

In Collaboration with



Othman Yeop Abdullah
Graduate School of Business
Universiti Utara Malaysia



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OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
CORPORATE EXECUTIVE EDUCATION AND DEVELOPMENT



Masterclass in High Performance Management For Contact Centres

Expert Faculty



DANIEL ORD

Associate Faculty
UUM OYAGSB
Managing Director and
Founder OmniTouch

14 – 16 March 2018
Hotel Istana
Kuala Lumpur

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Othman Yeop Abdullah
Graduate School of Business
Universiti Utara Malaysia



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HIGH PERFORMANCE MANAGEMENT FOR CONTACT CENTRES (HPMCC) 14 – 16 MARCH 2018 – ISTANA HOTEL – KUALA LUMPUR

*“High Impact – Results Focused – Experiential learning unlike any other for contact centres.
Daniel Ord is definitely the global expert in this field.”*

Professor Zeljko Sevic
Dean UUM OYAGSB

Overview

The objective of the HPMCC Program is to provide participants with a solid understanding of the operational dynamics and processes that need to be understood and managed to create an effective and cost-efficient Contact Centre as well as learn how to drive Quality performance through the implementation of a formal Coaching process.

The program begins with how Wait Time (Service Level and Response Time) are the key operational drivers from which staff planning flows and how important it is to get Service Level ‘right’.

After a deep exploration of Service Level and its ‘sister’ KPI, Response Time, we address all the critical Key Performance Indicators (KPIs) in the Call Centre environment, their uses and definitions, along with the important interrelationships that exist amongst the KPIs. This helps to clarify how KPIs should be set, measured and how performance should be analysed.

It is always important to note that as activities in a Centre are highly interrelated, and assignment of the right KPIs to the right Job Roles is an important management function.

We then spend a significant amount of time and practice in the forecasting, planning & scheduling section including the use of Time Series forecasting, Erlang C, Rostered Staff Factor (Shrinkage) and the role of Scheduling.

On the 3rd day of the Program we shift into driving Quality through the application of a powerful Coaching Program – by the end of the session all participants will understand the linkage between Productivity & Quality and how they work together.

Results Focused Learning + Key Competencies Development

I. Introduction and In Depth Analysis of Service Level & Response Time and other Wait Time metrics

Service Level is literally where it all begins in an inbound Centre – all stakeholders need to understand Service Level, what it means, how it is measured, how it is 'set' and most importantly what to do to meet Service Level (or GOS) on a regular interval based basis.

Daniel will spend the entire beginning of the Program addressing:

- Service Level & Response Time, what they mean, how they differ and how to measure success in performance
Different traffic arrival patterns and how they impact performance measurement
- Considerations to select Service Level & Response Time objectives
- How ACD systems provide different calculation methods for Service Level performance
- The 3 Drivers of Customer Wait Time – i.e. what makes Service Level go up, down or 'nowhere' with a major focus on Root Cause Analysis of performance
- How Service Level is related to and compares with other Wait Time metrics such as Average Speed of Answer, Longest Wait Time and Abandonment Rate (ACR)
- How the industry views Abandonment Rate and its core relationship with Service Level performance
- The drivers of Abandonment Rate and practical ways to analyse and interpret Abandonment rate performance
- The role of delay announcements on Abandonment Rate performance

Because meeting Service Level is so important, we discuss how to manage Service Level performance in real-time and how to evaluate 'what happened' to help reduce future occurrences and also improve real-time performance for the future.

- How to read a Readerboard and what historical and real-time statistics mean
- Learning a process to determine if a back-up plan to support Service Level should be rolled out and what that back-up plan can look like
- Who is responsible for real-time management and the role of the entire floor in meeting real-time management objectives
- Industry practices for real-time management

II. Contact Centre Industry Key Performance Indicators (KPIs)

- The industry recognized categorization system for better KPI Management
- Evaluation of Quality KPIs including Contact Quality, First Call Resolution and Errors and Rework
- Evaluation of Accessibility KPIs including Service Level, Response Time, Average Speed of Answer, Abandonment Rate and Blocked Calls
- Evaluation of Efficiency KPIs including Adherence to Schedule, Occupancy/Utilization, Average Handling Time, Forecasted Call Load vs. Actual Call Load, Scheduled Staff vs. Actual Staff and more
- Evaluation of Cost KPIs including Cost per Call, Average Revenue per Call measures, Budget vs. Cost objectives and Revenue Objectives
- Evaluation of Strategic KPIs including Customer Satisfaction, Employee Satisfaction, Turnover and Return on Investment
- The 4 Levels of strategic value contributed by a Call Centre to the Organization
- Calculating True Calls per Hour using normalization calculations
- The role of Calls per Hour/Day/Month as a productivity measure

III. Forecasting & Staffing Calculations & Scheduling

- Timeframes and objectives for forecasting and why forecasting never stops
- Forecasting methodologies including Time Series and Correlation
- Understanding the role of Judgment in the forecasting process
- Walking through a comprehensive Time Series based forecasting model including defining dominant call arrival patterns, breaking down patterns into half hour intervals, applying judgement and calculating intra-day forecasting methods for proactive planning
- Understanding Erlang C and how to use it for staff calculations
- Understanding all aspects of Erlang C outputs and how to interpret the data to create efficiencies
- Erlang C vs. Simulation
- How to calculate and interpret Delay Profiles
- The Immutable Laws of the Call Centre including the relationship between Service Level and Utilization, the Law of Diminishing Returns, the Power of One and the Pooling Principle
- Implications of Group Size – specialized Queues vs. pooled Queues
- Calculating Base Staff for Response Time contacts
- The understanding and use of Rostered Staff Factor & Shrinkage
- Learning to plan scheduling in advance for efficiency
- How to calculate the number of trunks required to minimize busy signals and blocked calls.

