

konecta | **Hertz**

Konecta Service Delivery Assessment

24th October 2025
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Current Service Overview



Current Service Overview

DELIVERED RESULTS

- Implementation completed in 5 weeks including initial automation opportunities.
- Attrition Results have been **consistently below target** for the last year.
- Lost chat % was on average **4%** in H1 of 2025 - performing better than the target of 5%.
- CSAT has performed at an average of **4.2 out of 5 YTD**.
- Case backlog age averaged 4 days in H1 2025 (on target), with **current performance improved to 2.4 days**.
- In Q1 2025, the **WFM work transitioned** from HES to Konecta at no cost to Hertz, supporting the goal of full autonomy.
- In Q2 2025, Konecta have **on-boarded the RTA team in Konecta SA** at no cost to Hertz to support with KPI improvement and analysis, in particular lost chat % and productivity %.
- Konecta have also supported Hertz beyond the Hertz 24/7 scope, appointing 2 FTEs in **Debt Recovery**, 2 FTEs in the **Green Light Hub** and also taking on the **Delta US support** - further contributing to the growth of the business.
- Konecta have trained **4 x FTE on TNC** to be able to support the wider Hertz business in difficult periods of sickness/annual leave/peak periods.
- Konecta have implemented tech & AI initiatives such as: **virtual showroom and magic button**.

START OF
OPERATIONS
Since 2023

FTEs
**18 (Hertz 24/7)
& 2 (GLH)**

DELIVERY LOC
**UK,
Ringwood**

MARKET
SERVED
**UK, Italy
and France**

LANGUAGES
**English,
Italian
and French**

02

Executive Summary



Hertz Needs



- **Integration & Timeline** – Clarity required on TNC–MCC merger scope and feasibility of delivery by year-end.



- **Cost** – Expected cost model for Car Sharing business to support budgeting.



- **2026 Strategy** – An understanding of offshore options for Car Sharing, preferred location, and cost impact.

Strategic Opportunity



- **Costing & Budget** – Konecta to deliver UK cost model and future pricing covering TNC integration and Car Sharing.



- **Integration Roadmap** – Konecta to present phased TNC–MCC plan with clear milestones and timeline.



- **Future Growth** – Konecta to propose offshore models and scaling to support 2026 Car Sharing and RAC opportunities.

