

## Case Study

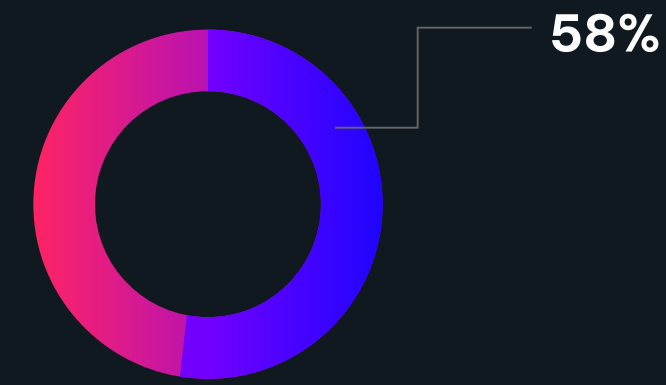


# Absa Improve Operational Efficiency with Deep Insight to Agent Productivity

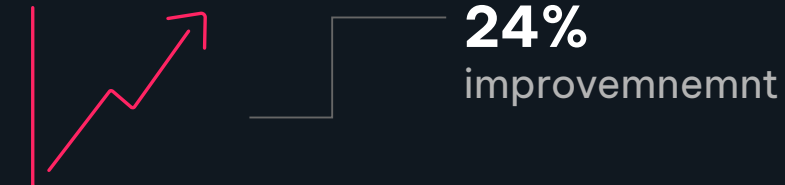
Absa wanted to gain insight into back-office performance, improve productivity and control costs. Absa achieved all of this and more with NICE Back Office Workforce Management (WFM), a solution that unites NICE Desktop Analytics with NICE WFM for actionable insight into back-office work volumes and employee productivity. With NICE Value Realisation Services' (VRS) valuable guidance, Absa was able to establish its business case.



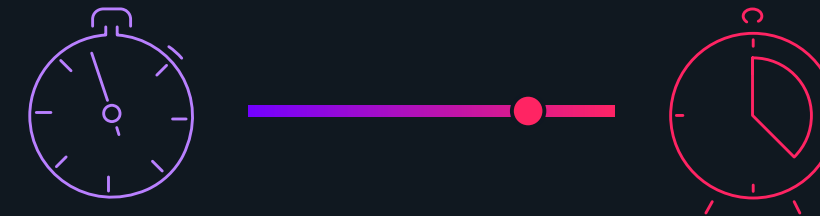
**58% BASELINED PRODUCTIVITY**  
Across 1800 FTE



INCREASED TO **72% PRODUCTIVITY**  
through solution deployment



**24K MORE PRODUCTIVE HOURS**



**EQUIVALENT TO 114 FTE**

**R36 ZAR OVERALL SAVINGS (\$2M USD)**



**INCREASED COLLECTIONS UPLIFT IN SALES VOLUME**

## CUSTOMER PROFILE

### ABOUT

Absa Group Limited is a South African-based financial services group, offering personal and business banking, credit cards, corporate and investment banking, wealth and investment management, and bank assurance. Absa relies on its back-office agents to perform critical functions quickly and accurately for the business. For example, agents set up new customer accounts, perform credit checks, and secure, manage and vet loan documentation.

**INDUSTRY** Financial Services

**WEBSITE** [absa.co.za](https://absa.co.za)

**LOCATION** Johannesburg, South Africa

**SIZE** 1,800 Back Office Agents

### GOALS

- Understand and improve agent productivity
- Reduce overtime spend
- Find hidden opportunities
- Automate processes

### PRODUCTS

- [NICE Back Office Workforce Management](#)
- [NICE Desktop Analytics](#)
- [NICE Value Realisation Services](#)

### FEATURES

- Agent activity tracking to improve performance
- Accurate back-office volume data to enhance forecast and schedule efficiency
- Best practice guidance for business and technical optimisation

## 01 THE BEFORE

### Lack of performance data made it difficult to control costs

A long-time NICE WFM customer in the front office, Absa was familiar with NICE WFM's ability to manage the workforce and forecast volumes effectively. Absa had no such capability for their back office, making it difficult to plan for their 1,800-agent workforce. In addition, they encountered challenges in tracking agent productivity, especially during the pandemic when all agents were working from home. "We wanted to gain insight into agent performance, reduce overtime spending and better control costs," says Fathima Vadia, Head of Workforce Management. "We wanted to be more efficient, but lack of visibility to agent activities made it difficult to identify opportunities. We didn't know what we could automate."

