

Middle East Call Centre Awards 2014

# COMMEMORATIVE ISSUE



*INSIGHTS*

middle east  
Call Centre  
awards  
2014



**OUTSTANDINGLY  
FUNNY!**





# Middle East Call Centre Awards '14

Celebrating Another Outstanding Year  
Of Growing Regional Competence

More Submissions Than Ever

More Returning Entrants Than Ever

More Awards Than Ever

**INSIGHTS Congratulates  
The 2014 Winners For Their  
Dedication & Achievement**

The Middle East Call Centre Awards '15 Competition Begins  
December '14. For Entry Forms Go To [www.insights-me.com](http://www.insights-me.com)

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## Middle East Call Centre Awards 2014

# Introduction

The INSIGHTS' Middle East Call Centre Industry Awards program for 2014 was launched in December 2013, with a number of new initiatives and continued expansion, including:-

- Further expansion of the new "HELP DESK" category
- Addition of a new CUSTOMER EXPERIENCE MANAGEMENT category
- Introduction of new areas of expertise

By far the biggest initiative of the year however was the expansion of the peer-judging process which saw ALL major Award categories being judged by a 17-strong panel of peers made up of volunteer regional call centre professionals who were participating in the Awards program. INSIGHTS hopes to continue to expand this "peer-judging" initiative over the next few years. This will include the establishment of a supervisory committee of peers to maintain and update the Awards entry forms and submission requirements. INSIGHTS believes that the Middle East Call Centre Awards program is the most independent Awards program in the region. It's robustness is a function of its transparency as Award decisions are increasingly made by the independent group of peers.

The judges convened at the Crowne Plaza Hotel, Dubai in early May. They were divided into teams and assigned to specific competitions, thus ensuring that no judge was assigned to a competition in which they were competing. The judges were provided with "sanitised" copies of each competitor's entry form. They were not provided with the supporting documentation. They were informed that INSIGHTS internal judging team had

validated the reliability of the entry forms using the supporting documentation. The judges were provided with guideline analysis forms to help them arrive at a decision and upon completion of their analyses, the winner was decided by secret ballot and the envelopes were sealed (the envelopes were made available to the judging panel on the night of the Awards ceremony in case of any confusion over the final outcome). The judges were not informed of the winning entries on judging day. Even they had to wait until the Awards ceremony to learn who the final winners were.

The decision of the judges is final in all cases, unless there is no majority decision. In the event that there is no majority decision, INSIGHTS had the deciding vote. In the 2014 event there was only one category where the judges failed to reach a majority decision so the nomination scores were used to determine the final winner.

INSIGHTS would like to convey special thanks to all the participants who gave of their time and resources to make this peer judging process such a success and we look forward to the future expansion of the judging process.

### Middle East Call Centre Awards 2014 Judges



The Full Panel Included

- Charles Antony, Invita
- Giles Taylor, dnata
- Amjad Naim, Mashreq Bank
- Mohamed Khediri, Samsung Gulf Electronics
- Humeira Majid, Cupola Group MEA
- Maria McCourt, Vodafone Qatar
- Divya Raj, City Services Consultancy
- Samia Barj, Etihad Airways
- Mark Gallacher, Tanfeeth rta
- Ahmed Ibrahim, Viva Bahrain
- Farouq Samih Yousef, AW Rostamani
- Ankit Agrawal, Emirates NBD
- Ibrahim Seksek, Crystelcall
- Zuhrdi Abduljawad, Department of Transport
- Nada Al Gassab, Silah Gulf



Team Vodafone Qatar receives their Awards



**vodafone**

- **Call Centre Of The Year (Strategically Aligned)**

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- **Best Facilities**

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- **Best QA Program**

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- **Best CRM Analytics**

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- **Best Social Media Implementation**

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- **Best CEM (Process)**

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- **Best Call Centre Song (Music Video)**

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Vodafone Qatar have been the region's call centre "power house" ever since they first burst onto the stage and there are probably three aspects of Vodafone's business that sets them aside and keeps them at the "top of the game":-

## 1. They know strategy.

It must be said that Vodafone's strategic awareness, strategic capability and strategic modelling methodologies are absolutely world class. EVERYTHING Vodafone does is related to the documented, defined and communicated business strategy that is transparent for all. Vodafone define who they are, what they want to become and perhaps, most refreshingly, their internal strategy documentation includes totally transparent recognition of areas where the strategy needs to be re-considered, areas where the business is not operating in congruence with the defined strategy and areas where the business is not achieving strategic success (whether or not it is achieving operational KPI's).

## 2. They are proactively and reactively dynamic

Knowing strategy and being able to define a strategy is relatively simple. Being able to define a strategy that achieves the desired results is more complicated and being able to re-engineer that strategy in the face of unexpected events (market, regulation, competition) requires total competence. But maybe, more importantly, it requires absolute belief in the business strategy, the business leadership and the ENTIRE workforce who are required to effect the strategies. Operationally, Vodafone Qatar are still relatively young and yet, in their short lives they have had to deal with tidal waves of change. In one instance this required them to scrap the existing strategic model, almost in it's

entirety and rebuild it from scratch. Not only did they do it but contrary to expectations they excelled in their new strategy.

Vodafone do a superb job of monitoring the business environment and the business landscape. Their early warning systems (such as their Voice of the Customer initiative) are used correctly. When other regional businesses use Voice of the Customer (VOC) initiatives to produce numbers and stats to validate the operation, Vodafone also leverage the data as an early warning process to identify slow or impending market changes. The strong links between the customer-facing arm of the business and the strategic arm of the business mean that the business is able to consider the implications of any early warning and proactively take action.

But early warning systems are not immune to failure, and when unexpected events occur Vodafone are equally adept at taking the reactive posture. Once again, this is probably a reflection of the strong links between the two arms of the business but it is also a result of the fact that everyone in the business has a totally transparent view of the business strategy.

## 3. They walk the talk

Too many companies define themselves as "the best" and the "the leader". They talk about having the "highest quality standards" but in reality, the only aspect of the business that gets REAL consideration is COST. Conversely there are many businesses who ignore cost altogether and throw as much money as required at the operation in order to achieve KPI's. Vodafone are exactly in the middle. They consider "who they are" in every business decision. One area where this is particularly evident is HR. Their recruitment process is second to none and their staff management and motivation methodologies are equally as good.

Perhaps as a result of this, Vodafone have a truly remarkable team. Everyone on the team, the managers, supervisors and agents, including outsourced agents, all the captive and outsourced support teams in training, WFM, etc. are all treated with respect and care. Staff treat the customers well because.... staff are treated well. Vendors look after Vodafone because.... Vendors are treated well.

In the eyes of the judges, Vodafone Qatar IS the complete package. They have the strategic awareness along with the operational prowess and the team to make it all happen. Anyone who witnessed Vodafone at the Awards ceremony will have noticed the camaraderie, energy and excitement of the team. That's what this industry needs. We need teams of people who are good at what they do, happy to do it and are full of energy. Everyone at Vodafone deserves to stand and be proud because EVERYONE played a part in the organisation's success. Each and every member of the team played a part in Vodafone winning the STRATEGICALLY ALIGNED CALL CENTRE OF THE YEAR 2014 along with Best Facilities, Best QA Program, Best CRM Analytics, Best Social Media Implementation, Best CEM (Process) and Best Music Video Awards.

