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Customer Contact  
Management Association

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IRISH CUSTOMER CONTACT  
& SHARED SERVICES AWARDS

# 2018

PEOPLE PROMOTING EXCELLENCE

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# Welcome to the Irish Customer Contact and Shared Services Awards 2018

IRISH CUSTOMER CONTACT  
& SHARED SERVICES AWARDS  
**2018**  
PEOPLE PROMOTING EXCELLENCE



Ladies and gentlemen on behalf of the board of the CCMA we are delighted to welcome you to our 23rd Awards ceremony, the 2018 Irish Customer Contact & Shared Services Awards. We are delighted to host this prestigious industry ceremony, celebrating customer service excellence within the Irish contact centre and shared services sector.

I want to extend my sincere gratitude to all our sponsors this evening, in particular, our Gold Sponsor BT and Cisco, without your support this event would not be possible. Tonight, we recognise innovation and excellence within our sector. Most importantly we celebrate the enormous contribution that your companies and your staff make to the delivery of extraordinary service to customers not only in Ireland but throughout the world.

I want to congratulate each of the organisations and industry professionals shortlisted this evening, The judging panel have had the pleasure of meeting and engaging with the talented and committed professionals working in your vibrant organisations. We applaud the focus on employee engagement and the drive for continuous improvements. We believe that your operations continue to set the standards for customer service excellence across the world.

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 throughout the year. Finally, I want to thank our judging panel for giving up their time to take on the challenging task of selecting winners from the many worthy entrants. Have a great evening.

Derek Temple

Chairperson CCMA Ireland.



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## Irish Customer Contact & Shared Services Awards 2018

### A MESSAGE FROM OUR GOLD SPONSORS

BT and Cisco are delighted to be Gold Sponsors of the CCMA Irish Customer Contact and Shared Service Awards for 2018. As one of the biggest and strongest technology partnerships in the world, we've experienced first-hand the challenges your organisations face in today's complex, digital environment.



Customers are more demanding now than they ever have been and just meeting their expectations is a huge test for any organisation. BT and Cisco have a history of innovation, a 30-year track record of success, and we remain committed to continued investment in the technology that helps you achieve your goals.

BT and Cisco provide a truly global contact centre solution. We have established over 4,000 contact centres during the past 10 years, with more than 12,000 agents in 40 different countries. In one month, our cloud contact solutions handle over 5 million voice calls and 500,000 messages and chats.

To everyone who has been nominated tonight, we wish you the best of luck and congratulations on getting this far. To all of tonight's winners, we applaud your commitment to be the best in your field, you set the bar for those that follow you. Enjoy the night.

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# 1. BEST TRAINING & DEVELOPMENT PROGRAMME

Category Sponsor

The Sunday Business Post

## Shortlisted 2018

AIB Direct Banking	Lidl Ireland Northern Ireland
AIB RACC	Northern Trust
Bank of Ireland	PayPal
Blizzard Entertainment	Virgin Media
Capita Customer Solutions	

## WINNER

**LIDL IRELAND  
NORTHERN IRELAND**

The Best Training Programme Award for 2018 is bestowed to Lidl for their highly effective 'Customer First Development Programme'. The aim of the programme was to reduce the number of store related complaints and improve the overall customer satisfaction levels. By designing a number of high impact training modules focused on delivering exceptional service both at store and contact centre level, significant business results have been achieved.

A methodological and structured approach was applied to design, using feedback from internal consultations and focus groups, supported by analysis of customer and complaints data. Delivery methods used were highly practical and a blended approach to learning was adopted. Interactive exercises and VLOGs were created to simulate customer experience and complaint awareness. To reinforce learning, the highly innovative 'Route 66' was implemented by which for 66 seconds per day over 66 days staff engaged in behavioural change videos or training exercises each morning. Monthly 1:1 coaching sessions were also introduced.

A robust assessment process was put in place, including regular Executive visits to observe consistency of delivery and provide feedback, through to an interactive Lidl Customer Service App providing a platform for discussions and quizzes. Lidl has clearly demonstrated the significant impact this programme had on increasing customer satisfaction scores and reducing customer complaints driving tangible positive benefits to the business.

The Judges were impressed with the innovation adopted for this programme and the demonstrable business benefits realised as a direct impact. Lidl has clearly evidenced a best in class approach to training, one that is engaging, innovative and highly impactful.

## HIGHLY COMMENDED

**PAYPAL**

Tackling Mental Health Awareness and Support in their Workplace, 'Mind Yourself' is a strategic initiative designed to support PayPal's core cultural value of Wellness. Taking a holistic approach, PayPal planned and implemented awareness, communication and training initiatives for managers and teammates backed up by investment in wellness facilities and resources.

The Programme is part of an ongoing conversation about mental health and wellbeing and aims to educate inform and inspire people to cultivate good mental health and reduce the stigma. The measurable improvements in absenteeism and engagement are encouraging and planned rollout across their other Irish and International sites highlights both the success of this programme and the commitment of PayPal to prioritise Wellness in their workplace

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## 2. BEST CUSTOMER EXPERIENCE

Category Sponsor



Shortlisted 2018

Laya Healthcare	Paddy Power Betfair
Lilly Global Business Solutions	Sky Ireland
New Ireland Assurance	Virgin Media

**WINNER**

**VIRGIN MEDIA**

Congratulations to Virgin Media for demonstrating continued outstanding progress in the delivery of customer experience. They are the deserving winner of the 2018 Best Customer Experience Award.

Virgin Media's central goal to "Make it easy" for their customers comes through strongly in what they do. Their thorough approach to improving customer experiences involved multiple strands of activity resulting in a 16-point improvement in Net Promoter Score (NPS) over the last 12 months. The judges were impressed with the strong customer centric ethos and the single-minded focus to innovate to do things better. Commitment of the senior management team to customers is evident by their regular attendance at the contact centre where they integrate with the customer facing teams and use the opportunity to call customers and close the loop with NPS detractors. Virgin Media is clearly part of the general technical story of the year in switching significant chat and call volumes to messenger contact. Their success in deflecting voice calls to this channel and their ability to enumerate the savings delivered is commendable.

