

THE BASIC STRUCTURE OF THE CALL CENTERS: THE CASE of TURKEY

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ABSTRACT

The call centers have taken their place as an inevitable part of the reputable corporations at any sector and the customer relationship(CRM) sector of Turkey as they have taken all around the world. The agents are the staff of the call center companies who represents the company directly to the customers. The structure of the call centers are the spine of the CRM of a company. If the structure is established right, the company will represent itself better and it will last longer by keeping the customer satisfaction.

This research is considered to provide a source to whom it may concern as there is inadequate source which details the basic structure of the call centers in a simple way.

Keywords: *Customer Relationship Management, Agents, Call Center Structure, Customer Satisfaction.*

TÜRKİYE'DEKİ ÇAĞRI MERKEZLERİNİN TEMEL YAPISI

ÖZET

Çağrı Merkezleri tüm dünyada olduğu gibi Türkiye'de de saygın şirketlerin ve müşteri ilişkileri yönetimi organizasyonlarının vazgeçilmez bir parçası olarak yerini almıştır. Çağrı merkezi müşteri temsilcileri müşterilere şirketi dolaysız olarak temsil eden çalışanlardır. Çağrı merkezlerinin yapısı şirketlerin belkemiğidir. Eğer bu yapı doğru kurulursa, şirket kendisini tek başına daha doğru bir şekilde ifade edebilecek ve müşteri memnuniyetini sağlayarak daha uzun ömürlü olabilecektir.

Bu araştırma, ilgili alanda yeteri kadar kaynak olmadığı için ilgilenen kişilere bir kaynak sağlaması amacıyla çağrı merkezlerinin temel yapılarını basit ve anlaşılabilir bir şekilde detaylandırarak hazırlanmıştır.

Keywords: *Müşteri İlişkileri Yönetimi, Çağrı Merkezi Müşteri Temsilcileri, Çağrı Merkezi Yapısı, Müşteri Memnuniyeti.*

I. INTRODUCTION

The call centers are the main components of the CRM sector. They are also the main alternative distribution channels. The CRM sector still has no substitution of the call centers. Because success of the customer relations depends on the closest relation with the customer. As the closest relation with the customers is speech, the call centers are still inevitable.

The reputable companies aim to keep the satisfaction of the customers and follow the opinions of the customers against a sudden change. The other alternative channels cannot meet these needs completely, but the call centers are able to meet. The call centers can

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also support the other departments of a company. Some functions of the company, like marketing, can be done better by the call centers. Some other special functions of the call centers increase the productivity of the large scale companies (Jayaswal and Chhabra, 2005:5).

The life of the corporations depends on the satisfaction of the customers (Jackson, 1985:122). The satisfactions of the customers are closely followed by the call centers. The better call centers mean better customer satisfaction. Therefore the structures of the call centers are the main determinants of the life of the reputable corporations. The structure of the call centers can be revised to improve the customer relations.

The structure of the call centers are developed due to the functions of the call centers. Following the technology is one of the functions of the call centers. The basic structure of a call center must be well known before revising the call centers according to the needs of the company. Because technology cannot shape a call center itself. For example length of a call is something independent from the technology (Desai, 2010:802).

II. DEPARTMENTS

The call centers are made up with two main departments. These departments are called inbound and outbound due to the calls these departments are concerned. There are also some other departments which cannot be classified as inbound nor outbound. These departments are quality control, monitoring and data entry departments.

Inbound is the department where the agents answer the coming calls. Outbound departments are responsible to call the customers with several reasons. The agents of outbound department call customers with many different reasons, like sales or any problem of the customers. The other departments control and arrange the working of the both inbound and outbound groups. The quality control, monitoring, education and data entry are the controller departments. They do not take or make any calls. Service quality control department listen the calls of the agents to check their information and approach to the customers. Monitoring arranges the shifts. Education department whether the agents have adequate information to answer the calls or not. Data entry checks the contracts of the customers and record the necessary informations about the customers (Cleveland and Mayben, 1999: 23).

