

## **Customer Relationship Strategies: The Study on Customer Perspectives**

**ML. Saviga Unhanandana**

Associate Professor  
Chulalongkorn Business School  
Chulalongkorn University, Thailand

**Teerayout Wattanasupachoke**

Associate Professor  
Chulalongkorn Business School  
Chulalongkorn University, Thailand

### **Abstract**

*This study focuses on the customer relationship management (CRM) strategies in the perspective of customers in the telecommunication industry as CRM in this business is at heart of competition. This study is aimed at thoroughly understanding the importance and employment of customer relationship management strategies as well as investigating the relationships between customer relationship strategies and customer outcomes. The data collection focuses on questionnaire surveys as the main tool to gather information. Regarding CRM strategies, customers seem to pay significant attention to rapid problem solving and free-of-charge promotion campaign changes. This is followed by birthday privileges, free emergency calls and unlimited expiration date of calling fees. Concerning the relationship between CRM strategies and customer outcomes, the two groups of CRM strategies, namely Promotion Advantages and Value-Added Services, significantly impact customer outcomes. This is because they bring about positive attitude, satisfaction and loyalty of customers.*

**Keywords:** Customer Relationship Strategy, CRM, Customer Perspectives

### **1. Introduction**

One of the top priorities of businesses in the competitive circumstances nowadays is to create customer satisfaction. It brings about positive attitude toward companies leading to higher income. In addition, it is important to build a continual relationship with customers since it increases customer awareness and loyalty which is a key to establish a stable customer base. CRM is the main strategy that helps companies create a long-term relationship with customers. Customer relationship is the strategy that companies apply to create emotional connection with customers through various approaches and techniques which often involve new technologies in communication in order to generate fast and accurate performances.

It is very common for many businesses to use customer relationship strategy. The companies keep records of customer visits and purchase histories including customer attitudes, questions or even complaints. The information collected will be processed and analyzed in order to improve customer satisfaction. Information technology system plays important roles in customer data management. It helps the company is executives handle consumer related issues more precisely and predict customer needs effectively. Moreover, the proficient CRM strategy facilitates customers to receive updated information that respond to their needs. It results not only in customer loyalty toward companies but also motivates customers to use word of mouth to promote the products and services.

The important aspect of CRM strategy is Loyalty Campaign. It helps establish a strong link between the enterprises and the customers such as point collecting program, privilege purchase plan, exclusive service for premium customers, call center, special discount, etc. These programs bring about competitive advantages as well as customer satisfaction and loyalty which contribute to continuous rebuys. Ultimately, they become the significant supporters of the businesses by promoting and referring the products and services to other customers.

It is very effective because customers nowadays tend to rely on influential others to make a decision since there is no financial benefit involved. Eventually, the strategy leads to Customer Lifetime Value (CLV).

To summarize, CRM strategy creates bond and connection between the enterprises and the customers by using customer insight to persuade consumers to buy products/services. Furthermore, it gives customers a positive impression on the companies resulting in a successful market penetration which helps businesses maintain and increase market shares in the long run. That is why many firms use CRM strategy to build competitiveness for their businesses.

As for Thai business organizations, CRM strategies have been applied for a very long time because the culture of Asian companies emphasizes creating good relationship with customers and using that advantage to convince customers to buy products/services. The techniques include greeting and remembering customers' names and profiles, giving advice and friendliness, facilitating major customers with special services, etc. As a result, CRM strategies are closely related to Thai businesses particularly in telecommunication companies. It is the industry that widely utilizes CRM methods. Therefore, it is very interesting to conduct the study on the impacts of CRM strategies on the telecommunication businesses especially the value of the strategies in customers' point of view. The framework of study is then summarized in the figure 1.



**Figure 1 Framework of the Study**

## **2. Objectives of the Study**

- To thoroughly understand the importance and employment of customer relationship management strategies
- To study the outcomes of customer relationship management strategies in the perspectives of customers
- To investigate the relationships between customer relationship strategies and customer outcomes

## **3. Research Methodology**

The data collected for this research focuses on primary data by using questionnaire surveys as the main tool to gather information. The questionnaires were in a pilot test with some respondents in order to ensure correct understanding, validity and reliability of the study. As this study emphasizes customer relationship strategies in the viewpoints of customers, the population is consumers in the mobile phone industry. The 294 questionnaires were obtained and further analyzed. Further, the secondary data were also collected via business journals, newspapers and archival records in order to supplement the primary data analysis.

