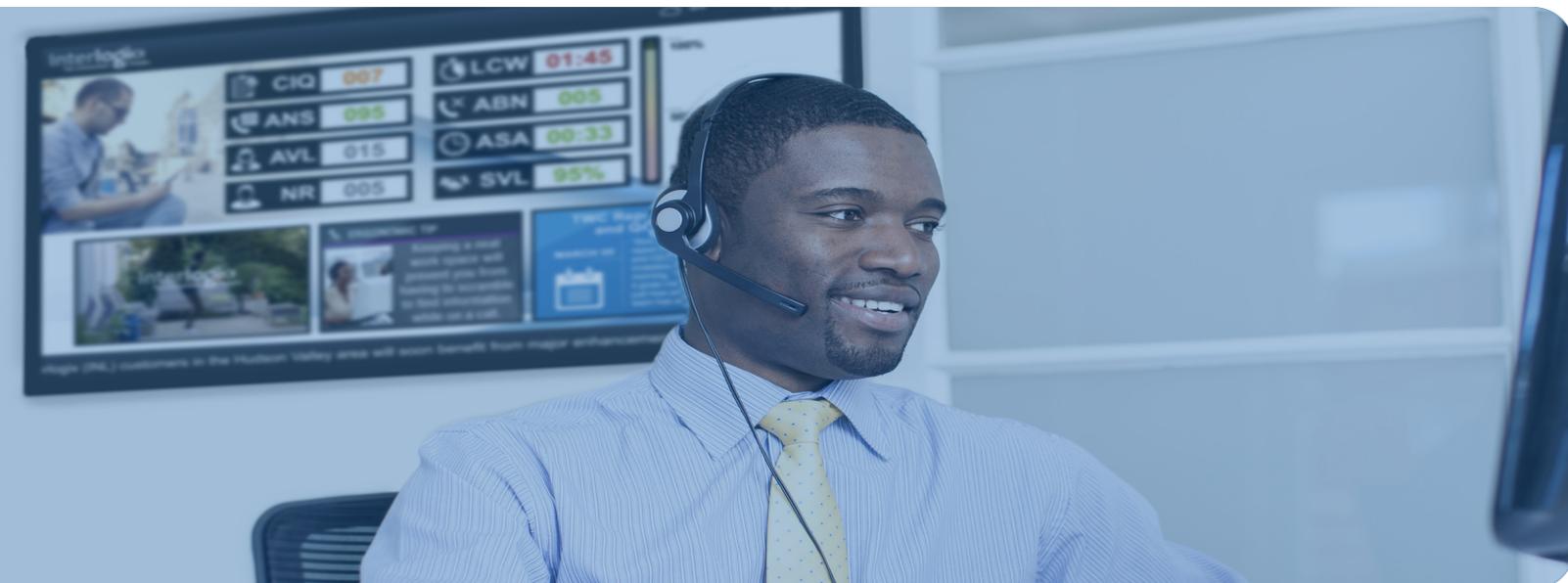
Just as X-rays now give doctors forewarning of painful maladies, real-time performance management (RTPM) is providing contact center professionals with advance notice of painful operational maladies (like our metaphorical falling bricks).

Prior to Real-time Performance Management

Prior to the advent of the RTPM discipline, a company typically had little or no insight into impending trouble or its corresponding impact. In fact, insights usually required laborious data collection from myriad data sources after the event and arduous analysis of statistics and reports to even understand what brick had hit them and the full extent of the pain it had caused.

Although useful for advance planning, the practice of post-event analysis typically consumed precious resources, distracted leadership from more critical tasks and provided little in the way of meaningful change to the operating environment, especially when it could have done the most good.

RTPM comprises the processes and techniques of compressing the time between an event (the falling brick) and the response (moving out of the way). The focus of RTPM is to quickly utilize perishable information before it becomes stale, thereby improving the quality of decision-making soon after,



Offering a sustainable and quantifiable ROI, RTPM solutions are becoming mainstream, addressing issues such as the rise in remote agents and virtual contact centers. RTPM enables alignment of day-to-day contact center and agent objectives to overall company strategy and goals.

