

Research on Customer Relationship Management of Small and Medium-Sized Private Medical Enterprises

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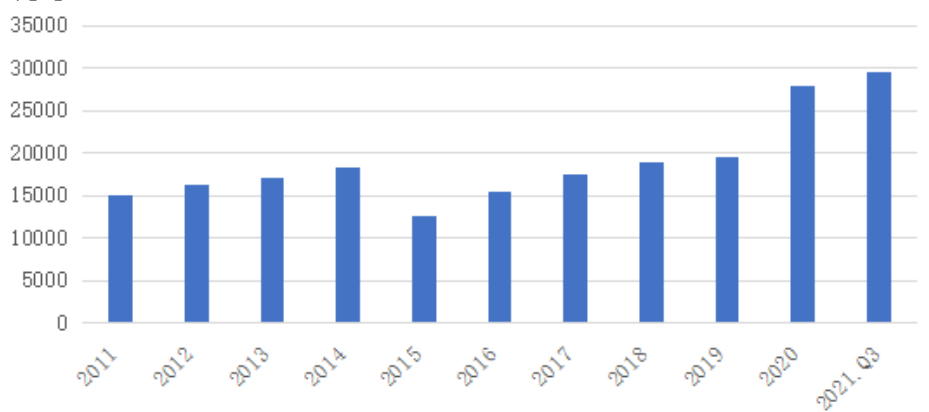
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Abstract: Customer relationship management is an important part of the company's operation. Stable and highly loyal customer relationships decide to the company's survival and future development. With the positive policy of developing small and medium-sized private enterprises, many companies join the market. If small and medium-sized enterprises want to gain a place in the market, they must maintain customer resources, improve customer loyalty and increase customer stickiness. In order to be more practical, this paper takes Shenzhen Tianyun Medical Equipment Co., Ltd. as an example. Through analyze the company, deeply explores the problems in the company's customer relationship management, and puts forward targeted solutions.

1. Introduction

With the rapid development of the medical industry, the medical device industry has become the basic industry for social development. With the progress of medical means, the scale of the medical device industry has steadily increased. As of the Statistical Report on Drug Supervision and Administration (the third quarter of 2021) issued by the China Food and Drug Administration in 2022, the number of medical device manufacturers in China has totaled 28,000, an increase of 5.62% over 2020 (Figure 1)[1].



Resource: State Food and Drug Administration

Figure 1: 2011-2021Q3 Number of medical device manufacturers in china

Nowadays, the medical device industry is developing steadily and the industry competition is intensifying. Compared with the industry leader of medical device enterprises, small and medium-sized medical device enterprises in the start-up stage do not have an advantage in product technology and R&D funds. a stable customer source and effective exploration of potential customers not only reduce the operating costs of start-up enterprises, increase profits and expand the business scale of enterprises, but also ensure the company's positive market development capability. The target of market expansion is customer competition, if small and medium-sized private medical devices want to compete for a place in the fierce market environment as much as possible, customer relationship management is particularly important.

Customer relationship management is a new management concept, management mode and

operation mechanism, as well as a management software and technology[1]. In the development of enterprises, good customer relationship management helps enterprises to directly address customer needs, formulate targeted services, improve customer loyalty to enterprises, tap potential customers, and achieve the ultimate goal of improving the core competitiveness of enterprises while maintaining the existing customer resources stably. By improving customer satisfaction, enterprises can provide customers with more high-quality and efficient services, which is a win-win business model between market customers and enterprises[2].

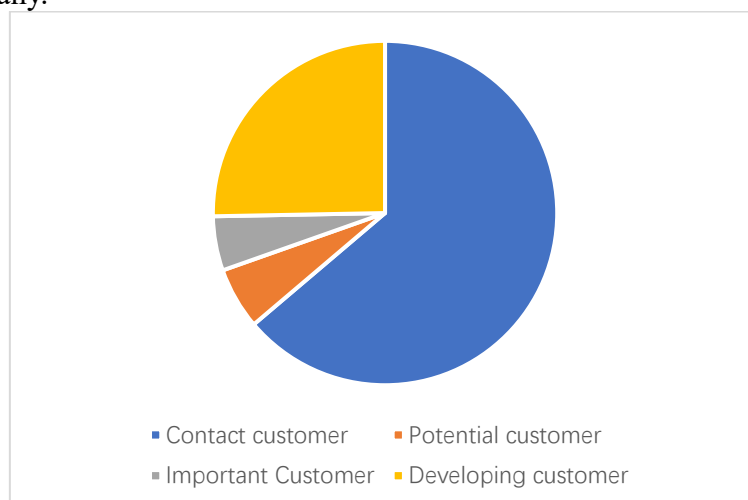
2. Analysis on the current situation and causes of problems of customer relationship management in small and medium-sized private medical enterprises

In order to put the theory into practice, this paper takes Shenzhen Tianyun Medical Equipment Co., Ltd. as an example, to try to find out the problems and causes in the customer relationship management of small and medium-sized private enterprises.

