

# SQM<sup>®</sup> OFFICIAL AWARDS GUIDE '08

**contact**<sup>🇨🇦</sup>  
**MANAGEMENT**

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See what clients say about the LiveXchange Homesourcing System.

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# Barbados

## Prime location for Call Centers



- ★ Customer Service
- ★ Financial Services
- ★ Inbound/Outbound Sales
- ★ Collections
- ★ Travel
- ★ Help Desk
- ★ Technical Support
- ★ Healthcare
- ★ Insurance

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# LETTER FROM THE PRESIDENT

SQM'S 10<sup>TH</sup> ANNUAL CALL CENTER 2008 AWARDS PROGRAM  
AS JUDGED BY YOUR CUSTOMERS AND EMPLOYEES

November 18, 2008

Dear SQM Guest

Thank you for choosing to attend this year's 2008 Awards Program Dinner. I promise you that this will be an event you will remember for years!

Tonight we will be recognizing 33 companies with 62 different awards for Call Centre of the Year, World Class Certification, First Call Resolution, Highest customer satisfaction, notable improvement and employee satisfaction. We will be recognizing two outstanding leaders in the call center industry. And, the Awards that I am personally most excited about are the 11 World Class CSR Finalists who have demonstrated extraordinary ability to serve their customers in an exemplary manner as judged by their customers. From these 11 Finalists I will tonight announce the one World Class Representative of the Year.

I have never felt prouder in my business than now in having the honour of recognizing the people who make world class customer service a reality. We all hear too many of the bad service stories and, I believe, executives are often at a loss to truly describe what great customer service is. The stories from these Finalists, included in this publication, do describe world class customer service. It is my hope that you will share these stories with your people who are not at this event and with them help change corporate cultures all over North America who are still a long long way from respecting and serving their customers.

I recognize the tremendous effort that has happened all year to earn these awards – the daily recognition of world class surveys, the responsive action on action alerts, the focus of coaching on customer feedback, the design of bonus and incentive programs incorporating the customer, the management communication of goals and progress on FCR and Customer satisfaction – all of this, and more, delivered constantly. I want to recognize all of your efforts and personally thank you for entrusting SQM to deliver this vital customer information to your business and to trust in our guidance as to how to use it.

Thank you!

Sincerely



**President & Founder | SQM Group**

### JANUARY / FEBRUARY

#### ESSENTIALS THEME

##### Workforce recruiting, training, performing Feature stories include:

- HR realities facing contact centres
- Virtual training to increase learning, retention

#### SOFTWARE SOLUTIONS

Workforce optimization & scheduling, training and hiring tools, quality management software

#### Bonus distribution:

Human Resources Professional Association of Ontario Annual Conference  
*January 28-29*  
Metro Toronto Convention Centre, Toronto, Ont.

### MARCH / APRIL

#### ESSENTIALS THEME

##### Customer service strategies Feature stories include:

- The future of customer self-service
- Self service: New essential tools

#### SOFTWARE SOLUTIONS

IVRs, speech systems, help desk tools, ACDs

#### Bonus distribution

Manitoba Customer Contact Association Annual Conference  
*March 18-19*  
Victoria Inn, Winnipeg, MB

Canadian Marketing Association Annual Convention  
*April 27-29*  
Metro Toronto Convention Centre, Toronto, ON

Alberta Call Centre Association Annual Conference  
*April 28-29*  
Calgary, AB

Help Desk Institute (HDI) Trillium Chapter Conference  
*Sometime in week of May 4*  
Toronto, ON

### MAY / JUNE

#### ESSENTIALS THEME

##### Unified Communications & Telecom Management Feature stories include:

- The cell phone deluge
- Telecom strategies in tight times

#### SOFTWARE SOLUTIONS

VoIP, Virtual Solutions, CTI & PBX, Click to Chat

#### Bonus distribution

ContactNB Awards of Excellence  
*Late May*  
Moncton, NB

Ottawa Regional Call Centre Association Awards Gala  
*June 3*  
Ottawa

Canadian Telecom Summit  
*June 15-17*  
Toronto Congress Centre, Toronto, ON

### JULY / AUGUST

#### ESSENTIALS THEME

##### Outsourcing, Site Selection & Facilities Feature stories include:

- Drafting all encompassing site selection plan
- Outsourcing versus home agents for cost cutting

#### SOFTWARE SOLUTIONS

Home agent applications, geographic information systems, location intelligence tools

#### Bonus distribution

Call Centre Week Canada  
*August 17-20*  
Toronto  
Hotel TBA

### SEPTEMBER / OCTOBER

#### ESSENTIALS THEME

##### Business strategy & leadership/ICCM Show issue Features will include:

- Preview of ICCM Canada conference
- Business metrics for your call centre

#### SOFTWARE SOLUTIONS

Customer Relationship Management systems, Business Intelligence systems, analytical software

#### Bonus distribution:

Canadian Call Management Association (CAM-X) 45<sup>th</sup> Annual Convention & Trade Show,  
*September 22-25*  
Kelowna, B.C.

