Effects of Customer Relationship Management on Customer Satisfaction:
A Case Study of Swedish Moters Corporation PCL

By

Pongsuwat   Sakdavisarak

A Thesis submitted in partial fulfillment of the requirements for
the degree of

Master of Management in
Organization Development & Management

Graduate School of Business
Assumption University
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ABSTRACT

The overall objective of this study was to examine the effects of customer relationship management on customer satisfaction. Nowadays, many organizations are concerned more about relationship management and customer's loyalty. Many theories state that "to keep a present customer is harder and cheaper than to find a new customer".

In conceptual framework, independent and dependent variables were performing from the theoretical framework which comprised of the three cornerstones. The questionnaire have been prepared in two versions, English and Thai language. The objective of the questionnaire was to acquire the SMC's customer perspective on the relationship of Customer Relationship Management and their satisfaction. One hundred and fifty seven sets of questionnaires were distributed to respondents in the area sampling frame.

The research design used in this research was a quantitative analysis to gathering a feedback from the customers while Pearson Correlation has been used in analyzing the variable such as a work performance, spare parts characteristics, and customer satisfaction. Finally, the research hypothesis was tested at 0.05 level of confidence. Significant level (2-tailed test) the bivariate test shows the significant value of 0.000 which is less than 0.05 (p>.000), it means the null hypothesis is rejected and th alternate hypothesis is accepted.

The result of this research reflected that there was a relationship between Customer Relationship Management, which consist of work performance and spare parts characteristics, and Customer Satisfaction. Correlation coefficient value

equates to .657, which means there is a positive relationship between work

performance and spare parts characteristics and customer satisfaction.

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Pongsuwat Sakdavisarak

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CHAPTER 1

INTRODUCTION

Background of the study

Global.

What has Jaguar got to do with Ford? Nissan with Renault? Hyundai with

DaimlerChrysler?

Consolidation of the global automobile industry is moving forward at a

breathtaking pace. In 2003, the six leading groups General Motors, Ford (including

Mazda), Toyota, DaimlerChrysler (including Mitsubishi), Renault (including Nissan),

and Volkswagen accounted for almost 66% of the world-wide production of 60.6

mio. vehicles (2000: 58.0 mio, 2001: 56.3 mio, 2002: 58.8 mio). At the same time, a

sharply rising number of cars are made by joint ventures between well-known

companies from the U.S., Europe, Japan or Korea, and newcomers from China or

other Newly Industrialized Countries - NICs (www.c5corp.com).

In North America the automobile production market is dominated by what is

known as the "Big Three:" First, General Motor produces Chevrolet, Pontiac,

Oldsmobile, Buick, and Cadillac. Next, DaimlerChrysler produces Chrysler,

Mercedes, Jeep, and Dodge. Lastly, Ford Motor Co. produces Ford, Lincoln, Volvo,

and Jaguar.

Two of the largest foreign car manufacturers are: Toyota Motor Co. and

Honda Motor Co. Fleet Sales Traditionally, these are high volume sales designated

to come from large companies and Government agencies. These sales are almost

always at discount prices. In the past several years, auto makers have been extending fleet sales to small businesses and other associations.

Thailand.

Among ASEAN, Thailand has one of the largest automotive assembling capacities, and possibly the highest quality parts manufacturing capability. These, combined with the good domestic market size, market growth potential, stable political atmosphere, liberal trade and investment policy, absence of ethnic conflicts, and the lack of "national car program", have made Thailand one of the most attractive countries for automotive investments. As the Thai auto industry has matured, the industry has grown from being an import-substitution to become an export-oriented industry. At present, the automotive industry is Thailand's third largest industry, employing an estimated total workforce of about 200,000 employees, and establishing the total production capacity of more than one million passenger cars and commercial vehicles per year.

The six best selling automobiles in Thailand are Toyota, Isuzu, Nissan, Mitsubishi, Honda and Mazda respectively. Most of existing vehicle manufacturers have increased their investments to fortify their business position in the Thai market. In recent years, Daimler Chrysler (Mercedes-Benz) and BMW have also increased their investment to gain complete control on local manufacturing and marketing operations. Moreover, some vehicle brand owners that have no local assembling operations are expected to officially introduce their assembling plan to take advantage of the CKD duty. (www.oie.go.th)

<u>VOLVO History.</u>

Volvo was founded by Assar Gabrielsson and Gustaf Larson, allegedly during a meal consisting of crayfish, in 1924. Their first car, the 1944cc Jakob, was in production by 1927.

Born in 1891, Gabrielsson had studied economics, and was sales manager for the Swedish bearings company SKF, at the time he joined up with Larson. The latter was four years older, and had worked for automotive company White and Poppe in Coventry, England, from 1911 to 1913, before joining SKF in 1917. In 1920 he left and was working as technical manager for AB Galco when he was reunited with Gabrielsson.

Sweden's neutrality allowed Volvo to maintain production during WWII, although the production figure of 2,834 cars in 1939 fell back to a low of 99 in 1942. The 50,000 Volvo was a truck, built in 1941.

Volvo's first post-war car was the stylish PV444, which had been conceived in 1942 and featured independent front suspension and coil springs at the rear. This proved an important model in that it gained Volvo a foothold in the US. For the first time, cars outsold trucks, prompting a major investment program which saw several derivatives of the PV444 produced, including some estates and light commercials. Some 500,000 units were made, including the PV544 development, which was built until 1965, and the PV210 estate which was in production until 1969. In 1958, Volvo invented the 3-point safety belt, considered the most important safety feature of all time.

Throughout the '80s, Volvo launched several new models, including the extremely popular 240, the 740, the 760, the 940, and the 960 (later the S90). These cars were very rectangular, and most were luxurious.

As Volvo started the 1990s, much speculation surrounded it regarding a possible deal with Renault. The deal was to take advantage of economies of scale and maximize the benefits of joint activities in purchasing, with a target of raising the number of shared parts suppliers, and therefore shared components, in order to reduce product costs. The planned link would have put the Renault-Volvo group as the third largest manufacturer in Europe with a 12.3% market share. In the event, the link-up never took place.

By the late 1990s, Volvo had dropped the 3-figure model names and extended its range. The biggest shock was a Volvo with curves. The S/V40 range was the result of a joint venture with Mitsubishi. The styling of the car was much more up to date than its predecessor, the 440. In fact, the V40 wagon was named most beautiful estate car by an Italian magazine.

The S80 recorded huge sales across the world, and it was the first Volvo ever that was really able to compete with BMW and Mercedes, other than the C70.
In 1999, Volvo was taken over by Ford.

In the year 2000, Volvo introduced a new wagon, the V70, based on the S80 platform. It was a completely new replacement for the old 850-based V70. It also was the best handling Volvo ever, according to many organizations. Later that year, Volvo would introduce a facelifted version of the S40/V40 and a smaller replacement for the S70, the S60. (www.oie.go.th)

Figure 1: The location of VOLVO around the world
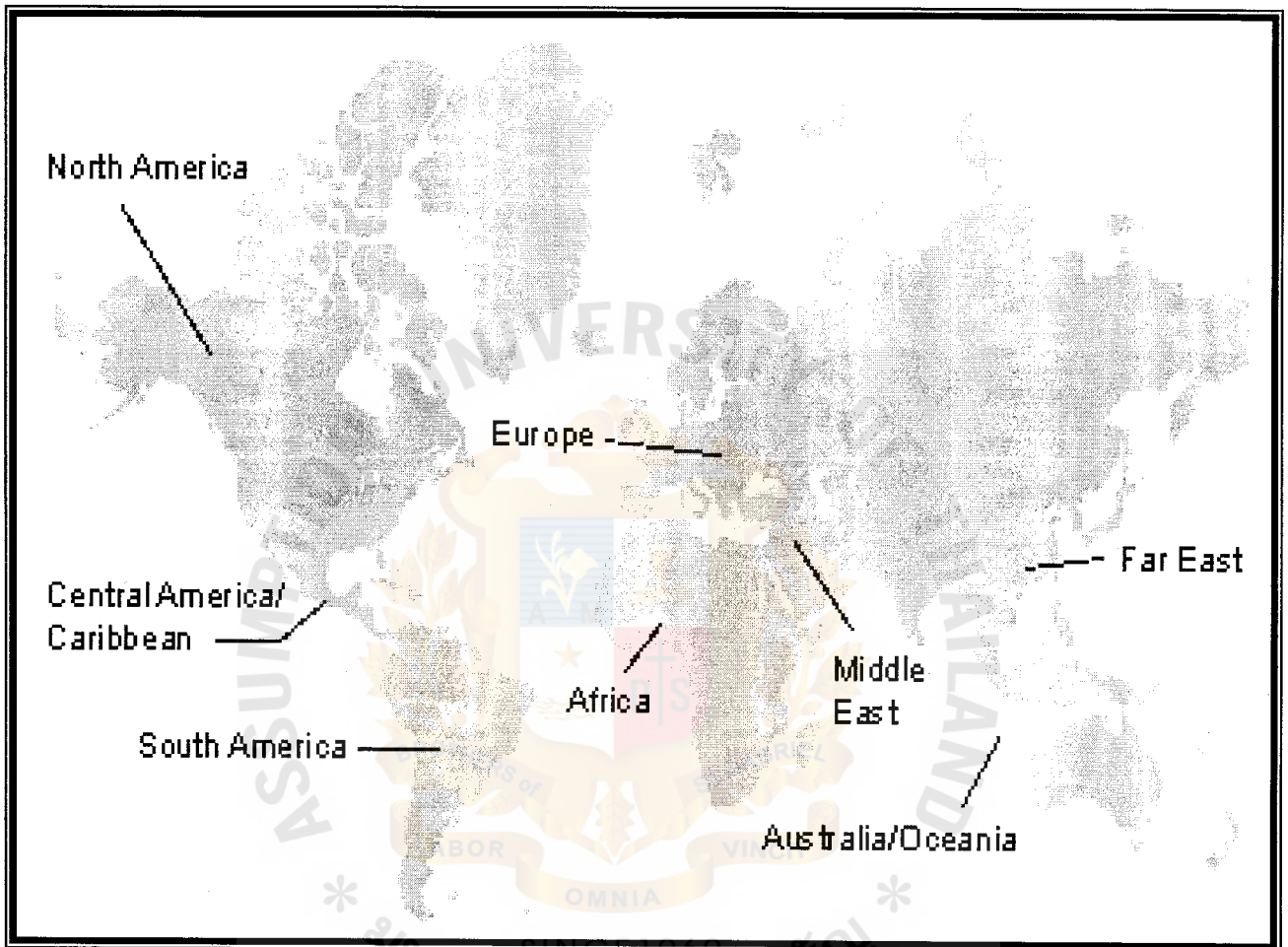
Volvo locates in many parts around the world such as in Europe, Far East, Australia/Oceania, Middle East, Africa, North America, Central America/Caribbean, and South America.

Swedish Motors Corporation pcl.

Swedish Motors Corporation pcl has established in 1973. The purpose of the company is to be a dealer for VOLVO car along with VOLVO parts. Since 1974, Thai Swedish Assembly was founded. It was a manufactory that assembled the VOLVO car. In 1976 the first Thai assemble VOLVO car entered the market on 6 January, 1989 Swedish Motors Corporation was registered as a Public Company Limited. Swedish Motors Company is a head quarter with 8 Branches. In Thailand, there was a high tendency of a growth in the Market of Car Business and confronted with many competitors. Swedish Motors gained a satisfied feedback from customers when competing in the car market with VOLVO car. They were able to have a share in market and this was a high competition in the market that pushed Swedish Motors to extend that activity in the market and developed upcountry dealers. The company gave more attention to develop a branch in Bangkok and up country that emphasize more on the customer service on the same standard in nationwide. There was also a special activity to create a customer satisfaction. But in 1997 the company faced with the economic crisis. The company still sustained the quality of the standard process and customer service. The company realized that they should continuously grow with the optimal safety of the passenger in VOLVO car with a slogan of Safety as VOLVO

The vision of SMC is "To be the most successful premium car dealer in Thailand". The mission is to be the best exclusive Volvo dealer by serving the safest and most exciting car experience for modern families while creating stakeholder value through continuous growth and sustainable profitability

The Swedish Motors Group of Companies comprise the parent company, Swedish Motors Corporation PCL and five non-trading subsidiary companies, Swedish Motors Car Sales Ltd., Swedish Motor Service, Swedish Transport Co., Ltd., Universal link Co., Ltd. and Swedish Transport Service Co., Ltd. In addition, there is one major associated company, Scandinavian Leasing PCL.

The Swedish Motors Group now focuses solely on Volvo brand car retail operations in the Bangkok Metropolitan Area. Activities cover the full spectrum of the car business, including sales of new cars, used cars, parts, services, finance and insurance. In addition, the company provides a number of supporting activities, such as crash repair, car rentals and emergency roadside assistance for its Bangkok customers.

Swedish Motors Corporation PCL, (the publicly listed company) conducts the core business of the group, which is sales and after sales service of Volvo passenger cars in Bangkok Metropolitan Area.

The Company is divided into 11 business units comprising:

- 7 branches providing Volvo sales and service covering the Bangkok Metropolitan Area

- Crash Repair Centers at Bangna and Changwattana

- Car Rentals and TDS (Tourist & Diplomat Sales)

- Fleet Sales

At the end of 2001 the company had a total of 546 employees, each dedicated to provide high quality service to Volvo owners in Bangkok.

The researcher had interviewed General Manager, Service Manager, Service staff, and a sales representative to focus the study as a primary data collection technique. The researcher found out that there were many complaints that affected the customer satisfaction which was resulted from poor customer relationship. Most of the customers who buy a new VOLVO car were a retention customer. The reason that drives them to rebuy was a relationship between SMC and customer satisfaction. The starting point was a selling process. Customers were not comfortable to wait for an answering machine because it was unnecessary. The branch was not a large organization which contains much kind of services. In the competitive market situation, a sales representative should not only have only VOLVO product knowledge, but also they should be able to compare with the competitor and point out benefit that the customer will receive. After car delivery process, the work performance of the after sale service was followed. Round the clock assistance service consumes too much time to reach the customer. Two to three hours for waiting was unacceptable. During a car repair, customer did not receive a good reason in changing the parts of a car because expensive parts of which changes should be back up with a good reason. Not just only a word "break down". A customer should receive knowledge of the prevention and how to maintain it for long run efficiency. The attitude of officers was also complained by the customer.

Research Objectives

The objectives of this research study were as follows:

1. To diagnose the current situation functioning and performance of the company as human social system.

2. To study the effect of factors in Customer Relationship Management on customer satisfaction of Swedish Motors Corporation pcl.