A. Inbound Departments

Inbound departments manage the coming calls. But the responsibility of this department is not only responding the questions of the calling customers, but also marketing and introduction (Armenia vd, 1990). These departments are also responsible to work efficiently. For this reason, when the coming calls are less than expected, they can make outbound calls to make sales or add some information to the datas. The purpose can be arranged according to the current needs of the company.

The inbound departments can diversify the coming calls by using different elimination factors like segmentation. By the way each group of agents will be responsible to handle the calls of customers which are on different segments. These

segments can be arranged like beginner, advantage, platinum and VIP customers. The best agents will be taken into VIP group. The other groups will be made according to the performance or the information of the agents by taking from the best to the worst. New or unsuccessful agents will answer the calls of beginner customers. After deciding these groups, any more diversification can be made: credit card team, insurance team, banking team. The purpose of doing a diversification like this is giving a better service. By the way the agents will have to chase fewer campaigns and remember less information and have a chance to be more experienced on a certain area. Another inbound team is the new subscription team. The people calling have no segments and no subscriptions. Every call center does not have a new subscription team (Evenson vd, 1999).

The sub departments of the inbound depend on the decision of the management of the company. New subscription team, churn department are the possible sub departments. Some companies prefer to use some special agents to meet the customer candidates for a better impression. Some companies prefer the churn department to speak to the customer's right after giving their demand of cancellation. The teams can also be arranged due to the segmentation and the kind of the transactions. But Pareto analysis will come before all and the A group customers will have priority (Chen and Henderson, 2001:176).

B. Outbound Departments

The outbound departments are grouped according to the reasons of calling. Their shift is fixed. It might be between 09:00 and 17:00, for example. These departments can support the inbound departments and answer inbound calls when it is necessary. On the days the inbound calls with big amounts are expected, the agents of the outbound departments can also work with the same shifts with the inbound departments to meet the coming calls. By the way, new employees will not be hired only for the certain days to meet the calls. At the outbound departments, there are mostly four main sub departments: churn, sales, collection and finance.

1. Turnover (churn) management department

The duty of the turnover management department is calling the customers requiring cancelling their subscription. In accordance with the strategies of the company, churn department can also meet the customer after an inbound call. Anyway the customer might be called again if he is not convinced to keep on working with the company. The churn department tries to convince the customers to keep their subscriptions. For this purpose, they are authorized to use some tools. These tools are the campaigns. The suitable campaign will be offered to the customer. The segmentation will affect the available campaigns. Every customer has different campaigns defined on their subscription due to the segmentation. The main idea of this department is to decrease the turnover ratio of the customers. Because new customers do not mean an increase when there is a bigger decrease on the existing customers (Gans vd, 2003:131).

The data of the churn department is formed with the customers who demanded to cancel or already canceled their subscription or service. The data of the churn department

can be called twice or more, depending on the new campaigns.

2. Sales management department

The sales department is formed with presentable agents. The agents of this department call the customers to offer new campaigns or services. In this department, the role of segmentation is also very big. Segmentation of a customer will be made for two purposes: to measure the risk of losing the customer and to measure the risk of paying back ability of the customer (Gummesson, 2003:330). The first risk is the cancellation risk and the second risk is a payment risk. If the cancellation risk of a customer is high, then a company must be offered to him urgently. If the payment risk of a customer is high, then a campaign must not be offered. Instead, this customer must be well monitored, until his present campaign or payments finish.

The ladder system is also used by the sales department. The payment risk of a customer might be very low and besides the cancellation risk can also be very low. In a situation like this, some new campaigns for the new product or services can be offered to these customers. Campaigns for the products he was already using must never be offered to this kind of customers to avoid opportunity risk. Because he is ready to pay a higher price. When he is not convinced to pay the high prices, then some lower prices can be offered in time. Every call is another step of the ladder and have better conditions. The best conditions are never offered to these customers at first.

The datas of the sales department is formed by looking at the demands and the services used by the customers. The loyalty and the habit of the customers are the indicators of the datas. The loyalty of the customer determines the shape ladder system and the habit determines the shape of the product or service to be offered.

