

CRM Service Touch Points and Student Perception

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Abstract: Digital Era has shaped the Customer interaction and service delivery mechanism in higher education space. The integration of various service touch point processes with digital marketing and communications systems serves the customer connect programs seamlessly. Digitization of various business process with enhanced multi-channel service touch point communication systems has brought transformation in enhancing long term customer and stakeholder relationship in the organization. The data and leads generated from Customer Relationship Management Communication Systems, multi-channel social networking groups such as –Whatsapp, Twitter, Facebook, LinkedIn, Blogs, YouTube, Google+ etc, interactions are increasing visibility, business outcome and enhancing the brand value of the organizations. The Government's mandate and active promotion for implementing digital communication system helped the Higher education Institutions on customer reach activities. The CRM touch point's services during admission and enrollment, course delivery for teaching and learning, skill development etc have impact on the perception and increased satisfaction. The article is intended to identify the service touch points, analyse and study and their benefits to students

Keywords: Digital marketing, Social Media, Customer Relationship Management, Multi-Channel Communication, Higher education.

INTRODUCTION:

Digital Era – Customer Connectivity and Communication

In the era of digitization, the customer preferences for social and business communication, connectivity and collaborations with any institution has changed drastically than ever before. Every organization is thoughtfully working towards leveraging the potential of its people, process and technology for facilitating seamless customer support functions through various multi-channel digital communication systems and platforms. The companies are consistently innovating and transforming the customer connect and service delivery process automations from time to time, bringing ease of access with relevant use of various technology platforms. With evolution of various digital platforms, the organization have more choices to make themselves connected with customers. Apart from traditional one to one personal presentations, service demonstration through business outlets, the organizations are available to their customers for any interactions through many channels like simple telephone services to highly sophisticated advanced CRM integrated digital call centers

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systems that are equipped with well-trained Business Process Outsourcing Executives. The propagation of information to customers through traditional Television displays have changed to self-navigating high-tech interactive information kiosks. The marketing of services and products are used to be through Paper pamphlets and now are been replaced with paperless bulk emailing systems, mobile SMS text, website portals, and animated digital brochures in social networking platforms like Whatsapp, facebook etc., using high speed mobile network technology. These Integrated digital communication services that are well-designed and used professionally in every organizations, ensuring the customer expectation and meeting the area of interests well in time, enhancing the customer experience and satisfaction are gaining the deeper understanding of the customer for sustained relationship.

Internet being the essential service, many users found to be using various digital forms – SMS, Emails, YouTube, Facebook, twitter, Whatsapp etc as a common medium for any interactions required with any individual or organizations. The choice of the customer connectivity and collaboration has scaled up with use of social networking platforms. The digital path between the organization and its customer became effective with the availability of high speed internet and mobile network infrastructure and ease of access to technology any time in any place across the globe. The clear digital communication plans devised at various stages of customer interaction will help in building strong customer relationship. With the use of social media, the engagement between the customer and organizations have taken a new path in digital marketing communication and customer relationship building.

According to (JagdishSheth and AtulParvatiyar, 1995), the culture towards the customer relationship orientation has transformed with increased market competition, growing demand for service sectors, technology advancement, and adoption of quality management programs. Organizations have perceived the positive result of being customer centric with technology innovation such as Social Media, Business Analytics, Cloud Services, mobility solutions of infrastructure, etc that are easily available, affordable, and easy to use by anyone. Internet in the competitive environment is yet another important factors that made the customer relationships initiatives as priority and to be reality for organizations. Post Liberalization, the markets are opened and the Indian economy has witnessed huge change influencing all sectors in the economy. In earlier period, the service sector growth in India was low, whereas, it is

