

## Study and Explores on CRM Based on the Supply Chain Integration

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**Abstract:** Many enterprises have not been able to understand the concept innovation for the implementation CRM, many still rely an individual customer relationship management and customer service approach, this approach has been hampered by inefficiency and 75 embarked from the single enterprise understood the customer, management customer and service customer, cause to have all sorts of limitations of implementation the customer relations management, nearly 2/3 customer relations management project defeated at the end. Based on this, this article has explained the customer relations management concept from the supply chain integration's thought angle, and has carried on the exploration how to establish, perfect the enterprise supply chain integration customer relations management system and the operational mechanism.

**Key words:** Supply chain; Integration; Customer relationship management; Customer competition; Service competition

The modern enterprise's inside and outside environment already had or are having the huge change, the network economical, the economic globalization swift development are causing the market competition to be intense day by day; Technology advancement and the humanity life style changing to cause the product life cycle is getting more and more short, and initiated the production efficiency to enhance largely, the economy condition transited to the surplus condition from the short condition, market transited to the buyers' market from the seller's market, the enterprise operation changes the multi-varieties, the small batch management from the single variety and the mass management, between the enterprises competition transits the customer and the information competition from the product and the service competition. In these environment's vicissitude, the customer relations management (is called CRM) to be honored as "the pass" of the enterprise competition to win in the 21 century.

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# **1. CORRECT UNDERSTANDING OF SUPPLY CHAIN INTEGRATION CUSTOMER RELATIONS MANAGEMENT**

## **1.1 The Concept of the Customer Relation Management**

The customer relation management is one kind of management concept that based on the supply chain integration, through the supplier partner relations and the customer relation, realizes the information sharing, the resources supplementary, to interact in every way and the customer value maximization, and promotion enterprise competitive power by this.(Harvey .Thompson. 2003) It is not refers to the management software and the technology, but take the customer as the central management technique which integrates the enterprise management thought, production management and market marketing, customer service and so on. The customer relation management is that the enterprise and customer's bidirectional interaction of the supply chain integration, its core is the customer; the essence is the value relation which based on between the customer and the seller, the producer and even the supplier forms.

## **1.2 The Customer Relation Management Understanding Erroneous Thought**

### **1.2.1 The Customer Relation Management is the Seller and Customer Relation Management**

Since long, the customer and the seller relations are not established in foundation of understanding mutually and trust mutually, but controlling by the product and the service price, the sales personals always tempts or urges the consumer to purchase some product for the seller and himself benefit. Therefore, in many enterprise's ideas, the customer relation management refers to the seller carries on greatly diligently which for improvement and terminal customer (buyer, consumer) relations, obtain the more benefits. (Philip. Kneeler. (1999). This kind of error understanding causes the direct result is that artificial makes the customer relation management to be too narrow, thought that collects and manages the customer information is the core of the customer relation management, so long as introduces the customer relation management software to be able to establish the customer relation, manages the customer relation is only the sale department matter. In fact, in the supply chain integration's marketing system, the seller and customer's relational management is only the very small part of the customer relation management. (Sunil Chopra & Peter Meindl. (2002). The customer relation management is the whole enterprise strategic arrangement, is not only the seller and the customer establishes the good relations, should be the relation management between the supply chain core enterprise and its upstream supplier (Upstream Enterprise) and the downstream customer (Downstream Enterprise, Customer), because the enterprise management activities' beginning point is that the customer demand response, the end point is that the customer demand realization and the customer service guarantee.

### **1.2.2 The Customer Relation Management is the Database Marketing**

Many Chinese enterprises thought that the customer relation management is the database marketing; thought that has established the customer database on is well with everything, the enterprise may have the customer information fully. In fact, the database marketing is take business's profit as a center; the business pays attention to customer's complete goal is how to sell most commodities by the lowest cost. Because the database marketing is take pursuing the profit of enterprise as the center, it inevitably take the customer information as enterprise's secret, but strictly keeps secret, artistically creates "the information isolated island", simultaneously, because the business worried that the already imaginary profit outflow, the enterprise stresses to monopolize customer in the marketing activity, it does not favor cooperation enterprise's coordinated and the enterprise internal information sharing. But the customer relation management is that take the customer service as the center. Although it's final goal also enhances the profit of enterprise, but, the enterprise more cared about the customer's benefit, cared between the enterprise and the customer relation harmony, makes the customer benefit and the enterprise benefit organically unifies in together.

