



ENSURING A TRAVEL PROGRAM'S TRAJECTORY WITH MULTILINGUAL CUSTOMER SUPPORT

SCOPE

This report outlines the growth of the campaign under OAMPI, how the current progress is sustained, and the plans that will ensure its trajectory in the future.

This includes OAMPI's internal processes and strategies, highlighting the specific initiatives that have ensured the growth of the travel campaign. To better present each one, this report is organized based on the following core competencies:

- Scalability and growth
- Recruitment
- Employee retention and attrition management
- Quality and performance management
- Training
- IT Support



SCALABILITY and GROWTH

OAMPI prides itself in its capability to grow its operations to provide the needs of its clients. Upon client request, the company can expand its campaigns to support up to 35 languages across multiple communication channels within a year, or to different countries within a quarter. What enables OAMPI to do this is its comprehensive and customizable recruitment strategy, availability of facilities, and multiple operation sites.

At the same time, the company can downsize based on the client's needs. It implements an employee endorsement program, a mechanism that considers employees' attendance and disciplinary records and overall performance as basis for transferring them to other suitable campaigns.

This dynamic scalability results from a continuous unified effort between the company's departments and its dedicated staff. Growth is strongly evident in two areas:

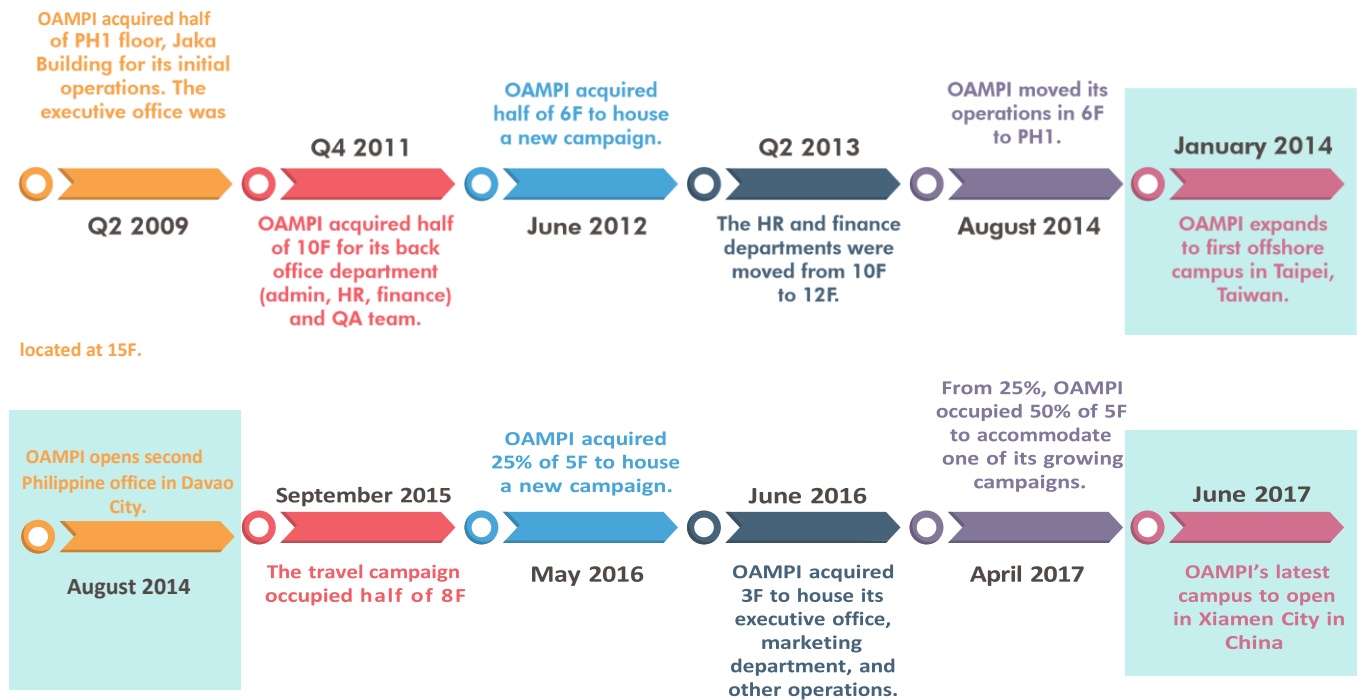
- **Workforce**

Both traditional and digital strategies are used to hire the employees needed for each campaign. The company's employee retention and performance management programs ensure that employees continue to thrive in their specific roles as they work to produce quality outputs for clients.

- **Facilities and operation sites**

OAMPI began with a two-floor site in Manila in 2009. The increase in campaigns and workforce prompted operations to expand to four other floors. Soon, a campus in Taipei, Taiwan was launched (January 2015) followed by a second Philippine office in Davao (August 2015), and an offshore campus in Xiamen, China (June 2017).

