

Case Study



Lands' End refreshes operations with long-awaited contact center modernization

Apparel company Lands' End wanted to give agents more flexibility and involvement with scheduling while modernizing contact center operations in the cloud. Implementing NICE WFM Suite with Employee Engagement Manager supports the company's transition to employing more home-based agents and won fast praise from agents and leaders alike.



Unified domestic and international contact operations
ON SINGLE CLOUD-BASED PLATFORM



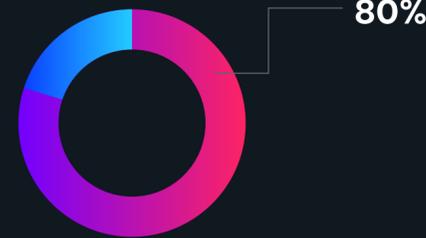
70% REDUCTION

Related calls by agents to WFM help desk



80% REDUCTION

WFM staff effort for schedule transactions



SUCCESSFUL CREATION OF PEER-SUPPORT "SUPERUSER" TEAM to provide front-line assistance



CUSTOMER PROFILE

ABOUT

Lands' End, Inc. is a leading uni-channel retailer of casual clothing, accessories, footwear, and home products. The company offers products online, on third party online marketplaces and through company-operated stores, as well as third-party retail locations.

INDUSTRY

Retail

WEBSITE

www.landsend.com

LOCATION

Headquartered in Dodgeville, WI

AGENTS

Approximately 1,000 agents

GOALS

- Improve agent empowerment
- Increase work flexibility appeal for at-home agents
- Modernize 20+-year-old, siloed, disparate contact center solutions

PRODUCTS

- [NICE WFM Suite with Employee Engagement Manager](#)
- [NICE Value Realization Services](#)

FEATURES

- Agents empowered to self-serve time-off and trade requests on desktop or mobile
- WFM staff freed from most manual entry/re-keying tasks
- VRS expert insights into change management and training material development

01 THE BEFORE

Spreadsheets and re-keying

The previous workforce management (WFM) solution served Lands' End for two decades. A lot has changed in contact center operations and optimizations since then.

Agents lacked real-time control or input on scheduling, and WFM specialists were bound to slow, manual processes. The dedicated WFM team generated schedules in advance based on forecasts and availability information, then distributed the schedules via spreadsheet. Any subsequent requests for time off, adjustments, or schedule trades had to be phoned into the WFM team. A WFM specialist would then change the spreadsheets (manually) then type that information into the payroll system as well (again, manually).

02 DESIRE TO CHANGE

Consolidation and consistency in focus

Between domestic and international contact centers, Lands' End ran on three disparate software platforms. As part of a company-wide push for modernization and optimization, contact center leadership wanted to consolidate on a single, forward-looking, cloud-based solution.

Lands' End also saw the move to a single contact center platform as an opportunity to harmonize operating policies and practices across different lines of business. Previously, the company's business-to-business, consumer-facing, and international operations each had different practices. This created waste and drag in the form of siloed operations, limited visibility, and duplicated efforts across different lines of business.

Currently, 80% of the company's contact center employees are at-home agents, and Lands' End plans to grow that population. These employees tend to put an even higher premium on flexibility, self-service, and responsiveness, so Lands' End wanted to provide a world-class work experience. "We continue down the path of more home agents, not less, so the more flexibility we can offer agents, the better," said Arthur



Rebischke, manager of operational analytics and workforce management for Lands' End.

03 THE SOLUTION

A unified, coordinated rollout

Lands' End worked with NICE's Value Realization Services team to design a rollout strategy built on four pillars:

Leadership engagement: This pillar links the implementation of NICE WFM Suite with broader corporate goals for cloud migration and operational improvements. The contact center team prepared a detailed change plan which documented the changes in practices and processes that would ripple throughout the organization, helping executives and line leaders prepare their teams.

Communication: In addition to the change plan, the implementation team provided status updates, first on a monthly and later, on a weekly basis as launch approached. These updates would also explain the range of training and engagement activities that were becoming available. A SharePoint site dedicated to change management gave agents and leaders easy access to timelines, updates, training material, as well as a forum for questions. Agents were also encouraged to share their vision for how the new processes could improve their work experience. The WFM team engaged key change management leaders on a weekly basis to improve understanding on project timelines, to ask questions, and to share lessons learned.

Training and support: The team offered virtual classroom led, on-line self-directed, and job aids for end users, individualized for each agent. These included employee recognition for early adopters, and the creation of an agent superuser team to provide peer-to-peer support. VRS supplemented with a library full of support materials which Lands' End adapted for its own environment. For easier access, these tools and resources were available on the change management SharePoint.

Business readiness and measurement: Lands' End kicked off a full change management plan concurrent with technical implementation, and laid the groundwork to measure ongoing success in terms of employee engagement as well as traditional contact center performance metrics.

04 THE RESULTS

Careful planning yields immediate results

The contact center overhaul was completed on schedule, eight months after project kickoff. The careful coordination and change management planning helped the rollout succeed right out of the gate. Agents quickly embraced the ability to coordinate their own absence request and schedule trades via EEM, skipping the traditional method of leaving messages and waiting for confirmation from WFM staff. Adoption of the EEM mobile app continues to climb.



With both EEM and WebStation self-help options available, agents are now empowered to manage most schedule changes directly. Calls to the WFM help desk have dropped 70 percent, and WFM staff time spent on schedule changes is down 80 percent.

The investment in structured methodology to change management, including an agent superuser group also provided strong early returns. The group reviewed training materials for accuracy and clarity, and helped keep both their peers and WFM support staff from being overwhelmed in the hours and days after rollout. Superusers helped other agents with common issues related to login and first-time processes, which kept things running smoothly without spiking demand for help desk services.

05 THE FUTURE

More agent impact, organizational improvements ahead

Unwinding 20 years of entrenched contact center practices doesn't happen overnight but Lands' End is already looking for the next wave of improvements from this NICE-powered overhaul. With faster access to agent scheduling data versus operational performance, Lands' End looks forward to making even more informed decisions about both short-term and long-term staffing needs.

Lands' End is also using the newly streamlined practices to help improve the initial hire training process, reducing modules which were spread across several forms and systems into a tighter, more digestible experience.

The company continues to work closely with VRS on questions about functionality and opportunity, and to understand how the NICE engineering roadmap could impact future operations.

“This project has been a critical step for us to empower our agents to take control of their schedules and allow them the flexibility that we want to deliver.”

MARY JUDKINS
SENIOR DIRECTOR OF CUSTOMER CARE
SERVICES
LANDS' END



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.

www.nice.com

For the list of NICE trademarks, visit <http://www.nice.com/nice-trademarks>