

Middle East Call Centre Awards 2008

COMMEMORATIVE

Issue



INSIGHTS

middle east

Call Centre
awards
2008

A Night To Remember!





Middle East Call Centre Awards 08

WHAT CAN WE SAY?

What An Astounding Number Of Entries!

What A Close Finish For The Top Awards!

What An Excellent Set Of Winners!

What A Fine Set Of Runners-Up!

What A Memorable & Entertaining Awards Night!

WHAT A COMPETITION!

The Middle East Call Centre Awards'09 Competition Begins
Jan '09. For Entry Forms Go To www.insights-me.com

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The INSIGHTS Call Centre Awards Process

Not for those afraid of hard work and trying to paper over the cracks in their organisation. Instead a testament to true call centre achievement and evolution

The first comment made by most of the entrants in the INSIGHTS Call Centre awards program is that the submissions are long, involved and the questions are very complicated. Our response is simple –“No-one said it would be easy”..... In fact the INSIGHTS’ annual

have a clearly defined strategy, the strategic and organisational values must be congruently projected across all parts of the organisation. A company that claims to maintain exceptional customer relationships but treats its staff or its vendors like criminals is not congruent with

has been cleverly designed in order to ensure its integrity.

Entry to the awards competition is free and entrants are required, in the first stage to register their intent to enter. This registration of intent is completed at the INSIGHTS’ web site. Participants, at this stage, are required to provide some basic information about their call centre operation. The judging team evaluate the applications and also carry out some basic research. The research is “public domain” research and seeks to assess if the organisation has a strategy and if there is any evidence of that strategy in their public image. The judging team evaluate web-sites, advertisements and even the media to understand how the organisation is presented.

In fact the INSIGHTS’ annual call centre awards process is designed to be challenging. That is the whole purpose of a competition that seeks to recognise the “best of the best”.

call centre awards process is designed to be challenging. That is the whole purpose of a competition that seeks to recognise the “best of the best”. The basic premise of the awards is that every organisation must have a clearly defined strategy and that the customer contact operation must be designed, managed, analysed and valued relative to that strategy. There are no evaluation standards or benchmarks. Everything is measured relative to the organisational strategy.

For example, an organisation with a cost leadership strategy should have a lower service level objective than a quality leader. Therefore, a cost leader call centre with a low service level could win the award over a call centre with a higher service level (if the higher service level is not justified by the organisational strategy).

Furthermore, for an organisation to

its own strategy and cannot be considered for an award. Vendors and staff must be treated with the same ethical values as customers for the organisational strategy to be deemed a reality. The full bases of these evaluations are clearly defined by INSIGHTS’s congruency, experience and operations models. In fact, the entire “Contact Centre World 2008” conference was peppered with mini exercises designed to demonstrate to participants how customer interaction definitions, Average Handle Time targets, dimensioning decisions and even training requirements can all be clearly defined on the basis of an organisational strategy.

The awards judging process, therefore, cannot be minimised to a set of spreadsheets and a simple quantitative analysis. Nor, can it be expanded to a subjective democracy. The judging process

If there is any evidence of strategic congruence then the organisation will be invited to make a full submission. In past years, most of the companies who registered their intent to enter the competition were invited to make a full submission. However, there have been a number of companies who were rejected at this stage because they simply did not demonstrate any form of strategic management or strategic congruency.

Participants must invest a lot of time and effort to complete the full submissions. The submissions should be prepared, based on the competition entry forms that are provided when the organisation receives its invitation to submit. There are separate entry forms for each competition with the average entry form running to more than twenty pages. Companies who

tender an interest in and are invited to submit in multiple categories will probably have to produce more than one submission. Entrants are not expected to answer each and every question but in past years, a number of companies have been disqualified for a number of key reasons:-

The first criteria in choosing a nominee is that in addition to strategic operational congruence, the call centre must have demonstrated that they are delivering a superior and unique value to the business.