reported in the Parliament of India, by the Union Ministry for finance and corporate affairs, (ShriArunJaitely, Jan 2018) that the share is 55.2 percent in India's Gross Value Added (GVA), and India's economic growth contributing almost to 72.5 percent of GVA growth in 2017-18. (Economic Survey 2017-18, Jan 2018). The service sector companies belonging to Banking, Hospitality, Airlines, Telecom services are the initial companies to recognize the importance of providing the relationship based services to its customer than restricting merely as transactional based service. The understanding of relationship orientation by these service sectors had made them focus on creating lifetime value for customer and they are the ones to become early adopters of using the cutting edge innovative technology and segregating the service touch points from time to time for customer services delivery and connect activities. The growing demand for quality moment by the customers and organizations played important role for following Total Quality Management Programmes (TQM) in customer relationship management, where the customer experience and satisfaction are monitored and reviewed for continuous service improvement and processes betterment in service operations. The implementation of Quality Management System like ISO Standards etc., assures the customer that the organizations provide guaranteed quality level of services.

The information sharing through digital marketing initiates the communication with customer in attracting and satisfying the customer needs, whereas the relationship orientation approach focuses on retaining and enhancing the customer interactions, service and relationship for lifetime, thus the digital marketing processes and CRM complement each other in entire customer journey. With increased competitiveness, and various digital initiative mandates, policies devised by Government of India for quality service delivery, The Higher education sector is one constantly working out its strategies, catching up with all latest trends of digital initiatives. The academic institutions adopting digital communication technologies in terms of customer reach activities during admission and enrollment, course delivery for teaching and experiential learning, skill development etc is helping them to provide satisfactory services and sustain the competition. The data points and leads generated from various service touch points like social media sites, application portals, integrated with CRM system provides value add in Customer services delivery. The article is intended to study role of service touch points and their benefits among student community in higher education.

LITERATURE REVIEW

Customer Relationship Management

Many practitioners and industry consultants viewed CRM as technology enabled processes for customer interaction and relationship building, where as the academic community termed as relationship marketing. CRM system is one of the key technologies that is been prominently adopted by various industry sectors for establishing multi-channel communication. A CRM system was defined by Payne and Frown, 2005, as a way to unite the potential of relationship

marketing strategies and Information Technology to create profitable, long-term relationships with customers and other key stakeholders. It involves using technology to synchronize interactions with sales, marketing, customer service, and IT support (Shaw 1991). According to Boulding et al. (2005), the CRM is reviewed as: "a strategy, managing the dual-creation or value, the intelligent use of data and technology, the acquisition of customer knowledge and the diffusion of this knowledge to the appropriate stakeholders, the development of appropriate (long-term) relationships with specific customers and/or customer groups, and the integration of processes across the many areas of the firm and across the network of firms that collaborate to generate customer value".

The organizations viewpoint on CRM as a strategic business approach has changed due to alteration in business strategy from transactional services model to relationship building. There is considerable transformation in the organizational structures, change from business functions to process orientated and technology system driven. The organization can see the benefit only when the consolidated customer needs/interests are taken as proactive insight service offerings instead of responding to information services request based on each time customer demands. The organization could perceive this shift only when adopting the cost effective and cutting edge technology for mutual benefit of customers and organizations. To maximize the customer relationship value, Reinartz, Krafft, and Hoyer (2004) define CRM process as the systematic approach to manage customer relationship initiation at customer facing level, maintenance, and proper closing of customer relationship process with the customer through all point of contacts in the customer service journey. There are five core process of CRM - Strategy development process; Value creation process; the multi-channel integration process; The Information Management process and the performance assessment processes, which act as prime model (Payne and Frow 2005) are worth studying by the organizations, before developing the CRM strategy and implementation plan in any organization.

Customer Service Touch points

A customer touch point is represented by an action or strategy initiated by the business organizations to reach its customer or stakeholder to establish the contact between them for further exchange of information or service. The interactions that happen between customer and service providers or business organizations is called as touch point or point of contact or contact point, which brings customer experience and satisfaction. During any customer journey, the touch point services are been identified as three phases by (Davis and Dunn 2003), they are categorized as 1. Pre-service or pre - purchase 2. During Service or During Purchase and 3. Post Service delivery or Post Purchase.

