



JOURNEY TOGETHER.

SUCCEED TOGETHER.

VXI China's Remarkable Response to Covid-19





In early 2020, as the novel coronavirus spread first in China and then around the world, VXI China took the lead preparing our global workforce for the extraordinary situation. VXI China President Charlie Liu as well as VXI Co-Founders David Zhou and Eva Wang formed a work team to address the crisis and also developed communications plan to assure clients, employees, and stakeholders of VXI's three priorities: **employee health, business continuity, and strategic long-term support.**

The result was astounding. VXI transitioned 8,000 employees to remote work in days. VXI China's customer support for our customers barely missed a beat. And VXI China experienced zero Covid-19 cases.

Together. This one word sets the tone for the company's response to the Covid-19 crisis and guides us today.



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Intro

Starting in late January 2020, VXI China's more than 8,000 employees joined hundreds of millions of other Chinese workers transitioning to a work-at-home (WAH) environment. It was the first days of the coronavirus outbreak, and the world had yet to grasp the enormity of the pandemic. As 1.4 billion people took the unprecedented step of entering a nationwide lockdown, VXI was already deep into converting our entire workforce to remote workers with minimal business disruption and zero positive Covid-19 cases. Writing the playbook as we went – and focused on safety and business continuity above all else – we transitioned in record time with astounding results.

Our employees rose to the challenge with incredible ingenuity and strength. They volunteered to take extra shifts. They gathered safety supplies for teammates during their personal time off. They delivered computers to colleagues' homes and drove each other to and from work. They took extraordinary measures to ensure clients' needs were met.

Together, they reflected VXI's corporate values of **excellence, agility, teamwork, integrity, and inventiveness** like never before. Plus, there's the astounding fact that no known VXI China employee became sick with Covid-19.

This White Paper outlines several of the factors which led to the company's success along with lessons learned.

BY THE NUMBERS

0

Experienced 0 Covid-19 among 8,000 employees

12

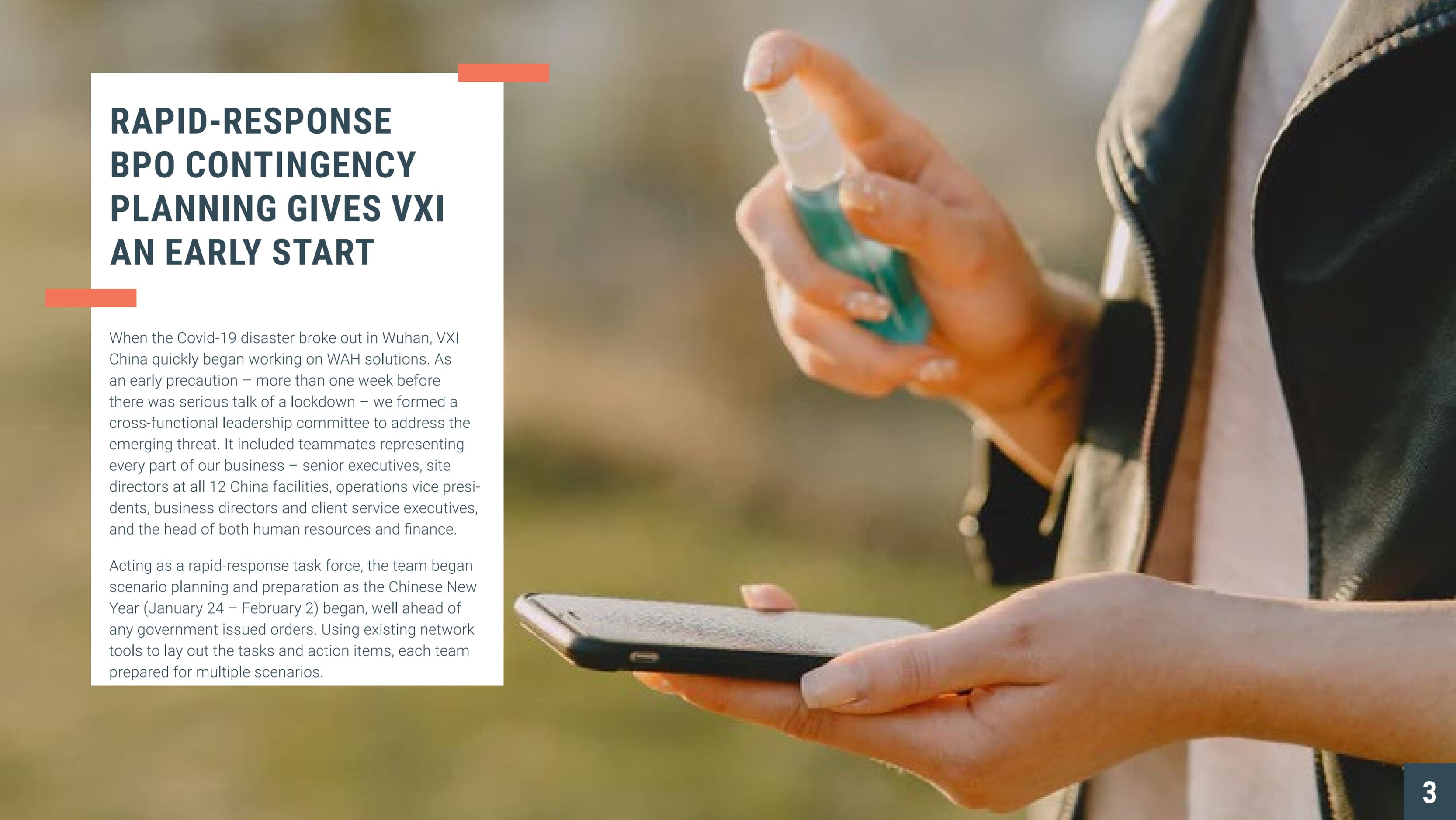
Closed & reopened all 12 facilities successfully

