

konecta / ŌURA

Introduction to Konecta

March, 2025



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Outcome-Driven Subscription Acceleration

A close-up, profile shot of a man with a dark beard and long hair, looking out of a window. His hand is resting on the white curtain. The lighting is soft and natural, coming from the window. A semi-transparent white box with a blue square containing the number '01' is overlaid on the left side of the image.

01

About Konecta

Scaling Global Member & Subscription Ecosystems with Accountability

Combining human expertise with AI-enabled precision to deliver scalable, data-driven customer and member experiences.

#5

Top 5 Global BPO in South America and Europe, strong ambition in English speaking markets



Everest Group 2025 in CX Management: Leader in EMEA and Major Contender Americas



B&M Presence in United States



Championing global diversity with majority-women workforce



120,000+
employees



€2bn+
revenue



40,000+
employees working
from home



28
countries

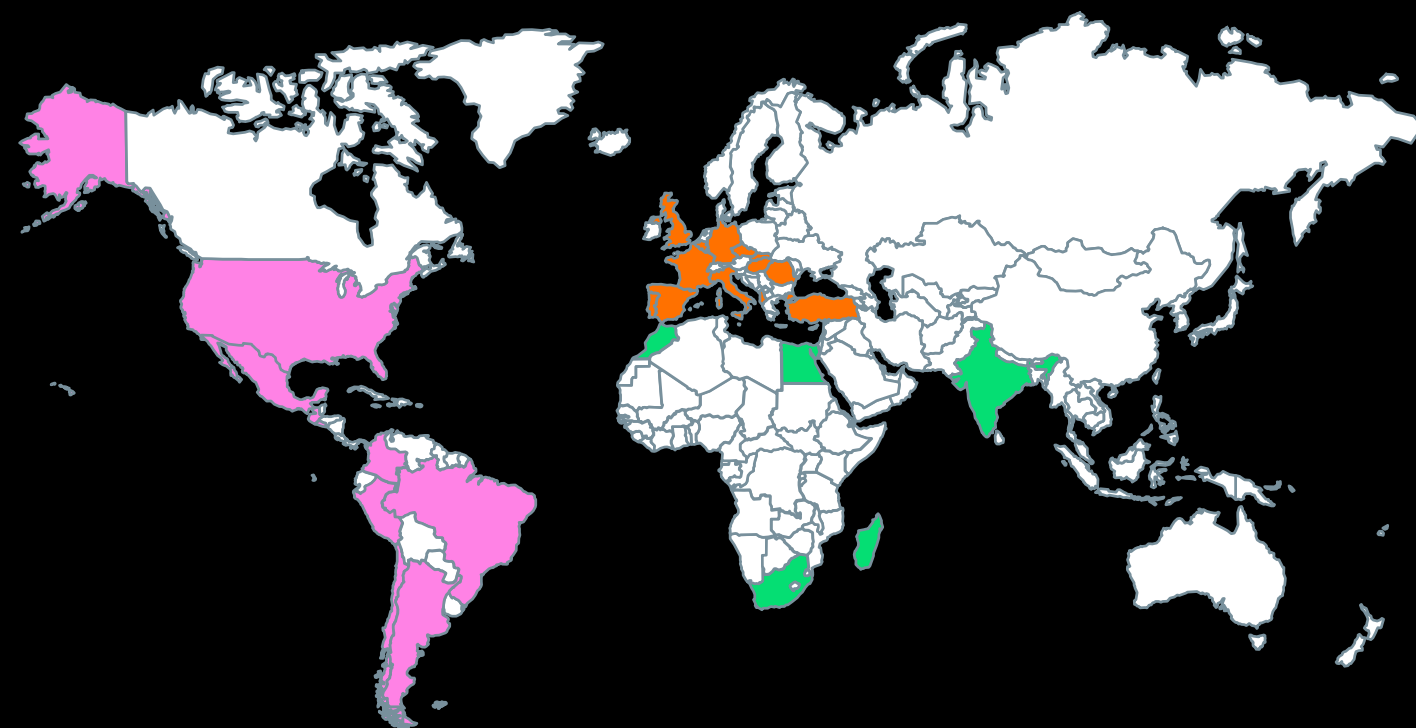


30+
languages



500+
blue chip clients

Global Delivery Architecture Designed for Consistency & Scale



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

Lisbon
London

Cairo

Casablanca
Istanbul

Mexico City
Paris
Tangier



89%
Employee
Satisfaction

6.0%
Attrition
Industry: 10-12%

94%
Loyalty

+85%
Internal
Promotion

Recognized Global CX Leader



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



We serve 500+ clients focusing on the unique needs and opportunities of each industry

CONSUMER TECH



AUTOMOTIVE & MOBILITY



FINANCIAL SERVICES



INSURANCE



RETAIL & ECOMMERCE



TRAVEL & LEISURE



HEALTHCARE



TELECOMS



MEDIA & ENTERTAINMENT



UTILITIES



PUBLIC SECTOR



54+NPS

96% Client Renewal Rate

92% Customer Satisfaction

Where Global Capability Meets Subscription Growth



AI-Assisted Agent Enablement

Real-time AI copilots driving faster resolution, consistent guidance, and smarter next-best actions.



Intelligent Automation Workflows

Subscription lifecycle automation, smart routing, and trigger-based escalation engineered for scale.



Data-Led Performance Dashboards

Live KPI visibility transforming operational data into proactive leadership decisions.



