



Ten tips to reduce AHT (People & Processes)

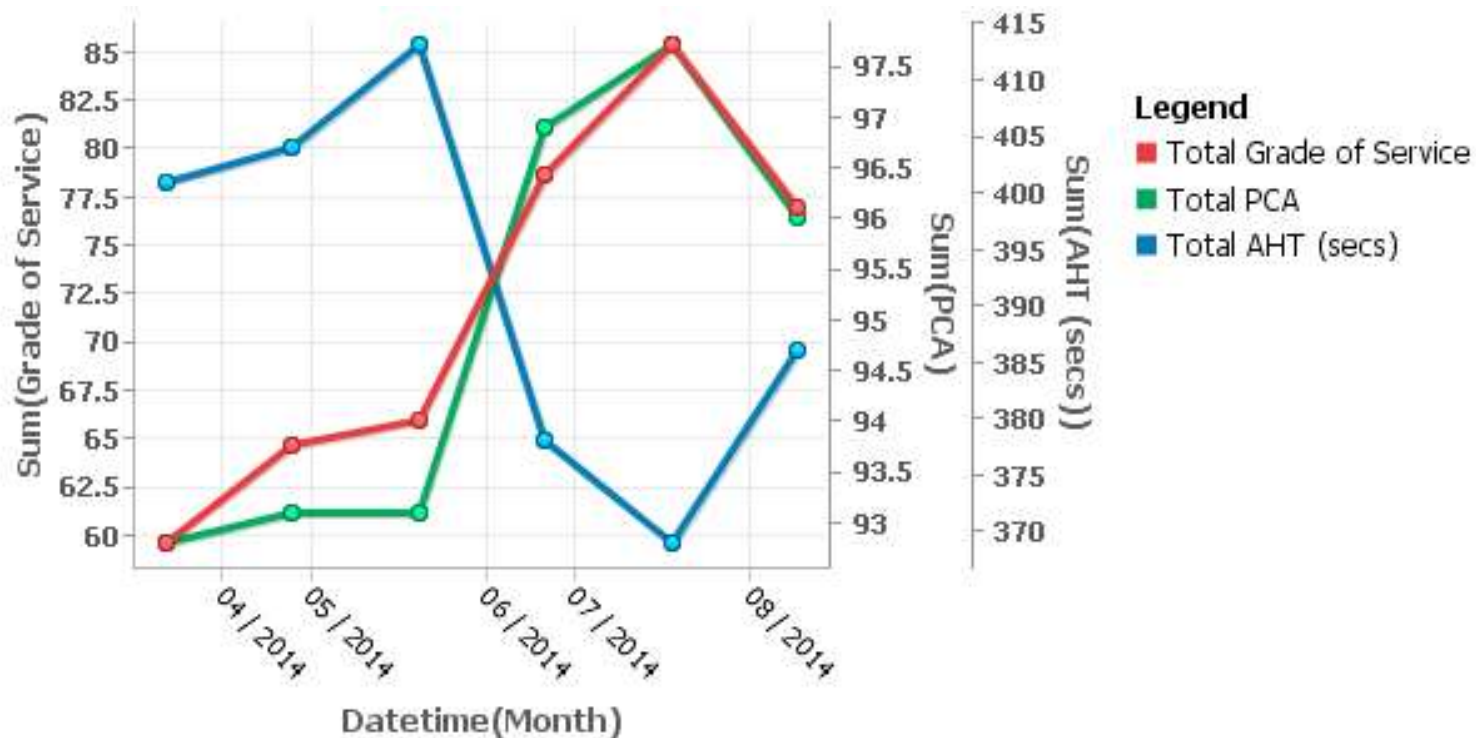
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Mpathy Plus



Why focus on reducing AHT?

- Increase Advisor utilisation
- Reduce costs & increase value for money
- Improve efficiency and performance



Think carefully – is it the right focus?

AHT should be an indicator not a target
Targets Drive Behaviours!

AHT reduction will Impact on other measures

Increase in call volumes

Reduction in Sales

Customer dissatisfaction

Pressure on Advisors



Don't focus on reducing AHT,

**Focus on improving the customer interaction and experience
and AHT will reduce as a result!**



10 tips related to People & Process

10 of many, every contact centre is different

Focus on improving the customer interaction and experience , AHT will reduce as a result



1. Control the call

The customer sees you as their contact, you are the person that will make it happen

Listen to the customer but take control of the call

Ask the right questions & use positive language

Manage and control the interaction to get the best outcome



2. Understand the customer

Listen

Not all customers want
the same thing

Understand what they do
want

Avoid jargon

Confirm understanding

Provide the solution



3. Deal with the emotion first and then the issue



Allow customer to let off steam

Don't argue or be defensive

Listen and empathise

Befriend the customer

Deal with the issue together for faster resolution



4. Empower staff to make decisions

Don't waste time dealing with trivia

Empower Advisors to make decisions

Increased Customer Satisfaction + reduced call duration



5. Train staff thoroughly in the business processes

Build levels of expertise in front line

Explain the 'why' rather than just the 'what'

