

# CCMA

Customer Contact  
Management Association

---

**IRISH CUSTOMER CONTACT  
& SHARED SERVICES AWARDS**

# 2016

PEOPLE PROMOTING EXCELLENCE

supported by



## Book of the Night



Thank you  
to all our sponsors.

2016 Gold Sponsor



The board of the  
CCMA wish to  
sincerely thank each  
individual sponsor  
for their support in  
hosting the 2016 Irish  
Customer Contact  
and Shared Services  
Awards.



2016 Sponsors



HIGH STANDARDS COACHING STRATEGIC OBJECTIVES COMMERCIAL TR  
ORGANISATION PROFESSIONAL BUSINESS CUSTOMER RELATIONSHIPS D  
RESPONSIVENESS ADVICE DEDICATION TRENDS TELEMARKETING CO

# Welcome to the Irish Customer Contact and Shared Services Awards 2016



On behalf of the board of the Customer Contact Management Association (CCMA) Ireland I am delighted to welcome you to our 2016 industry awards. This evening we will recognise excellence and achievement at both individual and organisational level.

It would not be possible to host this event without our sponsors and I would like to acknowledge our deepest thanks to them for their support. I would particularly like to thank our gold sponsors this year Genesys with their partners GEMA Consulting Ireland.

The CCMA is a not for profit association and the board members give their time freely to help support a portfolio of work. I want to express my thanks for their continuing contribution and for giving up their personal time to support the successful progression of CCMA Ireland.

2016 has been a busy year for the CCMA with members taking the opportunity to attend more than 40 networking events and our annual conference in May. One specific initiative undertaken in 2016 was our collaboration with Deloitte on Industry Research. A key finding from the research shows that Ireland's customer contact sector is significant in terms of employment, regional development and providing a platform for participation in multiple industries. Talent in Ireland's customer contact centres are serving customers across the globe and Ireland continues to be an important hub for customer service talent. Our thanks to all those who contributed to this research, providing invaluable industry insight for us all.

I wish to acknowledge all those who invested huge time and effort to submit entries for this year's awards. Many congratulations to the 42 companies who have been shortlisted, each year the standard continues to rise and the judging panel are deeply impressed with the innovative thinking and new initiatives being undertaken by member organisations across the industry. Once again we look forward to meeting and learning valuable insights from this evening's winners at their hosted events throughout 2017.

Each year our judging panel give of their own personal time to take on the challenging task of adjudicating the awards entries. On behalf of the Board of the CCMA I want to express our sincere thanks to our judges and to the chair of our judging panel Yvonne Keaveney and her team for their ongoing support and efforts in this regard.

I especially want to acknowledge Dorothy O'Byrne, Managing Director CCMA Ireland and extend my thanks for her sterling work and the contribution she is making to promote the industry and our association.

On behalf of the board of CCMA Ireland I want to thank all our members for their continued support and we look forward to working collaboratively with you all in the coming year building on the great successes that are very evident across the industry.

Helena Cooney

Chair Person  
CCMA Ireland



**TRAINING DEVELOPMENT CARING POSITIVITY EXCELLENCE SUPPORT  
DIVERSITY MEASUREMENT SHARED SERVICES TECHNOLOGY GROWTH  
COMMUNICATION OUTSOURCING TECHNICAL SUPPORT LISTENING**

## Irish Customer Contact & Shared Services Awards 2016

### A MESSAGE FROM OUR GOLD SPONSORS:

Genesys, in partnership with GEMA Consulting Ireland, is delighted to be the gold sponsor of the Irish Customer Contact & Shared Services Awards 2016. 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. Congratulations to all short-listed companies and category winners on their achievements this evening!

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

[www.genesys.com/uk](http://www.genesys.com/uk)

GEMA Consulting Ireland is delighted to be sponsoring the CCMA Awards for 2016. We congratulate you all on your successes and wish you a wonderful evening tonight and prosperity for the year ahead.



GEMA Consulting is the Genesys partner in Ireland and together we are passionate about delivering quality customer experience solutions for our customers. We are involved across all customer contact points and the solutions we provide enable sustainable, competitive differentiation for our clients. Our approach and expertise are key to enabling clients achieve exceptional customer service and deliver business success.

The GEMA Consulting Team in Ireland has extensive experience and a proven track record of successfully guiding companies through strategic business transformation programmes. We look forward to working with you to achieve your ambitions in 2017.

Congratulations to all winners and nominees of tonight's awards!

[www.gema.ie](http://www.gema.ie)

# 1. BEST TRAINING & DEVELOPMENT PROGRAMME

Category Sponsor



## Shortlisted 2016

Bank of Ireland	PhoneWatch
CarTrawler	Rigney Dolphin
Dell EMC	Sun Life Financial
Friends First	Vhi Healthcare
PayPal	Voxpro

## WINNER

Vhi Healthcare

This year Vhi Healthcare were authorised by the Irish central bank to enter new markets. This saw Vhi achieve one of their strategic objectives – to maximise current diversified offerings and build growth opportunities in the health and protection spaces. This led to the creation of Vhi Life, giving consumers financial protection.

In preparation for entering the Life Insurance market, they designed a comprehensive and very successful training programme. The judges noted the continued focus on keeping their customers to the forefront of their design and implementation efforts. The five phase approach demonstrated their attention to detail and getting it right first time. From the formal attainment of Accredited Life Product Advisor qualifications to the cross selling of life products through all customer channels, they retained a clear focus on a common goal – achieving a decision within committed cycle times.

The judges were very impressed with the level of innovation demonstrated throughout the design, development and execution of the programme. They were particularly impressed with the Life Conversation approach to fact finding. This is an excellent training programme, one that embodies all the necessary ingredients to facilitate effective learning and drive positive business outcomes.

## HIGHLY COMMENDED

PayPal

The judges wish to highly commend PayPal for an engaging and collaborative approach to their New Hire training program. The My Path programme is very impressive in its global reach, its innovative approach to fostering new ideas through a series of hackathons and the level of engagement it inspired in the PayPal workforce. It has over delivered on its core objectives of reducing attrition and immersing new hires in PayPal's culture at an early stage of their journey.

## 2. BEST SALES CAMPAIGN

Category Sponsor

ORACLE

### Shortlisted 2016

Capita Customer Solutions	Sky
eir	Three
National Pen	

### WINNER

Three

The accolade for Best Sales Campaign is awarded to the business that best demonstrates how their contact centre successfully supports cross-channel sales programmes to meet business objectives and delivers return on investment. The Three Sales through Service strategy is a most deserving winner of Best Sales Campaign 2016.

The Judges wish to congratulate Three on their strategic and pragmatic approach to delivering a sustainable sales through service model. The strategy clearly acknowledges the strengths, potential and challenges of different contact channels. As Three customers and businesses embrace self-service and newer channels such as chat and social media, the design of the sales campaign creates sales conversations aligned to the customer experience but also delivering significant return on investment.