OAMPI Expansion Timeline



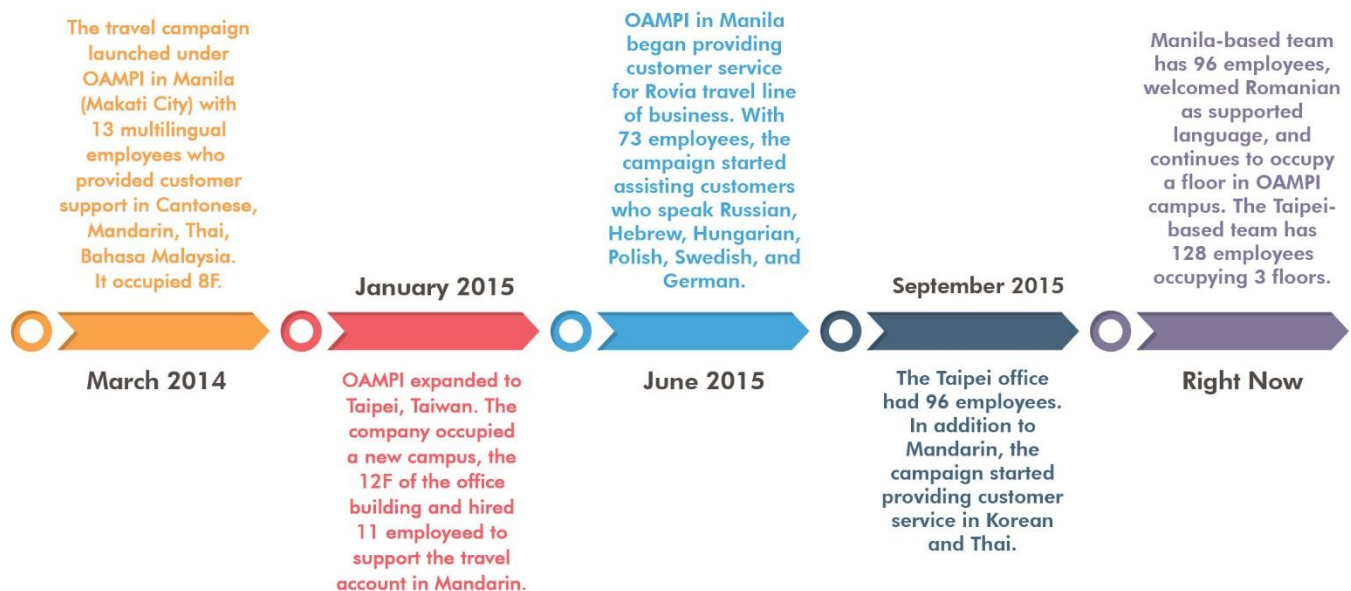
On the Travel Campaign

The travel campaign started its operations in March 2014, with 13 skilled employees in the forefront, serving customers in Singapore, Hong Kong, Malaysia, and Thailand. This pioneer team provided customer customer support in Cantonese, Mandarin, Thai, and Bahasa Malaysia to representative and members contacting the client's business line.

With the campaign's performance over the years, the client soon added European languages to its steadily expanding customer support campaign. They eventually entrusted their OAMPI team with their other lines of business. The Manila-based campaign now has 96 employees.

OAMPI's scalability proved to be an asset, enabling the campaign to keep up with the subsequent waves of hiring needed. Here, OAMPI's recruitment and employee retention strategies play significant roles.

WorldVentures Expansion Timeline



With the travel campaign's continued progress, OAMPI established its first campus outside the country—specifically in Taipei, Taiwan—toward the end of 2014. This also enabled the company to address the shortage of qualified Mandarin-speaking professionals in the Philippines.

The Taipei branch began its operations in January 2015 solely to fully support the travel client's needs. Its initial recruitment wave consisted of 11 employees, all trained to provide customer service in Mandarin. They were then managed by two supervisors.

Since then, the Taipei-based program team has grown significantly. Today, it has 128 employees, including 2 contact center managers, 12 team supervisors, 2 trainers, and 11 QA analysts lead by 1 QA supervisor. In addition to Mandarin, the Taipei team now supports additional languages: Cantonese, Korean, and Thai. The team occupies three floors.

Between the Manila and Taipei campuses, the travel account has 224 employees assisting global representatives and members over the phone, via chat, and through email in 14 languages:

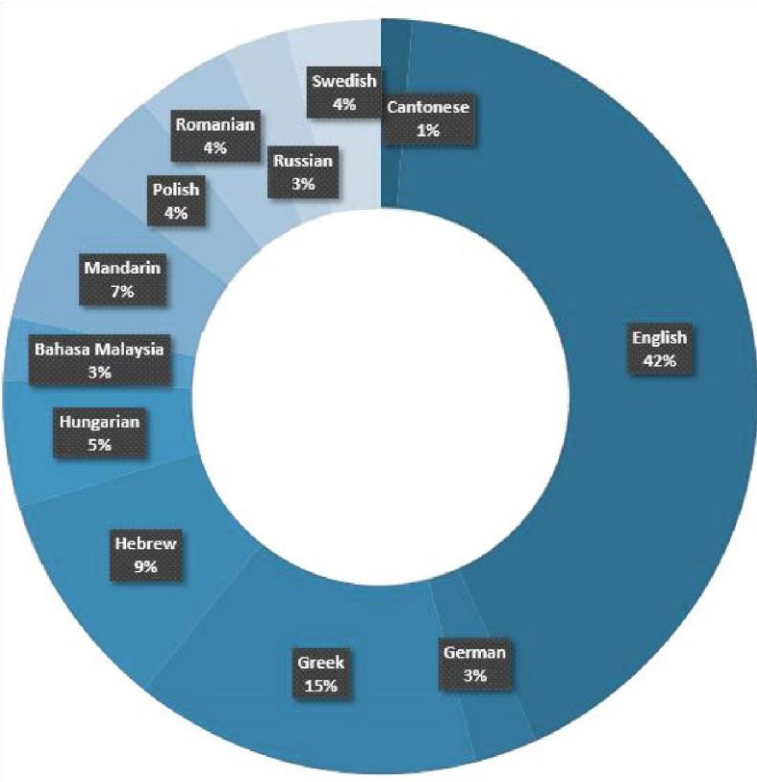
- **Cantonese**
- **English**
- **German**
- **Greek**
- **Hebrew**

