

Expert Class **Contact Center** Management

Vision, Mission & Strategy

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2018, March 26

hello



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GMP compliance officer at CAF-DCF-Redcross belgium
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Current	Q&D
Previous	Q&D, Ordina Belgium
Education	

Send a message

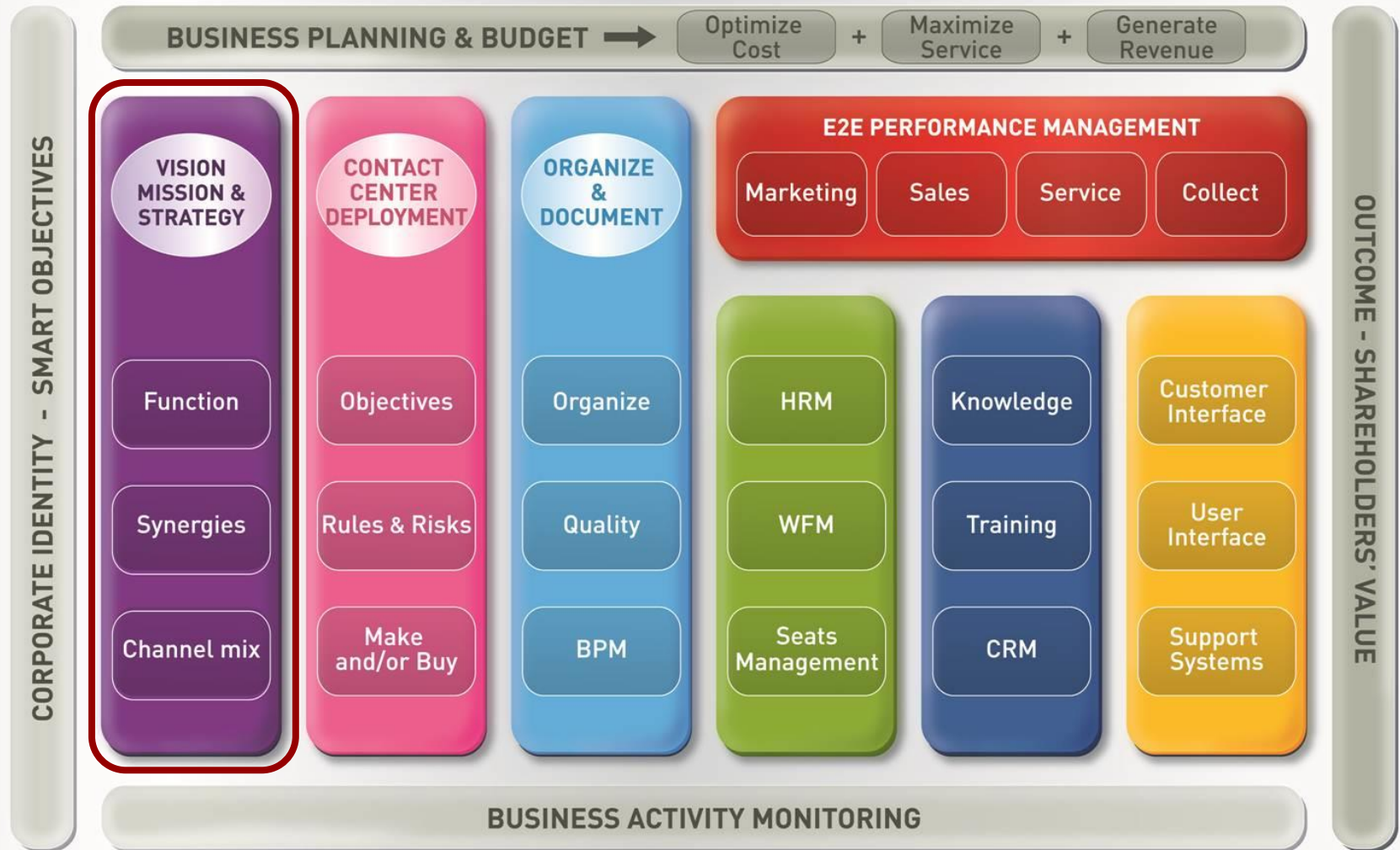
419
connections

A baby is sitting on a blue surface, covered in pink frosting. The baby is holding a piece of cake in their hands. To the right of the baby is a large pink cake on a white stand. The cake is decorated with pink frosting and small white flowers. The text "X 3" is visible in the top right corner of the image.

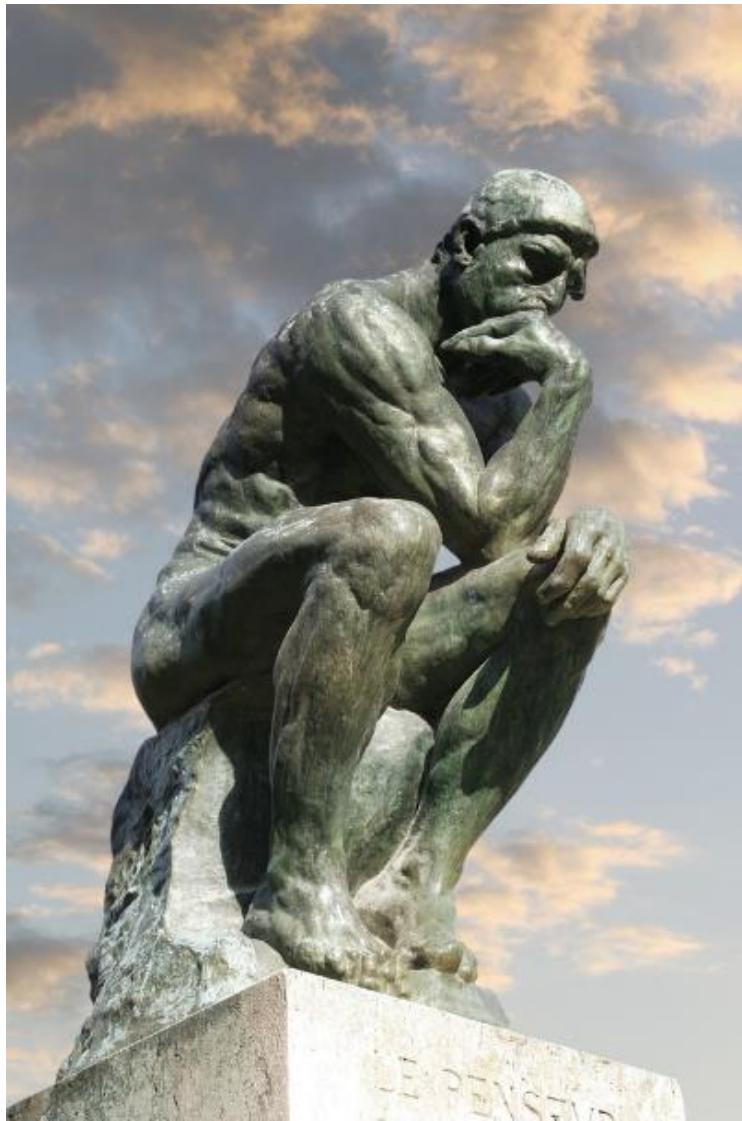


CONTACT CENTER OPERATING MODEL[©]

To get the most value out of your contact center








What is ...

- **Vision?**
- **Mission?**
- **Strategy?**



What is ...

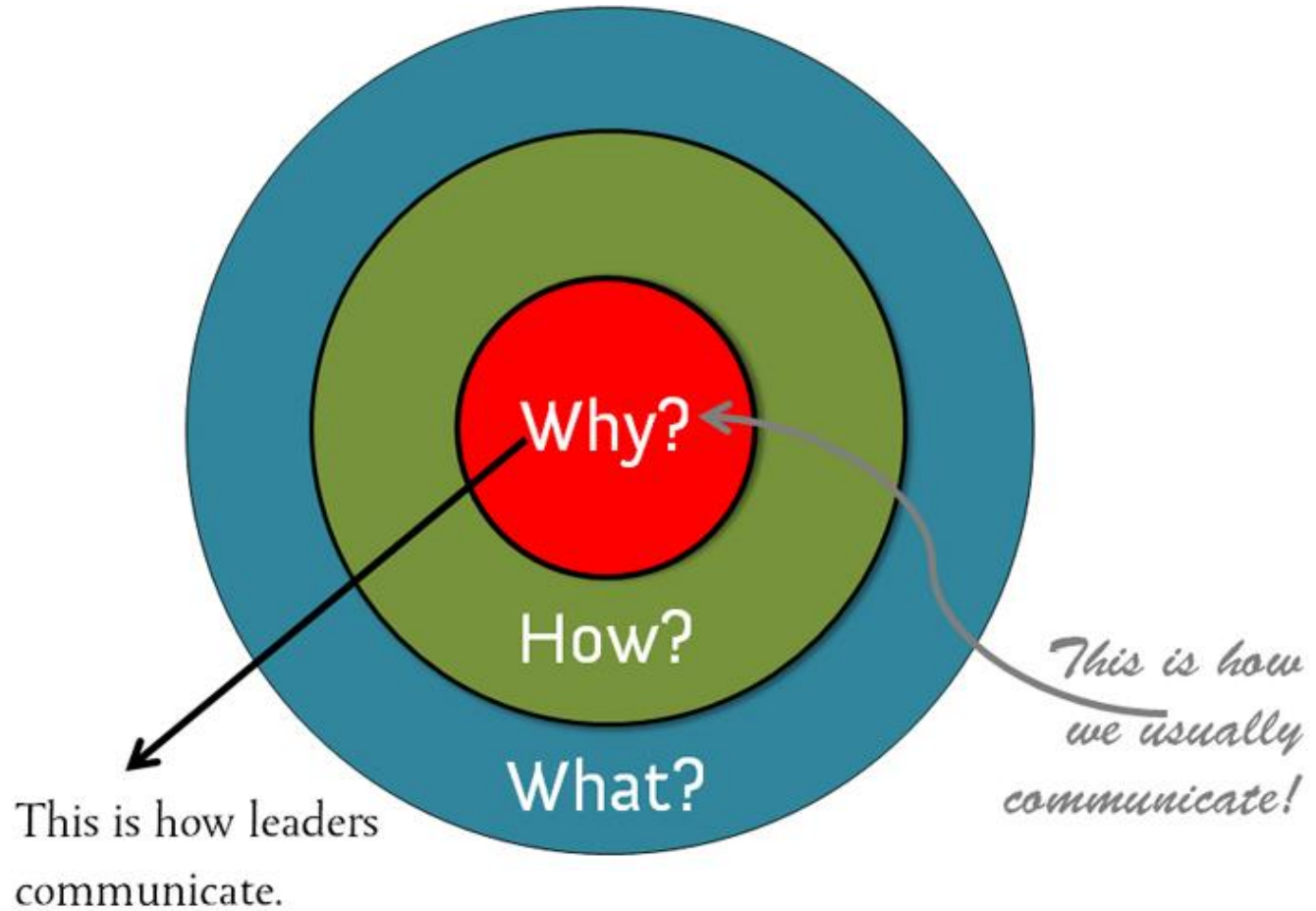
- Vision?
- Mission?
- Strategy?

