



IRISH CUSTOMER CONTACT
& SHARED SERVICES AWARDS

2022

PEOPLE PROMOTING EXCELLENCE

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Welcome to the Irish Customer Contact and Shared Services Awards 2022

IRISH CUSTOMER CONTACT
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PEOPLE PROMOTING EXCELLENCE



Ladies and gentlemen on behalf of the board of the CCMA we are delighted to welcome you to our 27th awards ceremony, the 2022 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.

Over the past two years, leaders have had to quickly adapt systems and new ways of working, customers have flocked to digital channels because of the pandemic, and organisations have had to race to meet their needs with new channels that support remote and digital transactions. Getting customer service right depends on prioritizing and investing across the people, operations, and technology pillars of customer service strategy. We at CCMA are very proud of all your accomplishments in 2022.

I want to congratulate each of the organisations and industry professionals shortlisted for this year's awards. The commitment, passion, innovation and creativity of those we met throughout the judging process for these awards are a testament to our capability to retain the organisations already located here and continue to attract new companies to establish their customer service operations in Ireland. We have no doubt that your operations continue to set the standards for customer service excellence across the world.

On behalf of CCMA Ireland, I want to extend my sincere gratitude to our Gold sponsor Workair, our category sponsors and our corporate sponsors throughout the year, without your support this event would not be possible. I also want to thank and express my sincere 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 fantastic evening

Derek Temple

Chairperson CCMA Ireland.



Irish Customer Contact & Shared Services Awards 2022

IRISH CUSTOMER CONTACT
& SHARED SERVICES AWARDS
2022
PEOPLE PROMOTING EXCELLENCE

A MESSAGE FROM OUR GOLD SPONSOR



Workair is delighted to sponsor the 2022 CCMA Irish Customer Contact and Shared Services Awards. We are honoured to be associated with the CCMA, we believe that both organisations share a passion for customer experience and are driven by the challenges of improving customer contact for clients and members.

The customer contact industry is one of the most exciting industries to be involved in today. Customers are more demanding than ever. They will not accept long wait times. They expect to be able to engage with a company over whatever channel they prefer, at whatever time of the day or night they choose, and they expect their issue to be resolved on the first contact. Customers will become more demanding. In addition, there is legislation being prepared in Europe and the UK that will compel companies to provide multiple support channels for consumers. This legislation will explicitly define the minimal accepted response times for each channel.

Customer expectations and new consumer legislation will keep this industry challenged over the coming years. Cloud communication technology, with agile integrations into all business systems, combined with the clever use of AI, to assist customers and the agents dealing with customers, is now the key enabler for this industry to meet future customer expectations and regulatory requirements.

The companies who succeed are those who embrace customer contact as a key differentiator. Afterall – without customers companies fail!

Workair are technology agnostic and partner with 9 of the global leaders in cloud communication technology. We identify and deploy the technology that best fits each client's specific requirements. We are honoured that 3 of these partners are here tonight 8x8, Dialpad and Vonage (an Ericsson company) leading technology providers supporting clients including DPD, Ryanair, Stripe and UBER to name just a few. I wish all the contestants the best of luck this evening and hope that everybody enjoys a great night.

Finally, I would like to thank Dorothy and the CCMA for organising this fantastic event.

Enjoy your evening!

Stephen Mackarel

CEO – Workair.

1. BEST TRAINING & DEVELOPMENT PROGRAMME



Shortlisted 2022

Abtran	PayPal
Beacon Hospital	SalesSense
Covalen	RelateCare
New Ireland Assurance	

WINNER

PayPal

PayPal won this category with their Advanced Leaders Programme (ALP), a four-month experiential programme designed, developed, and deployed by the Talent Development Team in Ireland and available to PayPal's high potential Senior Managers globally.

This programme stood out for judges for its innovative, collaborative, and focused approach to development. Designed by a learning committee, based on qualitative and quantitative input from a range of internal stakeholders including participants themselves, this programme was substantiated further through partnership with an Irish academic.

Organisational commitment to both personal development and internal exposure, with participants engaging in a variety of personal and leadership modules, supported by the organisation's senior team, Vice President and above. And results that speak volumes, from driving NPS to post-programme participants' engagement

The Best Training and Development Programme for 2022 is awarded to PayPal.

HIGHLY COMMENDED

Covalen

The judges highly commend Covalen for their **'Be Well, Lead Well'** programme, designed to educate leaders to take care of their own mental health and wellbeing, while giving them the confidence and toolset to support their teams.

The judges were impressed by the robust methodology (including qualitative and quantitative research) undertaken to identify training needs and ensure all views were taken on board. They congratulate Covalen on courageously and practically taking this programme's development in-house when a suitable external provider could not be sourced. The positive impact of this programme was clear, and the judges were pleased to see the organisation actively manage participation as they look to the future.

2. BEST CUSTOMER EXPERIENCE

Shortlisted 2022

An Post Insurance	Permanent TSB Digital & Direct Mortgage
New Ireland Assurance	SalesSense & Pinergy
PayPal	Three Ireland

WINNER

Three Ireland

For the second year in a row, Three Ireland is the winner of the highly coveted Best Customer Experience award for 2022. With a unanimous decision by the judges, Three has demonstrated yet again its uncompromising approach to service excellence within our industry.

The last 12 months have seen impressive results, including a 36% improvement in contact centre NPS, a 15% decrease in repeat contacts and a 25% increase in bot containment, all underpinned by the remarkable growth of digital adoption by their customers. Three's mantra of "doing what's best for their customer is doing what's best for the business", is clearly paying off, evidenced by an increase of 14 points for TNPS, an 82% increase in save rates and a 36% uplift on sales and upgrades year on year.