This is a company that values both customer and agent insights to drive continual improvement by implementing many initiatives that have resulted in improved experiences for customers. For instance, recognising that customer experience goes beyond the communication of information, they completely rebuilt the equipment and installation approach for new customers. Leveraging what agents learned from supporting customer installation, they identified 25 specific changes they could make to improve customers' installation experience. Using customer journey mapping, Virgin Media rebuilt the installation experience and improved "ease of installation" scores by 19%.

In presenting Virgin Media with this prestigious award for the second year running, the judges congratulate them on their continued dedication to consistently put the customer first as they continue to disrupt and innovate in their pursuit of customer experience excellence. The judges also wish to commend the team that presented the final presentation; they were clearly on top of all aspects of a complex programme and communicated the technical and people aspects of their programme extremely well, highlighting the connection to results in all cases.

## 2. BEST CUSTOMER EXPERIENCE

Category Sponsor



### HIGHLY COMMENDED

LAYA HEALTHCARE

The judges would like to highly commend Laya Healthcare on their submission. Laya demonstrated a commitment to putting the customer at the centre of their business. Their approach to proactively listen to their customers and their method of mapping that listening to customer journeys was a highlight of their submission.

Laya demonstrated well the impact of their efforts by pointing to strong improvements in transactional NPS and in customer retention figures. Customer testimonials confirmed the genuine engagement with customers at all levels across the organisation.

### HIGHLY COMMENDED

PADDY POWER  
BETFAIR

Paddy Power Betfair have regularly been at the forefront of CX. Again, this year we were impressed with the speed and thoroughness with which they implemented the new messaging technologies that are the story of 2018.

Paddy Power Betfair demonstrated how they have rapidly been able to identify the value of these new technologies with clear targets and results in "Meaningful Connection Score" and the ability to connect MCS to tangible customer satisfaction and retention. The judges were impressed with Paddy Power Betfair customer journey mapping, especially as they lead the way in exploring how AI affects the customer at key points in their interaction experience. We wish them continued success in this journey.

### 3. BEST USE OF SOCIAL MEDIA

Category Sponsor



Shortlisted 2018

AIB	Tech Mahindra Business Process Services
EA Ireland	Vodafone Ireland

**WINNER**

**AIB**

The judges are proud to announce that AIB have retained the award for Best Use of Social Media in 2018, winning the award for the 5th time since its inception in 2012! AIB have continued to forge a leading path in providing excellent customer service through Social Media channels which has been recognised by their customers who continue to follow the AIB social support channels.

Standing out for the judges was the alignment of the Social Media team with the company's overall strategy which allowed the team to act with one voice. This has allowed the team to have a high degree of integration with other teams throughout the AIB organisation, through Sales, Brand, Media Relations, Propositions, Branch Network, Information Security as well as the Customer Service teams.

This was strongly evidenced during Storm Emma when the Social Team took a leading role in the Business Continuity for the company whilst the normal operations were closed. Doubling their normal postings and halving their average handle time, they provided key support for customers that would otherwise have been left stranded.

Exceeding all their targets, even though they were more aggressive than last year, the team have also added to the company's bottom line by showing that serious financial products such as Mortgage could also be sold through contact started with the Social Team.

Congratulations to the team for an outstanding year and showing the value they can bring to customer engagement through Social Media channels.

**HIGHLY COMMENDED**

**EA Ireland**

This online support organisation provides 24/7 support to its gaming customers in 19 languages across 6 different channels. The social media team plays a vital role as the "early warning system" for game health issues enabling the team to identify workarounds and deflect customer contacts from other channels by enabling a large-scale communication to affected customers.

The judges were impressed with the very clear and commercially driven KPIs set by the team resulting in a very impressive 50% plus deflection of calls, no small feat for an organisation that handles over 11 million contacts per annum! The judges are delighted to highly commend EA Ireland for their entry in the Best Use of Social Media award category.

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## 4. OUTSOURCE PARTNERSHIP OF THE YEAR

Category Sponsor

NOBLE SYSTEMS

Shortlisted 2018

Tech Mahindra Business Process Services & Tesco Mobile

Voxpro & MyHeritage

# WINNER

**VOXPRO & MYHERITAGE**

The award for Outsource Partnership of the Year 2018 is bestowed to Voxpro and MyHeritage for their demonstration of a strong and effective partnership approach to working together to deliver mutually beneficial results.

Voxpro - powered by Telsus provides multilingual customer experience and technical support solutions. Headquartered in Cork, it has offices in Dublin, San Francisco & Folsom in California, Philippines, Romania and Latin America. MyHeritage is an online genealogy platform. Users of the platform can create family trees, upload and browse through photos, search billions of global historical records and trace their lineage through a DNA test.

The team consists of 95 team mates, handling about 30,000 cases a month. With an unrelenting focus on continuous improvement, the team has consistently exceeded KPIs since June 2017. Of note is how Voxpro provides insights into behaviours and demographics of the user base for MyHeritage, using AI and analytics capability, in order to shape the most efficient customer focused services model.

A strong and robust engagement model between the two companies is in place, one that is based on trust, openness and integrity. Feedback (good and bad) is encouraged and organisational transparency a given. Communication is always with candour, ensuring clarity and lucidity.

The people play a big role in the success of this contract with both parties committed to culture and staff engagement. The two companies both play a role in ensuring staff provide feedback and contribute to continuous improvement initiatives. There is a strong focus on creating a positive working relationship, where open dialogue is encouraged, and issues are discussed openly so that resolutions can be reached together.

