CHAPTER 1. INTRODUCTION

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1.1. INTRODUCTION

Higher education, today, is undergoing a sea change at an enormous speed. Worldwide, Educational institutions are undergoing basic shifts in the way they operate and communicate with its “customers”: students, alumni, faculty members, and staff members. It is not just the quality of knowledge generated with higher educational institutions and its availability to wider economy is becoming increasingly critical, but also how an institution does it. Though new technology-based tools for gathering and disseminating knowledge have become central element of today’s education but Customer Relationship Management (CRM) should not mistaken to be technology only. It is more than mere technology. Lots of people take to mean CRM to be software or a tool. Let me put it that technology is just an enabler in entire relationship management. If the data collected is correct then an advanced CRM technology can provide near accurate & useful information. Fast changing technological, economic, sociological, and governmental forces are altering education & the way it is managed, impacting institutions, teachers, students, funding sources, and society.

Higher academic institutions are like any other organizations. Academic institutions aim to make profit like any other organization. These academic institutions might be aided by government or self-financed private institutions, but all educational institutions aim for profit. As epicenter of all educational institutions lies in students, the institutions need to design strategies that make them more appealing to the students. Students nowadays consider themselves as buyers, who buy educational services from competing academic institutions. These days the students are more assertive while demanding more out of the educational institutions. Institutions must respond to students’ enhanced expectations & try to fill the gaps if there is a misplaced expectation of students from the institute. If this is not done then it might lead to high level of dissatisfaction among students & institutions might lose the students & also its value. As Kotler & Fox (1995) state, “The best organization in the world will be ineffective if the focus on ‘customers’ is lost. First and foremost is treatment of individual students, alumni, parents, friends, and each other (internal customers). Every contact counts!”
Customer relationship management focus on customer satisfaction and customer retention. This happens by making the perquisites available what the customer desires for. In case of the Institution and Students, it is a relation more of a trust that the academic institutions provide to its customers i.e.; students and fulfills them. Academic institutions are profit-oriented who take the path of CRM. Academic institutions do not see themselves different from any other business organizations, but are profit-making organization imparting education for profit and try to grow like any business organization. All educational institutions be it government-owned or self-Financed private institutions; are profit-making institutions. Such kind of institutions follow CRM to give state-of-the-art education to its students, and also to develop & maintain relations with their staff, administrators, companies, vendors and with their primary customers – students. CRM helps in developing & maintaining such relationships in such organizations. CRM is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the organization and the customer. The purpose of CRM is to improve marketing productivity. Marketing Productivity is achieved by increasing marketing efficiency and by enhancing marketing effectiveness (Sheth & Sisodia 1995). In CRM, marketing efficiency is achieved because cooperation & collaborative processes help in reducing transaction costs and overall developmental costs for the organization.

Customer Relationship Management (CRM) is all encompassing business strategy to acquiring, retaining & partnering with the target customers. It is a set of distinct software tools and technologies, with the aim of reducing costs, enhancing revenue, recognizing new opportunities and channels for expansion, and improving customer value, satisfaction, profitability, and retention. CRM software combines best practices with advanced technologies to help organizations achieve these goals. CRM aims at automating and improving the institutional processes in managing customer relationships at various touch points in the areas of recruitment, marketing, communication management, service, and support. CRM considers customer as epicenter of activities around which all organizational functions revolve. Organizations are waking up to the fact that retention of customers is more profitable than acquisition of new customers. Despite the focus on customer relationship, organizations have a long way to go as far as understanding and implementation of customer related initiatives is concerned. The same
has been stressed upon by Theodore Levitt in his article on “Marketing Myopia”, Technology, by being low on cost is helping organizations to meet the dynamic needs of customers.

The success of CRM depends on its implementation. CRM strategy can deliver significant business benefits both quantitative and qualitative. Being prepared from the onset with an understanding of the CRM will help one to better understand how to:

- Successfully reap the benefits of a CRM business strategy.
- Make a comprehensive approach tailored to meet customers' specific needs.
- Build customer-focused operating environment and culture.
- Prepare and implement result-oriented action plan to delight customers.
- Continuously upgrade competencies to provide enhanced benefits and delight to customers.

