A composite image on the left side of the slide. At the top, a black pen with a gold tip is positioned diagonally. Below it, a small globe of the Earth is shown. At the bottom, two hands in business attire are shaking hands. The background of the slide is a light gray grid with a faint world map.

# 奇迹管理法

## - 如何瞬间提高服务水平

许乃威

# 案例一 某电信公司效益改善

人员：50位全职客服人员

结果(A)：

保持相同人力

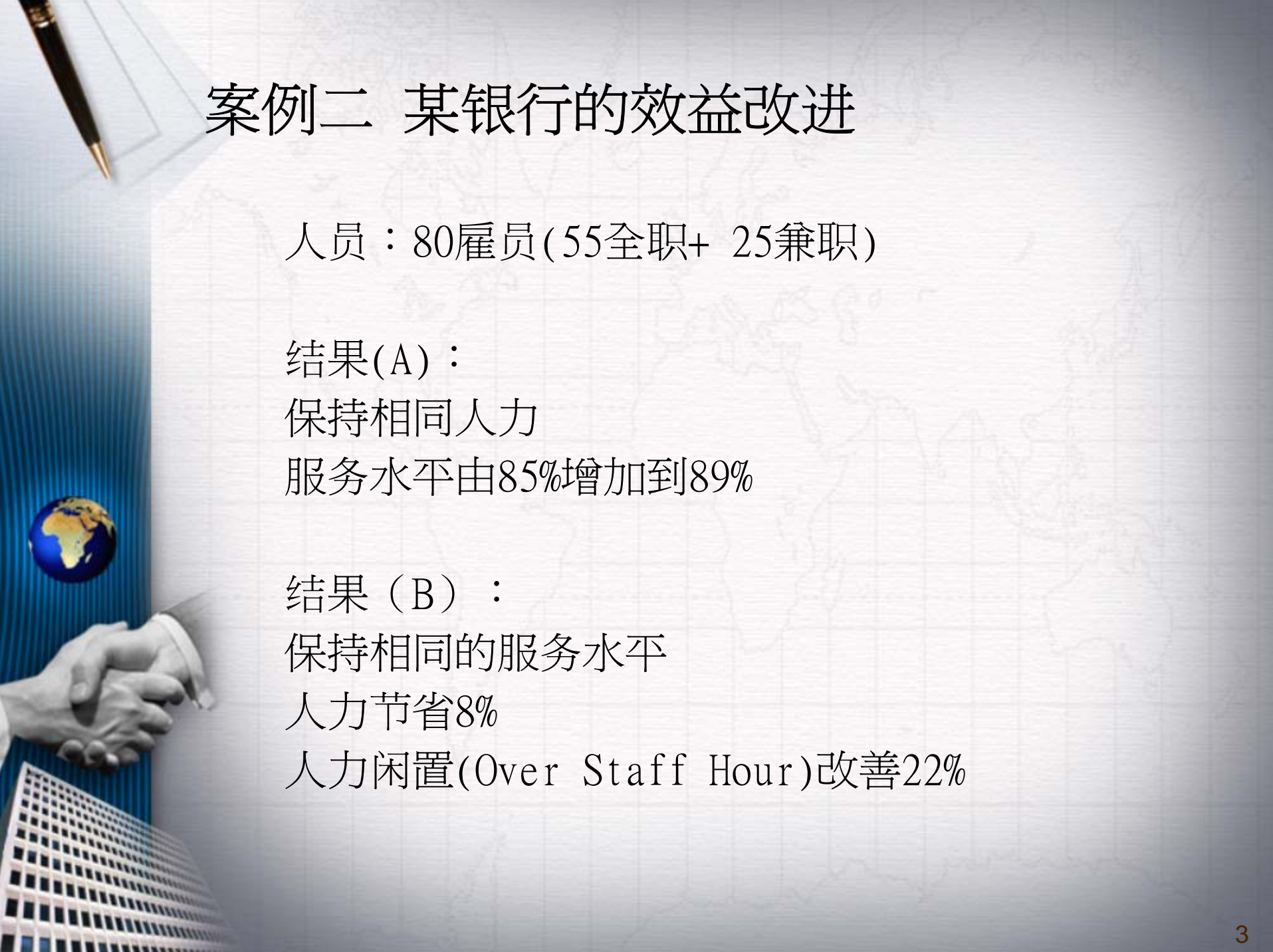
服务水平85%增加为91%

结果(B)：

保持相同服务水平

人力节省11%

人力闲置(Over Staff Hour)改善28%



## 案例二 某银行的效益改进

人员：80雇员(55全职+ 25兼职)

结果(A)：

保持相同人力


服务水平由85%增加到89%

结果(B)：

保持相同的服务水平

人力节省8%

人力闲置(Over Staff Hour)改善22%



## 案例三 某移动的效益改进

人员：两组排班人数 302人

结果(A)：

保持相同人力

服务水平79%增加为88%

结果 (B)：

保持相同服务水平

减少 Group A 及 Group B 人力共 30 人

# 什么是奇迹管理法





又称恶狼管理法




# 中国历史最著名的天气预报

# 赤壁大战



# 奇迹管理法 一




你有你的气象局吗

The background features a light-colored world map overlaid on a grid pattern. On the left side, there are several decorative elements: a black pen with a gold tip in the top left corner; a blue and yellow globe representing Earth; a pair of hands shaking in a firm grip; and a white grid pattern at the bottom left corner.

