

보건의료조직에 있어서 CRM 마케팅과 QI 활동의 적용에 관한 연구

박창식

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A Study on Application for CRM Marketing and QI Activities in Healthcare Organizations

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CRM의 장점은 원하는 고객에 대해서 마케팅 노력을 기울일 수 있고 그 결과로 마케팅 비용을 줄이고 효율을 높일 수 있는 것이다. 그리고 마케팅 전략 수립에 대한 방법의 변화와 그 수행방법의 변화가 CRM에 있기 때문에 여기에 따른 절차와 문화, 조직구조까지 변화 시킬 수 있다. 이를 방지하기 위하여 CRM교육이 필요하며, 그 중요성을 인식하고 실행하여야 한다. 그리고 경영환경에 적합한 마케팅 전략 수립이 필수적이다. CRM의 정확한 이해와 적합한 수행이 있어야만 병원경영의 목표달성에 도움이 된다. 그러나 CRM자체의 문제가 없는 것도 아니다. 무엇보다 전문 인력이 부족하면 시스템 구축과 마케팅이나 컨설팅 인력을 확보하여 프로젝트의 부실화를 방지하여야 한다. 다음은 실업자들의 업무패턴을 파악하고 사용자의 편의를 고려한 적용이 있어야 한다. 고가의 비용을 투입하여 CRM을 실행하였다 해도 사용자 교육의 미비가 생기면 효율이 감소될 것이다. 역시 CRM의 적용에 있어서 호환이 되지 않으면 통합비용으로 별도의 비용이 지출해야 하므로 비용의 증가를 감수하여야 한다.

환자의 의료의 질에 대한 만족은 환자의 주관적 개념으로 동일한 의료서비스에 대하여 환자들은 저마다 다르게 의료의 질을 평가하게 된다. 대부분의 환자들은 자신의 욕구와 의료의 질에 대한 기대를 가지고 병원을 방문하여, 그것을 의료제공자가 충족시키는 정도가 환자의 만족도를 결정하게 된다. 의료의 질은 의료서비스에 대한 만족과 밀접한 관련이 있다. 의료의 질과 만족은 강하게 연관이 있으면서도 양자는 분명히 다르다. 의료의 질에 대한 평가와 만족도는 매우 일치도가 높다고 볼 수 있다. 이것은 의료의 질적 수준이 높으면 환자만족도도 높다는 것을 의미한다.

따라서 본 연구는 병원의 환자관리를 위한 CRM 마케팅의 전개를 실증적으로 역설하고 이의 도입을 통한 효과와 문제점, 이에 대한 대응방안을 제시하고, 모범적인 CRM운영 사례를 제시함과 동시에 효과적인 의료의 질 경영을 구현하고 이것이 환자의 의료서비스 만족도를 높이는 결과인 것을 모색하는 것이 본 연구의 목적이다.

한글색인어 : CRM, 의료서비스, 마케팅

I. Introduction

Presently, hospitals undergo severe critical environmental changes of management. Because of a medical policy-separation of dispensary from medical practice, and a real-market price of medical supplies, a introduction of DRG system, unification of the medical care insurance coordination, a requisite enforcement of optional medical treatment, a obligation of a credit card acceptance and a quantitative change that medical demand exceeds its supply, a user of medical service are changed in quality. it causes prevalent competitions among medical service suppliers(Ryu, 2002). In these competitive relationship, there is a large range of opinion that medical treatment is a service-addressing a title of honor, upgrading the patient satisfaction - in medical industries, which lots of medical institution bring in a service training used by hotel or airline industry(Nomura, 1997).

From former days, a medical industry considering that 'medicine is a benevolent art' worries encroachment on medical market by an inflow of foreign capital. It makes them take action for self-defence and expects Big Bang. And they have an attempt to change a hospital management extremely by changing a present marketing process. So to speak, it is changed old fashioned medical marketing which is attracting patient and medical examination... focusing cure and patient, a local share and medical technic, integrated processing aiming and one-sided way (monologue) into a medical marketing which is patient preservation and informed consent, focusing patient service and patient share, QOL aiming and decentralization cooperation, and both-sided way(Nomura, 1997). It has an attempt to change various ways by its directions, and in a point of patient preservation, a lot of hospitals consider its introduction of CRM(Customer Relationship Management).

