

Konecta Proposal for Yves Rocher North America

April 2026



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Mariano Aísa
VP Global Clients

Dear Yves Rocher Canada Team,

We would like to reaffirm Konecta's strong commitment to this RFP and to Yves Rocher North America more broadly. Your ambition to deliver a high-quality, customer-centric and sales-driven Customer Service model is fully aligned with our own vision: to combine **operational excellence, brand intimacy and continuous transformation to create long-term value**.

Konecta is not approaching this engagement as a standalone outsourcing opportunity, but as a natural **extension of our long-standing partnership with Groupe Rocher**. For more than 15 years, we have supported Yves Rocher and Dr. Pierre Ricaud across multiple European markets, building a **deep understanding of your customers, your brand DNA and your operational ecosystem**. This allows us to move fast, reduce execution risk and ensure immediate alignment from day one.

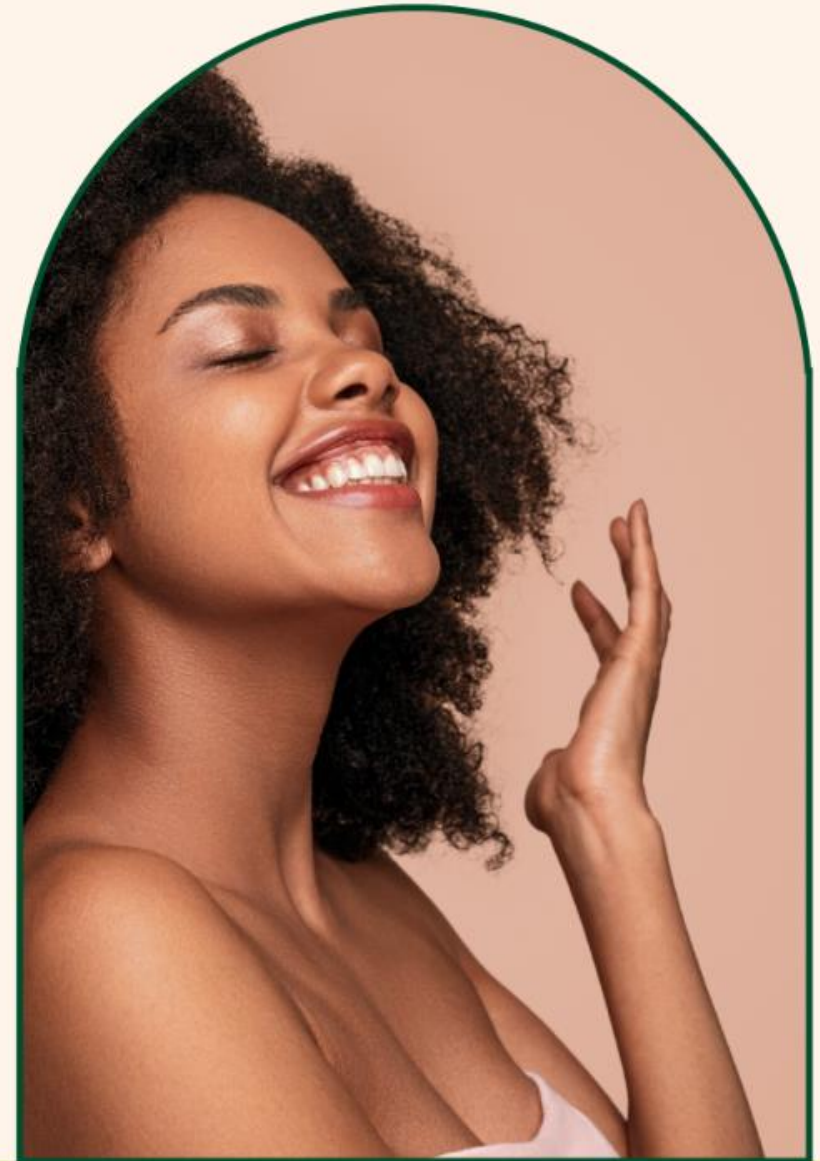
Our proposal for Canada builds on this foundation, combining **proven Yves Rocher expertise with a cost-efficient and scalable nearshore model**, leveraging our Medellín hub. We are bringing experienced teams, already trained in Yves Rocher standards, capable of delivering **high-quality service, strong sales performance and operational flexibility**, while adapting to the specificities of the Canadian market.

Above all, Konecta is committed to being a **trusted, accountable and proactive partner**, fully invested in the success of your operations in Canada. We aim to deliver **quick wins from the outset**, while continuously improving and evolving the service in line with your business priorities and growth ambitions.

We look forward to building the next chapter of our partnership with Yves Rocher in North America.

01

YVES ROCHER & KONECTA



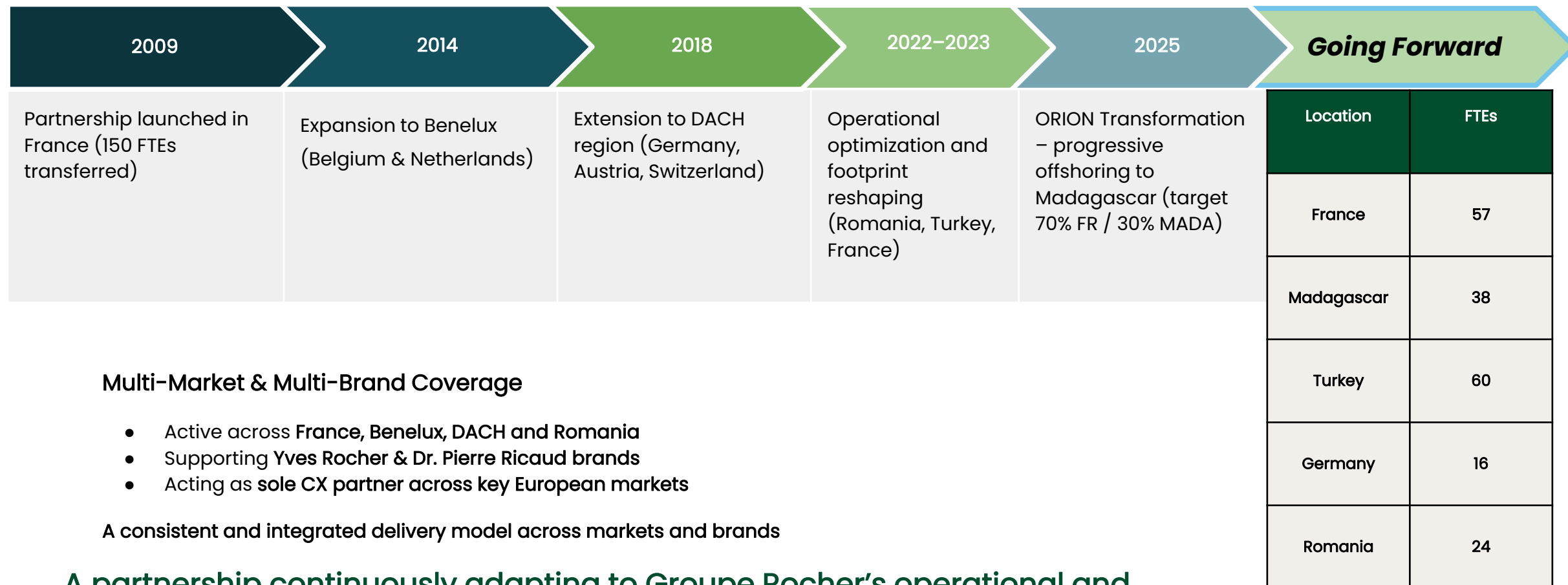
We understand the need, we have the expertise, the resources and we are up for the task

Yves Rocher needs	What makes us unique
A reliable and experienced partner	We know you. We are a trusted, agile partner of Yves Rocher for more than 18 years with deep knowledge and expertise from serving your customers across 9 markets in Europe. Our profound understanding of your brand and ways of working ensures that every interaction resonates with your values and identity.
Innovative	Konecta's advanced technology capabilities are geared to provide a high-value, cost-effective solution for Yves Rocher,, ensuring not just efficiency but a technologically robust solution tailored to your specific needs.
Safe transition	Complex transitions are our daily bread. Rest assured, with us at your side, you're in safe hands. We'll guide you through every twist and turn, ensuring a smooth transition and a seamless journey to success
High quality customer service	A modern approach to talent, training, performance management, and service delivery. High quality talent, problem solvers, with empathy, passion and people-oriented to help your customers.



A Long-Standing & Strategic Partnership with Groupe Rocher

Thirteen services for Yves Rocher and Dr. Pierre Ricaud – Creating a true global partnership



Multi-Market & Multi-Brand Coverage

- Active across France, Benelux, DACH and Romania
- Supporting Yves Rocher & Dr. Pierre Ricaud brands
- Acting as sole CX partner across key European markets

A consistent and integrated delivery model across markets and brands

A partnership continuously adapting to Groupe Rocher's operational and cost transformation needs

Our ESG commitments aim for the highest standards for all our stakeholders



BEST-IN-CLASS EMPLOYER

Build a better, more diverse and inclusive workplace for our people

- Employee engagement
- Diversity, Equity & Inclusion (DEI)
- Talent development
- Employee wellbeing, health & safety



TRUSTWORTHY BUSINESS PARTNER

Enforce and promote ethical way of conducting business

- Business ethics & compliance
- Cybersecurity & data privacy
- Social dialogue & Labor rights
- Client satisfaction
- Innovation
- Sustainable supply chain



RESPONSIBLE ORGANIZATION

Take responsibility in global and local challenges

Environmental sustainability

- Climate change mitigation*
- Biodiversity safeguard

Communities support

- Local employment development
- Local communities engagement



*Through the C3 program, we are committed to Science Based Target Initiative. Konecna has committed to achieving Net Zero by 2040 – ten years ahead of global targets, embedding sustainability at the heart of its operations and value chain

02

OUR EXPERIENCE



Our Retail & E Commerce Expertise

+140

RETAIL CUSTOMERS

+11000

RETAIL Advisers

+150M

INTERACTIONS PER YEAR

+90%

CUSTOMER LEVEL OF SATISFACTION

>15

Multi-lingual and/or multi-country programs

Electronics/ White goods



Hisense



Rakuten

BEKO

RETAIL



MATALAN

Ryman

Walmart



BEAUTY

lookfantastic

cult
BEAUTY



GROW
GORGEOUS



ESTÉE LAUDER

AVON

DOUGLAS



FASHION

ZARA

PULL&BEAR

CH

CAROLINA HERRERA

SHEIN

INDITEX

ZARA HOME

ADOLFODOMINGUEZ

El Palacio de Hierro

LVMH

GIVENCHY



Dior
GUCCI

Veepee

CONSUMER GOODS

Coca-Cola

★ Heineken



Kellogg's

PESCANOVA



DANONE





CLIENT SHOWCASE

Long term global partnership



YVES ROCHER

Our partnership with Yves Rocher has been since 2009, delivering Customer Support, Telesales Campaigns, Complaints & Escalations Management, Email Management, Cosmetic Support Line, and Social Media Care & Content Management.

We provide end-to-end customer engagement including order processing, additional sales, expert product advisory, and real-time social media interactions, ensuring a seamless and high-quality customer experience.

We support markets such as France, Benelux, Germany, Austria & Switzerland, along with Romania, through a scalable and multilingual delivery model.

~ 200

FTEs providing
multilingual support
from France, Belgium,
Germany & Turkey

1st

Place on French
Customer Relationship
Trophy - 2017, 2019 &
2022

3.1

Million interactions
being managed per
year

Examples of some of our Retail Clients

SAMSUNG



Samsung is a Korean multinational company operating across electronics, technology, finance, insurance, construction, biotechnology, and services.

Start of Operations: 2023

Service Type: Retention & Sales (B2B & B2C), Technical Support

Channels: Voice & Digital

Team Size: 93 FTEs

Language Supported: Spanish

Markets Supported : Argentina

Natura &co



Natura & Co is a Brazilian company manufacturing and marketing beauty and personal care products, with a strong focus on sustainability and social responsibility.