你的预报准确吗




你有想过你的气象预报模型吗



呼叫中心的气象预报分两种

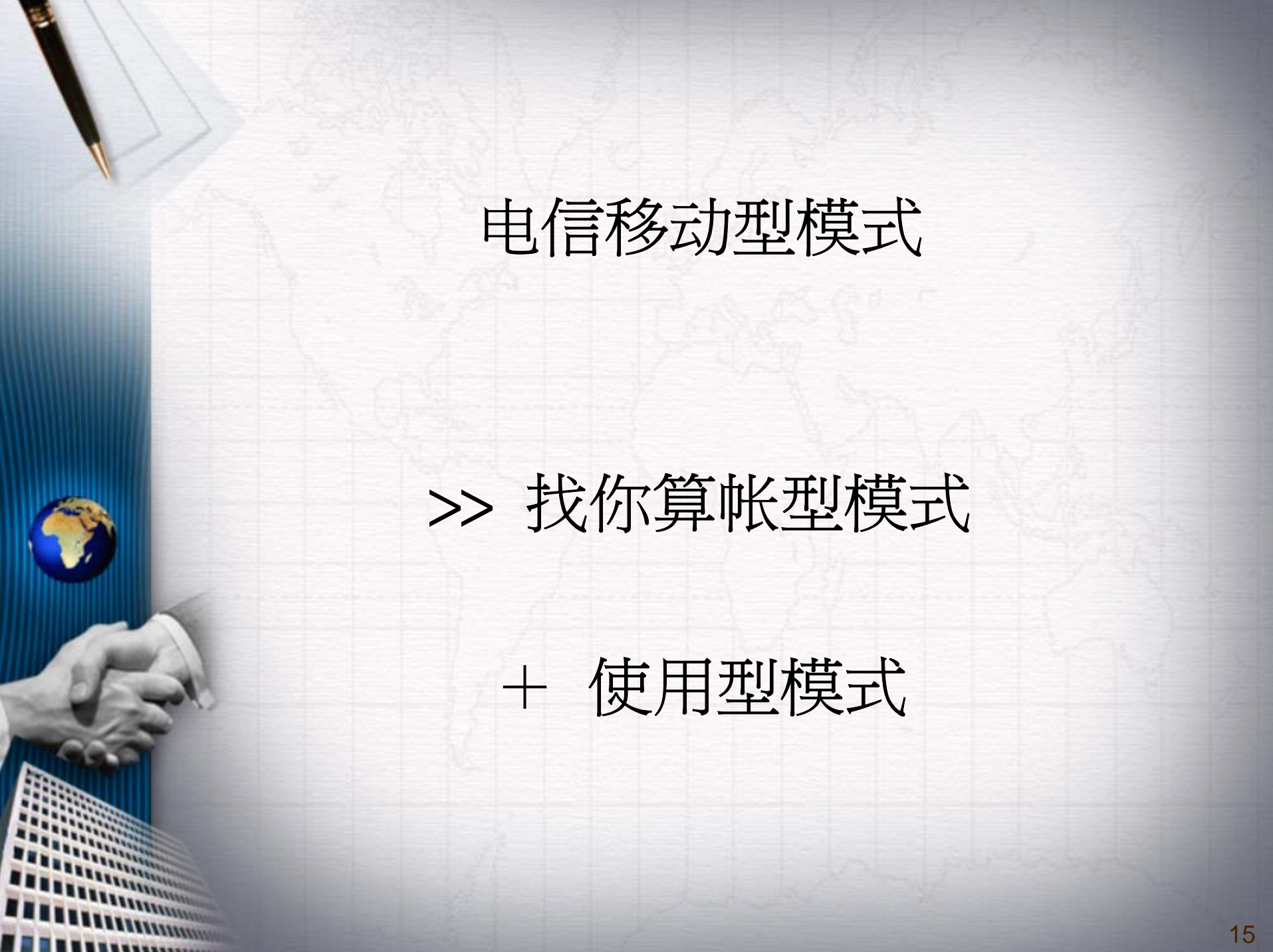
银行型模式

电信移动型模式



# 银行型模式

>> 上班型模式

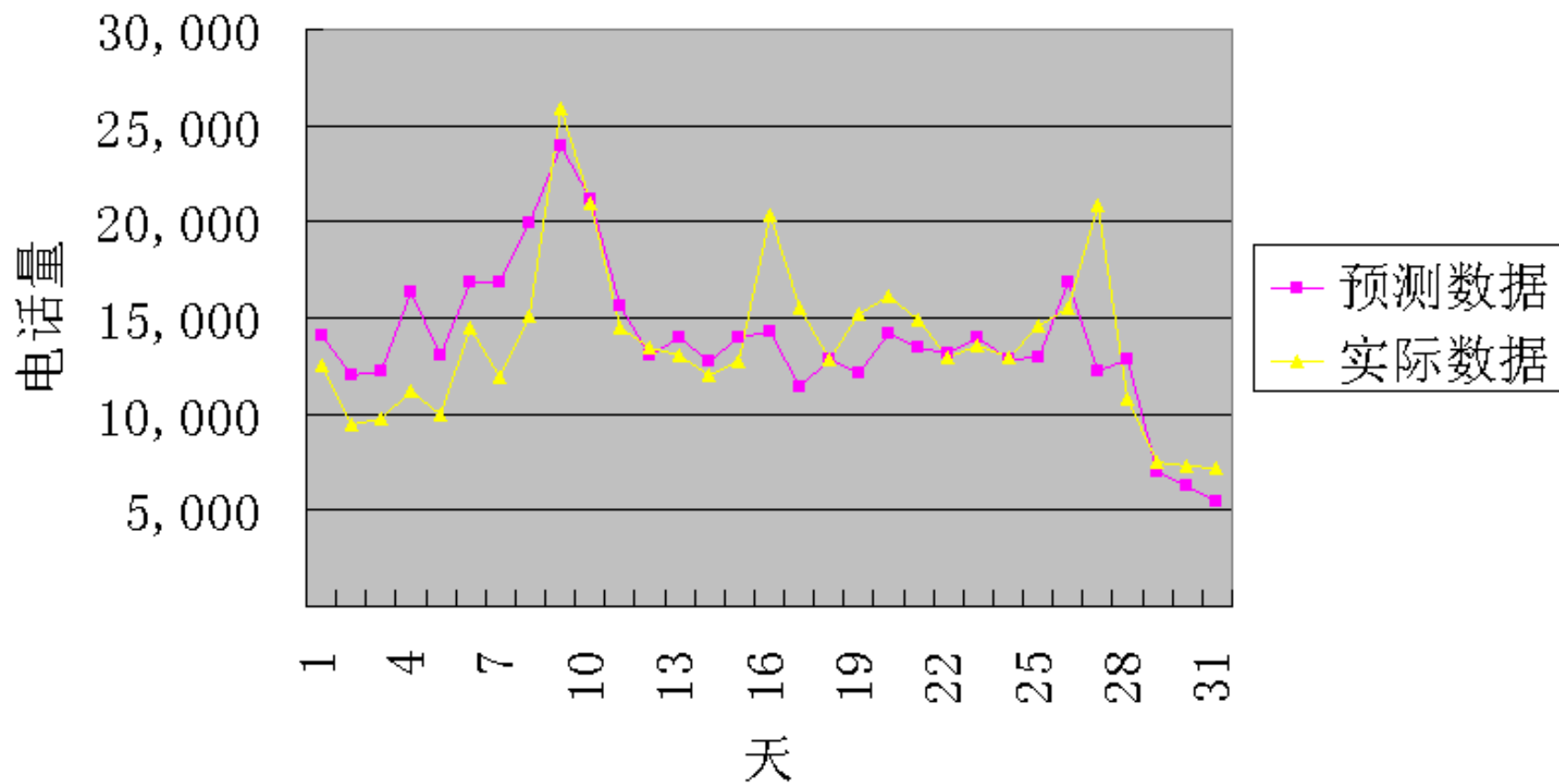


# 电信移动型模式

>> 找你算帐型模式

+ 使用型模式

### 预测数据和实际数据拟合图





The background features a light-colored world map overlaid on a grid pattern. On the left side, there are several decorative elements: a black pen with a gold tip in the top left corner; a blue and white globe below it; a pair of hands shaking in a business handshake below the globe; and a white grid pattern resembling a building facade at the bottom left. The main text is centered on the map.

排班就像炒股

# 奇迹管理法最重要精神





# 数字化管理

每一个管理手段都是有数字支撑的

# 班别设计

**A 7:00--16:00**

**D1 8:00--17:00**

**D2 8:30--17:30**

**D3 10:00--19:00**

**B 12:00--21:00**

**B2 14:00--23:00**

**N 22:00--7:00**

# 班别设计

A 7:00--16:00	—————>	A0 : 7 : 00~16 : 00	>> 14
		A : 7 : 30~16 : 30	>> 40
B1 8:00--17:00	—————>	B1 : 8 : 00~17 : 00	>> 11
B2 8:30--17:30	—————>	B2 : 8 : 30~17 : 30	>> 11
		B4 : 9 : 00~18 : 00	>> 13
B3 10:00--19:00	—————>	B3 : 9 : 30~18 : 30	>> 5
C 12:00--21:00	—————>	C : 11 : 30~20 : 30	>> 18
C2 14:00--23:00	—————>	C2 : 14 : 00~23 : 00	>> 14
N 22:00--7:00	—————>	N : 23 : 00~8 : 00	>> 4