REAL-TIME PERFORMANCE MANAGEMENT SYSTEMS

In business as well as in the brick scenario, it's easy to understand that the earlier you know about trouble (the event), the better prepared you will be to act (the response) to avoid the related pain. RTPM systems automate the task of compressing the time between the event and the response, and offer a unique mix of value

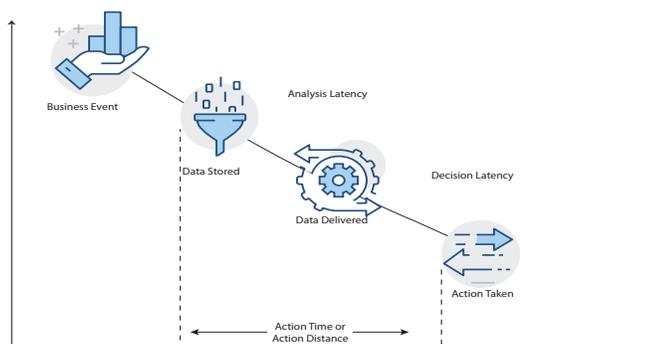
propositions by delivering "pain avoidance." These value propositions include, but are not limited to, improving revenue, increasing productivity and avoiding costs. Before pursuing an RTPM program, it's important to understand the functions that the systems will support, the value they bring to your business, the preparation required to achieve the most value and the implementation strategy and tactics required. Only then will you be able to begin to evolve from the traditional event response model into the real-time, high-value, rapid-response model represented by real-time performance management. The following sections describe current RTPM systems and provide insight into their value.

RTPM System Functions

RTPM systems can be segmented into four distinct functions:

1. Data Collection—Scanning the skies for falling bricks
2. Data Analysis—Determining which bricks are a danger to you
3. Data Synthesis—Telling you only what you need to know
4. Information Presentation—Getting your attention Visual Factory and Facility Management

LATENCY IN DECISION MAKING



The graphic portrays the traditional event response model. The value of responding to an event declines in relation to the time it takes to execute the intermediate process steps. RTPM is about compressing the time between the intermediate steps and moving the Action Taken closer to the Business Event.

Function 1: Data Collection “Where are the falling bricks?”

The first task of an RTPM program is to proactively collect, in real time, the operational statistics generated from multiple contact center technologies. These can include automated call distributors (ACDs), IVR/VRU systems, dialers and many more devices, from numerous vendors such as Siemens, Avaya and Aspect.

Examples of Dangerous Operating Trends (i.e., falling bricks)

- » Goal Misalignment—Activities, actions and tasks that are being pursued in a manner that does not support or complement organizational priorities.
- » Resource Misalignment—Resources that are being applied inconsistently with operational priorities or immediate business needs.
- » Inconsistent Agent Performance—Agents that are performing ineffectively due to poor training, low morale, ineffective tools, lack of important information, insufficient rewards, etc.
- » Inconsistent Center Performance—Contact centers that are performing poorly or inconsistently due to ineffective communications, insufficient resources, inattentive leadership, etc.
- » Ineffective Quality Management—Key quality measures that are falling outside of acceptable parameters.

Vendors’ systems and devices often interface with multiple centers and in diverse locations throughout the global enterprise. Korbyt’s RTPM solution works with multiple contact center technologies through the use of data interfaces (called “collectors”) that interconnect the RTPM system with the data repositories of each technology. State-of-the-art RTPM systems, such as the Korbyt Enterprise Software (SES), host a large portfolio of pre-developed collectors, while less sophisticated

systems require collectors to be custom built for each specific implementation.

Once data has been collected, the RTPM system tables this massive volume of data in preparation for use in the subsequent analysis function. This “tabling” action enables the RTPM system to rapidly identify key performance indicators (KPIs) that appear to be falling outside of normal boundaries. To return to our metaphor, RTPM systems are able to scan a lot of sky to identify potential airborne bricks.

Function 2: Data Analysis “Is this brick a danger to me?”

