



SANDRA DEBECKER

Freelance Change Leader

“Making disrupted organizations thrive.”

Strategic Consultancy

Change Leadership

Project Management

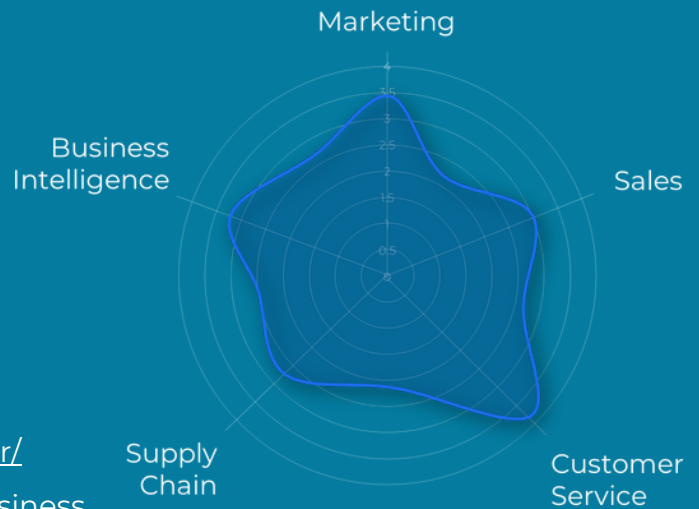
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Expertise

- Disrupted organizations
- Change & transition
- John Kotter's Change Model
- Business process management
- Restructurings & migrations
- 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
- 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.
- 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
- Improvement of processes to increase maturity
- SMART objectives based on the input of the team
- Documentation of different workflows, review back-up system
- Business case: install an empties return policy
- SAP: create order templates and stock check
- Salesforce: Optimize complaints flow, report development, review NPS surveys



Telemarketing Manager a.i.
Freelance

Test-Aankoop
2021-2022

- Test-Aankoop had a high cost of acquisition and an increased member churn
- 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
- Lead of project “Operational Excellence”
- Review contact center structure, reporting, contract, KPIs, BPM, roles and responsibilities, business cases, project plan



Project Manager
Freelance

Securex
2020

- Management of the French-speaking contact center
- 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 was looking for an experienced Customer Service Manager to optimize the account of Proximus and challenge the company's business processes.
- Account Management, contracting, customer experience, change management
- Clients: Proximus, BMW, Worldline, Carrefour, Essent
- Proximus: New contract with new business requirements (margin improvement with 20%), 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: Achievement of all telemarketing KPIs after giving agents projects based on their skills and choice
- BMW: Start-up new client, campaign management
- All projects: increased customer KPIs, margin, and employee satisfaction, decreased employee churn



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:

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.
- Contact Center Maturity Assessment, management and contracting of external partners (Customer Service & Telemarketing)
- Contracts based on performance, empowered partnerships, proactive management
- Implementation of Salesforce and Zendesk

Operations & 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

- Management of the multi-site contact center (FR: Rabat)
- Retention strategy, coaching & training, outbound campaigns

Contact Center 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
- WFM, reporting; KPI setting, skill sets, cap plan, coaching and training
- Genesys: new interactive platform, IVR structure, self-service, opening hours

Change 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

- Accessibility & Channel preference Research: definition, development & roll-out

Change 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
- Coaching & training