1. If a company fails to adequately and concisely define its organisational strategy it will be considered to be an organisation without strategy and by definition must be disqualified.
2. If a company fails to accept the INSIGHTS' non-disclosure agreement that is presented with each application form (e.g. by using confidentiality as an excuse for not answering a question) then they must be disqualified for not making a full submission and for doubting the integrity of the judges, whose decisions must be accepted as full and final.
3. If a company fails to provide supporting documentation they will be disqualified. In addition to answering the 20 pages of basic questions most submissions include hundreds of pages of supporting documentation (300 pages is the average but submissions of 1,000 pages are not impossible). The supporting documentation often includes ACD reports, business intelligence reports, customer satisfaction reports, employee satisfaction reports, training materials, recruitment documentation, scripts, product information, performance management reports, workforce management reports, coaching procedures etc. etc.
All the submissions that are accepted

at this stage are passed to the judging panel for evaluation. The judging panels vary from competition to competition. INSIGHTS' Dominick Keenaghan chairs the judging panels and Brownell O'Connor acts as a liaison between the participants and the judging panel. 2-3 judges, chosen from

INSIGHTS international consortium of consultants will evaluate each competition. This first round of the judging process merely confirms the companies that have strategies and appear to be attempting to operate a call centre in support of that strategy. The judges may query aspects of the submission and these queries are passed to Brownell. If the call centres are not well known to INSIGHTS Brownell will arrange for him or one of the INSIGHTS' team to visit the call centre and clarify any of the judges' concerns. For a first-time entry, these visits take at least a half day as the visiting consultant will wish to see actual ACD reports, listen to calls, see the QA teams in action, understand scheduling, interview agents and supervisors at random, etc.

Entrants may be disqualified at this stage if:-

1. Any of the information submitted in their submission is found to be false or inaccurate
2. There is significant evidence of non-congruency during the site visit
3. The call centre is failing significantly to achieve performance standards, congruent with the organisational strategy.

In recent years, the judges have been asked to select a maximum of 3-5 submissions in each category. The first criteria in choosing a nominee is that in

addition to strategic operational congruence, the call centre must have demonstrated that they are delivering a superior and unique value to the business. This uniqueness is the key to the nomination. In addition to having at least one unique attribute, the submissions that demonstrate the closest performance match between operations and strategy will be nominated.

There are therefore, three possible results at this stage:-

1. Disqualified

If an entry is disqualified, a full explanation will be provided.

2. Not Nominated

If an entry is not nominated it simply indicates that there were other operations with higher strategic performance. This is not the same as disqualification and simply indicates that the organisation needs to do more work to bridge the operations/strategy gap.

3. Nominated

If an entry is nominated, the organisation will be informed that they have been nominated.

With the final nominations in place, the judges reach the most difficult phase of the competition; to select a final winner. In accordance with the purpose of the awards, the final award is given to the organisation whose submission clearly demonstrates the closest relationship between operational performance and strategy across the four areas of congruent alignment (people, processes, technology, relationships).

The nominees are informed of their successful nominations weeks ahead of the awards night but the final award winner is only revealed on the night of the awards. So submitting is not easy, the process is involved and can be distracting on the call centre if the project team is not well established. However, for any organisation to be nominated as a potential winner in such an arduous competition is a real acknowledgement of their capabilities in strategy, planning and operations. If it was easy afterall, it wouldn't have any value.





CTS, UAE

-  **OSP Longevity Award.**
-  **OSP of the Year (> 70 seats)**
-  **Call Centre Manager Of The Year (> 70 seats)**

According to the judges, CTS is one of the most un-appreciated “gems” of the regional industry. They have blended passion and productivity with tenacity and resolve to build THE best and THE most clearly BRANDED Outsource operation that the Middle East Region has to offer.

CTS are based in Dubai Outsource Zone. On first entering the building, the visitor is greeted by a bright, colourful,

designing their call centres, CTS was already up and running, serving a broad array of local, regional, international and multinational clients. Even more staggering is the fact that CTS have retained some of their initial multinational customers until this day. In this market, outsource clients “jump ship” without any consideration for the affect it will have on their business. The fact that CTS can retain customers for such a long

empathetic relations are so critical in Cupola’s brand values that they build staff motivational campaigns around it. In one recent, highly emotional, motivational campaign, CTS staff prepared gifts for labourers working at some of Dubai’s many construction sites. Many of the gifts were simple, essential items that we all take for granted – (shaving materials, socks etc.). The comment from one CTS agent was “The look of joy on the recipient’s face brought tears to my eyes. To see another human appreciating something so simple, so much demonstrates how detached we can become from the world around us. I hope we can do this again”. CTS continue to instil upon their agents how relatively mundane job tasks can make an incredible difference in the life of a customer. They truly understand the “magic formula” that creates a proud, motivated, empathetic and loyal workforce.