Having set out their strategy, Three demonstrated how they have focused on a key set of enablers to drive out the right sales behaviours in their various Care Channel teams without compromising service. The delivery of bespoke Sales training, the introduction of performance management tools and incentives ensured that sales targets were exceeded without sacrificing customer experience. The judges also noted the key role of analytics in supporting sales through service through personalisation and delivering the right offer to the right customer at the right time.

### HIGHLY COMMENDED

eir

The judges would like to highly commend eir for their campaign to launch eir sport. This multi-channel, multi-media campaign produced impressive sales conversion targets for both existing and new customers. The eir customer service centre inbound and outbound sales teams are to be commended for the central role they played in managing and converting significant volumes of incremental calls and driving sales leads to other channels during the campaign.

HIGH STANDARDS COACHING STRATEGIC OBJECTIVES COMMERCIAL TR  
ORGANISATION PROFESSIONAL BUSINESS CUSTOMER RELATIONSHIPS D  
RESPONSIVENESS ADVICE DEDICATION TRENDS TELEMARKETING CO

### 3. BEST USE OF TECHNOLOGY

Category Sponsor



#### Shortlisted 2016

Bank of Ireland

Three

Dell EMC

### WINNER

Bank of Ireland

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.

Bank of Ireland had the challenge to develop a solution to deliver increases in customer self-service through the delivery of proactive customer communications and improving customer experience. This goal had to be achieved via custom integration with core systems and with limited investment.

The solution put forward was a comprehensive mobile messaging platform which included Auto-Response SMS, SMS via IVR, Desktop Agent SMS, and Mobile App notifications. Integral to the solution was both inbound message responses and proactive outbound care.

The judges were impressed with the significant contact reduction that emerged as a result of the implementation. Bank of Ireland clearly demonstrated the positive impact the technology had brought to the business.

The improvements in efficiency and productivity enhanced the customer experience and contributed to a significant improvement evidenced by an increase in NPS. As part of the implementation, key security and data protection challenges were overcome using a technology that authenticates mobile devices by ensuring the mobile phone is in possession of the customer.

The Judges wish to congratulate the Bank of Ireland team for successfully applying a technology platform that delivered clear and significant positive business impact.

### HIGHLY COMMENDED

Three

The judges wish to highly commend Three for its application of a very innovative livechat solution. The technology implementation delivered very ambitious targets deflecting voice calls to self-care and livechat. What stood out for the judges was the very comprehensive phased approach to the rollout which included webchat, mobile-chat, text to chat, retail chat, and business chat. Most importantly the programme has delivered significant efficiencies while providing customers with more choice. It was also clear that the future plans in place for the technology will build upon the success and further enhance the customer experience for Three's customers.

# 4. BEST USE OF SOCIAL MEDIA

Category Sponsor

HCL

## Shortlisted 2016

AIB	eir
Bank of Ireland	Three
EA Ireland	

## WINNER

EA Ireland

This award category seeks to recognise companies that have successfully integrated Social Media in their organisation, not only to enhance and support its customer service delivery, but also to bring about real business benefits as evidenced by the innovative application of these tools within the contact centre and wider organisation.

This year's winner used Social Media to drive their global strategy around a "Customer First" ethos – a significant undertaking considering that EA offer customer service to over 9 million contacts every year! It is evident that there is great synergy between the three customer facing teams, namely Integrated Communications and Customer experience who respond to social media posts on over 70 different branded marketing channels, Social Support who offer direct gaming support to players and the Answers HQ team, a community forum facilitating player to player support.

It is clear that the use of Social Media has contributed significantly to service improvement and innovation, particularly with the implementation of the "Hero Programme" which successfully leverages the experience of "Super Users" within the community to provide downstream support to the user base.

From an ROI perspective the Social Support team, just formed in April 2016, has already delivered a 40% reduction in referrals to phone and chat channels. To put that in perspective, that's handling 150,000 player responses in a 5 month period!

The judges would like to congratulate EA on their innovative implementation that dynamically changes in response to player demand, their cohesive team structure and the demonstration of real business results not only in terms of reduction in cost but also in terms of Player retention and acquisition.

## HIGHLY COMMENDED

AIB

As three times winner of the Social Media category at the Irish Customer Contact and Shared Services awards, AIB now has a very mature Social Media presence within their Customer Service organisation. It is evident however, that their Social offering continues to evolve and they are at the cutting edge of the highly regulated Financial Services industry.

It is clear from their submission that they have very clear goals, objectives and vision that is shared within their cross functional teams. AIB have implemented a very robust content strategy to deliver service improvement and innovation to their customers where customer feedback and requests drives future content planning. The judges would like to highly commend AIB for continuing to excel in this key business activity.

HIGH STANDARDS COACHING STRATEGIC OBJECTIVES COMMERCIAL TR  
ORGANISATION PROFESSIONAL BUSINESS CUSTOMER RELATIONSHIPS D  
RESPONSIVENESS ADVICE DEDICATION TRENDS TELEMARKETING CO



5. CREDIT MANAGEMENT TEAM OF THE YEAR

Category Sponsor



Shortlisted 2016

Accenture & Microsoft	Merlyn
Cabot Financial	National Pen
eir & Arvato Bertelsmann	

WINNER

eir & Arvato Bertelsmann

eir in partnership with Arvato Financial Solutions have been awarded Credit Management Team of the Year in a unanimous decision by the judging panel.

In September 2013, the eir Credit Management Team kick started a significant transformation programme, one that would revitalise, rejuvenate and modernise their collections capabilities. The goal was to deliver a single collections experience to customers whilst driving improved cash flow and reduced debtors for the business. The programme was centred on the establishment of a dedicated Residential Credit Management Team, managed in partnership with eir's strategic collections provider Arvato Financial Solutions.

eir has invested significantly in improving internal processes to drive greater collections effectiveness and flexibility for their customers in a drive to become 'Ireland's Market Leader in credit management services'. To date, the programme has delivered significant financial and efficiency benefits. Consumer debt has greatly decreased, debtor working capital has increased, inbound credit management calls have reduced by 31%, whilst self-service within the IVR has increased by 20% and Right Party Contacts on Outbound have increased by 150%.

Investment in self-service technology and a focus on staff engagement have all served to support a customer centric approach to credit management. The judges would like to commend eir in partnership with Arvato Financial Solutions for demonstrating the role and significant value of the contact centre as an effective channel for credit management activities delivering real commercial benefits to both organisations.

## 6. TEAM OF THE YEAR

Category Sponsor



### Shortlisted 2016

AIB Direct – Customer Financial Planning Team

AvantCard – Backline Customer Assistance Team

Blizzard Entertainment – The Usual Suspects

Capita Customer Solutions – Bord Gais Energy Boiler Service Telesales Team

Cluid Housing- Contact Centre

Dell EMC – Graduate Team

## WINNER

New Ireland Assurance – Client Services Retention Team

New Ireland Assurance's Client Services Retention Team is an integral part of the organisation, dedicated to ensuring that existing customers feel valued and are retained. The company promise to "Take care of you" underpins the daily activities of this highly skilled team of seven qualified life and pensions professionals.

