



## (Customer Contact Center)

2003. 4

ANTON CONSULTING Inc.

# Contents



- 1.
- 2.
3. World Best CCC
- 4.

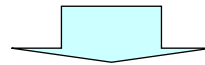
1.

**(Customer Contact Center)**

- - Customer Contact 90%
- - , FAX,
- E-Mail
- Web Site
- Mobile
- - (CS)
- /
- Event,
- Retention,
- ,
- 

< Customer Contact >

2000	150	/
<ul style="list-style-type: none"> <li>• 85% by telephone</li> <li>• 5% face to face</li> <li>• 3% by email</li> <li>• 2% by web site</li> <li>• 5% by all other means</li> </ul>		

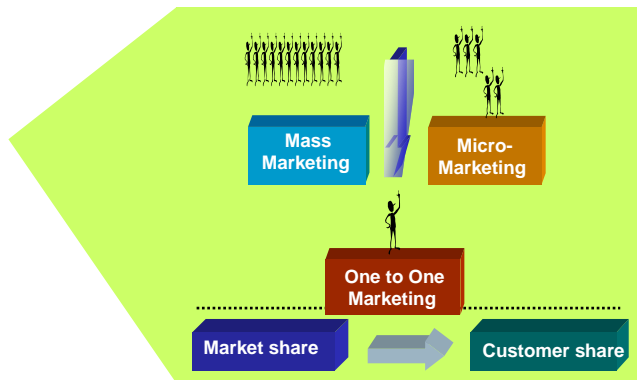


2005	300	/
<ul style="list-style-type: none"> <li>• 45% by telephone</li> <li>• 25% by web site</li> <li>• 20% by email</li> <li>• 5% by face to face</li> <li>• 5% by all other means</li> </ul>		

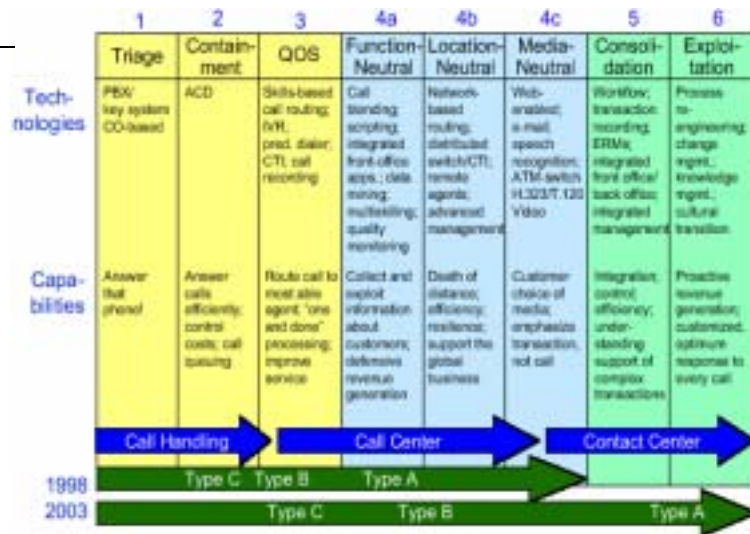
\* BenchmarkPortal

1.

- -
- 
- 
- 
- :
- Life Style
- :



1.



Source : Gartner Research, 2001

1.

		(CTI)	Contact Center	CRM Focused Contact Center
<b>Mission</b>	-	- In/Outbound -	-	-
	- + - - - DB	- PABX / IVR / CTI / (Outdialer) Application DB - Skill Based Routing	- VoIP, ITI - ERMS, EMS - Web ARS - DataMart	- ( DW ) - Outdialer - Advanced Skill Based
<b>/ Point</b>	-	- Service Level (QA) -	- One-Stop - -	- - /

- PABX = PBX+ACD, Outdialer = Outbound , VoIP = Voice on Internet Protocol, ITI = Internet Telephony Integration
- ERMS= Email Response Management System, EMS= Email Marketing System, Web ARS = Web Auto Response System

1.

**CRM**

- CRM (Customer Relationship Management)
  - 
  - 
  - LTV (Life Time Value)
  -
- CRM
  - Analytic CRM => Segmentation
  - Operational CRM => MOT // Process
  - Collaborative CRM => Self-Service
- - Data ( Data, Behavior Data)
  - 
  - CRM
  -

YES or NO

CRM ?