## **4. Review of Literature**

CRM is considered a crucial strategy to the success of businesses in competitive and unpredictable circumstances. Particularly in this customer-oriented era, companies depend significantly on customer satisfaction in order to survive and succeed. Customer contentment contributes to positive impression, strong brand presence and good image of the companies. They become loyal to the brands, repurchase products/services as well as promoting businesses to other customers. Word-of-mouth is an effective marketing tool that generates higher sales and increases opportunity for cross-sell of new products and services among existing customers (Kabiraj and Shanmugan, 2009). Lack of communication with customers and inability to combine customer data touch points can lead to negative experiences and attitude of customers (Chan, 2005). It may cause damages to organizations in the long run. Therefore, the strategy becomes increasingly popular nowadays.

CRM is an approach to develop interactions with customers through several programs and touch points in order to encourage customers to have positive emotion and attitude toward the companies. Good relationship results in customer loyalty and rebuy tendency which will eventually support business operations. CRM process consists of creating, developing and maintaining valuable relationship between clients and organizations. It can be seen that CRM links organizations with customers as well as creating firms' competitiveness.

Liu (2007) also cites that a CRM framework consists of contact channel management, customer data management, enterprises-wide management and information technology management. In greater detail, Winer (2001) develops a CRM model involving database creation, analysis of the database, customer selection, customer targeting, relationship marketing, privacy aspects, and evaluation metrics. It indicates that CRM not only associates with the activities that enhance interactions with clients or the target market analysis but also involves databases, related technologies, entire business operation processes and evaluations of all CRM activities.

Generally, it is common to combine CRM technique with data communication technologies. It includes the development in database system, customer intelligence system (Chan, 2005). Also, the data mining system and the ability to predict customer needs and purchase behaviors in the future are significant. Consequently, it is more effective to connect high technology information with CRM method in order to increase the success of customer management. Furthermore, it should be integrated with marketing tools which encourage human resources to always be aware and focus on customer-centric philosophies. It leads to satisfying customer outcome. Another substantial idea is to apply CRM strategies to implement more interactions between the firms and the clients in the form of co-creation. It is the collaboration that helps increase more value in products/services (Maklan et al, 2008). With the cooperation, the enterprises can understand customers precisely so that they are able to respond to customer needs accurately. Since it is the first hand information from real users, it reduces risks in innovation development enormously. For this reason, co-creation is an important method in the product development and the progress of the organizations (Maklan et al, 2008). Besides, it enhances customer data collection as well.

The crucial outcomes of using CRM strategies in business operations are the continuous interactions between the companies and the clients (Kabiraj and Shanmugan, 2009). It leads to deeper customer insight and genuine customer satisfaction. CRM strategies significantly influence customer understanding in a positive way (Mithas et al, 2005). The profound customer comprehension data facilitates enterprises to target the real customer needs and to predict customer buying behavior more precisely. Consequently, customers have better attitude and feeling toward the brands. Moreover, CRM can lead to higher customer value (Payne and Frow, 2005). The firms should estimate and classify customers who have potential to bring high profits to the companies such as the group that has great spending in products/services and has long-term interactions with the enterprises. In addition, CRM activities should be adjusted to correspond with each group of customers. The high value clients may require exclusive services and communications unlike the mass customer group. It can attract the valuable group to have long lasting loyalty and purchase more products/services from the companies continually. It brings about high profits as expected.

## ***5. Empirical Results of the Study***

### **5.1 Descriptive Analysis**

From 294 sample groups, the distribution of male and female in the sample groups is similar. The majority of sample groups are between 22-40 years old, graduated with bachelor's degree or equivalent, earn 30,000-50,000 baht monthly, spend around 500-1000 baht per month on cell phone bill while using multiple mobile services such as sms, mms and internet. As for internet, the sample groups mostly use 2-5 hours of internet per day. In addition, 71.3 percent of them have never changed mobile network providers in the past 3 years.

