

# CCMA

Customer Contact  
Management Association

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IRISH CUSTOMER CONTACT  
& SHARED SERVICES AWARDS

# 2015

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# Welcome to the Irish Customer Contact and Shared Services Awards 2015



Customer Contact Management Association (CCMA) Ireland is once again delighted to be hosting its annual industry awards and it gives me great pleasure, on behalf of the board of the CCMA to welcome you all to what promises to be a great evening.

This is the 20th annual customer contact and shared services awards event and this year we have seen the highest level of entries from a broad spectrum of organisations. This year I am also delighted to announce that we have made some changes to the award categories to reflect the expanding diversity within the industry, recognising excellence and achievement at both organisational and individual level.

These prestigious industry awards celebrate the high standards and service excellence within the Irish customer contact and shared services sector. This year 46 companies have been shortlisted for an Irish Customer Contact and Shared Services Award.

Throughout 2015, following consultation with our members and key sponsors, the CCMA underwent a change in its branding to reflect the expansion of our industry representation and member profile. Through research we know that circa 40,000 are employed within the sector. This is a significantly positive indication of how successful the customer and shared services industry continues to be and the contribution it is making to Ireland's economic environment. The CCMA will continue to support our industry sector by focusing our priorities on meeting the expectations of our members in the areas of Positioning and Influence, Thought Leadership and Sharing of Best Practice in delivering excellence.

As a not for profit organisation, it would not be possible to host this event without our sponsors and I would like to thank them all for their support. I would particularly like to thank our gold sponsor this year Genesys with their partners GEMA Consulting Ireland.

The level of commitment given each year by the independent judging panel to adjudicate award submissions cannot be overstated. I want to express my gratitude to the chair of our judging panel Yvonne Keaveney and her team who rise to this challenging task every year, giving their own personal time to do so.

I also want to extend my gratitude to the Board of CCMA for their ongoing support and to our Managing Director Dorothy O'Byrne for her continued dedication to her work within the CCMA.

Many congratulations to all those who have been shortlisted; to be recognised at industry level is a formidable achievement. We also look forward to meeting with the successful winners throughout 2016 at our CCMA network events as we take the opportunity to learn from their success.

Helena Cooney  
Chair Person  
CCMA Ireland



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## CCMA 2015

# GOLD SPONSOR



### A MESSAGE FROM OUR GOLD SPONSOR:

Genesys, in partnership with GEMA Consulting Ireland, is delighted to be the gold sponsor of the Irish Customer Contact & Shared Services Awards 2015.

These awards recognise excellence and reward businesses that are leading the way to drive better customer experience (CX) for their customers through great people, processes and technology.

With such a diverse range of businesses nominated, tonight is not only an opportunity to applaud great achievement, but allows us all to share ideas in order to ensure we remain focused on the most important thing, our customers. Genesys highly commends the CCMA for continuing to raise the bar and keep the focus on the Irish Customer Contact and Shared Service industry. Tonight's nominees have once again raised their game to showcase Ireland as a shining example on how to excel in great customer service.

Genesys is dedicated to helping brands of all sizes make great CX, great business. We are delighted to be part of these awards. Congratulations to all short-listed companies and category winners on their achievements this evening.

Genesys is the leader in omnichannel customer experience and contact centre solutions in the cloud and on-premises. The Genesys customer experience platform powers optimal customer journeys consistently across all touchpoints, channels and interactions to turn customers into brand advocates. Genesys is trusted by over 4,500 customers in 80 countries to orchestrate more than 100 million digital and voice interactions each day. [www.genesys.com/uk](http://www.genesys.com/uk)

GEMA Consulting is the Genesys partner in Ireland. The team has extensive experience and a proven track record of successfully guiding companies through strategic business transformation programmes. [www.gema.ie](http://www.gema.ie)



# 1. BEST TRAINING & DEVELOPMENT PROGRAMME

Category Sponsor



## Shortlisted 2015

Bank of Ireland	Laya Healthcare
Blizzard Entertainment	New Ireland Assurance
Dell	Paddy Power
eBay	Phonewatch
KBC	sanef its

## WINNER

**Blizzard Entertainment**

Blizzard Entertainment was faced with a significant increase in subscribers as a result of an expansion to a product line which would almost double the existing subscriber base. In order to support this expansion, a training programme was designed to support 1,200 customer support agents globally so they could become familiar with a large amount of new content within a short time frame.

Significant time was invested into the research and planning which produced a very comprehensive approach to the design phase of the training programme. This included "hands on" input from multiple teams, departments and stakeholders across the business. The results showed clear evidence that the training contributed to improvements in key businesses metrics between teams that had undergone training and those who had not.

In awarding Blizzard Entertainment with the award for Best Training & Development Programme 2015, the judges noted the systematic approach to design and the level of creativity and innovation displayed when faced with a significant business challenge. In addition, the judges were particularly impressed with the numerous follow through initiatives in place to reinforce the training. This is an excellent training programme, one that embodies all the necessary ingredients to facilitate effective learning and drive business outcomes.

## HIGHLY COMMENDED

**Paddy Power**

The judges wish to highly commend Paddy Power for a creative, engaging and fun training programme, Stop, Go! Paddy Power's approach to development and training in 2015 was to refocus, innovate and collaborate. It was obvious that the ambition of the Stop, Go! programme was not only to deliver direct business benefits but also provide career development opportunities for customer service employees, both goals achieved with great success through the design and implementation of this programme.

