



VOICE LEADERSHIP FORUM  
2010



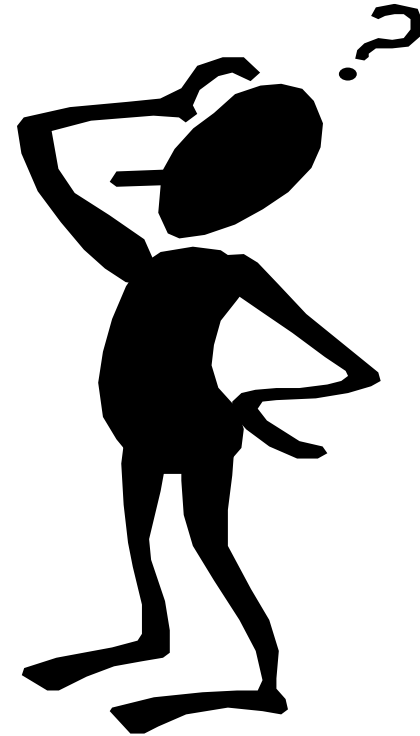


## Australian air Express, national contact centre: The Business Case for Speech

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# High performing Team Culture: Opportunity!

- Performance variance of >200%!!!
- How to stop this variance...  
(*hint: "begin with the end in mind..."*)



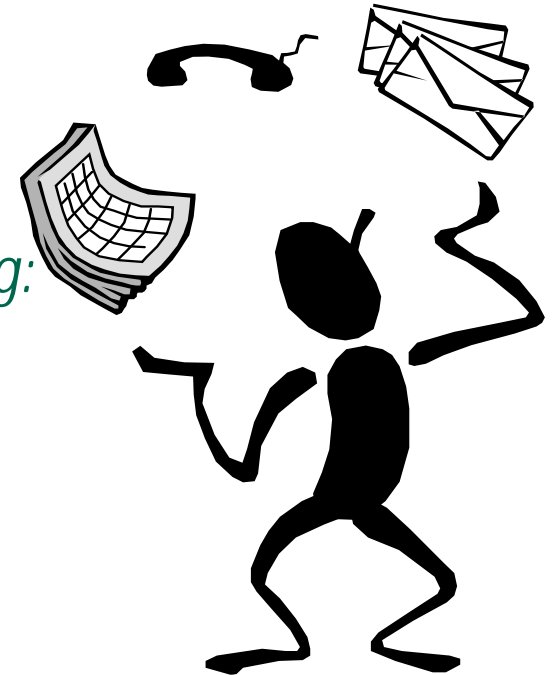
# Striving for "High performing Team Culture"

*Not unlike most contact centres today'*

*AaE strives for higher performance!*

*Ultimately this lead to range of solutions involving:*

- ✓ *Telco*
- ✓ *Technology & Equipment*
- ✓ *People !!!*
- ✓ *Holistic Approach*



