

## The Business Challenge

A global tobacco company wanted to improve consistency and satisfaction among its internal and external customers of its leading brand and looked to Scicom for assistance.

The requirements for the project were the following:

- A Call Centre that is able to anticipate, relate and react quickly and appropriately to its internal and external customer requirements for its lead brand
- A Call Centre that seamlessly integrates Customer Care into the company's Value Chain
- A Call Centre that is able to support effectively in its effort to capture customer complaints, respond to all complaints, manage the replacement policy and respond to all queries with regards to its lead brand on a timely basis
- A high performance cost effective, competent Call Centre that will be the company's competitive advantage vis-à-vis the competition.
- A high performance Call Centre that will ultimately be scalable and provide discernible returns on investments Scicom, confident that it had the right experience, skills and passion to ensure that the client's objectives mentioned above were met and exceeded, proposed the following services:-
- A world-class design and implementation of a contact centre facility
- Total operational management of the client's contact centre
- Provision of excellent phone brand experience from the call centre.
- Best-in-class methodology and practices for :-
  - People
  - Recruitment
  - Human Resources Planning & People Programme Initiatives
  - Technology
  - Project Management

## The Strategy Behind The Solution

### People

Scicom realised that the success of the client's contact centre ultimately hinges on the strength of its people, and as such, placed great emphasis on the strategies underpinning the human resource aspect of the business. This strategy was about co-ordinating and developing the skill sets developed within the organisation in order to meet the requirements set out in the business challenges, while encouraging innovation and flexibility in its long term project roadmap for this business.

### Recruitment

Scicom recognised the importance of language talent to speak with impeccable delivery and the confidence that goes with it - more so in the

accuracy and efficiency in the transfer of information to the client's internal and external customers. Scicom believed that in providing multi-lingual support, it was the best practice to recruit native speakers directly from the country itself as this ensured a ready understanding of culture for the client.



### Human Resources Planning & People Programme Initiatives

The People Management Programme for the operations staff for the client's call centre was illustrated in the process overview as described below

The HR Planning and strategy development for the people management programme included defining the client's business and operational strategy, the lead brand's target customers/markets and required job descriptions, identifying the technical, functional, interpersonal and cultural skills required under the people competencies development for input to the design of a fully functional training programme specifically tailored for the client's process, for all staff levels in operations.

The key to Scicom's approach in its Selection and Recruitment process for the client was to identify candidates whose skills, knowledge, education, experience and personalities were streamlined to both Scicom's culture and the client's expectations.

Scicom worked closely with the client's Trainers for the design of the Learning and Development program for agents recruited for the client's leading brand's call centre. A thorough process review and training needs-analysis exercise was conducted to determine the brand's fundamental training needs. Scicom's TQM and Scicom Academy departments developed specific programme outlines to meet those needs.

The HR Policies and Programs related to people management and motivation included developing a people retention strategy that focused on performance, a Reward and Recognition programme that managed and controlled attrition rate for the call centre and the dissemination of knowledge and information within the client's call centre.

The core of Scicom's Career Planning process was designing an effective people strategy that addressed both professional and personal growth for the client. These included cost-effective ways to develop staff and dramatically increase employee commitment while reducing employee turnover, building a cadre of local/global mentors (the Buddy system), On-line Coaching & Mentoring programs and the use of an Assessment Centre (part of Scicom's in-house developed e-Learning portal)

### Technology

Scicom proposed to the client, for its leading brand, benefits that maximised their existing technological infrastructure, an in-house CRMS system (SciCRMS) that had been proven to be robust and could support the client's requirements with a certain amount of customization.

### Project Management

SCICOM developed a Project Management team to the project from the point of award to one month after "Go – Live". To meet the demands of this project, Scicom used its proven project management methodology, to provide controls, structure and a framework for successful project delivery. Scicom was cognizant of the importance of this aspect of the client's business and committed its full management bandwidth and resources to the successful implementation of this project.

## The Conclusion

In terms of People Scicom ultimately ensured the best fit between the right person and the right job for the client & its leading brand.

Where Recruitment was a concern, Scicom recruited directly from Malaysia's own work force which had a large number of graduates that have studied overseas predominantly in Australia, the United States, Canada, New Zealand and the United Kingdom. The result was that Scicom did not incur any effort on accent neutralization. Malaysians speak English with a neutral accent that is easily understood by all English-speaking countries (such as Australia and New Zealand). More than 35% of the Malaysian population speaks Cantonese and Mandarin, allowing for support of countries speaking those languages.

In Human Resources Planning & People Programme Initiatives Scicom actively implemented communication/feedback programs that solicited ideas and thoughts from employees and in turn, gave them a degree of empowerment and an opportunity to make a difference on the day to day operations of the client's call centre

Based on the above strategy behind the solution, Scicom achieved, and continues to do so to date, the following Service Level Agreements and Key Performance Indicators for its client and its leading brand.

#### Service Level Agreements

- Service Level – 80% or higher of all calls answered within 20 seconds
- Less than 5% of calls abandoned/unanswered (post-IVR)
- Service Level – No more than 3 complaints received per month

#### Key Performance Indicators

Quality Assurance KPI : Average score of 85% or higher based on mutually agreed scoring parameters. All agents achieved a performance standard of 85% for their monitoring scores.

Client were accorded remote access facilities to all quality monitoring processes