



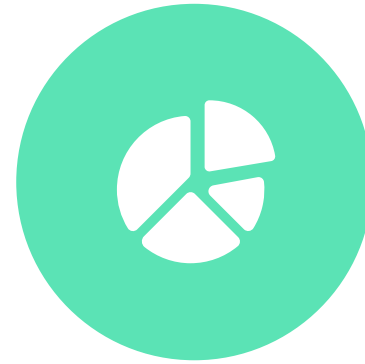
Driving Down Repeat Contact

Lee Cottle, Director, General Manager Playvox
Europe

Agenda



**Reasons for
Repeat
Contact**



**Four
Categories for
Repeat Contact**



**Empowering
Your Agents**



Takeaways



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Repeat Contact

Contact Centres often receive multiple contacts from the same Customer, yet despite the availability of data, few organizations fully understand the reasons behind repeat contact, making them hard to reduce or eliminate in the first place.

Reasons for Repeat Contact



- A process failure / website and contact centre not aligned.
- Mis-information / poor product knowledge.
- Intent not matched with the best process, automated or skilled resource to solve the issue.
- Issue that can't be resolved by one department, resulting in transfer of case or call.
- Is the right channel being used to solve the problem?
- Is the repeat contact due to a specific agent? / Is training required?
- High volume of inbound traffic resulting in long wait / answer time.

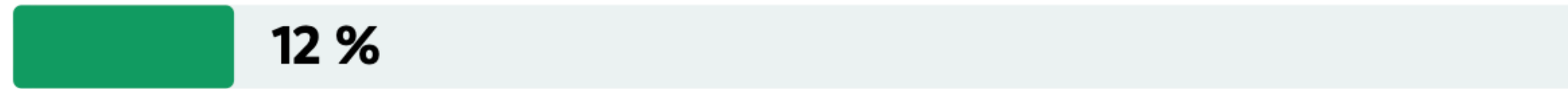


What is the most important aspect of a good customer service experience?

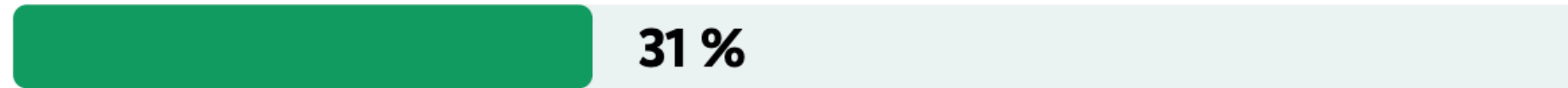
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Global Average

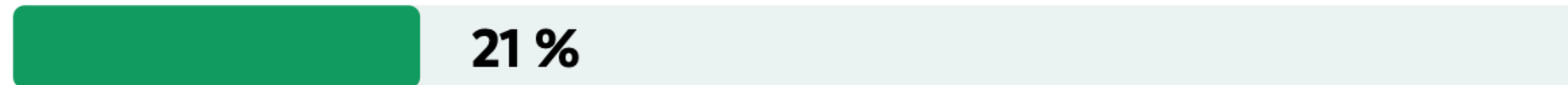
Being able to find the information I need without having to contact a support representative



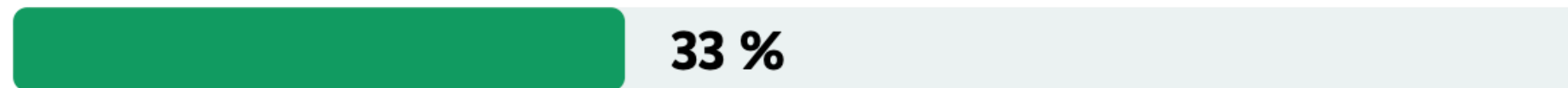
A knowledgeable customer service representative



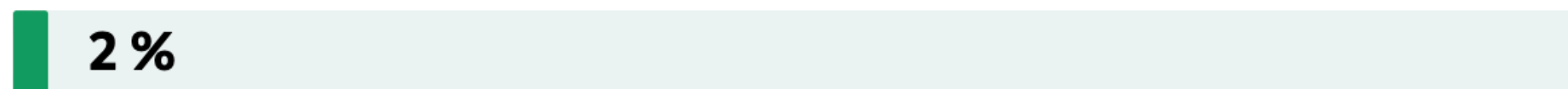
Not having to repeat myself if I'm transferred to a new agent



