



*Asia Pacific  
Customer  
Service  
Consortium*

# **Customer Relationship Excellence Awards 2009**



**Welcome Pack**

*ASIA PACIFIC CUSTOMER SERVICE CONSORTIUM*

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## A Message from the Chairman

*Customer Relationship Excellence is the only way to your market leadership!*

**W**elcome to the 8th annual Asia Pacific Customer Relationship Excellence Awards (CRE Awards).

The **Customer Relationship Excellent (CRE) Awards** has recognized many industry leaders and professionals for their customer centric service innovation. The participants have come from more international cities and business sectors in both corporate and individual categories, all demonstrating their business successes, best practices and leadership on CRE.

**In 2008, APCSC celebrated her 10th anniversary** in promoting customer relationship excellence in the Asia Pacific region, APCSC is very proud to witness how CRE Awards winners continue to bring new service levels, quality standards and benchmarks to shape the future directions of business practices in making Asia Pacific a better place to live and do business!

**The Customer Service Quality Standard (CSQS)** is the fundamental model for CRE Awards judging criteria, the participants have learned greatly from the best practices and world class standards to better prepare for the CRE Awards assessment and benchmarking process. The CSQS is instrumental in improving customer oriented corporate governance and balanced scorecard managing stakeholders of the award participants and further recognizing the CRE Awards winners. It is highly recommended that all CRE Awards participating companies attend the Certified Analyst and Auditor (CCSA) global certification program and implement the CSQS to meet and exceed the CRE Awards assessment criteria.

**Through the prestigious CRE Awards**, Asia Pacific business leaders are able to share experiences and learn from one another amongst the World-Class CRE leaders and achieve the goal of market leadership and gain international recognitions.

On behalf of the Asia Pacific Customer Service Consortium, I wish you business success and Customer Relationship Excellence!



Jason Chu, Chairman, APCSC



# Introduction and Overview of the 2009 CRE Awards

*Relationship Excellence is Your Way Forward!*

The Customer Relationship Excellence Awards (CRE Awards) program has been launched to provide professionals and experts in the Customer Service industry with recognition of superior service and an on-going contribution to business value.

## Customer Service Quality Standard (CSQS)

The CRE Awards also takes the standards set out in the Customer Service Quality Standard as the CRE Assessment Framework and Criteria. Please refer to the second CSQS reference in this document on page 12.

## Endorsed and Supported by International Bodies

Through a strategic partnership with the Customer Service Institute of Australia ([www.csia.com.au](http://www.csia.com.au)), APCSC has combined the expertise and knowledge required to develop, deliver and manage the CRE Awards program internationally.





## The Goal

The goal of the CRE Awards is to promote service quality and customer relationship excellence as core business value in international cities across Asia Pacific and to recognized companies, business units, teams, and individuals that have contributed to the success of both their customers and the organizations that they serve.

## Purpose of the Awards

- To promote **service quality** and Customer Relationship Excellence in international cities across Asia Pacific and
- To recognize companies, business units, teams, and individuals that have **contributed to the success** of both their customers and the organizations that they serve.
- To improve **organisational awareness** for Contact Center performance, Customer Service Best Practices, Capabilities, and Results
- To serve as a working tool to help organizations understand and manage their customers' expectations and service performance index
- To serve as a benchmarking process to help companies assess and improve their customer satisfaction & business index
- To serve as a recognition of an individual's capabilities, skills and contribution to the business operation
- To improve organizational awareness of customer interaction channels, service center performance, and best practice s of Customer Relationship Excellence.

## Benefits of Participation

- Share experiences and learn from one another amongst the **World-Class leaders** and achieve the goal of **market leadership**.
- Increased **customer perception and confidence** in dealing with the organization
- **Continuous improvement** opportunities and **benchmarking** of the organization's Customer Service efforts through APCSC's comprehensive **CRM Benchmarking program**
- Benefit greatly from the **best practices** and critical success factors from a **world-class framework** outlined within the Customer Service Quality Standard (CSQS).



- Greater focus on Customer Service and Relationship Excellence throughout the entire organization
- Increased **morale** at all levels of the organization
- Recognition of participating organization's achievements in Customer Service, increasing and enhancing its credibility and image in the market place

## Recognition of the Winners

- The CRE Awards offer **the most comprehensive assessment and respected international recognitions in Customer Relationship** with international bodies and business leaders' endorsement.
- Many CRE Awards participants have won various local awards and National Quality Awards prior in their respective countries
- CRE recognition increases and enhances **Corporate brand, credibility and image** internationally
- Grand **CRE Awards Dinner Ceremony** attended by industry and market leaders all over the region.
- Far-reaching **promotions and exposure** of winners in the **entire region** through press release, news and magazine coverage, Knowledge eMail, CSQS Roundtables, CRM Senior Executive Forum, CEO Luncheon Forum and Leadership Summit, etc. targeting at the professional and senior executives



# Category Definitions and Explanations

The following information provides participating organizations with a definition of each award category as well as details of the considerations made during the assessment process.