Congratulations to Voxpro and MyHeritage on this prestigious award - Outsource Partnership of the Year 2018. A trusted and collaborative relationship, delivering a sustainable partnership model with mutually beneficially outcomes to both organisations

## 5. BEST SALES CAMPAIGN

Category Sponsor

**eleven**

Shortlisted 2018

Blue Insurance

Permanent TSB

Capita Customer Solutions

SSE Airtricity

**WINNER**

**BLUE INSURANCE**

Blue insurance is awarded the accolade for Best Sales Campaign 2018 for their extremely successful usage of an integrated channel approach to support the launch of their ground breaking two-year home and motor insurance product to the Irish market. The two-year product ensured Blue Insurance stood out in a crowded market and more importantly, optimised their retention strategy by securing the customer for two years up front and effectively delivering a 100% retention in the second year.

This was a very successful campaign with all targets exceeded and a strong return on investment. Blue Insurance achieved a 327% increase in brand recognition from product launch and the contact centre achieved a phenomenal conversion rate on take up of the two-year product. The contact centre is to be congratulated on their strategic and pragmatic approach to delivering a sustainable and highly effective sales model.

Success has continued for Blue Insurance and the company size has doubled since the launch. The two-year concept has now been applied to their multi-trip product based on the positive customer response to the home and motor product.

In awarding Blue Insurance, the Best Sales Campaign 2018 tribute, the judges would like to congratulate them on their innovative approach to product development, increasing market share, and in recognising the power of the contact centre as a cost effective and high-performance sales channel.

**HIGHLY COMMENDED**

**SSE AIRTRICITY**

The judges wish to highly commend SSE Airtricity's submission outlining the work undertaken to deploy a specific sales initiative for new business, retention and sales through service. Recognising the very competitive marketplace and corresponding challenges, they demonstrated their ability to respond to these challenges by developing their operational capability through their people, training and improving process through automation.

The judging panel also wish to recognise the impressive results achieved on their sales campaign including the investment made to reduce customer effort and improve overall customer experience. The judges wish continued success to the team at SSE Airtricity.

## 6. BEST USE OF TECHNOLOGY - STRATEGIC PROGRAMME

Category Sponsor



Shortlisted 2018

PayPal

Virgin Media

**WINNER**

**PAYPAL**

The accolade for Best Use Of Technology Strategic Programme is awarded to PayPal for demonstrating how they have deployed a very complex mix of digital interventions to engage with and personalise their customer experience. The complex solution involved self-help elements, with chat options including agent and machine augmented Live Chat, Flow Bots, Virtual agents, Visual IVR and smart call routing, along with agent tools and platforms.

PayPal's technology strategy, made it possible by their extensive investment, to deliver an omnichannel experience that has been customised to the context and personalised to the individual. The value-based model allows PayPal to offer a multi-tiered service that strikes a balance between cost minimisation and experience maximisation.

The judges were impressed with PayPal's four-stage approach to implementation and how they overcame obstacles and issues, constantly considering the voice of the customer as well as the views of the teammate. The results of the deployment were equally impressive with PayPal now solving a significant percentage of their contacts through automated channels as well as reducing the number of skills and queues.

Congratulations to PayPal on their investment in and implementation of a very comprehensive technical solution that has helped them abate and automate customer contacts whilst removing friction from their service to customers. Exceptionally impressive and worthy winners of this award.

**HIGHLY COMMENDED**

**VIRGIN MEDIA**

The judges wish to highly commend Virgin Media for the implementation of a solution that has enabled them to aggregate inbound messages in one place, whilst making it easy for in-house teams to efficiently manage customer conversations. What stood out to the judges was the approach taken to implementation along with the capabilities offered and the resulting positive impact on CSAT scores as well as the efficiency gained. It is clear that the learning and development plans that are in place for the technology will build upon its success and further enhance the customer experience.

## 7. BEST USE OF TECHNOLOGY - TACTICAL PROJECT

Category Sponsor

ORACLE

Shortlisted 2018

AIB RACC	Magnet Networks
EA Ireland	Sun Life Financial
Glanbia Business Services	

**WINNER**

**SUN LIFE FINANCIAL**

A new category introduced in 2018, the accolade of 'Best Use of Technology - Tactical Project' goes to the business who successfully deployed a specific type of technology to improve their contact centre's business performance and customer experience. The judges are delighted to award the 2018 title to Sun Life Financial.

Sun Life Financial implemented a new Ticket Management system allowing their Service Desk teams to better service Sun Life employees more efficiently through access to enhanced knowledge management and instant solutions. Root-cause reporting and capability have increased significantly. Customers are now better able to directly raise, track and manage their own tickets.

Putting the frontline user teams at the heart of this project throughout as well as the use of agile communication methodologies were the key reasons for the success of the project delivery. Sun Life Financial clearly demonstrated how the implementation of this new technology has delivered significant savings and business efficiencies as well as increased agent and customer experience. Congratulations to all the team in Sun Life Financial worthy winners of this new category for 2018.

## 7. BEST USE OF TECHNOLOGY - TACTICAL PROJECT

Category Sponsor

ORACLE

**HIGHLY COMMENDED**

**MAGNET NETWORKS**

The judges would like to highly commend Magnet Networks for their work in delivering an analytics and reporting portal without any IT specialist involvement and with a limited operating budget. The judges were impressed by the solution and the team's efforts which have now paved the way for a larger investment into a more strategic portal solution.

## 8. TEAM OF THE YEAR

Category Sponsor

AVAYA

### Shortlisted 2018

AIB Customer Financial Planning Team	Lilly Global Business Solutions Transition Team
Bank of Ireland Premier Banking	New Ireland Assurance Customer Retention Team
Blizzard Entertainment Gangs of New Cork	One4all Customer Service Team
Dell EMC EMEA IDS Team	PayPal Team Boyle EMEA Executive Escalations
EA Ireland Xpilot Team	Teleperformance SME Team
Lidl Customer Service Team	Vhi Healthcare Concierge Team

## WINNER

**BLIZZARD  
ENTERTAINMENT  
GANGS OF NEW CORK**

Blizzard Entertainment's Gangs of New Cork team comprises 21 Games Masters, operating across five language queues. They provide support to their players in the EU region as well as some support in the US and Asia. They provide this service over Web and in game support, Webchat, telephony and social media.

