



# ESSENTIAL CONTACT CENTER TECHNOLOGIES FOR COLLECTIONS

Improve Right-Party Contacts | Build Productivity | Increase Debt Recovery | Grow Your Business

# OVERVIEW

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Today's market offers a number of challenges to collection organizations, whether they are first-party collections departments, third-party agencies or collection law firms. The industry has seen continued economic weakness, increasing competition and consolidation, as well as a growing regulatory burden and often-changing legal requirements. In light of these challenges, the industry has reacted by embracing new approaches and technologies to improve efficiencies, boost recovery rates and beat the competition.

Alvaria grew directly from the call center business. Ever since we began building call center technology products over forty-five years ago, our first-hand experience in operating our own centers has been the driving force behind our solution development. We truly understand the challenges that centers face in managing their daily activities.

In 1981, Alvaria built the industry's first outbound dialer and was developed for a collection environment. Since that time, Alvaria has become one of the most-respected technology providers in the contact center industry – and the gold-standard for specifically Collection organizations – by providing a complete, integrated communication platform. Over one-half of our client base uses the Alvaria outbound solutions to manage their collection activities, including in-house groups and outsourced agencies. Over the years, we have maintained a close relationship with industry groups such as the CSA, ACA International, insideARM and others, not only by speaking and exhibiting at annual conferences, but also by having their representatives appear at our own user events.

At Alvaria we are continually expanding our intellectual property and strengthening our market presence to better meet our clients' needs. Alvaria solution offerings are the industry's most complete set of customer contact management tools, with best-in-class contact center, Workforce Engagement, Gamification, Analytics and Decisioning tools that help our clients improve their contact strategies and execute best practices throughout their collection operations.

Some of the largest and most respected firms in the collections and financial services market have made Alvaria their contact center technology partner. Contact us to receive your FREE business assessment and to learn how Alvaria can help you grow your business and increase your debt recovery. You will discover why we say: Alvaria solutions do more, do it better and deliver better business outcomes.



The Collection industry faces on-going challenges from globalization, regulations, lawsuits, consolidation, digital media, new contact channels & a growing focus on the customer experience.

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# STATE OF THE COLLECTION INDUSTRY

The US debt collection industry grew by almost 2% in 2020. In the coming years, increases in collection rates and outstanding credit are expected to drive growth in the industry's revenue. Mergers and acquisitions continue to reach historic levels, as smaller agencies are over-taken by larger companies using technology and business systems to achieve economies of scale.

Globalization is also affecting the industry, and the increasing mobility of consumers and the growth of contact channels offer additional challenges.

Regulatory compliance is a massive and escalating issue for all contact centers. New and pre-existing local and international regulations continue to require changes to operating practices and policies. Calling regulations and restrictions from Ofcom and other entities are becoming tighter, while the level of data security for GDPR is intensifying.

These new, more complex laws, regulations and requirements are driving an increase in regulatory enforcement and consumer lawsuits. New communication channels and methods challenge the traditional tools for contacting consumers. Whereas new technologies can help reduce overhead and increase cost efficiencies.

As more and more creditors mandate fewer contact attempts to avoid lawsuit exposure and reputational risk, collection organizations are seeking solutions that maximize customer contact productivity through better targeting and analytics, while being sensitive to and compliant with the regulatory environment.

## Some additional debt statistics:

- Measure by revenue, the market size of the Debt Collection Agencies industry is [\\$13.0 bn](#).
- There are [7,060 Debt Collection Agencies businesses](#) in the US as of 2020.
- Student loan debt in 2020 was [about \\$1.56 trillion](#). The average student loan debt for members of the Class of 2018 is \$29,200, a 2% increase from the prior year.
- Credit card debt hit a [record high of \\$930 billion](#) for Americans in the final quarter of 2019, with a \$46 billion increase in credit card balances from the prior quarter and up an alarming \$57 billion over the same period in 2018.
- Credit card payments are expected to remain the largest in-store payment type by volume and are forecast to reach [\\$1.82 trillion in annual volume by 2024](#).

# ESSENTIAL TECHNOLOGIES FOR COLLECTION CENTERS

Today's market offers a number of challenges to collection organizations, whether they are first-party collections departments or lenders, third-party agencies, or collection law firms. With a stagnant economy, high unemployment, increasing competition and consolidation, massive regulatory burden, and evolving legal requirements, the industry is reacting by embracing new approaches and new technologies to improve efficiencies, boost recovery rates, and beat the competition.

Collection centers have traditionally focused on the best use of their resources and making the most right-party contacts. That has not changed. What has changed is that people no longer answer the phone the way they used to. As a direct result, numerous tools and solutions have emerged to address this issue.