Integrated CRM & Platform Ecosystems

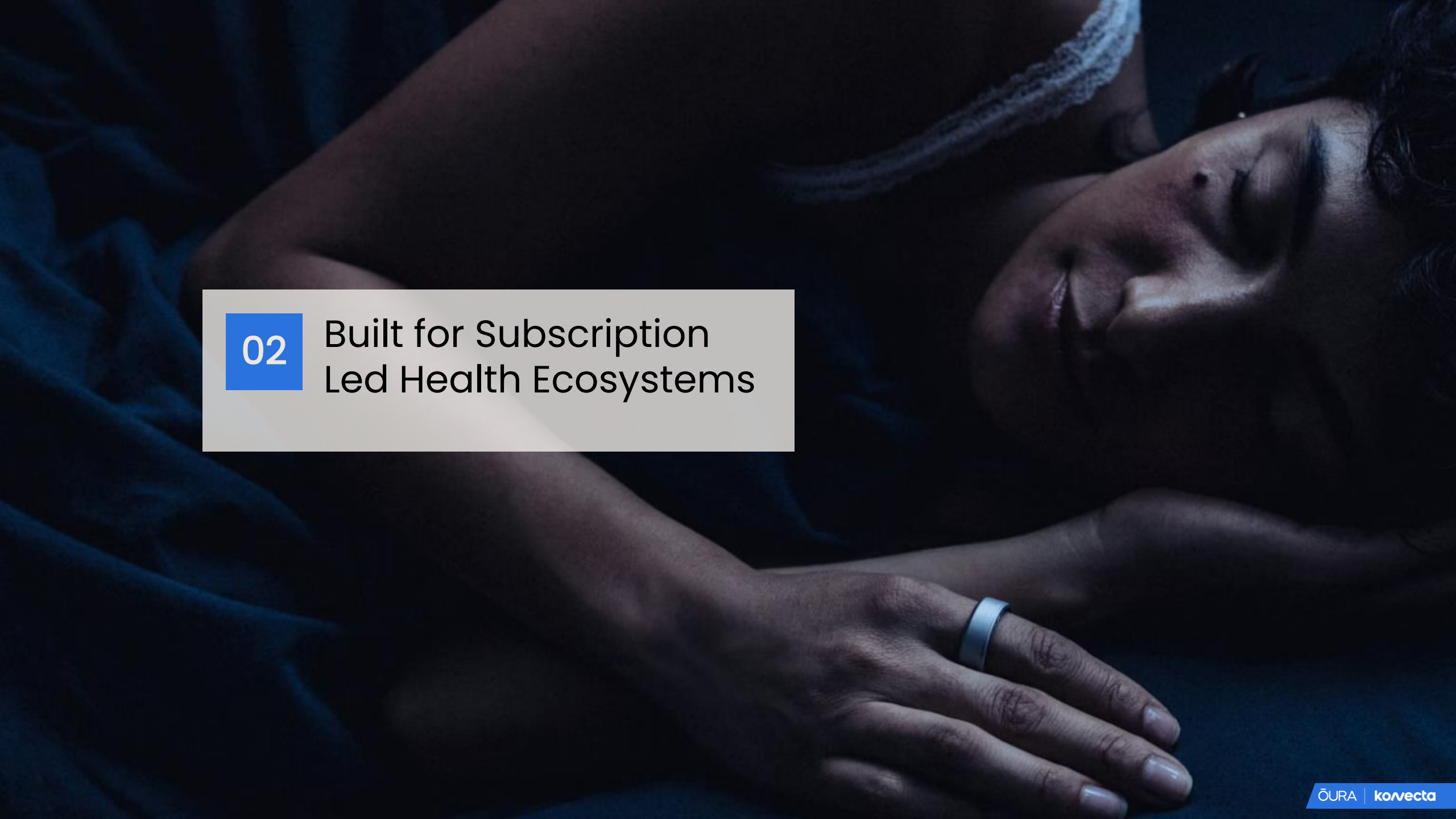
Unified integration across device, app, billing, and CRM systems for seamless member journeys.



Digital Transformation Program

Continuous innovation sprints aligning process, technology, and growth strategy.



A close-up, low-key photograph of a person's face and hand. The person is lying down, eyes closed, with a white, textured band across their forehead. Their hand is resting in the foreground, wearing a thin, silver-colored ring on the ring finger. The lighting is soft and focused, creating a calm, intimate atmosphere. The background is dark and out of focus.

02

Built for Subscription Led Health Ecosystems

Operational Foundations for Subscription Led Health Platforms

Subscription & Member Platform Operations

- Lifecycle governance aligned to recurring revenue
- Renewal & retention management frameworks
- Cross-functional coordination across device, app & billing
- Executive-level performance visibility



Regulated Device & Health Programs

- Defined escalation ownership across device programs
- Structured case management in sensitive data environments
- Cross-market operational alignment
- Compliance-ready reporting discipline



Structured operations that protect growth, member trust, and brand integrity.

Improving Renewal Stability & Member Retention

Two examples of how structured lifecycle management translates into measurable renewal performance.