Customer behaviour and feedback is at the core of Three's business. Their Voice of the Customer framework uses Net Promoter Score (NPS), Customer Satisfaction Scores (CSAT), Customer Effort and First Time Resolution Scores to measure across every touchpoint in the business, ensuring end-to-end visibility of how the business is performing from a customer joining to a customer leaving. The employees also play a vital role in providing customer feedback, identifying pain points, and coming up with suggestions to improve the service. The "always on" portal called Frontline Connect, provides a mechanism for employees to share their experiences when interacting with customers; the outputs of which are used to create action plans for changes and improvements.

Three's application of technology has been instrumental in streamlining processes for customers and employees leading to better and more connected experiences overall. For instance, their Speech Analytics for voice channels and Intent Analyser for bots and messaging, can quickly identify contact trends, highlight any pain points, and achieve faster incident and issue management. Their adoption of Robotic Process Automation (RPA) allows the intelligent automation of business processes and their AIA Engage customer engagement platform leverages the efficiencies of their digital channels while optimising their assisted channels through greater agent empowerment.

2. BEST CUSTOMER EXPERIENCE

 **Konversational**
The Customer Workflow Experts

Shortlisted 2022

It is clear that the entire organisation is actively involved in understanding at each level how to deliver the best customer experience. It seems every employee, regardless of their role is a customer advocate, focused on putting the customer's needs first and enhancing the customer expectations at every turn. The authenticity of Three's customer-focused culture is extraordinary, a clear example of rhetoric matching reality.

Congratulations to Three Ireland on their spectacular achievement for the second year in a row. In particular, the judges highlight their agility and responsiveness to customer needs, their ability to leverage technology to create more relevant experiences for customers and the important role their staff play in delivering service excellence. Three's sheer determination to raising the bar in customer service provision has made them a commendable winner of Best Customer Experience 2022.

3. BEST USE OF DIGITAL CHANNELS



Shortlisted 2022

GoMo	Three Ireland
Permanent TSB Digital & Direct Mortgage	

WINNER

Three Ireland

This award recognises organisations that can demonstrate the successful integration of digital channels into their customer service operation not only to improve the customer experience but also deliver business value to the contact centre and wider organisation.

The judges were very impressed with this year's winning submission and for the second-year running are delighted to declare Three Ireland as the undisputed winners for 2022.

When describing the strategy, structure, and role of digital channels within their organisation, Three spoke about the importance of their digital transformation programme "3Vision" first established in 2019 and how it was the driving force behind establishing the digital services experience to leverage all new and emerging digital capability and grow digital adoption with consumer customers. It is evident that this initiative is fully supported by their mission statement to drive effortless customer experience so that digital is the first thought not an afterthought!

Sometimes action speaks louder than words and it was encouraging to note that responses from over 60,000 surveys indicated a 35% increase in Customer Effort scores. During the same review period, overall digital adoption increased from 52 to 64% along with a 20% increase in Business My Three registrations since its launch in 2021.

These results are even more impressive considering that the 9-person digital team support over 90% of customer contacts.

The judges would like to congratulate the digital team on their submission and wish them every success with the very comprehensive roadmap planned for the coming year.

3. BEST USE OF DIGITAL CHANNELS



Shortlisted 2022

HIGHLY COMMENDED

Permanent TSB Digital & Direct Mortgage

This year the judges would like to highly commend an organisation that has established a new business service delivered via digital channels within a highly regulated industry.

The highly commended award for 2022 goes to Permanent TSB.

A new Digital Mortgage Portal was launched in their Digital and Direct customer centre in 2021. This digital platform enables customers to submit a digital mortgage application 24/7 with enhanced digital capabilities including a fully digital document exchange and dynamic bespoke document checklists, providing greater clarity and control to the customer throughout the process.

From a KPI perspective, the judges were impressed that mortgage application processing was reduced by 100 mins per application with a credit decision delivered in less than 72 hours, having a positive impact on the customer experience and a significant business impact on the operation of the contact centre. This represents a radical change to the mortgage application process in Ireland and the judging panel are unanimous in highly commending Permanent TSB.

4. BEST USE OF TECHNOLOGY – PROJECT & TRANSFORMATION PROGRAMME

DigitalWell

Shortlisted 2022

eir	Mercer
Indeed	TELUS International

WINNER Project

Indeed

The award for Best Use of Technology – Project, is awarded to the contact centre which best demonstrates how it has successfully deployed a specific type of technology, tool, or application to improve the contact centre’s business performance and customer experience.

This year it is awarded to Indeed, for designing and implementing a technology project to support their newly created team - Scaled Business Success (SBS). The role of SBS is to support small businesses across the globe to simplify the hiring process.

Indeed had clear objectives within the project to ensure the technology both supported the SBS team and their clients. A comprehensive outline of their deployment approach along with how they faced the challenges resulted in a successful deployment, which was supported with strong metrics and results.

Indeed was able to demonstrate an impressive increase in CSAT as a result of this technology project. Well done and congratulations on this award.

4. BEST USE OF TECHNOLOGY – PROJECT & TRANSFORMATION PROGRAMME

DigitalWell

Shortlisted 2022

WINNER Transformation Programme

eir

The accolade for Best Technology – Transformation Programme is awarded to an organisation that was able to demonstrate how they were keeping at the forefront of technology innovation whilst being aware of the need to improve how customers interacted with them.

eir has successfully deployed a transformational robotics programme, with the objective of streamlining their internal processes for sales and service-related interactions. This programme uses Blue Prism technology, a Robotic Process Automation (RPA) Tool, which holds the capability of a virtual workforce powered by software robots. This leading-edge technology enabled eir to automate the business operations in an agile and cost-effective manner.

The team at eir was able to demonstrate the stages they went through during the transformation and the challenges faced. It is clear how the use of this automation, coupled with a close involvement of their staff throughout, has helped significantly reduce the time required for customers to complete common queries.

eir is to be congratulated on a win that clearly evidenced the amazing tangible business benefits this revolutionary technology has achieved to date both internally for employee engagement and externally for their customers.

