



# Teaching Materials

## QMT 3512 Customer Focus

College of Innovation and Management  
Suan Sunandha Rajabhat University

# QMT നൽകി Customer Focus

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Asst. Prof. Ekgnarong Vorasiha



# course description

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Concepts of customer segmentation, analysis, customer needs.  
customer data analysis customer satisfaction handling customer  
complaints concepts and roles of organizing relationship with customers  
Customer relationship management procedures

The number of hours per week that teachers give advice and academic advice to individual students.

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3.1 Self-consultation at the lecturer's room, :	3rd floor, Building 37, College of Innovation and Management.
3.2 Consultation via work phone / mobile phone number:	081-573-7410
3.3 Consult via electronic mail (E-Mail)	ekgnarong.vo@ssru.ac.th
3.4 Consult via online social network (Facebook)	Ekgnarong Vorasiha
3.5 Consulting via computer network (Internet)	<a href="http://www.teacher.ssru.ac.th/ekgnarong_vo/">http://www.teacher.ssru.ac.th/ekgnarong_vo/</a>



# lesson plans and assessments

week	Title/Details	Learning activities teaching/media used
1	Orientation for teaching and learning of the course, workload, and evaluation by students participating in planning. and evaluated before teaching	<ul style="list-style-type: none"><li>• course introduction</li><li>• Lecture, ask questions Discussion</li><li>• use teaching material</li><li>• PowerPoint Media</li></ul>
2-3	Important characteristics of the criteria for the National Quality Award <ul style="list-style-type: none"><li>• Overview and Structure of National Quality Award Criteria for excellent performance</li><li>• National Quality Award Criteria for Excellence Performance : Structure</li></ul>	<ul style="list-style-type: none"><li>• course introduction</li><li>• Lecture, ask questions Discussion</li><li>• use teaching material</li><li>• PowerPoint Media</li></ul>

week	Title/Details	Learning activities teaching/media used
4-5	Quality system and productivity activities <ul style="list-style-type: none"> <li>• TQM and Organizational Culture Adjustment</li> <li>• National Quality Award</li> <li>• Customer Relationship Management: CRM</li> <li>• Six Sigma/QSME/ISO 9000:2000</li> <li>• just-in-time system (JIT : Just-in-Time)</li> </ul>	<ul style="list-style-type: none"> <li>• Important characteristics of the criteria for the National Quality Award</li> <li>• Overview and Structure of National Quality Award Criteria for excellent performance</li> <li>• National Quality Award Criteria for Excellence Performance : Structure</li> </ul>
6	concept of customer segmentation	



week	Title/Details	Learning activities teaching/media used
7-8	analysis of customer needs	<ul style="list-style-type: none"><li>• Lecture/example, ask questions, discuss issues, express opinions and analyze case studies</li><li>• Use teaching materials, PowerPoint materials, and exercises/quizzes.</li></ul>
9-10	customer data analysis	
11-12	customer satisfaction	

week	Title/Details	Learning activities teaching/media used
13	Management of customer complaints	<ul style="list-style-type: none"> <li>• Lectures, examples of calculation methods, ask questions</li> </ul>
14-15	Concepts and roles of customer relationship management and customer relationship management procedures.	<ul style="list-style-type: none"> <li>• Use teaching materials and PowerPoint materials.</li> </ul>
16	Students present their assignments. /teacher review	<ul style="list-style-type: none"> <li>• sub test</li> </ul>
17	final exam	



# learning evaluation plan

learning outcomes	Methods for assessing learning outcomes	Assessment week	proportion of evaluation
1	attendance Participation, discussion, suggestion	throughout the semester	20
2	subtest	throughout the semester	20
3	report	throughout the semester	30
4	final exam	17	30

QUESTION





## Importance of quality

Quality (Quality) means the overall properties, benefits and specifications of products or services. that demonstrates the ability to respond to the needs both explicit and inferred from circumstances and reality in general

There are two parties in commercial quality, namely buyers, called customers, and sellers, called suppliers.

If the delivered product or service meets the specifications and can be used in accordance with the requirements (Specification) As agreed, it is considered that the product or service has quality.



Kaoru Ishidawa classified quality into 2 categories.

1. **Backward Looking Quality** is defects, flaws and flaws.
2. **Forward Looking Quality** is a product that has good features and other good selling points that make it superior to other companies' products.



Quality refers to the quality of the product or the production of the product according to the specifications. (Specification) of the product that the manufacturer specifies. Quality of products or services It is considered one of the key factors that make the organization successful in business. If the organization can produce products or provide quality services that meet the needs of customers. create satisfaction for customers and is committed to making quality that exceeds customer expectations That organization will be successful. Quality is always changing and evolving.



Quality has many meanings. But in general, when customers buy products or services, they often have to consider the characteristics related to the benefits of the product. in order to satisfy consumers or service users.

Quality is important to an organization. because it will allow the organization to achieve its goals successfully as specified Quality also affects all levels of operations. Each organization often has guidelines and forms of activities in accordance with the operations. resulting in quality control in the production process



## Quality of products and services means products and services that

free from defects or defects

- Compliant/Compliant
- customer's requirements
- Satisfying/impressing customers
- Excellence in all aspects



Quality will have different meanings according to the feelings or needs of users and customers, which are often measured as well.

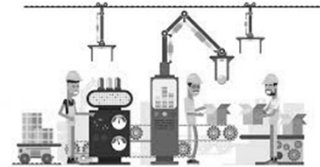
"Satisfaction" or "Impression" of customers is important

Elements that make customers happy



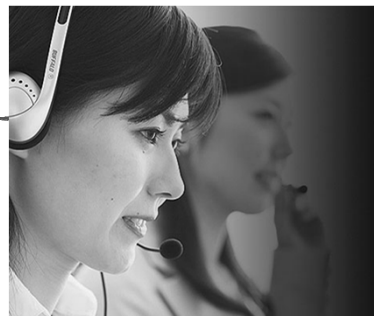
# Production

- Performance
- Reliability
- Durability
- Ease of use
- Availability of options and expandability
- Reputation



# service

- accuracy
- timeliness
- completeness
- friendliness and courtesy
- anticipating customer needs
- reputation





## The reason why we need quality

- Customers are becoming more demanding and demanding every day
- more competitors freely
- Change happens all the time
- crisis all around
- We all seek "good things" in life. "Quality" makes us all receive. "Better things" We have a better quality of life.



## when we have quality

- |                           |   |   |
|---------------------------|---|---|
| products that can be sold | ⇒ | higher income                           |
| satisfied customer        | ⇒ | have regular customers                  |
| lower cost                | ⇒ | higher profit                           |
| continuing business       | ⇒ | survive and grow                        |
| systematic work           | ⇒ | more efficient                          |
| satisfied staff           | ⇒ | love and dedication to the organization |

A quality organization is an organization that has the ability to compete. Increasing or developing their own competitiveness Must adhere to quality management principles that are suitable for their organization. To build confidence for customers or as a quality assurance for customers

Building quality in various organizations It is not the duty or responsibility of either party. But it is a task that all members of the organization must participate in solving problems. creating new innovations to improve one's own quality

## Quality Control / QC

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Started with no checks at all. Trust was used in ancient times. When buying a product or exchanging it, it is usually not inspected, when it is found that it is not good, it is returned. Later, the quality is controlled accordingly as follows.

1. Inspection is Inspections began to increase. Because products and services are becoming more complex and distrustful. must be checked
2. Quality control Control is the use of a documented audit technique. And use the recorded results to analyze how the error occurred. in order to determine corrective measures to obtain quality products
3. Quality Assurance are all operations that the manufacturer Confidence that the products will be able to meet the needs of customers. by applying the protection principle

*Question*



## Lecture 3

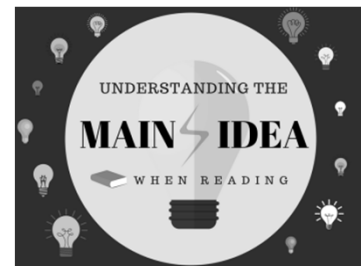


### QMT 3512 Customer Focus

Quality and Productivity System Activities (TQM and Organizational Culture Adjustment) National Quality Award, Customer Relationship Management: CRM, Six Sigma ,QSME,ISO 9000:2000 ,JIT : Just-in-Time

Asst. Prof. Ekgnarong Vorasiha

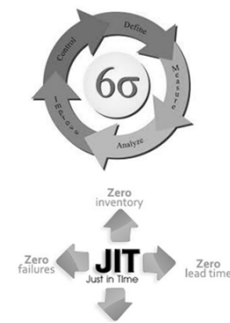
## Main Idea



Quality and productivity activities Is the heart of quality management in an organization as a tool that executives and personnel in the organization can apply to suit the type, type or size of the organization. Every activity requires the ability of an executive or leader. qualified personnel Everyone is involved and it's an ongoing process, no matter which form of activity takes place first. It depends on the organization's culture, nature, and factors of that organization.

## Quality system and productivity activities

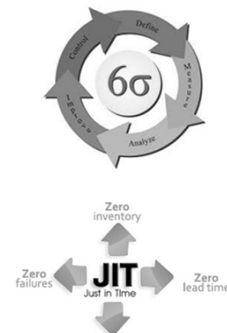
1. Implementation of quality and productivity systems to be applied in the organization for job development.
2. TQM and Organizational Culture Adjustment
3. National Quality Award
4. creating satisfaction/loyalty to the organization
5. Six Sigma
6. QSME
7. Just in time (JIT) system



## 1. Implementation of quality and productivity systems to be applied in development organizations

Executives can apply various techniques. of the quality management system to increase productivity can be applied in many organizations such as

- TQM and Organizational Culture Adjustment
- National Quality Award
- Customer Relationship Management: CRM
- Six Sigma
- QSME
- ISO 9000:2000
- just-in-time system (JIT : Just-in-Time)



## 2.TQM and organizational culture adjustment

TQM (Total Quality Management) known as “Quality management that everyone participates in”, “Organization-wide quality management” or “holistic quality management”

The most important objective of TQM is Continuous Improvement.

TQM is a way of managing an organization that is engaged and aims at long-term profits by creating customer satisfaction. Including creating benefits for members of the organization and society as well.

an organization that adheres to the promotion of quality Therefore, TQM techniques are popularly used as a model for managing the organization to achieve overall quality widely. "Quality of products or services" that can prove and confirm that customers can be tangible with satisfaction.

## Key principles of TQM

1. Focus on customers by seizing to create satisfaction for customers or responding to customer needs to be the center of organizational management.
2. Process management with a focus on management or process improvement (Process Improvement) to produce quality products or services at reasonable prices for customers.
3. Total Involvement by focusing on executives, employees and all involved people. Participate in work improvements or process improvements. For everyone to be a part of the success of creating quality that can satisfy customers.



### 3. National Quality Award

- Thailand called Thailand Quality Award for Performance Excellence: TQA.
- It is an award given to all types of organizations. All sizes, both public and private sectors, with excellent management comparable to world-class standards. This award uses an evaluation method based on 7 criteria, with the awarding organization having to score 650 or more out of a total of 1,000 points. US National Quality Award (The Malcolm Baldrige National Quality Award)

หัวข้อ	คะแนน
1. strategic planning	80
2. Information analysis and management	80
3. human resource focus	100
4. Customer and market focus	110
5. process management	110
6. Leadership	120
7. business results	400
<b>รวม</b>	<b>1000</b>

### 3.1. Strategic Planning

This topic is divided into two parts: “strategy development” and “strategy implementation.” work processes and related people, whether it be customers, partners, competitors, suppliers, markets How to find and use information Weaknesses and strengths of the organization in terms of implementing strategies into practice. The organization shall describe the details of the implementation of its strategies. to prepare to deal with obstacles that may arise



# Strategic Plan Process



## Gather Inputs

- From all Stakeholders
- Customer analysis
- Competitor analysis
- Industry analysis
- Environmental
- Company performance
- Company strategies

## SWOT Analysis

- External Analysis
  - Opportunities
  - Threats
- Internal Analysis
  - Strengths
  - Weaknesses
- Strategic Questions
- Strategic Issues

## Review Inputs

- All Stakeholders
- Review Inputs
- Review SWOT Analysis
- Define 3-4 key statements

## Strategic Matrix

- All Stakeholders
- Define Strategies to address SWOT combinations:
  - Opportunities vs Strengths
  - Opportunities vs Weaknesses
  - Threats vs Strengths
  - Threats vs Weaknesses

## Define Strategies

- Objectives
- Key Strategies
- Short and Long Term Goals
- Operational Plans

## Final Reviews

- All Stakeholders
- Review Strategies
- Review Goals
- Review Plans
- Adjust as necessary

## STRENGTHS

ความได้เปรียบ  
ความแตกต่าง  
จุดขาย  
ทักษะต่างๆ  
ปัจจัยอื่นๆ

## OPPORTUNITIES

การพัฒนา  
ผลประโยชน์  
โอกาสดีๆ  
พฤติกรรมคนอื่น  
ปัจจัยอื่นๆ

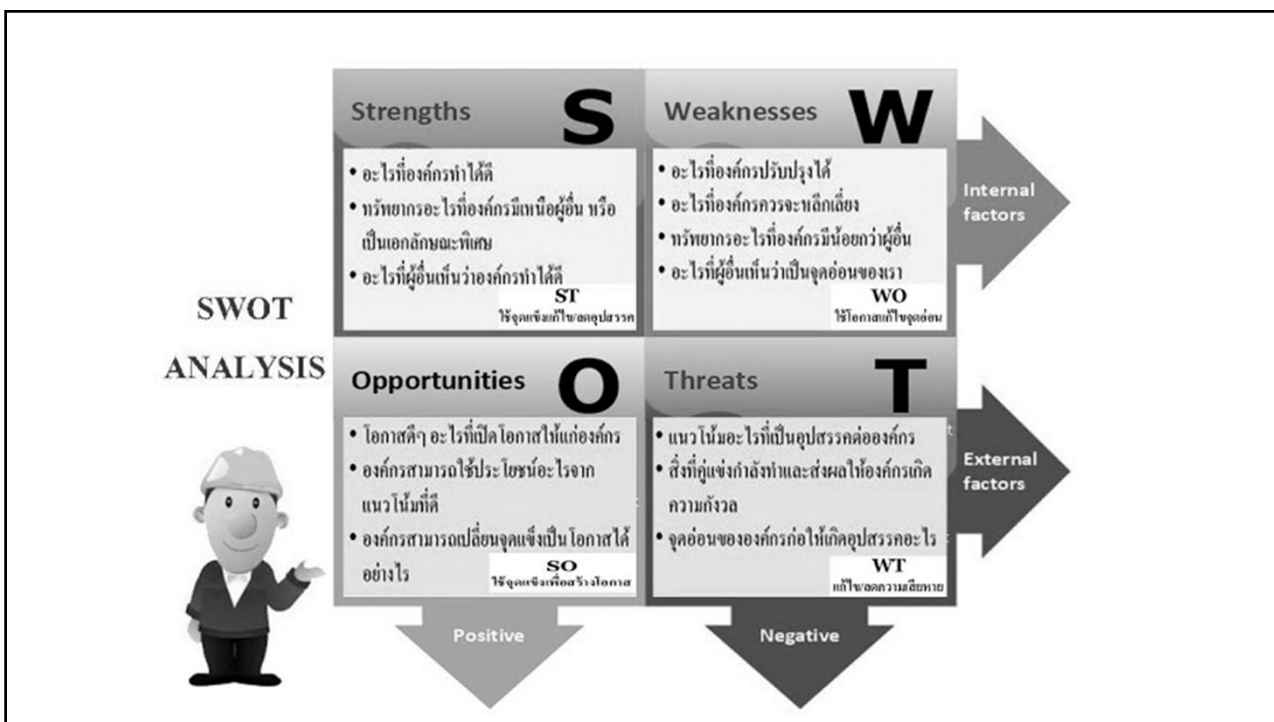
		ข้อดี	ข้อเสีย
ภายใน	<b>S</b>	<b>W</b>	
ภายนอก	<b>O</b>	<b>T</b>	

## WEAKNESSES

ข้อจำกัด  
สิ่งที่ยาก  
ปัญหา  
จุดด้อย  
ปัจจัยอื่นๆ

## THREATS

ปัญหาภายนอก  
อุปสรรค  
คู่แข่ง  
เทรนด์ด้านลบ  
ปัจจัยอื่นๆ





## 3.2. Information analysis and management

Is the cornerstone of organizational management called If the organization is unable to manage information effectively It is difficult to manage other parts. of the organization, therefore, the criteria for considering the quality award determine Category 4 to assess whether The organization selectively collects, analyzes, manages and improves information. and knowledge assets



## 3.3. human resource focus

Organizational executives must not forget that every employee in the organization is an important cog that drives the organization to overcome obstacles and move towards the success of the organization. Therefore, it must be an organization that takes care of its employees effectively.



### 3.4. Customer and market focus

It is a topic used to assess how an organization determines the needs, expectations and preferences of its customers and markets. How does the organization work to build a good and stable relationship with customers? and determine the key factors that make customers satisfied How to retain customers and grow your business?



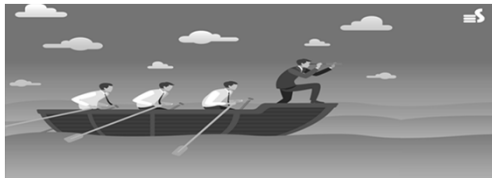
### 3.5.การจัดกระบวนการ

เป็นการพิจารณากระบวนการ (Process) ทั้งระบบและหน่วยงานทั้งหมดขององค์กร ไม่ว่าจะเป็นผลิตภัณฑ์ บริการ และกระบวนการทางธุรกิจที่ช่วยสร้างคุณค่าให้ลูกค้าและให้กับองค์กร รวมทั้งกระบวนการสนับสนุนที่สำคัญอื่นๆ



## 3.6. Leadership

It is an assessment of the senior leaders of the organization that How has it been conducted in terms of values (Value), direction of the organization, both in the short term and in the long term? Creating value for customers and stakeholders empowering employees to make decisions innovation Creating learning in the organization as well as assessing how the organization is responsible to the public.



## 3.7. business results

It is the last topic that is like a summary of all the operations of the organization. It is a summary of management results. both organizational performance and business improvement in 6 key areas as follows:

- Customer Focus Results
- product and service results
- Financial and marketing results
- HR Results
- Organizational Performance Results
- Governance and Social Responsibility Outcomes



QUESTION

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according to the feelings or needs of  
users and customers, which are often  
measured as well.

"Satisfaction" or "Impression"  
of customers is important

## The level of standardization and the evolution of both domestic and international standards.



Asst. Prof. Ekgnarong Vorasiha

## certification mark

certification mark is important because nowadays there are many kinds of products in the market. One of the important factors when choosing a product is the certification mark. Consumers will gain confidence in buying that product. And the brand itself can build credibility from the standard certification mark itself. and that the product will receive the standard certification mark the producer himself. Must produce products to pass various criteria in order to get products according to international standards.



## Thai Industrial Standards Institute (TIS) mark



TIS mark. Products will receive this mark when they are certified by the Thai Industrial Standards Institute (TISI), Ministry of Industry. That there is a quality product that there is a quality product that meets the specified standards, is safe for consumption and consumption.

## GMP Certification

### Good Manufacturing Practice Codex Alimentarius



**GMP STANDARD**

The GMP certification mark is a guideline for good production methods, according to international standards By the Codex Alimentarius International Food Standards Agency, which has been established to produce clean, safe, quality food, with an emphasis on eliminating risks that can adversely affect consumers, such as personal hygiene. Control of insects and disease-carrying animals Cleaning production sites, machinery and equipment Controlling water used in the factory chemical control, etc.๑

## HACCP Certification



System for hazard analysis and critical control points in food production (Hazard Analysis and Critical Control Point) according to international standards by the International Food Standards Agency, Codex Alimentarius. It is a standard system that will guarantee to consumers that the production process is controlled safely without substances or contaminants that are harmful to consumers in the product. There will be a factory audit. Production process for certification to manage the quality of safety. It is used to control the production process to ensure that food is free from harmful microorganisms, chemicals and physical contaminants such as glass or metal.

## Standard Q mark



Standard certification mark for agricultural products. The mark that can certify the standard is the standard Q mark itself, which is a mark that has been certified by the Office of Agricultural Standards. And the national symptoms Ministry of Agriculture and Cooperatives. By getting the Q mark, the manufacturer must pass the standards according to other certifications before, such as Good Agricultural Practice; GAP). GMP and HACCP



## food and drug mark



certification mark Food and Drug Administration Food and Drugs Administration under the Ministry of Public Health Organizations that must act in accordance with the law on health products By using the abbreviation that we know very well in the certification that is FDA. Most of the health products here are Medical cosmeceutical products, cosmetics, drugs, various supplements, including food, all of which health products must be of high quality, standardized and safe in order to promote correct consumption behavior with reliable academic information. and is appropriate for consumers have consumed safe products are contaminated with various hazardous substances

## Halal food standard mark



สนง.คณะกรรมการกลางอิสลามแห่งประเทศไทย

Halal standard certification mark is a mark that has been certified by Office of the Central Islamic Committee of Thailand (The Central Islamic Committee of Thailand) The sign that the Halal Affairs Committee of the Central Islamic Committee of Thailand Or provincial Islamic committees allow manufacturers to put a stamp on the product to endorse the Islamic religion. in order to be able to consume can consume that product with peace of mind.

## ISO standard mark

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International standards related to quality management systems. The full name of ISO is International Standardization and Organization or International Standards Organization, or the International Organization for Standardization with an emphasis on management in the administrative system. The primary purpose of ISO is to foster international cooperation in standard-setting, for the development of the manufacturing industry and eliminate international trade disputes. Including cooperation in the development of science and technology, so the ISO mark is internationally recognized.

## ISO consists of 3 types of members.

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1. **Member Body** It is a national standards institute, which means that it represents the standards of that country and has the right to vote on academic matters. It is eligible to be elected to the ISO Council and can attend the General Assembly, and each country has a single ISO member body.
2. **Correspondent Member** It is an agency of developing countries, which does not have its own standard institute. Members of this type will not participate in academic matters. But they have the right to be informed of ISO's movements and to attend the General Assembly as an observer. (It is an agency of a country that has not yet established a specific standard institute)
3. **Subscribe Membership** This type of member is open for countries with relatively small economies to be able to contact ISO.

## Important ISO standards

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### ISO 9000 standard for quality management systems

- ISO 9001 Quality Management System Standard Used for responsible organizations from design, production, installation and service
- ISO 9002 Quality Management System Standard Used for responsible organizations from production, installation and service
- ISO 9003 Quality Management System Standard use for organization with specific responsibility for final inspection and testing

## ISO 14000 Environmental Management Standard

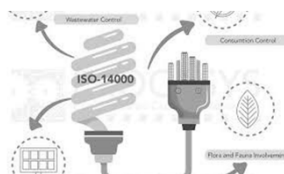
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It is a standard applied to the organization's environmental management to have the least impact on the environment, both in terms of internal affairs production of goods and management of impacts In other words, it is an environmental management that covers an organizational structure, assignment of responsibility performance regulations Resource Stewardship Processes ISO 14000 is applicable to both manufacturing and service industry systems as well as ISO 9000.



## ISO 14000 Environmental Management Standard

- ISO 14001 is an environmental management system specification.
- ISO 14004 is a guide to principles and techniques for organizing systems.
- ISO 14010 is the general principles of auditing.
- ISO 14011 is a method for auditing environmental management systems.
- ISO 14012 is an auditor qualification requirement.
- ISO 14020 is the basic principle for labeling environmental products.



## ISO standard

- ISO 17025 Laboratory Academic Competency Assessment Standard
- ISO 18000 Occupational Health and Safety Management Standard
- ISO 22000 Food Safety Management Standards



*Question*





# leadership

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ISO 9000 is a quality management system that focuses on quality control in an organization by managing operations or related activities to support product quality that meets specifications or standards. It is also a quality assurance that ensures that all activities resulting from systematic planning are can ensure sufficient quality that products or services meet customer satisfaction. In addition, ISO 9000 It is a quality management system that allows an organization to continuously monitor its quality management system. Quality management in all operations While the world has quality management standards and has been widely accepted Organizations that implement the ISO 9000 quality system will be successful. as well as consistent performance standards and services. Every organization can apply the ISO 9000 standard to develop work at all levels.

## History and Background of ISO 9000 Quality System

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ISO 9000 stands for the term International Standard Organization, which is an international organization responsible for setting or adjusting almost all types of international standards. so that countries in the world can use the same standards

ISO 9000 is an internationally standardized management system that is a fundamental quality assurance that aims to provide a uniform quality system between organizations and nations.

## History and Background of ISO 9000 Quality System

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The International Organization for Standardization, or ISO in Greek, means equality, is an international organization engaged in activities for the benefit of mankind. The organization was officially established on October 14, 1947, at first with representatives from 25 countries participating. meeting in London Has a resolution to establish an international organization on standards. and the United Nations has recognized it as a specialized organization type of non-government agency with the aim of promoting cooperation And set industrial product standards to be unified for commercial benefits or to create a more complete world standard system.

## History and Background of ISO 9000 Quality System

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The establishment of ISO 9000 quality system standards is a prerequisite for entering the global market. because it is like a key that opens the door to trade more broadly Because this trade term focuses on the needs of customers, namely customer satisfaction. This standard focuses on working as a systematic step. It is recorded as evidence, can be checked at any time, is constantly updated. and put into practice effectively

The reason why countries adopt the ISO 9000 system is because for the first time the European Community, which is an important trading partner of many countries, has merged into a single market. Has brought ISO 9000 quality certification or European standard EN 29000 as one of the conditions for allowing imports. Then countries such as the United States of America, Japan, Southeast Asian nations, Australia, etc., which have high trade competition. They must be alert to provide management systems with ISO 9000 standards in their countries.

