CRM
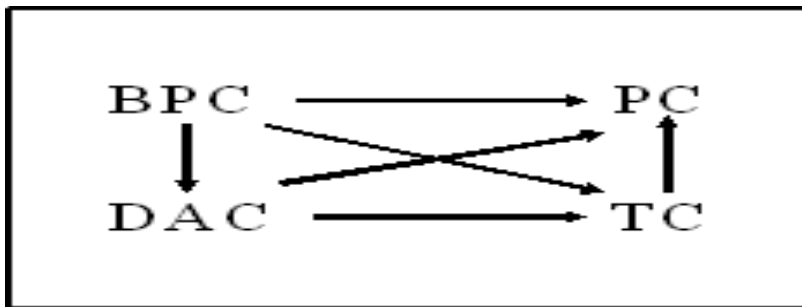
CRM Vision and Strategy 4A 3C

CRM ,

3 People, Process Technology (Nederlof
and Anton 2002) , , CRM

key (1) Workflows(or Business Process)
CRM(WPC/BPC) ==> (2) People CRM(PC) ==> (3) DB & Technology
CRM(DBC/TC) .

PC DAC .

, DBM TC

CRM .

CRM 고객센터 구축 Process

, Workflows CRM

. , redundancy

Workflows CRM . People CRM DB
& Technology CRM

CRM

. CRM ,
technology , .

.

1. Business Process CRM(BPC)

Business Process CRM   4A   3C

(   )   .

contact usage/preference study

.

BPC   3   .

1) Universal Queue   Contact channel integration(call, internet, fax,
   face-to-face   )

2) Contact flow integration & optimization: Jamaican Air's Vacation Program
           call flows   ROI   20%
   (Concerto, White Paper, 2002)   , contact flow
                                        .

   skilled-based routing
   contact flows
           /   CSR   CRM-Based outbound call   /
   contact flows
              ,   ,   CSR
           contact flows
     contacts blocking   /
     multiple centers   flexible   contact flows

           ,   technology
           technology   Functionality Point
Analysis(FTA)   . FTA   process
                    software   hardware   match   .

3) Organizational consideration:　　　　CRM　　　　　　　　　　　　,

　　　　CRM　　　　　　　　　　　　,　　　,　　　,

　　,　　　　,

BPC　　　　　　　　　.

2. People CRM(PC)

　　　　　　　(67%) People

CRM　　　　　　　　　　　　　　.(Purdue University Research, 2001).

People CRM　CRM

　　　　　　　　　　　　　　　(1) "Mental Change

Management"　BPC　DAC　　　　contact volume　patterns

　　　　　(2) Right Staffing and Scheduling,　　　, BP　　DAC

　　　　Technology　　　　　　Best　　　(3) CSR

Training　education　　　　　　　.

　　　　Mental Change Management

　CRM　　　　,

　CRM　　　　　　　　　　　.　　staffing　scheduling

　　　　　E- Lang C

　　　　　,

　　　, TCS　IEX　　　　software

customization　　　　　　　.

CSR　training　education　　　DAC　　technology

　CSR　　　　　　operational knowledge

　　　.

3. Data Application CRM (DAC)

DAC   3   DB
   (1) contact volume forecasting and modeling, (2) CSR   up-selling
cross-selling   DB   (3) CRM
                                          ROI   .
                          happy call   CSI
    , (1)   ROI
   --ROI   1) CLV(Customer Lifetime Value) Model, 2) Simulation Model
                    . (2)   (   )   (   )
                    , (3)   Contact Channel
  .(CRM   framework   )   , contact channel
,   3   update   .

4. Technology CRM(TC)

TC   BPC   DAC   (   )
                    .   , TC   Any Time, Any Place, Any Form, At
No Cost Contacts   seamless accessibility   Consistent,
Complete, Concise   , BPC
                                                      ,   ,
                                  .

TC 과정
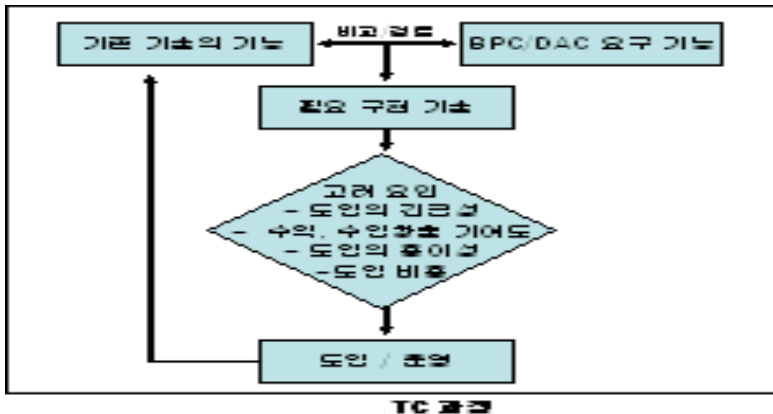
, (a), (b),

(c), (d) , (w1, w2, w3, w4)

.

, = Fw1*a, w2*b, w3*c, w4*d . , /

buy, ASP or outsourcing . , BPC

.(, ACD, IVR, CTI

network-based technology premises-based technology)