

Increasing sales volume in Mass Business through Inbound Contact Center

Master Thesis
Field Lab - Consulting Lab

A project carried out under the supervision of Professor Constança Casquinho

Ana Cristina da Silva e Freitas, 749
Diogo Artur da Silva Portinha e Costa, 1737
Gerson Pinheiro Lourenço, 1532
Martim Morais Leitão Moreira Pires, 1546

Accredited by:



Member of:





Consulting Field Lab

Win-win Situation



The team gets advantage of a learning curve whereby theoretical knowledge is put into practice and new methodologies are learnt
The client benefits from “high-quality service, cost-effective management advise”ⁱ.

Company



The team assisted *NOS Empresas* Portugal, a media holding and telecommunication company, more precisely, in its Inbound Contact Center Mass Business Channel Department

Acknowledgements

The development of the Consulting Lab at NOS was an enriching experience that allowed us to grow as consultants, as students and most importantly as Human Beings. We are thankful for the opportunity of meeting such large number of people with whom we cross that, otherwise, we would eventually not meet, at least in the short term.

First, we would like to show appreciation to NOS representatives, Diogo Serras Pereira, Rita Alves and Diogo Neto that, by believing in the value of Nova as a School of excellence, allowed the development of the thesis in the company showing a prompt availability and flexibility to new ideas and improvements.

Secondly, it is crucial to show gratitude to everyone in the Inbound CC Department, in special to the back-office staff Sónia Pina, Sónia Sousa and Diandria, for the warm welcome and the great working environment they promoted, always being nice and available to any of our questions and doubts. The Inbound CC staff was certainly the main source of learning and knowledge about NOS and without them the project would not be possible to execute. We are very fortunate to have worked with them.

We would also like to express our gratefulness to the other departments for the availability and openness to other ideas: Marketing Department, specially to João Ricardo, Francisco Freitas and Mauro Martins ; Customer Service Department, in special to Sheilla Figueiredo, Reporting Department, in special to Paulo Faria and finally to the Processes Department.

Thirdly, to be part and to develop the Consulting Lab, we counted with the restless support of Professors Constança Casquinho and Fábio Santos, that showed full commitment to transmit their precious knowledge and support, which, definitely, structured us as better professionals.

Furthermore, we would like to thank Professors Pedro Neves and Carlos Marques for their availability and insights given in the intermediate presentations that enriched and added value to the project.

Last but not least, to show recognition to our families and friends that are always a source of protection and well-being that provides us the necessary comfort to fully concentrate on our work and objectives.



Agenda

- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project



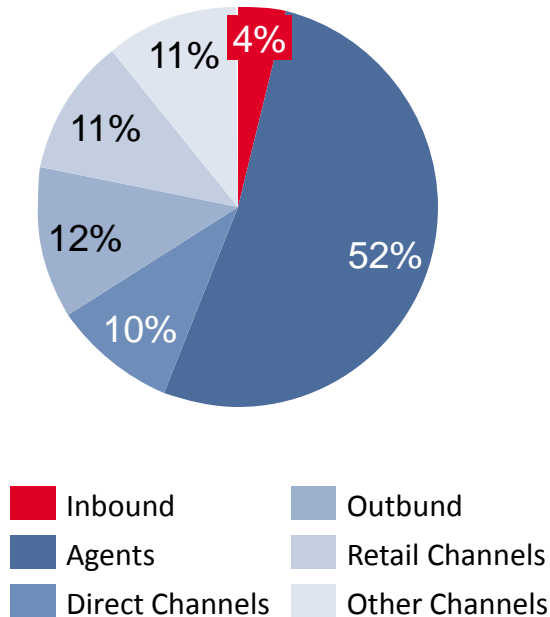
1	Executive Summary
2	Theoretical Context
3	Methodology
4	Hit Ratio Improvement
	4.1 In Scope Calls from new clients
	4.2 Out of Scope Calls from clients
	4.3 In Scope Calls from clients
5	Increasing Inbound Calls
	5.1 Customer Service Calls
	5.2 Communication Plan
6	Overall impact of the Project



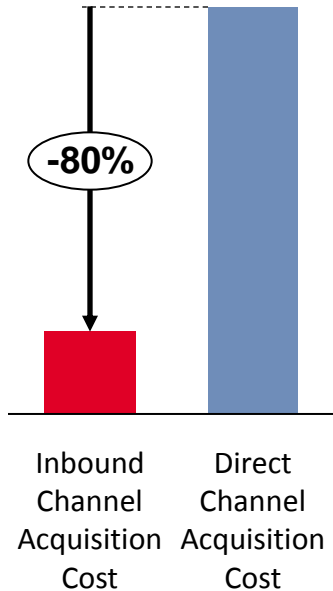
NOS Empresas intends to increase sales through Inbound Contact Center as a growth lever due to its lower cost

Situation Problem Challenge

New services activations weight¹



Acquisition cost per client



Why?

- Inbound Channel Sales represents only 4% of NOS Sales, thus, it has room to grow
- It has a low acquisition cost per client being 80% cheaper than the direct channels acquisition cost
- And, Inbound has an excess installed capacity given that the calls' answering rate is of 98% and that 91,82% of the calls are answered in less than thirty seconds

In a nutshell, these factors contribute for Inbound to be a privileged channel for the increase of NOS' market presence.



NOS is the result of a merger between ZON and Optimus and it is one of the key players in the telecommunication market in Portugal

Company Overview



NOS is the “biggest communication and entertainment group in Portugal, doted with a strong competitive lead”ⁱⁱ

It is the result of the merger between two of the largest telecommunication companies in Portugal



ZON Multimedia business group led the market in pay TV in Portugal and was the second largest internet provider.ⁱⁱ Offered television, cable, Internet and telephone services.



Optimus was a telecommunication company, a unit of Sonaecom SGPS SA. Provided telecommunication services as mobile, fixed-line telephone and Internet access.

The merger, aligned with some external factors, created several opportunities to increase sales

Internal Factors

Zon-Optimus Merger created synergy opportunities

The merger generates synergies and an “improved competitive position as an integrated player”ⁱⁱⁱ ZON with its “large scale will bring a stronger cash generation” providing additional capital for investments as R&D and infrastructures to compete with Portugal Telecom. Moreover, some operational synergies will urge to “increase consumer market share and more significantly business segment market share”.ⁱⁱⁱ

External Factors

- 4Play Competitive Market
- Economic Downturn

NOS mainly competes with the other two leaders in the market, Vodafone Group and Portugal Telecom, for cable-television, internet, telephone and mobile and with Cabovisão, with a smaller market share, for the first three. The market is highly competitive and Portugal is suffering from an economic downturn. Moreover, former ZON was the biggest cable-vision provider while Optimus was one of the country’s smallest mobile-phone operator.^{iv}

With the merger, NOS faces a significant challenge of integrating systems, essential for increasing the efficiency of the company

ii – NOS website. 2014. About US tab. <http://www.nos.pt/institucional/EN/about-nos/about-us/Pages/about-nos.aspx> (accessed December 2014)

iii – Delgado, Alexandra. 2013. “Zon Optimus Valuation Update”. Millenium investment bank report for Telecom Portugal. http://ind.millenniumbcp.pt/pt/Particulares/Investimentos/Documents/CompanyUpdate/nov13/ZonOptimus_CompUpdate_07112013.pdf

iv – Almeida, Henrique. 2013. “Zon, Optimus Merger May Save as Much as \$533 Million”. Bloomberg. <http://www.bloomberg.com/news/2013-01-22/zon-optimus-merger-synergies-said-up-to-533-million.html>



The recommendations for each lever focus on feasible vehicles that have a positive impact on hit ratio and number of calls on the Inbound department

Overall recommendations and impacts

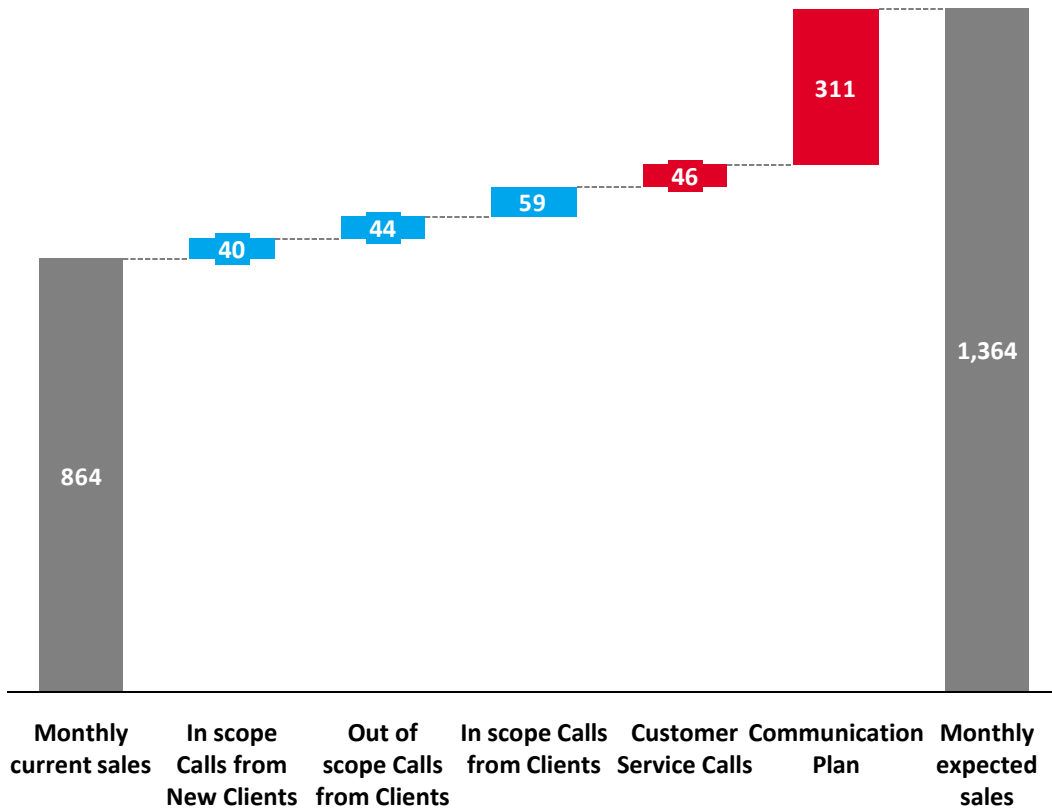


	Levers	Vehicles	Vehicles' Impact
Increasing Hit Ratio	A1 In scope New Clients	<ul style="list-style-type: none"> Improvements to be implemented in Script 2.0 NBA Tool 	<ul style="list-style-type: none"> Structure the call flow and help operators in the negotiation process Increase the script filling rate
	A2 Out of Scope Clients	<ul style="list-style-type: none"> Improvements to be implemented in Script 2.0 Orchestrate CS with Inbound Channel CRM Tool 	<ul style="list-style-type: none"> Leverage out of scope calls Take advantage of installed capacity as average time per call will increase Present the ideal offer without the need of questions
	A3 In scope Clients	<ul style="list-style-type: none"> Improvements to be implemented in Script 2.0 Synchronize the utilization of the NBA and CRM tool 	<ul style="list-style-type: none"> Increase the number of services sold
Increasing Inbound Calls	B1 Customer Service Calls	<ul style="list-style-type: none"> Orchestrate CS with Inbound Channel 	<ul style="list-style-type: none"> Increase the number of Inbound Calls through exploring the ones that are originally received by CS and were not previously considered for inbound Take advantage of installed capacity
	B2 New Calls from Communication Plan	<ul style="list-style-type: none"> Guidelines for a communication plan based on targeted prospects 	<ul style="list-style-type: none"> Increase the number of in scope calls with high conversion rate due to the target of the plan



The increase in sales can be achieved through five different levers three that positively impact the hit ratio and two that increase the inbound calls

Expected effects on services sold by lever ¹



$$Hit\ Ratio = \frac{Number\ of\ New\ Services\ Sold}{Number\ of\ Calls\ Answered}$$

¹ – Each column measures the effect on new services independently of the others. However, since the new calls have a lower hit ratio than the current one, the increase in calls will generate a negative impact on the hit ratio reducing the number of services

Increasing Hit Ratio

- A1 In scope Calls from New Clients:** The objective is to sell more services per call in scope from prospects
- A2 Out of scope Calls from Clients:** The goal is to identify out of scope calls with potential so that these are transformed in service sale opportunities through commercial tactics and redefinition of Inbound Channel procedures
- A3 In scope Calls from Clients:** The objective is to sell more services per call in scope from NOS Empresas Clients

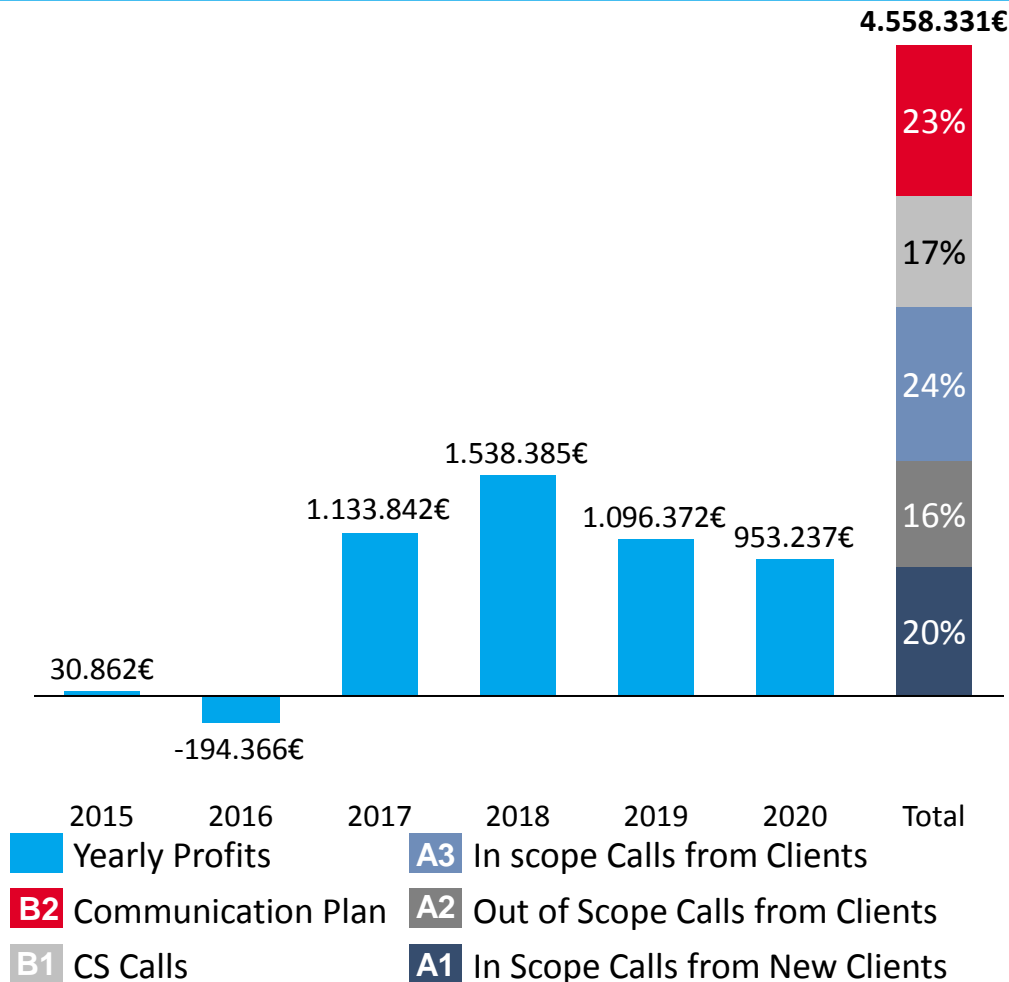
Increasing Inbound Calls

- B1 Customer Service Calls:** The objective is to leverage calls that were not previously received by inbound through a collaboration between the Inbound and the Customer Service Department
- B2 Communication Plan:** The goal is to increase the number of prospects acquired, by leaving the guidelines of a communication plan targeted to them which will increase the number of calls with a high conversion rate



The increase in sales generates profits of 4,558,331€ until 2020 and from then onwards it will reach the steady state and produce 953,237€ per year

P&L Overall Impact from 2015 to 2020



Period Analysed

The period between 2015 and 2020 was chosen for the P&L analysis since the investments of some levers start on 2015 and the steady state is only reached on 2020

Revenues

The metrics used to identify the profit that would be gained by NOS with proposed recommendations are:

- Average price per service : 4P price divided by 4
- New services sold

Costs

The costs associated with proposed recommendations are:

- Total acquisition cost per service of new clients and clients
- Average salary per hour of a systems department worker
- Average salary per hour of a marketing department worker
- Average salary per hour of a processes department worker
- Average salary of a formation coach
- Acquisition cost of a new script with the NBA incorporated (CAPEX) and with updates included for all cycles



- 1 Executive Summary
- 2 Theoretical Context**
- 3 Methodology
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project



Theoretically speaking, call centers comprise services based on telephone which may be B2B, B2C and internal for various end markets

Call Center

Definition

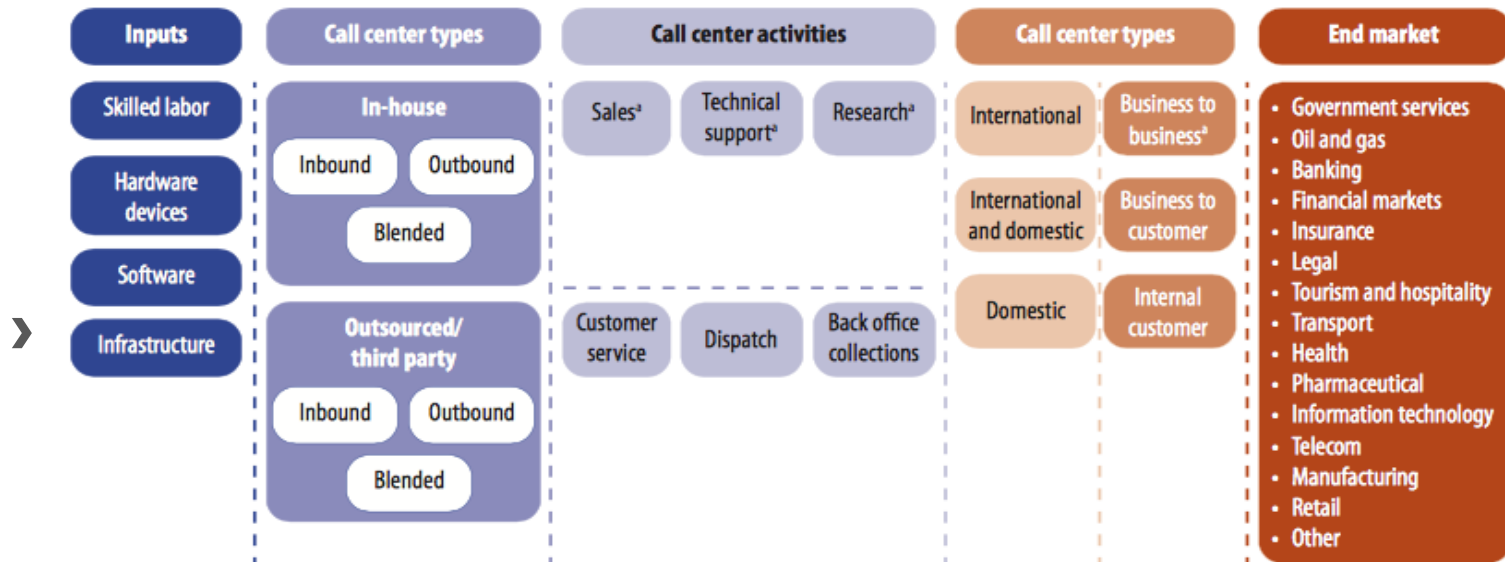
› “Is a service network in which agents provide telephone-based services”^v

Description

› Broadly, call centers are flat organizations where agents and managers constitute approximately 75 and 12 percent of employees, respectively (According to Bat et al. 2007). Organizations in which “employees are highly monitored and mostly perform routine, monotonous tasks”^{vi}

The majority of call centers’ workforce lays in frontline position.

Structure



Call center enablers: government incentives, country infrastructure, country investment and business regulation, deregulation of telecom, low trade barriers, low barriers to foreign direct investment, employment regulation, availability of skilled human capital, and good education system.

Source: World Bank: “Global Value Chains, Economic Upgrading, and Gender Case Studies of the Horticulture, Tourism, and Call Center Industries”

^v – Lawrence Brown, Noah Gans, Avishai Mandelbaum, Anat Sakov, Haipeng Shen, Sergey Zeltyn & Linda Zhao. 2005. “Statistical Analysis of a Telephone Call Center”, “Journal of the American Statistical Association”, 100(469): 36-50. <http://www.tandfonline.com/doi/pdf/10.1198/016214504000001808>
^{vi} – Ahmed, Ghada. 2013. “Global Value Chains, Economic Upgrading, and Gender in the Call Center Industry”. In *Global Value Chains, Economic Upgrading, and Gender Case Studies of the Horticulture, Tourism, and Call Center Industries*, ed. Cornelia Staritz and José Guilherme Reis, 73-105. The World Bank. http://www.capturingthegains.org/pdf/GVC_Gender_Report_web.pdf

Focusing on the typology, call centers may be classified as in-house or out-house functioning as inbound, outbound and blended

Theoretical context

Types of Call Centers

Typically, the majority of Call Centers started as in-house, though since 1990s third-party providers have urged.

› In-house Call Centers:

- Operations that do not belong to the customer service division of larger organizations. Centers solely that deal with calls for the “parent company, control service quality and cost, and offer jobs with decision-making and problem resolution competency”^{vi}

› Out-house Call Centers:

- Third-party providers, independent from the organizations on behalf of which they handle calls and services
- Mainly composed by part-time and temporary workers^{vi}

Call Centers' Functions

There are three types of Call Centers functions: “Inbound, Outbound and Blended Service providers (Bat et al. 2007; Beekman et al. 2004; Reynolds et al. 2003)”^{vi}

› Inbound Call Centers

- Receive calls and respond to customer inquiries using an automatic call distribution “(Reynolds et al.2003)”^{vi} being a passive center^{vii}
- Services offered: helpdesk facilities, sales, complaint services and provision of information
- These centers solely generate revenues when receive clients or prospects calls in terms of commercial scope^{vii}

› Outbound Call Centers

- Operators initiate the contact with customers and prospects with the intention to sell
- Services offered: telemarketing and catalogue sales^{vi}

› Blended Centers :

- Make calls as well as receive them. These centers “combine automatic inbound call distribution with predictive outbound dialing”^{vi}
- Theoretically, NOS Empresas commercial inbound area has these two functions, nonetheless, as the calls performed are call-backs from previous calls, the classification as inbound will be kept.

vi – Ahmed, Ghada. 2013. “Global Value Chains, Economic Upgrading, and Gender in the Call Center Industry”. In *Global Value Chains, Economic Upgrading, and Gender Case Studies of the Horticulture, Tourism, and Call Center Industries*, ed. Cornelia Staritz and José Guilherme Reis, 73-105. The World Bank. http://www.capturingthegains.org/pdf/GVC_Gender_Report_web.pdf

vii – NOS Empresas information from directors and workers



Call Centers are used in a wide number of industries and they have been upgraded, with CRM as the most recent trend

Theoretical context

Activities and End Markets

- Activities**
 - Call centers have diverse activities, which according to World Bank come from customer service, collection and payment, data entry and processing, technical support, sales and marketing to data management in terms of value based on complexity, specialization and agent time.^{vi}
- End-Markets**
 - Call centers cover numerous end-markets industries as portrayed in the value-chain, since financial services and health to telecommunication and tourism, along with others. The industries that make the most use of call centers are telecommunication and banking.^{vi}

Call Centers Process Upgrade

- The reorganization of inputs into outputs more efficiently or the introduction of superior ways of technology allow for processes to upgrade.^{viii}
- Information technology is crucial for call centers in executing a sale, respond efficiently in customer service and other. As such, there is a constant need for both local and multinational companies to upgrade the technology used within the company in order to “increase productivity, response time, customer satisfaction, and quality of management” and, consequently improve the competitiveness of the firm.^{vi}
- There are software solutions that enhance a company’s performance, such as Customer Relationship Management system, **CRM**. A CRM system supports operations and helps the company to get to know their clients’ needs, as such, their upgrade is essential.^{viii}

vi – Ahmed, Ghada. 2013. “Global Value Chains, Economic Upgrading, and Gender in the Call Center Industry”. In *Global Value Chains, Economic Upgrading, and Gender Case Studies of the Horticulture, Tourism, and Call Center Industries*, ed. Cornelia Staritz and José Guilherme Reis, 73-105. The World Bank. http://www.capturingthegains.org/pdf/GVC_Gender_Report_web.pdf
viii – Humphrey, John; Schmitz Hubert. 2002. “How Does Insertion in Global Value Chains Affect Upgrading in Industrial Clusters?”, *Regional Studies*, 36.9: 1017–102. <http://www.uwi.edu/ccfc/wp-content/uploads/2013/11/How-Does-Insertion-in-GVCs-Affect-Upgrading-in-Industrial-Clusters.pdf>



The CRM enlightenment in call centers comes from the companies' understanding of a customer centric strategy

Theoretical context

Call Centers and CRM

Companies have been focusing more on CRM, call centers, specifically, are “being illuminated in whole new light as the core CRM channel”. A call center may be viewed as a strategic customer marketing center that answers clients’ inquiries about the products and solves their needs or as “customer communication center that plays key roles of executing CRM strategy”. ^{ix}

Definitions



There are various views for CRM. According to Levine, 2000, it is the usage of customer related information or knowledge to deliver relevant products or services to customers. Light (2001), states that “CRM evolved from business processes as relationship marketing and the increased emphasis on improved customer retention through the effective management of customer relationship”. Other views of CRM include its idea of relationship marketing that led Newell and others to explore methods that would improve or maintain customer retention and Sandoe et al (2001) view of CRM as technologically oriented. ^x

Customer centric strategy



Companies have been understanding the need of wider and integrated customer knowledge to build more loyal and closer partnerships with their customers, as such, they have been adopting more “customer-centric strategies, tools, programs and technology for efficient and effective customer relationship management”. ^{xi}

^{ix} – So, SooHoo. 2007. “An Empirical Analysis on the Operational Efficiency of CRM Call Centers in Korea”, “JCSNS International Journal of Computer Science and Network Security”, 7(12). http://paper.ijcsns.org/07_book/200712/20071225.pdf

^x – Bull, Christopher. 2003. “Strategic issues in customer relationship management (CRM) implementation”, “Business Process Management Journal”, 9(5): 592-602. <http://www.emeraldinsight.com/doi/pdfplus/10.1108/14637150310496703>

^{xi} – Sheth, Jagdish and Parvatiyar, Atul. 2001. “Customer Relationship Management: Emerging Practice, Process, and Discipline”, “Journal of Economic and Social Research”, 3(2) 2001: 1-34. <http://www.fatihun.edu.tr/~iesr/CustomerRelationshipManagement.pdf>



There are various performance measures for call centers classified in terms of service, efficiency, quality and profitability

Theoretical context

Call Centers Key Performance Indicators (KPI) ^{xii}

According to Penny Reynolds, founding partner of The Call Center School, the major 20 call center performance measures are:

Service Measures

- **Blockage:** percentage of customers that will not be able to access the center at a given time due to insufficient network facilities in place
- **Abandon rate:** correlated with retention and revenue
- **Self service availability:** for instance, automated alternatives for FAQs in web chat
- **Service level:** percentage of calls answered in a defined wait threshold
- **ASA (average speed of answer):** average wait time of all calls in a certain period
- **Longest delay in queue:** wait time of the contact that has been in the queue for longest

Quality Measures

- **First resolution rate:** transactions completed within a single contact
- **Transfer rate:** portion of contacts that has been transferred to another person or place to be handled
- **Communications etiquette**
- **Adherence to procedures:** adherence to procedures as workflow processes or call scripts

Efficiency Measures

- **Agent occupancy:** measure of actual time busy on customer contact compared to idle time
- **Staff shrinkage:** percentage of time operators are not available to handle calls
- **Schedule efficiency:** measures the degree of overstaffing and under staffing
- **Schedule adherence:** measures the degree to which the operators actually work the specified hours scheduled
- **AHT / ACW:** measure contact handling through average handle time (AHT) composed by talk time and after call work (ACW)
- **System availability:** speed of the computer system, uptime and overall ability should be measured to guarantee maximum efficiency and response time

Profitability Measures

- **Conversion Rate:** percentage of sales opportunity translated into an actual sale
- **Up-sell/Cross Sell:** generation of more revenue than the customer original order or upon a call with no initial intention of purchase from the customer
- **Cost per Call:** it may be solely a labor cost per call or an overall rate which includes wages, facilities and other service costs.



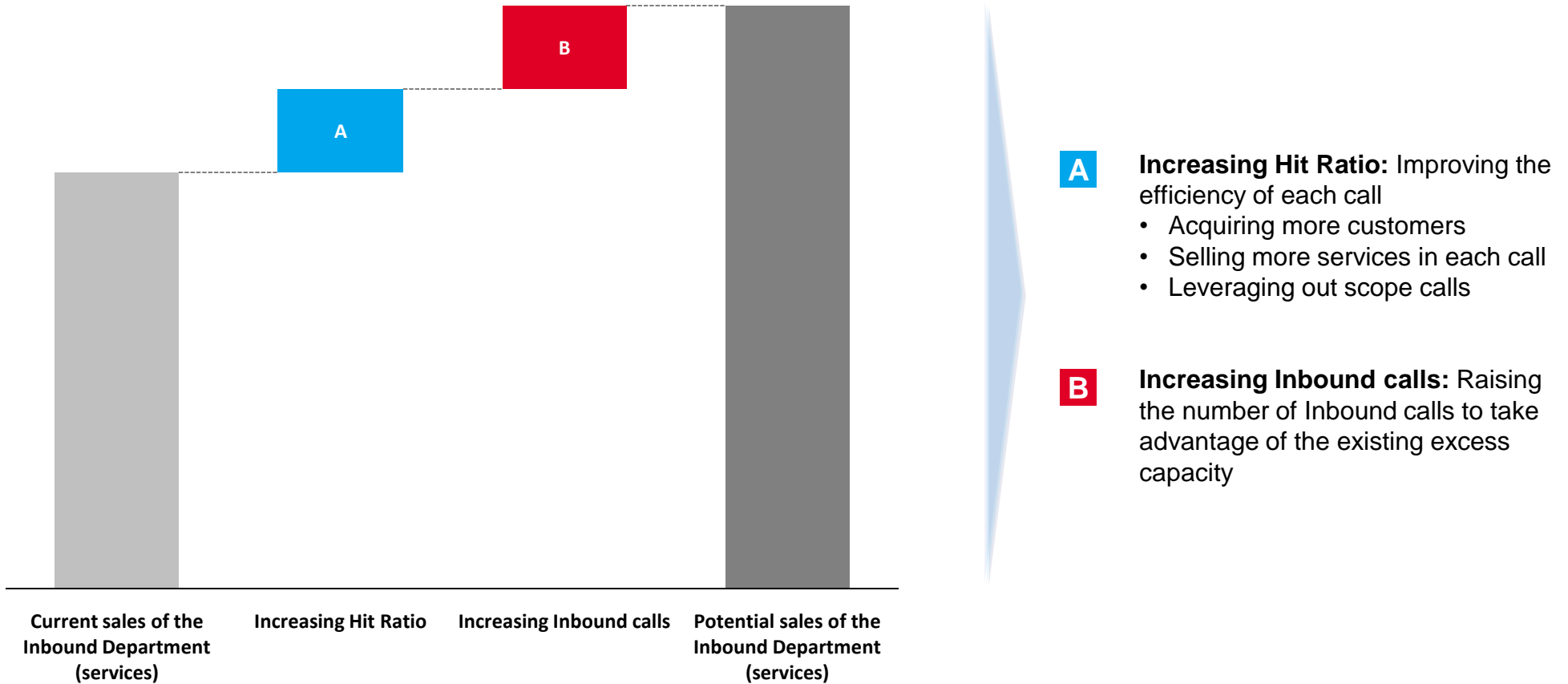
- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology**
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project



The increase in sales through Inbound may be reached by an increase in Hit Ratio and an increment in Inbound calls

Main objectives of the project

Expected evolution of the Inbound Department sales

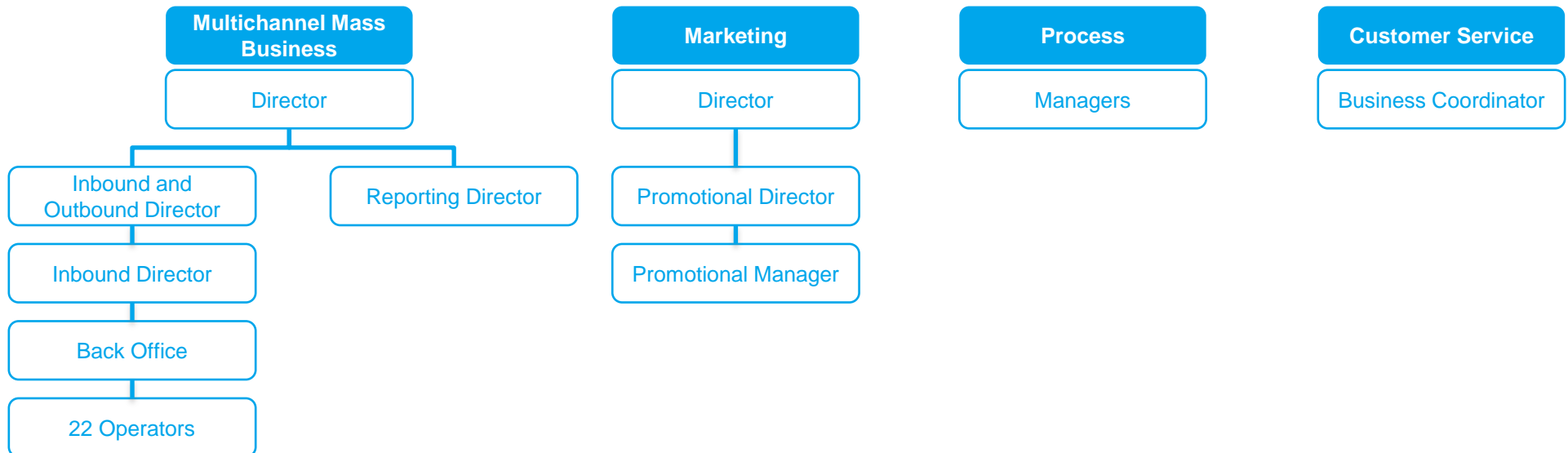




Meetings with different departments over the project helped to align objectives and to obtain valuable information to develop each tool

