



Introducing the New Call Resolution Metric – One and Done!

Call Center Industry Research and Best Practices for Improving Call Resolution Performance

Written By, Mike Desmarais, President and Lara Pow, Vice President of Analytics, SQM Group

For the average call center, only 48% of total calls are 'one and done' call resolution. This means for the average call center 52% of total calls handled by CSRs are not resolved in one call. It is important to mention that the 'one and done' metric is different from the first call resolution (FCR) and calls resolved metrics which are defined later in this white paper. Interestingly, very few, if any, senior call center managers know their 'one and done' performance for their call center. More importantly, the opportunity to improve the call center's 'one and done' performance is enormous and, in most cases, is the greatest opportunity for the call center to improve its Csats, operating cost and its ability to help retain customers for the organization. Given these operational factors, we will describe some of the best practices for improving your 'one and done' performance. These best practices are based on world class FCR call center practices. The best practices to improve 'one and done' performance described in this white paper will focus on the top five repeat call reasons why customer's calls are not resolved on the first call.

Research Methodology

In this white paper, SQM's call center industry benchmarking research is based on data collected from January 1, 2009 to December 31, 2009. SQM's research is based on post-call surveys conducted for over 400 call centers. Data has been normalized by using a sample size of 400 surveys for each participant call center benchmarking study. Our benchmarking research consists of over one million surveys of customers who have recently called the call center. Our post-call surveys were conducted within one to two business days of the customer's call. A customer can be an end consumer or a business-to-business (B2B) customer. All surveys for call center benchmarking studies were conducted by SQM's in-house telephone survey representatives.

SQM's post-call survey takes approximately three to five minutes to complete and consists of 12 or more questions. The survey questions are focused on gathering data and feedback on the call center's FCR, calls resolved and 'one and done' performance. In order to gather this type of data, SQM uses binary and numeric rating scales. In addition, SQM asks customers who had to make two or more calls to resolve their inquiry an open-ended, in-depth question for the reasons as to why their call was not resolved on their first call.

Call Center Benchmarking Participants' Profile

For the call centers that participated in SQM's benchmarking studies, the average number of employees working in the call center was 320 where 265 employees were full-time and 55 were part-time. The average number of distinct transactions (i.e., customer's original reason for calling) was approximately 2.5 million, resulting in 3.5 million total calls required to resolve those distinct transactions. In other words, the distinct transactions required, on average, 1.43 calls to resolve. The average organization has approximately 4.3 million customers that the call center serves and operates three or more call center locations.

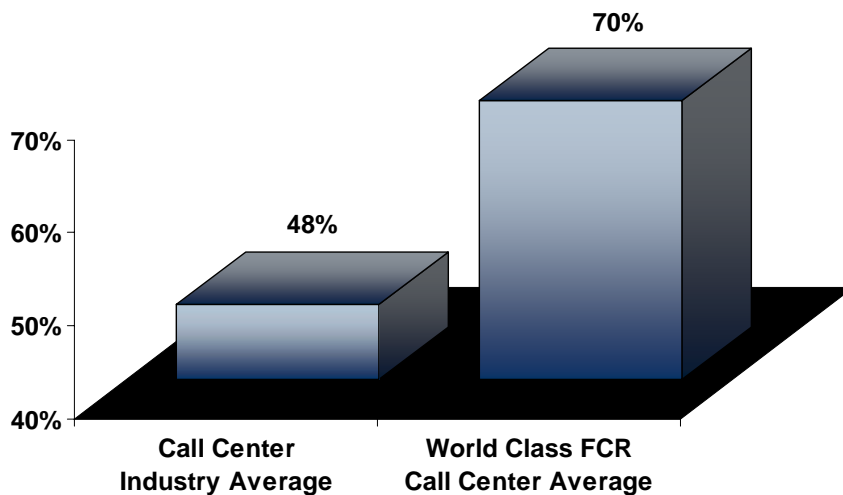
One third of our benchmarking participants use outsourcers. The average annual call center operating budget was approximately \$28.5 million. 60% of the call centers that participated in our benchmarking studies were from the United States, 35% were from Canada and 5% were from other international locations. Of the industries represented, approximately 43% were from health care, 20% financial, 9% energy, 9% telecommunications (includes phone, internet and TV), 6% insurance, 5% retail, 3% technical support and 3% government. Of the call centers that SQM benchmarks, 12% were B2B call centers and 88% were general consumer call centers. Also, 8% were unionized and 92% were non-unionized.

