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The strategic CRM system of VNPT group in Vietnam

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Abstract

Customers are an important factor regulating and guiding production and business. Customers are the ones who decide the market and decide the production and business scale of telecommunications enterprises. Customers are the target of competition. Customers are the payers of the business. Thus, keeping a good relationship with customers is the way to maintain the business. With CRM software, the customer relationship management process also becomes more

professional. Customer relationship management is understood as a set of strategic activities aimed at selecting, establishing, maintaining and developing good and long-term relationships between businesses and customers on the basis of interest, processes that create benefits for customers and the business. VNPT firmly grasps and implements the objectives of customer relationship management.

Keywords: CRM system, post and telecommunications corporation, VNPT

1. Introduction

1.1 Overview of the research problem

Customers are an important factor regulating and guiding production and business. Customers are the ones who decide the market and decide the production and business scale of telecommunications enterprises. Customers are the target of competition. Customers are the payers of the business. Thus, keeping a good relationship with customers is the way to maintain the business. With CRM software, the customer relationship management process also becomes more professional. Customer relationship management is understood as a set of strategic activities aimed at selecting, establishing, maintaining and developing good and long-term relationships between businesses and customers on the basis of interest. processes that create benefits for customers and the business. First of all, VNPT firmly grasps the goals of customer relationship management:

- Orient the activities of all departments to the target customers.
- Information about customers must be shared throughout the enterprise.
- Collect comprehensive information about customers.
- Maximize benefits and customer satisfaction.
- The main goal of CRM is to attract and retain customers by creating the optimum values consistent with the needs and wants of them.

1.2. The urgency of the research topic

Customer relationship management is a strategy to attract and maintain customer development by focusing the resources of the business. CRM is quite popular in countries around the world, but in Vietnam, it has not been paid enough attention. The application of CRM by businesses will help reduce the cost of maintaining a customer of the business. Today, the application of CRM of enterprises is bringing efficiency and enormous benefits to businesses. Therefore, building and applying CRM system and business activities of enterprises is the trend as well as the top goal for the development of an enterprise. Especially businesses that are doing business in telecommunications services like VNPT. The telecommunications market in Vietnam is growing and expanding with the entry and competition of other internet and telecommunications service providers, so the CRM development of VNPT plays a very important role important in maintaining the credit of customers as well as earning for themselves other potential customers. The formation and development of VNPT's CRM system is the main tool to help this business compete directly with other businesses.

1.3. Research objectives

At VNPT, CRM activities are still based on human resources, so it is very difficult to develop large-scale CRM. Meanwhile, Vietnam's telecommunications service market is expanding with the entry and fierce competition of new businesses. CRM activities at VNPT are mainly direct communication with customers at the counter. Other forms of transactions such as phone, E-mail and Website are still very limited, transactions are still heavy on paperwork and procedures, not really creating favorable conditions for customers. In fact, VNPT's telecommunications network is expanding rapidly with an increasing number of customers, but VNPT does not have a centralized customer database and information management mechanism. efficient customers.

From the limitations of VNPT in the work of CRM, they are not a given recommendations and the proposed solutions to improve the CRM system, help traders easily identify the customers, coordinate with Technical departments carry out appropriate marketing, sales and service activities in order to optimize profits and bring the highest satisfaction to customers.

2. Rationale

2.1. Overview of the CRM system

What is CRM?

CRM stands for Customer Relationship Management. It is the strategy of companies in developing close relationships with customers through research, thoroughly understanding the needs and habits of customers, approaching and communicating with customers systematically and efficiently, manage customer information such as account information, needs, contact... in order to better serve customers. Through the customer relationship system, the customer information will be updated and stored in the database management system. Thanks to a special data detection tool, businesses can analyze and form a list of potential and long-term customers to devise reasonable customer care strategies. In addition, businesses can also handle customer problems quickly and effectively. Establishing good relationships with customers is especially important to the success of every company. A CRM system is simply the application of software to keep track of customer data. However, a more complex system requires a combination of factors: information, people, policies and the company's efforts to attract and retain customers.