Meetings

- Meetings with the directors of the Inbound department occurred three times during the project with the purpose of defining objectives, presenting the progresses of the project and aligning the next steps. An additional last steering was made to present the impacts and the main recommendations developed through the whole period
- There were also three meetings with the Marketing department to discuss the segmentation of the portfolio to be used in the NBA tool and to define the guidelines of the communication plan and CRM
- Interactions with the reporting department were useful to obtain important information, such as the matrix to build the opportunities map to be used on the communication plan
- The intervention of the Process and Customer Service departments was needed to understand the best processes on leveraging out of scope calls from clients





Interviews and Side-by-Side with the operators allowed to identify their challenges and thoughts about the Inbound processes

Interviews

- Methodology** ➤ An interview guideline based the interviews made to the operators
- Frequency** ➤ All the operators were interviewed by each member of the team throughout the process
- Purpose** ➤ The interviews were designed to identify the daily challenges faced by the operators and to understand the processes used in the Inbound department
- Topics covered** ➤ On the first round of interviews the topics covered were:
 - Script and applications
 - Portfolio and sales registration challenges
 - Communication challenges with the client
 - Formation and incentives system

Throughout the project the need of interviewing again the operators arise, namely to classify out of scope situations and respective sales potential and capacity of resolution

Side-by-Side Calls

- Methodology** ➤ The team performed two rounds of Side-by-Side with all the operators
- Purpose** ➤ The main objective was to monitor all types of existing calls
 Simultaneously, all the activities done by an operator during a call were tracked to:
 - Understand the existing procedures in order to map the different processes
 - Identify bottlenecks to find a solution when mapping each process
 - Identify the key sales points
 - Analyse the challenges described on the interviews and how they impact the operator's job



The brainstorming helped to recognize additional challenges and propose solutions for the issues identified through the entire diagnosis phase

Brainstorming

Participants ➤ The brainstorm counted with the presence of six operators, one member of the back-office and the director of the inbound department

Methodology ➤ *Theoretically,*

The methodology used for the brainstorm was the *Metaplan Approach*

Metaplan moderation method is “a proven and effective mean of reaching a shared understanding in group discussions”.^{xii}

The method allows to achieve faster results than with other discussion methods and participants get more involved in the group deliberation. Thus, “considering all the opinions in the group, one create the best opportunity for achieving results that also enjoy the backing of the whole group.”^{xiii}

Applying the method,

The session was divided in two parts of twenty minutes

During the initial ten minutes of the first part, each participant was asked to write down on different post-its every challenges they face in their job in three different areas – (1) processes/systems, (2) product and (3) formation/incentives system. The remaining ten minutes resulted in a discussion about the identified challenges with the objective of selecting the ones with a higher influence in the department’s daily operation

In the second part of the session, each participant was asked to write down on different post-its a solution for each challenge identified in the first part of the session. Then, each solution was discussed to identify the ones with a higher positive impact for the inbound department



All the informations obtained during the interactions were useful to outline a group of tools that have a positive impact on the challenges identified

Levers

Tools

Increase Hit Ratio

- A1** Create a guidance flow to support the sale in a **Next Best Action (NBA) tool** format
- A2** Identify and implement **Script Improvements** to enhance the flow and the filling rate
- A3** Compilation of **Operators' commercial tactics** to increase the commercial efficacy
- A4** Identify **portfolio** gaps to decrease the number of clients' turndown due to unsatisfied portfolio offers
- A5** Revise the **training** model and tailor it both to new and current employees, preparing them to their daily activities
- A6** Evaluate and improve the quality audits to enhance the number of feedbacks and incorporate the quality of the calls on the incentives' system
- A7** Adapt the **incentives' system** to respond to the challenges at hand such as script filling and quality of sale
- A8** Define the model of **monitoring pendent clients** to reduce the turndown between confirming the sale and services activation
- A9** Create clients' profiles with information already present on the company's databases in order to deliver proposals based on the clients' needs using a **CRM tool**
- A10** Create the procedures for resolution of out of scope situations, increasing the **leveraging of out of scope calls**
- A11** Improve the **IVR** system to reduce the number of out of scope calls

Increase Inbound Calls

- B1** Identify the market gaps to improve the reach of the **Mass Business communication**
- B2** Build a **Customer segmentation** database based on socio-demographic and geographical characteristics to identify the optimal targets of campaigns
- B3** Synchronize the processes of Inbound and Customer Service departments to leverage the sales potential of **Customer Service calls** of clients that enter directly through the CS department

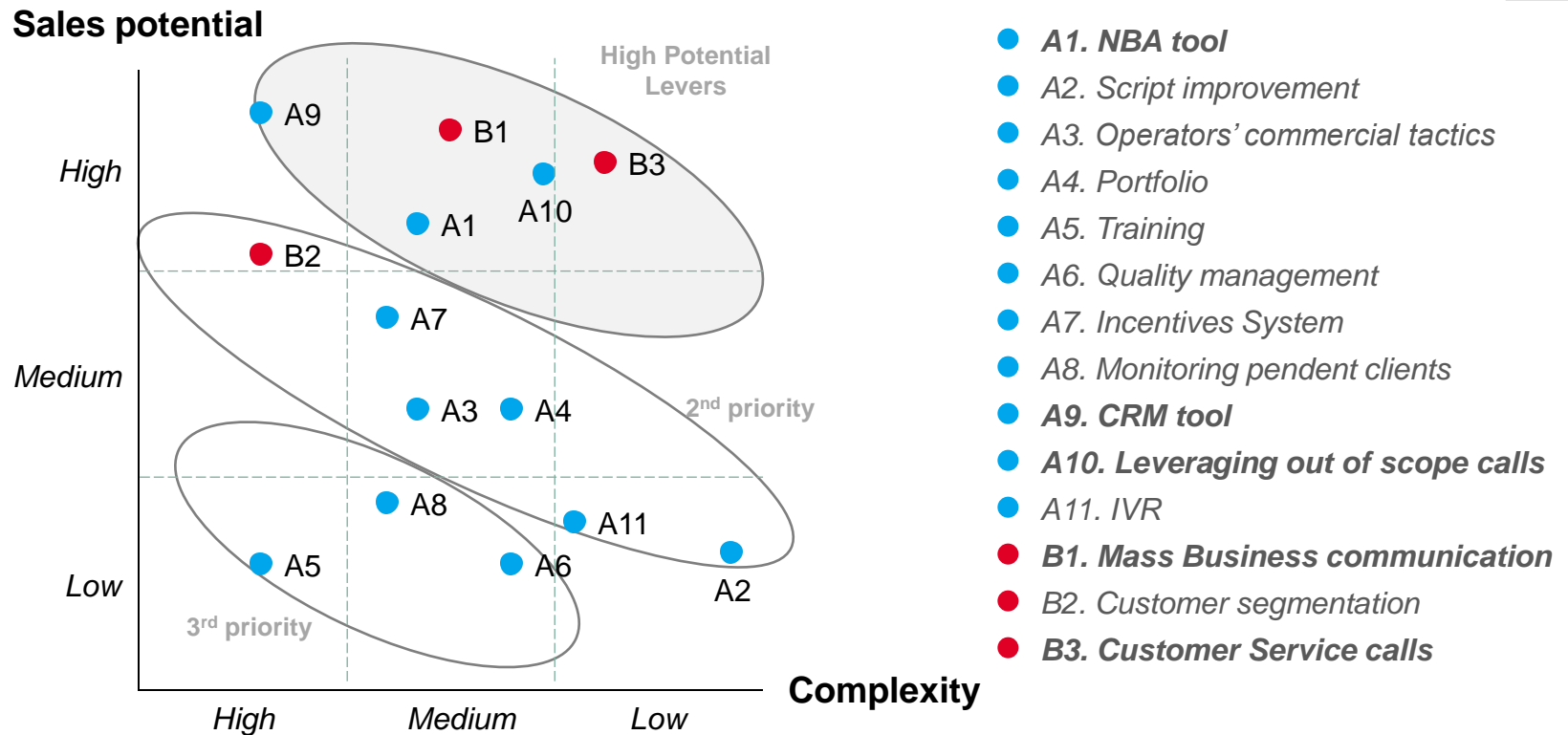


The different vehicles were prioritized according to its complexity and sales potential and the team focused on the high potential levers

Appendix A3 – A5

Potential-complexity Matrix

Conceptual



The variables chosen for the matrix that led to the high potential levers come in alliance with NOS' intention of increasing its sales by applying measures with low implementation complexity, being the first the most important factor considered in the choice of the potential levers.

Once analyzed the relation between the sales potential and the complexity of each tool, it becomes clear that the project should focus on the **NBA** and **CRM tool** and on **leveraging out of scope calls** - increasing hit ratio - on the Mass Business communication and on leveraging calls from the customer service department – increasing inbound calls



Each tool has a direct impact in one or more levers and it was developed through one phase of analysis and one of recommendations

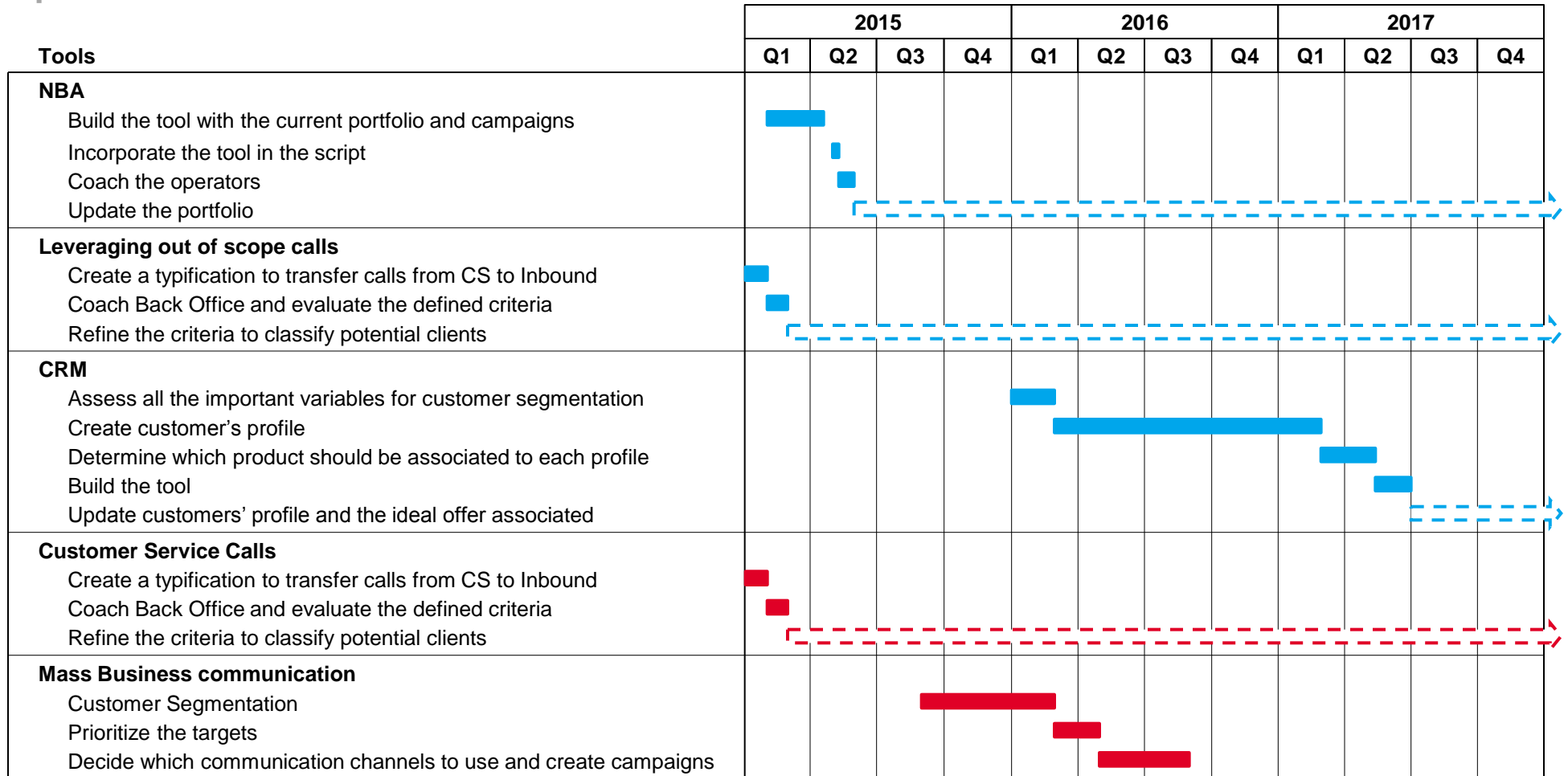
Appendix A6 – A7

Tools	Analysis	Recommendations	Levers with higher impact
	<ul style="list-style-type: none"> Identify improvements to implement in the new script Map the inbound processes Portfolio segmentation 	<ul style="list-style-type: none"> Define procedures for each phase of the funnel Create an excel prototype of the NBA tool Define the guidelines needed to build and implement the tool 	<p>A1 - In scope calls from new clients</p>
	<ul style="list-style-type: none"> Attend the workshop <i>Funil de Vendas</i> Identify which out of scope calls have sales potential 	<ul style="list-style-type: none"> Determine which situations should be solved on the Inbound department Define the processes to orchestrate the Inbound with the Customer Service department 	<p>A2 - Out of scope calls from clients</p>
	<ul style="list-style-type: none"> Determine the level of integration of the company's systems to create the CRM tool 	<ul style="list-style-type: none"> Define the guidelines for the construction of the CRM tool since the systems still have to be completely integrated 	<p>A3 - In scope calls from clients</p>
	<ul style="list-style-type: none"> Identify which CS calls have sales potential Determine the volume of CS calls transferred to inbound Evaluate the impact of the calls transferred to Inbound measured in sales 	<ul style="list-style-type: none"> Exploit calls received through CS Define the processes to orchestrate the Inbound with the CS 	<p>B1 - Leveraging customer service calls</p>
	<ul style="list-style-type: none"> Analyze the data combining the type of competition faced and the technology offered by NOS Analyze the investment in Google Conduct digital benchmarking 	<ul style="list-style-type: none"> Create the map of opportunities Define guidelines for the communication plan since a complete plan could not be made due to lack of information 	<p>B2 - Communication Plan</p>



The implementation plan allows to understand the time necessary to execute each of the tools and realize which ones have a quicker impact

Implementation Plan¹



1 – Solid bars symbolize activities that are executed to create the tools to be ready for usage, the dashed bars correspond to maintenance activities and to small implementation changes in the tools



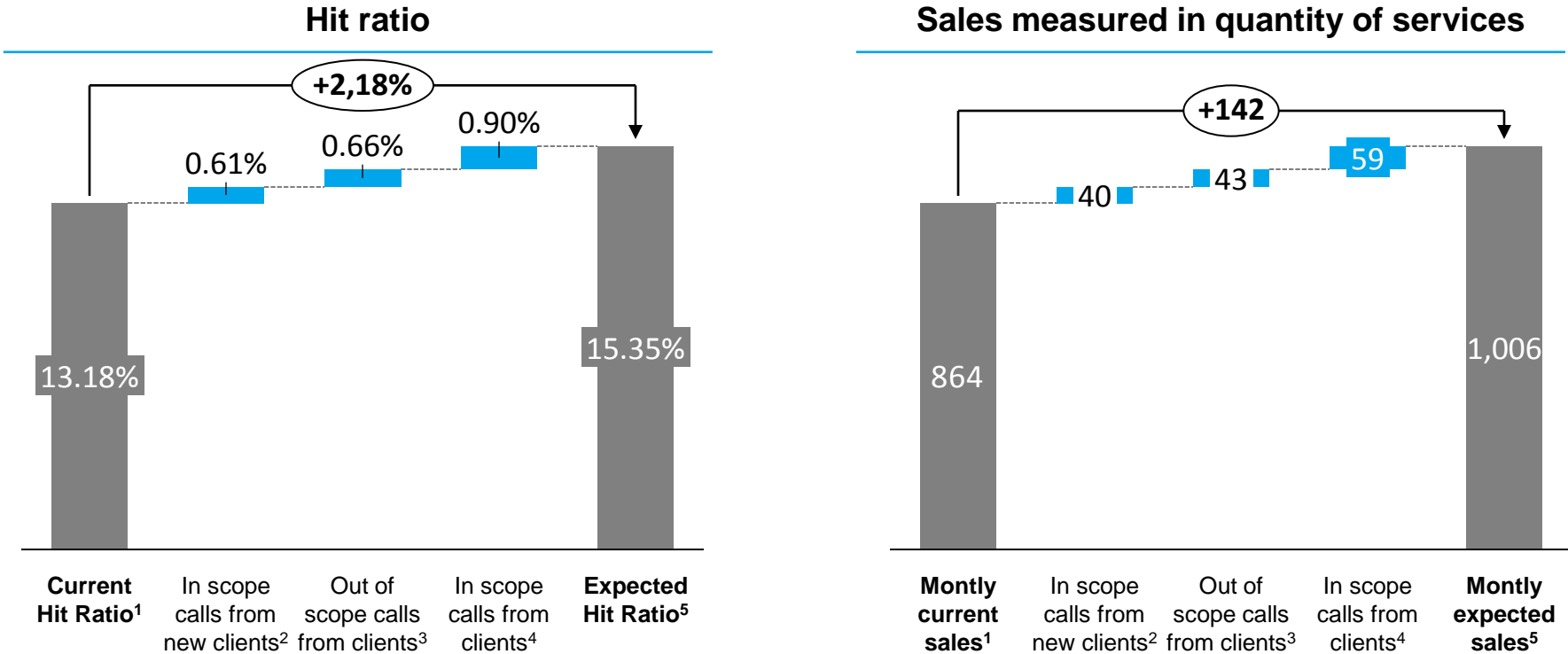
- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology
- 4 Hit Ratio Improvement**
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project



The NBA and the proposed techniques to leverage the out of scope calls contribute to increase the Hit Ratio on the Inbound department

Appendix B1 – B3

Impact of the Hit Ratio improvement



The NBA and the techniques proposed to leverage out of scope calls lead to an increase in sales of 142 services, increasing hit ratio towards 15,35% , assuming the number of calls constant

1 – Monthly average between April and September of 2014

2 – The numbers for this type of calls were calculated assuming that the NBA will allow to convert 1% of the refusals into sales, where each sale has on average four services bought, being this historically true over the period of April to Sep 2014

3 – It was assumed that 0,25% of these calls will be leveraged resulting into a sale with on average four services bought

4 – Calculated assuming that the NBA will allow to convert 0,5% of the refusals, where each sale has on average four services bought

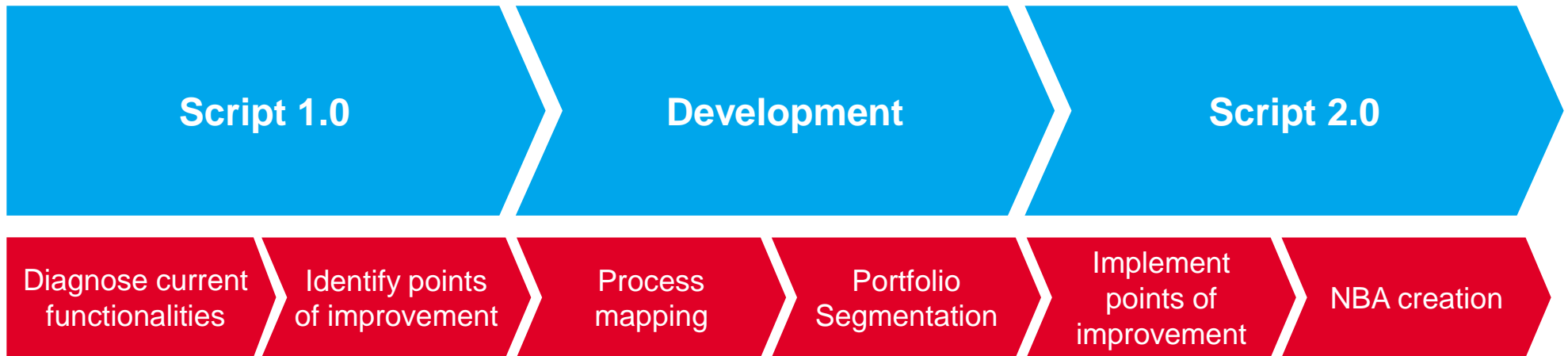
5 – Assuming for the whole exercise that the number of calls did not change



- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project



A revision of the Script 1.0 allows identifying points of improvement that should be included in a new script version along with the NBA



A new script that integrates both improvements to the current one and the NBA tool allows the operator to identify the offers that best suit the clients' preferences, increasing the script's perceived value to the operator

Script 1.0 performs an important role on gathering information about the clients but it still has room for improvements



Diagnose current functionalities

- **Takes note of the flow and of the call's outcome** : allows the operator to register the flow and the outcome of the call which can be used as a starting point for call-backs
- **Provides information**: increases the clients' database by providing important information that can be used in future campaigns and in management control tools

Identify points of improvement

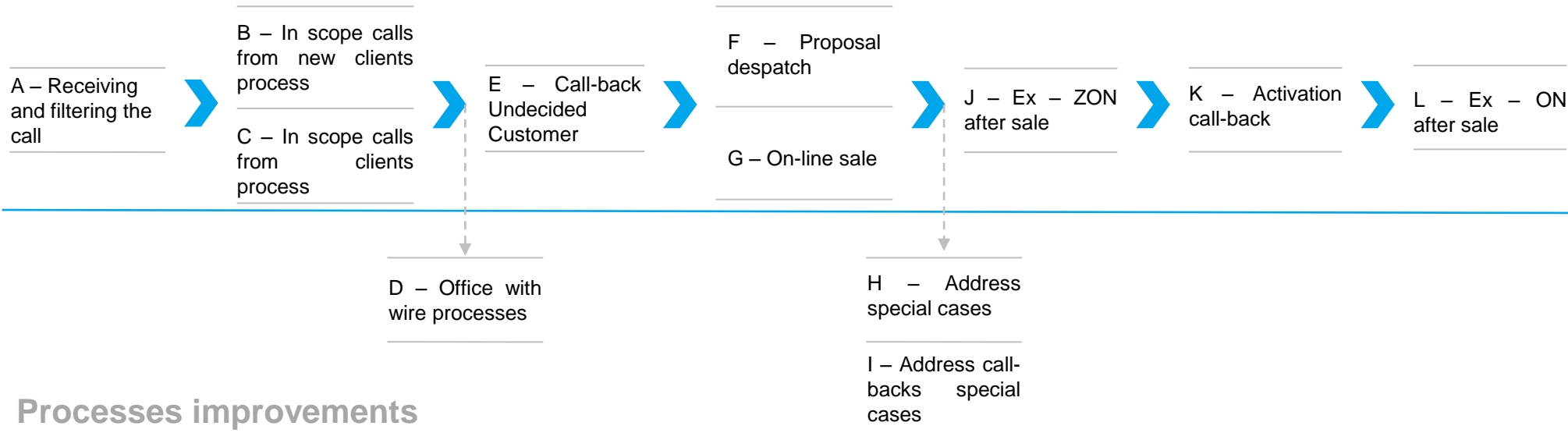
- **Filling rate under 100%**: The current filling rate is 77.8%¹ since the operators do not perceive the scripts' real value as a tool to collect important data on clients
- **Outdated**: The script is outdated in several categories such as pricing, portfolio offers and reasons for out of scope calls
- **Lack of utility to the operators**: The script does not help the operator to find the most suitable offers for the clients' needs
- **Flaws on data collection**: 5.4%¹ of the new clients' out of scope calls with script are mistakenly identified since some of the possible reasons for being out of scope are not appropriate for these type of clients. E.g: deactivations/downgrades and billing issues
- **Possibility of skipping important fields**: some important fields are not mandatory (e.g. Business Tax Identification Number and number of collaborators), which compromises the range of data collected from the clients



Mapping processes helps to define the NBA flow and to incorporate the tool on the script in alignment with the procedures used on the Inbound CC

Process mapping of front-office and back-office

Appendix B.1.1 – B.1.13



Processes improvements

- A** Out of scope calls from clients can be leveraged by solving the clients' issues and taking the opportunity to offer an attractive product ✓
or by performing a call-back after the resolution of the problem in other department
- F** An offer comprising both Ex-ON & Ex-ZON products should be presented along with a unified proposal and contract rather than the two currently sent one proposal and one contract (Ex-ON)
- F** The documents for porting numbers should only be dispatched to the client after the acceptance of the proposal ✓
- K** The activation schedule should be appointed during the call

Segmenting the portfolio through three filters allows to identify the offer that most fits the client's preferences on the NBA



Portfolio segmentation

The portfolio segmentation is based on three filters:

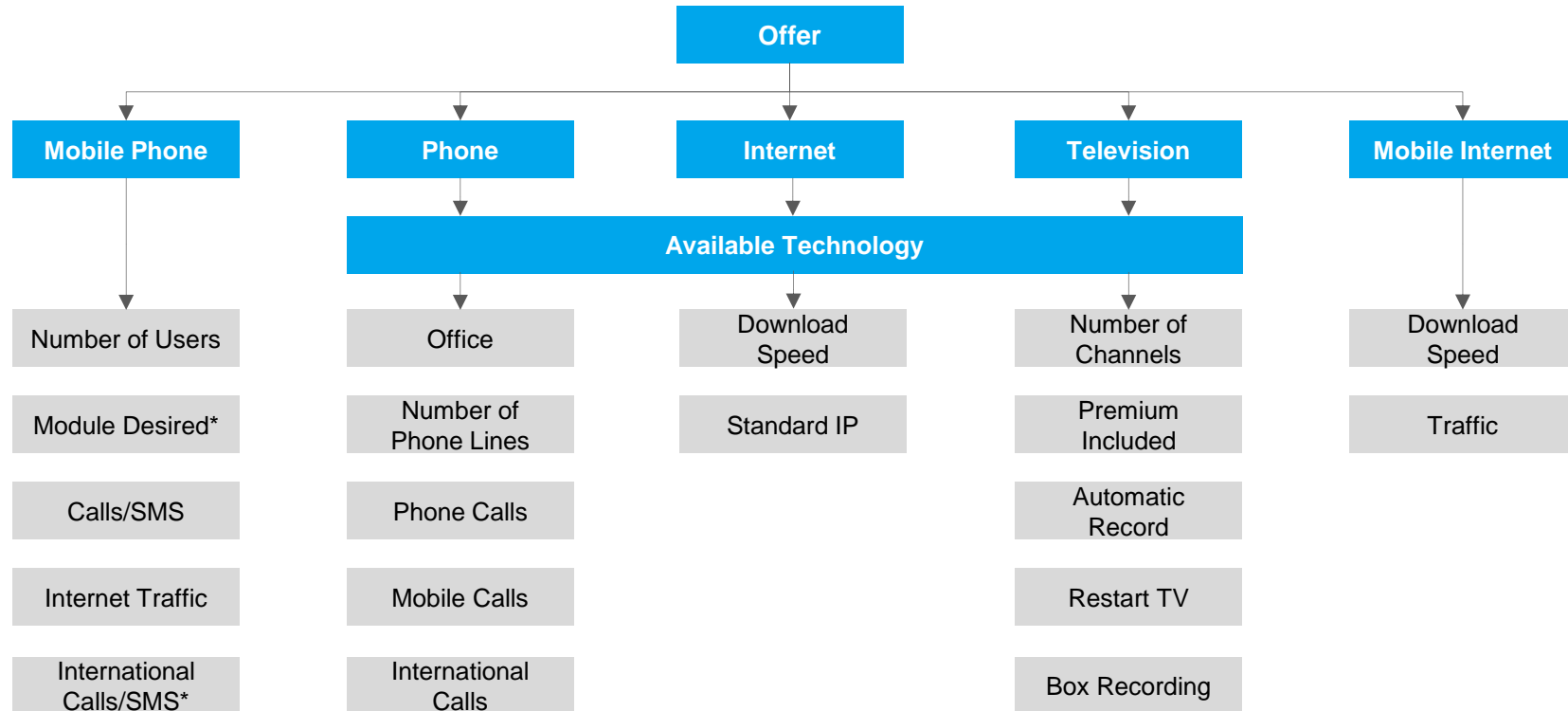
- **Clients' Necessities** – services desired
- **Clients' Address** – technology offered by NOS on the area
- **Clients' Preference** – features sought for each service



The script with an integrated NBA based on portfolio segmentation will help the operator when searching for the most suitable offer to the client

As such, once it will help the operator, the number of scripts fulfilled will increase significantly

The filters allow building a tree of the company's products:



*Features not included on the prototype of the NBA tool since the information was not provided

Script 1.0 points of improvement to implement on script 2.0 allow to gather more information from clients and to correct errors on calls typification



Implement points of improvement

- **Mandatory Business Tax Identification Number:** Place a mandatory field for Business Tax Identification Number – in case the client does not wish to provide their TIN, it should be created a standard number that identifies these cases (E.g. 500000000)
- **Number of Collaborators:** Create a new field to place the number of collaborators
- **Observations field:** Allow to fill in observations for in scope calls to obtain more data and a better track of these calls
- **Eliminate meaningless reasons of out of scope calls from new clients:** Eliminate the percentage of calls that are wrongly typified (E.g. Deactivations/Downgrades, Address changes and Television/Internet/Phone malfunctions – reasons of out of scope calls that belong to clients and are not appropriate for new clients)
- **Keep the Script updated:** bring the marketing and system departments together to keep the script updated, namely the offers and refusals and out of scope calls' reasons, in order to obtain more accurate data
- **Include detailed features of the ideal offer:** Increase the importance of the script in the outcome of the call, working as a facilitator on the sales process
- **“Sale” classification:** Allow the outcome of an out of scope call from clients to be “sale” in order to trace the percentage of out of scope calls converted and identify the revenues originated from these calls

Obtaining complete and accurate data on calls is a key feature of the script which allows supplying the company with valuable information that can be used to leverage its profits, namely with the creation of new products or campaigns that are tailored to the clients' needs



The NBA tool structures the flow that a call should take and increases the probability of performing a sale



NBA Creation

Advantage

- **Eliminates the large number of computer applications** that the operator has to use in order to fulfill their role
- Reaches **100% of calls with script** because the operators will understand the real value of the intelligent script
- Makes the script more dynamic since it adapts to the negotiation techniques of the operator

Objective

- **Structures calls**, since it guides the operator through the screening questions on a logical flow
- Allows the operator to **identify the offer most tailored to the client's need**, facilitating the negotiation and increasing the probability of performing a sale

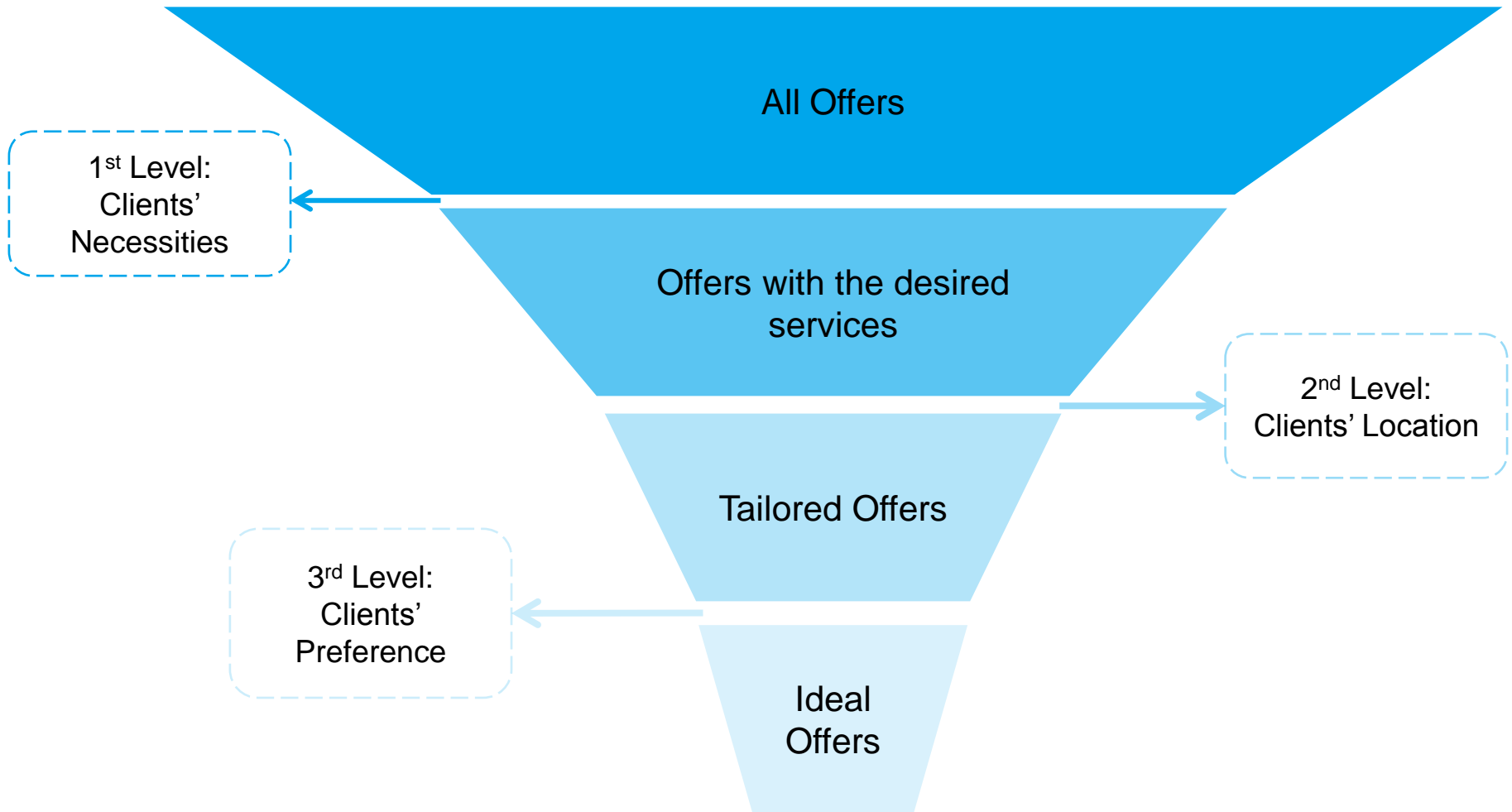
Functionalities

- Includes **detailed features on each offer** - not only technical features but also others such as pricing and other promotions
- Allows to **select the features** of each service and reach a final offer or to select a package and **automatically fill the characteristics** of that offer
- Includes **non exclusive filters** – in the ideal package section it is presented an offer with one more service than the ones asked by the client or with features that are superior to the ones requested so that the operators can negotiate packages with higher prices and propose features that may be on the client's interest and were not previously considered



The tool guides the operator during the call allowing to filter the portfolio on three different levels until reaching the ideal package

NBA Filter



The NBA's layout allows to easily navigate among the different features focusing on leveraging the operators' negotiation skills

Local
Cobertura
Zoom
Reset

	Telemóvel	Voz	Internet	Televisão	Internet Móvel
Serviços	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Características do serviço	Central Telef.	<input type="checkbox"/> Não <input checked="" type="checkbox"/> Sim	Veloc. download	Número de canais	
	Número de linhas	<input type="checkbox"/> 1 Linha <input type="checkbox"/> 2 Linhas <input type="checkbox"/> Linhas Digitais <input type="checkbox"/> 1 + Linhas Digital	IP Fixo	Premium incluídos	
	Minutos Redes Fixas	<input type="checkbox"/> 0 Min <input checked="" type="checkbox"/> 200 Min <input type="checkbox"/> ilimitado		Gravação Auto	<input type="checkbox"/> Não <input checked="" type="checkbox"/> Sim
	Minutos redes móveis	<input type="checkbox"/> 0 Min <input type="checkbox"/> Pago <input type="checkbox"/> 30 Min <input checked="" type="checkbox"/> 45 Min <input type="checkbox"/> ilimitado		Restart TV	<input type="checkbox"/> Não <input checked="" type="checkbox"/> Sim
	Minutos Destinos Internac.	<input type="checkbox"/> 0 Min <input type="checkbox"/> Pago <input type="checkbox"/> 1200 Min <input type="checkbox"/> ilimitado pós labo <input checked="" type="checkbox"/> ilimitado		Gravação da Box	<input type="checkbox"/> Não <input checked="" type="checkbox"/> Sim

Pacotes possíveis

1 CAFÉS E RESTAURANTES FIBRA	5 OFFICE LIGHT
2 Iris	6 OFFICE LIGHT ESPECIAL
3 NEGÓCIOS FIBRA	7 PROFISSIONAIS FIBRA
4 OFFICE	8 STARTUP

Produtos ideais

Código SI	Preço após 24 ^o mês
<input type="checkbox"/> STARTUP (001)	23,05 €
<input type="checkbox"/> Profissionais FIBRA (003)	30,05 €
<input type="checkbox"/> Profissionais FIBRA (002)	30,05 €
<input type="checkbox"/> Profissionais TV FIBRA (004)	41,05 €
<input type="checkbox"/> Profissionais TV FIBRA com Mais Digital HD (004)	46,45 €
<input type="checkbox"/> Profissionais FIBRA Advance (002)	37,05 €
<input type="checkbox"/> Profissionais FIBRA Advance (003)	37,05 €
<input type="checkbox"/> Profissionais TV FIBRA Advance (004)	48,95 €
<input checked="" type="checkbox"/> Profissionais TV FIBRA Advance com Mais Digital HD (001)	53,45 €
<input type="checkbox"/> Profissionais FIBRA TOP (003)	46,45 €
<input type="checkbox"/> Profissionais FIBRA TOP (002)	46,45 €
<input type="checkbox"/> Profissionais TV FIBRA TOP (001)	57,45 €
<input type="checkbox"/> Profissionais TV FIBRA TOP com Mais Digital HD (001)	61,95 €
<input type="checkbox"/> Negócios FIBRA (003)	51,95 €
<input type="checkbox"/> Negócios FIBRA (002)	51,05 €
<input type="checkbox"/> Negócios TV FIBRA (001)	62,05 €
<input type="checkbox"/> Negócios TV FIBRA Mais Digital HD (001)	67,45 €
<input type="checkbox"/> OFFICE	€ + 2,93€ + 12€/colabe
<input type="checkbox"/> OFFICE LIGHT	€ + 2,93€ + 5,5€/colabe
<input type="checkbox"/> OFFICE LIGHT ESPECIAL	68,88 €

To implement the NBA it is necessary to add the entire inbound offer to the tool's database and follow several guidelines regarding the NBA's update



Level 1:

- Add other services, such as complements, devices or other services (eg: video surveillance), being essential the update of the tool at this level

Level 2:

- Update the available technology by address so that the offers are always correctly tailored to the client's location

Level 3:

- Verify that the required information concerning the features of each service is placed on the system and set it there if needed
- Update the information concerning the features of each service whenever there are changes – prices, new offers, promotions and campaigns
- Place on the tool the whole inbound offer
- Add other features which seem relevant to the clients' decision. For example, on the mobile services yet to be linked to the tool's data base, the desired module and the international calls should be taken into consideration when the offers are made available on the NBA

The NBA tool is a prototype and it must be changed to comprise all the offers and other insights that arise from studying the consumers' behavior. Thus, for the NBA to be effective it is necessary that all the data is updated by the marketing and system departments.