### **1.2.3 The Goal of the Customer Relation Management is That Establish Stable Relations with All Customers**

The core of the customer relation management is the customers. Establishes the customer relation management system first to seek to the appropriate customer, identify the customer standard, and then establishes the stable relations with them. At the same time, although the customer relation management play the influential role to detain the old customer and to cultivate the customer trust , but when enterprise development customer location is inconsistent, or when the old customer departs from the enterprise, the customer relation management should provide the policy-making support for enterprise's customer service, and helps the enterprise to process the negative influence which the customer to depart from the enterprise brings properly, thus can cause the customer relation management utility value maximization.

### **1.3 Correct Understanding Customer Relation Management**

The modern management theory believe that the enterprise and enterprise's competition was already not that the one-to-one competition which the single enterprise in certain time, certain space to compete for the customer, and is not competition which the large-scale market share, but is the crossing space and time integrity competition based on the product development design, the manufacturing, the allocation and retailing, sales and the service, as well as the high grade market share's competition, this kind of competition is called supplies chain with to supply chain's competition and the customer loyalty competition. This means that implements the CRM foundation should be from the single enterprise to extrapolate to the entire supply chain, also explained the customer service and the enterprise with the customer relation establishment and maintenance should be the supply chain integration teamwork. (Shihua Ma. (2000)Therefore, CRM is refers to one kind of management concept that based on the supply chain integration, through the business partner relations and the customer relations, realizes the information sharing, the resources supplementary, to interact in every way and the customer value maximization, and promotion enterprise competitive power. Obviously, the customer relation management is one kind of enterprise strategy management idea, not merely refers to one kind of management software and technology, but is the value chain management systems which melts enterprise management contents, production management, marketing, customer service and so on.

As one kind of new management pattern, CRM main dependence by the modern information technology supporting, take the supplier, the producer, the seller until terminal customer to connect a whole through the core enterprise , but the own enterprise bases on the core superiority, take the non-core superiority's service outsourcing for other enterprise which has the core competitiveness to complete, thus enables each cooperation enterprise's superiority resources integrating to be overall core competitiveness to participate in the market competition. (Gang Zhao. (2004) It stressed that the supply chain whole core competitiveness to resist and avoid risk, and through the enterprise interior and the exterior value to create system's effective engagement, make the conformity enterprise internal and external resources to respond the customer demand fast. Therefore, the supply chain integration CRM to overcome the enterprise individual ability limitation, but take the supply chain integration to promote the customer value maximization, and caused the enterprise value maximization and the customer value maximization can realize together finally.

## **2. THE SUPERIORITY OF ENTERPRISE IMPLEMENTS SUPPLY CHAIN INTEGRATION CRM**

### **2.1 Overcome Extraneous Information Isolation Island**

Take the single enterprise as the unit to implement customer relations management can solve insider information communication problem, but the customer resources' privatization question was quite actually serious between the enterprise and enterprise. (LIN Zhao. 2003) Because in the traditional pattern, between the supplier and manufacturer, the manufacturer and seller, the wholesaler and retail merchant, the retail merchant and customer is one kind gambling relations based on the price and the profit, materially is one “gamble the chain” from the supplier to the terminal customer, a side's benefit often means another side yielding profit. Therefore various enterprises' information technology is diverse and is independent, carries on the information technology conformity more difficulty, particularly trusts lacks, benefit gambling, the

various enterprises have to bridge over the next-level enterprise to collect the customer material, like this not only forms between the enterprise and enterprise's information isolation island, increases information cost which redundant collection, and is farther with the terminal customer, the information distorts possibility is bigger. (Hua Song. 2000). But the supply chain integration foundation CRM is a systems project, the managing pattern to remove the gambling relations, caused it to establish the trust and cooperation win-win strategic alliance, has formed between enterprise's strategic partnership, (Xilin Tang. 2008) in the market operation process, its dependence modern information technology support, through the forward feed information flow and the feedback physical distribution and the information flow, will make the supply chain member until the terminal customer to link a cooperation whole, thus enabled the information on the chain to circulate smoothly, has realized between coadjutant's multi-dimensional bidirectional communication and the information sharing.

