

## A CUSTOMER RELATIONS MANAGEMENT MODEL FOR PRIVATE VOCATIONAL SCHOOLS\*

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### Abstract

The objectives of this research were (1) to study the components of customer relations management model in private vocational schools; (2) to develop a customer relations management model for private vocational schools; and (3) to try out and evaluate quality of the developed customer relations management model for private vocational schools.

The research process was divided into five steps: (1) synthesis of component of the preliminary model; (2) verification of appropriateness and feasibility of the preliminary model by interviewing 10 private vocational school administrators and then developing the first draft model; (3) verification of appropriateness and feasibility of the first draft model by conducting a focus group discussion involving 10 experts and then developing the second draft model based upon results of the focus group discussion; (4) try-out to verify quality of the second draft model with the research sample of 45 school personnel from three private vocational schools, classified into three school directors, nine school deputy directors, 13 department heads, and 20 teachers; and (5) improvement of the second draft model based upon try-out results in order to synthesize the final version of the customer relations management model for private vocational schools.

The employed research instruments were an interview form, questionnaires on appropriateness and feasibility, a manual for the customer relations management model, an observation form, a field study note taking form, and a model quality assessment form. Qualitative research data were analyzed with content analysis; while quantitative research data were statistically analyzed with the use of the frequency, percentage, mean, and standard deviation.

The research found out: 1) The developed customer relations model was composed of four steps: the preparation step; the planning step; the operation step; and the assessment, conclusion and development step. 2) Details of each component of the model

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were as follows: (1) the preparation step consisted of the determination of policy and commitment, the determination of objectives, the intellectual process alignment, the social process alignment, the technological process alignment, and the work system structure alignment; (2) the planning step consisted of the strategy analysis, the marketing atmosphere analysis, and the needs assessment risks analysis; (3) the operation step consisted of the strategic plan formulation and determination of strategies, the strategy implementation, the specification of action plans for the work units, the establishment of student relations center, and the determination of service provision standards; and (4) the assessment, conclusion and development step consisted of the assessment based on CSI, the conclusion of overall performance for the whole system, the improvement of provision of public relations services and dissemination of performance results, and the awarding of rewards to enhance morale among employees. 3) All three sample schools had made concrete application of the customer relations management model in their school management systems. It was found that every school could gradually mobilize the model in its work performance; and regarding general administration, it was found that every school gave importance to provision of services and the relations with students and parents. The results of quality verification of the model showed that the model was appropriate at the highest level in accordance with the following four standards: utility standards, feasibility standard, appropriateness standard, and accuracy standard.

**Key words:** Administration Model, Customer Relationship, Private Vocational School

### บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อ (1) ศึกษาองค์ประกอบของรูปแบบการบริหารลูกค้าสัมพันธ์ในโรงเรียนเอกชน ประเภทอาชีวศึกษา (2) สร้างรูปแบบการบริหารลูกค้าสัมพันธ์สำหรับโรงเรียนเอกชนประเภทอาชีวศึกษา (3) ทดลองและตรวจสอบคุณภาพรูปแบบการบริหารลูกค้าสัมพันธ์สำหรับโรงเรียนเอกชน ประเภทอาชีวศึกษา

วิธีดำเนินการวิจัยแบ่งเป็น 5 ขั้นตอน คือ (1) สังเคราะห์องค์ประกอบของรูปแบบเบื้องต้น (2) ตรวจสอบความเหมาะสมและความเป็นไปได้ของรูปแบบเบื้องต้นโดยการสัมภาษณ์ผู้บริหารโรงเรียนจำนวน 10 คนและพัฒนาเป็นรูปแบบครั้งที่ 1 (3) ตรวจสอบความเหมาะสมและความเป็นไปได้ของรูปแบบที่พัฒนาครั้งที่ 1 โดยการสนทนากลุ่มผู้ทรงคุณวุฒิ จำนวน 10 คนและนำข้อมูลมาปรับปรุงเป็นรูปแบบที่พัฒนา ครั้งที่ 2 (4) ทดลองใช้และตรวจสอบคุณภาพของรูปแบบ กับกลุ่มตัวอย่าง 3 โรงเรียน จำนวน 45 คน ได้แก่ ผู้อำนวยการ 3 คน รองผู้อำนวยการ 9 คน หัวหน้าฝ่าย 13 คน ครุภัณฑ์สอน 20 คน และ (5) ปรับปรุงรูปแบบโดยการนำผลการวิเคราะห์ข้อมูลที่ได้จากการตรวจสอบรูปแบบมาสังเคราะห์เป็นรูปแบบการบริหารลูกค้าสัมพันธ์สำหรับโรงเรียนอาชีวศึกษาเอกชน เครื่องมือที่ใช้ในการวิจัย ได้แก่ แบบสัมภาษณ์ แบบสอบถามความเหมาะสมและความเป็นไปได้ คู่มือ แบบสังเกต แบบบันทึกข้อมูลภาคสนาม แบบประเมินคุณภาพรูปแบบ การวิเคราะห์ข้อมูลใช้การ

