

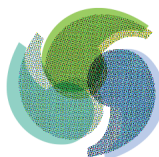
# Irish Customer Contact and Shared Services Awards 2016

## Categories and Application Criteria



**Deadline for entries 5 p.m. Monday 12th September 2016**

Irish Customer Contact Centre  
& Shared Services Awards 2016



**CCMA**  
Customer Contact  
Management Association

# WHO SHOULD ENTER?

- Customer Service Organisations
- Contact Centres
- Shared Services Centres
- Technical Support Centres and Helpdesks
- Suppliers of Products or Services to Contact or Shared Services Centres

## 2016 Award Categories

- [1] Best Training & Development Programme
- [2] Best Customer Experience
- [3] Outsource Partnership of the Year
  - [4] Best Sales Campaign
  - [5] Best Use of Technology
  - [6] Best Use of Social Media
- [7] Industry Professional of the Year - Customer Service Agent
- [8] Industry Professional of the Year - Team Leader
- [9] Industry Professional of the Year - Support Professional
- [10] Industry Professional of the Year - Manager
  - [11] Team of the Year
  - [12] Support Team of the Year
- [13] Credit Management Team of the Year
- [14] Shared Services Centre of the Year
- [15] Customer Contact Centre of the Year - Small
- [16] Customer Contact Centre of the Year - Medium
- [17] Customer Contact Centre of the Year - Large

Irish Customer Contact Centre  
& Shared Services Awards 2016



**Deadline for entries 5 p.m. Monday 12th September 2016**  
Entries will only be accepted via e-mail.

# 1. BEST TRAINING & DEVELOPMENT PROGRAMME

The judges are looking for an innovative and strategic training/development programme that has had a real impact on the performance and results of the operation. Entries can include change management, team or individual training programmes. The award will be presented to the customer contact or shared services centre that has demonstrated best practice and innovative methodologies and thinking in both the design and implementation, taking into account current and future needs of the operation.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 2,500 (excluding any appendices and headings).

Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross reference be used within the main application contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5.

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## BEST TRAINING & DEVELOPMENT PROGRAMME - 2016 CRITERIA

### 1. Overview of Development and Training Objectives [15 marks]

- Provide brief summary of organisations approach to development and training.
- Describe how you determined the aims and objectives of the development/training programme.
- Outline the objectives and targets.

### 2. Design and Delivery [25 marks]

- Describe the process involved in designing the programme.
- Outline the delivery methodology.
- Explain the assessment process.

### 3. Results [30 marks]

- Describe with evidence how the training/development led to measurable improvement of performance; include the methodology you used for measurement.
- Describe how alignment was achieved with your company's vision, values and staff development philosophy.
- How did the programme contribute to the execution of your company's business strategy?
- What return on investment did you achieve?

### 4. Innovation [15 marks]

- Summarise the particular innovations you applied to support the success of the programme.

### 5. Follow Through [15 marks]

- How do you ensure the training/development messages are followed through and reinforced in the workplace?
- Describe what steps are being made to refine and improve the programme further.

## 2. BEST CUSTOMER EXPERIENCE

This award will be presented to the organisation that has demonstrated excellence in setting and meeting the highest standards of customer experience in the last 12 months. The winner will have demonstrated a commitment to understanding and responding to customer needs in order to drive an improved service delivery model.

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Entrants that have been shortlisted for this award will be required to present and validate their submission to a team of judges on a date and venue to be agreed. Details will be provided at a later date to shortlisted applicants.

### BEST CUSTOMER SERVICE DELIVERY CRITERIA 2016

#### 1. Customer Experience Strategy

[15 marks]

- Description of organisation's customer experience strategy.
- Role of the contact centre in supporting the delivery of this strategy.

#### 2. Measurements of Success

[25 marks]

- Performance measures in place used to define excellence in customer experience cross channels and results achieved in the last 12 months. Impact these results have had on the business overall.

#### 3. Knowledge and Understanding of Customers

[25 marks]

- Processes used for measuring customer experience, gathering and analysing customer feedback.
- How complaint and escalation management processes are used to drive improvements.
- Improvement initiatives implemented in the last 12 months as a result of customer feedback.

#### 4. Role of Staff in Delivering Excellent Customer Service

[20 marks]

- Demonstration of staff's commitment to improving customer experience both within and outside the contact centre.
- How staff feedback is used to improve service delivery.

#### 5. Technology, Innovation and Development

[15 marks]

- How the application of technology has enhanced the customer experience and delivered more efficient and effective transactions for customers.
- Outline how innovation has been applied to drive enhanced customer experience.