Their commitment to providing a high quality, professional, courteous and efficient service to customers has been recognised as New Ireland Assurance continues to retain it's position as number one broker in Ireland by the Professional Insurance Brokers Association (PIBA) for the last three years.

An engaged and motivated team, the results speak for themselves with the achievement of a First Contact Resolution Rate of 96% in the most recent customer survey and beating their annual revenue target by 16%. A focus on coaching has enabled this multi-skilled team to be at the forefront within the organisation.

New Ireland Assurance has a culture of people development, the "Growing our Own" programme ensures that staff are offered many career development opportunities including, participation in the "Innovation Hub" launched in 2016 to challenge staff to develop ideas to grow the business and to focus on process improvements to enhance the customer experience.

Team of the Year for 2016, the judges wish to congratulate this motivated and customer focussed group of industry professionals.

HIGH STANDARDS COACHING STRATEGIC OBJECTIVES COMMERCIAL TEAM  
ORGANISATION PROFESSIONAL BUSINESS CUSTOMER RELATIONSHIPS DEDICATION  
RESPONSIVENESS ADVICE DEDICATION TRENDS TELEMARKETING COACHING

## 6. TEAM OF THE YEAR CONT'D

### Category Sponsor



### Shortlisted 2016

Laya Healthcare – Multi-Skilled Team

New Ireland Assurance – Client Services Retention Team

PayPal – Team Mulholland

PhoneWatch – Customer Support Team

Sky – Broadband Save Team

Three – Account Managed Service Team

## HIGHLY COMMENDED

AIB Direct – Customer Financial Planning Team

The judges wish to highly commend the AIB Direct Customer Financial Planning Team. A dynamic customer centric specialist team of ten professionals dedicated to providing AIB customers with choice, convenience and innovation when fulfilling their financial needs. This is a team with many talents both within and outside the organisation and it is clear that they are delivering real business benefits and creating strategic value for AIB, we wish them continued success.

## HIGHLY COMMENDED

Sky – Broadband Save Team

The Sky Broadband Save Team was established thanks to the bright idea of a sales advisor. This team of thirteen has been the success story of Sky's Irish operation, achieving retention rates well above industry averages within the first 12 months of operation. The judges wish to congratulate this team on their high performance; their dedication and passion is evident in the customer service that they are delivering.

# 7. SUPPORT TEAM OF THE YEAR

Category Sponsor



## Shortlisted 2016

Bank of Ireland – Mission Control, Centralised Workforce Management Team
Blizzard Entertainment – CS Service Technologies Team
National Pen – Data Analytic & Business Intelligence Team
PayPal – EMEA WFM Team
SSE Airtricity - Domestic Service Support Team
Three - Operations Support Team
Three - Transformation Team

## WINNER

PayPal EMEA WFM Team

PayPal's EMEA, Work Force Management (WFM) 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, including: headcount forecasting, headcount planning, teammate productivity, incident management, acting as customer champions and generating insight to deliver business improvements. It supports a customer services organisation that spans 37 countries, 15 languages and with overall accountability for managing over 1.5 million inbound contacts monthly, comprising both phone and email.

The judges wish to commend in particular the impact and benefits delivered to the business with significant improvements across service levels, average occupancy, cost per contact and NPS over a 12-month period. This success is rooted in having in place a continuous improvement approach aligned to a robust set of KPIs and targets monitored on a daily basis.

The team also delivered key value add initiatives through special projects which included introducing a more tailored IVR experience, changing hours of operation to better service individual markets/regions and championing a system optimisation programme. What also impressed the judges was the way the team operates to reflect the culture of PayPal through staff training, development and engagement.

The judges would like to congratulate the PayPal EMEA WFM team on their achievements; it is obvious from their approach to innovation and their future plans that the team is destined to continue to improve and raise the bar for support teams

## HIGHLY COMMENDED

Blizzard Entertainment CS Service Technologies Team

The judges wish to highly commend Blizzard's Entertainment's CS Service Technologies team for an exceptionally strong awards submission. Their key objective is to develop support tools that will allow agents to interact with customers (players) in a seamless way, while gathering business intelligence which allows Customer Service to continue to optimise exceptional service. What stands out is the proactive nature by which the team introduces highly innovative solutions that cover a very diverse range of agent and customer needs.

## 8.SHARED SERVICES CENTRE OF THE YEAR

Category Sponsor



### Shortlisted 2016

PeoplePoint NSSO, DPER

Sun Life Financial

## WINNER

Sun Life Financial

Sun Life Financial Service Desk, located in Waterford with 86 dedicated IT professionals provides critical 24/7 bi-lingual support across over 4,000 applications. Their vision, to be *"Always available to support your IT needs in a helpful, friendly and knowledgeable way"* is tightly aligned to the company strategy to minimise lost productivity to the businesses that they support.

In 2015, the Shared Services Centre (SSC) initiated a new service orientated road map to enable the service desk to meet customers changing needs and expectations, offering an evolution of its services and capabilities to efficiently interact with users. The results achieved helped to build on the reputation of this SSC as a highly efficient operation with talented resources delivering exceptional customer experience. New roles and responsibilities were assigned to the Irish operation including Corporate Real Estate Management, the adoption of a "Follow the Sun" support model and a new service desk for a newly acquired business, Assurant Employee Benefits (AEB).

The continued implementation of the *"The Brighter Way"* programme based on lean principles, ensures that staff are challenged through participating in projects to eliminate waste in processes and to put the customer at the heart of everything. Significant improvements achieved to date include a 3% improvement in FCR, 11 point increase in NPS and an increase in staff retention as career progression opportunities have expanded.

The judges wish to congratulate the Sun Life Financial team for putting the customer at the heart of their operation and for showcasing their unique skills and experience, creating high value roles with strong career paths for their employees. The Waterford centre is continuing to set the standard for customer support within the Sun Life Financial global organisation and clearly demonstrates the business value that shared services can offer.

## HIGHLY COMMENDED

PeoplePoint NSSO, DPER

The Department of Public Expenditure and Reform Human Resources (HR) and Pensions Shared Services Centre known as PeoplePoint continued to demonstrate the benefits of the Shared Services model over the last 12 months. Winners of this award in 2015 the judges noted that the 320 staff in this shared services centre continue to focus on delivering an effective, reliable and efficient service to their customers. The introduction of an online portal and the launch of a self-service application has contributed to the standardisation and consolidation of administration functions. The judges wish continued success to the team at PeoplePoint as they continue their shared services journey.

