

Expert Class

Contact Center Management

Vision, Mission & Strategy

François Rossillion

2018, March 26

hello

A hand-drawn word "hello" in a cursive, lowercase font. The word is drawn in a dark brown or black ink. The two 'o's are replaced by simple line drawings of human eyes with blue irises and black pupils. The word is centered on a plain white background. On the left and right sides of the word, the fingers of two hands are visible, holding the paper steady.

X 2



Nikolaas Rossillion

Engagement Manager at McKinsey & Company
Antwerp Area, Belgium | Management Consulting
Previous McKinsey & Company Agfa-Gevaert, PNO Consultants
Education INSEAD

Send a message Endorse

500+ connections



Dominiek Rossillion

GTP compliance officer at CAF-DCF-Redcross belgium
Gent Area, Belgium | Pharmaceuticals
Current GID
Previous GID, Orinia Belgium
Education

Send a message

419 connections

X 1



Francois Rossillion

Senior Expert Distribution at KBC Group
KBC Group • Universiteit Antwerpen
Antwerp Area, Belgium • 330

Profile Strength: Advanced

Add skills to showcase your expertise

Members with more than 5 skills are 27% more likely to be discovered in searches by recruiters

Previous Next

Add skills

12 Who's viewed your profile

0 Views of your post in the feed

6 Weekly search appearances

Experience



Senior Expert Distribution
KBC Group
Jan 2015 - Present • 4 yrs 8 mos
Brussels

Now being a member of the Strategy, Organisation, Mergers and Acquisitions department (SOMA), I concentrate on strategic distribution topics and innovative business modeling.

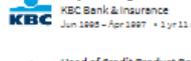


Senior Expert Distribution
KBC Group
May 2008 - Present • 11 yrs 2 mos

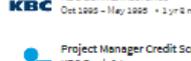
Within the marketing mix my core competencies are 'place' and 'price' in financial distribution. More specific multichannel distribution with a strong focus on digital channels and value based pricing.



Call Centre Manager
KBC Bank & Insurance
May 2006 - Oct 2008 • 8 yrs 6 mos



Project Manager Virtual Branch
KBC Bank & Insurance
Jun 2005 - Apr 2007 • 1 yr 11 mos



Head of Credit Product Department
KBC Bank & Insurance
Oct 2000 - May 2005 • 4 yrs 8 mos



Project Manager Credit Scoring
KBC Bank & Insurance
May 2000 - Sep 2000 • 5 yrs 6 mos



Retail Branch Manager
KBC Bank & Insurance
Apr 2000 - May 2000 • 10 yrs 2 mos

X 3



X 4(0)

SOON

Get Prepared for MIFID II - Learn how leading banks are managing regulatory compliance with MIFID II. Ad

Add new profile section

Edit your public profile

Add profile in another language

Ads You May Be Interested In

Get Prepared for MIFID II
Learn how leading banks are managing regulatory compliance with MIFID II.
Learn More

11 Managers gezocht
Drie Nieuw Jobs in the leading IT jobsite in Belgium. Contact us.
Learn More

See connections (330)

Contact and Personal Info
Francois' Profile and Email
Show more

People Also Viewed

- Aurelie Riverieuk • 5rd
Business Marketing Manager, EMEA at Parker Hannifin
- Bruno Nellemans • 2nd
Corporate Strategy at KBC Group
- Aziz Tabet
Consultant indépendant: Ressources en eau et irrigation
- Ndiaye Gueye
Coordonnateur départemental de Rufisque / UDS / MGLDST
- Self Diop
--
- Julie Lebeau • 5rd
chargée de mission, appui aux associations syndicales en irrigation et drainage
- Philippe CORNILLAT
CHIEF DES VENTES chez FRANCE ARROSAJE
- Joot Wellens • 5rd
Agronomy Engineer - Rural Infrastructure Engineer (WM / Irrigation / Food Security)
- Richard Sawhney • 5rd
Principal Advisor, Innovation, Digital Transformation, Tech Strategy at Forrester
- GRIMALDI Marjorie
Chargée des "Ressources en eau"

Add new skills with these courses

- Learning Gantt Charts
Views: 25,743
- Decision-Making Strategies
Views: 40,847
- Kickstarter-Crowdfunding Essential Training
Views: 5,340

CONTACT CENTER OPERATING MODEL[©]

To get the most value out of your contact center



BUSINESS PLANNING & BUDGET →

Optimize Cost

+

Maximize Service

+

Generate Revenue

CORPORATE IDENTITY - SMART OBJECTIVES

VISION MISSION & STRATEGY

Function

Synergies

Channel mix

CONTACT CENTER DEPLOYMENT

Objectives

Rules & Risks

Make and/or Buy

ORGANIZE & DOCUMENT

Organize

Quality

BPM

E2E PERFORMANCE MANAGEMENT

Marketing

Sales

Service

Collect

HRM

WFM

Seats Management

Knowledge

Training

CRM

Customer Interface

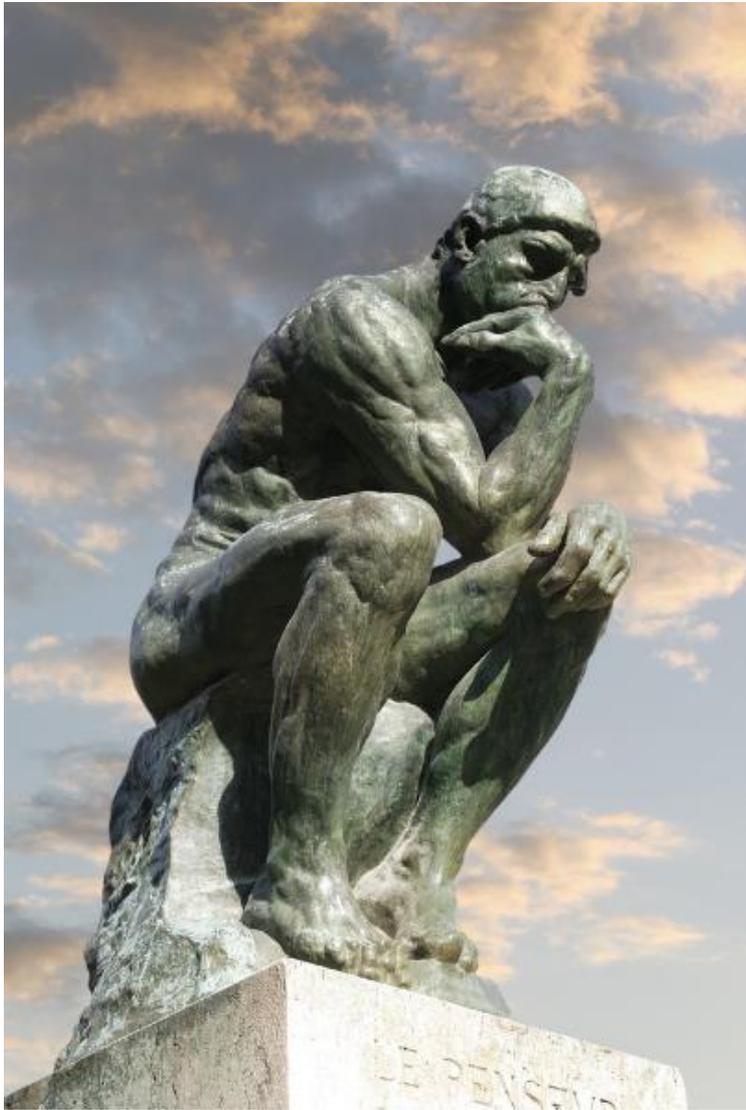
User Interface

Support Systems

OUTCOME - SHAREHOLDERS' VALUE

BUSINESS ACTIVITY MONITORING





What is ...

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



What is ...

