

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)
AFFECTING CONSUMERS' BUYING DECISION MAKING
OF NATURAL COSMETICS PRODUCTS



A MASTER'S PROJECT
BY
KENLONG POSAWAT

Presented in Partial Fulfillment of the Requirements for the
Master of Arts Degree in Business English for International Communication
at Srinakharinwirot University
May 2011

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Assit. Prof. Sirinna Boonyasquan.

This study was conducted in order to first discover the extent of effect each individual element of Oriental Princess's CRM strategy had on the consumers' purchasing decision making and secondly examine which model of the CRM strategy most affected their purchasing decision making process. One hundred Oriental Princess' customers at Central Ladprao Department Store were randomly selected to respond to the questionnaire, based on Raap and Collins' CRM strategy (1995). The data were collected in October, 2010, and analyzed by SPSS. The findings were presented in terms of frequency, percentage and mean score.

The findings revealed that Oriental Princess' customers were affected by all the elements of all the four core models of the CRM strategy proposed by Rapp and Collins (1995) at a moderate level with the total mean scores for the Contractual Model, the Value Added Model, the Educational Model and the Reward Model at 3.10, 3.10 3.05 and 3.03 respectively. It was also found that the Contractual Model affected the purchasing decision of the participants at the highest level (54%).

การบริหารลูกค้าสัมพันธ์ที่มีผลต่อการตัดสินใจซื้อของผู้บริโภคเครื่องสำอาง
ที่ใช้ผลิตภัณฑ์จากธรรมชาติ



เสนอต่อบัณฑิตวิทยาลัย มหาวิทยาลัยศรีนครินทรวิโรฒ เพื่อเป็นส่วนหนึ่งของการศึกษา

ตามหลักสูตรปริญญาการศึกษามหาบัณฑิต

สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติ

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สารนิพนธ์ฉบับนี้มีวัตถุประสงค์ที่จะศึกษาระดับผลกระทบขององค์ประกอบย่อยของแต่ละ
รูปแบบของกลยุทธ์การบริหารลูกค้าสัมพันธ์ที่มีผลต่อการตัดสินใจซื้อผลิตภัณฑ์โอเรียลทอล พริน
เซส และเพื่อศึกษารูปแบบกลยุทธ์การบริหารลูกค้าสัมพันธ์ที่มีผลต่อการตัดสินใจซื้อของลูกค้าใน
ระดับสูงสุด

กลุ่มตัวอย่างคือลูกค้าของโอเรียลทอล พรินเซสสาขาเซ็นทรัล ลาดพร้าว จำนวน 100 คน
ได้มาจากการสุ่มตัวอย่างแบบง่าย โดยใช้แบบสอบถามที่ยึดแนวคิดของแร็ปป์และคอลลินส์ (2538)
เป็นเครื่องมือในการวิจัย โดยมีการดำเนินการเก็บข้อมูลในเดือนตุลาคม 2553 ผลการวิจัยนำเสนอ
ในรูปตารางโดยใช้ค่าความถี่ ค่าร้อยละ และค่าเฉลี่ย

ผลการศึกษาพบว่าองค์ประกอบย่อยทุกองค์ประกอบของกลยุทธ์การบริหารลูกค้าสัมพันธ์
ทั้ง 4 รูปแบบ ตามแนวคิดของแร็ปป์และคอลลินส์ (2538) มีผลต่อการตัดสินใจซื้อผลิตภัณฑ์ของ
ลูกค้าในระดับปานกลาง โดยมีค่าเฉลี่ยผลกระทบต่อการตัดสินใจซื้อของลูกค้าด้านรูปแบบการสร้าง
ความสัมพันธ์ตามเงื่อนไขสัญญา ด้านการสร้างความสัมพันธ์ด้วยคุณค่าเพิ่ม ด้านการสร้าง
ความสัมพันธ์ด้วยการให้ความรู้เฉพาะด้าน และด้านการสร้างความสัมพันธ์ด้วยรางวัล ที่ 3.10,
3.10, 3.05 และ 3.03 ตามลำดับ นอกจากนี้ยังพบว่ารูปแบบการสร้างความสัมพันธ์ตามเงื่อนไข
สัญญามีผลต่อการตัดสินใจซื้อของลูกค้ามากที่สุดโดยมีอัตราสูงถึงร้อยละ 54

The Master's Project Advisor, Chair of Business English for International Communication, and Oral Defense Committee have approved this Master's Project, *Customer Relationship Management (CRM) Affecting Consumers' Buying Decision Making of Natural Cosmetics Products*, by Ms. Kenlong Posawat as partial fulfillment of the requirements for the Master of Arts degree in Business English for International Communication of Srinakharinwirot University.

Master's Project Advisor

.....
(Assistant Professor Sirinna Boonyasaquan)

Chair of Business English for International Communication

.....
(Dr. Saiwaroon Chumpavan)

Oral Defense Committee

..... Chair
(Assistant Professor Sirinna Boonyasaquan)

..... Committee Member
(Dr. Prapaipan Aimchoo)

..... Committee Member
(Assistant Professor Penny Diskaprakai)

This Master's Project has been approved as partial fulfillment of the requirements for the Master of Arts degree in Business English for International Communication of Srinakharinwirot University.

..... Dean of Faculty of Humanities
(Dr. Wanee Aujsatid)

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Kenlong Posawat

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CHAPTER 1

INTRODUCTION

Rationale of the Study

The success, or otherwise, of current business processes predominantly depends on customers; therefore, retaining customers is an important marketing strategy for any company. For this reason, customer relationship management (henceforth CRM) is one of the principal tools that companies apply to run their business. CRM is a strategy for a company or organization to learn more about its customers' needs and behaviors in order to develop stronger and more successful relationship with them. No clear definition of CRM has yet been agreed on; however, according to Kotler and Armstrong (2008), CRM is an overall process of building and maintaining profitable customer relationship by delivering superior value and satisfaction to customers, particularly those who have registered as members of a particular product brand or a service enterprise. Often, this includes using a computer system or other technologies to collect and build a database of customer profiles in terms of customers' information such as contact addresses and phone numbers, as well as their purchasing information. Having clear customer profiles helps a company understand and anticipate the needs of current and potential customers. Customer retention and loyalty are due to customer satisfaction (Besterfield et al, 1999; Evans, Jamal & Foxall, 2006). The CRM strategy plays an important role in maintaining successful customer relationship and increasing the number of new customers without worrying about losing existing ones.

A great number of businesses currently employ the CRM strategy to assist their marketing and advertising plans. The cosmetics industry is one of them. Growing

concerns over personal health in a more polluted environment and an increasing population and a citizenry which is becoming increasingly more urbanized, have led to a more pressurized business environment regarding the acquisition and retention of customers. The current situation of cosmetics industry in Thailand is in one of Thai women's strong demands as they continue to value beauty highly and believe their natural beauty will greatly be enhanced by their use of natural cosmetics.

Accordingly, a number of companies have established themselves as the market leaders in the race to provide the Thai women of today with natural beauty and cosmetics products. Amongst these companies are some established names in Thailand, such as The Body Shop and Beauty Buffet, and more relative newcomers to the Thai cosmetics market, as seen with Skin Food and The Face Shop. Although each of the aforementioned companies all supply natural cosmetics products to the Thai market and employ a varying range of CRM techniques, the researcher believes that, given current market conditions, Oriental Princess, another natural cosmetics company, remains the most suitable case study in determining the effect of CRM on consumers purchase behavior. When comparing with other companies including Skin Food and The Face Shop, Oriental Princess's suitability is clear; firstly, it is an established company in the Thai market with an advantage of having a greater variety of locations and means. Both customers and non-customers are more familiar with the brand name. Secondly, when compared with The Body Shop and The Face Shop, it can be seen that Oriental Princess is a wholly-owned Thai company, whereas the others represent international companies branching out in to the Thai market. The benefit of this is that the Thai company is able to better understand the purchasing behavior of local customers than a subsidiary of an internationally based company. Thirdly, Oriental Princess is more reasonably priced, which allows for a wider customer base and, more importantly, a wider range of

consumer demographics from which this researcher may draw information from. Furthermore, as observed in the review of the related literature, product cost and consumer earning power often seem to play a role in the importance and effect of CRM; therefore, a company, which provides a sampling base of consumers for which price is considered as a key part of the purchasing decision process, benefits from an analysis on the effect of CRM on consumer decision making.

A major reason for selecting Oriental Princess as the subject for this research is quite simple; of the aforementioned alternatives, Oriental Princess is the company which directly employs each major model of the CRM strategy, thereby allowing for a more detailed and thorough analysis of CRM and its effects on the consumer decision making process.

O.P. Natural Product Company Limited, a subsidiary of SSUP Group, was born into the world of beauty under the name of “Oriental Princess” and it has a concept of enhancing the public's awareness of environmental friendliness, bringing good health and natural beauty to the life of people (“Orientalprincess”. 2010). Also, Oriental Princess is striving to increase customer loyalty by strengthening its CRM strategy with an aim to maintain customer relationship as well as driving hard towards acquiring new customer bases (Hemtasilpa. 2004).

Srisook (2009), a marketing manager of Oriental Princess, says that the CRM strategy helps increase the number of members from 650,000 to 800,000 within 2010. To increase new customers and to maintain its current members, Oriental Princess employs tactics such as distributing its best-selling gift sets once a customer signs up for a membership account, giving special discounts to its members once a year on their birthday and issuing reward cards to registered customers (“Online media & marketing” 2009). Using the CRM strategy, the company needs to collect the customers’ personal

data such as gender, age, education background, personal financial details and occupational information to ensure a superior level of personal service aiming at increasing customer loyalty.

Thus, Oriental Princess is a good example of a natural cosmetics brand of which sales have rapidly grown in the last three years because of an application of the CRM strategy to the loyalty programme. It has been found that the company's income has greatly increased upon applying the strategy ("Gotomanager" 2007).

In sum, a business marketing strategy plays an important role on the success or failure of a business ("Business built on relationships" 2009). For this reason, CRM is one of the most useful strategies applied in enhancing the success of the business. This strategy can help a company build long-lasting relationships with its customers and at the same time, retain pre-existing customers by delivering superior value and satisfaction to them. Despite a lot of research on CRM and service industries, such as banking, customer services, leisure and tourism, little has been done on the CRM and product-orientated business. As such, this research was hoped to benefit any product-based organizations that apply the CRM strategy in their marketing process as well as to inspire those that have not used the CRM strategy.