Consumer Health Subscription Model

What We Implemented

- Dedicated subscription governance layer
- Cross-market performance alignment
- Integrated billing & CRM visibility

Measured Impact

- Increased renewal consistency
- Reduced service friction across regions
- Stronger executive-level retention oversight



Digital Health Insurance Platform

What We Implemented

- Structured onboarding & renewal controls
- Real-time SLA & retention visibility
- Escalation ownership discipline

Measured Impact

- Improved onboarding stability
- Faster case resolution
- Reduced churn-sensitive escalations
- Greater operational transparency

Operational Control in Regulated & Device Connected Programs

Two examples of structured program governance in device-adjacent health environments.



Medical Device & Product Support

What We Implemented

- Defined escalation ownership model
- Structured device case documentation standards
- Centralized performance & reporting governance

Measured Impact

- Controlled escalation pathways
- Improved resolution clarity
- Compliance-aligned reporting visibility
- Consistent cross-market execution



Patient & Provider Support Program

What We Implemented

- Structured intake & multilingual case routing
- Centralized compliance reporting framework
- Leadership-level governance cadence

Measured Impact

- Measured Program Outcomes
- Strengthened audit-readiness posture
- Increased case-handling precision
- Stable execution across regulated markets

The Operating Principles Behind Consistent Member Trust

Designed for brands where innovation speed and member trust must scale together.

Operating in High Trust Environments Requires

Clear cross-functional accountability

Defined escalation ownership

Alignment across product, CX & technology

Leadership-level performance visibility

Stability through growth cycles



How We Operationalize This

Dedicated executive sponsorship

Centralized governance architecture

Integrated device-app-billing workflows

Structured performance cadence

Controlled scaling supported by automation

Sustainable growth in connected health depends on disciplined operating structure.



03

A Dedicated Global Delivery Model for Connected Health

Global Delivery Architecture for Subscription & Device Ecosystems

Built to scale subscription-based health ecosystems across North America and Europe.



Representative healthcare engagements operating within this framework

North America Hub – US & Canada lifecycle support

- English & Spanish lifecycle support
- Time-zone aligned member operations
- Capacity planning aligned to subscription demand

European Core Markets Hub – UK, DACH, Nordics

- Multilingual European delivery
- Experience in GDPR-aligned environments
- Structured cross-border governance

Expansion & Follow-the-Sun Coverage – APAC & LATAM scalability

- Launch-ready market entry support
- Cross-trained device & member teams
- Built-in continuity redundancy
- Follow-the-sun resilience



9
Countries



9
Languages

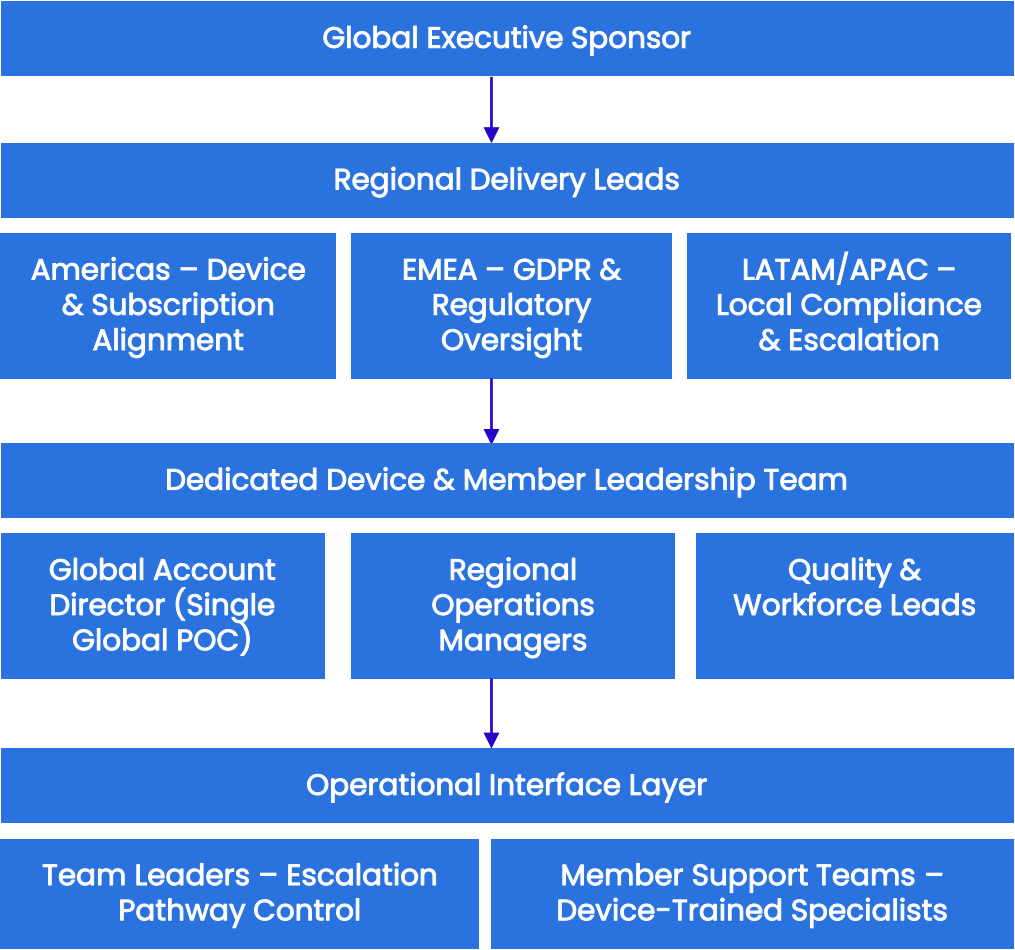


3,000+
Active FTEs



+ 6 million
Task managed

Dedicated Leadership Structure for Device & Member Operations



What This Structure Enables in Practice

Embedded in Product & Launch Planning

- Participation in roadmap alignment
- Subscription evolution support
- Operational readiness ahead of launches

Single Accountability Across Device, App & Billing

- Unified escalation ownership
- Integrated system oversight
- Clear cross-functional control

Early Risk Detection & Structured Escalation

- Predictive KPI tracking
- Cross-region calibration
- Structured escalation testing

Programs Operating Under This Structure



Executive Governance Designed for Strategic Clients

Clear ownership. Transparent performance. Workforce continuity.

