Pre-implementation Phase of Adopting CRM Strategy: Evidence from Swedish Specialist Hospital in Iraq

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Abstract

Customer relationship management (CRM) has the possibility of accomplishing growth and success for companies in today's environment of widespread competition and speedy technological advancement. It is believed to impact positively on organizations' success at different sectors. Swedish hospital is an ideal example of an organization that can enjoy full impact of CRM as it is an emerging hospital operating in Erbil competitive market. This study is set out to help Swedish hospital management to obtain a clear view of their customers and better satisfying their needs through developing a standard framework for implementing CRM. The study went through phases starting from reviewing the related literature to identify the elements of CRM and investigate its implantation models. The data for the study was drawn using qualitative approach which is carried out through conducting an interview with the top management staff of Swedish hospital. The findings derived from the interview interpretation coupled with the theories obtained from the literature assisted in formulating the new proposed CRM strategy framework, which can indeed help in developing a good customer relationship and providing good quality services.

Keywords: Customer Relationship Management (CRM); IDIC Process Model; CRM Implementation.

1. Introduction

Customers are the most significant factor in the chain of success for any organization or institution and regardless of its specialization. The task of searching for customers and seeking to ensure their satisfaction and retention is issue that worries most managerial staff in numerous sectors of work. On the other hand, organizations are facing great challenges as they must consolidate worthy relationship with customers and guarantee good quality services are delivered. Many strategies have been developed to help organizations in accomplishing their objectives. One of the most common strategies that has been adopted among researchers is Customer Relationship Management (CRM). Customer relationships are also thought to be the basis for attaining increased effectiveness and fetching a competitive advantage for organizations. In the case of Swedish hospital; customer satisfaction will be the core business and CRM will be employed as a strategy to understand more about customers' needs and behaviors. In other words, CRM will be a strategy that starts, sustains and improves relationships to conserve customers' satisfaction and thus ensure the hospital success. In order to highlight the issues mentioned in this section, this research aims at achieving the following objectives:

- Investigating the existence of CRM principles in the current Swedish hospital management system, and

- Formulating a strategy framework for CRM implementation at the hospital.

2. History and Definition of CRM

Oberkamp (2002), cited in (Rahimi, 2008) posits that, the term customer relationship management (CRM) grew out of the need to combine the terms helpdesk, customer support, ERP (enterprise resource program) and data mining. It is not entirely clear who introduced the term to the business world, but one can say that the term emerged from still ongoing trials and error approaches. At the beginning there was Personal Information Manager (PIM) which was employed for handling the daily procedures electronically, with fundamental database functionality, where the user could start organizing names, addresses and time, among other activities. The Personal Information Manager (PIM) gradually transformed and grew to become Contact Management

System (CMS). The last is used broadly by individuals in sales and marketing because it has specific set of requirements that assist in doing that. Using this system; contact managers had valuable productivity tools with more capabilities through the enhanced industrial database engines that could handle large volumes of information. Contact Management System then grew to become Sales Force Automation system (SFA) which forms the fundamental reason for the emergence of contemporary CRM applications. CRM is an industry term for set of methodologies and tools that help organizations to manage the relationships with customers in an ideal way (Rahimi, 2008). The very first CRM initiatives, released in the early 1990s, focused mainly on call center activities. Only later, companies expanded the main focus to include sales, and opened additional channels (peel, 2002). CRM with needing customer-centric business philosophy can enable effective customer relationship. It is definitely an approach to obtain a 360-degree look at the customers, getting all of their data, and satisfying their needs and desires, in order to improve the retention and loyalty rates and expand customers' lifetime value (Newell & Godin, 2003). Understanding customers' needs and offering valuable services are from the factors that determine the organizations' success in the future.

CRM was defined by many scientists in various ways since the commencement of its popularity. Chen & Popovich (2003) defined CRM as "a cross-functional, customer-driven and technology-integrated business process management strategy that maximizes relationships". Meanwhile, Ibrahim (2010) classified CRM among the interactive processes that happen between the customer and the organization. This process has to be in the optimum balanced situation where the investments are done by the organization give the beneficial profit. Meanwhile within the customers' side, they will get the maximum satisfaction. In connection with that, Kocoglu & Kirmaci (2012) argued that CRM approach attempts to create, build, and enhance friendly relations between customers or between organizations or both carefully and thoroughly to increase the number of customers as well as maintaining the existing ones. However, CRM is related with the use of information technology to implement the market strategies. In other words, CRM combines the new and high potential technology towards the achievement of profits and strengthen the relationships with customers in long term plan. Saeed et al. (2013) is of the opinion that CRM is a model to construct the connection come between clients and organization for long term business relationships. The role of technology in this model is organizing business processes and sales activities. Moreover, CRM helps in marketing activities through delivering technical support to clients; as the essential objective of CRM is not limited to engaging new clients but also to sustain the current customer's base at its utmost level of satisfaction.

