First Contact Resolution

What's call quality really about?

Why FCR Matters
First Contact Resolution (FCR) is the number one driver of customer satisfaction with contact handling. Research proves it, and it stands to reason. Lightning fast queues and warm and friendly staff don't mean much to a customer who loses confidence in the outcome of the call, and feels obliged to call again for the same reason.

Customers aren't the only winners from FCR. Organisations win because work doesn't have to be done again – quality is productivity. Front line staff also feel much more engaged in their work when they can make a difference.

Alternative Measures
The virtue of FCR as a core measure of contact centre performance is obvious. It's also obvious that FCR needs to be measured from the customer's perspective – they decide whether to call again, or worse, never call again. Not so obvious, is how to measure it.

Some organisations look within their transaction data to see if the tasks created when a customer calls are all eventually completed. This approach gives good insights into process compliance. A key problem is that the tasks created may not be the right tasks, or all of them, from the customer's point of view.

Some organisations survey customers to see if they are satisfied with the service received. This approach provides the customer's perspective, but customers can't give reliable insights into process compliance.

We use call quality monitoring to measure FCR from both the customer and the internal perspectives.

A Quality Call
We have formally researched call quality, examining around 70 Australian and 100 international approaches to its evaluation. Almost all of them focus on process compliance.

We see things differently. We focus on outcomes, and building capability.

To Evalue, a quality call:
- Achieves FCR
- Complies with business requirements
- Is an experience that is consistent with the brand

We evaluate call quality by remote monitoring. We monitor the conversation, and the use of systems and tools.

Outcomes
To evaluate FCR we ask these four key questions:
1. Did we actively identify all of the customer's express and implied needs? Not just the stated needs, but needs which experience and the circumstances also point to.
2. Did we meet those needs? Did we meet them the right way?
    a. Some needs can be met during the call – a question answered, an address updated.
    b. Some needs might need to be referred to a higher authority – in this case we want to see that the escalation is warranted – that the need is truly outside the capability or authority of the staff member handling it.
    c. Some needs must be met after the call – a brochure is sent, a visit is booked. In this case we want to see that the work-flows that will meet that need are created appropriately.
    d. Some needs require follow-up contact with the customer – in this case we want to see that the customer is in accord and that necessary work-flows are created.
3. Did we reconcile with the customer? Can we be sure that the customer is confident in the outcomes achieved, or accepts available alternatives? Is the customer clear on their contribution, if any, to the desired outcome – e.g. the form they need to complete?
4. Did we follow up as promised? If we promise follow up, we return later to examine whether it took place, with suitable outcomes.

Compliance with business requirements is evaluated by examining procedural compliance and the use of systems and tools. The staff member's control of the call is examined with efficiency in mind.

We go beyond the obvious "courtesy" and helpfulness" attributes when evaluating the customer's experience. If the organisation's brand promises reassurance, or empathy, or excitement, we consider whether the experience was reassuring, or empathetic, or builds excitement.

Capabilities
Alongside the evaluation of each of the outcomes, we also consider the detailed process, training and coaching improvements we can make to better deliver the outcomes.

02 9006 9006
evalue.com.au