



# CCMA

Customer Contact  
Management Association

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**IRISH CUSTOMER CONTACT  
& SHARED SERVICES AWARDS**

# 2017

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# Welcome to the Irish Customer Contact and Shared Services Awards 2017



Good evening and welcome to the 2017 Customer Contact Management Association industry national awards.

The board of CCMA Ireland is delighted to host this very special event and celebrate the many and significant successes of the Contact Centre and Shared Services industry. This evening showcases the tremendous achievements across the industry and the strides being undertaken by organisations in driving forward innovative thinking to deliver excellence in customer service delivery.

This ceremony could not be held without the support of our sponsors and I would like to take this opportunity to express my deepest thanks to them, especially to Oracle our Gold Sponsor this year.

My congratulations to each of the organisations and industry professionals shortlisted this evening. Each of you have demonstrated excellence within the heart of your business. Every year within the submission process we see organisations continually raising standards across many areas; technology, leadership and people development, training, employee engagement and digital capability. The judging of entries is a monumental task and this could not be done without the support of the judging panel and its chairperson Yvonne Keaveney. We are truly appreciative of the time and commitment given to this process, which they do independently and in a voluntary capacity.

On behalf of CCMA Ireland, I also want to thank and express my appreciation to Dorothy O'Byrne for her hard work, dedication and commitment in her capacity as Managing Director of the association.

Our industry continues to flourish and grow, which is testament to the enormous efforts invested by organisations across all disciplines throughout Ireland. We look forward to meeting with you over 2018 as we continue to gain further insight and learnings from those who, with their depth of talent, innovative capabilities and strategic acumen are making a significant contribution to the customer service industry both nationally and across the world.

Helena Cooney

Chairperson CCMA



TRAINING DEVELOPMENT CARING POSITIVITY EXCELLENCE SUPPORT  
DIVERSITY MEASUREMENT SHARED SERVICES TECHNOLOGY GROWTH  
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## Irish Customer Contact & Shared Services Awards 2017

### A MESSAGE FROM OUR GOLD SPONSOR

Oracle Ireland has been working with the CCMA for many years and we are delighted to be Gold Sponsor, of the Irish Customer Contact & Shared Services Awards 2017.

**ORACLE®**

These awards recognise innovation and excellence, rewarding businesses, that are leading the way to drive better customer experience 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 the superb achievement of the shortlisted organisations, but allows us all to share ideas to ensure we remain focused on the most important thing, our customers.

The CCMA continues to be a fantastic resource to its members to keep them abreast of the latest teachings and developments in the Industry. Throughout the evening we will recognise and celebrate the highest standards and excellence within Ireland. The nominees will be a showcase of what is best about the customer contact and shared services organisations operating within Ireland

Oracle firmly believes that the difference between winning and losing is customer experience, we empower contact and call centre professionals to win with better data and intelligence. Oracle Customer Experience Cloud applications is an integrated set of applications that span the entire customer lifecycle from marketing to sales, and commerce to service.

Oracle is dedicated to helping organisations, provide great memorable and consistent customer experiences. Congratulations to the companies and category winners and we look forward to celebrating their achievements this evening!

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# 1. BEST SALES CAMPAIGN

Category Sponsor

The Sunday  
BusinessPost

## Shortlisted 2017

Abtran & Electric Ireland	Interaction & Energia
AIB Direct Banking	National Pen
Bank of Ireland	

## WINNER

**Abtran & Electric  
Ireland**

The Best Sales Campaign Award for 2017 is bestowed to Abtran and Electric Ireland for their excellent customer retention campaign 'Stay Happy.' The innovative 'Stay Happy' initiative rewards loyalty whilst attracting new customers and providing the same benefits to both.

The campaign was launched using a mixture of above and below the line advertising and direct mail. A multi channel approach was adopted by the contact centre to include inbound and outbound phone contact, inbound and outbound email and social media contact across Facebook, Twitter and Boards.ie

This was a very successful campaign with all targets for customer retention, CSAT and Service Levels exceeded and strong return on investment demonstrated. It was evident that significant planning went into this campaign, from staff training, to updating the CRM, through to adaptation of business processes. Staff feedback was actively encouraged to improve the overall process. Supplementary to any structured form of attaining customer feedback on products and services from advisors, they were also encouraged to provide ad hoc real time feedback from their calls. This information was passed on a real time basis to the marketing team in Electric Ireland and great ideas were rewarded with on the spot prizes for staff to encourage this type of communication.

In awarding Abtran and Electric Ireland the Best Sales Campaign 2017 tribute, the judges would like to congratulate them on their customer centric approach to recognising loyalty by automatically applying savings to existing customers, the role of staff feedback in shaping each phase of the campaign and the high performance of the contact centre in delivering excellent results.

## HIGHLY COMMENDED

**National Pen**

National Pen is being Highly Commended by the judges in this category for the success of their campaign to acquire new customers and reactivate dormant customers. The ultimate success of the campaign was based on the Upsell Team's ability to increase order value through outbound calling across 20 different markets. A significant return on investment was achieved and their success in the Japanese market is particularly impressive. The judges wish continued success to the team at National Pen.

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

## 2. BEST TRAINING & DEVELOPMENT PROGRAMME

Category Sponsor

**HCL**

### Shortlisted 2017

Bank of Ireland	Sky
Blizzard Entertainment	Sun Life Financial
Friends First	Three
KBC Bank Ireland	Vodafone
PayPal	Voxpro

## WINNER

**Bank of Ireland**

The 2017 Best Training and Development Programme award is bestowed to Bank of Ireland for their highly effective 'Stepping Stone' programme. The fundamental intention of the design of this programme was to make it easy for teams to use and support them to make Bank of Ireland easy to do business with. This 'Stepping Stone' programme involved redefining the roles in the contact centre with associated capabilities and to match these capabilities with development modules to help teams evolve towards their ideal role. A four stage Design Thinking approach was used to develop the programme, which enabled clear definition of the problem and development of a range of ideas for testing and implementation using 'outside in' thinking from the end user's perspective.

