Case Study

Global Technology Company Improves

ESAT, Retention and CSAT

Using Home Agents

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Overview

The client is a global technology company that provides software, services and devices to consumers.

Industry
Technology

Solutions
- Teleperformance Home Agent Solution: Customer care support in the voice channel using work-at-home agents
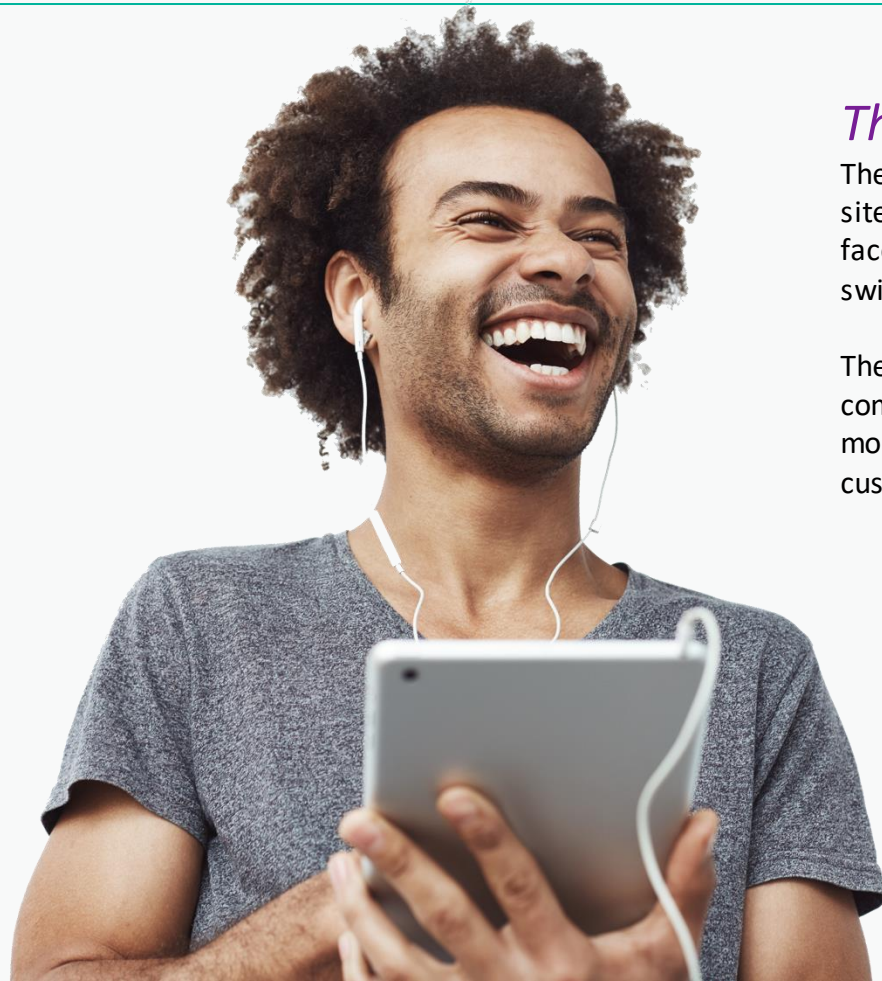
Geography
North America
and Europe

Results
Home agents compared to on-site agents
- **Employee Satisfaction (ESAT):** Significantly higher: 28%
- **Employee Retention:** 25%–30% improvement
- **Customer Satisfaction: (CSAT):** 5–8 percentage points improvement

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The Challenge

The client initially handled all its customer care within traditional on-site contact centers. However, in more recent years, the client was faced with recruiting more experienced employees due to seasonal swings in volume and expanding the recruiting capabilities.

The client wanted a global partner that could help with a strategy that complemented its on-site contact centers and provided access to more specialized employees experienced in delivering a high level of customer care to ensure customer satisfaction.

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The Solution

Based on a longstanding relationship with Teleperformance, the client consulted with Teleperformance on recruiting strategy ideas. Teleperformance offered its Home Agent Solution, which would allow the client to benefit from the unique offerings of its physical contact center locations, coupled with the flexible deployment options of a work-at-home model. This would expand recruiting capabilities to a larger pool of talent with diversity in experience and skills the client desired. The Home Agent Solution includes the following features:

Teleperformance Home Agent Solution

TOPS
TELEPERFORMANCE OPERATIONAL PROCESSES AND STANDARDS

Award-Winning Management Processes for Operations and Employee Engagement

- **Teleperformance Operational Performance and Standards (TOPS):** Teleperformance implemented its TOPS processes, which is a collection of best practices for operation management. This proven methodology promotes employee engagement and provides a consistent quality and performance management process for the client's contact centers worldwide.

BEST
BASELINE ENTERPRISE STANDARDS FOR TELEPERFORMANCE

- **Baseline Enterprise Standards for Teleperformance (BEST):** BEST is a set of standards that ensures high service quality, excellent performance and proactive management of new and existing programs. It also reinforces consistent best practices in human resources management in all Teleperformance operations around the world.

