



Case Study

Process Improvement Reduces Tech Support AHT for Technology Company

Pain Points:

"I need to innovate to stay competitive."

Industry:

Technology

Solutions and Products:

Professional Services

Business Challenge

A large U.S. technology company wanted to see if TeleTech could reduce the average handle time (AHT) on tech support calls routed into the Philippines. At the same time, the company wanted each of these technical issues to be resolved on the first call. TeleTech's Process Improvement (PI) team was engaged to discover the root cause of this business challenge, and provide recommendations and resolutions.

Solution

Using a Six Sigma-based methodology, the PI team began to collect data on this tech support program. With respect to issue resolution and AHT, it was discovered that information available to each associate for the particular repair was lacking and, to a greater extent, the technical skills of each associate did not match the technology they were working on. Finally, a high percentage of associates failed to clarify with the customer if the issue was resolved.

Recommendations

After compiling this data, the PI team made recommendations to the client that included the implementation of a script emphasizing the value of customer time. To reduce the AHT, a threshold of time was set and if the correct resolution was not met at that time the associate would suggest a callback at a time convenient for the customer to complete the troubleshooting steps. This recommendation worked towards setting the expectation with the customer while also allowing the associate time to research the technical issue, thereby increasing the probability of resolving the issue.

Improvement Plan

The TeleTech Process Improvement (PI) team also implemented an improvement plan for the associates:

1. Graduated printer software installation training for all associates delivered by the client. Usually during a tech support call, the associate had to uninstall and reinstall printer software with the customer. The graduated training helped each associate expedite this process and got the customer up and running faster.
2. Implemented an installation pilot. This pilot allowed associates to perform just one uninstall or install. If it was determined that the printer software needed to be reinstalled again, the associate was instructed to set-up an appointment with the callback team. This team would then call the customer back and attempt the reinstall.
3. Implemented a resolution pilot. A resolution pilot involves time triggers whereby, a Tier II associate walks the center floor and looks at a timer on each Tier I associate's desk. After a 10-minute time period, the Tier II associate will approach the Tier I associate and ask if the call is going well. After 15 minutes, the Tier II associate will approach and ask if a root cause has been determined and if the Tier I associate knows how to resolve the issue. At each trigger, the Tier II associate becomes more aggressive with the Tier I associate. This resolution pilot helps to resolve more calls in a timely manner.

Results

After the TeleTech PI team's improvement plan was implemented, AHT on the tech support calls was reduced by seven minutes. This decrease in AHT helped to increase revenue by reducing abandoned calls by the customer. The client calculated savings of approximately \$155,000 over a six-week period.