

IARE REGIONAL MEETING
Carrollton, Texas
November 1, 2006

Hilton Reservations & Customer Care hosted our IARE regional meeting on Wednesday, November 1, 2006. Kerry O'Donnell, with eGain sponsored a Texas barbecue lunch for the group of seventeen. At the conclusion of lunch, Tim Cook, Vice-President, HRCC, opened the session with a very informative overview presentation of Hilton Reservations & Customer Care operations. Tim then turned the meeting over to Kerry O'Donnell and Justin Anwick of eGain.

eGain's presentation was "5 Contact Center Megatrends and How to Ride Them". The primary discussion points were:

- Customer is royalty; her wish must be your command
 - *Recognize customers across all channels
 - *Choose communication channel for your customer
 - *Provide access to representative for all customer history
 - *Integrate to other systems to provide rep with quick access
 - *Notify clients when there are changes to their reservation, when they have reached a certain membership status, or send a survey
- Your agents need 20 pound megabrain to keep up with product proliferation
 - *Products & services are growing
 - *Possible multiple answers and inconsistency
 - *Subject Matter Expert is not always in your organization
 - *Solution is not to hire "genius" agents but to create a corporate megabrain
 - *Provide centralized online knowledge base that can be accessed by agents
 - *Customize content based on customer
 - *Allow reps to provide feedback and suggestions for knowledge base and compensate them
 - *Allow agents to send inquiries from customers directly to the partner or property for response
- The buck stops at your desk; service levels and compliance are your headaches
 - *Service level agreements
 - *Internal team goals
 - *External contractual agreements with customers
- Change is the only constant with mergers, acquisitions, consolidation, outsourcing, and offshoring
 - *Processes need to translate well between companies
 - *Deploy open architecture technology
 - *Keep applications up-to-date
 - *Implement web based applications that can be accessible by agents and can be maintained and managed over the intranet
- Show me the money, says your CEO
 - *Co-exist with Marketing

At the conclusion of the eGain presentation, we did what we do best in IARE – had a great networking session. Topics of discussion were:

Incentives – types, success rates, recognition/rewards, recurrent/ongoing.

-Hilton has a sales cash incentive which is a payment per reses booked and there are 4 tier levels. They also have a monthly Points & Smiles program and their Development Coaches have points to give away as they see fit that can be used for time off, lunch vouchers, etc.

-Hotels.com is based on sales conversion with multi-levels. Quality and attendance can increase or decrease. Managers are also given a monthly allowance per head to use for quality, adherence, or whatever they want to emphasize that month. They also do activities twice monthly such as 70's days.

-TelVista uses conversion, cross sell, upsell, quality and adherence for incentive KPI's. They also use the ability to work at home as a reward.

-Hertz has a multi-tier cash bonus incentive based on sales ratio and booked revenue. The incentive is paid only on completed rentals. An additional factor is paid if the employee has perfect attendance for the month. They also have an Agent of the Month program, customer service recognition programs, and perfect attendance awards.

-Vanguard has monthly recognition events for birthdays, anniversaries, etc. They have a monthly discretionary fund by department for incentives and they have a cash bonus program based on revenue from completed rentals. They have an annual recognition for total revenue. Their team leaders get a % of the agent performance as well as support groups such as Training. They have a peer recognition program where anyone can nominate a co-worker to a committee for a good phone call, community work, etc. The committee chooses the person to be recognized by the center director. One of the Vanguard call centers uses performance for shift bidding.

Retention

-Service side attrition is low, sales side is high

-60-70% in first 90 days for some centers

-Actions:

- *Tweak profiles

- *Aptitude tests

- *Non-call center experience rather than call center (still require customer service experience, just not call center)

- *Talent Keepers (provides tools to touch & retain agents within 1st 90 days)

- *Attrition is very low among home agent groups, TelVista is 5% and Hilton has only lost 2 people in 5 years

Hispanic Market Growth

- *Sharing customer insight with the business

- *Cultural issues with Mexico customers and Brazil customers – don't necessarily want to speak with someone outside their country.