Deirdre Hutchinson has been at the helm of Vodafone's call centre for many years. Much to our sadness, Deirdre has now left the organisation and the region. Deirdre has accomplished much in her time with Vodafone but with the more-than-capable team now in place, Deirdre's successor is well-equipped to take-up the charge from where Deirdre left off.

We congratulate all the members of the Vodafone team for all you have achieved. We admire your energy and your dynamism. Please don't ever lose it.



# Other Middle East Call Centre Awards '14 Winners

## Congratulated by INSIGHTS' President Dominick Keenaghan



Help Desk of the Year (Strategically Aligned)  
**Emirates Group**



Helpdesk Manager Of The Year (Small Helpdesk)  
- Mohammed El Sayed, Fujitsu  
Best (audited) CSAT  
**Fujitsu**



Best Government Call Centre (Critical)  
Call Centre Manager Of The Year (Large Call Centre)  
- Sally Haridi, HMC  
Best Employee Retention & Motivation Program  
INSIGHTS "FLAGS" CERTIFICATION - Pioneer  
**Hamad Medical Corporation(HMC)**



Best New Call Centre  
**Department Of Transport**



Best Medium Call Centre (Operationally 31-70)  
Best Small Helpdesk  
**National Call Centre Bahrain**



Best Large Call Centre (Operationally, >70 Seats)  
**Etihad Airways**



Best Medium Helpdesk  
**Fedex Express**



Best Large Helpdesk  
INSIGHTS "FLAGS" CERTIFICATION - Pioneer  
**Samsung**



Best Small SP  
**Bank Nizwa**



Best Government Call Centre (Monopoly)  
Best FCR Program  
**Saudi Post**



Best Government Call Centre (Enforcement)  
Best Escalation Management Process  
**RTA Salik**



Best Government Call Centre (Support)  
**Ministry Of Labour - UAE**

See more Awards '14 winners on pages 22 and 23.



Team Silah Gulf receives their Awards

- **Best Medium OSP**
- **OSP Account Manager Of The Year**  
*Nada Al Gassab, Silah Gulf*
- **Best Reporting Systems And Processes**
- **Best Management Information**
- **Best Omni-channel Implementation**
- **Best Internally Developed Application**
- **Best Call Centre Comedy (Video)**
- **Bahrain Market Leader**

Silah Gulf burst on to the regional stage a few years ago and since their arrival they have heralded a new wave of strategic, professional customer contact outsourcing. Silah Gulf is managed by a team that is collectively comprised of the “who’s who” of the region’s most well-known, most highly regarded managers, many of whom have not only been certified by INSIGHTS but also have been widely recognised by INSIGHTS for their professional prowess.

Silah began with a “build it and they will come” approach as opposed to the “when they come we will build it” approach that is readily found across the region. And now, courtesy of the vast knowledge and experience of their management team, Silah are joining, if not leading, the region’s outsourcing revolution. The regional industry has long suffered from a market perception that outsourcing is a mere cost-saving proposition and many outsourcers, eager to earn revenue, have simply gone along with the market approach. That approach results in short-term contracts, low retention rates and, of course, colossal failure rates for all concerned.

Silah are stronger than that. They are strong enough to know what will work and will not work. Their experienced management team is backed up by a technology infrastructure that is definitively, “world-class” and their facilities are equally well designed. Silah’s operational teams are incredibly vibrant and their passion for great customer experience is very evident, not only in their customer interactions but also in the total customer focus that abounds internally. This organisation, unlike many others, is not a by-product,



Silah began with a “build it and they will come” approach as opposed to the “when they come we will build it” approach



spinoff or sideline of another business. Rather, it has been built from the ground-up to do a specific job and to do it VERY well, with focus and dedication. In terms of heritage and capability, Silah is, quite simply, a very hard act to follow.

One of the most difficult operational challenges for outsourcers are so-called “Chinese walls”. This is the requirement for total confidentiality between two clients, serviced by discrete teams in the same outsource service provider (OSP). And it does not end with mere confidentiality because each team must project the BRAND of their respective client and that brand may be very different from the core brand values of the OSP. Apart from competitive pressures there are many circumstances where these “Chinese walls” become super critical. One such example is Government services. The Bahrain Government Unified Call Centre was the first truly robust, unified Government call centre in the region. Silah are the operator of that call centre and as a result, inter-team confidentiality or “Chinese walls” are part of the very DNA of Silah. It is “what they do”. Silah’s vast array of diverging applications and the numerous organisations that they are proud to call “clients” prove beyond doubt that Silah are delivering on their promises and that may be, above all else, the most defining characteristic of a successful OSP.

But doing the job might be only half of the battle. Outsourcing is about “partnership”- a concept that sadly is largely misunderstood by clients. In order to overcome the partnership gap thus created, an OSP needs an account management team that are operationally experienced enough to enjoy the unquestioned trust of clients and the wholehearted support of the internal operations team. In addition to Silah Gulf winning the BEST MEDIUM OSP, Their Account Executive, Nada Al Ghassab also won the Account Manager of the Year Award. And it didn’t end there.....

Silah also carried home Awards for:-

- Best Reporting Systems And Processes
- Best Management Information
- Best Omni-channel Implementation
- Best Internally Developed Application
- Bahrain Market Leader

For various client operations, Silah also won Awards for:-

- Best Medium Call Centre and
- Best Small Helpdesk

And Silah’s team also won the Award for Best Comedy video.

All things considered, Silah “rocked” the outsource competition this year and we congratulate them for a job well done.



# CUSTOMER EXPERIENCE TRANSFORMATION



## DOMAIN EXPERTISE

1

CX MANAGEMENT



2

CX TECHNOLOGY



3

CENTRE OF EXCELLENCE



4

CX CONSULTING



We are customer experience specialists with 30 years of success in customer management, over 3,000 contact centre projects delivered worldwide and a force of 5,000 skilled people. Our global standards inspire and lead our clients to deliver exceptional results through collaborative solutions.

At Silah we have a unique mix of tools and expertise, proven through a track record of over 30 years. We take a consultative but pragmatic approach with real world operational experience. We learned from practice rather than theory. We are outcome driven with consistent focus on quality deliverables.

**silah**   
Delivering Excellence

# Winner Cameo



Team Serco receives their Award



## ➤ Best Large OSP

The continued expansion and development of the Middle East outsourcing industry brings increased interest from global outsourcing specialists and perhaps the largest, most experienced global player in the region is now Serco. Outsourcing, as a business concept, extends far beyond customer service and call centres. Hospitals, for example, often outsource specific departments, electricity generation is often outsourced, even the operation of public services and infrastructure is regularly outsourced and, while each industry has specific and unique outsource requirements, there is a common, uniting bond.

That bond is the most frequent realised benefit of successful outsourcing and it is the release of resources to allow organisations to focus on core requirements. Just as there are common benefits to outsourcing, there are also common factors to success and perhaps the most important factor is the ability to define and effect a workable, sustainable and constantly evolving partnership.