CTS serve customers in almost every major industry sector. They provide tech support to IT companies, customer service to travel companies and they even provide sales services to banks. The common thread for CTS is not the services it provides or the industry that it focuses on. The common thread is the strategy of the organisation. The strategy and the resultant values are clear in CTS’ quality control methodologies, their training materials and even their performance management process.

In the judges’ opinions, CTS, have built an operation around a set of core values that in themselves are an integral

In the judges’ opinions, CTS, have built an operation around a set of core values that in themselves are an integral component of their organisational strategy. Their longevity demonstrates the effectiveness of their resolve. Their client retention record demonstrates that they are meeting the expectations of their customers. In fact, exceeding expectations is also a component of the CTS strategy and is, without a doubt, one of their brand hallmarks.

well planned call centre environment. The agents are very happy to work for CTS and are very proud of the work they do.

An often under-appreciated fact about CTS is that they are the LONGEST operating Outsource Service Provider in the region. When other OSP’s were

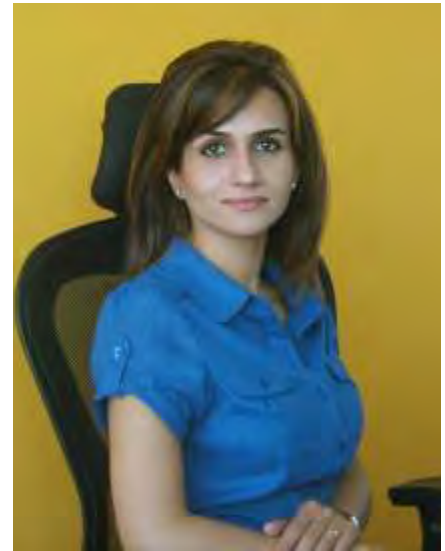
period of time is testament to their service excellence and their trustworthy business policies.

CTS recognise that caring about others is a key characteristic of any successful call centre employee. As a result, the concept of empathy is extremely high on their agenda. In fact,

CTS have been awarded the title of “OSP of the year” because they have clearly defined who they are, what they do and how they will do it, according to a set of business strategies and values. CTS’ clients and their clients’ customers know exactly what they will get from CTS, what CTS stand for.

component of their organisational strategy. Their longevity demonstrates the effectiveness of their resolve. Their client retention record demonstrates that they are meeting the expectations of their customers. In fact, exceeding expectations is also a component of the CTS strategy and is, without a doubt, one of their brand hallmarks.

Of course, great brands are built by inspired leadership. In the leadership stakes, as one might expect, CTS is extremely well resourced. Humaira Majid is at the reigns of CTS. The judges highlighted that this region has a very proud heritage in horsemanship. Great riders know that they cannot control their horse because the horse, at the end of



*Humaira Majid
Call Centre Manager, cts*



CTS have been awarded the title of “OSP of the year” because they have clearly defined who they are, what they do and how they will do it, according to a set of business strategies and values. CTS’ clients and their clients’ customers know exactly what they will get from CTS, what CTS stand for. Probably most importantly of all, CTS clients know that CTS will not alter their values, hallmarks or strategies in order to save money or improve their profits. In the judges’ simple terms, “CTS is the very definition of brand reliability”.

the day, will do what it thinks is in its best interest. The best riders don’t try to over-exert their control, preferring instead to steer and to work with the horse to keep it from harm and to maximise the rewards of its effort.

Humaira steers her organisation in similar fashion. Instead of merely implementing a set of rules, scripts and guidelines, Humaira places more focus on re-enforcing the organisational values and strategy. As a result of her ability to “walk the talk” the staff at CTS understand the value system in which

they operate. With that understanding they are equipped to adhere to the brand hallmarks turning the organisation into the recognised BRAND that it is today.

Humaira, is bursting with energy and believes in her company, her product, her team and herself. She has earned respect at all levels of the CTS organisation and CTS clients relax because they know their customers are in safe hands when Humaira is in control. CTS team members and clients are not the only one’s who believe in Humaira because in addition to CTS being awarded the OSP of the Year and in addition to receiving the longevity award, the judges also awarded Humaira with the highly coveted title of “Call Centre Manager of the Year 2008”.