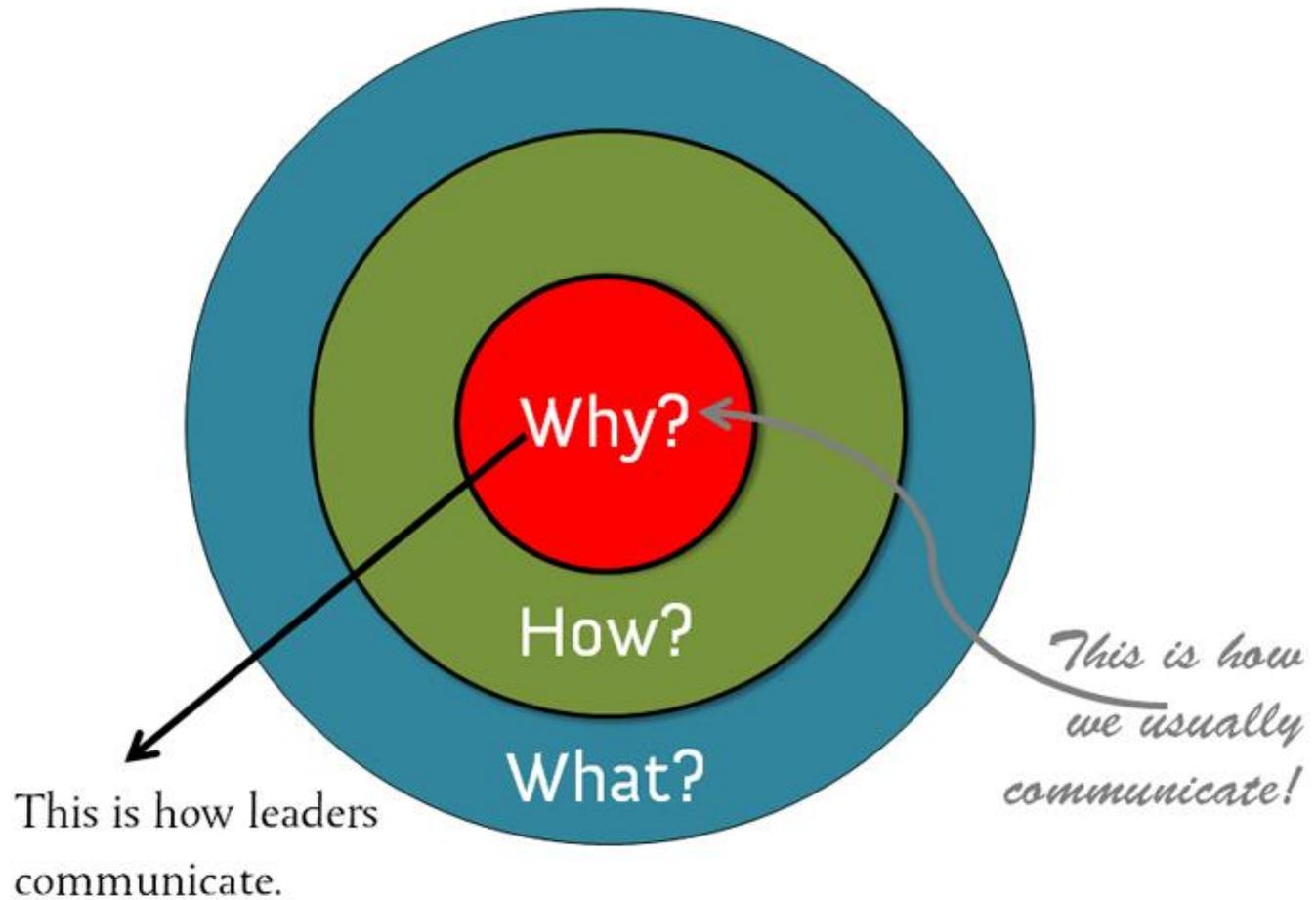
- **Vision?**
- **Mission?**
- **Strategy?**

A close-up, profile view of a brown bear standing in shallow water. The bear's fur is thick and brown, with some lighter patches on its neck and chest. It is looking down and to the right. The background is a blurred, greyish-blue water surface.

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

Friedrich Nietzsche

Simon Sinek



This is how leaders communicate.

This is how we usually communicate!

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



The D-Day

"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.

PHASE 1: Airborne drop Midnight - 2 A.M.

Over 13,000 paratroopers were dropped behind enemy lines, and managed to accomplish many objectives.

PHASE 2: Art of deceit 1 A.M. - 4 A.M.

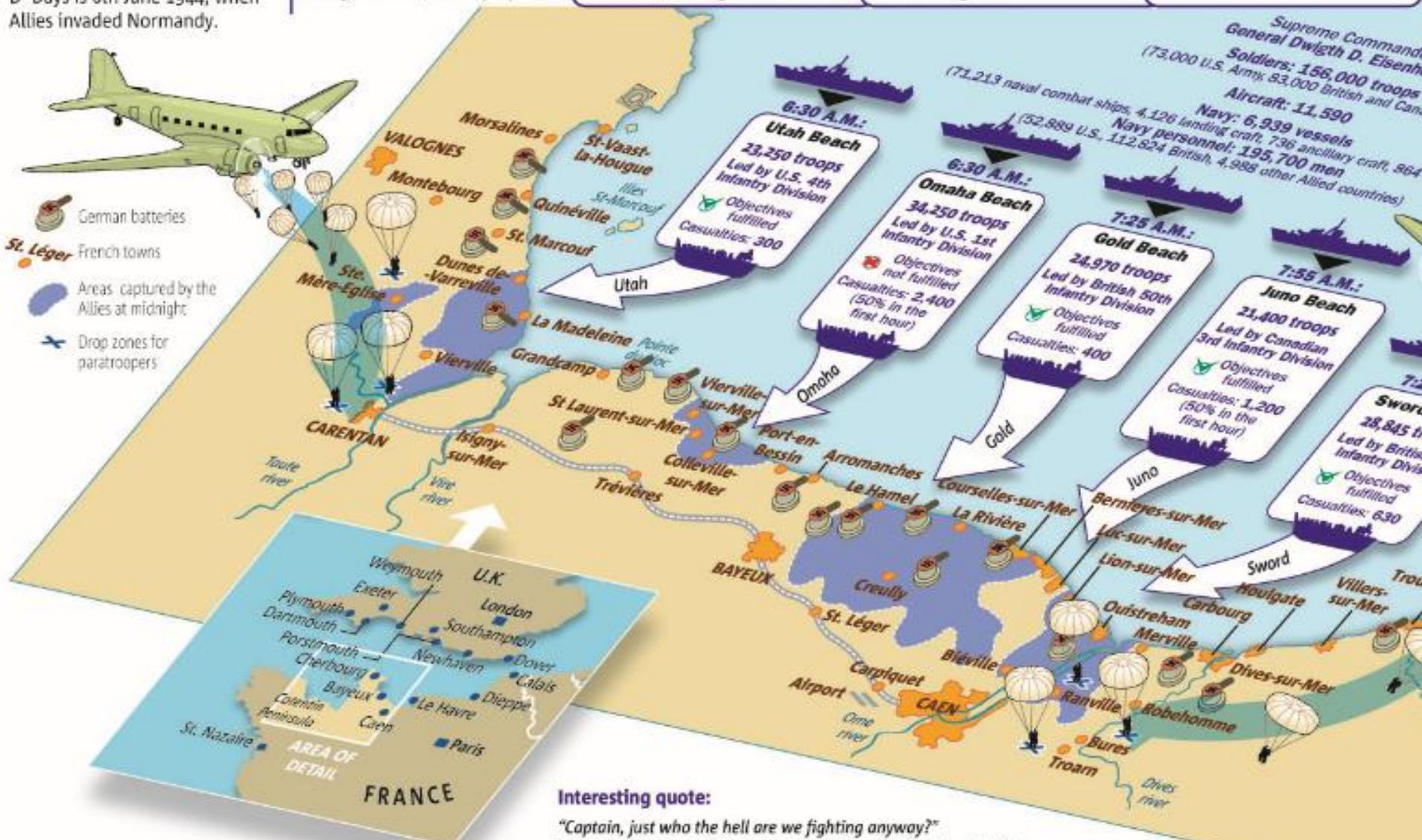
To distract the enemy, the Allies faked that another invasion was taking place in the most expected region - Pas de Calais.

PHASE 3: Aerial attack 3 A.M.

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

PHASE 4: Naval attack 5 A.M.

Naval bombardment preceded the invasion.



Interesting quote:

"Captain, just who the hell are we fighting anyway?"

Unknown GI, after it turned out that there were Russian, Ukrainian and various Asian collaborators fighting for the Germans...

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.”

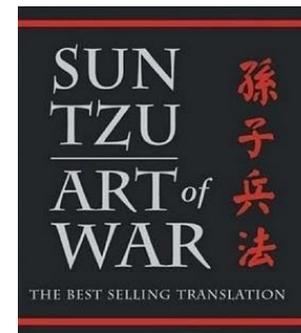
Sun Tzu



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?

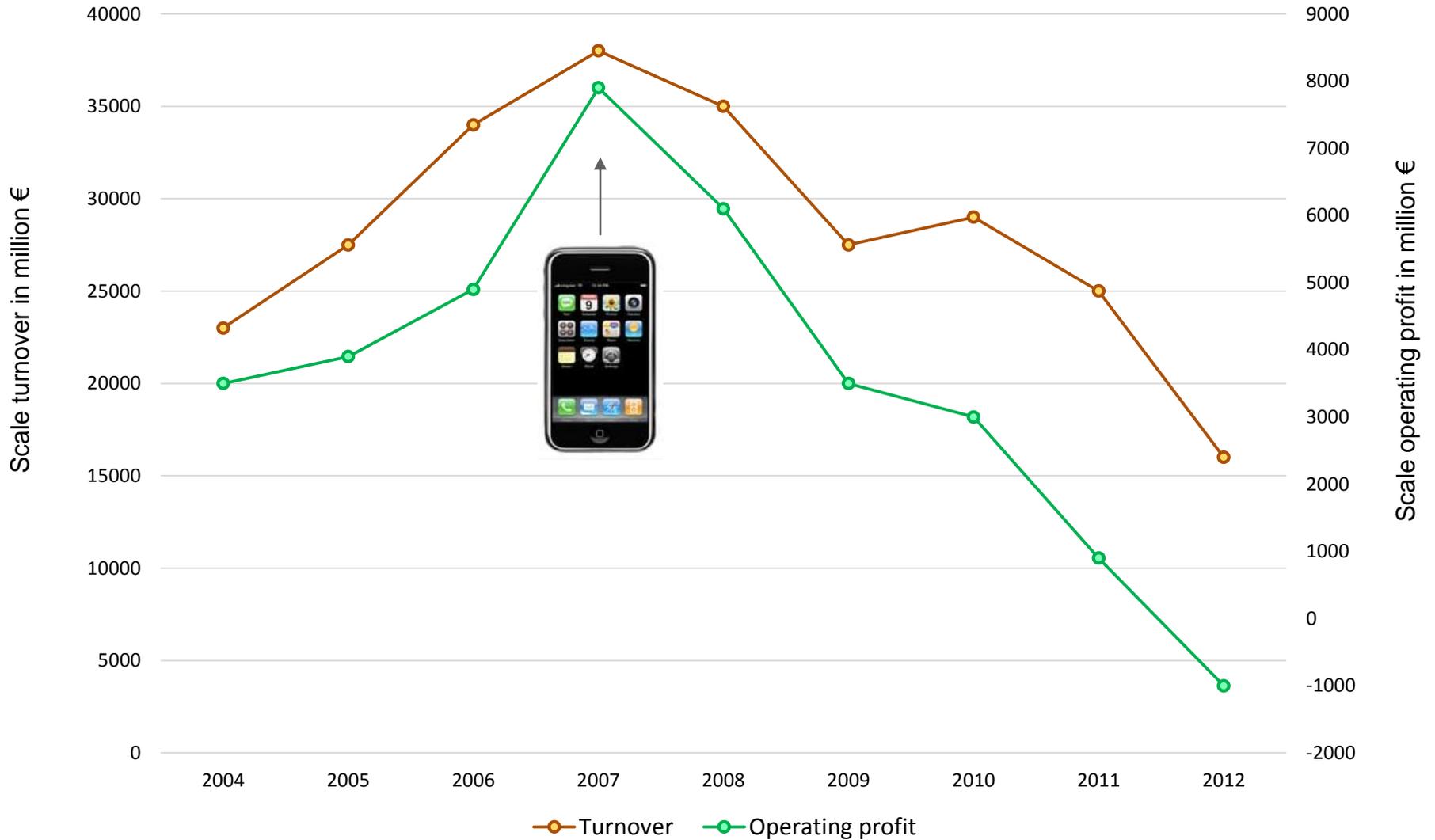
Gaining and maintaining control and destiny

