



10 Secrets to Boosting First Call Resolution

*Best Practices for Improving Satisfaction
and Reducing Costs*

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Why First Call Resolution?

A metric that matters:

- Impact on customer service.
- Impact on labor costs.
- Affected by far-ranging factors across the organization.



Why First Call Resolution?

- 1% gain in FCR = 1% gain in customer satisfaction.
- 1 in 6 customers could be at risk because they were not satisfied with their last contact center interaction.





Why First Call Resolution?

- A 5% reduction in customer defections leads to a boost in profits of up to 85%.
- A 1% change in the American Customer Satisfaction Index is associated with a 1.016% change in shareholder value (approximately \$275 million for Fortune 500 firms).



Why First Call Resolution?

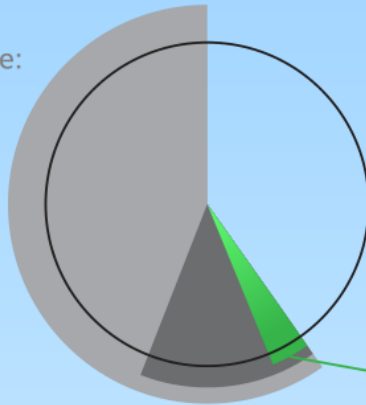
- Satisfaction is a leading indicator of future behavior and financial performance.
- 75% of consumers say they would do business with a company based on a great call center experience.
- 50% say the last time they stopped doing business with a company was partly or wholly due to poor customer service.



Labor Savings, Too!

Annual cost of a 250-CSR contact center by percentage of CSR time spent:

On the phone:
59%⁷,
\$4,689,025



Repeat calls:
25% of phone time,
\$1,172,256⁸

One-year savings
by increasing FCR
5%: **\$234,451**

Mean annual compensation per CSR⁹: \$31,790
Annual cost of a 250-CSR contact center: \$7,947,500

In a 250-seat contact center, a nominal 5% increase in FCR can lead to \$234,000 in cost savings.



Opportunity Costs

- If 1 in 5 calls is a follow-up to a previous call...
- Talk time is being diverted from higher-value activities such as generating revenue through:
 - Cross-sells.
 - Up-sells.
 - Lead referrals.



How Many Contact Centers Measure FCR?

Only about 50% of contact centers currently measure FCR.

Why?



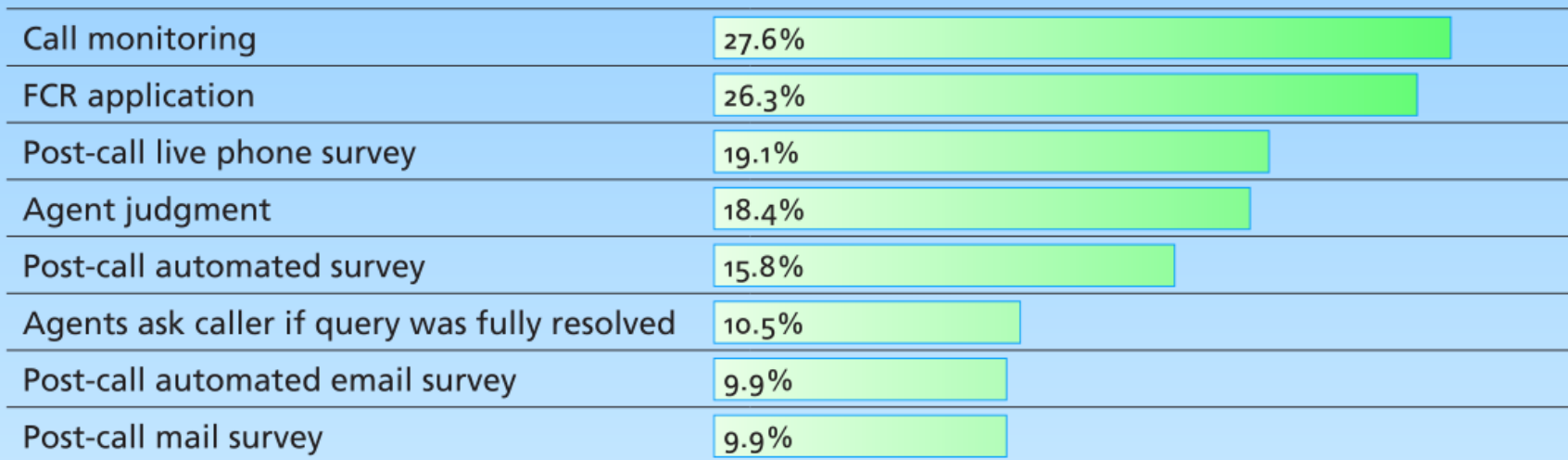


Why?

