KCTMC2003 한국콜센터기술경영컨퍼런스

CRM 서비스 BPO

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목 차

I. 비즈니스 프로세스 아웃소싱(BPO)

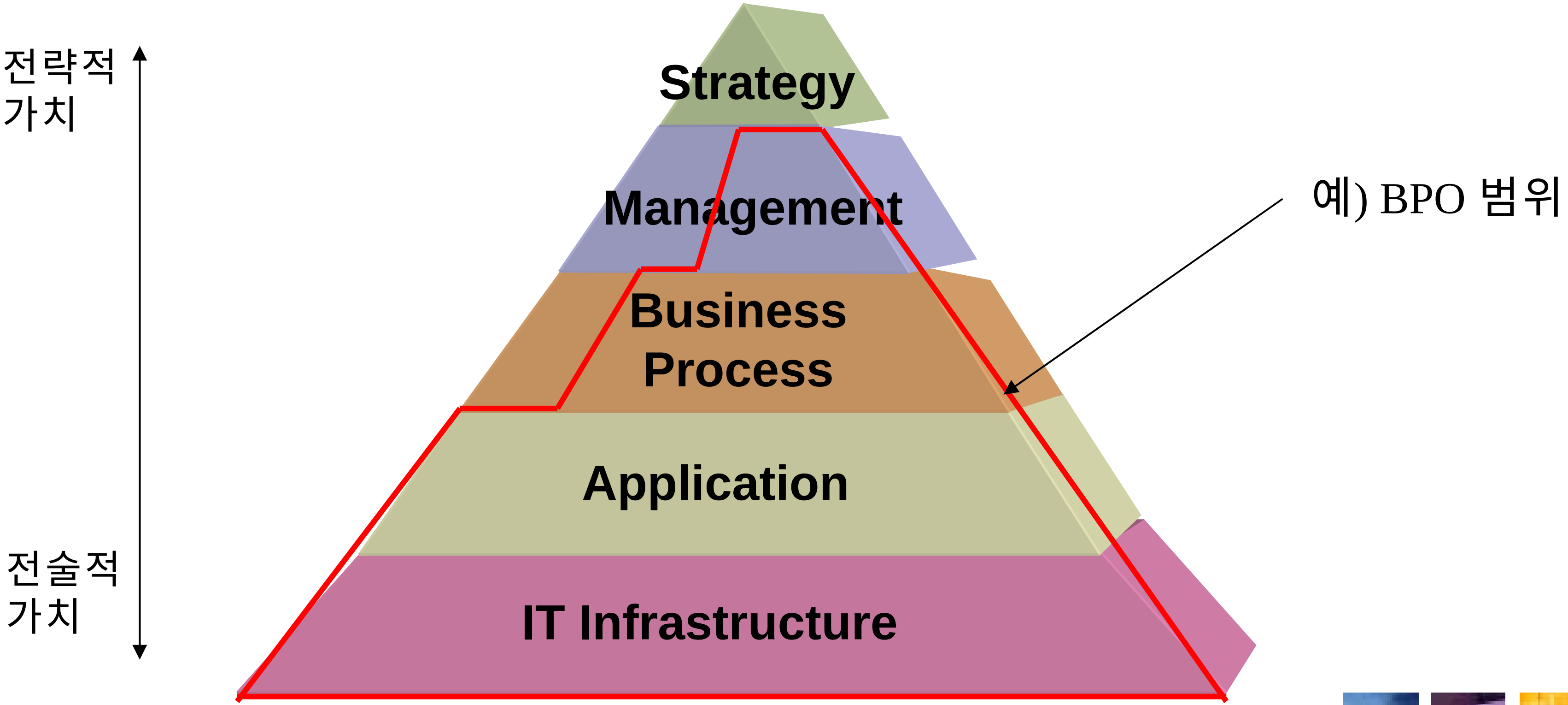
II. CRM Services BPO

III. 추진 방법

IV. Case Study

BPO(Business Processing Outsourcing)

- 정의
  - *정보기술(IT)* 집약적인 *비즈니스 프로세스*의 운영 및 관리를 *정의된 성과측정체계*를 가지고 *특정 프로세스*를 관리하는 *외부 전문업체*에 위탁하는 것(Halvey & Melby, 2000)