Research Questions

1. To what extent did each element of the CRM strategy affect Oriental Princess consumers' buying decision making?
2. Which model of the CRM strategy most affected decision making of Oriental Princess consumers?

Significance of the Study

The findings of this study revealed the model of the CRM strategy that most affected cosmetics consumers' decision making when buying Oriental Princess's products and how the strategy affected their buying decision making. Useful guidelines would be provided for other natural cosmetics brands and other businesses that were interested in building stronger relationships with customers in order to win the retention and loyalty of customers. In addition, the model of the CRM strategy which most affected Oriental Princess's consumers was disclosed, promoting other companies to study the results and planned their marketing strategy to meet their customers' satisfaction.

Scope of the Study

This research used Oriental Princess as a case study. The reason was that the company has a strong reputation for its natural cosmetics products in the Thai market. In a highly competitive marketplace; however, Oriental Princess owns 55% market share in the specialty store for natural based cosmetics products, with approximately 200 branches throughout the country (Intrathip, 2007). Therefore, it had a broad customer base on which research could be conducted.

The participants in this research comprised 100 customers with an age range of 20 to 45. The sampled customers were those who visited Oriental Princess at Central Ladprao Department Store, one of the main shopping centers in Bangkok, in October 2010.

A questionnaire was written by the researcher based on the CRM strategy proposed by Rapp and Collins (1995) was used as a research tool.

Definition of Term

Customer Relationship Management (CRM) is a marketing strategy used to learn more about customers' needs and behaviors in order to retain old customers and, at the same time, gain new customers by developing stronger customer relationships with them. Generally the CRM strategy includes using a computer system or other technologies to collect and build a database of customer profiles in terms of customers' personal information such as contact addresses and phone numbers, as well as their purchasing information. This is aimed to deliver superior value and satisfaction to customers.

In this research, CRM would refer to the structure of the CRM strategy as proposed by Rapp and Collins (1995), which consists of four core models namely the Reward Model, the Contractual Model, the Value Added Model and the Educational Model.

CHAPTER 2

REVIEW OF RELATED LITERATURE

This chapter elaborates on the related literature to provide concepts and theories on five major sections: customer relationship management (CRM), CRM models, consumer buying behavior, consumer decision process and the related previous research.

Customer Relationship Management (CRM)

CRM has become one of the most dynamic technology topics of the 21st Century. According to Chen and Popovich (2003), CRM is not a new concept, but recently it has assumed practical importance due to current development in information and business software technology. The root of CRM is relationship marketing, which has the objective of improving the long term profitability of customers by moving away from product oriented marketing. Bose (2002) states that CRM has been invented because customers have different preferences and purchasing habits. If all customers were the same, there would not be any need for CRM. As a result, understanding customer's drives and profitability, firms can shape their offerings in order to maximize the overall value of their customer portfolio (Chen & Popovich, 2003). The attention CRM is currently receiving across businesses is due to the fact that the marketing environment of today is highly competitive (Chou et al, 2002).

In terms of information technology (IT), CRM means an enterprise-wide integration of technologies such as data warehousing, websites, intranet, phone support systems, accounting, sales, marketing and production. Kotler (2000) points out that CRM uses IT to gather data which can then be analyzed to create a more personal interaction

with the customer. In a long-term, it produces a method of continuous analysis and refinement in order to enhance customer's lifetime value for the company.

According to Swift (2001), companies can gain many benefits from implementing the CRM strategy. He indicates that the benefits are commonly found in one of these areas:

1. Lower the cost of recruiting customers: The cost of recruiting or obtaining customers will decrease since there are savings to be made on marketing, mailing, contacts, following-up, fulfillment services and so on.
2. The need to acquire many customers in order to preserve a steady volume of business will decrease: The number of long-term customers will increase and consequently the need for recruiting many new customers will decrease.
3. Reduced the cost of sales: Owing to the increased purchase responsiveness of long term customers, the overheads incurred during the selling process will decrease. In addition, with better knowledge of distribution channels the relationship will become more effective, in addition to the cost of marketing campaigns being reduced.
4. Higher customer profitability: The customer profitability will become higher due to increases in up-selling, cross-selling and follow-up sales, and more referrals coming as a result of higher purchase satisfaction among the existing customer base.
5. Increased customer retention and loyalty: The customer retention increases as customers stay longer, buy more and more frequently. Similarly, the customer regularly takes up initiatives which make the customer-company relationship more concrete and improve the rate of customer retention and brand loyalty.

6. Evaluation of customers profitability: A company will get to know which customers are profitable, those which will never become profitable and those which are potentially profitable in the future. This is very important, as the key to success in any business is to focus on acquiring customers who generate profit and, once a company has found them, it can develop a continuing relationship with them.

To build and maintain the relationship between a company and its customers, CRM is a marketing activity which continuously provides the necessities for customers, either consumers or agents, to have a good understanding and perception of a company and, finally, to be impressed by a company's products and services, all for the purpose of developing a more sustained and profitable relationship between a company and its customers (Jaengjankij, 2003).

In summary, the CRM strategy can be highly beneficial to business as, through the collection and analysis of consumer data, it allows a company to effectively target customers in a way which will provide maximum benefits for both company, in terms of customer retention, customer profitability and the reduced costs incurred by the decreased importance of new customer recruitment and lower marketing overheads, and for the customer in terms of increased purchase satisfaction.

CRM Models

The CRM strategy is presented by many specialists. It is used as a key marketing tool to maintain a strong relationship between a company and its customers.

Rapp and Collins (1995) introduce four core models of the CRM strategy to build and keep relationship with customers as by: the Reward Model, the Contractual Model, the Value Added Model and the Educational Model.

The Reward Model: This model is the all time champion of methods to build and develop customer relationships (Rapp & Collins, 1995). In essence, the Reward Model is explained by its own name, in that customers who remain loyal to the brand are rewarded with special bonuses, product rewards or point rewards. In addition to retain customers as a result of the offer of special privileges, this method also allows the company to regularly gather further information of its customers, thereby continuously updating and furthering its customer database. Rapp and Collins (1995) give the automotive manufacturers such as GM, Ford and, more recently, Toyota as examples. These companies have co-branded credit cards, in partnership with existing credit card companies, to provide a 5% per credit card purchase discount on the purchase of the customer's next car. In addition to retain customer loyalty to particular car brand by offering, potentially, large discounts on future purchases, the car companies also gain an opportunity to promote new models or services each month together with the customer's credit card invoice, as well as having the potential to regularly survey their customer base and update the database with responses from the customer on questions such as, "When do you expect to buy a new car?", "How many miles do you drive per year?" and "What would you like from your next car?". All of this information is essential for conducting database marketing and running a successful CRM strategy and it is for these reasons and benefits that the Reward Model remains so popular with companies.

The Contractual Model: As with the Reward Model, the definition of the Contractual Model is within the title – consumers are persuaded to enroll or take out membership in a club, subscribe to a company newsletter or magazine or pay a premium to receive access to special giveaways. Just as with the Reward Model, this system allows companies to ensure customer loyalty by direct promotion of upcoming products or offers as well as

monitor the customer base opinion of a company's products or services. Furthermore, this model has the added benefit for the company that the scheme is subsidized or, in some cases, entirely funded by the customer base itself, thereby reducing the overall cost of CRM strategy. Rapp and Collins (1995) also cite three more examples of this model, including the computer gaming company Nintendo, the high-end motorcycle manufacturer Harley Davidson and the South African department store Edgars. In this final example, the department store, it can be seen that customers are automatically charged an additional two dollars on their monthly account in order to benefit from the giveaways, sweepstakes and other benefits associated with membership of the company's Club, which, with over 1.4 million registered members, allows Edgars to maintain a successful CRM strategy with much of incurred cost being passed onto the consumer. This can be seen as the major benefit of the Contractual Model.

The Value Added Model: In some ways, the Value Added Model situates itself on the crossroads between the two aforementioned models, and can be summed up as consisting of all the fringe benefits and extras associated with the purchase of any company product. It differs from the Reward Model in that it requires only the initial product purchase, rather than small rewards for continued purchases, as seen in Tesco's point card rewards. Similarly, it differs from the Contractual Model as it does not require a membership or enrollment fee. Whereas the Reward Model and the Contractual Model both provide incentives for customers to maintain a longer relationship with a company, the Value Added Model may be more useful in persuading first-time customers to buy a company product over another company's product and then maintaining a relationship with those customers after that initial purchase. Rapp and Collins (1995) also cite the Harley Davidson motorcycle manufacturer as an example. They show that this company offers

complimentary one-year membership in their Harley Davidson Owners Club, which in turn provides the customer with a list of benefits. This can be seen to add value to the brand over the initial purchase price. Furthermore, Rapp and Collins (1995) state that many of Harley Davidson's customers then go on to purchase an extension to their membership for the second year, thereby generating more participants for the Contractual Model part of Harley Davidson's CRM strategy. In effect, this CRM model attempts to persuade customers to purchase a product based on the attached fringe benefits, which allow the company to monitor and develop their relationship with the customer, thereby adding a perceived value to the brand or product.

The Educational Model: The Educational Model of a CRM strategy is the process of providing customers or prospective customers with useful information periodically, such as newsletters and magazines, in order to better educate the consumer regarding a company's position on certain industry standards. In a similarity to both the Value Added Model and the Contractual Model, the Educational Model shares newsletters and information for the benefit of the customer and in order to maintain contact with the customer through the company's customer database. Typically, the Educational Model does not require a paid subscription on the part of the customer, and consists only of relative educational materials rather than the composite range of benefits as associated with the Value Added Model. The benefits of this model are two-fold for the company as it allows the company to remain in contact with its customer base after the initial purchase period and it also allows the company to promote its products strengths from a position of strength and authority, thereby forming a closer bond with the customer.

Rapp and Collins (1995) illustrate these benefits by citing the case of Earth's Best Baby Food company, that, by distributing three issues of the Family Times free

newsletter per year to its customers, are able to evaluate, for example, the dangers of pesticides in baby food whilst at the same time promoting its own brands to ensure the product is free from such chemicals. In this sense, the company is able to promote its own brand and seemingly devalue the brand of other rival companies. This results in a closer emotional bond between customer and company as well as generating the opportunity for gathering customer data in order to update the customer database.