Automated dialing and inbound processing have replaced manually dialing phones or answering calls and then figuring out who they should go to. Self-service tools are growing in popularity and functionality.

Analytics solutions and information-based decision making is replacing manual and judgmental business process. Significant recent advances can put companies using products that are just three or four years old at a disadvantage in light of new regulatory codes and emerging technologies.

Collection call centers in today's market are interested in doing more with less to build efficiencies. Most technology vendors agree that the collection market is more educated and more open to using technology than they were just a few years ago. Key among their needs are finding integrated solutions to help improve productivity, use resources more effectively, improve the customer experience, monitor performance and right-party-contacts, enhance debtor activities, preserve existing investments, and provide responsive support.

**The following pages outline how some collection organizations have solved their business problems with advanced technology solutions, including:**

- 
- Right-Party Contact Strategies
  - Blended Collection Agents
  - 'Virtual Collectors' & Self-Service
  - Omnichannel Communications
  - Account Ownership & Management
  - Desktop Integration
  - Call Recording
  - Compliance-Ready Technologies
  - Predictive Data Analytics
  - Speech Analytics
  - Workforce Management
  - Gamification & Collector Engagement
  - Real-time Management Tools
  - Data Security
  - A Single, Unified Platform

# RIGHT-PARTY CONTACTS STRATEGIES to Improve Contacts & List Penetration

Making sure that your collection agents are talking to the right people is one of the single most significant factors in achieving debt recovery goals. Automating the dialing process with a high-performance dialer is only the first step. A flexible dialing solution, with the ability to operate in multiple dial modes – such as blended inbound and outbound, predictive, preview, and ‘dial now’ – can be more beneficial than a basic ‘power’ dialer, offering more features to help you manage the dialing process and make better use of your collectors’ time.

Intelligent voice detection and special instruction tone (SIT) screening are the next step to increase collector talk time. Automatically screening calls for busy signals, no answers, line issues, disconnects (both temporary & permanent), or answering machines removes ‘bad’ attempts from the queue and passes only live contacts to collectors. More sophisticated dialers can also recognize Teleshopper and Privacy Director type devices. The industry average for answering machine detection is 75 – 80%. The best solutions use advanced voice detection to provide a superior level of recognition, with detection rates of 90%+.

Call pacing control for the predictive dialer is also an important consideration. The system should offer a variety of options for pacing which can be assigned by campaign to help meet the goals for each individual program. For example, a program may target either the average collector wait times between calls or the average hold time for callers. Managing programs by drop rate can help centers meet nuisance call guidelines.

For any proactive communications, success is measured by the ability to connect with, and get a response from, a customer worth contacting. Companies today can leverage predictive analytics to determine the probability of connecting to a customer and the probability that each contact successfully converts (ie, to a payment or promise to pay).

Operations benefit as outbound agents spend a higher portion of their time on the most valuable customers to each segment of the business – customers with high revenue potential or high risk of loss or attrition – and achieve higher contact and conversion rates.



## SPOTLIGHT

### Leading Telecommunications Provider

**Need:** Improve staff productivity in the blended call center and increase right-party contacts (RPCs).

**Solution:** Deployed a best time to contact solution along with advanced campaign management to enhance its call targeting and optimized outbound schedule.

**Results:** RPCs were boosted by 15-to-30% and agent efficiency improved by more than 8%.

# BLENDED COLLECTION AGENTS for Unified Inbound & Outbound Processing

Blended solutions help collection organizations increase collector productivity by reducing idle time. Collectors assigned to inbound-only campaigns may have a lot of downtime while waiting to receive incoming calls. By 'blending' collectors, they can make outbound calls between inbound calls to maximize their talk time.

Many vendors talk about using blended collectors but may require them to log-off of an inbound program and log-in to an outbound program before they can make outbound calls. A 'true' blended solution performs the blending function automatically, so that collectors can be assigned to both types of programs simultaneously. Collectors are moved between programs seamlessly based on demand, while the system automatically manages call volumes to meet service level goals.

Companies that already own a PBX or Switch can look for vendors who offer call blending by integrating with the existing equipment. This is generally referred to as 'CTI Blending'. The solution should offer unlimited options for blending, so that users can define their own custom formulas and blend calls based on any combination of service level statistics or date and time variables. This gives the manager full control over collector utilization, resulting in maximum collector productivity.



## SPOTLIGHT Vacation Ownership Collection Group

**Need:** Replace an outdated dialer to increase campaign flexibility and improve performance.

**Solution:** A blended inbound/outbound solution to replace an outbound-only system. The platform integrates with the group's existing PBX environment utilizing an option for multiple ACD management.

