



Whitepaper

Is there an easy way to connect the front and the back office?



CLOSER

ADDRESS: PORTUGAL

Av. Eng. Duarte Pacheco,
Torre 1, 15º
1070-101 Lisbon

CONTACTS:

M : evalyze@closer.pt
W : www.closer.pt

OTHER OFFICES:

BRAZIL | HONG KONG |
MACEDONIA | UNITED KINGDOM

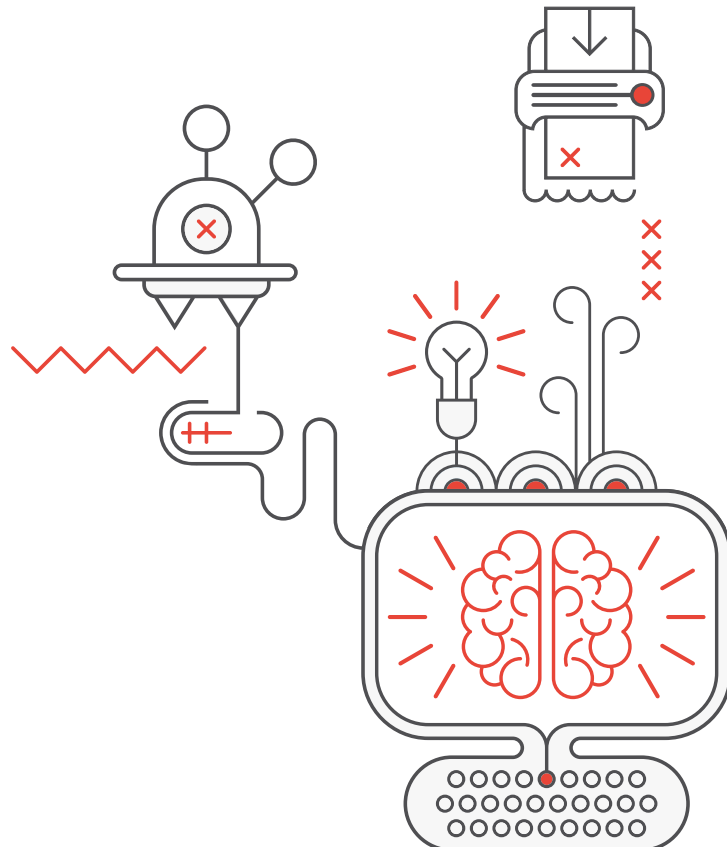


Table of Content

Executive summary	3
Using AI to connect the dots of backoffice operations	4
Optimizing the backoffice = optimizing the workforce	5
What are the main promises of AI for business?	6
Where is AI actually useful right now?	8
Introducing the Evalyze platform family of BOTs	10
Can AI already help you build better business operations?	11



Executive Summary

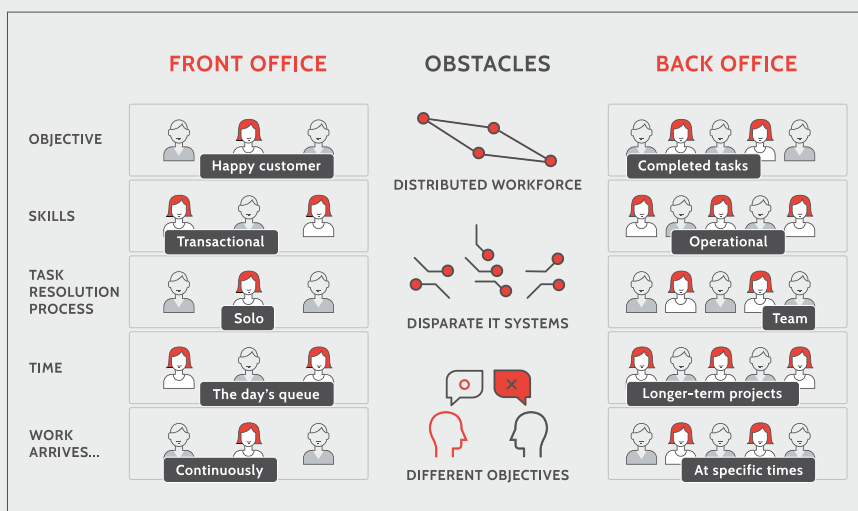
Businesses of every stripe are recognizing the value of the customer experience, where many factors matter. How can business leaders re-architect their organizational processes and efficiently delegate tasks to deliver on this goal? A key step is ensuring that the whole enterprise is focused on the customer, including the back office. Historically workforce optimization (WFO) solutions have been the domain of the front office contact center only, but enterprises are increasingly using them as an essential tool to manage back office employees as well.

