

# AI That Augments: Unleash Unprecedented Performance with Workforce Intelligence

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Pegasystems

# PW 18



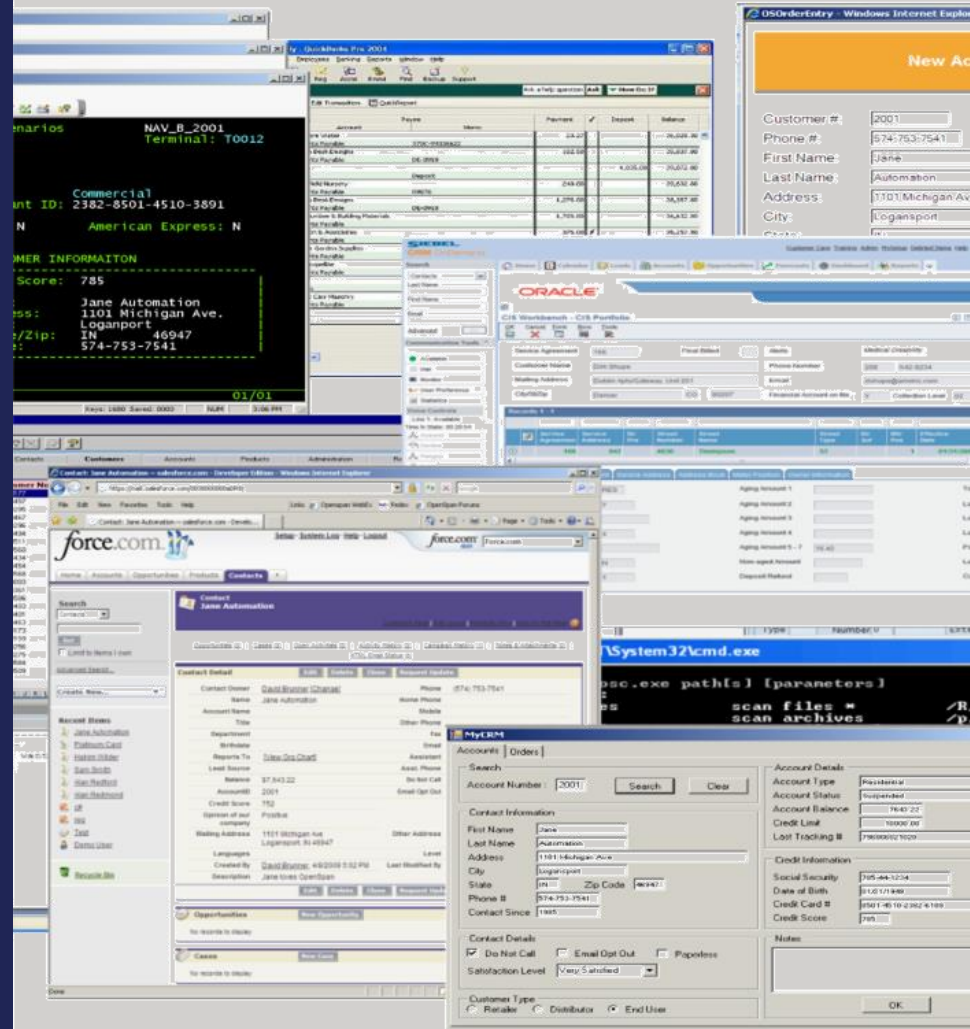
**Limitless  
possibilities.  
Real results.**

# Workforce Intelligence – AI That Augments

## Agenda

- 1. Introduction: AI That Augments**
- 2. Customer Presentations**
  - Michael Kempe, COO, Link Asset Services
  - Sam Wagner, Business Analyst, Radial
- 3. Final Thoughts**
- 4. Audience Q&A**

How do you truly  
**understand** what  
happens on every employee  
desktop every day, every week  
and every month?



# Understand People, Processes, And Technology

With Pega Workforce Intelligence

## Activity tracking

Discovery bots work around the clock collecting insights.

