

Structuring and Implementing a Customer Service Center for Telecommunications SMEs in Colombia

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Abstract

This document proposes the implementation of a care center customer for small and medium-sized enterprises (SMEs) in Colombia as a new business plan. The methodology begins with the study of the current situation of the company, identifying the problem (customer dissatisfaction with company response in Colombia). Later, multiple studies were conducted including general environment analysis and the marketing plan, to finally establish the possibility of consolidating this expansion opportunity within a company. The results suggest that the business model developed is viable because it generates economic benefits for businesses. The main conclusion is that implementing the Contact Center for companies, in addition to being necessary, is feasible and increases productivity.

Keywords: Call Center, Contact Center, SMEs, Clients, PESTL y TI

1 Introduction

In recent years the growth and evolution of technology within small and medium enterprises has intensified market competition and has also increased the challenges that telecommunication companies in the country must face, innovating and adding weight to service portfolios provided to give growth and credibility to the experience.

In the technology industry environment where we see increasing innovation and competition challenges, multiple proposals are a must, in response to reengineering processes, infrastructure restructuring, and new proposals to improve company development and competence in areas such as outsourcing, mergers, alliances, and acquisition of new services, among others, thus elevating standards of companies working with technology. As stated by the Ministry Most companies have recognized the importance of properly managing research, development and innovation activities and the need to invest in them to acquire competitiveness [1], is currently where companies must invest to be competent in the increasingly broad telecommunications industry market

Due to this and to the constant complaints presented in face of delaying response and solution to issues presented by customers, suppliers, and users in general, that it is necessary to find a solution or a restructuring that eliminates this kind of inconvenience and manages to restore and rescue the image and work done by small and medium companies (SMEs) in Colombia, and create a much higher competence level. Implementing the business plan would bring benefits to all bodies linked to company activity, which includes customers, suppliers and clearly, to shareholders, because performance of company activities would be improved.

2 Business Plan Proactive Model of Viability

Before assuming a business plan is viable, all factors involved inside and outside, that directly or indirectly affect the business plan must be correctly analyzed for decision-making by senior management of small and medium companies in Colombia; Figure 1 is an appropriate tool to understand step by step what that should be considered before making decisions that may affect proper company performance.

It begins by studying and analyzing the external and internal environment of small and medium-sized companies (SME) in Colombia, to establish the viability of the business plan to be implemented as a solution to current problems within them, and accordingly, the remaining sequence proposed for any business plan that may implemented.

Figure 1 shows the sequence that is carried out as a proactive model of business plan implementation feasibility:

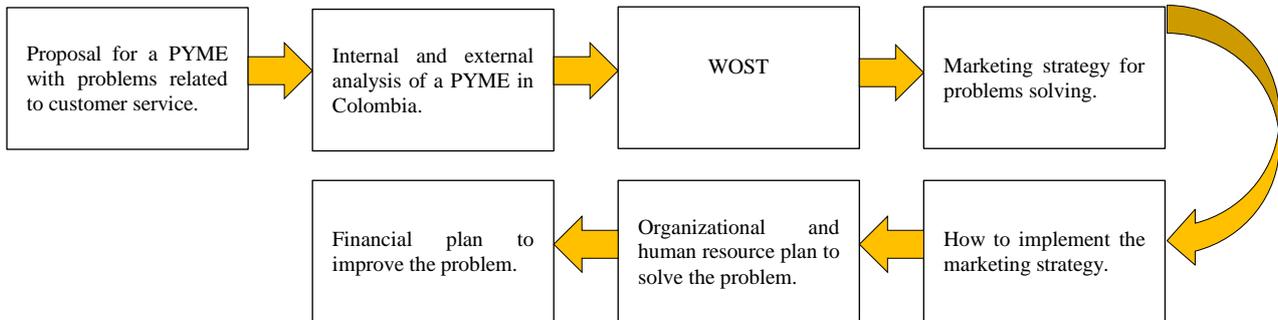


Figure 1. Sequence conducive to analyze the viability of a business plan

In this article we will discuss the most important steps to follow in the sequence, not before making clear that to carry out the viability of any new business, business plan, company creation, among others, it is necessary to do the full analysis without exception.

