



/ 가

2003.06.04

ANTON CONSULTING Inc.

Contents



- 1.
2. / 가
3. ISO 9001:2000
4. COPC
5. Benchmark Portal
- 6.

1.

Call Center

[-]
 - 가 V.S. 가
 - 가
 - , ,
 - /
 => 가가

[Inbound]
 - Call Randomness
 - ()
 -
 =>

[Outbound]
 - Privacy
 -

1.

Call Center Manager



	<ul style="list-style-type: none"> • Performance ? ? • (,) ? ? • ?
가	<ul style="list-style-type: none"> • 가? • 가 가? • 가 가?
	<ul style="list-style-type: none"> • 가? • 가?
	<ul style="list-style-type: none"> • 가?

2. / 가

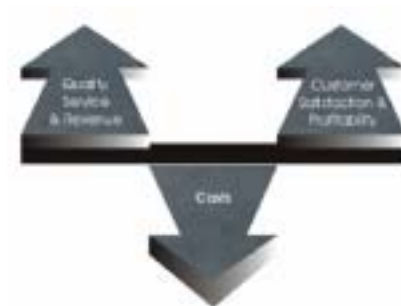
_____ / 가?

- 가 (公認)
- Standard
- Guideline
- 가

2. / 가

_____ / 가가 가?

- 가
- (,)
- => Guideline
- (,)
- *



3. ISO 9001:2000

ISO 9001:2000 ?

- ISO (International Organization for Standardization –)
- ISO 9000 () – (, ,) 가,
 , .
- ISO9000 Family
 - 200 ISO 9001 (, , , ,),
 - ISO 9002 (, , ,), ISO 9003 () ISO 9001
 - => , ,
 - ISO 9004 (. 9001)

3. ISO 9001:2000

() ISO9001:2000

8가
(1)
(2)
(3)
(4)
(5)
(6)
(7)
(8)

ISO9001:2000
(1)
- ,
(2)
- , , , ,
(3)
- , . ,
(4)
- , , , , ,
(5)
- , , , ,

* www.kmaqa.co.kr

3. ISO 9001:2000

ISO 9001:2000

- 가 -
-
- 가
- (,)
-
- 가
-

4. COPC

COPC ?

- COPC - Customer Operations Performance Center Inc.
-
- Outsourcing ()
- ISO ()
- 1996 Outsourcer , 가
() 가
- . COPC-2000 Standard
- . Microsoft, Compaq, Dell, Novell, Intel, American Express, Motorola, L.L Bean
- . US Malcolm Baldrige National Quality Award 가

* www.copc.com

4. COPC

COPC-2000 standard

- 3

- (1) Reduce the cost of providing excellent service
- (2) Improve customer satisfaction through improved service and quality
- (3) Increase revenue

- 가 (認證) ,

- Outsourcing Guideline

- Operations 가 가

- Operations

- . Inbound and Outbound Customer contact centers (Helpdesk,)
- . Transaction Processing Operations (, ,)
- . Fulfillment centers (,)
- . Remittance Processing Centers (,)
- . Field Service
- . Returns Processing Centers ()
- . Collections/Recovery Services ()

4. COPC

COPC-2000 standard ()

- COPC-2000 Standard Committee

- COPC-2000 Standard 가 ()
- Apple computer, Bell Canada, COPC 11 / 가
- Release 3.2.

- 11 60

- Buyers of CSP (Customer Service Provider) Services

Adobe, AT&T, Compaq, Dell, Epson, Iomega, Microsoft, Oracle, 3Com, Sun, Texas Instruments, Toshiba, Corel, Bell South, Buy.com, etc.

- Internal CSPs

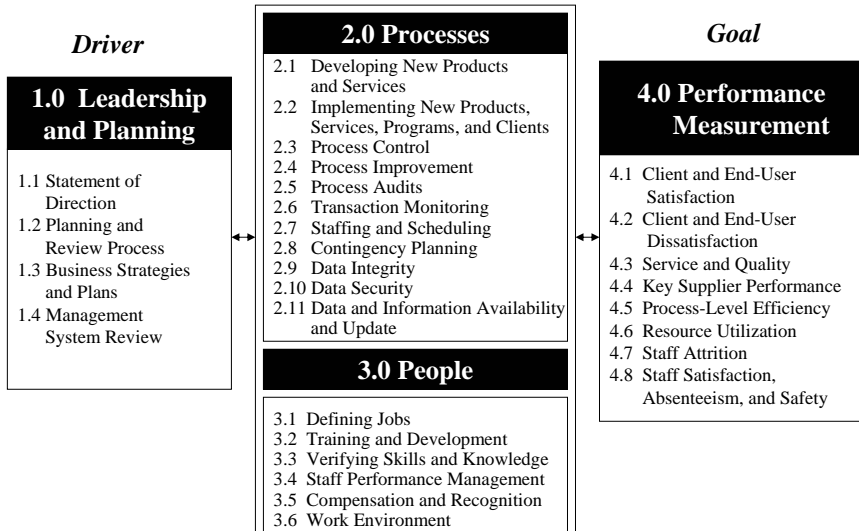
AT & T, Dell, How2Com, IBM, Lucent, Motorola, Prudential, AFFINA, Infotel, NTT, Stream, Sykes, etc.