The purpose of CRM is to improve marketing productivity and enhance value for all the parties involved in the relationship. CRM is a customer-focused business model addressing how a company markets, sells, and provides services to its customers. Be it direct customers, or B2B customers such as channel, infrastructure, and development partners, a company lives or dies by the patronage of its customers. The idea is to employ strategy, process, technology, and the right skill sets to establish, improve, and grow profitable relationships with customers on an individual basis. Proactively managing to optimize those customer relationships is what CRM is all about.

1.2 Customer Relationship Management in Indian Marketing Context

Indian marketers have recorded a high score for greeting the customers, paying them due respect, attending customers promptly, talking in terms favorable to them, informing about the latest in the field, maintaining competitors activity with customers, asking for references from existing customers, promotions of benefits of buying from their company, practicing a two-way communication, listening and recording the customer problem and keeping promises made as post-sales strategy, exploring the opportunity to meet new customers and maintaining relationship with existing customers.

“Customer Care” is practiced by some of the leading industries in India. Some examples are given below: Recently Reckitt & Colman Company for the first time in India has introduced tool
free telephone number to serve its customer better. Lakme lever employs ‘Computer Touch Screen’ to advice customer regarding use of cosmetics on the basis of the skin color satisfaction of the customers beauty consultants are also there at the point of purchase to help hesitant customers. Pond’s Institute has a customer response centre to answer to each & every letter and phone call received answered with empathy and responsibility.

In the consumer durable sector, Godrej - GE has a database of millions customers. Service personal regularly contact customers and enquire about complaints. In order to serve the customers better the company franchises its service to expand it’s teach.

Executives working in the DHL Curries constantly track the CSI- (Customer Satisfaction Index) since their increments are based not on the sales revenue but on CSI. Voltas Company constantly collects information on future needs of potential customers through questionnaires. Eureka Forbes Ltd. – a leading company in the direct marketing is gearing up to meet the challenges in the new millennium. This company follows competitive bench-marking strategy with players like Modi, Philips and BPL. ICICI & HDFC bank for example, recently announced their mobile banking services on WAP (Wireless Application Protocol). With this service one can request cheque books, check bank balance and even effect a fund transfer.

1.3 Need for Customer Relationship Management in Indian Marketing context

For competing effectively in a global economy, it is essential for the organizations to be customer-centered. This is possible by following Customer relationship management approach, across an organization. Customer Relationship Management may be perceived to be a marketing function, which is a wrong notion. Customer relationship management is concerned with all functions of the organization- primary or support.

We can consider following findings from a study:

a) About Half of the time, customers who are dissatisfied are not likely to complain about it to the firm. Such customers are also called ‘Silent Critics’.

b) Ninnty percent of these "silent critics" will jump off your ship in future to a competitor.

c) Even if customers complain, 50% of them won’t be completely contended with the company's efforts in giving a solution to the problem.
d) A dissatisfied customer is likely to tell an unsatisfactory experience to 7 to 9 other people.
e) Negative information will be more impactful than positive information on decisions to buy.
f) A buyer’s decision is greatly influenced by word of mouth information.

The study shows that complaints are a form of communication between an enterprise and its customers. Organizations can effectively respond to such complaints and retain customers. A CRM model shall help to find out the factors influencing effectiveness of CRM strategies and its relationship with customer loyalty.

1.4 Reasons for customer complaints in Indian Marketing context

Most customers complain because there was a gap between product performance and customer expectations. Whatever reasons, the expectations were not fulfilled. Some of the research done by organizations found the below mentioned reasons of complaints by the customers.

a) Causes related to Product & Service:
   i. If the quality of the product is poor.
   ii. If there are difficulties in maintenance
   iii. If the service and repair work is not up to standards.
   iv. If the goods or services delivery is delayed.
   v. If service warranties are not fulfilled.
   vi. If the staff is not courteous.

b) Accounting Causes:
   i. If there are errors in the Billing
   ii. If refunds and adjustments are not done in time, as committed.

c) Sales Practice Causes:
   i. If the advertising is misleading
   ii. Unavailability or scarcity of products used in advertising.
   iii. If the sales staff is misleading or misrepresentating

d) Underlying Causes:
   i. If there are many products to choose from but very little information on products is available.
ii. If the technology is very advanced coupled with complicated design of the product
iii. Insufficient or complex instructions to use the product

There has to be a good customer relations policy. In a pursuit to get customer satisfaction, a customer should not run from one department to another, or from one individual to another. The policy should spell out specifically how, when, where, and who handles complaints or questions.