2.1 The Situation of Shenzhen Tianyun Medical Equipment Co., Ltd

Shenzhen Tianyun Medical Device Co., Ltd. founded in 2022. Company registered 5 million yuan, which is a new comprehensive medical device limited company. Company engaged in research and development, agency, consulting, wholesale and sales of medical devices. Since establishment, the company has been adhering to the development idea of focusing on talent training, respecting the market operation rules, putting product quality first, and deepening customer experience. Relying on the brand influence of agency brands and industry technology, the company actively communicates with customers, and strives to bring high-quality, cost-effective products and professional, accreting, personalized after-sales service to each cooperative customer.

At present, Shenzhen Tianyun Medical Instrument Co., Ltd. is gradually on the right track in business development, with a wide range of business, and its customer base is mainly concentrated in South China. Due to its short history, the company structure is relatively simple. Due to the fierce market competition, the company is facing certain challenges in the industry breakthrough. At present, the company mainly develops the market by bidding, and has a certain understanding of customer relationship management. Based on the customer's own strength, customer cooperation degree and other dimensions, customers are divided into maintenance customers, potential customers, important customers and customers to be developed. Figure 2 shows the proportion of customers of different natures of the company.



Resource: Data investigation and sorting

Figure 2: Customer Classification of Shenzhen Tianyun Medical Instruments Co., Ltd

2.2 The Problem of Customer Relationship Management in Shenzhen Tianyun Medical Instruments Co., Ltd

Since the development of Shenzhen Tianyun Medical Device Co., Ltd., the company's

management has a certain understanding of customer relationship management, and the cognitive system is gradually improving with the development of the market. However, in the actual business development process, many of the company's customers cannot maintain long-term cooperation, and there are also certain difficulties in customer development. The emergence of these problems shows that the company has certain problems in customer relationship management.

2.2.1 The company lacks a set of scientific and effective customer relationship management methods

Shenzhen Tianyun Medical Instrument Co., Ltd. is a start-up enterprise. The company still has room for optimization in management, operation, sales, service and other aspects. The company's reward and punishment system are vague and promotion system is rigid, which further reduces the enthusiasm of the company's personnel.

Now, the company's major project marketing is still dominated by the interpersonal relationship of the management. The company's management pays too much attention to product quality and product type, and ignores the professional division of service customers. The company is relatively crude in customer maintenance, and has insufficient investment in maintaining important customers. For example, the company does not use a diversified customer management method, There is no targeted service for important customers, and the company's products tend to use market unified pricing rather than negotiated pricing. Due to the customer maintenance mechanism, this rigid pricing method greatly reduces customer satisfaction with the company, making the experience of important customers in the project sales process have a certain gap with the market average.

The company's lack of customer relationship management mode is also reflected in the confusion of customer resource management. Shenzhen Tianyun Medical Device Co., Ltd. has a relatively frequent change in sales personnel. In addition, the changes in the market environment in recent years, the company has had to recruit a large number of new sales personnel to meet the company's business development needs. Old employees not only take their work experience away, but also their customer resources when resignation, which results in that new and old employees cannot connect well in the handover of customer relationship management, new employees do not have accurate customer information, and there are also some difficulties in the initial contact with customers, which further aggravates the difficulty of the company's customized service requirements for customers.

2.2.2 The Information Communication Channel of The Company is weak

Smooth information communication channels are the basis for a company to operate normally. In the process of application of Shenzhen Tianyun Medical Device Co., Ltd., the sales department and the administrative department have a certain degree of information gap, which is specifically reflected in the fact that the sales department believes that a successful signing of the bill means the completion of the work, and the subsequent lack of effective communication with the administrative department, which makes the administrative department have certain difficulties in the process of receiving the follow-up service from customers, and ultimately leads to mutual prevarication in the after-sales work, This not only increases the company's operating costs, affects the company's customer maintenance quality, but also affects the company's exploration of potential customers.