전략적 가치

Strategy

Management

Business Process

Application

IT Infrastructure

전술적 가치

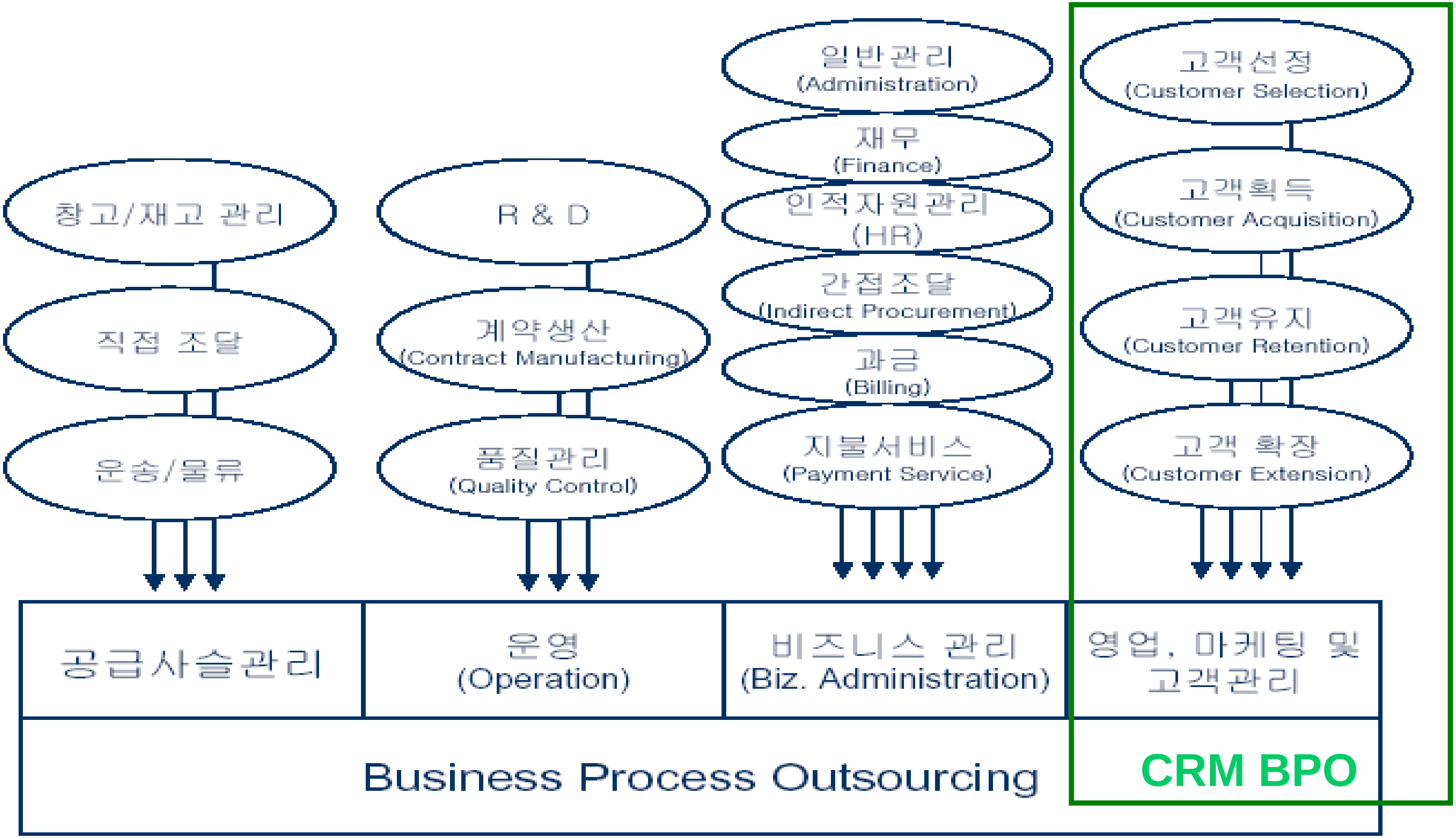
예) BPO 범위

차이점

전통적인 아웃소싱	비즈니스 프로세스 아웃소싱
▪ 비용 절감 ▪ 고정비의 변동비로의 전환 ▪ 자본의 유동화 ▪ 단위 서비스	▪ 기업 경쟁력 강화 및 핵심 역량 강화를 위한 전략적인 의사결정 ▪ IT 기술 기반 ▪ 통합된 서비스

(IDC, 2002)

BPO 서비스 영역



창고/재고 관리

직접 조달

운송/물류

공급사슬관리

R & D

계약생산 (Contract Manufacturing)

품질관리 (Quality Control)

운영 (Operation)

일반관리 (Administration)

재무 (Finance)

인적자원관리 (HR)

간접조달 (Indirect Procurement)

과금 (Billing)

지불서비스 (Payment Service)

비즈니스 관리 (Biz. Administration)

고객선정 (Customer Selection)

고객획득 (Customer Acquisition)

고객유지 (Customer Retention)

고객 확장 (Customer Extension)