TRAINING DEVELOPMENT CARING POSITIVITY EXCELLENCE SUPPORT  
DIVERSITY MEASUREMENT SHARED SERVICES TECHNOLOGY GROWTH  
COMMUNICATION OUTSOURCING TECHNICAL SUPPORT LISTENING

9. OUTSOURCE PARTNERSHIP OF THE YEAR

Category Sponsor



Shortlisted 2016

Arise & Vodafone	Voxpro & Nest
FEXCO & Gas Networks Ireland	

WINNER

Voxpro & Nest

In deciding to award this prestigious accolade to Voxpro and Nest, the judges would like to congratulate both companies on how they have built a true and cohesive partnership based on trust, energy and collaboration.

As a rapidly growing company, Nest wanted a partner that could match their need for innovation and strategic service thinking. Voxpro demonstrated that they had the foresight to invest in the relationship right from the early days, resulting in a strategic wide service offering today. Initially, they were tasked with delivering optimal and cost-effective Tier 1 and Tier 2 email and telephone support solution to Nest's customers. As the relationship progressed they delivered more advanced Tier 3 support services such as Support Engineering, Order Management, Product Quality aka Insights, Content Developers, Quality Program Management and VIP support for Nest Pros. (their reseller network). And earlier this year, further evidence of the advancement of their relationship was the creation by Voxpro of a brand new service centre for Nest in the US west coast.

In particular, the judges were impressed with the degree of transparency and openness shown by Voxpro with regard to service pressures at various times during the relationship. Their relentless approach to proactive process improvement and strategic problem solving has earned them the honour of Nest's Top Global Performer and the only vendor to operate two separate and distinct (albeit fully integrated) support hubs. Not willing to sit still, Voxpro has designed, developed, built and now operate Nest's entire Workforce Management solution across all their vendors, a strong testimony to the level of trust and confidence between the two organisations.

These two companies engage in a collaborative approach to people training and development. Their modus operandi is driven by the mantra "Nest Products powered by Voxpro People". Their strategic collaborative approach to staff learning ensures that continuing professional development by Nest or Voxpro is complementary and avoids duplication. In addition, their mutually integrated career programme has resulted in Nest directly employing Voxpro staff into senior positions within their own internal organisation, further tightening the relationship.

It is evident from this partnership that Voxpro has invested significant time, energy and resources into immersing themselves into the Nest culture, reflected in the aligned behaviours of Voxpro staff to Nest core values; so much so, it is now impossible to differentiate between a Nest and a Voxpro employee when they are all in a room together! The careful work done on the people side was evidently a large part of the ability of this partnership to stay strong and continue to deliver improved service during a period of huge growth in demand and staffing.

Nest and Voxpro have clearly demonstrated best practice in building a strategic and highly effective outsource partnership. Their exciting and innovative accomplishments have earned them deservedly '2016 Outsource Partnership of the Year Award'.

HIGHLY COMMENDED

Arise

In any other year, the submission of Arise and Vodafone would have been a worthy winner of this award. The judges were particularly impressed with the sophistication of the Arise approach to developing the account relationship. From taking the first contract with Vodafone in the depths of the recession, Arise has continually worked to condition some service functions to be moved offshore, and carefully worked with offshore service vendors to maintain service processes and standards that Arise had built. The fact that the Arise executive team had the faith in their team's ability to continually deliver an exceptional service and thereby continue to win new higher value work year by year provides a model for outsourcing into the future.

10. INDUSTRY PROFESSIONAL OF THE YEAR - MANAGER

Category Sponsor



Shortlisted 2016

Annette Hickey – PayPal	Kathy O'Mahony – AIB Direct Banking
Noel O'Brien – Permanent TSB	John Weldon – Sun Life Financial

WINNER

Annette Hickey – PayPal

The celebrated prize for leadership within our industry is awarded to Annette Hickey of PayPal in recognition of her relentless commitment to her people, passion for her customers, transformational style and inspirational leadership. As Customer Solutions Director for EMEA, Annette is responsible for providing service to PayPal's customers in Europe, the Middle East, Africa and North America, via a team of 943 teammates across Dublin, Dundalk and Berlin operations. A seasoned professional within the industry, Annette joined PayPal in 2014, armed with a wealth of valuable experience in customer management, gained from such companies as Vodafone and Eircom (now eir).

Annette is an avid believer in team work and collaboration and is often heard quoting Anthony Jay, *"nobody's perfect – but a team can be."* Her inclusive management style ensures each teammate feels valued, respected and engaged. A champion of inclusion and diversity, Annette recognises the value in involving all teammates' ideas, knowledge, perspectives and styles to drive innovation and maximise business success. Under her direction, her teams have exceeded the challenging targets set, notable the NPS score which has been on an upward trajectory since she took over the reins. The resulting increase in NPS means Annette's team is now acknowledged as PayPal's *'Global Best Practice Model'*.

Annette advocates the power of coaching as a key management tool. She has been instrumental in rolling out PayPal's *'Leadership Effectiveness Programme'* which prescribes that leaders spend an allocated time coaching their teammates. This new leadership model stipulates that Team Leaders spend 80% of their time coaching their staff. By removing their administrative tasks and developing a clear plan to help them generate the best return on coaching investments, Annette has been an impressive role model in driving a successful coaching culture across the organisation. Testament to the value she brings to her staff is reflected in the results of the most recent staff engagement survey where her teammates scored her 100% for *'Clarity and Direction'* and 90% for *'Inspired Leadership'*.

This is a leader who values the unique abilities of her people and encourages their growth and learning in order to enhance their ability to innovate and respond to challenges. In awarding Annette this highly coveted honour, the judges would like to applaud her people-centric mindset, her ability to be flexible and manage change effectively and her absolute commitment to raising the bar for customer experience delivery, all underpinned by a strong vision, acute commercial acumen and utter determination.

11. INDUSTRY PROFESSIONAL  
OF THE YEAR – SUPPORT  
PROFESSIONAL

Category Sponsor



Shortlisted 2016

Brian Caulfield – Permanent TSB	Edel Hartnett, PayPal
Fiona Doran – Sun Life Financial	Niamh McNamara - PeoplePoint
Seamus Gibson - DHL Express Ireland	David Mongey - eir & HCL
Louise Gleeson - Capita Customer Solutions	Brendan Reidy - FEXCO

WINNER

Brian Caulfield –  
Permanent TSB

Following a career change, Brian joined Permanent TSB in 2006 as a customer service advisor, moving on to become the first member of a new Contact Centre Resource Planning Team introduced in 2008. He is currently a Senior Resource Planner and MI Specialist, managing schedules for the contact centre, providing management information reporting and analysis of performance data. He has enabled the delivery of a *"single source of truth"* for the contact centre, the quality of which significantly impacts on the results delivered by this channel.

It is evident that Brian has a unique understanding of the contact centre's business objectives and operational processes and utilises this understanding to develop very effective contact centre activity schedules. He has a very open communication style, proactively engaging with the contact centre management daily and sharing all information with his own team to create outputs which effectively support daily business operations and performance.

In the past 12 months, he has played a key role in the planning and implementing of major change programmes within the contact centre resulting in improvements in a range of operational key performance metrics.