3. CRM Technologies and Its Functional Categories

The need for CRM technologies evolved from the desire of organizations to improve the relationship with customers. Stone et al. (2000) posit that CRM technologies grown up at organizations in order to reach a high quality in CRM by arranging the organizational resources in a proper way. They further clarified that utilizing CRM technologies have the potential of helping organizations to achieve greater productivity through automating the work that was done previously by hand. Trepper (2000) argued that CRM technologies indeed help the organization to provide better customers' experience across all available points of contact, since they provide a complete view of each customer by recording all of his/her interactions. In line with that, the customers will be provided with a comprehensive view of the organization. On the other hand, CRM system is able to encourage employees to perform their tasks more like a team, in order to decrease costs and improve the efficiency in doing work. According to Buttle (2009), four types of CRM technologies exist namely; strategic, operational, analytical and collaborative. These are presented in the following:

3.1 Strategic CRM:

Buttle (2009) observes that, proper strategic CRM is concentrated upon the introduction of a customer-centric business culture. In line with that, Crosby & Manley (2001) construes the core of CRM projects as a customer oriented culture. This culture is devoted to winning and keeping clients by generating and providing value better than rivals. The culture is reflected in leadership actions, the style of formal systems of the organization, and also the scenarios and tales that are created inside the organization. Within a customer centric culture the customer's information should be acquired, shared and applied across the organization, and the resources can be expected and allocated in an ideal way for improving the value of customer. Also reward systems can be launched to encourage employees for doing better work which results in enhancing the satisfaction and retention of customers. Furthermore, heroes of the business would be found to become individuals who deliver outstanding value and service to clients. Buttle, (2009) further concludes that many organizations aim to become customer-centric, customer-oriented, customer-led or customer-focused, but just few of them success. According to Kotler (2000) there are three other business logics that compete with the customer centricity these are, product oriented businesses; as in fact customers choose products or services with the best quality, design, features, or

performance. While the other business logic is production oriented businesses, this has a great significance as the customers normally choose low-price products and services. Moreover, Kotler identifies another business logic which is sales oriented businesses; as the customers will be persuaded to buy if the organization performed advertising and promotion programs and invested enough in public relations.

3.2 Operational CRM:

The aim of the operational CRM is to simplify and streamlines interaction and communication in between organization and customers. It deals with customers' touch points depending on some customer facing applications that incorporate front and back offices (Trepper, 2000). Based on Chen & Popovich (2003), customer touch points are the interaction points the organization has with customer. Moreover, front office is a collective term for all functions that deal directly with customers, while the back office contains all functions that are not directly visible to customer. The core of operational CRM is automating the business processes, for instance; customer service, sales force, order management and marketing. The operational processes are deemed as essential for the organization to achieve its objectives (Jufri et al. 2011).

3.3 Analytical CRM:

The Analytical CRM concentrates on mixing the customer data collected in operational CRM with data from exterior sources. It includes applications for analyzing customers' data that are produced by operational tools (Rahimi, 2008). Based on Hart et al. (2002) analytical CRM requires the interpretation and analysis of a huge quantity of customer data collected from the interactions happened in front office. The customers' data is habitually saved inside data warehouses; which represent the storehouse of the organization's data that are collected from different sources. The data warehouse comprises a significant part of CRM and is founded to simplify the business analysis, since the incorporated data is required to help the organization in making decisions regarding how to serve customers. Also the data saved in the data warehouse can provide organizations with the necessary information to deliver value to customers (Dyche, 2002). Utilizing data warehouses to evaluate business performance is known as business intelligence, while data warehousing and analytical CRM are ideal and more effective when they are enterprise wide. They enable the organization to receive a single view of the customer and of the business profitability (Stone et al., 2000). There are different kinds of data analysis techniques; two seem to be referred to below:

- OLAP: Online Analytical Processing is among the most widely used kinds of decision support analysis, permitting the typical business person to discover data online with the goal of concentrating on detailed data at a lower and lower level of the data hierarchy. More frequently, what this means is producing a web-based report, examining the outcomes and generating a detailed query to be able to comprehend the result. OLAP analysis necessitates the analyst to possess a query or hypothesis in his or her mind for clearly comprehending the result (Dyche, 2002).