One global organisation that is very firmly established in the region's outsourcing market is Serco. Serco are, by definition, an Outsource Service Provider "Par Excellence". In fact, Serco are regularly referred to as "THE international services company". They operate around the globe and they outsource to perhaps more industries than any other OSP in the region (perhaps in the world). From a client perspective, it will be difficult to find an OSP with more experience in defining the partnership, implementing the arrangement and governing the operation. Clients of Serco can be confident that following the advice of Serco will result in a robust, sustainable outsource arrangement.



Serco have a number of call centre operation across the region but perhaps their most notable is the custom-built call centre for Abu Dhabi Government.



Serco have a number of call centre operations across the region but perhaps their most notable is the custom-built call centre for Abu Dhabi Government. Under the brand name of ADSIC (Abu Dhabi Systems and Information Centre), the Government of Abu Dhabi are entrusting all their remote customer contact to Serco.

SERCO's operation at Dubai Outsource Zone won the Award for Best Large OSP 2014 and the reason for their success, in the eyes of the judges, is twofold:-

First and foremost, Serco must be recognised for the superb processes they deploy in every aspect of outsource operations. From acquisition to implementation and onwards to operation and governance Serco set the bar when it comes to process mapping and documentation. Client processes and customer processes are equally well-mapped, thoroughly documented, and rigorously applied.

Secondly, Serco do not only apply this robust management methodology to their external processes. Serco, in tangible demonstration of strategic-operational congruence, apply exactly the same rigour to their internal process as they do to their external processes. Whether it is training or performance management, Serco have defined and documented

processes and those processes are rigorously followed.

With such a high level of strategic-operational congruence, it is no wonder that Serco have been so successful in all aspects of outsourcing and it is not at all surprising that they are expanding very quickly across the region

In terms of client value creation, Serco's approach has much to offer. First and foremost, clients know what is "going to happen next", when it will happen and how it will be measured. This is an enormous comfort factor which serves only to improve the client's ability to focus on their core business/requirements. Perhaps even more significantly, clients can rest assured that Serco's process management will, by "osmosis", result in optimised client processes, thus ensuring that the entire process loop is reliable and effective.

Serco boast over 100 call centre sites in over 12 countries across the globe. They currently have 43 centres in India, 42 in UK, 7 in Australia, 2 each in USA and UAE, 1 each in Poland, Guatemala, Philippines, Mauritius, South Africa and Kingdom of Saudi Arabia..... and that is only their call centre outsourcing activity. For expanse, size, experience and rigour, customers in the Middle East will find Serco's call centre offerings among the very best that the region can offer. ●





# Helping you focus on long term strategic benefits

**S**erco is an international service company headquartered and listed in the UK. With over 120,000 employees, the organisation strives to improve the quality and efficiency of essential services that matter to millions of people around the world.

Serco's BPO Division has established a strong foothold in the region with centres in United Arab Emirates (UAE) and Kingdom of Saudi Arabia (KSA) and a presence in Qatar, Jordan and Oman. In the UAE, Serco has partnered with Al Hamed Enterprises (Group of Companies), a major holding company establishing a reputation of quality, commitment and reliability in UAE and other GCC countries. As a trusted partner of governments across world, as well as a commercial operator in its own right, Serco has extensive experience in delivering innovative customer focused solutions to its clients. Employing over 1000 staff, our state-of-the art centres provide BPO services including onshore and offshore solutions to various clients across multiple verticals such as oil & gas, telecom, BFSI and government.

We have well-developed outsourcing solutions to enable you to reduce costs, acquire operational efficiencies, improve capital management and provide enhanced customer experience, while granting you the freedom and flexibility to focus on more crucial aspects of your business. Moreover, we are committed to create employment and provide career development for nationals with most notable examples being our centres in Al Khobar, KSA and Al Ain, UAE where we have employed over 130 Saudis and over 100 Emiratis respectively.

**We are a \$1B+ Global Business Process Outsourcing (BPO) company with over 60,000 employees across 12 countries and have over 25 years of in-depth experience servicing international clients. We have Over 150 blue chip companies in UK, US, Middle East, Australia, South Africa and India across major verticals, including Banks, Insurance, Telecom, Travel and Manufacturing.**

**For more information, please contact:**

**Hanief Sallie,**  
Manager Operations & Business Development

## The services we offer include:

- **Contact Centre Management (Customer Care, Inbound Order Management, Telemarketing, Lead Generation, Customer Acquisition, Complaints Handling etc.)**
- **Human Resource Management (Talent Acquisition, Talent Engagement, HR Back Office Operations, Manpower Services)**
- **Back-Office Services**
- **Collections and Recovery Services**
- **Finance & Accounting Operations (Accounts Payable, Accounts Receivables, General Ledger, Invoice Processing, Payroll, Commissions Payout etc.)**

## Advantage Serco Global Services

- In-depth experience of servicing over 150 blue chip companies
- Client focus that has helped us build deep relationships with our clients for over 25 years
- Certified to ISO27001 and PCI Standard for Technology and Security compliance
- Certified to Customer Operations Performance Centre (COPC) standard for Operational Excellence
- Best Large Outsourcing Service Provider in the Middle East 2014
- Certified to People Capability Maturity Model (PCMM) level 3 in HR
- Asia's Best Employer Brand Awards 2011 - Best CEO with HR Orientation, Talent Management, Excellence in HR through Technology
- Committed to the creation of sustainable employment opportunities for Nationals





# The INSIGHTS Call Centre Awards '14 Night

Dubai's Crowne Plaza hotel has become the home of the annual INSIGHTS' Middle East Call Centre Awards program. Each year, collectively, the "crème de la crème" of the region's call centre industry convene to celebrate achievement and reward success. Fittingly, the event occurs in parallel with the region's dominating customer interaction event, INSIGHTS' Middle East Call Centre Conference and Exhibition.

This year, as always on Awards night, the atmosphere at the venue was full of excitement. Some teams appeared more worried than others but the larger teams demonstrated their zest for this business, their pride at being nominated and their support for each other and their organisation. The customer interaction industry and most importantly, the call centre industry is renowned for employing and deploying energetic, fun-loving professionals. The Awards night should be a reflection of that energy because it is that very energy that makes call centres excel.

When the doors to the ballroom cracked open right on time, the guests were treated to an impressive kaleidoscope of sights and sounds. Shortly after, Dominick Keenaghan took to the stage for his annual address to the industry. Keenaghan was quick to thank the sponsors for this year's event; Smartlink, Cupola and DNATA. INSIGHTS' are keen for the industry to drive the Awards event and without an entry fee it is the generosity of the sponsors that keeps the event afloat. Each and every participant should recognise and appreciate the very generous and very necessary support of the Awards sponsors.

Keenaghan then explained that the regional industry has continued to

accelerate and the Awards program is also growing at the same pace. In 2014 there was more than a 40% increase in the number of initial enquiries and a 22% increase in the number of entrants. Entrants, however, entered multiple competitions and in the end there were a total of 442 submissions which was more than double the number of 2013. Those numbers indicate many things:-

1. Renewed industry growth and development
2. Increased interest in the Awards program and thereby, higher value being attached to Awards
3. Much more competition for the top Awards than in previous years.

Keenaghan left the audience in an almost palpable state of shock. There was a very obvious sense that many in the room failed to realise the scope and extent of the Awards program. The concept of 442 submissions puts it all in perspective, very quickly.