IV. How to Monitor & Coach Agents to Effective Performance

- How organizational design & Centre size impact monitoring & coaching practices
- The key job role of the High Performance Supervisor/Team Leader
- The 5 key activities inherent in a Supervisor/Team Lead job role in a coaching based culture
- The role of Quality Assurance and the key activities and success factors for Quality Assurance
- How much time can/should be spent across the 5 key activities to use time wisely
- The power of Coaching & its link to Quality & Engagement
- Practical ways to 'make time' for coaching' when it seems there is never enough time
- How to avoid a dependent culture between Supervisor(s)/Team Lead(s) and their Frontline Team Members
- The industry definitions of Monitoring & Coaching
- The different strategic objectives for a Monitoring Program
- The different methods for Monitoring and the pros and cons of each
- The role of Coaching in Agent Development
- The 7 Step Process for Coaching which incorporates a significant amount of role play between participants to master the key techniques
- How to measure Agent performance across both Productivity and Quality dimensions without sacrificing one for the other – a logical and powerful way to drive Agent performance across both dimensions

Participant Profile/ Target Audience

Organisations are encouraged to send 2 and more participants for this programme.

The programme is targeted to senior managers and above. Our past programmes drew a good mix of VPs, Directors and even some CEOs.

Participants are expected to have good English proficiency.

Distinctively Different Learning Experience

This results-based Masterclass course will be challenging, thought provoking, informational and inspiring. Daniel's experience allows him to share stories, examples and case studies from around the world with his Participants.



EXPERT FACULTY – DANIEL ORD

Managing Director and Founder of OmniTouch International

Associate Faculty UUM OYAGSB

Through facilitation, public speaking & Mystery Shopper research, Daniel helps and inspires people and the organizations they work for to deliver great Customer experiences.

Service delivery & CX are complex - if they weren't, everyone could do it.

With 30 years experience, Daniel is a Certified Customer Experience Professional (CCXP), an ICMI Certified Associate, a CIAC Certified Strategic Leader and was the first to bring professional Contact Centre management certification to Asia.

By education he is a management accountant and by experience, a former corporate VP Operations for Contact Centre & Distribution operations.

With dual mastery in Contact Centres & CX, and a temperament for facilitation, Daniel help organizations link their service delivery strategies to business outcomes having worked with more than 50,000 Participants across 40 countries to date.

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Participant Fee

CATEGORY	Participant fee + 6% GST
<p>Promo Fee Register before 20 FEBRUARY 2018</p> <p><i>Programme fee maybe claimed back under HRDF subject to Terms and Conditions of HRDF and Employer eligibility. Universiti Utara Malaysia (GOV100014470) is a registered Training Provider with HRDF.</i></p>	<p>RM3800 + 6%GST = RM4028.00</p> 
<p>NORMAL FEE Registrations received after 20 FEBRUARY 2018 <i>No discount</i></p>	<p>RM4500.00 + 6%GST = RM4770.00</p>

International Participants: US\$1500.00 per participant (inclusive of 5 day/4 nights stay and buffet meals at Hotel Istana – not inclusive of Transport and in room services)

Closing Date: 7 MARCH 2018

Payment to be made to: Universiti Utara Malaysia

Bank: Bank Islam Malaysia Berhad Account Number: 02093010000010

Kindly email proof of payment to: saharah@uum.edu.my

For More information on Executive Education, Customised Programmes and Post Graduate Studies:

Please contact:

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REGISTRATION FORM

Programme Venue	Programme Title	Fee Per Registrant (A) Includes 6% GST	No. of Registrant (B)	Fee = A x B
14 – 16 March 2018 HOTEL ISTANA KUALA LUMPUR	High Performance Management for Contact Centres (HPMCC)	Promo – RM4028 (register by 20 FEBRUARY 2018) Normal fee – RM4770		
		Total		

ORGANISATION INFORMATION / DETAILS

Organisation Name	
Address 1	
Address 2	
Name of Person Authorised to Sign Form	
Email Address	
Contact Tel Phone # and Fax	

Details of Registrants *(you may also email the Registrant details in similar format)*

Name (as in IC/passport)	NRIC / Passport Number	CONTACT NUMBER	Email Address

Kindly complete and email this form before 20 FEBRUARY 2018 FOR SUPERSAVER
 Email: saharah@uum.edu.my (Tel: 04-928 7156) or badrie@uum.edu.my (017-3691386)

Cancellation Policy and Postponement of Programme

Because attendance at *this* programme requires significant advance preparation, refunds are not permitted. Invoice once issued can't be cancelled except for exceptional reasons. Registrants who cancel less than **7 days in advance** may nominate an acceptable substitute or attend a future session of the same programme within one calendar year.

UUM OYAGSB reserves the right to postpone the programme 2 weeks before programme dates, if there are inadequate registrations.