

1.

1990

가

1990

가

1).

FP(Financial Planner)

FP

2).

, FP

1)

가

2)

, 2002

가

. , < -1> FY2001
 7.0% ,
 59.5% 8 . FY2002
 14.6%(15.2%, 12.1%),
 60.8% 가
 4
 2003 6
 , FP
 5 (FY1998 FY2002)
 , ,
 , ,
 , 5 가 ,
 , .
 17 FP (6 , 11), 11 28
 . 5 FP , 6
 FP , 5 가 ,
 . FP
 FY1998
 FY2002 , FY2000
 가
 , .
 FP
 , . , FP

가

2

가

FP

FP

FP

< -1 >

(: %, %p)

		FY2001	FY2002	가
(21)	(3)	7.0	15.2	8.1
	(10)	7.2	12.1	4.9
	(13)	7.1	14.6	7.5
	(8)	59.5	60.8	1.3
(12)	(2)	7.7	15.6	8.0
	(5)	7.1	11.3	4.3
	(7)	7.5	14.5	7.0
	(5)	63.6	65.0	1.4

: 1) (+)

2) = +

3)

: 『 』,

2.

가.

1)

FP

가

가

. FP

가

2) FP

3) FP

68.3%가

28.5%

FP 52.5% 가

, 32.5%

< -2>

(: %)

	FP(4)	FP(6)	(5)
()	28.5	0.3	0.0
	0.0	11.3	81.0
	0.0	32.5	9.0
	68.3	52.5	9.0
	3.3	3.3	1.0

: 가

81.0% 가

, 18.0%

FP

3)

가
 FP
 , 2 3
 FP
 78% 가
 4)
 25 45
 가
 FP

< -3>

(: %)

	FP(5)	FP(6)	(5)
	80.0	100.0	100.0
	100.0	100.0	80.0
	40.0	66.7	60.0
	80.0	100.0	60.0

4) LIMRA INTERNATIONAL, *U.S. Agency-Building Recruiting Trends*, 2002.

FP 5 3 가
 , FP 5 1
 , 6 4 가
 .
 FP , FP
 , , ,
 , , ,
 , 가 .
 ,

< -4>

(: %)

	FP(5)	FP(5)	(6)
	60.0	20.0	66.7
	40.0	80.0	33.3

FP 5 , FP 6 , 16 5) (

16

. FP , ,

가 5), , ,
 .
 가 ,
 FP 10 ,
 2 , 2
 , 가
 가 .

< -5>

(: %)

	FP(5)	FP(5)	(4)
	0.0	0.0	0.0
	0.0	0.0	0.0
	0.0	0.0	50.0
	100.0	100.0	50.0

FP

,
 .
 FP , , ,
 , 가 , , ,
 , , ,
 . FP
 , 가 ,

5) 가 ,

FP 가

< -6 >

	FP (A)	(B)
1		
2	1, 2	
3		
4	3	
5		
6		
7		
8	(가)	
9		
10		
11		
12		

FP , (quality)
 가 ,
 ,
 . FP 7%
 , 90% , 2000
 FP 100%가
 ,
 89.5%가 , 10.5%

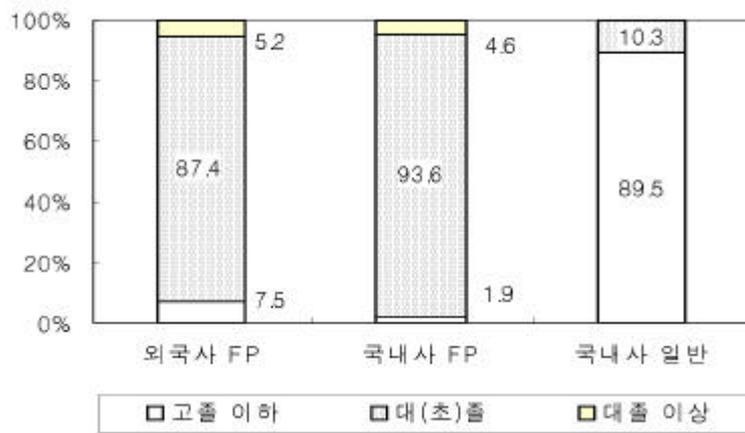
< -7>

(: %,)