CRM is widely used by the organization in marketing, sales, communication, and service operations. The customer care approach of any organizations are intended to identify



its customers through various touch point services, create a relationship between its customers and organization, that continues throughout the customer journey over many interaction, transactions, supporting both the customers and the organization's business progression. The Organizations should constantly identify and do a value based customer segmentation and categorize into relevant groups, according to the customer area of interest and their service requirements. Increasingly, organizations focus should work on deploying their resources on those customers, who are most worth to them, or on to those customers, whom they feel that they can influence further increasing their business. This type of service strategy is seen notably in most of the service sectors like Hospitality, Banking, Airlines, Healthcare etc., where the exclusive relationship managers are been assigned by the organization to interact and stay in touch to take care of premium customers.

In Higher education, the focus is on the experience of the Students (Customer) along with the efforts put on by the Higher education institutions for successful service delivery in terms of teaching, performance evaluation, degree awarding after successful completion of the program and getting employed. During this period of customer service journey involving multiple service touch point components such as Online application for Admission, Academic courses registration, IT helpdesk services, career services, and hostel services etc., supported with digital communication technology will enhances the quality of services and satisfaction among the stakeholders.

Higher education – Key Stakeholders

In any higher education system, the active interactions and services delivery happens predominantly between the customers, who are also referred as constituents such as Students, Faculty members and Administrative support teams to sustain the education ecosystem for academic and research excellence. The CRM system relevance to these stakeholders

Students – The demand for anytime and anywhere access to information among the student constituents through various service touch points such online applications, LMS (Learning Management systems) course registration application portals that provide access to student community for their academic and administrative transactions. The communication channels between student and academic community are made to be more virtual and instantaneous compared to earlier days. The student's progression in entire student life cycle from prospective candidate to admitted student and as alumni involves complex interaction through their journey in the institution. The use of cutting edge technology will help the transitions smooth at each stage. Particularly, students being technology-savvy, who are inclined more towards self-learning option, expect the self-driven learning platforms and digital social networking communication channels to be available at all time. The students intend to choose those institutions that meet their area of interest and learning schedules. The institutions can establish connection with these student stakeholders strongly only when effective digital technology learning

tools and related supportive infrastructure systems are in place as a part of learning environment.

Faculty Members – In the changing learning environment, the faculty and student services should have close access link, enabling dynamic information and knowledge services delivery for student learning, academic performance and tracking. The institution should cautiously identify the gaps between faculty and student connectivity in educational programme delivery mechanism and work towards seamless computing platforms for academic excellence. A system that is dynamically linked with students, faculty curriculum planners, discussion forums, etc provides great learning experience than formal way of classroom teaching. Online based course instructional delivery is now the fastest growing in higher education with the evolution of Massive Open Online Courses (MOOCs) technology platforms. These online course delivery platforms provided opportunity to faculty community across top universities to teach their advanced courses to many number of students and professionals across the globe. Integration of digital technology in research collaboration and exchange of subject related with industry experts will enhanced the research outcome of the faculty community. The active participation by the faculty members in various digital initiatives, social networking forum and contribution to various digital technology platforms helps in sharing and promotion of knowledge in their respective subject fields.

Administrators – The Colleges and University management are more intended to bring operational changes by bringing in the self-service systems to customers and automating business processes for ease of administrative functioning. Empowering the administrative staff with business process automated application for customer handling such as student, alumni, placement companies, and faculty members, external academic community etc enhances the administrative team's productivity and also the customer satisfaction levels. This helps them to carry out the administrative tasks efficiently and complete all business processes, such as maintain the contacts database, providing secured access to vital information as and when business transaction is needed. Also, a well-defined service touch point processes integrated with electronic online payment systems enhances the business digital services transactions and increases business revenue with the increased enrollment, recruitment and retention numbers.

METHODOLOGY & RESULTS

Pilot Study – Student Preference using various service touch points in Higher education Institutions.

A pilot study was taken up to identify the various service touch points offered to students. The questionnaire has been designed as part of the primary data collection process to understand the preference of service touch points and the satisfaction level among the students in Higher Education Institutions. A randomly selected students were considered for the pilot study. The sample size is 51. The data results were analyzed using SPSS – Exploratory Factor Analysis



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for drawing the relevant factors of service touch points.

