THE INFLUENCE OF CUSTOMER RELATIONSHIP MANAGEMENT ON HEALTH PRODUCT BUSINESS: A CASE OF SMALL & MEDIUM ENTERPRISE IN THAILAND

By

Chaiwat Kanitwaranun

A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree

DOCTOR OF PHILOSOPHY

Program of Social and Administrative Pharmacy

Graduate School

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อิทธิพลของการบริหารลูกค้าสัมพันธ์ต่อธุรกิจผลิตภัณฑ์สุขภาพ :
กรณีของวิสาหกิจขนาดกลางและขนาดย่อมในประเทศไทย

โดย
นายชัยวัฒน์ คณิตวรานันท์

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....

(Assoc. Prof. Sirichai Chinatangkul, Ph.D.)

Dean of Graduate School

................/.................../............

The Thesis advisors

1. Prof. Chomchin Chantaraskul, Ph.D.

2. Asst. Prof. Somjate Waiyakarn, Ph.D.

3. Assoc. Prof. Sindhchai Keokitichai, Ph.D.

The Thesis Examination Committee

....Chairman

(Asst. Prof. Pagamas Maitreemit, Ph.D.)

25 / May / 2010

....Member

(Prof. Chomchin Chantaraskul, Ph.D.)

24 / May / 2010.

....Member

(Asst. Prof. Somjate Waiyakarn, Ph.D.)

May / 24 / 2010

....Member

(Assoc. Prof. Sindhchai Keokitichai, Ph.D.)

24 / May / 2010

C. Changchenkit ....Member

(Assoc. Prof. Chuenjit Changchenkit)

24 / May / 2010

45354903: สาขาวิชาเภสัชศาสตร์สังคมและการบริหาร

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หลังจากที่ได้สร้างโครงร่างแนวคิดเริ่มต้นของการบริหารลูกค้าสัมพันธ์ซึ่งมาจากแนวคิดของ Payne และ Frow ขึ้นมาจากการ ทบทวนวรรณกรรมและการสัมภาษณ์ผู้เชี่ยวชาญแล้วนั้น ได้มีการจัดตั้งบริษัทชื่อ กรีนนี่ เฮลท์ (ประเทศไทย) จำกัด และได้มีการ พัฒนาแบบสอบถามที่ใช้กับลูกค้าและบริษัทขึ้นแล้วนำไปทดสอบความถูกต้องกับผู้เชี่ยวชาญ รวมถึงทดสอบความน่าเชื่อถือพบว่ามี ค่าสัมประสิทธิ์อัลฟาครองบาทช์เท่ากับ 0.9234 ทำให้ได้แบบสอบถามเสร็จสิ้นสมบูรณ์พร้อมที่จะนำมาใช้ได้ นอกจากนี้ได้มี กิจกรรมให้กับกลุ่มประชาชนโดยมีการสื่อสารทางการตลาดที่ให้ความสำคัญกับคุณค่าหลักของบริษัท ประโยชน์ของผลิตภัณฑ์ ประโยชน์ของสมาชิก และรางวัลที่สมาชิกจะได้รับ และจดหมายข่าวยังได้ถูกส่งไปให้กับสมาชิกเป็นจำนวนสองครั้งและมีการจัด สัมมนาให้กับสมาชิกเป็นจำนวนหนึ่งครั้ง การบริหารข้อมูลได้มีการจัดทำขึ้นเพื่อสนับสนุนการจัดกลุ่มของลูกค้าและเพื่ออำนวย ความสะดวกให้กับการสื่อสารทางการตลาด ระบบเทคโนโลยีสารสนเทศและการใช้งานด้านโปรแกรมถูกใช้เพื่อเน้นงานข้อมูล ลูกค้า การจัดหมวดหมู่ลูกค้า และการค้นหาลูกค้า หลังจากนั้นได้มีการส่งแบบสอบถามให้กับสมาชิกทั้งสิ้น 135 คนแต่มีสมาชิกตอบ กลับมาจำนวน 121 คนรวมถึงพนักงานบริษัทจำนวน 5 คนได้ตอบแบบสอบถามด้วย ขณะเดียวกันได้มีการสัมภาษณ์ทางโทรศัพท์ กับสมาชิกจำนวน 5 คนเพื่อจะค้นหาแนวคิดของลูกค้า และมีการวิเคราะห์ผลด้วยการวิเคราะห์การถดถอยพหุคูณโดยวิธี Stepwise

ผลการศึกษาที่ได้พบว่า การพูดปากต่อปากและการขายผลิตภัณฑ์อื่นร่วมด้วยในขบวนการสร้างคุณค่า การเก็บข้อมูลใน ขบวนการบริหารข้อมูล รวมถึง การประเมินผลและผลกำไรที่ได้ในขบวนการประเมินผลงาน มีบทบาทสำคัญต่อการสร้างความพึง พอใจให้กับลูกค้า ปัจจัยสำคัญที่ส่งผลต่อความจงรักภักดีของลูกค้าได้แก่ การขายผลิตภัณฑ์ในปริมาณที่มากขึ้น การขายผลิตภัณฑ์ อื่นร่วมด้วย คุณค่าของผลิตภัณฑ์ และ การได้สมาชิกใหม่ในขบวนการสร้างคุณค่า รวมถึงความพึงพอใจในการใช้ไปรษณีย์อิเล็ก ทรอนิกส์ในขบวนการผสมผสานช่องทางการสื่อสารหลายทาง เป็นต้น และสุดท้ายพบว่า ความสะดวกในการรับข้อความสั้น ๆ และ การผสมผสานการสื่อสารในขบวนการผสมผสานช่องทางการสื่อสารหลายทาง และการเก็บข้อมูลในขบวนการบริหารข้อมูล รวมถึง การประเมินผลและผลกำไรที่ได้ในขบวนการประเมินผลงานมีผลกระทบที่สำคัญต่อการรักษาลูกค้า ที่กล่าวถึงมานั้นเป็นปัจจัยหลัก ที่ส่งผลกระทบต่อผลที่ได้จากการบริหารลูกค้าสัมพันธ์ในธุรกิจผลิตภัณฑ์สุขภาพ นอกจากนั้นการวิจัยทางคุณภาพพบว่า ปัจจัยขับ เคลื่อนที่จะเพิ่มผลที่ได้ของการบริหารลูกค้าสัมพันธ์ได้แก่ การรับรู้คุณภาพในคุณค่าผลิตภัณฑ์ การสื่อสารในขบวนการผสมผสาน ช่องทางการสื่อสารหลายทางอย่างมีประสิทธิภาพ การจัดการรณรงค์ความจงรักภักดี และการบริการที่พิเศษ เป็นต้น จุดสื่อสารที่ น่าสนใจจะเป็นการสื่อสารโดยตรงกับลูกค้า ไม่ว่าจะเป็นการออกงานร้านแสดงผลิตภัณฑ์ การจัดสัมมนา ร้านจำหน่ายผลิตภัณฑ์ และผู้แทนจำหน่าย ในการบริหารลูกค้าสัมพันธ์ให้ประสบความสำเร็จนั้น บริษัทจะต้องเริ่มต้นจากขบวนการพัฒนากลยุทธ์และต้อง ให้ความสำคัญกับคุณค่าอย่างต่อเนื่อง

อย่างไรก็ตาม ผลที่ได้เหล่านี้เป็นผลที่ได้จากทัศนคติ ไม่ใช่ผลที่ได้จากพฤติกรรมถึงแม้ว่าจะเป็นการศึกษาในเชิงปฏิบัติ โครง ร่างการบริหารลูกค้าสัมพันธ์นี้ยังให้ความสำคัญกับขบวนการ ดังนั้นควรจะมีการพัฒนางานศึกษาที่ให้ความสำคัญกับยุทธวิธีต่อไป ระยะเวลาที่ให้กิจกรรมรวมถึงการลงทุนด้านงบประมาณถือว่าเป็นข้อจำกัดในการศึกษาวิจัยครั้งนี้

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KEY WORD: CUSTOMER RELATIONSHIP MANAGEMENT, CUSTOMER SATISFACTION, CUSTOMER RETENTION, CUSTOMER LOYALTY, HEALTH PRODUCT

CHAIWAT KANITWARANUN: THE INFLUENCE OF CUSTOMER RELATIONSHIP MANAGEMENT ON HEALTH PRODUCT BUSINESS: A CASE OF SMALL & MIDIUM ENTERPRISE IN THAILAND. THESIS ADVISORS: PROF. CHOMCHIN CHANTARASKUL, Ph.D., ASST. PROF. SOMJATE WAIYAKARN, Ph.D., AND ASSOC. PROF. SINDHCHAI KEOKITICHAI, Ph.D., 133 pp.

After initial customer relationship management (CRM) conceptual framework, originated from Payne and Frow's concept, had already been established from literature reviews and expert interviews, the company – namely Greenie Health (Thailand) – had been set up. Customer and company side questionnaires were developed and then were validated with the experts and run the reliability test. The Cronbach's alpha coefficient of the questionnaire is 0.9234. The final questionnaire was completed. Intervention was input to the population. Marketing communication had been focused on key value of company, product benefits, and member benefits as well as rewards. Newsletters were sent out to the members two times and member seminar was held one time. Information management had been implemented to support customer segmentation and to facilitate marketing communication. IT system and software application were focused on customer profile, customer category, and customer tracking. Afterwards, the completed questionnaires were sent out to 135 members. 121 samples complete the survey and 5 company staffs were surveyed as well. At the same time, 5 phone interviews were run to find out customer insight. The data was analyzed by multiple regression with stepwise technique.

The results showed that words of mouth and cross-selling in value creation, data storage in information management as well as evaluation and profit in performance assessment played an important role on customer satisfaction. The key factors affecting customer loyalty were up-selling cross-selling, product value, and new member in value creation as well as e-mail satisfied in multichannel integration. Lastly, SMS convenience and integration in multichannel integration, data storage in information management as well as profit and evaluation in performance assessment had a crucial impact on customer retention. These were the major factors influencing CRM results in health product business. Moreover, qualitative research showed that the key drivers to enhance CRM outcomes were perceived quality of product value, effective communication in multichannel integration, loyalty campaign, and special service. Attractive contact point was face-to-face basis, including booth exhibition, workshop, shop and sales force. To accomplish successful CRM implementation, the company must start with strategy development process and keep focusing on value.

However, these results were attitudinal, not behavioral outcomes, even in the empirical study. This CRM framework also focused on process-oriented so tactic-oriented one should be developed in a practical way later. Intervention period and budget investment were the constraints in this study.

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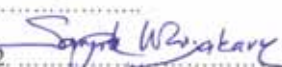Student's signature...

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ACKNOWLEDGEMENTS

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CHAPTER 1

INTRODUCTION

This chapter starts with the statement and significance of the problems. Objectives and research problems were identified to find out the way to explore. Definitions of some issues were set to make the same understanding and to scope the area of this dissertation.

1. Statements and Significance of the Problems

In the early 20th century, business paradigm was mainly product-oriented. Companies sold what they had and did not response customers so much. The concept was continued into the 1920s and manufacturers faced increased competition and, as a result, companies started to focus on selling as the foundation of marketing initiative. Consequently, the paradigm was then moved to sales-oriented. However, in the middle of 20th century, many companies realized that they should produce what customers want. Finally, the paradigm was shifted to customer-oriented, including customer orientation, an integration of marketing activities, and long-term profitability (Barnes, 2001). The three stages of a new marketing paradigm (Kotler, Jane and Maesincee, 2002), as shown in table 1, were also mentioned in the same way. The idea starts from selling concept which focuses on hunting down prospects and using the mass-persuasion power of advertising and the individual-persuasion power of personal selling, and then moves to marketing concept which stresses on developing appropriate segment-based offerings and marketing mixes and delivering high customer satisfaction and then customer loyalty contributing repeated purchasing and leading to high profits, and finally shifts to holistic marketing concept which emphasizes on integrating the value exploration,

value creation, and value delivery activities with long-term mutual profits among key stakeholders– consumers, collaborators, employees, shareholders, and communities.

Table 1: The Three Stages of a New Marketing Paradigm

Name	Starting Point	Focus	Means	Ends
Selling concept	Factory	Products	Selling and promoting	Profits through sales volume
Marketing concept	Customers' varying needs	Appropriate offerings and marketing mixes	Market segmentation, targeting, and positioning	Profits through customer satisfaction
Holistic marketing concept	Individual customer requirements	Customer value, company's core competencies, and collaborative network	Database management and value chain integration linking collaborators	Profitable growth through capturing customer share, customer loyalty, and customer lifetime value

In addition, Ed Peelen (2005) showed that customers would play a crucial role in the transition of product – or market - oriented organizations into customer – oriented ones. Focusing on new marketing concept, Kotler (1997) depicted in details that it comprises four pillars: target market, customer needs, integrated marketing, and profitability. The idea, as illustrated in figure 1, starts with a well-defined target market, focuses on customer wants and needs, integrates all marketing activities or contact points and finally satisfies customers to produce profitability.

| Target Market | Customer Needs | Integrated Marketing | Profits through customer satisfaction |
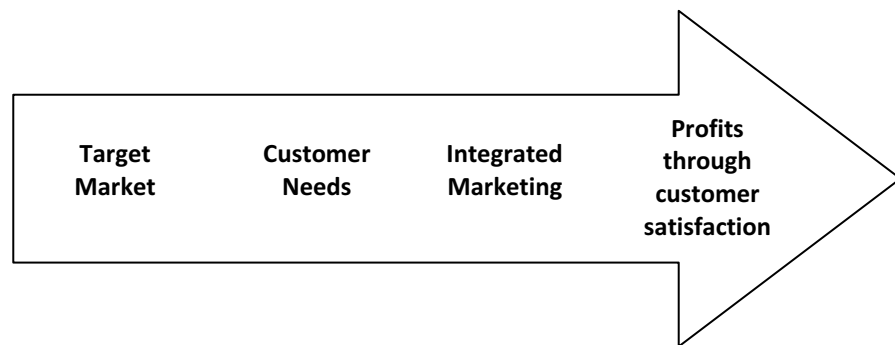
Figure 1: The Marketing Concept

Empirically, long-term customer satisfaction should be the goal of all marketing activities, indeed of all organization (Barnes, 2001). The focus of a relationship-based approach to doing business is an understanding of what the customer wants and needs and a view of the customer as a long-term asset who will provide a stream of earnings as long as their needs are satisfied. The view that successful marketing meant having a great product and a great price was no longer seen to be sufficient. That is not to say that product and price are not important but rather that having them is not sufficient to guarantee marketing success in the form of customer retention, loyalty and a long-term mutually beneficial relationship. The focus of marketing has shifted to include both customer retention and customer loyalty as well. This retention is achieved through long-term customer satisfaction, based on the creation of value for customers. When customers feel they have received value, they will reward the company with loyalty. They would come back if they are satisfied. To create customer satisfaction, retention or loyalty, something of value must be offered.

Kotler, Jane & Maesincee (2002) stressed that, to achieve profitable growth through capturing customer share, customer loyalty, and customer lifetime value, one of the most important parts is value delivery and one of key strategies to do that is customer relationship management (CRM) as shown in figure 2. It allows the company to discover the potential customers, their behaviors and individual needs.
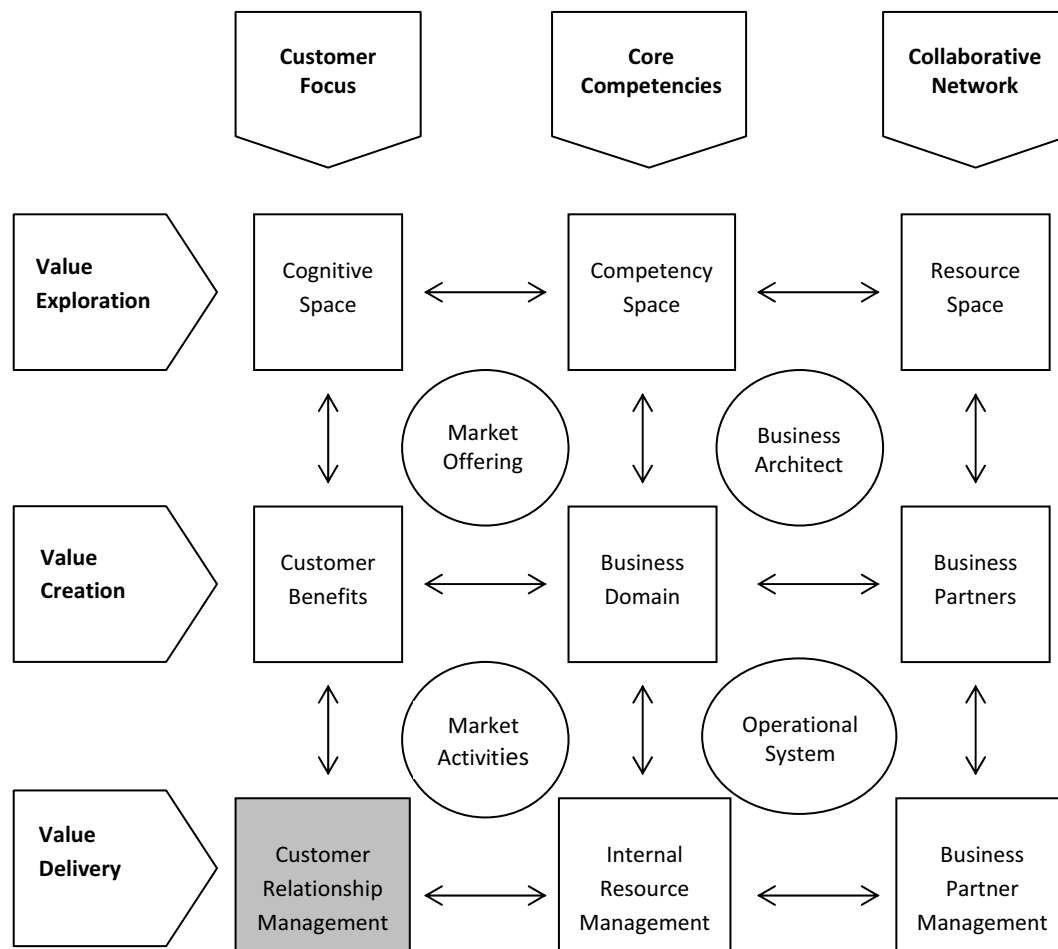
Figure 2: A Holistic Marketing

CRM is absolutely cited as the critical part of many new marketing concepts. For more instance, Jones (2002) introduced that CRM has been rediscovered as a major tenet of customer retention – driven by the increasing market complexity and competition and by several studies that have highlighted the benefits of customer management. Ed Peelen (2005) mentioned that relationship marketing, now named CRM, was again high on the agenda of top management. As well, many researchers confirmed that CRM has attracted the expanded attention of practitioners and scholars and has emerged as one of the most important areas in marketing and in the overall management of the firm (Parvatiyar & Sheth, 2001).

As a strategic marketing tool, CRM can enhance relationship with one's customers and ultimately lead to greater customer loyalty, retention, and profitability (Ngai, 2005; p. 582). Javalgi, Martin & Young, (2006) agreed that the strategic outcomes of CRM are customer satisfaction, customer loyalty, customer retention, and ultimately enhanced customer lifetime value. Moreover, companies are becoming increasing aware of many potential benefits of CRM as follows (Kim, Suh & Hwang, 2003):

- Increased customer retention and loyalty

- Higher customer profitability

- Creation value for customer

- Customization of products and services

- Lower process, higher quality products and services

In case of CRM implementation in different market, businesses are forecasting great benefits in adopting an enterprise-wide integrated CRM strategy (Chan, 2005). For example, CRM can maximize underwriting results, support profitable growth, and expand customer relationship in the insurance industry and can pull together data from across a bank's systems, implement more targeted marketing efforts, and more response to customers in the banking industry. In pharmaceutical industry (Boothe, 2002), as the industry explores new technologies and faces economic change, many companies have begun to experiment the concept of customer centricity, known as Customer Relationship Management. CRM's value to pharmaceutical companies is not just near-term increase sales or market share but also the integration of insights and the long-term development of relationships with customers and physicians.

Ling (2001) mentioned about components of a CRM implementation that include enabling technology to support activities - for example, a data warehouse,

analysis tools, campaign management - , the skills to use the tool-kit intelligently and the culture to be customer-focused. However, technology is not only the answer for customer relationship management.

To avoid unsuccessful CRM implementation, key reasons for failure include the failure to create an enterprise-wide CRM strategy, the inability to integrate with legacy systems, and not having an approach to analytics (Chan, 2005, p. 32).

2. Goal and Objective

The objectives of this dissertation are to find out the initial CRM conceptual framework and then to explore which factors of that CRM would have an influence on the outcomes, for example, customer satisfaction, customer loyalty, and customer retention, in health product business. Finally, the qualitative analysis would be proceeded to support an explanation to those factors. The ultimate goal of this dissertation is to propose the crucial factors of CRM in real implementation, not in theory, particularly in a limited resources and budget constraints.

3. Research Question

In this dissertation, research questions were proposed as follows:

3.1 Does customer relationship management (CRM) have an influence on health product business?

3.2 What are the determinants of customer relationship management on customer satisfaction in health product business?

3.3 What are the determinants of customer relationship management on customer loyalty in health product business?

3.4 What are the determinants of customer relationship management on customer retention in health product business?

The answers were any options for entrepreneurs to utilize and execute CRM in their business and finally generate the maximize outcomes.

4. Definition of Term

To make the same understandings in this dissertation, some definitions must be identified as follows:

Customer Relationship Management (CRM) is the strategy for strengthening long-term relationship and enhancing customer value and shareholder value with individual key customers to increase customer satisfaction, customer retention, customer loyalty and finally profitability.

Health product business is a business of health products, which promote health status but not treat any diseases. The examples are like food supplement, herbal products, products which do not cause any diseases in the future.

High standard is the standard of products which are at least met the standard of trusted organization, such as Food and Drug Administrative.

Company is the newly established company, namely Greenie Health (Thailand). The company was strictly run under the initial CRM framework. Every single move of company, including business strategy and policy, marketing communication, and so on, was focused on the process of that CRM framework.

Member is the member of the company.

CHAPTER 2

LITERATURE REVIEW

This chapter provides a background of customer relationship management (CRM) which mentions the paradigm and the origin of CRM. CRM definition is also summarized and its continuum is demonstrated.

1. An Origin of CRM

As long as 50-60 years or more ago, do you remember the old grocery? Storekeepers were indeed practicing CRM and they knew mostly all customers by name. Not only that, but they knew how many people were in each customers' family, the stage of the children's education, some family backgrounds, and so on. Sometimes customers' children could stay and play in that grocery. Customers and their family felt empathy once they visited the store. However, CRM was not recognized during that period.

The term "CRM" began to grow in 1990s (Ling & Yen, 2001; Xu et al., 2002) and was emerged due to the efforts of the information technology (IT) vendor, as sales automation and calls center operations, and practitioner community in the mid-1990s (Payne & Frow, 2005; Osarenkhoe & Bennani, 2007). Ngai (2005) reported that the majority (37.1%) of the CRM articles, publicized during 2000-2002, is related to IT and IS because of its emerging from IT field.

Moreover, developed from relationship marketing, the term of CRM also overlaps with terms used to describe some programs. Temporal and Trott (2001) cited that customer relationship management is sometimes called customer relationship marketing, or just relationship marketing. Parvatiyar & Sheth (2001)

confirmed that, in the marketing literature, the term CRM and relationship marketing are used interchangeably. Osarenkhoe & Bennani (2007) also expressed, similarly, the origin of CRM that early relationship marketing aimed to obtain information about the customers' preferences or customer database and then evolved into "one-to-one marketing", creating more customized offers for their customers, and finally, CRM was developed to secure and manage one-to-one relations and to create a profitable customers with long-term relationship. Lastly, Ed Peelen (2005) mentioned that relationship marketing is now named CRM. Thus, relationship marketing, relationship management and CRM can be substituted in the marketing literature.

2. CRM Definition

After reviewed from many books and literatures regarding CRM, the concepts and ideas can be summarized in many ways. In an aspect of definition, the terminology of CRM is rich and it has evolved so quickly that neither business managers nor experts seem to agree on a common definition of CRM.

Before the mid 2000s, there is no universally agreed definition, although CRM has become widely recognized as an important approach (Ngai, 2005; Ling & Yen, 2001). It is not just a theoretical problem for marketing experts; it is also a practical problem for business and technology managers who focused on CRM. For instance, In Frederick Newell's book, *Loyalty.com: Customer Relationship Management in the New Era of Internet Marketing*, he defines it as *a process of modifying customer behavior over time by strengthening the bond between the customer and the company*.

Martha Rogers and Don Peppers, in *Enterprise One to One: Tools for Competing in the Interactive Age*, say the idea behind CRM is to *establish relationship with customers on an individual basis, and then use the information you gather to treat*

different customers differently. The exchange between a customer and a company becomes mutually beneficial, as customers give information in return for personalized service that meets their individual needs.

Some experts give more sweeping definitions of CRM, describing it as a business and technology discipline that helps companies acquire and retain most profitable customers. Others elaborate CRM as the implementation of customer-centric business strategies that drive re-engineering of work processes.

Stewart Deck, from Customer Relationship Management Research Center, defines CRM that is *a strategy used to learn more about customers' needs and behaviors to develop stronger relationships with them* and Fayerman (2002) summarized, in the same way, that CRM is a business strategy designed to optimize revenue and customer satisfaction but Dave Sutton, CEO of Zyman Marketing Group, deliberates more details that CRM is *the process to deliver the right messages to the right people at the right time in order to activate more purchasing and deliver value to the customer differently and better than the competition*

In point of technology, Paul Greenberg summarized the definition of CRM that is "*a philosophy and a business strategy, supported by a system and technology, designed to improve human interactions in a business environment*"

Even if CRM emerges from information technology but it is not seen only technology but also process, strategy, application and so on (Ling & Yen, 2001). More importantly, CRM technology is often incorrectly equated with CRM (Keinartz, Krafft, and Hoyer, 2004), and a crucial reason for CRM failure is focusing CRM as a technology initiative (Kale, 2004).

In addition, Payne and Frow (2005) gathered some definitions and descriptions of CRM in the appendix of their article as follows:

- CRM is data-driven marketing (Kutner & Cripps, 1997).

- CRM attempts to provide a strategic bridge between information technology and marketing strategies aimed at building long-term relationships and profitability (Glazer, 1997).

- CRM can be viewed as an application of one-to-one marketing and relationship marketing, responding to an individual customer on the basis of what the customer says and what else is known about that customer (Peppers, Rogers, & Dorf, 1999).

- CRM is a management approach that enables organizations to identify, attract, and increase retention of profitable customers by managing relationships with them (Hobby, 1999).

- CRM involves using existing customer information to improve company profitability and customer service (Couldwell, 1999).

- CRM includes numerous aspects, but the basic theme is for the company to become more customer-centric. Methods are primarily Web-based tools and Internet presence (Gosney and Boehm, 2000).

- CRM is an enterprise approach to understanding and influencing customer behavior through meaningful communication to improve customer acquisition, customer retention, customer loyalty, and customer profitability (Swift, 2000).

- CRM is an e-commerce application (Khanna, 2001).

- CRM is a term for methodologies, technologies, and e-commerce capabilities used by companies to manage customer relationship (Stone and Woodcock, 2001).

- CRM is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to creat superior value for the company and the customer (Parvitiyar and Sheth, 2001).

- CRM is about the development and maintenance of long-term, mutually beneficial relationships with strategically significant customers (Buttle, 2001).

- CRM is an enterprisewide initiative that belongs in all areas of an organization (Singh and Agrawal, 2003).

However, <u>after the mid 2000s</u>, the clear definition from some researchers, experts, and authors can be found and CRM in-depth information can be utilized effectively. CRM definitions can be summarized more strategically and unidirectionally.

Javalgi, Martin & Young, (2006) defined CRM is a strategic concept with incorporates the strategic outcomes of satisfaction, loyalty, customer retention and profitability while relying on technology to harness market-relevant data and guide decision making. Cunningham, Song & Chen (2006) showed, similarly, that CRM is a strategy that integrates concepts of knowledge management, data mining, and data warehousing to support an organization's decision-making process to retain long-term and profitable relationships with its customers.

The key meanings of CRM are rather scattered among strategy, process, development, application, and technology. However, Payne and Frow (2005) expressed their definition, being quite long and covering wide-angle meaning, that *"CRM is a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments.."*

So far, all gather definitions of CRM can be categorized and the key issues of CRM meaning are summarized as below:

Issue	Frequency
Managing relationship / Communication	10
Strategy	7
Selective / Key customers	6
Company profit	4
Approach	4
Technology	4
E-commerce	3
Acquiring customer	3
Retaining customer	3
Customer value	3
Application	2
Initiative, Development, Methodology, Integrating, All organization, Partnering, Company value, Customer loyalty	1 (each)

In conclusion, even there are many definitions and meaning of CRM, Payne and Frow' definition is preferred and inclusive but the final definition, for this dissertation, is more concise as below:

Customer Relationship Management (CRM) is the strategy for strengthening long-term relationship and enhancing customer value and shareholder value with individual key customers to increase customer satisfaction, customer retention, customer loyalty and finally profitability.

2.3   The CRM Continuum

Customer relationship management has evolved from technology-related issue to strategy-related one. Ngai (2005) reviewed articles, published in Marketing, Business and Management, and Information Technology (IT) and Information

Systems (IS) journals during 1992-2002 and found that 191 articles, 93 per cent of 205 CRM articles, were just publicized during 2000-2002. The majority of the articles (37.1%) is related to IT and IS because of its emerging from IT field. Thus, it is not surprising that IT issues would be focused in early stage of CRM.

