

# **Contact Center FCR Best Practice Award Winner**

## **Award for Standard Operating Practice: FedEx Express Canada**

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## Best Practice Success Story



### Company Description

Federal Express Canada Ltd. is a global logistics and transportation company offering domestic and international shipping, and e-commerce solutions. The company uses advanced package status tracking systems, automated customs clearance services and a dedicated air and ground transportation network to serve Canadian and global markets. FedEx Express Canada employs approximately 6,400 people in over 70 facilities coast-to-coast. For more information, visit [fedex.ca](http://fedex.ca).

Federal Express Canada Ltd. began operating in 1987

Canadian Operating Stations – 61

Canadian Airports Directly Served – 18 Airports

Canadian Workforce – Canada has just over 6,000 employees

Air Operations – 19 intra-Canada flights (Domestic), 8 transborder flights (International)

Vehicle Ground Fleet – approximately 1,900 vehicles, the units consist of 40 straight trucks, 70 tractors, 120 trailers and the other 1,665 are primarily pick-up and delivery vehicles

### FedEx Contact Center Description

#### Locations

Montreal, Quebec, Canada

Toronto, Ontario, Canada

Vancouver, British Columbia, Canada

#### Contact Types

Tracking/tracing, pick-up, rates, locations, supplies, payment calls, new account set up

#### CSR Headcount

300 Customer Service Representatives

#### Operating Hours

We offer 24x7 customer service in Canada through home-based employees and contact centers

## Contact Volume

4 million calls

130,000 digital interactions

## Background

FedEx provides so much more than package delivery - we're in the business of serving customers. In fact, we have 300 Customer Representatives serving our customers 24x7 to provide tracking, pick-ups, location information, new account set ups and payment. And with our contact centres engaging in millions of calls and digital interactions every year in Toronto, Montreal and Vancouver, it's imperative that at FedEx we provide excellent service in a consistent way. But because our very business is built upon serving our customers both within and beyond Canada's borders, we need to ensure that our service is consistent regardless of location.

To make this happen, FedEx relies heavily on the use of Standard Operating Procedures (SOPs) in all aspects of our business. These SOPs help ensure our customers experience a consistent approach to dealing with issues and reduce the chances of errors or omissions. To make sure the SOPs achieve the end goal of ensuring stellar customer experience, we have created a number of metrics with Key Performance Indicators (KPIs) to help translate and synthesize our Voice of Customer feedback. Not only do these KPIs allow us to monitor customer experience, it enables us to further improve every customer touch point.

Our key customer experience metric is our International Service Quality Indicator (ISQI) system. First created in 1984, the ISQI system uses customer feedback to identify customer 'pain points', which are then translated into measurable elements that we can track and improve upon. Each operating group within the company has goals to continuously improve the ISQI points within their direct span of control. Targets are set yearly at the Enterprise, Division, and Regional levels with a goal of consistently seeking improvement in the metrics. Having detailed procedures and SOPs that are easily accessible allows our employees to understand their expectations and goals and provides them with the information to ensure an exceptional consistent customer experience every time a customer contacts FedEx. This makes it easier for our employees to know what to do to provide consistent, accurate information.

Our Service Excellence Leadership group monitors overall ISQI performance across the entire

company and validates that the metrics we are working on improving upon are still of importance to our customers. As customer needs change, our ISQI metrics also change to meet new demands. We are constantly monitoring the industry and other customer feedback mechanisms to ensure we are meeting the customers' needs and that we remain a market leader in the industry.

Part of staying a market leader comes with the ISO 9001 "stamp of approval" on FedEx's quality system. With this, the global market is assured that when they buy FedEx products and services, they are getting the excellent performance they expect. This assurance of quality is backed by the occurrence of tests and approval processes illustrated by a set of international standardized guidelines.

While the ISO 9001 framework is designed to ensure consistency in our service processes rather than any particular outcome or level of service, quality certification does require we demonstrate that our services meet customer and regulatory requirements, and that their design and delivery enhances customer satisfaction. Of course, it is the structure of our quality management system and its implementation that will determine whether or not we provide the level of quality that makes our customers feel they have received value for their money, and the best possible service.