Start of Operations: 2021

Service Type: Customer Service

Channels: Voice & Email

Team Size: 174 FTEs

Language Supported: Spanish

Markets Supported: Mexico

AVON



Avon is a global company offering cosmetics, perfumes, toys, fashion accessories, and home products, present in over 135 countries.

Start of Operations: 2014

Service Type: Sales, Customer Service

Channels: WhatsApp, Email, Chat & Social Media

Team Size: 117 FTE

Language Supported: Spanish

Markets Supported : Mexico



Philip Morris International (PMI) is a Swiss-American multinational tobacco company, with products sold in over 180 countries.

Start of Operations: 2021

Service Type: Sales & Retention, Customer Service

Channels: Voice, Email & Multichannel

Team Size: 1000+ FTEs

Languages Supported: 9 languages

Markets Supported: 7+ markets

03

OUR SOLUTION PROPOSAL



Why Konecta is the Right Partner for Yves Rocher Canada

Together, these three pillars ensure a high-quality, customer-centric and fully aligned delivery model, leveraging our deep expertise with Yves Rocher and our proven operational excellence.



Proven Yves Rocher Delivery Expertise

- Dedicated and customized Yves Rocher operations, built on existing Konecta network know-how
- Secure and fast-track ramp-up, leveraging experienced teams already familiar with the brand
- Strong operational foundations ensuring consistency, quality and reliability from day one

Konecta brings immediate readiness with proven Yves Rocher expertise



Customer-Centric & Personalised Experience

- Customer-first approach, treating each interaction as unique and value-driven
- Tailored, personalised service enabling trusted and seamless customer journeys
- Empowered agents trained specifically on Yves Rocher, driving proactivity and better outcomes

We deliver a differentiated experience combining care, personalisation and performance



Deep Yves Rocher Knowledge & Partnership

- 15+ years partnership with Groupe Rocher (since 2009), continuously renewed and expanded
- Sole CX partner across key European markets (France, Benelux, DACH, Romania)
- Strong and established relationship with Yves Rocher across multiple markets
- Proven experience managing multi-location and transformation programs (e.g. ORION offshoring to Madagascar)
- In-depth knowledge of systems, tools and ways of working
- Full alignment with Yves Rocher's brand values, culture and commercial objectives

Konecta is not a new vendor — we are a deeply embedded and trusted partner

+2,500 digital experts

150 M investments in genAI development

Trusted BPO provider with over three decades of delivery track record



COLOMBIA

Colombia's BPO industry is known for its cost efficiency, offering competitive labor costs and favorable exchange rates. The country has made significant strides in English proficiency, particularly in major cities like Bogotá and Medellín. Colombia boasts robust IT infrastructure with extensive fiber optic networks and strategic geographic location, facilitating efficient travel and connectivity. The cultural affinity to the USA is strong, with similar time zones and cultural traits. Despite some political challenges with recent elections, the BPO industry has continued to grow, driven by the country's strong talent pool and robust BPO ecosystem, showing resilience and adaptability. The BPO market in Colombia is expected to witness a steady annual growth rate of 5.18% from 2025 to 2029, resulting in a market volume of \$0.82 billion by 2029.

Konecta is the second largest BPO in the country.



21

Konecta sites



27,000+

Staff



\$308M

Revenue

Client
Selection:



WHY MEDELLÍN

Cost-Effective & High-Quality Workforce – Skilled professionals at competitive rates, delivering world-class service.

Bilingual & Multilingual Talent – Strong English & Spanish proficiency, with growing Portuguese & French capabilities.

Ideal Time Zone for U.S. & Europe – Real-time support for North America (EST & CST) and strong overlap with European markets.

Tech & Education Hub – Top universities and a booming digital sector fueling innovation and talent development.

Proven Excellence in Customer Experience – Leading BPO providers delivering CX, sales, tech support & back-office services.

Scalable & Agile Operations – Large, adaptable talent pool allows rapid growth and flexibility.

Government Incentives & Business-Friendly Policies – Tax breaks, free trade zones, and support for foreign investment.

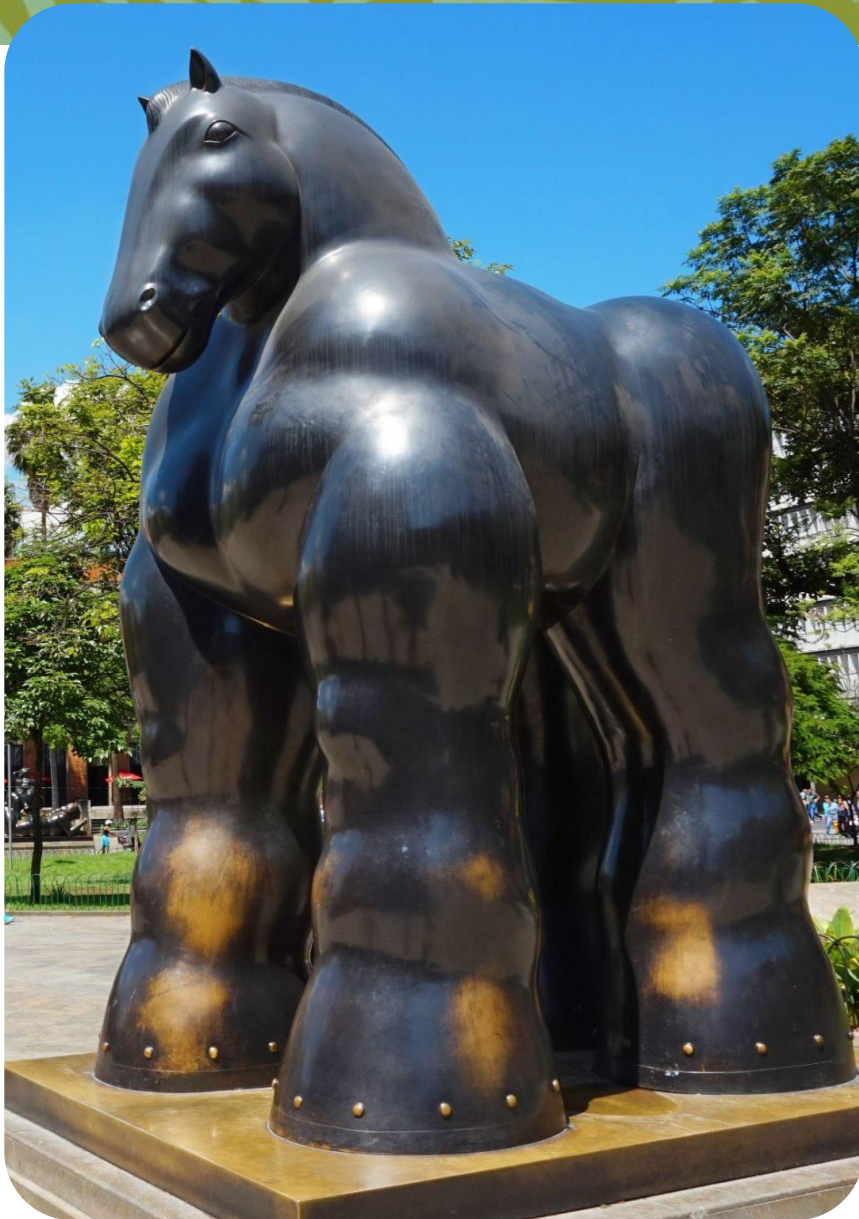
Cultural & Business Affinity – Deep understanding of U.S., LATAM, and European markets for seamless customer engagement.

Modern Infrastructure & Real Estate Advantage – State-of-the-art office spaces at lower costs than other major LATAM cities.

Global Connectivity – Direct flights to major U.S. & European cities, ensuring easy business access.

A Transformed & Safe Business Hub – Medellín has evolved into one of Latin America's safest, most innovative, and business-friendly cities, earning global recognition for urban transformation.

Quality of Life = Low Attrition – Affordable living, great climate, and high employee satisfaction drive retention.



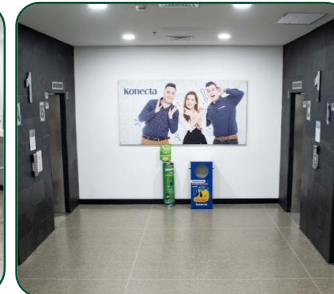


Puerto Seco

Located in Medellín, Colombia, this strategically positioned facility offers excellent accessibility and a modern, secure environment designed for high-performance operations. The infrastructure ensures strong business continuity with robust power backup and advanced systems, while the workspace is optimized for productivity, compliance, and employee comfort. With flexible open-space design and dedicated training and collaboration areas, the site supports scalable, omnichannel customer experience services including customer care, technical support, and back-office operations.

Important Pointers:

- Prime location with strong transport connectivity
- Modern, secure, and seismic-resistant facility
- Strong business continuity (generator, UPS, cabling)
- Ergonomic, compliant, and comfortable work environment
- Scalable omnichannel delivery capability



HUMAN TALENT: qualified and competitive

- Total population: 6.9 Million
- Working age population (PET): 79.8%
- Young population: 36% (Between 18 - 39 years)

The annual average of graduates from the Department of Antioquia stands at 41,523 across both undergraduate and graduate academic programs.

The region boasts over 55 educational institutions distributed across the Antioquian territory, providing an extensive array of more than 2,950 academic programs at both undergraduate and postgraduate levels in fundamental areas of knowledge.

Four universities from Antioquia have distinguished themselves in the Top 100 of the QS University Rankings for Latin America 2024





ZARA

15+ years global partnership

Over 700 Konecta employees in Spain, Colombia, Portugal and Türkiye provide B2C customer service for Zara online and Zara shops, handling over 2.5 million interactions a year via phone, WhatsApp, chat, social media and email across 22 markets in 14 languages. The partnership is built on shared values, including transparency, flexibility, and responsibility. We use a centralized global management model based on proximity to the customer, featuring a single point of contact.

One Voice, One Answer – a uniform management with consistent operational standards and a cloud-based technological ecosystem tailored to support four locations, remote work and seasonal demands.

Talent Acquisition Results

Punctuality: 95,03 %

Graduation Rate: + 95%

Training Attrition: 7,52%

Attrition 2025

Monthly Average Attrition:
5,8%



38,31%



61,69%

Our seasoned and highly professional team in Colombia that understands your business and ensures smooth, successful operations



Luis Cely
VP Ops US NS | Key Account
Director

With over 26 years of experience, Luis has expertly managed BPO customer services, establishing operations in the USA (Texas, Florida, and Utah) and nearshore countries, serving clients across retail, finance, telecommunications, gaming, and technology sectors.



Carlos Osorio
Account Manager

With +10 years experience in advisory services, he supports strategic operations with insights on market trends and innovations and builds strong, lasting relationships, expertly growing the account. Highly knowledgeable about the client's business and proactive in addressing their needs.



Federico Jaramillo
VP of US Growth

A seasoned executive with +20 years of experience in the BPO CRM industry. Extensive experience in the US nearshore (LATAM) market both in commercial and operational roles, result driven person with focus on improving CX, productivity and the use of data and analytics.



Carlos Panesso
Nearshore Operations Director

With 20 years of customer service experience and over the last 16 years leading various areas in the BPO industry, including quality, training, and client operations, Carlos has also held regional roles overseeing operations in Colombia, Brazil, and Portugal.

