White Paper

Improve the "Customer Experience" with our solutions of remote work "anytime, anywhere".

ATENTO

Leading Next Generation CX

WAHA, WORK AT HOME AGENT

EXECUTIVE SUMMARY

Over the past two decades, there have been generational changes in work groups and work culture. In 2015, Millennials and Generation Z (or Gen Z, as they are more commonly known) represented one third of the workforce; however, they now account for over 50% of the global workforce. In the case of Mexico, Millennials represented 26.5% of the population (25 to 39-year-old) in the last year almost 27 million people.

This new workforce is competitive, tech-savvy, entrepreneurial and dynamic, and strives to achieve a work-life balance by adopting more flexible schedules compatible with the lifestyle they seek.

In addition to this, the reality of Covid-19 has disrupted everyone's lives and forced them to make changes in record time, making remote working the necessary solution to covering two needs:

- To allow the continuity of many businesses
- To protect the health of employees.

According to Coparmex data, productivity increases by 28% when implementing remote working, since travel times, absences and delays are reduced, and these hours can be used for work. 64% of finance managers surveyed by PriceWaterhouseCoopers (PwC) plan to make remote working a permanent fixture for those positions that allow it, even after contingency measures are lifted.

An example of a flexible model is working in a remote environment. Technology has enabled the growth of remote working in different industries, locations and jobs. Specifically, the contact center industry has embraced remote working programs, as more companies recognize the value of the Work At Home Agent model in attracting and retaining talent while controlling costs.

WAHA:
WORK AT HOME AGENT

WAHA is the combination of technology infrastructure and management solutions that allows professionals to work safely from home. Initially designed to meet business needs, such as contingencies, rapid expansion of workspace, volume peaks or seasonal service management and access to specialized talent pools, today we could talk about a large group of consolidated services that prove their effectiveness, most notably:

- Customer service
- Sales
- Backoffice
- Technical support and debt collection/payments

WAHA may include hiring full or part-time remote agents. From the perspective of the employment situation, some companies hire WAHA as permanent personnel/in technical assistance mode, similar to other employees of the organization. In other cases, WAHA agents are treated as independent contractors who commit when necessary.

WAHA involves remotely managing different processes, such as agent recruitment, induction, training and performance management. However, agent participation in a remote working environment is a key issue increasingly important to address, as improving the agent experience positively impacts the Customer Experience (CX).

Particularly in these uncertain times caused by Covid-19, several industries have been affected while having to adapt their work models. As far as our business is concerned, globally Atento migrated some of its operations so that more than 65,000 employees could work remotely and avoid any health risks, as well as guarantee the continuity of our services to our customers.

We turned this challenge into an opportunity to meet the needs of our customers through technology, which is why we adopted a new solution such as WAHA to address this stage of confinement for various industries.

The main objectives of WAHA include:

- An infrastructure prepared to work remotely at any time, or to be set up for temporary service.
- Minimizing business continuity impact in case of: public service strikes, epidemics (such as Covid-19) and natural disasters.

The WAHA model has been implemented progressively in all regions where we have operations. Our customers require agile operations with more accessible costs, due to the economic challenges being seen at a global level. This means we have a responsibility to respond, and part of the adaptation to this new reality is WAHA.

On the other hand, in our process, WAHA means performing the remote recruitment of agents, and in terms of advantages we have higher productivity, lower turnover and more satisfaction.