Develop greater understanding of the end to end process

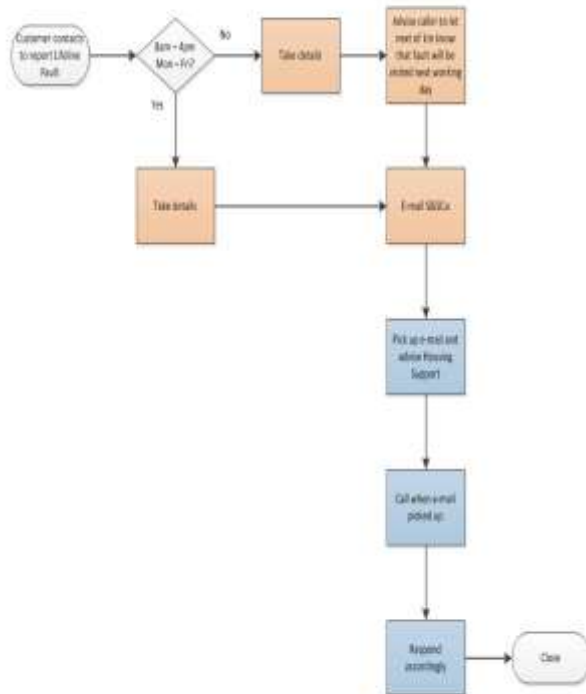
Increased performance +
Increased staff satisfaction



6. Simplify processes



5.16 Lifeline Faults



Map out processes
Identify waste or unnecessary actions
Map improved process
Train and implement

Version 2.0

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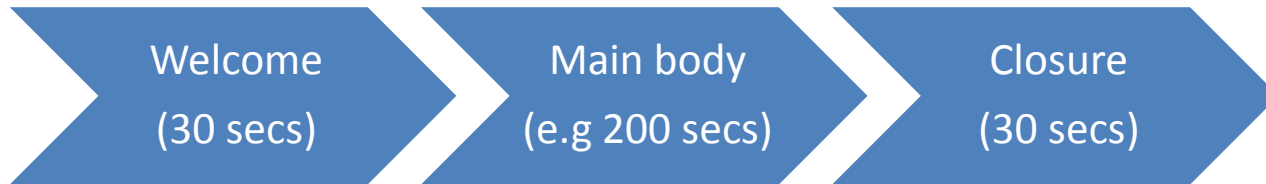


7. Improve knowledge transfer from back office

- Provide advisors with the tools to do the job
- Greater ability to deal with calls efficiently
- Reduced duration
- Greater staff satisfaction
- Greater customer satisfaction



8. Deal with more calls and enquiries at the first point of contact



Total of 260 seconds



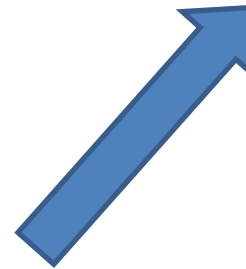
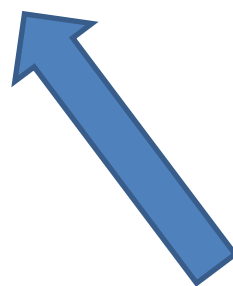
Total of 350 seconds



Resolve the call at the first point of contact - Get it right first time!

Year 1	MF	Avge
Calls per unit	AHT (secs)	Total Hours
12	257	12,047

Year 2	MF	Avge
Calls per unit	AHT (secs)	Total Hours
11	270	11,888



Source: Mpathy Plus Contact Centre Survey 2011

Overall reduction of 159 hours but cost neutral would have been acceptable



9. Measure and manage empathy

Research proves the correlation between increasing empathy and profitability and reduced call durations as a result of getting to the issue faster

Original Article

Customer experience and profitability: An application of the empathy rating index (ERIC) in UK call centres

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ABSTRACT This article explores the relationship between customer experiences with call centres and company profitability. Empirical research using data from the ERIC Programme™ of Harding & Yorke and financial data from the AMADEUS database identifies that there is a strong relationship between certain dimensions of the customer experience and profitability. The article concludes that companies need to investigate this possible relationship for their call centres, to determine whether their management of call centres is focusing on the right attributes.

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Keywords: call centres; customer experience; profitability; service quality; customer satisfaction

INTRODUCTION

The literature in marketing and consumer research has historically not considered customer experience as a separate construct. Instead, researchers have concentrated on measuring service quality and customer satisfaction.¹ However, in recent years, scholars and practitioners have become increasingly aware of the need to create value for their customers in the form of

experience, and creating superior customer experience has become a strategic necessity for firms to survive in competitive business environments.^{2,3} A similar position can be found in the managerial field. The majority of senior business managers believe that differentiating solely on the traditional elements such as price, product and quality is no longer an effective business strategy, and even more senior managers maintain

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10. Involve advisors in improving performance



They know better than anyone else but don't get asked often enough!



Summary

Don't focus on reducing AHT,

Focus on improving the customer interaction and experience, AHT will reduce as a result!

