

# Customer Relationship Management Model for UTM Alumni Liaison Unit

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*Abstract— In today's competitive marketplace, educational institutions are sellers proposing courses, a degree, and a rich alumni life. It is more helpful for universities to keep its graduate students as alumni than recruit new students and new supporters for the university to decrease substantially amount of cost. Students are purchasers who register for courses, apply for graduation, and make donations as alumni. The longer these ongoing transactions are satisfactory to both parties, the longer the relationship will endure, to the benefit of every one. In this regard, one extremely useful technique to improve this relationship which has been adopted by many corporations is Customer Relationship Management (CRM). The aim of this research is to provide a better understanding of the usage of CRM based IDIC process model for Alumni Liaison Unit to improve relationship between UTM and its alumni community. Basically, this research conducted two research approaches; the first one is qualitative method on the basis of analysis of the empirical data gathered from structured personal interview across Alumni Liaison Unit as research case study. The second research method is quantitative method on the basis of analysis of the statistical data gathered from the distributed questionnaire to customers (graduate students). In fact, both research approaches were accompanied with intense support of literature review which has lead to the creation of new CRM strategy model. The role of this CRM model is to aid organization to realize a one-to-one relationship with customers and customize product and services to offer according to their values and needs.*

**Index Terms:** Customer Relationship Management (CRM), Alumni Liaison Unit, Graduate Students, Qualitative Method, Quantitative Method.

## I. INTRODUCTION

Customer Relationship Management (CRM) is becoming an imperative strategy for virtually every sector of a business organization. Organizations are moving closer to their customers, putting in more effort in seeking new ways to create value for their customers, and transforming customer relationship into one of solution finding and partnering instead of one of selling and order taking [1]. Educational institutions also realized the importance of their operations and interactions with their customers who include students, alumni, donors, faculty members, and staff members [2]. Higher education customers are requesting more attention from the service provided by the Information Communication Technology (ICT). ICT in this field can play an important role especially for customer satisfaction in higher education institutions. Because of this need, many institutions are taking this opportunity to use technology in achieving their objectives. One of the most popular strategies that has been

accepted and confirmed by researchers and many organizations is, Customer Relationship Management (CRM). CRM helps in automating and improving process, and contributing towards the management of customer relationships in the area of recruitment, marketing, communication management, services and support. To ensure that the proposed model developed meets the objective of development, the developed system used the concept of Customer Relationship Management (CRM) strategy based on CRM model which has been recognized for its effectiveness in higher education. However, CRM was initially applied in the world of information technology [3]. In a university such as University Teknologi Malaysia (UTM), satisfying its alumni is essential and one of the university targets is to continue the communication with them but without a suitable CRM strategy, it may not be possible. The approach to CRM concepts will be discussed further in the literature review. The emphasis of this research is on the proposed model of the strategy of Customer Relationship Management (CRM) in the higher education field. The model will act as an agent of the supplier, storage, transmission and contain a variety of current information on its database systems to support potential more effective customer service delivery. The model will also improve the communication and interaction system in the process of establishing a friendly relationship, and address the concerns with regards to the knowledge about rights and responsibilities between the customer and university. This paper will take create a new CRM strategy model based on CRM concept as a problem solver to enable the Alumni Liaison Unit to understand and satisfy its alumni community's service needs. Basically, the study would aid UTM to improve its relationship with its alumni as well as achieve its objectives.

## II. BACKGROUND OF PROBLEM

Information and communication technology (ICT) is "a diverse set of technological tools and resources used to communicate, and create, disseminate, store, and manage information"[4]. ICT includes computers, the internet, broadcasting technology and telephones. Recently, there is an interest towards the use of computers and internet which have had a positive effect on improving the efficiency and effectiveness of education at all levels. It has become necessary that organizations in higher education must focus on the development of such technology and use them to address their customer's needs by providing the best services possible. The Alumni Liaison Unit has an official and long