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## 2. BEST SALES CAMPAIGN

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### Shortlisted 2015

National Pen	The AA
permanent tsb Open24	Three
SouthWestern	Vhi Healthcare

### WINNER

Vhi Healthcare

1st May 2015 represented a milestone in the Irish private health insurance market with the introduction of Lifetime Community Rating (LCR). After this date, any person aged 35 or over purchasing a policy for the first time would incur additional premium loadings.

In anticipation of particularly high consumer demand in the month of April 2015, Vhi Healthcare planned an aggressive LCR sales campaign, involving the Marketing, Product & Business Development departments and the Contact Centre.

The Contact Centre played a key role in this campaign responding to calls driven by above the line, online and social media marketing. Emphasis was placed on having conversations that ensured new customers were given product recommendations suitable for their needs rather than opting for a lower benefit product simply to meet the LCR deadline.

150 additional staff were upskilled to support the inbound and outbound campaigns while ensuring service levels were maintained. Incentives implemented following a series of staff focus groups created a fun team working environment during the busy campaign period and gave the additional coverage required by allowing teams to take extra annual leave once it was over.

Almost two-thirds of the total campaign sales were achieved via the telephony channel, with conversion rates exceeding target by almost ten percentage points. Congratulations to Vhi Healthcare on recognising the power of the Contact Centre as a cost effective and high performance sales channel.

### HIGHLY COMMENDED

permanent tsb Open24

permanent tsb Open24 is highly commended in this category due to the success of their innovate car finance campaign which led to an increase in car loan business 'year on year' of over 255% and a significant number of new account openings whilst achieving a phenomenal NPS outperforming industry benchmarks. A new 'end to end' process was developed and implemented which delivered 'car loan approval' in just 3 hours. Technology was used in an innovative way to provide customers with a car loan repayment calculator and a free online car history check. The judges would like to congratulate permanent tsb Open24 and wish them continued success in exceeding their sales targets.

### 3. BEST USE OF TECHNOLOGY

Category Sponsor



#### Shortlisted 2015

Bank of Ireland	National Pen
Blizzard Entertainment	Paddy Power
FEXCO	Three
Laya Healthcare	Yahoo

## WINNER

Blizzard Entertainment

The accolade for Best Use of Technology is awarded to the business that best demonstrates how it has applied technology to improve business performance and the customer experience.

The Blizzard Entertainment Customer Support Centre provides multi-lingual customer support to players of Blizzard Entertainment computer games all over the world. Their Cork site has 28 different nationalities from 3 different continents handling in-game and service issues supporting several million subscribers globally.

Due to significant growth in customer volumes and new product launches the support team was faced with the challenge of managing increased customer interaction volumes via multiple but discrete channels.

The judges were highly impressed at the singular focus of the Blizzard Entertainment support team on introducing a truly integrated customer-centric support solution. Their technology solution ensures that 100% of player contacts now come through their omni-channel My Support Site.

The MySupport Site integrates live chat via the Blizzard website, provides a customer call back option and combines the in-game channel all via a central My Support web portal. The portal provides the team with a single overview of all customer contacts and history which in turn enables customer feedback measurement and enhances the quality of customer engagement.

The technology solution deployed is cost effective and scalable. The solution has clearly enhanced the customer experience by enabling seamless omni-channel customer self-service, call back escalation and one time authentication for users. Clear business benefits have been realised by the application of this technology. These include a significant reduction in the cost to serve as well as improved productivity and efficiencies derived from enhanced resource planning and forecasting.

The approach adopted by the Customer Support Centre to implement the technology was both pragmatic and comprehensive. The team displayed great tenacity and an unwavering commitment to improving the customer experience.

The Judges congratulate the Blizzard Entertainment team and look forward to seeing future enhancements to this technology.

## 4. BEST USE OF SOCIAL MEDIA

Category Sponsor



### Shortlisted 2015

AIB	Three
Blizzard Entertainment	Sky Ireland
Eir	

### WINNER

AIB

This year, the social media category was overhauled to reflect that this is no longer a "new" communications channel for customer service. Just as this medium has matured, the revised category seeks to recognise a company that has fully integrated social media within the contact centre and the wider organisation.

For the third year running, AIB have demonstrated that their social media offering is a clear differentiator in positioning the bank as a top customer service provider. In this year's winning submission, they describe how their Social strategy captures business intelligence which helps foster customer advocacy while ultimately creating value for the business. In particular, the judges were impressed by AIB Lab's "co creation" process where customer feedback helped shape product releases - like the "Quick Balance" feature on the banking app - and how online customer feedback influenced social content like "10 most asked questions", an initiative which deflected calls from the contact centre.

A challenge encountered by many organisations and particularly for a bank trading "sensitive personal information" is how to encourage customers to embrace new communication channels like social media. AIB tackled this challenge head on and leveraged on-line and offline methods including digital advertising, in-branch TV, ATM machines and adding "sign-posts" to call messages. They also created a social portal SocialAIB.ie as a single one-stop-shop for all social communications.

It was evident from the submission that AIB places significant value on integrating their social media function within the wider organisation as evidenced by the introduction of learning sessions that are mandatory from the CEO down.