For many enterprises, especially those in service-based industries like banking, mortgage origination and insurance, the back office is the very heart of the business where most of the value is actually created for customers. The customer may conduct transactions with only the front office, but there is important work getting done in the back office.

By incorporating available WFO solutions and technologies that smartly distribute tasks while increasing operations productivity, companies can dramatically improve performance, service quality and customer experience.



Using AI to connect the dots of backoffice operations



Incompatible legacy systems make it impossible to track an application's progress from inception to completion. Most significantly, they have different – sometimes adversarial – objectives. The loan officer and contact center agent's top goal is to please the customer, while the back office employee must balance pleasing the customer with legal compliance, process adherence and speed of task completion.

This interaction demonstrates the problems inherent in the lack of coordination between the front and back offices. Despite the fact that customers will never have direct contact with the back office, 60 percent of customer dissatisfaction is attributable to problems in the back office. Limited collaboration and coordination between the front and back offices translates into a lack of visibility and misaligned priorities. After all, if the back office team is not aware of customer issues, back office supervisors cannot alter their operations to enable better customer service.

Even though customers will never have direct contact with the back office, quite big percent of customer dissatisfaction is attributable to problems in the back office. Limited collaboration and coordination between the front and back offices translates into a lack of visibility and misaligned priorities. Thus, it makes sense to have a standardized framework for task delegation, workforce performance reporting and customer experience across the entire customer service ecosystem. To improve customer service and operational performance companies have to "blend" their front and back office workforces. Smart implementation of WFO solutions will result in better customer service, enhance operational performance, reduce costs, and improve employee motivation.

THE CHALLENGE

The graph above illustrates the obstacles on the way of achieving better customer services. Say that a bank loan officer is working with a customer to complete a mortgage application, with the goal of delivering timely and efficient service. There's a problem, however – the back office mortgage team needs more information to process the application, which will take some time. When the customer calls the contact center for a status update, the agent can't easily determine where the application is in the process and must reach out to multiple back office departments for an update. Several issues are in play. The loan officer, the agent pool and the back office team are geographically distributed and only interact with each other when problems arise.