2.2.3 Company Expense Management is Complex

Shenzhen Tianyun Medical Device Co., Ltd. has a wide business scope, mainly covering the development and transfer of medical device technology; Agency and sales of medical devices; Development and maintenance of medical device related software; Rental of medical equipment, sales of masks, protective clothing, goggles, alcohol, rubber gloves, thermometers, glass thermometers, disinfected water, sphygmomanometers, forehead temperature guns, and medical disinfection protective articles; Domestic trade, import and export business. The above items belong to different business sub items, and the corresponding calculation methods and storage standards of management costs are different, which makes the cost management of the company more difficult. Due to the different statistical caliber of the company's expense management, the workload of the company's financial department is further increased. The heavy financial work and the immaturity of

the company in all aspects at the initial stage cause the shortage of funds that the company can mobilize, which affects the reasonable allocation of the company's effective resources.

2.3 The Reasons of Problem in Company's Customer Relationship Management

2.3.1 The Company does not have a Comprehensive Relationship Management Plan

Shenzhen Tianyun Medical Device Co., Ltd. has a wide range of businesses, and the company's management needs to take into account complex issues, so it is vulnerable to many interference factors in the process of customer relationship management. In the initial stage of the company, the temporary deviation will not affect the company's development, but as the company grows to a certain scale, the overly limited management method will inevitably affect the company's further promotion. For Shenzhen Tianyun Medical Device Co., Ltd., we must focus on the overall situation and look at customer relationship management from the perspective of development.

2.3.2 The Company did not set up a Professional Project Team

Shenzhen Tianyun Medical Device Co., Ltd. may focus more on the research of customer relationship management after having a certain understanding of customer relationship management. However, in the process of actual work and business development, customers do not first contact the company's customer relationship management, but judge more by the performance of the company's professional project team. At present, most domestic medical device companies also have unprofessional project teams, which leads to poor communication with customers and low willingness of customers to cooperate with the company. If it is impossible to cooperate with customers, there is no way to talk about the subsequent customer relationship management.

2.3.3 Staff's Cooperation are Weakly

In addition to the senior management, Shenzhen Tianyun Medical Device Co., Ltd. has a large turnover of personnel in all departments, especially in the sales department, which makes the information communication between the upper and lower levels of the company estranged. Too many work methods of uploading and releasing lead to more negative work treatment of employees, which affects the operating efficiency of the company. For example, the procurement department thinks that it should pay more attention to suppliers, while the sales department pays more attention to the procurement department serving other medical institutions or upstream companies. Because different departments have different perceptions of customers, and the company lacks a scientific customer relationship management system, various departments have certain differences in customer service, which aggravates the estrangement between various departments. It is difficult for each department to successfully resolve their demands from their own standpoint, and employees' boredom is growing.

3. Countermeasures for Improving Customer Relationship Management of Shenzhen Tianyun Medical Instruments Co., Ltd

First of all, Shenzhen Tianyun Medical Device Co., Ltd. needs to improve its scientific understanding of customer relationship management, and practice a set of effective customer relationship management plans. All employees of the company should carefully study the relevant theoretical knowledge of customer relationship management, take practical work as the starting point, apply the knowledge learned to practice, and deeply understand the importance of customer relationship management in concept. In terms of business philosophy, company should change their focus on customers, really think about problems from the perspective of customers, refine customer classifications, listen to customers' real needs, and improve customers' satisfaction with the company's services. In the long run, the company should regularly carry out training on customer relationship management for employees, instill new knowledge through training, and translate it into practice [3].

Secondly, the company should establish a customer information base and improve the customer relationship management system. From the analysis of the above problems, it is not difficult to see that the overall personnel of Shenzhen Tianyun Medical Devices Co., Ltd. are changing frequently,

and the trade union of older employees takes away a large part of customers, which makes new employees need to re expand the market after joining the company, which brings certain limitations to the company's growth and development. Therefore, Shenzhen Tianyun Medical Equipment Co., Ltd. should strictly abide by the principle of "customer centered", use information technology to collect and integrate customer data, establish a customer information database, facilitate customer information sharing among members of the company's various departments, and enhance department coordination efficiency. At the same time, the company should divide customers according to the customer information it has mastered by different dimensions such as customer size, customer preference and credit rating, so as to ensure more targeted services for customers in future work [4].

Finally, the company should establish a multi sectoral coordination mechanism. Shenzhen Tianyun Medical Device Co., Ltd. shall actively exert the subjective initiative of enterprise management, establish a good multi department coordination mechanism, organize communication activities by the project management during the project process, actively understand the work progress and work difficulty of each department, improve the communication between departments, and make the project run smoothly. On this basis, it can improve customer satisfaction and loyalty, and enhance the company's customer stickiness. Finally, we will maintain a stable source of customers and ensure the company's sustainable profits.

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