

Expert Class

# Contact Center Management

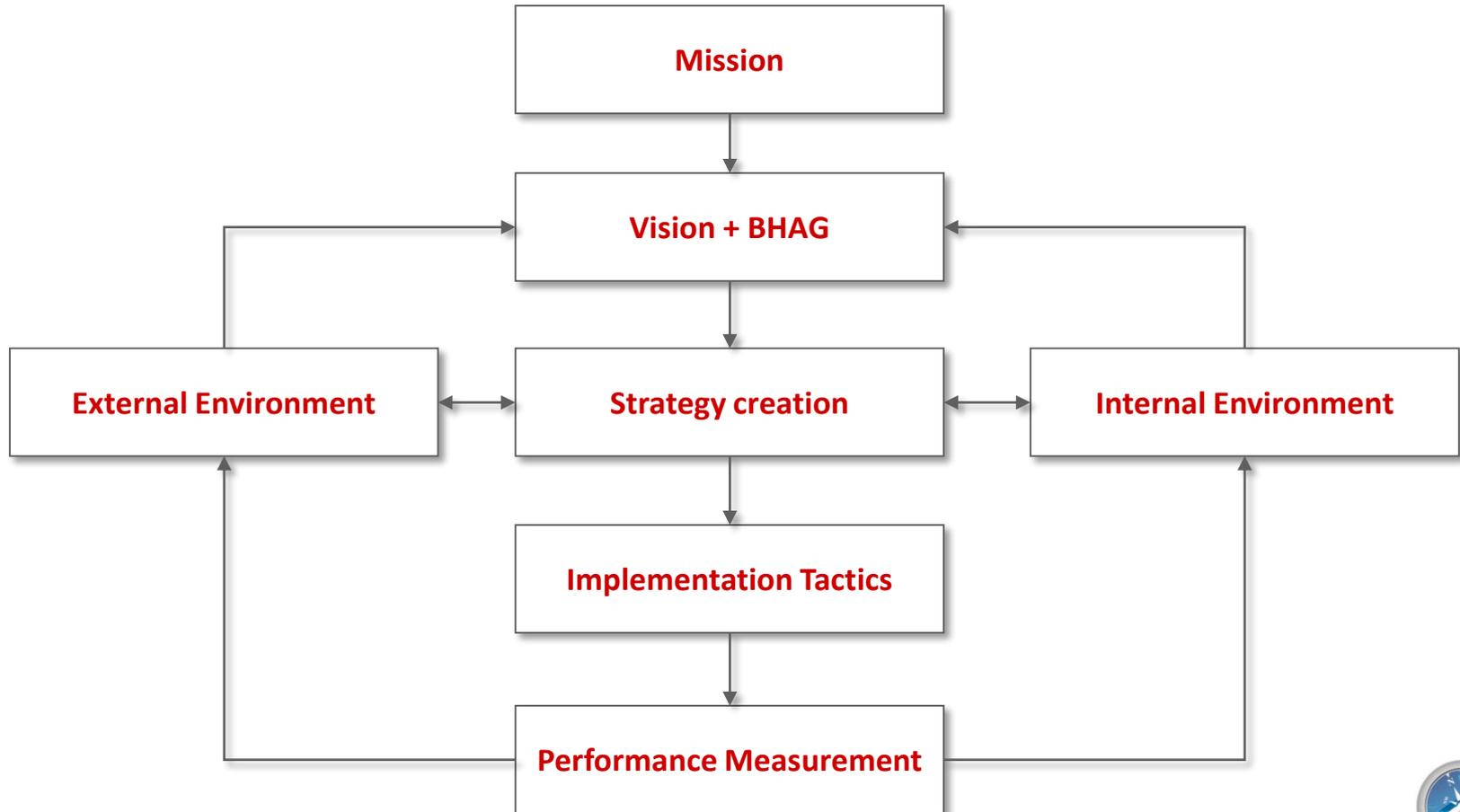
# Vision, Mission & Strategy

## part 2

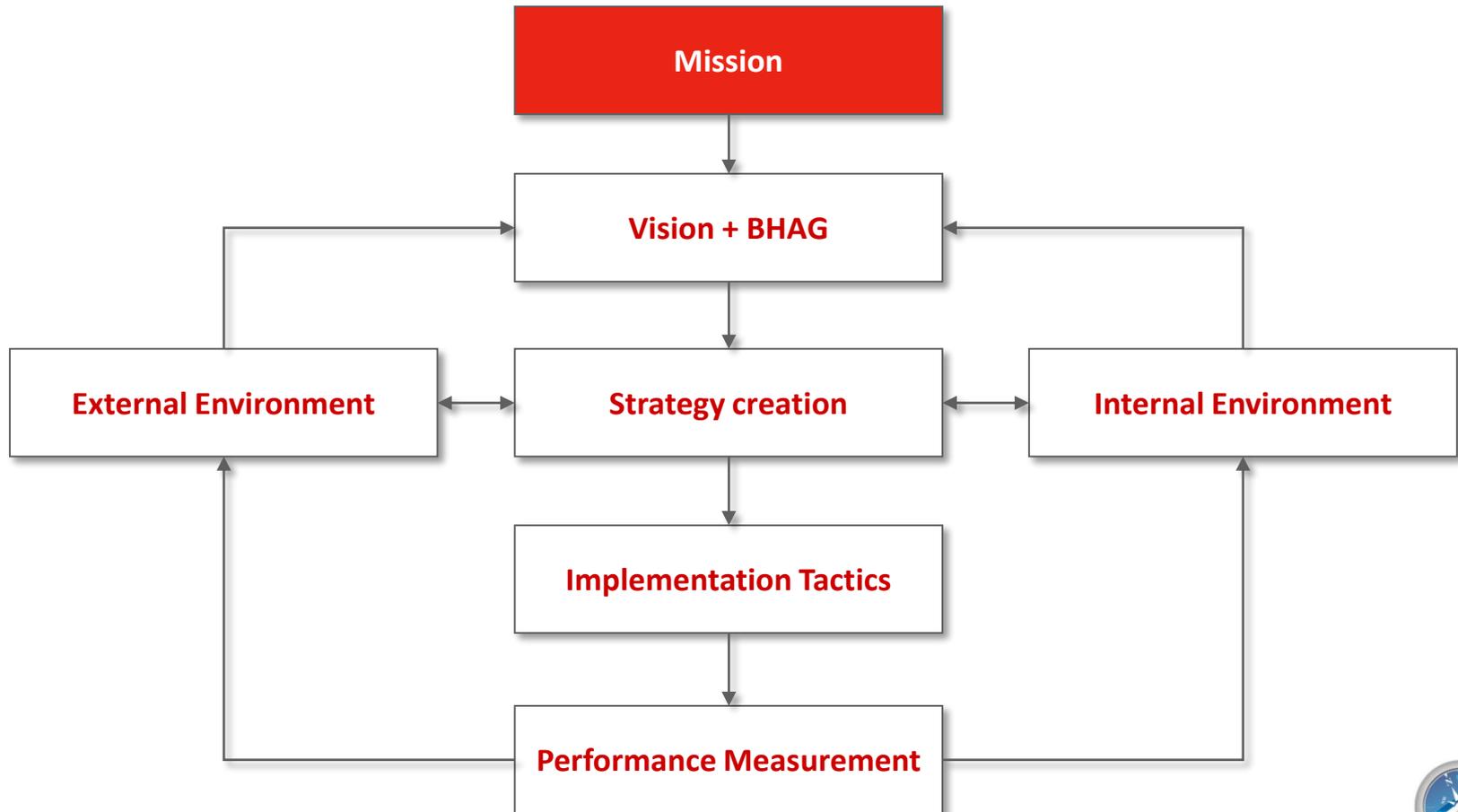
**François Rossillion**

**2018, April 16**

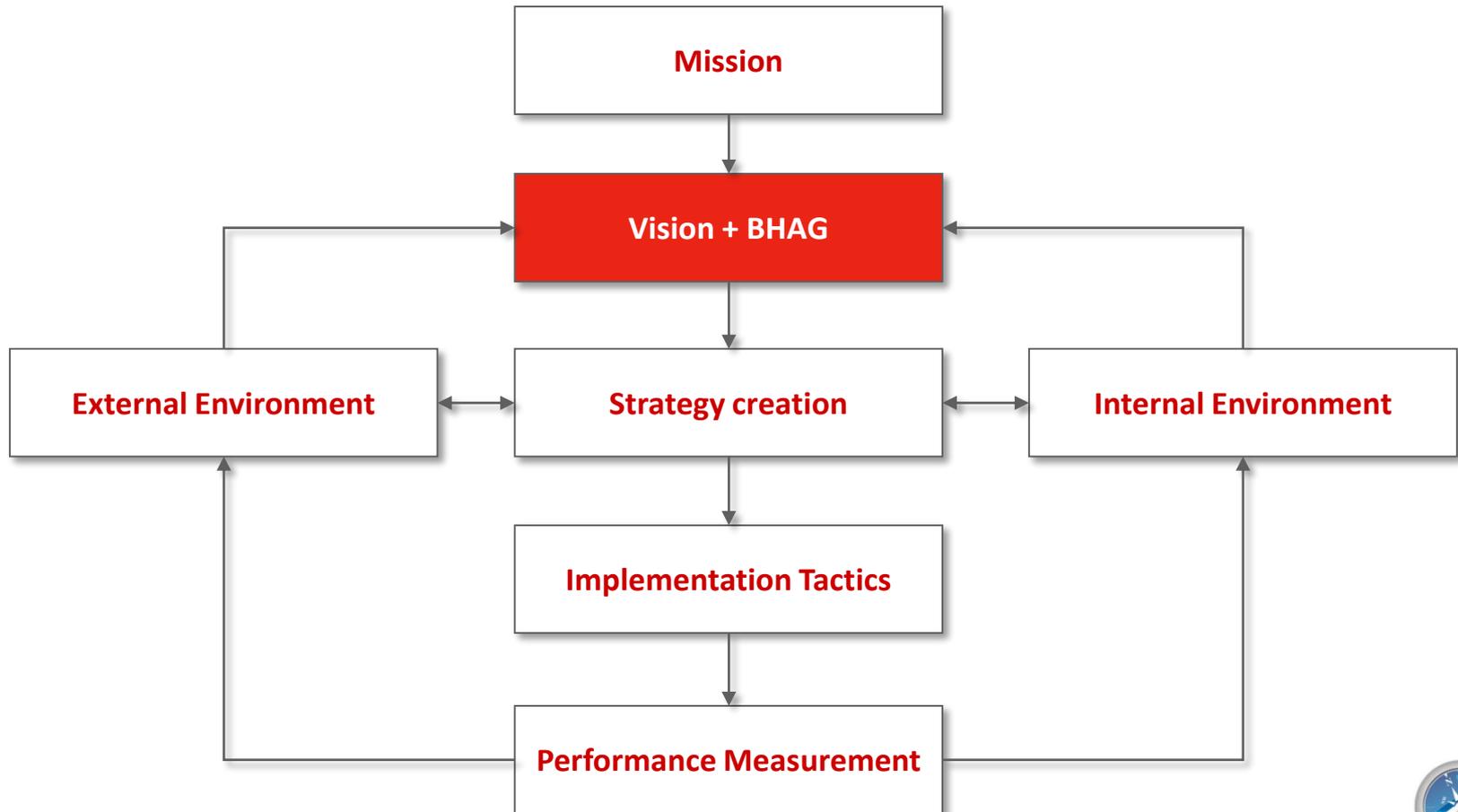
