

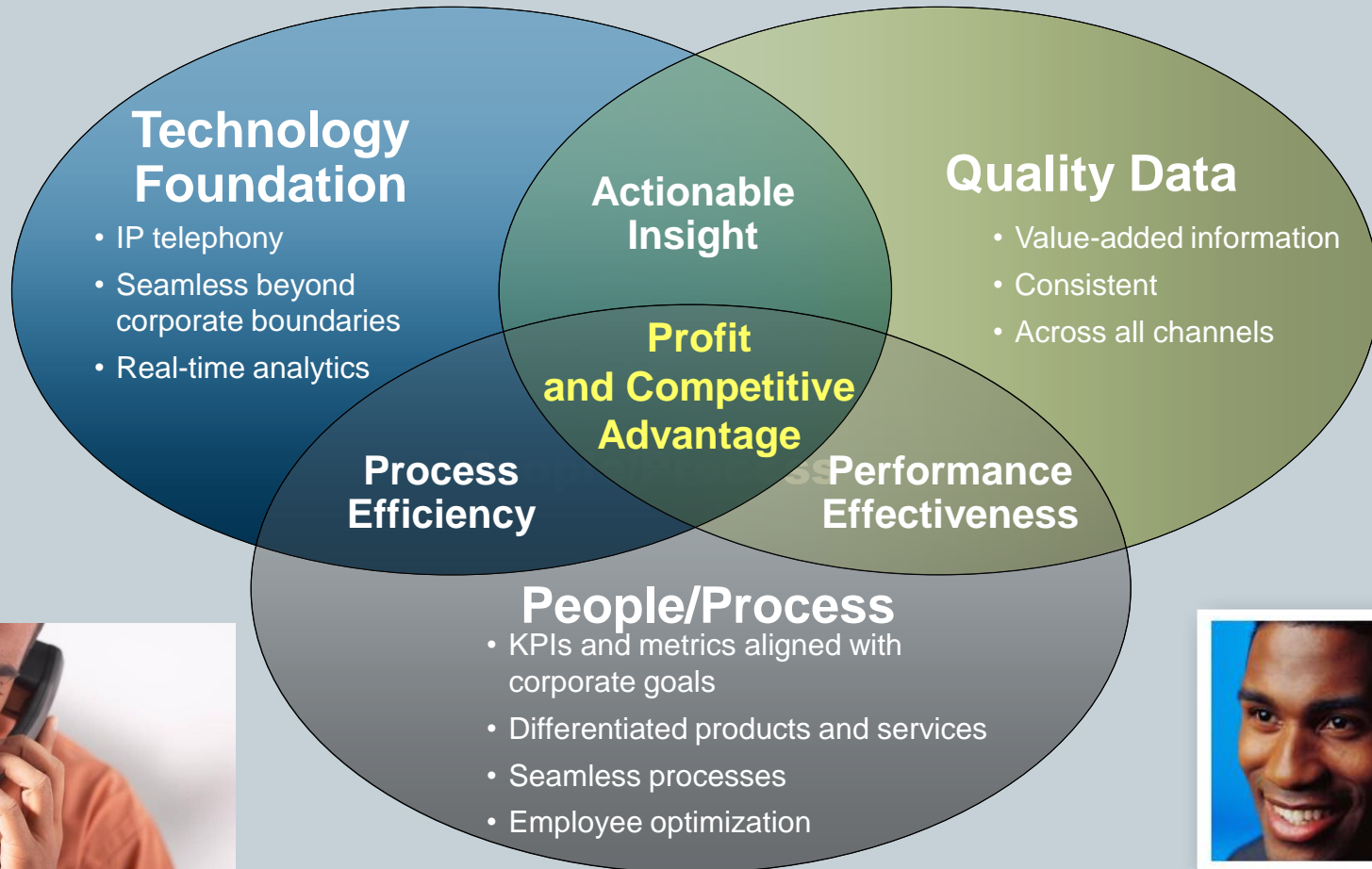


Customer Service Consulting Group (CSCG)

