PARALLAX Technologies Corporation

Reducing Repeat Calls

A Webinar about First Call Resolution

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Upstream Works

PARALLAX Technologies Corporation

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

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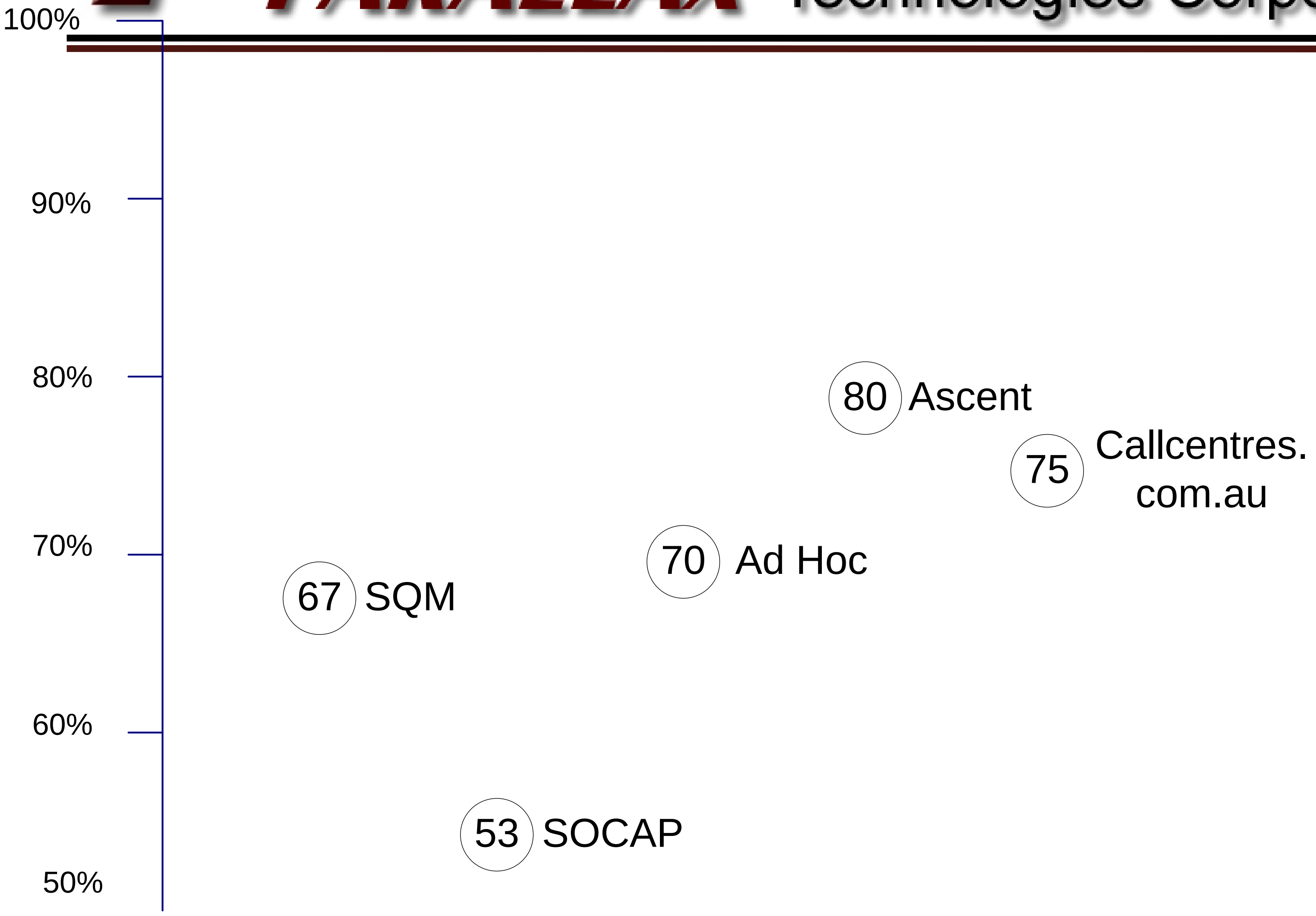
Agenda

- 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


100%
90%
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80 Ascent
75 Callcentres.com.au
70 Ad Hoc
67 SQM
53 SOCAP

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 to10 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 areYOU 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