There are two areas in which an organization can choose to participate:-

1. Corporate Categories
2. Individual Categories

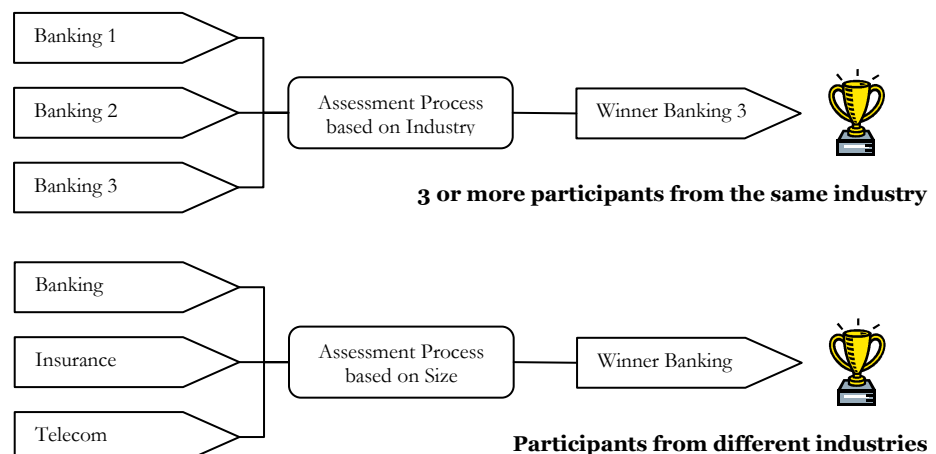
Whilst there can be winners for each category per industry, only Corporate participants (not individuals) can participate in “Customer Relationship Excellence – Outstanding Achievement”, of which there can only be one winner.

Awards are categorized by industry and by size as described below:-

- Commercial Market
- Consumer Market
- Banking, Insurance
- Hospitality
- Logistics
- Property Management & Development
- Telecommunications

Other industry categories will be introduced as and when appropriate.

There has to be at least three participating companies from the same industry for an award to be presented to that industry winner. For categories that do not have three or more participating companies from the same industry., **the size of contact center or customer service operation will then be taken into consideration.**





## Corporate Categories

### Customer Relationship Excellence - Outstanding Achievement

Organizations that have a world-class customer support infrastructure, continuous improvement of customer satisfaction and relationship excellence will be awarded the Outstanding Achievement Award. This is in recognition of their superior and unparalleled service to their customers and their contribution to the success of the organization.

Please kindly note that in order to apply for the “CRE Outstanding Achievement” you will need to enroll in **at least 3 other corporate categories** to ensure comprehensive assessment to reflect the Outstanding Achievement.

### Corporate Environmental & Social Leadership of the Year

Organizations who have demonstrated leadership in corporate social responsibility and environmental management achievements will be awarded with recognition on their commitment to supporting both responsible environmental and social best business practices including environmentally sustainable practices company-wide, including water conservation; paper, carbon and waste reduction; energy efficiency, green management and employee awareness training to ensure the sustainable long term growth and development of business and community.

Applicants need to apply for **1 additional CRE Awards Corporate Category in order to apply for the Corporate Environmental & Social Leadership of the Year**

### Best Customer Experience Management of the Year

Companies in the retail, tourism, high street shops, chain stores, department stores, supermarkets and hotels who are consistently providing interactive and friendly customer service in a face-to-face environment will be awarded recognition. In addition, service encounter, service culture, team spirit, product knowledge, and customer service best practices will be taken into consideration.

### Best Use of Knowledge Management of the Year

Companies who apply and adopt effective and systematic knowledge management discipline, program, systems and process that add value to the Customer Service professionals in supporting the customers and create sustained Customer Relationship and affiliation with different segments of the customer base will be awarded recognition.

### Best Use of Technology of the Year

Companies who have made the best use of technologies as a core strategy of their commitment to elevate the overall system efficiency, resources management and Customer Service quality will be awarded recognition. In addition, connectivity and harmonization of these technologies will also be taken into consideration.

### Contact Center of the Year

Contact Center that utilize innovative methods, metrics and ideas to provide quality support to their customers with strong business performance will be awarded recognition. Internal management of the Contact Center, creative staff incentive programs and telemarketing strategies will also be taken into consideration.

### Consumer Relationship Marketing Service of the Year

Companies who offer effective relationship marketing programs and execution teams that continue to offer sustained customer relationship and affiliation with different segments of the customer base will be awarded recognition.



### **Corporate Service Team of the Year**

Corporate Service deals with internal or intra-office functional services offered across departments in the company including but not limited to finance and accounting, human resources, legal council, marketing and communications. Large scale support teams providing excellent service on a particular corporate service will be awarded recognition on their efforts in building customer-centric value at the forefront of their mission.

### **Customer Loyalty Program of the Year**

Companies who provide successful loyalty programs for their customers will be awarded the recognition for their design, value, incentives and beneficial content. In addition, overall management of the loyalty program will be evaluated together with logistical aspects of the program.

### **Customer Satisfaction Quality System of the Year**

Companies who regularly monitor their customer feedback and use this feedback to implement corrective actions will be awarded recognition on their efforts in placing customer satisfaction as an important aspect of their service performance.

### **Customer Service Center of the Year**

Customer Service Centers that provide superior face-to-face services to their customers as well as their service environment in which customers are supported with high quality services will be awarded recognition.

### **Field Support Team of the Year**

Companies who are providing excellent field support services will be awarded recognition on their efforts in providing operational, maintenance, installation, repair, engineering and technical services on the field that fulfill the requirements and enhance satisfactions of the clients efficiently at the field.

### **Global Support Services of the Year**

Global support organizations that are providing excellent global support to their customers will be awarded in recognition for their seamless global and regional coordination, support around the globe, multi-site systems and multi-language capabilities.

### **High Speed Customer Service of the Year**

Companies who have high volumes and/or make outbound calls will be awarded recognition for their efficiency and ability to serve customers. Response times and first call resolution rates will be a primary consideration as part of the assessment process.

### **Innovative Technology of the Year**

Service providers and vendors who have engineered technologies innovatively to prove the delivery of convenient products and services with the enhancement of customer service will be awarded recognition for their efforts and contribution to Customer Relationship Management.

### **Integrated Support Team of the Year**

Organizations who work together as an integrated team to deliver World-Class support to their customers will be awarded recognition. These include, but are not limited to, Help Desks, IT Support, Marketing, Customer Service Department, Internal Support Teams etc.



