Improving Customer Experience: Help your customers feel great about buying from you

teleNetwork

Executive Summary

Over the last 20 years, teleNetwork has worked with many of the largest and most successful telecommunications service providers in the U.S. serving various customer care and repair roles for data, voice and video services. During this time we've been tasked with improving the customer experience and cultivating an environment ripe for repeat business. We've performed considerable analysis on a number of key metrics to identify an appropriate balance between efficiency and effectiveness with regard to average handle time (AHT) and sales conversion.

teleNetwork has developed many tools and processes to facilitate improved performance across the aforementioned KPI's. In conjunction with management discipline and expertise, we have helped our clients meet their goals year after year. Many of our clients share common goals. Primarily, they would like to provide the best service to their customers for the lowest price while building strong relationships with customers who become brand advocates. This white paper will illustrate a correlation between reduced AHT and increases in sales conversion and resulting improvements in Net Promoter Score (NPS).

Balanced Scorecard

Building a balanced scorecard containing all of the metrics that we are accountable for is a proven method for setting goals within our operation to align with our clients goals. In most cases, clients will emphasize metrics individually and examine them accordingly. However, this paper takes a more comprehensive look at overall performance and results measured through existing KPI's calculated as a cohesive unit providing very compelling data.
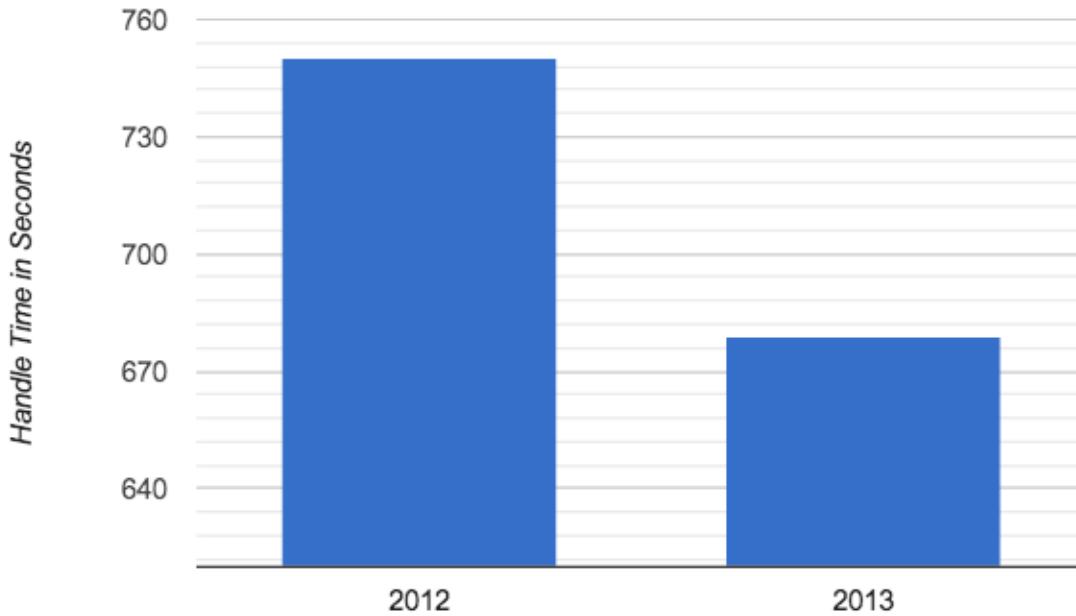
One of our clients approached us in 2012 with aggressive goals to drive down costs and improve revenue performance. Over a number of months we implemented new training programs, coaching models, and systems designed to help agents meet these goals. Our team was able to demonstrate steady improvements, as illustrated by the data included in the graphs below, during each quarter of 2013 for Average Handle Time and sales conversion for this client.

Average Handle Time (AHT)

In this example, AHT is calculated by taking the sum of talk time, hold time and after call work time (e.g. wrap time). Our AHT sample in Graph 1 reflects an annual reduction in AHT as the result of process improvements, coaching focus and training curriculum designed to improve efficiencies. The resulting performance was shown to improve the overall customer experience by reducing the amount of time a customer has to spend with an agent troubleshooting a data repair issue (as sampled in CSAT survey results).

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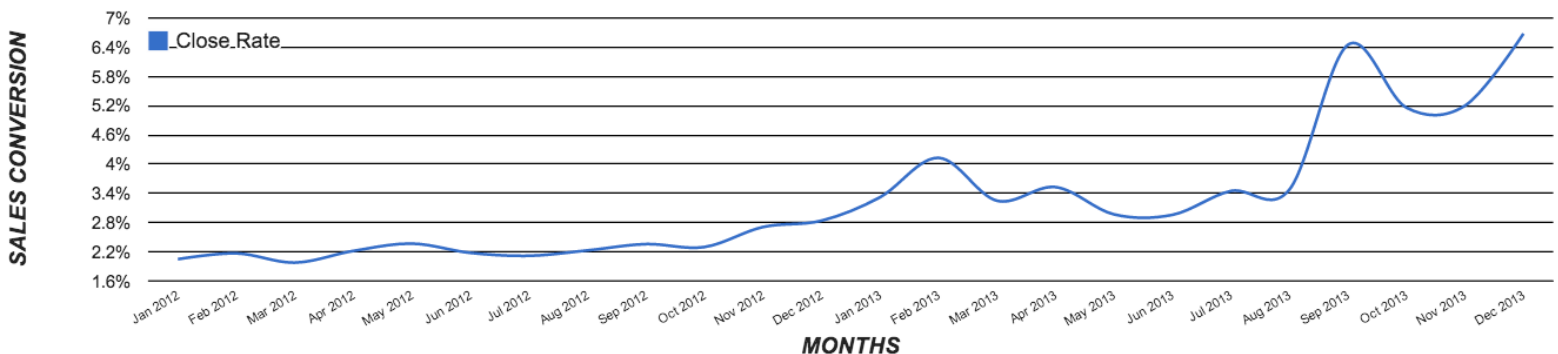## Graph 1

