

Project Partner

Arvato direct services – Bertelsmann

Project Period

16.10.2008 – 22.01.2009

Project Management

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Project Team

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Initial Situation

Arvato provides call centre services for Microsoft’s X-Box 360. This is an extremely successful product which has a high need for service. Arvato has established several call centres in different countries to cover different languages because the customer Microsoft demands very good or native speakers.

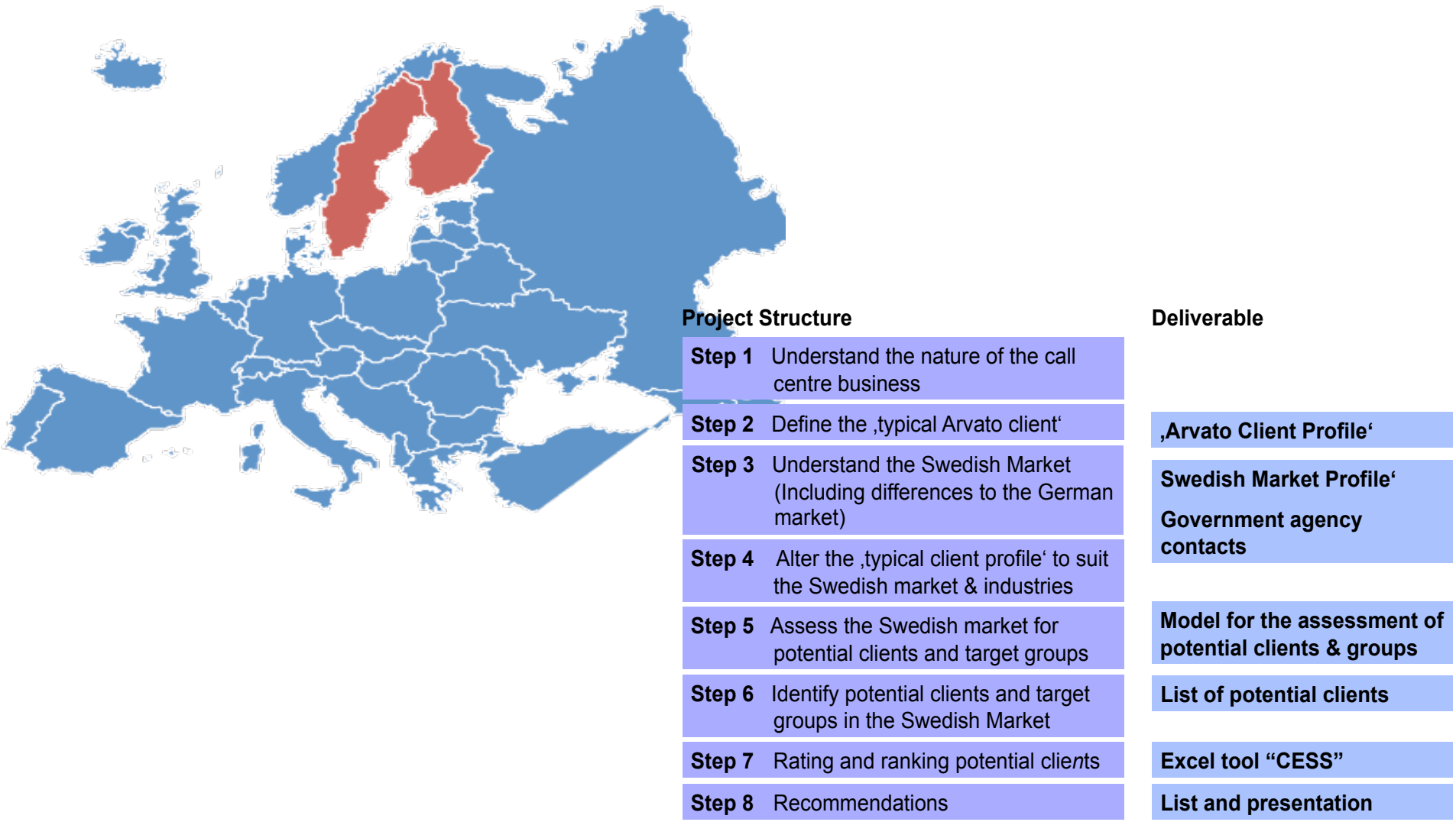
There was a sudden need for 35 Swedish and 8 Danish speakers for the Scandinavian market. Therefore Arvato established a new call centre in Malmö with 120 workstations without a profound market analysis anticipating potential new business. The workstations were under-worked and the office was currently not profitable.

Objective and Assignment

The task was to analyse the Swedish and Finish market and to identify potential new business on a strategic and operational level. On the strategic level new industry sectors and nature of business had to be identified and on the operational level the identified companies had to be ranked regarding the customer value for Arvato. At the end of the project recommendations on business approach and action have to be given

Procedure

- After an initial briefing by Arvato the project team had weekly meetings in which the tasks were defined. An 8-step course of action was defined:
- Step 1 Understand the nature of the call centre business
 - Step 2 Define the ,typical Arvato client‘
 - Step 3 Understand the Swedish Market (Including differences to the German market)
 - Step 4 Alter the ,typical client profile‘ to suit the Swedish market & industries
 - Step 5 Assess the Swedish market for potential clients and target groups
 - Step 6 Identify potential clients and target groups in the Swedish Market
 - Step 7 Rating and ranking potential clients
 - Step 8 Recommendations



Results

Following the demands of the customer the project group developed a “Client Evaluation Spreadsheet” CESS. This tool enables Arvato to evaluate potential customers in respect to different items. Each item can be weighted individually by the client. Based on CESS Arvato is able to identify potential clients and start to acquire new customers.