The judges would like to commend AIB on the clear connection between strategy, performance, innovation, quality and ultimate value to the business making them a deserving winner of the 2015 award.

### HIGHLY COMMENDED

Blizzard Entertainment

The Judges were unanimous in their decision to highly commend Blizzard Entertainment. Their social media strategy is about one-to-many communication and this is evidenced by their ability to notify their significant online community of a known support issue in eight languages within a 15 minute period. For many companies, it can be a challenge to calculate how adoption of social media in their organisations has delivered a return on Investment. Blizzard Entertainment have clearly demonstrated this based on actual call deflection rates, which has been the catalyst for a number of Self Service projects, empowering their customer players to "self-resolve" issues to produce further cost savings.



## 5. CREDIT MANAGEMENT TEAM OF THE YEAR

Category Sponsor



### Shortlisted 2015

Cabot Financial	SouthWestern
National Pen	

## WINNER

SouthWestern

SouthWestern demonstrated how customer experience remains a key priority when dealing with the challenging topic of credit management for its client Vodafone. The initiatives put in place throughout the year to optimise the collections methodologies demonstrate a commitment to continually improve the experience for customers while reflecting the ethos of its client, Vodafone.

The performance and results achieved over the last 12 months showed significant improvements in both credit management metrics and customer experience measures.

The judges particularly noted SouthWestern's use of technology in both the collections process and at key points in the customer journey. In addition, a creative and innovative approach to staff development stood out as multiple tools and techniques were applied to engage staff on an ongoing basis.

SouthWestern is a worthy winner of the accolade Credit Management Team of the Year by achieving a balance between delivering business results and a positive customer experience.

## 6. TEAM OF THE YEAR

Category Sponsor



### Shortlisted 2015

Abtran & Aviva - Customer Care & Sales Team	Phonewatch - Telesales Team
Abtran & RSA - NDLS Team	Teleflex - IT Service Support Team
AvantCard - Fraud Team	Ulster Bank - Carlsberg Team
KBC - Current Account Team	Virgin Media - Chat Team
permanent tsb Open24 - Switch Centre Team	Vodafone - Customer Advocacy Team

## WINNER

permanent tsb Open24  
Switch Centre Team

The Switch Centre team in the permanent tsb Open24 Contact Centre came together in 2013 with the sole aim of making it simple and easy for customers to make the move to permanent tsb bank. In their drive to achieve this aim, this team of "Switch Buddies" has gone beyond the switch process as laid out in the Central Bank of Ireland Code of Conduct to create one that is with customers before, during and after their switch. Providing a high quality service that exceeds all targets and acting swiftly on customer feedback, they have achieved the highest customer satisfaction rating amongst all the teams in the contact centre.

This team recognises that improving performance is critical to their ability to deliver a high quality service. Their own internal development programme - permanent tsb Open24 Switch Centre PathWay - is designed to unlock the potential of team members along with a range of talent development, coaching and training initiatives. The impact of this focus on the people is reflected in the team having the highest satisfaction rating in the contact centre's most recent staff survey.

The Switch Centre team's influence is felt beyond the contact centre. Nationwide visits by Switch Buddies have led to a Switch Buddy being assigned to each branch. Working with branches and the Sales Contact Centre ensures the team provides a seamless switching experience for the customer. The team adds to the bank's bottom line by delivering better quality accounts and is a key element of the bank's overall acquisition strategy for Current Accounts.

In presenting the Team of the Year award to the permanent tsb Open24 Switch Centre team, the judges recognise the significant contribution this team has made to their organisation through excellent team work, focus on quality and innovation and their passion for improving performance to make the switching process for customers as simple and hassle free as possible.

## 7. SUPPORT TEAM OF THE YEAR

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**The Sunday Business Post**

### Shortlisted 2015

Blizzard Entertainment - Voice of the Player Team	Teleflex - Human Resources Team
Dhl Express - Business Support Team	Three - Transformation Team
EA Ireland - WWCE Quality Team	Ulster Bank - Resource & Planning Team
permanent tsb Open24 - Operational Excellence Team	WiPro - Quality Team
Sun - Life Service Desk Knowledge Management Team	

## WINNER

permanent tsb Open24  
Operational Excellence Team

permanent tsb's Open24, Operational Excellence team has been unanimously chosen as the winners of the award for Support Team of the Year. This team is responsible for a range of support functions, to include: Quality Assurance and Control, Resource Planning and Analysis and Projects and Planning in the Open24 Customer Support Centre. The centre provides telephone and digital support for sales and customer service to the permanent tsb customer base.

This is a team that generates quantifiable value to the centre by successfully delivering a range of improvements to the business, including: a telephony redesign, resulting in a 50% reduction in time to connect to an agent; an enhanced MI and reporting framework which earned an 87% satisfaction rating from Team Leaders. Impressively, the team enabled a 25% increase in sales conversion rate and a reduction of 40% in time taken to open an account through the pre-population of application forms, improvement in CRM and generation of a Single Customer View.

It is clear that the team's modus operandi is underpinned by a set of values and standards designed to ensure operational excellence, robust leadership and an outstanding experience for permanent tsb Open24 customers.

The judges would like to congratulate the Open24 Operational Excellence team on their achievements, specifically their approach to driving change and innovation to support their colleagues in delivering an excellent customer experience.