A close-up, profile view of a brown bear standing in shallow, rippling water. The bear's fur is wet and matted, with a rich brown color. It is looking down towards the water, with its head slightly bowed. The background is a soft, out-of-focus greyish-blue, suggesting a misty or overcast day.

*He who has
a why to live
can bear
almost
any how*

Friedrich Nietzsche

Simon Sinek



Mission & Vision

- **Mission:** reason for being in business
- **Vision:** a dream to be realised

What is ...

1. Mission
2. Vision
3. Strategy



What's your
BHAG?



Big. Hairy. Audacious. Goal.

Vision

- **Google:** Organize the world's information and make it universally accessible and useful
- **Amazon:** Every book, ever printed, in any language, all available in less than 60 seconds
- **Microsoft:** A computer on every desk and in every home
- **Apple:** To democratize technology by providing products everyone will want to use
- **Ford:** Democratise the automobile



Strategy





STRATEGO

ORIGINAL



"D-Day" is a day when a certain military operation starts. The most famous of the D-Days is 6th June 1944, when Allies invaded Normandy.

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To distract the enemy, the Allies faked that another invasion was taking place in the most expected region – Pas de Calais.

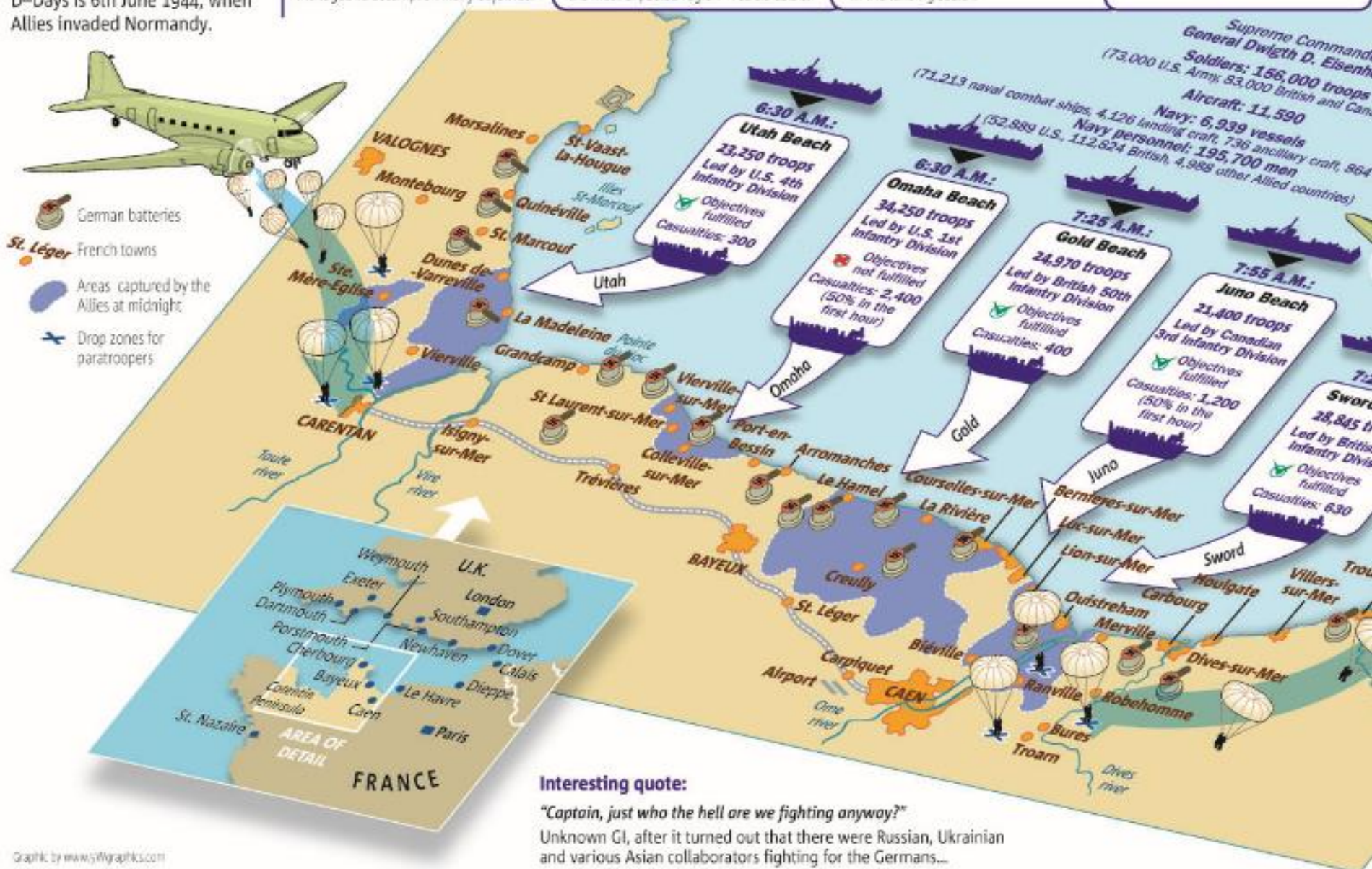
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300 planes dropped 13,000 bombs on German defenses in the landing sector.

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Naval bombardment preceded the invasion.

Naval bombardment preceded the invasion.



Graphic by www.511graphics.com

Origin of the concept 'strategy'

- Alexander the Great
- Napoleon
- Mao Tse Tung
- Sun Tzu "The art of war" (500 BC)
- Nicollo Machiavelli "Il Principe" (1513)
- Carl von Clausewitz "Vom Kriege" (1835)

“Every battle is won
BEFORE
it is fought.”

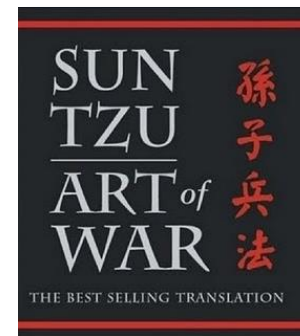
Sun Tzu



Origin of the concept 'strategy'

SUN TZU (6th century BC, Chinese general, military strategist):

- 'It is said that if you know your enemies and know yourself, you will not be imperilled in a hundred battles; if you do not know your enemies but do know yourself, you will win one and lose one; if you do not know your enemies nor yourself, you will be imperilled in every single battle.'
- 'To fight and conquer in all your battles is not supreme excellence. Supreme excellence consists in breaking the enemy's resistance without fighting.'





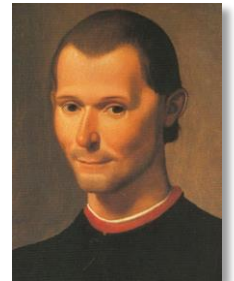
If an injury has to be done to a man it should be so severe that his vengeance need not be feared.

Niccolo Machiavelli

Origin of the concept 'strategy'

NICCOLO MACHIAVELLI (1469-1527):

- Science of UTILITY: 'any actions taken are only important insofar as they affect the results'
- 'Since it is difficult to join them together, it is safer to be feared than to be loved when one of the two must be lacking.'
- 'Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage.'
- 'Before all else, be armed.'



Carl von Clausewitz



The world has a way of undermining complex plans. This is particularly true in fast moving environments. A fast moving environment can evolve more quickly than a complex plan can be adapted to it. By the time you have adapted, the target has changed.

AZ QUOTES

Origin of the concept 'strategy'

CARL VON CLAUSEWITZ (1780-1831):



- On War: "A good strategy should be based on "surprise", "field knowledge" and "multiple front attacks".'
- "Where absolute superiority is not attainable, you must produce a relative one at the decisive point by making skilful use of what you have."
- *Today, defining a strategy is more peaceful, but after all, little has changed:*

"surprise"	=	innovation
"field knowledge"	=	know your client, product, market, competitors, etc.
"multiple front attacks"	=	multiple distribution channels and product range

A perspective on strategic leadership

- Why do leaders need strategy?

A:?

- Why do leaders throughout the organisation need strategy?

A:?

- When does strategy become real?

A:?

- How does strategy complement intuition and vision?

A:?

- What is the essence of strategy?

A:?



A perspective on strategic leadership

- Why do leaders need strategy?

Because leaders must help their team/organisation to continue to win

- Why do leaders throughout the organisation need strategy?

Because strategic change manifests itself first at the front line

- When does strategy become real?

When consequential action is taken (or not taken)

- How does strategy complement intuition and vision?

Learning is the basis of strategic thinking

- What is the essence of strategy?