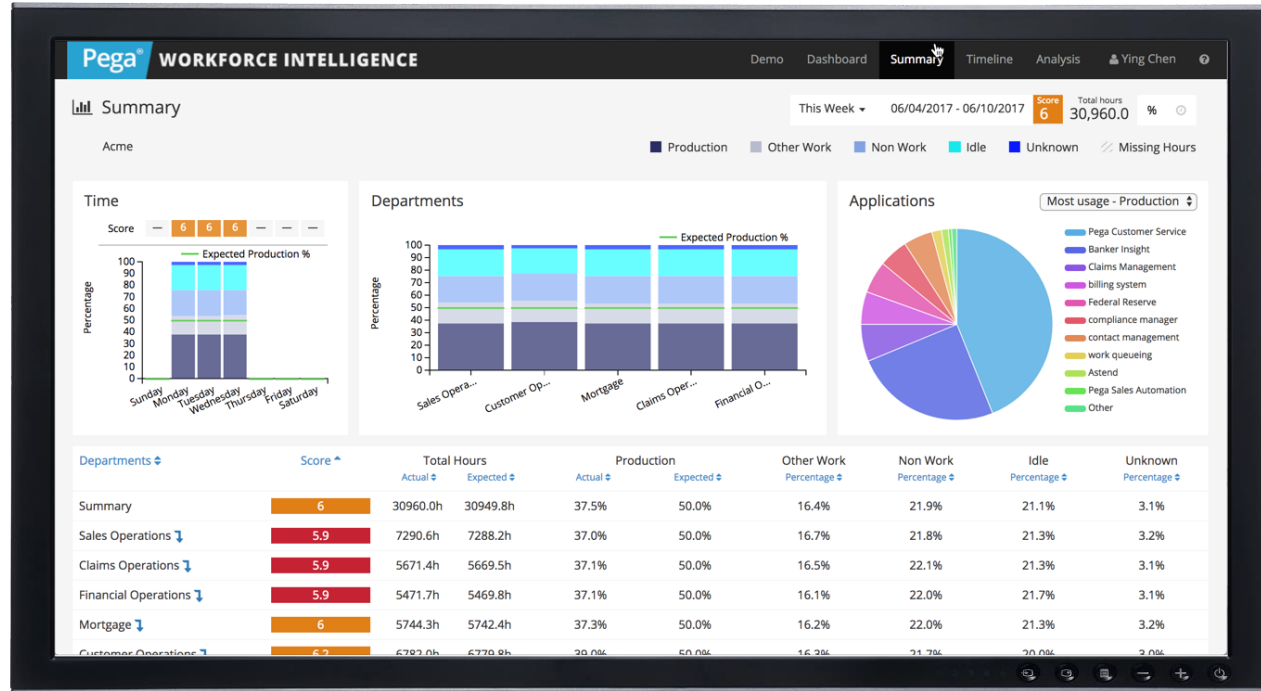
## Artificial Intelligence

Move beyond insights to actionable recommendations.

## Ongoing measurement

Determine the effectiveness of all improvement efforts.

**<3 month  
payback period**  
10-20% productivity  
improvement



Pega Client Data

**Production focus matters.**  
**2,000 employees at \$50K cost \$100M per year.**  
**Each 1% improvement provides \$1M value.**

