

HGS Empowers Agents and Prioritises Wellbeing with Employee Engagement Manager

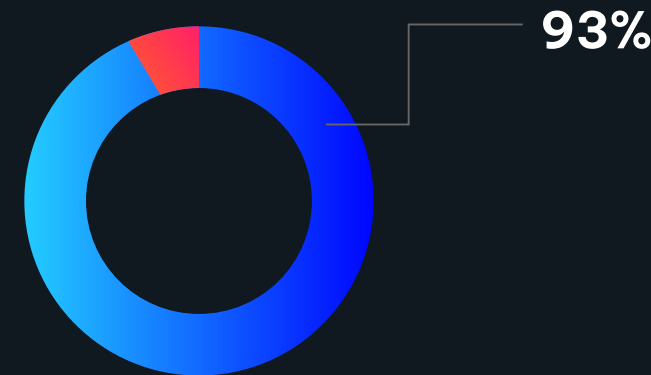
As a leader in the customer experience space, HGS deeply understands the value of individual moments for brands. After a shift to working from home due to the COVID-19 pandemic changed the workplace structure and operations, the importance of everyday moments for HGS' internal teams came into sharp focus. The company needed a way to better analyze and improve employee engagement, incorporating new ways to "put your arm around someone" even from a distance, said Ian Birch, a leader in workforce management at HGS. Building off HGS' established partnership with NICE, HGS upgraded their Employee Engagement Manager (EEM) subscription and engaged with NICE's Value Realisation Services (VRS).



£36,000
SAVED ANNUALLY



93% INCREASE
IN PARTICIPATION FOR
ONE PROGRAM TEAM



£5,000 OR 2 FTE
SALARIES SAVED
PER MONTH



CUSTOMER PROFILE

ABOUT

HGS is a digital CX leader, dedicated to delivering winning customer interactions. HGS aims to innovate, optimize, and grow clients' businesses with a perfect balance of people and technology. The company's customer service approach uses a multi-site hybrid model, dealing with front, middle and back office, and a mix of channels. HGS serves industries including government, health care, telco and FMCG.

INDUSTRY CX

WEBSITE www.hgs.cx

LOCATION Headquartered in Bengaluru, India

SIZE 3,000 employees

GOALS

- Better utilize tools already in place
- Increase stakeholder adoption
- Inform coaching opportunities
- Offer a differentiator for new-client bids
- Empower agents in work and wellbeing

PRODUCTS

- [NICE Employee Engagement Manager](#)
- [NICE Workforce Management](#)
- [NICE Quality Central](#)
- [NICE Value Realisation Services](#)

FEATURES

- Schedule change control
- Intraday VTO/OT empowerment
- Real-Time Alerts
- Connectivity to existing workforce and quality systems

01 THE BEFORE

A manual approach and underutilized tools

HGS' customer experience centers serve around 13 different campaigns at a time, for a variety of their clients, with the largest campaign encompassing 1500 team members and the smallest 10. In the past, agents tended to have low usage rates of engagement tools. While HGS did have the basic version of EEM, the previous deployment was agent-only and mostly manual. After shifting to a primarily work-from-home workplace, the limitations of this approach became apparent. The manual style meant more time spent on menial tasks, less flexibility, and few ways for managers and employees to connect remotely.

02 DESIRE TO CHANGE

Focus on wellbeing and future proofing

"Manual can be fine, but eventually you need to move forward," said Birch. HGS wanted to ensure agents were healthy and focused on their wellness during COVID-19 and beyond. A distributed workforce brought some benefits, but required a shift in thinking about how connection and individualized attention could work day-to-day. Flexibility was critical, as was ensuring agents felt empowered in their work and schedules. HGS also wanted to explore mobile capabilities, given the high personal usage of mobile devices among their agents. In addition to weathering the changes from the pandemic, HGS placed a renewed focus on future-proofing the business. Removing business friction and enabling the organization to move forward confidently was a key driver. A major portion of this discussion included technology the organization was using, particularly tools already in place that were being underutilized. EEM was identified as one of the platforms with untapped potential.



