One of the most important Key Performance Indicators (KPIs) in any contact center is First Contact Resolution (FCR). By reducing the number of times a customer needs to contact your organization to resolve a problem, you can reduce overall operating costs and improve the customer experience.

According to research from the Service Quality Measurement Group (SQM)\(^1\), the average contact center FCR rate is 68 percent, which means that 32 percent of operating costs are spent on repeat contacts. Potentially more importantly, FCR has a major impact on customer satisfaction and loyalty, as well as Net Promoter Scores. In addition, resolving a customer’s issue on the first contact drastically increases the likelihood that the customer will be receptive to cross-sell and up-sell offers made by the agent during that conversation.

The Measurement Challenge

Unfortunately, capturing the data required to accurately measure FCR is a major challenge. According to the International Customer Management Institute (ICMI)\(^2\), only 51.2 percent of call centers even measure FCR for phone calls handled by live agents. Furthermore, those who do measure it typically only track first call resolution for a small percentage of calls, using manual methods such as traditional Quality Management. Traditional Quality Management programs usually depend upon having employees listen to randomly selected calls. Due to its manual nature, this process is expensive, so most organizations can’t afford to review more than 2 percent or so of the calls they handle. Other channels like chat or email are usually handled by separate systems and teams, and often are reviewed even less frequently, and in isolation. Post-contact customer surveys are effective measurement instruments, but only when customers respond to the surveys, which is only about 10-15 percent of the surveys that are offered. When you only evaluate a small percentage of the conversations that are handled by your contact center every day, it’s nearly impossible to measure KPIs like FCR.

According to the SQM research:
- Every one percent improvement in FCR drives a one percent improvement in customer satisfaction
- Customers whose issues are resolved are 10 times more likely to remain customers than those with unresolved issues
- Cross-sell and up-sell success rates are 20 percent higher on calls when the customer’s issue is resolved
Enabling Effective Measurement

Our customers have found that the best way to overcome these challenges is by leveraging the power of the Genesys Customer Experience Platform combined with Genesys Continuous Workforce Optimization. These customers have found that the following components are required in order to effectively measure and improve FCR:

1. **A Customer Experience Platform** which routes every interaction to the appropriately skilled agent, who is scheduled and available to resolve the issue at that particular time.

2. **A Customer Experience Platform** which maintains the context of the contact when the customer needs to change contact channels and/or be transferred to another agent in order to resolve an issue.

3. **A recording system** which is integrated into such a Customer Experience Platform and able to record the end-to-end customer experience to enable accurate determination of whether or not the customer’s issue was resolved on the first contact. Genesys Interaction Recording is designed to record the entire customer experience, from the IVR through agent transfers and even across multiple sites.

4. **A Quality Management process** which is driven by Interaction Analytics instead of random sampling of call recordings. Unlike traditional Quality Management programs, Interaction Analytics can automatically monitor and measure 100 percent of conversations, eliminating the measurement issues that are inherent to having a small sample size.

5. **Interaction Analytics** which reliably uncovers the root causes of repeat contacts. To discover the root causes, all interactions must be accurately and comprehensively categorized according to the topics discussed within the conversation, to identify topics such as call reasons, agent skill usage, or required business processes. Once interactions are classified according to all such topics, those topics can be correlated against FCR rates and agents in order to understand which agents are having trouble resolving which types of contacts and identify business processes which are causing FCR issues.

6. **A Speech Analytics solution** which delivers information that is statistically reliable enough to depend upon to automatically trigger workflows to improve FCR. Most Speech Analytics technology available today begins by converting speech into text or phonemes, and information is always lost during this conversion process. A Speech Analytics engine that directly recognizes entire phrases within the audio itself, without first converting the audio into text or phonemes, is a pre-requisite for categorization which is statistically reliable enough to automatically trigger workflows – without further human intervention to ensure correct results. Only the patented Speech-to-Phrase Recognition engine provided by Genesys Speech Analytics directly recognizes entire phrases in such a way.

---

2. ICMI Research Report, First-Contact Resolution, 2008

---

About Genesys

Genesys, the world’s #1 Customer Experience Platform, empowers companies to create exceptional omnichannel experiences, journeys and relationships. For over 25 years, we have put the customer at the center of all we do, and we passionately believe that great customer engagement drives great business outcomes. Genesys is trusted by over 4,700 customers in 120 countries, to orchestrate over 24 billion contact center interactions per year in the cloud and on premises. For more information www.genesys.com.