

The SC3E Model

SAGATORI 呼叫中心能力演进模型



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CEO & 总裁



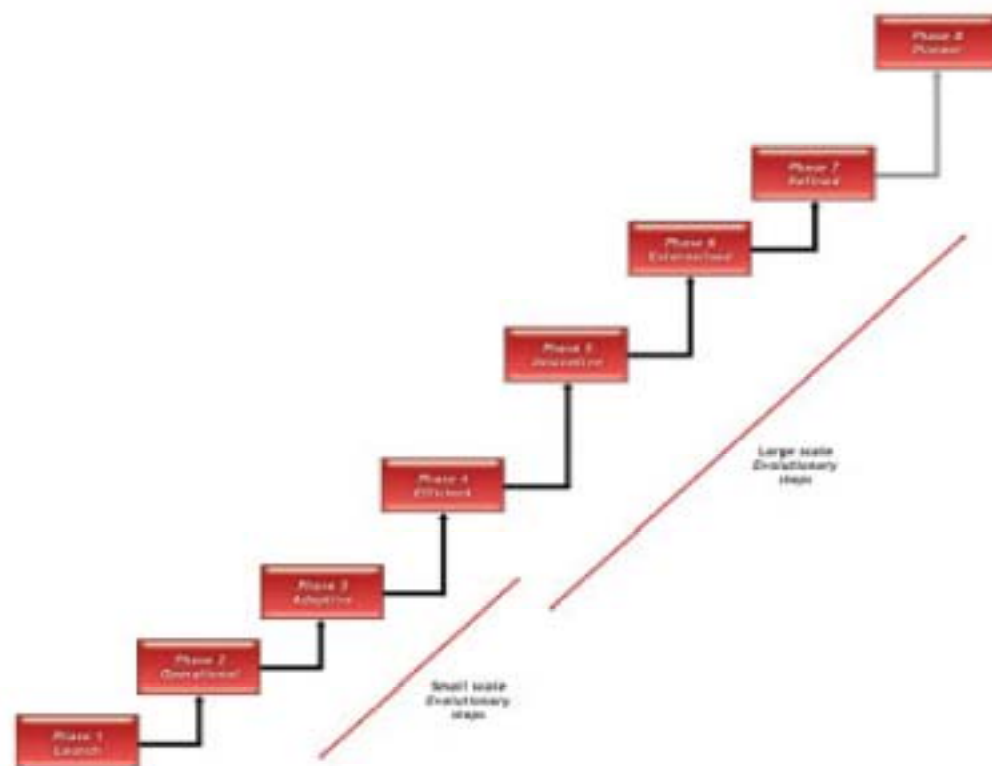
See the possibilities ...
未形先睹 ...

Unleash the potential ...
释放潜能 ...


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- Sagatori Contact Centre Competency & Evolution model 呼叫中心能力演进模型



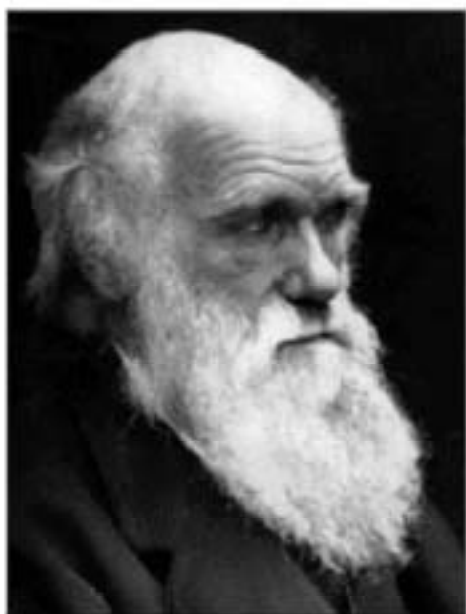


Basic concept

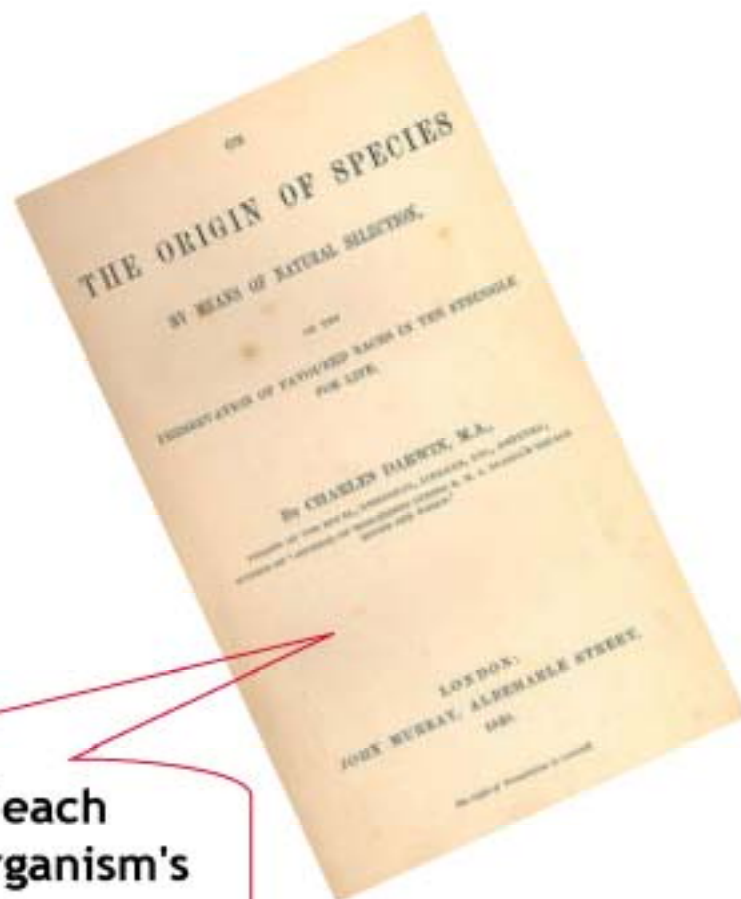
- **Contact centres are not stagnant**
呼叫中心并非静止
 - Continuous growth and change
持续增长与变更
- **Change is not lineal**
变更不是线性的
- **Different centres evolve at different rates**
不同的呼叫中心，演进速度不同
 - Varies by industry 行业差异
 - Varies by company culture 企业文化差异
- **This model takes a 'Darwinistic' approach**
本模型以“达尔文式”观点看待呼叫中心的演进



Charles Darwin



Charles Darwin, Biologist
1809 - 1882



“The survival or extinction of each organism is determined by that organism's ability to adapt to its environment”

有机体的存续与灭绝，是由该有机体适应其环境的能力所决定



- **The process of evolution 演进的过程**
 - Organisms mutate in both positive and negative ways
有机体的变异，有正面与负面两种
 - Positive mutations spread and the negative mutations die
正面的变异得以传播，负面的变异消亡

