

Cruise Line Operator

Customer

Cruise Line Operator

Industry

Travel and Hospitality

Solutions and Services

Impact 360[®] Workforce Optimization™

- Impact 360 Quality Monitoring™
- Impact 360 Recording™ with Impact 360 Encryption Management™
- Impact 360 Workforce Management™
- Impact 360 Performance Management™
- Impact 360 Advanced Desktop Analytics™*

Impact 360 Custom KPI

Scorecards Services Engagement

Region

Global

Locations

Two contact centers in North America

Number of agents

Approximately 450, with nearly 25 percent of agents home-based

Environment

Nortel

Results

- Increased agent adherence by approximately five percent.
- Improved sales conversion ratios by more than 50 percent in some groups.
- Enhanced agent satisfaction by automating time-off requests and making key performance metrics visible in real time.
- Helps ensure compliance with PCI and Federal Trade Commission requirements for data privacy and security.
- Facilitates forecasting, scheduling, and managing agents in different geographic locations, including home offices.

Opportunity

For over a century, this cruise line operator has been a recognized leader in its field. The company operates a large fleet of ships offering hundreds of cruises to ports, countries, and territories spanning seven continents.

Innovative programs, top-notch amenities, and high-quality customer service have consistently placed the company among the highest-rated cruise lines. Operating two call centers in North America, it employs a staff of roughly 450 customer service representatives, with nearly 25 percent home-based agents, and handles tens of thousands of calls and thousands of emails each week. The contact centers assist travel agents and customers with scheduling cruises, arranging air travel and transfers, processing payments, and other activities.

The cruise line operator has long been a user of Impact 360[®] Workforce Management™. The company implemented the solution as a replacement for spreadsheet-based scheduling of its agents.

“We needed a faster, more efficient way to handle scheduling,” says the company’s manager of call center quality. “We implemented Impact 360 Workforce Management and saw results immediately.”

Since then, the company’s contact center needs have continued to evolve. Recent challenges included complying with Payment Card Industry (PCI) requirements associated with processing credit card transactions, managing a growing workforce of home-based agents, and providing agents with performance goals linked closely to corporate goals — all while fostering a “greener” workplace that reflects the company’s ongoing sustainability initiatives.

Solution

To help address these new challenges, the cruise line operator turned to Verint[®] Witness Actionable Solutions[®]. Building on its successful Impact 360 Workforce Management deployment, the company deployed the Impact 360 Workforce Optimization™ suite, which includes workforce management, quality monitoring and recording, and performance management.

The company uses a broad range of Impact 360’s functionality, including Impact 360 Workforce Management’s Advanced Adherence, Time Off Manager, Time Record Export, and Agent Schedule Export options. According to the manager of call center quality, the Time Record Export and Agent Schedule Export functionality are especially helpful.

“There’s sometimes a discrepancy between when an agent punches the time clock and when he or she actually logs onto the phone. This can cause issues with pay,” the manager explains. “We wanted to synchronize time-clock punch-in with the time when agents actually logged onto their phones. Impact 360’s Time Record Export and Agent Schedule Export options have enabled us to use phone activity as the basis for payroll. The records are exported nightly and captured by our payroll system.”



WITNESS ACTIONABLE SOLUTIONS[®]

* The company uses the Application Event Trigger functionality within Impact 360 Advanced Desktop Analytics.

“Impact 360 Workforce Optimization not only helps us deliver better service, but also reduce costs, conserve resources, and please our employees. It’s a home run for our business.”

Manager of Call Center Quality

In addition, the cruise line operator uses Impact 360 Quality Monitoring™, Impact 360 Recording™ with Impact 360 Encryption Management™, Impact 360 Performance Management™, specifically Impact 360’s scorecards solution, and the Application Event Trigger™ (AET) functionality within Impact 360 Advanced Desktop Analytics™. With AET, agents can pause and resume recordings, helping the company comply with PCI requirements for capturing credit card information.

Results

The company is receiving many benefits from the Impact 360 Workforce Optimization suite. “We use Impact 360 Workforce Management’s forecasting and scheduling capabilities every day,” the manager of call center quality says. “We particularly like its ‘pulse’ feature and Web client, because our senior management can see what’s going on in the contact center and stay on top of any situations that need immediate attention.”

Through an engagement with Verint Impact Servicessm, the company has developed custom key performance indicators (KPIs) for monitoring, measuring, and enhancing the performance of its agents. Combined with Impact 360’s scorecards solution, part of Impact 360 Performance Management, these KPIs have helped drive significant improvement in several areas, according to the manager.

“When we implemented Impact 360’s scorecards solution, we wanted our agents to gain a better view of what’s important to the business,” the manager says. “In addition to measuring adherence, we also added KPIs related to sales performance, including revenue per hour and sales conversion ratios.”

“The results have been dramatic,” the manager continues. “Once we gave our agents a graphic representation of their phone activities, their adherence increased by five percent. Having the information presented so visually has had a huge impact on their behavior.”

Impact 360’s scorecards solution has also helped the cruise line operator enhance sales in its contact centers. “We combined scorecards with an intensive sales coaching program and found that some groups experienced sales conversion improvements of

over 50 percent. Now, our agents look at their scorecards every day to see how they’re doing.”

Using the software’s Time Off Manager feature has proved very popular with agents and managers alike. “Our agents really like it because it shows what’s going on with their time off requests. It saves lots of time, and there’s no paperwork involved at all. That’s very important for our conservation initiatives,” the manager says.

As with other organizations that accept credit card data, the cruise line operator is concerned with meeting PCI data security requirements.

“PCI compliance is very important to us, and so is data privacy. We’ve implemented Impact 360 Encryption Management, along with Impact 360 Application Event Trigger. Now, we can stop recording voice and screens during credit card transactions. This helps us achieve PCI compliance, as well as comply with data privacy regulations from other organizations, such as the Federal Trade Commission.”

Almost 25 percent of the company’s agents work from their homes nearly all of the time. “Impact 360 Workforce Optimization has made it much easier for us to manage our telecommuter workforce,” notes the manager. “It’s just like having the agents in house — and it’s environmentally friendly as well.”

The manager of call center quality points out that Impact 360 and the agent-at-home strategy are providing the company with additional advantages. “We can easily schedule split shifts and part-time workers, which provide a cost savings in terms of labor hours and real estate. We’ve also experienced minimal turnover, great performance, and lots of scheduling flexibility. That’s a tremendous benefit.”

The manager concludes by observing, “We have an exceptional rate of repeat guests, in large part because of our high standards for customer service both onshore and onboard our ships. Impact 360 Workforce Optimization not only helps us deliver better service, but also reduce costs, conserve resources, and please our employees. It’s a home run for our business.”

About Verint Witness Actionable Solutions

Verint® Witness Actionable Solutions® is the worldwide leader in enterprise workforce optimization (WFO) software and services. As the market’s first 5th generation WFO solution, its unified Impact 360® suite enables organizations of all sizes to capture, analyze, and act on customer, business, and market intelligence, and optimize customer experiences.

Verint. Powering Actionable Intelligence.®

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