# Strategy Creation Process



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# Strategy Creation Process



## our mission



To be the world reference in cards and board games.

## our vision



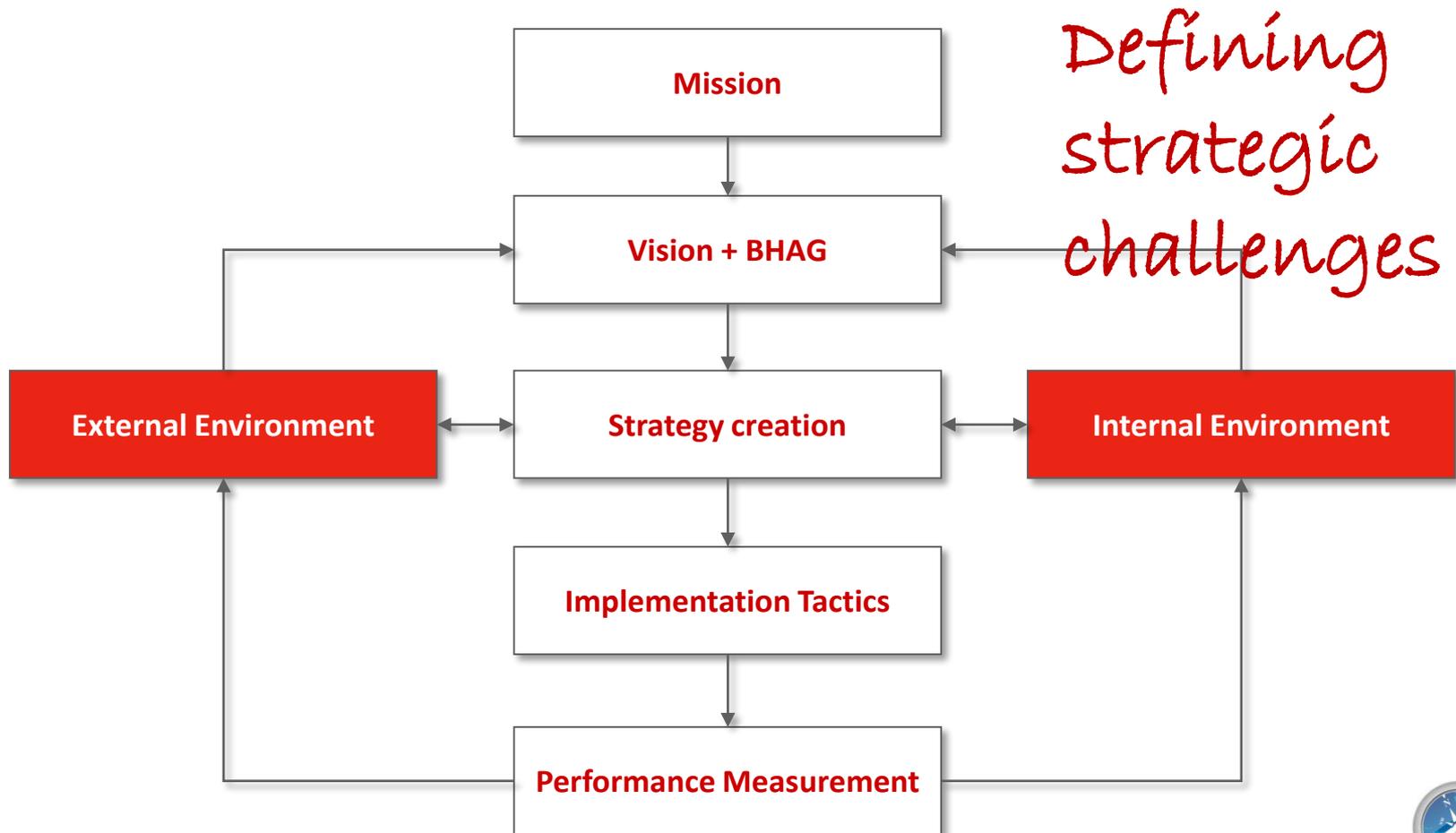
Playing games together makes you socially and emotionally wiser.

