CUSTOMER RELATIONSHIP MANAGEMENT (CRM) FOR SMALL AND
MEDIUM BUSINESS ENTERPRISES (SMEs) IN THAILAND

by
Ms. Supak Siritikul

A Final Report of the Three-Credits Course
CE 6998 Project

Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science
in Computer and Engineering Management
Assumption University

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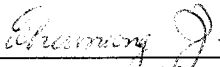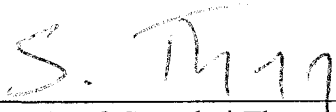Assumption University

March 2002

Project Title   Customer Relationship Management (CRM) for Small and Medium Business Enterprises (SMEs) in Thailand

Name   Ms. Supak Siritikul

Project Advisor   Dr. Thanatphong Pratheepthaweephon

Academic Year   March 2002

The Graduate School of Assumption University has approved this final report of the three-credit course, CE 6998 PROJECT, submitted in partial fulfillment of the requirements for the degree of Master of Science in Computer and Engineering Management.

Approval Committee:

_____
(Dr. Thanatphong Pratheepthaweephon)
Advisor

_____
(Prof.Dr. Srisakdi Charmonman)
Chairman

_____
(Dr. Chamnong Jungthirapanich)
Dean and Co-advisor

_____
(Assoc.Prof. Somchai Thayarnyong)
MUA Representative

March 2002

ABSTRACT

This project is about the Customer Relationship Management (CRM) and the impact of customers playing golf towards golf course. The objective of this research is to study customer behavior, the attitude of customers, and what factors create customer satisfaction at the golf course in Bangkok and suburbs.

Methodology of this research is based upon qualitative and quantitative models. This research has been conducted on customers who play golf at the golf course in Bangkok and suburbs. The researcher has set sample size by using statistical formula and has conducted on customers who play golf at the golf course in Bangkok and suburbs. The researcher has used questionnaires to gather information from customers and select frequency, mean, standard deviation, and chi-square as the tools for statistical analysis.

Most respondents prefer to play golf at the golf course, three to four time per month. They usually start to play golf at 8.01 to 10.00 hours. They usually spend three to four hours each time when they play golf. The main objective of playing golf is for exercise and relaxation. They usually play golf with their friends and colleagues. Most respondents are not members of the golf courses. The respondents usually go to the golf course to play a round, practice at driving range, meet or associate with their friends and use other services such as swimming, fitness and sauna respectively.

When considering the consumer attitude analysis and chi-square test, it is found that gender have significant relationship to the golf course factors, price factors, service factors and other factors. Age, personal monthly income and education have no significant relationship to any factor. There is a significant relationship between occupation and other factors.

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I. INTRODUCTION

1.1 General Point of View

SMEs around the world are now facing the single most competitive period of their history. With globalization of the world's economies and the speed of communication racing at a frenetic rate, SMEs struggle to find a competitive advantage on which to base their business prospects for longevity. The special competitive advantage most often used by SMEs is their quality of service. Due to their small size, these enterprises are often more dynamic and reactive to the needs of their customers than are their larger competitors.

In the past, many enterprises thought that their products or services are so superior that customers would continuously come back to repurchase their products or services. In today's increasingly competitive environment, Customer Relationship Management (CRM) is critical to enterprise success. CRM is today a most critical business topic. The battle for the customers dominates competition in every sector, but the focus is now on how enterprises can use and integrate information throughout to gain competitive advantage.

Customer Relationship Management (CRM) is an over all business strategy aimed at enabling companies to effectively manage relationships. Differential management can make enterprises cognizant of customers' specific needs; so the enterprises are able to customize products, services and prices to meet those needs. CRM starts with new customer-centric rather than product-centric business strategies, which require redesigned departmental roles and responsibilities, re-engineered work processes. These will provide enterprises with right leadership, strategy and culture. CRM extends the concept of selling from a discrete act performed by a sales person to a continual process involving every person in company.

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With CRM, enterprises can better serve their customers and further increase their chances of retaining them, and their satisfaction level. Enterprises can gather all relevant information necessary to make planning, products and service decisions throughout the customers life cycle. This, in turn, can increase customer loyalty and retention by meeting customers' requirements and expectations. By implementing customer relationship, the enterprises are forced to reassess the way they work, simplifying complex business process to reduce cost, improve efficiency and enhance customer satisfaction. Thus, CRM is positioned as the right solution in the right place at the right time, providing a cost effective means to capture, manage and analyze data utilizing sophisticated technology.

Since the economic crisis in Thailand, many enterprises face the problems from this situation. Many enterprises stop operating. Many enterprises have been competing almost entirely on price, using advertising to assert that the products were significantly less expensive than their competitors. Pricing strategy is still vital, but because of services, it is increasingly difficult to compete on the basis of price alone. Hence, the enterprises have to develop new strategies to compete with competitors and to meet customers' needs.

1.2 Scope of the Study

This project emphasizes on golf courses in Bangkok and suburbs, which will study the customer real needs, customer attitudes and Customer relationship management (CRM) strategies in the enterprise.

1.3 Objectives of the Study

(1) To find out the factors those create customers' satisfaction.

(2) To identify the step of applying Customer Relationship Management (CRM) strategies.

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(3) To study the customers' behavior toward the golf sport.

(4) To understand the real need of the customers toward the organization.

1.4 Definition Terms

(1) Customer (Golfer): A person who goes to the golf course and uses its service.

(2) Golf course: A place where a Customer/golfer go to play golf and use its service.

(3) Customer Relationship Management (CRM): A business strategy to select and manage customers to optimize long-term value. CRM requires a customer-centric business and culture to support effective marketing, sales, and service processes.

(4) Customer Satisfaction: Customers enter into purchase situations with certain expectation for the purchase situation and for the performance and consumption of the product or service. To be satisfied, the customer must have both sets of expectation met.

1.5 Benefits and Expectation from the Study

(1) To learn more about Customer Relationship Strategy (CRM) in Thailand.

(2) To learn more about customer attitude towards the golf course.

(3) To learn more about the factors that create customer satisfaction toward the golf course.

(4) To learn more about the CRM strategy that can apply in the golf course.

II. LITERATURE REVIEW

2.1 Overview

This study focused on the Customer Relationship Management (CRM) strategies on the SMEs in Thailand. A small firm is in the best position to develop a genuine relationship with its customers. Small and medium business enterprise are by their nature in a better position to get to know their customers and meet their higher-order needs than are large companies who deal with their customers in a very different way.

This project focuses on golf courses in Bangkok and suburbs. The reason why the researcher emphasizes on the golf courses is because this sport is more popular at the present. In the past, golf is more popular in high-society but nowadays its become more popular in both high and medium society. Thus, there are more competitiveness in golf courses since the increase of the players and the golf courses. There are many golf courses in Bangkok and suburbs, which face the problems from the recession of the business. Many try to reduce the cost, which of course will effect their revenue. Lots of golf courses face the problem of fewer customers in specific times such as in the working time. Some may have problems within the organization such as the service of their employees.

It is interesting to study CRM in golf course because Customer Relationship Management (CRM) is a comprehensive approach, which provides seamless integration of every area of business. CRM is the overall business strategy aimed to enable companies to effectively manage relationships when, where and to whom it's needed, creating an integrated view of the customer for everyone in the organization. It also creates a mutually beneficial relationship with customers.

The movement to CRM occurs in two key areas. The first is an understanding of the client's relationship to the enterprise. This attitude is reflected not only in more-

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responsive technology and marketing processes, but also in a willingness to integrate the client more fully into the enterprise. This can be achieved by integrating the multiple marketing channels that target the client. Second, customer understanding must extend beyond the marketing organization to other groups within the enterprise, such as the supply chain for mass customization or customer service for cross-selling opportunities.

There is a basic disconnect between today's relationship marketing efforts and consumer perceptions of those endeavors. Enterprises attempt to satisfy consumer's every need, but consumers see many of the enterprises' efforts as trivial and useless. In the worst cases, customers actually feel penalized for their loyalty. In less extreme examples, prospects get attractive, timely offers, whereas loyal customers continue to receive irrelevant and misplaced communications. Surely this is not the best way to build lasting customer relationships.

The reasons why customers disconnect are; first, most enterprises still operating from rigid product management perspective have uncoordinated departmental structures. Second, enterprises often fail to take into account customer's limited desire or ability to manage more than a handful of intra-enterprise communications with the customer. Thus, the goal should move from customer relationship marketing to customer relationship management.

A true CRM solution is a complex combination of many components, including analytical tools, campaign management, and event triggers, combined with many new components needed to achieve a one-to-one marketing capability. The components included collateral management, rules-based workflow management, and true channel management. Finally, a complete feedback loop is necessary to facilitate knowledge management in the enterprise. Some solutions simply incorporate these components and move with the market, but this creates a problem for many enterprises.

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Because CRM depends on enterprise-wide collaboration, the most important investment enterprises need to make is the reengineering of functions, processes, roles, and responsibilities departments and channels. These processes can be broadly characterized as follows: information collection; customer value measurement; campaign management; and customer interaction management. All four of these processes are in practice to varying degrees. Marketing has spearheaded early customer value measurement and campaign management initiatives. Historically, customer interaction management has been the domain of sales, customer service, and other business units. The problem is that enterprises have not had a cohesive strategy for tying together all of these processes.

To use CRM analytic properly, enterprises must be clear on the difference between reporting and analysis, and how they plan to use the data. In particular, enterprises must be careful about believing the hype of every vendor that claims to support data mining. Data mining allows insights, or knowledge discovery, into complex business processes. This is because all models are abstractions that allow management and, therefore, simplifications of the real world. Such simplifications allow management and analysts to see the salient relationships-correlation and large data sets and, consequently, within the part of the business.

The benefits of CRM can be shown by means of accounting techniques that reveal: cost of acquiring customers; change in number of customers; and change in what each customer is buying. The benefits of CRM are usually in these areas. It can improve customer retention and loyalty. Customer will stay longer and buy more often which will increase long term value. CRM will increase customer profitability because of lower costs of recruiting customers and no need to recruit so many to maintain a steady volume of business. CRM can reduce cost of sale, as existing customers are usually

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more responsive. However, acquiring the wrong customers and keeping them is often very damaging. Focusing on customer retention as a top business priority can be very damaging to the enterprises if most customers are not profitable.