Elements of CRM Operation

CRM has 4 main points that form a closed circle in the operation process and we can start from any point, just take the customer as the center.

Sale. Sales is considered the core of CRM, in sales it performs tasks such as transactions, mailing labels, emails, quotes, appointment booking, contracts, sales or even debt management, collection of money.

Marketing. After the customer has purchased the product, the next step is to establish marketing plans to convince customers to continue buying our products.

Service. Enterprises need to provide the best services to customers such as giving gifts, sending congratulatory messages/emails... in order to attract and create sympathy with customers so that customers can return to purchase or recommend to others.

Multi-channel integration. When integrating customer's phone, email, fax, web, sms... right on the software. Then, CRM can help businesses interact with customers through channels (directly, mail, phone...) more easily. From there,

support and coordination between staff groups and customer groups. Multi-channel integration is the solution that links people, processes, and data together. Thereby, businesses manage and take care of customers better.

Purpose of CRM

CRM originated from the idea of helping businesses use resources (human and technology) to thoroughly understand customer attitudes and habits, and evaluate the value of individual customer segments. With the help of an effective CRM program, businesses can:

- Provide customers with better services
- Improve the effectiveness of customer support center cave
- Help sales staff to fulfill orders in the fastest way
- Simplify the process of marketing and selling cave
- Discover new customers
- Increase revenue from customers

How is CRM implementation conducted?

Implementing a CRM program is more than simply buying the right software and installing it into the system. For a CRM program to be effective, organizations first need to decide what types of customer information it should be interested in and for what purposes. For example, many financial institutions store customer "lifetime" information for the purpose of marketing insurance products to customers at appropriate intervals, close to customer needs.

Organizations then need to consider the different ways in which customer information is recorded, how and where customer data is stored, and how this data is currently being stored. use. A company can interact with customers in a variety of ways, such as by mail, website, physical store, call center, mobile sales force or marketing campaigns and advertisement. A strong CRM system must be able to link these "customer interfaces" together. Streams of data collected across functional systems (such as sales and inventory systems) are analyzed to find the most common patterns for individual customer groups. The company's analysts will carefully review the collected data and provide an overview of customer groups or service areas that need to improve service quality.

Which industry is leading in CRM adoption?

Currently, financial services and telecommunications companies are the two leading industries in the application of CRM. Next are consumer goods companies and retail companies. Fewest CRM applications are companies in heavy industry.

2.2. The role of CRM system in the business strategy of telecommunications groups

Finding new customers, maintaining and taking care of customers after the sale is considered a continuous link that any business organization must invest in, in order to keep customers on the business side more firmly. Because customers are the most accurate critics of product trust and service satisfaction, in addition, customers are also the most effective marketing source for businesses.

Lessons and successes of the "giants" in the IT field in the world such as Gartner, Sap, Oracle, Siebel when CRM application shows that this is the most reasonable and economical solution for businesses in customer management

over the years. It was also these "giants" that excited the CRM market in 2003 with revenue reaching \$8.8 billion, a growth rate of nearly 9% per year.

With this system, the transaction staff can easily recognize customers, coordinate with technical departments to carry out appropriate marketing, sales and service activities to optimize profits and bring the highest satisfaction to customers.

How does CRM help businesses know the ability to select, build and develop customer systems over time? From there, we can assess the development level of the business in the market and have an improvement policy suitable for the next period. In this era, companies providing telecommunications services not only compete on charges but also on service quality, understanding customer feedback helps businesses have orientations on business services by anticipating the needs of customer groups. It is possible to persuade customers to buy related products because the brand is recognized and we can offer substitute products or improved products, in particular here such as increasing the bandwidth while keeping the same rates and the latest is the race to commercialize 5G networks.

CRM also helps leaders of the Provincial Post Office to review and evaluate the performance of employees to have policies on reward or discipline. In addition, the system also provides provincial postal leaders with reports on customer relationship management activities in the province, supporting leaders to come up with appropriate customer relationship policies.