- **Hungarian**
- **Korean**
- **Bahasa Malaysia**
- **Mandarin**
- **Polish**

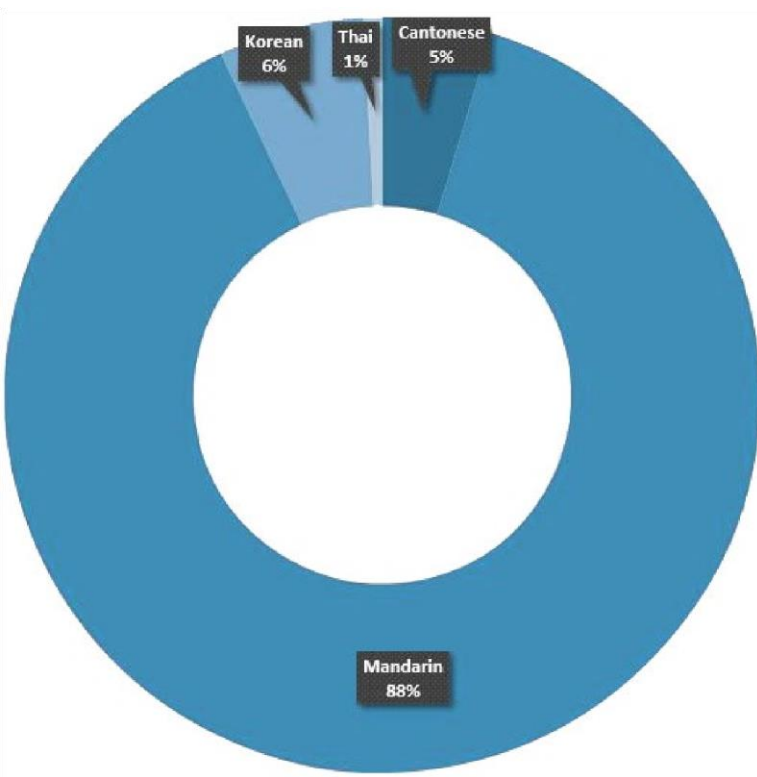
- **Russian**
- **Swedish**
- **Thai**
- **Romanian**



Customer service languages in the campaign's Manila operations



Customer service languages in the campaign's Taipei operations



RECRUITMENT

OAMPI's recruitment strategies enable it to become a highly scalable and flexible company. It focuses not only on attracting a huge volume of talents but also on employing skilled professionals. Thus, stringent applicant screening and evaluation procedures are used.

From January to mid-June 2017, two of the company's biggest customer support campaigns received 686 applications. Out of this number, only 230 (33.53%) passed the assessments and were given job offers, while only 198 (28.86%) signed an employment contract.

January–June 2017

**686 applications | 34% (or 230) were given job offers
| 29% (or 198) signed a contract**

A significant portion of OAMPI's recruitment process is done online. Job ads are posted on online job portals and on the company's social media pages. Interested applicants may send their résumés via email or visit the OAMPI office to take assessments and have their initial job interviews. Clients may also require applicants to take additional tests.

All these may be accomplished within the span of four to five hours.

To qualify, OAMPI's applicants must have the following basic qualifications:

- a degree in any four-year course from an accredited university
- above average oral and written English communication skills
- fluency in the designated language
- proficiency in using basic computer and web-based applications

Depending on the nature of the job, in-house departments and campaigns may require specific skill sets, educational attainments, and job experience from their applicants.

Applicants who pass the assessments and meet the needed qualifications will be turned over to key employees from the campaigns who will complete the interview process.



OAMPI's expanded social media hiring strategy

OAMPI's digital marketing team creates a custom online recruitment plan to augment the human resources team's efforts. This Facebook-based strategy incorporates the following key features:

- applicant tracking
- automated SMS/email notifications
- online appointment scheduling

OAMPI's Facebook recruitment strategy has been fast-tracking the hiring process. This comes in useful when clients need to hire in large volumes in a short amount of time.

For this recruitment plan, paid social media ads that target specific age groups and locations are posted on Facebook.



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QUALIFICATIONS

- Bachelor's Degree from an accredited college or university preferred
- Experience in live chat / email support / customer service/call center environment is preferred but not required
- Good written and verbal English communication skills
- Basic technical skills (able to navigate through smartphone and computer applications)
- Upbeat, positive, kind and empathetic personality preferred
- Amenable to shifting schedules, including the graveyard shift
- Flexible and willing to work in a fast paced and quickly growing environment
- Open-minded and prepared to take on new challenges and learn new skills
- Food enthusiasts, bloggers, and individuals with F&B background are welcome to apply
- Willing to work in Makati
- Can start immediately

RESPONSIBILITIES

- Respond to inbound inquiries using email, live chat, and phone
- Conduct outbound verification and order placement calls (No cold calling)
- Improve the quality of customer interactions on a daily basis
- Resolve issues quickly and creatively
- Have fun and work well with a team of awesome people

Please refer to our [Privacy Policy](#).