A range of delivery techniques have been deployed. 'Cornerstone' software is used to keep training content, training records and plans centralised. 'Biteable' is used to deliver simple video updates for refreshers or minor updates and quizzes were developed in 'Kahoot' to support assessments through a gamified approach. In addition, to create fun and reinforce learning, '20 Day challenges' were designed, which involved sending out tasks each day to drive behavioural change. Other gamified training experiences were also introduced, e.g. to understand financial markets a number of 'Bond Trader' evenings were developed where participants working in teams would make financial decisions on stocks and shares in a series of rounds, which generated great learning in a fun environment.

Impressive results and benefits from the programme are evident across a range of metrics, to include: significant increase in the level of multi-skilling across staff with a higher uptake of QFA qualification; increases in NPS and customer perception of ease of use; higher FCR rates and notable increases in sales.

In presenting Bank of Ireland with this deserving award, the Judges would like to congratulate them on the design and execution of this excellent training programme. In particular, they were impressed with the methodology deployed in design, the innovation adopted for delivery and the demonstrable benefits and results realised as a direct impact of the success of the programme. Bank of Ireland has clearly demonstrated a best in class approach to training, one that is strategic, innovative and highly impactful.

2. BEST TRAINING & DEVELOPMENT PROGRAMME CONT'D

Category Sponsor



HIGHLY COMMENDED

PayPal

The judges wish to highly commend PayPal for their 'Leadership Effectiveness' programme which aims to develop best-in-class leaders. Feedback from their employee engagement survey was used to determine the aims and objectives of the Leadership Effectiveness programme - with the ultimate goal of retaining talented people by creating a great working environment.

Coaching is a key element of the programme with coaching time targets in place for all levels of leaders. Impressively, 92.7% of leaders said that Leadership Effectiveness positively impacted their team's performance and that both their business results and their people metrics improved because of Leadership Effectiveness. The judges note the strategic and innovative approach taken to leadership development, one that has become a way of life at PayPal, benefiting customers, staff and the business.

### 3. BEST USE OF TECHNOLOGY

Category Sponsor



#### Shortlisted 2017

Bank of Ireland	KBC Bank Ireland
Blizzard Entertainment	Laya Healthcare
EA Games Ireland	Permanent TSB
Eli Lilly Global Business Solutions	Three

### WINNER

**Blizzard  
Entertainment**

The accolade for best use of technology is awarded to Blizzard Entertainment for demonstrating how it has applied technology to improve business performance and the customer experience.

Blizzard had the challenge to develop a Knowledge Centre Support model that would harness the deep understanding of the products and processes that the workforce had; and in doing so enhance players experience, empower its employees and reduce costs and contacts. This new tool was named 'Hivemind' after the all-knowing, all-connecting consciousness that binds the Zerg race in their world-renowned game StarCraft. Here the Blizzard Game Masters create problem articles at the same time that they are solving cases, providing a real time updated shared repository of all problems and associated solutions. 'Salesforce Knowledge' was used to implement the solution in three seamless views with each of these views doing something extra with the information, depending on its audience.

The judges were impressed with Blizzard's approach to implementation and how they overcame obstacles and issues, taking into account gamers and staff feedback. Hivemind clearly is impacting positively on gamers experience; it allows efficient real time monitoring of bugs and issues and quickly allows for improvements to be made, making it ever better for gamers. On average, roughly 50% of fixes now occur within 24 hours of them being reported – this is impressive!

FCR rates on more obscure problems have improved due to quickly gathering information on possible solutions and disseminating this more effectively. Reporting has also improved through the extensive and very granular linking generated by the system; Blizzard is now able to visualize their customer contacts and underlying problems in a variety of ways and in real time. And finally, staff are feeling more engaged with their work as they feel they have easier access to information and are more directly able to impact procedures.

Not willing to sit still, Blizzard has development plans in place to enhance Hivemind further. These plans include enabling staff to publish articles externally without review and improving the reporting features. Congratulations to Blizzard on the development of this pioneering and innovative Knowledge Centre Support Model, one that has raised the bar for the best use of technology within contact centres and in doing so has delivered significant positive impacts to players experience, staff engagement and business efficiency.



### 3. BEST USE OF TECHNOLOGY CONT'D

Category Sponsor



## HIGHLY COMMENDED

Laya Healthcare

The judges wish to highly commend Laya Healthcare for the development of an innovative mobile application for its members. What stood out to the judges were the services offered via the mobile app and the resulting positive impact on NPS scores in supporting outpatient claims. Most importantly the programme has delivered significant efficiencies and benefits while providing more outpatients choice. It is also clear that the future plans in place for the technology will build upon its success and further enhance the customer experience.

## 4. BEST USE OF SOCIAL MEDIA

Category Sponsor

**eleven**

### Shortlisted 2017

Abtran & Electric Ireland

EA Games Ireland

AIB

SSE Airtricity

## WINNER

**AIB**

This award category recognises 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 channels within the contact centre and wider organisation.

The judges were unanimous in their decision that AIB was the clear winner of the Best Use of Social Media Award for 2017. Having already won this prestigious award on three occasions since the category was first introduced in 2012, AIB is no stranger to Social Media and it is evident that their offering in this space has expanded and matured to keep pace with this ever changing medium.

The overall vision for the AIB group is to be at the heart of their customers' financial lives, by always being useful, always informing and always providing an exceptional customer experience. The AIB Social Media customer support group understand that their customer needs are changing and achieving the group vision means being available to the customer on their terms – and not just when it's convenient for the bank. In line with this thinking, they introduced a new initiative leveraging Facebook's messenger platform to offer mortgage advice during non-banking hours. The success of this initiative clearly demonstrates how Social Media contributed to an improvement in customer service.