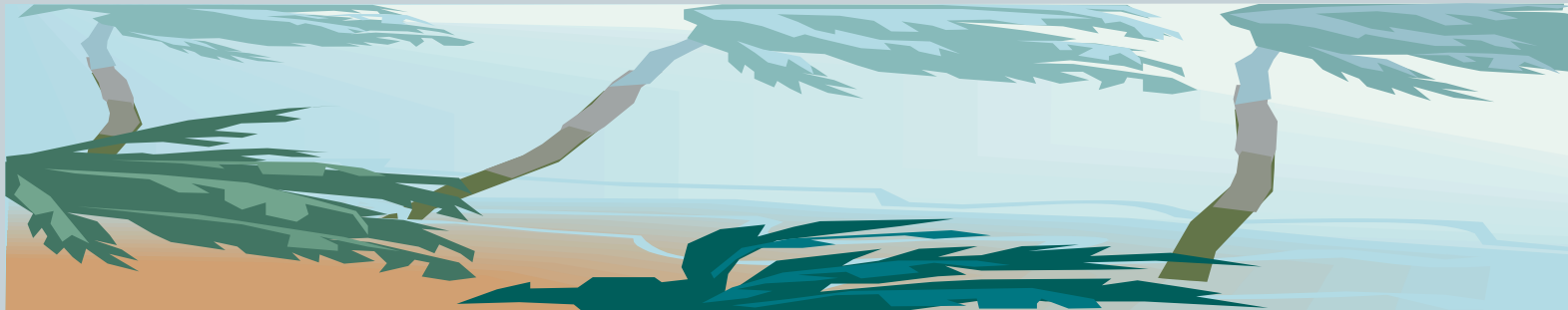
Ken Landoline
Nor Cal Contact Center Association Meeting
January 26, 2010

First Call Resolution

Customer Centricity – A Delicate Balance



In 2008 the “Perfect Storm” Was Brewing

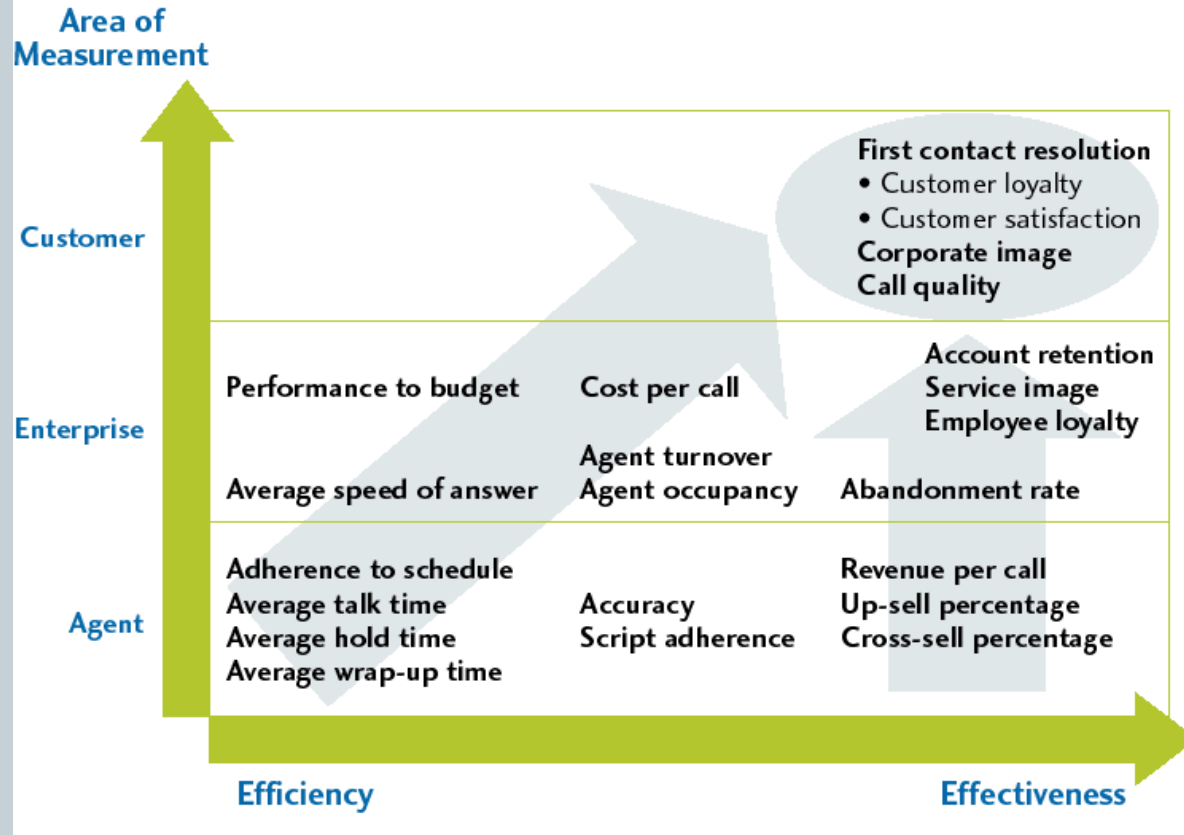


- The economy was spiraling downward
- Managers were being asked (told) to reduce operational costs
- Competitive pressures were driving a need for better service
- Customer retention was becoming a critical component of success
- There was a dramatic rise in consumer expectations/empowerment
- Technology was evolving (multichannel, presence, VoIP, SIP, ...)