In a company there should be one person incharge for customer relations with full authority and responsibility. Depending on the size of the firm this person could be the owner of a small firm or an customer care executive in large firm. This designated person has to be accessible and readily available and empowered to act on behalf of the firm to handle all customer relations related matters.

e) Complaint Handling Procedures: It is important that there is a structured customers’ complaint management system, which is simple, effective, and fast. Speed of response in redressing customer grievances is essential. Prompt response assures customers that fast actions are taken by the organization to solve any problem faced by the customer. A good complaint management system is ought to have below given procedures:

f) Screening and Logging – All the important details of the complaints must be recorded in the system. The details like, product / service type, name of the model, name of manufacturer, purchase date, date till when warranty is valid, name of salesperson, price of the product and details of the problem faced by the customer must be recorded in the database.

g) Investigating – is by getting the customer probed. While the customer explains, the problem can be understood. Apart from customer probing, we need to research in house by scanning through invoices, bills, receipts, records, past service records, inspecting products, for thorough review of the case and following-up with the customer for any other necessary information.

h) Acknowledging – There are instances when the organization is not able to resolve a problem immediately, in these circumstances it is important to let customer know that the problem is being looked into, assuring customer of certain solution. This helps lessen customer anxiety.
Acknowledging promptly will put customer at ease and reflect that the organization care for customers.

i) Formulating a Solution – the customer relations executives must provide a solution to the customer which is as per the customer relations policy of the organization. The solution must take into account a number of important factors. The organization should consider:
- The obligations as per the Contract and/or warranty;
- The expectations of the customers;
- The cost/benefit incurred on providing alternative solutions;
- The probability and cost of customer getting redress in some other way;

j) Responding – There should be clarity and appropriateness in the response. The response must be understood by the customer and the response must be able to address the issues raised by the customer.

k) Following-Up – Customer must be contacted to find out if the issue has been solved to the satisfaction of the customer. In case the customer is still not happy then the company should forward the matter to a third party / arbitrator for help and acceptable solution for both company and customer. In case the customer is directed to third party for assistance then the organization must give the customer a name and telephone number of the person, or office to be contacted.

The follow-up step is very important for effectiveness of the system. While it is extremely difficult to satisfy all customers, yet actions of this sorts will go a long way in towards good customer relation. It is extremely important on the part of management to monitor complaint-handling procedures and to ensure that complaints are being handled properly, fairly, and promptly.
1.5 Customer Relationship Management in Higher Education

In the earlier research it was found that students were reluctant to complain against poor professionalism in education. Now the same consumers asking for more value from the institutes. There is a growing pressure to close gaps between expectations and institute performance from students, parents, alumni and employer. (Brigham, 1994; Gronhaug and Arndt, 1980; Quelch and Ash, 1981). This shows the importance of quality of educational services and commitments to continuous improvement.

Ballard (1986) at a “Conference on Education as an International Commodity,” emphasize that it is in the interest of the university to make a product to suit the market requirements. This way, the university can be successful. Universities need to change itself so as to meet students’ needs. As the students are also customers, they will have expectations and perceptions of quality educational service. If the University identifies students as customer then there would be implications on quality of service provided to them. An institute as a service provider needs to understand students’ expectations, and then if necessary, manage students’ expectations and then actually deliver better service.

As per Darlaston-Jones et al. (2003) there is growing level of awareness among students of their rights as customers. These students also know about the gaps between their own expectations of service delivery and the service provided. To cite an example, in 2003, Darlaston-Jones et al. highlighted that the Australian universities have undergone a transition putting greater emphasis on private funding rather than public funding, in last ten years. They have done so as a part of business re - investment. Over and above the students view themselves as consumers and have started demanding value for their money invested in their education.

Service is an intangible. Each service transaction must satisfy the needs of the customers. Meeting and exceeding the customers’ expectations depends on the quality of Service rendered. Since imparting education to students is a service therefore the 'SERVQUAL' model can be used according to the most important determining factors: Reliability, Tangibility, Responsiveness, Assurance and Empathy as given by 'Parasuraman', Zeithmal and Berry (1985). Satisfaction with
the services may make a difference in otherwise competitive market (Parasuraman, Zeithmal and Berry 1996).