Now Humaira must take her values and strategies to a new level as she becomes the ambassador and representative of the entire Middle East call centre industry. We at INSIGHTS have every faith in Humaira’s abilities and we join the judges in congratulating her and her team. CTS and Humaira won two of the top awards that the industry has to offer and the entire CTS team can be proud of the fact that they are the most recognised call centre in the region. The entire, regional industry recognises Humaira’s abilities and is proud that she will be representing them at the ACCE event in USA.

Cupola wins Middle East OSP Of The Year Award 2008

Mr. Arif Naqvi, Vice Chairman & CEO of Abraaj Capital and Chairman of CTS congratulates the CTS team for their outstanding achievements...

Awards won by CTS

- Outsourced Service Provider (OSP) of the year 2008 (>70 seats)
 - Longevity Award: Longest serving contact centre
 - Call Centre Manager - 2008 - Humaira Majid



Mr. Arif Naqvi - Vice Chairman and CEO of Abraaj Capital with Sajjad Hamid - Director Sales & Marketing - CTS



OSP Of The Year (>70 seats) Award



Longevity Award



Call Centre Manager of the year



Humaira Majid
Chief Operating Officer
Call Centre Manager 2008

The Middle East Call Centre Awards '08 evening was jointly sponsored by the region's leading Call Centre supplier, Avaya and the rapidly growing Dnata Contact Centre. The governing body is named INSIGHTS. It's been operating in the region since last 12 years.



DNATA, UAE

Call Centre of the Year 2008
 (> 70 seats)

According to the judges, DNATA's entry stood out because they had clearly embraced a business strategy and that business strategy was not just evident in every part of their competition submission, it is also clearly evident in the way the company operates and the way in which they project themselves in the media.

In fact, the judges commented that DNATA were one of the few entries who were "brave" enough to define their organisational strategy with what the

with management to ensure success.

Defining a competitive strategy and designing a call centre operation and a customer experience around that strategy is, unfortunately, the easy piece. It is easy to document strategies and define idealistic experiences on paper. The real test of a manager is whether or not he is capable of turning that document into living, breathing, meaningful and valuable customer interactions. DNATA succeeded in "bringing the award home" because they brought their corporate "reason for

complex array of nationals, residents, visitors and tourists. DNATA even provide business to business (B2B) services. Most of DNATA's vendors and many of their customers have their own unique strategies. Without explicit intent, these external, market forces are constantly challenging DNATA's resolve. Their vendors' strategies are constantly "diluting" DNATA's brand strategies. The judge's commented that DNATA won the "gold medal of the call centre olympics" because they managed to consistently present a strategic DNATA brand experience in such a challenging business environment.

In addition, the judges highlighted the three very rare ingredients that combine to elevate DNATA to their industry pedestal:-

- A courageous leader with immense strategic resolve
- A tenacious operations team with explorative competence
- And a senior management team with a strategic focus

"In essence, the DNATA team's 'competent strategic resolve' is poised to create tremours of concern within the industry. DNATA is fast becoming the global brand that sets the standards of experiential performance that others can only hope to follow".

DNATA were awarded the Call Centre of the Year award and, along with the Call Centre Manager Of The Year and INSIGHTS' Dominick Keenaghan, DNATA's Nichola Lott will be representing the Middle East Call Centre industry at the ACCE event in USA.

In fact, the judges commented that DNATA were one of the few entries who were "brave" enough to define their organisational strategy with what the judges called "daring simplicity". The organisation has a very clear strategic market focus and this market focus helps them to consistently provide branded, added value in each and every customer interaction.

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In addition to defining a strategy, DNATA's call centre management team have "designed" an operation that is absolutely congruent with all the organisation's goals that and the call centre staff have clearly collaborated

being" and their organisational personality to life by delivering a clearly "branded", strategic customer experience.

To develop a living, breathing strategic interaction was not an easy task for DNATA because the very purpose of DNATA's existence only adds to the challenges associated with maintaining brand congruence. DNATA are required to service an extremely complex array of products and vendors to an equally

Always here for you.

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dnata.com



INSIGHTS Call Centre Awards '08 Night - An Xccedingly Good Time Was Had By All

On the evening of 17th June, this year, the most prominent members of the region's Call Centre Industry gathered in the foyer of the Crowne Plaza hotel, Dubai. The gathered professionals are all members of the region's most exclusive industry "club". A "club" that represents the best call centre operations and the best call centre operators across the region.

It takes few words to describe the atmosphere that night. **EXCITEMENT** mixed with **NERVOUS ANTICIPATION** probably sums it all up.

