



Delivering Customer Engagement Solutions through
Inbound, Outbound, Live Chat,
Quality Monitoring and **Social Media** Services.



Experienced **People** | Innovative **Technology** | Remarkable **Results**

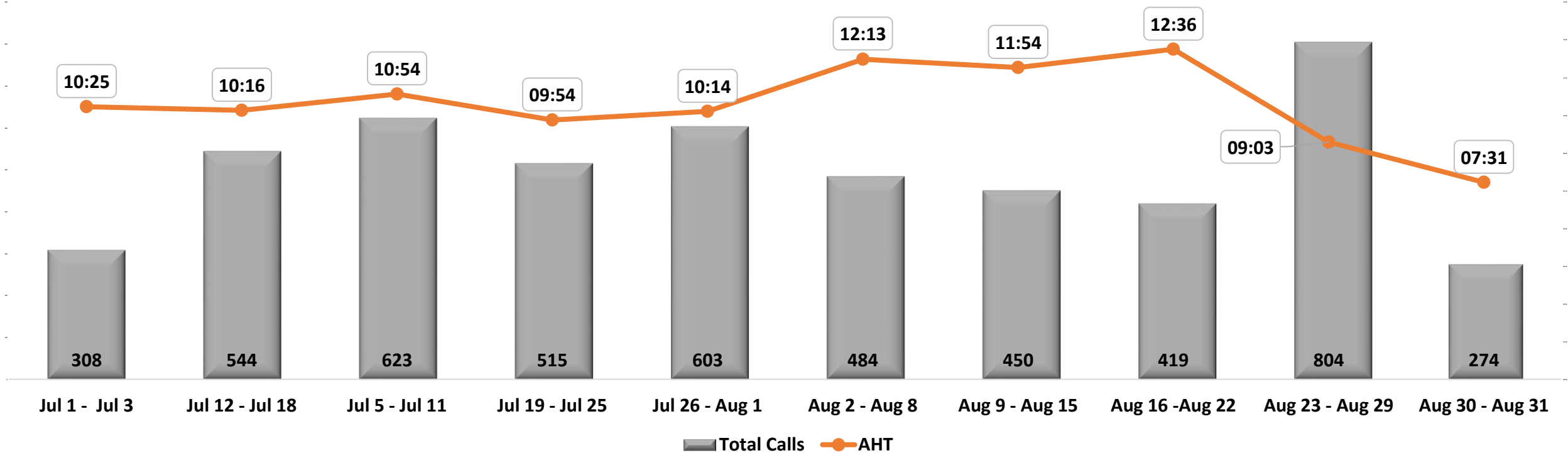
Agenda

- 1 Call Volume
- 2 AHT Analysis
- 3 Call Driver Analysis
- 4 Repeat Contact Analysis
- 5 Channel Switch- Analysis
- 6 Hold Analysis
- 7 CSAT Analysis
- 8 Percent Silence Analysis
- 9 Scorecard and Recommendations

Data Processing & Call Volume

Total Population	5,024
Filters Used	
Date	July 1 - August 31
Inclusions/Exclusions	N/A
Duration	N/A

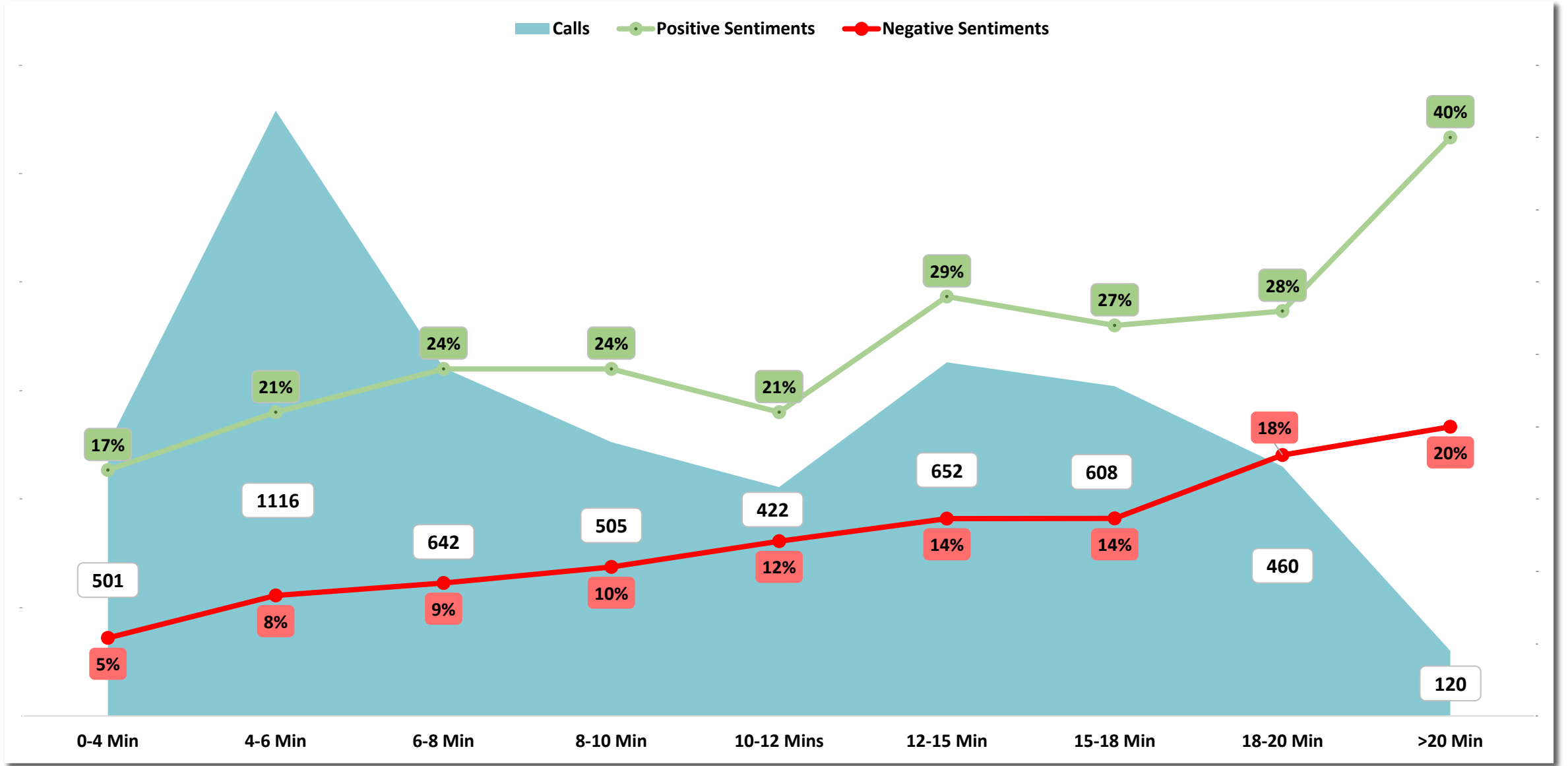
Weekly Call Volume and Average Handle Time



