

Editorial

Dear Reader,



welcome to the second issue of ECCCO News and the first one in 2012.

And early this year in January we met in Milan to celebrate the ECCCO Awards 2011/2012.

Only a few weeks later, more than 8.000 visitors and 280 exhibitors came in late February to the Call Center World (CCW) in Berlin to discuss about new trends and developments in the Contact Center Business. The CCW is now one of the biggest events for the call and customer care center industry in Europe and the leading congress and fair for the German speaking countries.

During these events we took the opportunity for some talks and you can read about it at the next pages.

So I hope you will find some interesting and new information and you will enjoy it.

Yours faithfully

Manfred Stockmann
Vice-President ECCCO

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Interview

Service competence as a key to customer trust

Don Peppers is one of the most well-known international specialists for marketing and customer care management. He is a Top-Speaker at many conferences as at the CCW exhibition in Berlin. Due to his profound experience, he does not balk at analyzing the weak points in firms and call center organizations. ECCCO discussed some key points, call centers still face in any kind of customer interaction.

ECCCO: Mr. Peppers, in your lecture about Customer Care you give a strong pladoyer for trust in customers and services. What is the key to customer trust and a successful performance in customer care management?

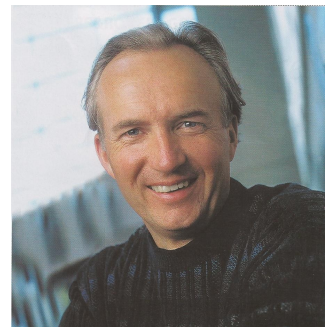
Don Peppers: There are two tasks in earning trust - having the intent to act in the customer's interest, and having the competence to do so efficiently and flawlessly. In addition to good processes, information, and technology, your call center representatives have to genuinely want to act in the customer's interest and be open, honest, and fair with the customer. And of course, the company's own policies have to support this.

ECCCO: In your book "Rules to Break, Laws to Follow" you state that the customer's trust has become a growing necessity in business. What does that mean for the service attitude of call center agents?

Don Peppers: Reputations are now spread online, customer-to-customer. If your call center is unfriendly or inaccessible or simply difficult to work with, this reputation will be disseminated immediately. Customers are taking matters into their own hands by connecting online. Take a look atgethuman.com, for instance – it's a web site designed to give callers the "secret" keystrokes or entries they need to make in order to get a live operator at hundreds of call centers. In this new world of empowered, self-organizing customers, any hint of untrustworthy behavior will generate an instant financial penalty.

ECCCO: You make the provoking case that "customers rule, not products." What are the practical consequences for modern customer care organizations?

Don Peppers: The best service is no service. What we mean by that is it's better for customers not to have to call at all, or to be able to fix their own problem in their own way, conveniently. Many examples of customer self help are now available. In our book we tell the story, for example, of the "Toppo" community - users of a digital video recorder that owners can program with a variety of simple software tools that they share online among themselves. In our view, a "State-of-the-art" customer care management will recognize the advantages of facilitating customer self-help, and leading



Don Peppers, CEO
Peppers&Rogers Group, USA

"There are two tasks in earning trust - having the intent to act in the customer's interest, and having the competence to do so efficiently and flawlessly."

Interview

practitioners will, increasingly, recruit customers themselves to help render the care for other customers.

ECCCO: *You also stress, that customer-centric-marketing and customer care strategies should be state-of-the-art in modern customer care management. Which key points are crucial - and how could call center managers implement them successfully?*

Don Peppers: There is a role for technology, of course. However, it has never been the primary barrier to state-of-the-art customer care management. It's your corporate culture. Are your rank-and-file customer contact employees motivated and engaged in their roles? Do they like their work? Are they engaged or disengaged? And have you enabled them with the right tools, the right training and the right authority to make decisions?

ECCCO: *You say, call center management always shows a real "moment of truth"?*

Don Peppers: Yes, a "moment of truth" IS any interaction you have with a customer, including a call-center interaction. Most moments of truth are routine, or at least not very important to a customer. But some moments of truth are non-routine and of critical importance to a customer. When the customer encounters an unanticipated problem or difficulty with your product or service, and

calls in to your call center, this is the critical moment of truth for the company. Does your call center agent have the motivation to do the right thing for the customer, and is he or she empowered to do it - that is, does he have the capability to gather the needed information and the authority to make a decision? Remember that for customer's perspective, this low-level, rank-and-file call center representative - that employee is your brand. How do you want your brand to behave with a customer when a problem is being handled?