CRM uses a few general hospital because of their staffs in charge doesn't know well as yet, and many hospitals are considering the introduction of CRM. Yet, their research of introducing CRM and its results are not satisfied. CRM is the most highlighted techniques for hospital to survive in its competition. we study this research in reason that we introduce CRM to hospital staff and catch hold of their view before introducing CRM for reducing their confusion and rejection and offering information to the management. So the purpose of this study is to understand staffs of university hospitals in Busan and offer information to their management in a point of customer marketing view. The concrete purposes of these is as follows. Frist, we understand staffs of university hospitals in Busan for CRM application, the second, analyze their satisfaction degree of customer management, its necessity and their intention of whether they reuse it if the become an object of it, the third analyze their necessity of CRM introduction, the fourth, analyze each relations of necessity of CRM introduction.

II. Theoretical Background

1. What is CRM

CRM is a chain of courses that collect the data of present and latent customers accumulated in every steps and make database. Through it makes support and improve relationship with customers, the satisfaction and loyalty of customers get improved, which the company and organization maintains and develops continuously.

The greatest distinctive feature of CRM is that it is a customer focused marketing approach that its priority is not sales volume but proposition of goods or service which go with individuals on the basis of preference or purchasing history. Especially it don't develop marketing technique on the basis of satisfaction only and considers returns by stopping customer from going and increasing loyalty in the long view. According to Fredrick(1990), when service company lower customer defection rate of their loyal customers to 5%, their net profit will be 25~85%. CRM is the process that makes customers loyal by preserving and improving the relationship with customers.

2. CRM's appearance background and necessity

A principal part of industrial society is standardized products and all the company is focused on selling their products by commercial break. That's why company try to increase returns by selling products as much as possible in a short period of time. But in the period of stabilized growth of economy, demand and supply is balanced. And the gap of product quality decreases, which they begin to find products to their taste. On this, company subdivides market by classifying customer's feature and the propensity to consume for satisfying various customer's demand and do marketing a selected target market intensively. It is called segment marketing. Segment marketing gets changed to niche marketing in 1980s. Niche marketing is that it capture the market connived by other company.

In this change of marketing, company tried not to encroach on their market, and do marketing on their taste with various customer's information, which company puts emphasis on a sale by managing excellent customers continuously. That is, it means individual marketing, one-to-one marketing, and relationship marketing which maintains distinguished, individual, and continuous relationship with customers, which is based on CRM.

3. Efficiency of CRM

A lucrative business has lots of questions in an early stage. Those are about what kind of effect we can get by introducing CRM. Much cost of early stage make a lot of company avoid not to introduce it, they promoted it because it make a profit in the long view from adding customer to lifelong customer.

According to a former research, the cost that company maintains customer loyalty is only 20% of originating a new customer(Kotler et al., 1996) and when adding 5% more for maintaining a existing customer in the long term, they can get 25~125% more profit increasing(Fredrick et al., 1990). But we

couldn't say that the CRM effect is applied to a general lucrative business equally when CRM is applied to hospital, and it needs to develop a new CRM suitable to medical environment.

4. To introduce CRM to hospital

Hospital needs a different marketing because of its feature that they have to promote commercial and noncommercial goal at once. Especially, hospital today that is hard to manage itself needs keenly the introduction of new marketing technique, and a few hospitals try to introduce several CRM already confirmed its success in an existing lucrative business. But accomplishing CRM has several problems. The first is publicity and equality aimed by medical care. The second is one-timed property of medical examination. The third is it is impossible to correct medical payment strategically.

III. How to Research

1. A plan for research

This study is a narrative study investigating the relationship between the introduction of CRM in hospitals and the request degree of employees of CRM's introduction, their satisfaction degree of the real condition of customer management system, the degree of recognition of its necessity and the extent of whether they reuse a hospital in case they become an object of customer management conducted by the hospital.

2. Object to research

The study subject was 169 employees working in four university hospitals located in Busan area, and we polled the questionnaire when the subject agreed with attending this research and understand it.

3. Data collection

We collected the data for this study from April 8th to 17th in 2006, and 3 assistants who know about the purpose of this study explain its purpose to subjects. When they agree with this research, they make up a questionnaire directly. 200 questionnaires were made up in 50 copies a hospital. 179 questionnaires of 200 are retrieved and its recovery rate is 89.5%. 169 of all retrieved questionnaires except inappropriate response are analyzed.