There is a problem of quality in Higher education in India. The problem for institutions is further compounded by availability of lots of options to students, in choosing an institute for higher education. There is lot of competition in academic environment. Attracting and retaining students is very critical in these competitive circumstances. Hence it is important to understand factors critical for attracting and retaining students. The institutions for higher education might want to have a competitive edge over other institutions and it might look for ways to attract and retain students. This way it becomes necessary to invest in Customer Relationship Management.

Higher education is far enough behind the commercial sector to gain from the CRM and assume customer-centric approaches. Teaching departments and offices work as separate entities in many colleges and universities today. Faced with divisional boundaries, it is often very difficult for these different institutional functions to focus on their customers in a coordinated fashion. By providing a common platform for customer communication and interaction, CRM applications are designed to increase the effectiveness of staff members who interact with customers or prospects.

Emerging CRM processes and technologies are going to drive the growth of new types of resources and services. Within the higher education enterprises, much of this new functionality is focused in the students’ area. The exciting new level of student-related functionality and performance is having an impact on students as well as on the administrative staff and management, companies, the faculty, media, and the institution as a whole.

**Companies** – Companies come to educational institutions for recruiting their students in campus selection procedures. They are so amongst the most important clients of such education organizations. Keeping continuous and direct contacts with these companies will enable institutes to maintain good and healthy relationships and improve contacts and service to them.

**Media** – Academic institutions are many times interested in advertising, publicizing, promoting, and marketing for them. In doing this, they are required to maintain and be in contact with various media-based service-providers who help them for this purpose. CRM plays an important
role in maintaining and making new such productive, profitable, rewarding, and fruitful relationships, which benefit these organizations on short and long runs both.

Fortunately, emerging methodologies in research and marketing offer higher education institutions the ability to adapt and evolve by building an ongoing dialogue with students, admissions representatives, parents, employers and alumni. This dialogue serves as the process by which an educational brand is built and maintained. Using an effective Customer Relationship Management (CRM) solution is vital for education establishments to deal more efficiently with the complex multi-level relationships they have to manage.

The role of technology is important as a facilitator. No relationship can be measured if we do not have a methodology to follow interaction & relationship transactions. Each transaction needs to be tracked & it is imperative for all such institutions to have a 360 degree feedback system to track, evaluate & effect necessary change.

1.6 Customer Relationship Management in Management Education

There are many management institutions who have initiated CRM in their system for attracting, training and retaining their students. For example, the FAU's College of Business which offers various programs in management, like MBA, Virtual MBA and a Ph.D. To serve its students better it has a consolidated view of students at large. Keeping this larger picture in mind it has put lots of efforts in marketing, recruitment and increase the visibility of the institute.

FAU believes that for a university to be successful it must focus on imparting high-quality and diverse education opportunities to the students.

FAU experienced 30 percent growth in graduate business college admissions working with Intelliiworks using its CRM software. Due to working together admissions and recruitment no more remained fragmented, rather it became an integrated process.
Vegar Wiik, program director at FAU, emphasized that as the competition heats up in executive education program, FAU need to stay competitive.

Intelliworks, Inc., the leader in customer relationship management (CRM) solutions for higher education, today announces that Harvard Business School (HBS) has completed deployment of its software solution for the Executive Education program. The software enables HBS to track interactions across the life cycle of each participant from program inquiries, to marketing campaigns, to admissions and beyond. In conjunction with this announcement, HBS Chief Information Officer Stephen Laster becomes the newest member of the Intelliworks Advisory Board.

"We're pleased about the successful software deployment at Harvard Business School and bringing Stephen's extensive knowledge of higher education technology to the Intelliworks Advisory Board is a great honor," said Dev Ganesan, president and CEO, Intelliworks, Inc. "Intelliworks is 100 percent focused on providing innovative higher education CRM solutions to meet the current and future needs of this market - Stephen's perspective as one of our customers in the field will be invaluable to our team."

To remain competitive in market, higher-education institutions must be able to successfully recruit, retain, inform and service students and alumni, as the competition is very high. These higher education institutions have given the term - "student lifecycle management" – a name to the process right from prospecting the students till they become alumni and extending support to them right through.

As per Thulasi Kumar, Director - information management and analysis at the University of Northern Iowa, his department believes in the power of predictive analytics to arrive at more accurate enrollment figures for the forthcoming semesters.

