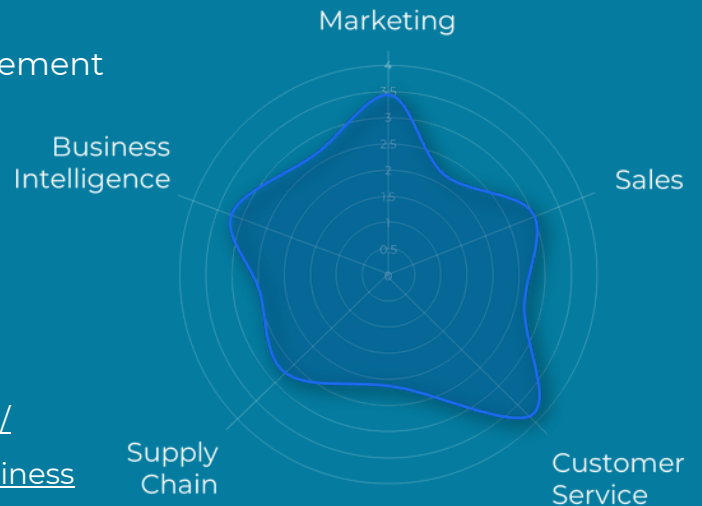# SANDRA DEBECKER

Freelance Business Consultant

"Making disrupted organizations thrive."

Transformation management
Customer Experience
Business Process Management

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in https://www.linkedin.com/in/sandradebecker/
▶ https://www.youtube.com/@fiercetacticsbusiness

Radar chart axes: Marketing, Sales, Customer Service, Supply Chain, Business Intelligence

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

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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 actvities 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