The focus on individual's performance and the overall focus from the team on self-updating the knowledge system to support the wider success of the team is one of their key achievements this year.

The team has had significant success in retention with not one person leaving in the past year and notably increasing the team staffing levels with an additional 5 resources.

The team identified a significant challenge for their area with a new product launch in August forecasting a 100% impact on activity. The team focused on driving productivity improvements to ensure the launch was a success. The team worked together sharing knowledge and initiatives to drive improvements.

Through the team's high performance, coaching, tools and best practice sharing the organisation is now celebrating its best game expansions support in their 14-year history.

The judges would like to congratulate Blizzard Gangs of New Cork on their achievements to date and in winning the accolade Team of the Year 2018.

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## 8. TEAM OF THE YEAR

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### HIGHLY COMMENDED

**AIB  
CUSTOMER FINANCIAL  
PLANNING TEAM**

The judges commend AIB's Customer Financial Planning team. This team provides their customers with holistic advice assisting them to develop personalised financial plans. This team was able to demonstrate great examples of training and team building exercises along with detailed individual performance targets. Their success was shown by some amazing customer testimonials that were provided. They also demonstrated a successful use of digital technology.

The judges congratulate the team on their commendation and wish them continued success.

### HIGHLY COMMENDED

**DELL EMC  
EMEA IDS TEAM**

The judges have also commended Dell EMC EMEA IDS team. This team delivers two core services, which enables their customers to grow and thrive, and to make their investment in terms of hardware/software a success. These services are ProDeploy Enterprise Suite (Remote Deployment) and remote consultancy services.

This team provided amazing detail about the structure of the team and how it is measured with tangible supporting results. Strong customer testimonials showed the success and value of this team to the organisation.

This is a team with talent and it is clear that they are delivering real business benefits and creating strategic value for Dell EMC, we wish them continued success.

## 9. SUPPORT TEAM OF THE YEAR

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### Shortlisted 2018

AIB Direct Service People Enablement Team	PayPal Workforce Management
Capita Customer Solutions Lean as a Service	Permanent TSB Quality Assurance Team
Dell EMC Talent Acquisition Team	Sun Life Financial Service Desk Shared Services
Flogas Credit Control Team	Sun Life International Support Delivery Team
Merlyn Credit Management Team	

## WINNER

### CAPITA CUSTOMER SOLUTIONS LEAN AS A SERVICE

Congratulations to Capita for this year's winning submission. Their story involves Capita's Lean as a Service (LaaS) team and their impact on the business in a number of areas including - Standardisation of contact centre management practices, development of a continuous improvement culture and driving cultural change by embedding new ways of working.

The Lean as a Service team have been a key contributor to Capita's goal of becoming customer centric in every aspect of its business. Notably LaaS has played a role in how the Voice of the Customer is captured and acted on, the positioning of the customer as the first agenda point at meetings and the continued focus on improving customer experience at each contact.

The success of LaaS to this point has allowed the team to offer external consultancy services to their clients, helping to strengthen these relationships through value added offerings. Supporting people and career development is also evident as well as the continued emphasis on driving consistency of application of lean methodologies across the contact centres.

The Lean as a Service team have been an invaluable contributor to the business, delivering significant operational efficiencies and driving improved customer experience for clients.

The judges would like to congratulate Capita on their success to this point and wish the team continued success in their future plans.



## 9. TEAM OF THE YEAR

Category Sponsor



### HIGHLY COMMENDED

**AIB DIRECT SERVICE  
PEOPLE ENABLEMENT  
TEAM**

The judges would like to highly commend the AIB People Enablement Team. Support for contact centres can take many guises and the judges were impressed at how a number of different strands of support: Culture; Development; Communication and Training, had been brought together into the one People Team. The flow from top level objectives down to programme delivery saw a high level of alignment with the Contact Centre's objectives and a synergy between the four areas.

### HIGHLY COMMENDED

**SUN LIFE  
INTERNATIONAL  
SUPPORT DELIVERY TEAM**

The judges also wish to highly commend the Sun Life Support Delivery Team for their work on "Know your Customer" (KYC) for Sun Life's customers. The judges were particularly impressed by the levels of staff engagement the team achieved with absenteeism levels well below industry norms and their dedication to best practice implementation as evidenced by their "The Brighter Way" programme aimed at improving the client experience, empowering employees, eliminating waste and improving productivity.

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

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## Shortlisted 2018

Teresa Bennett AIB Direct Service	Jason Jacobs AIB Direct Banking
Sarah Coleman EA Ireland	Nataliya James Blizzard Entertainment
Dolores Daly Avantcard	Eric O'Callaghan Permanent TSB
Gillian Daly RCI	Patrick O'Carroll Arise
Mairéad Dillon Northern Trust	Diane O'Dea Sun Life Financial
Ramin Djavanshiri PayPal	Paddy Power New Ireland Assurance
Ciaran Garry Sky Ireland	Brendan Walsh Magnet Networks

## WINNER

**CIARAN GARRY  
SKY IRELAND**

The judges are delighted to announce Ciaran Garry as the Customer Service Advisor of the Year 2018.

Ciaran joined Sky after working in the hotel industry for many years where he honed his 5-star customer experience skills and developed his passion for the customer. Ciaran demonstrated an exceptional work ethic and has shown himself to be extremely adaptable and not afraid to take on and embrace new challenges. The judges were particularly impressed with his positive attitude and drive to deliver and exceed expectations in his role.

Ciaran takes pride in consistently going the extra mile for the customer and does it with energy and drive. He has proactively identified needs across his team and worked to deliver impactful solutions.