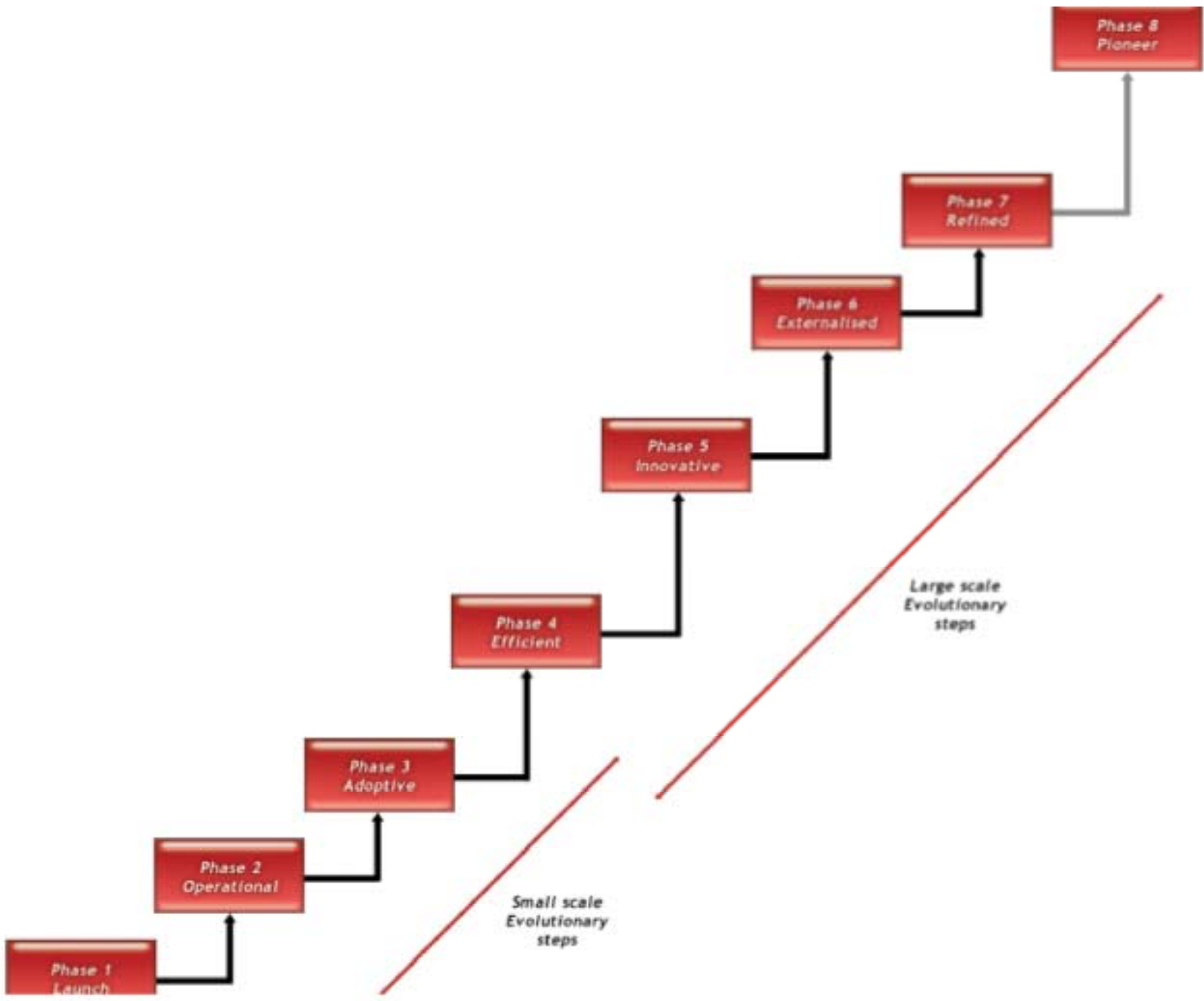
- **Evolution has two types 演进有两种类型**
 - Small change is microevolution
小的改变是“微演化”
 - Large change, such as when a new species is formed, is called macroevolution
大的改变，如新物种的形成，被称为“宏演化”

