

Can call quality monitoring improve selling skills and increase revenue?

Client

Alaska Airlines.

Profile

Based in Seattle, WA, Alaska Airlines is one of the largest US airlines, serving over 15 million customers annually. Their call centers typically handle inbound calls with customers wanting to make new reservations, change existing reservations or ask general questions about flights.

- 1,500 agents
- 2 call centers

The Situation

Alaska Airlines partnered with a financial institution to offer credit cards to Alaska Airlines' customers. Alaska Airlines' agents were instructed to ask customers if they were interested in a credit card after they had booked their flights. The program was looking unsuccessful and was very close to being cancelled, thereby losing a potentially large additional revenue stream for the airline. Alaska Airlines' management wanted to know why the cross-sell process was not working.

The Test

HyperQuality developed a test to determine where the breakdown was occurring in the cross-sell process. As they listened to the customer service calls, it quickly became apparent that the agents were simply not asking! HyperQuality quickly revised Alaska Airlines' quality evaluation score card to include offering the credit card. By including this attribute on the score card, agents would be 'marked down' for not offering the credit card, and this would impact their quality scores, potential bonuses and potential promotions.

The Results

- Alaska Airlines achieved a 300% increase in warm transfers to their financial partner.
- Alaska Airlines increased cross-sell revenue nearly \$500,000 in one year.

Conclusions & Recommendations

Alaska Airlines learned that it's possible to change agent behavior by monitoring on the attributes that really matter. HyperQuality recommended that Alaska Airlines continually look at their customer service initiatives and make frequent changes to the score card, as this would lead to real changes in the organization.



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