One and Done – Call Resolution

The purpose of this white paper, *Introducing the New Call Resolution Metric – One and Done!*, is to help call center managers improve their FCR, calls resolved and our new metric 'one and done' performance. As shown in Figure 1, our **ground-breaking** call center industry research shows that 'one and done' call resolution performance for the call center industry is only 48%. That means for the average call center, 52% of total calls handled by CSRs are not resolved in one call. Interestingly, very few, if any, senior call center managers know their 'one and done' call resolution performance for their call center from a customer perspective. The average world class FCR call center's 'one and done' call resolution performance is 70%. SQM defines a world class FCR call center as an organization that is able to achieve 80% or higher FCR performance.

The opportunity to improve the call center's 'one and done' call resolution performance is enormous and, in most cases, is the greatest opportunity for the call center to improve its Csat, operating cost and its ability to help retain customers for the organization. Given these operational factors, we will describe some of the best practices for improving your 'one and done' call resolution performance. These best practices are based on world class FCR call center practices. The best practices to improve 'one and done' call resolution performance described in this white paper will focus on the top five repeat call reasons why customers' calls are not resolved on the first call.

Figure 1: 'One and done' call resolution performance



Key Finding: For the average call center, only 48% of total calls are 'one and done' call resolution. That means for approximately 52% of total calls CSRs handle, the call was not resolved in one call. The average world class FCR call center is 22% higher than the call center industry average.

The 'one and done' metric is different from the FCR and calls resolved metrics. It is important to mention that these three metrics are all variations for measuring call resolution performance. When looking at the FCR and calls resolved metrics, SQM determines the call center's performance by **distinct transactions** (i.e., percentage of calls that were resolved or were resolved on the **first call**). Conversely, for the 'one and done' metric, SQM determines the call center's performance by **call volume** (i.e., the percentage of total calls that are resolved in **one call**). The following examples distinguish the differences between these three metrics.

FCR metric is generally reported out as the percentage of customers who called into the call center and had their call resolved on the **first call**. For example, if 1,670,000 customers had their original call resolved on their first call and there were 2,450,000 **customers** who called a call center in a given year, SQM would consider their call center to be performing at the 68% FCR performance level.

FCR metric calculation example:

of customers who experienced FCR (1,670,000) ÷ by the # of customers who called (2,450,000) = 68%

Calls resolved metric is generally reported out as the percentage of customers who called into the call center and had their **call resolved**. In some cases, customers had their call resolved in one call and in other cases, it may have taken two or more calls to resolve their call. For example, if 2,130,000 customers had their original call resolved and there were 2,450,000 **customers** who called a call center in a given year, SQM would consider their call center to be performing at the 87% call resolution performance level.

Calls resolved metric calculation example:

of customers whose original call was resolved (2,130,000) ÷ by the # of customers who called (2,450,000) = 87%

'One and done' metric is generally reported out as the percentage of all calls made to the call center that needed only **one call** to resolve. For example, if 1,670,000 calls were resolved in one call and the call center handled 3,500,000 calls annually, SQM would consider their call center to be performing at the 48% 'one and done' performance level.

'One and done' metric calculation example:

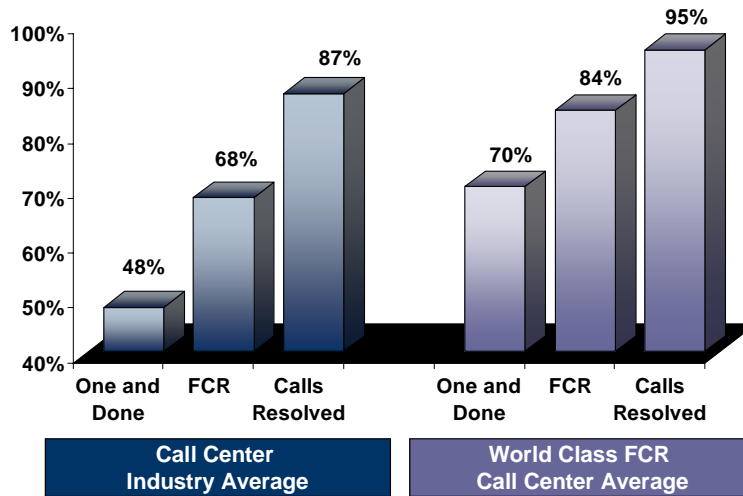
of calls that were resolved in one call (1,670,000) ÷ by the # of total calls (3,500,000) = 48%