CRM ?

CRM 가 ?

2.

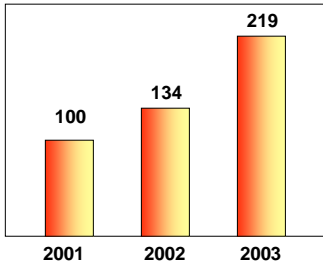
2001 2001 730 2006 1,300  
 18% 2006 51% 130  
 2006 680  
 - Ovum 2001 6 14 Report / [www.incoming.com](http://www.incoming.com)

250 2005 14%  
 - Datamonitor / Call Center Management Review, May 2002  
 1999 6 2002 10 52% 가  
 - Purdue university study, 2002

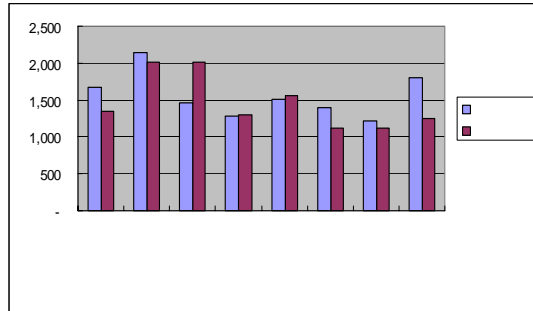
18,500 , 180 1.2%  
 - Datamonitor, 2002  
 2500 , 100 (2001 )  
 -

2000 , 20 (2001 )  
 2001 3 8000 , 2002 5 2000 , 2003 6 7000  
 -

## 2.



( )



(2002 )

2002 2/4

## 2.

### 특별경제 활동영역(기초특별조치)

#### 경향신문 경향신문(기초특별조치)

##### 대체 유일특종, 통신-재지 위험 '완전'

[4호 4월1 2002년 1월 29일 1월 19일]

2005년에는 주5일제 근무 정착으로 여가시간이 늘어남에 따라 화 여가서비스 직종의 고용이 크게 늘어날 전망이다.

한국직업능력개발원은 최근 발표한 '대중의 직업세계 2002백서'에 따르면 통시자가 20여년보다 73%, 도박 여가서비스 등 과거 직업 중 것으로 나타났다.

#### 동아일보 동(기초특별조치)

##### 【종합】대구 '가정 콜센터' 유치 나섰다

[4호 2002년 4월 19일 17:45]

충북 청주시는 지역경제 활성화와 고용 창출을 위해 국내 거점콜이 운영되고 있는 '콜 센터(Call Center)'를 유치할 계획이라고 1일 밝혔다.

시는 이를 위해 이달안으로 4개 팀과 운영위원회 등으로 구성된 '콜 센터 거점단'을 발족하고 투자 자문회사 및 민간 투자자 등으로 이뤄진 '콜 서비스 단지 관리운영'을 설립할 계획이다.

또 텔레마케팅 센터가 육성을 위한 '국제통상 교육센터'를 마련한 뒤 국내 거점콜을 대상으로 본격적인 유치전에 들어갈 방침이다.

시는 이 지역에 콜 센터를 이전하거나 유치하는 업체에게는 교육비 및 관리비 지원, 지방세 감면, 행정적 지원 등의 인센티브를 공개하기로 했다.

청주=장기우기자 [stwek5@donga.com](mailto:stwek5@donga.com)

#### 대전시, 콜센터 유치 적극 나서

[4호 4월1 2002년 1월 19일 19:27]

대전시가 콜센터 유치에 적극적으로 나서고 있다.

대전시가 콜센터에 관심을 갖는 이유는 고용 부문에 있어 지역경제에 큰 도움을 주기 때문이다. 대기업의 콜센터 1개가 입주하면 900~1000 여명의 여성 일자리가 창출되기 때문에 시는 각종 유치를 위한 행정 지원에 나서고 있다.