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Referred By:

Upload Resumé (doc, pdf, jpg, docx)
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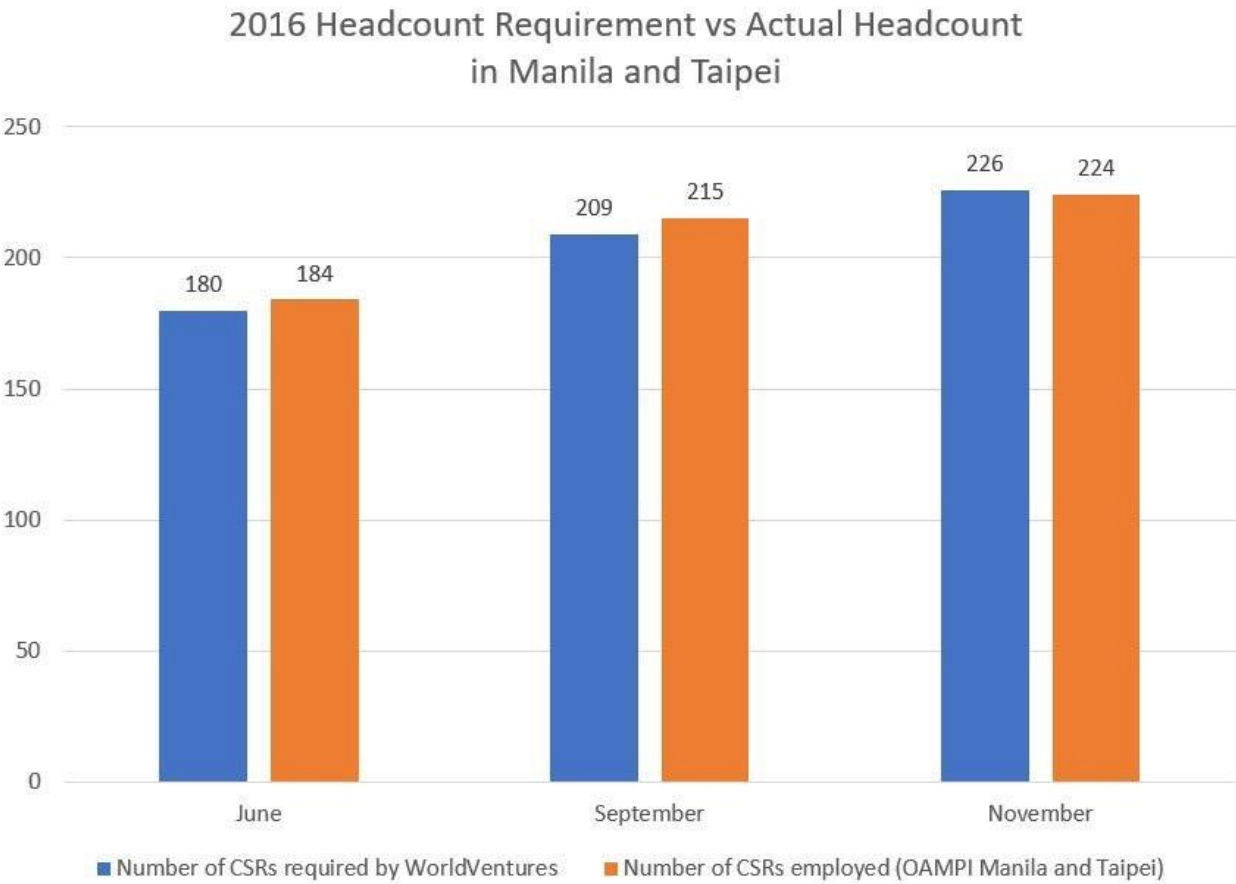
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Behind this setup, an automated tracking system generates a list of qualified applicants for the recruitment team to peruse. The recent use of this system yielded at least 500 new employees for just one of OAMPI's programs within a month.

Capitalizing on its scalability and recruitment strategies, OAMPI has consistently been able to supply the travel campaign's required headcount for its various customer service languages.

The following chart shows the campaign's headcount requirement versus the number of customer support agents employed by both OAMPI Manila and Taipei. The excess staff serves as buffer in case of call center shrinkages such as absences, vacation leaves, tardiness, break times, and others.



Aside from OAMPI's recruitment process, the campaign employs the following hiring strategies:

- **Multi-step screening process.** Applicants undergo several screening and skills evaluation processes that include the following phases:

- thorough review of the applicant's previous work and educational background
- English communication test, both verbal and written
- a typing test in their respective languages and alphabets
- a personal interview to assess cultural and organizational fit as well as personality.

- **Expanded digital hiring process**

OAMPI's digital marketing team creates a custom online recruitment plan to augment the human resources team's efforts. This recruitment plan includes paid social media ads that lead to a landing page where applicants can take their initial examination and submit their résumés. Behind this setup is an automated tracking system that generates a list of qualified applicants for the recruitment team to peruse. The recent use of this system yielded 500 new employees within a month.

- **Partnership with educational organizations and other agencies**

OAMPI reaches out to schools that provide multilingual courses and language centers in the country to present job opportunities to graduating students. Recently, OAMPI has reached out to Chinese schools and English tutorial and review centers in Manila. It has also expanded its network by partnering with agencies from various industries, such as airline and travel. These efforts proved to be helpful in increasing referrals when recruiting speakers of specific languages as multilingual customer support representatives.

