

The Challenge

Scicom was approached by a Fortune 50 global mobile phone manufacturer to consider providing Pan Asian care from a low cost Interaction Centre in Kuala Lumpur. The solution required integrated telephone and e-mail based customer care, technical support and loyalty programmes for that covers eight individual Asia Pacific (APAC) countries including Australia and provide language support in 10 native languages: English, Bahasa Malaysia, Bahasa Indonesia, Mandarin, Cantonese, Tagalog (Philippines), Thai, Korean, Tamil, and Hindi.

Key considerations included :

- A multi channel access strategy: voice, email, letter and fax that can be complicated for non-native speakers.
- Customer expectations of care can vary greatly across the APAC region and it will not be acceptable to deliver the same solution to each country.
- There is a lack of tolerance for differing regional dialects and accents, making multi lingual resourcing a much more difficult proposition.
- Understanding the correct behaviour to recruit frontline staff that will deliver the appropriate care to the market that they serve.
- Different learning styles of a truly multi racial, multi cultural workforce.
- Increasing customer expectations of care and value proposition, coupled to a very rigid and inflexible policy and procedure for enquiry resolution.
- As this is outsourcing, it had meant that all of the above solutions had to be developed and delivered within tight budgetary restrictions.

The Solution

An analysis of the business needs and job requirements were conducted for each country market. The competency framework was then designed for each particular market place. The recruitment process followed SCICOM Consulting's recruitment methodology

Accelerated learning techniques (the use of whole brain thinking theories and exercises) were used for induction training, cultural awareness, product and skills training. This increased impact, retention and fun. The journey described were based around regional folk stories to better augment memory anchors.

Further emphasis were placed on cultural induction in terms of language style and tone, appropriate phraseology, geographical understanding and current affairs. An assessment of learning styles (reflectors, activists,

The Results

theorists and pragmatists) were carried out for each frontline operative to understand most effective coaching styles.

Team managers were trained to understand the differing learning styles and mentored themselves to improve effectiveness of all coaching. KPI's were aligned throughout the operation and cascaded down providing clear lines of accountability and promoting the right behaviour at the right level with frontline commitment to care, talk time, occupancy and quality.

Team managers were also committed to coaching and teamwork, Operations Manager were committed to service level, up skilling and morale. Ongoing typing, writing and product information testing were also carried out to improve knowledge and communication skills of the workforce.

- It took twelve months of reevaluation, redevelopment and continual improvement to enable SCICOM to cultivate the right approach that delivered “world class care”, from a regional hub to different Asian Cultures.
- The centralisation of the IC allowed for consolidated market intelligence to drive both the service value proposition and product R&D. Attrition rates remained below 6%, in a region that continuously experiences massive economic recovery. Staff morale increased from a 3.4 average to a 3.9 average (on a 5 point scale).
- Customer satisfaction indices had increased to above world benchmark figures. The operational performance had improved from below COPC world benchmark standards to above those and is still continually improving.
- The operating cost is 40% lower than that of delivering disparate local solutions.

It is also worth noting that all the above had been achieved with an investment in sound recruitment, training, motivation and reward methodologies and NOT with an investment in expensive CRM software.

SCICOM is the only Outsourcer to have had sustained a low cost regional hub and delivered a world class customer care.