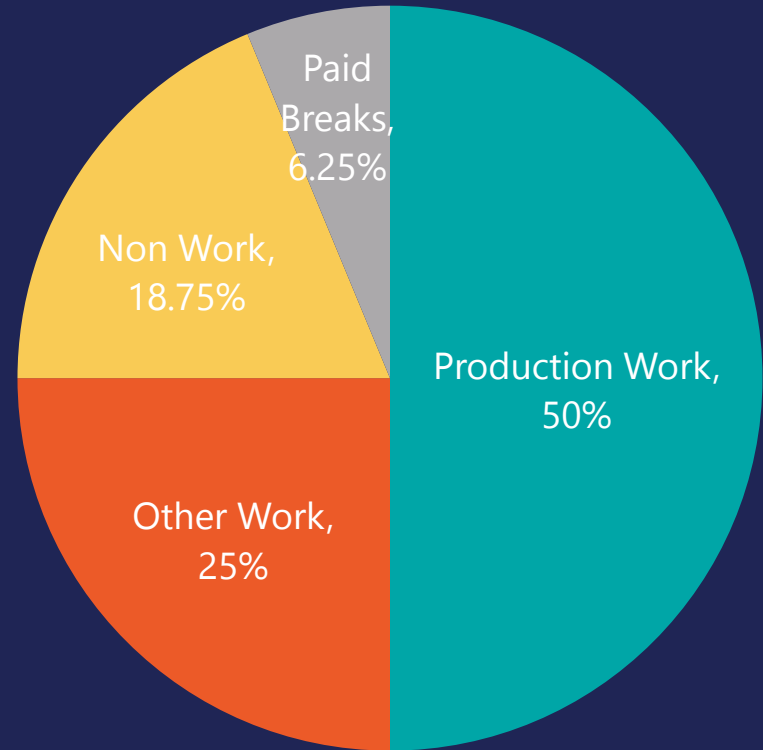
<b>Production Work 50%</b>	<b>Other Work 25%</b>	<b>Non Work/Idle 18.75%</b>	<b>Paid Breaks 6.25%</b>
<b>Production Work \$50M</b>	<b>Other Work \$25M</b>	<b>Non Work/Idle \$18.75M</b>	<b>Paid Breaks \$6.25M</b>

# Enterprise Worker Optimization

- Step 1: Capture and Understand
- Step 2: Get people working in right place
  - Awareness
  - Coaching
- Step 3: Let data lead the way
  - Target improvement areas based on fact
  - Utilize WFI toolset
    - Understand opportunity
    - Capture
    - Coach / Enhance
    - Measure

**Repeat Steps 1-3**

## Worker Expense



# Trace, Track, and Coach: Workforce Intelligence Value

- **Operational Leader**

- Utilize AI driven coaching to help employees self-optimize

- **IT Leader**

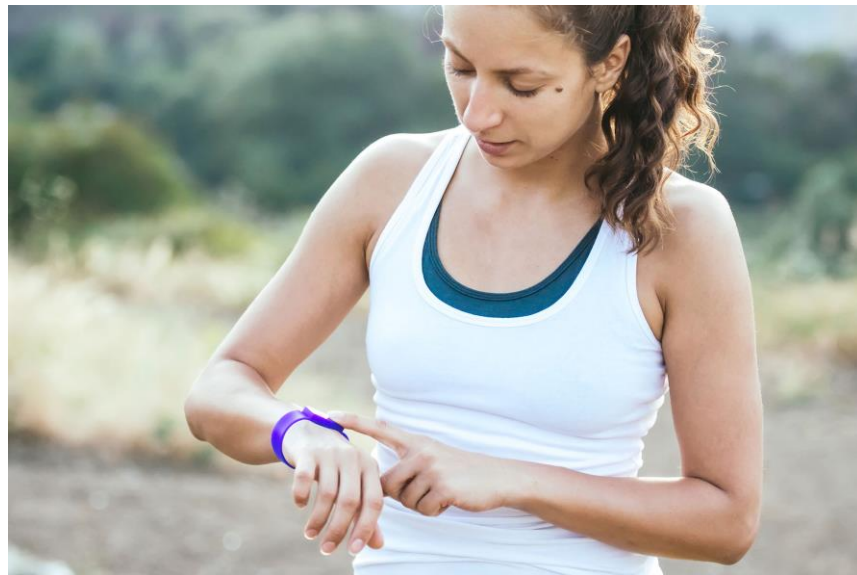
- Make informed decisions about which improvements will make a difference