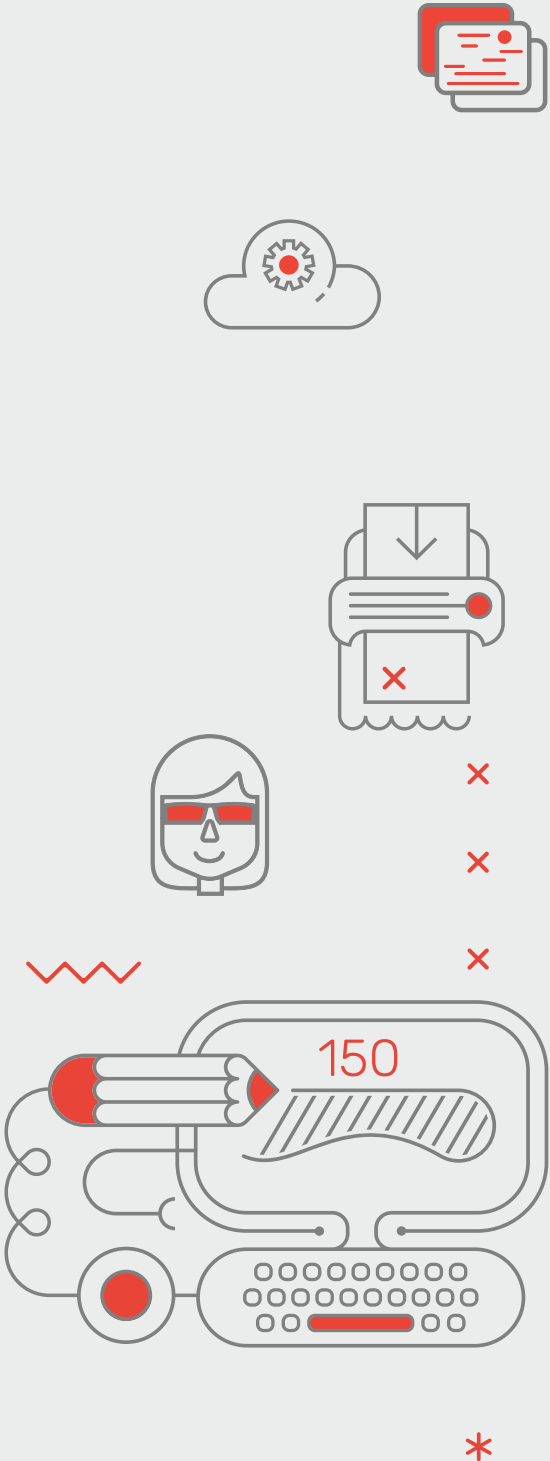
THE LOGIC BEHIND THE TRADITIONAL APPROACH

The front office includes departments, such as the contact center, marketing and sales, that have direct contact with clients. They operate in real-time as they pursue immediate resolution, so the work process usually requires just one person. Furthermore, their work is distributed throughout the day, so no backlog develops other than call or customer queues.

Optimizing the backoffice = optimizing the workforce

In the front office, workforce optimization has a long history of success, helping managers analyze historical performance, forecasting staffing requirements, avoiding surprise service level shortfalls, and reacting quickly to changes in call volume. By contrast, back office employees usually perform very manual and routine work which doesn't involve having direct contact with customers. Their primary product is a "work item" or task that may require many different people and/or processes; therefore, a wide variety of skillsets are required. Back office tasks may take hours, days, or even weeks to complete. Since work often arrives at specific times, such as at the end of the month or when mail is delivered during the day, significant backlogs can occur if staffing is not monitored and adjusted on a daily basis.

By connecting the front and back office, companies can give employees across multiple locations access to real-time information - a critical component to improve customer problem resolution and decrease processing and handle times. Companies need a solution that will create proper communication between the front office. Solving this will make work easier and create a possibility for the company to measure employees' productivity and monitor and control their daily tasks.