### **Mission Critical Support Service of the Year**

Companies that are providing mission critical support services that require an extraordinary degree of reliability, sustainability and availability will be awarded recognition. In addition, the scope of the services provided, the level of knowledge required, the response time to customer requests, contingency measures and disaster recovery processes will all be key areas of assessment. Companies will have to demonstrate their ability to handle and solve the most complex problems, highlighting the importance of the business impact to their customers.

### **Outsourcing Team of the Year**

Companies who are providing excellent outsourcing services will be awarded recognition on their efforts in supporting their clients and their customers in Business Process Outsourcing (BPO), Contact Center, IT, Staffing, Telemarketing Services Outsourcing, etc. Internal management, creative staff incentive programs, training, quality assurance and effective performance management also will be taken into consideration.

### **People Development Program of the Year**

Companies who have implemented a comprehensive staff training and development program will be awarded the recognition on their efforts in elevating the quality, competence and standards of their Customer Service professionals. In addition, companies who provide retention and channels for career development programs will also be taken into consideration.

### **Public Service of the Year**

Public services that improve efficiency, transparency, accountability, responsiveness, and delivery of services; foster participation in policy making decisions through innovative mechanisms from the public organizations, education, government agencies at national or sub-national level, and public-private partnerships.

### **Service Portal of the Year**

Companies who are utilizing the Internet as a strategic channel of excellent customer support will be awarded recognition on their efforts in providing an easy-to-navigate website as well as support content and feedback channels. In addition, response time, self-services, automation, knowledge management and service delivery will also be taken into consideration.

## **Individual Categories**

### **CEO of the Year**

The nominee must have demonstrated vision and leadership in building the organization with strong customer loyalty, superior brand and strong financial performance with customer centric culture. This includes ongoing strategies and continuous initiatives where the nominee's visions, business insights, leadership to communicate and inspire have guided his or her organization to a new level of growth, achievement and public recognition.

### **CRM Director of the Year**

The nominee must have demonstrated a solid commitment to elevating and raising the service and quality standard and leading his or her team/department as well as contribution in emphasizing the value of Customer Relationship Excellence throughout the organization by his or her leadership, customer insights, commitment, planning and execution have guided his or her department/division to a new level of service quality and customer loyalty through marketing and service delivery of the Customer Service Center, IT, Help Desk, Onsite Site, Field



Support, Contact Center, or Retail networks, etc. The CRM strategies are implemented through specific campaigns, programs or products and services in the areas of customer relationship, satisfaction, loyalty, service quality management in the organization by making the best use of service, marketing, communications, IT development programs and use of technologies.

This Individual Category could be further categorized into the following sub-categories:

- Contact Center/Customer Service/Customer Care/Customer Relations
- CRM/CEM/Loyalty Program/Service Quality
- Business Development /Marketing/Sales

### **Customer Service Manager of the Year**

The nominee must have demonstrated a solid commitment to elevating and raising the standard of services provided to customers through service delivery of the Customer Service Center, IT, Help Desk, Onsite Site, Field Support, Contact Center, or Retail networks, etc. This includes management skills in people, performance, communications that have been demonstrated to the customers and his or her team/department as well as contribution in emphasizing the value of Customer Relationship Excellence throughout the organization by leading his or her team on the path to success. This Individual Category could be further categorized into the following sub-categories:

- Contact Center
- Service Center
- Technical Center

### **Customer Service Team Leader of the Year**

The nominee must have demonstrated a solid commitment to elevating and raising the standard of Customer Service throughout the organization by demonstrating leadership and guiding his or her team on the path to success in Customer Relationship Excellence. The nominee must also be well versed in communication, best practices, demonstrating excellent skills in mid-management and people coaching. This Individual Category could be further categorized into the following sub-categories:

- Contact Center
- Service Center
- Technical Center

### **Customer Service Professional of the Year**

The nominee must have demonstrated a solid commitment to elevating and raising the standard of Customer Service provided by the organization. In addition, he or she must have demonstrated exceptional Customer Service skills and a passion for ensuring customer satisfaction is achieved or exceeded at each and every contact. This Individual Category could be further categorized into the following sub-categories:

- Contact Center
- Service Center



- Technical Center

**Additional notes on the sub-categories:**

- **Contact Center sub-category** refers to operations and working environment in the call centers or contact centers.
- **Service Center sub-category** refers to operations and working environment in the face-to-face counter service centers, retail networks, or shopping centers, etc.
- **Technical Center sub-category** refers to operations and working environment in the IT systems, helpdesk, field support, or technical support services operations.

## Assessment Procedures and Judging Criteria for Corporate Organizations

*Guidelines for Success!*

In order to have a 360 degree view of your organization and to assess all of the components involved with a World-Class support organization, a formal assessment is conducted and achieved through five comprehensive stages:-

### 1. Self Assessment Questionnaire

Participants must complete a comprehensive Self Assessment Questionnaire based on the framework of CSQS that will elicit information regarding their service and support operation(s). The questionnaire will reflect the category or categories in which the organization is participating.