2.3. Benefits of CRM system in business strategy of telecommunications corporations

Establishing good relationships with customers is especially important to the success of every company. The CRM system needs to:

Store customer information centrally

CRM application in the business helps to store and manage detailed customer information (Full name, phone number, address, email, interests, needs). The entire transaction history is saved, making it easy for businesses to search and retrieve data. Employees can easily listen back to the call history with customers through the customer care switchboard feature that can be integrated in the CRM. Saving information on CRM to replace Excel and Word helps businesses reduce up to 80% of manual data entry time. Information stored on CRM is decentralized by departments, helping businesses reduce the risk of information being lost or stolen.

Monitor employee productivity

Tracking work productivity, employee KPIs is an essential application for businesses. CRM helps employees and managers accurately capture the work to be done and the level of completion of each employee by day/week. As a result, employees can come up with appropriate plans to change work productivity and manage employees easily at the end of the week/month.

Professional customer care management

CRM helps businesses easily identify old customers to quickly grasp their needs, make sales decisions and handle customer problems. With CRM application, businesses will create a suitable customer care scenario. The system also includes task reminder so as not to miss customers. For old

customers, send Email Marketing/SMS on special occasions of customers or send promotional information of the business.

Increase sales

Better customer relationship management is an important strategy for increasing sales. According to statistics from businesses that have used CRM, after using CRM:

- Increase 35% sales closing rate
- Increase sales productivity by 60%
- Reduce the risk of information loss by 90% when employees leave.
- 32% increase in average revenue

CRM helps save customer information, transaction history. As a result, businesses build the right marketing strategies: Email Marketing, SMS Marketing, advertising. To manage customer care effectively, it requires departments in the business to always exchange information and Coordinate with each other: Sales, Marketing, Human Resources, Management, Operations.

2.4. Features of CRM system at telecommunications corporations

CRM has been quite popular in the world, but in Vietnam, it has not been paid enough attention. According to economic experts, the application of CRM will save a lot of costs for businesses. It costs 5 to 15 times more to reach a new business than to maintain an existing customer. The cost of selling and servicing an existing customer is also much lower than that of a new customer. CRM application will help businesses achieve customer satisfaction and loyalty. Loyal customers who buy regularly will pay less attention to price, easier to serve. Customers who are satisfied with the business will popularize and praise the business with many others, thereby helping the business to have more new customers.

Currently, with the application of IT, CRM is bringing efficiency and great benefits to businesses. Therefore, building and applying CRM is one of the trends and urgent needs of businesses. Especially businesses dealing in telecommunications and informatics services because service activities are always associated with customers. At large domestic telecommunications corporations, CRM activities still rely on human resources, so it is very difficult to develop large-scale CRM. Meanwhile, Vietnam's telecommunications service market is expanding with the entry and fierce competition of new businesses. CRM activities in telecommunications corporations today are mainly direct communication with customers at the transaction counter. Other forms of transactions such as phone, E-mail and Website are still very limited, transactions are still heavy on paperwork and procedures, not really creating favorable conditions for customers. A reality today, the network of Internet users is expanding rapidly, but companies do not have a centralized customer database and effective customer information management mechanism.

3. Research Methods

3.1. Sources and methods of data collection

Customers are an important factor in regulating and guiding production and business. Customers are the payers of the business. Thus, keeping the ultimate relationship with customers is the best way to maintain business operations. With the development of the CRM system, the development of the customer relationship management

system also becomes more professional.

VNPT has to face many new competitions. The advent of substitute products makes fixed services increasingly in decline. In this situation VNPT carry out the recommendations of customers, retain customers and turn them into a thriving city.

VNPT started to build an effective and suitable CRM system with the condition that the unit's stability and business development ensure the sustainable development of the business.

Customer relationship management is understood as a set of strategic activities designed and selected to maintain good relationships with customers. Create benefits for customers and businesses.

3.2. Research Methodology

Inside review

- Value gained from customers.
- Target completion rate.
- The time period from receiving and processing information to making an implementation decision.
- Rate of exchange and use of customer information for relevant departments.
- Market share.