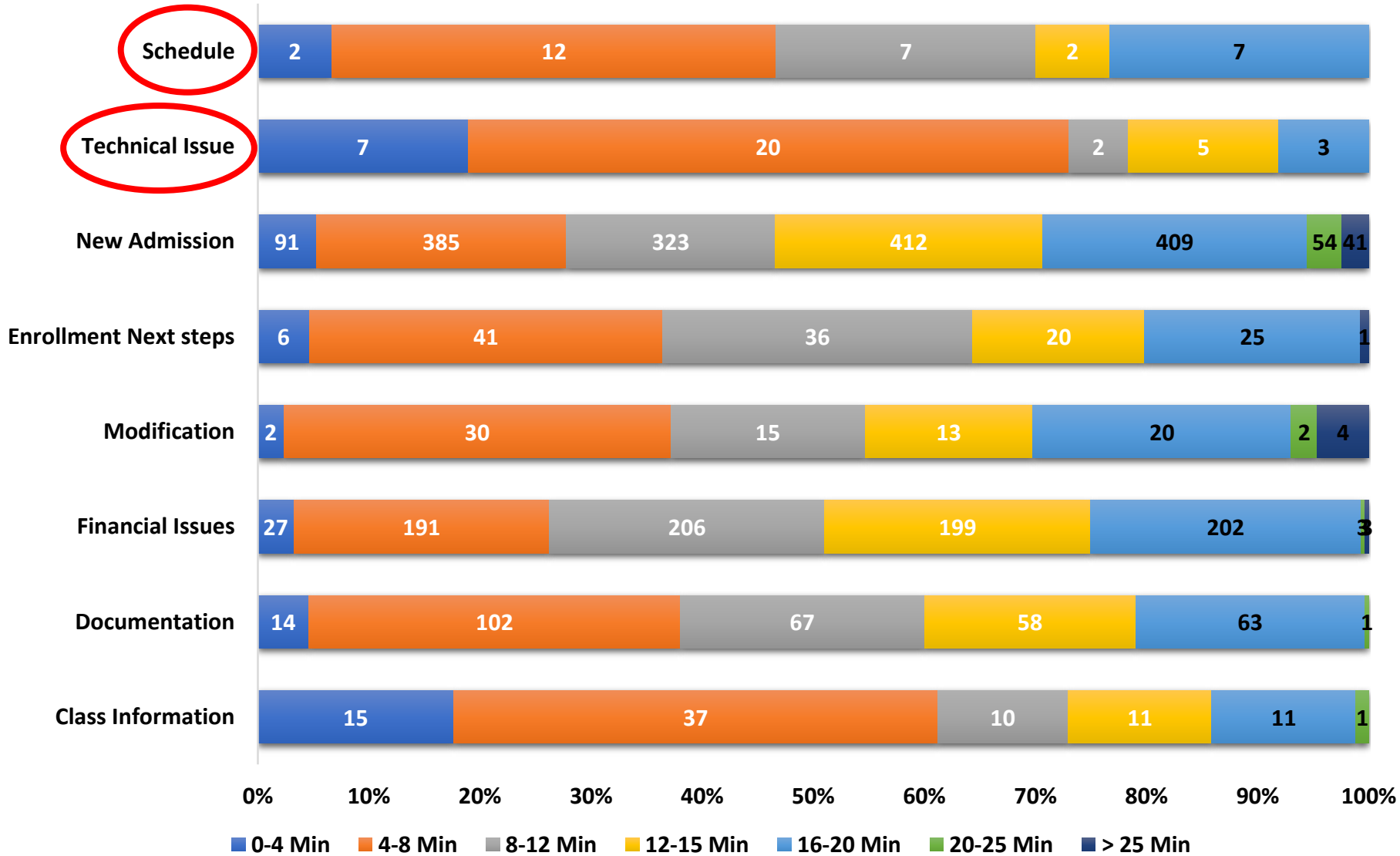
■ Total Calls ● AHT



AHT Diagnostic



AHT Diagnostics– Top Call Reasons



Etech Recommends:
Reducing non-Sales related calls when possible

- Opportunity:**
- Schedule inquiries**
These calls are potentially self-help via Student Portal
 - Technical Support**
These calls should be routed to another unit when possible

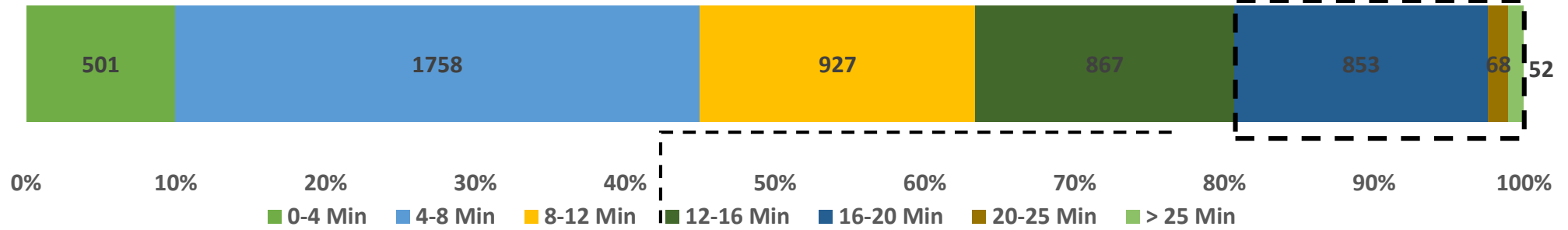
Potential Revenue Impact:
47 additional sales calls
10% conversion rate
\$7,050,000 annual revenue