- Data mining: Data mining has its own tools that are used for identifying patterns in data and providing valuable information. This information may increase an organization's comprehending of itself and also its customers. Data mining is normally used to aid data analysts to look for information that are unknown for them, habitually it involves no hypothesis. According to Dyche, (2002) the three types of data mining analysis tools are, prediction, sequence, and association analysis. Prediction analysis includes the prediction of future actions by utilizing historical information. Sequence analysis includes determining group of activities that are happen in a specific order. It is used by data analysts to know whether customers are doing things in a particular order. Association analysis includes determining categories of similar products or occasions. It is frequently carried out to recognize products or occasions that happen together, for example items frequently bought together.

3.4 Collaborative CRM:

According to Trepper (2000), this category concentrates on simplifying interactions and communications between customers and organizations. In this claim, there should be two way communications instead of one way, as the customers should get involved early with matters affecting their future buying activities (Crosby & Johnson, 2001). Oghojafor et al. (2011) posit that any CRM function which provides a point of interaction between suppliers and customers are involved in the collaborative CRM. They further clarified that, collaborative CRM assist in the work of operational CRM and use the outputs of analytical CRM to enhance the customers' participatory strength. Quite simply, collaborative CRM works across all touch points or communication means between customers and organization, for example website, fax, email, telephone etc.

4. CRM Implementation

CRM implementations have commonly proved problematic. Around 50% of customer relationship management initiatives were failed. An effective CRM project necessitates several critical business roles and fundamental organizational elements. Among the major and common reasons of CRM implementation failure is indeed the lack of customer oriented strategy (King & Burgess, 2008). Porter (1996) defines strategy as the creation of a special and worthy position depending on some critical activities. Freeland (2002) claims that organizations have to address critical certain strategies and understand the key interplay among them. These strategies as clarified by Freeland (2002) are recognizing the customers, selecting the most appropriate channels to reach them, giving attention on the brand value, and identifying the most proper CRM capabilities. CRM aims to provide value to both stakeholders and customers in order to accomplish a mutually valuable relationship, but the strategy should be handled in advance followed by the value creation process. Abdullateef (2014) argued that achieving and imposing the full benefit of CRM required an obviously top management dedication with an essential organizational change that complies with the expected CRM creativities. He added that an efficient CRM implementation necessitates the company to effectively coordinate people, business processes and technology; as they represent the degree to which employees and management agree to take CRM and support its implementation. In connection with that, Haley (2003) posits that companies have to generate a culture to accommodate and accept change as the interior support is an essential requirement for the success of CRM projects. The CRM strategy has to be supported via an interior culture that exists in the organization from upper management to typical employees.

Implementing CRM strategies is the replacement of many processes in the company or organization and this replacement necessitates change. Naturally, individuals are frightened of change and resist it, so the resistance has to be handled in the initial phases of CRM project (Dickie, 2003). In order to overcome employees' resistance, an organization has to pay full attention to communication and education programs and the employees have to participate and be a part of the change process (Kotter & Schlesinger, 2008). Communication and education programs assist employees to understand the change's requirements and lead to a reciprocal trust for the project. Involvement and participation are prerequisites to success, as individuals will likely accept their own work. Change managers should handle the responsibility of helping employees to overcome past resistance and finally having them supporting the change. Change management toolbox involves communication exercises about this kind of change. It involves delivering activities related to the change and its impact on the organization step-by-step (Rahimi, 2008). Prosci (2006) the world leader in change management research and the world's largest provider of change management products and training, has summarized these steps into a valuable acronym namely; ADCAR as clarified below:

- Awareness: Employees cannot understand and support a huge change in their organization unless of course they are completely aware what it is.

- Desire: Being aware of the change is not enough, as the employees need to have the desire to support the change.

- Knowledge: After awareness and desire, the employees need to comprehend what their new tasks are.