- **Incentivized referral program**

Monetary incentives are given to existing employees who would recommend friends and seek other people who may be interested in working for the campaign. This encourages employees to help speed up the recruitment process and find qualified talents.

- **Signing bonus**

Applicants are given a bonus if they pass the recruitment process and sign on as new employees under the travel campaign.

An applicant who passes the written assessments is then interviewed by key members of the Client's team. This may include managers, team supervisors, and senior agents who will be able to determine whether the applicant is a good fit for the campaign.

On top of the recruitment strategies, the offered premium salary package is what largely attracts bilingual and multilingual talents. Unlike other contact centers that offer a basic salary package, OAMPI's travel campaign pays a language premium.



EMPLOYEE RETENTION

A key advantage of working with OAMPI is its employee retention strategies. While the premium salary and the performance incentives are the biggest factors that encourage workers to stay in the company, the internal organizational culture is just as crucial.

OAMPI cultivates a positive office culture that keeps every employee fully engaged and gratified as they perform their work responsibilities. Primarily, the company does this by organizing events that help employees maintain work-life balance and bond with their colleagues.

These include parties to celebrate holidays and company achievements, team building activities, and sporting events.

The company also advocates a healthy lifestyle among its employees by regularly holding health and wellness programs and supporting employees who want to join local sports events. In line with this, the company has been sending tenured employees to participate in the prestigious New York City Marathon.

On the Travel Campaign

Alongside OAMPI's employee retention strategies, the travel campaign implements its own employee retention program. In addition to the premium salary and performance incentives, the campaign also focuses on various ways to empower its employees and keep them engaged.

are encouraged to think creatively and manage their own time and tasks. As a result, they get to discover new passions, strengthen their own skills, and develop a professional acumen that raises the quality of their work and helps them further their careers.

Other activities in the travel campaign's employee retention program include:

- **Open communication**

Employees are free to speak to their supervisors about their performance, suggestions to improve the team's processes, and other work-related matters. With open communication as a part of its culture, campaign leaders let employees feel that they are valued, contributing members.

- **Task delegation**

High-performing, seasoned agents may also be tasked to accomplish functions outside their regular work responsibilities. They may be asked to assist in coaching poorly performing coworkers, fill in as Officers-in-Charge when there are no supervisors available, and even interview job applicants. These instances offer them opportunities to show their capabilities and qualifications, helping them move up the corporate ladder.

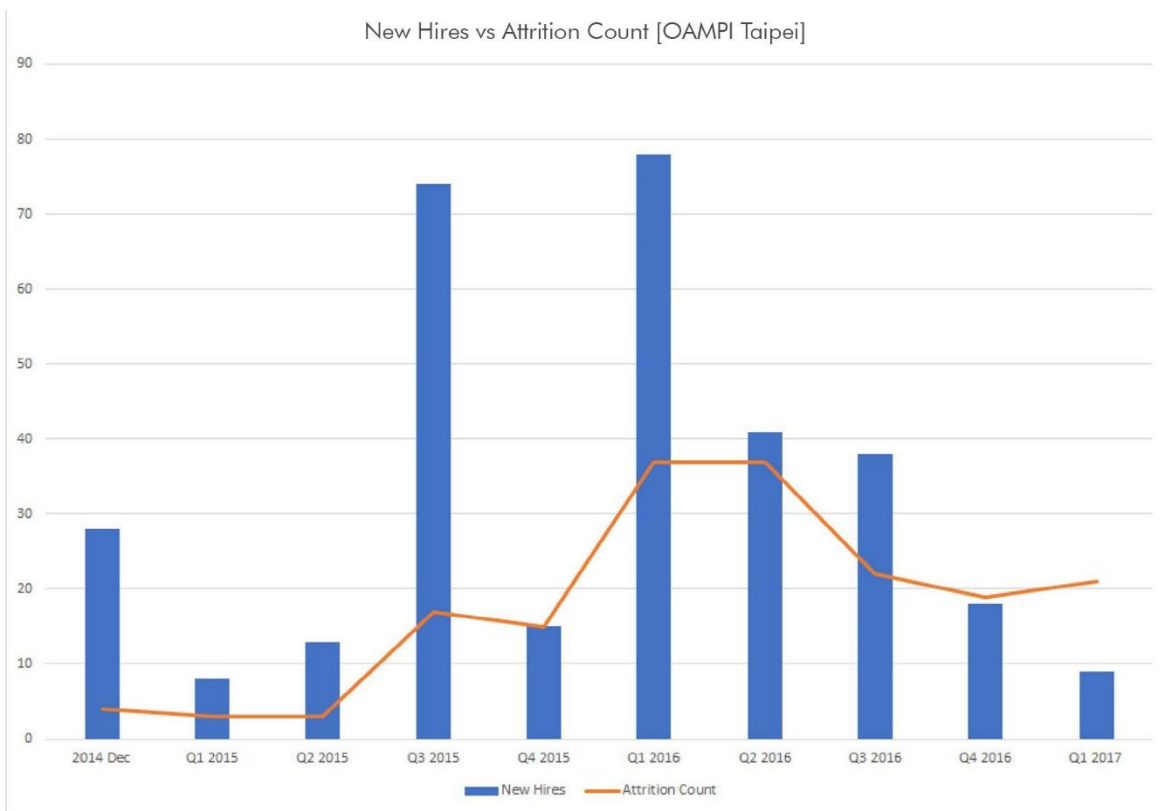
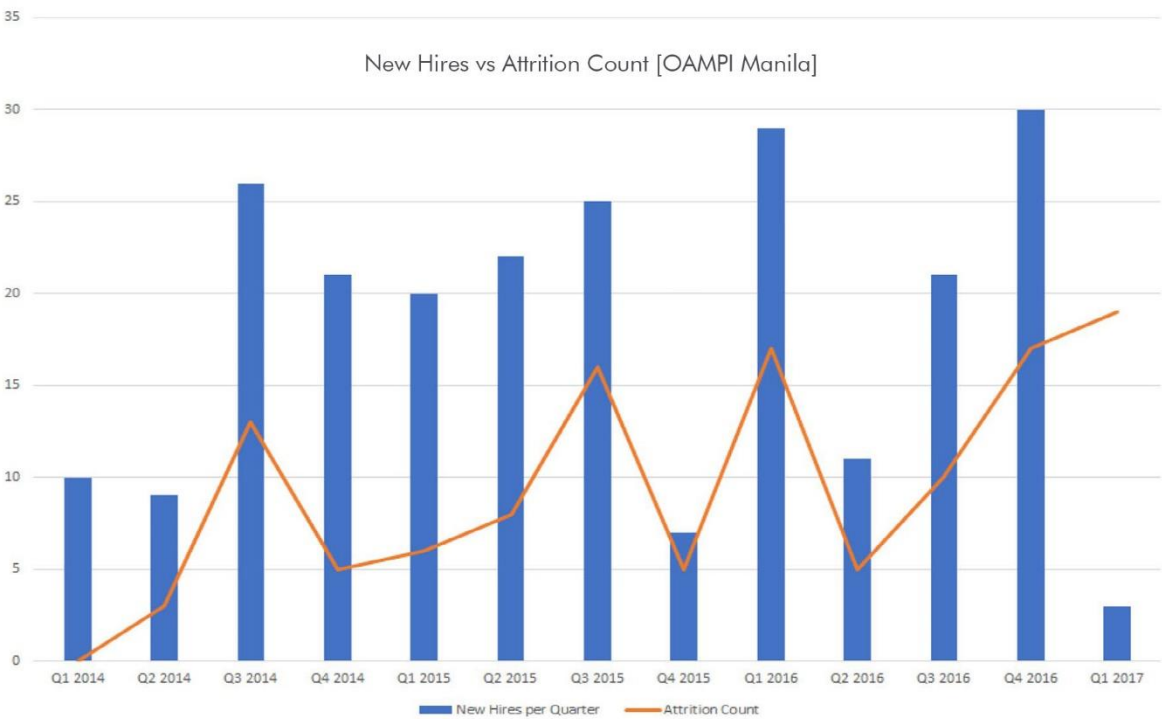
- **Skills development**