03

Onshore Car Sharing Delivery Model

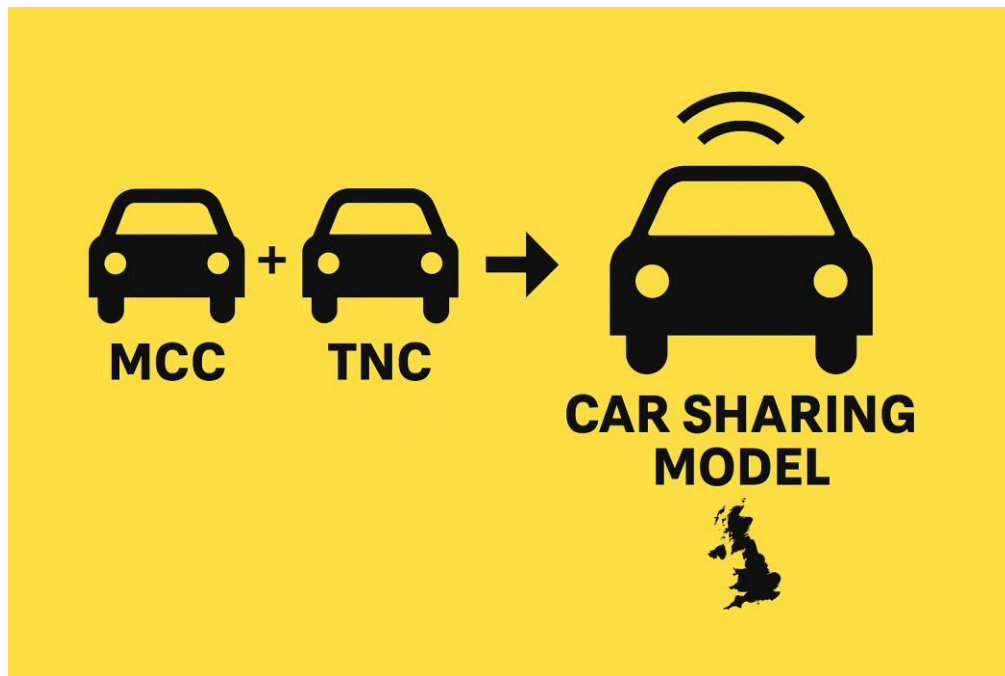


ExecSummary

The proposed onshore integration of TNC and MCC operations in the UK represents a major opportunity to strengthen Hertz's **Car Sharing** delivery model, delivering;

- Immediate productivity efficiency
- Consistency
- Cost efficiencies through resource allocation

Establishing a single, unified UK operation will enable faster decision-making, simplified governance, and improved customer experience. This onshore model will provide the stability and performance foundation needed for Hertz to realise benefits within this calendar year and to prepare seamlessly for a phased offshore expansion from 2026.



WFM

Catherine has provided the below assessment on the HC required for 2026:

2026	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
Volum e	15,413	12,496	15,180	13,477	15,862	17,084	19,155	21,167	21,315	23,251	23,942	23,359
HC	20	19	20	20	21	20	21	25	23	26	27	24

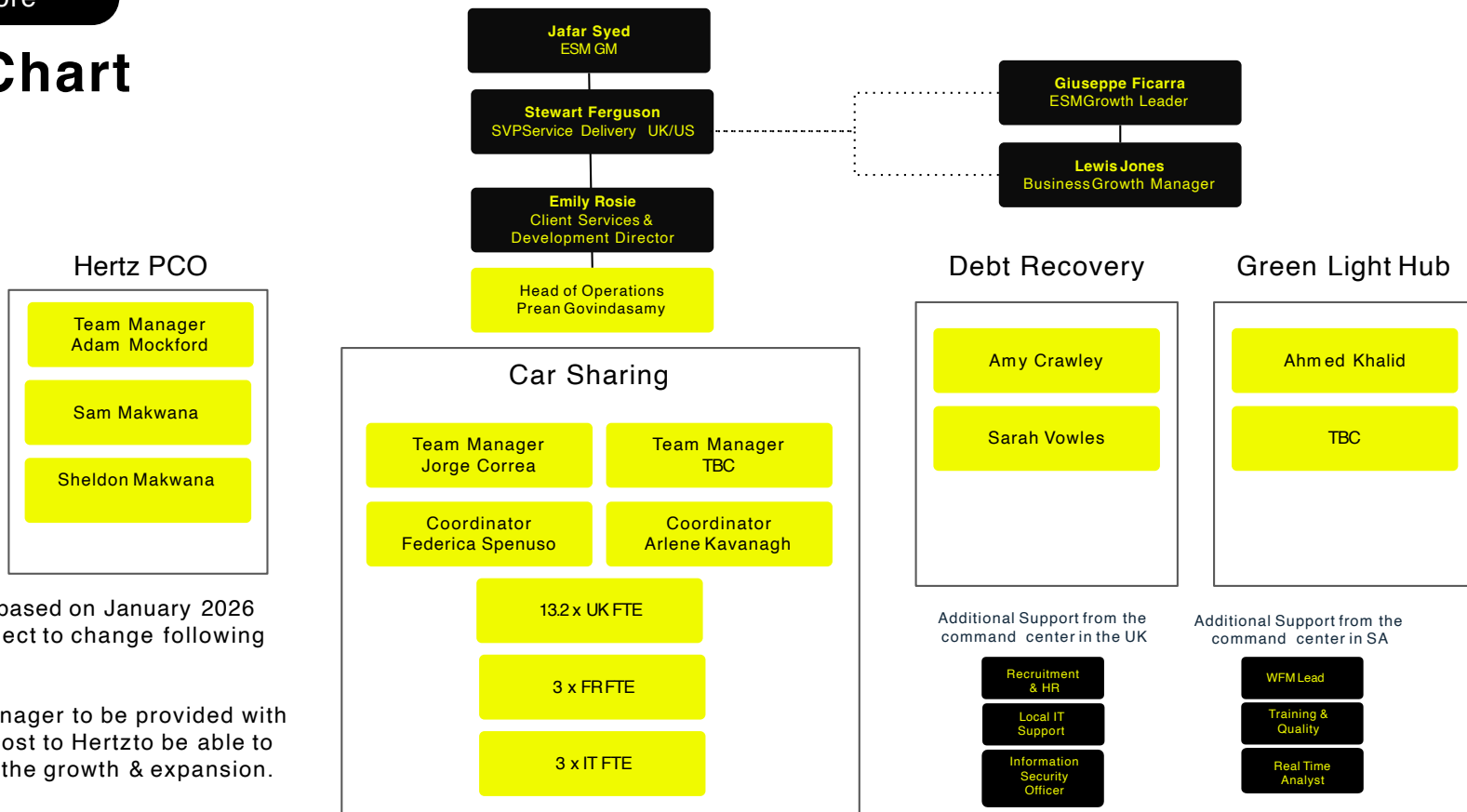
Despite an increase in volumes, the team size will remain the same in the initial transition from Hertz to Konecta due to efficiencies and cross-skilling in the wider Konecta team.