End-to-End Ownership Across Device & Subscription Ecosystems

- Defined executive & operational accountability
- Structured escalation across device, app & billing
- Unified governance framework across regions



End-to-end governance supporting digital health platform implementation and structured incident escalation across hospital networks.

Real-Time Performance Intelligence

- Real-time SLA & quality visibility
- Unified KPI calibration across hubs
- Consistent cross-region performance standards



Performance governance across high-volume high-volume regulated environments, maintaining SLA adherence and CSAT above target in regulated environments.

Device & Subscription-Trained Workforce Continuity

- Standardized hiring & onboarding
- Structured leadership pathways
- Retention-focused site governance



Scalable omnichannel member support model serving 750k+ large-scale subscription environments under a 24/7 governance framework.

Designed to provide focused ownership and scalable continuity as subscription ecosystems expand.

What This Structure Delivers in Practice

Dedicated Executive Ownership

- Global Executive Sponsor with direct access
- Named Global Account Director (single POC)
- Quarterly strategy alignment sessions
- Direct leadership escalation pathway

You are not delegated to mid-tier managers.

Agile Decision & Innovation Cycles

- Short governance loops
- Innovation sprints aligned to product roadmap
- Rapid testing of automation & digital enhancements
- Proof-of-value cycles measured in weeks

You move fast.

Tailored, Not Templated

- Operating model calibrated to Oura's lifecycle
- Subscription-aligned commercial framework
- Device + app + billing integration oversight
- Scalable roadmap evolving with growth phases

We don't deploy a cookie-cutter model.

Our model prioritizes depth of partnership over volume — enabling focused governance and faster value realization.



04

Disciplined Growth Across Subscription & Device Ecosystems

Managing Growth Without Losing Control



Regional fragmentation

- Centralized executive oversight
- Cross-region KPI alignment
- Time-zone aligned lifecycle support



Device-app-billing misalignment

- Single escalation ownership model
- Unified operational visibility
- Cross-domain governance



Regulatory complexity

- Privacy-aligned operational governance
- Structured escalation documentation
- Audit-ready reporting standards



Service volatility during rapid scale

- Structured workforce ramp planning
- Predictive performance monitoring
- Continuity & onboarding controls

Member trust | Performance consistency | Executive clarity | Sustainable scale

Disciplined Growth Across a Subscription Health Platform

A CGM Healthcare Platform Case Study.

Phase 1 – Launch & Stabilization

Governance Foundations

- Dedicated healthcare leadership
- Cross-domain escalation pathways
- Compliance baselines established

Outcome: Operational stability from day one.

Phase 2 – Regional Expansion

Regional Enablement

- Multilingual lifecycle support
- KPI alignment across markets
- Centralized executive oversight

Outcome: Consistent performance during expansion.

Phase 3 – High-Volume Growth

Strategic Optimization

- Predictive KPI tracking
- Structured workforce ramp
- Unified reporting framework

Outcome: Performance exceeded targets during scale.

Phase 4 – Mature Optimization

Scalable Performance Control

- Automation integration
- Strategic roadmap alignment
- Executive governance cadence

Outcome: Efficiency gains with full regulatory integrity..



Measured Impact

98%+ SLA sustained during rapid expansion
Zero compliance breaches across regions
Executive-level governance embedded at scale

What This Enables for Oura's Next Phase of Growth



**Consistent Global
Member Experience**

Performance consistency across regions as volume scales.



**Protected Regulatory
Integrity**

Governance that evolves alongside product and market expansion.



**Launch Readiness
Without Operational
Shock**

Operational ramp aligned to product launches and subscription growth.



**Executive-Level
Visibility**

Clear ownership with real-time performance insight.



**Sustainable Growth
Without Service
Volatility**

Scalable workforce continuity designed for expansion.

A structured operating model designed to protect member trust as Oura scales globally.