3. Collection management department

The collection department manages the payments of the customers. The calls to the customer made to remind their payments or convince them to make their payments. The datas are formed with the customers who delayed their payments and whose payments are followed. The delayed payments are called the suspended receivables and the payments which are followed are called the followed receivables. The customers which are subject to a followed payment are called before than the others. Because the information and transaction of these customers are carried to the court or about to be carried. The agents call these customers to convince them to make their payments. The agent of the collection department has also some tools. It is possible to give some discounts when it is necessary. The agents can also offer better conditions to the customers when they are decisive to make their payments. When the customers are not willing to make their payments, then the agent will report that. The reported customers will be sued. At this point, the opinion of the collection department is very important.

The collection department also calls the customers which has suspended payments. The payments are reminded to these customers. Anyway the collection department does not damage the reputability of the company and behave according to the service quality

standards.

4. Backline department

The central mission of the backline department is solving the problems of the customers. The customers can send e-mail to give information about their complaints or they can call the call centers. The agents can also report the complaints to the backline department. Sometimes the transactions which are not understood clearly are also reported to the finance department. The backline department calls the customers and gives the necessary informations. The agents of the backline department are more experienced and authorized.

The complaints are also evaluated by the finance department. The backline department reviews the transactions, listens to the recorded calls to make a better evaluation. They are authorized to make corrections if it is necessary. They can cancel invoices if there is a mistake and try to provide the pleasure and the satisfaction of the customers. The agents of backline department have a limited authorization and when they are on limits, they have to consult the concerned managers.

The datas of backline department is formed by using the reported complaints. This department refreshes the trust of the customers and makes them feel like they are cared. On the other hand they have to make the right adjustments and call the customers to give the necessary information when the customers are not right.

The backline department also determines the mistakes or the inappropriate action or behaviours of the agents. The staffs of backline department are authorized to inflict penalties to the agents. These penalties will be cut from the premium of the agents.

C. The Other Departments

These departments are responsible to control the actions of the inbound and outbound departments. They also adjust true conditions to the inbound and outbound departments to reach the targets.

1. Service quality department

Service quality department listens to the calls of the agents and gives each call a score according to the service quality standards. The agents of inbound and outbound departments receive service quality score per month. The service quality score is the average of the listened calls. About 10 calls of every agent are listened by the service quality department and sometimes the team leaders or the finance department can also listen some calls to evaluate. These numbers change every month and in every company.

2. Monitoring department

The monitoring department arranges the shift of the labor. The off days of each staff are also arranged by monitoring. This department is also responsible to change the skills of the customers. The agents send their demands of changing their skills to the monitoring by e-mail. The permission for the breaks are also taken from this department.

The priority of the monitoring department is catching the targets of SL and ASA.

3. Data entry department

Data entry department is responsible for the documents and the coming mails. The mails are checked by the data entry department and sent to the necessary departments or to the managers. They are recorded to the system and spams are deleted.

The coming faxes are also controlled by the data entry department. They can see the faxes like files on the computer and do the same things they do for the mails. The contracts of the customers are sent to this department. The data entry department records these contracts. This department also records any new information received from the mails or the faxes onto the subscription of the customers.

4. Education department

Education department makes necessary educations and informs the agents on time about any necessary things or new informations. The mails of the new campaigns or new regulations are prepared by the education departments and sent to the agents. The informations taking place at the web site is also arranged by the education department.

The new agents have a period of education. Two weeks or more education is given them to learn the basics of the call centers. These educations are also given by the education department. The success of the customers partly depends on the education department. If they are educated well enough, they will have no information problem. If they are not, they will lose too much time trying to compensate the lacking informations and maybe have various problems during this period of time unwillingly. For this reason, education department carries a big responsibility and shapes the staff of the call centers.

III. STANDARDS OF THE TARGETS

At the inbound departments, the priority is answering the coming calls. To measure the success of answering, there are two concepts used: SL and ASA. SL means service level; ASA means average speed of answer. SL is the rate of the calls we can answer. ASA is the waiting time of a customer on the line until an agent speaks to him. The customer might not prefer waiting on the line, and end the call. This will affect SL and ASA adversely (Caramia vd, 2003).