3. To study the relationship between factors in Customer Relationship Management that consists of work performance and spare parts characteristics and of customer satisfaction.

4. To come up with recommendation to improve the Customer Relationship Management on customer satisfaction of Swedish Motors Corporation pcl.

Statement of the Problem

Firstly, customer satisfaction was an important objective for service business since customers were determiners of whom select to use products or services. The psychological impact of customer satisfaction is pre-expectation, performance, input and outcomes that can affect customer satisfaction or customer dissatisfaction.

Secondly, how does the Customer Relationship Management keep customers coming back year after year? Why do customers continue to choose other brand? What do these companies offered whereas other companies do not? Those questions are organization's problems showing not only that customer satisfaction is an important objective for service business but service quality of organization also. The organization will determine and control implementation such as service charges to customers, service quality of service and sales representative etc. Sometimes the company should listen to customer's need and customer's suggestion for the improvement of their services or product, which were supposed to fit the customers

demand and satisfaction. Interesting questions will get the answers after the research is done.

The main concern of the study is the effects of customer relationship management on customer satisfaction of Swedish Motors Corporation pcl.

Research Questions

1. What is the perception of respondents in term of work performance and spare parts characteristics of the company?

2. Does Customer Relationship Management in term of work performance and spare parts characteristics have significant effects on customer satisfaction?

Research Hypotheses

Hypothesis is a conjectural statement of the relationship between two or more variables that carry clear implications for testing the stated relations (Davis, 1996). They are research tools to further define research problems. In this study, a main block of independent variable is hypothesized against dependent variables.

a) The hypotheses of this research are to determine the factors in Customer Relationship Management which relate to the customer satisfaction of Swedish Motors Corporation pcl.

In order to test the relationship between Customer Relationship Management and Customer Satisfaction of Swedish Motors Corporation pcl., the researcher has set the hypothesis as follow:

Ho : There is no significant relationship between Customer Relationship Management and customer satisfaction.

Ha : There is a significant relationship between Customer Relationship Management and customer satisfaction.

Definition of Terms

After Sales Service   -is all assistance that marketer can provide to maintain
the product use-ready (Jagsish, Banwari, & Bruce, 1999)

Automobile   -is a self-propelled passenger vehicle that usually has
four wheels and an internal-combustion engine, used for land
transport. Also called motor car (www.dictionary.com)

Brand   -is the identity of goods and services, which the
marketer wants to create (Dugmore, 1990)   -

Comfort   -is a condition or feeling, of pleasurable ease, well
being, and contentment (www.dictionary.com)

Customer   -is the customer who is currently experienced using
services from VOLVO car.

Customer Relationship   -a process between the customer and the provider,
consisting of encounters involving resource exchange between the
provider's and the customer's value creation processes (Storbacka,
2001)

Customer Satisfaction   -is the accumulated experience of a customer's
purchase and consumption experiences (Oliver, 1980)

Durability   -is a measure of the product's expected operating life
under natural or stressful condition (Kotler, 1997)

Durable Good   -is product that isn't consumed or quickly disposed of,
and can be used for several years, also called hard goods (Sheth,
Mittal and Newman, 1999)

Expectation — -is the perceived likelihood that a product posses certain characteristics or attributes, or will lead to a particular event or outcome (Olson and Dover, 1979)

Perception — -is customers' beliefs concerning the service received and experienced (Parasuraman, et al., 1985)

Performance — -the level at which the primary characteristics of the product operate. It is the ability of the product to perform its function (Kotler, 1997)

Product — -is the core output of any type of industry – deliver benefits to the customers who purchase and use them (Lovelock, 2001)

Quality — -is the extent to which the service, the service process and the service organization can satisfy the expectations of the user (Kasper, Helsdingen, and Vries, Jr, 1999)

Satisfaction — -is the consumer's sense that consumption provides outcomes against a standard of pleasure versus displeasure (Oliver, 1999)

Service — -is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product (Kotler, 2000)

Service Management — -is a perspective that gives firms that face service competition which consists of service performance and spare parts characteristics i.e. that have to understand and manage service

elements in their customer relationships in order to achieve a sustainable competitive advantage, more or less similar guidelines to the development of such separate areas as management, marketing, operations, organization theory and human resources management as well as quality management including service quality management and TQM (Gronroos, 1994)

Service Performance   -is basically an intangible. In services, the benefits come from the nature of the performance, which requires a different marketing emphasis from marketing tangible goods, including a need to employ tangible images and metaphors to demonstrate the competencies of the service firm and to illustrate the benefits resulting from service delivery (Johnston, 2001)

Service Quality   -is the perception result from a comparison of consumer expectation with actual service performance (Parasuraman, Zeithaml, and Berry, 1985)

Spare Parts Characteristics   -are the spare parts supplied directly by the producer or the parts used for the repairs of the failed equipment according to supplier decision that can be served the quality and qualified services provided to the customers (Volvo Corporate Presentation, 2002)

Significance of the Study

This research will highlight the road transport industry of VOLVO, Swedish Motors Corporation pcl., what customer satisfaction or dissatisfaction is and what factors the Customer Relationship Management is concerned with when viewing service management which consists of Service Performance and Spare Parts

Characteristics of the company. Thus, Swedish Motors Corporation pcl managers can use the results of this research to plan both strategy and activities for achieving the customer satisfaction.

The facts of level of customer satisfaction and factors in Customer Relationship Management in relate to level of satisfaction will lead to the way in improving products and services in 'After Sales Service' according to the actual information. Company can adapt and improve company's service strategy in much better effective and efficiency way.

Scope and Delimitation of the Study

1. This research focused on the study of the factors in Customer Relationship Management, which consists of Service Performance and Spare Parts Characteristics that relate to level of customer satisfaction.

2. This research is to study the effect of factors in Customer Relationship Management on customers' satisfaction level of Swedish Motors Corporation pcl.

3. This research is to study of Swedish Motors Corporation pcl's customers during the period of September 2005 to October 2005. The time frame is 2 months during the working hours from Monday to Friday.

Limitation of the research

The research was limited to study the effect of factors in Customer Relationship Management, which consists of Work Performance and Spare Parts Characteristics that relate to customer satisfaction and to study the relationship between factors in Customer Relationship Management. Therefore, the finding should not be generalized for other factors in CRM which excluded from the

framework of the research. In addition, this study was also limited to the particular

timeframe, so that the result cannot be generalized for all time.

CHAPTER 2

REVIEW OF RELATED LITERATURE AND CONCEPTUAL FRAMEWORK

Growth Patterns of Organization

Referring to Jones (2001), there are four principal stages of the

organizational lifecycle which are 1) birth, 2) growth, 3) decline, and 4) death. It

passes through these stages at different rates, and some do not experience every stage.

Organizations are born as a entrepreneurs, then recognize and take advantage of

opportunities to use their skills and competences to create value.

Firstly, organizational birth is the founding of an organization. It is a

dangerous stage of the life cycle with the greatest chance of failure. The failure rate

is high because new organizations experience the liability of newness, and the

dangers of being the first in a new environment. Entrepreneurship is an inherently

risky process. Because entrepreneurs undertake new ventures, there is no way to

predict or guarantee success. A new organization is fragile because it lacks a formal

structure to give its value creation processes and actions stability and certainty. At

first everything is done by trial and error.

A flexible structure can be an advantage when it allows the organization to

change and take advantage of new opportunities, but it can also be a disadvantage. A

formal structure provides stability and certainty by serving as the organization's

memory. Structure specifies an organization's activities and the procedures for

getting them done. If such procedures are not written down, a new organization can

literally forget the skills and procedures that made it successful. A formal structure

provides an organization with a firm foundation from which to improve on existing

procedures and develop new ones.

Another reason why organizational birth is a dangerous stage is that conditions in the environment may be hostile to a new organization. Resources, for example, may be scarce or difficult to obtain because of many competitors.

Population ecology theory seeks to explain the factors that affect the rate at which new organization are born (and die) among an existing organization. A population of organizations comprises the organizations that are competing for the same set of resources in the environment.

If organizations survive the birth stage of the organizational life cycle, organization seeks to obtain control over scarce resources to reduce the uncertainty face. They can increase their control over resource by growing and becoming larger.

Secondly, organization growth is the life cycle stage in which organizations develop value creation skills and competences that allow them to acquire additional resources. Growth allows an organization to increase its division of labor and specialization and, thus, develop a competitive advantage. An organization that is able to acquire resources is likely to generate more and more resources that allow it to grow further.

Institutional theory studies how organization can increase their ability to grow and survive in a competitive environment by satisfying their stakeholders. The institutional environment is the set of values and norms that manages the behavior of a population of organizations. A new organization can strengthen its legitimacy by imitating the goals, structure, and culture of successful organizations in its population.

There are five stages in the growth of an organization, which include growth through creativity, growth through direction, growth through delegation, growth through coordination, and growth through collaboration.

Thirdly, organizational decline is the life cycle stage that an organization enters when it fails to "anticipate, recognize, avoid, neutralize, or adapt to external or internal pressures that threaten the long-term survival". The liability of newness threatens young organization, and the failure to develop a stable structure can cause early decline and failure. Decline sometimes occurs because organizations grow too much. There are two factors that cause an organization to grow too much or to grow in ways that lead to organizational decline, organizational inertia and environmental changes.

An organization may not easily adapt to meet changes in the environment because of organizational inertia, forces inside an organization that make it resistant to change. Factors that can increase organizational inertia are risk aversion, the desire to maximize rewards, and an overly bureaucratic culture. When these factors operate together, the problem faced by managers are greatly compounded.

Environmental changes that affect an organization's ability to obtain scarce resources may lead to organizational decline. The major sources of uncertainty in the environment are complexity, the number of different forces that an organization has to manage are dynamism, the degree to which the environment is changing, and richness and the amount of resources available in the environment. The combination of an uncertain, changing environment and organizational inertia makes it difficult for top management to anticipate the need for change and to manage the way organizations change and adapt to the environment.

Fourthly, when an organization reaches the dissolution stage, it cannot recover, and decline is irreversible. At this point, the organization has lost the support of its stakeholders, and its access to resources shrivels as its reputation and

markets disappear. If new leaders have been selected, they are likely to lack the organizational resources to institute a successful turnaround and develop new routines. The organization probably has no choice but to eliminate its remaining resources or liquidate its assets and enter bankruptcy proceedings. In either case, it moves into dissolution, and organizational death is the outcome.

The need to manage organizational decline is as great as the need to manage organizational growth. In fact, the processes of growth and decline are closely related to one another. The symptoms of decline often signal that a new path must be taken to allow the organization to grow successfully. As many large organizations have found, the solution to their problem may be to shrink and downsize and focus their resources on a narrower range of products and markets. If an organization cannot adapt to a changing environment, it generally faces organizational death.

Organizational Patterns: Effects on Your Customer Relationships.

The dominant paradigm in business today is targeted value creation for the customer. The organizational system links external customers (the buyers) with internal customers (the talent) in a flow of interactions that create or destroy value for buyers, employees and owners. In the past decade, the customer has become more important than the product. A similar shift has made talent more important than assets.

According to the website, http://www.business-esolutions.com/index.htm, the shift from product to customer explains why value migrates away from the product to something else, and why changes related to customers are key triggers to those

patterns. Because of the shift from assets to talent, organizational patterns will be among the most important patterns in the near future.

There will be a plenty of new organizational patterns in the next several years, as creative companies invent new ways to solve the organizational part of the value creation equation. However, many of these solutions will have one factor in common: the redefinition of the relationship between the talent and the customer. Just as today's economy requires that we "reverse" the value chain and begin our strategic thought process with the buyer, so tomorrow's economy will require that we fold over the value chain and create the maximum possible direct linkage between the customer and the talent in our organizations. This direct contact will expose skill gaps early and will define the most efficient pathways for new growth opportunities.

Skill Shift.

Relating to the website of http://www.business-esolution.com/index.htm, when companies lose touch with changing customer priorities and market conditions, they get out of sync with the kinds of skills that are most important to customers and that produce the greatest profitability. Organizational effectiveness and profit opportunities decline. Those few players who exploit the skill shift pattern well before their competitors do by engineering to match the market, increase their market options. The skill shift can work along several dimensions. Functional shift is the key to unlocking new profits that is a shift of emphasis and resources from one major function within a company to another. Technical skill is a new profit which can result from changing the composition of sill sets within functions. Managerial skills

and values is a winning capabilities that become a mix of great performance (ability to lead teams to high achievement) and great values (skills in communication, coaching and people development).

Pyramid to Network.

From the finding in the website of http://www.business-esolution.com/index.htm, internal focus kills companies. Moving from a pyramid to networked structure maximizes the organization's external focus. In business, exposure to external factors is critical to survival and success. Customer priorities, channel shifts, infrastructure changes, competitive pressures, and valuable strategic signals transmitted by customers and investors are the keys to identifying emerging patterns in the industry.

The shift from a pyramid to a network structure exposes more employees to develop the market and gives them a clearer sense of their direct role in the company's fortunes. This can result in dramatically more efficient and effective internal processes.

Cornerstoning.

According to the website of http://www.business-esolution.com/index.htm, a cornerstoning pattern has three elements. Firstly, a terrific A+ initial strategic position in one area, typically with significant strategic control, since you can't cornerstone from a weak base. Secondly, an economically logical next opportunity for the organization that provides the greatest profit growth for the least incremental

effort. Thirdly, an adjacent opportunity space that is significantly larger than the prior one.

Cornerstoning is becoming a more broadly available opportunity because of convergence. As competitive boundaries disintegrate, more adjacent opportunity spaces are available for consideration.

When looking for the next space, experimentation is driven by one difficult question: What's the single best next opportunity? Getting that answer right is so valuable that it's worth the two to three years of experimentation, missteps and wrong turns required to get there.

The first step, however, is the most critical one in the sequence: creating an untouchably powerful strategic position in the initial domain. Without that base, it is impossible to exploit the rest of the pattern.

<u>Conventional to Digital Business Design.</u>

Related to the website of http://www.business-esolution.com/index.htm, rapid technological advance has triggered a pattern of separation of atoms (physical product requirements) from bits (the information aspects of products) which, by moving all non-atom aspects of a business to electronic management, enable companies to achieve orders of magnitude performance improvements; multiplying productivity levels, reducing response times and decreasing asset levels.

