

Project Partner

Arvato direct services – Bertelsmann

Project Period

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Project Management

Prof. Dr. Thomas Baaken

Volker Hölscher

Project Team

11 Studierende der Fachhochschule Münster im Rahmen des Erweiterungsmoduls „Internationales Marketing“: Kleeblatt Melani, Kerger Mareen, Rahimi Ashraf, Kern Catarina, Gros Simone, Kremer Katharina, Prömpeler Susanne, Schröder Marius, Diestel Michael, Hanhues Sebastian



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.

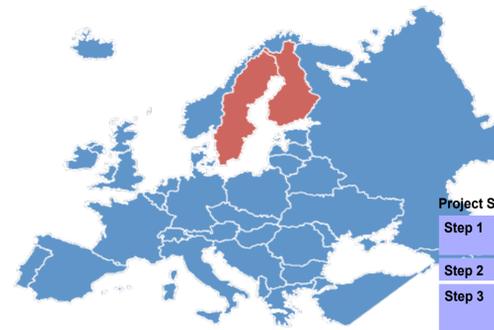
Objective and Assignment

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



Project Structure	Deliverable
Step 1 Understand the nature of the call centre business	
Step 2 Define the 'typical Arvato client'	'Arvato Client Profile'
Step 3 Understand the Swedish Market (Including differences to the German market)	Swedish Market Profile' Government agency contacts
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	Model for the assessment of potential clients & groups
Step 6 Identify potential clients and target groups in the Swedish Market	List of potential clients
Step 7 Rating and ranking potential clients	Excel tool "CESS"
Step 8 Recommendations	List and presentation

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.