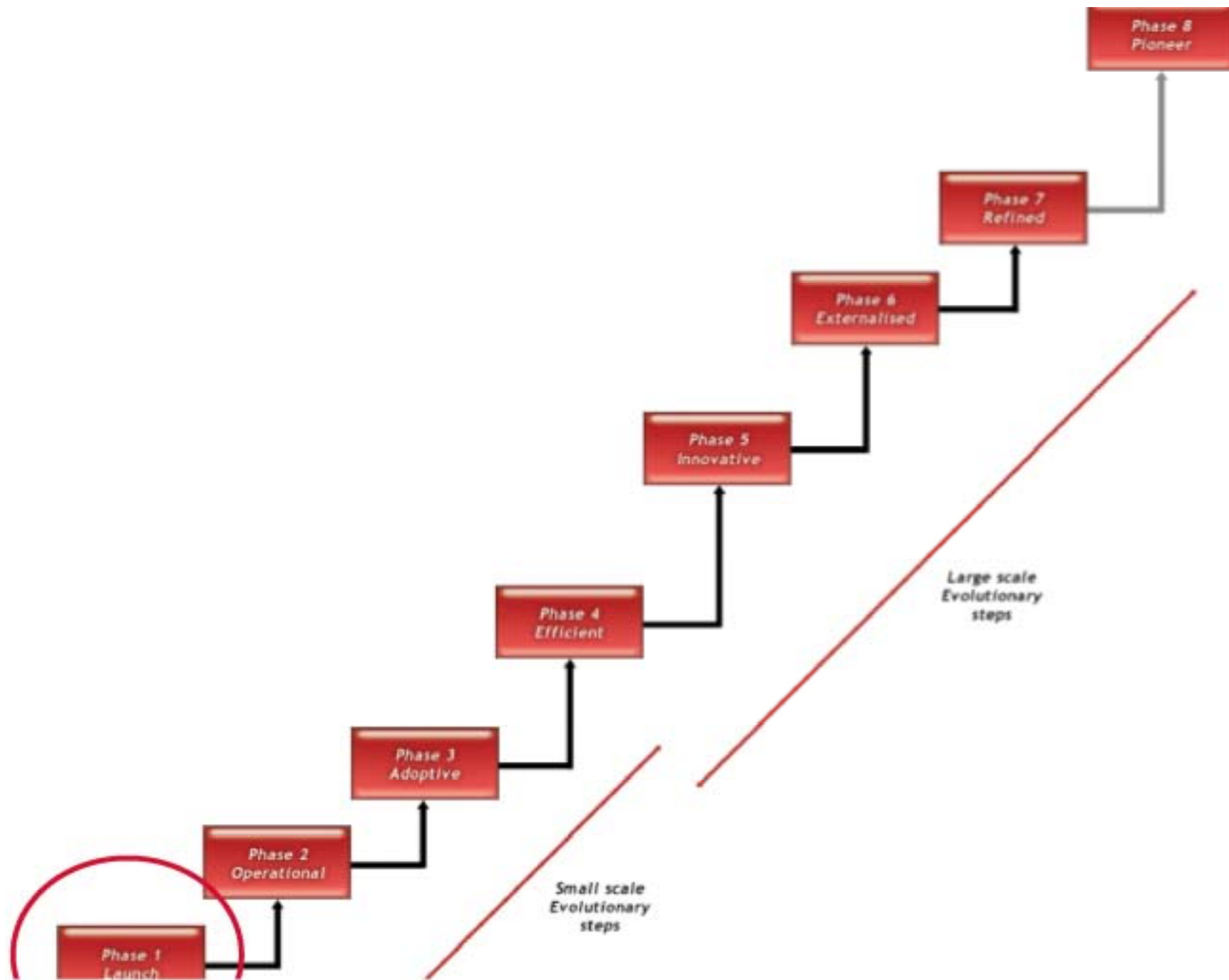


The Model

模型



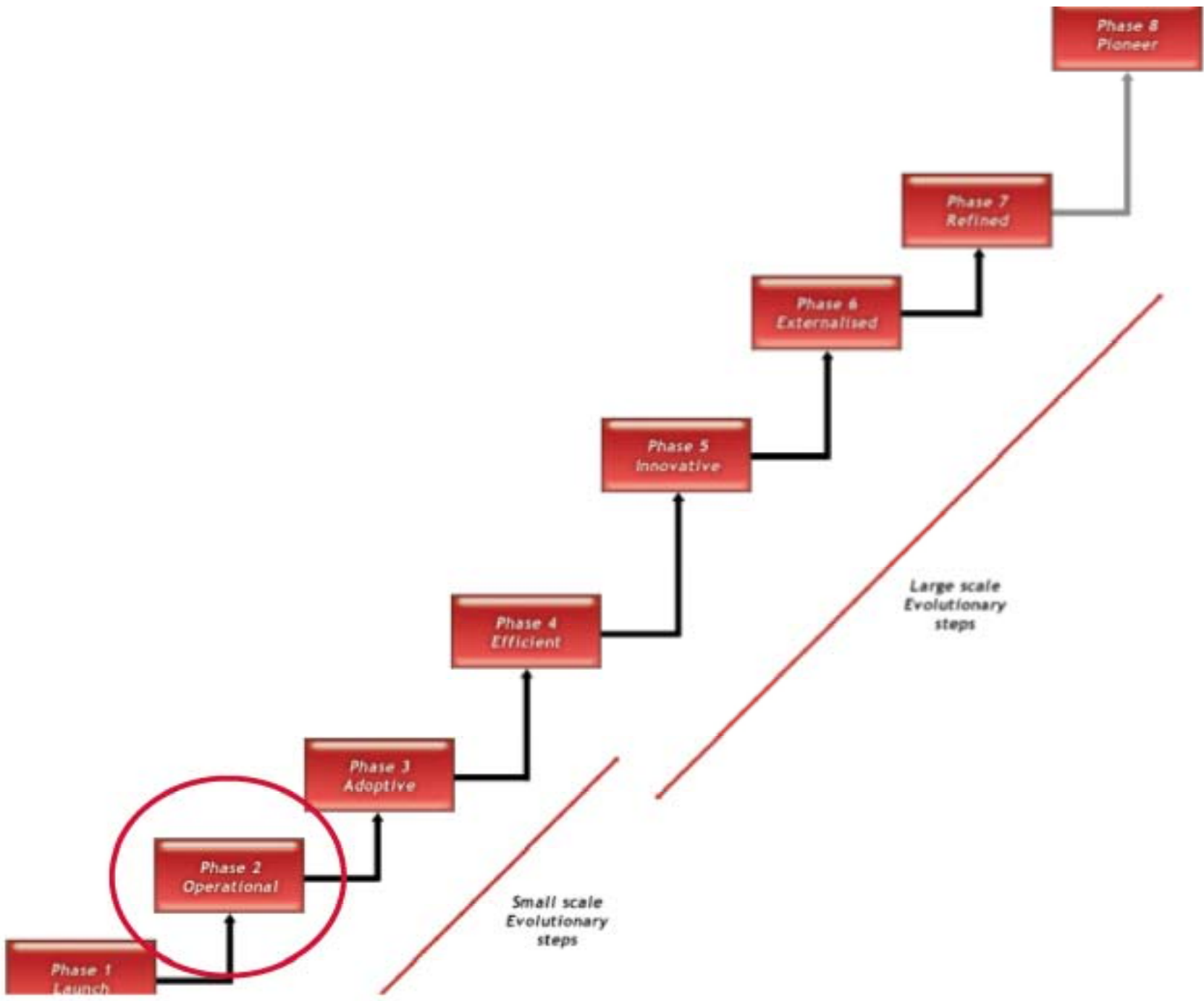






Phase 1 - Launch (Nil)

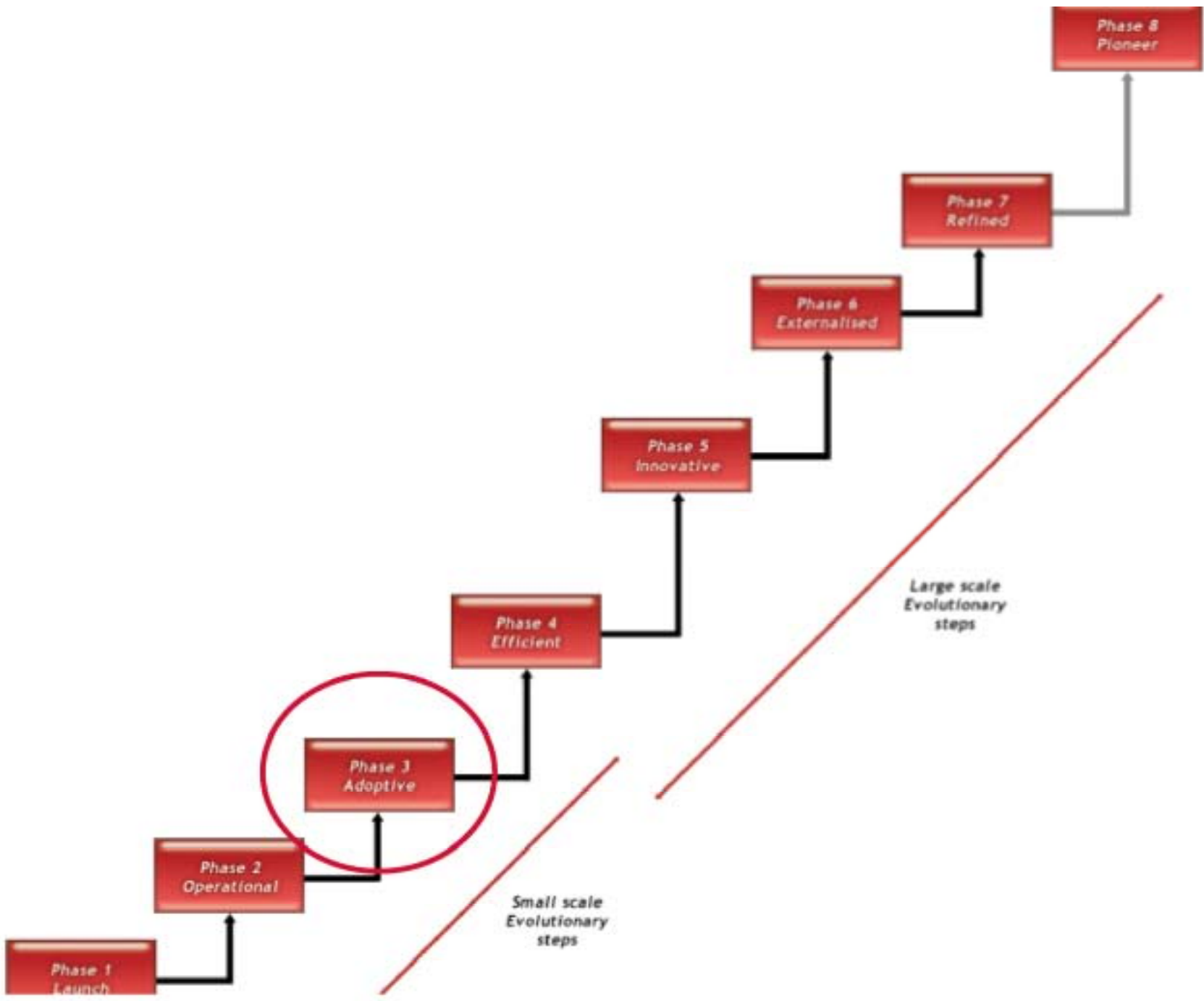
- **Description 描述**
 - A new contact centre 呼叫中心从无到有
 - Minimal technology, Transferred staff, Reuse is KING
起码的技术，转移来的员工，高度重视旧物利用
- **Common drivers 常见驱动力**
 - Need to handle call traffic better 更好地处理呼叫量的需要
 - Desire to launch a 'direct' channel 建立“直接”渠道的愿望
- **Focus for next evolution 向下一阶段演进的焦点**
 - Running in a more settled state 以更加安定的状态运行
 - Commencement of data collection 开始数据收集





Phase 2 - Operational (Micro)