Table 1 Name of standards in each country

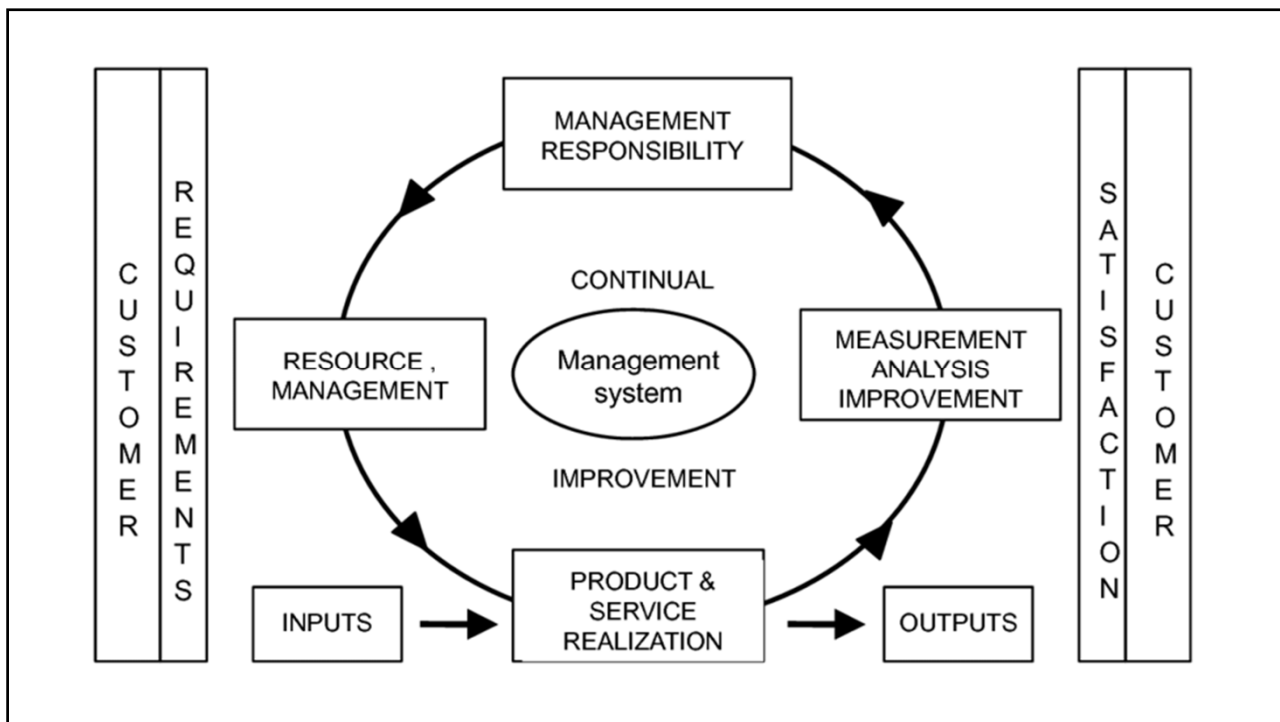
ลำดับ	ประเทศ	มาตรฐาน
1	ออสเตรเลีย	AS 3900
2	ออสเตรีย	Norm ISO9000
3	เบลเยียม	NBN X 50-002-1
4	แคนาดา	DS/ISO9000
5	เดนมาร์ก	DS/EN 29000
6	ตลาดร่วมค่านเศรษฐกิจของยุโรป	EN29000
7	ฟินแลนด์	SFS-ISO9000

## หลักการของ ISO 9000

ISO 9000 เป็นมาตรฐานระบบคุณภาพที่มีเป้าหมายเพื่อรับประกันว่าสินค้าหรือ บริการของ องค์กรจะบรรลุความต้องการของลูกค้า ระบบคุณภาพมีอยู่ 2 ส่วน คือ การประกันคุณภาพกับ การควบคุมคุณภาพ

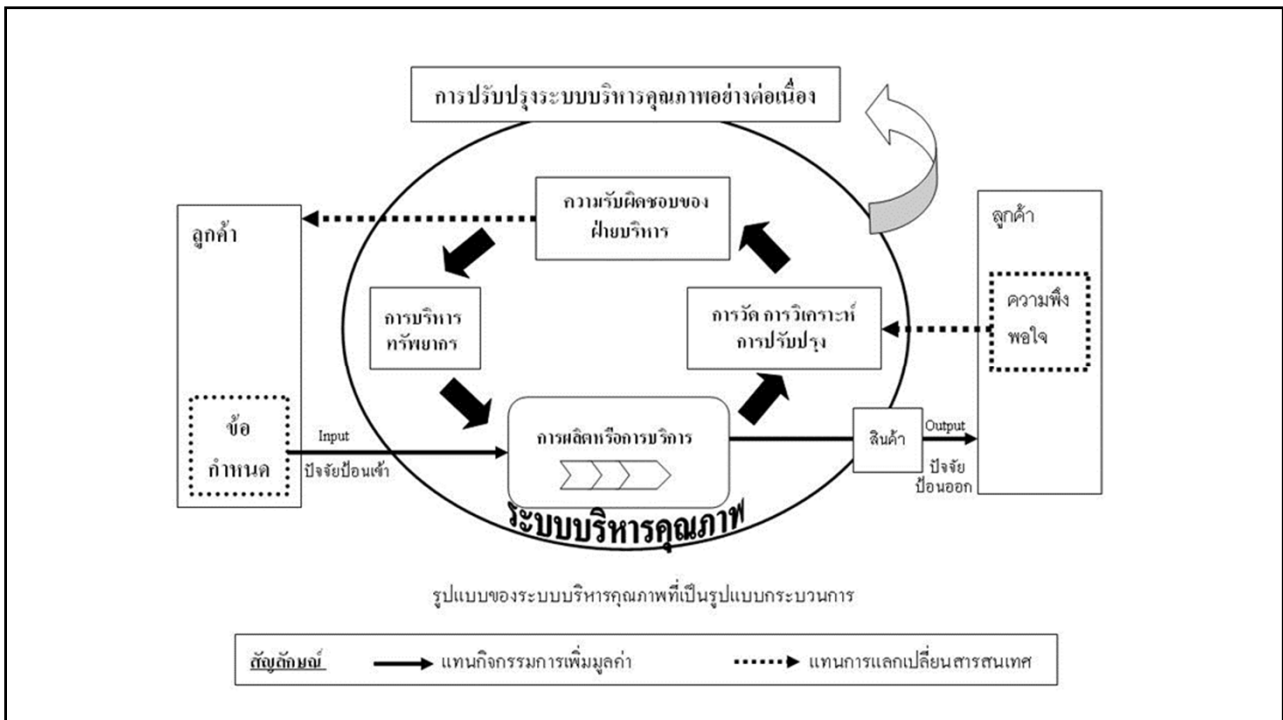
**การประกันคุณภาพ** เป็นการวางแผนและกระทำอย่างเป็นทางการ เพื่อให้เกิดความมั่นใจว่า ผลผลิตมีคุณภาพในระดับที่ต้องการ

**ส่วนการควบคุมคุณภาพ** กิจกรรมที่กระทำในกระบวนการและใช้เทคนิคต่าง ๆ เพื่อสร้าง คุณภาพที่มีลักษณะเฉพาะ ระบบ คุณภาพเป็นโปรแกรมที่มุ่งไปที่การจัดการทั้งองค์กรและทุก กระบวนการ ระบบคุณภาพที่ดีต้องยึด หลักปรัชญาว่า ผู้ป้อนวัตถุดิบเป็นต้นทางและลูกค้าเป็น ปลายทาง



### Characteristics of a systematic organization Good quality is as follows.

1. Stick to the philosophy of prevention rather than finding problems.
2. Focus on reviewing key problem points in the process of corrective actions and inspections.  
continuous results
3. Communicate within processes and between standard users, as well as regular communication with suppliers and customers.
4. Always keep information and control the preparation of important documents efficiently.
5. Make all employees aware of quality.
6. This gives management a high level of confidence.



## Key characteristics of the ISO 9000 quality standard

1. It is a standard about management systems. does not apply to product standards
2. It is a quality management system standard that is internationally accepted and used as an international standard for countries around the world to apply.
3. It is a quality management system standard that can be applied to all types of organizations, both in the manufacturing industry. service business All commercial sizes are unlimited.
4. It is a management system that involves all departments and all employees in the organization participating.
5. It is a standard that specifies requirements that must be included in a quality system document.



## Key characteristics of the ISO 9000 quality standard

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6. It is an administration that places importance on operational documents. by bringing what is already operational. Make a document and then organize it into categories, systematic for use, convenient, efficient and effective.
7. It is a standardized system that allows for continuous improvement. and flexible
8. It is a standard system accepted by leading customers around the world. And according to the terms and conditions of GATT : General Agreement on Tariffs and Trade which is set as an international standard.
9. It is an international standard system requiring audits by third parties (Third Party) for certification. Then the quality management system must be maintained. which will be randomized at least 1 time per year, after 3 years, must be examined. Reevaluate all
10. It is a quality system standard that Thailand has certified as a quality standard TIS 9000.

## The heart of the ISO 9000 quality system standard

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1. Executives at all levels in the organization must understand their roles and responsibilities in setting quality policy, setting organizational management structure. Assign personnel to suit. Problem solving and budget support work.
2. ISO 9000 quality system focuses on the preparation of quality system documents because it is considered that the document is an agreement that everyone in the system understands the operation. which the document The report must be analyzed. Assign duties to monitor operations. to make improvements. The quality is systematic.
3. ISO 9000 focuses on the establishment of an audit agency (Audit), which is an audit. Within the organization to follow up on the performance to ensure that the established quality system is implemented: correctly and on target. The objectives of the preparation of the ISO 9000 quality system standard

## Choosing a quality system standard

ISO 9000 has a large structure consisting of ISO9000, ISO 9001, ISO 9002, ISO 9003 and ISO 9004. From this large structure, it can be divided into two groups: the guidelines group and the model group.

1. The Guidelines group is a guide, clarification, explanation, definition and guideline. A subsection which provides more detail is ISO 9000.
2. The model is a quality assurance model, which is the standard of the quality system. or the user contract The standards must choose to be registered and implemented, including ISO 9001, ISO 9002, and ISO 9003.

## ISO 9000 is divided into five main contents:

1. ISO 9000 guides the selection and use of ISO 9001, ISO9002, ISO9003 standards. see the level of importance which is related to the appropriate quality system
2. ISO 9001 is the most comprehensive quality system standard governed by organizations that design, develop, manufacture, install and service, such as ESSO, to obtain certification under a specific scope, lubricants, by design.



## ISO 9000 is divided into five main contents:

3. ISO 9002 is a quality system standard. For entities that do not have a specific design, supervision, production, installation and service, such as SHELL, ask for a specific certificate. Lubricants are the same as ESSO but without the design. which the world has received this certificate the most

4. ISO 9003 is a quality system standard. for final inspection and final testing

5. ISO 9004 is a guideline for quality management for maximum efficiency.

ข้อกำหนด	ISO 9000		
	9001	9002	9003
ความรับผิดชอบด้านการบริหาร	X	X	X
ระบบคุณภาพ	X	X	X
การทบทวนข้อบกพร่อง	X	X	X
การควบคุมการออกแบบ	X		
การควบคุมเอกสารและข้อมูล	X	X	X
การจัดซื้อ	X	X	
การควบคุมผลิตภัณฑ์ที่ส่งมอบโดยลูกค้า	X	X	X
การซึบงและสอบกลับ ได้ของผลิตภัณฑ์	X	X	X
การควบคุมกระบวนการ	X	X	
การตรวจและการทดสอบ	X	X	X
การควบคุมเครื่องตรวจ เครื่องวัดและเครื่องทดสอบ	X	X	X

## Principles of Quality Management ISO 9000

Quality Management Principle The eight principles of quality management are as follows:

Principle 1: Focus on the customer (Customer focus)

Principle 2 Leadership (Leader ship)

Principle 3: Involvement of people

Principle 4 Operation is a process (Process approach)

Principle 5: System approach to management

Principle 6: Continuous improvement

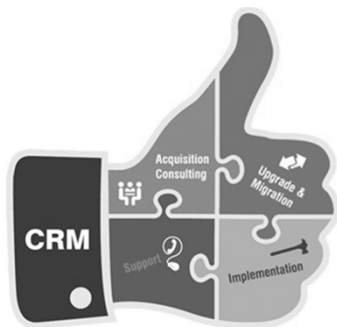
Principle 7: Factual approach to decision making

Principle 8 Mutually beneficial supplier relations relationship)

*Question*

## Lecture 6

### concept of customer relationship management



Asst. Prof. Ekgnarong Vorasiha

## Customer Relationship Management: CRM

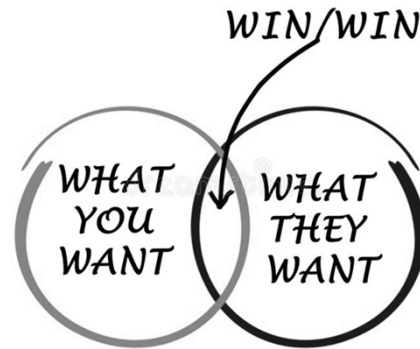
**CRM** is a management strategy. It is designed to help organizations manage their internal processes to operate aligned and responsive to customer needs. in order to give customers maximum satisfaction bring customer loyalty

**CRM** คืออะไร?  
Customer  
Relationship  
Management

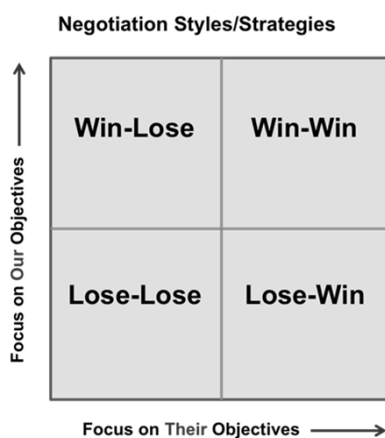


## Customer Relationship Management: CRM

is any process or activity That is used to build relationships with customers, creating satisfaction in products and services for customers continuously. customer retention To make customers loyal to the brand and build good relationships with the organization. by providing benefits for both parties Both towards customers and organizations (Win-Win Strategy) continuously for a long time



## Creating a Win-Win strategy during a negotiation



Strategic and effective ways to negotiate to build and maintain relationships, and get productive and sustainable results in challenging markets Are you a win-win or win-lose negotiator?

Win-Win, Win-Lose and Lose-Lose are game theory terms that refer to the possible outcomes of a game or a dispute involving two parties, and more importantly How each side perceived their results compared to their state before the game.

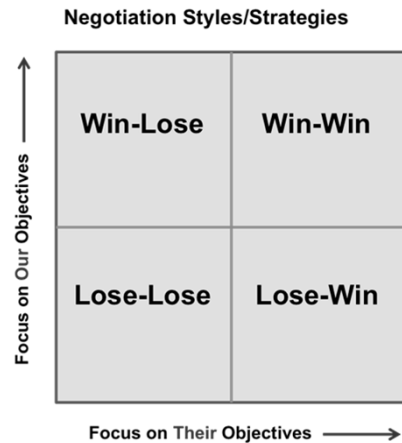
Note that a "win" is a result when the outcome of the negotiations is better than expected to a "loss" when the outcome is worse than expected. Two people may get the same outcome in a measurable way i.e. \$10 for one may lose, while the other may win. In other words Expectations determine the perception of any outcome. He summed up three situations:

## Creating a Win-Win strategy during a negotiation

### What is a Lose-Lose?

Lose-lose situations usually come from focusing on the wrong objective or from a broken relationship. (Think of a typical divorce. But I'm sure you can think of many business examples as well.)

Lose-lose means that all sides end up worse. An example of this would be a budget cut negotiation where all parties lose money. Wounds matter – the question is where and who will get hurt. In some situations, loss - loss All parties understand that losses are inevitable and will be distributed equally. in this situation Lose-lose results may be better than lose-wins. Because at least the distribution is considered fair.



## Creating a Win-Win strategy during a negotiation

### What is a Win-Lose?

Once we have defined and can focus on our business objectives. We can formulate a strategy. With Win-Lose, a strategy is simply achieving your objectives at the expense of the other's objectives. Therefore, we compete with our "rivals" for the largest share of the existing value.

A win-lose situation occurs when either party views a positive result, so a win-lose result is less likely to be voluntarily accepted. A distributed negotiation process based on the principle of competition between participants. More likely than integrative negotiations to end in a win or lose. Or it could result in a situation where each party gets a portion of what he or she wants. but not as much as they might have been if they had used integrated bargaining.



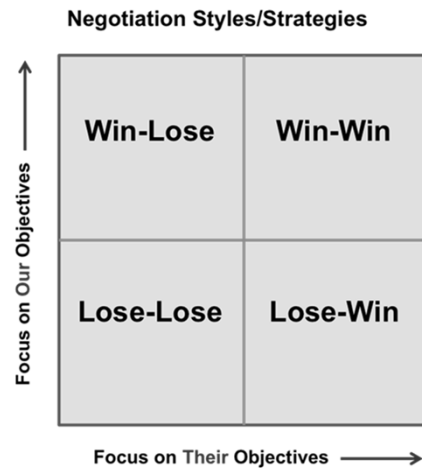


## Creating a Win-Win strategy during a negotiation

### What is a Win-Win?

On the other hand, with Win-Win, we achieve our objectives by helping the other party achieve them or collaborating with our "partners" to optimize value creation.

A win-win outcome occurs when each party to the dispute feels they have won. Since both sides benefited from the situation. Any conflicting resolutions are usually accepted voluntarily. The process of integrative dialogue aims to be achieved through cooperation of both parties.



CRM stands for Customer Relationship Management, also known as Customer Relationship Management. which is to build relationships with customers By using technology and using personnel with principles. to find ways to satisfy customers which will eventually lead to loyalty



The workflow of the CRM system consists of 4 steps.

**Identify** – Collect information about who your company's customers are, such as customer name, customer contact information.

**Differentiate** – Analyze the behavior of each customer. and segment customers into groups based on their value to the company

**Interact** – Interact with customers to learn their needs. and to create long-term customer satisfaction

**Customize** – Offer products or services that are uniquely suited to each customer.

CRM is related to information technology in the use of software development to attract customers. Build relationships with customers such as Web Site, etc. CRM software helps in managing customer databases. analyze data And is a way to contact customers, which

1. **Operational CRM** is a front office software used to help manage business processes related to customers, whether sales, marketing or service, such as customer contact management, quotes, sales management, customer behavior data collection customer service system, etc.
2. **Analytical CRM** Customer data analytics collected from Operational CRM or from other sources. to divide customers into groups and find target customers that the company can offer products or additional services
3. **Collaborative CRM** The system helps to support interactions with customers through various channels such as personal contact, letters, faxes, telephones, websites, E-Mail, etc., as well as helping to manage the resources that the company has, namely employees. Work processes and databases (Database) customers to provide services to customers and help maintain the company's customer base better.



## summarize

Because customers are the most important person in doing business. Organizations must find ways to create customer retention measures. build relationships with customers creating satisfaction in products and services for customers continuously customer retention to provide a group of loyal customers increased purchases of corporate products or services It can also be a more effective voice than advertising through various media.

# QUESTION

# Lecture 7

## THE CONCEPT OF CUSTOMER RELATIONSHIP MANAGEMENT

QMT3512 Customer Focus

Asst. Prof. Ekgnarong Vorasiha



## Many people ask, is it really necessary?

That companies have to do CSR and doing CSR only affects to create a brand image, is it true or not? Before reaching that point Let's understand first what CSR is.



CSR or Corporate Social Responsibility is corporate social and environmental responsibility, which is operating under ethical principles and good management with social and environmental responsibility both inside and outside the organization. To lead to the ultimate goal of sustainable development by making CSR a part of marketing communications, which can create another way to create an image and promote the organization

## DEFINITION MEANING OF CSR

“CSR is a concept that the company integrates concern for society and the environment into its operations, business and our interactions with stakeholders on a voluntary basis.”

“Operating business under ethical principles and good governance coupled with caring and preserving society and the environment to lead to sustainable business development”



“CSR is about how the organization responds to economic, social and environmental issues, by aiming to benefit people, communities and society.”

Business social responsibility means Conducting business under the principles of ethics and good corporate governance along with caring for society and the environment to lead to sustainable business development Explain by expanding that Implementation of activities inside and outside the organization that take into account the impact on society both near and far without harassing any party

The close society is those who are directly involved with the organization, such as customers, business partners, and employees' families. community in which the organization is located This includes the environment or ecosystem. Sangkhom Far is those who are indirectly related to the organization, namely business competitors. general public, etc.

*An organization with CSR will not exploit employees. do not cheat customers do not take advantage of partners Does not destroy the environment or harm surrounding communities All for the benefit of the organization and society. which leads to sustainable development*



It can be concluded that CSR or Corporate Social Responsibility means conducting business under ethical principles and good corporate governance along with caring for society and the environment. to lead to sustainable business development Explain by expanding that Implementation of activities inside and outside the organization that take into account the impact on society both near and far without harming any party, an organization with CSRWill not exploit the employee do not cheat customers do not take advantage of partners Does not destroy the environment or harm surrounding communities All for the benefit of the organization and society. which leads to sustainable development







## CRM (CUSTOMER RELATIONSHIP MANAGEMENT)

The development of an effective customer relationship management system is important as the core of management is to recognize the importance of each customer that each customer is not equally important that the organization can make customers loyal to the organization. that It is the key to leading the organization to success in long-term business operations.





What is a CRM system? CRM is a management strategy to build good relationships with customers.

CRM (CRM) stands for Customer Relationship Management, which is customer relationship management or customer relationship management. This means how we manage to make customers feel attached to our products, services or organization. When customers have a good relationship with us And the customer does not think to change their mind from our products or services.

It gives us a stable customer base. And bring stability to the company, so to know the status of the relationship with the customer. We have to rely on the observation of customer behavior. then analyzed to find the relationship between Customer behavior and our marketing strategies

## DEFINITION OF CUSTOMER RELATIONSHIP MANAGEMENT: CRM

"Marketing activities done to customers It may be a consumer customer or an intermediary customer in the distribution channel. Each of them continually strives for customers to understand and have a good perception. As well as feeling like the company and its products or services. It will focus on two-way communication activities aimed at developing a long-term win-win strategy between the company and its customers."

"Marketing strategies used to treat customers or target groups. The practice is a one-on-one or specific group to meet the needs of each customer or group, which leads to satisfaction in products and services, including loyalty to the brand or organization. This a sustainable relationship and for the long-term profitability of the organization."



Integration of electronic business tools and customer service processes in sales direct marketing Accounting Management and Ordering Process and support to provide perfect customer service. for customers to have a good understanding and recognition They must also be able to analyze the importance of each individual customer. (Customization) Build loyalty (Loyalty) and build a good relationship with the organization forever.



CRM is a combination of policies, processes, and strategies that are implemented by an organization. to achieve unity of interaction with customers and to provide tools for finding information customer news This includes using technology to find new and attractive customers that can help businesses increase profits.

**CRM combines many perspectives that are directly related to each other, such as:**

**Front office operations that interact directly with customers, such as joint meetings. calling sending an email message or other online services, etc.**

**Back Office Operations Operations that affect Front Office activities such as billing. maintenance, planning, marketing, advertising, finance and production, etc.**

In summary, customer relationship management refers to any process or activity That is used to build relationships with customers and create satisfaction in products and services for customers continuously. customer retention To make customers loyal to the brand and build good relationships with the organization. by providing benefits for both parties Both towards customers and organizations (Win-Win Strategy) continuously for a long time



## OBJECTIVES OF CUSTOMER RELATIONSHIP MANAGEMENT

1. to increase sales of products and services
2. to create a good attitude towards products or services
3. so that customers are loyal to the company, goods and services
4. for customers to recommend products or services to others word-of-mouth speech (Words-of-Mouth)



## IMPORTANCE OF CUSTOMER RELATIONSHIP MANAGEMENT

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Friendly relationship with each customer (Customized) (Personalized)</li> <li>2. Sales will occur in the long term from the customer's impression. Having a good understanding and recognition is a long-term relationship with customers.</li> <li>3. The company and its customers benefit from Win-Win Strategy.</li> <li>4. Helps to create two-way communication (Two-way Communication) (Chunchit Jangjankit (2003, p. 44-46).</li> </ol> | <ol style="list-style-type: none"> <li>1. Build customer loyalty (Loyalty) in the long term.</li> <li>2. increase long-term sales Studies have shown that the cost of acquiring new customers is 5 times more.</li> <li>3. Old customers are more likely to purchase products and services from the company in the future, building a high reputation. good image of the company Because customers will tell each other by word of mouth.</li> <li>4. Increase business growth opportunities (Piyant Singchu. 2012)</li> </ol> |
|---|--|

## IMPORTANCE OF CUSTOMER RELATIONSHIP MANAGEMENT



### 1. competitive advantage

- product differentiation
- service differentiation
- people differentiation
- image differentiation

### 2. customer expectation

The use of modern information and communication technology as a tool to understand customer needs. Make use of the customer database, use of services, or past transactions, personal information, liking or interest and other information That is beneficial to building a good relationship between the organization and customers. Access to customer information

## CORE COMPONENTS OF CUSTOMER RELATIONSHIP MANAGEMENT

1. Customer Prospecting

2. Relations with Customers

3. Interactive Management

4. Understanding Customer Expectations

## CORE COMPONENTS OF CUSTOMER RELATIONSHIP MANAGEMENT

5. Customer Prospecting)

6. Partnerships

7. Personalization

### PRINCIPLES OF CUSTOMER RELATIONSHIP MANAGEMENT

1. The heart of leading the organization to success in long-term business operations. But because each customer's needs are different, CRM comes in as a management tool to help organizations manage various processes within the organization to respond to the needs of diverse customers. In customer relationship management, it consists of

3. Technology The technologies involved include technologies that increase channels for customers to connect with the organization, such as Call center systems, Web site, Interactive voice response, etc., and technologies used in analyzing and processing to distinguish customers. Customer prioritization

2. Having a customer database The database must always be accurate and up to date. Can be retrieved from all departments in the organization related to the customer. Customers are categorized from the database. Because each customer has different Value, which customers consist of initial customer Customers who help publicize and repeat customers



## THE 8 PRINCIPLES OF CRM

Principle 1: CRM Can Make Money

Principle 2: Organizations can deal with customer problems.