	FP(4)			FP(4)			(4)		
	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002
	6.6	7.5	7.5	0.0	0.3	1.9	-	-	89.5
()	87.6	87.4	87.4	80.5	94.8	93.6	-	-	10.3
	5.8	5.1	5.1	19.5	4.9	4.5	-	-	0.2
	100.0	100.0	100.0	100.0	100.0	100.0	-	-	100.0

< -1>

(FY2002)



17.1% , 30 79.9% 가 , 40 50 FP 30 40
 1990 2.6% . FP

2 3

FP
 30 40 73.1% , 40 50
 18.5% , 30 8.5%
 , 40 50 40.5% 가 , 30
 40 36.1%, 50 18.5% , 30
 4.9%

1960

가 ,

가

가

40 50

,

FP

34.9 가 ,

FP 35.6 ,

42.2

가

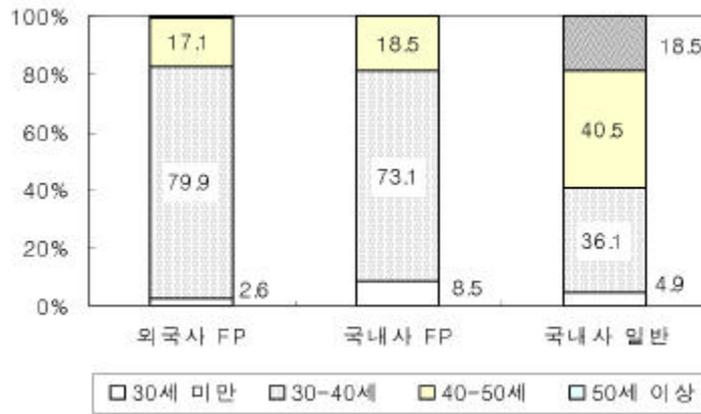
,

< -8 >

(: %,)

	FP(3)			FP(4)			(4)		
	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002
30	3.0	2.7	2.6	3.4	4.9	8.5	7.0	6.4	4.9
30 40	85.4	82.6	79.9	81.5	80.6	73.1	38.7	37.7	36.1
40 50	11.2	14.3	17.1	15.1	14.5	18.5	35.9	37.9	40.5
50	0.5	0.4	0.4	0.0	0.0	0.0	18.3	18.0	18.5
	100.0	100.0	10.0	100.0	100.0	100.0	100.0	100.0	100.0
	34.5	34.9	34.9	35.3	35.4	35.6	41.5	41.8	42.2

< -2> (FY2002)



FP 1
 , 2 29.9%, 2 3
 41.3% 가 , 1 4 4 6.9%
 15.0%, 3 4 4 6.9%
 . FP 1 61.8% 가 , 1
 2 25.1%, 2 3 10.0%, 3 4 2.7%, 4
 0.5% 1
 .
 1 28.9%, 1 2
 13.5%, 2 3 11.0%, 3 4 7.8%, 4
 38.9% 가 FP
 .
 FP , FY2000 15.5 ,
 FY2001 15.6 , FY2001 20.1 , FP FY2000 4.9 ,
 FY2001 11.2 , FY2001 15.6 ,
 FY2001 38.2 FY2002 45.7

< -9>

(: %,)

	FP(3)			FP(3)			(4)		
	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002
1	54.0	51.9	41.3	74.5	75.5	61.8	38.0	33.2	28.9
1 2	24.2	25.9	29.9	21.6	19.1	25.1	15.6	16.5	13.5
2 3	12.9	11.4	15.0	3.9	4.1	10.0	9.4	9.9	11.0
3 4	5.7	6.4	6.9	0.0	1.2	2.7	6.8	7.2	7.8
4	3.2	4.3	6.9	0.0	0.0	0.5	30.1	33.2	38.9
	100.0	100.0	10.0	100.0	100.0	100.0	100.0	100.0	100.0
	15.5	15.6	20.1	4.9	11.2	15.6	-	38.2	45.7

1)

(continuing education)