## 02 DESIRE TO CHANGE

### Pilot validates the business case

With these goals in mind, Absa sought NICE Back Office WFM, a solution that would determine agent productivity with Desktop Analytics in light of the volume of work to be done and integrate the data to NICE WFM.

"We wanted Desktop Analytics, but we weren't sure if everyone needed it," Vadia explains. VRS helped Absa run a pilot to baseline productivity. Monitoring of 300 agents for three months revealed a significant gap between actual and perceived productivity; only 70% of total work time was found to be productive! On top of this inefficiency, Absa was paying agents overtime. The pilot proved the business case for rollout throughout Absa's back office.



## 03 THE SOLUTION

### VRS advisory helps Absa succeed with NICE Back Office WFM

Desktop Analytics delivers vast amounts of data to support forecasting and scheduling within NICE WFM. However, the ability to select the optimal data to reflect the business needs improves with experience. Additionally, the purpose and benefits of Desktop Analytics must be communicated to agents for optimal adoption, so positive messaging is essential. VRS assisted Absa through these steps, providing technical integration and best practice guidance for change management, user adoption, governance, and continuous improvement.

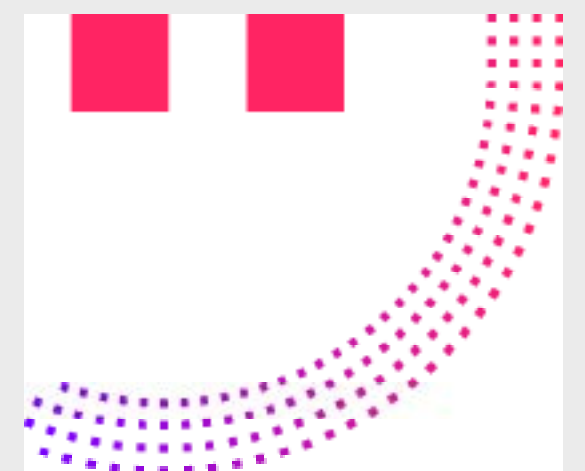
VRS focused on upskilling to ensure Absa's workforce management team gained deep understanding of WFM capabilities, including the integrated Desktop Analytics functionality to help them schedule the back office more efficiently. Seeing early insights from Desktop Analytics and real-time adherence data in WFM helped grow Absa's excitement for the solution. With VRS' advisory and iterative training as they began regular use of the system, Absa's back-office team quickly adopted NICE Back Office WFM. They also had easy access to VRS experts to improve their skillsets, performance, and efficiency continuously.

## 04 THE RESULTS

### Productivity success leads to increased sales

Absa realised a significant return benefit of 36 million rand (\$2 million). They've gone from having no way to measure back-office productivity to complete visibility of all agent tasks. This has allowed Absa to determine which staff members are more efficient or less efficient and to understand application utilisation. As a result, Absa saw many areas during the first year of deployment increase their productivity by 14 percentage points. Their success led to increased collections and an uplift in sales volume.

With the solution, Absa validated and replicated the initial pilot results, optimised the business for maximum efficiency and increased employee engagement. Thanks to improved visibility and productivity, the company saves an average of 75 minutes per agent each day.





## 05 THE FUTURE

### **Absa's goal: remain agile and responsive to productivity insights**

Absa plans to follow through on the opportunities VRS identified and insights from Desktop Analytics to increase productivity and reduce the cost base. For example, Absa wants to build out automated triggers related to application demand and the length of time agents spend on certain tasks. This will enable more accurate forecasting and scheduling and reduce time spent finessing the forecast.

Absa has already enabled AI forecasting and, as part of longer-term plans, is looking at a move to the cloud. The Agent App in EEM is also a huge focus for ABSA, especially for their front office. Implementing these initiatives will help Absa be more agile and responsive to agents while they continue to drive down costs and improve the customer experience.

**“We knew back-office productivity was low, but we had no way to measure it. This solution in conjunction with the VRS team helped us prove it, and now with NICE Back Office NPM and Desktop Analytics, we have greater depth in understanding our operation. This aligns to our vision of a more agile workforce.”**

FATHIMA VADIA  
HEAD OF WORKFORCE MANAGEMENT  
ABSA

### **About NICE**

With NICE (Nasdaq: NICE), it's never been easier for organizations of all sizes around the globe to create extraordinary customer experiences while meeting key business metrics. Featuring the world's #1 cloud native customer experience platform, CXone, NICE is a worldwide leader in AI-powered self-service and agent-assisted CX software for the contact center—and beyond. Over 25,000 organizations in more than 150 countries, including over 85 of the Fortune 100 companies, partner with NICE to transform—and elevate—every customer interaction.

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