history of service with University Technology Malaysia (UTM). It was set up on April 1, 1996 with the aim of establishing relationships between UTM and its alumni members. The objectives of the Alumni Liaison Unit are to sustain in a good relationship between UTM and alumni, and foster a sense of belonging among UTM Alumni. Following that, is the center in UTM for sustaining communication with its alumni and this could be possible only by providing a good information and service according to their needs of the alumni. Basically, the Alumni Liaison Unit is a critical constituent of UTM because it has an imperative role in sustaining the alumni which is one of the most valuable assets of the university. The members of the alumni are varied and are they could be from different countries, fields, ages, work positions, faculties, departments, etc. Because of the variations within the huge community in the alumni, of the strategies of the Alumni Liaison Unit is to find a way to recognize each of the individual and provide satisfactory services. Based on initial interview conducted with Mr Ishak bin Ahmad. Yusof who is the Alumni Liaison Unit registrar assistant, it was found that that the Alumni Liaison Unit lacked the capability for developing its alumni segmentation or market segmentation to develop its interaction that focuses on a particular market segment or alumni segment. According to [5], "market segmentation or (customer segmentation) is a key aspect in CRM and it involves dividing a potential market up into a series of sub markets based on customer characteristic". This is supported by [6] who provided the definition in which market segment is "a group of customers who have similar needs that are different from customer's needs in other parts of the market and consequently it helps organization to identify their strategic customers who have the most influence on the organization's revenue" (P.46). On the other hand, based on initial observations the Alumni Liaison Unit as the UTM center of for organizing the alumni was weak by not understanding the alumni, managing the alumni's information and providing the services needed. As a result, a member of the alumni has no idea about the privileges that are offered by the Alumni Liaison Unit as many do not know of the benefits and potential opportunities of being a UTM Alumni member. Thus, there is a need for the Alumni liaison Unit to portray a good image of its organization towards its members and also potential members by having Customer Relationship Management (CRM). According to [7], "developing a lot of happy, satisfied customers-whether they are students, alumni, professors, or industry employers should be a primary goal of causing quality in higher education" would be the key to the success of a unit. In addition according to the general definition of Customer Relationship Management (CRM) by [8], "CRM is an approach to customer service (customer service approach) that focuses on customer's needs and behavior in order to establish a close and permanent relationship between the customer and the organization". Therefore, each type of needed service and information delivered must lead to customer satisfaction and even higher than the expected level of satisfaction. Thus, the

spread of new pace in Information and Communication Technologies (ICT) effectively emerged to organize such relationships between university and its students by powering them to systematically identify, collect, analyze, and satisfy their needs and preferences.

### III. CRM

Deck (2003) defined CRM as an approach to customer service (customer service approach) that concentrates on customer needs and behavior for sustaining customers and the organization. CRM approach is to try to make, build, and develop a friendly relationship between customers or between organizations, firms' benefits, and shareholder value. Naturally, most of the time CRM is coordinated with the use of information technology market strategies. Accordingly, CRM is a new technology that combines the potential of the market thinking to succeed by providing firms benefits that strengthen customer relationships with organizations in the long-term. In fact, the idea of Customer Relationship Management approach to business (business approach) has become a necessity in recent years.. The goal is to restore the global market to become the private market. The concept is relatively simple compared with the firm and the customer market which is widespread. This can be seen from mergers of sales strategy, markets, and services offered in e-business. Kalatoka [9] declared that CRM consists of three approaches namely: obtaining new customers by proposing products and better services than the expectation, improving benefits for existing customers, and providing profitability to the customer for life. In an article titled "CRM chance Wales E-Commerce" by [10]. Customer Relationship Management (CRM) is a package application of strong and complicated delivery software for customers such as automated e-mail to create a connection with customers, giving of supplies and catalogue orders, accounting management and processing credit card payments. Three key components involved in the building of CRM to satisfy customer's needs are: people, process and technology [11]. Utilization of effective critical components of CRM program can result in success. As shown in Figure 1, CRM consists of three critical elements which are people, process and technology that should be integrated through careful consideration by top management in order to attain its primary goal of achieving customer's satisfaction.

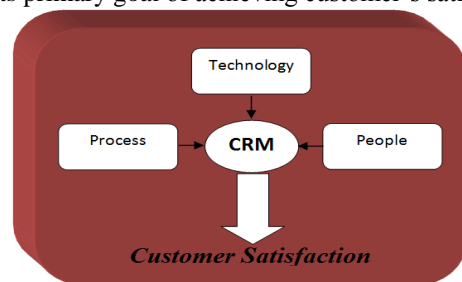


Fig 1. CRM Components

Basically, it is clear that right assimilation of these three components affected positively on the targeted customers as a result of successful performing of CRM. People .Power