## **2.2 The Member Enterprises Coordinate Enthusiasm**

In the nowadays, service consciousness to have a new look unprecedentedly positively and the quality concept to have brand-new expansion, caused that the customer take the similar seriously to product and service, even if were the customer service should also be supply chain integration teamwork. (ZHOU Xiangfeng, 2003). This requests enterprise and so on between the supplier and seller and physical distribution enterprise contacts must break free the traditional business relations, forms a cooperation chain link of solution service question ,cooperates fully by the various member enterprises on entire chain link to provide the more transfer values for the final customer. But in the past, enterprise often to seek for the best customer which take own benefit as the starting point, but is profitable not necessarily regarding for other members on the chain link. That is, serves together in a kind of client base benefit is unable to carry on assignment on the chain reasonably, like this greatly reduced the enthusiasm which between the enterprises cooperates. (Junwei Shi. 2002). Without the unified goal, the cooperation chain link no longer to cooperate causes the customer to outflow finally and even the entire cooperation chain competitive power drop. But under the supply chain integration, the enterprise organizes way on the chain is based on the integrated strategic alliance or the hypothesized Enterprise's coordination commerce, whether they can achieve its common market objectives, whether can carry on the agile response together to the effective customer demand, the key lies in whether between the various supply chain members and the various links can synchronize movement. Therefore ,the supply chain integration client management utilization integration management concept fully, on the foundation of carry on the optimized choice and conformity to the supply chain member core competitiveness, constructs one “the customer service chain” effectively, it stressed that enterprise strategy partnership management, stressed by faces the supplier and the customer substitutes faces the product, thus increased the contacting of between upstream and downstream enterprises and with is related collaborator, also promoted maintains certain uniformity, formed the cooperation network chain which has synchronizes responds the customer demand agilely

## **2.3 The Cost of Operation Minimum**

The supply chain integration thought's essence is: enterprise concentrates the superiority to focus on the core business, adopts relaxation control and so on simplification, separation, peeling, outsourcing regarding the non-core business measures. (LU Shaohua. 2005). Thus, when the enterprise by own core superiority resources conformity the cooperation enterprise resources, the general meeting seeks the more lower cost which compared to an enterprise self-management. Includes: First, through seamless link on the supply chain's, the enterprise can carry on the optimized conformity to extant resources of supplier, manufacturer, distributor, retail merchant, has avoided huge investment to the new product development necessary workshop, the equipment, the marketing network construction, thus reduced the capital burden, reduced the enterprise self-management venture capital, has realized the cost combination minimum of the product and the market development Second, the supply chain integration foundation CRM is one kind “pulls” pattern, namely by customer demand actuation, production, sales basis actual customer demand, but is not forecast that the demand carries on coordinated, for this reason, the supply chain use fast information flow mechanism take the customer demand information transmission to the upstream, system's mobility reduction, especially the manufacturer, the retail merchant face the mobility has been small, the supply chain's stock to reduce, the cost also obtained optimization; (LIU Yi. 2008). Third, under the supply chain integration patterns, the management information, the managerial technique and the physical resources becomes shared resource of the supply chain link enterprise, has overcome the resources waste of the

enterprise “under the longitudinal integration “big and complete - - small but complete”, reduced the order form fulfillment time, thus reduced the huge business management cost, and so on.

## **2.4 The Customer Relations can be Maintained**

The essence of the enterprise idea is: provide the most superior value to customer, and obtains customer's best repayment finally. The Traditional enterprise relies on own resources, either faces the market alone, either makes a profit by the form of “longitudinal integration” facing the market, they design and produce the product according to themselves to the market predict and according to own needs to provide the service for the customer, meets customer's need difficultly, the customer changes and departs from the enterprise inevitably. (LU Qinghua, 2004).But under the supply chain integration CRM system to enable the enterprise client management connotation to obtain the development, the customer has received the unprecedented value, the entire supply chain is the service network which launches customer demand, in this network, some enterprises develop and design the product which the customer likes, some enterprises produce the quality product by the lowest cost, cooperation based on division of labor, coordinated operation, in addition the agile physical distribution guaranteed, the consummation pre-sale, sells, the past-sale service, the enterprise has the more perfect customer communicate ability, thus may bring the maximized customer returns ratio. Specially the resources conformity mechanism of the supply chain integration, makes various enterprise on the chain activities sensitivity to enhance, the ability which fast response customer demand become more stronger, can realize the market goal which the single enterprise is unable to realize and the customer service achievements, from this, the enterprise enhances the customer loyalty and reduces the customer loss rate.