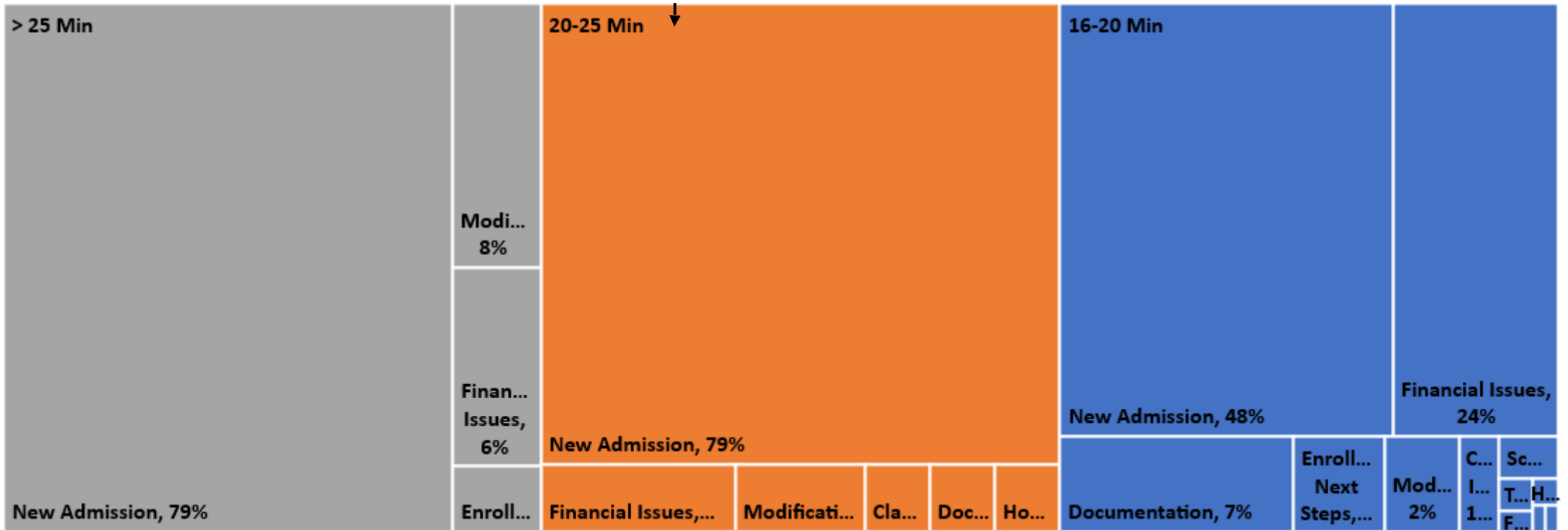
Revenue Calculator

AHT Diagnostics – High AHT

Overall AHT



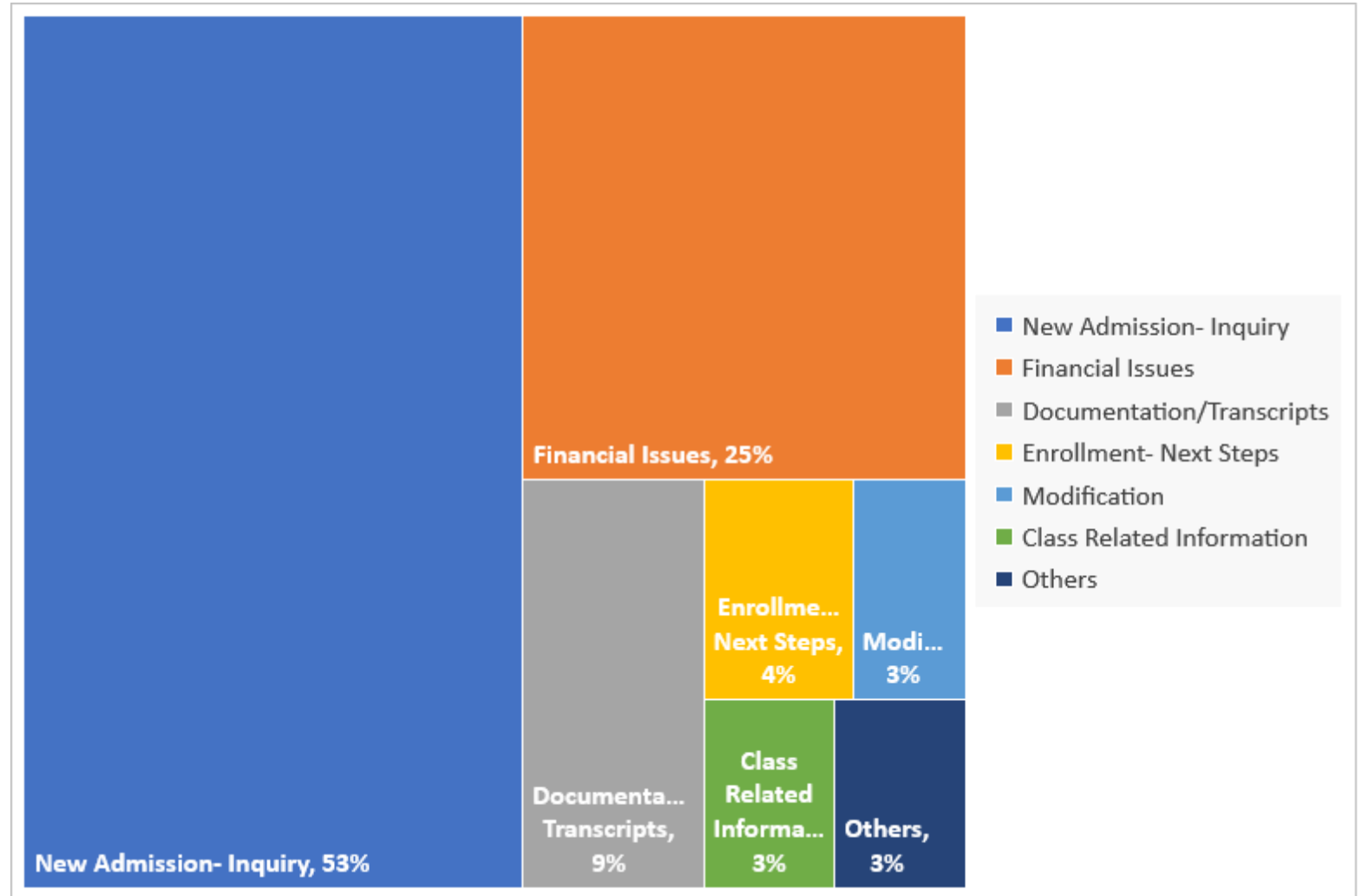
High AHT Vs Reason for Contact



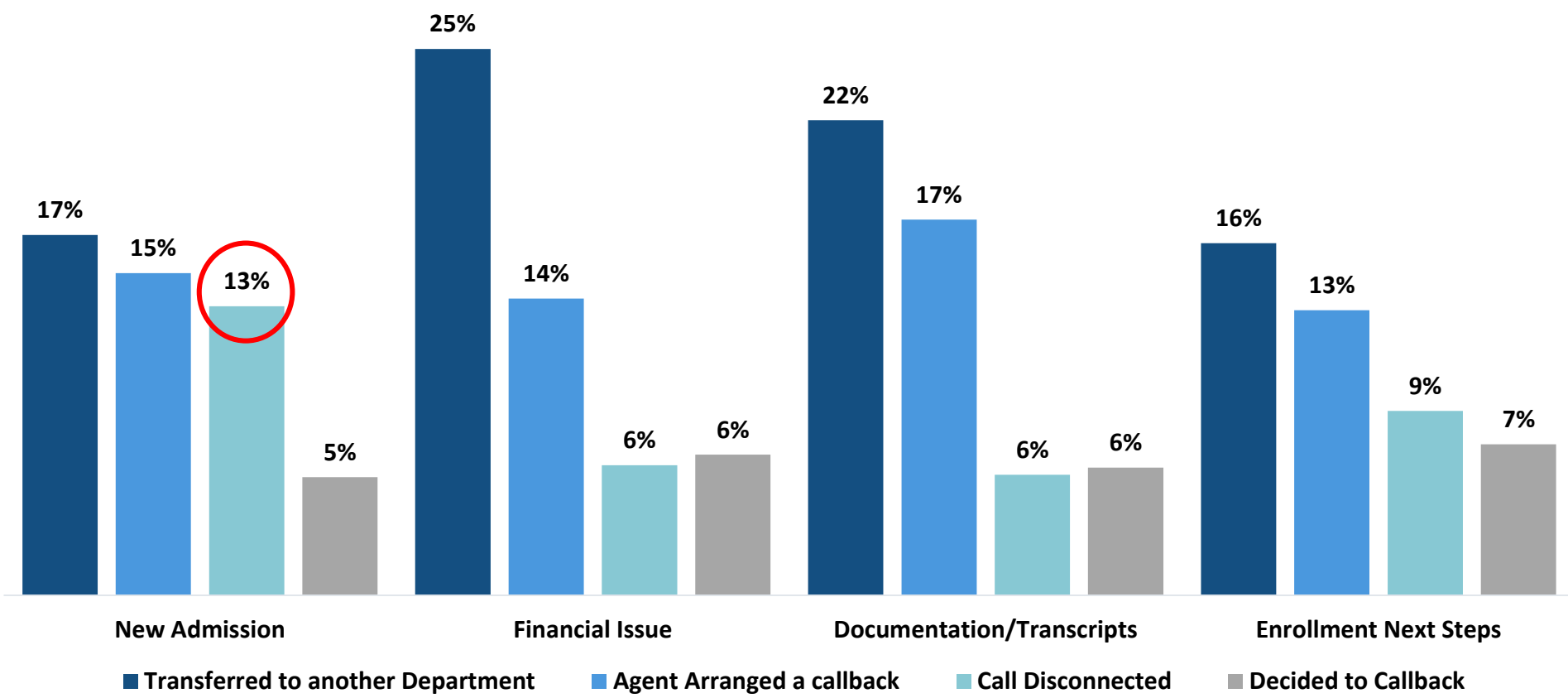
Call Drivers

N=3,324

- We were able to determine the call drivers on **66%** calls out of the total of **5,024**
- The **732 (22%)** of identified calls should be focused on as an area for opportunity to improve student satisfaction and reduce non-sales volume



No FCR Reasons: Top Call Drivers



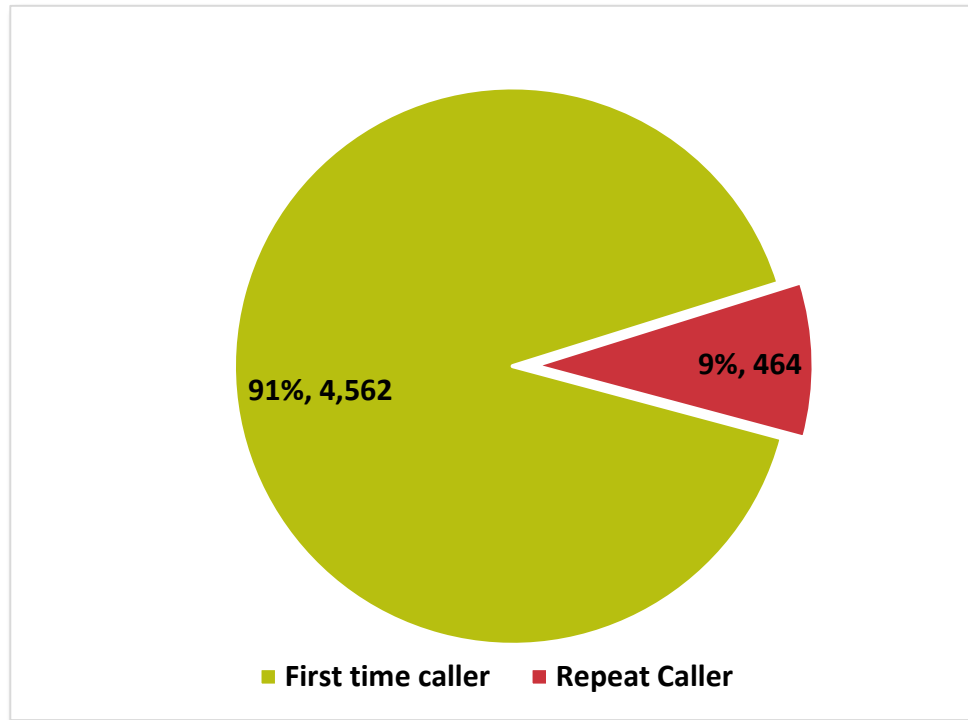
Etech Recommends:
Confirming a callback number on every call.