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

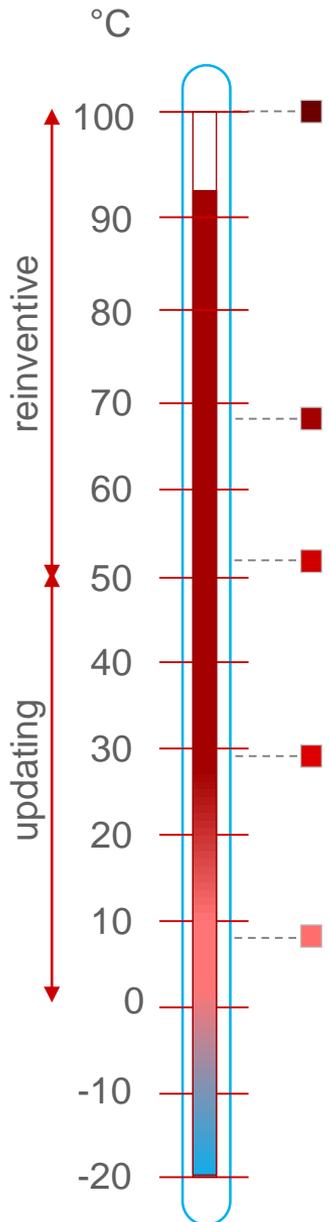
CLOSED

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.

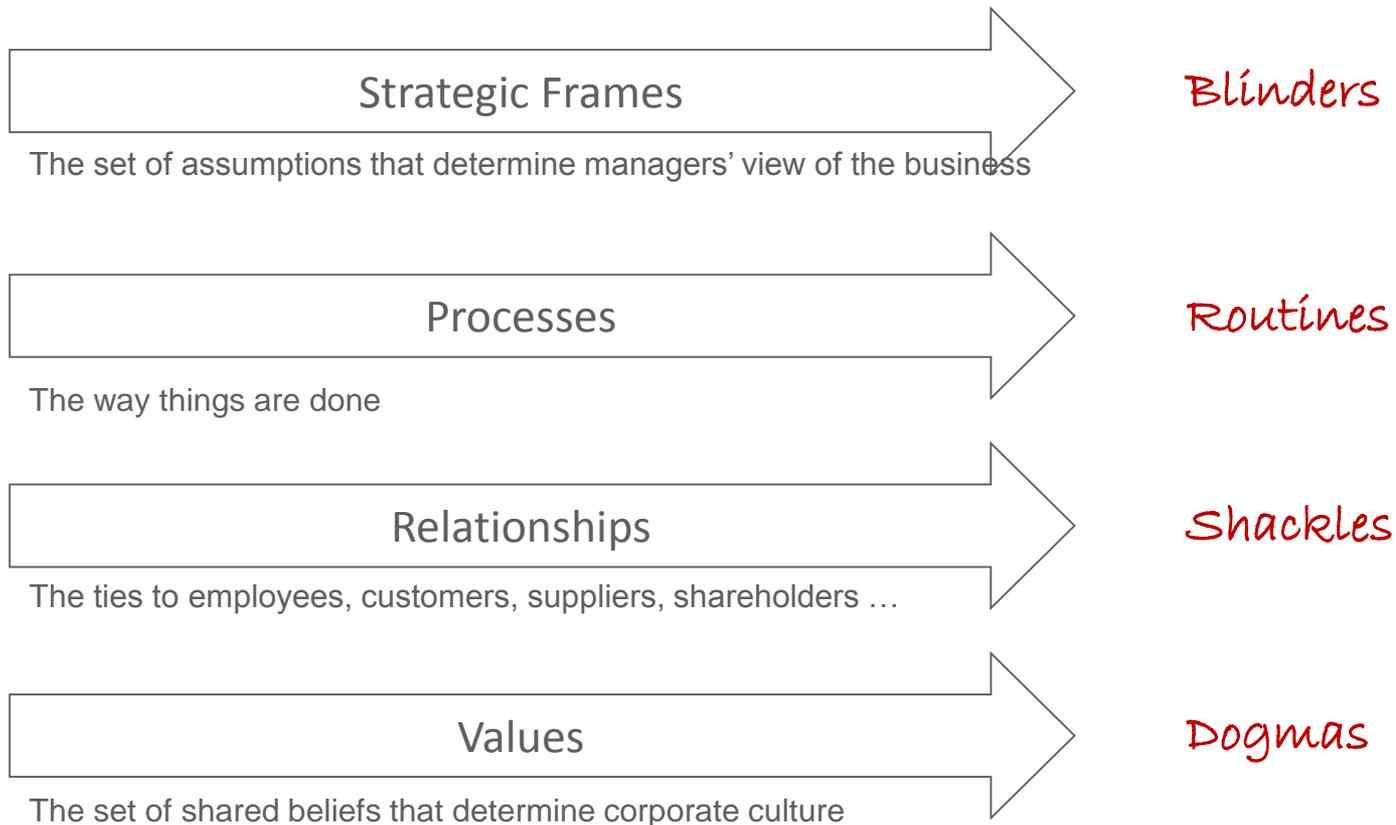
Disruption



- **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, ...

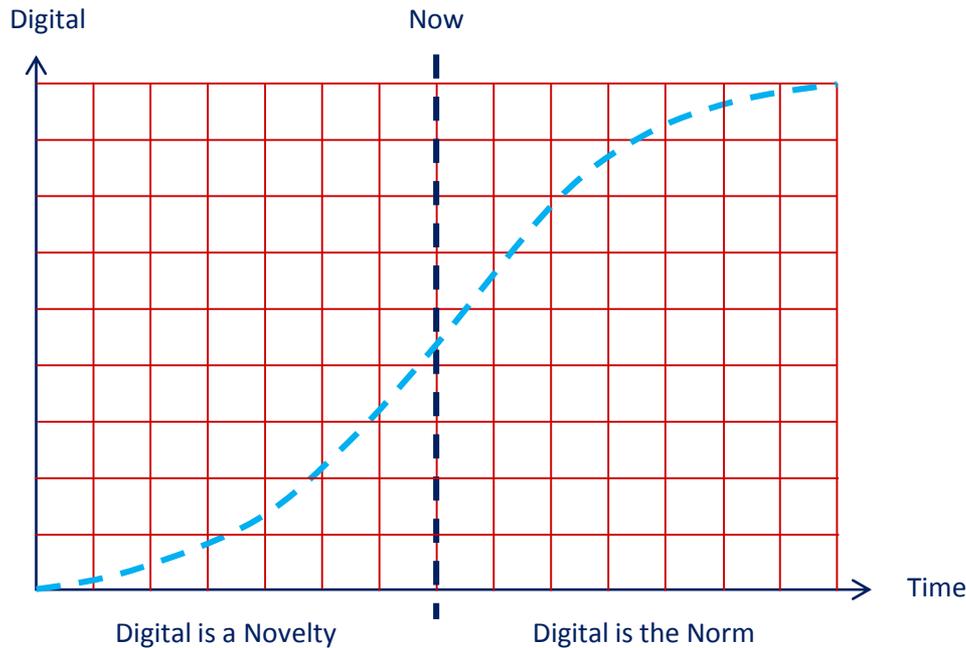
Active Inertia (the dynamic of failure)

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





Peter Hinssen “The New Normal”