ContactNB Annual Conference  
*Early October*  
Saint John, NB

ICCM Canada Annual Conference & Expo  
*October 19-21*  
Metro Toronto Convention Centre, Toronto

### NOVEMBER / DECEMBER

#### ESSENTIALS THEME

##### Rewards, Incentives & Agent Productivity Feature stories include:

- Implementing creative rewards & recognition program
- Incentives on a tight budget

#### SOFTWARE SOLUTIONS

Agent productivity tools, call monitoring, marketing automation

#### HARDWARE SOLUTIONS

Headsets, wall boards, furnishings

#### Bonus distribution:

SQM Call Centre Conference  
*Late November,*  
Location TBA

**ANNUAL CALL CENTRE DIRECTORY ISSUE**  
**Listings and solutions for strategy & leadership, people, operations and services, and technology**

# AWARD WINNERS

ABOUT THE SQM 2009 AWARDS PROGRAM



benchmarks over 350 leading international call centers on an annual basis and has been conducting FCR/Csat benchmarking studies for over 12 years. On an annual basis, SQM conducts over 1 million surveys with customers who have used a call center, email, website or IVR contact channel service. SQM also conducts over 25,000 surveys yearly with employees who work in call centers. Our customer and employee survey benchmarking databases are one of the largest in North America. SQM does business in 9 countries around the globe: Canada, United States, Argentina, Australia, Puerto Rico, India, Philippines, Costa Rica and Mexico.

Based on our call center benchmarking studies, SQM awards excellence in service quality for the call center industry. SQM evaluates leading international companies such as Marriott, Sears, Canadian Tire, US Bank, Capital One, Scotiabank, Discovercard, Blue Cross, etc. We have recognized top performing call centers for customer and employee satisfaction since 1998. SQM awards are based on customers who have used a call center and employees who work in a call center. We have 33 different awards and recognize the top performing call centers for the awards.



## CALL CENTRE OF THE YEAR



**Laura Costa**  
VP of Customer Care

VSP® Vision Care, the nation's largest eyecare benefits provider, is thrilled to receive Service Quality Measurement, Inc.'s (SQM) World Class Customer Satisfaction award for the seventh consecutive year. Additionally, Laura Costa, Vice President of Customer Care for VSP Vision Care who won World Class Leader said,

“ *I am truly honored to be selected for this award. The team I am working with in Sacramento and Ohio is a huge part of achieving this leadership award.* ”

“These awards are a testament to VSP’s continued commitment to service excellence,” said Costa. “This year’s recognition is particularly rewarding because it comes during a time when VSP is active with mergers and acquisitions. This year we upgraded most of our desktop and call center technical infrastructure. It is an extraordinary accomplishment to maintain our service excellence and actually increase our employee satisfaction during this time period.”

In addition to the “World Class Customer Satisfaction” and “World Class Leader” awards, VSP Vision Care won the following titles as well:

- ⇒ CALL CENTER OF THE YEAR
- ⇒ WORLD CLASS CERTIFICATION
- ⇒ HIGHEST CUSTOMER SATISFACTION IN INSURANCE
- ⇒ HIGHEST EMPLOYEE SATISFACTION
- ⇒ HIGHEST EMPLOYEE SATISFACTION IN INSURANCE
- ⇒ WORLD CLASS EMPLOYEE SATISFACTION



# AWARDS

SQM OFFICIAL AWARDS GUIDE 2008

## CALL CENTER WORLD CLASS CALL CERTIFICATION

### ORGANIZATION

Blue Cross & Blue Shield of Massachusetts  
 Blue Cross & Blue Shield of Rhode Island  
 CAA Insurance Company (Ontario)  
 Marriott Systems Support Center  
 Scotiabank (Halifax)  
 Scotiabank Helpdesk  
 VSP Vision Care (East & West)