2.2 Theoretical Model

2.2.1 Marketing Mix (4P's)

Four P's consist of four major components: product, price, place and promotion. These components are called the marketing mix because a marketing manager decides what type of each component is used and in what amount. The primary goal of a marketing manager is to create and maintain four P's to satisfy customers' needs.

Where trade loyalty is concerned, the basic motivations are the same as in business-to-business relationships, but different marketing mix elements are used to achieve that loyalty. They can usually be split into hygiene factors that are those that, if they were lacking, the supplier would not even be considered, and loyalty factors, which determine how much of the intermediary's business the supplier gets. **Hygiene factors tend to be the classic marketing mix variables.**

Marketing mix is the set of marketing tools that the firm uses to pursue its marketing objectives in the target market.

(1)   **Product** is the firm's tangible offer to the market, which includes the product quality, design features, branding and packing. As part of its product offering, providing various services can provide a competitive advantage in the globally competitive marketplace.

(2)   **Price** is the amount of money that customers pay for the product/service. Its price should be commensurate with the offer's perceived value. If it is not, buyers will turn to competitors' products.

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(3)   **Place** includes the various activities the enterprises undertake to make the product accessible and available to target customers. The enterprises must identify, recruit, and link various marketing facilitators to supply its products and services efficiently to the target market. It must understand the various types of retailers, wholesalers, and physical-distribution firms and how they make their decisions.

(4)   **Promotion** includes all the activities the company undertake to communicate and promote its product to the target market. It has to set up communication and promotion programs consisting of advertising, sales promotion, public relations, and direct or online marketing.
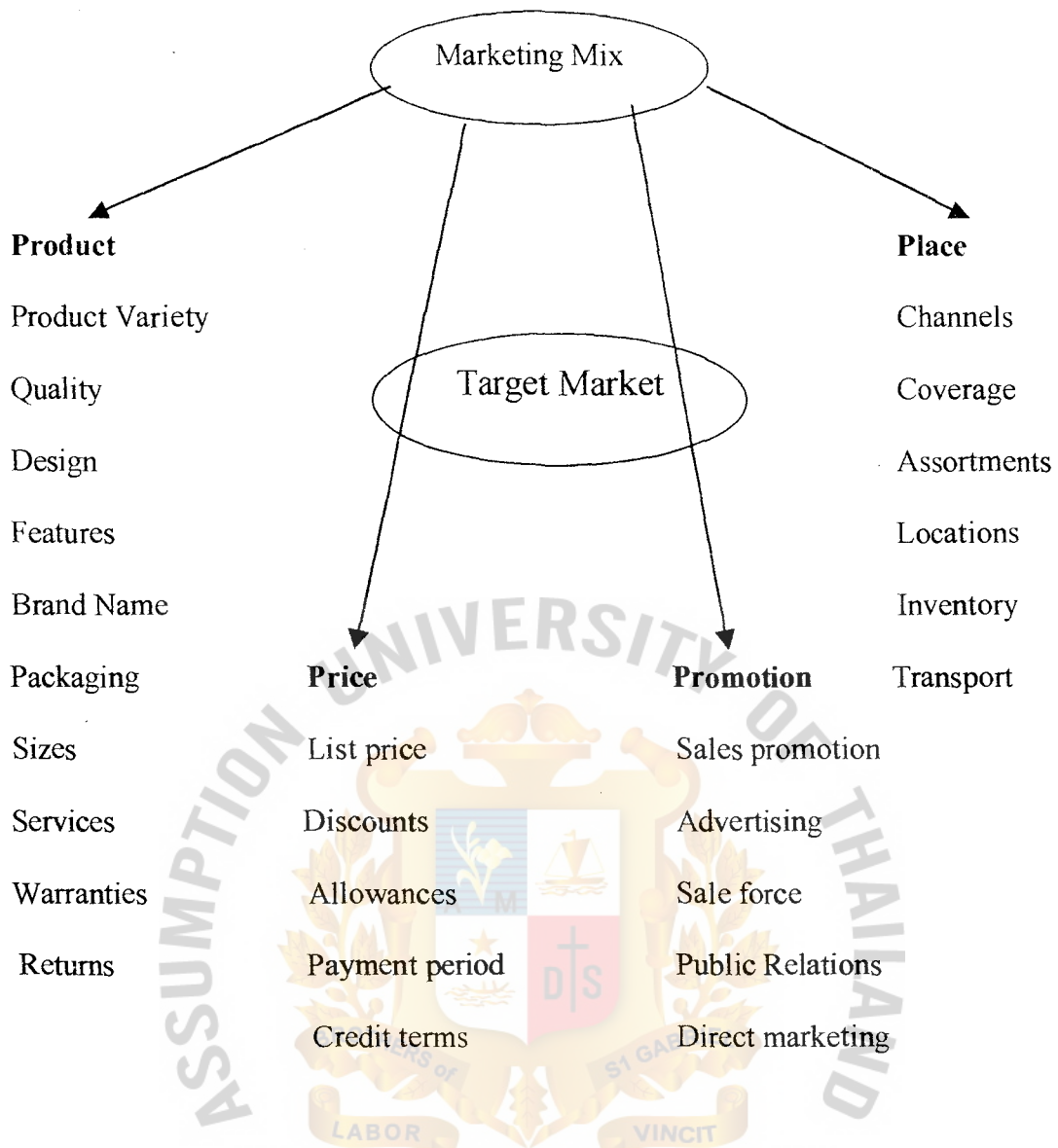
Figure 2.1.   The four P's of the Marketing Mix.

Table 2.1.   The Sellers' Four P's Correspond to the Customer Four C's.

4 P's	4 C's
Product	Customer needs and want
Price	Cost to customer
Place	Convenience
Promotion	Communication

2.2.2 Relationship Marketing

To understand customer relationship marketing, the enterprises must examine the process involved in attracting and keeping customers.

Suspects are everyone who might conceivably buy the product or service. The enterprises look hard at the suspect to determine who are the most likely **prospects** - the people who have a strong potential interest in the product and the ability to pay for it.

Disqualified prospects are those whom the company rejects because they have poor credit or would be unprofitable. The company hopes to convert many of its qualified prospects into first-time customers, and to then convert those satisfied first-time customers into repeat customers. Both first-time and repeat customers may continue to buy from competitors as well. The enterprise the acts to convert repeat customers into clients- people who buy only from the enterprise in the relevant product categories. The next challenge is to clients into advocated, customers who praise the enterprise and encourage others to buy from it. The ultimate challenge is to turn advocates into partners, where the customers and the company work actively together. At the same time, it must me recognized that some customers will inevitably become inactive or drop out, for reasons of bankruptcy, moves to other locations, dissatisfaction, and so on. The enterprise's challenge's is to reactivate dissatisfied customers through customer win-back strategies. It is often easier reattract ex-customers than to find new ones.
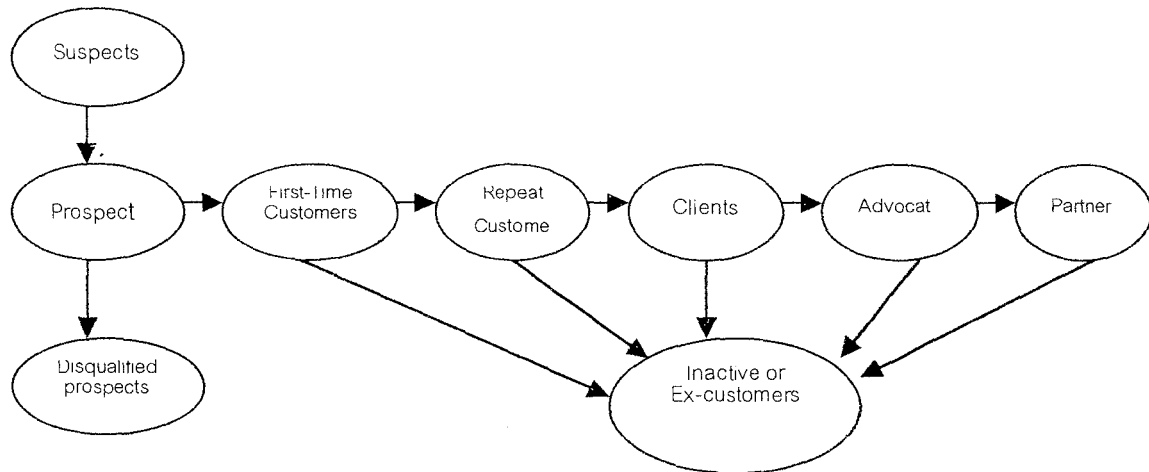
Figure 2.2. The Customer Development Process.

2.2.3 The Five Key Elements of Customer Management

(1) Customer management strategy/strategies

Which customers to management, via which channels, with which business partners, with what business results, in terms of benefits to customer and enterprises. Strategies are likely to be subject to change in a changing business environment; particularly if there is activity in area such as merger, acquisition, partnership, deregulation, privatization.

(2) Customer management model(s)

The overall processes, by means of which customers are recruited, retained and developed. These include classic CRM, customized communication, spot-selling, up-selling, cross-selling, etc. These models ensure that the strategy and its benefits are deliverable. They are often combined. However, particular models may remain virtually unchanged while customer management strategy change.

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(3) Customer management infrastructure

The systems, data, detailed processes and measurement that enable customer management models to achieve particular strategies. These may be constant across more than one model and more than one strategy.

(4) People

How staff members are recruited, trained, organized, and managed, motivated and rewarded to deploy the infrastructure and work within customer management models to achieve customer management strategies. This includes customer knowledge management, although some may be transferred completely to systems, to allow lower-cost staff to be used or to replace them completely.

(5) Customer management programme

A programme of projects for implementing customer management structured to allow simultaneous creation, implementation and management of the customer management approach. This is best described as a programme for changing in flight, as it involves developing and testing strategies and models, installing and using the infrastructure, while trying to get business results.

2.2.4 The Step of Applying Customer Relationship Management (CRM) Strategy

(1) Define loyalty;

(2) Define objectives;

(3) Identify customers' need;

(4) Develop the approach;

(5) Implement the ability to meet the needs identified;

(6) Measure and test

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Adopt the Definition of Loyalty That Makes Strategic Sense

There are circumstances in which a definition of the state of mind of a loyal customer is not feasible. In some markets, commoditization has taken place and companies and their products can no longer be differentiated, although often this is due to the suppliers' own marketing and service failures. If the enterprises are in this position, using incentives to reward specific loyal behaviors may be the only approach that works.