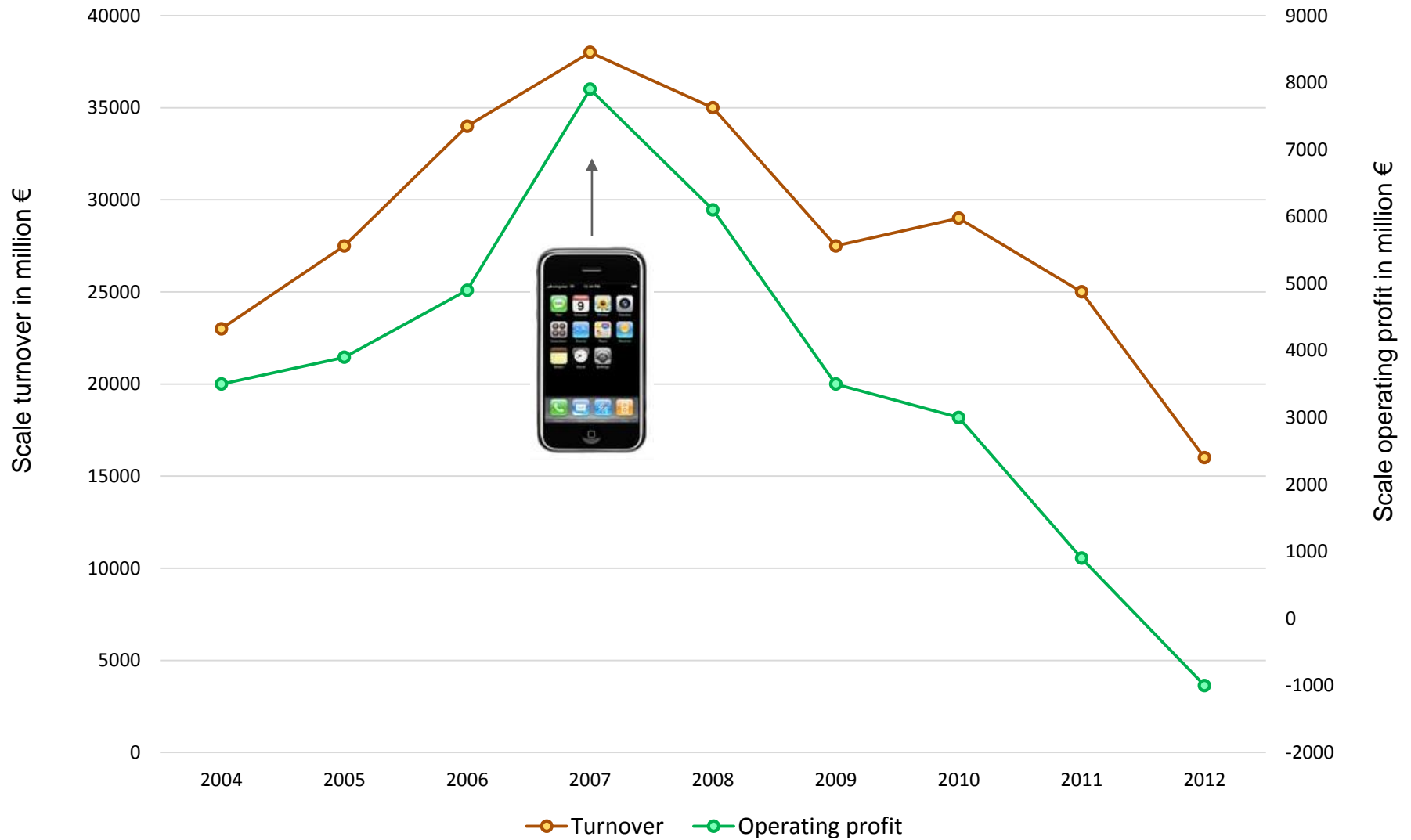
Gaining and maintaining control and destiny

Identifying the forces that affect destiny/dependence/influence

Changing and/or using the forces to create degrees of freedom to act



NOKIA's mobile phone business

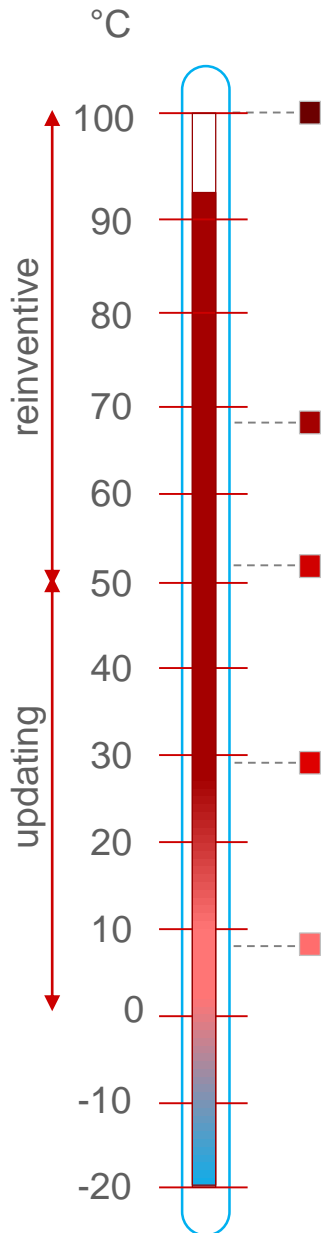


Sorry, We're
CLOSED
FOR EVER!

50 years ago the life expectancy
of a firm in the Fortune 500
was around **75** years.

Today, it's less than **15** years
and declining all the time.

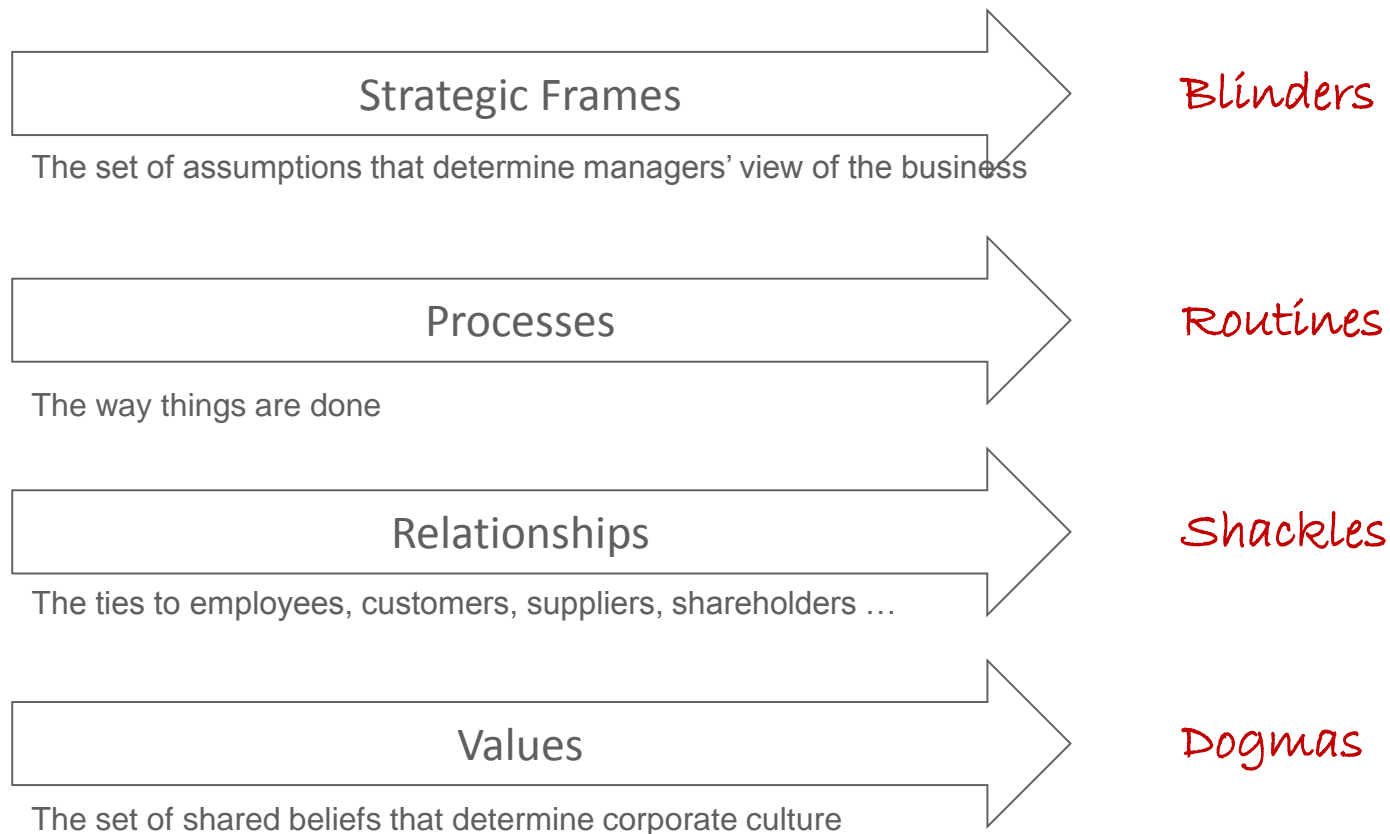
Disruption



- **Reinvention of the rules of the industry, e.g. through:**
 - multisided platforms connecting many participants with one another to interact and transact. Example: Uber
 - leveraging non-owned, underutilised assets, reconfiguring the value chains (shared economy). Example: Airbnb
- **Digital disruption of products and services, e.g. through:**
 - disruption of products or services by new digital technology. Example: Kodak
- **Creation of new digital business, e.g. through:**
 - Incremental extension of current business by providing new hardware, technology, rich data and useful add-ons. Example: Nike +
- **Reconfiguration of value delivery models, e.g. through:**
 - replacing traditional distribution ways (channels) because of changed customer behaviour. Example: Fading role of insurance agents
- **Rethought value propositions, e.g. through:**
 - making better use of analytics, repackaging products and services, designing new economic models ... to fit better modified customer needs e.g. an app for travel related insurance, one day auto insurance, ...

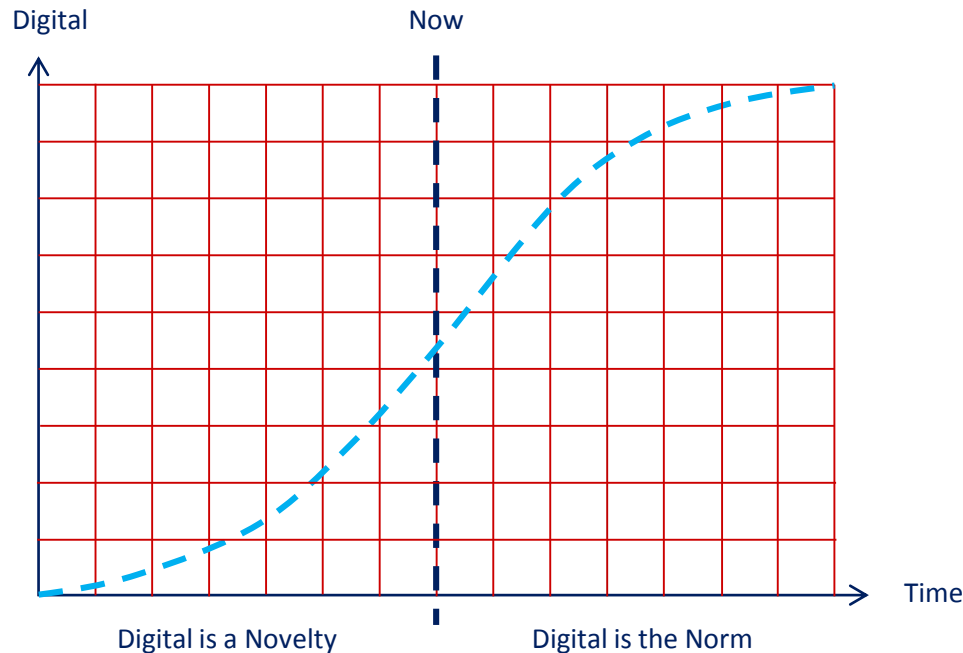
Active Inertia (the dynamic of failure)

Leading companies become stuck in the modus of thinking and working that brought success





Peter Hinssen "The New Normal"