**Table 1: The Importance of Customer Relationship Strategies**

Customer Relationship Strategies	Mean	Standard Deviation
Electronic Mail Communication	3.69	1.377
Telephone Communication	4.21	1.472
Short Message Communication	3.60	1.372
Call Center Contact	2.62	1.516
Web Camera Communication	3.46	1.712
Voice Recognition System Communication	2.93	1.478
Online Web Board Communication	3.71	1.571
Privileges in Entertainment Services	3.73	1.509
Privileges in Shopping	3.98	1.523
Privileges in Educational Services	3.52	1.641
Privileges in Health Services	3.50	1.659
Privileges on Birthday	4.43	1.431
Extra Services according to customer classifications	4.24	1.491
Personal Secretary Services	4.07	1.614
Extra Credit Services	3.30	1.741
Calling Fee Transfer	3.70	1.559
Unlimited Expiration Date	4.23	1.476
Language Translation Services	3.61	1.562
Free Emergency Call	4.38	1.420
Calling Fee Postpone	4.19	1.508
Compensation for Customers	4.51	1.440
Premiums and Gifts	3.84	1.586
Accident Insurance	3.97	1.634
Solve customer's problems rapidly	4.71	1.374
Lucky Draws for Reward Programs	3.89	1.685
Cross-selling Promotions	4.23	1.593
Co-promotion with Partners	3.94	1.654
Free-of-Charge Promotion Changes	4.60	1.457
Promotion with Retail Business	3.94	1.725

*Note: n = 294; 1 =least and 5=most important*

Regarding the importance of customer relationship strategies (Table 1), the sample groups pay attention to the strategies in different degrees. The most substantial factor is to solve customer's problem rapidly (Mean = 4.71). With the rushing lifestyles, consumers are aware of the limitation of time, therefore, want things to be done instantly and conveniently. It is true especially when there is something wrong with the cellular networks. Mobile phones become an important part of their lives; consequently, they want their problems to be taken care of immediately. Next factor is the ability to change promotions at any time with no fee (Mean = 4.60). There are many new promotions launching constantly from mobile network providers. Customers are prone to change their promotion and search for the best option available. Generally, customers like special promotions and rewards that are more than what they regularly receive. It is the strategy that brings surprise to valuable customers leading to their loyalty in the companies. Likewise, compensation is considered crucial (Mean = 4.51). Consumers nowadays accept that it is normal for enterprises to make mistakes in providing services but the companies need to admit and attempt to compensate to customers. In return, it creates positive images for the companies.

The following factor is birthday privilege (Mean = 4.43). It is an exclusive privilege giving to customers on their birthdays such as free calls, sms, mms and internet. It makes customers feel special and creates lasting impression. Next, it is quite necessary for customers to have free emergency call services such as 911, 999 numbers (Mean = 4.38). Regarding customer classification (Mean = 4.24), it is the way to sort customers into different groups and to provide them with different privileges and services depending on customer types. Consumers see themselves as an individual who needs specific services that respond to their needs. As a result, it is practical to categorize customers into different groups. Furthermore, customers seem to like promotions within the same network (Mean = 4.23). The majority of consumers use more than one cellular service for both voice and data; therefore, they give importance to the variety of co-promotions.

In addition, customers also like unlimited expiration date programs (Mean = 4.23). It gives them more financial flexibility such as to postpone the billing date when encountering inconveniences or to extend validity period or to get money back when using the required amount of balance.

When comparing the importance of customer relationship strategies between loyalty customers who never change mobile phone within the past 3 years and brand switching customers who change the networks, the results are as follows. The top CRM strategies that both groups consider very important is the ability to change promotion at any time without fee, birthday privilege and compensation for customers. It can be seen that both groups want to have freedom to choose the right mobile packages and to be treated as important customers from network providers.

In terms of CRM activities that the two groups show different interest in are online web board, assistant service and call borrow service. Comparing to the regular customer group, the loyal group is more interested in all activities mentioned above.

**Table 2: The Experiences in Customer Relationship Strategies**

Customer Relationship Strategies	Mean	Standard Deviation
Electronic Mail Communication	2.12	1.525
Telephone Communication	2.35	1.746
Short Message Communication	3.39	1.523
Call Center Contact	1.37	1.302
Web Camera Communication	1.29	1.388
Voice Recognition System Communication	1.38	1.256
Online Web Board Communication	1.93	1.471
Privileges in Entertainment Services	2.22	1.566
Privileges in Shopping	2.46	1.825
Privileges in Educational Services	1.52	1.616
Privileges in Health Services	1.75	1.682
Privileges on Birthday	3.39	1.738
Extra Services according to customer classifications	2.96	2.083
Personal Secretary Services	2.10	1.998
Extra Credit Services	1.68	1.939
Calling Fee Transfer	1.80	1.806
Unlimited Expiration Date	1.69	1.725
Language Translation Services	1.44	1.615
Free Emergency Call	1.64	1.700
Calling Fee Postpone	1.86	2.069
Compensation for Customers	2.35	2.090
Premiums and Gifts	1.84	1.979
Accident Insurance	1.76	1.960
Solve customer's problems rapidly	2.58	1.807
Lucky Draws for Reward Programs	1.99	1.982
Cross-selling Promotions	1.91	2.030
Co-promotion with Partners	1.95	2.012
Free-of-Charge Promotion Changes	2.52	1.963
Promotion with Retail Business	1.82	1.992