실제로 대전시는 대기업 콜센터가 육박 입주하면서 그 이익을 공유해 보고 있다. 허술 호치(제일제당) 소용 콜센터가 대전으로 이전을 완 위해 현재 200여명의 지역 여성이 이 곳에

1 분기하고 영업을 해온 데다 올해 1월에는 국  
적의 여자를 실려 콜센터 전문도시를 꿈꾸

### 3. World Best CCC

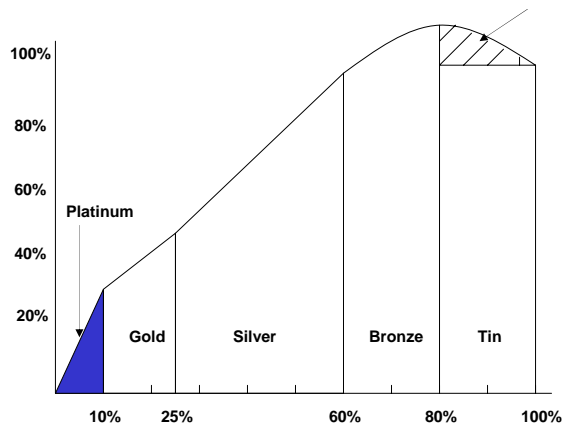
#### World Best CCC

- 1) (Segmentation based customer management)
- 2) (Institutional Memory)
- 3) (Quality First)
- 4) Once and Done
- 5) (Strategic Customer Listening)
- 6) (Touch point Alignment)
- 7) (Closed-loop Work Process)
- 8) (Continuous Improvement)
- 9) (Realtime Information Management)

### 3. World Best CCC

- 1) (Segmentation based customer management)

- \_\_\_\_\_
- Life Time Value
- 



### 3. World Best CCC

#### 1) (Segmentation based customer management)

• **Value based spending**

- 가
- Advanced Skill Based Routing
- => segmentation based routing

	20%	가			
	2	1	2	3	✗
	1	2	2	1	3
	3	2	1	2	3
	✗	✗	1	3	2

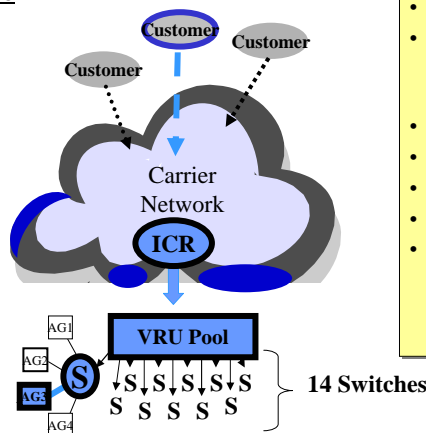
Routing

### 3. World Best CCC

#### 1) (Segmentation based customer management)

• **Capital One**

**IBS:**  
Information  
Based  
Strategy



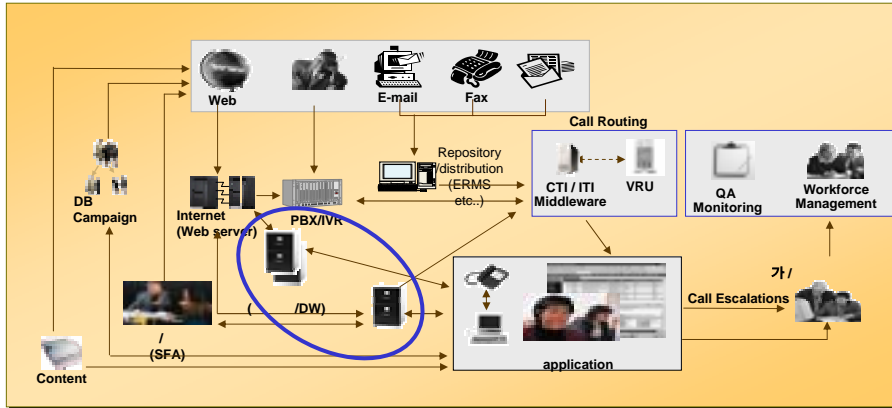
- 217 call types
- 54 agents groups
  - Language /
  - Sales /
- 14 switches and growing
- 45,000+ tests per year
- 3000+ toll-free numbers
- ANI, DNIS
- 
- /
- /가
- 