The group set ambitious goals this year especially around call deflection to the contact centre and they have already significantly exceeded this KPI by deflecting more than four times the number of calls in their forecast.

The Judges congratulate AIB and commend the team for continually evolving their Social Media offering to best support their customer's evolving requirements.

## HIGHLY COMMENDED

**EA Games Ireland**

EA Games Ireland offer customer support in over 16 languages globally across 6 support channels to over 9 million contacts each year. Considering their social savvy customer base, it is clear that the EA Social & Community team has a very significant role in delivering this customer service.

The judges were impressed with EA's Community "Super-User" volunteer programme also known as the "Hero Program". This multi-cultural group, having grown to over 60 members, are extremely knowledgeable, tech-savvy, enjoy helping others and act as EA brand ambassadors. This single initiative has had a significant impact on EA's Customer Experience with their number of responses to customers already up 57% in FY18 with issues resolved up 58% compared to last year. We would like to Highly Commend EA Games for their entry in this years 'Best Use of Social Media' award category.

5. CREDIT MANAGEMENT TEAM OF THE YEAR

Category Sponsor



Shortlisted 2017

Cabot Financial Ireland	Merlyn
Capita Customer Solutions & Vodafone	PayPal
Eli Lilly Global Business Solutions	

WINNER

PayPal

The judges are proud to announce that PayPal have been awarded the accolade Credit Management Team of the Year 2017.

In April 2016 PayPal launched a Loss Reduction Programme; this included significant investment in improving internal innovative processes to drive greater collections effectiveness and flexibility and has resulted in multi-million-dollar impact.

PayPal has also invested in their engagement with staff with resulting strong values. The talent acquisition team ensured that the best staff were recruited resulting in the collections teams being awarded for outstanding customer support.

Investment in a large variety of technology including self-service options supported by a focus on staff engagement has resulted in a strong customer centric approach to credit management whilst delivering real commercial benefits.

Congratulations to PayPal's Credit Management Team for demonstrating such an effective strategy and operational delivery model. The judges were particularly impressed with their holistic approach to implementing improvement initiatives, emphases on risk management and approach to staff engagement, all underpinned by strong customer centricity.

HIGHLY COMMENDED

Capita Customer Solutions & Vodafone

The judges would like to Highly Commend Capita's credit management team providing collections services for Vodafone. They provided a very strong case for making it easier for customers to contact them, resolving issues quickly and finding sustainable solutions to deal with debt collection.

It was clear from their submission that they had very clear goals, objectives and strong supporting metrics. The judges would like to Highly Commend Capita for continuing to excel in this key business activity.

## 6. TEAM OF THE YEAR

Category Sponsor



### Shortlisted 2017

AIB Direct Banking – Direct Mortgages Team	Merlyn – Customer Service Team
Avantcard – Customer Advocate Office	National Pen – Vendor Team
Cluid Housing – Contact Centre Team	New Ireland Assurance – Client Service Retention Team
eir & HCL – Complaints Team	New Ireland Assurance – Customer Support Team
Glanbia Business Services – Service Desk EMEA First Line Team	Open eir – Fibre Team

## WINNER

### New Ireland Assurance Client Service Retention Team

The New Ireland Client Service Retention Team comprises 5 Specialists, headed up by a team leader, operating across 3 distinct distribution channels, providing a personal and expert service to an average of 2,500 customers per month. They provide proactive and reactive retention and customer relationship management contact services to ensure that the customer is retained on a long-term basis.

In addition to focusing on supporting the New Ireland Customer Journey the team is cross trained and provides additional support to the main customer service centre teams in the achievement of operational KPI's during peak periods.

The focus on people development is demonstrated through a range of ongoing coaching and training initiatives for both new recruits and existing staff, notably The Lead Academy launched in 2016 to support staff in owning and managing their own career development.

The team's performance and results achieved to date showed continuous improvement on their 2016 results in the areas of Contact Rates, and Campaign uplifts.

This is a small team that generates quantifiable value to the wider business in terms of service delivery results and value of policies saved. Externally they have been voted as the number one service provider in the Business Retention area by the Professional Insurance Brokers Association for the 5th year running.

The Judges would like to congratulate the New Ireland Assurance – Client services Retention Team on their achievements to date including winning the accolade for Team of the Year for the second year in succession.

## HIGHLY COMMENDED

### Open eir Fibre Team

The Open eir Fibre Team provides end to end support to their B2B customers at every stage of their customer journey. They "walk the walk" in issue resolution and provide focused customer feedback to service managers as they demonstrate their commitment to serving their customers equally and fairly.

This team provides an invaluable technical fault information service to the wider eir Service Management Centre and is central to eir's Fibre Broadband Strategy. The judges congratulate the team on their commendation and wish them continued success.

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

## 7. SUPPORT TEAM OF THE YEAR

### Category Sponsor



### Shortlisted 2017

Avantcard – Project Nua Delivery Team	eir – Analytics Centre of Excellence (ACE) Team
Bank of Ireland – Banking Made Easy Team	FEXCO – Resource Planning Team
Bank of Ireland – Direct Dialler Support Team	National Pen – Recruitment Team
Blizzard Entertainment – Human Resources Team	Rigney Dolphin – WFM Business Unit Team
Dell EMC – Resolution Managers Team	Three – Mobile Managed Services Team

## WINNER

### Avantcard Project Nua Delivery Team

Avantcard employs 170 + employees across two sites, Dublin and Carrick on Shannon. In 2017 Avantcard successfully re-entered the Irish market as a Consumer Finance provider under their own brand name and also through a partnership arrangement with Chill to form the brand Chill Money.