Note:  $n = 294$ ; 1 = least and 5 = most familiar

Concerning the experience that customers have with CRM strategies, the average sample group does not take part in several CRM programs except for birthday privilege and SMS communication (Mean = 3.39). Next, activities that customers have moderate experience with are extra Services according to customer classifications / free-of-charge promotion changes. The rest of the activities are not familiar to customers because they may not know of the CRM programs that the companies have to offer. Besides, many CRM activities are provided for high value customers only such as assistance service or other privileges. The numbers of high value customers are not as many as regular ones in the sample groups; therefore, averagely they do not have much experience with CRM activities.

When comparing customer experiences with CRM strategies between Loyalty Customers and Brand Switching Customers, the activities that both groups are familiar with are birthday privilege and SMS communication. Regarding CRM activities that the two groups have different experience with is online web board and personal assistant and secretary service. In average, the loyal customer group participates in these activities more than any other programs. Consequently, it can be implied that by providing touch point opportunities for customers to get access to through many channels such as online web board and assistant service including direct customer care create good experiences which lead to customer loyalty.

**Table 3: Customer Outcomes**

	Mean	Standard Deviation
You have good attitude toward the companies	3.88	1.564
You have obtained the good value for money spent	3.52	1.591
You have very few complaints for the companies	3.50	1.677
You have high brand awareness of the companies	3.96	1.606
You have top-of-voices for the companies	3.99	1.578
You will continue using services of the companies	4.05	1.670
You will increase the use of companies' services	3.43	1.681
You will use other services from the companies	3.64	1.641
You are satisfied with the overall services	3.86	1.569
You will recommend the companies to others	3.70	1.559
You have confidence in the companies	3.41	1.733
You have strong relationships with the companies	3.67	1.582

*Note: n = 29; 1 =least and 5=most agreed*

Considering customer outcomes from CRM strategies, it turns out that most of the sample groups have strong positive attitude and feeling toward the companies especially in the aspect of loyalty. Customers are likely to continue using the same network (Mean = 4.05). They are prone to refer and think of that particular brand first as well as seeing the unique quality of the companies.

When comparing customer outcomes from CRM strategies between loyalty customers and brand switching customers, it indicates that the loyal group has better attitude toward the mobile networks they are using than the second group in every aspect especially in terms of worthiness and reliability. As a result, if the companies can offer values, benefits and CRM activities to customers, it generates positive attitude and good relationship with customers that will bring about higher customer outcomes in the future.

Approximately 80 percent of customers have never changed cellular network during the past 3 years. There are only 20 percent of customers in the sample group that decide to use other brands. The biggest reason is because other providers have more interesting promotions. Due to the fact that there is not much different in primary services from all networks, customers look for other values such as appealing promotions (Table 4). The other reasons are the disappointment in mobile signal and service quality including the expensive price. Since cellular connection and service quality are the main factors of mobile usage, customers are prompt to change networks if there are problems with these factors.

**Table 4: Reasons to Change Networks**

Reasons to Change Networks	Percentage
Better promotions from other networks	40
Low signal quality	35
Pricey	35
Unsatisfactory services	30
Incomplete availability of networks	30
Poorer company image	20
Lack of variety in services	5

## 5.2 The Relationship between CRM Strategies and Customer Outcomes

The study focuses on an in-depth analysis between CRM strategies and customer outcomes. In this case, customer feedback is taken into account after customers experienced with several CRM strategies. The customer outcomes through the implement of CRM include attitude, satisfaction, intimacy, referral, brand image, customer loyalty and the possibility to reuse the service. In order to conduct the analysis effectively, factor analysis technique was used to reduce the number of those variables for further investigation. Principle Component Analysis and Varimax Rotation with Kaiser Normalization were deployed in order to categorize the variables.

According to the Table above, all of the variables can be classified in one group in statistical way; therefore they are combined in order to further analyze the relationship. Concerning customers' experiences with each CRM strategy, the variables are also categorized using factor analysis by Principle Component Analysis and Varimax Rotation. The results are revealed in Table 5. The experiences with CRM strategies variables are categorized in different groups. The first one is "Promotion Advantages" which are premiums/rewards, accident insurances, cellular bill saving programs, special draws, cross-selling promotions, co-promotion with partners, free-of-charge promotion campaign changes, promotion with retail business. The variables in this group emphasize on discounts and giveaway products/services that are offered to customers who have interactions with the companies.