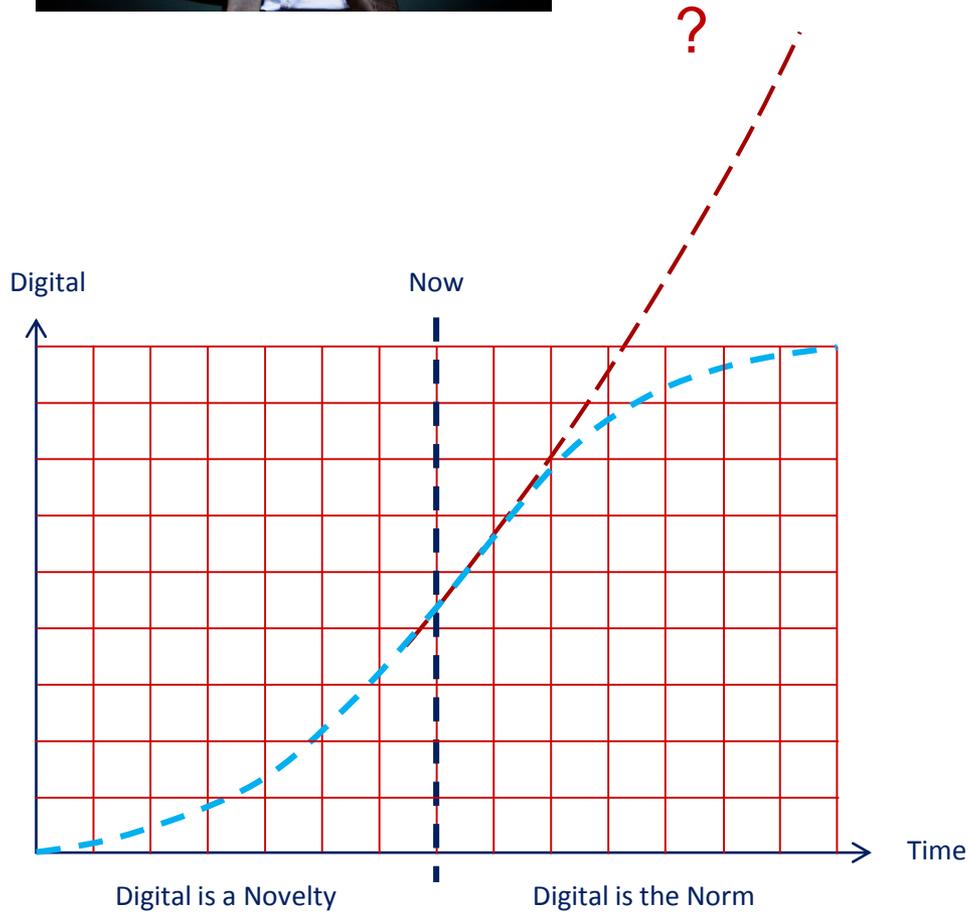
Substitution

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

Digitising the legacy leads to digital conservatism.

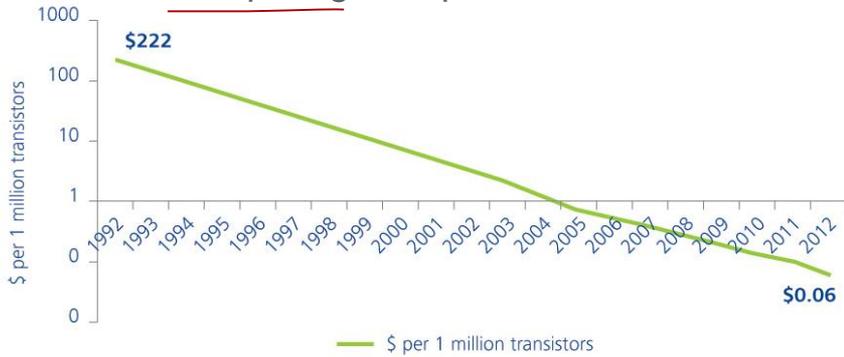


Peter Hinssen
“The New Normal”

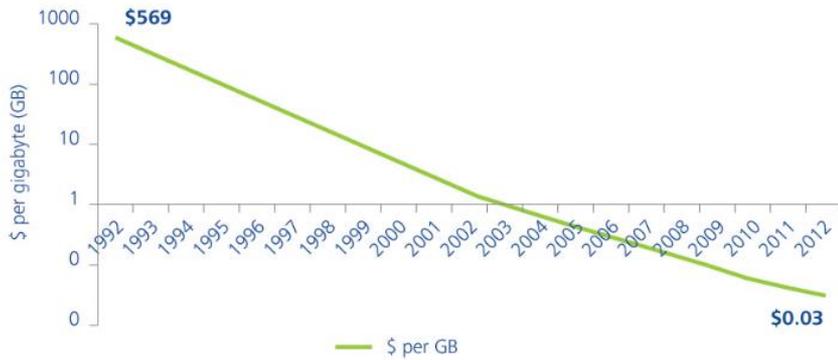


*There is no immediate return
to a 'New Normal'*

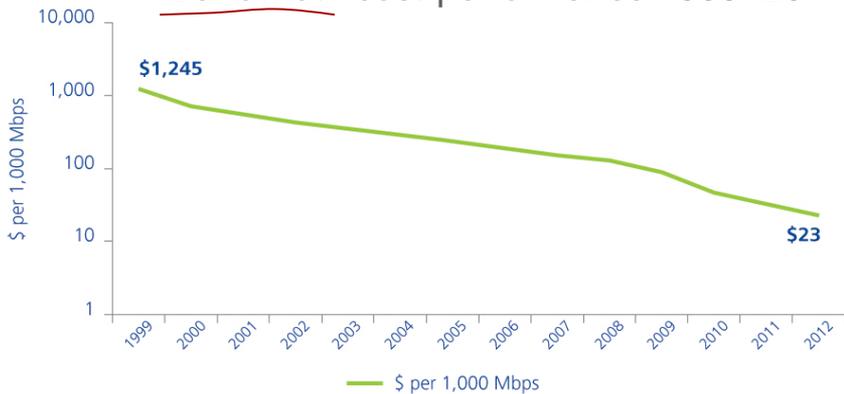
Computing cost-performance 1992- 2012



Storage cost-performance 1992- 2012

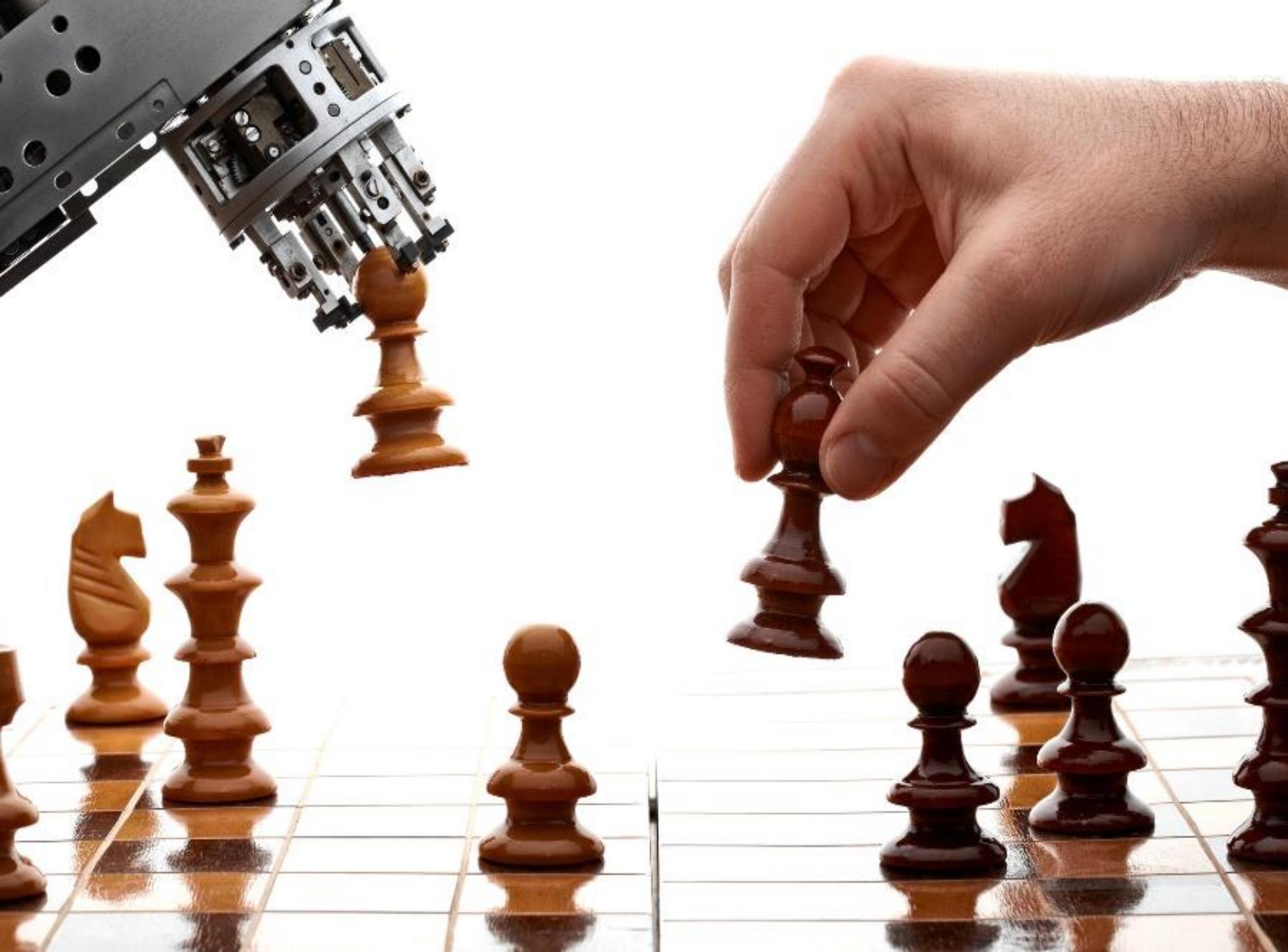


Bandwidth cost-performance 1999- 2014



Exponential growth function

INTERNET OF THINGS



CRYPTO
CURRENCY
MONEY
DIGITAL COIN
BITCOIN
EXCHANGE
TRADE
BUSINESS
COIN
PEER
PROFIT
PROFITABILITY
MINING
SECURITY
BUY SERVICES
ONLINE MARKET
ELECTRONIC CURRENCIES
ORGANIZATION
TRANSACTIONS
LITE COINS
EXCHANGE
TRADE BUSINESS
COIN
PEER
PROFIT
PROFITABILITY
MINING
SECURITY
BUY SERVICES
ONLINE MARKET
ELECTRONIC CURRENCIES
ORGANIZATION
TRANSACTION
BANKING
TRADING
BIT
WWW TRADE
CASH COIN
UNIT & MONEY
NET COIN