After a painstaking submission and judging process that covered many categories and lasted many months, each and every company present had been nominated by INSIGHTS (the region's leading customer interaction authority) as the BEST in the MIDDLE EAST. This night was their opportunity to mingle with the other superior call centre operators from across the region, to network with their peers and probably most importantly of all, it was an opportunity for all the members of the team, from manager to agents, to take pride in their achievements and celebrate their success.

It takes few words to describe the atmosphere that night. **EXCITEMENT** mixed with **NERVOUS ANTICIPATION** probably sums it all up. Thankfully, the high level of nervousness at this year's event did not induce higher levels of

shrinkage than one would normally expect. The event has grown steadily each year and this year was a "sell-out" success. There wasn't a single empty chair in the room as the night's proceeding began right on time.

INSIGHTS' Dr. Brownell opened the evening with a splash of intrigue. "Dr. B" highlighted the fact that the INSIGHTS model, which is used as the basis of the judging criteria revolves around a large X.

Further analysis lead to the startling realisation that INSIGHTS' Dominick Keenaghan is none other than... Professor X! Once Dominick's cover was lifted, we soon learned the secret identity of the rest of the INSIGHTS' "X-men" team. After taking a few moments to accept the fact that the X-men were on our doorstep we were introduced to the X-files. These were the competition entries that seemed to have been completed by an alien race because they just made no sense at all.

But the Xcitement intensified when we moved quickly to the next revelation – the X-FACTOR. Brownell introduced the audience to some video clips of "American Pop Idol" and the UK "X-Factor" as he explained how INSIGHTS felt a need to challenge Call Centre Manager of the Year hopefuls to display their talents in public. He announced that a judging panel

comprised of Louis Walsh, Sharon Osborne and Simon Cowell would critique the talent of each call centre manager as he or she sang their favourite song. Some of the audience complained about vibrations running through the room. One person ran out screaming "earthquake" but it was nothing more than the call centre manager hopefuls quaking in their boots. From that moment on, the bathrooms at Crowne Plaza were filled with the sound of music as call centre managers and their teams prepared to demonstrate their singing skills – much to the dismay of the hotel staff.

Amidst all this commotion and just before dinner was served, the "BEST in the MIDDLE EAST" (BMI) awards were announced and the trophies were presented by Dominick, assisted by Ashok (and copious amounts of super glue). One award winner was unaware of the superglue and he is scheduled to have his trophy surgically removed from his index finger this week. (The story of the superglue will be revealed in more detail later).

As dessert was served, activity around the stage intensified. 15 chairs were placed on the stage. Many call centre professionals were concerned that a "jury of their peers" was about to be formed to consider their guilt. The call centre managers, however, were blissfully unaware of the jury as they were still singing in the toilets.

With the BMI award winners announced and the meal over, there seemed to be only one item left on the agenda – the announcement of the call centres of the year and call centre

managers of the year. The toilet-singing, by this time had devolved into mere squeaks and grunts as the stress and strain were taking hold on everyone. INSIGHTS like to be prepared for anything and just as the stress was reaching its peak Brownell introduced the guest star. Dave Crane is the region's most recognised hypnotist who has helped countless individuals deal with stress, stop smoking, lose weight etc. A few people in the audience were hopeful that Dave could improve their singing voice but alas, some things are impossible, even for the great Dave Crane. Dave took to the stage and he soon filled the 15 chairs with eager volunteers. Dave was about to demonstrate hypnosis in action.

When we talk about hypnosis, we are often asked whether it is REAL or not. We had one call centre professional from Saudi Arabia who was.....eh....well....he..... looked like a pretty good cheerleader! Then there was the other professional who ran around the room, under tables, over chairs shouting "bend over!!" – That poor guy was convinced he had lost his dog (who was called "bend over"). Dave's show was nothing short of incredible and as the audience became engrossed with his abilities and the abilities of his volunteers, they forgot all about the nervous tension that had existed earlier. In fact, for the first time in the evening, the Crowne plaza staff were happy to report that there was no (so-called) singing in the toilets.