Note: *It is important to mention that the above examples are based on the call center industry average call volume, number of customers and performance for the over 400 call centers that SQM benchmarked in 2009.*

Figure 2 shows a comparison of different call resolution metrics such as 'one and done', FCR and calls resolved for the call center industry average and for the world class FCR call center average. The average call center performance for the 'one and done' metric is 22% lower than the average performance of a world class FCR call center. However, the difference between the average call center and world class FCR call center for the FCR metric is only 16% and for the calls resolved metric, the

difference is only 8%. This indicates that the 'one and done' metric is a more sensitive metric compared to FCR and calls resolved metrics. This is due to fact that there is greater variation in the 'one and done' metric performance. It is important to remember that these call resolution metrics are highly correlated. In other words, improving FCR also improves 'one and done' and calls resolved and vice versa.

Figure 2: Call resolution metrics performance comparison



Key Finding: For the average call center, only 48% of total calls are 'one and done' call resolution compared to 70% for the average world class FCR call center. For the average call center, FCR is 68% compared to 84% for the average world class FCR call center. Calls resolved is 87% for the average call center compared to 95% for the average world class FCR call center.

Clearly the call center industry needs to improve their 'one and done' performance. This is especially true when you consider the impact that not resolving a call in one call has on the call center's operating cost and its ability to retain customers. SQM's research shows that for every repeat call Csat decreases an average of 15%. You can see the opportunity to improve the call center's 'one and done' performance is enormous. In most cases, it is the greatest opportunity for the call center to improve its Csat, operating cost and its ability to help retain customers for the organization.

Another reason why the call center industry needs to improve their 'one and done' performance is that, on average, only 63% of customers will call the call center back if they do not get their call resolved. This means the call center is losing the opportunity to resolve 37% of customers' calls. In other words, these customers will not give your organization the opportunity to resolve their call and, in many cases, if possible, will defect to another organization. Figure 3 shows that customers who did not get their call resolved on the first call are less likely to call back to resolve their inquiry compared to customers who have made multiple calls trying to resolve their inquiry. In fact, only 58% of customers who have made one call to the call center and their call was not resolved will call back the call center. In comparison, 70% of

customers who have made four or more calls to the call center and have still not resolved their inquiry will call back the call center.

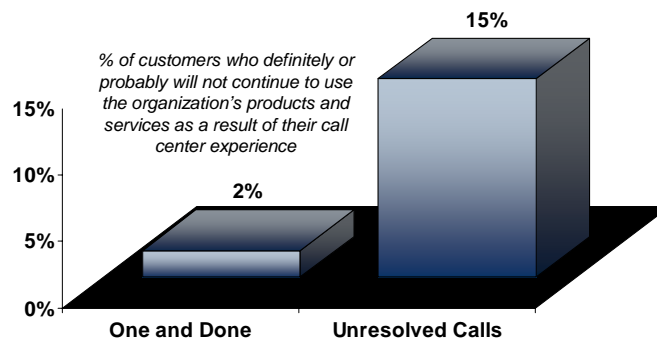
Figure 3: Customers who will call the call center back if their call is unresolved

Number of Unresolved Calls to the Call Center	Percentage of Customers Who Will Call Back the Call Center
1 call	58%
2 calls	59%
3 calls	66%
4 or more calls	70%
Average	63%

Key Finding: On average, only 63% of customers whose call was not resolved will call back the call center to resolve their inquiry. Customers are more likely to call back if they have made multiple calls to the call center to resolve their inquiry compared to those customers who have only made one call to the call center.

Not focusing on the 'one and done' metric can cause the call center to have a significant, negative impact on the organization. As shown in Figure 4, 15% of customers whose call was unresolved definitely or probably will not continue to use the organization's products and services as a result of their call center experience. If 37% of customers will not call the call center back to resolve their inquiry or problem, then the call center has lost the opportunity to resolve those customers' issues or problems which can have a negative impact on the organization. However, for those customers who have achieved 'one and done', only 2% of customers definitely or probably will not continue to use the organization's products and services as a result of their call center experience.