ECCCO: *Which most challenging tasks for agents and supervisors as well as for the management level will help to built successful future customer relations, from your experience - and where do you still see hurdles?*

Don Peppers: Stories of CRM implementations not meeting expectations are plentiful and well publicized. Rather than technology failures, however, most CRM and customer-care disappointments involve deficiencies in business processes, organization or strategy. There is much to learn from these early cases, but the problems plaguing each disappointment seem to fall into three different categories:

ECCCO: and these are?

Don Peppers: 1. The information problem. Often a company will begin its cus-

"There is a role for technology, of course. However, it has never been the primary barrier to state-of-the-art customer care management. It's your corporate culture!"

Interview

customer-care initiative by upgrading some aspect of its customer-facing processes, which often means improving the contact center, but could also involve automating the sales force, or introducing a self-service Website. It soon becomes apparent, however, that the full information necessary to understand and service the customer is not available to the right people in real time. How can you value a customer when you only have access to their transactions within one division? How can you answer an inquiry at the contact center if you can't access order status? The complete set of front- and back-office customer information must be brought together to support anything beyond a transaction-level relationship.

2. The adoption problem. Good customer relationships cannot be "installed" like a piece of software. They must be willingly and enthusiastically adopted by all the employees, channel partners, and others involved in any customer-facing activity. And, unlike most other business disciplines, such as supply chain management or product lifecycle management, many people in a variety of professional and clerical positions are typically involved in customer relationships. Not only marketing and sales management employees, but also contact center reps, sales reps, and other customer-contact employees – all must have access to the CRM system for it to work well. Each of these players will have a different need

for that information, and will be playing a different role.

ECCCO: *thirdly. .. ?*

Don Peppers: ... thirdly the strategy problem. In the rush to "build an e-channel" of match a competitor's technology initiative, many companies have moved forward on initiatives that lacked a clear business strategy.

ECCCO: *What are still the missing factors?*

Don Peppers: For instance: How will value be created for customers and for the company? How can your customer care strategy support the broader corporate strategy?

ECCCO: *Thus, which key factors should customer care managers pay attention to?*

Don Peppers: The central driver of success for any customer care initiative is the creation of value for customers. If you lose sight of this key issue, by focusing solely on your own business goals, such as improving your cross-selling success, for instance, or finding and serving high value prospects, then your customer care initiative will inevitably suffer. Without a strategy focused on clear business objectives that include creating genuine value for the customer, many companies have squandered their resources on initiatives that ultimately had little impact.

"The central driver of success for any customer care initiative is the creation of value for customers."

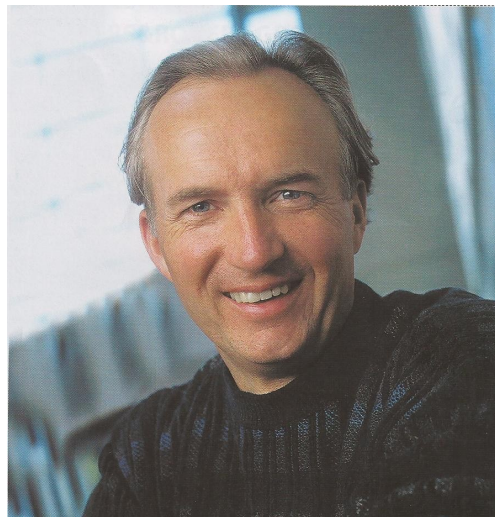
Interview

ECCCO: Your "Top three" mottos when it comes to customer care and contact center organizations, are... ?

Don Peppers: 1. Treat the customer the way you would want to be treated if you were the customer.
2. Treat employees (and call center representatives) the way you want them to treat customers.
3. Long-term customer value is just as important as short-term profit.

ECCCO: Final question: What is your idea about the future in the market - in other words: what might drive the Contact center service market most?