The Table 1 gives the details of the reliability statistics (Cronbach's alpha value) and variables 26 Items of student service touch points been considered, based on the survey conducted among the students on random sampling technique. The Sample size 51 been collected for pilot study. As per the Reliability test performed, reveals the status of internal consistency of variables through to measure Cronbach's Alpha. The value of Cronbach's Alpha is being 0.970, which is considered to be good, as it is more than 0.7.

Table 1: Cronbach's alpha Case Processing Summary

		N	%
Cases	Valid	51	100.0
	Excluded ^a	0	0.0
	Total	51	100.0

Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.970	.969	26

As per below mentioned Table 2 reading on KMO and Bartlett's Test. It is observed that the KMO value is 0.904 and the significance value is 0.000. Therefore, the data found to be appropriate for considering to perform the factor analysis, also the kmo measure of sampling is greater than 0.8 which indicates that the sample is adequate.

Table 2: KMO and Bartlett's Test results showing sampling adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.904
Bartlett's Test of Sphericity	Approx. Chi-Square	1169.056
	Df	325
	Sig.	.000

Based on the below Table 3, result on communalities. It is to be noted that 26 variables are taken and all the variables extraction values have their communalities above 0.5.

Table 3 - Communalities		
	Initial	Extraction
Telephone support	1.000	.501

Email support	1.000	.774
Social Networking support	1.000	.755
SMS support	1.000	.790
Website support	1.000	.666
Ease of use of application online forms	1.000	.859
Clarity of online information in online forms	1.000	.666
Online Payment Gateway services	1.000	.786
Individualized Messages and information updates over email	1.000	.686
Information Call Center	1.000	.739
Academic information services support	1.000	.865
Career information services	1.000	.836
Hostel information services	1.000	.586
Transportation information Services	1.000	.626
Campus safety & security	1.000	.558
Wifi & Internet Services	1.000	.742
Hostel services – Rooms, Food, Wifi	1.000	.818
Library Services	1.000	.871
Transport services	1.000	.755
Smart classroom facility	1.000	.740
Academic support	1.000	.744
Administrative support staff response	1.000	.693
Food courts/Cafeteria services	1.000	.708
Campus Ambience	1.000	.677
Recreation services – Gym, Sports facility	1.000	.761
Campus connectivity & Local transport convenience	1.000	.709

Extraction Method: Principal Component Analysis.

The Table 4 for Total variance shows that the Four components are been extracted, which have an eigenvalue greater than one and found that the total variance to be 72.732 which is acceptable.



Table 4 -Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.056	57.908	57.908	15.056	57.908	57.908	7.098	27.301	27.301
2	1.673	6.435	64.343	1.673	6.435	64.343	5.701	21.928	49.229
3	1.169	4.495	68.837	1.169	4.495	68.837	3.500	13.463	62.692
4	1.013	3.894	72.732	1.013	3.894	72.732	2.610	10.040	72.732
5	.906	3.483	76.215						
6	.856	3.290	79.505						
7	.740	2.845	82.350						
8	.580	2.232	84.582						
9	.519	1.995	86.577						
10	.448	1.723	88.301						
11	.428	1.647	89.948						
12	.394	1.515	91.464						
13	.298	1.146	92.609						
14	.259	.995	93.605						
15	.258	.993	94.598						
16	.243	.936	95.535						
17	.192	.740	96.274						
18	.178	.684	96.958						
19	.163	.628	97.587						
20	.128	.491	98.078						
21	.121	.467	98.544						
22	.106	.408	98.953						
23	.102	.393	99.346						
24	.070	.268	99.614						
25	.063	.243	99.856						
26	.037	.144	100.000						

Extraction Method: Principal Component Analysis.

Four components have taken from Extract initial factors as shown in Table 5 using Rotation of the component matrix with Varimax with Kaiser Normalization is shown as shown in Table 5. Finally, four components taken after rotation of the component matrix with Varimax with Kaiser Normalization. No change is taking place.