\* ICR: Intelligent Call Routing

### 3. World Best CCC

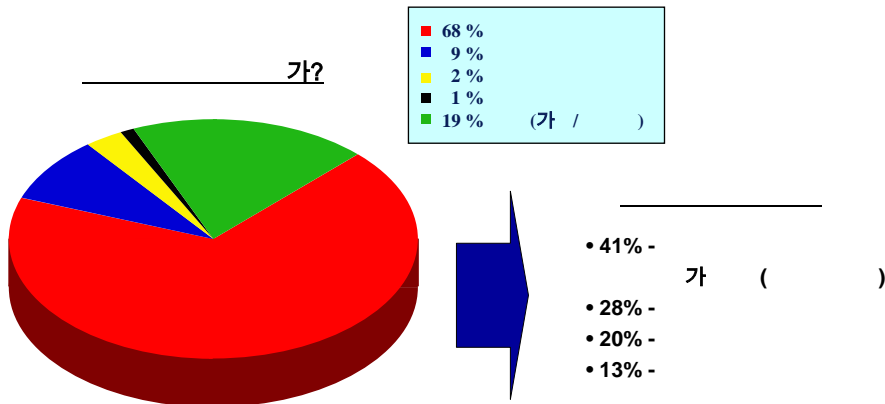
#### 2) (Institutional Memory)

- 
- 
- 



### 3. World Best CCC

#### 3) (Quality First)



Source: Purdue University, CCDQ Research 2000



3. World Best CCC

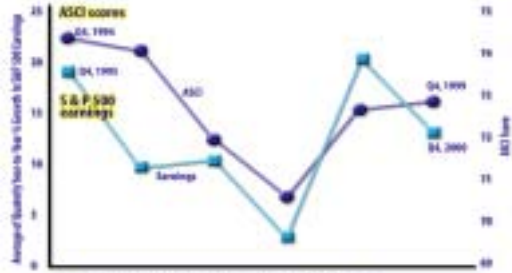
3) (Quality First)

(ACSI)

S&P500      ACSI Top 50%      \$240      가 .  
 Bottom 50%      \$140      가



ACSI

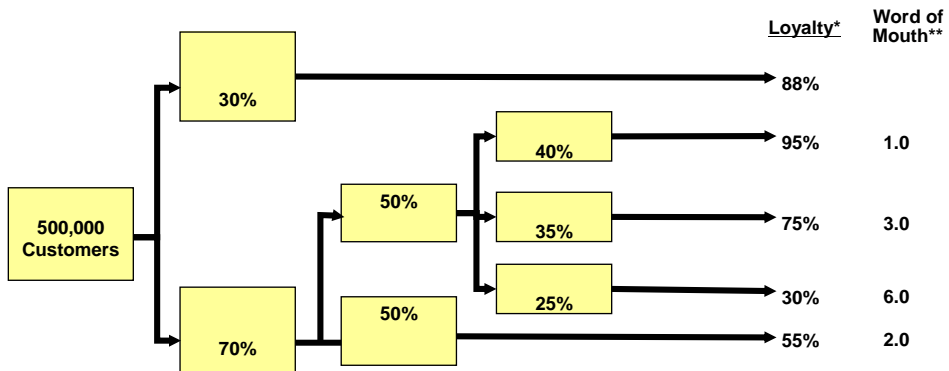


ACSI 가

3. World Best CCC

3) (Quality First)

TARP Market Damage Model

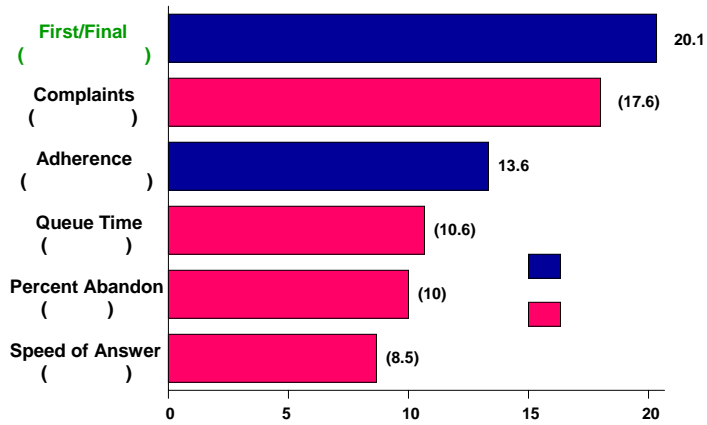


\*  
\*\*



### 3. World Best CCC

#### 4) Once & Done



Source: Purdue University (Call Center Magazine 2001.7 )

