



## Case Study

# Process Improvement Reduces Wireless Company's AHT While Increasing FCR

**Pain Points:**

"I need to innovate to stay competitive."

**Industry:**

Communications and Media

**Solutions and Products:**

Professional Services

### Business Challenge

A large U.S. wireless company wanted to increase the rate of first call resolution (FCR) while simultaneously reducing average handle time (AHT) across all customer care operations. TeleTech's Process Improvement (PI) team elected to use this challenge as a Six Sigma white belt opportunity to devise a solution.

### Discoveries and Solutions

The first action was to develop an instance of TeleTech's Customer Experience (CE) Observer tool by collaborating with TeleTech's Professional Services (PS) team to compile critical data from sources such as the ACD switch, TeleTech's EyeQ360 quality assurance system, and client applications. In addition, CE Observer was customized to match the client's data needs. A team of 15 people in TeleTech's Global Business Services unit collected this data over a three-week period.

After the collection period, the PI team discovered root causes for each issue, made recommendations, and developed improvement plans. Some of the findings include the:

#### Need for supplemental training relative to FCR in the areas of:

- Invoice format and content
- Proper use of closing statement / resolution questions
- Soft skills such as the correct way to say "no"
- Connecting on-phone actions with behaviors to center-level performance

#### Use of a closing statement / resolution question showed a strong correlation to FCR score. Associates were 33% more likely to achieve FCR when using resolution questions like:

- 'Have I resolved your issue today?'
- 'You may be surveyed after this call. Is there any reason you would not answer "yes" if asked...'
- Problem Identification time in one service delivery center was 80% higher than the TeleTech average

### Specific solutions implemented include:

- **FCR Emergency Training** – Four hour training sessions for all associates were carried out over six weeks across all service delivery centers
- **Quality Assurance Closing Compliance Process** – A tracking process was implemented for QA Analysts to monitor the proper use of resolution questioning, which was then incorporated into the existing performance management processes.
- **New Call Flow for the Troubled Center** – At the center that showed an 80% higher FCR rate than the rest of TeleTech's service delivery centers, a call flow was implemented to help associates better use problem identification questions and diagnosis.

### Results

As a result of the implemented solutions the following results were realized:

- Better visibility to rude calls, enabling higher degree of performance management and corrective action for associates
- Resolution Confirmation Question utilization increased by 18%. The FCR score was proven to be 33% higher when the confirmation question was asked.
- A two-hour hands-on classroom session, covering invoicing, resolution question, and other key FCR opportunity areas identified, led to an increase in the associate's confidence and skills
- The center with the problem identification issues decreased AHT by 55 seconds (or 9.6%).
- The TeleTech process improvement team showed that increasing FCR rates while reducing AHT led to the ability to speak with more customers, which led to increased revenue for both the client and TeleTech