- Ability: Having knowledge alone is not enough. The management has to train its employees and make them able to practice the change in real-life situation.

- Reinforcement: This phase is very important to motivate employees using recognition and monetary rewards.

5. IDIC Process Model

The IDIC model was created by the consultancy company peppers and Rogers in 2001, and is mentioned in many of their books (Buttle, 2009). They feel that the CRM strategy ought to be in line with the IDIC view, (Figure 1). Its stages are: Identify, Differentiate, Interact, and Customize - the succession of stages that should be employed by the organization before reaching an ideal CRM situation. Peppers and Roger, (2001) observes that, the excellence is the fact that operational CRM happens at customer touch points where the customer and company interact, while analytical CRM happens within the back office. So Customize and Differentiate stages derive from analytical CRM, while Interact and Identify stages derive from operational CRM. The four phases of the IDIC model are explained in the following:

A. **Identify:** It might appear easy and clear for any company or organization to collect information. However, in many occasions the details are disseminated between departments and never organized in such a way that

information could be linked rapidly to every individual customer (Siddiqi, 2002). This task is about gathering and organizing details about customers. The greater amount of information collected the better could be read and understood about the customers' trends and values toward the company or organization (Peppers & Roger, 2001).

B. **Differentiate:** The differentiation of services means that different customers get a different class of service (Berndt et al., 2005). Each customer signifies different level of value to the organization. Peppers and Roger, (2001), argued that the priority is to recognize the various needs of each customer, determine his/her value and importance, and thus deliver the services in a proper way. Specifically, it is about in what manner the organization can tailor its offer to every customer.

C. **Customize:** According to Berndt et al. (2005), customization should be carried out by the company in order to make sure that customers' needs and desires are met. It takes the company to adjust its products, services and communications in such a way to have something unique and exclusive for every customer. The aim of CRM is to be able to cope with every customer on one-to-one basis. Using customers' information, organizations can meet every customer's expressed or implied needs.

D. **Interact:** When an organization has a clear comprehending of its customers; it is in the appropriate position to enhance the effectiveness and efficiency of coping with those customers. Accordingly, Berndt et al. (2005) state that, this task refers back to the need for dealing with customers in relationship building efforts through a number of communication tools and technologies. This is necessary because the relationship is only able to be developed and sustained if there is an interaction with customers concerning their needs and desires. Similarity, in every interaction between the organization and its customers; they should still gather information about performance and other relative data. This can assist organizations to further personalize and continue providing quantified value to customers (Berndt et al., 2005).
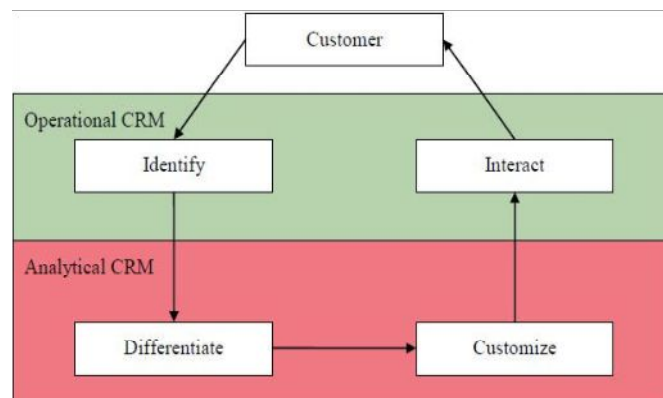

Figure 1. IDIC Process Model (Siddiqi et al., 2002)

6. Case Study Methodology

Swedish specialist hospital is a private hospital established in Erbil/Iraq at 2013. It holds the vision of creating a unique health care model in Iraq by providing comprehensive and first class daycare facilities with top quality, adequate health care solutions and specialized services, supported by enhanced diagnostic facilities with highly qualified specialists offered at highly competitive prices. Excellent clinical and surgical results, patient-oriented service, patient safety and satisfaction are the main cornerstones in Swedish hospital vision.