Konecta Comments:

- Hertz to confirm the difference in volumes provided to Konecta.
- Konecta suggest a closer relationship to form between both WFM teams to establish monthly how FTE count is calculated.
- Lock & Flash process to include both areas going forward on a monthly basis.
- Monthly meetings encouraged to review resource vs volumes for 2026 and alignment after the transition.
- Final FTE count for 2026 to only be confirmed after 3 months, once Konecta have learnt more about the service & support required.

Onshore

Org Chart



Org Chart FTEbased on January 2026 volumes - subject to change following Lock & Flash.

Operations Manager to be provided with no additional cost to Hertzto be able to better support the growth & expansion.

Benefits Summary

Integrating TNC into Konecta's MCC operation creates a unified **Car Sharing model** —reducing fragmentation, optimising cost, and building a scalable platform for 2026 and beyond.

1. Operational Efficiency

- Unified governance, shared support, and aligned SLAs for faster, more consistent delivery.
- Reduced duplication and smoother decision-making across functions.

2. Cost Optimisation

- Eliminates overlapping costs through shared infrastructure.
- Improves utilisation and per-contact efficiency.
- Establishes the foundation for future offshore savings.

3. Proven Delivery & Certainty

- Built on Konecta's high-performing MCC model.
- Experienced transition to ensure minimal disruption.

4. Future Growth Platform

- Enables hybrid onshore/offshore evolution in 2026.
- Positions Hertz for RaC expansion through a single, scalable operation.

5. Simplified Partnership

- One supplier, one governance model, one commercial framework —driving clarity, consistency, and control.
- The UK site provides valuable opportunities to deepen understanding of local market conditions, while enabling training and mutual development through regular visits between both teams.

Onshore

Timeline & Implementation

24th October 2025:
Presentation of
Proposal

7th November 2025:
Decision received by
Hertz

10th November 2025:
Recruitment
Commences &
Contract Amendment
Draft

21st November:
Recruitment
completed & ISSACA
forms shared for
System Access

5th December 2025:
System Access
received & Contract
Amendment Signed

8th December 2025:
Training to Start 2
weeks (Led by Thais)

22nd December 2025:
Nesting to Start (2
weeks). Remaining 8 x
MCC Agents to be
trained during this
period.

5th January 2026:
Agents Go Live

Requirements from Hertz

To achieve a smooth transition and meet the 15 December go-live, Hertz's early alignment and approvals are critical.

1. Governance & Decisions

- Approve proposal, commercials, and scope.
- Define escalation paths and governance cadence.

2. Data & Forecasts

- Provide validated 2026 volumes and historic performance data.
- Confirm growth and seasonality assumptions.

3. Systems & Access

- Grant early access to CRM, telephony, and reporting tools.

4. People & Knowledge Transfer

- Share SOPs, scripts, and training materials.
- Approve trainer shadowing and recruitment requirements.