A significant project undertaken by Avantcard has allowed the company to evolve from a declining business to a disruptor in the marketplace, offering consumer finance to both new and existing customers through digital channels.

The judging panel would like to congratulate the Project Nua Delivery team who played a significant part in this success story and is a worthy winner of this award. Delivery of the programme of work 3 months earlier than scheduled is remarkable in the context of the complexities associated with the various elements of the project. A significant level of automation, digital design and risk underwriting, with a focus on delivering a high-quality end to end experience for the customer demonstrates the understanding and level of knowledge within the team to deliver this heavily regulated product offering.

Staff engagement, development and training are clearly evident. Adoption of and adherence to strong project methodology with secondments arranged from business functions to the project has ensured delivery of proven and workable solutions back into the relevant business areas. Weekend work and additional hours to ensure that milestones can be met clearly demonstrated the commitment of this team.

Avantcard's initial objectives have been exceeded and they have ambitions to develop further their digital capability. The judges wish to congratulate Avantcard on their achievement and the Project Nua Delivery team in collectively delivering this critical and complex project.

## 7. SUPPORT TEAM OF THE YEAR CONT'D

Category Sponsor



### HIGHLY COMMENDED

**Blizzard Entertainment  
Human Resources Team**

The judges wish to acknowledge and Highly Commend the Human Resources team within Blizzard for setting new standards in how they support the business functions within an organisation

The judges are impressed in the manner in which the Human Resources team play a pivotal role within Blizzard. Their support during product launches in the context of how the team scale up operational support within challenging timelines, often working late at night to offer support, is a clear indication of their desire and commitment to really understand the operational dynamics and challenges of the business. Through innovative thinking and creativity, they are proactively influencing and seeking solutions to resolve challenges when recruiting employees outside of Ireland e.g. visa approval process, city accommodation etc.

This is a team which brings significant value to the business and the judges wish them continued success.

### HIGHLY COMMENDED

**eir Analytics Centre of  
Excellence (ACE) Team**

The judges would like to Highly Commend eir for their excellent submission outlining their journey in delivering on a specific complex programme of work led by the Analytics Centre of Excellence team. The programme of work involved amalgamating multiple data sources from several user interface applications and translating this data into meaningful and powerful insights on customer behaviour and outcomes. Congratulations to the eir Analytics Centre of Excellence team, we wish them continued success.

8. SHARED SERVICES CENTRE OF THE YEAR

Category Sponsor



Shortlisted 2017

City Wonders

PeoplePoint NSSO

Eli Lilly Global Business Solutions

WINNER

Eli Lilly Global Business Solutions

The Shared Services model was adopted by Eli Lilly in 2010, initially to generate efficiencies in the provision of financial support. Following continuing expansion to provide support to non financial functions at a global level, the Shared Services function rebranded itself as the Global Business Solutions team. This reflected their growth and evolution from a service provider to a business partner; their vision is to create a centre of excellence partnering with other business areas to support the organisation's objectives.

The Global Business Solutions team strategically seeks out business opportunities aligned to their capabilities and are successfully doing this. Continuous focus on their measurements of success; Positive CX, Exceptional Leadership, Business Results and Engaged Employees is clearly evident.

The Global Business Solutions team is an integral part of the Lilly organisation, supporting the corporate functions reporting to the Lilly Business Units. Their influence and input within the larger organisation is clear to see with their wider participation in Lilly's Global Forums where the leadership team have been recognised as catalysts for change. An example of a significant integration project demonstrated the complexity involved within the change initiative, resulting in the creation of a standard blueprint which provides guidance on the end to end transformation from business case to transition roadmaps.

A culture of continuous improvement is also clearly evident, embedded in the daily operations "part of our job". Equally evident is the focus on the promotion of positive employee engagement. Developments in technology capabilities have led to process optimisation, improved customer experience, enhanced controls for compliance purposes, and the retirement of older legacy systems.

The judges wish to congratulate Eli Lilly and the Global Business Solutions team for their work to date in demonstrating the value of the shared services model. They have shown their continued focus on driving change and continuous improvement. Their participation at forums within a global organisation context is a leading example of how organisations should see shared services, as a key enabler in driving greater service and customer experience.

HIGHLY COMMENDED

PeoplePoint National Shared Services Office (NSSO)

The judging panel would like to recognise and highly commend PeoplePoint NSSO for their continued progression in developing a highly efficient and effective shared services model.

Significant savings have been achieved to date from the successful transformational changes within PeoplePoint. In addition, their ongoing focus on developing strong relationships across their customer base and their focus on continuous improvement is clearly evident.

PeoplePoint sets an exemplary standard with regard to the strategic value they deliver to the objectives of the Reform Agenda. The judges wish to congratulate PeoplePoint for the obvious commitment and work being undertaken by the team in driving this strategic transformational initiative and wish them continued success.

9. BEST CUSTOMER EXPERIENCE

Category Sponsor



Shortlisted 2017

Abtran and Electric Ireland	Laya Healthcare
AIB Direct Banking	SquareSpace
Bank of Ireland Premier Banking	SSE Airtricity
eir and HCL	Virgin Media
Eli Lilly Global Business Solutions	

WINNER

Virgin Media

Congratulations to Virgin Media for demonstrating excellence and distinction in customer experience that has culminated in increased customer loyalty, staff engagement and business results.

With the customer positioned very much at the centre of what they do, Virgin Media's strategy is clear ...'Make Good Things Happen' with a key strategic priority to 'Grow Customer Experience'. The Virgin media brand comes with a lot of expectations from customers and the company recognised back in early 2016 that in order to deliver to these expectations, a mind shift was needed. Employees needed to be empowered to fix issues first time for customers, empowered to come up with ideas on how to make things better, empowered to take ownership and be proud advocates of their NPS results.