Principle 3: Sales Strategy Can Be Controlled

Principle 4: A 360-degree strategy shift, focusing on customer service as a criterion.

Principle 5: Risk Management Principle

Principle 6 : Customer Retention Strategy is Service Excellence

Principle 7: A CRM Strategy Fits Every Situation

Principle 8: Building a website that can be useful



## THE LEVEL AND FORM OF THE RELATIONSHIP BETWEEN THE COMPANY AND ITS CUSTOMERS.

Chuenchit Jangankit (2003, pp. 44-46) said that the relationship between the company and the customer. leading to loyalty in the company's products, there are 6 levels as follows

1. Customer expectation level (Prospect) after finding out which one has the possibility to make a purchasing decision, has purchasing power, can decide to buy a product or service. from a group of prospective customers in a network of doubts to a group of qualified prospective customers It responds to the company's customer relationship management program marketing program.๗
2. Buyer level (Purchasers) Next step, the company must organize a marketing program. and a customer relationship management program that will keep these buyers coming back for a period of time
3. Customer level (Client) A consumer or business that continuously purchases the company's products and services over a period of time. have a good image loyalty To the company and its products or services, to recommend products or services of the company for others to try and ready Both defend their reputation from competitors' attacks eventually.

## THE LEVEL AND FORM OF THE RELATIONSHIP BETWEEN THE COMPANY AND ITS CUSTOMERS.

4. The customer support level (Supporter) is a regular customer who feels like the company. Have a good image attitude to the company and its products or services To make these support customers came out to support it seriously Companies need to build relationships with sponsor customers on an ongoing basis over a long period of time.

5. The level of advocates (Advocates) is a customer who has always supported the activities of the company. Keep introducing customers and other customers to buy products and services. It's called doing external marketing instead of the company.

6. Business partner level (Partners) is a customer who steps up to be part of the business. participating in the income, expenses and profits of the company.



## THERE ARE MANY DIFFERENT CONCEPTS AND APPROACHES TO CRM, GENERALLY DIVIDED INTO SEVEN CATEGORIES:



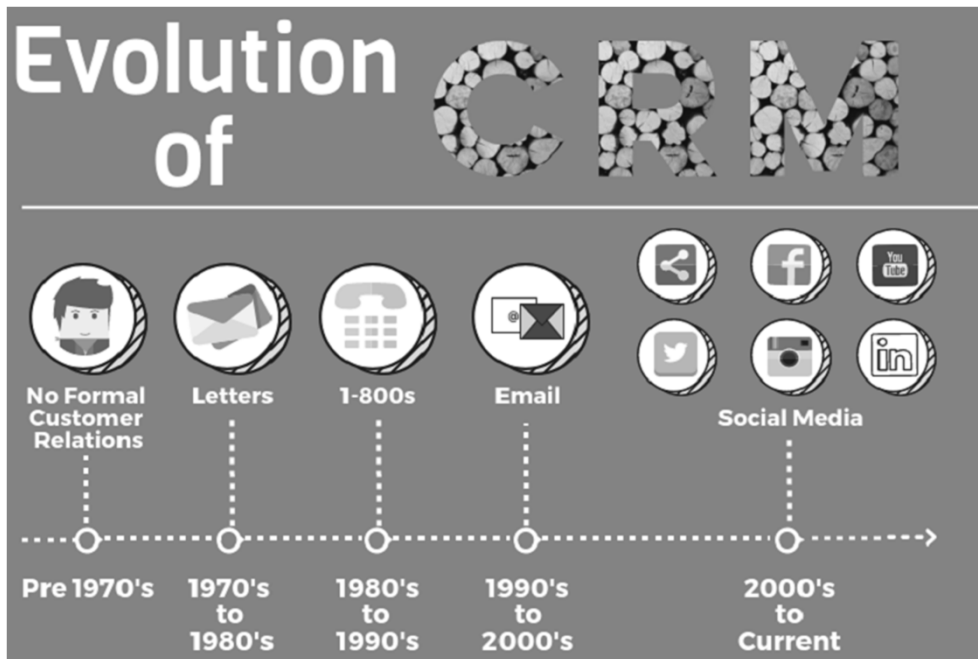
# CRM

1. Operational
2. Sales Force Automation
3. Analytical
4. Sales Intelligence
5. Campaign Management
6. Collaborative
7. Consumer Relationship

1. **Operational CRM** is a CRM that provides support to various “Front Office” business processes such as sales, marketing and service. Customer interactions are typically stored in the customer's contact history. Which the staff can retrieve the customer's information when necessary. These customer contact histories allow agents to access the information. Important customer news at a glance Avoid interfering with inquiries from customers directly. The purpose of this type of CRM is to manage campaigns for products and services. marketing operations Actions to boost sales and sales management system



Sales Force Automation (SFA)





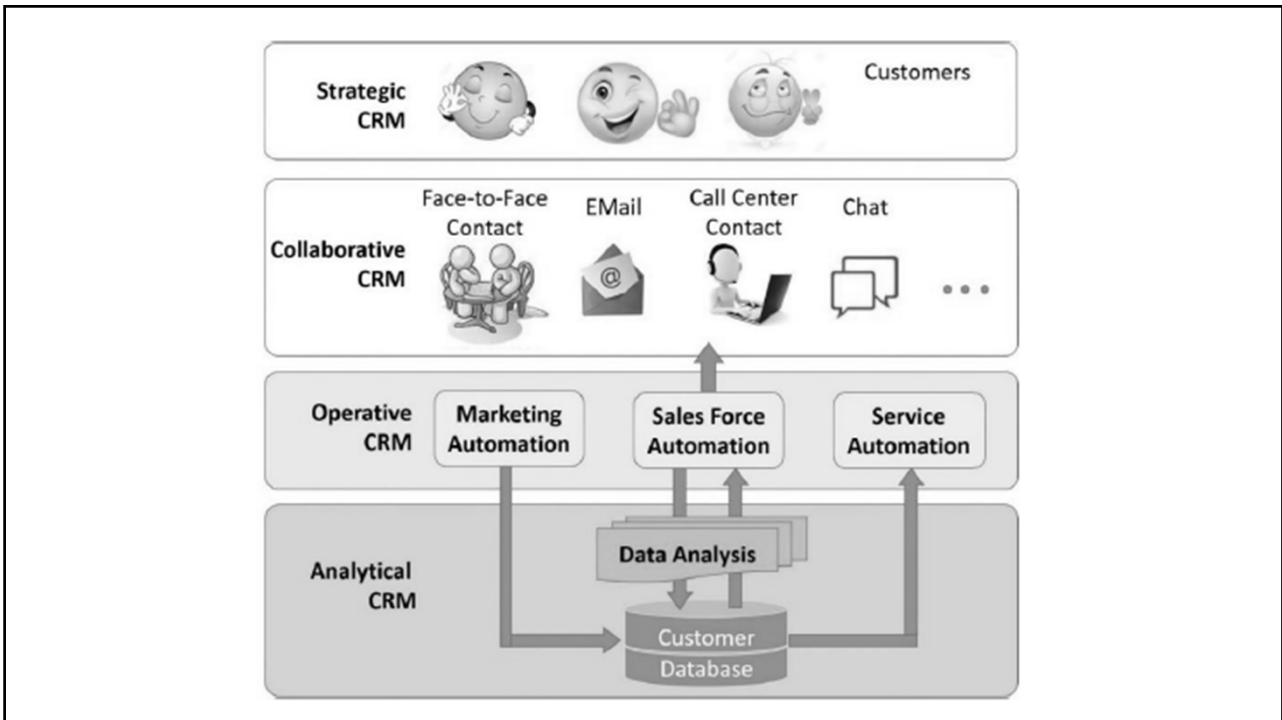
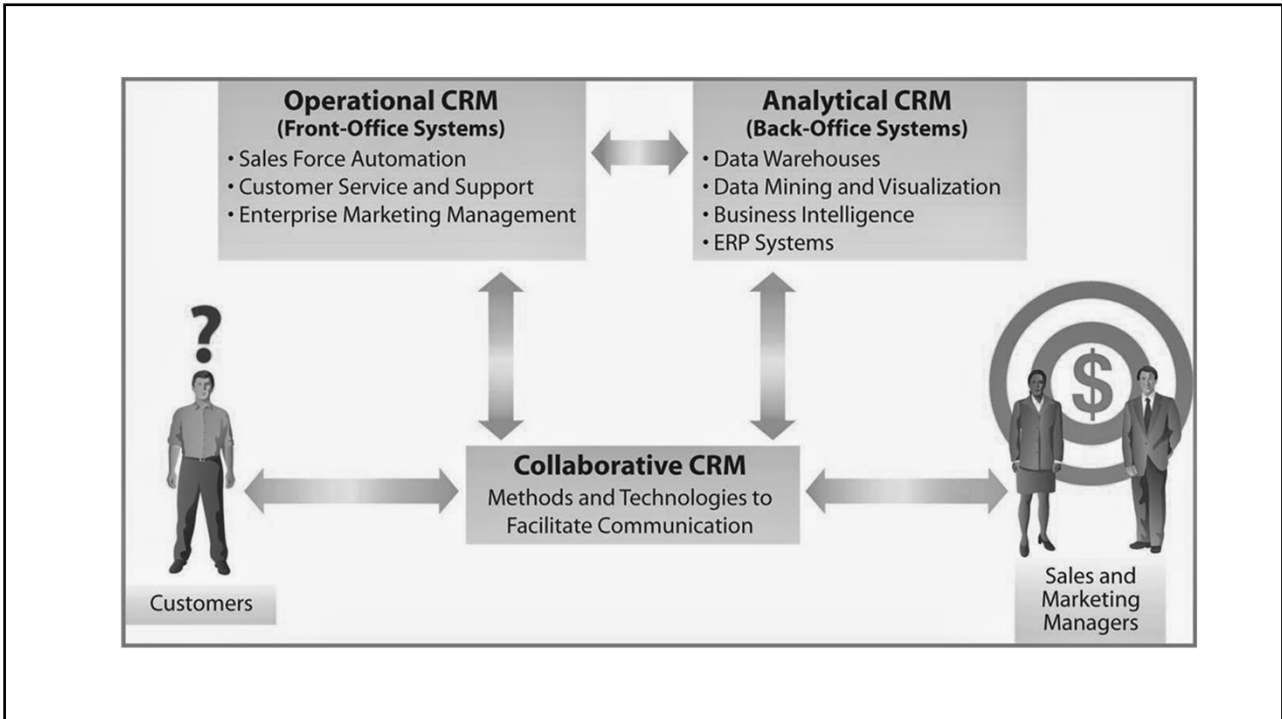
## 2. Sales Force Automation (SFA)

defines activities related to stimulating sales, such as managing various activities. (Scheduling of telemarketing or by mail), finding ways to respond report writing Opportunity Management and Assessment Accounting and Sales Management for Target Accounts and the process of organizing orders for each sales



3. Analytical CRM is a method for analyzing customer data for various purposes, such as designing and executing targeted marketing campaigns. General design and campaigns such as acquiring new customers Being given the opportunity to "offer", "recommend" or "invite", including "incentivize"





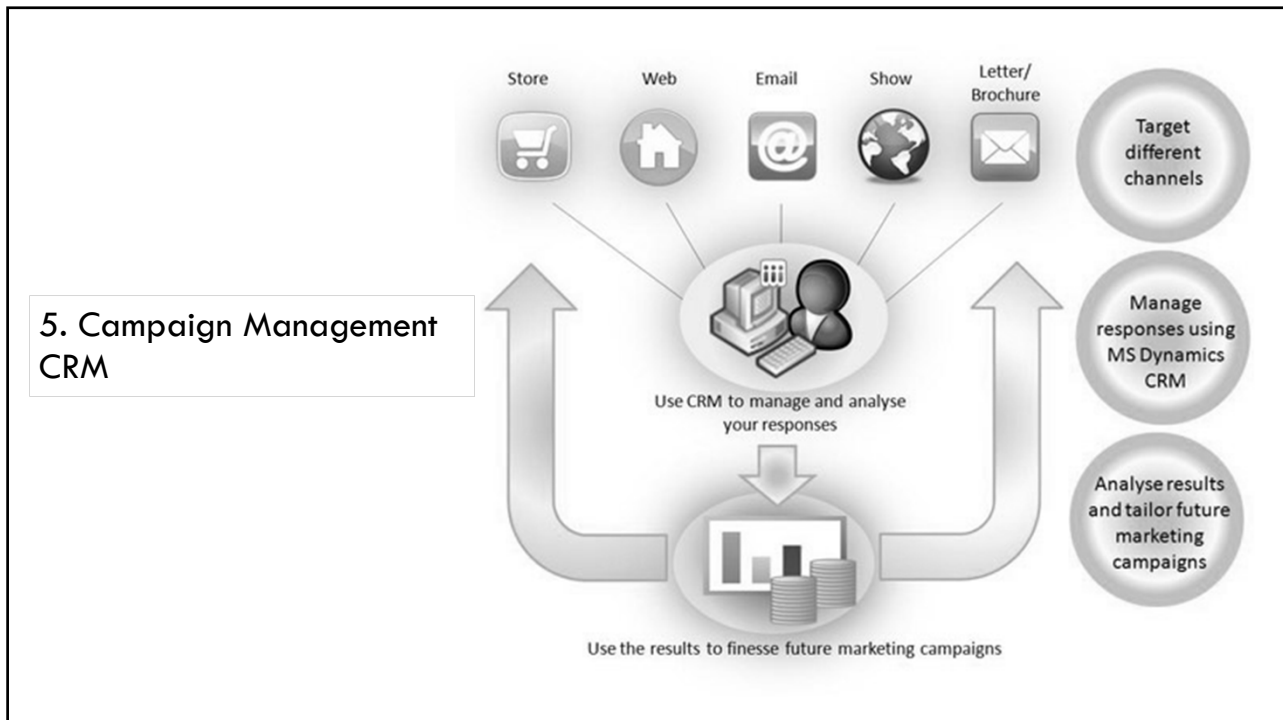
4. Sales Intelligence CRM is similar to Analytical CRM, but with more direct sales tools. The issues that must motivate sales staff to keep in mind at all times are Cross Selling / Up Selling / Opportunity to Switch Customers / Losing Customers / Sales Roles / Consumer Trends / Organization of Customer Access / Add-ons or benefits that customers will receive

Infor Sales Intelligence for CRM



5. This type of Campaign Management CRM is in the form of a combination of Operational CRM and Analytical CRM, which will include the integration of target groups based on existing customers divided according to desired criteria. Delivering campaign items to selected customers by using various channels such as e-mail, telephone, postal mail or SMS, etc. and analyzing campaign statistics made Including extracting customer feedback to analyze future trends.





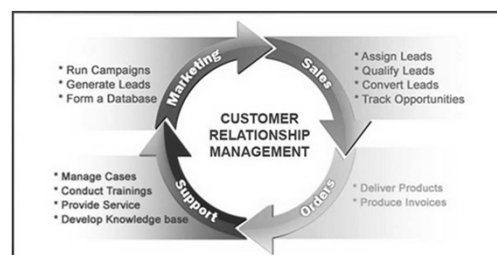
**6. Collaborative CRM** is a form that comes to deal with the customers of each department in the organization in a holistic manner, such as the sales department, technical support department, and the marketing department, etc., so that the staff of each department can exchange information collected about customers. Examples of cases of receiving feedback from customer support representatives regarding the service and customer claims that have been returned. This will benefit the overall service quality improvement of the organization.



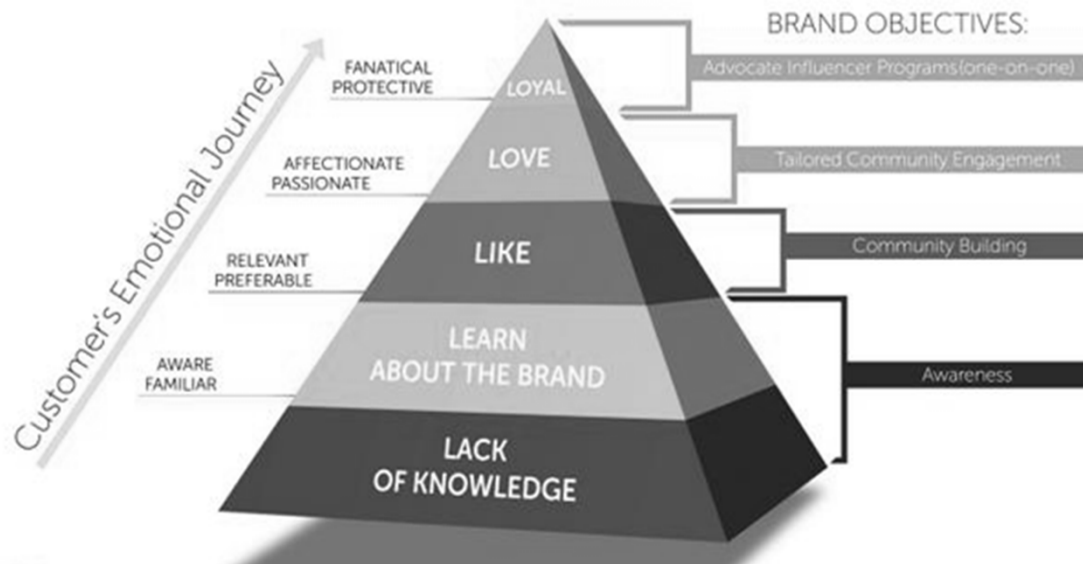
## 6. Collaborative CRM



**7. Consumer Relationship CRM** covers aspects of how customers are dealt with by the center that acts to contact and organize customer relationship activities of the organization. Representatives of the organization are responsible for internal contacts with customers and consumers who wish to remain anonymous. Early warning can be done on various issues, related to the product or feeling and consumer perspectives



## CUSTOMER – BRAND RELATIONSHIP MODEL



## END OF CHAPTER QUESTIONS

1. Describe the basic concept of Corporate Social Responsibility (CSR).
2. Explain the basic concepts of CRM (Customer Relationship Management: CRM).
3. Explain the importance of customer relationship management.
4. Describe the main components of customer relationship management. What does it consist of?
5. Explain principles of customer relationship management. that looks like
6. Explain your focus on customer value. that looks like
7. Describe the level and nature of the relationship between the company and its customers.
8. Describe the goals of CRM. that looks like
9. Explain. CRM has many different concepts and approaches. How many types does it consist of?

# Lecture 8

CORPORATE SOCIAL RESPONSIBILITY: CSR

QMT3512 Customer Focus

Asst. Prof. Ekgnarong Vorasiha



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*An organization with CSR will not exploit employees. do not cheat customers do not take advantage of partners Does not destroy the environment or harm surrounding communities All for the benefit of the organization and society. which leads to sustainable development*



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***“CSR SHOULDN'T BE JUST A SUPERFICIAL TREND OR JUST A MARKETING PROMOTION ACTIVITY AND A SPLASH OF COLOR FOR CORPORATE PUBLIC RELATIONS.”***

Implementation of activities inside and outside the organization that take into account the impact on society both near and far Without going to encroach on any party, an organization with CSR will not exploit employees, do not cheat customers do not take advantage of partners Does not destroy the environment or harm surrounding communities All for the benefit of the organization and society, which leads to sustainable development



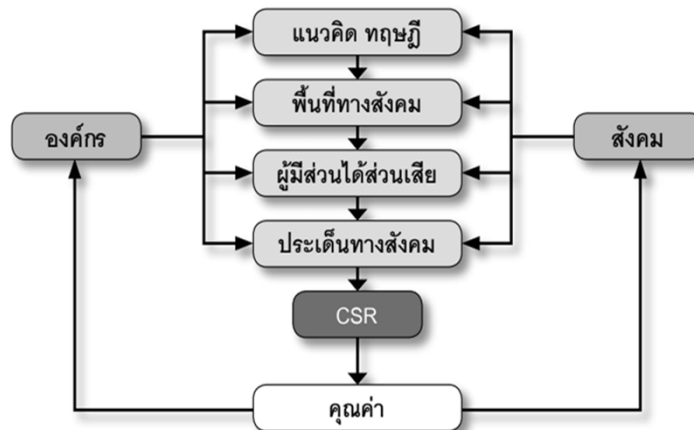
**SOME FORMS OF CSR ACTIVITIES INCLUDE DONATIONS, ENCOURAGING PARTICIPATION FROM SOCIETY BUT THE ROOTS OF THE THOUGHT PROCESS THE OBJECTIVES AND AIMS ACHIEVED ARE DIFFERENT.**

Clear policies, strategies and work plans have different efficiency and effectiveness from CSR which is only a short-term and long-term sales promotion activity. Including truly linking to the values and core competencies of the organization. The projection of CSR starting from the concept Relevant theories as a basis for understanding why organizations must have social responsibility in other areas. In addition to making profits and obeying the law.

Projection of CSR starting from the concept Relevant theories as a basis for understanding why organizations must have social responsibility in other areas. In addition to making profits and obeying the law.

**CSR**

## PROJECTION OF CSR STARTING FROM THE CONCEPT RELEVANT THEORIES AS A BASIS FOR UNDERSTANDING WHY ORGANIZATIONS MUST HAVE SOCIAL RESPONSIBILITY.



## RELATED CONCEPTS AND THEORIES



1. Legitimacy Theory
2. Public Responsibility)



## RELATED CONCEPTS AND THEORIES

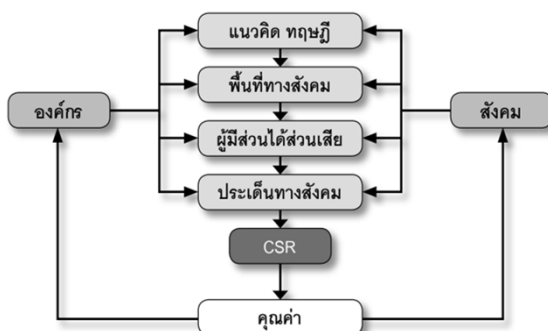
### (Legitimacy Theory)

The power to utilize the company's natural and human resources for business operations is in fact The company obtains that right and power from society in the form of a temporary license. Under the conditions of the company's business operations, it must meet the expectations of society as a whole, such as whether the products and services can meet the needs of society or not.

### (Public Responsibility)

The company must be careful and pay attention to the consequences (Outcome) from the company's business operations that occur directly in the area and other adjacent areas. in addition to its own internal space This has become a social issue (Social Issues). The society will determine the guidelines for the company itself. Subsequently, the Company has a duty to formulate policies and decision-making guidelines that meet the objectives and values desired by society.

## stakeholders



1. Stakeholder Theory
2. Business Ethics Theory
3. Corporate Citizenship

*CSR IS ONE OF THE DUTIES OF THE COMPANY AS A CITIZEN OF SOCIETY. IT IS WHAT THE ORGANIZATION MUST DO IN ORDER TO OBTAIN THE RIGHT TO UTILIZE THE RESOURCES AVAILABLE IN SOCIETY.*

# STAKEHOLDERS

## Stakeholder Theory

The concept is directed at company policies that have an impact on the stakeholders involved in the company. Whether it is customers, employees, shareholders, partners, competitors, government and community. The company has a responsibility to meet the needs of its own stakeholder groups.

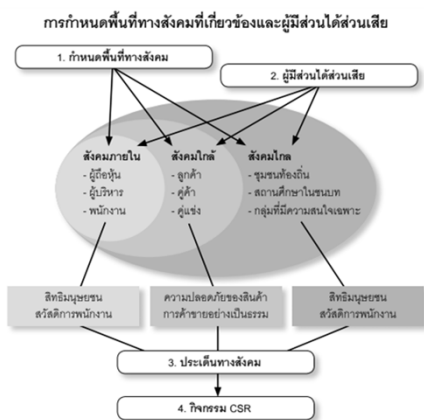


## Business Ethics Theory

Moral leadership is the decision-making tool for company policy and strategy, in other words, moral leadership.

**Corporate Citizenship** In this concept, we see companies as a unit equal to individuals. Therefore, companies must also have the duty to be good citizens of the state, such as the four responsibilities of citizens. (Economic, Legal, Ethical and Philanthropic Responsibilities) are humanitarian responsibilities to help society achieve sustainable development.

# SOCIAL SPACE



- The main principle of CSR activities is what the society needs. Or what an organization does must be a real synergy of benefits for both the organization and society. Therefore, what you need to know is that the goals that are responsible are "who" and "where". The meaning of "society" and "stakeholders", where and who they are.
- However, because the word "society" has a wide and important area. The social context of each organization is different. Initially, we should start from the internal social area. Out to the surrounding social area that is closest to the organization or society, then gradually expands to wider areas or distant society.