Define Objectives

The need to develop a loyalty approach over and above existing marketing, sales and service approaches should be identified as part of an overall audit of customer management. Such an audit might reveal, for example:

(1) Competitive attempts to target the enterprises best customers.

(2) Falling repurchasing rates.

(3) Increasing rate of customers switching away.

Sometimes, the need for a concerted approach to managing loyalty derived from your failure to integrate all elements of the marketing, sales and service mix to focus on customer retention and development. Alternatively, it may arise because you identify the opportunity to achieve higher customer retention performance than the industry standard.

The objectives for the customer relationship management approach should be set in quantified terms – otherwise, the approach will be impossible to evaluate, whether by research or business performance. These objectives should always contain some financial component if the CRM approach is not to be vulnerable to the criticism that it makes the enterprises' customers feel good but has no effect on profits.

Identify Customers' Need

When the enterprises consider to introduce the CRM approach, the enterprises should establish – usually by means of research and/or testing – the following;

(1) The groups of customers that are strategically important to the enterprises.

(2) The propensity of these groups to response to different marketing, sales and service approaches.

(3) The loyalty of groups in mentally and behaviorally.

By segmented long-term value analysis may indicate that customers buying small amounts from the enterprises regularly contribute a greater profit margin and longer-term value than do those who make single large purchases.

The customer base is the greatest potential market research tool. It can provide market researchers with an excellent sampling frame, which is why the formal research process should be built into marketing contacts, involving, where possible, the use of questionnaires and structured telephone interviews.

Develop the Approach

This involves doing the following:

(1) Finding the best loyalty reinforces

Identify those aspects of the marketing and service mix that can be deployed most effectively to reinforce and build loyalty. There is tendency to focus first on promotional incentives, but these have the disadvantage of focusing on specific behaviors, as the qualification to receive the incentive is usually fixed in terms of those behaviors. A key area of focus should be the interface with customers.

(2)   Finding the most valued reinforces

Find those elements of product/service mix that have highest perceived value to customers, but relatively low costs of provision. The justification for loyalty schemes is that they reduce marketing costs because:

(a)   Less has to be spent on acquiring new customers.

(b)   It costs less to sell more to existing customers –because the enterprises already know them and have access to them – that it does to acquire new customers.

CRM schemes can also reduce service costs, partly because existing customers have learnt how to work with the enterprises. However, these financial benefits may take some time to emerge. Meanwhile, the costs of the loyalty approach continue to accumulate.

Define Qualification Levels and Segments

This involves a detailed analysis of the profile of the best customers. Through profiling and tracking of their purchase histories, transactional values and promotional responses and sources. It also helps identify the potential market size of similar customers for the acquisition programme. This sometimes referred to as a CRM audit. The enterprises must work out which groups of customers that they wish to provide the benefits of loyalty approach for. It is commonly to set tiered qualification levels, with increasing loyalty commitment from customers matched by increasing service levels and bonuses.

Deliver the Ability to Meet Customers' Needs

Integrating of all customer contact approaches and the brand mix differentiates customer CRM from other programmes. This consistency and integration should come through in all the key areas, such as;

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(1)　Briefing marketing services suppliers- advertising and direct marketing agencies, in-house magazine publishers, etc.

(2)　Definition of customer service.

(3)　Staff training and motivation approaches.

(4)　Adaptation/acquisition of customer-facing information systems.

(5)　Policy and process development.

(6)　System development.

If the approach is developed logically, starting with proper strategic evaluation and with the right analysis of customer needs, behavior and experience, then the follow-through should be relatively straightforward based on a phased approach.

Measure Effectiveness

CRM approaches must pay by producing better sales and profits. The best opportunity for this is at launch of the approach, because it is a contradiction in terms to test a loyalty approach for short period and then withdraw it. Whatever stage of the lifecycle a customers is at, it is always worth having a continued series of tests to establish optimum timing frequency, the exact formulation of the offer and creative treatments.

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┌─────────────────────────┐
│      Define loyalty     │
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┌─────────────────────────┐
│     Define Objective    │
└─────────────────────────┘
            ⇓
┌─────────────────────────┐
│   Identify customers'   │
│          need           │
└─────────────────────────┘
            ⇓
┌─────────────────────────┐
│   Develop the approach  │
└─────────────────────────┘
            ⇓
┌─────────────────────────┐
│   Implement the ability │
│    to meet the needs    │
│        identified       │
└─────────────────────────┘
            ⇓
┌─────────────────────────┐
│   Measure effectiveness │
└─────────────────────────┘
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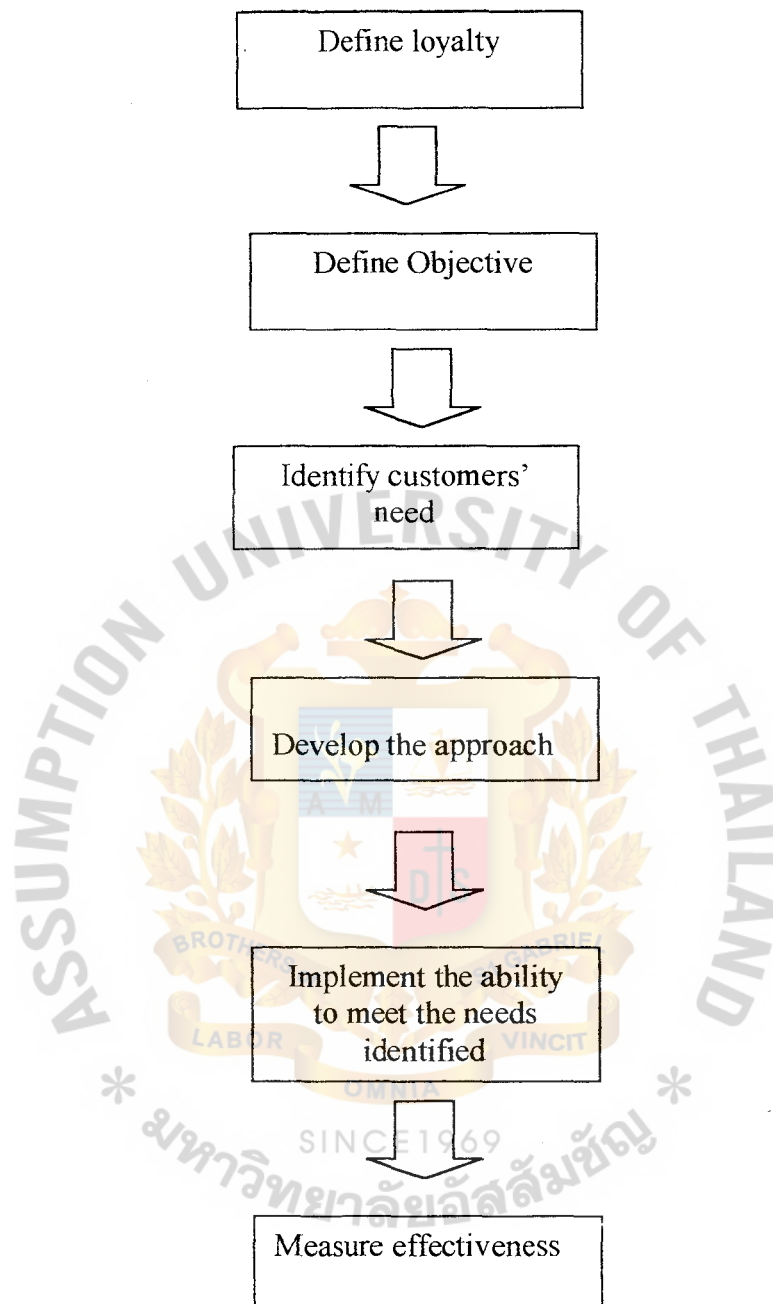
Figure 2.3.   The Customer Relationship Management Process.

2.2.5 Relationship Planning

The purpose of relationship strategies is to maximize the profitable. In general, the longer the known long-term value of a customer – or the known potential long-term values of a customer- the more promotional activities can be undertaken during the life of customer. At the beginning of the customers' time, the welcome activities take place.

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These are followed by promotions, encouraging the customer to upgrade or buy additional products or services. Finally, at the end of the product's life with the customer approaches, renewal activities are initiated. It is worth determining objectives and developing specific programmes for the following retention strategies:

(1) Welcome cycle

This is an opportunity to welcome and reassure customers, build loyalty and gain additional information about customers. It also opens up the opportunity for providing customers with initial benefits. Whether or not a welcome cycle is appropriate will depend on the length of lifecycle of the customers.

(2) Up-selling

Given a positive reaction to the product/service, a natural next step would be to promote higher-value products/services. The appropriate timing of the offer can be determined by previous histories. Often this can be achieved by testing and applying test results using regression analysis to the customer database.

(3) Cross-selling

This is a conscious strategy to switch your customers across product categories.

(4) Renewal

The length of the renewal cycle should be tested to achieve the optimum results for the minimum expenditure. Inducements to reward loyal customers for their continued patronage are cost effective tactics. Often a renewal cycle will mean a number of timed, relevant and personal communications before the date of renewal, on the date of renewal and after

the date of renewal. Once the customer has passed the final renewal cycle date, the person becomes lapsed.

(5)   Lapsed customer

Reawakening lapsed customers is usually more cost-effective than recruiting totally new customers. There may also be problems with the quality of the information about lapsed customers. However, when data on lapsed customers is available to the enterprises, its value can be tested.

(6)   Inactive customers

These people have not bought or responsed to promotions for longer than lapsed customers.

2.2.6 The Customer Relationship Management Cycle

Customer Relationship Management (CRM) consists of many sub phases, all of which constitute the CRM cycle. From the initial customer engagements to customer profiling, all these phases help to maximize the return on investment for each customer acquired. The result is very high revenue generated from each customer.

(1)   Customer Engagement is the starting point of CRM cycle. This sub-phase aims to engage the customer proactively and to provide a better customer support experience.

(2)   Customer Profiling has to do with collection of the customer's data into a central database. Data about the customers are gathered from touch point and stored in the central database according to the profile as determined by the business.