One-on-one coaching may be recommended for agents who find it difficult to maintain acceptable performance scores. They may even be advised to attend refresher training classes. Supervisors, on the other hand, have attended a leadership training workshop. An advanced leadership training module is currently being designed.

In addition to OAMPI's leisurely events there are also activities that help keep employees happy. Agents occasionally receive free snacks and meals from their supervisors. The CSR Week, a joint initiative of OAMPI and the travel campaign, also takes place annually to recognize employees' hard work.

With these tactics in place, the campaign has been able to manage its attrition rates.

While there have been unavoidable employee resignations and terminations, OAMPI has proven its capability to make up for these exiting employees with minimal effect on productivity.



QUALITY and PERFORMANCE MANAGEMENT

Across campaigns, OAMPI's QA teams closely monitor the performance of all agents to ensure that clients and their customers consistently receive high-quality services. Together, campaign-specific QA teams, training departments, and team supervisors ensure that employees are productive and consistently churning out quality work to the best of their abilities.

Campaigns at OAMPI generally undergo these three quality evaluation and performance management stages:

- **Agent evaluation**

Following an agreed upon schedule, QA analysts evaluate agents based on client-approved quality guidelines.

- **Reporting**

QA data is organized from QA scorecards by the reports team for better analysis and presentation. The resulting reports are submitted to the client, the campaign managers, supervisors, and the training department.

- **Agent coaching / acknowledgment**

Performance scores are analyzed, and the campaign's strengths and areas that need improvement are identified. The training department and team supervisors work together to resolve common mistakes and acknowledge well-performing agents.

On the Travel Campaign

The travel campaign initially did not prescribe any quality evaluation procedures, so OAMPI's specialists initiated the development of an in-house QA plan. It comprises qualitative evaluation scoring systems and processes guided by standardized guidelines and forms. This enables the QA team to monitor and assess the quality of each agent's customer interactions and refine the campaign's performance across channels.

Upon closer analysis, the client eventually modified OAMPI's QA plan and adopted it as the global platform now being used by all of the client's contact centers.

The client's evaluation process follows the OAMPI-recommended general stages. However, the details of the procedure are tailored to the campaign's needs and specifications.

When measuring performance, the campaign monitors three key performance indicators:

- **QA (85%)**
- **SLA (80%)**
- **AHT (average of seven minutes)**

One QA analyst is tasked to evaluate two teams for a quarter. During this period, the QA analyst assesses two calls, two chat sessions, and two emails per agent. The customer interactions to be evaluated are randomly selected.

During the evaluation process, QA analysts assess the interaction flow to determine whether agents follow the client-recommended scripts and other guidelines. Scores are given based on several criteria that contribute to a good customer experience.