## HIGHLY COMMENDED

Sun Life Service Desk  
Knowledge Management Team

The judges would like to highly commend the Sun Life Service Desk Knowledge Management Team. This small team punches way above its size providing outstanding knowledge management support to their customer-facing colleagues as well as project management teams across the globe. The team's palpable passion for excellence has had a direct positive impact on customer satisfaction, first call resolution and reduced overall duplication of time and effort across the organisation. Their deployment of best practice knowledge centred support methodology and relentless focus on innovation in this area is to be particularly commended.

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## 8. OUTSOURCE PARTNERSHIP OF THE YEAR

Category Sponsor



### Shortlisted 2015

Arise & Vodafone

Tech Mahindra & Three

SouthWestern & Iarnród Éireann

Voxpro & Airbnb

### WINNER

Voxpro & Airbnb

In awarding Voxpro and Airbnb the commendable winners of this category, the judges wish to congratulate both companies on their indisputable authentic approach to strategic partnership.

Particular to this relationship is how quickly it evolved to a partnership model, characterised by high levels of trust and performance. The relationship originally began mid 2014 with Voxpro handling basic level queries. Within 6 months, as a result of the trust built on the back of unprecedented results, the operation was expanded to handle more sensitive and complex queries. The operation evolved further when some months later, Airbnb for the first time ever outsourced their most sensitive support, Trust and Safety. This involves Fraud Analysis, Money Laundering, Monitoring and Transactional Audits. And the Partnership continues to evolve with Voxpro deepening their service delivery model by taking on more and more responsibility. Despite the caseload increasing by 600% and headcount increasing by 159% to 388 staff, customer experience has been paramount with impressive consistent Net Promoter Scores throughout.

The value and role of people are very much at the heart of this partnership. Strong emphasis on staff training, development and engagement is evident. Both companies are driven to create and sustain a culture of engagement, one where staff across all roles and functions experience an absorbing and meaningful relationship with their work and their contribution really matters. This is an environment where staff are motivated, enabled and energised, reflected in their unconditional commitment to their customers.

This partnership is one based on collaboration, transparency and team work, underpinned by a shared vision of the future, cultural alignment and celebration. It is a partnership of equals with both organisations sharing the efforts, investments, pain and celebration in their pursuit of delivering exemplarily customer service.

### HIGHLY COMMENDED

Arise & Vodafone

The judges deem Arise and Vodafone as deserving of a special commendation for the excellent submission in this category. The continued focus on performance improvement has resulted in significant efficiency advancements and historic high results in industry benchmark Net Promoter Scores. A trusted partnership underpinned by a can-do pragmatic approach has delivered a sustainable partnership model with mutually beneficial outcomes to both organisations.

## 9. BEST CUSTOMER SERVICE DELIVERY

Category Sponsor



### Shortlisted 2015

AIB Direct Business Team

Rational Group

Blizzard Entertainment

Vhi Healthcare

Dell TAM

Yahoo

New Ireland Assurance

## WINNER

Blizzard Entertainment

The judges are delighted to announce Blizzard Entertainment as the deserving winner of this highly prestigious award Best Customer Service Delivery 2015. Blizzard Entertainment is a premier game developer and publisher known for epic well-designed games, in particular its Warcraft, Diablo, and StarCraft series. A truly customer centric organisation that welcomes and values creativity and innovation in their pursuit of excellence, they have clearly demonstrated that they live up to their customer service mission of "creating the most epic customer service experiences".

The company operates within a fast moving, dynamic and ambitious environment, where player loyalty is paramount to success. Ambitious targets for first contact resolution and customer satisfaction have been consistently met and the commitment to further improve customer experience is very much part of the DNA of this operation. Player feedback is captured and analysed, incorporating insights into everyday decisions. Central to their modus operandi of player feedback is their Voice of the Player team who act as internal advocates for their players. Collating and analysing player feedback, the Voice of the Player Team act as the main interface with the development teams that design, develop and update games, ensuring that any changes to games are made with the player's feedback in mind.

This company applies technology in a way that enhances the customer experience. Clever adoption of self serve technologies, online forums and social media has resulted in more efficient and more effortless player experiences.

This operation has a highly engaged team, one that is committed to delivering outstanding customer service. This team live and breathe the brand values of Blizzard Entertainment, reflected in their everyday dealings with players and colleagues alike. Staff are empowered to build engagement with players and to surprise and delight them by offering free in-gaming rewards or other gifts where appropriate. Strong emphasis is put on actively encouraging staff to provide feedback, identifying issues and/or areas for improvement to improve processes and performance. 'Employee pride and satisfaction' in what gets done and how it gets done is a central theme throughout.

In recognising Blizzard Entertainment as the winner of this category, the judges would like to congratulate them on their systematic approach to listening to and learning from customers, their inclusive approach to staff and their clever adoption of technology in their quest for service excellence. This company has raised the benchmark for customer service delivery in a radical and innovative way!

## HIGHLY COMMENDED

AIB Direct Business Team

The judges commend AIB Direct Business Team for truly understanding the needs of their business customers by providing a flexible, accessible and bespoke customer service delivery model. From a customer point of view, the increased accessibility through to the speed of turnaround on loan applications to the advancement of digital channels has resulted in an offering tailored to the unique and varied needs of the business customer. To ensure the advisors build a relationship with customers, training is well developed, including site visits to farms and the hosting of agri clinics, resulting in an excellent customer experience. The customer satisfaction results and testimonials are proof in itself of the value of this strategy and its positive impact on the business overall.