**Please note that some areas will not be applicable to you, depending on the category or categories you are participating in:-**

**Customer Related**

- **Process and Performance**
  - Service Level Agreements (SLA's)
  - Standard Operating Procedures (SOP's)
  - Customer Satisfaction Levels
  - Marketing techniques
  - Feedback and complaint processes
  - Escalation procedures
  - First call / visit resolution rates



- Follow up techniques & After sales service
  - Support channels
- **Measurement and Performance – TELEPHONE**
  - Comprehensive analysis of 21 Key Performance Indicators (KPI's)
- **Measurement and Performance – FACE TO FACE**
  - Comprehensive analysis of various Key Performance Indicators (KPI's)
- **Measurement and Performance – EMAIL**
  - Comprehensive analysis of 15 Key Performance Indicators (KPI's)



## Organization Related

- **Business**
  - Layout of support operation
  - Type of products / services supported
  - Disaster recovery plans (support continuity)
  - Locations of customer support touch points
  - Relationship strategies
  
- **Quality Monitoring**
  - Qualitative measurements
  - Performance monitoring techniques
  - Dispute management
  - Customer Experience Management
  
- **Technology**
  - Technologies used to support customers
  - Strategy for implementing new technologies
  - Technologies used to ensure Customer Relationship Excellence and superior Customer Relationship Management
  - IT Infrastructure & IT Knowledge
  
- **Knowledge Management**
  - Storage and organization of knowledge
  - Knowledge capture strategies
  - Addressing problems of knowledge management
  
- **Human Resources**
  - Selection criteria & methodologies
  - Staff orientation programs
  - Training & time allocation
  - Training content
  - Career development
  - Motivation techniques
  - Staff retention
  - Salaries & Benefits
  - Allowances
  - Sales commissions
  - Overtime



## 2. Business Case Presentation

Participants are required to attend a special Customer Loyalty Awards Forum to present their business case. An assessment of the case content will be made and applicants must be ready to answer related questions from the audience. A video recording of all presentations will be made for further assessment by our CRE Awards committee.

### The Business Case

Participants are required to submit a written business case of not more than 20 pages. The submission should present an overview of their business and customer service operation in achieving customer relationship excellence in accordance of the Customer Service Quality Standard (CSQS). The details of the business case are to be defined by the participating organization; however, APCSC recommends that you be creative and innovative when making your case. The following are recommended areas to be explored, however, please do not limit yourself to only these areas:-

- The role of Customer Relationship Excellence (CRE) and how CRE is achieved in your organization
- Management leadership and responsibilities
  - Vision, Mission, Value and successful strategies for attracting and retaining customers
  - Leadership Effectiveness and Customer Pledges
  - Interdepartmental communication
- Resource management
  - Human resources and development strategy
  - Knowledge management and sharing
  - Innovation & technology, and the role it plays within your organization
- Process management
  - Service and Support strategy
  - Product, Service, Operation management
  - Customer interaction, contact channels, feedback, survey, best practices
- Performance management
  - Measuring business success, customer satisfaction and loyalty
  - Customer Contact and Service Center performance, benchmarking
  - Customer, financial, staff and service performance

### Format of Business Case Presentation

Participants may choose to use a presentation tool, such as Microsoft® PowerPoint™ or use a flipchart. No bias or preference will be made to the method used to present your case.



**Audience**

There will be members from other competing companies present during your presentation. They will have the chance to watch your presentation and you will have the chance to watch theirs. In order to give a fair advantage to the participating companies, all presentations are collected prior to the business case presentation and are not allowed to be changed once submitted.

**Language of Communication**

The preferred language of communication for your presentation is English, as there may be companies participating from different countries.

**3. Mystery Calls / Mystery Visits**

Participants will be visited (in the case of a Customer Service Center) and/or telephone calls will be made to the participating Contact Center or Help Desk to evaluate service quality and for comparison against the self assessment.

The following are areas that will be assessed during the Mystery Call & Mystery Visit stages on a 5-point scale:-

**For Mystery Calls:-**

- Speed of Answer
- Answered by IVR
- Time in IVR (Time from start of call until speaking to a Human)
- Number of times put on hold (where applicable)
- Total time on hold (where applicable)
- Number of times transferred / escalated
- Language used (i.e. English, Cantonese, Mandarin)
- Total Call Duration

<b>1. Pleasantness &amp; Friendliness</b>	5	4	3	2	1
Spoke clearly and positively					
Asked “how may I help” or similar phrase					
Thanked the customer for calling by name	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Professional service</b>	5	4	3	2	1
Was professional and consistent					
Displayed confidence and enthusiasm					
Remained focused and objective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Summarized the call					
<b>3. Reliability &amp; effectiveness</b>	5	4	3	2	1
Used active listening					
Created Rapport					
Understood requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



<b>4. Ability to help</b>	5	4	3	2	1
Was knowledgeable and helpful					
Gave explanations					
Provided alternative solutions / products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asked if he / she could help with anything else	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. Follow-up</b>	5	4	3	2	1
Advised customer to call back for further assistance					
Responded within an acceptable timeframe					
Provided a solution to your enquiry / problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5 = Strongly Satisfied, 1 = Strongly Dissatisfied

**For Mystery Visits:-**

- Décor and Layout
- Initial Greeting & Body Language
- Atmosphere
- Customer Refreshments
- Information Leaflets
- Customer Suggestion Box / Feedback

<b>1. Pleasantness &amp; Friendliness</b>	5	4	3	2	1
Spoke clearly and positively					
Asked “how may I help” or similar phrase					
Thanked the customer for visiting by name	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Professional service</b>	5	4	3	2	1
Was professional and consistent					
Displayed confidence and enthusiasm					
Remained focused and objective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Summarized the enquiry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Reliability &amp; effectiveness</b>	5	4	3	2	1
Used active listening					
Created Rapport					
Understood requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. Ability to help</b>	5	4	3	2	1
Was knowledgeable and helpful					
Gave explanations					
Provided alternative solutions / products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asked if he / she could help with anything else	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. Follow-up</b>	5	4	3	2	1
Advised customer to visit again for further assistance					
Responded within an acceptable timeframe					
Provided a solution to your enquiry / problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5 = Strongly Satisfied, 1 = Strongly Dissatisfied



## 4. Customer Service Quality Standard (CSQS)

The Customer Service Quality Standard (CSQS) as the CRE Awards judging criteria has become a fundamental reference that characterizes world class organizations.