Moreover, according to Payne & Frow (2005) ideas, CRM can be defined to three perspectives, as shown in figure 3. Elaborated in a case, firstly, some organizations invested a lot of budgets on IT solutions and system integration, for instance, sales force automation project. At this matter, CRM is defined narrowly and tactically as a particular technology solution. Secondly, others referred CRM to a wide range of customer-oriented IT and Internet solutions, so this CRM is represented a point near the middle of the continuum. Finally, CRM can be defined more strategic and holistic approach. Many researches and articles are mentioned more strategic ally (Payne & Frow, 2005; Osarenkhoe & Bennani, 2007; Parvatiyar & Sheth, 2001; Ngai, 2005; Peppers, Rogers, & Dorf, 1999; Swift, 2000; Buttle, 2001) and a lot of organizations also initiate CRM as a holistic approach to create shareholder value.
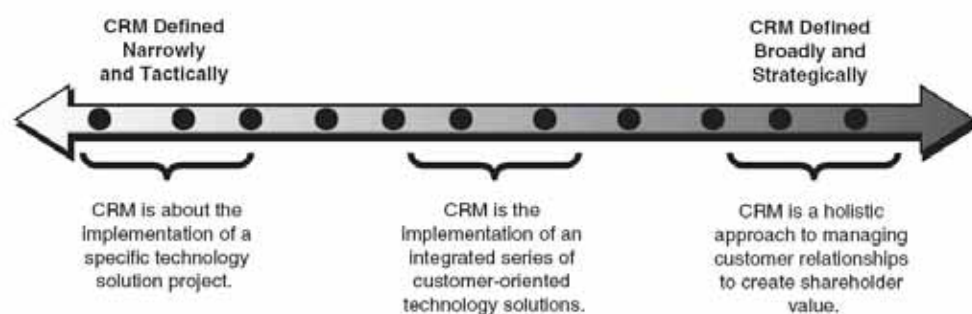
Figure 3: The CRM continuum

CHAPTER 3

CONCEPTUAL FRAMEWORK AND MODEL

This chapter elaborates many CRM frameworks and models. Those conceptual frameworks vary and present different aspect of CRM, including analytical, operational, and cooperative view. Key CRM communications are mentioned similarly among many frameworks. The CRM framework of Payne & Frow is proposed to be the origin of initial conceptual framework of the dissertation.

1. Models and Concepts of Customer Relationship Management

Some important CRM frameworks and models were reviewed, for example, Payne and Frow: CRM Framework, Osarenkhoe & Bennani (2007): An integrative framework for implementing CRM strategy, Ling & Yen (2001): Functional Components of CRM Architecture, Parvativar and Sheth (2001), Kim, Suh & Hwang, Javalgi, Martin & Young (2006), Fayerman (2002), Chan (2005).

The detailed and crucial CRM models and concepts were elaborated one by one. In an aspect of CRM components, Javalgi, Martin & Young (2006) proposed that a market-oriented organization takes market research information and transforms it into market intelligence information and then uses it for customer relationship management program. CRM is also defined as a strategic concept which incorporates the strategic outcomes of satisfaction, loyalty, retention and profitability while relying on technology to harness market-relevant data and guide decision making as illustrated in Figure 4.
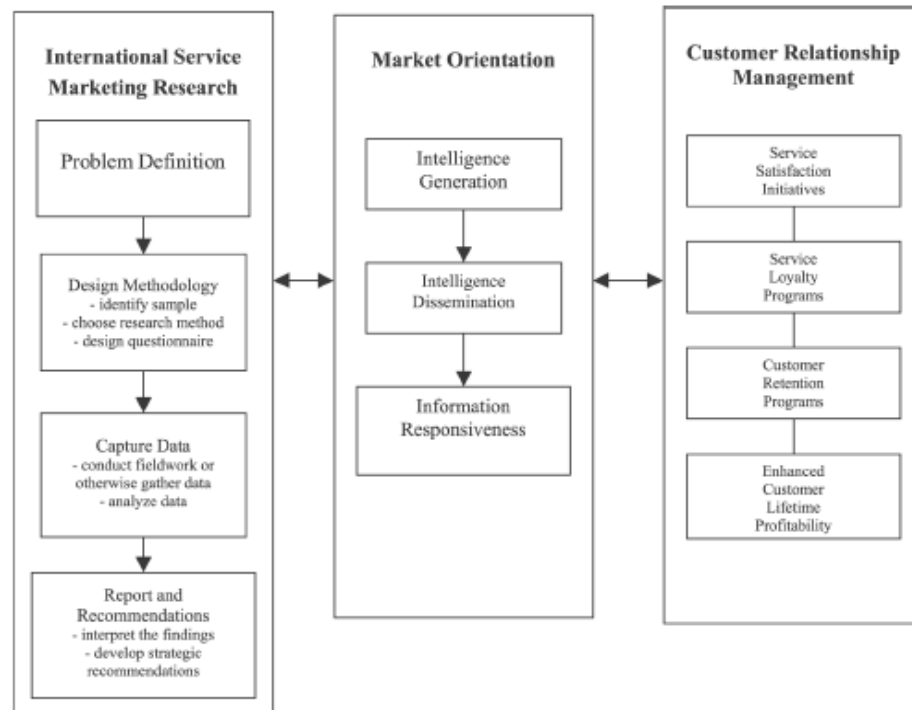
Figure 4: Framework for marketing research, market orientation, and CRM

Chan (2005) suggested an integrated framework for CRM, as depicted in Figure 5, including external CRM, conceptual CRM, and internal CRM. Different types of data from web-based transactions, call centers, point of sales, marketing surveys, mailing and other touchpoints can be consolidated via the conceptual CRM model creating useful customer information and knowledge. CRM process and technology implementations at the external and internal levels are also mapped to the conceptual model creating roadmap for the integration of data, processes and technologies.

Fayerman (2002) presented the CRM Ecosystem, shown in Figure 6, which is a component-based application that automates customer-related business processes. The major components are the operational CRM, the analytical CRM, and the collaborative CRM. The operational CRM involves the automation of horizontally integrated business processes regarding front-office customer touch points and back-office applications. The analytical CRM is created a data warehouse that feeds
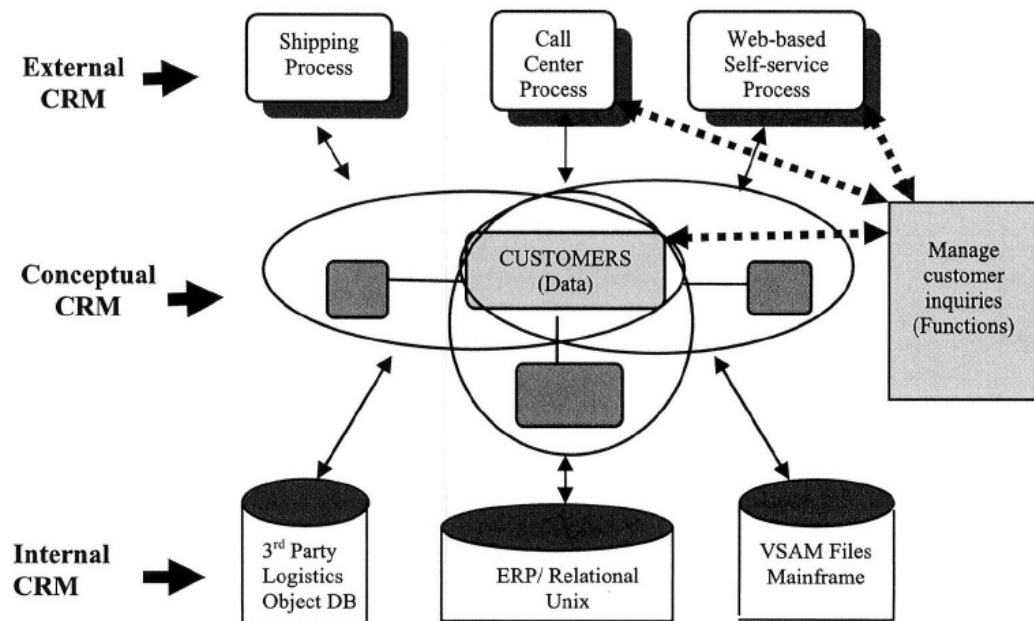
Figure 5: An integrated CRM framework
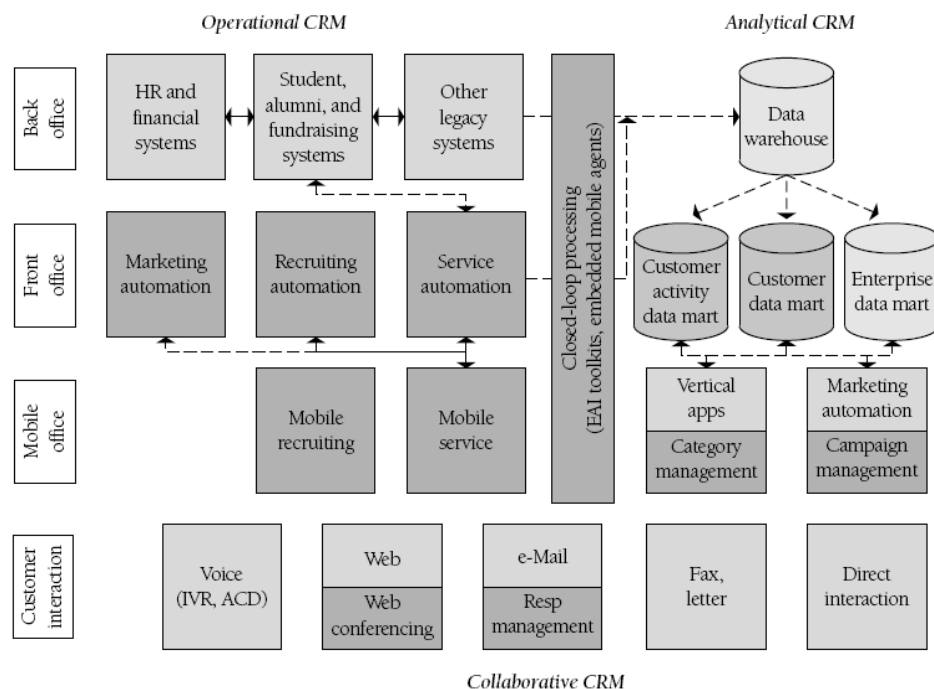
Figure 6: CRM ecosystem

various analytical applications and data marts. The objective of this component is to develop a panoramic view of customer. Collaborative CRM facilitates interaction between customers and companies. Marketing communication and customer interaction are included in this process.

Another model of Parvativar and Sheth (2001), as demonstrated in Figure 7, developed a four-stage CRM process framework, such as a customer relationship formation process; a relationship management and governance process; a relational performance evaluation process, and a CRM evolution or enhancement process. Firstly, the CRM formation process comprises defining the purpose of engaging in CRM; selecting parties for appropriate CRM programs; and developing programs or activity schemes for customer relationship engagement. Secondly, the relationship management and governance process helps in the maintenance, development, and execution aspects of CRM. It also helps in strengthening the relationship among relational partners, and if the process is satisfactorily implemented, it ensures the continuation of the relationship. Thirdly, the CRM performance metrics helps in taking corrective action in terms of relationship governance or in modifying relationship marketing objectives and program features. Loyalty and satisfaction are the key performance in marketing goals. Lastly, the CRM evolution process is the key function to deliver success or divest CRM program. For companies that can chart out their relationship evolution cycle and state the contingencies for making evolutionary decisions, CRM programs can be more systematic.

Similarly to earlier framework, Kim, Suh, and Hwang (2003) expressed, as in Figure 8, the cause-and-effect relationship and related perspectives in the CRM evaluation process. Four perspectives are demonstrated including customer knowledge, like customer information; customer interaction, like marketing communication or touch points; customer value, like customer loyalty and acquisition; and customer satisfaction, finally to increase profitability.
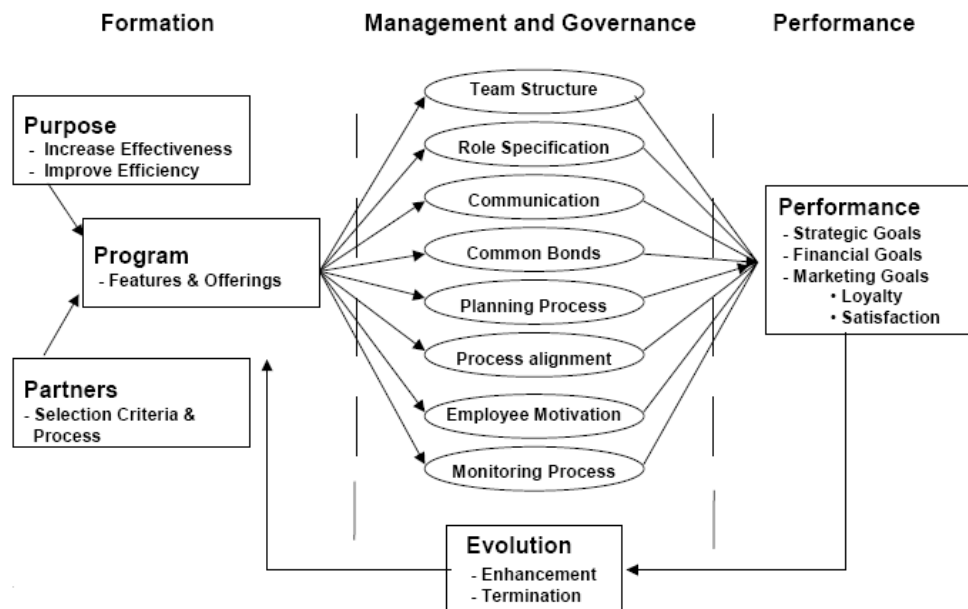
Figure 7: CRM framework
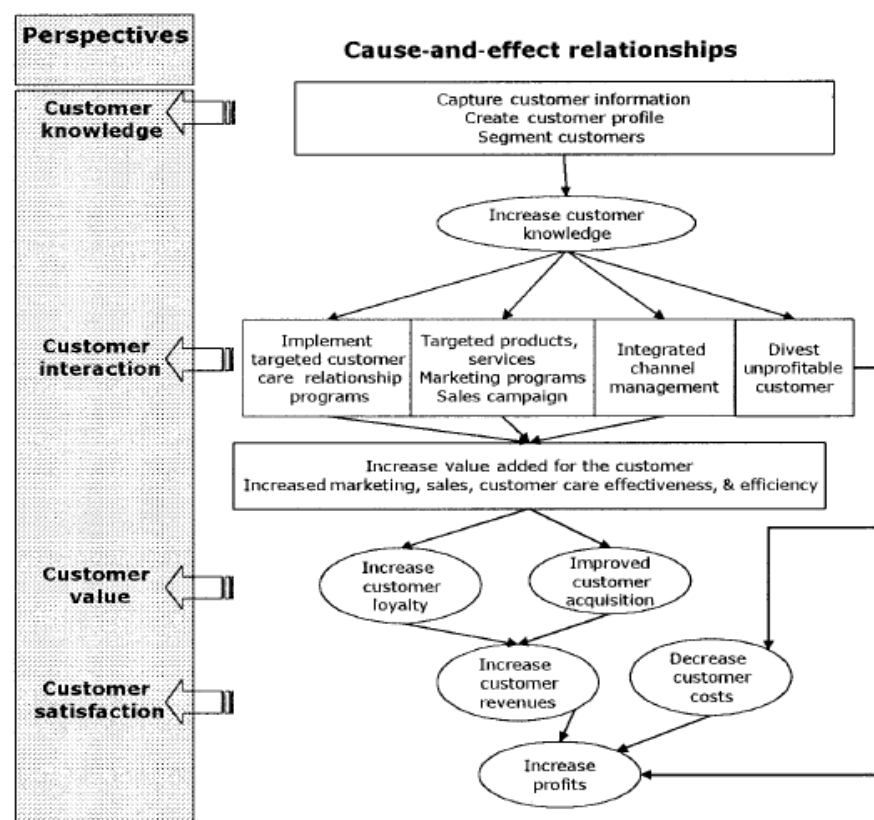
Figure 8: Cause-and-effect relationships and related perspectives in CRM process

Moreover, Kim, Suh, and Hwang (2003) showed, as illustrated in Figure 9, the evaluation process of CRM and examples of communication channel in CRM process, including service center, retail branch, call center, sales force, internet virtual community, e-mail, and others. Focusing on customer communication and information technology, Chen and Popovich (2003) presented customer touch points, including web-site and internet, e-mail, call center, voice response system, and kiosks. CRM technology and data warehouse are supportive to front and back office functions, as shown in Figure 10.
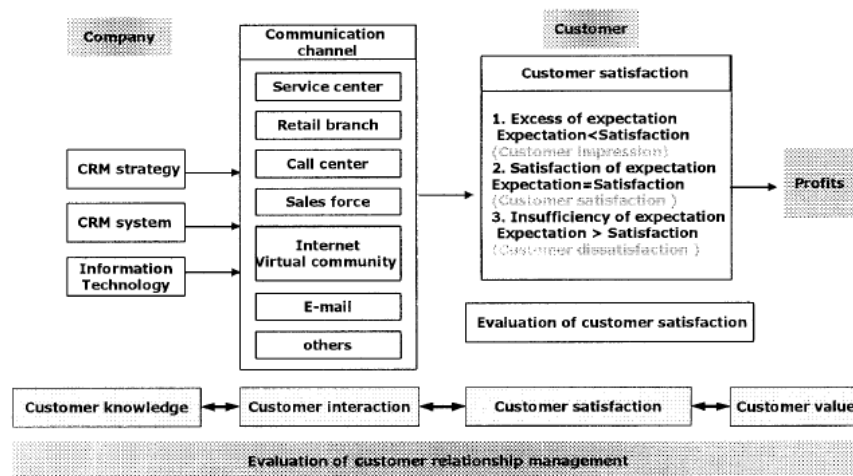
Figure 9: The evaluation process of CRM
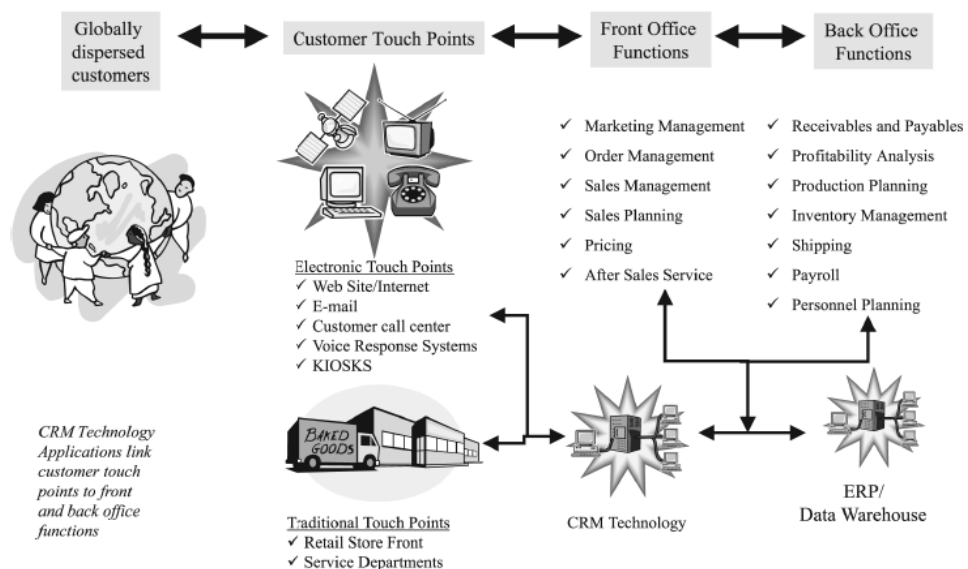
Figure 10: CRM applications

Considering the CRM whole process, Osarenkhoe & Bennani (2007) proposed a process-oriented framework to facilitate successful implementation of CRM strategy as illustrated in Figure 11. The framework is analyzed from historical background of relationship marketing and the extent definitions and conceptualization extracted from the literatures as well as business academics and field interviews. The core components of CRM are as follows (Donaldson & O'Toole, 2002):

- Emphasis on quality

- Measuring customer satisfaction but manage customer service

- Investing in people

- Maintaining dialogue with customers

- Setting realistic targets and assessing performance

- Relationship-based interfaces

In the topic of implementation, core dimensions are as below:

- structure (for example, team-based structures)

- Staff (managing the social structure of a relationship cross-functionally)

- Style (everything that staff believe, say, and act which determine the outcome of an implemented strategy)

- Systems (for example, sales service process, relationship performance scorecards)

- Schemes (for example, loyalty and retention programs)
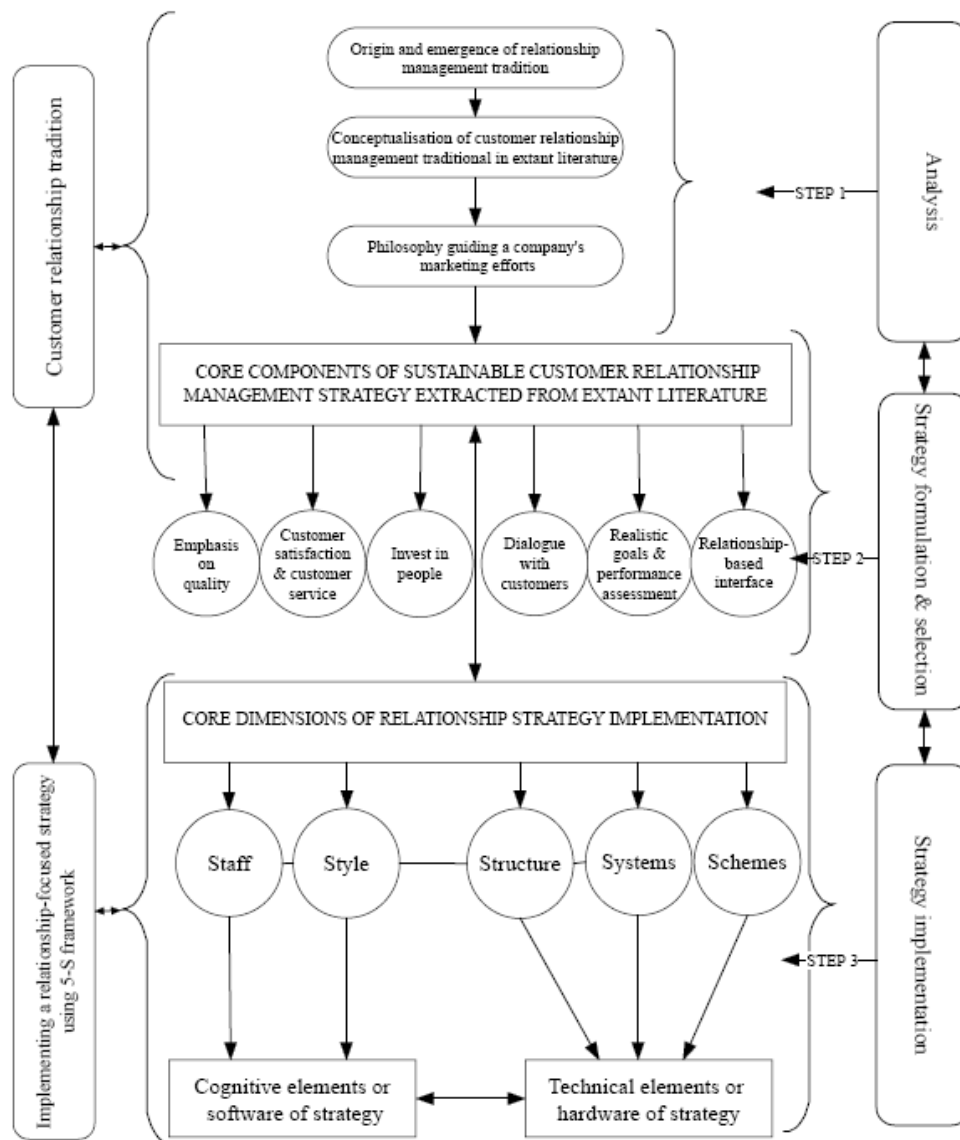
Figure 11: Process-oriented CRM framework

In an aspect of technology, CRM is focused on information system and CRM architectures are mainly on customer warehouse as shown in Figure 12 (Ling & Yen, 2001). It is believed that customer information and the associated technology tools are the foundation upon which any successful CRM strategy is built. The outcomes of executing an effective CRM campaign are increase customer value, higher customer retention, increased customer recruitment, and finally higher profitability. Customer
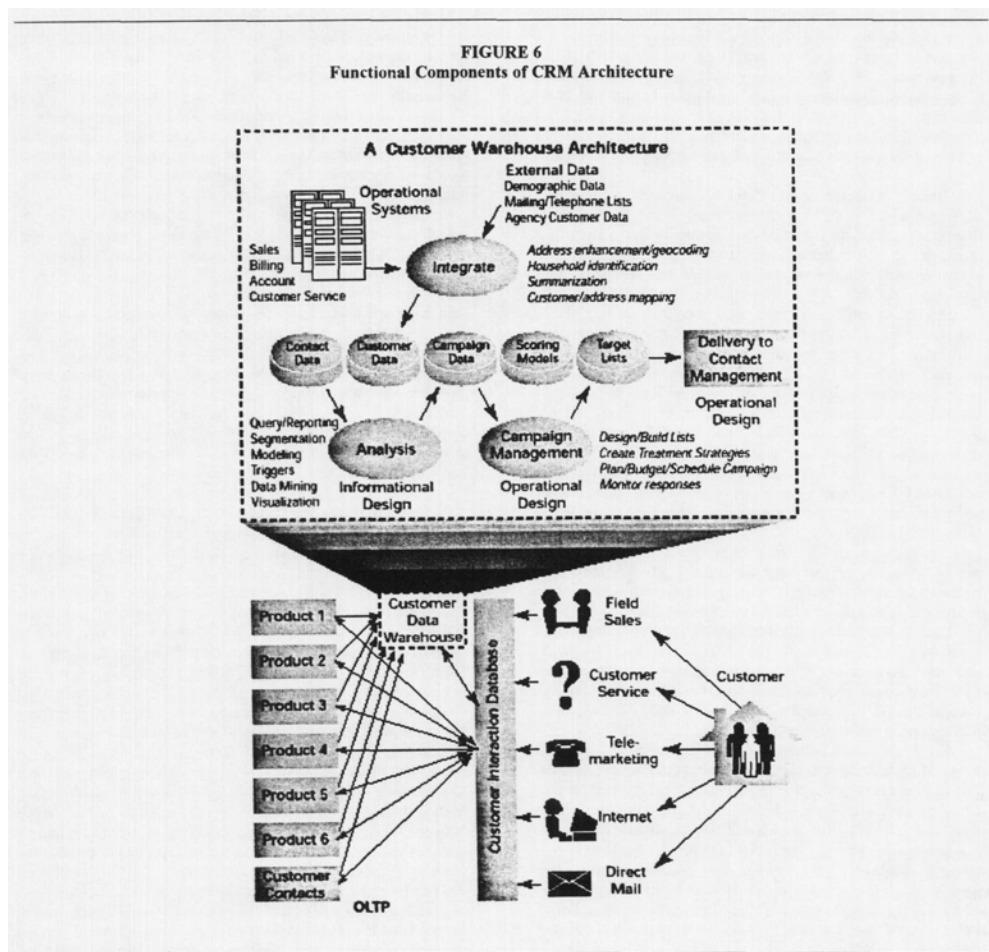
Figure 12: Information and CRM architectures

touch points are highlighted for the key for improving customer relationship. Database marketing strategies that have driven direct mail and tele-services are becoming the core for CRM strategy development and information processing. A CRM strategy includes not only the integration of information and customer touchpoints but the training and empowerment of employees and the automation of systems that facilitate customer interaction and communication.

Nevertheless, another interesting process-oriented CRM model or framework - Payne & Frow framework - are demonstrated with the whole process and shown with some applicable constructs. Actually, the processes are similar to and are integrated all components from earlier CRM framework. Additionally, Ed Peelen (2005) mentioned that the four cornerstones of CRM are customer knowledge,

relationship strategy, communication, and the individual value proposition. Compared with Payne and Frow framework, these foundations are in line with those of Payne and Frow - customer knowledge with customer strategy component in strategy development process, relationship strategy with business strategy component of strategy development process, communication with multichannel integration process, and the individual value proposition with value creation process. Payne and Frow elaborates more components and shows some relationships among those processes.

2. CRM Payne & Frow Framework

The conceptual framework for CRM strategy (Payne & Frow, 2005) comprises 5 key components including strategy development process, value creation process, information management process, multichannel integration process, and, lastly, performance assessment process. The concept covers the whole process of strategic management thinking, starting from business and customer strategy to initiate business vision, industry and competitive characteristics, through value analysis, and utilizing information technology to facilitate the whole process, then executing through many marketing communications directly to key individual customers and finally, monitoring the outcomes with performance and shareholder results. Each component has some supportive ideas as followings:

2.1 Strategy Development Process

This initial process consists of 2 parts - business strategy and customer strategy. Business strategy must be considered first and it would be developed to customer strategy.

Business Strategy focuses on business vision and industry and competitive characteristics. Similar to this idea, Shah and Murtaza (2005) proposed that the major and first step to implement a successful CRM initiative is to consider corporate vision. The top management must have a customer-centric focus. Without such

concept, CRM will not succeed. Mack, Mayo & Khare (2005) also presented the Diamond framework of CRM that consistes of CRM vision, CRM activities and CRM basis. At first stage, CRM strategy is aimed to integrate into corporate strategy.

Customer Strategy is considered in an aspect of customer choice, customer characteristics and segment granularity. It involves examining the existing and potential customer base and identifying which segmentation are appropriate.