External assessment

- Loyalty, customer's level of trust in the business: brand, product, service.
- Dissatisfied rate of customers who have used the product (according to the total number of customers).
- Using the research method, the theoretical basis is learned from the website and the internet.
- Using the comparative method, the research results have been found, thereby drawing out the materials used for the research.
- Analysis of practical studies at VNPT branches on CRM in different provinces. Using the comparative method to be able to show us the status of CRM application of VNPT branches, thereby analyzing and finding development solutions.
- The use of the observation method is suitable for studying the situation of CRM application of VNPT branches in the area so that it can be analyzed and compared with the results learned from the found documents.
- Using the method of collecting and analyzing statistics of documents related to VNPT's customer relationship management system

4. Research results and discussions

4.1. Strengths and weaknesses of CRM system at VNPT

Strengths

- Building a unified centralized customer database
- Analyze database and select target customers
- Build a toolkit to influence target customers
- Build an action plan for target customers
- Measure and evaluate the results of CRM implementation

Weaknesses

- Very expensive to build and deploy
- Service provider and system security is not high.
- The implementation of the application takes a long time and it is necessary to train employees to know about IT.

4.2. Promoting and exploiting strengths of CRM system at VNPT

Currently, with the application of IT, CRM is bringing efficiency and great benefits to businesses. Key so, construction and application of CRM is one of the trends and exigencies of the business. Especially businesses dealing in telecommunications and informatics services because service activities are always associated with customers. At VNPT, CRM activities are still based on human resources, so it is very difficult to develop large-scale CRM. Meanwhile, Vietnam's telecommunications service market is expanding with the entry and fierce competition of new businesses. CRM activities at VNPT are mainly direct communication with customers at the counter. Other forms of transactions such as phone, E-mail and Website are still very limited, transactions are still heavy on paperwork and procedures, not really creating favorable conditions for customers. In fact, VNPT's telecommunications network is expanding rapidly with an increasing number of customers, but VNPT does not have a centralized customer database and information management mechanism efficient customers.

From the limitations of VNPT in CRM work, Engineer Hoang Trong Tu, IT Center under the Institute of Post and Telecommunications Technology and the research team proposed a plan to develop an open source VNPT-CRM system with the aim of supporting Support customer relationship management at Provincial Post Offices and level 1 post offices. With this system, transaction staffs can easily recognize customers, coordinate with technical departments to implement appropriate marketing, sales and service activities in order to optimize profits and bring the highest satisfaction to customers. VNPT-CRM also helps leaders of the Provincial Post Office to review and evaluate the performance of employees to have policies on reward or discipline. In addition, the system also provides provincial postal leaders with reports on customer relationship management activities in the province, supporting leaders to come up with appropriate customer relationship policies. The system is designed with many component functions such as: customer information management, customer interaction management, sales process management, marketing management, product and service management, statistical reports, meet most of the needs and practical operations at the post office of the province and city. The business processes in the VNPT-CRM system are built on the basis of reference to CRM solutions of famous firms in the world.

4.3. Overcoming weaknesses of the CRM system at VNPT.

90% of CRM implementation projects fail. With this current trend, CRM (Customer Relationship Management) is no longer strange to businesses, the cost of implementing CRM is no longer too much for even small businesses. CRM becomes an important link and helps improve sales, improve communication between departments, or accurately measure the effectiveness of each Marketing campaign. But why 90% of enterprises deploy failed or really effective, and here are 8 reasons that point out the reasons for failure of CRM projects implemented on businesses in Vietnam.

1. The necessary conditions of CRM implementation require an effective sales and marketing process, a team with a good professional knowledge base, or an effective evaluation toolkit. Therefore, when the strategy, process and team are

not really clear and consistent, the implementation of CRM will not optimize sales performance, but on the contrary, it will make the system confused and data inconsistent leads to inefficient use, misreporting eventually leads to CRM failure is inevitable.