He is a strong team player, always on hand to share his knowledge, expertise and lend support to new members on his team.

Outside of the office Ciaran has many interests including cars and music and his competitive nature shines through when playing his brother at pitch and putt!

With Ciaran's tenacity and drive, we have no doubt his star will continue to rise in Sky. The judges would like to warmly congratulate Ciaran and wish him continued success in the customer service industry.

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

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### HIGHLY COMMENDED

**DOLORES DALY  
AVANTCARD**

Dolores demonstrated a reassuring, calm, practical and caring approach in dealing with challenging customer interactions. Dolores puts herself firmly in the shoes of the customer and builds strong rapport to support customers to arrive at an optimal solution. Dolores is a natural communicator who displays great levels of empathy and understanding. We are delighted to highly commend her in this very competitive category.

### HIGHLY COMMENDED

**GILLIAN DALY  
RCI**

Gillian demonstrates a genuine passion for her customers and goes the extra mile consistently to find customer solutions using her expertise and problem-solving skills. Her warm, engaging and helpful personality are in no doubt greatly appreciated by her loyal customers and colleagues. Gillian is never afraid of a challenge and pushes herself to develop and has delivered a number of positive changes across her team. We wish to congratulate Gillian and wish her continued success in her career with RCI.

### HIGHLY COMMENDED

**JASON JACOBS  
AIB**

Jason's positive attitude, warmth and can-do attitude shone through his application. Jason is a strong team player and is always willing to support others, getting involved in projects and organising team events. He uses his initiative and drive to go above and beyond consistently in this role which makes him a favourite of both customers and colleagues.

# 11. INDUSTRY PROFESSIONAL OF THE YEAR – TEAM LEADER

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plantronics

## Shortlisted 2018

Gina Begley AIB Direct Banking	Sinéad Grogan EA Ireland
Kathryn Burke AIB Direct Service	Zsuzanna Leahy RCI
Ian Gallagher Arise	Emma McKeever PayPal
Tara Glaysher Permanent TSB	Mandy O'Sullivan Capita Customer Solutions
Christine Grogan Bank of Ireland	Tara Sherlock Glanbia Business Services

## WINNER

**SINÉAD GROGAN  
EA IRELAND**

The judges were unanimous in their decision to award the accolade of Team Leader of the Year 2018 to Sinéad Grogan.

Sinéad started her career with EA Ireland in 2015. In that time her passion for improving the customer experience has gained her a promotion whereby she now leads a team that pilot new and innovative approaches to building signature experiences for EA customers.

Sinéad's team are now the top performing team in EA exceeding targets across all key metrics.

Outside of her own team, Sinéad makes a very active contribution to life at EA. She has been instrumental in driving agent recognition and career programmes as well as other creative projects. The warmth and respect with which she is regarded by people at all levels in the organisation is palpable.

The judges were particularly impressed by Sinéad's leadership style, her emotional intelligence and relentless focus on developing the potential of others and herself. The judges would like to warmly congratulate Sinéad and wish her continued success in her career in the international customer service industry.

## 11. INDUSTRY PROFESSIONAL OF THE YEAR – TEAM LEADER

Category Sponsor

plantronics.

The judges would like to highly commend two nominees in what was a high calibre category this year.

### HIGHLY COMMENDED

**GINA BEGLEY**  
**AIB DIRECT BANKING**

Since joining AIB in 2007 Gina's career has gone from strength to strength moving from Customer Service Advisor to leading a specialist team in Direct Mortgages. The judges were impressed with her proactive approach to people management and mentoring and were delighted to see her focus on bringing mindfulness and wellbeing into the day-to-day life of her team for which she is commended.

### HIGHLY COMMENDED

**ZSUZSANNA LEAHY**  
**RCI**

Zsuzsanna has been with RCI Ireland for 16 years this September. In this time, she has repeatedly demonstrated a flair for people management whilst continuing to drive her own learning and development in a range of ways. Her focus on improving customer experience and sales through service whilst managing a team in a busy multi-lingual environment is to be commended.

## 12. INDUSTRY PROFESSIONAL OF THE YEAR – SUPPORT PROFESSIONAL

Category Sponsor



### Shortlisted 2018

Jamie Bridgeman Arise	Adrian Gurn Avantcard
Laura Carter SSE Airtricity	Karen Healy Bank of Ireland
Shay Gibson DHL Express Ireland	Caitriona Kelly New Ireland Assurance
Aisling Dunleavy EA Ireland	Suzanne Kelly Sun Life Financial
Paul Evans Sun Life International	Liz O'Sullivan Bank of Ireland

## WINNER

**JAMIE BRIDGEMAN  
ARISE**

The judges are delighted to present the accolade of Support Professional of the Year to Jamie Bridgeman of Arise.

Jamie leads a team providing a range of support to front line contact centre staff; technical support; customer experience monitoring and improvement; and financial reconciliations. Jamie also works closely with internal and external stakeholders to identify strategies to reduce costs while maintaining or improving the customer experience.

In the words of his client "Where Jamie differentiates himself from other technical experts is his ability to shape and manage large scale change projects which have realised very substantial financial savings for Vodafone". In the last year Jamie has initiated and delivered two of these projects which have also delivered significant measurable NPS improvements for his client Vodafone Ireland.

An excellent communicator and a strong influencer Jamie keeps himself up to date with developments in the industry by proactively seeking out best practice and sharing with others in the industry.

Jamie's multi-tasking skills extend outside of the office, he plays 6 different musical instruments, coaches a local rugby team, is a scout leader and still has time to indulge his interests in cooking, a true all-rounder!

In selecting Jamie 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. We wish him continued success in his career.

## 12. INDUSTRY PROFESSIONAL OF THE YEAR – SUPPORT PROFESSIONAL

Category Sponsor



### HIGHLY COMMENDED

**SHAY GIBSON  
DHL EXPRESS IRELAND**

We are delighted to also Highly Commend Shay Gibson of DHL Express Ireland. As Business Support Manager at DHL, Shay is totally focused on ensuring the operation meets and exceeds the DHL Global Centre of Excellence Standards.

As a Best in Class Global company the Irish operation must adhere to all standard processes and prove it is doing so, Shay is responsible for reporting (performance and procedural) vs COE Standards. His workforce forecasting, and management is also a key driver in reaching required standards. Shay supports the contact centre staff by educating the staff on how their input can impact the whole service offering to customers and then works with them to develop smart solutions to enhance customer experience. Shay is passionate about DHL and their customers and backs this up by data driven analysis to identify continuous improvement opportunities. We wish him continued success in his career.

### HIGHLY COMMENDED

**CAITRIONA KELLY  
NEW IRELAND  
ASSURANCE**

The judges are delighted to highly commend Caitriona Kelly of New Ireland Assurance. As the Contact Centre Technical Support and Development Coach, Caitriona manages learning and development for contact centre staff from new recruits and experienced team members.

In the last year she has driven the service agenda by working across the contact centre, back office and risk to understand the drivers of NPS and to make the necessary process, training and behavioural improvements to significantly increase NPS. Caitriona also champions New Ireland's staff engagement programme and thanks to her drive the Contact Centre's Engagement Activity is leading the way.

# 13. INDUSTRY PROFESSIONAL OF THE YEAR – MANAGER

Category Sponsor



## Shortlisted 2018

Therese Bourke VHI Healthcare	Karina O'Donnell Permanent TSB
Teresa Kelly Northern Trust	Lisa Plunkett New Ireland Assurance
Paula O'Carroll AIB	Glen Winn Virgin Media

## WINNER

**GLEN WINN  
VIRGIN MEDIA**

The celebrated prize for leadership excellence within our industry is awarded to Glen Winn. A strategic, creative and influential leader, he has built a highly successful specialist Fraud & Revenue Assurance Shared Services Centre in Limerick.

Glen has led this high performing team of over 50 Fraud and Revenue specialists, supporting Virgin Media in the UK and Ireland, to succeed targets in revenue and at the same time significantly reduce risk. Developing a compelling business case and convincing his stakeholders that this operation would be not just cost saving but revenue enhancing, he created this successful shared services team using a structured yet innovative approach.

Glen has balanced fast growth of the team with providing clear development paths for his people. With a strong focus on coaching, he has developed talent as part of succession planning, evidenced by 13 of the 50 members achieving promotion. Notably, he has been instrumental in fostering a strong learning environment, encouraging feedback, knowledge share and opportunity. With high engagement scores, this collaborative team is going from strength to strength and the outlook is looking very positive with future plans in place to roll out the model to other Virgin territories.

A visionary leader, Glen has adopted new software, management techniques and is continually looking for ways to improve the service the operation delivers to its customers, staff and shareholders. The judges were particularly impressed with his stakeholder management skills. Using his excellent communication and organisation skills he ruthlessly plans ahead, consulting early and often, resulting in valuable and trusting relationships.

The judges were unanimous in naming Glen as the winner of this prestigious award, noting what a truly authentic and visionary leader he is. With strong strategic thinking, excellent communication and impressive relationship and planning skills, he has raised the bar for contact centre leadership excellence. We congratulate him and wish him much success in his career.



## 13. INDUSTRY PROFESSIONAL OF THE YEAR – MANAGER

Category Sponsor



### HIGHLY COMMENDED

**TERESA KELLY  
NORTHERN TRUST**

It's been a busy year for Teresa Kelly, Head of Investor Servicing in Northern Trust transfer Agency, as she doubled her team in the last year while maintaining all performance metrics. The services provided by Teresa's team are both complex and high value and Teresa has embraced the contact centre business model to deliver many benefits to her customers and stakeholders.

A strategic and people orientated leader she has successfully built up this operation to high performing excellence, winning the confidence of her customers, staff and stakeholders. It is with great pleasure that we recognise and highly commend Teresa for her customer and people centric approach, underpinned by strong leadership, change management and influencing skills.

# 14. SHARED SERVICES CENTRE OF THE YEAR

Category Sponsor



## Shortlisted 2018

Arema Connect	Sun Life Financial
Lilly Global Business Solutions	

## WINNER

## LILLY - GLOBAL BUSINESS SOLUTIONS

The award for Shared Services Centre of the year for 2018 is bestowed to Lilly Global Business Solutions. Lilly having started operations in 2010 in Cork has gone from strength to strength with a headcount of 600 across 38 nationalities speaking 35 languages. This operation began in finance and has evolved with the introduction in 2017 of the GBS New Business Integration Playbook to include transitions such as North American Finance, Global Transparency, Global Learning Operations and Clinical Trial Capabilities.

Key to their successful diversification and expansion has been their ability to apply their business blueprint to new business areas across the Lilly enterprise, creating a centre of excellence in Cork whereby they centralise, streamline, stabilise and add value to a number of global functions. They developed the 'Integration of New Business Playbook' leveraging the learnings from previous global business solutions, thus creating a framework to help a business unit/function identify, design and implement a new strategy/ delivery model.

Lilly have clearly demonstrated their success in continuing to create a centre of excellence in Cork with the relocation of Tier 2/Product Specialist roles to Cork in 2018, making GBS the primary centre for customer experience and content excellence for Medical Information Europe.

The judges wish to congratulate Lilly and the Global Business Solutions team for their continued work in demonstrating the value of the shared services model.

## 14. SHARED SERVICES CENTRE OF THE YEAR

Category Sponsor



**HIGHLY COMMENDED**

**SUN LIFE FINANCIAL**

Sun Life has been Highly Commended by the judges who were impressed by the professional standards which Sun Life embody in their Shared Services Centre.

Sun Life demonstrated their leading edge approach in applying methodologies such as Design Thinking and SCRUM to improve productivity. Low attrition levels and a progressive training model exemplify Sun Life's commitment to staff development and engagement. Their internal customer survey and NPS programme illustrate their commitment to delivering an excellent standard of customer experience.