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)

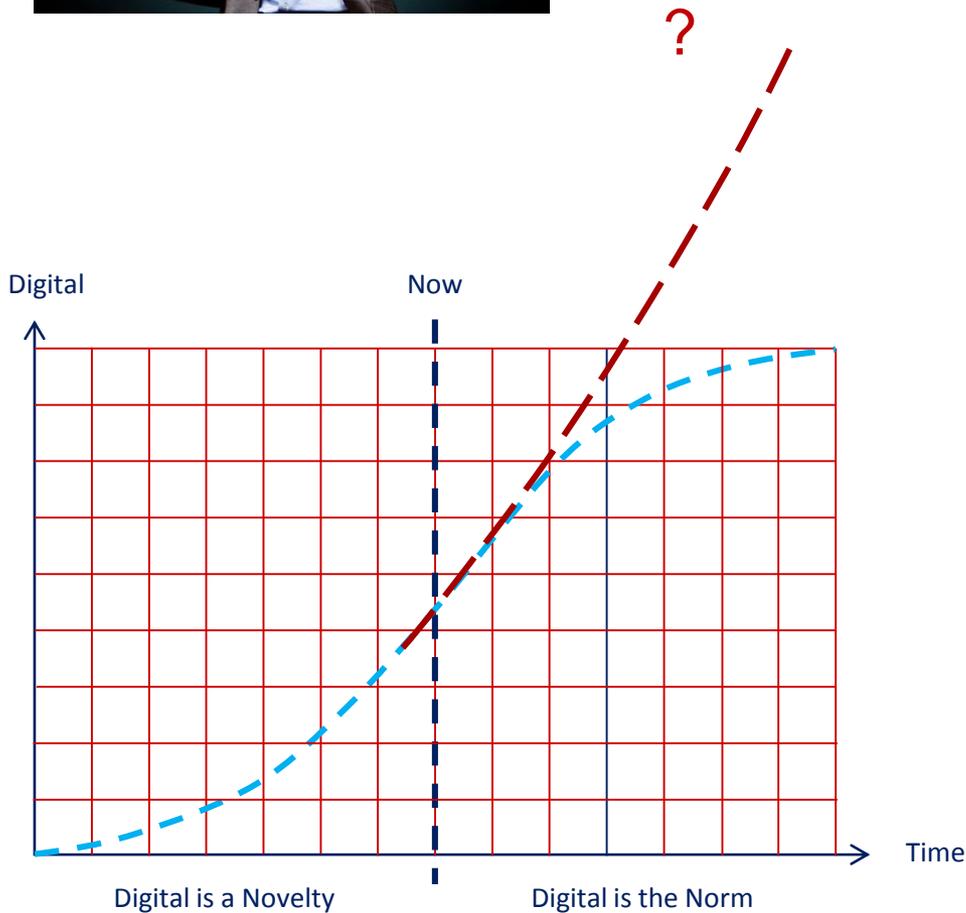
Enterprise Insurance
(50 Companies)

Life, Home Insurance
(39 Companies)

Insurance Data
(51 Companies)



Peter Hinssen
“The ~~New Normal~~”

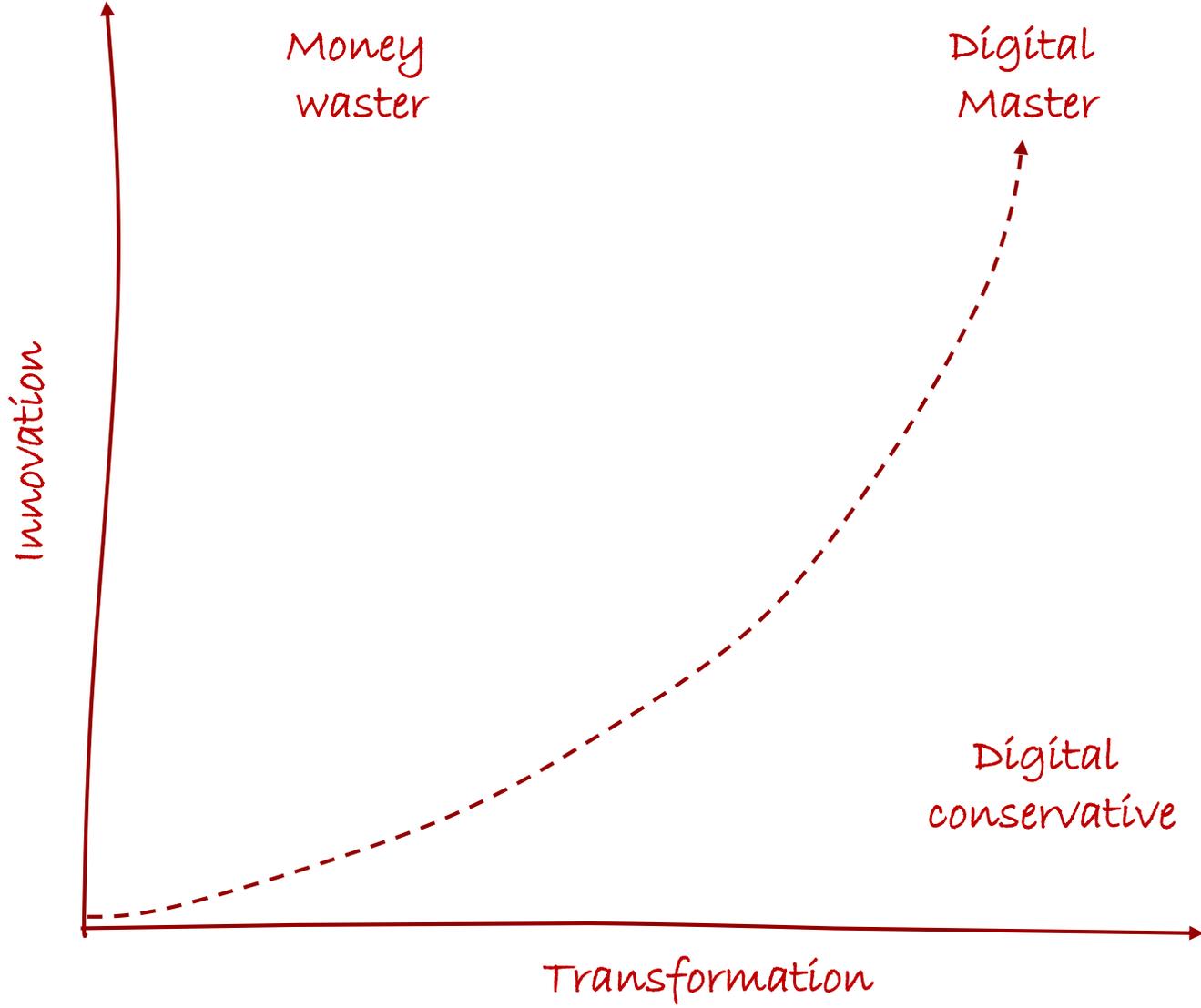


Re-invention = innovative, pioneering, fundamental redefinition of products, services and processes, making optimal use of continuous evolving technology and the new environment it creates (e.g. sensors, wearables, ecosystems, robots, ...)

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

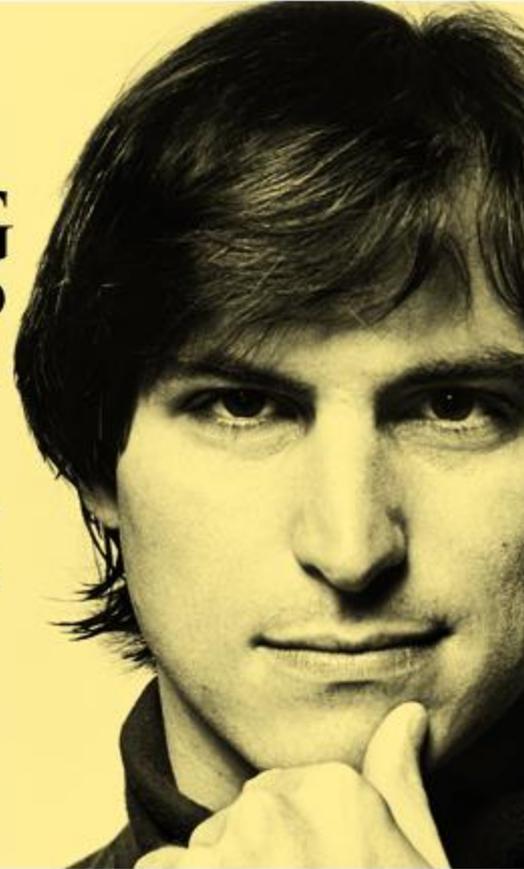




DECIDING
WHAT NOT TO DO
IS AS IMPORTANT
AS DECIDING
WHAT TO DO.

STEVE JOBS

Inspirational
Quotes.Gallery



CORRECTION DE LA VUE AU LASER

LASIK MD

VOTRE CROIX, C'EST CLAIR!