2. Investment in CRM needs to be invested in total from Process, solutions, people, not just technology investment: Technology today is no longer a difficult problem. 10-15 years ago, corporate and investment depends largely on the network infrastructure, server equipment as a condition required for system operation management software makes investment costs and Operation as well as high risk. Currently, with developed technology, especially the Cloud solution, makes technology easy, with the lowest investment, businesses do not need to invest, maintain the server, do not need to hire employees to maintain the system, because it's all on the Cloud and the application will access it through the Internet. This helps relieve a lot of pressure on technology compared to before, and today businesses only need to care about corporate strategy, change, interaction between departments (stakeholder engagement) and efficiency use. Many companies use IT thinking (technology) to explore features rather than apply technology to solve sales and marketing problems. Therefore, making CRM does not focus on the right goals to be achieved, high technology but poor in marketing and sales strategies. The software has many features but wanders and is not used for the right purposes and effectively

3. Employees quit because they have to work overtime and feel controlled: not all employees understand the value of CRM, they think using CRM will be controlled, so they will object and give many reasons to refuse to cooperate leading to termination if not met. So when the CRM project is deployed, in addition to offering appropriate features and training the team, businesses need to pay attention to motivating and encouraging by rewards, changing employees' mindsets to gradually lead the team into the framework and professional matching. And especially avoid the case of employees leaving mass.

4. Writing software yourself instead of customizing based on available software (Platform Choice): One of the common mistakes of some Vietnamese businesses is preferring to write their own software for their business. This goes from some old thinking from the 80's. Given the nature of their business, only a self-written program can meet the requirements? In fact, with the ability to customize extremely intuitive, Blueprint, Workflows, Trigger, Custom Module and many supporting APIs of the product on the market can customize almost unlimited features and can completely meet the requirements in the fastest time, easy to edit, and easy to maintain. The cost of buying a license is more expensive than writing it yourself: The deadliest mistake businesses make is this! The truth is that if the cost of developing a software is 10, then the cost of maintenance, feature editing is many times more expensive – maybe up to 20,30 to raise a maintenance team from software to hardware sitting edit, fix errors. A piece of software written to be used by 1 million companies is more expensive than a piece of software for just one business, is this really logical?

5. Deploy CRM as an IT Project: This seems very obvious, but most Vietnamese businesses encounter it. The proof is that when hiring a deployment consultant, they often hire a software company, the department in charge of CRM is also the IT department. And the IT department becomes a

department on behalf of the company that decides most of the activities and implementation. That makes the system only exploit technology and high technology but not solve sales, service or marketing solutions. Users add jobs, the company invests more in training budgets, but it doesn't really help the business.

6. "Data is cells" or in other words, correct data will keep the body healthy, but wrong data like cancer cells and will kill the system, making wrong decisions, doing it wrong, approaching the wrong sales and leading to the CRM project not only failing but also seriously affecting the business. Often wrong data due to infrequent updates, lack of team or non-compliance is the first cause of data loss. In addition, changing sales processes, changing conventions also lead to data not being synchronized and standardized. The last thing is that employees so that no longer want to use CRM.

7. CRM investment is a one-time investment: Most businesses, especially SMEs, usually pay a fixed initial implementation fee and use it year after year. The truth is that for businesses, the change of work process due to company growth, tactical change, personnel change happens regularly, annually, quarterly or even monthly... That will happen leading to the CRM system really no longer suitable and effective. In other words, a CRM system is only tailored to a specific process, when we change business processes or tactics, CRM must also adjust to match.

8. Renting a server to install is more secure than using Cloud: If installed on the server, the IT staff is the one who holds the data, and the CLOUD service, the company writes the software to capture the data. Most of the reputable cloud software providers follow the data protection and security standards of some organizations such as GDPR, BSI.

5. Conclusions and Recommendations

5.1 Conclusion

Customer relationship management not only benefits VNPT but also customers. Because the CRM system was developed with the aim of satisfying higher needs in serving customers. CRM makes it easier for users to approach VNPT, making VNPT users and distributors closer. CRM helps VNPT to collect data as well as update customer information more quickly, this helps bring benefits to customers, helping VNPT to know the needs of customers to serve the fastest. Developing VNPT's CRM system helps businesses distinguish in advance the needs of customers so that they can offer the most appropriate and effective policies and business strategies.

5.2. Recommendations

For the manufacturer

VNPT always strives to apply information technology applications to customer relationship management to bring the most favorable and fastest results to customers. Always grasp the good values and develop on the basis of VNPT's strategy to become the leading telecommunications service provider in Vietnam to increase competitiveness with other telecommunications groups.