After Dave's show, the call centres of the year awards were presented and then came the moment of truth for the call centre managers. The judging panel convened and Simon Cowell (Dominick) was his usual, critical self. Sharon Osborne (Perry) noticed everything wonderful about the performers – their clothes, their hair, their jackets and their cars but failed to actually comment on their talent (or lack thereof). The room waited for Louis (Brownell) to bring some balance to the process but he just loved everyone. Brian D'Costa from DHL was the first performer of the evening. The stage must have been a very lonely and intimidating space for Brian as the eyes and ears of the three-member judging panel the entire audience were trained on only him. There was much relief when Brownell explained that the call



Two "World Champion" Prize Fighters Get Set For A Duel Refereed by Ace Hypnotist Dave Crane

centre managers would not actually be required to perform, the judging panel would be using video clips instead.

The video performances began when Brian D'costa convened a group of Beatles lookalikes and sang "Mr. Postman". Nada, from Zain Bahrain followed that with a great "muppets" version of TELEPHONE ROCK. It would be fair to say that the room erupted when Wael from Etisalat performed "Mr. Telephone Man" and the explosive atmosphere continued when Luay from ANB played lead guitar with Dire Straits. Steve from DNATA took the stage next and told us all he was "FLYING WITHOUT WINGS" – Sharon was particularly taken aback by Steve's striking resemblance to Louis Walsh... Nafisa from ADDC came in next and she gave a very powerful rendition of "Bridge Over Troubled Water"...and electricity. Our final performer of the evening was Jamil from Bupa. Jamil and his crew also chose a Beatles number and together they performed "I Feel Fine". In most cases the lyrics had been slightly altered and in Jamil's case, the new version was:-

Bupa's good to me, you know she's helpful as can be, you know she said so....

Whilst the night was filled with happiness and excitement, one tragic event saw one of the entrants in mourning. The CTS family suffered a very tragic loss on the day of the awards as the company's Chief Financial Officer lost his wife in a car accident. Most of the staff of CTS were unable to attend the awards ceremony as a result. Even Humaira, who won the Call Centre Manager of the Year award, was unable to attend the ceremony. All the staff at INSIGHTS send their deepest condolences to the family and to CTS.

I'm insured with her and I feel fine.

As soon as the talent competition was complete, the awards for call centre managers of the year were announced and the details of all the award winners are contained elsewhere in this issue.

The evening was an incredible success. In addition to excitement and anticipation the evening was filled with fun as INSIGHTS showed their unique ability to bring the region's Call Centre family together. The awards night is a special night in the call centre "family" calendar because in addition to recognition and celebration, the evening is an opportunity for old friends to meet and catch up. This family would not be complete and the evening would not have been such a success were it not for the generous support of our sponsors. This year's event was sponsored by two organisations:

Avaya, the region's leading provider of call centre solutions, sponsored the awards dinner and DNATA, the region's leading travel OSP sponsored the night. On behalf of all the participants, INSIGHTS would like to thank both sponsors for their unqualified support.

Now, we invite call centres across the region to prepare for next year's event. Each year, the standard of entries improves and the competition becomes much more difficult. Many call centres spend 3-4 months preparing their entries. We invite all the regional call centres to begin preparations now, to enter the awards 2009 competition. Become a member of the region's most exclusive club – the INSIGHTS' nominees club. (For more details go to www.insights-me.com)





TNT, UAE

Call Centre of the Year 2008 (<71 seats)

There are many adjectives used to describe TNT's call centre but probably the most appropriate are "tenacious", "focused", "engaged" and "energetic". TNT have been nominated for this award for the last

centre's clearly identifiable, strategy-focused, development confines.

By mapping and planning their development strategy TNT seem to have discovered new opportunities for the call centre to bring additional corporate and

the best poised call centres in the region to begin a journey into advanced Customer Experience Management (CEM). Whilst many organisations in the region claim to have embraced CEM, very few understand it, even fewer have a defined corporate strategy on which to base their CEM initiative and fewer still have gone through the stages of evolution that prepare a customer

TNT have been nominated for this award for the last three years and last year they were recognised for having the most "engaged team". The team spirit at TNT's call centre is truly incredible and everyone's interest in the awards was clearly palpable, from the agents to the supervisors and of course, the management team. First and foremost, the judges were very impressed with how well TNT's operations developed over the last three years.

three years and last year they were recognised for having the most "engaged team". The team spirit at TNT's call centre is truly incredible and everyone's interest in the awards was clearly palpable, from the agents to the supervisors and of course, the management team. First and foremost, the judges were very impressed with how well TNT's operations developed over the last three years. The judges were able to plot the call centre's development along the evolutionary model. The judges were impressed with the call

brand value. This value return has been harnessed and tacitly recognised to allow proportionate investment in the call centre operation.