The success of Brian's collaborative approach to his role and customer experience delivery is evidenced in the impressive results of 96% in customer satisfaction and his own personal 360 degree survey 99% satisfaction ratings. He is very well respected by his peers who view him as a Professional, an Expert, a Team Player and a Leader.

In selecting Brian as the Support Professional of the year the judges wish to congratulate him on providing outstanding support to the contact centre across a range of areas which have had a direct positive effect on the customer operation.



## 11. INDUSTRY PROFESSIONAL OF THE YEAR - SUPPORT PROFESSIONAL CONT'D

Category Sponsor



### HIGHLY COMMENDED

Fiona Doran -  
Sun Life Financial

Working as an intermediary between project teams and the Sun Life Financial Service Desk, Fiona has made a valuable contribution to the successful implementation of a number of projects. Through combining her unique system user experience with her project management skills, she supports the effective rollout of projects ensuring minimal impact on the Service Desks' operations.

She is a team player, collaborating with all Sun Life Financial Departments globally and working with operations managers and as a result colleagues proactively reach out to Fiona to seek advice and support.

The judges would like to congratulate Fiona on all her achievements to date and wish her continued success in her role

### HIGHLY COMMENDED

Niamh McNamara -  
PeoplePoint

Niamh is a key member of the PeoplePoint project team which has managed the transition of over 30 standalone operations to a shared services centre. A valued team player who actively mentors colleagues, effectively communicates with customers, she has delivered results and significant value to her team and business.

The next step in her career plan is a move to the National Shared Services Office to share her expertise, it is clear Niamh has a bright future ahead of her and the judges wish her continued success.

12. INDUSTRY PROFESSIONAL OF THE YEAR – TEAM LEADER

Category Sponsor

plantronics®

Shortlisted 2016

David Angus – Blizzard Entertainment	Sylvia Moran - PhoneWatch
Catherine Foley – AvantCard	Krissy Munn - PayPal
Ronan Kearney – Sky	Justin Patterson - AIB Direct Services
Nicola McGrath - Sun Life Financial	Alma Willis - AIB Direct Banking

WINNER

David Angus –  
Blizzard Entertainment

Acting on a opportunity to merge his passion with his career David Angus joined Blizzard Entertainment as a customer service agent in 2008. He quickly demonstrated his abilities, having been nominated and shortlisted previously for the CCMA Industry professional of the year – Customer Service Agent and moving on to a team leader role in 2015, leading a large multilingual and multichannel customer support team.

David takes his inspiration from Bill Belichick, NFL Coach with the New England patriots focusing on taking pride in his role and supporting his team by knowing and guiding each team member to develop and succeed on an individual basis. Evidence of the success of his approach is demonstrated in a recent Employee Opinion Survey where David scored an overall satisfaction rating as a manager of 95.8%.

He has a collaborative approach to teamwork and performance improvement, empowering his team to develop team goals, leading the team to take ownership of and put in place actions to track and achieve their goals. As a result of Davids approach and support the team has made a significant improvement in their key business operational metric results and moved from a mid table ranking to one of the top 3 performing teams across the EU.

David is viewed by his colleagues as a high performer and strong team leader as a result of his constructive, thoughtful and positive way. He has supported his team members to *"change their individual development"*, *"swap their focus"* and *"make me realise my potential"* to unlock their own talents, avail of career development opportunities and progress within Blizzard Entertainment.

In awarding David Team Leader of the Year, the judges would like to congratulate him on his impressive achievements, particularly his approach to supporting and developing his team, resulting in highly motivated and engaged staff, delivering positive customer experiences and business results.

12. INDUSTRY PROFESSIONAL OF THE YEAR – TEAM LEADER CONT'D

Category Sponsor

plantronics®

The judges would like to highly commend two Team Leaders in this category

HIGHLY COMMENDED

Ronan Kearney - Sky

Ronan focuses on teamwork and collaboration to create a winning mentality within his team which has delivered impressive improved results in a range of customer service activities. His mission to improve the customer journey is evidenced by his support of his fellow Team Leaders by adopting a Subject Matter Expert role within the Team Leader population to support the productivity drives and provide guidance and solutions for complex customer journeys.

He has moved on to the next phase of his own personal development, a Sales through Service role and we wish him continued success in his career with Sky.

HIGHLY COMMENDED

Alma Willis -  
AIB Direct Banking

The judges wish to commend Alma for her hands-on approach, utilising her extensive experience and knowledge to build a supportive environment and open relationship with her team, resulting in impressive team performance results across a range of key business objectives.

She has many personal achievements including being voted People Leader of the Month on many occasions, Winning Team Leader of the Year (AIB Direct Banking) and achieving an iConnect score of 4.09.

Alma has future plans in place to continue leading and supporting her team and we wish her every success in her role.

13. INDUSTRY PROFESSIONAL OF THE YEAR – CUSTOMER SERVICE AGENT

Category Sponsor



Shortlisted 2016

Laura Byrne - Three	Louise Murphy - AvantCard
Alan Collins - Sun Life Financial	Louise Murphy - Laya Healthcare
Damien Collins - CarTrawler	Rosemary Norrby - AIB Direct Banking
Darren Cowzer - eir & HCL	Mary O'Connell - PhoneWatch
Tony Doyle - Blizzard Entertainment	Chris Purcell - Arise
Joanne Kealy - Bank of Ireland	Barbara Rajska - Radio Systems Petsafe
Padraic Moran - Sky	Shane Ryan - Permanent TSB

WINNER

Laura Byrne - Three

The judges are delighted to announce Laura Byrne as Customer Service Agent of the Year 2016. Laura started her career with 02/Three just over 9 years ago and during this time she has worked across a range of customer service roles. Today, she is the top performer on the Three Business Optimum team providing care and sales support to new and existing business customers.

She is admired by her team-mates and management alike for her fantastic customer focus. Laura consistently goes above and beyond for customers without losing sight of the business goals. She is a top performer in the Three Sales through Service programme. As a key member of the Close the Loop team Laura calls back customers who have given low NPS scores and she excels at turning these negative customer experiences into positives using her sunny disposition and calm and reassuring manner.

For Laura, going the extra mile is simply the norm. She is a strong team player, always on hand to share her knowledge, expertise and lend support to new members on her team.

When not delivering superb customer experience Laura is to be found on the rugby pitch (on and off) and has played for Munster and her home town Nenagh. Keen to develop her knowledge and skills, she is about to embark on a diploma in business management.

The judges would like to warmly congratulate Laura and wish her continued success in her career in the contact centre industry.

# 13. INDUSTRY PROFESSIONAL OF THE YEAR – CUSTOMER SERVICE AGENT CONT'D

## Category Sponsor



The judges would like to highly commend three nominees in what proved yet again to be a highly competitive category this year.