In summary, each model of the CRM strategy proposed by Rapp and Collins (1995) is used to develop a distinct and personalized relationship with customers; therefore, it is vital that the company collects information about customers, organizes it in a customer database and performs database marketing. Based on what is known about each customer, the company is able to customize market offerings, services, programs, messages and media to its customers in order to build and maintain an effective and, ultimately, profitable relationship with customers.

Another CRM specialist, Rienartz (2006) proposes that before implementing the CRM system, a company needs to understand the various elements involved because customers develop expectations from their interactions based on information gained from their experience with various touch points such as the salespersons, e-mail, telephone, and so on. From the company's perspective, managing customer expectation and maintaining ongoing relationship with them has a cost and so the company has to calculate the long-term return on investment from CRM implementation before they invest in the customer interface elements and applications of CRM. Customer interface and application elements include:

- Customer interface. Customers interact with the company through a variety of touch points. The CRM system should be able to offer a consistent view of all

customers regardless of the touch point being used by the customers and as such all marketing elements will be uniform in approach.

- CRM application. CRM is implemented by a wide set of applications which enable the company to deliver offers, generate orders, and respond to customer enquiries and feedback. These applications span the sales, marketing, and customer service functions in an organization but are not limited to them and as such care needs to be taken to ensure consistency and uniformity throughout the company in the CRM application.

In summary, to reduce costs and increase customer retention, a company needs to ensure that all aspects of marketing and business are focused on common goals and these are clearly outlined in a uniform and consistent way. If this is undertaken then, it is easier and more cost effective to retain customers rather than to recruit new customers.

Consumer Buying Behavior

Consumers make many buying decisions every day. Buying behavior is complicated, yet understanding it is an essential task of marketing management. The definition of consumer buying behavior focuses on understanding how and why consumers behave. Some quality experts define consumer buying behaviors as follows:

Peter and Olson (2008) define consumer buying behavior as the dynamic meeting of effect and consumer understanding, behavior and the environment in which people make those decisions regarding their consumer buying behavior. In another way, consumer buying behavior involves the thoughts and feelings which people experience, and their corresponding actions, during the consumption processes. Furthermore, it includes all the things in the environment which have an influence on these thoughts, feelings and actions. These influences include the opinions of the existing customers,

current advertisements, price information, packaging, product appearance and many others. From this definition, it should be recognized that consumer buying behavior is dynamic, involves both interactions between groups of customers and exchanges between a company and customers.

In order to understand more about consumer buying behavior, it is essential to study the starting point of the stimuli-response model introduced by Kotler and Armstrong (2004), shown in figure 1.

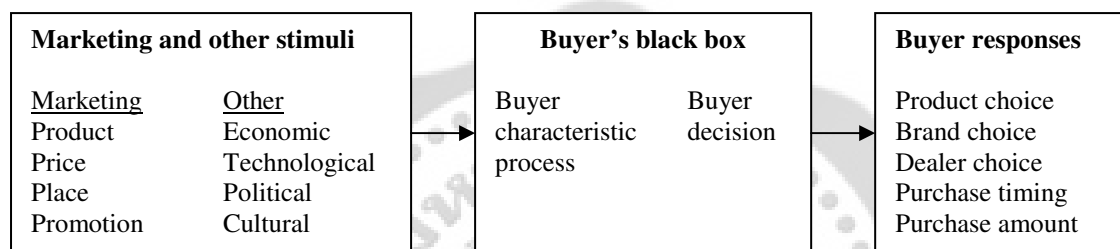


Figure 1 Model of consumer behavior (Kotler & Armstrong, 2004, p. 179)

The above figure shows that marketing and other stimuli enter the consumer's "black box" and produce certain responses. In order to complete a successful purchase process, a marketer must determine what is in each buyer's black box.

Marketing consists of stimuli four Ps: product, price, place and promotion. Other stimuli include major forces and events in the buyer's environment: economic, technological, political or cultural. All these inputs enter the buyer's black box, at which point they are formed into a set of identifiable buyer responses, such as product choice, brand choice, dealer choice, purchase timing and purchase amount or quantity.

The marketer aims to have a clear understanding of how the stimuli develop into responses inside the consumer's black box, a process which consists of two parts. Firstly, the buyer's characteristics influence how he or she perceives and reacts to the stimuli. Secondly, the buyer's decision process itself affects the buyer's behavior.

In addition to knowing about buying behavior, a company needs to have a strong understanding of buyer behavior which will help shed light on what is important to the customer and also possibly outline the important effects on customer decision making (“Knowthis” 2011). Using this information, the company can create marketing programs that they believe will be of interest to customers. Buying decision has been classified into the nature of buying and the following factors are applied:

- Complex buying behavior: This situation involves the high level of involvement from consumers and is the same regardless of the difference among brands.
- Dissonance reducing behavior: This involves high involvement of the buyer but places a less significance on difference among the brands.
- Habitual buying behavior: There will not be any kind of involvement from the consumer and the purchase happens depending upon the brand familiarity.
- Variety seeking buying behavior: The consumer involvement is low but there will be significant difference among brands.

In brief, consumer behavior is a study of what, when, why, how and where consumers purchase products or services. Consumer behavior focuses on individuals making decisions to spend their available resources, which include time, money and effort on items. In an effort to influence the consumer buying behavior, a company employs a CRM strategy, first gathering a wealth of data regarding each individual consumer, next analyzing those data and then tailoring the company offerings and interactions with that customer in a way that will provide the maximum service or product satisfaction as per the customer’s individual requirements. In doing so, the company will more than likely guarantee a future relationship with that customer, thereby generating a brand loyalty.

Consumer Decision Process

The consumer decision process is the processes undertaken by consumers in regard to a potential market transaction before, during and after the purchase of a product or service. Therefore, Kotler (2003) elaborates on the five-stage consumer decision process shown in figure 2.

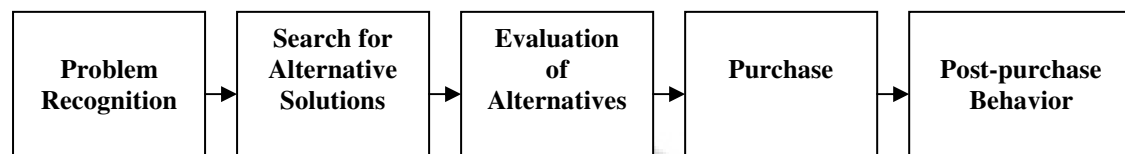


Figure 2 Five-stage model of the consumer decision process (Kotler, 1990, p. 172)

From the above figure, the first stage of consumer decision process is problem recognition. This stage starts when a consumer recognizes a problem or need. The need can be triggered by internal or external stimuli. Internal stimuli are the person's normal needs such as hunger, thirst and so forth. External stimuli are stimuli which come from seeing or smelling such as a person who passes a bakery and sees freshly baked bread that stimulates her hunger.

The second stage is the search for information. A consumer who is interested in a product will be inclined to search for more information. The consumer who searches for information can distinguish between two levels of interest. The milder search state is called heightened attention. At this level a person becomes more receptive to information about a product. At the next level, the person may enter an active information search by looking for reading materials, phoning friends and visiting stores to learn about the product. The major information sources which will influence the consumer to make a purchase decision consist of four main groups:

- Personal sources: Family, friends, neighbors, acquaintances
- Commercial sources: Advertising, salespeople, dealers, packaging, displays
- Public sources: Mass media, consumer-rating organizations
- Experiential sources: Handling, examining, using the product

The third stage is the evaluation of alternatives. In this stage the consumer will compare the brand, product and/or service information and makes a final value judgment. There is no single process but there are several decision evaluation processes depending on the consumer's conscious and rational basis. Some basic concepts explain consumer evaluation processes. First, the consumer is trying to satisfy a need. Second, the consumer is looking for certain benefits from the product solution. Third, the consumer sees each product as containing the attributes or qualities which are necessary in order to satisfy the consumer need.

The fourth stage is the purchase decision. In the evaluation stage, the consumer forms preferences among the brands in the choice set. The consumer may also form an intention to buy the most preferred brand. However, two factors can intervene between the purchase intention and the purchase decision. The first factor is the attitudes of others and other peoples' attitude influences on one's own decision making. If the other person has a positive attitude toward a product or service, the purchaser's preference will increase. The second factor is unanticipated situational factors that may erupt to change the purchase intention.

The last stage is post-purchase behavior. The consumer decision making does not end when the product is bought. After purchasing the product, the consumer will experience some level of satisfaction or dissatisfaction. This stage is just as important for a company because a customer's feelings make a difference to buy the product again or not and talk favorably or unfavorably about it to others. The marketer's job requirement

is to monitor post-purchase satisfaction, post-purchase actions and post-purchase product usage. If the consumer is satisfied with the product, positive feedback can be a cause for re-purchase in the future. On the other hand, if the consumer is dissatisfied with the product, the negative feedback may have an effect on the product brand.

In summary, the consumer decision process is important for the marketing planner to consider how the consumer develops their inclination to purchase the product or otherwise. The consumer starts to recognize their need or problem, searches for information, evaluates the alternatives, makes or declines a purchase and considers his or her post-purchase level of satisfaction. The marketer should understand the consumer's behavior at each stage in order to plan to meet the consumer's satisfaction and to ensure the customer will re-purchase company products in the future.

Related Previous Research

Several studies have been conducted to assess the effect of CRM on decision making as shown below:

Toruen (2007) studied consumers' opinions on customer relationship management (CRM) of Starbucks Coffee in Bangkok. In surveying a sample of 385 customers, based on the independent variables of gender, age, occupation, income, education and cognitive contents about CRM, the researcher was able, after analysis of the collected data, to provide significant results. These showed that the majority of respondents were females under the age of 29, employees of private companies, bachelor's degree graduates with a monthly income range from 20,001 and 30,000 baht. Furthermore, these respondents had a high level of opinion regarding the four core models of CRM, with results showing that the gender, age and occupation of the respondents played a statistically significant factor

at level 0.05 over opinions regarding the Reward Model. Occupation and monthly income also had a statistically significant value at level 0.05 with the Contractual Model and the Educational Model respectively. The occupation factor also affected opinion over the Education Model at level 0.05. The result of this survey also showed that education was not a statistically significant factor regarding any of the respondents' opinions over the four core models of CRM. From these results, the researcher concluded that the Reward Model elicited a greater reaction from respondents when asked about their opinions, whereas the other three models generated a lesser response.