**Results:** Outbound call volume has increased by 83%, and with integrated inbound services, the group has seen an overall increase in delinquent money collected.

| Essential Technologies for Collection Centers

## 'VIRTUAL COLLECTORS' & SELF-SERVICE OPTIONS for Improved Efficiency & Faster Service

A combination of automated features and collector tools helps companies improve consumer relationships. IVR, text-to-speech, automated outbound messaging, and payment processing are used to create 'virtual collector' programs. A 'virtual collector' campaign calls consumers, verifies their identity, and asks them to take action - all without involving a live collection agent.

Adding Integrated Voice Response (IVR) functionality allows automatic call routing based on account characteristics or balances to self-service menus, or to skilled agents who can more quickly offer the right assistance, resulting in better use of resources. For example, a low-balance or new account can be routed automatically to an auto-payment option, while an older or higher balance that may need more assistance can go directly to a collection agent with a higher rate of promises-to-pay.

Results show that consumers using the auto-resolution technology often end up making a higher average payment, because the computer does not negotiate (whereas a live collector may offer a lower payment option) and because the 'stress' level is lower (since the consumer knows they are talking to an automated system and not to a person).

While many companies are outsourcing these types of programs, progressive collection firms are managing 'collector-less' programs in-house with more control, greater flexibility and lower cost.

### SPOTLIGHT

Premier National  
Banking Organization

**Need:** Improve list penetration and maximize collector resources during peak hours.

**Solution:** 'Virtual Collector' tools with IVR and TTS to leave personalized messages on answering machines during peak calling hours, freeing its collection agents to focus on live calls.

**Results:** Improved productivity, increased recovery and lower costs. During high-volume periods, the Bank has found that 8 text-to-speech licenses can manage the workload equivalent of 15 full-time employees.



# OMNICHANNEL COMMUNICATIONS for Voice & Non-Voice Contacts

In today's 'demand' economy, consumers are accustomed to a wide variety of choice. While voice contacts remain the most effective way to handle more complex discussions, more and more people prefer to interact with companies via online channels for faster, more streamlined services. Omnichannel Solutions offer integrated options to enable customer contact through multiple channels in addition to traditional voice, such as email, SMS, web chat and social media, and to manage these non-voice streams as efficiently as voice contacts, so they can further maximize agent resources and manage the customer journey across all contact streams.

Email and SMS (short message service) systems allow collection agents to respond to incoming messages or to generate outbound messages based on call results to specific customers, or to a group of customers. User-defined criteria help determine whether messages should be sent to specified contacts based on business rules and consent screening, to help ensure contact compliance.

Web Chat provides real-time interaction with customers for those who prefer to interact in a text-based conversation. Social Media is a rapidly growing communications channel for consumers, offering a quick and accessible way for customers to share their opinions and experiences, including their complaints or displeasure.

When considering an omnichannel product, it is essential to pass all previous context from automated self-service interactions when traversing to live assistance and select an option where contacts from all channels enter into a universal queue for efficient routing and handling, using skills assignments for distribution to agents. Also important is the ability for managers to view activities, monitor sessions, and generate reports for all transactions, regardless of channel.

Equally important is the ability to optimize collector time while working in some of these non-voice channels, where there are frequently delays between sending an email, SMS or web chat and receiving a reply. This is often referred to "multi-session" capability, where a collector can have more than one session - or conversation - in process at the same time, allowing them to work more efficiently by staying productive during the gap time. All sessions are stacked on the collector desktop, allowing the agent to toggle between the conversations.

## SPOTLIGHT

### One of the World's Largest Credit Unions

**Need:** A multi-channel system to support phone, email and SMS contacts for a diverse customer base.

**Solution:** Omnichannel platform with a universal queue for voice and non-voice contacts.

**Results:** The ability to manage strategies or different customer groups. The Credit Union uses SMS and email to reach out to members that it can't make contact with via phone or other methods.

# ACCOUNT OWNERSHIP & MANAGEMENT

## Improves Relationship Building

Account Ownership allows specific consumer accounts and records to be 'assigned' to specific collection agents, essentially giving them management for the account for both outbound and inbound activities. It is ideal for applications in which individual collectors 'own' accounts, enabling them to build quality, one-on-one relationships with customers. Collector-owned accounts maintain the continuity of the customer relationship and personalized service, and account familiarity helps increase customer satisfaction and can improve payment performance.

Using account-specific dialing allows collection agents to manage their dialing queues with preview 'dial now' features. When combined with an integrated system, collectors can easily view account details before the call is placed, read notes from the last conversation and review recent activities. Incoming calls are also routed directly to the assigned collector to continue the relationship.