## SET SOCIAL ISSUES



*Good CSR activities should be able to coordinate benefits for both society and the organization at the same time.*

A good CSR activity should be able to synergize benefits for both the society and the organization at the same time from the targeted stakeholder groups and social issues. Choosing an appropriate activity form will be a combination of creating value for both sides. In-process CSR is the CSR that is in the business process of the company. From the procurement of raw materials, production to marketing.

*no matter which way you choose What is important is the core of CSR, focusing on doing things from the inside to the outside.*

## CORPORATE SOCIAL RESPONSIBILITY : CSR IS HOW SOCIAL RESPONSIBILITY BENEFITS THE BUSINESS.

CSR is corporate social and environmental responsibility, which is operating under ethical principles and good management. by being responsible for society and the environment both inside and outside the organization To lead to the ultimate goal of sustainable development by doing CSR as part of marketing communications, which can create another way to create an image and promote the organization Can be divided into 4 levels as follows



## BUILD IMAGE AND CORPORATE PUBLIC RELATIONS

### Level 1 Mandatory Level (legal requirement)



**CSR**  
Packaging

Means that businesses have a duty to comply with relevant laws and regulations, such as consumer protection laws, labor laws, paying taxes, such as the use of blue river labor laws, organic fruit production companies. Thai people who take care of their employees attentively.

## BUILD IMAGE AND CORPORATE PUBLIC RELATIONS

### Level 2 Elementary Level (economic benefits)



Means that the business takes into account the ability to survive and provide returns to shareholders. Which profits must not be profits that arise from social encroachment, such as taking care of the employee welfare of Blue Elephant Company, a restaurant and curry brand that is distributed in more than 20 countries around the world.

## BUILD IMAGE AND CORPORATE PUBLIC RELATIONS

### Level 3 Preemptive Level (Business Ethics)



Means that the business can generate profits for shareholders at an appropriate rate and that the business operator pays attention to give more benefits to society. Especially the surrounding society that expects to be taken care of. Or attention from business operators, such as the production that does not destroy the environment of Panpuri, Thai spa products used by world-class hotels.

## BUILD IMAGE AND CORPORATE PUBLIC RELATIONS

### Level 4 Voluntary Level (voluntary)



Means running a business while following CSR guidelines voluntarily is not required by society. The business is based on social benefits such as planting forests, helping people affected by disasters. foundation Donation of Pet Focus Company, animal feed company in Betagro Group



## TYPES OF CSRS

In process	Refers to social and environmental activities that affect stakeholders and the environment of the organization, such as taking care of employee welfare, producing things that do not destroy the environment, being responsible for customers, doing activities to reduce global warming, etc.
After process	Refers to social and environmental activities that affect society. And the environment that is not directly related to the operations of the organization, such as reforestation, scholarship donations, awareness raising campaigns, helping victims
As Process	Refers to an organization established to help society and the environment. Not for profit, such as foundations or charitable associations, etc.

*"CSR is one of the duties of the company as a citizen of society. It is something that the organization must perform in order to obtain the right to utilize the resources available in the society."*

## GUIDELINES FOR DOING CSR

Consumers continue to focus on personal goals, such as health or career goals. but at the same time They also start to focus more on companies or brands that are socially responsible (CSR). It's not just about profit or numbers. But it has to create benefits for stakeholders and the public as well. Therefore, I would like to recommend CSR guidelines as follows:

1. Investing in new initiatives Society and environment
2. "Ethical" labor
3. Promoting merit making for charitable causes
4. paying attention to the environment
5. aiming to reduce global warming



## 6 TYPES OF CSR ACTIVITIES FOR SOCIETY

1. Promoting awareness of social issues (Cause Promotion)
2. Marketing related to social issues (Cause-Related Marketing)
3. Marketing aimed at solving social problems (Corporate Social Marketing)
4. Charitable contributions (Corporate Philanthropy)
5. Community Volunteering
6. Socially Responsible Business Practices)



If considering the meaning of CSR activities, it was found that the first 3 types of activities were related to speech behavior. Or in other words, it is a marketing communication that is related to activities that mainly use resources outside the organization. (Social-driven CSR). The latter 3 types of activities are related to action behavior. or as an organization's activities by mainly using the resources available within the organization (Corporate-driven CSR)



# QUESTION





## Lecture 9

### Lean Management

Asst. Prof. Ekgnarong Vorasiha

# Lean





# LEAN

“Lean คือการที่ผู้ปฏิบัติงานได้ทบทวน  
ว่าจะปรับกระบวนการทำงานที่ทำอยู่เดิม  
ให้มีประสิทธิภาพมากขึ้นได้อย่างไรบ้าง  
มีวิธีไหนที่ทำให้งานเรามีความคล่องตัว ใช้เวลาน้อยลง  
และมีประสิทธิภาพมากขึ้น ซึ่งเป็นประโยชน์ต่อองค์กร  
และผู้ปฏิบัติงาน ส่งผลให้คนทำงานมีความสุข  
และองค์กรสามารถเติบโตได้อย่างยั่งยืนต่อไป”

นางจूरีย์ สมประสงค์  
รองผู้อำนวยการกฎหมายและธรรมาภิบาล

 **กฟผ.**  
ผลิตไฟฟ้าเพื่อความสุขของคนไทย

## What is Lean?

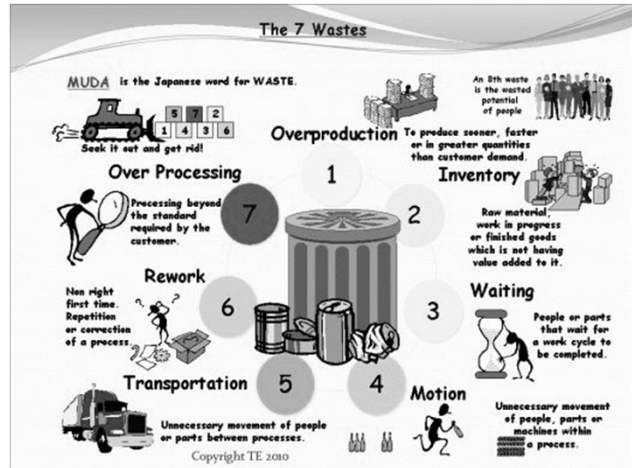
Lean means "thin, slim" if compared to people in a positive sense. It means a person with a balanced body. Without fat layer, strong, agile, energetic. If compared to an organization, it means an organization that operates without waste in every process, has the ability to adapt to meet market and consumer needs in a timely manner, and has superior efficiency over competitors.

Lean is a holistic & sustainable approach that uses less everything, but get more results. The work that is closest to the needs of customers.

Lean Management = weighting the organization (Important concept to reduce loss, wastage, wastage that occurs in the work of the organization)

# What is Lean?

- Lean concept is the transition from waste to value.
- From the point of view of the recipient Never-ending improvement
- Lean is not about working harder or faster but about finding waste and turning it into value. that our recipients want
- Lean is not a ready-made toolkit, but a perfect combination of ideas, activities, and methods that help drive organizational culture in the right direction. Through the development of good conscience and the right concept in working for employees at all levels.



## Lean



## Data commerce revolutionizes the world of commerce



## Lean Thinking



Lean thinking is about creating value by eliminating waste and increasing organizational resilience through rethinking to create value throughout the process from the initial planning stage. Lean focuses on identifying waste to eliminate and streamline processes by identifying and creating value creating actions.

What is reduced is wastage, cycle times, suppliers, obsolescence, manpower, tools, time and work space. What is increased is operator knowledge and power, flexibility and organizational capability, productivity, customer satisfaction, long-term success

## Lean Thinking (แนวทางการคิดแบบลีน)



แนวคิดแบบลีน เป็นการสร้างคุณค่าโดยมุ่งขจัดความสูญเปล่า (creating value by eliminating waste) และการเพิ่มความยืดหยุ่นขององค์กรด้วยการคิดใหม่ (rethinking) เพื่อสร้างคุณค่าตลอดทั้งกระบวนการตั้งแต่ช่วงเริ่มแรกของการวางแผน (initial planning) โดยลีนจะมุ่งจำแนกความสูญเปล่าเพื่อดำเนินการขจัดออกและปรับปรุงกระบวนการด้วยการระบุและสร้างคุณค่าในการปฏิบัติการ (value-creating action)

สิ่งที่ลดน้อยลง คือ ความสูญเปล่า, วงรอบเวลา, ผู้ส่งมอบ, ความคร่ำครึ, การใช้แรงคน เครื่องมือ เวลา และพื้นที่ปฏิบัติงาน

สิ่งที่เพิ่มมากขึ้น คือ ความรู้และพลังอำนาจของผู้ปฏิบัติงาน, ความยืดหยุ่นและขีดความสามารถขององค์กร, ผลผลิตภาพ, ความพึงพอใจของลูกค้า, ความสำเร็จในระยะยาว

## Lean Thinking



### “ Lean Production System (LPS)

It is an effective methods for identifying and eliminating waste. For the methods, we can learn what is the non-value adding parts of manufacturing and find out what is required to make every action and every minute add value to our products.”



## Lean specialty



Why is Lean so popular among organizations?

1. Lean is proven Lean principles and techniques have been successfully applied and implemented in thousands of organizations of all sectors, types, and sizes.
2. Lean makes sense In an age of complexity, Lean uses simplicity to respond to all kinds of challenges, in every situation.
3. Lean is accessible Anyone with determination Not difficult Not fragmented Not expensive
4. Lean is inclusive The Lean concept allows unlimited use of tools and problem-solving techniques. It is complementary to TQM, Six Sigma, BPM which can be used together.
5. Lean is for everyone everyone can learn and apply easily.

## The heart of Lean

1. Make only good things come out.
2. Made to fit
3. Do it efficiently.
4. Adjust to equalize the workload. (production smoothing)

produce..fit

no waste

Flowing.. not tripping

There must be continuity according to the PDCA cycle.

Over time, every process has to speed up.

Reduce wastage (3 M)

Reduce costs (reduce excess, reduce steps, increase potential, increase technology)

# WHAT IS MUDA, MURA, AND MURI?

The **Toyota Production System**, and later on the concept of Lean, was developed around eliminating the three types of deviations that shows inefficient allocation of resources

**Muda WASTE**

**Any activity that consumes resources without creating value for the customer**

Muda means wastefulness, which is contradicting value-addition.

**The seven wastes are:** (1) Transport i.e. excess movement of product, (2) Inventory i.e. stocks of goods and raw materials, (3) Motion i.e. excess movement of machine or people, (4) Waiting, (5) Overproduction, (6) Over-processing, and (7) Defects

**OVERBURDEN Muri**

**Overburdening equipment or operators**

Muri means overburden, beyond one's power, excessiveness, impossible or unreasonableness. Muri can result from Mura

**UNEVENNESS Mura**

**Unevenness in an operation**

Mura means unevenness, non-uniformity, and irregularity. Mura is the reason for the existence of any of the seven wastes

**Lean Manufacturing Competitive Scheme (LMCS)**  
REACH US: <http://nabet.qci.org.in/lean.php> to avail benefits for MSME

## Management waste (3 M)

### Muda, Mura, & Muri

**Muda**  
Any form of Waste in the process...

**Muri**  
Unreasonable burden on people or machines...

**Mura**  
Un-level workloads on people or machines...

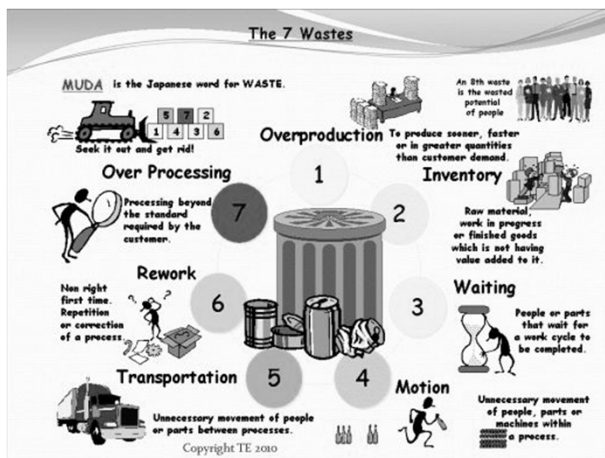
- MUDA (Loss) : 7 - 8 Wastes
- MURA (Uneven / Uneven): Problems from planning. (Do it without a plan, the plan is not stable, it changes all the time, the plan is unclear)
- MURI (Overload): Management Problems (Doing things over strength, doing nothing Safety, forcing)

## Management waste (3 M)

MUDA (Loss): 7 Wastes or wastes. It can occur in many ways, such as the waste caused by waiting, moving, Modification, rework, controversy, etc. For example Meetings can be wasted. If the meeting turns into a debate wasting time on unconcluded meetings or in sales activities. If there is no plan to organize the area to meet the customers. It will waste time traveling and wasting unnecessary expenses.



## Management waste (3 M)



1. loss due to overproduction (Overproduction)
2. Loss due to inventory
3. Loss due to waiting (Waiting)
4. Loss due to movement (Motion)
5. loss due to transportation (Transportation)
6. Loss due to production of waste (Defect)
7. Loss due to production process (Processing)

### The 7 Wastes

**MUDA** is the Japanese word for **WASTE**.

Seek it out and get rid!

**1 Overproduction**  
To produce sooner, faster or in greater quantities than customer demand.

**2 Inventory**  
Raw material, work in progress or finished goods which is not having value added to it.

**3 Waiting**  
People or parts that wait for a work cycle to be completed.

**4 Motion**  
Unnecessary movement of people, parts or machines within a process.

**5 Transportation**  
Unnecessary movement of people or parts between processes.

**6 Rework**  
Non right first time. Repetition or correction of a process.

**7 Over Processing**  
Processing beyond the standard required by the customer.

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### ความสูญเปล่า 8 ประการ (8 Wastes; DOWNTIME)

เดิน เอ็ม หัน  
(Motion)

ขั้นตอนเยอะ  
(Excess processing)

งานที่ต้องแก้ไข  
(Defect)

#### ความสูญเปล่า 8 ประการ 8 WASTES

ย้ายบ่อย  
(Transport)

ความคิดสร้างสรรค์ที่ไม่ได้นำมาใช้ประโยชน์  
(Non-utilized talent, Ideas, creative)

รอคอย (Waiting)

DOING LESS GETTING MORE

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## Lean 8 Wastes (8 Wastes DOWNTIME)

Lean thinking (Lean Thinking) focuses on creating value that customers want (Value Added) by aiming at reducing or eliminating things that do not create value for customers. (Wastes) from the concept of Jeffrey Liker, written in the Toyota way book, has summarized the story of all 8 wastes. Consider DOWNTIME to make it easy to remember and help you figure out what it is. wasted time does not create value, consisting of



## Lean 8 Wastes (8 Wastes DOWNTIME)

1. Lean D Losses from having too many defects (Defect lost) is a task that must be corrected (Defect) producing products that are not of good quality. Causing to waste time in editing Waste of resources, both materials and labor, followed by malfunctions, resulting in broken jobs Having to rework (Rework) is a very high cost for the manufacturer.
2. Lean O Losses from overproduction (Overproduction lost) is a loss from overproduction. beyond customer requirements



## Lean 8 Wastes (8 Wastes DOWNTIME)

3. Lean W Losses from waiting (Waiting lost) Waiting will occur only when raw materials are not used in the production process. and stored for a long time before being used further
4. Lean N Losses due to no use of ideas from the team (None use idea from team Lost) inability to use personnel with knowledge and abilities to their full potential. loss from not listening to the opinions and suggestions of people in the organization



## Lean 8 Wastes (8 Wastes DOWNTIME)

5. Lean T loss due to transportation (Transportation lost) Losses from overloading. It is the movement of raw materials before and during the process that takes too long and time.

6. Lean I loss due to having too much inventory (Inventory lost) having stock of raw materials or stocking more products than necessary, loss from having too much inventory.



## Lean 8 Wastes (8 Wastes DOWNTIME)

7. Lean M Loss from excessive movement (Motion lost) is a movement that is not necessary in the work. As a result, work capacity is lower than it should be.

8. Lean E Losses from having too many processes (Extra Processing) is a loss from having more steps than necessary.



## Management waste (3 M)

**Mura or Irregularity** A job that is uneven in terms of the workload, the way it works, or the mood at work. causing unevenness of the works as well that means The results that come out do not meet the standards. If everyone can maintain the standard of work It will make the work efficiency higher. for example In the meeting, there were never any attendees at the same time. this time missing that person At that time, this person was missing. And in sales activities it is the same. Employees may have inconsistent positions. If it's not until the end of the month, don't try to sell, etc.



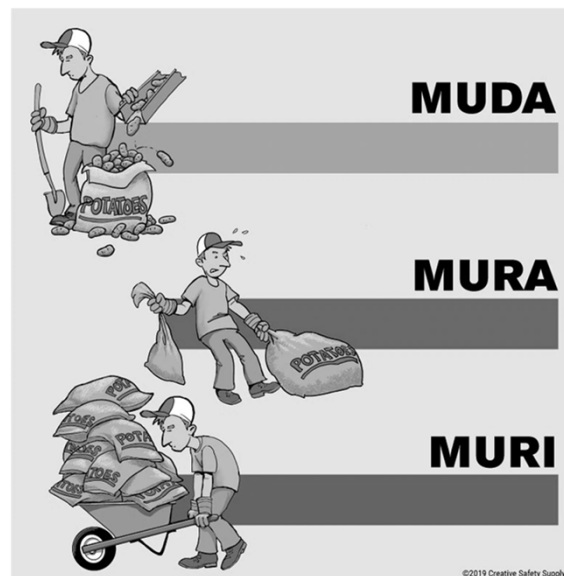
## Management waste (3 M)

**Muri or forced act** disobeying anything However, it often causes some long-term effects. For example, regular overtime work It's physical abuse, which is not good in the long run. may cause physical exhaustion Decreased productivity in meetings if there is not enough discussion. but in haste to make a resolution will have a wrong conclusion in terms of sales Forcibly lowering prices to get orders Or accepting tasks that need to be delivered too soon are also not good.





“If we find and eliminate Muda, wasteland, Mura, inconsistency, and Muri, reluctance can be eliminated. The work that has been done will be accomplished well.”



## Implementing Lean in work processes

Building a LEAN system, the first thing that must always be remembered is that it must start from people or employees throughout the organization, especially those at the operational level. and supervisor by enhancing understanding create the right attitude.

Avoid starting with the implementation of LEAN tools within the organization and then start analyzing the current situation. Systematic planning Set goals for improvement and use various tools to help improve continuously. The process of creating a LEAN system is divided into 7 phases, namely



## Implementing Lean in work processes

1. Prepare in various aspects, including the location, the necessary equipment Personnel and internal communication channels between project members Including training to provide knowledge of the Lean system to executives and working teams.
2. Identify the operational process values required by both internal and external users. Then summarized into requirements, components, processes and operational details (using the SIPOC Model).



## Implementing Lean in work processes

3. Explore the current status of all processes. Then summarize it on the Value Stream Mapping to identify the problem. and use it in planning the development of the value stream in the next step.
4. Evaluate process conditions, performance indicators, and project goals according to the lean system approach (LEAN Assessment) to be used in planning process development. ๗๕



## Implementing Lean in work processes



5. Plan and implement process improvements based on Future Value Steam Mapping in conjunction with appropriate development tools. (according to the structure of the above system) considering non-value added activities And it is a waste in every step from the value flow diagram (Value Steam Mapping) created.

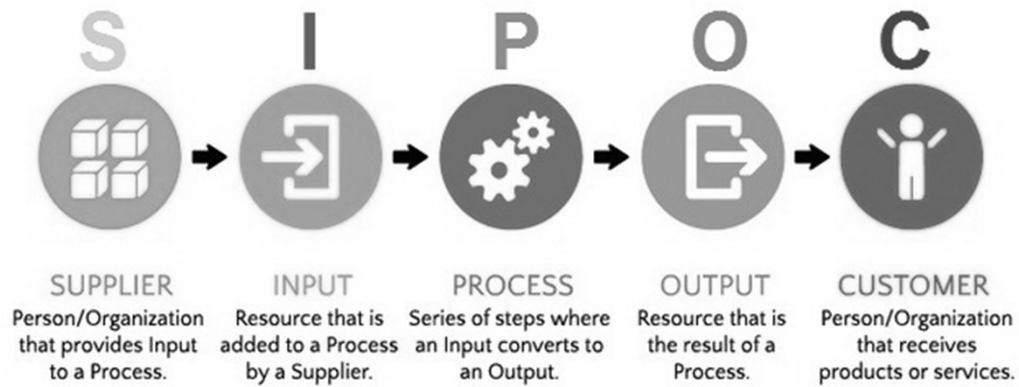
6. Continuously drive activities based on value streams (Value Steam). Focus only on what users want. by controlling the lean management system together with the use of tools such as 5S Kaizen, which is an important tool of the system

## Implementing Lean in work processes

7. Continuously creating value and eliminating waste By finding invisible wastes and improving processes with lean management systems. along with expanding the results to other areas across the organization



## What is a SIPOC?



A SIPOC is a high-level view of a process.  
It stands for Suppliers, Inputs, Process, Outputs, and Customers:

# QUESTION

## Lecture 10 quality system activities



1. TQM and Organizational Culture Adjustment
2. National Quality Award
3. Customer Relationship Management: CRM
4. **Six Sigma**
5. QSME
6. ISO 9000:2000
7. JIT : Just-in-Time

Asst. Prof. Ekgnarong Vorasiha



ผศ.เอกณรงค์ วรสีหะ



## Six Sigma



**Six Sigma** It is a management that focuses on reduce mistakes reduce wastage Reduce workplace modifications and teach employees how to conduct business with principles And will not try to deal with the problem, but will try to get rid of the problem.

**Six Sigma** It's best when everyone in the organization works together, from the CEO to the general staff in the organization. Six sigma is a combination of the power of people. and the power of the process, which if the Six Sigma value is higher or more variable It's like making more mistakes. This potential error is known as DPMO (Defects Per Million Opportunities).

**Six Sigma** It is therefore used as the name of a method to improve efficiency in any process with a focus on reducing uncertainty. and improving the ability to work to meet the goals set to bring customer satisfaction And the results obtained can be clearly measured in terms of money. whether to increase income or reduce expenses

## Basic Concepts of Six Sigma

Six Sigma organizational development is a development that focuses on excellence. Which has set guidelines in various areas, including **ด้านการสื่อสาร**

- strategy building
- policy
- policy distribution
- incentivization and
- appropriate allocation of resources in the organization



in order to improve the organization continuously and systematically Emphasis is placed on the involvement of talented employees. intend to improve must gain sufficient knowledge to improve Including having a talented team with a willingness to improve There is a team of highly skilled and experienced consultants available to help and support. so that errors in production and service are minimized improvement management concept

A six sigma organization is different from traditional management concepts. that focuses on improving the work starting from the executives and then distributed to various departments in the improvement organization without a system of advice and proper assistance

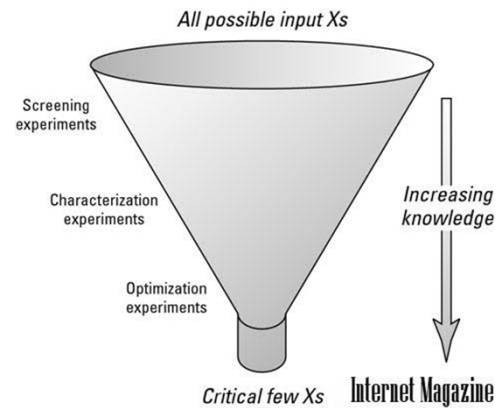




## The six sigma concept

Focusing on each employee to create works by

1. Setting up a team of consultants (Counseling groups) to advise employees in formulating work improvement plans.
2. Providing resources needed to improve (Providing resource)
3. Encouraging Ideas to give employees the opportunity to suggest new ideas.
4. Focusing on employees to be able to think by themselves (Thinking) so that employees can define improvement topics by themselves. under the requirements of the organization's executives



## The six sigma concept



1. It focuses on building skills and learning for employees in a systematic and rigorous manner, recognizing problems and setting them up as short-term and long-term improvement projects.
2. Measured primarily at improvement results.
3. Use a team with good or excellent evaluation results to make improvements and make decisions so that talented people have up to 100% time to solve problems for the organization.
4. Build future project leaders.
5. Only use data as a decision maker.
6. Emphasis on project responsibility
7. Commitment from management



จัดตั้งทีม LEAN Sig Sigma  
ขยายแนวคิด และสร้างการมีส่วนร่วม  
จากพนักงานทุกระดับ



## Six Sigma process



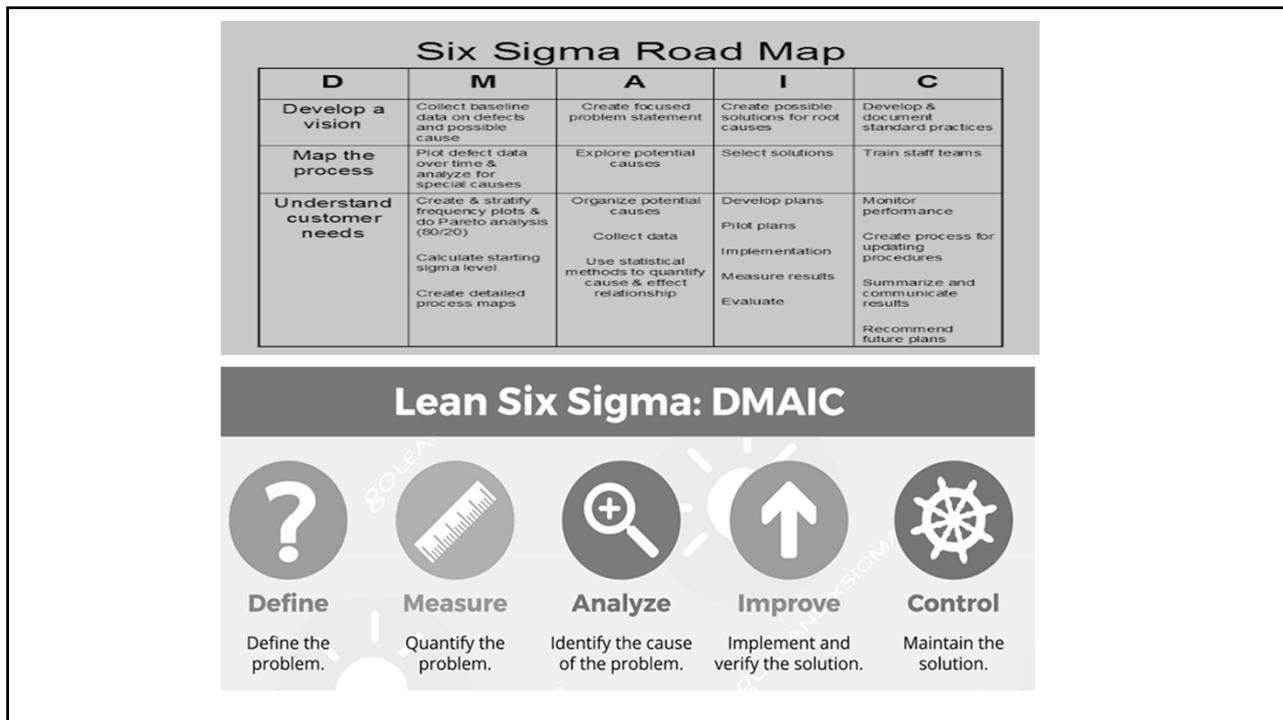
Techniques for increasing productivity using Six Sigma have been found to be used by many large business organizations to be successful. increase product quality Reduce defects in work processes and increase profits for the organization. The principles of Six Sigma consist of a 5-step process:

1. **setting operational goals** Both in production and in serving customers, the goal must be understood and accepted by everyone. People in the organization from executive level to janitor level
2. **performance measurement** There must be clear performance indicators to get accurate results.
3. **error analysis** There must be an analysis of the root cause of the error in order to lead to the correct solution to the point.
4. **improving** By looking at the defects that occur, such as fixing the system to reduce the duplication of work. modernization of machinery and tools personnel development, etc.
5. **Supervision and management system** A management supervision system must be put in place in accordance with the plans, projects and goals set.