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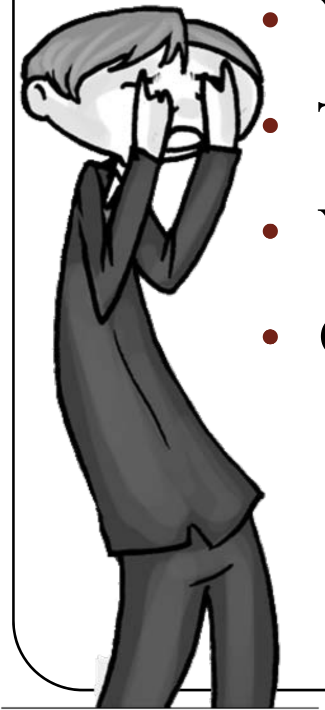
5 Ways Repeat Calls Impact Dollars

- 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



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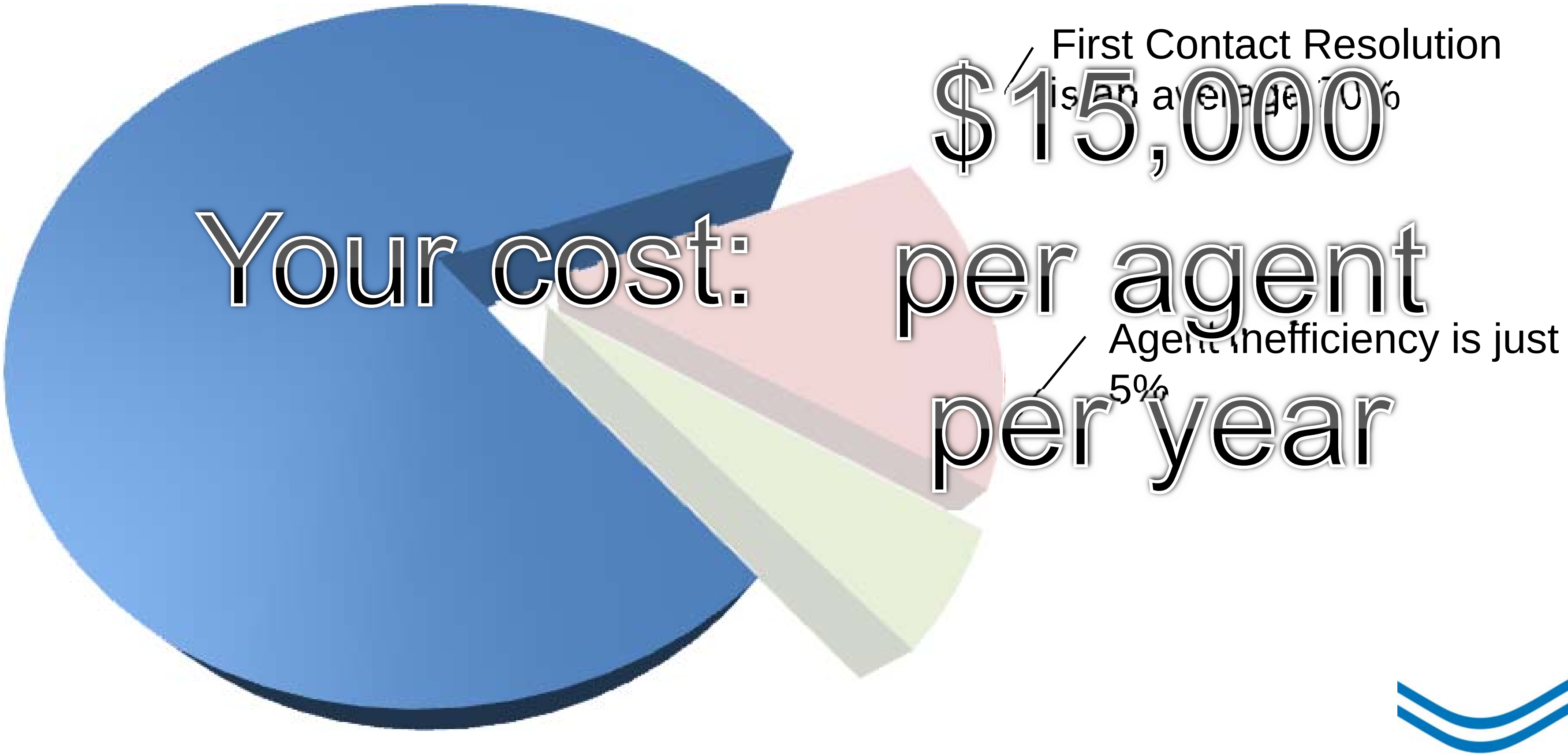