A site assessment by the CRE Awards assessors will be conducted using the CSQS standard. Applicants will be audited and measured against these standards to check for compliance in the respective areas and critical success factors for CRE.

The Customer Service Quality Standard (CSQS) as important framework of CRE Awards judging criteria has incorporated the advancements that are strategic and business practical from the CRE Awards winners' business case presentations annually to create a comprehensive roadmap of customer relationship excellence for serving their internal and external customers.

The latest version of CSQS will be posted to you upon enrolment to the CRE Awards. Companies should attending the ***Certified Customer Service Analyst & Auditor (CCSA)*** program to learn about CSQS and the self assessment and audit tools in order to prepare well for the CRE Awards.

Companies should learn and integrate CSQS into their service quality management system to prepare well prior to applying the CRE Awards so as to improve revenue, customer satisfaction, business performance and recognition.

## 5. Public Web Vote

A shortlist of finalists will be drawn up based on the business case presentation. The general public will have the opportunity to place a vote for the short listed participants. The web vote will be accessible via APCSC's homepage.

A special dedicated webpage will also be provided for your company so you can invite your customers and partners to vote for your customer relationship excellence.



# Assessment Procedures and Judging Criteria for Individuals

## *Guidelines for Success!*

Individual participants of the 2009 CRE Awards are required to submit a letter of application to explain why they would like to receive an award. A telephone interview of the short listed participants will be conducted to allow the individual to elaborate further on their experiences.

## Letter of Application

The content of the letter should include the following:-

- Individuals Name
- Job Title
- Company or Organization
- Years of Service
- Type of support they provide (e.g. Inbound, Outbound, Telemarketing etc.)
- Applicants CV (if applicable)
- Any reference letters from their manager or letters from customers praising their achievements
- Any internal award(s) that the individual has won
- Any other supporting information that will contribute to the individual's application (try to be creative and innovative!)

An example letter is given on the next page. **Please do not directly copy this information or scenario**; the individual should be creative in his or her application. Please pay attention to the comments given in the “<” and “>”.

The example letter is aimed at the Customer Service Professional (also referred as frontline staff). The format should remain the same for other levels of individuals; however, as the level of seniority increases, the content of the letter should reflect this and include leadership topics.

Please forward all material to: **Asia Pacific Customer Service Consortium, CRE Awards, 9/F Surson Commercial Building, 140-142 Austin Road, Tsim Sha Tsui, Kowloon, Hong Kong.**



**Name:** Joseph Mak  
**Title:** Customer Service Professional  
**Company:** ABC Corporation Limited  
**Years of Service in industry:** 3  
**Type of support:** Inbound and Outbound Support

Dear APCSC,

*After hearing about your CRE Awards program, I felt it was appropriate for me to enter this award since I have been working in the service industry for over 3 years and have won several internal awards for performance and also employee of the month. Please kindly note the attached certificates for your reference.*

*I am aware of the highly challenging criteria for the individual selection process and I am confident that my experience and service skills will certainly be competitive to others who are currently participating in this award.*

*My responsibilities at work are very important to the company, since I am the first point of contact for our customers. With this in mind, it is important that I project a professional image whilst representing my company as well as to provide complete customer satisfaction at all times. <...continue to explain and elaborate as necessary>*

*I'd also like to share with you a recent enjoyable experience with a customer who had a problem, which I was able to resolve to the customers complete satisfaction. Initially, the customer was quite upset about <explain a particular case or experience that was enjoyable>. They had been trying to resolve the problem for some time, but with no success. Since the problem required a high degree of authority, I was able to provide a solution since our company provides frontline empowerment. This enables me to make strategic decisions and to reach a solution fast. <...continue to explain and elaborate as necessary >*

*The perception of good customer service is quite apparent to me, I'd also like to share with you the important values of customer service and how I can utilize these values in order for me to provide consistent service quality to our customers. <...explain a little about the values of customer service and best practices. Continue and elaborate as necessary.>*

*Thank you for giving me the opportunity to share with you my experience and thoughts on Customer Relationship Excellence,*

*Sincerely,  
 <Name of Applicant>*



## Telephone Interview

Based on the letter of application, individuals will be short listed for a telephone interview. The telephone interview will be conducted by a member of the CRE Awards panel and will consist of the following:-

- Question & Answer (Q&A) session based on the individual's letter of application and outlook on service excellence or;
- Telephone interview based on a pre-defined set of categories relating to customer service. Bullet points outlining the area for discussion will be sent to the individuals prior to the interview to allow them to prepare in advance.

Successful individuals will be notified when the telephone interview will commence.

This is a casual process and individuals are reminded that this is a non-stressful exercise. The objective is to assess the individual's personality, mindset and attitude towards Customer Service and the perceived value they bring to the organization.

### **Audience**

There will be no audience present during the telephone interview.

### **Language of Communication**

The preferred language of communication is English; however, the individual may communicate in Mandarin or Cantonese. Please kindly make sure that you state your preference when applying for the individual awards.



# CRE Awards Calendar

## *Important dates for you to remember*

There are a number of important dates to pay particular attention to. Participants may be required to attend certain events and winners will be required to attend the CRE Awards Ceremony.