It is possible to review SL and ASA with an example. A call center which has determined the target value of ASA like 30 seconds and the SL like 80 percent means the target of this company is keeping the customers waiting on the line less than 30 seconds and answering 80 percent of the coming calls. If the customer waits on the line more than 30 seconds, then this company cannot reach the aimed ASA rate. As ASA is an average, the average of the waiting time of all the customers in at that day is taken to find the ASA of a day.

The priority of inbound departments is answering the coming calls, as we mentioned. In order to this priority, SL rates are more important than ASA rates. There is a target of SL. When the call center is not able to answer all of the coming calls, the SL rates start to

fall down. It is necessary to hire more agents when the staff is not adequate. Because low SL rates can affect the premium of the call centers if they are representing a company. The represented company will accept the call center inadequate and will pay fewer premiums due to the contract.

New employees will bring some extra costs to the call center company for sure. For this reason, the management of a call center tries to arrange the shifts of the agents at first. If there are some available hours, the agents working during these periods can be used to meet the calls coming on certain times. These times will be intense for the coming calls. If this intensity is temporary, then the agents of the outbound departments can also be used. When all these endeavours do not work, then some new agents will be hired to catch the SL rates. The SL rates are especially important to keep the reputation of the bank. For this reason the bank call centers have to catch these targets.

The SL rate is somehow independent from the ASA. It is possible to catch the SL rate, even though the ASA rates are missed. The customers can wait on the line without ending the call. By the way the calls will be answered. The SL rates can be reached by ignoring the ASA rates. But this can affect the satisfaction of the customers. The customers do not want to wait on the line too much. After a limit, they can decide to change the bank or the company they are working with. The appropriate limit of ASA must be estimated by the managers. For a better ASA more agents might be necessary. At this point there is a new dilemma which we can avoid by comparing the cost of keeping the customers waiting on the line to the cost of new employees.

Segmentation is used at the call centers. The call of VIP customers must be met with zero ASA. The ASA is difficult to decide for the calls of the beginner customers. Some banks ignore the beginner customers. The ASA rates might be over 10 minutes for the calls of the beginner customers at this company. At this point we have to interrogate some other factors. The monitoring department is responsible to catch the targets of SL and ASA. They report the coming calls and correlates the intensity of the calls with the time. They make expectations and arrange the shift of inbound and outbound departments. They sometimes use the agents of the outbound to meet the inbound calls.

The SL and ASA aims of the bank call centers are stricter than other call centers. The expectation of the customers shape this aims. The banks try to satisfy the expectations of the customers to satisfy them to keep its reputation. The SL of the call centers was 91 percent on march 2010 and 93 percent on june 2010. The ASA was 15 seconds on march 2010 and 14 seconds on june 2010.

A. States

Every move of the agents are always followed at the call centers. States are used to understand what the agent is doing at the moment. The agents have states in inbound and outbound: call time, hold, acw, aux, meeting and avail. The managers and the monitoring department will see that the states of the agent when it is necessary. It is always necessary to check the number of the agents which are avail for the monitoring department. It is necessary to check the meeting state of agents or the aux times.

1. Call time

Call time is the time of speaking to the customers. Each call has a different call time. The call time depends on the transactions, the asked informations and the characteristics of the customers. Each department has different call time values. There is also a target for each department. The inbound departments are expected to keep the time of the calls short.

The outbound departments have different aims of call times. The backline department is more flexible about the call times. The sales department and the turnover department is expected to keep the calls very short. But it also depends on the used data. The income of a convinced customer might be high enough to let a longer call time. These kinds of datas are evaluated with the number of the sales, not with the call times. The successes of the agents are not affected by the call times. The call times are important for the outbound departments especially due to the competence. The success of the agents depends on the success of the other agents as the standard deviation is used for the evaluations. Longer call times means waste of time.

