



Convergent Develops Next Chat/Call Prevention Academy to Increase Key Performance Indicators

THE CHALLENGE

In 2018, one of the Nation’s top wireless telecommunication providers rolled out a Next Chat/Call Prevention initiative for all outsourcing vendors. Their hope was that improvements in this area would spill over, positively effecting other key performance indicators (KPIs) - boosting NPS scores, lowering average handle time (AHT), and reducing the total number of inbound calls and chats. In order for our client to be successful in this effort, it was necessary for Convergent to find the root cause of customer inquiries and find ways to minimize inbound inquiries from happening in the first place.

Reviewing data where customers had multiple inbound queries in the same 24-hour period, Convergent found 74% of inbound inquiries were taking place within 60 minutes of the initial inquiry. Convergent correlated the multiple query accounts with agent performance, identifying the outliers (highest and lowest performing agents) and examining those calls/accounts to determine the reasons for customers initiating repeat queries.

Following extensive call monitoring and account reviews, Convergent determined that 70% of repeat calls could have been avoided with altered agent approach/behavior as they worked the issue associated with the account. The top issues identified with these accounts were the result of the following:

- Rigid client payment extension and payment arrangement policies
- Unclear, improperly executed escalation procedures

THE SOLUTION

The Convergent Curriculum Development Team worked with the client to create new training modules, addressing the top issues identified from the aforementioned account research. Ultimately, Convergent developed the **Next Chat/Call Prevention Academy**, providing agents with more focused call resolution training to better resolve the client’s customer issues.

Each month, the bottom 20% of agents were enrolled in the Next Chat/Call Academy. As this was a new program, the approach taken with the bottom performers was positive in nature, not framed as a performance improvement plan. It was perceived as a new, ongoing training tool to help the agents improve their internal KPIs and increase their pay-for-performance metrics.

Convergent’s Next Chat/Call Academy includes:

- Daily goal glide path provided upon enrollment
- At least 2 coaching sessions per week
- At least 3 chat and/or call observations per week
- Coaching progression continues after academy graduation
- Retraining occurs as new curriculum is developed
- At least 1 manager triad session to measure coaching effectiveness

THE RESULT

Following training, agents were able to take a more transparent approach with the customers wanting an extension or a new payment arrangement. This new approach allowed the agents to discuss the customer’s previous behavior and convey the best alternatives to benefit both the customer and the client. Agents gained a higher sense of confidence, encouraged to resolve issues themselves before escalating the issue to their manager or the client. The results below were calculated over a 6-month period:



TOTAL INBOUND CHATS/
CALLS REDUCED



AVERAGE HANDLE TIME
REDUCED



NPS ISSUE RESOLVED
SCORES INCREASED



DECREASE IN ESCALATIONS
REFERRED TO CLIENT

*CHATS PER HOUR REMAINED CONSISTENT