Your cost: $15,000 per agent per year

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

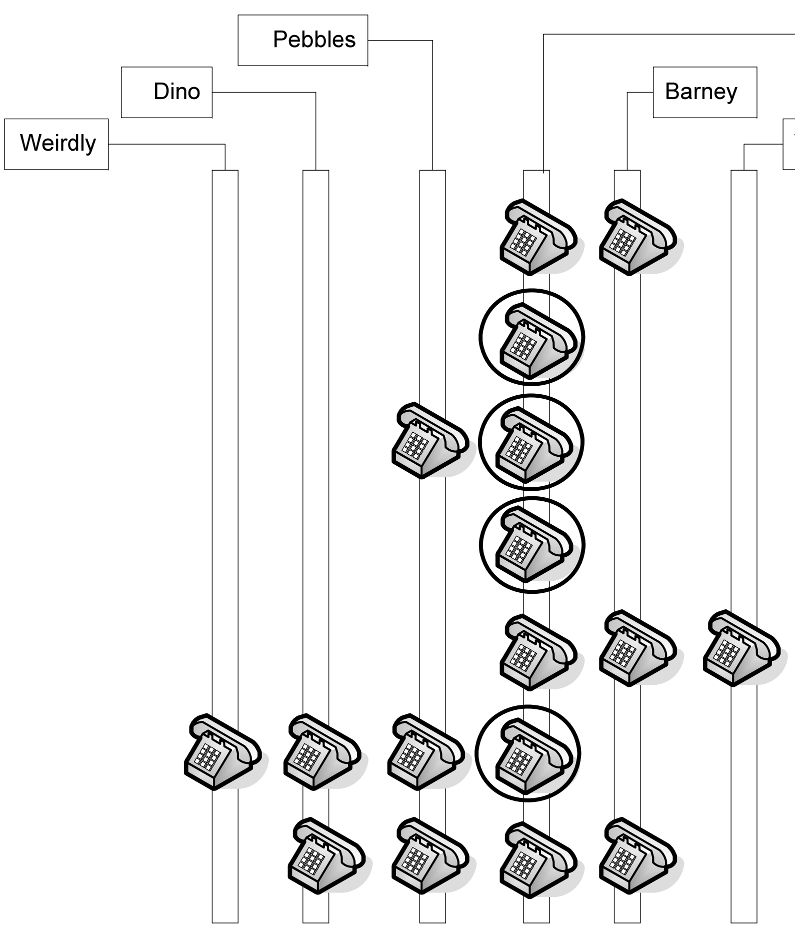
Measure FCR per call reason

- 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

Solve Rate


Fred
Pebbles
Dino
Barney
Weirdly
Wilma

Not FCR; Not Solved

FCR; Solved

Not FCR; Solved

FCR; Solved

Not FCR; Not Solved

Not FCR; Solved