95%

Returned to 95% capacity in 5 weeks

50%

Moved 50% agents to WAH within 24 hours

A person wearing a dark suit jacket is shown from the chest down. They are holding a green spray bottle in their right hand and a black smartphone in their left hand. The background is a soft, out-of-focus green field. The overall tone is professional and focused on health and technology.

RAPID-RESPONSE BPO CONTINGENCY PLANNING GIVES VXI AN EARLY START

When the Covid-19 disaster broke out in Wuhan, VXI China quickly began working on WAH solutions. As an early precaution – more than one week before there was serious talk of a lockdown – we formed a cross-functional leadership committee to address the emerging threat. It included teammates representing every part of our business – senior executives, site directors at all 12 China facilities, operations vice presidents, business directors and client service executives, and the head of both human resources and finance.

Acting as a rapid-response task force, the team began scenario planning and preparation as the Chinese New Year (January 24 – February 2) began, well ahead of any government issued orders. Using existing network tools to lay out the tasks and action items, each team prepared for multiple scenarios.

A woman with dark hair, wearing a white face mask, is seated at a light-colored wooden desk. She is looking towards the left of the frame. On the desk in front of her is a silver laptop. To her right, there is a small potted plant with green leaves. In the background, another person's hands are visible, also working at the desk. The scene is brightly lit, suggesting an indoor office environment.

The HR team began communicating with our agents, reinforcing that safety and health were our top priority. The company began temperature checks and tracking travel history several days before the government mandates and before any other business we know of. Doing so bought VXI valuable time.

The administrative team acquired protective equipment. Early on, we learned that a seven-day supply of masks for all agents would allow continuous operations. We delivered sanitation products, thermometers, and masks to our facilities — all before the government declared the need for shutdown.

Communicating with our customers was key. With nearly 100 active accounts in mainland China, needed to reassure all of our clients that we were ahead of the crisis and focused on employee safety and business continuity. We worked with our partners early about potential impacts to KPI measures, gaining support or understanding about potential adjustments.

This forward thinking enabled VXI to prepare for many eventualities as well as gain early employee and client buy-ins to work at home.