## HIGHLY COMMENDED

Padraic Moran - Sky

Padraic has been a Service Adviser with Sky since 2014, his first ever contact centre role. Having overcome a range of obstacles in his first year he has gone on to become a first-class agent achieving customer satisfaction scores consistently beyond the team average. He is passionate about getting the right result for the customer. Padraic is as busy and passionate off the phone as he is on the phone. He presents his own sports programme on East Coast radio. He is part of the Ireland Boccia squad and he himself secured the world champion title in 2010.

## HIGHLY COMMENDED

Mary O'Connell - PhoneWatch

This November, Mary will have served 24 years as a Telesales Representative with PhoneWatch. This length of service demonstrates enormous commitment and dedication to her role. The judges would like to particularly commend her phenomenal sales performance over the past 12 months. By undertaking and driving a personal development plan which included taking on new customer channels, she has transformed herself into the top sales performer on the team. Not limiting her strengths to the workplace, Mary is also the life and soul of the party and is famous for her poetry skills and her singing on a night out!

## HIGHLY COMMENDED

Chris Purcell - Arise

Since joining Arise in 2014 Chris has transitioned through a range of roles with the company, each time rising to the top of his game and over-achieving on all sales and service targets. He has used his skills in programming to go the extra mile for the business, undertaking additional tasks to deliver better customer experience through process improvements. He is recognised by both his Arise colleagues and management alike as a fantastic team contributor. In his spare time Chris is also a qualified Life Guard and Skydiving Coach.

14. BEST CUSTOMER EXPERIENCE

Category Sponsor



Shortlisted 2016

Dell EMC	Sun Life Financial
eir Mobile	SSE Airtricity
Gas Networks Ireland	Vhi Healthcare
New Ireland Assurance	

WINNER

Dell EMC

Congratulations to Dell for demonstrating excellence in setting and meeting the highest standards of customer experience, making them a very deserving winner of the 2016 Best Customer Experience Award.

Dell's customer experience strategy within the contact centre revolves around 'effortless customer support'. Their innovative ongoing 'Customer Effort Reduction' initiative programme feeds directly into the company's overall NPS strategy; this programme looks at increased customer retention through reduced effort. A 100% staff driven initiative, this 'Customer Effort Reduction' programme involved running sponsored multiple sessions across multiple sites throughout EMEA, using established brainstorming and Kaizen event formats to gather feedback from front line staff and identify improvements for reducing customer effort. The engagement was excellent, over 600 front line staff participated in collecting 1,050 pieces of information. The outputs provided the context to start examining their end to end customer journey, to take a long look at the service they were providing, and to realise that their method of monitoring customer satisfaction scores might be hiding gaps.

This was an immense body of work and as a starting point the outputs were broken out into six distinct pillars, followed by applying root cause methodologies and ultimately fixing the issues. The results speak for themselves; NPS is now up 6 points from last year with an average 52% increase in low effort. Notably, as their low effort scores have improved there has been a corresponding increase in customer value.

We have been very impressed with Dell's approach and methodology to reducing customer effort, resulting in increased loyalty for customers and tangible commercial benefits to the business. It is obvious that this is an organisation that truly places the customer front and centre of everything they do. They place significant importance on customer feedback and have implemented various initiatives to capture the voice of the customer and take action on that insight. A broad suite of support tools and technologies, driven by customer feedback, have been implemented with the overriding theme of effortless customer support, from the creation of Support Assist to enable automated systems management for customers, to the implementation of WEBEX to allow remote connectivity to the customers' equipment.

Dell's obsession with reducing customer effort is reflected in their transformational and cross-functional approach to optimising business processes to ensure a seamless end-to-end customer journey experience. They recognise that looking at customer touchpoints in isolation is not enough; rather, it is how each touchpoint interconnects and contributes to the overall journey that is important.

The judges applaud Dell on their cross functional collaboration, analytical mindset and sheer determination in putting the customer first in their pursuit of customer experience excellence. Consistently applying innovation and creativity to their customer journeys has earned them a 'best in class' customer experience accolade that is setting the benchmark for effortless customer experiences.

# 15. CUSTOMER CONTACT CENTRE OF THE YEAR – SMALL

Category Sponsor



## Shortlisted 2016

Energia	Teleflex
Merlyn	Wipro
Radio Systems Petsafe	

## WINNER

Merlyn

We are delighted to announce Merlyn as the winner of the 2016 Customer Contact Centre of the Year – Small for demonstrating a strong process improvement ethos and customer-centric focus, reflected in their overall operational performance and development. Established in 2000, Merlyn is a Kilkenny based Shower Enclosure Company that offers a range of premium showering environments to markets in Ireland, the UK, France, Russia and the Middle East. The contact centre comprises 17 staff, undertaking sales and service activity for retail, distribution and consumer channels.

Excellent results and improvements have been achieved in the last 12 months, including increased sales and first contact resolution with high customer satisfaction scores, supported by excellent customer testimonials. Key to their performance is their focus on improvement initiatives identified from customer and staff feedback. These initiatives have ranged from improving the bespoke management service (relates to the enclosure in the home), to developing a support and information folder to make it easier for customers to identify the right spare part through to introducing the function of telesales for smaller value customers, allowing the field sales to concentrate on the higher value accounts.

This is a company that values people and the contribution they make. Staff training and development is high on the agenda with a range of learning opportunities from classroom events, to online training through to further education courses. Staff retention is high with minimal attrition levels and less than 4% absenteeism. To develop and maintain staff engagement, a number of interventions are used to help involve their people more, recognise and reward their achievements and improve communication. These include: providing a flexible and supportive work environment; facilitating staff to contribute to improvement initiatives; rewarding staff fairly by introducing the *‘Living Wage’* last year, in addition to a special reward at Christmas; celebrating success and even hosting monthly ‘blind date’ lunches to improve interdepartmental communication, all underpinned by a strong coaching culture.

Merlyn has embraced digital and has adopted clever technology to drive greater efficiency and improve customer experience. A new Business to Business on line Web Portal was introduced in February this year to enable customers to place orders, check stock and prices, order brochures and get copy invoices, all at the press of a button 24 x 7. Plans are in place for a new website to enable the ordering of spare parts, webchat is being introduced next month and YouTube fitting videos will be live in 2017.

In awarding Merlyn as the winner of this esteemed tribute, the judges would like to commend them on their approach to driving improvements, their dedication to their people and their adoption of technology to provide service and operational excellence. A well deserving and exciting winner, we look forward to monitoring their progress in the years ahead.

## HIGHLY COMMENDED

Radio Systems Petsafe

The judges would like to highly commend new entrant Radio Systems Petsafe for their strong customer-centric focus, agile approach and commitment to their staff development and wellbeing. Radio Systems Europe Limited is the European subsidiary of the largest manufacturer of electronic pet training products. This company has demonstrated impressive results over the last year across operational statistics, customer satisfaction scores and quality assurance. Strong advocates of listening to and taking action on customer feedback, they have positioned the contact centre as an enabler of change and improvement across the entire organisation.