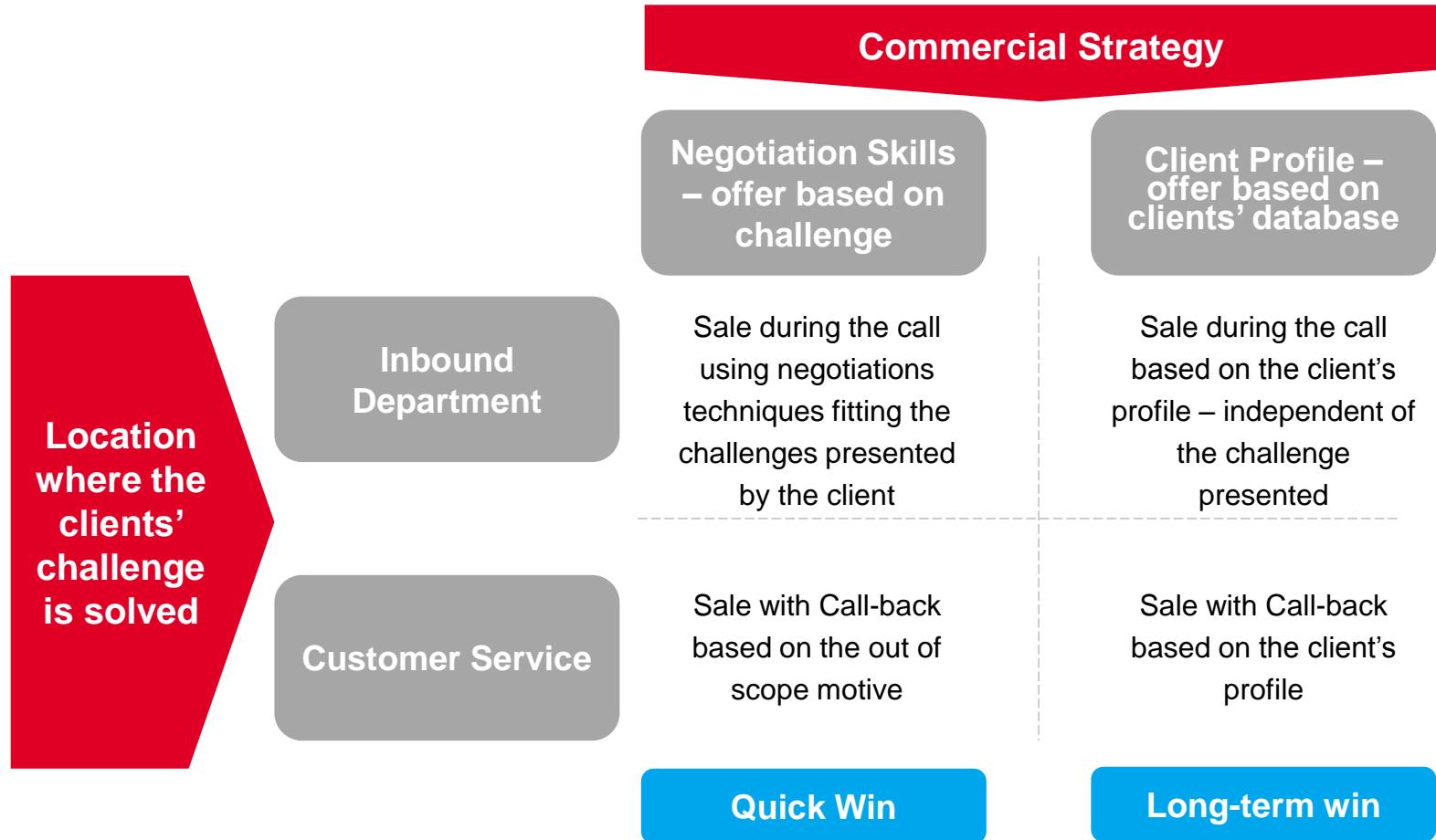


- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project



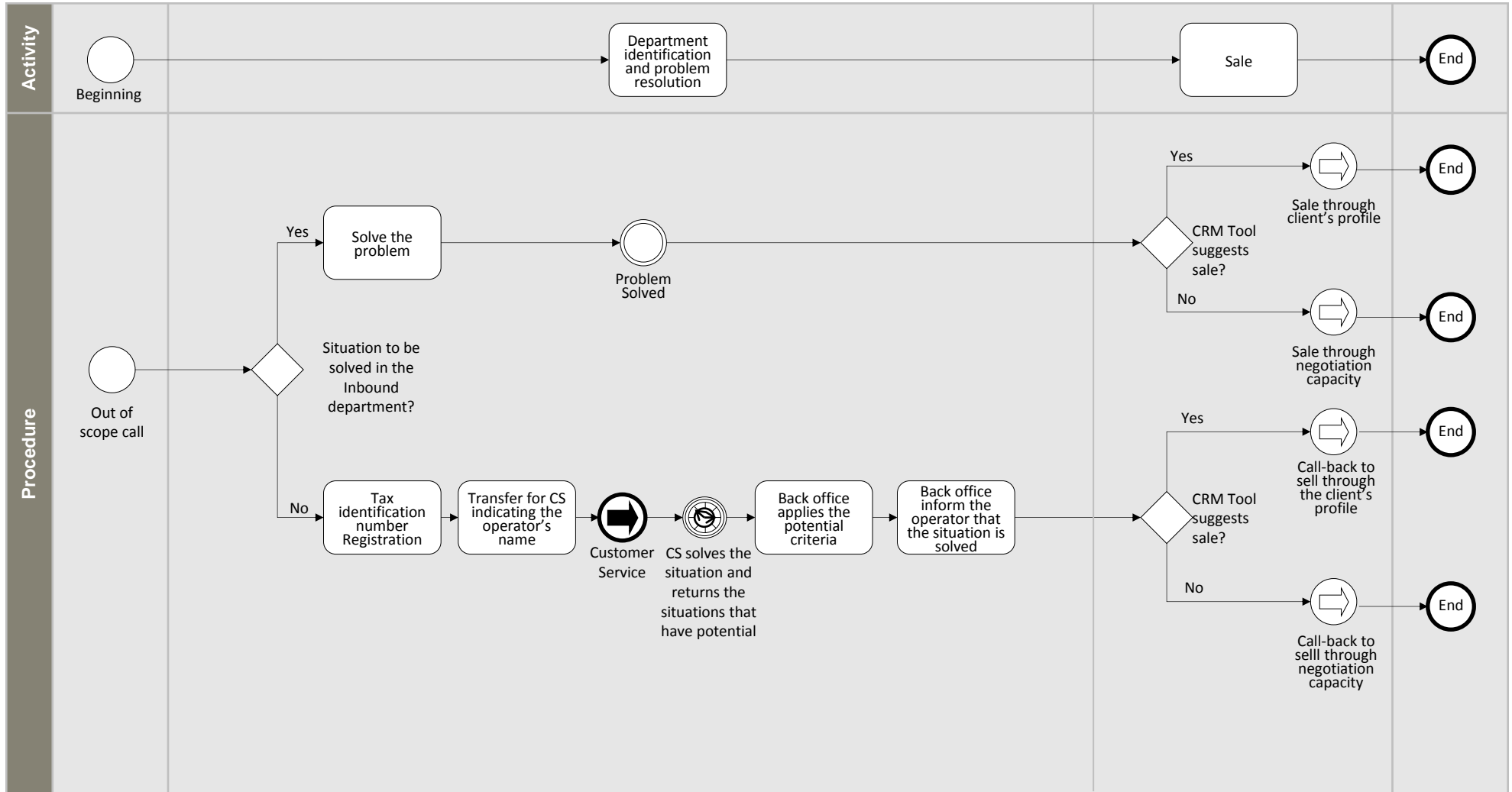
The out of scope calls can be leveraged through the operators' negotiation skills or by the clients' profile independent of where the challenge is solved

Leverage scenarios

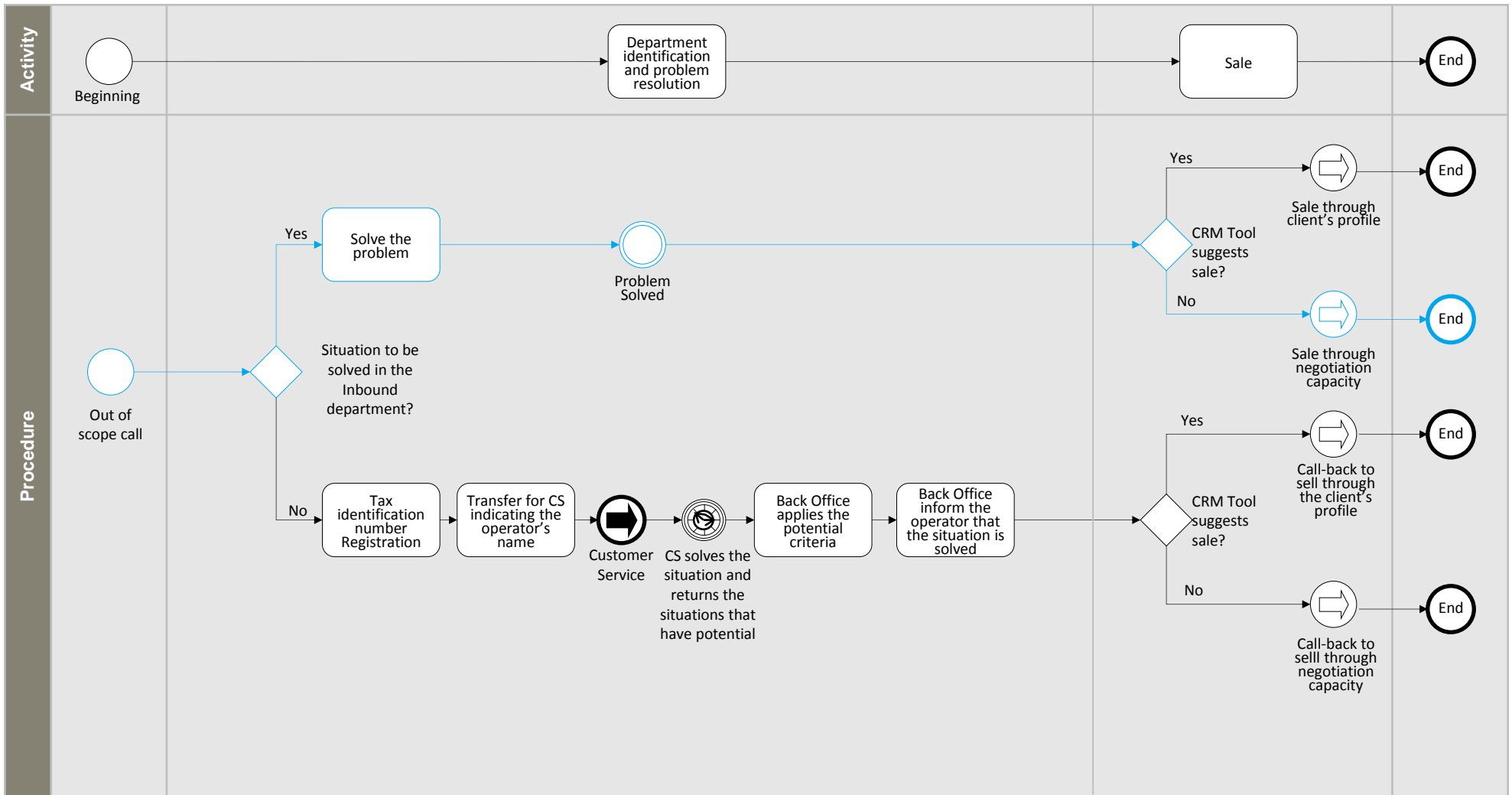




There are four possible scenarios to transform out of scope calls in potential sale opportunities



The first scenario proposes the resolution of the client's situation on the Inbound department followed by a sales process





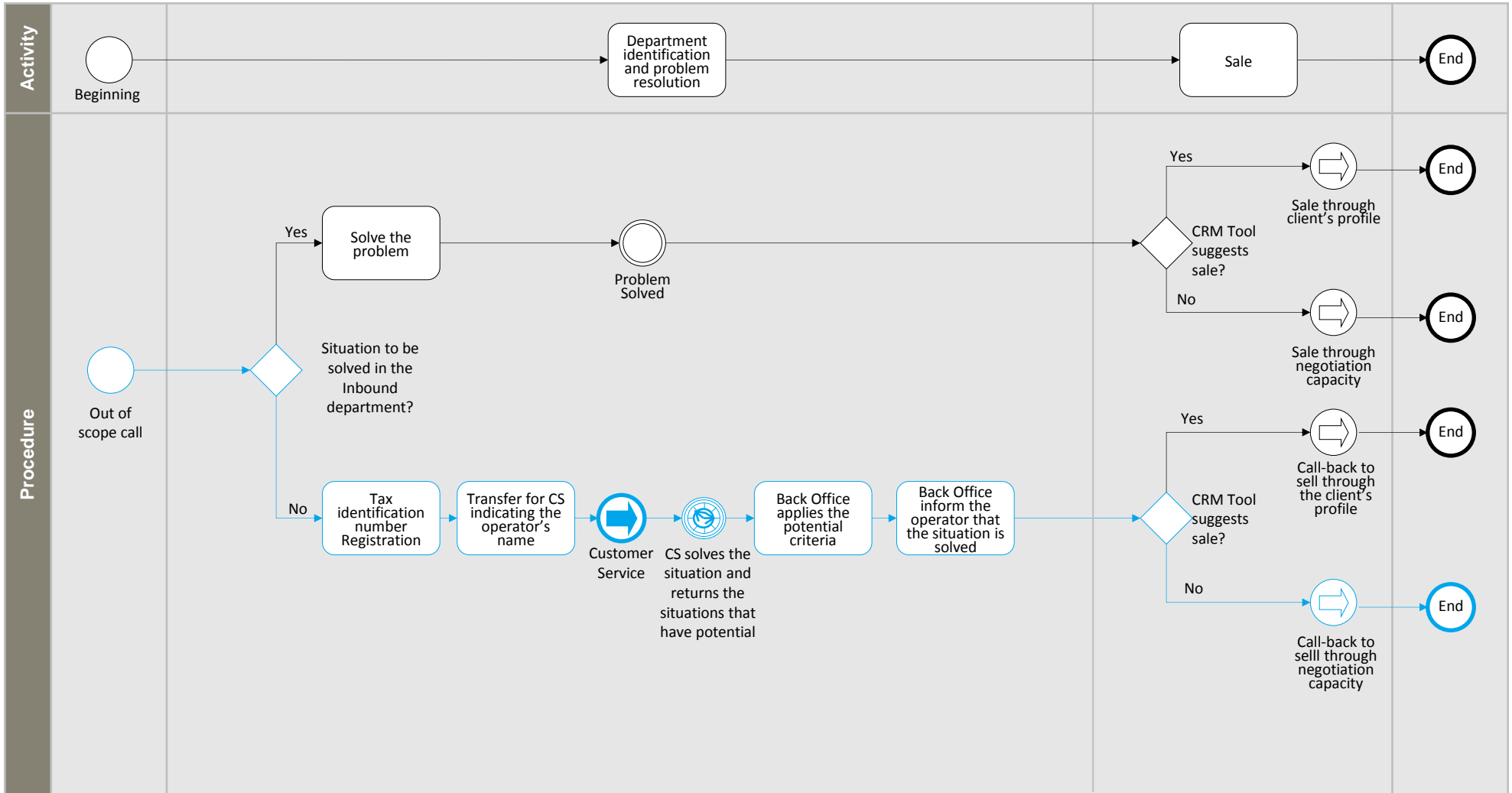
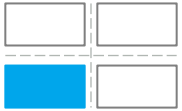
The inbound situations are extremely easy to solve and they increase the sales probability because there is one single contact with the client

Quick Win – Solve at Inbound

Appendix B.2.1

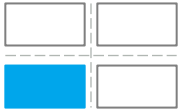
Reason	Type of situation	Sale potential
Stores and Agents	Client wants to know about the closest store or schedule commercial visit	New service
Information on Channels schedule and availability	Client wants to know how many channels his service has	Complement/Grade
	Client asks if his box allows to have and to view certain channels	Complement/Grade
	Client wants to activate or know about the additional Iris services	Complement/Grade
Technical information TV/NET/Voice	Client asks about characteristics and functionalities of equipment	New service
	Client calls to know which tariff he has	Complement/Grade
	Client wants to know if the router is compatible with the business	New service
	Client asks if he has 4G technology coverage	New service
Information and others - Information on processes/sale other channels SDD, agents	Client wants to know the fixed network minutes plafond	Complement/Grade
	Client received an outbound contact and wants to know how he can apply to the campaign or rather he was to be contacted and that never happened	New service
Information and others – Pay TVs activation	Client wants to activate or deactivate SportTV or Benfica TV	Complement/Grade
	Client wants to activate or deactivate premium channels	Complement/Grade

Situations with difficult resolution are transferred to the CS and afterwards the clients are contacted through inbound with a specific proposal

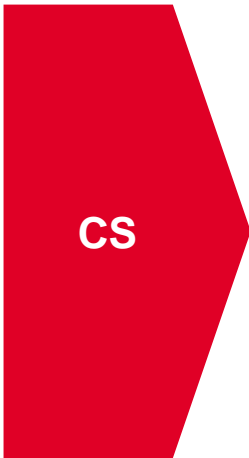




The complexity of the process between departments requires the establishment of criteria to evaluate the potential of each call



Quick Win – Solve in Customer Service



Criteria to identify potential clients

- Clients with three or less active services
- Clients calling with situations that do not involve loss of confidence in the company (Customer Service classification)

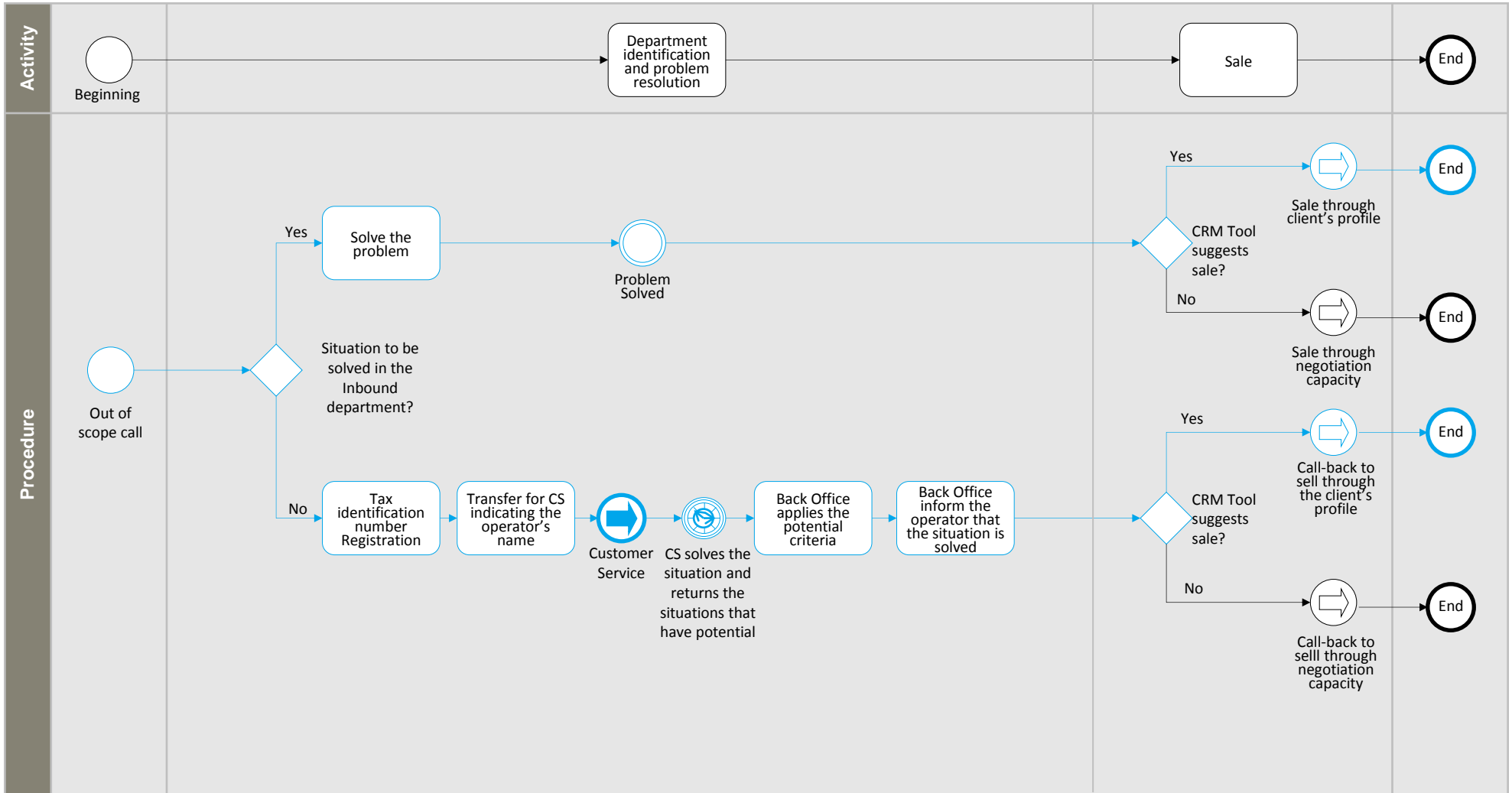
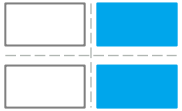
- Clients in optic fibre locations
- Clients without debt

Procedures

- Receive the call from the Inbound Department
- Create situation SR (*Solicitação de Resolução*) and indicate the Inbound's operator name
- Verify which clients have potential through the defined criteria, once the situation is solved
- Close the situation SR with final classification

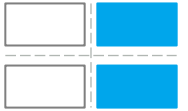
- Receive the call from client
- Transfer the call to CS and indicate the operator's name
- Access the created SRs and apply the Inbound potential criteria
- Make Call-back to clients through the same operator that had transferred the call to CS. In case this is not possible, the calls should be distributed to the operators that have spare capacity

The implementation of the CRM increases the sale's potential of the incoming calls regardless of the resolution department





Through the client's profile, any operator is able to provide a tailored offer to the client without the need of additional questions



Long-term Win

- The company is currently working on a new segmentation for its clients in order to create more effective communication plans and offers
- The level of system integration necessary to develop an effective CRM tool is yet to be achieved due to the recent merge of ZON and Optimus – E.g. there is no possibility of knowing whether the client already received the same proposal from the outbound channel
- The previous factors led the client to postpone a further development of the tool. Nevertheless, some guidelines were made, namely on which clients' characteristics to focus when building the profiles



Functionalities of the CRM Tool:

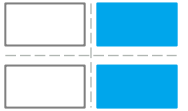
- Propose an offer that fits the client's necessities even the ones that the client is not aware of
- Independent of the operator's negotiation capacity making sure that the same offer would be made to a specific client regardless of the operator that picks up the call
- Does not demand additional screening questions since it derives automatically from the client's profile



Sales Potential Increased



The greater integration of the systems and the collection of data required to develop the CRM tool brings other synergies to the firm



Synergies from the CRM tool's process

Advantages

- The information collected to develop the tool can also be used to create new campaigns and products that are more suitable for the clients' needs
- The necessity of building the CRM may accelerate the integration of the company's systems which will benefit the company as a whole since NOS currently suffers from several operational inefficiencies due to this lack of integration
- The information collected from the client is crucial to increase the quantity and quality of the information possessed by the company and, consequently, enrich the clients' database

Challenges

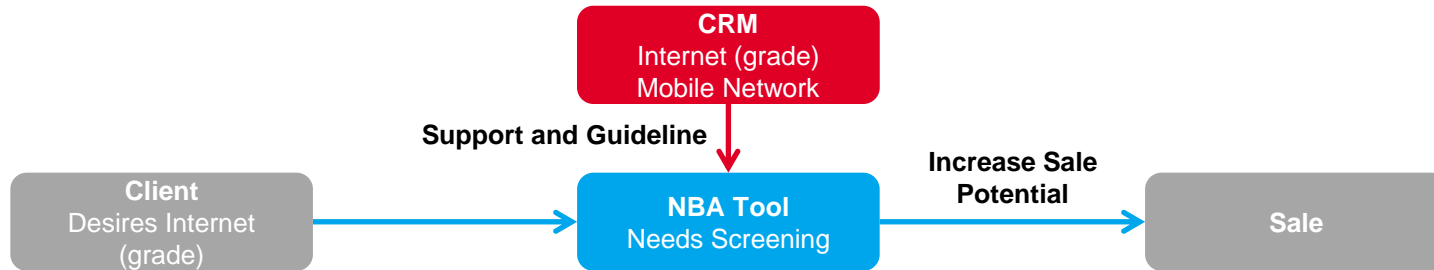
- The collection of a broader amount of information on inbound calls (e.g. number of collaborators, if the client has services in another company and which ones) will increase the average call time and may upset the customer if too many questions are made
 - The large amount of data and the complexity of accurately using this data to build the toll will require a considerable amount of resources from other departments of the company that are involved in other large scale projects
-
- The CRM tool will not only increase the sales' potential of the company but it will also improve the efficiency of NOS and the quality and quantity of information that the firm holds to build its strategy. Nonetheless, it is important that this does not occur at the expense of the clients neither compromises other major projects where the company is involved



- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients**
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project



In scope calls will be leveraged first through the NBA tool and in a second stage with the synchronization between the NBA and the CRM tool



1st phase: NBA – before development of the CRM

NBA Tool

- Allows to structure the screening process ensuring that the operator requests all the necessary information
- Provides the operator an easy access to the mobile network offer, which is the product that they struggle the most, thus enabling them to clearly propose the offer to the client
- Represents, due to its setup, an incentive to increase the number of services proposed to the client

2nd phase: NBA and CRM

CRM Tool

- The tool works as a guideline indicating the operator which services the client needs taking into account his profile
- The introduction of the CRM tool provides the operators with a starting point for the negotiation process and assists them on suggesting new services

CRM and NBA Tools' Synchronization

- The CRM Tool will not replace the preferences' screening that will be assisted by the NBA tool
- The challenge lies on the synchronization of both tools and on understanding the right moment to suggest the proposal presented by the CRM without neglecting the NBA process structuring



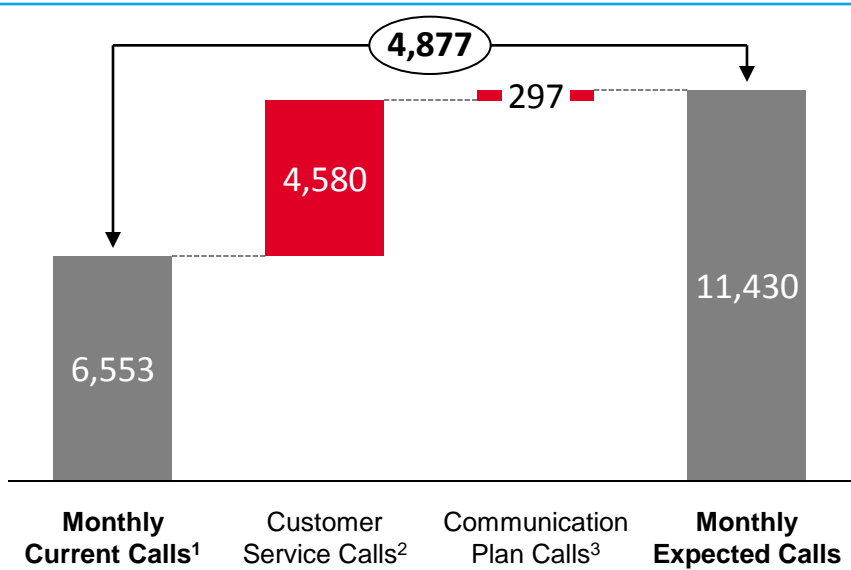
- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls**
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project



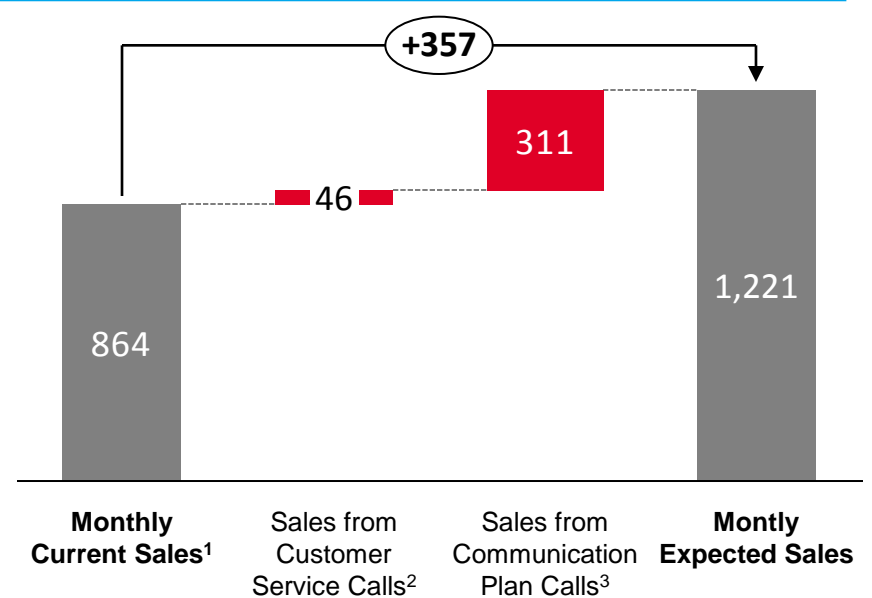
The calls transferred from the CS and the ones originated by the communication plan on the identified areas increase the inbound calls

Impact of the Inbound calls' increase

Calls



Sales measured in quantity of services



Accounting for the sales from customer service and communication plan calls' impact, the increase in the number of NOS Empresas' sales will be of 357 services resulting from the 4,877 calls increase

The indirect impact of the communication plan was not taken into account for the Inbound's call increase