### 3. OUTSOURCE PARTNERSHIP OF THE YEAR

This category is in recognition of the challenging customer management projects being outsourced in Ireland. The award will be presented to the partnership that can best demonstrate collaboration and strategic alignment in their pursuit of customer excellence and business objectives.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

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#### OUTSOURCE PARTNERSHIP OF THE YEAR CRITERIA 2016

- 1. Customer Relationship Management Strategy** [10 marks]
  - Brief profile of both companies.
  - History and overview of case study to include objectives, scope and description of services outsourced.
  
- 2. Measurements of Success** [25 marks]
  - Service Level Agreement performance against targets.
  - How is success measured beyond the contractual SLA?
  - Improvement and change initiatives implemented in the last 12 months to improve results, efficiency and customer experience.
  - How performance is managed and tracked against short and long term objectives.
  
- 3. Investment in People** [20 marks]
  - Approach to people management, training and development.
  - Staff reward and recognition.
  - Attrition levels and approach to staff retention.
  - Efforts made to ensure staff within the outsourcing organisation reflect the client company core values.
  - Staff engagement strategy.
  
- 4. Investment in Technology** [20 marks]
  - Leverage of customer contact management and support technology to deliver enhanced customer experience and business efficiency.
  - Data protection, security and business continuity.
  
- 5. Partnership Management** [25 marks]
  - Approach to account and partnership management.
  - Describe with evidence how this relationship has evolved from a supplier to a partnership model.
  - Approach to shared risk, investment and gain.
  - Describe with evidence how both parties have benefitted from the relationship.

## 4. BEST SALES CAMPAIGN

**Entrants for this award should demonstrate how their customer contact centre supports and integrates a sales programme using specified channels to new or existing customers that meets business objectives and delivers return and value on investments.**

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

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### BEST SALES CAMPAIGN - CRITERIA 2016

#### 1. Campaign Objectives and Execution

[25 marks]

- Background to the campaign.
- Description of the objectives.
- Definition of success expectation.
- Briefly describe how the customer contact centre was involved in the execution of the campaign with particular focus on channel strategy, people, process, data and systems.

#### 2. Results

[25 marks]

- Performance targets set for the customer contact centre to support the sales campaign.
- Performance results against objectives - a clear outline of the results achieved must be provided to demonstrate the success of the campaign.
- Performance improvement initiatives implemented to improve results.
- Return on investment.
- Evidence of value added services to your customers as a result of the campaign.

#### 3. Quality Management, Customer and Staff Feedback

[20 marks]

- Process and results for managing customer contact quality.
- Process for gathering and analysing customer feedback.
- How staff feedback was used to improve the overall process.

#### 4. Application of Technology

[20 marks]

- Leverage of customer contact management technology across both traditional and digital channels to support the achievement of objectives.

#### 5. Programme Learnings

[10 marks]

- Describe the learning that occurred during the sales campaign and in particular the role played by the customer contact centre in the process.

## 5. BEST USE OF TECHNOLOGY

**This award will be given to the contact centre or shared services centre that can demonstrate how they have applied technology to improve business performance and the customer experience.**

The criteria and associated marks are outlined below. Companies are asked to make their submission under the specific areas within each criterion and in the exact order and numbering outlined.

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### BEST USE OF TECHNOLOGY 2016 CRITERIA

- 1. Background** [15 marks]
  - Brief overview of operation.
  - What was the business challenge to overcome?
  
- 2. Overview of Technology** [20 marks]
  - Describe the technology, and what is innovative about its use.
  
- 3. Implementation** [20 marks]
  - Describe how the technology was implemented.
  - Obstacles encountered during implementation and how these were tackled.
  
- 4. Benefits** [30 marks]
  - How has the technology investment enhanced customer experience.
  - How has the technology investment increased efficiency/productivity and profitability if relevant?
  - How has the technology investment improved management capability?
  
- 5. Learning and Developments Planned** [15 marks]
  - Describe how both customer and agent feedback was/is used to enhance the technology.
  - How do you plan to develop and improve the technology over the next 12 months?

## 6. BEST USE OF SOCIAL MEDIA

This award category seeks to recognise an organisation that has integrated Social Media channels to enhance and support its customer service delivery. The judges are looking for innovation and evidence of real business benefits achieved through the contact/shared services centre leveraging Social Media engagement channels and integration within the wider organisation.

The criteria and associated marks are outlined below. Companies are asked to make their submission under the specific areas within each criterion and in the exact order and numbering outlined.

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### BEST USE OF SOCIAL MEDIA - CRITERIA 2016

#### 1. Overview of Social Media Strategy for the Contact Centre/Shared Services Centre [20 marks]

- Summary of goals, objective and targets.
- Describe the structure and role of the Social Media team in the contact/shared services centre and how the team integrates with Social Media functions in the wider organisation (e.g. Sales and Marketing).
- Describe how your organisation has mapped the customer journey to identify customer interactions that could be improved with the introduction of self service functions.

