



# SANDRA DEBECKER

## Freelance Business Consultant

“Making disrupted organizations thrive.”

Transformation management

Customer Experience

Business Process Management



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Expertise

- Business process management
- Restructurings & migrations
- Disrupted organizations
- Change & transition
- John Kotter's Change Model
- Customer experience
- Customer service, marketing and sales strategy
- Contracting and KPI setting
- Customer retention



Industries

- Consumer rights
- Energy
- Telecom
- Healthcare
- Financial services
- Automotive
- HR services
- Public services
- FMCG



Software

- Genesys
- Salesforce
- Avaya
- Zendesk
- SAP
- Jira
- Power BI
- Oracle
- Qlikview
- QlikSense
- M365



Languages

**Dutch** ●●●●●

**French** ●●●●●

**English** ●●●●○



Education

### Agile Leadership Specialization

University of Colorado, Jan 2024

See [certificate](#)

### Contact Center Management Expert Class

The House Of Contact Centers, 2012

### Bachelor Dutch, French, history, NT2

Group T Leuven, 2009

### Graphic Design

Sint-Lukas Brussels, 2004



# EXPERIENCE

Freelance Strategic  
Consultant and Owner

Fierce Tactics  
2020-current

- Strategic and tactical consultancy
- Change Leadership
- “Making disrupted organizations thrive”
- Consultancy - Change - Content



Strategic Business Consultant  
*Freelance*

Qookingtable  
2023

- Qookingtable needed a business partner who could lead the company to the next level and make it future-proof.
- Methodology: Kotter
- Vision, mission, strategy, budgeting, and values
- International business development strategy
- Digitalization of most crucial business processes
- Creation of script for the Italy roadtrip



Customer Service & Change  
Manager a.i.  
*Freelance*

Alken-Maes  
2022

- Temporary replacement of Customer Service Manager & BPM Supply Chain
- Methodology: Kaizen, Agile Leadership
- SMART objectives based on the input of the employees
- Train and coach employees on Kaizen methodology and project launches
- Business case: install an empties return policy
- Review customer surveys to increase the response rate
- Digitalization of workflows in SAP and Salesforce



Telemarketing Manager a.i.  
*Freelance*

Test-Aankoop  
2021-2022

- Test-Aankoop had a high cost of acquisition and an increased member churn
- Methodology: Kotter
- Management of the biggest sales channel
- Review telemarketing strategy: from outbound to inbound, earned media, integration of a test lab, campaign management, collaboration with the communications department to inform consumers about our hotlines
- Data and integration management on group level Euro Consumers (GDPR) for data used for cold calling
- Coaching & training



Change Manager  
*Freelance*

24+, a company of KBC  
2020

- KBC needed a change manager to increase the digitalization of its customer service
- Methodology: Scrum, Agile Leadership
- Lead of project “Operational Excellence”
- Review contact center structure, reporting, contract, KPIs, BPM, roles and responsibilities, business cases, project plan



Customer Service Manager &  
Project Manager  
*Freelance*  
Securex  
2020

- Management of the French-speaking contact center
- Methodology: Kotter
- Development of RFP framework (pricing, shortlisting partners, KPIs,...)
- Change management during the first Covid breakout with the forced lockdown of all businesses

Customer Service Manager  
Employee

Callexcell  
2018-2019

- Callexcell sought an experienced Change Manager to challenge the company's business processes and lead the organization into a NWOW.
- Methodology: Kotter, Agile Leadership
- Account management, contracting, business process management
- Proximus: New contract with new business requirements (margin improvement with 20%), A/B testing, development of Labo to test NWOW, KPIs based on most developed skills/work pleasure (agents with same skills had different KPIs), review starters training (from 4 weeks theory to 2 x 2 weeks with practice)
- Worldline: A/B testing, projects based on skills and choice of employees instead of random selection
- BMW: Start-up new client, campaign management



Management Consultant  
Employee

The House of Contact  
Centers  
2011-2018

- Development from Team Leader, over Line Manager to Project, Change and Process Manager

A selection of my projects:

Operations Manager &  
Change Manager a.i. @  
Lampiris, 10 2016 - 06 2018

- Lampiris wanted to benchmark the maturity of its contact center partners and optimize the business processes.
- Methodology: Lean
- Contact Center Maturity Assessment with change roadmap and roll-out
- Agile leadership by installing contracts based on performance, empowered partnerships, servant leadership, proactive management
- Implementation of Salesforce and Zendesk, coaching and training

Operations Manager & WFM  
Manager a.i. @ Atos  
Worldline, 01 2016 - 09 2016

- Worldline was shifting its customer service activities from 80% internal to 20%
- Forecasting, cap plan, user creation from 15 business days to 4
- Coaching, training & development

Project Manager a.i. @ M7  
(TV-Vlaanderen/Télésat), 04  
2015 - 12 2015

- Development of a retention strategy: business case & roll-out change roadmap
- Methodology: Kotter
- Transition management, coaching & training, outbound campaigns

Customer Service Manager  
a.i. & Project Manager @  
Partenamut, 02 2014 - 04  
2015

- Partenamut hired me as a crisis manager to optimize the accessibility of its customer service and merge its activities with Euromut
- Methodology: ITIL
- WFM, reporting; KPI setting, skill sets, cap plan, coaching and training
- Genesys: new interactive platform, IVR structure, self-service, opening hours

Retention Manager & Inside  
Sales Manager a.i. @ Eneco,  
09 2013 - 02 2014

- Retention Manager and Inside Sales Manager
- KPI setting, campaigns, coaching, training & development

Project Manager, researcher  
@ THoCC, 04 2013 - 08 2013

- Development of a research strategy
- Definition, development, roll-out, and evaluation, A/B testing

Retention Manager a.i. @  
EDF Luminus, 03 2012 - 03  
2013

- Luminus needed a crisis manager to develop and implement a retention strategy
- Development of new KPIs and reporting to measure customer churn and the impact of different testing methods, A/B testing
- Coaching & training