When it works in combination with a network organizational structure it extends into a further realms and can be magnified dramatically since it can enable

the customer to self-select and self-create offerings as needed. Digital business design enables a complete redefinition of the supplier-customer relationship. In defining a digital business design, the key is not about the technology, but about the business issues.

<u>Organization as System</u>

Research into knowledge representation is resulting in a new generation of techniques and tools with the ability to automatically and intelligently assist humans in analyzing complex forms of data to discover useful information. Knowledge representation requires a presumptive notion with regard to a 'model' (predictive or descriptive) against which pattern recognition and iterative algorithmic processes involving machine learning, pattern recognition, statistics, and artificial intelligence are employed. Although these are well-developed disciplines, emergence of knowledge from complex data structures may also include non-model and non-probabilistic based strategies.

According to the website of www.c5corp.com/research/ontology.shtml, the procedural-declarative controversy of the 1970's illustrates the dialectic around model and non-model based strategies over how to best design knowledge representation systems. Both the procedural and declarative approaches presuppose domain expertise and a potentiality of objective, and are intended to interactively emerge interesting knowledge about something specific. In the procedural view, encoded expertise is determined by domain-specific algorithms-the model is composed from a large database of information from which a specific sequence of questions asked leads towards an optimum solution represented within the domain.

The declarative view involves the design of 'knowledge' acquisition within a general purpose, and most often heuristically oriented, reasoning system. Whereas, the procedural view stresses characterization of a detailed model enabling optimization of decision accuracy, the declarative approach emphasizes agencies and satisfying scenarios from which representations emerge. The declarative approach has prevailed resulting in a surge of domain specific expert systems in the 1970's and 1980's, establishing the basis for research into non-model based strategies.

Slayton (2004) stated that knowledge representation deals with methods for encoding data in a form that can be processed by a computer to derive interesting consequences. A notion of consequences can be interpreted to include those which are also spontaneous, non-linear, self-organizing, include high levels of uncertainty and are derived from non-causal relationships. Such an approach suggests new forms of data acquisition involving the emergence of interesting information from ambiguous (non-predictive or non-descriptive) systems. The strategy of discovering interesting information by revealing the nature of complexity presented in a system is a provocative theoretical problem with implications influencing our fundamental understanding of the basis of knowledge acquisition and its representation.

The system view.

Referring to a website of www.theworkingmanager.com/aritcles/detail.asp? ArticleNo-90, an organization is a set of interrelated parts, people, jobs and functions. In the jargon of the behavioral sciences, an organization is a system. The term system has some special meanings.

It describes a unit which is made up of interdependent subparts. A departments of a manufacturing company composed of marketing, engineering,

production, finance, research and so on. These departments, in turn, are made up of interdependent sections. For instance, the production department may contain a quality control section, a design section, a maintenance section and so on. Each of these sections may be further broken down into work groups composed of a small number of employees who work together on similar or related tasks.

Stuart-Kotze (2004) defined a system as a set of mutually interdependent elements. The human body is a system which composed of a number of subsystems such as the digestive system, the respiratory system, the nervous system, and each of these subsystems functions in concert with the others. When food is eaten, the digestive system requires muscle action, which in turn requires blood, which in turn requires oxygen from the respiratory system and so on.

Change.

The mutual interdependence of a system means that changes introduced into one part of the system will bring about changes elsewhere. While this may seem obvious, it is of real importance in understanding organizations. Managers often overlook it and are surprised when something seemingly simple, like a change in working hours, affects morale, job satisfaction, production, materials waste and absenteeism. As in the human body, changes in one area of an organization can have profound effects on another.

Equilibrium.

Stuart-Kotze (2004) stated that system seek to maintain some level of equilibrium or balance. In the human body, running causes muscle contraction and expansion, which in turn brings oxygen deficit and a rise in body temperature. The body reacts to these changes. Breathing becomes faster to ingest more oxygen; the

heart pumps faster to supply oxygenated blood to the muscles; surface pores open to give off moisture to reduce body temperature. A few minutes after mild exercise, these processes have brought the body back to its normal equilibrium.

Organizations also seek equilibrium. A production workers are expected to change their output per hour when new automated equipment is introduced into a manufacturing company. The actual output is often less than expected - to the dismay and puzzlement of management. One of the factors at work is a resistance on the part of the production workers to move away from their equilibrium - their balance between a "fair day's work for a fair day's pay." Said Stuart-Kotze (2004). Individuals and the group itself have a concept of how much work they are willing to give the organization in return for a day's pay. This equilibrium is set seemingly regardless of the advances permitted by new equipment.

Feedback.

Stuart-Kotze (2004) stated that feedback mechanisms are characteristic of all systems. To maintain it's equilibrium, a system must have feedback.. The body must know when temperature is returning to normal so that it can adjust its heat loss processes just as the home heating system needs feedback to operate. The thermostat is set at a certain level which we can define as the equilibrium level. As the temperature in the house drops, the thermostat signals the heating mechanism to turn on. The temperature in the house rises until it reaches the equilibrium level. An air conditioning system works just the same way but in reverse. All parts of these systems are in touch with each other and act interdependently.

Boundaries.

The issue of boundaries of systems is important when we look to see whether they are open (to influences from outside) or closed. In defining a system, we talk about its boundaries. An organization has boundaries, either in terms of the physical space it occupies or the people it employs. Within the organization, departments have boundaries of authority and responsibility. Thus we can draw limits to each of the subsystems.

Open and close systems.

According to Stuart-Kotze (2004) theory, open systems are responsive to changes from outside the boundaries. Responsiveness to the external environment is most important for the effective operation of systems. Closed systems run the danger of going away when unnoticed changes occur. Organizations that are cut off from their environment tend to go off track and become ineffective. Frequently this is because the organization has concentrated upon its own internal systems and processes and has isolated itself from the market. It is a surprisingly common phenomenon.

Organization as systems.

Gathering an information from the website of www.managementhelp.org/org thry/org defn.htm, it helps to think of organizations as systems. Systems can be the entire organization, or its departments, groups, processes, etc. A system is an organized collection of parts that are highly integrated in order to accomplish an overall goal. The system has various inputs which are processed to produce certain outputs, which together, accomplish the overall goal desired by the organization.

There is ongoing feedback among these various parts to ensure they remain aligned to accomplish the overall goal of the organization. There are several classes of systems, ranging from very simple frameworks all the way to social systems, which are the most complex. Organizations are, of course, social systems.

Systems have inputs, processes, outputs and outcomes. To explain, inputs to the system include resources such as raw materials, money, technologies and people. These inputs go through a process where they're aligned, moved along and carefully coordinated, ultimately to achieve the goals set for the system. Outputs are tangible results produced by processes in the system, such as products or services for consumers. Another kind of result is outcomes, or benefits for consumers, e.g., jobs for workers, enhanced quality of life for customers, etc.

Feedback comes from, e.g., employees who carry out processes in the organization, customers/clients using the products and services, etc. Feedback also comes from the larger environment of the organization, e.g., influences from government, society, economics, and technologies.

Each organization has numerous subsystems, as well. Each subsystem has its own boundaries of sorts, and includes various inputs, processes, outputs and outcomes geared to accomplish an overall goal for the subsystem. Common examples of subsystems are departments, programs, projects, teams, processes to produce products or services, eta. Organizations are made up of people -- who are also systems of systems of systems -- and on it goes. Subsystems are organized in an hierarchy needed to accomplish the overall goal of the overall system.

The organization is depicted by its organizational charts, job descriptions, marketing materials, etc. The organizational system is also maintained or controlled

by policies and procedures, budgets, information management systems, quality

management systems, performance review systems, etc.

Organization as Development and Intervention

Referring to the website of www.nmodn.org, it defines Organization

Development (OD) as "an effort, planned, organization-wide, and managed from the

top, to increase organization effectiveness and health through planned interventions

in the organization's processes, using behavioral-science knowledge." In essence, OD

is a planned system of change.

Planned OD takes a long-range approach to improve organizational

performance and efficiency. It avoids the (usual) "quick-fix".

Organization-wide, OD focuses on the total system. To be effective, OD must have

the support of top-management. The OD process also needs the buy-in and

ownership of workers throughout the organization.

Gathering information from the website of http://alumnus.caltech.edu, OD is

tied to the bottom-line to increase organization effectiveness and health. Its goal is to

improve the organization, to make it more efficient and more competitive by aligning

the organization's systems with its people. After proper preparation, OD uses

activities called interventions to make system wide, permanent changes in the

organization, planned interventions

Using behavioral-science knowledge, OD is a discipline that combines

research and experience to understand people, business systems, and their

interactions. We usually think of OD only in terms of the interventions themselves.

It emphasizes that these activities are only the most visible part of a complex process,

and to put some perspective and unity into the myriad of OD tools that are used in

business today. These activities include Total Quality Management (an evolutionary approach to improve an organization) and Reengineering (a more revolutionary approach). And there are dozens of other interventions, such as strategic planning and team building. It is critical to select the correct intervention(s), and this can only be done with proper preparation.

The nature and needs of organizations are changing dramatically. Correspondingly, the profession of organization development (OD) has been changing to meet the changing needs of organizations. Therefore, it may be most useful to consider several definitions of organization development.

An old standard definition of OD.

For many years, the following definition was perhaps the standard definition for OD. The following definition was developed in 1969 at a time when an organization was considered to be much like a stable machine comprised of interlocking parts. From the website of www.nmodn.org/about od defn.him, Organization Development is an effort planned, organization-wide, and manage from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge.

New definition of OD.

Today's organizations operate in a rapidly changing environment. Consequently, one of the most important assets for an organization is the ability to manage change -- and for people to remain healthy and authentic. Consider the following definition of OD:

Organization Development is the attempt to influence the members of an organization to expand their candidness with each other about their

views of the organization and their experience in it, and to take greater responsibility for their own actions as organization members. The assumption behind OD is that when people pursue both of these objectives simultaneously, they are likely to discover new ways of working together that they experience as more effective for achieving their own and their shared (organizational) goals. And that when this does not happen, such activity helps them to understand why and to make meaningful choices about what to do in light of this understanding. (www.nmodn.org/about od defn.htm)

Many experts agree that the following definition of OD represents the major focus and thrust of today's OD practitioners.

<u>Understanding organization development: comparing organizational systems to human systems.</u>

According to the website of www.nmodn.org, it states that the system of organizations is very similar, if not the same as the system of human beings -- after all, organizations are made up of humans! Therefore, when trying to understand the field of organization development, it might be useful to compare aspects of the field of organization development to aspects of the field of medicine.

For example, the study of the theories and structures of organizations (often in courses called "organizational theory") is similar to the study of anatomy and physiology of human systems. Similarly, the study of organizational behavior is similar to the study of psychology and sociology in human systems. Finally, the study and field of organization development compares to the study and field of medicine regarding human systems.

That is, in OD, practitioners might work in a manner similar to "organizational physicians" intending to improve the effectiveness of people and organizations by establishing relationships with key personnel in the organization

(often called "entering" and "contracting" with the organization). Then researching and evaluating systems in the organization to understand dysfunctions and/or goals of the systems in the organization ("diagnosing" the systems in the organization). Next, identifying approaches (or intervention) to improve effectiveness of the organization and its people. Fourth, applying approaches to improve effectiveness (methods of "planned change" in the organization). Fifth, evaluating the ongoing effectiveness of the approaches and their results.

Organization development (OD) is long-range efforts and programs aimed at improving an organization's ability to survive by changing its problem-solving and renewal processes. OD involves moving towards an adaptive organization and achieving corporate excellence by integrating the desires of individuals for growth and development with organizational goals. Organization development is an effort to plan, organization-wide, managed from the top, to increase organization effectiveness and health, and through planned interventions in the organization's processes.

Brown (2003) states that organization development efforts, then, are planned, systematic approaches to change. They involve changes to the total organization or to relatively large segments of it. The purpose of OD efforts is to increase the effectiveness of the system and to develop the potential of all individual members. Finally, a series of planned behavioral science intervention activities are carried out in collaboration with organization members to help find improved ways of working together toward individual and organizational goals.

Process Interventions are an OD skill used by managers and OD consultants that aims to help work groups become more effective. The purpose of process

interventions is to help the work group become more aware of the way it operates and the way members work with one another. The work group then uses this knowledge to develop its own problem-solving ability. Process interventions, then, aim at helping the work group to become more aware of its own processes, including the way it operates, and to use this knowledge to solve its own problems.

The manager practicing processes an intervention observes individuals and teams in action and helps them learn to diagnose and solve their own problems. The manager refrains from telling them how to solve their problems but instead asks questions, focuses their attention on how they are working together, teaches or provides resources where necessary, and listens. One of the major advantages of process interventions is that teams learn to identify problems and then initiate their own solutions. The teams become more independent and do not have to look to the manager to solve problems.

Organization as Change Management

Management Change.

Referring to the website of www.saferpak.com/change management art2.htm, it states that entrepreneurs and smaller businesses can, as a business, expand its capabilities, cash flow, management and governance should be regularly reviewed. Some enterprises outgrow their founders and letting go can be painful. Change is assumed to be necessary, desirable and beneficial and 'the management of change' has become a lucrative area for consultants.

In larger firms mangers may be assessed and rewarded according to the amount of change they bring about. However, owner managers should tread warily

as change can be disruptive and costly. It can distract people who should be focused upon other priorities.

Mismanaged change can be stressful and destructive. Few changes affect everyone in the same way. There may be obvious 'winners' and clear 'losers'. Those who are satisfied – and they may include key employees and important customers - may favor the status quo while the frustrated such as ambitious people who feel blocked may be eager for radical action. Whether as shareholders, directors or managers, the members of a board may be divided between those who are for or against particular changes.

There might be hidden consequences which the impacts of change may not be immediately apparent. The real disadvantages may be painfully aware of adverse effects. When the benefits of change are widely spread the advantages may not even be conscious of them. People who are indifferent or ambivalent may simply 'go with the flow'. Their goodwill may be steadily eroded by the imposition of a succession of changes that are not justified and which appear trivial.

Much will depend upon the purposes of change and the capacity of the people involved to adapt. Directors should rationally question for proposed changes, and ask whether an impact analysis has been undertaken of their likely implications. Are the potential consequences for employees, customers, suppliers, business partners and investors adequately assessed? Particular attention should be paid to the interests of existing and potential customers. Customers sometimes have more regard for a company's offerings than its managers.

Take decisions more quickly than larger companies. They may get in first while competitors wait for a consensus to form in favor of a proposed development.

However, introducing changes without thought as to their costs or consequences can do great harm.

An 'end-to-end' perspective is required. Altering a task at one point in a process, or introducing a new activity, may cause problems for those operating elsewhere, either within the same process or in a related or dependent one.