2.2 Value Creation Process

This process is a direct consequence of strategy development process. It involves extraction and delivery of value as followings:

The Value the Customer Receives is exploring and determining what value a company can provide to customers. The concept has evolved from earlier idea in business-to-business and services marketing, that views the customer as a co-creator and co-producer. A company should also consider an assessment to identify and then quantify the relative importance that customer perceive on the various attributes of a product.

The Value the Organization Receives and Lifetime Value is a perspective that a company must recognize and understand the customer value, including customer acquisition, customer retention and particularly, customer lifetime value. An organization should learn a profitability of customers from cross-selling, up-selling and building customer advocacy.

FIGURE 1

A Conceptual Framework for CRM Strategy

Strategy Development Process | Value Creation Process | Multichannel Integration Process | Performance Assessment Process

Shareholder Results
- Employer value
- Customer value
- Shareholder value
- Cost reduction

Performance Monitoring
- Standards
- Quantitative and qualitative measurement
- Results and key performance indicators

Integrated Channel Management

Sales force

Outlets

Telephony

Direct marketing

Electronic commerce

Mobile commerce

Physical

Virtual

Customer Segment Lifetime Value Analysis

Value Customer Receives
- Value Proposition
- Value assessment

Concretion

Value Organization Receives
- Acquisition economics
- Retention economics

Business Strategy
- Business vision
- Industry and competitive characteristics

Customer Strategy
- Customer choice and customer characteristics
- Segment granularity

Data Repository

IT systems

Analysis tools

Front office applications

Back office applications

Information Managements Process

Figure 13: A conceptual framework for CRM strategy

2.3 Information Management Process

Payne & Frow (2005) stated that "the information management process is concerned with the collection, collation, and use of customer data and information from all customer contact points to generate customer insight and appropriate marketing responses." The process includes some elements as follows:

Data Repository is a company memory of customers. Every customer contact points should be continuously collected into the repository.

IT Systems include computer hardware, software, and middleware used in the organization.

Analysis Tools are to utilize data warehouse and apply to campaign management analysis, credit scoring and customer profiling.

Front Office and Back Office Applications are the technologies to support all activities that involve direct contact to customers, including sales force automation, call center management and to support internal administration and supplier relationships, including human resources, procurement, warehouse management, logistics software, and some financial processes, respectively.

2.4 Multichannel Integration Process

This process is notably recognized as the most critical process in CRM because it contacts, transfers and delivers all values directly to customers. It comprises many elements such as:

Sales Force, including field account management, service, and personal representatives

Outlets, including retail branches, stores, depots, and kiosks

Telephony, including traditional telephone, facsimile, telex, and call center contact

Direct Marketing, including direct mail, radio, and traditional telephone

Electronic Commerce, including e-mail, the Internet, and interactive digital television

Mobile Commerce, including mobile telephony, short message service and text messaging, wireless application protocol, and 3G mobile services

To support the ideas of above communications, Shah & Murtaza (2005) also demonstrated customer touch-points in CRM which include cell phone, pager, and PDA (grouped as M-commerce), website and e-mail (grouped as E-commerce), telephone and voice response (grouped as telephony). They also stressed that successful corporations must use the Internet technology to enhance CRM.

2.5 Performance Assessment Process

This process is established to ensure that CRM activities go to the right direction and get the right performance. It comprises two key components as follows:

Shareholder Results are the ultimate goal of CRM, including employee value, customer value, shareholder value, and cost reduction.

Performance Monitoring is to set up standards, metrics, and key performance indicators for CRM, particularly reflecting five main processes.

CHAPTER 4

RESEARCH METHODOLOGY AND DESIGN

This chapter provides the research process starting from population and samples, research instrument development, initial conceptual framework, and the survey process. Overview picture of the research methodology would be illustrated with the flow chart. The validity and reliability test were explained as well.

1. Research Design

The research was designed to assess the hypothesis of this dissertation. Quantitative and qualitative researches were designed to achieve their goals. Quantitative was focused on questionnaire survey to customers and company staffs. Qualitative was run with phone interviews of each segment, including classic, silver, gold, and platinum. Most importantly, participant observation was used to describe the implementation of CRM process. The design was applied a three-stage approach, illustrated in Figure 14, as follows:

1. The development of research instrument
2. Survey process
3. Analysis and interpretation

The initial conceptual framework – shown in Figure 15 and originated from Payne and Frow - was reviewed and proposed. The first draft of questionnaire was developed with this framework and then was validated by 5 key experts as well as was passed by the reliability test. Thus, the final questionnaire was completely designed. For the next 2 years, the survey was done and the data was collected through two dimensions – customer and company side to interpret and compare the different angles between them. The phone interviews, using semi-structured question, were done to explore some customer insight. All data were consequently analyzed and interpreted.

Literature Reviews		Expert Interviews

The Development of

Research Instrument

Initial Conceptual Framework

Establish Company and Execute CRM Strategic Direction (Complied with Framework)

1st Draft Questionnaire

Validity Test with the experts

2nd Draft Questionnaire

Reliability Test

Final Questionnaire

Survey Process

Face-to-face Survey 5 samples	Face-to-face Survey 55 samples	Mail Survey 77 samples

Company Dimension   *Customer Dimension*

Telephone Reminding

66 Completed Questionnaires

Total Respondents of 121

5 Phone Interviews

Data Analysis &

Interpretation

Data Analysis and Interpretation

Figure 14: Research step and process
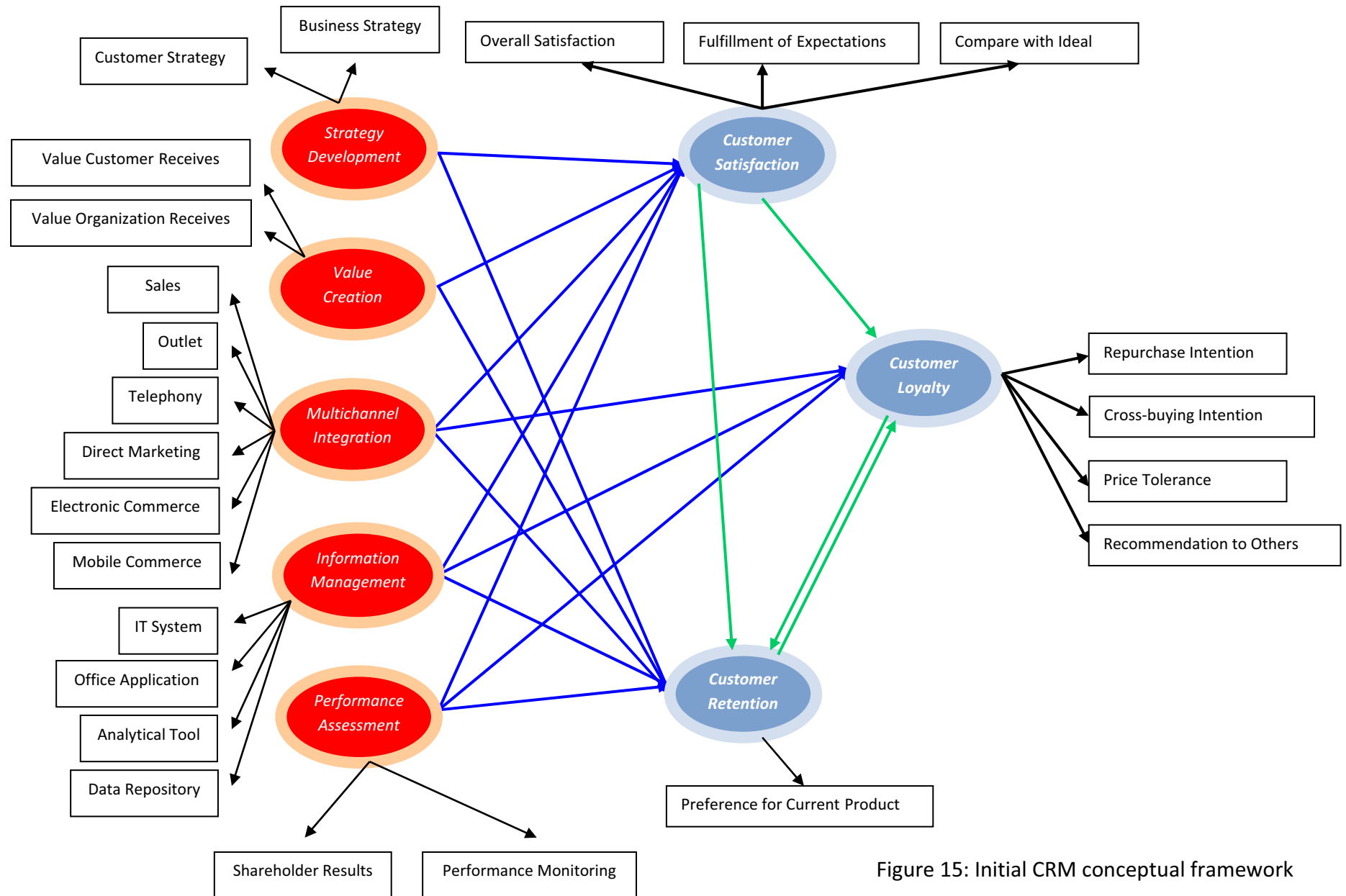
Figure 15: Initial CRM conceptual framework

2. Population and Samples

There were 2 kinds of samples, including customers and company staffs. Expert interviews were also in the process.

Population and samples were the members in Greenie Health (Thailand), a new and small company, established since June 13, 2008 for this dissertation and executed marketing activities under CRM strategic direction, complied with the reviewed framework. Greenie members were recruited from Greenie shops and Greenie booth exhibitions. Starting from setting up, total Greenie members were 160 members. Members were categorized into 4 groups as following:

1. **Classic Member** was the member who applied for Greenie member and paid for the member fee amount of 150 Baht. The Classic could not collect the Greenie point.

2. **Silver Member** was the member who applied for Greenie member and paid for the member fee amount of 300 Baht. The Silver could collect the Greenie point and gain the benefit of that point.

3. **Gold Member** was the Silver member who collected Greenie Point starting from 500 to 999 points. The Gold could collect the Greenie point and gain the benefit of that point.

4. **Platinum Member** was the Silver or Gold member who collected Greenie Point at least 1,000 points. The Platinum could collect the Greenie point and gain the benefit of that point.

All Greenie members were recruited to CRM campaign and enrolled for the survey research. For this dissertation, the samples were 121 members (75%) of 160 populations.

Moreover, five company staffs were conducted a short interview with questionnaire survey. The details of each item in questionnaire were discussed.

3. The Development of Research Instrument

This section explains the development of the research instruments in this dissertation. Initial conceptual framework was proposed first by reviewing literatures and interviewing some experts. The first draft of questionnaire was prepared and validated by 5 key experts. The second draft questionnaire was consequently issued and then tested with reliability to create the final questionnaire.

3.1 Initial Conceptual Framework

As earlier mentioned, CRM literatures were reviewed and CRM models were gathered to finalize the initial conceptual framework which was finalized with Payne and Frow Framework as an origin of the concept. Moreover, CRM expert interviewing was run to ensure and complete the framework. After that, the Greenie was set up to run and execute the marketing and business strategy under the conceptual framework. This company was operated and focused on health business. Key marketing communications, such as sales force, direct mailing, telephony and other related ones, were directly implemented to Greenie members. The details will be elaborated in chapter 5.

3.2 The First Draft Questionnaire

After the framework and company were established, the first draft questionnaire, both customer and company, was created. It comprises four parts as follows:

1. Product usage
2. Operation and marketing activities of company
3. Evaluation of customer satisfaction, customer retention, and customer loyalty
4. General customer information

All questions in part 2, referred to independent variables, came from key constructs in Payne and Frow framework and those in part 3, related to dependent variables, were created by using constructed questions from earlier satisfaction

measurement scales as elaborated in table 2. However, some questions were adjusted to fit the established company. The revised questions were shown as below:

- IT system and office application were not used because of limited resources of company formation.

- Questions for satisfaction variables were added to clarify more dimensions of satisfaction. Referred to customer satisfaction scales (Fornell et al., 1996; Hallowell, 1996; Keiningham et al., 2007; Qin & Prybutok, 2008; Türkyılmaz & Özkan, 2007; GrØnholdt et al., 2000; Donio', 2006), overall satisfaction are used in the scale but some papers found other aspects of satisfaction related to research questions. Those satisfaction were interesting for this dissertation including product benefit, information communicated to customers, variety of products, product design, usage convenience of products, service on consultation, compared price with other products, overall service and company public relations.

However, the first questionnaire was then validated by key experts later.

3.3 The Second Draft Questionnaire

The first draft of questionnaire was tested for comprehensiveness, wording, and length as well as reviewed by 5 key experts in CRM and questionnaire development. Some adjustments were revised as below:

- Wording and sentences were adjusted to fit with customer aspect.

- Questions of dependent variables in customer retention were finalized to check propensity to leave in 1, 3, 6, and 12 months, respectively, instead of 6 months, 1 years, and 2 years.

- Those in customer loyalty were adjusted to explore repurchase intention in 1, 3, 6, and 12 months, respectively, instead of 6 and 12 months only.

After that, the second draft was developed and would be test for reliability accordingly.

Table 2: Questions and constructs in questionnaires (part 3)

Construct	Variable	Example Questions	References
Customer Satisfaction	Overall satisfaction	Overall, how satisfied are you with the company?	Fornell et al., 1996; Hallowell, 1996; Keiningham et al., 2007; Qin & Prybutok, 2008; Türkyılmaz & Özkan, 2007; GrØnholdt et al., 2000; Donio', 2006
	Fulfillment of expectation	To what degree did company X fulfill your expectation?	Fornell et al., 1996; Türkyılmaz & Özkan, 2007; GrØnholdt et al., 2000; Donio', 2006
	Compare with ideal	Imagine a company which is perfect in all aspects. How close to this ideal do you consider the company X to be?	Fornell et al., 1996; Türkyılmaz & Özkan, 2007; GrØnholdt et al., 2000
Customer Retention	Propensity to leave / Continuation	The likelihood of the respondent leaving the service provider at six months in the future	Ranaweera & Prabhu, 2003
		The likelihood of the respondent leaving the service provider at one year in the future	Ranaweera & Prabhu, 2003
		The likelihood of the respondent leaving the service provider at two years in the future	Ranaweera & Prabhu, 2003

Table 2: Questions and constructs in questionnaires (part 3) [continue]

Construct	Variable	Questions	References
Customer Loyalty	Repurchase intention	Six/twelve months from now, how likely are you to still be using Company or brand X?	GrØnholdt et al., 2000; Türkyılmaz & Özkan, 2007; Fornell et al., 1996; Leverin & Liljander, 2006; Keiningham et al., 2007; Donio', 2006
	Cross-buying intention		GrØnholdt et al., 2000; Aspinall et al., 2001; Türkyılmaz & Özkan, 2007; Leverin & Liljander, 2006
	Price tolerance	As a consumer to this brand, I feel that I am prepared to pay more for higher quality products	GrØnholdt et al., 2000; Türkyılmaz & Özkan, 2007; Fornell et al., 1996; Donio', 2006
	Recommendation to others	I would recommend the company to friends and acquaintances	GrØnholdt et al., 2000; Türkyılmaz & Özkan, 2007; Leverin & Liljander, 2006; Keiningham et al., 2007; Donio', 2006

3.4 The Final Questionnaire

The second draft of questionnaire was tested with the reliability. The questionnaires were distributed to 30 Greenie members. The wordings and sentences were a little bit change from the first draft. For the result of reliability rest showed the Cronbach's alpha coefficient (α) is 0.9234. The interpretation of this test (Jump 1978) explains the reliability as following:

- If $\alpha \geq 0.7$ for exploratory research, pass the reliability test
- If $\alpha \geq 0.8$ for basic research, pass the reliability test
- If $\alpha \geq 0.9$ for important research, pass the reliability test

This questionnaire was grouped as basic research so the result showed high reliability. Thus, the final questionnaire was settled for the survey research.

4. Survey Process

The survey process was divided into 2 dimensions. The former was customer aspect, approached to customer or Greenie members. The latter was company aspect, surveyed to company staff. For customer aspect, the first process was face-to-face survey, distributed to 55 Greenie members. The second one was mail survey, mailed out to 77 Greenie members. The last one was face-to-face survey, sent to 5 company staff. For the mail survey to Greenie members, telephone reminding directly to the members was utilized to ensure the feedback of questionnaire. Out of 77 mail-out questionnaires, sixty-six were returned. The total respondents for customer dimension were one hundred and twenty-one.

Moreover, the informants were selected to explore customer insight. Five Greenie members – two for platinum member, one for gold member, one for silver member and one for classic member - were chosen by using highest volume of customer profitability or sales in each segment.

5. Data Analysis and Interpretation

The result of survey was analyzed and interpreted in the next step. The details would be explained in chapter 6.

CHAPTER 5

COMPANY ESTABLISHMENT

This chapter gives an inside information of company establishment. CRM implementation would be elaborated and followed to initial CRM conceptual framework, in this dissertation, step by step. The details of activities would be shown to understand the whole concept of CRM implementation.

1. Company Set-Up

The participant observation was used to elaborate and describe the implementation of CRM process. The execution was explained and started with company set-up. A new and small company had been established since June 13, 2008, particularly for this dissertation. The vision of the company was to be trusted as the distinguished natural and herbal business for health promotion with the key value of effective product benefit, high product standard, and professional consultation. Total staffs were 5 persons; 1 managing director, 1 consultant manager, 1 operation staff, and 2 marketing staffs. The company's headquarter was located at Ploenchit area. Every single step of company set-up was run, for example, operation management, staff recruitment and selection, production process, marketing communication, and so on. Company name and logo were created and chosen to fit the company vision and direction. Greenie Health (Thailand) was agreed among company staffs. Tag-line was also discussed and finalized as "lively health society". Many options of logo, seen in figure 16, were compared and the final one was as below.

[The final logo of Greenie]

Figure 16: Greenie Health's logo

2. Health Products Available

Related to the company vision, all products must be truly benefits and met high quality standard. The products of the company were categorized into 3 groups. Firstly, natural and herbal foods were the most popular products. One of highlighted natural foods is GABA rice, which was very much recognized in the past one - two years. Secondly, herbal teas – panjakan and mulberry tea – were very high quality standard. Lastly, Biodegradable food packaging was additional products which are safe for carcino-toxicity, unlike Styrofoam. Total items of products are 30 SKUs (Stock Keeping Unit).

3. CRM Implementation Under Initial Framework

To operate CRM execution, the initial CRM framework was the master plan and the processes were followed step by step.

3.1 Strategy Development Process

Started from business strategy, the company focused on CRM strategic direction. Business vision and mission were set. Market analysis, especially in health products, was explored. Market penetration and product development were considered to select new products for the company. After that customer strategy was analyzed and customer segmentation was evaluated. Customers would be grouped into 4 kinds of members, including classic, silver, gold, and platinum member.

3.2 Value Creation Process

Value customer receives was seriously discussed. Products and services were screened and put very much effort on key value of the company – benefit, standard, and consultation. Herbal teas, panjakan and mulberry, were picked up first. These herbal supplements were tested by Department of Medical Sciences, Ministry of Public Health, that the products, in a recommended dose, can support health issue, concerning hypertension, diabetes, and hyperlipidemia. Biodegradable packaging was considered secondly because it causes no effect on carcinogen, unlike Styrofoam which induces cancer in case of using with hot or cools foods. Lastly, GABA rice and its line extension were chosen to be a star of company's products. GABA rice was proved that some neurotransmitters were increased if GABA rice was taken. It would help memory and physical health because of many minerals and vitamins inside. For company service, consultation, related to health business, was totally agreed to be one of company's value.

For value organization receives, the direction of customer satisfaction, loyalty, and retention was finalized. The marketing communication would be focused on the way to satisfy customers' need and then to retain existing customers. Customer acquisition was raised to enroll members through booth exhibition, outlet, and shop.

3.3 Information Management Process

IT systems were prepared for CRM execution. Own designed customer database, as shown in figure 17, via internet was set up and customized to the company direction.

Figure 17: Internet-based customer database

Product category and purchasing record, as illustrated in figure 18 and 19 respectively, were also created to closely follow up customer profile and profitability.

Figure 18: Product category

Greenie
lively health society

จัดการสั่งซื้อสินค้า : แสดงการสั่งซื้อสินค้า

admin อยู่ในระบบ
- เปลี่ยนรหัสผ่าน
- ออกจากระบบ

จัดการลูกค้า
- เพิ่มลูกค้า
- แสดง/แก้ไขลูกค้า

จัดการคะแนน
- แสดงคะแนนลูกค้า

จัดการโปรโมชั่นลูกค้า
- เพิ่มโปรโมชั่นลูกค้า
- แสดง/แก้ไขโปรโมชั่นลูกค้า
- เพิ่มกลุ่มโปรโมชั่น
- แสดง/แก้ไขกลุ่มโปรโมชั่น

จัดการสั่งซื้อสินค้า
- เพิ่มการสั่งซื้อ
- แสดง/แก้ไขการสั่งซื้อ
- เพิ่มรายการสินค้า
- แสดง/แก้ไขรายการสินค้า

จัดการแลกของ
- เพิ่มแลกของแบบ GP
- แสดง/แก้ไขแลกของแบบ GP
- เพิ่มแลกของแบบ GGP
- แสดง/แก้ไขแลกของแบบ GGP
- เพิ่มรายการแลกของ
- แสดง/แก้ไขรายการแลกของ

ชื่อ : _____ (ชื่อ, นามสกุล หรือชื่อสินค้า)

วันที่สั่งซื้อ : ▼ ▼ พ.ศ. ____ (สามารถค้นหา "dd-mm-yyyy", "mm-yyyy", "yyyy")

[ค้นหา]

เพิ่มการสั่งซื้อใหม่

วันที่สั่งซื้อ	ชื่อ-นามสกุล	ชื่อสินค้า	จำนวน	ราคาต่อหน่วย	ราคารวม	Action
16-03-2552	ลูกค้าทั่วไป	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	2	97.00	194.00	
18-03-2552	ณัฐชานินท์ อินพรเรืองรอง	ข้าวกล้องงอกเบญจกระยาทิพย์	42	97.00	4,074.00	
18-03-2552	ณัฐชานินท์ อินพรเรืองรอง	ชาชงสมุนไพรเจียวกู่หลาน	8	144.00	1,152.00	
24-03-2552	เปรมใจ กุญจนาทคุณาวุฒิ	ซีเรียลข้าวกล้อง (ธรรมชาติ)	3	81.00	243.00	
07-05-2552	เปรมใจ กุญจนาทคุณาวุฒิ	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	5	97.00	485.00	
19-05-2552	ออลิน ลัคะสิริ	ข้าวกล้องงอกหอมมะลิ พันธุ์105	3	144.00	432.00	
27-05-2552	อารยา เลิศมหาฤทธิ์	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	2	97.00	194.00	
11-06-2552	อารยา เลิศมหาฤทธิ์	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	1	97.00	97.00	
17-06-2552	เปรมใจ กุญจนาทคุณาวุฒิ	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	6	97.00	582.00	
19-06-2552	อารยา เลิศมหาฤทธิ์	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	2	97.00	194.00	
05-07-2552	กรรณิการ์ อินทร์ห่วง	ชามใบโฉ 600 มล./ 10 ชิ้น	1	32.80	32.80	
05-07-2552	กรรณิการ์ อินทร์ห่วง	น้ำข้าวกล้องงอกพร้อมชง	1	112.00	112.00	
15-07-2552	เปรมใจ กุญจนาทคุณาวุฒิ	ซีเรียลกล้องงอก (ชนิดชง)	2	117.00	234.00	
27-07-2552	วิชุดา น่วมคุณสิน	ซีเรียลข้าวกล้อง (ธรรมชาติ)	1	81.00	81.00	
29-07-2552	เปรมใจ กุญจนาทคุณาวุฒิ	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	4	87.00	348.00	
30-07-2552	วิภา จงเอกสิทธิ์	ข้าวกล้องงอกหอมมะลิ พันธุ์105	1	144.00	144.00	
30-07-2552	สุวารี พจนานุกุลกิจ	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	1	87.00	87.00	
30-07-2552	วิภา จงเอกสิทธิ์	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	2	87.00	174.00	
30-07-2552	กัญญวีณ์ กุลเศรษฐสิริ	กล่องอาหารใบโฉ 600 มล./ 10 ชิ้น	1	41.60	41.60	
30-07-2552	กัญญวีณ์ กุลเศรษฐสิริ	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	1	87.00	87.00	
30-07-2552	ลูกค้าทั่วไป	ซีเรียลข้าวกล้อง (ธรรมชาติ)	2	90.00	180.00	
31-07-2552	ลูกค้าทั่วไป	ข้าวกล้องงอกหอมมะลิ พันธุ์105	1	160.00	160.00	
31-07-2552	ลูกค้าทั่วไป	ชาชงสมุนไพรเจียวกู่หลาน	1	180.00	180.00	
31-07-2552	ลูกค้าทั่วไป	น้ำข้าวกล้องงอกพร้อมชง	2	125.00	250.00	
31-07-2552	ลูกค้าทั่วไป	น้ำข้าวกล้องงอกพร้อมชง	1	125.00	125.00	
31-07-2552	ลูกค้าทั่วไป	ซีเรียลกล้องงอก (ชนิดชง)	1	130.00	130.00	
31-07-2552	วิภา จงเอกสิทธิ์	น้ำข้าวกล้องงอกพร้อมชง	2	112.00	224.00	
03-08-2552	ลูกค้าทั่วไป	ซีเรียลข้าวกล้อง (ธรรมชาติ)	1	90.00	90.00	
03-08-2552	ลูกค้าทั่วไป	ข้าวกล้องงอกหอมมะลิ พันธุ์105	2	160.00	320.00	
04-08-2552	ลูกค้าทั่วไป	น้ำข้าวกล้องงอกพร้อมชง	1	125.00	125.00	
04-08-2552	ลูกค้าทั่วไป	ข้าวกล้องงอกหอมมะลิ พันธุ์105	1	160.00	160.00	
04-08-2552	ลูกค้าทั่วไป	ซีเรียลข้าวกล้อง (ธรรมชาติ)	1	90.00	90.00	
05-08-2552	ชลิตาพร ธงชัย	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	2	87.00	174.00	
05-08-2552	กรรณิการ์ อินทร์ห่วง	ชามใบโฉ 600 มล./ 10 ชิ้น	1	32.80	32.80	
05-08-2552	ลูกค้าทั่วไป	น้ำข้าวกล้องงอกพร้อมชง	1	125.00	125.00	
05-08-2552	กรรณิการ์ อินทร์ห่วง	น้ำข้าวกล้องงอกพร้อมชง	1	112.00	112.00	
05-08-2552	ลูกค้าทั่วไป	ซีเรียลข้าวกล้อง (ธรรมชาติ)	1	90.00	90.00	
11-08-2552	ลูกค้าทั่วไป	น้ำข้าวกล้องงอกพร้อมชง	1	125.00	125.00	
11-08-2552	ลูกค้าทั่วไป	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	2	97.00	194.00	
11-08-2552	วิภา จงเอกสิทธิ์	น้ำข้าวกล้องงอกพร้อมชง	2	112.00	224.00	
11-08-2552	ลูกค้าทั่วไป	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	1	97.00	97.00	
11-08-2552	ลูกค้าทั่วไป	น้ำข้าวกล้องงอกพร้อมชง	2	112.00	224.00	
11-08-2552	ลูกค้าทั่วไป	ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	5	80.00	400.00	
13-08-2552	วิภา จงเอกสิทธิ์	ซีเรียลกล้องงอก (ชนิดชง)	3	117.00	351.00	
14-08-2552	ลูกค้าทั่วไป	ซีเรียลกล้องงอก (ชนิดชง)	6	130.00	780.00	
14-08-2552	ลูกค้าทั่วไป	น้ำข้าวกล้องงอกพร้อมชง	1	125.00	125.00	
14-08-2552	ลูกค้าทั่วไป	น้ำข้าวกล้องงอกพร้อมชง	4	125.00	500.00	
17-08-2552	รัยธอา ปัจรอบ	ซีเรียลข้าวกล้อง (ธรรมชาติ)	2	81.00	162.00	
17-08-2552	ลูกค้าทั่วไป	ซีเรียลกล้องงอก (ชนิดชง)	1	130.00	130.00	
17-08-2552	ลูกค้าทั่วไป	ข้าวกล้องงอกหอมมะลิ พันธุ์105	1	160.00	160.00	
		รวม	142	5,409.20	15,028.20	

Figure 19: Purchasing record

3.4 Multichannel Integration Process

One of the most powerful processes in CRM implementation is multichannel integration or integration of marketing communication. The channels, referred to the initial framework, were approached and contacted, including sales force [consultant], outlet [shop], telephony [contact center and facsimile], direct marketing [newsletter], electronic commerce [e-mail and internet], and mobile commerce [short message service, SMS]. Most importantly, integration of all communication was strongly considered to ensure that customers would get the same functional and emotional messages, and same direction.

Sales force or consultant is one of the key values of company. Pharmacist and nutritionist were trained to consult directly to customers. Consultant would be available during booth exhibition and workshop.

Outlets or shops were operated at headquarter near Chidlom market. The products were also consigned to 6 specialty health stores.

Telephony was selected with contact center and facsimile. Contact center was accessible for members to approach, complain, and talk with the company. Facsimile is another channel for customer contact.

Direct marketing in this CRM execution is newsletter and informative brochure. Newsletters, as exampled in figure 20, were sent out to members two times. Contents in these newsletters were health issues and key communications concerning company value, loyalty program, and so on. For brochures, as illustrated in figure 21, product knowledge and benefit, company information, and member benefits were included in these communication tools.