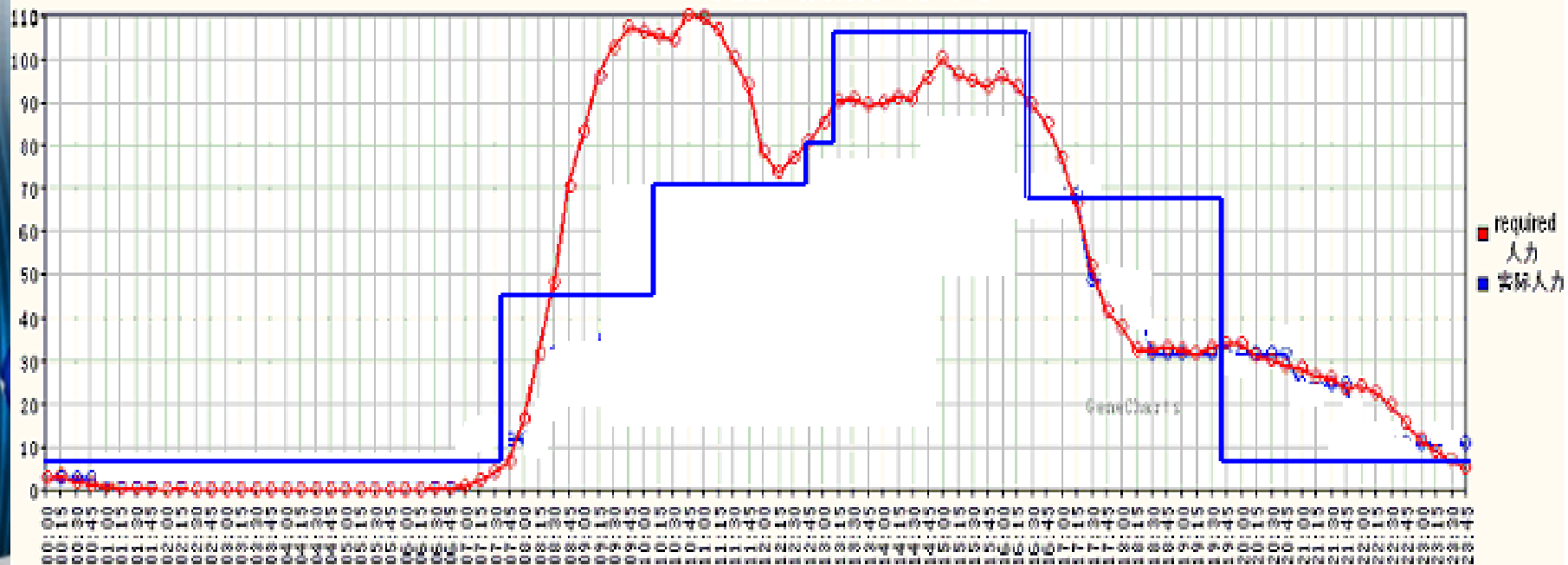
## 奇迹管理法之二



# 什么是客服中心的美



人力/15分钟/周1-周5平均



# 奇迹管理法 二



增一分太多




減一分太少


# 科技化管理



# 奇迹管理法 三

The background of the slide is a light gray world map with a grid overlay. On the left side, there is a vertical blue gradient bar. At the top left, a black pen with a gold tip is visible. Below the pen, a small globe of the Earth is shown. At the bottom left, two hands in business attire are shaking hands. At the very bottom left, a portion of a white grid pattern is visible.