In Mid-2016, Virgin Media made it their mission to equip their people with the tools and structures to start delivering on their ambition of 'Making Good Things Happen'. A Customer Council led by the CEO was established. This is a cross functional team with the objective of ensuring that initiatives and plans to improve the customer experience are identified, co-ordinated and successfully rolled out. A Hothouse Programme was also created to identify customer pain points, contact drivers and process failures. The outputs from this were the creation of 6 transformation programmes aimed at improving first time resolution, reducing calls and improving NPS.

The results have been tremendous with a 39% point improvement in NPS, a 20% improvement in First Time Resolution and a 25% increase in Customer Satisfaction. Real commercial benefits have also been realised with decreases in operational expenditure and customer churn.

Customer feedback is paramount to this company with the insights gained used to shape better customer experiences and journeys. Notably Virgin Media has demonstrated a robust process for mapping customer journeys in order to understand what is important to their customers, their interdependency and provide process improvement.

In awarding Virgin Media this prestigious accolade, the Judges would like to congratulate them on the organisational and cultural shift undertaken to deliver to their customer experience agenda. This is a company that recognises and demonstrates from the top down the value of customer experience in delivering strategic advantage and the role front line staff have in 'Making Good things Happen' a reality.



10.INDUSTRY PROFESSIONAL  
OF THE YEAR – MANAGER

Category Sponsor



Shortlisted 2017

Aisling Moore – eir

Barry Temple – Dell EMC

Alan Murphy – Permanent TSB

Yann Traore – National Pen

WINNER

Barry Temple  
Dell EMC

The celebrated prize for leadership Excellence within our industry – “Industry Professional of the Year – Manager Award 2017” is bestowed to Barry Temple of Dell EMC.

As Director of Customer Services Sales for Western Europe, Barry is responsible for a team of customer specialists across 13 countries tasked with selling the full customer services portfolio of Dell EMC customer support, deployment and professional services. This is a complex matrix organisational structure with his c.50 team members embedded across 16 different Dell EMC sites in Europe. Within this challenging intercultural and diverse environment, Barry’s leadership style has had to be flexible and adaptable, underpinned by strong transparent communication.

Barry has developed a strong customer orientated team, where customers always come first, promises are always kept and strong relationships with customers fostered. The team’s objective of enabling customers to get the most value from their Dell EMC Technologies products and solutions is reflected in their performance as they continue to exceed both the revenue and customer satisfaction targets set. A strong communicator Barry leverages technology in every way possible to ensure regular and effective communication with his team. Skype for Business is one of the main technology tools used which allows for very effective 1 to 1 and Team communication. In addition to this Barry travels throughout his region regularly to connect directly with his team, key stakeholders in each country and of course customers.

Barry is an authentic and self aware leader; who reflects upon the impact his interactions have on others and actively solicits feedback on his behaviour and style. With his high level of self awareness, it is not surprising that he is a MARC Ambassador within the company and is part of an EMEA team who deliver MARC awareness sessions throughout the company. MARC – Men Advocating Real Change – is intended to increase self-awareness and awareness of others. The MARC programme aims to discuss Diversity and Inclusion dilemmas for which there are no easy answers or quick-fixes.

In congratulating Barry on his achievements, the judges particularly note his authentic and customer focused leadership style, his ability to build valuable cross functional relationships and his collaborative and inclusive approach to problem solving - all underpinned by humility, self awareness and determination.

11. INDUSTRY PROFESSIONAL  
OF THE YEAR – SUPPORT  
PROFESSIONAL

Category Sponsor



Shortlisted 2017

Marion Byrne – Northern Trust	Mike Lynch – Arise
Giulia Chiandussi – Sun Life Financial	Niall Malone – Globoforce
Emma Duffy – AIB Direct Banking	Rob McGuinness – Permanent TSB Open24
Imelda Grimes – EA Games Ireland	Caroline Whooley – Bank of Ireland

WINNER

Emma Duffy  
AIB Direct Banking

The judges are delighted to bestow the 2017 Industry Professional of the Year - Support Professional Award to Emma Duffy of AIB Direct Banking. With over 21 years experience working in AIB, Emma has held a number of branch banking and HR related roles. In 2011, she moved to Direct Banking where she was responsible for managing a large sales operation and in 2015 she moved into her current role as People Enablement Manager. This role utilises both her operational and HR experience to meet the challenge of delivering an energised and engaged workforce.

Emma's achievements and influence have been remarkable as she led out the successful delivery of the strategic People Plan for 2017 and worked tirelessly with people leaders and employee engagement reps to ensure relentless focus was maintained on all aspects of employee engagement. Clear evidence of her persistent focus on 'Championing the People Agenda' include her role in the introduction of the Diversity & Inclusion Agenda in Direct Banking, her initiation of monthly and quarterly staff recognition events and her establishment of a forum for discussion about each reviewee's performance, enabling reviewers to apply similar standards for all employees.

An excellent communicator and a strong influencer Emma works within wider business teams to bring about change and improvement not only within Direct Banking but also enterprise wide within AIB as she is currently representing Direct Banking on a strategic enterprise wide recognition programme.

The judges would like to congratulate Emma on her inclusive and collaborative approach to driving change, her passion and dedication to people and her sheer determination to raising standards. We wish her much success in her career.

11. INDUSTRY PROFESSIONAL  
OF THE YEAR – SUPPORT  
PROFESSIONAL CONT'D

Category Sponsor



HIGHLY COMMENDED

Marion Byrne  
Northern Trust

The judges wish to Highly Commend Marion Byrne of Northern Trust for her pivotal role in the continued success and development of the operation. As quality manager she has combined effectively her strong people skills with her analytical approach to deliver significant achievements and results. Her ability to develop strong relationships with her stakeholders is very evident and in conjunction with effective use of business process, risk management and operational knowledge, she has clearly delivered a very high level of support and value to Northern Trust.