- Standard 30 200

4. COPC

COPC-2000 standard Framework

Enablers



4. COPC

COPC

- 가 9-12 USD 50K-150K
- 6 Six-Month Review (Performance Review)
- 12
- COPC Auditor가

STEP 1 /	STEP 5 COPC 가
STEP 2 Kickoff Meeting	STEP 6 CSP Fills Gaps and Implements the Standard
STEP 3 COPC Coordinator , COPC	STEP 7 CSP 가
STEP 4 COPC Coordinator가	STEP 8

4. COPC

COPC-2000 Standard

- Operation
- Global Top
- Outsourcing 가 Operation 가 가
-
- Outsourcing 가 In house
- IT IT 가 ()
- ⇒ IT / 가
- 가
- Target benchmark 가

5. Benchmark Portal

Benchmark Portal ?

- Purdue CCDQ (Center for Customer Driven Quality) 가
5000 Database ,
가
(www.benchmarkportal.com / www.benchmarkportal.co.kr)
-

Benchmarking

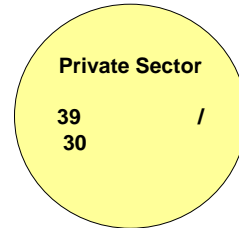
“ , , ”

“A structured, analytical approach to identify, review, and deploy optimal practices to gain and maintain a competitive advantage.”

5. Benchmark Portal

Input

- **Type**
 - Private Sector, Public Sector, Help Desk
- - Call Center Classification Questions
 -
 - Call Center Costs
 -
 - Call Center Performance Measures
 - , KPI
 - Caller Satisfaction Measurement
 -
 - Human Resource Management
 - ,
 - Process & Knowledge
 - ,
 - Outsourcing , Facilities & Design



5. Benchmark Portal

() **Input KPIs**

Efficiency

Annual turnover of TSRs full time
Annual turnover of TSRs part-time
Average speed of answer
Average talk time in minutes
Average after call work in minutes
Average inbound calls per 8 hour shift
Percent adherence to schedule
Percent occupancy
Inbound cost per call in dollars
Percent attendance
Cost to bring on a new TSR in dollars
Outbound cost per call in dollars
Cost per sale
Sales per hour

Effectiveness

Average time in queue in seconds
Average time before abandoning
Percent abandon rate
Percent calls blocked
Service level, 80% of calls in __seconds
Percent of calls handled on first call
Percent of calls handled by self service
Percent of calls resulting in complaint
Data entry error rate per 1000 entries
Initial training in hours
Percent up-sell /cross-sell opportunity
Average sale value in dollars
Average sales revenue per TSR per year
Percent outbound calls resulting in a sale

5. Benchmark Portal

Output

- Peer Group Approach
- Output
 - Executive Summary
 - 5, 5
 -
 - Peer Group Profile
 - Peer Group
 - Performance Matrix
 - 10 가 가
 - Comparison to Your Peer Group
 - Peer Group, Peer Group Best,
 - Ranking Tables
 - %
 - Gap vs Solution Optimizer
 - 가

Inbound Performance Comparisons							
Metric Description	Your Center	Peer Group		Peer Group Best		All Participants	
	Response	Median	Average	Median	Average	Median	Average
Average Speed of Answer (seconds)	35.0	20.0	32.2	12.5	17.1	25.0	33.3
Average Talk Time (minutes)	4.2	3.0	7.2	3.0	3.4	4.0	10.2
Average After Call Work Time (minutes)	3.0	1.0	5.3	1.0	1.1	2.0	6.8
Average Calls Abandoned (%)	7.0	3.0	5.0	2.0	2.8	4.7	5.5
Average Time in Queue (seconds)	54.0	35.0	44.3	16.0	18.4	34.0	43.2
Average First/Final Calls (%)	65.0	79.0	77.3	85.0	86.1	79.0	68.1
Average TSR Occupancy (%)	76.0	80.0	79.4	87.0	89.1	79.0	74.9
Average Adherence to Schedule (%)	81.0	89.0	87.8	92.0	95.3	84.1	86.0
Average Calls/Shift/TSR (calls)	58.0	70.0	83.2	85.0	86.5	70.0	69.2
Average Attendance (%)	75.0	90.0	88.7	95.0	87.7	88.3	86.9

Gap vs Solution Optimizer

GAP: "Once & Done Calls"	SOLUTION	Cost Per Seat (\$)	Implement Time (days)	Risk Factor (0-100)	Gap Impact (%)	ROI (%)	Optimal Decision
	Applicant Testing	100	30	40	20	374	6.49
	Skill Based Routing	400	50	50	75	315	4.51
	Applicant Screening	250	40	30	30	184	2.18
	CT Integration	900	120	75	90	137	1.91
	Value Based Routing	400	60	60	55	128	1.49
	Monitoring/Coaching	300	60	40	65	118	1.33
	Product Training	600	90	65	35	91	1.01
	Expert Systems	1500	180	95	55	89	.94
	Contact Tracking	3000	120	85	50	64	.85
Performance Comp	300	30	10	15	64	.65	
CB Training	600	90	35	35	53	.61	

©Purdue Research Foundation



5. Benchmark Portal

- Gap, Solution 가
- 가 Measure (root cause) (business impact)
 - Loss, Sales
 - Solution 가 ()
- TF

5. Benchmark Portal

- -
 - **Best in Class**
 -
 - **Point**
 - **Performance Gap** 가
 - **Performance Gap**
 -
- 가?
 -
 - 1 1
 - / 가
 - ()

5. Benchmark Portal

Benchmark Portal Benchmarking

-
- , 가 ,
- 가
- 가가 (1),
- ()
- =>
- 가
- 가 (COPC 가)
-
-
- * Site: www.benchmarkportal.co.kr / www.antonconsulting.co.kr