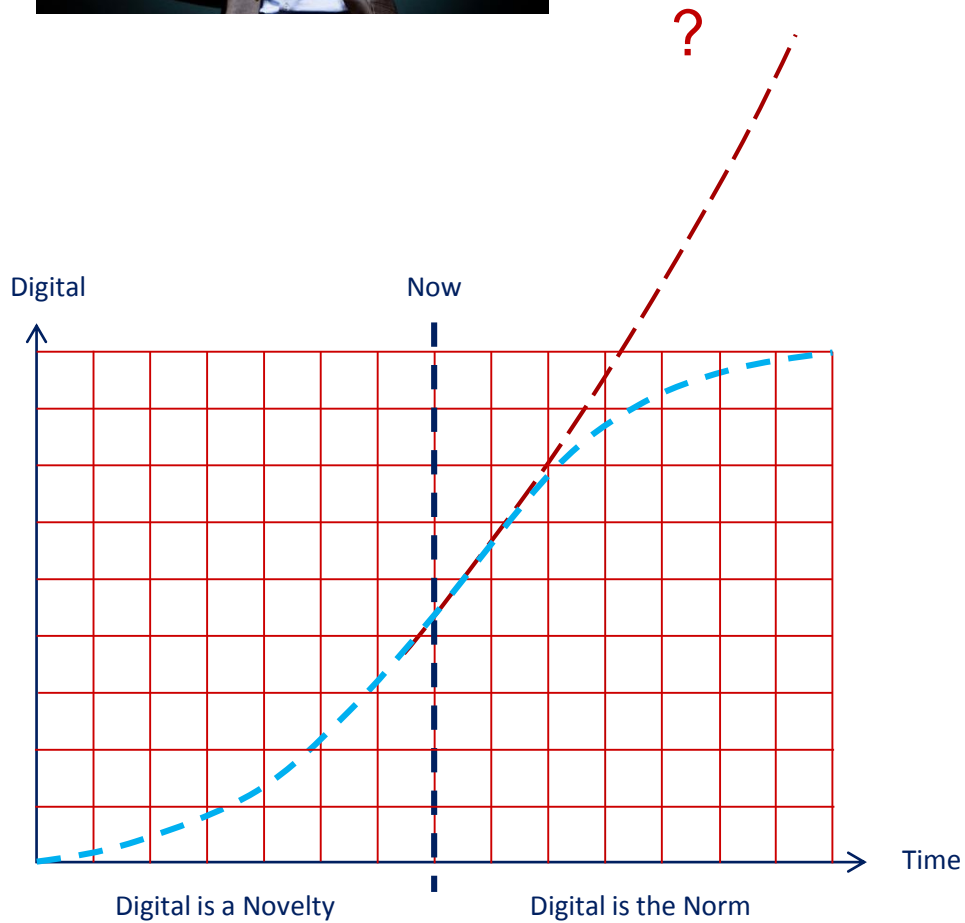
Substitution

= using digital to create an alternative, a replacement for a service the company already performs.

Digitising the legacy leads to digital conservatism.

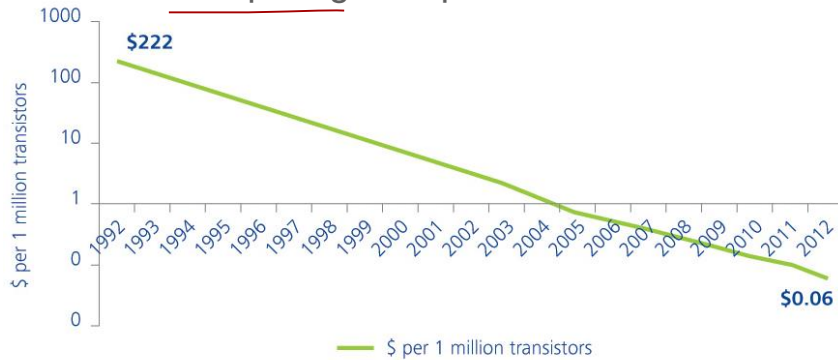


Peter Hinssen “The New Normal”

