Welcome to the CALL CENTRE:

Skills Management Training CC_SMT

Day 2

Learning Objectives

At the end of this training session, participants should be able to:

i. Know the call centre standard operation procedures

ii. Recognize different call centre performance metrics and KPIs

iii. Understand how to handle difficult customer and de-escalate angry/irate customers

Standard Operating Procedures

❑ SOPs are set of step-by-step instructions for completing a task.

❑ SOPs are instructional manual.

❑ SOPs help ensure consistency and quality in job performance.

Policies that guide employees to achieve company's both short and long-term goals.

Procedures assist in the day-to-day operation and are usually included in the policy document or separately.

Call Centre Performance Metrics

Call Centre Metrics and KPIs

CC Metrics and KPIs, help gauge the overall efficiency of call centre teams. They are used to measure call centre performance, agent productivity, and other activities that lead to increased customer satisfaction.

Performance Standard Metrics

Call Center

Average Response Times by Channel

Average Abandon Rates

First Contact Resolution Rate (FCR)

Average Handle Time (AHT)
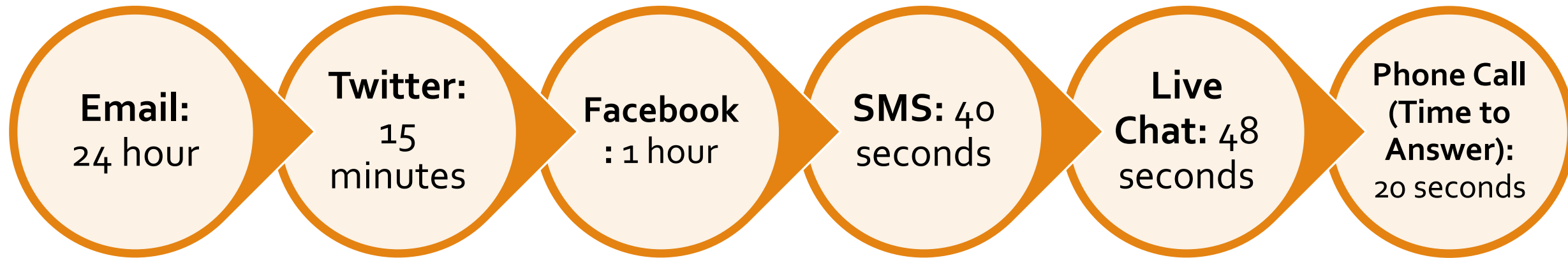
Average After Call Work Time

Average Speed of Answer (ASA)

Net Promoter Score (NPS)

Customer Satisfaction (CSAT)

Customer Retention Rate

Customer Effort Score (CES)

Below are some benchmarks to use for response time goals across popular communication channels:

Email: 24 hour

Twitter: 15 minutes

Facebook : 1 hour

SMS: 40 seconds

Live Chat: 48 seconds

Phone Call (Time to Answer): 20 seconds

Average Response Times by Channel

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First Contact Resolution (FCR)

First contact resolution should be measured across multiple service channels, including phone, chat, or social media, to determine which is most effective at helping customers resolve issues in a single interaction.

FCR helps relay the most frequent kinds of questions or concerns asked by customers.

The First Call Resolution industry standard for a good FCR rate is *70-79%.*

Average Abandon Rates

This metric includes all interactions that customers might abandon, such as social media conversations, phone calls, live chat, and email.

According to hudosoft.com, the industry-standard average abandon rate ranges from **5-8%.**

Average Handling Time (AHT)

Averagely, how long does it take to resolve a case from start to finish?

AHT is a metric used in contact centers to measure the average duration of one transaction. AHT vary by industry, a popular AHT benchmark is **6 minutes**.

AHT, is the total average duration of a single interaction, including hold time, talk time, follow-up, and related tasks.

Consistently long AHTs might help team areas of improvement. AHT can also help call centre planning and forecasting.

Here's the average handling time for five major industries.