#### 2. Performance and Customer Acceptance [20 marks]

- Results achieved against targets set including SLA's.
- Evidence of how Social Media activities contributed to an improvement in customer service. Include within your response how customer satisfaction from using these channels is measured and provide evidence of results achieved. Please use specific KPI data where possible to support your answer.
- Describe how the customer is supported /encouraged in adapting to new Social Media channels.

#### 3. Contribution to Service Improvement and Innovation [20 marks]

- Outline performance improvement initiatives implemented to improve results.
- Describe the process for customer feedback and how this feedback is used to enhance the Social Media support channels.
- Describe staff feedback on Social Media strategy and how staff feedback is used to continually improve the process.

#### 4. Quality Management and Complaint Handling [15 marks]

- Outline how customer contact quality is measured on Social Media channels.
- Provide an overview of the complaint handling and escalation process for contacts made on social channels.

#### 5. Return on Investment and Plans for Future Adoption of Social Technology [25 marks]

- Describe plans to adopt any additional social channels to increase customer contact points and how this plan is influenced by lessons learned from the current strategy.
- Describe how adoption of Social Media in your organisation has delivered on a return on investment. Please use specific KPI data where possible to support your answer.
- When evaluating the ROI from Social Media it is important to consider the entire customer journey and the link between self-service, the Omni channel and cross channel attribution - In this context describe how your organisation calculates the monetary value to be attributed to Social Media and other self service functions.



## 7. INDUSTRY PROFESSIONAL OF THE YEAR - CUSTOMER SERVICE AGENT 2016

This award recognises the level of commitment and skill that front line customer service agents demonstrate when interfacing with customers across any channel. A strong focus on customer excellence and going that extra mile for customers will be vital whilst working as part of a team.

The nominated individual must be in their current role for a minimum of one year.

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### INDUSTRY PROFESSIONAL OF THE YEAR - CUSTOMER SERVICE AGENT - CRITERIA 2016

#### 1. Profile of Customer Service Agent

[15 marks]

- Career history.
- Current role and responsibilities including types of customers dealt with on a day to day basis.
- Evidence that agent enjoys a work / life balance.

#### 2. Performance

[35 marks]

- Current performance against objectives and targets in terms of customer interaction as appropriate to channels supported.
- Achievements and initiatives taken, dedication and customer specific activity that goes beyond the objectives set.
- Role played within the team with details of contribution and support to others.

#### 3. Customer Focus

[20 marks]

- Demonstrate agent's level of customer focus.
- Evidence of going that extra mile for customers.
- Customer, peer and management testimonials.

#### 4. Contribution to Service Improvement and Innovation

[15 marks]

- Evidence of agent's individual contribution to improving service delivery process that benefits the customer service offered by the company and/or performance improvement generally across the team.

#### 5. Personal Development

[15 marks]

- Education, Qualifications and any other Personal development the agent has undertaken to equip him/her self with the role.
- Summary of personal achievements.

## 8. INDUSTRY PROFESSIONAL OF THE YEAR - TEAM LEADER 2016

This award is specifically for the day-to-day hands on leadership of a contact/shared services centre team. The successful winner will be committed to supporting and developing their team in order to realise their potential within a motivational, engaging and rewarding environment. He/she will be a passionate customer advocate and actively seek out customer feedback in order to improve service delivery.

The nominated individual must be in their current role for a minimum of one year.

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### INDUSTRY PROFESSIONAL OF THE YEAR - TEAM LEADER - CRITERIA 2016

- 1. Profile of Team Leader** [15 marks]
  - Career history.
  - Current role and responsibilities in terms of the team reporting to the Team Leader, customer focus, organisational structure and number of direct reporting staff.
  - Evidence that Team Leader enjoys a work/life balance.
- 2. Team Performance** [30 marks]
  - Current Team performance against targets across efficiency, quality and customer experience metrics.
  - Improvement and change initiatives implemented by Team Leader to drive results and improve the customer experience.
  - Role played within the team to support complaint handling/escalation, with details of strong contribution and support to others.
- 3. People Management and Development** [20 marks]
  - Approach to staff management, coaching and development and motivational and recognition initiatives.
  - Approach to staff collaboration and engagement.
  - Attrition and absenteeism levels and approach to staff retention.
- 4. Contribution to Service Improvement and Innovation** [20 marks]
  - Evidence of the Team Leader's approach to performance improvement including improvement initiatives as a result of customer feedback.
  - Future plans in place to drive greater levels of team performance.
- 5. Personal Development** [15 marks]
  - Education, Qualifications and any other Personal development the Team Leader has undertaken to equip him/her self with the role or is planning to attain.
  - Summary of personal achievements.
  - Examples of how the Team Leader keeps up to date with developments and best practice.
  - Peer Testimonials.