# 15. CUSTOMER CONTACT CENTRE OF THE YEAR – SMALL

Category Sponsor



## Shortlisted 2018

AIB RACC	Magnet Networks
Glanbia Business Services	Merlyn
Lidl Ireland Northern Ireland	New Ireland Assurance

## WINNER

## MAGNET NETWORKS

The judges are delighted to announce Magnet Networks as the winner of the 2018 award Customer Contact Centre of the Year - Small.

Magnet Networks is the third largest supplier of telecoms and internet connectivity in Ireland and is growing globally. Established in 2004 it began its journey deploying state of the art fibre broadband to businesses and homes across Ireland. Based in Dublin the contact centre employs 25 people supporting 15,000 customers in the delivery and support of data, voice, and cyber security and Internet of Things (IOT) products.

This operation has demonstrated significant performance improvements in the last 12 months, reflected in impressive NPS, Easy, CSAT, Churn, Resolution Rate and Quality scores. With performance improvement becoming very much part of their DNA, they have embraced the Kaizen approach to identify improvement opportunities and deliver change. Introducing such initiatives as case ownership, training, journey mapping and various system enhancements they have experienced amazing results which have benefitted customers and staff alike.

This is a high performing and fun centre, where people are trusted, and success is celebrated. Empowerment and ownership is a key theme - when an issue occurs the person who receives it owns it and are empowered to do what it takes to resolve it. Gamification techniques are deployed to drive performance like horse races and football tournaments where distance covered, or goals scored are allocated against various KPIs. Employees' views count and all have the opportunity to shape the future of the operation with such initiatives as 'idea boards', where people can share their ideas for improvement and 'values weeks' where they take one of the core values and challenge the teams to come up with new and innovative ways to live it. Social events outside the office like treasure hunts, race nights, escape rooms and more are a regular occurrence.

Magnet Networks deploys technology in a smart and robust way with tools to deliver service provision ranging from Salesforce CRM through Unified Communications to trouble shooting software. Not willing to sit still they are in the process of assessing chat bots, improving the web channel and making improvements to how they bill customers, the bill format and the online portal.

In awarding Magnet Networks the prestigious title of Customer Contact Centre of the Year Small 2018, the judges note their unrelenting focus on performance improvement, their highly engaged and committed staff and their application of tools and processes to driver customer experience - all underpinned by an energetic, progressive and fun environment.

## 15. CUSTOMER CONTACT CENTRE OF THE YEAR – SMALL

Category Sponsor



**HIGHLY COMMENDED**

**MERLYN**

The judging panel would like to recognise and highly commend Merlyn for their continued progression in developing a highly efficient and effective contact centre. Winners of this award in the previous two years, it is obvious that this is an organisation where customers really matter, staff feedback is valued, and innovation and advancement thrive. A vibrant and exciting contact centre!

**HIGHLY COMMENDED**

**NEW IRELAND ASSURANCE**

The judges would like to highly commend New Ireland Assurance for their robust approach to performance improvement, reflected in the launch of a dedicated continuous improvement (CI) team with two local CI champions in the contact centre. By challenging existing processes and ways of doing things, they have delivered many initiatives this year, which have delivered significant benefits to customers, staff and the business. This is an operation with strong strategic leadership and one to watch out for in the future.

# 16. CUSTOMER CONTACT CENTRE OF THE YEAR – MEDIUM

Category Sponsor



## Shortlisted 2018

DHL Express Ireland	SSE Airtricity
Northern Trust	VHI Healthcare

## WINNER

## NORTHERN TRUST

The highly coveted prize for overall operational excellence within our industry - "Customer Contact Centre of the Year - Medium" is awarded to Northern Trust's Investor Service Centre (ISC). As one of the World's leading financial institutions, Northern Trust specialises in providing asset management and servicing solutions to both institutional and personal clients globally.

The ISC, based in Limerick is the face of Northern Trust providing third party fund administration services to numerous fund management companies in Ireland and the UK, covering the full range of shareholder servicing. Employing 50 'partner' staff, the centre has experienced an impressive 100% growth in the last year.

A progressive and quality orientated operation, underpinned by 3 core values - Expertise, Service and Integrity, this centre has achieved remarkable performance and exceeded expectations during a challenging period of growth and change. With 'customer-thinking' embedded deeply within the workforce, it is clear that 'customers' are very much front and centre of this operation, driving change and innovation.

With a highly engaged and loyal workforce, it is not surprising that attrition levels are low. A comprehensive training programme is in place that supports partners in realising their potential and continues throughout their careers within the ISC and the wider Northern Trust organisation. Partner feedback is encouraged and welcomed, with a strong sense of contribution and belonging evident; staff are encouraged to extend their value by getting involved across a selection of projects and activities from charity events to service improvement projects. As a forward-thinking company, inclusion is very much part of the strategic agenda, with a number of business resource councils in place, including: Diversity & Inclusion, Working Families and Women in Leadership.

As a fully integrated and highly performing contact centre, the ISC is positioned very much as a centre of excellence within the company, delivering significant value and influence. In recognising Northern Trust for overall excellence and performance of a medium customer contact centre, the judges would like to congratulate them on how their excellent customer experience provision, enabled by a highly engaged workforce and strategic leadership has driven impressive business results. This contact centre is a progressive 'Centre of Excellence'; one that embodies boldness, leadership and excellence.

## 16. CUSTOMER CONTACT CENTRE OF THE YEAR – MEDIUM

Category Sponsor



**HIGHLY COMMENDED**

**VHI HEALTHCARE**

The judges would like to highly commend Vhi Healthcare for the continued development of their contact centre to drive improved service, retention and sales activities. With a strong focus on people, this operation has demonstrated excellent retention and training strategies, resulting in a highly engaged and committed workforce. Their adoption of technology has resulted in increased efficiencies and greater choice for customers.