This development map is also testament to the team's tenacity and spirit. To suggest that TNT's call centre team are truly united is an understatement and any attempt to define the enthusiasm and energy that exude from this incredible group of people would simply not do them justice.

TNT's call centre, driven by Andrew and his entire team are probably one of



interaction department to deliver exceptional customer experience returns. TNT are at the very top of that curve. We wish them every success in the future and we truly look forward to witnessing how their continued excellence will push the boundaries of remote customer contact across this region.

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How do you define small anyway? Three people can still be big business. No matter how big/small/slightly more than medium sized your business might be, you still have important packages to deliver. At TNT, we care just as much about your business as big business.



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Arab National Bank, KSA

 **Best Quality Assurance Program**
 **Best Technology Platform**

Banks and Telcos are the highest users of call centres in the Middle East (and indeed, nowadays, in most of the world). With so many call centres operating in these industries it is very easy to fall ill to “call centre blindness”. “Call centre blindness” occurs when there are lots of call centres trying to do the same thing and as a result it is difficult to differentiate one from the other.

One Call Centre that breaks the mould and continues to stand out from the crowd is the call centre owned and operated by Arab National Bank of Saudi

analyse this call centre they find an operation that continues to evolve and develop. ANB were awarded the call centre of the year award in 2006 so they have already been recognised as exceptional. It takes an exceptional team to improve on something so good and this year ANB’s team proved to the regional industry that they are indeed, a force to be reckoned with. ANB were awarded two awards this year; the Best Quality Assurance Program and the Best Technology Platform.

The management team at ANB have a fantastic way of describing how their

sitting at the desks are trained, focused and are attentive to the customers’ needs. ANB’s quality analysis process does not differ significantly from any other call centre process EXCEPT that ANB’s process (in particular, the balanced scorecard) is truly BALANCED and is designed with the strategic values in mind.

Everything about ANB’s call centre reflects their quality focus. From the quality furniture to the quality rest areas where agents are given ample opportunity to spend “quality” time with their friends and colleagues, whether it is drinking coffee or playing games.

It would be unfair to speak about ANB’s staff without mentioning the fact that ANB was also one of the first call centres in the Kingdom to employ Ladies. In this regard the Ladies have a separate, secure workplace with controlled access. The Ladies’ call centre is a very significant part of the call centres continued success.

ANB have implemented an Avaya system. They achieved the technology platform award for two reasons. First, their technology platform is extremely well integrated, resulting in maximised efficiencies but more importantly, they have exactly matched their technology platform to their call centres evolutionary stage. They neither have too much nor too little technology and that is very unusual in the Middle East.

The Judges were most impressed this year by the fact that ANB clearly planned their quality processes and their technology platform around the achievement of their corporate strategy and for that reason they won two major awards.

Everything about ANB’s call centre reflects their quality focus. From the quality furniture to the quality rest areas where agents are given ample opportunity to spend “quality” time with their friends and colleagues, whether it is drinking coffee or playing games.

Arabia. ANB have won industry awards every year for the last three years. Generally speaking, it is very difficult for an organisation to be repeatedly recognised in this fashion. Once an organisation has been recognised as being worthy of an award, that operation must taken to an entirely new and improved level of development in order to be deemed worthy of repeated consideration.

Probably the most prevalent characteristic of ANB is their ability to reinvent themselves. Every time the judges

QA process and their performance management process work hand in hand. They say:- “We recruit well, we train well, we motivate well, we coach well, we reward well..... but.... WE PUNISH EVEN BETTER”. That motto is a simplistic way of describing how the company’s strategic values affect the call centre staff. One of ANB’s primary values is reliability and trustworthiness. If agents make mistakes they receive appropriate training but carelessness or lack of focus are simply not tolerated. ANB’s customers need to know that the agents



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Crystalcall, Jordan

 **OSP Of The Year < 71 Seats**

Across the region there are many small Outsource Service Providers (OSPs). In fact, one OSP in Dubai laid claim to being the “smallest OSP in the world”. There is nothing wrong with small. In fact, small OSP’s can offer a more dedicated and focused service. However, in addition to the many professional, small OSP’s that emerge every year there are innumerable, small unprofessional OSP’s. These unprofessional operations tend to be owned by opportunistic individuals with a flair for over-selling their abilities and under-investing in their

resources. Crystalcall is one such operation. Managing a small operation is often more difficult than managing a larger operation as economies of scale do not work in favour of the smaller operator. The smallest mistake or the smallest mis-calculation can spell disaster.