6.1 Interview Interpretation:

An internal interview was conducted with the top management staff of Swedish hospital as a mean to collect the necessary data. The objective of the interview is to identify the overview of the current services in CRM perspective. A number of questions based on IDIC CRM model were asked and the respondents' answers have been interpreted. Firstly, the researchers discovered that; there is a lack of customer oriented culture in the hospital. According to the respondents; the management has no strategy for training their

employees towards the relationship they have with customers. Also, there is no actual strategic thinking concerned with providing services better than rivals. It is clear that there is a need to employ the strategic CRM strategy in the hospital to help in creating a customer focused culture and considering the competition in the market. Second is based on the identification and differentiation of customers. According to the respondents; the hospital management identifies the customers and differentiates between them based on the information collected in front office, but they are not following specific technique or strategy for doing that. For this, the researchers recommend the usage of CRM strategy for identifying and differentiating customers, identifying and differentiating the proper customers' information will assist the management in interacting with customers in a strategic manner.

The third is based on interaction with customers and service customization after interaction. According to the respondents; the management interact with customers through the front desk office and the hospital website, these are the only interaction points they have. However, the management should interact with the customers in a strategic way using CRM strategy; in which they can use other means of interaction such as social media websites and emails. Also they can enhance their website for customers' convenience and satisfaction and use it as an essential touch point to engage extra customers. On the other hand, the customization process at the hospital is done by offering various classes of services and giving the choice to customers to select their own preferences. Utilizing CRM strategy can enhance the customization process and make it more effective; through comprehending customers' needs and thus customizing the services based on the real needs. Finally in relation to the customers' feedback, and based on the respondents, the management get customers' feedback and complains through the website only. Depending on CRM strategy the customers' feedback, claims, complaints and propositions will be dealt in more effective and professional way. Furthermore, CRM strategy will help in measuring the service performance and customers' expectations; to take the corrective and preventive actions.

6.2 CRM Framework Development:

The IDIC process model which was developed by Peppers and Rogers (2001) and used by many other researchers such as (Siddiqi et al., 2002) and (Berndt et al., 2005) can be utilized in the case of Swedish hospital to provide a guideline toward achieving good customer relationship management. This research suggested an enhancement on the model based on the interview findings and the previous literature mentioned in the research. The enhancement is done by adding some features to the model to be more suitable to Swedish hospital situation.

As mentioned in the literature review, CRM technologies consist of four functional categories that are; Strategic, Operational, Analytical and Collaborative. The authors of IDIC model focused mainly on the operational and analytical functions, while the strategic and collaborative functions were ignored. This research observes the necessity of focusing on the strategic and collaborative functions to enhance the model and come up with an effective CRM framework in case of Swedish hospital. Firstly, strategic CRM as mentioned in the literature focused upon the development of a customer-centric business culture. This culture is reflected in leadership and employees behaviors, and dedicated to winning and keeping customers by creating and delivering value better than competitors. Here one feature can be added to CRM IDIC model, which is creating a customer-centric business culture. This culture is divided it into two stages, organizational culture and rivals situation analysis.

Secondly, operational CRM is focused on the automation of the customer's facing processes. This is done by collecting information about customers through the contact points available in the hospital. Also it is necessary to interact with customers in a more efficient way through automating the hospital registration and booking processes using the website, social media, and emails.

Thirdly, analytical CRM is focused on blending the customer data collected through operational CRM with other data obtained from external resources, and thus analyzing these data using specific applications. The analytical CRM process includes the differentiation between customers to ensure that different customers receive a different class of service according to their needs and values. Also the customization of services is done to ensure that the expectations of customers are met.

Finally, collaborative CRM as mentioned in the literature involves any CRM function that provides an interaction between an organization and its customers. Also collaborative CRM aids in the action of operational CRM and uses the output of analytical CRM to enhance the participatory strength of customers. This research used the feedback process to represent the collaborative CRM in which customers can give their opinions of the received services in form of complaints, propositions and claims, so the hospital management can update its services continuously to satisfy the customers' expressed needs. Here it is clear