## SPOTLIGHT

### Multi-Site Healthcare Patient Services Agency

**Need:** Build relationships between healthcare patients and collectors to improve payments.

**Solution:** A blended solution with Account Ownership features.

**Results:** Collectors can manage their accounts to build customer relationships and to improve customer satisfaction. The collectors enjoy using the system; it lets them do what they do best – finding solutions for patients and clients.

# DESKTOP INTEGRATION to Create a Unified Collector Environment

Collection agencies often serve a wide variety of client companies, each with their own unique program needs, requests and requirements. Therefore, collection groups need access to script and application building tools that allow them to create customized programs and to make modifications to existing campaigns quickly and easily, without a lot of complex programming. Web-based desktops can further increase flexibility and reduce expensive licensing costs.

The demands of the current business environment and customer expectations make it crucial for collectors to have an expanded toolset for easy access to information. They may be required to use a complex combination of business applications and resources to do their jobs (CRM Systems, Collection Packages, Skip Trace Tools, Payment Processing, Additional Backend Applications, Knowledgebases, Scripts, Websites, and more).

With multiple logins and different processes for each individual application, navigational difficulties, copying-and-pasting or duplicate data entry, and searching through multiple systems with differing data, it becomes easy to see how collection agents can feel overwhelmed. Add the use of emails, webchat sessions and voicemails into the mix, and the desktop becomes a puzzle for the collector to put together, rather than a seamless path that guides them through their tasks.

A unified desktop consolidates data from multiple sources into a single collector interface, making it easier for your collectors to be more productive. A platform with open design and customization capabilities gives the flexibility to connect directly to external systems and applications using ODBC, SOAP or JSON (RESTful) Web Services and mainframe emulation methods to push information to the agent workflow or to automatically launch a customer record in a third-party application, eliminating manual lookups and switching, and streamlining handle time. Or, you may choose to embed the call control features directly in your own application, such as a CRM system or Salesforce workspace.



## SPOTLIGHT

### Financial Services & Mortgage Lending

**Need:** Increase the flexibility to create new scripts and provide access to customer information.

**Solution:** An easy-to-use graphical application builder for managing campaigns.

**Results:** The bank can customize campaigns and scripts for different needs. User-friendly tools have reduced the amount of time it takes managers to build new campaigns from over 1 hour to only 10 minutes. Consumer data is handled efficiently through integration to mortgage software, giving collectors instant access to view customer information and call histories. The group merges multiple datapoints to build an efficient workflow, gives collectors faster access to the right information, simplifies system navigation, and streamlines processes to improve call handle times.

| Essential Technologies for Collection Centers

# CALL RECORDING for Quality Assurance & Compliance

Call recording is important to collection organizations for a variety of uses, from promise-to-pay verifications and resolution of consumer disputes to quality assurance and collector training. Digital recording offers high-quality audio files for review, and video playback allows you to measure the effectiveness of your agent workflows and make changes where necessary. An integrated solution provides built-in call recording functionality for voice and screens without the expense of paying for each individual conversation that is recorded.

The call recording system should offer flexible configuration options by campaign. For example, can all calls be recorded? Can calls be recorded only for specific campaigns? Can portions of calls be recorded – such as if a consumer promises-to-pay? Can the recording begin automatically within the script or can collectors initiate the recording at the touch of a button? Can screens be recorded and matched to the call audio?

Storage of the recordings and the ability to retrieve files quickly and easily are also important. Are the files in a format that can be compressed for efficient handling? Can they be emailed as .wav files or archived? Single sites with high recording volumes and multiple sites with the need to consolidate files may benefit from a separate device for archiving and organizing files. Intelligent queries allow you to search for and quickly retrieve recordings by criteria such as collector ID, consumer name, phone number, address, call status, archive date, etc.

Recordings can also be used with Interaction Analytics applications to support automated analysis of every phone call – not just a small amount that your QA agents can get through – to look for keywords or phrases that can help you identify trends, signal areas for training, respond more quickly to consumer needs, and improve customer satisfaction.

## SPOTLIGHT

### Premier National Banking Organization

**Need:** Provide call recording on inbound and outbound calls for QA and dispute resolution.

**Solution:** An integrated digital recording system to record 100% of inbound calls.

**Results:** Management features allow the Bank to exclude line-side recording in states with dual consent laws on outbound calls, while retaining the agent-side for training purposes. Recordings are sorted by category for quick retrieval and playback and can be played for attorneys in resolving consumer disputes.

# COMPLIANCE-READY TECHNOLOGIES to Reduce Risk

Now, more than ever, it is important for companies to be in compliance with industry and government regulations.