## *Overview of CRE Awards 2009 Process*

<b>Open for Applications &amp; Nomination</b>	<ul style="list-style-type: none"> <li>➤ Applications and Nomination can be submitted online or by fax</li> <li>➤ Applicants are recommended to attend the Customer Service Analyst and Auditor (CCSA) program to understand the CSQS Assessment criteria</li> </ul>	July – December 2009	
<b>Preparation for the CRE Awards</b>			
<b>Application Deadline</b>	<ul style="list-style-type: none"> <li>➤ Early Admission (EA)</li> <li>➤ Second Admission (SA)</li> </ul>	<b>EA Oct 15</b>	<b>SA Dec 15</b>
<b>Self Assessment Questionnaire</b>	<ul style="list-style-type: none"> <li>➤ Participants must complete a comprehensive self assessment questionnaire based on CSQS*</li> </ul>	January 31, 2010	
<b>Business Case Presentations</b>	<ul style="list-style-type: none"> <li>➤ Award Participants have the opportunity to present their business case at a special forum that is only open to the participants of the CRE Awards and APCSC corporate members</li> </ul>	February, 2010	
<b>Stage One Screening</b>	<ul style="list-style-type: none"> <li>➤ Stage One short listed applicants are notified</li> </ul>	February – March 2010	
<b>Mystery Call / Visit</b>	<ul style="list-style-type: none"> <li>➤ Mystery calls will be made to the participating organizations. For service centers, mystery visits will be made, and for confidential centers, a site visit will be made</li> </ul>	March – April 2010	
<b>CSQS &amp; CSKM* Audit</b>	<ul style="list-style-type: none"> <li>➤ Customer Service Quality Standard (CSQS)* as important CRE Awards judging criteria has become a fundamental reference that characterizes world class organizations. CRE Awards Audit based on CSQS to identify the use and compliance of Best Practices and Customer Service Knowledge Management (CSKM) on the adoption of Knowledge Management for Customer Service operation and quality management system.</li> <li>➤ Site visit Q&amp;A Session to verify, check and clarify self assessment details, mystery call findings, etc.</li> </ul>	<b>October – December 2009</b>	<b>January – April 2010</b>
<b>Stage Two Screening</b>	<ul style="list-style-type: none"> <li>➤ Applicant's data, self assessment, mystery call findings etc. will be referenced to the Customer Service Quality Standard (CSQS) to establish use of Best Practices.</li> </ul>	April – May 2010	
<b>Public Webvoting</b>	<ul style="list-style-type: none"> <li>➤ General public and customers of the participating organizations will have the opportunity to register their vote through official website</li> </ul>	April – May 2010	
<b>Final Assessment by Judging Panel</b>	<ul style="list-style-type: none"> <li>➤ Winners are notified</li> </ul>	May 2010	
<b>CRE Awards Dinner Ceremony and Trophy Presentation</b>	<ul style="list-style-type: none"> <li>➤ Trophies and certificates will be awarded to the winners at the CRE Awards Asia Pacific Dinner Ceremony</li> </ul>	June 2010	
<b>Press Release &amp; Publication of Newspaper Supplements</b>	<ul style="list-style-type: none"> <li>➤ Winners will be invited to contribute and support a special newspaper supplement. Interview opportunity would be provided to the winning companies</li> </ul>	June - July, 2010	



\*CRE Awards Participants will receive a copy of the CSQS for preparation and implementation. Certification in Customer Service Management (CCSM) under the Continuous Education Fund scheme and the Customer Service Analyst and Auditor (CCSA) programs also provides in-depth knowledge and practical cases about the CSQS and CSKM implementation and scorecard assessment tools.

Please kindly note that the schedule may be subject to change for reasons out of the control of APCSC. We will notify all participants of any changes to the schedule in advance.

## What to expect if you are a CRE Awards winner

### Press Release and Media Exposure

APCSC will liaise and coordinate with selective official newspapers to cover the awards outcome in a special supplement and group rate. **This is a great opportunity for you to place a supporting advertisement in the supplement for public awareness, and interviews with key staff of award winners will be arranged for advertorial.** The supplement will be distributed with their respective daily newspaper.

CRE Awards winners will be invited to share their success with local and regional press. APCSC will publish a **special supplement** that will be distributed in a selection of local major newspapers and CRE Awards winners will be invited to support the supplement by placing an advertisement. **Please note that this is not mandatory, but is a worthwhile exercise to communicate your achievements.**

### APCSC CRE & CSQS Leadership Summit

The Leadership Summit is a Regional Conference for leading companies to exhibit and showcase Customer Service and CRM related best practices, success stories, technologies, as well as keynote presentations by industry authorities and experts from the Customer Relationship Excellence Leadership Community.

CRE Awards winners are obliged to **give a presentation at the APCSC CRE & CSQS Summit.** This conference is important in that it fulfils the purpose of the CRE Awards to elevate customer relationship excellence and service quality in Asia Pacific.

### CRE Awards Dinner Ceremony

**The CRE Awards Dinner Ceremony is the highlight of the whole CRE Awards process** to elevate and promote Customer Relationship Excellence in Asia Pacific and expand your business network through the **APCSC Global CRM Community** and industry leaders, experts and judges.

Please contact us on +852 21741428 or email [creawards@apcsc.com](mailto:creawards@apcsc.com)



## Where to get Help

If you require assistance or have any questions, you may refer to the following list for contact information.

### Corporate & Individual

Please contact us on +852 21741428 or email [creawards@apcsc.com](mailto:creawards@apcsc.com)

### Sponsorship Opportunities

If your organization would like to sponsor the CRE Awards Dinner Ceremony and the annual CRE and CSQS Summit, please contact us on +852 21741428 or email [creawards@apcsc.com](mailto:creawards@apcsc.com)



## Frequently Asked Questions (FAQ)

The following are answers to frequently asked questions. If your question is not listed, please contact us on +852 2174 1428 or email [creawards@apcsc.com](mailto:creawards@apcsc.com)

### Who presents the winning CRE Awards?

The CRE Awards will be presented by APCSC's Chairman. Special guests and industry experts may also be invited to compliment the presentations.