that collaborative CRM represented in the feedback process, use the output of the analytical CRM represented by differentiate and customize processes, to aid in the action of the operational CRM represented in the identify and interact processes. Figure 2: presents the new proposed CRM framework.
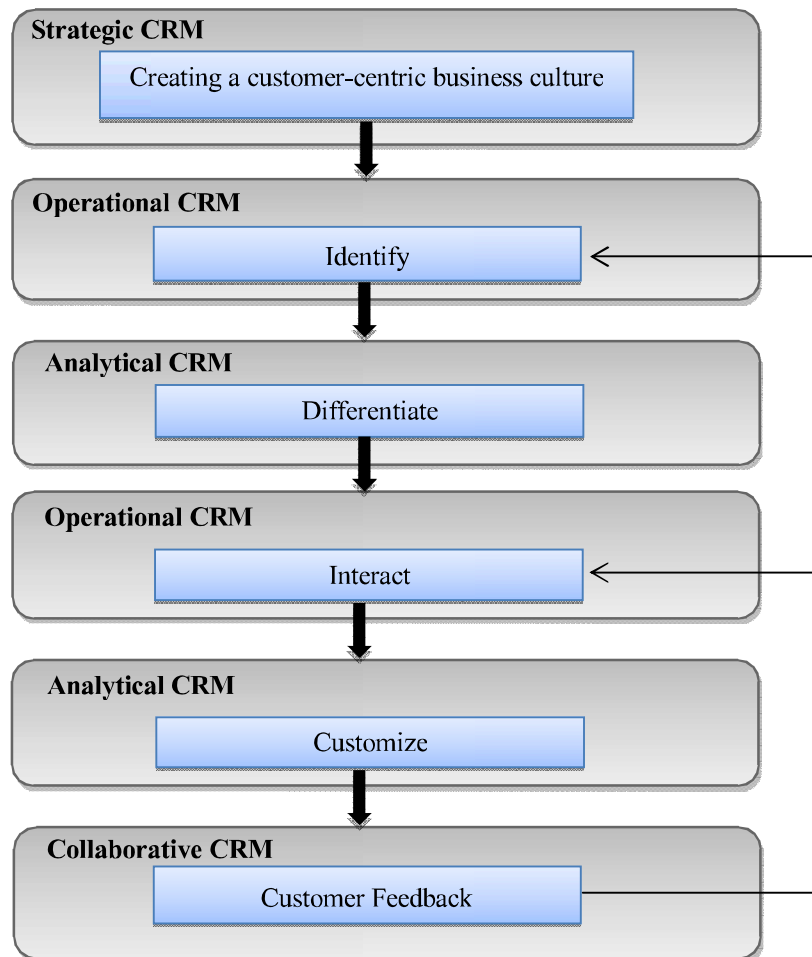

Figure 2. CRM Implementation Framework for Swedish Hospital

The six phases of the proposed framework are explained in the following:

A. **Creating a customer-centric business culture:** The first feature suggested here is adding strategic CRM as the first stage of CRM implementation at Swedish hospital. This feature is represented by creating a customer-centric business culture. This culture is aiming at creating the awareness and initiating the need of CRM and the significance of the key principles and values of CRM. The customer oriented culture is divided into two stages as per the literature; these are organizational culture and rivals situation analysis.

1. **Organizational culture:** One of the main prerequisites to successful CRM implementation is the interior support. The first phase in the proposed CRM framework is creating a culture in Swedish hospital that aims to create the awareness and initiate the need of CRM and the significance of the core principles and values of CRM. As long as there is no formerly implemented CRM strategy in Swedish hospital, it is therefore imperative to emphasis on the pre-implementation phase in developing CRM framework. The initiation to implement CRM strategy in the hospital needs to be supported through an appropriate interior culture lives in the hospital from the upper management to normal employees.

Since implementing CRM necessitates change to a new way in doing works and generally people resist the change; as it carries more tasks and responsibilities, also occasionally there is a lack in comprehending the change. However, the resistance has to be handled in the initial stages of CRM project. To overcome staff resistance; communication and education programs should be applied by Swedish hospital management to help its employees to comprehend the necessity of change. In addition, the employees have to participate in supporting the change as individuals are probably accepting their own work. This can be achieved by the management of Swedish hospital through giving exercises concerning the change and its effect on the hospital based on the following steps:

a. Awareness: Swedish hospital management has to create the required awareness on the necessity to change and implement CRM strategy, as the employees cannot comprehend or agree to have a change in their hospital unless they know what it is.

b. Desire: The hospital management has to motivate the employees to possess the desire for supporting the implementation of CRM strategy, as being aware of the change is not adequate. Individuals have to willingly support the change.

c. Knowledge: The management has to disseminate knowledge among employees about how to change and practice CRM strategy. After awareness and having the desire to change, individuals have to know their new tasks and responsibilities.

d. Ability: The employees should possess the capability and required skills to implement CRM strategy. This can be done through applying training programs; as knowledge alone is not enough.

e. Reinforcement: The hospital management has to adopt reinforcement and motivation strategies; in which they have to reward the skilled employees to keep the change in place and get the best from everyone.