CrystalCall operate an incredibly well organised, well developed and well planned OSP. They don’t deny the challenges associated with being a smaller operation. They don’t deny that their operational tolerances need to be much tighter than in larger OSP’s.

CrystalCall operate an incredibly well organised, well developed and well planned OSP. They don’t deny the challenges associated with being a smaller operation. They don’t deny that their operational tolerances need to be much tighter than in larger OSP’s.

resources. The result is that most of them go out of business very quickly. While it might not seem critical, these unprofessional operations create mistrust of smaller operations and as a result they make it increasingly more difficult for small, professional OSP’s to succeed in delivering client satisfaction and equitable business returns.

Once in a while, however, an organisation seems to get it JUST right. They build the right size of operation, with the right objectives and the right

However, the most interesting fact about Crystalcall is their recognition that an over-focus on KPI’s would kill them. Because their tolerances need to be tighter, focusing on KPI’s alone would be similar to a driver on the highway failing to look out the window while he focused on the speedometer and controlled the speed to within 2Km of the speed limit. Crystalcall focus on the important results of their outsource campaigns. “They look out the window”. By focusing on results rather than a mere focus on KPI’s

and statistical performance crystalcall are aware of market issues that could affect their performance and they ensure that their clients achieve a very clear and positive return from their crystalcall investment. The judges highlight that if more call centre operators focused on the real, STRATEGIC results instead of using KPI’s as an excuse for carelessness, the outsource industry would enjoy much greater regional success. For this reason, the judges agreed that crystalcall are, without doubt, THE industry leader.

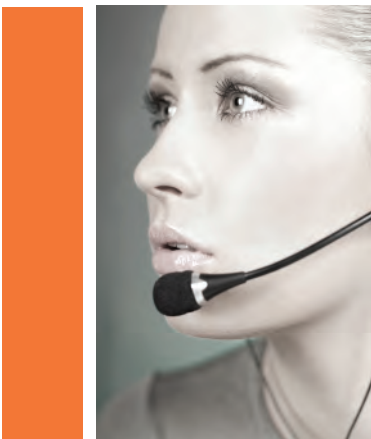
In addition to their ability to rise above traditional statistical management, crystalcall have developed a strategic development plan. Rather than focusing on where they can land the biggest contracts and how they can achieve the highest margin, crystalcall focus on maximising their talents for the benefit of their clients. As a result their clients feel the direct benefits of crystalcall’s size. A large OSP cannot apply the same focus as the volume of business required to sustain the operation necessitates a more mechanical approach. Crystalcall may not be big in call centre terms but you will search long and hard before you will find an operation that can bring as much talent, energy and enthusiasm to bear on your outsource project.

Crystalcall recognise who they are, what they are and how they can achieve a level of focused strategic excellence that reaches above and beyond the services provided by larger operations. As a result of this incredible, strategic approach to the business, the judges awarded crystalcall the OSP of the year for small OSP’s. ●

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Other Middle East Call Centre Awards '08 Winners

Congratulated by INSIGHTS' President Dominick Keenaghan



Brian D'Costa from DHL receives the "Call Centre Manager Of The Year" (<71 Seats) Award



Mohammed Al Fahim from Etisalat Customer Care Centre receives the "Special Achievement" - Sales Improvement Program Award



Tejender Singh Bhatia from Spanco Golden Key Solutions receives the "Best Internally Developed Call Centre Application" Award



Jamil Taha from BUPA Arabia receives the "Best Retention & Motivation Program" Award



Nada Majeed from Zain Bahrain receives the "Special Achievement" - Life Cycle Strategist Award



Ahmed Refky from Xceed receives the "Best Career And Skill Paths" Award

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- **Superior Call Handling Skills** For Agents/CSRs (In Arabic & English) - 2 Days
- **Applications Showcase** with leading Solutions Providers - Free Sessions & Consultations

ORGANISED & PRODUCED BY



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Event Dates

- Kuwait - Nov 2-3, 2008
- Qatar - Nov 5-6, 2008
- Riyadh, KSA - Nov 9-10, 2008
- Abu Dhabi, UAE - Nov 12-13, 2008

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"Event Of The Year"

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Ideas, Technologies &
Solution Promoters To Ensure
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For More Details On Participation

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