5. OUTSOURCE PARTNERSHIP OF THE YEAR

Business Post

Shortlisted 2022

Capita & Irish Rail	Pinergy & SalesSense
FEXCO & Gas Networks Ireland	TELUS International & MyHeritage
FMI & Electric Ireland	

The current cost of living crisis due to increases in energy prices has created an extremely challenging environment for companies providing sales and service in the retail energy sector. Partnerships are tested to their limits in times of crisis, and we were very impressed with two partnerships who continued to hit sales, service and quality targets while also working together to support their customers and their people through difficult financial times.

WINNER

Pinergy & SalesSense

Congratulations to Pinergy and SalesSense for driving innovation and business expansion in an evolving market while also delivering an excellent customer experience.

Their relationship began in 2018 with SalesSense as Pinergy's single outsource partner for sales, service and campaign management. Key to this partnership success is the honest and open communication adopted by both parties. A collaborative and inclusive approach is evident.

The customer insights from front line staff have resulted in significant opportunities for expansion for Pinergy. This year they have expanded their product offering with the addition of Solar Services, an EV Charging suite offering and Micro Generation. SalesSense is providing services to support these new offerings, demonstrating the power of the partnership.

The value and role of people is very much at the heart of this partnership. Great efforts have been made by both companies to maintain and improve the level of staff engagement. Open dialogue is encouraged, and issues are discussed openly so that resolutions can be reached together. When SalesSense had a challenging situation where a client left the market overnight and its team were left without work, they discussed with Pinergy and together they were able to ensure no redundancies ensued and their well-trained and experienced staff were deployed on new initiatives for Pinergy. Both partners were very proud of this outcome.

It was clear to the judges that both partners view this partnership as a key success to both organisations. Congratulations.

5. OUTSOURCE PARTNERSHIP OF THE YEAR

**Business
Post**

Shortlisted 2022

HIGHLY COMMENDED

FMI & Electric Ireland

Congratulations to Electric Ireland and FMI for demonstrating strong collaboration and strategic alignment in their pursuit of customer excellence and business performance. Working together since 2012, FMI has built their team from 12 to 60 CSRs and now exclusively support a variety of services for Electric Ireland's residential sales area.

Key to this partnership success is the concept of 'radical transparency' with real time visibility of volumes, service levels and customer experience metrics. This data-driven approach ensures that insights from customers and front line staff are captured, shared and are utilised for decision making across all elements of the partnership.

Both partners have deployed best-in-class technology to support this data-driven approach which allows the whole team to access information they need in a quick, intuitive way. This includes not just product and performance data for front line staff but also holistic real-time reporting for everyone from people managers to product managers across both organisations.

The judges were particularly impressed by the depth and breadth of this partnership and the commitment of both partners to continuously innovate for mutual help and benefit.

We wish the partnership continued success.

7. TEAM OF THE YEAR



Shortlisted 2022

eir – Age Friendly Care Team Support Team	Indeed – UK & Ire Client Optimization Team
FEXCO – Bord Gáis Energy Service Improvement Team	Lidl – Gift Card Team
FMI & Electric Ireland – Retention & Saves Team	Musgrave – Retail Service Centre
Imagine – Technical Support Team	Squarespace – Social Support Team
Indeed – BNL Client Optimization Team	

WINNER

eir Age Friendly Care Team

What impressed the judges most about this team, was their passion for putting the customer first and foremost in both the design of their service and their continuing delivery of it.

From the start, the service was designed in collaboration with customers, consulting with Age Action and Age Friendly Ireland to ensure it would meet their needs. This focus was replicated throughout, right down to using an older customer for the voice over on their IVR and ensuring that the team had the time to give to older customers by removing AHT as a target.

It is clear that this commitment has paid off, as evidenced by customer testimonials and positive newspaper coverage provided. It was also highlighted how effective the team is at building on customer and staff feedback and delivering simple but effective improvements to the service without the necessity of a big IT spend.

All team members volunteered for their roles and the team take great pride in the value their service brings to the organisation and their customers. Congratulations to our Team of the Year – eir Age Friendly Care Team.

7. TEAM OF THE YEAR



Shortlisted 2022

HIGHLY COMMENDED

FEXCO Bord Gáis Energy Service Improvement Team

The contracts service improvement team is the backbone of the Bord Gáis Energy operation and leverages significant expertise to deliver the Continuous Improvement Programme.

The Service Improvement team is the eyes and ears of the organisation, driving operational excellence into the business. They are responsible for the delivery of major improvement in compliance, performance, complaints, and quality results.

The judges are delighted to highly commend this team.

HIGHLY COMMENDED

Imagine Technical Support Team

The judges would also like to highly commend Imagine's Technical Support Team, a tight knit team of 18 front line agents with a combination of remote and hybrid workers. The team pride themselves on their strong team ethos that encourages them to support each other daily. The team demonstrated that the service they provide to their customers and the wider business is exceptional. They go above and beyond to resolve issues and leave customers happy with the resolution and this is reflected in the excellent customer reviews they have received.

HIGHLY COMMENDED

Indeed - UK & Ire Client Optimization Team

The Indeed UK & Ire Client Optimization Team support all clients in the Small Business Segment (SBS) at different points in their life cycle in order to optimise their accounts. The team provide expert support to clients, partners, and fellow teammates around the globe.

The SBS Optimization team plays a key role in the success of Indeed. The team is client facing, handling inbound volume on live channels such as phone, chat, and email. Being the first point of contact, it is key that the team is efficient and ensures it is representing the Indeed brand in a helpful, supportive, and professional manner, ensuring a positive first impression for their clients. Congratulations to a team focused on providing a best-in-class positive experience for their clients.