适当的时候，找适当的人，做适当的事



# 长平大战

白起与赵括的对决

# 长平大战

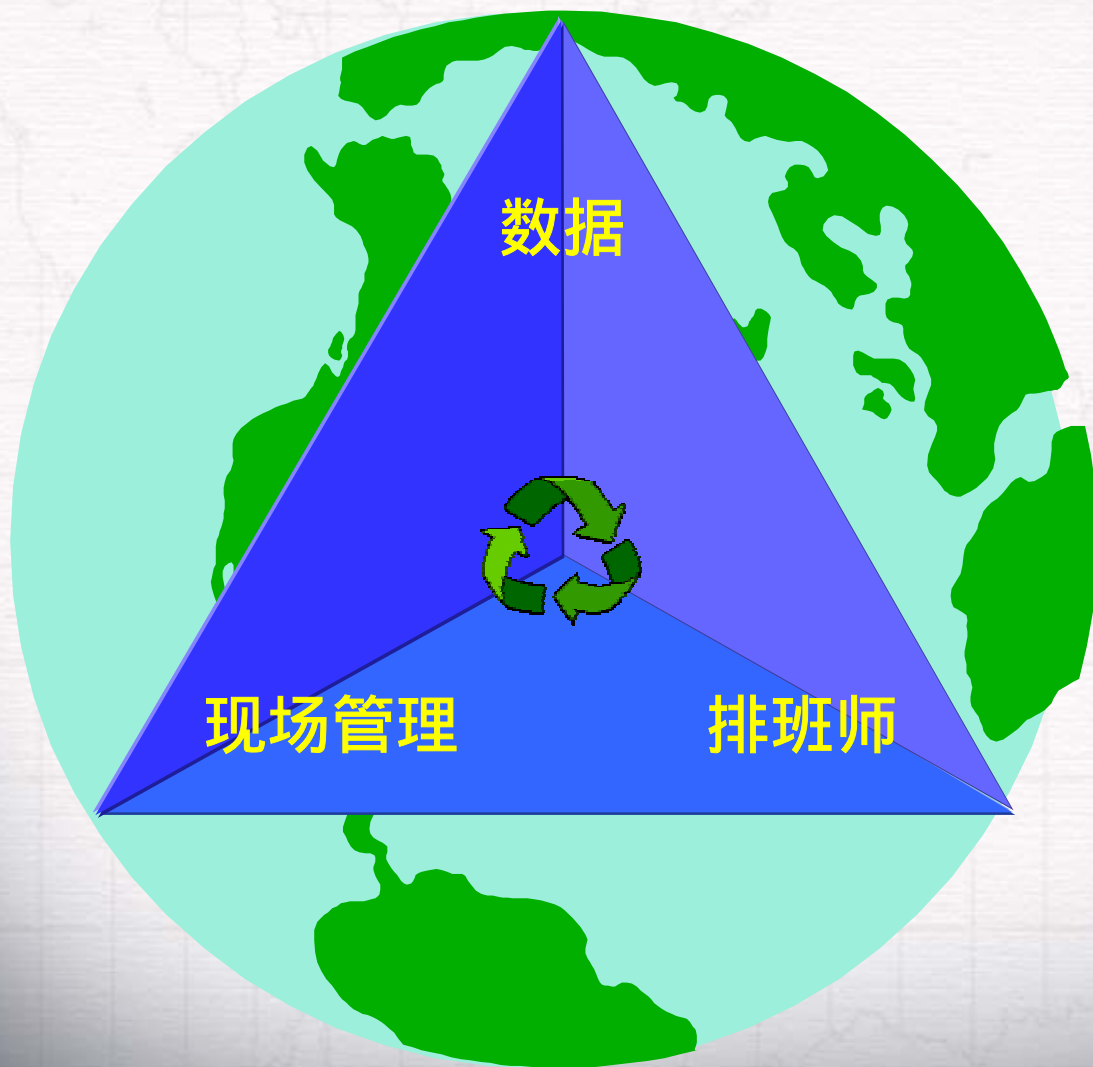
## 秦昭王与赵孝文王的对决




我是石头的石  
一段真实的爆笑录音档




# 奇迹管理金三角





## 奇迹管理法之四

The background of the slide is a light gray world map with a grid overlay. On the left side, there is a vertical blue decorative bar. At the top left, a black pen with a gold tip is positioned. Below it, a small globe of the Earth is visible. At the bottom left, two hands are shown shaking in a firm grip. The bottom left corner also features a white grid pattern.

你要活的客服，  
不要死的客服

# 什么叫做工作过度的死客服



公司配給一部汽車...



有很好的停車位...



有漂亮的會議室...



不要做夢了！趕快回去工作！






老排我夜班, 什么世道!