TRAINING DEVELOPMENT CARING POSITIVITY EXCELLENCE SUPPORT  
DIVERSITY MEASUREMENT SHARED SERVICES TECHNOLOGY GROWTH  
COMMUNICATION OUTSOURCING TECHNICAL SUPPORT LISTENING

# 16. CUSTOMER CONTACT CENTRE OF THE YEAR - MEDIUM

Category Sponsor

NOBLE SYSTEMS

## Shortlisted 2016

CarTrawler	RCI
New Ireland Assurance	SSE Airtricity
PhoneWatch	Vhi Healthcare

## WINNER

SSE Airtricity

The 2016 Medium Sized Customer Contact Centre of the year is bestowed to SSE Airtricity for their focus on performance improvement and innovation in achieving all-round outstanding performance. SSE Airtricity is the second largest energy supplier in Ireland. Headquartered in Leopardstown Dublin, the contact centre provides multi-channel support to 800,000 customers within a challenging and highly competitive environment.

This is a company that has uncompromisingly focused on improving performance, reflected in their impressive results to date. They have over exceeded their targets in the last 12 months, delivering a +47 NPS score against a negative figure in 2012. In addition, AHT has reduced and first contact resolution has improved. Notably, their improved service has delivered a remarkable reduction in the number of Regulatory Complaints received against the company. SSE Airtricity is on a service improvement mission and there is no stopping them! By streamlining their business processes, embracing digital and investing in their people, the customer and the business are reaping the benefits.

A range of initiatives to improve performance have been implemented. For instance, by repositioning and expanding the remit of the escalations line to provide greater second level support to agents, including aligning the opening hours to the main contact centres hours, greater resolution turnaround times have been achieved. Of note also, is the creation of a dedicated Home Moves team to deal with the 'move in, move out' process. Through this channel, they have the opportunity to retain existing customers when they move home as well as retain their old property by proactively contacting the new occupier. This has been a highly successful channel, resulting in 8,000 new customers in the past year, with 95% of these new customers signing up to eBilling.

Investment and clever adoption of technology to improve customer experiences and drive greater efficiencies is evident. The upgrade of their telephony system to Cisco PCCE has enabled greater channel integration as well as providing more robust stability to their communications platform. Several innovative plans are solidly in place, including, automating the back office process for 'move in, move out' to drive increased efficiencies and allowing customers to self-serve; introducing targeted and bespoke hold messages; launching video chat and exploring the adoption of voice biometrics.

SSE Airtricity's dedication to developing and growing their people is evident in their training and engagement strategies, reflected in higher staff retention and increased job development opportunities. In awarding SSE Airtricity this coveted prize, the judges would like to commend them on their agility, innovation and their positioning of the customer at the heart of what they do in their pursuit of service excellence.

## HIGHLY COMMENDED

VHI Healthcare

The judges wish to highly commend VHI Healthcare on the role of their customer contact centre in delivering strategic value to the organisation. Significant investment in the development of their people, coupled with clever adoption of technology has enabled VHI Healthcare customers to enjoy excellent service provision. This is an organisation that has demonstrated undisputedly the power and role of their people in driving performance, adding value to the organisation and ultimately delivering excellent customer experiences.



# 17. CUSTOMER CONTACT CENTRE OF THE YEAR – LARGE

Category Sponsor



Shortlisted 2016

National Pen

PayPal

WINNER

PayPal

The recognition for overall excellence and performance of a large customer contact centre is awarded to PayPal. Within a complex and highly compliant environment, customer contact is a core discipline for PayPal; employing in excess of 2,500 staff across 3 operational sites (Dublin, Dundalk and Berlin) servicing 13 languages across multiple customer channels.

This is a culture-driven company that explicitly puts their people first. PayPal understands the importance of culture and the significant influence it has on the organisation's success. Following the separation of PayPal from eBay in 2015, an opportunity arose to redefine their culture. By appointing 'Culture Champions' as teammate representatives across all global sites and using their feedback and input to define how the organisation should work together and treat each other, four new cultural values were born: 'Innovation', 'Collaboration', 'Inclusion' and 'Wellness'. Staff have embraced these values, reflected in their behaviours with their everyday dealings with colleagues and customers alike, resulting in impressive levels of staff engagement, customer NPS and business productivity.

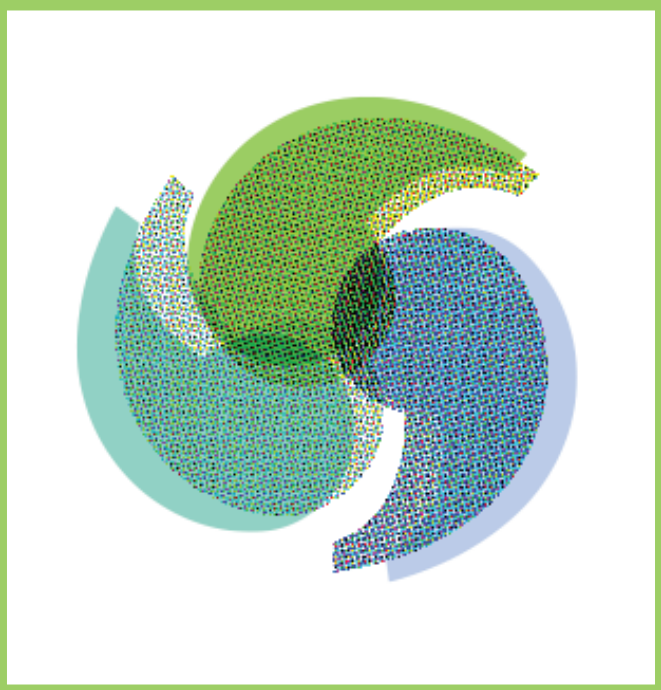
Their commitment to people is reflected in a variety of ways, from training and collaboration, to staff wellness programmes through to reward and celebration. A notable improvement initiative that was implemented earlier this year - 'The Leadership Effectiveness Programme' has gained significant momentum and benefits. Developed in-house, it has 'coaching' at its core, with the goal of enabling all leaders across all levels to coach their teams to achieve best possible results. Under this programme, all managers have a prescribed allocation of time dedicated to coaching and developing their teams. This focus on coaching as a key management tool is providing a solid foundation for retaining talent, boosting morale, improving customer experience and increasing business effectiveness.

PayPal endorses the benefits of diversity and inclusion by creating an environment of involvement, respect and connection. Inclusion is a value that teammates live and breathe, winning national recognition for their diversity and inclusion strategy through the HR Champion Awards and Chambers Ireland Awards. This is a company where uniqueness of beliefs, backgrounds, talents, capabilities and ways of living are welcomed and leveraged for learning and informing business decisions.

In recognising PayPal as the winner of this prestigious title - 2016 Large Customer Contact Centre of the Year, the judges would like to congratulate them on fostering the power and influence of a positive and unique culture on business performance. This is a bold and innovative company where 'people truly make the difference' by remaining flexible, creative and customer focused as they continue to exceed customer expectations and create business success.