supply of CRM is people who play an important role in achieving a successful CRM program. People in an organization work are identified as staffs who interact with customers. Activation of an entire system depends on suitable voltage which will be set by people as the energy source [12]. Therefore, needs and requirements of customers should be gathered by employees in an interactive relationship which is representative of collaboration and operation thorough the CRM concept. In this context, workers can accomplish satisfying of customer's needs and also predict their future behaviours. Process .Process focusing on customer-centered is the product of CRM. This step covers all the processes that influence the organizing of the relationship with customers. There are many categories of CRM processes which arose from different authors but, in essence they do have not much difference with each other. One of the interrelated classifications provided by [13] defined CRM process as four sub processes which include identification, differentiation, customization and interaction. The most imperative part of this process has been mentioned in the differentiated step. Technology .It will be very harmful for an organization to take technology as a CRM approach and use it by relying solely on the CRM software. In fact, technology is an enabler of CRM after which the CRM initiative is accepted and spread to the whole organization. By utilizing technology, customer information in organization will be handled to further predict customer behavior, satisfy customer's needs and make relationship with customers across different channels.

**IV. PROBLEM STATEMENT**

By looking back at the background of problem, the researcher believes that university is forced to stay relevant in this competitive era by having a customer-orientated strategy that concentrates on building effective and enduring relationships with the local and international UTM Alumni. Not surprisingly, Information and Communication Technology (ICT) has a vital responsibility here. For this reason, studying the field of information technology and management as well as the novelty of this area inspired the researcher to dissect this problem and look at it from the ICT position within the framework of business. Thus, the main problem identified was "How Customer Relationship Management Model can be cultivated in assisting Alumni Liaison Unit for improving relationship with UTM Alumni?"

- The main problem was analyzed from the following aspects:
  - What is the alumni's segmentation need from the Alumni Liaison Unit in UTM?
  - What are the elements of satisfaction for UTM Alumni?
  - How can CRM Model improve the relationship between Alumni Liaison unit and UTM Alumni?

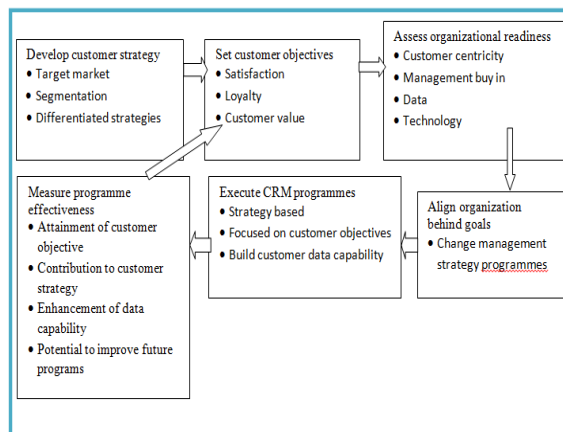
**V. RESEARCH OBJECTIVE**

The research objectives based on the UTM Alumni Liaison Unit are as follows: To identify the alumni's segmentation for improving alumni's needs. To identify the elements of UTM

Alumni satisfaction related to CRM. To develop a CRM model for improving the relationship between the Alumni Liaison Unit and Alumni of UTM. Therefore, by considering the aforementioned discussions, the researcher explored the coherent elements and transferred them into an integrated model and finally described them according to their essence needed to form the proposed CRM model.

**VI. CRM PROCESS MODEL**

Based on Figure 2 the model starts with the development of customer strategy in which the target market is identified. Differentiated strategies are developed to deal with customers segments based on their profitability. Then, the setting of customer objectives is performed with the aim of achieving customer satisfaction, customer loyalty, and customer value. After that, assessing the organizational readiness is carried out through turning the organization focus toward customer rather than products, assuring the top management commitment and support, and planning for the implementation of a CRM system. Next, an alignment of the organization behind corporate CRM goals that require an enterprise-wide program of change management is accomplished and it may include the organizational fundamental processes in the organizational culture (product-centric to customer-centric). After that, the execution of CRM programs is carried out from which the focus is on carrying out differentiated strategies for each customer segments by having specific programs. The last stage is the measurement of CRM program effectiveness that is carried out through the development of a set of metrics meant to measure the attainment of customer objectives. The first one is to measure the contribution of each individual program to the overall CRM initiative. The second is to measure the contribution of each program in the enhancement data capability of an organization. The last one is to measure the potential for improving the future programs. This model illustrates a simple representation of the requirements for CRM processes toward achieving the objectives of CRM initiatives. However, it can be improved and enhanced in order to provide a better illustration and representation of the requirements of CRM processes.