(3)   Customer Segmentation is a process whereby a business categorizes the customers according to certain market parameters. Example includes

segmenting customers into groups characterized by income range and location.

(4) Customer-centric Marketing is the process whereby a business pushes out marketing campaigns to groups of customers as determined by the customer segmentation sub-phase.

(5) Customer purchase pattern analysis aims to fine-tune the buying habits of repeat customers. The aim of this sub-phase is to discover a niche or trend in the customer buying habits in order to maximize revenue for business.
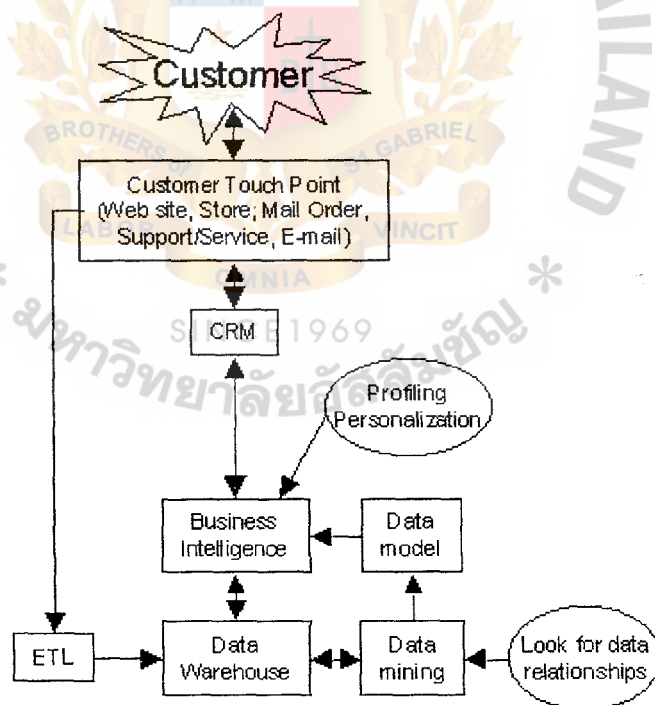
Figure 2.4.   The Customer Relationship Management Cycle.

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2.2.7 The Four R's of Marketing

The four P's or marketing mix view of marketing does not encompass everything that the marketing should be, nor does it equip managers with the insight needed to achieve long-term customer satisfaction. There are four other concepts that must be taken just as seriously achieve long-term success. The four's marketing - retention, relationships referrals and recovery - are of critical importance in the establishment of a successful marketing program. Rater than focusing management's attention on the tools of marketing, this view requires that management understand what will lead to long-term success.

(1) Retention involves keeping those customers by meeting and exceeding their needs. Customer retention is far less costly than customer acquisition. The focus must be on the voluntary retention of the customers. Retention of customers because they have no alternative or by locking them into a reward program does little to foster long-term relationships. In fact, it does the opposite. Quite often, as soon as the customers can break free from a situation in which they feel trapped, these customers will take their business elsewhere.

(2) Relationships are existing when customers voluntarily or even enthusiastically do business with a firm for extended periods of time. Relationship building means getting close to customers in an attempt to understand and serve them better. Relationships require trust, commitment, communication, and understanding.

(3) Referrals address the word-of-mouth effect that results from customer satisfaction – the powerful message that satisfied customers will convey to others. When customers are completely satisfied with a service or product,

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they are more likely to spread the word. People are more likely to try something new if it is highly recommended by a trusted colleague, friend, or family member. Not only will the customers come back to buy from the enterprises again, but also they will bring their friends and family members.

(4) Recovery from poor customer service must also be an important component of managing customer relationships. The unpredictable will undo the best-laid plans and leave customers and employees feeling frustrated. However, mistakes can be turned into opportunities to impress customer and win their loyalty. Recovering from a mistake can reaffirm a loyal customer's commitment as well as demonstrate to a new customer your pledge to customer service and satisfaction. In order to do this; employees must be empowered to deal with gaps in service and product quality when they occur. Customer becomes frustrated when they have to go through several layers of management and wait for replies to trickle back through the system before problems are corrected.

Building Customer
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┌─────────────────────────┐
│      Relationship       │
└─────────────────────────┘
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Leads to
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┌─────────────────────────┐
│       Retention         │
└─────────────────────────┘
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Producing
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┌─────────────────────────┐
│        Referrals        │
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and easier
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┌─────────────────────────┐
│        Recovery         │
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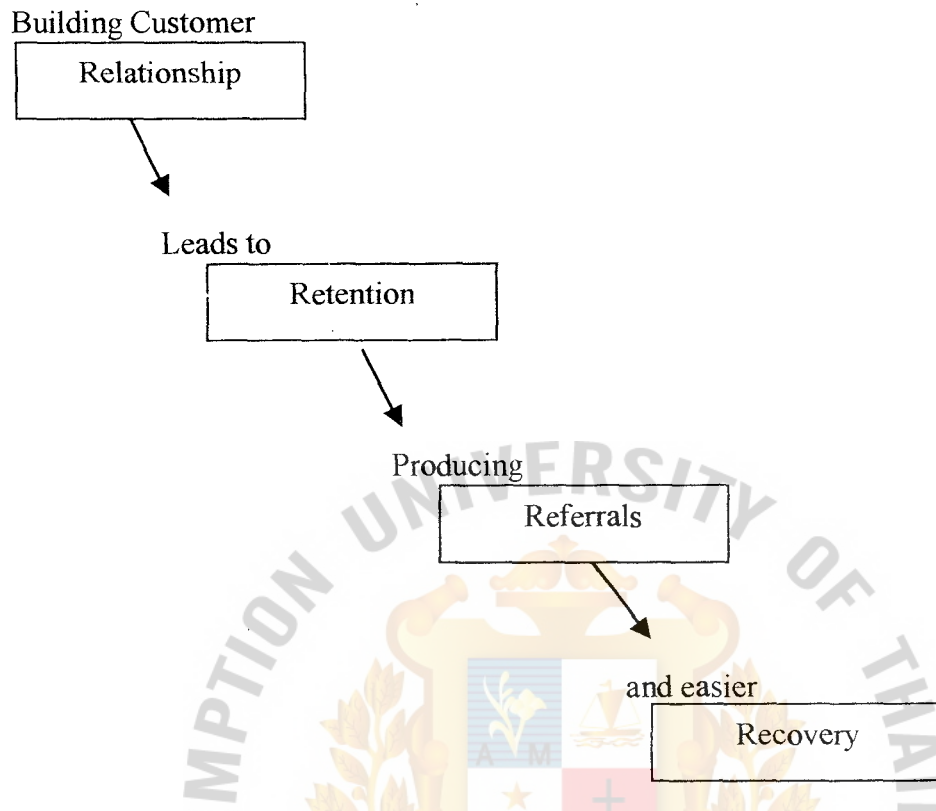
Figure 2.5.   The Four R's of the New View of Marketing.

2.2.8 The Benefits of Implementing CRM

CRM strategies could improve customer retention and loyalty. Customer will stay longer, buy more and more often. The enterprises will increase long-term value.

The enterprises get higher customer profitability, not because each customer buys more, but because of lower costs of recruiting customers and no need to recruit so many to maintain a steady volume of business. The enterprises can reduce cost of sales, as existing customers are usually more responsive.

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III. METHODOLOGY

This chapter defines the research methodology, sample, data collection, data analysis and procedure in the study. In this project "Customer Relationship Management (CRM) for small and medium business enterprises (SME) in Thailand" uses questionnaires and interviewing as tools in collecting the data.

3.1 Research Method

This project study uses both qualitative and quantitative questionnaire models. Qualitative model study from literatures, research, term papers, thesis and Internet. The part of quantitative model, comes from questionnaires survey and statistics process for analysis and evaluation.

3.2 Population

Population in this research has the following qualifications:

(1) Populations are either male or female

(2) Populations used to visit the golf courses those are located in Bangkok and suburbs.

3.3 Sampling

This research concerns the golfers who usually play golf in Bangkok and suburbs. The researcher selected sampling method by first collecting the number of golf courses in Bangkok and suburbs. Researcher divides it into 2 groups. The golf courses in Bangkok and the golf courses in suburbs.

Group 1: The golf courses in Bangkok

(1) Kantarat Golf Course

(2) Krungthep Kreetha Sports Club

(3) Natural Park Ramindra Golf Club

(4) Navatanee Golf Course

(5) Panya indra Golf Club

(6) Panya Park Golf Course

(7) President Country Club

(8) Rajpruek Club

(9) Thanon Golf View & Sport Club

(10) The Unico Golf Course

(11) Royal Dusit Golf Club

(12) Royal Thai Army Sports Center (New Course)

(13) Royal Thai Army Sports Center (Old Course)

Group 2: The golf courses in suburbs

(14) The Royal Gems & Sport Club

(15) Alpine Golf & Sport Club

(16) Floravill Chuanchuen Golf Club

(17) Krung Kavee Golf Course & Country Club

(18) Lam Lukka Country Club

(19) Muang Ake Golf Course

(20) Muang Ake Vista Golf Course

(21) Pinehurst Golf & Country Club

(22) Rangsit Sports Club

(23) Tanyatanee Country Club

(24) Bangpoo Country Club

(25) Green Valley Country Club

(26) Kiarti Thanee Country Club

(27) Lake wood Country Club

(28) Muang Kaew Golf Course

(29) Subhapruek Golf Course

(30) Thana City Golf & Country Club

(31) The Royal Golf & Country Club

(32) The Vintage Club

(33) Windmill Park Country Club

(34) Ekachai Golf & Country Club

(35) Prime City Golf Club

(36) Royal Hills

(37) Dynasty Golf & Country Club

(38) Krisda City Golf Hills

(39) NCR Country Club Golf & Marina

(40) Rose Garden Golf Club

3.4 Sample Size

The information required for this study will come from the respondents who response to the questionnaire. From the above geographic classification, it is under the unknown population, so the statistical formulate to estimate the required sample size is:

$$n = \frac{(pq)\,z^2}{I^2}$$

Where

n	=	Sample size
p	=	Proportion with attribute
q	=	$1.00 - p$
z	=	Number of standard deviation above and below selected p containing the required proportion of cases
I	=	Confidence interval (or confidence limits)

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For this research, the researcher can get the sample size from:

$$P \quad = \quad 50\% \text{ or } 0.50$$

$$q \quad = \quad 1.00 - p$$

$$= \quad 1.00 - 0.50$$

$$z \quad = \quad 98\% \text{ level of confidence}$$

$$= \quad 2.17$$

$$I \quad = \quad \pm 8\% \text{ or } \pm 0.08$$

$$N \quad = \quad \frac{(0.5)(0.5)(2.17)^2}{(0.08)^2}$$

$$= \quad 183.973$$

Therefore, the sample size is 200 random samples.