	Component			
	1	2	3	4
Academic information services support	.843			
Career information services	.772			
Academic support	.728			
Campus connectivity & Local transport convenience	.707			
Administrative support staff response	.654			
Library Services	.631			
Food courts/Cafeteria services	.620			
Transport services	.603			
Information Call	.597			

Center				
Online Payment Gateway services	.597			
clarity of online information in online forms	.591			
Individualized Messages and information updates over email	.577			
Transportation information Services	.554			
Campus Ambience	.525			
social networking support		.812		
email support		.729		
Website support		.717		
SMS support		.664		
ease of use of application online forms		.608		



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Campus safety & security		.588		
Telephone support		.410		
Smart classroom facility			.761	
Wifi& Internet Services			.640	
Recreation services – Gym, Sports facility				.845
Hostel services – Rooms, Food, Wifi				.770
Hostel information services				.562
Eigen value	15.056	1.673	1.169	1.013
% of variance	57.9	6.4	4.4	3.800
cumulative % of variance	57.9	64.3	68.8	0
Cronbach's Alpha	0.904			

In order to study the service touch point preferences among students, the Exploratory Factor Analysis (EFA) was considered for the study. The principal component method of factor analysis was performed, with setting as the Eigen value greater than one and considering the varimax rotation. The results that were executed through the rotated component matrix and the average loadings have been mentioned for various factors.

There are four groups been identified out of extracted, which account to total of 72.7% of the variation on 26 variables of service touch points. The four factors (each) contributes 57.9%, 6.4%, 4.4%, and 3.8% to the variations respectively.

Based on the EFA results, the variables were classified into following four dimension factor groups along with corresponding variables.

- (a) Campus services support
- (b) Multi Channel Communication Support
- (c) Classroom and Infrastructure support
- (d) Hostel Services Support

Factor 1: As per Table 5 readings, it has been noted that out of 26 items of service touch points, fourteen variables have high loading and relatively tightly grouped on factor 1. The factor consists of

- Academic information services support (0.843)
- Career information services (0.772)
- Academic support (0.728)
- Campus connectivity & Local transport convenience (0.707)
- Administrative support staff response (0.654)
- Library Services (0.631)
- Food courts/Cafeteria services (0.620)
- Transport services (0.603)
- Information Call Center (0.597)
- Online Payment Gateway services (0.597)
- clarity of online information in online forms (0.591)
- Individualized Messages and information updates over email (0.577)
- Transportation information Services (0.554)

- Campus Ambience (0.525)
- These factors are grouped as “Campus Services Support”

Based on Table 5 results, on Factor 2 loadings, out of 26 items of service touch points, seven variables are found to be grouped closely. They are

- social networking support (0.812)
- email support (0.729)
- Website support (0.717)
- SMS support (0.664)
- ease of use of application online forms (0.608)
- Campus safety & security (0.588)
- Telephone support (0.410)

These factors are categorized as “Multi Channel Communication Support”.

Factor 3 and 4 From the table 5, the groups formed are Classroom Infrastructure support and Hostel Services Support respectively, with the variables as Smart classroom facility (0.761), WiFi& Internet Services (0.640) of Factor 3 and Recreation services – Gym, Sports facility (0.845), Hostel services – Rooms, Food, Wifi (0.770) and Hostel information services (0.562) of factor 4 respectively.

When analyzed the order of service preferences data from the questionnaire filled by the students, it is found that the students had ranked the service parameters such as Website (33%) which is ranked as high priority service followed by SMS support (27%), Telephone Service 12%, Email Support (10%), Chat support 8%, social networking 8% and FAQ 2% as per the order of the importance.

DIGITAL TRANSFORMATION IN HIGHER EDUCATION

The changing phenomena of socio-political environment has made the Higher education institutions and the universities to be highly responsible and accountable delivering the cost-effective academic learning programmes. The service quality is one of the primary important parameters to be considered in the education section, specially the Higher education, where the five dimensions such as reliability, responsiveness, assurance, empathy and tangible are required to be reviewed by the Higher Education Institutions from time to time. With these parameters, the services offered by the institutions need to be checked periodically, if they are providing the reliable and correct services to its constituents like students, faculty, staff etc., as promised, whether the defined services been delivered to their constituents as per the commitment, within agreed response timelines and delivering the service with willingness, trust and confidence.