Change can disorientate and disrupt, even when it is beneficial. People may only be able to take so much of it. Business leaders need to think carefully about how much change they can handle before negative consequences wipes out desired gains.

Change for change's sake should be avoided. For continuities sake a growing business may need to build upon an existing reputation and safeguard core values. Unnecessary activity should be avoided. Steps may need to be taken to protect what is important and prevent the compromise of cherished beliefs. What are the businesses anchor points? What is the cement that holds its people together?

Directors should distinguish between goals, values, objectives, policies and activities that need to be changed and those that should be continued. Some people 'follow the herd'. Once a clear majority favors a particular course of action the uncommitted climb aboard the bandwagon. Members of the majority may be naive or mistaken regarding their best long-term interests. Preferences and priorities can change. Nothing is more frustrating than to find that certain options have been lost because a selected course of action cannot be reversed.

Companies sometimes attempt to change too much. Is there sufficient continuity for people to have a sense of identity, belonging, direction and purpose? Are conscious efforts made to provide enough continuity for people not to feel threatened and insecure?

People should only be expected to make demanding changes for good reason. The visions and rationales that are offered by many boards are excessively general. Effort should be concentrated where it is most likely to make a difference. Justifiable changes are those which focus upon the critical success factors for achieving key corporate objectives and delivering greater customer and shareholder value. People need to be motivated, prepared, and equipped to achieve the changes they are expected to bring about.

Changes occurring all around us present both challenges or opportunities. Boards should identify significant trends and developments, consider who are likely to be 'gainers' and 'losers' and assess whether alternative offerings would mitigate undesirable impacts and enable people to take fuller advantage of new possibilities. Enough people might be affected to represent a potential target market for products and services tailored to their particular interests.

Contemporary conditions are favorable to minority interests. Traditional barriers to entry are falling because they are healthier and are living longer, people will have more time for further careers. Entrepreneurs should consider whether particular minorities or interest groups might be set alight with their vision.

Customer Relationship Management (CRM)

Cunningham (2002) defines Customer Relationship Management as a term to describe how we interact and proactively manage the Customer Relationships. It is important to understand that CRM is really a system in the truest sense – the system of how we work with our customers, solve problems for them, encourage them to purchase products and services, and deal with the financial transactions with clients.

It is all of the elements inside the business associated with the customer function connected in an intelligent manner. Customer management processes, supported by the business rules of the operation and technology making it all hang together. CRM can be complex because of the nature of business. Much of the day-to-day aspects of business are dealing with customers, so providing systems that can improve any of these functions is critical to success.

CRM comprises of the business process, the technology, and the rules require to deal with customer at various stages of the business lifecycle. These transcend departments and, to a certain extent, any individual department function. For the best results in Customer Relationship Management, systems contain most of the data associated with the customer, but only deliver the most relevant data for a particular function. Being able to provide the relevant information at the right time is often the key differentiator of a successful system.

Three Cornerstones of CRM.

Lehtinen (2001) states three cornerstones that a central concept in CRM is customer value creation. The aim is not to maximize the revenue from single transactions but rather to build a long lasting relationship with the customer. The development of customer relationships demands a thorough familiarity with the process by which customers create value for themselves. When considering the entire process, the significance of single transactions diminishes. Instead, both parties adapt their processes to each other in a way that creates value for both. According to this approach, competitive advantage is not only based exclusively on price, but also on the ability of the provider to help the customers create value for them.

The second cornerstone of CRM is viewing the product as a process. In this context, the traditional distinction between goods and services is meaningless. The product is seen as an entity involving an exchange between the provider's and the customer's processes. Through this exchange, the provider's competence is partly transformed into customer value creation. Thus, product differentiation becomes process differentiation and opens up limitless opportunities building different kinds of relationships. Even commodities can be differentiated by changing relationship processes.

The third cornerstone of CRM relates to the provider's responsibilities. It is not sufficient for a company to merely satisfy customer needs. Nor is it enough that the customer is satisfied. The company can build stronger relationships only if it takes the responsibility for developing these relationships and offers its customers possibilities to create value for themselves. (Lehtinen, 2001)

Kotler (2001) has defined Relationship Marketing as "The process of creating maintaining and enhancing strong, value-laden relationship with customers and other stakeholders."

Temporal (2001) has defined Customer Relationship Management as "all about building a strong brand it does so by creating the right blend of organization, system, and processes that allow your people to understand your customer as processes that allow."

The characteristic of relationship management and technologies show that the use of advanced information technologies enable positive change, reduction or elimination of constraints in marketing, and dynamically changes the scope of marketing to the company's customers.

If an organization is planning for one-to-one marketing, effective campaign management, or online Internet customer relationships, it will require a Data Warehouse or customer-centric info-structure that is defined by customer information. This means that it will have to transform its transaction, accounting, or product-based thinking and planning to a customer-centric approach.

Moving from Target Marketing to Customer Marketing requires much more customer understanding and key cultural changes. Moving from Customer Marketing to Relationship Marketing requires not only knowledge of the customer but the ability to capture information quickly analyze it, and react to customer immediacy demands.

Swift (2001) defines that CRM is a process cycle for encompassing major process elements or group of action. First is a Knowledge Discovery. It is done through a process of customer identification, customer segmentation, and customer prediction. Knowledge Discovery empowers marketing personnel with access to detailed customer information for better analysis of the historical information and customer characteristics for better decision making. A customer-centric Data Warehouse environment, with very detailed historical internal and external information, organized by subject-group helps enterprises through open access and the ability to ask very detailed and very complex questions. The system needs to collect detailed data from a variety of customer interaction and transactions sources throughout the business locations and transform it into information and knowledge that is usable for management and planners. It should plan to facilitate customizing offers, reduce cost by deploying a very targeted campaign, and integrate multiple marketing activities. It had the opportunity to reduce the time it takes to execute new

campaigns, the business becomes more alert and proactive, and the customer will appreciate the company that contacting them with the right message at the right time. CRM must also use a knowledge discovery to understand the subtleties of its customer's buying behaviors.

Second is a Market Planning. It defines specific customer offers, delivery channels, schedules, and dependencies. It enables the development of strategic communications plans or programs.

Third is a Customer Interaction. It is done through an advanced technologies and ongoing introductions of technology change in the marketplace, the company channels will collect information about the customers. Fourth is the "Analysis" and "Refinement". It is a continuous learning process from customer dialogs by capturing and analyzing data from customer interactions and refining messages, communications, prices, volumes, locations, approaches, and timing, and understanding specific responses to the customer stimulus.

Swift (2001) points out three major benefits of a CRM process which consists of Customer Retention, Customer Acquisition, and Customer Profitability. It is an ability to retain loyal and profitable customer and channels to grow the business with a good profit, acquiring the right customers, based on known or learned characteristics, which drives growth and increased margins and also increase an individual customer margins, while offering the right products at the right time. The customer always comes first is the basic premise of CRM.

The process of predicting future sales by looking at previous sales is one of the important benefits of the CRM approach. It uses data mining techniques, which simply look for patterns among existing customers. To facilitate growth and

actualization of the goals of CRM, the team may desire to refocus on the four key elements of the original CRM process. Refocusing may not mean massive change; it may mean learning and utilizing advanced experiences from others before the company. The four elements are to interact, connect, know, and relate. It is to create relevant interactions or communications with consumers, customers, channels, suppliers, and partners that build value relationships.

Swift (2001) also states that plan, design and implementation, and usage, support and enhancement are the three phases of data warehouse methodology. The planning phase identifies business problems, and models and develops the architecture for initial data warehouse solution plans. The design and implementation phase develops full-scale design and implementation plans for the construction of the data warehouse. The usage, support and enhancement phase focuses on data warehouse maintenance and expansion planning. Changes can affect performance and sometimes the integrity of the data warehouse; therefore, expansion should be carefully planned. (Swift, 2001)

Egan (2001) had mentioned that risk, salience and emotion are a psychological aspects that will affect the choice of product or service and supplier involved, as well as the 'level' of relational involvement the customer will seek. There is a close association between the level of risk perceived in, the salience associated with, and the emotion generated by any given exchange situation.

Egan (2001) added that the requirement for trust and commitment appears to be an important indicator of when Relationship Marketing strategies may be potentially valuable among parties/related departments. Trust is seen as an important driver to both relationships and relationship enhancement in that it would appear to

reduce risk perception more effectively than anything else. Trust may reduce harmful conflict, decrease transactional cost, promote adaptive organizational forms such as network relationships, facilitate the rapid formation of work groups, and promote effective response to a crisis. Commitment implies that both parties will be loyal, reliable and show stability in the relationship with one another (Egan, 2001).

Relationship marketing, customer satisfaction and complaining.

Retrieving an information from the website of www.google.com, it states that the objective to earn and retain their long-term preference and businesses which relationship marketing aims at building long-term, mutually satisfying relations with customers, suppliers and distributors. According to relationship marketing theories, social and structural bonds between businesses and customers can be developed and influenced with the objective of mutually beneficial economic exchanges. A basic theoretical approach guiding relationship marketing research stems from social psychology. More specifically, the social exchange theory and the theories of power and dependence emphasize processes that lead to satisfaction for the exchange parties as well as techniques for managing dependence and uncertainty. Customer satisfaction, which is the underlying notion of relationship marketing, is a critical point in achieving and retaining competitive advantage. Organizations have discovered and research studies have shown that retaining current customers is much less expensive than attempting to attract new ones. The best means to accomplish customer retention is to keep customers satisfied. In fact, customer satisfaction can lead to brand loyalty, repurchase intention and repeat sales. Oliver (1999) states that Customer retention, in its turn, seems to be related to profitability.

Customer satisfaction has been related to perceived performance and expectations. If performance matches expectations or exceeds them, the customer is satisfied or highly satisfied respectively. If performance falls short of expectations, the customer is dissatisfied. Moreover, customer satisfaction is at the core of the marketing concept, which has been the guiding force for most of the leading companies.

Traditionally, emphasis has been given in obtaining additional customers and encouraging brand switching from competitors. The goal is to minimization of customer turnover (maximization of customer retention) through the protection of products and markets from competitive brands and generally from competitive inroads. Obviously, this trend is magnified by the rapid development of CRM systems and the adoption of the customer-centric orientation.

Customer complaining is strongly related to the notion of customer dissatisfaction. It refers to behavioral and non-behavioral consequences following customer dissatisfaction with a product or service. Traditionally, the behavioral consequences have been the focus of complaint behavior studies and involve some kind of expression of the dissatisfaction experience. That is, brand switching, negative word-of-mouth, redress seeking, complaining to the firm or to a third party, among others. Understanding complaining behavior is an important area of inquiry. It has been recognized that the study of complaining behavior has implications for such critical phenomena as brand loyalty and repurchase intentions. The most desirable one for the company should be customer complaining to it. From all the dissatisfaction consequences maximizing the number of complaints from dissatisfied

customers (subject to certain cost constraints) is in the best interest of the firm. In such a way, where applicable, a market feedback mechanism is activated enabling the company to pin-point the problems related to product quality, pricing, communication with customers and other aspects of the marketing mix. Therefore, the system should encourage customers to complain, aiming at providing a better feedback to the company. Complaint management is thus, an important marketing variable and a key element in relationship marketing and CRM by extension. Consequently, in applying a CRM system within the firm, the customer data profile needs to be expanded in order to include non-transactional data, such as general enquiries, suggestions and complaints.

<u>CRM and customer knowledge management.</u>

According to Stockbacka (2002), obtaining customer-related knowledge is specified as the means to attain CRM objectives. Knowledge has been recognized as one of the main assets of organizations. KM, in particular, has been defined as the process of capturing the collective expertise and intelligence in an organization and using them to foster innovation through continued organizational learning. Since a major part of that expertise and intelligence refers to customers, it is concluded that CRM is strongly related to KM and especially to customer KM. Companies should explore and refine CRM knowledge management methods in order to get value-added knowledge for themselves and their customers and understanding not only customer purchasing patterns and trends but attitudes and preferences as well. Customer-related knowledge, level of customer service and customer satisfaction are especially regarded significant in retaining the competitive advantage of the firm. A

firm should carry out customer satisfaction research, obtain knowledge from customers, and interview the customers.

The perceived importance of the customer factor is also indicated by the company's culture as expressed by its attitudes towards customers and the relationships shaped between the company and them.

At this point, it is interesting to note, that, as has been argued, knowledge, unlike data or information, is embedded in people and not in IT. The way people capture, share and interpret knowledge accumulated in organizational repositories is very important in operational and strategic business activities and actions aiming at retaining competitive advantage. It has also been suggested that a biased view of the value of knowledge-based systems (KBS) exists in the literature putting an excessive emphasis on IT. However, IT enables decisively the implementation of modern KBS by providing data mining and decision support tools and integrating communications technologies. Additional technological advances supporting both KM and CRM systems include groupware systems, dataware houses, information retrieval engines, workflow systems and Web-based technologies.

<u>CRM in information systems.</u>

Advances in IT and information systems have been a catalyst for the development of CRM systems. In IT terms, CRM is an enterprise-wide integration of technologies working together, such as data warehouse, Web site, intranet/extranet, phone support system, accounting, sales, marketing and production.

CRM has certainly been transformed and become more sophisticated with the development of e-commerce. The two areas seem to follow a common route into the future.

There are two basic ways a CRM system can be employed and interact with a customer: first, an IT-assisted CRM, emphasizing traditional channels, such as telephone support centers, communication by fax and/or mail as well as field. Second, an IT-automated CRM, emphasizing customer interaction through technologies such as the Web, wireless devices and automated phone systems. The system enables customers to interact directly with CRM.

CRM might be a major part of a firm's e-commerce strategy. The Web should engage each individual customer ensuring his/her returning again and again. The company should integrate the Internet with the front-office company functions, i.e. marketing, sales and service, so that it will be able to have and provide a good customer experience. Integration with back-office applications is also essential and it is not surprising that CRM applications are rapidly becoming more multifunctional and integrated with other existing software such as enterprise resource planning (ERP) systems. Although traditional ERP is generally regarded as a transactional back-office system offering limited decision making support, recently developed ERP functionalities and bolt-on applications, such as supply chain management (SCM) and CRM aspire to give extended ERP knowledge management capabilities for capturing, analyzing and sharing market and customer data and creating value for the customers. This integration may lead to a Web-based decision support system

(DSS) providing online analytical capabilities and serving effectively both customers and organizations.

CRM evolution.