### 3. World Best CCC

#### 4) Once & Done

- 
- / 가 Process
- 가
- 가
- Once & Done Transfer 가 Call
- Follow-up Call

### 3. World Best CCC

#### 5) (Strategic Customer Listening)

- / , 가  
- . 가  
- ( ) Process가  
  . =>
- = ( ) + +  
- Cycle ,  
- (CATS\* )  
-

\* CATS: Computer Assisted Telephone Survey

### 3. World Best CCC

#### 5) (Strategic Customer Listening)

\_\_\_\_\_ ( ) \_\_\_\_\_

Profile

Attribute	CSR	eMedia CSR
Pay Scale	\$10 - \$15/hr	\$21 - \$26/hr
Channels	One	Four to Five
Traffic	Inbound or Outbound	Blended
Education	High School	College, plus license
Languages	One or two	Multiple
Measurements	Attendance, ASA	Customer Satisfaction
Selection Criteria	Typing, telephone skills	Account mgmt; people skills

Source: Robert Frances Group

### 3. World Best CCC

#### 5) (Strategic Customer Listening)

( ) \_\_\_\_\_ Manager

	<u>Manager</u>	<u>Agent</u>
• (Good Wages)	1	5
• (Job Security)	2	4
• (Promotion/Growth Oppty.)	3	7
• (Good Working Condition)	4	9
• (Interesting Work)	5	6
• (Personal Loyalty to Workers)	6	8
• (Tactful Disciplining)	7	10
• (Full Appreciation)	8	1
• /		
• (Sympathetic to Personal Problems)	9	3
• (Feeling "In" On Things)	10	2

Source: Motivating Today's Employees

### 3. World Best CCC

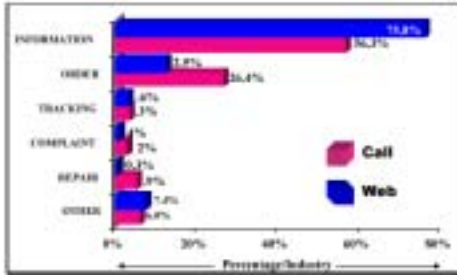
#### 6) (Touch Point Alignment)



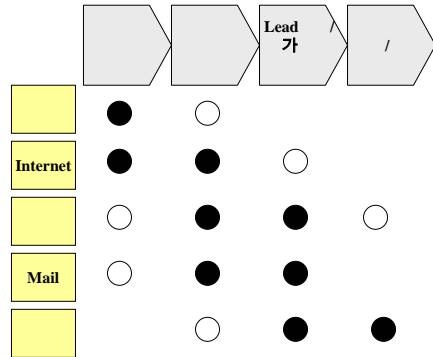
### 3. World Best CCC

#### 6) (Touch Point Alignment)

- 
- 



Source: consumer preferences in contacting companies, a white paper by Jon Anton and Miranda Volker, 1999.9.



### 3. World Best CCC

#### 7) (Closed-loop Work Process)

- (Process)가
- (Process)
- Workflow
- Data Cycle , , ( ),



4.

- /
- - Randomly Arrived Calls
- , Burn Out
- Skill Match - Call
- Call
- - Chaos when calls are burst
- 
- 
- ( Inbound )
- 
- 
- Software - , -
- /

4.

- - 
  - 가
  -
- (Passion) Leader
  - => Management + Art 가
  - ,
  - (Acknowledgement), (Celebration), (Fun, Excitement), (Creation of Legacy)



4.

- Salesman
  - ,
  - Process
  -
  
- (Manager)
  - 
  - 
  - Benchmarking 가
  -

4.

- Innovator
  - 
  - =>
  - 
  - Skill-Up
  
- - 
  - 
  -



**Anton Consulting Inc.**

182-7

TEL: 02-3432-6170 FAX: 02-3432-6234

[www.antonconsulting.co.kr](http://www.antonconsulting.co.kr) / [www.benchmarkportal.co.kr](http://www.benchmarkportal.co.kr)