DEVELOPMENT EXCELLENCE TECHNICAL SUPPORT TELEMARKETING OUTSOURC  
COMMUNICATING PROFESSIONAL REPRESENTATION EMERGING TECHNOLOGY T  
ARING SERVICE RESPONSIVENESS PROFESSIONALISM COMMUNICATION GROW  
ESPONSIVENESS GROWTH ADVICE & SUPPORT HIGH STANDARDS TRAINING DE  
DEVELOPMENT EXCELLENCE TECHNICAL SUPPORT TELEMARKETING OUTSOURC  
ECHNOLOGY PROFESSIONAL REPRESENTATION EMERGING TECHNOLOGY TREN  
CUSTOMER SERVICE RESPONSIVENESS PROFESSIONALISM LISTENING CARING  
ESPONSIVENESS GROWTH ADVICE & SUPPORT HIGH STANDARDS TRAINING G  
DEVELOPMENT EXCELLENCE TECHNICAL SUPPORT TELEMARKETING OUTSOURC  
ECHNOLOGY COMMUNICATING REPRESENTATION EMERGING TECHNOLOGY TR  
CUSTOMER SERVICE PROFESSIONALISM COMMUNICATION RESPONSIVENESS G  
ADVICE LISTENING HIGH STANDARDS TRAINING & DEVELOPMENT EXCELLENCE  
SUPPORT TELEMARKETING OUTSOURCING TECHNOLOGY PROFESSIONAL REPRESENTATION  
EMERGING TECHNOLOGY TRENDS CUSTOMER CARING DEDICATION TRAINING I  
ECHNOLOGY PROFESSIONAL RECOMMUNICATION EMERGING TECHNOLOGY TR  
CUSTOMER SERVICE RESPONSIVENESS PROFESSIONALISM COMMUNICATION CA  
ESPONSIVENESS GROWTH ADVICE & SUPPORT HIGH STANDARDS TRAINING SU  
DEVELOPMENT EXCELLENCE TECHNICAL SUPPORT TELEMARKETING OUTSOURC

COMMUNICATING  
ARING SERVICE R  
ESPONSIVENESS  
DEVELOPMENT EX  
ECHNOLOGY PRO  
CUSTOMER SERVIC  
ESPONSIVENESS  
DEVELOPMENT EX  
ECHNOLOGY COM  
CUSTOMER SERVIC  
ADVICE LISTENING  
SUPPORT TELEMAR  
EMERGING TECHN  
ECHNOLOGY PRO  
CUSTOMER SERVIC  
ESPONSIVENESS  
DEVELOPMENT EX  
COMMUNICATING  
ARING SERVICE R  
ESPONSIVENESS  
DEVELOPMENT EX



TECHNOLOGY T  
NICATION GROW  
DS TRAINING DI  
ING OUTSOURC  
HNOLOGY TREN  
ENING CARING  
DS TRAINING G  
ING OUTSOURC  
ECHNOLOGY TR  
PONSIVENESS G  
NT EXCELLENCE  
SSIONAL REPRESENTATION  
ION TECHNOLOG  
ECHNOLOGY TR  
MUNICATION CA  
DS TRAINING SU  
ING OUTSOURC  
TECHNOLOGY T  
NICATION GROW  
DS TRAINING DI  
ING OUTSOURC

ECHNOLOGY PROFESSIONAL REPRESENTATION EMERGING TECHNOLOGY TREN  
CUSTOMER SERVICE RESPONSIVENESS PROFESSIONALISM LISTENING CARING  
ESPONSIVENESS GROWTH ADVICE & SUPPORT HIGH STANDARDS TRAINING G  
DEVELOPMENT EXCELLENCE TECHNICAL SUPPORT TELEMARKETING OUTSOURC  
ECHNOLOGY COMMUNICATING REPRESENTATION EMERGING TECHNOLOGY TR  
CUSTOMER SERVICE PROFESSIONALISM COMMUNICATION RESPONSIVENESS G  
ADVICE LISTENING HIGH STANDARDS TRAINING & DEVELOPMENT EXCELLENCE  
SUPPORT TELEMARKETING OUTSOURCING TECHNOLOGY PROFESSIONAL REPRESENTATION  
EMERGING TECHNOLOGY TRENDS CUSTOMER CARING DEDICATION TRAINING I  
ECHNOLOGY PROFESSIONAL RECOMMUNICATION EMERGING TECHNOLOGY TR  
CUSTOMER SERVICE RESPONSIVENESS PROFESSIONALISM COMMUNICATION CA  
ESPONSIVENESS GROWTH ADVICE & SUPPORT HIGH STANDARDS TRAINING SU  
DEVELOPMENT EXCELLENCE TECHNICAL SUPPORT TELEMARKETING OUTSOURC  
COMMUNICATING PROFESSIONAL REPRESENTATION EMERGING TECHNOLOGY T  
ARING SERVICE RESPONSIVENESS PROFESSIONALISM COMMUNICATION GROW  
ESPONSIVENESS GROWTH ADVICE & SUPPORT HIGH STANDARDS TRAINING DI  
DEVELOPMENT EXCELLENCE TECHNICAL SUPPORT TELEMARKETING OUTSOURC  
ECHNOLOGY PROFESSIONAL REPRESENTATION EMERGING TECHNOLOGY TREN

Thank you again  
to all our sponsors.

#### 2016 Gold Sponsor

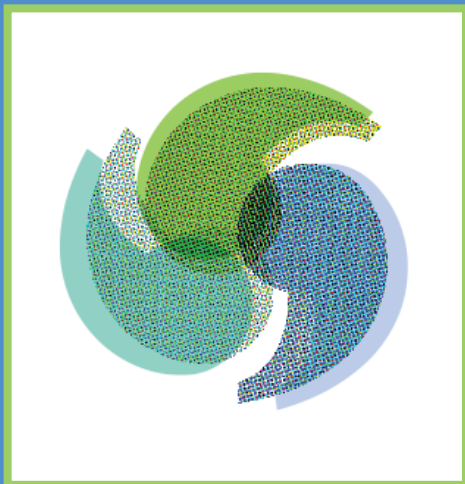


The board of the  
CCMA wish to  
sincerely thank each  
individual sponsor  
for their support in  
hosting the 2016 Irish  
Customer Contact  
and Shared Services  
Awards.



#### 2016 Sponsors





IRISH CUSTOMER CONTACT  
& SHARED SERVICES AWARDS

2016

PEOPLE PROMOTING EXCELLENCE



graphic design by

 **designwest**  
[www.designwest.ie](http://www.designwest.ie)

For more information on CCMA Ireland: **E:** [dorothy@ccma.ie](mailto:dorothy@ccma.ie) **M:** 087-2256055 **W:** [www.ccma.ie](http://www.ccma.ie)

 [www.facebook.com/CCMAIreland](https://www.facebook.com/CCMAIreland)  [http://twitter.com/CCMA\\_Ireland](https://twitter.com/CCMA_Ireland)