4. Research instrument

The instrument of this study is 7 questions about a subject's character, 3 questions about the satisfaction degree of condition of customer management, 2 questions about the degree of recognition of its necessity, 4 questions about the degree of the extent of whether they reuse a hospital in case they become an object of customer management, and 5 questions about the degree of demand of CRM introduction. All are 25 questions we used.

5 scales instrument of the satisfaction degree of customer management is used to investigate the satisfaction degree of customer management in the hospital which subjects work. All the instrument are 4 questions, which included in positive questions that 5 scores in 'very right', 4 in 'right', 3 in 'common', 2 in 'not that', and 1 in 'absolutely not'. Higher the score, higher subject's satisfaction degree of customer management in hospital they work. In this study, it comes Cronbach's $\alpha=0.8298$. 5 scale instrument is used to measure the recognition degree of its necessity of customer management. All the instrument are 2 questions, which included in positive question that the score is between 5 and 1. Higher the score, they think the necessity of customer management in hospital they work. In this study, it comes Cronbach's $\alpha=0.5556$. 5 scale instrument is used to measure the degree of intention of whether they reuse a hospital if they become an object of the customer management of the hospital. All the instrument are 4 questions, which included in positive questions that the score is between 5 and 1. High score means high degree of intention of reuse. In this study, it comes Cronbach's $\alpha=0.7665$. 5 score instrument is used to measure the degree of CRM introduction. All the instrument are 5 questions, which included in positive questions that the score is between 5 and 1. High score means high degree of CRM introduction.

5. Data processing and analysis method

We collected and encoded the collected data, and analyzed with statistical program (SPSS, ver 10.0). We analyzed frequency of the feature of subject and recognition of customer management with real number and percentage, and their recognition of question

naires about customer management analyzed into average and standard deviation. We analyzed the satisfaction degree of the actual condition of the customer management, the recognition degree of its necessity, the degree of intention of whether they reuse a hospital if they become an object of the customer management, and the demand degree of CRM introduction with t-test, ANOVA, and Scheffe test, and analyzed the relationship that their demand degree of CRM introduction, the necessity degree of the customer management, and the degree of intention of whether they reuse a hospital if they become an object of the customer management with Person's Correlation Coefficients.

IV. The Result

1. The general feature of subject and customer management

The general feature of subject

Looking around the general feature of subject, there is in the following sex categories including 63.3% in woman and 36.7% in man, age categories including 29% under 30-year-olds, 43.8% in 31~40 and 27.2% above 41-year-olds.

In hospital categories, it is 29.0% in A hospital, 26.0% in B, 23.7% in C, and 21.3% in D. In scholarship categories, it is 10.1% in a high school graduate, 32.5% in a college graduate, 41.4% in a university graduate, and 16.0% in a graduate school. In the class of their position, it is 65.1% in an employee, 31.4% in a middle management, 3.6% in a higher management.

Table 1. The feature of the subject

category	section	frequency	percentage(%)
sex	man	62	36.7
	woman	107	63.3
age	≤30	49	29.0
	31~40	74	43.8
	≥41	46	27.2
hospital	A	49	29.0
	B	44	26.0
	C	40	23.7
	D	36	21.3
scholarship	high school	17	10.1
	college	55	32.5
	university	70	41.4
	graduate	27	16.0
class	employee	110	65.1
	middle management	53	31.4
	upper management	6	3.6
occupation	doctor	12	7.1
	nurse	61	36.1
	administrative, management	51	30.2
	health professional	32	18.9
	etc	13	7.7
period of employment	≤5	45	26.6
	6~10	32	18.9
	11~15	55	32.5
	≥16	37	21.9
total		169	100.0

Table 2. The recognition of existence of Customer management and CRM

category	section	frequency	percentage
the existence of customer management	do	102	60.4
	do not	42	24.9
	have no idea	25	14.8
the existence of customer management office	it is	58	34.3
	it isn't	70	41.4
	have no idea	41	24.3
the existence of recognition of CRM	do know	30	17.8
	have heard	62	36.7
	have no idea	77	45.6
Total		269	200.0

Subject's recognition of existence of customer management

In an occupational categories, it is 7.1% in a doctor, 36.1% in a nurse, 30.2% in a administrative management, 18.9% in health professional, and 7.7% etc. In the period of employment, it is 26.6% under 5 years, 18.9% in 6~10, 32.5% in 11~15, and 21.9% in 16.