Searching an information from the website of www.google.com, customer relationship management itself is not a new concept but is now practical due to recent advances in enterprise software technology. An outgrowth of sales force automation (SFA) tools, CRM is often referred to in the literature as one-to-one marketing. SFA software automates routine tasks such as tracking customer contacts and forecasting. The goal of SFA is to allow the sales force to concentrate more on selling and less on administrative tasks. It should be noted, however, that CRM also has its roots in relationship marketing which is aimed at improving long run profitability by shifting from transaction-based marketing, with its emphasis on winning new customers, to customer retention through effective management of customer relationships (Christopher *et al.*, 1991). Thus, CRM is a more complex and sophisticated application that mines customer data that has been pulled from all customer touch points, creating a single and comprehensive view of a customer while uncovering profiles of key customers and predicting their purchasing patterns. Technology that tracks and analyzes customer behavior allows companies to easily identify the best customers and focus marketing efforts and reward those who are likely to buy often. Acquiring a better understanding of existing customers allows companies to interact, respond, and communicate more effectively to significantly improve retention rates.

Innovations in technology, competitive environments, and the Internet are just several factors that make one-to-one initiatives a reality. Companies can develop these relationships to customize the shopping experience, better predict online buying patterns, entice customers with special offers or services, evaluate the economic advantage of each customer, and build long-term mutually beneficial relationships. The following examples highlight some of the benefits of CRM applications.

<u>Business process changes.</u>

Searching through the website of www.google.com, companies with efficient facilities and greater resources were able to satisfy customer needs with standardized products, reaping advantages through productivity gains and lower costs. Mass marketing and mass production were successful as long as customers were satisfied with standardized products. As more firms entered the market, mass marketing techniques, where the goal was to sell what manufacturing produced, started to lose effectiveness. Target marketing, or segmentation, shifted a company's focus to adjusting products and marketing efforts to fit customer requirements. Changing customer needs and preferences require firms to define smaller and smaller segments.

It has become well known that retaining customers is more profitable than building new relationships. Consequently, relationship marketing was developed on the basis that customers vary in their needs, preferences, buying behavior, and price sensitivity. Therefore, by understanding customer drivers and customer profitability,

companies can better tailor their offerings to maximize the overall value of their customer portfolio.

Customer relationship marketing techniques focus on single customers and require the firm to be organized around the customer, rather than the product. Customer-centric organizations seamlessly integrate marketing and other business processes to serve customers and respond to market pressures. Firms that evolve to this stage will benefit from a marketing-manufacturing interface, resulting in the flexibility to meet changing customer needs efficiently and effectively.

The rational bases of CRM are relationship marketing, customer profitability, lifetime value, retention and satisfaction created through business process management. CRM can be characterizes as an integrated approach to managing customer relationships with re-engineering of customer value through better service recovery and competitive positioning of the offer. CRM can also depict as a combination of business process and technology that seeks to understand a company's customer from the perspective of who they are, what they do, and what they are like. In fact, companies have been repeatedly warned that failure is eminent if they believe that CRM is only a technology solution.

Customer relationship management is an enterprise-wide customer-centric business model that must be built around the customer. It is a continuous effort that requires redesigning core business processes starting from the customer perspective and involving customer feedback.

In a product-focused approach, the goal is to find customers for the products using mass marketing efforts. In a customer-centric approach, the goal becomes developing products and services to fit customer needs. There are five steps in designing a customer-centric organization: suggested to make it easy for customers to do business, focus on the end customer, redesign front office and examine information flows between the front and back office, foster customer loyalty by becoming proactive with customers and build in measurable checks and continuously improve (Popovich, 2003).

The goals of a customer-centric model are to increase revenue, promote customer loyalty, reduce the cost of sales and service, and improve operations. Optimizing customer relationships requires a complete understanding of all customers; profitable as well as non-profitable, and then to organize business processes to treat customers individually based on their needs and their values.

<u>Customer Satisfaction</u>

Remmington (1998) defines customer satisfaction as a post-consumption evaluative judgment concerning a product or a service. While early research considered the satisfaction construct as a form of attitude, considerable research in the 1980s revealed that satisfaction is notably more complex and that the measurement issues are numerous.

Eastman (1995) defines customer satisfaction as "the ability to gather an in-depth understanding of customer needs and the relative performance so company can deliver on those needs." A company should therefore approach customer satisfaction

initiatives in a comprehensive manner. "It needs to be integrated and it needs to be cross-functional, it's not owned by one function."

Customer satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job and as a function of the perceived relationship between what one wants from one's job and what one perceives it as offering or entailing" (Locke, 1969). Breakdown of the key words in this definition can be categorized into emotion, appraisal, expectation and perception which forms the customer satisfaction process. Base on this definition, various modern theoretical frameworks evolve at the satisfaction and dissatisfaction influencing factors that nurture into the objectives of modern business philosophies.

Parasuraman (1988; 1990) introduces the key premise to customer satisfaction that is the prerequisite understanding of customer satisfaction and delivering of superior service as customer compare perceptions with expectations when judging a firm's service. One of the key influences of customers' expectations is price and they believe that the more they pay, the better the service should be. Nonetheless, low price with high quality adds on to her satisfaction if the customers perceive value of the products/services to be higher than what they pay. This premise however depends on the communication, image of the firm, flow of information to the customers and the delivery of the promise the firm made to the market.

Oliver (1980) defined customer satisfaction in the disconfirmation paradigm using two other cognitive variables being pre-purchase expectation and disconfirmation. Pre-purchase expectations are beliefs about anticipated performance of the product/service while disconfirmation is the difference between

the pre-purchase expectations and the perceptions of post-purchase. Satisfaction may best be understood as an evaluation of the surprise inherent in a product acquisition and/or consumption experience. The model on cognitive antecedents and consequences of customer satisfaction developed by Oliver is exemplified in the following diagram:

| Pre-Purchase Affect And Cognition | → | Purchase and Use Behavior | → | Post-Purchase Affect And Cognition |
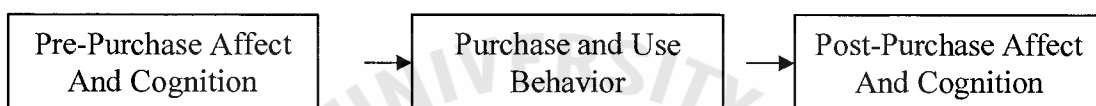
Figure 2.6: Cognitive Antecedents and Consequences of Satisfaction
     (Source: Journal of Marketing Research 17 Nov. 1980, p.482)

Based on Oliver's "cognitive Antecedents and Consequences of Satisfaction Model", the inter-related behavior and cognitive variables are the function of he following areas:

1. *Post Purchase Affect and Cognition* is function of pre-purchase expectations, pre-purchase attitudes and pre-intentions

2. *Purchase and Use Behavior* is function of product performance or experiences from using the service/product

3. *Post Purchase Affect and Cognition* is function of positive disconfirmation/confirmation negative, satisfaction/dissatisfaction, post-purchase attitude and post-purchase intention.

Obviously, customers will be satisfied if they get what they want, when they want, where they want and how they want. This does not mean that a service provider will be able to meet the customer's wishes. The service provider faces a trade-off between customer satisfaction and company profitability. The service as the intangible product is a service and satisfaction are highly correlated. It is not

only the service alone, but quality. Service quality is the key to satisfy customer's needs.

Agarwal, Harding, and Schumacher (2004) have stated about 1) the core of the problem, 2) the organizational challenge, 3) the resistance to change, and 4) the frontline solutions in CRM.

The core of the problem now is that too few companies are paying enough attention to the organizational challenges inherent in any CRM initiative, whether it involves delivering a new solution, fixing a foundering application, or tweaking a functioning CRM capability. These challenges stem from the wide variety of people, such as frontline sales and service providers, business analysts, IT professionals, and a broad array of managers, to name just a few, who must collaborate to ensure that a CRM program is defined, delivered, and deployed. This diversity creates accountability issues and complicates the challenge of persuading employees to embrace CRM. Solving these organizational problems requires a company to go beyond the vigorous exhortations and heavy -handed rollouts that many have relied on 'understandably' in view of the money invested and the opportunity costs of failure. Instead companies should view CRM as a product or service targeted at internal customer4s. Like any product or service, it must be infused with clearly defined value, priced appropriately, advertised, and provided with after-sales support.

The role of senior executives is vital. CRM's impact on frontline employees is so significant sand potentially jarring that clear, forceful messages from he top are critical to enforcing accountability and motivating change. Senior executives can dramatically improve the likelihood of success by explaining in detail what a CRM

initiative will accomplish and when, who will be involved, and which trade-offs will be necessary and by taking tough corrective action against pockets of resistance.

The organizational challenge.

Building, modifying, or running a CRM solution involves a large cast of characters. It can include systems experts: business analysts: backroom operations specialists: managers who use customized reports to fine-tune sales, marketing, and customer service strategies: and frontline sales and service people, who are responsible for inputting much of the data the CRM initiative needs to yield rich insights and for acting on them. The breadth and scope of these constituencies create two organizational problems which are identifying who is accountable for which results and truly achieving the broad behavioral changes that success requires.

Resistance to change.

The large number of stakeholders involved with CRM doesn't just complicate accountability: it also magnifies the difficulty of effecting behavioral change in managers, salespeople, and business analysts (all groups whose recalcitrance can cripple an initiative). Consider the problem of sales pipeline management. CRM helps managers to see quickly when salespeople are not hitting their targets and remedial action is necessary. But management can act only when salespeople input timely, accurate information and analysts generate the right reports. If management doesn't augment the underlying performance metrics, frontline employees are likely to go on behaving in the old way. Salespeople fear that new systems and bureaucracies will bog them down. Managers, by contrast, often recognize the potential long-term benefits of a successful CRM program but worry that they will be penalized if short-term results suffer during implementation. (Productivity often

drops during deployment periods, but few operating plans take this reality into account.) When midlevel managers hedge their bets, they aren't likely to infuse the deployment with energy or to modify the metrics for evaluating frontline employees.

Frontline solutions.

Overcoming organizational roadblocks requires a more elegant approach than pressuring uncooperative business and IT personnel into building a solution and then forcing skeptical employees to use it. A better way is to establish an organizational structure that mimics a market in which constituencies alternately take on the role of buyer and seller or, in this case, "sender" (delivering the solution) and "receiver"(implementing it). This approach creates accountability and lays the groundwork for later efforts to motivate employees to embrace the initiative.

The sending team's function is to define a solution that meets the objectives specified in the business case, to estimate the level of effort required to implement the solution, and then to deliver it. "Delivery" includes establishing the architecture of the system, building and testing it, and supporting its deployment, particularly the systems-training programs that help launch it in the field. When all the elements of this broad mandate show up in a sending team's cost assessments, executives get fewer surprises later on.

As for the receiving team, it provides the business case and the usability requirements. Then it leads the rollout by communicating to internal customers the goals and likely implications of the program, assessing how the behavior of end users must change to take advantage of the proposed solution (and therefore what behavioral training is necessary), and implementing the sending team's systems-training plans. When an initiative involves placing new technology on the field, the

receiving team also ensures that the infrastructure is ready for use, that support is available for customizing software to local needs, and that data can be moved to the new system. All this has a cost, and the receiving team, like the sending team, should estimate the effort required to carry out its work before getting started.

The sending and receiving infrastructure addresses accountability issues in two critical ways. First, each team's cost estimates make clear to the sponsoring business executive what he or she is signing up for while also clarifying the teams' responsibilities. Of course, if the estimated benefits of the business case appear too small or squishy to justify the cost, executives have a solid reason for backing off from weak initiatives. Second, since each team includes both IT and both businesspeople, it becomes harder for either side to define its scope of accountability too narrowly. Finger-pointing by senders or receivers is of course possible, but the likelihood of it is diminished by the two teams' dovetailing responsibilities. Employees sending new features know that the program's success depends on their usefulness to the receiving team. Moreover, nobody can ensure that they really are useful better than a member of the receiving team who has local-deployment responsibilities. As a result, individuals on each team have a powerful incentive to coordinate their activities. And when problems arise, it is always possible to hold teams accountable for them by checking whether the receivers were unprepared, the senders failed to deliver, or both.

The sending and receiving structure also helps bring order to CRM's training challenges, which often arise because most CRM solutions create a need for both systems and behavioral training, with the former monopolizing training resources. In fact, behavioral training is the more difficult to accomplish and deserves twice as

much attention because it addresses deeply ingrained habits affecting all aspects of a worker's job. The two-day classroom cram sessions typical of systems training are not enough to change these habits.

Responsibility for systems training which includes developing training material, running the sessions, and providing follow up support should be owned by the sending team. Members of the receiving team should take the lead in behavioral training, which encompasses issues such as changing job responsibilities, new incentive plans and reporting relationships, and procedural changes, including new processes for signing off on decisions and for making them on a higher level when appropriate. Frontline employees will change only if they know why an effort is important and what's in it for them. It is important to show salespeople, for example, how a CRM initiative could reduce the number of processes they deal with or of system they use to enter data, improve their collaboration with other sales reps (thus closing deals more quickly), skim off customer data that would help them develop better leads, and reduce the time needed to generate quotations or obtain information about products and competitors. Another helpful step is targeting successful, influential salespeople as early adopters. Their success gives the CRM effort the credibility that drives widespread adoption.

CRM teams require cheerleading for motivation, fuel to keep going, and clear direction to stay on course. Senior executives are uniquely positioned to provide this assistance. One key to success is articulating a specific business rationale improving customer satisfaction to boost retention and keep competitors from stealing market share, for example, or improving cross selling rates to achieve annual revenue targets. Clear messages like these help keep the effort focused and are far preferable to vague

platitudes about the importance of customer satisfaction. Senior executives should also demand regular status updates, which keep the heat turned up and let them cut through the political tussles that invariable arise during large cross-organizational initiatives like CRM. And clearly, the senior team has a critical role to play in enforcing accountability. Executives need to treat important CRM milestones and performance goals just a seriously as they do quarterly business unit profit targets.

Nateekarn (2001) had mentioned that CRM installation is not only technology adaptation, but the change in work process and culture of a new organization. A CRM usage is an indicator of the business which emphasize on the important of customer. A customer is compare as an important asset of a company which should be preserved. There are many elements that comprise in CRM. First is a web-enabled application. It is easy to use and also support the work of employees anywhere and anytime. Second is the continuous work process between front office and back office as one. Third is an improvement of customer database and service. Fourth is the construction of one customer database. Fifth is an automatic service through telephone or website. Sixth is analyzing of customer information, market, and service via data mining. Seventh is a market development specifically on personalization, customer needs, or one-to-one marketing. Last is a marketing channel development to approach more to the customer via telephone, e-mail, letter or fax.