Category  
Sponsor

## 9. INDUSTRY PROFESSIONAL OF THE YEAR - SUPPORT PROFESSIONAL 2016

This award is specifically for those professionals in support roles within the contact centre or shared services centre that enable the operation to deliver high performance in pursuit of business and customer objectives. Roles will vary and may include for example: coaches/trainers; professionals in work force planning and reporting; business analysts; HR and IT professionals etc.

The successful winner will be committed to supporting the operation to optimise performance and deliver exemplary customer experience. He/she will be an experienced professional, demonstrating dedication, collaboration, organisation and innovation.

The nominated individual must be in their current role for a minimum of one year.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the

specific areas within each criterion and in the exact order and numbering outlined.

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### INDUSTRY PROFESSIONAL OF THE YEAR - SUPPORT PROFESSIONAL - CRITERIA 2016

#### 1. Profile of Support Professional

[15 marks]

- Career history.
- Profile of support professional role including job title and areas of responsibility. Include within your submission where the support professional sits within the organisational structure.
- Describe the main services and channels provided by the contact centre/shared services centre and the role the support professional plays in enabling the operation to achieve business objectives.
- Evidence that support professional enjoys a work / life balance.

#### 2. Support Professional Performance

[25 marks]

- Describe how the performance of the support professional is measured and how these measurements impact the performance of the operation as a whole.
- Include the support professional's current performance against targets.

#### 3. Collaboration and TeamWork

[20 marks]

- Describe the support professional's approach to collaboration, engagement and team work.
- Describe how the support professional ensures that their insights and outputs are having an impact on the operation.

#### 4. Contribution to Service Improvement and Innovation

[25 marks]

- Evidence of how the support professional has influenced performance and improvement across the operation.
- Summary evidence of the support professional's approach to problem solving and innovation.
- Describe future plans in place to drive greater levels of performance.

#### 5. Personal Development

[15 marks]

- Education, qualifications and any other personal development the support professional has undertaken or is planning to attain equip to him/her self with the role.
- Describe, giving examples of how the support professional keeps up to date with developments and best practice relevant to their role.
- Peer and management testimonials.

## 10. INDUSTRY PROFESSIONAL OF THE YEAR - MANAGER 2016

This award is specifically for the **Senior Manager/Leader of the contact centre or shared services centre that has full accountability for the operation as a business unit. The successful winner will demonstrate inspirational leadership, strategic thinking and problem solving skills, underpinned by innovative ways of working, strong stakeholder and change management skills and a commitment to service excellence.**

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

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### INDUSTRY PROFESSIONAL OF THE YEAR - MANAGER - CRITERIA 2016

#### 1. Overview

[15 marks]

- Career history.
- Profile of manager's role including job title, areas of responsibility and decision making authority. Include within your submission where the manager sits within the organisational structure and the number of full time equivalent staff\* he/she is responsible for.
- Describe the main services and channels provided by the contact centre/shared services centre.
- Describe the challenges the business is facing.
- Summary of manager's key competencies and expertise.
- Evidence that manager enjoys a work/life balance.

*\*If any part of the contact centre/shared services centre services/activity is outsourced include the number of staff dedicated to the service/activity within the outsource supplier's operation.*

#### 2. Performance

[25 marks]

- Describe the goals of the contact centre or shared services centre and how the manager has set about meeting them, demonstrating evidence of their leadership skills, strategic thinking and problem solving skills.
- Provide details of performance in the last 12 months against targets/goals.
- Improvement and change initiatives implemented by the manager to drive performance, improve the customer experience and overcome challenges/issues.

#### 3. People Management and Culture

[20 marks]

- Describe the manager's approach to staff management, motivation and development.
- Approach to staff collaboration and engagement.
- Describe the culture of the contact centre/shared services centre; include evidence of how the manager has contributed to facilitating this culture.

#### 4. Personal Development and Thought Leadership

[20 marks]

- Describe the personal development the manager has undertaken to equip him/her self with the role, include any industry recognised qualifications.
- Describe how the manager keeps up to date with customer management best practice, developments and trends.
- Future personal development plans.

#### 5. Stakeholder Management and Innovation

[20 marks]

- Describe the manager's approach to managing stakeholders within the wider business.
- Provide evidence of how the manager has influenced performance and change across the wider business.
- Summary evidence of the manager's approach to innovation.
- Future plans the manager has in place to drive greater levels of performance and achievement of business objectives.



