SUPPORT METRIC OF THE MONTH

AVERAGE CUSTOMER HOLD TIME	
Definition	Wait time in minutes before rep becomes available to handle customer call.
Significance	• Long waits try caller patience and erode overall customer loyalty. • Hold "victims" more difficult to satisfy when rep finally becomes available. • Customers may hang up, then call again, further exacerbating hold time.
Composite Benchmark **2.8 Minutes***	**Product Complexity** **Industry** **Company Size** 4.2 Enterprise Hardware 3.4 Enterprise Software 3.1 < $1 Billion 2.9 Moderate 2.8 High - 2.7 > $1 Billion 2.6 Standard 2.5 Consumer

Best Practices	• Staffing levels anticipate likely call traffic peaks and valleys.
	• Menu prompts are lucid, genial and explain Web and email support options.
	• ACD system ensures that serious issues get first priority.
	• Relationship management training helps reps handle higher call volume by:
	  - immediately establishing customer rapport
	  - rapidly getting to the heart of the issue
	  - playing a leadership role in problem solving
	  - ensuring that the proposed solution is accepted

Potential Pitfalls	• Throwing people at the problem likely to result in a support organization that is not cost-competitive. • Self serve options may not appease high touch customers.

* Highlights from the SSPA member benchmarking study, the most robust data set in the industry.

About the SSPA Support Staff Excellence Program

The Support Staff Excellence Program reinforces product knowledge and technical acumen with the relationship management skills that service and support representatives require to ensure total customer satisfaction.

Certification-driven, and developed in partnership with support staff best practices authority, Impact Learning Systems, the program delivers an industry-recognized standard of performance that may be merchandized to both internal and external audiences.