2. Hold

Hold means the time when the customers are kept waiting on the line to check a transaction or an information. The customers hold the line during this period of time. The agent can ask about the necessary information to the other people or ask for authorization to the managers. The risk of doing this is leaving the computer without any control during this period of time. At some call center systems, the customer can end the call and the system can connect another customer to the line of the agent.

The customers can require a manager to speak with and some call center companies meet these requirements. The agents can use hold time to connect the customer to a manager. The hold time can also be misused. The agents can use hold time for their personal needs. These kinds of misuses can turn into a complaint and reported to the backline department.

3. Acw

Acw means after call work. It is the time which is spent to finish the work of a customer after the call. The informations which is necessary to write can be written, any other necessary transactions can be done during this period of time. The inbound departments has lower acw limit and the outbound departments has a higher acw limit. The acw limit depends on the probable need of the departments. The finance departments need acw more than any other departments. Because the mistakes are corrected at this department.

4. Aux

Aux means auxiliary time, the part-time workers of the call centers are not paid for this period of time. The agents use auxiliary time to have a break. There is a limit for the aux time per day. The agents can use approximately 10 minutes for every 1 hour they

worked. The aux they use for lunch might also be limited like 30 minutes. These values can be different at every company, but they are usually approximate.

The agents cannot use aux on random times. The requirement must be sending to the monitoring department and waited for the answer. The permission will be given by the monitoring department and the available hours will be appraised. This permission is necessary to catch the SL and ASA targets and not to use breaks during an intensity of calls.

5. Meeting

Meeting state is only used for a meeting with the confirmation of an administrator. It can be a group meeting or a personal meeting with the managers. Sometimes it is used when there is a problem with the computer or similar things with the confirmation of the team leader. There is a limit of meeting for every department. At some certain departments the meeting time can be tolerated. The time which is over this limit must be explained to the managers and the reasons must be reported.

6. Avail Time

Avail time is the time the agents spent without taking any call. Some call centers let the agents to enter some certain datas to evaluate the avail times. The data entry department also seems avail on working times. The data entry department records the coming contacts to the system. Some additional time will be entered to the system for each contract and these additional time will be seen the same with the call time and increase the performance of the agents.

Other departments can also use some datas when an unexpected avail time is arised. The private informations of the customers can be refreshed by using the given datas. Every information corrected may be added to the total call time like 10 seconds. Corrections or the recording of the contracts are the manuel transactions. Manuel transactions can be varied according to the needs. The time added by the manuel transactions are called the manuel working time. To avoid the negative affect of avail time on the efficiency, the agents make manuel transactions.

7. Login time and working time

Every state of the agents form the login time. Login time is the time the agents are on the system and in the company. The formula numbered 7.1 shows the contents of login time.

$$\text{Login time} = \text{acw} + \text{call time} + \text{hold time} + \text{meeting time} + \text{avail time} + \text{aux time} \quad (7.1)$$

The working time does not include the aux time. Because the part time working agents are not paid for the aux time and this period of time is not used to evaluate the efficiency of the agents. The working time is shown on Formula 2.2.

$$\text{Working time} = \text{acw} + \text{call time} + \text{hold time} + \text{meeting time} + \text{avail time} + \text{manuel working time} \quad (7.2)$$

The efficiency rate of an agent will be calculated by using these informations. Each state has a different weight on each department. Each state will affect the efficiency rate with a different ratio. These ratios change in each company and department. Avail time has no rate. It is multiplied by zero. The meetig time is multiplied by 1 and the aux time is not added to the calculation (www.televantageonline.com, 2011).

B. Skills

Each agent have an authorization combination which is called skill. The states of the agent will be evaluated different on each skill. Every skill has different abilities. For example it is not possible to call the customers on inbound skills. The values of the agent will be compared to the other agents on that skill. His success will be multiplied by the period he stayed on that skill.