3 Environmental, industry, and internal analysis

In order to establish the internal and external context in which the business plan proposal is to be developed, in the case of external analysis we analyze the political, economic, social, technological and legal factors (PESTL), and Porter's five forces analysis. Likewise, in the case of internal analysis, various organization resources are reviewed and, based on their results a matrix of weaknesses, opportunities, strengths, and threats (SWOT) is constructed to conclude the analysis.

One of the most effective tools to know a company approach and its location in the market to which it belongs is the (PESTL) analysis, where bearing in mind the factors involved, such as: political, economic, social, technological, and legal factors, it will be possible to define in detail the aspects that identify, evaluate and show the management capability that the small and medium-sized company (SME) would have within a highly competitive market such as Technological in Colombia. To measure the intensity of competition, attractiveness and performance of the industry to which the small and medium-sized enterprises (SMEs) in Colombia belong, Porter's five forces analysis model is used, this model was published in Porter's book [2]. Porter identified five forces that, no doubt contribute to shape any world market or industry, namely: rivalry among competitors, threat of substitute products, threat of new competitors, bargaining power of buyers or customers and bargaining power of suppliers or sellers.

However, these analyzes will be mentioned and made known in order to keep in mind their importance in order not to be overlooked when carrying out the complete study of a business or business plan viability a legally constituted company in Colombia.

3.1 SWOT Analysis

Table 1 shows the analysis of strengths, opportunities, weaknesses and threats (SWOT) after a complete internal and external evaluation of a small or medium-sized company (SME), in order to take the necessary and strategic decision-making to carry out the business plan to improve current company problems in terms of customer service in general:

Table 1. Analysis of strengths, opportunities, weaknesses and threats to be taken into account by an SME

		+STRENGTHS	- WEAKNESSES
Internal	F1	The SME must have extensive experience in the Colombian telecommunications market.	D1 There is not enough experience in the field or the business unit proposed.
	F2	The SME must have a potential strength in its service and/or products portfolio, and a wide range of complementary services, to achieve comprehensiveness.	D2 The SME Support and technological team are not yet familiar with the contact center services business plan.
	F3	The SME must have a good technological infrastructure.	D3 Work overload may occur because there would be few jobs.
	F4	The SME must have highly qualified personnel for each of the activities carried out.	D4 Personnel responsible for tasks that must be carried out in the project must be in constant training.
	F5	The business plan unit offers the development of a specialized service in CRM- Potential collaboration to the SME commercial area	D5 Lack of continuous update due to high costs for the company.
	F6	The SME must have strategic alliances with suppliers, giving more weight within the industry.	D6 There would be no presence at the national level, the contact center would be located in only one city.
		+ OPPORTUNITIES	- THREATS
External	O1	There is an effort to strengthen the technology and telecommunications industry led by the ICT Ministry in Colombia, where important growth and strong competition is expected in the telecommunications sector.	A1 Penetration of multinationals in the telecommunications market in Colombia.
	O2	Companies previously did not prioritize the relationship with their customers.	A2 Competition with renowned companies in the market.
	O3	In the medium term expansion to different cities is expected, to have a more direct contact with customers and suppliers from other cities.	A3 High technology from other companies.
	O4	The large number of customers that growing medium-sized companies have, impedes proper management of them all.	A4 Paradigm in supplying Databases.
	O5	Growth and continuous improvement plans within the industry require constant search of alternatives to promote customer and supplier loyalty.	A5 Having a contact center requires extensive support as well as constant improvements in functionalities.
	O6	The Contact Center sector is constantly growing.	A6 Historically, currency devaluation has hurt market growth of the information and telecommunications technology.