The second variable group is "Privileges" consisted of various services and privileges such as entertainment, shopping, education, health and birthday privilege, balance transfer, validity extension, translation program, payment date extension, compensation. These privileges are offered to loyalty customers to make them feel special and important. The third group is "Interactive and Online Communications" composed of communications via email, telephone, SMS, call center, webcam, voice recognition system, online web board. This group emphasizes on using new technologies to communicate with customers in an instant and effective way. The last group is "Value-added Services" containing exclusive services according to the classification of customers, assistant service and special credit service. This group focuses on creating extra privileges for important customers and distinguishing them from regular groups.

The five groups of variables will be employed for further investigation by regression analysis.

**Table 5: Variables Grouped by Factor Analysis**

CRM Strategies	Variables included in Each Group
<b>Promotion Advantages</b>	Premiums and Gifts, Accident Insurance, Reward Programs, Cross-Selling Promotions, Co-promotion with Partners, Free-of-Charge Promotion Campaign Changes, Quick Problem-Solving, Promotion with Retail Business
<b>Privileges</b>	Privileges in Entertainment Services, Privileges in Shopping, Privileges in Educational Services, Privileges in Health Services, Privileges on Birthday, Calling Fee Transfer, Free Emergency Calls, Unlimited Expiration Date, Language Translation Services, Compensations for Customers, Calling Fee Postpone
<b>Interactive and Online Communications</b>	Electronic Mail Communication, Telephone Communication, Short Message Communication, Call Center Contact, Web Camera Communication, Voice Recognition System Communication, Online Web Board Communication
<b>Value-added Services</b>	Extra Services according to customer classifications, Personal Secretary Services, Extra Credit Services

## 5.3 Regression Analysis between CRM Strategies and Customer outcome

Multiple regression analysis was deployed in this research in order to investigate the relationship between the CRM strategies and customer outcomes. The analysis results confirm that there are two groups of CRM strategies that significantly influence customer outcomes. The influential CRM strategies consist of "Promotion Advantages" and "Value-added Services". The other CRM strategies, comprising "Priviledges" and "Interactive and Online Communication" are excluded from the analysis due to statistical insignificant relationship with customer outcomes (See Table 6).

**Table 6: Regression analysis between CRM Strategies and Customer outcome**

	<b>Coefficients</b>	<b>t-test</b>	<b>Significance</b>
Constant	2.292	17.405	0.000*
Promotion Advantages	0.526	4.692	0.000*
Value Added Services	0.321	2.863	0.005*

\* Significant at the 0.05 level

Note: n = 294

$$Y = 2.292 + 0.526X_1 + 0.321X_2$$

$$R \text{ Square} = 0.667$$

Y = Customer outcome

X<sub>1</sub> = "Promotion Advantage" Factor

X<sub>2</sub> = "Value-Added Services" Factor

According to the regression analysis, it can be explained that customer outcomes are significantly influenced by "Promotion Advantages" and "Value-Added Services". In the first case, it closely corresponds to Thai consuming behaviors and lifestyles. Marketing promotion is an effective approach that has been commonly applied to attract customers by giving discounts or special offers. It creates positive relationship and customer loyalty. Promotion techniques play crucial roles in almost every business as well as in wireless telecommunications. The techniques include offering discounts, premium products, special occasion gifts, free items and extra services. The more companies focus on marketing promotion strategies, the more customers are satisfied and have better attitude towards the companies.

The popular promotion strategies are bonus services or premium products that customers are interested in such as coffee beverages. Besides, Prize draw program for special customers is also an effective strategy. Trendy electronic consumer products can be used to attract customers as well. In addition, the enterprises can bundle several services together and charge as a package deal which is cheaper than buying separate services such as voice, data and internet services. It also motivates customer loyalty and re-purchase intention. Another interesting promotional strategy is to do the co-promotion with alliances that can generate synergy and added value from giving services to customers. To illustrate, the firms can team up with retail businesses, restaurants, health care centers, and entertainment businesses in order to offer customers special promotions to buy products and services of the companies and the alliances. The technique helps create a strong relationship with customers. In addition, customers are also satisfied to have freedom to change promotion plans whenever they want without paying any fee.