3.5 Questionnaire

Researcher divides the questionnaire into 3 parts:

Part 1 Personal Data

    (1)   Gender

    (2)   Age

    (3)   Occupation

    (4)   Monthly personal income

    (5)   Education

Part 2 Golfer attitude toward the Golf Sport

    (6)   What is the main objective of playing golf?

    (7)   Who is the most person that you play golf with?

    (8)   How many golf membership(s) do you have?

    (9)   Which day you usually play golf?

    (10)   What time of the day do you usually start T-off?

(11) How long do you spend in the golf course?

(12) How often do you play golf in 1 month?

(13) What are the services you usually use when come to golf course?

Part 3 Factors that effect towards the golfers' decision for choosing the golf course.

(14) The perfection of the fairway.

(15) The perfection of the green.

(16) The challenge of the course.

(17) Club house/ Facility.

(18) The parking lot.

(19) The driving range.

(20) The putting green practice.

(21) The green fee.

(22) The caddy fee.

(23) The cart fee.

(24) The price of the food.

(25) The time spends for travel from resident to the golf course.

(26) The location of the golf course.

(27) Green fee discount.

(28) Pay green fee once, play whole day.

(29) The T-time reservation.

(30) The service of the starter and reception.

(31) Helpful and polite staff.

(32) The caddies' manner.

(33) The clean of the food.

(34) The cart.

(35) The speed of play.

(36) The membership of the course.

(37) Someone induces or persuades (word of mouth).

(38) Satisfy with the service that the courses have provided.

(39) Provide the information via the Internet.

(40) Provide the T- time reservation via the Internet.

(41) The respondents additional need from the golf course.

3.6 Statistic Analysis

(1) Chi-square is the statistics tool used to test relationship between independent variables and dependent variable. Chi-square has the following model

$$\chi^2 = \sum_{\iota=1}^{\kappa} \frac{(O-E)^2}{E}$$

Where:

χ^2	=	Chi-square
O	=	Observed frequency
E	=	Expected frequency
κ	=	Number of sample group

(2) Rating scale judgement

Part 3 in the questionnaire is done by using Likert Scale Method which has rating scale format shown as follows:

Judge the level of agreement and the important of various features	Scale
Very important	5
Somewhat important	4
Neither important nor unimportant	3

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Somewhat unimportant	2
Very unimportant	1

Researcher evaluates the mean value by using following criteria:

Judge the level of agreement and the important of various features	Score
Very important	4.56-5.00
Somewhat important	3.56-4.55
Neither important nor unimportant	2.56-3.55
Somewhat unimportant	1.56-2.55
Very unimportant	1.00-1.55

3.7 Procedure in the Study

(1) The researcher decided to select 5 factors to study. They are product, price, place, promotion and customer relation. The factors are selected referring to marketing mix and Customer relationship management strategy.

(2) Closed-ended questionnaire is selected to be used in this study because the researcher needs to control the answer or the results but the researcher also gives the opportunity to the sample to express their needs toward the golf course. Two hundred questionnaires are distributed by hand to the golfers in the golf course in Bangkok and suburbs.

IV. DATA ANALYSIS

The following tables come from the survey results of the customer behavior and attitude toward the golf courses in Bangkok and suburbs are found by using 200 sets of questionnaires.

4.1 Personal Data of Respondents

<u>Part 1</u> Personal data of respondents

The respondents who answer questionnaire are male more than woman. Most respondents are aged 31-50 years old, have monthly personal income 10,001 to 50,000 Bahts, occupation as private company employees, graduated with bachelor's degrees.

<u>No. 1</u> Gender

All of the respondents who answer the questionnaire are males 155 or 77.5% and female 45 or 22.5%.

<u>No. 2</u> Age

Age of the respondent: 7 or 3.5% are age less than 20 years, 29 or 14.5% are age between 20 to 30 years old, 73 or 36.5% are age between 31 to 40 years old, 80 or 40.0% are age between 41to 50 years old, and 11 or 5.5% are age more than 51 years old.

<u>No. 3</u> Occupation

The occupation of the respondents: 74 or 37% are private company employee, 67 or 33.5% are the business owner, 26 or 13.0% are government officer/state enterprise officer, 26 or 13.0% are student and 7 or 3.5% are other occupation.

<u>No. 4</u> Monthly personal income

The monthly personal income respondents have highest rating from 10,001 to 50,000 Bahts, which has 112 or 56%. The second is from 50,000 to 100,000 Bahts, has

47 or 23.5%. The third is the monthly income less than 10,000 Bahts, which has 26 or 13% and 15 or 7.5% has income more than 100,001 Bahts.

No. 5 Education

Respondents who has education level lower than Bachelor degree account for 36 or 18%, Bachelor Degree for 104 or 52.0%, Master/Doctorate Degree for 15 or 7.5%.

4.2 Customer Behavior Analysis and Chi-square Test

Part 2 Customer behavior analysis

The main reason of playing golf is to relax and exercise. Most respondents prefer to play golf 3-4 times a month. They usually play with their friends/colleague. They usually start t-off at 8.01-10.00 and spend five to six hours in the golf course. Respondents prefer to play round at the golf course.

No. 6 What is the main purpose of playing golf?

Respondents would like to play golf to relax/exercise has 141 or 70.5%. Respondents who play golf for association/meeting have 37 or 18.5%. Respondents who play golf for ease of doing business have 8 or 4.0%. The respondents who play golf for career/sportsman have 13 or 6.5% and 1 or 0.5% for other reasons.

No. 7 Who are the person who usually play with?

The person who the respondents are always play golf alone has 2 or 1.0%, 179 or 89.5% are play with friends/colleague and 19 or 9.5% are play with family.

No. 8 How many golf course membership do you have?

The 128 or 64.0% of respondents have no membership in any golf courses, 46 or 23.0 % have one membership, 15 or 7.5% have two memberships and 11 or 5.5% have more than 2 memberships.

No. 9 Which day you usually go to play golf?

Respondents who prefer to play golf on weekdays 70 or 35% and weekend 130 or 65%.

No. 10 What time of the day you usually begin to T-off?

Respondents prefer to begin T-off at 6.00-8.00 for 47 or 23.6%, at 8.01-10.00 for 64 or 32.2%, at 10.01-12.00 for 34 or 17.1%, 12.01-14.00 for 40 or 20.1% and after 14.01 for 14 or 7.0%.

No. 11 How long do you usually play in the golf course?

Respondents prefer to spend one or two hour(s) 66 or 33.2%, three or four hours 53 or 26.6%, five or six hours 103 or 51.8% and 32 or 16.1% spend more than 6 hours.

No. 12 How often do you usually play golf per one month?

Respondents prefer to play golf 1-2 times per month 66 or 33.2%, 74 or 37.2% for 3-4 times per month, 103 or 51.8% for 5-6 times per month, 14 or 7.0% are 7-8 times per month and 14 or 7.0% for more than 8 times per month.

No. 13 Ranked category of services those customers usually take when visiting the golf course?

Ranked	Service
1	Play round
2	Practice at driving range
3	Meeting/Associate
4	Fitness/Sauna/Swimming

Most respondents visit the golf course for play round for the first rank. The second is practice at driving range. The third is for meeting/associate. The last is fitness/sauna/swimming.

4.3   Attitudes of Customer toward Selection of the Golf Course

Attitudes of customer selecting the golf courses toward the golf course and marketing mix analysis. In this part, the analysis is divided into 6 factors: attitudes toward golf course, price, place, promotion, service and other factors. In other factors, researcher put the factors that relate with customer relationship management (CRM). The answers of all questionnaires are evaluated from very important to very unimportant. The rating and meaning are posted as followed:

No. 14 – 20 Mean of the golf course.

Respondents feel important to "The perfection of fairway," "The perfection of the green," "The challenge of the course."

Respondents feel neither important nor unimportant to "Club house/Facility," "The parking lot," "The driving range" and "The putting practice green."

No. 21 – 24 Mean of Price.

Respondents feel neither important nor unimportant to "The price of caddy fee," "The price of cart rent fee" and "The price of the food."

Respondents feel very important to "The price of green fee."

No. 25 – 26 Mean of Place.

Respondents feel important to "The time spends for travel from resident to the golf course" and "The location of the golf course."

No. 27 – 28 Mean of Promotion.

Respondents feel important to "Green fee discount" and "Pay green fee once play all day."

<u>No.29 – 34</u> Mean of service.

Respondent feel important to "The T-time reservation" "The service of the starter and reception," "Helpful and polite staff," "The caddy's manner," "The cleanness of the food," "The speed of the play" and "Playing speed."

Respondents feel neither important nor unimportant to "The cart condition."

<u>No. 36 – 40</u> Mean of Customer Relationship Management Strategy

Respondents feel important to "Word of mouth" and "Impression of the service provide."

Respondents feel neither important nor unimportant to "The membership of the course" "Provide the information via the Internet" "Provide the T-time reservation via Internet."

Part 3 Mean

For attitudes of consumer toward the golf course in marketing mix, service and other factors, the researcher found that attitudes of customer toward the golf course factors, price factors and other factors fall in neither important nor unimportant criteria.

For place factors, promotion factors and service factors are fallen in somewhat important criteria.

Part 4 Chi-square Test

When the researcher considers the respondents' personal data and chi-square tests, found that gender have significant relationship to the golf course factors, price factors, service factors and other factors. The respondents' age, personal monthly income and education have no significant relationship to any factors. The respondents' occupations have significant relationship to other factors.

No. 41 The respondents additional need from the golf course.

(1)   The golf course should provide the professional service for play round with the golfers.

(2)   The golf course should provide the pitching and sand practice course for the golfers.

(3)   The golf course should provide the bus service for the golfers who are not convenient to go to the golf course by personal car.

(4)   The golf course should provide the golf ethic to the golfers.