A PASSION FOR PEOPLE

“Above all, VXI’s primary concern is the health and well-being of our employees, their families, and our communities,”

David Zhou, Co-Founder & Co-CEO of VXI

THE CHECKLIST

- ✓ Workforce management tools
- ✓ WAH training tools
- ✓ VPN secure connectivity
- ✓ Home delivery of computers
- ✓ Data security provisioning
- ✓ 24x7 IT support
- ✓ Hazard pay

SPEED OF TRANSITION

VXI's suite of proprietary workforce platforms and agent-lifecycle applications makes WAH easier. The ability to configure the network and the client-side PCs swiftly sped the process of delivering computers to the agents' homes. Door-to-door service sustained VXI's operations—and our clients'. Our solution configures the agents' laptops to automatically log into our system, which is already integrated with the client systems—many of which are cloud-based. Most of our agents rely on the cloud-based application to support their CRM so it enabled us to work rapidly.



From a technology perspective, there were configurations of the VPN, all platforms, all necessary software. It was as much like business as usual as it can be. For some, we provided traditional computers and screen monitors. Others received laptops. We had employees go to extraordinary lengths to ensure teams were up and working. They delivered dozens of computers in their personal cars. Many worked extra hours to help configure and troubleshoot. These everyday heroes helped to ensure that business wasn't interrupted.

Employees signed an agreement around data security and compliance before working at home, requiring diligent adherence to corporate requirements and procedures. Additional considerations were made for compensation and hazard pay. Communications remained key as employees regularly needed to hear that we were prioritizing their health and their jobs.

VXI'S WAH REQUIREMENTS

Learning from the experience in China, VXI was able to establish and develop corporate WAH requirements as the pandemic moved across the world. Although each individual client and country has specific criteria, the lessons learned in China apply to all regions and geographies. General WAH requirements include the following:

- Computer equipment (supplied by client/VXI or your own device)
- Secure online environment
- A headset (where applicable)
- A private office setting
- A clean desktop
- **A baseline minimum Internet connectivity speed**
- **Modified training**
- **Great flexibility**
- **New approaches to accountability and employee engagement**

Safety Procedures

Employee health and safety procedures begin with communication. It also means deploying preventative and sanitary measures in our facilities, social distancing, daily health checkups and significant education to our global workforce.

The VXI China HR team prepared and delivered cascading communications throughout the organization so that every team member received the same message during the whole crisis. When messages or procedures changed, updated documents were sent to agents and shared with their family members so that they remained safe and informed.

These characters represent VXI's spirit. **Yuan** is translated as Fate and **Hé** is peaceful harmony.

缘
和





For those now back in the office, the “new normal” means new masks daily and rigid adherence to social distancing. Sites have been reconfigured to provide plenty of space. Temperature checks with thermal scans are required before entering a facility, as is registration and isolation at home if a person is suspected of infection. Above all, hand washing is required and sanitation dispensers are readily available. During off hours, the facilities are thoroughly cleaned and disinfected.

To date, we had no known positive COVID-19 cases in our VXI China workforce. Knowing this can change any moment, VXI developed a clear protocol for employees should there be a suspected or confirmed case, and cascaded this knowledge across our global workforce to emulate.

USING LESSONS LEARNED IN CHINA

VXI Global Solutions was able to prioritize safe environments via **VXI’s 10-Point Safety Plan**. The company later engaged a strategic **U.S. medical director as VXI’s health education expert**, the only BPO to do so as far as we know.

A woman with dark hair and bangs, wearing a white face mask and a black sleeveless top, is talking on a mobile phone. She is in a public transit setting, possibly a subway or train, with blurred lights and structures in the background. The image is part of a document layout with a white text box on the right.

BUSINESS CONTINUITY

For VXI China, achieving business continuity can be attributed to our turn-key approach that includes all the tools, software systems, and people necessary to achieve their goals. From an IT perspective, that includes IVR, CPI, CRM, digital reporting systems, knowledge base, chat tools, on-line quiz and training simulation, workforce management, and a software switch that replaces the traditional PBX.