Figure 20: Greenie newsletters

Figure 21: Greenie brochures

Electronic commerce, like e-mail and internet, were executed and created to be another channel for customers. Contents in internet were the same as other communication channels, such as newsletter and brochure. The design of internet, as seen in figure 22, was chosen to build company image and customer characteristic. Customer tracking and database were also linked to this internet channel. All contact points, content and design, in the internet were related to other channels.

Mobile commerce, like SMS, was implemented to recall any events for members or remind member benefits, such as member get member campaign. Particularly before the event, members would be called to invite to the activity.

Figure 22: Greenie internet (www.greenie.co.th)

Loyalty program, like workshop, had been run for members who were interested in this kind of activities. Invitation, seen in figure 23, was sent out directly to members via direct marketing. The tmosphere are demonstrated in figure 24 and 25.

Figure 23: Invitation of the workshop

Figure 21: Member activities and event atmosphere

Figure 25: Greenie members at the workshop

3.5 Performance Assessment Process

Business strategy, company culture, and company value were considered to set up performance assessment – competency evaluation – to ensure that company outcomes would be in line with strategy development process. Core competency and professional competency was a tool for staff performance.

CHAPTER 6

DATA ANALYSIS

This chapter demonstrates the analysis of data, including basic statistics and multiple regression on customer satisfaction, customer loyalty, and customer retention. Factors influencing these outcomes are shown in figures.

1. Data Analysis

The analysis of this dissertation is divided into 2 major parts. The former is the analysis of customer side and the latter is that of company side. Customer-side analysis can be categorized into as follows:

- Using basic statistics, including frequency, its percentage, mean, standard deviation (s.d.), coefficient of varience (c.v.), standard error of mean (s.e. mean), and 95% confidence interval. The goal of these data was to explore overview information of customer profiles and opinions.

- Using multiple regression analysis by stepwise technique to identify which factors of CRM influence on customer satisfaction, loyalty, and retention.

- Using qualitative analysis by conducting a phone interview with 5 subjects to find out customer insight.

In company viewpoint, five company staffs were evaluated by questionnaires testing with the same meaning of questions as those of customer side.

1.1 Basic Statistics for Customer and Company Side

As shown in Table 3, The samples have occupation as freelance or own business (37.5%), employee (30.0%), housekeeper (15.0%), government staff (8.3%), others (7.5%), and student (1.7%). Their education are graduate (48.3%), below graduate (30.6%), master degree (18.3%), and above master degree (2.5%). The incomes of the samples are during 10,000 to 19,999 Baht (27.7%), below 10,000 Baht (17.6%),

Table 3: Basic Statistics of Data Analysis

Characteristics	Basic Statistics		
	Frequency	Percent	Remarks
Occupation			Missing =
Employee	**36**	**30.0**	1
Government Staff	10	8.3	
Housekeeper	18	15.0	
Freelance/Own Business	**45**	**37.5**	
Student	2	1.7	
Others	9	7.5	
TOTAL	120	100.0	
Education			Missing =
Below Graduate	**37**	**30.6**	1
Graduate	**58**	**48.3**	
Master Degree	22	18.3	
Above Master Degree	3	2.5	
TOTAL	120	100.0	
Income			Missing =
Below 10,000 Baht	21	17.6	2
10,000 - 19,999 Baht	**33**	**27.7**	
20,000 – 29,999 Baht	12	10.1	
30,000 – 39,999 Baht	15	12.6	
40,000 – 49,999 Baht	20	16.8	
At least 50,000 Baht	18	15.1	
TOTAL	119	100.0	
Age			Missing =
Below 18 yrs	3	2.5	1
18 – 30 yrs	4	3.3	
31 – 40 yrs	**31**	**25.8**	
41 – 50 yrs	**43**	**35.8**	
51 – 60 yrs	**27**	**22.5**	
Above 60 yrs	12	10.0	
TOTAL	120	100.0	

40,000 to 49,999 Baht, (16.8%), above 50,000 Baht (15.1%), 30,000 to 39,999 Baht (12.6%), and 20,000 to 29,999 Baht (10.1%). The members' ages are majority during 31 to 60 years old with 41 – 50 years old at 35.8%, 31 – 40 years old at 25.8%, 51 – 60 years old at 22.5%, above 60 years old at 10.0%, 18-30 years old at 3.3%, and below 18 years old at 2.5%.

For basic statistics of independent and dependent variables for customer and company, as seen in Table 4 and 5, the results are as followings:

For customer side:

- The top five highest means of independent variables are benefit (bus1), service (sha1), standard (bus2), newsletter convenience (dir1), and profit (sha2) with 8.50, 8.47, 8.38, 8.32, and 8.31, respectively.

- The top five highest means of dependent variables are benefit satisfaction (Y12), information satisfaction (Y13), design satisfaction (Y15), convenience satisfaction (Y16), and variety satisfaction (Y14) with 8.30, 7.98, 7.74, 7.73, and 7.70.

For company side:

- The top five highest means of independent variables are benefit (bus1), consultant convenience (sal1), standard (bus2), shop convenience (out1), and sms convenience (mco1) with 9.60, 9.60, 9.40, 9.40, and 9.40, respectively.

- The top six highest means of dependent variables are benefit satisfaction (Y12), repurchase intention 3 (Y22), repurchase intention 6 (Y23), repurchase intention 1 (Y21), recommendation to others (Y27) and variety satisfaction (Y14) with 8.60, 8.60, 8.40, 8.20, 8.20, and 8.20, respectively.

- Average score of company side is usually higher than that of customer side. It implies that communication process should be better to accelerate customer perception running to company perception.

Table 4: Results of basic statistics [customer side]

Factor (n = 121)	Customer Side				95% C.I.	
	mean	s.d.	c.v.	s.e. mean	Lower	Upper
Benefit (bus1)	**8.50**	1.490	0.1753	0.135	8.23	8.76
Standard (bus2)	**8.38**	1.699	0.2027	0.158	8.07	8.70
Consultation (bus3)	7.86	2.556	0.3252	0.235	7.39	8.32
Member activity (cus1)	7.58	2.857	0.3769	0.287	7.01	8.15
Value proposal (vcr1)	5.58	3.416	0.6122	0.333	4.92	6.24
Product value (vcr2)	7.83	2.454	0.3134	0.223	7.39	8.28
Member criteria (vcr3)	7.06	2.791	0.3953	0.281	6.50	7.62
New member (vor1)	7.22	2.693	0.3730	0.248	6.73	7.71
Cross-selling (vor2)	7.65	2.430	0.3176	0.224	7.21	8.10
Up-selling (vor3)	7.78	2.389	0.3071	0.217	7.35	8.21
Words of mouth (vor4)	6.50	3.508	0.5397	0.322	5.87	7.14
Consultant C. (sal1)	7.63	2.216	0.2904	0.202	7.22	8.03
Consultant S. (sal2)	7.51	2.693	0.3586	0.245	7.03	8.00
Shop C. (out1)	6.58	2.645	0.4020	0.240	6.10	7.05
Shop S. (out2)	7.04	2.778	0.3946	0.256	6.54	7.55
Contact center C. (tel1)	7.03	3.222	0.4583	0.295	6.44	7.61
Contact center S. (tel2)	6.22	3.253	0.5230	0.305	5.62	6.82
Fax C. (tel3)	4.42	3.151	0.7129	0.286	3.85	4.99
Fax S. (tel4)	3.74	3.170	0.8476	0.288	3.17	4.31
Newsletter C. (dir1)	**8.32**	2.551	0.3066	0.234	7.86	8.78
Newsletter S. (dir2)	7.91	2.559	0.3235	0.233	7.45	8.37
E-mail C. (eco1)	4.86	4.026	0.8284	0.367	4.13	5.59
E-mail S. (eco2)	4.62	3.957	0.8565	0.364	3.90	5.34
Internet C. (eco3)	4.80	4.068	0.8475	0.371	4.06	5.54
Internet S. (eco4)	4.65	3.978	0.8555	0.363	3.93	5.37
SMS C. (mco1)	6.63	3.532	0.5327	0.322	5.99	7.26
SMS S. (mco2)	6.17	3.627	0.5878	0.330	5.51	6.82
Integration (int1)	7.11	2.922	0.4110	0.279	6.56	7.66
Data storage (dat1)	7.16	2.935	0.4099	0.270	6.63	7.70
Internet serve (ana1)	4.66	3.986	0.8554	0.397	3.88	5.45
Market analysis (ana2)	7.62	2.059	0.2702	0.190	7.24	7.99
Service (sha1)	**8.47**	1.907	0.2251	0.176	8.13	8.82
Profit (sha2)	**8.31**	1.807	0.2174	0.191	7.93	8.70
Internet tech. (per1)	5.30	4.080	0.7698	0.402	4.50	6.10
Evaluation (per2)	7.92	2.157	0.2723	0.212	7.50	8.34

Table 4: Results of basic statistics [customer side] (Continue)

Factor (n = 121)	Customer Side					
	mean	s.d.	c.v.	s.e. mean	95% C.I.	
					Lower	Upper
Overall satisfaction (Y11)	7.46	1.775	0.2379	0.161	7.14	7.78
Benefit satisfaction (Y12)	**8.30**	1.721	0.2073	0.156	7.99	8.61
Information satisfaction (Y13)	**7.98**	1.749	0.2192	0.159	7.66	8.29
Variety satisfaction (Y14)	**7.70**	1.621	0.2105	0.147	7.41	7.99
Design satisfaction (Y15)	**7.74**	1.651	0.2133	0.150	7.45	8.04
Convenience satisfaction (Y16)	**7.73**	1.966	0.2543	0.179	7.37	8.08
Consultant satisfaction (Y17)	7.03	3.199	0.4550	0.298	6.44	7.62
Price satisfaction (Y18)	6.73	2.441	0.3627	0.225	6.28	7.17
Service satisfaction (Y19)	6.74	3.171	0.4705	0.296	6.15	7.32
PR satisfaction (Y110)	7.03	2.097	0.2983	0.194	6.65	7.42
Fulfillment of expectation (Y111)	6.95	2.926	0.4210	0.273	6.41	7.49
Compare with ideal (Y112)	7.43	2.048	0.2756	0.190	7.05	7.81
Repurchase intention 1 (Y21)	5.02	3.240	0.6454	0.351	4.32	5.72
Repurchase intention 3 (Y22)	5.72	2.820	0.4930	0.299	5.12	6.31
Repurchase intention 6 (Y23)	5.81	2.332	0.4014	0.262	5.29	6.33
Repurchase intention 12 (Y24)	6.32	2.884	0.4563	0.315	5.70	6.95
Cross-buying intention (Y25)	5.85	3.024	0.5169	0.298	5.26	6.45
Price tolerance (Y26)	6.03	2.906	0.4819	0.269	5.50	6.57
Recommendation to others (Y27)	7.21	2.169	0.3008	0.201	6.82	7.61
Preference 1 (Y31)	3.87	2.764	0.7142	0.298	3.28	4.46
Preference 3 (Y32)	4.38	2.946	0.6726	0.334	3.72	5.05
Preference 6 (Y33)	3.85	2.617	0.6797	0.311	3.23	4.46
Preference 12 (Y34)	3.54	2.635	0.7444	0.302	2.94	4.14

Table 5: Results of basic statistics [company side]

Factor (n = 5)	Company Side				95% C.I.	
	mean	s.d.	c.v.	s.e. mean	Lower	Upper
Benefit (bus1)	**9.60**	0.548	0.0571	0.245	8.92	10.2
Standard (bus2)	**9.40**	0.548	0.0583	0.245	8.72	10.0
Consultation (bus3)	8.80	0.447	0.0508	0.200	8.24	9.36
Member activity (cus1)	8.80	0.447	0.0508	0.200	8.24	9.36
Value proposal (vcr1)	8.60	0.548	0.0637	0.245	7.92	9.28
Product value (vcr2)	8.20	0.447	0.0545	0.200	7.64	8.76
Member criteria (vcr3)	8.20	0.447	0.0545	0.200	7.64	8.76
New member (vor1)	7.40	0.548	0.0740	0.245	6.72	8.08
Cross-selling (vor2)	8.00	1.000	0.1250	0.447	6.76	9.24
Up-selling (vor3)	8.00	1.000	0.1250	0.447	6.76	9.24
Words of mouth (vor4)	8.60	0.548	0.0637	0.245	7.92	9.28
Consultant C. (sal1)	**9.60**	0.548	0.0571	0.245	8.92	10.2
Consultant S. (sal2)	9.20	0.837	0.0909	0.374	8.16	10.2
Shop C. (out1)	**9.40**	0.548	0.0583	0.245	8.72	10.0
Shop S. (out2)	9.00	0.000	0.0000	0.000	7.64	8.76
Contact center C. (tel1)	8.20	0.447	0.0545	0.200	6.92	8.28
Contact center S. (tel2)	7.60	0.548	0.0721	0.245	6.92	8.28
Fax C. (tel3)	7.60	0.548	0.0721	0.245	6.92	8.28
Fax S. (tel4)	7.60	0.548	0.0721	0.245	8.24	9.36
Newsletter C. (dir1)	9.00	0.000	0.0000	0.000	6.92	8.28
Newsletter S. (dir2)	8.80	0.447	0.0508	0.200	7.29	9.51
E-mail C. (eco1)	7.60	0.548	0.0721	0.245	8.24	9.36
E-mail S. (eco2)	8.40	0.894	0.1065	0.400	8.72	10.0
Internet C. (eco3)	8.80	0.447	0.0508	0.200	8.16	10.2
Internet S. (eco4)	9.00	0.000	0.0000	0.000	7.92	9.28
SMS C. (mco1)	**9.40**	0.548	0.0583	0.245	7.92	9.28
SMS S. (mco2)	9.20	0.837	0.0909	0.374	8.64	9.76
Integration (int1)	8.60	0.548	0.0637	0.245	7.92	9.28
Data storage (dat1)	8.60	0.548	0.0637	0.245	7.49	9.71
Internet serve (ana1)	9.20	0.447	0.0486	0.200	7.24	8.36
Market analysis (ana2)	8.60	0.548	0.0637	0.245	7.64	8.76
Service (sha1)	8.60	0.894	0.1040	0.400	6.92	8.28
Profit (sha2)	7.80	0.447	0.0573	0.200	8.92	10.2
Internet tech. (per1)	8.20	0.447	0.0545	0.200	8.72	10.0
Evaluation (per2)	7.60	0.548	0.0721	0.245	8.24	9.36

Table 5: Results of basic statistics [company side] (Continue)

Factor (n = 5)	Company Side				95% C.I.	
	mean	s.d.	c.v.	s.e. mean	Lower	Upper
Overall satisfaction (Y11)	7.60	0.548	0.0721	0.245	6.92	8.28
Benefit satisfaction (Y12)	**8.60**	0.548	0.0637	0.245	7.92	9.28
Information satisfaction (Y13)	7.00	1.000	0.1429	0.447	5.76	8.24
Variety satisfaction (Y14)	**8.20**	0.447	0.0545	0.200	7.64	8.76
Design satisfaction (Y15)	7.60	0.548	0.0721	0.245	6.92	8.28
Convenience satisfaction (Y16)	7.20	0.447	0.0621	0.200	6.64	7.76
Consultant satisfaction (Y17)	8.00	1.000	0.1250	0.447	6.76	9.24
Price satisfaction (Y18)	7.20	0.447	0.0621	0.200	6.64	7.76
Service satisfaction (Y19)	6.60	0.548	0.0830	0.245	5.92	7.28
PR satisfaction (Y110)	7.20	0.447	0.0621	0.200	6.64	7.76
Fulfillment of expectation (Y111)	7.20	0.447	0.0621	0.200	6.64	7.76
Compare with ideal (Y112)	7.60	0.548	0.0721	0.245	6.92	8.28
Repurchase intention 1 (Y21)	**8.20**	0.447	0.0545	0.200	7.64	8.76
Repurchase intention 3 (Y22)	**8.60**	0.548	0.0637	0.245	7.92	9.28
Repurchase intention 6 (Y23)	**8.40**	0.894	0.1065	0.400	7.29	9.51
Repurchase intention 12 (Y24)	7.80	1.643	0.2107	0.735	5.76	9.84
Cross-buying intention (Y25)	7.80	0.447	0.0573	0.200	7.24	8.36
Price tolerance (Y26)	7.40	0.548	0.0740	0.245	6.72	8.08
Recommendation to others (Y27)	**8.20**	0.447	0.0545	0.200	7.64	8.76
Preference 1 (Y31)	5.40	3.130	0.5797	1.400	1.51	9.29
Preference 3 (Y32)	5.40	3.130	0.5797	1.400	1.51	9.29
Preference 6 (Y33)	6.00	2.345	0.3909	1.049	3.09	8.91
Preference 12 (Y34)	6.60	1.517	0.2298	0.678	4.72	8.48

1.2 Results of Multiple Regression on Customer Satisfaction

As shown in Table 6-7, the topic of multiple regression on customer satisfaction can be shown below and overall pictures can be elaborated as figure 26 - 37:

- Overall Satisfaction

- Benefit Satisfaction

- Information Satisfaction

- Variety Satisfaction

- Design Satisfaction

- Convenience Satisfaction

- Consultation Satisfaction

- Price Satisfaction

- Service Satisfaction

- PR Satisfaction

- Fulfillment of Expectation

- Compared with Ideal

Remarks:

- All number standing means significant difference at $\alpha \leq 0.05$.

- The number means the ranking of factors in each equation.

Table 6: Results of Multiple Regression for independent variables (standard customer satisfaction)

Process	Construct	Factor	Customer Satisfaction		
			Overall (Y11)	Fulfillment of expectation (Y111)	Compare with ideal (Y112)
Strategy Development	Business Strategy	Benefit (bus1)		+12	
		Standard (bus2)			
		Consultation (bus3)	-6		
	Customer Strategy	Member activity (cus1)		+9	-7
Value Creation	Value Customer Receives	Value proposal (vcr1)			
		Product value (vcr2)	+2		
		Member criteria (vcr3)			+6
	Value Organization Receives	New member (vor1)			
		Cross-selling (vor2)	+3	+7	+5
		Up-selling (vor3)		-5	
		Words of mouth (vor4)	-4	+1	
Multichannel Integration	Sales Force	Consultant C. (sal1)			
		Consultant S. (sal2)	-9		
	Outlet	Shop C. (out1)			
		Shop S. (out2)	+8	-4	
	Telephony	Contact center C. (tel1)			
		Contact center S. (tel2)		-6	
		Fax C. (tel3)			
		Fax S. (tel4)			
	Direct Marketing	Newsletter C. (dir1)		+2	
		Newsletter S. (dir2)			
	Electronic Commerce	E-mail C. (eco1)			
		E-mail S. (eco2)			
		Internet C. (eco3)		-8	
		Internet S. (eco4)	+7		
	Mobile Commerce	SMS C. (mco1)			
		SMS S. (mco2)		+13	+8
		Integration (int1)			
Information Management	Data Repository	Data storage (dat1)		+3	-2
	Analytical Tool	Internet serve (ana1)			
		Market analysis (ana2)		-11	
Performance Assessment	Shareholder Results	Service (sha1)			-4
		Profit (sha2)			+3
	Performance Monitoring	Internet tech. (per1)	-5	-10	
		Evaluation (per2)	+1		+1
R^2			0.917	0.990	0.929

Table 7: Results of Multiple Regression for independent variables (all customer satisfaction)

Process	Construct	Factor	Benefit of product (Y12)	Product Information (Y13)	Product Variety (Y14)	Product Design (Y15)	Usage Convenience (Y16)	Health Consultation (Y17)	Compared price (Y18)	Service (Y19)	Company PR (Y110)
Strategy Development	Business Strategy	Benefit	-9		-13						
		Standard	-8	-7			-4		-7		
		Consultation							-6		
	Customer Strategy	Member activity						-7		-6	-9
Value Creation	Value Customer Receives	Value proposal	-11			+1	+3	+9	+8		
		Product value									+3
		Member criteria	+1		+8			+1			
	Value Organization Receives	New member		+5			+7				
		Cross-selling		+4		+1		+1		+3	+2
		Up-selling		-3			-1		-3		
		Words of mouth	+3			+4	+8	+6		-2	
Multichannel Integration	Sales Force	Consultant C.									
		Consultant S.	+7					-11			
	Outlet	Shop C.		-9	-14						
		Shop S.	+6								+10
	Telephony	Contact center C.					-3	-3			
		Contact center S.	-10		-9	+6					
		Fax C.			-10	-5	-9			+5	
		Fax S.			+4			-4	-9		
	Direct Marketing	Newsletter C.	+4				+5				+6
		Newsletter S.		+8	+1	+1	+1		+4		+11
	Electronic Commerce	E-mail C.							+5		
		E-mail S.		+6				+5		+4	
		Internet C.			-3						
		Internet S.									
	Mobile Commerce	SMS C.									-7
		SMS S.			+1	+8					
		Integration	-1	-2	+7	+1					-5
Information Management	Data Repository	Data storage			+5	-1		-2			-4
	Analytical Tool	Internet serve	-5		+1	-9	-2				
		Market analysis							+10		+8
Performance Assessment	Shareholder Results	Service					-7	-8			
		Profit					+2	+1			
	Performance Monitoring	Internet tech.			-6			-2			
		Evaluation	+2	+1	+2	+1	+6		+1	+1	+1
R2			0.978	0.913	0.987	0.980	0.863	0.966	0.935	0.906	0.981

Consultation (bus3) [6]	Business Strategy	Strategy Development

Product Value (vcr2) [2]	Value Customer Receives	Value Creation
Cross-selling (vor2) [3]	Value Organization Receives	
Words of Mouth (vor4) [4]		

Consultant S. (sal2) [9]	Sales Force	Multichannel Integration
Shop S. (out2) [8]	Outlet	
Internet S. (eco4) [7]	E - Commerce	

Internet Tech. (per1) [5]	Performance Monitoring	Performance Assessment
Evaluation (per2) [1]		

Overall Satisfaction (Y11)

Figure 26: Factors influencing on overall satisfaction (Y11)

Model: Overall Satisfaction

$Y_{11} = 1.071 - .738(bus3) + .405(vcr2) + .416(vor2) - .307(vor4) - .215(sal2) + .259(out2) + .190(eco4) - .278(per1) + 1.169(per2)$

$R^2 = 0.917$

Benefit (bus1) [9]	**Business Strategy**	**Strategy Development**
Standard (bus2) [8]		
Value Proposal (vcr1) [11]	**Value Customer Receives**	**Value Creation**
Member Criteria (vcr3) [12]		
Words of Mouth (vor4) [3]	**Value Organization Receives**	
Consultant S. (sal2) [7]	**Sales Force**	**Multichannel Integration**
Shop S. (out2) [6]	**Outlet**	
Contact C. S. (tel2) [10]	**Telephony**	
Newsletter C. (dir1) [4]	**Direct Marketing**	
Integration (int1) [1]		
Internet Serve (ana1) [5]	**Analytical Tool**	**Information Management**
Evaluation (per2) [2]	**Performance Monitoring**	**Performance Assessment**

Benefit Satisfaction (Y12)

Figure 27: Factors influencing on benefit satisfaction (Y12)

Model: Benefit Satisfaction

Y12= 3.983 - .245(bus1) - .336(bus2) - .087(vcr1) + .087(vcr3) + .360(vor4) +

.240(sal2) + .187(out2) - .165(tel2) + .408(dir1) - .539(int1) - .210(ana1) + .821(per2)

R^2= 0.978
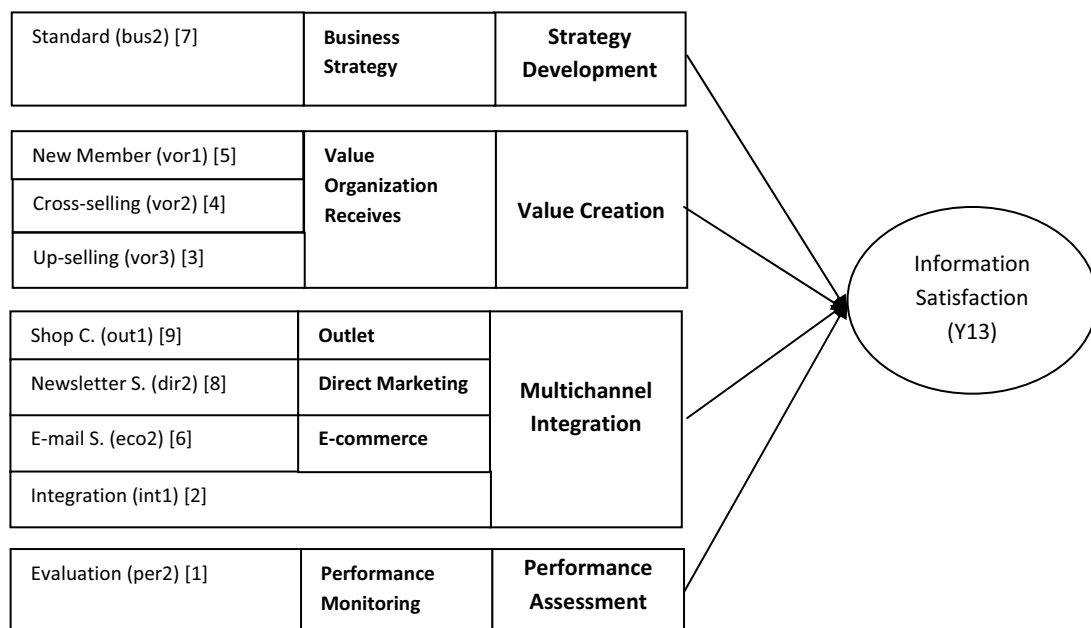
Figure 28: Factors influencing on information satisfaction (Y13)

Model: Information Satisfaction

Y13= 3.652 - .627(bus2) + .385(vor1) + .456(vor2) - .482(vor3) - .152(out1) + .206(dir2) + .246(eco2) - .507(int1) + 1.120(per2)

R^2= 0.913

Benefit (bus1) [13]	**Business Strategy**	**Strategy Development**

Member Criteria (vcr3) [8]	**Value Customer Receives**	**Value Creation**

Shop C. (out1) [14]	**Outlet**	**Multichannel Integration**
Contact center S. (tel2) [9]	**Telephony**	
Fax C. (tel3) [10]		
Fax S. (tel4) [4]		
Newsletter S. (dir2) [12]	**Direct Marketing**	
Internet C. (eco3) [3]	**E-commerce**	
SMS S. (mco2)[11]	**M-commerce**	
Integration (int1) [7]		

Data storage (dat1)[5]	**Data Repository**	**Information Management**
Internet serve (ana1) [1]	**Analytical Tool**	

Internet tech. (per1) [6]	**Performance Monitoring**	**Performance Assessment**
Evaluation (per2) [2]		

Variety Satisfaction (Y14)

Figure 29: Factors influencing on variety satisfaction (Y14)

Model: Variety Satisfaction

Y14= 2.936 - .177(bus1) + .233(vcr3) - .98(out1) - .257(tel2) - .123(tel3) + .302(tel4) + .102(dir2) - .276(eco3) + .119(mco2) + .233(int1) - .379(dat1) + .357(ana1) - .193(per1) + .811(per2)

R^2= 0.987

Value Proposal (vcr1) [10]	**Value Customer Receives**	**Value Creation**
Cross-selling (vor2) [14]	**Value Organization Receives**	
Words of mouth (vor4) [4]		

Contact center C. (tel1) [3]	**Telephony**	**Multichannel Integration**
Contact center S. (tel2) [6]		
Fax C. (tel3) [5]		
Newsletter S. (dir2) [11]	**Direct Marketing**	
SMS S. (mco2) [8]	**M- Commerce**	
Integration (int1) [13]		

| Data storage (dat1) [1] | **Data Repository** | **Information Management** |
| Internet Serve (ana1) [9] | **Analytical Tool** | |

Service (sha1) [7]	**Shareholder Results**	**Performance Assessment**
Profit (sha2) [2]		
Evaluation (per2) [12]	**Performance Monitoring**	

Design Satisfaction (Y15)

Figure 30: Factors influencing on design satisfaction (Y15)

Model: Design Satisfaction

Y15= -.691 + .217(vcr1) + .142(vor2) + .397(vor4) - 1.078(tel1) + .638(tel2) - .454(tel3) + .232(dir2) + .308(mco2) + .207(int1) - 1.246(dat1) - .204(ana1) - .701(sha1) + 2.061(sha2) + .354(per2)

R^2= 0.980

| Standard (bus2) [4] | Business Strategy | Strategy Development |

Value Proposal (vcr1) [3]	Value Customer Receives	
New Member (vor1) [7]	Value Organization Receives	Value Creation
Up-selling (vor3) [1]		
Words of Mouth (vor4) [8]		

Fax C. (tel3) [9]	Telephony	
Newsletter C. (dir1) [5]	Direct Marketing	Multichannel Integration
Newsletter S. (dir2) [10]		

| Internet Serve (ana1) [2] | Analytical Tool | Information Management |

| Evaluation (per2) [6] | Performance Monitoring | Performance Assessment |

Convenience Satisfaction (Y16)

Figure 31: Factors influencing on convenience satisfaction (Y16)

Model: Convenience Satisfaction

Y16= 7.490 - .567(bus2) + .252(vcr1) + .176(vor1) - .344(vor3) + .125(vor4) - .129(tel3) + .277(dir1) + .091(dir2) - .235(ana1) + .428(per2)

R^2= 0.863

Member Activity (cus1) [7]	**Customer Strategy**	**Strategy Development**

Value Proposal (vcr1) [9]	**Value Customer Receives**	**Value Creation**
Member Criteria (vcr3)		
Cross-selling (vor2) [10]	**Value Organization Receives**	
Words of Mouth (vor4) [6]		