(5)   The golf course should provide the price differentiation for each customer group such as for youth, seniority, sport man, etc.

(6)   The golf course should provide insurance for the golfers.

(7)   The golf course should provide the body massage and feet massage for the golfers.

(8)   The golf course should provide the facilities for the children.

V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The researcher finds out that the factors that can create customers' satisfaction are the golf course itself including fairway, green and the challenge of the course. The time spent for travel and locations and services that the customer perceive from the course, staff and caddy also create customers' satisfaction. Even though, the price is the crucial factor that can create customers' satisfaction but without maintaining good service can create customers' dissatisfaction.

Most of the golfers play golf for exercise and relax. They would like to play with their friends and colleagues. More than half of the respondents have no membership. They usually play golf on weekend, normally three to four times a month, start T-off at 8 o'clock and spend five to six hours in the golf courses. Most respondents visit the golf course for play round for the first rank. The next is practice at driving range, meeting/associate and fitness/sauna/swimming accordingly.

5.2 Recommendations

Product and Service

Although core product of golf course is golf course itself (quality of fare-way and green), the service would be other than the golf should be diversified and customized offering. Rather maintain quality of fare-way match to green-fee, other service should be like considering such manners of service people, caddy and hygiene of food and so on. With CRM capability, the golf course could give minimum service to those who enjoy low price and offer the better service to profitability persons.

Golf course factors that the golfers put more attention are the fairway, the green, and the challenge of the golf course and putting practice green. The golf course should

maintain the condition of the course in good conditions. The golf course should improve factors for their products and services:

(1) Provide good conditions of the fairway to the golfers.

(2) Provide the good conditions and challenge line of the green to the golfers.

(3) Provide the practice area for every skill including driving range, putting practice green, chipping practice area, sanding practice area.

(4) Provide the accurate T-time reservation.

(5) Train manner and rules for the staff including starter, reception, and caddy.

(6) Provide the variety of the food and maintain the cleanness of the food.

(7) Maintain the cleanness of clubhouse.

(8) Provide more facility to the golfer and family such as massage rooms, facility for children, etc.

(9) Control the time for each player groups in order to avoid the group stuck in the course.

(10) Provide the handicap collecting for the golfers.

(11) Provide the good condition of the cart.

Price

The golf course should set the price according to the criteria of the golf course. The mark-up price is always a complicated task in every product. With information gathered from process of CRM that reveals what generated profit along the time, composed of competitor price and quality, this mark-up price would have competitiveness and persuade new customer to visit the course.

The golf course should diversify prices to cover each customer segment according to season, handicap of each person that ables it to accelerate playing time (it could gather from previous playing), how often to play of the customers and the like.

Place

Although place of golf course could not be adjustment to convenience customer, the golf course could able to provide contact points and approximated journey time or route information to the course such as fuel cost if you drive alone, the interest place, playing time for each golfer's handicap. The golf course should provide the following factors for their place:

(1)   The sign and signal that the golfer can notice when reaching the golf course.

(2)   The service bus for the golfer who don't want to come with private car.

(3)   Provide the convenient parking lot.

(4)   Maintain the condition of the way from the main road to the golf course.

Promotion

CRM without database and data mining technology, most promotion would be not good respond, except low price promotion that might sometime hurt business. CRM should know geography of most of profitability customer and established individual promotion via private channels such mail, e-mail, massaging and the like. The golf course should provide more on the following sales promotion strategies:

(1)   Promotion should emphasize on making a higher frequency of visiting the golf course such as; collecting points of the time visited, make a score collection for the golfer to improve their handicap.

(2)   Special discount on the weekday, to encourage more visits on weekday.

Step of Applying Customer Relationship Management (CRM) Strategy

From the study, the researcher found out that the Customer Relationship Management (CRM) seems not to be recognized in this industry. The customer still emphasized much on the place and service provided by the golf course. There is the trend that relationship management could be applied in this business industry.

From the other factors part that the researcher would like to identify is the Customer Relationship Management (CRM) by studying the important of those factors toward the golfer's attitude.

Firstly, the golf club management should gather customers' behavior data in order to understand what are the most factors that persuade them to play golf in that golf course? Why they come back to play again? How much profit each customer generate?

Secondly, used the knowledge that is found for the information to accurately 4Ps configuration for serves the customer's need. In this stage, the risk of new price, promotion and product would be reduced and the marketing budget will be used efficiency.

Finally, implement the 4Ps, monitor and evaluate the respond, recollect information. Once the enterprises realized that it needs to manage relationships with customers as well as sell products and services, a new set of marketing and CRM models must be adopted.

5.3   Future Research Suggestion

Eventhough Customer Relationship Management (CRM) strategy seem not applicable to this industry but it can be the business strategy that can bring the enterprises more competitiveness. Thus the future research should do:

(1)   The research in the golf course industry in other places.

(2)   The research about Customer Relationship Management (CRM) strategies in other industry such as hotel, finance, etc.

(3)   Study of the technology that can applied with this strategy to get more effective such as customer database, ERP, data-mining, etc.

APPENDIX   **A**

TABLE OF DATA ANALYSIS
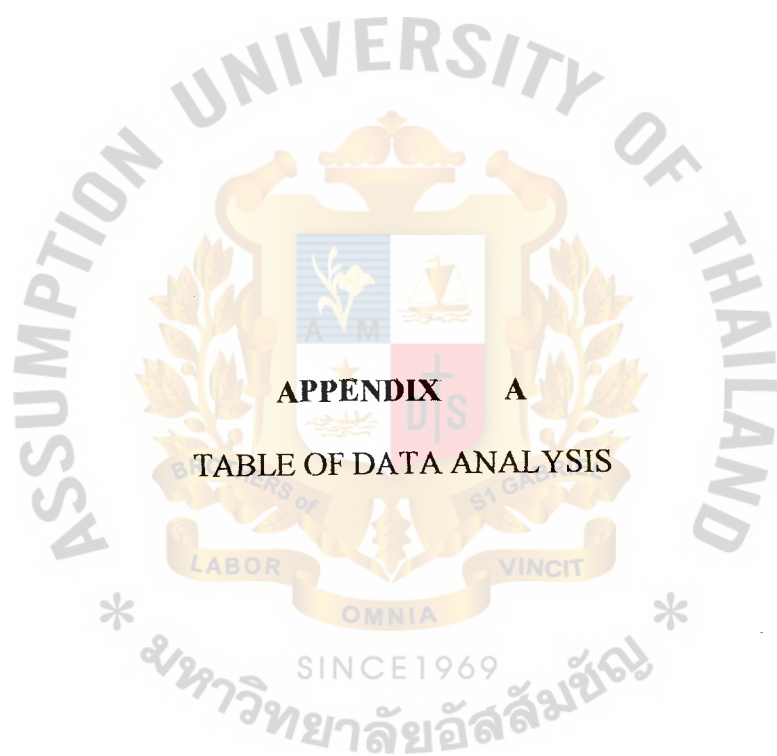
Table A.1. Gender.

Gender	Frequency	Percent
Male	155	77.50%
Female	45	22.50%
Total	200	100.00%

Table A.2. Age.

Age	Frequency	Percent
less than 20 years old	7	3.50%
20 – 30 years old	29	14.50%
31 – 40 years old	73	36.50%
41 – 50 years old	80	40.00%
more than 50 years old	11	5.50%
Total	200	100.00%

Table A.3. Occupation.

Occupation	Frequency	Percent
Student	26	13.00%
Government officer/state enterprises officer	26	13.00%
Business owner	67	33.50%
Private company employee	74	37.00%
Others	7	3.50%
Total	200	100%

Table A.4.   Monthly Personal Income.

Monthly personal income	Frequency	Percent
less than 10,000 Baht	26	13%
10,001 - 50,000 Baht	112	56%
50,001 - 100,000 Baht	47	23.50%
more than 100,001 Baht	15	7.50%
Total	200	100%

Table A.5.   Education.

Education Level	Frequency	Percent
Lower than Bachelor degree	36	18.00%
Bachelor degree	104	52.00%
Master/Doctorate degree	60	30.00%
Total	200	100.00%

Table A.6.   The Main Objective of Customer Playing Golf.

What is the main objective of playing golf?	Frequency	Percent
Relaxing/Exercise	141	70.50%
For association/Meeting	37	18.50%
Ease the way for doing business	8	4.00%
For career/Sport man	13	6.50%
Others	1	0.50%
Total	200	100%

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Table A.7.   The Person Who the Golfers Usually Play With.

Who is the person that the golfer usually play with?	Frequency	Percent
Alone	2	1.00%
Friend/Colleague	179	89.50%
Family	19	9.50%
Total	200	100.00%

Table A.8.   The Membership of the Golf Course That the Golfers Have.

How many membership(s) do the golfer have?	Frequency	Percent
No membership	128	64.00%
One membership	46	23.00%
Two membership	15	7.50%
More than two membership	11	5.50%
Total	200	100.00%

Table A.9.   The Day That the Golfer Usually Play Golf.

Which day that the golfer usually play golf?	Frequency	Percent
Weekday	70	35.00%
Weekend	130	65.00%
Total	200	100.00%

Table A.10.   The Time That the Golfer Usually Start T-off.

What is the time that the golfer usually start T-off?	Frequency	Percent
6.00 - 8.00	47	23.60%
8.01 - 10.00	64	32.20%
10.01-12.00	34	17.10%
12.01-14.00	40	20.10%
After 14.01	15	7.00%
Total	200	100.00%

Table A.11.   The Time That the Golfer Usually Spend in the Golf Course.

How long do the golfer spend in the golf course?	Frequency	Percent
1-2 Hours	12	5.50%
3-4 Hours	53	26.60%
5-6 Hours	103	51.80%
More than 6 Hours	32	16.10%
Total	200	100.00%

Table A.12.   The Time That Golfers Usually Play Golf in One Month.

How often the golfer play golf in one month?	Frequency	Percent
1-2 Times per month	67	33.20%
3-4 Times per month	74	37.20%
5-6 Times per month	31	15.60%
7-8 Times per month	14	7.00%
More than 8 Times	14	7.00%
Total	200	100.00%

Table A.13.   Ranked Category of the Service those the Golfer Prefer to Use at the Golf Course.

