



Case Study

Process Improvement Reduces AHT to Improve CSAT for International Airline

Pain Points:

"I need to innovate to stay competitive."

Industry:

Travel and Hospitality

Solutions and Products:

Professional Services

Business Challenge

A large airline placed a heavy emphasis on customer satisfaction (CSAT) and understood that a reduction in average handle times (AHTs) is directly correlated to an improvement in CSAT and revenue generation. This client challenged TeleTech to reduce AHTs on a general reservation program in the Philippines.

Solution

A process improvement (PI) team was assembled to start compiling various data points on the reservations program and set a goal of one minute for AHT reduction per call. The team created a detailed process map of the reservation calls to begin to isolate root causes of high AHT. Some of the root causes included:

- A communications deficiency between the associate and the customer.
- The associate would not ask for help if he/she did not know the answer, or would assume that they knew the problem at the beginning of the call.
- The associates had tendencies to be over-confident in handling customer concerns
- Too much dead air during the call while the associate tried to multi-task due to insufficient product knowledge.

Improvement plans were put in place to address the root causes. To deal with the various communications issues between the associate and the customer, improved associate scripts were created by the team leads and kept in a folder on each associate's desk to be used during each call. To address the product knowledge deficiencies, a product knowledge diagnostic test was created with up-training to address the failed items in the diagnostic exam.

Results

By identifying the underlying root causes and creating an action plan to address each of those causes, the PI team was successful in meeting their goal of reducing AHT by 60 seconds on each call. More importantly, the newly reduced AHTs led to increased CSAT satisfying both the customers and the client.