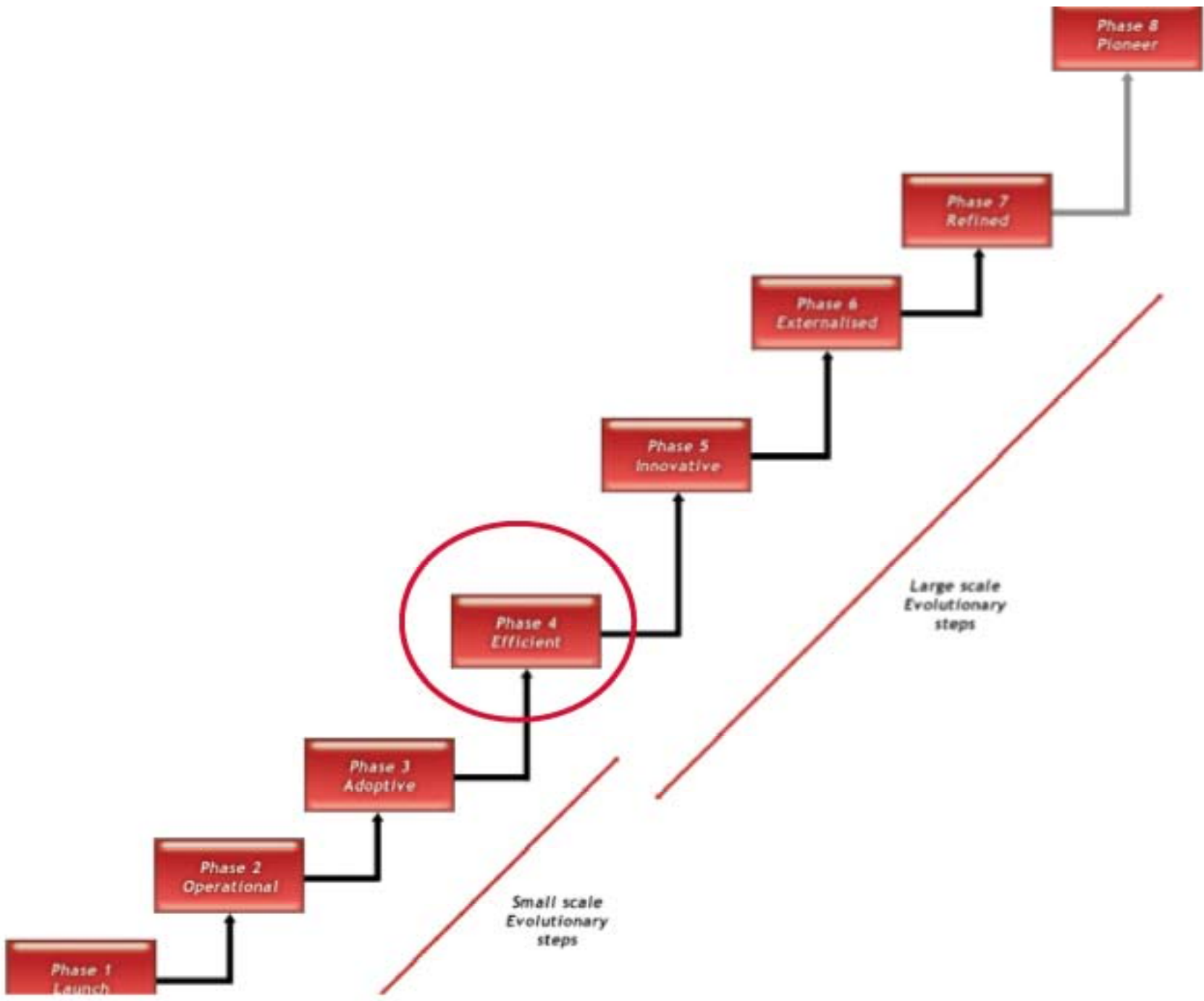
- **Description 描述**
 - A contact centre just focused on day to day operations
专注于日常运营
 - Figuring out “how this thing really works” is KING
琢磨出“这东西究竟如何工作”受到高度重视
- **Common drivers 常见驱动力**
 - Survival 生存
 - Basic business need 基本的业务需要
- **Focus for next evolution 向下阶段演进的焦点**
 - Seeking to learn from others 寻求向他人学习





Phase 3 - Adoptive (Micro)

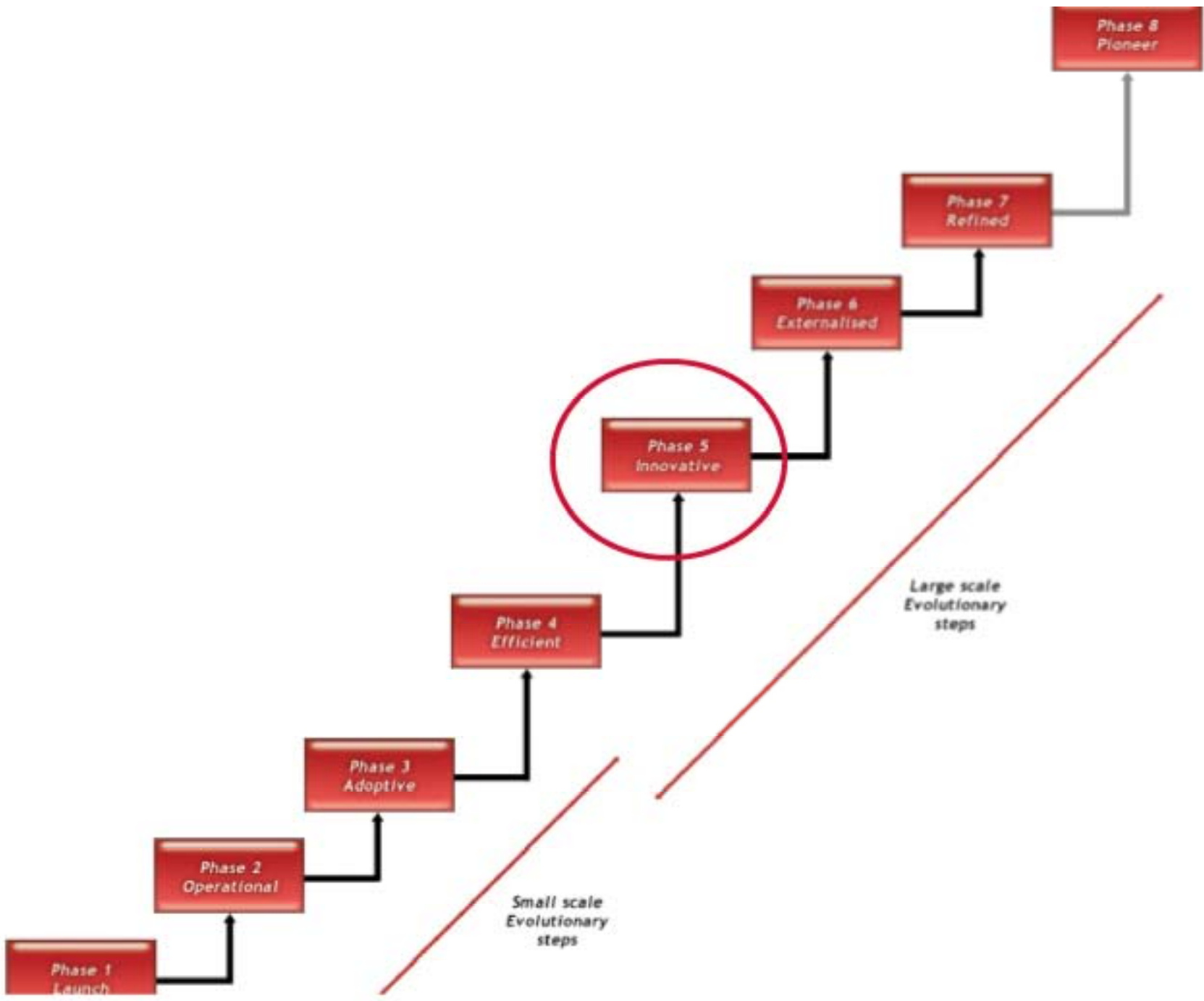
- **Description 描述**
 - A contact centre focused on adopting the standards of others
专注于采用他人的标准
 - Benchmarking is KING
高度重视标杆比较
- **Common drivers 常见驱动力**
 - Desire to be as good as competitors 想要与竞争对手一样好
 - Desire to show “look how good we are” 想要显示“看我有多棒”
- **Focus for next evolution 向下阶段演进的焦点**
 - Seek opportunities to realise efficiency and effectiveness
寻求机会提升效率、发挥效能