Telecommunications: 528 secs

Retail: 324 secs

Business and IT Services: 282 secs

Financial services: 282 secs

Banking: 240 secs

Average After-Call Work Time

On average, how long does it take to wrap up a case after the customer has disconnected?

This metric is a subset of AHT.

Call Centre Helper Magazine reports an industry average after-call work time of *5-60 seconds.*

Average Speed of Answer (ASA)

This metric help to assess how long it takes for agents to answer a waiting call.

When this metric is too high, it can mean that agents are taking too long on calls or taking too much time to pick up new calls.

At times, some motivation and coaching are all agents need to improve this metric. In other instances, new processes or work tools may be valuable.

Escalation Management

There are **three** main types of escalation systems:

i. **Functional.** Immediate escalation to another team equipped to meet the customer's needs.

ii. **Hierarchical.** Escalation to next line manager i.e., compensation issue

iii. **Automatic.** Escalation to higher authority by the system when SLA is violation.
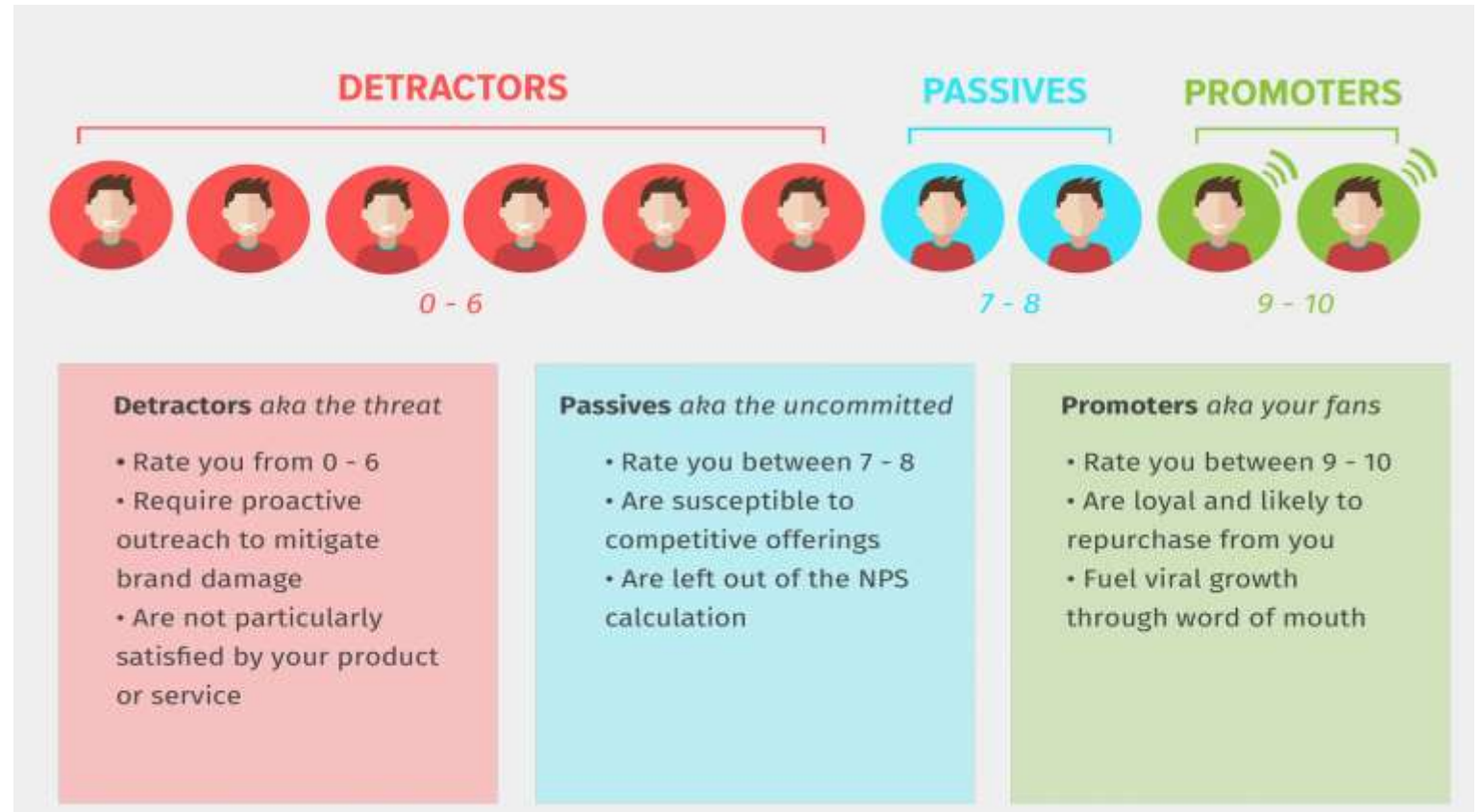
Key Customer Experience Metrics