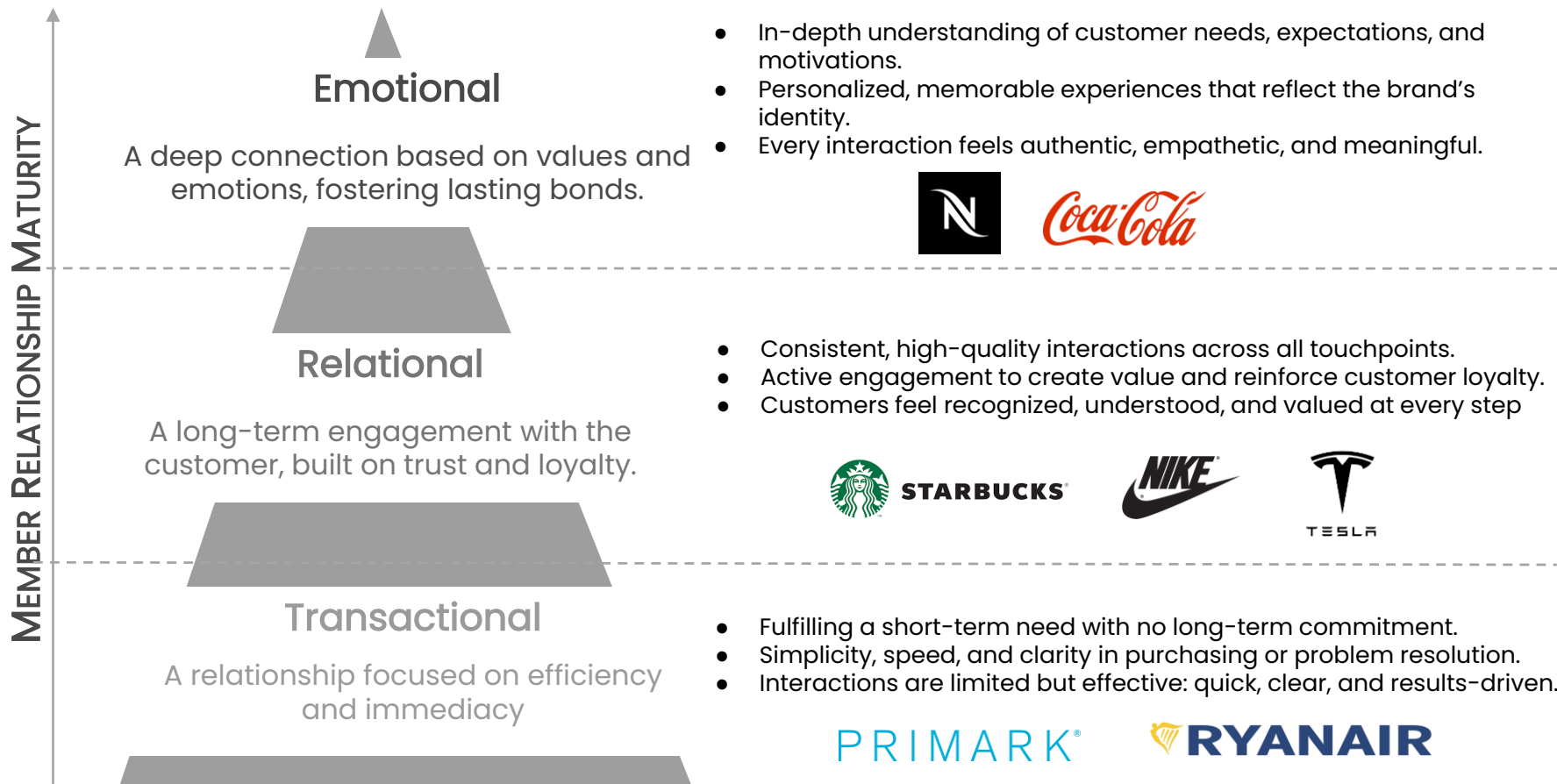


05

Outcome-Driven Subscription Acceleration

From Transactional Support to Emotional Brand Stewardship

This shift is redefining expectations across high-trust, subscription-led brands.



What This Means for Oura

- Members expect more than resolution
- They expect proactive engagement
- They expect empathy around personal and sensitive health data
- They expect continuity across their health journey

From Operational Efficiency to Outcome Linked Subscription Performance

Yesterday



Cost-Centric Support Operations

- SLA & AHT driven
- Reactive issue handling
- Limited ownership of member lifecycle

Metric focus: AHT, SLA

Today



Experience-Led Member Operations

- CSAT & NPS accountability
- Omnichannel member support
- Visibility across device, app & subscription

