

## There are only two things you need to track to run a successful centre!

Kent Norman drills it down.

I admit, I like to exaggerate but, I also like to do things right plus, I'm able to lean back on the analysis of +600 contact centres.

Over two articles I'd like to distil what really is the most relevant to focus on and what isn't. It might seem strange to discuss the latter but so many companies today are very good at doing things that aren't relevant, and they are getting better and better.

### THE TWO THINGS

#### When and Why.

If you are in control of these two questions you are most certainly more than half way to running a successful contact centre.



When do the customers contact you and why are they contacting you?

### THE WHY

- What does the customers want?
- Who is calling?
- Do we have the right competence and processes in place to handle this?

If I had to pick only one KPI to track or evaluate a contact centre by it is First Contact Resolution. It reveals everything from internal efficiency to customer satisfaction to competency. If you have to forward 30% of all calls to another department, do you have the right competency in place then for those queries, or if you have to call back 10% of them. Do the agent have the mandate to solve the customer's query? With continuous monitoring of the reasons customers call all of this can be addressed.

Goes without saying? Well why then do so few of us actually do it?

That the customer wants the query to be solved in the first contact is of course the number one reason to aim for a high FCR. But resource wise it is also a nightmare if you get it wrong. The example below shows a simple calculation on how poor FCR can cost you a lot.

KPI	Centre A	Centre B
Received calls	50 000	50 000
FCR	75%	85%
Call backs per unsolved query	2	1
Call backs total	25 000	7 500
Calls per month	75 000	57 500
<b>Cost for calls</b>	<b>£180 000</b>	<b>£92 000</b>

Graph 1: cost of FCR

So what are the most common reasons for bad FCR? Normally three:

- Mandate – the agent want to help the customer but isn't allowed to.
- Competency – the agent does not have the right training to be able to help.
- Systems – the technology support is not good enough.

And, getting the above wrong by not tracking WHY the customer calls.

### **Why are some companies better at selling than others?**

If you map out why the customers call you stand a much better chance of a value added upsell. Not an unrelated upsell but something that goes well with why they are calling.

We often see companies missing the out on perspective. Like giving agents lots of sales training but they have to forward most of the calls because they can't solve the query. Start in the right end.

(See more on segmentation for sales on inbound calls [here](#).)

## THE WHEN

Will be covered in the next issue of Bright Ideas.

Meanwhile I'll be happy to receive comments on email address below.

### ABOUT THE AUTHOR

Kent Norman is responsible for analysis and benchmarking production at Bright. Previous experience includes

- Researching and studying CRM and consumer behaviour at the Center for Customer Driven Quality, Purdue University, US.
- Researching CRM-strategy and customer oriented business development at the Mitt-university in Sweden.
- Responsibility for the Swedish part of "The Global Call Centre Industry Project 2004" at the Royal Institute of Technology.



### ABOUT THE COMPANY

Bright is a leading independent consultancy that also produce the benchmarking survey Bright Index®. The consultancy practise focuses on development and improvement of contact centres. Bright Index delivers key performance indicators of contact centres in different sectors from all over Europe. The results form a platform for participants' target setting and improvement plans. The end goal is to significantly improve the customers' competitive edge.

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