1 – Monthly average between April and September of 2014

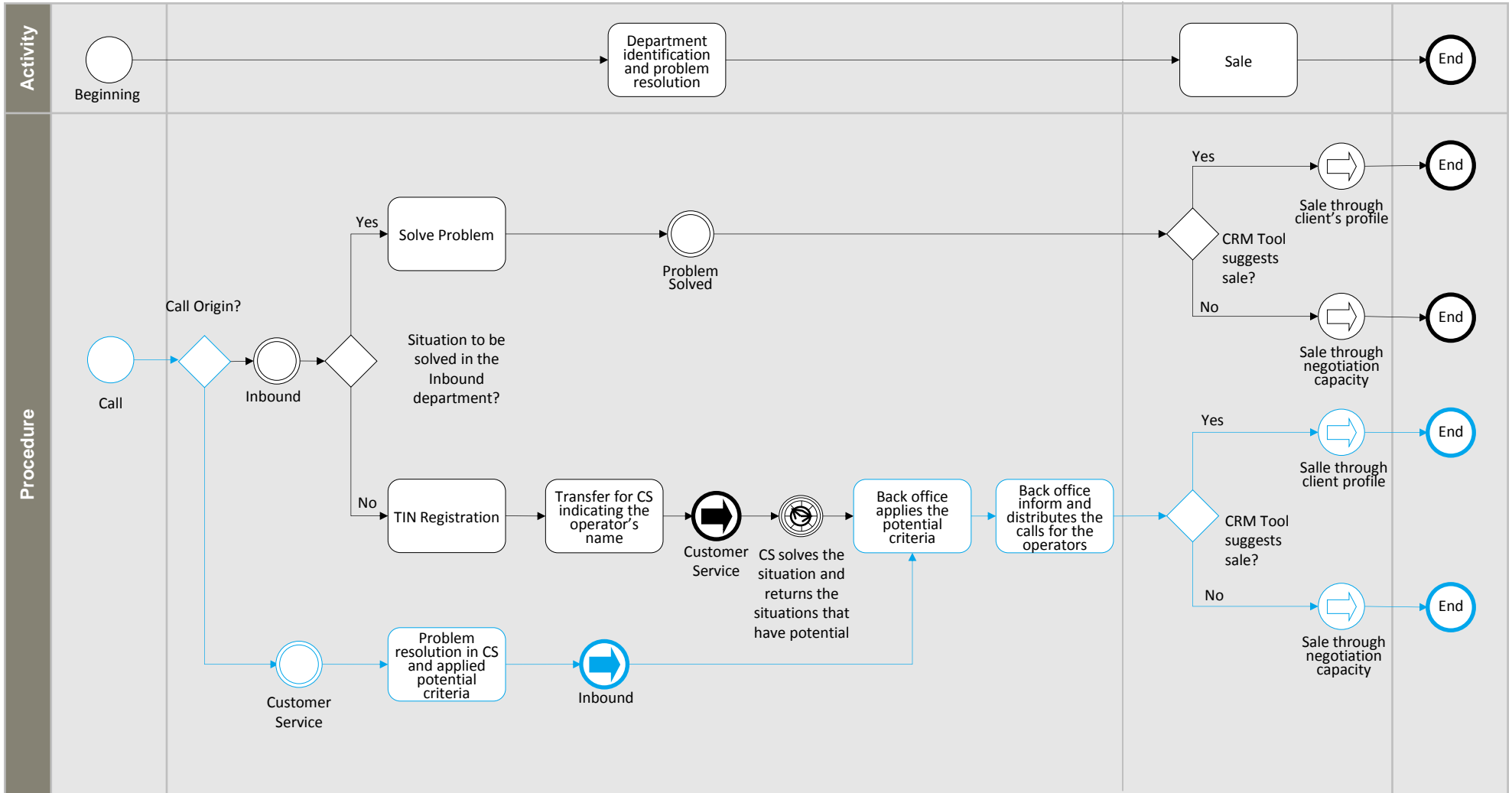
2 – The percentage of clients with 3P services or less is assumed of 60% for Ex-ZON and 90% for Ex-ON. Regarding the optic fibre coverage, it was assumed that 66% of both Ex-ZON and ex-ON clients have optic fibre. The hit ratio considered to obtain the number of services in inbound as a result of CS calls is compared to the one of outbound, 1%

3 – The hit ratio considered for the communication plan is 104.56%, that is, the hit ratio for new clients buying new services. Also, it was assumed that on average each call with sale results on four services sold, being this historically true over the period of April to Sep 2014



- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls**
 - 5.2 Communication Plan
- 6 Overall impact of the Project

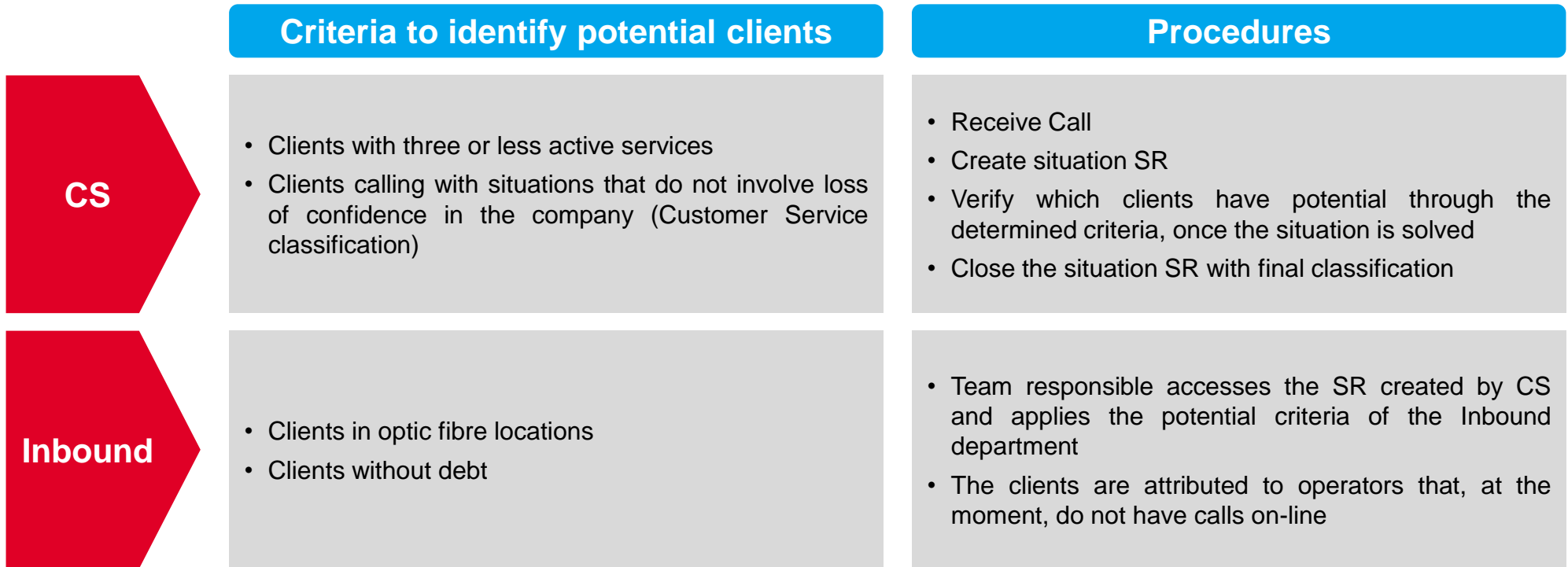
The out of scope calls to be leveraged can arrive through the CS department which after being transferred will increase the inbound calls





Due to the large volume of CS calls it is necessary to establish criteria and procedures to define which calls have potential and how to handle them

Transferred calls from CS to Inbound



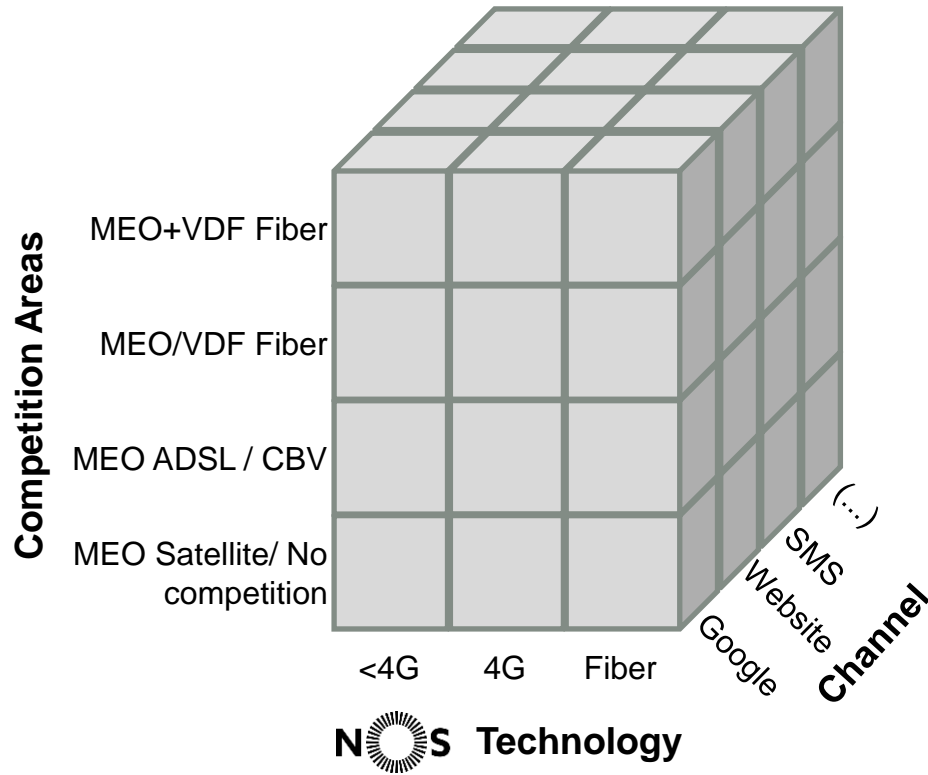
The Inbound Department has the opportunity to make a call-back to all the clients that have potential and whose situations were solved by the CS after they have received the call, which leads to **an increase on the number of Inbound calls**

The break on the sale's logic that occurs from performing the call back on the inbound department and after the problem resolution on CS has to be taken into consideration and meticulously dealt in the script and when approaching the client since there has to be a sense of continuity in order to guarantee better results



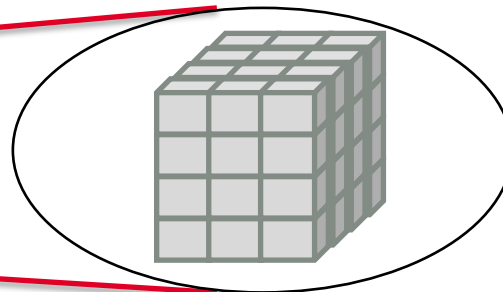
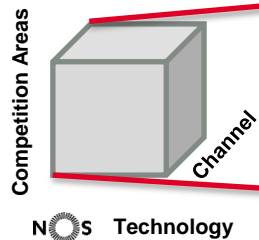
- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project

A tailored communication plan will have to use the most effective channel for each level of competition and type of technology present on the area



An ideal strategy per communication channel must be identified for each competition area and technology offered by NOS

A hypothetical increase in 297 calls per month with a Hit Ratio of 104.54% (New Clients) would lead to an increase of 311 new services on the Inbound Channel



Additionally, there should be a sub-cube division by CP7 so that the identification of areas with higher sales potential is even more accurate and to optimize the resources allocation in the areas intervened



The creation of a communication plan requires the analysis of different channels so that the most effective ones are identified

Channels Main Findings

Google

- The increase on SEA's¹ investment directly increases the click-to-call conversions thus positively impacting the inbound calls
- NOS' major investment in SEA is relative to integrated services, such as 3P and 4P and also on mobile network
- Central phone service is, according to operators, a frequently requested service being highly promoted in online advertising
- NOS' presence on online adverts is less overarching than the competitor's, as such, there is room to grow and enlarge its communication

NOS website

- The application Click to Call is not always disclosed when the website is accessed
- The commercial number 16999 should appear at the beginning of the business area page and prior to the customer service number
- The website passes the client from the business client area to the residential one without the client noticing, for instance, a business client that looks for a residential package for its company and decides to search for a mobile equipment as well, is transported to the residential area and ends up analyzing packages that are solely residential
- The excellence of customer service which was recognized by several entities should be highlighted
- The initial advertisements, which are the face of the website, do not emphasize the stronger qualities of the product, they only focus on price and number of services
- NOS has a service to support new companies to implement their activity which should be highlighted to capture early starters



Throughout the project some recommendations were developed to increase the awareness on the Inbound channel for Mass Business

Member Get Member Program

The aim of this initiative is that clients recommend to their business partners the services provided by NOS. These clients will then receive benefits or bonuses per recommended prospect, in case they are converted

Newsletter

NOS Empresas can create a monthly or cyclical (20 days) newsletter with the goal of informing clients about the company's most important news, promotions and campaigns for the specific period

TV and Radio commercials should include and emphasize the inbound number ¹

Technics Vehicles

The vehicles used for NOS' technical support should have the Inbound commercial number similarly to what happens for the residential number

Bill Receipt

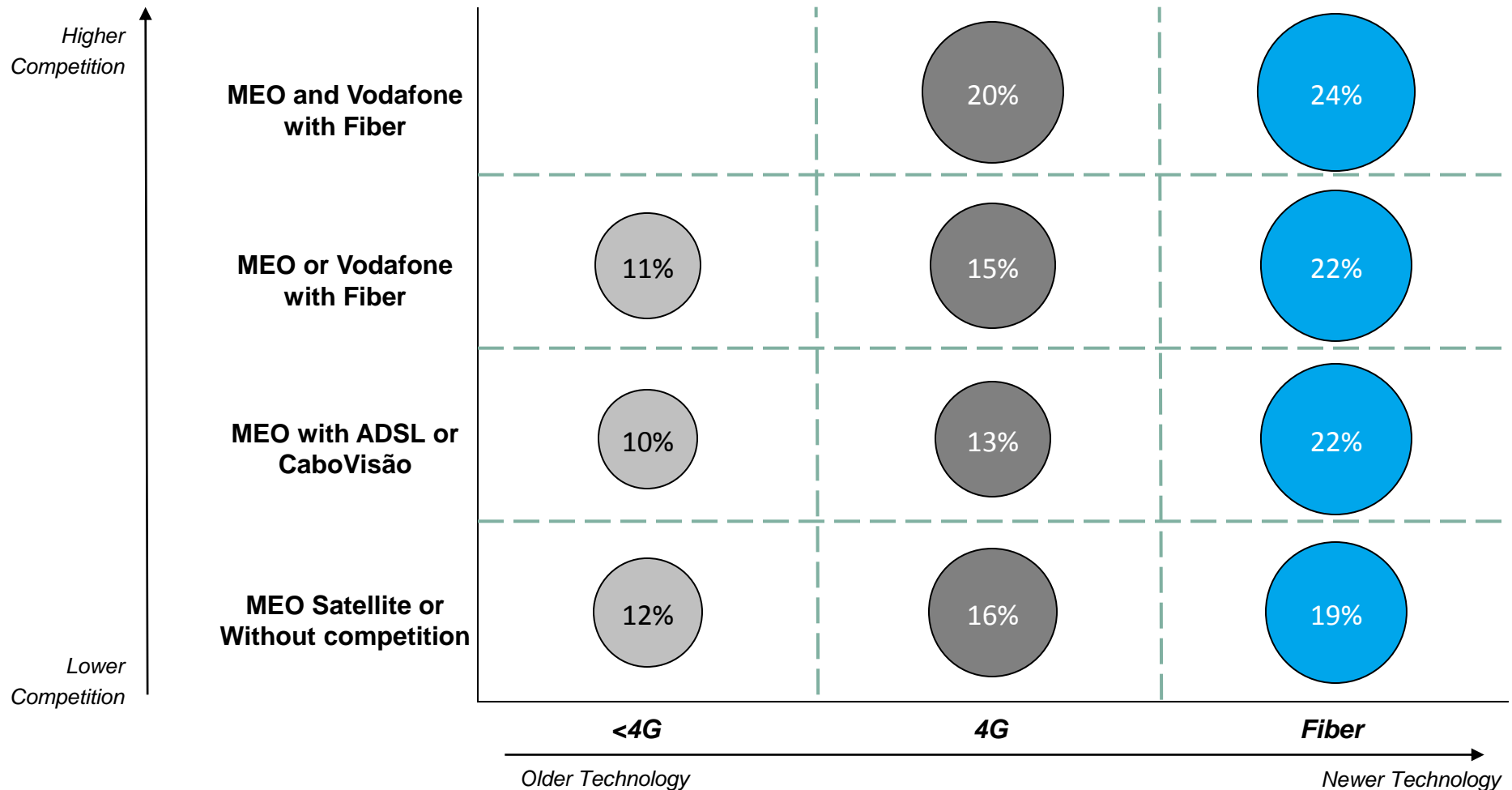
Business bills should have the inbound number along with other relevant information such as promotions on new mobile equipment

The aforementioned recommendations pursuit to educate the client about NOS Empresas' Inbound department so that the clients know they can contact the company through this department in order to acquire the company's services



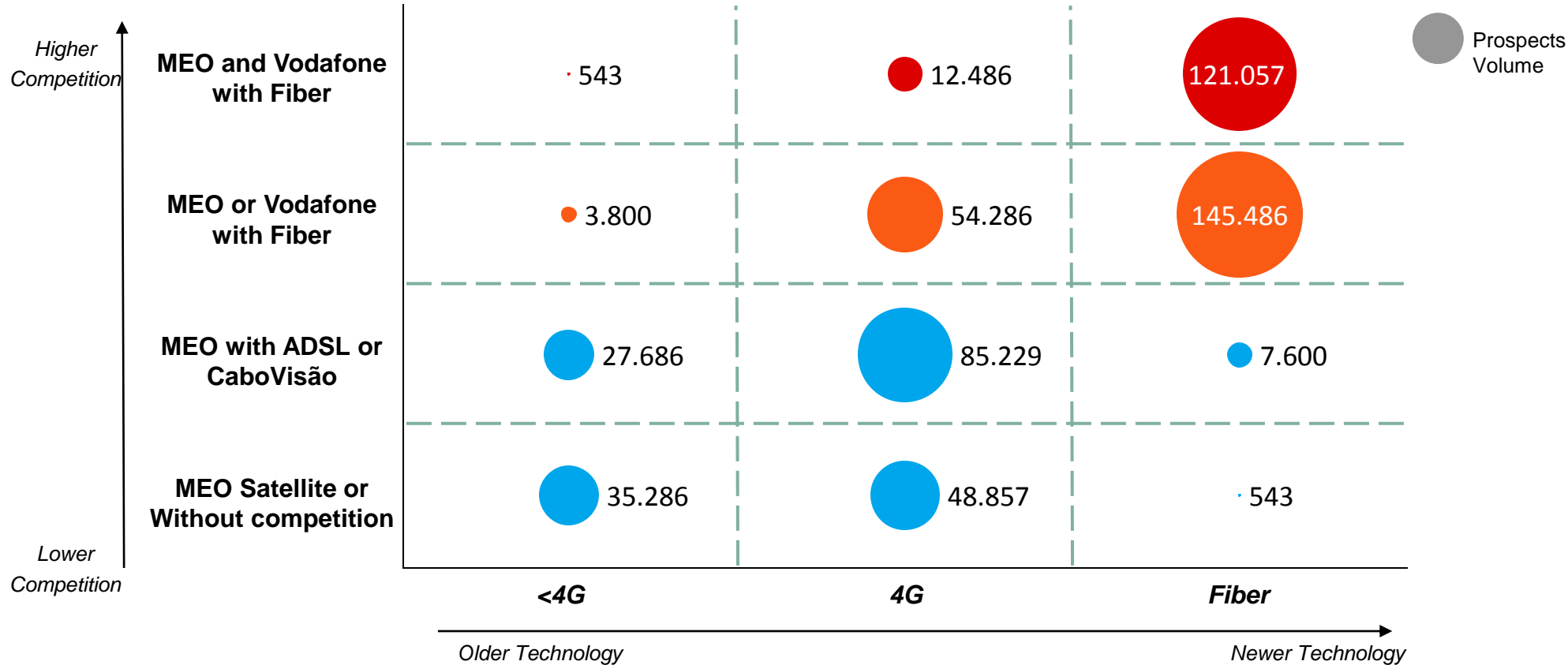
NOS is able to acquire a higher market share in areas where it offers optic fiber services obtaining also good results on areas with high competition

NOS market share per area of competition and type of technology offered



NOS has around 542,857 prospects which can be capitalized through a communication plan

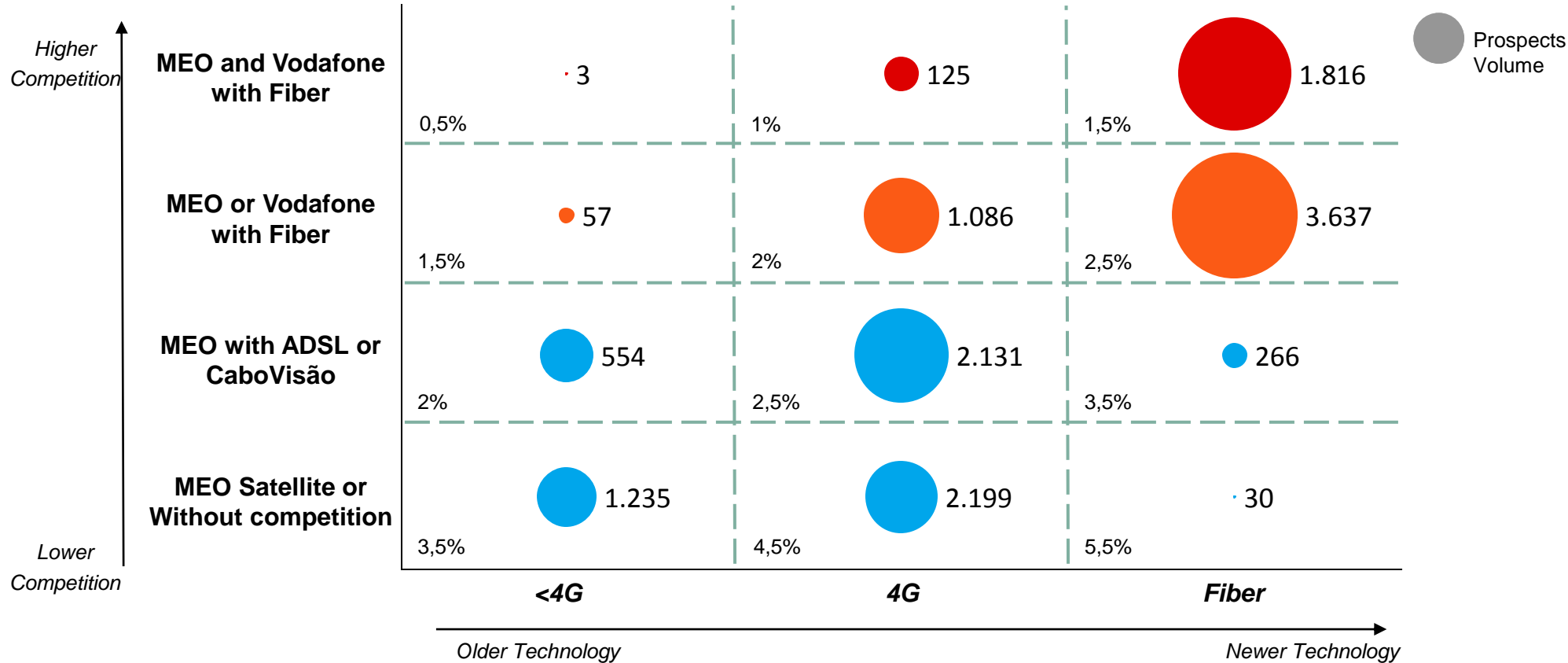
Total Prospects per competition area and type of technology offered



The areas in blue have a higher probability of success in terms of converting prospects since at those locations NOS faces less, if any, competition. The type of technology offered by NOS on the area also affects the probability of conversion since a newer technology increases the likelihood of converting a prospect

Implement a communication plan tailored to the specificities of each area would mean to convert approximately 13,137 new customers

Prospects converted per competition area and type of technology offered¹



The inbound channel acquires around 7,1%² of the total prospects converted by the company on mass business. Therefore, the impact from the communication plan would mean an increase of 933 new clients through inbound

¹ - Denote that the conversion rate was considered higher for lower competition and higher technology areas

² - Monthly average between April and September of 2014

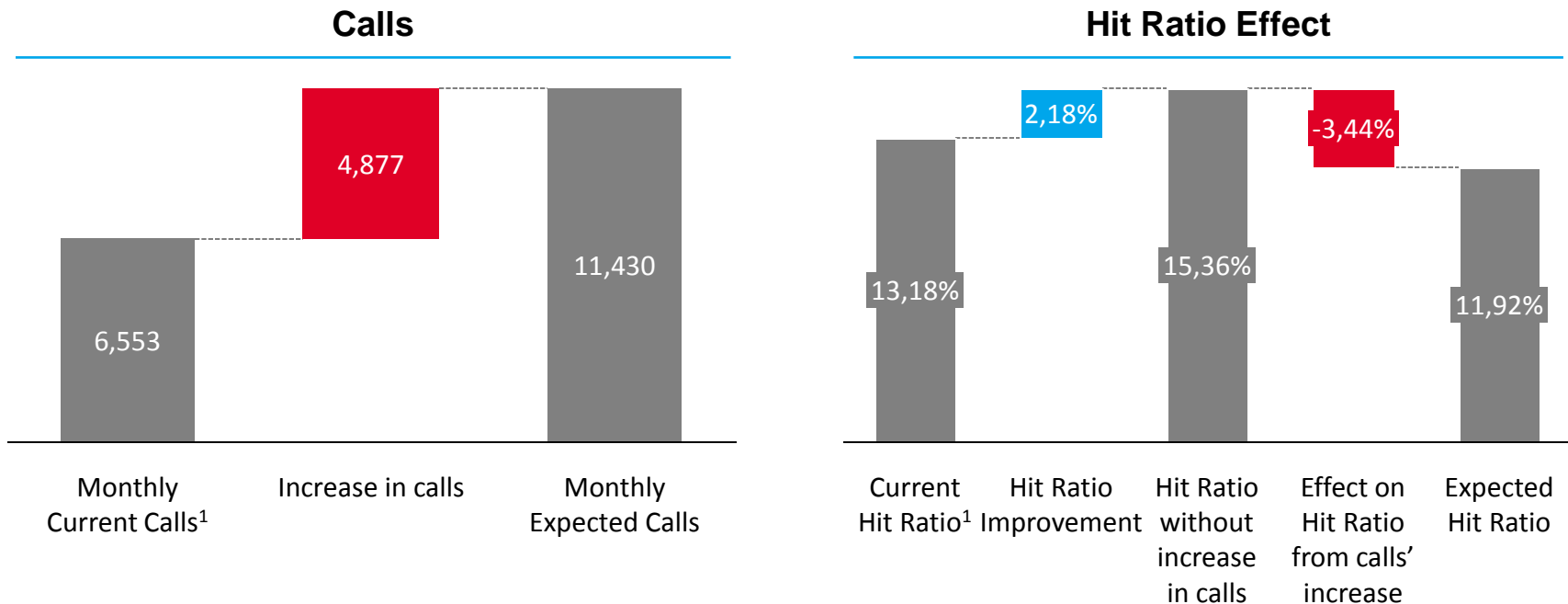


- 1 Executive Summary
- 2 Theoretical Context
- 3 Methodology
- 4 Hit Ratio Improvement
 - 4.1 In Scope Calls from new clients
 - 4.2 Out of Scope Calls from clients
 - 4.3 In Scope Calls from clients
- 5 Increasing Inbound Calls
 - 5.1 Customer Service Calls
 - 5.2 Communication Plan
- 6 Overall impact of the Project



The overall impact of the presented measures is an increase of 4,877 calls and a decrease on the hit ratio of 1.26%

Expected Scenario for Impact on calls and on hit ratio



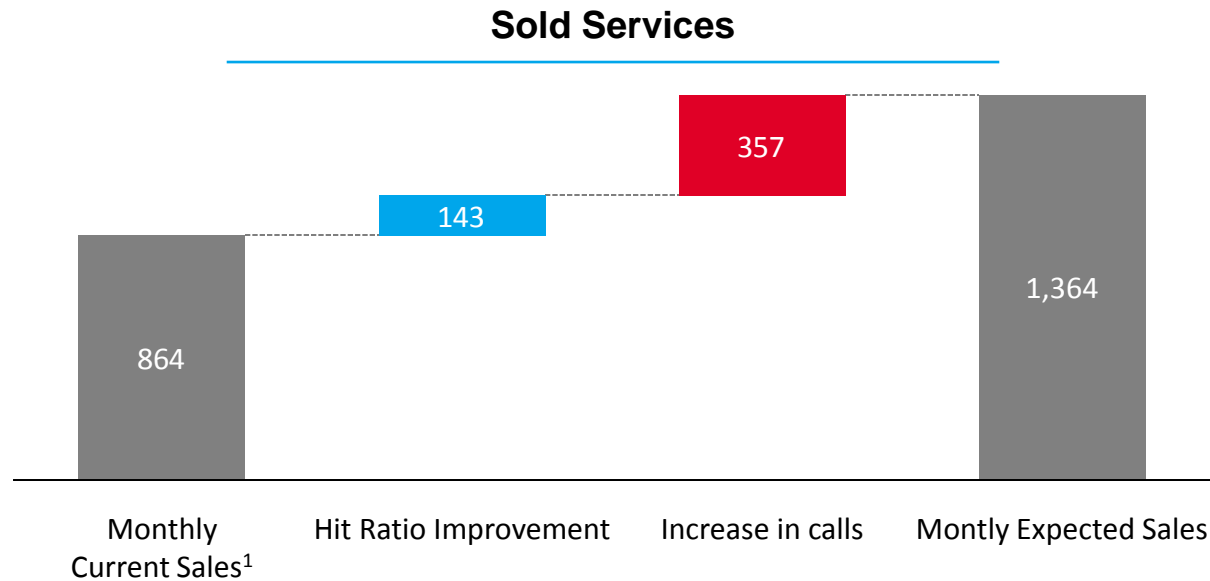
Despite the positive effect on the hit ratio per se, when taking into account the **effect of new calls**, the overall **effect on the hit ratio is negative**. This is because the **hit ratio of the new calls is lower** than the current hit ratio 13,18% consequently setting the **new hit ratio on 11,92%**

1 – Monthly average between April and September of 2014
 The assumptions for the obtainment of such values are referred on the individual impact for the number of calls, sold services and hit ratio effect



The impact of the recommendations on the number of calls and the hit ratio result in an expected increment of 500 sold services

Expected Scenario for Impact on services



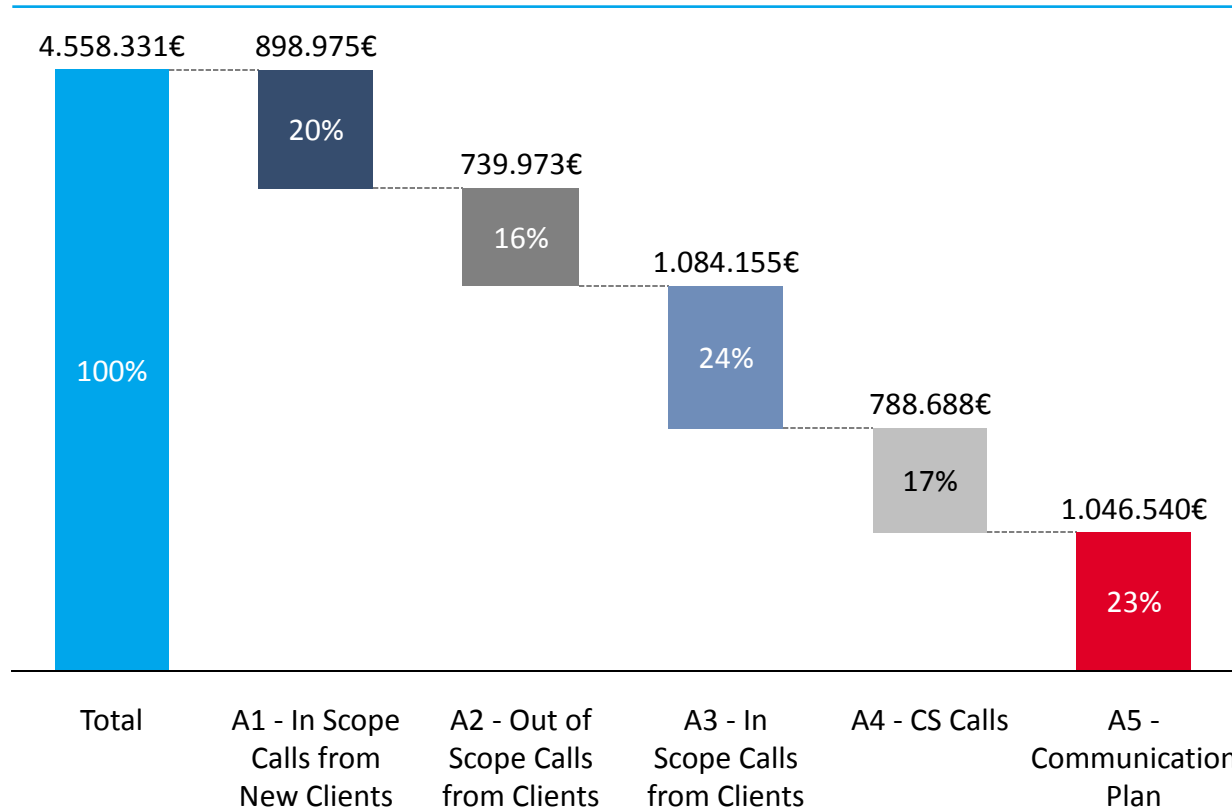
To calculate the increment in services some variables, which have direct influence on the results, had to be estimated. In order to assess the sensibility of the results to the different variables – conversion rates, number of services sold per client and weight of inbound channel in terms of prospect acquisition – a sensitivity analysis was conducted. As it was noticeable the **most significant variable is the conversion rate**. Moreover, by testing the variables for reasonable pessimistic and optimistic results, it was possible to reach **a range of increase for new sold services between 243 and 848**.