가 , 1

, FP
 가 ,
 , 가
 , ,
 , ,
 2)
 , FP 6.5 , FP 13.2
 23.0
 ,
 ,
 FP 138 , FP
 155 , 150
 173 가 , FP 161.5 , FP
 151.2 가

< -10>

(:)

	FP(5)	FP(6)	(5)
	13.2	6.5	23.0
	138.0	155.0	150.0
	151.2	161.5	173.0

. FY2002
 FP 1 22 2 , 13 6
 . , FP ,
 가 ,
 .
 FP ,
 5 ,
 .
 FP 9.8
 .
 FP 가 FY2001 1,234 , FY2002
 688 ,

< -11> 1

(:)

	FP(3)			FP(2)			(4)		
	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002
	100.1	108.1	99.6	-	-	-	-	-	108.7
	129.2	125.1	122.2	-	1,233.5	688.0	-	-	27.5
	229.3	233.2	221.8	-	-	-	-	-	136.2

FP 가 ,
 가 , ,
 (annualized first year commission)⁶⁾, ,
 가 . ,
 , , 7)

가
 . FP ,
 (Associate Financial Planner Korea: AFPK),
 (Certificated Financial Planner: CFP)

FC(Financial Consultant)

6) ,

7) ,

, AFPK

1)

가 . FP
 Financial Consultant
 Sales Manager Agency Manager
 (career path) , , ,
 (joint fieldwork) 가
 , , ,

2)

15 14
 , , , ,
 .
 < -12 >

(:)

	FP(4)	FP(6)	(5)
	4	6	4
	0	0	1

: 가

40%가 FP , 20%

50% 가 가 FP

< -13 >

(: %)

	FP(4)	FP(6)	(4)
	40.0	12.5	25.0
	20.0	37.5	25.0
	20.0	12.5	0.0
	20.0	37.5	50.0

: 가

FP , 30
 40 54.3%, 40 50 45.1% , 30
 0.6% , FP 30 40
 78.4% , 40 50 21.6%
 . 30 40 55.1% 가 , 4
 0 50 39.8%, 50 4.1% .
 , FP 40.0 , FP
 38.3 , 38.1

< -14 >

(: %,)

	FP(3)			FP(4)			(5)		
	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002
30	1.0	1.6	0.6	0.0	0.0	0.0	-	-	1.0
30 40	65.7	60.0	54.3	89.7	81.3	78.4	-	-	55.1
40 50	33.3	37.6	45.1	10.3	18.8	21.6	-	-	39.8
50	0.0	0.8	0.0	0.0	0.0	0.0	-	-	4.1
	100.0	100.0	10.0	100.0	100.0	100.0	-	-	100.0
	38.3*	39.3*	40.0*	37.7	37.9	38.3	-	-	38.1

: * 2

FP ,
 1 16.0% 가 , 1 2 12.0%, 2 3
 8.6%, 3 4 10.9%, 4 52.6%
 . FP 1 2 69.4% 가 ,
 1 18.4%, 2 3 8.2%, 3 4 4.0%, 4
 0% 2
 , 4 89.3% 가
 가 FP
 . FP 4.3 , FP 2.0 ,
 8.8
 . FP
 가 ,

< -15 >

(: %,)

	FP(4)			FP(4)			(5)		
	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002
1	14.1	23.5	16.0	-	56.8	18.4	-	-	3.3
1 2	13.1	9.8	12.0	-	38.6	69.4	-	-	2.5
2 3	15.2	11.4	8.6	-	4.5	8.2	-	-	2.1
3 4	15.2	14.4	10.9	-	0.0	4.0	-	-	2.8
4	42.4	40.9	52.6	-	0.0	0.0	-	-	89.3
	100.0	100.0	100.0	-	100.0	100.0	-	-	100.0
	4.1*	3.9*	4.3*	-	1.5	2.0	-	-	8.8

: * 3

3. (compensation)

가.