# 背水一战

## 韩信与陈余的对决



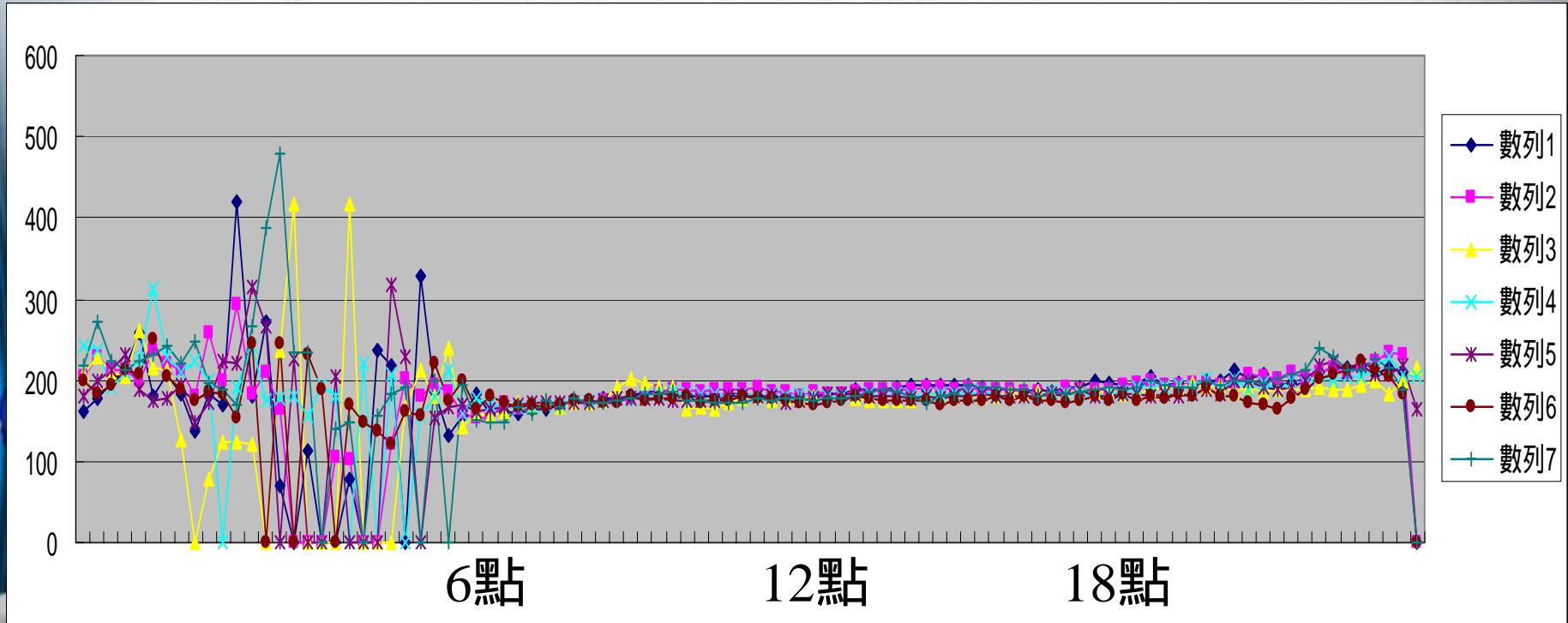
活客服代表：陈余  
12万个座席


死客服代表：韩信  
4万个座席

# 背水阵



# AHT






所需人力  $\sim$  电话量 \* AHT

# 奇迹管理法 五






# 加强各部门协调



❖ 及时调整的准实时数据

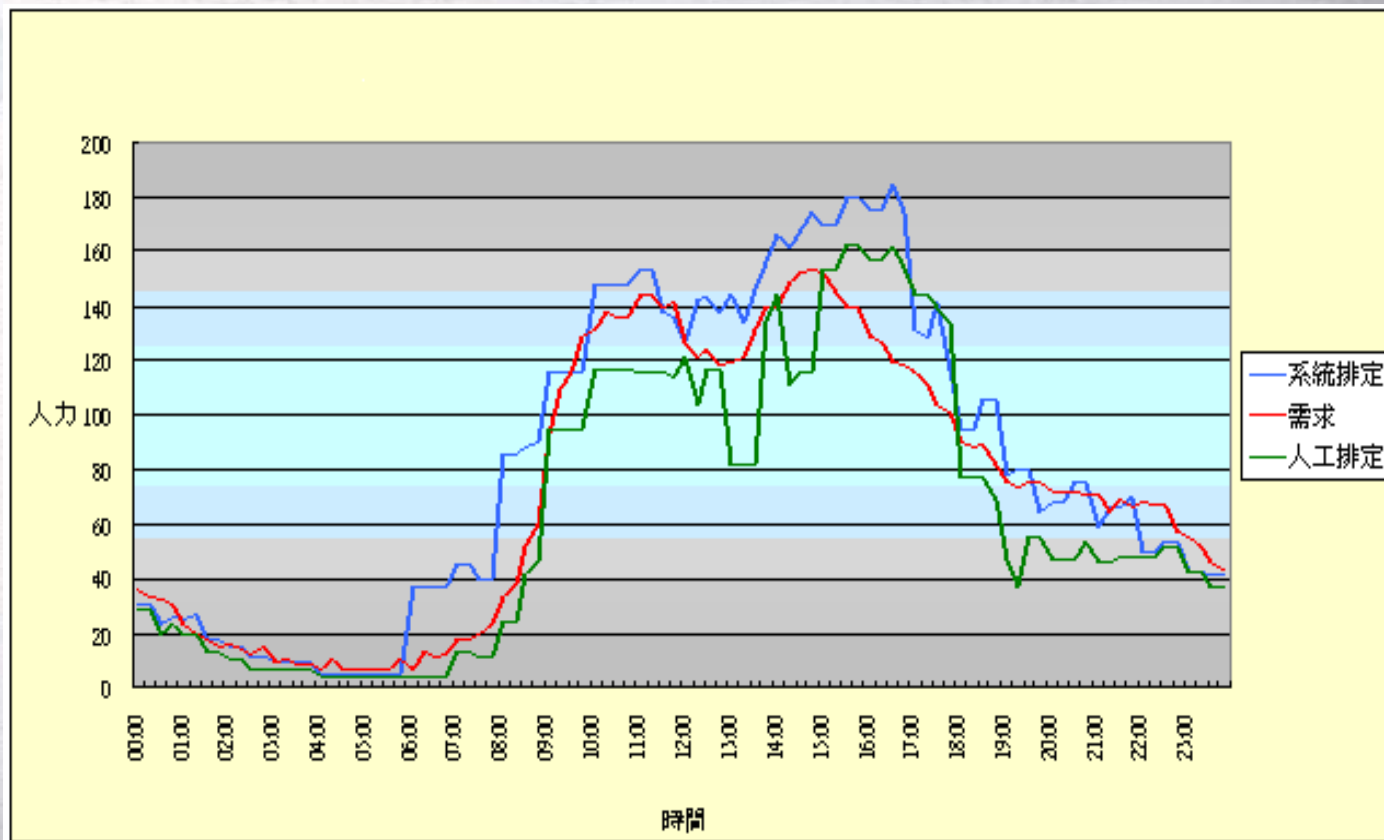
- 监控实际联络量和平均处理时间
- 基于真实数据和针对性调整后的再预测

A composite image on the left side of the slide. At the top, a black pen with a gold tip is positioned diagonally. Below it, a small globe of the Earth is visible. At the bottom, two hands are shown shaking in a firm grip. The background of the slide is a light gray grid with a faint world map overlay.


# 奇迹管理法 瞬间特效药

The background features a light-colored world map overlaid on a fine grid. On the left side, there is a vertical blue gradient bar. At the top left, a black pen with a gold tip is positioned. Below it, a small globe of the Earth is visible. Further down, two hands in business attire are shown shaking hands. At the bottom left, a portion of a white building facade with a grid of windows is visible.

# 法宝一



- 吃饭间隔从30分钟，改成15分钟
- 服务水准(周)可提升5%



奇迹管理法之

Erlang 曲线

# 恶狼曲线

A decorative vertical strip on the left side of the slide. At the top is a black pen with a gold tip. Below it is a small globe showing the Americas. Further down is a grayscale image of two hands shaking. At the bottom is a white grid pattern.