¹ – Monthly average between April and September of 2014
 The assumptions for the obtainment of such values are referred on the individual impact for the number of calls, sold services and hit ratio effect



The project has a high value added generating a profit over 4 million euros on the first 6 years and around 1 million euros from then onwards

**Profits of each lever
(January 2015 to December 2020)**



- The overall project will generate **profits of 4,554,021€** from 2015 to 2020
- The communication plan reveals to be the second most profitable lever
- The **communication plan is the only lever that is ephemeral** since it will only convert prospects for a **period of one year**
- The profits will grow in a different way from **2020 onwards** since the **steady state is reached**
- In the steady state **profits will be 951,617€ per year.**

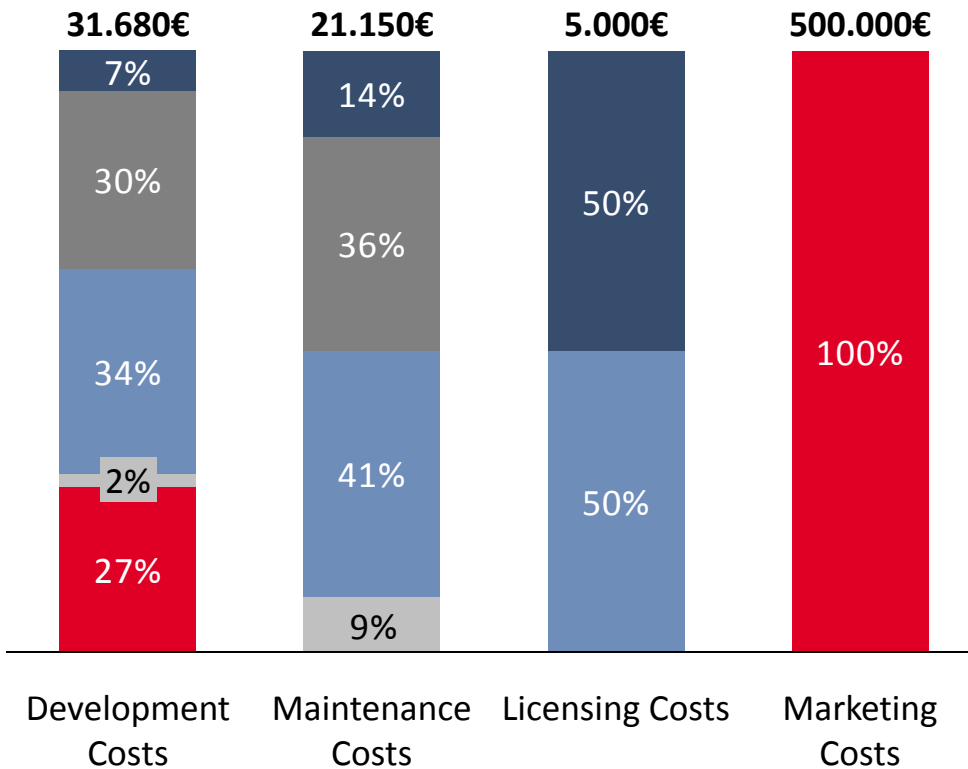
1 – Refer to Appendix D1 for the number of hours necessary to elaborate each tool
 2 – Setup costs have to be paid by new clients that acquire fixed services and by clients which only have mobile services and will acquire fixed services, since they did not had a setup yet. In this sense, NOS will have to bear this cost for 10% of new clients and 15% of clients
 3 – The conversions that result from the CRM tool are 0,15%
 4 – The CRM and the NBA tool are responsible for 0,25% of the conversions each



The analysis of the revenues and costs of each tool allows to understand the structure of the profit generated by the project

Appendix D1

Fixed Costs associated to each lever excluding variable costs from selling services (January 2015 to December 2020)



- The **direct costs** of implementing the project are **557,830€**
- The **communication plan** bears all the marketing costs which represent by far the **biggest cost of implementing** the project due to the **initial investment** imposing a **higher risk to this lever**
- On the **steady state** the company will have to support the **maintenance costs** which will be **21,150€ per year**

A1 In Scope from New Clients
 A3 In Scope from Clients
 B2 Communication Plan
A2 Out of Scope from clients
 B1 CS Calls

Thank you for your attention



Accredited by:



Member of:





References

- i** – Casquinho, Constança. 2014. Consulting Labs Power Point Presentation, Lisbon. Nova School of Business and Economic
- ii** – NOS website. 2014. About US tab. <http://www.nos.pt/institucional/EN/about-nos/about-us/Pages/about-nos.aspx> (accessed December 2014)
- iii** – Delgado, Alexandra. 2013. “Zon Optimus Valuation Update”. Millenium investment bank report for Telecom Portugal. http://ind.millenniumbcp.pt/pt/Particulares/Investimentos/Documents/CompanyUpdate/nov13/ZonOptimus_CompUpdate_07112013.pdf
- iv** – Almeida, Henrique. 2013. “Zon, Optimus Merger May Save as Much as \$533 Million”. Bloomberg. <http://www.bloomberg.com/news/2013-01-22/zon-optimus-merger-synergies-said-up-to-533-million.html>
- v** – Lawrence Brown, Noah Gans, Avishai Mandelbaum, Anat Sakov, Haipeng Shen, Sergey Zeltyn & Linda Zhao. 2005. “Statistical Analysis of a Telephone Call Center”, “Journal of the American Statistical Association”, 100(469): 36-50. <http://www.tandfonline.com/doi/pdf/10.1198/016214504000001808>
- vi** – Ahmed, Ghada. 2013. “Global Value Chains, Economic Upgrading, and Gender in the Call Center Industry”. In *Global Value Chains, Economic Upgrading, and Gender Case Studies of the Horticulture, Tourism, and Call Center Industries*, ed. Cornelia Staritz and José Guilherme Reis, 73-105. The World Bank. http://www.capturingthegains.org/pdf/GVC_Gender_Report_web.pdf
- vii** – NOS Empresas informations from directors and workers
- viii** – Humphrey, John; Schmitz Hubert. 2002. “How Does Insertion in Global Value Chains Affect Upgrading in Industrial Clusters?”, “Regional Studies”, 36.9: 1017–102. <http://www.uwi.edu/ccfc/wp-content/uploads/2013/11/How-Does-Insertion-in-GVCs-Affect-Upgrading-in-Industrial-Clusters.pdf>
- ix** – So, SooHoo. 2007. “An Empirical Analysis on the Operational Efficiency of CRM Call Centers in Korea”, “JCSNS International Journal of Computer Science and Network Security”, 7(12). http://paper.ijcsns.org/07_book/200712/20071225.pdf
- x** – Bull, Christopher. 2003. "Strategic issues in customer relationship management (CRM) implementation", “Business Process Management Journal”, 9(5): 592-602. <http://www.emeraldinsight.com/doi/pdfplus/10.1108/14637150310496703>
- xi** – Sheth, Jagdish and Parvatiyar, Atul. 2001. “Customer Relationship Management: Emerging Practice, Process, and Discipline”, “Journal of Economic and Social Research”, 3(2) 2001: 1-34. <http://www.fatihun.edu.tr/~jesr/CustomerRelationshipManagement.pdf>
- xii** – Reynolds, Penny. 2013. “The top 20 call center performance measures”. Search CRM. In *Tech Target Network*. November. <http://searchcrm.techtarget.com/news/936366/The-top-20-call-center-performance-measures>
- xiii** – “Metaplan Basic Techniques: Moderating group discussions using the Metaplan Approach”. Metaplan company. http://www.metaplan.fr/downloads/Metaplan_Basics.pdf
- xiv** – Mauborgne, Renée and Kim, Chan W. 2005. “Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant”

Appendix A – Thesis Complements



Accredited by:



Member of:





The appendix for part A, B, C and D will be presented on the following section

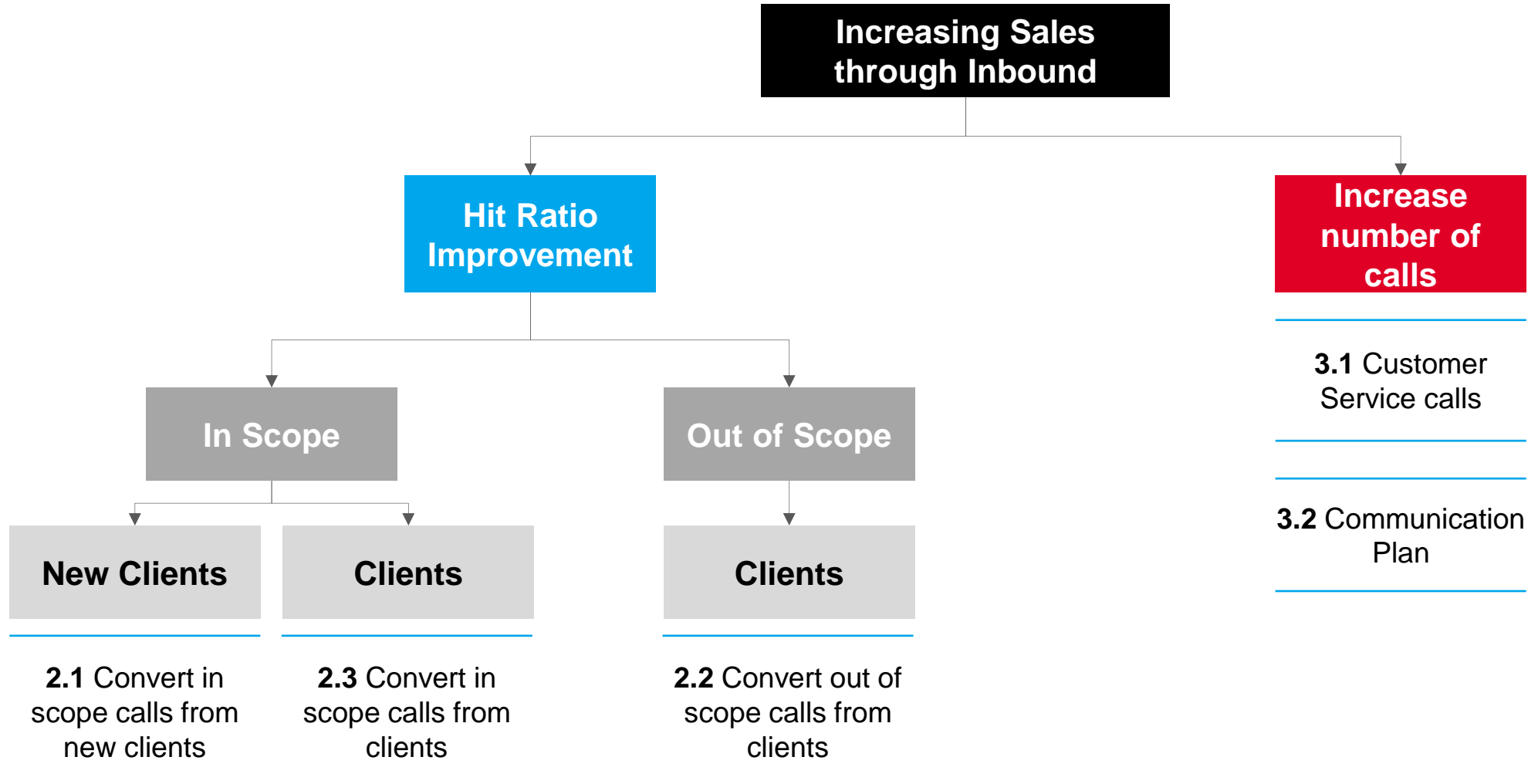
	Executive Summary
	Theoretical Context
A	Methodology
B	Hit Ratio Improvement
	B.1 In Scope Calls from new clients
	B.2 Out of Scope Calls from clients
	In Scope Calls from clients
C	Increasing Inbound Calls
	Customer Service Calls
	C.1 Communication Plan
D	Overall impact of the Project



- Executive Summary
- Theoretical Context
- A Methodology**
- B Hit Ratio Improvement
 - B.1 In Scope Calls from new clients
 - B.2 Out of Scope Calls from clients
 - In Scope Calls from clients
- C Increasing Inbound Calls
 - Customer Service Calls
 - C.1 Communication Plan
- D Overall impact of the Project

The hit ratio improvement works on three type of calls while the increase in calls focus on two different levers

Appendix A1 – Levers Pyramid





The basis of the project results from the interviews and brainstorming which provided valuable insights on the inbound challenges

Appendix A2 – Insights from Interviews (including Side-by-Side) and Brainstorming

	Clusters	Interviews & Brainstorming	Suggestions
Processes and Applications	Script	<ul style="list-style-type: none"> • Not updated (offers, reasons) • Not dynamic, not a priority • Not 100% fills 	<ul style="list-style-type: none"> • Automatic fill after inserting TIN • Suggesting Best offer • Get other call after fill of the previous script
	Applications	<ul style="list-style-type: none"> • Slow and in excess: workload and time management 	<ul style="list-style-type: none"> • Create a single and unified application
	Processes	<ul style="list-style-type: none"> • Ex-On process: change tariffs, sales registry and bill access • Identify potential in out of scope calls 	<ul style="list-style-type: none"> • Deeper access to PDC-One • Backoffice should registry sales and change services, tariffs on ex-On • Training: how to leverage out of scope calls
Product Portfolio	Unlimited Network	<ul style="list-style-type: none"> • Difficulties in the Unlimited Network offers 	<ul style="list-style-type: none"> • Unlimited Network Simulator
	Communication	<ul style="list-style-type: none"> • Commercialization of new products • Outbound campaigns 	<ul style="list-style-type: none"> • Integration between offers from different departments
	Offer Gaps	<ul style="list-style-type: none"> • Competition prices • Offers too complex • Create offer with mobile and office • Offer with RDIS line 	<ul style="list-style-type: none"> • More competitive offers • Adapt the offers to clients' needs – offers without TV, offers with iPhone 6 • Fewer offers and more complements
Incentive System & Training	Training	<ul style="list-style-type: none"> • Very theoretical instead of practical training • No training on: sales insertion and ex-On 	<ul style="list-style-type: none"> • More practical training using the applications instead of only side-by-side • Continuous training on used applications
	Feedback	<ul style="list-style-type: none"> • Little feedback from the quality audits 	<ul style="list-style-type: none"> • More frequent feedbacks
	Incentive System	<ul style="list-style-type: none"> • No incentives on the quality of sales • Stages are not challenging enough • Lack of incentives on ex-On sales • Packages that are worth less points 	<ul style="list-style-type: none"> • Create more individual and team objectives • Create more incentives stages • Implement incentives on sales quality



Framework on the potential of sale and complexity of implementation Matrix

Appendix A3 – High Potential Levers

Tools	Sales' Potential	Complexity of Implementation
<i>A1. NBA tool</i>	● Allows for greater easiness on electing the most adequate offer for the client with increased accuracy and celerity, impacting positively the conversion rate	◐ It is a lengthy process due to the need for inserting the portfolio in the tool an, which has many combinations, promotions and prices, and it requires specific formation to the operators
<i>A9. CRM tool</i>	● The access to the clients' profile allows the operators to propose the best offer to the client and to incentivize the purchase of services that the customer was not looking for initially	● Gathering information from the clients and to introduce it in a tool that automatically provides the best offer to propose to the client will be a long process, making it a long term project
<i>A10. Leveraging out of scope calls</i>	● The high number of this type of calls permits the augment of sales potential through several levers as the Inbound resolution and channel orchestration	◐ The complexity of this tool relies on the orchestrating the activity with the Customer Service department to allow for the call transfer and the returning of clients with potential. The situations being resolved on the Inbound department have low complexity
<i>B1. Mass Business Communication</i>	● By analysing the competition areas and developing a strategy based on the most effective channels and CP7 areas of communication will permit capturing a respectful amount of prospects (new clients) impacting positively the conversion rate and the hit ratio	◐ To develop the Mass Business communication it is necessary to intersect the technology that NOS and the competition have in the area with the channels and the commercial capacity present in the areas of intervention making this a project that requires careful planning and execution
<i>B3. Customer Service calls</i>	● The orchestration between the Inbound and Customer Service departments will allow appropriation of sales potential that was not being availed until now	○ This process only requires the implementation of guidelines for the evaluation of clients' sales potential and the transference of the clients that have their situations resolved

Framework on the potential of sale and complexity of implementation Matrix

Appendix A4 – Second Priority Levers

Tools	Sales' Potential	Complexity of Implementation
A2. Script Improvement	<input type="radio"/> Facilitates the operators' concomitance with the script, improving the fill percentage and allows for better information for the company. However it does not impact the sale	<input type="radio"/> Process that requires few changes and workload to improve
A3. Operators' commercial tactics	<input checked="" type="radio"/> The introduction of new techniques would allow for better, but not significant, results on sales	<input checked="" type="radio"/> This process involves the accompaniment by side-by-side and the consequent perception of the most adequate commercial tactics to apply to each specific situation. Given this, the implementation would require some training
A4. Portfolio	<input checked="" type="radio"/> Increases the clients' conversion that previously did not found offers that satisfied their needs	<input checked="" type="radio"/> Only involves the collection of data through benchmarking as well as suggestions given by the operators from their experience from the conversation with clients
A7. Incentive System	<input checked="" type="radio"/> Working on the alignment between company and operators' objectives could produce significant increases in productivity and consequently in sales	<input checked="" type="radio"/> Requires an extensive analysis on the financial and non-financial factors that influence the operators' productivity
A11. IVR	<input type="radio"/> Improvements made on this tool facilitate the work from operators, the impact on hit ratio will be high but on sales may be negative since, in the limit, out of scope calls will no longer exist so there is no place for leveraging this calls	<input type="radio"/> Involves a depth study and accompanied by the system department to allow for the identification of improvements on the calls screening (reduce out of scope) on the different calls sources
B2. Customer segmentation	<input checked="" type="radio"/> The identification of the different types of customers, the business location and to classify them in groups will allow the diagnose of tendencies / preferences and to evaluate which areas to intervene to gather more clients and to satisfy the existing ones	<input checked="" type="radio"/> The creation of a database crossing the industry, the location and the preferences of the clients is a lengthy process which will, as the CRM tool, be a long term project



Framework on the potential of sale and complexity of implementation Matrix

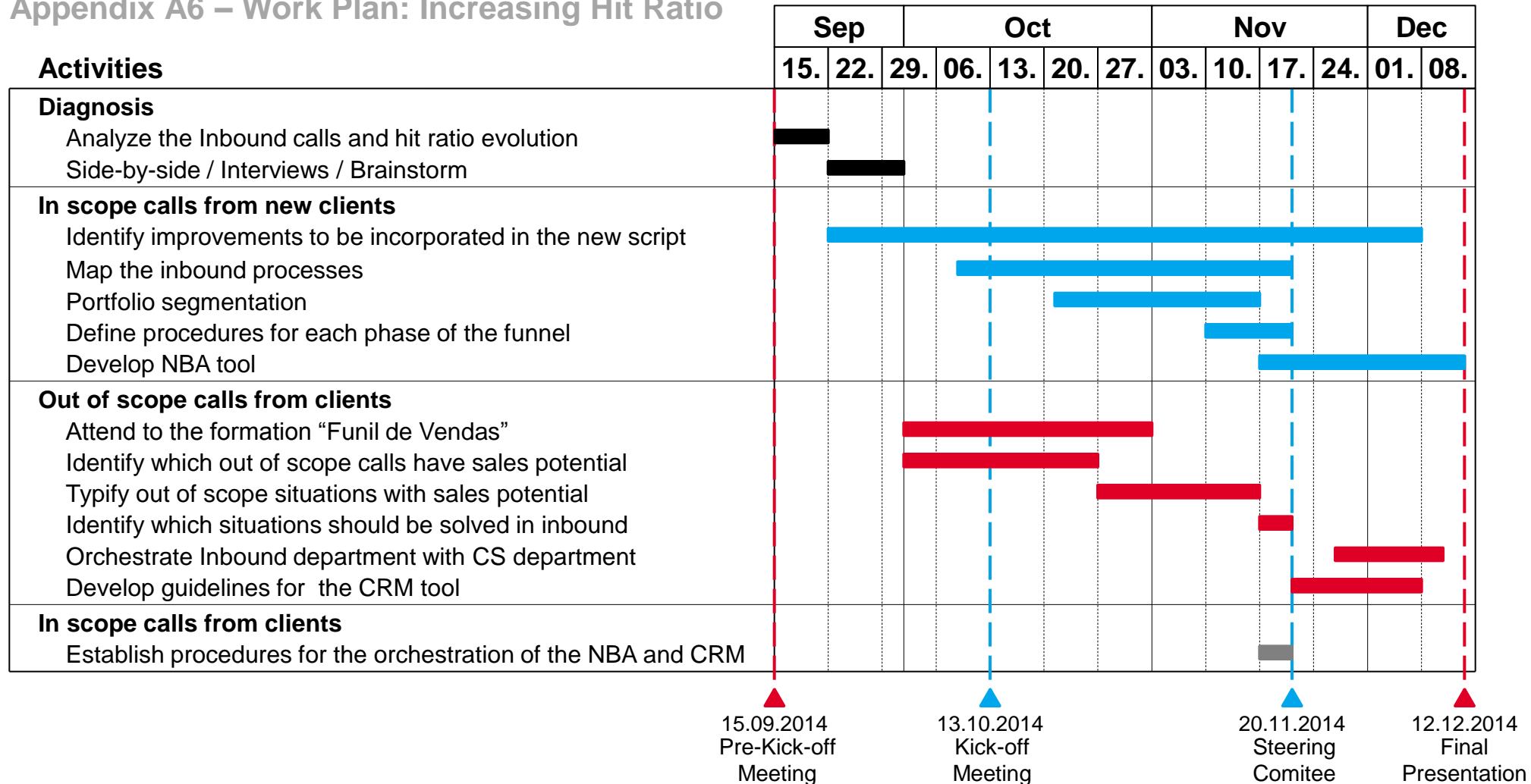
Appendix A5 – Third Priority Levers

Tools	Sales' Potential	Complexity of Implementation
<i>A5. Training</i>	<input type="radio"/> Training in AOW, ex-On products could possibly bring improvements on productivity but not on sales increase directly.	<input checked="" type="radio"/> Requires an extensive study on the trainings already made, as well as the best practices of other channels and of the industry, and creating the trainings adequate to the challenges identified
<i>A6. Quality Management</i>	<input type="radio"/> Will introduce improvements on the communication/relationship with the client with a small impact on sales	<input type="radio"/> Involves the contact with the quality auditing department and the analysis of the metrics on which the operators are evaluated
<i>A8. Monitoring pendent clients</i>	<input type="radio"/> Depends on external factors which makes the impact minimal	<input type="radio"/> Depends on several external factors like technical department and the will of customers, among others



A work plan was developed to schedule the necessary activities for each call typology

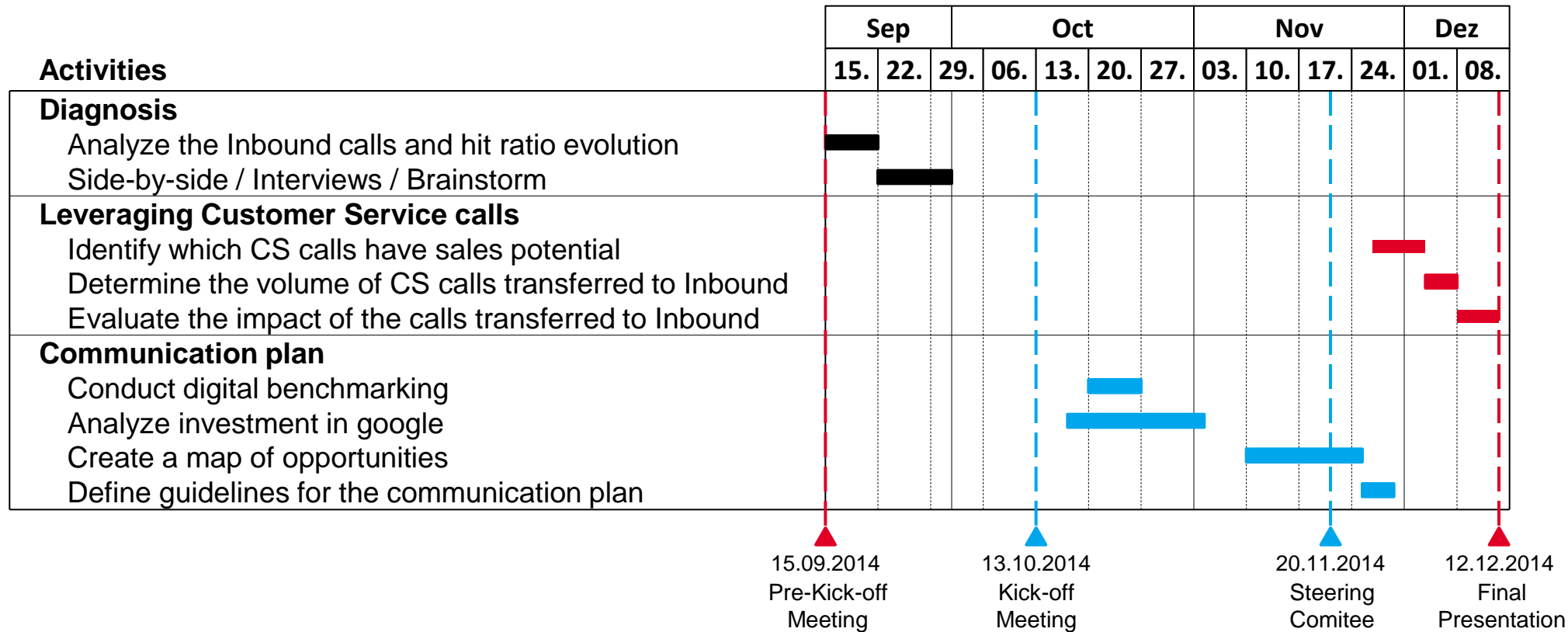
Appendix A6 – Work Plan: Increasing Hit Ratio





To schedule the activities needed to increase the number of inbound calls it was developed a work plan

Appendix A7 – Workplan: Increasing Inbound Calls





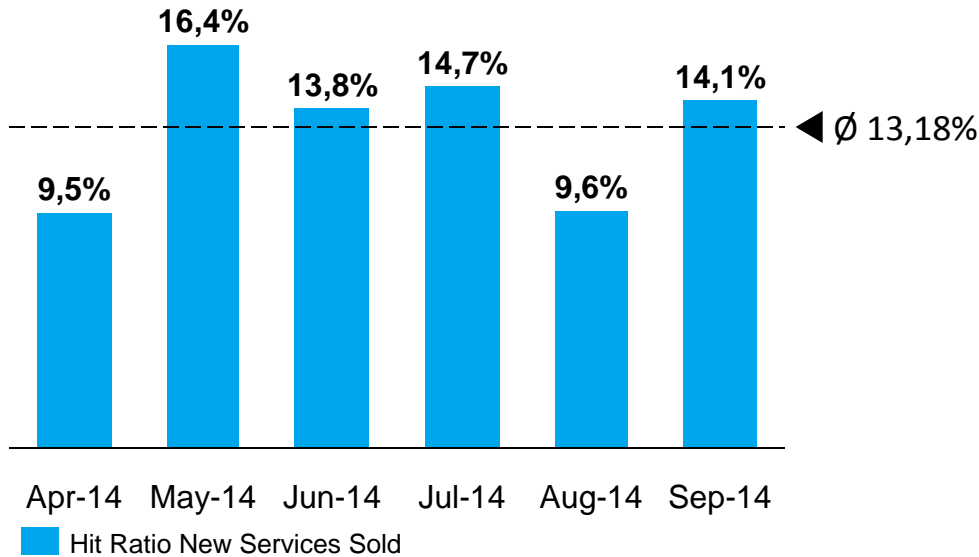
- Executive Summary
- Theoretical Context
- A Methodology
- B Hit Ratio Improvement**
 - B.1 In Scope Calls from new clients
 - B.2 Out of Scope Calls from clients
 - In Scope Calls from clients
- C Increasing Inbound Calls
 - Customer Service Calls
 - C.1 Communication Plan
- D Overall impact of the Project



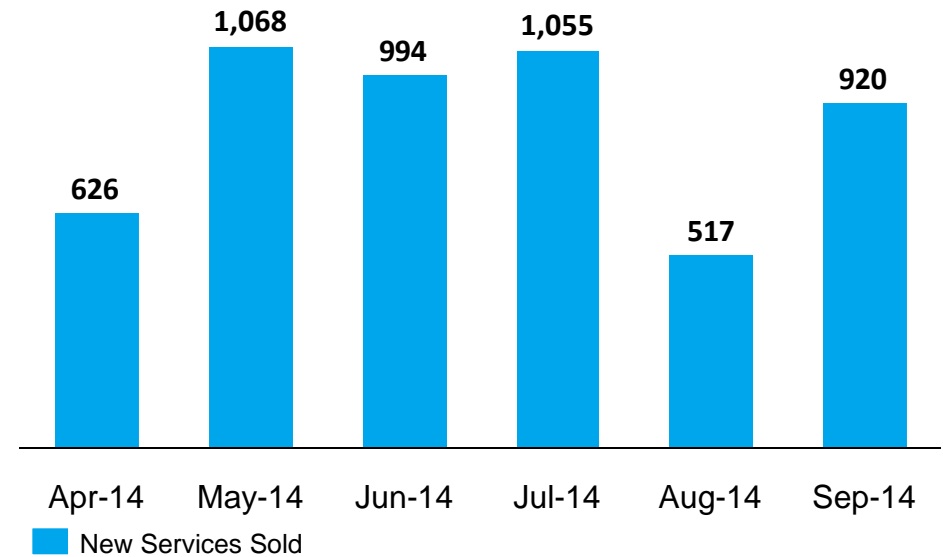
The Hit Ratio from April to September 2014 is on average 13,18% and the number of new services sold is 864 on the same period

Appendix B1 – Hit Ratio and Number of Services Sold Graphical Analysis

Hit Ratio Evolution
(April to September 2014)



Evolution of Number of New Services Sold
(April to September 2014)



Hit Ratio:

$$\frac{\text{Number of New Services Sold}}{\text{Number of Calls Answered}}$$

The hit ratio improvement can be reached through action plans that focus on the two components from which it depends: (A) **Number of New Services Sold** and (B) **Number of Calls Answered**



The historical data encourages to focus on new clients due to its sale potential and on out of scope calls from clients because of its large volume

Appendix B2 – Calls Graphical Analysis per Type of Client

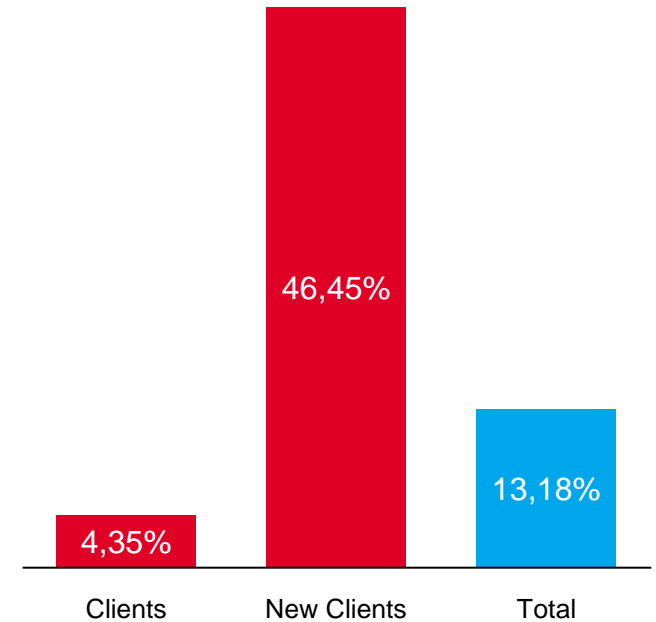
Volume of Calls with Script per type of client
(April to September 2014)¹



Type of call per type of client
(April to September 2014)¹



Hit Ratio per type of client
(April to September 2014)²



From the data three type of calls should be explored: (A) In Scope calls from new clients due to its high sale potential, (B) Out of Scope calls from clients because of its large volume and (C) In Scope calls from clients since in scope calls imply potential of sale to some extent

1 – This number refers to the monthly average of calls with script since it is not possible to make these divisions in calls without script

2 – Considers the total number of calls answered and assumes that the proportion of calls without script are the same than those with script












- Executive Summary
- Theoretical Context
- A Methodology
- B Hit Ratio Improvement
 - B.1 In Scope Calls from new clients**
 - B.2 Out of Scope Calls from clients
 - In Scope Calls from clients
- C Increasing Inbound Calls
 - Customer Service Calls
 - C.1 Communication Plan
- D Overall impact of the Project



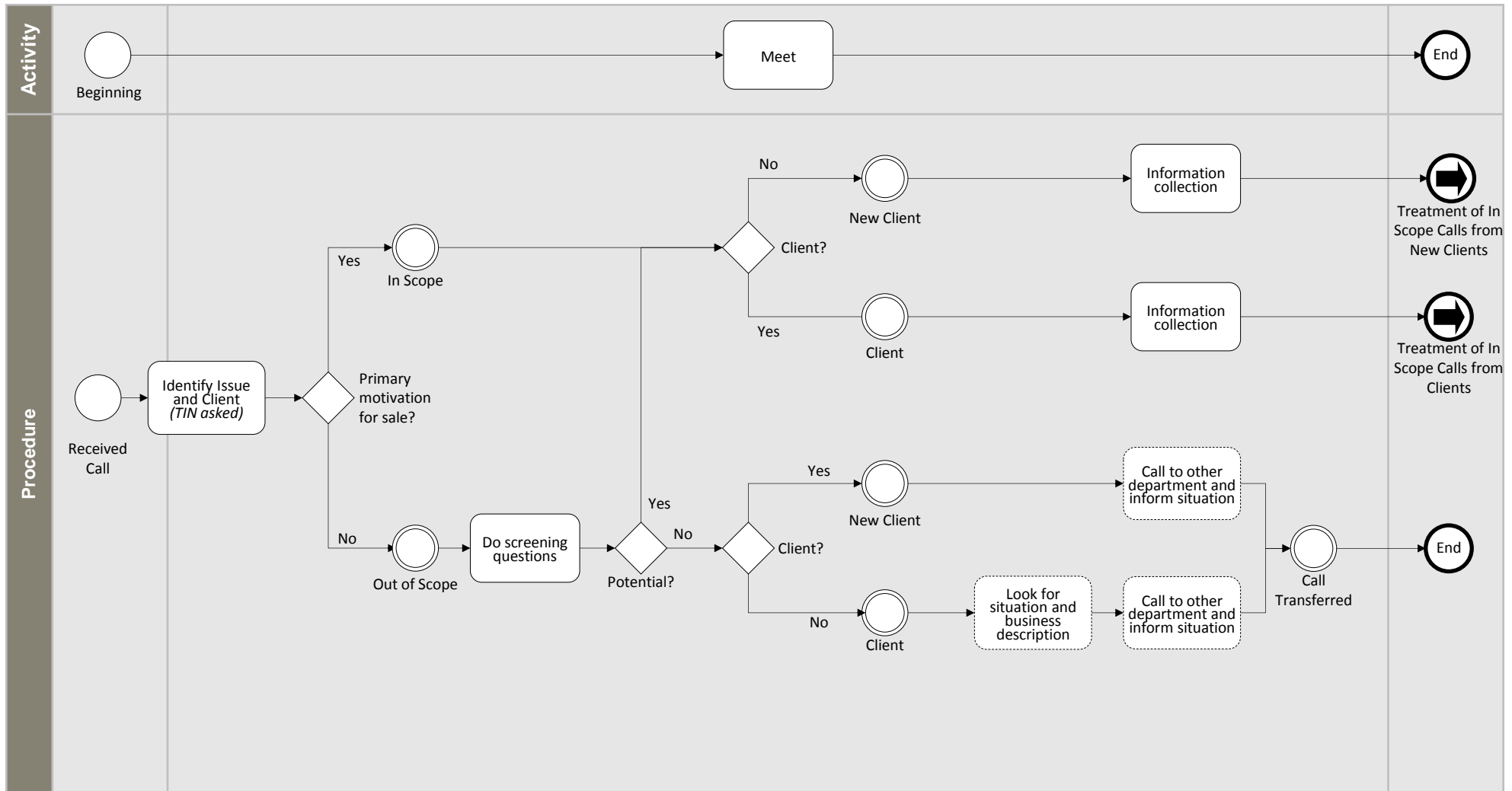
The definition of standard objects was made to maintain the consistency between the process maps