3.2 SWOT Matrix Diagnosis

As shown in Table 1, the six main opportunities, strengths, weaknesses and threats of internal and external analysis of the small and medium-sized enterprise (SME) were identified. This shows that the weakness with greater degree of affectation for the proposed business plan is that within it they are not used to the technology and the Contact Center platform, this is because the company does not have experience in this type of implementations. As a measure to neutralize it all, the entire company work team without exception, will receive general and specific training as appropriate, and according to the profile of each member, references to everything that has the solution, and plan implementation. The friendlier side to the small and/or medium enterprise (SME) is the great strength that characterizes the firm commitment to make short and long-term relations with its customers. This is the reason for the proposed plan. It helps to continue forging relationships and to maintain them in the future. Secondly as a strength we have strategic alliance strengthening processes with different providers to achieve a combination of opportunities for mutual benefit; harmonizing both strengths will enable the company to take advantage of the opportunities offered by the market in such solutions. These strengths largely make up a differentiating mechanism versus the competition, and knowing how to take advantage of them will allow you to stand out for cutting-edge technology and service offered, as well as client's trust. This will mitigate the threats posed by market penetration of large, well known multinationals.

4 Marketing Plan

To describe the marketing plan proposed for a small and/or medium enterprise (SME) with customer service problems, we resort to one of the classic marketing elements: Marketing Mix, this term created by McCarthy 1960 is used to encompass its four basic components: product, price, place and promotion [3]; these components are also known as the four Ps (4Ps), by their initials, and are the controllable elements of the marketing plan, adjusted until finding the right combination, to better meet product customer the needs, while at the same time generating adequate income.

Having mentioned the importance of each Marketing Mix component to analyze, evaluate and control within any business plan we will indicate the strategy suggested within the article for the correct implementation, execution and control of the concepts and the plan itself.

4.1 Marketing Strategy

One of the main objectives of a small and/or medium-sized company (SME) is to create customer loyalty, which is why establishing the proposed business plan aims to increase current sales revenues from the services offered within each portfolio.

This is because it is believed that customer loyalty strategy together with quality, efficiency, and effectiveness of service provided would generate new business opportunities.

This entails that the company is aware that it should be available when customers seek the company to develop a project whether nationally or internationally.

The Contact Center has another strategy and objective at the time of its creation which is to make the small and/or medium-sized company (SME) much more competent compared to existing companies in the telecommunications market.

5 Operations Plan

In this section we will mention the technical aspects related to structuring and implementing the proposed business plan (Customer Service Center - Contact Center), dividing these into the most representative processes to achieve the proper service in this way: purchasing process, storage process, and sales process.

Details not seen from a commercial or marketing perspective as discussed in section 4 of this document, but as mentioned will be described from the technical point of view to detail each aspect that make up the Contact Center to meet and satisfy expectations by a small and/or medium-sized company (SME).

5.1 Purchasing Process

The process begins by searching and planning for the best suppliers that will indirectly participate in the proper functioning and development of the business plan. For this reason the following guidelines are proposed, to make any purchase within a small and/ or medium-sized company (SME):

- **Purchasing:** This section includes what equipment must be purchased and when.
- **Orders:** Documents and necessary requirements to purchase and identify potential suppliers.
- **Bidding:** The next step is to set up businesses or companies that can supply us equipment and other requirements needed to implement the project.
- **Selection:** A study of suppliers is made and whoever generates the best prices at the same good quality in their products is chosen.
- **Contract administration:** It is the process executed to carry out the purchase of equipment for the provision of services.
- **Contract Closing:** The last step is the creation and legalization of the contract with the selected suppliers.

5.2 Storage / procurement process

As is well known, the Customer Service Center - Contact Center is considered a service provider, that companies seek to generate and implement direct and indirect benefits for its development, in favor of having constant support through them. Seen from this perspective it is understood that the storage process as such would not

have the proposed business plan, but it will mention everything that is included in it to form the tables that make up a Contact Center in its entirety.

To implement this project we propose to obtain a leasable area where it will be furnished for its operation. The Contact Center will operate 5 days a week in the functional and operational aspects. The area includes: Telephone Lines and Computer Equipment, Architectural and Locative Adaptation, Electrical Adaptation and Data Cabling, Testing and Final Contact Center Delivery.