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# 10. INDUSTRY PROFESSIONAL OF THE YEAR – CUSTOMER SERVICE AGENT

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## Shortlisted 2015

Julia Barckmann - Yahoo	Brian Murphy - RCI
Andy Collings - SSE Airtricity	Bernadette O'Brien - Virgin Media
Greg Dowling - Phonewatch	Michal Pawlik - EA Ireland
Sarah Higgins - AIB	Sarah Quin - Arise
Helen McDermott - Three	Michael Stahmer - Blizzard Entertainment
Mark Munnelly - Paddy Power	Darren White - Sun Life

## WINNER

Brian Murphy - RCI

Brian Murphy joined RCI in 1988 and began his career in the French member services team. Throughout his 17 year career with RCI he has been an outstanding customer care associate, demonstrating high standards throughout. Brian is responsible for member satisfaction and retention through problem resolution, working with clients, business partners and affiliates across the globe.

It is evident that Brian has a genuine interest in people and a drive to do everything he can to solve problems and create solutions. Brian's ability to provide exemplary customer service has led him to taking on additional responsibilities, including coaching and training; this ensures that his colleagues and RCI members benefit from his knowledge, skill and experience.

He has actively contributed to several initiatives which have improved team performance including a review of company scripting, the output of which has been rolled out across the entire contact centre. He is a valued team member and is well respected by his colleagues for his "can do" approach and professionalism.

Outside of the office and not surprisingly given the sector he works in, Brian is a keen traveller and has had the opportunity to visit many countries around the world.

The judges are delighted to name Brian Industry Professional of the Year – Customer Service Agent and wish him continued success in the customer services industry.

## 10. INDUSTRY PROFESSIONAL OF THE YEAR - CUSTOMER SERVICE AGENT (CONT'D)

Category Sponsor



### HIGHLY COMMENDED

Mark Munnelly - Paddy Power  
Sarah Quin - Arise

#### Mark Munnelly - Paddy Power

Working with Paddy Power for over 3 years, Mark is considered one of the most invaluable agents on the customer support floor. A team player with great people skills and an ability to work on his own initiative, Mark has taken on additional responsibilities including mentoring new and existing agents. A keen footballer with a Masters Degree in Sports Management the judges know he is "one to watch" on and off the field and we wish him a long and successful career.

#### Sarah Quin - Arise

Sarah is a key member of the Arise team supporting Vodafone's SME customers for the movement of fixed services. Since joining the team 18 months ago Sarah has worked diligently to streamline processes and has become a key point of contact for clients. Showing great initiative and drive, Sarah constantly seeks to deliver an excellent customer experience. A highly respected team player, Sarah also captains her local ladies rugby team; we wish her continued success in her role.

## 11. INDUSTRY PROFESSIONAL OF THE YEAR - COACH

Category Sponsor



### Shortlisted 2015

Stacy Franklin - Virgin Media

Alex Hall - SSE Airtricity

Orla Gleeson - Laya Healthcare

Louise Willemse - Dell

## WINNER

Orla Gleeson - Laya Healthcare

A new category introduced in 2015, the award for Industry Professional of the Year - Coach specifically recognises the vital role that coaches play in supporting and enabling their colleagues to realise their full potential and to deliver exemplary customer service.

We are delighted to announce that Orla Gleeson is awarded the deserving title for this the inaugural award of Industry Professional of the Year - Coach.

Before moving into her current full time role as Customer Service Coach with Laya Healthcare in 2011, Orla moved through the ranks and excelled in a range of sales, service and retention roles within the customer service area. Since her appointment to a dedicated coaching role, Orla has successfully developed and now oversees a structured coaching programme for the entire Laya customer service team.

Orla was instrumental in implementing the GROW coaching model which is now standard across the wider customer service team. More recently she worked with external specialists to develop and deliver bespoke customer retention training aligned to the Laya Healthcare business strategy. She was responsible for the business case that resulted in the implementation in 2015 of ScoreBuddy, a tool designed to further create additional capacity for team coaching.

Orla keeps herself up to date with both wider industry and coaching-specific qualifications. She proactively seeks out best practice by reaching out and sharing with others in the industry. She is an experienced coaching professional, passionate about customer service and helps colleagues to go the extra mile and realise their potential.

The judges would like to warmly congratulate Orla and wish her continued success in her career.



## 12. INDUSTRY PROFESSIONAL OF THE YEAR - TEAM LEADER

Category Sponsor

plantronics®

### Shortlisted 2015

Patrick Crowley - Abtran	Terry McCaul - Three
Nicola Fusco - AIB	Emma O'Sullivan - sanef its
Aine Kirby - Three	Daryll Rowe - Virgin Media
Orla Lenihan - Northern Trust	Natalia Sokol - Ryanair
James Mahon - Paddy Power	Frances Walsh - AIB

The extremely high calibre of nominees in this category bears testimony to the enormous contribution being made by individuals to the all-important Team Leader role across the contact centre/shared services industry.