- Opportunity:**
1758 New Admission calls
- 53% of the time agents didn't confirm the student's phone number to callback.
 - 13% of those calls dropped and missed opportunity to call back

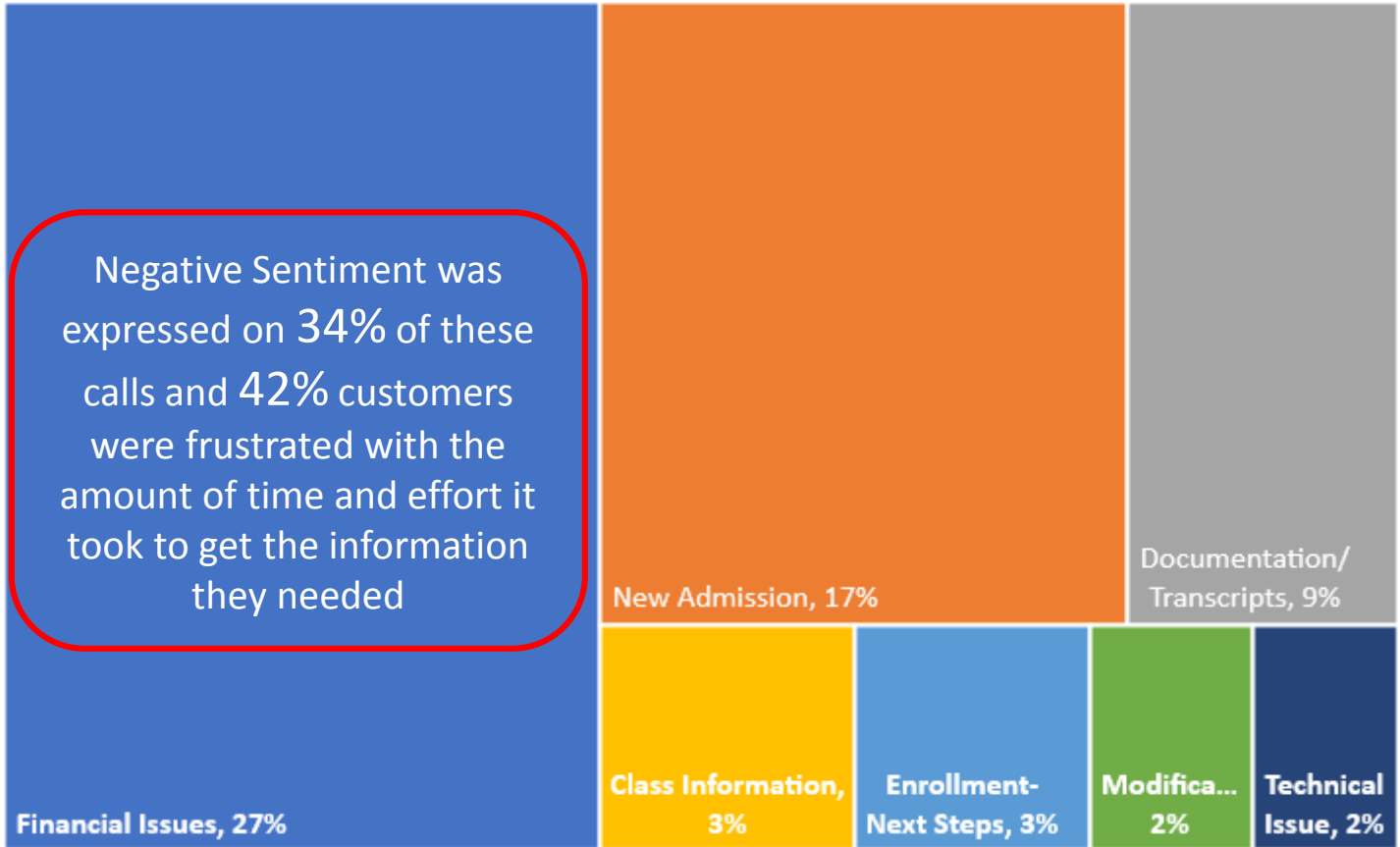
Potential Revenue Impact:
229 calls dropped
10% conversion rate
\$34,281,000 annual revenue

  **Revenue Calculator**

Repeat Contact Analysis



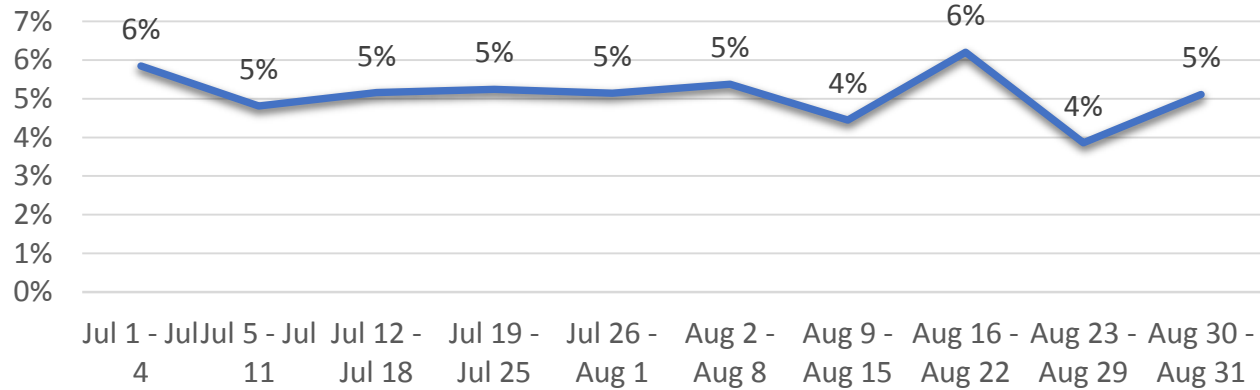
Repeat Contact VS Call Reason



Channel Switch Analysis

Identified **251 calls** from the total population wherein customers had to switch channels (from website to chat to email to call) for Issue Resolution – **5%**

Channel Switch Calls%



Major Reasons for Channel Switch

- *Unable to find information in Student Portal*
- *Online information incorrect / needs help*
- *New student needing additional information after visiting website*

Unable to find information in Student Portal

I need my ID... it wasn't that long when I looked on the website yesterday

I'm looking through my student portal... I need a letter or some type of verification... stating that I am currently enrolled in school...

Online information incorrect / needs help

I was on there two days ago... looked on the fulfill website I realized what they did was...

singled out for September which is not what I wanted so that my graduation is postponed...

New student needing additional support after visiting website

I don't wanna wait to go to campus... found XXX and I've heard of it so I figured I'd put in my information to talk to you guys... I went on your website and I looked up the different degrees that I could get... not sure if the schedule or not but it's got like twenty-seven different classes...

