

Call Center Handling & Procedures



"Dugger's Services prides itself on its professionalism and the availability of it's staff to provide accurate information in a timely fashion. If you have a specific question and you know who to contact give us a call at 505-823-9696 or feel free to contact one of us directly via e-mail."

Duggerservices.com

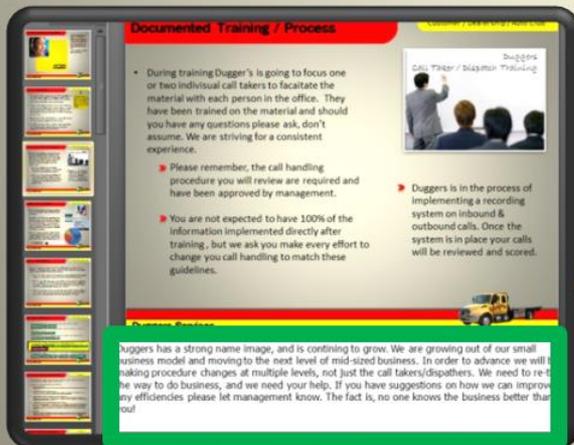
**Call Takers
Dispatchers**



Intent of Presentation

- This deck outlines call handling procedures for call takers and dispatchers for Duggers and its other entities. This includes our interactions when speaking with auto clubs, dealerships, and customers.
- When presented please be sure to view the slide notes as they include additional details about each segment, or ask you to role play out an example. To view: hover over the bottom bar, when presenting, when a double arrow appears, drag up to view.

This box identifies what customer base the slide applies to. Such as customer, dealership, or auto club.



- Every call taker and dispatcher is required to review this presentation regardless of their tenure.
- **In addition, you will be responsible in implementing these call handling process and procedures once you have completed the presentation and test.**



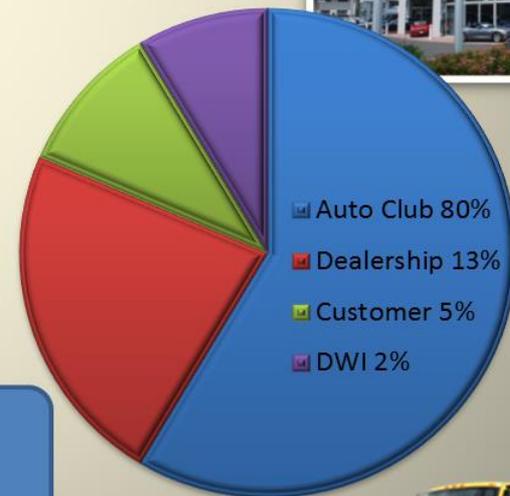
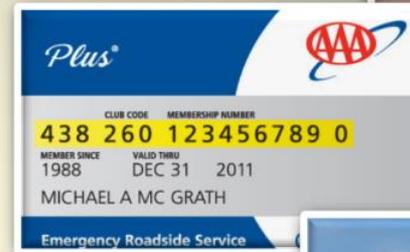
Documented Training / Process

- During training Duggers is going to focus one or two individual call takers to facilitate the material with each person in the office. They have been trained on the material, and should you have any questions please ask, don't assume. We are striving for a consistent experience.
 - Please remember, the call handling procedure you will review are required and have been approved by management.
 - You are not expected to have 100% of the information implemented directly after training, but we ask you make every effort to change you call handling to match these guidelines.
 - **Duggers is in the process of implementing a recording system for inbound & outbound calls. Once the system is in place your calls will be reviewed and scored to ensure we are providing world class service. Currently, drivers are being scored via customer surveys.**



Variable Call Interactions

- Call handling/verbiage will change depending on the caller such as a auto club, dealership, or customer.
- Regardless of the party we are speaking to, we must maintain a positive, upbeat, and eager-to-help attitude even if the customer is difficult to interact with. Every interaction generates revenue for you, and the business. Losing one auto club, or dealership represents thousands of dollars in revenue.
- When it comes to customers, studies show that reputation of a businesses' worth is primarily established by referrals such as word of mouth and web reviews such as Google, Angie's List



Currently Duggers is 5 stars on Google reviews.



