

The Study on Model of Enterprise Customer Relationship Management

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Abstract. Market competition is becoming increasingly fierce, resulting in customer-Enterprise Management Center began to shift to customers, and making customer resources become an important resource. How to dig and expand customer resources becomes the key to gain market advantage. If companies can establish closed mechanisms with the client for exchange of knowledge and sharing, and know timely information on customer and knowledge which customers get, which will no doubt make it close to market, dramatically improving the accuracy of decision-making and ability to compete in the market. The innovation of this paper mainly provide the readers with a concise but perfect customer knowledge management patter from the customer knowledge management idea, framework model of process design to technical analysis and improvement and the CRM appraisal system. These provide the theoretical basis for the study of knowledge management theory and practice, and also have a guiding role in knowledge management implementation.

Introduction

With the development of human society, marketing concepts shift from "product" oriented era into customer"-oriented era. Customers' choose decides the fate of an enterprise, so clients have become one of the most important resource nowadays.

"Customer-oriented ", have been frequently appeared in the management activities and the study of marketing theories recently. But only in the time of network economy and mature e-commerce, can they have basic conditions to really achieved "customer-oriented" strategy. CRM comes into being and lit navigation lights for most of the enterprises competing in the Internet economy .In China, the CRM is no exception to become In China, the CRM is no exception to the management of hot words of management. There have been a number of CRM vendors in China. Many companies have regarded CRM as a competitive weapon and launched the CRM project. The application industry extend the financial industry, the manufacturing industry, the IT industry and other industries, but all get reverse results. The failure rate implementing CRM is very high, even though Chinese Enterprise's CRM practice in these year provide basis for further studied the CRM theory as well as the successful of CRM .This article will discuss the enterprise customer relationship and design the model.

CRM

The CRM concept was proposes by Gartner Group in 1999.He thought CRM was a kind of commercial strategy, and it organized the enterprise resources effectively according to the customer classified situation and also raised management behavior which takes the customer as the center, as well as the implement service flow taking the customer as the central and take this as the method of enhancing the profit ability, the profit as well as the customer satisfaction. This definition has pointed out that CRM is not some kind of pure IT technology, but is a kind of commercial strategy, which pays attention to enterprise profit ability and the customer satisfaction.

CRM, as an important concept discussed all over world at present, is a commercial idea touching all independent functional departments and all service flow in the enterprise. Customer relationship management is a development strategy which enhance the core competitiveness of enterprises, achieve the purpose of competition and rapid growth and take customers as center, and develop all business processes on the basis including the judge, selection, seek, development and maintenance

of customer requirements.

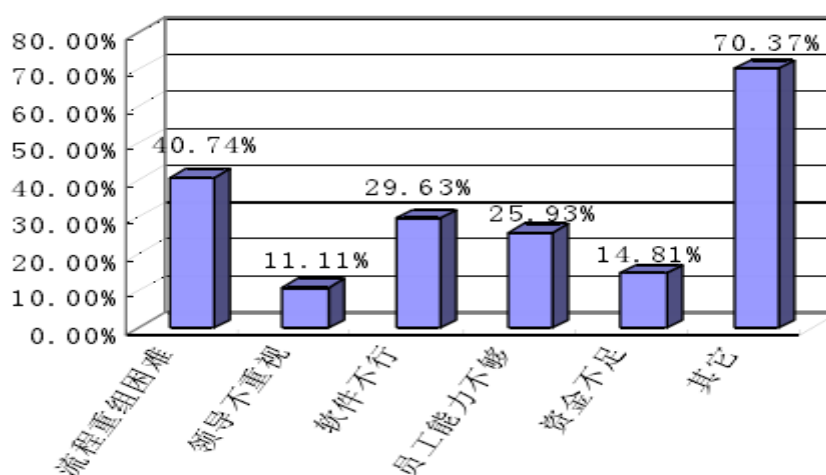
Most of the part in the thought of CRM management can find the corresponding source from the modern marketing theory, and the CRM management thought is manifest and extend of core idea in marketing. At the same time CRM is a new term when combining information technology and marketing and services, which applies part of scientific management thought in marketing theory in the use of software on a large scale. We should say that, the mature and perfect of marketing theory lay a foundation for “the formation” of CRM system “, while CRM was further expansion and the sublimation of marketing theory.