Hold Analysis

N= 355

Hold Calls- Bifurcation

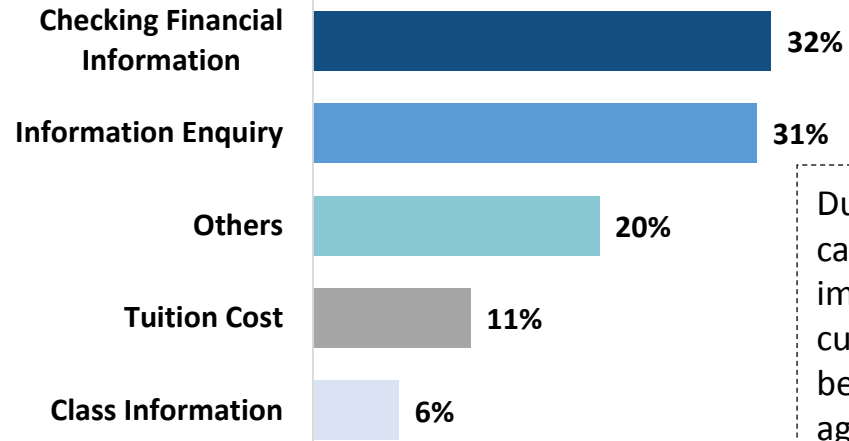


81% of calls were kept on hold to transfer to another department

■ On Hold to Transfer ■ On Hold to check Information

Check Information- Reasons

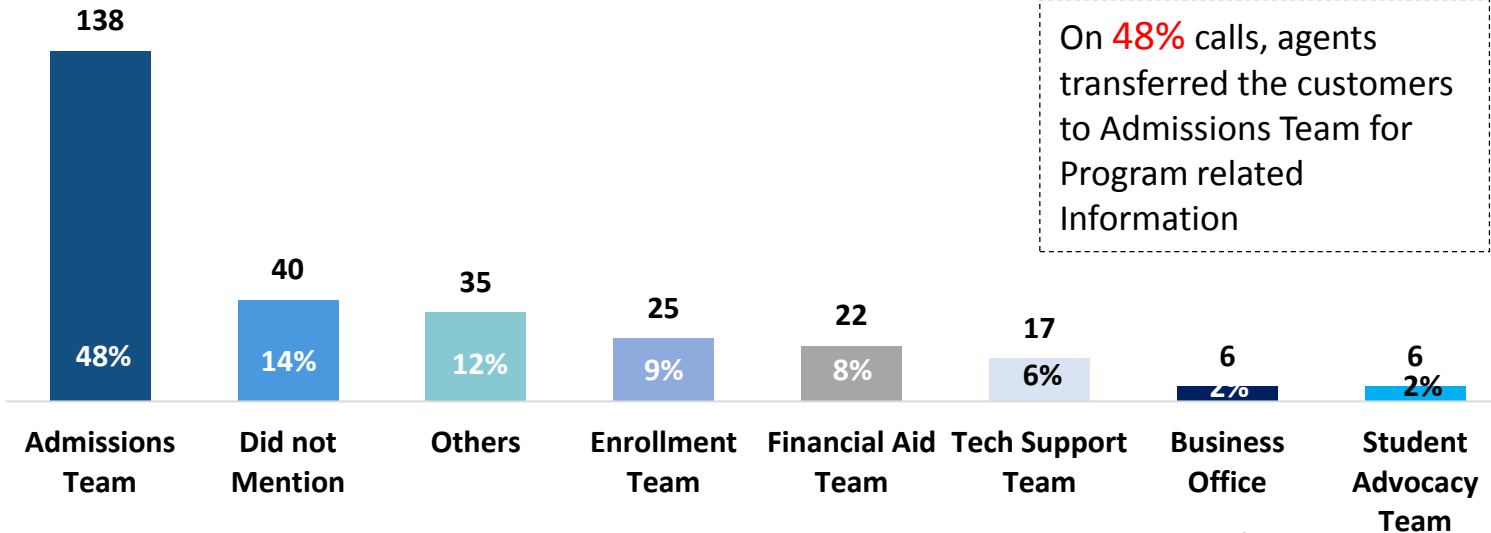
N= 66



Due to **Technical Issue**, **66%** calls got disconnected immediately after placing the customer on hold. This might be one of the reasons that agents prefer to use mute button instead of hold

On Hold to Transfer- Department Name

N= 289



On **48%** calls, agents transferred the customers to Admissions Team for Program related Information

Outliers- Transfer Calls

Agent Name	Total Calls	Calls Transferred	Calls Transferred%
Fernanda	31	18	58%
Celeste	24	14	58%
Destiny	21	12	57%
Jeffrey	27	13	48%
Isaiah	43	16	37%

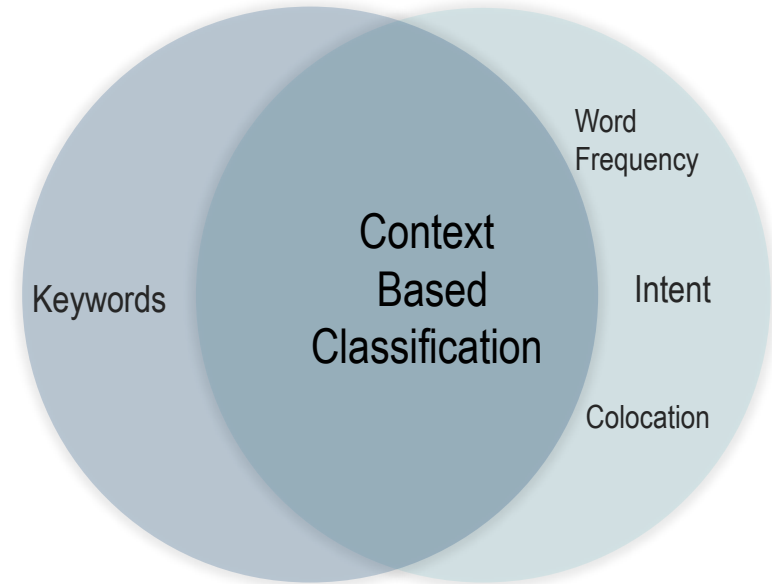
Methodology

CSAT Analysis

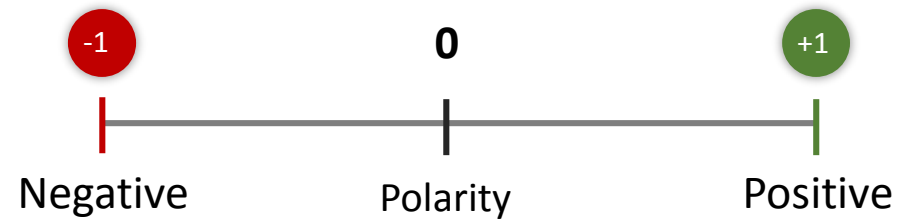
Supervised Classification Model based on Hatzivassiloglou, V. and McKeown, K.R. (1997) Model of Sentiment Orientation.

* Eliminated "0" from results as it will introduce involuntary bias in the system where we are assuming every customer should display one or the other kind of sentiment on the call hence zero signifying an absence. In this scenario it will only boost the denominator/overall population count and skew actual CSAT scores.

Seeded contextual training sets to maintain relevance



Introduced Static Polarity of either -1 or +1 to eliminate any bias*



CSAT Analysis



1,450

Positive Sentiment



561

Negative Sentiment

44%

CSAT SCORE

Out of **561** calls, on **25%** calls, students showed frustration as their issue was not resolved and there was no callback/reply

Scenarios and Recommendations– Improve CSAT

Scenario 1: Team- Not Available to Assist

1: Agent: It looks like they are unavailable unfortunately they aren't in on the weekends

2: Agent: Team is unavailable and the best way to contact them to send them an email. I can't really do anything

Recommendation: Consider expanding department availability or create internal FAQ/KB

Scenario 2: Callback- Promised and Never Received

1: Customer: They'll call me back and it's been twenty-four hours, I haven't received any callback

2: Customer: They told me they could call me back, but I still didn't get a callback

Recommendation: Create a callback system that includes automated scheduling or create an outbound team