- **Continuous Improvement Leader**

- Discover the paths that employees are using to get work done

- **Employee**

- Leverage Workforce Intelligence as a “work fitness” tracker



# AI-Powered Results

- Making sense of the data
- Identifying / quantifying opportunities
- Automated shift determination
- Accelerated Discovery
- Learned Rules Utilization





# Who's Using Workforce Intelligence?

- 41 Customers across the globe
  - Collecting over 750K hours of desktop data every month
- Broad industry representation
  - Insurance
  - Telco/CSP
  - Transportation
  - Financial
  - Healthcare
  - Technology
  - BPO
  - Printing



# Meet Our Customers



**Michael Kempe**

COO



**Sam Wagner**

Business Analyst



# Link Market Services – The journey from unknowns to operational maturity



Part of **Link Group**

# The voices of change vs customer need

Blockchain

Alexa

PEGA

The cloud

Mobile

Cryptocurrency

Robotics

AI

Big Data

Best Practice

We need to solve /  
improve /  
change...

# Objectives from a TOM

The primary purpose of a Target Operating Model is to enable the application of a corporate strategy or vision to a business or operation. It is a high level representation of how a company can be best organised to deliver more efficiently and effectively and execute on the organisation's strategy

The **four objectives** of our TOM are to:

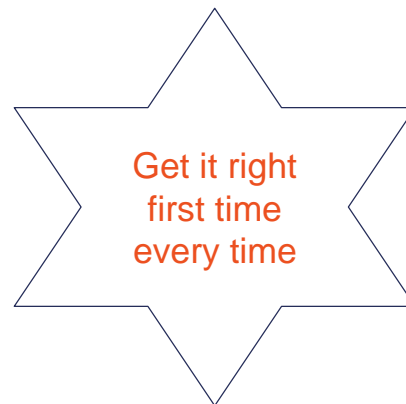
1. improve quality;
2. reduce risk;
3. improve employee wellbeing; and
4. increase margin.

The **three pillars** of our TOM are

1. Systems and Structure;
2. Process; and
3. People.

# Our diagnostic tool that helps us improve every day

	Chaotic	Ad-Hoc	Awareness	Defined and Repeatable	Integrated	Maturity
	Chaotic to Awareness Productivity benefit: 10-20%		Awareness to Maturity: Productivity benefit: 10-20%			
Work organisation and skills	High attrition Unskilled No investment in development No demand or capacity awareness	Medium attrition Low skills Ineffective training Qualitative demand and capacity data	Low attrition Developing skills Training needs identified with key training in place Some quantitative demand and capacity data captured	Stable workforce Experienced Effective training and progression plans Resource plans based on data (including shrinkage)	Transferable workforce Cross skilled Advanced training and clear career path Resource forecasting on a medium to long term basis	Entrepreneurial Highly proficient Talent is nurtured and developed internally Accurate demand data drives business plans
Culture: Mind-set, Behaviours and Routines	Disengaged employees No team cohesion Leaders are disconnected	Lack of empowerment Communication is ad hoc Ineffective leaders	Employees taking ownership Team demands are discussed regularly Visible & engaged leaders	Engaged and forward thinking teams Routines to manage workload & performance Leadership standards are observed	Focused and effective teams Routines embedded and drive improvement Leaders inspire action	Open culture Clear and cohesive team identity Shared leadership and accountability
Performance Management	No strategy defined Poor performance tolerated	Poor application of strategy, often reactive Performance issues managed reactively	Understanding and promotion of strategy Poor performance identified and discussed	Metrics & SLA's in place at all levels KPIs are agreed and actively managed	Business plan actively managed and monitored Root cause analysis on performance issues	Cost benefit analytics in real time Holistic performance management approach
Process Efficiency	High cost processes No risk management Inefficient and ineffective processes	Costly manual, paper based, processes Risk reactively managed Significant process variation/duplication	Semi – automated processes Risk awareness and planning Key processes mapped & waste identified	Automation - Scalable & repeatable processes Risks actively managed All processes mapped & 'One best way' agreed	Efficiency savings delivered Risks proactively managed All processes embedded & reviewed regularly	Innovative responses to demand Mature risk management approach Focus on process value stream and flow
Customer	Errors not captured Poor client retention Fee reductions Reputational damage	Errors are repeated Loss of business Low revenue Inside-out - we decide what customers require	Errors captured and reviewed Client retention Client focus Outside-in - listening to, and acting on, customers' needs	Right First Time mentality Repeat business High positive return on CSS Developing trust	Continued enhancement Cross selling of products Industry recommendation Outside-out - solutions based on our knowledge of customers' business	Right First Time, every time Mature & profitable client base Pipeline business Business partnership
Technology/Suppliers	Zero investment, business requirements not understood Systems & applications not fit for purpose No problem management No control-multiple solutions for similar outcomes	Some investment but reactive Business requirements not understood Bespoke systems and applications Reactive problem management Quick fix solutions to solve key business/IT problems	Strategic direction set, aware of business requirements Awareness of technological capability Problem management in place Suppliers identified with clear delivery expectations	Future capability & investment strategy, delivery to budget Systems & applications efficient and effective Analysis on problems undertaken Suppliers managed – focus on strategic tools & services	Shared services Digital solution Proactive Suppliers engaged – solid understanding business	Strategy implemented Industry standard Correct service model Supplier partnership – work with us to build capabilities
Operational Maturity						