영업, 마케팅 및 고객관리

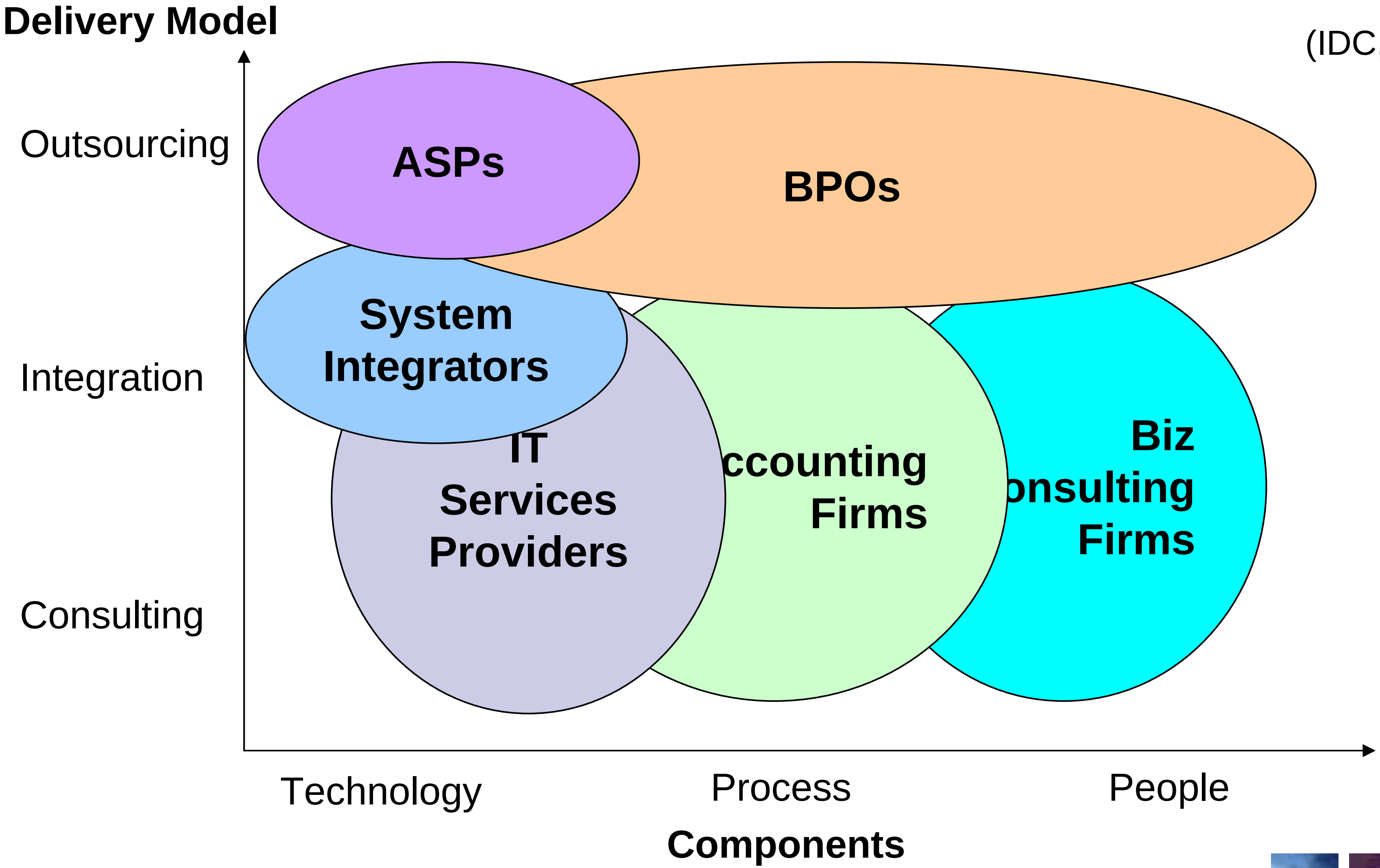
Business Process Outsourcing

CRM BPO

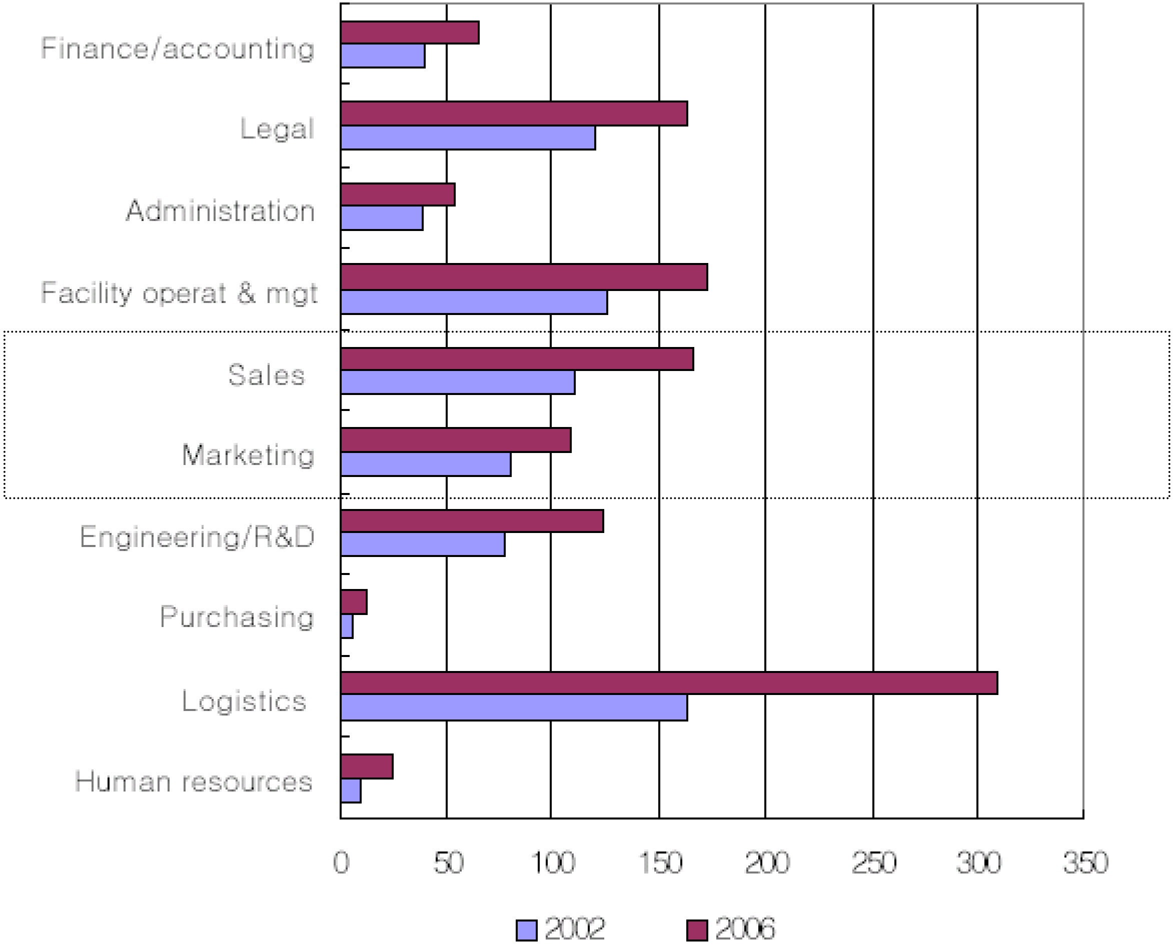
(Gartner Research, 2002)

BPO Positioning

(IDC, 2003


Delivery Model
Outsourcing
Integration
Consulting
ASPs
BPOs
System Integrators
IT Services Providers
ccounting Firms
Biz onsulting Firms
Technology
Process
People
Components