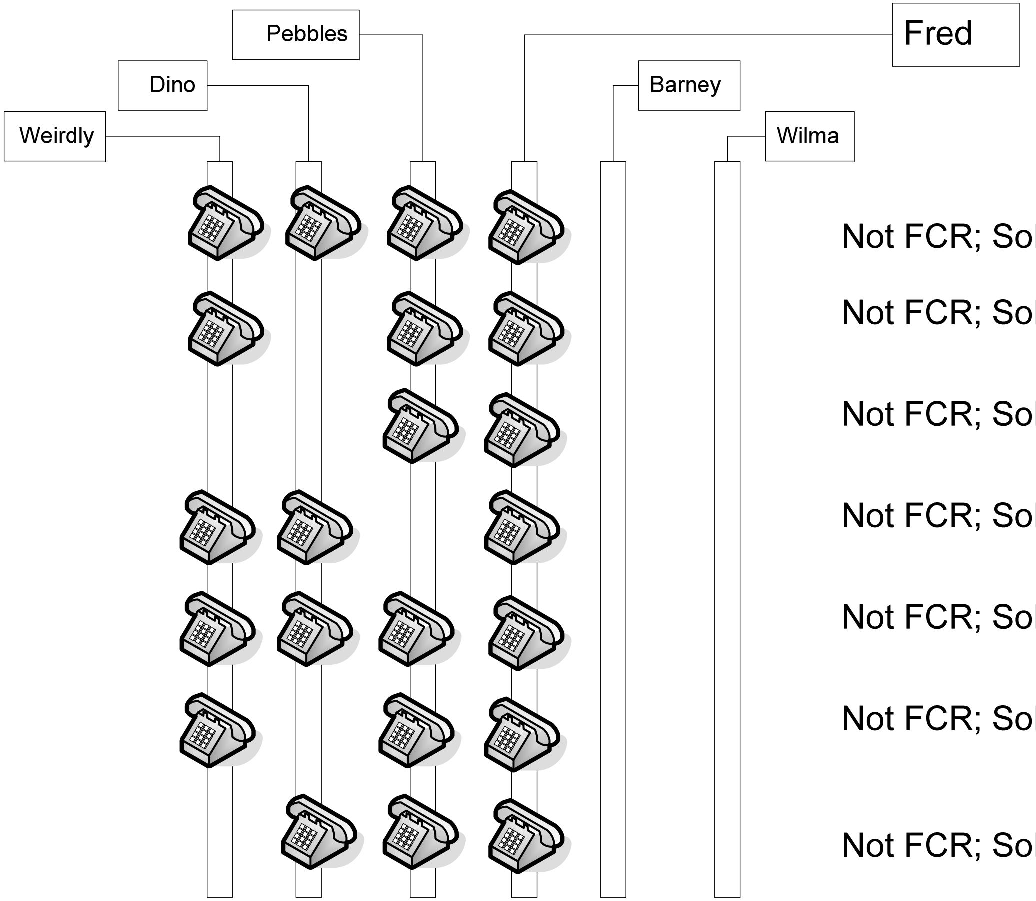
Not FCR; Not Solved

Fred's Rating:

Total Calls = 7

FCR: 2/7 = 29%

SR: 4/7 = 57%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Not FCR; Solved

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Not FCR; Solved

Not FCR; Solved

Not FCR; Solved

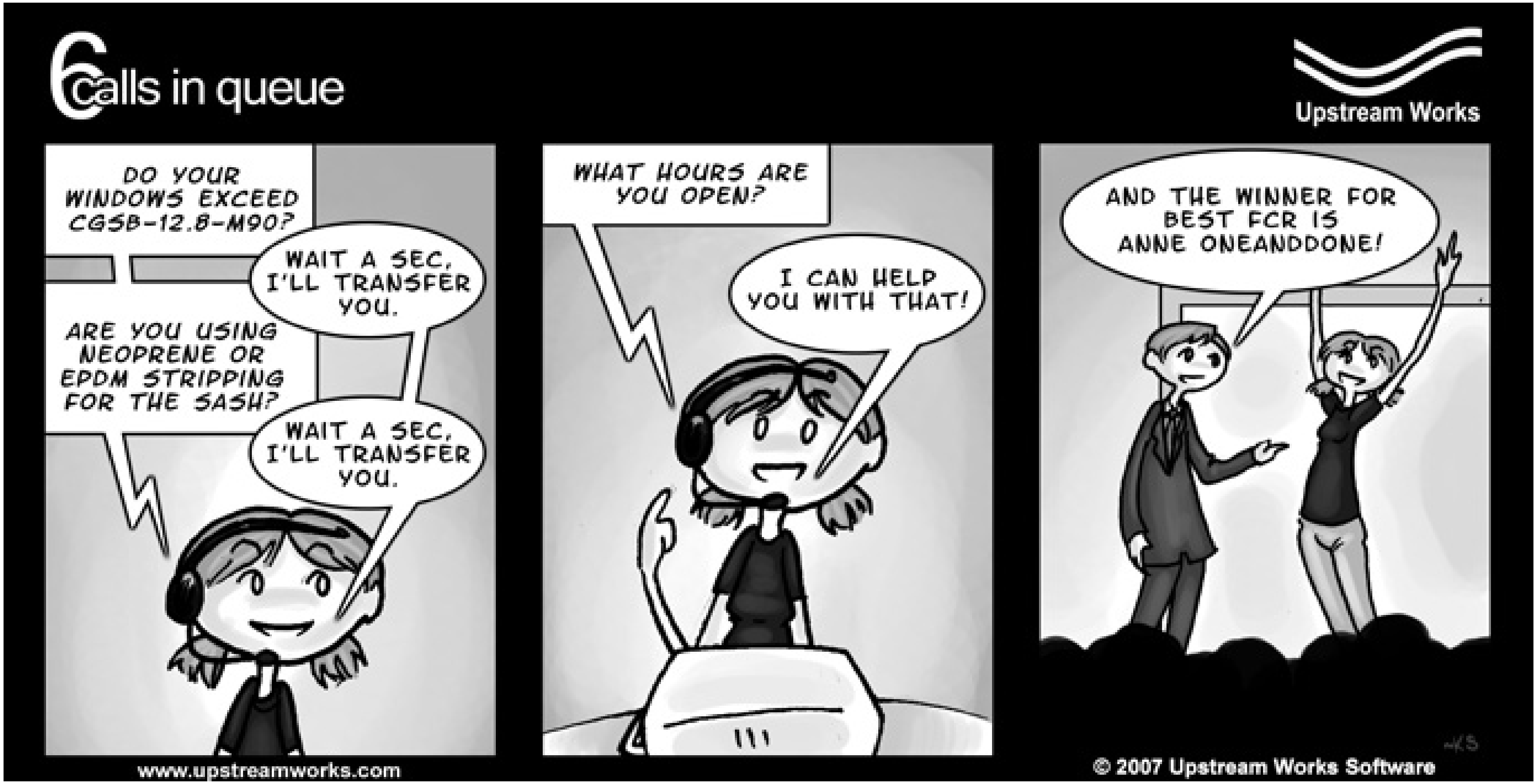
Not FCR; Solved

Fred’s Rating:

Total Calls = 7

FCR: 0/7 = 0%

SR: 7/7 = 100%


6 calls in queue
Upstream Works
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!
www.upstreamworks.com
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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

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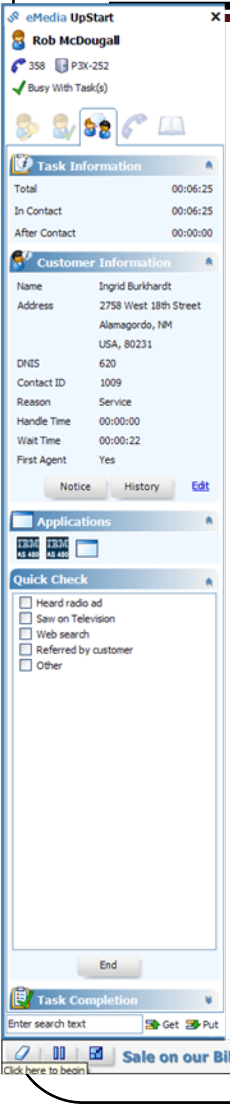
UpStart Experience Suite


eMedia UpStart

Rob McDougall

358 P3X-252

Busy With Task(s)

Task Information

Total	00:06:25
In Contact	00:06:25
After Contact	00:00:00

Customer Information

Name	Ingrid Burkhardt
Address	2758 West 18th Street Alamagordo, NM USA, 80231
DNIS	620
Contact ID	1009
Reason	Service
Handle Time	00:00:00
Wait Time	00:00:22
First Agent	Yes

Applications

Quick Check

- ☐ Heard radio ad
- ☐ Saw on Television
- ☐ Web search
- ☐ Referred by customer
- ☐ Other

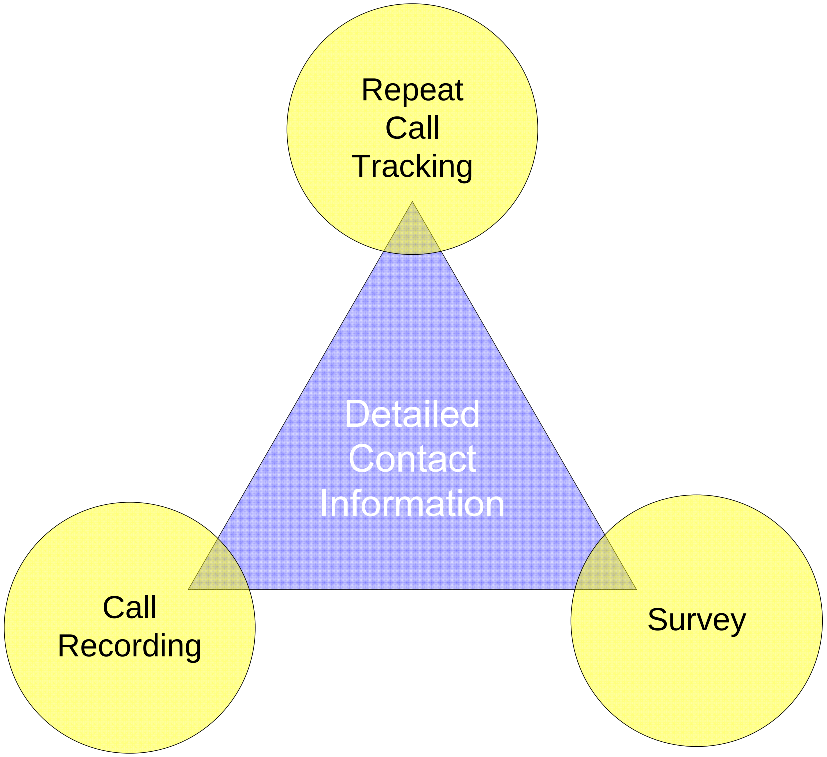
Task Completion

Enter search text

Click here to begin

Sale on our BikeIt Handlebars, ref number 726439, now $370. That's $50 in savings.

Notice
History
Edit
End
Get
Put


Repeat Call Tracking
Detailed Contact Information
Call Recording
Survey

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

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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