Services	Ranked
Play Round	1
Practice at driving range	2
Meeting/Association	3
Fitness/Sauna/Swimming	4

Table A.14.   Mean of Product.

The Golf Course	Mean	S.D.	Criteria
The perfection of fairway	3.92	0.77	Somewhat important
The perfection of green	4.33	0.68	Somewhat important
The challenge of the course	3.71	0.84	Somewhat important
Club house/Facility	3.49	0.84	Neither important nor unimportant
The parking lot	3.29	0.94	Neither important nor unimportant
The driving range	2.65	1.15	Neither important nor unimportant
The putting practice green	3.23	1.17	Neither important nor unimportant
Total	3.516	0.564	Neither important nor unimportant

Table A.15.   Mean of Price.

Price	Mean	S.D.	Criteria
The price of green fee	4.14	0.85	Strongly important
The price of caddy fee	3.37	0.95	Neither important nor unimportant
The price of cart rent fee	2.72	1.23	Neither important nor unimportant
The price of food	3.17	0.91	Neither important nor unimportant
Total	3.348	0.72	Neither important nor unimportant

Table A.16.   Mean of Place.

Place	Mean	S.D.	Criteria
The time spends for travel from resident to the golf course	4.13	0.83	Somewhat important
The locations of the golf course	4.2	0.75	Somewhat important
Total	4.163	0.755	Somewhat important

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Table A.17. Mean of Promotion.

Promotion	Mean	S.D.	Criteria
Green fee Discount	4.17	0.82	Somewhat important
Pay green fee once, play all day	3.6	1.09	Somewhat important
Total	3.885	0.803	Somewhat important

Table A.18. Mean of Service.

Service	Mean	S.D.	Criteria
The T-time reservation	3.74	1.04	Somewhat important
The manner of the starter and reception	3.97	0.89	Somewhat important
Helpful and polite staff	3.77	0.84	Somewhat important
The caddy manner	4.1	0.75	Somewhat important
The clean of the food	4.03	0.8	Somewhat important
The cart	2.72	1.19	Neither important nor unimportant
The speed of play	4.07	0.89	Somewhat important
Total	3.771	0.538	Somewhat important

Table A.19. Mean of Others Factors (Customer Relationship Management).

Mean of Customer Relationship Management (CRM)	Mean	S.D.	Criteria
Membership of the golf course	3.18	1.09	Neither important nor unimportant
Word of mouth	3.52	0.87	Somewhat important
Impress with the service that the golf course provide	3.88	0.79	Somewhat important
Provide the information via internet	2.8	1.14	Neither important nor unimportant
Provide the T-time reservation via Internet	2.75	1.21	Neither important nor unimportant
Total	3.224	0.688	Neither important nor unimportant

Table A.20. The Significant Relationship between Gender and Golf Course Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.055	19	.519
Likelihood Ratio	21.423	19	.314
Linear-by-Linear Association	7.156	1	.007
N of Valid Cases	200		

Table A.21. The Significant Relationship between Gender and Price Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.978	14	.046
Likelihood Ratio	25.184	14	.033
Linear-by-Linear Association	4.105	1	.043
N of Valid Cases	200		

Table A.22. The Significant Relationship between Gender and Place Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Parson Chi-Square	4.618	7	.706
Likelihood Ratio	5.890	7	.553
Linear-by-Linear Association	0.363	1	.547
N of Valid Cases	200		

Table A.23.   The Significant Relationship between Gender and Promotion Factors by
             Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.125	7	.765
Likelihood Ratio	5.524	7	.596
Linear-by-Linear Association	.078	1	.780
N of Valid Cases	200		

Table A.24.   The Significant Relationship between Gender and Service Factors by
             Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.213	18	.095
Likelihood Ratio	33.130	18	.016
Linear-by-Linear Association	13.910	1	.000
N of Valid Cases	200		

Table A.25.   The Significant Relationship between Gender and Other Factors by
             Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.017	17	.184
Likelihood Ratio	27.205	17	.055
Linear-by-Linear Association	5.042	1	.025
N of Valid Cases	200		

Table A.26. The Significant Relationship between Age and Golf Course Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	82.783	76	.278
Likelihood Ratio	86.757	76	.187
Linear-by-Linear Association	.821	1	.365
N of Valid Cases	200		

TableA.27. The Significant Relationship between Age and Price Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	53.442	56	.572
Likelihood Ratio	58.488	56	.384
Linear-by-Linear Association	0.89	1	.765
N of Valid Cases	200		

Table A.28. The Significant Relationship between Age and Place Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.160	28	.510
Likelihood Ratio	28.495	28	.438
Linear-by-Linear Association	.021	1	.884
N of Valid Cases	200		

Table A.29. The Significant Relationship between Age and Promotion Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.154	28	.356
Likelihood Ratio	28.719	28	.427
Linear-by-Linear Association	2.513	1	.113
N of Valid Cases	200		

Table A.30. The Significant Relationship between Age and Service Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	64.635	72	.624
Likelihood Ratio	61.797	72	.799
Linear-by-Linear Association	.260	1	.610
N of Valid Cases	200		

Table A.31. The Significant Relationship between Age and Others Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	114.184	68	.000
Likelihood Ratio	101.690	68	.005
Linear-by-Linear Association	.230	1	.632
N of Valid Cases	200		

Table A.32.   The Significant Relationship between Occupation and Golf Course
Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	97.401	76	.050
Likelihood Ratio	100.548	76	.031
Linear-by-Linear Association	.299	1	.584
N of Valid Cases	200		

Table A.33.   The Significant Relationship between Occupation and Price Factors by
Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	58.166	56	.396
Likelihood Ratio	58.948	56	.368
Linear-by-Linear Association	1.350	1	.245
N of Valid Cases	200		

Table A.34.   The Significant Relationship between Occupation and Place Factors by
Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.248	28	.077
Likelihood Ratio	35.453	28	.157
Linear-by-Linear Association	.284	1	.594
N of Valid Cases	200		

Table A.35.   The Significant Relationship between Occupation and Promotion Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.907	28	.278
Likelihood Ratio	36.353	28	.160
Linear-by-Linear Association	.525	1	.469
N of Valid Cases	200		

Table A.36.   The Significant Relationship between Occupation and Service Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	84.715	72	.145
Likelihood Ratio	82.774	72	.181
Linear-by-Linear Association	1.666	1	.197
N of Valid Cases	200		

Table A.37.   The Significant Relationship between Occupation and Other Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	118.414	68	.000
Likelihood Ratio	117.615	68	.000
Linear-by-Linear Association	10.164	1	.001
N of Valid Cases	200		

Table A.38.   The Significant Relationship between Personal Monthly Income and Golf Course Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	62.829	57	.277
Likelihood Ratio	62.869	57	.276
Linear-by-Linear Association	1.164	1	.281
N of Valid Cases	200		

Table A.39.   The Significant Relationship between Personal Monthly Income and Price Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	68.235	42	.006
Likelihood Ratio	71.870	42	.003
Linear-by-Linear Association	.287	1	.592
N of Valid Cases	200		

Table A.40.   The Significant Relationship between Personal Monthly Income and Place Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.340	21	.896
Likelihood Ratio	14.727	21	.836
Linear-by-Linear Association	1.240	1	.265
N of Valid Cases	200		

Table A.41. The Significant Relationship between Personal Monthly Income and Promotion Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.387	21	.001
Likelihood Ratio	34.456	21	.035
Linear-by-Linear Association	1.461	1	.227
N of Valid Cases	200		

Table A.42. The Significant Relationship between Personal Monthly Income and Service Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	61.617	54	.222
Likelihood Ratio	65.410	54	.137
Linear-by-Linear Association	.786	1	.375
N of Valid Cases	200		

Table A.43. The Significant Relationship between Personal Monthly Income and Other Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	81.179	51	.005
Likelihood Ratio	81.245	51	.004
Linear-by-Linear Association	3.743	1	.053
N of Valid Cases	200		

Table A.44.   The Significant Relationship between Education and Golf Course Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	44.233	38	.225
Likelihood Ratio	50.209	38	.069
Linear-by-Linear Association	0.532	1	.456
N of Valid Cases	200		

Table A.45.   The Significant Relationship between Education and Price Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.161	28	.310
Likelihood Ratio	31.103	28	.313
Linear-by-Linear Association	.500	1	.480
N of Valid Cases	200		

Table A.46.   The Significant Relationship between Personal Education and Place Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.441	14	.012
Likelihood Ratio	27.904	14	.015
Linear-by-Linear Association	1.921	1	.166
N of Valid Cases	200		

Table A.47. The Significant Relationship between Personal Education and Promotion
Factors by Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.119	14	.250
Likelihood Ratio	16.974	14	.258
Linear-by-Linear Association	.652	1	.419
N of Valid Cases	200		

Table A.48. The Significant Relationship between Education and Service Factors by
Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.965	36	.380
Likelihood Ratio	40.427	36	.281
Linear-by-Linear Association	.033	1	.856
N of Valid Cases	200		

Table A.49. The Significant Relationship between Education and Other Factors by
Chi-square Test.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.520	34	.352
Likelihood Ratio	42.406	34	.153
Linear-by-Linear Association	2.563	1	.109
N of Valid Cases	200		

APPENDIX   B

QUESTIONNAIRE IN ENGLISH AND THAI

Objective: This questionnaire was used for independent study project (CE 6998) of graduate student as Assumption University. The topic is "Customer Relationship Management (CRM) for Small and Business Enterprises in Thailand."

Part 1 Personal Data

1. Gender

   ( ) Male   ( ) Female

2. Age

   ( ) less than 20 years   ( ) 21 – 30 years   ( ) 31 – 40 years

   ( ) 41 – 50 years   ( ) more than 51 years

3. Occupation

   ( ) Student   ( ) Government officer/state enterprise officer

   ( ) Business owner   ( ) Private Company Employee

   ( ) Other

4. Monthly personal income

   ( ) less than 10,000   ( ) 10,001 - 50,000 Baht

   ( ) 50,001 – 100,000 Baht   ( ) more than 100,001 Baht

5. Education

   ( ) Lower than Bachelor degree   ( ) Bachelor Degree

   ( ) Master/Doctorate Degree

Part 2 Golfers' attitude toward the Golf Sport

6. What is the main objective of playing golf?

   ( ) Relax/Exercise   ( ) For association/Meeting

   ( ) Ease for doing business   ( ) For career/ Sportsman

   ( ) Other (Please specify)……………………………….