Once it has been determined that bricks are falling, the second task of the RTPM system is to identify whether the bricks represent a threat to the organization, its people, its customers or its processes. This function, known as the “Analytics Phase,” uses established business rules to identify dangerous operating trends that occur quickly and evolve over a period of time. The RTPM systems typically spot these trends through sophisticated comparisons between real-time data from the Data Collection function, with historical data amassed over days, weeks and/or months.

Once the dangerous operating trends have been identified, the organization will find itself better prepared to avoid the pains most commonly experienced in the day-to-day operations of a contact center.

Most Common Contact Center “Pain Points”

- » Customer Dissatisfaction—Aggravated customers who have been subjected to long hold times, under-skilled agents, unhappy employees, insufficient information, etc.
- » Increasing Costs—Escalating staff costs due to longer talk times, multiple hand-offs, supervisor intervention, higher employee churn, excess staffing to handle uneven and unpredictable peaks, etc.
- » Lost Revenue—Customers who leave due to poor service, a bad impression of the company and an inability to receive satisfactory service.

Function 3: Data Synthesis “Tell me what I need to know!”

Due to the high volume of data being collected and analyzed, it would be nearly impossible to present the entire body of content in a manner that would facilitate rapid decision-making. Therefore, the third function of the RTPM system is to filter the data in order to create a usable subset of data that can be quickly and intuitively acted upon by the relevant parties within the enterprise.

RTPM systems prepare the data for delivery to those in the enterprise who can and should use it. For example, the data that is relevant to agents—such as average handle time or talk time—is prepared for display to agents. The data important to management—such as workload handled or workload forecast—is prepared for display to managers.

The RTPM system filters out extraneous metrics and packages the information deemed relevant in a way that can be understood easily by its users. The filtration and presentation of data creates usable information that can be acted upon quickly and intuitively by the relevant parties within an organization.

The filtering and repackaging of data is highly dependent upon the organizational measures that contact center leaders determine are appropriate and upon the format in which they ultimately want to see the data. Examples include bar charts, dashboard gauges, line graphs, status charts and ticker lines. Some formats, such as dashboard gauges, facilitate the display of real-time information that changes quickly, while bar and line graphs typically are preferred for representing historical trends.

Function 4: Information Reporting “Get my attention”

The last function of an RTPM system is to deliver the information to a display medium that is best suited to the organization’s needs:

- » Gain the attention of persons tasked with responding.
- » Fit the facilities, culture and leadership of the organization.
- » Facilitate a “scoreboard” of operational performance.

Just as some people prefer glancing at a wall clock versus looking at their watch, some professionals

respond more quickly to information and warnings presented on their desktop screens.

Sophisticated RTPM systems provide a suite of distribution and display options for presenting important content to individuals or groups throughout the organization. This enables contact center managers to choose the media that best captures the attention of their teams.

This mobile smartphone screen shows how a contact center supervisor might view agent activity.

An RTPM system must be equipped to get the right information—in the right format, to the right people—at the right time, so that risks and opportunities to improve operational effectiveness can be seen quickly and understood easily. Today’s modern RTPM systems also provide the ability to distribute the same content to different displays and in different formats to suit each medium. For example, “calls in queue” information may be shown in a table format on a desktop PC screen but presented as scrolling text on an LED wallboard or as a summary text message on a mobile device.

Examples of Display Media

- » Desktop Displays—Information can be shown on web browsers, standalone applications, pop-up windows, scrolling ticker lines, etc.
- » Wall-mounted Displays—Information can be shown on LCD or plasma monitors, multi-line LED wallboards or DLP image projections.
- » Mobile Displays—Information can be represented on wireless mobile devices.



It can be said that the hallmark of the fourth function of an RTPM system is to get the right information – to the right people, in the right format – at the right

time, so that risks and opportunities to operational effectiveness, like falling bricks, can be quickly seen, understood and rapidly acted upon in order to avoid any pain.

RTPM VALUE PROPOSITIONS

Although it would seem intuitive that the foreknowledge of impending threats would have immense intrinsic value, the real benefit is derived from the resulting actions taken. After all, there is no benefit from just knowing that a brick is about to hit you; it is the escape from harm that is of value. But it’s more than just escaping; it is

escaping in the right direction at the right time that provides the most benefit. There is no benefit in escaping a falling brick if the response is to step in front of a speeding train.