The Shift from Agent Efficiency to Customer Effectiveness



The Evolution of Key Performance Indicators



Viewing KPIs Over Time - Analytics

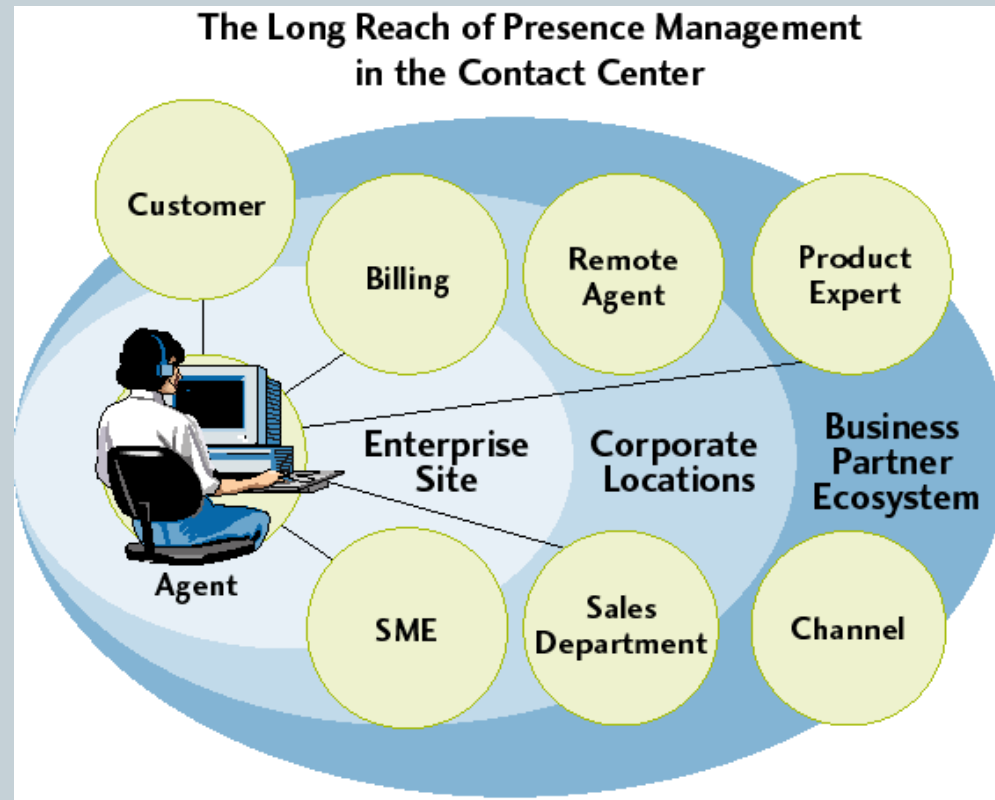


Service-Enhancing Technology Trends



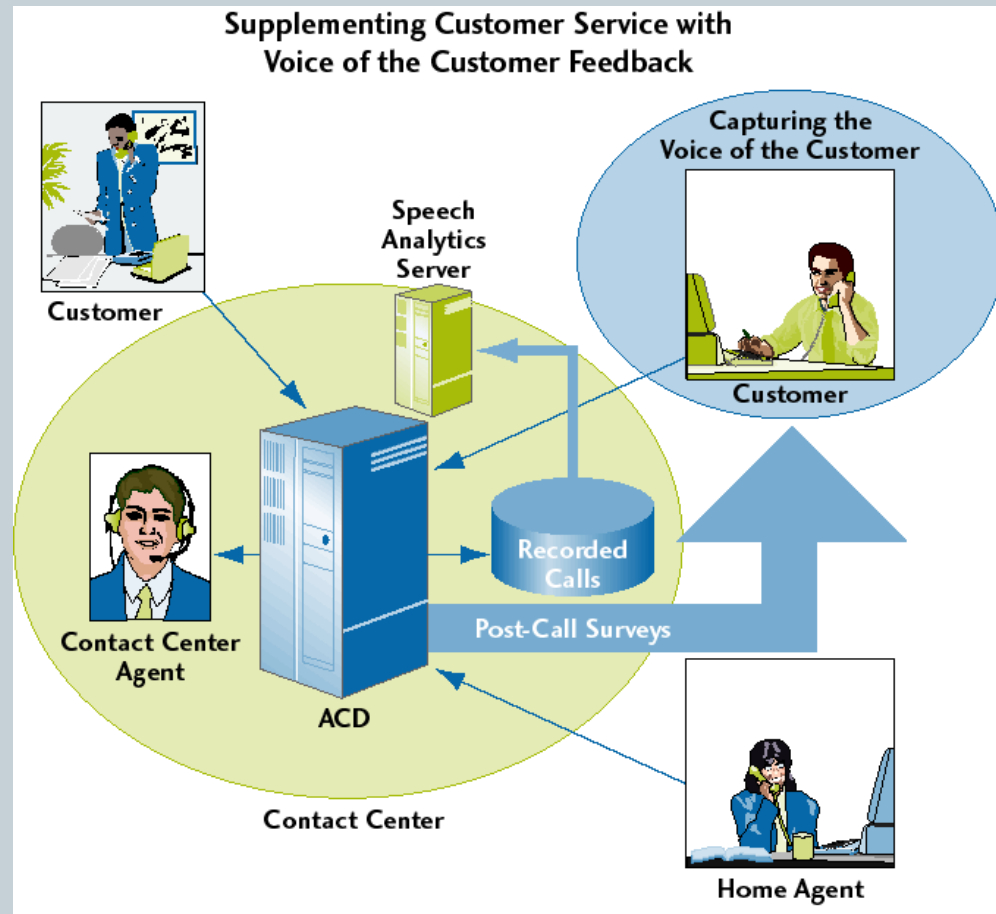
**Rich
Contextual
Presence
Management**

**A potential
boost to
FCR**



“Voice of the Customer” Tools

**Provides a channel
for FCR feedback**