Phase 4 - Efficient (Macro)

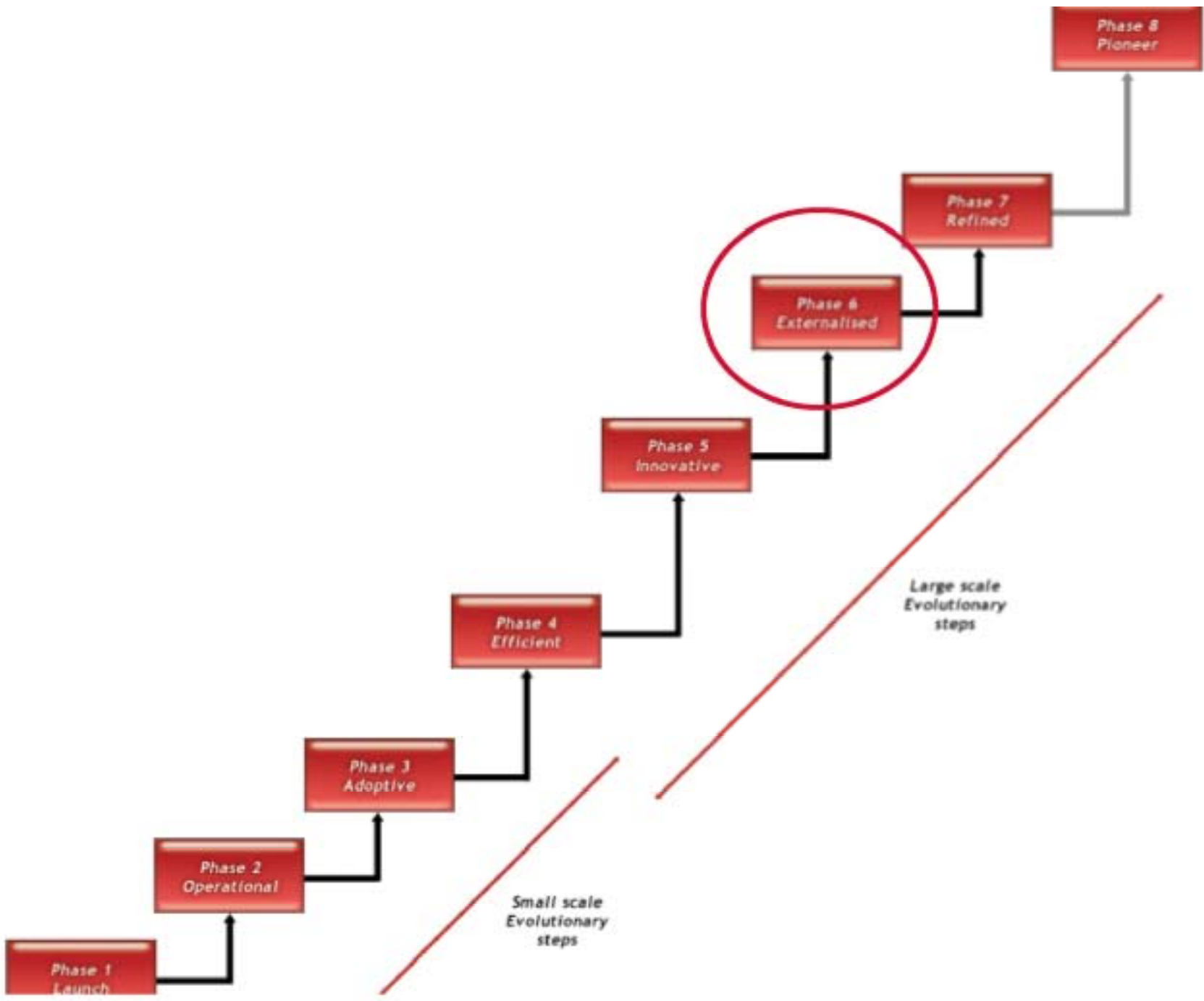
- **Description 描述**
 - A contact centre focused on driving internal efficiency
专注于推进内部效率
 - Technology is KING (often see WFM here)
高度重视技术（通常在此阶段见到排班管理系统）
- **Common drivers 常见驱动力**
 - To do more with less (or same)
用更少（或相同）的投入做到更多
 - Increased demand with no increase in budget
要求增加、预算不变
- **Focus for next evolution 向下阶段演进的焦点**
 - Seek opportunities for innovation and re-definition in purpose
寻求创新和重新定义目标的机会。





Phase 5 - Innovative (Macro)

- **Description 描述**
 - A contact centre focused on innovating business processes
专注于业务流程创新
 - Thought Leadership is KING 高度重视思想领先
 - Often a large focus on Quality Management / Measurement
通常大力关注质量管理/测评
- **Common drivers 常见驱动力**
 - Become more effective in management
更有成效的管理
 - Quality in all interactions
所有互动都追求质量
- **Focus for next evolution 向下阶段演进的焦点**
 - Seek external change stimulus 寻求来自外部的变革诱因
 - *Inside and outside the organisation 组织内部以及组织外部*