7. Who is the person that you usually plays with?

   ( ) Alone   ( ) Friends/Colleague   ( ) Family

8. How many golf membership (s) do the golfer has?

   ( ) No membership   ( ) Have 1 memberships

   ( ) Have 2 memberships   ( ) Have more than 2 memberships

9. Which day you usually play golf?

   ( ) Weekday   ( ) Weekend

10. What time of the day you usually start T-off?

   ( ) 6.00 – 8.00   ( ) 8.01 – 10.00   ( ) 10.01- 12.00

   ( ) 12.01–14.00   ( ) after 14.01

11. How long do you spend in the golf course?

   ( ) 1 – 2 Hours   ( ) 3 - 4 Hours

   ( ) 5 – 6 Hours   ( ) More than 6 Hours

12. How often the golfer play golf in 1 month?

   ( ) 1 - 2 times per month   ( ) 3 - 4 times per month

   ( ) 5 - 6 times per month   ( ) 7 – 8 times per month

   ( ) More than 9 times per month

13. What are the services you usually use when come to golf course?

(Please ranked from 1 = Most used service to 4 = least used service)

( ) Play Round   ( ) Practice at Driving Range

( ) Meeting   ( ) Exercise (swimming, sauna, fitness, etc.

Part 3 Factors that have effect towards selecting the golf course to play

5 = Very important, 4 = Somewhat Important ,3 = Neither Important nor Unimportant

2 = Somewhat Unimportant, 1 = Unimportant

Message	Level of important toward selection of the golf course				
	5	4	3	2	1
Golf course Factors 14. Fairway completion					
15. Green completion					
16. Challenge of the course					
17. Club house/Facility					
18. Parking Lot					
19. Driving Range					
20. Putting practice green					
Price Factors 21. Green fee					
22. Caddy fee					
23. Cart rent fee					
24. Food price					
Place factors 25. Time spend for journey					
26. Good Location					
Sale Promotion 27. Green fee discount					
28. Pay once, play whole day					

Message	Level of important toward selection of the golf course				
	5	4	3	2	1
Service Factors 29. T-time Reservation					
30. Service of starter and reception					
31. Helpful and polite staff					
32. Caddy service					
33. The cleanness of food					
34. The completion cart					
35. Speed of play					
Other factors 36. Membership					
37. Someone persuade/suggest					
38. Impression of the service the Golf course provide					
39. Information via internet					
40. T-time reservation via internet					

41. Others recommend services that/those the golf course should provide.

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แบบสอบถาม

เรื่อง "Customer Relationship Management (CRM) เพื่อธุรกิจขนาดกลางและขนาดเล็กในประเทศไทย" แบบสอบถามนี้เป็นส่วนหนึ่งของวิชา "ศึกษาค้นคว้าด้วยตัวเอง (CE 6998)" ของนักศึกษาปริญญาโท คณะ Computer and Engineering Management มหาวิทยาลัยอัสสัมชัญ และในโอกาสนี้ ผู้วิจัยขอขอบคุณในความร่วมมือของคุณเป็นอย่างสูง

<u>คำชี้แจง</u> โปรดทำเครื่องหมาย / ลงในช่องว่าง ( ) หน้าคำตอบเพียงคำตอบเดียว

<u>ส่วนที่ 1</u> : ข้อมูลส่วนตัว

1. เพศ

    ( ) ชาย   ( ) หญิง

2. อายุ

    ( ) ต่ำกว่า 20 ปี   ( ) 21 – 30 ปี   ( ) 31 – 40 ปี

    ( ) 41 – 50 ปี   ( ) 51 ปีขึ้นไป

3. อาชีพ

    ( ) นักเรียน/นักศึกษา   ( ) รับราชการ/รัฐวิสาหกิจ

    ( ) เจ้าของกิจการ/ธุรกิจส่วนตัว   ( ) พนักงานบริษัทเอกชน   ( ) อื่นๆ

4. รายได้ต่อเดือนของคุณ

    ( ) น้อยกว่า 10,000   ( ) 10,001 – 50,000 บาท

    ( ) 50,001 – 100,000 บาท   ( ) 100,001 บาทขึ้นไป

5. ระดับการศึกษาของคุณ

    ( ) ต่ำกว่าระดับปริญญาตรี   ( ) ปริญญาตรี   ( ) สูงกว่าระดับปริญญาตรี

<u>ส่วนที่ 2</u> : พฤติกรรมการเล่นกอล์ฟของคุณการเล่นกอล์ฟ

6. เป้าหมายหลักที่คุณเล่นกีฬากอล์ฟ(เลือกตอบเพียงข้อเดียว)

    ( ) เพื่อพักผ่อน/ออกกำลังกาย

    ( ) เพื่อพบปะเพื่อนฝูง/สังสรรค์

    ( ) เพื่อเป็นการสะดวกในการประกอบธุรกิจ(คู่ค้า)

    ( ) เพื่อเป็นการแข่งขัน/นักกีฬาอาชีพ

    ( ) อื่นๆ(โปรดระบุ).....................................

7. บุคคลที่ส่วนใหญ่คุณมักจะออกรอบด้วย<u>บ่อยที่สุด</u>

( ) คนเดียว ( ) เพื่อน/เพื่อนร่วมงาน ( ) ครอบครัว

11. ปัจจุบันคุณมีสมาชิกของสนามกอล์ฟกี่แห่ง

( ) ไม่ได้เป็นสมาชิกที่สนามกอล์ฟใดเลย

( ) เป็นสมาชิกที่สนามกอล์ฟ 1 แห่ง

( ) เป็นสมาชิกที่สนามกอล์ฟ 2 แห่ง

( ) เป็นสมาชิกที่สนามกอล์ฟมากกว่า 2 แห่ง

9. โดยปกติคุณเล่นกอล์ฟในวันใด

( ) วันธรรมดา ( ) วันเสาร์-วันอาทิตย์

10. เวลาที่คุณมักจะเริ่มออกรอบ(เลือกตอบเพียงข้อเดียว)

( ) 6.00 – 8.00 น. ( ) 8.01 – 10.00 น. ( ) 10.01- 12.00 น.

( ) 12.01–14.00 น. ( ) หลัง 14.01 น.

11. โดยปกติในการเล่นกีฬากอล์ฟแต่ละครั้งคุณใช้เวลาอยู่ที่สนามนานเท่าใด

( ) 1 - 2 ชั่วโมง ( ) 3 - 4 ชั่วโมง

( ) 5 – 6 ชั่วโมง ( ) มากกว่า 6 ชั่วโมง

12. ใน 1 เดือน คุณเล่นกีฬากอล์ฟโดยการออกรอบกี่ครั้ง

( ) 1 - 2 ครั้ง ( ) 3 - 4 ครั้ง ( ) 5 - 6 ครั้ง

( ) 7 – 8 ครั้ง ( ) 9 ครั้งขึ้นไป

13. โดยปกติที่คุณมาที่สนามกอล์ฟ คุณใช้บริการใดบ้าง (กรุณาเรียงลำดับ 1= ใช้บริการบ่อยที่สุด)

( ) ออกรอบ

( ) ซ้อมที่สนามไดร์ฟ

( ) นัดพบสังสรรค์เพื่อน/คู่ค้า

( ) ออกกำลังกายในส่วนอื่น (ว่ายน้ำ,ซาวน่า,ฟิตเนส,ฯลฯ)

<u>ส่วนที่ 3:</u> ปัจจัยที่มีผลต่อการเลือกเล่นสนามของคุณ

ข้อความ	ระดับความสำคัญต่อการเลือกเล่นสนามกอล์ฟของคุณ				
	สำคัญมากที่สุด	สำคัญมาก	สำคัญปานกลาง	ค่อนข้างไม่สำคัญ	ไม่สำคัญ
ปัจจัยด้านสนามกอล์ฟ					
15. ความสมบูรณ์ของแฟร์เวย์					
16. ความสมบูรณ์ของกรีน					
17. ความท้าทายของสนาม					
18. คลับเฮ้าส์/สาธารณูปโภค					
19. ที่จอดรถ					
20. สนามซ้อมไดร์ฟ					
21. สนามซ้อมพัตต์					
ปัจจัยด้านสถานที่					
26. ระยะเวลาการเดินทาง					
27. สนามกอล์ฟอยู่ในทำเลที่เดินทางสะดวก					
ปัจจัยส่งเสริมการตลาด/การขาย					
28. การลดราคาค่ากรีนฟี					
29. การจ่ายค่ากรีนฟีสามารถเล่นในสนามได้ทั้งวัน					
ปัจจัยด้านบริการ					
30. การจองเวลาทีออฟ					
31. การบริการของพนักงาน (สตาร์ทเตอร์,พนักงานต้อนรับ)					
32. ความเป็นกันเองของพนักงาน					
33. การบริการของแคดดี้					
34. ความสะอาดของอาหาร					
35. ความสมบูรณ์ของรถคาร์ท					
36. ความเร็วในการเล่น					

ข้อความ	ระดับความสำคัญต่อการเลือกเล่นสนามกอล์ฟของคุณ				
	สำคัญ มากที่สุด	สำคัญ มาก	สำคัญ ปานกลาง	ค่อนข้าง ไม่สำคัญ	ไม่สำคัญ
ปัจจัยอื่นๆ					
37. การมีสมาชิกของสนาม					
38.มีคนชวน/แนะนำ					
39.เคยมาเล่นแล้วพอใจกับบริการที่ทาง สนามจัดบริการไว้					
40. การจองเวลาทีออฟทางอินเตอร์เนต					

41. ข้อเสนอแนะอื่นๆที่คุณคิดว่าทางสนามกอล์ฟควรที่จะมีให้บริการ

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Project Title   Customer Relationship Management (CRM) for Small and Medium Business Enterprises (SMEs) in Thailand

Name   Ms. Supak Siritikul

Project Advisor   Dr. Thanatphong Pratheepthaweephon

Academic Year   March 2002

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Appoval Committee:

(Dr. Thanatphong Pratheepthaweephon)	(Prof.Dr. Srisakdi Charmonman)
Advisor	Chairman

(Dr. Chamnong Jungthirapanich)	(Assoc. Prof. Somchai Thayarnyong)
Dean and Co-advisor	MUA Representative

March 2002

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