Category  
Sponsor

## 11. TEAM OF THE YEAR

This award recognises a contact centre or shared services team which has made a significant contribution to their organisation over the last 12 months. The team must be providing support directly to customers. The team can operate in the area of customer service, shared services, technical support, sales etc. and will comprise a maximum of 20 agents. The successful team will demonstrate strong team work, a focus on quality, innovative ways of working and a passion towards staff development in their pursuit of service excellence and results.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

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### TEAM OF THE YEAR - CRITERIA 2016

- 1. Overview of the Team** [10 marks]
  - Overview of the role of the Team within the customer/shared services centre.
  - Outline of services provided, key objectives and measurements of success.
  - Staff structure and head count.
  
- 2. Performance Against Key Targets** [30 marks]
  - Efficiency, quality and customer experience performance metrics against targets and across channels.
  - Improvement initiatives implemented in the last 12 months to improve results.
  - How performance is tracked and managed against short and longer term objectives.
  
- 3. Performance Management, Quality, Training and Team Building** [30 marks]
  - Process and results for managing quality and process improvement.
  - Approach to performance management, training and development.
  - Attrition and absenteeism levels and approach to staff retention.
  - Approach to communication and team building.
  
- 4. Innovation and Development** [15 marks]
  - Summary evidence of the Team's approach to innovation and performance improvement.
  
- 5. Value to the Business and Customer Testimonials** [15 marks]
  - Describe the benefits and value this Team has brought to the operation and the business as a whole.
  - Include customer and peer testimonials.

## 12. SUPPORT TEAM OF THE YEAR

This award recognises a team which provides support to the contact or shared services centre and which has made a significant contribution to their organisation over the last 12 months. The team can be providing support in such areas as Business Intelligence/Data Management, Human Resources, Finance, Information Technology/Support or Development, Project Management/Change Management/Work Force Management (WFM), Vendor Management, Training, Quality Assurance, Business Process Improvement/Operational Excellence and Innovation.

The successful team will demonstrate how they have provided the support to the contact and/or shared services centre to enable them to deliver the overall goals of the organisation.

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areas within each criterion and in the exact order and numbering outlined.

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### SUPPORT TEAM OF THE YEAR - CRITERIA 2016

- 1. Support Delivery Team Profile** [15 marks]
  - The type of support services provided to the contact/shared services centre in the past 12 months including, the key objectives and measurements of success.
  - Team structure within the overall organisation staff structure and headcount.
  - The role of the support delivery Team in delivering excellent customer service within the organisation.
  
- 2. Support Delivery Team Services and Performance** [35marks]
  - Identify the key differences this Team has made to the contact/shared services centre and the organisation in this period.
  - Key targets in place to measure support delivery Team performance – include metrics KPIs, etc. and actual performance achieved over the past 12 months.
  - Describe how performance is tracked and managed against short and longer term Team and organisation objectives.
  - Outline current Team performance and achievements over and beyond the objectives/targets set in terms of interaction with business.
  
- 3. Staff Training, Development and Engagement** [15 marks]
  - Approach to performance management training and development.
  - Approach to staff engagement.
  
- 4. Best Practice, Innovation and Development** [20 marks]
  - Describe best practice models/methodologies employed by the Team to deliver its support services to the contact/shared services centre.
  - Provide summary evidence of the Team's approach to innovation and performance improvement.
  - Outline plans for the Team's growth and development for the next 12 months.
  
- 5. Value to the Business** [15 marks]
  - Evidence of the key benefits and value this Team has made to the contact/shared services centre and the organisation in the past 12 months.

## 13. CREDIT MANAGEMENT TEAM OF THE YEAR

The winner of this award will demonstrate excellence in credit management and debt recovery strategies within the contact centre channel. Commitment to social responsibility, staff training and management, customer satisfaction and innovation will be required in the pursuit of results.

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### CREDIT MANAGEMENT TEAM OF THE YEAR - CRITERIA 2016

- 1. Strategy** [20 marks]
  - Description of organisation's credit management strategy.
  - Position and role of the contact centre in supporting the delivery of this strategy.
  
- 2. Performance** [30 marks]
  - Performance over the last 12 months against KPI targets to support improved collection rates, customer compliance, business efficiency and customer experience.
  - Complaint and escalation/query process and results related to the credit management process.
  - Improvement initiatives implemented in the last 12 months to drive increased results.
  
- 3. Staff Acquisition, Development and Engagement** [20 marks]
  - Approach to staff training and development.
  - Approach to performance management.
  - Staff engagement strategy.
  
- 4. Application of Technology** [15 marks]
  - Demonstration of how the application of technology has enhanced the credit management process.
  
- 5. Innovation and Social Responsibility** [15 marks]
  - Summary evidence of your approach to innovation, performance improvement and best practice thinking related to Credit Management.
  - Describe how your Credit Management strategy is aligned with your corporate social responsibility.