## **3. THE STRATEGY OF THE ENTERPRISE CONSTRUCTION SUPPLY CHAIN INTEGRATION CRM**

### **3.1 Transformation Value Idea and Puts the Customer Value Above the Enterprise Value**

CRM is not only serves customer's technical system, is one kind of business management values, if does not have enterprise's value idea is the basis; CRM did not have the foundation and the support. (XU Qiuping, 2008).Looked from enterprise's angle, the key evaluating indicator of the market objectives realize is whether the enterprise benefit can realize, whether the enterprise value can maximize, but the premise is whether the customer benefit can realize, whether the customer value can maximize. Therefore, the customer and the value realize are the driving influence and the determining factor of the supply chain integration. But in the traditional supply chain value analysis, embarks from the supply main body, take the cost or the profit as the foundation, focuses the enterprise value production and realizes on the chain, actually neglected its value origin to begin in the customer demand.

Between this kind of value cognition and the customer value's dislocation, causes some enterprises, even if occupies on rise in value ability quite strong link which on the industry value chain, also realizes continues to grow high speed with difficulty, the profit can only occupy the low level to pace back and forth. (JIANG Wenqin, 2009).Through will make the supply chain's value to transform as the customer value, can truly achieve take the market as the guidance; take the customer as the center, while meets the customer need to realize the enterprise management achievements enhancement. Simultaneously in the process of the customer value realizes, may distinguish and improve the weak link which the customer value realizes, raises efficiency and quality which the customer value realizes, along with the customer value quantity and the quality enhancement, between the consumer and the enterprise will also form a closer link, will facilitate a more frequent transaction, will establish more long-time relations, and in the customer value guidance's setting up and in the value transmission's continually improvement, will realize customer satisfaction and the customer loyal, its result will certainly to promote the customer value maximization and enterprise value maximization common realization.

### **3.2 Make the Supply Chain's Tradition “Longitudinal” Pattern to Transform “the Crosswise Integration”**

The new supply chain integration CRM request to observe all from the customer judgment, embarks from the customer demand, establishes the demand to push, market drawing, the information sharing, face the flow operation pattern but actually. The new pattern must seek the flow reorganization based on the entire supply chain value raise chain; it requests the enterprise in the foundation which carries on the appraisal to own competitive power or the superiority resources carry on “the crosswise integration” transformation to the supply chain. (WU Mei, 2006). The procedure is: The enterprise first carefully examines the entire value chain from the customer angle, realized that the customer uses, maintenance, promotion, pursue value added all sorts of demands in the entire product life cycle, embarks from provides prompt, comprehensive, the suitable product and the service to seek the partner relations and the customer relations, simultaneously has the hypothesized Enterprise which take the customer carries on the flow management as the center. (Lili Wang & Wuyi Zhang. 2003). Then, on the one hand participates in the supply chain which has the competitive power to take advantage, on the other hand constructs a scale being suitable integrated value realization net chain by own superiority, starts from the product and the service design, through the purchase and the manufacturing to deliver the product and the service to the terminal customer by the sales network. In the value chain ,the enterprise conformity member enterprise's superiority resources by own core competitiveness business, supports the value chain's coordinated movement, and through the various enterprises on the chain core resources' survival of the fittest, creates a higher value, establishment reliable lasting relations with the client group who can bring the most profit. For example, Intel to use fully its core superiority - - chip technology to conformity Microsoft's software superiority and Lenovo's the hardware manufacture superiority , and the market superiority, formed one monopoly supply chain in the Chinese market, enables the enterprise competitive power to obtain enhancement, the risk can be dodged. (YANG Shanlin & LI Hongyan, 2004).