Teleperformance CCMS

Performance Management
Teleperformance's Contact Center Management System (CCMS) is an innovative control solution that integrates data from many systems and departments into one web-based resource for a comprehensive view of performance at every level.

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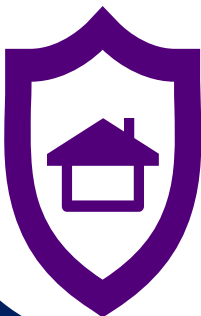each interaction matters

The Solution

Innovative Security and Technology

- Full compliance with PCI, ISO 27001/1, HIPAA, and HITRUST to ensure the highest level of protection and proprietary technologies including Teleperformance Observer and Teleperformance Desktop.
- Teleperformance's Global Essential Contractual Security Policies (GECSPs) include 14 stringent policies to improve the client's data security.
  - **Social Media Confidentiality:** Non-disclosure contract
  - **Clean Desk:** No paper, mobile phone and any other devices allowed at work station
  - **Infrastructure Hardening:** Applications control, no removable devices on desktops
  - **Login Provisioning:** Strict access control to applications
  - **Teleperformance Secure Access for At-Home Fraud Prevention:** When an agent deviates from the "norm," indicating potentially fraudulent activity, the system alerts management and security teams
  - **Teleperformance Secure Contact:** Agents can use data captured to fulfill customer inquiries without having access to the actual credit card numbers

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Our security structures are designed to address the main security concerns for a

WORK-AT-HOME environment

and mitigate the most common data breaches and fraud situations.

HIGHLY SECURE ACCESS CONTROLS
End Point Inspection provided by Citrix Netscalers

Validates PC firewall configuration, security settings, antivirus scans.

TWO-FACTOR AUTHENTICATION
- Required authentication factors
- Agents are issued unique identifiers, strong passwords, and Duo-issued controls

ENCRYPTED DATA COMMUNICATION
Dedicated VPN appliances ensure encrypted data path from agent's PC to virtual machine in data center. Citrix Netscaler uses an ICA proxy with no data path except local agent-accessed ICA protocol for virtual environment entrance.
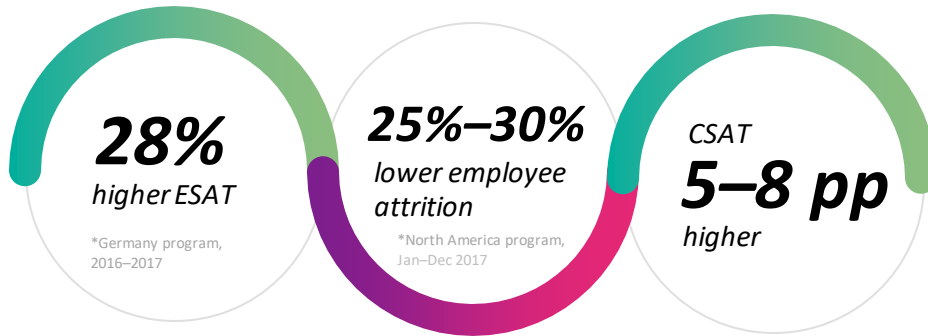
LOCKDOWN DEVICES
Citrix remote desktop strategy ensures encrypted connection to virtual desktop in secure data center. It prevents local data transfers, cut and paste, screen prints, drive mapping, etc. Entire screen is taken over by virtual machine.

NO DATA STORED LOCALLY
Data remains within data center and connections made from virtual machine that boots from "read only" hard drive with "redirected start menus" and no local or mapped storage. Reboot to default state after each connection.

NOISE CONTROL
Agents are required to sign a zero noise tolerance form and supervisors monitor for any infractions to certify that the agent is alone in their work space at home. All infractions are reported to HR.

CLEAN DESK ENFORCED
Policy reviewed during recruiting, orientation, and training that requires agents to sign a document stating they understand policies and expect frequent supervisor reviews.

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Results and Benefits

28%
higher ESAT

Germany program, 2016–2017

25%–30%
lower employee attrition

North America program, Jan–Dec 2017

CSAT
5–8 pp
higher

Employee Satisfaction (ESAT)
Employee satisfaction of home agents compared to on-site agents was significantly higher by as much as 28%.

Employee Retention
Attrition for home agents vs. agents in on-site contact center locations had 25%–30% improvement in employee retention

Customer Satisfaction (CSAT)
CSAT with home agents was 5–8 percentage points higher than with on-site agents

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We offer the most comprehensive home agent solution.

Proprietary predictive model to hire high-profile agents

Virtual recruitment model that has access to a broad talent pool

Online training with the same experience of a traditional in-class training

Proprietary management methodology focused on coaching to improve operational results

Home agent feedback and escalation process to provide real-time support and full access to the information for agents

State-of-the-art technology to deliver a high level of security and data privacy

Integration expertise between our solutions and the main technology vendors

Infrastructure flexibility for agents to be compliant with local legal regulations

World's largest work-at-home agent provider

A strong security solution to mitigate fraud attempts and security breaches in a home agent environment

Flexible business models to deliver pure home agent programs or combined with brick-and-mortar

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