*Criteria used for Call Center World Class Call Certification is 50% or higher of the calls are at the world class level for 6 months or more in 2008. SQM's world class call criteria are based on the customer's call being resolved, the customer is overall very satisfied (top box response) rating with their call center experience and also is very satisfied with 5 key customer service metrics*

## CUSTOMER SATISFACTION /FCR AWARDS

### ORGANIZATION

### AWARD

#### HIGHEST CUSTOMER SATISFACTION FOR THE CALL CENTER INDUSTRY AWARDS

LifeScan  
 LifeScan / The Schwan Food Company (Tie)  
 The Schwan Food Company  
 CIBC  
 Kohl's

**Highest Customer Satisfaction**  
**Highest First Call Resolution**  
**Best Selling Customer Satisfaction**  
**Highest IVR Customer Satisfaction Self Serve**  
**Highest IVR Customer Satisfaction Navigation**

*Criteria used for highest customer satisfaction are based on having the highest customer overall very satisfied (top box response) rating for the call center industry*

#### HIGHEST CUSTOMER SATISFACTION BY SPECIFIC INDUSTRY AWARDS

TD Canada Trust  
 Jackson National Life Insurance  
 VSP Vision Care  
 Blue Cross & Blue Shield of Kansas / Blue Cross & Blue Shield of Massachusetts (Tie)  
 LifeScan  
 ATCO I-Tek / Accenture Utilities BPO Services (Tie)  
 Cogeco / Star Choice (Tie)  
 Insurance Corporation of BC (Claims Division)  
 Marriott Systems Support Center  
 Region of Halton

**Banking**  
**Financial**  
**Insurance**  
**Health Care**  
  
**Retail/Service**  
**Energy**  
**Telecommunications/TV**  
**Union**  
**Helpdesk**  
**Government**

➔ SEE OPPOSITE PAGE

*Criteria used for highest customer satisfaction are based on having the highest customer overall very satisfied (top box response) rating for their specific industry*

#### FCR IMPROVEMENT AWARDS

Accenture Utilities BPO Services  
 ATCO I-Tek  
 BMO Mosaic Mastercard (Montreal & Toronto)  
 CAA Insurance Company (Ontario)  
 Capital One  
 Cogeco Ontario  
 Canadian Tire Financial Services (CTRA)

**Insurance Corporation of BC (Claims Division)**  
**Region of Halton**  
**Star Choice**  
**The Schwan Food Company**  
**TD Canada Trust**  
**Xplornet**

*Criteria is based on a 7% or greater FCR improvement*

#### WORLD CLASS CUSTOMER SATISFACTION AWARDS

Blue Cross & Blue Shield of Kansas  
 Blue Cross and Blue Shield of Massachusetts  
 Canadian Tire Financial Services (CTRA)  
 Citi Retail Services, Credit Operations, Phoenix  
 CUETS – Regina  
 Discover Financial Services LLC  
 Insurance Corporation of BC (Claims Division)  
 Jackson National Life Insurance  
 Kohl's

**LifeScan**  
**Marriott Systems Support Center**  
**Molson Coors Brewing Company**  
**Region of Halton**  
**Scotiabank (Halifax)**  
**Sun Life Group Retirement Services – (Waterloo)**  
**TD Canada Trust**  
**The Schwan Food Company**  
**VSP Vision Care (East & West)**

*Criteria is based on 80% or higher of call center customers rate their overall experience as very satisfied (top box response) rating*

## EMPLOYEE SATISFACTION AWARDS

### ORGANIZATION

*Criteria is based on having the highest number of employees rate their overall experience as very satisfied (top box response) rating for working in their call center for the call center industry*

VSP Vision Care (West)

**HIGHEST EMPLOYEE SATISFACTION FOR THE CALL CENTER INDUSTRY AWARD**

## CSR FINALISTS FOR CSR OF THE YEAR

### AWARD

### ORGANIZATION

<b>AIR MILES Reward Program</b>	LaToya Simpson
<b>AIR MILES Reward Program</b>	Lorraine Tomaino
<b>AIR MILES Reward Program</b>	Tahira Shahab
<b>Canadian Tire Financial Services</b>	Suzanne Laurin
<b>Keystone Mercy Health Plan</b>	Pedro Garcia
<b>Rogers</b>	Arpitha D'Souza
<b>Rogers</b>	Silvana Padula
<b>Sunlife GB</b>	Derek Tutton
<b>Sunlife GB</b>	Debbie Bender
<b>VSP Vision Care</b>	Karina Fleming
<b>VSP Vision Care</b>	Mike Jones