## our purpose



Sharing the magic of playing together.

# Strategy Creation Process



# SWOT

Strengths

Weaknesses

Opportunities

Threats



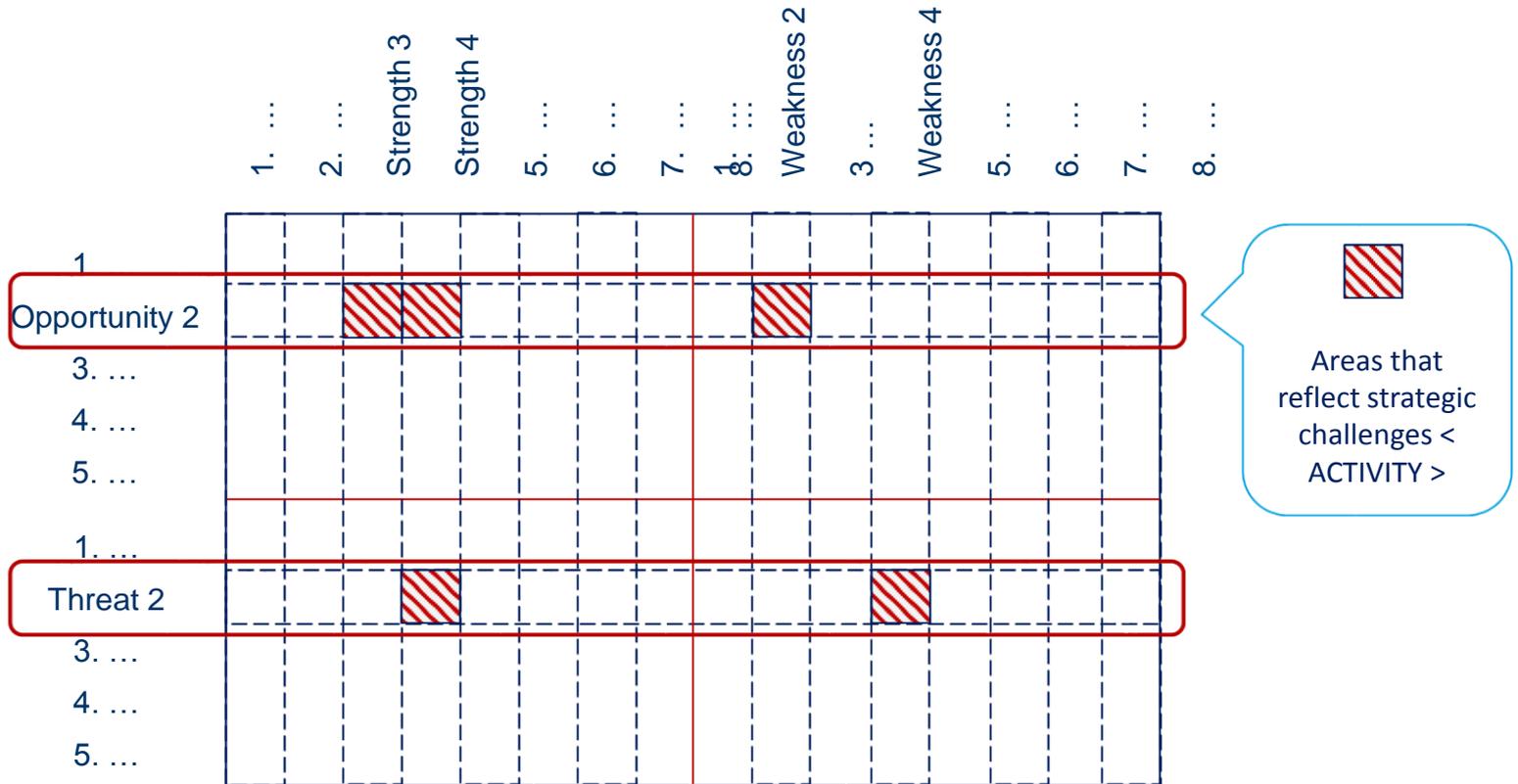
# SWOT: Strengths & Weaknesses

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?