5. Commercial & Offshore Alignment

- Confirm contract framework and PO approvals.
- Define offshore policy, risk appetite, and scope for 2026.

04

Offshore Car Sharing Delivery Model



ExecSummary

The proposed offshore expansion of Hertz's Car Sharing operation builds on the UK integration to create a scalable, cost-efficient delivery model. Konecta proposes two multilingual options: a **hybrid model** (French and Italian in the UK, English from South Africa) and a **fully offshore model** (all languages from Egypt). Both ensure SLA compliance, data security, and measurable efficiency gains, supporting Hertz's 2026 transformation goals with greater flexibility and resilience.

Recruitment Capabilities

Languages	UK		SOUTH AFRICA		EGYPT	
	Monthly Hiring Capacity	Max Hiring Capacity	Monthly Hiring Capacity	Max Hiring Capacity	Monthly Hiring Capacity	Max Hiring Capacity
English	50	Unlimited	100	Unlimited	60	200
French	20	50	-	-	60	Unlimited
German	20	50	-	-	20	50
Spanish	20	50	-	-	20	60
Italian	20	50	-	-	20	60
Dutch	15	40	-	-	-	-
Polish	15	40	-	-	-	-

Offshore

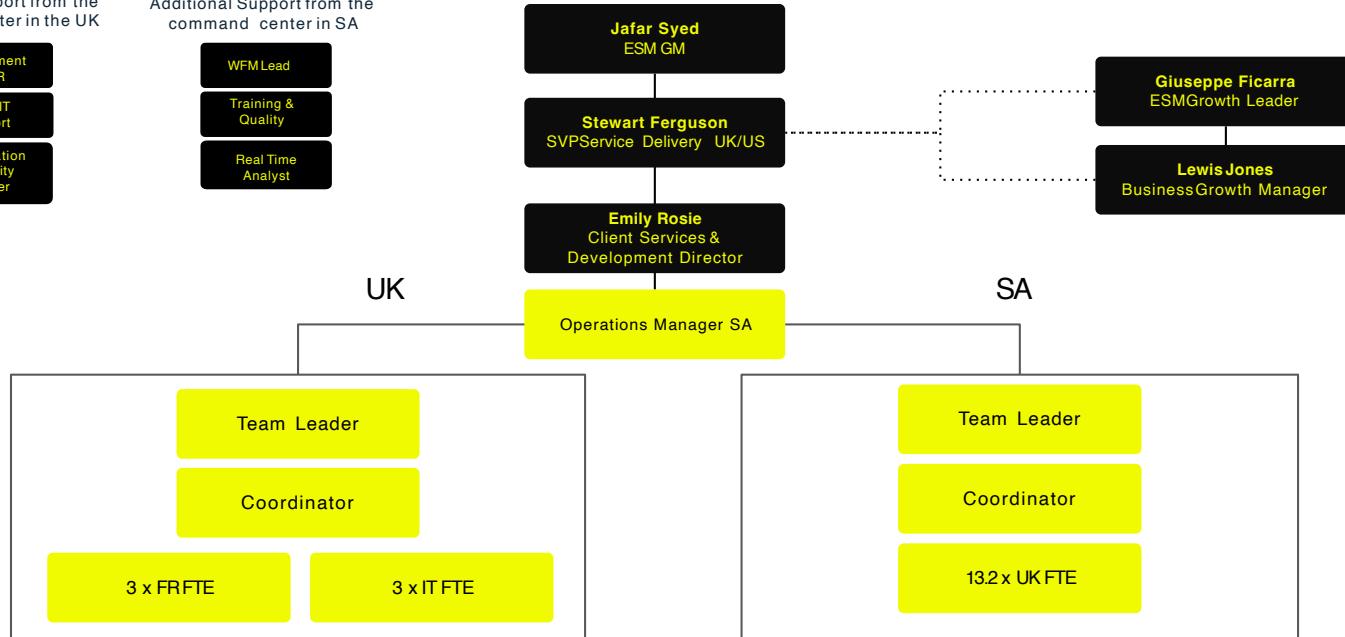
Org Chart Option 1- UK & South Africa

This hybrid structure combines UK-based multilingual expertise with South Africa's scalable English delivery. It ensures seamless integration, consistent service quality, and cost efficiency while maintaining full SLA and compliance alignment across both sites.