Figure 4: Customers who will not continue to do business with the organization



Key Finding: 15% of customers whose call was unresolved definitely or probably will not continue to use the organization's products and services as a result of their call center experience compared to only 2% of customers when their call is 'one and done'.

Call Center Industry Avg. for Unresolved Calls Impact on Operating Cost

Figure 5 shows that the average call center resolves 68% of their customers' calls on the first call. This means that up to 32% of customers have to call back because their issue is not resolved the first time. It is important to note that the call center industry average to resolve a customer's inquiry or problem is 1.43 calls. For the average call center, only 48% of total calls are 'one and done'. This means 52% of total calls are the result of the customer's call not being resolved on the first call. Repeat calls account for a large amount of a call center's annual operating budget. In fact, repeat calls account for 24% of the average annual operating budget. This represents, in most cases, the biggest area for call centers to reduce their operating costs. The number of repeat calls made to the average call center that SQM benchmarks is approximately 1,050,000, which represents 30% of the total call volume. In most cases, world class FCR call centers have between 10% and 20% repeat calls as a result of not achieving FCR.

Figure 5: Call center industry avg. for unresolved calls impact on operating cost

Average Call Center Unresolved Calls Impact on Operating Cost					
Based on an average annual volume of 3,500,000 inbound calls					
Average FCR	68%	# of Distinct Transactions	% of Call Volume	Call Volume	# of Repeat Calls Made
Average Call Resolution	87%				
Calls Needed to Resolve	1 Call	1,673,320	47.81%	1,673,320	0
	2 Calls	294,426	16.82%	588,851	294,426
	3 Calls	93,780	8.04%	281,340	187,560
	4 Calls or More	68,154	7.79%	272,616	204,462
Calls Unresolved	1 Call	131,006	3.74%	131,006	0
	2 Calls	71,614	4.09%	143,227	71,614
	3 Calls	49,861	4.27%	149,582	99,721
	4 Calls or More	65,014	7.43%	260,057	195,043
Total		2,447,174	100%	3,500,000	1,052,826
Average Calls To Resolve	1.43	% of Repeat Calls based on Call Volume		30%	
$\$6.46 \text{ (Cost Per Call)} \times 1,052,826 \text{ (Additional Repeat Calls)} = \$6,801,256$ Note: This is 24% of the average annual budget of \$28,569,701					

Key Finding: For the average call center, only 48% of total calls are 'one and done'. This means 52% of total calls are the result of the customer's call not being resolved on the first call. Also, 30% of total calls that an average call center handles are repeat calls.

World Class FCR Call Center Avg. for Unresolved Calls Impact on Operating Cost

Figure 6 shows that the average world class FCR call center resolves 84% of their customer calls on the first call. For the average world class FCR call center, 70% of all total calls are 'one and done'. This means 30% of total calls are the result of the customer's call not being resolved on the first call. For the average world class FCR call center, repeat calls account for only 13% of their average annual operating budget. The number of repeat calls made to the average world class FCR call center is approximately 600,000, which represents only 17% of the total call volume.

Figure 6: World class FCR call center avg. for unresolved calls impact on operating cost

World Class FCR Call Center Unresolved Calls Impact on Operating Cost					
Based on an average annual volume of 3,500,000 inbound calls					
Average FCR	84%	# of Distinct Transactions	% of Call Volume	Call Volume	# of Repeat Calls Made
Average Call Resolution	95%				
Calls Needed to Resolve	1 Call	2,447,802	69.94%	2,447,802	0
	2 Calls	240,631	13.75%	481,263	240,631
	3 Calls	55,318	4.74%	165,953	110,635
	4 Calls or More	27,659	3.16%	110,635	82,976
Calls Unresolved	1 Call	61,868	1.77%	61,868	0
	2 Calls	38,577	2.20%	77,153	38,577
	3 Calls	24,602	2.11%	73,805	49,204
	4 Calls or More	20,380	2.33%	81,521	61,140
Total		2,916,837	100%	3,500,000	583,163
Average Calls To Resolve	1.20	% of Repeat Calls based on Call Volume			17%
\$6.46 (Cost Per Call) X 583,163 (Additional Repeat Calls) = \$3,767,233 Note: This is 13% of the average annual budget of \$28,569,701					

Key Finding: For the average world class FCR call center, 70% of total calls are ‘one and done’. This means 30% of total calls are the result of the customer’s call not being resolved on the first call. Also, only 17% of all calls that an average world class FCR call center handles are repeat calls.