HIGHLY COMMENDED

Rob McGuinness  
Permanent TSB Open24

Working as an L&D Specialist, Rob McGuinness of PTSB Open24 is a key member of the contact centre team, utilising his extensive experience and knowledge to deliver highly effective induction and upskilling programmes to staff. The results of his contributions have led to improvements in KPIs, Service Delivery, Customer Satisfaction and Staff retention. The Judges congratulate him on his results to date and Highly Commend him in this category, wishing him continued success.

12. INDUSTRY PROFESSIONAL  
OF THE YEAR - TEAM  
LEADER

Category Sponsor

plantronics.

Shortlisted 2017

Sonia Callan - YapStone	David Guerin - Permanent TSB Open24
Emma Connaire - AIB Direct Banking	Raquel Hernanz - PayPal
Rebecca Cox - AIB Direct Service	Olga Maguire - SSE Airtricity
Eimear Fallon - Squarespace	Eimear Murnane - Arise
Niall Grogan - AIB Direct Banking	Tara Sherlock - Glanbia Business Services

WINNER

David Guerin  
Permanent TSB Open24

David joined Permanent TSB in 2006, starting off within customer facing roles and progressing to a coaching and Team Leader role in 2015. He now leads a team of 15 high performing Customer Service Agents, dedicated to providing front line service to customers.

His team is producing outstanding results and have exceeded the Open24 KPI targets in a number of areas, including call quality, availability, AHT and schedule adherence. In recognition of this high level of performance, his team has been awarded Team of the Month on a number of occasions.

David has a very "hands on approach" and draws on his extensive coaching experience when working and supporting his team to deliver excellent customer experiences. He actively promotes "peer coaching", providing opportunities for team members to work together to design solutions and build new skills, resulting in improved employee motivation and performance.

He takes a collaborative team approach to problem solving, working closely with his team to 'master the balance of low AHT and great customer service' and in doing so, delivering the highest level of schedule adherence in the contact centre year to date.

David has championed a number of improvement initiatives, including migrating customers to self-service options, reintroducing floor support to the contact centre, implementing interdepartmental visits and briefings, identifying high performing agents for further development, and reviewing IVR options. He recently proposed a new "One World" departmental team structure as the next step in the performance improvement journey within the Customer Service Centre.

The Judges are delighted to name David Guerin Industry Professional of the Year 2017 - Team Leader and congratulate him on his dedication to developing his people, his collaborative and inclusive approach to working with his team and his strong customer focus. We wish him continued success with his career.

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

Category Sponsor

plantronics.

### HIGHLY COMMENDED

**Olga Maguire**  
**SSE Airtricity**

Olga is a highly motivated individual with great energy and enthusiasm which she clearly transfers to her team. A strong people person, her priorities are her team and her customers. Olga delivers real and measurable value to the business, particularly in the key area of digital customer interaction strategy and practice, as is demonstrated by her team's results. Her ability to listen, reflect and share knowledge across a range of activities was especially noted by the judges and we congratulate her on this commendation.

### HIGHLY COMMENDED

**Eimear Murnane**  
**Arise**

Eimear is a Team Leader who is at the heart of customer interactions dealing with complaints and reducing customer churn. It is evident that Eimear has a great passion for her role, underpinned by a strong customer focus. She appreciates the power of team work and facilitates the right environment and culture for her team to develop and flourish. Her root cause analysis approach has resulted in excellent team performance results which clearly evidence her contribution to the business. The judges Highly Commend Eimear and wish her continued success in her career with Arise.

13. INDUSTRY PROFESSIONAL OF THE YEAR – CUSTOMER SERVICE ADVISOR

Category Sponsor



Shortlisted 2017

Craig Chauvet - Three	Amy Lucas - AIB Direct Service
Jennifer Grace - Bank of Ireland	Sean Merson - EA Games Ireland
Liz Griffin - Three	Aine O'Mahony - Laya Healthcare
Elaine Harris - AIB Direct Banking	Kevin O'Neill - Vhi Healthcare
Amiee Kidd - Permanent TSB Open24	Typhaine Robineau - Sun Life Financial
Grace Kirwin - KBC Bank Ireland	Marijke Vanhees - Blizzard Entertainment

WINNER

Jennifer Grace  
Bank of Ireland

The judges are delighted to announce Jennifer Grace as the Customer Service Advisor of the Year 2017. Jennifer has worked in the financial services industry for over 18 years during which time she has made the successful transition from branch banking to customer service centre.

She joined Bank of Ireland in 2015 and was quickly moved to their Premier Banking team where she has excelled in all aspects of her role as a frontline customer advisor. Today she is the top performer on the team. By going that extra mile with her warm and helpful personality and excellent problem solving skills, she consistently wows her customers and exceeds their expectations.

The judges were particularly impressed with her professionalism and steadfast approach to developing and improving her skills, all in the pursuit of delivering great customer experiences. Jennifer is a natural communicator who displays great levels of empathy and understanding, even when under pressure. Her confidence, helpfulness and problem solving ability are greatly appreciated by her customers. She is also a strong team player and is always open to supporting and helping out her colleagues.

When not delivering superb customer experience Jennifer spends time with her young family and at weekends is busy coaching future Kilkenny All Ireland hurling and camogie champions!

The judges would like to warmly congratulate Jennifer and wish her continued success in her career in the Irish customer service industry.

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

Category Sponsor



HIGHLY COMMENDED

Elaine Harris  
AIB Direct Banking

The judges wish to Highly Commend Elaine for her energy and drive to excel which has resulted in an exceptional performance since her move to AIB Direct Banking. Her warm and engaging manner as well as her passion for putting the customer first is palpable. She is a mentor, support and role model to new and existing colleagues alike and she is wished continued success in her career.

