



Building a best practice integrated workforce optimisation environment for Office Depot

Office Depot, the major global supplier of office products and services, has secured multiple savings and new found efficiencies through the application of an integrated contact centre technology refresh with a comprehensive Workforce Optimisation deployment approach featuring workforce management, quality monitoring, scorecards and powerful speech analytics capabilities.



→ OPERATIONAL CHALLENGE

Office Depot needed to improve the performance of its contact centre operation if it was to support the performance of its critical Viking and Office Depot sales operations. This would require a comprehensive infrastructure refresh, as well as a particular focus on workforce optimisation (WFO) as the business had been operating its complex multi-site contact centre environment without any workforce management or automated scheduling capability.

→ SABIO SOLUTION

After considering a number of different WFO approaches, Office Depot selected Sabio to implement a Verint Impact 360 solution for a multi-phased rollout of its unified, analytics-driven workforce optimisation strategy. In addition to workforce management, call recording, quality monitoring and scorecards, the Sabio solution also incorporates advanced speech analytics and customer feedback technology to provide Office Depot with the kind of real-time actionable intelligence it needs to secure competitive differentiation.

→ RESULTS DELIVERED

- Agent adherence has risen from 65% to 90%
- Better control over outsourced operations through ACD and WFM integration
- Resource management savings unlock opportunity to pursue 'voice of the customer' initiatives with Customer Feedback and Speech Analytics projects
- Over a million calls already logged in Office Depot's Impact 360 Speech Analytics engine

Implementing a next generation customer contact centre infrastructure

Office Depot is a leading global provider of office supplies and services, with millions of customers around the world, over 1,600 retail stores and sales of over \$11 billion. The company's international direct channel was launched in 1990 in the UK, and its first international online site also debuted in the UK at the same time.

Since then the business has grown by acquisition, gaining a distributed customer contact centre operation with multiple sites, several different ACD systems, and a planning process that was hindered by the lack of workforce management and reporting capabilities.

According to Dave Corless, Head of Resource Planning at Office Depot: "the combination of a number of different, unsupported ACDs and no formal planning approach meant that, while we were still delivering satisfactory call handling times, we were inefficient in our staffing plans. We therefore took the decision to implement a new infrastructure including a cloud-based telephony platform overlaid with an effective workforce optimisation solution."

The goal of Office Depot's eventual 'Virtual Cloud' pan-European technology refresh was to introduce a single, unified telephony and WFM platform to help better address customer expectations, reduce overall costs, support the company's e-commerce growth and also to provide the organisation with a future-proof customer contact platform.

Selecting the right Workforce Optimisation approach

Having previously worked with organisations for which effective workforce management was an essential contact centre management tool, Dave Corless was keen to adopt a best practice WFO approach for Office Depot. "As part of our major technology refresh we looked in particular at two leading workforce optimisation suites. Both were highly capable, so the decision came down to practical integration levels across the different components.

"After looking in detail at the two suites we concluded that Verint's Impact 360 enterprise workforce optimisation offering delivered the

highest levels of integration, and we knew that would be critical if we were to take full advantage of the joined-up capabilities that WFO can deliver," continued Dave. "We were also introduced to Sabio, one of Verint's leading Premier Partners, who outlined how they felt Impact 360 could support the Office Depot business. This was reinforced by a successful site visit to Homeserve."

Moving beyond standalone WFO applications

As an integrated suite, Verint Impact 360 Workforce Optimisation offers unified functionality to address a broad range of contact centre functions, including Workforce Management, Recording, Quality Monitoring, Performance Management, Speech Analytics and Customer Feedback Surveys. For Office Depot, this platform offers simpler, more economical administration and maintenance, as well as the opportunity to move quickly from effective scheduling and recording to start actually capturing the 'voice of the customer' - and then use that intelligence to drive change across the business.

CASE STUDY



"In our initial discussions with Sabio we knew that, while there were significant benefits to be achieved from capabilities such as quality monitoring, performance management and speech analytics, it was the effectiveness of the WFM deployment that would generate the savings necessary to ensure the longer-term success of our WFO project," recalled Dave Corless. "Prior to implementation our 7 sites were siloed and, consequently, we couldn't effectively manage our customer demand with an optimal cost base".

"Now that we've rolled WFM out across the business, replacing our previous Excel-based methodology, we've been able to achieve more accurate levels of forecasting and scheduling. We receive data from each ACD – including those from our outsourcer partners – and we're able to treat our broader contact centre estate as a unified resource," he continued.

Nathan Milne, a Planning Analyst in Dave's team added: "Planning used to be a firefighting activity for our contact centres, but **thanks to the integrated Verint WFM tool and Sabio's expertise, we've been able to bring our contact centre planning and operations team together.** Impact 360 WFM also provides our contact centre associates with much more control, as they're able to use its self-service capabilities to book their own holidays – making things much fairer – as well as viewing or swapping shifts. This also gives our team managers more time to coach and motivate our associates."

Office Depot has also seen a significant improvement in its recording performance. **Before the Sabio/Verint project it was only able to record five calls per associate per month using an older tape-based system, however with Impact 360 Recording all calls are now recorded along with 20 percent of screen interactions.**

Now the Office Depot Quality team has much greater visibility of agent performance and more robust information with which to produce reports, run call levelling sessions and calibrate scores across the operation.

"Having access to all recordings gives us a far richer resource for our Compliance, Process & Quality initiatives, allowing us to get far more meaningful metrics in our core brand values such as responsiveness, 'can do' approach and accuracy," explained Dave.

Capturing the voice of the Office Depot customer

Office Depot has also been working with Sabio and Verint to implement two further elements of the Impact 360 Workforce Optimisation suite – Customer Feedback Surveys and Speech Analytics.

"The success of our initial WFM project has delivered the results we were targeting within our broader WFO initiative and, to a certain extent, has given us the flexibility to target some of the other benefits that integrated workforce optimisation can deliver," explained Dave. "With Speech Analytics, for example, we've been able to fine tune our deployment so that we're asking questions that are of real value to the business.

"Impact 360 Speech Analytics proves particularly effective when you identify robust categories and search topics that can unlock essential business insight. We've used speech to make sure we're on track with our OTAC (On Time, Accurate and Complete) business initiative to drive the right levels of operational performance. We're also applying speech analytics techniques to understand in more detail how our associates are engaged with current Office Depot campaigns," continued Dave. "For example if we have particular products that we want to promote, we can now identify where those are being applied well, or where associates might need some additional support.

Striving for continuous improvement

"Working with a proven implementation specialist such as Sabio has given us access to a real depth of understanding in both workforce optimisation processes and technology, and that has been a key factor in ensuring the success of a major technology refresh project at Office Depot," concluded Dave. "With a solid workforce optimisation foundation in place, our task now is to keep on refining our project across the entire WFO spectrum, securing further improvements through best practice workforce management, continuing to refine our quality monitoring and performance management processes, and really unlocking the power of speech and customer feedback to drive our 'voice of the customer' initiatives. **Our strategy has the customer at the heart of everything we do and these tools have given us the platform to deliver against this promise.**"

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