Scenario 3: Repeat Contact- Called Several Times and No Resolution

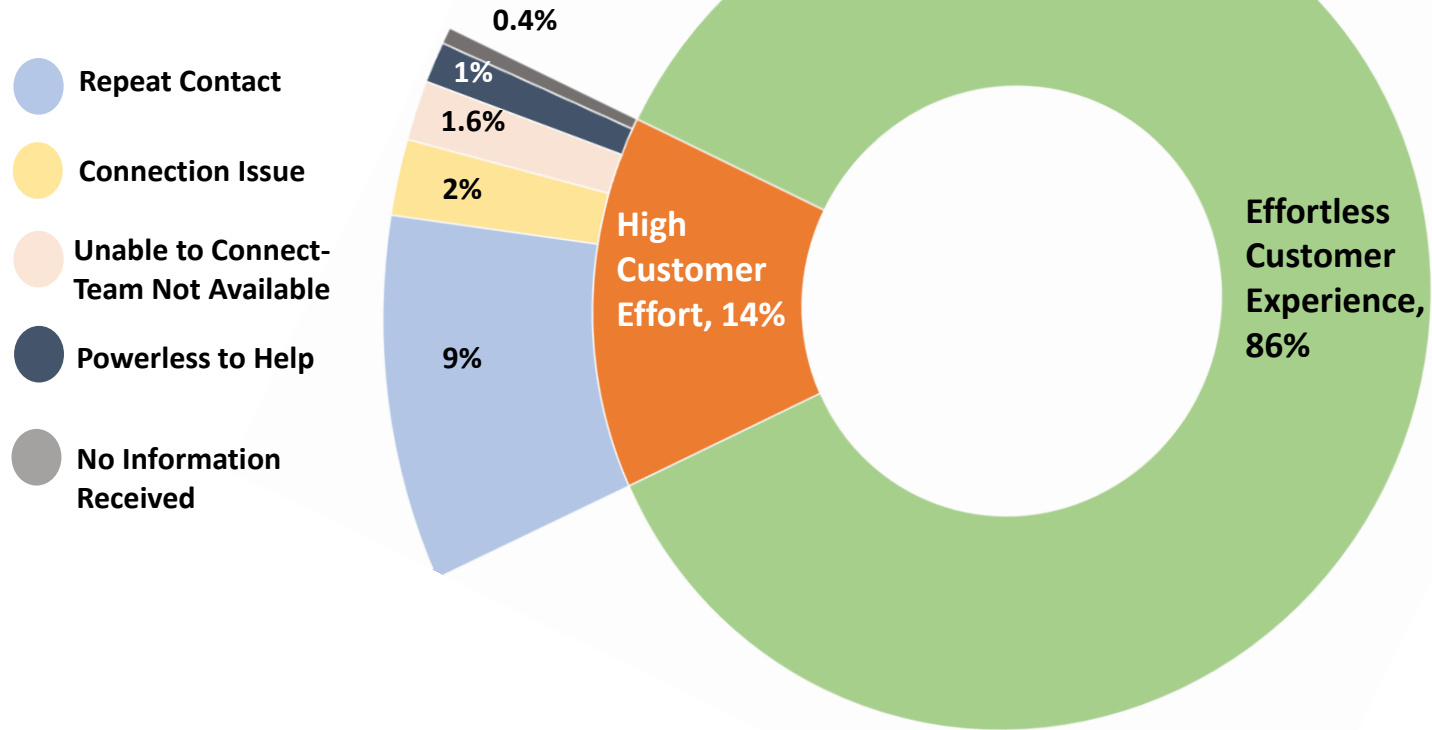
1: Customer: I spoke with several different people so the reason for my concern is that I'm supposed to be starting on August Third

2: Customer: I have called many times and every time I call; they ask me to wait and I don't want to wait anymore

Recommendation: Expand the availability for additional staff who can receive calls and monitor the callbacks scheduled are completed

Customer Effort

N= 5024

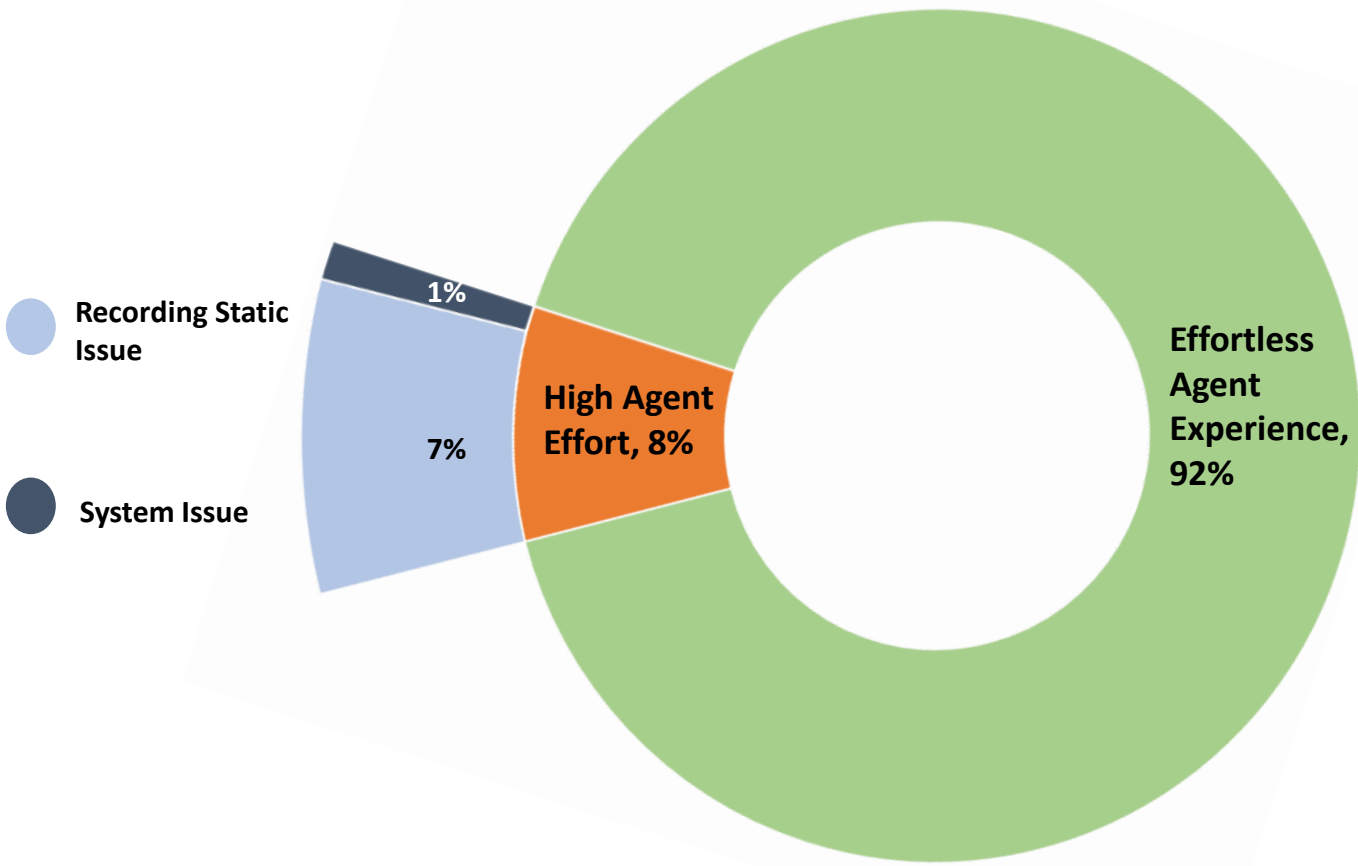


144 calls|23% of the High Customer Effort volume came from the customers calling in regarding their Financial Issues

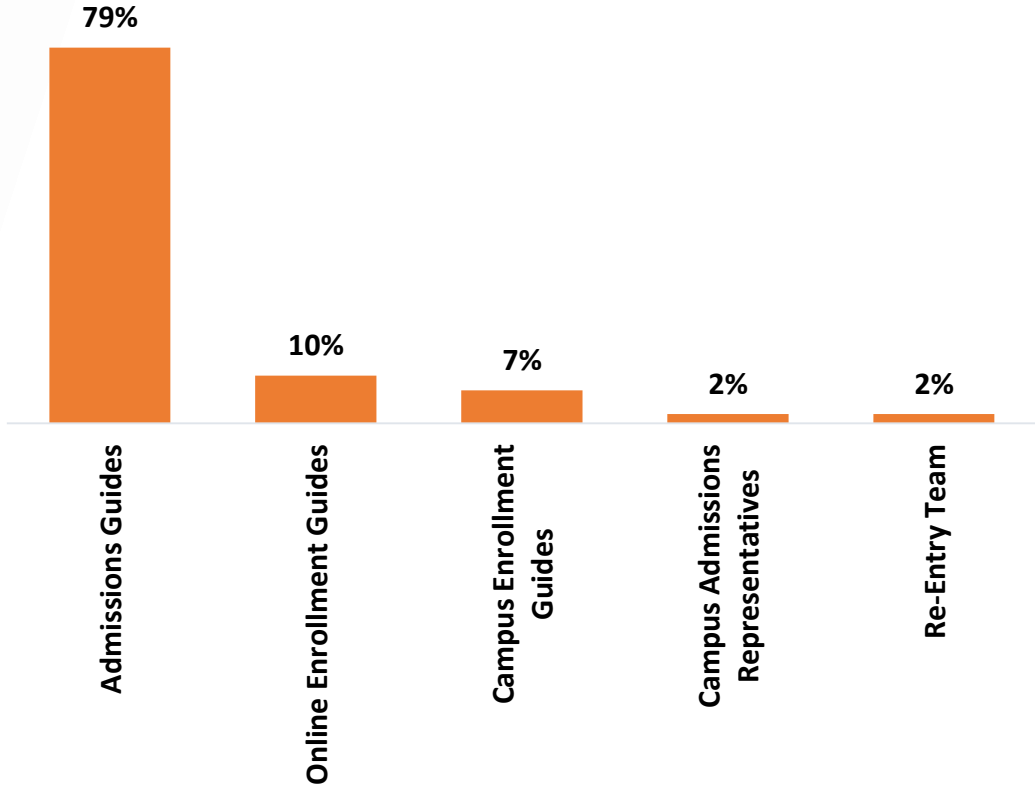
Etech Recommends:

Highlighting information regarding Scholarship, Special Benefits, FAFSA and Tuition Cost on the Student Portal

Agent Effort

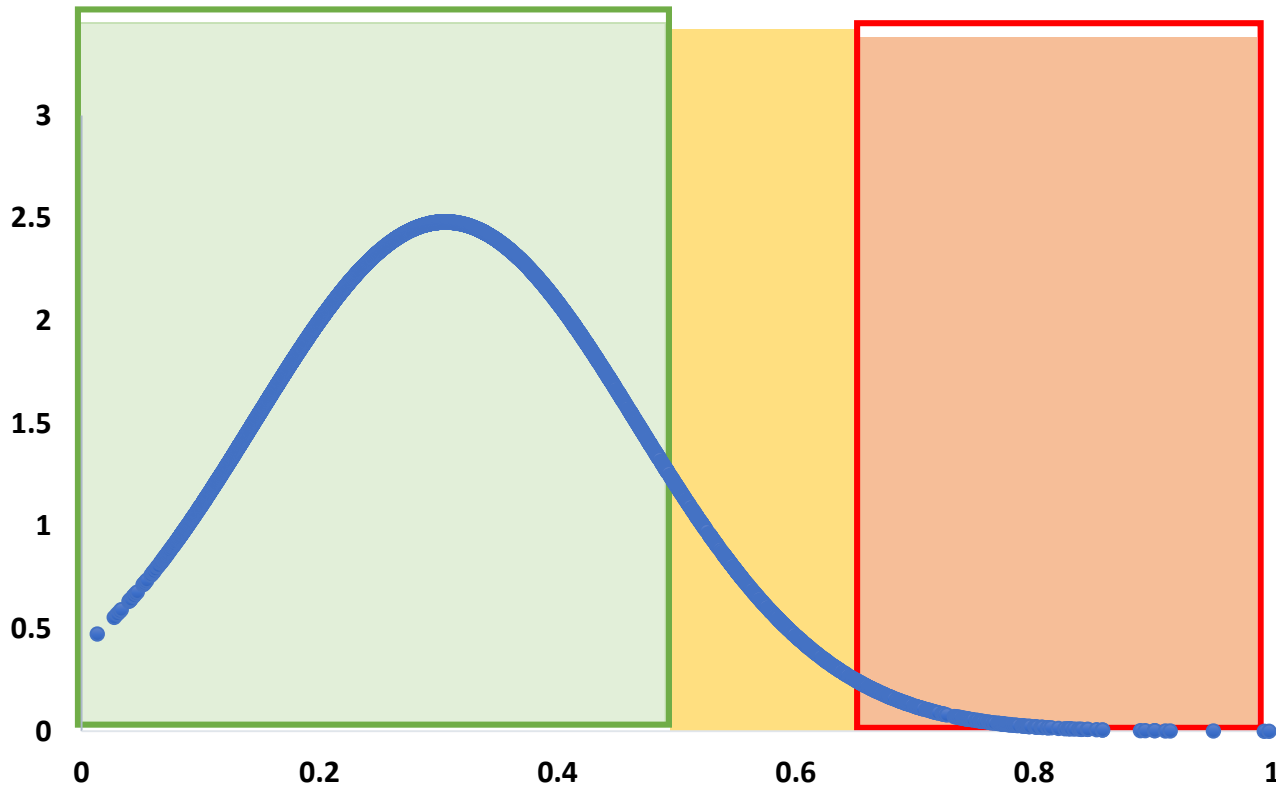


Agent Effort Calls – Queue Level



Percent Silence Analysis

Meets Expectation Range	Needs Improvement Range	Unacceptable Range
0-46%	47%-63%	Above 63%
4,237 calls	525 calls	262 calls



Top Offenders- Unacceptable Range

Agent Name	Total Calls	Unacceptable Range Calls	Unacceptable Range Calls%
Chris	51	21	41%
Amish	24	15	63%
Eurecan	49	15	31%
Takena	26	9	35%
Amanda	31	8	26%

Common factors

- Records research/access
- Using silence instead of placing call on hold

Recommended- Sales Scorecard

Sr. No	Parameters	Rating
Section 1 - SETTING EXPECTATIONS		
1	Did the agent greet the student and share his/her role?	Yes, No
2	Did the agent clearly set the expectations and the purpose of this call?	Yes, No
Section 2 - CONFIRMING DETAILS		
3	Did the agent confirm the program name with the student?	Yes, No
4	Did the agent confirm the start date with the student?	Yes, No
Section 3 - UNDERSTANDING THE STUDENT		
5	Did the agent effectively identify the motivation of the student?	Yes, No
6	Did the agent identify student's needs and wants?	Yes, No
7	Did the agent identify what the student already knows about the program?	Yes, No
Section 4 - BRANDING & PROVIDING SOLUTIONS		
8	Did the agent effectively add value to the program and university?	Yes, No
9	Did the agent effectively discuss the curriculum with the student?	Yes, No
10	Did the agent effectively discuss about the possible funding options?	Yes, No
Section 5 - NEXT STEP		
11	Did the agent effectively discuss the upcoming schedule?	Yes, No
Section 6 - BEST PRACTICES		
12	Was the agent able to effectively build rapport with the student?	Yes, No
13	Did the agent effectively probe/identify potential concerns of the address and further address it.	Yes, No
14	Did the agent schedule timely follow up?	Yes, No
15	Did the agent ask for referrals?	Yes, No
Section 7 - COMPLIANCE		
16	Did the agent state the recording disclosure? (for OB call only)	Yes, No
17	Did the agent provide any inaccurate information or solution?	Yes, No
18	Did the agent mislead the student in any manner on the call?	Yes, No

Sales Scorecard 



Recommended- Customer Service Scorecard

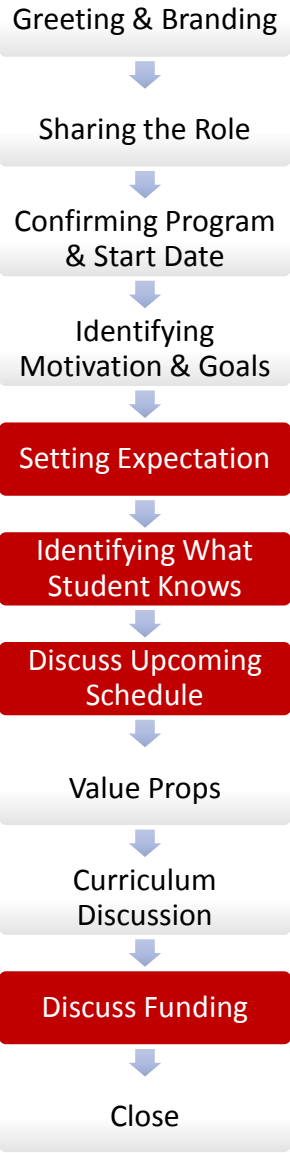
Sr. No	Parameters	Rating
1	Did the agent greet the student?	Yes, No
2	Did the agent clearly set the expectations and the purpose of this call? (if applicable)	NA, Yes, No
3	Was the student's concern(s) properly acknowledged by the agent? (if applicable)	NA, Yes, No
4	Did the agent confirm the details of the student?	Yes, No
5	Did the agent confirm the program name with the student?	Yes, No
6	Did the agent confirm the start date with the student?	Yes, No
7	Did the agent provide steps/assistance based on the student's current status/concern?	Yes, No
8	Did the agent probe effectively (if required) to find best possible solution?	NA, Yes, No
9	Was the agent able to successfully provide solution to the student's concern?	NA, Yes, No
10	Did the agent transfer the student to relevant department/person?	Yes, No
IF ATTENDING A NEW STUDENT		
10	Did the agent create a profile for the student?	Yes, No
11	Did the agent confirm if the student is looking to student online or on-campus?	Yes, No
12	Did the agent probe to check if the student is eligible for benefits?	Yes, No
13	Did the agent perform basic admissibility check?	Yes, No
COMPLIANCE		
14	Did the agent read the 'Consent to call' disclosure? (for new student's only)	Yes, No
15	Did the agent state the recording disclosure? (for OB call only)	Yes, No
16	Did the agent provide any inaccurate information or solution?	Yes, No
17	Did the agent mislead the student in any manner on the call?	Yes, No

