Success begins at home

Home-based associates represent the future of the contact center
Stretch your business model

To compete today, you’ve got to be flexible. This holds true even in the contact center world. Large physical structures, while still prevalent, are ceding ground to more flexible models, like home-based associates.

In this strategy guide:

— Access research about who uses home-based associates, why, and the projected growth of the market.
— Understand the workforce management and productivity benefits of adding at-home.
— Learn how to solve the talent equation with at-home associates.
— Alleviate security concerns with technology and training.
— Discover how a flexible model impacts satisfaction and other customer experience areas.
Prepare for an **at-home future**

### Trends in Remote Work Growth

- **44%** Growth in remote work over the last **5yrs**
- **91%** Growth in remote work over the last **10yrs**
- **159%** Growth in remote work over the last **12yrs**

Source: Flexjobs and Global Workplace Analytics

### 4.7 million

In 2015, 3.9 million U.S. workers were working remotely. Today that number is at 4.7 million, or 3.4% of the population.

### 173%

Regular work-at-home has grown by 173% since 2005 according to Global Workplace Analytics.

Source: Global Workplace Analytics
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Benefits drive widespread adoption

There are plenty of reasons for growth in the home-based model. The biggest reason is that their benefits far outweigh sticking with a purely traditional model.

These results show the average improvements made by TTEC clients when moving to a home-based model from a complete brick-and-mortar contact center operation.

- **REAL ESTATE COSTS**: over 70% reduction
- **EMPLOYEE RETENTION**: over 65% improvement
- **EQUIPMENT COSTS**: 25% reduction
- **PERFORMANCE MANAGEMENT EFFICIENCIES**: 20% improvement
- **TRAINING EFFICIENCIES**: 10% improvement
Get home, get results

Five ways to make the most out of an at-home contact center operation:

1. Enjoy the wild (volume) ride
2. Solve the talent equation
3. Stay safe and secure
4. Be more effective and efficient
5. Never stop learning... virtually
1. Enjoy the **wild** (volume) **ride**

Seasonality, crises, and other fluctuations in volume mean there is a roller coaster nature to staffing contact centers. And unplanned events like bad weather, power interruptions, or even widespread illness threaten to disrupt routine contact center operations.

When it comes to workforce management and productivity, the more flexibility you have in ramping up or down quickly with a variety of dispersed staff, the better you will be at meeting service levels and delivering a great customer experience.

**EXAMPLE**

**ISSUE:** We recently worked with a client who needed a flexible solution to handle fluctuating call volumes.

**WHAT WE DID:** We developed and delivered a highly skilled workforce to support customer service and sales inquiries. We provided scalability and efficiency to accommodate fluctuating call volumes.

**RESULTS:**

- The client received a 22% lift in occupancy
- We met all service levels and staffing to meet a 240% over forecast call volume delivery
- Associates met client’s contractual goals after four weeks, compared to brick-and-mortar 12 weeks
- Associates received eight of 12 annual product line CSAT awards

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**Bucking tradition leads to greater productivity**

<table>
<thead>
<tr>
<th>METRIC</th>
<th>HOME AGENTS</th>
<th>TRADITIONAL U.S. BRICK + MORTAR PART-TIME AGENTS</th>
<th>TRADITIONAL U.S. BRICK + MORTAR FULL-TIME AGENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TYPICAL IN-CHAIR OCCUPANCY</strong></td>
<td>90%</td>
<td>87%</td>
<td>85%</td>
</tr>
<tr>
<td><strong>ATTRITION (PRODUCTION)</strong></td>
<td>5% - 6%</td>
<td>6% - 8%</td>
<td>9% *</td>
</tr>
<tr>
<td><strong>ABSENTEEISM</strong></td>
<td>4%</td>
<td>6%</td>
<td>5% *</td>
</tr>
<tr>
<td><strong>BREAK SHRINKAGE</strong></td>
<td>4.2%</td>
<td>4.20%</td>
<td>6.25%</td>
</tr>
<tr>
<td><strong>FLEX UP POTENTIAL: REAL-TIME</strong></td>
<td>10% - 12%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>ADVANCED NOTICE</strong></td>
<td>40% - 50%</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