**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

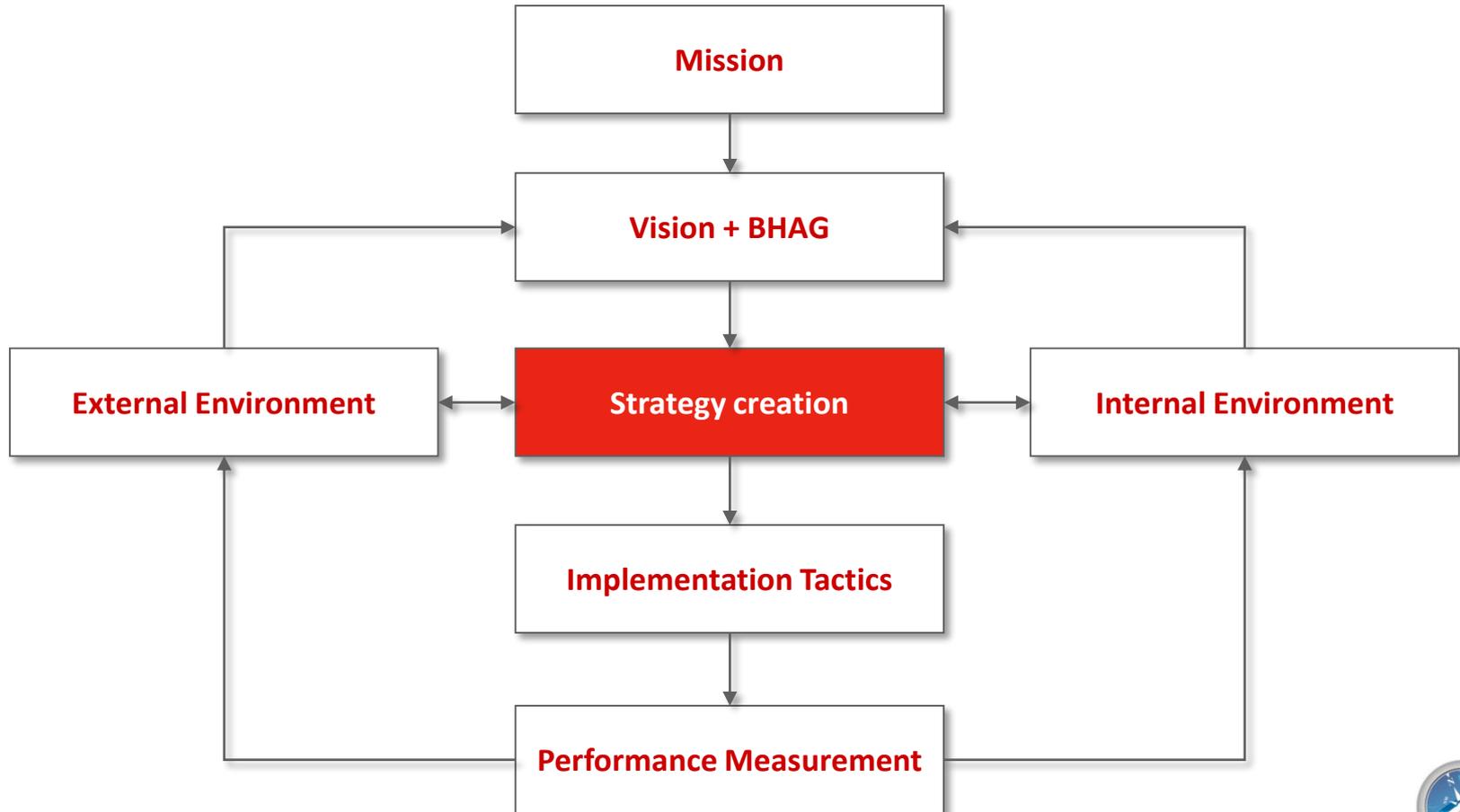
THREAT

STRENGTH

WEAKNESS



# Strategy Creation Process





GROWTH

TOGETHER

TEAMWORK

SUCCESS

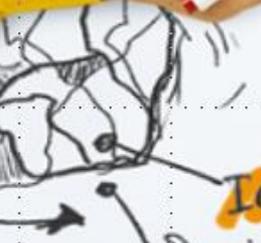
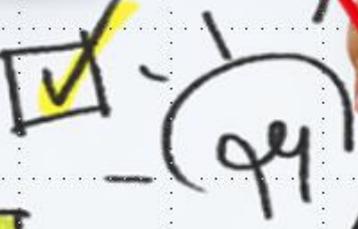
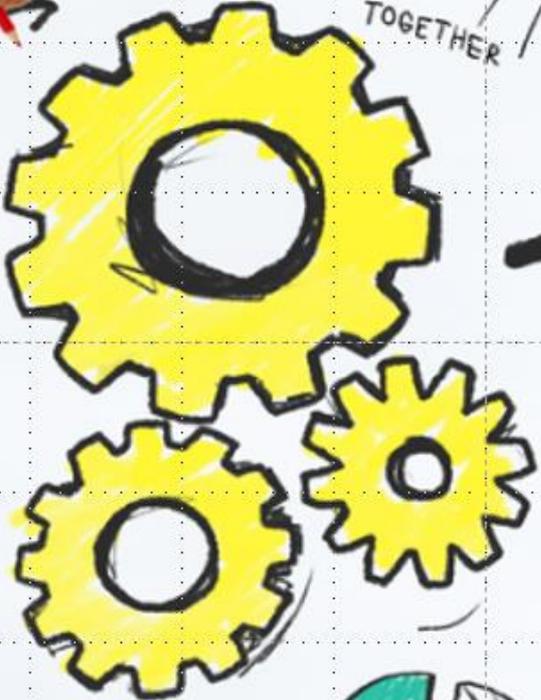
PARTN

HELP!

Ideas!  
Brainste

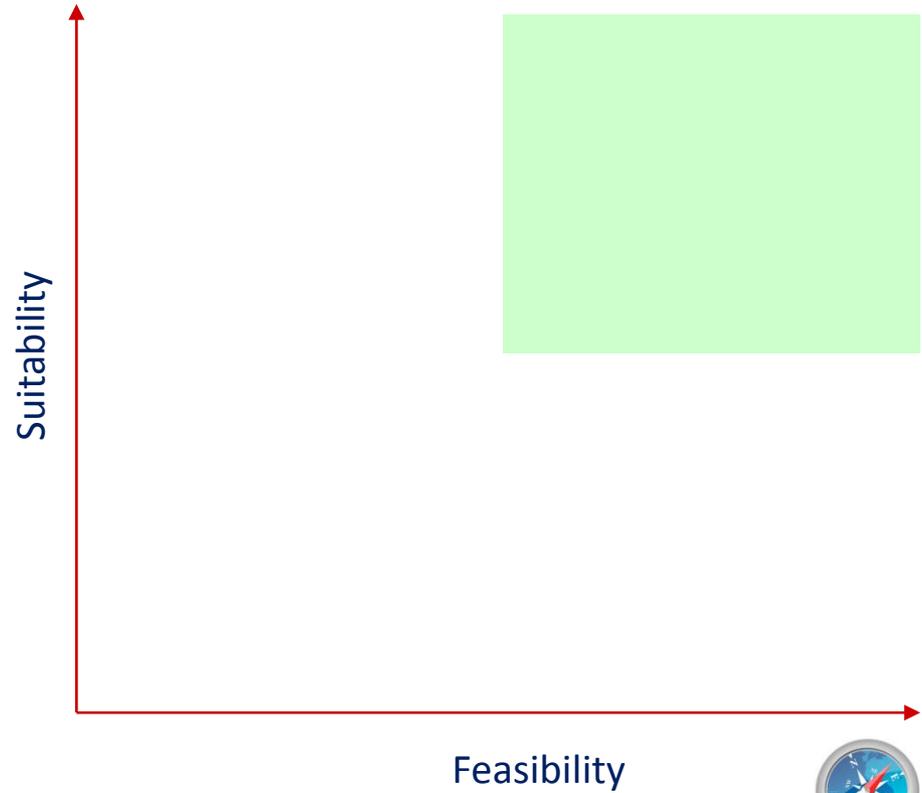
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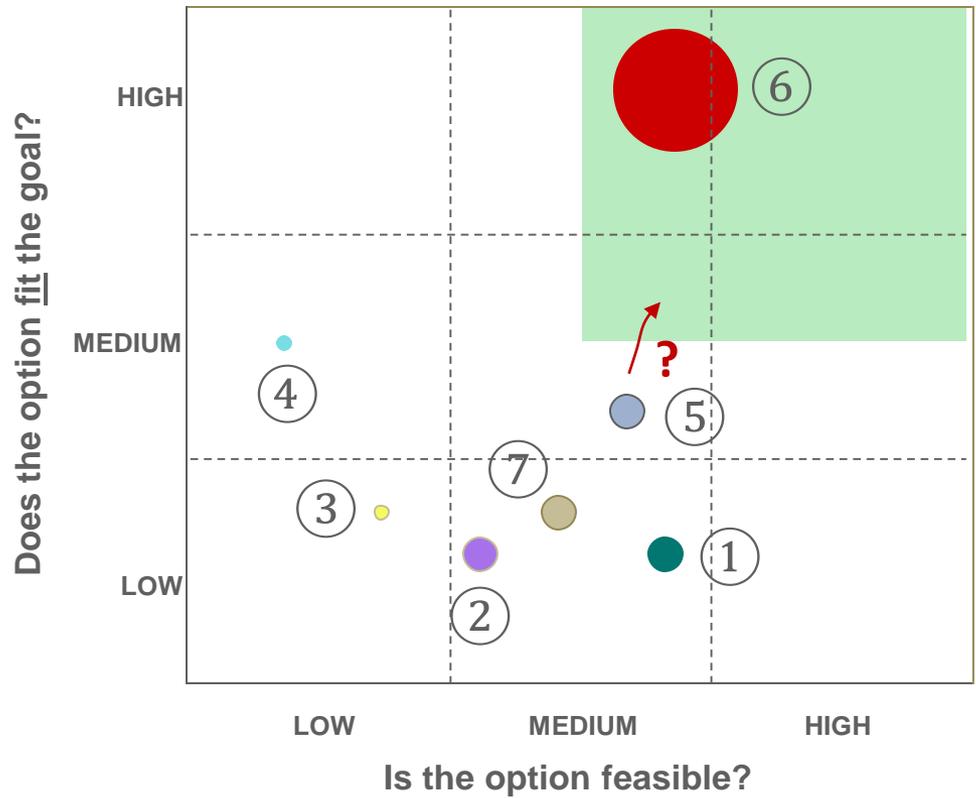
10%