## WINNER

Frances Walsh - AIB

After a career in the Civil Service, followed by a number of years running her own business, Frances joined AIB Direct Service team in 2007. She quickly worked her way up to Team Leader and today she leads a team of 11 Advisors on the AIB Direct Sales team.

Frances' true passion is creating positive customer experiences. She is tireless in her focus on 'Customer First' and takes every opportunity to share success stories and drive innovation. In the last 12 months she successfully developed a toolkit for her team to help turn potentially negative or difficult customer situations into positive customer experiences.

Frances' colleagues describe her as an inspirational leader with an 'infectious' positive and customer focus behaviour. She has the ability to instil a mind-set of responsibility, accountability and capability, striking the careful balance between supporting and challenging her team.

Her success lies in her ability to get to know her team members very quickly. She finds the 'spark', ignites it within each of her team members, ensuring she has 'the right person, doing the right job'. This is reflected in her team's performance, consistently exceeding challenging targets in terms of quality, efficiency and customer experience.

Since joining AIB Frances has proactively managed her career through education and mentoring whilst maintaining a healthy work and life balance. We wish her continued success on this journey.

The judges were unanimous in their choice of Frances as Industry Professional of the Year - Team Leader 2015. She can now add this prestigious industry award to an already long list of leadership accolades she has received within AIB.

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## 12. INDUSTRY PROFESSIONAL OF THE YEAR - TEAM LEADER (CONT'D)

Category Sponsor

plantronics®

### HIGHLY COMMENDED

Aine Kirby - Three  
Terry McCaul - Three

The judges would like to highly commend two nominees in this category who have both achieved operational performance and people management excellence in an environment characterised by significant change for their respective teams.

#### Aine Kirby - Three Consumer Care

Having started her career as a Customer Care Frontline Agent in 2005, Aine is today a top performing team leader in the Three Consumer Care team and sets the bar for performance management, coaching and team development. She successfully worked with Three's offshore partners in India in developing important business process changes. The judges were impressed by her clear commitment to seeing her individual team members develop, shine and progress in their own careers

#### Terry McCaul - Three Technical Service Desk

Terry leads a 19-strong team that supports Three's high value business customers. Her leadership and positive energy are central to the team's overall success. Terry stands out for a number of reasons, including: ability to manage detail, organisational capability, focus on the customer and professionalism when dealing with both internal stakeholders and external customers. Her ability to establish new processes and her focus on supporting her team through training and knowledge transfer were especially noted by the judging panel.

## 13. INDUSTRY PROFESSIONAL OF THE YEAR - MANAGER

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### Shortlisted 2015

Sheila Desmond - SouthWestern

Ronan O'Neill - Three

Dara Kiernan - Cabot Financial

## WINNER

Ronan O'Neill - Three

The celebrated prize for leadership Excellence within our industry - "Industry Professional of the Year" is awarded to Ronan O'Neill of Three.

As Head of Customer Care, Ronan is responsible for the service experience of almost 2 million customers across three operations, in Waterford, Limerick and Mumbai. He successfully oversaw one of the most complex acquisition mergers, taking the integrated Three and O2 service functions from concept to reality by consolidating six centres into three and maintaining service levels and customer satisfaction throughout.

Ronan is a visionary and strategic leader with an energetic and inclusive style. An expert in stakeholder management and collaborative working, he focuses not only on mobilising his own team to deliver but works effectively with the wider business teams to affect change and improvements.

An excellent communicator and a strong influencer, Ronan is clear about what he wants, leading others on the journey with him. He has exceeded performance expectations against objectives and has ambitious plans ahead to create a ground breaking, best in class operation, supported by an innovative and forward thinking digital vision and strategy.

The judges were unanimous in naming Ronan as the winner of this prestigious award, noting what a truly authentic and inspiring leader he is; possessing strong communication, relationship and planning skills supported by passion, enthusiasm and thought leadership in his pursuit of excellence.

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## 14. SHARED SERVICES CENTRE OF THE YEAR

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IRISH CUSTOMER CONTACT & SHARED SERVICES AWARDS  
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PEOPLE PROMOTING EXCELLENCE

### Shortlisted 2015

Eli Lilly

PeoplePoint NSSO, DPER

## WINNER

PeoplePoint NSSO, DPER

The establishment of Shared Services Centres (SSC) in a number of areas is a core part of Government reform plans to restructure and modernise how the Irish Public Service does business.

The Human Resources (HR) Shared Services Centre known as PeoplePoint, located in Clonskeagh, Dublin was the first of a number of such centres to be established. PeoplePoint is the unanimous choice of this year's judging panel for the Shared Services Centre of the Year award 2015.

Since March 2013, PeoplePoint is the first point of contact for HR and Pension related queries and requests and today serves 31 Public Service Bodies (PSB's) representing 26,500 customers.

The establishment of a HR Shared Services Centre meant surmounting a number of major challenges including a lack of standardised HR approaches, data integrity issues and organisational complexity. The initial transition from a locally-provided service to a shared service environment required significant process redesign and the implementation of new contact centre technologies (including the deployment of HR self-service functionality). Staff training and change management were equally critical to the new centre's success.

Today the Shared Services Centre provides Tier 1 and Tier 2 support, has specialist HR support teams as well as project and change management teams. In 2015 PeoplePoint introduced its Customer Charter with a promise to customers to make service provision 'quicker, easier and better'. Strong governance and metrics are in evidence to support the implementation of this Charter and the commitment to fostering a culture of "right first time every time".