Erik Zsemlye



reviewed 4 months ago



- A positive greeting sets the tone for the call and demonstrates our eagerness to help. Duggers is being contacted as someone needs our help, a monotone or unenergetic voice can be perceived as a lack of care, or concern.
 - Since the centers receive calls from multiple clients and under different company names we must maintain a generic, yet warm and consistent greeting every call.
 - Even if you identify the caller via the caller ID display the following greeting must be stated.

Required Greeting:

“Thank you for calling Roadside Services, we’re here to help. My name is Nick, may I start off by getting your name? (Caller says name), thanks Jane and how can we assist you.”



Interaction: Customer Call Handling

- When speaking with customers we need to ensure we are speaking in a conversational manner, and not in a transactional manner as we would do with a auto club or dealer.
- Customer Interactions can be broken into several segments.
 - **Greeting / Offer of help**
Greeting should be up-beat and have an energetic tone. Every greeting is required for every inbound call despite caller ID information. When making outbound calls you need to inform them of your name and that you are calling from roadside services
 - **Acknowledgement of issue, restate for accuracy.**
Briefly restate the issue at a high level, and acknowledge the problems they are having. This ensures we understand exactly the issue they are experiencing and acknowledges there stranded and need our help.
 - **Provide a genuine statement of empathy or relate to the customers issue.**
Apologize for the difficulties the customer is having or relate to the issue to demonstrate your understanding of the inconvenience. An apology doesn't have to be provided as there vehicle issue wasn't our error, however a statement of empathy should be done when speaking with customers.
 - **Provide solutions to the customer which includes are abilities, and ETAs.**
Advise the customer of how we can assist them and give a realistic ETA. No one likes to have an expectation given and the other party fails to follow through. If the call is taking longer then the quote we gave, we should call the customer back with an update when possible. In addition, Duggers Service is penalized when we fail to meet a given expectation. If unsure of a tow or service we can provide, such as in unique circumstances, place the caller on hold and get assistance from a leadership member.
 - **Close the call**
Thank the customer in a genuine manner, as we appreciate their loyalty and know they have their choice when it comes to towing and road side assistance needs. There is plenty of competition in our markets, a single issue could persuade the customer to use another company.



Empathy / Relating / Assurance

- When a customer calls Duggers, they generally aren't having the best day. All services from tows, lockouts, to tire changes are impacting to the customers routine. These specific issues can easily be escalated by other circumstances such as child locked in the car, late for work, or stuck on a highway on a hot day, etc.
- While Duggers didn't cause the customer's breakdown, flat tire, or lockout, relating to the issue helps build a warm rapport, and lets them know you understand the inconvenient position they are in.
- When speaking with a customer it will be more common to use an empathetic statement than an apology. However, if we are late to an appointment or the fault is on Duggers a genuine apology is necessary.



“Wow, sounds like you aren't having a good day at all, I know a blow out can be scary especially on the highway. I'm sorry you had this happen, but rest assured we'll get someone out there to take care of you.”



Auto Club Interactions

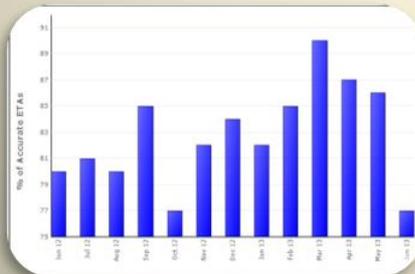
- While CSR to CSR interactions produce the shortest talk time, this doesn't mean we shouldn't try and leave a lasting impression with them or not give an exceptional experience.

Autoclubs have contracts with thousands of tow companies and if they perceive one as inferior to another they are likely to choose a different tow vendor.

80% of our business comes from 5 Autoclubs such as Agero (the largest).

Just like you prefer to interact with a certain person such as a hair stylist, mechanic, or company they do the same relating to the company the CSR chooses to dispatch to. If a CSR perceives a company never makes their ETAs or being unpleasant they make select a different company from their large list.