1)

(basic salary)

가

가

가 . ,

2)

FP 3.3% , FP 96.7%
 , FP 11.5%
 88.5% ,
 24.5% 75.6% , FP
 1 FP 10.5%
 , 38.2% FP 3

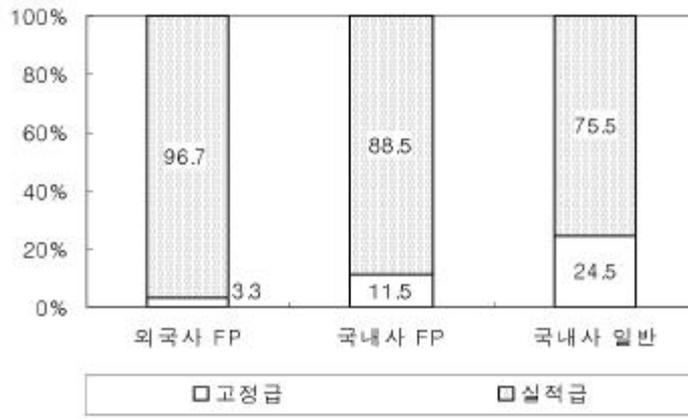
< -16 >

(FY2002)

(: %)

	FP(5)		FP(6)		(5)	
1	10.5	89.5	34.0	66.0	38.2	61.8
1 2	1.8	98.3	10.2	89.8	22.0	78.0
2 3	0.5	99.5	0.9	99.1	18.8	81.2
3	0.5	99.5	0.8	99.3	18.9	81.1
	3.3	96.7	11.5	88.5	24.5	75.6

< -3> (FY2002)



가

70.6%, FP 71.7%, 35.1% 가 FP 30.0%,
 FP 10.0%, 21.7%가
 19.4%, FP 25.0%, 39.2% FP
 FP
 가
 가

< -17>

(: %)

	FP(3)	FP(6)	(5)
	70.6	71.7	35.1
	30.0	10.0	21.7
	19.4	25.0	39.2
	0.0	0.0	5.2
	0.0	0.0	0.0

: 가

FP
 . FP 10.8
 , FP 10.2
 ,
 6.2 FP 4.6
 .

< -18>

(:)

FP(4)	FP(6)	(5)
10.8	10.2	6.2

FP
 , FP 1,067
 1,633 1.5
 FP 1,080 , 2,160

2.0 FP 가
 338
 FP 30% , 1,250 FP
 76%
 3.7 FP
 가

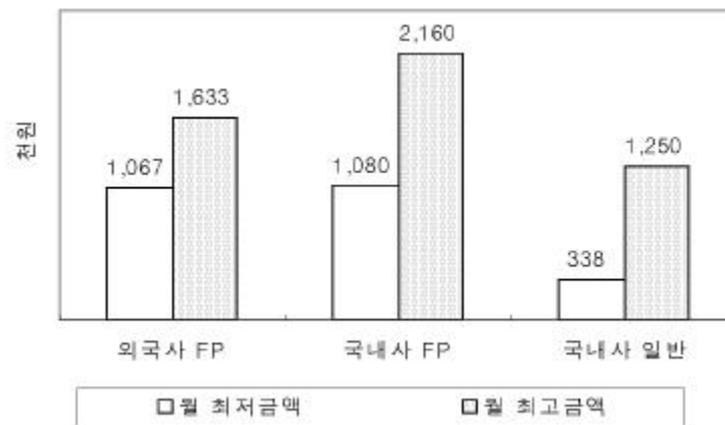
< -19>

(: ,)

FP(3)			FP(5)			(4)		
1,067	1,633	1.5	1,080	2,160	2.0	338	1,250	3.7

< -4>

(FY2002)



FP 12 2 , 24 2
 18
 FP 12 3 , 24 2 , 25 1
 FP 18.1
 20 1 , 24 2 , 25 1
 , 36 1 25.8
 가

< -20>

(:)

FP(4)		FP(6)		(5)	
2	12	3	12	1	20
2	24	2	24	2	24
		1	25	1	25
				1	36
	18.0		18.1		25.8

가

가

FP 41.3% 1
 21.4% , 29.9% 1 2
 37.2% 15.0%
 2 3 19.9% ,
 6.9% 3 4 , 4 11.1%,
 10.4% (< -9>, < -21>).