PeoplePoint is also providing public bodies with HR analytics and reporting to drive efficiencies across the wider Civil Service allowing inter-departmental HR offices to focus on workforce planning, absence management, performance management and strategic HR. PeoplePoint is also helping to drive HR policy standardisation leading to a reduction in 'local interpretation' of existing HR policies.

The Judges congratulate the PeoplePoint leadership and teams on their work to date in demonstrating the value of the shared service model. They have embraced new tools and technology and are deploying best practice customer service methodologies. This is resulting in lower cost for citizens and ultimately achieving better public sector value. The centre is setting standards for service delivery and customer support and is seeking to become a showcase within the public sector.

## 15. BEST TECHNICAL SUPPORT CENTRE

Category Sponsor



### Shortlisted 2015

Arise	Three
Sun Life	

### WINNER

Sun Life

Sun Life Financial Service Desk, located in Waterford, commenced operations in April 1999 providing critical 24/7 support to over 16,000 Sun Life Financial employees in the United States and Canada, growing to support Indian and Asian offices. The Service Desk is made up of 72 dedicated IT professionals handling approximately 400,000 contacts a year. The Service Desk operates in English and French and troubleshoots problems for over 4,000 Applications (250+ Critical Applications). Problems can range from simple access requests or password changes to complex network incidents.

Sun Life was the winner of this category in 2014 as a result of their innovative business approach and the number and quality of improvement initiatives successfully implemented during the previous 12 months. The judges are delighted to award Sun Life the winner of this category again in 2015 and would like to commend the Sun Life Service Desk on their continued success in outperforming industry benchmarks in both their Net Promoter and Customer Efforts Scores

Notably, the judges were impressed with the 'Brighter Way' program. A programme that actively builds the capability of employees as problem solvers and leaders as coaches. It also instils a customer-focused, continuous improvement mind-set across all levels of employees. This programme, grounded on Lean principles places the customer at the heart of everything they do. We wish Sun Life continued success as they grow their Waterford based operation.

### HIGHLY COMMENDED

Arise

The judges would like to highly commend the Arise Technical Support Team. The team presented demonstrable evidence of continued over achievement of key performance indicators during the measurement period. The judges were particularly impressed with their approach to measuring and driving improvements in Net Agent Score (NAS). The clear alignment of NAS and employee engagement to their customer experience strategy was excellent, resulting in the team achieving the number one position in Europe for fixed line telecoms NPS. The judges were further impressed by the significant reduction in their propensity to call metric. We wish the team continued success.

## 16. CUSTOMER CONTACT CENTRE OF THE YEAR - SMALL

Category Sponsor

**Tech  
Mahindra**

### Shortlisted 2015

HEINEKEN Ireland	RaboDirect
Musgrave Retailer Service Centre	Ryanair
Northern Trust	Yahoo

### WINNER

Yahoo

We are delighted to announce Yahoo as the inaugural winners of the Customer Contact Centre of the Year – Small award. Their success in delivering first class customer experience through their focus on resolution rate, CSAT, quality and personalised experiences is applauded by the judging panel.

The Yahoo team based in Ireland provide multi-lingual technical support in six languages to customers in 15 countries whilst also ensuring that 'user generated' content on Yahoo sites is relevant and appropriate.

In a short period of time, the Irish centre has established itself as the best Yahoo Customer Experience site out of six global centres. This operation excels at employee engagement and development and as a result experience very low attrition and absenteeism rates. They have deployed technology effectively to improve productivity and resolution rates, including the use of 'virtual agents.' The contact centre is an integral part of the organisation and feedback is shared with the product and engineering teams to enable product enhancements and improvements to service.

The judges would like to congratulate the Yahoo team for establishing a highly effective operation in Dublin and wish the team continued success in striving to deliver great customer experience.

### HIGHLY COMMENDED

RaboDirect

RaboDirect is highly commended in this category due to their relentless focus on providing a consistently high level of customer service. Their success in delivering sector leading customer experience is reflected in their achievement of an NPS score which exceeds the average for the Irish financial services sector multiple times. The judges were particularly impressed by their use of technology and the culture of continuous improvement which has led to the provision of a 360° customer view to the contact centre and a single Digipass for customers to access all accounts.

## 17. CUSTOMER CONTACT CENTRE OF THE YEAR - MEDIUM

Category Sponsor

NOBLE SYSTEMS

### Shortlisted 2015

New Ireland Assurance	Sun Life
RCI	Vhi Healthcare
SSE Airtricity	

## WINNER

RCI

In awarding Resort Condominium International (RCI) the accolade Customer Contact Centre of the Year – Medium the judges wish to recognise the exemplary customer service which this organisation provides to its customers. RCI primarily provides a holiday exchange service to timeshare owners who are RCI members. RCI pioneered the concept of holiday exchange in 1974 offering timeshare owners increased flexibility and versatility with their holiday ownership experience, the majority of RCI's European member base is serviced from their Cork office.

RCI operate in a very competitive market and despite the challenges they have achieved very significant results from improvement initiatives in the last 12 months, including the SLA on Finance queries doubling and an empowerment project allowing front line staff to make critical decisions which have resulted in improved first contact resolution.