For customers

- Improve customer identification.
- Building a customer database, identifying customer information as well as needs to be able to serve in the fastest and most accurate way.

- Must ensure customer information, collect customer information quickly and accurately.
- Build a customer care system based on the collected data. Facilitate the lookup of customer information as well as update information.

5.2. Suggestions

For leaders of VNPT

Technical staff must be recruited and trained in a rigorous and scientific manner so that they can approach new technologies flexibly and creatively, improving competitiveness in terms of technology strengths help VNPT develop comprehensively and long term.

Investing in science and technology, especially CRM software. With the development of business needs of customer care activities, an integrated system of perfect customer service management and exploitation programs is very necessary and urgent to overcome the current problems on the speed and exploitation of information systems.

Promoting human resource training and development activities, in addition to improving professional qualifications, improving communication skills, foreign language skills and other skills in the training program of enterprises is invaluable equally necessary.

Develop a system of regulations on reward and punishment regimes for each case and in different stages.

For marketing, sales, customer care department at VNPT

Customer care programs need to identify their right customers through market research results. Estimate the value that customers bring to the company from which the customer service department determines the necessary costs for each of its customer care programs. For example, a promotion program to discount 20% of the monthly network login fee on the customer's birthday

The main issue in complaint settlement is to pay attention to the interests of consumers. Once the cause of the complaint has been clearly identified, the complaint-handling staff should frankly acknowledge the problem, respond to the customer's requests and requirements, and have satisfactory incentives to build customer trust row. For issues beyond their authority, employees should immediately notify their superiors to be handled on time and to ensure the interests of customers.

Optimal complaint handling procedures and methods will improve the effectiveness of complaint resolution. Customers will have a good impression of the company when their problems are satisfactorily resolved and their interests are guaranteed.

For VNPT customers

Many customers are often afraid to complain about the service they experience is not good and they turn to search for a service they think is better. Therefore, VNPT always has to continuously receive comments to constantly improve the service better and better.

As a customer, we can completely give our opinion, which is helping the business. If communication via telephones afraid i we can mail or comment on Google reviews.

During the competition, the registration and choose to use a cheap internet tariff plan should not be a preferred option. Transmission speed, after-sales customer care are the factors you should consider.

5.3. Solutions to develop CRM system to face future challenges and opportunities at VNPT

▪ Modernize technology

Industries bring rapid progress and outstanding ability to meet customer expectations. The trust and loyalty of customers depends a lot on modern technology, as well as the added benefits and value for customers that the application of that technology brings.

▪ Build a loyal customer base

First, VNPT must build customer trust and confidence in the company, in terms of the service quality assurance that the company provides. Next is the service attitude, professionalism and responsiveness of staff to the needs of customers. It is not enough to assume that discounts and promotions will attract and retain customers. This solution is only an effective solution in a short time, what customers need is the company's long-term commitment to service quality.

▪ Regular care

Increase active calls to inquire about customers' network usage, receive and promptly respond to issues that customers question or are not satisfied with, and avoid customers switching to our products instead to that of other companies. With their sophistication and sensitivity, each employee must step by step talk to elicit needs and capture even the smallest wishes of customers. That way, the company will make customers feel that they receive special attention that not everyone can get.

▪ Service capabilities

Coordinate with professional training organizations and institutions for employees to participate in short-term professional training courses or participate in training sessions and seminars to improve the professional qualifications of customer service staff new products.

Organize a professional inspection of customer care expertise in the form of monthly or quarterly mock practice.

Each employee needs to be responsible for his or her customers, even those who do not deal directly with them, and actively pay attention to visit to reduce frustration during the waiting process.

Encourage employees of the company to work in a dynamic, enthusiastic manner, serve customers attentively, and also have policies to criticize and warn employees who do not complete their tasks.

Reduce unnecessary paperwork and procedures, simplify the customer care process. Flexibility in handling simple complaints, the receiving department can directly deal with complaints to save customers' time and also increase work efficiency, specific regulations on authority to avoid exaggeration of responsibility.

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