(514) 845-1515

www.lasikmd.com

Dr. Paul Doyon • Dr. Ali Mafarhan • Dr. Paul Laha

1228 Rue. René-Lévesque Ouest, Montréal

1000 • 1000 • 1000 • 1000 • 1000 • 1000 • 1000 • 1000

ST-JÉRÔME

Trois-Rivières

03104

BUROMAX

378-4841

www.buromax.com

www.paintballmural.com

(450) 660-6635

ONTARIO

X COPPER

LEGAL SERVICES INC.

Traffic Ticket? Impaired?

Accident? CVOR? We win or it's free.

1-888-XCOPPER 1-888-926-7337

www.scopper.com

CORRECTION DE LA VUE AU LASER

LASIK MD

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

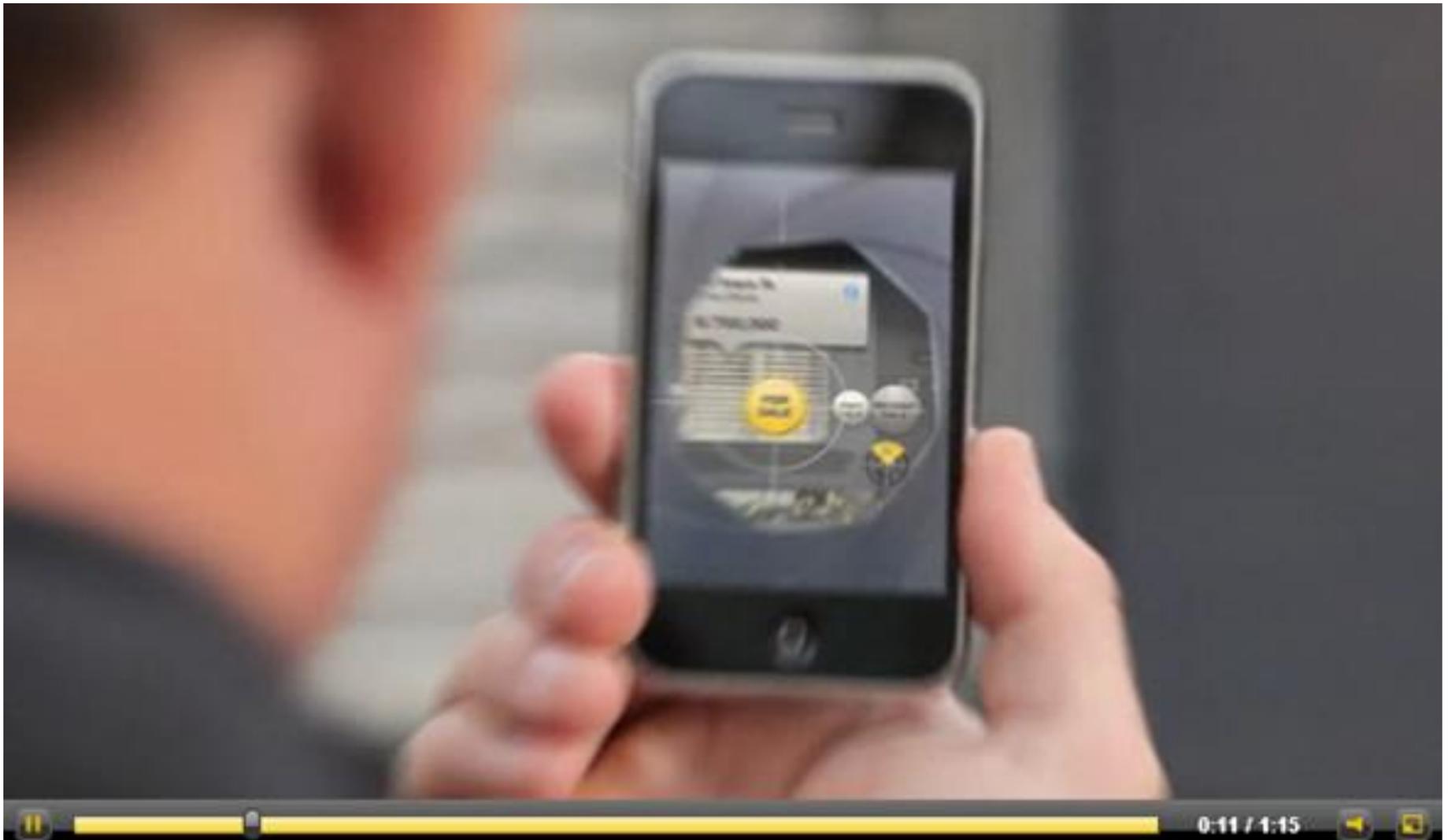
“Pages Jaunes is not in the business of producing heavy yellow books - it never has been - but in the business of connecting SMEs to local customers.

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.”



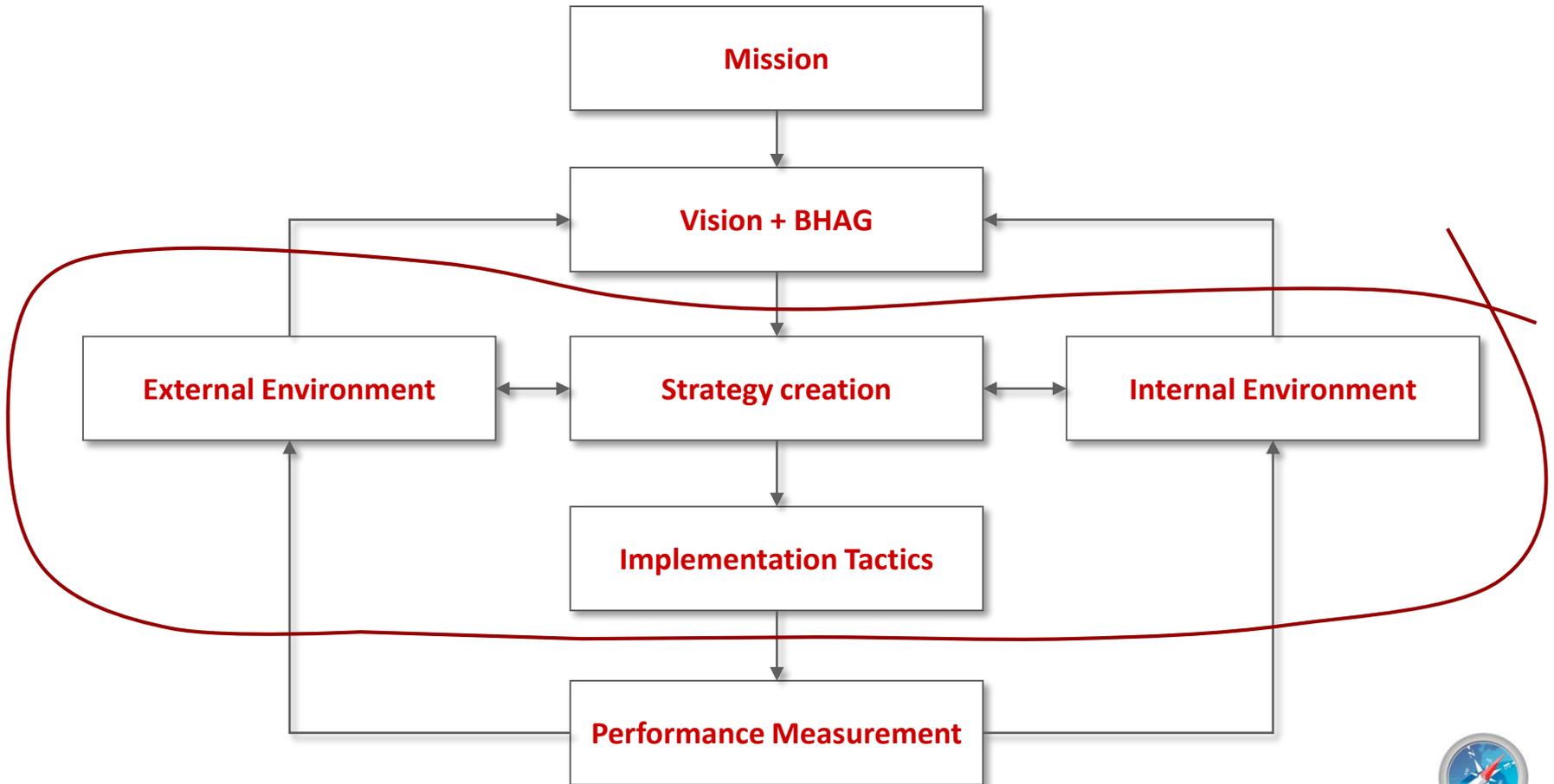
https://www.youtube.com/watch?v=4Dxr-s0jo_I