Average handle time is also measured to ensure efficiency and speed during every customer interaction and to determine the agent's productivity.

The resulting QA ratings will then reveal agents' strengths and most common mistakes committed.

The travel campaign's QA and training have been fused into a singular department, enabling a more efficient analysis and faster implementation of subsequent corrective actions. As a result, trending mistakes are immediately addressed as soon as they are identified. Supervisors and trainers can then begin coaching the concerned agents. Poorly performing agents with recurrent errors undergo a performance improvement program, which is tailored to their training needs. They may also be included in retraining sessions.

In terms of overall performance, the travel campaign has consistently been meeting and even surpassing both SLA and QA requirements.

KPI (KEY PERFORMANCE INDICATORS)

KPI	LARGE QUEUE		SMALL QUEUE
	MEMBER/REP	TIER 1	COMBINED
AHT	420	420	420
ABANDON	6 - 8%	6 - 8%	6 - 8%
SLA	80.00%	80.00%	65.00%
ABSENTEEISM	5.00%	5.00%	5.00%
QA SCORE (CALL + EMAIL)	85.00%	85.00%	85.00%

Performance calibration meetings are also conducted to ensure that team supervisors and the QA team are focused on achieving agent and campaign performance objectives. Random customer interactions are evaluated by all participants, discussing every item in the QA evaluation plan to ensure that everyone is on the same page.

- **Internal calibrations** are held every Wednesday. During this session, QA analysts and supervisors sit down to discuss processes and realign goals.
- **Global calibrations** held every Thursdays, are meetings between the client's contact center in the US and OAMPI's Philippine and Taipei QA teams.

TRAINING

Once hired, employees immediately begin a rigorous training program to learn about OAMPI and the specific campaign they will be assigned under. Client-certified trainers attend to new hires for initial orientation, client familiarization, and product-specific modules.

Along with lectures, each module comes with a set of quizzes. Trainees also take a final test that determines whether they are ready to perform their respective customer support roles. New hires who pass the training then graduate into the production floor and proceed to the nesting period. During this stage, they are asked to perform their tasks but they are still closely guided by their respective team supervisors. Once their supervisors deem them fully prepared for their roles, they are cleared to start performing their tasks independently.

To provide each of its clients with a well-engaged and consistently productive workforce, OAMPI empowers its campaign leaders by providing leadership training. This leadership development training program is designed to help supervisors and managers further improve their leadership, management, and communication skills. As such, it sheds a spotlight on important topics, including:

- perception management;
- communication approaches;
- coaching;
- leading effective meetings; and
- handling mistakes.

On the Travel Campaign

The OAMPI-hired campaign trainers initially developed and followed a 10-day training plan. They began using training materials and modules provided by the client in November 2016. The shift was meant to implement the client-mandated three-week global training plan used by all the client's contact centers.

The training plan features day-to-day activities and topics to be discussed. This includes client and product familiarization, call simulations, and hands-on navigation of the software and tools being used in the campaign.

Those who pass the per-module assessments and final test will enter the week-long nesting stage. Here, they assist other representatives and members but are closely guided by their trainer. This helps them acclimate to the call center environment, workload, and the responsibilities that come with the job.

Trainees who fail to pass training, on the other hand, may undergo a maximum of three additional training days to help them keep up. Afterwards, those who still fail the training will be deemed unfit to be a customer support agent and will thus be terminated.

The training program, however, has a 90% passing rate. Most employees who failed the training committed non-performance-related violations such as failure to adhere to attendance requirements.

IT SUPPORT

All of OAMPI's campuses are equipped with state-of-the-art software and hardware technologies, supported by reliable network and Internet connectivity, and propped up by several security protocols. All these are laid out to ensure that customers from every campaign receive high-quality services.

Agents' workstations are equipped with phone units with dedicated lines per campaign and a desktop computer with dual monitors. All these are connected to the company's WAN and VPN networks, and the Internet for uninterrupted real-time access to campaign tools and documents. QoS features are put into place to manage bandwidth and network activities and keep operations running smoothly with minimum to no lags.