As we look around the existence of customer management of hospital the subject works, 60.4% is they do, 24.9% is they do not, and 14.8% is they have no idea, which the greatest response is they do. In the existence of customer management office, 34.3% is it is, 41.4% is it isn't, and 24.3% is they have no idea, which the greatest response is hospital doesn't operate the office. In the existence of recognition of CRM, 45.6% is they have heard, 36.7% is they know, 17.8% is they don't know, which the greatest response is they don't know<Table 2>.

Subject's recognition degree of questions about customer management

The satisfaction degree of customer management of hospital they work is 2.64 ± 0.79 on average of 4 questions and it is common. The recognition degree of it necessity of customer management in hospital is 4.37 ± 0.57 on average of 2 questions and it is a little higher, and the degree of intention of reuse if they become an object is 4.00 ± 0.61 on average of 4 questions and it is a little higher.

The degree of its demand of CRM introduction in hospital they work is 4.16 ± 0.56 on average of 5 questions and it is higher<Table 3>.

Table 3. The recognition degree of questions about customer management.

section	question	average	standard deviation
satisfaction degree of customer management condition	Our hospital manages customers well	2.76	0.95
	Our hospital builds computerization for customer management well	2.60	0.99
	Our hospital makes full use of phone counsel and mail for patient detainment	2.59	0.97
	Our hospital makes full use of e-mail and web page for patient detainment	2.62	0.98
	total average	2.64	0.79
recognition degree of it necessity of customer management	Our hospital needs a office in charge of customer management only	4.46	0.67
	Our hospital needs anew system for customer management	4.28	0.71
	total average	4.37	0.57
degree of intention of reuse if they become an object	I will revisit the hospital that I was cured when I got a post or email from a hospital director	4.04	0.90
	I will revisit the hospital when I got a post or email that had information of disease or health	3.82	0.83
	The image of the hospital is going well when I get a phone, a post, and email from specific hospital	4.24	0.67
	I will recommend the hospital to others when I get a phone, a post, and email from specific hospital	3.92	0.78
	total average	4.00	0.61
degree of intention of CRM introduction	Our hospital need to introduce CRM system	4.26	0.70
	It is so helpful to attract patient if we introduce CRM system	4.24	0.63
	It is common to introduce CRM system for korean hospitals in the near future	3.99	0.75
	It is common to introduce e-CRM system for korean hospital by email or web-site in the near future	4.11	0.73
	It is helpful to manage hospital if we introduce CRM system	4.18	0.68
total average		4.16	0.56

Subject's satisfaction degree o its condition of customer management

To find out the self-satisfaction degree of customer management in their hospital, we analyzed with sex, age, hospital, scholarship, position, occupation, and period of employment. With sex, age, scholarship, and the period of employment, we couldn't find out any prominent discrepancy($p>0.05$). But, in hospital categories, B hospital is the highest in 12.70, 12.31 of D, 9.20 of C, and 8.47 of A($p<0.01$), which is prominent. In class of position, upper management is 12.83, middle management is 11.13, and employee is 10.16, which is prominent($p<0.05$). And nurse is 11.56, and it is more higher than 10.53 of health professional, 10.00 of doctor, and 9.41 of administrative management, which is prominent<(Table 4>.

Table 4. The satisfaction degree of customer management by quality

category	section	average	standard deviation	t or F	p	scheffe
sex	1) man	10.35	2.99	-0.646	0.519	
	2) woman	10.68	3.28			
age	1) ≤30	10.76	2.82	1.122	0.328	
	2) 31~40	10.16	3.31			
	3) ≥40	11.56	3.27			
hospital	1)A	8.47	2.89	30.413	0.000***	2>1.3
	2)B	12.70	2.32			
	3)C	9.20	2.54			
	4)D	12.31	2.40			
scholarship	1)high school	10.12	3.92	1.833	0.143	
	2)college	11.11	3.10			
	3)university	10.67	3.04			
	4)graduate	9.44	2.97			
class	1)employee	10.16	3.04	3.363	0.037*	
	2)middle manager	11.13	3.35			
	3)upper manager	12.83	2.32			
occupation	1)doctor	10.00	2.92	3.547	0.008**	2>3
	2)nurse	11.56	2.95			
	3)ad, management	8.41	2.32			
	4)health pro	10.53	2.84			
	5)etc	11.00	3.34			
period of occupation	1) ≤5	10.67	2.71	0.489	0.690	
	2) 6~10	10.81	2.92			
	3) 11~15	10.15	3.35			
	4) ≥16	10.84	3.65			