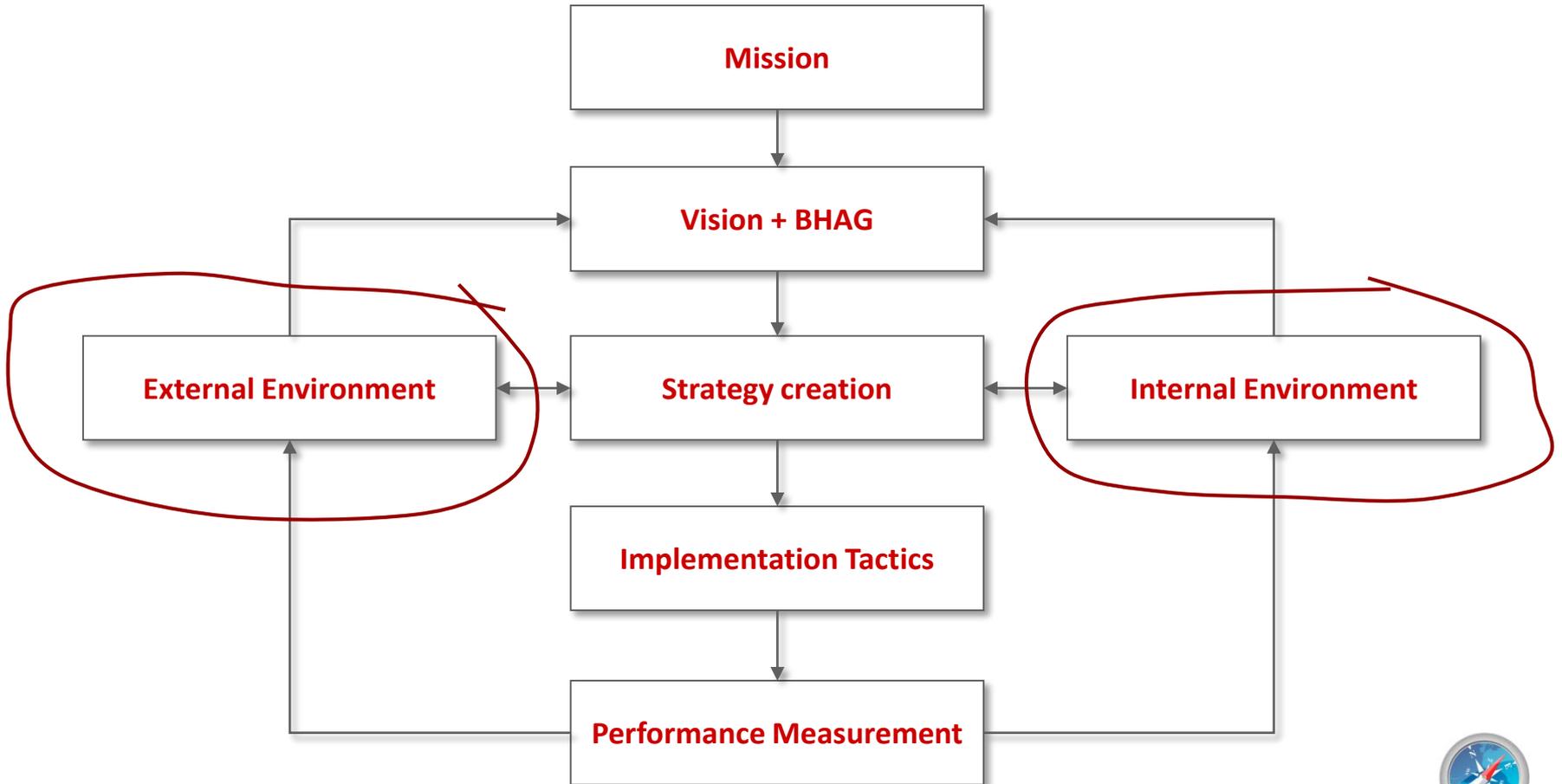
How can we avoid to be the next Nokia?



Strategy Creation Process



Strategy Creation Process



SWOT

Strengths

Weaknesses

Opportunities

Threats



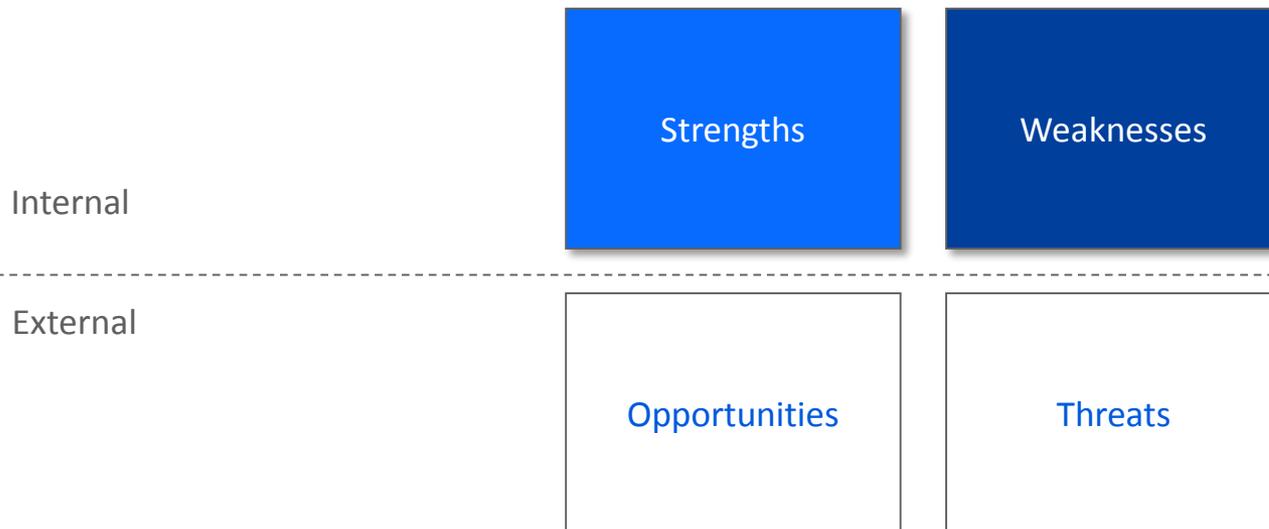
SWOT



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?