- Auto Clubs hold Vance and other companies accountable for their abilities with factual metrics and performance indicators. If our numbers don't wow them, there is a chance we may lose the bid for services or our contract.**



95% Call Acceptance 1096 Calls Offered	45 Min Average ETA 1023 Calls	81% ETA Accuracy 580 Calls	91% Service Excellence 80 Surveys Received
<p>95% Accepted 5% Refused</p>		<p>81% Met 19% Missed</p>	<p>91% Excellent 9% Other</p>
ASSIGNED AREA CALL PERFORMANCE			
Call Acceptance	ETA	Customer Surveys	Claims
Total Calls Offered: 1096 Call Acceptance: 95%	Average ETA: 45 Min ETA Accuracy: 81%	Service Excellence: 91% % of Other Score: 9%	Total Claims: 829 Average Claim: \$33.53



Interaction: Auto Club / Dealerships

- Same greeting as stated earlier applies
 - When speaking with auto clubs your interaction will become transactional vs. interactional as it would with the customer.
 - Information should always be repeated when it's provided by the auto clubs. **Studies show most incorrect communication relays are based on voice perception, 2nd to that is copying information from one read source and composing it to another such as with a fax.**
 - While an apology or empathy statement is not needed, this does not mean our standards of interacting with them change from that of a customer. You are expected to always use an upbeat and energetic tone, use of please and thank you, and close the call per policy.
 - **Always provide correct ETAs based on real time GPS view for every call.** While our driver GPS map updates ever 20 seconds, that does not mean the drivers GPS unit also updated. In addition there are data lags, and at times status update delays can be caused by various network issues.
 - When interacting with auto clubs, you should control the call. This means lead the call so that we may dispatch and get the customer ASAP. This does not mean we over speak, or interrupt the auto club CSR. Remember they are Dugger's customer and 80% of our revenue is generated through them.
 - Closing the call will be almost identical to a customer interactions. We need to thank them for choosing us as have several other companies literally at their finger tips. Example Auto Club: "Thanks again for choosing us (insert CSR name), we truly appreciate the business. " Same applies with dealships and auto shops.



Hold Procedures / Mute

Hold

At times there will be instances when you will need to place a caller on hold, examples include: Asking a peer or supervisor a question, confirm possible changes with another call taker, or getting approval.

When using hold, ask and gain the customers buy-in, for example what you are doing and why.

Example: "Vance do you mind if I place you on a brief hold while I confirm with your driver on the tow? Great, thank you I will be back shortly."

When returning to hold, thank the customer for holding as their time is important to us.

- Do not place the customer on hold greater than 2 minutes. If need be, check up on them and let them know you are still looking into your issue. If the customer or auto club thinks you're taking too long they may simply hang up and call another company.
- Hold should not be used to go to the restroom, grab a snack or drink, or conduct business unrelated to the customer's issue.

Mute

At times you may need to utilize the mute function on your phone for brief disturbances such as a sneeze or cough. When mute is used it's very apparent to the caller as all background noise abruptly cuts out to silence.

- Mute should not be used in place of hold, or to vent about the caller.
- Mute should not be used longer than several seconds.
- Mute should not be used to eat, or collect a fax.



Avoid use



Escalated Customer

- At times you will encounter difficult, and or upset customers. It's vital your tone and demeanor never changes despite how they are speaking with you. Being argumentative, loud, or attempting to over speak the customer is not permitted. You will never "win" a debate with an upset customer, as they are the customer and we are the business. Most of the time customers are upset about the situation or the business, it's not directed toward the call taker.

When interacting with an escalated customer:

- Remain calm, don't escalate your voice despite their tone.
- While maintaining control of the call, let them vent their frustration without interruption.
- Empathize and relate to the customer issue and frustration.

"Vance, first off I'm very sorry it's taking longer to get our driver to you. I can appreciate how impacting this can be on your day, and assure you we are doing everything we can to you get to you as fast as possible."
- Provide the customer all real time information and the most accurate ETA possible. Giving an ETA that is too soon simply to please the customer only makes them more upset when the driver arrives, which can impact drivers scoring from the auto club surveys.
- Follow Up: In effort to change the customers perception, and ensure the best experience follow up with a phone call if possible. This simple gesture can go along way.



Escalated real call example

These are two real calls from a customer who is clearly abusing T-Mobile's upgrade program. I came across this account as an analyst while running reports to spot possible fraud.

T-Mobile records every call inbound and outbound calls including agent's screen so we are able to see what the CSR is doing in the system. Due to T-Mobile proprietary information and federal regulations (CPNI) I can not show you the screens captures, but I can play the audio.