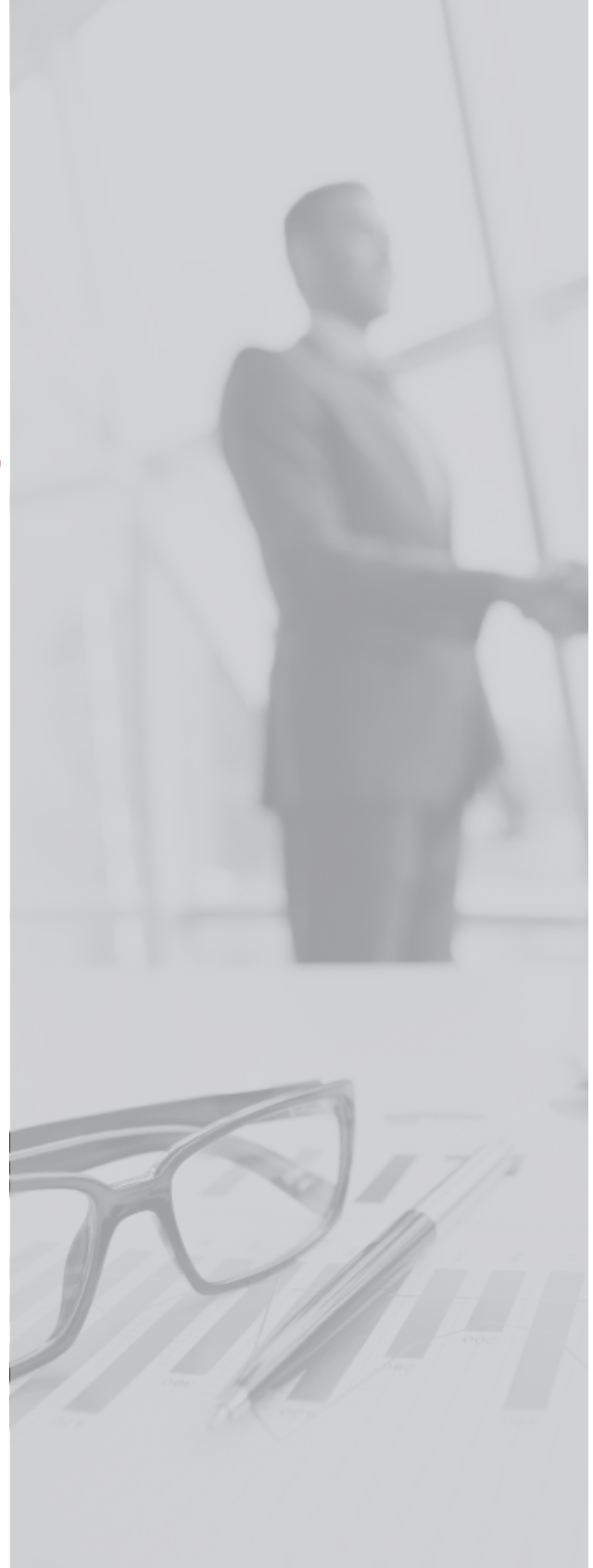


What are the main promises of AI for business?

There are several features that make our solution unique within operations management software, but we highlight a built-in Intelligence component. It is a solution that uses Artificial Intelligence algorithms to automatically distribute activities based on Priorities, Average Handling Time – AHT -, SLAs, Skills and availability of operators.

Using another intelligent algorithm, Evalyze also provides assistance with Capacity Planning, suggesting the ideal number of operators and their most productive allocation through the several teams.

In addition, there are other distinctive and innovative features that allow the monitorization of an entire operation by providing dynamic and real-time dashboards, measuring effectiveness levels, operation efficiency (per site, operation, team, operator), efficiency of resources allocation, idleness levels, which activities are being addressed, which ones are close to beating the SLA and the entire state of the operation. Thus, Evalyze also allow the monitorization in real time by the different hierarchical management of the organization.





Better customer experience

By connecting the front and back office, companies can give employees across multiple locations access to real-time information - a critical component to improving customer problem resolution and decreasing processing and handle times. In the example of the financial institution, the loan officer could use the system to review the application, identify outstanding information, and alert the customer without waiting for the back office to investigate the status of the application.



Improved performance

An integrated WFO strategy provides supervisors with the visibility to ensure employees are focused on high-value tasks and the flexibility to redirect capacity during critical times. The solution also provides managers with granular detail on each employee's daily productivity, quality, and bottlenecks. If an employee seems to be performing well but a breakdown continually occurs within his purview, the system can help pinpoint the problem.



Happier employees

Supervisors can use WFO performance management software to identify and recognize top performers, which motivates other employees to excel. With greater visibility and support, employees are able to more easily reach their goals,

resulting in greater satisfaction and lower turnover. If the company is able to measure correctly its employees, it will be able to detect the top performers and also generally to distinguish the good from the bad employees and focus to retain the best one.



Efficient Resources Allocation

By measuring productivity levels Artificial Intelligence algorithms allow to improve the Capacity Planning process, optimizing the number of required operators.



Smarter work / tasks distribution

The intelligent allocation of tasks between operators is crucial to reduce the Average Handling Time and increase productivity.