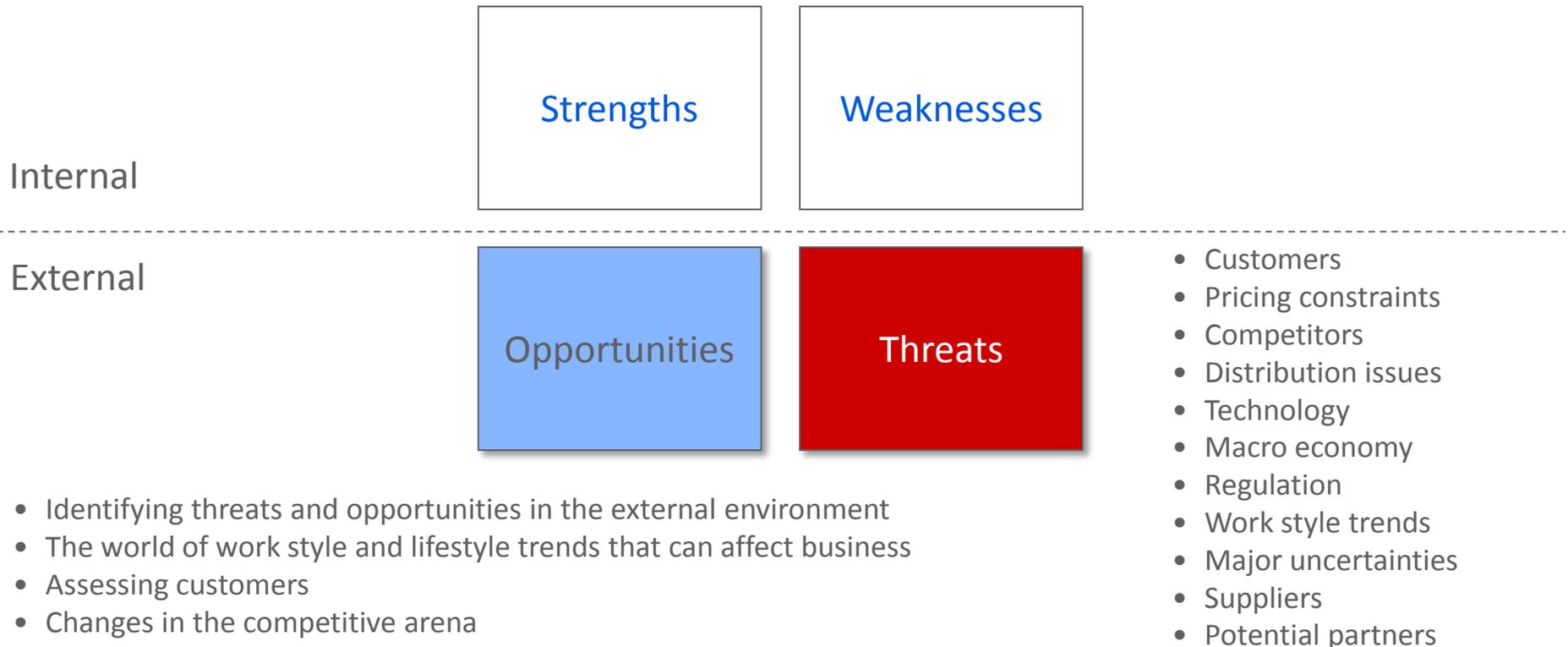
A method to assess S & W

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

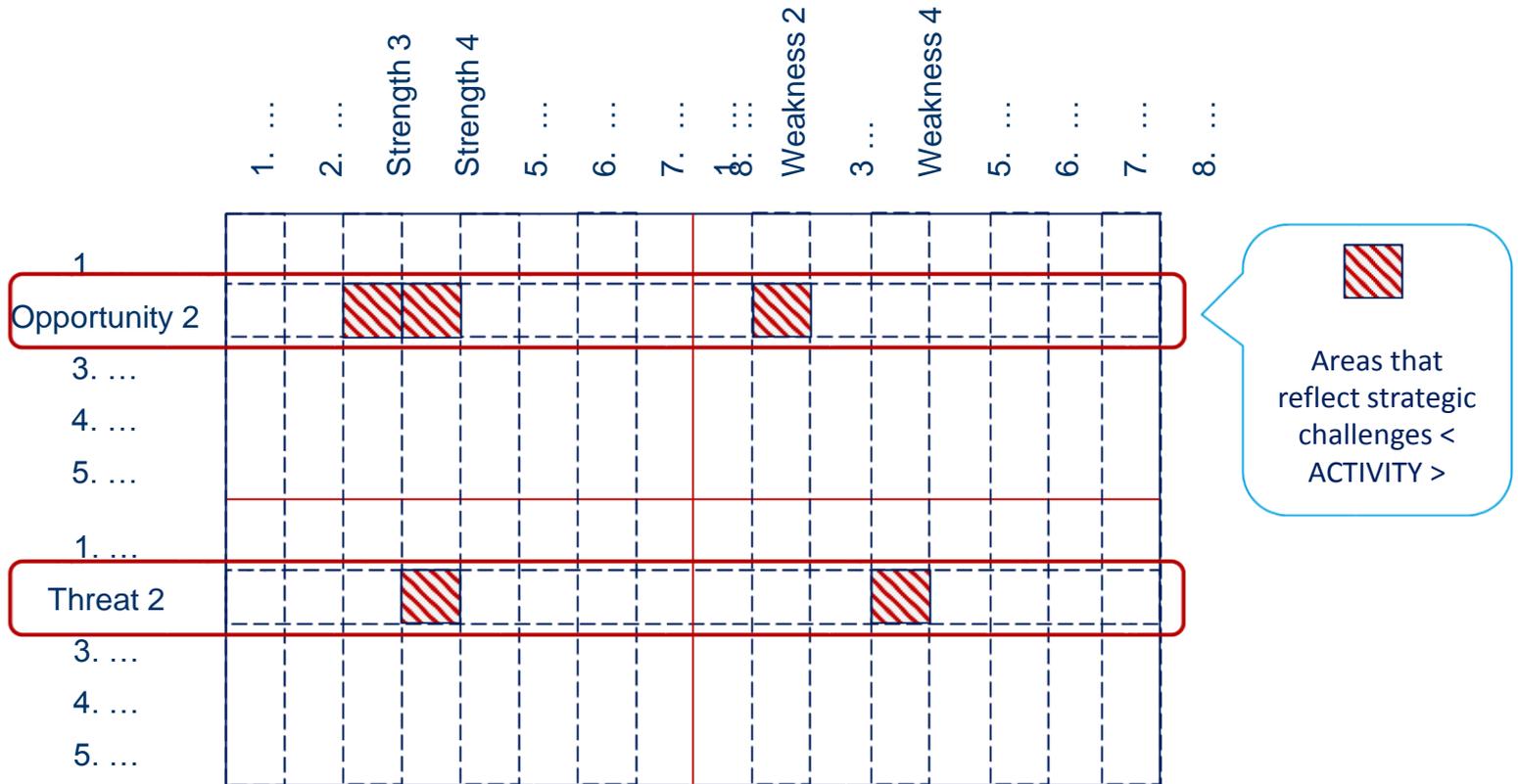
Competition is hiring skilled people

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

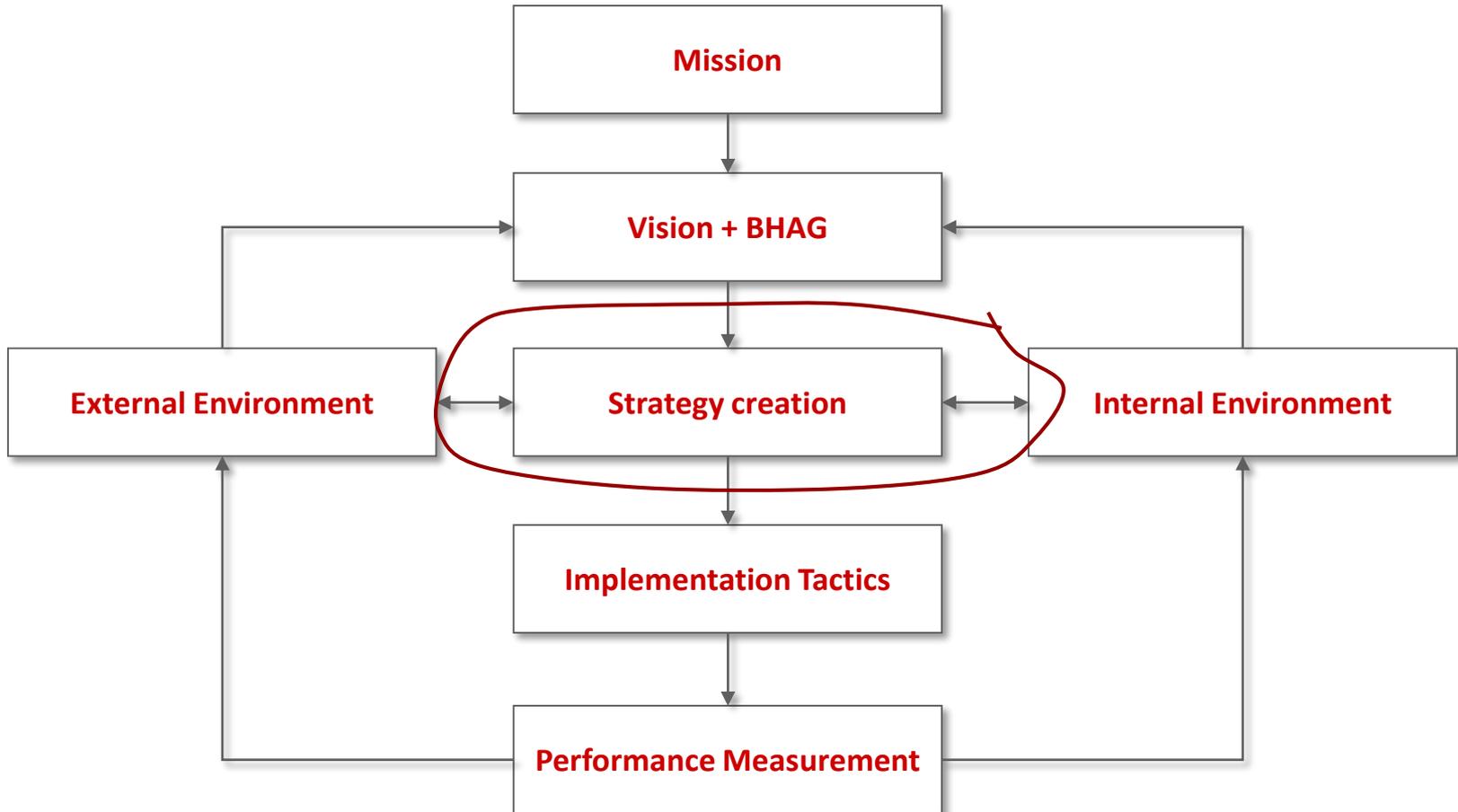
WEAKNESS



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?

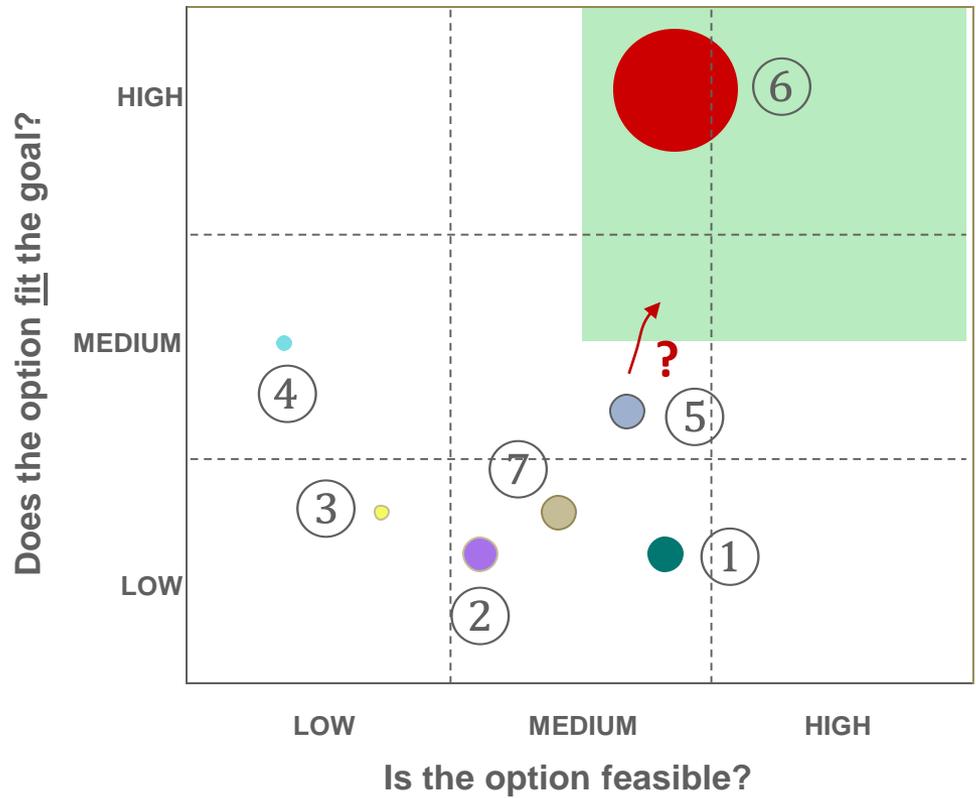
HARVEY BALLS DIAGRAM

Enter your sub headline here

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

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





○ 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"/>