*To be eligible the customer representative must be a World Class Certified customer representative. The criteria for a Certified World Class Customer Representative is 50% or higher of the calls surveyed are at the world class call level. Call Center Management must also send an example of great customer service that a CSR delivered.*

## EMPLOYEE SATISFACTION AWARDS

### AWARD

### ORGANIZATION

**Banking**  
**Insurance**  
**Energy**

Scotiabank Banking  
VSP Vision Care Insurance  
Arizona Public Service Energy

**HIGHEST EMPLOYEE SATISFACTION BY SPECIFIC INDUSTRY AWARDS**

*Criteria used for highest employee satisfaction are based on having the highest employee overall very satisfied (top box response) rating for working in their call center for their specific industry*

**Scotiabank (Halifax)**  
**VSP Vision Care (West)**

Arizona Public Service  
Canadian Tire Financial Services (Corp)  
Canadian Tire Financial Services (CTRA)

**WORLD CLASS EMPLOYEE SATISFACTION AWARDS**

*Criteria is based on 50% or higher of employees rate their overall experience of working in the call center as very satisfied (top box response) rating*

# GREAT CUSTOMER STORIES

AWARD WINNING STORIES FROM THE FRONT LINES

## BOOKING A FIRST FLIGHT

### “I LEARN FROM MY CUSTOMERS”

About 2 weeks ago, I helped a customer who wanted to book her first flight. I explained to her that the only way to arrange for travel is through a Travel Specialist, and that flights are based on availability at time of booking. She let me know her intended dates and route.

A few questions were asked about extra costs. I was very happy to explain these details to her. As we were chatting, I pulled up her availability. She was very pleased with the options I provided her with. We proceeded to book the flight with lots of laughter and conversation in between. At the end of the call, I asked the standard resolution question and she took the opportunity to tell me that she appreciated my patience. She went as far as to say that my customer service skills were excellent and that she was very pleased with my efficiency. I thanked her ‘times 10’ with a big smile on my face.

I love calls like this! They keep me going through my day. It also helps me to realize that I am doing my job the best way I know how. As customers learn from me, I also learn a great deal from them. Once you get talking to customers, they provide you with many travel tips and give you an insight into their lives. All in all, a great customer experience makes for an efficient and happy work environment.

*LaToya Simpson – AIR MILES Reward Program*

## AN ELDERLY COUPLE CALL

### “THEY COULDN’T THANK ME ENOUGH”

I was speaking with an elderly couple who had me on a speaker phone so that I could communicate with both of them at once. They had called to book a flight from Comox to Toronto so that they could visit their first Great Grand Child.

I proceeded to ask them relevant questions so that I could understand and meet all of their needs. I couldn’t find availability out

of Comox, so I suggested Nanaimo as an alternate departure point since it is very close to Comox. The couple was not aware that commercial airlines flew out of this airport!

After finding availability, I asked them if they were ready to book. With the change in itinerary and departure point, the couple was hesitant to book without speaking with their family. I offered to hold while they called their family, but they didn’t have a cell phone. So that they would feel comfortable prior to committing to a booking, I offered to contact the family myself and go over the details. I contacted the family and completed the booking after finding that everything was satisfactory. The couple couldn’t thank me enough for my patience and the extra effort I put into making sure that their trip would turn out perfectly.

*Lorraine Tomaino – AIR MILES Reward Program*

## OVERCOMING TRAVEL FEARS

### “SHE APPRECIATED MY EMPATHY”

An elderly woman called to book a non-stop flight, Vancouver to Puerto Vallarta, and a car rental in Victoria. All of the available options involved changing planes and terminals. During our conversation, I learnt that her husband had passed away, and that her children didn’t think that their mum could travel alone since she found walking

distances a challenge. She was very hesitant to book.

I assured her that by requesting wheel chair assistance, she would have peace of mind knowing that she would not be alone in a foreign airport. She didn’t realize that the service was free of charge. This information made her feel more confident about traveling. She wanted to prove to her children that she COULD DO IT!

For the car rental, Budget had a phenomenal cash rate. I seized the opportunity to make the cash reservation for her, and ordered Budget Gift Certificates to cover the cost rather than making another option which would have been more costly. She was grateful that I saved her almost 50%. She said that she felt as if I was looking out for her best interests.

She really appreciated that I empathized with her regarding her travel anxiety and that I went out of the way to save her costs.

