

Raising agents' productivity by 100% and increasing donations for The UN Refugee Agency (UNHCR) Spanish Committee.

The UN Refugee Agency has been working for over 60 years to provide protection and assistance to the millions of refugees and displaced people in the world. In its operations, UNHCR covers a number of areas to address all the needs of people who have lost everything, from providing them with basic resources such as water, shelter and food, to helping with their most specific, long-term needs, such as health care, education or assistance to victims of sexual and gender-based violence.

Since it was founded in 1993, the Spanish Committee of the UNHCR, a non-profit association, has supported the work of the United Nations' High Commissioner for Refugees through fundraising and awareness-raising activities. Its main offices are located in Madrid and it has six delegations in Spain. Marketing and fundraising, finance, projects and institutional relations, human resources and technology are the main teams working at the UNHCR headquarters.

Background

The Marketing and Fundraising area has a Contact Centre staffed by an average of 55 agents, and up to 80 at peak times. From here, different campaigns are carried out such as converting one-time donors to regular donors, recruiting new members, retaining and reactivating members, or reinforcing special appeals, such as during international emergencies.

The agents who worked in the Contact Centre were not equipped with the usual set of tools found in a similar environment. In order to identify which contacts to call, manual filters and workflows were created, then a call through a switchboard was made and the outcome of the call was manually entered into the tracking tool. The agents had a certain freedom of deciding who to call.

The project

Work began in the summer of 2015, with the pilot campaign going into production in October with the objective to receive all calls originating from advertising and online campaigns, as well as from 902 numbers, and to standardize data collection and data organisation.

"We have automated data collection and improved control over workflows, in addition to optimising resources and increasing agent productivity by more than 100%. But the most important thing for an organization like ours is that now we raise more donations, to enable us to develop all the humanitarian projects we are involved in".

Samuel Martín,

Director of Marketing and Fundraising, UNHCR Spanish Committee.



Further campaigns were added in January 2016 aimed at increasing monthly contributions of the current members or at reactivation of inactive contributors. Throughout the year more campaigns were added including one for recruitment (to attract new members) or one-time donations for the Christmas campaign (requesting a special donation from the members).

Initially, the Contact Centre run only two or three campaigns at the time. Implemented optimisations have resulted in noticeable increase in agents' productivity and towards the end of the project, the team was able to handle up to twenty simultaneous campaigns.

Re-inventa was a strategic partner selected by the UNHCR Spanish Committee to carry out installation and integration of the Altitude software for the Contact Center with CRM Synergy, via Web Service.

Benefits

The project meant a substantial change in the management of the platform.

- Part of the data collection has been automated, improving control over workflows.
- There has been over a 100% increase in agents' productivity with increased control over their activities.
- Increased donations allowed the development of more humanitarian projects.
- The agents focused on making calls (instead of locating contacts), subsequently the number of calls increased from 100 to 250 calls a day.
- Improved quality of contacting members from contact lists (thanks to specific outbound calling rules) and an increase in campaigns' success ratio.
- Daily, weekly and monthly reports are generated gathering data on of the activity of the various campaigns including calls generated, received and processed, as well as data about fees and donations collected, which allows informed decision making.

Future plans

UNHCR is undergoing a digital transformation project with the Contact Centre at the heart of it. Re-inventa is actively participating in the design and development of a new CRM system and its integration with the Altitude solution.



EQUIPMENT AND SOLUTION

- Windows OS platform
- Alcatel OXE switchboard
- SQL Server 2012
- Altitude uCI 8.3

ACNUR

- Since 1950
- + 10,000 people working worldwide
- Present in 128 countries helped over 50 million people assisted last year
- Two Nobel Peace Prize Laureates
- Prince of Asturias Award for Co-operation

UNHCR Spanish Committee

- 25 years in Spain
- + 700 people raising funds
- + 450,000 members and donors
- 6 delegations in Spain
- www.eacnur.org