Additional Support from the command center in the UK



Additional Support from the command center in SA



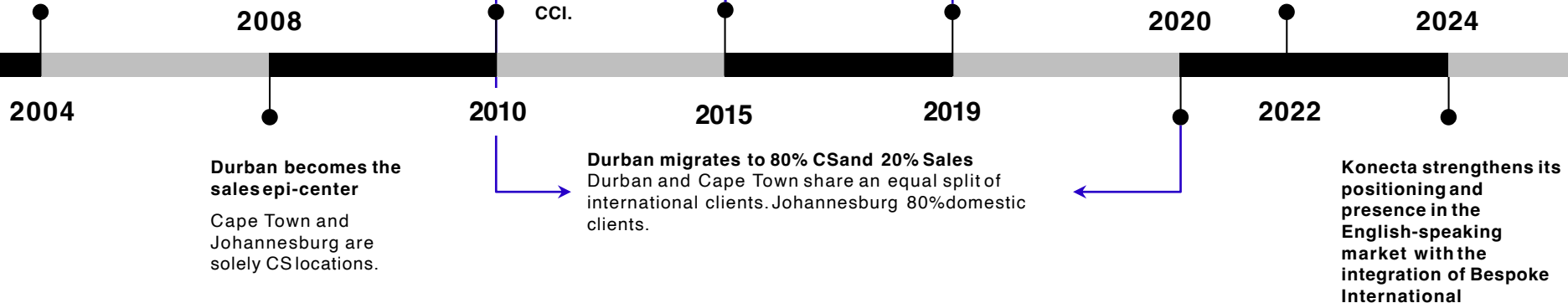
Konecta Team 's BPO Journey in South Africa

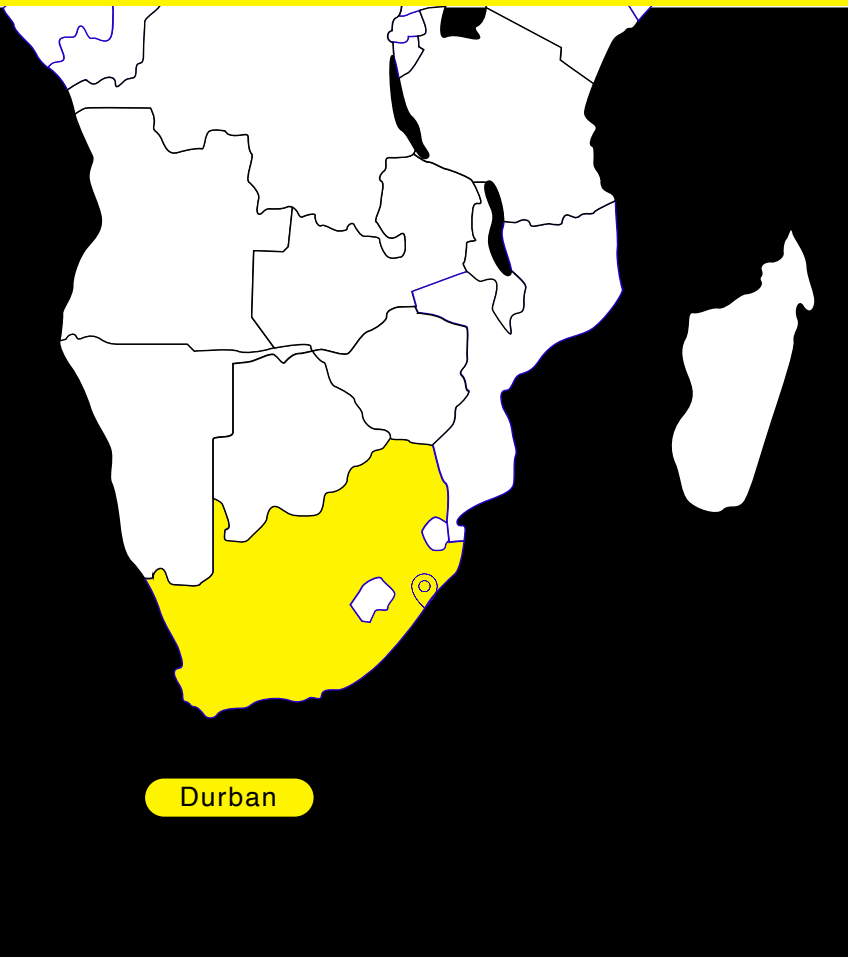


Mark Thomason founds CCI - first international BPO in Durban

Clients Talk Talk, CPW, Sky, UK mobile operators...