HIGHLY COMMENDED

Marijke Vanhees  
Blizzard Entertainment

Originally from Belgium, Marijke has worked across a range of customer facing specialist roles in an 11-year career with Blizzard Entertainment. Throughout this time her performance has been consistently at the top standard – including when she worked part-time. She is focused, driven and supportive. Marijke has shown herself to be extremely adaptable and open to embracing new languages, new channels and new technologies, all to the benefit of customers and colleagues.

# 14. OUTSOURCE PARTNERSHIP OF THE YEAR

Category Sponsor



## Shortlisted 2017

Arise and Vodafone

Rigney Dolphin and SSE Airtricity

Eishtec and EE

## WINNER

Arise and Vodafone

In awarding Arise and Vodafone the worthy winners of Outsource Partnership of the Year 2017, the judges wish to congratulate both companies on their commitment and dedication to a true strategic partnership, one that is achieving mutual goals and bringing mutual benefits.

Arise and Vodafone's relationship started in 2010 and has grown exponentially from 10 agents providing support to Vodafone customers within the consumer market to one that has in excess of 230 agents providing support to consumer, enterprise and complex business process management services. Performance has been remarkable with Arise meeting and often exceeding their contractual KPIs. Of particular significance are their achievements around Net Promoter which has undoubtedly influenced Vodafone's Fixed Business positioning as number 1 for NPS against industry competitors in the Irish market via the IPSOS /MRBI benchmarking survey.

A reflection of just how much this relationship has evolved to a partnership is seen in how success is measured beyond the contractual KPIs. There have been material increases in the fixed customer base and reductions in fixed churn year on year. In addition, there has been a deepening and widening of the relationship with Arise now being engaged to work on activities which require greater complexity, such as, setting up a CX team to centrally review, feedback and initiate closed loop corrective action, and supporting an artificial intelligence concept pilot.

With Arise's background in manufacturing and engineering, it is of no surprise that continuous improvement is very much part of the organisation's DNA. Commitment to improvements is very much part of business as usual for this partnership with several effective and practical initiatives implemented; from introduction of 'NICE Total View' WFM to the roll out of a frontline empowerment programme through to implementation of a new Outage Management tool.

The importance of people in delivering service excellence is not underestimated; this is an operation with a priority focus on staff engagement, where feedback from staff is encouraged and their contribution valued. To further energise staff, Arise has recently introduced new salary structures with clear progression plans in addition to further recognition programmes. Positive health and wellbeing is strongly promoted and a unique environment facilitated where openness and flexibility is the norm and fun held in high regard.

With responsiveness, transparency and honesty as the guiding values of this relationship, underpinned by mutual trust and confidence, the judges are delighted to announce Arise and Vodafone as the unanimous winners of this prestigious award – Outsource Partnership of the Year 2017.

HIGH STANDARDS COACHING STRATEGIC OBJECTIVES COMMERCIAL TR  
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RESPONSIVENESS ADVICE DEDICATION TRENDS TELEMARKETING CO



14. OUTSOURCE PARTNERSHIP  
OF THE YEAR CONT'D

Category Sponsor



HIGHLY COMMENDED

Eishtec and EE

The judges would like to Highly Commend Eishtec and EE for how they have built a strategic and valuable partnership, based on shared values, common goals and mutual trust. This is a high performance operation, delivering great results, particularly around customer experience. Notably, the judges were impressed with their strategic approach to staff development and engagement and their constant focus on continuous improvement.

We congratulate Eishtec and Vodafone on their commendation and wish them continued success.

# 15. CUSTOMER CONTACT CENTRE OF THE YEAR – SMALL

Category Sponsor



## Shortlisted 2017

City Wonders	Merlyn
Energia	Northern Trust
Globoforce	

## WINNER

Merlyn

Congratulations to Merlyn, the second time winner of this prestigious award 'Customer Contact Centre of the Year – Small', for their continued journey in relentlessly pursuing operational and service excellence.

Merlyn, based in Kilkenny, design, engineer and craft premium showering environments to markets in Ireland, the UK, France, Russia and the Middle East. At the heart of their company is one simple ethos - 'To deliver on everything we promise, to our customers.' With a vibrant customer focused culture, they have demonstrated excellent end-to-end customer service provision, evidenced by high FCR rates, impressive NPS and low return and error rates. The contact centre has played a pivotal role in facilitating the customer experience agenda across the entire company.

A number of change and transformation initiatives were implemented over the last 12 months to improve the customer experience and deliver business results. Some of these initiatives included: providing the ability to order spares on-line, enhancing the B2B web portal and introducing a WhatsApp solution to help solve issues using video and photo. To support Merlyn's journey in driving through change and development, they worked with a group of MBA students on a course called 'Identifying Hidden Needs' at Cranfield University. This was to help the company gain deep customer insights through different market research methods to enable them to gain new perspectives on what the customer really values; to develop new product and service ideas; and re-consider how the market is segmented. This has been a valuable exercise in helping Merlyn prioritise their objectives for change, development and growth.

People clearly are top of the business agenda and a highly engaged and valued workforce is apparent. With strong evidence of ownership and personal responsibility, staff live and believe by the mantra "If it is to be, it is up to me". Staff views are listened to and their feedback valued; their efforts rewarded and celebrated. There is strong investment in training and development within this exciting and high performance culture.

In announcing Merlyn as the unanimous winner of this award, the judges applaud their hunger for advancement, their customer centric mindset and the role of their people in delivering on 'everything they promise to their customers'. A progressive, innovative and pioneering company that has raised the bar for contact centre excellence within this category.

15. CUSTOMER CONTACT CENTRE  
OF THE YEAR – SMALL  
CONT'D

Category Sponsor



HIGHLY COMMENDED

Northern Trust

The judges wish to Highly Commend Northern Trust's Investor Service Centre (ISC) for their commitment to driving through improvements in order to deliver great customer experiences. A complex and highly regulated operation, the ISC supports over 60,000 investors to over 150 clients. With significant investment in staff development to promote professionalism and personal growth; it is clear that this is an organisation where people matter and truly make a difference. With tenured customer relationships enjoying excellent service provision, it is not surprising that this is an operation with customer experience at the core of what they do, delivering real strategic value to the organisation.