Don Peppers: I think consumers will become ever more demanding of companies they buy from, as they are exposed increasingly to higher levels of customer service. Sooner or later, the ongoing online revolution - with customers interacting more and more with other customers, as you can experience this now in all those social networks – will force contact centers to modernize not just their technologies, but their training systems, their metrics, their personnel policies, and also their philosophies of doing business. If your contact center's purpose is to minimize costs or improve sales, you'll almost certainly fail. But if your purpose is to create value for customers – by meeting their needs better, and acting in the customer's interest even when it occasionally conflicts with your own – then you'll probably improve your sales and reduce your costs, as well.



DON PEPPERS

Don Peppers is founding partner of the international consulting company Peppers&Rogers Group, a division of Carlson Marketing. He is one of the most well-known marketing- and customer care experts in the USA. Peppers is a specialist for individual customer service excellence strategies and the building up of personal customer relationships. The American Business 2.0-Magazine named Peppers as one of the leading present marketing "gurus".

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"If your contact center's purpose is to minimize costs or improve sales, you'll almost certainly fail."

Interview

Best Customer Service by Payback

In November 2011 PAYBACK and Competence Call Center achieved the award of "Best Customer Service in the World" at the Contact Center World Awards in Las Vegas.

At the Call Center World 2012 in Berlin ECCCO talks with Detlev Rubant, PAYBACK Operations, and Anke Schönfeld, Call Center Management, CCC Leipzig about their successful partnership.

Since 2010 a team of 65 employees in CCC Leipzig has offered high quality customer service to the customers and partners of Germany's biggest loyalty program PAYBACK. 20 million clients use the PAYBACK card on average 1.5 times per day, thus making the PAYBACK card the third most used card in German wallets.

ECCCO: What were the reasons for outsourcing your customer services?

Detlev Rubant: We had been looking for a new outsourcing partner to optimize our customer service. Because of peaks in volume after regular mass mailings we weren't able to display our customer service in-house. When we chose CCC as our outsourcing partner the employee's attitude was the focus of our attention. Only enthusiastic employees are able to delight customers.

Anke Schönfeld: When we set up the recruiting and training strategy together we decided to search for employees who knew, liked and used PAYBACK.



ECCCO: What did you do to bring the PAYBACK feel closer to the employees?

Detlev Rubant: To enforce the engagement of the PAYBACK team in CCC Leipzig, dedicated PAYBACK cards with CCC Logo and a start bonus of 1000 points have been designed and produced for the employees.

PAYBACK GmbH
Theresienhoehe 12
D-80339 Munich
GERMANY
www.payback.net



f.l.: Manfred Stockmann (ECCCO) - Anke Schönfeld (CCC) - Detlev Rubant (payback)

Interview

Anke Schönfeld: A common strategy, two-way communication with the partner and permanent feedback loops are crucial for a successful dialog with the customer. Thanks to regular Agent Round Tables - where employees are encouraged to give feedback about their daily experience - and PAYBACK's participation at "partner days", all team members are highly involved in the project.

Detlev Rubant: The relationship with the product and the given high involvement allows our employees to offer the best service to the customer. They know PAYBACK, use the product and are in the position to answer product specific questions. As this is very important for us we foster this relationship for example with common activities like Christmas celebrations.

ECCCO: In one and a half years of co-operation with partner CCC the satisfaction of PAYBACK customers raised from 2.6 to 1.7 (1=Very good). How did you manage that?

Detlev Rubant: Evaluation is done with the help of outgoing call surveys and regular written spot tests.

Anke Schönfeld: In the Front Office, Back Office as well as in the First and Second Level the CCC team takes care of PAYBACK customers over all communication channels including the web.

Detlev Rubant: Of course our aim is that the process of using PAYBACK cards works without any difficulty –

that's what we are working for every day. Every necessary contact to the customer service team should be as pleasant as possible.



f.l.: Anke Schönfeld (CCC), Detlev Rubant (payback), Manfred Stockmann (ECCCO), Maria Hofrichter-Zanetti (CCC): Best Customer Service in the World Certificate

About:

PAYBACK is Europe's largest loyalty program with 20 million cards currently in active use in Germany. The PAYBACK card is the third most commonly used card in German wallets and purses.

Since September 2010 the team at CCC Leipzig has been offering both PAYBACK business partners and customers support via a variety of communication channels – by telephone, email, fax and letter. The emphasis is very much on quality and personalised customer service.


Since 2011 Payback belongs to American Express.