Consultant S. (sal2) [11]	**Sales Force**	**Multichannel Integration**
Contact C. (tel1) [3]	**Telephony**	
Fax. S. (tel4) [4]		
E-mail S. (eco2) [5]	**E-commerce**	

Data storage (dat1) [2]	**Data Repository**	**Information Management**

Service (sha1) [8]	**Shareholder**	**Performance Assessment**
Profit (sha2) [1]	**Results**	

Consultation Satisfaction (Y17)

Figure 32: Factors influencing on consultation satisfaction (Y17)

Model: Consultation Satisfaction

Y17= 6.173 - .677(cus1) + .344(vcr1) + .162(vcr3) + .325(vor2) + .412(vor4) - .437(sal2) - 1.798(tel1) - .781(tel4) + .577(eco2) - 1.079(dat1) - .805(sha1) + 3.604(sha2)

R^2= 0.966

| Standard (bus2) [7] | Business Strategy | Strategy Development |
| Consultation (bus3) [6] | | |

| Value Proposal (vcr1) [8] | Value Customer Receives | Value Creation |
| Up-selling (vor3) [3] | Value Org. Receives | |

Fax S. (tel4) [9]	Telephony	Multichannel Integration
E-mail C. (eco1) [5]	E-commerce	
Newsletter S. (dir2) [4]	Direct Marketing	

| Market analysis (ana2) [10] | Analytical Tool | Information Management |

| Internet Tech. (per1)[2] | Performance Monitoring | Performance Assessment |
| Evaluation (per2) [1] | | |

Price Satisfaction (Y18)

Figure 33: Factors influencing on price satisfaction (Y18)

Model: Price Satisfaction

Y18= 2.137 - .352(bus2) - .395(bus3) + .091(vcr1) - .375(vor3) - .091(tel4) + .191(eco1) + .340(dir2) + .157(ana2) - .497(per1) + 1.600(per2)

R^2= 0.935
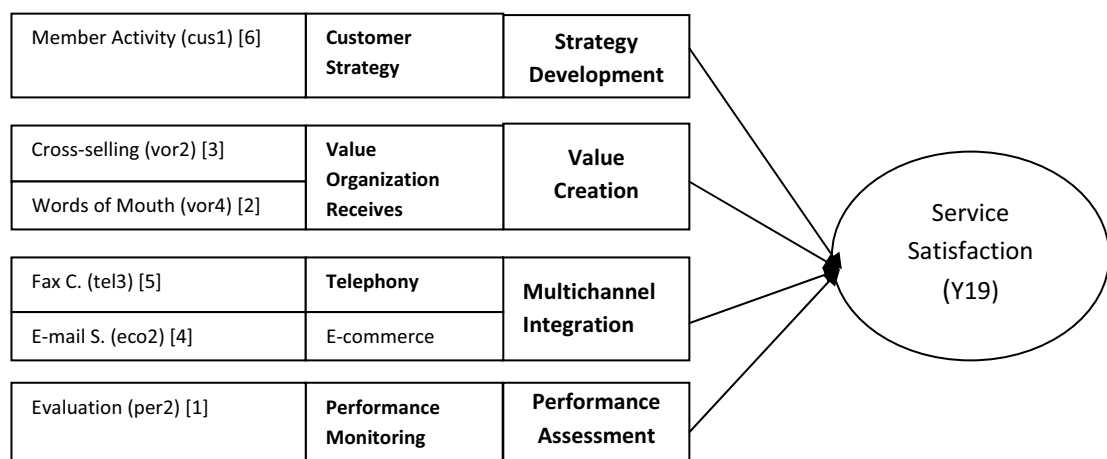
Figure 34: Factors influencing on service satisfaction (Y19)

Model: Service Satisfaction

Y19= -11.732 - .288(cus1) + 1.060(vor2) - .923(vor4) + .245(tel3) + .266(eco2) + 2.022(per2)

R^2= 0.906

Member activity (cus1) [9]	Customer Strategy	Strategy Development

Product Value (vcr2) [3]	Value Customer Receives	Value Creation
Cross-selling (vor2) [2]	Value Org. Receives	

Shop S. (out2) [10]	Outlet	Multichannel Integration
Newsletter C. (dir1) [6]	Direct Marketing	
Newsletter S. (dir2)[11]		
SMS C. (mco1) [7]	M-commerce	
Integration (int1) [5]		

Data storage (dat1) [4]	Data Repository	Information Management
Marketing Analysis(ana2)[8]	Analytical tool	

Evaluation (per2) [1]	Performance Monitoring	Performance Assessment

PR Satisfaction (Y110)

Figure 35: Factors influencing on public relations satisfaction (Y110)

Model: PR Satisfaction

Y110= -2.100 - .114(cus1) + .278(vcr2) + .388(vor2) + .074(out2) + .208(dir1) + .058(dir2) - .116(mco1) - .236(int1) - .257(dat1) + .166(ana2) + .739(per2)

R^2= 0.981
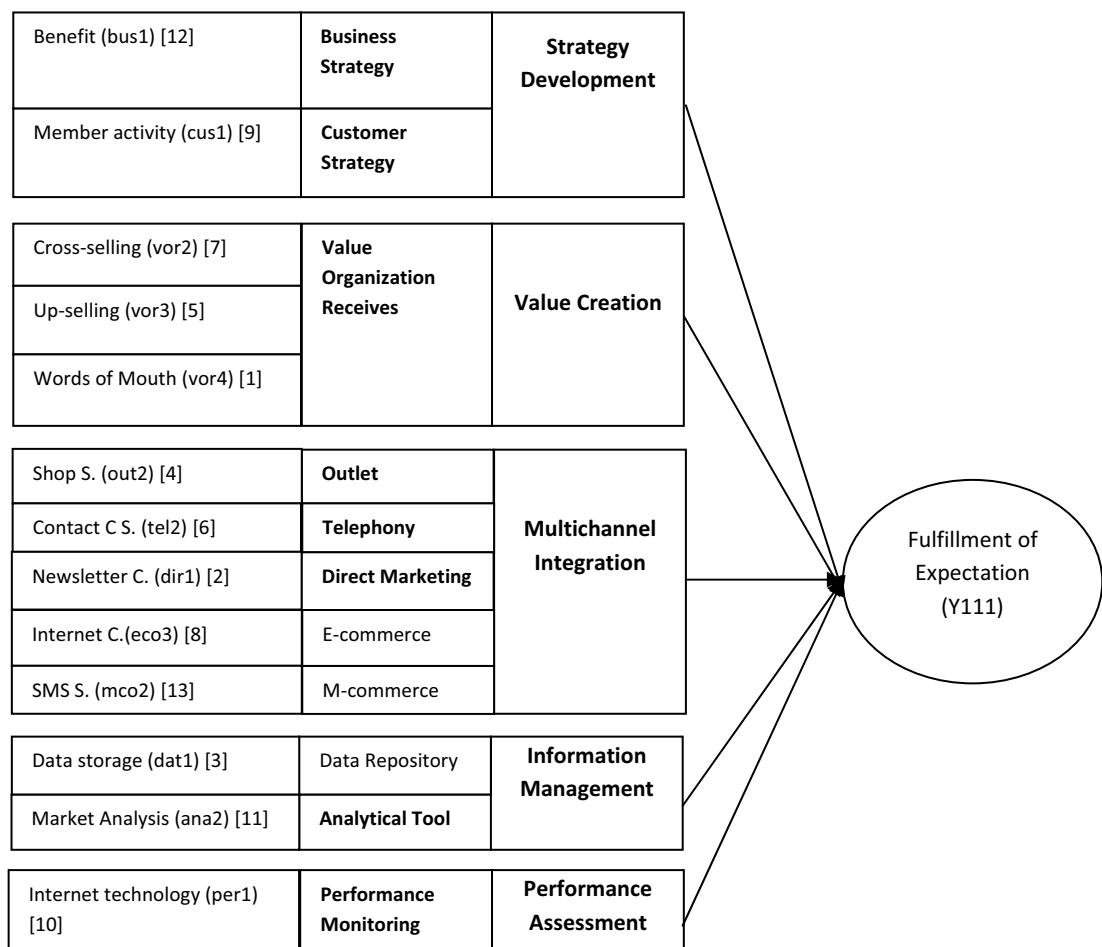
Figure 36: Factors influencing on fulfillment of expectation (Y111)

Model: Fulfillment of Expectation

Y111= 1.438 + .107(bus1) + .198(cus1) + .210(vor2) - .272(vor3) + .648(vor4) - .316(out2) - .383(tel2) + .439(dir1) - .121(eco3) + .045(mco2) + .350(dat1) - .104(ana2) - .088(per1)

R^2 = 0.990
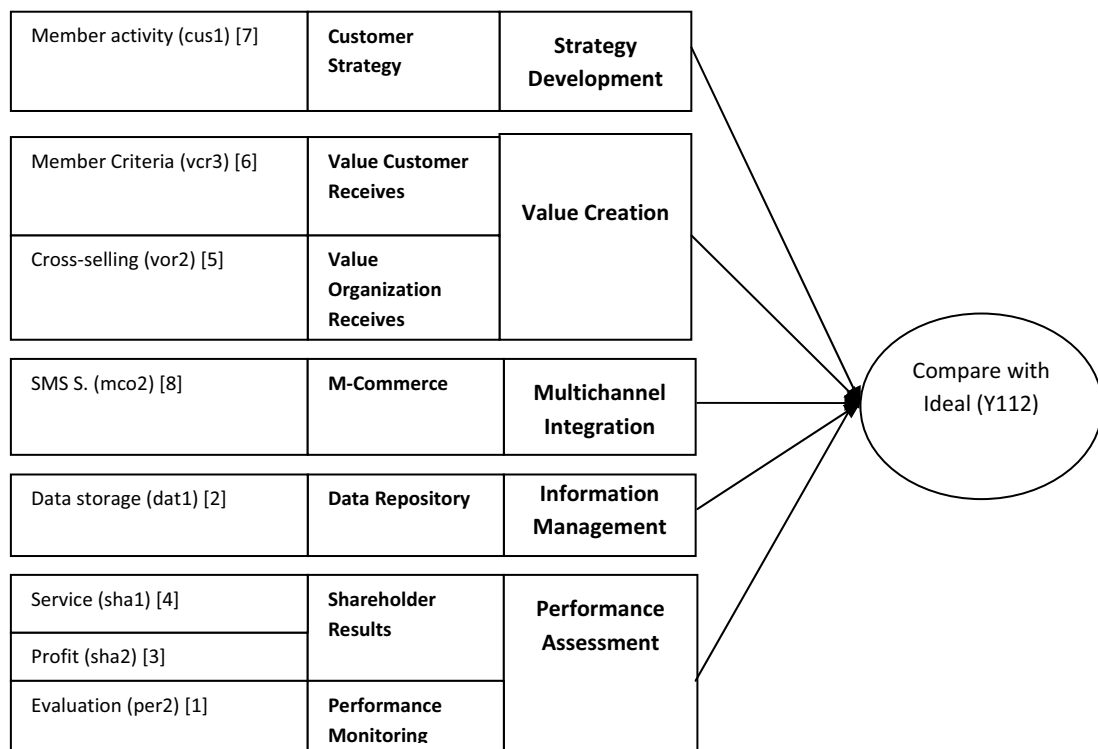
Figure 37: Factors influencing on compare with ideal (Y112)

Model: Compare with Ideal

Y112= -3.506 - .242(cus1) + .184(vcr3) + .422(vor2) + .137(mco2) - .590(dat1) - .792(sha1) + .954(sha2) + 1.231(per2)

R^2= 0.929

After combining the beta weight of all factors, as seen in table 8, the top ten outstanding factors influencing customer satisfaction (CS) are ranked, from highest to lower, between standard CS (Y11, Y111 and Y112) and all CS (all Y) as below:

1)	Evaluation (Performance Assessment)	1)	Evaluation (Performance Assessment)
2)	Words of Mouth (Value Creation)	2)	Data Storage (Information Management)
3)	Cross-selling (Value Creation)	3)	Profit (Performance Assessment)
4)	Data Storage (Information Management)	4)	Words of Mouth (Value Creation)
5)	Profit (Performance Assessment)	5)	Cross-selling (Value Creation)
6)	Shop satisfied (Multichannel Integration)	6)	Integration (Multichannel Integration)
7)	Internet Technology (Information M.)	7)	Up-selling (Value Creation)
8)	Service (Performance Assessment)	8)	Internet Serve (Information M.)
9)	Product Value (Value Creation)	9)	Internet Technology (Information M.)
10)	Consultation (Strategy Development)	10)	Contact Center C. (Multichannel Int.)

Interestingly, six factors are in common, with underlying, between standard CS and all CS, for instance, evaluation, words of mouth, cross-selling, data storage, profit, and internet technology.

Table 8: Summary of standard beta weight (customer satisfaction)

Process	Construct	Factor	Overall (Y1)	Fulfillment of expectation (Y2)	Compare with ideal (Y3)	Total Beta Weight	Ranking
Strategy Development	Business Strategy	Benefit (bus1)		.054		.054	21
		Standard (bus2)				.000	22
		Consultation (bus3)	.531			.531	10
	Customer Strategy	Member activity (cus1)		.153	.251	.404	12
Value Creation	Value Customer Receives	Value proposal (vcr1)				.000	22
		Product value (vcr2)	.578			.578	9
		Member criteria (vcr3)			.254	.254	16
	Value Organization Receives	New member (vor1)				.000	22
		Cross-selling (vor2)	.576	.212	.572	1.360	3
		Up-selling (vor3)		.291		.291	14
		Words of mouth (vor4)	.539	.827		1.366	2
Multichannel Integration	Sales Force	Consultant C. (sal1)				.000	22
		Consultant S. (sal2)	.221			.221	18
	Outlet	Shop C. (out1)				.000	22
		Shop S. (out2)	.357	.316		.673	6
	Telephony	Contact center C. (tel1)				.000	22
		Contact center S. (tel2)		.266		.266	15
		Fax C. (tel3)				.000	22
		Fax S. (tel4)				.000	22
	Direct Marketing	Newsletter C. (dir1)		.432		.432	11
		Newsletter S. (dir2)				.000	22
	Electronic Commerce	E-mail C. (eco1)				.000	22
		E-mail S. (eco2)				.000	22
		Internet C. (eco3)		.181		.181	19
		Internet S. (eco4)	.389			.389	13
	Mobile Commerce	SMS C. (mco1)				.000	22
		SMS S. (mco2)		.047	.192	.239	17
		Integration (int1)				.000	22
Information Management	Data Repository	Data storage (dat1)		.345	.782	1.127	4
	Analytical Tool	Internet serve (ana1)				.000	22
		Market analysis (ana2)		.070		.070	20
Performance Assessment	Shareholder Results	Service (sha1)			.635	.635	8
		Profit (sha2)			.743	.743	5
	Performance Monitoring	Internet tech. (per1)	.533	.123		.656	7
		Evaluation (per2)	.993		1.022	2.015	1

1.3 Results of Multiple Regression on Customer Loyalty

As shown in table 9, the result of multiple regression on customer loyalty can be summarized as follows:

- Repurchase Intention 1, shown in Figure 38

- Repurchase Intention 3, shown in Figure 39

- Repurchase Intention 6, shown in Figure 40

- Repurchase Intention 12, shown in Figure 41

- Cross-buying Intention, shown in Figure 42

- Price Tolerance, shown in Figure 43

- Recommendation, shown in Figure 44

After combining the beta weight of all factors influencing customer loyalty, as seen in table 10, the top ten outstanding factors are ranked, from highest to lower, as below:

1) Up-selling (Value Creation)

2) Product Value (Value Creation)

3) E-mail satisfied (Multichannel Integration)

4) New member (Value Creation)

5) Cross-selling (Value Creation)

6) Data Storage (Information Management)

7) SMS satisfied (Multichannel Integration)

8) Service (Performance Assessment)

9) Integration (Multichannel Integration)

10) SMS convenience (Multichannel Integration)

Table 9: Results of Multiple Regression for independent variables (customer loyalty)

Process	Construct	Factor	Customer Loyalty						
			Repurchase Intention 1 (Y21)	Repurchase Intention 3 (Y22)	Repurchase Intention 6 (Y23)	Repurchase Intention12 (Y24)	Cross-buying Intention (Y25)	Price Tolerance (Y26)	Recommendation (Y27)
Strategy Development	Business Strategy	Benefit (bus1)						+12	
		Standard (bus2)							
		Consultation (bus3)							
	Customer Strategy	Member activity (cus1)	+6						-6
Value Creation	Value Customer Receives	Value proposal (vcr1)				-4			
		Product value (vcr2)						+2	+1
		Member criteria (vcr3)	+7		-3				
	Value Organization Receives	New member (vor1)		+1					
		Cross-selling (vor2)	+5			+6		+1	
		Up-selling (vor3)		-5	+1	+1	+1		
		Words of mouth (vor4)						-3	
Multichannel Integration	Sales Force	Consultant C. (sal1)		+6					
		Consultant S. (sal2)			-5				
	Outlet	Shop C. (out1)	+4		+4				
		Shop S. (out2)							
	Telephony	Contact center C. (tel1)							+3
		Contact center S. (tel2)							
		Fax C. (tel3)			-6			-10	+8
		Fax S. (tel4)	-8	-3					+10
	Direct Marketing	Newsletter C. (dir1)	+2						
		Newsletter S. (dir2)						+8	-9
	Electronic Commerce	E-mail C. (eco1)						-4	
		E-mail S. (eco2)			+2	+2		+7	
		Internet C. (eco3)							
		Internet S. (eco4)						+5	
	Mobile Commerce	SMS C. (mco1)		-4		-5		-9	
		SMS S. (mco2)					+2		+4
		Integration (int1)	-3				-3		
Information Management	Data Repository	Data storage (dat1)						-6	-2
	Analytical Tool	Internet serve (ana1)							
		Market analysis (ana2)				-3		-11	-7
Performance Assessment	Shareholder Results	Service (sha1)	+1						+5
		Profit (sha2)		-2					
	Performance Monitoring	Internet tech. (per1)							
		Evaluation (per2)							
R2			0.990	0.945	0.975	0.979	0.839	0.971	0.981

Table 10: Summary of standard beta weight (customer loyalty)

Process	Construct	Factor	Repurchase Intention 1 (Y21)	Repurchase Intention 3 (Y22)	Repurchase Intention 6 (Y23)	Repurchase Intention 12 (Y24)	Cross-buying Intention (Y25)	Price Tolerance (Y26)	Recommendation (Y27)	Total Beta Weight	Ranking
Strategy Development	Business Strategy	Benefit						.066		.066	26
		Standard								.000	27
		Consultation								.000	27
	Customer Strategy	Member activity	.184						.246	.430	20
Value Creation	Value Customer Receives	Value proposal				.239				.239	24
		Product value						1.089	.981	2.070	**2**
		Member criteria	.165		.368					.533	18
	Value Organization Receives	New member		1.572						1.572	**4**
		Cross-selling	.236			.172		1.117		1.525	**5**
		Up-selling		.307	1.150	.760	.844			3.061	**1**
		Words of mouth						.708		.708	12
Multichannel Integration	Sales Force	Consultant C.		.227						.227	25
		Consultant S.			.243					.243	23
	Outlet	Shop C.	.248		.294					.542	17
		Shop S.								.000	27
	Telephony	Contact center C.							.430	.430	20
		Contact center S.								.000	27
		Fax C.			.087			.187	.178	.452	19
		Fax S.	.157	.423					.043	.623	16
	Direct Marketing	Newsletter C.	.380							.380	21
		Newsletter S.						.237	.122	.359	22
	Electronic Commerce	E-mail C.						.701		.701	13
		E-mail S.			.389	.672		.532		1.593	**3**
		Internet C.								.000	27
		Internet S.						.648		.648	14
	Mobile Commerce	SMS C.		.335		.205		.224		.764	**10**
		SMS S.					.646		.387	1.033	**7**
		Integration	.378				.493			.871	**9**
Information Management	Data Repository	Data storage						.630	.549	1.179	**6**
	Analytical Tool	Internet serve								.000	27
		Market analysis				.261		.174	.206	.641	15
Performance Assessment	Shareholder Results	Service	.542						.381	.923	**8**
		Profit		.724						.724	11
	Performance Monitoring	Internet tech.								.000	27
		Evaluation								.000	27

Member Activity (cus1) [6]	**Customer Strategy**	**Strategy Development**

Member Criteria (vcr3) [7]	**Value Customer ReceiveS**	**Value Creation**
Cross-selling (vor2) [5]	**Value Organization**	

Shop C. (out1) [4]	**Outlet**	**Multichannel Integration**
Fax S. (tel4) [8]	**Telephony**	
Newsletter C. (dir1) [2]	**Direct Marketing**	
Integration (int1) [3]		

Service (sha1) [1]	**Shareholder Results**	**Performance Assessment**

Repurchase Intention1 (Y21)

Figure 38: Factors influencing on repurchase intention 1 (Y21)

Model: Repurchase Intention 1

$Y21 = -13.012 + .399(cus1) + .200(vcr3) + .275(vor2) + .446(out1) - .161(tel4) + .486(dir1) - .445(int1) + 1.186(sha1)$

$R^2 = 0.990$
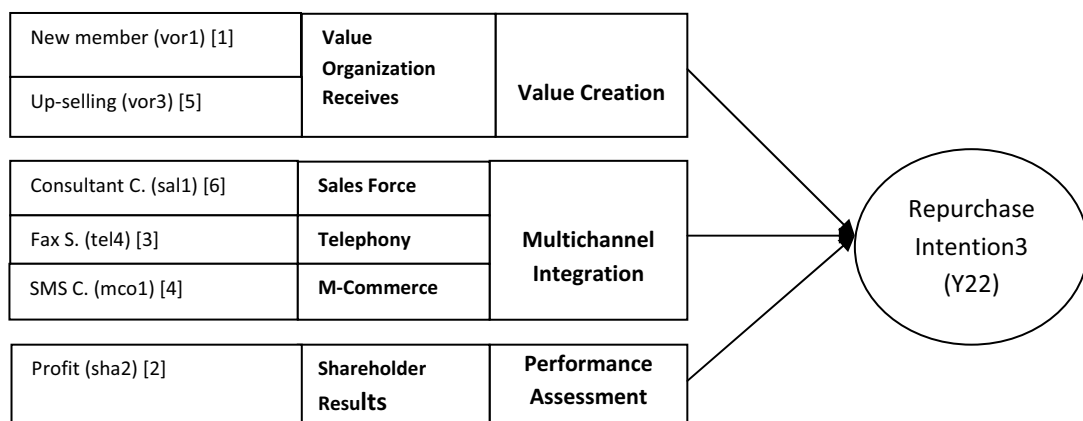
Figure 39: Factors influencing on repurchase intention 3 (Y22)

Model: Repurchase Intention 3

Y22= 9.424 + 1.695(vor1) - .325(vor3) + .388(sal1) - .395(tel4) - .319(mco1) - 1.500(sha2)

R^2= 0.945

| Member Criteria (vcr3) [3] | **Value Customer Receives** | **Value Creation** |
| Up-selling (vor3) [1] | **Value Organization Receives** | |

Consultant S. (sal2) [5]	**Sales Force**	**Multichannel Integration**
Shop C. (out1) [4]	**Outlet**	
Fax C. (tel3) [6]	**Telephony**	
E-mail S. (eco2) [2]	**E-Commerce**	

Repurchase Intention6 (Y23)
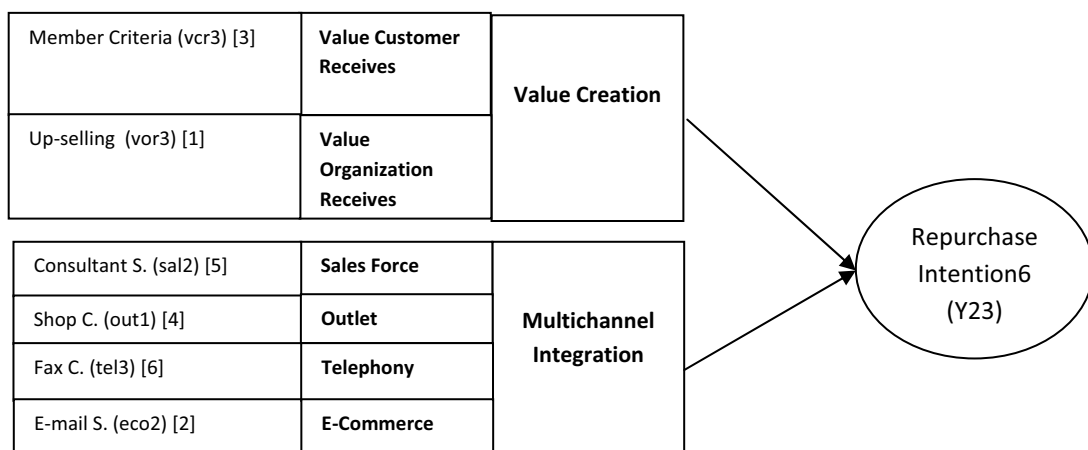
Figure 40: Factors influencing on repurchase intention 6 (Y23)

Model: Repurchase Intention 6

Y23= -1.861 - .353(vcr3) + 1.043(vor3) - .322(dal2) + .369(out1) - .078(tel3) + .433(eco2)

R^2= 0.975

	Value Customer **Receives**	
Value Proposal (vcr1) [4]		**Value Creation**
Cross-selling (vor2) [6]	Value Organization Receives	
Up-selling (vor3) [1]		

E-mail S. (eco2) [2]	**E-commerce**	**Multichannel Integration**
SMS C. (mco1) [5]	**M-commerce**	

Market analysis (ana2) [3]	**Analytical tool**	**Information Management**

Repurchase Intention12 (Y24)
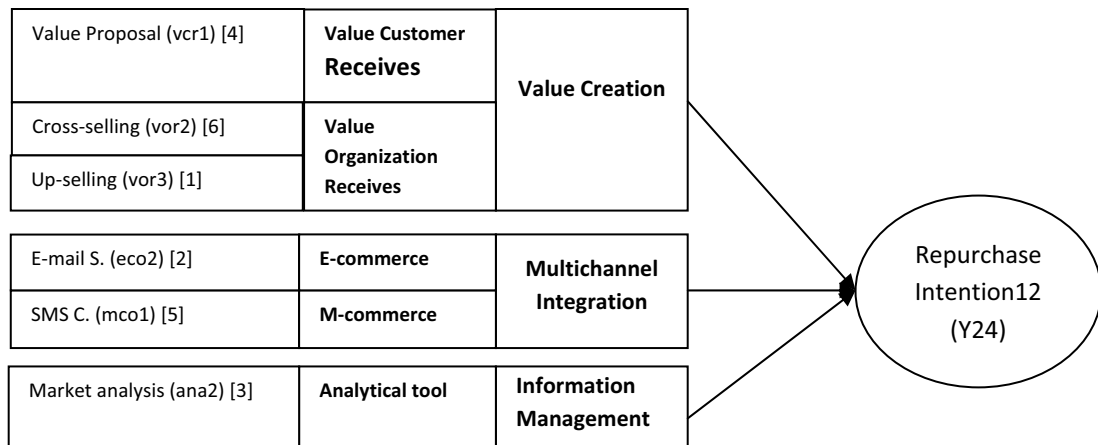
Figure 41: Factors influencing on repurchase intention 12 (Y24)

Model: Repurchase Intention 12

Y24= -.778 - .217(vcr1) + .169(vor2) + .661(vor3) + .765(eco2) - .171(mco1) - .374(ana2)

$R^2 = 0.979$

Up-selling (vor3) [1]	Value Organization	**Value Creation**

SMS S. (mco2)[2]	**M-commerce**	**Multichannel Integration**
Integration (int1) [3]		

Cross-buying Intention (Y25)
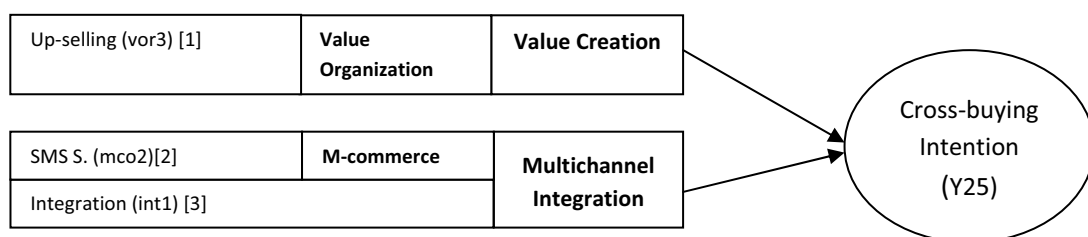
Figure 42: Factors influencing on cross-buying intention (Y25)

Model: Cross-buying Intention

Y25= -2.435 + .992(vor3) + .798(mco2) - .616(int1)

$R^2 = 0.839$

Benefit (bus1) [12]	**Business Strategy**	**Strategy Development**

Product value (vcr2) [2]	**Value Customer Receives**	**Value Creation**
Cross-selling (vor2) [1]	**Value Organization Receives**	
Words of mouth (vor4) [3]		

Fax C. (tel3) [10]	**Telephony**	**Multichannel Integration**
Newsletter S. (dir2) [8]	**Direct Marketing**	
E-mail C. (eco1) [4]	**E-commerce**	
E-mail S. (eco2) [7]		
Internet S.(eco4) [5]		
SMS C. (mco1) [9]	**M- Commerce**	

Data storage (dat1) [6]	**Data Repository**	**Information Management**
Market analysis (ana2) [11]	**Analytical Tool**	

Price Tolerance (Y26)