- Numerous ways to infer first call resolution but precise measurement is challenging.
- Identifying the root causes of repeat calls can take a lot of effort.
- Making improvements to processes can be difficult – especially if the causes are occurring outside the control of the contact center.



How Do People Measure FCR?





Common Causes of Repeat Calls

- Agents:
 - Lack information.
 - Have poor call control skills.
 - Lack authority to solve problems.
 - Are unaware of recent events.
 - Provide unclear or incorrect information.
- Long holding times.
- Corporate policies.





Agents Lack Information

- Agents need information quickly.
- Agents need access to call history.
 - Caller is already frustrated, adds unnecessarily to handle time.
 - Agent needs to know what actions have already been taken.
- Agents need quick and easy access to a knowledge base.
- Agents need to be able to quickly reach subject matter experts (SMEs).



Poor Call Control

- Agents must be able keep the caller on point.
- Quickly identifying the reason for the call.
- Focus the discussion on that specific topic.
- If the caller wanders off on tangential points, the probability of having all the answers declines, which leads to agent callbacks or repeat calls.



Lack of Authority

- Issues get escalated for two reasons:
 - Agent does not know the answer.
 - Agent does not have the authority to solve the problem.





Agents are Unaware or Unclear

- Agents need to be aware (in real-time) of:
 - New campaigns.
 - Major press releases.
 - Delivery or quality problems.
 - New product or service announcements.
- Agents present unclear information:
 - Call backs due to erroneous or ambiguous information.



Corporate Policies

- Business practices are creating confusion and multiple steps for customers.
- Senior management needs to know if certain policies are contributing to customer defections.





Now What?

How do you determine the main causes of repeat calls in your contact center?

How do you make improvements?



Agree on a Data Collection Method

- Choose a method that works for your organization.
- Don't let the perfect be the enemy of the good!
- Be consistent in measurement.





Best Practices

Set Reasonable Goals and Rewards

- Target must be realistic and balance objectives.
- Reward achievement.





Best Practices

Set FCR as an Evaluation Metric

- Track FCR on your quality evaluations:
 - Underlines its importance to the enterprise.
 - Encourages agents to seek training and development.





Train on Call Control

- Provide additional training on call control:
 - It's critical to isolate the reason for a call.
 - Teach agents to stay on point.
 - Keep the call focused on resolving the issues.



Best Practices

Provide Advance Information

- Inform agents of any upcoming policy changes, news or events.





Best Practices

Analyze Corporate Policies

- Credits, returns, shipping charges, billing cycles, late charges, promotions and warranties are all examples.



Best Practices

Agent Empowerment

- Provide a knowledge base.
- Identify certain agents as SMEs.
- Solicit feedback from agents.





10 Secrets to Boosting First Call Resolution

Methods customers are using to improve FCR with CallCopy.



Secret #1

Establish Current FCR Rate

- Capture and count all calls from the same calling number, account number or case number that occurred within a specified time interval.

Repeat Caller Report

Start Date: 1/1/2010 End Date: 12/31/2010 Call Direction: Incoming

ANI:

1 of 2 Select a format Export

Repeat Caller Report
For Friday, January 01, 2010 to Friday, December 31, 2010

ANI	# Calls Observed
6145556584	4
6145557867	3
6145554351	3
6145557862	6
6145553324	3
6145559635	3
6145558773	8
6145557366	3
6145555428	4
6145559430	3



Secret #2

Implement Closing Codes

- Train agents on how to recognize a repeat call.
- Instruct them on how to code or tag repeat calls.
- Define and run reports.





Secret #3

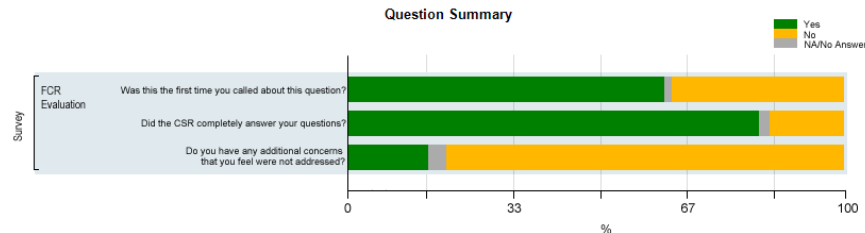
Employ Post-Call Surveys

- Add a couple of yes/no questions that indicate FCR:
 - “Was this the first time you called about this question?”
 - “Did the customer service representative completely answer your questions?”