Metric focus: CSAT, NPS, FCR, Productivity

Tomorrow

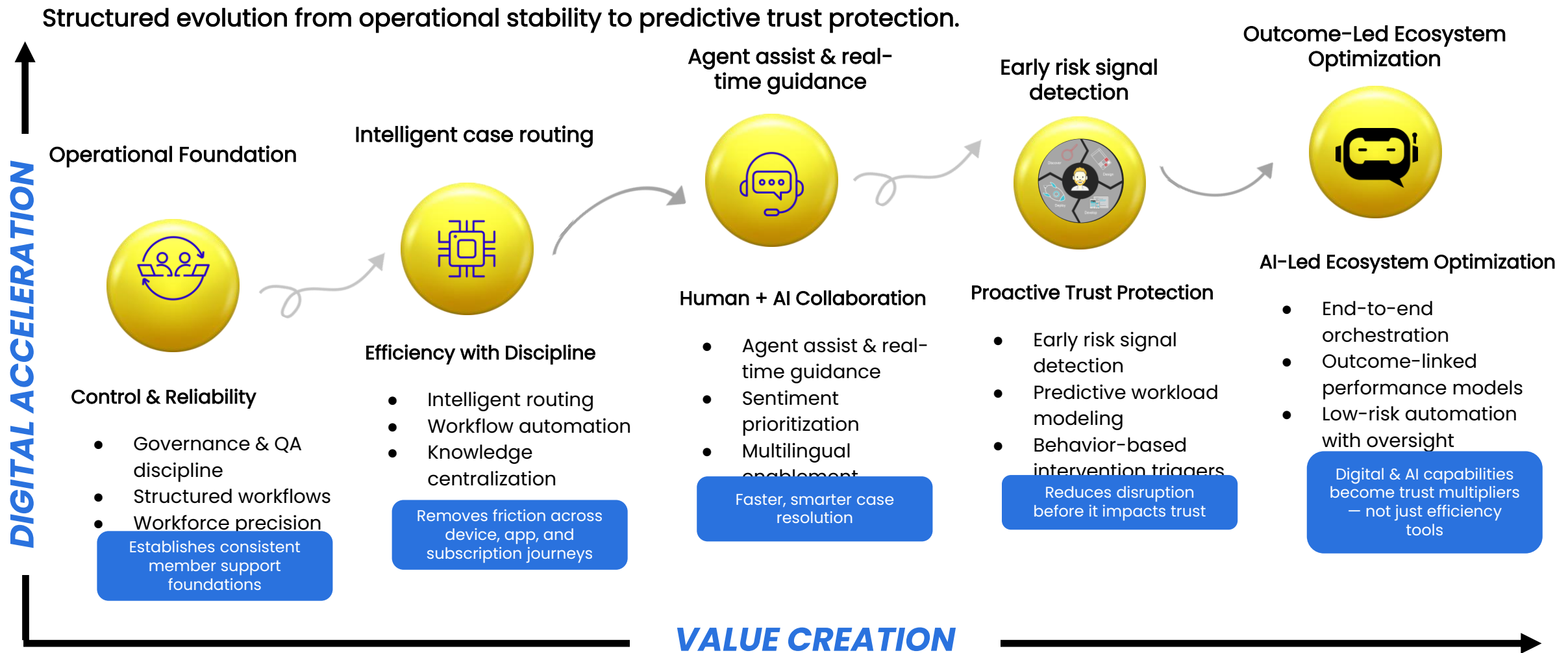


Outcome-Linked Subscription Orchestration

- Proactive retention protection
- Human + digital collaboration
- Outcome-linked performance accountability

Metric focus: Retention uplift, NPS improvement, Re-contact reduction, Cost-to-serve optimization

Building the Capabilities Behind Outcome Driven Delivery

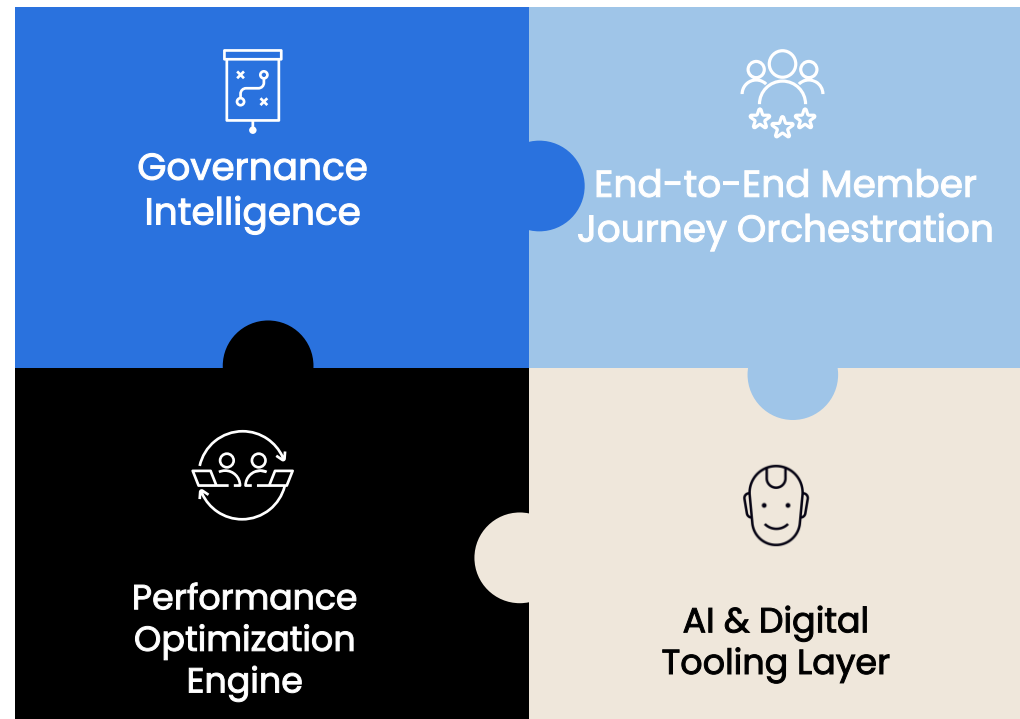


Unified Performance Architecture for Subscription Ecosystems

Integrated digital and AI capabilities embedded within a globally coordinated delivery model to support consistent member experiences.

- Real-time performance visibility
- Automated SLA & risk monitoring
- Exception triggers & trust alerts
- Centralized global oversight

- Root-cause intelligence
- Predictive demand modeling
- Capacity optimization insights
- Continuous improvement loops



- Intelligent multilingual routing
- True omnichannel continuity
- Integrated device, app & subscription case visibility
- Global coordination across member touchpoints

- Agent assist & real-time guidance
- Intelligent knowledge management
- Automation of low-complexity tasks
- Data-driven coaching insights

A unified architecture enabling scalable member trust, predictive intelligence, and operational consistency.