Brownell O'Connor has been the Master of Ceremonies since the Awards initiative was introduced. His light-hearted address was founded upon chatter that is increasingly pervading the industry; Most of the so-called "chatter" poked light-hearted fun at photographs that previous Awards winners took with the event organiser, Dominick Keenaghan. Thankfully, Keenaghan has a good sense of humour.

To begin the evening, O'Connor

announced the participants who were taking part in the INSIGHTS flags certification initiative and Keenaghan presented the Awards. O'Connor then explained that this year, more than ever, top Award winners were decided by a panel of judges. The judges were invited on stage, were thanked for their contribution and were conferred with certificates of participation. Before the meal began the artistic Awards, "industries Leading Awards" and "Market Leaders Awards" were also presented.

After the first part of the meal, O'Connor introduced Ali Syed. Ali proved himself to be a fantastic comedian and entertainer. Well known in the UAE and across the region, Ali has appeared on TV and INSIGHTS worked hard to secure Ali for the evening. Ali began his stand-up routine demonstrating his wonderful improvisation capabilities; Just as O'Connor had poked fun at Keenaghan, Ali took revenge on O'Connor in a fantastic and un-rehearsed, fun-filled encounter. The atmosphere continued to lighten as Ali

delivered a customised, call centre oriented routine. He dissected the international world of communications





and culture as he told story after story to demonstrate the often-overlooked and incredibly funny differences that are apparent in everyday life. It was impossible for anyone to take ANY offence out of anything Ali said because basically, he picked on everyone. He was OUTSTANDINGLY funny. People were literally crying with laughter and there was widespread disappointment when Ali's slot came to an end.

With all attendees now truly relaxed and enjoying the evening's celebrations, Brownell and Dominick continued with the presentation of the EXPERTISE Awards. These are the Awards given to operations who have excelled in a particular part of operations such as QA and training. After the Awards presentation, dinner was served and then O'Connor managed to single-handedly deliver the BEST "Award" of the night.... he brought Ali back on stage for more side-splitting laughter.

As the evening progressed, many attendees were also treated to personalised sketches as a roving portrait artist moved from table to table sketching caricatures of attendees.

The format of the evening was changed slightly in order to accommodate the increased number of Awards. The earlier



"Gentleman in the white jacket", Mr. Ricardo Langwieder-Görner, CEO of Silah Gulf. Ricardo may have spent as much time on the stage as the master of ceremonies.

As always, the final Awards to be announced on the evening were the title Awards, culminating with the Call Centre Manager/s of the year. Once all the Awards had been announced and presented, Brownell introduced another, "special"

endeavours, Deirdre must realise that she will indeed be sadly missed.

The Awards evening ended almost exactly on schedule and once the orderly queues for photographs dissipated the night had officially come to an end..... for the organisers anyway.... Some participants, who should probably remain anonymous, carried on celebrating through the night. The INSIGHTS team would indeed love to participate in those all night celebrations but unfortunately our presence was required at the World Trade Centre the next morning for the final day of MECC 2014.

Without a doubt, the 2014 Awards program was the biggest and best ever. The Awards night was a resounding success. Despite concerns about winning and the many other pressures of business life, everyone had a great time, due in no small part to the fantastic work of Ali, our comedian for the evening.

Once MECC concluded, the INSIGHTS team set about analysing the most and least successful components of this year's Awards program and decisions have already been made about how the programs will be changes for 2015. We will tell you all about it later in the year. For now, we congratulate all the participants, we thank, profusely, our sponsors and we recognise, once again, the fantastic service we received from the staff at Crowne Plaza. Without them, the evening would not be so successful.

“

People were literally crying with laughter and there was widespread disappointment when Ali's slot came to an end.

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Awards were presented in groups and participants winning multiple Awards in a single category were presented with all Awards at the same time. This reduced the number of trips such participants needed to make to the stage and also saved time. Some participants, however, won multiple Awards in multiple categories and despite the new format they still made many trips to the stage. Thankfully, Vodafone Qatar had a VERY strong presence at the Awards ceremony so their many trips to the stage were lead by different people. Another participant who was not so lucky was the

Award. He thanked INSIGHTS for giving him the honour of announcing this prestigious Award but he also admitted that it was a bitter-sweet moment as the Award was being presented to an industry professional who was now leaving the region and would be dearly missed. In an emotional address O'Connor announced that INSIGHTS were presenting an Award for "outstanding contribution to the development of the regional industry" to Deirdre Hutchinson of Vodafone Qatar. The industry thanks Deirdre for all she has done and while we wish her well in her future



*Team Cupola receives their Awards*



- **Call Centre OSP Of The Year (Strategically Aligned)**
- **Best Sales Program**
- **Best Customer Winback Program**
- **Longevity Award (Longest Customer Contract)**
- **UAE Market Leader**

Cupola Teleservices, the Dubai Outsource Zone-based OSP are THE longest operating, most successful regional outsourcer. Cupola's professionalism is beyond reproach but in a world of strategic differentiation, Cupola have constantly stayed ahead of the market and have re-engineered themselves many times.

When other regional businesses were struggling to come to terms with the concept of outsourcing, some 17 years ago, Cupola's first operation was already under construction. They broke ground on ground-breaking, outsourced services while others in the region were busy contemplating. Since then, Cupola has had to deal with competition from regional start-ups and international arrivals but Cupola has managed to stay one step ahead.

The Middle East outsource market is NOT like the onshore outsource market in Europe or US and it is certainly not the same as the farshore markets such as India and Philippines. Successful outsourcing in this region requires a very different approach and a very different business model. Regional companies that attempt success by emulating the models of successful overseas models invariably struggle and multi-national operations struggle to adapt to regional methodologies and requirements. While there are some successful regional outsource operations and multinational outsourcers are increasingly adapting to requirements, Cupola can be proud to say that they were doing it all before anyone else and therein lies one of the key ingredients to Cupola's success.

Cupola were ground breakers and innovators and they have not stood still.

While many race to catch-up, Cupola are not wasting their time looking behind to defend their market position, rather they are looking forward to new innovations, new services and new ways of doing business. Cupola might be an OSP but they are not just about answering calls. They are indeed, a full service provider. They deliver sustainable solutions to their clients across the region and like the other successful outsourcers recognised in this year's Awards competition, Cupola's clients can rest assured that their OSP will deliver AS PROMISED.

Successful outsource arrangements are built on successful partnerships. A successful partnership needs to be a healthy partnership and a healthy partnership is one that shares in both risk and reward. Effective OSP's do not take instructions from their client and implement them in a "customer is always right" mentality. In a successful outsourcing partnership the vendor (the OSP) should challenge the client as much as the client challenges the vendor. A great OSP will understand customer interaction more than the client, they will know the market inside and out and they will more effectively forecast customer behaviour drivers. In other words, great OSPs need to prove themselves as ground breakers. There is absolutely no value in outsourcing customer contact to an OSP who will just do what a client asks them to do. Outsource value stems from OSP's who see new opportunities, new ways of driving their clients' business and new ways of achieving ground-breaking success.