Growth to 10K advisors in 10 years





SOUTH AFRICA

Konecta are happy to introduce Hertz to our high quality and scalable South Africa service delivery centre

Ranked within the top two global offshore BPO destinations by McKinsey since 2020, South Africa's BPO industry employs a highly skilled workforce of over 64,000 workers, servicing both domestic and international markets. With superior English-speaking talent and neutral accents at high cost efficiency, the country has a strong cultural affinity to U.S., Australia, New Zealand, and UK markets, operating within the servicing time zone of the latter. As the most industrialized, technologically advanced, and diversified economy in Africa, South Africa's economy is primarily based on free market principles, with government intervention controlling competition. The country has a low risk of natural disasters. The BPO market in South Africa is expected to witness a steady annual growth rate of 3.33% from 2025 to 2029, resulting in a market volume of \$2.26 billion by 2029.

Konecta is the only South African BPO with an almost 100% South African Management team at all levels.

Konecta South Africa serves following industries:



1

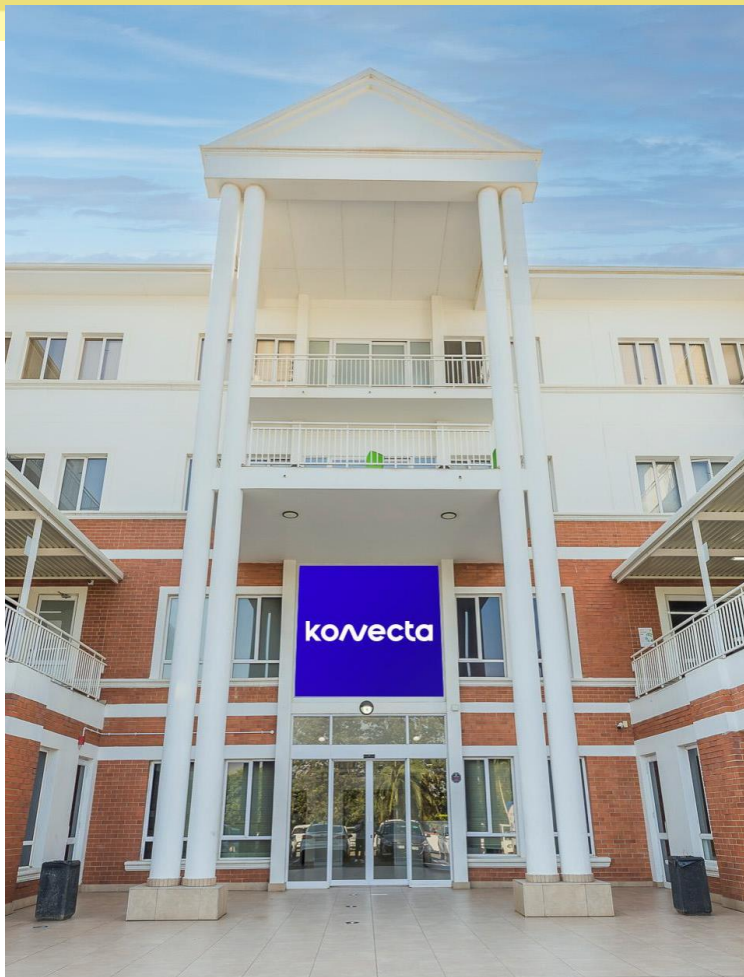
Konecta site



1200+

Staff





UMHLANGA, DURBAN, SOUTH AFRICA

Konecta in Umhlanga, Durban - our stunning, light-filled site spans 5,562 square meters across three floors. This exceptional space features dedicated areas for relaxation and leisure, multiple training and meeting rooms, and a delightful dining area. Enjoy food served during business hours, with a kitchen available for use after hours. Employee lockers and CCTV ensure security and convenience. With 1,200 seats, this site is just a 15-minute drive from the nearest airport and the city of Durban, renowned for its vibrant business community, robust infrastructure, idyllic beaches along the Golden Mile, world-class surf spots, prestigious universities, and active Indian and Zulu communities.