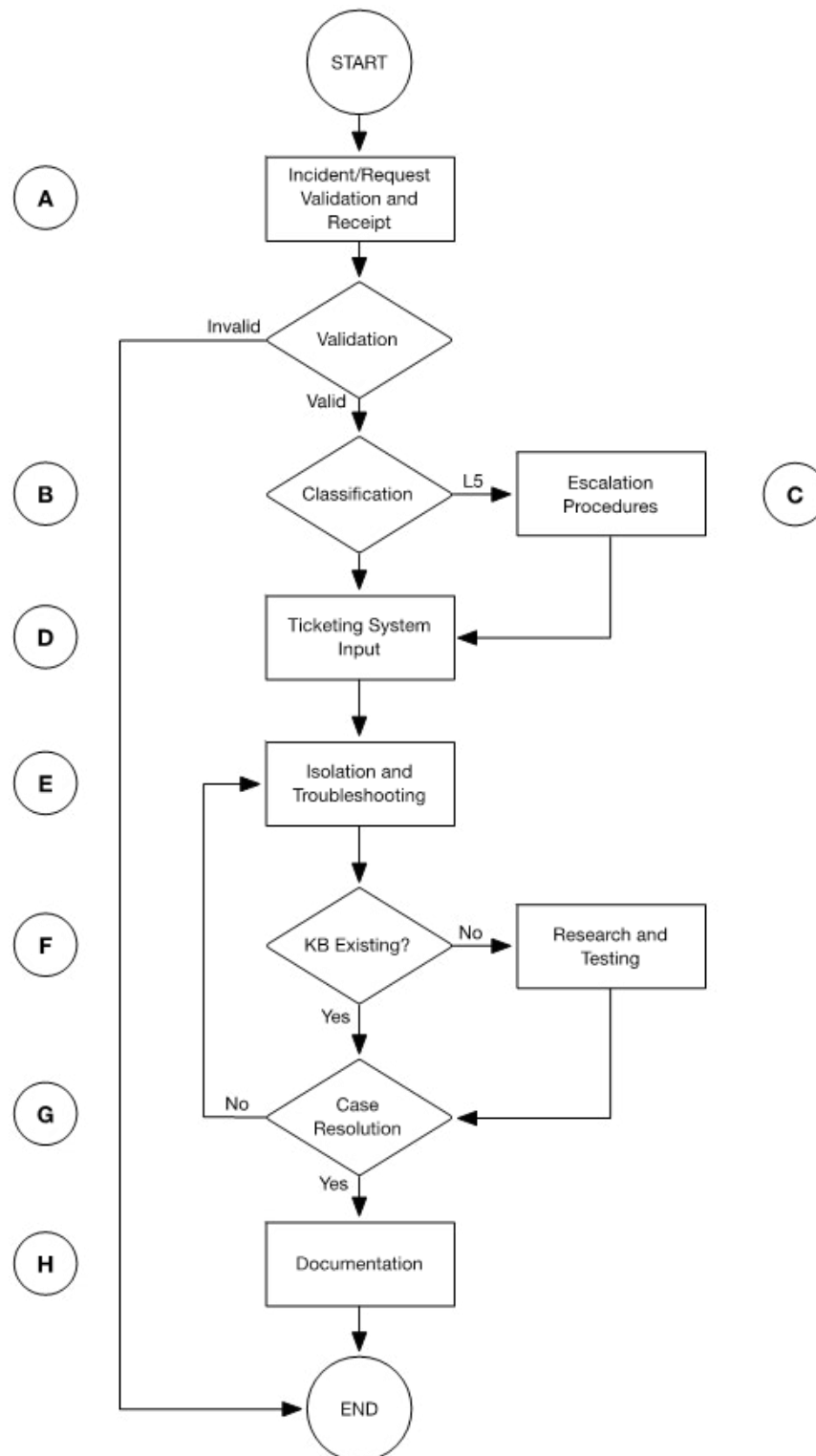
OAMPI also has a business continuity strategy to maintain operations in the event of a disaster, whether it is caused by data intrusions or natural calamities. Server redundancy is key in this process. The company's data is stored in two places: a server in Manila and a data center in Los Angeles. In addition to this, campuses also have power generators and industrial UPS units to ensure productivity.

To support any technology-related issues, a technical helpdesk is available 24/7/365. Employees may contact them to report incidents and make requests. The helpdesk then validates the issue and performs troubleshooting.

In case of a wide outage, the issue is escalated by the helpdesk to the IT Manager, then to the Operations Manager. All reports are documented in the company's ticketing system, and issues are resolved according to instructions already detailed in the IT knowledge base library (KB Library). Otherwise, helpdesk may research for a resolution. All incidents that cannot be resolved in-house are referred to OAMPI's vendors, such as Internet service providers (ISPs).



IT SUPPORT PROCEDURE



On the Travel Campaign

Since the travel campaign also uses OAMPI's 24/7 infrastructure, it shares the company's technical assets. IT-related processes specifically being implemented for the campaign are as follows:

Data storage, protection, and backup. To secure confidential information, the campaign uses the OAMPI central storage to store their restricted files, all of which are encrypted. All the documents are retained in this storage as per the program's policies. These files are being backed up daily and weekly. For the weekly backup, documents are taken off-site and stored OAMPI's cloud storage. When restoring files, a set of protocols is followed as detailed in a document maintained by the company's Systems and Servers Operations Team.

Redundant ISPs and network equipment. To secure confidential information, the campaign uses the OAMPI central storage to store their restricted files, all of which are encrypted. All the documents are retained in this storage as per the program's policies. These files are being backed up daily and weekly. For the weekly backup, documents are taken off-site and stored OAMPI's cloud storage. When restoring files, a set of protocols is followed as detailed in a document maintained by the company's Systems and Servers Operations Team.

The Taipei office has two IT specialists dedicated to the travel campaign. They act as independent IT support providers to the Taipei staff. In cases of complex technology-related issues, they may coordinate with Manila's IT team to find a suitable resolution. Taipei operations are supported by a robust Internet connection with up to 99.9% reliability.

In addition to these measures, there are several plans currently in the works to improve the team's operations and support the campaign's employees and customers.

- **New state-of-the-art campus**

OAMPI (Manila) is in the process of building and moving into a new campus, fitting it with best-of-class technologies that can streamline and accelerate the campaign's processes.

- **Dedicated IT liaison**

OAMPI is also searching for a qualified IT liaison specifically for the travel campaign. Once hired, the employee will serve as a proactive IT resource person to address the campaign's rapidly growing technical needs.

This position's responsibilities would include monitoring the quality and speed of the Internet connection and call routing systems, and coordinating with OAMPI's in-house teams to improve the IT solutions for the travel campaign's employees and customers.





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