Success begins at home

Home-based associates represent the future of the contact center
Stretch your business model

To compete today, you’ve got to be flexible. This holds true even in the contact center world. Large physical structures, while still prevalent, are ceding ground to more flexible models, like home-based associates.

In this eBook:

— Access research about who uses home-based associates, why, and the projected growth of the market.
— Understand the workforce management and productivity benefits of adding at-home.
— Learn how to solve the talent equation with at-home associates.
— Alleviate security concerns with technology and training.
— Discover how a flexible model impacts satisfaction and other customer experience areas.
Prepare for an **at-home future**

Expect a 60% growth in the home-based market through 2017

**Why**

- The business model is taking off globally, especially in the U.K., and Canada, Australia, following success in the U.S.
- More industries are taking up the home-based model: Retail and communications dominate, followed by healthcare, insurance, complex financial services, and utilities.
- Growth in non-voice deployments: Web chat, email, and social media channels accelerate.

**What’s driving growth?**

- Reduced overhead
- Lower attrition
- Associate quality
- Schedule flexibility
- Alternative to offshoring

Source: Ovum
Benefits drive widespread adoption

There are plenty of reasons for growth in the home-based model. The biggest reason is that their benefits far outweigh sticking with a purely traditional model.

- **REAL ESTATE COSTS**: over 70% reduction
- **EMPLOYEE RETENTION**: over 65% improvement
- **EQUIPMENT COSTS**: 25% reduction
- **PERFORMANCE MANAGEMENT EFFICIENCIES**: 20% improvement
- **TRAINING EFFICIENCIES**: 10% improvement

These results show the average improvements made by TeleTech clients when moving to a home-based model from a complete brick-and-mortar contact center operation.
Get home, get results

Five ways to make the most out of an at-home contact center operation:

1. Enjoy the wild (volume) ride
2. Solve the talent equation
3. Stay safe and secure
4. Be more effective and efficient
5. Never stop learning... virtually
1. Enjoy the wild (volume) ride

Seasonality, crises, and other fluctuations in volume mean there is a roller coaster nature to staffing contact centers. And unplanned events like bad weather, power interruptions, or even widespread illness threaten to disrupt routine contact center operations.

When it comes to workforce management and productivity, the more flexibility you have in ramping up or down quickly with a variety of dispersed staff, the better you will be at meeting service levels and delivering a great customer experience.

Bucking tradition leads to greater productivity

<table>
<thead>
<tr>
<th>METRIC</th>
<th>HOME AGENTS</th>
<th>TRADITIONAL U.S. BRICK + MORTAR PART-TIME AGENTS</th>
<th>TRADITIONAL U.S. BRICK + MORTAR FULL-TIME AGENTS</th>
<th>DEFINITION/DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TYPICAL IN-CHAIR OCCUPANCY</td>
<td>90%</td>
<td>87%</td>
<td>85%</td>
<td>Amount of time associates are either talking on the phone with a customer or available for the next customer’s call</td>
</tr>
<tr>
<td>ATTRITION (PRODUCTION)</td>
<td>3% - 5%</td>
<td>6% - 8%</td>
<td>9% *</td>
<td>Associates who are no longer with a program or company (monthly figure)</td>
</tr>
<tr>
<td>ABSENTEEISM</td>
<td>3%</td>
<td>6%</td>
<td>5% *</td>
<td>Associates scheduled but not available for work (monthly figure)</td>
</tr>
<tr>
<td>BREAK SHRINKAGE</td>
<td>4.20%</td>
<td>4.20%</td>
<td>6.25%</td>
<td>A part-time model requires less paid break time during shifts</td>
</tr>
<tr>
<td>FLEX UP POTENTIAL: REAL-TIME</td>
<td>10-12%</td>
<td>2%</td>
<td>2%</td>
<td>A remote and part-time workforce allows rapid adjustments to scheduling changes. Additionally, an operations support center is adept at mobilizing resources to meet changing demand within a short period of time via a mechanized alert process</td>
</tr>
<tr>
<td>ADVANCED NOTICE</td>
<td>40-50% &amp; greater</td>
<td>2%</td>
<td>2%</td>
<td></td>
</tr>
</tbody>
</table>

Source: TeleTech (averages)

EXAMPLE

ISSUE: We recently worked with a client who needed a flexible solution to handle fluctuating call volumes.