# 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"/>



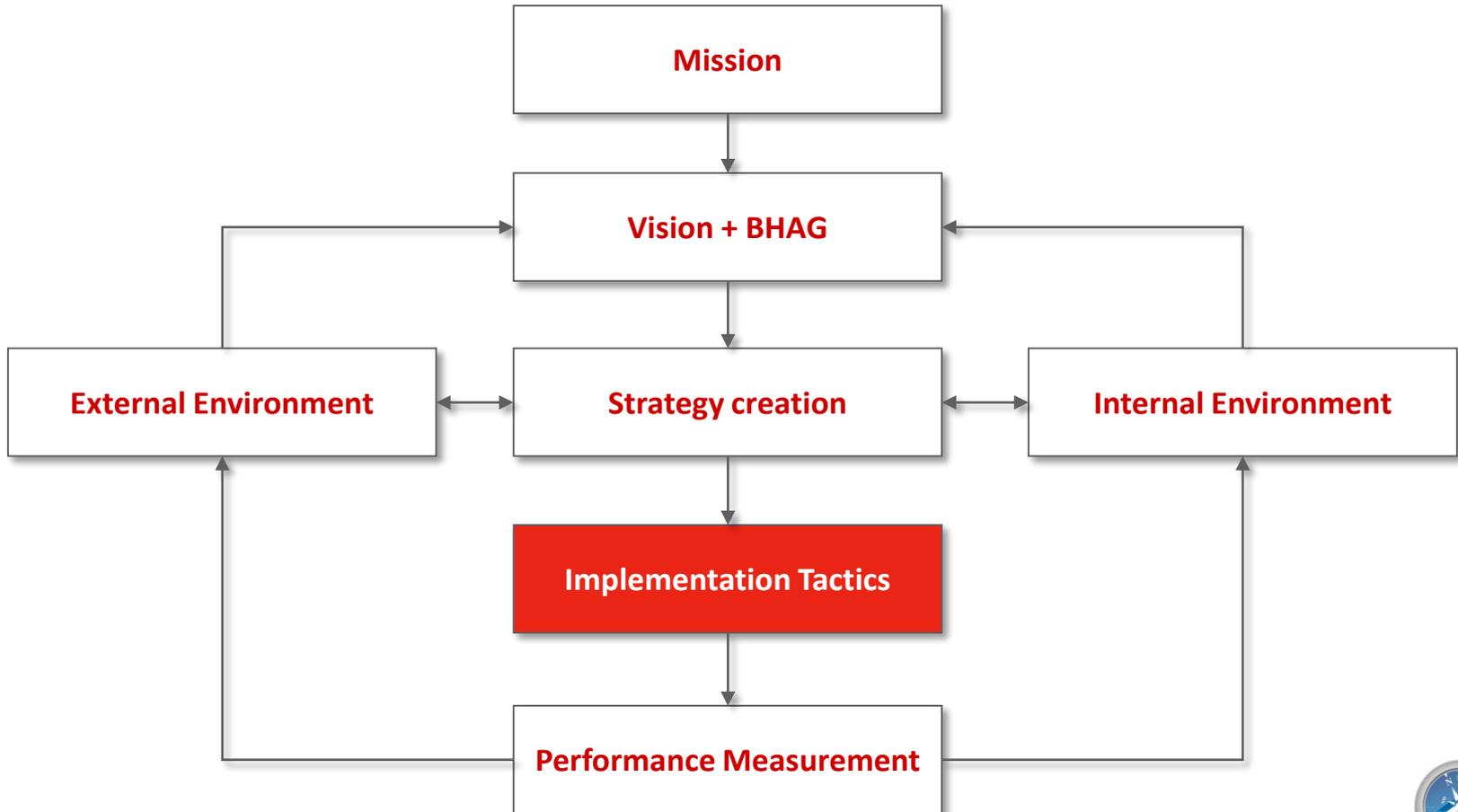


○ Bubble size = Acceptability

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



# Strategy Creation Process



# Creation < > Implementation

- **Creation** is about **doing the right things**
- **Implementation** is about **doing things right**



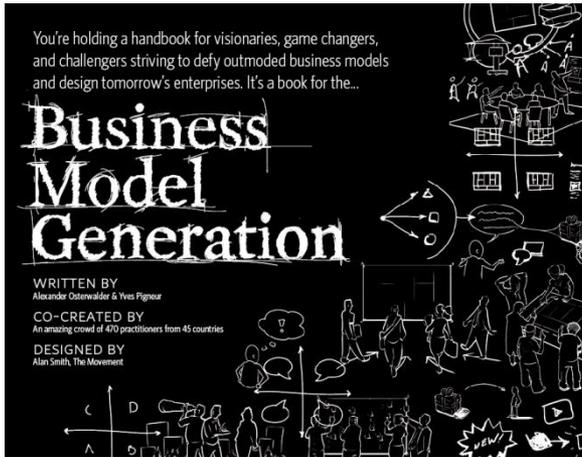
# Strategy Implementation

- Strategy is nothing more but **hot air** if little attention is given to the implementation.
- Strategy creation is entrepreneurial and market-oriented
- Strategy implementation is **operations oriented**
- Every employee must be involved in implementation

Strategy creation	Strategy implementation
Analysis and planning	Execution
Thinking	Doing
Initiate	Follow through
At the top	Top-to-bottom
Entrepreneurial	Operational
Goals-setting	Goals achieving

