

THE COMPUTERWORLD HONORS PROGRAM

CASE STUDY

LOCATION:
Richmond, Virginia, United States

YEAR:
2006

STATUS:
Laureate

CATEGORY:
Finance, Insurance and Real Estate

ORGANIZATION:

Genworth Financial

PROJECT NAME:

Contact Center

Summary

In February 2002, Genworth Financial was integrating and centralizing service centers in Virginia, India; and Ireland. The overall objective was to leverage scale and support organic growth while at the same time retaining valuable people resources to ensure business competitiveness. The globalized operation allowed Genworth Financial to access the best global intellectual capital, operate twenty-four hours a day, and maintain cost advantage. The computer systems and infrastructure required significant enhancement to support associates anywhere in the world and achieve the vision of a globalized operation capability. One key requirement involved the need to have expert resources working remotely but with all of the advantages they would experience in a large service center. The voice technology deployed created the following capabilities:

- Created virtual offices including 4-digit dialing and integrated voice mail.

Created personalized toll free numbers

- Enhanced Business Continuity and Disaster Recovery plans

- Provided complete inbound / outbound call statistics

- Ability to record caller's experience and use the recording for coaching and training of Genworth Financial associates.

- Provided ability to record caller's experience and use the recording for coaching and training of Genworth Financial associates

In addition, Genworth and Genworth's customers benefited because:

- We retained 125+ experts servicing over 1 million Long Term Care customers

Operations transitioned seamlessly

Leveraged the best worldwide insurance expertise

Genworth Financial used the AVAYA IP Agent Client connected via Internet Protocol (IP) to the AVAYA S8700 telephone system located in Virginia and extensive imaging capabilities. This project was designed to address Genworth Financials Long Term Care Underwriting Depart-



THE COMPUTERWORLD HONORS PROGRAM

CASE STUDY

ORGANIZATION:
Genworth Financial

PROJECT NAME:
Contact Center

LOCATION:
Richmond, Virginia, United States

YEAR:
2006

STATUS:
Laureate

CATEGORY:
Finance, Insurance and Real Estate

ment and their six Regional Support Centers throughout the United States.

Introductory Overview

The scope of this project included the Underwriters and Regional Support Centers (RSC) throughout the United States. There were fifteen Underwriters located in San Rafael, CA with an additional thirty-five working from home offices across the country.

The six Regional Support Centers were located in Richmond, VA, Boston, MA, Nashville, TN, Chicago, IL, Dallas, TX, and Novato, CA; each RSC had between 6 – 8 associates.

The goal of this project for the Underwriters was to have their own toll free number and to have the ability for all the Underwriters to work from home and be able to answer incoming calls using Contact Center technology. By using Contact Center technology to answer incoming calls we would then be able to capture the call data for the number of calls per day, per Underwriter, average speed of answer, abandon rate, etc.

The goal of this project for the RSC's was to have one toll free number for our career agents to call with a selection in the AT&T network to allow agents the ability to select their own RSC. By using the Contact Center technology Genworth Financial is able to capture the call data for the number of calls per day, per SSA, average speed of answer, abandon rate, etc.

The method used to accomplish this is based on AVAYA's S8700 platform in conjunction with their offering of IP Agent. The IP Agent provides Contact Center feature functionality on an Underwriter/SSA's PC while working remotely from the S8700 location.

The achievements of this project allow Genworth Financial to see the hard data collected by our Call Management System (CMS) and by our Call Recoding System (NICE). The data provided includes but is not limited to; Underwriter/SSA call handling time, average speed of answer, abandon rate, number of total calls offered, number of calls transferred out, number of out-bound calls. Genworth Financial also captures the voice conversations for training and coaching of associates.

Benefits

This project has benefited the intended departments within Genworth Financial by providing our external customers the same caller customer experience for all callers.

Prior to this project technology for the RSC's included small electronic key telephone systems that were stand alone systems with no voice mail capabilities or Contact Center features. By using the AVAYA IP Agent the RSC's were able to leverage the Contact Center features, OCTEL voice mail system, and the Call Management System located in Richmond, VA.

Genworth Financials prior technology for their Underwriters included a small group of Underwriters located in San Rafael, CA with additional underwriters located throughout the county working out of their homes. Prior to this project Underwriters would be given cases from the Underwriters in San Rafael via email or by voice mail messages, in a store and forward type process. The remote Underwriters were already connected to the Genworth network via a high-speed broadband connection and had one or more business telephone lines.