# The 'Rumsfeld' moment – finding what we needed



## Challenges and objectives

- To increase quality and productivity we needed to
  - understand the true productivity, efficiency and capacity of our operational teams
  - identify where quality and productivity was below our targets, why and then resolve the issues
- To increase efficiency and employee wellbeing we needed to know how our employees spent their time
- To measure the resulting change to prove reduced risk and improved quality, employee wellbeing and margin

## Solution

- Implementation of Pega's WFI (previously called OpenSpan) that bots onto our employees desktops. These AI-powered discovery bots work around the clock, collecting information which give a full view of the day in a life of an employee
  - WFI tracks productive, non-productive and non work time by category at both the overall and granular level
  - MI is available via live data collection and is utilised to drive forward process efficiency
  - WFI has been live from January 2017

# Results 2018 – Work Force Intelligence

What surprised us?

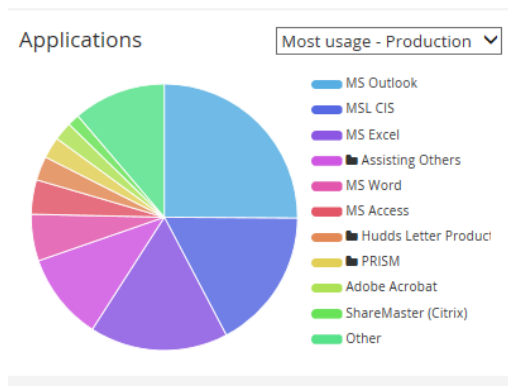
- The lack of employee voice – solved
- The speed the tool was adopted (and implemented) by the majority
- The daily use across teams and not just managers
- Its lifespan
- Our reliance on Microsoft

*Feedback*

*“It is a great tool to help administrators and the business achieve more”*

*“It helps managers to manage”*

*Productivity significantly increased and employees happier*





# PEGA Workforce Intelligence (WFI) – Results and benefits

Workforce Intelligence has allowed us to:

## **Understand:**

- current employee utilisation rates and potential capacity
- that Microsoft products (e.g. word) hinder productivity
- areas for improving employee capacity
- where different systems can be consolidated to one