This customer found a glitch on our upgrade phone program, and took full advantage before I suspended his T-Mobile.com account which he was using to order the phones. This customer was getting free or close to free phones every day as the system was not resetting his eligible tenure (such as free phone every 2 years). In one month he ordered 98 phones.

In this call you will see where he calls in once, gets made at the CSR and even calls her a vulgar name at the end. The second call is him calling back and trying his luck with another agent.

After we play these calls we will review the positive and negative aspects of the agents. You will see why consistency in a call center is so important.

This customer took T-Mobile for over \$26,000 dollars in handset charges.



Call 1.mp3



Call 2.mp3

**DO NOT SHARE THESE RECORDINGS
OUTSIDE OF TRAINING AN AGENT.
DO NOT DUPLICATE, COPY, OR SEND**



Heavy use of profanity/threats

Duggers does not permit customers to abuse call takers/dispatcher via excessive vulgar language or threats directed toward the call taker. Majority of vulgar language will not be directed toward the call taker but toward the issue at hand.

Example: Toward the call taker

“You don’t know what ---- you are doing how dumb to you have to be to work there?”

Example: Toward the issue at hand

“I just got the piece of ---- car back from the dealership and they screwed me again!”

When profanity/threats are directed to you:

- Remain clam.
- Attempt to use the help/stop/help method.
 - “I understand how frustrated you are Vance, and I want to help but before I can I need to ask you to refrain from using vulgar language or continue to cuss.”
- If the caller agrees or stops using profanity/vulgar language continue the call as usual.
- If the call caller continues, provide one last warning. “Vance this is the second time I’ve asked you to stop cursing, if it continues I will not be able to assist and be forced to release the call.”
- Language continues: “Vance I’ve asked you three times to refrain from cursing during this call, since it hasn’t stopped at this point I’m releasing the line.”



- A sincere call closure can leave a very strong lasting impression.

Call closing when dealing with customers is very important as our interaction is personal, and not a transactional such as with auto clubs and dealerships.

- Customers

It's important to restate the reason of the call and commitments that have been given. This ensures both parties have a full understanding of the next steps for a solution.

Customer Call Example:

"Just to recap, you're currently located at Circle K at 300 Lomas Blvd NE. You are in need of your tire change, and have your vehicles spare to use. Our driver should be there in approximately 30 minutes. Do you have any questions or concerns? Great, thank you for calling Duggers Vance we know there are many tow companies and are honored to have your business. Have a great day, and we'll see you shortly.

- Dealerships/Auto Repair

It's important that we restate their location and the **appointment time**. If it's an appointment advise dispatch to ensure we are there as promised. A local company has no problem calling our competition should we not fulfill our arrangement. In addition many times these tows are cash paying and can represent a large service charge.





Data Entry

We are only as strong as the weakest link in the chain.

Incorrect data or missing information represents a decent portion of delayed arrivals or misunderstanding of the service we were to provide.

Fault lies on all parties at Duggers, call takers, dispatch and drivers. However, the customer only sees it as Duggers.

OPS v11.8.3 (c)2013.2014 - Duggers - [Call]