*Tahira Shahab – AIR MILES Reward Program*

## BUILDING LIFETIME CUSTOMERS

### “TIME AND PERSONALIZED SERVICE WORK”

As an example of the customer representative’s commitment to building customers for life, the following story will illustrate how the customer representative does what it takes to deepen relationships with her customers.

The customer representative, from our customer Relationship Contact Centre, received a call from a customer inquiring about her account. However, the account was in the customer’s husband’s name and he had been deceased since 2001. The customer representative politely explained to the customer that she would have to transfer the account into her own name before conducting any other activity on the card.

At this point, our customer explained that she was unable to drive and that she had no one to take her to the store to fill out the necessary applications.

The customer needed the account transferred as soon as possible as she had automatic transactions being posted to the account on a regular basis that she needed to take care of.

Recognizing a valuable opportunity to help our customer out, the customer representative went above and beyond the call of duty, driving to the nearby city on her own time and hand delivering the required application form to the customer.

The customer representative even took the time to help the customer fill out the form properly.

When an employee from our Credit Services Group called this customer



## CSR Nomination Stories for Top 11 Finalists for CSR of the Year Awards – Summit 2008

to confirm that the spousal transfer had been completed on her account, the customer expressed how appreciative she was for the time and personal service that the customer representative had offered to her.

*Suzanne Laurin – Canadian Tire Financial Services*

### A MEDICAL MARVEL

#### “RECOGNITION FOR ABOVE AND BEYOND”

The customer representative is known for his warm and caring attitude towards the members he services. He goes above and beyond to resolve a member's issue. He's a member advocate and he has compassion and a special concern for senior citizens and members who speak very little English. I receive numerous compliments from members stating that he is the first rep who took his time to listen to them and resolve their issue.

The customer representative serviced a call for a member who had to have a catheter removed the next day. The member only spoke Spanish. The hospital that inserted the catheter would not remove it. The customer representative made several calls conferencing the member, and acting as their interpreter to locate a provider who would remove the catheter. The only place who would remove it was Hershey Medical. This was 1.5 hours away from the member's home. The member did not drive, she was not registered with our transport services and she could not afford to take a cab. The customer representative helped to facilitate transportation for this member. Afterwards, the member called to say what a fantastic rep he was and she wanted me to give him recognition for going *'above and beyond'* and providing excellent service. The member stated *'this was the best customer service experience I ever had!'* The customer representative received an award for providing excellent customer service.

*Pedro Garcia – AmeriHealth Mercy Family of Companies*

### TURNING ANGER INTO THANKS

#### “GAINING TRUST TO RESOLVE THEIR CONCERNS”

Among leading Telecommunication Services companies, our company provides the best customer service. Our 24/7 call centre offers flexibility for our customers for reaching us at any time and from anywhere. Our customer service policy is designed with our customers and business in mind. Although we strive to do our best and help out each and every customer, some customers feel as if they have not been taken care of properly and are dissatisfied. The company's support policy concerning overdue accounts is that the customer cannot receive our services until we receive the payment in full. Earlier this year, I received a call in the evening from a lady. She was a mother of three and was going to school part time to complete her PhD. Because of her tight budget and busy schedule she was not able to make payments for her services. As a result, her cable, internet and home phone services had been disconnected. The customer called using a payphone across the street from her house and had one of her children waiting outside with her.

The customer was furious because she had a

project to hand in the next day which required internet access. She was frustrated since she had been transferred several times before she had reached me. In order to provide the best customer service possible we sometimes need to bend our rules in order to retain a long time loyal customer. The customer was willing to pay the bill in full but needed to make payment arrangements with the credit operations department first. She had previously had a terrible experience speaking to an AR agent so I warm-transferred her and made a request with the agent to remove the pending non payment. This was a huge exception they made for the customer based on her circumstance. Once this was completed, in order to activate her services and bind her modem I needed to speak to the technical support. When I warm-transferred the customer she did not want me to go and she asked if I could stay on the phone with her until the issue was resolved. I was more than willing to stay on the phone with her and after one hour, her services were up and running and she was very happy.

As an employee I am able to provide every customer calling into the call centre with similar service. Customers trust us to be their providers for cable, internet, home phone and wireless. They call into the centre and speak to a stranger over the phone about their problems with the services or their financial instabilities. As a customer service representative I am able to use my empowerment to make things right for the customers and the company. The company provides me the responsibility to satisfy our customers. Our customers trust me to resolve their concerns and this makes me very proud to be a Customer Service Representative.