## 14. SHARED SERVICES CENTRE OF THE YEAR 2016

This category is in recognition of the valuable in-house or external support services provided by domestic and international shared services centres (SSC), located in Ireland. Examples of services supported include Finance, HR, IT, Payroll, Procurement, Technical Support and Tendering. The SSC must demonstrate that it is at the top of its profession by setting and achieving the highest standards of excellence in shared services support.

Entrants will be required to demonstrate how they have maintained optimum efficiencies, balanced with excellent levels of customer service, whilst delivering a combination of front end support and back office capability.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 2,500 (excluding any appendices and headings).

Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross reference be used within the main application contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5.

Any submission exceeding this word count and number of pages as appendices will be penalised.

### SHARED SERVICES CENTRE OF THE YEAR - CRITERIA 2016

#### 1. Overview of Shared Services Centre

[10 marks]

- Brief background and history.
- Purpose, mission and values.
- Outline of services provided.
- Objectives and measurements of success.
- Staff structure and head count.

#### 2. Improved Efficiencies, Cost Reduction and Continuous Improvement

[25 marks]

- Describe how operations have been streamlined by the shared services centre in order to deliver improved efficiencies and cost reduction.
- Outline efficiency, quality and customer experience performance metrics against targets across all relevant channels.
- Describe your approach to continuous improvement.
- Outline any improvement initiatives implemented in the last 12 months to drive greater efficiencies and cost reduction.
- Outline how achievement of these results has impacted the business as a whole.

#### 3. Processes and Integration

[25 marks]

- Describe the end-to-end process for handling and resolving customer issues/requests.
- Describe the process and results for measuring customer experience and how you use customer feedback to improve service delivery.
- Outline the approach to knowledge management and change control.
- Outline level of integration between SSC and the wider organisation.
- Describe the process and approach in place for managing and developing customer and stakeholder relationships across the business.

#### 4. Staff Acquisition, Development and Engagement

[20 marks]

- Approach to recruitment and succession planning.
- Attrition levels and approach to staff retention.
- Approach to staff training and development.
- Staff engagement strategy.
- Attrition levels and approach to staff retention.

#### 5. Technology, Innovation and Development

[20 marks]

- Describe the application of technology to deliver enhanced customer experience and business efficiency.
- Outline how innovation has been applied to drive improved results.
- Include customer testimonials.
- Provide summary evidence of value added services to customers and benefits to the business. Briefly share future plans in place for the centre.



Category Sponsor



## 15. CUSTOMER CONTACT CENTRE OF THE YEAR - SMALL 2016

This award will be presented to a small, new and/or growing standalone customer contact centre with no more than 50 customer service agents that has demonstrated the greatest all round performance and improvement in the past 12 months and in doing so has strengthened its strategic value to the organisation.

The winner of this category must demonstrate a commitment to people development, performance improvement, innovation and best practice thinking in ensuring its position as a centre of excellence.

**NOTE:** Entrants must have no more than 50 contact/shared services centre agents employed at the time of application. The centre must be in operation for more than 12 months.

**NOTE:** Entrants for this category must have entered a minimum of two other categories to be considered for this award. The criteria and associated marks are outlined below. Companies are asked to

make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 3,000 (excluding any appendices and headings).

Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross reference be used within the main application contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants who have been shortlisted for this award will be required to present and validate their submission to a team of judges on a date and venue to be agreed. Details will be provided at a later date to shortlisted applicants.

### CUSTOMER CONTACT CENTRE OF THE YEAR - SMALL - CRITERIA 2016

#### 1. Overview

[20 marks]

- Purpose mission and values.
- Channel strategy.
- Outline of services provided, key objectives and measurements of success.
- Operating model across front and back office operations.
- Volume and type of contact across the different customer channels.
- Staff structure and headcount.
- Overview of data protection & security standards and business continuity & disaster recovery plans.

#### 2. Performance Against Key Targets

[25 marks]

- Efficiency, profitability (if appropriate), quality and customer experience performance metrics against targets across channels.
- Improvement initiatives implemented in the last 12 months to improve results.
- How achievement of these results have impacted the business as a whole.
- How performance is tracked and managed against short and long term objectives.
- Future plans in place to drive increased efficiency and effectiveness.

#### 3. Staff Acquisition, Development and Engagement

[20 marks]

- Approach to recruitment and succession planning.
- Attrition and absenteeism levels and approach to staff retention.
- Approach to staff training and development across the various roles within the operation.
- Staff engagement strategy.

#### 4. Application of Technology

[15 marks]

- Describe how your customer contact management technology across both traditional and digital channels delivers enhanced customer experience and business efficiency.
- Outline future technology and innovation plans being considered.