A research paper conducted in the same year as that of Toruen's showed similar results. Sureechainirun (2007) employed a questionnaire, distributed among 400 participants, to explore the factors influencing customer satisfaction with the CRM processes and strategies, as well as the influence of CRM on the customer purchase decisions, of the Muang Thai Assurance Co, Ltd. Again covering a range of customer variables, the researcher concluded that, from a sample group consisting of mainly single professional women earning between 10,001 - 15,000 baht and aged between 26 to 30, the type and duration of the insurance contract, the annual premium paid, the options when paying the premium, and channels available to contact the company were all statistically significant variables on the customer satisfaction with the CRM strategy at the level .05. Furthermore, the researcher also found that the customer satisfaction with the CRM was positively correlated with the purchase decisions of that customer, at the statistically significant level of .05.

In an earlier research paper conducted by Sankhavadhana (2003), the researcher surveyed a population sample of 400 Toyota automobile owners selected at random in order to investigate the opinion of consumers in the Bangkok area towards the CRM of Toyota Motor Thailand Co. Ltd. This paper covered a wide range of independent

variables, such as gender, age, marital status, occupation, car using condition, educational background, income background and different owner and user's character. While results could be found that the relationship between customer gender and the Reward Model was at a level of 0.05, the Reward Model and customer age at level 0.01, the Value Added Model and owner and user character at 0.05 and educational background at 0.05, the consumers reported a significant statistical difference only in the aspect of the Contractual Model.

There are some foreign studies conducted on customer satisfaction. One of these was done by Johansson and Sparredal (2005) on CRM in e-Business. It was found that e-Business organizations evaluated the effectiveness of their CRM in four areas, which could be defined as customer knowledge, customer interaction, customer value, and customer satisfaction. Furthermore, it was found that e-Business organizations considered improved customer satisfaction rates and establishing relationships with customers to be very important.

Moreover, research conducted by Tie (2003) revealed that CRM has been increasingly recognized as a business strategy for effectively understanding, managing and sustaining customer relationships with advanced information and communication technologies. The study involved intensive reviews and inductions of relevant theories on CRM, SMEs (Small and Medium-sized Enterprises) and ASP (Application Service Providers). The findings in the study showed that, depending on the characteristics of the SMEs product offerings, it was practically viable for SMEs to implement CRM by using ASP product offerings from business and technical perspectives.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter describes the research method used in the study comprising four sections: participants of the study, research instrument, procedure of the study and data analysis. The details are as follows:

Participants of the Study

The participants of this study were 100 customers of Oriental Princess at Central Department Store, Ladprao Branch, gained by random sampling with the ages range of 20 to 45.

Instrument of the Study

A questionnaire was employed as the research instrument. The questionnaire consists of three parts as follows (See Appendix A):

Part I:

The first part of the survey was aimed at collecting personal data of 100 respondents concerning age, occupation, income, frequency of purchases at Oriental Princess shops. The data were analyzed in order to study the demographic information of customers of Oriental Princess.

Part II:

The second part was designed to answer the second research question: To what extent did each element of the CRM strategy affect Oriental Princess consumers' buying decision making?

This part of the questionnaire comprised questions related to the four models of the CRM strategy proposed by Rapp and Collins (1995) which are the Reward Model, the Contractual Model, the Value Added Model and the Educational Model. Each model had four statements; the total number of the statements was 16. The objective of this part of the questionnaire was to find out the effects of each element of the CRM models on consumers in their buying decision making to buy products of Oriental Princess (See Appendix A).

The level of effect of the CRM strategy on cosmetics consumers was analyzed in terms of rating scales based on the five-point scale rating of Likert (1932). The scale used in the questionnaire was as follows:

5 = Very Strongly, 4 = Strongly, 3 = Moderately, 2 = Weakly, 1 = Very Weakly

Part III:

The third part of the questionnaire was designed to answer the first research question: Which model of the CRM strategy most affected decision making of Oriental Princess consumers?

This part of the questionnaire asked the participants who were Oriental Princess consumers to decide which of the four models of CRM strategy had the most effect on their decision in becoming consumers of this brand. The four models were the Reward Model, the Contractual Model, the Value Added Model and the Educational Model. These models were designed to follow the pathways to develop a bond with customers in a relationship that goes beyond simply selling a product or a service. The participants of

this survey were asked to give their opinions regarding the four aforementioned models of CRM, and which of these models had the most effect on a customers purchasing process. Only one model was expected for the answer.

To standardize the questionnaire, the researcher gained an approval from the project advisor and other two specialists, one is a lecturer at Srinakharinwirot University and the other is a person who works for a private firm. The researcher revised the questionnaire according to their recommendations. In order that the questionnaire was reliable and valid, a pilot study was conducted on five Thai Oriental Princess's customers at Central Ladprao branch to observe any misunderstanding of the language used or problem in answering the questionnaire. The feedback from the pilot project was used to adapt the questionnaire to make it more reliable and valid.

In order to avoid the respondents' misunderstanding which may affect the data, the questionnaire was used in Thai.

Procedure of the Study

In October 2010, the researcher collected the primary data from 100 Oriental Princess customers who shopped at Central Ladprao Department Store. Central Ladprao Department Store is one of the main shopping centers in Bangkok, a prime location for operating the Oriental Princess franchise. To gain diversity in the samples' demographic characteristics, the researcher randomly asked 20 participants to fill out the questionnaire, over one week in October 2010, from Monday 11 to Friday 15, from 5.00 p.m. to 8.00 p.m.

Data Analysis

The data derived from the 100 completed questionnaires were analyzed using the Statistical Package for Social Sciences (SPSS). The outcomes were presented in the form of tables via descriptive statistics: frequency, percentage and mean.



CHAPTER 4

FINDINGS

This chapter illustrates the findings of the study on the four models of the CRM strategy based on Rapp and Collins (1995) which affected consumers' buying decision making of natural cosmetics products shown in the form of tables as follows:

1. Personal Information

The participants' ages, occupations, monthly income and frequency of purchases at the Oriental Princess are illustrated in terms of percentage in the following 4 tables, 1 to 4.

Table 1 Age

Age	Number of Participants	Percentage
20-25	62	62
26-30	18	18
31-35	11	11
36-40	6	6
41-45	2	2
Over 45	1	1
Total	100	100

Table 1 indicates that the participants in the study with the age range of 20-25 were at the highest number (62%), followed by those with the age range of 26-30, 31-35, 36-40, and 41 -45 (18%, 11%, 6%, and 2%) respectively. The participants aged over 45 were at the smallest number (1%).

Table 2 Occupation

Occupation	Number of Participants	Percentage
Government Officer	11	11
State Enterprise Officer	3	3
Employee	16	16
Business Owner	5	5
Housewife	6	6
Student	49	49
Others	10	10
Total	100	100

Table 2 represents information about the participants' occupations. The findings revealed that the majority of Oriental Princess' customers who participated in the study were students (49%). The second highest occupation was employees (16%), followed by government officers, others or those whose occupation were not specified, housewives and business owners (11%, 10%, 6% and 5%) respectively. The smallest number of occupation for the whole sample was state enterprise officers (3%).

Table 3 Participants' Monthly Income

Monthly Income	Number of Participants	Percentage
Lower than 10,000 baht	50	50
10,001-30,000 baht	40	40
30,001-50,000 baht	7	7
Over 50,001 baht	3	3
Total	100	100

Table 3 shows that the majority of the sample group had a monthly income of lower than 10,000 baht (50%). The second highest number of the participants had a monthly salary ranging from 10,001 baht to 30,000 baht (40%), followed by those from 30,001 to 50,000 baht (7%) and those of over 50,001 baht (3%) respectively.

Table 4 Participants' Frequency of Purchase at Oriental Princess

Frequency of Purchase	Number of Participants	Percentage
Once a month	23	23
2-3 times a month	25	25
Once in 2-3 months	23	23
Once in 6 months	29	29
Total	100	100

Table 4 shows the information about the participants' frequency of purchase at Oriental Princess. The highest number of the participants made a purchase of Oriental Princess products once in six months (29%), followed by two to three times a month (25%). Meanwhile, the participants who purchased Oriental Princess products only once in two to three months and once a month was of equal number (23%). Customers' frequency of purchase of the four category was almost of the same number.

2. Consumers' Opinions on the Effect of CRM strategy on Their Buying Decision

Tables 5 to 8 below show the findings to the first research question: To what extent did each element of the CRM strategy affect Oriental Princess consumers' buying decision making, in terms of mean score and level of effect.

Table 5 Contractual Model

Element of Contractual Model	Mean	Level of Effect
New customers receive a gift set when they become members.	3.27	Moderate
New customers are offered a 15% discount on their first purchase.	3.18	Moderate
Gift vouchers are given to customers on their birthdays.	3.24	Moderate
Free of charge membership renewals are offered when members purchase more than 15,000 baht of the company's products in 2 years.	2.71	Moderate
Overall Mean	3.10	Moderate

This table displays the mean scores of the respondents' opinions regarding the elements of the Contractual Model of the CRM strategy as employed by Oriental Princess and the corresponding level of effect.

The highest mean score ($\bar{x} = 3.27$), of the Contractual Model which affected the consumers' buying decision was when they were provided with a gift once they registered as new members indicating the level of effect was moderate. The other three elements, the customers' being offered gift vouchers on their birthdays, their being granted a 15% discount on their first purchase, and their obtaining of free of charge membership renewals when making a purchase of more than 15,000 baht of the company's products in two years, reached the mean scores of 3.27, 3.18 and 2.71 respectively, revealing the effect on their purchasing decision of Oriental Princess products was also at a moderate level.

In conclusion, the overall mean score of the four elements of the Contractual Model stood at 3.10 indicating that the consumers were affected by the CRM's Contractual Model at a moderate level.

Table 6 Value Added Model

Element of Value Added Model	Mean	Level of Effect
Oriental Princess offers a full line of cosmetic products (hair care, facial skin care, body skin care, make-up and beauty lifestyle products, etc.)	3.09	Moderate
Oriental Princess's prices are lower than other natural product brands of the same quality.	2.99	Moderate

Table 6 (continued)

Element of Value Added Model	Mean	Level of Effect
New packaging is frequently designed to satisfy customers' needs.	3.12	Moderate
Free make-up workshops are given to new customers when they become members.	3.21	Moderate
Overall Mean	3.10	Moderate

Table 6 shows the mean scores and the corresponding levels of the effect of each element of the Value Added Model of the CRM strategy employed by Oriental Princess.