Each skill has some privileges. The main skills are inbound, outbound, data entry and finance. The privilege of the inbound skill is the avail time; the avail time will not affect the performance too much. In other words, it will affect the performance less than outbound or finance. Every skill has different limits for the states. We can see the limits and the privileges in a schedule:

Table 1. Limits of States

<u>Skill</u>	<u>Privilege</u>	<u>States</u>	<u>Probable limits</u>
Inbound	Avail time	Acw	5 seconds (after each call)
		meeting	no permission (only with confirmation)
		Aux	10 minutes (per hour)
		Hold	30 seconds - 2 minutes (for each call)
Outbound	Acw	Acw	30 seconds (after each call)
		meeting	no permission (only with confirmation)
		Aux	10 minutes (per hour)
		Hold	200 seconds

			(per day)
Backline	Acw + meeting	Acw	200 seconds
			(after each call)
		meeting	15 minutes
			(every day)
		Aux	10 minutes
			(per hour)
		Hold	300 seconds
			(per day)
Data entry department		always avail	
		meeting	no permission
			(only with confirmation)
		Aux	10 minutes
			(per hour)

Source: Derived from Andrews and Parsons, (1993)

Exceeding the limitations will cause a minus value. These limits and the minus value can change depending on the corporation. It is usually -5 percent for the efficiency of that day to exceed the aux limit and -6 percent to exceed the acw limit. Meeting limitations can be the same or may be a subject of a warning. The team leader may not confirm the meeting times and the agent will not be paid for the meeting times. Meeting times and hold times will be elaborated when there is a complaint from the customers or the managers.

These regulations can change in every corporation. The agents are accepted like part time workers on the table. They can be full time and be paid for aux times. But they may not be paid for their overtimes to a limit. For example a company does not pay for their extra times to its full time agents if they did not exceed their usual working time with more than 20 hours. Another company is paying %20 more for each extra hour.

The data entry department controls the reaching faxes and e-mails, takes record of the contracts and send them to archive. These are manuel transactions. Every manuel transaction will be added to the agents' efficiency like the call time. There is a value for each manuel transaction. For example recording a fax can be 4 minutes, and a contract can be 7 minutes. The efficiency of an agent working in data entry will be calculated by turning the manuel transactions into call time.

Assume that an agent in data entry team has recorded 40 faxes and 50 contracts into the system in 8 hours. Total production can be calculated by multiplying the value of the

faxes and contracts. It is seen on Formula 1.2. The calculation of the efficiency of this agent will be like the Formula 1.1. By the way 106 percent is found on 1.3.

$$(1.1) \quad \text{The efficiency rate} = \text{efficient used time} / \text{working time}$$

$$(1.2) \quad (40 \times 4) + (50 \times 7) = 510 \text{ minutes}$$

$$(1.3) \quad 510 / 480 = \%106$$

$$(1.4) \quad \text{The efficiency rate of 02.01.2010} = \% 106$$

The efficiency rate seen on 1.4 we calculated is only for that day. It is possible to see the efficiency over 100 percent in a call center when manual transactions are counted in. Some agents can focus better than the others and be faster obviously on manual transactions. But it does not mean that the other agents who have reached the target are not successful. They had the required performance score too. But the talent of the agents who can exceed the target, will let them to have a better performance. By the way the call centers will be able to work with a better performance than the other companies. The staff will be motivated and sometimes they will be working on their limits to get promoted.

IV. REPORT BASED SYSTEM OF THE CALL CENTERS

The call centers have a report based working system. These small reports let the managers to see what the agent has done with the customer. Every transaction must be reported. Not only the transactions, also any other informations must be reported. There are thousands of reports an agent can use. The report system is very complicated. This system will be explained briefly to make it more comprehensible.

There are inbound and outbound reports. They are classified under some main groups like demand, complaint and information. The agent can open a report when he is on the subscription of a customer. He must open a window at first to write the report. The title of the report will be automatically written when the code of the report is entered. After that the system will let you to write the details. Every necessary and useful detail can be written here.

Main Titles of Reports:

Inbound reports

- Demand reports
- Complaint reports
- Information reports

Outbound reports

- Demand reports
- Complaint reports
- Information reports

Some call center systems have a code system. It is easier to remember the reports with long names. The codes of the common used reports are known by the agents. If the agent cannot remember know the code of the report, he can also check it by clicking on any of the main groups. He will be able to see more reports. He can search the reports by writing a word which the report includes. The search machine will be on the report table.