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ECCCO Awards

European Call Center Manager awarded in Milan

Hosted by the Italian association CMMC call center manager from six European countries were awarded with the ECCCO award for outstanding customer service. ECCCO president Vincent Vanden Bossche himself presented the prestigious award to the proud winners.



ECCCO Award Winner Italy (r.):
Gianfranco Sità, Telecom Italia



Mario Massone (l.), host and chairman of CMMC together with Vincent Vanden Bossche (r.), President of ECCCO and laudator



ECCCO Award Winner France (r.):
representative for Harry Salamon, Mercedes Benz France, Bérénice Carrillo from the French association AFRC received the award

ECCCO Awards



ECCCO Award Winner Germany (r.):
Thomas Dehler, Value 5



ECCCO Award Winner Turkey (r.):
Ender Durukan, Akbank



ECCCO Award Winner Russia (r.):
Damia Kamaleeva, MTS



ECCCO Award Winner Spain(r.):
Santiago Espada, Melia Hotel

Background

Interview with the French Award Winner

Before Harry Salamon was nominated for the ECCCO Award, he won the Customer Relationship Award 2011 in France.



Til Conrad, Chief Executive Officer of Mercedes-Benz France, and Harry Salamon, Services Executive Director, receiving their awards at the Podium of the Customer Relationship in 2011.

The Podium of the Customer Relationship, which is being organised every year by BearingPoint and TNS Sofres, honours the best practices in the sector of the Customer Relationship in France. Based on the Customer Voice, it represents, along with the Palmes of the

Customer Relationship (judgement of the professionals), one of the two main events in terms of Customer Relationship in France.

- 4,000 French interviewed online between the 5th and 12th of April 2011;
- 183 companies and organisations evaluated in 11 different sectors;
- 13 detailed evaluation criteria.

The 8th Podium of the Customer Relationship took place this year on the 7th of June and had as a theme the “Nomad

Customer Relationship”.

Mercedes-Benz won the first place in the automobile sector, and received the same honour all merged sectors.

In the automobile sector, the clients are usually satisfied with their furnishers. Based on the top criteria for the clients (after sales service / reclamations, answer to the questions, reactivity, quality of the relation, transparency of the information), this sector is either the 1st of the 2nd in the 11 different sectors of the Podium. Generally, the automobile sector is the 2nd one (behind insurance) in terms of Customer Relationship. In 2011, the Customer Satisfaction increased significantly, but this growth is not uniform: the generalist companies are improving whereas the “Premium” ones are slowing down.

The presence of Mercedes-Benz is in this context even more remarkable. Harry Salamon, Services Executive Director of Mercedes-Benz, agreed to take us into the success of his company.

Eric Falque, Partner at BearingPoint with Customer Relationship expertise in conversation with Harry Salamon, Services Executive Director of Mercedes-Benz France .

EF: What are the reasons that would explain your success in terms of Customer Relationship, hence your 1st place these 2 last years?



Background

HS: It is the result of a long and deep reflexion that our company had in the year of 2006. The name was “CSI #1” for “Customer Satisfaction #1”. This name does not hide anything of our will to be simply the best in the area of Customer Relationship. In France, just like in other places, teams were built to achieve this goal. This prize came here to prove that we are on the good way!

EF: *Along with the irruption of the Digital in the Customer Relationship come new challenges: the needs –sometimes contradictory – of the customers have to be considered, like the will for individualised services and the respect of the private life. In the automobile sector, one can think of geolocation for instance. How are you preparing to match these challenges in the future?*

HS: If the relationship with the customer still stays very often “man to man”, the electronics have arrived in this domain. The Web and the emails have changed our lives and parts of the relationship with our clientele as well. It is indeed now possible to know everything about the car, from the place it is staying to the way of working of its driver. For some of our clients, it is an intrusion. And I can understand that. But one example can change everything: if the client runs out and gets help in one second thanks to geolocation, then there, the client forgets

all about the intrusion! We have gotten there in the heavy trucks world. We can warn driver and company executives that a revision for instance has to be done very quickly, which allows us to prepare a very clear planning for the use of the heavy truck and for its immobilisation at the precise hour and for the precise period. But we are here in a very professional world that is not like the personal one. I also do think that we have to be careful. Never too much! Too much can be tricky... You noticed this at your office for sure. It is one of the issues we have to address before we send this to the customer.