Customer Service Scorecard



Recommended- Call Flow- Sales

Excessive Dead Air on Entire call

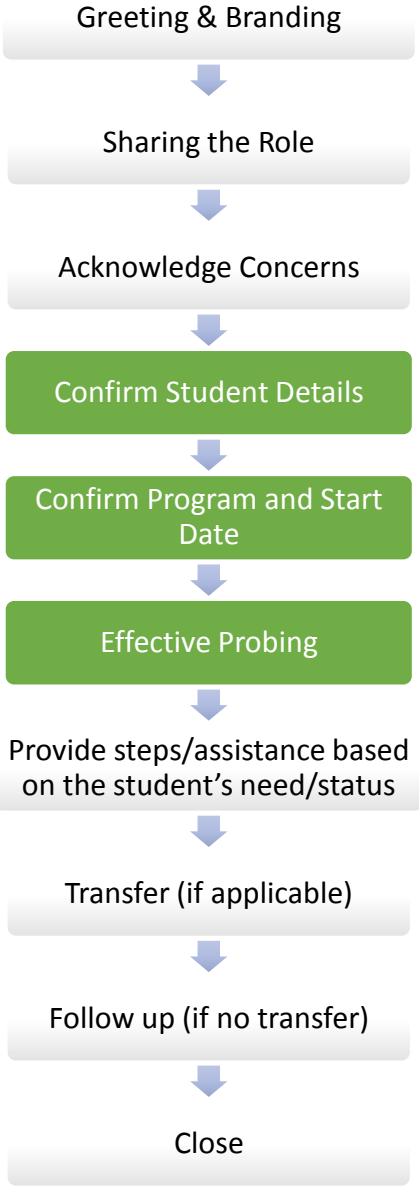


Current Call Flow

After sharing the role, agent should set the right expectation with the student

Before discussing the upcoming schedule, agent should discuss the curriculum and funding options

Suggested Call Flow

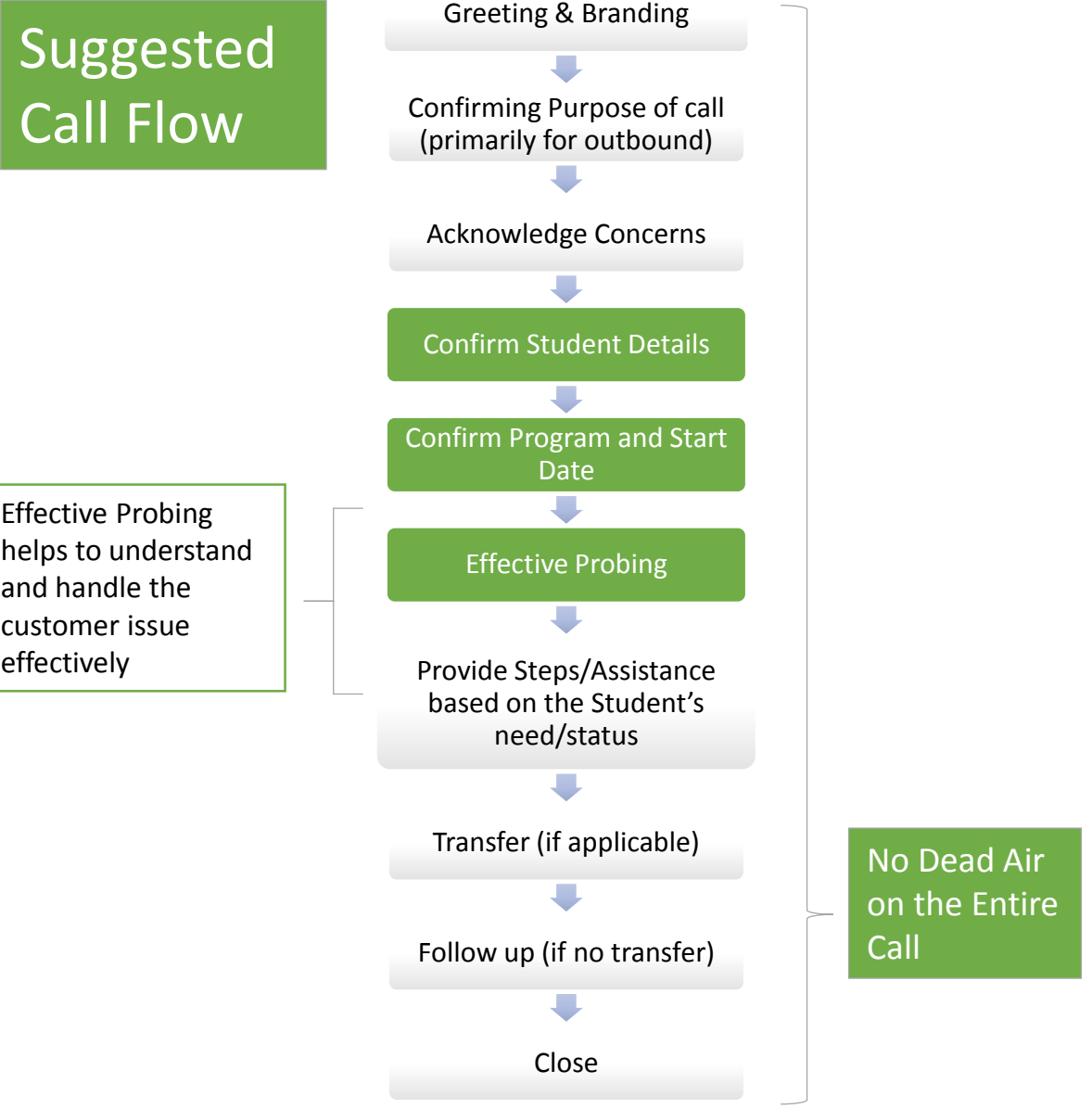


Effective Probing helps to understand and handle the customer issue effectively

No Dead Air on the Entire Call



Recommended- Call Flow- Service



Recommendations- Summary

#1: Actionable Next steps

• Focus on the outliers

- Look for incremental change by starting with the smaller groups of calls first, such as calls longer than 20 minutes or low value service calls being managed by the sales teams

• Review agent system speeds and access

- Reduces hold/silence time on calls and improves the overall call experience
- Improves call quality

#2: Key Performance Indicators (KPI)

• Average Handle Time

- Data suggests 12-15 minute calls are optimal for building rapport and moving to the next steps of enrollment

• Agent follow up completion and effectiveness

- Directly affects CSAT and excitement to complete enrollment
- Are callbacks being properly assigned and completed in CRM

• Call flow and suggested language adherence

- Recap issue at regular intervals to ensure the caller is getting questions assigned
- Improves coaching opportunities



#3: Additional Opportunities

• Review technology

- Look for more ways to add self-help forms and issue resolution to Student Portal, make sure it is updated regularly
- Consider expanding IVR to include more routing options

• Proactive knowledgebase for Agents

- Centralizes answers for commonly asked questions related to call drivers
- Improves the Agent Experience with education and removes powerless to help reasons

• Team alignments

- Admissions Guides - Increases opportunities for dropped calls during transfers and improves the experience by reducing the number of people students speak to
 - Expand use as support team
 - Possible realignment to other teams
- Expand Department Hours of Operation – Improves CSAT and Student Experience
 - Service teams should be available as often as sales teams are



Jim Iyob
Chief Customer Officer



Thank You!

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To make a remarkable difference for each other,
our customers, and within our communities.