Charoensuksai (2002) had introduced a CRM development which consists of relationship preview, feasibility assessment, relationship planning, program execution, performance measurement, and learning for further planning.

Theoretical Framework

A theoretical framework is a conceptual model of how one theorizes the relationship among several factors that have been identified as important to the problems. It discusses the relationship among the variables that are seemed to be integral to the dynamics of the situation being investigated (Sekaran, 2003). Models are used representations of theoretical systems so that they can be tested, examined, and generally analyzed.

After reviewing many literatures of authors and theorists from several sources, the researcher has drawn the theoretical framework (see Figure 2.7) for developing an independent variable and dependent variables. And also to represent a concept which related to research's study. The researcher related the concept of CRM and the customer satisfaction concept in order to develop the conceptual framework. (see Figure 2.8)

Conceptual Framework

Customer Relationship Management is a strategy that Swedish Motors Corporation pcl apply in doing business to achieve customer satisfaction.

In this research, the researcher brought a concept called Three Cornerstones of CRM and find out a suitable factors which gather from Pipatsirisak (1999)'s model which consist of product quality characteristics, sales, service performance, and spare parts characteristics. Each variable in model consist of many sub-variables to measure level of satisfaction.

Based on the concept of CRM, researcher separate Pipatsirisak's Model (Pipatsirisak, 1999) and left only two factors which are the service performance and a spare parts characteristics. (see Figure 2.8)

Figure 2.7: Theoretical Framework

CRM

Figure 2.8: Conceptual Framework

Independent Variables   Dependent Variables

Customer Relationship Management
(CRM)

Work Performance

Spare Parts Characteristics

**Customer
Satisfaction**
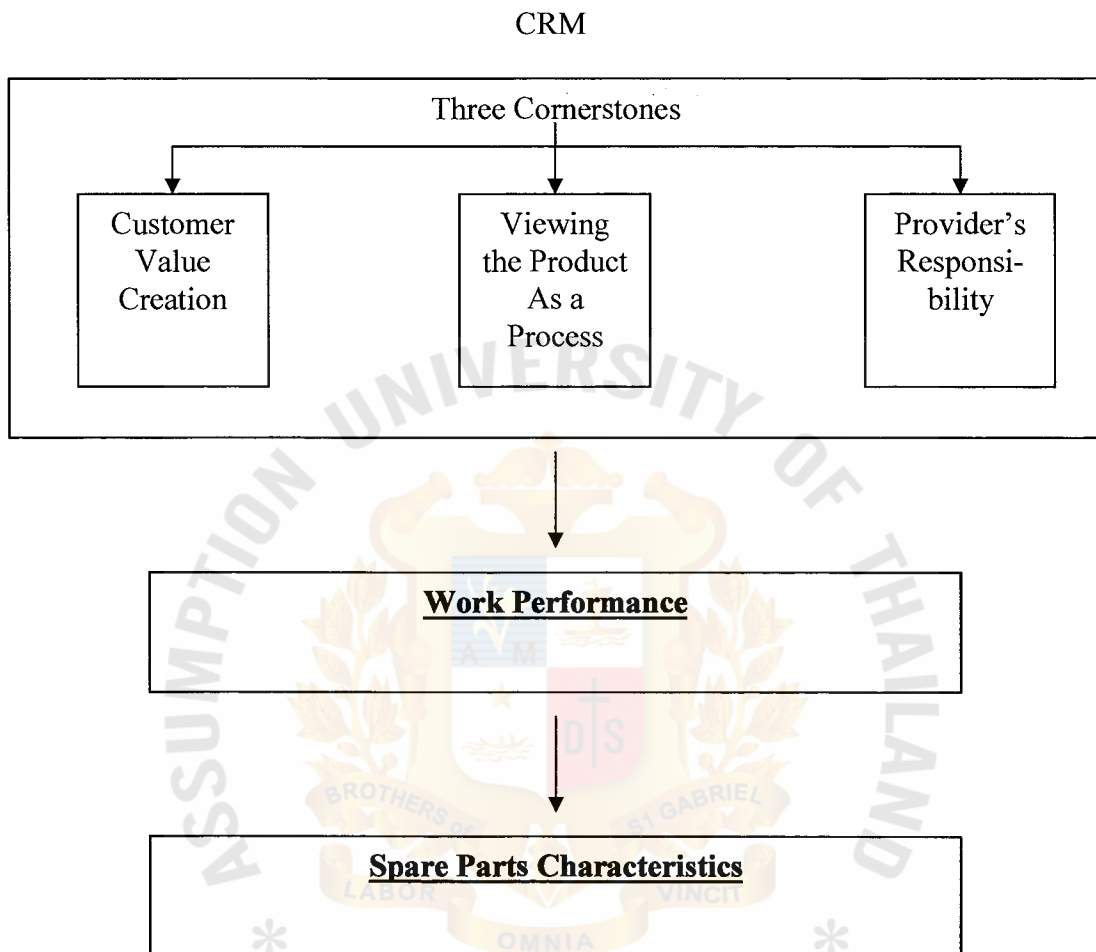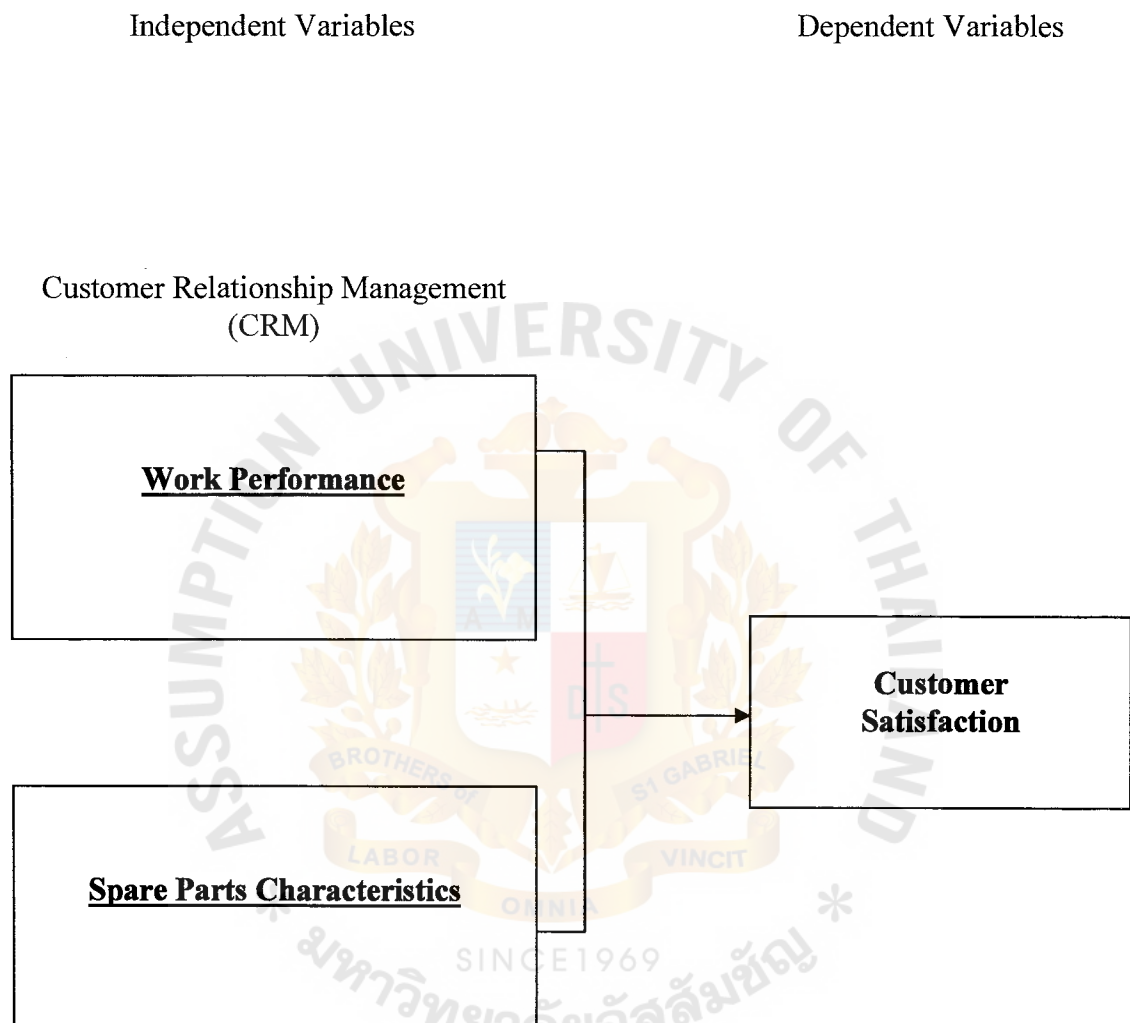
In this research, there are two independent variables and one dependent variable. Their definitions are as follows:

Independent Variables.

1.   Work Performances mean basically an intangible. In services, the benefits come from the nature of the performance, which requires a different marketing emphasis from marketing tangible goods, including a need to employ tangible images and metaphors to demonstrate the competencies of the service firm and to illustrate the benefits resulting from service delivery.

2.   Spare Parts Characteristics mean the spare parts supplied directly by the producer or the parts used for the repairs of the failed equipment according to supplier decision that can be served the quality and qualified services provided to the customers.

Dependent Variables.

3.   Customer Satisfaction means the consumer's sense that consumption provides outcomes against a standard of pleasure versus displeasure.

CHAPTER 3

METHODOLOGY

<u>Research Design</u>

The research design used in this study was a quantitative analysis by the use

of questionnaire distribution to gathering the feedback from Volvo customers.

Zikmund (2000) stated that questionnaire is used to gather information from a

sample of people. Survey provides quick, inexpensive, efficient, and accurate means

of assessing information about population.

<u>Research Instrument: Structured Questionnaire</u>

The researcher used questionnaires for finding and obtaining the information

from the respondents. This research uses a survey technique in order to collect

primary data. The researcher sent the questionnaire to the people who are the current

service customers of Swedish Motors Corporation pcl.

<u>Sample</u>

The area sampling group, respondents, for this research is the company's

customers who are currently using the services at Swedish Motors Corporation pcl.

There are many branches of SMC; therefore, the researcher decided to do a survey

only on Silom Branch because it is a business area where people will drop their car

for servicing and pick up in the evening or may be on the next working day.

The target samples of this research are the current users of Swedish Motors

Corporation pcl and live in Bangkok area.

Sekaran (2003) had mentioned that it is possible to see how both sampling

design and the sample size are important to establish the representativeness of the

sample for generalizability. If the appropriate sampling design is not used, a large

sample size will not, in itself, allow the finding to be generalized to the population. Likewise, unless the sample size is adequate for the desired level of precision and confidence, no sampling design, however sophisticated, can be useful to the researcher in meeting the objectives of the study. Hence, sampling decisions should consider both the sampling design and the sample size. Too large a sample size, However (say, over 500) could also become a problem inasmuch as we would be prone to committing Type II errors. That is, we would accept the findings of our research, when in fact we should reject them. In other words, with too large a sample size, even weak relationship (say a correlation of .10 between two variables) might reach significance levels, and we would be inclined to believe that these significant relationships found in the sample are indeed true of the population, when in reality they may not be. Thus, neither too large nor too small sample sizes help research projects.

The rules of thumb for determining sample are first, sample sizes larger than 30 and less than 500 are appropriate for most research. Second, where samples are to be divided into subgroups: (male/females, juniors/seniors, etc.), a minimum sample size of 30 for each category is necessary. Third, in multivariate research (including multiple regression analyses), the sample size should be several times (preferably 10 times or more) as large as the number of variables in the study. And fourth, for simple, experimental research with tight experimental controls (matched pairs, etc.), successful research is possible with samples as small as 10 to 20 in size.

The area sampling group of this research is on SMC (Silom Branch). The total unit of the sample size of respondents is 157 customers. From the database of Silom Branch, the current customers are 500 people. According to the sample size

for a given population size table of Sekaran (2003), population of 500 people should

contain a sample size of 217 people (see Appendix 3). Researcher have only two

weeks for collecting the data, hence researcher can collect 20 questionnaires per day

because there were 20 customers who got servicing at SMC Silom Branch daily.

Firstly, researcher planed to distribute 160 questionnaires but accidentally 3

questionnaires were not completed; therefore, 157 of questionnaires were distributed

and collected 157 sets (100% return back to the researcher). Twenty questionnaires

were distributed per day and five day per week for the service customers at Silom

Branch.

Sekaran (2003) states that area sampling design constitutes into area or

territory. That is, when the research pertains to populations within identifiable

geographical areas such as countries, city blocks, or particular boundaries within a

locality, area sampling can be done. Thus, area sampling is a form of cluster

sampling within an area. Area sampling is less expensive than most other probability

sampling designs, and it is not dependent on a population frame. A city map

showing the blocks of the city would be adequate information to allow a researcher

to take a sample of the blocks and obtain data from the residents therein.

<u>The Instruments</u>

The instruments of the research consist of structured questionnaire and an

interview for developing a questionnaire to portray the current service situation.

<u>Structured Questionnaire.</u>

A structured questionnaire is a list of questions that have pre-specified answer

choice (Burns & Bush, 2000). The questionnaires that were used here had been

designed purposely to serve this research topic by the researcher. The main factor

that acquired a questionnaire was obtained by interviewing the management team to identify key point for elaborating the questions in the questionnaire. The questions were set from the theories and the management team was interviewed to form up the questionnaire.

The questions contain both close-ended and open-ended questions for the ease of answering by the respondent and analyzing by the researcher. Questions will be presented with exactly the same working and in exactly the same in order to all respondents to ensure that all respondents are replying to the same questions. This study developed questionnaires by dividing them into three parts – personal information part, influencing factors part and satisfaction of the customers. The researcher will approach to the respondents by distributing questionnaire to the customer who came to service at Silom Branch. Form of questions and answers were in Thai languages and Five-Point Linkert Scale is used to indicate the degree respondents assign to each question.