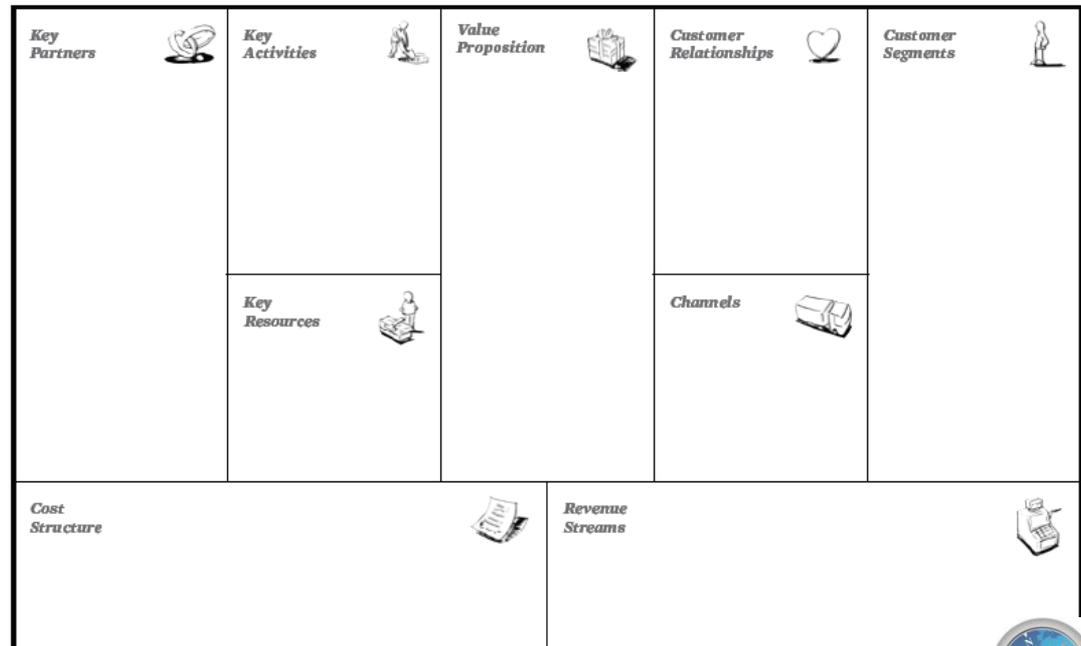


# Business Model Generation

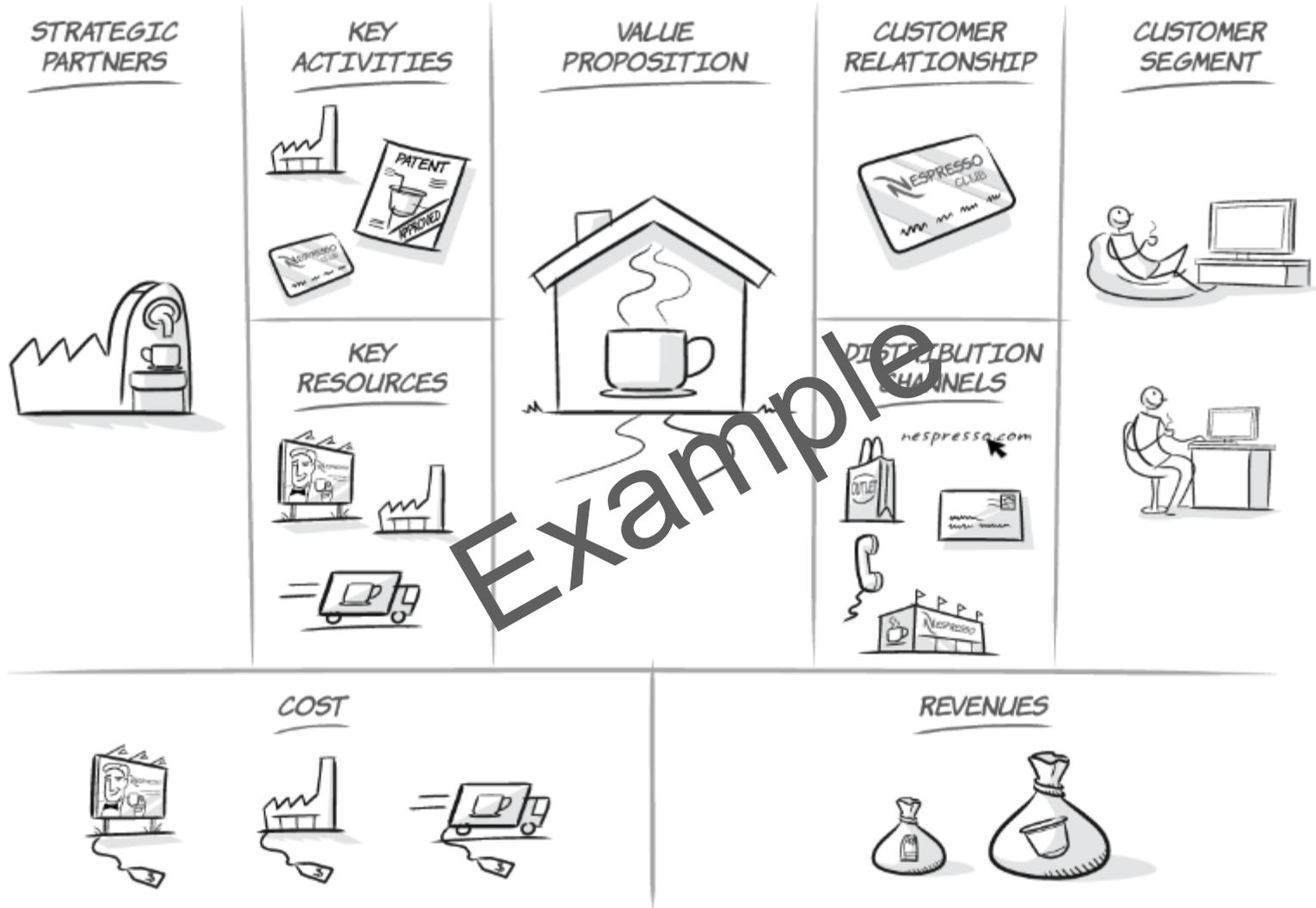


A business model describes the rationale of how an organisation creates, delivers and captures value.

*The Business Model Canvas*

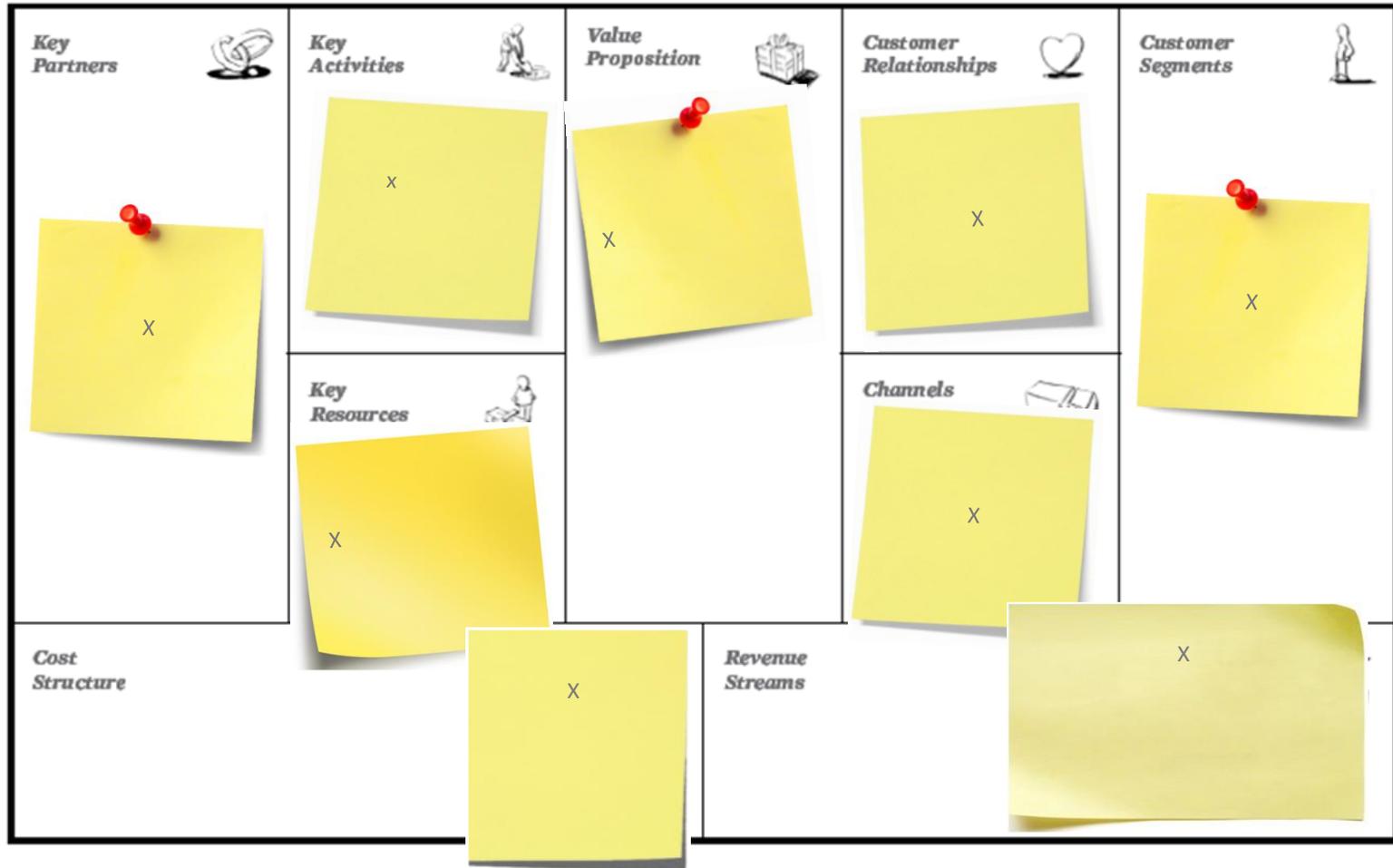






Example

# The Business Model Canvas





# The Business Model Canvas

Designed for: whispering marketing

Designed by: whispering marketing

On: 10/10/2014  
Iteration: 001

### Key Partners



Who are our Key Partners?  
Who are our key suppliers?  
Which Key Resources are we acquiring from partners?  
Which Key Activities do partners perform?

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- web app developer with expertise in social media plug-ins and expertise in document design automation.

CALLING FOR AN ENTREPRENEURIAL DEVELOPER.

- printer with low-cost photobook, calendar & card production

CALLING FOR PRINTERS TO COOPERATE ON THE PROJECT.

- partnership agreement for low cost delivery of the products - with postal delivery services/logistics: Repost, DHL, TNT, ...