วิเคราะห์เนื้อหาสำหรับข้อมูลเชิงคุณภาพ ส่วนข้อมูลเชิงปริมาณสถิติที่ใช้คือ ความถี่ ร้อยละ ค่าเฉลี่ยและส่วนเบี่ยงเบนมาตรฐาน

ผลการวิจัย พบว่า 1) องค์ประกอบของรูปแบบการบริหารลูกค้าสัมพันธ์ ประกอบด้วยองค์ประกอบ ขั้นเตรียมการ ขั้นวางแผน ขั้นดำเนินงาน และขั้นสรุปผล ประเมินผลและพัฒนา ซึ่งผลการตรวจสอบ องค์ประกอบของรูปแบบโดยผู้ทรงคุณวุฒิ พบรูปแบบมีความเหมาะสมและเป็นไปได้มากที่สุด 2) รูปแบบการบริหารลูกค้าสัมพันธ์ในแต่ละองค์ประกอบ คือ (1) ขั้นเตรียมการ ประกอบด้วย กำหนดนโยบายความรับผิดชอบ กำหนดวัตถุประสงค์ ปรับกระบวนการความรู้ความเข้าใจ ปรับกระบวนการด้านสังคม ปรับกระบวนการด้านเทคโนโลยี และปรับโครงสร้างระบบงาน (2) ขั้นวางแผน ประกอบด้วย วิเคราะห์ทางยุทธศาสตร์ วิเคราะห์สภาพแวดล้อมทางด้านการตลาด และวิเคราะห์ความต้องการจำเป็นและความเสี่ยง (3) ขั้นดำเนินงาน ประกอบด้วย จัดทำแผนยุทธศาสตร์และกำหนดกลยุทธ์ นำยุทธศาสตร์สู่การปฏิบัติ จัดทำแผนปฏิบัติการ ของหน่วยงาน จัดตั้งศูนย์นักเรียนสัมพันธ์ และจัดทำมาตรฐานการให้บริการ และ (4) ขั้นสรุปผล ประเมินผลและพัฒนา ประกอบด้วย ประเมินผลตามเกณฑ์มาตรฐานการให้บริการ สรุปผลการดำเนินการทั้งระบบ ปรับปรุงการให้บริการ ประชาสัมพันธ์และเผยแพร่ผลการปฏิบัติงาน และมอบรางวัลเพื่อเสริมสร้างกำลังใจแก่ผู้ปฏิบัติงาน 3) โรงเรียนกลุ่มทดลองทั้ง 3 โรงเรียนได้มีการประยุกต์ใช้รูปแบบเข้าสู่การบริหารโรงเรียนอย่างเป็นรูปธรรม สำหรับการบริหารงานวิชาการ มีการส่งเสริมการสร้างองค์ความรู้ที่ถูกต้องและมีการนำไปใช้ให้เหมาะสมกับสภาพโรงเรียน การบริหารงานบุคคล พบรูปแบบเชิงคุณภาพของรูปแบบ CRM มีการทำงานอย่างเสียสละ ทุ่มเทและรับผิดชอบร่วมมือกันทำงาน การบริหารงานงบประมาณ พบรูปแบบเชิงคุณภาพของรูปแบบ CRM และการทำงานมีลักษณะค่อยเป็นค่อยไป การบริหารทั่วไป พบรูปแบบเชิงคุณภาพของรูปแบบ CRM ให้ความสำคัญกับการให้บริการ และความสัมพันธ์กับผู้เรียนและผู้ปกครองและผลการตรวจสอบคุณภาพของรูปแบบ CRM รูปแบบมีความเหมาะสมในระดับมากที่สุดทั้ง 4 มาตรฐานคือ มาตรฐานด้านความเป็นประโยชน์ มาตรฐานด้านความเป็นไปได้ มาตรฐานด้านความเหมาะสม และมาตรฐานด้านความถูกต้อง

คำสำคัญ รูปแบบการบริหาร ลูกค้าสัมพันธ์ โรงเรียนเอกชน ประเทศไทยศึกษา

## Introduction

In school business has recently focused on the issue of decreasing enrollment (Baron, Harris & Moogan, 1999; Kittle, 2000). While some administrators find it difficult to accept the idea of students as consumers, in reality, that's what they are. In today's competitive marketplace, schools are sellers offering courses, a degree, and a rich alumni life. Students are buyers who register for courses, apply for graduation and make donations as alumni (Bejou, 2005). An increase in competition for the education market has led educational institutions to adjust to the change in order to survive.