Getting my issue resolved in a single interaction (no matter the length of time)



Other



Source: Microsoft

Four Categories for Repeat Contact



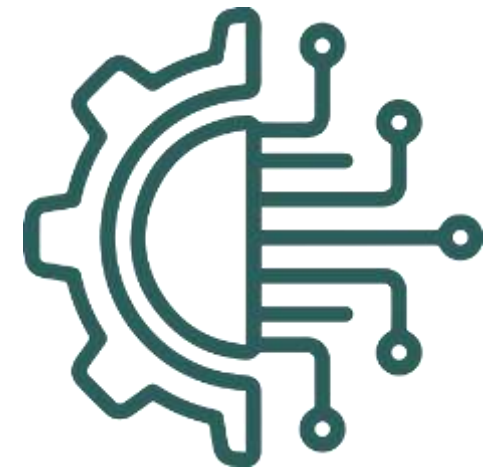
**Customer
Behaviour**



Agents Skills



**Resources
& Routing**



**Process /
Technology Gaps**

Your Business Is Built On Conversations

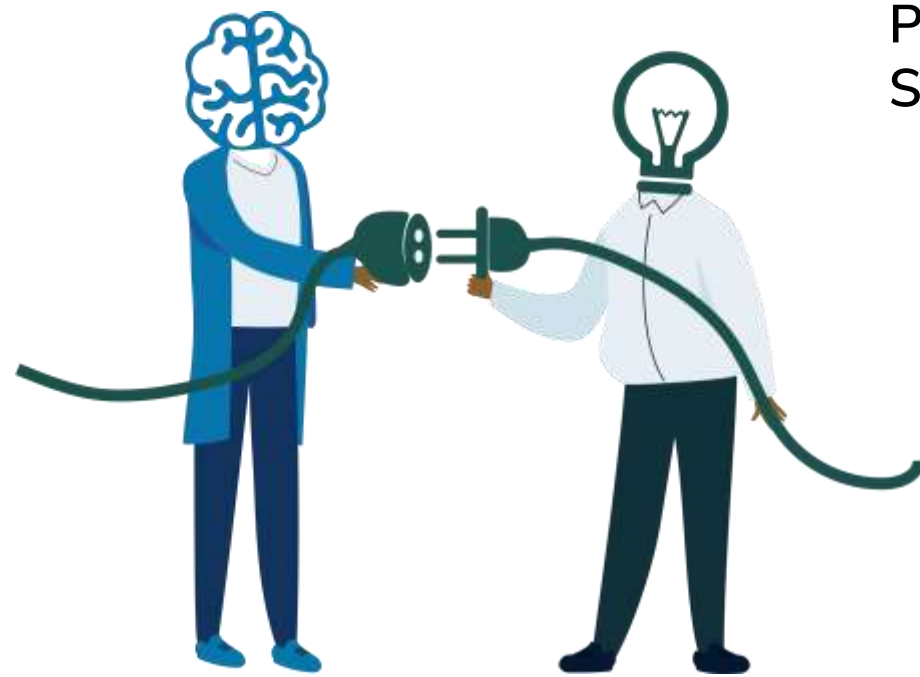
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*The average agent has more
conversations with your customers
in a day than your entire executive
team has in a year!*

”