Adoption of Multi-Channel communication

The technological advancement made the organizations to visualize the customer needs and interests and helped to work out various appropriate service offerings that suits individuals. According to (Nguyen & Mutum, 2012) Innovation, Interaction, and learning are key capabilities needed to operate successfully in changing landscape of technology and customer



preferences. The information generated through multi-channel helps to begin a dialog

with customer and provides the organization to make changes in order to adapt to customer needs. Customer Relationship Management projects success and acceptance among the stakeholders and customer can be seen, when adopts true multi-channel communication strategies, integrating various social networking tools for wider reach in the market to increase visibility, business outcome, thereby enhances the brand value of the organizations.

The process of Multi-Channel Integration involves considering the best possible channels for customer segmentation, developing the value proposition, and creation of lifetime value. This will help organizations to experience the positive aspects of value creation and customer experience in which the organizations interacts with customers across all the multi-channels. As per McKinsey & Co, 56% of all customer interactions happen during multi event and 38% of all customer journeys involve more than one channel of interaction. The Customer journey using multi-touch, multi-channel and cross functional communication brings the moment of truth and gives highly positive customer experiences, when the Customers interact with organizations cut across various individual touch points – products, marketings, online, call centre.

According to Telecom Regulatory Authority of India (TRAI), India had 936 million active mobile connections in March 2016. Of these, 220 million are smartphone users. This number is estimated to reach to about 300 million. By 2019, it has been estimated that there will be 2 billion users of smartphones in the world. India will continue to be a major contributor to smartphones market. As of today, almost 35% of Indians are internet users. India's share of internet users in the world is 14%. With the increased penetration of Internet, Smartphones and various other Smart Gadgets in developing countries like ours, have given ways and means for developing new education models apart from formal education system that are relevant and meaningful to reach out to larger audience, even in remote areas. In order to promote such digital courses that are beneficial for various user groups, the Education institutions have to work on their multi-channel communication for better reach. Hence, the Digital and Mobile internet today are playing major role making the education system in the country far more effective.

In Higher education, the seamless integration of administrative systems with institutional computing and communications systems, database systems have let to quality service support to any customer at any time. Establishing the strong customer base become the prime focus for any Higher education institutions to initiate and promote any teaching and learning service packages. The CRM tools with multi-channel capability provides easy access to information and provides seamless services delivery to Students, alumni, faculty members, and staff

members through various web enabled portals, anywhere in the world. The business and academic transactions will become smooth and quick with well-defined and integrated business rules, business process workflows in the applications platforms to a single organization wide database of student, alumni, staff, finance, and human resource systems.

Governing Bodies for Digital Initiatives

Digital campaigns initiated by Government of India to its citizens of all kinds with a vision to make the country empowered digitally in the field of technology are in par with any other nations in the world. The steps were taken by the various Government sectors divisions to provide their services to common mankind electronically any time are seamlessly using online infrastructure. The acceptance and awareness of the technology has made the transformation smooth, also with the increased internet connectivity through multiple competitive service provider ensured the service availability and uptime reasonably better than earlier days.

Education industry is no longer less competitive as compared to any industry adopting and using various digital platforms for delivering various services in academic and research. Almost all the educational institutions, in India or abroad, have a framework, and defined quality parameters that ensure good governance and quality assessments. Regulatory governing bodies of national repute such as NAAC (National Assessment and Accreditation Council, MHRD (Ministry of Human Resources Department), or UGC (University Grants Commission) giving direction and monitoring the progress of all category of Higher education Institutions across the country. Accreditation agencies review various parameters before accrediting a program or an institution, the adoption of digital technology has become a major criteria during accreditation evaluation process by both international and national governing bodies. They also have regular review mechanism to monitor the ongoing academic and administrative activities of the institution to ensure that the quality of the teaching, learning and research using digital technology.