"By more accurately predicting return enrollment of students, we have better control on budgets and expenses," Mr. Kumar said. "Just as important, we use the predictive technology of SPSS to take proactive measures to ensure the majority of our students return to campus in the fall. That's what's important to the university and at the top of the list for parents and students as well." As
per Mr. Kumar there are two major impediments to the implementation of CRM in higher education.

"One is the initial investment for CRM as well as a steep learning curve in understanding the state-of-the-art CRM practices as applicable in the higher education sector," Mr. Kumar said. "There is also a fundamental difference between the business industry and the higher education sector. Unlike business, in higher education students are learners, not customers. Service is the goal." He said that in an effort to attract and retain students, lots of institutes and universities are resorting to CRM products and services. This is also because of less government support to students for higher education and the intense competition for enrolling new students.

1.7 Management Education in Pune city

If we discuss about Pune city, the following points are highlighted, which require management colleges to focus on CRM.

1.7.1 Increasing number of institutes running for less number of students – There has been a steep rise in number of institutions cropping up every year. The success story written by management institutions over last decade in India has led many to believe that the success is everlasting but it is not so. The increase in number of management institutions has led to more competition among these institutes. This is also evident from the fact that for academic year 2010-11, most of the management colleges could not fill its seats in Pune, despite relaxation in eligibility & various marketing efforts. This underlines the fact that students are looking for institutions of good repute than merely getting an MBA degree. Students are ready to lose a year & try to enter reputed college next time than to settle for a college of less or no repute.

1.7.2 Branding of Institutions is essential to attract more number of students

The above facts highlight the need on the part of management institutions to look internally for such a poor turnout of the students for admissions. This introspection will help them to identify areas for improvements. One such area is brand building by these institutions. If we see around we find that only a few institutions could do this to themselves. This is a long process & require great & consistent endeavor to achieve it. Brand becomes a casualty when the management
institutions aim only at filling up the seats. To them the only yardstick of a brand is filled intake. Brand does not only mean full intake, big building, good infrastructure, nice canteen, air conditioned lecture halls but also good quality of motivated professors, inclination towards quality research, focus on its core constituents ie; students & an effective feedback & evaluation system.

1.7.3 Education’s aim is not only making profit but serving society as well.
Management institutions are like any other organization who operate for sustainability & profit. But at the same time the goal of education is also service to the society. This is where there is distinction between education & enterprise. Therefore while we talk of doing away the capitation fee, we also enact right to education as a fundamental right. This emphasizes on that the goal of education is also to serve society.

1.7.4 Like Product life cycle, ‘Students’ life cycle management’ is the new word.
Students are pivots of the entire education system. As customers are the key elements in a business scenario, students hold the same position in an academic scene. Business situations demands understanding products & customers at different stages of its life cycle to remain competitive. This understanding helps management to devise appropriate strategies to manage the product & customers better & for a longer period of time with increased profit margins.

1.7.5 For a win – win situation establishing and maintaining long term relationship with students is a must
Study shows that cost of retaining a customer is far lesser than acquiring a new customer. With scope for innovation diminishing, the profit margins shrinking there is very little left for Business houses to compete on against each other. This brings the focus again on customers, in this case students.

1.7.6 Like Customers’ behavior, it is important to understand students’ behavior
Lots of unpredictability remains when we try to understand the behaviors of students while choosing a college. Sometimes the selection of the college might be owing to its nearness & it might be reputation of the college in another instance. Hence there is a need to understand students’ behavior.

1.8 Statement of the Problem

Gone are the days when students seeking higher education took & accepted whatever was offered to them. Today, before enrolling themselves in any curriculum they would like to find out things like the number & quality of faculties & if they have any corporate or industrial experience. They would physically like to visit & go around premises to find out the infrastructure like hostel, class rooms, library, internet facilities, gymnasium, canteen, transportation & laboratories. They do not hesitate to ask the faculties as to why they should choose that college over other colleges. Once these students have taken admissions they demand quality learning experience. Their interactions with the faculties, the administrative staff, the guest faculties, the alumni, and the industry must give them a pleasant experience while they are still students. This is not to forget the type of interactions their parents have with the institutions will also cast its image. Therefore there is this need on the part of the higher educational institutions to track all these ongoing interactions to manage student – institution relationship better. Lastly when these students pass out in the form of alumni, there is still a need to manage this relationship, as it has its own advantages & pay offs. Therefore the kind of relationship experience the students get will tell them if they are getting worth the cost.