### **3.3 Implement the Enterprise Value Chain and Customer Value Chain Seamless Docking, Achieves Overall Value Chain Value Maximization**

The process which the enterprise flow and the customer demand satisfied process displays the different form in the supply and demand : Regarding the suppliers, displays for the supplier, the manufacturer, distributor and so on each member value provides and the transmission process which completes through each kind of value activity, and take the member cooperation as the foundation, raises the efficiency through between each activity's seamless docking and integrated optimization; But from customer's angle, this process with value links to relate closely in together in customer's purchase process ,such as the information collection before purchase, the comparison choice, the purchase decision-making as well as the expense and so on.( SUN Mingguai & HU Jieyun, 2006). Only the supply chain enterprise provides the value transmission process and the customer purchase and expense value accepts process to unify, in aspects and so on time, space, content, form meets the customer need fully, can realize the customer value finally. That is, only then through enterprise value chain and customer value chain on supply chain seamless docking, the enterprise can deliver the appropriate product to the customer, by the appropriate quantity, in the appropriate time, responds and satisfies customer needs fast and highly effective, thus can also while reduce the supply chain cost, realizes the customer value maximization. Therefore, inspects from the supply chain integration's angle, the supply chain is not only the value chain which the enterprise value produces and realizes, is also the value chain which the customer value obtains with the realizes, the customer value chain is deciding the enterprise value chain's growth and the competitive advantage consolidated and promotion directly. If the enterprise can carry on balanced docking the two sides, that driving influence which stems from the enterprise value chain and pull force which stem from the customer value chain to be able to form the joint effort, this kind of joint effort manifests the shape is the information flow, the physical distribution, the fund class unimpeded in the supply chain as well as from the supplier, the producer, physical distribution business, the seller until the terminal customer's value maximization or the synchronized optimization.

### **3.4 Construction Flattening Enterprise Supports System**

The supply chain integration CRM is not only connects the supplier to the terminal customer's material flow, the information flow, the fund class, moreover is a service flow and the increment flow. (SHENG Ge, 2002). Therefore the enterprise not only treats the customer relations management from technically, and also treats it from the organizational structure and the enterprise culture, requests each staffs to be able to provide satisfaction the product and the service based on the customer demand change, but this is realizes with difficulty under the enterprise tradition hierarchical system. Therefore, the flow restoration also needs to form the supply chain relations in the enterprise interior flow, request enterprise must construct the new organizational structure and the safeguard system. According to the customer relations management "take the customer satisfied as the central" management principle, the enterprise organizational structure adjustment, must take goals by enhance the enterprise to communicate efficiency, by drive the staff participation. According to the above, the enterprise must take internal tradition "Pyramid" organizational structure to reconstruct be a brand-new flattening organizational structure, lets each person display a bigger creativity on the new post, enables enterprise's organizational structure can track customer demand and the market shift dynamic, and can make the response quickly. (CAO Yi, 2004). In the new organizational structure, the customer is in the apex position, by manifests the customer supreme management idea fully. At the same time, the management function to shift partially to a staff's stratification plane from the superintendent, such the staff can have the creative work freedom and the authority, and will become supervisor who is the operating post from the performer, will have the rapid reaction ability. In the new organizational structure, the partial decision-making powers shifted to a staff's level, the supervisor should delegate the authority to the staff, sets up the appropriate work team, and carries on the guidance, drive and the achievements evaluation to the staff by the appropriate way. The superintendent must help the staff from leader's angle to obtain the correct information, provides various aspects powerful support, urges the staff total involvement to the supply chain value creation system.

### **3.5 Establishment Enterprises Status in the Supply Chain Integration Service, Formed the Cooperation Mechanism Between Integrated Members**

The supply chain integration is the supplies and the requirements management integration between enterprise interior and enterprise, enterprise only then surmounts internal resources boundary, with aid of information technology method, coordination implementation customer relations management, could realize effective organization and management to entire supply chain resources. (LIU Hongyan, 2007). The supply chain enterprise status in the supply chain is that many kinds of factor combined action result, more important two factors: First, subjectively receives its core competitive ability restriction; second, objectively receives its customer value contribution size influence. The basis to the value activity as well as the member customer value contribution's analysis, the supply chain member to be possible to find be able to actuate the more customer values link in the value chain, through to the upstream and downstream value activity's conformity, enabled to have the strength enterprise to establish main item dominant position in the supply chain. Along with the value increment activity dynamic allocation and adjustment in the supply chain member, causes the strong competitive ability member to be possible to undertake the more customer value transmission duty, realizes the customer value contribution to match with the enterprise strength, is also helpful forms responsibility and ability coordinated balanced in the supply chain interior.