8. SUPPORT TEAM OF THE YEAR



Shortlisted 2022

Accenture – Wellness Champions	RelateCare – WFM Team
AIB – Direct Business Administration Team	SaleSense – Technology Team
CarTrawler – Operations Support Team	Squarespace – Co-Learning Team
FEXCO – Operational Shared Services Team	Squarespace – Product Specialists Team
Foundry – HR Team	Squarespace – Workforce Solutions Team
Irish Water – Support Delivery Team	TELUS International – Talent Acquisition Team
Lidl – Customer Success Team	

WINNER

FEXCO Operational Shared Services Team

The judges are delighted to award the ‘Support Team of the Year’ to the Operational Shared Services (OSS) team within the Fexco Managed Services Division.

The OSS team supports service delivery operations with 4 main lines of business, 14 clients and over 500 employees. The team is responsible for the delivery of functions such as workforce planning, process excellence, operational training and development, people improvement initiatives and internal management information & reporting.

The judges noted the collaborative, helpful and supportive nature within this team’s culture and their significant contribution in the past year. The implementation of a diverse range of projects has led to a positive impact on the recruitment process, a variety of improvements in reporting and better use of data analytics supporting real time access, greater visibility, improved decision making and trend analysis. In the current environment where blended working is now common the team has also delivered hybrid training solutions to support all teams whilst operational areas now benefit from the newly established risk and compliance function.

The judges were particularly impressed with the team’s initiatives in respect of a wide range of people projects that directly benefit their FEXCO colleagues. Congratulations to the OSS team.

8. SUPPORT TEAM OF THE YEAR



Shortlisted 2022

HIGHLY COMMENDED

**AIB Direct Business
Administration Team**

The judges highly commend AIB's Business Administration team who are instrumental in ensuring AIB Direct customers enjoy a first class customer service. The team made a significant contribution to AIB's contact centre in the last year, being responsible for several key administrative tasks and supporting the Homes Teams in Mortgage fulfilment. This team works hard as a collective to maintain their culture that comprises shared values, beliefs, attitudes, and behaviours manifesting in a positive, helpful, and friendly environment with the customer positioned at the heart of everything they do.

HIGHLY COMMENDED

**RelateCare WFM
Team**

The judges felt this highly skilled team deserved a special recognition, considering their performance against target and the extra demands brought about by the introduction of a new payroll process in the last year. Supporting colleagues across Ireland, the UK and USA this close-knit team foster a collaborative culture, elevating each team members unique strengths to create a stronger unit working together.

The commendation goes to RelateCare's WFM team.

8. SUPPORT TEAM OF THE YEAR



Shortlisted 2022

HIGHLY COMMENDED

SalesSense Technology Team

The judges also highly commend Sales Sense Technology Team who are responsible for all aspects of the contact centre's technology platform supporting both inbound and outbound customer service and 24/7 operations across multiple geographies and time zones. The team continually strives to ensure SalesSense partners' customer-base get the best experience and quality customer journeys in addition to providing secure and mobile infrastructure to support hybrid working. Of particular note was the team's work in setting up the Irish Red Cross campaign for housing refugees from Ukraine within one day on a weekend. This achievement encapsulates the company values of teamwork, inspiring and excellence. Well done to all!

HIGHLY COMMENDED

TELUS International Talent Acquisition Team

The final commendation goes to TELUS International's Talent Acquisition Team. This enthusiastic, creative team based in different locations across Ireland, UK and France stay connected whilst working remotely and hybrid. In the past year their work has resulted in nearly 1,600 staff being hired as multilingual front line team members (Customer Support), corporate hiring, back office, Artificial Intelligence (AI) and Digital Solutions. The team has a strong focus on cultural alignment and a proven process for attracting, engaging, and recruiting in the fastest, most effective ways to meet clients' individual brand needs. In addition to meeting client expectations, the team also has a strong focus on internal talent and engagement and provide qualified support to those who are eager to grow and evolve with TELUS International.

9. INDUSTRY PROFESSIONAL OF THE YEAR – CUSTOMER SERVICE ADVISOR



Shortlisted 2022

Ann Maree Bergin – AIB	Rhiannon Moran – Pitney Bowes
Gavin Carmody – Pitney Bowes	Shirley O’Connell – Capita & Irish Water
Michelle Casey – Northern Trust	Shirley O’Neill – Vhi Healthcare
Francesca Condoluci – PayPal	Vivienne O’Neill – Northern Trust
Ian Condra – Pitney Bowes	Jennifer Reddan – Three Ireland
Bianca Kraus – Indeed	Yvonne Reynolds – SalesSense & Pinergy
Kaylynn Lodder – FEXCO	Nazar Sorokhan – eir
Luda Suchok Moore – AIB	Cornelia Vos – Squarespace

WINNER

Vivienne O’Neill
Northern Trust

This individual is an outstanding customer service advisor who clearly demonstrated their passion for their customers and team mates alike. With a natural ability to deliver an exceptional customer experience, they are also a highly motivated and valuable team member who has consistently volunteered to take on more responsibility to ensure that customer expectations are exceeded.

With their positivity, impressive results and a passion for family and community, a worthy recipient in this competitive category and the 2022 Customer Service Advisor of the Year is Vivienne O’Neill of Northern Trust.

Recognising the calibre of people shortlisted in this category we are delighted to announce four commendations.

HIGHLY COMMENDED

Ian Condra
Pitney Bowes

A wonderful role model for striking a positive work life balance, Ian stood out for his pragmatic approach in delivering excellent customer service. With a natural ability to build rapport with his clients, Ian can deliver memorable customer experiences with a friendly and personable approach, resolving the customers query on the first contact. We congratulate Ian on his commendation.

9. INDUSTRY PROFESSIONAL OF THE YEAR – CUSTOMER SERVICE ADVISOR



Shortlisted 2022

HIGHLY COMMENDED

Bianca Kraus
Indeed

Our second commendation goes to a customer services advisor who is a top performer within their organisation, whose commitment to policy improvement and the development of their team mates and the consumer product shone through. The “go to” person within their team and an avid supporter of diversity, Inclusion & belonging initiatives make them worthy of a special mention. Congratulations on your commendation Bianca.