#### 5. Integration of the Contact Centre Within the Organisation as a Whole

[20 marks]

- How the contact centre through integration with the back office and wider business functions enables your organisation to deliver a seamless approach to end-to-end service provision.
- How your contact centre manages risk and anticipates change.
- How your contact centre is delivering strategic value to your organisation.

## 16. CUSTOMER CONTACT CENTRE OF THE YEAR - MEDIUM 2016

This award will be presented to the mid-sized contact centre with between 51 and 200 agents that has demonstrated the greatest all round performance and improvement in the past 12 months and in doing so has strengthened its strategic value to the organisation.

The winner of this category must demonstrate a commitment to people development, performance improvement, innovation and best practice thinking in ensuring its position as a centre of excellence.

NOTE: Entrants must have between 51 to 200 customer service agents employed at the time of application. The centre must be in operation for more than 12 months

NOTE: Entrants for this category must have entered a minimum of two other categories to be considered for this award.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within

each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 3,000 (excluding any appendices and headings).

Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross reference be used within the main application contextualising any information contained in the appendices.

The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants who have been shortlisted for this award will be required to present and validate their submission to a team of judges on a date and venue to be agreed. Details will be provided at a later date to shortlisted applicants.

### CUSTOMER CONTACT CENTRE OF THE YEAR - MEDIUM - CRITERIA 2016

#### 1. Overview

[20 marks]

- Purpose mission and values.
- Channel strategy.
- Outline of services provided, key objectives and measurements of success.
- Operating model across front and back office operations.
- Volume and type of contact across the different customer channels.
- Staff structure and headcount.

#### 2. Performance Against Key Targets

[25 marks]

- Efficiency, profitability (if appropriate), quality and customer experience performance metrics against targets across channels.
- Improvement initiatives implemented in the last 12 months to improve results.
- How achievement of these results have impacted the business as a whole.
- How performance is tracked and managed against short and long term objectives.
- Future plans in place to drive increased efficiency and effectiveness.

#### 3. Staff Acquisition, Development and Engagement

[20 marks]

- Approach to recruitment and succession planning.
- Attrition and absenteeism levels and approach to staff retention.
- Approach to staff training and development across the various roles within the operation.
- Staff engagement strategy.

#### 4. Application of Technology

[15 marks]

- Describe how your customer contact management technology across both traditional and digital channels delivers enhanced customer experience and business efficiency.
- Outline future technology and innovation plans being considered.

#### 5. Integration of the Contact Centre Within the Organisation as a Whole

[20 marks]

- How the contact centre through integration with the back office and wider business functions enables your organisation to deliver a seamless approach to end-to-end service provision.
- How your contact centre manages risk and anticipates change.
- How your contact centre is delivering strategic value to your organisation.

## 17. CUSTOMER CONTACT CENTRE OF THE YEAR - LARGE 2016

This award will be presented to the contact centre of 200+ agents that has demonstrated the greatest all round performance and improvement in the past 12 months and in doing so has strengthened its strategic value to the organisation.

The winner of this category must demonstrate a commitment to people development, performance improvement, innovation and best practice thinking in ensuring its position as a centre of excellence.

Note: Entrants for this category must have entered a minimum of two other categories to be considered for this award.

The criteria and associated marks are outlined below. Companies are asked to make their submissions under the specific areas within each criterion and in the exact order and numbering outlined.

Your application must not exceed a total word count of 3,000 (excluding any appendices and headings).

Supplementary information may be provided as appendices to the main submission. The judges request that this approach be kept to a minimum and that clear cross reference be used within the main application contextualising any information contained in the appendices. The total number of pages contained in the appendices must be no more than 5. Any submission exceeding this word count and number of pages as appendices will be penalised.

Entrants who have been shortlisted for this award will be required to present and validate their submission to a team of judges on a date and venue to be agreed. Details will be provided at a later date to shortlisted applicants.

### CUSTOMER CONTACT CENTRE OF THE YEAR - LARGE - CRITERIA 2016

#### 1. Overview

[20 marks]

- Purpose mission and values.
- Channel strategy.
- Outline of services provided, key objectives and measurements of success.
- Operating model across front and back office operations.
- Volume and type of contact across the different customer channels.
- Staff structure and headcount.
- Overview of data protection & security standards and business continuity & disaster recovery plans.

#### 2. Performance Against Key Targets

[25 marks]

- Efficiency, profitability (if appropriate), quality and customer experience performance metrics against targets across channels.
- Improvement initiatives implemented in the last 12 months to improve results.
- How achievement of these results have impacted the business as a whole.
- How performance is tracked and managed against short and long term objectives.
- Future plans in place to drive increased efficiency and effectiveness.