Appendix B.1.1 – BPMN Guidelines

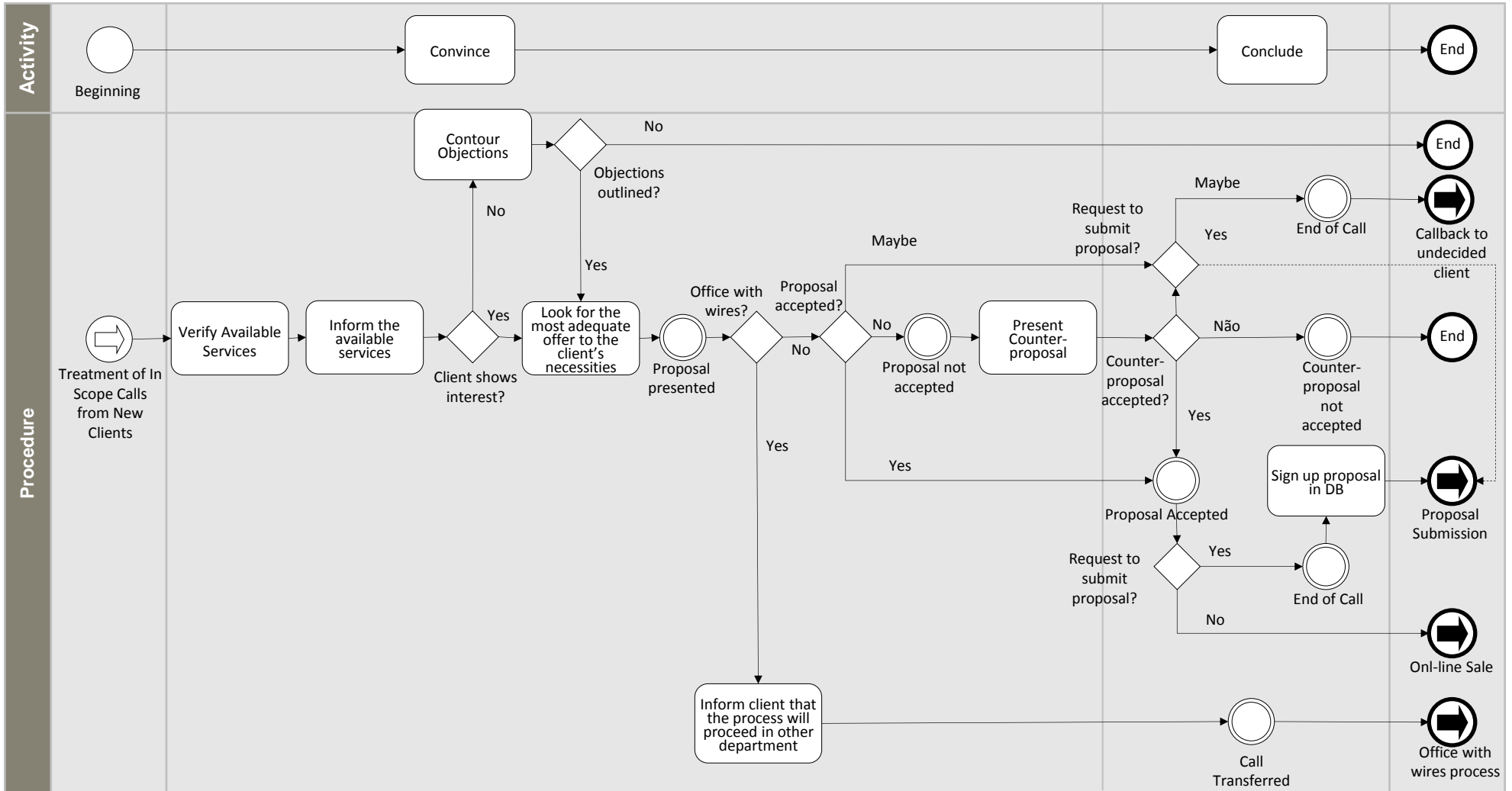
Objects	Action	Objects	Action
	<ul style="list-style-type: none"> Initial Event 		<ul style="list-style-type: none"> Activity Execution
	<ul style="list-style-type: none"> Final Event 		<ul style="list-style-type: none"> Action Sequential Connector
	<ul style="list-style-type: none"> Intermediary Event 		<ul style="list-style-type: none"> Exclusive Gateway (Decision point)
	<ul style="list-style-type: none"> Connection of other process / activity / procedure outside the map 		
	<ul style="list-style-type: none"> Connection to other process / activity / procedure outside the map 		
	<ul style="list-style-type: none"> Intermediary Event that implies waiting time in the process 		