The business has been positively impacted by a 25% reduction in complaints and 10% increase in website transactions and the empowerment project has resulted in greater staff engagement. RCI believe that "people make the difference", the employee referral programme encourages employees to be advocates of RCI supported by a very robust staff retention programme which has clearly paid off. Overall RCI is a contact centre which is operating seamlessly front to back, resulting in an excellent customer experience and a truly engaging environment for employees.

## HIGHLY COMMENDED

New Ireland Assurance

The judges would like to highly commend New Ireland Assurance. New Ireland was the first Irish owned Life Company established in Ireland and is still the only Irish company in this industry.

Their Commitment Based Management strategy (delivering Customer Promises every time) has led to the emergence of an extraordinary culture of customer obsession. Furthermore, their recent success in being awarded the 2015 overall winner in the annual Professional Insurance Broker Association (PIBA) survey is testament to their service delivery model. The judges also viewed New Ireland's approach to staff engagement 'Sustaining A Winning Mentality' as a key differentiator to their excellent KPI performance. We wish them continued success.

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# 18. CUSTOMER CONTACT CENTRE OF THE YEAR - LARGE

Category Sponsor



## Shortlisted 2015

Blizzard Entertainment	Paddy Power
Dell	Three
National Pen	Ulster Bank

## WINNER

Dell

The prestigious recognition for overall excellence and performance of a large contact centre is awarded to Dell for demonstrating strategic value to their customers, their people and their business. Dell's Enterprise Expert Centre (ECC) based in Cherrywood Dublin, is one of three Global contact centres designed exclusively to support "end to end" Enterprise Solutions. There are over 300 highly trained and certified specialists supporting Server, Storage, Software and Networking technologies.

The customer sits very much at the centre of this operation. Emphasis is placed on listening to, learning from and responding to customers in order to improve and enhance their experiences. The insight gained from customer feedback is used to drive change, make better business decisions and trigger improvement programmes. Evidence of the operation's commitment to customers is demonstrated by the consistently high customer experience scores.

The role of their people is highly valued and recognised here. A strong 'learning culture' exists, one where staff are actively encouraged and supported to take control of their development and progress. With a highly engaged and committed workforce, fully contributing to the success of the organisation, this operation is raising the bar for operational excellence.

The operation's impressive technology strategy revolves around effortless customer support. A broad suite of support tools and technologies have been implemented, driven by customer feedback, specifically designed to make the customers support experience as easy as possible.

It is of no surprise to the judges that this is the second time this operation has been awarded Best Contact Centre and they wish to congratulate them on their relentless approach to performance improvement, their "people centred" environment and their application of technology and processes to drive greater efficiencies and customer experiences.

## HIGHLY COMMENDED

Blizzard Entertainment

The judges wish to highly commend Blizzard for their continued success in further developing and enhancing their operation to deliver operational excellence. The enhancements to their channel strategy, particularly their self-serve applications have been a significant enabler of customer satisfaction and operation efficiency. A vibrant, exciting and forward thinking centre!

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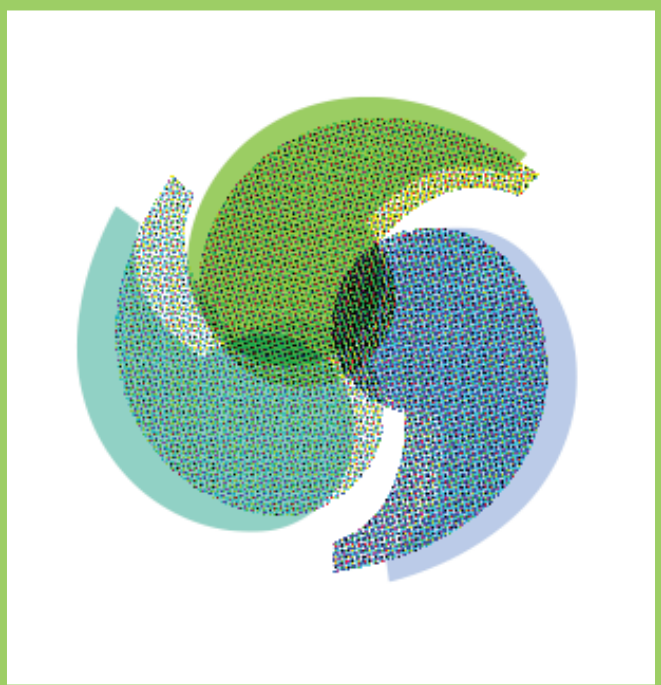
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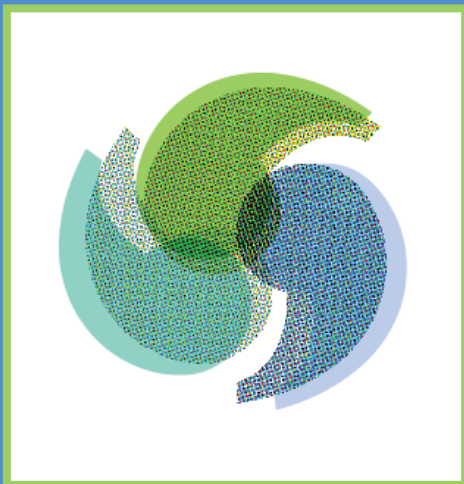
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