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Abstract
The implementation of e-business applications has continuously grown in a seemingly unabated fashion worldwide. The trend in marketing toward building relationships with customer continues to grow, and marketers have become increasingly interested in retaining customers over the long run. Many companies are transforming themselves to customer-focused organizations nowadays and the importance of establishing Customer Relationship Management (CRM) to understand better what their customers want is getting more and more recognized. Knowledge Management (KM) is the process of managing organizational knowledge from creating business value that will focus on creating and delivering innovative products or services and managing relationships with existing key stakeholders in the context of Customer Relationship Management (CRM). The value of KM and CRM is well recognized by many leading companies. This study tries to demonstrate what, how, and why industry needs CRM and KM. Moreover, this study presented a conceptual model and see how KM can help CRM implementation.

This study has taken a beauty enterprise as an example and focused on its franchise stores to perform a field study. The questionnaires were sent by its headquarter and all returned. There were 30 available responses from 35 franchise stores in Taiwan and 66 available responses from 70 franchise stores in China. There were some suggestions coming out as follows.

1. There is no significant difference between current and future position in all dimensions of the value compass model in Taiwan. However, there is significant difference between current and future position in value proposition design, value-added role, and reward and risk sharing dimensions of the value compass model in China. Although there is difference between Taiwan and China currently, they have the same future view on the value compass model. In the Customer connection strategies dimension, the franchise stores in Taiwan are doing better for customer connective technologies and customer economics. The franchise stores in China are doing better for customer knowledge.

2. It is important for the franchise stores in Taiwan to focus on getting more knowledge about best practices and problems through knowledge creation and share to promote hard and soft measures. The franchise stores in China should focus on getting more knowledge about products and services and markets through knowledge store and capture to promote hard and soft measures.

3. The case enterprise should focus on “select” knowledge about markets, customers, orders, and problems；”capture” knowledge about best practices and orders；”share” knowledge about best practices；”create” knowledge about problems and “store” knowledge about markets, competitors, and best practices.

Moreover, this study presented a conceptual model to see how KM can help CRM implementation. The result of the study could be consulted by the other industry to create their KM and CRM framework.
Advisory Committee Lin Yichen - advisor

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