Outcome Driven Subscription Value Realization



Performance Drivers

- Member case resolution precision
- Re-contact reduction discipline
- Intelligent workflow automation
- Predictive workforce planning
- Specialist health & product expertise



Operational Acceleration

- Faster, smarter case resolution
- Reduced dependency on manual intervention
- Stable productivity with quality control
- Elastic capacity across peak & seasonal demand



Subscription & Financial Impact

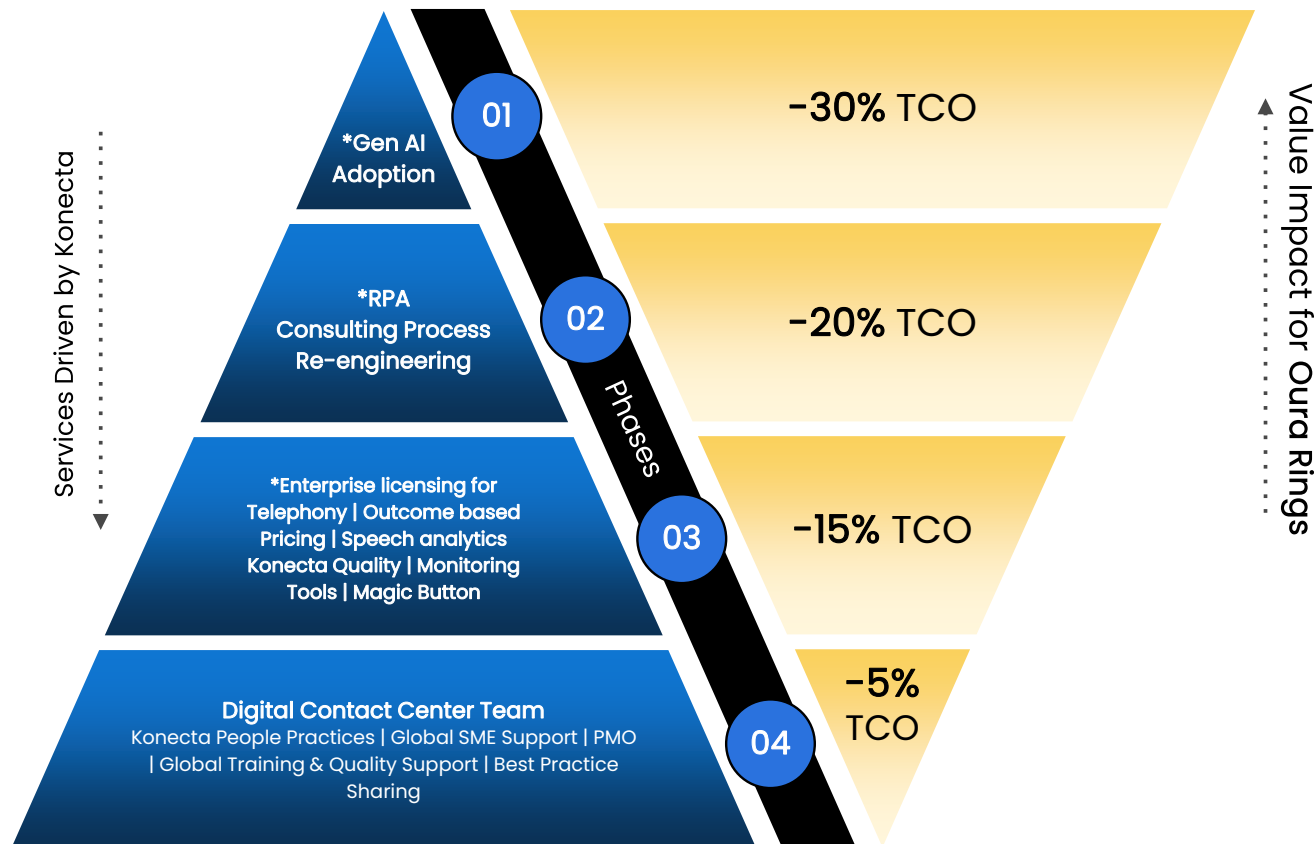
- Lower cost per resolved member case
- Scalable cost-to-serve optimization
- KPI-linked performance accountability
- Retention-protective operating discipline
- Commercial alignment tied to measurable outcomes

Operational maturity becomes a measurable commercial lever – directly protecting retention, trust, and long-term subscription value.

Phased Outcome Realization & Subscription Value Acceleration

Konecta will deliver early, tangible results through a phased, results driven plan.

Impact Drivers: AHT Reduction, Outcome based pricing, Automation of back office tasks, Lower Attrition - Better Knowledge Retention, Increased collections



Assumptions: 500 FTEs , blended pricing of \$2,500/month/FTE **Illustration only

\$ Millions - 3 year contract	Without Konecta Phase 2, 3 & 4 Proposed Solutions	With Konecta Phase 2, 3 & 4 Proposed Solutions
Total Contract Investment	45	48 (+7%)
% Reduction across the contract term	5.0% Through phase 1 initiatives starting year 2	>25% Through all initiatives listed under phases 1 - 4
Net Investment for Oura Rings	42.75 (-5%)	**34.50 (>-25%)



Turning Intelligence into Member Outcomes

01

Member & Subscription Intelligence

- Correlating member usage and support patterns
- Identifying early risk and trust signals
- Forecasting demand and lifecycle shifts
- Driving continuous service optimization

Insights

Enabling proactive, data-driven operational decisions

02

AI-Assisted Member Support

- Real-time policy & product guidance
- Intelligent knowledge retrieval
- Multilingual response assistance
- Sentiment-aware support prompts