Companies must consider a number of items before even dialing a record. Do Not Call List/Telephone Preference List management functionality is a basic requirement for contact center systems, and the best systems can match and remove corresponding numbers in real-time, saving users the extra hassle of scrubbing lists before dialing begins. Calling hour/day safeguards that enable users to specify time windows based on time zones of dialed numbers, governors for maximum attempts and nuisance prevention, and the ability to manage restrictions on automated dialing to mobile phones are also critical components.

Once the call has been made, businesses need to manage another set of requirements, such as the ability to set maximum thresholds for abandonment rates, minimum number of rings, and opt-out mechanisms. If call recording is used, additional rules come into play for recording consent. And of course, through it all, a consumer's data and private, personal information must be protected – especially where that includes payment processing and sensitive financial details.

Innovative, state of the art toolsets for legislative compliance are available for collection centers, delivering features, reports and tools designed to help manage operations in accordance with government legislation and industry guidelines around the world – including DNC/TPS Lists, TCPA, Ofcom, Mobile Phone Dialing, GDPR and more – without sacrificing the productivity of your collection agents.



## SPOTLIGHT World Leader in Vacation Ownership

**Need:** Manage regulatory compliance while maintaining productivity within its collections group to continue financial stability within the organization.

**Solution:** Blended contact management platform with Integrated compliance and campaign strategy tools.

**Results:** The group has improved targeting for landlines and wireless numbers, resulting in a 50% improvement in productivity and a 200% increase in RPC rates, allowing its collections team to increase compliance with all regulations while improving their effectiveness and the performance of the portfolio.

# PREDICTIVE DATA ANALYTICS for Optimized Contact Targeting

According to GSMA real-time intelligence data, 5.2 Billion people – or 67% of the world’s population – have a mobile device. While the number of consumers who rely on mobile devices continues to grow, the current legislative and regulatory environment is making it harder to include those mobile phone numbers in automated calling campaigns.

Further adding to the challenge, in the current economic climate there are more customers than ever who cannot afford to make a payment, and who also see no point in taking another call from another collector. Widespread availability of Caller ID makes it easier than ever to avoid those unwanted calls. Legacy contact campaign strategies such as balance and score-based prioritization or high penetration targets are not only ineffective, they can put your operation “at risk” with your organization’s most valuable assets: your customers.

The reality is collection agents need a more sophisticated approach in order to get the most out of each contact attempt. There are still customers who can be reached by phone and who have money in their wallets. Collectors need a way to find them quickly and to keep finding them as behavior patterns change over time.

So, how can you optimally schedule calls based on your available resources that allows you to efficiently reach the most RPCs? Contact targeting software solutions solve the questions of “when to contact” and “how to contact” using Predictive Data Analytics to create optimal contact schedules – including the most appropriate channel and time to contact a consumer to get the desired outcome.

The result is a substantial rise in agent productivity, more connect time, and growing revenue by prioritizing contacts at each time segment to optimize penetration and enabling high value strategies. The next step is creating an effective outbound call strategy using a List Management solution to centralize and automate outbound campaigns and policy compliance, simplifying your dialing operation to ensure you meet goals and quotas despite staffing fluctuations, while enforcing calling rule compliance. Data Analytics can also work together with Interaction Analytics and Workforce Management tools to help maximize results, increase agent and customer satisfaction, help ensure compliance, identify and implement best practices, and more.



## SPOTLIGHT Government Collections Unit

**Need:** Increase list penetration without hiring more staff and generate improved results from outbound calling campaigns.

**Solution:** Predictive Analytics solution, featuring contact targeting and campaign management tools.

**Results:** 85% increase in outbound calls and 61% lift in RPCs.

| Essential Technologies for Collection Centers

# SPEECH ANALYTICS with Data Mining, Analysis & Evaluations

Speech Analytics is one of the collection industry's fastest growing market segments. Analytics refers to the use of automatic methods to analyze contacts to gain intelligence that you can apply to improve your contact programs and customer service. Speech Analytics reviews call audio to extract useful information about the content or the speakers. It can also be used to create transcripts of calls for further analysis.

Today's Speech Analytics solutions replace old lexicons and dictionaries that limited searches with new tools that use phoneme pattern-matching to execute searches on all words and phrases, including blended words, proper names, slang, code words, and non-standard grammar patterns. With post-call analytics, companies can search large volumes of call recordings more quickly and denote contextual and emotional relevance to measure and analyze results. Companies can also use post-call to analytics to automatically review and score calls based on a user-defined scorecard.

With Performance Evaluation tools, collection centers can evaluate individual performance to learn whether agents are providing an appropriate level of service, who is excelling, and who needs more training. They can also identify common questions from customers, trends in calls, and best practices, to improve workflows and customer service.