3 Essential Criteria for FCR Measurement



➤ Identity of the Specific Customer

- Name
- Account number
- Caller ID



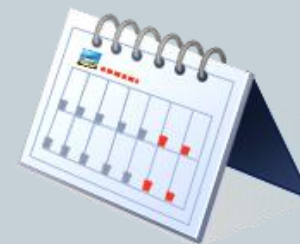
➤ Reason for the Interaction

- Billing Issue
- Late shipment
- Complaint
- Other...



➤ Precisely Defined Window of Time

- Day
- Week
- Month
- Other...



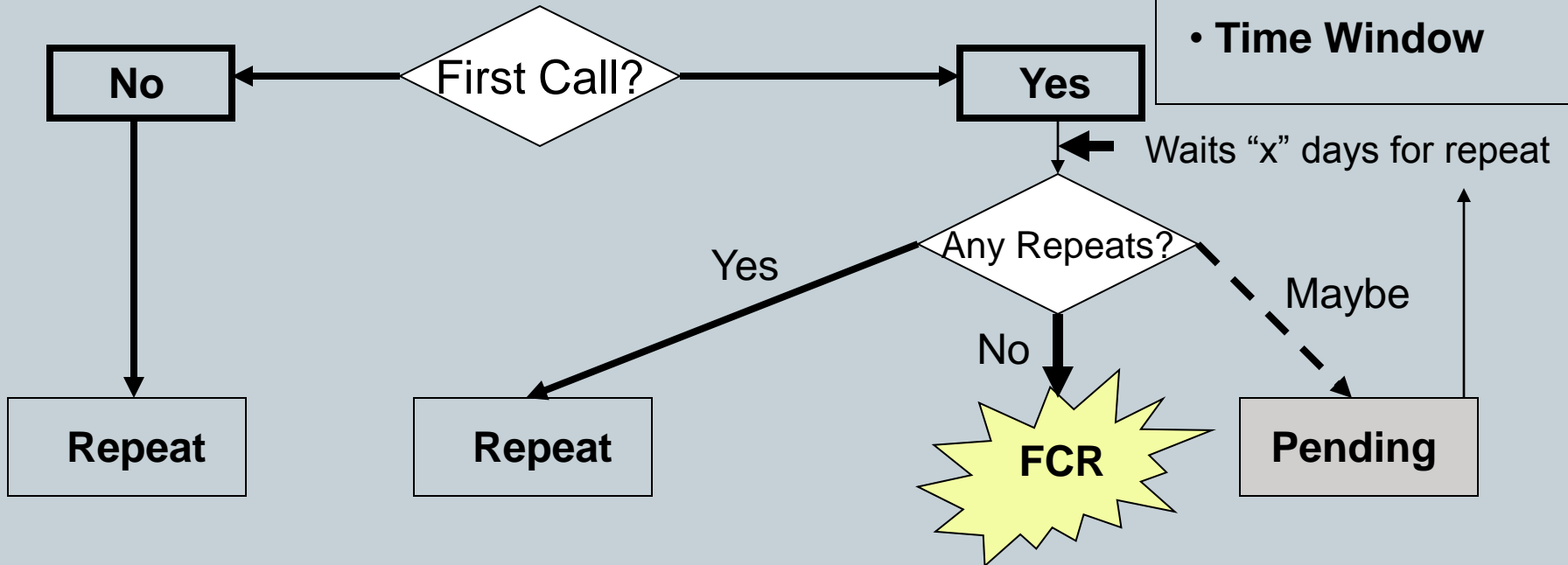
FCR Measurement Requires a Custom Process