In an era when Generation Z and Millennials will dominate the workforce, it's time for the WAHA model to become an attractive and viable option. Forward-thinking companies that create workplace strategies to recruit, train and engage their workforce will see great success in adopting the WAHA model.
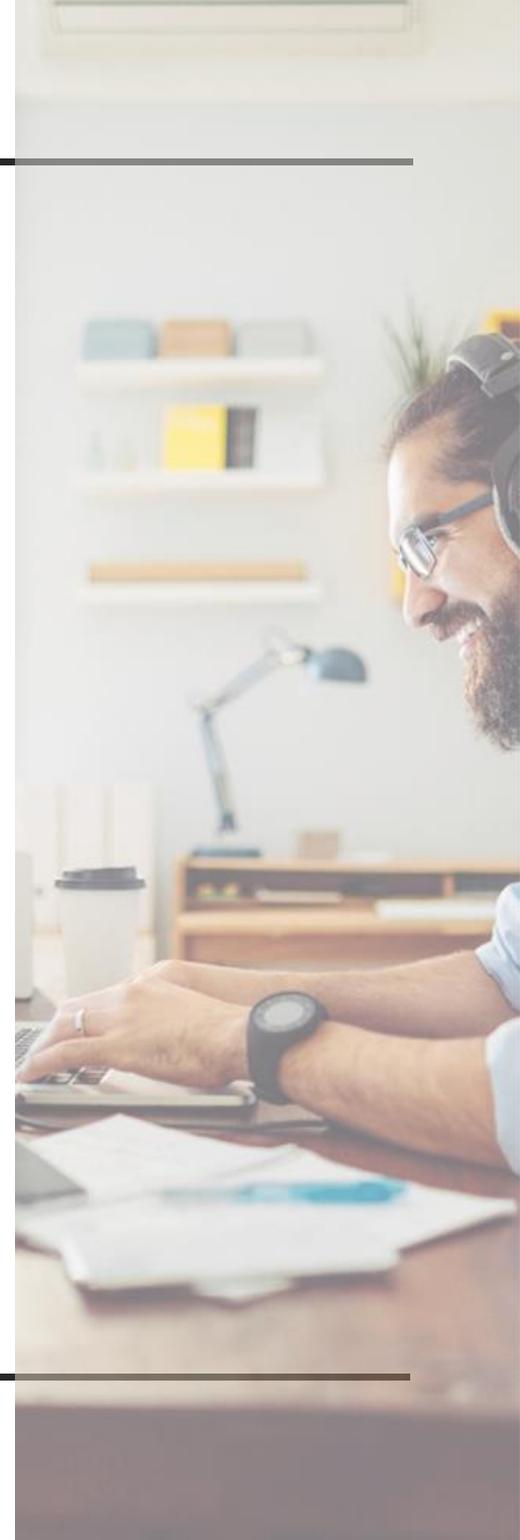
WAHA: DIFFERENTIATORS

The great differentiator of WAHA's solutions lies in a **robust governance model** committed to **performance, security, well-being** and agile scalability implementation objectives. And of course, always with an eye on the business objectives of customers who decide to opt for this model.

Likewise, for new services we are prepared to ensure the incorporation of personnel 100% digitally through facilitating not only the telephone service, but also by enabling digital channels and automation using Bots for customers.

This robust governance model involves analyzing various criteria prior to start-up/launch and can be grouped into 4 major blocks: Management criteria, technological criteria, security protocols and, of course, the Agent's Well-being:

1. **Management criteria**
2. **Technological criteria**
3. **Security protocols**
4. **Agent well-being**

1

Management criteria

- Regular video conferences with leaders and team members.
- Constant monitoring of work, quality and goal-based feedback.
- Real-time individual performance screen display.
- Real-time monitoring of platform and connected agents

2

Technological criteria

- As for the network (data), secure VPNs (IPSec) with technology that allows simultaneous high-volume sessions (e.g. 15,000) are critical.
- 2 Avaya PBX with approximately 10 thousand extensions between them and soon 1 state-of-the-art PBX in our data center with growth options.
- Recording platforms to cover availability across all agents, as well as predictive dialing platforms with a capacity for thousands of agents, SIP Iv Rs and PCI certification.

3

Security protocols

- Access control - Limitation of access by level and timetable, as well as preventing simultaneous connections by the same user.
- Biometric Validation - Fingerprint.
- Session blocking due to inactivity.
- Equipment shutdown due to inactivity.

4

Agent well-being

- Chat.
- E-mail.
- SMS messages.
- Technical support line.
- HR communication line.
- Satisfaction surveys.

WAHA: MAIN BENEFITS OF ADOPTING WAHA FOR YOUR BUSINESS

Rapid expansion and growth alternative:
WAHA's main driver is the ability to ensure business continuity by rapidly scaling up when the volume of interactions changes dramatically on an unplanned or crisis-driven basis. This can mean a business continuity plan in the face of contingencies in strikes, epidemics or natural disasters.

Access to a niche, specialized talent pool:
WAHA improves the chances of finding specialized talent quickly, as geographic restrictions are removed.

Savings in costs:
WAHA offers a cost-effective alternative to a traditional model for the same skill set.

Increased productivity:
Thanks to real time monitoring and follow-up of cases, in addition to the omission of agent travel times, there is a significant increase in productivity.

Highly-satisfied agents:
WAHA allows the growing Generation Z and Millennial workforce to control their work schedules, making them feel more satisfied as they gain the flexibility to modify work schedules at times of family obligations, mobility challenges, or when managing multiple jobs. Similarly, the flexibility to work in all locations and the freedom to travel also increases agent satisfaction levels and can therefore lead to lower leaving rates.

Technological advances:
Technological developments on various fronts also support the increased use of WAHA. The ability to provide virtual training and manage performance remotely has ensured that agent productivity is not affected. Advances in encryption and security technology have addressed most data privacy concerns.