Table 3.1: Questionnaire

Variable	Question Number
Work Performance	
Operator	Q1.Operator
Customer Information	Q2. Customer Information
Website	Q3. Website
Assistance (24 hrs)	Q4. Assistance (24 hrs)
Providing a speedy response	Q5. Providing a speedy response
Technical repair & Knowledge	Q6. Technical repair & Knowledge

The availability & distance of service center	Q7. The availability & distance of service center
Suggestion & Distribution of repair & maintenance documents.	Q8. Suggestion & Distribution of repair & maintenance documents.
Often visit customers after ending period of warranty	Q9. Often visit customers after ending period of warranty
Attitudes of field service representative	Q10. Attitudes of field service representative
Driver & technical training support	Q11. Driver & technical training support
Service charges	Q12. Service charges
To keep promised time	Q13. To keep promised time
Reasonable waiting time	Q14. Reasonable waiting time
Spare Parts Characteristics	
Price	Q16. Price
Availability of spare parts	Q17. Availability of spare parts
Part sales staff knowledge	Q18. Part sales staff knowledge
Durability	Q19. Durability
Responsiveness & courtesy of Part staff	Q20. Responsiveness & courtesy of Part staff
Customer Satisfaction	
Understand customer needs before purchasing VOLVO	Q22. Understand customer needs before purchasing VOLVO
Post purchase satisfaction	Q23. Post purchase satisfaction

Meet customer expectation when customer sent a car to a service center	Q24. Meet customer expectation when customer sent a car to a service center
Superior service at the service center	Q25. Superior service at the service center
Worth of money in choosing VOLVO as a vehicle	Q26. Worth of money in choosing VOLVO as a vehicle
Good communication between staff and customer	Q27. Good communication between staff and customer

Pretest.

The reliability of the questionnaire was facilitated via a pilot testing process that was undertaken with 10 customers. Before that, questionnaire was reviewed and corrected by the general manager, service manager, sales manager, and also sales representative. The main emphasis of the pilot tests was given on the wording of individual items to assure a common understanding across the respondents. Mistakes were collected and adjusted in terms of wording and structuring of the sentences, therefore, communication between the researcher and respondents will not be bias.

Cronbach's alpha is utilized to assess the internal consistency of the level of the satisfaction questionnaire. If the grouped construct shows the alpha value greater than 0.8, it is significant reliable. If the alpha value is between 0.6 and 0.8, it is still reliable. Cronbach's alpha of the work performance, spare parts characteristics, and customer satisfaction is 0.937. Therefore, the results of reliability test is significant reliable.

Data Collection (Techniques & Procedure)

The technique in data collection was the use of interview and questionnaire distribution. In procedure of data collection, the primary data was collected via a personal interview with the management team of SMC and set the questionnaires. To be able to collect secondary data, questionnaire was distributed to the respondents to complete. Researcher went to ask permission from the general manager of Silom Branch for approval to interrupt a customer's time. Researcher asked for assistance from the Cashier to distribute and collect all the questionnaires that have been filled up by the customer who has been waiting for a receipt when paying a bill. One hundred percent of distributed questionnaires are collected.

Data Analysis

After the collection of data, the data was interpreted by Statistical Package for Social Sciences (SPSS program). Researcher encoded the code and made data coding of each question for analyzing and testing the hypothesis. The researcher used the appropriate statistical method to answer the research question as well as to test the research hypothesis.

Table 3.2: Hypotheses and Statistical treatment

Hypothesis	Statistic
Hypothesis	Pearson correlation

Pearson's Correlation Coefficient.

The hypothesis was identified that there is a significant relationship between customer relationship management and customer satisfaction. The researcher used Pearson Correlation method to test the hypothesis. The reason that researcher used

Pearson correlation because it reflects the degree of relationship between two variables. Positive correlation indicated that both variables increase or decrease together, whereas negative correlation indicated that as one variable increases, so the other decreased, and vice versa.

Pearson's Correlation Coefficient was used to measures the strength of the linear relationship between two variables. Both variables (often called X and Y) are interval/ratio and approximately normally distributed, and their joint distribution is bivariate normal.

A low p-value for this test (under 0.05, show 95% of confident level) implied that there was the evidence to reject the null hypothesis in favor of the alternative hypothesis, or that there is a statistically significant relationship between the two variables.

How to Interpret Pearson Correlation Coefficient.

The Bivariate Correlation (Pearson correlation) was used to determine the significant relationship.

Arbitrary Level	Descriptive Rating
-1.00	Perfect negative correlation
-0.95	Strong negative correlation
-0.50	Moderate negative correlation
-0.10	Weak negative correlation
0.0	No correlation
+0.10	Weak positive correlation

+0.50	Moderate positive correlation
+0.95	Strong positive correlation
+1.00	Perfect positive correlation

The description statistics were used for indicating the perception of the respondents in term of work performance and spare parts characteristics of the company.

Arbitrary Level	Descriptive Rating
4.20 – 5.00	Strongly Agree
3.40 – 4.19	Agree
2.60 – 3.39	Undecided/Neutral
1.80 – 2.59	Disagree
1.00 – 1.79	Strongly Disagree
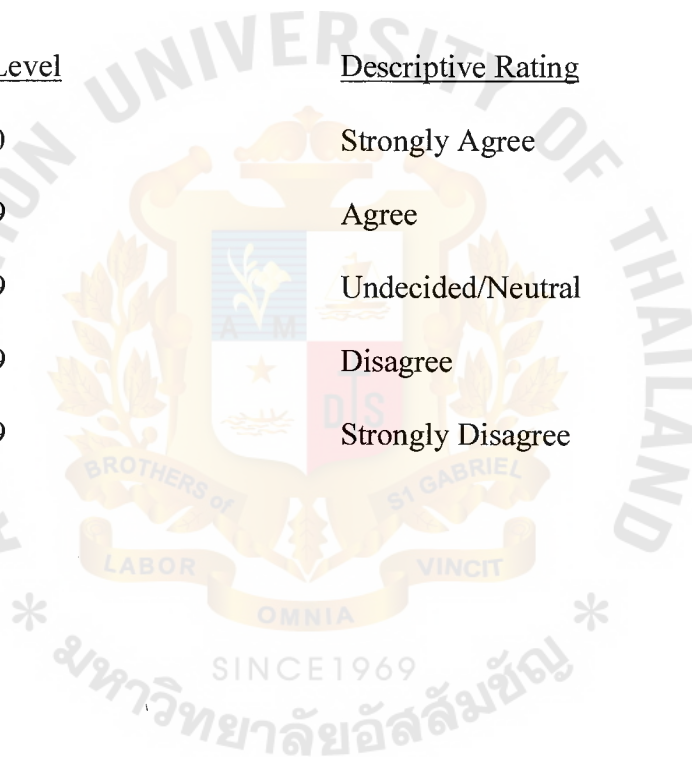
CHAPTER 4

PRESENTATION AND ANALYSIS OF DATA

In this chapter, the researcher included the findings and the analyses of the

survey based on the sample size of 157 samples by questionnaires. This chapter was

divided into two main sections. The first section was the descriptive statistics

analysis and the second section was the hypothesis testing.

Descriptive Statistics Analysis

Descriptive statistics analysis was presented in the form of frequency table

that is easy to understand and interpret.

Table 4.1 Gender

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	88	56.1	56.1	56.1
	female	69	43.9	43.9	100.0
	Total	157	100.0	100.0	

Gender could primarily separate the group of the respondents. The highest

group of respondents was male (56.1%) while female was (43.9%).

Table 4.2 Age

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20	3	1.9	1.9	1.9
	20-29	26	16.6	16.6	18.5
	30-39	50	31.8	31.8	50.3
	>39	78	49.7	49.7	100.0
	Total	157	100.0	100.0	

Age of the respondents could separate the type and identify the group of the

respondents. The majority age of total respondents was more than 39 years old

(49.7%), the second group was 30-39 years old (31.8%), the third group was 20-29

years old (16.6%), and the last group was below 20 years old (1.9%).

Table 4.3 Personal Income

personal income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<10,000	6	3.8	3.8	3.8
	10,001-30,000	46	29.3	29.3	33.1
	30,001-50,000	50	31.8	31.8	65.0
	>50,000	55	35.0	35.0	100.0
	Total	157	100.0	100.0	

Income could classify the respondents. The highest number of respondents

had a monthly income above 50.000 baht (35.0%). The second group had a monthly

income between 30.001-50,000 baht (31.8%). The third group had a monthly

income between 10.001-30,000 baht (29.3%). The rest had a monthly income less

than 10.000 baht (3.8%)

Table 4.4 Education

education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<bachelor	32	20.4	20.4	20.4
	bachelor	67	42.7	42.7	63.1
	master	39	24.8	24.8	87.9
	>master	19	12.1	12.1	100.0
	Total	157	100.0	100.0	

Education was a pin point in knowledge level of the respondents, 42.7% had

a Bachelor's Degree, 24.7% had a Master's Degree, 20.4% held below Bachelor, and

12.1% was above Master's Degree.

Table 4.5 Occupation

occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	wage earner	79	50.3	50.3	50.3
	porprietor	50	31.8	31.8	82.2
	government offricer	9	5.7	5.7	87.9
	state enterprise	11	7.0	7.0	94.9
	freelance	6	3.8	3.8	98.7
	other	2	1.3	1.3	100.0
	Total	157	100.0	100.0	

The majority occupation of the total respondents was found that the highest

group was the wage earner (50.3%) while the proprietor was (31.8%) followed by the

state enterprise (7.0%) and government officer (5.7%). The freelance group was

(3.8%) and the other was (1.3%).

Table 4.6 Rank of Management Level

rank of management level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	first line management	13	8.3	8.3	8.3
	middle management	36	22.9	22.9	31.2
	top management	35	22.3	22.3	53.5
	non management operative employee	71	45.2	45.2	98.7
	None	2	1.3	1.3	100.0
	Total	157	100.0	100.0	

Rank of management level of the respondents indicated that the highest

number of respondents was non management operative employee (45.2%). The

second was middle management (22.9%), third was top management (221.3%),

fourth was fist line management (8.3%) and the last was none (1.3%).

Hypothesis testing

In this section, the relationship between independent variable (CRM) which consisted of two sub-variables, work performance and spare parts characteristics, and a dependent variable (customer satisfaction) was examined by using SPSS program.

Correlations

		workperformance	customersatisfaction
workperformance	Pearson Correlation	1	.596**
	Sig. (2-tailed)		.000
	N	157	157
customersatisfaction	Pearson Correlation	.596**	1
	Sig. (2-tailed)	.000	
	N	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

The bivariate test showed the significant value of 0.000 which was less than 0.05, it reported the null hypothesis was rejected and the alternate hypothesis was accepted.

Correlation coefficient value equated to .596, which implied that there was a positive relationship between work performance and customer satisfaction. The symbol ** showed that there was significant at 0.01 level under 2 tailed test.

The result from test showed that correlation coefficient value of .596 indicated that there was quite a moderate positive relationship between work performance and customer satisfaction.

Correlations

		sparepartsch aracteristics	customers atisfaction
sparepartscharacteristics	Pearson Correlation	1	.654**
	Sig. (2-tailed)		.000
	N	157	157
customersatisfaction	Pearson Correlation	.654**	1
	Sig. (2-tailed)	.000	
	N	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

The bivariate test showed the significant value of 0.000 which was less than

0.05, it reported the null hypothesis was rejected and the alternate hypothesis was

accepted.

Correlation coefficient value equated to .654, which meant there was a

positive relationship between work performance and customer satisfaction. The

symbol ** meant that there was significant at 0.01 level under 2 tailed test.

The result from test showed that correlation coefficient value of .654

indicated that there was quite a strong positive relationship between work

performance and customer satisfaction.

Correlations

		workperform anceandspa repartschara cteristics	customers atisfaction
workperformanceandsp arepartscharacteristics	Pearson Correlation	1	.657**
	Sig. (2-tailed)		.000
	N	157	157
customersatisfaction	Pearson Correlation	.657**	1
	Sig. (2-tailed)	.000	
	N	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis: Testing relationship between Customer Relationship Management and Customer Satisfaction of Swedish Motors Corporation pcl.

Ho : Customer Relationship Management has no significant effects on customer satisfaction.

Ha : Customer Relationship Management has a significant effects on customer satisfaction.

The bivariate test showed the significant value of 0.000 which was less than 0.05 (p>.000), it meant the null hypothesis was rejected and the alternate hypothesis was accepted.

Correlation coefficient value equated to .657, which meant there was a positive relationship between work performance and spare parts characteristics and customer satisfaction.

The result from test showed that correlation coefficient value of .657 indicated that there was quite a strong positive relationship between work performance and customer satisfaction.

Mean

Customer satisfaction

Work performance	Mean	N	Std. Deviation
2.20	3.0000	1	.
2.27	3.0000	1	.
2.40	3.3333	3	.33333
2.47	3.1111	3	.50918
2.53	2.9167	2	.11785
2.60	3.0556	3	.19245
2.67	3.1042	8	.40764
2.73	2.9444	3	.41944
2.80	3.0556	3	.41944
2.87	3.5238	7	.61183
2.93	2.9444	3	.85527
3.00	3.2667	5	.45031
3.07	3.1190	7	.46859

	Mean	N	Std. Deviation
3.13	3.3333	3	.57735
3.20	3.1250	4	.31549
3.27	3.5333	5	.32059
3.33	3.6875	8	.49950
3.40	3.6000	10	.23831
3.47	3.4667	15	.36297
3.53	3.0833	4	.51819
3.60	3.5556	9	.56519
3.67	3.7778	6	.45542
3.73	4.0000	4	.23570
3.80	3.5000	4	.70711
3.87	4.1000	5	.14907
3.93	3.9167	4	.72648
4.00	4.0758	11	.32799
4.07	3.9444	3	.41944
4.13	3.9167	4	.44096
4.20	4.3333	2	.47140
4.33	3.5000	1	.
4.40	4.4167	2	.35355
4.60	4.1667	1	.
4.67	4.5000	2	.47140
4.73	4.0000	1	.
Total	3.5425	157	.55338

Mean

Customer satisfaction

Spare parts characteristics	Mean	N	Std. Deviation
1.67	3.0000	1	.
2.00	3.0000	1	.
2.17	3.5000	1	.
2.33	3.3056	6	.35616
2.50	2.9048	7	.40663
2.67	2.9048	7	.30211
2.83	3.0000	12	.33333
3.00	3.3947	19	.43109
3.17	3.4615	13	.28991
3.33	3.5313	16	.29950
3.50	3.2188	16	.58916
3.67	3.8021	16	.38595
3.83	3.8000	10	.34066
4.00	4.1410	13	.31066
4.17	4.3000	5	.13944
4.33	4.2500	8	.30861
4.50	4.0833	2	.11785
4.67	4.0833	4	.55277

Total	3.5425	157	.55338

The mean of both work performance and spare parts characteristics were fall at 3.5425. It was indicated the perception of the respondents agree that the work performance and spare parts characteristics have significant effects on customer satisfaction.

