Reducing Repeat Calls
A Webinar about First Call Resolution

United States: 773-945-1010
Access Code: 156-617-697
A Webinar about First Call Resolution
~Reducing Repeat Calls~

Hosted by:
Kathryn Jackson, Contact Center Performance Forum
(www.contactcenter.ning.com)

With our featured speaker:
Rob McDougall, First Call Resolution Expert and President, Upstream Works Software
Agenda

- What is FCR?
- What are the effects of FCR?
- What do repeat calls cost you today?
- Causes of repeat calls
- What can you do?
First Call Resolution is perhaps the most powerful call center metric. A focus and improvement in FCR brings the best of both worlds— an improvement in both efficiency and effectiveness.

Customer perception is king in FCR, i.e., the customer’s evaluation of an issue or contact resolution is what matters most.

The Ascent Group, 2008 FCR Benchmark Study
Simple Definition of FCR

First call resolution is properly addressing the customer's need the first time they call, thereby eliminating the need for the customer to follow up with a second call.

From whatis.com
Properly Defining FCR

- Complex FCR is meeting the expectations and the needs of the customer
  - Complex FCR will be defined internally and be consistent per contact type
- Simple definition covers most situations
- Use this simple definition
  - Walk before you can run
  - Low hanging fruit
Effect of FCR

By improving first call resolution rates, you can:

- Reduce call volumes 10% to 15%
- Increase customer satisfaction 10% to 15%
- Reduce customer churn
  - Increase revenues 5 to 10 times more than the money you save on call volumes.
One of our customers found that 15% of their overall call volume came from callers who had to call 4 times or more to get an issue resolved.

How are YOU doing?
Why FCR?

The most expensive call is the one where you lose customers!

The cheapest call is the one you don’t have to take!
Effect of repeat calls

- What decisions do your callers make based on the information you provide?
  - What is the impact of the information you provide?
  - Service has 5 times the impact on customer satisfaction than product or price\(^1\)

\(^1\) – Harvard Business Review Study
Some More Statistics

- Customer satisfaction drops 15% after the first call
  - sqm

- A 1% increase in FCR will mean 0.6% to 1% increase in customer satisfaction
  - Loyalty Effect; sqm
The Cost of repeat calls

- For an average call center - with 70% FCR
- Increasing FCR to 85% will mean:
  - ~10% increase in productivity
  - ~10 to 15% increase in customer satisfaction rates
- For call centers with churn:
  - A 1% to 2% increase in total company revenues
5 Ways Repeat Calls Impact Dollars

• They increase your call volumes
• You have to hire more people than you should
• They drive customers away
• Your up sell and cross sell rates are lower
• Other Intangibles
First Contact Resolution is on average 70%

Agent inefficiency is just 5%

Your cost: $15,000 per agent per year
Causes of Repeat Calls

1. **Agent → Call Center**
   - Ability
   - Access to information
   - Authority

2. **Business Process**
   - Throughout the business

3. **Customer**
What can you do about it?

- Measure First Call Resolution Rates
  - Live Customer Survey
  - Email Survey
  - Post Call IVR Survey
  - Agent Logging
  - Call Recording
  - CRM Case Management
  - Repeat Call Tracking
FCR Measurement

- An industry benchmark
- An agent evaluation metric
- A quality tool for ongoing improvement
Measure FCR per call reason

- Required to be able to improve based on *facts*
FCR as an Agent KPI

- Eliminate conflicting agent metrics
- Be objective and consistent
  - Develop agent’s trust
- Reward on Solve Rate not on FCR Rate
Fred's Rating:
Total Calls = 7
FCR: 2/7 = 29%
SR: 4/7 = 57%
Fred’s Rating:

Total Calls = 7
FCR: 0/7 = 0%
SR: 7/7  = 100%
calls in queue

DO YOUR WINDOWS EXCEED CGSB-12.8-M90?
WAIT A SEC, I'LL TRANSFER YOU.
ARE YOU USING NEOPRENE OR EPDM STRIPPING FOR THE SASH?
WAIT A SEC, I'LL TRANSFER YOU.

WHAT HOURS ARE YOU OPEN?
I CAN HELP YOU WITH THAT!

AND THE WINNER FOR BEST FCR IS ANNE ONEANDDONE!
Steps to improving FCR

- Agent awareness and coaching
- Specific problem determination and resolution
  - One-offs
- Customer satisfaction measurement
  - Ongoing
- End to end detail tracking
  - Technology/ integration
- Quality improvement program
  - Ongoing and cyclic
Some Best Practices

- Agent incentives based on Solve Rates
- Measure
  - FCR per call type
  - Customer satisfaction
  - Use multiple measurement techniques
    - Ensure at least one is completely objective
- Report on customer satisfaction
- Detailed interaction information
- Measure to improve
Inhibitors to FCR Improvement

- Lack of consistency and commitment
- Lack of knowledge of ‘how to’
- Overcoming existing mindsets
  - Agent and call center management
  - “But that’s how we’ve always done it!”
- Incentives not in line with desired outcome
- Missing or inconsistent data
- Viewing FCR measurement as a goal rather than as management tool
UpStart Experience Suite

- Agent Logging
- Customer Surveys
- Repeat Call Tracking
- Quality Monitoring/Logging
- Total Customer Invested Time
Summary

- FCR impacts both efficiency and effectiveness
- FCR can be complex to define but the simple case will help 80% of the time
  - Measure per call type
- FCR helps agent performance
  - Solve Rate
- Improving FCR is an organizational quality initiative