## 6 Key Points of Six Sigma



1. Really focused on the client. Focusing on executives is the highest priority.
2. It is data-driven management. Apply the concept of fact-based management to a more efficient level of management by improving information systems. Knowledge management and others
3. various practical processes will happen immediately product design, service, performance measurement Improving Performance and Client Satisfaction Six Sigma sees process as the key to success.
4. proactive management taking action before an event occurs
5. cooperation without boundaries The absence of boundaries (Boundary Lessens) is an essential ingredient to success. Trying to work together to remove obstacles and improve teamwork across organizational structures at every opportunity.
6. pushing for perfection or enduring failure

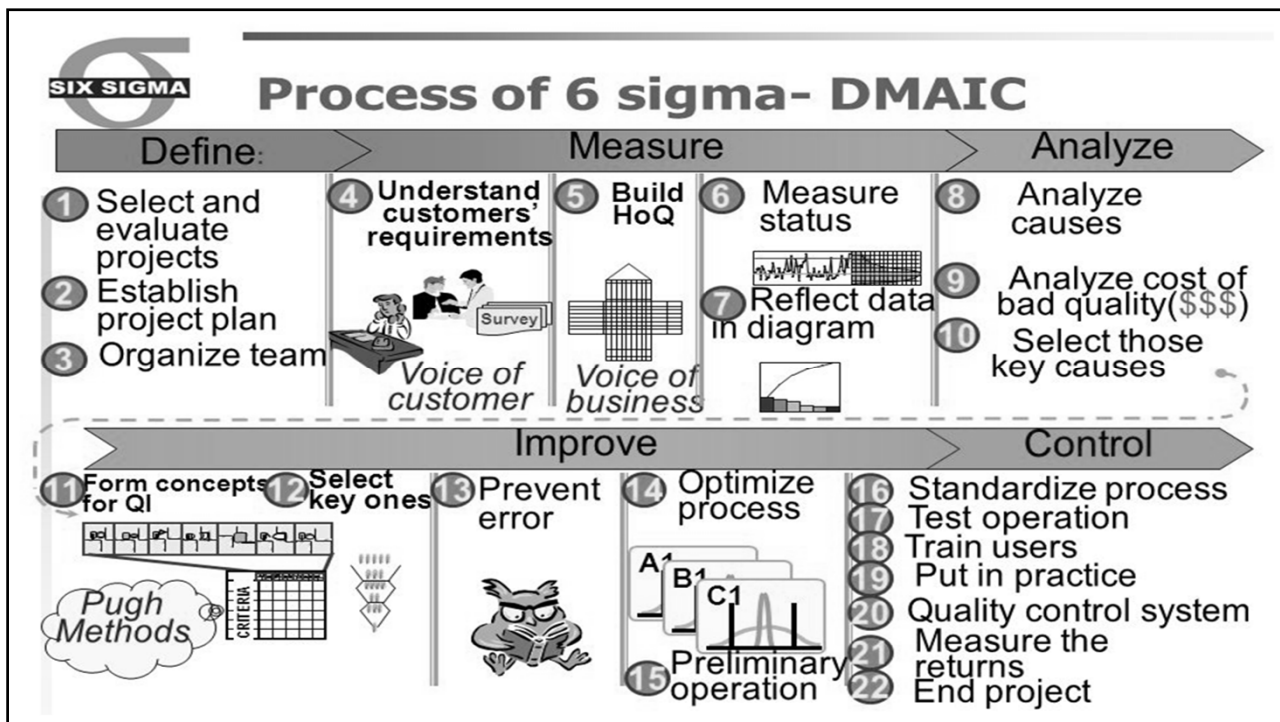


## The Problem Solving Process of Six Sigma Teams



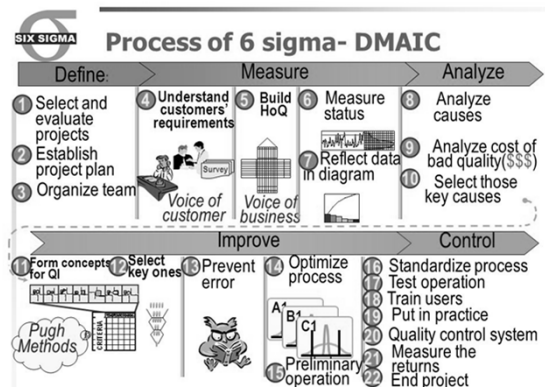
1. Project identification and selection Project selection should be based on the 2M, meaningful and manageable. The project must be truly beneficial to the organization and its customers. And it's something that the team will be able to accomplish.
2. Team building when problems are identified The next step will be to select the team and team leader. Members must be selected with knowledge and ability to work in accordance with the relevant situation.
3. Developing a charter, which is an important written document that guides a problem or project. It includes the rationale for the implementation of the project, objectives, work plans, activities, scope and other considerations. Review of team roles and responsibilities
4. Training Training is a top priority at Six Sigma and it focuses on the DMAIC process and the tools used. It typically takes about 1-4 weeks.
5. The DMAIC will be responsible for the team's resolution actions. does not look at problems related to other groups The team must develop a project plan, training, piloting. and implement the team's solutions. and then check the resulting thickening
6. Send results of solutions Once the task is completed and members can return to their normal work or next project. Formal ceremonies are usually held. The owner of the process is responsible for the preservation of the successful method.

*development team problem solving and process design, about 5-6 people per team representing various departments In the work process, they will come together to work as a team. The process will have the following steps.*



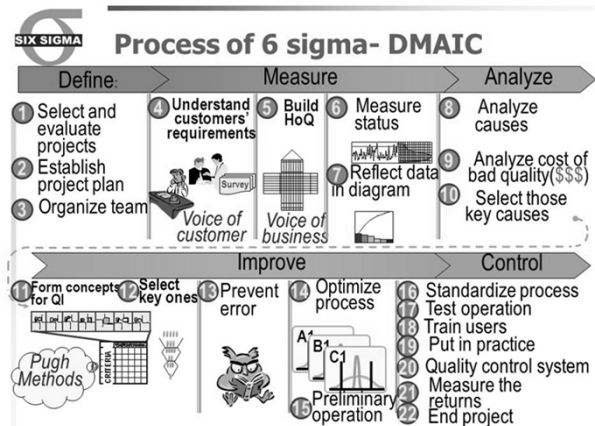
## problem solving model DMAIC

Step 1 Defining the problem (D : Define) will define the steps for the project. It can be considered the toughest challenge for the team. have to think about questions such as what are we working on? Why are we working on this issue? Who is the service recipient? What are the needs of service recipients? How is work done now? And what are the benefits of doing development? After analyzing this problem, the Team's Charter can be established.



## Step 1 Defining the problem (D : Define)

- Step 1: The project must be consistent with the main goals of the organization (Business Goals).
- Step 2 Assign different departments who proposes a project to consider a strategy (Strategy) to operate in accordance with the main goals of the organization (according to step 1)
- Step 3: Each department presents its strategy to the executives. and when management approves Go back and define the area to be operated (High Potential Area).
- Step 4, which is the final step. After determining the area to be processed. let each party go back Consider the subsections that will be used in the action.

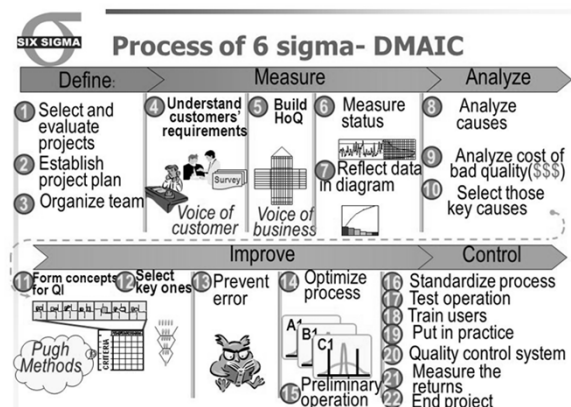


## problem solving model DMAIC

**Step 2 Arrangement (M: Measurement)** The arrangement is followed by a logic (Logic) to determine and is a bridge to the next step, namely analysis. The measurement will have two main objectives:

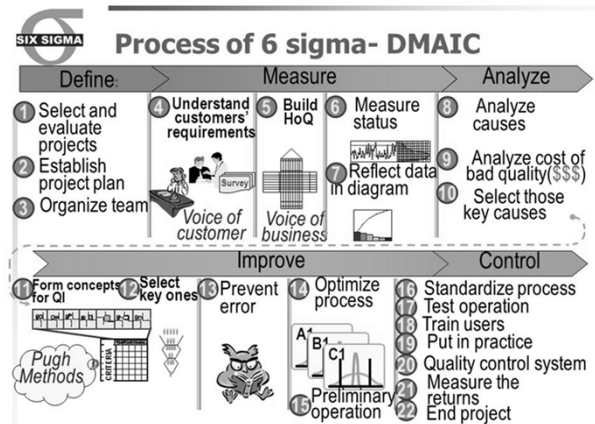
1. Gather data so that it can be used to validate and quantify a problem or opportunity. Usually this is critical information to improve and complete a project charter.
2. Start distinguishing facts and numbers. This may provide an accurate assumption about the cause of the problem.

In addition, the word "Measure" is a process to measure the capability of a process that is true today. The measurement process is divided into 5 steps:



## Step 2 Arrangement (M : Measurement)

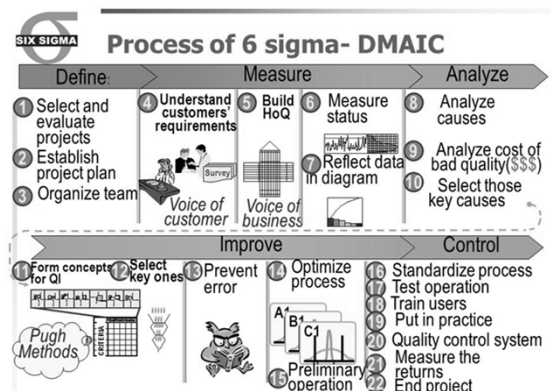
1. Plan Project with Metric step is to plan and perform the selection of appropriate metrics for project implementation.
2. The Baseline Project stage is the current realistic measurement of the process capability. by measuring through various indicators selected from the Plan Project with Metric step
3. The Consider Lean Tools step is a way to improve processes by using different techniques. of industrial engineering
4. Measurement System Analysis (MSA) step. This step is a very important step. It is a step to check whether the tools or equipment in the work are normal or not before starting the process. Organization Experience refers to the experience that the past of the organization to think about solving the problem



## problem solving model DMAIC

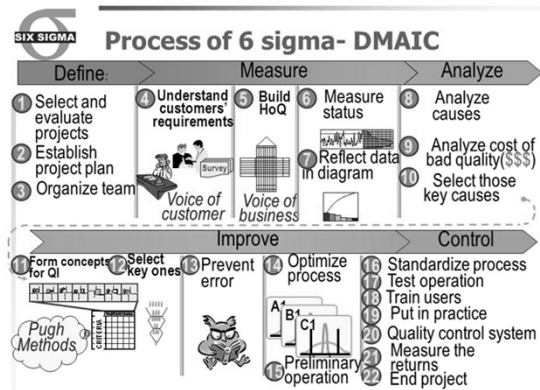
**Step 3: Analysis (A: Analysis)** In this step, the team will go into detail and expand their understanding of processes and problems. The analysis will cover the following things.

- **Method (Method):** The process or technique used to do the job.
- **Machines:** various technologies such as computers, photocopiers or production tools used in the process
- **Raw materials (Materials):** Information, methods of making, number of facts, forms and data files.
- **Measurement (Measures):** Inaccurate data is caused by measuring the process. or changing a person's actions with a prejudice about something that is highly measured Including methods used in it.
- **People:** Various keys in how other elements will combine to achieve the results of the organization



## Step 3 Analyze (A : Analysis)

The word “Analyze” is to analyze the root cause of the main problem. This is a statistical analysis to identify the root cause that directly affects that problem. This is known as the KPIV (Key Process Input Variable). It must be able to clearly define what is the KPIV of the problem and must be able to relate to it. main body of the process Also known as KPOV (Key Process Output Variable).

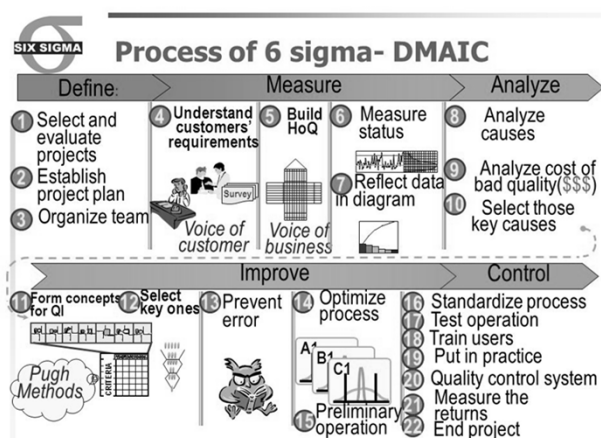


# Improve

## problem solving model DMAIC

Step 4 Improvement : (I : Improve) Improving Practicality must be carefully managed and monitored. This will require a pilot project. The team will conduct a careful analysis of the issue to determine what might have gone wrong. and be prepared to prevent or deal with potential difficulties

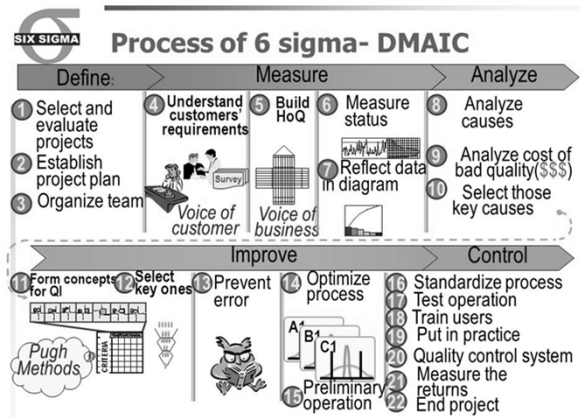
“Improvement” This step is a root cause adjustment (KPIV) with the aim of achieving the desired process results. With the use of experimental design techniques (Design of Experiment: DOE) to adjust the various process conditions to meet the needs.



## problem solving model DMAIC

**Step 5 Control (C : Control) Tasks related to control that the Black Belt and the team must accomplish are**

1. Develop a tracking process to maintain the changes made.
2. Create a response plan for details about potential problems.
3. Keep management informed about the results of the project, and measurement of process factors
4. Transmit projects through presentations and demonstrations.
5. Hand over the responsibility of the project to the people doing their normal work.
6. Ensures management support for the long-term objectives of the project.



## Step 5 Control (C : Control)

“Control” The design of a process quality control system must be undertaken to ensure that the process recurs with the same problems. DMAIC is the fundamental method in the process. A brief definition can be given as

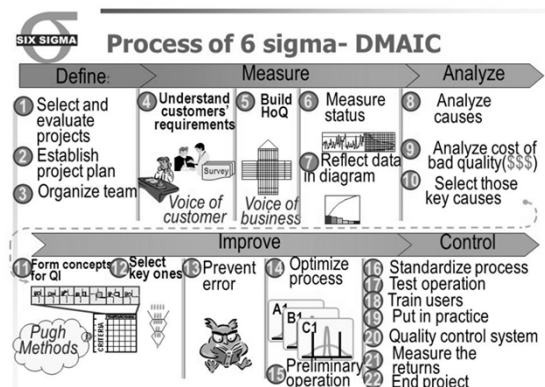
**Define:** There must be no tolerance for mistakes.

**Measure:** An external process that finds qualitatively critical points.

**Analysis:** Why did the error occur?

**Improve :** Reducing mistakes that occur.

**Control :** Must be controlled to meet the target.



QUESTION





## Lecture 11

Asst. Prof. Ekgnarong Vorasiha

### Lecture 11      **quality system activities**

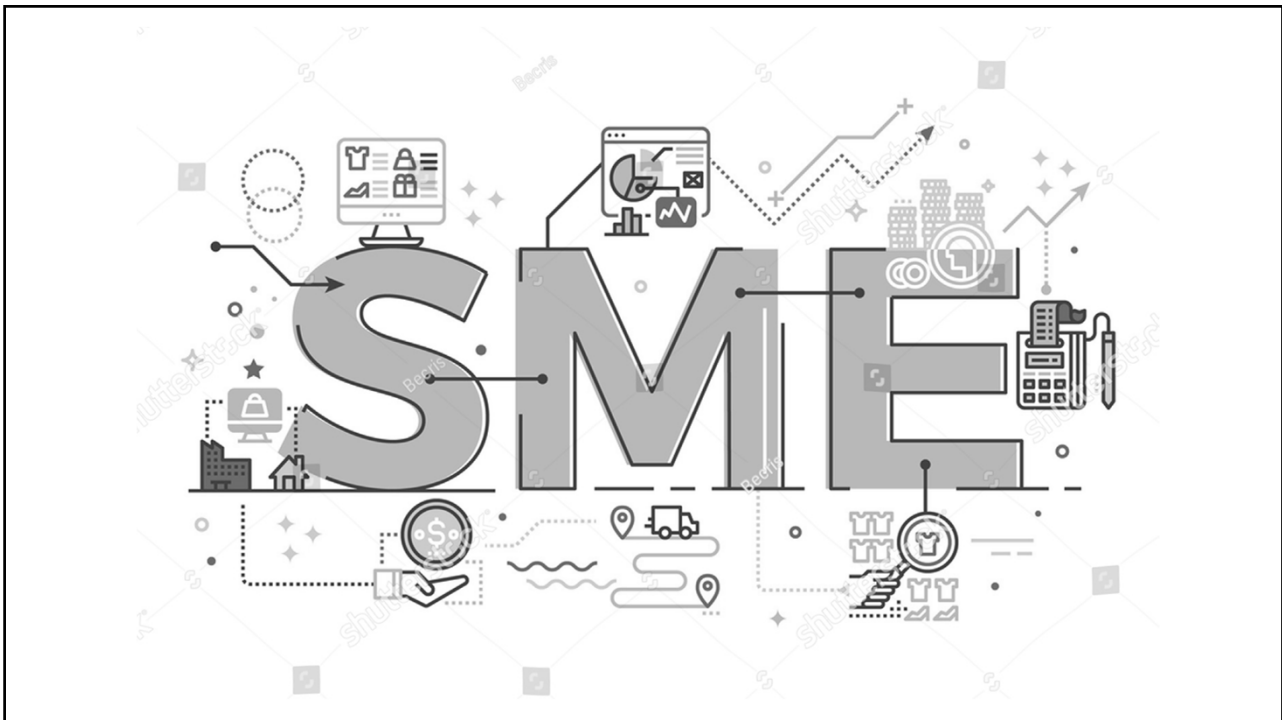


1. TQM and Organizational Culture Adjustment
2. National Quality Award
3. Customer Relationship Management: CRM
4. Six Sigma
5. QSME
6. ISO 9000:2000
7. JIT : Just-in-Time

Asst. Prof. Ekgnarong Vorasiha

# Meaning QSME

QSME stands for Quality System for Small and Medium Enterprises. It is a basic quality system established for small and medium enterprises. who want to lay the foundation to advance Quality system in accordance with ISO9000 international standards, QSME requirements are aligned with the ISO9000 system. Its purpose is to develop the quality system of small and medium enterprises. to have a basic quality system baseline And are ready to develop to various international standards such as ISO 9000, QS 9000, TQM further, with the target group being small and medium industries with no more than 200 employees who want to improve and develop the management system as a basis. Upgrading to international standards



# SMEs

SMEs stands for English Small and Medium Enterprises or translated into Thai as "small and medium enterprises" for the meaning of enterprises (Enterprises) covering 3 major groups of businesses, namely

1. Manufacturing (Production Sector) covers production in the agricultural sector. (Agricultural Processing) Industrial Sector (Manufacturing) and mining (Mining)
2. Trading Sector covers wholesale and retail trade.
3. Service sector such as food sales, beverage sales of restaurants and restaurants provision of entertainment and recreation rental services, etc.



# SMEs

**นิยามใหม่ SMEs**  
**ที่ผู้ประกอบการควรรู้**

รวมโดย : SMEs ผู้จัดการ

นิยามของคำว่า **SME** ถูกบัญญัติขึ้นใหม่แล้ว  
 โดยพิจารณาโดยการอ้างอิงจาก

รายได้  
 กำไรสุทธิ  
 จำนวนลูกจ้าง

ในภาคการผลิต  
 และภาคบริการและการค้า

เพื่อใช้ในการกำหนดกลุ่มเป้าหมาย  
 ในการส่งเสริม สนับสนุนและช่วยเหลือ  
 ผู้ประกอบการเป็นสำคัญ

**นิยามใหม่ SME** SMART SME

	ภาคการผลิต		ภาคการค้าและบริการ	
	การจ้างงาน (คน)	หรือ รายได้ (บาท)	การจ้างงาน (คน)	หรือ รายได้ (บาท)
รายย่อย (Micro)	1-5 (คน)	ไม่เกิน 1.8 ล้าน	1-5 (คน)	ไม่เกิน 1.8 ล้าน
ขนาดย่อย (Small)	6-50 (คน)	มากกว่า 1.8 ล้าน ถึง 100 ล้าน	6-30 (คน)	มากกว่า 1.8 ล้าน ถึง 50 ล้าน
ขนาดกลาง (Medium)	51-200 (คน)	มากกว่า 1.8 ล้าน ถึง 500 ล้าน	31-100 (คน)	มากกว่า 50 ล้าน ถึง 300 ล้าน

ที่มา : สถาบันส่งเสริมการค้าระหว่างประเทศของกรมส่งเสริมการค้าระหว่างประเทศ (สทศ)

## Key requirements for SMEs

For SMEs who plan to fully step into the ISO9000 quality management system in the future Should prepare according to the details of QSME as follows

1. **Administrative responsibility** Executives must clearly define the roles and responsibilities of personnel. The person responsible for the project is appointed and the quality system manual is prepared. to describe the activities performed Including holding a meeting to review the quality system on an appropriate agenda.
2. **resource management** The organization must select and assign personnel to work on the basis of education, experience, as well as adequate training for personnel

## Key requirements for SMEs

3. **Process Management** The organization shall establish a method for managing the process from accepting customer requirements. Guidelines for receiving complaints Procurement/Hiring Control control of production conditions and methods for moving, storing, delivering raw materials/products to prevent damage Including the need to maintain the tool. production equipment

4. **Measurement and improvement** The organization shall have inspection/testing of raw materials or products. before use or before delivery to the customer by methods and tools used to inspect/test must be accepted by customers In addition, the work of staff to improve Including methods for solving problems and preventing recurrence.