The customer relations management sets network marketing, database marketing, relational marketing as a whole, it can be said a kind of ideal marketing theory, just like one-one marketing. Although many of enterprises are unable to satisfy the demand of each customer, but it became a magic weapon of many enterprises towards to success.

Problems in the Process of Implementing CRM in China

The survey “difficulties in the process of implementing CRM “showed: to implement CRM Enterprise, 40.74% company having been implemented CRM believes that the greatest difficulties in the process of implementing business are Service flow reorganization. This indicated that how to handle the relationship of CRM software product and e enterprise service flow still will be the major problem which the CRM software provider wants to solve. About 11.11% enterprises thought that the ignorance of leadership is the significant resistance in implementing CRM, some 29.63% enterprises thought it is the defect of CRM system software, some 25.93% enterprises thought staff’s inability has hindered the implementation of CRM, moreover was other some reasons.

Successful experiences of foreign enterprises in customer relationship management told us that CRM is not only an advanced marketing tool, more importantly is an advanced marketing management. Practically speaking, our understanding of customer relationship management is far from this depth. This superficial understanding causes us only introduce its method but not its thought when introducing CRM. Enterprise in our country has nearly blindly imitated the overseas company's customer relations management, and customer service and track and so on are in low level continuously. Because of deficient understanding of CRM, some big enterprises still have superficial understanding of the customer relations management until now, which causes nobody to induce and reorganize this work to a great extent. Even if there is someone who has done these work which is so intravenous and fragmentary that can’t form the ideology, let alone refining it to be the enterprise thought. Therefore CRM appears palely and weakly in the market, it does not work.