No office:
Ability to establish operations in cities, regions or even countries where the company does not have physical infrastructure.

THE AGENT

The ideal executive working in the WAHA model must meet the following requirements:

- Responsible.
- Goal-oriented.
- Ability to prioritize.
- Basic computer skills.

In addition, they must have an Internet connection and a noise-free workspace.

Flexible recruitment and selection

The publication of vacancies is carried out on specialized job search sites, as well as on our Home Page. Selection consists of the following steps:

- First contact is made through an artificial intelligence system (chatbot) that, through a series of questions, applies the initial filter and sends the predictive test to the candidates.
- The application is reviewed and the candidate is called to schedule a virtual interview.
- The virtual interview is carried out and a proposal is sent to the candidate.

Training

At Atento, we are continuously training our employees, and this is no different in the WAHA model:

- Simulator.
- Training capsules.
- Access to our online learning platform.
- Technical Instructor, Facilitator and Training Manager Support.

In addition, our employees have an application for their smartphones in which they can consult news, health information, exclusive benefits and our internal communications.

THE INFRASTRUCTURE

Connectivity
To ensure the security of information as well as the stability of operations, the minimum technical requirements are:

- Access to a virtual private network (VPN) to ensure information security.
- Voice software approved by our quality and security standards.

- Desktop or laptop computer:
- Web camera.
- USB headset for voice calls.
- Broadband connection.

Additionally, employees have access to messaging and video call platforms, to maintain communication with the team

Information Security

Implementing WAHA takes protecting the data and sensitive information of our customers into account; some of the actions we take to ensure this include:

- Blocked web browser / internet browsing, except for relevant sites / systems.
- Random capture of biometrics and screen to guarantee the identity of the executive.
- Random verification through taking photos and facial recognition.
- Blocked access when out of working hours, except for e-learning or online training.
- Multi-factor authentication.

- Screen log for quality monitoring and fraud incident tracking.
- Customization of the user interface based on RPA/FDO to minimize the information security risk.
- Transaction records for detection of possible fraud incidents.
- Blocked registration when out of working hours, except for e-learning or online training.
- Specific quality monitoring.
- Videoconferencing with leaders.

OPERATION MODELS

Cost-effective **business models** with a focus on **productivity** and **customer satisfaction KPIs** along with overall improvements in customer experience (CX)

COMPLETE WAHA OPERATIONS

- Atento can maintain an average of 10% ~ 15% of locations for contingency.
- A WFM analysis to provide a better geographical distribution.

HYBRID OPERATIONS

- Division of an operation between the Home Office and the Atento Facilities, in any proportion.
- Solving of logistical or geographical problems, such as talent retention, night work hours, rapid expansion, among others.

Business Models

CONTINGENCY - Business Continuity Plan

- An infrastructure prepared to work remotely at any time, or set up for temporary service.
- Minimizes business continuity impacts of public services strikes, epidemics or natural disasters

Infrastructure

- It hosts our customer's human capital in our virtual infrastructure and services.
- It connects to the customer's HR policies, combining our best practices in remote executive management.

Cost-effective **business models** with a focus on **productivity** and **customer satisfaction KPIs** along with overall improvements in customer experience (CX)

1 Measuring KPIs depends on the scope and initial definition agreed with the contracting customers. Some key measuring indicators are established here, and their objectives are focused on the business and the agent's performance.

Customer Satisfaction KPIs

2 This measuring is performed with different systems and aims to classify executives according to their performance in order to group them and generate specific action plans for each one.
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3 These plans, fed with quality information of the transactions, generate the necessary information to establish improvement actions whose execution depends on the follow-up and interaction between the leader and team through remote collaboration tools.

Controlling the performance of each executive is the key to maintaining service excellence. Performance quality and process results are monitored through:

1

Short conferences or chat feedback with the Supervisor and Executive.

4

Instant messaging with the training team about product knowledge.

Quality & Control

2

WAHA's specific daily report series for internal and external customers.

3

Online calibration, which saves physical space and is more time efficient.