**DEFINITION/DETAILS**

- Amount of time associates are either talking on the phone with a customer or available for the next customer’s call
- Associates who are no longer with a program or company (monthly figure)
- Associates scheduled but not available for work (monthly figure)
- A part-time model requires less paid break time during shifts

Source: TTEC (averages)
2. Solve the **talent equation**

Recruiting for home-based associates isn’t limited by geography, so the quality of the talent pool automatically rises. Companies can find the best employees for both part- and full-time work from anywhere. And with an average age of 40 and an average work experience of 11 years, at-home associates bring professional and life experience to a client program, along with higher educational backgrounds.

The talent benefits of at-home

- Attractive employment options for veterans and disabled
- Local experts who can relate to customers
- Staff for particular language needs
- Employ those with industry specialization or brand advocacy

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Success begins **at home**

- Average work experience is **11 years**
- Average age of **40**
- 62% Post-secondary education
- 25% college graduates

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3. Stay **safe** and **secure**

Information security is the number one concern when it comes to the at-home model. Often, fear about data breaches prevent companies from implementing home-based associates. However, many of these fears are unrealized, because there are many technologies, processes, and procedures in place to prevent any data missteps. The quality of home-based associates and continuous training on security protocols help keep information security a priority for everyone.

**People controls:**
- Dramatically different demographic makes for a safer work environment
- 62% have post-secondary education
- Drug and background screening for all new hires
- Ongoing training on security issues

**Technology controls:**
- Real-time access and monitoring
- End-point security protection and VPN access solution
- Network level controls
- Security certificate for second factor of authentication
- Systems scanned for latest OS and security software patch updates and for integrity of applications
- Workstation takeover potential in case of emergency
- Web-based cameras

**Process controls:**
- Manual oversight and monitoring
- Pre-deployment formal assessment and risk readout
- Enterprise Info Security Program
- Live service observe and screen monitoring
- Recorded voice and screen capture
- Real-time Team Lead engagement/monitoring
- Spot inspection for user engagement
- Employee IP and System alert process for change to location or PC used to work

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4. Be more **effective** and **efficient**

A home-based model provides much more value to a business (and customers) than traditional contact centers. There are cost savings to be had, as well as opportunities to elevate the quality of customer interactions. Low operational costs make it an attractive onshore option for companies looking to move back to the U.S., and the highly skilled and trained associates provide a higher standard of service.

**EXAMPLE**

**ISSUE:** One client requested a lower cost solution for seasonal spikes.

**WHAT WE DID:** We developed a blended approach using Humanify®@Home to gain efficiencies and solution onshore requirements. It provided a solution with a seasonal growth element that enabled flexible deployment.

**RESULTS:**
- Using part-time staffing model, increased in-chair occupancy by five percentage points
- Service Level improvement of approximately 8%
- Provided U.S.-based resources to support U.S. consumer base
- Resulted in a monthly savings of 17-21%, or $1 million over a three-year term
4. Be more **effective** and **efficient**

### Cost savings

**Cost per associate hour:**
- Facilities-based: $28.50
- Home-based: $25

*Source: Ovum*

**Employee savings:**
- Lower average handle time
- Less attrition and absenteeism
- 30% faster program execution

*Source: TTEC*

**Capital savings:**
- Less money spent on real estate and overhead
- Lower technology budget when employees have their own devices

**Customer experience benefits (averages):**

- Ability to provide affordable white-glove service by customizing staff by geography and experience
- Higher niche, lower volume of interactions
- 17% NPS improvement
- 110% CSAT above contracted requirements
- 14% faster average handle time
- 17% improvement in first call resolution

*Source: TTEC*

EXAMPLE:

- **100% BRICK-AND-MORTAR FULL TIME**
  - 21% Service Level Intervals Missed
  - 16% Callers > 60Sec wait
  - 9.5 million customers/year with planned failed answer rate

- **18% HOME AGENT FLEXIBLE PART TIME**
  - 2% Service Level Intervals Missed
  - 1.8% Callers > 60Sec wait
  - 480,000 customers/year with planned failed answer rate

*Source: TTEC*
5. Never stop learning...virtually

The options for employee training and ongoing learning are expansive in a work-at-home environment. The reduced expense, compared to brick-and-mortar training, allows for many types of training:

- **Discovery Learning**
  - Voice of the customer
  - Structured listening
  - Collaborative call driver analysis
  - Simulated learning
  - De-brief discussions

- **One-to-One Learning**
  - Targeted profile hiring
  - Flexible start date
  - Outcome-based learning (vs. schedule-based)
  - Mentor selection
  - Outcome-based certification
  - Mentored nesting

- **Cloud Learning**
  - Online self-paced courses
  - Virtual classrooms with live trainers
  - In-field tracking

- **Differentiated Learning**
  - Differentiated learners
  - Differentiated delivery
  - Differentiated environments
  - Differentiated trainers

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**RESULTS** (averages):

- 17% Improvement in first call resolution
- 26% Improvement in CSAT scores during nesting
- 17% Improvement in quality scores during nesting

Five-day reduction in achievement of production goals

Source: TTEC

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Make the move home

Get focused
Identify areas of your business that would benefit most from an at-home model, like complex support areas or concierge service.

Find the right partner
Moving to a home-based model is a strategic decision, so find an experienced partner to make the end-to-end transition as frictionless as possible.

Recruit the right associates
A great benefit of the at-home model is that home associates aren’t limited by geography. They tend to be older, more experienced, more educated, and stay with a company longer than traditional associates. Be discerning in the recruitment stage to find the right associates to serve customers with effectiveness and efficiency.

Start small
It’s not necessary to completely upend your contact center. Begin by transitioning some of your associates to at-home, then gradually increase seats.

Eliminate customer friction
As with any project that touches customers, make sure any decisions will positively impact your customers. Be sure the home-based model meets the needs of your customers as much as, or better than, the brick-and-mortar model.

Stay safe and secure
Information security is the number one concern when it comes to the at-home model. It should be taken very seriously. There are many successful technologies, processes, and procedures in place to prevent any data missteps, and the high quality of trained associates help keep security top of mind.
Behind the scenes of the Humanify®@home global work-at-home platform

Flexible, scalable, efficient, and secure

- Access to our robust proprietary work-at-home technology
- Scalable population of highly skilled employees
- Industry-leading training, development, and performance management
- Seamless integration with our monitoring, coaching, and management tools

Service model options

**Full Service** – 100% virtual solution from sourcing to production
**Hub and Spoke** – source within defined radius from central location
**Managed Services** – our expertise and technology; client resources
**Business Continuity** – a scalable stand-by solution when needed
**Hosted Services** – our at-home expertise to improve client productivity

Delivery options

**Blended** – with brick and mortar to balance support gaps
**100% At Home** – fully supported with at-home resources
**Seasonal** – available combined with other options or as a stand-alone program
**Rebadge** – transition of client associates to Humanify®@home

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About TTEC:

TTEC Holdings, Inc. (NASDAQ: TTEC) is a leading digital global customer experience (CX) technology and services company focused on the design, implementation and delivery of transformative customer experience, engagement and growth solutions. The Company’s TTEC Digital business provides insight-driven, outcome-based and AI-enabled omnichannel cloud platforms and CX consulting solutions and its TTEC Engage business delivers operational excellence through customer care, acquisition, retention, fraud prevention and detection, and content moderation services. Founded in 1982, the Company’s 48,300 employees operate on six continents across the globe and live by a set of customer-focused values that guide relationships with clients, their customers, and each other. To learn more about how TTEC is bringing humanity to the customer experience, visit ttec.com.