BUSINESS DEVELOPMENT VS. REGULAR FORMULAS

- partnership relations with social media platforms in order to integrate the solution and afterwards promote the services and goods on the social platforms.

BUSINESS DEVELOPMENT TECHNICAL MEETINGS

MAIN SOCIAL MEDIA PARTNERS: Netlog, Facebook, Hi5 and Flickr.

- supply of templates by regular users

partnerships/agreements with premedia companies in order to develop templates for the solution.

START WITH USERS VIA ONLINE SYSTEM, USERS CAN EARN MONEY OR DISCOUNT ON THEIR ORDER IF ANOTHER PERSON USES AND ORDERS HIS TEMPLATE.

### Key Activities



What Key Activities do our Value Propositions require?  
Our Distribution Channels?  
Customer Relationships?  
Revenue streams?

- development of software
- development of website with webshop, online creation, online order, online payment
- develop strong business relation with social media
- delivery of printable PDF to print partner (semi-automated?)
- goods need to be delivered physically > outsourced
- payments online
- pay suppliers of template
- follow-up marketing & suggestion for upsell/cross-sell of products.

### Value Propositions



What value do we deliver to the customer?  
Which one of our customer's problems are we helping to solve?  
Which customer needs are we satisfying?

Value: offline photosharing experience via an easy online social media plug in.

Problem solved: loads of people want to use their photographs in order to make physical photobooks. Current solutions might be too complex, this is done automatically based on their upload on social media albums. ("getting the job done")

Customer needs: easy way/new way to enjoy pictures, to use pictures for a gift, customer have direct control over design of the product, customers co-create and thus reduce the production cost, the system reduces the amount of using lowers image for print (ink reduction).

### Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?  
Which ones have we established?  
How are they integrated with the rest of our business model?  
How costly are they?

Customer relations: we need to help customers to get used to new possibilities, suggest new products, etc. This can be done via "pages" on the social media networks and via e-mail campaigns. You'll be charged a more for than via e-mail campaigns. Also we need to establish a network of partners, so we can reach the cost action as possible.

The problem users currently support and general existence should not be a key element. We allow the customer to create their subproduct. Customers, semi-partners, marketing and support partners.

The services we offer as possible especially in the beginning, they need to be simple and easy to use. They will have to learn to recognize the value of the product.

### Customer Segments



For whom are we creating value?  
Who are our most important customers?

Market definition: global, all social media users with photo albums

Markets will be segmented according to product interest and lifestyle.

The templates will define the customer segments. One can think on templates that are good for birthdays, good for a skateboarder, good for party people etc.

We need to reflect deeply which segments are most profitable and make our templates according to that information.

Marketing research required.

CALLING FOR A MARKETING RESEARCHER

The marketing researcher should advice on the most profitable customer segments.

### Key Resources



What Key Resources do our Value Propositions require?  
Our Distribution Channels?  
Customer Relationships?  
Revenue Streams?

We need people with strong business development skills.

We need people with great software development skills.

Call for IP rights for this publishing type.

We need start capital to bridge the gap from development to commercialization and generating revenue. How will we get this budget: financial institution? investors? Private funding?

### Channels



Through which Channels do our Customer Segments want to be reached?  
How are we reaching them now?  
How are our Channels integrated?  
Which ones work best?  
Which ones are most cost-efficient?  
How are we integrating them with customer routines?

Awareness channels: social media platforms, viral

Evaluation channels: online communities, fan pages to discuss service

Purchase channel: online, offline delivery

Delivery channel: offline, outsourced

After sales channels: online communities

### Cost Structure



What are the most important costs inherent in our business model?  
Which Key Resources are most expensive?  
Which Key Activities are most expensive?

Most important costs: production of the app, payments to printing partner, payments to logistics partner, business development and marketing expenses at start-up.

We go for a cost-driven environment. We want a flat organisation of freelancers collaborating on this project.

CALLING FOR PEOPLE WHO FEEL SOMETHING FOR THIS BUSINESS AND WOULD LIKE TO CONTRIBUTE!

### Revenue Streams



For what value are our customers really willing to pay? Customer want to pay for the physical product, they don't want to pay for the social media plug-in technology

For what do they currently pay?  
How are they currently paying?  
How would they prefer to pay? They want to pay online linking to the app, the online payment option they have in their wallet (via bank account, check, ...). All technologies should be supported

How much does each Revenue Stream contribute to overall revenues?

Revenue Stream	Revenue Model	Revenue Model
Product Price	Product Price	Product Price
Production Fee	Production Fee	Production Fee
Logistics Fee	Logistics Fee	Logistics Fee
Marketing Fee	Marketing Fee	Marketing Fee
Support Fee	Support Fee	Support Fee
Development Fee	Development Fee	Development Fee
Design Fee	Design Fee	Design Fee
Printing Fee	Printing Fee	Printing Fee
Shipping Fee	Shipping Fee	Shipping Fee
Postage Fee	Postage Fee	Postage Fee
Insurance Fee	Insurance Fee	Insurance Fee
Other Fees	Other Fees	Other Fees

THE PRODUCT PRICE - PRODUCTION FEE OF OUR PRINTING PARTNER - LOGISTICS FEE + 20% PEOPLE WHO PROVIDE TEMPLATES RECEIVE A 10% DISCOUNT ON TOP OF THE ORDER