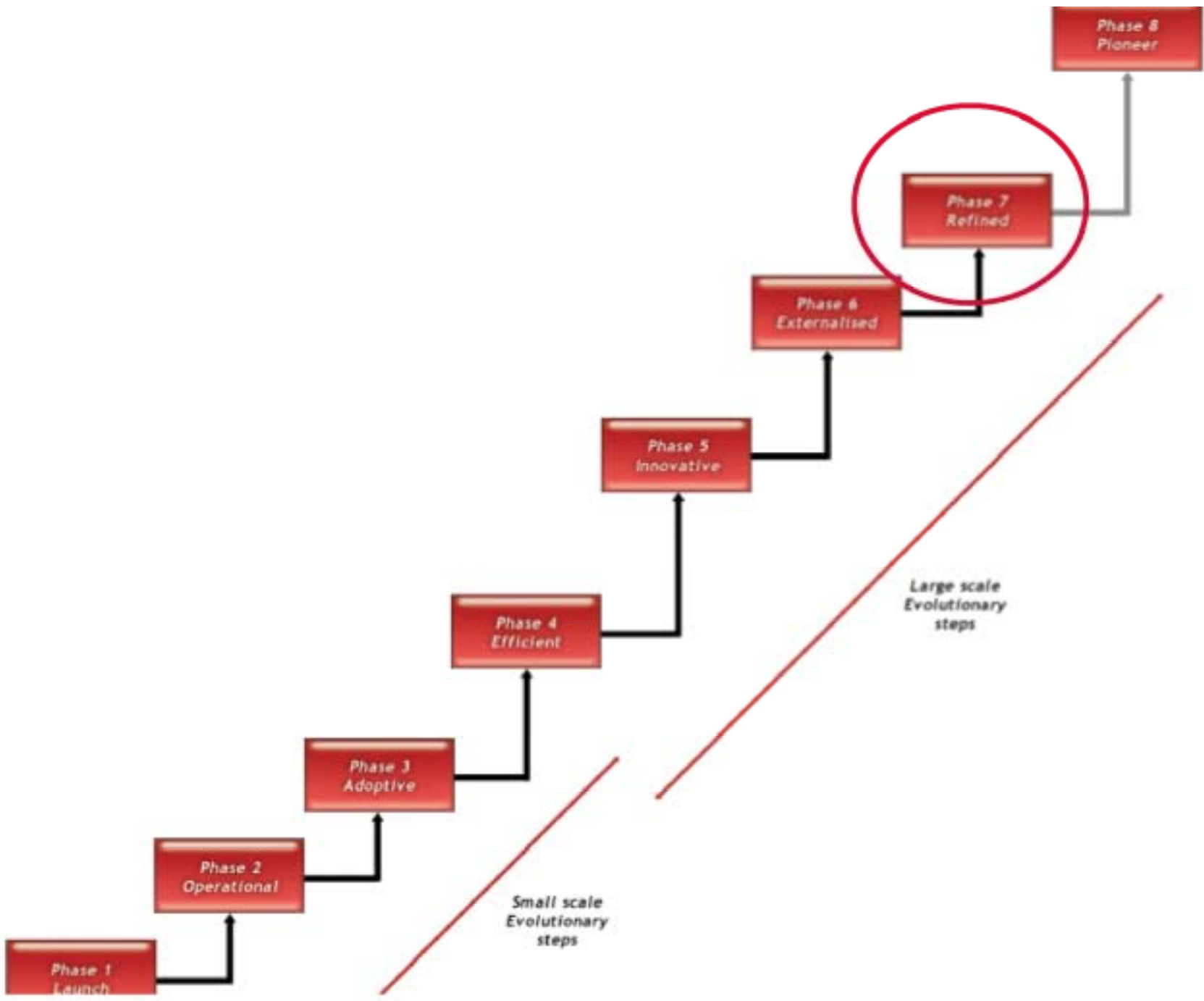


Phase 6 - Externalised (Macro)

- **Description 描述**
 - A contact centre focused on external elements for change
专注于外部因素以求变革
 - *Customers, Other departments, Industry trends of other markets*
客户、其他部门、其他市场的行业趋势
 - Intelligence and Interpretation are KING
情报以及对情报的解读受到高度重视

- **Common drivers 常见驱动力**
 - Recognition of limited growth opportunities internally
意识到内部增长机会的有限
 - Need to clearly articulate the strategic value proposition
需要清晰地陈述战略价值

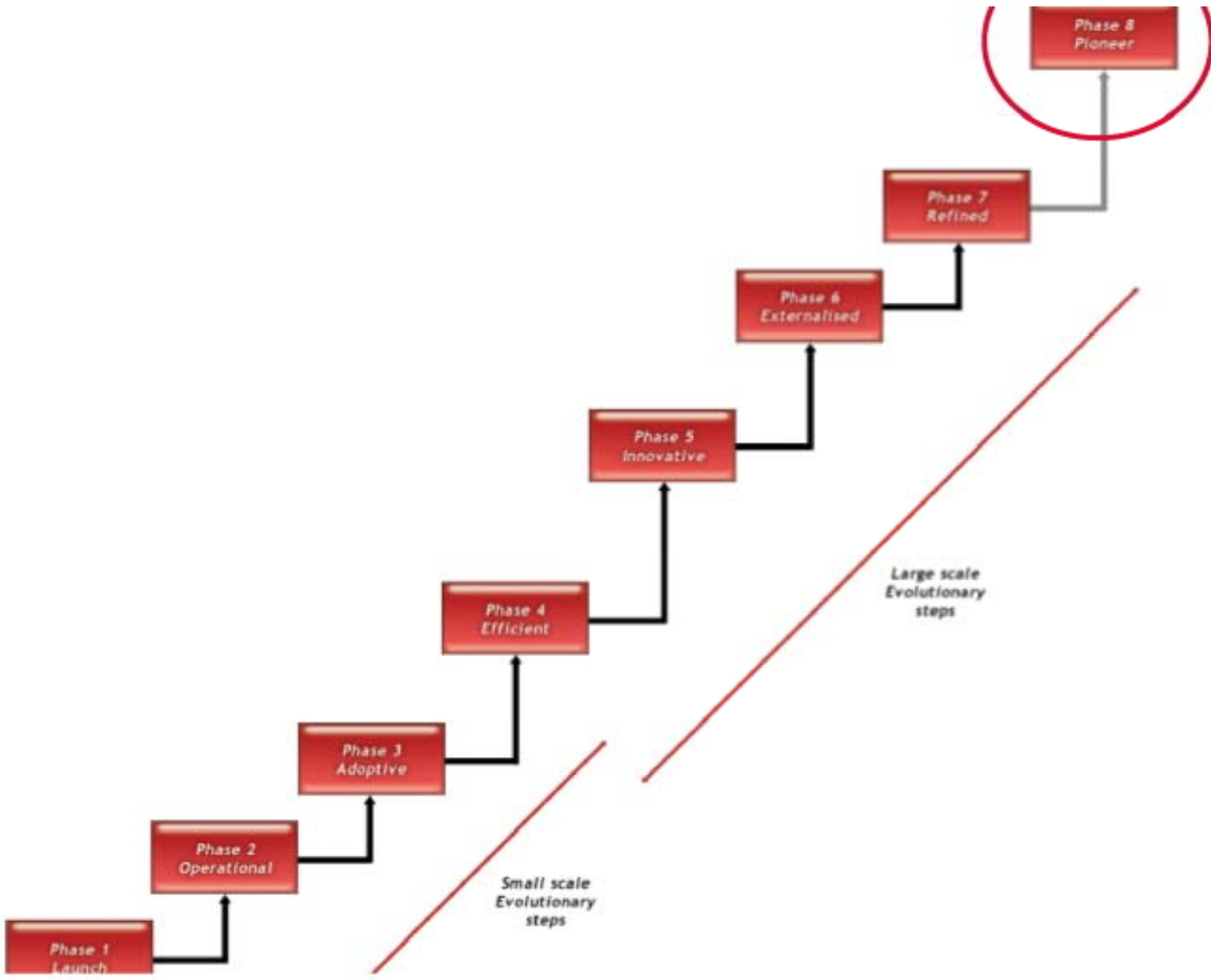
- **Focus for next evolution 向下阶段演进的焦点**
 - Seek specific targeted fine tuning projects
寻求有特定针对性的微调项目





Phase 7 - Refined (*Micro*)

- **Description 描述**
 - A contact centre focused on continual incremental improvement
专注于持续累积改进
 - Analytics are KING
高度重视分析
- **Common drivers 常见驱动力**
 - Consistently delivering outstanding results
一贯地交付出色的结果
 - Maturity 成熟
- **Focus for next evolution 向下阶段演进的焦点**
 - Evaluate company risk aversion profile
评估公司的风险好恶
 - Seek to break new ground
寻求突破新领地





Phase 8 - Pioneer (Macro)

- **Description 描述**
 - A contact centre focused on breaking norms and ‘the known’
专注于打破常规和“已知”
 - Contact centre influences new company-wide strategic initiatives
联络中心影响公司范围的战略新举措
 - Vision is KING
高度重视愿景
- **Common drivers 常见驱动力**
 - Market differentiation 市场差异化
- **Focus for next evolution 向下阶段演进的焦点**
 - Nil 无