### Who is the Chairman of the CRE Awards Committee?

The CRE Awards Committee is joint-chaired by **neutral industry representatives** to ensure no biased views will affect the CRE Awards evaluation.

### How many people are on the committee?

There are between 3 and 5 people on the CRE Awards Committee. This will vary on an annual basis depending on the availability of the relevant personnel.

### How do you plan to make site visits / mystery calls for the companies participating from overseas?

APCSC will appoint a neutral partner to conduct site visits and mystery calls in accordance with APCSC's strict Standard Operating Procedures. The information and findings will be forwarded to APCSC for review. In some cases, the Chairman of the CRE Awards committee will visit the overseas site. In some cases, APCSC personnel will also make a visit should time permit.

### When will the CRE Awards be presented?

The CRE Awards will be presented at a special CRE Awards Dinner Ceremony. Please contact us for an updated schedule or check the CRE Awards website link located at the APCSC Home Page [www.apcsc.com](http://www.apcsc.com).

### What happens if my company is the only one in its industry? Can I still win a CRE Awards?

Yes, you still have the chance to win an award.

### I noticed that you mention the Customer Service Quality Standard (CSQS); do I have to be certified or approved?

No, you are not required to be CSQS certified. However, with increasing standardization of best practices, the CSQS as a guideline of best practices objectively assess critical success factors for Customer Relationship Excellence. It would be a worthwhile exercise to study the standard and consider becoming certified in the future.

### Where will the CRE Awards ceremony be held?

The venue for the CRE Awards ceremony will be announced at least 2 weeks before the event. Please contact us for an update or visit the CRE Awards website link located at the APCSC Home Page [www.apcsc.com](http://www.apcsc.com).

### Once enrolled, if I decide not to participate, will I get a refund?

We are sorry; we cannot offer a refund once you have enrolled.



### How many departments can participate in this CRE Awards?

You can enter as many departments as you wish. You will have to pay the initial enrolment fee of HK\$15,500 and then HK\$7,750 per department per category. For example, you would like to enter two departments and 4 categories. The calculation is shown below:-

Department A, including 1 category = HK\$15,500  
Additional category for Department A = HK\$7,750  
Department B category = HK\$7,750  
Department B additional category = HK\$7,750  
**Total = HK\$38,750**

Or...

Department A, including 1 category = HK\$15,500  
Additional 3 categories = HK\$23,250  
**Total = HK\$38,750**

### I want to know how successful I am in the webvoting, and how other companies are performing. Can you tell me?

Yes and No. We can only indicate what position your company is currently holding at the time of your enquiry. We cannot and will not disclose information about other participating companies relating to their performance at any stage of the assessment process.

Assessment in this area is not only based on the number of votes that you have received. The judging panel will also look at the qualitative comments and take these into consideration.

We kindly request that you limit your enquiry to once per week.

### Will there be any opportunity for a customer to register a negative vote during the webvoting against my company?

Yes. Webvoting allows your customers to give positive and negative experiences. This provides a clearer picture from the customers' point of view.

### When will I know that my company has won a CRE Awards?

All participating companies will be notified within 2 weeks prior to the CRE Awards ceremony as to what awards have been won. Your winning awards will not be disclosed to anyone else other than your company prior to the CRE Awards ceremony. After the ceremony, APCSC will issue a press release detailing all of the winning companies and categories that they have won.

### Can I publish my own press release?

Yes, you can make arrangements for any press releases or public relationship campaigns; however, we would kindly ask that you **publish your correspondence after the CRE Awards ceremony**.

### I want to join more categories, but the deadline has passed - is there anything I can do?

We are sorry, but once the deadline has passed, we will not accept any more applications – even if you are already participating in other categories.

### I made a mistake in my self assessment, can I change it?

Yes, as long as the deadline hasn't passed. In some special cases, we may accept changes to your self assessment after the deadline. Please contact us to discuss.



**There is an emergency; I can't attend the business case presentations. What should I do?**

We can arrange a suitable time for you to make a special presentation, however you may be charged a fee to cover administrative costs. Please try to make sure that there will be someone else available to make the presentation in the event that you cannot make it and give as much notice as possible.

**Can I invite a business colleague or my customer to attend the business case presentations?**

Only APCSC members are permitted to attend the business case presentations. If you are our member, you may bring one external person. This event is closed to the general public.

**Who should make the business case presentation?**

We strongly recommend that a **senior member of your management team** make the presentation, since some of the questions from the audience may require a senior person to give an appropriate response. Since the business case presentation is part of the competition process, most companies will send senior executives to give their best presentations. Further, it would also project a better image of your Organization as well as your seriousness in participating in the CRE Awards.

**There is confidential information in my presentation that I don't want to share with other participants. Will this affect my chances of winning an award?**

APCSC fully respects the privacy and intellectual property of all of the participating companies. However, it is important to give sufficient information for the judges so that they may make a fair and honest assessment. You can submit confidential information separately as necessary. All confidential information will be destroyed after the assessment stages.

**What format is the Business Case presentation in?**

Please refer to the "**Assessment Procedures and Judging Criteria for Corporate Organizations**" section for more information. Your presentation should be forwarded to APCSC at least one week before the Business Case Presentation date. Please advise us immediately if there are any problems.

**Who are the other CRE Awards participants; can you give me their details?**

The CRE Awards Committee will publish a list of finalists on the CRE Awards homepage and in a special press release. Details of applicants will not be disclosed to protect their privacy. It would not be prudent to expose the details of Organizations who did not make it to the finals.

We can provide a breakdown by industry and graphical location if necessary.