# 17. CUSTOMER CONTACT CENTRE OF THE YEAR – LARGE

Category Sponsor



## Shortlisted 2018

Blizzard Entertainment	PayPal
EA Ireland	

## WINNER

## BLIZZARD ENTERTAINMENT

Delivering a consistent and excellent experience to customers when volumes rise to levels never before experienced by a service centre, is a genuine hallmark of excellence.

Blizzard's submission referenced the challenge they faced in handling a new release of their main gaming environment this year. They told the story of how they actually improved service level while service volumes rose by 115% over the critical 6-week period of the release. Their approach to meeting this challenge crossed technological, human factors and process management approaches. The judges liked Blizzards detailed approach to time banking, which allowed their staff more flexibility in time off outside of the critical period while making sure they had a full team compliment available for the key 6 weeks of the launch. Blizzard's novel approach to messaging also attracted the judge's attention. With gamemasters adopting an in-game role while supporting technical issues for gamers, staff allowed gamers to have their issue resolved effectively while maintaining the atmosphere of the game for the gamer.

This is a company that has demonstrated their willingness to innovate in C/X. Their use of machine translation to allow staff support multiple languages was innovative and the judges appreciated Blizzards considered approach to using this technology in a way that did not risk damaging the service experience. Further, their approach to measure and systematically handle in-game 'Toxicity' where certain customers deliberately damaged the game experience for others may be a signpost for C/X in future shared service environments.

Blizzard holds a strong 'people agenda', underpinned by a vibrant learning culture that provides great training and development opportunities for their workforce. Notably, they have shown a commitment to helping staff achieve a balanced and healthy lifestyle by providing various services to them, including: an onsite gym, yoga & pilates classes and ergonomic assessments.

In awarding Blizzard the prestigious accolade - Customer Contact Centre of the Year, Large 2018, the judges were very impressed with their commitment to continued improvement to the support technologies that have been a focus for Blizzard over recent years, specifically they would like to call out the release of their knowledge management tool which has been a solid success. Finally, the judges particularly appreciated the presentation teams open and honest approach to the issues they faced, where they have overcome them, but also where some challenges still exist. Congratulations to Blizzard on such an innovative, people orientated and forward-thinking approach to best practice contact centre operations. Delivering a consistent and excellent experience to customers when volumes rise to levels never before experienced by a service centre, is a genuine hallmark of excellence.



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

Category Sponsor



**HIGHLY COMMENDED**

**PAYPAL**

The judges would like to highly commend PayPal. In 2018 PayPal continued to innovate and develop in a number of areas, in particular the judges were impressed with PayPal's commitment to staff welfare and health, this included significant initiatives to help staff help themselves and an outstanding commitment to inclusion and diversity.

PayPal also continued to innovate across their customers experience lifecycle deploying a range of technologies to anticipate and manage service issues as well as review and learn from issues after resolution. Some of PayPal's initiatives in machine augmented live chat and their approach to integrating intelligent agents with people processes were some of the more interesting ideas of the year and bear watching over 2019 and beyond.

# Trends in Customer Service Operations in Ireland in 2018

**THIS YEAR WE ASKED OUR JUDGING PANEL TO HIGHLIGHT TRENDS AND ACTIVITIES THAT THEY ENCOUNTERED WHEN REVIEWING SUBMISSIONS.**

**WE THOUGHT IT WOULD BE USEFUL TO SHARE INFORMATION ON THESE TRENDS WITH THE INDUSTRY AND HAVE OUTLINED SOME KEY POINTS BELOW, CCMA PLANS TO HOST EVENTS DURING THE YEAR TO SHARE BEST PRACTICE IN THESE KEY AREAS.**

- Messaging is the big story of 2018, this has hit the big time with companies seeing increased NPS and some seeing channel shift from voice support channels (but not all).
- There has been an obvious shift towards “measuring what matters” with companies generally now more focused on value added and outcome based KPIs, e.g. NPS, Effort, Retention, FCR etc. The standard operational KPIs such as telephone service level, abandoned rate, etc. whilst still important are seen more as hygiene factors.
- There is growing awareness in companies and explicit programmes being initiated to support mental health, stress management and wellness initiatives. Apparent across multiple submissions.
- Some companies are using 3rd party tools to allow staff to give each other rewards in the workplace. Staff members get a set allocation of “buddy bucks” to give each month and if they don’t give it all away in the month they lose it.
- A number of companies are working to integrate different chat & messaging solutions with Salesforce.
- Learning from your top front-line staff is becoming more formalised with some companies having explicit (10:80:10), (learn from; teach to; exit) models for their workforce.

# Trends in Customer Service Operations in Ireland in 2018

- Some companies are looking at more sophisticated time banking and time swapping models to help them manage peak periods more effectively.
- Companies are looking a machine translation in close to real-time to support chat sessions when no service agents who speak the language are available - they have done work on displaying grades of service in this context.
- Some companies are looking at reporting survey scores (NPS, CES) for their total customer population, but are also splitting out their high value or high touch groups for separate reporting.
- Companies are looking at providing a fund to pay staff for the charity work they do with funds that must be donated to a charity (charity pay), donations made from charity pay earned is often matched by company donations.
- A new service metric is emerging "toxicity", this is a measure of social unpleasantness in group service environments. Serving groups of customers at once can provide efficiency benefits to the company and can be better for customers, but the environment should be kept friendly.
- A company has introduced the idea of a "customer baton", which is held by one of the participants in any meeting where the conversation may touch on elements which affect customers. The holder of the baton has the right and responsibility to interrupt the meeting at any time and speak on behalf of the customer.



**CCMA**  
Customer Contact  
Management Association

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IRISH CUSTOMER CONTACT  
& SHARED SERVICES AWARDS

2018

PEOPLE PROMOTING EXCELLENCE

GRAPHICS BY



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