2. **Rivals Situation Analysis:** Swedish hospital management should analyze the competitors' situation to deliver services better than them and increase customers' loyalty towards the hospital services. Swedish hospital competitors are the governmental and private hospital located in Erbil and other near cities or countries. Their situation should be analyzed to know about the services they provide; as customers start to seek external medical services. The hospital management needs to gather information about why customers are looking for exterior medical services and why others select interior ones, so they can recognize the weaknesses, and what they need to do in order to fill up the gaps if any. Having this strategy provides the hospital with a competitive advantage in terms of overall capability to thrive and succeed.

B. **Identify:** This phase concerns with gathering information through the hospital; from all points of contact; so the management can recognize who are their customers and build a good understanding of them. It is significant for the management to have a deep view of the customers and what their needs are. The more information collected; the more can be read into the customers' preferences, desires, and habits.

C. **Differentiate:** This phase implies that different customers have to get a different class of service according to their needs and desires. The hospital management will be in the optimized position to differentiate between customers after doing the entire prior phases of the proposed CRM framework. The differentiation has to be done according to the following:

- The disease that a patient is suffering from to determine to which department he/she should be sent.

- The gender or age of patients to divide them into groups such as men, women, and children.

- The patient financial status as some patients can pay more for better services.

D. **Interact:** In this phase the hospital management should interact with customers in relationship building efforts via assortment of communication technologies and tools. This may include the front desk office or other technological means like website, emails and social networks. The interaction with customers through touch points helps the management to present their services and increase the probability of selecting these services. From the customers' side, it boosts their expectations about the received services and helps them to select services that are proper to their desires.

E. **Customize:** This phase refers to the customization which has to be done by the hospital management to ensure that customers' expectations are met. They should adapt the services in such a way to provide something unique for each individual customer or customers' group in line with their values and needs. This is done by presenting different group of services and giving the customers a chance to determine their own

needs, as in the following examples:

- Departments for different kinds of diseases.
- Departments for different types of patients, men, women, and children.
- Departments with extra special services to those who can pay more or have more value than others.

Using the explicit knowledge of customers, the hospital management can tailor its offers to each customer and meet the customers' implied or expressed needs.

F. Customer Feedback: The second feature suggested here is adding collaborative CRM as the last phase of CRM implementation framework. This phase is represented by creating a customer feedback process. This process happens after experiencing the hospital services, as the management should analyze the possibility of motivating customers to be involved; by handling their complaints, propositions and claims carefully. There are three types of information; information of the customer (personal and transactional data), information for the customer (services), and information by the customer (customer feedback, complaints, propositions, and claims). The first two types of information represent the previous stages in the proposed CRM framework (identify and customize), while the third type should be handled carefully. The management should receive the customers' feedback through various means such as front desk office, website, email, and social media websites. The purpose of this phase is to help the management in delivering better services and upgrading them constantly. Also the management should handle the customers' dissatisfaction, in order to deal with defecting ones, win them back and ensure their retention. Additionally, the outcome of this phase can be utilized as input for the earlier phases (identify and interact) to improve the workflow and guarantee the flexibility and sobriety in performance.

7. Conclusion

This study highlighted the pre-implementation phase of adopting CRM strategy in Swedish hospital. It starts by reviewing the related literature. CRM history, definition, technologies, and implementation have been discussed. Furthermore, an internal interview was conducted with the top management staff of Swedish hospital for the purpose of investigating the existence of CRM in the hospital system and identifying the overview of the current services in CRM perspective. In line with that, enormous achievement, experience and knowledge were recorded. A good understanding of the hospital situation and the problems inhibiting efficient service provision were recognized. To find solutions to such problems the researchers suggested implementing CRM strategy. The focus was on IDIC CRM process model which has been enhanced based on the literature and internal interview findings; in order to develop the standard framework for CRM implementation at the hospital. Overall CRM implementation framework in Swedish hospital requires an interior culture whereby every single customer interaction is noticed as a learning experiment and each customer contact as a knowledge-creating chance and an opportunity to gather new information. The proposed CRM framework can even be used in other organizations to deal with their problems.

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