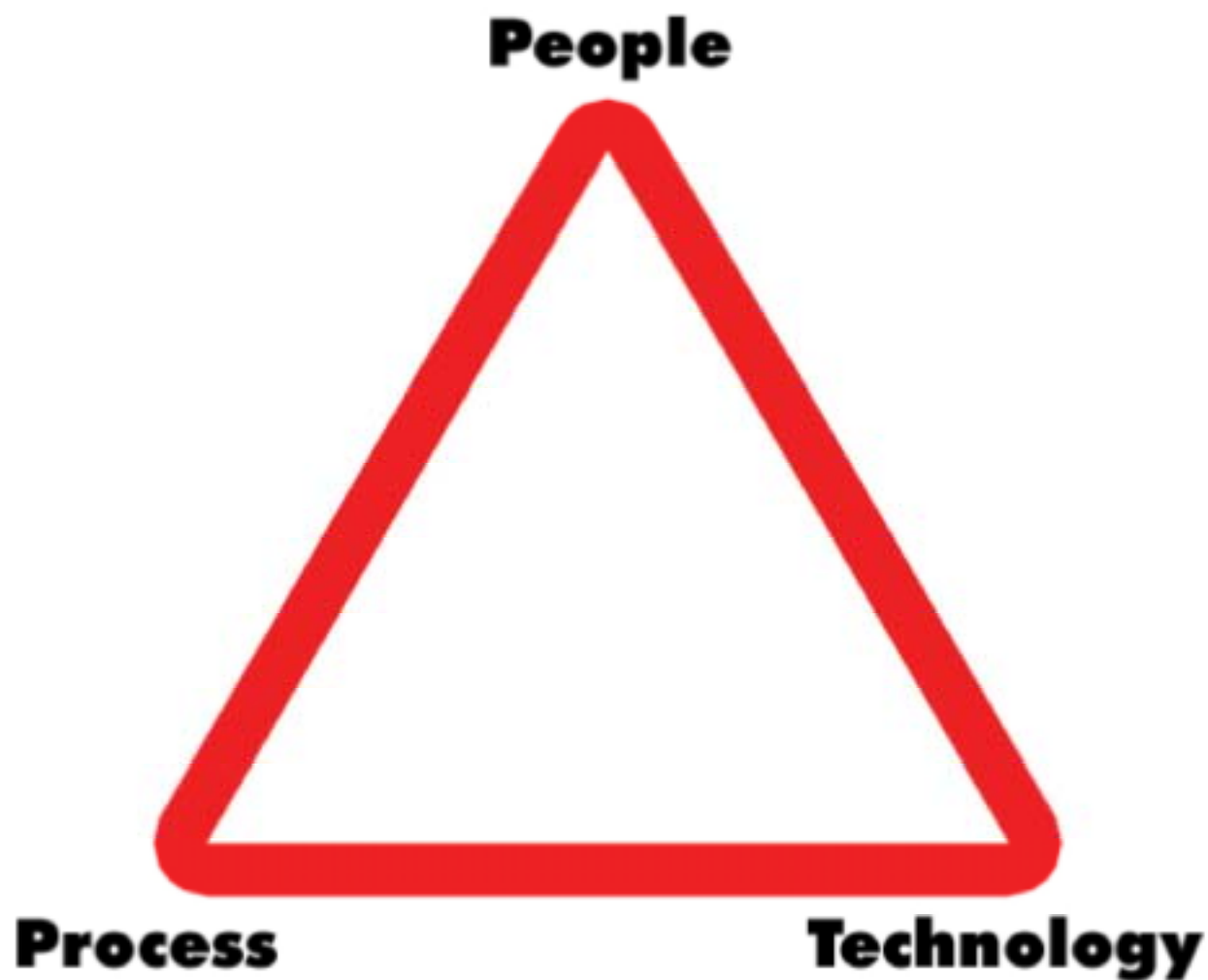
Measurements underpinning the model

模型背后的测度



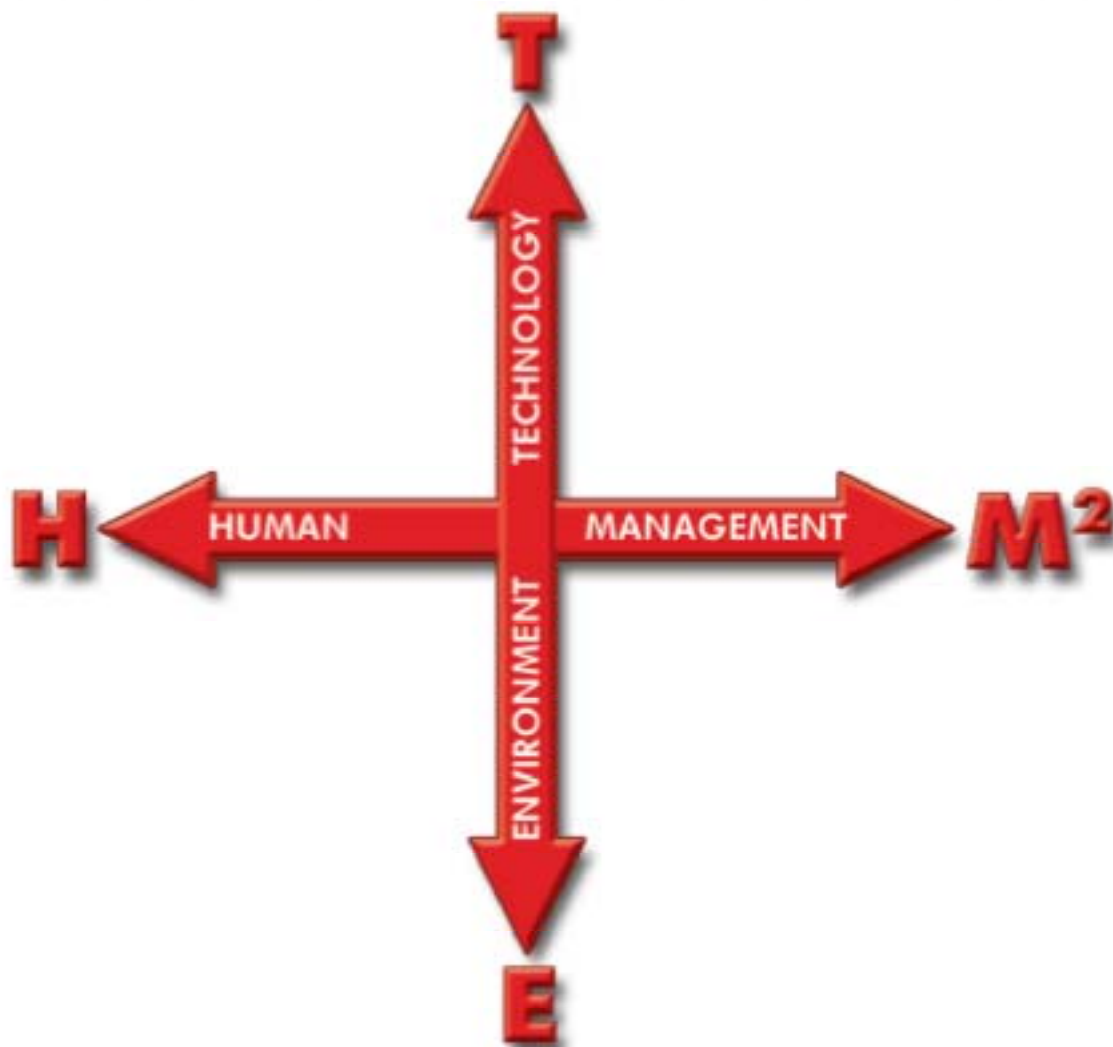


Out with the old





Based on THEM²





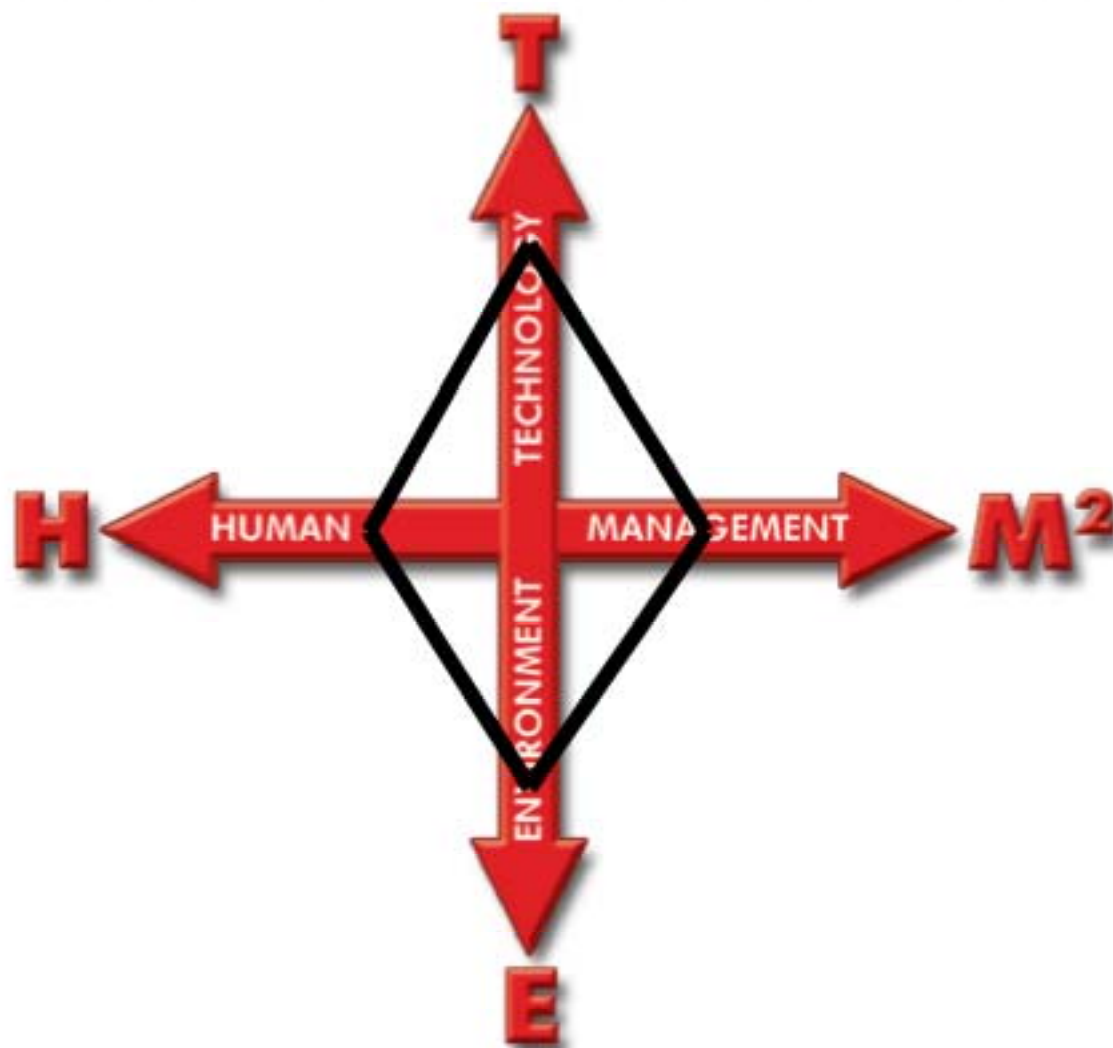
Unbalanced Evolution

不均衡的演进





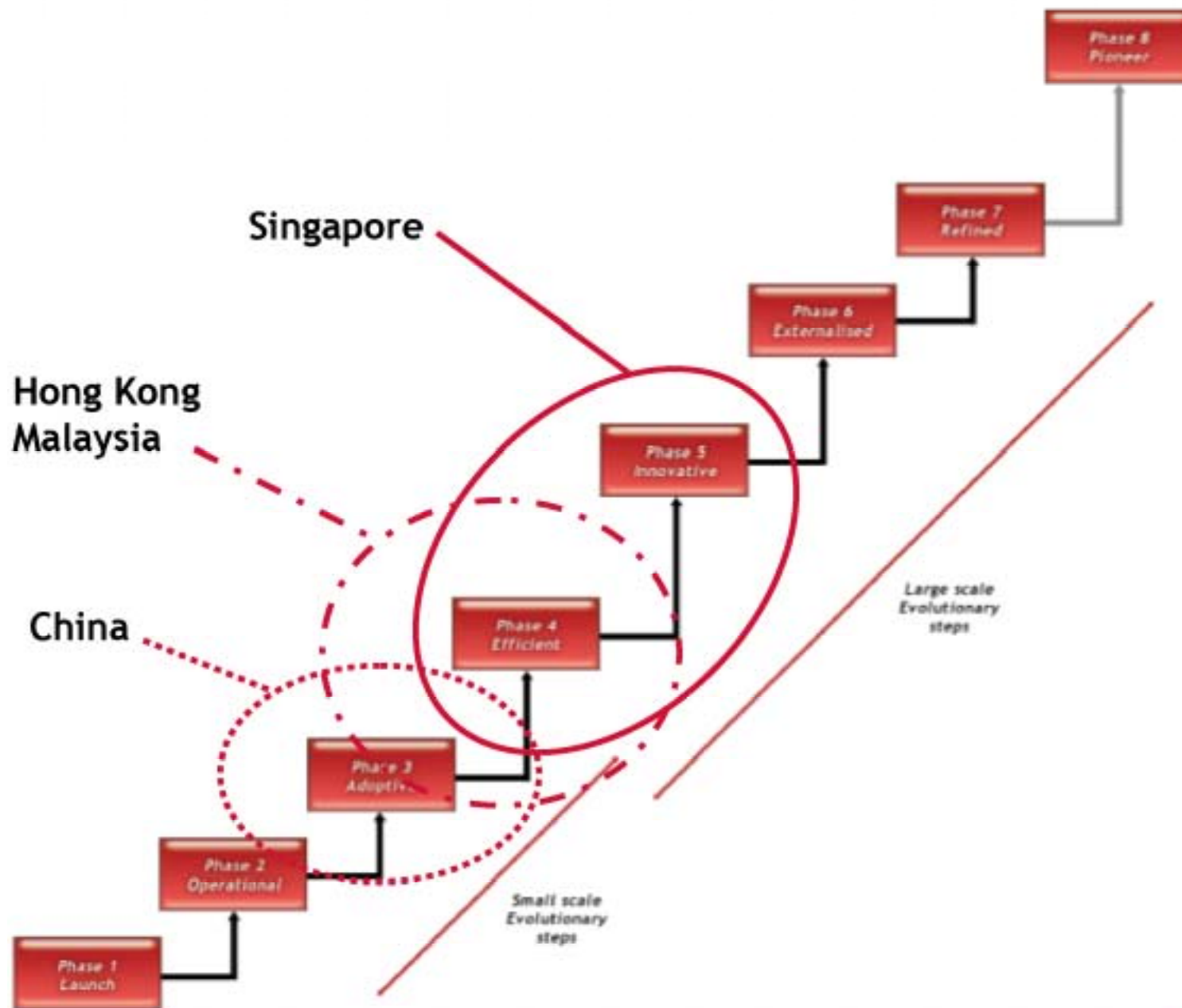
Unbalanced evolution





Where is China? 中国居于何位?







Conclusion

结束语



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3 points to remember

- **Contact Centres evolve**
呼叫中心处于不断演进之中
 - Mutation and natural selection
变易与自然选择
- **Evolution must happen in a balanced format**
演进必须均衡
 - Not 'one leg longer than the other'
不可“一条腿长、一条腿短”
- **Phase 3 or 4 is quite normal**
第三、第四阶段颇为常见
 - Very few centres will ever make it to Phase 8
第八阶段凤毛麟角

Thank You (Xie Xie)



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