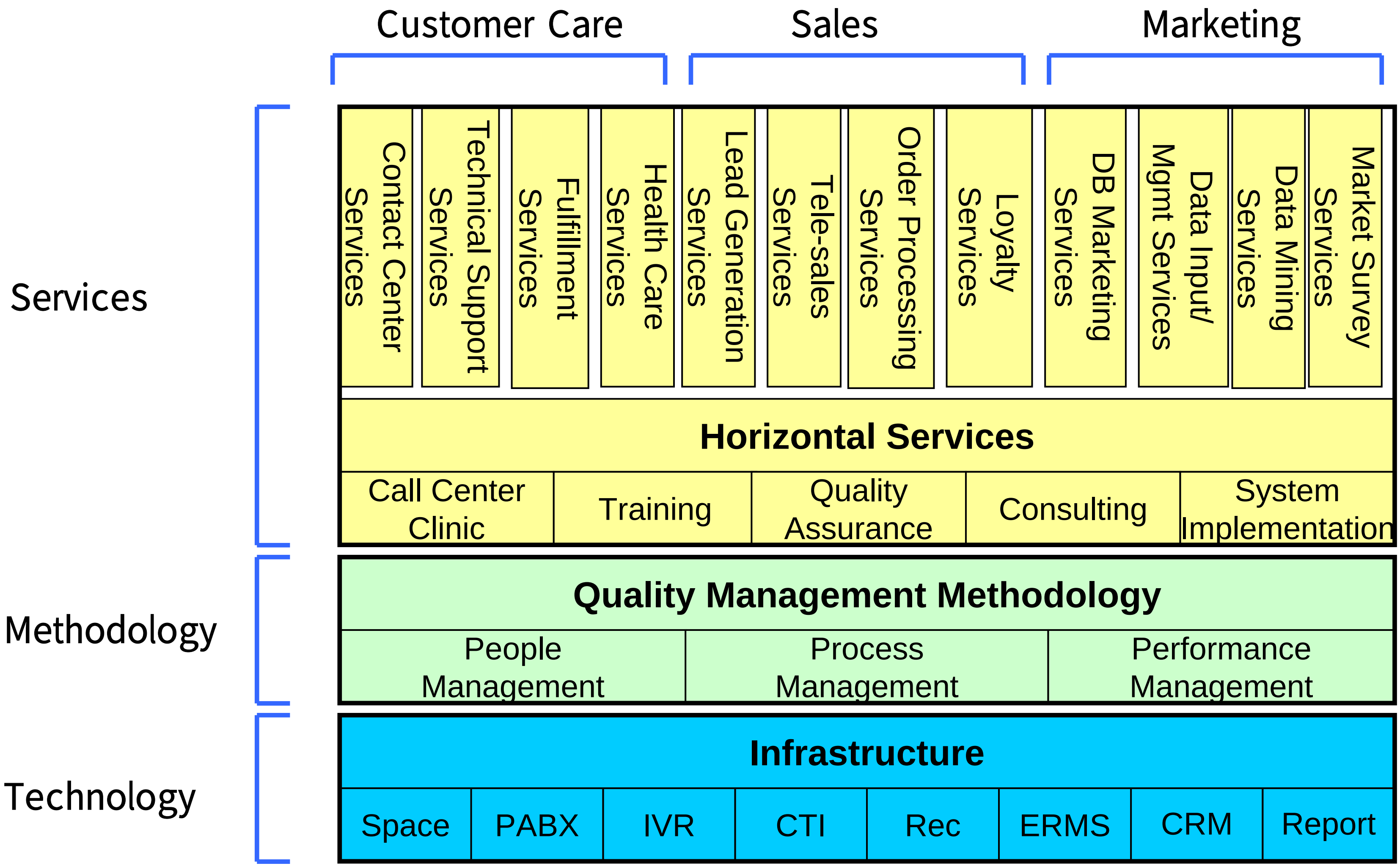
BPO 세계 시장



CRM 부문

- 2002, US$192B
- 2006, US$274B
- CAGR: 9.2%

CRM BPO Framework



Customer Care

Sales

Marketing

Services

- Contact Center Services
- Technical Support Services
- Fulfillment Services
- Health Care Services
- Lead Generation Services
- Tele-sales Services
- Order Processing Services
- Loyalty Services
- DB Marketing Services
- Data Input/ Mgmt Services
- Data Mining Services
- Market Survey Services

Horizontal Services

- Call Center Clinic
- Training
- Quality Assurance
- Consulting
- System Implementation

Methodology

Quality Management Methodology

- People Management
- Process Management
- Performance Management

Technology

Infrastructure

- Space
- PABX
- IVR
- CTI
- Rec
- ERMS
- CRM
- Report

BPO 추진 단계

목표 설정

- Business Objectives
- Outsourcing Objectives

BPO 기획

- 범위 결정
- 관련 자료 수집과 Benchmarking
- SOW 확정
- Communication Plan
- 추진 일정 수립

벤더 선정

- RFI
- 벤더 평가기준 수립
- RFP
- 제안서 평가
- 벤더 선정

협상 및 계약

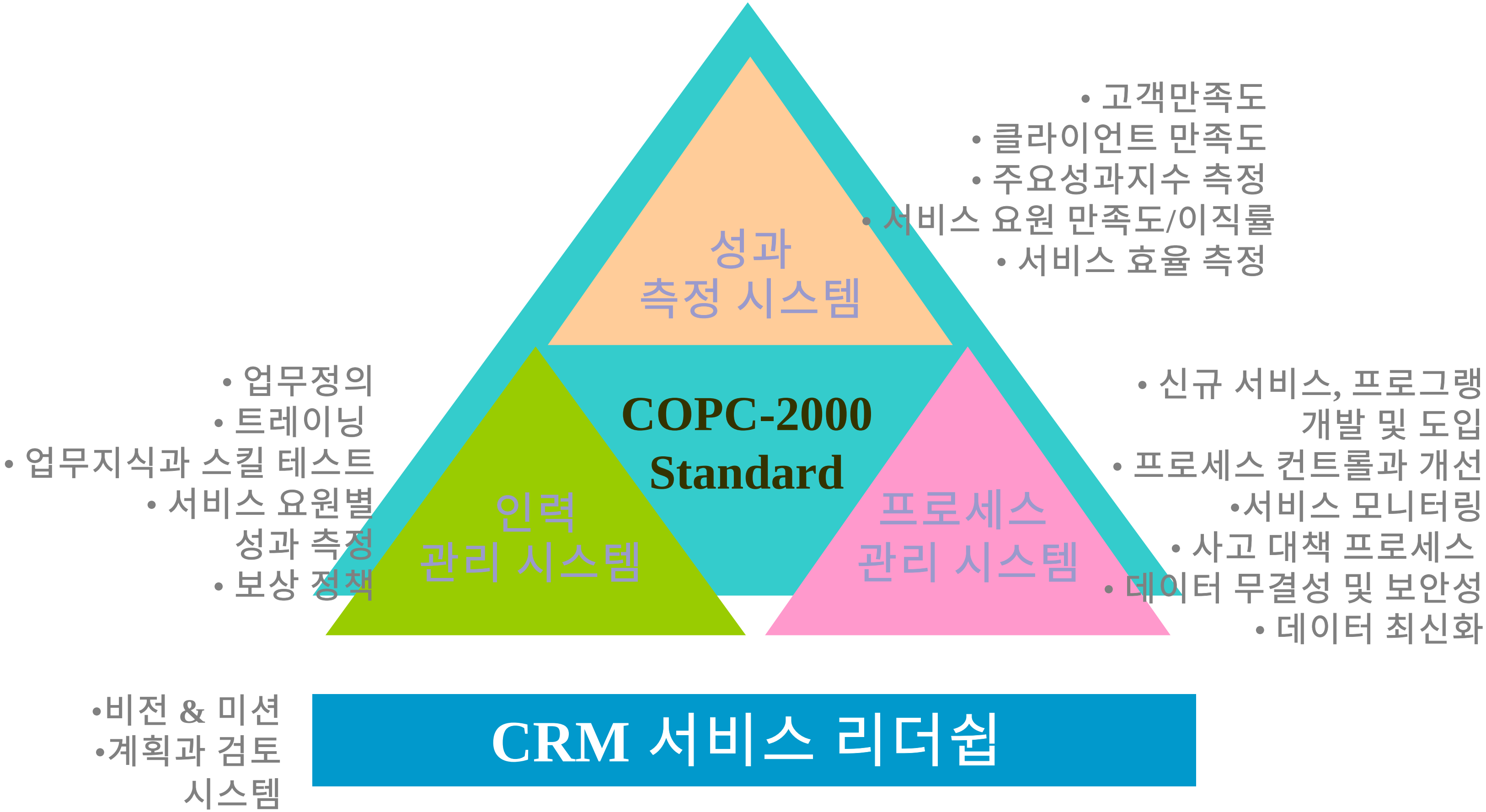
- 벤더의 실사
- 벤더의 이관/실행 계획
- 협 상
- 계약서 작성
- 계약 체결