RECRUITMENT CAPABILITIES

350+ English-speaking FTEs per month

EMPLOYEES

Highly educated individuals, graduated from South Africa's best universities |
Language: English

SERVICES

Omni-channel Customer Service | Technical Support | 24/7 | Clients served in wide variety of industry sectors

CERTIFICATIONS

ISO 27001 | PCI-DSS | GDPR

UMHLANGA, DURBAN, SOUTH AFRICA



South Africa Welcome

South Africa Welcome



Org Chart Option 2- Egypt

The Egypt model consolidates all languages—English, French, and Italian—within a single, fully offshore operation. This structure delivers cost efficiency, simplified governance, and consistent multilingual support while maintaining SLA compliance, data security, and operational excellence aligned with Hertz's 2026 objectives.





3 TOWERS, CAIRO, EGYPT

Our newest site in Cairo, 3 Towers Mall: Modern building with 5,000sqm. Over 700+ workstations with capacity to expand to 3,000. 4+ Training rooms, spacious break rooms with kitchen, relaxation areas, game rooms equipped with video games, pingpong tables, football tables, and other games. Dining options within delivery distance, with snack and beverages provided in the cafeteria space free of charge.

Only 5 minutes from the bus station and monorail, with accessible public transport options. Located within ten minutes from Konecta GenAIhub building, near main roads in the 5th District which allows for fast transport and close distance to highways. 15 minutes drive from Cairo International Airport.

RECRUITMENT CAPABILITIES

100 English-speaking FTEs per month

EMPLOYEES

Large population of multilingual talent with a mix of university graduates and experienced professionals in the BPO and IT sectors. Languages: Arabic, English, French, options for Spanish, Italian, German and others

SERVICES

Omni-Channel Multilingual Customer Service | Technical Support | 24/7 | Serving clients across a wide range of industry sectors.

CERTIFICATIONS

ISO 27001 (Certified June 2025) | PCI DSS | GDPR compliant.

3 TOWERS, CAIRO, EGYPT



Timeline & Implementation

April 2026: Review
Car Sharing
Performance
(Onshore)

April 2026: Re-
review offshore
delivery proposal &
options

May 2026: Visit to SA
& Egypt - decision
received by Hertz

June 2026:
Recruitment
Commences & HR
Implications

June 2026:

Train the trainer

July 2026:

Recruitment closed
& Systems readiness

August 2026:

Phased rollout from
onshore to offshore

November 2026:

Service fully offshore
& hypercare begins



Future Planning

As Hertz continues to evolve its mobility services, Konecta would greatly value the opportunity to participate in any future tender process for the RaC operation. Building on the proposed integration of TNC into MCC and the subsequent offshore expansion of the Car Sharing model, we are confident that our proven delivery capability, automotive expertise, and scalable infrastructure position us as a strong partner to support Hertz's future RaC ambitions.

Phase 1

Integrate TNC into MCC, forming a unified UK Car Sharing team delivering operational stability.

Phase 2

Transition Car Sharing offshore to enhance scalability, cost efficiency, and multilingual service delivery.

Future

Opportunity to extend proven model to RaC and other Hertz services, enabling unified global operations.

thank you



Appendix





RINGWOOD, UNITED KINGDOM

Ringwood is a market town in south-west Hampshire, England, near the cities of Bournemouth and Southampton, 95 miles from busy London and an hour and a half drive from London Heathrow airport.

Konecra's site is located in Pullman Way Business Park, a commercial area, located about 1km from the town center, which offers a mix of local and national retailers, cafés, and restaurants. Nearby New Forest National Park and the famous 10-mile long Bournemouth beach offers green space and outdoor recreation. Public transport options are available, but primary transportation is by road.