## **Identify:**

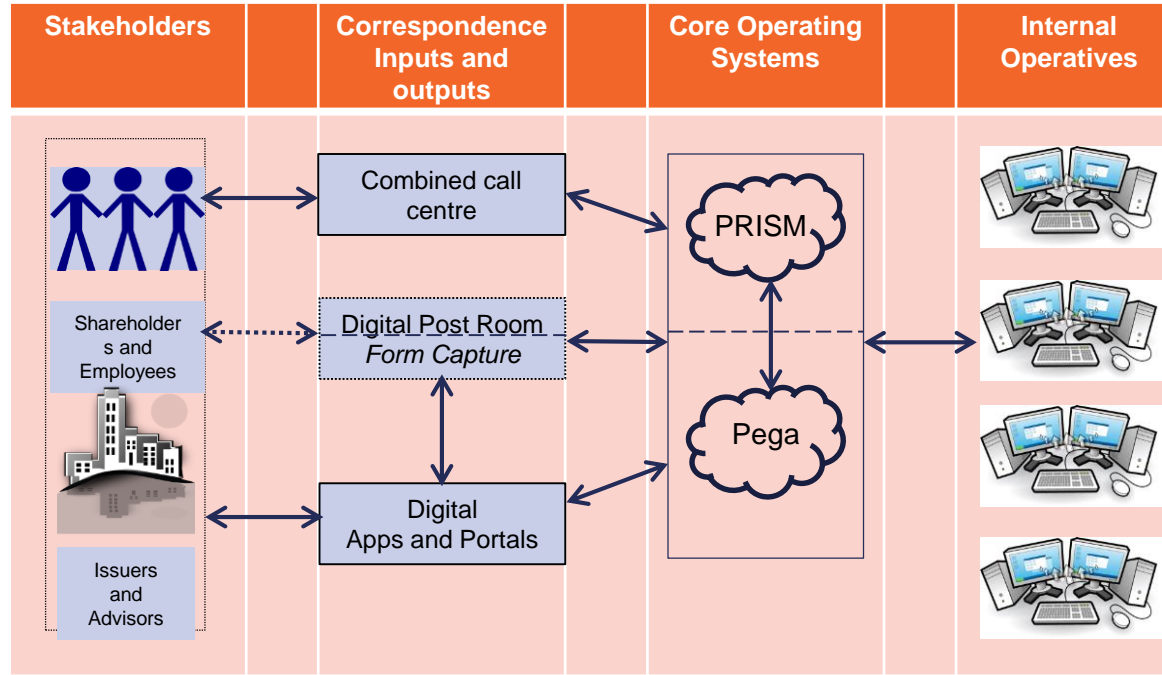
- challenges that prevent employees from performing at peak levels
- opportunities for improved functionality within existing applications

## **Target:**

- key areas for focusing process improvement efforts - PEGA
- core workflows that drive production work

Change is now a client / business need driven and targeted approach

# Our operational model



# Summary

- A general business case for workflow is not difficult but the analysis of real benefits, where the largest benefits are and where to start could be
- When putting together the road map for change you need to understand the root cause of inefficient, risk, quality issues and employee frustration
- WFI provides a window into the real operational processing and tells you what you didn't know you didn't know
- The results should provide your roadmap for workflow and change

Solutions do not define your requirements. **Requirements must drive your solutions.** WFI provides the insight and data you need to determine those requirements



# Radial and Workforce Intelligence

Sam Wagner

Radial, a bpost company

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# What We Do

## Integrated Commerce

### Order Management

Enable seamless, unified brand experiences across digital and physical channels, devices and physical stores with sophisticated order management, order routing, and store fulfillment.

### Payments & Fraud Protection

Deliver frictionless experiences to consumers, eliminating fraud risk, and maximizing conversions.



### Logistics

Manage orders and inventory across distribution centers and suppliers while protecting margins and delighting customers. Scalable fulfillment and transportation services ensure orders are fulfilled faster and on brand, and are delivered where and when desired while optimizing costs.

### Customer Care

Manage the most important part of a merchant's business, the Customer Experience—cultivating and servicing their base of loyal customers.

