

# Case Study

CXone Performance  
Management



## Customer

Focus Services

## Industry

Call Center Service Provider

## Website

[www.focusservices.com](http://www.focusservices.com)

## Challenges

- High Attrition Rates
- Low Employee engagement

## Solution

NICE inContact CXone Performance Management and Gamification

## Results

- 26% Increase in Utilization
- 19% Reduction in Attrition
- 35% Reduction in Annual Training Hours

## Focus Services Improving Operations and Increasing Bottom Line

Focus Services is a privately-owned call center service provider specializing in multi-product telesales and customer relationship management. The company handles inbound and outbound calls pertaining to sales, customer care, and tech support services. Founded in 1995 with two employees, Focus has grown year-over-year by building strong relationships with clients across a variety of industries such as telecom, utility, financial services, hospitality, online retail, etc.

Focus has more than 3,200 employees working in 14 Focus facilities, both domestically and internationally.

Focus was finding it difficult to maintain high performance across the board, which stemmed from lack of visibility into important data and disengaged agents. These factors resulted in high labor costs and attrition. Supervisors were overwhelmed and management was frustrated.

Focus needed a solution to increase employee engagement, improve performance, and decrease attrition.

Focus turned to NICE inContact CXone Performance Management to take their call center operations to the next level. It is a comprehensive performance management tool that aggregates data in real-time and displays it on intuitive dashboards and wallboards that can be customized, shared, and subscribed to companywide. The tool also automates proficiency-based routing and coaching. Focus also implemented CXone Gamification, which allows them to gamify metrics automatically on the same robust platform.

Focus knew if they could view aggregated data in real-time, gamify lead measures, prescribe targeted recognition, and establish *flow* they would drastically change business results.

## Changing Business Results

With CXone Performance Management, Focus aggregates data from their ACD, CRM, WFM, QM, LMS, and more.

Focus displays the data on role-based dashboards, allowing every employee to track relevant metrics. Admin analyzes trends on real-time and historical dashboards. While supervisors focus on coaching and developing agents, rather than spending countless hours pulling reports.

Agent-level dashboards allow all employees to be autonomous and drive their own performance. Focus Service's President Paul Liljenquist said, "Agents no longer need to wait for weekly reports or monthly appraisals to realize they need improvement."

Focus places an emphasis on tracking metrics, like Average Handle Time (AHT) and Average After Call Work (ACW), that are influenceable by agents and predictive of their goals.

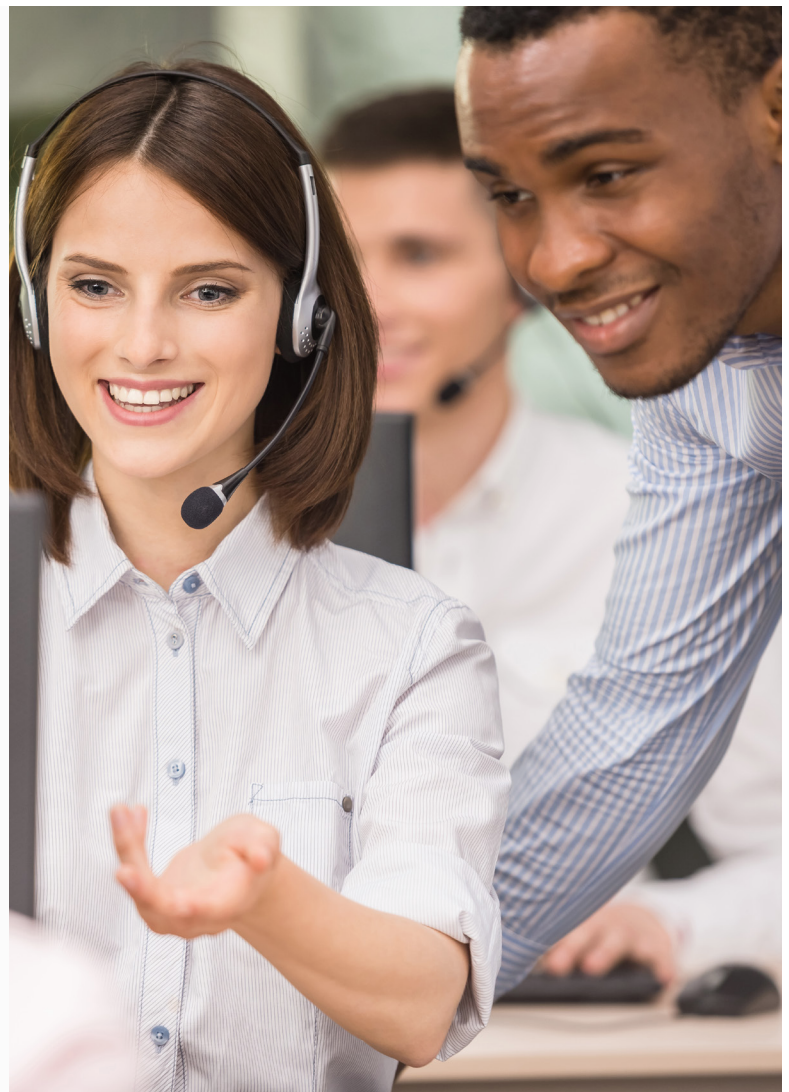
Focus rewards agents with virtual coins and badges through CXone Gamification. Agents use coins to purchase company merchandise, prizes, and everyday necessities via the online Marketplace. Since emphasizing, tracking, and rewarding agent-centered metrics, Focus has reduced AHT by 15% and ACW by 24%.

## Empowering, Motivating, and Challenging Employees

Focus understands the importance of recognizing agents in various forms. Some employees want to be recognized with their name at the top of a wallboard while others want their coach to see that they need training on a certain skill. Focus harnesses the power of recognition through CXone Performance Management's dashboard, wallboard, gamification, and coaching features.

Since implementing CXone Performance Management, Focus has been able to help employees achieve *Flow*. Being in *Flow* means you're in the zone and completely immersed in an activity.

"Contact centers can be unpredictable. One angry customer or missed sales opportunity can take an employee out of *Flow*. Providing incentives, agent development, and visibility are crucial to optimize performance," said Liljenquist.



The results Focus has experienced since implementing CXone Performance Management have had a domino effect on the company's operation and bottom line over a three-year period.

As agents were more empowered, incentivized and accurately challenged, their utilization naturally increased by 26%. This meant that agents were more engaged to handle customer interactions and were rewarded based on their efforts.

Focus experienced a 19% reduction in monthly attrition and a 35% reduction in annual training hours because employees were more engaged. Focus was able to perform at a higher level by retaining top talent and more efficiently developing new talent. This resulted in an 8% increase in bill rate per hour.