Call Center Industry Avg. Compared to World Class FCR Call Center Avg.

As shown in Figure 7, world class FCR call centers significantly out-perform the call center industry average in the three key call resolution metrics (i.e., FCR, calls resolved and ‘one and done’). It is also important to mention that world class FCR call center profiles range from handling simple to complex call types. The difference between an average call center and a world class FCR call center for FCR, calls resolved and ‘one and done’ metrics, shows up in terms of significantly higher repeat call volume for average call centers. The percentage of repeat calls for the average call center is 30% compared to only 17% for the average world class FCR call center. For the average call center, repeat calls represent 24% of the annual operating budget compared to only 13% for an average world class FCR call center.

Figure 7: Call center industry avg. compared to world class FCR call center avg.

Metric	Call Center Industry Average	World Class FCR Call Center Average	Difference
FCR	68%	84%	16%
Call Resolved	87%	95%	8%
One and Done	48%	70%	22%
Average Calls to Resolve	1.43	1.20	0.23
# of Calls Resolved in One Call	1,673,320	2,447,802	774,482
# of Repeat Calls Made	1,052,826	583,163	469,663
% of Repeat Calls based on Call Volume	30%	17%	13%
% of Annual Budget	24%	13%	11%

Key Finding: Repeat calls for the average call center is significantly higher than for an average world class FCR call center. The percentage of repeat calls for the average call center is 30% compared to only 17% for the average world class FCR call center. For the average call center, repeat calls represents 24% of the annual operating budget compared to only 13% for an average world class FCR call center.

Call Resolution Metrics are More Than Just Performance Metrics

Whether it is the FCR, calls resolved or ‘one and done’ metric that you are using or going to use to help you manage and improve your customer service or operating cost, it is important to remember that these metrics are more than just performance metrics. The real value of these metrics is that they operate as a service philosophy to how customer calls will be resolved by every level within the call center (i.e., CSR to VP level) In other words these call resolution metrics operate as a service philosophy on the call center’s people, process and technology practices. One of the best practices for improving call resolution metrics performance is to focus on improving the top five repeat call reasons. The best practices discussed in the next section of this paper applies the 'one and done' call resolution service philosophy through the use of the right people, process and technology practices to improve call resolution metrics performance.

Top Five Repeat Call Reasons

Most call centers are not aware, from a customer’s point of view, of the reasons why customers have to call two or more times to resolve their call. In most cases, the internal point of view of the reasons why customers have to call two or more times to resolve their call tends to be very different from the customer’s point of view. It is

SQM's belief that it is helpful to evaluate both the external and internal viewpoints; especially the internal viewpoint of your customer representatives because of their experiences with handling customer calls. However, the view that matters the most is your customers'. Based on conducting over 1 million post-call surveys in 2009, we have determined the top five repeat call reasons with the highest frequency as highlighted below:

1. Customer had to call back the call center to **verify** that their request was completed
2. The customer was dissatisfied with the **resolution** option that the CSR provided to them
3. The **CSR information** provided to the customer was either incomplete or inaccurate
4. The CSR did not have the **knowledge** to help or resolve the customer's call
5. The customer had to **call back** because the CSR did not call the customer back when they said they were going to

Best Practices for Improving Your 'One and Done' Performance

In this section, some of the best practices for improving your 'one and done' performance will be described with a focus on the top five repeat call reasons why customer's calls are not resolved on the first call.

The first repeat call reason is... *Customer had to call back the call center to verify that their request was completed.*

Best Practices:

- ① The CSR must identify and tag the call types for which the customer was calling. The call types must be a two-tier system. For example, billing would be a tier 1 main call type and the tier 2 sub call types associated with billing would be: incorrect bill, late payment, bill not clear or late bill.
- ① There must be well defined verification business practices for when an automated notification message should be sent to a customer who requests some type of verification notification.
- ① If verification business practices are not defined or are limited, the CSR can trigger a customer notification.
- ① Based on the verification business practices, information from the CRM application is sent to the phone and email broadcast messaging systems.
- ① Customers receive verification by phone and/or email depending on how the customer contacted the organization. For example, if the customer contacted you by phone, then the customer should receive verification by phone. An example of a verification message would be: "Your satellite system has been activated and you can expect to be able to use your satellite system by 6 pm."