This is what the Contact Center should work with technically speaking, for this the small and/or medium-sized company (SME) will call for Bids for each of the aspects mentioned above seeking not only that participating companies comply technically, but that it be a total of several criteria to be taken into account when selecting the provider, such as: delivery time, added values, costs and 100% compliance with the technical requirements.

5.3 Sales Process / Quality and Satisfaction

To provide the service center customer service - Contact Center a sales process is not carried out because this is a service offered to win small and/or medium enterprise (SME) customer loyalty, for users directly and indirectly involved in it. A sale process as such is not carried out, but is instead replaced by a satisfaction and quality process of the processes offered in the customer service center, such as those provided by the project management indicators.

When evaluating project quality execution, indicators must be established to verify set quality objectives.

For this, the following set of indicators is established, as indicated [4] and that the company adopts to be taken into account for the proper business plan execution:

- **"Assertiveness Indicators:** is associated with information measurement accuracy, the clarity with which information reaches our customers, the kind of attention paid to it, the treatment and attention, this is verified through surveys.
- **Service opportunity Indicators:** is linked to care time or consultation service and response time.
- **Level of satisfaction Indicators:** refer to customer perception in face of compliance with the need or issue set.
- **Efficiency Indicator:** Compiles and consolidates compliance with all previous goals and with the overall process ".

6 Organizational and HR Plan

For a small and medium company (SME) any business plan must include a suitable human team to provide the service it offers. This is the reason the organizational and human resources plan has an important role in the entire process; this aims at analyzing, selecting, evaluating and controlling the partner team in any field, proper management and control being a priority for any small and/or medium enterprise (SME). It is worth noting that today small and medium-sized enterprises (SMEs)

aim for professional and economic well-being of their employees from start to finish, regardless of the activity performed. The company is aware that the team is an essential component of any project, therefore it seeks continuous improvements to build long lasting, solid relationships with all those involved.

6.1 Necessary Human Resource and Hierarchy within the Organization Chart

When we speak about the human resource necessary to execute a business plan, reference is made to the fundamental and crucial profiles and roles that each will play for the proper execution of projects, counting on the suitability and capabilities necessary to carry out activities with excellency.