HIGHLY COMMENDED

Shirley O’Neill
Vhi Healthcare

This commendation is for an individual who has dedicated a long and fruitful career to the CX industry in Ireland. An outstanding customer service advisor who “wears many hats” within their team and who’s natural ability to ensure customers feel like they’ve had a genuine and individualised interaction stood out. A first-class team player, the judges are delighted to commend Shirley O’Neill of Vhi Healthcare.

HIGHLY COMMENDED

Nazar Sorokhan
eir

Our final commendation is awarded to a selfless individual, with a genuine passion for people and a dedication to support. Showcasing excellent results and by truly going above and beyond, he has made a significant impact on the lives of current and future customers alike. We know he has a long and fruitful career ahead in the CX industry in Ireland. Congratulations, Nazar Sorokhan of eir.

10. INDUSTRY PROFESSIONAL OF THE YEAR – TEAM LEADER



Shortlisted 2022

Alex Coughlan – CPM Ireland & Vodafone	Gillian Leahy – Capita
Dearbhaile Culhane – Three Ireland	Paul McKenna – Imagine
Jenny Cullen – RelateCare	Rebecca Nethercott – Pitney Bowes
Adriana Candia – TELUS International	Paula O’Sullivan – FEXCO
Habeeb Goodluck – Foundry	Maria Ramirez – Squarespace
Jade Hyland – AIB	Shane Reilly – Northern Trust
Jeslin Jose – Charles River Microbial	Padraig Scully – AIB
Philomena King – Vhi Healthcare	Shane Smith – Indeed

The move for many organisations to hybrid working has dramatically changed the role of Team Leaders. To support their people in some cases remotely while simultaneously keeping the focus on business objectives has meant Team Leaders have had to learn new skills and lead in new ways.

The judges were impressed with the ways in which many Team Leaders have redeveloped their role and found new ways to lead their teams into the new normal. While each Team Leader’s situation and team were unique the can-do attitude and people focus is a true indication of the importance of Team Leaders in our industry.

Reflecting this, we are delighted to award two winners and four highly commended in this category.

WINNER

Jenny Cullen
RelateCare

Jenny leads a team of 20 skilled advisors for RelateCare’s client Atrius. She prides herself on the rapport she shares with each team member, individually and collectively. A natural leader who successfully combines her challenging role with a passion for the arts. Her people-centric approach shone through in her team’s consistently high performance.

She challenges people to be the best version of themselves in order to drive them to learn and grow and tirelessly advocates for her clients.

Leading with grace and humility with an empathetic approach we look forward to watching her career develop both on and off the stage.

Congratulations and continued success to Jenny.

10. INDUSTRY PROFESSIONAL OF THE YEAR – TEAM LEADER



Shortlisted 2022

WINNER

Padraig Scully
AIB

An experienced people leader supporting a team of 15 highly skilled advisors the judges were impressed with Padraig's clear passion and energy for his role. An effective mentor and coach he supports a team that is smashing their KPI's whilst continuously improving their processes and people engagement.

He has embraced the challenge of supporting a hybrid team and created a work environment where people progress their careers, enjoy their jobs and build strong working relationships in a high-performance culture. Ensuring his team feel fully supported at all times within the AIB community he is described by his colleagues as "in a league of his own". The judges are delighted to award Padraic the accolade Team Leader of the Year 2022.

A deserving winner congratulations Padraic.

HIGHLY COMMENDED

Gillian Leahy
Capita

Gillian manages the mailroom, e-mail and correspondence team for Capita for their client Irish Water. The judges were impressed with her can-do attitude combined with excellent leadership and communication skills; her positivity shone through. With a complete focus on process improvement Gillian has spearheaded significant changes to enhance service delivery for her client. She has developed a positive and progressive team culture.

An exceptional leader Gillian showed a great example of work life balance with an active "hands on" involvement in her daughter's taekwondo club. We wish her continued success.

10. INDUSTRY PROFESSIONAL OF THE YEAR – TEAM LEADER



Shortlisted 2022

HIGHLY COMMENDED

Paul McKenna
Imagine

Paul leads a highly skilled technical support team. His focus on people development has ensured that he brings out the best in his team taking great pride in their success. This has meant that many of his team members have been promoted to key technical roles within the wider Imagine business.

Recognised as an excellent “customer cooler” by his colleagues, his sense of humour brings light to his team and colleagues within the business. With a focus on empathy, he has been pivotal in developing a tight knit culture within the team.

Congratulations to Paul and the Imagine team first time entrants to the CCMA awards.

HIGHLY COMMENDED

Maria Ramirez
Squarespace

Maria manages a team of 6 specialists providing international social support. Showing great care and understanding she is a constant support to colleagues and clients alike. With a clear passion for working with her team to develop their skills, the stats speak for themselves with the team delivering impressive quality and CSAT scores. With a positive and approachable nature Maria is highly regarded by colleagues and team mates.

A confessed “foodie” we are told that Maria is an incredible cook and in her downtime is known to cook the delicacies she misses from her home country of Spain. Felicidades Maria!

HIGHLY COMMENDED

Shane Smith
Indeed

Shane leads a team of 10 Optimisation Specialists supporting clients in the small business segment for Indeed. He brings great energy, personality and passion to his role. Applauded by colleagues for being a true leader who pushes his team to shine. His quick thinking and adaptability means he is the go to person for colleagues throughout the organisation.

With a great work life balance, an eternal optimist, Shane continues to support Manchester United!