Figure 43: Factors influencing on price tolerance (Y26)

Model: Price Tolerance

Y26= -1.767 + .137(bus1) + 1.103(vcr2) + 1.159(vor2) - .577(vor4) - .174(tel3) + .219(dir2) - .529(eco1) + .394(eco2) + .480(eco4) - .194(mco1) - .678(dat1) - .270(ana2)

R^2= 0.971
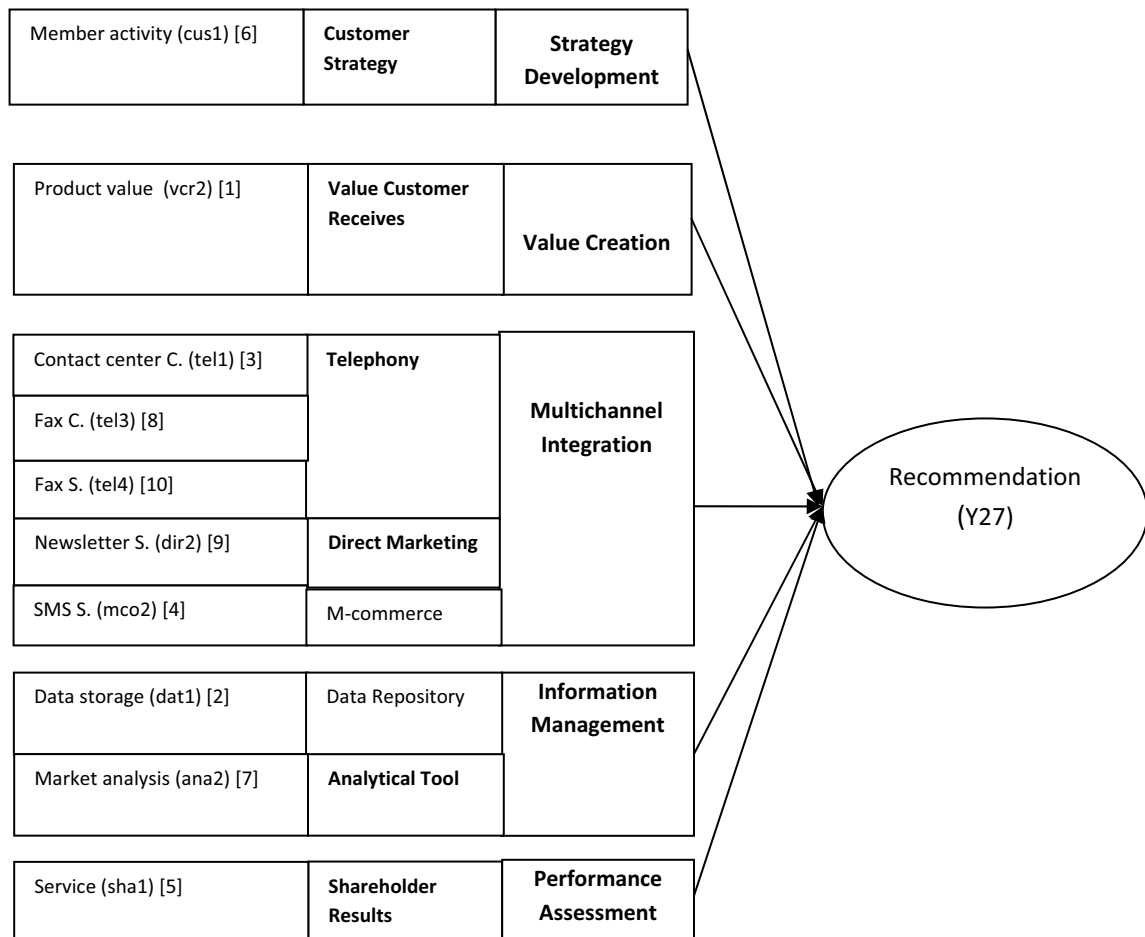
Figure 44: Factors influencing on Recommendation (Y27)

Model: Recommendation to Others

Y27= -1.703 - .237(cus1) + .702(vcr2) + .562(tel1) + .123(tel3) + .026(tel4) - .081(dir2) + .277(mco2) - .414(dat1) - .226(ana2) + .479(sha1)

R^2= 0.981

1.4 Results of Multiple Regression on Customer Retention

As shown in Table 11, the result of multiple regression on customer retention can be summarized as follows:

- Preference 1, shown in Figure 45

- Preference 3, shown in Figure 46

- Preference 6, shown in Figure 47

- Preference 12, shown in Figure 48

After combining the beta weight of all factors influencing customer retention, as seen in table 12, the top five outstanding factors are ranked, from highest to lower, as below:

1) Profit (Performance Assessment)

2) Data Storage (Information Management)

3) Evaluation (Performance Assessment)

4) Integration (Multichannel Integration)

5) SMS convenience (Multichannel Integration)

Table 11: Results of Multiple Regression for independent variables (customer retention)

Process	Construct	Factor	Customer Retention			
			Preference 1 (Y31)	Preference 3 (Y32)	Preference 6 (Y33)	Preference 12 (Y34)
Strategy Development	Business Strategy	Benefit (bus1)				
		Standard (bus2)				
		Consultation (bus3)	-2		+8	
	Customer Strategy	Member activity (cus1)				
Value Creation	Value Customer Receives	Value proposal (vcr1)				
		Product value (vcr2)				
		Member criteria (vcr3)				
	Value Organization Receives	New member (vor1)				
		Cross-selling (vor2)				
		Up-selling (vor3)				
		Words of mouth (vor4)				
Multichannel Integration	Sales Force	Consultant C. (sal1)				
		Consultant S. (sal2)	-4			
	Outlet	Shop C. (out1)		+3		
		Shop S. (out2)				
	Telephony	Contact center C. (tel1)				
		Contact center S. (tel2)				
		Fax C. (tel3)	-3		-6	
		Fax S. (tel4)				-8
	Direct Marketing	Newsletter C. (dir1)			+7	
		Newsletter S. (dir2)				+5
	Electronic Commerce	E-mail C. (eco1)				
		E-mail S. (eco2)			+5	+4
		Internet C. (eco3)				
		Internet S. (eco4)				
	Mobile Commerce	SMS C. (mco1)	-5		-4	-3
		SMS S. (mco2)				
		Integration (int1)	+1			
Information Management	Data Repository	Data storage (dat1)			+2	+2
	Analytical Tool	Internet serve (ana1)				
		Market analysis (ana2)				
Performance Assessment	Shareholder Results	Service (sha1)				+6
		Profit (sha2)		-2	-1	-1
	Performance Monitoring	Internet tech. (per1)				
		Evaluation (per2)		+1	+3	+7
R2			0.757	0.695	0.978	0.986

Table 12: Summary of standard beta weight (customer retention)

Process	Construct	Factor	Customer Retention					
			Preference 1 (Y31)	Preference 3 (Y32)	Preference 6 (Y33)	Preference 12 (Y34)	Total Beta Weight	Ranking
Strategy Development	Business Strategy	Benefit					.000	15
		Standard					.000	15
		Consultation	1.007		.170		1.177	6
	Customer	Member activity					.000	15
Value Creation	Value Customer Receives	Value proposal					.000	15
		Product value					.000	15
		Member criteria					.000	15
	Value Organization Receives	New member					.000	15
		Cross-selling					.000	15
		Up-selling					.000	15
		Words of mouth					.000	15
Multichannel Integration	Sales Force	Consultant C.					.000	15
		Consultant S.	.461				.461	9
	Outlet	Shop C.		.402			.402	11
		Shop S.					.000	15
	Telephony	Contact center C.					.000	15
		Contact center S.					.000	15
		Fax C.	.664		.335		.999	8
		Fax S.				.264	.264	13
	Direct Marketing	Newsletter C.			.205		.205	14
		Newsletter S.				.424	.424	10
	Electronic Commerce	E-mail C.					.000	15
		E-mail S.			.386	.673	1.059	7
		Internet C.					.000	15
		Internet S.					.000	15
	Mobile Commerce	SMS C.	.380		.555	.886	1.821	5
		SMS S.					.000	15
		Integration	1.888				1.888	4
Information Management	Data Repository	Data storage			1.223	1.672	2.895	2
	Analytical Tool	Internet serve					.000	15
		Market analysis					.000	15
Performance Assessment	Shareholder Results	Service				.376	.376	12
		Profit		.884	1.622	1.948	4.454	1
	Performance Monitoring	Internet tech.					.000	15
		Evaluation		1.365	.574	.282	2.221	3
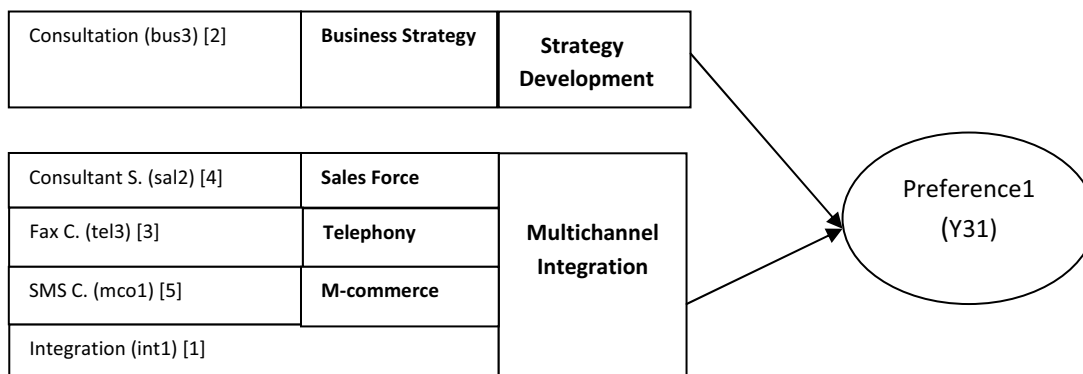
Figure 45: Factors influencing on preference 1 (Y31)

Model: Preference 1

Y31= 21.466 - 2.276(bus3) - .702(sal2) - .679(tel3) - .418(mco1) + 2.084(int1)

R^2= 0.757
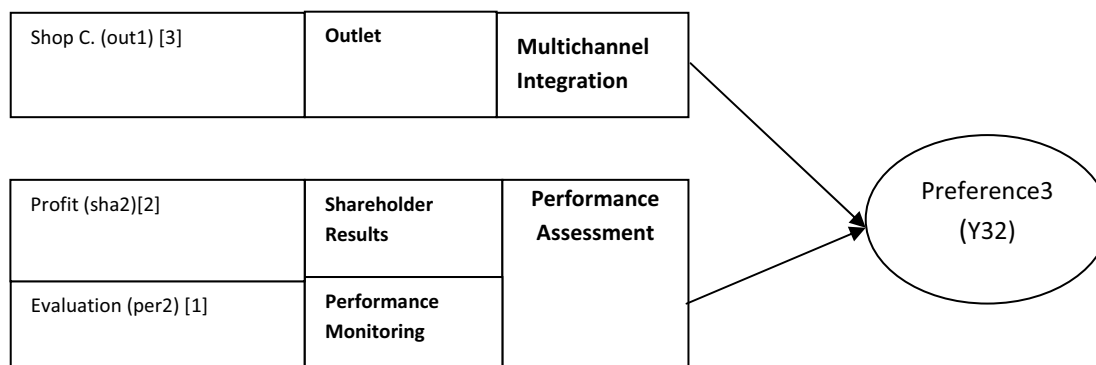
Figure 46: Factors influencing on preference 3 (Y32)

Model: Preference 3

Y32= -5.369 + .665(out1) - 1.805(sha2) + 2.527(per2)

R^2= 0.695

Consultation (bus3) [8]	Business Strategy	Strategy Development

Fax C. (tel3)[6]	Telephony	Multichannel Integration
Newsletter C. (dir1) [7]	Direct	
E-mail S. (eco2) [5]	E-commerce	
SMS C. (mco1) [4]	M-commerce	

Data storage (dat1) [2]	Data Repository	Information Management

Profit (sha2) [1]	Shareholder Results	Performance Assessment
Evaluation (per2) [3]	Performance Monitoring	

Preference6 (Y33)

Figure 47: Factors influencing on Preference 6 (Y33)

Model: Preference 6

Y33= 11.279 + .344(bus3) - .332(tel3) + .253(dir1) + .352(eco2) - .590(mco1) + 1.333(dat1) - 3.211(sha2) + 1.096(per2)

R^2= 0.978
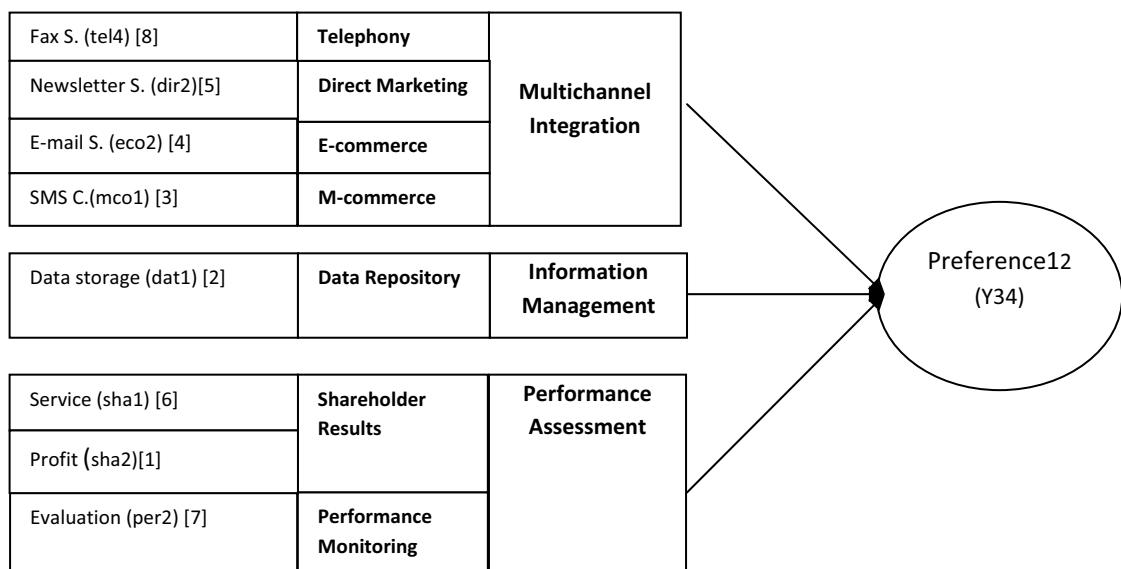
Figure 48: Factors influencing on Preference 12 (Y34)

Model: Preference 12

Y34= 15.244 - .249(tel4) + .398(dir2) + .601(eco2) - .919(mco1) + 1.776(dat1) + .703(sha1) - 3.917(sha2) + .527(per2)

R^2= 0.986

CHAPTER 7

RESULTS & DISSCUSSION

This chapter provides the results and discussion of CRM on each outcome, including customer satisfaction, customer loyalty, and customer retention. The learning from CRM implementation is inputted into this part of dissertation.

1. Results on Basic Statistics

The top five highest means of factors influencing on customer satisfaction, customer loyalty, and customer retention, from customer side, are benefit (strategy development process), service (performance assessment process), standard (strategy development process), newsletter convenience (multichannel integration process), and profit (performance assessment process). Those of factors, from company side, are benefit (strategy development process), consultant convenience (multichannel integration process), standard (strategy development process), shop convenience (multichannel integration process), and sms convenience (multichannel integration process). The results showed that benefit and standard are the major concern both customer and consumer side. Both of them are also key value of company's vision. Consequently, they are the origin of both CRM process in theory and implementation. The company must continuously focus on both benefit and standard to maintain the value customer receives and retain the value organization receives. Service and profit are other major issues for customers. For qualitative analysis, they are perceived that if the company can provide the best service and generate the great profit; all benefits would come back to customers or members. The most accessible channel to customers' sight is newsletter. Some experiences or

implementation to this kind of target, between 31 to 60 years old, shows that direct marketing has an crucial role to approach this target. The internet or any high technologies are quite far away from them and not practical for them to read or access. However, from company staffs' opinion, consultant, shop and sms are the good channel for customers. Consultant or sales force is the most powerful channel to communicate, educate, and deal with customers. Customers also appreciate when they have a chance to talk with the sales force. Shop is also the most profitable channel to generate incomes to the company. The more branches of shop are expanded, the more profits are gained. Lastly, sms is the easiest way to communicate with customers but, in practice, customers response very little to this channel.

2. Results on Customer Satisfaction

According to customer satisfaction scale, the key variables to measure customer satisfaction are overall satisfaction (Y11), fulfillment of expectation (Y12), and compare to ideal (Y13). The independent variables affecting those outcomes are as follows:

Effect of CRM on Overall Satisfaction

The independent variables influencing on overall satisfaction are 9 factors, out of total 35 factors, and ranked by beta weighting as below:

Factor	Construct	Process
1) **Evaluation (+)**	Performance Monitoring	Performance Assessment
2) **Product Value (+)**	Value Customer Receives	Value Creation
3) **Cross-selling (+)**	Value Organization Receives	Value Creation
4) **Words of Mouth (-)**	Value Organization Receives	Value Creation
5) **Internet technology (-)**	Performance Monitoring	Performance Assessment
6) **Consultation (-)**	Business Strategy	Strategy Development
7) **Internet satisfied (+)**	Electronic Commerce	Multichannel Integration
8) **Shop satisfied (+)**	Outlet	Multichannel Integration
9) **Consultant satisfied (-)**	Sales Force	Multichannel Integration

Strategy Development:

Consultation is the key business strategy for the company to create value for customer. It would influence to overall satisfaction, even in a negative way. It is evidenced that customers joining the workshop enjoyed consulting and testing for their health.

Value Creation:

Product value, cross-selling, and words of mouth affect on overall satisfaction. Product value is related to the core value of business and linked to service on consultation. Cross-selling is easily seen that it influences to company business. Once starting the company, the products were sold only 2 SKUs (Stock Keeping Unit), the business was very hard to run and sales were very low. However, GABA rice and Biodegradable Packaging for Environment were listed in the company, customers paid more attention to the company and it finally created the value to the company. Words of mouth actually and directly influences to value of the company. If the company is not perceived the value by customers, they will not say the story of the company to other customers. Nevertheless, this factor has a negative relationship to overall satisfaction.

Multichannel Integration Process:

Key communication channels to achieve overall satisfaction are internet, shop, and consultant (sales force). Major sales come from Greenie shop at head office. Unplanned, internet is not installed tracking record for visitors, so it is not objectively measured the effectiveness of internet channel. Customers perceive the value of Greenie in an aspect of consultant so it is ensured that customers will get the benefit from this service.

Information Management Process:

This process is not recognized for customers to perceive overall satisfaction. It can be said that information management is the back-up process so it will not be recalled from customers.

Performance Assessment Process:

Overall satisfaction is influenced by evaluation and internet technology. Especially, evaluation is the top ranking by beta weight. It is perceived from customers that the company pays attention for customer relationship management and finally it makes customers satisfy with the way of doing business.

Effect of CRM on Fulfillment of Expectation

The independent variables influencing on fulfillment of expectation are 13 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Words of Mouth (+)**	Value Organization Receives	Value Creation
2) **Newsletter convenience (+)**	Direct Marketing	Multichannel Integration
3) **Data Storage (+)**	Data Repository	Information Management
4) **Shop satisfied (-)**	Outlet	Multichannel Integration
5) **Up-selling (-)**	Value Organization Receives	Value Creation
6) **Contact Center satisfied (-)**	Telephony	Multichannel Integration
7) **Cross-selling (+)**	Value Organization Receives	Value Creation
8) **Internet convenience (-)**	Electronic Commerce	Multichannel Integration
9) **Member Activity (+)**	Customer Strategy	Strategy Development
10) **Internet Technology (-)**	Performance Monitoring	Performance Assessment
11) **Market Analysis (-)**	Analytical Tool	Information Management
12) **Benefit (+)**	Business Strategy	Strategy Development
13) **SMS satisfied (+)**	Mobile Commerce	Multichannel Integration

Strategy Development:

Member activity and benefit are the strategy to complete fulfillment of expectation from customers. They generate the value to achieve expectation.

Value Creation:

Words of mouth, up-selling, and cross-selling are shown to be the highlighted, especially words of mouth. As known, words of mouth are very powerful to convince customers to join the company and it creates relationship with customers.

Multichannel Integration Process:

Newsletter convenience, shop satisfied, contact center satisfied, internet convenience, and SMS satisfied can be channels to fulfill customer expectation. Newsletter convenience can meet this target of customers, mainly aged between 31-60 years old. However, internet can be next way to penetrate new generation of target. Surprisingly, the shops of company are not many but shop satisfied can be achieved.

Information Management Process:

Data storage and market analysis help company serve customers. However, investment in information management is limited and it would support the company more, if the top management put priority in this issue.

Performance Assessment Process:

Internet technology can serve customer expectation and all information of the company, including product information and some activities, can be seen in the internet.

Effect of CRM on Compare with Ideal

The independent variables influencing on compare with ideal are 8 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Evaluation (+)**	Performance Monitoring	Performance Assessment
2) **Data Storage (-)**	Data Repository	Information Management
3) **Profit (+)**	Shareholder Results	Performance Assessment
4) **Service (-)**	Shareholder Results	Performance Assessment
5) **Cross-selling (+)**	Value Organization Receives	Value Creation
6) **Member Criteria (+)**	Value Customer Receives	Value Creation
7) **Member Activity (-)**	Customer Strategy	Strategy Development
8) **SMS satisfied (+)**	Mobile Commerce	Multichannel Integration

Strategy Development:

Member activity can increase the relationship with customers and affect the position of the company compared to the ideal.

Value Creation:

Cross-selling and member criteria have an impact on customer perception.

Multichannel Integration Process:

Only SMS satisfied is perceived as the position of the company in spite of the fact that SMS is not recognized by customers

Information Management Process:

Only Data storage has an impact on compare with ideal.

Performance Assessment Process:

Evaluation, profit, and service are related to a thought of customers that the company has an attention to strengthen relationship with customers.

The Whole Pictures of CRM influencers on Customer Satisfaction

Using combining standard beta weight of all independent factors, influencing on customer satisfaction regarding standard customer satisfaction scale, evaluation comes first. Customers realized that if the company has awareness on customer relationship management, customers would get many more benefits. The most important way to achieve this goal is, originally, focusing on CRM in business strategy to create, communicate and then evaluate company value. Words of mouth and cross-selling are the most factors of value creation to generate customer satisfaction. As known, the power of words of mouth can create great creditability and trust among customers. Absolutely, trust is an influencer of customer satisfaction, also customer loyalty and retention. Cross-selling makes customers have more options to choose company's products and satisfies them. Data storage is another significant factor to support CRM implementation. Customers are ensured that the company really pays attention to strengthen relationship with them. Profit is

the major point to make sure that the company go the right way and can generate benefits back to customers.

Effects of CRM on each detail of satisfaction are shown as below.

Effect of CRM on Benefit Satisfaction

The independent variables influencing on satisfaction of product benefit are 12 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Integration (-)**		Multichannel Integration
2) **Evaluation (+)**	Performance Monitoring	Performance Assessment
3) **Words of Mouth (+)**	Value Organization Receives	Value Creation
4) **Newsletter convenience (+)**	Direct Marketing	Multichannel Integration
5) **Internet Serve (-)**	Analytical Tool	Information Management
6) **Shop satisfied (+)**	Outlet	Multichannel Integration
7) **Consultant satisfied (+)**	Sales Force	Multichannel Integration
8) **Standard (-)**	Business Strategy	Strategy Development
9) **Benefit (-)**	Business Strategy	Strategy Development
10) **Contact Center satisfied (-)**	Telephony	Multichannel Integration
11) **Value Proposal (-)**	Value Customer Receives	Value Creation
12) **Member Criteria (+)**	Value Customer Receives	Value Creation

Effect of CRM on Information Satisfaction

The independent variables influencing on satisfaction of product information, distributed to customers, are 9 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Evaluation (+)**	Performance Monitoring	Performance Assessment
2) **Integration (-)**		Multichannel Integration
3) **Up-selling (-)**	Value Organization Receives	Value Creation
4) **Cross-selling (+)**	Value Organization Receives	Value Creation
5) **New Member (+)**	Value Organization Receives	Value Creation
6) **E-mail satisfied (+)**	Electronic Commerce	Multichannel Integration
7) **Standard (-)**	Business Strategy	Strategy Development
8) **Newsletter satisfied (+)**	Direct Marketing	Multichannel Integration
9) **Shop convenience (-)**	Outlet	Multichannel Integration

Effect of CRM on Variety Satisfaction

The independent variables influencing on satisfaction of product variety are 13 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Internet Serve (+)**	Analytical Tool	Information Management
2) **Evaluation (+)**	Performance Monitoring	Performance Assessment
3) **Internet convenience (-)**	Electronic Commerce	Multichannel Integration
4) **Fax satisfied (+)**	Telephony	Multichannel Integration
5) **Data Storage (+)**	Data Repository	Information Management
6) **Internet Technology (-)**	Performance Monitoring	Performance Assessment
7) **Integration (+)**		Multichannel Integration
8) **Member Criteria (+)**	Value Customer Receives	Value Creation
9) **Contact Center satisfied (-)**	Telephony	Multichannel Integration
10) **Fax convenience (-)**	Telephony	Multichannel Integration
11) **SMS satisfied (+)**	Mobile Commerce	Multichannel Integration
12) **Newsletter satisfied (+)**	Direct Marketing	Multichannel Integration
13) **Benefit (-)**	Business Strategy	Strategy Development

Effect of CRM on Design Satisfaction

The independent variables influencing on satisfaction of product design are 14 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Data Storage (-)	Data Repository	Information Management
2) Profit (+)	Shareholder Results	Performance Assessment
3) Contact C. convenience (-)	Telephony	Multichannel Integration
4) Words of Mouth (+)	Value Organization Receives	Value Creation
5) Fax convenience (-)	Telephony	Multichannel Integration
6) Contact C. satisfied (+)	Telephony	Multichannel Integration
7) Service (-)	Shareholder Results	Performance Assessment
8) SMS satisfied (+)	Mobile Commerce	Multichannel Integration
9) Internet Serve (-)	Analytical Tool	Information Management
10) Value Proposal (+)	Value Customer Receives	Value Creation
11) Newsletter satisfied (+)	Direct Marketing	Multichannel Integration
12) Evaluation (+)	Performance Monitoring	Performance Assessment
13) Integration (+)		Multichannel Integration
14) Cross-selling (+)	Value Organization Receives	Value Creation

Effect of CRM on Usage Convenience Satisfaction

The independent variables influencing on satisfaction of usage convenience are 10 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Up-selling (-)	Value Organization Receives	Value Creation
2) Internet Serve (-)	Analytical Tool	Information Management
3) Value Proposal (+)	Value Customer Receives	Value Creation
4) Standard (-)	Business Strategy	Strategy Development
5) Newsletter convenience (+)	Direct Marketing	Multichannel Integration
6) Evaluation (+)	Performance Monitoring	Performance Assessment
7) New Member (+)	Value Organization Receives	Value Creation
8) Words of Mouth (+)	Value Organization Receives	Value Creation
9) Fax convenience (-)	Telephony	Multichannel Integration
10) Newsletter satisfied (+)	Direct Marketing	Multichannel Integration

Effect of CRM on Health Consultation Satisfaction

The independent variables influencing on satisfaction of health consultation are 12 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Profit (+)	Shareholder Results	Performance Assessment
2) Data Storage (-)	Data Repository	Information Management
3) Contact C. convenience (-)	Telephony	Multichannel Integration
4) Fax satisfied (-)	Telephony	Multichannel Integration
5) E-mail satisfied (+)	Electronic Commerce	Multichannel Integration
6) Words of Mouth (+)	Value Organization Receives	Value Creation
7) Member Activity (-)	Customer Strategy	Strategy Development
8) Service (-)	Shareholder Results	Performance Assessment
9) Value Proposal (+)	Value Customer Receives	Value Creation
10) Cross-selling (+)	Value Organization Receives	Value Creation
11) Consultant satisfied (-)	Sales Force	Multichannel Integration
12) Member Criteria (+)	Value Customer Receives	Value Creation

Effect of CRM on Price Satisfaction

The independent variables influencing on satisfaction of price are 10 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Evaluation (+)	Performance Monitoring	Performance Assessment
2) Internet Technology (-)	Performance Monitoring	Performance Assessment
3) Up-selling (-)	Value Organization Receives	Value Creation
4) Newsletter satisfied (+)	Direct Marketing	Multichannel Integration
5) E-mail convenience (+)	Electronic Commerce	Multichannel Integration
6) Consultation (-)	Business Strategy	Strategy Development
7) Standard (-)	Business Strategy	Strategy Development
8) Value Proposal (+)	Value Customer Receives	Value Creation
9) Fax satisfied (-)	Telephony	Multichannel Integration
10) Market Analysis (+)	Analytical Tool	Information Management

Effect of CRM on Service Satisfaction

The independent variables influencing on satisfaction of service are 6 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Evaluation (+)**	Performance Monitoring	Performance Assessment
2) **Words of Mouth (-)**	Value Organization Receives	Value Creation
3) **Cross-selling (+)**	Value Organization Receives	Value Creation
4) **E-mail satisfied (+)**	Electronic Commerce	Multichannel Integration
5) **Fax convenience (+)**	Telephony	Multichannel Integration
6) **Member Activity (-)**	Customer Strategy	Strategy Development