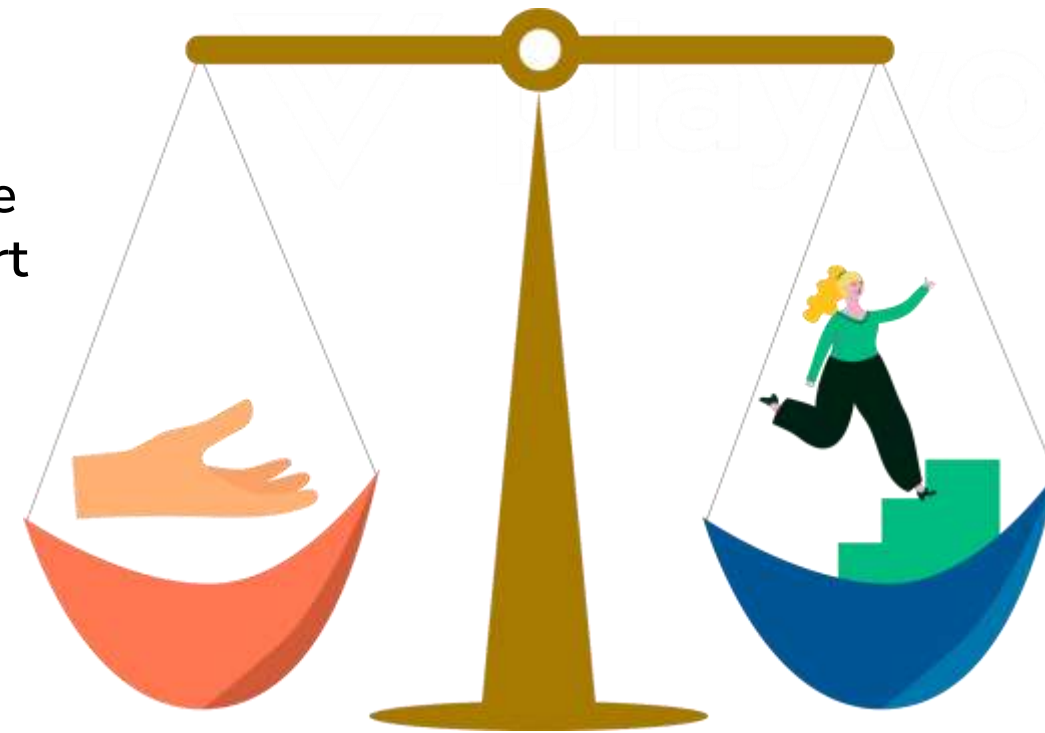
-Lee Cottle

Agent Empowerment



Knowledge is Power

Provide
Support



Foster Independence

Encourage
Independence



Understanding Customer Needs



Empowered Agent

The Power Of Empowerment

March 19, 2019

Empowerment will make your organization more efficient and customer-focused.

Almost everyone familiar with The Ritz-Carlton knows a little bit about how we believe in using empowerment to support (and well, empower) our Ladies & Gentlemen. Each Lady & Gentleman at The Ritz-Carlton, *at all levels*, are empowered to spend up to \$2000 per guest, per incident.

Empowerment is less expensive than you think.

Whenever one of our clients learns The Ritz-Carlton empowerment amount, their reaction is usually, "Well, that's fantastic you can do that, but my organization can't afford to do the same." But the interesting thing about our empowerment is that while the full \$2000 (or more, with the general manager's permission) could be used, it rarely is.

In fact, the average actual amount used on an incident is often much, much lower. There is much power for of all our Ladies & Gentlemen knowing that we truly trust them with an amount that large, per incident. They are able to make decisions in the moment to quickly resolve a guest issue or to make an experience beautiful and memorable (or both). And our Ladies & Gentlemen know they can do this on their own, regardless of their level, without having to go through levels of leadership for approval.

The amount matters less than you showing you trust your employees.

The \$2000 amount is worth a lot, both financially and symbolically. And the symbolic part is what's truly important. It shows how much we trust our Ladies & Gentlemen. It's how much we trust them to do the right thing, how much we trust them to resolve a guest issue well, and how much we trust them to always think of creative and memorable ways to elevate the experience. There are ways you can create empowerment in your organization that aren't necessarily a \$2000 per incident policy, that will show you trust all your employees. And if you trust your employees to care for your clients, guests, and patients, they really will.

Takeaway

1. Make empowering your agents your top priority.
2. Select agents that reflect the culture of your business.
3. Training / coaching / CRM / knowledge base / community collaboration systems.
4. Supervisors, managers and team leaders shift focus to coaching and advising.
5. Identify customers most common reasons for contacting you.
6. Listen to your agents / brainstorm repeat contact situations.
7. If your service relies on subject matter experts create a way to get immediate access.
8. Be open to making process changes to allow issues to be solved on first contact.
9. Make sure that the goals you've created and incentives don't compete with each other.
10. Use your NPS or Customer Experience Survey data as another source of information.

QUESTIONS?



**Thank
You!**