Business Situation

With a 26.5% market share and over €436 million in annual revenue, Ingenico is the world’s largest provider of payment and transactions systems used by banking, retail, petroleum, transportation and government agencies to accelerate and secure the flow of electronic commerce. Ingenico wanted to automate and improve planning and forecasting practices within its 50-seat UK contact centre. Implementing a workforce management solution would help Ingenico to more effectively balance resources with call demand and create efficiencies around the planning process, particularly around managing agents. Ingenico identified GMT Planet workforce management as the solution that would deliver these goals.

Challenge

Ingenico has more than 10 million payment terminals in use in more than 90 countries. Its UK contact centre based in Northwich, Cheshire provides 24 hour support for merchants using Chip and Pin terminals in the UK and Republic of Ireland. It employs 65 full-time agents, including 3 part time staff, to manage enquiries and support for its ten different product types and services.

The 24-hour customer service centre currently manages about 31,000 calls each month with a balance of approximately 70% inbound to 30% outbound. The majority of agents cover shifts between 8am and 8pm during the week, and between 9am and 6pm on Saturday, and 8am and 4pm on Sunday. The ‘night-shift’ is serviced by four agents who cover the hours outside of these main ‘day shifts’. The vast majority of calls take place between 8.30am and 7pm during the week.

Management at the contact centre were concerned that the existing resourcing was not effectively balancing workforce requirements with call demands. The shift patterns were fairly inflexible and Ingenico was keen to implement a more flexible working pattern to reduce agent attrition levels. In addition, with a requirement for all merchants to utilise Chip and Pin terminals coming into force in February 2006, the Ingenico contact centre needed to accurately forecast predicted staffing levels to manage the anticipated increase in the level of enquiries.

The manual planning processes around forecasting, scheduling and intraday management were becoming increasingly labour-intensive with Ingenico’s resource planner investing over four hours per week managing timesheets. This data needed to be recorded weekly and sent to HR and Payroll, in order to process accurate staff payments. The current system did not support intraday management capabilities which meant that management could not accurately assess and respond to peaks and troughs in call volumes or skills shortages. In addition, Ingenico was keen to refine processes around managing agents, particularly in terms of automating time off and holiday requests.

GMT Customer Case Study

Ingenico Results

- Reduced overtime costs by 25%
- Achieved and maintained service levels of over 80% each month
- Delivered insight into resources required to manage new business
- Reduced time spent on resourcing by 87%
Janet Rayner, Contact Centre Manager at Ingenico explains, “We were keen to refine processes around managing agents, both in terms of creating less labour-intensive processes for our resource planner and team leaders and also empowering our agents to schedule time off and make holiday requests. We identified that a specialist workforce management provider would assist us with our resourcing needs.”

Solution

Following an analysis of the available Workforce Management solutions, Ingenico selected GMT Planet workforce management. Rayner explains the reasoning, “Ingenico had taken time to evaluate its requirements and understand what the leading workforce management suppliers had to offer. GMT was our preferred choice due to ease of use, the fit of GMT Planet’s features to Ingenico’s needs and our confidence in GMT’s ability to implement, train and support us. After a thorough process, we found that GMT was best suited to our immediate and future requirements.”

The new system went live in September 2006 on the helpdesk of 39 agents an in November 2006 in customer services with 15 agents. In tandem with its deployment of GMT Planet, Ingenico also chose to implement new employee working terms which focused on helping to resolve agent shortage issues by offering flexible and longer working hours at better pay.

Benefits

The implementation of GMT Planet has enabled Ingenico to address staffing issues and improve productivity at its Cheshire contact centre. Ingenico took this opportunity to introduce new employee working terms. The combination of more flexible hours over a longer period managed through GMT Planet combined with a new pay structure has reduced agent attrition levels within the contact centre. This has significantly contributed to enhanced customer service levels by reducing response times and ensuring the right number of agents with the right skills are scheduled to resolve issues faster.

Agent satisfaction and productivity has also increased by empowering agents to manage their holiday and time off requests. This responsibility, combined with a greater awareness of shift requirements around call volumes, has improved general positivity within the contact centre.

Rayner continues, “Since implementing GMT Planet last September we have raised our service level targets for answering calls to an average of over 80%. In addition, we’ve significantly reduced the time spent managing resource planning.”

GMT Planet has freed up team leaders from the traditionally time-consuming tasks around intraday management and time-off requests. Ingenico calculated this reduces time spent on resourcing issues by over 87%. GMT’s precision intraday management provides management with the visibility to transfer individuals with particular skills sets to respond to calls if volumes are particularly high. This has also served to reduce overtime costs as resources can be scheduled either in advance or as required more efficiently. Overtime costs are now at 25% less than there were at the start of 2006.

Rayner concludes, “In summary, the implementation of GMT Planet has positively impacted our staffing issues and improved productivity within our contact centre. As we take on new clients, we are confident that we can predict resources requirements to accurately meet this increased level of demand. GMT has supported a considerable culture change in the business providing agents with more visibility to their role.”