From this table, the participants were most affected by Oriental Princess' offer of free make-up workshops when they registered as members at the mean score of 3.21 which indicated that the level of effect was moderate.

Meanwhile, the participants' buying decision making were affected by the company's frequent design of new packaging, by the company's offer of a full line of cosmetic products, and by the product prices which were lower than other natural product brands of the same quality at the mean scores of 3.12, 3.09 and 2.99 respectively, indicating the level of effect of all elements was at a moderate level.

In conclusion, the Value Added Model had an overall mean score of 3.10 which indicates that the participants were moderately affected by this model of CRM.

Table 7 Reward Model

Element of Reward Mode	Mean	Level of Effect
Discount coupons are given when customers reach certain point targets.	2.91	Moderate
Customers are given an award when they participate in the company's promotional activities.	2.95	Moderate
Customers are given points when they update their personal data through the company's website.	3.19	Moderate
Point collections can be traded for available products.	3.10	Moderate
Overall Mean	3.03	Moderate

Table 7 illustrates the mean scores for the key elements of the Reward Model used by Oriental Princess as part of its CRM strategy and the level of the effect on the participants' purchasing decision.

From this table, the element about customers being given points when they updated their personal data through the company's website was ranked as having the highest effect on their buying decision ($\bar{x} = 3.19$). The second highest mean score ($\bar{x} = 3.10$) went to the element about the consumers' collected points being able to be traded for available products. The third highest mean score ($\bar{x} = 2.95$) was about the issue that the customers were given an award when they participated in the company's promotional activities. Finally, the lowest mean score ($\bar{x} = 2.91$) was the element about discount coupons being given to customers when reaching certain point targets. Because of the

revealed mean scores of all these four elements, the consumers were found being affected by the Reward Model at a moderate level.

To recap, the Reward Model had an overall mean score of 3.03 showing that this model of the CRM strategy was moderately influential to the participants.

Table 8 Educational Model

Element of Educational Model	Mean	Level of Effect
Eight magazines are delivered to members' homes during their two year membership.	2.96	Moderate
Catalogs and brochures are delivered to customers' house once a year.	3.00	Moderate
Oriental Princess's advertising campaigns are shown on T.V.	3.15	Moderate
Oriental Princess Society campaigns are arranged for all members.	3.11	Moderate
Overall Mean	3.05	Moderate

Table 8 shows the mean scores and the corresponding levels of the effect of each element of the Educational Model of the CRM strategy employed by Oriental Princess.

The findings revealed that the highest mean score of the Educational Model was the element about Oriental Princess's commercials shown on TV, with a mean score of 3.15, indicating that the participants were affected by this issue at a moderate level.

The second highest mean score of the element which had an effect on the participants' decision making on buying the products was about the Oriental Princess Society campaigns being arranged for all members, with a mean score of 3.11, showing that the level of effect was at also a moderate level.

The rest elements, the effect of the company's catalogs and brochures being delivered to a customer's house once a year, and eight magazines being delivered to members' home during their two years' membership reached the mean score of 3.00 and 2.96 respectively. Both elements moderately affected the participants' buying decision.

The Educational Model had an overall mean score of 3.15, indicating that this model of CRM was moderately influential to the participants.

3. Model of the CRM Strategy that Most Affected Consumers' Buying Decision

Table 9 shows the findings to the second research question, which model of the CRM strategy most affected the participants, illustrated in terms of percentage.

Table 9 Overall Picture of the CRM Strategy

Model of CRM	Number of Participants	Percentage
The Value Added Model	24	24
The Contractual Model	54	54
The Reward Model	14	14
The Educational Model	8	8
Total	100	100

This table represents an overall picture about the participants' responses to the question about the model of the CRM strategy which affected them most when purchasing Oriental Princess' products. It was found that the participants were affected by the Contractual Model at the highest level (54%) followed by the Value Added Model (24%), the Reward Model (14%) and the Educational Model (8%) respectively.

CHAPTER 5

CONCLUSION AND DISCUSSION

This chapter presents the conclusion of the study followed by discussion, applications, limitations of the study, and recommendations for further studies.

Conclusion

This study aimed to answer two research questions. The first one was to discover to what extent each individual element of the CRM strategy affected the consumers' buying decision making. The second one was to examine and determine which model of the CRM strategy most affected the decision making process in buying Oriental Princess' products of its customers.

Oriental Princess was selected as a case study because the company is a well-known natural cosmetics product company that applied a varying range of CRM techniques. Oriental Princess has 55% market share of the natural cosmetics products, with about 200 branches throughout the country. The sample group for the study comprised 100 customers, aged ranging from 20 to 45 and shopped for Oriental Princess products at Central Department Ladprao branch. Oriental Princess at Central Department Store, Ladprao branch was chosen as a site where data were collected since the shop is located in a major shopping center in Bangkok.

The research tool was a set of the questionnaires written by the researcher based on the CRM strategy proposed by Rapp and Collins (1995) comprising four core models: the Reward, Contractual, Educational and Value Added Models. The questionnaire was divided into three main parts. The first part was to examine relevant demographic data of the participants, comprising their age, monthly income, occupation and frequency of purchase of Oriental Princess' products. The second part was designed to elicit responses from the participants regarding the strength of effect of each element of Oriental Princess' CRM strategy on the participants' decisions to purchase products in the form of Likert rating scales (Likert, 1932) ranging from 1 to 5, with number 1 being very weakly, 2 being weakly, 3 being moderately, 4 being strongly and 5 being very strongly. The third part was designed to ask which model of the CRM strategy most affected Oriental Princess's buying decision. The questionnaire was written in Thai in order to avoid any misunderstandings in terms of the language used.

To ensure the reliability of the questionnaire, the researcher asked for advice and approval from the project advisor and later, two specialists: one is a lecturer at Srinakharinwirot University and the other is a person who works for a private firm. The questionnaire was revised according to the specialists' recommendations. Later, in order to confirm the validity of the questionnaire, a pilot study was conducted on five customers of Oriental Princess. This procedure was aimed to observe any possible problems in answering the questionnaire. The feedback on the pilot project was brought up for amendment. After that, the questionnaire was ready for the actual survey.

The questionnaire was distributed to 100 Oriental Princess customers at Central Department Store, Ladprao branch for five days from Monday October 11 to Friday

October 15, 2010 from 5.00 pm to 8.00 pm. Twenty participants were randomly selected to complete the questionnaire each day.

The data were accumulated, analyzed via the Statistical Package for Social Sciences (SPSS), analyze via descriptive statistics: frequency, percentage and mean. The results were presented in the form of tables.

The findings of the study revealed that all the elements of all the four models of the CRM strategy based on Rapp and Collins (1995) had a moderate effect on the participants when they made a decision to purchase. Consequently, when taking into account the total mean scores of all the elements for each model, it was found that all of the four models had a moderate level of effect with a little difference in the mean scores ranging from 3.03 to 3.10 (See Tables 5 to 8 in Chapter 4). In sum, the results showed that there was no single model of the CRM strategy that was much more influential than the others (See Tables 5 to 8 in Chapter 4).

However, it was surprising that despite the findings mentioned above, when considering the only model that most affected Oriental Princess's customers, the results of this study revealed that the majority of the participants indicated that the Contractual Model was the most influential model of the CRM strategy, based on Rapp and Collins (1995), on their purchasing decisions (54%), while the remaining models, consisting the Value Added, Reward and Educational Models affected the buyers of Oriental Princess products much lesser (24%, 18% and 8% respectively) (See Table 9 in Chapter 4).

Discussion

The discussion in this part was done according to the results gained from the analysis of the questionnaire in order to answer the two research questions.

Personal Information about the Participants in the Study

The results revealed that the majority of the participants in the survey belonged to a younger generation because the highest age group ranged from 20-25 years old (62%) followed by the age group from 26 to 30 and 31 to 35 years old (18% and 11%) respectively (See Table 1 in Chapter 4). When combining the three mentioned age groups, 91% fell in the age range of 20 to 35. It is possible to conclude that the data gained mostly represented the opinions of a younger generation of Oriental Princess' customers. The finding was similar to that of the research conducted by Toruen (2007). Toruen did a study on customers of a coffee chain store, Starbucks, and found out that the majority of participants were under 29 years old.

The findings from the questions about the participants' occupations showed that 49% of the participants were students (See Table 2 in Chapter 4). This result correlated with that on the topic about the age group which indicated that the participants were mostly at the age range of 20 to 25.

In addition, the research findings regarding income indicated that 50% of the participants had a monthly income of lower than 10,000 baht. It was surprising to find that the highest number of the participants earned less than 10,000 baht and were still able to allocate some money for cosmetics. A further 40 percent of the participants had a monthly income of between 10,001 baht and 30,000 baht. If these two groups were

combined, it would reveal that 90% of the participants had a monthly income of lower than 30,000 baht (See Table 3 in Chapter 4). It was plausible that this brand of natural cosmetics was probably popular among the middle- income or lower middle- income group. As known, cosmetics are considered luxurious, so only a group of people can afford it. For Oriental Princess, it seemed that the target group of customers was the middle income brackets.

The final part of the section on the participants' personal information examined the frequency of purchase of Oriental Princess' products. 29% of the participants made a purchase of the products once in six months. This was followed by two to three times a month (25%), and once a month (23%) as well as once in two to three months (23%) (See Table 4 in Chapter 4). It was interesting to find that the participants purchased Oriental Princess' products infrequently, with the majority of the participants visiting the shop only once in six months. It was possible that the cosmetics products lasted long and this was good on the customers' part since they could save some money on cosmetic expenses. However, the company itself might find this finding interesting and start to launch new marketing plans to promote more frequent visits to the shops.

To recap, the majority of the participants were quite young, consisting mostly of students whose income was lower than 10,000 baht and made purchases at Oriental Princess once in every six months.

Research Question 1: To what extent did each element of the CRM strategy affect Oriental Princess consumers' decision making?

When considering the effect of the elements of all the four models of the CRM strategy, the findings revealed that Oriental Princess consumers were affected at a moderate level, with the mean scores of a relatively equal effect ranging from 3.03 to 3.10 (See Tables 5 to 8 in Chapter 4). The elements of all the models moderately affected the customers when they decided to make a purchase of Oriental Princess's products.