WHAT WE DID: We developed and delivered a highly skilled workforce to support customer service and sales inquiries. We provided scalability and efficiency to accommodate fluctuating call volumes.

RESULTS:
— The client received a 22% lift in occupancy
— We met all service levels and staffing to meet a 240% over forecast call volume delivery
— Associates met client’s contractual goals after four weeks, compared to brick-and-mortar 12 weeks
— Associates received eight of 12 annual product line CSAT awards
2. Solve the talent equation

Recruiting for home-based associates isn’t limited by geography, so the quality of the talent pool automatically rises. Companies can find the best employees for both part- and full-time work from anywhere. And with an average age of 40 and an average work experience of 11 years, at-home associates bring professional and life experience to a client program, along with higher educational backgrounds.

Other benefits include:

– Attractive employment options for veterans and disabled
– Local experts who can relate to customers
– Staff for particular language needs
– Employ those with industry specialization or brand advocacy

VIDEO: The Talent Benefits of At-Home
3. Stay **safe and secure**

Information security is the number one concern when it comes to the at-home model. Often, fear about data breaches prevent companies from implementing home-based associates. However, many of these fears are unrealized, because there are many technologies, processes, and procedures in place to prevent any data missteps. The quality of home-based associates and continuous training on security protocols help keep information security a priority for everyone.

**People controls:**
- Dramatically different demographic makes for a safer work environment
- 62% have post-secondary education
- Drug and background screening for all new hires
- Ongoing training on security issues

**Technology controls:**
- Real-time access and monitoring
- End-point security protection and VPN access solution
- Network level controls
- Security certificate for second factor of authentication
- Systems scanned for latest OS and security software patch updates and for integrity of applications
- Workstation takeover potential in case of emergency
- Web-based cameras

**Process controls:**
- Manual oversight and monitoring
- Pre-deployment formal assessment and risk readout
- Enterprise Info Security Program
- Live service observe and screen monitoring
- Recorded voice and screen capture
- Real-time Team Lead engagement/monitoring
- Spot inspection for user engagement
- Employee IP and System alert process for change to location or PC used to work
4. Be more **effective** and **efficient**

A home-based model provides much more value to a business (and customers) than traditional contact centers. There are cost savings to be had, as well as opportunities to elevate the quality of customer interactions. Low operational costs make it an attractive onshore option for companies looking to move back to the U.S., and the highly skilled and trained associates provide a higher standard of service.

**EXAMPLE**

**ISSUE:** One client requested a lower cost solution for seasonal spikes.

**WHAT WE DID:** We developed a blended approach using TeleTech@Home to gain efficiencies and solution onshore requirements. It provided a solution with a seasonal growth element that enabled flexible deployment.

**RESULTS:**

- Using part-time staffing model, increased in-chair occupancy by five percentage points
- Service Level improvement of approximately 8%
- Provided U.S.-based resources to support U.S. consumer base
- Resulted in a monthly savings of 17-21%, or $1 million over a three-year term
4. Be more **effective** and **efficient**

**Cost savings**

- **Cost per associate hour:**
  - Facilities-based: $28.50
  - Home-based: $25
  
  Source: Ovum

- **Employee savings:**
  - Lower average handle time
  - Less attrition and absenteeism
  - 25% reduced employee training time
  - 30% faster program execution
  
  Source: TeleTech

- **Capital savings:**
  - Less money spent on real estate and overhead
  - Lower technology budget when employees have their own devices

**Customer experience benefits (averages)**

- Ability to provide affordable white-glove service by customizing staff by geography and experience
- Higher niche, lower volume of interactions
- 17% NPS improvement
- 110% CSAT above contracted requirements
- 14% faster average handle time
- 17% improvement in first call resolution