Average Handle Time Annual Comparison

Sales Conversion

Sales Conversion is calculated by dividing the total number of value added service (VAS) units sold by the total number of calls answered in a month. VAS unit sales include Internet security suite, online backup, identity protection, and premium technical support services. Agents were required to close a sale for 2% of calls each month in 2012. The performance standard was raised to 3% at the beginning of 2013 and again to 5% in Q4 of 2013. Graph 2 illustrates continued overall improvement in sales conversion performance from 2012 to 2013.

Graph 2

Sales Conversion Jan 2012 - Dec 2013

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KPI Analysis

Our team performed a great deal of analysis throughout the measurement period from 2012 to 2013 and discovered the most compelling information was found in the 2013 data sets. Graph 3 shows continued improvement in AHT reduction strategies with significant increases in sales conversion. Our client was able to reduce costs while increasing revenue. One key finding that was not expected during this annual analysis was the overall impact of the AHT reduction and the resulting value to customers who had purchased value added service subscriptions. Net Promoter Score (NPS) continued to increase during this measurement period resulting in greater brand loyalty and commitment from customers to our client.

Graph 3
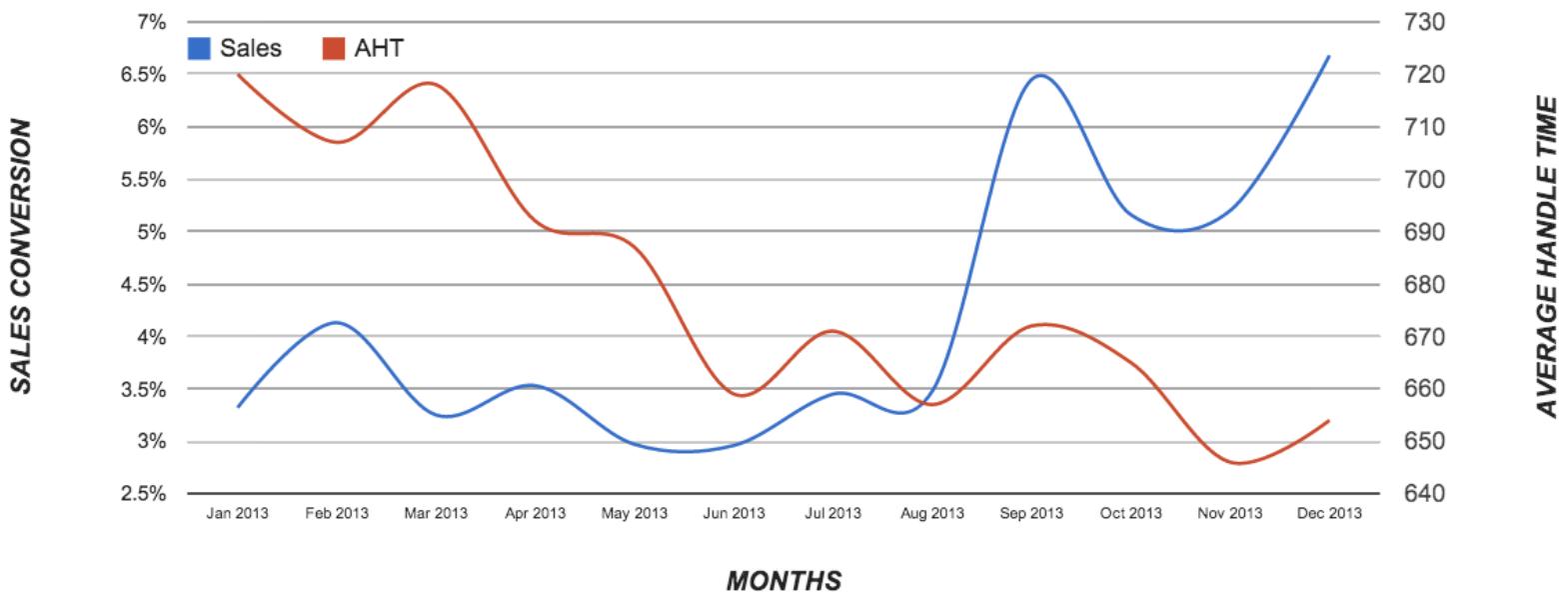
Conclusion

In conclusion, our team was able to provide cost savings and improve revenue performance for our service provider partner. By sharing the exceptional benefits of the value added services available to customers, we were able to instill a better understanding of the products and services available to customers at the agent level, which provided a more efficient and higher quality overall experience to end users. Our continued success with these initiatives is a reflection of our commitment to our clients and their customers and our focus on continuous improvement and innovation. To learn more about teleNetwork's approach, visit us at www.telenetwork.com or contact our team directly.

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