## 恶狼原则

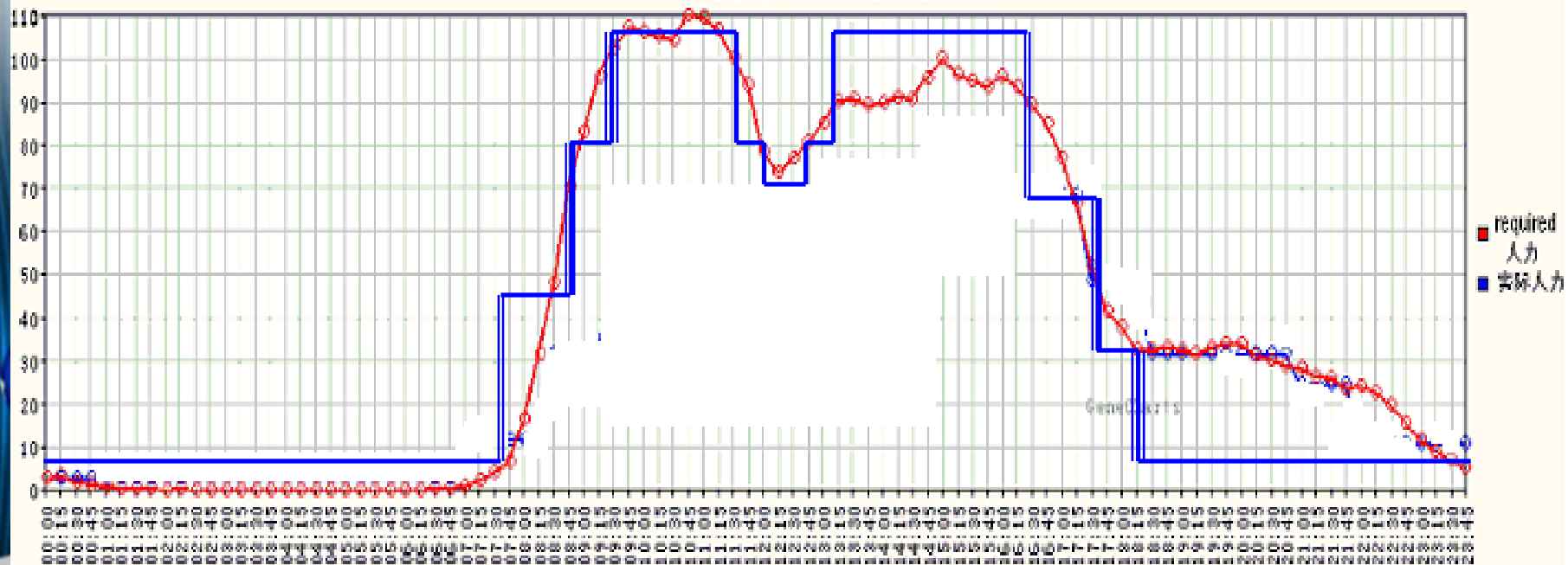
现场人员同时变动数目，不宜过大



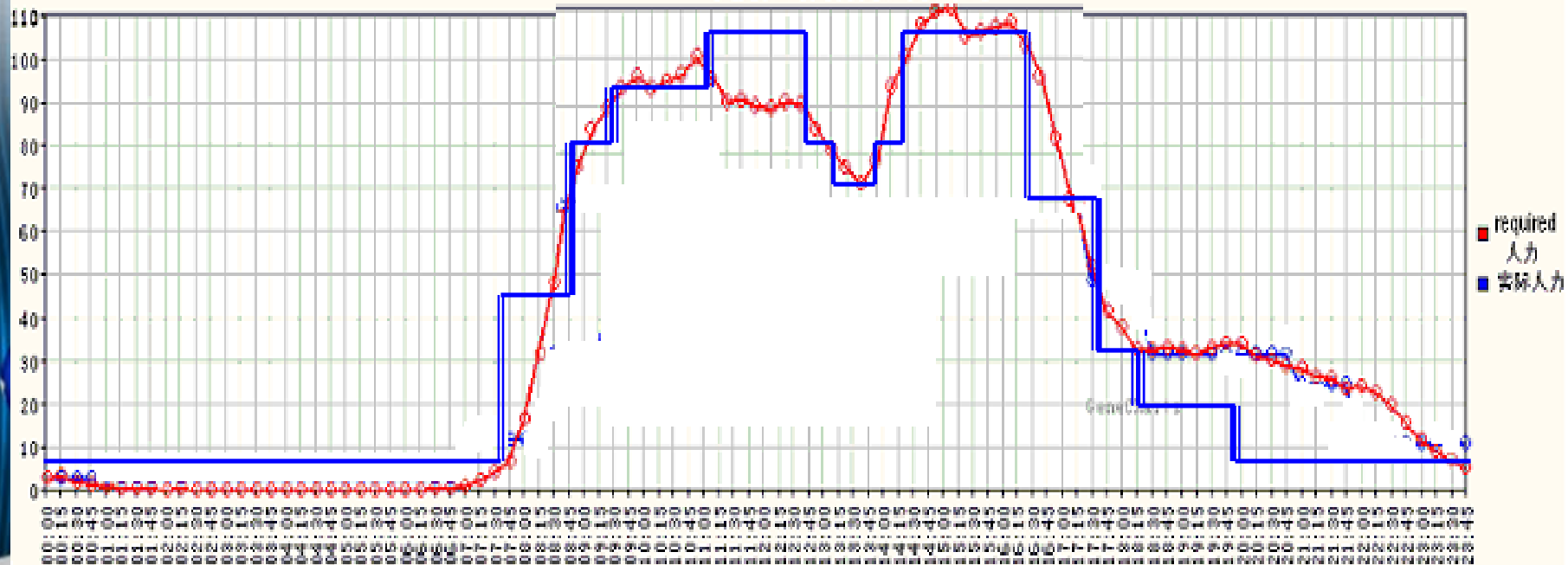
## 恶狼原则


电话高峰尽量往下午移动  
最高峰在下午，所需人力较少

人力/15分钟/周1-周5平均



人力/15分钟/周1-周5平均



The background features a light-colored world map overlaid on a grid pattern. On the left side, there are several decorative elements: a black pen with a gold tip in the top left corner; a blue and yellow globe; a pair of hands shaking in a firm grip; and a white grid pattern at the bottom left corner.

## 法宝二

# 黄金时段的黄金观感





人力排班报告

按

系统排班报告


按

# 法宝三



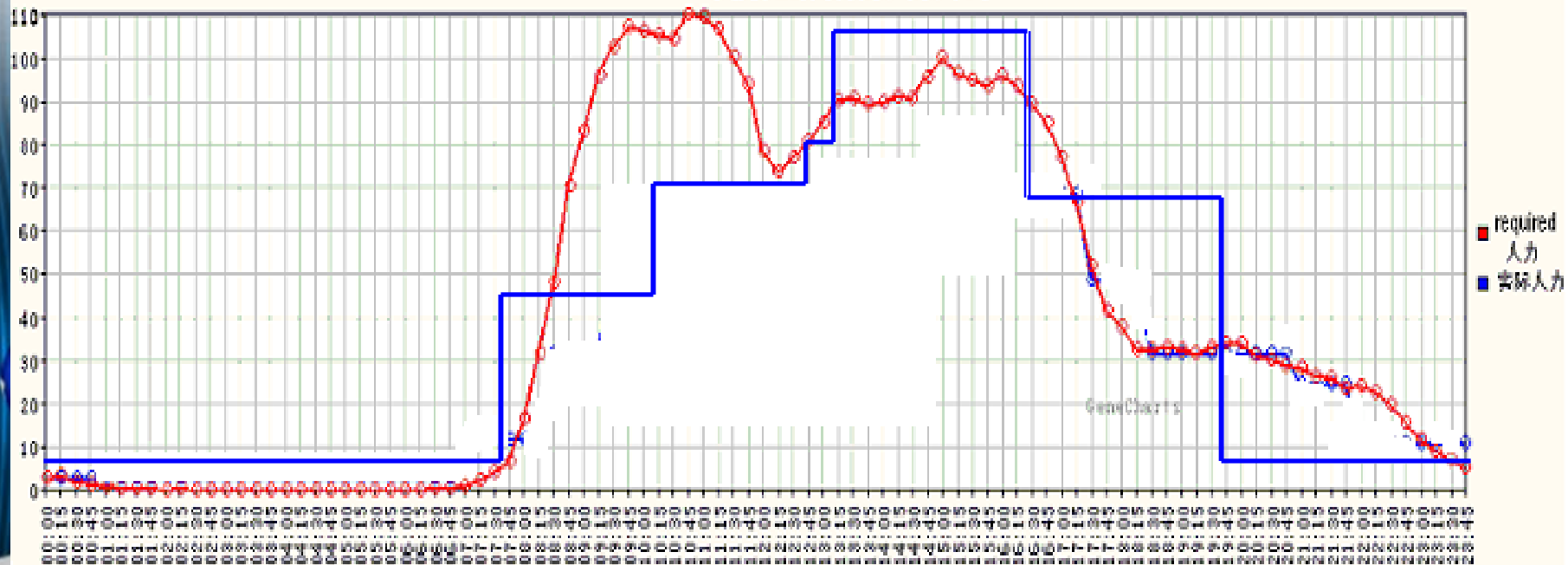


去买个排班软件!!



至少用EXCEL画一下电话量和实际人力的比较图


人力/15分钟/周1-周5平均





# 恶狼原则

客户最好赶紧放弃吧！

A decorative sidebar on the left side of the slide. At the top, a black pen with a gold tip is positioned diagonally. Below it, a small globe of the Earth is visible. Further down, two hands are shown shaking in a firm grip. At the bottom, a portion of a white grid pattern is visible. The background of the slide is a light gray grid with a faint world map.

两个客服中心，电话量一样，客服人员也一样，所以条件一样

一个卖大米，客户耐心度差  
一个卖桶装水，是会员制

The background features a light-colored world map overlaid on a grid pattern. On the left side, there are several decorative elements: a black pen with a gold tip, a small globe showing the Americas, a pair of hands shaking in a business deal, and a portion of a white building facade with a grid of windows. The text '恶狼说?' is centered on the map.

恶狼说？

# 总结





我好惨啊，每天给人看。

我更惨呢，每天给人打。






我才惨呢，每天给人摸。

你们有我惨吗，  
每天给人按肚脐眼！





我才惨呢  
我每天要排班