SUCCESS STORIES

A highlight of our most relevant success stories is that of our customer belonging to the pharmaceutical sector who has benefited from adopting the WAHA model to cover the urgent delivery of medicine to its users during the confinement of the Covid-19 crisis, in a maximum of one hour for each order placed.
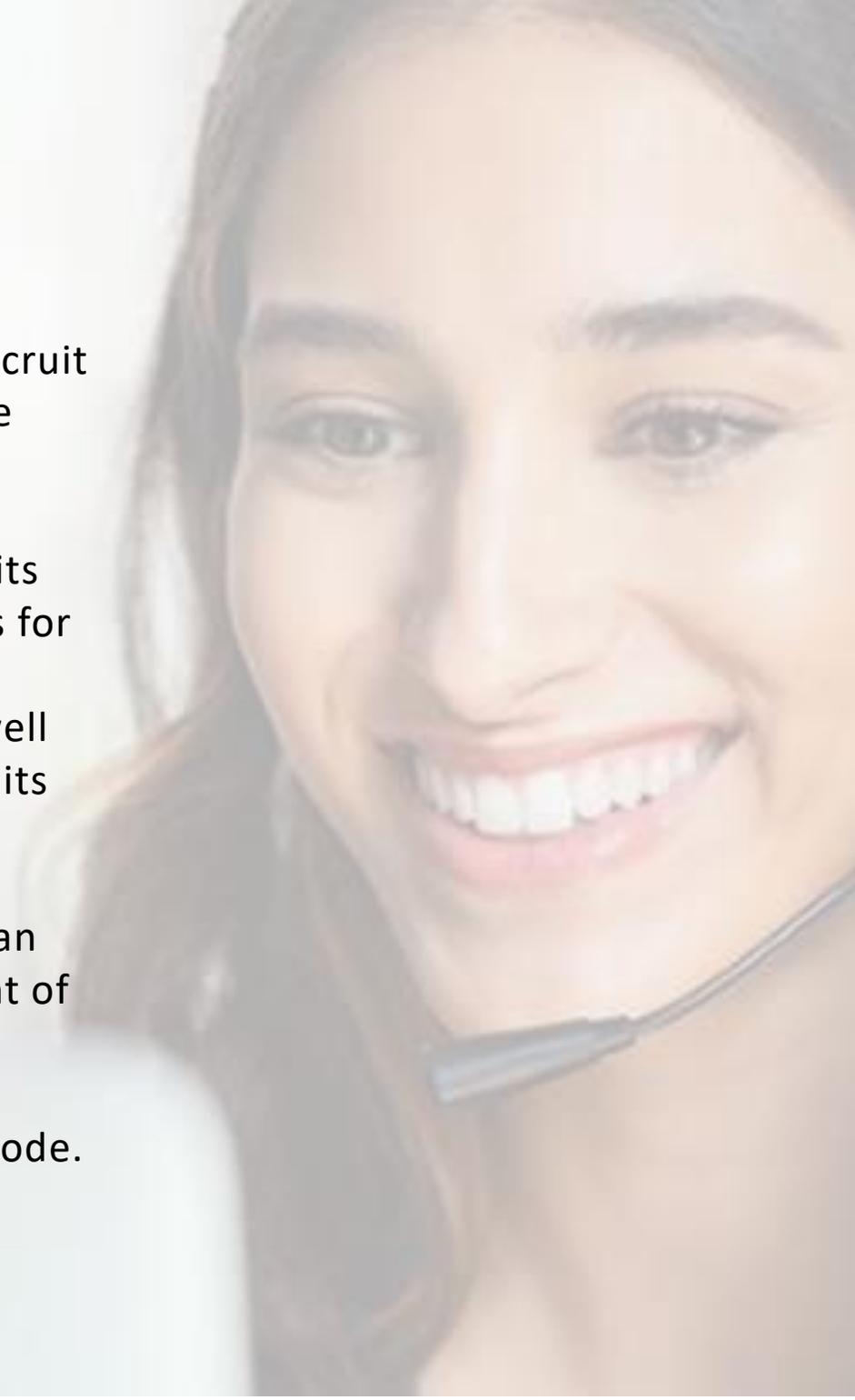
In addition, a leading industrial and medical gas producer customer made a 100% transition of the team responsible for handling requests in a record time of only 2 weeks. This migration has allowed it to maintain support to the distribution channels, which is of vital importance, especially if we consider that it provides service to 40,000 customers, governments, hospitals and industries of diverse essential sectors in the current situation, in addition to 30,000 individual patients that require a supply of oxygen, for example.

Lastly, for one of our customers in the entertainment industry, we were able to recruit 110 employees in just 6 days to support the WAHA model.

In conclusion, the WAHA model, thanks to its nature based on technological tools, allows for greater agility in recruitment processes, performance monitoring and tracking, as well as attention to unexpected operations and its use as a business continuity plan.

Include a native WAHA case, in which we can see a closed sales proposal, the recruitment of almost 1,000 agents, their training and onboarding, delivery of the solution and implementation in 21 days, all in remote mode.

THANK YOU