With the weather in New England offering a sharp reminder that year-end is rapidly approaching, it seems fitting that this issue of Competitive Advantage highlights the completion of 2 major initiatives.

SQD hosted our first full-day workshop in mid-October, focusing on Customer-Driven Superior Service. The feedback from participants was that the event exceeded expectations, and that type of input makes us excited to refine and expand this approach to delivering content for 2019. A huge thanks to Lowe’s for hosting us at their corporate headquarters and to the members of the SQD leadership who helped in the planning and execution. I want to make particular note of the contribution of our Marketing Chair, Ryan Politis, who took the lead in building out our detailed content and orchestrating the approach.

You’ll also see that the enhanced version of our Body of Knowledge, SQBoK 3.0, is now available on our website. Kudos to SQBoK Chair Zubair Anwar and his team of global volunteers. This was a huge task, and we’re excited to make this updated and expanded content available to you, our members. We plan to post an introductory webinar later this year, so please keep an eye out for that information.

Even as we complete our 2018 priorities and the Society-wide transformation proceeds, the leadership team has been building our plan for 2019. We’ve listened to you, and our focus will be even more fully on delivering service-related content to help you in your continuous improvement efforts. If you have specific suggestions, or would like to get more involved with the Division, please let me know. I look forward to hearing from you.

Sincerely,

Polly LeBarron
Service Quality Division Chair, 2018-2019
Workshop Update

Customer-Driven Superior Service

The Service Quality Division's much-anticipated workshop, Customer-Driven Superior Service, was energetic, engaging, and thought-provoking for both attendees and facilitators.

Working with a business case that had both manufacturing and customer service elements, small teams of participants were challenged to first identify the critical problem to be solved and then to develop both short- and long-term solutions. As in many real-life scenarios involving service, participants also dealt with limited data and constantly changing priorities as leadership reacted to negative customer reviews. With much to accomplish and a mere 8 hours to achieve it, teams were quick to organize and get to work. Throughout the day, SQD facilitators brought the focus back to the customer and their experience, asking questions and sharing effective practices related to service quality. In a testament to each participant's commitment to the exercise, by the end of the day, teams proposed thoughtful approaches for improving customer satisfaction by listening effectively to both customer and employee feedback, implementing steps to improve their experiences, and effectively measuring results.

A huge thanks to our host, Lowe's, who graciously allowed us to hold the event at their corporate headquarters! We would also like to thank ASQ's Charlotte Section, which did a great job in helping us to spread the word; the members of our leadership team who contributed their time and talents to making this event a success; and all of our workshop participants!

SQD looks forward to continuing to offer this type of collaborative event, so please reach out to us if you're interested in partnering.

The Service Quality Division has been part of ASQ since 1991. Members come from organizations or functional areas that primarily are service oriented or service focused. Most members are interested in better ways to deploy and integrate quality systems, principles, and techniques into their organizations.

The Service Quality Division serves a diverse base of members, such as Financial Services, Hospitality & Travel, Professional Services, Regulated Industries, Not for Profit Sectors, Retail Business, Members of support service functions, and anyone interested in learning about service quality or sharing their experiences and knowledge in service quality.
SQBOK Update!

SQBOK V3.0® Now Available

ASQ’s Service Quality Division launched an initiative in 2015 to enhance and enrich its Service Quality Body of Knowledge to reflect the current state of industry.

A diverse team of notable service quality professionals and thought leaders from around the world joined this initiative led by Zubair Anwar, a renowned global quality professional and SQBOK Chair.

We are excited to announce that SQBOK V3.0® has now been published on our website, asqservicequality.org, and is available under the SQBOK tab for download.

Our team of subject matter experts collectively spent thousands of hours reviewing the previous content, creating new content, and working to reach a consensus on this project. The enhanced SQBOK supports the contemporary requirements of service quality professionals and emerging service organizations globally.

The Service Quality Division is indebted to all of the global volunteers who shared their specialized knowledge and made priceless contributions to this effort. The leadership team would like to offer sincere thanks for all of your support and congratulations on this achievement.

GET INVOLVED WITH THE SERVICE QUALITY DIVISION!
Follow the Service Quality Division on Twitter (@ASQSQD) and join the conversation on LinkedIn.
The “Ask SQD” column is a chance for you to ask for help with a particularly vexing problem. A panel of experts will provide a summarized, actionable response. Contact us if you have a question or a service-related story you’d like to share!

Question:
I work in the Quality Assurance team for a Contact Center. We have been asked to start measuring whether our Customer Service Representatives are resolving issues on first contact from the customer. What’s the best way to measure this?

SQD Response:
The measurement of resolving customer issues on first contact is typically referred to as “First Contact Resolution” or “FCR”. Alternatively, you may see “First Time Resolution” or “FTR”. The metric is typically measured following one of two basic options:

1. Self-reporting with the Customer Service Representative (CSR) indicating whether or not the customer’s issue was resolved in the interaction, or
2. Customer-reported through a survey.

A third option that is less basic but may offer more robust information for process improvement is whether there is a way to objectively measure: Did the customer receive accurate information, for example, or did the CSR provide information that will likely lead to another contact?

If you follow the CSR self-reporting approach, it is best to audit the results periodically (recommended monthly) to ensure accurate reporting. For example, pull a sample of support tickets and analyze to see if the customer contacted the Contact Center (or another department) again for the same issue.

For telephonic and chat services, the expectation of FCR is that the issue is resolved before the customer hangs up the phone or the chat session is closed. For email services, resolution within one business hour is a standard expectation – at minimum, measure as resolution within 1 email response (avoiding iterative email strings) and within your resolution time SLA.

Historically, high rates of FCR have been correlated to high levels of customer satisfaction. In recent years however, we’ve seen emergence of the Customer Effort Score (CES) that may overtake FCR as a KPI in the Contact Center. The Customer Effort Score focuses on the amount of effort the customer needs to exert to get the issue resolved and can drive increased effective self-service opportunity development.

We also challenge you to think about how you might measure Issue Avoidance. For example, can you internally identify and resolve issues before they impact customers or before the customer is aware of the issue? What are steps you can take to proactively identify future needs and ensure they are being met?

Once you establish your metric(s), perform root cause analysis to understand how your measurement is affected by the type and complexity of your interactions, the knowledge of your CSR, and other factors. Work to understand the reasons you are not achieving FCR where desired and then eliminate or mitigate systematic causes. The cycle of improvement through root cause analysis is the real value of the metric.

Good Luck!

SQD
Publisher’s Statement

**Competitive Advantage** is a newsletter published by the Service Quality Division (SQD) of ASQ. The Service Quality Division of ASQ does not necessarily endorse opinions expressed in **Competitive Advantage** by the managing editor, features editor, or contributors. Items and letters are chosen for their general interest to division and Society members, but conclusions are those of the individual writers.

**Submission of Articles Considered for Publication and All Other Communications Regarding Competitive Advantage Excluding CHANGE OF ADDRESS**
Contact: Therese Steiner, therese.steiner@lexisnexis.com

**Communications Regarding the Service Quality Division**
Contact: Polly LeBarron, plebarron@divisions.asq.org

**Communications Regarding Change of Address and ASQ Membership**
Contact: ASQ
600 North Plankinton Ave.
P.O. Box 3005
Milwaukee, WI 53201-3005, USA
Phone: 414-272-8575 or 800-248-1946 (USA only)
Fax: 414-272-1734
For additional information visit the ASQ website, www.asq.org.

**Targeted Publication Dates**
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Division website: asq.org/service

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Contact: Therese Steiner, therese.steiner@lexisnexis.com