Appendix B.1.2 – Calls answering and filter

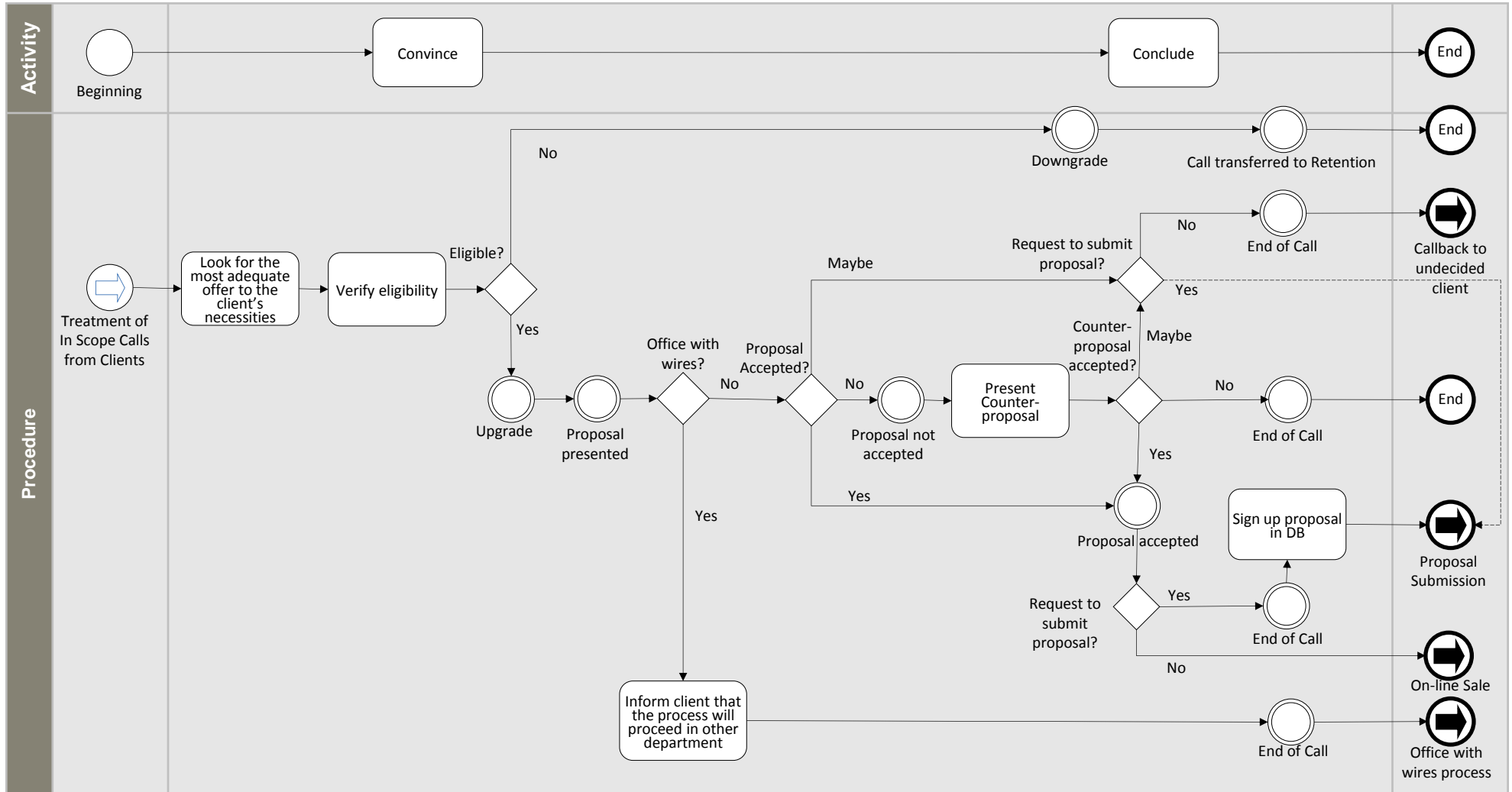


Appendix B.1.3 – Treatment of In Scope Calls from New Clients



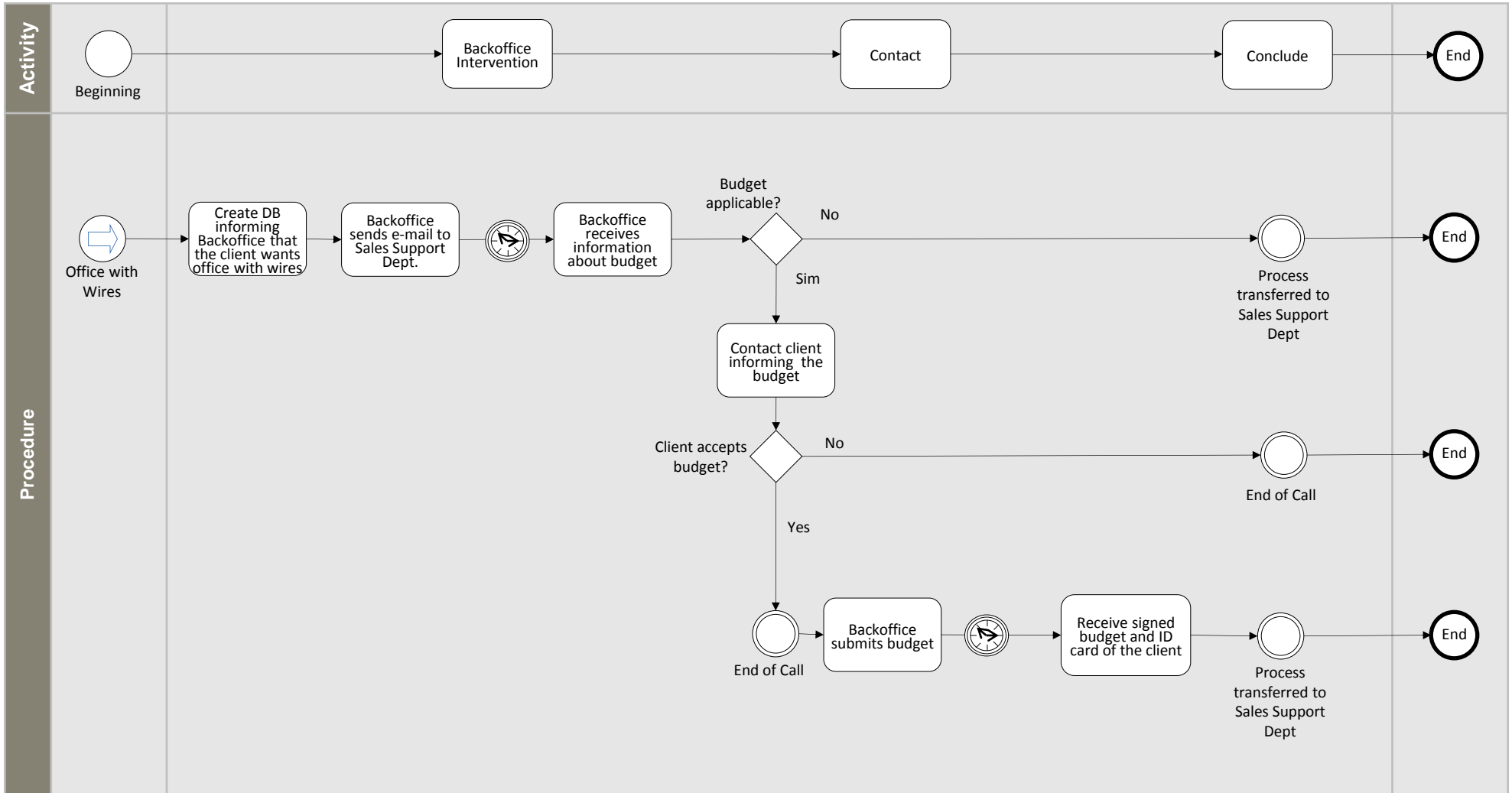


Appendix B.1.4 – Treatment of In Scope Calls from Clients



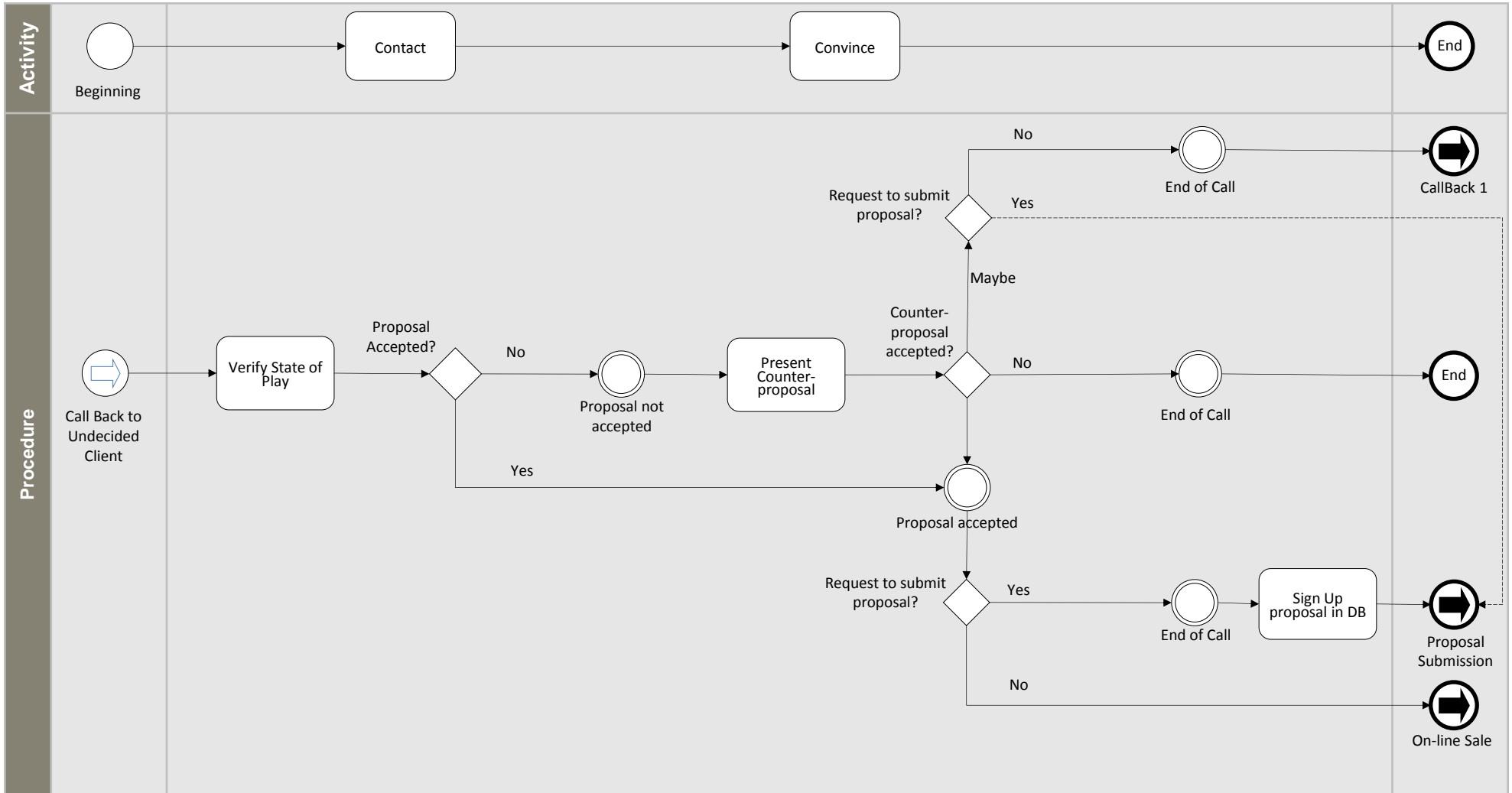


Appendix B.1.5 – Office with wires process

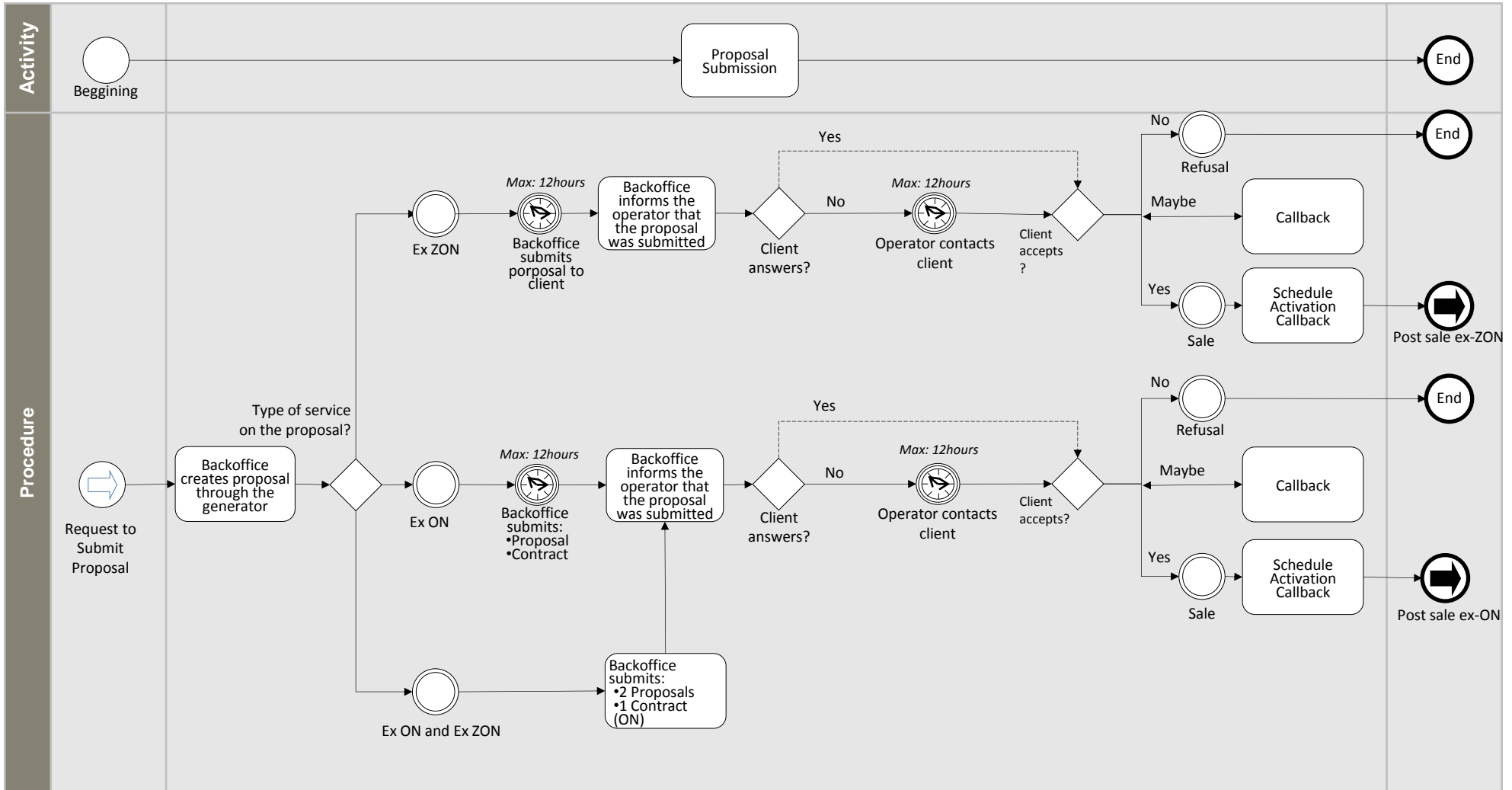




Appendix B.1.6 – Call-back to Undecided Client

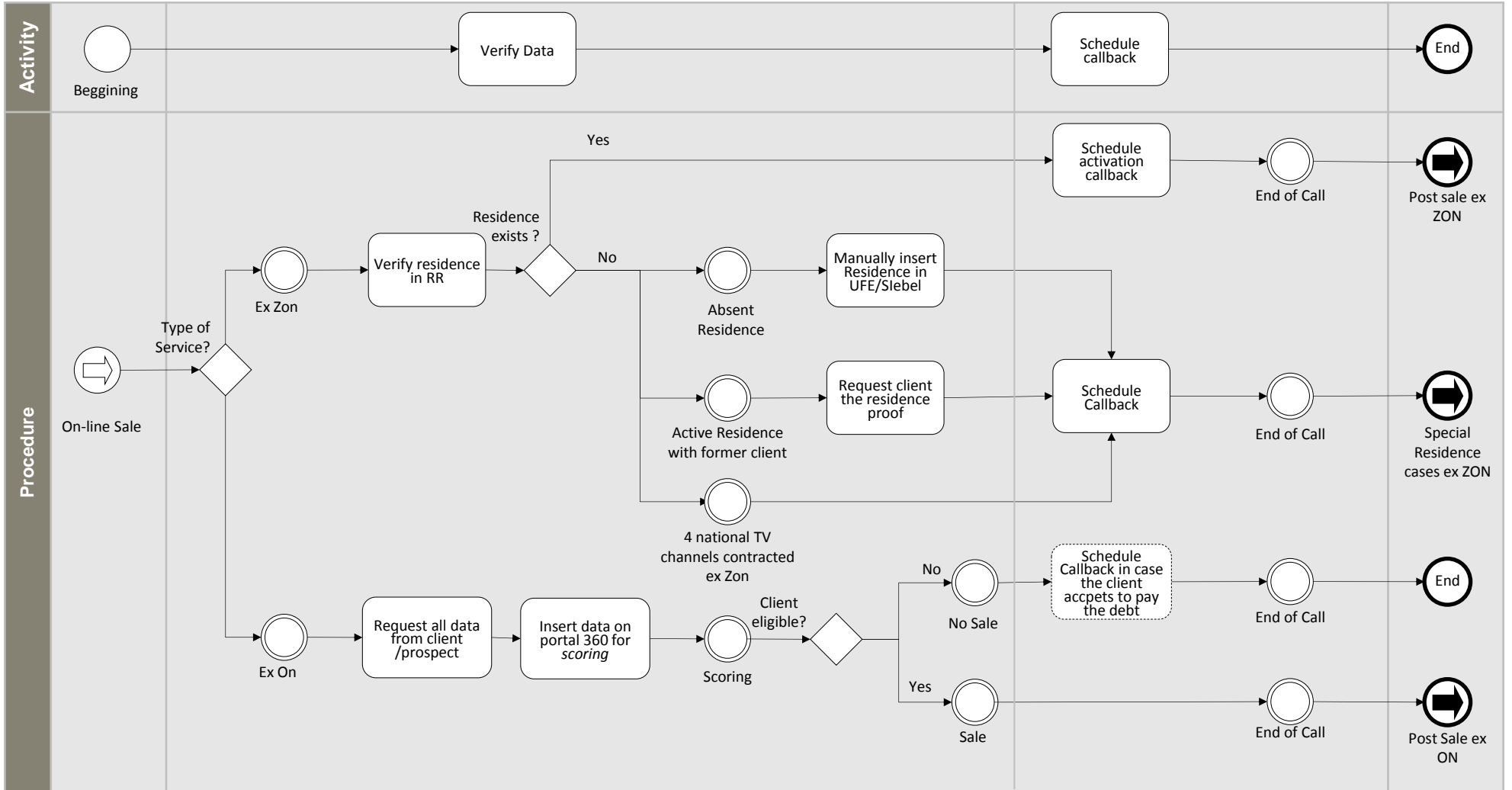


Appendix B.1.7 – Proposal Submission

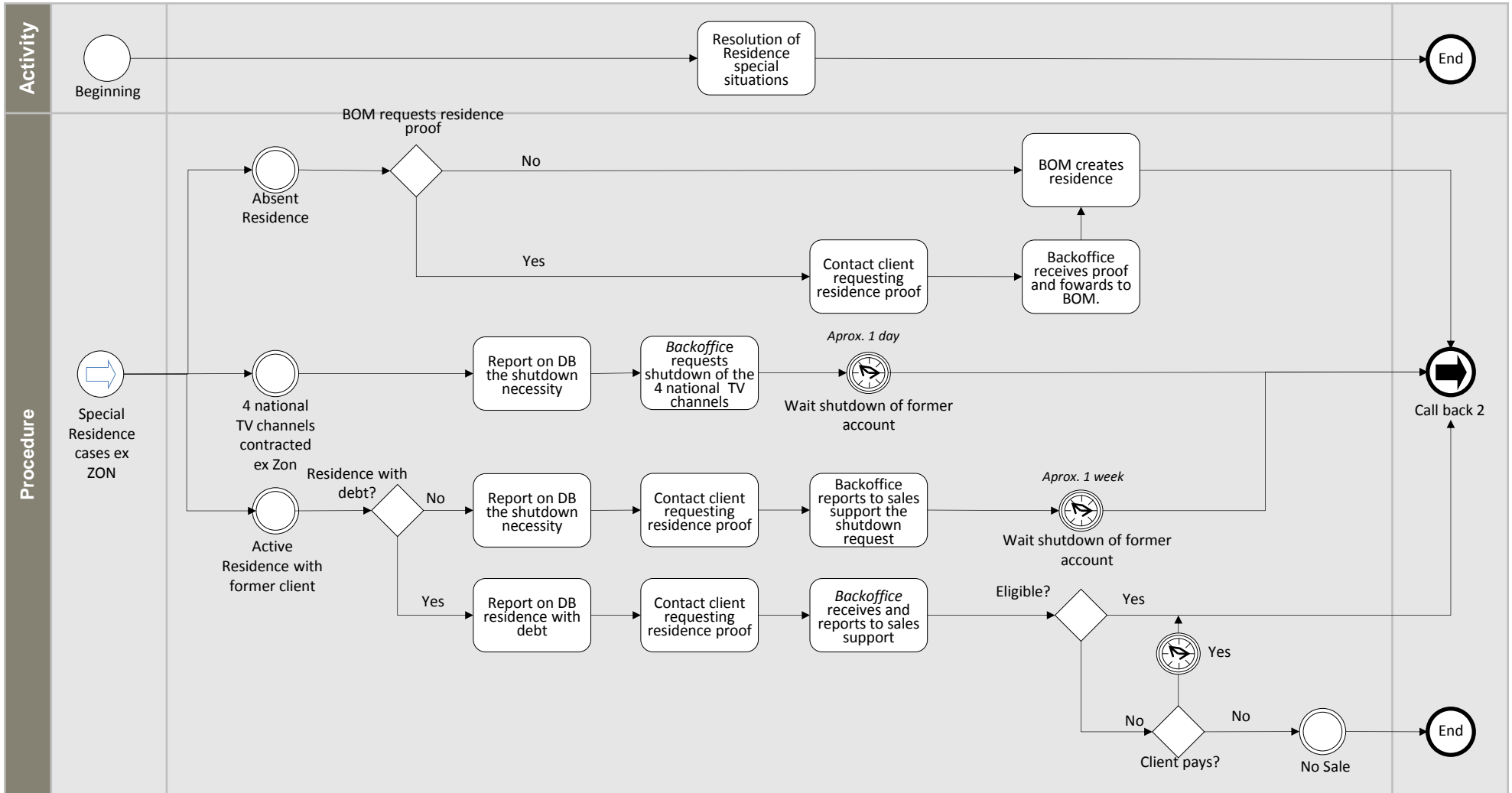




Appendix B.1.8 – On-line Sale

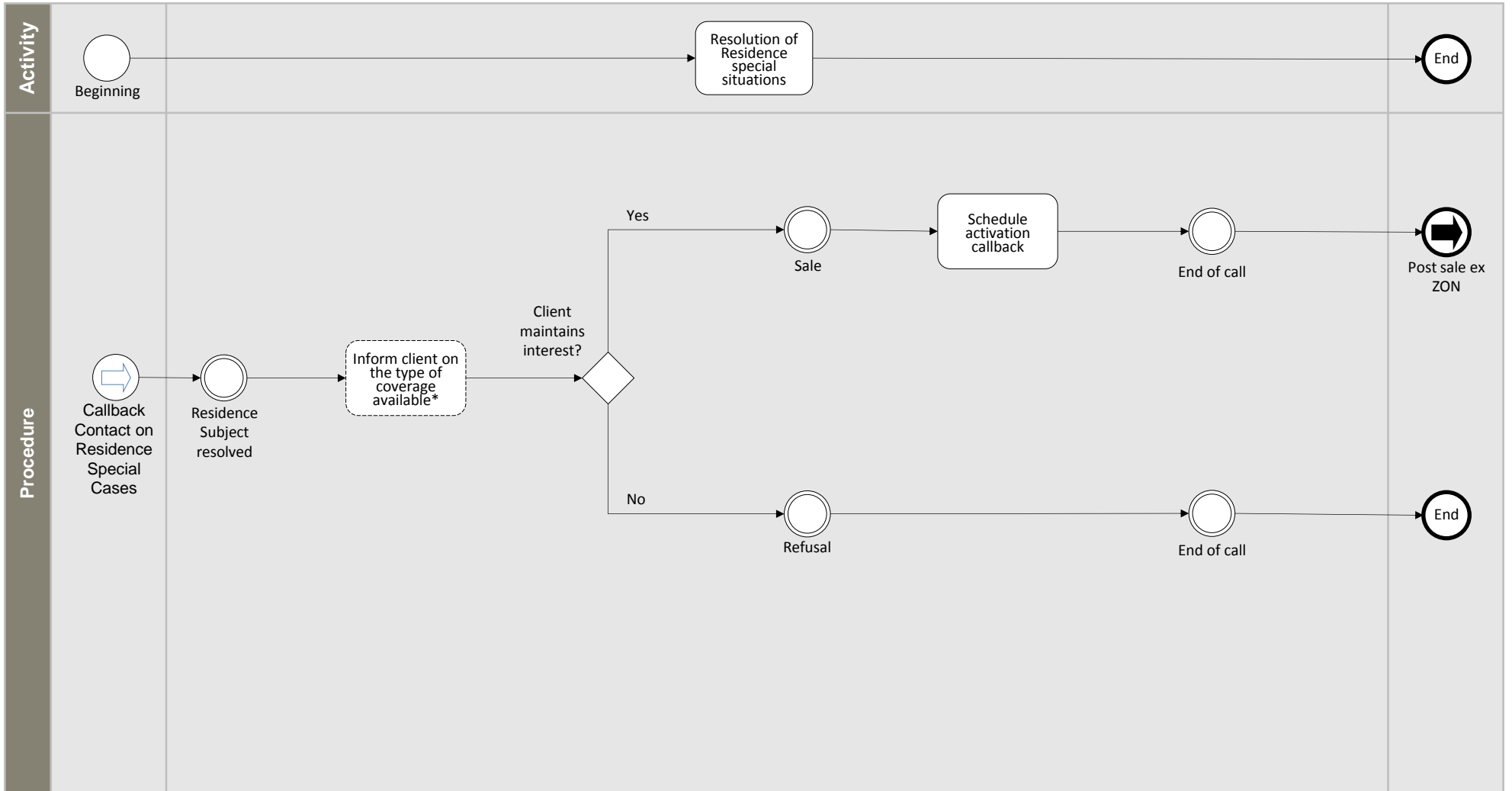


Appendix B.1.9 – Residence Cases Ex-ZON



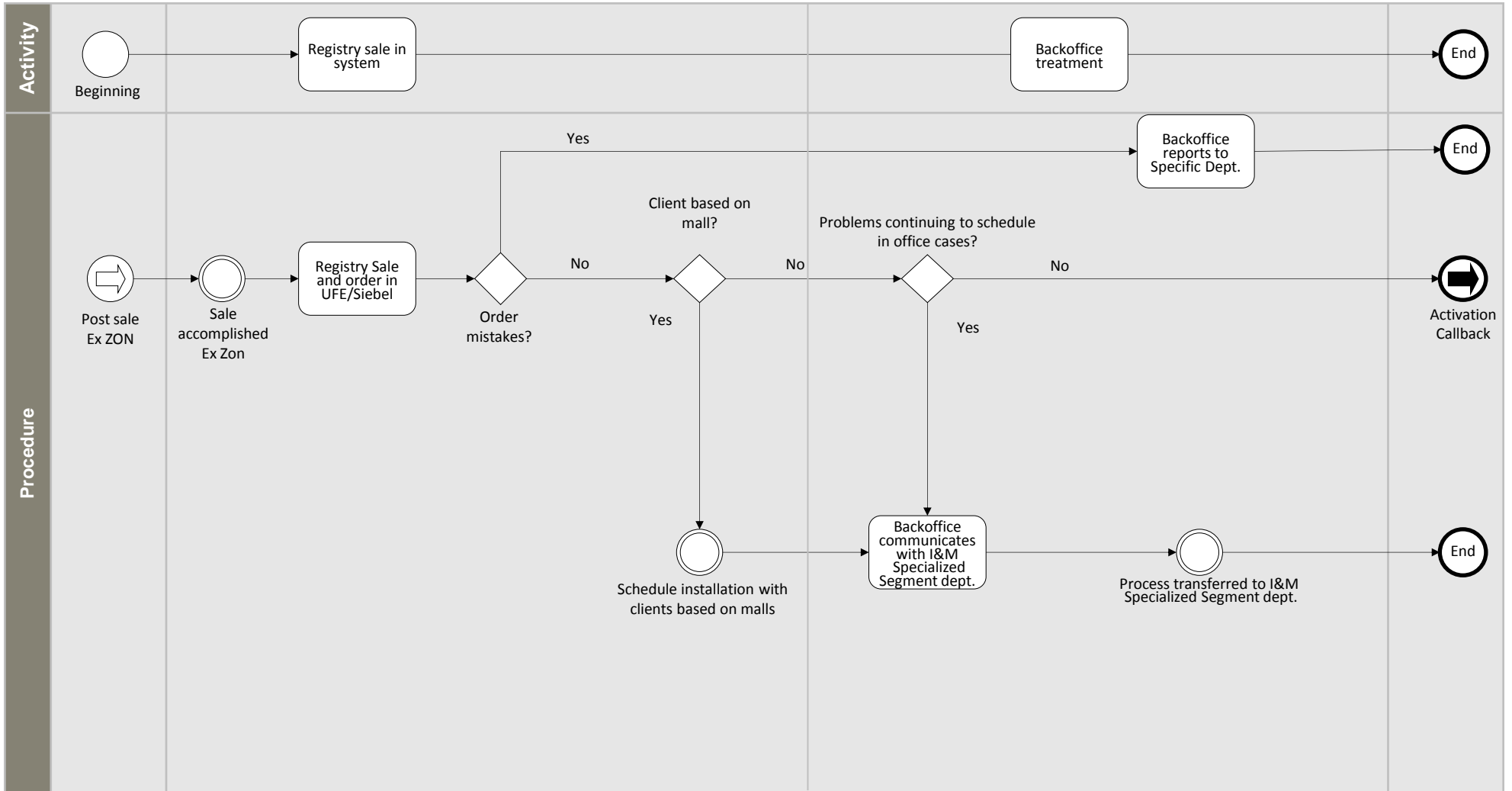


Appendix B.1.10 – Call-back Contact on Residence Special Cases

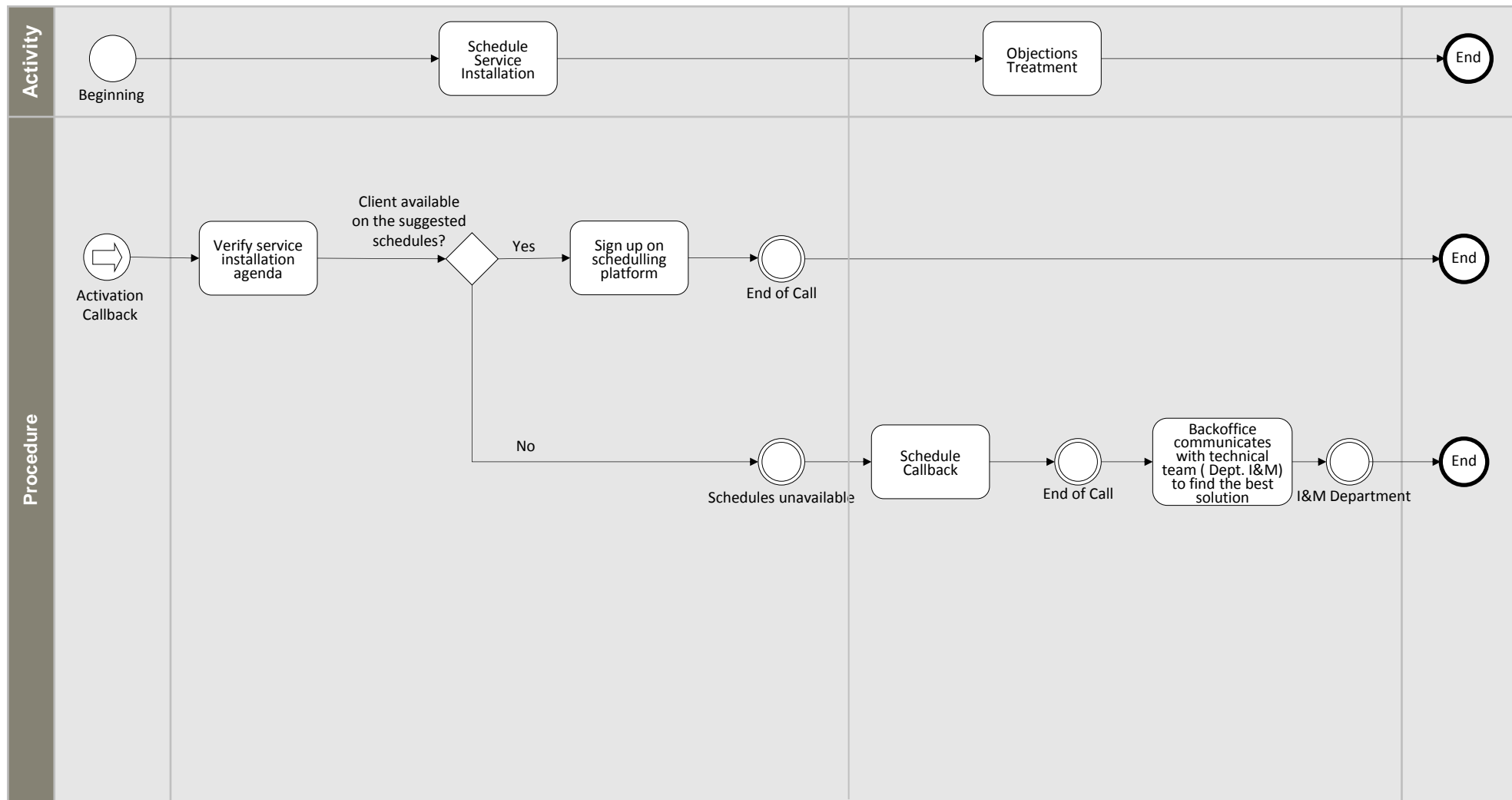




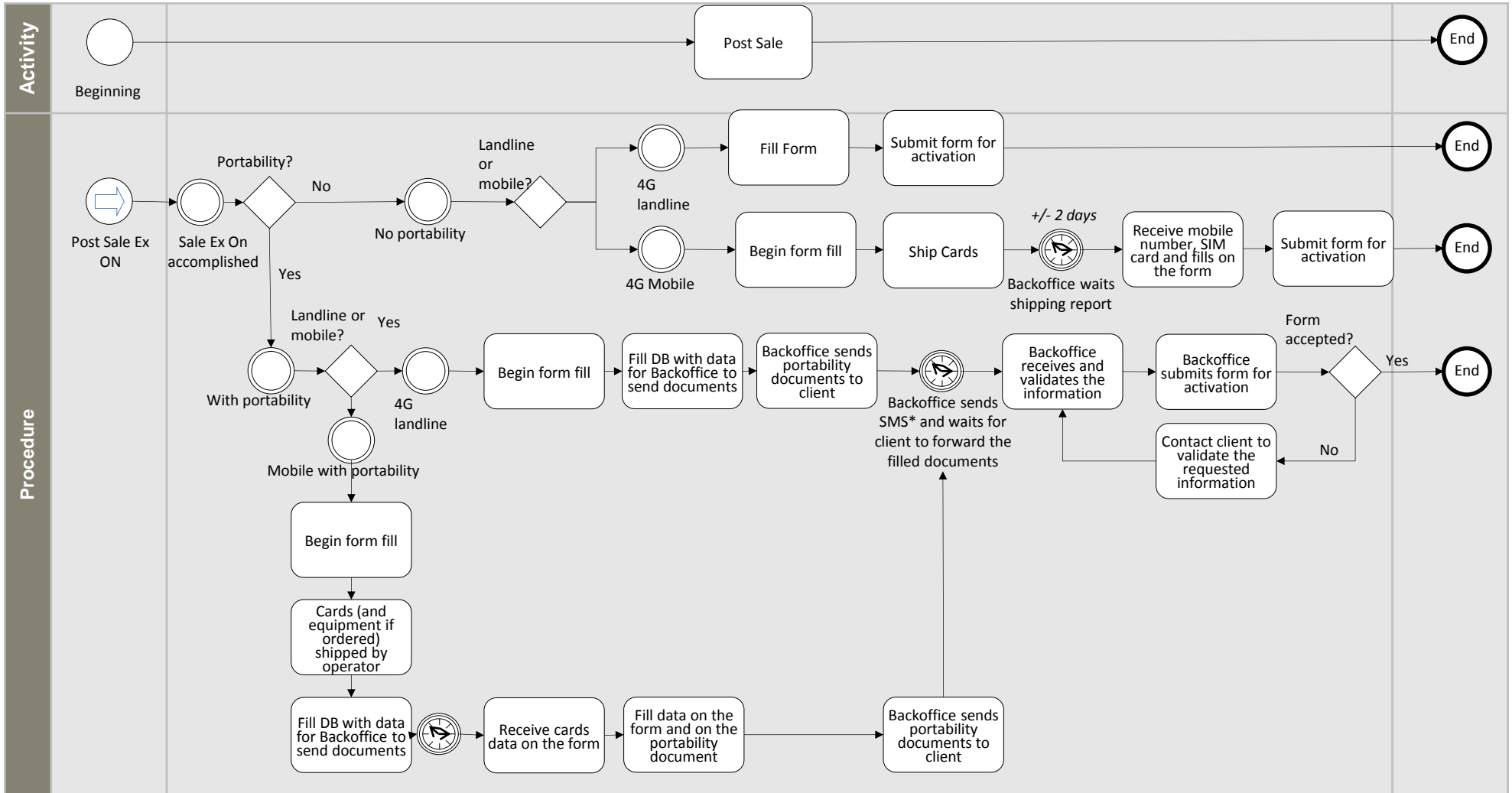
Appendix B.1.11 – Post Services Sale Ex-ZON



Appendix B.1.12 – Activation Call-back ex-ZON



Appendix B.1.13 – Post-Sale Ex-ON



*SMS fulfillment



- Executive Summary
- Theoretical Context
- A Methodology
- B Hit Ratio Improvement
 - B.1 In Scope Calls from new clients
 - B.2 Out of Scope Calls from clients**
 - In Scope Calls from clients
- C Increasing Inbound Calls
 - Customer Service Calls
 - C.1 Communication Plan
- D Overall impact of the Project



Appendix B.2.1 – The out of scope calls standard situations for each reason were typified by interviewing the operators

Reason	Average Volume per Month	Standard Situations
Ownership change	46	A1. Change in company’s name without an alteration of services A2. Change from a residential client to a company without an alteration of services A3. Change the ownership of an account without an alteration of services
Address change	57	B1. Address change without an alteration of services B2. Address change from residential clients
Billing	352	C1. A client receives a higher bill than he was expecting C2. Problems with additional consumptions C3. A client receives a bill in duplicate or he simply does not receive it C4. Payments made after the due date C5. A client wants to know the entity and reference associated to the bill C6. Billing arrangements when a client changes his services in the middle of a month C7. Incorrect activations that are being charged C8. Billing clarification and request of further details C9. Payment agreements for clients with debt
Stores and Agents	38	D1. A client looking for the nearest store or for an agent’s visit D2. A client signed a contract with a “VPP” but the agreement is not registered and the “VPP” does not answer D3. A client that wants to ask about promotions and conditions offered by other departments D4. Calls from Stores and agents that need information to help their clients D5. A client that wants to withdraw his equipment D6. A client that wants to deliver his portability forms to a “VPP” or to an agent D7. A client that wants to know if it is possible to pay his bills in a store D8. A client that wants to ensure that his agent is reliable
Channel Programming Information	22	E1. A client that wants to know how much channels his service has E2. A client that wants to know which channels a specific “box” can have E3. A client that wants to activate an “Iris” additional service E4. A client that has doubts related to the functioning of a “box” E5. A client that wants to know the position of a specific channel

Appendix B.2.1 – The out of scope calls standard situations for each reason were typified by interviewing the operators

Reason	Average Volume per Month	Standard Situations
Technical Information TV / Net / Voice	131	<p>F1. A client that wants to know the functionalities and characteristics of a specific equipment</p> <p>F2. A client that wants to know which services he has</p> <p>F3. A client that wants to know if a router is compatible with his industry</p> <p>F4. A client that wants to know which technology exists in his area</p> <p>F5. A client that wants to know how many call minutes are included in his services</p> <p>F6. A client that has doubts related to the access to the internet or some problems regarding the TV</p>
Deactivation / Downgrades	473	<p>G1. A client that wants to renegotiate his contract to reduce the price</p> <p>G2. A client that wants to renegotiate his contract because he has other offers from other companies</p> <p>G3. A client that wants to turn off his services</p> <p>G4. A client that finishes his loyalty period and wants to renegotiate his contract to reduce the price</p> <p>G5. A client that wants to turn off his services because he has a better offer from another company</p> <p>G6. A client that already negotiated his contract but it is still not activated</p> <p>G7. A client that wants to merge his services but the new price will be lower than his current expenses</p>
Technical failures	78	<p>H1. A client that scheduled a technical support visit but the technician did not appear</p> <p>H2. Equipment was not installed as the client wishes</p> <p>H3. Technician did not install all the services</p> <p>H4. A client that signed a contract but the services do not correspond to what the client bought</p> <p>H5. Problems with the “Office”</p> <p>H6. Problems with apps</p> <p>H7. Internet speed is not being achieved</p>
Equipment Activation	104	<p>I1. A client bought an equipment in a store and wants to activate it</p> <p>I2. A client that wants to activate a SIM card</p> <p>I3. A client that has an inactive equipment but wants to reactivate it</p> <p>I4. A client that wants to change equipment’s address</p> <p>I5. A client received a “Kanguru” but it is not still activated</p> <p>I6. A client has a 4G router but it is not still activated</p>



Appendix B.2.1 – The out of scope calls standard situations for each reason were typified by interviewing the operators

Reason	Average Volume per Month	Standard Situations
Informations / Others	1465	<p>Portability information</p> <p>J1. A client that wants to know how is his situation</p> <p>J2. A client that already signed the contract, received a SMS but still does not have the portability</p> <p>J3. A client with doubts related to the fulfillment of portability forms</p> <p>J4. A client that wants to know the entire process of portability</p> <p>J5. “VPPs” processes that are not registered in the system</p> <p>Calls from colleagues from other lines to request information</p> <p>J6. A colleague from “Ex-Optimus” that needs information about clients that want to merge their services to fiber technology</p> <p>J7. Downgrade procedures</p> <p>J8. A colleague reporting a situation where a client signed a contract through the outbound department and wants to know how is the process</p> <p>J9. A client has billing problems and a colleague from other line think that the situation should be reported to the inbound department</p> <p>J10. A colleague that wants to know which services a client has</p> <p>J11. A colleague that has doubts regarding campaigns mentioned by the client</p> <p>J12. A colleague that wants to know which technology can be offered to a specific client</p> <p>Forwarding calls between colleagues</p> <p>J13. A client that wants to speak with a specific operator</p> <p>J14. A client that received an offer from an operator and is now talking with another person</p> <p>J15. A client with pending a process with a specific operator</p> <p>Process information and sales from other departments</p> <p>J16. A client that was already contacted by the outbound and wants to know how to adhere</p> <p>J17. “VPPs” call to request information</p> <p>J18. A client that wants to know if a specific proposal from a “VPP” is valid</p> <p>J19. A client that wants to validate a merger proposal</p> <p>J20. A client that signed a contract with an agent and wants to be sure that everything is alright</p> <p>J21. A client that signed a contract with an agent but cannot contact him</p> <p>J22. A client that signed a contract with a “VPP”, an agent or through a store but the agreement is not registered</p> <p>J23. A client with pending a process with a specific agent</p>



Appendix B.2.1 – The out of scope calls standard situations for each reason were typified by interviewing the operators

Reason	Average Volume per Month	Standard Situations
Informations / Others	1465	<p>Scheduling information</p> <p>J24. A client that wants to know the date of an installation</p> <p>J25. A client that wants to change the installation date</p> <p>J26. A client that signed a contract through another department but needs to schedule the installation</p> <p>J27. An operator calls to a client to schedule the installation</p> <p>J28. A client that wants to request an installation</p> <p>Pay TVs activation</p> <p>J29. A client that wants to activate premium channels</p> <p>J30. A client that wants to switch off premium channels</p> <p>J31. A client that has having technical problems with premium channels</p> <p>J32. A client with billing problems regarding premium channels</p> <p>J33. A client that ordered a deactivation but is still waiting</p> <p>J34. A client with a pending process from the Outbound</p> <p>Complaints</p> <p>J35. Portability problems</p> <p>J36. Technical failures and billing problems that have been reported many times and the situation is not solved yet</p> <p>J37. A client that ordered a deactivation and he is still waiting for a confirmation</p> <p>J38. A client that signed a contract with the Outbound department but is still waiting for the payment confirmation</p>
TV/Net/Voice Failures	168	<p>K1. Voice failures when changing equipment</p> <p>K2. Modem failures</p> <p>K3. Failures related to the functionality of the internet</p> <p>K4. Office failures</p> <p>K5. Problems with specific TV channels</p> <p>K6. TV and Voice do not work</p> <p>K7. Problems with the “Box”</p>
Residential Clients	216	<p>L1. A client that think he is calling to the residential department</p> <p>L2. A client that is calling from a company but wants to get residential information</p> <p>L3. A residential client with billing problems</p>



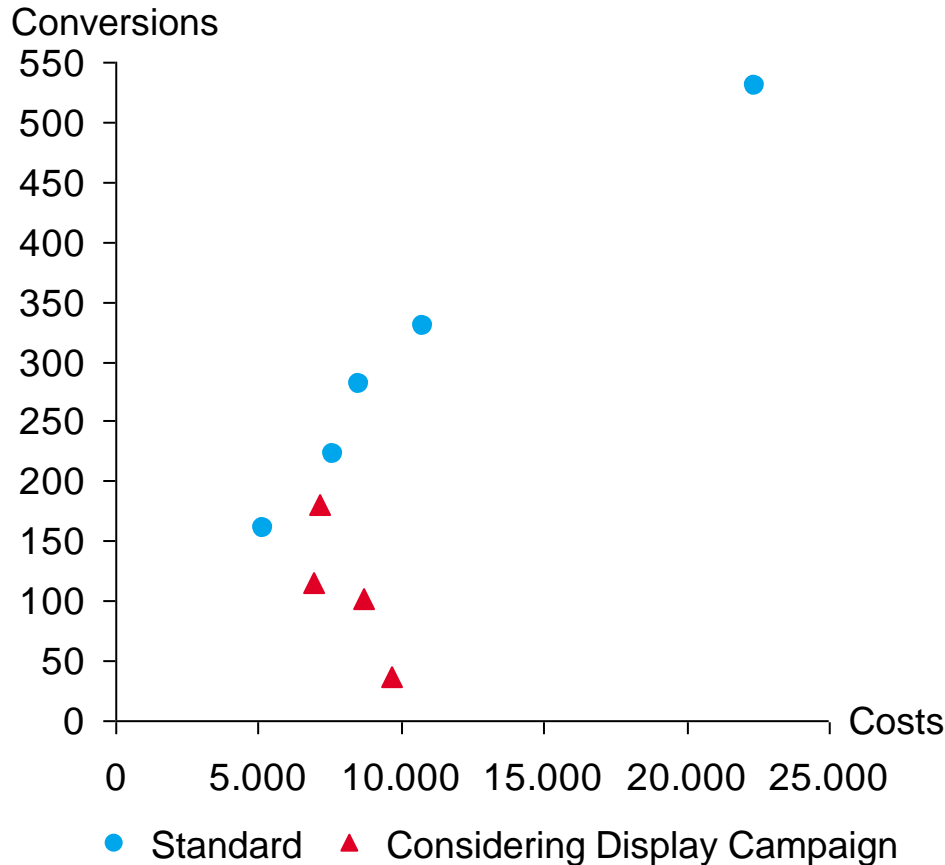
- Executive Summary
- Theoretical Context
- A Methodology
- B Hit Ratio Improvement
 - B.1 In Scope Calls from new clients
 - B.2 Out of Scope Calls from clients
 - In Scope Calls from clients
- C Increasing Inbound Calls
 - Customer Service Calls
 - C.1 Communication Plan
- D Overall impact of the Project



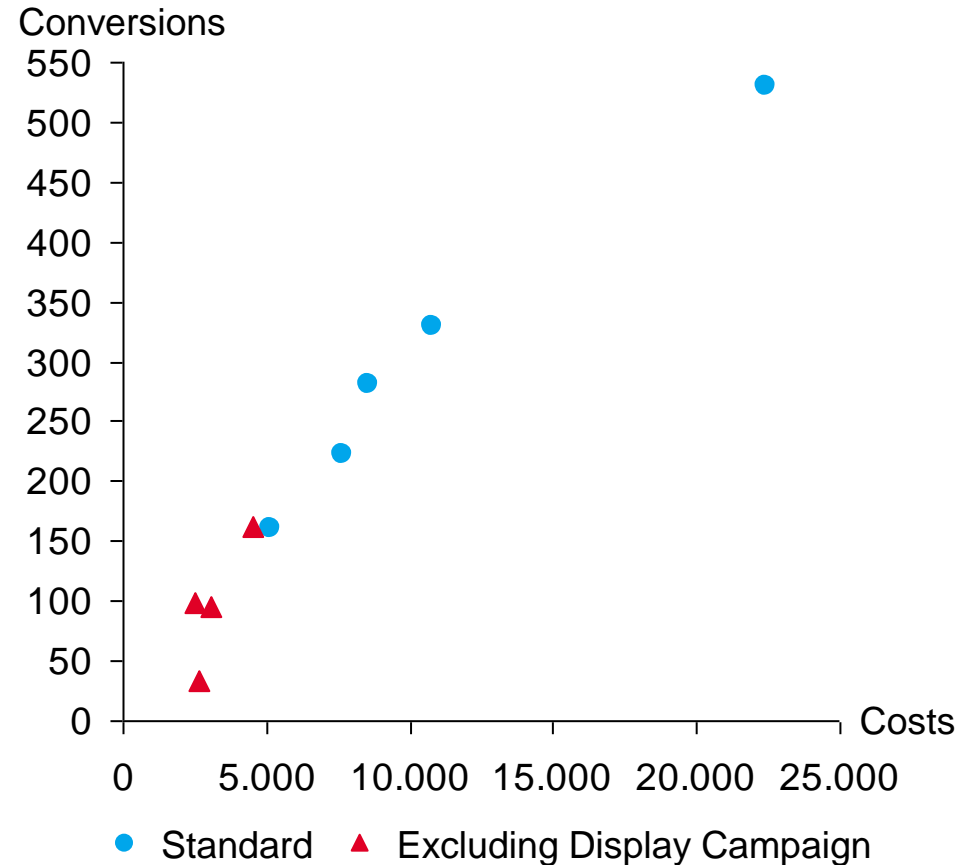
Increasing the investment in SEA allows to increase the number of conversions through C2C and consequently the number of inbound calls

Appendix C.1.1 – Google Investment

Relation between costs and conversions



Relation between costs and conversions excluding the display campaign on brand image¹



¹ Excluding the display campaign made between cycle 6 to 9 corresponding to the period between May 19th to September 7th



- Executive Summary
- Theoretical Context
- A Methodology
- B Hit Ratio Improvement
 - B.1 In Scope Calls from new clients
 - B.2 Out of Scope Calls from clients
 - In Scope Calls from clients
- C Increasing Inbound Calls
 - Customer Service Calls
 - C.1 Communication Plan
- D Overall impact of the Project



Appendix D1 – Tools and Respective update total number of labor hours

Tools and Respective Update	Total Number of Hours
NBA Creation	240
NBA Update (per month)	5
CRM	960
Update CRM (month)	15
SAC	80
Update SAC criteria (month)	3
Communication Plan	480

Appendix B – Individual Reports



Accredited by:



Member of:



Increasing sales volume in Mass Business through Inbound Contact Center

**Master Thesis Individual Reports
Field Lab - Consulting Lab**

A project carried out under the supervision of Professor Constança Casquinho

Accredited by:



Member of:



Increasing sales volume in Mass Business through Inbound Contact Center

**Master Thesis Individual Report – Process Mapping
Field Lab - Consulting Lab**

A project carried out under the supervision of Professor Constança Casquinho

Ana Cristina da Silva e Freitas, 749

Accredited by:



Member of:





Agenda



- CF 1 Project Context and Methodology
- CF 2 Process Mapping
 - 1 Theoretical Context
 - 2 Importance of the Topic
 - 3 Methodology
 - 4 Main Conclusions
- CF 3 Personal Reflection and Learning



The team for the consulting lab experience at NOS Empresas is composed by management and finance students

NOVA Consulting Team



Cristina Freitas

Masters in Finance Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Funchal, Madeira Island
 Individual Report: Process Mapping



Diogo Costa

Masters in Management Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Lisbon
 Individual Report: CRM Tool



Gerson Lourenço

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Santa Cruz, Flores Island
 Individual Report: NBA Tool in script 2.0



Martim Pires

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Lisbon
 Individual Report: Customer Service Integration

Management consulting field lab Partnership

Company

- The team assisted **NOS Empresas Portugal**, a media holding and telecommunication company, the “biggest communication and entertainment group in Portugal, doted with a strong competitive lead”ⁱ

Assisted Department

- Inbound Mass Business Contact Centre Department



The project has a high value added generating a profit of 4,554,021€ on the first 6 years and 951,617€ from then onwards



Challenge: Increase sales through Inbound C.C. as a growth lever due to its lower cost



Work Streams	How to reach it?	Impacting Tools	Impact on P&L (Jan.2015-Dec2020)
Increasing Hit Ratio	A1 In scope New Clients	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 	898,975€
	A2 Out of Scope Clients	<ul style="list-style-type: none"> Process Mapping CRM Tool Cooperation with CS NBA Tool 	739,973€
	A3 In scope Clients	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 CRM Tool 	1,084,155€
Increasing Inbound Calls	B1 Customer Service Calls	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 CRM Tool Cooperation with CS 	774,378€
	B1 Communication Plan Calls	<ul style="list-style-type: none"> NBA Tool and Script 2.0 Communication Plan Guidelines 	1,046,540€



Processes represent key activities for an institution being its mapping crucial to understand challenges and present solutions



Process Mapping Theoretical Context

Processes

- Definition**
 - A process is a group of value added activities which may be performed by individuals, work groups, machines or organizationsⁱⁱ
 - It performs value added activities in inputs in order to create an output
- Importance**
 - Processes are the basis of business, companies have a wide number of processes so that they are able to provide products/services to customers.
 - Regardless of the company core business, there are crucial processes which must be perfectly performed so that the customers are retained and the prospects attracted to the product/service.
- Improvement**
 - Processes may be improved through “value added process mapping, problem isolation, root cause analysis and problem resolution”ⁱⁱ

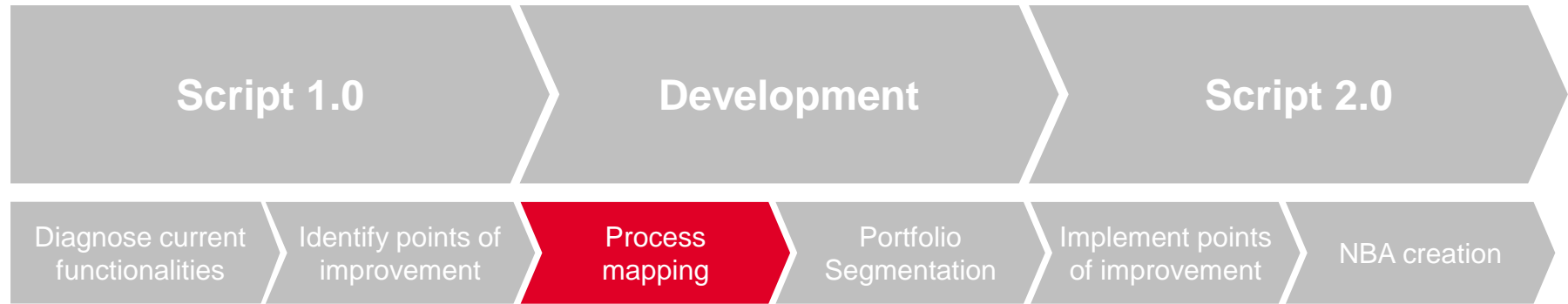
Process Mapping

- Definition**
 - A process map represents graphically all the steps involved in an entire processⁱⁱ
 - Mapping processes is also designated as as flowcharts, process flowchart and process flow diagrams
- Importance**
 - Process maps are effective in the diagnosis of **first stage challenges** and respective solutions in the sense these clarify the entire process flowⁱⁱ
- Method**
 - A methodology used to map processes is the **BPMN, Business Process Management Notation**
 - A diagram notion for business process models, based on flowcharts
 - **Main Advantages:** expressive enabling the visualization of details of a process logic and easily understandable by non-technical users ⁱⁱⁱ



Mapping processes helps to define the NBA flow and to incorporate the tool on the script in alignment with the procedures used on the Inbound CC

Process Mapping Role



One of the main recommendations of the project, with high sales potential is the creation of an **NBA tool** that allows the operator to identify the offers that best suits the clients' preferences, within a new script, script 2.0.



Inbound Contact Centre Department processes mapping

- Intermediate deliverable of the project
- Allows for the identification and acknowledgement of the process flow of Inbound Contact Centre Department
- Detects challenges in the processes' flow
- Is crucial for the NBA creation and for the development of the new script in alignment with the current procedures

Bearing in mind the levers of the project, process mapping is a tool that impacts indirectly:

A1 In scope New Clients

A3 In scope Clients

A2 Out of Scope Clients

B1 Customer Service Calls

Side-by-side activity and staff interviews enabled the frontoffice and backoffice processes mapping using the BPMN method

Methodology approach

The Inbound CC processes mapped were respective to the **Frontoffice** and **Backoffice**

Process mapping was also performed to demonstrate how the recommended **orchestration of CS with Inbound CC** should function

Method used : Business Process Management Notation (Refer to appendix B.1.1 for the notation used)

Process Mapping Execution Time: One month and a half

Frontoffice

Front - office mapping corresponds to all the activities performed by operators on-line or off-line

- Methodology** ➤ The team performed Side-by-Side rounds with all the operators, where the activities were tracked to:
- Register the flow of the calls and the off-line processes
 - Understand the existing procedures
 - Identify bottlenecks so that a solution was suggested
 - Analyse the main challenges faced throughout the processes
- Besides Side-by-Side, back-office staff was interviewed so that the flow registered were confirmed and the process maps approved

Backoffice

Back- office mapping corresponds to all the activities performed by back-office staff, as such, off-line activities

- Methodology** ➤ The team performed Side-by-Side and interviews to back office staff, namely Sónia Sousa and Diandria with main focus on :
- Register the flow of the back-office work
 - Understand the activities performed by back-office
 - Identify the main challenges faced by the staff,

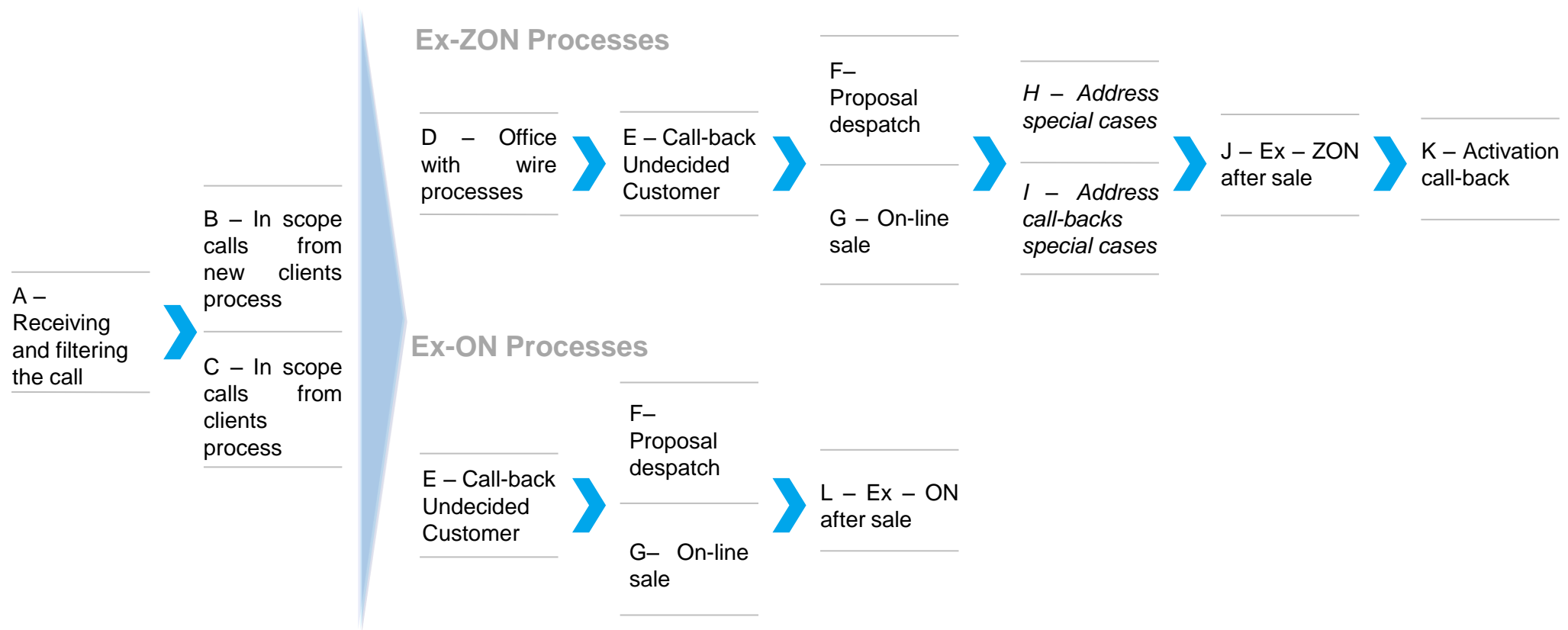


The processes mapped range from an initial reception and call filtration until the after sale process for both front-office and back-office

Process mapping of front-office and back-office



The Inbound CC processes mapped were respective to the **Frontoffice** and **Backoffice** regarding both **ex- ZON** and **ex-ON** services



The improvements detected were essential for the script 2.0 that integrates NBA and for the orchestration of CS with Inbound CC recommendation

Processes Improvements

- A Receiving and Filtering the call:** Out of scope calls from clients can be leveraged by solving the clients' issues and taking the opportunity to offer an attractive product or by performing a call-back after the resolution of the problem in other department (in alignment with Customer Service orchestration with Inbound CC) ✓
- D Office with wires:** The process should be more direct. When it is necessary to contact the Sales Support department to make the installation budget, the operator should contact the department directly instead of having the back-office as intermediate
- F Proposal Dispatch:** An offer comprising both Ex-ON & Ex-ZON products should be presented along with a unified proposal and contract rather than the two currently sent proposal and one contract (Ex-ON)
- F Proposal Dispatch:** The documents for porting numbers should only be dispatch to the client after the acceptance of the proposal ✓
- K Activation Call-back:** The activation schedule should be appointed during the call

Other improvements, realized through the process mapping were that:

- The scripts were not filled during the call nor in the instances after by the majority of the operators
- The reliance on a large number of applications and portfolio documents lead to large waiting periods by the clients, diminishing the efficiency of the sale and customer satisfaction

In a nutshell, by mapping the Inbound CC processes it was possible to detect the main challenges of the operators, of the processes themselves and detect that the large number of applications were the main delay in the process.

As such, this procedure was the basis for some main recommendations of the project: **an NBA tool incorporated in a more dynamic script** that solves both the applications issue and the script fulfilment rate and the **orchestration of CS with Inbound**.



My individual report focus on Mapping Processes and the Belbin role that most defines me is the *Operational* and the least the *Intellectual*



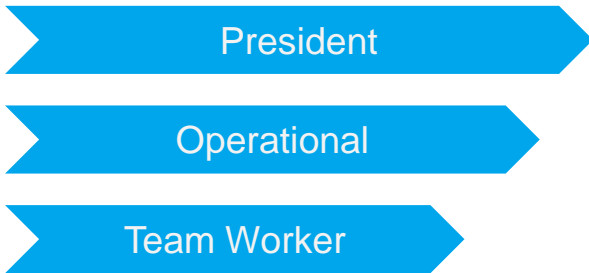
Personal Details



Cristina Freitas
 Masters in Finance Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Natural from Funchal, Madeira Island
 Individual Report: Process Mapping

Belbin Test Model Role^{iv}

+ Top 3 Belbin Roles



The main roles obtained in Belbin test relate with being an extrovert person, clarifying objectives throughout the project, being effective and efficient that also needs clarity and concision in objectives being this *Operational* behavior the one I consider more suitable. Regarding the *Finisher* role, the group assessed to be relate in some aspects as worrying on what may work out wrong, being meticulous and being able to keep the group under permanent urgency, considerations to which I agree, contributing for the project details' revision. As such, I believe I have added value to the project in terms of the described behaviors.