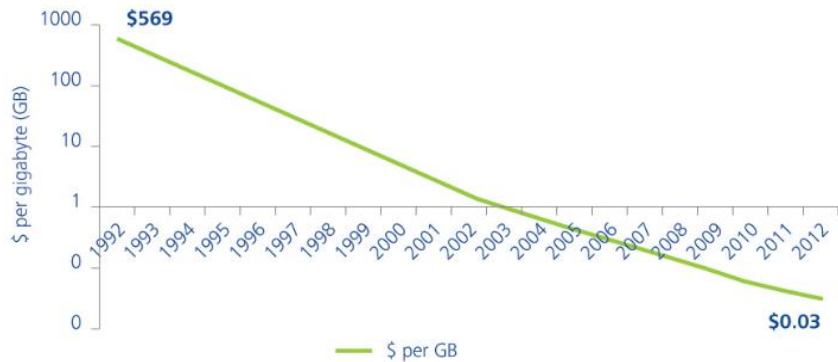


*There is no immediate return
to a 'New Normal'*

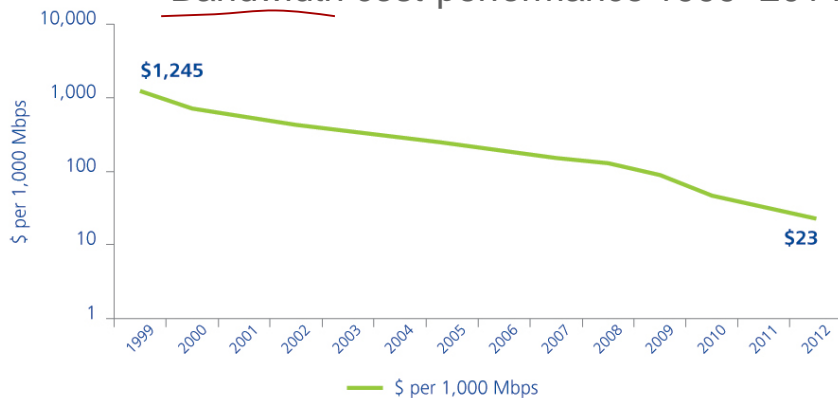
Computing cost-performance 1992- 2012



Storage cost-performance 1992- 2012

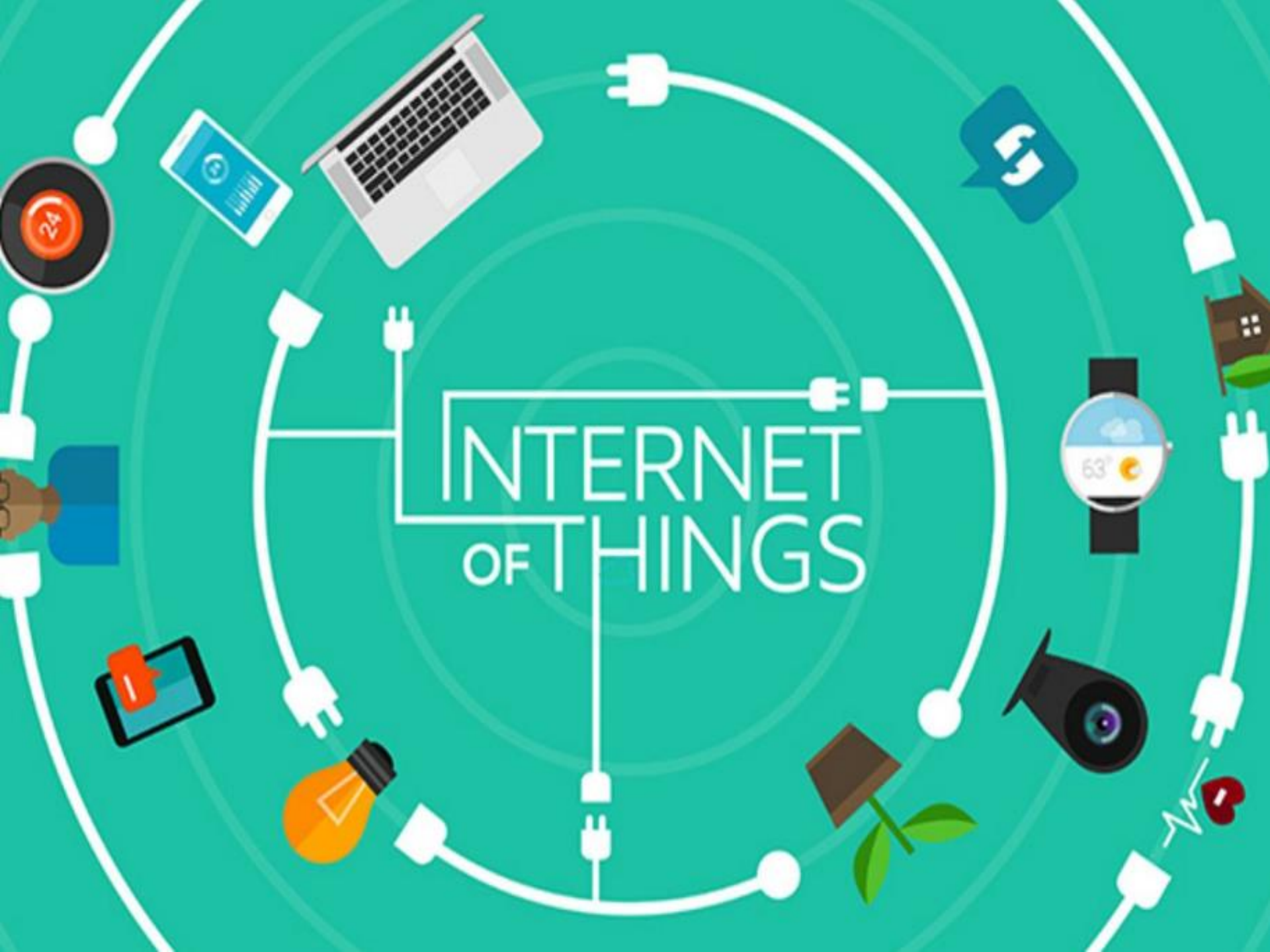


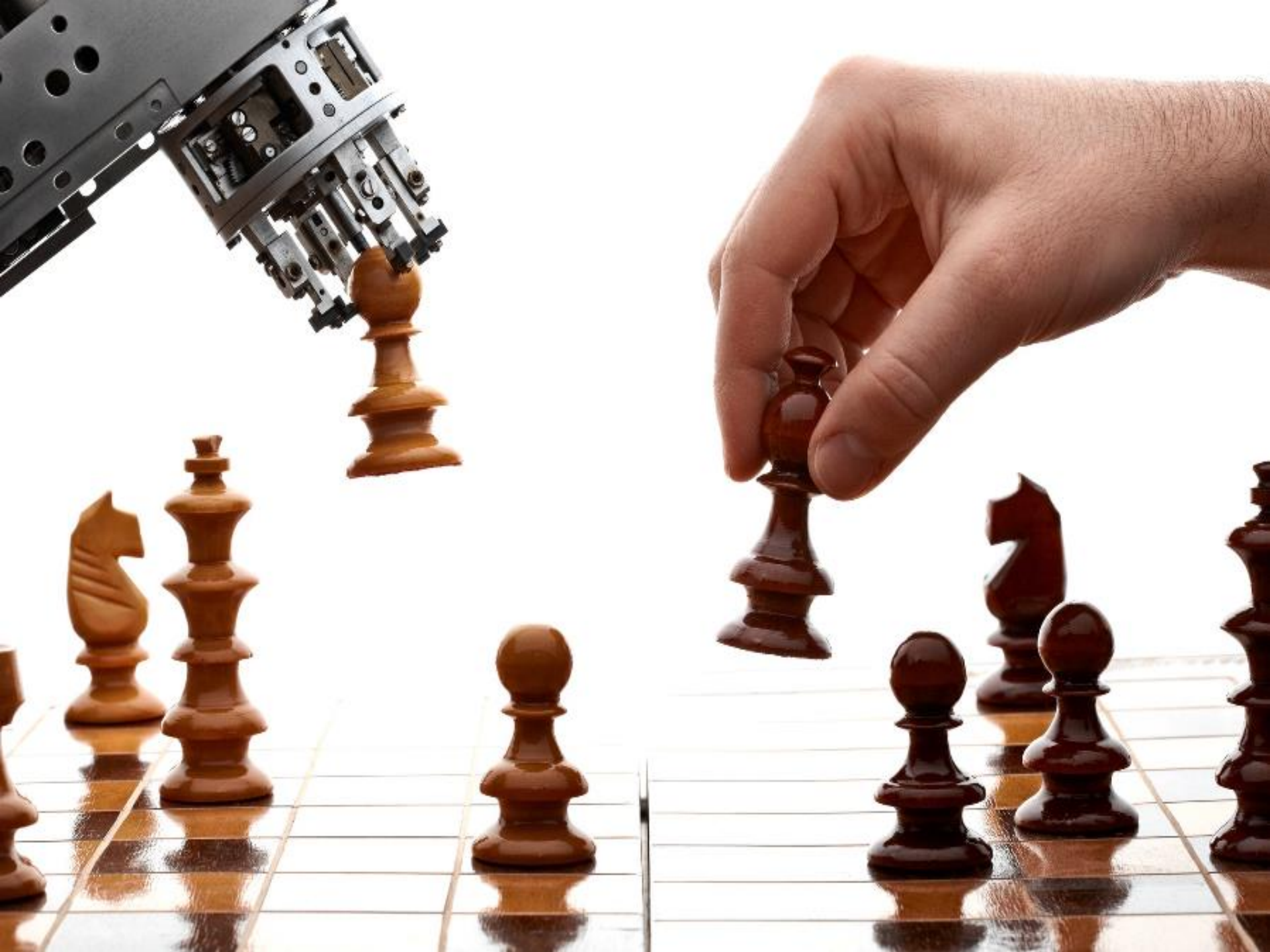
Bandwidth cost-performance 1999- 2014



Exponential growth function

INTERNET OF THINGS





[illegible]

Product Insurance
(15 Companies)



P2P Insurance
(24 Companies)



Consumer Platforms
(23 Companies)



User Acquisition
(28 Companies)



Insurance Investors
(21 Companies)



Reinsurance
(12 Companies)



Insurance Comparison/Marketplace
(137 Companies)



Insurance Technology
Contact
info@venturescanner.com
to see all 535 companies

Insurance Infrastructure/Backend
(108 Companies)



Auto Insurance
(76 Companies)



Health Insurance
(63 Companies)



Enterprise Insurance
(50 Companies)



Life, Home Insurance
(39 Companies)

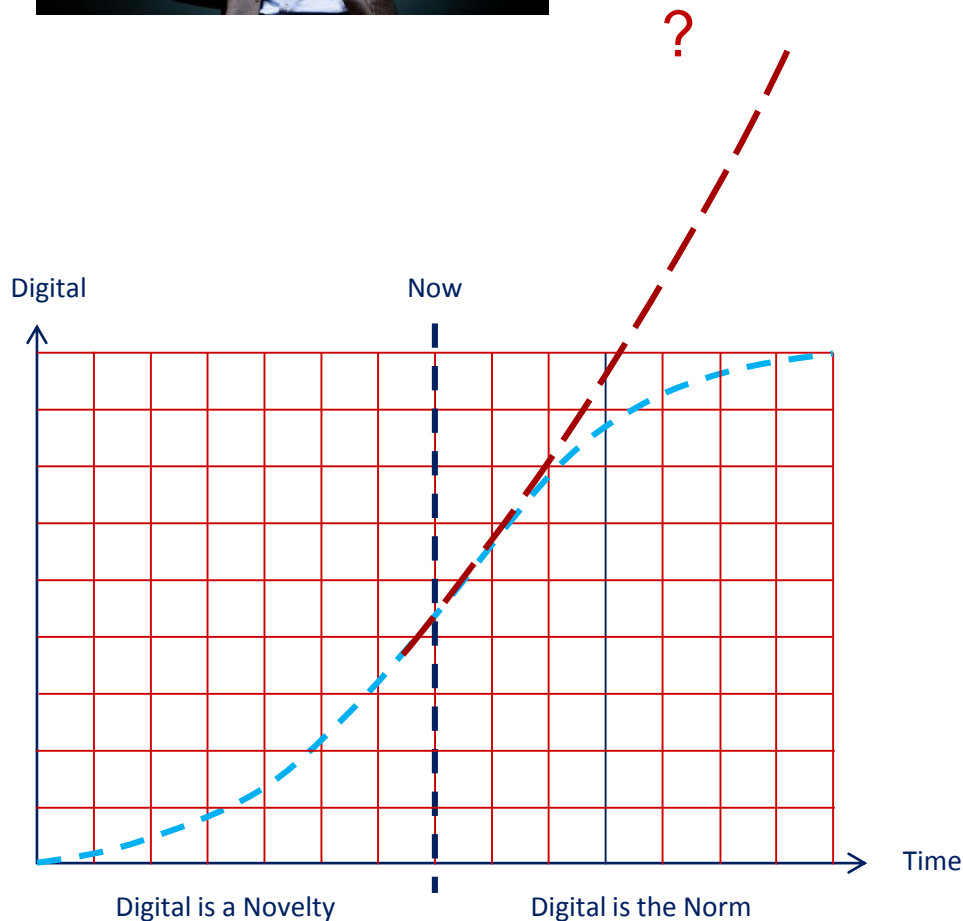


Insurance Data
(51 Companies)





Peter Hinssen
“The ~~New Normal~~”

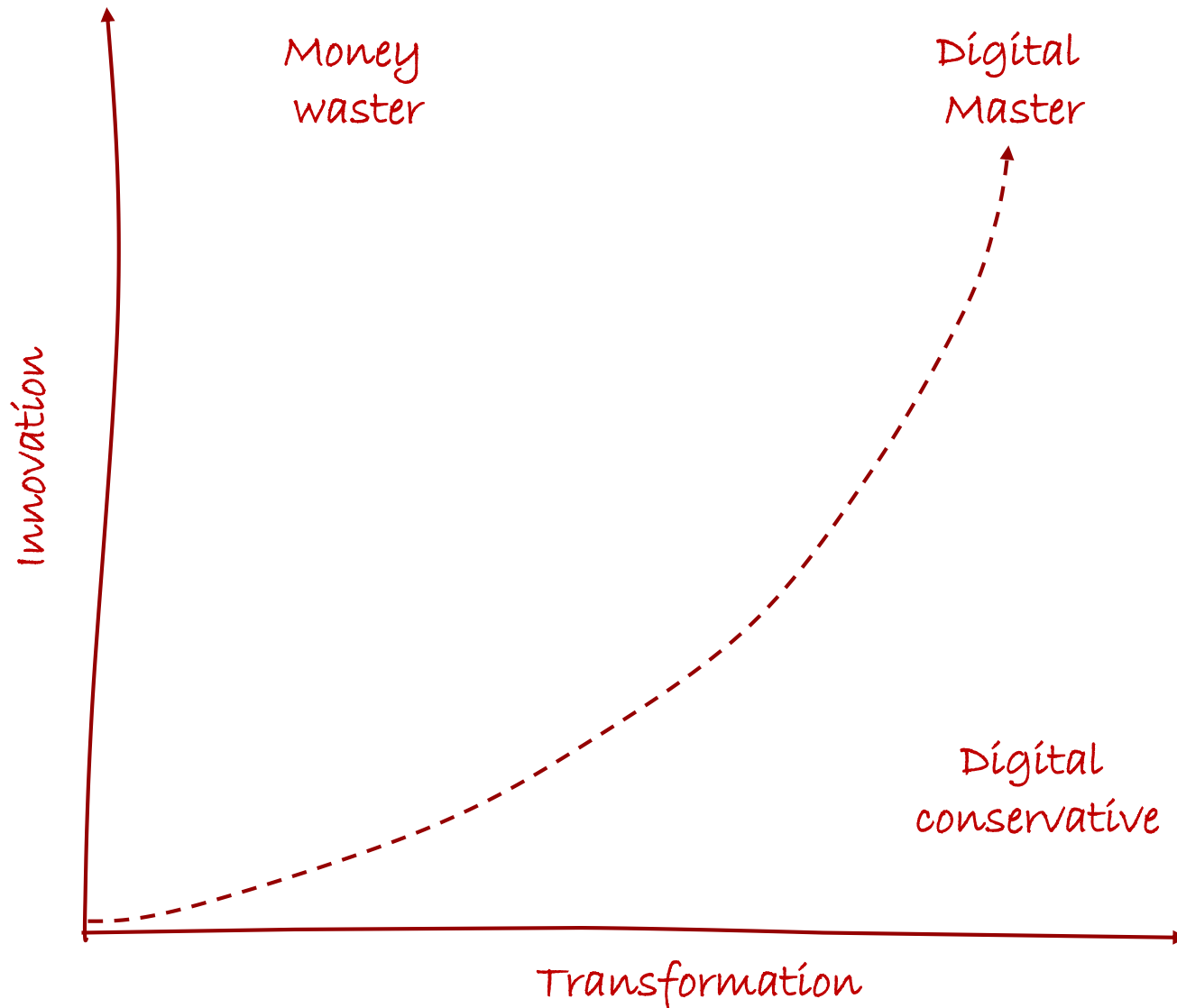


Re-invention = innovative, pioneering, fundamental redefinition of products, services and processes, making optimal use of continuous evolving technology and the new environment it creates (e.g. sensors, wearables, ecosystems, robots, ...)

Substitution

= using digital to create an alternative, a replacement for a service the company already performs.

Digitising the legacy leads to digital conservatism.





- 85 million miles driven less per year
- good for over 8 million fewer gallons of fuel used.
- idle time of engines reduced by 10 million minutes
- carbon emission reduced by more than 6,500 metric tons.



Strong controlling



CODELCO: Strong orchestration increases degree of freedom





DECIDING
WHAT NOT TO DO
IS AS IMPORTANT
AS DECIDING
WHAT TO DO.

STEVE JOBS

Inspirational
Quotes.Gallery





In 2009, newly appointed CEO JP Remy decided Pages Jaunes (now Solocal) needed a groundbreaking vision:

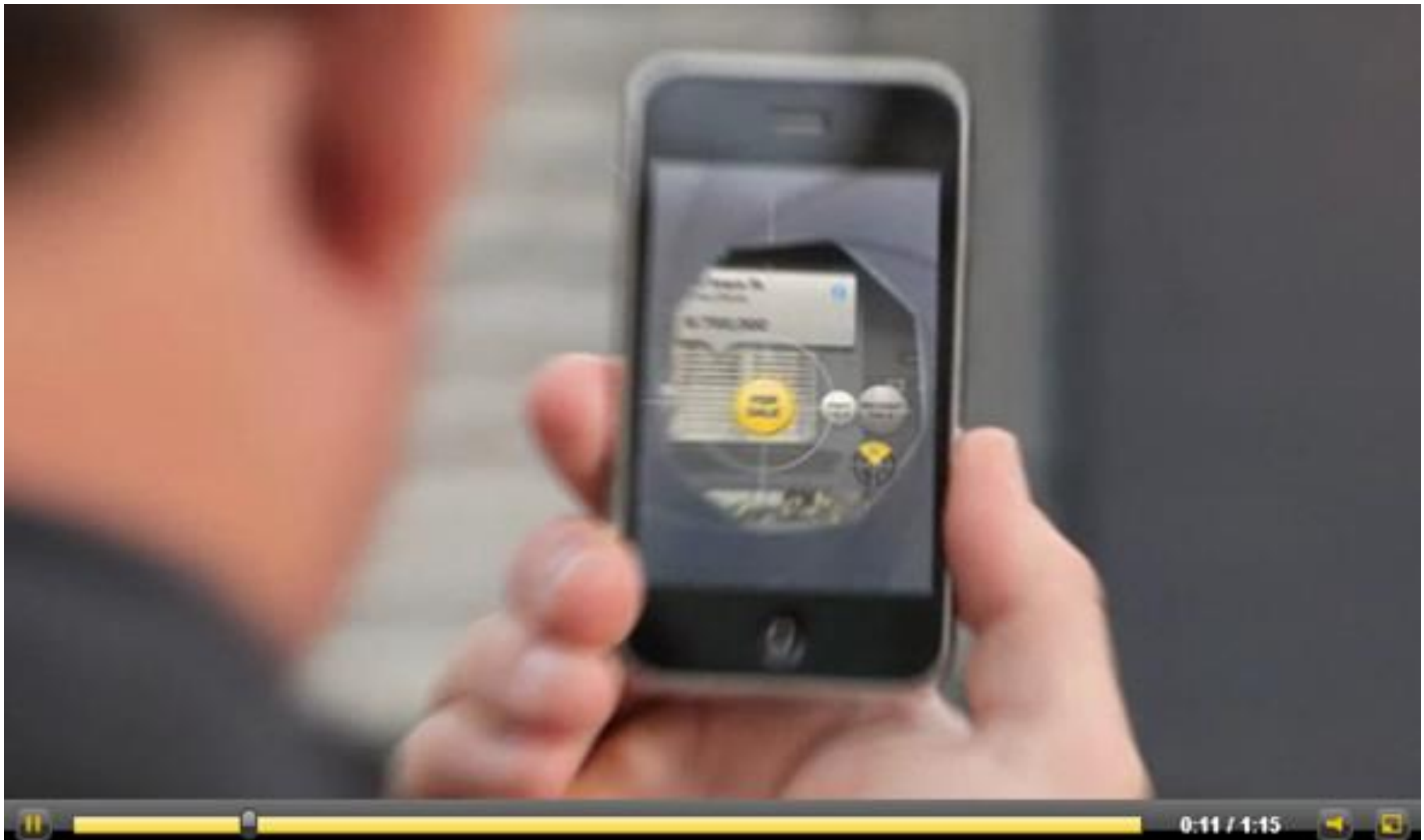
“Pages Jaunes is not in the business of producing heavy yellow books - it never has been - but in the business of connecting SMEs to local customers.

Books are just an outdated technology and must shift to digital”.



When CEO Angela Ahrendts took the helm at Burberry in 2006, she asked “Where are the trench coats?” Burberry’s external focus on the competitive luxury clothing and leather goods had led it to neglect the company’s core product strength.

“Instead of targeting ‘ladies who lunch’ and baby boomers, which all peers do, Burberry will zoom on Millennials and emerging economies where high net worth individuals are typically 15 years younger. To engage and communicate effectively with these customers, Burberry will use these segments mother tongue: digital.”



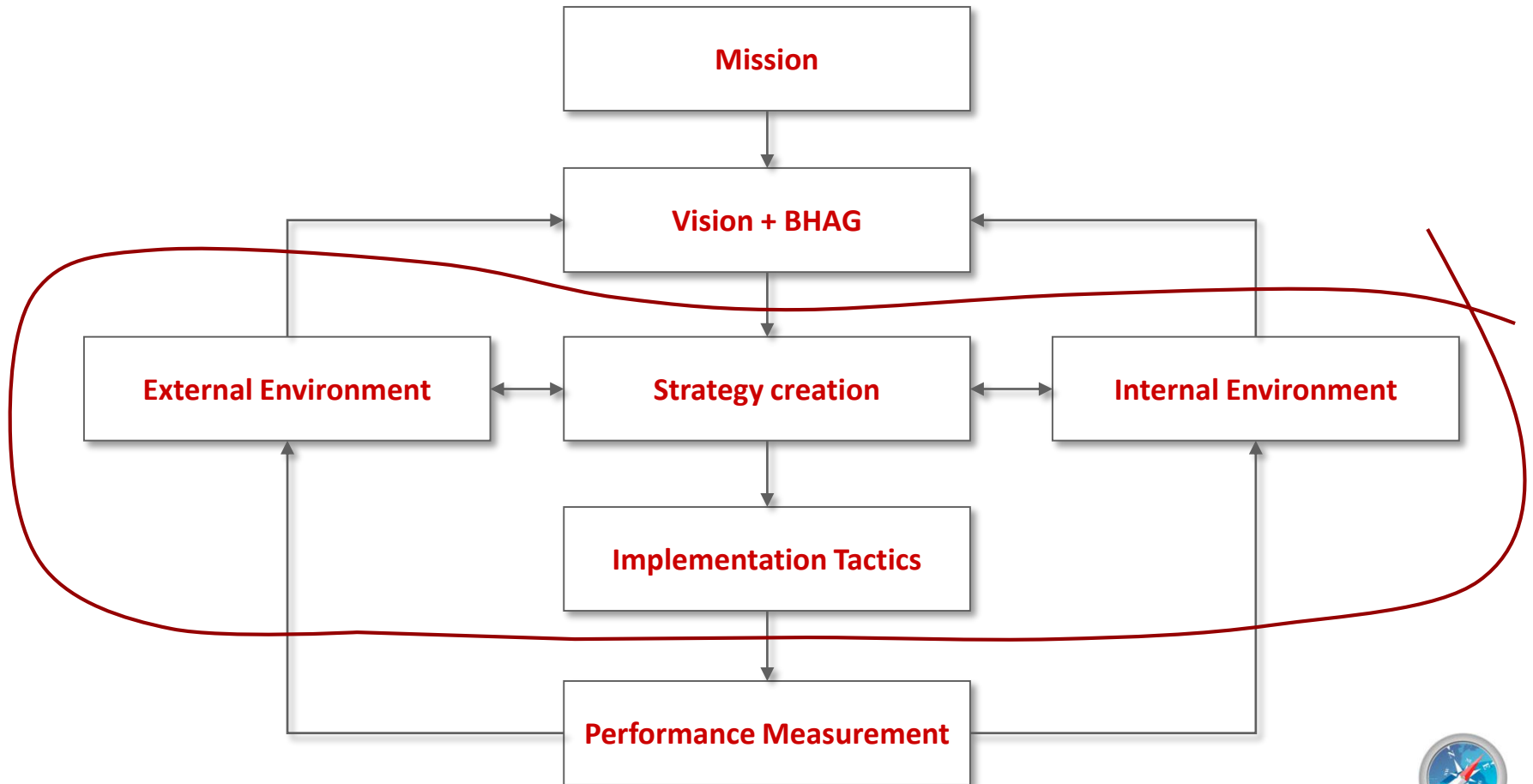
https://www.youtube.com/watch?v=4Dxr-s0jo_I



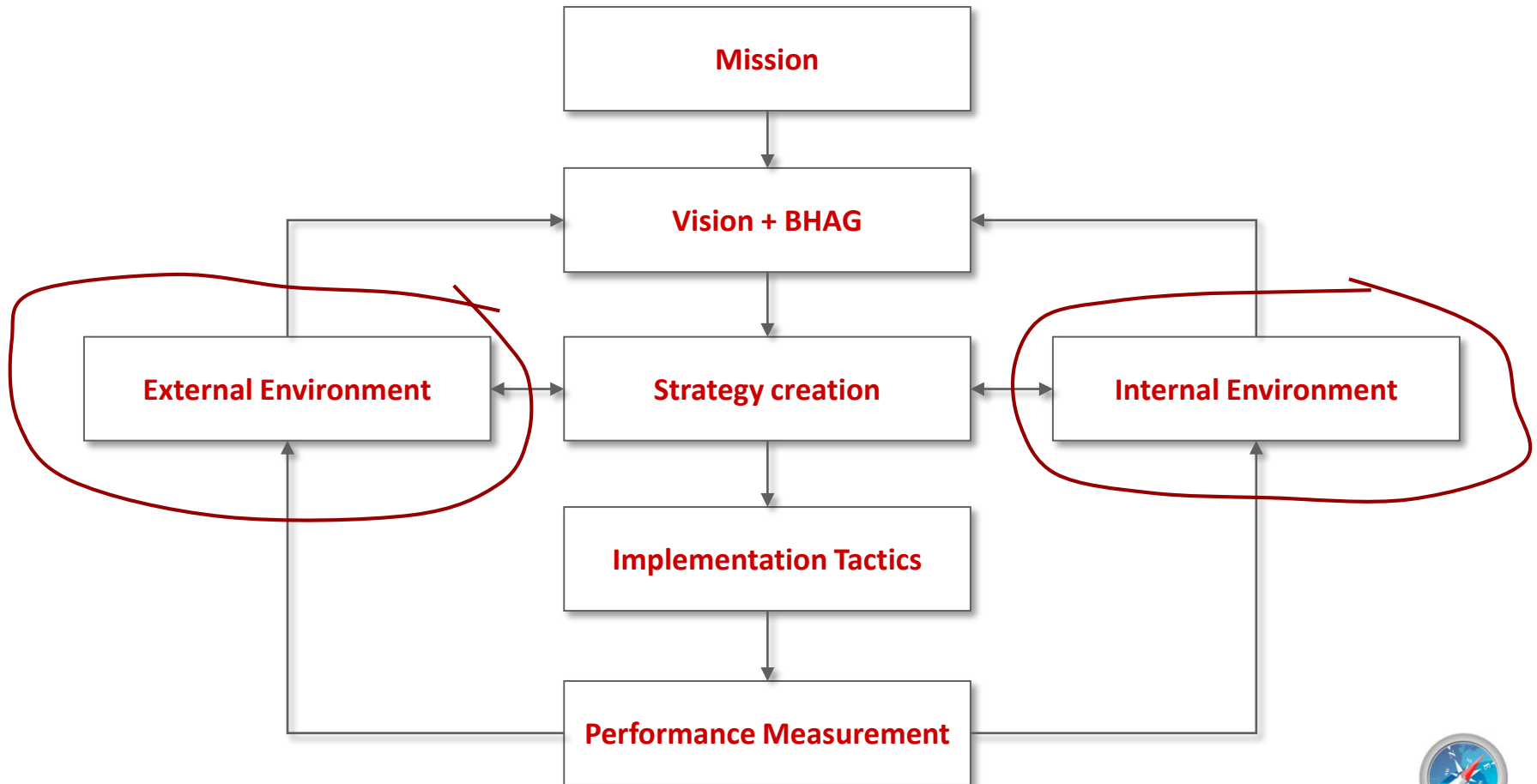
How can we avoid to be the next Nokia?



Strategy Creation Process



Strategy Creation Process



SWOT

Strengths

Weaknesses

Opportunities

Threats



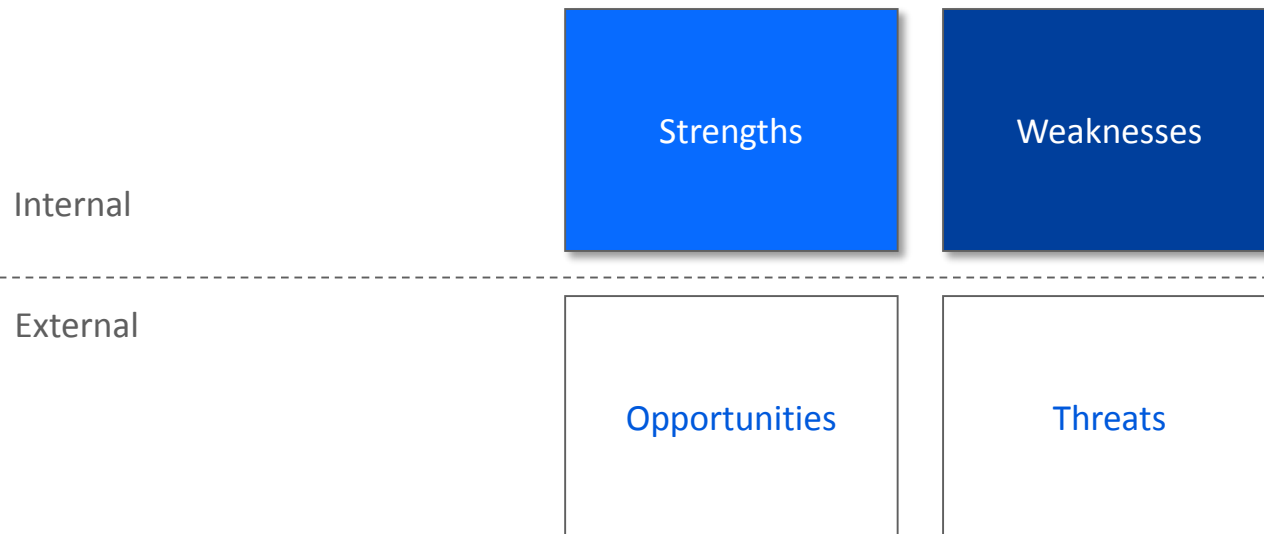
SWOT



SWOT: Strengths & Weaknesses

- Identifying and assessing core competencies
- Understanding your financial capacity for undertaking a new strategy
- Evaluating management and organisational culture in terms of change-readiness

- Current performance
- Brand power
- Cost structure
- Product portfolio
- R&D pipeline
- Technical mastery
- Employee skills
- Company culture
- ...



Looking inside for strengths and weaknesses

SWOT: Strengths & Weaknesses

Is your 'core competency' a sound basis for an effective strategy?

- Inimitability: hard to copy
- Durability: continuing value of the competitive resource
- Appropriability: who captures the value created?
- Sustainability: can it be trumped by a substitute?
- Competitive superiority: is it really superior to competitors?

A method to assess S & W

Step	Action
1	Select a credible colleague to facilitate the analysis
2	Create a SWOT team of knowledgeable staff from different functions within the company
3	Brainstorm the company and unit's strengths
4	List all suggestions with post-its on a brown paper
5	Consolidate ideas. Cluster post-its on the brown paper
6	Clarify ideas
7	Identify the top three strengths
8	Summarise company strengths
9	Repeat steps 2 through 6 for company or unique weaknesses



SWOT: Opportunities & Threats

Looking outside for threats and opportunities





Make a SWOT

1. Chose a company and its CC
2. Identify Strengths and Weaknesses
3. Identify Opportunities and Threats
4. List them
5. Come back and present them



TOWS

Defining strategic challenges

TOWS Analysis

INTERNAL FACTORS			
EXTERNAL FACTORS		Strengths (S)	Weaknesses (W)
	1 Opportunities (O)	2 Strengths/ Opportunities (SO)	3 Weaknesses/ Opportunities (WO)
	Threats (T)	Strengths/ Threats (ST)	Weaknesses/ Threats (WT)



TOWS Example

Strength
We have the budget to invest

Weakness
Our technology is outdated

Opportunity

There are many young people with a technical degree in our country

Threat

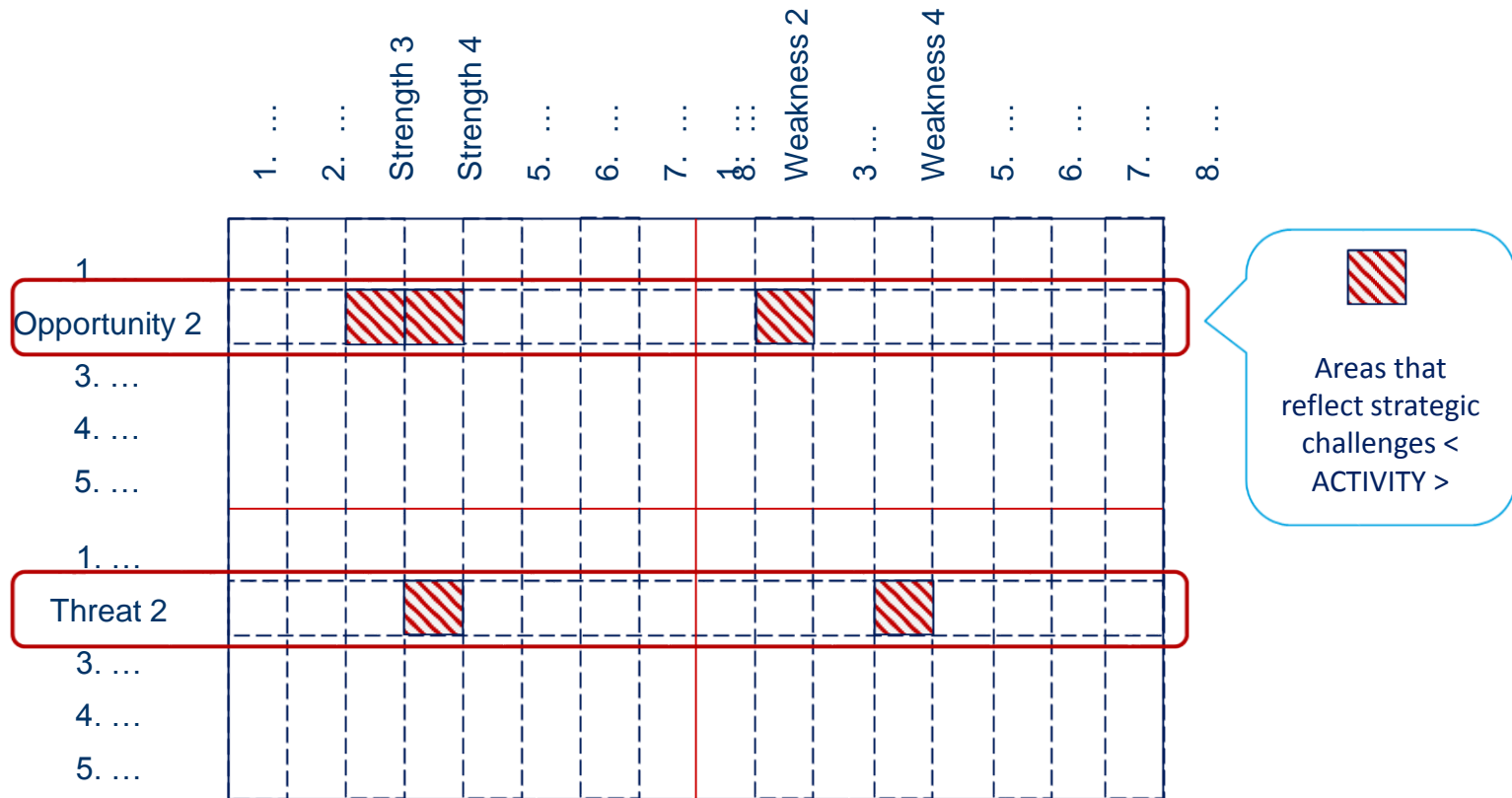
Competition is hiring skilled people

Strategic challenge:

To recruit timely people with the right skills to modernise technology legacy

build on strengths; resolve weaknesses; exploit opportunities and avoid threats

e.g. for each of the **opportunities**, find at least one **strength** that the firm may use to take advantage of the **opportunity**. Also find a **weakness** that may stand in the way of doing so



e.g. for each of the **threats**, find at least one **strength** that should be used or further improved to protect against the **threat** and maybe even turn the **threat** into an **opportunity**. Also look for a **weakness** that must be improved or covered up to avoid being affected by the **threat**.