Agent Assigns Customer ID & Call Reason

3 Criteria

- Customer ID
- Contact Reason
- Time Window

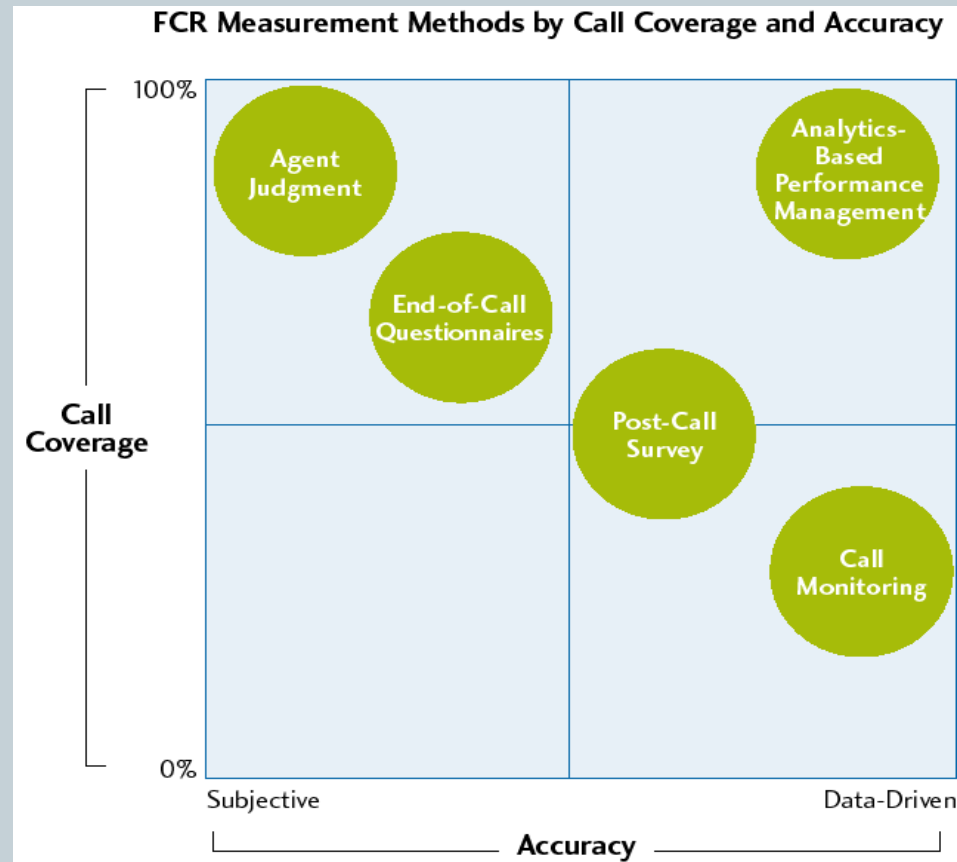


Common Methods of Tracking FCR



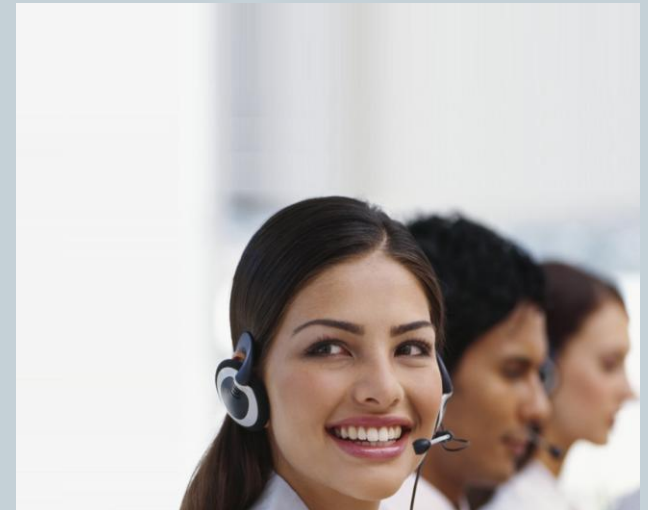
- **Agent Judgment**
- **Call Monitoring via Sampling**
- **End-of-Call Agent Query**
- **Performance Management Analytics**
- **Post-Call Surveys**

FCR Measurement Methods in Terms of Coverage and Accuracy



Six Major Steps to a Strong FCR Program

- 1) Consolidate information systems across channels
- 2) Implement an employee education program
- 3) Perform ongoing coaching and training
- 4) Create and implement an FCR team
- 5) Develop an FCR scoring system
- 6) Install incentive program(s)

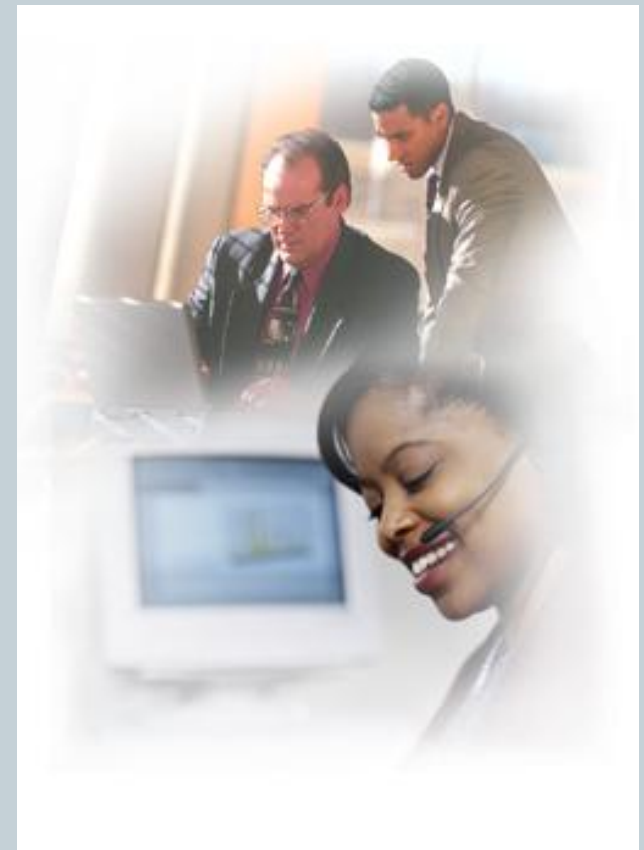


Potential Gains of an FCR Implementation

- Dollars saved in expensive “rework” activities
 - ❑ Fewer calls (\$5 to \$7 per call)
 - ❑ Agent time savings
 - ❑ Reduced overtime
 - ❑ Reduced agent churn

- Increased revenues
 - ❑ Increased up-sell activity
 - ❑ Cross-sell benefits
 - ❑ Delayed sales pulled to present

- Improved customer satisfaction
 - ❑ Lower customer churn rates
 - ❑ Higher overall spending levels
 - ❑ Improved loyalty



Summary and Conclusions



- Customer care rework is a major and expensive industry problem
- FCR is gaining recognition and acceptance as a major KPI to limit rework
- The difficulty in defining and analyzing FCR has slowed its rapid and broad implementation
- Proper FCR system implementation and tracking requires a proper blend of organizational foresight, process, information, analytics, incentives, education and training with little tolerance for error.
- The potential results of a successful FCR program implementation are a high ROI in the form of improved customer satisfaction and loyalty, a reduction of expensive rework and lower agent churn
- A successful FCR implementation requires rigorous analysis of all transactions and accurate data collection to ensure the elimination of gaps in customer care performance

CSCG Recommendations



- Expand the focus of KPIs beyond efficiency of agents and into effectiveness with customers
- Define unique FCR metrics for your business and adopt appropriate algorithm(s) to identify and track these metrics
(start simple and enhance the process over time)
- Adopt and adhere to an FCR improvement implementation process (monthly meetings) to maximize the potential for continued FCR improvement
- End every interaction by asking – “Have we accomplished everything you wanted to accomplish?”

Thank You



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