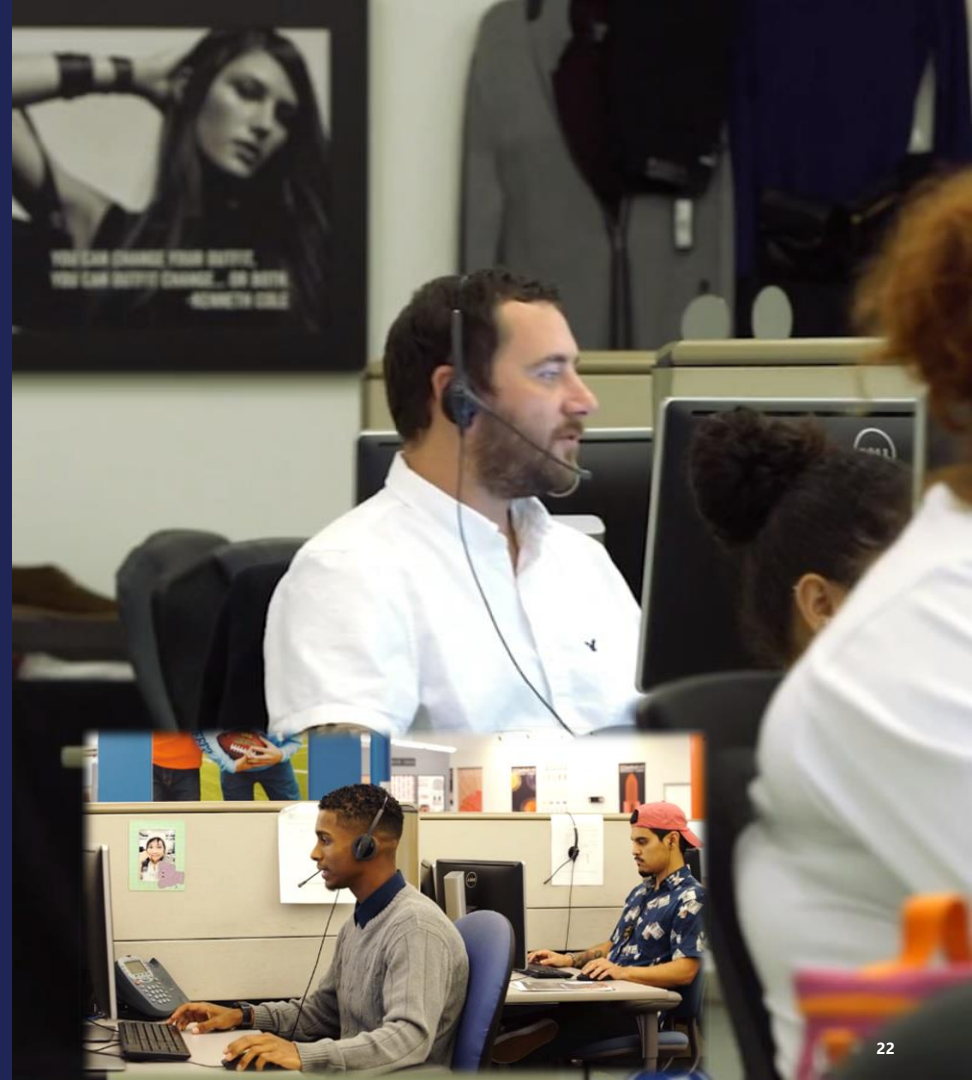
# Why WFI?

## What were we looking for?

- Monitor efficiency and productivity, optimizing agent productivity
- Understand where we can maximize agents time
- Evaluate our current processes to increase speedy resolution

## Our goal was to determine the most favorable staff count

- Based on an 80% agent efficiency rating
- Better align agent schedules with volume
- Increased agent productivity and satisfaction without needing to add headcount



# Radial Launched WFI With Four Key Capabilities:

- ✓ **Agent efficiency monitoring:**
  - Efficiency analysis of time spent in Other Work, Non-Work and Idle times
  - Allows agents to work faster, lowering average response times and interaction durations
- ✓ **Application tracking:**
  - Full application and URL monitoring
  - WFI provides a “top 10” application
- ✓ **WAH deployment:**
  - Fully compatible with our VDI environment
  - Supervisors are able to monitor remote employee’s activities
- ✓ **Opportunity finder:**
  - Potential savings for defined opportunities based on a preset rate
  - Enables us to recommend staffing requirement changes which equate to labor savings