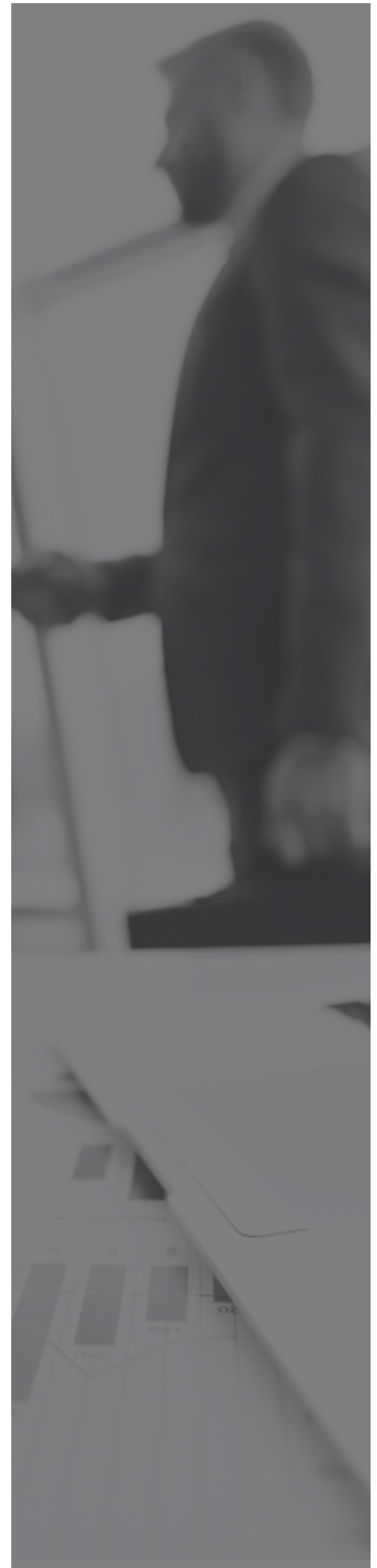
Boring Task Automation

BOT Manager - an intelligent task distributor that automatized the process of distribution entirely.

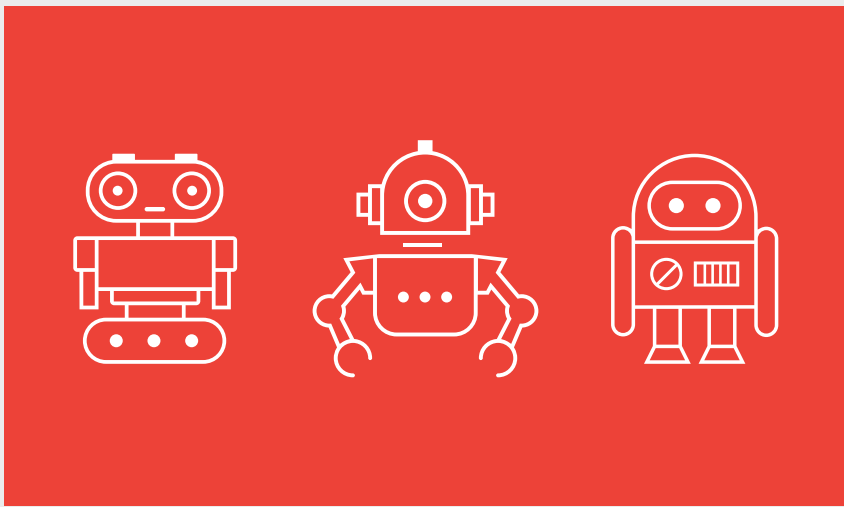


Real-time monitoring

Dynamic dashboards to monitor operations in real time, ensuring that goals are being achieved and identifying points that can be improved.



Where is AI actually useful right now?