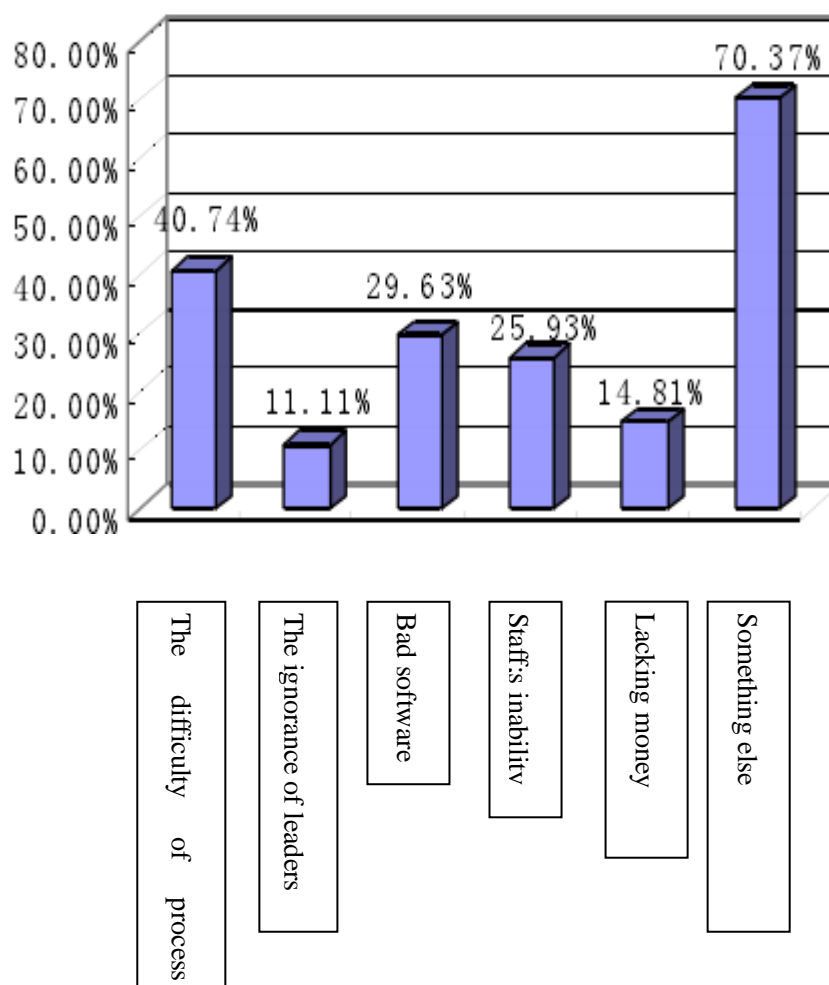


Chart 1 Our country enterprise implement CRM meets resistance

The Implements of CRM Needs the Reorganization of Service Flow

Most of enterprise in our country implementing the CRM project don't achieve the anticipated benefit. There are many reasons causing CRM cannot display its potential, one of them is does not change original working, still uses the old flow. The majority of company only pursues the automated processing to deal with original work duty, to achieve the goal of improving the efficiency. These companies should have concentrated on how to finish the work at first, then considered how to realize this goal by applying technology. In terms of service flow aspect, CRM implementation will cause three changes. First, the implementation of CRM bring about the change of staff's communicate pattern. Second, CRM also changed the original policy-making pattern, causing the depriving of staff's authority. Third, CRM needs to change the original channel strategy.

The purpose of implementing reorganization the CRM project service flow is to unify service flow, the customer cooperation flow as well as the information in and out of enterprise. We must harmonize information origin, the information winner, the information user and service flow through the CRM, otherwise, it causes the information can't be used effectively, or cause the information transmission to have the error. We must clear about who to input the information, use the information, and analyze the information. Chart 2 has shown the consistent question between the information flow and the service flow in the reorganization of CRM service flow.

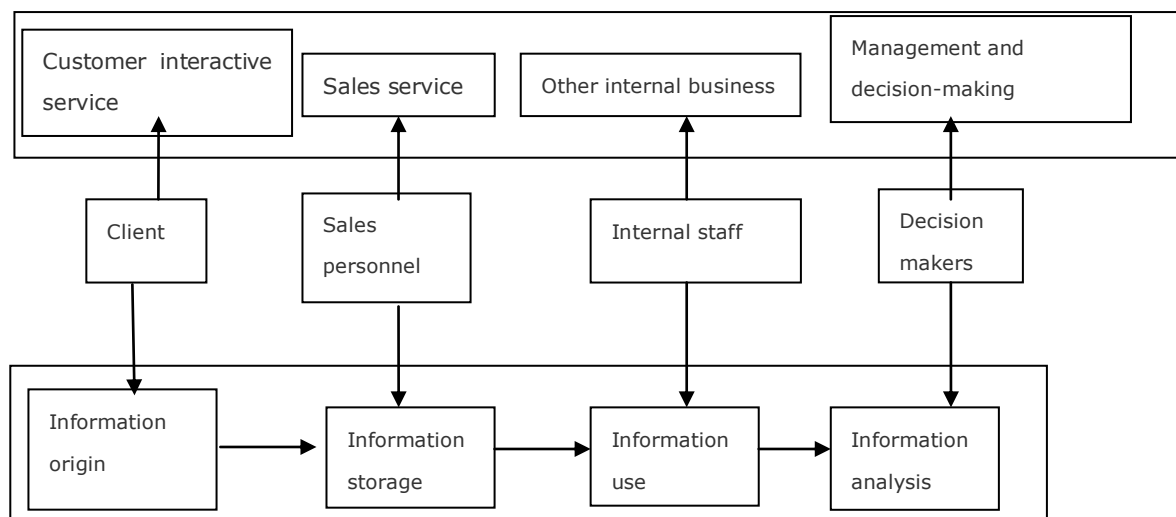


Chart 2 Consistent question between the information flow and the service flow in the reorganization of CRM service flow.

Summary

The implementation of CRM project in our country is a topic which very many scholars and the administrative personnel cared about at present. Summarizing the defeat reason and seeking the right way to implement CRM is imminent. Looks over the predecessor's research results, although there are many questions and the erroneous zone in implementing the CRM in our country, the erroneous zone mentioned above in this article are the most essential questions in implementing CRM, and also are the successful way to implement CRM.

Chinese enterprise, especially state-owned enterprise, must completely change the understanding of CRM firstly, enhances business capacity and the staff quality unceasingly, establishes customer-centered management idea; Next, perfect enterprise's management system further, eliminates interior system questions like right, privacy, enhance standard consciousness and the concept of law; Furthermore, establish the CRM marketing strategy and enterprise culture taking the customer as the central, and enhancing leadership strength is the key to implement the CRM strategy; Finally, absorb defeat experience of the CRM, carry on the service flow transformation and the organization transforms, paving the way to implement the CRM strategy. The implement of CRM in our country cannot reach one's goal instantly, and it needs a long time to find out the method truly suitable for the enterprise. We believe that in the near future, CRM truly will become the victory weapon in network economic competition.

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