실 행

- 데이터 수집
- KPI 보고
- 문제해결/개선

COPC-2000® Standard

- COPC : Customer Operations Performance Center (http://www.copc.com)



성과
측정 시스템

- 고객만족도
- 클라이언트 만족도
- 주요성과지수 측정
- 서비스 요원 만족도/이직률
- 서비스 효율 측정

COPC-2000
Standard

인력
관리 시스템

- 업무정의
- 트레이닝
- 업무지식과 스킬 테스트
- 서비스 요원별 성과 측정
- 보상 정책

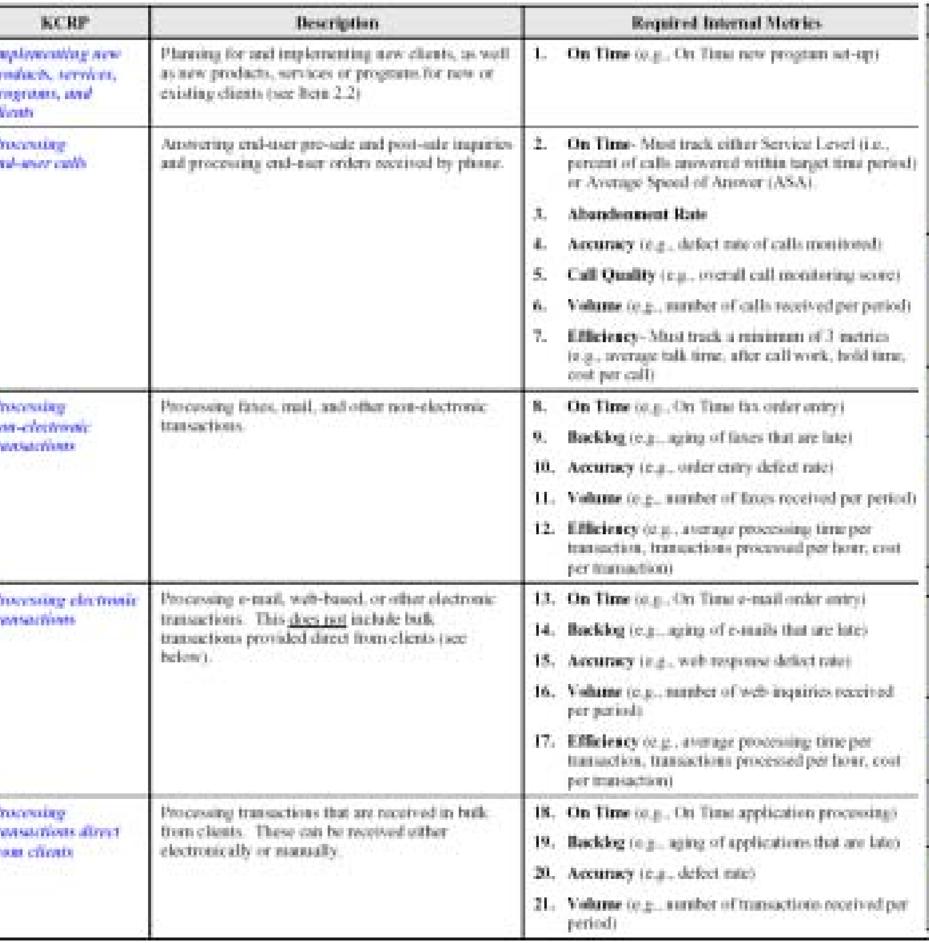
프로세스
관리 시스템

- 신규 서비스, 프로그램 개발 및 도입
- 프로세스 컨트롤과 개선
- 서비스 모니터링
- 사고 대책 프로세스
- 데이터 무결성 및 보안성
- 데이터 최신화