# first 100days ++:

First 100 Days	Goals: "high performing team culture"	Measurements	Visibility	Actions
<b>Environment</b>	<ul style="list-style-type: none"> <li>Whos who in the zoo – internal/external key stakeholders.</li> <li>OH&amp;S &gt; BCP &gt; Option to expand</li> <li>Low hanging fruit initiative (top 3): workshop &gt; agree &gt; plan &gt; execute &gt;</li> </ul>	<ul style="list-style-type: none"> <li>Organisational chart – roles &amp; responsibilities.</li> <li>HR: OH&amp;S</li> <li>BCP (?)</li> </ul>	<ul style="list-style-type: none"> <li>Meet &amp; greet</li> <li>Audit &gt; Test &gt; Update/s</li> </ul>	<ul style="list-style-type: none"> <li>TBA</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>Whos who in the zoo – immediate reports: roles &amp; responsibilities, previous experience, career path etc.</li> <li>4 Rights of the worker (expectation management)</li> <li>Subject matter experts</li> <li>Low hanging fruit initiative (top 3): workshop &gt; agree &gt; plan &gt; execute &gt;</li> </ul>	<ul style="list-style-type: none"> <li>Personal profile card (shared)</li> <li>Skills audit</li> </ul>	<ul style="list-style-type: none"> <li>Meet &amp; review (bi'weekly &gt; monthly or as required)</li> <li>Huddles (impromptu &amp; scheduled)</li> </ul>	<ul style="list-style-type: none"> <li>TBA</li> </ul>
<b>Technology: current &amp; going forward,</b>	<ul style="list-style-type: none"> <li>Inbound/Outbound contact solutions:</li> <li>Reporting tools               <ul style="list-style-type: none"> <li>ACD, client profiling, Quality,</li> </ul> </li> <li>CRM, CTI, IVR, CARP, Skills based routing, auto response , WFM tools (review&gt;strategy&gt;pilot&gt;deploy)</li> <li>Self serve options</li> <li>Low hanging fruit initiative (top 3)</li> </ul>	<ul style="list-style-type: none"> <li>existing Legacy systems eg Spectrum ACD</li> <li>CRM – people soft (capabilities)</li> <li>Website review &amp; FAQs</li> </ul>	<ul style="list-style-type: none"> <li>Low pay'off v High pay'off tasks eg efficiencies.</li> <li>Strategic alignment: live agent v auto response v self help tools</li> </ul>	<ul style="list-style-type: none"> <li>TBA</li> </ul>
<b>Performance</b>	<ul style="list-style-type: none"> <li>KPIs &amp; expectations</li> <li>Cost to serve &gt; <i>How we make/lose money</i></li> <li>Productivity &gt; Quality &gt; L&amp;D: competency/skills matrix &gt; Multi Skilled.</li> <li>Service level goal/s (80/30?)</li> <li>CSIs eg close encounter sessions/ 360 degree</li> <li>Work flow/s – front &amp; back office environments</li> </ul>	<ul style="list-style-type: none"> <li>Financials &gt; ACD &gt; PQ matrix</li> <li>Personal coaching plan/s – planned activities &amp; time allocation</li> <li>Absenteeism &gt; Annual Leave management</li> <li>Definitions of, &amp; planned activities</li> <li>CSI reporting (holistic tools) eg customers, sales, fleet, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Individual &gt; team &gt; centre data (shared)</li> <li>Team meetings &amp;/or 1on1s</li> <li>Mystery shopping</li> <li>Client interviews/testimonials/360degree</li> <li>Frequency &amp; best contact medium/s</li> </ul>	<ul style="list-style-type: none"> <li>TBA</li> </ul>
<b>Sales*</b>	<ul style="list-style-type: none"> <li>B2B Proactive &gt;Reactive sales &amp; service activities</li> <li>Data management &amp; capture</li> <li>Acquisition &gt; Retention &gt; Loyalty</li> <li>Coaching/skills audit</li> <li>Continuous contact solutions: NB, scripting, DNCR, prospect list/s, coaching, SICO model, <u>satisfy</u> "needs of customer &amp; business"</li> </ul>	<ul style="list-style-type: none"> <li>KPIs</li> <li>Reporting eg closed sales/leads, AHT, Tcph, av s'on, caller traffic, serv level goals, abandonment,</li> <li>CRM, CTI, etc.</li> <li>Continuous contact solutions methodology</li> </ul>	<ul style="list-style-type: none"> <li>Individual &gt; Team &gt; Centre data (shared)</li> <li>Team meetings &amp;/or 1on1s</li> </ul>	<ul style="list-style-type: none"> <li>TBA</li> </ul>
<b>Spirit &amp; Communications</b>	<ul style="list-style-type: none"> <li><u>Have FUN!</u></li> <li>360degree plan:               <ul style="list-style-type: none"> <li>Agenda &gt; Updates &gt; Minutes &gt; 'Did you know...' &gt; alliance partner offers/centre discounts/benefits &gt;</li> </ul> </li> <li>R&amp;R committee</li> </ul>	<ul style="list-style-type: none"> <li>Determine scheduled release</li> <li>Gate keeper/s</li> <li>Activities eg bright ideas, team days, <u>celebrate</u>,</li> </ul>	<ul style="list-style-type: none"> <li>Team events/activities &gt; Intranet/Newsletters &gt; Bright ideas/suggestion box &gt;</li> </ul>	<ul style="list-style-type: none"> <li>TBA</li> </ul>

## High performing Team Culture: “Wise man said to me once...”

- Identify and understand performance
- Enable teams to save time in doing so
- Engage consultants @ right levels of cust'interactions
  - ✓ *Service level*
  - ✓ *Learning & development*
  - ✓ *Cost to serve*
  - ✓ *Productivity & Quality*
  - ✓ *Technology*
  - ✓ *ROI (given' non negotiable)*