To elaborate the above finding, the effect of each element of the four models of the CRM strategy is discussed in details as follows:

Contractual Model: Regarding each element of the Contractual Model, the findings showed that when Oriental Princess offered a free gift set to new members, a discount on the customers' first purchase of a gift voucher on customers' birthdays, the participants were highly affected ($\bar{x} = 3.27, 3.18$ and 3.24 respectively). However, when Oriental Princess rewarded members with a free membership renewal after the member has spent 15,000 baht in a two-year period, the participants were less affected ($\bar{x} = 2.71$).

It is possible that the participants were more strongly affected by Oriental Princess's prompt promotion and inducement strategies but they were less affected by a reward that was a long-term purchasing target. These findings are supported by Assael (1998) who stated that creating an initial inducement to try the product by offering sales promotion tools such as price discounts and samples was influential on the customers purchase decision.

To sum up, the elements of the Contractual Model which were most influential to the participants were those that induced participants to try a product for free, to make an initial product purchase at a discounted price and when gift vouchers were given to customers on their birthdays. However, a reward which would be achieved over a long period of time was seen by the participants as offering little incentive, and was scored at a level of influence lower than the other elements of the Contractual Model.

Value Added Model: When examining the participants' opinions on each elements of this model, the findings showed that the participants were moderately affected ($\bar{x}=3.21$) when Oriental Princess gave free make-up workshops to customers who registered as members. This element gained the highest mean score for this model.

However, the remaining elements under this model also had a moderate effect on the participants. The other elements belonging to this category comprised a frequent newly designed packaging, the provision of a full line of cosmetics products and the Oriental Princess's prices are lower than other natural beauty product brands of the same quality. It is plausible to explain that, although the customers enjoyed getting free make-up workshops the most, they were happy with all of the elements of the Value Added Model at almost the same level as well. For example, customers were generally affected with a full line of cosmetics products of which packaging was well-designed by professionals. According to Nilavongse (2008) one of the major aspects of Oriental Princess' success was the perceived product quality in terms of three aspects-quality: reliability, and style and design. The effects of the elements of the Value Added Model on consumers' purchasing decision also concurred with those of Vantamay (2007) who

stated that perceived product quality was influential on the customers' decision to purchase.

Furthermore, the findings corresponded with what Kevin, Hartley, and Rudelius (2004) have pointed out. They stated that consumers used product pricing as an indicator of value when the price is considered versus the perceived quality of the product. If the consumers decide that the product offers quality which is suitable to the costs, they are convinced to purchase the products. The participants in this study rated the competitiveness of Oriental Princess' prices as the lowest mean score. This confirmed the opinions of customers that Oriental Princess' products were at a competitive price versus quality level when compared with other natural products.

In summary, it is clear from the findings regarding the Value Added Model that concerns over quality, either service quality, product range quality or packaging quality, were more influential to the participant than the element about Oriental Princess' product prices.

Reward Model: Regarding the elements for the Reward Model, the findings were that customers were affected when given points when they updated their personal data through the company's website at a moderate level ($\bar{x} = 3.19$). The second highest element under the Reward Model was when point collections can be traded for available products ($\bar{x} = 3.10$). The remaining two elements for the Reward Model were when awards were given for customers participating in Oriental Princess promotional activities and when coupons were given for attaining certain point targets. Both elements were rated as less influential by the participants ($\bar{x} = 2.95$ and 2.91 respectively).

Rapp and Collins (1995) stated that point collection schemes were a common feature of CRM strategy and remain an influential element. The findings of this study showed a contradiction to this idea as the results revealed that updating personal information via the company website had a higher mean score than point collection schemes. However, it can be assumed that the participants seemed to enjoy the company strategy of exchanging points for available products ($\bar{x} = 3.10$) with a mean score close to that for the website update element ($\bar{x} = 3.19$).

This supports Kevin, Hartley, and Rudelius (2004)'s assertion that consumers used product price as an indicator of value when the price is considered versus the perceived quality of the product. It was plausible to suggest that the participants did the same when facing reward decisions, as such they indicated a preference for receiving immediate rewards, even in exchange for little expenditure; therefore, maximizing their reward value.

In summary, the elements for the Reward Model confirm Rapp and Collins (1995)'s ideas that the Reward Model is an influential model of the CRM strategy. However, the elements also indicate that the rewards on offer are considered and evaluated as closely as the price versus quality considerations.

Educational Model: The final model of the CRM strategy is the Educational Model. The findings were that the participants were moderately affected by the elements on the Educational Model of approximately the same level. Oriental Princess' advertising campaigns being shown on television came first ($\bar{x} = 3.15$), followed by an a launch of the Oriental Princess Society campaigns for all members ($\bar{x} = 3.11$), a delivery of catalogs and brochures to a customer's house once a year ($\bar{x} = 3.00$), and a delivery of eight

magazines to members' homes during their two year membership ($\bar{x} = 2.96$)

As indicated, the findings about the Educational Model indicated that the participants were moderately affected by all the four elements; however, they were most affected by the company's commercials being shown on TV. This is agreeable with Assael (1998)'s idea who stated that if consumers had a good reaction to a TV advertising campaign, they were more likely to have a good association with the brand. As such, this positive brand association will be included as one of the environmental stimuli in the consumers' purchase decision making black box, which consists of the buyer's characteristic process and buyer's decision, as outlined by Kotler and Armstrong (2004). Therefore, it is understandable when the participants indicated that the fact that Oriental Princess' advertising campaigns shown on TV had a positively influential effect on their purchase decision.

Additionally, the findings that the participants were positively affected when the Oriental Princess Society campaigns were arranged for all members are supported by both Srisuk (2007), and Kotler and Armstrong (2004). Srisuk (2004) asserted that the Oriental Princess Society was created to enhance long term relationships with the customers. Likewise, Kotler and Armstrong (2004) have noted that the most successful CRM strategies employed all methods possible to create and enhance a more personal interaction with the customer. When a company achieves this, the customers are affected more positively in their purchasing decisions. As a result, when the Oriental Princess Society campaigns were arranged for all members, a more personal interaction with the customers was achieved and the customers were affected more positively in their purchasing decisions.

The remaining two elements for the Educational Model were when the customers received catalogs and brochures delivered to their houses and when the customers receive

eight magazines within their two- year membership period. Both of these elements were moderately affected the participants, though at a lower level compared to the previous two educational model elements. According to Peter and Olson (1990), when a customer receives and integrates knowledge about a product or company, an attitude is constructed. Through controlling how knowledge of the product or brand is received and integrated by customers, it is plausible that the catalogs, brochures and magazines of Oriental Princess were positively influential on the customers' product or brand attitude.

However, as previously mentioned, Kotler and Armstrong (2004) stated that the most successful CRM strategy would create and enhance a more personal relationship with the consumers. As such, it is possible that the Oriental Princess Society campaigns were more influential than the catalogs.

To sum up, the most influential elements of the Educational Model of Oriental Princess' CRM strategy were those that fulfilled the assertion of Kotler and Armstrong (2004) who pointed out that successful CRM implementation is built on creating and enhancing a personal interaction with the customer.

Research Question 2: Which model of the CRM strategy most affected decision making of Oriental Princess consumers?

It was discovered that the participants believed the Contractual Model was the most influential model (54%) of all the four models of Rapp and Collins (1995).

As discussed earlier, all the elements of the Contractual Model were tempting to the customers. The elements were, for example, asking customers to try a product for free, making an initial product purchase at a discount price and presenting them gift

vouchers on their birthdays. It is plausible to explain that the participants as customers were happy with these concrete promotions. Also, most participants were probably women and they tended to enjoy getting free gifts or service. The Contractual Model, therefore, easily impressed customers and affected the participants when they made a purchase at the highest level.

It is questionable; however, why the result came out that the Value Added Model was second to the Contractual Model (24%) (See Tables 5 in Chapter 4). While the results gained from the analysis of the elements of each model in detail, the participants gave an equal level of effect for both the Contractual and Value Added Models with the average mean score of 3.10. Surprisingly, the gap of effect on the consumers' decision making between the two highest models was rather wide (54% and 24%).

One possible reason why the Contractual Model got the highest score was because there was a limitation in the design of the questionnaire. In the third part of the questionnaire, the participants were asked to choose the model that most affected their decision to buy Oriental Princess's products. Therefore, they assumed that there should be only one answer. It was possible that the participants decided that the Contractual Model had more effect on them than the Value Added Model did although they might feel that they thought both were of equal effect.

Furthermore, it is plausible to explain that when taking the elements under the Contractual Model into account, the majority of the participants liked the ideas of receiving access to special privileges once a customer had a contract with the company at the highest level ($\bar{x} = 3.27$). The company provided customers with special benefits such as direct promotion of new products so as to make sure that the customers would be loyal

to the company. It was common for customers, especially among women, to enjoy getting something for nothing.

Meanwhile, the benefits the customers got from the company under the Value Added Model were, for example, about free make-up workshops, frequent changes of packaging and a full line of cosmetics products. It is possible that the participants considered the benefits of the Value Added Model to be about the quality of service and products of Oriental Princess while the Contractual Model to be benefits from promotions, discounts and free product. The benefits of the Contractual Model were seen as immediate, whereas the benefits of the Value Added Model were seen as incidental. As such, when the participants had to make a choice between the Contractual Model and the Value Added Model, it is plausible that the participants chose the immediate benefits of the Contractual Model over the incidental benefits of the Value Added Model.

Therefore, that was possibly why the Contractual Model gained the level of effect highly (54%) in the survey, being ranked the most influential when deciding to make a purchase. The findings were confirmed by those of Sankhavadhana (2003) who conducted research on customers of the Toyota car company. As automobiles and cosmetics are products that are generally employed over a long period of time, it was plausible that the Contractual Model of CRM strategy was the model which affected the participants the most when making purchase decision.

In conclusion, although the findings revealed that participants appreciated the incidental benefits of the Value Added Model and the immediate benefits of the Contractual at an equal level ($\bar{x} = 3.10$), when asked to choose only one best model, the participants indicated that the Contractual Model (54%) most affected their decision making process. Therefore, in answer to the second research question: which model of

the CRM strategy most affected decision making of Oriental Princess consumers, the results showed that the Contractual Model most affected customers when making decision to purchase Oriental Princess's products.