RTPM systems provide more than insight into impending trouble; they also offer a perspective into the actions to take and the appropriate direction to move. For example, if a company’s leadership was informed by their RTPM system that their contact center was beginning to receive an inordinate amount of inbound calls, call center management could begin a proactive root cause analysis of the call types, quickly assess where to find more resources and distribute “just-in-time information” to the agents tasked with handling the unexpected problem. That means the RTPM system would enable management to identify and resolve the problem more quickly, equip agents to better handle the problem and get other areas of the enterprise involved to limit the potential of future recurrences.

Return on Investment

Real-time performance management solutions have attractive ROI cycles of 6–12 months, including quantifiable benefits

<i>Reduction in average talk time</i>	11%
<i>Increase in time agent spends on the line</i>	6%
<i>Reduction in sickness and absence</i>	5%
<i>Reduction in average hold time</i>	24%
<i>Reduction in attrition</i>	15%
<i>Increase in quality scores</i>	10%
<i>Increase in first call resolution</i>	10%

Source: Frost & Sullivan

In addition to enabling a faster response, RTPM systems enhance an array of operational measures, offer leadership more time for other activities and

provide positive impact to numerous employee metrics. The table above depicts the improvements that contribute to enhancing the quality of a business event response.

Finally, the business benefits of an RTPM deployment are numerous:

- » Business metrics receive visibility throughout the enterprise.
- » Operating units become more aware, responsive and nimble.
- » Employees take ownership in the success of the business.
- » Managers proactively train, coach and focus on objectives.
- » Customer satisfaction improves with enterprise

IMPROVED OPERATIONAL MEASURES	INCREASED LEADERSHIP AVAILABILITY	IMPROVED EMPLOYEE MEASURES
Service levels	Employee training	Job satisfaction
Quality ratings	Operations monitoring	Workplace morale
Transaction volumes	Services management	Job skills/ability
Customer satisfaction	Underachiever coaching	Job efficiency

nimbleness.

SUMMARY

Today’s Real-time Performance Management systems are all about improving your company’s operational effectiveness and avoiding organizational pain by decreasing the time between the business event and the response. This function is supported through the delivery of the right information, to the right people, in the right format, at the right time so that they can easily see, intuitively understand and quickly act upon that information.

The dominant attributes of a competitive RTPM system are embodied in the following:

- » Interface with multiple contact center technologies (ACDs, IVRs, auto dialers, etc.) via pre-developed data collectors.
- » Interface concurrently with many contact centers in diverse locations throughout the world.
- » Interface with contact center equipment across multiple ACD, PBX vendors (Aspect, Avaya, Cisco, Genesys, Siemens and many more).