I would like a duplicate certificate and/or duplicate trophy - can you make one for me?

Yes. If you would like additional certificates and trophies, please advise us once you have been notified that you have won an award. The price for duplicate certificates and trophies are as follows:-

- Duplicate Individual Certificate – HK\$600 per certificate
- Duplicate Corporate Certificate – HK\$800 per certificate
- Duplicate Individual Awards Trophy – HK\$800 per trophy
- Duplicate Corporate Awards Trophy – HK\$1,200 per trophy

**There are many awards out there, why is yours so special?**

The Customer Relationship Excellence Awards is currently the only regional award for Customer Service and Relationship Excellence that covers many categories in Asia Pacific. This means that you are not only competing in your local market, but also against other companies participating from around the region. The participating companies go through a comprehensive balanced scorecard assessment and exposure to the best practices from the market leaders competing for different categories to offer the most rewarding learning experience.

This creates a **higher quality standard of business service** for Customers, and for the winners, better value and high return on investment. In addition, the CRE Awards framework has already enjoyed much success in the USA and Australia, and has been adopted as the standard by many leading local, multinational and global organizations.

Knowing that the fee of CRE award is HK15,500 for each corporate, and HK7,750 for each additional category, may I know is there any limitation on how many category one company can apply? For example, one of our premises would like to apply 3 categories, is it fine?

There is no limitation one company can apply. Yes, if each of you premise is applying as one company, each premise can apply 3 categories separately.

Moreover, more than one premise under our company name would like to apply for this award, for this case, how much we have to pay for the CRE award? Please specify whether HK15,500 is for one premise or for one company regardless how many premise or categories would be applied.

If each premise is planning to enroll and to receive the CRE Awards separately, each premise should apply independently as one company. The fee will be HK15,500 for first category for each premise and HK7,750 for additional category.

In order to apply for the Outstanding Achievement for CRE Awards, a comprehensive assessment is required for additional 3 Corporate Categories to qualify for enrolment for the grand award.



# Application Form & Enrolment Fees

Please complete the form below and fax back to us on +852 2174 1438 to enroll for the 2009 Customer Relationship Excellence Awards. You may also visit <http://www.apcsc.com> and use the web links on the homepage to register online.

Your Name \_\_\_\_\_

Your Title \_\_\_\_\_

Your Company Name \_\_\_\_\_

Phone \_\_\_\_\_

Fax \_\_\_\_\_

Email \_\_\_\_\_

Address (including country) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Authorized Signature & Company Chop

Please indicate which Corporate categories you would like to participate in:-

- |                                                                              |                                                                                   |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <input type="checkbox"/> *CRE – Outstanding Achievement                      | <input type="checkbox"/> *Corporate Environmental & Social Leadership of the Year |
| <input type="checkbox"/> Service Portal of the Year                          | <input type="checkbox"/> Customer Loyalty Program of the Year                     |
| <input type="checkbox"/> Global Support Services of the Year                 | <input type="checkbox"/> Customer Satisfaction Quality System of the Year         |
| <input type="checkbox"/> Contact Center of the Year                          | <input type="checkbox"/> People Development Program of the Year                   |
| <input type="checkbox"/> Customer Service Center of the Year                 | <input type="checkbox"/> Best Use of Technology of the Year                       |
| <input type="checkbox"/> Outsourcing Team of the Year                        | <input type="checkbox"/> Innovative Technology of the Year                        |
| <input type="checkbox"/> Field Support Team of the Year                      | <input type="checkbox"/> High Speed Customer Service of the Year                  |
| <input type="checkbox"/> Integrated Support Team of the Year                 | <input type="checkbox"/> Mission Critical Support Service of the Year             |
| <input type="checkbox"/> Corporate Service Team of the Year                  | <input type="checkbox"/> Best Customer Experience Management of the Year          |
| <input type="checkbox"/> Consumer Relationship Marketing Service of the Year | <input type="checkbox"/> Public Service of the Year                               |
| <input type="checkbox"/> Best Use of Knowledge Management of the Year        |                                                                                   |

\*Please kindly note that in order to apply for the “CRE Outstanding Achievement” and “Corporate Environmental & Social Leadership of the Year” you will need to enroll in at least 3 other corporate categories and 1 other corporate category respectively to ensure comprehensive assessment to reflect the Outstanding Achievement.

Please indicate which Individual categories you would like to participate in and how many individuals per category.

You may write the number of participants in the boxes provided (e.g. ): -

- |                                                               |                                                                    |
|---------------------------------------------------------------|--------------------------------------------------------------------|
| <input type="checkbox"/> CEO of the Year                      | <input type="checkbox"/> CRM Manager of the Year                   |
| <input type="checkbox"/> CRM Director of the Year             | <input type="checkbox"/> Customer Service Team Leader of the Year  |
| <input type="checkbox"/> Customer Service Manager of the Year | <input type="checkbox"/> Customer Service Professional of the Year |

The following option apply to Customer Service Manager, Team Leader and Professional Only

- |                                         |                                         |                                           |
|-----------------------------------------|-----------------------------------------|-------------------------------------------|
| <input type="checkbox"/> Contact Center | <input type="checkbox"/> Service Center | <input type="checkbox"/> Technical Center |
|-----------------------------------------|-----------------------------------------|-------------------------------------------|

Initial enrolment including one Corporate category	HK\$15,500	US\$2,000
Each additional Corporate category	HK\$7,750	US\$1,000
Individual awards per person	HK\$1,550	US\$200

**Please note: Once enrolled, no refund will be given**

Please feel free to contact us on (852) 2174 1428 for enquiries or assistance. You may also visit our website [www.apcsc.com](http://www.apcsc.com) for the latest information. Alternatively, contact us by fax (852) 2174 1438