In addition, we had numerous staff making sacrifices. One picked up and dropped off four co-workers in his own private car for two months. Another provided onsite support to colleagues, going to their residences to help install and troubleshoot computers to ensure uninterrupted service. Others volunteered to cover shifts for peers who were unable to get to the office due to public transportation stoppages.

Throughout the crisis we tracked headcount, both frontline and management, on a weekly basis. We monitored those working in the office and at home as well as those who were not at work. For those not at work, the reasons for their absence could be government lockdown or traffic control, mandatory isolation or sick leave.

VXI EVERYDAY HERO:



JIANYING LAN

ADMIN MANAGER

HEIBEI SITE



At the onset of the Covid-19 crisis, Jianying Lan began to search for personal protective equipment (PPE) in various pharmacies in the urban area of Xingtai in the Hebei Province. While everyone else was celebrating the Chinese New Year at home, she went to more than 50 pharmacies within three days to collect materials. One by one, she purchased 1,018 masks, 62 bottles of disinfectant, 36 bottles of alcohol, 10 watering cans, and 2 temperature guns. Thanks to her efforts, VXI China not only gained supplies that helped guarantee basic operations, but also valuable time while waiting for corporate orders.

VXI works and responds as a team. We are being inventive and resourceful and extraordinary acts of kindness and cooperation occur daily.

VXI EVERYDAY HERO:



LAN BAI

SERVICE AGENT

BEIJING SITE

As soon as the Chinese New Year week was over, Lan Bai tried various methods to safely return from her family home in the countryside back to Beijing. Upon her arrival, Lan learned the community where she lived required a 14-day period of self-isolation. However, her VXI China work schedule was already locked. In order not to impact the entire team, she became one of the first people in China to take the coronavirus test and tested negative. Since she could not return to her community without completing the mandatory isolation period, she turned a VXI lounge into an onsite apartment and stayed at the facility during the crisis, becoming a quiet and reassuring leader for the entire site.

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VXI EVERYDAY HERO:



LE JING

OPERATION MANAGER

CHANGSHA SITE

Pandemic and government restrictions meant many employees could not leave their homes to visit their VXI facility and pick up their computers. As manager of the operations department, Le Jing used his private car to transport 79 computers to 79 employees' homes across the city of 7 million people in the Hunan Province. Then he worked with the region's byzantine network of telecom operators to secure 46 Internet traffic cards for agents whose homes didn't have the basic minimum Internet connectivity required. Thanks to his efforts, VXI's Changsha operations had one of the smoothest WAH migrations.

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Lessons Learned

The Covid-19 crisis reinforced our passion for people and importance of relationships – with staff, customers, and government.



We work and respond as a team. No one ever worked by themselves, plus employees showed tremendous resilience and creativity to remain working and to support their coworkers.



Early responses likely saved lives and critical business. **Sixty percent of our workforce was working at home within the first 24 hours** that we decided to transition.



Established our sites as providers of **Essential Services** due to our support of critical infrastructure for telecommunications, utilities, government support and food delivery.



Provided support, education, and more to teammates and families disrupted by the coronavirus. Plus, **attrition is better today** than one year ago.



Successfully moved **50% of agents to WAH within 24 hours**. Closed and successfully reopened +12 sites in China, **returning to 95% capacity within five weeks**.

Conclusion

VXI China quickly felt the repercussions of the emerging coronavirus. During January, 100% of our 8,000 China-based employees were impacted when we were asked to shut down operation centers with little notice. Determined to help our clients during this unprecedented crisis, we moved to action.

Within 24 hours, VXI China migrated 50% of our workforce to work-at-home (WAH) environments, a remarkable achievement. Within days, the majority of agents joined them and we functioned as “business as usual.”

We returned to our facilities after six weeks and now operate at 95% capacity. To date, we have zero known Covid-19 cases. Attrition rates are better than a year ago as employees recognize our focus on their wellness, and we follow strict safety guidelines. We are proud of our team’s incredible efforts and our undying “Passion for People.”





VXI China has more than 8,000 employees across +12 offices.

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