Subject's recognition degree of its necessity of customer management

To analyze the recognition of its necessity of customer management in the hospital the subject work, we analyzed factors in dis

persion. The analysis of recognition degree of it necessity of customer management with sex, scholarship, class position, occupation, and the period doesn't make any prominent difference($p>0.05$). In age categories, it is f 41-year-old, 8.29 of 30 under, which is prominent($p<0.01$). In the hospital categories, A hospital is the highest of 9.51, 8.65 of C, 8.59 of B and 8.00 of D, and it is prominent($p<0.01$)<Table 5>.

Table. 5 The recognition degree of its necessity of customer management by quality

category	section	average	standard deviation	t or F	p	scheffe
sex	1) man	8.81	1.21	0.523		
	2) woman	8.71	1.12			
age	1) ≤30	8.29	1.15	5.855	3>1	
	2) 31~40	8.92	1.03			
	3) ≥40	8.96	1.21			
hospital	1)A	9.51	0.82	16.015	1>2,3,4	
	2)B	8.59	1.02			
	3)C	8.65	1.08			
	4)D	8.00	1.20			
scholarship	1)high school	8.371	1.16	1.689		
	2)college	8.55	1.30			
	3)university	8.76	1.06			
	4)graduate	9.15	0.99			
class	1)employee	8.74	1.14	0.022		
	2)middle manager	8.75	1.18			
	3)upper manager	8.83	1.33			
occupation	1)doctor	8.92	1.24	1.952		
	2)nurse	8.44	1.10			
	3)ad, management	9.00	1.06			
	4)health pro	8.75	1.34			
	5)etc	9.00	0.91			
period of occupation	1) ≤5	8.44	1.18	1.548	0.204	
	2) 6~10	8.75	1.19			
	3) 11~15	8.91	1.04			
	4) ≥16	8.86	1.21			

Subject's intention degree of reuse if they become an object of the customer management

We analyzed the factors dispersedly according to quality to find out whether they reuse a hospital in case they become an object of customer management conducted by the hospital. There is no any other difference in sex, age, scholarship, class, and period of employment($p>0.05$). In the category of reuse intention in hospital, A is 16.82, c 16.20, D is 15.47, and B is 15.39, which is prominent. In the category of occupation, doctor is 17.50, administrative management is 16.08, nurse is 15.67 and health professional is 15.53, which is prominent($p<0.05$)<Table.6>.

Table. 6 The intention degree of reuse when they become an object by quality

category	section	average	standard deviation	t or F	p	scheffe
sex	1) man	15.55	2.32	-1.885	0.061	
	2) woman	16.28	2.49			
age	1) ≤30	15.86	2.41	1.031	0.359	
	2) 31~40	16.31	2.68			
	3) ≥40	15.70	2.09			
hospital	1)A	16.82	2.11	3.525	0.016*	1>2
	2)B	15.39	2.60			
	3)C	16.20	2.29			
	4)D	15.47	2.62			
scholarship	1)high school	17.18	2.48	1.622	0.186	
	2)college	15.76	2.36			
	3)university	15.86	2.51			
	4)graduate	16.19	2.39			
class	1)employee	16.21	2.42	1.174	0.312	
	2)middle manager	15.58	2.46			
	3)upper manager	16.17	2.99			
occupation	1)doctor	17.50	2.54	2.506	0.044*	
	2)nurse	15.67	2.53			
	3)ad, management	16.08	2.17			
	4)health pro	15.53	2.50			
	5)etc	17.15	2.38			
period of occupation	1) ≤5	15.82	2.53	0.488	0.691	
	2) 6~10	16.47	2.33			
	3) 11~15	15.98	2.56			
	4) ≥16	15.89	2.33			