National Institutional Ranking Framework has been introduced by Ministry of Human Resources Department in 2014. The framework is designed and developed using the scientific methodology and follows several parameters like resources, research and stakeholder perception for ranking purposes. Such innovative techniques are always encouraged by the accreditation bodies and ranking agencies while they accredit and rank the institutions. Government of India has always come forward and introduced many quality measures such as NIRF to ensure that the teaching and research in higher education institutions using digital technology are recognized and rewarded suitably. The stakeholders – students, faculty, parents and society at large, have always looked up to the institutions who are accredited by the various national and international accreditation bodies and ranking agencies of national and international repute. It is highly critical for



the institutions to get accredited to consistently deliver qualitative programs using cutting edge technology for administrative and education delivery systems.

Digital Learning Platforms

The Technology has brought many changes in learning methods that have impacted the education landscape.

Student engagement is no longer associated only to classroom learning, but have shaped into a different way of teaching model using MOOCS, Learning Management Systems, which often demands for faculty personal time and response, beyond classroom hours. In India, IITs have created Digital Learning Platform to reach their larger pool of engineering students. SWAYAM – India's version of MOOCS platform was developed as part of Government of India's initiative to upload the course contents and the faculty lectures, to access anywhere in the country by the students

A new world of competition is notable and very challenging in the present formal education system with the induction of such new technological developments. The MOOCS and other platforms like Coursera, EdX, Udemy, Khan Academy, SWAYAM etc., are widely been used for education services delivery across the globe. The conventional models of course design and delivery are replaced with simple video lecturing on Google, YouTube, Facebook, Wikipedia, etc, for easy access. The availability of these technology platforms in respective national and regional languages helped connecting with the any regional population easily and gained popularity using online courses.

Quality of faculty, infrastructure, teaching aids and learning resources, campus life, students diversity, connect with various industries and corporates, employability, skill development, certification courses, alumni involvement in institutional building activities, etc define the success of the institutions.

The CRM process should support various stakeholder of Higher education and setup truly robust institutional processes bringing entire institution together to single gateway of service delivery. The focus of higher education should be towards knowledge creation, providing excellent academic services to this stakeholders along with robust administrative systems and processes in place. The key constituent service points for various stakeholders, especially students, parents, alumni, industrial and corporate bodies gives the fresh perspectives to the institution and creates an institution that is socially responsible and caters to emerging trends in education and research.

CONCLUSION

The Higher education institutions are constantly working towards enhancing value proposition and building customer relationship with changing scenario of economic, technological, and cultural environment. The institutions moving ahead with e-business and e-learning technologies, as the driving forces makes their CRM system stronger and

effective. The important aspect is to recognize the students, alumni, faculty members, and staff members as key "Customers or Constituents". The higher education institutions to further identify service touch points, differentiate the service delivery platforms and establish the communication to attract, retain, and serve its customers of all types from time to time. Universities have started various innovative initiatives to identity, connect and continuously engaged with their customers to create wow experience by deploying various technology tools and solutions including CRM. Thus CRM is one of the many powerful digital technology system facilitators emerged to handle both internal and external customer activities to acquire, generate, capture the knowledge for, knowledge from, knowledge about the customer.

This paper touch based with a theoretical background of service touch point communication and connectivity, digital initiatives of Government, followed by a literature review of CRM, its implications for institutions of higher education as well as its reinvention. CRM Success is highly dependent on well-defined processes and user adoption in place. The organizations can deploy effective resources in terms of Technological CRM resources that are used for carrying the external and internal operations with customers and facilitating the organizations with collaborative, operational and analytical support for better results with improved use of all communication channels. At the same time, the organizations should also focus on the infrastructural CRM resources including Human CRM resource for seamless understanding of CRM processes across the organization and to stay relevant with changing technology. The adoption of digital technology with well integrated social networking communication tools and CRM system will enhances the performance of the institutions to sustain the business competition, improve the brand value and visibility across the local, national and global knowledge economy space.

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