Call	Dispatch	Customer	Driver	Truck	Reports	Inventory	Maintenance...
Call Details							
Call #:	667072	Status:	Dispatch				
Taken:	7/22/2013 11:43:24 AM by [bmiers]						
Customer:	USMS - APPLE TOWING ? PP MSAPPL						
Caller:	USMS - APPLE TOWING Phone #: ?						
Location:	FARMINGTON-900 MUNICIPAL DR @ FAF ?						
Destination:	7601 SAN PEDRO DR NE ?						
Tow Type:	Light Duty	LD	Priority:	1			
Appoint.:	7/23/2013 10:00:00 AM or ETA:						
Reason:							
Truck Req.:							
Equip. Req.:							
Dispatch Notes:	CALL 30 MINS B4 ARRIV						
Driver Notes:	CONTRACTED RATES-\$325.00						
No Charge:	Portal To Portal:	Discount %:	0.000000				
Tow Ticket:	2nd Commission:						
Vehicle							
Year:	2013	Add Contact(s)	Tag #/State:	MHY404 NM			
Make:	Kia	KIA	Tag Expiry:				
Model:	Optima	OPTIM	Odometer:	5613			
Type:	Four Door	4DR	Decode VIN:	5XXGR4A61DG164277			
Color:	Black	BLACK	Other Info:				
Owner:	JEFF BROWNING # Of Passengers With Vehicle:						
Phone:	505-320-4088 Create Vehicle Hold						
Miscellaneous							
Membership #:				Expiration Date:			
PO #:	13-DEA-584933			RO #:			
Mileage Req.:				Zone:			
Police Number:				Police Beat:			
notes:	AAAA						
END MILEAGE:	AAAA						
MGR NOTES:							
Pricing							
Company:	Duggers			Tow Pricing (\$)	Tow Pricing Estimate		
				Sale Pricing	Adjustments		
Current Call Price = \$40.00 [TE]							
Dispatch Payment							
Driver #	Truck #	Assigned:	7/23/2013 06:43:49 AM				
16	31	Dispatched:	7/23/2013 06:44:10 AM				
		Acknowledged:	7/23/2013 06:44:37 AM				
		Arrived:	7/23/2013 09:52:43 AM by [gguillermo]				
		Hooked:	7/23/2013 11:01:47 AM [egodina1]				
		Dropped:					
		Completed:					
Mileage:							
Comm. (\$):							
Control Customer: USMS - APPLE TOWING							
System Data:							
End	New	Duplicate	Edit	Cancel Edit	Save	Requery	Clear
				<<	< Save	>	Save > >>

Prior to dispatching calls we need to be certain all the required information is in the ticket. Avoid saving and dispatching calls with fields that the driver needs such as the address. Other information such as the Make and Model may be updated several minutes later but ASAP.



Dispatch and drivers should strive to have a good work relationship. This starts with feedback, and a conversation if there is a concern. Don't vent your frustration. Let the other party know, chances are they didn't intend for the error or it was a simple misunderstanding.

The screenshot displays the TOPS software interface for a call. The top navigation bar includes tabs for Call, Dispatch, Customer, Driver, Truck, Reports, Inventory, and Maintenance. The main content area is divided into several sections:

- Call Details:** Call #, Status (Completed), Customer (OWNER'S REQUEST), Caller (OWNER'S REQUEST), Location (Holly Ave Ne And San Pedro, Stone Fe), Destination, Tow Type (Light Duty Flatbed), Priority (1), Appoint. (7/21/2013 03:13:29 PM), Reason, Truck Req., Eqp. Req., Dispatch Notes (AZ \$50 / FUEL \$50+ COST OF FUEL PER GAL), Driver Notes (\$130 10-20 M/3.75 M OVER 20 - NO FUEL SURCHARGE), No Charge, Portal To Portal, Discount %, and Tow Ticket.
- Vehicle:** Year (2002), Make (Harley-Davidson), Model (Electra-Glide Classic), Type (Motorcycle), Color (Blue), Owner (Larry), Tag #/State (HARLE NM), Tag Expiry, Odometer (UNK), Decode VIN, Other Info (Wrong Customer Address), and # Of Passengers With Vehicle.
- Miscellaneous:** Membership #, PO # (OWNER REQUEST), Mileage Req., Police Number, notes, END MILEAGE, and MGR NOTES (40 ext 30 @ 2.43 tt).
- Pricing:** Current Call Price = \$80.25, with buttons for Print Receipt and Print Call Details.
- Dispatch Table:** A table with columns for Driver #, Truck #, and a list of events with timestamps: Assigned (7/21/2013 01:51:25 PM), Dispatched (7/21/2013 02:01:19 PM), Acknowledged (7/21/2013 02:01:19 PM), Arrived (7/21/2013 02:48:57 PM), Hooked (7/21/2013 03:06:36 PM), Mileage (7), Dropped (7/21/2013 03:52:33 PM), Comm. (\$), and Completed (7/21/2013 03:52:33 PM).

The bottom of the interface features a control bar with buttons for Find, New, Duplicate, Edit, Cancel, Save, Requery, C/ear, and navigation arrows.

Drivers have very limited information in their TOPS phones. However, there is one function that is not utilized which could be vital for feedback. Under notes on the TOPS device the driver can write comments, these comments appear in the call screen under "Other Information". The driver should write down the ticket number after they place their comments in and report the ticket to the Driver Manager to it may be relayed to the Call Center Manager.