28.9% 1
 20.7% , 13.5% 1
 2 12.6% . FP 1
 2
 , FP 가

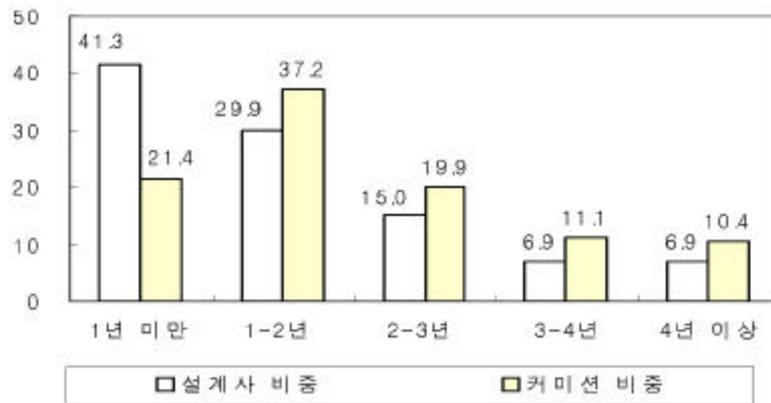
< -21>

(: %)

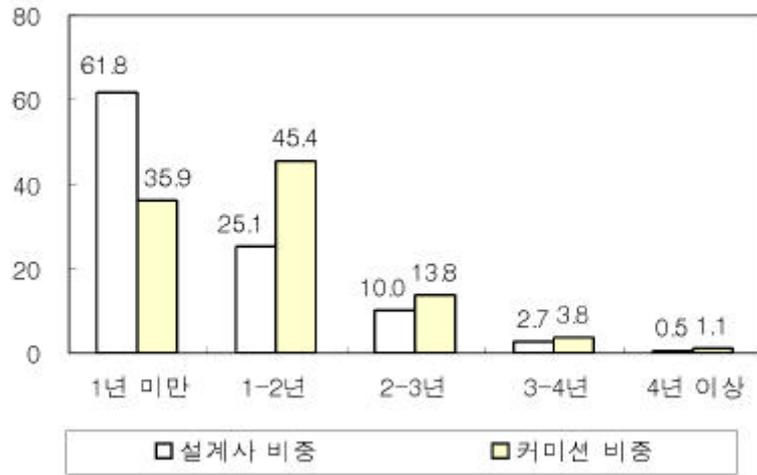
	FP(3)			FP(4)			(4)		
	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002
1	34.6	28.5	21.4	-	49.3	35.9	-	20.9	20.7
1 2	34.3	35.5	37.2	-	39.6	45.4	-	16.9	12.6
2 3	20.7	18.9	19.9	-	8.7	13.8	-	14.1	14.2
3 4	6.7	11.5	11.1	-	2.4	3.8	-	11.8	13.0
4	3.7	5.8	10.4	-	0.0	1.1	-	36.3	39.5
	100.0	100.0	10.0	100.0	100.0	100.0	100.0	100.0	100.0

< -5>

(FP , FY2002)



< -6> (FP , FY2002)



< -7> (, FY2002)



1 .

FP 1 36,099 ,

FP 26,470 , 14,754

FP .

FP 1 18,688 , 1

2 44,896 , 2 3 48,017 , 3 4

57,851 , 4 54,615 , FP

1 14,609 , 1 2 45,508 , 2 3

34,756 , 3 4 35,841 .

1 10,652 , 1 2 14,366 , 2

3 18,815 , 3 4 24,600 , 4 15,146

.

FP

4 1 가

3 4 , 4

. FP 1

1 2 , 3 4

1 3.1

FP 가 가

.

, 4

가 4

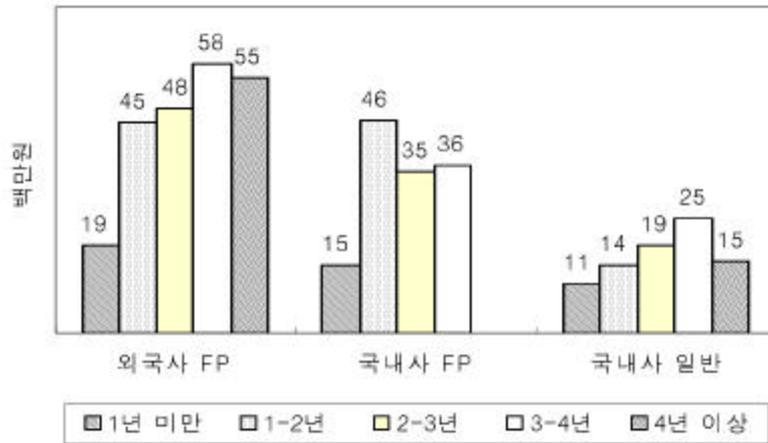
가 FP ,

가 4

< -22> 1 ()
(: %,)