**Fig 2. CRM Process Model**

### VII. IDIC PROCESS MODEL

Peppers and Rogers [15] suggest a different model that a CRM strategy should be based on the IDIC view. In Figure 3, the stages are; Identify, Differentiate, Customize, and Interact whereby, Customize and Differentiate are based on analysis of customers, and Interact and Identify are the interactions with the customers.

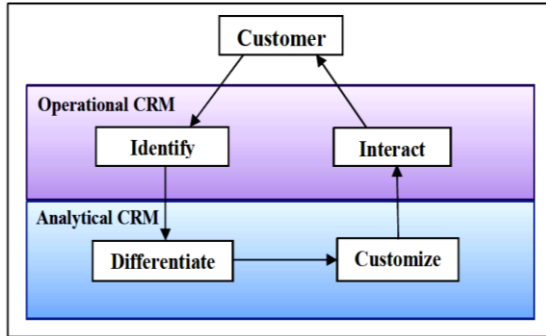


Fig 3. IDIC Model (Source: Siddiqi, 2002)

**Identify** .The first stage is to capture information or knowledge about customer’s needs, desires, preferences, values, problems and complaints. This process is associated with the information process which consists of information about, from and for customers. The relevant information gathered is linked to individual customers and to be used for serving them individually to satisfy their needs and preferences. Consequently there will be results used in developing long term beneficial relationship between organization and customers [16]. By applying customer segmentation as an imperative part of organization strategy, interaction will be done effectively by concentrating on each specific market segment. Each customer represents a different level of value to the company. The priority is to identify the different needs of each customer and thereby estimate the value and importance of each customer. This is also about the way a business can tailor-made their offer to each customer, and figuring out to what extent it’s worth personalizing the offer to each customer. According to Kotler et al. [7], “Differentiation on value is the most suitable type in a university which can be defined as the success of its graduates, academic ability, significant position, professional, attainment of interesting, and qualification. The decision maker’s task is to use the best available research to determine which combination of variables yields the best segmentation approach; finally market segmentation is creative act”.  
**Customize** .The goal of CRM is to be able to deal with each customer on a one-to-one basis. Using the specific knowledge of each customer can be used to meet each customer’s expressed or implied needs. In this step the offer is customized to each individual customer.  
**Interact** .Interaction with customers is a part of customization process referring to the actual delivery of customized services and solutions to the customers. Interaction is the process of delivering information for customers. In this case, people will be in charge of

interacting with customers and also channels (way to interact with them) can be considered exactly the same as in identification process. Furthermore a more computerized mode such as software might be applied for interacting with customers. This will assist universities to establish strong management relationship with their alumni in an appropriate and systematic way. Therefore these identified channels play a two-way role in transferring information. Universities can use these channels to not only identify the knowledge about their customers including their actual needs, values, preferences and problems but also to satisfy them through informing and serving them with customized services[17].

### VIII. JUSTIFICATION FOR THE SELECTION MODEL (IDIC MODEL)

Authors believe that enhancing the IDIC model with comprehensive and coherent guidance can effectively be the key ingredient in the context of Alumni Liaison Unit using its CRM strategy to obtain UTM Alumni satisfaction and loyalty by establishing and improving long-term relationship. Basically the elements of IDIC model have been adapted, applied and later enhanced across the organization and the justification of each element expounded through the following sections.

**The First Phase: Identification.** UTM Alumni is one of the biggest and most prominent academic divisions in UTM and more attention should be given to it. By careful observation of the IDIC process model from Siddiqi[13], the model comprised four parts that include: identification (the first phase), which is concerned with the gathering and organizing information of the customers. According to the background of the problem, Alumni Liaison Unit has not been able to collect the appropriate information from UTM Alumni. This model has been selected to be used in the process of developing CRM strategic for Alumni Liaison Unit.

**The Second Phase: Differentiation** .The second phase differentiates the levels of company. The main issue is to identify the different needs of customers. In this regard, Alumni Liaison Unit has different types of UTM Alumni with respect to their segmentations, such as alumni member from different fields of study, language, age, profession, significant position, qualification, attainment of interesting, academic ability and country. The IDIC model would assist Alumni Liaison Unit identify UTM Alumni’s needs at different levels and segmentations.

**The Third Phase: Customization** .This phase is about the customization of service given to customers by using the needed knowledge of each customer. UTM Alumni Liaison Unit can exploit IDIC model by customizing their services for different members of alumni. This can be done by customizing the service based on customer segmentation, which would improve the relationship of UTM Alumni Liaison Unit with alumni members and also develop a strong relationship with potential alumni members.