Co-pilot

Enhancing human expertise with real-time intelligence

03

Intelligent Case & Journey Automation

- Automated resolution of low-complexity cases
- Intelligent routing across global language queues
- Seamless omnichannel continuity
- Scalable peak-period support

Auto-pilot

Low-risk automation with human oversight

Measurable Outcome Impact Across Maturity Stages



INSIGHTS

- +8–20% member engagement uplift
- 20% faster agent ramp-up time
- +15% improvement in quality & compliance scores
- Improved forecasting accuracy across seasonal demand



CO-PILOT

- 98% language accuracy across European languages
- 15–30% reduction in written-channel AHT
- +30% improvement in written quality consistency
- Up to 20% re-contact reduction
- 15–20% overall case handling time reduction

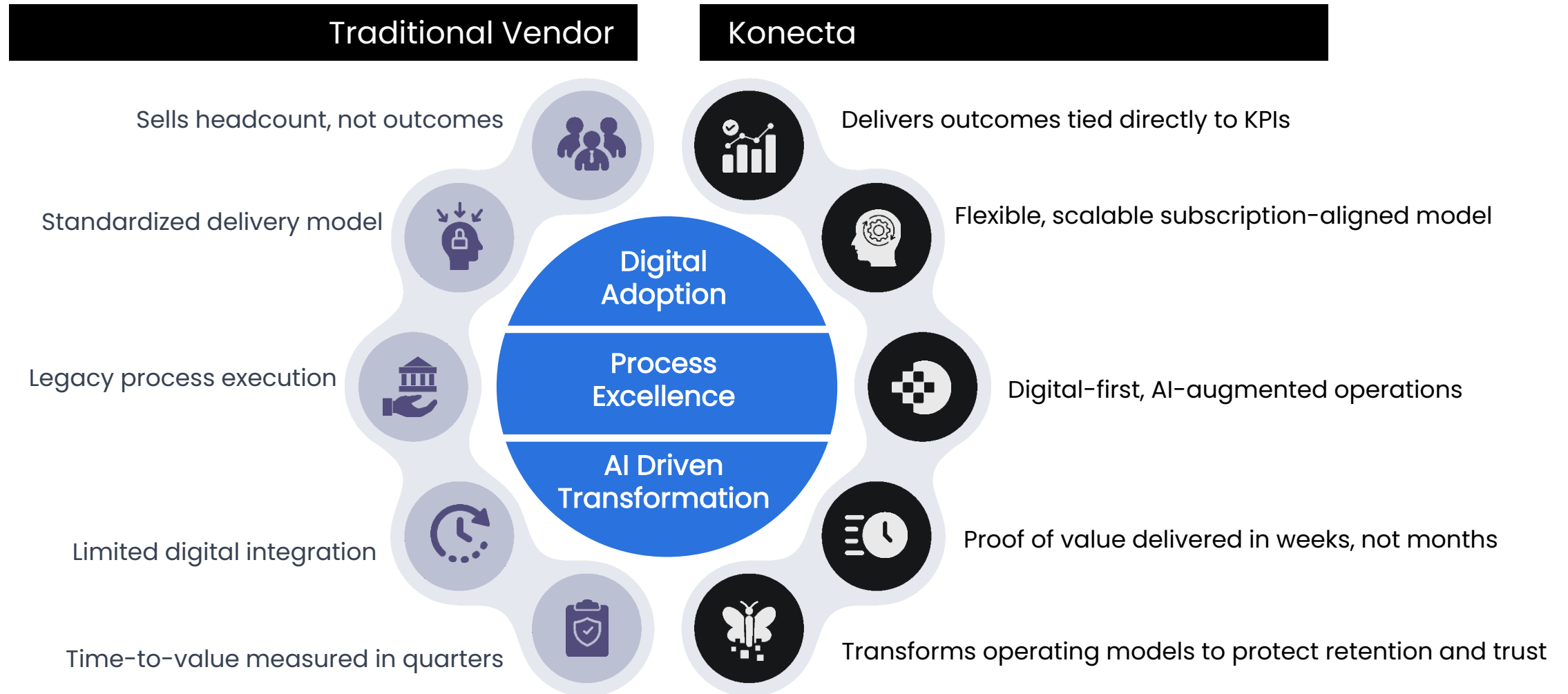


AUTO-PILOT

- Up to 50% automation of low-complexity inbound contacts
- Up to 30% cost-per-interaction reduction
- Faster resolution during peak demand cycles
- Reduced manual workload volatility

Across implementations, +5–15 p.p average NPS uplift — directly protecting retention, trust, and long-term subscription value.

An Outcome-Linked Operating Partnership for Subscription Growth



Why Konecta for Oura's Next Phase

Focused. Accountable. Aligned to Oura's Growth.

Executive Priority

Direct senior ownership with decision cycles measured in weeks, not quarters.



Subscription Alignment

Performance calibrated to retention, trust, and measurable growth outcomes.



Disciplined Innovation

Digital acceleration introduced with governance suited to health-sensitive ecosystems.



Measurable Accountability

Commercial structure aligned to outcomes — not activity.



thank you

Giuseppe Ficarra

SVP, Growth

Konecta | English Speaking Markets

m +1 (661) 513-8379

giuseppe.ficarra@konecta.com

www.konecta.com