From the regression analysis above, another CRM strategy variable group that significantly affects customer outcome is value-added services. They are provided particularly for a special group of customer. Customers are classified in different groups according to their loyalty and interaction with the companies. The value-added services are given to each group differently. It makes valuable customers feel special and have positive attitude toward companies. Other effective value-added services include assistant service which helps loyal customers organizing tasks and special credit service which is offered to value-added customers only. It leads to higher customer satisfaction significantly.

Concerning the variable groups that do not have significant impact on customer outcome according to the regression analysis, they are "Privileges" and "Interactive and Online Communication". Since wireless communication is a new way of life, interactive and Online Communication becomes more popular tools to reach customers in order to create understanding and good relationship. Nevertheless, the study shows that the factor above does not indicate a significant impact on customer outcomes. This may be able to explain that a majority of current customers are baby boomers and Generation X. Their lifestyles are different from Gen Y and Gen Z; therefore, they do not depend much on digital services of the companies. Consequently, using new communication technologies does not directly affect customer satisfaction, attitude and loyalty as in other factors.



Nevertheless, the global trend is moving toward online social connection and internet. It is impossible to neglect wireless and electronic communications. They are the mainstream for future population. As a result, it can be implied that the innovative communication factor becomes increasingly popular and can eventually lead to desirable customer outcomes. In terms of privileges factor, from the study, it does not reveal important influences on customer outcomes. It can be explained that the types of privileges the companies offered to customers are very specific and niche. They do not respond to general customer satisfactions. Each group of customers has different preferences, for example, some are health conscious and the others are beauty conscious. Some focuses on entertainment and some on education or sport. Most of the privileges cannot answer the needs of the overall market. As a result, they are not as influential as other factors.

## **6. Discussion and Business Implications**

Promotion Advantages and Value-Added Services are the variable groups that significantly impact customer outcomes. They bring about positive attitude, satisfaction and loyalty of customers. It is because Thai consumers pay great attention to marketing strategies such as special discounts, award credits, free premium products, bonus rewards, and free products/services with the regular purchase. These are effective campaigns that motivate and attract customers to the brands. The companies can apply the ideas to create good relationship and emotional connection with customers. It can be special discounts for valuable customers or raffle programs for frequent customers. Moreover, the enterprises can also offer extra services to stimulate customers to buy more products/services from the companies and not from the competitors. In addition, the businesses can collaborate with other alliances to release co-marketing promotion program. For instance, the cooperation with entertainment businesses gives the companies opportunities to combine mobile package with entertainment services and offer them to valuable customers for a special prize and condition. It can successfully create a good relationship with customers who become frequent customers, re-buy services and eventually promote the companies by using word of mouth advertising to other customers.

Another influential group is Value-Added Services. The enterprises provide distinct services for high lifetime value customers. It can begin with classification to differentiate each group of customers. The standards used to categorize the values of customers include the duration that customers use the services, the amount of spending, the varieties of products/services purchased, etc. The evaluations help the organizations realize which group of customers generates the most profits to the businesses. The high value group will be presented with exclusive services with the purpose to create customer loyalty and higher continued spending. Besides, special services such as assistant service that is offered only to valuable customers also lead to customer satisfaction, positive attitude and loyalty. It brings about stable customer base.

## **7. Conclusion**

This study focuses on the customer relationship management (CRM) strategies in order to create competitive advantages of firms. In particular, the research emphasizes CRM strategies in the perspective of customers in the telecommunication industry as CRM in this business is at heart of competition. This study is aimed at gaining insights into CRM strategies significantly recognized by customers. In addition, the relationship between the implementation of CRM strategies and customer outcomes is investigated. Regarding CRM strategies, customers seem to pay significant attention to rapid problem solving and free-of-charge promotion campaign changes. This is due to their rushing lifestyles as well as their behaviors focusing on looking for the best-value-for-money services. Further, compensation for customers when companies' mistakes arise is important. This is able to show sincerity of companies and strengthen the relationships and loyalty of customers. The other CRM strategies emphasized by customers consist of birthday privileges, free emergency calls and unlimited expiration date of calling fees. Concerning the relationship between CRM strategies and customer outcomes, the two groups of CRM strategies, namely Promotion Advantages and Value-Added Services, significantly impact customer outcomes. They bring about positive attitude, satisfaction and loyalty of customers as the consumers pay great attention to marketing strategies such as special discounts, award credits, free premium products, bonus rewards, and free products/services with the regular purchases. Moreover, they wish to feel different from other regular customers. The high value group should then be presented with exclusive services in order to create customer loyalty and higher continued spending in future.

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