Supply chain partnership including core enterprise and supplier's partnership, with manufacturer partnership, with seller, retail merchant's partnership. They establish based on certain benefit foundation and the common wishes, and plays the different role in the supply chain, the communication, coordinated, the survival of fittest is the important way which respectively forms the good cooperation. Under the supply chain environment, enterprise is not only a relatively independent economy, but also is a node which has the unique resources; is not only the value inventor, is also the service enjoys. The Upstream enterprise took the Downstream Enterprise's suppliers and the service provider, the grade of service quality had directly decided the supply chain overall efficiency and the profit realizes speed, therefore the enterprise needed take to the supply chain overall benefit and the goal as the guide to coordinate activities, clasp formed a functionality network. In this system, the core enterprise only focus on the core business which has the competitive power, take the non-core business outsourcing for other has this core competitiveness

enterprise to complete, thus enables each cooperation enterprise's superiority resources coupling to be overall core competitiveness participates in the market competition, like this can take the supply chain whole core competitiveness to resist and circumvention risk, the single enterprise's risk will melt in the supply chain, enhancement single enterprise anti-risk ability. In brief, the member enterprise must aim at the existing question, the development question as well as the widespread service cooperation item carries on coordinated, establishes benefit sharing, the risk altogether load cooperation mechanism.

### **3.6 Establishment Science Reasonable the Supply Chain Integration Benefit Share Mechanism**

Any enterprise participates in the supply chain alliance, its primary purpose is to pursue the economic interest, if any alliance member not satisfactory formulation benefit allocate decision, will give the integrated alliance to bring certain benefit loss, then the customer and the enterprise value maximization will realize with difficulty. (REN Zhigang, 2006).Therefore the alliance must find one kind of method processing benefit to share question, enabled benefit share plan to have the relative rationality, and could accept for various units. First stage, before the benefit has not formed, uses one kind of negotiations method, makes the primary benefit allocate decision. According to the certain factor which may quite easy distinguish like fixed asset's investment and between the supply chain partner's relations and so on carry on the assignment, each enterprise obtains the pre-distribution satisfactory benefit; the second stage, carry on the redistribution to the quota benefit. (LI Li. 2006).This stage considered the factor is: the risk which the supply chain partner undertakes; enterprise realize goal level diligently; to supply chain's degree of contribution and so on. During this process, uses the benefit distribution method is the gambling theory method. Because when between the supply chain members carries on the benefit assignment discussion in this process, what are more is an interactive process, simultaneously individual rational function can be bigger than overall rationality, therefore, use gambling method is quite scientific, reasonable somewhat. What needs to pay attention: there is one kind of phenomenon in the supply chain, is the core enterprise uses its dominant position to carry on benefit squeezing to other enterprises, this procedure is very wrong. Because, the supply chain cooperation value display such as the date of delivery, the standardization, the low stock and so on, therefore, core enterprise needs to pay attention to fully display leading role to drive member enterprise.

### **3.7 Utilization the Electronic Commerce Platform to Enhance Customer Service Quality**

The modern supply chain management most core essence is that carries on effective cooperation through customer and supplier network. Electronic commerce regarding manufacture and retailing importance is advanced supply chain management without doubt. (Robert .M. Mongolia. 2004). The Chinese enterprise want to raise productivity, to reduce the cost and enhancement customer service, must strengthen to the electronic commerce method effective application. If enterprise carries on exchange and cooperation by high speed, the low cost and customer, supplier are the key success factor which effectively supply chain manages, then computerization supply chain (e-chain) will be to completely future predict, but the information system which support the supply chain management in the future will be E-ERP and electronic commerce platform perfect union.

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