Table 2. Subtitles of Reports

Inbound reports	
-Demand reports	
- Loan demands	
1. Mortgage loans	
2. Vehicle loans	
.....	
43.Selvi package	
44.Köknar package	
.....	
-Complaint reports	
- Interest complaints	
100. Fund accounts	
101. Saving accounts with duration	
102. Saving accounts without duration	
.....	
149. Selvi Package	
150. Köknar Package	
.....	
-Information reports	
- Interest rates	
200. Fund accounts	
201. Saving accounts	
202. Loans	
.....	

249. Selvi Package 250. Köknar Package	
Outbound reports	
-Demand reports -Complaint reports -Information reports	
	Find:

Source: Derived from www.sains.com

The reports must be opened for every transaction of the agents. Not only for the transactions, the reports also used for some other purposes. For example assume that a customer has called and taken information about the Selvi package of the company. Selvi package is a special package which contains life insurance and a better rate of interest. But there is a fee to be paid every year. The agent must give this information and open the report of 249 by writing 249 at the top of report window. After that he can write the necessary details into the report and close the report. The agent can prefer to buy this package after taking information or not. The customer who wants to buy a package can order online. For example the agent who gave information about Selvi package can sell it. He must open the report with the number of 43.

A. Closed Reports

The reports which are opened to enter information to the system are closed automatically. In other words, if it is not necessary to make any transactions in the future, the report will be closed automatically. The closed reports are used to evaluate anything in a call center. For example a bank can examine the number of the customers calling to have information about the interest rates or the number of the customers calling with the demand of lower interest rate for the loans.

The reports of the new campaigns are frequently checked by the managers. Assume that Selvi and Köknar packages are new applications. At the end of the day, the manager can check the reports on excel. It is easy to arrange the rates by using the values of the reports. The manager can check the reports with his style and ratios. The reports will provide the managers some values to use for the analyses.

The manager will decide to keep the campaign or to cancel it. He looks at the demand of the customers at first. Selvi package is more preferred. He checks the complaints after that. After looking at the rate of the complaints, the manager can decide to cancel the Selvi package and continue with the Köknar package. It has fewer demands but less problems. When the manager looks at the information numbers, he can see that 500 people asked about the Selvi package and 155 of these people bought the package. The Selvi package is required a lot by the customers and it is difficult to ignore such a demand. The manager must not decide to cancel the package so fast. Because these reports have more features which must be used. The manager must check the details of the complaint reports. He can see the details one by one and focus on the most repeated

ones:

Table 3. Checking the Reports

Name of the report number	
43. Selvi package	155
44. Köknar package	45
Total demands	200
149. Selvi Package	50
150. Köknar Package	1
Total complaints	51
249. Selvi Package	500
250. Köknar Package	2000
Total informations	2500

Source: Derived from www.sains.com

Table 4. Checking the Details of Reports

Name of the report number	
43. Selvi package	155
44. Köknar package	45
Total demands	200
149. Selvi Package	50
150. Köknar Package	1
Total complaints	51
249. Selvi Package	500
250. Köknar Package	2000
Total informations	2500

Source: Derived from www.sains.com

The manager can see that there is a lack of informing the customers. The customers are not informed about some extra costs. He can send mail to the agents to remind the extra costs and he can arrange a new mail for the campaign which tells more and clear about the extra costs and the durations. The decisions about the campaign will be taken after checking the success of the campaign by looking at the rates. The Selvi package campaign seems to be successful. If the company prefers to venture this campaign, it is necessary to get more clues from the reports to reduce the risk of this campaign.