Real-Time Speech Analytics (RTSA) technology provides instant feedback that can help collectors respond to situations quickly, for an even better customer experience. Live interaction screening takes the advantages of traditional speech analytics for analyzing calls and raises the technology to the next level, providing feedback on calls as they are happening. The ability to take action quickly while conforming to best practices and compliance regulations results in a better customer experience, improved customer satisfaction, reduced costs, decreased agent churn, and increased revenues.

The business intelligence offered by Speech Analytics can be used to focus on the four areas that are most likely to impact the overall organization: improving the customer experience, deepening your business and market intelligence, improving operational efficiencies, and achieving compliance with the regulatory environment

## SPOTLIGHT

### Short-Term Consumer Loan Provider

**Need:** Improve QA scores and reduce compliance infractions.

**Solution:** Speech Analytics technology with recording and QA scorecard tools.

**Results:** A 15% increase in call center-wide QA scores and an 81% improvement in compliance issues after focusing calibration, training and coaching.

# WORKFORCE MANAGEMENT for Forecasting, Staffing & Resource Planning

Workforce Management (WFM) is the art of having the right number of skilled people, and supporting resources, in the right place at the right time to meet the desired service levels for an accurately forecasted workload. WFM tools remove the guesswork from your collections center planning by carefully balancing the demands of business activities, staff requirements, and service level expectations with efficient staffing levels – helping you improve customer service and reduce costs.

A workforce management solution may include some or all of the following pieces: personnel data management, schedule development, skills-based scheduling, availability management, intra-day management, activity planning, forecasting, and shift optimization.

When you have the right intelligence to more accurately plan how many employees are required, efficiency improves, and labor and operational costs go down. When your center is understaffed, wait times are longer, and the customer experience and service levels suffer, which can impact your brand image. Agents can become stressed and overworked, which can cause excessive agent turnover. Overstaffing means you have agents sitting idle, which drives up overhead costs, and agents can become bored, leading to an unengaged workforce.

Appropriate staffing levels are vital for business success. But, predicting call volumes throughout the day to ensure proper staffing can be a challenge. Using WFM for forecasting allows you to easily predict future activity levels and determine the staffing needed to meet those levels. With WFM, forecasts will be much more accurate, resulting in a schedule and roster that will reduce intraday chaos and the need for constant adjustments. Once staffing requirements are identified, the WFM system can automatically create a roster, optimising the staff at each time segment, and based on the company's specific business rules, workforce and shift configurations, and agent preferences – so that managers can spend more time managing and less time manually making schedules.

WFM can also be used to allow employees to view schedule information, manage and request time off, swap shifts with co-workers or bid for overtime, and help keep them on track with schedule adherence throughout the day.

## SPOTLIGHT Auto Rental & Sales Organization

**Need:** Increase efficiencies and resource optimization through workforce planning, forecasting and scheduling.

**Solution:** A WFM solution that integrates with their existing HR system.

**Results:** Automated forecasting and scheduling, reducing administrative time and making it easier to manage their growing workforce. The ability to schedule the right people at the right time and to track schedule adherence has helped gain operational efficiencies and increase productivity.



# GAMIFICATION & COLLECTOR ENGAGEMENT to Create Happier Employees – and Happier Customers

For those who work in collections centers – and especially for those on the front-line – the day-to-day reality can be stressful. In addition to initiating difficult conversations, collectors also must adhere to regulatory compliance requirements, while striking the right balance between customer satisfaction and goal achievement. Sometimes this work can take its toll, making it a challenge for collectors to stay motivated and on track.

To make the process less taxing on collection agents and ultimately create a more pleasant experience for consumers, a growing number of organizations are adopting Gamification in an effort to help improve employee engagement and morale. Gamification uses game mechanics to drive desired behaviors and leverages science-based motivational techniques to train, provide ongoing feedback to, and reward collectors for reaching goals and business targets.

Motivation impacts everything in a contact center. A motivated team of collection agents has a positive cascading effect on call efficiency, cost per call, and overall expense. Conversely, an unmotivated team can drag down productivity and cause financial performance to suffer. The better a collector is at providing a good experience for the customer, the more likely they are to maximize collection/recovery in less time. The result is a win-win for all parties.

A gamification solution featuring contests, rewards and coaching can help bring about positive changes in motivation, leading to better call efficiency, higher workforce retention, and, ultimately, reduced costs. Motivating employees and increasing efficiency is achieved through a combination of competition, recognition and coaching. Team competitions and individual duels fulfil the essential employee needs of belonging and autonomy, while monetary/non-monetary rewards align collector values with company goals. Coaching features help increase aptitude at a targeted skillset, which leads to a direct reduction in after-call work. The lift in motivation often correlates with a rise in collector retention (engaged employees are employees who are happy with their jobs), so that the overall experience and skill level of a company's workforce grows, which also contributes to efficiency gains.