*Arpitha D'Souza – Rogers Communications*

### DEALING WITH FRUSTRATION

#### “UNDERSTANDING NEEDS AND SOLUTIONS”

The story begins when our customer decided to change his price plan on his existing wireless account. A simple request! After waiting on the phone for over 15 minutes a customer service agent answered his call. Sadly the customer was obliged to repeat his request multiple times due to the fact that the agent did not seem to understand his request. Finally the customer service agent decided to transfer the customer. Thankfully he got to speak to the customer representative! The customer wanted to reduce his monthly invoices as he could no longer afford to pay \$175 per month. The customer representative understood the customer's request and was quickly able to turn the situation around. She was able to diffuse the situation and calm the customer down. She took the time to effectively analyze his invoice and offered the customer the best option based on his needs. She was so professional and caring in her approach that the customer took the time to write a letter of appreciation:

*I would like to commend your professionalism during our difficult telephone conversation; you have managed to keep me on the phone and*

*avoided my departure to a competitor. I hope the president realises you have saved the day for your company!*

The customer representative is consistent in her approach with our customers. She practices and preaches great customer service philosophies daily. She always listens to understand the root cause of her customer's concerns. This enables the customer representative to discover and guide the conversation to a mutually satisfactory resolution. The customer representative lets her customers know that she understands their point of view! She truly values the customer experience!

*Silvana Padulo – Rogers*

### MIX UP BECOMES FIX UP

#### “WHEN MONEY IS NEEDED NOW”

A member of a group insurance plan was in an extremely difficult financial situation due to her illness and the recent passing of a close family member. The member had submitted a number of drug claims that totalled a very large amount along with a void cheque to set up direct deposit so the money could be received right away. When the member called in to follow up on the claim the representative informed her that the request for direct deposit had been missed and that a cheque had been sent instead. The member then broke into tears because she was no longer at the address the cheque was being sent to and she would not receive the money she needed. The representative assured the member that she would do everything she could to get the money into her bank account and promised to follow up before the end of the day. On her next break the representative made a number of phone calls to different parts of the company and was able to have the cheque cancelled and the direct deposit done. The representative called the member back and was able to tell her that the money would be in her bank by the end of the next business day. The member was overwhelmed that a large company would care enough to try and help her. The member also said she appreciated the fact that the representative didn't hide the fact that the company made an error and when the representative said that her situation would be acted upon as a training opportunity she regained confidence in the company. A few weeks later the representative received a card from the member that read *“You deserve a big bouquet for your kind and caring ways”* and included a personal note from the member.

*Debbie Bender – Sun Life Group Benefits*

### MAKING A DIFFERENCE

#### “MORE THAN JUST A PHONE CALL”

There is one specific call that makes me proud of being a Customer Service Representative and this call will forever be in my heart as I knew I made a difference in someone else's life.

The caller was the daughter of a member who recently passed away. She was very distraught and she sounded fragile when speaking of her father. Upon hearing of his passing I first gave my condolences and then heard her start to cry. I kindly

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◀ from **PERSONAL EXPERIENCES** page 11

asked her how I could help and she explained how she had mailed in her father's claims over the last three months and was having difficulty getting the claims approved even after making three previous calls. She mentioned that she "reached a dead end" and she would have to absorb the very costly hospital and equipment bills that her father incurred while terminally ill. I immediately told her that I would try my best to find a resolution to her issue. While pulling up the claims I noticed that the previous service requests indicated the policy had ended and because 90 days had passed, the claims would not be approved. With previous experience and knowledge of our policies and procedures, I knew that when someone passes away, there is no 90 day limit required once the plan has ended and all medical expenses would still be eligible. I then obtained approval for a rush request to process the claims. When getting back to the caller, I told her that I was sorry that she had not received the closure and resolution that she deserved and that I would have the situation resolved within 24 to 48 hours. She immediately sounded relieved and I knew that I changed her perception of this company. She then asked to speak to my supervisor and said that *'I was kind and empathetic and that I helped her more than most'*.

Through compassion, heart and knowledge, I was able to make a member's daughter feel welcomed

and valued by this company. By providing a world-class experience that made her life easier she was able to get back to what's most important, family and the memory of her father.