	FP(3)			FP(3)			(4)		
	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002
1	15.3	16.0	18.7	-	16.5	14.6	-	7.8	10.7
1 2	33.9	39.8	44.9	-	52.4	45.5	-	11.6	14.4
2 3	38.3	48.1	48.0	-	53.2	34.8	-	16.2	18.8
3 4	28.3	52.0	57.9	-	48.5	35.8	-	18.1	24.6
4	27.6	39.3	54.6	-	-	-	-	12.7	15.1
	23.9	29.2	36.1	-	25.3	25.1	-	11.4	14.8
1	100	100	100	-	100	100	-	100	100
1 2	222	248	240	-	318	312	-	150	135
2 3	251	300	257	-	323	238	-	209	177
3 4	186	324	310	-	294	245	-	233	231
4	181	245	292	-	-	-	-	163	142

< -8> (, FY2002)



FP

2 5 ,

FP 6 4 . ,

FP

< -24 >

(: %,)

	FP(2)			FP(3)			(1)		
	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002	FY2000	FY2001	FY2002
	12.8	13.8	14.9	-	64.2	32.3	35.3	35.6	48.8
	54.7	61.5	68.2	-	13.6	40.0	0.0	0.0	0.0
	32.5	24.6	16.8	-	22.3	27.7	64.7	64.4	51.2
	100.0	100.0	10.0	-	100.0	100.0	100.0	100.0	100.0
	247.7	285.3	252.6	-	52.2	63.9	118.1	127.8	108.1

4.

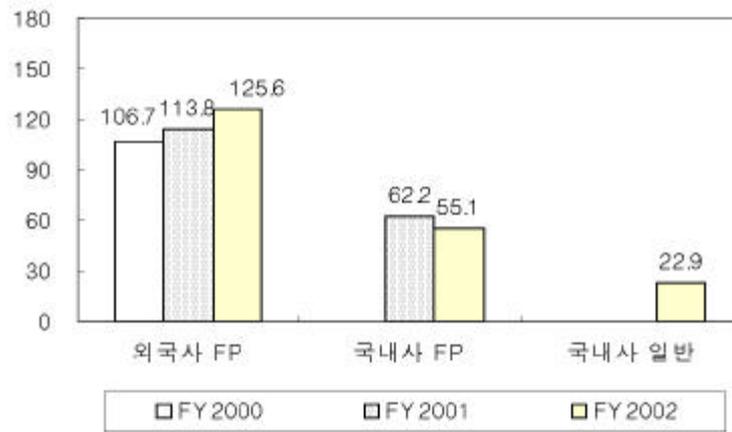
가.

1 FP FY2000 106.7 ,
 FY2001 113.8 , FY2002 125.6 가 ,
 FP FY2001 62.2 FY2002 55.1 .
 FY2002 1 22.9
 (< -9 >).

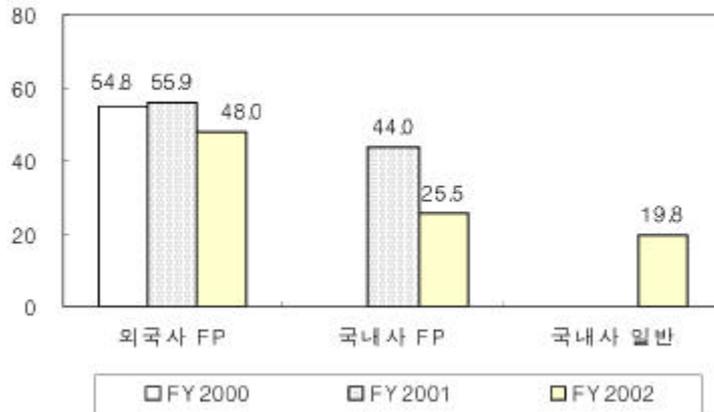
1 FP FY2000 54.8
 , FY2001 55.9 , FY2002 48.0 FY2002

FP FY2001 44.0 FY2002 25.5
 FY2002 1 19.8
 (< -10>).