Cupola have proven that they are innovators, that they are ground breakers and that they know how to build success

in today's complicated, Middle East business world. They have proven this, not only in their own right but also on behalf of their clients. Cupola have taken a leap beyond mere call centre and remote contact outsourcing. They have deployed teams in virtually every type of customer interaction. They have designed and developed innovative solutions for many business sectors including retail and even large events.

That level of market understanding coupled with their uncanny ability to build effective strategies and tactics demonstrate Cupola's strength in strategy and tactics. It is no surprise that Cupola won the 2014 OSP of the Year.

Also standing testament to Cupola's ability to deliver client results; they continue to win the longevity Award for the longest, continually operating Outsource contract in the entire Middle East. Cupola has clients today that they began serving some 16 years ago. Other regional outsourcers may stand envious of this achievement but in reality, this is the proof that Cupola know what they are doing and they do it extremely well.

To complete their 2014 haul, Cupola excited the judges with the innovative methodologies and the powerful results they have achieved in sales. In this regard they won the Best Customer Winback Program for selectively re-engaging defected customers on behalf of their clients and returning those customers to profitability.

It is said that GREAT strategic judgement comes only from experience and when it comes to strategic judgement and local market experience, Cupola are very hard to beat.





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## Improving Your Chances Of Recognition

The INSIGHTS' team are regularly asked the question "how do we win" and while we understand the need and desire to win, participants must realise that this is a competition. That means that the best factual submission will win. It really is that simple.

This is not an Awards program that can be won by increasing performance numbers for a short period (we call that "cheating") because you do not win or lose the competition on the basis of performance numbers. This competition is won on the basis of how the call centre "lives". The call centre whose submission demonstrates the best focus on projecting the brand is the call centre that will win. The INSIGHTS nomination process is the process that determines if your call centre is made of "the right stuff". Every nominee has satisfied the judges that they are doing a good job. The nomination is, in effect, the seal of approval. Thereafter, the best call centre wins.

If your call centre is regularly being nominated and is failing to attain one of the most coveted Awards then you need to dissect your operation and determine where the gaps are, put a plan in place to address the gaps and start implementing the plan. That might require that you spend more but in some cases call centres are not winning because they are spending too much. It might take 2-3 years to address all the gaps but remember that the judges are just as impressed with gaps that are identified and plans to bridge those gaps as they are with perfect operational congruence.

Later we will examine the approach that winners take. We will look at how they

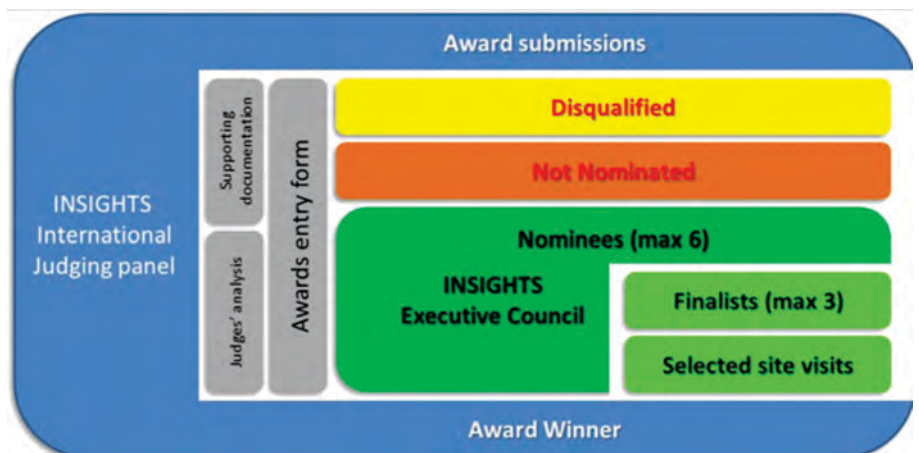
"tackle" the competition. While this approach does not guarantee that you will win (because it is a competition and someone could be doing a better job than you), it does ensure that you will be best positioned to present YOUR operation, YOUR business and YOUR uniqueness in order to improve your chances of winning. Before examining the approach of winners, however, let us look at the judging process itself.

### Judging PHASE 1 – The International Panel

Once the final submission date has expired and competition entries are closed,

work with INSIGHTS but who do not engage directly with call centre operations in the region. This mechanism is designed to ensure that the judging panel is not prejudiced by any experiences they may have had with a particular site. For example, if an INSIGHTS trainer uncovered a management issue at a call centre it would be grossly unfair to allow that knowledge to impact the call centre's chance of nomination.

The international panel assess the factuality of the entry form where a lack of supporting data is enough for the panel to disqualify the competitor. If there are some potential discrepancies the panel may still nominate the participant but they will insist upon a site visit for verification purposes. In addition to scrutinising the submission and



ALL entry forms along with ALL supporting documentation are made available to the INSIGHTS' team of international judges. This judging panel is comprised of international industry professionals who

the supporting documentation, the panel have a number of "sanity tests" that they apply to each submission. While some of these sanity tests are mathematical, others involve assessment of the wider perception



of the brand through internet searches, social media, etc.

Finally, the judging panel decide if a submission should be one of three categories:-

**1. Nominated:-** This means that the operation has enough strategic/operational congruence that they have the potential to win an Award. The panel are given a guideline to avoid nominating more than 6 participants in each category although there are some exceptions to this (e.g. if there are 7 or 8 equally congruent operations then they will all be nominated). The 6-nominees rule is in place in order to ensure that those nominated know they have a good chance of winning an Award.

**2. Not nominated:-** This either means that the operation is not congruent enough to have any chance of winning in comparison to other competitors in the category OR it means that they are totally incongruent

**3. Disqualified:-** This only occurs when a submission is deemed not to be factual, when a participant breaks competition rules, when there is insufficient data to judge the participant or when the participant has not answered or has incorrectly answered mandatory questions about strategy.

## Judging PHASE 2 – The Panel of Peers

The nominated entry forms are then sanitised and printed in hardcopy. Every nominee is eligible to send one judge to judging day, however, this must be arranged in advance. On judging day, the sanitised entry forms are distributed to a panel of peers (typically 5-7 regional participants). The judges are provided with guideline scorecards and they are guided through the evaluation process, section by section. The judges work in silence. They are not allowed to confer or discuss any entry. They must make their own, individual evaluation. Upon completion, they review their notes and scores and elect a winner by secret ballot. The ballots are sealed and only the organisers know the ultimate winner. The ballots are available for judges to review on the Awards night, in the event that they are unsure about the

actual Award winner.