Effect of CRM on Company Public Relations Satisfaction

The independent variables influencing on satisfaction of company public relations are 11 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Evaluation (+)**	Performance Monitoring	Performance Assessment
2) **Cross-selling (+)**	Value Organization Receives	Value Creation
3) **Product Value (+)**	Value Customer Receives	Value Creation
4) **Data Storage (-)**	Data Repository	Information Management
5) **Integration (-)**		Multichannel Integration
6) **Newsletter convenience (+)**	Direct Marketing	Multichannel Integration
7) **SMS convenience (-)**	Mobile Commerce	Multichannel Integration
8) **Market Analysis (+)**	Analytical Tool	Information Management
9) **Member Activity (-)**	Customer Strategy	Strategy Development
10) **Shop satisfied (+)**	Outlet	Multichannel Integration
11) **Newsletter satisfied (+)**	Direct Marketing	Multichannel Integration

3. Results on Customer Loyalty

According to customer loyalty scale, the key variables to measure customer loyalty are repurchase intention for 1, 3, 6, and 12 months, cross-buying intention (Y25), price tolerance (Y26), and recommendation to others (Y27). The independent variables affecting those outcomes are as follows:

Effect of CRM on Repurchase Intention 1

The independent variables influencing on customer loyalty of repurchase intention 1 are 8 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Service (+)	Shareholder Results	Performance Assessment
2) Newsletter convenience (+)	Direct Marketing	Multichannel Integration
3) Integration (-)		Multichannel Integration
4) Shop convenience (+)	Outlet	Multichannel Integration
5) Cross-selling (+)	Value Organization Receives	Value Creation
6) Member Activity (+)	Customer Strategy	Strategy Development
7) Member Criteria (+)	Value Customer Receives	Value Creation
8) Fax satisfied (-)	Telephony	Multichannel Integration

Effect of CRM on Repurchase Intention 3

The independent variables influencing on customer loyalty of repurchase intention 3 are 6 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) New Member (+)	Value Organization Receives	Value Creation
2) Profit (-)	Shareholder Results	Performance Assessment
3) Fax satisfied (-)	Telephony	Multichannel Integration
4) SMS convenience (-)	Mobile Commerce	Multichannel Integration
5) Up-selling (-)	Value Organization Receives	Value Creation
6) Consultant convenience (+)	Sales Force	Multichannel Integration

Effect of CRM on Repurchase Intention 6

The independent variables influencing on customer loyalty of repurchase intention 6 are 6 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Up-selling (+)	Value Organization Receives	Value Creation
2) E-mail satisfied (+)	Electronic Commerce	Multichannel Integration
3) Member Criteria (-)	Value Customer Receives	Value Creation
4) Shop convenience (+)	Outlet	Multichannel Integration
5) Consultant satisfied (-)	Sales Force	Multichannel Integration
6) Fax convenience (-)	Telephony	Multichannel Integration

Effect of CRM on Repurchase Intention 12

The independent variables influencing on customer loyalty of repurchase intention 12 are 6 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Up-selling (+)	Value Organization Receives	Value Creation
2) E-mail satisfied (+)	Electronic Commerce	Multichannel Integration
3) Market Analysis (-)	Analytical Tool	Information Management
4) Value Proposal (-)	Value Customer Receives	Value Creation
5) SMS convenience (-)	Mobile Commerce	Multichannel Integration
6) Cross-selling (+)	Value Organization Receives	Value Creation

Effect of CRM on Cross-buying Intention

The independent variables influencing on customer loyalty of cross-buying intention are only 3 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Up-selling (+)	Value Organization Receives	Value Creation
2) SMS satisfied (+)	Mobile Commerce	Multichannel Integration
3) Integration (-)		Multichannel Integration

Effect of CRM on Price Tolerance

The independent variables influencing on customer loyalty of price tolerance are 12 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Cross-selling (+)	Value Organization Receives	Value Creation
2) Product Value (+)	Value Customer Receives	Value Creation
3) Words of Mouth (-)	Value Organization Receives	Value Creation
4) E-mail convenience (-)	Electronic Commerce	Multichannel Integration
5) Internet satisfied (+)	Electronic Commerce	Multichannel Integration
6) Data Storage (-)	Data Repository	Information Management
7) E-mail satisfied (+)	Electronic Commerce	Multichannel Integration
8) Newsletter satisfied (+)	Direct Marketing	Multichannel Integration
9) SMS convenience (-)	Mobile Commerce	Multichannel Integration
10) Fax convenience (-)	Telephony	Multichannel Integration
11) Market Analysis (-)	Analytical Tool	Information Management
12) Benefit (+)	Business Strategy	Strategy Development

Effect of CRM on Recommendation to Others

The independent variables influencing on customer loyalty of recommendation to others are 10 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) Product Value (+)	Value Customer Receives	Value Creation
2) Data Storage (-)	Data Repository	Information Management
3) Contact C. convenience (+)	Telephony	Multichannel Integration
4) SMS satisfied (+)	Mobile Commerce	Multichannel Integration
5) Service (+)	Shareholder Results	Performance Assessment
6) Member Activity (-)	Customer Strategy	Strategy Development
7) Market Analysis (-)	Analytical Tool	Information Management
8) Fax convenience (+)	Telephony	Multichannel Integration
9) Newsletter satisfied (-)	Direct Marketing	Multichannel Integration
10) Fax satisfied (+)	Telephony	Multichannel Integration

The Whole Pictures of CRM influencers on Customer Loyalty

Using combining standard beta weight of all independent factors, influencing on customer loyalty, value creation process plays very significant role in this outcome. Up-selling, product value, new member, and cross-selling have an impact on customer loyalty. If the customers perceive value they receive, they would be loyal to the company. The value of product is the critical point of view and variety of product is another crucial one. Nevertheless, in contrast with customer satisfaction results and qualitative survey, e-mail is interesting for customers to make them be loyal.

4. Results on Customer Retention

According to customer retention scale, the key variables to measure customer retention are preference for current product for 1 (Y31), 3 (Y32), 6 (Y33), and 12 (Y34) months. The independent variables affecting those outcomes are as follows:

Effect of CRM on Preference for Current Product 1

The independent variables influencing on customer retention of preference for current product for 1 month are 5 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Integration (+)**		Multichannel Integration
2) **Consultation (-)**	Business Strategy	Strategy Development
3) **Fax convenience (-)**	Telephony	Multichannel Integration
4) **Consultant satisfied (-)**	Sales Force	Multichannel Integration
5) **SMS convenience (-)**	Mobile Commerce	Multichannel Integration

Effect of CRM on Preference for Current Product 3

The independent variables influencing on customer retention of preference for current product for 3 months are only 3 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Evaluation (+)**	Performance Monitoring	Performance Assessment
2) **Profit (-)**	Shareholder Results	Performance Assessment
3) **Shop convenience (+)**	Outlet	Multichannel Integration

Effect of CRM on Preference for Current Product 6

The independent variables influencing on customer retention of preference for current product for 6 months are 8 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Profit (-)**	Shareholder Results	Performance Assessment
2) **Data Storage (+)**	Data Repository	Information Management
3) **Evaluation (+)**	Performance Monitoring	Performance Assessment
4) **SMS convenience (-)**	Mobile Commerce	Multichannel Integration
5) **E-mail satisfied (+)**	Electronic Commerce	Multichannel Integration
6) **Fax convenience (-)**	Telephony	Multichannel Integration
7) **Newsletter convenience (+)**	Direct Marketing	Multichannel Integration
8) **Consultation (+)**	Business Strategy	Strategy Development

Effect of CRM on Preference for Current Product 12

The independent variables influencing on customer retention of preference for current product for 12 months are 8 factors, out of total 35 factors, as below:

Factor	Construct	Process
1) **Profit (-)**	Shareholder Results	Performance Assessment
2) **Data Storage (+)**	Data Repository	Information Management
3) **SMS convenience (-)**	Mobile Commerce	Multichannel Integration
4) **E-mail satisfied (+)**	Electronic Commerce	Multichannel Integration
5) **Newsletter satisfied (+)**	Direct Marketing	Multichannel Integration
6) **Service (+)**	Shareholder Results	Performance Assessment
7) **Evaluation (+)**	Performance Monitoring	Performance Assessment
8) **Fax satisfied (-)**	Telephony	Multichannel Integration

The Whole Pictures of CRM influencers on Customer Retention

Using combining standard beta weight of all independent factors, affecting on customer retention, profit is the most influencer on customer retention. Customers feel secure on company profit, and then retain with the company. Data storage and evaluation are the supports to facilitate CRM going to the right direction. Customers believe that the company focuses on retain themselves and they return with retention.

5. Results on Qualitative Analysis

After executing the CRM and loyalty program as earlier mentioned, the participant observation was recorded and expressed. Customer satisfaction can be enhanced by several factors as follows:

Key CRM Process

According to empirical study regarding Payne & Frow's framework, strategy development, value creation, and multichannel integration play a crucial role to implement CRM successfully and increase customer satisfaction. As known, strategy development derives from company direction. If top management does not pay strong attention to CRM direction, the implementation will not, absolutely, execute smoothly. Value creation is the transferring process from strategy development to multichannel integration and then to customers. Thus, this process is very critical to ensure customers about company value. Consequently, if communication through multichannel integration process is not great enough, the whole process, especially the upstream process like strategy development and value creation, will be collapsed. The right channel must be identified, particularly to right market target.

However, information management process and performance assessment process were the back-up process. They fulfilled the completeness of CRM process. For information management, if the company and staff realize and have CRM mindset, it is just a facilitator to the process. For performance assessment as well, it

is only the monitoring process to ensure the company direction, especially CRM, going the right way.

Product Value

Greenie products have some values, including benefit, standard, variety, and product in trend. All products were guaranteed with truly benefits. Product standard were also highlighted, for example royal project of GABA rice, gamma ray of herbal tea, and high standard of biodegradable packaging. Variety of product caused cross-selling and up-selling. Customers have many more options to purchase products and they satisfy. Obviously, GABA rice had line extension to powder and water, instead of rice only. Moreover, trend of GABA was raising so much and the demand had increased and sales were growing up. For example, the company could enroll not many members. Once GABA rice was in the product list, customers hung on the trend, so the company could get many more from this tactic. So the more value products are, the more satisfaction customers get.

Contact Points or Channel of Communication

Customers were satisfied with some key contact points – booth exhibition, shop, newsletter, contact center, and consultant. For instance, customers could directly talk with company staffs and consultants during booth exhibition, namely Ambassador's wife exhibition and held at Siam Paragon Hall during February 28 to March 1, 2009. They could see the products and ask for some product information. At this event, 65 new members, nearly half of all members, could be enrolled in Greenie member list. Greenie shop also played an important role, like exhibition. For newsletter, this kind of target, mainly during 31 – 60 years old, usually prefer hard – copied materials, instead of soft – copied ones, like the internet or e-mail. Thus, customers satisfied with this marketing tool. However, contact center was not contacted by customers so much even contact center was publicized to the member in all promotional materials. Actually, contact center would be powerful marketing

tool but its system must be developed next step. Most importantly, integration of all communications must be the same direction, same communication, and same emotional approach.

The rest of communication channel, including facsimile, e-mail, the internet, and sms was not popularly recognized. They might be inconvenience to this kind of target. Nevertheless, for next generation of target, 18 – 30 years old, these contact points might be useful for their communications.

Loyalty Program

Some loyalty program had been launched to the members. Each level of customer segmentation, like classic, silver, gold, and platinum, got each loyalty benefit. One of organized loyalty campaign was seminar concerning laughing exercise, held at November 7, 2009. The members who joined the seminar were very impressive with the event. Because of joining together in the seminar, they got involvement in the activity. Moreover, at the event, there was a consultation desk, checking physical health and consulting health issue by pharmacist and nutritionist. Sold products were available at the seminar as well. The participants also requested for next seminar. Not only seminar, but special discounts, newsletter, workshop, and outing activity were included in the loyalty program.

Special Service

One of appreciated results to customers is special service. Delivery for requested amount was an option to customers. One to one service was also attracted key customers to stay with the company. Just a case of high volume customer, this customer requested the company left some products at the guard on the weekend and she would pick up and then pay for the products on the weekday. It was extraordinary action to key customer. The customer was very appreciated and still retained as a customer life time value.

Other Intelligences

Potential market is another key intelligence for implementing CRM. For this study, major customers, 44% of total members, can earn below 19,999 Baht per month. If the income level of market target is higher, CRM campaign can be executed with high profitability and subsequently input in loyalty program can be increased much more. For the CRM execution in booth exhibition at Siam Paragon, many members could be got easily and that members were very much interested in loyalty campaign.

Star product is extremely important issue for business development, especially CRM. Once the company launched GABA rice, every activity, effort, and campaign was effective and got positive response from customers. So the company must have at least one star product to create product value and establish the flagship in the customers' eyes.

For creating customer loyalty, some observations can be shown that loyalty campaign, product value, and product variety which generates cross-selling, are the key enhancers to customer loyalty. Moreover, product value, effective multichannel integration, loyalty program, special service and star product are the potential factors to create customer retention.

CHAPTER 8

CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the dissertation and the process. Recommendations and limitations would be discussed in this part.

1. Conclusions

Customer relationship management (CRM) is the key marketing strategy to strengthen long-term relationship and enhance customer and shareholder value with key customers. The ultimate goal of CRM is to increase customer satisfaction, customer retention, customer loyalty, and consequently company profitability. Similarly to famous marketing idea, by Fred Wiersema (1998), customer intimacy describes the ability of a company to become accepted and known as the partner with its customer, establishing win-win relationship with customer. Customer intimacy creates a virtuous circle elaborating the better the company knows the customer with its objectives and difficulties, the better able the company is to provide an optimal solution. The more adapted the company's product or service is, the happier the customer will be, and the stronger the "intimacy" between the two parties. It is also about creating a trust and long-term relationship with customers. It gives marketing professionals the opportunity to know, in detail, what their customers want and makes customers best advocator for an organization's products and services. The concept comprises three routes to build close win-win relationships with their customers as follows:

Tailoring is delivering fitting solutions to customers by creating right product at the right time, crafting customer-made solutions, and solving the customer's problem.

Partnering is co-innovating with customers by collaborating on design, synchronizing your options, and executing business integration.

Coaching is guiding toward better results to customers by bringing out full benefits, shaping up the usage process, and breaking new ground.

After literature reviews and expert interviews had been done, the initial CRM conceptual framework, originated from Payne and Frow's concept, had already been established. The company – namely Greenie Health (Thailand) – had been set up. Customer and company side questionnaires were developed and then were validated with the experts and run the reliability test with high Cronbach's alpha coefficient. The final questionnaire was completed. Intervention was input to the population. Marketing communication had been communicated. Newsletters were sent out to the members two times and member seminar was held one time. Information management had been implemented to support customer segmentation and to facilitate marketing communication. Afterwards, the completed questionnaires were sent out to 135 members. 121 samples complete the survey and 5 company staffs were surveyed as well. At the same time, 5 phone interviews were run to find out customer insight.

This study showed CRM factors influencing on customer satisfaction, customer retention, and customer loyalty in health product business. Even if company profitability is not investigated, many researches confirm relationship between those outcomes to company profitability (Hallowell, 1996; Fornell et al., 1996; Reichheld, 1993; Reichheld and Kenny, 1996; Reichheld et al, 2000; Keiningham et al., 2007). Payne and Frow's framework, being the masterpiece of the study, is a process-oriented CRM so they are all integrated to successfully implement CRM. Five processes of this study – strategy development, value creation, multichannel integration, information management, and performance assessment – have each role to execute CRM. Strategy development is the origin of CRM concept. The

company has to initiate both business and customer strategy to generate consequences of CRM. If top managers do not pay enough attention to establish CRM as the key strategic driver, the operation of CRM will be failed. Value creation, particularly cross-selling, up-selling, words of mouth, product value, and new member, significantly plays an important role in CRM outcomes, especially customer loyalty. Customers perceive the value from the company and company does vice versa. Multichannel integration, known as integration of all contact points with customers, shows not a potential role in health business in this research. Nevertheless, only shop satisfied is predominant in customer satisfaction. Consistently, qualitative research finds those shop and booth exhibitions are the crucial way to enroll the company members. Information management, recognized as the origin of CRM concept, especially data storage, is supportive for CRM implementation. Customers perceive that the company has a good customer data collection and accordingly can serve customer the best. Information, the company surveys, and communication, the company conveys, make customers believe in the company. Lastly performance assessment, specially evaluation and profit, is striking in customer satisfaction and customer retention. Customers comprehend that the company has a great evaluation, concerning relationship with customers, and a good profit to run the benefits back to customers. Similarly with information management, assessment process creates a positive perception to customers.

According to qualitative research, strategy development process, value creation process, and multichannel integration process are the critical process to implement CRM successfully. Customer satisfaction can be enhanced by several factors, for example, product value, effective contact points or channel of communication, loyalty program, and special service. Customers can perceive the quality of the company, particularly in core value of product benefits and standard, so the company is recognized in a very positive way in customer sight. Customers were satisfied with some key contact points – booth exhibition, shop, newsletter, contact center, and consultant. Most importantly, integration of all communications must be the same direction, same communication, and same emotional approach. Some loyalty program had been launched to the members. Each level of customer segmentation, like classic, silver, gold, and platinum, got each loyalty benefit. Not only seminar, but special discounts, newsletter, workshop, and outing activity were included in the loyalty program. Lastly, one of appreciated results to customers is special service. Delivery for requested amount was an option to customers. One to one service was also attracted key customers to stay with the company.

For creating customer loyalty, some observations can be shown that loyalty campaign, product value, and product variety which generates cross-selling, are the key enhancers to customer loyalty. Moreover, product value, effective multichannel integration, loyalty program, special service and star product are the potential factors to create customer retention.

Interestingly, as demonstrated in other market situations, market trend in health popularity is growing up and induces customers purchase health products. Absolutely, market atmosphere boosts health product business but not a sustainable growth.

2. Recommendations

This study focuses on process-oriented, not tactic-oriented, CRM framework. Osarenkhoe and Bennani (2007) expressed that the implementation of CRM has five

core dimensions, including structure [team-based structure], staff [managing the social structure of a relationship cross-functionally], style [everything that staff believe, say, and act], systems [sales service process], and schemes [loyalty and retention program]. So the results in this study are not considered in tactical execution. Moreover, this research has a tendency toward attitudinal outcomes, not behavioral ones, even the study has been implemented in a real situation. Customers, particularly in a Thai culture, usually answer a questionnaire more positive than it should be. Overall outcome can be perceived much better than the company has done. Another interesting issue, with Thai culture, key customer touch points, creating a great response, in health business should be face-to-face basis, such as booth exhibition, activity directly with customers, outlet or shop, and sales force. Obviously seen, most of the company members can be enrolled from booth exhibition in potential and targeted events. Thus, the right channel in health product business can be determined.

3. Limitation

The scope of this dissertation was focused on end customer only, not intermediate one, like shop or outlet. CRM campaign was directly to the member of the company. Even if there were some shops where sell the company's products, there were just a channel of CRM framework – multichannel integration. Thus, outlet or shop would not been surveyed for this area.

Some results of dependent variables could be explained with the reason, from quantitative and qualitative outcomes. Others, particularly in negative direction against independent variables, could not be explicated. Further research should be explored to find out in-depth information.

Intervention period – around six months – was one of research limitations. Customer satisfaction can be evaluated at least six months since activities have been executed to customers. Customer retention and loyalty might take more time to be

measured. Nevertheless, if the time had been much more available to put CRM campaigns, the outcomes could be seen easier.

More importantly, CRM implementation in a real business takes a lot of effort, time, and investment to achieve CRM outcomes. Some loyalty campaigns should be launched to customers but it had not been done. Some investments in new company establishment need much more money to support the structure and team development of the company but the budgets were utilized with limitation. CRM implementation in a small or medium company must be different from that in a big one, having a lot of effort. However, these research outcomes can be a case learning for executing CRM campaign in a real business or in a different market situation.

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APPENDICES

APPENDIX A

Questionnaires

I. Customer Side

II. Company Side

แบบสอบถามเรื่องการบริหารลูกค้าสัมพันธ์สำหรับผลิตภัณฑ์เพื่อสุขภาพ

งานวิจัยนี้เป็นส่วนหนึ่งในวิทยานิพนธ์ของนักศึกษาปริญญาเอกคณะเภสัชศาสตร์ มหาวิทยาลัยศิลปากร โดยมีวัตถุประสงค์
เพื่อสร้างองค์ความรู้ในการบริหารด้านการตลาดเกี่ยวกับการบริหารลูกค้าสัมพันธ์สำหรับ ผลิตภัณฑ์เพื่อสุขภาพ อันจะเป็น
ประโยชน์ในการบริหารการตลาดให้เกิดประโยชน์สูงสุดต่อผู้บริโภค และเพื่อให้ผู้วิจัยสามารถนำผลวิจัยไปใช้ประโยชน์ได้
จริง จึงขอความกรุณาผู้ตอบแบบสอบถามตอบคำถามทุกข้อ ซึ่งข้อมูลของท่านจะถูกเก็บไว้เป็นความลับ โดยงานวิจัยจะ
นำเสนอผลวิจัยในภาพรวม ไม่ได้ระบุเป็นรายบุคคล และขอขอบคุณสำหรับความกรุณาของท่านผู้ตอบแบบสอบถาม

ความหมายที่สำคัญของคำถาม

การบริหารลูกค้าสัมพันธ์ หมายถึง กลยุทธ์สำหรับการสร้างความสัมพันธ์ระยะยาวกับลูกค้าหลักแต่ละคน และเป็นการเพิ่ม
คุณค่าของลูกค้าและคุณค่าของผู้ถือหุ้น เพื่อเป็นการสร้างความพึงพอใจของลูกค้า การใช้ผลิตภัณฑ์อย่างต่อเนื่อง การสร้าง
ความภักดีของลูกค้า และในที่สุดเป็นการสร้างผลประโยชน์ร่วมกันของลูกค้าและบริษัท

บริษัท หมายถึง บริษัท กรีนนี่ เฮลท์ (ประเทศไทย) จำกัด หรือ

สมาชิก หมายถึง สมาชิกของบริษัท กรีนนี่ เฮลท์ (ประเทศไทย) จำกัด หรือ

ผลิตภัณฑ์ หมายถึง ผลิตภัณฑ์ของบริษัท

ลูกค้า หมายถึง สมาชิกที่เคยซื้อผลิตภัณฑ์หรือบริการของบริษัทมาก่อน

คุณค่า หมายถึง สิ่งที่ทำให้เกิดประโยชน์และมีความสำคัญต่อลูกค้า

มาตรฐานสูง หมายถึง มาตรฐานของบริษัทกรีนนี่ ที่มีการตรวจสอบก่อนที่จะจำหน่าย และตั้งเกณฑ์ไว้สูงกว่ามาตรฐานทั่วไป
ที่ทางกระทรวงสาธารณสุขหรือกฎหมายกำหนด

หมวดที่ 1 คำถามเกี่ยวกับผลิตภัณฑ์

ผลิตภัณฑ์ใดของบริษัทกรีนนี่ ที่ท่านเคยซื้อ	เคย	ไม่เคย
1. ชาชงสมุนไพรใบหม่อนผสมเจียวกู้หลาน	◯	◯
2. ชาชงสมุนไพรเจียวกู้หลาน	◯	◯
3. ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	◯	◯
4. ข้าวกล้องหอมมะลิพันธ์ 105 เพาะงอก	◯	◯
5. ซีเรียลข้าวกล้องงอก(รสดั้งเดิม)	◯	◯
6. ซีเรียลข้าวกล้องงอก (รสธรรมชาติ)	◯	◯
7. บรรจุภัณฑ์เพื่อสิ่งแวดล้อม (BIO)	◯	◯

หมวดที่ 2 เพื่อให้การบริหารงานหรือทิศทางนโยบายของบริษัท เป็นไปเพื่อสร้างความพึงพอใจสูงสุดให้แก่ท่าน หรือ ทำให้ท่านใช้ผลิตภัณฑ์อย่างต่อเนื่อง หรือ ทำ ให้ท่านเกิดความภักดี ท่านมีความคิดเห็นอย่างไรต่อ แนวคิด หรือแนวทางการบริหารหรือกิจกรรมของบริษัทดังต่อไปนี้

กรุณาเลือกให้คะแนนตั้งแต่ 0 ซึ่งหมายถึงท่านไม่เห็นด้วยอย่างยิ่ง ไปจนถึง 10 ซึ่งหมายถึงท่านเห็นด้วยอย่างยิ่ง

แบบคำถามต่อลูกค้า	ระดับความคิดเห็น											ไม่ได้ใช้บริการ	ไม่ทราบ
	100%					50%					0%		
	10	9	8	7	6	5	4	3	2	1	0		
1. ท่านตระหนักได้ว่าบริษัทกรีนนี่สร้างความสัมพันธ์ที่ดีกับลูกค้าโดยทำให้ลูกค้าเห็นคุณค่าของบริษัท ด้วยการจำหน่ายผลิตภัณฑ์ที่เป็นประโยชน์อย่างแท้จริง													
2. ท่านตระหนักได้ว่าบริษัทกรีนนี่สร้างความสัมพันธ์ที่ดีกับลูกค้าโดยทำให้ลูกค้าเห็นคุณค่าของบริษัท ด้วยการจำหน่ายผลิตภัณฑ์ที่ได้มาตรฐานสูง													
3. ท่านตระหนักได้ว่าบริษัทกรีนนี่สร้างความสัมพันธ์ที่ดีกับลูกค้าโดยทำให้ลูกค้าเห็นคุณค่าของบริษัท ด้วยการให้คำปรึกษาด้านสุขภาพ													
4. ท่านตระหนักได้ว่า กิจกรรมของสมาชิกในแต่ละกลุ่ม ได้แก่ สมาชิกประเภท คลาสสิก (Classic) ซิลเวอร์ (Silver) โกลด์ (Gold) หรือแพลทินัม (Platinum) มีความแตกต่างกัน													
5. ท่านได้มีส่วนร่วมในการนำเสนอผลิตภัณฑ์ที่ท่านคิดว่ามีคุณค่า (Value) และตรงกับความต้องการของท่านให้กับบริษัทกรีนนี่													
6. ผลิตภัณฑ์ของบริษัทกรีนนี่ที่มีจำหน่าย มีคุณค่า (Value) ตรงกับความต้องการของท่าน													
7. ท่านคิดว่าคุณสมบัติหรือเกณฑ์ในการจำแนกกลุ่มของสมาชิกประเภท คลาสสิก (Classic) ซิลเวอร์ (Silver) โกลด์ (Gold) หรือแพลทินัม (Platinum) มีความเหมาะสมแล้ว													
8. การที่ท่านสมัครเป็นสมาชิกใหม่ เนื่องจากบริษัทกรีนนี่มีผลิตภัณฑ์ที่ให้ประโยชน์กับท่านอย่างต่อเนื่องและเป็นเวลานาน													
9. การที่ท่านซื้อผลิตภัณฑ์อื่น ๆ ของบริษัทกรีนนี่ เนื่องจากท่านคาดหวังว่าผลิตภัณฑ์เหล่านั้นจะให้ประโยชน์กับท่านอย่างต่อเนื่องและเป็นเวลานาน													
10. การที่ท่านซื้อผลิตภัณฑ์ที่ท่านเคยซื้อในปริมาณที่มากขึ้นเนื่องจากผลิตภัณฑ์นั้นให้ประโยชน์กับท่านอย่างต่อเนื่องและเป็นเวลานาน													

หมวดที่ 2 (ต่อ)

แบบคำถามต่อลูกค้า	ระดับความคิดเห็น											ไม่ได้ใช้บริการ	ไม่ทราบ
	100%					50%					0%		
	10	9	8	7	6	5	4	3	2	1	0		
11. การที่ท่านแนะนำคนที่ท่านรู้จักให้มาเป็นสมาชิกของบริษัทกรินนี่ เนื่องจากท่านคิดว่าบริษัทกรินนี่มีผลิตภัณฑ์ที่ให้ประโยชน์อย่าง ต่อเนื่องและเป็นเวลานานกับคนที่ท่านรู้จัก													
12. ท่านสะดวกที่จะติดต่อกับพนักงานให้คำปรึกษาของบริษัทกรินนี่													
13. การที่ท่านติดต่อกับพนักงานให้คำปรึกษาของบริษัทกรินนี่ ทำให้ ท่านมีความพึงพอใจต่อบริษัทกรินนี่													
14. ท่านสะดวกที่จะซื้อผลิตภัณฑ์ของบริษัทกรินนี่ผ่านทางร้าน จำหน่ายผลิตภัณฑ์													
15. การที่ท่านซื้อผลิตภัณฑ์ของบริษัทกรินนี่ผ่านทางร้านจำหน่าย ผลิตภัณฑ์ ทำให้ท่านมีความพึงพอใจต่อบริษัทกรินนี่													
16. ท่านสะดวกที่จะติดต่อบริษัทกรินนี่ผ่านศูนย์ติดต่อทางโทรศัพท์ (Contact Center)													
17. การที่ท่านติดต่อบริษัทกรินนี่ผ่านศูนย์ติดต่อทางโทรศัพท์ (Contact Center) ทำให้ท่านมีความพึงพอใจต่อบริษัทกรินนี่													
18. ท่านสะดวกที่จะติดต่อบริษัทกรินนี่ผ่านทางโทรสาร (Fax)													
19. การที่ท่านติดต่อบริษัทกรินนี่ผ่านทางโทรสาร (Fax) ทำให้ท่าน มีความพึงพอใจต่อบริษัทกรินนี่													
20. ท่านสะดวกที่จะได้รับข่าวสารด้านสุขภาพผ่านทางจดหมายข่าว (Greenie Newsletter) ของบริษัทกรินนี่													
21. การที่ท่านได้รับข่าวสารด้านสุขภาพผ่านทางจดหมายข่าว (Greenie Newsletter) ทำให้ท่านมีความพึงพอใจต่อบริษัทกรินนี่													
22. ท่านสะดวกที่จะติดต่อบริษัทกรินนี่ผ่านทางไปรษณีย์อิเลกทรอนิก (E-Mail)													
23. การที่ท่านติดต่อบริษัทกรินนี่ทางไปรษณีย์อิเลกทรอนิก (E-Mail) ทำให้ท่านมีความพึงพอใจต่อบริษัทกรินนี่													
24. ท่านสะดวกที่จะได้รับข่าวสารของบริษัทกรินนี่ทางอินเตอร์เน็ต ผ่าน www.greenie.co.th													
25. การที่ท่านได้รับข่าวสารของบริษัทกรินนี่ผ่านทางอินเตอร์เน็ตทำให้ ท่านมีความพึงพอใจต่อบริษัทกรินนี่													
26. ท่านสะดวกที่จะรับบริการส่งข้อความ SMS (Short Message Service) ของบริษัทกรินนี่													

