m-CRM 전략을 위한 비즈니스 모델

Business Model for Strategy of m-CRM

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Abstract

Nowadays, mobile is one of the leading technique fields. So when the company considers adapting CRM[1] through using mobile, the company can establish customer's satisfaction more efficiently. However, it hasn't been much studied in this filed of mobile although there has been remarkable advancement research on the technical area.

When it comes to CRM in Korea, CRM is developed at the world status on the technique as well as service. And companies are realizing the importance of emerging customers market on their market strategy, so they are trying to attract new customers and also fasten loyal customers. This research will make us foresee and follow m-CRM trend and also give the companies how companies make a module appropriately for their strategy towards m-CRM[2].

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[1] [1] Management Consultants McKinsey & Company refer to CRM as 'continuous relationship marketing', which they define as information-based marketing that is integrated with customer acquisition and management processes; see Peter Child, Robert J. Dennis, Timothy C. Gokey, Tim I. McGuire, Mike Sherman, and Marc Singer, 'Can marketing regain the personal touch?' *The McKinsey Quarterly*, No.3, pp.112-125; also see the part II of this paper 'Anatomy of CRM'

[2] m-CRM means Customer Relationship Management using Mobile

I. Introduction

In order to accomplish customers' needs efficiently, companies should set up the appropriate mobile facilities. So customer can get benefits from that service like mobile Internet access via various devices and companies can offer seamless integration of networks with company's IT applications and high level of security with end-to-end design.

Today's customers expect that complete service must deal with a competent individual consulting, a constant availability and a wide offering of information. Internet-supported solutions for maintaining customer relations such as e-CRM are making a significant contribution for the companies. With mobile, companies can access data about customers and administrate database on real time. The customer benefits from m-CRM can be reached at any time via e-mail or phone through the mobile. In this way, m-CRM makes it possible to react quickly to customer requests.

II. The attributes of m-CRM

CRM is "a business strategy, not a technology"[3]. m-CRM should be made upon the overall companies' view, so it can be focused on the customer-oriented. Hence, companies should consider the stages of the process when accessing, attributing, gathering and understanding information of customers, because m-CRM is not just one time strategy. m-CRM maximizes satisfaction of customers as well as continuous relationship with the customers. The strategy of m-CRM is different according to the environment from each company. Even if in the same industry the customer environment is different and the product or service is also different. Therefore the mere imitation of CRM from other similar company may fail. Therefore it is better to understand and research to know our customer.

It's important to make the good relationship in the current customer more than making new customer, because the 20% of current customer makes 80% of profit. Until now, however, the companies tried to invest and concentrate to get new customers. On the base of the long-term relationship, the company should realize the needs of the customer, so they can make the product or service that the customer wanted. Therefore the purpose of this research is showing as well as giving the appropriate the model and strategy to the company on the macro aspect. Companies concentrate on the upgrading the customer service, therefore, they establish the customer database, and they try to get to hear the real voice of the customer on real-time.

III. Business model for m-CRM

Business model for m-CRM can be explained by 6 categories as below Figure. In business category, there was telemarketing to use telephone or the minimum device for mobile. In telemarketing, companies could not satisfy each customer's needs and have the limit to do CRM. So when using telemarketing, companies just sell and explain their products to random customers. After telemarketing, with more developed device such as mobile or PDA, companies can do m-CRM to be able to satisfy customers' needs more efficiently.

In strategy category, companies tried to acquire customers because at that time, the demand of customers is more than the supply of companies. So companies concentrated to have spent to gather new customers. As more competitive among companies, they realize that the cost of spending to retain customers is less than that of new customers. Even old customers give around 70% of profit of the company. In order to retain customers, companies need to satisfy customers as possible. And with satisfying customers, many companies adapted CRM with real-time. And companies must move customers in the end.

In technology of mobile, there was mobile telephone to make customer relationship; therefore, the more develop the technology, easier companies satisfy customers' needs. When it comes to marketing, as companies tried to acquire customers as many as possible, they did mass marketing. But as customers' needs are more and more demanding, companies had database marketing and now it turns to be CRM and are head to 1-to-1 marketing. In organization, for catching up with the environment as well as satisfying customers, the organization needs to change from a hierarchy to small business unit. In information, the focus of