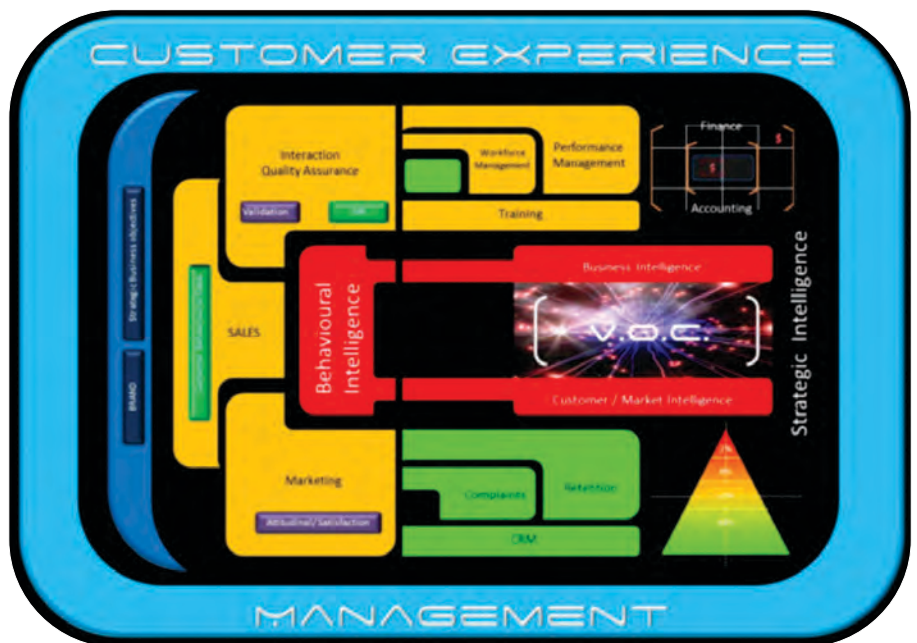
The panel of peers are not provided with any notes or other information from the international judging panel. Thus, it is possible that the panel of peers elect a winner that has been identified by the international panel as requiring a verification site visit. In this case, INSIGHTS will use the judges votes to identify 2-3 finalists and will carry out site inspections. If, as a result of the site visit, the elected winner is deemed to be disqualified then the 2nd finalist will win the Award instead.

It is worth noting that EVERY year, there are disqualified entries. Most are disqualified by the international panel but there have been a few instances where participants were disqualified after site

over-competitive and they often lose sight of strategic congruence as a result. However, we have taken a look at how WINNERS approach the competition and in many respects it boils down to effort. Those that invest more effort in the Awards perform better. There is no easy way to win an INSIGHTS Award. It is very much a case of “do the work”.

## The Judging Mechanism

The judging mechanism for both phases is based upon the Customer Experience Management and Business Modelling methodologies of INSIGHTS and INSIGHTS’ global partners. The competition is founded on the basis that



visits. It is also worth noting that some competitions have up to 30 competitors. Therefore, a nomination often means that your call centre is in the top 10% - 20% of regional operations.

It is a widely-held belief within INSIGHTS that if call centres focused more on being nominated they would perform much better in the Awards overall. Too many competitors are focused only on winning and as a result their submission is

every business must be unique in order to excel and that uniqueness (or differentiation) is the very definition of the brand. Brand alone does not guarantee success, however. In order to successfully excel, businesses need to define, adapt and adopt valid business strategies. Brand definitions and strategies thus drive tactics and the tactical approach to customer interaction is the forte of call centres. The Awards initiative therefore measures call centre operations against the strategy and

# Awards Process

brand of the wider organisation to determine if the call centre is truly operated in tactical support of defined business strategies.

Some participants still fail to understand the concept of differentiation. In the world of “branded, strategic

entering. That, in the opinion of INSIGHTS Dominick Keenaghan “demonstrates one way that the Awards program delivers value to every company who takes the time to self-analyse, whether or not they enter the final Awards and whether or not they win”.

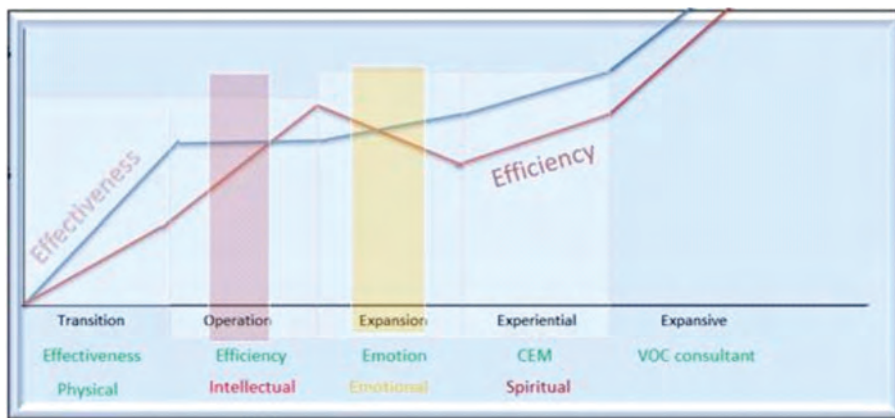
The Awards program is not just

were not feasible within the rule structure.

A number of would-be participants were VERY disappointed when they realised that their entries violated competition rules or their expectations were not feasible within the rule structure.

**The most significant rules that participants need to understand are:-**

- a. Any winner of a title Award or a category Award cannot win the same Award two years in succession. Thus the winner of BEST LARGE CALL CENTRE in one year cannot win BEST LARGE CALL CENTRE in the subsequent year. They can win BEST LARGE CALL CENTRE in one year and CALL CENTRE OF THE YEAR in the subsequent year.
- b. In order to be NOMINATED by the international panel, a call centre must demonstrate that they are operating in congruence with their business strategy and they must also demonstrate that they are doing something different to anyone else (strategic differentiation). A call centre that wins an Award based on a differentiator cannot win an Award for the same differentiator in subsequent years.
- c. This Awards program is an INSIGHTS initiative and thus is operated based upon INSIGHTS' methodologies ONLY.
- d. The nomination and judging processes are based upon the content of the entry form, the supporting documentation and a site visit (if conducted). No other data/information/requests will be considered.
- e. Participants will be disqualified if their submission is in any way disingenuous, if they fail to provide enough information to allow the judges to make a decision, if they do not disclose their business strategy correctly, if they attempt to interfere in the judging process/decision or if for any other reason determined by the judging panels, their entry is considered untenable.



differentiation”, global averages or standards have little or no value. Therefore achieving some notional world standard neither impresses the judges nor guarantees an Award. Similarly, achieving some fantastic KPIs does little to impress judges unless the KPIs being achieved are mapped to the strategic business model and the resultant costs are calculated, mapped and justified. Thus, the call centre with the highest service level or the lowest abandon rate is not guaranteed to win. The judges want to see maximised customer impact for least cost within a defined strategic model.

Differentiation cannot be leveraged without a defined strategy. Hence INSIGHTS continues to support the development of regional businesses by using the Awards mechanism as a way for companies to self-evaluate and determine whether or not they have any strategy, the right strategy or strategically-congruent operations. INSIGHTS do not want to run a value-less competition that is based upon mere numbers. The INSIGHTS competition brings value to every participant because it forces them to analyse their entire business operations relative to their strategy. Some companies withdraw from the competition during the submission process when they identify strategic gaps and they take a year or two to bridge those gaps before re-

rewarding the best of the best, it is also about providing a mechanism for aspiring businesses to excel.

Now that we understand the judging mechanism, how do winners approach the Awards?

## The 10 things that winners do differently

### 1. They familiarise themselves with the rules, IN FULL.

It is the participant's responsibility to familiarise themselves with the competition rules. INSIGHTS organises an Awards launch event each year. Participants at the launch event are familiarised with the rules and processes. Thereafter, INSIGHTS is available to answer questions by email.