  Source: TeleTech

**EXAMPLE:**

- 21% Service Level Intervals Missed
- 16% Callers > 60Sec wait
- 9.5 million customers/year with planned failed answer rate

  TO

- ALL PLANNED INTERVAL FAILURES RESOLVED

- 2% Service Level Intervals Missed
- 1.8% Callers > 60Sec wait
- 480,000 customers/year with planned failed answer rate

  Source: TeleTech
5. Never stop learning...virtually

The options for employee training and ongoing learning are expansive in a work-at-home environment. The reduced expense, compared to brick-and-mortar training, allows for many types of training:

**RESULTS (averages):**
- 14% Decrease in average handle time during nesting
- 17% Improvement in first call resolution
- 26% Improvement in CSAT scores during nesting
- 17% Improvement in quality scores during nesting
- Five-day reduction in achievement of production goals

**Discovery Learning**
- Voice of the customer structured listening
- Collaborative call driver analysis
- Simulated learning
- De-brief discussions

**One-to-One Learning**
- Targeted profile hiring
- Flexible start date
- Outcome-based learning (vs. schedule-based)
- Mentor selection
- Outcome-based certification
- Mentored nesting

**Cloud Learning**
- Online self-paced courses
- Virtual classrooms with live trainers
- In-field tracking

**Differentiated Learning**
- Differentiated learners
- Differentiated delivery
- Differentiated environments
- Differentiated trainers

Source: TeleTech
Make the move home

Get focused
Identify areas of your business that would benefit most from an at-home model, like complex support areas or concierge service.

Find the right partner
Moving to a home-based model is a strategic decision, so find an experienced partner to make the end-to-end transition as frictionless as possible.

Recruit the right associates
A great benefit of the at-home model is that home associates aren't limited by geography. They tend to be older, more experienced, more educated, and stay with a company longer than traditional associates. Be discerning in the recruitment stage to find the right associates to serve customers with effectiveness and efficiency.

Start small
It’s not necessary to completely upend your contact center. Begin by transitioning some of your associates to at-home, then gradually increase seats.

Eliminate customer friction
As with any project that touches customers, make sure any decisions will positively impact your customers. Be sure the home-based model meets the needs of your customers as much as, or better than, the brick-and-mortar model.

Stay safe and secure
Information security is the number one concern when it comes to the at-home model. It should be taken very seriously. There are many successful technologies, processes, and procedures in place to prevent any data missteps, and the high quality of trained associates help keep security top of mind.
Behind the scenes of the TeleTech@Home global work-at-home platform

Flexible, scalable, efficient, and secure

– Access to our robust proprietary work-at-home technology
– Scalable population of highly skilled employees
– Industry-leading training, development, and performance management
– Seamless integration with our monitoring, coaching, and management tools

Service model options

– Full Service – 100% virtual solution from sourcing to production
– Hub and Spoke – source within defined radius from central location
– Managed Services – our expertise and technology, client resources
– Business Continuity – a scalable stand-by solution when needed
– Hosted Services – our at-home expertise to improve client productivity

Delivery options

– Blended – with brick and mortar to balance support gaps
– 100% At Home – fully supported with at-home resources
– Seasonal – available combined with other options or as a stand-alone program
– Rebadge – transition of client associates to TeleTech@Home

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About TeleTech

TeleTech, founded in 1982, is a leading global provider of data-driven, technology-enabled services that puts customer engagement at the core of business success. The company offers an integrated platform that combines analytics, strategy, process, systems integration, technology and operations to simplify the delivery of the customer experience for Global 1000 clients and their customers. This holistic multichannel approach improves customer satisfaction, increases customer loyalty and drives long-term profitability and growth. From strategic consulting to operational execution, TeleTech’s more than 40,000 employees deliver results for clients in the automotive, communications and media, financial services, government, healthcare, technology, transportation and retail industries. Through the TeleTech Community Foundation, the company leverages its innovative leadership to ensure that students in underserved communities around the globe have access to the tools and support they need to maximize their educational outcomes.

For more information, please contact us at teletech.com