หมวดที่ 2 (ต่อ)

แบบคำถามต่อลูกค้า	ระดับความคิดเห็น											ไม่ได้ใช้ บริการ	ไม่ทราบ
	100%				50%					0%			
	10	9	8	7	6	5	4	3	2	1	0		
27. การที่ท่านได้รับการติดต่อจากบริษัทกรีนนี่ผ่านการบริการ ส่งข้อความ SMS (Short Message Service) ทำให้ท่านมี ความพึงพอใจต่อบริษัทกรีนนี่													
28. ท่านได้รับข้อมูลจากช่องทางติดต่อที่บริษัทกรีนนี่ติดต่อกับ ท่านทั้งหมด มีความต่อเนื่องและเป็นไปในทิศทางเดียวกัน (Integrated Marketing Communication)													
29. ท่านคิดว่าการจัดเก็บข้อมูลลูกค้าของบริษัทกรีนนี่ ทำให้ ท่านเกิดความสะดวกและพึงพอใจต่อบริษัทกรีนนี่													
30. ข้อมูลที่ให้บริการผ่านทาง www.greenie.co.th ของบริษัทกรีนนี่ ตรงกับความต้องการของท่าน													
31. ท่านตระหนักได้ว่าบริษัทกรีนนี่มีการวิเคราะห์ข้อมูลทางการ ตลาดเพื่อจัดกิจกรรมให้ตรงกับความต้องการของท่าน													
32. ท่านตระหนักได้ว่าพนักงานของบริษัทกรีนนี่ให้บริการที่ดีต่อ ท่าน													
33. ท่านคิดว่าบริษัทกรีนนี่ดำเนินธุรกิจด้านจำหน่ายผลิตภัณฑ์ เพื่อสุขภาพมีผลประกอบการที่ดี													
34. ท่านสามารถใช้เทคโนโลยีบน www.greenie.co.th ในการ ติดต่อหรือรับรู้ข้อมูลจากบริษัทกรีนนี่ได้อย่างมีประสิทธิผล													
35. ท่านตระหนักได้ว่าบริษัทกรีนนี่มีการประเมินผลการสร้าง ความสัมพันธ์ที่ดีกับลูกค้าอย่างต่อเนื่อง													

หมวดที่ 3 เพื่อประเมินการสร้างความพึงพอใจสูงสุดให้แก่ท่าน การใช้ผลิตภัณฑ์อย่างต่อเนื่องของท่าน หรือ การ
ทำให้ท่านเกิดความภักดี ท่านมีความคิดเห็นเกี่ยวกับคำถามดังต่อไปนี้มากน้อยเพียงใด

กรุณาเลือกให้คะแนนตั้งแต่ 0 ซึ่งหมายถึง คะแนนที่น้อยที่สุด ไปจนถึง 10 ซึ่งหมายถึง คะแนนที่มากที่สุด

แบบคำถามต่อลูกค้า	ระดับความคิดเห็น											ไม่ได้ใช้บริการ	ไม่ทราบ
	100%				50%					0%			
	10	9	8	7	6	5	4	3	2	1	0		
1. โดยภาพรวมแล้วท่านมีความพึงพอใจต่อบริษัทมากน้อยเพียงใด													
2. ท่านมีความพึงพอใจต่อประโยชน์ในผลิตภัณฑ์ของบริษัทมากน้อยเพียงใด													
3. ท่านมีความพึงพอใจต่อการให้ข้อมูลเกี่ยวกับผลิตภัณฑ์ของบริษัทมากน้อยเพียงใด													
4. ท่านมีความพึงพอใจต่อความหลากหลายในผลิตภัณฑ์ของบริษัทมากน้อยเพียงใด													
5. ท่านมีความพึงพอใจต่อรูปแบบ (Design) ในผลิตภัณฑ์ของบริษัทมากน้อยเพียงใด													
6. ท่านมีความพึงพอใจต่อความสะดวกในการใช้ผลิตภัณฑ์ของบริษัทมากน้อยเพียงใด													
7. ท่านมีความพึงพอใจต่อการให้คำปรึกษาเรื่องสุขภาพของบริษัทมากน้อยเพียงใด													
8. ท่านมีความพึงพอใจต่อราคาของผลิตภัณฑ์ของบริษัทเมื่อเทียบกับผลิตภัณฑ์อื่น ๆ ที่ให้ประโยชน์เหมือนกันและเป็นของบริษัทอื่นมากน้อยเพียงใด													
9. ท่านมีความพึงพอใจต่อการให้บริการของบริษัทมากน้อยเพียงใด													
10. ท่านมีความพึงพอใจต่อการประชาสัมพันธ์ของบริษัทมากน้อยเพียงใด													
11. หลังจากที่ท่านใช้ผลิตภัณฑ์หรือบริการของบริษัทแล้วโดยภาพรวมบริษัทสามารถตอบสนองต่อความคาดหวังของท่านได้ในระดับใด													
12. เมื่อนำการดำเนินธุรกิจด้านการจำหน่ายผลิตภัณฑ์เพื่อสุขภาพของบริษัทไปเปรียบเทียบกับบริษัทในอุดมคติหรือในฝันของท่านแล้ว ท่านคิดว่าบริษัททำได้ดีในระดับใด													

หมวดที่ 3 (ต่อ)

แบบคำถามต่อลูกค้า	ระดับความคิดเห็น												ไม่ได้ใช้บริการ	ไม่ทราบ
	100%				50%						0%			
	10	9	8	7	6	5	4	3	2	1	0			
13. ท่านจะซื้อผลิตภัณฑ์ของบริษัทอยู่หรือไม่ ในระยะเวลาดังต่อไปนี้														
13.1 นับตั้งแต่นี้ไปภายในเวลาหนึ่งเดือน														
13.2 นับตั้งแต่นี้ไปภายในเวลาสามเดือน														
13.3 นับตั้งแต่นี้ไปภายในเวลาหกเดือน														
13.4 นับตั้งแต่นี้ไปภายในเวลาหนึ่งปี														
14. ท่านจะซื้อผลิตภัณฑ์อื่น ๆ ของบริษัท นอกเหนือจากผลิตภัณฑ์ที่ท่านใช้อยู่หรือไม่														
15. หากบริษัทพัฒนาคุณภาพผลิตภัณฑ์เพิ่มขึ้น แต่ราคาผลิตภัณฑ์จะสูงขึ้นด้วย ท่านจะซื้อผลิตภัณฑ์ในราคาที่สูงขึ้นนั้นหรือไม่														
16. ท่านยินดีจะแนะนำให้เพื่อนหรือคนใกล้ชิดของท่านใช้ผลิตภัณฑ์ของบริษัทมากน้อยเพียงใด														
17. ท่านมีแนวโน้มที่จะเลิกซื้อผลิตภัณฑ์ของบริษัทมากน้อยเพียงใด ในระยะเวลาดังต่อไปนี้														
17.1 นับตั้งแต่นี้ไปภายในเวลาหนึ่งเดือน														
17.2 นับตั้งแต่นี้ไปภายในเวลาสามเดือน														
17.3 นับตั้งแต่นี้ไปภายในเวลาหกเดือน														
17.4 นับตั้งแต่นี้ไปภายในเวลาหนึ่งปี														

หมวดที่ 4 คำถามทั่วไป

1. อาชีพ

◯ พนักงาน/เจ้าหน้าที่บริษัทเอกชน　　◯ ข้าราชการ/พนักงานรัฐวิสาหกิจ

◯ แม่บ้าน/พ่อบ้าน　　◯ อาชีพอิสระ/ธุรกิจส่วนตัว

◯ นักเรียน/นักศึกษา　　◯ อื่น ๆ ....

2. การศึกษา

◯ ต่ำกว่าปริญญาตรี　　◯ ปริญญาตรี　　◯ ปริญญาโท　　◯ สูงกว่าปริญญาโท

<u>หมวดที่ 4 (ต่อ)</u>

1. **รายได้ของท่านต่อเดือน**

⭕ ต่ำกว่า 10,000 บาท   ⭕ 10,000 – 19,999 บาท   ⭕ 20,000 – 29,999 บาท

⭕ 30,000 – 39,999 บาท   ⭕ 40,000 – 49,999 บาท   ⭕ ตั้งแต่ 50,000 บาทขึ้นไป

2. **อายุ**

⭕ ต่ำกว่า 18 ปี   ⭕ 18 – 30 ปี   ⭕ 31 – 40 ปี

⭕ 41 – 50 ปี   ⭕ 51 – 60 ปี   ⭕ สูงกว่า 60 ปี

3. **นิตยสารเพื่อสุขภาพที่ท่านชอบอ่าน (ตอบได้มากกว่า 1 ข้อ)**

⭕ ชีวจิต   ⭕ Health Today

⭕ Health & Cuisine   ⭕ สุขภาพดี

⭕ Slimming   ⭕ Health Plus

⭕ Alternative Health   ⭕ Ezyhealth & Beauty

⭕ อื่น ๆ (ระบุ)..........................

4. **งานอดิเรกหรือกิจกรรมที่ท่านชื่นชอบ (ตอบได้มากกว่า 1 ข้อ)**

⭕ อ่านหนังสือ   ⭕ ท่องเที่ยว

⭕ ทำอาหาร   ⭕ ออกกำลังกาย

⭕ ช้อปปิ้ง   ⭕ นวดผ่อนคลาย

⭕ ดูหนังภาพยนตร์   ⭕ ดูทีวี/ฟังเพลง

⭕ อื่น ๆ (ระบุ) ....

5. **สถานที่ท่องเที่ยวที่ท่านชอบไป (ตอบได้มากกว่า 1 ข้อ)**

⭕ ทะเล   ⭕ ภูเขา

⭕ น้ำตก   ⭕ อื่น ๆ (ระบุ)..........................

ขอขอบคุณที่ร่วมตอบแบบสอบถาม

แบบสอบถามเรื่องการบริหารลูกค้าสัมพันธ์สำหรับผลิตภัณฑ์เพื่อสุขภาพ

งานวิจัยนี้เป็นส่วนหนึ่งในวิทยานิพนธ์ของนักศึกษาปริญญาเอกคณะเภสัชศาสตร์ มหาวิทยาลัยศิลปากร โดยมีวัตถุประสงค์ เพื่อสร้างองค์ความรู้ในการบริหารด้านการตลาดเกี่ยวกับการบริหารลูกค้าสัมพันธ์สำหรับผลิ   ตภัณฑ์เพื่อสุขภาพ อันจะเป็น ประโยชน์ในการบริหารการตลาดให้เกิดประโยชน์สูงสุดต่อผู้บริโภค และเพื่อให้ผู้วิจัยสามารถนำผลวิจัยไปใช้ประโยชน์ได้ จริง จึงขอความกรุณาผู้ตอบแบบสอบถามตอบคำถามทุกข้อ ซึ่งข้อมูลของท่านจะถูกเก็บไว้เป็นความลับ โดยงานวิจัยจะ นำเสนอผลวิจัยในภาพรวม ไม่ได้ระบุเป็นรายบุคคล และขอขอบคุณสำหรับความกรุณาของท่านผู้ตอบแบบสอบถาม

ความหมายที่สำคัญของคำถาม

การบริหารลูกค้าสัมพันธ์ หมายถึง กลยุทธ์สำหรับการสร้างความสัมพันธ์ระยะยาวกับลูกค้าหลักแต่ละคน และเป็นการเพิ่ม คุณค่าของลูกค้าและคุณค่าของผู้ถือหุ้น เพื่อเป็นการสร้างความพึงพอใจของลูกค้า การใช้ผลิตภัณฑ์อย่างต่อเนื่อง การสร้าง ความภักดีของลูกค้าต่อตราสินค้า และในที่สุดเป็นการสร้างผลประโยชน์ร่วมกันของลูกค้าและบริษัท

บริษัทกรินนี่ หมายถึง บริษัท กรินนี่ เฮลท์ (ประเทศไทย) จำกัด หรือ

สมาชิก หมายถึง สมาชิกของบริษัท กรินนี่ เฮลท์ (ประเทศไทย) จำกัด หรือ

ผลิตภัณฑ์ หมายถึง ผลิตภัณฑ์ของบริษัท

ลูกค้า หมายถึง สมาชิกที่เคยซื้อผลิตภัณฑ์หรือบริการของบริษัทมาก่อน

คุณค่า หมายถึง สิ่งที่ทำให้เกิดประโยชน์และมีความสำคัญต่อลูกค้า

มาตรฐานสูง หมายถึง มาตรฐานของบริษัทกรินนี่ ที่มีการตรวจสอบก่อนที่จะจำหน่าย และตั้งเกณฑ์ไว้สูงกว่ามาตรฐานทั่วไป ที่ทางกระทรวงสาธารณสุขหรือกฎหมายกำหนด

หมวดที่ 1 คำถามทั่วไป

ท่านเคยใช้ผลิตภัณฑ์ของบริษัทหรือไม่

ผลิตภัณฑ์ใดที่ท่านเคยซื้อ	เคย	ไม่เคย
1. ชาชงสมุนไพรใบหม่อนผสมเจียวกู้หลาน	◯	◯
2. ชาชงสมุนไพรเจียวกู้หลาน	◯	◯
3. ข้าวกล้องเพาะงอกเบญจกระยาทิพย์	◯	◯
4. ข้าวกล้องหอมมะลิพันธ์ 105 เพาะงอก	◯	◯
5.ซีเรียลข้าวกล้องงอก(รสดั้งเดิม)	◯	◯
6. ซีเรียลข้าวกล้องงอก (รสธรรมชาติ)	◯	◯
7. บรรจุภัณฑ์เพื่อสิ่งแวดล้อม	◯	◯

<u>หมวดที่ 2</u> เพื่อให้การบริหารงานหรือทิศทางนโยบายของบริษัท เป็นไปเพื่อสร้างความพึงพอใจสูงสุดให้แก่ท่าน หรือ ทำให้ท่านใช้ผลิตภัณฑ์อย่างต่อเนื่อง หรือ ทำให้ท่านเกิดความภักดีต่อตราสินค้า ท่านมีความคิดเห็นอย่างไร ต่อแนวทางการบริหารหรือกิจกรรมของบริษัทดังต่อไปนี้

กรุณาเลือกให้คะแนนตั้งแต่ 0 ซึ่งหมายถึงท่านไม่เห็นด้วยอย่างยิ่ง ไปจนถึง 10 ซึ่งหมายถึงท่านเห็นด้วยอย่างยิ่ง

แบบคำถามต่อพนักงาน	ระดับความคิดเห็น											ไม่ได้ใช้บริการ	ไม่ทราบ
	100%					50%					0%		
	10	9	8	7	6	5	4	3	2	1	0		
1. บริษัทได้พิจารณาเห็นว่าการสร้างคุณค่าของบริษัท ด้วยการจำหน่ายผลิตภัณฑ์ที่เป็นประโยชน์อย่างแท้จริง เป็น<u>แนวทางหลัก</u>ในการกำหนดกลยุทธ์ธุรกิจด้านการบริหารลูกค้าสัมพันธ์													
2. บริษัทได้พิจารณาเห็นว่าการสร้างคุณค่าของบริษัท ด้วยการจำหน่ายผลิตภัณฑ์ที่ได้มาตรฐานสูง เป็น<u>แนวทางหลัก</u>ในการกำหนดกลยุทธ์ธุรกิจด้านการบริหารลูกค้าสัมพันธ์													
3. บริษัทได้พิจารณาเห็นว่าการสร้างคุณค่าของบริษัท ด้วยการให้คำปรึกษาปรึกษาด้านสุขภาพ เป็น<u>แนวทางหลัก</u>ในการกำหนดกลยุทธ์ธุรกิจด้านการบริหารลูกค้าสัมพันธ์													
4. บริษัทมีการจัดแบ่งกลุ่มสมาชิก เพื่อการบริหารลูกค้าสัมพันธ์ที่แตกต่างกันในแต่ละกลุ่ม													
5. บริษัทได้ให้ลูกค้ามีส่วนร่วมในการนำเสนอคุณค่าของผลิตภัณฑ์ที่ตรงกับความต้องการของลูกค้า													
6. บริษัทมีการนำเสนอคุณค่าของผลิตภัณฑ์ที่ตรงกับความต้องการของลูกค้า													
7. บริษัทได้จัดแบ่งกลุ่มลูกค้าที่มีศักยภาพออกจากกลุ่มลูกค้าที่ไม่มีศักยภาพ													
8. บริษัทมีการคาดการณ์ผลตอบแทนระยะยาวที่จะได้รับจากลูกค้ารายใหม่													
9. บริษัทมีการคาดการณ์ผลตอบแทนที่จะได้รับจากลูกค้ารายเก่าในการซื้อผลิตภัณฑ์อื่นๆ (Cross-selling) ของบริษัท													
10. บริษัทมีการคาดการณ์ผลตอบแทนที่จะได้รับจากลูกค้ารายเก่าในการซื้อผลิตภัณฑ์เดิมในปริมาณที่มากขึ้น (Up-selling)													
11. บริษัทมีการคาดการณ์ผลตอบแทนที่จะได้รับจากลูกค้ารายเก่าใน การสร้างลูกค้าที่เป็นตัวแทนหรือกระบอกเสียง (Customer Advocacy) ให้กับบริษัท													
12. บริษัทมีพนักงานของพนักงาน เพื่อเป็นช่องทางติดต่อที่ให้ความสะดวกกับลูกค้า													
13. บริษัทมีพนักงานของบริษัท เพื่อเป็นช่องทางติดต่อที่ทำให้ลูกค้ามีความพึงพอใจต่อบริษัท													
14. บริษัทใช้ร้านจำหน่ายผลิตภัณฑ์เป็นช่องทางติดต่อที่ให้ความสะดวกกับลูกค้า													

แบบคำถามต่อพนักงาน	ระดับความคิดเห็น											ไม่ได้ใช้บริการ	ไม่ทราบ
	100%					50%					0%		
	10	9	8	7	6	5	4	3	2	1	0		
15. ร้านจำหน่ายผลิตภัณฑ์เป็นช่องทางติดต่อที่ทำให้ลูกค้ามีความพึงพอใจต่อบริษัท													
16. บริษัทมีบริการศูนย์ติดต่อทางโทรศัพท์ (Contact Center) นับเป็นช่องทางติดต่อที่ให้ความสะดวกกับลูกค้า													
17. บริษัทมีการให้บริการศูนย์ติดต่อทางโทรศัพท์ (Contact Center) นับเป็นช่องทางติดต่อที่ทำให้ลูกค้ามีความพึงพอใจต่อบริษัท													
18. บริษัทให้บริการการติดต่อทางโทรสาร (Fax) นับเป็นช่องทางติดต่อที่ให้ความสะดวกกับลูกค้า													
19. บริษัทให้บริการการติดต่อทางโทรสาร (Fax) นับเป็นช่องทางติดต่อที่ทำให้ลูกค้ามีความพึงพอใจต่อบริษัท													
20. บริษัทมีการออกจดหมายข่าว (Greenie Newsletter) นับเป็นช่องทางติดต่อที่ให้ความสะดวกกับลูกค้า													
21. บริษัทมีการออกจดหมายข่าว (Greenie Newsletter) นับเป็นช่องทางติดต่อที่ทำให้ลูกค้ามีความพึงพอใจต่อบริษัท													
22. บริษัทให้การติดต่อทางไปรษณีย์อิเลกโทรนิค (E-Mail) นับเป็นเป็นช่องทางติดต่อที่ให้ความสะดวกกับลูกค้า													
23. บริษัทให้การติดต่อทางไปรษณีย์อิเลกโทรนิค (E-Mail) นับเป็นช่องทางติดต่อที่ทำให้ลูกค้ามีความพึงพอใจต่อบริษัท													
24. การติดต่อทางอินเตอร์เนต (Internet) เป็นช่องทางติดต่อที่ให้ความสะดวกกับลูกค้า													
25. การติดต่อทางอินเตอร์เนต (Internet) เป็นช่องทางติดต่อที่ทำให้ลูกค้ามีความพึงพอใจต่อบริษัท													
26. บริษัทมีการบริการส่งข้อความ (Short Message Service หรือ SMS) นับเป็นช่องทางติดต่อที่ให้ความสะดวกกับลูกค้า													
27. บริษัทมีการบริการส่งข้อความ (Short Message Service หรือ SMS) นับเป็นช่องทางติดต่อที่ทำให้ลูกค้ามีความพึงพอใจต่อบริษัท													
28. ช่องทางติดต่อกับลูกค้าทั้งหมดที่บริษัทกรีนนี่ใช้ติดต่อกับลูกค้ามีความต่อเนื่องและเป็นไปในทิศทางเดียวกัน (Integrated Marketing Communication)													
29. บริษัทมีระบบจัดเก็บฐานข้อมูลลูกค้าอย่างครอบคลุมเพียงพอที่สามารถนำไปใช้งานได้จริงในการสร้างความสัมพันธ์ที่ดีกับลูกค้า													
30. บริษัทได้นำระบบเทคโนโลยีทางเวปไซต์เข้ามาช่วยในการสร้างกิจกรรมทางการตลาดให้สนองกับความต้องการของลูกค้า													
31. บริษัทมีเครื่องมือที่มาช่วยในการวิเคราะห์ข้อมูลทางการตลาดเพื่อจัดกิจกรรมให้ตอบสนองกับความต้องการของลูกค้า													

แบบคำถามต่อพนักงาน	ระดับความคิดเห็น											ไม่ได้ใช้ บริการ	ไม่ทราบ
	100%					50%					0%		
	10	9	8	7	6	5	4	3	2	1	0		
32. บริษัทส่งเสริมให้พนักงานสร้างความพึงพอใจให้แก่ลูกค้า													
33. ท่านคิดว่า บริษัทมีผลประกอบการที่ดี													
34. บริษัทใช้เทคโนโลยีบน web-site เพื่อลดต้นทุนของการ ดำเนินงานในการบริหารลูกค้าสัมพันธ์													
35. บริษัทมีการประเมินผลงานการบริหารลูกค้าสัมพันธ์อย่าง ต่อเนื่อง													

หมวดที่ 3 เพื่อประเมินการสร้างความพึงพอใจสูงสุดให้แก่ท่าน การใช้ผลิตภัณฑ์อย่างต่อเนื่องของท่าน หรือ การสร้างความภักดีต่อตราสินค้า ท่านมีความคิดเห็นเกี่ยวกับคำถามดังต่อไปนี้มากน้อยเพียงใด

กรุณาเลือกให้คะแนนตั้งแต่ 0 ซึ่งหมายถึง คะแนนที่น้อยที่สุด ไปจนถึง 10 ซึ่งหมายถึง คะแนนที่มากที่สุด

แบบคำถามต่อพนักงาน	ระดับความคิดเห็น											ไม่ได้ ใช้ บริการ	ไม่ทราบ
	100%					50%					0%		
	10	9	8	7	6	5	4	3	2	1	0		
1. ท่านคิดว่า โดยภาพรวมแล้วลูกค้ามีความพึงพอใจต่อ ต่อบริษัทมากน้อยเพียงใด													
2. ท่านคิดว่า ลูกค้ามีความพึงพอใจต่อประโยชน์ใน ผลิตภัณฑ์ของบริษัท มากน้อยเพียงใด													
3. ท่านคิดว่า ลูกค้ามีความพึงพอใจต่อการให้ข้อมูล เกี่ยวกับผลิตภัณฑ์ ของบริษัท มากน้อยเพียงใด													
4. ท่านคิดว่า ลูกค้ามีความพึงพอใจต่อความหลากหลาย ในผลิตภัณฑ์ของบริษัท มากน้อยเพียงใด													
5. ท่านคิดว่า ลูกค้ามีความพึงพอใจต่อรูปแบบ (Design) ในผลิตภัณฑ์ของบริษัท มากน้อยเพียงใด													
6. ท่านคิดว่า ลูกค้ามีความพึงพอใจต่อความสะดวกใน การใช้ผลิตภัณฑ์ของบริษัท มากน้อยเพียงใด													
7. ท่านคิดว่า ลูกค้ามีความพึงพอใจต่อการให้คำปรึกษา เรื่องสุขภาพของบริษัท มากน้อยเพียงใด													
8. ท่านคิดว่า ลูกค้ามีความพึงพอใจต่อราคาของ ผลิตภัณฑ์ของบริษัทเมื่อเทียบกับผลิตภัณฑ์อื่น ๆ ที่ให้ ประโยชน์เหมือนกันและเป็นของบริษัทอื่นมากน้อยเพียงใด													
9. ท่านคิดว่า ลูกค้ามีความพึงพอใจต่อการให้บริการของ บริษัทมากน้อยเพียงใด													

แบบคำถามต่อพนักงาน	ระดับความคิดเห็น											ไม่ได้ใช้บริการ	ไม่ทราบ
	100%					50%					0%		
	10	9	8	7	6	5	4	3	2	1	0		
10. ท่านคิดว่า ลูกค้ามีความพึงพอใจต่อการประชาสัมพันธ์ของบริษัทมากน้อยเพียงใด													
11. ท่านคิดว่า หลังจากที่ลูกค้าใช้ผลิตภัณฑ์หรือบริการของบริษัทแล้ว โดยภาพรวมบริษัทสามารถตอบสนองต่อความครดหวังของลูกค้าได้ในระดับใด													
12. ท่านคิดว่า เมื่อนำการดำเนินธุรกิจด้านการจำหน่ายผลิตภัณฑ์เพื่อสุขภาพของบริษัทไปเปรียบเทียบกับบริษัทในอุดมคติหรือในฝันของลูกค้าแล้ว ลูกค้าจะคิดว่าบริษัททำได้ดีในระดับใด													
13. ท่านคิดว่า ลูกค้าจะซื้อผลิตภัณฑ์ของบริษัทอยู่หรือไม่ในระยะเวลาดังต่อไปนี้													
13.1 นับตั้งแต่นี้ไปภายในเวลาหนึ่งเดือน													
13.2 นับตั้งแต่นี้ไปภายในเวลาสามเดือน													
13.3 นับตั้งแต่นี้ไปภายในเวลาหกเดือน													
13.4 นับตั้งแต่นี้ไปภายในเวลาหนึ่งปี													
14. ท่านคิดว่า ลูกค้าจะซื้อผลิตภัณฑ์อื่น ๆ ของบริษัทนอกเหนือจากผลิตภัณฑ์ที่ลูกค้าใช้อยู่หรือไม่													
15. หากบริษัทพัฒนาคุณภาพของผลิตภัณฑ์เพิ่มขึ้น แต่ราคาผลิตภัณฑ์จะสูงขึ้นด้วย ท่านคิดว่า ลูกค้าจะซื้อผลิตภัณฑ์ในราคาที่สูงขึ้นนั้นหรือไม่													
16. ท่านคิดว่า ลูกค้ายินดีจะแนะนำให้เพื่อนหรือคนใกล้ชิดของลูกค้าใช้ผลิตภัณฑ์ของบริษัทมากน้อยเพียงใด													
17. ท่านคิดว่า ลูกค้ามีแนวโน้มที่จะเลิกซื้อผลิตภัณฑ์ของบริษัทมากน้อยเพียงใด ในระยะเวลาดังต่อไปนี้													
17.1 นับตั้งแต่นี้ไปภายในเวลาหนึ่งเดือน													
17.2 นับตั้งแต่นี้ไปภายในเวลาสามเดือน													
17.3 นับตั้งแต่นี้ไปภายในเวลาหกเดือน													
17.4 นับตั้งแต่นี้ไปภายในเวลาหนึ่งปี													

BIOGRAPHY

Name: CHAIWAT KANITWARANUN

E-mail address: chaiwat@greenie.co.th

Education:

1987-1992   Bachelor of Pharmacy, Silpakorn University

1997-2000   Master of Business Administration (MBA)

                Major: Marketing / Minor: Management, Thammasat University

Professional Experiences:

Mar 07 – Present:

Executive Founder and General Manager, Broadcast Vitamin B Limited., subsidiary of Broadcast Thai Television Limited.

Apr 05 – Feb 07 (1 yr & 11 months):

Marketing Director, Sabai Thai Herbs Company

May 00 - Mar 05 (4 yrs & 11 months):

Product Manager, Janssen-Cilag, Johnson & Johnson

Apr 99 - Apr 00 (1 yr & 1 month):

Product Manager, Organon (Thailand)

Feb 97 - Mar 99 (2 yrs & 2 months):

Supervisor (BKK), Organon (Thailand)

Nov 95 - Jan 97 (1 yr & 3 months):

Medical Representative (Bangkok), Boehringer Ingelheim

Feb 94 - Oct 95 (1 yr & 9 months):

Medical Representative (Up-country), Boehringer Ingelheim

Apr 92 - Jan 94 (1 yr & 10 months):

Head of Pharmacy Department, Watsing Hospital, Chainat Province