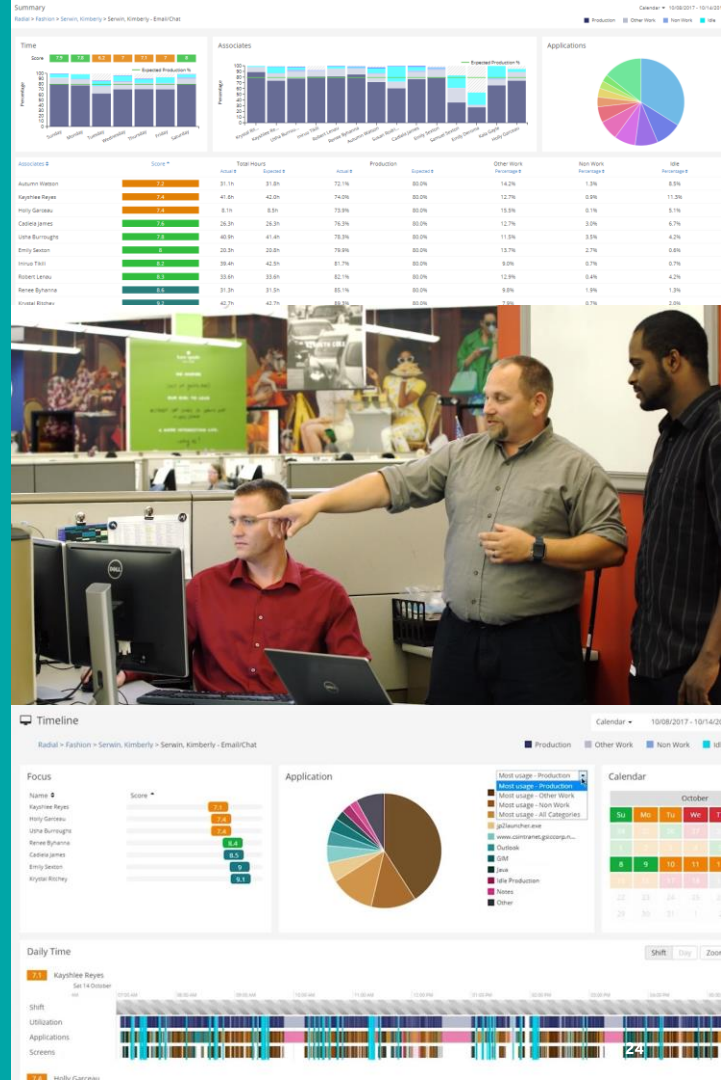
# Results

Since implementing Pega WFI we have gained operational insights around:

- **People:** Improved ability to coach employees on factors that drive and improve productivity
- **Processes:** Better understand how employees work and where we can make operational improvements.
- **Technology:** Identify the people and process interaction points affected by ineffective technology or workflows

*"Radial had a Return on Investment (ROI) in 3 months, and an additional savings of 4.9x the initial ROI in 2017. These savings allow Radial to increase efficiency for our customers, while keeping the customer care costs down."*

— Danielle Mallady, Sr. Manager, Operational Excellence





# Workforce Intelligence

Move beyond workforce optimization and unleash unprecedented performance

- Easy implementation and ongoing utilization
- Built for all levels of an organization
- Provides immediate return via awareness and coaching
- Evolves with you along with your journey



# Learn More

## Attend our other WFI breakout session:

- Employee Experience Insights with Workforce Intelligence. Tuesday, June 5, 2:30-3:15 PM, Grand Ballroom 119

## Visit us in the Tech Pavilion:

- Take the WFI Real-Time Performance Challenge!

## Take a 60-day trial of Workforce Intelligence:

- Start your trial at [Pega.com/workforce-intelligence-get-started](https://Pega.com/workforce-intelligence-get-started)



# Q&A



**PEGA®**

Build for Change®