< -9> 1 (FY2002)



< -10> 1 (FY2002)



1 FY2000 1 2 , FY2001 1 3 , FY2002 1 6
 , FP FY2001 1 4 FY2002 1 2
 가 . 1 5

< -25 >

(: ,)

	FP(4)			FP(4)		(3)
	FY2000	FY2001	FY2002	FY2001	FY2002	FY2002
1	106.7	113.8	125.6	62.2	55.1	22.9
1	54.8	55.9	48.0	44.0	25.5	19.8
1	102.1	129.5	159.2	103.5	119.3	50.5

.

13

FP

FY2000 67.1%, FY2001 75.2%, FY2002 74.4%

, FP FY2001 58.2%, FY2002 55.3% ,
 FY2002 24.9% FP 33.5%

(< -11 >).

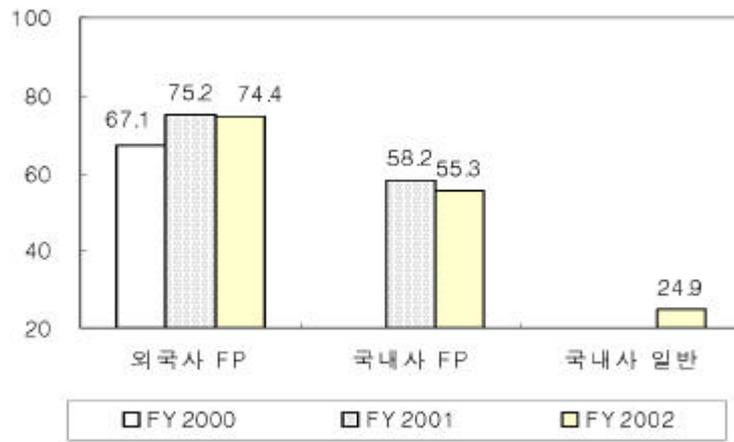
25 FP FY2000 60.6%, FY2001 68.6%, FY2002 71.7% , FP

1 FY2002 24.0%, 17.0%

, FP , FP

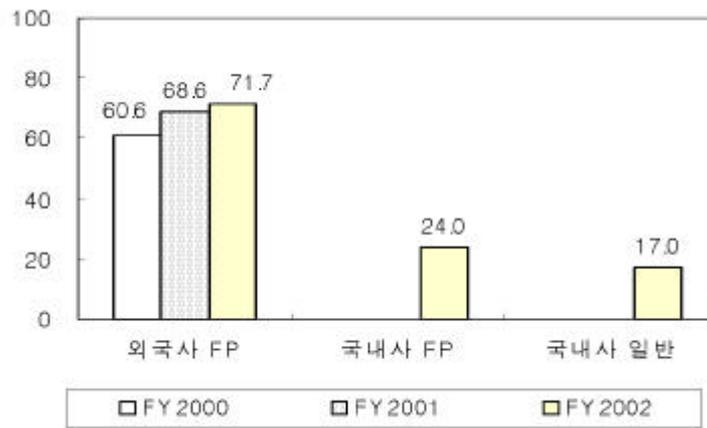
(< -12 >).