The second repeat call reason is... *The customer was dissatisfied with the resolution option that the CSR provided to them.*

Best Practices:

- ① At the end of the call, the CSR needs to ask the customer, “Have I resolved the reason for your call today?” If the customer says, “No”, then the CSR needs to provide options to the customer on how to resolve their call.
- ① An alternative to asking the resolution question is that the CSR reviews the knowledge management (KM) tool for resolving a customer’s call on all customer calls.
- ① The CRM system should be linked to the call center’s KM application. For example, if the call type was billing and it was identified in the CRM system, it would automatically populate billing content in the KM tool.
- ① Once the KM content has populated, the CSR can quickly review the content and provide options to the customer in order to resolve the customer’s call.
- ① The knowledge content needs to be structured so that it assists the CSR in resolving all or most customer call types.
- ① As an alternative to the KM tool, knowledge content can be built into the CRM application. The process to include knowledge content in the CRM application would be the same as building a stand alone KM tool (i.e., gather knowledge, update, view and use).
- ① CSR’s usage of knowledge content is monitored by incorporating a knowledge content usage metric into the QA form and by viewing screen capture activities, if available, as well as CRM screen statistics usage.
- ① When applicable, call resolution information is incorporated into the CRM application and the CSR can view that information.

The third repeat call reason is... *The CSR information provided to the customer was either incomplete or inaccurate.*

Best Practices:

- ① The CRM application needs to have business practices that, if the required information is not populated or the information put into the CRM application is incorrect, it will not allow the CSR to continue.
- ① The call center should not use traditional wrap-up practices where they do after-call work. In other words, the best practice is for the customer to stay on the phone with the CSR for the entire transaction and there is no after-call work. After the CSR completes the information in the CRM application, the CSR tells the customer what they did for them to ensure that the information is accurate and complete.
- ① The CRM application has built-in intelligence of information that is required to be inputted into the CRM application based on call type.
- ① After all of the information has been properly inputted into the CRM application, it provides information to the CSR about potential future needs that the customer might have and can pre-empt potential future calls.

The fourth repeat call reason is... *The CSR did not have the knowledge to help or resolve the customer's call.*

Best Practices:

- ① For every call, the CSR has to use the KM application or the knowledge content of the CRM application.
- ① If the CSR needs assistance to help resolve the customer's call, they can contact an escalation queue CSR.
- ① The escalation queue has a specialization structure based on call type.
- ① The escalation queue CSR, from their desktop, can view the CRM application screen that the original CSR is using, in real-time.
- ① Call types that CSRs need assistance on are tagged in the CRM application in order to provide more training on those calls or to improve call flow of those call types.
- ① Have your CSRs use a check list, which can reside in your CRM system, to make sure that they have completed all of the necessary steps that were required to resolve a customer's call.

The fifth repeat call reason is... *The customer had to call back because the CSR did not call the customer back when they said they were going to.*

Best Practices:

- ① When a customer needs to be called back, the CSR tags the customer's account in the CRM application.
- ① The CSR should advise the customer of the day and approximate time that they will be called back. The customer call-back requirements should be documented in the CRM application.
- ① Based on the call-back business practices, information from the CRM application is sent to the phone messaging system.
- ① The phone messaging system will first identify the availability of the original CSR to call back the customer. If that CSR is not available, then the next available CSR who has the call type skills will call back the customer.
- ① Customer call-back information (i.e., how many times, when and who attempted to call the customer back) is stored in the CRM application.
- ① CSRs are held accountable for their customer call-back commitment performance.

In addition to the above best practices, SQM is of the opinion that the very best practice to improve 'one and done' performance is to create...

Awareness – at all levels of employees (CSR to VP) as to the importance of improving the call center's 'one and done' metric and/or other voice of customer (VOC) metrics (i.e., world class call, FCR and Csat) performance.

Accountability – all levels of employees (CSR to VP) are held accountable for the 'one and done' metric and/or other VOC metrics performance. However, it is important to note that SQM sees the greatest improvement percentage increase occur when accountability (i.e., for 'one and done' metric) is brought down to the CSR level.