The San Rafael, CA location was relocating positions to Richmond, VA and was displacing the



THE COMPUTERWORLD HONORS PROGRAM

CASE STUDY

ORGANIZATION:
Genworth Financial

PROJECT NAME:
Contact Center

LOCATION:
Richmond, Virginia, United States

YEAR:
2006

STATUS:
Laureate

CATEGORY:
Finance, Insurance and Real Estate

Underwriters located in San Rafael, CA. There soon became the need to have all the Underwriters work remotely and for all of them to have the same capability to answer their inbound toll free number.

In both cases the associates were able to connect via a high-speed broadband connection using Internet Protocol (IP) and, using the IP Agent Client in Telecommuter Mode, deliver the inbound 800 calls to the associate's business home telephone number. This allows the calls to have the same voice quality as any other call made on the Public Switch Telephone Network (PSTN).

Connecting via IP to the AVAYA S8700 Telephone System in provided the following; 4-digit dialing from extension to extension to and from remote workers; remote workers voice mail on the same system as the headquarters location in Richmond, VA; extended the Contact Center feature functionality in the S8700 in Richmond, Virginia to remote workers in their homes. Since the remote workers were connected via IP to the Richmond S8700 all of their calls could be recorded for quality assurance and coaching. Plus Genworth's management now would have the call metrics for each group.

IP Agent also plays a role in Business Continuity Planning and Disaster Recovery. Since the associates are remote they are not subjected to snow or ice that would prohibit them from getting into the office.

Cost savings was another huge benefit to deploying AVAYA's IP Agent. The cost of installing individual phone systems with the S8700 Contact Center features would be cost prohibitive on such a small scale.

By being able to create a virtual global contact center other organizations can see the benefit of using remote home workers. These associates can either act as their sole contact center associates or to supplement existing contact centers.

The Importance of Technology

The technology used for this project was invaluable for its completion and success. Without AVAYA's IP Agent technology Genworth Financial would not be able to have these associates working remotely while capturing the needed call metrics.

By using AVAYA's IP Agent Genworth Financial is no longer restricted to hiring associates with high demand skills in one geographical area. AVAYA's IP Agent has removed the barriers of exhausting talent in a given area allowing Genworth Financial to hire associates virtually anywhere a high-speed data connection and a telephone line exist.

Originality

What makes this project so exceptional is Genworth Financial was able to have all of the Underwriters work in their respective homes and use the technology located in Richmond, VA. This allowed for roof top reduction of rented office space in San Rafael, CA.

At the time of this project I knew of no other company using AVAYA's IP Agent to the extent of Genworth Financial. Since the project's completion I have learned of other companies who have learned of the benefits of AVAYA's IP Agent and are implementing this technology.



THE COMPUTERWORLD HONORS PROGRAM

CASE STUDY

ORGANIZATION:
Genworth Financial

PROJECT NAME:
Contact Center

LOCATION:
Richmond, Virginia, United States

YEAR:
2006

STATUS:
Laureate

CATEGORY:
Finance, Insurance and Real Estate

The project enabled Genworth to retain highly skilled talent in remote locations whereas had they needed to be physically located in one location productivity and our customers would have been impacted.

Success

This project was a huge success for both internal associates as well as our external customers. Genworth Financial has exceeded its goals for this project and continues to expand its use. Genworth Financials IP Agent program has been in operation since 2003 and continues to grow.

At the present time Genworth Financial has approximately 175 IP Agents deployed. The adoption of this technology by the user community is why, in my opinion, this project was such a huge success.

Previously Genworth management would ask the associates to justify their productivity. Now all the call metrics are captured automatically by CMS and NICE. The associates have embraced the technology as a tool to assist them rather than a tool to hinder them.

They embraced the innovation almost immediately.

Difficulty

One of the most difficult aspects of implementing AVAYA's IP Agent was deploying the IP Agent client CD onto the associates PC's and then training them. Genworth Financial does not give administrator rights to end-users so having to change the admin password was cumbersome. For the RSC's Genworth Financial sent someone to be on site to load and then train the SSA's.

Training for individual's located in their homes was an issue also. There was no one time where these associates could be trained at the same time. Therefore numerous remote training sessions had to be conducted. The IP Agent CD's and custom made training materials were sent to each associate home.

Resources were an issue since Genworth Financial had only one person with the technical knowledge to install, configure, train and troubleshoot the IP Agent.

Genworth management saw the benefits of remote at home workers and embraced the technology.