

# American Century Investments

Aspect® Workforce Management allows company to improve customer care



## Results

- Improved service levels from around 20-30 percent to meet 80 percent service level target
- Increased answer rate after plan over 10 percent, reaching the 96 percent target
- Increased average speed of answer from 230 seconds to 10 seconds

## The Company

American Century Investments is a leading investment manager, committed to delivering superior investment performance and building long-term client relationships since 1958. Serving investment professionals, institutions, corporations and individual investors, American Century Investments offers a variety of investment disciplines through an array of products including mutual funds, institutional separate accounts, commingled trusts and sub-advisory accounts. The company's 1,300 employees serve clients from offices in New York; Mountain View, Calif. and Kansas City, Mo. James E. Stowers Jr. founded the company and serves as co-chairman of the board. Jonathan S. Thomas is president and chief executive officer and Enrique Chang is chief investment officer.

The company has one contact center with approximately 175 agents, mostly taking inbound calls or inquiries through Web, chat, and email.

## Motivation for Change

American Century Investments encountered a number of challenges in managing its contact center workforce. The contact center seemed to be accurately staffed, but was not meeting its service level objectives. At the time, the company was using a workforce management solution from another vendor and was dissatisfied with the level of customer service and support it was receiving.

After hearing negative customer feedback regarding its long hold times, the company determined it needed to improve its quality scores and better forecast when to staff up for rising call volumes. The real challenge was that unpredictable events, such as stock market performance, were greatly impacting those levels.

## Why Aspect

Because of their experience with their existing workforce management vendor, the company decided to look elsewhere. American Century Investments ultimately chose Aspect, based on their tools that put the power in the hands of the representatives and the recommendations received on customer support. The company chose to implement the capabilities of Aspect Workforce Management based on the support from Aspect and the functionality of eSchedule Planner and Real-Time Adherence. The solution provides essential forecasting, scheduling and tracking and flexible, strategic planning that enables contact center to evaluate multiple staffing scenarios to determine optimal staff and resource requirements.



**"Working with Aspect has been a great experience. We have had extremely positive outcomes and the support staff has always been so responsive."**

**- Nina Westvold**  
*Director, Contact Center Operations,*  
*American Century Investments*

Leveraging the extensive real-time and historical reporting capabilities of Aspect Workforce Management, the company was able to develop a staffing program called the Capacity Model. Aspect Workforce Management has helped American Century Investments adapt to and utilize the new model to its full potential. Aspect Workforce Management can forecast accurately based on different times and days of the year, enabling the company to meet its service level goals. In addition, the company is better able to meet its service level goals with a solution that can forecast accurately based on different times and days of the year.

The specific data needed for the Capacity Model is current staffing numbers, projected attrition, projected new hires and all-day shrinkage, such as sick time and vacation. This information includes any data that could affect those who work for American Century Investments and their every day work experience, and therefore needs to be accounted for. Aspect® Workforce Management helps the Capacity Model organize the data and systematically determine the amount of people that need to be on the clock at each exact point of the day.

## Results

After implementing the new process, American Century Investments is seeing great results. Customer care has improved significantly and the average speed of answer went from more than four minutes to about five seconds. The abandon rate plummeted to about one percent from more than 14 percent. Additionally, service levels improved from under 40 percent to 90 percent, surpassing the company's goal and board mandate of 80 percent.

Overall, agent job satisfaction is rising. Having the right number of agents at the right time enables them to feel more accomplished and successful while they're working. Calendars are published on the company intranet site so that schedules are accessible and user friendly for all employees.

American Century Investments believes Aspect Workforce Management has helped it to deliver the highest levels of customer service possible.

**"We've used different vendors in our contact center and we felt that we could benefit from stronger customer service. Aspect delivers such great service, which is one of the key advantages of using Aspect Workforce Management. The Aspect® Technical Services employees have been a phenomenal resource and are always pleasant to work with."**

**- Nina Westvold**  
*Director, Contact Center Operations,*  
*American Century Investments*

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### About Aspect

Aspect is the only software company with a fully-integrated interaction and workforce optimization platform for enterprise contact centers globally that need to profitably (and seamlessly) orchestrate people, processes and touch points in an era when the contact center is the new center of the customer experience. For more information, visit [www.aspect.com](http://www.aspect.com).

