



## Customer Profile

Continental Airlines

## Industry

Travel

## Witness Systems Solutions &amp; Services

- eQuality Balance
- eQuality Evaluation
- Performance Optimization Workshop

## Region

International

## Locations

Houston (2), Salt Lake City and Tampa, Fla.

## Number of agents

5,200

## Results

- Increased overall quality score by 10 percent
- Increased first-call resolution by 20 percent
- Increased compliance with vendor transfer programs by 50 percent
- Increased e-ticket sales by 8 percent
- Lowered talk times by 2-3 seconds
- Improved team leader productivity, increasing the number of agent evaluations performed by more than 100 percent
- Streamlined implementation of new front-end reservation system with enhancements enabled by data capture
- Reduced hours of recurrent classroom training

**About Continental Airlines**

Continental Airlines, headquartered in Houston, Texas, is the fifth largest airline in the United States, operating a fleet of 365 jets. Since its establishment in 1934, travel trends have come and gone, but Continental remains steadfast in its commitment to deliver a service that customers want – safe, clean and reliable air transportation. The blueprint for success is the company’s “Go Forward Plan,” which has catapulted the carrier to new heights of service excellence and record financial performance by providing a framework for defining and communicating organizational goals.

**Opportunity**

Customers receive first-class service at 30,000 feet and below, as the Continental experience begins in its reservation centers, which receive 60 million calls annually. The company had used tape recorders to capture conversations between its reservation agents and customers, but this practice reduced team leader productivity and limited coaching – too much time was spent setting up recorders, tracking agents and scrambling to catch phone calls. The airline decided to invest in an automated quality monitoring solution to enable team leaders to focus more on coaching/training. Continental wanted a product to address productivity and help meet some other challenges, including collecting more business intelligence, adding more objectivity to the performance evaluation process, and implementing a new front-end computer system in its four domestic reservation centers.

**Solution**

Continental selected eQuality® because of the software’s robust functionality and ease of integration with its Rockwell ACD. eQuality Balance had all the features the company wanted, including the ability to capture both voice and data. “A big challenge for us was not being able to see what took place on the agents’ desktops,” explains Andre Harris, director, reservations training and quality assurance. “eQuality’s other features – including the online evaluation tool and reporting package – were just icing on the cake.”

After a successful pilot, the company began a phased implementation starting with the formation of a quality assurance (QA) taskforce that included agents, team leaders and upper management. The taskforce participated in a Performance Optimization Workshop, designed and



*"We concentrate on giving our agents the training and tools they need to deliver the quality service that differentiates us from the competition. eQuality has changed the way we do business, but ultimately it's our customers who win."*

**Andre Harris, Director, Reservations Training & Quality Assurance**

facilitated by the Witness Systems Business Consulting Services Group to help eQuality users align their corporate goals with contact center performance to ensure consistency in the evaluation process and maximize returns on QA initiatives.

At the end of the four-day workshop, Continental had produced a comprehensive evaluation form with measurable agent skills and behaviors that could be tracked and stored through the eQuality Evaluation performance reporting tool. Most important, the evaluation form linked Continental's customer service objectives – delivering accurate information with efficiency and courtesy – with the tenets of its "Go Forward Plan." Harris says, "The workshop was dynamite from the standpoint that it helped us develop an evaluation form and scoring methodology based on what our customers want and our desire to provide it to them."

The next step was to secure director-level approval and begin full deployment. In addition to training its team leaders, trainers and managers, Continental held agent briefings on its new QA standards and how eQuality would benefit them in terms of professional development and compensation.

In just six months, Continental saw significant returns on its eQuality investment, including an eight percent increase in e-ticket sales and a 22 percent increase in vendor transfer programs (i.e., car rentals). The airline wants to implement similar QA processes for its e-mail and Web interactions. Continental also plans to deploy eQuality internationally in its reservation centers in London and Mexico City.

**The eQuality product suite from Witness Systems offers an integrated solution for optimizing contact center performance**

- **eQuality Balance** – Voice and data recording
- **eQuality Discover** – Web self-service recording
- **eQuality Response** – e-mail recording
- **eQuality Interactive** – Web chat recording
- **eQuality Evaluation** – Contact evaluation
- **eQuality Analysis** – Performance analysis
- **eQuality Now** – e-learning management



A WITNESS SYSTEMS INNOVATION

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