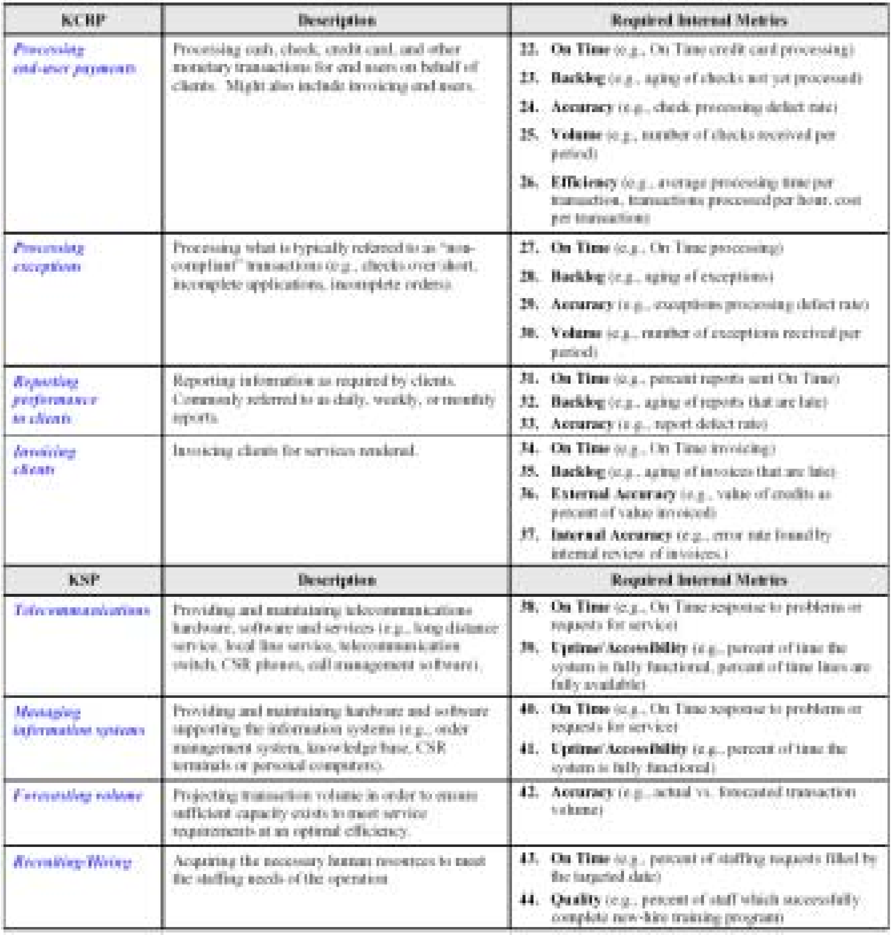
CRM 서비스 리더쉽

- 비전 & 미션
- 계획과 검토 시스템

성과측정항목(예)



KCRP	Description	Required Internal Metrics
mplementing new roducts, services, rograms, and lients	Planning for and implementing new clients, as well as new products, services or programs for new or existing clients (see Item 2.2)	1. **On Time** (e.g., On Time new program set-up)
rocessing nd-user calls	Answering end-user pre-sale and post-sale inquiries and processing end-user orders received by phone.	2. **On Time**- Must track either Service Level (i.e., percent of calls answered within target time period) or Average Speed of Answer (ASA) 3. **Abandonment Rate** 4. **Accuracy** (e.g., defect rate of calls monitored) 5. **Call Quality** (e.g., overall call monitoring score) 6. **Volume** (e.g., number of calls received per period) 7. **Efficiency**- Must track a minimum of 3 metrics (e.g., average talk time, after call work, hold time, cost per call)
rocessing on-electronic ransactions	Processing faxes, mail, and other non-electronic transactions.	8. **On Time** (e.g., On Time fax order entry) 9. **Backlog** (e.g., aging of faxes that are late) 10. **Accuracy** (e.g., order entry defect rate) 11. **Volume** (e.g., number of faxes received per period) 12. **Efficiency** (e.g., average processing time per transaction, transactions processed per hour, cost per transaction)
rocessing electronic ransactions	Processing e-mail, web-based, or other electronic transactions. This does not include bulk transactions provided direct from clients (see below).	13. **On Time** (e.g., On Time e-mail order entry) 14. **Backlog** (e.g., aging of e-mails that are late) 15. **Accuracy** (e.g., web response defect rate) 16. **Volume** (e.g., number of web inquiries received per period) 17. **Efficiency** (e.g., average processing time per transaction, transactions processed per hour, cost per transaction)
rocessing ransactions direct rom clients	Processing transactions that are received in bulk from clients. These can be received either electronically or manually.	18. **On Time** (e.g., On Time application processing) 19. **Backlog** (e.g., aging of applications that are late) 20. **Accuracy** (e.g., defect rate) 21. **Volume** (e.g., number of transactions received per period)



KCRP	Description	Required Internal Metrics
Processing end-user payments	Processing cash, check, credit card, and other monetary transactions for end users on behalf of clients. Might also include invoicing end users.	22. **On Time** (e.g., On Time credit card processing) 23. **Backlog** (e.g., aging of checks not yet processed) 24. **Accuracy** (e.g., check processing defect rate) 25. **Volume** (e.g., number of checks received per period) 26. **Efficiency** (e.g., average processing time per transaction, transactions processed per hour, cost per transaction)
Processing exceptions	Processing what is typically referred to as "non-compliant" transactions (e.g., checks over/short, incomplete applications, incomplete orders).	27. **On Time** (e.g., On Time processing) 28. **Backlog** (e.g., aging of exceptions) 29. **Accuracy** (e.g., exceptions processing defect rate) 30. **Volume** (e.g., number of exceptions received per period)
Reporting performance to clients	Reporting information as required by clients. Commonly referred to as daily, weekly, or monthly reports.	31. **On Time** (e.g., percent reports sent On Time) 32. **Backlog** (e.g., aging of reports that are late) 33. **Accuracy** (e.g., report defect rate)
Invoicing clients	Invoicing clients for services rendered.	34. **On Time** (e.g., On Time invoicing) 35. **Backlog** (e.g., aging of invoices that are late) 36. **External Accuracy** (e.g., value of credits as percent of value invoiced) 37. **Internal Accuracy** (e.g., error rate found by internal review of invoices.)
KSP	**Description**	**Required Internal Metrics**
Telecommunications	Providing and maintaining telecommunications hardware, software and services (e.g., long distance service, local line service, telecommunication switch, CSR phones, call management software).	38. **On Time** (e.g., On Time response to problems or requests for service) 39. **Uptime/Accessibility** (e.g., percent of time the system is fully functional, percent of time lines are fully available)
Managing information systems	Providing and maintaining hardware and software supporting the information systems (e.g., order management system, knowledge base, CSR terminals or personal computers).	40. **On Time** (e.g., On Time response to problems or requests for service) 41. **Uptime/Accessibility** (e.g., percent of time the system is fully functional)
Forecasting volume	Projecting transaction volume in order to ensure sufficient capacity exists to meet service requirements at an optimal efficiency.	42. **Accuracy** (e.g., actual vs. forecasted transaction volume)
Recruiting/Hiring	Acquiring the necessary human resources to meet the staffing needs of the operation.	43. **On Time** (e.g., percent of staffing requests filled by the targeted date) 44. **Quality** (e.g., percent of staff which successfully complete new-hire training program)