Recognition - CSR to the supervisor levels are recognized daily, weekly and/or monthly for 'one and done' metric and/or other VOC metrics performance.

Financial Incentive - are primarily based on the 'one and done' metric and/or other VOC performance metrics. CSR to VP financial incentives are 50% to 100% of the total bonus payout, preferably closer to 100%. Traditional operational metrics such as AHT and QA are used as qualifiers for a CSR or a manager to be eligible for the VOC bonus payout.

FCR / One and Done ROI

SQM is very proud of the fact that over 70% of our tracking clients improve their FCR performance year over year. The average FCR improvement for those clients is 5%. Again, improving your FCR performance also improves your 'one and done' performance. SQM helps our call center clients improve their FCR performance by conducting post-call surveys within 10 minutes to 1 business day of the customer's call and by doing deep-dive analysis on the reasons that cause repeat calls. In addition, we provide a consulting service to help clients implement action plans to improve their people, process and technology practices in order to improve their call resolution metrics performance. To prove the 'one and done' or FCR improvement ROI you need to understand your repeat calls impact on your call center's operating cost. To gain a quick understanding of your FCR ROI, please go to SQM's website, www.sqmgroup.com and click FCR ROI calculator to easily determine your potential operational savings.

About SQM

Since 1996, SQM Group has been a call center specialist for benchmarking, improving and certifying sites, managers and CSRs for their first call resolution (FCR), employee satisfaction (Esat) and customer satisfaction (Csat) performance. Over 70% of our tracking clients improve their FCR performance year over year. To ensure the quality of our survey data and feedback collection, SQM monitors 100% of our survey calls. The accuracy of each telephone survey representative is individually tracked and must comply with our minimum error rate of less than 1%.

SQM benchmarks over 400 leading international call centers on an annual basis and has been conducting FCR / Csat benchmarking studies since 1996. On an annual basis, SQM conducts over 1 million surveys (over 450,000 live surveys and over 550,000 IVR surveys) with customers who have used a call center, email, website or IVR contact channel service. SQM also conducts over 25,000 surveys yearly with employees who work in call centers. Our customer and employee survey databases are one of the largest databases in North America. SQM does business in 9 countries around the globe: Canada, United States, Argentina, Australia, Puerto Rico, India, Philippines, Costa Rica and Mexico.

SQM awards excellence in service quality for the call center industry. Our awards are based on customers who have used a call center and employees who work in a call center and are considered to be the fairest and most prestigious awards in the call center industry. We have recognized top performing call centers for Csat and Esat since 1998. SQM evaluates over 400 leading international call centers each year such as Marriott, Sears, Canadian Tire, US Bank, Wells Fargo, Rogers, Capital One, CitiFinancial, Scotiabank, Discovercard, Blue Cross, etc.

Our post-call surveying methodology continues to be leading edge. SQM conducts live surveys through our own dedicated workforce or use our in-house IVR, web and email survey technology. All post-call survey methods can be integrated into one common database. We can also survey within 5 minutes of the customer's call without having to rely on a transfer into our technology. Our call list management system allows us to accurately deliver a survey quota at a customer representative level or any other survey quota level that is required.

Our Customer Quality Assurance evaluation is a unique service where for the same call SQM conducts a telephone customer satisfaction (live or IVR) survey and combines the survey data with call compliance evaluation data using SQM's data capturing technology for integrating the two data sources. Call compliance evaluations are conducted by using your call recording system and using SQM's call quality evaluators or your in-house QA evaluators or a combination.

Our reporting is available in real-time via our secure website. Customer representatives and supervisors have direct and secure access to their reports and

coaching logs. Analysts have full access to over 60 FCR / Csat pre-formatted and easily exported reports with full ability to sort and search the data for ad-hoc reporting. In addition, our reporting capabilities allows the integration of Csat survey and call quality assurance evaluation data.

SQM Group has a proven track record in conducting FCR Csat benchmarking and tracking studies for many leading international call centers. Our experience in FCR, Csat, CQA and Esat measuring, benchmarking, tracking, evaluating and helping call centers improve are unsurpassed and enable us to provide call centers with unique insights into developing and implementing world class FCR, CQA, Csat, Esat performance and lowering their operating cost.