GLOBAL GOVERNANCE

Business Strategy and Growth

Phil Crossley

Mariano Aísa (New Opps & LOBs)

France

Madagascar

Turkey

Germany

Romania

Colombia

Service Delivery Excellence

Monica Todiros

Jamil EL HANAFI (Global AM/SDE)

Senior Leadership – first
escalation point

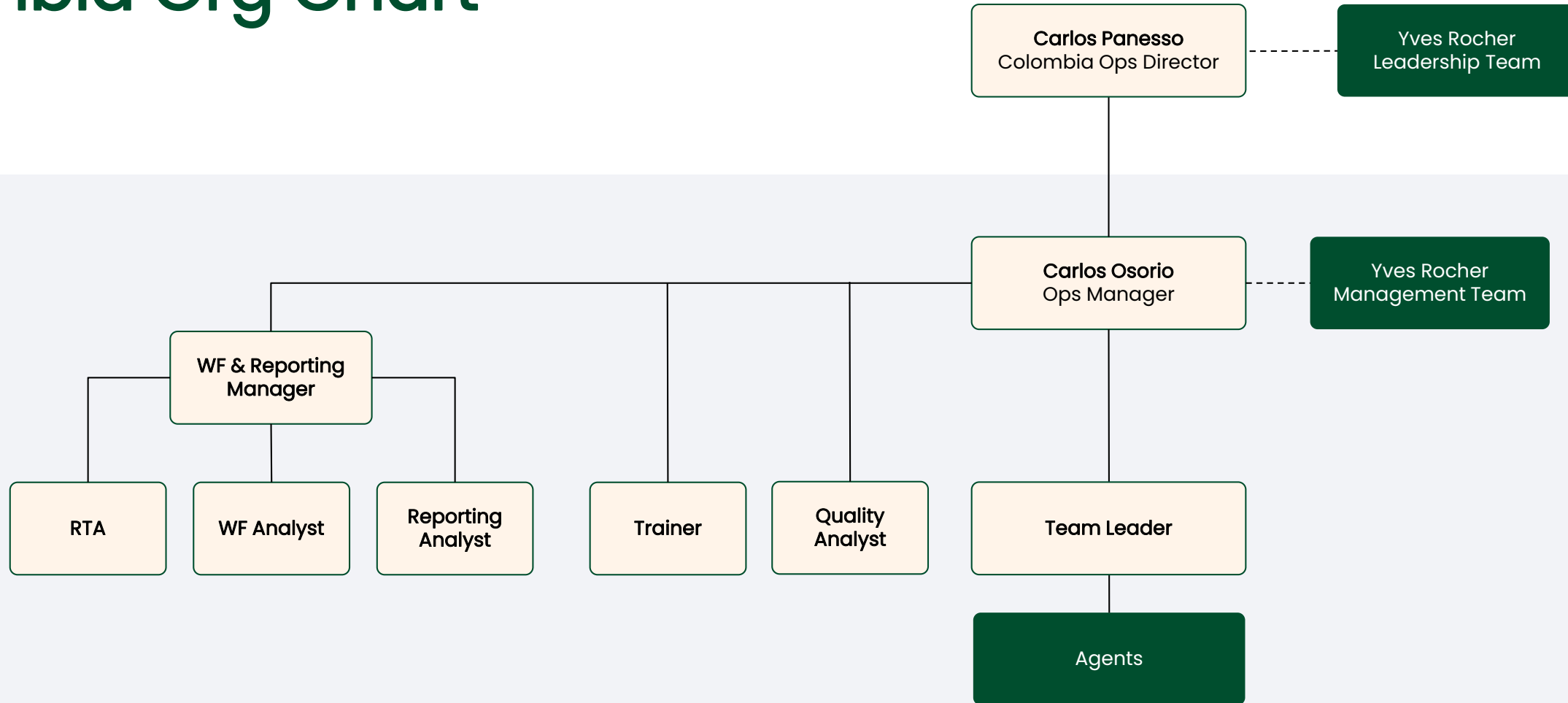
Account Management

Local Leadership & Operations

Colombia Org Chart

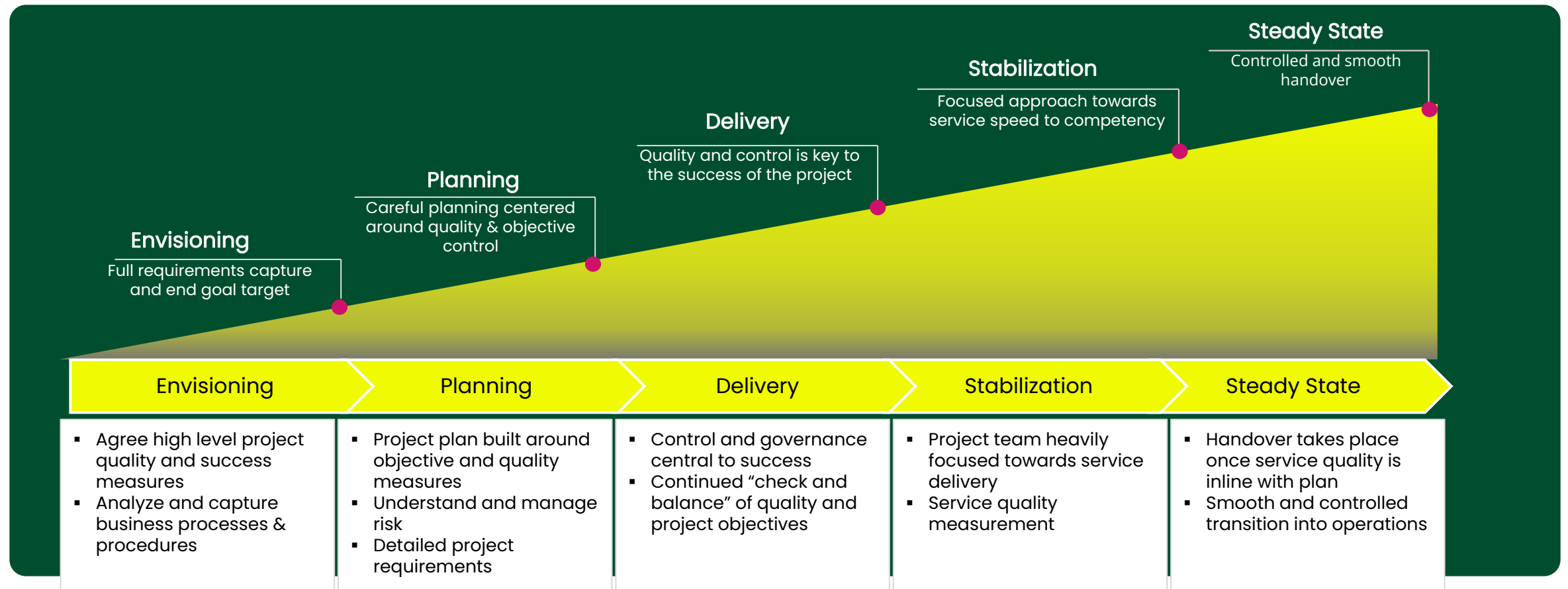
Supporting Functions

Continuous Improvement
Corporate HR
Data Protection, Compliance & Security
Facility & Security
Finance
Forecasting & RTA
Global Digital Services Unit (GDSU)
IT | Helpdesk | IT Development
Legal
PMO
Reporting & Data Analytics
Talent Acquisition
Transformation Office



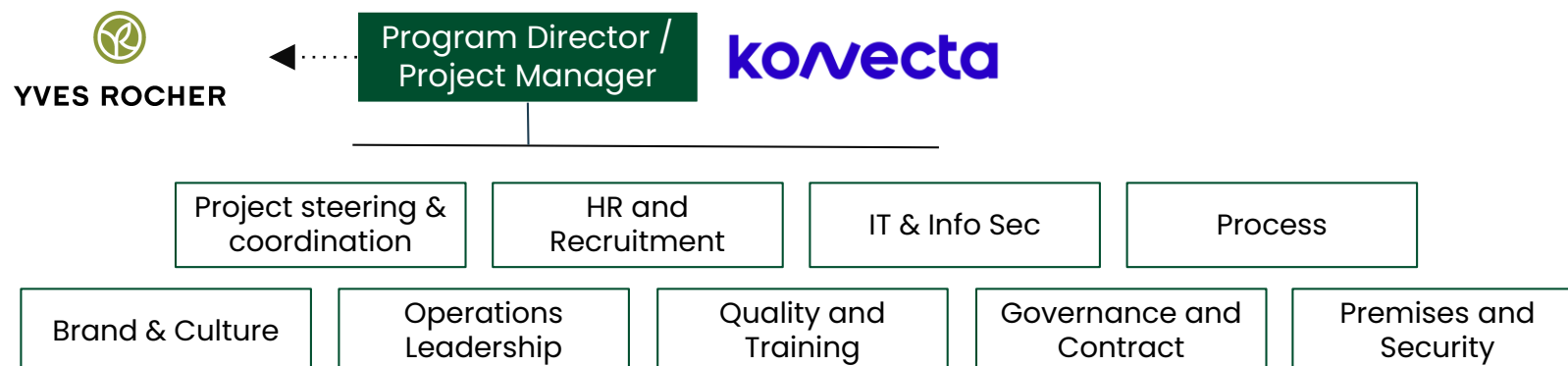
Transition Delivery Framework

Our approach allows a controlled project delivery and measurement



Highly secure project implementation methodology and great experience – you are in safe hands

- Assignment of an highly experienced dedicated program & project manager
- Konecta Ownership of project plan and documentation, regular and scheduled project meetings, detailed risk management and mitigation planning
- An adapted methodology: follow-up, deliverables, dedicated project team, separate workstreams, milestones and steering committees
- Stringent adherence to **communication protocols and approval procedures**. Clear processes for client sign off at significant stages.
- Bringing Konecta's Global experts to ensure the transfer of knowledge and best-practice sharing

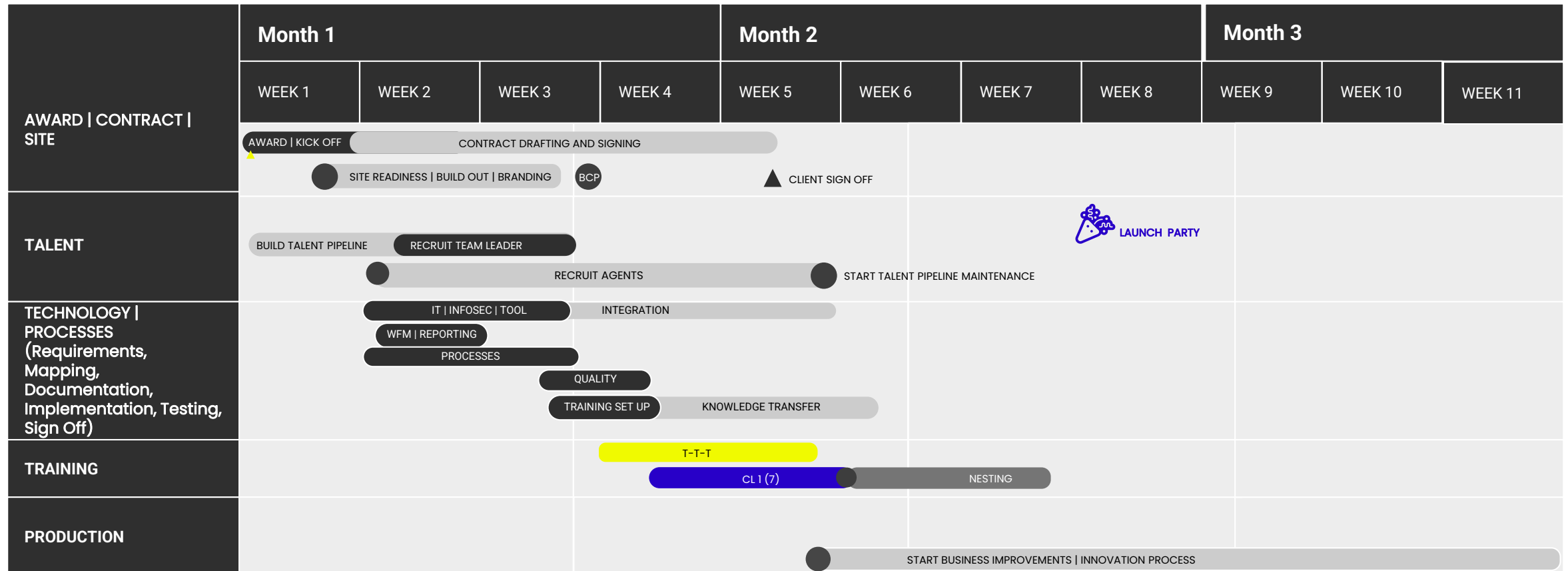


RECENT PROJECT DEPLOYMENT EXPERIENCE

Recent experience in implementing numerous multilingual and multi-country programs:

BMW UK market / 1 language)	(1
PMI markets / 7 languages)	(14
Amplifon languages)	(5 markets / 5
Coca-Cola Company languages)	(17 markets/ 19
Kimberly Clark languages)	(19 markets/ 12
Under NDA languages)	(8 markets/ 8
Nissan Europe languages)	(8 markets/ 8
SodaStream languages)	(8 markets/ 5

High Level Implementation Plan



Assumptions:

Business Award Month Year

CL = Class | T-T-T = Train the Trainer

NOTE: Country specific implementation details will be shared in the Online Technical Presentation.

Governance and Communication

		CONTROL MEETING	FOLLOW-UP MEETING	SERVICE COMMITTEE	STEERING COMMITTEE	INNOVATION COMMITTEE
Follow-up and duration		Daily 30 min	Weekly 2H	Monthly 2H	Quarterly 2H	Ad-hoc 2H
Objective		Priorities	Low Level Tracking	Medium Level Monitoring	QBR High Level	Innovation / Automation
Responsible	YVES ROCHER	Local Market Stakeholders	Local Market Stakeholders	Local Market Stakeholders Global Partner Mgmt Team	Global Partner Mgmt Team Senior Stakeholders	Technology and Innovation Team
	kovecta	Supervisors Team Leader	Operations Manager Supervisors Team Leader	Service Delivery & Account Manager Ops Director Operations Manager	Service Delivery & Account Manager Ops Director	Innovation & Automation Team Service Delivery & Account Manager Chief Commercial Officer
Content		- Priorities - Urgencies - Deviations - Daily feedback	- Weekly KPI review - Deviation analysis - Service feedback and proposed improvements	- Monthly KPI review - Deviation analysis - Verify actions and results - Billing	- Quarterly KPIs review - Review of Objectives - Action Plans - Billing - Prepare long-term actions - Improvement actions	Proposals for automation and service improvement

04

OUR OPERATING MODEL



Driving Ops Excellence Built on COPC Standards

COPC is a performance management framework designed to improve operations in customer experience (CX) organizations. It provides best practices, metrics, and structured processes to enhance service quality, efficiency, and client satisfaction across all levels of delivery.

TRAINING

- BPCX – 80 people (global and local Ops Directors)
- WFM Training (40 people)
- Quality Management (40 people)
- All locations identified for Yves Rocher have certified leadership

2025

On demand performance training

Multiple licenses for 14 modules in <12 months
For team leaders and trainers

2026

GSDE Support

- Includes targeted Gap Analysis based on COPC guidelines
- Structured support for gap mitigation

KORE – Konecta’s Global Operational Model to be implemented in Yves Rocher for all locations

- Includes all process deployment
- Senior PMO oversight and tracking
- Aligning WFM and QA processes to the COPC guidelines

- Additional benefit of leaders creating relationships within the Global Operations Community in Konecta via COPC trainings (Online and F2F)
- All certified leaders actively participate in Konecta’s Operations Community Forums where they share best practices and use cases.
- KORE deployment across global delivery centers brings consistency across the highest quality standards

COPC Benefits:

Key people processes for better performance	Measure key service metrics	Smarter forecasting & planning	Quality Management essentials
Best hiring & training practices	Metrics that drive satisfaction & loyalty	Efficient scheduling & real-time ops	Quality best practices for contact centers
Set smart, data-based targets	Proven measurement techniques	Boost performance, cut costs	Data-driven quality targets

KORE – Powered by COPC

KORE, which stands for **Konecta Operational Resource Excellence**, is Konecta's unified operating system. It provides a standardized framework for planning, executing, measuring, and continuously improving operations across the organization.



Client

- Account Planning & relationship management
- Contract change management
- Governance (MBR/QBR)
- Client Satisfaction Management (NPS)
- Revenue Assurance
- Service Analysis
- Service Performance
- Vendor and Key supplier Performance Management



People & HR

- Recruitment & Selection
- Compensation, Recognition & Incentives
- Frontline Staffing & Support
- Induction & Initial Training (Soft Skill & Product)
- Attrition Management
- Performance Management (Agent Development & Recognition)
- Frontline Staff Training & Management
- Continuous Training & Skills Management (Career Planning)
- Employee Satisfaction Management
- Collaboration & Team Working
- Employer Branding Strategy



Operations & Processes

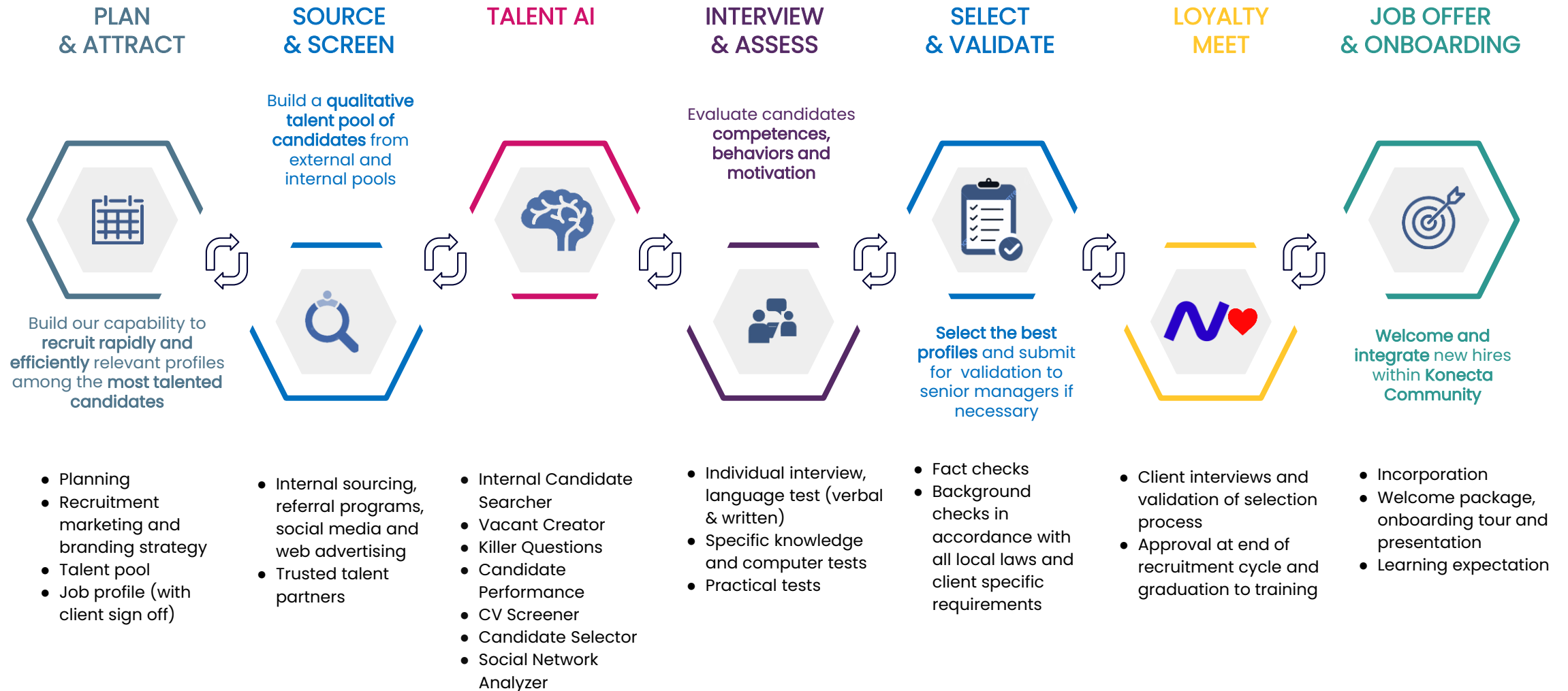
- Setting Direction and Business Planning
- Target Setting
- Frontline Performance Management and Coaching
- Team Animation
- Operations Governance
- Quality Monitoring & Root Cause Analysis
- Process Re-engineering & Managing Change
- Business Continuity
- Knowledge & Content Management
- Project Implementation
- Top Call Drivers
- Compliance & Data Integrity



Staffing & WFM

- Forecasting
- Capacity Planning
- Staffing / Scheduling
- Real-time adherence
- Time Keeping and Absence Management
- Dynamic Staffing Adjustment
- Dynamic Seasonal / Peak Management

Recruiting and Onboarding



We are Yves Rocher

Our agents are **real advisors**, and **ambassadors** of the brand.

There is no hard selling here, just **passionate** people acting as ambassadors of Yves Rocher



YVES ROCHER

AGENT PROFILE



Our bilingual **English and Canadian French-speaking agents** deliver a high-quality, brand-aligned customer experience, combining service excellence, product advisory, and sales performance, fully aligned with Yves Rocher's customer engagement standards.

- **Bilingual Expertise:** Fluent in English and Canadian French, with strong written and verbal communication adapted to the Canadian market and customer expectations
- **Customer Service & Sales Expertise:** Experienced in managing inbound interactions (orders, product inquiries, complaints), with proven ability to drive **upsell and cross-sell opportunities** and enhance basket value
- **Brand & Product Alignment:** Strong affinity with **beauty, cosmetics, and wellness**, enabling confident product advisory and effective promotion of Yves Rocher's range and new launches
- **Customer-Centric Approach:** Ability to build trust through empathetic, personalized, and engaging interactions, ensuring a positive and consistent customer experience
- **Performance-Driven Mindset:** Focused on achieving and exceeding KPIs (SLA, AHT, quality, sales), with strong adherence to processes and quality standards
- **Adaptable & Resilient:** Comfortable operating in **dynamic environments**, effectively managing seasonality, peak volumes, and evolving business requirements
- **Technically Proficient:** Skilled in using CRM systems, telephony platforms, ticketing tools, and multitasking across systems with accuracy and efficiency
- **Proactive & Accountable:** Take ownership of customer interactions, ensuring timely resolution, continuous improvement, and alignment with operational objectives
- **Team-Oriented & Continuous Improvement:** Collaborative mindset with active participation in coaching, feedback loops, and ongoing performance enhancement initiatives

Language Assessments



Konecta assesses the candidates based on the CEFR evaluation standards.

We utilize a multi faceted approach to assess English proficiency levels to ensure a comprehensive & accurate evaluation, moving beyond simple self-assessment or subjective impressions:

Standardized Tests

We leverage internationally recognized standardized tests, which provide objective and comparable measurements of language skills (listening, reading, speaking, and writing). These tests are aligned with the CEFR framework, allowing us to accurately place candidates within the A1-C2 proficiency levels.

Customized Assessments

In addition to standardized tests, we have developed customized assessments tailored to specific job requirements. These may include:

- **Role-Playing Scenarios:** Evaluating communication skills in realistic work-related situations.
- **Written Communication Tasks:** Assessing writing proficiency through emails, reports, or other relevant documents.
- **Presentations:** Measuring presentation skills and the ability to convey information effectively.

Interviews

Structured interviews are conducted by trained personnel that provide insights into a candidate's communication skills, fluency, and ability to interact in a professional context.

Employee Engagement Colombia



75%

I am proud to work at Konecta



63%



37%

88% Satisfaction
7.1% Attrition
5.6% Absenteeism

Employee
Attrition
Absenteeism

Great
Place
To
Work®



We put our people at the heart of the business and recognize them as ambassadors of our clients' brands. We build an environment that supports professional development and are proud to be consistently recognized as one of the best places to work.



OPS MODEL

Talent Management

ASSESS | LISTEN | ENGAGE | PROMOTE | EMPOWER

TALENT MAPPING & ANALYTICS

Assessment of talents skills and abilities 3 months after their onboarding and regular updates on top performers

LEADERSHIP PROGRAM

Dedicated 3-6 month programs to train and coach on leadership and management skills

CAREER INTERVIEW

Discussion about career evolution opportunities, either horizontal or vertical, and design of personalized career plan

SOFT SKILL TRAINING

Enhanced by Konecta's innovative K! Talent program, we empower our team members with comprehensive development and career opportunities. Through personalized work plans, individuals identify their areas of improvement and establish clear progression objectives, fostering both personal and professional growth.

ANNUAL JOB APPRAISAL

Yearly performance review of each employee and discuss about expectations

On Floor Training Framework

Governance, Collaboration & Measurement

PHASE 1

Effectiveness measurement & governance feedback
Owner → Quality

PHASE 6

Personalized 1:1 or group sessions to sustain KPIs
Owner → Operations

PHASE 5

Drive data-triggered refreshers for consistent performance
Owner → Training



PHASE 2

Analyze TNIs, define intervention type & audience
Owner → Training

PHASE 3

Schedule & shrinkage alignment
Owner → WFM

PHASE 4

Bite-sized gamified modules
Owner → Training

■ QA Validation → ■ Training (TNA + Execution) → ■ WFM Collaboration → ■ Service Delivery → ■ QA Review & Governance

Trainer Certification = 100% | QA uplift post training - ≥ 5 pp within 2 weeks | Micro-learning participation - ≥ 90% | Training Hrs- Within WFM Budget

Training Governance Dashboard | Learning Impact Dashboard | Cross-Functional Tracker | Client View Reports

"Continuous, collaborative, and measurable enablement framework driving sustained performance."

End to End Quality Framework Governance, Execution & Continuous Improvement

Quality Governance & Assurance

01

Governance & Design

- Quality Charter & Objectives (aligned to COPC & KORE)
- Sampling strategy & audit coverage framework
- Evaluation form design & scoring logic
- Calibration governance and client alignment
- Define QA Policy, Ownership, and Escalation Matrix

02

Audit & Execution

- Transaction audits (calls, chats, tickets, etc.)
- Real-time feedback to agents and TLs
- Error tagging (Knowledge / Process / Behavior / System)
- Daily, weekly QA dashboards
- Automated QA / Speech or Text Analytics integration (where applicable)

03

RCA & CAPA

- Root Cause Analysis for recurring issues
- Corrective and preventive action (CAPA) tracking
- Validation of post-CAPA QA uplift
- Cross-functional reviews with Ops & Training
- CAPA Effectiveness Review → Monthly QA-Ops governance

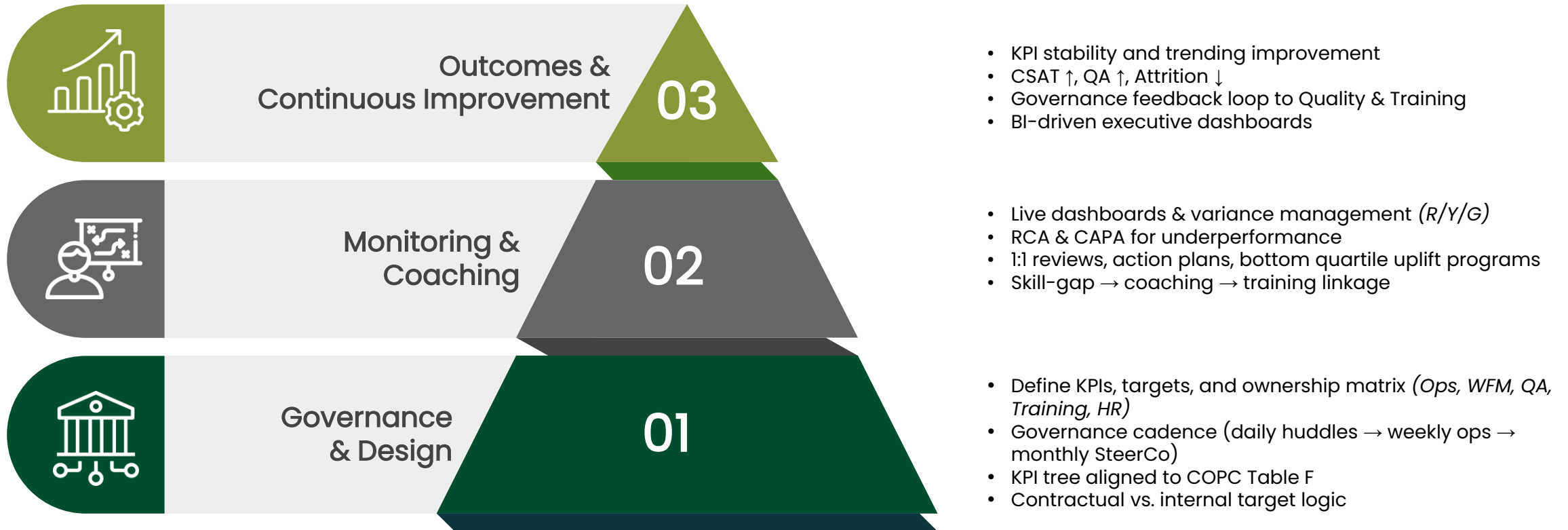
04

Continuous Improvement

- Trend analysis and process re-engineering
- Best practice sharing & knowledge repository
- QA → Training → WFM feedback integration
- Client governance reporting (weekly / monthly / quarterly)
- Quality Insights → Business Decision Support (BI dashboards)

Metrics: Audit Coverage $\geq 95\%$ | QA Accuracy $\geq 98\%$ | CAPA Closure $\geq 90\%$ | Calibration Variance $\leq 5\%$ | QA Uplift ≥ 5 pp

The “Performance Pyramid”



Adherence ≥ 95 % |

Attendance ≥ 90 % |

Client KPI's ≥ Target |

Attrition ≤ 6 %

The Jarvis ecosystem – 360° control platform

Management Control

- WFM
- RTP
- Reporting
- Controlling

Operations Management

- Staff Allocation
- My Team
- Actions Plans

Human Resources

- Structure Control
- Payroll
- Updates

Phone Platforms

- Genesys Cloud y Engage
- Avaya
- KCRM
- Wolkvox
- Dobot
- Workbench
- Verint

CRM (Payroll)

- Meta4
- Meucci
- Intergrallz

Internal Platforms and Processes

- CX
- Experience
- User Management
- BA



Workforce management, Real time management

RTA MANAGEMENT

The RTA serves as a key player to identify how many agents should stay on live support to maintain positive SLA & avoid high abandon rates.

PEAK MANAGEMENT

Predict peak times using historical data and analysis

Schedule adequate staff for increased demand

Implement efficient table and queue management systems

Streamline operations to handle high volume smoothly



INTRA QUEUES MANAGEMENT

Monitor queue lengths and wait times continuously

Prioritize tasks within queues based on urgency or criteria

Dynamically adjust agent assignments to balance workload

Implement escalation protocols for unresolved issues

EXAMPLE : Senior agents, those with low handle time (AHT) but with efficient customer experience, are put on the queue with high priorities.

KPI MANAGEMENT

Continuously track key performance indicators (KPIs) such as response time, resolution time, and in-office shrinkages

Utilize real-time dashboards to visualize KPI trends and performance metrics

Implement alert systems to notify supervisors of KPI deviations or breaches in real-time for immediate action

Reports and Data

JARVIS, an integrated system to facilitate the forecasting process, guaranteeing the integrity of the data and the efficiency of the results.

FORECASTING

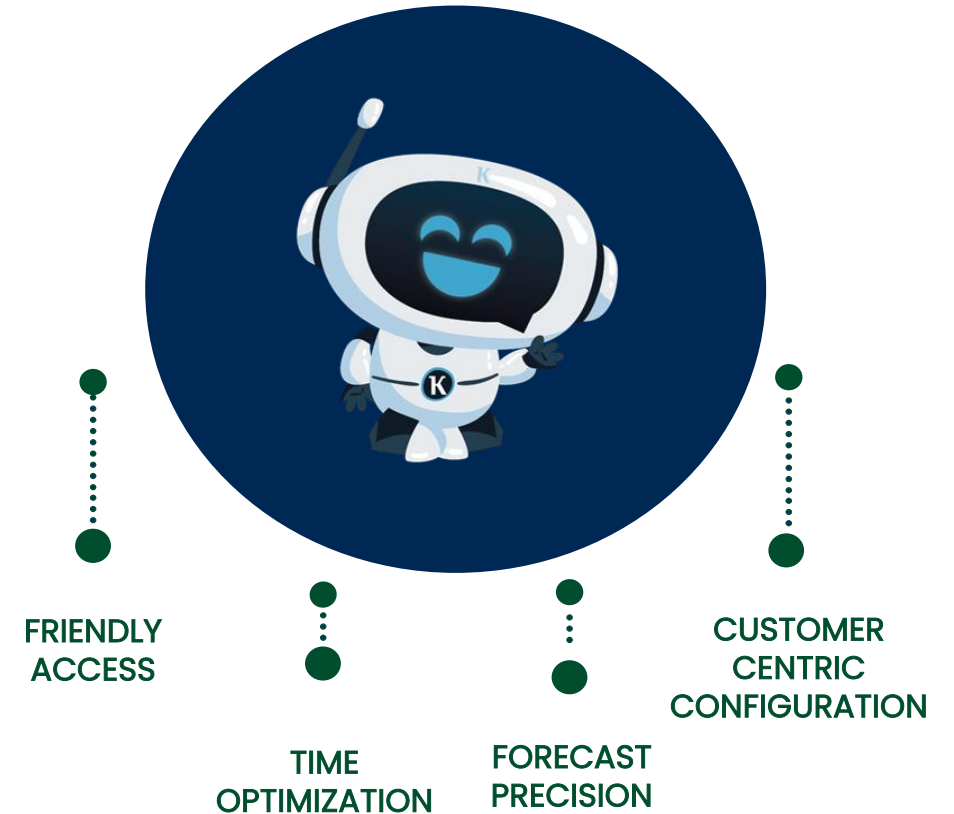
Prediction of turnover, absenteeism, calls, and TMO using methodologies for enhanced performance

PLANNING

Agent calculation using Erlang and callcapacity, ensuring transactional compliance.

SCHEDULING

Agent scheduling based on account behavior at the intraday and monthly levels, ensuring high levels of service and attention.



Reporting Capabilities

Presenting and analyzing data in any format you need is only half the job. Understanding that data and then using it to take action is what creates value and guarantees continuous improvement

- Analysis at the granular level – by agent and hour
- Clear insights derived from the granular analysis
- Active approach to using these insights
- Root cause analysis
- Recommendation for actions
- Actions then taken and reported
- Success evidenced in the granular data and insights of future reporting

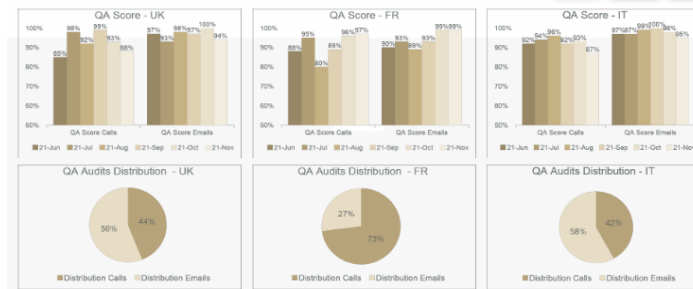
QA – Agent Volumes & Quality Checked

Live QA Agents	Week 1: 01			Week 2: 7-13			Week 3: 14-20			Week 4: 21-27			Week 5: 28			Totals	
QA Consultants	Risk %	Amount needed	Amount scored	Risk %	Amount needed	Amount scored	Risk %	Amount needed	Amount scored	Risk %	Amount needed	Amount scored	Risk %	Amount needed	Amount scored	Total Amount needed for month	Target (Amount needed or not achieved?)
Agent 1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not achieved
Agent 2	LOW	1	1	LOW	1	1	LOW	1	1	LOW	1	1	LOW	1	1	5	5
Agent 3	MEDIUM	2	2	HIGH	4	4	HIGH	4	4	HIGH	4	4	HIGH	4	4	18	18
Agent 4	LOW	1	1	LOW	1	1	LOW	1	1	LOW	1	1	LOW	1	1	5	5
Agent 5	LOW	1	1	LOW	1	1	LOW	1	1	LOW	1	1	LOW	1	1	5	5
Agent 6	MEDIUM	2	2	MEDIUM	2	2	LOW	1	1	LOW	1	1	LOW	1	1	11	11
Agent 7	LOW	1	1	MEDIUM	2	2	MEDIUM	2	2	MEDIUM	2	2	MEDIUM	2	2	9	9
Agent 8	LOW	1	1	LOW	1	1	MEDIUM	2	2	MEDIUM	2	2	MEDIUM	2	2	9	9
Agent 9	LOW	1	1	LOW	1	1	MEDIUM	2	2	MEDIUM	2	2	MEDIUM	2	2	11	11
Agent 10	HIGH	4	4	HIGH	4	4	MEDIUM	2	2	MEDIUM	2	2	MEDIUM	2	2	14	14
Agent 11	ACQUAINTANCE RISK	4	4	ACQUAINTANCE RISK	4	4	ACQUAINTANCE RISK	4	4	ACQUAINTANCE RISK	4	4	ACQUAINTANCE RISK	4	4	20	20
Agent 12	ACQUAINTANCE RISK	4	4	ACQUAINTANCE RISK	4	4	ACQUAINTANCE RISK	4	4	ACQUAINTANCE RISK	4	4	ACQUAINTANCE RISK	4	4	20	20
Agent 13	HIGH	4	4	HIGH	4	4	N/A	N/A	N/A	HIGH	4	4	HIGH	4	4	16	16
Agent 14	HIGH	4	4	HIGH	4	4	HIGH	4	4	HIGH	4	4	HIGH	4	4	16	16
Total	36	36	36	37	37	37	36	36	36	36	36	36	36	36	36	128	128

Code/Colour	Missing
Completed amount needed/Completed amount available	2 under needed amount
In progress/Under track	
N/A	Agent is off all of the week or no cases scored/Agent is still in AC/Training



Quality Audits vs Distribution



Overall QA Score for November: 92.8% combined on all Markets for 61 audits | 90.9% score for UK on 27 audits | 97.6% score for FR on 15 audits | 91.6% score for IT on 19 audits

Agent Breakdown

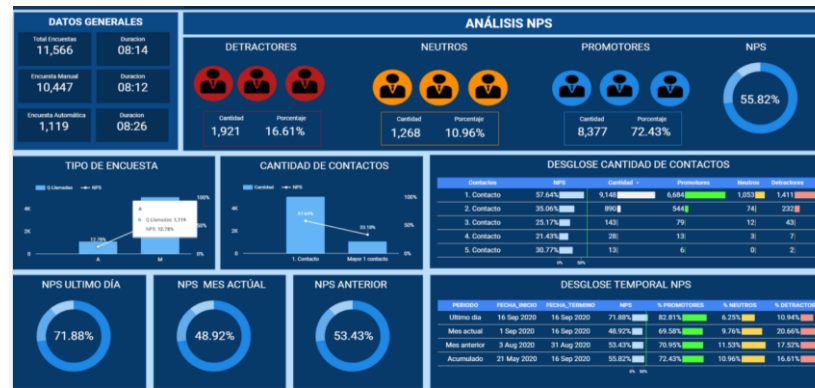
Consultant	Amount of cases needed in the month	Cases scored in the month	Cases score %	Score % live only	Volume (live only)	% Scored	Regulatory Fails	Major Breach	Minor Breach
Agent 1	N/A	N/A	N/A	N/A	N/A	N/A			
Agent 2	5	5	5	100%	57	14%			1
Agent 3	30	31	31	103%	250	21%			1
Agent 4	18	18	18	100%	246	7%			
Agent 5	9	10	10	111%	113	9%			1
Agent 6	5	5	5	100%	79	6%			
Agent 7	5	5	5	100%	102	5%			
Agent 8	14	16	16	114%	277	5%			
Agent 9	11	12	11	100%	175	7%	1	1	1
Agent 10	7	11	10	143%	111	6%	1	1	1
Agent 11	8	8	8	100%	169	6%			
Agent 12	20	20	17	85%	78	26%			
Agent 13	30	32	29	97%	100	17%			
Agent 14	16	16	11	69%	28	57%	1	1	1

CEI FR Consultant	FR cases closed	Cases scored	Cases score %	Regulatory Fails	Major Breach	Minor Breach
Agent 15	2	2	100%			
Agent 16	3	2	67%			

- Agent 14 was moved to high risk in March due to working her notice period.
- Agent 12 will be moved to high risk in April due to 3 incidents on the risk log and Agent 3 will be moved to medium risk due to 1 x occurrence on the risk log.
- Please see risk rationale for more information.

Smart Dashboards

Dashboards in real time with the ability to have all the information centralized and removable. Traceability of the entire operating process and control of all the KPIs of the service.



We consolidate all data captured from daily operational activities and agent interactions into a single platform using intelligent dashboards powered by BI technology, such as Data Studio. This allows us to fully leverage the information with the necessary granularity to make informed tactical and strategic decisions.

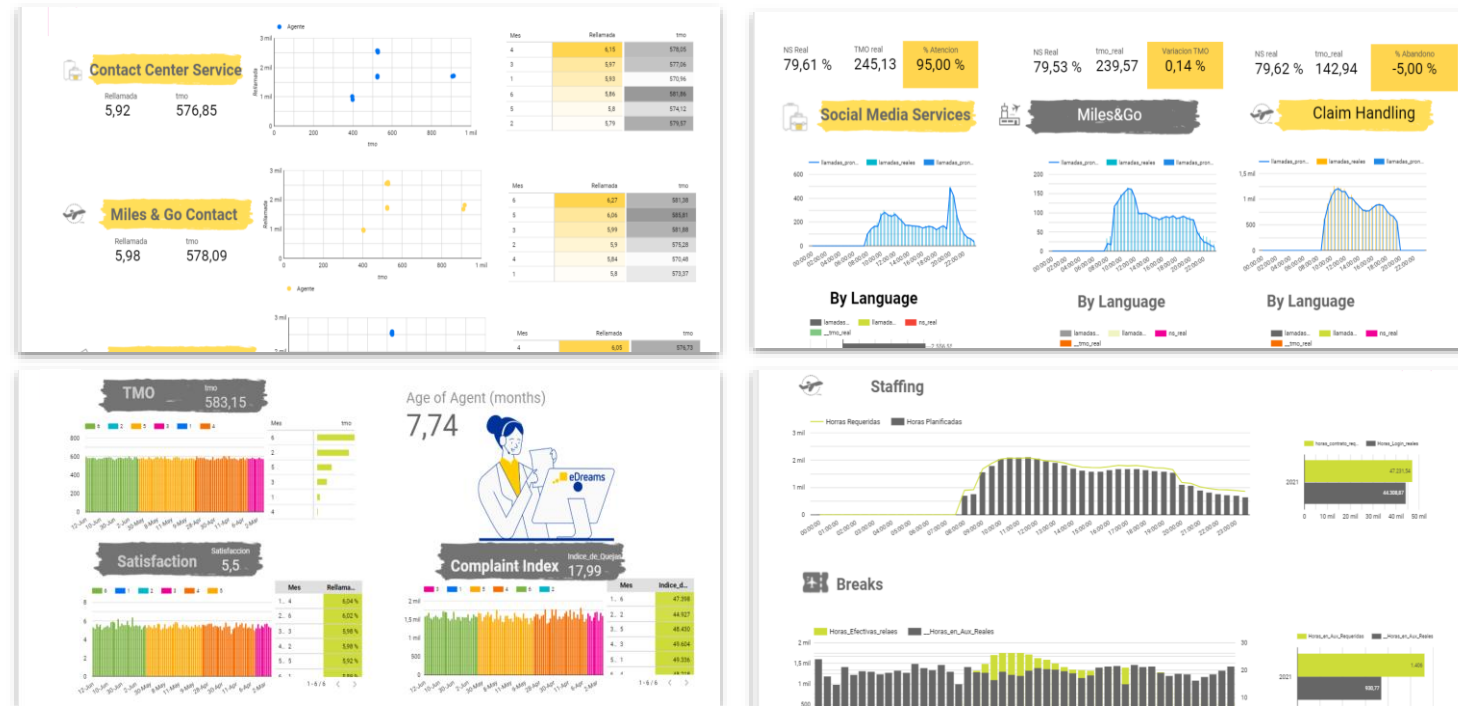
Taking it a step further with predictive models: With a sufficient amount of collected data, our Continuous Improvement Team, in collaboration with our Digital Equipment, can develop predictive models. These models can forecast the probability of sales from contacts in the database or the likelihood of callbacks from customers in the CRM.

Smart Dashboards

Segmentation, information, decision: everything focused on customers and their experience

Through the Dashboard we can view all KPIs operational: global, individual and activity groups.

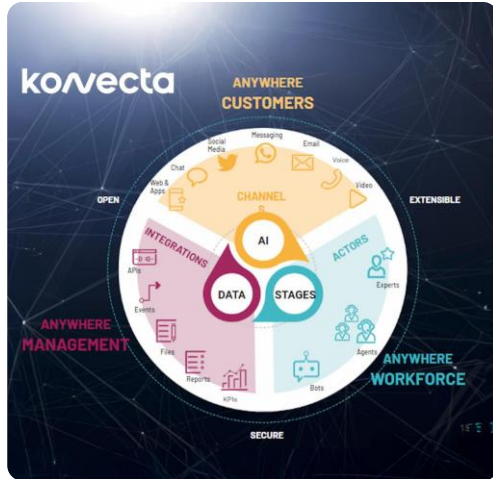
Once the data has been obtained, correlations to perform analysis of effectiveness and detect the root causes that allow to establish continuous improvement plans from service.



Example KPIs

- Interactions by gender
- Interactions by location
- Number of orders
- Conversion
- Conversion by segment
- Average% per day slot
- % contact / per channel
- Effectiveness
- Scaled
- Expected calls
- Incoming calls
- Answered calls
- Average expected operating time
- Average management time
- Hours in Aux Required
- Actual login hours
- Actual auxiliary hours
- Average net adhesion
- Average total absenteeism
- Cases per hour
- Number of open cases
- Average Cases by Login Time
- Record delivery
- Dialer calls
- Managed records
- Users contacted
- Records closed

Technology à la carte

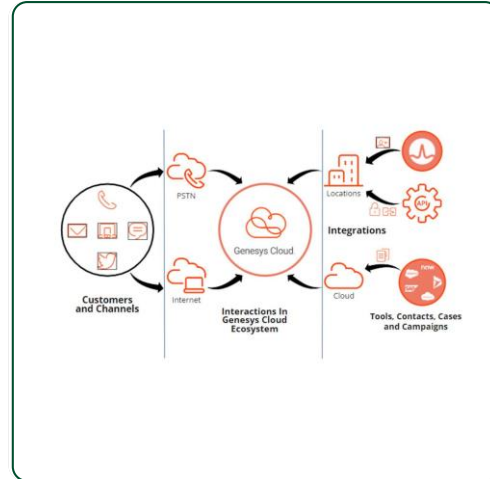


Anywhere by Konecta

A Global Tech-Enabled BPO model empowered by an open, extensible and secure ecosystem based on first-class technology partners.

A platform to serve your customers from anywhere, anytime, and on any channel to connect to the best resource (bot or human) in real-time based on your own data, business rules, and policies.

Finally, enabling an instant, ultra-secure and reliable integration and reporting model for the new real-time economy model.



Genesys Cloud

Global number 1 in Gartner Magic quadrant - powerful enterprise level global platform integrating global telco, digital & social channels, CX and AI capabilities.

Delivered by Konecta Professional Services, building customer value and satisfaction through personalized services to the individual.

Tried and tested with existing clients including a major global client for whom we implemented it within 6 weeks.



Proprietary and Partner Tools

With a team of 700+ CX experts, developers and data scientists, we stay at the forefront of customer management innovations to drive business transformation.

Our suite of 25+ home-built tools enables us to transform data into actionable insights, predict customer behaviors and operational outcomes, improve operational efficiency by automating front and back office processes, and leverage these cutting-edge digital tools to orchestrate and deliver customer operations.



Digital Transformation

Konecta is embracing an AI-driven transformative approach to customer experience.

We orchestrate the complete AI ecosystem for our clients, easing their AI adoption journey and ensuring it leads to an elevated CX and enhanced operational excellence. The combination of AI & Generative AI improve the experiences of both agents and customers by creating more streamlined and efficient interactions.

Security is our first priority

Robust model focused on preventing incidents and protecting our operations globally in a 24x7 basis. A holistic approach designed to cover our agents Anywhere model (Internal and WFH)

Governance model

Direct reporting to Steering Committee

Global strategy and footprint

Independent from technical operations

Compliance with best governance standards

Expert team

Red Team
Threat Intelligence & Ethical Hacking

Blue Team
Cyberdefense & response management

Yellow Team
Security for System & Software Architecture

White Team
Analysis, compliance & communications

Key activities

Identity Management

Account Mngt
Privilege Acc. Mng
VIP protection

MFA
Identity Federation
SSO

Cyber Defense

Firewalls
Web filtering
IDS/IPS
N. Segmentation
VPN / CASB / ZTNA
24x7 SOC / SIEM
Anti-virus
XDR
Anti-phishing

Ethical Hacking

Threat Intelligence
Dark web

Pentesting
Internal hacking

Social Engineering

Ransomware simulation

Data Protection

Data Governance

GDPR

DLP

Encryption & Backup policies

Governance & Compliance

Project Management

Coordination with technology & OPs

Audits & Compliance

Disaster Recovery Plans

Security Awareness

Onboarding Trainings

Security Pills

Simulations

Best-of-breed Technologies



Certifications

ISO 27001

Information Security Management System

ISO 9001

Quality Management

ISO 22301

Business Continuity Management

PCI DSS

Payment Security

GDPR

Compliant

Business Continuity

BCP (Business Continuity Plan)

Business continuity and resilience plan to keep key operations running in the event of a service failure or crisis*

DRP (Disaster Recovery Plan)

Recovery of vital IT and physical infrastructures to enable service recovery after a major crisis

BCP fundamentals

- IT systems & data integrity
- HR availability
- Operation monitoring ability
- Client Communication

BCP / DRP process

Risk identification & notification	Issue assessment	BCP / DR plan activation	Back to normal & root cause analysis
• Management & key stakeholders notification • Activation of the BCP / DRP procedure and notification of all personnel • Activation of pre-defined plan to manage customer contacts	• Assessment of the severity of the outage • Business impact analysis (ie. criticality of activities) • Estimation of expected duration • Involvement of necessary parties to determine actions/owners	• Step-by-step execution of the BCP plan (back-up site, W@H, ...) • Continuous updates of stakeholders	• Complete recovery • Root cause analysis and business impacts review between Konecta and Client • Prevention plan for future events

*Client events & crisis, natural disasters, epidemics, power outage, public services strikes, etc.

05

GENAI CAPABILITIES



What we offer in AI & GenAI

AI & GenAI Advisory & Transformation

- Develop tailored & concrete plans to integrate Gen AI into line of business applications
- AI Readiness Assessments, Data strategy, Change and Adoption management, Trustworthy GenAI, GenAI integration roadmap

Focus of this presentation

AI & GenAI for CX



Insights

AI-powered analytics & trend detection in call centre operations



Co-pilot

Assist agents with real-time information and recommendations to improve customer interactions



Auto-pilot

Fully autonomous agents (Agentic AI) managing interactions and supporting customers

Industry Agentic accelerators

Pre-built, domain-specific solutions that are adapted to customer needs:

Digital order for retail

Voe/Voc Solution

Smart Claims

Credit management



Catalogue of new solutions under consideration

AI & GenAI for EX



Augmented Intelligence for the Workplace: Deploy & Extend



Software engineering

Code generation, refactoring & test automation

Konecta Platform

A scalable, fast and easy-to-use platform for building and managing powerful AI & Gen-AI solutions integrating your applications and data for superior customer experience, robust automation and actionable insight

What Our GenAI solutions aim to help organizations in enhancing customer engagement and optimize operation across 3 strategic areas

01

Actionable Business Insights

Unlock the full potential of operational data, leveraging advanced analytics to correlate interactions with key performance metrics, driving continuous improvement and strategic decision-making.

Insights

Empowering Strategic Decisions
Through Intelligent Insights

02

Agent Augmentation

Empower client operations' workforce with intelligent and AI-driven support that enhances agent performance, ensuring faster, more accurate, and highly personalized customer interactions.

Co-pilot

Empowering Agents for Exceptional
Engagement

03

Customer Interaction Automation

Streamline operations by automating routine customer engagements with AI-powered agents—delivering consistent service, reducing costs, and allowing human talent to focus on higher-value tasks.

Auto-pilot

Seamless AI-Driven Engagement

Customer benefits depending on maturity and complexity



INSIGHTS

- **+8 to 20%** Revenue / Conversion increase.
- **-20%** New agent's ramp-up time reduction.
- **+15%** in quality results of agents.



CO-PILOT

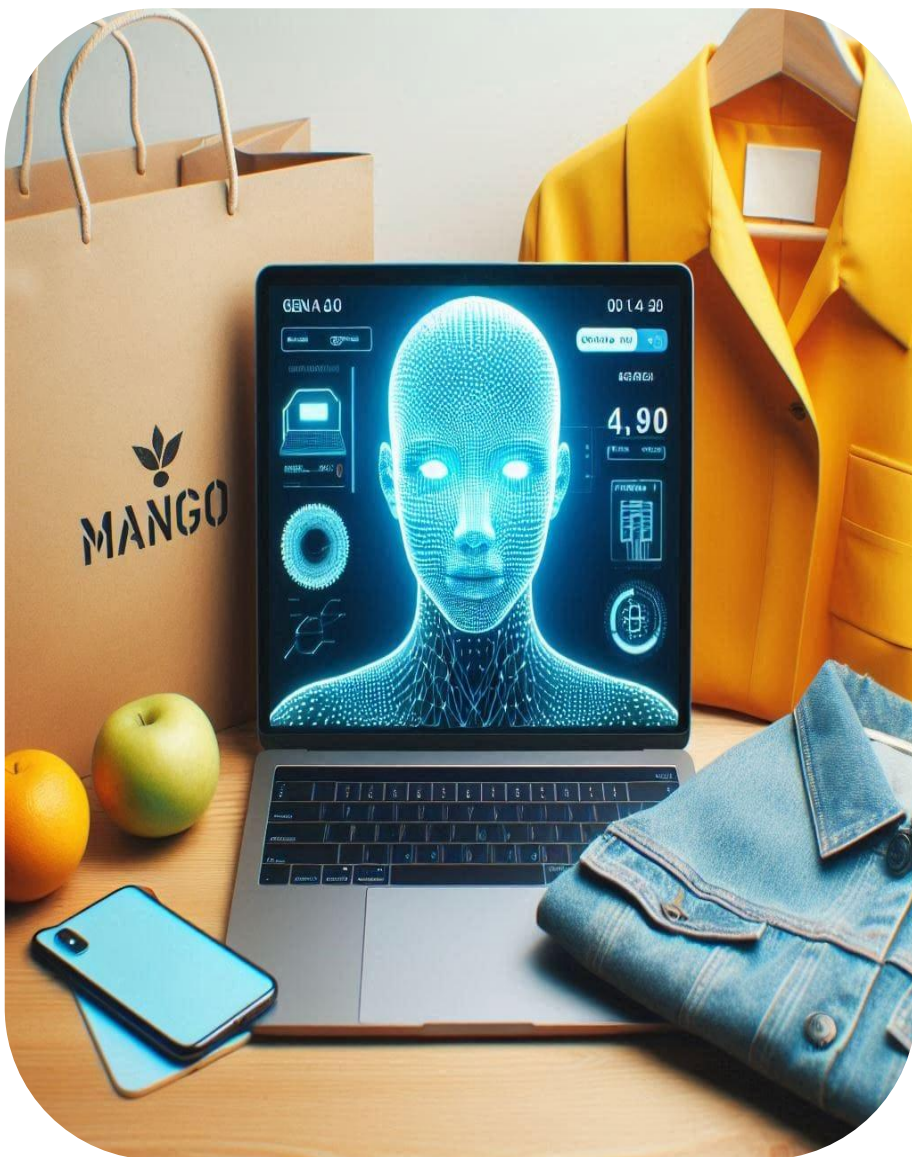
- **98%** Language accuracy in all European Languages.
- **-30 to 50%** AHT in managing email and written communication.
- **+30%** Quality scores of written communications.
- **Up to 20%** reduction of re-contact from FCR improvements
- **-15 to -20%** AHT reduction



AUTO-PILOT

- **Up to 50%** automation of inbound contacts on voice and written channels.
- **Up to 30%** cost for interaction reduction

And across solutions, +5 to 15 p.p average NPS increase



MANGO

‘Copilot ‘Magic Button’ to transform Customer Experience and reduce costs!

Konecta has kicked off a pilot project within our Multilingual Mango operation, leveraging our innovative AI-powered Magic Button solution. This exciting development allows us to provide a warm and positive experience for our customers, leading to higher customer satisfaction and an enhanced overall experience.

Magic Button empowers us to connect Turkish-speaking agents with clients from the German market, opening up new possibilities for seamless communication. This approach enables us to offer services in any language at a significantly lower cost without compromising on quality or customer experience.

98%

We reached a fantastic translation accuracy of 98%

0.9 M€ Cost Saving / annually

167

Our Turkish-speaking agents handled 167 cases in German within the first 4 days of launch

BI & Advanced Analytics – Use Cases

Quality & sales improvement



Operational excellence in terms of quality, satisfaction and productivity through agents' segmentation and setting targets based on historical behaviour

+135% NPS

-24% recontacts

+44% assessment of agents' skills



Increase sales redemption and effectiveness of marketing campaigns run by BPO function, and optimize sales quality and process by shifting to a data-driven approach

+33% revenues

+17% revenues per agent

+38% sales per occupied hour

Insights



- Inbound insights for seamless customer experience
- Outbound insights for renewal processes boosting upsell/cross-sell opportunities
- Enhanced retention with insights-driven churn analysis, personalization and targeted campaigns
- Upsell opportunities through conversation analysis

+8-20% revenue / conversion increase

-20% New agents' ramp-up time reduction

+15% in quality results of agents

Some success stories and on-going projects of our CoPilot “Magic-Button” solution

AUTOMOTIVE

- 80 FTEs using the Magic Button
- 100 seconds AHT reduction for FO emails
- 150 seconds AHT reduction for BO emails
- 4% increase in overall productivity across the entire operation
- Compliance rates went from 50% to 80%

RETAIL

- Started as a cost saving project (0.9 M€ costs saved annually) but thanks to great results boosted new revenues opportunities
- MORE VOLUMES FOR THE CURRENT IDIOMS/MARKETS: 0,5M€
- NEW VOLUMES INCREASE FOR MINOR LANGUAGES: 0,4M€
- PROJECTED GROSS MARGIN OPTIMIZATION: +9 ppts

CONSUMER GOODS

- 53% AHT reduction between pilot group using MB and control group (256 seconds vs 540)
- Significant Overtime Cost Reduction
The Magic Button reduced overtime expenses by optimizing workload management without reducing staff

Live and ongoing deployment



Protección



ZARA HOME



06

ABOUT KONECTA



We are a global leader in customer experience (CX) and digital services

By orchestrating a perfect harmony between human ingenuity and digital precision, we redefine what is possible in GenAI-powered user experience (citizen, fan, employee, customer, patient, etc.).



109,000+
employees



€2bn+
revenue



40,000+
employees working
from home



28
countries

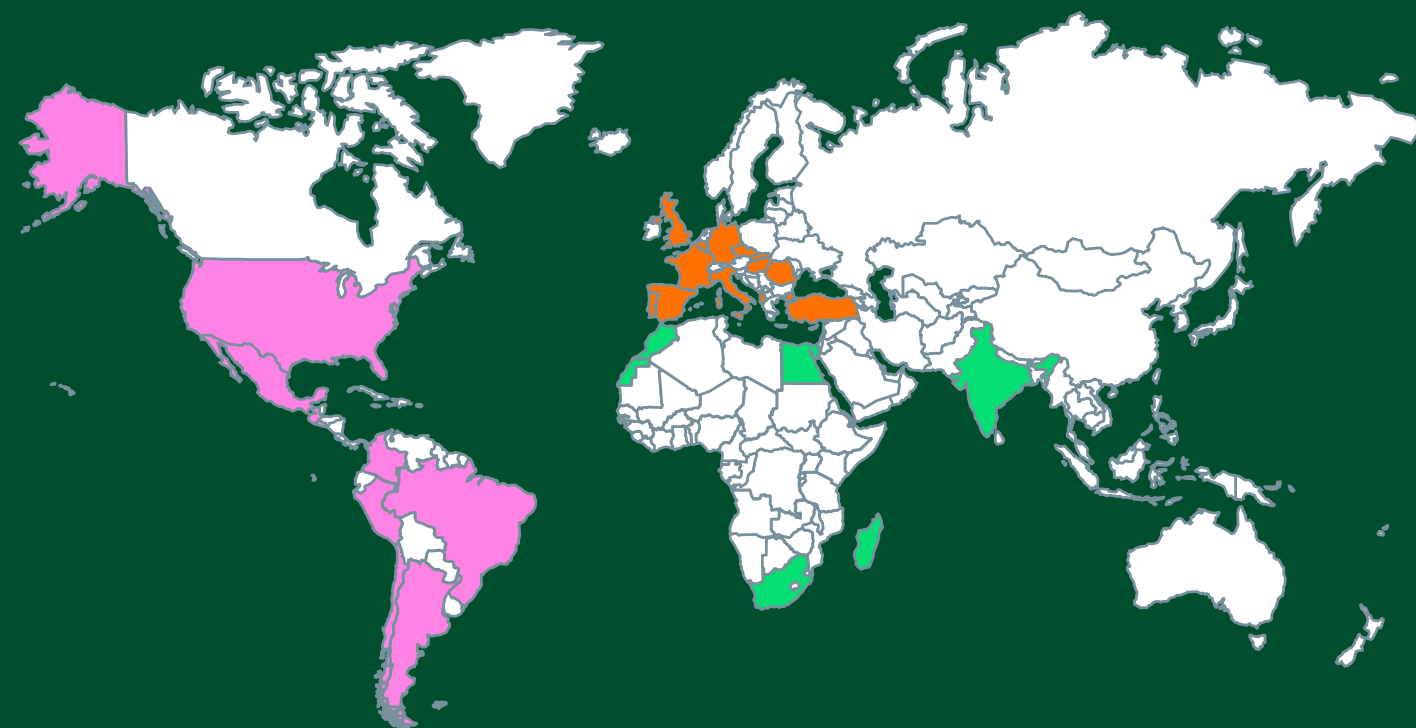


40+
languages



500+
blue chip clients

A leadership position across five continents with best-shoring capabilities



AMERICAS

9 countries
56+ sites

Colombia - 21 sites
Peru - 9 sites
Argentina - 10 sites

Mexico - 4 sites
Brazil - 8 sites
Chile - 1 sites

El Salvador - 1 site
Guatemala - 1 site
USA - 2 sites

EUROPE

14 countries
110+ sites

Spain - 34 sites
Italy - 31 sites
France - 18 sites
Czech Rep - 9 sites

Türkiye - 5 sites
Romania - 6 sites
UK - 3 sites
Albania - 3 sites
Kosovo - 1 site

Slovakia - 1 site
Germany - 1 site
Belgium - 1 site
Hungary - 1 site
Portugal - 2 sites

MIDDLE EAST | AFRICA | ASIA

5 countries
12 sites

South Africa - 1 site
Madagascar - 2 sites

Morocco - 7 sites
Egypt - 1 site

India - 1 site

Forthcoming: The Philippines

MULTILINGUAL HUBS

All along with a comprehensive virtual model to provide best-in-class Work from Home operations

Barcelona
Bogota
Cairo
City
Casablanca
Istanbul

Lisbon

Paris
Tangier

London
Mexico



89%
Employee
Satisfaction

6.0%
Attrition
Industry: 10-12%

94%
Loyalty

+85%
Internal
Promotion

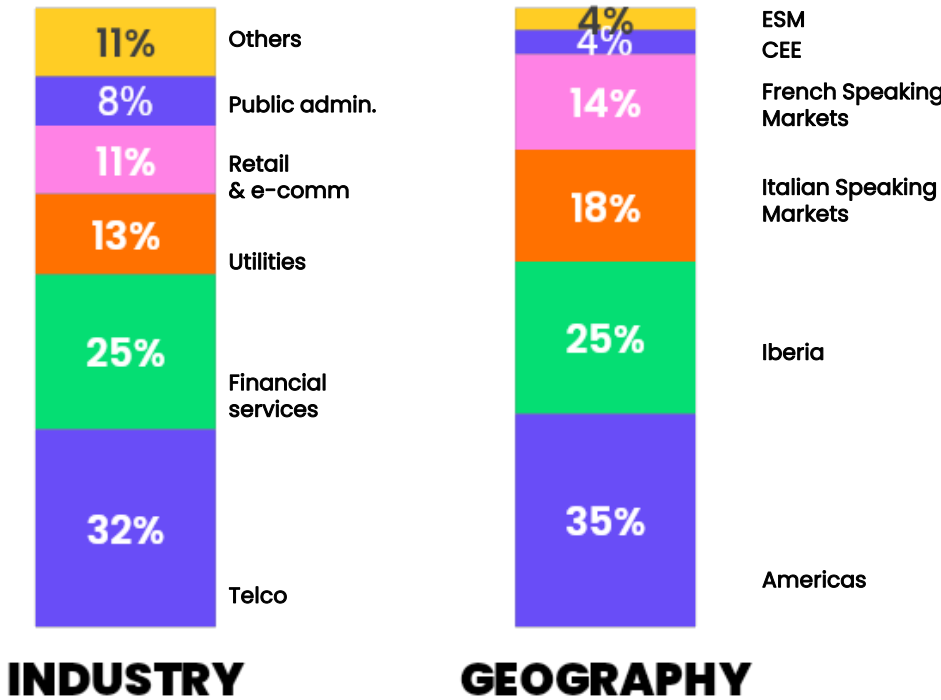
We are a global leader in Customer Experience and AI digital services

Strong positioning as a Global company

 INDUSTRY LEADER	Top 1-3 In most of our markets	€2Bn Revenue	€270Mn EBITDA
 LOYAL CUSTOMER BASE	500+ Blue Chip Clients	20y+ AVG client tenure ¹	54 NPS (top quartile)
 COMPLEMENTARY FOOTPRINT	28+ Countries	40+ Languages	200+ Blue Chip
 GRASSROOTS OF TECHNICAL SKILLS	1k+ Engineers	€127Mn Digital services revenues	40+ Products platforms
 GEN AI COMPETENCIES	7,100+ FTEs trained on role-specific GenAI content	100+ GenAI projects	13k+ Seats with GenAI solutions

Diversified portfolio of industries and geography

BUSINESS BREAKDOWN, % REVENUES, FY2024



1. Top 85 clients | 2. 70% of the clients run on Konecta's platform

Katalyst 2028, our strategic 3-year plan to become a GenAI-powered company

We foster a holistic ecosystem where human ingenuity and advanced GenAI work together to create impactful and personalized interactions.

01

Redefining CX for the future

by deploying advanced AI solutions and providing end-to-end support through strategic partnerships.

02

Driving the transformation with Konecta Digital

by scaling innovative offerings, incl. GenAI, system integration, employee experience solutions, and cybersecurity, but also serves as a trusted advisory and consulting partner.

03

Expanding global reach

by reinforcing our presence in established markets where we are already a leader like Spain, Italy, Colombia, Argentina and Peru, while expanding into high-potential regions such as the U.S., Middle-East, and South Africa.

04

Upskilling for the digital era

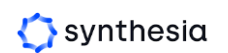
by equipping our employees with trainings in advanced AI and GenAI tools, and internal AI solutions, such as virtual assistants and AI coaches.

Our Key Tech Partners



GenAI & Automation

Enabling our automation, augmentation and personalization strategy



Omnichannel Engagement and automation

Providing a seamless and integrated CX management across multiple channels



Business Apps

Enhancing our agents' tools when customers are in front



Workforce Engagement & vertical application

Focusing on human touch to improve employee engagement, performance and results



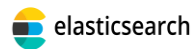
Cybersecurity

Protecting our operations and cloud tech platforms



Cloud & Data Partners

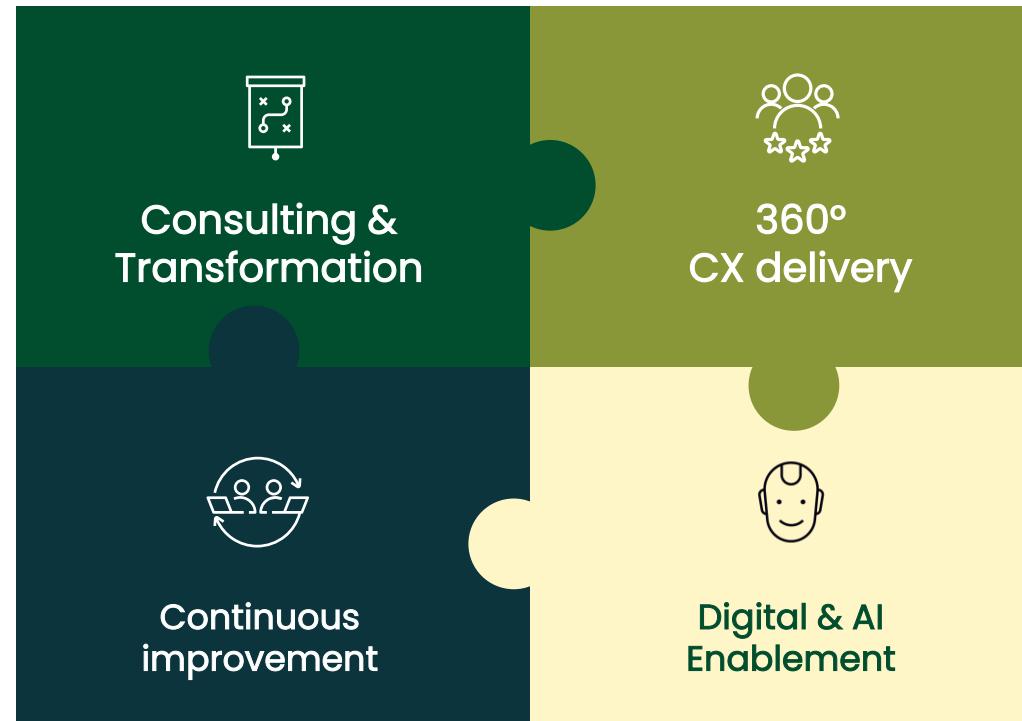
Enabling global & dynamic scaling of our tech products



Delivering End-to-End CX Through Integrated Operations & Technology

Combining consulting, operations, and AI to deliver scalable, high-performance CX

- CX diagnostics & maturity assessment
 - Journey mapping & service design
 - Operating model definition
 - Business case & ROI modelling
-
- Change management & transformation support
 - KPI framework design & governance
 - Continuous optimisation & best practices
 - Workforce upskilling & capability building



End-to-end customer operations from front to back office

- Customer care
 - Technical support
 - Sales & revenue generation
 - Back-office & process management
-
- Omnichannel CX (chat, voice, email, self-service)
 - AI-driven automation & process optimisation
 - CRM, ticketing & knowledge base integration
 - Real-time data orchestration & analytics

We are leader in the Customer Experience Management



Leader in CX management EMEA
Peak Matrix® 2025

Major Contender in CX
management Americas Peak
Matrix® 2025

Leader in B2C Sales Services
Peak Matrix® 2025



Leader in the 2025 Frost Radar™:
Customer Experience Management
Outsourcing in Europe

Leader in the 2025 Frost Radar™:
Customer Experience Management
Outsourcing in Latin America



Best Place to Work 2024 Albania
(5th year), Romania, Africa and
Europe, Morocco (8th year).

Great Place to Work 2024
Argentina, Colombia & Peru.

Our certifications



thank you

Mariano Aisa
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