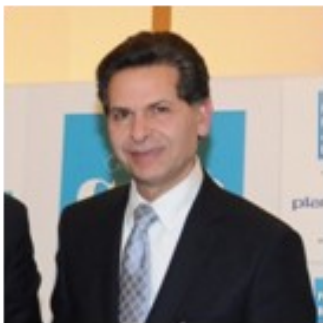
EF: *Indeed, it is about finding a just balance. The new functionalities will only be accepted by the customer if they seem to be helpful and transparent for him. The practices should then evolve progressively. See you then next year, for the Podium of the Customer Relationship 2012 to draw up a new report of the practices and successes of the companies regarding the challenges of the Customer Relationship in a digital world.*



Background

Interview with the Italian Award Winner

Gianfranco Sità is in the call center business since 2000 because “it’s a complete job with great sensitivity“, he said.



Gianfranco holds an Engineering degree, is married and has two children. He has been working at

Telecom Italia (TI) since 1981. He started his career in the technical planning of transmission and switching systems. He was Director of TI's business in one of the main Italian regions and CEO of a company's contact center with over 6000 employees. He also has experience several years of in-depth sales and customer operations .

Until December 31 2011, he was the Head of Customer Service for Consumer Customers of Telecom Italia. He was responsible for around 3000 operators divided into specialist groups: Sales, Loyalty and Standard Delivery in about 60 locations. His unit was the best performer in sales and effectiveness / efficiency in customer management.

ECCCO: Please explain to our readers in a few sentences for what activity you have received the (national) award.

Gianfranco Sità: I have reached levels of efficiency and effectiveness among the best in Europe in inbound sales and Customer Management

ECCCO: What do you consider the challenges ahead in customer service?

Gianfranco Sità: Evaluating the performance of Customer Service with no traditional KPIs but considering the performance management processes e2e managed. For example, the cost per contact is meaningless if you do not specify the outcome of the contact and what made the contact last so long (Sales, Retention, Traditional caring).

ECCCO: What has changed for you since you received your award?

Gianfranco Sità: I'm convinced that without reviewing any mental patterns it's difficult to obtain any good results

ECCCO: What tasks are next to you?

Gianfranco Sità: I am designing a new organizational model to manage the back office activities.



Gianfranco's motto:
Do not postpone until tomorrow what you can do today – my mother said: what you leave is lost

Gianfranco's
... **favourite dish:**
Spaghetti with claub
... **favourite music:**
Italian songwriters
... **hobbies:**
News technologies

CAAt Award

Prestigious Management Award presented at CCW in Berlin

The Call Centre Manager of the Year 2012



The award of the CAAt-Award for the most successful call center manager is an annual program item on the international convention and fair CCW in Berlin. The congress organizer Management Circle awards this distinction together with the trade magazine CallCenterProfi.

The award is the most prestigious award for call center managers in German-speaking countries, and awards their best concepts and projects.



The price for Germany takes home, Wolfgang Thiel, Head of Service Center of GDV services GmbH & Co. KG. Thiel was awarded for the successful implementation of a change management project: As a new call center manager, he first had to rebuild a basis for negotiations with the works council, which had come to a standstill in previous years. After this he could introduce

now even in constructive cooperation with the works council a dynamic workforce management with a high degree of flexibility in the service center of the GDV and thus achieved a better performance without sacrificing quality.



For Austria, Silvia Brüller, Senior Manager Business Account Support at T-Mobile Austria in Vienna was happy about the award. With the

award, the jury honored the successful implementation of the project "Perfect Start": customer delight from the first contact. The project was a successful set-up for a new organizational and task-oriented approach to intensive supervision of large customers; with 82 percent she achieved the best employee satisfaction since 2009.



The CAAt-Award for Switzerland receives Christina Ghitti, manager customer contact center of the Weltbild Verlag GmbH in Olten. Her project involved three objectives: Best Excellence in organization, processes, technology and personnel situation to achieve, improved service under a new Customer Care concept and increasing customer retention and loyalty. The customer contact center is now a respected, value-generating department.



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We appreciate your feedback

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April

03-05/04 SeCA, Paris

May

10-11/05 CCV Spring Conference,
Berlin

June

25-29/06 EMEA Conference, London

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