**The Fourth Phase: Interaction** .The fourth phase of IDIC model is about the interactions between an organization with its customers with respect to their production and service.

IDIC explained how an organization can manage and increase their interaction with their customers in an effective and convenient way. The model also explained how an organization can use knowledge based system to predict their customers' interactions with them. Basically, the interaction between Alumni Liaison Unit and UTM Alumni is one of the essential parts in business process. Using the IDIC model would enhance and retain a good interaction between Alumni Liaison Unit and UTM Alumni. It would also create a good image to the potential UTM Alumni as well.

### IX. RESEARCH METHODOLOGY

This research made utilization of frameworks as guidance for researcher. The first is Research flow chart which showed the overall research phases. The second is operational framework. This framework was run for implementing the whole steps taking throughout this research project. Finally the conceptual framework which includes stages and information that is necessary to achieve the CRM strategy process. The frameworks expounded with apparent demonstration.

**Research Flow Chart** .For showing the whole steps in this research, authors have utilized research flow chart. For understanding each of the phases inside the research flow chart clearly, the operational framework has been designed to explain the implementation of each phase. Research flow chart has been depicted in Figure 4, which is comprised of four phases includes phase one (problem definition and literature review), phase two (data collection & analysis), phase three (initial finding & data analysis and CRM strategy model) and finally phase four (final report).

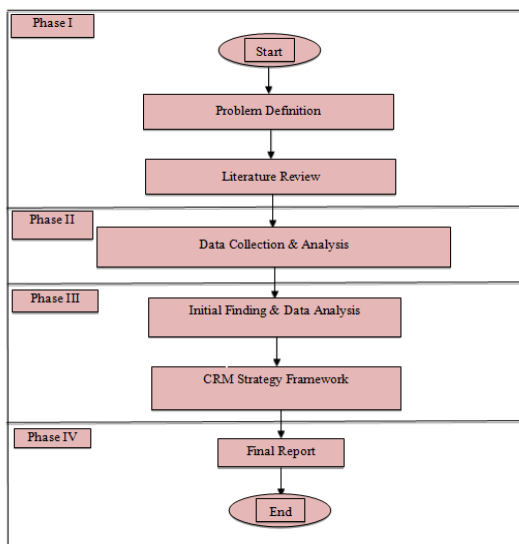


Fig 4. Research Flow Chart

### X. DATA COLLECTION

In this regard, secondary data and primary data are two major sources, which researcher can extract relevant data related to phenomenon or situation and specific problem.

Basically, these data which can be gained from such sources being called primary and secondary data.

**Secondary Data** . The secondary data are gathering for clear purposes and they can be accessible easily in somewhere. Researcher by identifying the useful and relevant secondary data can gain better insight into research problem to accomplish it. Hence, research problem can be answered with some such secondary data. There are several sources regarding secondary data include magazine, website, catalogue, brochure and newspaper [18]. In this study, it has been attempted to derive secondary data effectively from existing reliable literature review direct to the website and some other sources.

**Primary Data** .When the secondary data are scarce and unable to provide response to research questions, primary data become as a substitute to secondary data. There is the main privilege of utilizing primary data in which they are obtained for a particular research and will guarantee authors for the data relevancy. One of the big challenges for researcher concerns the primary data is to explore out the original data which researcher often faces that. Besides that being costly and also time-consuming are other difficulties in primary data. On the other hand, in data collection process, the information quality is dependent to respondent desires, meaning that they should be encouraged to provide the accurate data based on the researcher strategy. Since, this study has a deep concentration to find out the suitable model for Alumni Liaison Unit which helps in increasing of marketing activity in such organization. Therefore some primary data should be gathered to tackle with the problem. In this study, interview and questionnaire have been applied by researcher, as two appropriate methods to acquire the relevancy of data for researcher.