*Derek Tutton - Sun Life Group Benefits*

**SEEING THE SOLUTION CLEARLY  
"A BRIGHT SPOT IN A TIME OF NEED"**

I recently had a gentleman call me about the need for replacement glasses. His family had suffered losses resulting from a very bad house fire. His wife was hospitalized with burns on her body. In the mix of it all he also lost his glasses in the fire and needed a replacement pair. He wasn't eligible for new glasses based on his insurance coverage but I was able to make an exception and provide him with early services. I knew he needed the glasses quickly. I helped him find a doctor's office that had an on-site lab that was willing and able to give him an exam and make his new glasses for him right away. It was at least a ray of light in his life, which seemed to be very grim for him at the time. It felt good to be able to get him new glasses so he could travel safely to visit his wife in the hospital. That was the least I could do for all the loss and pain he'd already suffered. It was a bright spot in his life at a time of need.

*Karina Fleming – VSP*

**FIGHTING THRU A HURRICANE  
"PERSONAL CARE IN A CRISIS"**

By September 12, with winds over 100 mph,

Hurricane Ike had landed near Galveston, Texas. Cutting a path 900 miles wide it began to move across the state creating havoc in Houston. At this same time the customer, who lives near Houston, called because her lenses were cracking. Her doctor's office was closed due to lack of power and phones. Though the doctor had three satellite offices, they too were also out of commission because of the hurricane. Gas was rationed so driving around to find open offices was not an option. This member needed glasses and needed them badly.

The customer representative sprung into action. He understood that this unique circumstance required a special solution. He started by contacting the lab that made the original glasses and asked for help. He spoke to the lab for special handling. The lab rep walked the glasses through the lens fabrication process to get them re-made quickly and then sent them directly back to the member, again over night. While we don't normally work with our labs without the doctor involved, the closure of offices made this option the most viable in the interest of the customer. The member was extremely happy and grateful that this representative went the extra mile, working directly with the lab to get her glasses back quickly. The customer representative followed up with the member to ensure she received her glasses and they fully met her eyewear needs. Even Hurricane Ike could not stop a Customer Service Rep!

*Mike Jones – VSP*

# CAPITAL ONE

Having transformed from a diversified financial services company into one of the largest banks in the U.S., Capital One Financial Corporation is focused on driving an integrated customer experience across all of its products and channels.

*Capital One is continually developing new products and services to better meet customers' needs. One of the many initiatives the Fortune 500 company drove in the last year was focused on enabling its contact centers to more quickly address customer inquiries.*

The company increased and enhanced agent training and education to provide its agents with the decision-making abilities and resources they need to successfully resolve customer inquiries. We also completed other service improvements and operational enhancements, such as enabling our customers to press zero from any menu within our Voice Response Unit. These efforts significantly improved agents' ability to meet customer needs upon initial contact.



# ABOUT SQM GROUP

SQM OFFICIAL AWARDS GUIDE 2008

Since 1996, SQM Group's sole purpose has been call center quality assurance specialization for benchmarking, tracking, evaluating, improving and awarding call centers for first call resolution (FCR), customer quality assurance (CQA), employee satisfaction (Esat) and customer satisfaction (Csat), performance for leading international call centers.

SQM benchmarks over 350 leading international call centers on an annual basis and has been conducting FCR / Csat benchmarking studies for over 12 years. On an annual basis, SQM conducts over 1 million surveys (over 450,000 live surveys and over 550,000 IVR surveys) with customers who have used a call center, email, website or IVR contact channel service. SQM also conducts over 25,000 surveys yearly with employees who work in call centers.

Our customer and employee survey databases are one of the largest databases in North America. SQM does business in 9 countries around the globe: Canada, United States, Argentina, Australia, Puerto Rico, India, Philippines, Costa Rica and Mexico.

SQM awards excellence in service quality for the call center industry. Our awards are based on customers who have used a call center and employees who work in a call center and are considered to be the fairest and most prestigious awards in the call center industry. We have recognized top performing call centers for Csat and Esat since 1998. SQM evaluates over 350 leading international call centers each year such as Marriott, Sears, Canadian Tire, US Bank, Wells Fargo, Rogers, Capital One, CitiFinancial, Scotiabank, Discovercard, Blue Cross, etc.

Our surveying methodology continues to be at the leading edge. We conduct live surveys through our own dedicated workforce and have developed in-house

IVR, web and email surveys. All survey methods can be integrated into one common database. We can also survey within 5 minutes of the customer's call without having to rely on a transfer into our technology. Our call list management system allows us to accurately deliver a quota of surveys at a customer representative level or any other quota level that is required.

Our Customer Quality Assurance evaluation is a unique service where for the same call SQM conducts a telephone customer satisfaction (live or IVR) survey and combines the survey data with call compliance evaluation data using SQM's data capturing technology for integrating the two data sources. Call compliance evaluations are conducted by using your call recording system and using SQM's call quality evaluators or your in-house QA evaluators or a combination.