Northern Trust is one to watch out for in the future and we look forward to monitoring their progress.

# 16. CUSTOMER CONTACT CENTRE OF THE YEAR - MEDIUM

Category Sponsor



## Shortlisted 2017

Permanent TSB	Vhi Healthcare
Squarespace	YapStone
Sun Life Financial	

## WINNER

Vhi Healthcare

Congratulations to VHI Healthcare as the worthy winner of the 2017 Customer Contact Centre of the Year – Medium award. The multi channel contact centre, based in Kilkenny with 199 staff provides sales and service support across a range of products to VHI customers.

Against the backdrop of a challenging Health Insurance market in Ireland, the contact centre has proved itself as a strategic and valuable enabler to the organisation's success. With a vibrant customer focused culture and a single minded focus on delivering business results, this is an operation that has demonstrated all-round outstanding performance and service excellence.

VHI Healthcare's commitment to their people is apparent, evidenced by the investment made in their staffs training and development to promote professionalism and proficiency. Their engagement strategy, where staff feedback matters and everyone's contribution is valued, creates the environment for team members to really flourish. Whilst this operation has robust technology and infrastructure and tight business and management processes, it is the people within this operation that make the difference. This team's commitment to the company's goals and values is reflected in their contribution to the organisations success.

The contact centre has delivered remarkable results in the last 12 months, with increases in quality and compliance, improved customer experience, greater efficiency in claims processing and operational KPI metrics met or exceeded. New and innovative ways of working have been introduced to drive improvements, to include: implementation of web chat, mobile extension of the MyVhi system known as MyVHI App and the digital membership card. In addition, significant effort has been put into mapping customer journeys to understand what their customers really want; this exercise has been very successful in actively personalising VHI experience for each member. Importantly it has helped all staff to see how daily decisions and contributions affect customers.

In recognising VHI Healthcare as the winner of this prestigious title – 2017 Customer Contact Centre of the Year Medium, the judges wish to congratulate them on consistently positioning their customer at the forefront of the operation, creating a vibrant culture where team members embrace all things customer and focusing on performance improvements and advancements, all in the pursuit of operational and service excellence.

## HIGHLY COMMENDED

YapStone

YapStone is a global provider of online and mobile payment solutions for global marketplaces and large vertical markets.

The judges wish to Highly Commend YapStone's Global Support Centre, based in Drogheda, for their rapid advancement in creating a robust and effective contact centre model, one that is delivering high levels of customer experience, operational efficiency and business value. With a highly engaged and committed workforce and strong evidence of being a 'great place to work', this exciting and innovative operation is one to watch out for in the future.

HIGH STANDARDS COACHING STRATEGIC OBJECTIVES COMMERCIAL TR  
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# 17. CUSTOMER CONTACT CENTRE OF THE YEAR – LARGE

Category Sponsor

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## Shortlisted 2017

Dell EMC	PayPal
EA Games Ireland	

## WINNER

Dell EMC

Dell EMC'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. With over 300 highly trained and certified specialists dedicated to providing support to customers, they are a deserving winner of the 2017 Customer Contact Centre of the Year – Large.

This high performing operation has consistently delivered against their targets with impressive Voice of the Customer scores of 95%+. With an extensive suite of metrics in place to drive business performance, customer experience is seen as the primary measure with the three most important metrics being: Net Promoter, Customer Satisfaction and Customer Effort. Importantly, the operation has been able to quantify the impact customer experience is having on bottom line, for example as their low effort scores improve they have seen a corresponding increase in attachment rates of their high end warranties.

Continuous improvement and accountability is very much part of the team's DNA. A strong culture of ownership and personal responsibility is evident with all staff trained in 'Closed Loop Process', empowering everyone to highlight existing or potential issues. Various improvement initiatives have been implemented that have had a direct impact on performance and business results. These initiatives range from the introduction of a 'Hotlist Dashboard' to track customers with systemic issues who need an extra level of support to the establishment of a 'Help a Customer Portal' through to implementation of a 'Network Efficiencies Programme' to streamline operations by leveraging capability across the entire EMEA region.

People are very much at the heart of this operation with various strategies in place to attract, develop and promote their staff. Their graduate programme is proving very successful with a total of 40 newly graduated individuals, exceeding all expectations and gaining industry certifications. They have also taken on staff through their partnerships with Solas (formally FAS) and Willing Able Mentoring (WAM) work placement programme, which aims to promote access to the labour market for graduates with disabilities. Staff development and progression is a primary objective for this operation and a reflection of just how seriously they take their training, the company has delivered no less than 1700 top level certifications in the last 12 months.

In recognising Dell EMC for overall excellence and performance of a large customer contact centre, the judges would like to congratulate them on how their excellent customer experience provision, enabled by a highly engaged and skilled workforce and clever adoption of technology has driven impressive business results. This contact centre is an agile, innovative and progressive 'Centre of Excellence'; one that is clearly raising standards for customer operations in Ireland.

17. CUSTOMER CONTACT CENTRE  
OF THE YEAR – LARGE CONT'D

Category Sponsor



HIGHLY COMMENDED

EA Games  
Ireland

The judges are delighted to Highly Commend EA Games Ireland for the value and contribution their contact centre brings to their customers. Operating as a strategic influencer to enable positive change across the customer journey, this contact centre drives CX excellence by ensuring customer and staff feedback is used to drive improvements to their products and services.

With a highly empowered and engaged workforce operating within a diverse and inclusive culture, this is a progressive, exciting and bold operation that has their customers' desires and aspirations at the heart of what they do.

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