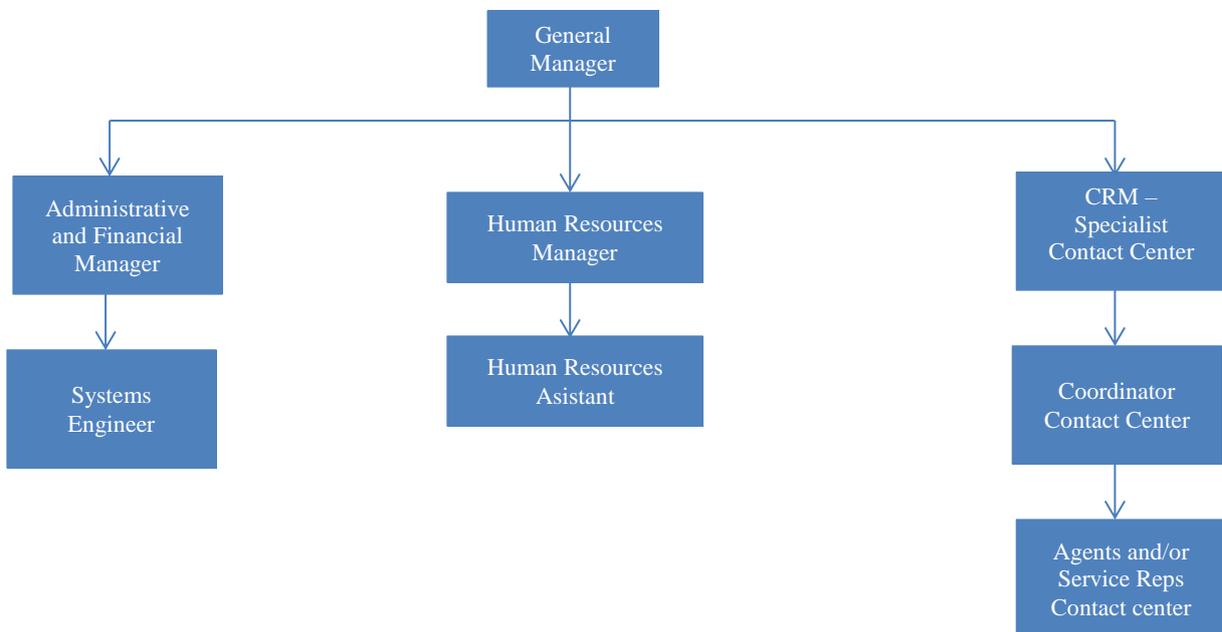


Figure 2. Proposed contact center organization chart business plan

For this section we propose the small and/or medium-sized enterprise (SME) and together with qualified human resources personnel, project manager with education and experience in Contact Centers. And with the purpose of achieving proper project development, an organization chart to establish a structure based on the set of functions for each profile required to provide the Contact Center, full functionality. As shown in Figure 2, the hierarchy within the organization chart is applicable and approved, the authorship being of those interested in implementing the Contact Center and of my approach to the disadvantages seen in recent years in small and medium enterprises (SMEs).

7 Financial Plan

The financial plan also known as financial economic plan, is the most representative sector of the business plan proposed, this is because it is where we gather all the

information quantified from each of the functional areas of a small or medium-sized enterprise (SME) or any company in general. These results shown by the financial economic plan will be those that give more objective conclusions of feasibility of the proposed business plan.

To determine the necessary cash flows for these results, the initial project investment must be defined, the financing methods, and we propose estimating a five year sales and fixed expense forecast. With this information the company financial statements are projected to five years. For this article, only the most important aspects for decision making will be detailed, not leaving aside the importance of each detail that should be involved in this plan to achieve correct and suitable data for project viability.

7.1 VAN and TIR analysis proposed for the business plan viability

After a complete evaluation of the business plan from a financial and economic perspective we recommend small and medium-sized enterprises (SMEs) that at the end of five years of the project investment analysis using it as a method we should obtain a net current value of (NPV) of € 40,329, with a discount rate of 15% and an internal rate of return (IRR) of 40,70% (see table 2) approximately. The above shows that the creation of a new business unit project is viable financially, because the VAN is positive and the TIR is above the return on investment required by shareholders (15%), ie values for the business to be viable must be very close to those shown in Table 2; small and medium enterprises (SMEs) wishing to opt for this line of business can tinker with the values, it is generally recommended to do so with the sales estimate, increasing the expected annual sales to reach a viability with the proposed plan.

Table 2. Net present value (NPV) and internal rate of return (IRR)

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
OPERATING PROFIT		€ 3.192	€ 7.916	€ 28.471	€ 50.376	€ 73.717
TAXES		€ 958	€ 2.375	€ 8.541	€ 15.113	€ 22.115
AMORTIZATION		€ 4.388	€ .388	€ 4.388	€ 4.388	€ 4.388
INVESTMENT	€ (35.549)					
OPERATING CASH FLOW	€ (35.549)	€ 2.154	€ 9.929	€ 24.318	€ 9.652	€ 55.990
NPV	€ 40.329					
IRR	40,70%					

8 Conclusions

The proposed business plan developed and embodied in this document seeks as a fundamental principle to strengthen customer relationships, and in addition, a growth in satisfaction and entry of potential customers for a small and/or medium-sized company (SME), thus gaining recognition, experience, and image improvement. After addressing each concept looking for business plan viability, we can conclude that implementing the Contact Center for small and/or medium-sized companies (SMEs), is not only necessary, but feasible and viable in all aspects, although this does not mean that there are no threats or risks to face.

Therefore, we consider that the business plan should be implemented as soon as possible for small and/or medium-sized enterprises (SMEs) that face this kind of difficulties. In this way, it will bring medium and long term benefits not only financially, but also profits proposed with the main purpose of the plan, in customer satisfaction and corporate image, in face of an increase in companies currently present in the telecommunications market; consolidating relationships and leaving the company well positioned in attention given to customers, suppliers, and users in general.

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