Subject's degree of intention of CRM introduction

We analyzed the factors dispersedly according to quality to find out the degree of intention of CRM introduction. There is no any other difference in class and occupation($p>0.05$). In sex, the woman is 21.16, and 20.13, which it is prominent($p<0.05$), and in age, 21.30 is in 31~40, 20.93 above 41, and 19.86 under 30, which is prominent($p<0.05$) In the period of employment, 21.55 is in 11~15years, 21.19 in 6~10, 20.54 above 16, and 19.76 is under 5years, which is prominent($p<0.05$). And A hospital is the highest in 22.16, 20.95 in C, 20.20 in B, and 19.42 is D, which is prominent($p<0.01$). In the category of the last scholarship, 22.07 is above graduate school, 21.35 in highschool, 20.99 in university, and 19.71 in college school, which is prominent($p<0.01$)<Table. 7>

Table. 7 The degree of introduction of CRM by quality

category	section	average	standard deviation	t or F	p	scheffe
sex	1) man	20.13	3.31	-2.144	0.034	
	2) woman	21.16	2.40			
age	1) ≤30	19.86	3.17	4.132	0.018	2>1
	2) 31~40	21.30	2.65			
	3) ≥40	20.93	2.43			
hospital	1)A	22.16	2.11	8.477	0.000***	1>2,4
	2)B	20.20	2.48			
	3)C	20.95	2.56			
	4)D	19.42	3.43			
scholarship	1)high school	21.35	2.55	5.337	0.002**	4>2
	2)college	19.71	3.01			
	3)university	20.99	2.51			
	4)graduate	22.07	2.62			
class	1)employee	20.51	2.82	2.041	0.133	
	2)middle manager	21.42	2.59			
	3)upper manager	20.17	3.82			
occupation	1)doctor	21.17	3.64	0.893	0.469	
	2)nurse	20.59	2.49			
	3)ad, management	21.24	2.16			
	4)health pro	20.16	3.79			
	5)etc	21.08	2.84			
period of occupation	1) ≤5	19.76	3.39	3.873	0.010*	3>1
	2) 6~10	21.19	2.61			
	3) 11~15	21.55	2.46			
	4) ≥16	20.54	2.29			

Subject's degree of intention of CRM introduction, customer management condition, recognition of necessity of customer management, and its relation to intention of reuse when they become an objects of customer management.

There was a prominent relation between the degree of intention of CRM introduction and the satisfaction of customer management condition($r=0.237$, $p=0.002$).

Also, It was a prominent right relation between the degree of intention of introduction and recognition of its necessity of CRM($r=0.525$, $p=0.000$), and between the degree of intention CRM introduction and of reuse of intention of customer management when being an object($r=0.388$, $p=0.000$)<Table. 8>.

Table. 8 The relation between the degree of intention of CRM introduction, recognition of it necessity of customer management, and intention of reuse when they become an object of customer management

	degree of intention of CRM	p
degree of satisfaction of customer management condition	-0.237	0.002**
degree of recognition of its necessity of CM	0.525	0.000***
degree of intention of reuse when they being an object	0.388	0.000***

V. Conclusion

1. In subject's response of existence of customer management, do that was the highest of 60.4% of all, and do not that was 24.9%. 14.8% had no idea. In the existence of an office in charge of customer management, 41.4% don't have, and 34.3% do have. 24.3% had no idea. It means they do customer management, but they don't have an office in charge of it a lot. In subject's recognition of CRM, 45.6% don't know and 36.7% have heard and 17.8% just know of it. It means most of them didn't know of CRM.

2. The average of the subject's satisfaction degree of customer management condition is 2.64 ± 0.95 . It is common.

3. The average of their recognition degree of its necessity is 4.37 ± 0.57 . It is high rate.

4. The average of their intention of reuse when being an object of customer management is 4.00 ± 0.61 . It is high rate.

5. Their intention degree of CRM introduction is 4.16 ± 0.56 in average. It is high rate.

6. The relation between the degree of intention of CRM introduction and satisfaction of customer management condition is indirected ($r=0.237$, $p=0.002$).

7. The relation between the degree of intention of CRM introduction and recognition of it necessity is directed. ($r=0.525$, $p=0.000$).

8. The relation between the degree of intention of CRM introduction and reuse when they being an object is directed ($r=0.388$, $p=0.000$).

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