Table 5. Checking the Results of Reports

Name of the report number	
43. Selvi package	155
44. Köknar package	45
Total demands	200
149. Selvi Package	50
150. Köknar Package	1
Total complaints	51
249. Selvi Package	500
250. Köknar Package	2000
Total informations	2500

Source: Derived from www.sains.com

Selvi package has a very complaint rate and a very high demand rate. Köknar package has a very low complaint rate and a very low demand rate. The risk of any complaint seems to be the same on each package. The risk and return of each package is the same. The banks which are risk averse must focus on the Köknar package and the risk lover banks can focus on the Selvi package.

These reports are shown like the inbound reports. The same control is done to check the success of the outbound datas. Assume that these are outbound reports and we are checking the results of an outbound data. The called people is a closed group and the campaigns are yet not announced. They are being tried. This will give us a chance to change the conditions of both campaigns to balance the risk and return. We can try to avoid the risk of Selvi package and increase the demand of Köknar package. The ingredients of both packages can be changed.

B. Open Reports

Some reports are not closed. Because some extra actions has to be done after entering this report to the system. These open reports are checked by the other departments. Assume that a customer ordered an ATM card on the phone and the report of this order is 555 ATM card ordered. The agent will open this report and it will stay open. The data entry department will check the 555 reports and send the ATM card by closing the report.

Some exceptional departments can also be responsible for the open reports. The system is not used by only the call centers. For example logistic department might be taking care of these reports. They will write the necessary info into the report. If they have sent the ATM card, they will write like 'ATM card is sent'. There might be problems with the address or the customer might already be an owner of an ATM card. Then the logistic department can close the report with code of 555 and open a new report to interrogate about the existing problem.

The open reports are mostly about the complaints of the customers and the backline department calls the customers back. The complaint reports are not always open, there are special backline reports. For example assume that 755 Financial Issue is a backline report. 755 will be opened by the agents to meet the complaints of the customers on necessary times. On the other hand, 755 can be opened to prevent and existing or probable problem. When the agents realise a mistake at the accounts or the transactions of the customer, they also uses this report and the subscription will be controlled by the backline department.

C. Using the Reports to Form a Data

The finance reports are used to form the datas of the backline departments. The returning time is also important for the backline departments. The opening time and the closing time of the reports are evaluated to find the success of the backline department. The backline department has to close the report when they solve the problem. They cannot close the report, when they cannot reach the customer.

The sale datas are also formed by using the reports of the customers. Assume that a sales data for Selvi and Köknar packages is required. The information reports of Selvi and Köknar will be taken. After that the subscription number of the owners of these reports will be taken:z

Table 6. Using Reports to See the Subscriptions

Name of the report number	
43. Selvi package	155
44. Köknar package	45
Total demands	200
149. Selvi Package	50
150. Köknar Package	1
Total complaints	51
249. Selvi Package	500
250. Köknar Package	2000
Total informations	500

Source: Derived from www.sains.com

The subscription numbers are recognized by the system and when the data is given these subscriptions will be opened one by one on the screen of the agents after each call. We have a data of 2500 people. If we don't have enough agents or enough time for such a data like that, we can choose just one of these packages.

The churn datas are formed by taking the cancelling reports of the customers. Assume that 659 is the report the agents use when the customer wants to end his credit card subscription. Then the managers can form a churn data by using all the 659 reports.

The churn datas are urgent to call. Because if these customers are not called, after a while they might be taking the same service from another bank or company. Reaching the customers faster means better results. The results of any data can easily controlled by using the report system. The reports of the outbound are used to measure the success of the campaigns and the outbound sales groups.

V. CONCLUSION

The structures of the call centers are both similar and different from any other corporations. There are too many variables to follow. The structure and the process must be well understood to manage a call center. Therefore the managers of the call centers also have to comprehend the structure of the call centers.

The structure of the call centers can have developments in time or these developments can be arranged according to the corporations. But the basic structure will be the same and the developments will be built over the basic structure. The departments can be varied and the targets can be varied also by using the basic structure. With this study, a new model is derived from the existing system, which may be used in the future.

The share of the call centers at the CRM sector has grown significantly. Beyond the CRM sector, the call centers started to take more place at the corporations (Hart, 1995). The call centers are able to change the rules of the competition. Thus the structure of the call centers must be reviewed to have new point of views.

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