**Interview** .In this study, personal interview conducted because it allows for more in-depth probing on various issues and is the most productive, accurate, comprehensive, controlled and versatile types of communication. In addition, by utilizing this type of interview, interviewer has a chance of asking more questions to use extra notes and jot down the comments in the session of interview. As a result the flexibility is the primary privilege of the interview method. The interviewer can explain any misunderstanding of respondents for keeping them in sequence of questions. Regarding to content of questions, there are three types of interview consists of structured interview, unstructured interview and semi-structured interview [18]. This study extracted the structured interview which combined by series of standard questions based on patterned interviews that purposed to be questioned to a particular number of respondents. The limitation of this type of interview is a low opportunity to build an open negotiation. The interview analyzed the efforts of Alumni Liaison Unit towards their relationship with alumni members which assisted researcher in improving the Customer Relationship Management model. The researcher interviewed the Associate Professor Dr. Othman bin Ibrahim who was the director of Alumni Liaison Unit (ALU) and Assistance registrar Mr Ishak bin Ahmad.

Interview questions were asked based on the objectives as it relates to the selected CRM model and its elements.

**Questionnaire** .Questionnaire contained series of questions which delivered to number of respondents. In this study, 100 questionnaires have been distributed to UTM Alumni. 60 of the questionnaires were returned to the researcher while other is still pending to be returned. The aim of these questionnaires is to understand their perception and potential needs towards Alumni Liaison Unit. Another purpose is to find out the current and prospective relationship between alumni and UTM, and find satisfaction of the service (include ALU information on the website, ALU medium of communication and ALU interaction with members) that is provided by UTM to alumni. In this research, a Cronbach’s Alpha value of 0.987 indicated the reliability of questionnaire. Table 1, shows the reliability statistics of the questionnaire

**Table1. Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.987	.988	6

Table 2, has been depicted the demographic profile for respondents regarding to questionnaire:

**Table 2. Questionnaire Group**

Demographic profile of the respondents (N = 100)		
Measure	Item	Frequency
Gender	Male	60
	Female	40
	Total	100
Age Group	20-26	40
	27-34	25
	35-38	25
	39-45	10
	Total	100
Work Experience	More than 3 years	50
	Between 1 and 3 years	40
	Less than 1 years	10
	Total	100

Table 3, has been depicted the demographic profile for respondents regarding to Interview:

**Table 3. Interview Group**

Demographic profile of the respondents (N = 2)		
Measure	Item	Frequency
Gender	Male	02
	Female	00
Age Group	Total	02

	35-38	02
Work Experience	Total	02
	More than 10 years	01
	Between 3 and 5 years	01
	Total	2

**Summary for the Interview Finding** .The interview finding analyzed the current situation of Alumni Liaison Unit. By finding out the kind of relationship that Alumni Liaison Unit has with the alumni members which include the kind of services they provides to alumni members, and how they delivered this services, such as communication touch point. The interview also analyzed the kind of information that Alumni Liaison Unit should provide to members. Based on interview result the researcher found that Alumni Liaison Unit has no CRM strategy for managing the relationship between themselves and its members. Therefore, by knowing this fact that Alumni Liaison Unit does not have the strategy towards segmentation of UTM Alumni’s needs which is relevant to the first question of this study and directly related to the first objective and also identifying types of services that organization is providing to UTM Alumni which also is relevant to the second question and directly related to second objective. As a result researcher can make a conclusion that relationship between Alumni organization and UTM Alumni is still weak and customer relationship need to be managed and improved by applying the strategy of Customer Relationship Management (CRM).

**Summary of the Questionnaire Finding** .According to Kotler[7], “the main task of educational institution is to determine the needs and wants of target markets and to satisfy them through the design, communication, customization, delivery of appropriate and competitively viable program and services”. Based on the result from questionnaire, it found that the current relationship between Alumni organization and UTM Alumni is just for a short period of time, due to the reasons from alumni members that most of them would not be satisfied with the Alumni Liaison Unit type of services and facilities. The questionnaire also presented clearly the suggestions result from the alumni members for some certain factors that cause to improve their needs which will enhance and maintain the relationship between Alumni organization with UTM Alumni. Here the researcher can conclude that Alumni organization should implement a CRM strategy that guards and helps in Identifying, differentiating, customizing and interacting with alumni members in a better mean in order to maintain and improve the relationship with them.