Strategic challenge: One slogan

STRATEGIC CHALLENGE 1

OPPORTUNITY

THREAT

STRENGTH

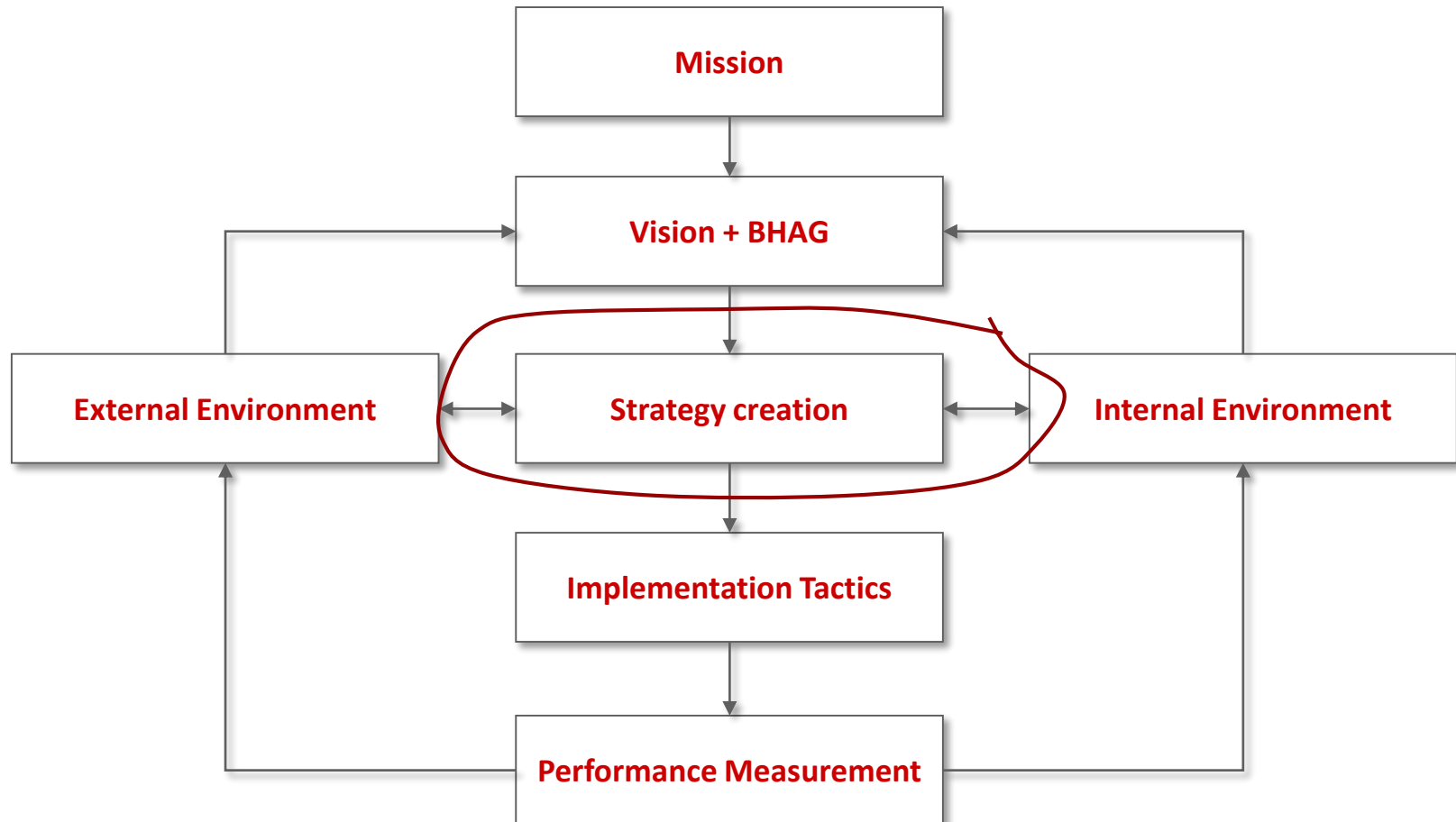
WEAKNESS

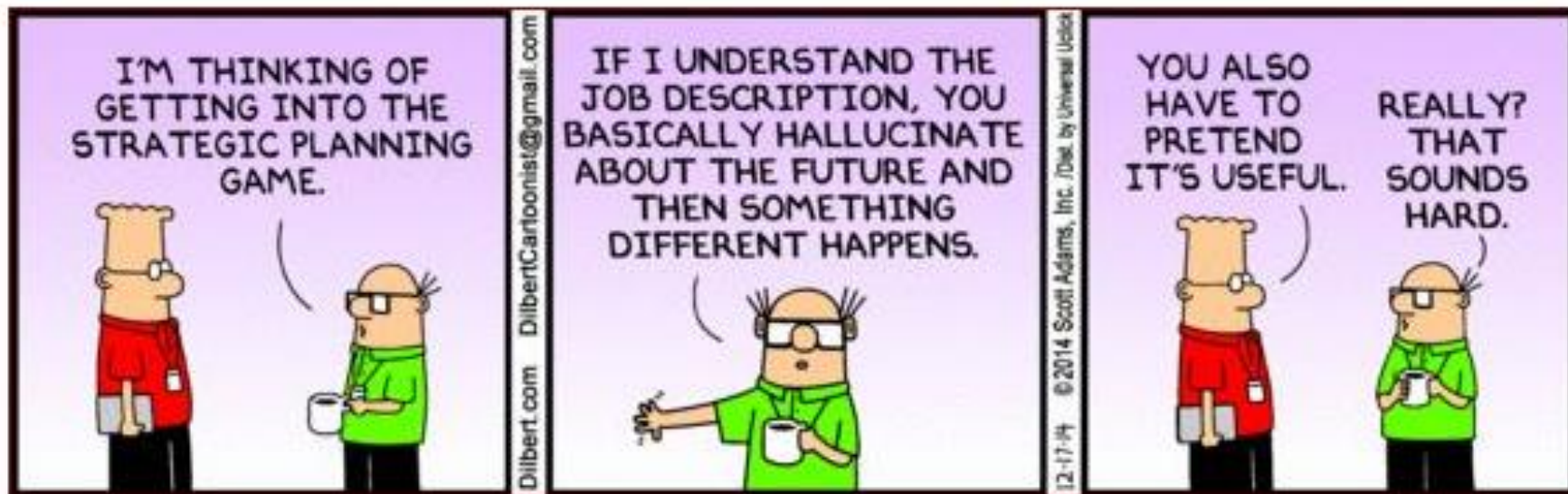


Make a TOWS

1. Start from SWOT
2. Link Opportunities with Strengths and Weaknesses
3. Link Threats with Strengths and Weaknesses
4. List relevant Strategic Challenges
5. Come back and present them

Strategy Creation Process





Mechanisms for Success

- Gaining a market beachhead
- Market entry through process innovation
- Applying Judo Strategy: movement, balance and leverage
- Market entry through product differentiation
- Create and dominate new market
- Buying your way in

Assess options to identify the most attractive































Suitability of options: Do they fit? Are they appropriate for the purpose?

Feasibility of options: Can we manage? Is it do-able?

Acceptability of options: Do they cut cost and/or generate revenues/profit?

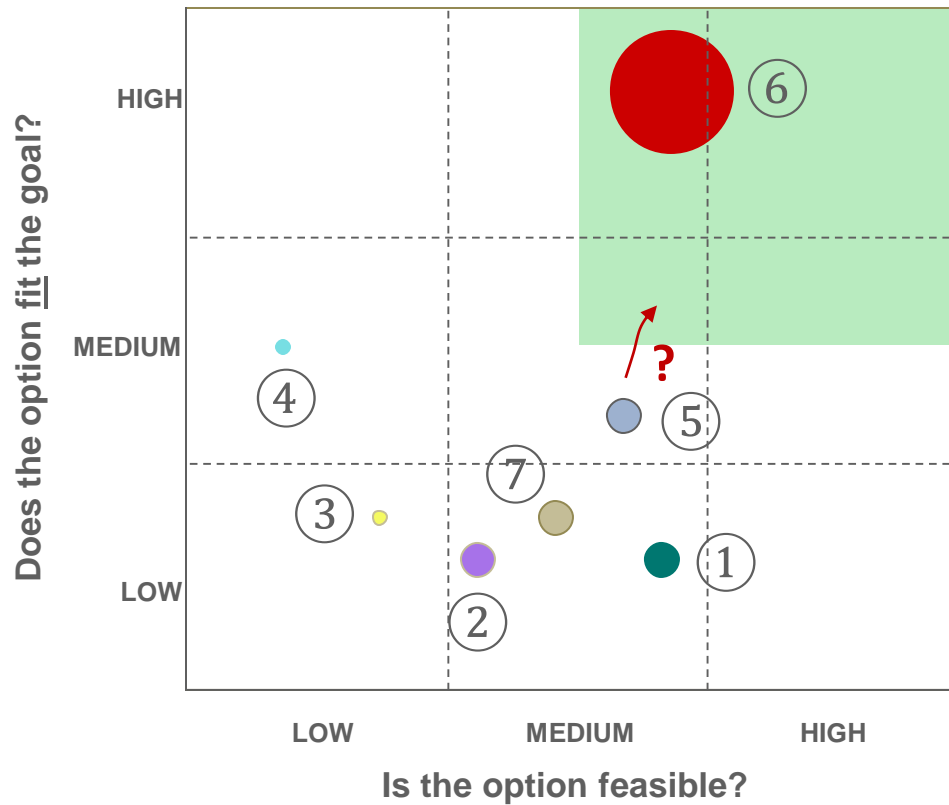
HARVEY BALLS DIAGRAM

Enter your sub headline here

	Text Here	Text Here	Text Here	Text Here	Text Here
Product A					
Product B					
Product C					
Product D					
Product E					
Product F					

This is a sample text. This is a sample text.

 Text Here  Text Here  Text Here  Text Here  Text Here



○ Bubble size = **Acceptability**

■ **Zone of most attractive options based on the interplay of suitability (fit), feasibility and acceptability**





SFAA - Template

	Suitability	Feasibility	Acceptability
Option 1:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 2:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 3:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 4:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 5:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