Net Promoter Score® (NPS)

Net Promoter Score (NPS) is a popular metric used to measure customer loyalty and satisfaction.

DETRACTORS 0 - 6   **PASSIVES** 7 - 8   **PROMOTERS** 9 - 10

Detractors *aka the threat*
- Rate you from 0 – 6
- Require proactive outreach to mitigate brand damage
- Are not particularly satisfied by your product or service

Passives *aka the uncommitted*
- Rate you between 7 – 8
- Are susceptible to competitive offerings
- Are left out of the NPS calculation

Promoters *aka your fans*
- Rate you between 9 – 10
- Are loyal and likely to repurchase from you
- Fuel viral growth through word of mouth

NPS = (%) Promoters - (%) Detractors

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CUSTOMER SATISFACTION (CSAT)

CSAT score surveys are also quantitative, asking customers to rate their level of satisfaction with a product, service, experience, or company.

Like NPS, CSAT score surveys only ask one question, but they don't use a standardized scale and they're directed at sentiment.

One survey may ask customers to rate a service as "amazing, fine, not satisfactory, or terrible," while another just offers happy, neutral, and sad emoji faces.

Customer Retention Rate

This rating can have a big impact on any company's bottom line: **It costs six to seven times more to attract a new customer than to keep an existing one.**

80% of customers who switch brands would have stayed if the company had taken steps to address their dissatisfaction, and **60%** have stopped doing business with a brand due to a poor customer service experience.

Customer Effort Score (CES)

This metric tend to estimate via survey, how much effort they feel customer expended to resolving their problem, on a scale of **1-5**.

A lower score means the customer feels they had to put very little or no effort into resolving their problem

Moment Of Truth

A **moment of truth** is when an interaction occurs between a customer and the service provider or the customer-facing staff that can leave a lasting positive or negative impression on a customer.

Who is a difficult customer?

A customer unwilling to listen to what you have to say is a difficult customer. The unwillingness to listen could be due to anger, frustration, impatience, indecisiveness or talkativeness. Remember that you can never offer a solution to an angry or frustrated customer.

Angry Customer?

No matter the scenario or solution, an angry customer is simply not satisfied with the end result, and attempts to rectify the situation are not helping and may even be worsening the situation.

Abusive Customer?

Abusive is defined as verbally threatening, using foul language, and emotionally out of control. Sometimes if you don't tell them what they want to hear, they become abusive.

Strategies for de-escalating Angry/Irate Customers

Let them vent. Listen	Build rapport through empathy	Lower your voice	Offer Apologies
Don't be defensive	Stay calm and confident	Don't take it personally	Build trust
	Thank them	If you promise a callback, call back!	

Scenario 1

A customer who feels they have been waiting too long for their product or service. However, became impatient. As a call centre agent, how do you handle those who get particularly upset about it?

- Apologize for the inconvenience

- Explain reason behind the wait (out of stock with supplier)

- Let the customer know what you are doing to help

- Offer to follow-up to give update

- Thank the customer

Scenario 2

You have a customer who is close to purchasing but they seem very unsure about which option they should choose. How will you approach such customer?

- Try to understand their buying motive i.e., verbalize their concerns.

- Are they worried about price?

- Upsell or Cross sell

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