Our reporting is available in real-time via our secure website. Customer representatives and supervisors have direct and secure access to their reports and coaching logs. Analysts have full access to over 60 FCR / Csat pre-formatted and easily exported reports with full ability to sort and search the data for ad-hoc reporting. In addition, our reporting capabilities allows the integration of Csat survey and call quality assurance evaluation data.

SQM Group has a proven track record in conducting FCR Csat benchmarking and tracking studies for many leading international call centers. Our experience in FCR, Csat, CQA and Esat measuring, benchmarking, tracking, evaluating and helping call centers improve are unsurpassed and enable us to provide call centers with unique insights into developing and implementing world class FCR, CQA, Csat, Esat performance and lowering their operating cost.



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## INSURANCE CORPORATION OF BC



Insurance Corporation of BC (ICBC) Claims Contact Centre (CCC) is located in Surrey, British Columbia with satellite offices in North Vancouver and a few Claim Centres throughout the province. With nearly 300 full and part time employees, the Claims Contact Centre provides ICBC customers with 24/7, 365 day- a -year service for reporting new automobile insurance claims and enquiry calls.

CCC is the first point of contact for ICBC Customers across the province and throughout North America. CCC, on average, handles approximately 90,000 calls per month. Most calls require Claims Contact Adjusters (CCA's) to initiate claim reports, make arrangements for estimates, and adjust material damage claims. More complex files, requiring in-depth investigation are transferred to ICBC Claim Centres throughout the province for further handling. In a competitive auto insurance industry CCC is committed, on every call, to provide our customers with easy access, world class customer service and efficient claims handling.

The CCC leadership team, would like to congratulate and acknowledge all the hard working staff who bring their passion and dedication for Customer Service to work each and every day for their achievements in 2008.

*The 3 SQM Awards reflect the hard work and dedication of our staff to provide World Class Customer Service. We are very proud that our customers have recognized their efforts with these awards.*

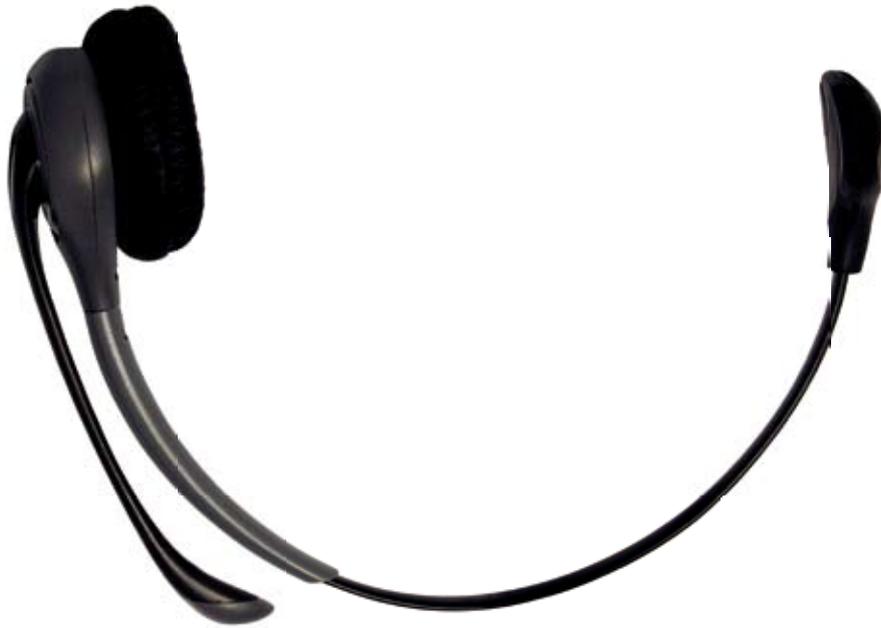
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## We're all SMILES at AIR MILES®

We are thrilled to announce that three of our Specialists have been named among the Top 10 Finalists for Customer Representative of the Year in SQM's 10th Annual Call Center Awards Program. Congratulations to *LaToya Simpson*, *Lorraine Tomaino*, and *Tahira Shahab*! SQM benchmarks over 350 leading international call centres on an annual basis and conducts over one million surveys with customers who have used a call centre, email, website, or IVR contact channel service. Based on its call centre benchmarking studies, SQM awards excellence in service quality for the call centre industry.

### AIR MILES Specialists Among Top 10 Customer Representatives of the Year



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