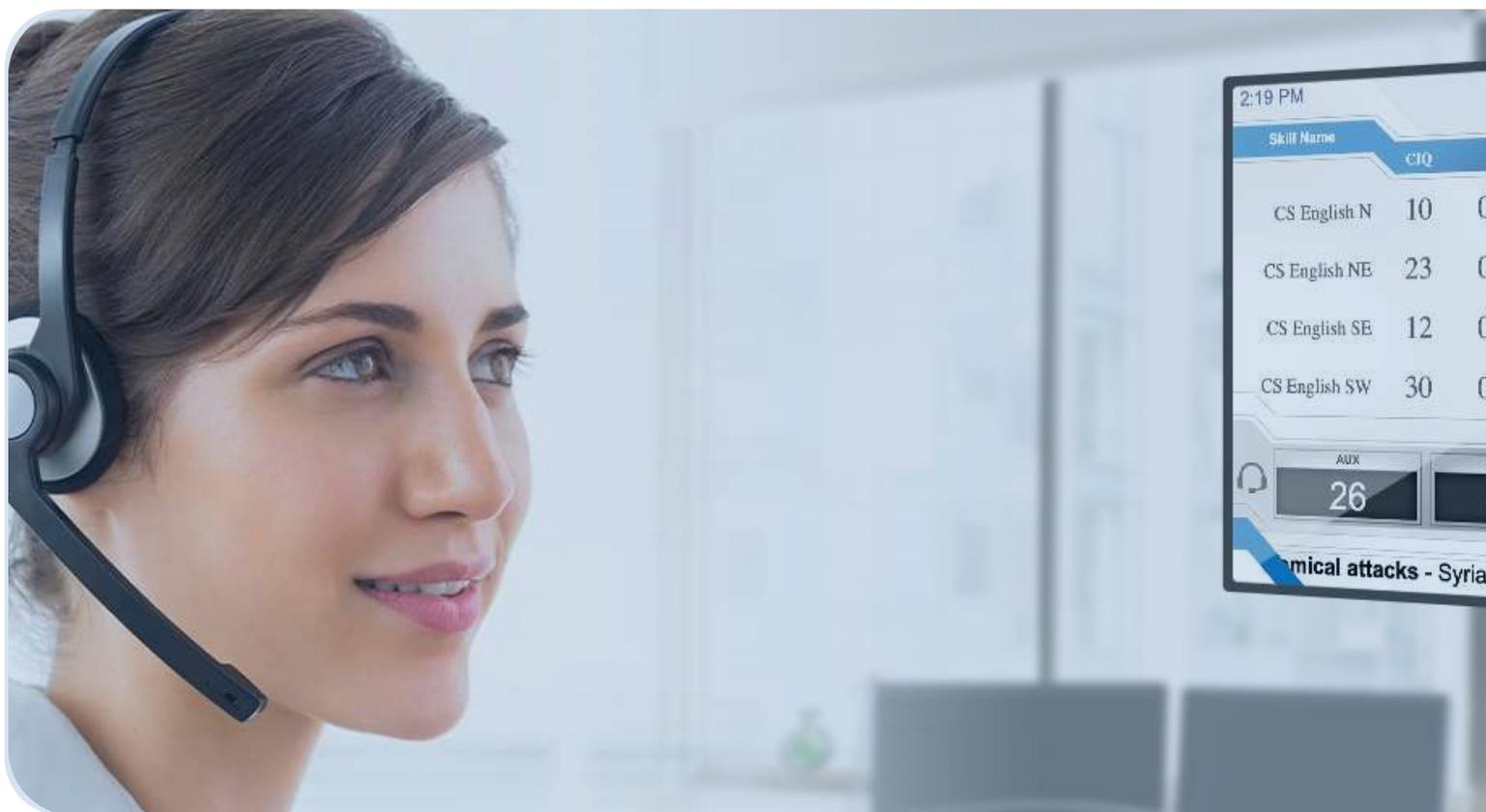
- » Collect and synthesize massive quantities of raw data in real time, according to your company’s business rules, in order to create a “scoreboard” of vital information.
- » Report the information in real time on multiple platforms (LCD screens, PC desktops, tablet devices, smartphones, LED wallboards, etc.) as needed by your organization.

Korbyt contact center solutions are designed to align your workforce with business priorities as they unfold in real time, using innovative display, server and interface technologies that have led the industry for more than 30 years. Korbyt’s integrated solutions unleash the productivity-enhancing power of real-time data from systems of all kinds.

For rich, real-time data display, the breadth and depth of Korbyt’s solutions are simply unmatched, with options from PC desktops to Wi-Fi enabled LED wallboards to web browsers and enterprise video. When you’re ready for real-time data, there’s an Korbyt solution that can be perfectly tailored and rapidly deployed to meet the needs of your global enterprise, including:

- » Real-time and historical performance tracking and productivity data with alert triggering technology.
- » Notifications that follow established business rules.
- » Real-time data delivered to many end-points, such as mobile phones, desktops and digital signage.
- » Enterprise video for corporate communications and data display.





ABOUT KORBYT

Korbyt is the global leader in intelligent digital signage solutions. Korbyt goes beyond traditional communications to help businesses increase productivity, efficiency and engagement through digital messaging. By combining best-in-class software, predictive analytics, and AI-assisted engagement tools with the most flexible content delivery ecosystem, Korbyt offers a single point of reference for integrated data visualization and real-time performance management.

Powering more than one million digital signs and displays, Korbyt delivers real-time information, insight and relevant content for mission-critical applications.