The site features training and meeting facilities, a cafeteria/kitchen space and separate offices, with ample employee parking.

RECRUITMENT CAPABILITIES

100 English FTEs per month.

EMPLOYEES

Tenured workforce, multilingual staff (French, German, Spanish, Italian, Polish and Japanese)

SERVICES

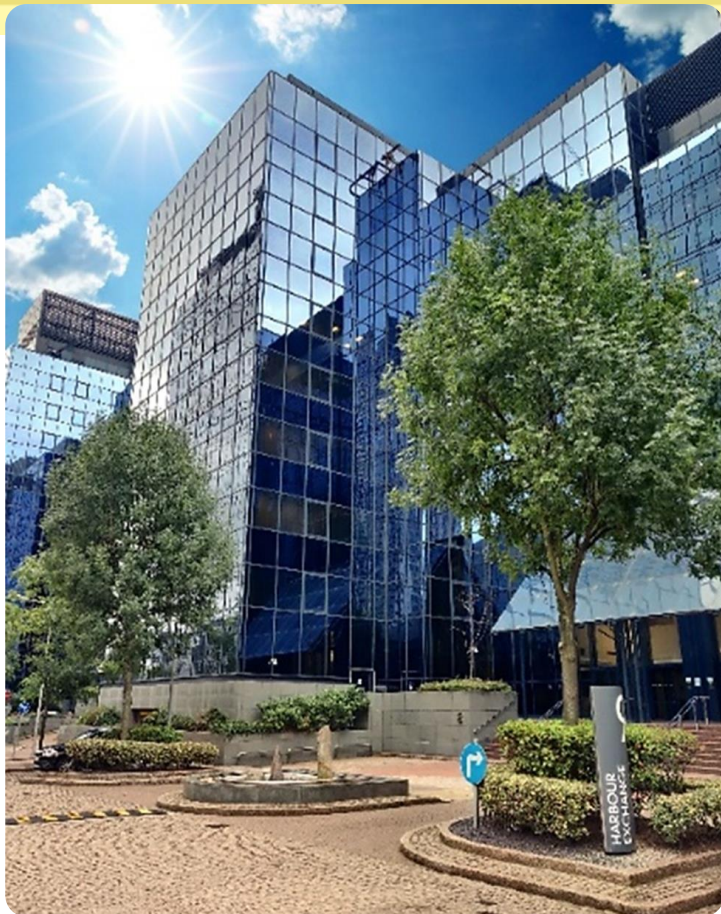
Customer Service, In-and Outbound Sales, Financial Compliance

CERTIFICATIONS

ISO 9001 | ISO 27001 | ISO 22301 | PCI-DSS | GDPR | Cyber Essentials - All external certified

RINGWOOD, UNITED KINGDOM





LONDON, UNITED KINGDOM

Konecta London is located in Canary Wharf, a modern, high-rise financial district in East London, known for its sleek architecture, waterfront views, and efficient transport links. While bustling with professionals on weekdays, it's increasingly vibrant on evenings and weekends with green spaces, cultural events, restaurants, and new residential developments. Direct access to public transportation and 3 miles from London City Airport and 20 miles from London Heathrow.

Launched in 2015, the site has a seat capacity of 330 across one 1,783-square-meter floor with the option to expand to additional floors as needed. Amenities include conference and training rooms, cafeteria and relaxation areas. Operations 24/7, high physical security standards with digital access controls, employee lockers, etc. The site also meets Premier Tier 1 business continuity standards, including multiple on-site generators and dual-carrier national core network resilience.

RECRUITMENT CAPABILITIES

30 English-speaking resources every month | 3-5 language specialists per month.

EMPLOYEES

Large pool of tenured workforce. Multilingual Hub.

SERVICES

Omni-channel Customer Service, Loyalty, Telesales | 24x7 | Serving Energy, Utilities, Retail & Travel industry verticals

CERTIFICATIONS

ISO 9001 | ISO 27001 | PCI-DSS | GDPR

CANARY WHARF, LONDON, UNITED KINGDOM