A valued team member and self-starter who gets things done, congratulations Shane

11. INDUSTRY PROFESSIONAL OF THE YEAR – SUPPORT PROFESSIONAL



Shortlisted 2022

Vicky Cattermole – Three Ireland	Amanda McCormack – AIB
Katherina Faulkner – AIB	Paddy McDonagh – Vhi Healthcare
Jackie Leahy – Arema Connect	Janet Scott – AIB
Julia Leitner – Blizzard Entertainment	Alan Wall – CPM Ireland & Vodafone
Cam Lyttle – RelateCare	

This category recognises the important contribution being made by professionals in support roles within the contact / shared services centre environment who enable their organisation to deliver high performance in pursuit of business and customer objectives.

WINNER

Vicky Cattermole
Three Ireland

Vicky joined Three 22 years ago. She has worked in retail, the contact centre and as a team leader across many different areas. This prepared her well for her current role as Service Engagement Specialist for Three Ireland's Limerick Service & Experience Centre. Her knowledge of what drives Three's people is based on her own experience and her unique insights drive a passion for making people feel connected.

Since Covid 19 Vicky has concentrated Three's engagement programmes on ensuring people feel heard, recognised, and kept up to date through Listening Leaders Meetings, the Ultimate Experience Program, and enhanced Digital 'Home' to support hybrid working. From pulse surveys, performance, and usage data, it is clear these programmes are contributing to significantly improved staff engagement scores, NPS, customer satisfaction scores and performance improvements.

Vicky has also challenged herself over the years. She has advanced her skills through continuous learning, is a member of several business networking organisations and is committed to her health and family.

The judges were unanimous in their choice of Vicky as Support Professional of the Year 2022. Her success in providing ways for the Three Ireland team to engage more deeply with their managers, their teams, the organisation and with customers shines through. We wish her continued success in her career journey.

11. INDUSTRY PROFESSIONAL OF THE YEAR – SUPPORT PROFESSIONAL



Shortlisted 2022

HIGHLY COMMENDED

Paddy McDonagh
Vhi Healthcare

Having started his career in VHI as a Customer Service Agent in 2014, Paddy now provides Technical Support for the Contact Centre team. His role in supporting users with the tools they need to work (Telephony, Apps, IT systems, hardware and broadband connectivity) means he is a vital connection for new recruits, those working from home and in the office. He is the bridge between IT and the contact centre, and as such provides insights and early warning of any issues which are impacting the ability of people to provide excellent customer service. Paddy's commitment to supporting his teammates shone through in the heartfelt feedback we saw and was matched by his passion for his job and humility in discussing it. Congratulations Paddy.

12. INDUSTRY PROFESSIONAL OF THE YEAR – MANAGER



Shortlisted 2022

Conor Dullaghan – SalesSense & Pinergy	Mairead O’Donoghue – FEXCO
Emma Dunne – Musgrave	Valerie O’Keeffe – RelateCare
Daniela Illuminati – TELUS International	

WINNER

**Daniela Illuminati
TELUS International**

The highly celebrated prize of ‘Industry Professional of the year – Manager’ 2022 is awarded to Daniela Illuminati of TELUS International. As Senior Operations Director and Site Lead for Dublin, Daniela is a strategic and dynamic leader who has consistently delivered results through building, mobilising and engaging her teams to deliver exceptional customer experiences.

Daniela is an open and collaborative leader who has been instrumental in creating the objectives and strategies that have driven the successes for her teams. She has been at the forefront in developing new working models to deliver complex solutions for her customers. The results that have been achieved through a focus on Employee Engagement, Business Growth, Client First Commitment & Business Evolution have been extraordinary.

Congratulations to Daniela on being this year’s winner of Industry Professional – Manager of the year 2022. The judges were unanimous in awarding her this prestigious accolade, noting what a truly outstanding, flexible, and creative leader she is; supported by a desire to challenge the status quo to drive change and innovation. Daniela is a true Thought Leader in the industry!

HIGHLY COMMENDED

**Mairead O’Donoghue
FEXCO**

Leading the Service Delivery team Mairead has demonstrated excellent leadership skills to steer her teams to not only reach but exceed their targets. Mairead has instilled a continuous improvement mindset in her teams, focusing on many initiatives that have driven value for their customers. The judges would also like to highlight Mairead’s strength in developing her teams, using personalised development plans which has resulted in the creation of a high performing culture. Congratulations to Mairead on this accolade.

CONTACT & SHARED SERVICES CENTRE OF THE YEAR



Shortlisted 2022

Accenture	National Shared Services Office (NSSO)
Arema Connect	New Ireland Assurance
Beacon Hospital	PayPal
CarTrawler	Pitney Bowes
Charles River Microbial	RelateCare
eir	SalesSense & Pinergy
Foundry	Three Ireland
Lidl	

13. SHARED SERVICES CENTRE OF THE YEAR



Shortlisted 2022

WINNER

National Shared Services Office (NSSO)

The NSSO is the Irish Government's lead Shared Services provider for HR, pensions and payroll administration, and more recently Finance Services to the Civil Service. It also provides expert guidance and support to other public service sectors in progressing their Shared Services commitments.

Established in 2018, the NSSO has evolved to become one of the biggest shared services operations in Ireland with 800+ Civil Service staff based in six offices across Ireland.

Highly commended in this category last year the team at NSSO once again clearly demonstrated that innovation was critical to their operation and one of their core values with strong service measurements and in-depth KPIs, detailed efficiency improvements and very strong people engagement initiatives.

With a focus on continuous learning and improvement they illustrated their commitment to delivering an excellent standard of customer experience and the value of the shared service model. Through the deployment of new technologies and automation, the team generate valuable data insights that support business needs whilst generating efficiencies and significantly reducing costs. All contributing to the modernisation of corporate administration in the Irish civil service.

The judges wish to congratulate the NSSO team who demonstrated a strong, passionate approach to continuous improvement. They have created a centre of excellence whereby they centralise, streamline and add value. Their focus on driving change and continuous improvement is a leading example of how organisations should see shared services, as a key enabler in driving greater service and customer experience.