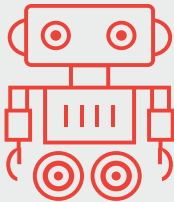
By streamlining behind-the-scenes activities to remove inefficiencies and cut out common delays and mistakes, the impact will be felt not only in these departments, but on the front lines. With fewer frustrated customers getting in touch to chase issues that should already have been sorted by the back office, contact centre agents will be free to focus on activities that will bring greater value to the business. In addition to this, both customers and staff will be happier, leading to less churn, higher performance and, ultimately, higher revenues. Focusing on improving back office functionality can kill two birds with onestone. Optimising these departments with the proper tools will not only make the contact centre run more effectively, it will add value to client contracts, drive down the cost per agent, and drastically improve the end customer experience.

The Rise of Bots

In customer service, there is strong and growing interest in chatbots, driven by the promise of intelligent digital assistant always available to resolve customer requests cheaply, quickly and consistently. Although a chatbot cannot handle all customer queries, it can be used to deal with many of the routine queries that typically make up most service requests. They provide a tangible way for companies to understand how the rules of digital customer service change as we move into the AI computing era.

Company Agility

As workforce optimisation solutions become more pervasive in back office operations, enterprises will not only see higher productivity, they will be able to share employee resources between front and back offices to more easily adapt to unpredictable volume spikes and lulls. Although few companies have yet to implement workforce optimisation solutions in their back office operations, the word of the significant benefits is spreading quickly. And it's an easy to understand why. There's a long history of workforce optimisation solutions success in the front office, so why can't it be implemented in other areas of the business? Over the next few years, we will undoubtedly see a wave of new adoptions in this new frontier for workforce optimization. By putting such tools in place, operation managers will find it much easier to optimise their back office activities, and in the process create more time throughout their business.



Deliver differentiated customer experiences

Nearly half of consumers already engage in automated conversations with intelligent assistants like Alexa, Siri, and Cortana. Intelligent agents for customer service range from single-purpose chatbots - like the one KLM uses to communicate booking confirmations - at the low end of the complexity scale to virtual agents that embed deep learning at the high end. AI will delight customers by making these conversations natural and effective, anticipating needs based on context, preferences, and prior queries; delivering advice, resolutions, alerts, and offers; and getting smarter over time.

Make operations smarter

AI streamlines inquiry capture and resolution to take contact center operations to the next level. It can extract useful information from voice and digital conversations, images, and machine-to-machine communications to quickly surface trends in issues and customer sentiment that may affect customer retention and loyalty. AI can also schedule maintenance appointments, push fixes to connected devices, and make field operations more efficient - for example, by restocking parts based on need or intelligently optimizing field resources to provide on-demand service.

Uncover new revenue streams and reinvent business models

AI finds patterns in large data sets that reveal new insights that companies can use to create and monetize completely new services for customers. Machine learning algorithms used for business and customer intelligence find answers to questions that humans didn't even know to ask.



Introducing the Evalyze platform family of BOTs



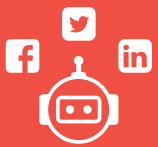
CHAT.BOT

Performs an automated and real-time conversation using natural language processing algorithms.



GUIDE.BOT

Guides, controls and leads all the operator activity to standardize and make the contact with the customer more assertive.



EMAIL.BOT AND SOCIAL.BOT

Automatically replies to emails and to interactions on social networks.



AUDIT.BOT

Distributes audit and satisfaction survey activities, providing reports for the analysis of results.



SM.BOT

Manages the current occupancy of the rooms and workstations, as well as monitors the most used applications, optimizing the licensing.



VOC.BOT

Transforms audio or text into knowledge.



Can AI already help you build better business operations?



Adopting AI is fundamentally no different than deploying actionable data or even making the switch from paper processes to email and digital processes a generation before that. The keys to make it successful are the right mindset of the organization's stakeholders and taking each change step-by-step. It's important to normalize the idea of using AI. It should not be perceived merely as a solution that eliminates existing job positions and something that different internal teams should be afraid of. What they do is using applications that learn how to gain efficiencies over time.

If you want to find out how to improve your organization productivity contact us:

- www.evalyze.com
- evalyze@closer.pt