03 THE SOLUTION

Upgraded EEM and comprehensive training

As HGS had already used other NICE tools to great success, upgrading their EEM subscription to the full version was an easy choice, Birch said. The upgraded EEM platform was rolled out alongside a comprehensive training program for all users. The full version was deployed right away, with a strong push on quick adoption for the entire team. Similar features in the web platform were turned off to encourage team members to move to EEM, and the operations side of the business was looped in to help roll out the updated platform. While this did increase adoption, there was a bit of pushback to this approach. Birch said the team adjusted their change management approach in real time by identifying internal champions to help drive the shift. VRS partnered with HGS through application of change management, adoption, and governance processes, to promote the benefits of EEM with these internal champions. Feedback on the process quickly became more positive.

Wellbeing remained a central focus for HGS. EEM's features were used to reach out and connect to agents in real time. Whether a manager checking in after a particularly difficult call or a quick, in-app message reminding agents in a hot climate to stay hydrated today, HGS utilized EEM to find those small moments to connect. Birch said being able to care for the team has been key in reducing attrition and absenteeism rates.

With guidance from VRS, the specific EEM features deployed were also targeted at improving scheduling accuracy and operational efficiency. This included aligning HGS's use of NICE's Workforce Management and Quality Central with EEM and changing CTs and EGs to map EEM against hourly forecasts. Managers were better able to monitor and identify coaching opportunities, giving agents personalized feedback and support.

HGS also focused on encouraging adoption of EEM's time off and self-service scheduling features. Previously, agents would need to email in requests for schedule changes and time off, adding extra steps and time to the process for both agents and managers. With EEM, agents can make requests and changes via the mobile app and get responses from the system immediately. The change has empowered agents across the team in terms of their schedule, work, and performance.

04 THE RESULTS

Strong adoption rates and empowered agents

EEM has been a game changer, Birch said. Employee feedback surveys are planned for the future, and HGS expects positive results based on anecdotal evidence. Adoption, self-service, and daily usage rates have increased for every single campaign in the three months since launching the upgraded platform. One campaign team increased



adoption 93% in that time span. Employees have given great feedback for the self-service scheduling features, opting to take split shifts to fit their family and home lives. The mobile app has made schedule requests easy and quick for agents, giving them more power in their own time.

Agents are also more empowered in their coaching and ongoing improvement. Coaching opportunities are based on data from employee interactions with customers in addition to specific performance KPIs. EEM offers the capability to schedule coaching in real time, and connected insights in NICE Quality Central keep managers informed about how each team member is trending.

HGS has seen a significant reduction in email workload thanks to automation of many previously manual tasks. The company already saves £36,000 a year in its initial deployments, thanks to “grunt work” that is now off agents’ and managers’ plates, Birch said. There have also been several unexpected benefits for the team, including improved collaboration and a noticeable increase in productivity. The deployment has been so successful that some team members have requested not to change campaigns unless their new role is also utilizing EEM.

05 THE FUTURE

Continuously upleveling staff skill sets

Birch said a key part of EEM’s success for HGS is that the company now interacts with agents in ways that they prefer. Instead of old school, manual methods of scheduling, requesting time off, official feedback meetings, etc., agents can now manage their schedule from their phone and select coaching times that work best for them. HGS plans to continue expanding the use of notifications and check ins for employee wellbeing, working to further personalize based on the individual.

Upleveling staff’s skillsets is the next focus for HGS, which Birch said EEM will be an important part of. Future development plans will use data from QC and EEM to inform how agents are trained and strategically assigned across teams. HGS believes implementing EEM has made the company more competitive in their space and includes usage of the platform in new customer conversations.

“EEM has not only changed the way we interact with our staff, it’s given us more opportunity to develop the team and keep moving forward,” Birch said.

“NICE and the Employee Engagement Manager have been **an absolute game changer for HGS.**”

IAN BIRCH
WFM
HGS



About NICE

With NICE (Nasdaq: NICE), it’s never been easier for organizations of all sizes around the globe to create extraordinary customer experiences while meeting key business metrics. Featuring the world’s #1 cloud native customer experience platform, CXone, NICE is a worldwide leader in AI-powered self-service and agent-assisted CX software for the contact center—and beyond. Over 25,000 organizations in more than 150 countries, including over 85 of the Fortune 100 companies, partner with NICE to transform—and elevate—every customer interaction.

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