< -11> 13



: FP 4 , LP 5 ,
4

< -12> 25



: FP 3 , LP 1

37 FP
 , FP FY2000 42.1%,
 FY2001 49.0%, FY2002 58.6%
 17.0% , FP

< -26 >

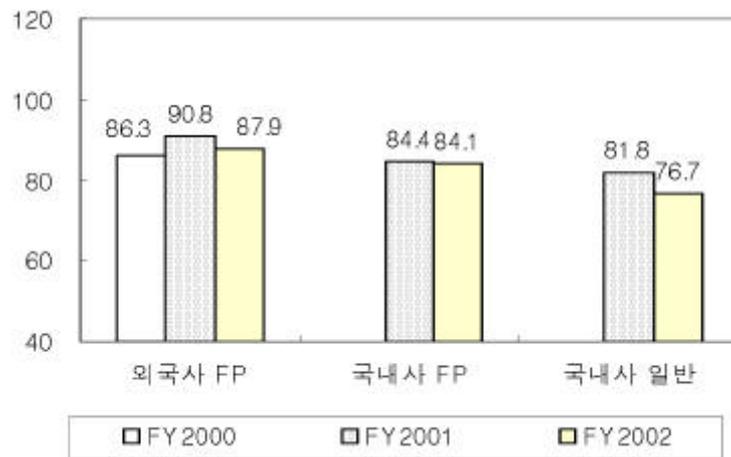
(: %)

	FP(3)			FP(4)		(4)
	FY2000	FY2001	FY2002	FY2001	FY2002	FY2002
13	67.1	75.2	74.4	58.2	55.3*	24.9
25	60.6	68.6	71.7	-	24.0**	17.0**
37	42.1	49.0	58.6	-	-	-

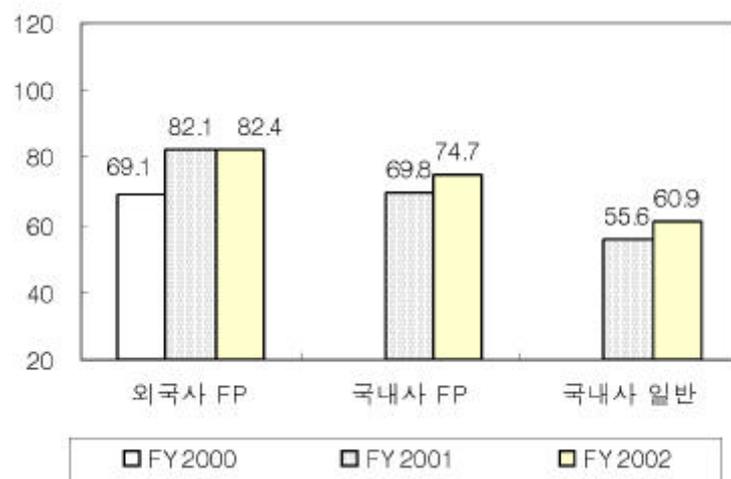
: * 5 , ** 1

, 13
 FP FY2000 86.3%, FY2001 90.8%, FY2002 87.9%
 , FP FY2001 84.4%, FY2002 84.1%
 FY2001 81.8% FY2002 76.7%
 FP 11.2%p (< -13 >).
 25 FP FY2000 69.1%, FY2001
 82.1%, FY2002 82.4% , FP FY2001 69.8%,
 FY2002 74.7% . FY2001 55.6% FY2002
 60.9% , FP 11.5%p
 , 가 (<
 -14 >).

< -13> 13



< -14> 25



, FP 37

FY2001 68.7%, FY2002

74.7%

< -27 >

(: %)

	FP(3)			FP(4)		(4)	
	FY2000	FY2001	FY2002	FY2001	FY2002	FY2001	FY2002
13	86.3	90.8	87.9	84.4	84.1	81.8	76.7*
25	69.1	82.1	82.4	69.8**	74.7	55.6*	60.9
37	-	68.7	74.7	-	-	-	-

: * 3 , ** 2

5.

(product mix)가

FP

1

가

FP

가

8),

가

가

(input)

(process)

(output)가

8)

가.

. 가 , FP
 89.5%가 가 ,
 ,
 , FP 92.5%(FP 98.1%)가
 , 3 .
 FP
 가 .
 , (middle-lower market) ,
 (upper-income market)
 가 ,
 ,
 가 .
 가 , ,
 ,
 (activity) ,
 .
 .
 FP , ,
 . FP
 , , FP

(96.7% 75.6%) 가가
 1.3 ()
) 3.6 ()
 5
 FP
 - (), - ()
 , FP
 , FP
 FP 가 , ,
 FP
 가
 6 9).
 FP 3
 , FP
 ,

9) LIMRA INTERNATIONAL, *Investing in New Agents: A Cost Blueprint*, 1999.