#### 3. Staff Acquisition, Development and Engagement

[20 marks]

- Approach to recruitment and succession planning.
- Attrition and absenteeism levels and approach to staff retention.
- Approach to staff training and development across the various roles within the operation.
- Staff engagement strategy.

#### 4. Application of Technology

[15 marks]

- Describe how your customer contact management technology across both traditional and digital channels delivers enhanced customer experience and business efficiency.
- Outline future technology and innovation plans being considered.

#### 5. Integration of the Contact Centre Within the Organisation as a Whole

[20 marks]

- How the contact centre through integration with the back office and wider business functions enables your organisation to deliver a seamless approach to end-to-end service provision.
- How your contact centre manages risk and anticipates change.
- How your contact centre is delivering strategic value to your organisation.

## TERMS AND CONDITIONS.

1. Relevant date for entries are 1st August 2015 to 31st July 2016.
2. Entry fees are as follows:
  - Cost per entry €199 plus VAT at 23%.
  - Cost for 3 or more entries are €159 plus VAT at 23% per entry.
3. Entry Fees are non-refundable.
4. A cheque or credit card details for the total amount to be made payable to CCMA Ireland Ltd., must be included with your submission. Submissions will not be judged without the appropriate fee.
5. The official application form is available at [www.ccma.ie](http://www.ccma.ie).
6. The declaration on the application form must be signed by an authorised company official to confirm that the information provided is accurate and truthful.
7. All post (Application Forms, Cheque payments) must be sent to CCMA Ireland Ltd., P.O. Box 1016, An Post Mail Centre, Blessington Road, Naas, Co. Kildare.
8. All information submitted will be treated in confidence.
9. As part of the judging process for some categories entrants who are short listed may be required to be available for a short presentation.
10. A minimum number of entries may be required for an individual category award to be made. This is at the discretion of the judges and the judges' decision is final.
11. Please e-mail submissions to: [awards@ccma.ie](mailto:awards@ccma.ie)
12. Closing date for entries is 5.00 p.m. Monday 12th September, 2016.
13. The conferring of an award is based on the unanimous view of the judging panel. No correspondence will be entered into. The judges' decision is final.
14. Any attempt to influence/canvas the judging panel or tamper with the judging process will result in prompt disqualification for all entries pertaining to the entrant on whose behalf the canvassing is made.
15. By entering the competition you agree that the CCMA will have no liability to you for direct or indirect loss including, but not limited to, a direct or indirect loss arising from breach of contract, negligence, breach of duty or breach of statutory duty and will have no liability to you for loss of profits.

For more information please contact:

E: [dorothy@ccma.ie](mailto:dorothy@ccma.ie) M: 087-2256055 W: [www.ccma.ie](http://www.ccma.ie)

## Irish Customer Contact & Shared Services Awards 2016

### Hints and Tips to help your entry submission

#### DO'S

- We recommend that companies form a project team to gather input and compile entries, it helps to share the workload but also generates valuable insights from all parts of the operation.
- Start working on your submission as early as possible.
- Please read the criteria carefully, note marks to be awarded for each section and do keep within the word count.
- Follow the criteria headings and subsections within the format of your entry. This will ensure that the judges do not have to scan back and forth when scoring your submission.
- Provide clear examples of initiatives and achievements to support your answers.
- Include actual results, if information is commercially sensitive and you cannot include please state this in your submission.
- Limit the number of customer/employee/peer testimonials - certainly no more than 5 in any one submission.
- Within reason include photographs to show contact centre environment, team members and those been put forward for an award.
- Present performance statistics in a graphical format, this reduces word count but more importantly is easier to see trends, results, etc.
- Get someone outside the project team (and ideally the organisation) to read your submission to check clarity and understanding. They can also highlight any areas that may not be clearly understood by someone outside the organisation.

#### DON'TS

- Don't ignore the criteria it is used to award marks in each category. If you cannot address a particular criterion clearly indicate this so the judges know you have not ignored the question.
- Go over the word count, keep answers concise and to the point. Judges will deduct marks if you go over the word count.
- Avoid in company jargon if using acronyms provide clear definition.
- Do not include material (including graphs) for the sake of it - make sure everything is relevant. Clearly explain any points you are making in graphs, tables and explain what they are highlighting or supporting.
- Do not leave it till the last minute, to create an award winning submission. Plan, prepare and execute within the specified time lines.

**Remember closing date for entries is 5 p.m. Monday 12th September, 2016.**

For more information please contact:

E: [dorothy@ccma.ie](mailto:dorothy@ccma.ie) M: 087-2256055 W: [www.ccma.ie](http://www.ccma.ie)

Awards Dinner will take place  
on Saturday 12th November in  
the DoubleTree by Hilton Dublin,  
Burlington Road, Dublin 4.

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

Closing date for entries is 5.00 p.m. Monday 12th September, 2016.