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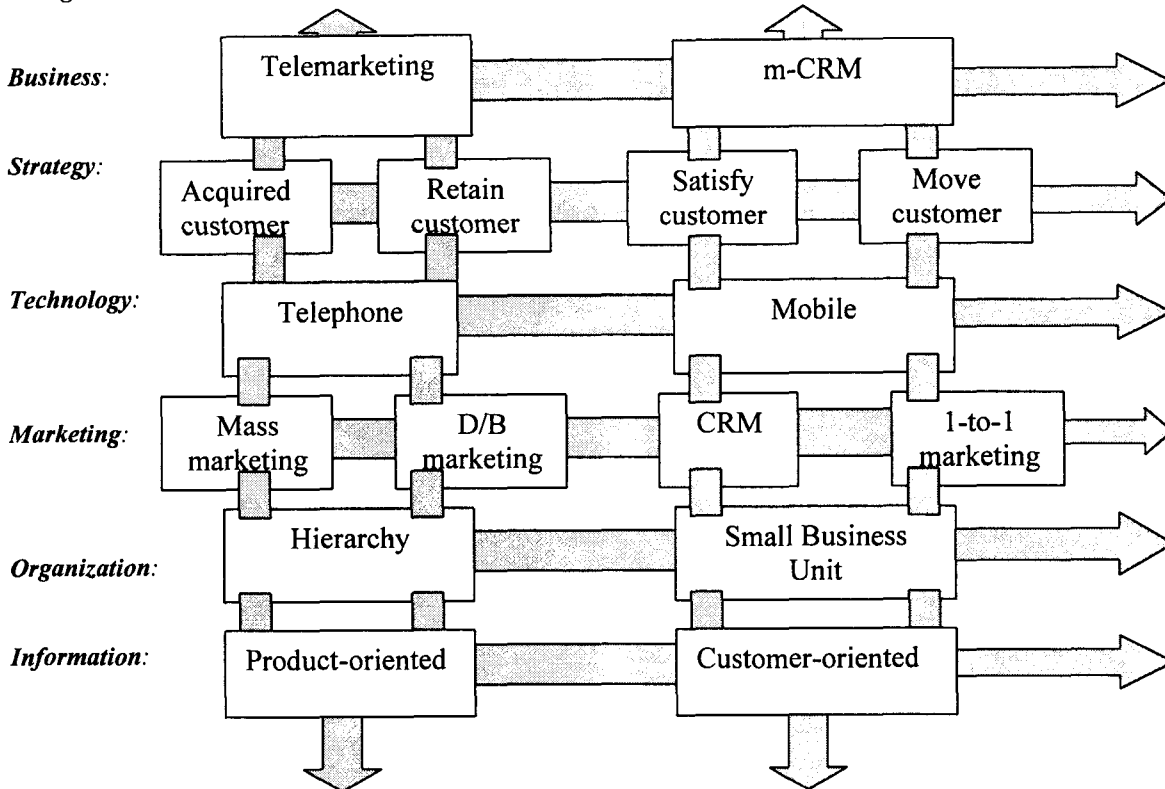[3] Hector D. Trestini (2001), Defining CRM for Business Success, eCRMguide .com

information changed product-oriented to customer-oriented according to the environment.

Figure: Business model for m-CRM

properties in the real-time with which it carried out one-to-one marketing strategies.

Business: Telemarketing — m-CRM

Strategy: Acquired customer — Retain customer — Satisfy customer — Move customer

Technology: Telephone — Mobile

Marketing: Mass marketing — D/B marketing — CRM — 1-to-1 marketing

Organization: Hierarchy — Small Business Unit

Information: Product-oriented — Customer-oriented

III. Case study: m-CRM of SK-Telecom

Robert A. Peterson (1997) mentioned that consumers are highly information technology literate. Therefore the current consumers do not be impressed by the mere use of technology. Adopting m-CRM is resulted from the strategic needs of SKT in order to occupy more the market as a number of customers who adhere to the Internet steadily increase in the environment of Internet mobile and to provide better equipped services to the customers. SKT furnished to integrate the dispersed channels and analyzed customer

In terms of m-CRM implementation, SKT made a difference from other companies in the point that SKT utilized m-CRM as the key role for the embodiment of giving a satisfaction to the customers. That is, SKT did not stay in the step where it just delivers its services, but it strived to handles the customers' needs and consider their convenience. On the other hand, other companies' CRM strategies was just targeted to collect customer information. When it comes to the utilized technologies, SKT met the needs of customers by the

customer-focused service and addressed the concerns on customer information security. With such huge potential for revenues and customer access over wireless communication devices, the competition between companies for a share of this market is tremendous (Steffano Korper and Juantina Ellis, 2001).

IV. Conclusion

The notion of m-CRM is vague due to the new startup nowadays. And people seem not to distinguish between e-CRM and m-CRM. Therefore this paper also has a limitation to address the proper explanation such as the definition and identity of m-CRM. However, m-CRM should be distinguished and established. It can be understood, as m-CRM has been developed and followed by the e-CRM. However, mobile has the strongpoint of mobility in itself, so when the companies make strategy, the companies need to know this distinguished point. And another important issue is that m-community as well as e-community is making by customers rapidly.

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