## SPOTLIGHT

### Leading Accounts Receivable BPO Organization

**Need:** Increase collector engagement to improve compliance and productivity and increase debt recovery to meet business targets.

**Solution:** A Gamification solution that was engaging, enjoyable and easy to use, and provides transparency across the organization.

**Results:** Right Party Contacts increased by 36%, First Time Payments were up 13%, and Call Score skyrocketed 61%, achieving a significant ROI in just the first four months of use.

| Essential Technologies for Collection Centers

# REAL-TIME MANAGEMENT TOOLS for Reporting & Monitoring

Knowing what is going on in your center is crucial to managing programs effectively and to getting the best results. A package of real-time reporting, monitoring and management tools gives you complete control of your applications with access to information on collection agents, lists, scripts, campaigns, phone lines, resources, and more.

With online collector and group views, wizards to lead managers through common administration functions, a library of standard reports, and custom query-by-example tools, call center solutions can offer superior program and center management. Remote and Mobile administration features allow managers to manage from anywhere – whether on the call center floor or from outside of the center – to view statistics and make program changes.

Systems also should provide the ability to monitor collector conversations for both voice and screen, with options to observe or coach an agent, or to speak directly with the customer. Voice monitoring should be accessible from a manager workstation, from a handset on the center floor, or even from a remote location. Managers should also be able to view the collector's desktop and watch the workflow.

Programs that allow clients to monitor their own programs offer an added advantage for collection agencies. Using these Application-Specific monitoring features, agencies can provide permissions for a client to log-in to the system and listen to collection agents working on their accounts. Security rights and password access limit the campaigns, time of day, and type of monitoring on a client-by-client basis. Some collection agencies charge for this monitoring service, giving them an additional revenue opportunity.

Analytics tools that allow companies to track past performance and results to predict future contact and conversion probabilities provide valuable insight for developing contact strategies and allow managers to make more informed decisions for managing campaigns.

## SPOTLIGHT

### Premier National Banking Organization

**Need:** Monitor system and collector activities to improve efficiency and manage campaigns.

**Solution:** A platform that allows on-screen monitoring of campaign and account performance in real-time for both the dialer and the database.

**Results:** Managers can see wait, talk and wrap times to quickly identify where collectors are spending the most time, helping them work more efficiently. For example, the agency found that collectors were devoting 12 – 14% of their days to after-call work, and were able to cut that time in half, freeing them to spend more time on live calls.

# DATA SECURITY for Compliance and Operational Requirements

Data Security and Compliance issues are two of the top challenges which collection professionals face today. Data is one of the most highly valued resources in a competitive business environment. Protecting data and controlling access to data - while maintaining its availability - are top priorities in our security-conscious world, for both businesses and consumers. Increasing regulatory requirements are also helping to drive the need for securing data. From GDPR standards for privacy and sensitive information to newly proposed legislation on data security, the landscape is constantly changing.

Organizations can benefit in many ways by protecting their data. The benefits can provide companies financial value, peace of mind, and investor confidence. The majority of businesses today have some type of security technology present within their organization.

There are many layers that make up and define Data Security. All of the layers need to work in parallel to provide protection for your company's data and the data you accept from clients. An important first step in taking control of information and helping to meet regulatory requirements is encrypting your collection center's sensitive data. Encryption is a powerful and widely used technology that helps protect data from loss and inadvertent or deliberate compromise.

The technologies businesses are using today are becoming more advanced. In addition to data encryption across the channel, other technologies include, speech analytics, digital recordings, password encryption, encrypted data at rest, system hardening, and security over the wire (SSH, SFTP, VPN). Technology will continue to evolve to meet the changing demands of security needs. Working with organizations that are SOC-2, Type-2 compliant, or meet ISO standards - especially for cloud environments - is critical to meeting security requirements.

## SPOTLIGHT Student Loan Collections

**Need:** A contact center platform with the flexibility to meet their operational and data security needs and improve collections productivity.

**Solution:** Integrated inbound/outbound solution with a secure and compliance-ready platform.

**Results:** Working with a technology partner to understand their business needs and provide a custom call center solution that meets their operational and compliance needs.

# A SINGLE, UNIFIED PLATFORM with More Features for a Better Value

Many vendors in today's collection center market offer systems that are made up of individual products pieced together – like completing a puzzle. The results are often inefficient systems that are being forced together, sometimes losing some of the functionality of each separate piece. The training process can also be difficult, as managers learn how to operate all of the products, and ongoing support may involve contacting multiple vendors.

A feature-rich, unified platform offers more built-in functionality and a better overall value. Solutions that are built from the ground-up using a common framework are already integrated, so no mapping or restructuring of data is required. A single application environment that manages the entire consumer communication process offers better performance, complete reporting, common management and collector interfaces, and features that are intended to work together.