# QSME

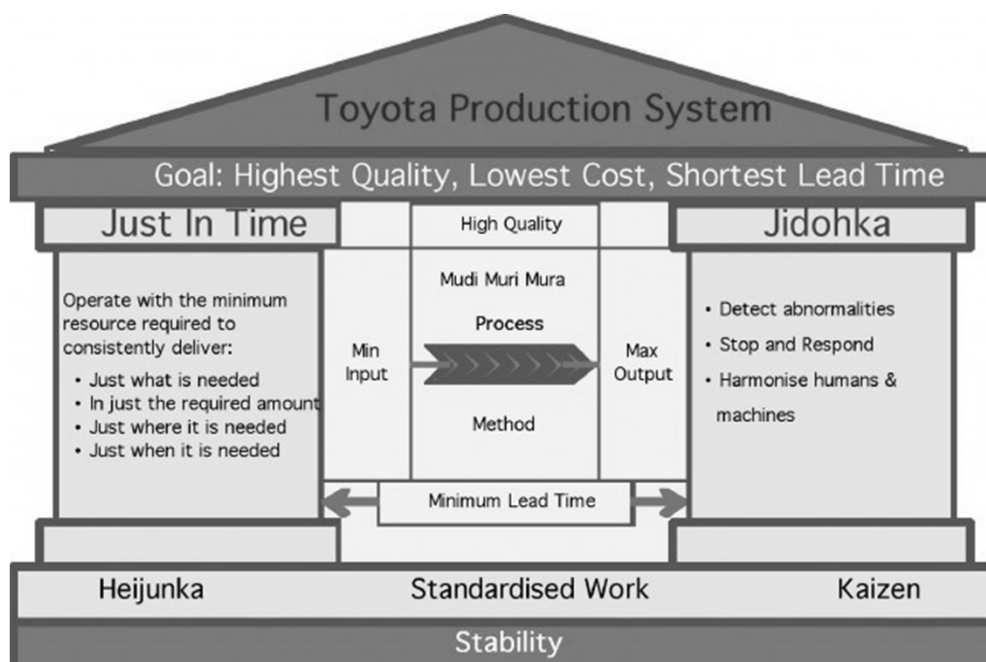
## Benefits of developing a quality system according to QSME standards

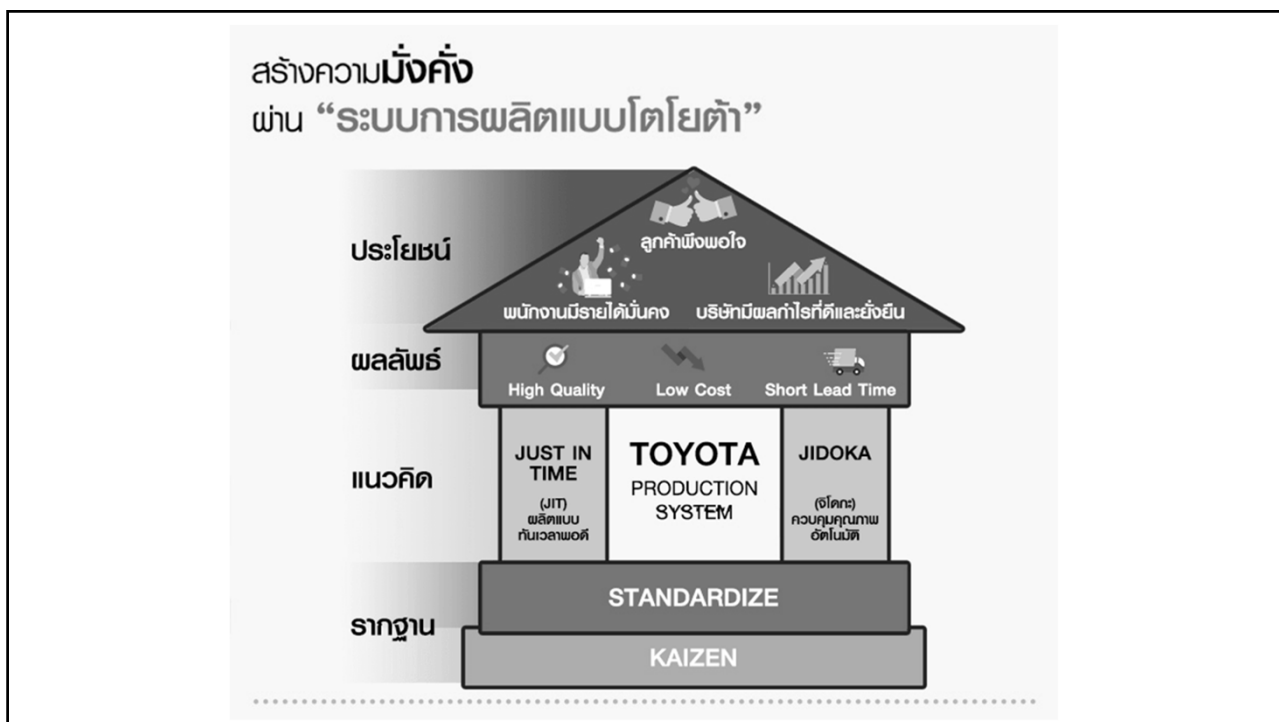
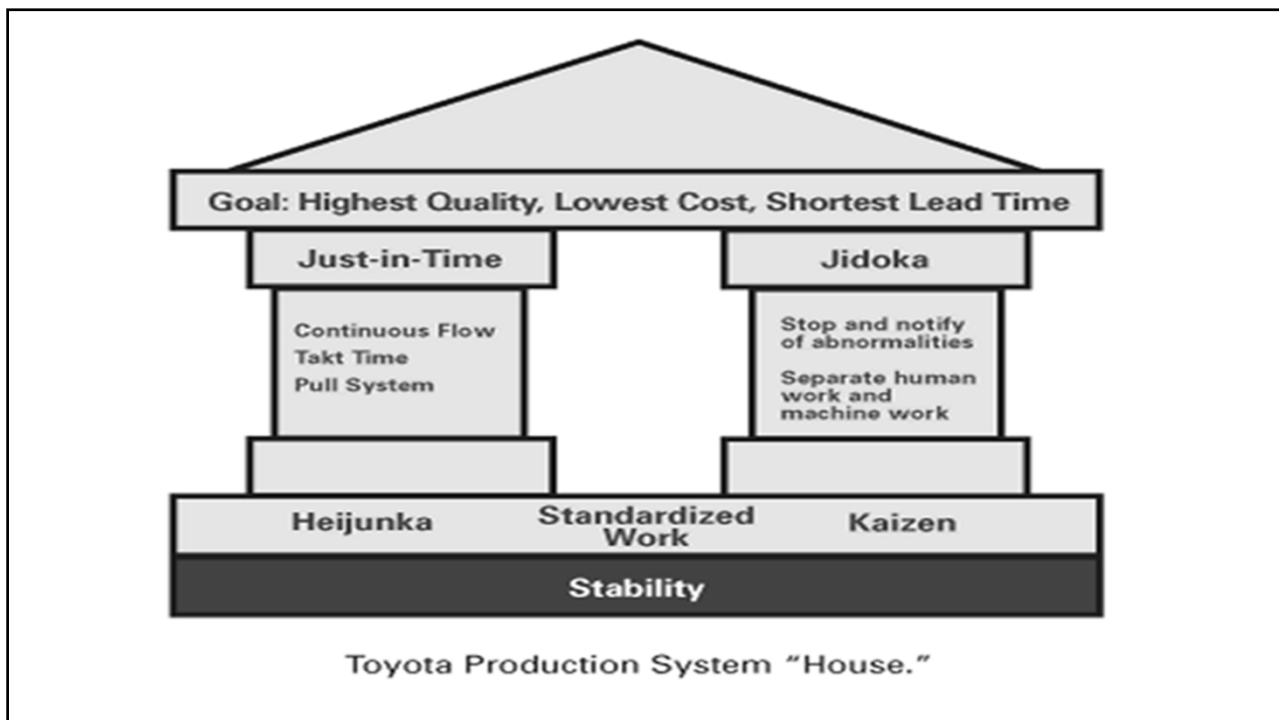
1. The organization has a quality management system that is suitable for the organization.
2. Help improve the management system. To improve the quality of products and services to make customers more confident and satisfied.
3. Have a good document system
4. Reduce the cost of implementing quality system development.
5. Be ready to apply for Basic Quality System (QSME) accreditation from an ISO certification body.

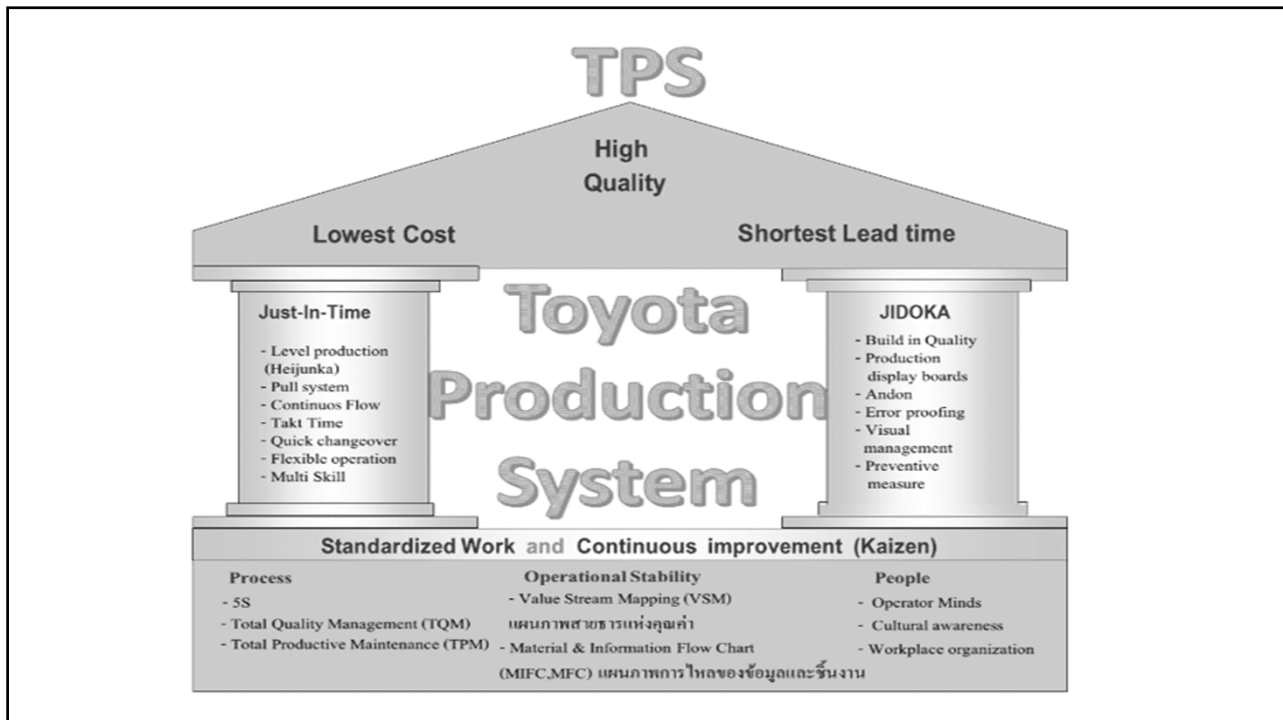
## The National Productivity Institute recommends procedures.

National Productivity Institute business support It is an agency responsible for providing speakers and consultants. Provide advice, advice and training for the establishment according to the plan. The steps to give advice are as follows:

1. preliminary survey of the system
2. training
3. Preparation of documentation in the quality system
4. Verification of work against documents
5. Assessment of the entire quality system
6. corrective action







# QUESTION





## Lecture 12

Asst. Prof. Ekgnarong Vorasiha

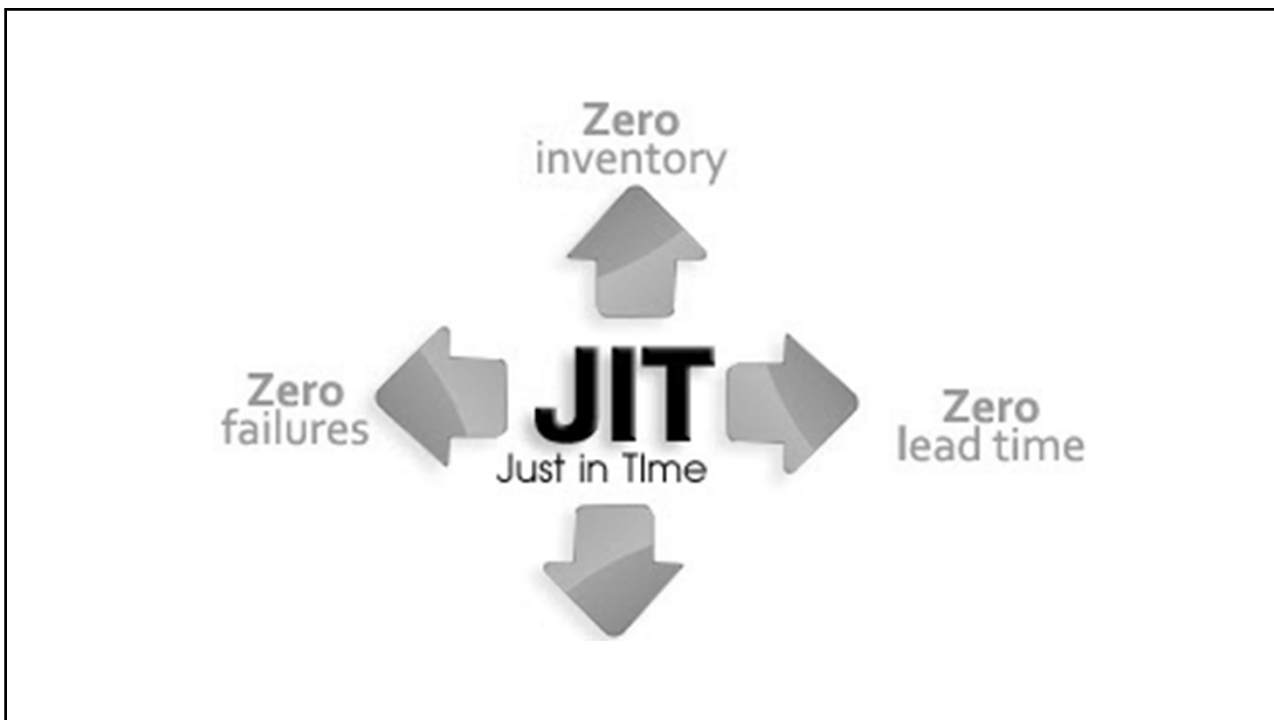
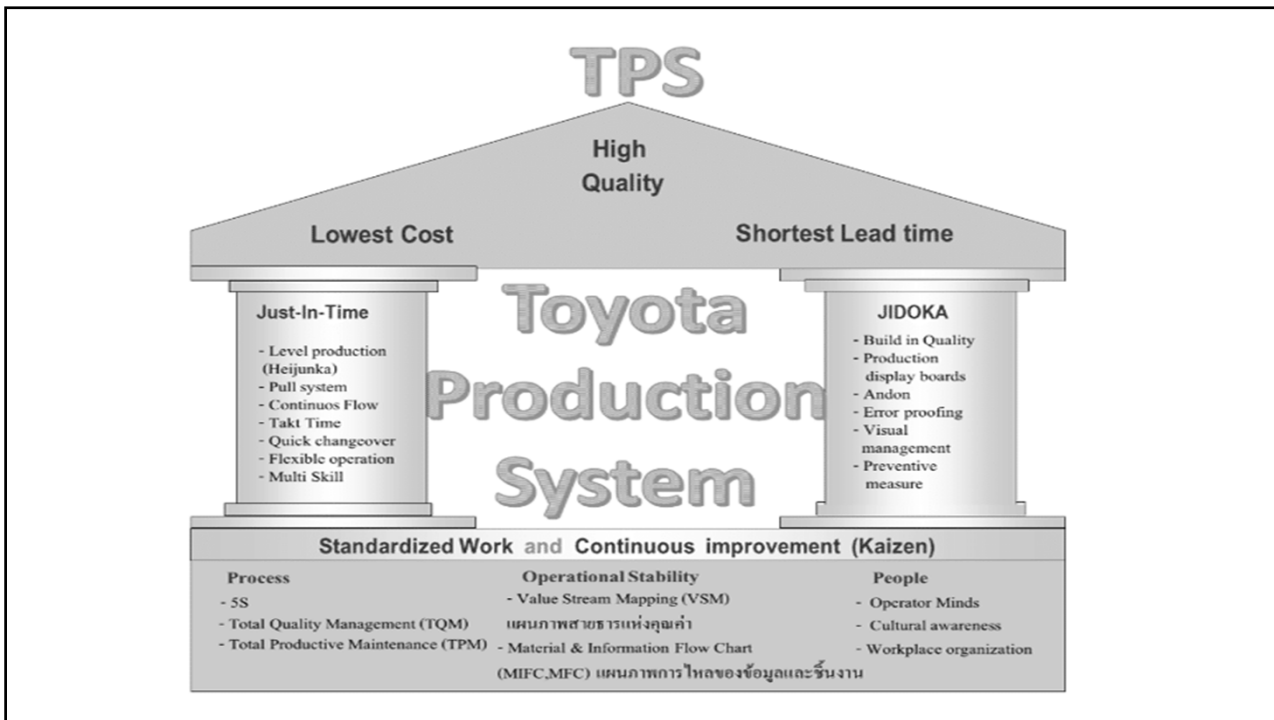
### Lecture 12      **quality system activities**



1. TQM and Organizational Culture Adjustment
2. National Quality Award
3. Customer Relationship Management: CRM
4. Six Sigma
5. QSME
6. ISO 9000:2000
7. JIT : Just-in-Time

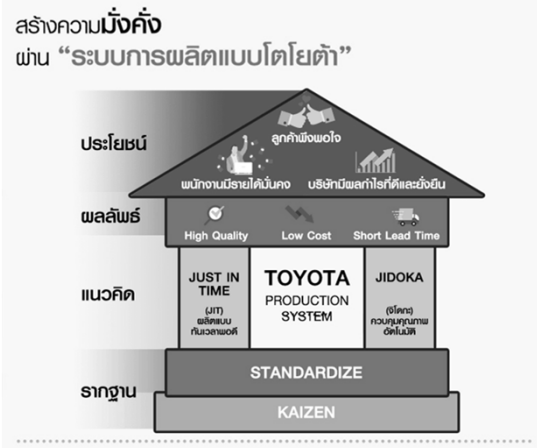
Asst. Prof. Ekgnarong Vorasiha





# Just In Time ( JIT )

**Just In Time ( JIT )** is the production or delivery of desired items. at the time of need with the desired amount By using the needs of customers as a tool to determine the production volume and the use of raw materials. This includes personnel in various work areas that require work in process (Work In Process) or raw materials (Raw Material) in order to achieve continuous production. This will bring unnecessary inventory in the form of Raw Material, Work In Process and Finished Goods to zero.



## The purpose of just-in-time production is

1. want to control the inventory to be at the minimum level or equal to zero (Zero Inventory)
2. Want to reduce the lead time or waiting time in the production process to a minimum or equal to zero (Zero Lead Time)
3. Want to eliminate the problem of waste arising from production to zero (Zero Failures)
  - Want to eliminate waste in production as follows
  - Overproduction : Parts and products are produced in excess of demand
  - Waiting : Materials or information Standing still or stuck, moving inconveniently
  - Transportation: There is movement or material is being transported for too long
  - Inefficient production processes: There are unnecessary operations.
  - Availability of materials or inventories : Raw materials and finished products are over stocked
  - Movement : There is unnecessary movement of operators
  - Production of waste : Substandard materials and information Poor quality product

## The impact of just-in-time production

1. For small production quantities, the JIT system attempts to keep inventory to a minimum so as not to incur storage costs and opportunity costs. thus producing only the required quantity
2. Short installation and commissioning time As a result of reducing the production scale to be smaller As a result, the production department had to increase the handling frequency. Therefore, the process operator had to shorten the installation time to avoid idle staff and equipment time and to maximize efficiency.
3. Inventories in the production system decreased. The reason for the need for material reserves is due to uncertainty. The unevenness that occurs during the production process, the JIT system has a policy of eliminating all reserves of material from the production process. by allowing employees to help eliminate the unevenness problem that occurs
4. able to control product quality thoroughly The operator will control and inspect the quality by himself.

## The benefits of just-in-time manufacturing

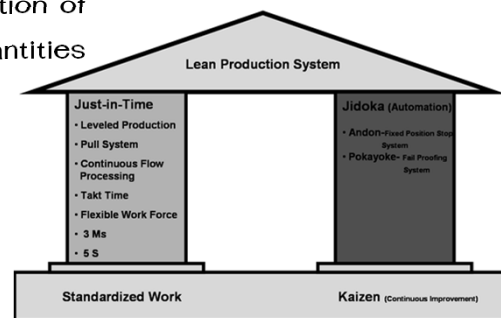
1. This is to raise the quality of the product to a higher level and reduce the waste from the production to be less.
2. Responding to market demands quickly
3. Workers will have a high level of responsibility for their own work and for the work of the public.

# JIT = Just In Time (just in time production system)

Just in time production system There is an important basis. Must have standards for work  
And there is continuous improvement, consisting of two major pillars, namely

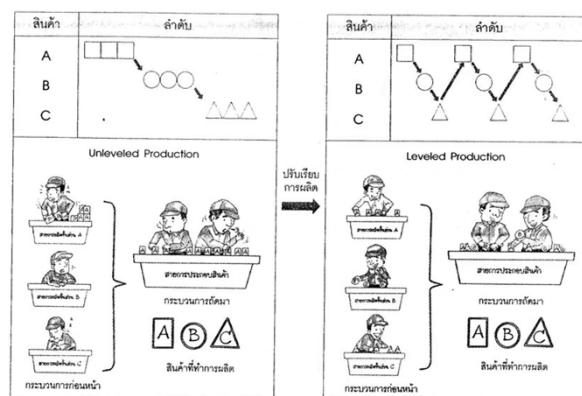
(1) Just in time production (JIT) means Production of necessary goods or parts in necessary quantities when necessary, including

- Leveled Production
- Pull System (using Kanban as a tool)
- Continuous-Flow Processing
- Standard Time (Takt Time)

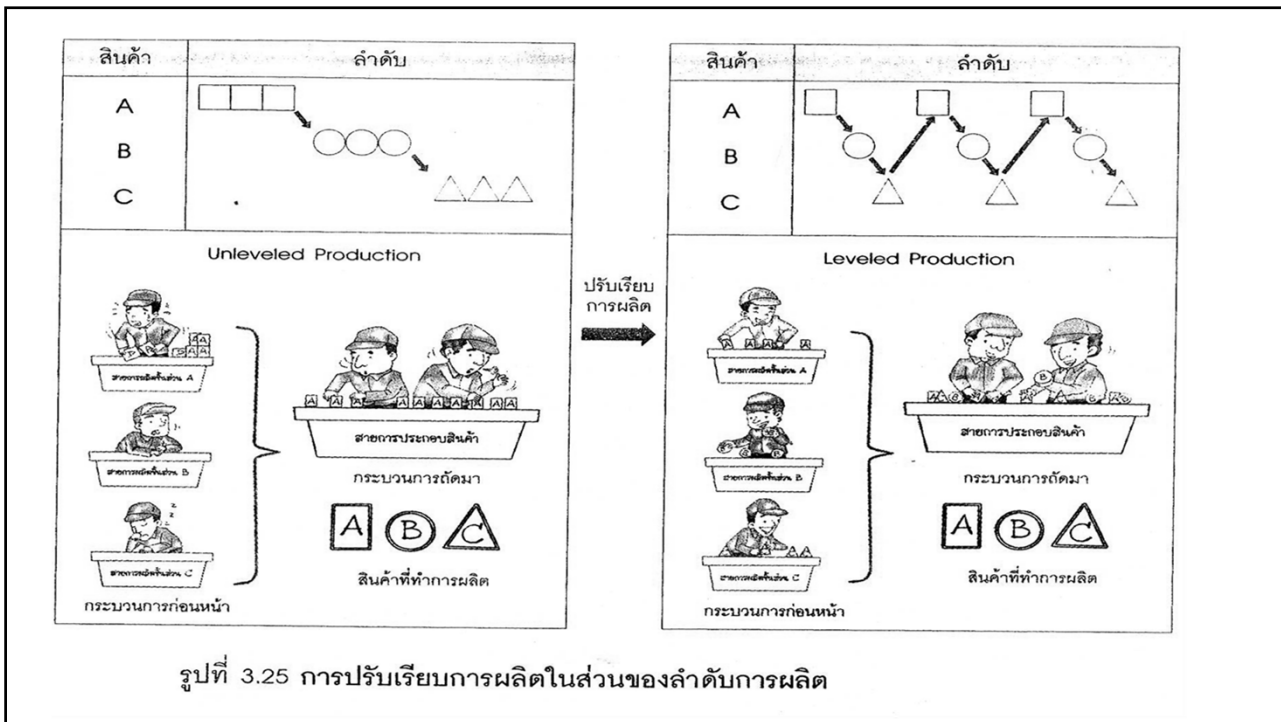


## Leveled Production

is the management to reduce unevenness in production both in terms of production volume and production sequence. By averaging the number of types and quantities of products produced in each period to be as close to the needs of customers as possible. to avoid the problem of overproduction and reduce production lead times. in order to support a wider variety of needs



รูปที่ 3.25 การปรับเรียบการผลิตในส่วนของการผลิต



รูปที่ 3.25 การปรับเรียบการผลิตในส่วนของลำดับการผลิต

### Pull System (using Kanban as a tool)

will be produced only when needed Use kanbans in a pull production system. The workpiece will only be produced when the next process picks the workpiece, resulting in a "pulling" effect.