Peer assessment



- Bottom 3 Belbin Roles



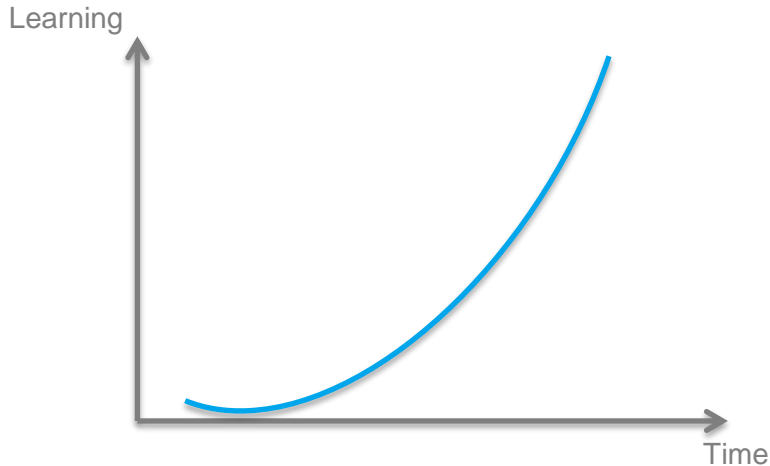
The less active role is the *Intellectual* one, both from the peer assessment and test result, corresponding to an introverted person that finds hard to work in a team with new people and under pressure and that does not pay attention to details. In terms of the *Strategist* role, it does not correspond to my behavior as a team mostly due to the "Iteam" reference, in alliance with the team worker characteristic. Finally, the *Finisher* score contradicts the peer assessment, though the main reason to be scored at the bottom 3 derives from the introverted characteristic.

Peer assessment



This real life consultancy experience at NOS was an enriching experience that leveraged our capabilities both as individuals and as professionals

Consulting lab key learning curve



Main Challenges

Regarding the main challenges of the project one must stress:

- The constant change of scope and consequent adjustments to the project.
- The pressure of being responsible of making recommendations on specific issue of a company, as increasing sales that could be applied in real life.
- The low-lying communication between departments
- In terms of interpersonal skills, the main objection was flexibility, namely in terms of adjusting to various changes in the project and pressure, which I believe I was able to improve with the Consulting Lab

Key Learnings

Throughout the 12-week Consulting Lab, I acquainted some key learning and skills both as an individual and as a professional :

- Gained consulting know-how from the tutors insights and by experiencing how it was to work in a leading Portuguese company, learning how to deal with the client and make their interest my own
- Apprentice to “under promise and over delivering”
- In terms of interpersonal skills, I have enhanced my communication skills and the importance of syndication throughout projects and life in the sense it aligns incentives and permits better results. Further, I have also learnt to deal with stressful situation and gained a lot of flexibility . I have also augmented my structuring capabilities in terms of speech and writing
- In terms of technical skills the major learning were in terms of dealing with huge amounts of data and on knowing how to create a tool in Excel using programs as VBA

Increasing sales volume in Mass Business through Inbound Contact Center

**Master Thesis Individual Report – NBA Tool in Script 2.0
Field Lab - Consulting Lab**

A project carried out under the supervision of Professor Constança Casquinho

Gerson Pinheiro Lourenço, 1532

Accredited by:



Member of:





Agenda



- GL 1 Project Context and Methodology
- GL 2 NBA Tool in Script 2.0
 - 1 Context for the Project
 - 2 Defining the Tool
 - 3 Methodology
 - 4 Evaluating the NBA
- GL 3 Personal Reflection and Learnings



The team for the consulting lab experience at NOS Empresas is composed by management and finance students

NOVA Consulting Team



Cristina Freitas

Masters in Finance Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Funchal, Madeira Island
 Individual Report: Process Mapping



Diogo Costa

Masters in Management Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Lisbon
 Individual Report: CRM Tool



Gerson Lourenço

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Santa Cruz, Flores Island
 Individual Report: NBA Tool in script 2.0



Martim Pires

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Lisbon
 Individual Report: Customer Service Integration

Management consulting field lab Partnership

Company

- The team assisted **NOS Empresas Portugal**, a media holding and telecommunication company, the “biggest communication and entertainment group in Portugal, doted with a strong competitive lead”ⁱ

Assisted Department

- Inbound Mass Business Contact Centre Department



The project has a high value added generating a profit of 4,554,021€ on the first 6 years and 951,617€ from then onwards



Challenge: Increase sales through Inbound C.C. as a growth lever due to its lower cost

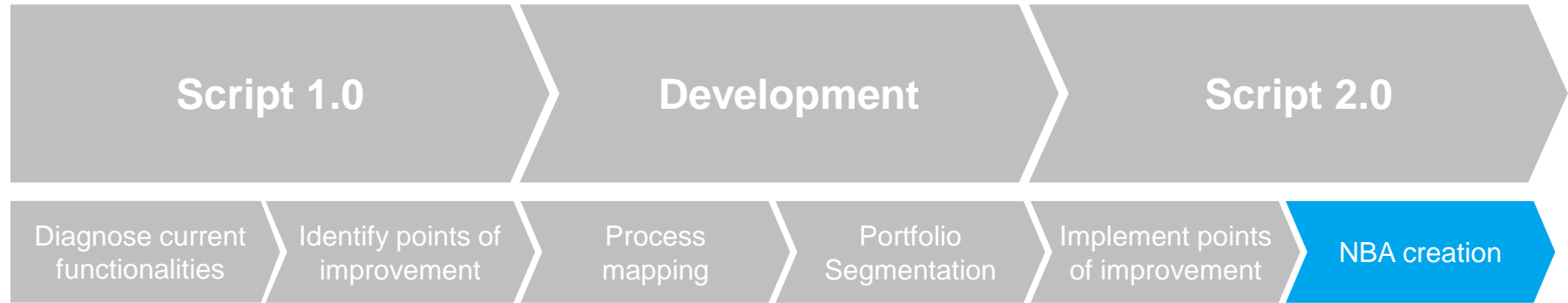


Work Streams	How to reach it?	Impacting Tools	Impact on P&L (Jan.2015-Dec2020)
Increasing Hit Ratio	A1 In scope New Clients	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 	898,975€
	A2 Out of Scope Clients	<ul style="list-style-type: none"> Process Mapping CRM Tool Cooperation with CS NBA Tool 	739,973€
	A3 In scope Clients	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 CRM Tool 	1,084,155€
Increasing Inbound Calls	B1 Customer Service Calls	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 CRM Tool Cooperation with CS 	774,378€
	B1 Communication Plan Calls	<ul style="list-style-type: none"> NBA Tool and Script 2.0 Communication Plan Guidelines 	1,046,540€



The NBA affects all the levers of the work with particular relevance on In Scope Calls since it originates a commercial conversation with the client

NBA Tool in script 2.0

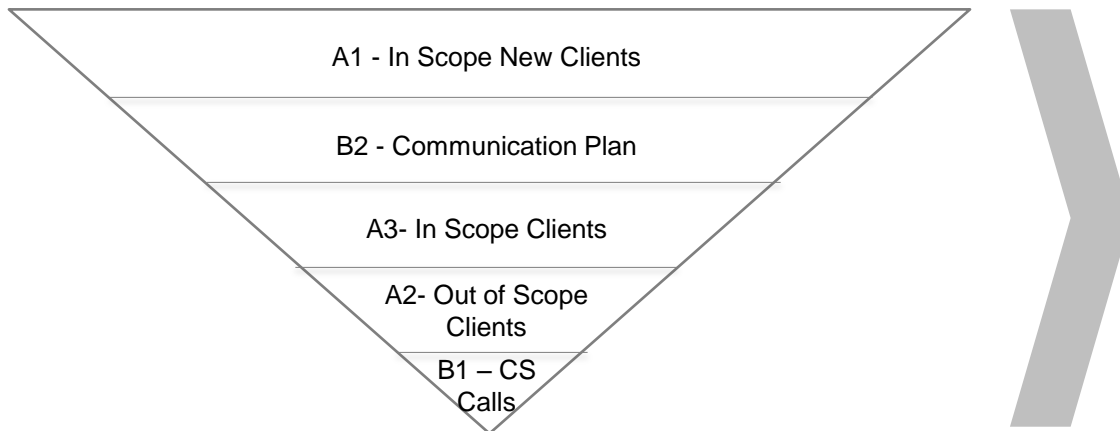


Importance and Role of the tool

The **NBA tool** is one of the main deliveries of the project and will have a significant impact on the front office's efficiency playing a major role on the day-to-day operations of the Inbound Contact Center

Levers of Influence

- The NBA tool **affects all the levers** of the project
- The **impact** on each lever is however **different**
- On the three first levers the NBA will play a major role on the efficiency and outcome of the calls
- On the two last levers the impact will be smaller since it depends from the clients' desire to initiate a negotiation





To create a tool that is efficient and fits the necessities of the inbound department the team had to go through five different stages



Diagnose Current Functionalities

- To insert the NBA tool in the script it was first necessary to comprehend how the current script worked and what were its main functionalities
- In this sense, the team themselves tested the script. Moreover, side-by-side and interviews with the operators were important to emphasized key aspects that could not be learned without testing the script on-calls

Identify Points of Improvement

- With the analysis made on the previous phase the team was able to identify several points of improvement, which had to be taken into account for the construction of the new version of the script containing the tool

Process Mapping

- To guarantee that the NBA tool did not disrupt the processes of the inbound department and to build an NBA that could offer an efficient structure to handle calls, the team mapped all the inbound processes
- To do so, the team realized interviews and side-by-side

Portfolio Segmentation

- To identify the offer best tailored to the clients' needs, it was necessary to understand all the variables affecting the decision.
- To define the variables, the team analysed the excel documents containing the offers. Nevertheless, as the complete range of services were not there, the offers' manual was entirely read by the team.

Implement points of improvement

- Having identified the points of improvement, the inbound processes and the decision variables, the last step before building the tool was to recomend points of improvement to the current script. Consequently, by obtaining the approval of the company, the team was able to fully understand the environment on which the NBA tool will have to operate



The NBA tool structures the flow that a call should take and increases the probability of performing a sale



NBA Creation

Advantage

- **Eliminates the large number of computer applications** that the operator has to use in order to fulfill their role
- Reach **100% of calls with script** because the operators will understand the real value of the intelligent script
- Makes the script more dynamic since it adapts to the negotiation techniques of the operator

Objective

- **Structures calls**, since it guides the operator through the screening questions on a logical flow
- Allows the operator to **identify the offer most tailored to the clients' need**, facilitating the negotiation and increasing the probability of performing a sale

Functionalities

- Includes **detailed features on each offer** - not only technical features but also others such as pricing and other promotions
- Allows to **select the features** of each service and reach a final offer or to select a package and **automatically fill the characteristics** of that offer
- Includes **non exclusive filters** – in the ideal package section it is presented an offer with one more service than the ones asked by the client or with features that are superior to the ones requested so that the operators can negotiate packages with higher prices and propose features that may be on the client's interest and were not previously considered



There are various performance measures for call centers classified in terms of service, efficiency, quality and profitability

KPI's of the NBA tool in script 2.0



NBA Tool Key Performance Indicators (KPI) ▾

Since the **NBA tool** is dynamic and can be updated anytime to address new variables and challenges faced by the inbound department, it is important to keep track of the NBA's impact. In this sense, there are some KPI's concerning quality, efficiency and profitability that NOS should monitor with special attention.

Quality Measures

- **Adherence to procedures:** adherence to procedures as workflow processes or call scripts

Efficiency Measures

- **Agent occupancy:** measure of actual time busy on customer contact compared to idle time
- **Staff shrinkage:** percentage of time operators are not available to handle calls
- **AHT / ACW:** measure contact handling through average handle time (AHT) composed by talk time and after call work (ACW)
- **System availability:** speed of the computer system, uptime and overall ability should be measured to guarantee maximum efficiency and response time

Profitability Measures

- **Conversion Rate:** percentage of sales opportunity translated into an actual sale
- **Up-sell/Cross Sell:** generation of more revenue than the customer original order or upon a call with no initial intention of purchase from the customer
- **Cost per Call:** it may be solely a labor cost per call or an overall rate which includes wages, facilities and other service costs.

My individual report focus on the NBA tool and the Belbin role that most defines me is the strategist while intellectual is the one that fits me less

Personal Details



Gerson Lourenço

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Santa Cruz, Flores Island
 Individual Part: NBA Tool in Script 2.0

Belbin's Test Model Role^{iv}

+ Top 3 Belbin Roles



The top 3 perfectly reflects my role within the team. Throughout the project, I helped to coordinate the tasks at hand and strived to capitalize on the capabilities of my colleagues. Moreover, when reviewing the project, I was responsible for paying special attention to the tinniest details, which fits with the character of the finisher. Finally, in the team's opinion the role that best describes me is the strategist because of the focus on the tasks at hand and easiness on assigning responsibilities to each member.

- Bottom 3 Belbin Roles



On the bottom three I consider that the prospector and the intellectual are the two roles which least reflect my character within the team. In fact, because I am more task oriented, I prefer to treat the data rather than being the one which collects it from the different sources. Additionally, I am not the creative type and I do not mind working in an environment of pressure, thus not fitting with the intellectual role, opinion which is reinforced by my team's assessment

Peer assessment



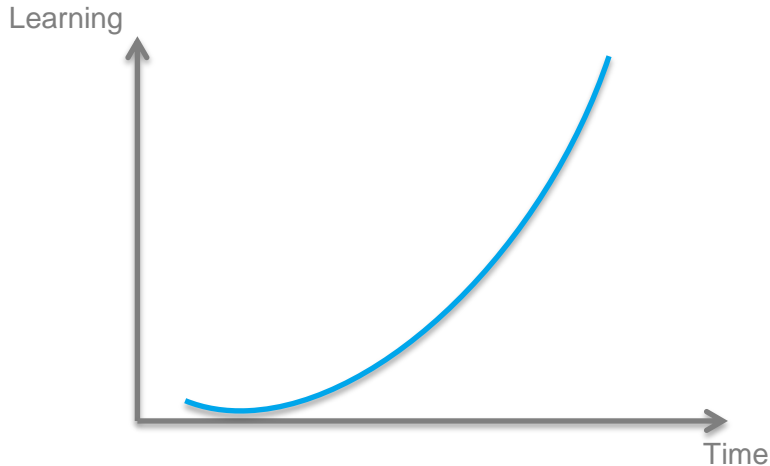
Peer assessment





This real life consultancy experience at NOS was an enriching experience that leveraged our capabilities both as individuals and as professionals

Consulting lab key learning curve



Main Challenges

Regarding the main challenges of the project one must stress:

- Handle large amounts of complex data in an efficient and clear manner
- Maintain the motivation high through the whole project, specifically on moments with it seem that our project's impact would not be significant
- Find alternative ways of evolving through the project when the information needed to proceed was not available
- Manage critics when the work did not meet the expectations

Key Learnings

Throughout the 12-week Consulting Lab, I acquired some key learning and skills both as an individual and as a professional:

- Understand, to some extent, what is the role of a consultant on an organization and being capable of thinking as one
- Comprehend the importance of syndication as a vehicle to successfully manage the relationship with the client and all the parties involved
- Elaborate consultancy slides in a clear and professional manner
- Use excel much more efficiently and handle large amounts of complex data
- Create synergies between departments can lead to win - win situations with large impact on the company's P&L and that this synergies are often undervalued
- Show always the impact of the project in terms of value added (P&L) and what are the implementation procedures and time execute the recommendations, since this information is the bottom line of any work
- Experienced that diversified teams where the roles of each members complement the others can lead to success

Increasing sales volume in Mass Business through Inbound Contact Center

**Master Thesis Individual Report – Customer Service
Integration**

Field Lab - Consulting Lab

A project carried out under the supervision of Professor Constança Casquinho

Martim Morais Leitão Moreira Pires, 1546

Accredited by:



Member of:





Agenda



- MP 1 Project Context and Methodology
- MP 2 Customer Service
 - 1 Context for the Project
 - 2 Methodology
 - 3 Main Conclusions
 - 4 Evaluating the Customer Service Integration
- MP 3 Personal Reflection and Learning



The team for the consulting lab experience at NOS Empresas is composed by management and finance students

NOVA Consulting Team



Cristina Freitas

Masters in Finance Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Funchal, Madeira Island
 Individual Report: Process Mapping



Diogo Costa

Masters in Management Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Lisbon
 Individual Report: CRM Tool



Gerson Lourenço

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Santa Cruz, Flores Island
 Individual Report: NBA Tool in script 2.0



Martim Pires

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Lisbon
 Individual Report: Customer Service Integration

Management consulting field lab Partnership

Company

- The team assisted **NOS Empresas Portugal**, a media holding and telecommunication company, the “biggest communication and entertainment group in Portugal, doted with a strong competitive lead”ⁱ

Assisted Department

- Inbound Mass Business Contact Centre Department



The project has a high value added generating a profit of 4,554,021€ on the first 6 years and 951,617€ from then onwards



Challenge: Increase sales through Inbound C.C. as a growth lever due to its lower cost



Work Streams	How to reach it?	Impacting Tools	Impact on P&L (Jan.2015-Dec2020)
Increasing Hit Ratio	A1 In scope New Clients	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 	898,975€
	A2 Out of Scope Clients	<ul style="list-style-type: none"> Process Mapping CRM Tool Cooperation with CS NBA Tool 	739,973€
	A3 In scope Clients	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 CRM Tool 	1,084,155€
Increasing Inbound Calls	B1 Customer Service Calls	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 CRM Tool Cooperation with CS 	774,378€
	B1 Communication Plan Calls	<ul style="list-style-type: none"> NBA Tool and Script 2.0 Communication Plan Guidelines 	1,046,540€



The integration between the Inbound department and the CS is a response to the challenge of excess capacity faced by the Inbound



Current Situation

- › Inbound Department has a calls answering rate of 98%
- › 91,82% of the calls are answered in less than thirty seconds

Challenge

- › There is a necessity of increasing the number of monthly calls to deal with the existing excess capacity in the inbound department

Solution

Integration with Customer Service

Considering a callback as an extension of the first contact with the client, the duration of each call will increase, reducing the excess capacity of the department

By contacting those clients whose situations were successfully solved by the Customer Service Department, Inbound operators are generating more contacts, reducing the existent excess capacity

Levers of influence

A2 Out of Scope calls from Clients

B1 Customer Service calls



Meetings were conducted to align incentives between both departments and to establish conditions to create a win win situation



Methodology approach

1st Phase Meeting: Inbound Backoffice

2nd Phase Meeting: Customer Service

3rd Phase Meeting: Backoffice & Customer Service

4th Phase Implementation and Maintenance

- Understand the excess capacity situation
- Discuss the possibility of increasing callback contacts
- Assess the viability of tracking clients transferred to the Customer Service as a responsibility of Inbound's backoffice
- Define how the callbacks would be attributed to each operator
- Identify which criteria should be used to identify potential clients

- Discuss the possibility of evaluating each client in terms of potential
- Evaluate the impact on the average call time of the Customer Service Department
- Identify which procedures would need to be created to implement this lever

- Define the all process and discuss the sensitive topics
- Align incentives between both departments to create a win win situation
- Define which potential clients criteria should be used in each department
- Identify which situations should be solved in the Inbound Department during the first contact with the client

- Apply the processes mapped to reality
- Review the criteria to identify potential clients in case of lack of capacity to respond to all situations

Criteria to identify potential clients

- Clients with three or less active services – those who have a “4P or 5P Package” should not be considered as they already have most of the services offered by the company
- Clients calling with situations that do not involve loss of confidence in the company (Customer Service classification) – those that do not want to receive a call from NOS, once their last experience with the company was not pleasant

CS

Inbound

- Clients in optic fibre locations – those who are eligible to enjoy from the best technology offered by NOS
- Clients without debt – those who are eligible to sign a new contract

Procedures

- Receive the call (it can be from the Inbound Department)
- Create situation SR (*Solicitação de Resolução*) and indicate the Inbound’s operator name if necessary
- Verify which clients have potential through the defined criteria, once the situation is solved
- Close the situation SR with a final classification

- Receive the call from a client
- Transfer the call to CS and indicate the operator’s name
- Access the created SRs and apply the Inbound potential criteria
- Make Call-back to clients through the same operator that had transferred the call to CS. In case this is not possible or applicable, the calls should be distributed to the operators that have spare capacity



There are various performance measures for call centers classified in terms of service, efficiency and profitability that respect to CS integration

Customer Service integration Key Performance Indicators (KPI) ^{iv}



Service Measures

- **Blockage:** percentage of customers that will not be able to access the center at a given time due to insufficient network facilities in place
- **Service level:** percentage of calls answered in a defined wait threshold
- **ASA (average speed of answer):** average wait time of all calls in a certain period
- **Longest delay in queue:** wait time of the contact that has been in the queue for longest

Efficiency Measures

- **Agent occupancy:** measure of actual time busy on customer contact compared to idle time
- **Staff shrinkage:** percentage of time operators are not available to handle calls
- **Schedule efficiency:** measures the degree of overstaffing and under staffing
- **AHT / ACW:** measures contact handling through average handle time (AHT) composed by talk time and after call work (ACW)

Profitability Measures

- **Conversion Rate:** percentage of sales opportunity translated into an actual sale
- **Up-sell/Cross Sell:** generation of more revenue than the customer original order or upon a call with no initial intention of purchase from the customer
- **Cost per Call:** it may be solely a labor cost per call or an overall rate which includes wages, facilities and other service costs.



The result obtained in the Belbin test was an operational type of personality and my colleagues consider me as a monitor



Personal Details



Martim Pires

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Lisbon
 Individual Report: Customer Service Integration

Belbin Model Role^{iv}

+ Top 3 Belbin Roles



According to Belbin test, the type of personality that best fits me is the operational type. This role refers to a stable, honest and sincere person who prefers to work on practical things instead of exploring abstract ideas. In my opinion, I relate myself to this role since I always look for efficiency in every situation that I face. However, my colleagues see me as a monitor and I actually agree with them when they gave me a justification. This difference can be explained by the fact that I completed the test four months ago before starting the project. A monitor is someone who evaluates objectively and critically the ideas under analysis and has the ability to submit his colleagues to a certain standard of performance.

Peer assessment



- Bottom 3 Belbin Roles



Concerning the type of personality that least fits with my behavior, the result was the prospector role. These type of people are the ones who create a better relation between the internal and external intervenients. Nevertheless, my colleagues think the role that worse define me is the finisher. A finisher is an anxious person who is always concerned about what might be wrong and someone obsessed with deadlines. I can understand their point of view since I prefer to focus on the primary objective and not on the secondary details.

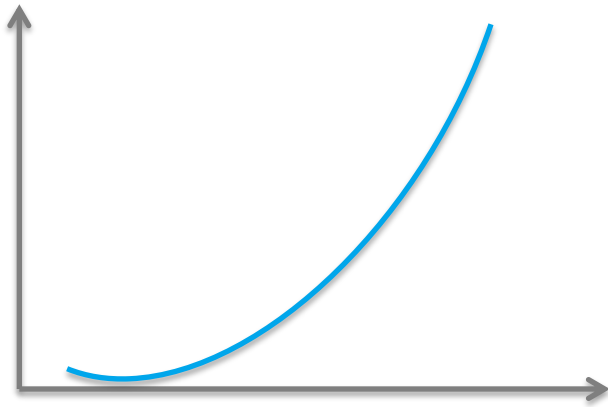
Peer assessment





The Consulting Lab contributed for growing as a consultant by challenging our ideas and learning how to triumph and overcome the real life work

Consulting lab key learning curve



Main Challenges

The main challenges the CL presented were:

- Face different changes related to the scope of the project
- Work with data from different systems – Ex On and Ex ZON
- Deal with lack of communication between different departments

Key Learnings

During the three months of Consulting Labs it is important to underline the main advices and skills that this experience provided to me, skills that are already embedded and will, surely, remain in my repertoire.

- Improve my excel and powerpoint capabilities, especially when dealing with raw data, and creating presentations for steering committees
- Enhance my problem solving reasoning namely by structuring the ideas in a more organized manner
- Understand the importance of managing information
- Perceive the importance of cooperation between different departments

Increasing sales volume in Mass Business through Inbound Contact Centre

**Master Thesis Individual Report – CRM Tool
Field Lab - Consulting Lab**

A project carried out under the supervision of Professor Constança Casquinho

Diogo Artur da Silva Portinha e Costa, 1737

Accredited by:



Member of:





Agenda

- DC 1 Project Context and Methodology
- DC 2 CRM Tool
 - 1 Theoretical Context
 - 2 Steps for Development
 - 3 Main Conclusions
- DC 3 Personal Reflection and Learning



The team for the consulting lab experience at NOS Empresas is composed by management and finance students

NOVA Consulting Team



Cristina Freitas

Masters in Finance Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Funchal, Madeira Island
 Individual Report: Process Mapping



Diogo Costa

Masters in Management Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Lisbon
 Individual Report: CRM Tool



Gerson Lourenço

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Santa Cruz, Flores Island
 Individual Report: NBA Tool in script 2.0



Martim Pires

Masters in Management Student at NOVASBE
 Bachelor in Management at NOVASBE
 Lisbon
 Individual Report: Customer Service Integration

Management consulting field lab Partnership

Company

- The team assisted **NOS Empresas Portugal**, a media holding and telecommunication company, the “biggest communication and entertainment group in Portugal, doted with a strong competitive lead”ⁱ

Assisted Department

- Inbound Mass Business Contact Centre Department

The project has a high value added generating a profit of 4,554,021€ on the first 6 years and 951,617€ from then onwards



Challenge: Increase sales through Inbound C.C. as a growth lever due to its lower cost

Work Streams	How to reach it?	Impacting Tools	Impact on P&L (Jan.2015-Dec2020)
Increasing Hit Ratio	A1 In scope New Clients	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 	898,975€
	A2 Out of Scope Clients	<ul style="list-style-type: none"> Process Mapping CRM Tool Cooperation with CS NBA Tool 	739,973€
	A3 In scope Clients	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 CRM Tool 	1,084,155€
Increasing Inbound Calls	B1 Customer Service Calls	<ul style="list-style-type: none"> Process Mapping NBA Tool and Script 2.0 CRM Tool Cooperation with CS 	774,378€
	B1 Communication Plan Calls	<ul style="list-style-type: none"> NBA Tool and Script 2.0 Communication Plan Guidelines 	1,046,540€



Processes represent key activities for an institution being its mapping crucial to understand challenges and present solutions

CRM Theoretical Context



Different Perspectives on CRM^{vi}

- Process** ➤ The buyer-seller relationships develop over time making for the organization critical to have the ability to detect and respond to customers needs and preferences, aiming to leverage linkages with end users
- Strategy** ➤ The organization needs to assess the customer's lifetime value in order for the identification of the ones who have more potential value for the company and minimize the investment in those who are less profitable
- Philosophy** ➤ The focus on customer retention leading to the necessity of having a customer-centric drive and a curiosity to understand clients needs to allow for a better customer experience
- Capability** ➤ The understanding that long-term relationships result from adapting their behaviour towards the customers. By possessing the set of tangible and intangible resources to permit the company to change according to customers
- Technology** ➤ The knowledge and interaction management are key to build long-term profitable customers relationships. It is crucial to have the acceptance of customers to implement those technologies and its implications

CRM Tool^{vii}

- Purpose** ➤ To engage individual customers in a meaningful dialogue so that firms can customize their products and services to attract, develop, and retain customers
- Challenges** ➤ To overcome internal organizational issues and the ability to access all relevant information. It is important to have the information and to know how to work the information for the desired purposes
- Value Added** ➤ To produce more effective marketing, to provide better opportunities for cross-selling, allow for faster new product introductions

vi – Zablah, Alex R et al, 2004. "An evaluation of divergent perspectives on customer relationship management: Towards a common understanding of an emerging phenomenon". In *Industrial Marketing Management*, 475-489. Volume 33, Issue 6 Elsevier.

vii – Campbell., Alexandra J., 2003. "Creating customer knowledge competence: managing customer relationship management programs strategically". In *Industrial Marketing Management*, 375-383, volume 32, Issue 5. Elsevier

The development of guidelines for the CRM tool focus on building customer knowledge leading to offer a tailored offer according to the client's profile

Long-term Win



Functionalities of the CRM Tool:

- Propose an offer that fits the client's necessities even the ones that the client is not aware of
- Independent of the operator negotiation capacity making sure that the same offer would be made to a specific client regardless of the operator that picks up the call
- Does not demand additional screening questions since it derives automatically from the client's profile
- The CRM Tool will not replace the preferences' screening that will be assisted by the NBA tool
- The future challenge relies on the synchronization of both tools (CRM and NBA) and on understanding the right moment to suggest the proposal presented by the CRM without neglecting the NBA process structuring



Sales Potential Increased

The successful implementation of the CRM Tool allows NOS to increase sales, customer loyalty and produce more effective marketing

System Integration

The merge led to the usage of a high number of tool by the operator, which leads to the information being dispersed being difficult to include some features on the tool

Client Information

To gather information without increasing the call time and without importuning the client, providing the necessary incentives for operators to collect the needed information

Company Involvement

To work the information given by the clients and to constantly update it with new information requires the Marketing department, the commitment of top managers as well as systems to provide cleaner access to information

Successful Implementation CRM Tool

Impact on:
In Scope Clients
Out of Scope Clients
Customer Service Calls

Increase Sales

The commitment of the company to propose the most adequate offer based on the clients profile creates necessities on the clients that they were not taking into account

Long-term Client

The effort to provide to meet the clients actual needs will be profitable in the future by improve the customer's experience and therefore, reducing churn rates

Effective Marketing

The knowledge gathered from the customers' needs and preferences will allow for better products, more effective and cost efficient campaigns

The peer assessment identified Team Worker as the main role during the project and the Finisher role's characteristics as being the least contribution

Personal Details

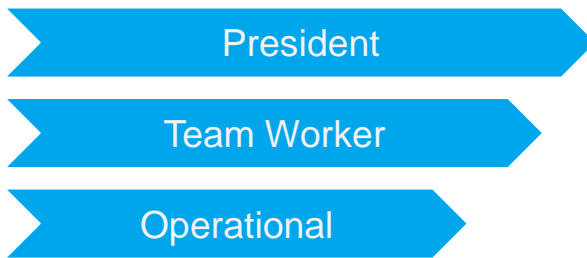


Diogo Costa

Masters in Management Student at NOVASBE
 Bachelor in Economics at NOVASBE
 Lisbon
 Individual Report: CRM Tool

Belbin Test Model Role^{iv}

+ Top 3 Belbin Roles



The top 3 role reflect perfectly the perceived main value added for the team, as someone who is able to promote unity within the group and is able to listen and find value in the opinions of every member of the group. The group identified the Team Worker personality as being the main contribution to the work, by maintaining calmness during times of struggle and stagnation with close deadlines. The capacity to search for agreements within and outside the group was an important add-on

Peer assessment



- Bottom 3 Belbin Roles



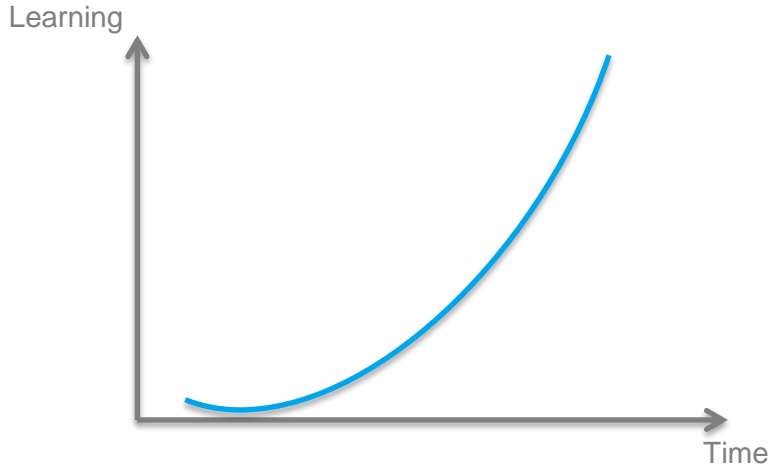
To know the bottom 3 roles was a really important step towards the understanding of where improvement was needed to be able to provide a more complete and balanced contribution throughout the Consulting Lab experience. According to the group, the Finisher role was the one who was, as expected, the least contribution to the work, perhaps due to become more focused on maintaining unity between the group members contributing to a good work environment in exchange for being so focused on the deadlines

Peer assessment



The Consulting Lab contributed for growing as a consultant by challenging our ideas and learning how to triumph and overcome the real life work

Consulting lab key learning curve



Main Challenges

The main challenges the CL presented were:

- To develop a project that had great possibilities of being implemented which was at the same time an incentive and a source of pressure.
- And, to surpass the changes in scope during the project was a struggle that we had to overcome, it is common in consultancy hence something that prepared us for the future

Key Learnings

During the three months of Consulting Labs it is important to underline the main advices and skills that this experience provided to me, skills that are already embedded and will, surely, remain in my repertoire:

- First, the effort our tutors made us do to justify every assumption, every idea and conclusion allowed the development of the structuring and presentation skills
- Secondly, To always give feedback and knowledge to the clients on the work done so far and what we intend to do in the future was undoubtedly one of the everyday mentioned to-do's and will definitely be of huge utility in the future
- Finally, the Consulting Lab allowed for a deeper vision on the work life of a consultant, presenting challenges like lack of information, changes in scope and to be able to transform them into work done was truly a plus in my apprenticeship



Individual Reports References

- i** – NOS website. 2014. About US tab. <http://www.nos.pt/institucional/EN/about-nos/about-us/Pages/about-nos.aspx> (accessed December 2014)
- ii** – Summers, Donna. 2009. “Process Management”. In *Quality Quality Management Creating and Sustaining Organizational Effectiveness*, 308-352. Second Edition. Pearson International Edition.
- iii** – Raj, Jog and Owen, Martin. 2003. “BPMN and Business Process Management: Introduction to the New Business Process Modeling Standard”. Object Management Group Document. http://www.omg.org/bpmn/Documents/6AD5D16960.BPMN_and_BPM.pdf
- iv** – Casquinho, Constança. Team Dynamics: Belbin’s Questionnaire With Key. 2013. Lisbon : Nova School of Business and Economics.
- v** – Reynolds, Penny. 2013. “The top 20 call center performance measures”. Search CRM. In *Tech Target Network*. November. <http://searchcrm.techtarget.com/news/936366/The-top-20-call-center-performance-measures>
- vi** – Zablah, Alex R et al, 2004. “An evaluation of divergent perspectives on customer relationship management: Towards a common understanding of an emerging phenomenon”. In *Industrial Marketing Management*, 475-489. Volume 33, Issue 6 Elsevier.
- vii** – Campbell., Alexandra J., 2003. “Creating customer knowledge competence: managing customer relationship management programs strategically”. In *Industrial Marketing Management*, 375-383, volume 32, Issue 5. Elsevier

Thank you for your attention



Accredited by:



Member of:

