

konecta

ticketmaster®

Introduction to Konecta for Ticketmaster

October 2025



EXECUTIVE SUMMARY



Jordan Shaw
VP of Growth

We are pleased to submit our proposal to support Ticketmaster's customer support operations from Konecta's best performing delivery centers in South Africa or Peru or Colombia.

South Africa is our top recommendation for **English**: it combines strong language proficiency and accent neutrality with excellent scalability and a compelling price performance ratio. For the US market, Peru and Colombia are outstanding nearshore options capable of delivering **English, French, Spanish, Portuguese, and in Japanese**, with time-zone alignment, cultural affinity, and flexible ramp plans.

Konecra's right shore approach offers South Africa, Peru, and Colombia as distinct delivery options, each bringing its own strengths. South Africa provides exceptional English proficiency and cultural alignment; Peru combines cost efficiency with bilingual capabilities; and Colombia offers scalability and strong IT infrastructure. Each operates as a standalone hub, allowing clients to choose the location that best fits their objectives while maintaining flexibility to adapt as needs evolve.

Backed by a broad global footprint, proven governance, and an integrated digital toolkit, Konecta brings best practices, advanced technology, and localized insights to elevate the fan experience and partner satisfaction. We're ready to embark on a partnership that will

01

Deep Domain Expertise

We understand the dynamics of high demand, time sensitive environments like entertainment and ecommerce. Konecta's teams manage on sale spikes, seasonality, fraud/chargeback prevention workflows, VIP/fan care, and partner/seller support translating industry lessons into measurable CX gains.

02

Innovation Through Konecta Digital

Our digital stack blends automation and AI with real time analytics and QA. We apply intelligent deflection, agent assist, knowledge management, and WFM to reduce cost to serve, improve AHT and FCR, and sustain quality at scale without sacrificing customer satisfaction or brand voice.

03

Ready from Day One

We'll stand up a POC quickly and ramp in waves across sites. South Africa serves as the English hub with deep talent pools and resilient infrastructure; Peru and Colombia provide nearshore multilingual pods (Spanish, French, Portuguese, English) to handle US time zones, overflow, and specialized queues.

04

Strategic Partnership Approach

We'll co create a governance model with shared KPIs, clear SLAs, and transparent reporting. A joint roadmap will cover continuous improvement, digital levers, and surge readiness, while our cross site BCP ensures continuity and performance during peak on sale moments.

Best regards,
Jordan Shaw

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01

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.).

1 BPO challenger in English speaking markets

1 BPO in Italy, Spain, Czechia & Peru

2 BPO in Colombia with 15% of the market share

3 BPO in Mexico with 5.4% of the market share



120,000+
employees



€2bn
revenue



40,000
employees working
from home



26
countries

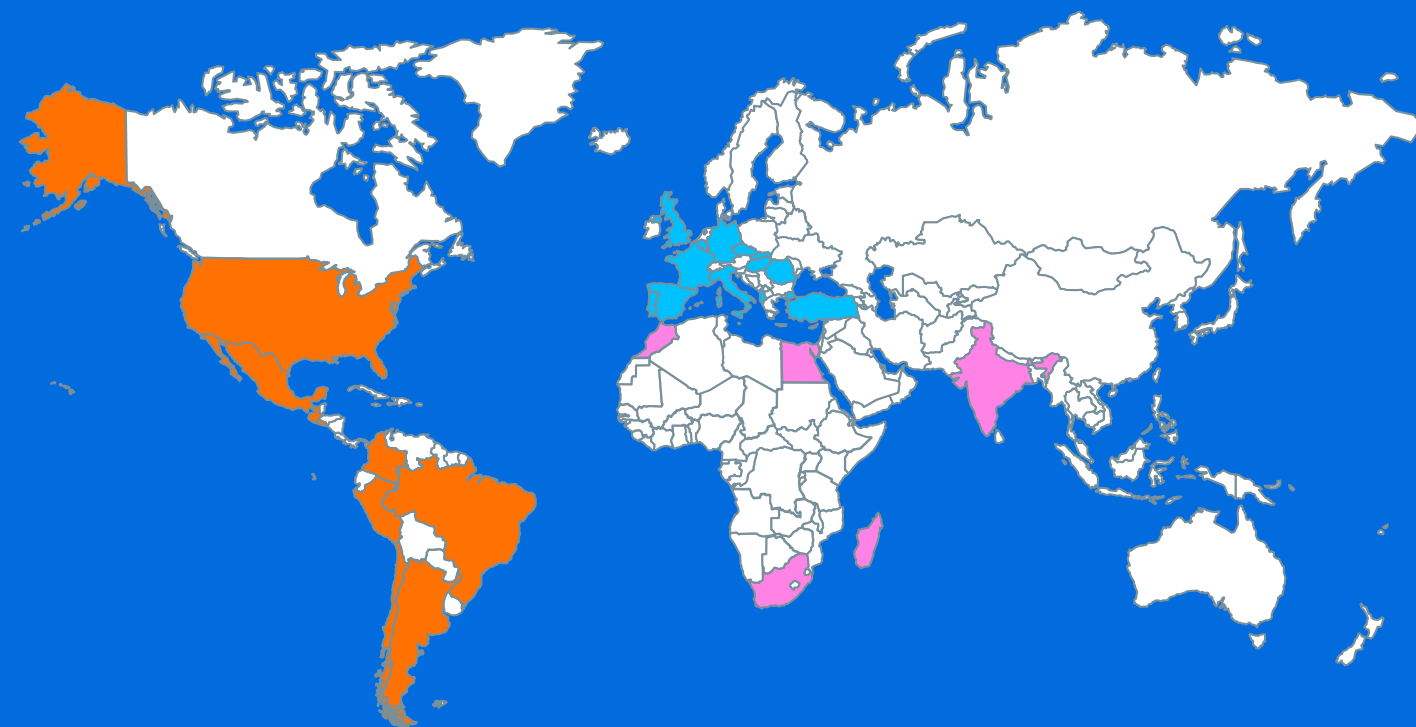


30+
languages



500+
blue chip
clients

A leadership position across five continents with best-shoring capabilities



AMERICAS

9 countries
55+ sites

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

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

ElSalvador - 1site
Guatemala - 1site
USA - 1site

Forthcoming: Canada

EUROPE

13countries
110+sites

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

Türkiye- 5 sites
Romania - 6 sites
UK- 3 sites
Albania - 3 sites

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

MIDDLE EAST | AFRICA | ASIA

5 countries
12sites

South Africa - 1site
Madagascar - 2 sites

Morocco - 7 sites
Egypt- 1site

India - 1site

Forthcoming: The Philippines | Pakistan

30+ languages supported

English, French, Italian, Portuguese, Spanish, Danish, Dutch, Finnish, Swedish, Bulgarian, Czech, Hungarian, Polish, Romanian, Greek, Russian, Norwegian, Lithuanian, Estonian, Latvian, Slovak, Chinese, Catalan, Galician, Basque, Valencian, Farsi Arabic, German, Turkish, Moldovan, Hebrew, Flemish



89%
Employee
Satisfaction

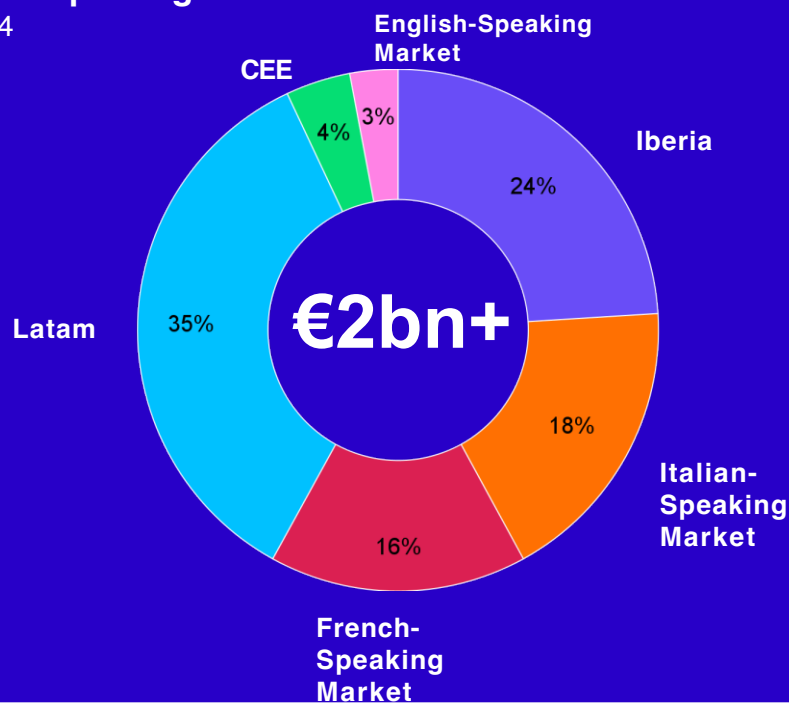
6.0%
Attrition
Industry: 10-12%

94%
Loyalty

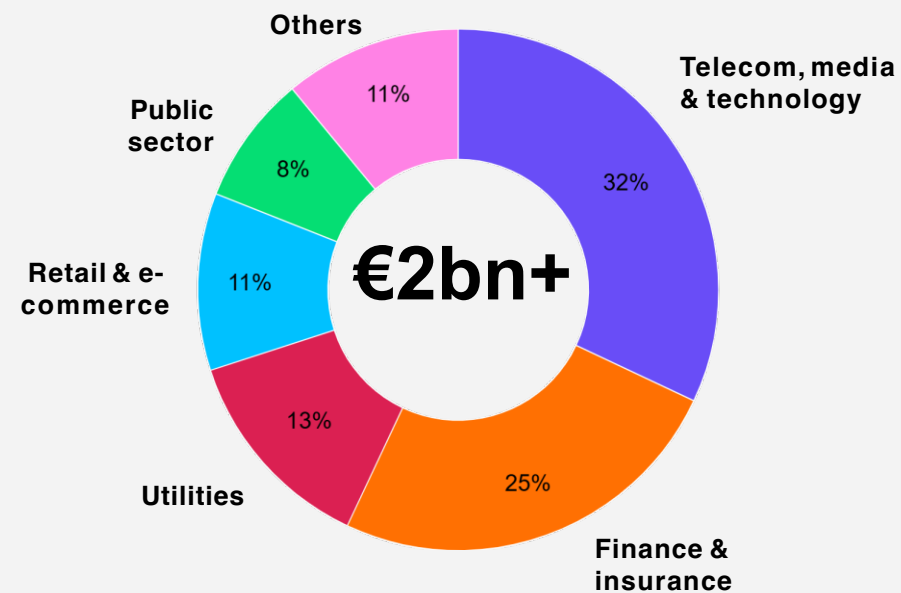
+85%
Internal
Promotion

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

Revenue per region
FY 2024



Revenue per industry
FY 2024



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 technology-driven solutions aim to enhance interactions effectively

AI & GenAI Services

GenAI advisory & consultancy

GenAI for CX

GenAI for EX

Solution accelerators & Industry applications



Customer Experience

Customer care
Sales
Technical support
Back-office services



Digital Marketing

Lead generation
Digital campaign management
Sales conversion
Digital collection



Employee Experience

Smart service desk
Device-as-a-service
Managed workplace services
Proximity services



Products & Services

CX implementation services
Cloud enablement services
Experience engagement suite
Business applications

Advisory & Consulting

Experience strategy and design

Cloud transformation strategy

Data and analytics strategy

Konecta platform

We are leader in the Customer Experience Management



Major Contender 2025 CX management Americas Peak Matrix.

Leader2025 in CX management EMEA Peak Matrix.



Top innovation & growth leaders in FrostRadar 2024 CX Outsourcing Services in EMEA & Latam.

Among top players in FrostRadar 2023 CX Outsourcing Services in Latam & EMEA.



Best Place to Work 2023 Albania (4th year) Madagascar, Hungary.

Great Place to Work 2023 Argentina, Colombia & Peru.

**With all
certifications
required**

ISO9001
Quality
Management
System

ISO27001
Information Security
Management
Systems

ISO22301
Business Continuity
Management

PCI-DSS
Payment Card
Industry Security
Standard

02

OUR EXPERIENCE



You are 500+ across all industries

relying on us to craft
meaningful experiences
to your customers and
employees.

AUTOMOTIVE,
MOBILITY & TRAVEL

FINANCIAL
& INSURANCE

RETAIL &
ECOMMERCE

TELECOMS, MEDIA &
TECHNOLOGY

HEALTHCARE

PUBLIC SECTOR

UTILITIES



CLIENT PROJECT



PARIS 2024



Paris2024: Transforming the digital experience with GenAI

Konecta developed an integrated, multichannel digital platform (calls, emails, chatbot, social media, FAQ) and multilingual (French and English) solution, leveraging GenAI to deliver a unique digital experience for the Paris2024 Olympic and Paralympic Games.

30

advisors available 7/7
during the Games to
handle requests

4.26

average satisfaction
score after an
interaction with an
advisor

43%

Base utilization
volumes (ie total
return of customers
on the base)
improved by 43%

CLIENT PROJECT



JUVENTUS



Juventus F.C.: Enhancing Fan Engagement through Multilingual CS

Konecta manages an integrated front & back office fan service operation for Juventus Football Club, covering supporter requests related to memberships, subscriptions, stadium passes, and fan cards. Our multilingual (Italian and English) solution ensures seamless communication across phone, email, and web channels, providing premium support to both domestic and international fans.

20+

dedicated advisors
scaling up during peak
football seasons and
Champions League
events

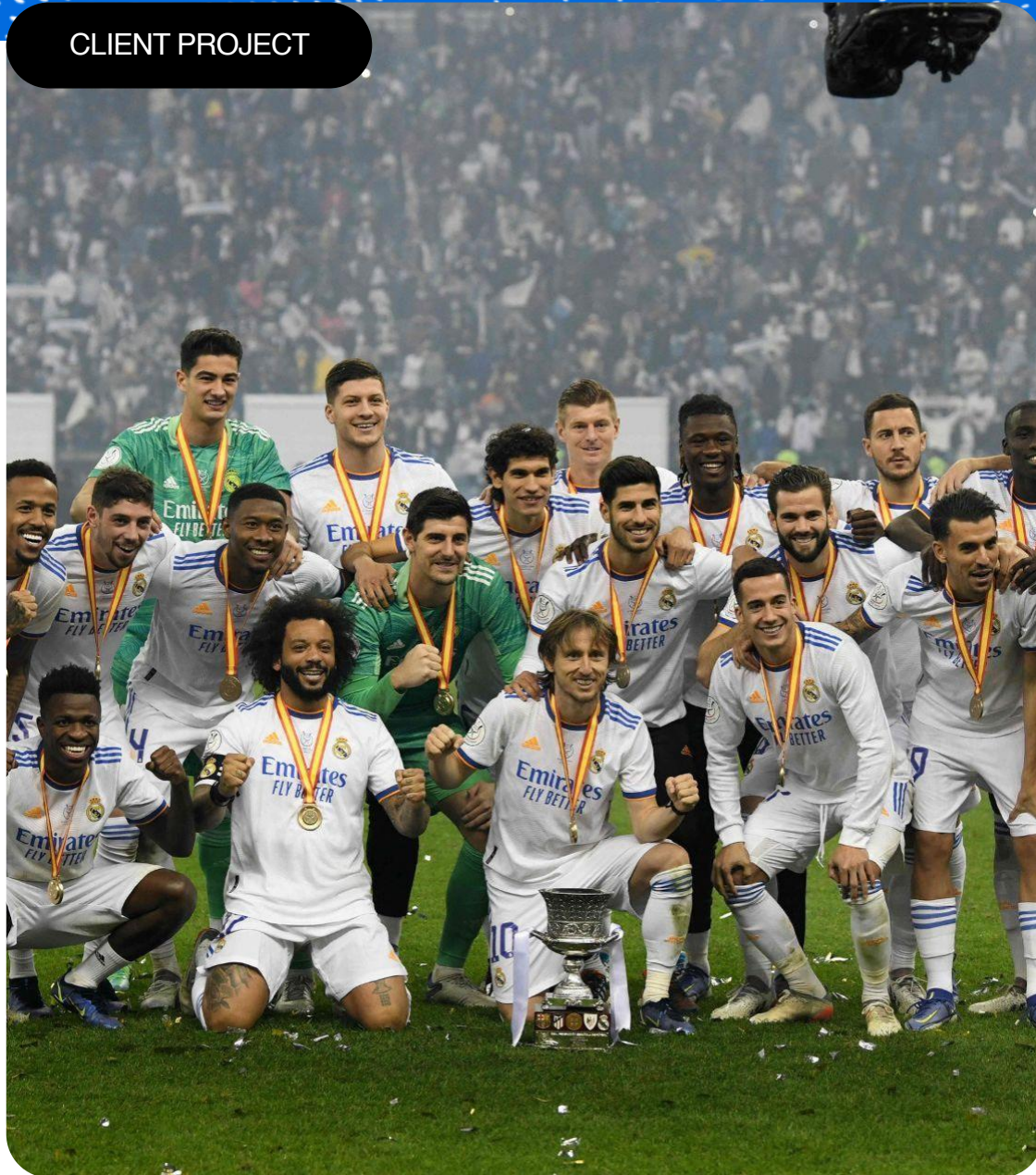
4.5/5

average satisfaction
score across fan
support interactions

2

languages supported
(Italian and English)
for premium global
fan communication

CLIENT PROJECT



Real Madrid: Elevating fan communication through seamless phone support

Konecta has managed Real Madrid's multilingual telephone service since 2015, delivering responsive support for match information, events, memberships, payments, and incidents. Operating from Spain, Konecta provides both inbound and back-office services, ensuring Real Madrid members and fans worldwide receive personalized and efficient assistance.

68,000+

calls handled in 2022 across member and public service lines

19,000+

emails managed annually with high responsiveness and accuracy

4

Years of peak-season Champions League support (2016, 2017, 2018, 2022)

CLIENT PROJECT



Sky Italia: Powering CX and sales excellence across Italy

Konecta delivers multichannel customer service and sales support for Sky Italia, managing inbound and outbound interactions for broadband, retention, and TV subscription services. Operating across multiple Italian sites, Konecta's team provides flexible overflow management, remote visual assistance, and continuous process optimization to enhance customer engagement and sales performance.

440+

dedicated advisors supporting Sky's broadband and TV services across Italy and Albania

2009- Present

exclusive Telco (Broadband) customer service partner for Sky Italia

2002

launch of customer support operations for Sky Glass, the company's next-generation TV product

CLIENT PROJECT



CANAL+

FRANCE

Canal+ France: Strengthening customer loyalty via multichannel engagement & direct marketing

Since 2005, Konecta has been the strategic partner of Canal+ France, delivering large-scale customer service and outbound campaign management to secure and grow the subscriber base. Operating across France, Morocco, and Madagascar, Konecta provides centralized management with local execution for inbound, outbound, and loyalty programs—ensuring consistency, flexibility, and continuous improvement.

500+

advisors across France, Morocco, and Madagascar supporting sales, loyalty, and retention programs

14+

Years of partnership driving continuous expansion of Canal+ customer operations

>100%

ROI commercial targets consistently achieved for outbound and customer service campaigns

CLIENT PROJECT



EVERYMAN

Everyman Cinema Group: Redefining the movie experience via omni-channel membership management

Konecta partnered with Everyman Cinema Group to deliver seamless omni-channel contact management across bookings, memberships, and event services for 41 venues across the UK. With the ability to manage over 300,000 annual contacts, Konecta ensures a consistent and personalized experience for Everyman's guests through unified phone, email, social media, and WhatsApp channels, backed by automation and real-time insights

5

Weeks rapid implementation, including initial automation and process optimization

300,000+

contacts managed annually with peak surges during major movie launches

1

Unified team single-view management of all communication channels

CLIENT PROJECT



Grupo PRISA: Delivering 24/7 multilingual customer loyalty & media support

Konecta provides customer and loyalty services for Spain's leading media group, Grupo PRISA supporting renowned publications such as El País, As, and 5 Días. Operating 365 days a year across telephone, web chat, and email channels, Konecta combines advanced tools like KOSMOS and TEO to enhance transparency, reduce handling times, and maintain service excellence for Spanish and Portuguese audiences.

85%+

NDS achieved by 2022 through continuous quality monitoring and staff training

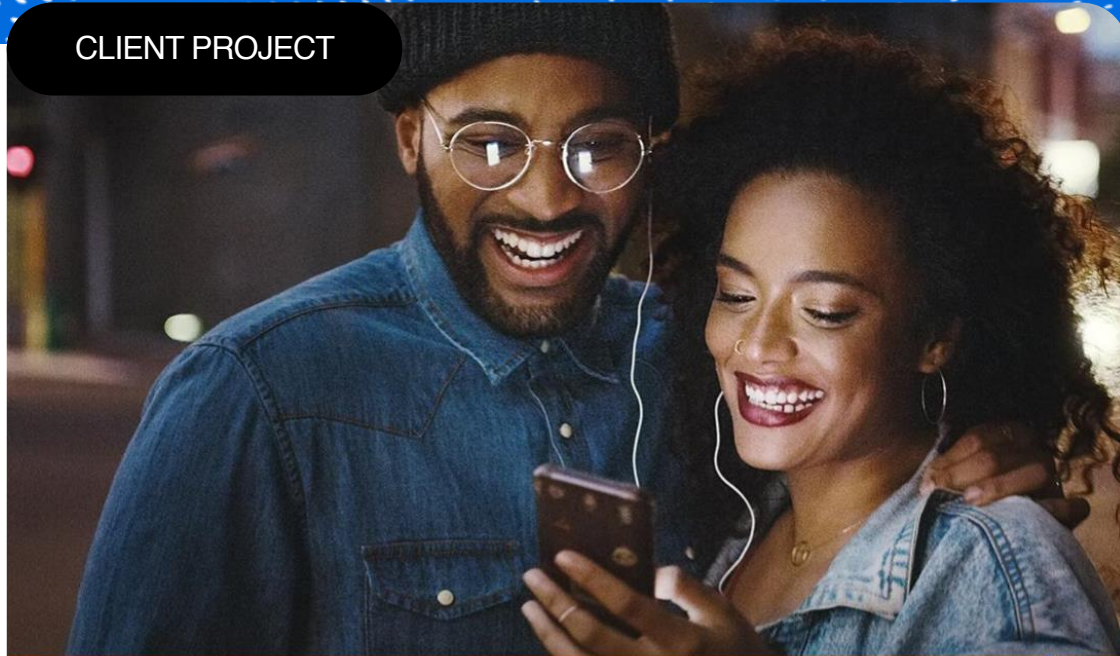
90%+

ND performance sustained with exceptional accuracy across multilingual support

<24

Hours average ticket resolution time, with a 99% hit rate for customer response

CLIENT PROJECT



ZEAL

TIPP24: Ensuring seamless lottery CS during high demand jackpot phases

Konecta supports ZEAL Group's lottery operations through robust peak-time management, handling customer communications across calls, emails, and web orders under strict SLAs. With the ability to manage over 300,000 contacts annually and surges of 10,000+ during jackpot periods, Konecta delivers consistent performance through a unified, bilingual (German + English) support model backed by experienced trainers and market

95%

advisors available
7/7 during the
Games to handle
requests

300,000+

customer interactions
managed annually,
including high-volume
jackpot surges

80%

CSAT satisfaction
score achieved in
2023 through quality-
driven service
excellence



Global Multisport Tournament: Delivering real-time multilingual customer support powered by GenAI

Konecta provided multilingual public customer service for a major international multi sport event, managing inquiries, logistics, and issue resolution across multiple channels including phone, email, web form, live chat, and instant messaging (WhatsApp, Messenger, Instagram). Operating seven days a week, the Konecta team ensured seamless coordination for athletes, volunteers, and attendees while leveraging generative AI to optimize chatbot responsiveness and enhance real-time communication.

30+

specialized agents
managing athlete
and event-related
inquiries globally

100%

objectives met,
ensuring reliability
across all event
communication
channels

Gen-AI

chatbot deployed to
deliver multilingual
support and real-
time updates
throughout the event

03

OUR SOLUTION PROPOSAL



Proposed Countries

Option 1

South Africa



- **Top tier English proficiency** with neutral accents and over **64,000 skilled professionals**.
- **Strong cultural alignment** and shared time zones with the U.S., UK, Australia, and New Zealand.
- **Exceptional cost efficiency** and world-class service quality.
- **Technologically advanced, low risk economy** Africa's most industrialized and stable BPO hub.

Option 2

Peru



- Cost efficient with low market saturation and strong English proficiency.
- Close proximity to North America, ensuring a **multilingual, culturally aligned workforce**.
- Stable, pro-business environment with high growth potential (projected **\$579.51M by 2029**).
- Ideal emerging hub for global BPO expansion in Latin America.

Option 3

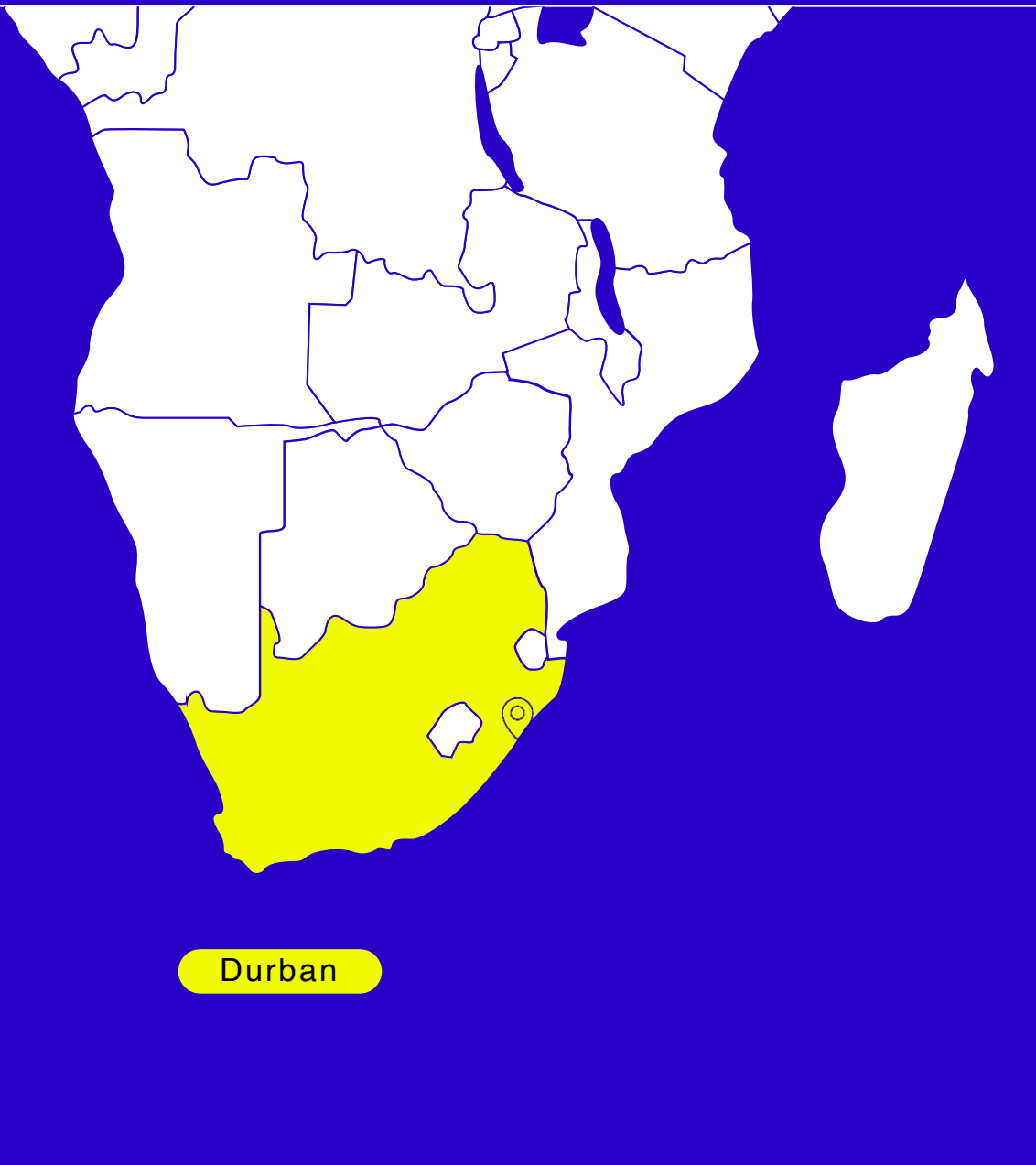
COLOMBIA



- **Cost efficient and high growth** market with strong English proficiency.
- **Strategic nearshore location** and U.S. time zone alignment enable seamless operations.
- **Multilingual, culturally aligned workforce** concentrated in Bogotá and Medellín.
- **Mature BPO ecosystem** and resilient talent driving steady growth to **\$0.82B by 2029**.

South Africa





SOUTH AFRICA

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

Konectain 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



PERU



PERU

Peru is rapidly emerging as a prime destination in the BPO industry, offering a cost-competitive labor market with high-quality English proficiency. The market is projected to grow at an annual rate of 4.73% from 2025 to 2029, reaching a market size of \$579.51 million by 2029. The market saturation is low, presenting ample opportunities for growth. The country boasts a highly educated, multilingual population with its workforce known for having the most neutral accent in Latin America. Despite some recent political demonstrations, Peru boasts the most stable economy in the region. The government has maintained rigid fiscal discipline, allowing the economy to enjoy record growth rates for years and accumulate substantial net reserves. Peru faces a higher risk of natural disasters, but presents a compelling case for BPO investment, combining economic stability, a skilled workforce, and a vibrant cultural landscape.

Konecta is the No. 1 BPO in the country at 31% market share.



9

Konecta sites



19,000+

Staff



\$151M

Revenues

Client
Selection:



SURQUILLO, LIMA, PERU

Contemporary site in the commercial center Surquillo, southern district of Lima with good access to public transportation. 19km from the airport. Modern site spread over 4 floors across 3200 sqm, equipped with various training rooms, relaxation areas, cafeterias, and snack spaces.

EMPLOYEES

Konecta is the market leader in BPO in the country and attracts young, diverse and multilingual talent | Languages: Spanish, English

SERVICES

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

CERTIFICATIONS

ISO 9001 | ISO 27001 | ISO 14001 | ISO 14064 | ISO 22301 | ISO 45001 | PCI-DSS | GREAT PLACE TO WORK CERTIFIED



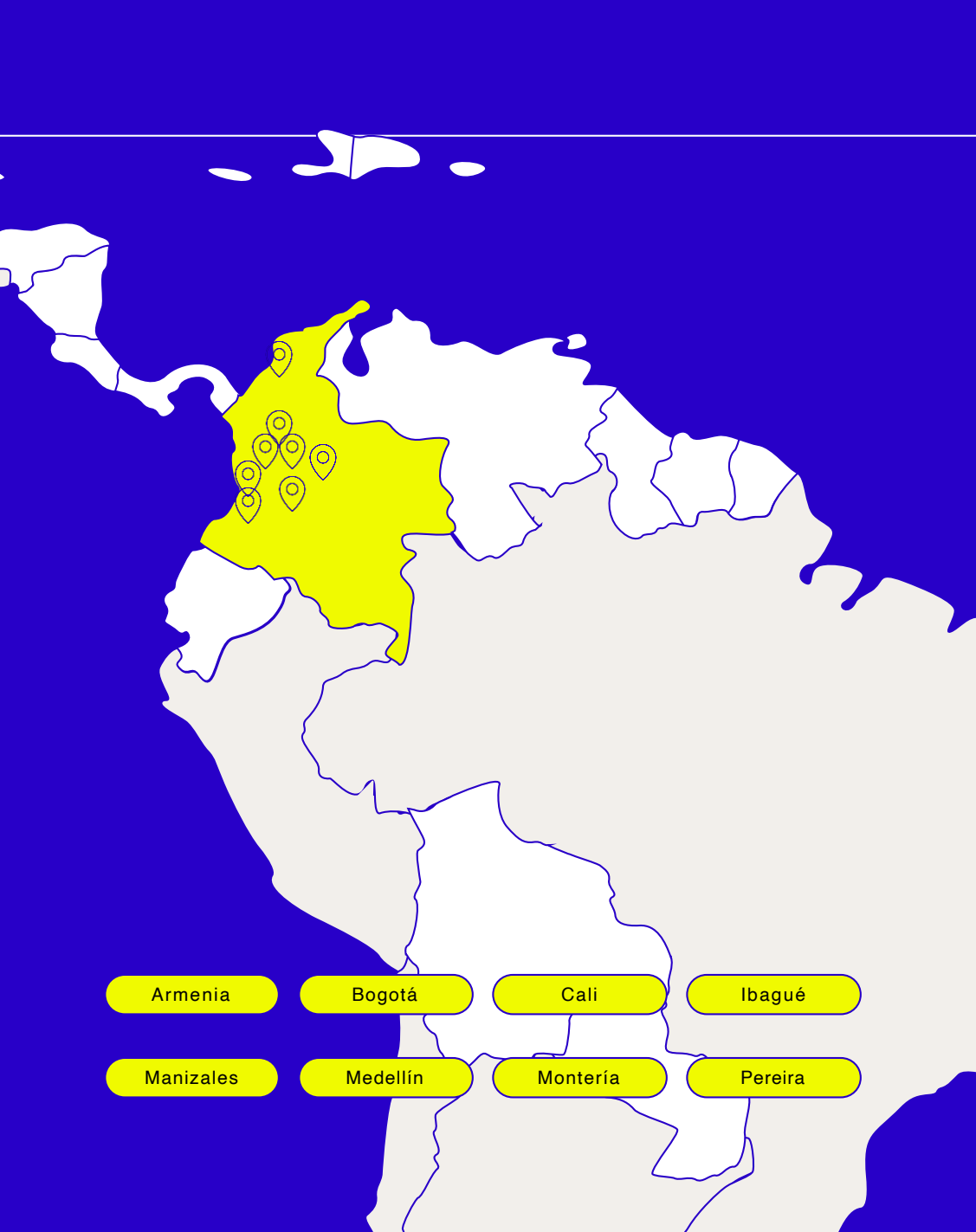
SURQUILLO, LIMA, PERU



Great
Place
To
Work®

Colombia





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.

Konecta Colombia serves following industries:



24

Konecta sites



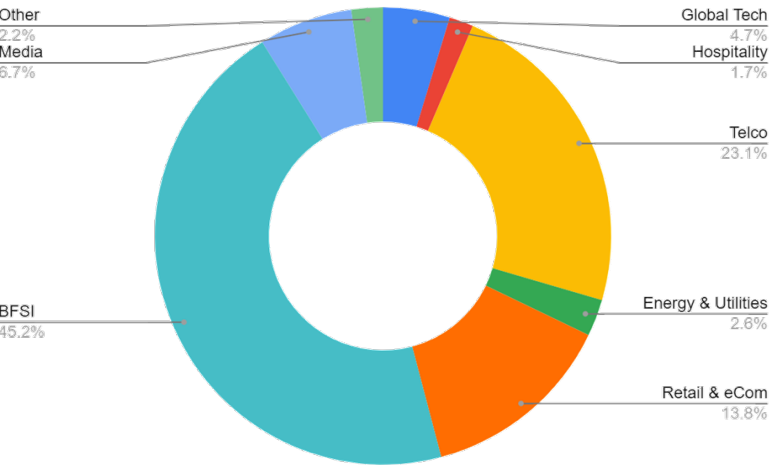
27,000+

Staff



\$308M

Revenue





CENTRALPOINT, BOGOTA, COLOMBIA

Central Point- State-of-the-art facilities equipped with advanced technology and sophisticated design, featuring LEED GOLD green building certification. Amenities include a modern cafeteria, comfortable break areas, efficient elevators, and dedicated training rooms. Convenient access to business centers. Easy commute via car, located near public transportation, 5 km from the airport.

RECRUITMENT CAPABILITIES

3,000 Spanish-speaking FTEs per month | 200+ English FTEs per month.

EMPLOYEES

Large pool of highly qualified IT specialists, and digitally skilled bilingual workforce. Languages: Spanish, English

SERVICES

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

CERTIFICATIONS

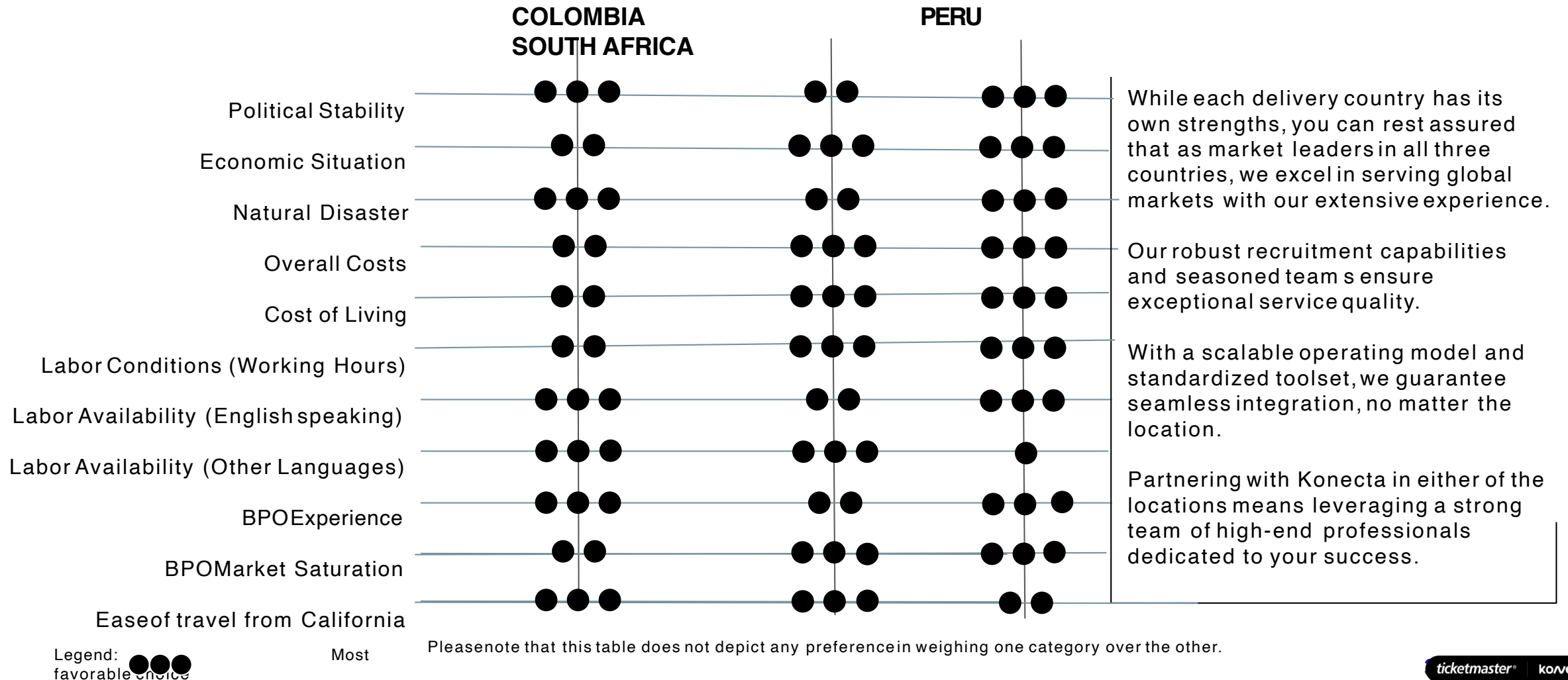
ISO 9001 | ISO 27001 | PCI-DSS | LEAD GREEN BUILDING GOLD CERTIFIED | GREAT PLACE TO WORK CERTIFIED

CENTRALPOINT, BOGOTA, COLOMBIA



Great
Place
To
Work®

Considerations for choosing the right fit



04

OUR OPERATIONAL MODEL



thank you

Jordan Shaw

VP for Growth

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05

Appendix



OPERATIONAL EXCELLENCE

Konecta Global Operating Standards to guarantee consistency and efficiency



Client engagement management

Shared-value business models, Partnership ethos, innovative thinking, competitive offers vs. new players



Quality & continuous improvement

Quality & team performance monitoring, process control & continuous improvement (Lean Six Sigma), knowledge management



Data security & risk management

High level Data & IT security, Change control & Business continuity management



Staffing & Workforce management

Forecasting, capacity planning, scheduling, dynamic staffing adjustment



Customer centricity & Voice of customer

Empathy training, customer feedback management, Customer experience optimisation experts



Employee Journey

Recruitment, onboarding, training, performance management, coaching, retaining, care, career path & satisfaction management



System, technology & facility

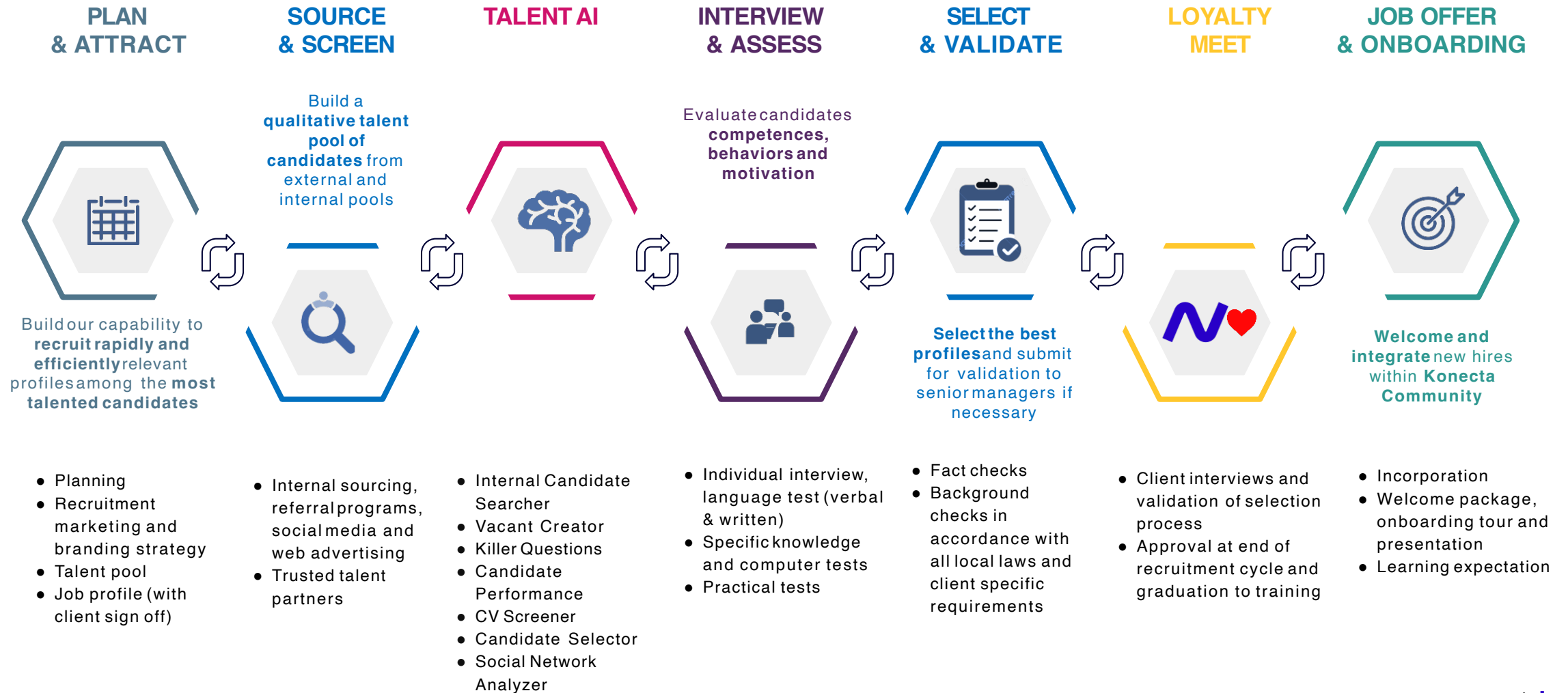
Best standards tools and technology, modern working facilities



Corporate governance & control

Corporate culture & values, roles & responsibility model, communication methods & tools, insightful reporting & analysis

Recruiting and Onboarding



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



92%

I am proud to work at
Konecra



64%



36%

87% Employee Satisfaction
8.7% Attrition
6.2% 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 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

Training & development

Our tailored Training Programs to develop our people as your brand ambassadors

Memory anchoring

INDUCTION TRAINING

Konecta induction and customer management fundamentals
Core business induction (brand values, products, processes and tools)
Validation quiz

Confidence building

NESTING

Dedicated nesting environment where agents are closely supported (1 week)

Expertise and autonomy reinforcement

CONTINUOUS TRAINING

Continuous training through short pills
Ad hoc specialist training (customer excellence, new channels, leadership)
Day-to-day coaching & briefing

Community of certified training experts, specialized in the **design and the delivery of customized** training programs for each industry, brand and service

Blended training programs that smartly combine various **modern learning techniques** from a mix of theoretical and practical courses (role-plays, serious games ...) to face-to-face and virtual classes

Latest generation digital learning solutions with highly **engaging and entertaining content** for an **optimal learning experience** (e-learning, microlearning, ...)

Digital tools which sharpen and reinvent training and delivery



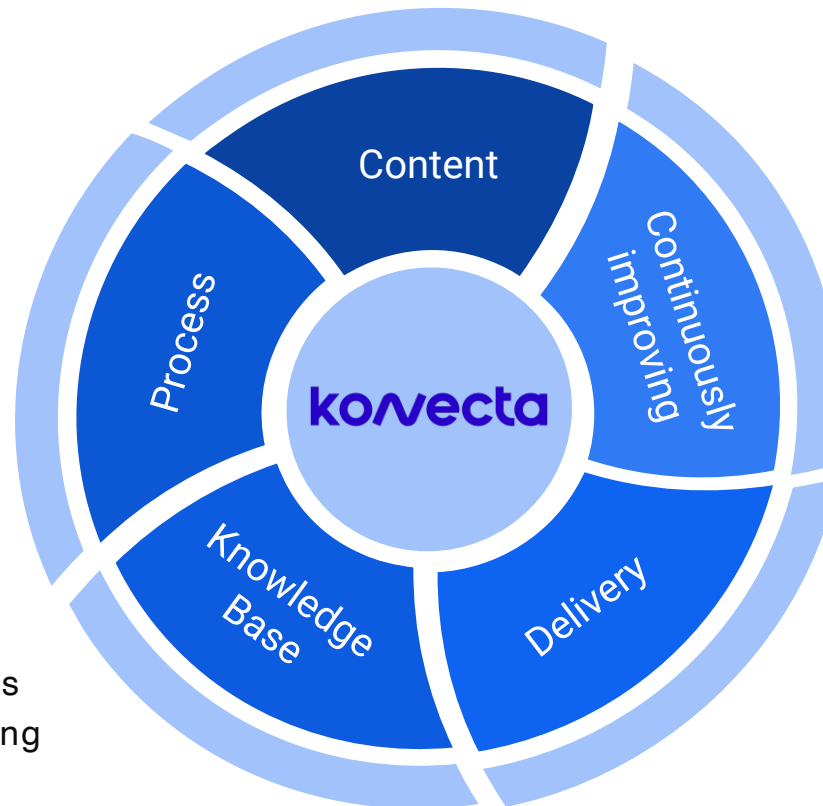
Virtual education contents and e-learning material

Experience ^K Learning

- Real-Time Performance Management
- Self-Assessment
- Insight into the agent's learning process



- Search Database searches
- Personalized Micro-Learning
- Konecta Co-Pilot Suite
- Virtual Showroom / Virtual Lab



MYT
by Konecta
MANAGE YOUR TEAM

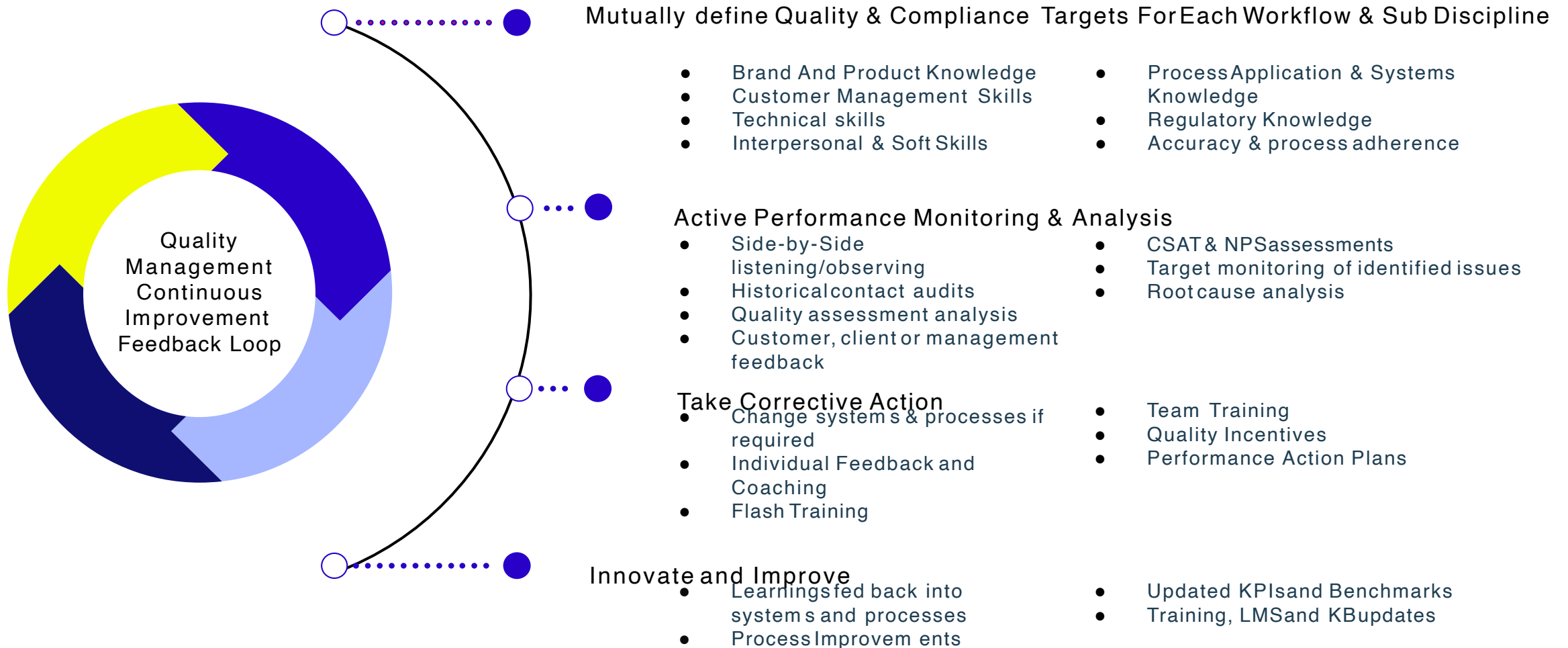
- Speech & Text Analytics
- MYT "Manage Your Team"
- Coach AI
- Performance trainer



GAK Analytics

- Virtual training routes
- Advanced Gamification
- Remote Visual Support Tool

Quality assurance and performance management



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	Operational Tracking	Tactical Discussions	Strategic Planning	Innovation / Automation
Responsible		Local Market Stakeholders	Local Market Stakeholders	Local Market Stakeholders Global Partner Mgmt Team	Global Partner Mgmt Team Senior Stakeholders	Technology and Innovation Team
		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 KPI review • Review of Objectives • Action Plans • Billing • Prepare long-term actions • Improvement actions	• Proposals for automation and service improvement

Workforce Management

Workforce Management Structure

WFM Manager

WFM Coordinator

WFM Specialist

WFM Staffing

WFM RTA

WFM PROCESSES FOR DAILY, CONTINUOUS AND ADVANCED MANAGEMENT



FORECASTING Predictive artificial intelligence models based on “Random Forest”.



PLANNING Operational modeling. Calculation of needs and strategy of hiring plans, based on the different variables that impact said calculation.



SCHEDULING We used different planning methods to create fixed, rotating or totally flexible shifts that fit the needs of our clients and operational teams.



INTRADAY Tracking graphs by time zone and automatic alerts for deviations from NDS, NDA and KPI's.



COMMUNICATION AND ABSENCES Agents can make offers, exchange shifts and request absences with complete transparency and real time using the tool.



REPORTS Customized dashboards for comprehensive control and management of KPIs in real time.

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

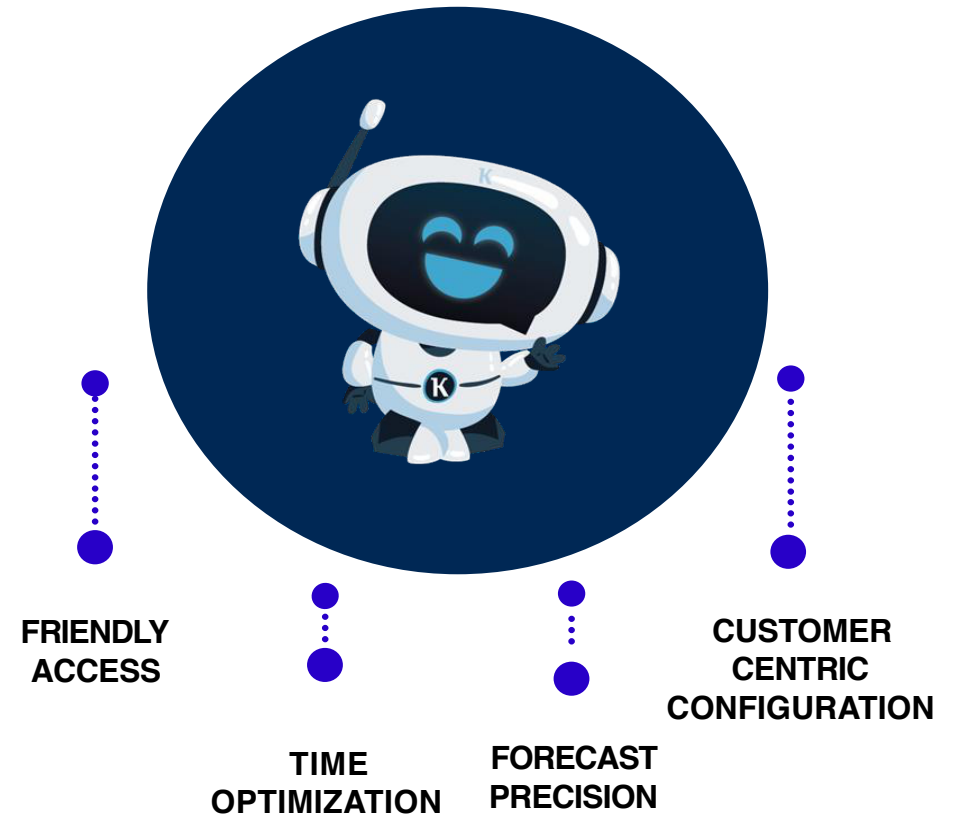
Prediction of turnover, absenteeism, calls, and TMO using methodologies for enhanced performance

PLANNING

Agent calculation using Erlang and call capacity, ensuring transactional compliance.

SCHEDULING

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

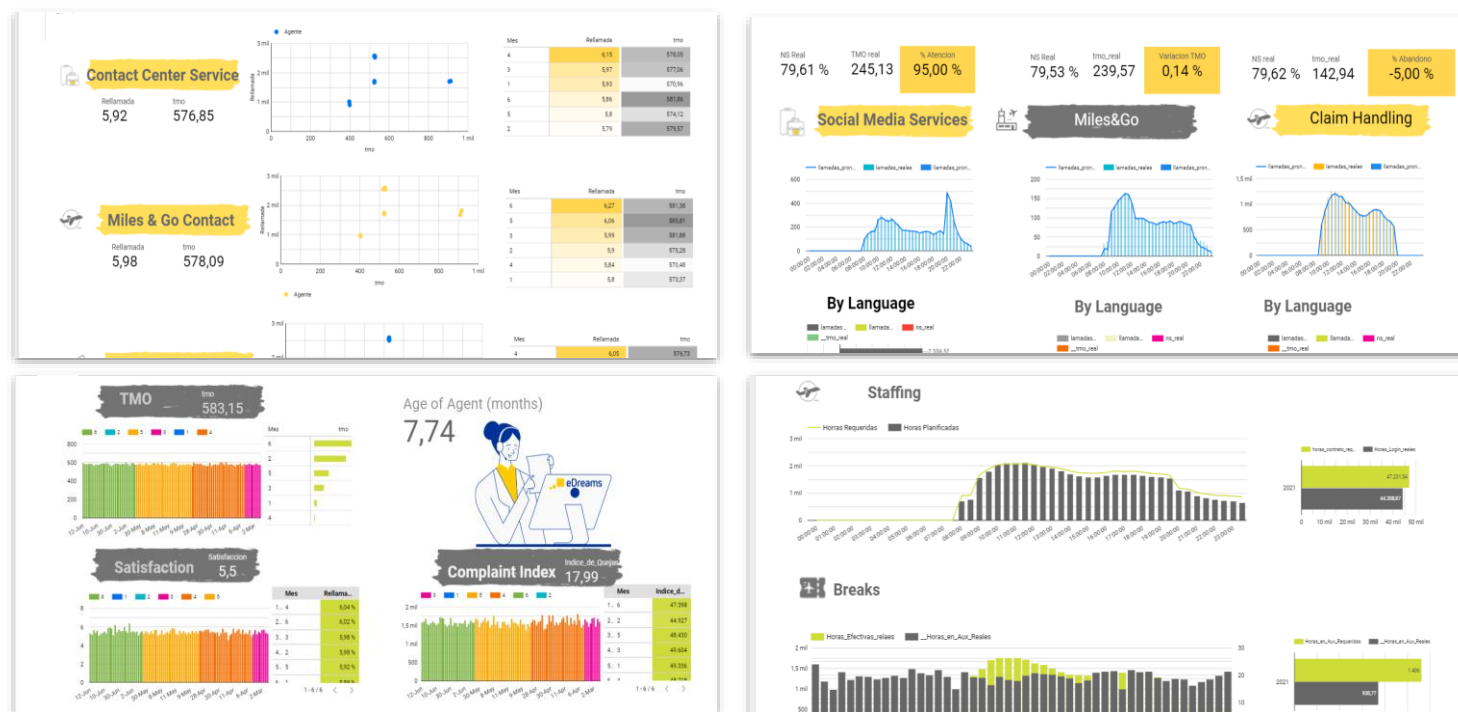


Smart Dashboards

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.

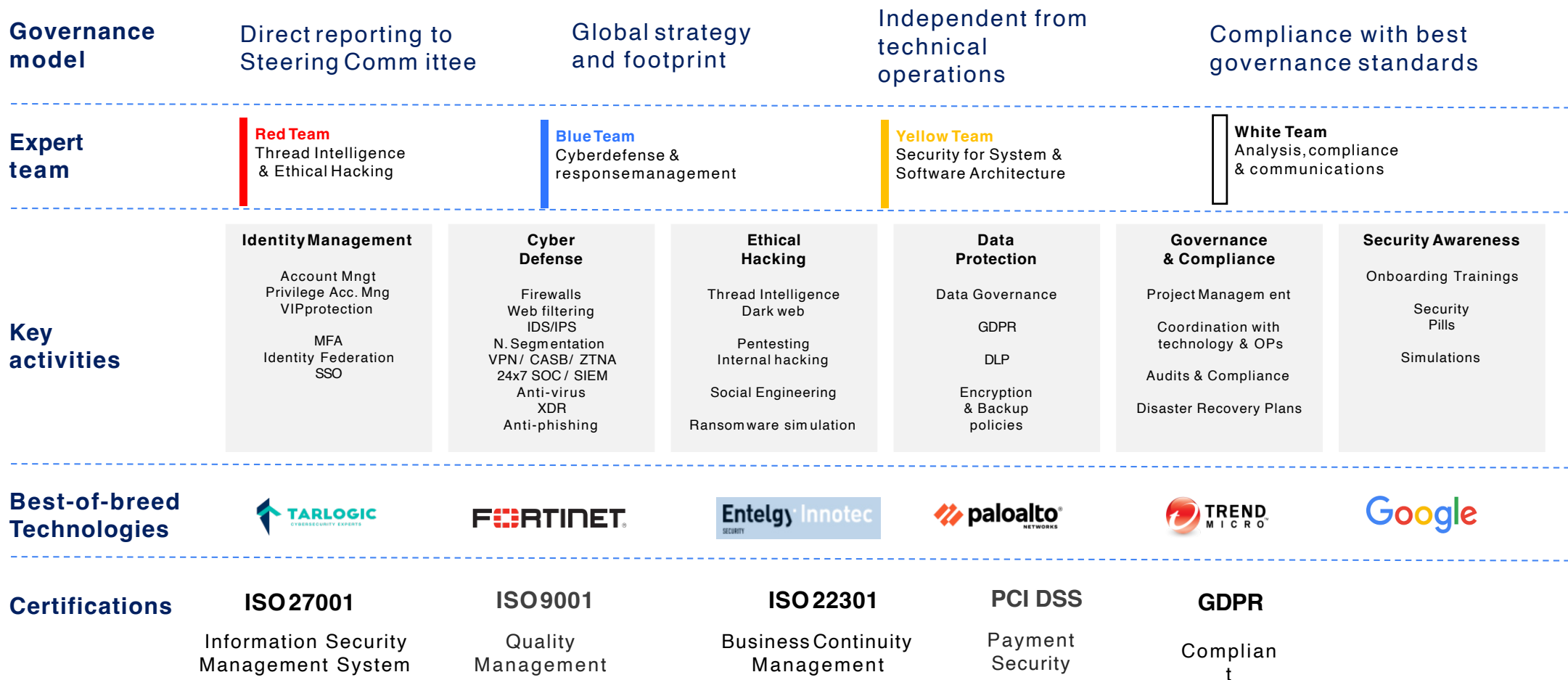


Example KPIs

- 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

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)



Business Continuity

BCP(Business Continuity Plan)

Businesscontinuity and resilienceplan 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

BCPfundamentals

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

BCP/ DRPprocess

Riskidentification & notification	Issue assessment	BCP/ DRplan 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 • Businessimpact analysis (ie. criticality of activities) • Estimation of expected duration • Involvement of necessary parties to determine actions/owners	• Step-by-step execution of the BCPplan (back-up site, W@H, ..) • Continuous updates of stakeholders	• Complete recovery • Root cause analysis and businessimpacts review between Konecta and Client • Prevention plan for future events

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

thank you

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