

# Best-in-Class benchmarking



## Benchmarking in Market Competition

The Asia Pacific Customer Service Consortium (APCSC) presented the Best-in-Class (BIC) recognition to the companies who have performed well in the Regional BIC CRM Benchmarking (The Benchmarking) program, which has been organized by APCSC annually since 1998. The BIC recognition was awarded to the benchmarking participants during the Customer Relationship Excellence (CRE) & Customer Service Quality Standard (CSQS) Summit, who have performed well in different areas of The Benchmarking.

With increasing deployment of multi-channel business in Hong Kong and China, many companies are keen to increase operating efficiency, increase customer satisfaction and to increase revenues through consultative selling opportunities generated from multichannels. As a result, APCSC is inviting many leading companies from Banking, Telecom, Insurance, Financial Services, Securities to participate in the 2007 CRM Benchmarking Program to gain a solid understanding of their different channel performance and market position.

## Strategic Assessment for CRM and Business Performance

APCSC's benchmarking program serves as a strategic business assessment and audit to identify gaps in CRM and multi-channel business performance, as well as areas in which these strategic business units need attention. APCSC has formulated this program to help companies identify areas in which improvements can greatly increase customer retention and repeat business. For all these reasons, frequently benchmarking business service performance against a Peer Group of similar business service centers is a mandatory step in being competitive.

## Three Benchmarking Stages

APCSC has an experienced team of dedicated professionals to carry out this important Best-in-Class Benchmarking Research, and provide companies vital findings to help your business grow. Through APCSC's proven best practices, each participant will complete three stages for a comprehensive benchmarking exercise, including Benchmarking Questionnaire, Customer Survey, and Competitive Mystery Shopper Programs.

## Best-in-Class (BIC) Recognition

APCSC recognized outstanding companies in particular areas of benchmarking for Best-in-Class recognition.

The BIC recognition represents high degrees of achievements for participating companies. The Benchmarking exercise provides a solid overview of customer service and CRM operations, covering many important areas that can greatly impact service quality and customer satisfaction. In addition to the benchmarking participants, APCSC makes regular mystery calls to non-benchmarking participants to evaluate service performance.

BIC recognition will be awards for best practice performance and will focus on a wide variety of service processes and operational aspects of the customer service operation. Some typical examples are as follows, but are not limited to:

- Customer Satisfaction Management
- Corporate Service Management
- CRM Transformation Management
- Customer Retention Management
- Customer Service Level Management
- Personalized Service Management
- Proactive Service Management
- Sales Management
- Technical Support Management



During the BIC Luncheon at the APCSC Summit on July 5th 2007, APCSC presented the Best-in-Class (BIC) recognition for outstanding performance in different areas of the CRM Contact Center and Customer Service Center Benchmarking Program. From left to right: Mr Jason Chu, Chairman of APCSC; Ms Macy Lim, Senior Manager of Personal Insurance of Dao Heng Insurance; Ms Fanny Wong, Customer Service Manager of TNT Express Worldwide (HK) Ltd.; Dr Damien Marmion, Managing Director of BUPA Health Insurance; Mr Chan Wing-Wa, Managing Director of CASCADE LIMITED; Ms Anita Tam, General Manager of Customer Service of New World Telecommunications Ltd.; Ms Sandra De Zoysa, Head of Customer Service & Contact Management of Dialog Telekom Ltd.

## The Best-in-Class Winners for 2006

Customer Satisfaction Management (Commercial Market)	CASCADE LIMITED
Proactive Service Management (Customer Service Center)	Dialog Telekom Ltd.
Sales Management	Dao Heng Insurance Co., Limited
Corporate Service Management	TNT Express Worldwide (HK) Ltd.
Customer Retention Management	BUPA (Asia) Ltd.
Service Level Management	New World Telecommunications Ltd.

## Benchmarking Questionnaire

This part requires the participating company to fill out a questionnaire together with an interview and site visit. The different areas of Customer Service Center will tentatively include the following:

### Management Responsibilities

- Mission, Vision, Value
- Organization Structure
- Customer Pledge, SLA
- Management review

### Process Management

- Standard Operating Procedure
- Call process diagram/escalation flow
- Complaint management process
- Quality Monitoring

### Resource Management

- IT System security, maintenance, audit
- Technology
- Knowledge Management
- Human Resources, Salary and Benefit

### Performance Management

- Quality Assurance
- Customer Satisfaction levels
- Customer, Financial, Service, Staff KPIs
- Performance appraisal
- Plus Best Practices in many aspects

### Customer Survey

With follow-up interview to customers' direct input, the questionnaire consists of high impact questions relating to the Customer Service Center Services provided to the customers on their acceptance, satisfaction and loyalty outcomes on the categories listed here:

- Perceived usefulness
- Dimensions of Service Quality
- Customer's Behavioral Intention
- Perceived ease of use
- Customer's Attitudes
- Customer Satisfaction and Loyalty

This part also asks for open-end questions as well as the demographic information about the respondents.

### Mystery Shopper

Using a team of well-trained mystery shoppers, mystery visits will be conducted among the service center of participating companies, areas covered in the above surveys and benchmarking categories, plus other analysis including, but not limited to, attitude, knowledge, and professionalism.

## Benefits of Benchmarking

There are various areas covered within the service operation and it is every company's goal to provide their customers with the best possible customer contact experience. The immediate benefits of benchmarking are very clear and enable your company to:

- To monitor the service performance levels of the multi-channel business performance
- To establish service performance benchmarks against competitors
- To build, maintain and monitor "Best-in-Class" standards through assessment of current service levels and corrective action on identified inconsistencies.
- To measure service performance of multi-channel business performance so as to provide opportunities for improvement and recognition
- Set goals for your future business strategy based on the detailed benchmarking research.
- Identification of your best practices for market recognition from APCSC Benchmarking Best-in-Class (BIC) recognition.
- Enhanced efficiency and productivity.
- World Class Customer Service Standard.