The judging process, the entry process and competition rules are FIXED and transparent for each year. The judging panel are expected to enforce the rules without exception. This year, as in previous years, a number of would-be participants were VERY disappointed when they realised that their entries violated competition rules or their expectations

### 2. They complete the entry form in FULL.

The entry form is CRITICAL to success. It should be submitted along with



supporting documentation. The supporting documentation is used by the international judging panel to validate the reliability of data in the entry form and thus to nominate the participant. Thereafter, the entry form is sanitised. When deciding which call centre will win a particular Award, the judging panel will refer ONLY to the entry form. They will not see or have any access to the supporting documentation.

Therefore, state everything that needs to be stated in the entry form. Answer each question and then reference the supporting information to validate the statement. Do not answer a question by stating "See appendix C" because the final stage judges will have no access to appendix C.

The team tasked with filling the entry form need to be constantly reminded that the entry form is the only document SEEN by the judging panel. It will be sanitised for confidentiality. Call centres win or lose on the basis of the entry form.

### 3. They backup every answer with supporting documentation

Just as the win/lose decision is made on the basis of the sanitised entry form, nominations are won by supporting documentation that fully validates the entry form and all statements made therein. Supporting documentation usually extends to many hundreds of pages.

Hence the need to provide a FULLY completed entry form AND supporting documentation. It is not "ONE or the OTHER".

### 4. They have successfully modelled their BRAND and COMPETITIVE strategies

The entire premise for the INSIGHTS Awards is based upon business strategy. The international panel assess how participants are represented on the web, on social media, in advertisements, etc. They also assess public/market perception of the brand to determine if the submitted strategic model is valid. THEREAFTER, in

the final judging process, the panel of peers will assess the performance of EVERY participant against their strategic model.

If the strategic model is wrong, incorrectly represented or simply badly represented then the participant cannot win an Award and in many cases cannot even be nominated. It is therefore clearly stipulated on the entry form that failure to accurately answer the questions on strategy can result in immediate disqualification. In earlier years, there were often categories that enjoyed lower levels of competition and the judges were better able to accept some inaccuracies but the high number and high quality of entries in recent years has resulted in a need to ruthlessly enforce this rule.

Ensure that your private sector business or public sector entity has modelled its BRAND and strategies correctly and that the models stated are supported by market media and public perception. If there is no existing strategic model, attend an INSIGHTS strategic-level event and use the models provided.

It is also imperative that participants realise the competition is one of differentiation. Therefore, weak, meaningless mission and vision statements can result in disqualification. For example, stating that the mission is "to be the best...." will usually have negative consequences because, in the first instance, the concept of "best" is "in the eye of the beholder" and in the second instance this is more like a vision statement than a mission statement. Everyone cannot be the best and trying to become the best may well contradict the business strategy. If one part of the strategic model contradicts another then the judges may disqualify the participant or, at the very least, they will be prohibited from nominating the participant.

### 5. They answer every question truthfully AND LOGICALLY

The judges ignore textbook answers and penalise non-answers. Textbook answers are theoretical answers that do not refer directly or explicitly to data provided

## In Summary The 10 Things That Winners Do Differently

1. They familiarise themselves with the rules, IN FULL.
2. They complete the entry form in FULL.
3. They back up every answer with supporting documentation
4. They have successfully modelled their BRAND and COMPETITIVE strategies
5. They answer every question truthfully AND LOGICALLY
6. They focus on achieving branded, strategic results.
7. They exert effort and commit resources to the Awards program
8. They leverage the Awards program for motivation & goodwill
9. They network with other Award participants at industry events
10. They leverage the program to improve their business

within the supporting documentation. In other words, textbook answers may or may not have context and the judges cannot be expected to search for context.

Non-answers are stated answers that fail to provide the judges with any information. One of the most common questions for “non-answers” is the question regarding managements’ feelings regarding KPIs. Thus, instead of stating “even though some of these KPIs are apparently quite poor, the business, as a whole is satisfied with the results because they support our strategy of....”some participants make statements like “KPIs are important for every business as it ensures effective focus on efficiency”. The second example is a non-answer.

In addition, If something is wrong, admit it. The fact that you recognise that something needs to be fixed is a very positive thing.

The highest performing participants do not tell the judges what they think the judges want to hear. Rather, they explain HOW they live and work in their call centre EVERY day and they demonstrate how that call centre lifestyle is congruent with the company’s strategies. Where the lifestyle is not congruent, they identify initiatives to bridge the gaps.

## 6. They focus on achieving branded, strategic results.

The goals of any business are strategic. Operational results are merely in place to ensure that strategic goals are achieved. Typical operational results are illustrated by effectiveness KPIs, efficiency KPIs and qualitative performance results such as QA. Whilst it is critically important for judges to understand the targeted and achieved operational results, it is also imperative for them to understand the strategic targets in order to assess whether operational targets are valid or not. Therefore, participants need to disclose the organisation’s strategic targets in order to greatly improve their chances of winning an Award.

## 7. They exert effort and commit resources to the Awards program

Successful Award winners make considerable effort. They often assemble call centre teams to handle each section of the entry form. In addition to resulting in a more comprehensive, better constructed entry form, this approach also ensures that all aspects of the operation are given due consideration and that participation in the Awards is a genuine team effort. They also begin preparations long before the entry forms are published for download. Many successful participants begin preparations in October/November each year in order to give themselves opportunity to take corrective actions and to innovate before the Awards process officially begins.

Interestingly, the best performing operations tend to register for judging day. They turn-up for the FULL day and participate in order to understand HOW the judging process works and how judges arrive at decisions.

## 8. They leverage the Awards program for motivation & goodwill

Continuing from number 7, above, team efforts can be enormously motivational as can the opportunity for the entire team to attend the Awards night. Agents are very excited about the opportunity to attend such a high profile event and the Awards ceremony was always designed by INSIGHTS to be as much about internal motivation as it is about external recognition, goodwill and brand value.

Once again, the teams that collectively get involved and collectively attend the Awards tend to work better together and the entries tend to be superior. It’s all about that sense of “belonging”.

## 9. They network with other Award participants at industry events

Every year, many call centres tell the judges about their unique approach to some aspect of call centres. They present their unique attribute as the defining attribute of their submission. The judges, however, know that 10 other call centres in the

region, country or city are doing EXACTLY the same thing. To do well in the Awards process, participants need to know what other call centres are doing. The best performing participants utilise as many network opportunities as possible to meet other operators, to request site visits and to learn. They attend conferences, training programs and social events to meet with their peers and remain “on top” of current regional trends.

## 10. They leverage the program to improve their business

They do not focus on using Awards to justify operational decisions.

Winning an Award is a stamp of approval. It confirms that management are performing nominally. But the best performing call centres do not rest on their laurels after winning an Award. They immediately begin implementing all of the tactics defined herein in order to place themselves in the best position possible for the next year’s Awards.

The process of filling the entry form has been organised to also function as a process of self-examination. An examination that is done correctly will allow call centres to assess if their operation is optimised for the business they serve. Thus, it is a process of self-improvement and to use it to simply confirm “everything is OK” results in a mindset that ensures that if the call centre should win an Award here or there, winning will not be consistent and the business will struggle to remain in front.