벤더 평가 기준

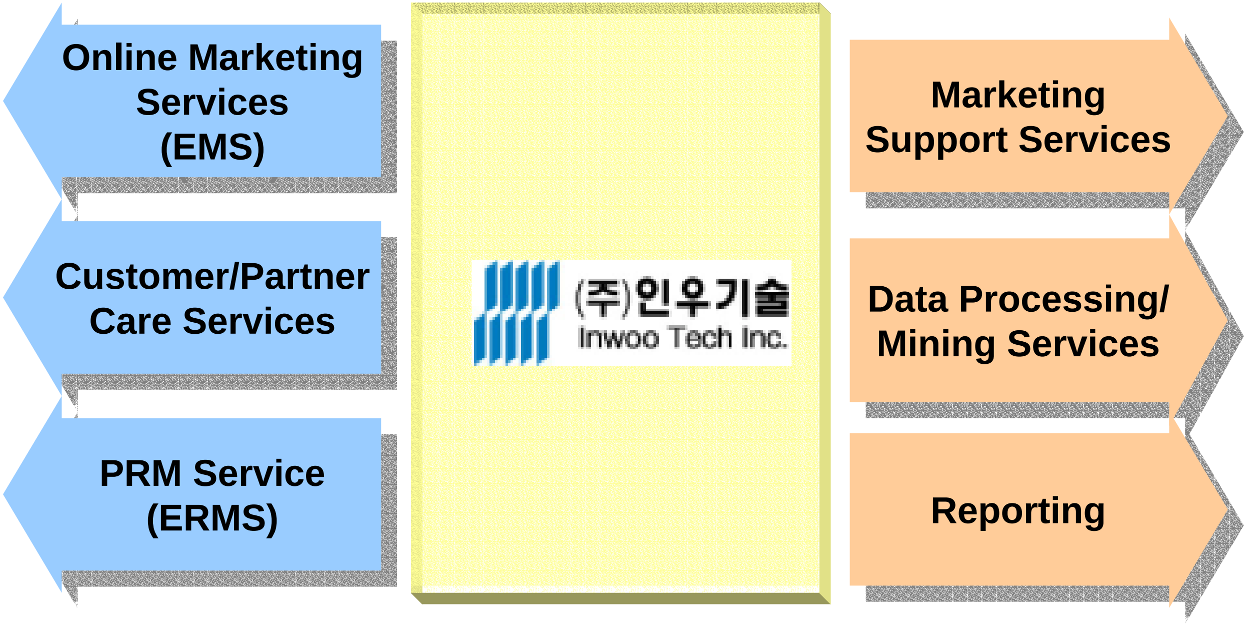
- 재무 상태
- 수행 경험과 References
- 인적 자원 현황
- 기반 시설 현황
- 품질관리 방법론(COPC, ISO ….)
- 서비스 운영 방안
- 성과 관리 방안
- 제안 가격

Case Study

- A사의 Marketing Services

Customer

Partner



Online Marketing Services (EMS)

Customer/Partner Care Services

PRM Service (ERMS)

(주)인우기술
Inwoo Tech Inc.