THE LOGISTICS FEE OF THE SHIPPING PARTNER IS 10% OF THE ORDER

THE SUPPORT FEE OF THE SUPPORT PARTNER IS 10% OF THE ORDER

THE DESIGN FEE OF THE DESIGN PARTNER IS 10% OF THE ORDER

THE PRINTING FEE OF THE PRINTING PARTNER IS 10% OF THE ORDER

THE SHIPPING FEE OF THE SHIPPING PARTNER IS 10% OF THE ORDER

THE POSTAGE FEE OF THE POSTAGE PARTNER IS 10% OF THE ORDER

THE INSURANCE FEE OF THE INSURANCE PARTNER IS 10% OF THE ORDER

THE OTHER FEES OF THE OTHER PARTNER IS 10% OF THE ORDER

www.businessmodelgeneration.com

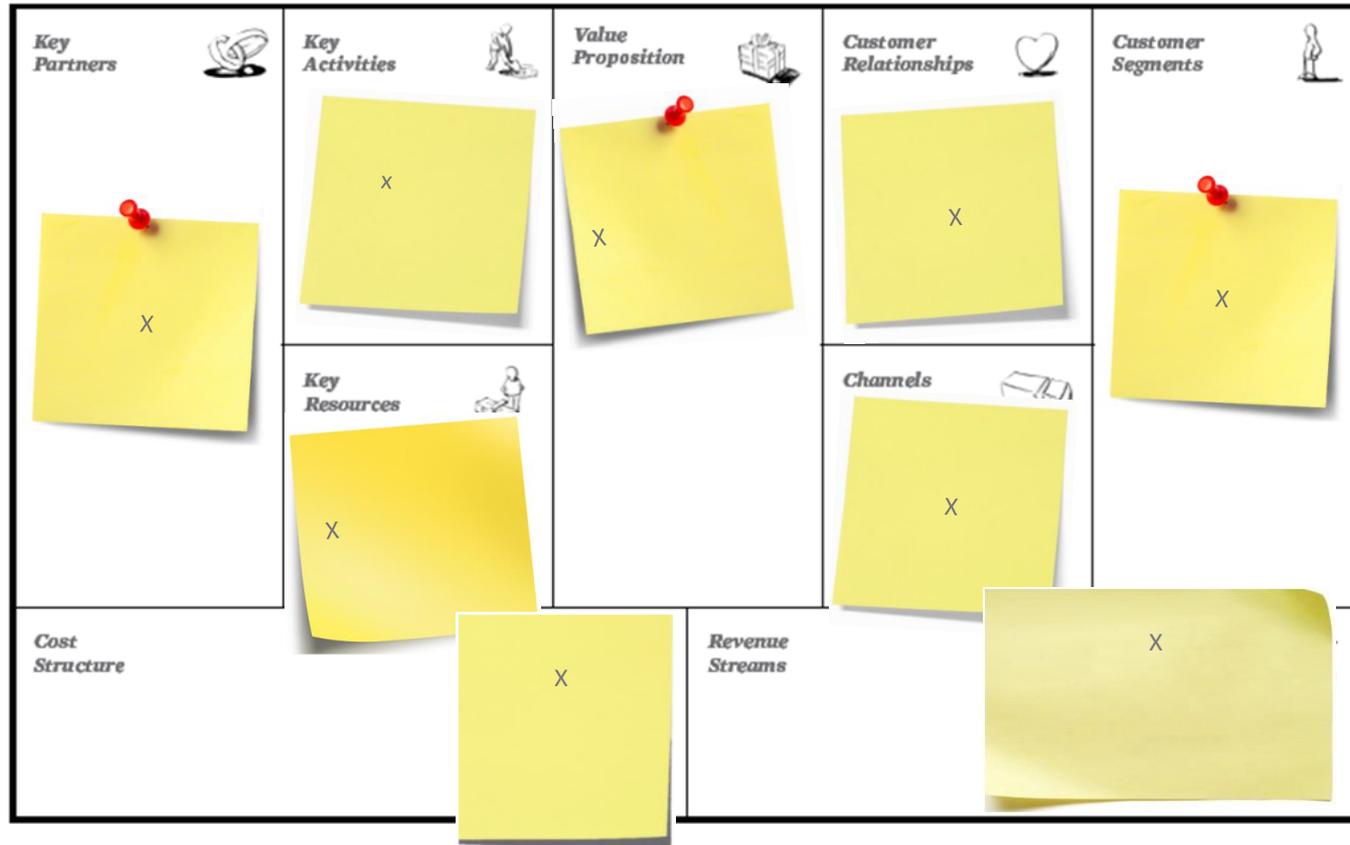
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Contact Center  
Management

Intro  
25



# Develop BMC for selected solutions

*The Business Model Canvas*

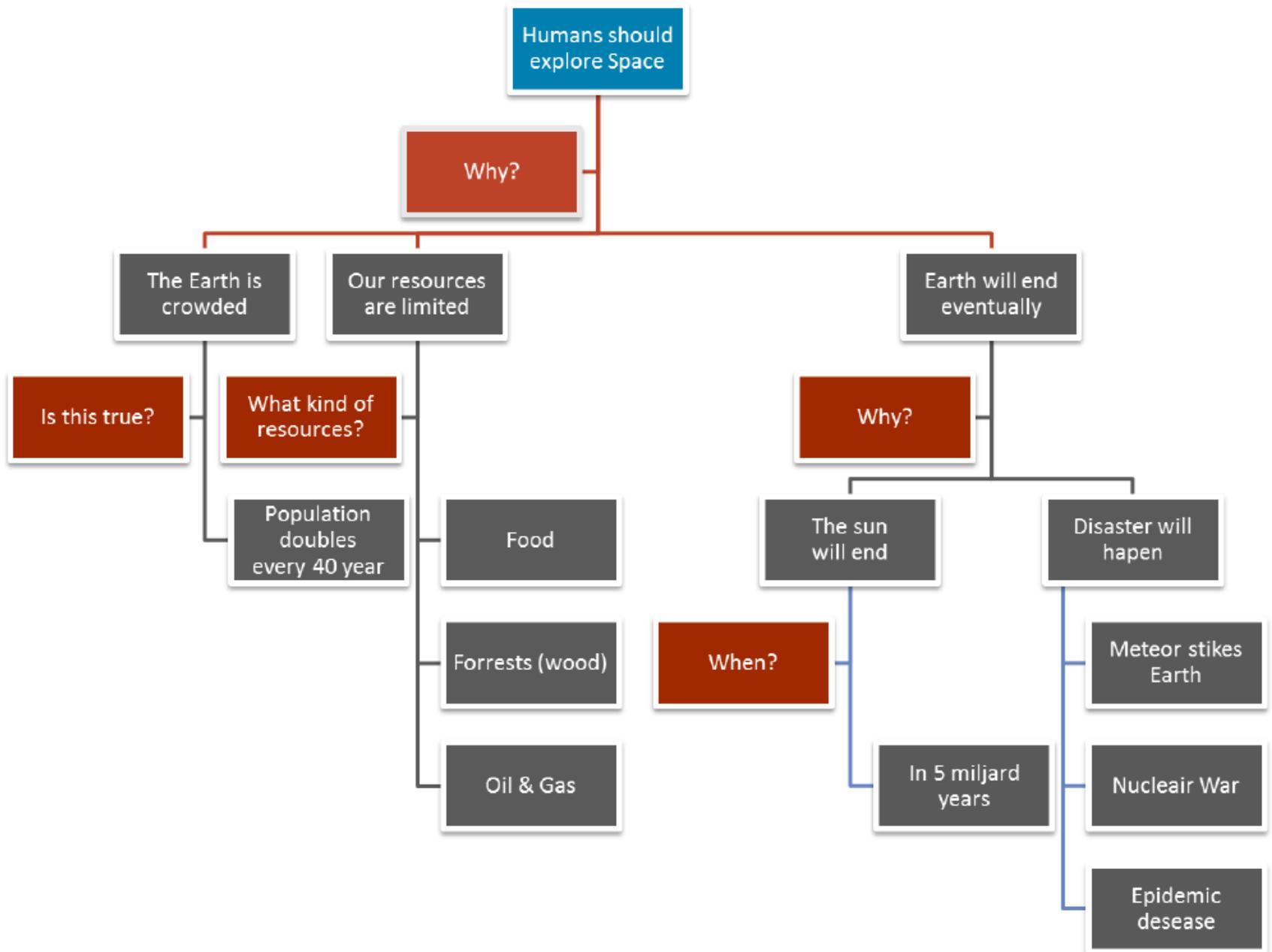


# The Pyramid Principle

Some facts about people (our customers included):

- People tend not to listen to things they already know.
- Only if it is of interest, people want to find out what they don't know.
- If people hear something they don't know, it raises questions.

Making a statement to your audience that tells them something they don't know, will automatically raise a question in their minds. Why? How? Is this true? Etc. The listener will be focused to hear an answer to this question. A question-answer dialogue like that will ensure the listeners attention.



# Contact Centre Main Purpose Model

Call Centre's Main Purpose Model	
<b>Mission</b>	To be a world class Customer Contact Centre.
<b>Vision</b>	To retain customers by resolving their problem on the first call and having CSR's that are very satisfied working in the call centre.
<b>The Way we Work</b>	<ul style="list-style-type: none"> <li>➤ Let the customer be the ultimate judge of our service.</li> <li>➤ Make the satisfaction of the customers' needs our primary mission.</li> <li>➤ Have CSR's with the proper skills, knowledge and abilities.</li> <li>➤ Conduct ourselves with the highest standard of integrity and honesty.</li> <li>➤ Ensure that our policies, processes and technology assist us in achieving our mission.</li> <li>➤ Continually quest for improving FCR, Esat and Csat in everything we do.</li> <li>➤ Take ownership for resolving customer calls.</li> </ul>
<b>KPI's</b>	<p>Customers calling the call centre will experience:</p> <ul style="list-style-type: none"> <li>➤ 80% or higher of calls are solved on the first call.</li> <li>➤ 80% or higher of calls customers are very satisfied (Csat top box rating).</li> </ul> <p>Employees working in the call centre will experience:</p> <ul style="list-style-type: none"> <li>➤ 50% or higher overall call centre Esat.</li> </ul>



"Without strategy, change  
is only substitution - not evolution."

*Glenn Llopis, Earning Serendipity*