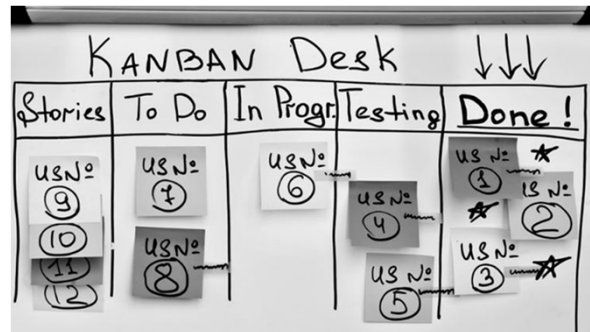


รูปที่ 3.28 การทำงานของระบบดึง

"Kanban" (Kanban) in Japanese means "display sign" is a small sign board. to produce what you want, when you want and in the quantity you want, and to control and improve production and handling processes to avoid overproduction (Overproduction) and excessive inventory (Overstock).

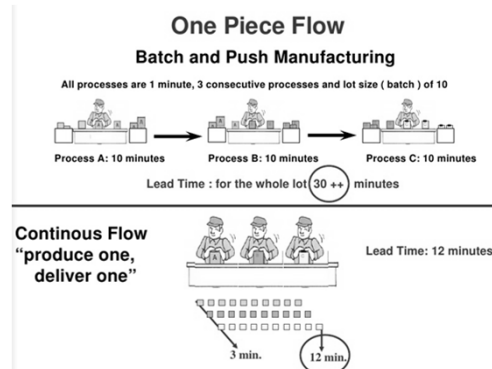
The Kanban system (kanban) is the use of Kanban cards to send signals with details of parts or raw materials needed. For example, the assembly department uses the kanban card to request parts to be assembled from the assembly department.

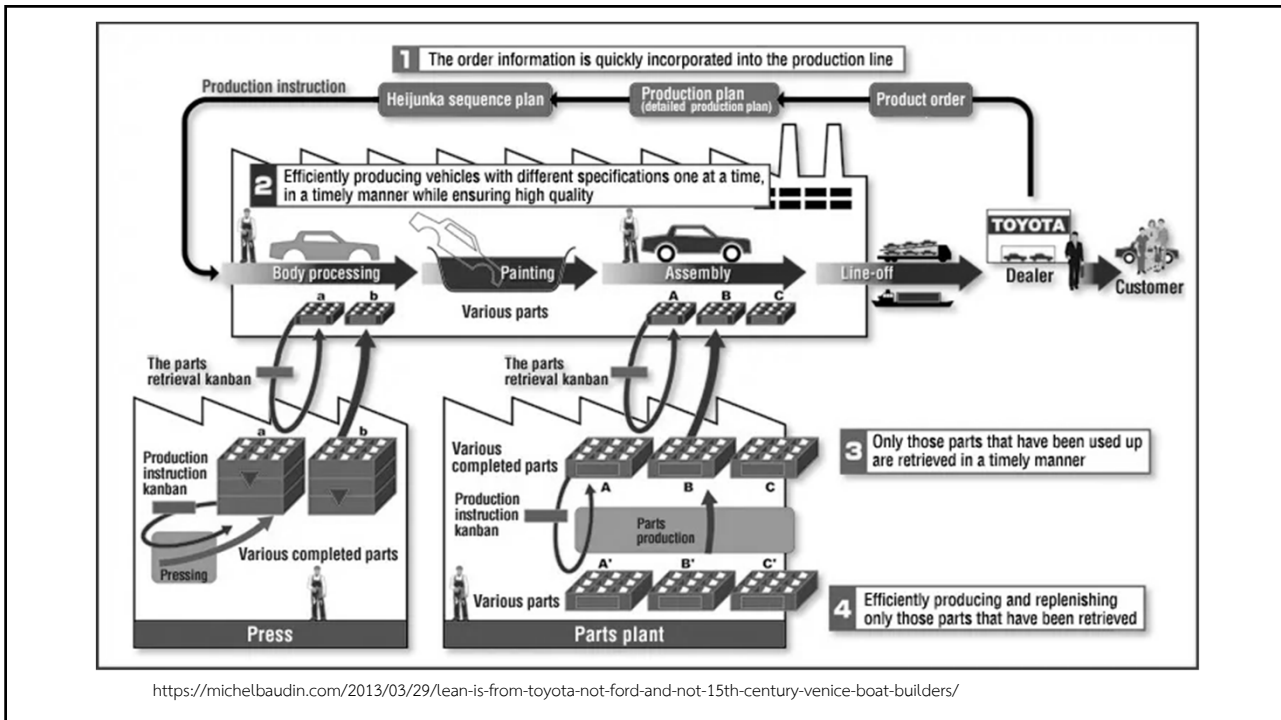
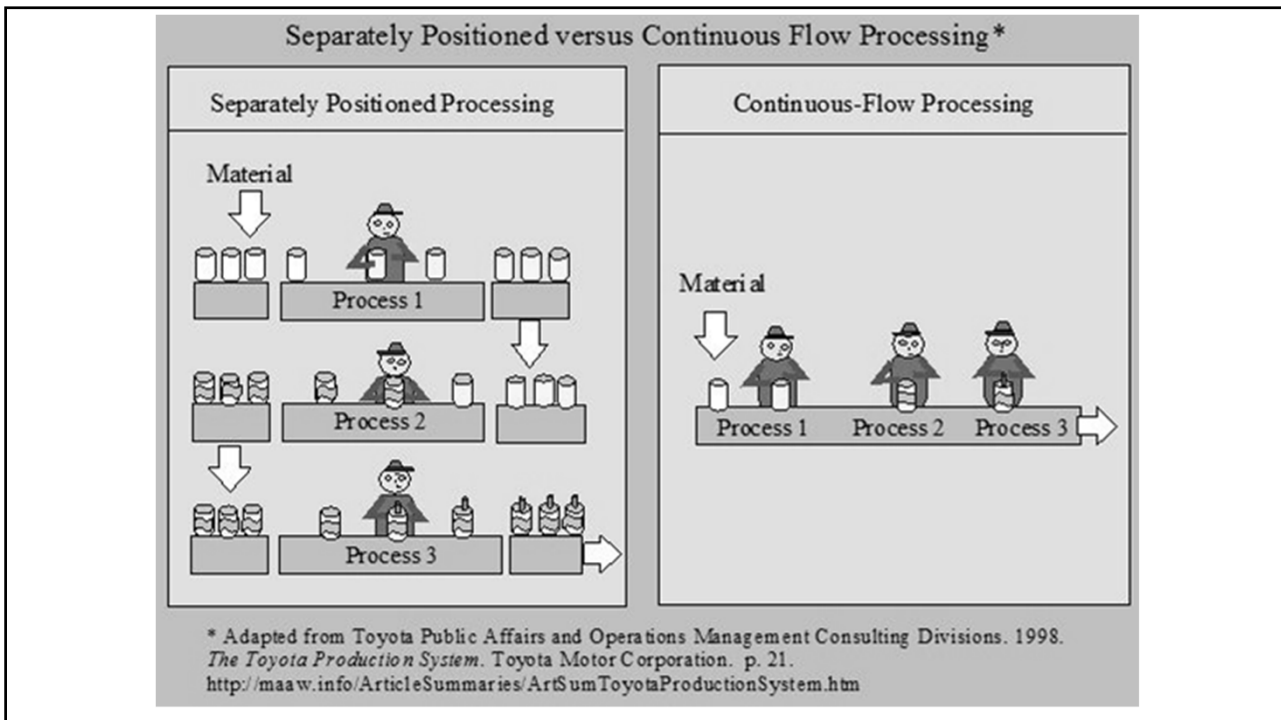
Kanban is a card used to send signals. It will send a signal from the next step of production. Return to the previous step. which in logistics is called from downstream (Downstream) to upstream (Upstream)



## Continuous-Flow Processing

It is the production of a single product in large quantities continuously using specialized machines. This is usually the production or processing of natural resources into raw materials for the next step, such as oil refining. chemical production, paper making, etc.

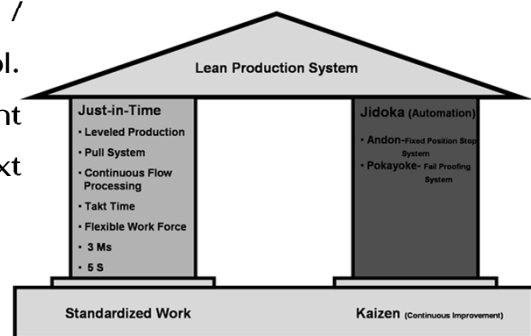




## JIT = Just In Time (just in time production system)

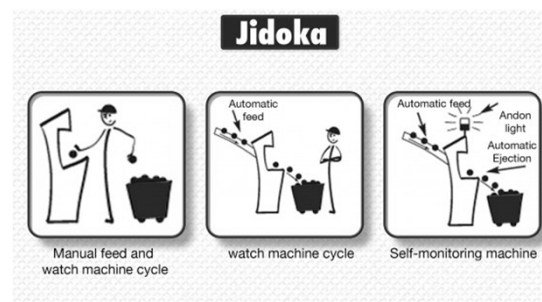
(2) Automatic self-control (Jidoka / Automation) Mainly used in control. quality to avoid waste. and prevent waste from being sent to the next process (Built-in Quality) consists of

- Visual Control
- Andong (Andon)
- Error-prevention system (Poka-Yoke)



What is Jidoka? The jidoka production system, Japanese for automation, or automatic control, is a method used by Toyota in its manufacturing process. To reduce errors and losses from the production process (Waste).

For Jidoka, which Toyota uses in its production process, it reduces production errors by means of automation. (Automation or Jidoka) that automatically stops the production process immediately when a production error occurs. in order to complete the correction before proceeding with production





## Visual Control

It is a work control system that allows all employees to easily and clearly understand work procedures, goals, work results, as well as to see various abnormalities and fix them quickly by using boards, signs, symbols, graphs, colors, etc. to communicate. Employees and related personnel all know the information.

Visual Factory Management is a system that supports the improvement of productivity throughout the factory covering factors such as safety, quality, on-time delivery, profit generation And building morale (Employee Moral) with a focus on signs, color bars and various symbols in the workplace, so that employees or related persons can acknowledge and understand information in a short time

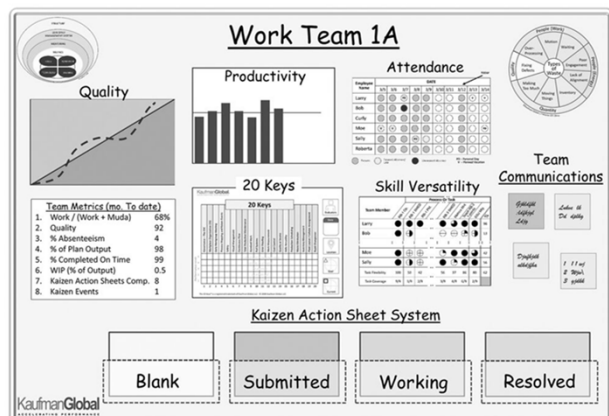


## Factory management with vision principles (Visual Factory Management)

For Visual Factory Management principles, it can be classified as

### 1. Visual Display

It is to show information to employees in the department or workers in the area to be informed. It is presented in the form of charts and graphs, such as the use of graphs/charts. To show monthly sales (Monthly Revenues) performance data display.

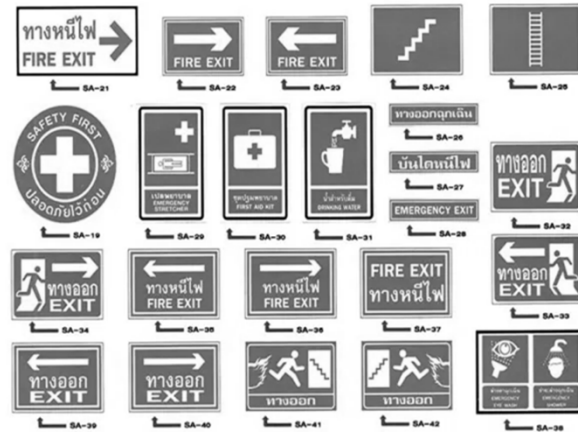


## Factory management with vision principles (Visual Factory Management)



### 2. Visual Control

vision control It is a method of management control to be used as a guideline for work and to control the work to be done properly. By displaying benchmarks against real status, faults can be identified immediately visually. That means presenting existing data to be more easily understood by converting data into tables, labels, stickers. Markers, boards, symbols, pictures, diagrams, etc.



## Factory management with vision principles (Visual Factory Management)

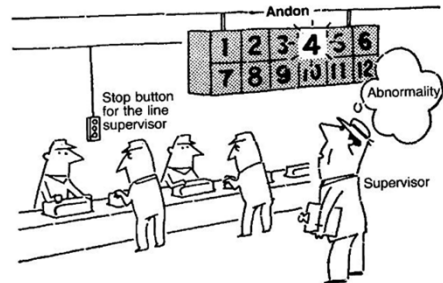
– The use of sound signals (Audio Signals) to be used to notify problems that occur in the factory, or may be called Sound Warning, such as machine failures in the production line. It is also used for notifying start and break times of work.

– Visual information to prevent mistakes (Prevent Mistake) that may occur from operations. Which is usually indicated by a code / color bar (Color Coding) or the use of a mark indicating the level of safety (Safe Range), such as using a color bar to indicate the oil level and using labels or stickers to classify workpieces in the line. The assembly for the construction of the visual control system depends on the condition of each factory.

# Andon

**Andon** In Japanese, Andong is pronounced as a light bulb. There are many things that we have to keep an eye on (Monitor) that it is in any state and that state in order for the work to flow smoothly.

**Andon** By itself, it's just a status. Which must be used in conjunction with another part of the work, that is, stop, call, wait, when combined with Andon, will fulfill the conditions specified by the Toyota System that the work must be smooth and the production situation can be easily seen ( Virtual Check) because if the machine has a problem The light will turn red. Employees will know that the machine has a problem. must stop working and call the supervisor or relevant person to know to make corrections and wait until the correction is complete The light will return to the normal green state.

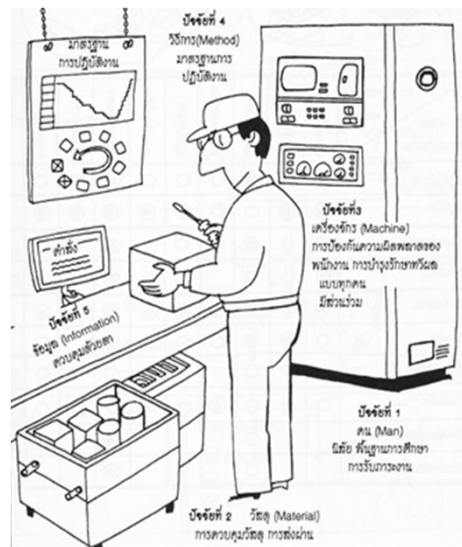


## Error prevention system (Poka-Yoke)

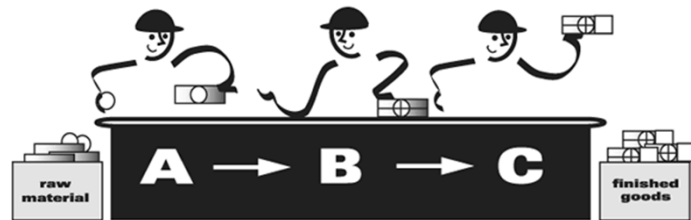
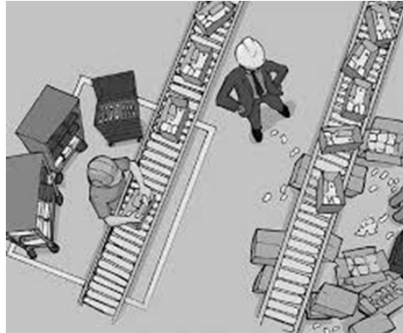
**POKA YOKA** This word comes from two Japanese words "POKA" (pronounced po-ka) meaning accidental mistakes. Or mistakenly, and the word "YOKE" (read Yo-ke) means protection, so when combined, it means Protection against unintentional mistakes. The cause of the damage lies in the error of the employee, and the damage is The consequences of ignoring these mistakes

which is mostly related to quality problems or when the error has become a product Finding and selecting the bad out of the good. It will take a lot of time including the expenses followed by Or finding a bad one is difficult and may easily fall to the market or customers, which at this point, to prevent or avoid production errors in the production line process, not to be out of the process.

In the production process, "Poka Yoke" has been brought or installed in their own lines. (How to touch How to set course and how to check at the process of sending workpieces)



## Increase productivity by setting TAKT TIME



**Takt Time (แท็คไทม์; T/T)** means production speed Derived from German, it means music rhythm, which we use Takt Time to set the rhythm of producing products per piece according to the rhythm that the customer wants, that is, every employee must control the rhythm of producing things in one production station for a long time. no more than the specified time

$$\text{Takt Time} = \frac{\text{เวลาทำงานปกติสุทธิในหนึ่งวัน}}{\text{จำนวนชิ้นงานที่ต้องการต่อวัน}}$$

Calculation of Takt Time

The unit of T/T is the unit of time per workpiece 1 piece (seconds/pieces, minutes/pieces or hours/pieces).

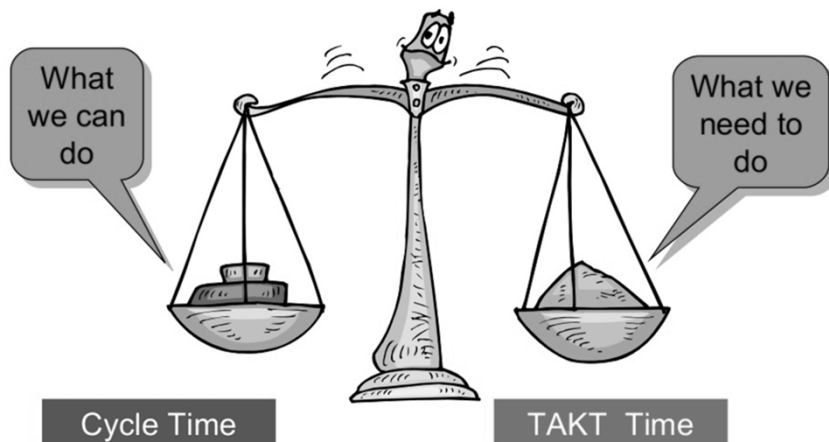
for example a company The normal working time is set at 8 hours and break time 15 minutes 2 times. In one day, 600 pieces of work are required, so Takt time is 45 seconds per piece.


Takt Time = 0.75 minutes per piece = 0.75 × 60 = 45 seconds per piece

If the employee takes more than the specified time will make the company unable to respond to customer needs on that day. By way of solving this problem, it is necessary to reduce the working time of each employee to be under the working time of Takt Time. Alternatively, if it is not possible to reduce the working time of the employee, the company needs to increase the working time for the employee. During the O.T. period, we need to calculate the new Takt Time. This Takt Time value is called Actual Takt Time.



## Cycle Time vs. Takt Time



Takt Time	Cycle Time
<p>1. อัตราความต้องการของลูกค้า จะมีค่าคงที่เสมอ ยกเว้นแต่ความต้องการของลูกค้า/แผนผลิต เพิ่มขึ้นหรือลดลง</p>	<p>1. เวลาที่ใช้ในการผลิตหรือประกอบงานหนึ่งรอบกระบวนการ ตัวอย่างเช่น การประกอบปากกาหนึ่งชิ้นมีทั้งหมด 3 สถานีงาน ความต้องการลูกค้า 960 ค้ำต่อวัน (8 ชม.)</p>
<p>2. เวลาที่ใช้ในการผลิต / ความต้องการลูกค้า = <math>480/960 = 0.5</math> นาที/ชิ้น หมายความว่าทุกๆ 30 วินาที จะต้องมีปากกาประกอบเสร็จหนึ่งชิ้นในทุกๆ 30 วินาที</p> 	<p>2. เวลาที่ใช้ในการประกอบงานของแต่ละสถานีงาน เช่น            สถานีงานที่ 1 ใช้เวลา 20 วินาที            สถานีงานที่ 2 ใช้เวลา 30 วินาที            สถานีงานที่ 3 ใช้เวลา 28 วินาที            หาก Cycle Time ของแต่ละสถานี อยู่ภายใต้ Takt Time แสดงว่าสามารถผลิตงานได้ตามเป้าหมาย/เกิดการไหลอย่างต่อเนื่อง (Continuous Flow) แต่ถ้าเมื่อไหร่ Cycle Time ของสถานีงานใดๆ สถานีงานหนึ่งใช้เวลาเกิน 30 วินาที ก็จะเกิดคอขวด (Bottleneck)</p>

**Difference Between Takt Time and Cycle Time**

## How does Takt Time affect production?

1. Helps production flow to be stable and continuous according to demand.
2. Eliminate waste or excess production according to customer requirements.
3. Promote and develop work standards for quality and efficiency.
4. Real-Time Targets can be demonstrated in production.

Takt Time is a tool that helps maintain line balancing, which operators can apply in conjunction with time management at each station. in order to have a relationship or similar to reduce wasted time caused by work delays This can increase productivity as needed, reduce bottlenecks, and can be used to control overproduction.

QUESTION

# Lecture 13

## The role and importance of customer relationship management.

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Today's customers are pleasing and difficult to take care of. Customers have knowledge. And the demand is increasing and more diverse, and if the company is unable to fulfill the demand Customers will go to buy from other suppliers instead. According to a study abroad, most companies lose more than 10% of their customers each year because real-time technology raises customer expectations. and want instant gratification or some may call it Never Satisfied Customer



# Generate demand with CRM

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Creating a Customer Centric Organization is the goal of CRM, which is more than just improving the efficiency of sales or marketing, because CRM drives transformation in the relationship between a company and its customers. related to identifying, attracting and retaining customers. and focuses on privatizing the entire organization to build long-lasting and profitable relationships with customers.

CRM emphasizes the principle that each customer must be treated differently. Because different customers will inevitably give different returns on investment to the company.

CRM tries to identify customers by looking at the best returns for the company. and create the most suitable relationship with customers

## Companies that do CRM focus on results that will be received in 2 main ways:

---

1. To gain an increase in the share of customers (Share of Customer) refers to the percentage of a group of goods or services that a customer buys from a company. For the company, the increase in customer share means a lot. Because it will allow the company to earn money. And make more profits without the cost of acquiring new customers.
2. to improve customer retention ability Because in the past, many companies have found that the cost of retaining customers is much lower than the cost of acquiring new customers. It was also found that loyal customers have more lifetime value because
  - This customer group buys more often than other customers.
  - This customer group buys more than other customers.
  - This group of customers buys more high-margin products than other customers.
  - This group of customers also helps to tell their friends.

## Why do organizations need CRM?

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1. CRM will be a tool to help focus on adding value to customers and creating customer satisfaction. who is our important person to make our business successful
2. CRM is the obvious reason it is. The need to differentiate in order to compete in the market.
3. CRM happens for the highest customer satisfaction. and bring customer loyalty. can make more income And there is an opportunity to make profits in the long run continuously.

## Where are the goals of CRM?

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that CRM goal not only focusing on service, but also  
 Collecting information on customer behavior towards our products and services, such as seasonal product usage behavior. Behavior of product use during Saturday and Sunday Is the behavior of using products during the day different from the night? Product usage behavior at the beginning of the year different from the middle of the year or the end of the year? What is the spending behavior of our products and services?

CRM is a tool that will reduce the rate of loss of customers to our competitors

## Benefits of Customer Relationship Management (CRM) for Companies

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1. Revenue Increase)
2. Customer Life Cycle Management
3. Decision Making Support
4. Operational Efficiency
  - Telesales, Cross-selling และ Up-selling
  - Marketing
  - Customer Service
  - Customer Billing
  - Field Sales and Service
  - Loyalty and Retain Program

## Benefits of Customer Relationship Management (CRM) for Companies

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5. Increasing the speed of service (Speed of Service)
6. Gathering customer details(More Comprehensive Customer Profiles)
7. Cost reduction in sales and management (Costs Saving)
8. Creating added value (Value Added)

## CRM with each customer group Double Standard

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In making CRM, he treats each group of customers differently, namely dividing customers into first-class citizens, second-class citizens, with discrimination (Double Standard), while trying to add value. By managing the customer mix (Management Customer Mix) because we will be the one who knows customers that Which groups are most valuable for business? Or any group whose service is not worth it, gradually get rid of it.

So remember these 4 words, IDIC.

## CRM with each customer group Double Standard

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- 1. Identify**
- 2. Differentiate**
- 3. Interact**
- 4. Customization**

## CRM Concepts

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CRM is therefore a strategy that we will use to generate profits (Optimize the Profit) by focusing on customer satisfaction. which you must always realize that customer is god Or use two existing rules for customer service:

Rule 1: The customer is always right.

Rule 2. If the customer is wrong, read rule number 1 again.

Because the customer is always right, because the customer pays our salary, not the company, not the boss. the customer pays If one of our customers is lost, we may lose our job.

## Successful CRM management has important steps as follows:

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1. There is a dedicated cooperation in implementing the CRM strategy of personnel at all levels in the organization.
2. Employees at all levels and all departments collect data to properly support the CRM system.
3. CRM tools must be consistent with the management system to make it convenient for employees and customers to use.
4. Use essential CRM report data and share it across the team.
5. The implementation of the CRM strategy is not focused on bringing expensive technology as the key, but the organization can use existing technology, although it is cheap technology, but the organization can use it to be effective. If compared to the introduction of technology Hi-tech came into use and caused chaos. and increase costs enormously Using existing technology will create more value. Doing CRM will help tell the organization that it should retain new customers.