Analysis.

The current situation in the performance of the company was steady. According to the result of the correlation coefficient between work performance and customer satisfaction, it was .596 which meant that there was only positive relationship. And when looking at the result of the correlation coefficient between spare parts characteristics and customer satisfaction, the value equated to .654 which meant that there was also positive relationship. Finally, when looking at the result of the correlation coefficient between CRM (work performance and spare parts characteristics) and customer satisfaction, the value was .657. The result was greater than the first two correlation coefficient value (.596 and .654) but the result of the strong relationship should be greater than .70. Hence the company should pay more attention to the work performance in increasing the customer satisfaction as well as a relationship management.

CHAPTER 5

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

This chapter consisted of three sections. The first section showed the summary of the major findings based on the problems and hypothesis. The second section was the conclusion, in which important findings were expressed. The third section was the three stages of Organization Development Intervention, and recommendation.

Summary

From the hypothesis, which was being tested by the Bivariate Analysis, the results of hypothesis testing was at 95% of confidence level in the research; this could imply that all the variables were important factors of the customer satisfaction. The significant variables were important to the general manager, service manager, and also sales manager at Swedish Motors Corporation pcl for more understanding and better to know the relationship between the variables in Customer Relationship Management, which consisted of work performance and spare parts characteristics and customer satisfaction in order to adapt their strategies.

According to the demographic data, most of the respondents as a customer were male (56.1%) with the age above 39 years old (49.7%). Most of the customers earned above 50,000 baht per month(35.0%) and graduated in Bachelor's Degree(42.7%). The majority of occupation was a wage earner (50.3%) worked as a non-management operative employee (45.2%). Work performance and spare parts characteristics were related to their satisfaction at .000 significant value.

Conclusion

From the findings, the researcher concluded that customer satisfaction and customer relationship management had a positive relationship. Customers expected a fast response of an operator. A speedy response of 24 hours assistance was what a customer really needed when a car break down especially during night time. A near service center with reasonable service charge encouraged customers to make decision to come back to service at SMC repeatedly. A courtesy part staff who was able to explain to customer when they needed to spend money on changing parts would compromise with the price which draw customer's comprehension and more understanding to the situation. A good communication between staff and customer could reduce the risk of losing a customer because of misunderstanding.

Organization Development Intervention

Pre ODI (Diagnosis)	ODI (Recommendation)
-Lack of CRM	- The company should set up a CRM section in the marketing department, for example, a team project to take care of the result of both internal and external environment.
Work Performance -Lack of providing a speedy response	-Staff should put more concentration on conversation with customer and be an active listener. Ask directly to the point, being empathized and make a prompt action to show your concern.
-Lack of suggestions & distribution of repair & maintenance documents when customer bring a vehicle to the service center	-Staff should fully train both product knowledge and engine system. A deeper knowledge of engine system for after-sales staff will reduce uncertainty in customer perception, a document which distributed to customer should be updated as often as possible.

Spare parts characteristics -Unreasonable price of the spare parts	-The company should seek for an alternative supplier on an expensive parts and normal wear which offers a competitive price.
-Lack of responsiveness & courtesy of parts staff	-The front desk staff, especially, who directly contact with the customer should fully train on personality and attitude therapy which emphasize at emotional quotient. The work should be done according to the schedule and appointment time.
Customer satisfaction -Lack of good communication between staff and customer	-As a sender, staff should encode a clear, not ambiguous, and easy to understand message. Not only by word, verbally, but also body language would help the receiver more understandable. As a receiver, concentrates on the spoken word from the sender and catch the main point. Taking a short note will prevent missing and misunderstanding.

Post ODI (Design Outcome)
CRM can help the company to know the situation of their customers and also their needs and wants. It also classifies the types of the customers. Every customer wants an immediate response when paying money for a service. They will feel superior when bringing a car to SMC. Approach to a customer needs and expectation, good facility and attitude of a staff can enhance the highest customer satisfaction so that SMC will not lose both existing and new customers to other dealers and competitors. Good communication and being service minded in every staff toward customer will approach customer expectation and maximize their satisfaction.

Recommendation

Organization Development for Swedish Motors Corporation.

Related to the theoretical framework, which consisted of Lehtinen's (2001) theory, three cornerstones, Customer Value Creation was not just increasing the revenue for the company; the more important factor was building a longest relationship with the customer. Value was not created by the customers themselves,

but company should provide it to the customer. Viewing the Product as a Process was a merging between a product and service as one. The company's ability would change customer value creation. Because of distinct value in a different product, it was an unlimited opportunity in building different kinds of relationships. The last cornerstone was the provider's responsibility. Achieving a customer needs was not enough for building a good relationship with a customer, but the matter that built a stronger relationship was giving a chance for a customer to create value for themselves.

The service performance of each employee can enhance a stronger relationship between customer and a company. An ability to suggest or answer a doubt is related to knowledge of training process. Professional doesn't refer to only one person, but the company as a whole should be professional. According to the service process, a sale representative and a service representative should help a customer to build the value. The level of professional is able to judge by the level of customer's value in product, staff, and service. A company should set up a separate working unit, CRM section under marketing department, to carry on the process and finding a reliable standard value judging technique to analyze and synthesize the outcome of each individual customer, a type of customer, and a cluster of customer.

All employees should also been tested to evaluate their value and belief of a product and service in themselves and also to the company. A staff that possesses a high value and belief can easily influence other to create their value. A good training course with professional and reliable trainer can help staff maximize their value and knowledge.

Culture change should happen if the company pushes the CRM function directly to the employee and it is also costly. The company should set up a CRM section in a marketing department, for example, as a team project to see the result of both internal and external environment. Day by day, employee will absorb bit by bit and it will accept as a part of their company's culture.

Recommendation for Future Study.

This study is about Customer Relationship Management and Customer Satisfaction of Swedish Motors Corporation pcl (Silom Branch). The factors of CRM in the study consisted of work performance and spare parts characteristics. Theoretical model identified the relevant variables.

Furthermore, future research may be conducted by using other factors such as information technology to measure the satisfaction to achieve the objective of the best Customer Relationship Management and Customer Satisfaction of Swedish Motors Corporation pcl. A future researcher should conduct a model for overall SMC to applying solutions and strategies to deliver the highest value and satisfaction to the customers.

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Appendix 1

Questionnaire

Swedish Motors Corporation pcl

CUSTOMER SATISFACTION MEASUREMENT

PART A: CUSTOMER INFORMATION

GENDER	( ) MALE	( ) FEMALE
AGE	( ) Lower than 20	( ) 20-29
	( ) 30-39	( ) More than 39
PERSONAL INCOME	( ) Lower than 10,000	( ) 10,001-30,000
	( ) 30,001-50,000	( ) More than 50,000
EDUCATION	( ) Lower than Bachelor	( ) Bachelor's degree
	( ) Master degree	( ) Higher than Master
OCCUPATION	( ) Wage earner	( ) Proprietor
	( ) Government Officer	( ) State Enterprise
	( ) Freelance	( ) Other_____

RANK OF MANAGEMENT LEVEL

( ) First-Line management   ( ) Middle management

( ) Top management   ( ) Non management Operative Employee

( ) None

PART B: WORK PERFORMANCE

Please put (√) in the block to show opinion about work performance, spare parts

characteristics, and you satisfaction which you have experienced with SMC service.

WORK PERFORMANCE

An elements of work poeformance that affect customer relationship	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. Phone operator					
2. Fast retrieval of customer information					
3. Convenient Website					
4. Good Assistance (24 hrs) when a car break-down					
5. Providing a speedy response					
6. Technical repair & knowledge					
7. the availability & distance of service center					
8. Suggestions & distribution of repair & maintenance documents when bringing a vehicle to the service center					
9. Often visit call to customers after ending period of warranty					
10. Good attitudes of field service representatives when deliver an outdoor service					
11. Driver & technical training support					
12. Reasonable service charge					

An elements of work performance that affect customer relationship	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
13. To keep promised time					
14. Reasonable waiting time					
15. Overall Satisfaction on Work performance					

SPARE PARTS CHARACTERISTICS

An elements of Spare parts characteristics that affect customer relationship	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
16. Reasonable price of spare parts					
17. Availability of spare parts when needed					
18. Part sales staff knowledge					
19. Good durability of spare parts					
20. Responsiveness & courtesy of Part staff					

An elements of Spare parts characteristics that affect customer relationship	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
21. Overall Satisfaction on Spare Parts Characteristics					

PART C: CUSTOMER SATISFACTION

An elements of Customer Satisfaction that affect customer relationship	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
22. Understand customer needs before selling a car					
23. Post purchase satisfaction					
24. Meet customer expectation when customer sent a car to a service center					
25. Superior service at the service center					
26. Worth of money in choosing VOLVO as a vehicle					
27. Good communication between staff and customer					

Thank you for you participation.

Appendix 2

แบบสอบถาม
บริษัท สวีเดนมอเตอร์ส จำกัด มหาชน
การวัดระดับความพึงพอใจของลูกค้า

<u>ส่วนที่ 1</u>: ข้อมูลลูกกกค้า

เพศ   ( ) ชาย   ( ) หญิง

อายุ   ( ) ต่ำกว่า 20 ปี   ( ) 20-29 ปี

      ( ) 30-39 ปี   ( ) มากกว่า 39 ปี

รายได้ส่วนบุคคล   ( ) ต่ำกว่า 10,000   ( ) 10,001-30,000

      ( ) 30,001-50,000   ( ) มากกว่า 50,000

การศึกษา   ( ) ต่ำกว่าปริญญาตรี   ( ) ปริญญาตรี

      ( ) ปริญญาโท   ( ) สูงกว่าปริญญาโท

อาชีพ   ( ) รับจ้าง   ( ) เจ้าของกิจการ

      ( ) ข้าราชการ   ( ) รัฐวิสาหกิจ

      ( ) อิสระ   ( ) อื่นๆ_____

ตำแหน่งการบริหาร
( ) ผู้บริหารระดับต้น   ( ) ผู้บริหารระดับกลาง

( ) ผู้บริหารระดับสูง   ( ) พนักงาน

<u>ส่วนที่ 2</u>: ข้อมูลเกี่ยวกับปัจจัยต่างๆของการทำงาน

โปรดลงเครื่องหมาย (√) ในช่องสี่เหลี่ยม เพื่อวัดระดับความพึงพอใจของการปฏิบัติงานและ การบริการด้านอะไหล่ที่ได้รับจาก

ศูนย์บริการ บริษัท สวีเดนมอเตอร์ส จำกัด(มหาชน)

การปฏิบัติงาน

ปัจจัยทางการปฏิบัติงานที่มีผลต่อลูกค้า	ไม่เห็นด้วยอย่างมาก 1	ไม่เห็นด้วย 2	เฉยๆ 3	เห็นด้วย 4	เห็นด้วยอย่างมาก 5
1. การตอบสนองที่รวดเร็วของโอเปอเรทเตอร์					
2.การค้นหาข้อมูลของลูกค้าที่รวดเร็ว					
3. เว็บไซค์ที่เอื้ออำนวย					
4. บริการฉุกเฉิน 24 ชั่วโมงที่ดีเมื่อรถเสีย					
5. ความรวดเร็วเมื่อเรียกใช้บริการ					
6. เทคนิคการซ่อมและความรู้ด้านเทคนิค					
7. ความเพียงพอและห่างไกลของสถานที่ซ่อม					
8. คำแนะนำและการแจกเอกสารเกี่ยวกับการซ่อมและบำรุงรักษาเมื่อนำรถเข้าศูนย์บริการ					
9. ความถี่ของการโทรเยี่ยมลูกค้าหลังหมดระยะรับประกัน					
10. ท่านพอใจในการให้บริการของช่างที่ออกไปทำงานนอกสถานที่					
11. การฝึกอบรมให้กับช่างและลูกค้า					
12. ค่าซ่อมสมเหตุผล					
13. ใช้เวลาในการซ่อมเสร็จตามกำหนด					
14. ใช้เวลาเหมาะสมในการซ่อม					

ปัจจัยทางการปฏิบัติงานที่มีผลต่อลูกค้า	ไม่เห็นด้วยอย่างมาก 1	ไม่เห็นด้วย 2	เฉยๆ 3	เห็นด้วย 4	เห็นด้วยอย่างมาก 5
15. ความพึงพอใจจากการใช้บริการที่ศูนย์บริการในการปฏิบัติงานโดยรวม					

การบริการด้านอะไหล่

ปัจจัยทางการบริการด้านอะไหล่ที่มีผลต่อลูกค้าสัมพันธ์	ไม่เห็นด้วยอย่างมาก 1	ไม่เห็นด้วย 2	เฉยๆ 3	เห็นด้วย 4	เห็นด้วยอย่างมาก 5
16. ราคาอะไหล่เหมาะสม					
17. การมีอะไหล่อยู่ตลอดเวลาเมื่อต้องการเปลี่ยน					
18. ความรู้ของพนักงานขายอะไหล่					
19.อะไหล่มีความทนทาน					
20. ความสุภาพอ่อนโยน และการตอบรับของพนักงานอะไหล่					

ปัจจัยทางการบริการด้านอะไหล่ที่มีผลต่อลูกค้าสัมพันธ์	ไม่เห็นด้วยอย่างมาก 1	ไม่เห็นด้วย 2	เฉยๆ 3	เห็นด้วย 4	เห็นด้วยอย่างมาก 5
21. ความพึงพอใจจากการใช้บริการในการบริการด้านอะไหล่โดยรวม					

<u>ส่วนที่ 3:</u> ความพึงพอใจของลูกค้า

ปัจจัยทางความพึงพอใจที่มีผลต่อลูกค้า	ไม่เห็นด้วยอย่างมาก 1	ไม่เห็นด้วย 2	เฉยๆ 3	เห็นด้วย 4	เห็นด้วยอย่างมาก 5
22. พนักงานเข้าใจความต้องการของลูกค้าก่อนการขาย					
23. ความพอใจสูงหลังการขาย					
24. เข้าถึงความคาดหวังของลูกค้าเมื่อนำรถเข้าศูนย์บริการ					
25. ได้รับบริการอย่างดีที่ศูนย์บริการ					
26. ความคุ้มค่าในการเลือกใช้รถยนต์วอลโว่					
27. การสื่อสารที่ดีระหว่างพนักงานและลูกค้า					

ขอขอบคุณทุกท่าน ที่ได้ให้ข้อมูล

Appendix 3

Sample Size for a Given Population Size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	218	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384