HIGHLY COMMENDED

Accenture

Accenture Operations Recruitment is a highly skilled team of professionals responsible for Enablement, Capacity Planning, Recruitment and Career Launch & Onboarding. Focused on Accenture's main purpose to deliver on the promise of technology and human ingenuity they help their clients to become high-performance businesses by consistently delivering value. As a recruitment team, their role is to attract, develop, and retain the best talent for their clients. They achieve this by demonstrating a "can-do" attitude, and fostering a collaborative and supportive environment.

A highly engaged and committed workforce this is an operation that has consistently applied innovation, leadership, and agility in the pursuit of operational excellence.

The judges wish the team at Accenture continued success.

14. CONTACT CENTRE OF THE YEAR - SMALL



Shortlisted 2022

WINNER

New Ireland Assurance

The Judges wish to congratulate New Ireland Assurance on winning the accolade of Customer Contact Centre of the Year - Small 2022 for the fourth year in a row. This contact centre operation is the backbone of the New Ireland service proposition and continues to clearly demonstrate the strategic value to the wider business.

The contact centre has made the hybrid working model work for both staff and the business, providing flexibility for staff and delivering versatility and agility for the business. Its dedicated Capability Team continues to play a pivotal role in training and developing staff. This relentless focus on engagement and people development was matched this year by demonstrable examples of technical innovation, automation and digitisation that are making life easier for staff, customers, and stakeholders.

In bestowing New Ireland this prestigious award, the Judges note their persistent focus on the customer, their highly engaged and committed staff and their dedication to learning and development – all underpinned by an energetic, creative, and progressive environment.

HIGHLY COMMENDED

Lidl Ireland and Northern Ireland Customer Services

A new entrant to this category, the judges would like to highly commend the Lidl contact centre team for an excellent submission. In a very short period, this contact centre team have delivered powerful customer insights and trends to the wider business as well as introducing an array of new channel and self-service feedback options for customers. It is clear that this centre brings significant value to the business and the judges look forward to future submissions as the operation embeds itself more deeply into the wider business.

Congratulations to the team at Lidl, we look forward to monitoring their progress in the future.

15. CUSTOMER CONTACT CENTRE OF THE YEAR – MEDIUM



Shortlisted 2022

WINNER

CarTrawler

CarTrawler has deservedly retained the Contact Centre of the year – Medium award for 2022. Their continued adoption of innovation, agility and dedication to their customers and their staff have enabled clear gains for the business and improved experiences for their customers. A highly performing operation that balances the needs of their business, their customers, and their staff to achieve the greatest all-round performance and improvement in the past 12 months

This operation has been busy in 2022, introducing many new initiatives. Expanding its channel mix to include WhatsApp has been one such initiative. With 37% of customers now choosing WhatsApp as their channel of choice and achieving an impressive score of +57 NPS, it has demonstrated significant benefits to both the customer and the business. A new Digital Payment link function was also introduced into their chat channel resulting in increases in sales conversions. Furthermore, they upgraded their Salesforce platform from Classic to Lightning, resulting in quantifiable advisor efficiencies.

Staff training and development is high on management's agenda and plays a crucial role in CarTrawler's operations. Importantly, their training has been revamped and updated to reflect the hybrid working environment. Their team is certified in Six Sigma (Yellow Belt) and everyone has access to a wide range of courses available through their online academy and LinkedIn Learning. They have also recently introduced access to the QQI Level 6 Customer Service Certificate course for all advisors and supervisors, with those who complete the course receiving not just the qualification, but also a €500 bonus! It is forecasted that they will have a fully qualified Advisor team by the end of 2022.

CarTrawler understands the importance of staff engagement and the impact it can have on the business. Their approach to mental health, wellbeing, work-life balance, recognition, and professional development all play a significant role in contributing to employee engagement and ultimately the success of CarTrawler. Their unrelenting focus on their staff is paying off, as evidenced in a 5-point increase in the most recent engagement survey, with a score higher than the global benchmark.

In congratulating CarTrawler as the winner of this prestigious award, the judges specifically note their agility and responsiveness, enabling them to continuously adapt to change to meet customer expectations and increase business productivity.

15. CUSTOMER CONTACT CENTRE OF THE YEAR – MEDIUM



Shortlisted 2022

HIGHLY COMMENDED

Arema Connect

The judges would like to highly commend Arema Connect in this category. A high-performing company, demonstrating operational and service excellence within the complex outsourcing industry. Notably, is their approach to their staff, based on the fundamental values of respect, trust and openness, manifesting in a highly engaged workforce with impressive low staff turnover. This is a company that truly values its people, one that fosters staff relationships and cultivates a great place to work. Congratulations to Arema Connect, we look forward to monitoring your progress in the future.

16. CUSTOMER CONTACT CENTRE OF THE YEAR – LARGE

8x8

WINNER

PayPal

In a year where the top spot was tightly contested, the winner of large contact centre of the year impressed the judges with their ability to react to global changes in service structure. Starting the year with a focus on a number of EMEA markets, PayPal underwent a reorganization where Ireland was asked to take a global role in serving all English speaking markets, increasing monthly contacts processed by 350%.

This represents over 80% of all of PayPal's global volume and positions its' Irish operations at the centre of PayPal's global contact strategy. Such a change required an entire new senior management structure. All senior managers moved from geographic to global functional roles with much larger remits, the change was made without major change to the senior personnel involved.

Despite this upheaval, PayPal demonstrated continued improvement of NPS in both their previous EMEA markets as well as in India and the America's. They also demonstrably improved teammate resolution efficiency. The judges were impressed with PayPal's continued investment in machine learning to both increase customer self-service options, and to provide real-time behaviour based coaching to agents based on customer sentiment.

PayPal have demonstrated that Irish based companies continue to innovate and lead across the world in delivering and improving upon customer experience.