Survey

For Thursday, January 01, 2009 to Tuesday, January 19, 2010





Secret #4

Categorize Repeat Calls

- Use speech analytics to categorize calls based on key words or phrases such as “called before” or “last time I called.”

The screenshot displays the CallCopy interface with a call transcript and a 'Tags' table. The transcript shows a call from Customer T. Stelloh at 01:25/12:38. A call tag 'FCR' is placed at 12:38 with the annotation 'called before'. The 'Tags' table below the transcript lists two entries:

#	Duration	Category	Annotation
1	00:04	FCR	called before
2	01:20	FCR	last time I called

Below the transcript, a customer address is displayed: Ubilla, 25, 10-3540, Miami, FL.



Secret #5

Leverage Quality Management

- Have supervisors or quality staff track FCR metrics:
 - Tag calls as repeat.
 - Track reason codes.
- CallCopy can track and report on this data without factoring it into the agent's score.

Section Name : First Call Evaluation

Question : Has caller called multiple times about t... Type : Dropdown

Response : Yes	Possible Points : 0	Auto Fail : None	Selected : <input type="checkbox"/>
Response : No	Possible Points : 0	Auto Fail : None	Selected : <input type="checkbox"/>

Create New Response



Secret #6

Identify Common Causes of Repeat Calls

- Use survey questions to determine caller motivations.
- If the caller indicates that it was a repeat call, provide a short list of known common causes to which they can provide a yes/no touchtone response.



Secret #7

Employ Key Word/Phrase Spotting

- Use speech analytics to identify calls requiring additional follow-up or resources.
- Build categories around common words or phrases such as “billing problem,” “return policy,” “advertising,” etc. to receive notification of terms that may indicate a repeat call.



Secret #8

Track FCR as an Evaluation Metric

- Include FCR as a QM evaluation metric and weight it accordingly to underline the importance of resolving queries on the first call.

The screenshot shows a software interface for creating a QM evaluation question. The 'Section Name' is 'First Call Evaluation'. The 'Question' is 'Has caller called multiple times about t...' and the 'Type' is 'Dropdown'. There are two response options: 'Yes' and 'No', both with 'Possible Points' of 0. Each response has an 'Auto Fail' dropdown set to 'None' and a 'Selected' checkbox. A 'Create New Response' button is located at the bottom left.

Response	Possible Points	Auto Fail	Selected
Yes	0	None	<input type="checkbox"/>
No	0	None	<input type="checkbox"/>



Secret #9

Build FCR into Coaching

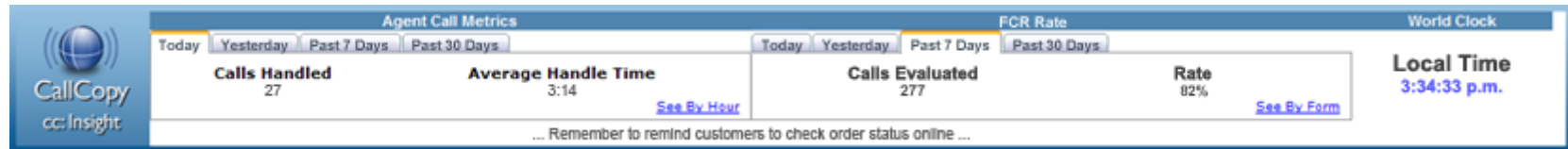
- Use examples of superior agent performance as a teaching and coaching tool.
- Provide coaching on call control, new products, corporate policies and other factors that drive repeat calls.
- Use screen capture to ensure agents understand their knowledge base tools.



Secret #10

Provide Up-to-Date Information

- Leverage real-time performance management tools:
 - Push messages and other content to ensure agents always have the latest available information.
 - Customize dashboards to display individual QA metrics, including FCR rates. When coupled with incentives, this can be a powerful motivator.





Thank You for Your Time

For more information, download our
companion eBook
<http://info.callcopy.com/?elqPURLPage=6>