Collection organizations considering a new technology purchase – or an upgrade of their existing system – should look for a vendor that offers a complete, integrated solution. The platform needs to have the flexibility to meet their changing needs and grow as they grow, and not box them into a limited system. Some of the features to look for include Predictive Dialing, Inbound ACD, Blended Omnichannel, 'Virtual Collector' programs, Digital Recording, Interactive Voice Response (IVR), Monitoring, Real-time Reporting, Best Time and Channel to Contact, Email/Chat/SMS, WFM, Gamification, Speech Analytics, Process Automation, Integration, and Compliance capabilities.

Enterprise campaign management can also automate and centralize the administration of campaigns by providing real-time integration into multiple contact devices, such as automated dialers and automated messaging platforms. For larger companies with operating centers both onshore and offshore, platform capabilities can load-level workflow across multiple centers, and redirect call records from one group of agents or one center to another within minutes to address outages or changes in staffing.

For longer-term planning, companies should also consider the options for deploying the solution. On-premise, cloud (in the vendor's data center or an internal hosted data center), managed services, and hybrid configurations all have pros and cons, and which one is the best fit is different for each organization. Some vendors will offer only one type of deployment model. Others may have multiple offerings, but also a different product and feature-set for each one. The strongest companies will offer a single code-base solution that is 'deployment agnostic' – allowing you to choose the model that best meets your functional, operational and budgetary requirements without sacrificing features or performance. Another advantage is that they allow the ability to make an easy transition from one environment to another should your needs change, with minimal business disruption and virtually no new training.



## SPOTLIGHT

### Debt Collection & Post-Legal Services Firm

**Need:** Increase collector connect time with debtors to combat non-productive telephony issues and to maximize the availability of data while keeping within a tight budget.

**Solution:** A single solution that includes outbound dialing, call recording, blended processing, real-time reporting, integration to CRM and collection systems, and real-time reporting.

**Results:** The solution gives the firm the tools to increase productivity, as well as powerful management features for better control of programs and instant access to data – all without a lot of 'hidden' costs. With one partner, the agency does not have to try to mix and match products from different vendors and gets more uptime and reliability to keep its business running.



TODAY'S COLLECTION CENTERS  
can benefit from increased efficiencies  
& improved resource management with  
advanced contact technology.

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Alvaria offers the industry's most  
comprehensive, scalable and compliant  
customer contact solutions.

# COLLECTION CENTER SOLUTIONS

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Many of the industry's largest and leading organizations are partnering with Alvaria to achieve more 'promises-to-pay' and to meet their goals. For more than 45 years, Alvaria has continually proven to lead the industry with innovative, integrated solutions and award-winning functionality.

We have introduced leading-edge technologies, including cloud-based and native VoIP solutions, patented Compliance tools for DNC, TCPA, HIPAA and other regulatory adherence, Account Ownership, advanced Preview Dial options, and the industry's most flexible CTI blending and integration tools. We provide our clients with significant functionality in our Scripting and Desktop tools, IVR product, Call Recording and QA components, Speech and Data Analytics, Data Security safeguards and Reporting and Management modules, as well as integrating the newest technologies in Customer Interaction, Call Targeting Analytics, Workforce Management, Gamification, and Employee Engagement.

For companies that have selected Alvaria contact center solutions, the difference in their business is measurable – from increased collector productivity, to improved efficiencies, to better management and reporting. We earn our clients' business every day by delivering results and performance to help them grow their companies and achieve their business goals. More and more organizations are choosing Alvaria to replace their under-performing or outdated systems. Our single-code base offerings for premise, cloud, and hybrid provide the most flexibility in the market. Collection centers are achieving anywhere from 10 -100% improvements in productivity, resulting in higher collection returns.

We invite you to contact us to receive your FREE business assessment to review your current productivity and efficiency levels, and to learn how Alvaria can help you grow your business and increase your debt recovery.

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Learn more about  
Collections Solutions:  
[Alvaria.com](http://Alvaria.com)

## ABOUT ALVARIA<sup>™</sup>

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Alvaria helps organizations efficiently manage and engage the modern workforce and connect compliantly with customers and prospects. Our open, innovative multi-platform is purpose built for two core competencies; a feature-rich, intuitive, and intelligent workforce engagement management platform, and a multichannel proactive compliant outreach platform. Alvaria, the product of the merger of world leaders - Aspect Software and Noble Systems - is proudly celebrating 50 years in business reshaping customer and employee experience. ALVARIA. Reshaping Customer Experience<sup>™</sup>. For more information, visit [www.alvaria.com](http://www.alvaria.com).



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