## The concept of customer retention helps to reduce costs.

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Because if the organization can maintain customers with the organization. It will help reduce the cost caused by reducing the work to a minimum. Organizations do not have to restart work processes frequently. If customers come in and out, it will cost costs and not create profit opportunities. The opportunity to profit is partly from cross selling and up selling.

Cross Selling means buying continuously.

Up Selling means buying up to the top.

## Statistics for analyzing long-term customer relationship operations

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1. The cost of acquiring new customers is six times the cost of retaining existing customers.
2. Customers who are dissatisfied with the products and services will tell 10 people about their dissatisfaction with the products and services.
3. 91% of customers who are not treated with complaints will not return to use and buy from those organizations again or stop being a customer with them.
4. There are 4% of customers who are dissatisfied with complaining to the organization.
5. More than 65% of customers do not return to the organization again. Most of the reasons are due to lack of care. more than satisfaction in the quality of the product

## Key principles in customer relationship management

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1. having a customer database
2. having technology
3. Customer Retention Practices (Preparation of Frequency Marketing Program, Preparation of Loyalty Program or Preparation of Community Program)
4. Evaluation (in order to know if the organization can retain more customers or not, how the various criteria must change, the focus or focus of the organization must change to retain customers (Keep Relation) in the long term and increase Value to customers to exceed the value that customers expect)

## marketing strategy design

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Step 1 Analyze who your customers are.

The first step in formulating a CRM strategy is figuring out who your target customers are, Trade or Consumers, or both. And the consumer market is very different.

Step 2 Analyze the market environment.

The company must analyze the market environment. which includes the external environment (i.e. the macro environment and the micro environment) and the internal environment Companies that want to be successful in the market Must create a marketing information system that is useful for decision making.

## marketing strategy design

### Step 3 Market Segmentation target market and position the product

From the customer value creation network to the marketing environment data warehouse. It helps to know who the customers who have the possibility of organizing the CRM system are. Organizing the CRM system for every consumer is the same, it will not make consumers feel that they are "special people". Therefore, there should be some criteria used to divide customers into segments called market segmentation. Sub-segments that can be divided have something similar within the segment that is different from other segments, called segments. Dominate the market (Market Segments) is a wholesale business. Retailers, consumers use one or more criteria together to segment their customers. Marketers want to divide them into the smallest possible subsets of the market, known as the "Niche Market".

### Step 4 Prepare a market diagram (Market Map).

After the company can select the target customers of the CRM system from the most interesting and likely market segments. Next step, the company should prioritize each target group. Which target customer groups should be prioritized first and second? The tool used is Market Map.



Step 5. Consider the unit when making a purchase decision. and the relationship level of each customer After the company knows the target customers of the CRM system Prioritize each group of customers in the company's CRM system. The key to a successful CRM system is to consider that in the target group of each CRM system Who plays the role of User, Influencer, Decision Maker, Approver, Interceptor Buyer? Consider the level of relationship between the company and the target customers of the CRM system. Each group is at any level.

**Step 6: Creating a Marketing Plan for CRM**

**Step 7 CRM Plan Implementation and Evaluation**

# Lecture 14

## Relationship management for new customer retention



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### How to make customers happy for service people

The principle that "how to make customers satisfied and interested in using our services in the future"



Notice the "basic customer information".

Notice the "what the customer does until it becomes a habit"

Notice the "expression of the customer's face"

Notice the "words that the customer responds or conveys".

Notice the "indirect information that happens".



## Below the Line...Tactics to Win Customers' Hearts

Above the line is buying and advertising through major media, including television, radio, print media. To create brand awareness among consumers within a short period of time quickly by using advertisements to introduce products or services through the media.

Below the line is a two-way communication with consumers in the form of marketing activities to reach specific groups of consumers.



## Database Marketing and Direct Marketing



Database marketing is to create (build), maintain (maintain) and bring customer database (Utilize) or Customer Database used to promote marketing activities and this database is the heart of direct marketing or direct marketing. and CRM

**“Direct marketing is: An "interactive" system of marketing which uses one or more advertising media to effect a "measurable response" and/or transaction at any location.”**

“Direct marketing is a 'two-way' marketing method that uses one or more advertising media to generate a measurable response or transaction wherever it is located. ”

## What is Database Marketing?



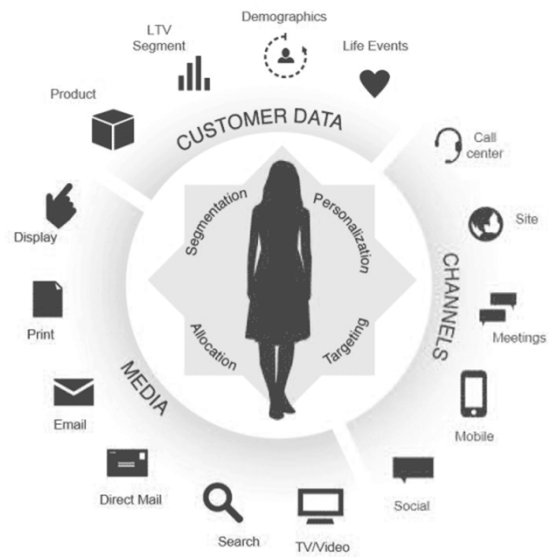
### Database

A collection of data and information about customers and/or prospects that affects what and how a marketer will sell to them.



### Database Marketing

A customer-based, information intensive, long-term methodology that uses the Database as the basis of all on-going marketing efforts.



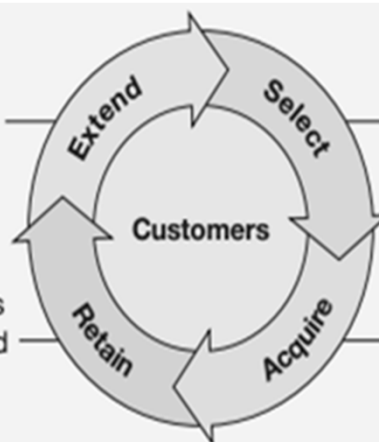
## Customer relationship management (Relationships Management : CRM)

### Customer extension

- 'Sense and Respond'
- Cross-selling and up-selling
- Optimize service quality
- Use the right channels

### Customer retention

- Understand individual needs
- Relevant offers for continued usage of online services
- Maximize service quality
- Use the right channels



### Customer selection

- Who do we target?
- What is their value?
- What is their lifecycle?
- Where do we reach them?

### Customer acquisition

- Target the right segments
- Minimize acquisition costs
- Optimize service quality
- Use the right channels

## Customer relationship management : CRM

**1. Customer Selection** Defining the customer segments that the Company will market to means identifying customers in order to develop products and services that cater to specific target groups as well as marketing goals during acquisition, retention and expansion. The customer base can be categorized into 2 types of target groups: based on value or divided according to the electronic business life cycle. May want to choose a group of customers who use the Internet to communicate for the convenience of doing business online.



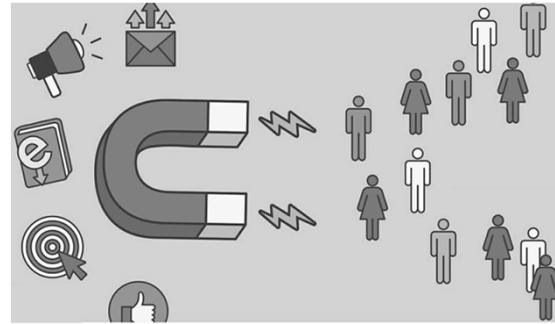
### Example of a process without MO:

1. For each campaign/offer, we select customers from our data base that have the minimum requirements
  - *Is not in debt*
  - *Doesn't have the product we are offering*
  - *We haven't offered the product in a recent period*
2. We repeat the selection for each of our campaigns/offers
3. With the Eligible Customers for all campaigns, we set some prioritization rules
4. We set the final targets for each campaign/offer.



## Customer Relationships Management : CRM

**2. Customer Acquisition** customer acquisition Marketing activities are carried out with the aim of building new customer relationships while minimizing the cost of attracting new customers as well as targeting high value customers. The quality of service and choosing the right communication channel for each type of customer is critical at this stage and important throughout the lifecycle.



### CUSTOMER ACQUISITION

The Customer Acquisition Rep is responsible for acquiring new customers through outbound and inbound inquiries.

- 
**AWARENESS**  
 Awareness is the state of knowing something, such as the awareness that the sun comes up every morning.
- 
**NURTURING**  
 Whether you're in a niche industry or you have thousands of other competitors, maintaining an active relationship with your customers is crucial to business growth.
- 
**DESIRE**  
 As a scientific concept, desire is relatively new in consumer research. Two constructs of desires have been proffered by consumer researchers.
- 
**PURCHASE**  
 There are 5 steps in a consumer decision-making process: a need or a want is recognized, search process, comparison, product or service selection, and evaluation of decisions.
- 
**SUPPORT**  
 Service provided to help customers resolve any technical problems that they may have with a product or service.



Our ready-made customer acquisition helps you build a thriving customer acquisition model with the perfect acquisition strategy to support your employees in attracting new customers. The magnetically lattice horseshoe magnet projected in the first slide is a metaphor for acquisition strategies to attract new business customers in the ecommerce environment.

"Yin Yang" of customer acquisition and development and their life cycle from recognition to support. Customer acquisition channels through digital marketing strategies and sales funnels.

### CUSTOMER ACQUISITION

The Customer Acquisition Rep is responsible for acquiring new customers through outbound and inbound inquiries. This position is responsible for reaching out to potential customers delivering a sales presentation with passion, commitment, courtesy and professionalism.

#### CUSTOMER ACQUISITION STRATEGY FOR STARTUP :-



### CUSTOMER ACQUISITION

The Customer Acquisition Rep is responsible for acquiring new customers through outbound and inbound inquiries. This position is responsible for reaching out to potential customers delivering a sales presentation with passion, commitment, courtesy and professionalism.



## CUSTOMER ACQUISITION

The Customer Acquisition Rep is responsible for acquiring new customers through outbound and inbound inquiries. This position is responsible for reaching out to potential customers delivering a sales presentation with passion, commitment, courtesy and professionalism.

#### 6 BEST CHANNELS FOR CUSTOMER ACQUISITION :-



Used for acquiring new customers from the target market. Perfect for strategic planners, team leaders, marketers, entrepreneurs, startups, business analysts, etc. Customer Acquisition is 100% editable and customizable to your needs. You can edit color, text, adjust icon size. And shape it to suit customer acquisition needs, it's visually appealing and engaging to keep your audience engaged from start to finish.

## Customer Relationships Management : CRM

**3. Customer Retention** Refers to the marketing activities carried out by an organization to retain its existing customers. It is important at this stage to analyze the life cycle to look for offers that will attract customers and meet their needs. details such as the number and information of the product that customers buy



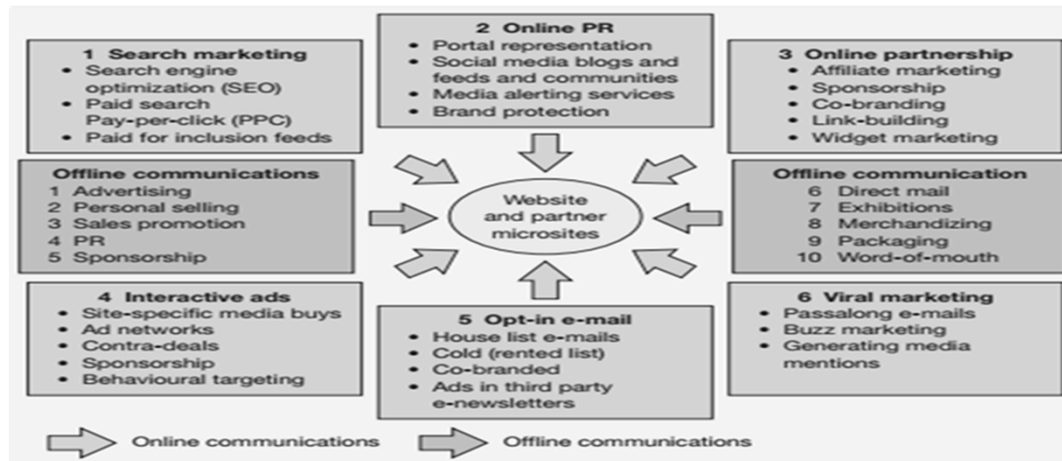
## Customer Relationships Management : CRM

**4. Customer Extension** Increasing the variety of products and services customers are purchasing, often referred to as customer development, customer acquisition techniques for customer relationship management are important to online retailers as follows:

- **Re-Sell** Stores that are similar to existing customers are critical to websites where goods and services are traded between businesses.
- **Cross-Sell** additional stores, which may or may not be relevant to the initial purchase.
- **Up-Sell** is part of cross-selling. It may be selling products at a more expensive price.
- **Reactivation**, inviting customers who haven't bought a product for a long time to come back to buy continuously again. Referrals increase sales by referring or referrals from existing customers, for example, members will receive the privilege of referring and acquiring more members for a company or website



## Marketing communications to find new customers for the organization



## The CRM implementation process consists of four steps:

1. Distinguishing prospects and customers (using a customer database obtained from all channels and points of contact with customers)
2. Make a difference in customers from (customer needs and customer value to the company)
3. Organize individual customer interactions to improve our knowledge of each customer's needs. and build good relationships
4. There are products and services that are specific and communicated to each customer (e.g. Call Center and Website).

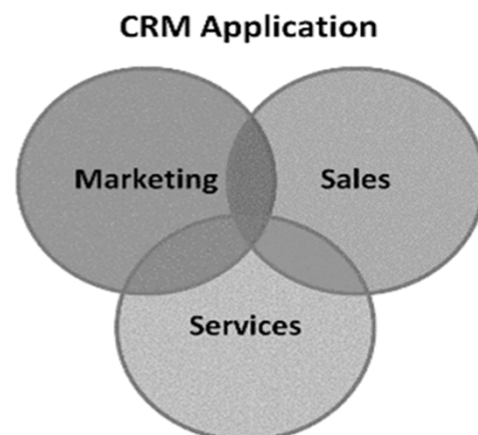
In short, the main purpose of building a CRM is value to customers.

## Customer relationship management: CRM



### The general core components of a CRM consist of three parts:

1. Market Automation Building this marketing automation system requires a database.
2. Sales Automation Business organizations pay attention to sales transactions that have already occurred. and bring the data for analysis.
3. Customer Service is to keep track of matters that occur after the sale.



**QUESTION**

## Lecture 15      quality system activities



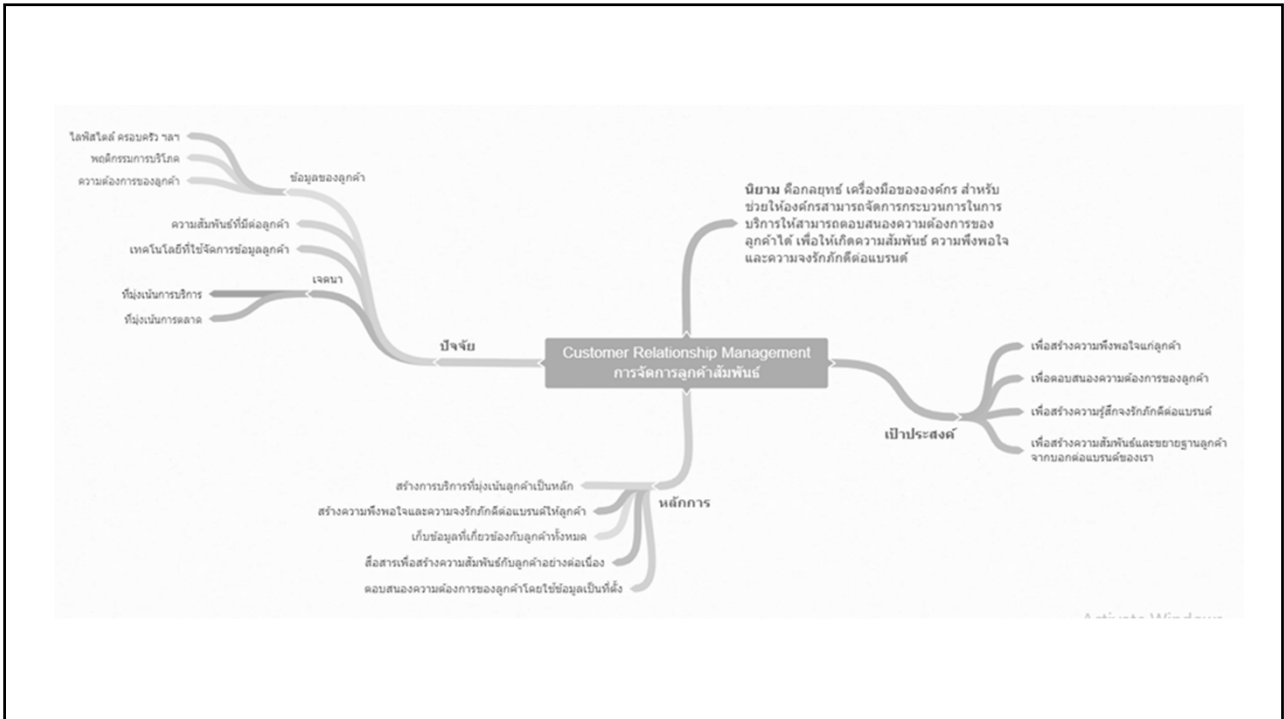
1. TQM and Organizational Culture Adjustment
2. National Quality Award
3. Customer Relationship Management: CRM
4. Six Sigma
5. QSME
6. ISO 9000:2000
7. JIT : Just-in-Time

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Tools used to manage customer relationships.



Asst. Prof. Ekgnarong Vorasiha



A poor show shop knows customers in the village individually, can call names, knows people in the customer's family. act like a friend or relative home delivery service You can buy the table first (address money) for a week and then come to think about the balance. Take orders over the phone and know the customer's purchase history, know what this customer wants. For example, saying that packs of cigarettes are well known which brand is a traditional CRM. To start doing CRM, you must know that not all customers want to have a relationship or intimacy with us and not all customers are equally important to us. because there is no other choice

You must know the customer in your hand before looking at the historical account information system or customer information system. You will know the history of buying customers who your main customers are. And that main one buys you regularly or once in a while, comes to buy or keeps changing your mind, which one buys us for a long time, how well do you know him? Do you know his name? Do you know his personality? Do you know his personal preferences? Do you know any of their relatives who may become regular customers or true fans of you? What products or services do they buy from us regularly?



## Marketing with CRM



### 1. Get to know your customers

Customers are the ones who will make us earn. You need to know which customers your business earns from. And which customers are the best customers that deserve special attention? Because it's unlikely that you can provide the best service to every customer equally. Most of the time, if a customer is not fussy, they won't get your attention. As a result, you have to lose good customers because they are rarely taken care of by you. CRM

(Customer Relationship Management) is a tool used to collect customer information, products that customers buy, or service history. In addition, it is possible to schedule service visits for each customer.

### 2. A contract must be a contract.

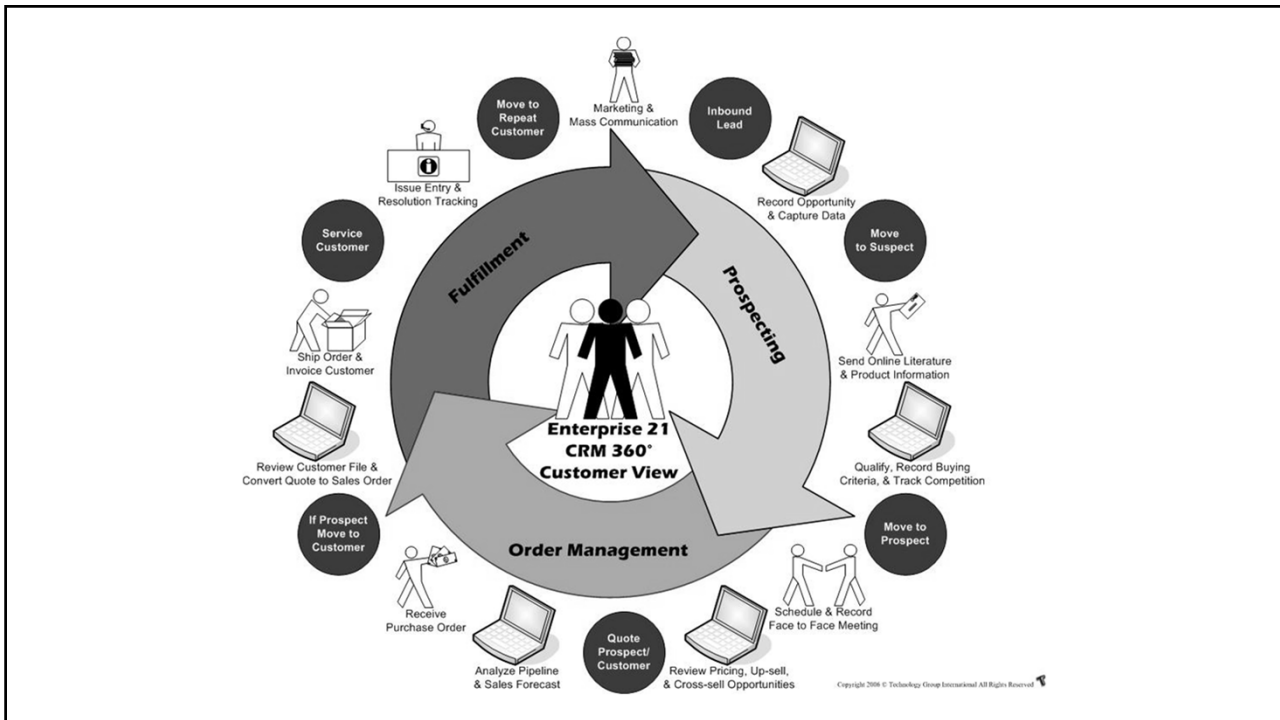
In general, each sale will have the terms of sale, delivery, and after-sales service, which are stated as a mutual agreement between the buyer and the seller. After a while, how do you know what promises you made to your customers? Or is the most recent customer request included in your terms of service?



CRM (Customer Relationship Management) is considered a marketing tool, a secret weapon that makes product users loyal to the product and must choose that product. continually The product owner must communicate with the product user in a 360-degree manner so that the product can be part of the life of the consumer.

The tools that make the CRM process fully effective are need to study data Conducting market and product research Doing direct marketing, which here does not mean sending letters to customers alone. but means All forms of communication both doing direct mail Telemarketing, Emailing, Call Center Setup

to provide information to consumers In which every process will have the best results and efficiency. Must contain information on the frequency of using the service (Frequency), the duration of the service (Tenure), and the amount (of Wallet).



## CRM process



1. Lay out a vision (Vision) about CRM.
2. Create potential (Create Performance) with CRM by having to understand customers. before delving into the minds of customers Also known as Consumer Insight.
3. Customization is the creation of measures. Strategies to respond to the value of customers (Value of Customer: VOC) appropriately for each customer group.
4. Search for tools, software, technology or infrastructure. (Infrastructure) suitable for the size of the organization There is no need for all new investments. To be used for all CRM processes in the organization.
5. management change change of image The sense of corporate culture is the hardest.

## Tools used to manage customer relationships.

1. Marketing automation (Market Automation) is the use of technology to help analyze personal data. (Personalization) customer history (type of product purchased amount of purchase value purchase frequency) Telemarketing (Tele-Marketing) Electronic Commerce It is about presenting the right product or service to the customer at the right time. The use of data mining techniques will help in analyzing more efficiently.





## Tools used to manage customer relationships.

**2. Sales automation** The sales process is the process of getting products into the hands of customers. or providing services to customers The process starts from providing information about products and prices, features, arranging products and services to meet the needs of customers. Bargain Customer balance checks, contract execution and contract management team collaboration system The use of technology will allow sellers to access information about products, customers, and contact with relevant people in the workplace. or even while with the client



## Tools used to manage customer relationships.

**3. Service** is a service for customers, including a call center system, answering customer questions, workflow management, interacting via IVR (Interactive Voice Response), service centers, website preparation. To provide services for downloading files, receiving notifications of problems in providing information via mobile phones.



## Tools used to manage customer relationships.

4. Electronic commerce is a transaction through the Internet. from providing product information transaction and payment systems. Security for the technologies required in customer relationship management are

- Data Warehousing
- Data Mining and OLAP
- Internet Technology
- Call Center



## Electronic Customer Relationship Management /e-CRM

1. Database Technology
2. Mass Customization Technology
3. Telecommunication

## Conditions for success in CRM

1. Organizational adaptation and understanding (Orientation) to make the concept of “Customer Retention” is the heart of all employees at all levels.
2. Information about Relationships, which means collecting useful information about customers. and information exchange system within the organization Between different departments such as sales department, marketing department, finance department, accounting department and customer service department, etc.
3. Organizational Model (Configuration) The organization's formatting is in line. that aims to build relationships with customers By creating a mechanism of Incentives to measure the efficiency of the service of employees in each department. organizational structure as well as creating responsibility for each person and each department or unit

## end of chapter questions

1. What issues should be paid attention to in marketing with today's CRM? Explain.
2. Describe the process of doing CRM, what it consists of.
3. What does a customer information system (CUSTOMER INFORMATION SYSTEM) look like?
4. What is the main goal of creating added value for customers? (Explain)
5. Tools used to manage customer relationships. what is the composition
6. Describe what an online customer relationship management (e-CRM) system looks like.
7. What are the conditions for success of a CRM implementation?