Applications

The findings of this study will be useful not only to Oriental Princess, but also other companies, as well as those who are interested in the CRM strategy. The information gained will help the company to adjust its marketing strategies, particularly its CRM strategy.

The information about the age group of the customers is very useful to both Oriental Princess and other natural cosmetics companies in terms that the company may plan to focus more on launching marketing campaigns among people of over 30 years old in order to expand its customer base.

The information gained from the study regarding the customers' infrequent purchase of Oriental Princess products is useful to the company as well as other natural cosmetics companies. It is interesting and useful to find out why the situation was like this because it is possible that the company might need to adjust their marketing strategies. Despite the fact that, in general, cosmetics products last rather a long time, it is essential that cosmetics companies should find ways to sell their product as frequently as possible.

The findings gained will also help any cosmetics company to improve its CRM strategy in many ways. Suggestions are, for example, regarding the Contractual Model,

the most influential elements were when a company, for example Oriental Princess, offered free gift sets once customers become members, distributed gift vouchers on its customers' birthday and offered a 15% discount on a customers' first purchase. The company can built on by these elements by increasing occasions in offering gift vouchers sets to members such as on important anniversaries like the date of initial membership, the company founding date and so on. Furthermore, the company should give more offers such as special discount prices at more regular intervals.

Natural Cosmetics companies are able to benefit from the findings about the elements of the Value Added Model as well. Offering free make-up workshops to new members and designing new packaging to satisfy customers' needs were the two most influential elements. This could include offering once a year a make-up workshop to members and frequently surveying its customers' opinions about the product packaging and redesigning the packaging more often to satisfy and changes in customers' needs. This should be influential to the customer as, according to Kevin, Hartley and Rudelius's (2004) customers have different needs and wants and a successful company is able to adapt its interactions with the customers to meet these wants. If Oriental Princess focuses on the two most influential elements of the Value Added Model of CRM strategy, it will be positively influential to the customer as previously shown. As such, other natural cosmetics companies would also benefit by offering their customers the opportunity to learn more about the best ways for the products to be used, and by increasing a customer's personal interaction with those products.

For the Reward Model, the findings showed that the two most influential elements of this model were when customers received point bonuses for updating their personal information via the company website and when points could be traded for available

products. In order to build on those elements, Oriental Princess should consider increasing the frequency of point rewards for updating data to include updating purchase, location of purchase or reasons for purchase frequency data. This will allow the company, or indeed any natural cosmetics company, to build a broader database of personal customer data. This is a factor, that Kotler (2000) stated, was the key to implementing the successful CRM strategy. Furthermore, customers should always be able to trade the points for available products as this was shown to be influential to the participants of this study.

Oriental Princess or any natural cosmetics company is able to make use of the findings about the elements of the Educational Model which illustrated that the most influential elements of this model were when its company's commercials were featured on TV and when its campaigns were launched for all members. In order to build on these two elements, Oriental Princess or any natural cosmetics company should continue to advertise via TV campaigns and other media in order to further the brand recognition. Peter and Olson (1990) claimed that product attitude was constructed as consumers integrated their knowledge about objects or brands. As such, a natural cosmetics company's TV commercials help to integrate customers' knowledge about the brand, and this element of CRM was shown to be influential to the participants in this study. Furthermore, the natural cosmetics company should focus on using customer data gathered through its CRM strategy to create a range of campaigns which include all members of the company.

To recap, the research results are beneficial to Oriental Princess, natural cosmetics companies as well as other companies in terms of marketing management. Those companies are able to carefully study the feedback gained from the participants and find

ways to make their businesses more successful and gain greater market share in their respective industries.

Limitations of the Study

The limitations of this study are as follows.

Firstly, this study was limited to a relatively small number of participants, with a sample of only 100, and also was limited to a specific group of participants, namely Oriental Princess' customers. Therefore, the results may not be representative of other natural cosmetics brands customers and the opinions regarding other companies' CRM strategy.

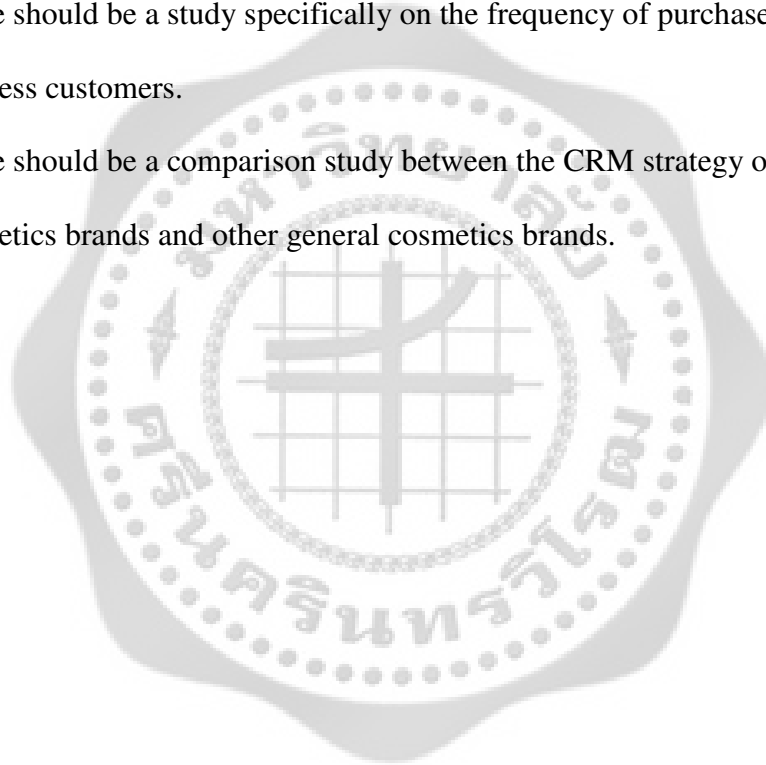
Secondly, as indicated by the findings from the first part of the questionnaire, the majority of survey respondents were of a relatively young age, in the 20 to 30 year old category. They were mostly students or employees and had monthly income brackets lower than 30,001 baht per month. As such, the findings for the effect of Oriental Princess' customer purchasing decisions might have been different if they were based on different age groups, occupations or income brackets, or if the categories for each demographics had been more limited or precise.

Finally, this study was conducted at a single branch of the Oriental Princess which was at the Central Ladprao Department store. As such, if other branches of the Oriental Princess were included in further studies, the findings might have differed.

Recommendations for Further Studies

The following areas are recommended for further studies:

- 1) There should be a comparison study between two or more brands of natural cosmetics products.
- 2) There should be a comparison study between Oriental Princess' customers in the Bangkok area and Oriental Princess' customers in other areas of Thailand.
- 3) There should be a study specifically on the frequency of purchase of the Oriental Princess customers.
- 4) There should be a comparison study between the CRM strategy of natural cosmetics brands and other general cosmetics brands.





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APPENDICES



APPENDIX A
ENGLISH QUESTIONNAIRE

QUESTIONNAIRE

This questionnaire is part of the study entitled Customer Relationship Management (CRM) Affecting Consumers Buying Decision Making of Natural Cosmetics Products for a MA in Business English for International Communication Program at Srinakharinwirot University. Your answers to the questionnaire will greatly be appreciated and the data gained will be used for academic purposes only. All information will be kept **strictly** confidential.

Part I: Personal Information

Directions: Please mark ✓ in the ☐ that is most applicable to you.

1. Age

☐ 20-25

☐ 26-30

☐ 31-35

☐ 36-40

☐ 41-45

☐ Over 45

2. Occupation

☐ Government Officer

☐ State Enterprise Officer

☐ Employee

☐ Business Owner

☐ Housewife

☐ Student

☐ Others (please specify).....

3. Your monthly income

☐ Lower than 10,000 baht

☐ 10,001-30,000 baht

☐ 30,001-50,000 baht

☐ Over 50,001 baht

4. Your purchase at the Oriental Princess

☐ once a month

☐ 2-3 times a month

☐ once in 2-3 months

☐ once in 6 months

Part II: Opinions on the extent the Customer Relationship Management (CRM) strategies affect the consumer's decision to purchase Oriental Princess products.

Directions: Please mark ✓ in the ☐ that is most applicable to you.

5 = Very Strongly, 4 = Strongly, 3 = Moderately, 2 = Weakly, 1 = Very Weakly

To what extent does each element of these CRM strategies affect your decision to purchase Oriental Princess products?

Element of Oriental Princess' CRM strategies	Level of Effect of the CRM Strategies				
	5	4	3	2	1
<u>The Value Added Model</u>					
1. Oriental Princess offers a full line of cosmetic products (hair care, facial skin care, body skin care, make-up and beauty lifestyle products, etc.).					
2. Oriental Princess's prices are lower than other natural product brands of the same quality.					
3. New packaging is frequently designed to satisfy customers' needs.					
4. Free make-up workshops are given to new customers when they become members.					
<u>The Contractual Model</u>					
5. New customers receive a gift set when they become members.					
6. New customers are offered a 15% discount on their first purchase.					
7. Gift vouchers are given to customers on their birthdays.					
8. Free of charge membership renewals are offered when members purchase more than 15,000 baht of the company's products in 2 years.					
<u>The Reward Model</u>					
9. Discount coupons are given when customers reach certain point targets.					
10. Customers are given an award when they participate in the company's promotional activities.					
11. Customers are given points when they update their personal data through the company's website.					
12. Point collections can be traded for available products.					
<u>The Educational Model</u>					
13. Eight magazines are delivered to members' homes during their two year membership.					

Element of Oriental Princess' CRM strategies	Level of Effect of the CRM Strategies				
	5	4	3	2	1
14. Catalogs and brochures are delivered to customers' house once a year.					
15. Oriental Princess's advertising campaigns are shown on TV.					
16. Oriental Princess Society campaigns are arranged for all members.					

Part III: The Customer Relationship Management (CRM) model that *most* affects your decision making on buying Oriental Princess products.

Directions: Please mark ✓ in the ☐ that is most applicable to you.

Which model of the CRM strategies most affects you when purchasing Oriental Princess's products? (CHOOSE ONLY ONE MODEL.)

☐ **The Value-Added Model** – Benefits offered by the company in order to achieve greater customer satisfaction with its products and services; such as sending out free make-up workshop vouchers to members.