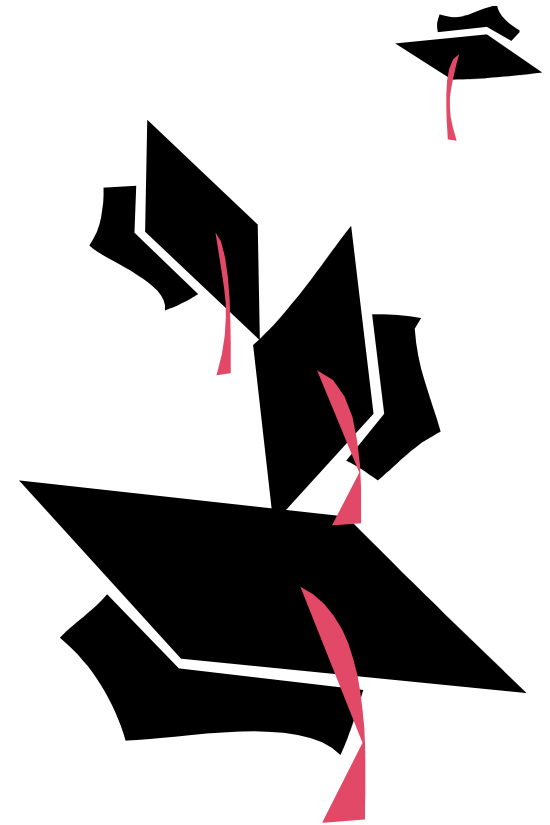
# AaE National contact centre: Strategy

- **Technology:** *Fitter > Broader > Faster*
- **Performance Management:** *Productivity > Quality > L&D*
- **Resource:** *Service level > AHT > People*
- **Environment:** *BCP > Worker moral > Scalability*



# People

- ✓ Hire good people
- ✓ Provide initial training (<4-6 weeks)
- ✓ Placed with buddy/SME (2 weeks)
- ✓ Integration/Consolidate into Teams
- ✓ Continuous Learning!



## Environment

- Worker moral/ motivation
- Circa 95,000 transactions/month
- Scalability – planned &/or organic growth
- Business continuity plan



## Technology (but not be limited too),

- Customer Line Identifier – CLI
- Computer Telephony Integration – CTI
- Speech
- IVR + Skills based routing
- Workforce management tools
- CRM review
- Knowledge warehouse

# Workforce Planning & Reporting



# Resourcing Opportunities

## Considerations:

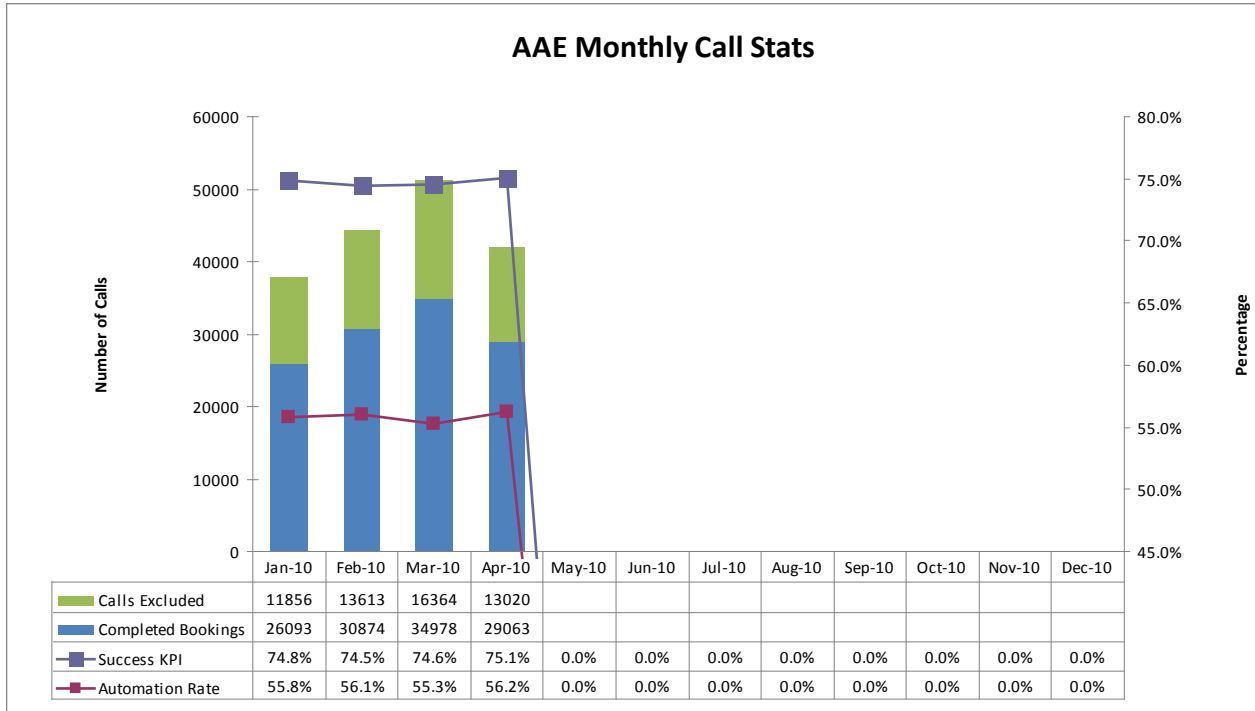
- Forecasting and Planning of staff to caller load + shrinkage + 80/30 goal
- Absenteeism (planned or unplanned)

## Solutions:

- Improve Average Handle time through automation eg CRM, auto response technology, self help tools > intranet FAQs > Speech technology.
- Strategies to reduce caller load
- Review administration functions & applications (back office)
- Training – multi skilling
- Blended resources FT/PT



# AaE monthly call stats: Speech



Thank you,

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