Winners don’t apply the methodologies for the sake of winning Awards. They apply the methodologies to develop their business and they win Awards as a result.





Team AW Rostamani receives one of their two Awards



- **Best Small Call Centre (Operationally <30)**
- **Best CEM Results**

AW Rostamani (Arabian Automobiles Company) entered the INSIGHTS call centre Awards for the first time in 2013. One of the first comments made by the judges regarding the AW Rostamani submission was “absolute professionalism”. The submission was concise, well-structured and refreshingly transparent.

AW Rostamani returned in 2014 and, once again, Hani Masgidi lead their competitive efforts. In the previous year AW Rostamani won Awards for best Social Media implementation and the best Voice of the Customer (VOC) program in the small call centre category. Both of these Awards recognised the mature and advanced management methodologies being deployed by the organisation. This year, in addition to witnessing a new chapter in the evolution of the call centre and Customer Experience Management (CEM) initiatives the judges were in a position to view and analyse the results achieved during the year.

Too many companies view CEM as a mere extension of the Customer Satisfaction process. They fail to understand the true nature of CEM and, by extension, they fail to harness all the power and capability of CEM’s foundation – the “Voice Of the Customer” (VOC). Components of an effective VOC initiative, such as surveys, behavioural analyses and reports have some commonality with Customer Satisfaction methodologies. But there are more differences between CEM and CSAT



AW Rostamani’s call centre has pushed the boundaries of possibilities and in most cases, has delivered similarly ground-breaking results.



than there are commonalities. Well implemented and well-structured CEM programs require many months of operation before reliable and usable data becomes available. Once the data becomes available, few companies are ready to harness it because of the difficult decisions that are required to leverage returns. Therefore, with eager anticipation, the judges waited to see how AW Rostamani would leverage their all-powerful Customer Experience Management program.

The judges were not disappointed. Hani and the senior management team at AW Rostamani are indeed competent and brave. They not only waited for reliable VOC results but once the results became apparent they had an appetite to react. Their CEM reactions, lead by the VOC data, may have sometimes been counter-intuitive but in all cases, they reacted firmly to the data before them and the results were almost always readily apparent.

In a world-class, symbiotic relationship, Hani’s call centre operation

is as much a derivative of CEM results as it is a catalyst of the CEM program. AW Rostamani’s call centre has pushed the boundaries of possibilities and in most cases, has delivered similarly ground-breaking results. The call centre thus drives CEM just as much as CEM drives the call centre.

This region loves automobiles, for sure. Comparatively speaking, automobiles are inexpensive in this part of the world and the array of cars and trucks that adorn the streets are proof of that reality. The emotional attraction of the automobile and the relatively inexpensive price tags combine to create a phenomenally competitive business environment in each and every vehicle class. In addition, regional customers can afford to change cars more frequently than in other global regions and buyers are often eager to TRY different brands. This fact makes customer retention difficult and that, combined with the highly competitive acquisition process, results in an industry that strives to raise the bar on

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differentiated customer service almost as much as, if not more than, the regional hospitality industry.

The judges, just like senior managers, are not impressed by organisations that empty unlimited cash into service initiatives. The judges are far more impressed by targeted, calculated and well-managed initiatives that deliver quantified and qualified business results. This, more than anything else, is where AW Rostamani stood out in the eyes of the judges. Hani and his team effectively siphoned the biggest and best opportunities identified by their VOC initiatives. They applied the identified actions smoothly and efficiently and they continued to measure the resultant business impact to test the validity of their actions. As a result of all this, AW Rostamani have, in the judges' opinions, yielded more value from their CEM



*The victorious AW Rostamani team*



AW Rostamani's goal is to improve business results through maximised customer behaviour. Thus they impress senior managers, not by achieving an operational target but more by delivering unequalled business results.

initiatives than any other call centre in their class and as a result, Hani and his team carried home the Award for Best CEM Results. The judges commented on how uplifting it was to see an organisation that was recognised for having superb initiatives last year, carry home the Award for best results. AW Rostamani's growth, as they traverse the world of CEM, is patently obvious for all to see.

It is also no accident that Hani and his team were required to visit the stage twice on Awards night because, as a direct result of what they learned and implemented through CEM and the

symbiotic call centre/CEM relationship, AW Rostamani's call centre also won the Award for the Best Small Call Centre in the Middle East.

The management team at AW Rostamani have achieved these incredible results, not by applying some notional world standard or by spending unlimited sums of money. They have achieved these results by knowing and understanding the perception of the AW Rostamani brand and by building on the differentials within that brand. Hani and his team have implemented a CEM program and in addition to producing CEM reports the team also produce normal call centre operations reports.



Their goal, however, is not to impress senior management with reports and KPI's. Their goal is far more addictive. Their goal is to improve business results through maximised customer behaviour. Thus they impress senior managers, not by achieving an operational target but more by delivering unequalled business results.

Last year the judges congratulated Hani and the entire team at AW Rostamani for being visionaries, for being brave and for having a thorough brand strategy. This year the judges, once again highlighted the immense competence, the trademark bravery and the operational prowess of the entire team at AW Rostamani. The industry will be hearing a lot more about this organisation as they continue to evolve and push the boundaries.

Regional business can learn a lot from AW Rostamani's success and the global CEM community can boast the fact that this regional organisation is shaking the very foundations of customer service and, with a profoundly new approach, they are harvesting unrivalled returns from their CEM investment.

# Other Middle East Call Centre Awards '14 Winners

Congratulated by INSIGHTS' President Dominick Keenaghan



Best Government Call Centre (Utilities)  
Best Technology Platform  
**ADDC**



Best Government Call Centre (Value)  
**Al Foah**



Best Customer Retention Program  
**Mashreq Bank**



Best CEM Loyalty Program  
**VIVA Bahrain**



Best Recruitment Process  
Best Lead Generation Program  
**SmartLink**



Best Career And Skill Paths  
**Tanfeeth/RTA**



Best Rewards & Incentives Program  
**Roshan**



Best IVR Process  
**Emirates NBD**



Best Service Assurance Program  
**CrysTelCall**



Best VOC Program - Medium Company  
Best Customer Care & Big Data Initiative  
CEM Implementation  
**ooredoo**



Best VOC Program - Large Company  
(> 1000 Employees)  
**DHL Express**



Best Speech Analytics Implementation  
**VIVA Kuwait**



# Other Middle East Call Centre Awards '14 Winners

Congratulated by INSIGHTS' President Dominick Keenaghan

## Industries' Leading Call Centres



Agriculture - **Al Foah**  
Public Transport - **SAPTCO**  
Travel - **dnata**  
Manpower Supply - **City Services Consultancy**

## Market Leaders



Bahrain - **Silah Gulf**  
Saudi Arabia - **SmartLink**  
U.A.E. - **Cupola Group MEA**  
Qatar - **bpo+**

## Artistic Awards



Best Call Centre Photography Award - **Al Ahli Bank Of Kuwait**  
Best Call Centre Comedy (Video) - **Silah Gulf**  
Best Call Centre Music Composition - **RTA - Tanfeeth**  
Best Call Centre Essay Submission - **dubizzle**  
Best Call Centre Art Award - **dubizzle**  
Best Call Centre Song (Music Video) - **Vodafone Qatar**

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