

CCA Excellence Awards 2017

Category: Innovation in BPO – A partnership approach

About this Award

This Award will be presented to the partnership that can best demonstrate delivery of excellent customer service through successful co-operation and communication.

Submissions should show there is effective strategic alignment between the parties, both fully understanding what is expected of them in terms of resourcing and investment requirements, management of performance and service issues (both operational and customer-initiated) with associated action plans and evidence of performance and delivery.

Close liaison and a genuine partnership are key to success and you will be judged on how you have achieved this success through your operation, your organisational policies and your communication processes.

It is acceptable to identify strategic alignment in a manner that protects commercial confidentiality; however entrants should be prepared to evidence said strategic alignment.

How your submission will be scored

- A weighting is attached to each section scored (and each sub-section within it) to indicate its importance to the overall submission and help you focus your efforts. This weighting has been indicated in the application form and guidelines.
- It is **mandatory** that submissions be grouped as per the subject headings numbered 1 to 6 below and sub-sections must be answered in sequence within each section.
- The word count for this submission should be **no more than 3,000 words** per submission for all sections. **Please note that judges have been advised they can penalise or even exclude entries from this category if the stated word count is exceeded by 10%.**
- Any sub-sections not answered will be allocated with a score of 0. It is therefore advisable to always provide an answer.
- Submissions based on fact rather than anecdotal comment will be scored higher.
- Submit your entry via the online submission tool available at www.cca-global.com

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POINTS ALLOCATION

You will be allocated between 1-5 points for each section of the award and each sub-section within it i.e. a,b,c,d etc. Submissions should be evidence-based (no supporting documentation required at this stage) and judged on planning, implementation, consistency, involvement, learning and flexibility.

Points	Reason
1	There is no evidence of a systematic approach. Presentation is based on anecdote. Deployment and consistency are not evident. Activities are reactive. There is no clear goal. Cooperation between units or groups is not evident.
2	There is some evidence that the concept of a systematic approach is evident. Deployment has been considered but there is little evidence of implementation across all relevant units. Evidence of a proactive approach is anecdotal. Some evidence of other units being considered is apparent. Measurement has been considered and is in place. There is evidence measurement is understood and contributes to the goal.
3	Clear evidence of a systematic approach is demonstrated. Deployment is evidenced but there is some suggestion that it is not universal. There is some evidence that the organisation is learning because of the approach and deployment. There are early signs of evaluation taking place in a consistent manner.
4	The approach is systematic and responsive to multiple requirements. Its effectiveness is measured and plans are revisited and refined on a regular basis. Deployment is communicated across the whole organisation. There is clear evidence that the organisation is learning and applying lessons across the whole operation.
5	The approach is evidenced as systematic, responsive to multiple requirements and effective. Deployment and integration are clearly universal and there is a fact based systematic evaluation system in place which influences how the approach is progressed.

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Section 1: About the Organisation (*Weighting: 15%*)

The purpose of this section is to allow judges to form a picture of the partner organisations. While entries should be meaningful, they may be kept at a level that protects commercial confidentiality. Examples, where appropriate, may be helpful and should focus on the partnership issues and be directly related to the provision and delivery of excellent customer service.

This section will be judged on how co-operation has supported the approach, deployment and integration of customer service attitude within the organisations portrayed by this background information.

- a) Briefly identify both organisations Purpose, Mission and Values.
- b) What challenges are faced in the current climate?
- c) Identify your customer groupings or market segments.
- d) Identify the main products and services and all of the channels used to deliver them to customers.
- e) Describe the profile of the workforce including any special issues specific to the organisation (specialist knowledge, regulation, location, accreditations etc).
- f) Briefly identify how you measure success for individuals and success for the organisation.
- g) What are the key sources of comparative or competitive data?
- h) What is the organisations' approach to corporate social responsibility?

Section 2: Your customers and market knowledge (*Weighting: 25%*)

The purpose of this section is to demonstrate to judges the role of both parties in identifying and delivering on customers' needs, addressing customer complaints and issues and meeting customer expectations. This also provides judges with an understanding of how the partnership developed. Examples, where appropriate, may be helpful.

- (a) Describe what processes the organisations follow to better understand and anticipate customer needs. What part does each partner play in developing and delivering these processes?
- (b) Briefly explain how long you have worked together and why this outsourcing partner seemed like the best option for your partnership. What benefits do both organisations gain from this partnership?
- (c) Identify any formal processes for helping customers or resolving complaints, including where the complaints are resolved within the partnership and how you measure its success. How do you use complaints procedures to improve your processes? What actions do you take on customer feedback?
- (d) How do you **each** know your customer expectations are being met? How do you know each partner is satisfied with results achieved?

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Section 3: Your people *(Weighting: 20%)*

The purpose of this section is to demonstrate to judges how committed people in your organisation are to the overall partnership, your customers' needs and expectations and your staff satisfaction and motivation. Examples, where appropriate, may be used.

How do leaders in your organisations demonstrate commitment to:

- (a) The partnership
- (b) The customers
- (c) The staff
- (d) How do you know that communication of values and expectations is consistent throughout the organisations?
- (e) What is the organisations' approach to training? How is this decided? Who is trained and how do you measure the training outcomes?
- (f) How do you establish employee and customer satisfaction and motivation?
- (g) Describe how you seek employee input on customer needs and expectations and how this is input to the partnership?

Section 4: Your organisational policies *(Weighting: 25%)*

The purpose of this section is for judges to determine what policies and plans you have in place that support excellent customer service, both through the organisation and your people. Examples, where appropriate, may be helpful and should be directly related to the organisations' strategy for the delivery of excellent customer service through cooperation.

- (a) Identify the quality and performance improvement policy in place and where the responsibility lies. How does it measure performance improvement or success?
- (b) Do the organisations develop short and long term objectives? What is the process for this?
- (c) Is performance tracked to relevant plans? How is this done and at what levels?
- (d) Describe your policy for recruitment and selection of suitable customer service staff.
- (e) Are human resource needs derived from strategic objectives? How do you know this?
- (f) How do the organisations ensure that they are legally compliant?

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Section 5: Your technologies (*Weighting: 5%*)

The purpose of this section is for judges to identify what technologies you have in place to continually deliver excellent customer service and will be judged on the approach, customer involvement, deployment and integration of these technologies and processes using the information provided.

Examples, where appropriate, may be helpful and should be directly related to their role in the delivery of excellent customer service.

- a) Identify what CRM system you employ, how it has been influenced by customer feedback and how you know it is effective.
- b) What measures do you use to agree excellent customer contact?
- c) Briefly explain your business continuity approach, including when it is tested and the outcomes of this.
- d) What other technologies do you have in place to support the delivery of customer service?

Section 6: Summary (*Weighting: 10%*)

Summarise why you think the partnership works well and how it continues to deliver excellent customer service.

If there are any key activities of your organisations involving customer service not provided for above, please identify them here.

PLEASE NOTE THAT THIS DOCUMENT IS FOR INFORMATION ONLY. ALL ENTRIES SHOULD BE SUBMITTED VIA THE ONLINE SUBMISSION TOOL AVAILABLE AT:

WWW.CCA-GLOBAL.COM