Marketing Support Services

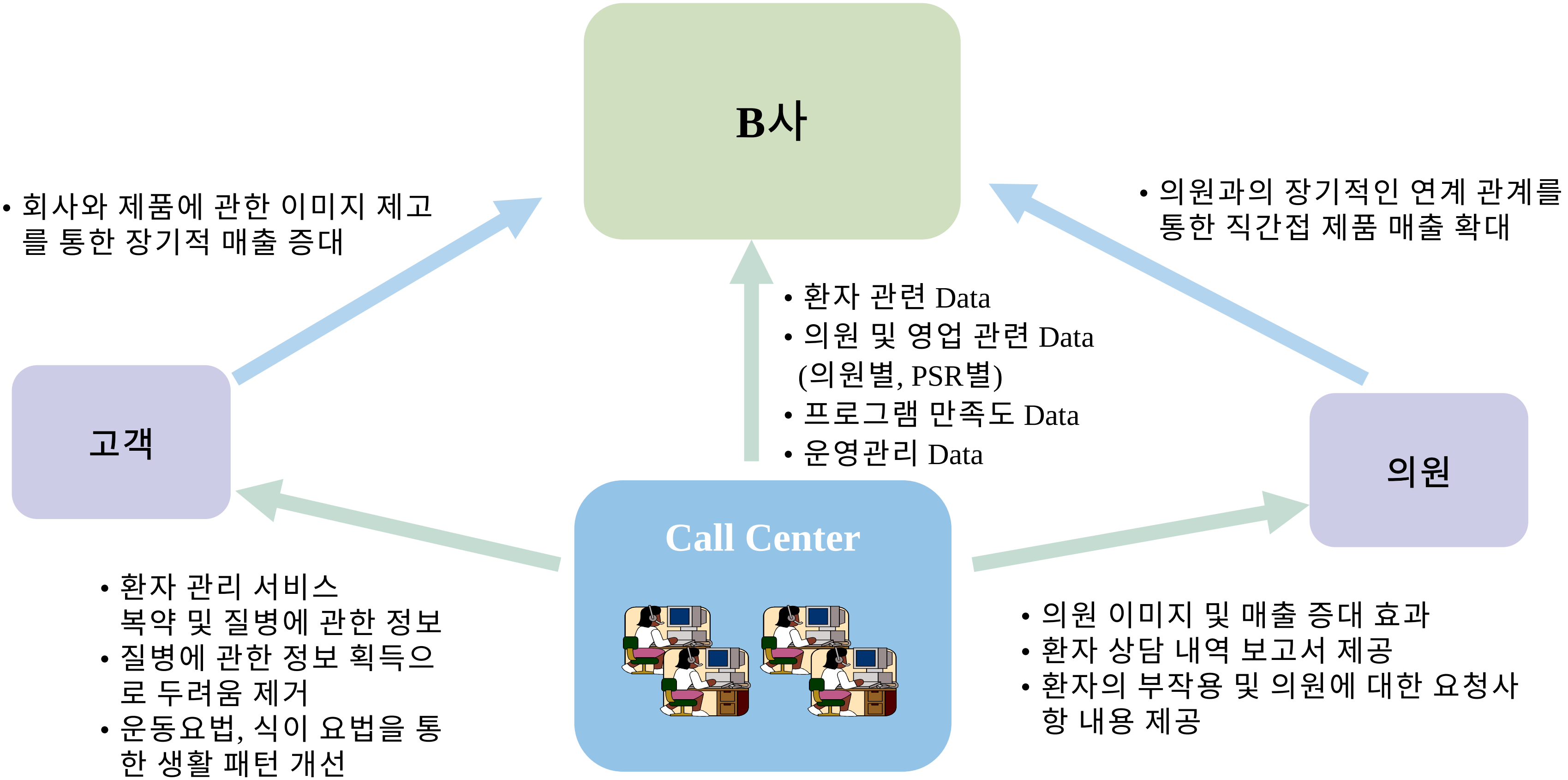
Data Processing/ Mining Services

Reporting

A사

Case Study

B사의 Customer Care Services



B사

- 회사와 제품에 관한 이미지 제고를 통한 장기적 매출 증대

- 의원과의 장기적인 연계 관계를 통한 직간접 제품 매출 확대

- 환자 관련 Data
- 의원 및 영업 관련 Data (의원별, PSR별)
- 프로그램 만족도 Data
- 운영관리 Data

고객

의원

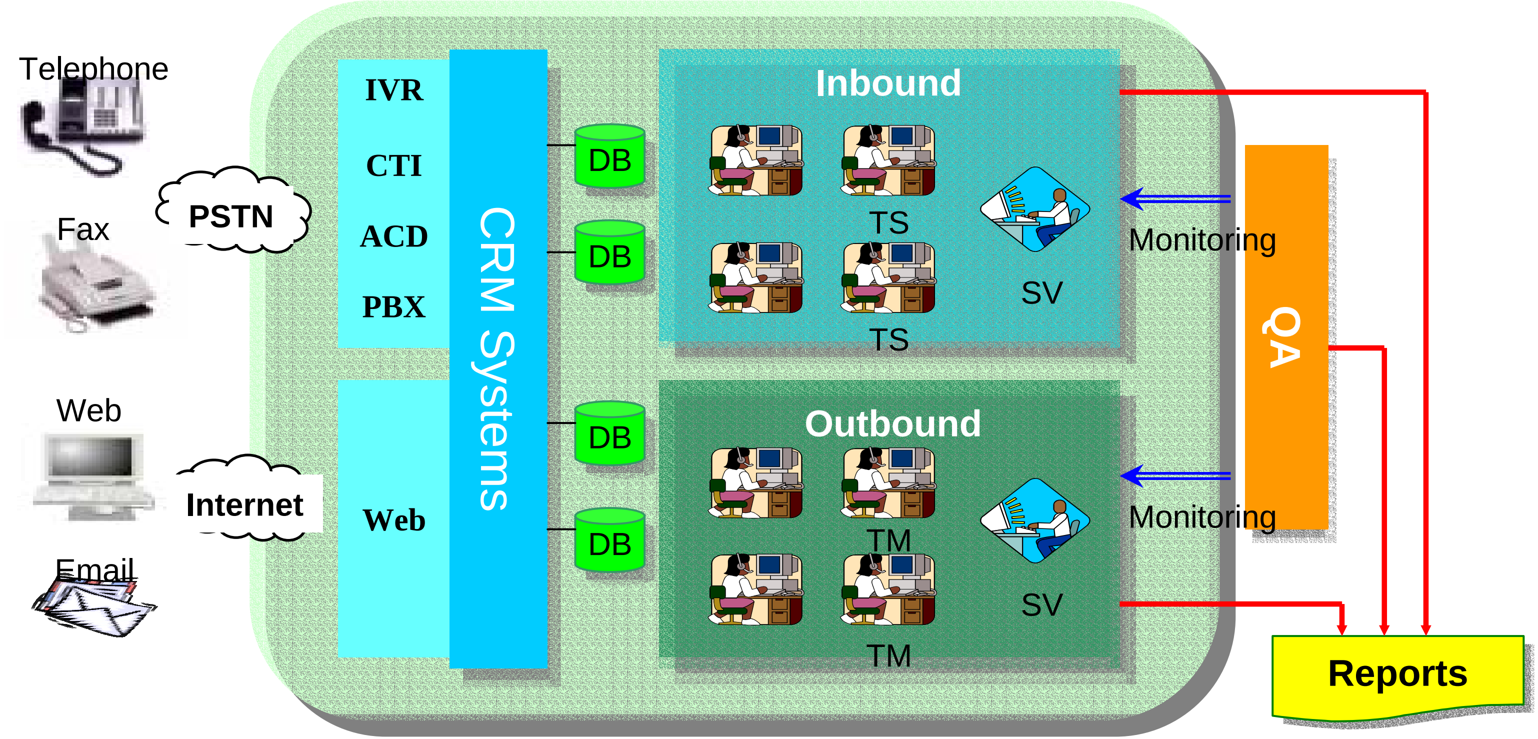
Call Center

- 환자 관리 서비스 복약 및 질병에 관한 정보
- 질병에 관한 정보 획득으로 두려움 제거
- 운동요법, 식이 요법을 통한 생활 패턴 개선

- 의원 이미지 및 매출 증대 효과
- 환자 상담 내역 보고서 제공
- 환자의 부작용 및 의원에 대한 요청사항 내용 제공

Case Study

- C사의 Telesales Services


Telephone
Fax
PSTN
Web
Internet
Email
IVR
CTI
ACD
PBX
Web
CRM Systems
DB
DB
DB
DB
Inbound
TS
TS
SV
Outbound
TM
TM
SV
Monitoring
Monitoring
QA
Reports

감사합니다.