Congratulations to the team in PayPal Ireland for being awarded the highly prestigious accolade of Contact Centre of the Year – Large 2022. PayPal has demonstrated yet again their commitment to contact centre advancement and excellence. A responsive and innovative operation, they are continuing to raise the standard of operational delivery within the customer management industry.

HIGHLY COMMENDED

Three Ireland

The judges would like to highly commend Three Ireland in this category. With their continued disruption and innovation as they embrace the digital agenda, they are delivering significant value to their business, their staff, and their customers. A customer-focused, flexible, and agile operation, Three is one step ahead and is consistently adapting its operational model to meet the ever-changing needs of its customers and its staff.

With a highly engaged workforce, strong customer insight and progressive technology, this is a smart, bold, and fearless operation that will continue to disrupt the customer service industry for many years to come.

17. BEST EMPLOYEE ENGAGEMENT



Shortlisted 2022

Blizzard Entertainment	Covalen
CarTrawler	RelateCare
Charles River Microbial	Three Ireland

WINNER

Covalen

With a dedicated Engagement Team, Covalen's approach to creating an environment whereby people and teams feel proud and excited to work in an environment where they are trusted with autonomy and where value and wellbeing are held as key engagement objectives is truly remarkable.

The development of the Employee Engagement strategy is through the creative involvement of all staff in the organisation. The results they have achieved with a diverse workforce across multiple sites and working models is outstanding.

Guided by their principles of commitment and continuous improvement, and with the use of Voice of the Workforce surveys and Staff Forums, they have shown a demonstrable improvement across their strategic objectives for 2022. With the implementation of clearly defined career progression pathways and bespoke development programmes they are showing a commitment to internal growth which is already paying dividends and fosters a sense of belonging.

We are delighted to award the accolade for Best Employee Engagement 2022 to Covalen.

17. BEST EMPLOYEE ENGAGEMENT



Shortlisted 2022

HIGHLY COMMENDED

CarTrawler

The judges would like to highly commend CarTrawler for their Employee Engagement strategy. It demonstrated a commitment to employees that was based on truly understanding their employees and borne out by delivering across a range of engagement activities.

The programme was developed through both qualitative and quantitative feedback, and through delivery grounded in action. In particular the judges were very encouraged to see the C-level openness about their mental health journeys, and the proactive Heads-Up Buddies initiative looking out for environmental impacts on employee mental health. Based on a range of linked components, CarTrawler's Employee Engagement programme has collectively delivered robust and commendable results across the organisation and is targeting a strong development outline.

Trends in Customer Service Operations/ Service Delivery in Ireland in 2022

- **The acceleration of the recruitment process:**

Post-Covid the industry is experiencing a tight market for talent. Some companies are innovating to address this by positioning to interview interested candidates immediately upon an expression of interest. These innovators report good success in getting high quality candidates and perhaps a wider selection, since candidates are interviewed more closely to their time of peak interest.

- **Channel introduction and adoption is accelerating:**

We saw companies able to introduce (and retire) channels more rapidly, and we saw that customer uptake for newly introduced channels now grows more quickly than in earlier years.

- **Top companies continue to invest in omnichannel:**

Omnichannel was always a good idea that was hard to implement. This year we have seen payoff really coming through for companies that have continued to invest to allow customers to move across channels to complete a service request.

- **People, people, people:**

Although companies are investing significantly in self-service and in more automation in the back-office, investment in people still tops the table for the most important spend area for 2022/23. Companies put as 1,2 & 3; Increase Customer Satisfaction, Increase Staff Engagement & Implement new Training Systems. Many companies made the connection between their employees wellbeing and delivering positive customer experience.

- **Covid really did change things!**

Companies are grappling with how to make working-from-home part of their long-term strategy. Full remote, Two & Three or Everyone back in? In 2022 there were no settled solutions and companies were trying all of these options.

- **Structured collaboration tools are a thing:**

Companies have continued to develop their crisis covid strategies by investing more in both collaboration tools and in setting a new work culture more appropriate to the hybrid world. We expect to see more of this in 2023.

Trends in Customer Service Operations/ Service Delivery in Ireland in 2022

- **The contact centre is upgraded. Everyone is remote now!**

In 2022 we received submissions from the widest variety of service providers in our history. Many of the functions now delivered remotely would be unthinkable even 10 years ago. We are seeing greater complexity in the services being handled and more interaction channels as video and asynchronous chat start to become mainstream.

- **Robotic process automation (RPA):**

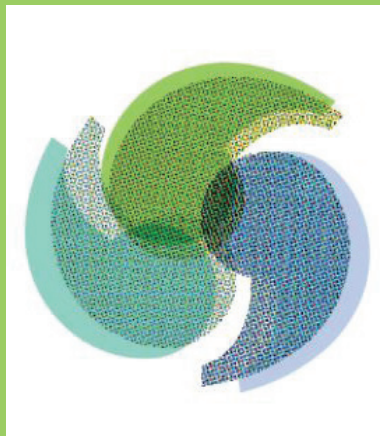
As companies work hard to replace ageing and disparate backend systems, they are also working in parallel to get more out of what is already in place. Leading organisations are using RPA to redeploy back-office staff by using automation to do the cutting and pasting from system to system. These companies are reporting happier customers and significant operational cost savings.

- **Another look at productivity metrics:**

Companies are getting smarter at measuring productivity. The best companies are finding ways to measure more effectively the number of customer resolutions rather than interactions. These companies can accurately identify transfers, repeats, incompletes, and other low value interactions for exclusion from the total productivity metric

- **The contact centre is becoming more strategic:**

This year we saw outsourcers who are making offers to clients that fundamentally alter the client offer. We saw Irish contact centre operations making bigger offers to service their multi-national organisations customers more widely across the world. The judges were impressed with the continued innovation and drive shown by the industry in Ireland.



IRISH CUSTOMER CONTACT
& SHARED SERVICES AWARDS

2022

PEOPLE PROMOTING EXCELLENCE

GRAPHICS BY



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