It is important that the academic institutions think, make and implement strategies and techniques to build Brand. CRM can be one such strategy. They can use CRM to their advantage to become a Brand. Following a CRM strategy should lead students to placement and not be limited to only imparting education. Presently, lots of academic institutions are willing to form
and maintain a long-term relationship with the students rather than a relation which is limited only to the duration of their course.

1.9 Importance of the study

During the sellers’ market, production was performed exclusively for sales and attention was only on the products. Whatever was produced became saleable because of limited supply. As the attention shifted to production, selling became a tough job because of increased supply. This made organizations to move towards marketing and related activities. It is at this stage that the focus was shifted from products to customers. Understanding and fulfillment of customer needs became imperative for successful survival in the market. Customers started gaining more and more attention due to the availability of wide range of choices in the brand. Intensified competition in the education sector has led to targeting the same set of students for enrolment. In today’s competitive business world, CRM is set to become ultimate solution for both the customers as well as the organizations.

CRM is more than mere buyer-seller interactions. There is this credibility chain. This credibility chain is distinct from marketer – customer chain. The basic aspect in credibility chain is the possibility of reaching those influences, which are beyond the traditional buyer-seller interactions (dyadic relationships). If differentiation is to be brought in through the credibility factor, a marketer has to identify several stages and relationships in the credibility chain and analyze a host of factors ranging from pre sales service and advisory aspects to after sales services as well as analyze the possibility of addressing these factors. Customer relationship marketing is a vital tool to address these issues because a warm and fruitful relationship with the customers forms the bedrock of any successful business.

CRM as strategy in any business setup must be seen as an investment rather than cost. Same goes in Higher education too where no institute can afford to ignore Student – Institution relationship. There is very limited scope of differentiation of product often resulting in confused marketing. Therefore strategic marketing tools like CRM could be an “immediate” distinguishing factor to position the institution among the competition. This immediate factor can be further be leveraged to enable the institute to gain sustainable competitive advantage over other institutions.
1.10 Significance of the research topic

Globalization on one hand resulted into large & widespread markets; it on the other hand has increased the scope for competition. This has led to fight for market share. There are more aware, knowledgeable and demanding customers. Though there is no limit to customers’ expectations, but there are limits on product improvements. Therefore there is less scope for product differentiation. Hence the challenge is to acquire, retain & partner customers in these testing times. Pune city is hub for management education in India. Lots of colleges are situated here and cater to the same set of students for enrolment. This leads to intense competition among these management institutions for student enrolment. Hence this study is an effort to understand these students (customers) and factors which matter most to form a relationship between institute and them. Therefore the title of this research work is chosen, as a good CRM solution allows to:

- Understand customers
- Differentiate customers
- Differentiate offerings
- Keep existing customers
- Maximize Lifetime Value by delighting customers, and
- Increase Loyalty by retaining and acquiring customers.

1.11 Scope of the study

The existing literature suggests that four distinct factors should be captured: (1) building and managing ongoing customer relationships delivers the essence of the marketing concept (Webster 1992; Morgan and Hunt 1994), (2) relationships evolve with distinct phases (Dwyer, Schurr and Oh 1987), (3) firms interact with customers and manage relationships at each stage (Srivastava, Shervani and Fahey 1998), and (4) the distribution of relationship value to the firm is not homogenous (Mulhern 1999; Niraj, Gupta and Narasimhan 2001).
For example, a student might interact a student for a current programme but also as an alumina for another programme, as well as having different types of interactions (transaction, information request, and complaint) which may change over time. A CRM process on the customer-facing level would capture these interactions and would result in coordinated and well-defined actions through different functions based on the generated intelligence.

The respondents in this research work are students & based on their feedback a CRM model has been worked out, which will be helpful for the academic institutions to implement CRM.

The focus area of my research work is to understand the level of the students – institution relationship in management institutions in Pune city and the role CRM Implementation, Organizational Alignment and Technology play on student - institution relationship.

The study also tries to identify and provide the parameters for selection of colleges by students & factors leading to affinity & relationship with the colleges.

The suggestions & recommendations will help the academic institutions to plug the deficiencies in the relationship management systems.