## XI. MODEL DESIGN

The development of Customer Relationship Management Model or also known as IDIC Model involves the integration of major components of CRM. These components have been analyzed and determined out by the researcher during the

literature review and analysis phase of research as described in Chapter two early. The model designed bases on CRM lifecycle as illustrated in Figure 5 of Section 2 which adapted from Siddiqi [13].The model which consists of four phases, further enhanced with more steps and detail steps for each Phase; as it can be seen in Figure 5.1, Phase 1 is to identify the alumni member’s requirements. This let alumni to feel that organization know them and betters the relationship that in between them. Phase 2 is differentiation which divided into, differentiation by value and by requirements. Phase 3 is the customization based on member’s value and requirements. Phase 4 is where organization delivers the benefit to these targeted members, is the Interaction phase. It also consists of two phases, alumni interaction by their value and by their requirements throughout the implementation of CRM strategy model.

technique to increase satisfaction and build loyalty to their current students who as purchasers register for courses, apply for graduation, and make donation as alumni. The longer these ongoing transactions are satisfactory to both parties, the longer the relationship will endure, to the benefit of every one. Therefore it renders to retain current students who finally will be as alumni. Another limitation of this study was lack of data analysis towards differentiation phase based on value profile. The value profile was comprised of academic ability, significant position, professional, attainment of interesting and qualification. Researcher because of the lack of time and increasing more complexity of this step could not be able to obtain the result regarding to ranking of the data characteristics inside value profile through analysis of UTM Alumni perspective. During the process of carrying out this research there were a lot of challenges encountered by the researcher in the area of trying to get respondents expectantly from the UTM Alumni. Because researcher had to send emails to many members of alumni requesting them to be the respondents, though some replied positively. There were still some short falls in the number of respondents. So to make up for it, the researcher had to follow the same process by looking for more UTM Alumni to be the respondents. The researchers have observed most of the UTM Alumni have asked him not to reveal their information and other privacy issues.

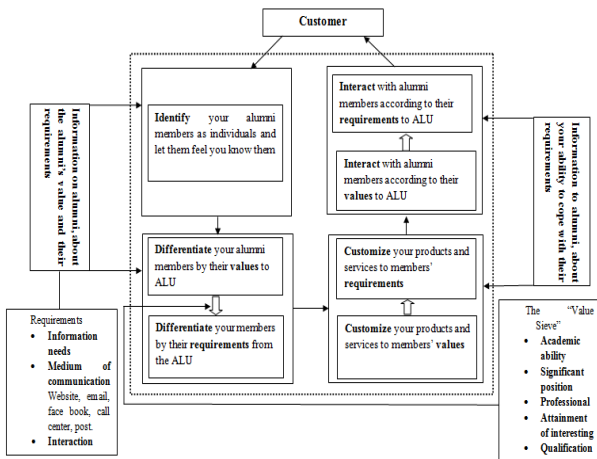


Fig 5. New CRM Strategy Model

## XII. CONCLUSION

**Research Achievements.** The achievements of this research are based on how research was able to meet the research questions which are directly related to the research objectives. The main objective of this research is to develop a CRM model for improving the relationship between the Alumni Liaison Unit and UTM Alumni. This model was developed based on the research questions which are related to the research objectives, as the objectives are to identify the alumni’s segmentation and elements of UTM Alumni satisfaction that are related to CRM. The model consists of several phases and each phase consists of segmentation of the alumni which is based on values and requirements. The model explained how the Alumni Liaison Unit will segment the UTM Alumni paralleling with their elements of satisfaction related to CRM according to their values and requirements.

**Constraints and Challenges .**The first limitation of this study was the lack of time to extend the scope and apply CRM as effective strategy throughout the whole university to keep its current students. It is more effective for schools to keep current students enrolled in programs and retain them as alumni. As a result, university can apply CRM as a useful

**Future study .**Application of CRM in the area of higher education can be applied for whole university as a tool for educational marketing activities since it blazes a trail that has not been investigated by many researchers and the scope is very new and untouched. Therefore, a wide area exists to be explored for interested researchers which have tendency in topic of “application of CRM in educational marketing of universities”. It is suggested that next researcher, by surveying the UTM Alumni regarding the differentiation phase based on value profile would be able to obtain their willingness perspective. Thereafter it is analyzed to get the certain result towards achieving the prominent data characteristics inside the value profile which develop the efficiency and effectiveness of organizational performance throughout the segregation of alumni. This causes to assist organization in ranking of data characteristics inside value profile which is relevant to alumni for determining the most useful segregation of alumni members according to their values toward organization.

**Recommendation.** Based on the constraints and challenges the researcher encountered when carrying out this research, the researcher seeks to recommend that the faculty or institution through its Research and Development unit liaises with various companies located within the city where the institution is situated. So that will be easy for UTM Alumni mainly the international alumni to get across the organizations because there already exit a path or form of university-company collaboration. With this path and agreement in place, UTM Alumni can get easy access to organizations.

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