☐ **The Contractual Model** – Customers given benefits such as discount coupons, gift vouchers rewarded with points, a birthday gift voucher etc. once they have signed a contract with the company or become a member of the company.

☐ **The Reward Model** – Gift vouchers or point collections given to customers who participate in company's promotional activities.

☐ **The Educational Model** – The company periodically provides registered customers with useful information such magazines and brochures about its products and activities.

Thank you for your kind cooperation

Ms. Kenlong Posawat / Email: kenlong_yui@hotmail.com



APPENDIX B
THAI QUESTIONNAIRE

แบบสอบถามเพื่อการวิจัย

แบบสอบถามฉบับนี้เป็นส่วนหนึ่งของงานวิจัยเรื่องการบริหารลูกค้าสัมพันธ์ (Customer Relationship Management: CRM) ที่มีผลต่อผู้บริโภคเครื่องสำอางที่ใช้ผลิตภัณฑ์จากธรรมชาติ อันเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรศิลปศาสตรมหาบัณฑิต สาขาวิชาภาษาอังกฤษธุรกิจเพื่อการสื่อสารนานาชาติของมหาวิทยาลัยศรีนครินทรวิโรฒ คำตอบของท่านจะเป็นประโยชน์ต่องานวิจัยดังกล่าว ทั้งนี้ข้อมูลที่ได้รับทั้งหมดจะใช้เพื่อวัตถุประสงค์ทางด้านวิชาการเท่านั้น และผู้วิจัยจะเก็บเป็นความลับอย่างเคร่งครัด

ส่วนที่ 1 ข้อมูลส่วนบุคคลของผู้ตอบแบบสอบถาม

คำชี้แจง : กรุณาใส่เครื่องหมาย ☒ ลงในช่อง ☐ หน้าข้อความที่ตรงกับความเป็นจริงของท่าน

1. อายุ

☐ 20-25

☐ 26-30

☐ 31-35

☐ 36-40

☐ 41-45

☐ มากกว่า 45

2. อาชีพ

☐ รับราชการ

☐ พนักงานรัฐวิสาหกิจ

☐ พนักงานบริษัทเอกชน

☐ เจ้าของกิจการ

☐ แม่บ้าน

☐ นักศึกษา

☐ อื่นๆ โปรดระบุ.....

3. รายได้ต่อเดือน

☐ ต่ำกว่า 10,000 บาท

☐ 10,001-30,000 บาท

☐ 30,001-50,000 บาท

☐ สูงกว่า 50,001 บาท

4. ความถี่ของการซื้อผลิตภัณฑ์ที่โอเรียลทอล พรินเซส

☐ เดือนละ 1 ครั้ง

☐ เดือนละ 2-3 ครั้ง

☐ 1 ครั้งใน 2-3 เดือน

☐ 1 ครั้งใน 6 เดือน

ส่วนที่ 2 รูปแบบการบริหารงานลูกค้าสัมพันธ์ (Customer Relationship Management: CRM) ที่มีผลกระทบต่อการตัดสินใจซื้อผลิตภัณฑ์โอเรียลทอล พรินเซส (Oriental Princess)

คำชี้แจง : กรุณาใส่เครื่องหมาย ☒ ลงในช่อง ☐ ที่ตรงกับระดับผลกระทบของการบริหารงานลูกค้าสัมพันธ์ ที่มีต่อการตัดสินใจซื้อผลิตภัณฑ์โอเรียลทอล พรินเซสของท่าน

5 = มากที่สุด 4 = มาก 3 = ปานกลาง 2 = น้อย 1 = น้อยที่สุด

รูปแบบการบริหารงานลูกค้าสัมพันธ์ที่มีผลกระทบต่อการตัดสินใจซื้อผลิตภัณฑ์ของบริษัทโอเรียลทอล พรินเซส	ระดับผลกระทบ				
	1	2	3	4	5
การสร้างความสัมพันธ์ด้วยการเพิ่มมูลค่า					
1. โอเรียลทอล พรินเซส เป็นบริษัทที่จำหน่ายผลิตภัณฑ์หลากหลายแบบครบวงจร อาทิเช่น ผลิตภัณฑ์ดูแลเส้นผม ผลิตภัณฑ์ดูแลผิวหน้า ผลิตภัณฑ์ดูแลผิวกาย ผลิตภัณฑ์สำหรับแต่งแต้มสีส้นบนใบหน้า และผลิตภัณฑ์โลฟส์ไดร์อื่นๆ อาทิ อุปกรณ์เพื่อการแต่งหน้า น้ำหอม					
2. เมื่อเปรียบเทียบกับผลิตภัณฑ์อื่นๆ ที่ผลิตจากธรรมชาติ โอเรียลทอล พรินเซสมีราคาถูกกว่า					
3. บริษัทมอบบัตรกำนัลแต่งหน้าฟรีให้ท่าน ทันทีที่สมัครเป็นสมาชิก					
4. บริษัทจะออกแบบบรรจุภัณฑ์ให้ตรงตามความพึงพอใจของท่านอยู่เป็นระยะๆ					
การสร้างความสัมพันธ์ตามเงื่อนไขสัญญา					
5. ท่านจะได้รับของขวัญ (gift set) ทันทีที่สมัครเป็นสมาชิก					
6. ท่านจะได้รับส่วนลด 15% ทันทีที่สมัครเป็นสมาชิกใหม่					
7. บริษัทจะจัดส่งบัตรกำนัลให้ท่านเนื่องในวันเกิดของท่าน					
8. ท่านสามารถต่ออายุสมาชิกภาพได้ฟรี เมื่อซื้อสินค้าครบ 15,000 บาท ภายในเวลาสองปี					
การสร้างความสัมพันธ์ด้วยรางวัล					
9. ท่านจะได้รับคูปองส่วนลดเมื่อสะสมคะแนนได้ครบตามกำหนด					
10. ท่านจะได้รับรางวัลจากการร่วมกิจกรรมต่างๆ ที่ทางบริษัทจัดขึ้น					
11. คะแนนที่ท่านสะสมสามารถแลกเปลี่ยนเป็นผลิตภัณฑ์ได้					
12. ท่านจะได้รับคะแนน เมื่อมีการบันทึกข้อมูลส่วนตัวให้ทันสมัย (update) เป็นระยะๆ ทางเว็บไซต์ของบริษัท					

รูปแบบการบริหารงานลูกค้าสัมพันธ์ที่มีผลกระทบต่อ ตัดสินใจซื้อผลิตภัณฑ์ของบริษัทโอเรียลทอล พรินเซส	ระดับผลกระทบ				
	1	2	3	4	5
การสร้างความสัมพันธ์ด้วยการให้ความรู้เฉพาะด้าน					
13. บริษัทส่งวารสารพิเศษของบริษัทฟรีให้กับสมาชิก 8 เล่ม ตลอดอายุสมาชิกภาพ 2 ปี					
14. บริษัทจัดส่งแคตตาล็อก (catalog) และโบรชัวร์ (brochure) ของบริษัทถึงบ้านให้ท่านฟรี ปีละ 1 ครั้ง					
15. บริษัทมีการประชาสัมพันธ์เกี่ยวกับผลิตภัณฑ์ใหม่ๆ ของบริษัททางโทรทัศน์					
16. บริษัทมีจัดกิจกรรมของบริษัทให้กับสมาชิกทุกคนที่อยู่ในสมาคมโอเรียลทอล พรินเซส (Oriental Princess Society)					

ส่วนที่ 3 รูปแบบของการบริหารงานลูกค้าสัมพันธ์ (Customer Relationship Management: CRM) ที่มีผลต่อการตัดสินใจซื้อผลิตภัณฑ์โอเรียลทอล พรินเซส

คำชี้แจง : กรุณาใส่เครื่องหมาย ☒ ลงในช่อง ☐ ของรูปแบบที่มีอิทธิพลต่อท่านมากที่สุด

รูปแบบของการบริหารงานลูกค้าสัมพันธ์ (CRM) แบบไหนที่มีผลต่อท่านในการตัดสินใจซื้อผลิตภัณฑ์ของโอเรียลทอล พรินเซสมากที่สุด กรุณาเลือกเพียง 1 คำตอบเท่านั้น

☐ รูปแบบการสร้างสัมพันธ์ด้วยการเพิ่มมูลค่า เช่น บริษัทเสนอสิทธิประโยชน์เพิ่มเติมให้กับท่านเพื่อให้ท่านเกิดความพึงพอใจในผลิตภัณฑ์และบริการ อาทิ การส่งบัตรกำนัลแต่งหน้าฟรีให้กับท่าน

☐ รูปแบบการสร้างสัมพันธ์ตามเงื่อนไขสัญญา เช่น ท่านจะได้รับสิทธิประโยชน์ต่างๆ อาทิ บัตรลดราคา บัตรกำนัลที่ได้จากการสะสมคะแนน เป็นต้น ทั้งนี้ที่ท่านสมัครเป็นสมาชิกกับบริษัท

☐ รูปแบบการสร้างสัมพันธ์ด้วยรางวัล เช่น ท่านจะได้รับบัตรกำนัลหรือคะแนนสะสม เมื่อมีการเข้าร่วมกิจกรรมต่างๆ ที่บริษัทจัดขึ้น

☐ รูปแบบการสร้างสัมพันธ์ด้วยการให้ความรู้เฉพาะด้าน เช่น บริษัทจะจัดเตรียมข้อมูลที่เป็นประโยชน์สำหรับสมาชิกเพื่อให้สมาชิกมีความรู้ความเข้าใจในผลิตภัณฑ์มากยิ่งขึ้น อาทิ การจัดส่งวารสาร หรือโบรชัวร์เกี่ยวกับผลิตภัณฑ์และกิจกรรมต่างๆ ของบริษัท

ขอขอบคุณที่กรุณาให้ความร่วมมือในการตอบแบบสอบถาม

นางสาว เกนหลง โพธิ์สวัสดิ์ Email: kenlong_yui@hotmail.com



VITAE

Name: Kenlong Posawat
Date of Birth: 4 April 1978
Place of Birth: Samutsongkram
Address: 295/93 A Space Play Building C,
Sutthisanwinitchai Rd,
Samsennok, Huaykwang, Bangkok, 10310

Educational Background:



2011 Master of Arts (Business English for International
Communication)
Srinakharinwirot University, Bangkok
2001 Bachelor of Arts (Hotel Studies and Tourism)
Siam University, Bangkok