The educational institutions in Thailand are gaining freedom and greater authority in management after the educational reform in 1999. Decentralization, privatization, and school-based management are the reform efforts being implemented (Kaewdaeng, 1999). After the

reform, the self-management concept has been created a competitive environment for the provision of education.

Private vocational schools in Thailand are directly affected by this competition. As public and private schools has the same target population. Recently, a continuing decline in enrollment occurred in the private vocational education sector in Thailand (Johanson & Wannasiri, 2000). Private vocational schools in Thailand operate at two levels, the upper secondary and the post secondary. In the past 3 years, the enrollment of students in the upper secondary level has dropped by 30% throughout the country (Office of the Permanent Secretary for Education 2009). One reason of the decrease of PVS (Private Vocational School) enrollment caused of the government policy issued in 1998 which allowed open enrollment in public secondary schools. This open-admission policy has caused the market share that used to be reserved for private vocational schools to be taken by public institutions. Moreover, competition among private schools has become increasingly intense.

The administrators of the Private Vocational School in Thailand have to explore a variety of ways of convincing prospective students that their schools are the right choice. It's widely believed that it's more cost efficient for a merchant to keep a current customer than to attract a new one. This theory holds true for educational institutions, as well. It's more effective for schools to keep current students enrolled in programs and retain them as alumni than to recruit new students and new supporters for the school. (Bejou 2005) How can schools prolong these relationships indefinitely? One extremely useful technique schools can use is one many corporations already have adopted: a customer relations management model (CRM).

This research will show how to use CRM Model, which were using in Business world, in the private vocational schools because of specifying to strategy, and the target as well as parents and students. Additionally, to adjust the work flow, and participation in which aims to be making, preserving and increasing with the students. Lastly, the CRM Model can be used in the private vocational schools all over management, academic, financial, general management to be a good quality model properly.

### Objectives/Research Questions

The objectives of this research were (1) to study the components of customer relations management model for private vocational schools; (2) to develop a customer relations management model for private vocational schools; and (3) to try out and evaluate quality of the developed customer relations management model for private vocational schools. The research questions become: 1) how many basic elements were there in the CRM

Model for private vocational schools? 2) how was the CRM Model for private vocational schools should be? and 3) how was the feasibility and propriety of the CRM Model for the private vocational schools ?

### Materials and Methods

Model Perspective is the analysis of literature allowed to reveal and theoretically found the suitability of CRM conception. By comparing different CRM models and applying the inductive method a theoretical CRM formation model was designed.

This research was the research and development research which was the mixed methods. Qualitative research data were analyzed with content analysis; while quantitative research data were statistically analyzed with the use of the frequency, percentage, mean, and standard deviation. The research consists of 5 steps as follow:

#### 1<sup>st</sup> Step: Synthesis of component of the preliminary model

To study the basic elements and offering the preliminary model for private vocational schools by analyzing, and synthesizing concepts, theories and researches in order to find out; components of the preliminary model, which are; components of school administration and processing management.

#### 2<sup>nd</sup> Step: Verification of appropriateness and feasibility of the preliminary model

To verify and develop the preliminary model which comprised of 10 administrator by Purposive Sampling from local members of The Association of Private Technological and Vocational Education Colleges of Thailand also , 5 from Bangkok , 2 from the North , 2 from the South and 1 from the East. The rule of purposive sampling chosen must be the Experts and experiencing in developing and specific policy in schools.

**Statistical tool** employed structured questionnaire which tested about suggestions in propriety and feasibility of the CRM Model from Private Vocational Schools administrators.

**Data Collected** by contacting the samples, and sending documents and 1<sup>st</sup> draft of structured questionnaires which tested about suggestions in propriety and feasibility of the CRM Model, at least 1 week after the acceptance for one by one interviewing.

**Data Analysis** by analyzing the data for the main idea, then using frequency and percentage in each factors of the CRM Model. Lastly, analyzing the data for specific the main idea of the first draft CRM Model.

**3<sup>rd</sup> Step:** Verification of appropriateness and feasibility of the first draft model

To verify and develop the first draft of Customer Relationship Model which comprised of 8 administrator of private vocational schools in Thailand and 2 from Customer Relations Management experts.

**Statistical tool** employed structured questionnaire for focusing group which included the details for the CRM Model.

**Data Analysis** by analyzing the data for the main idea, then using frequency and percentage in each factors of the CRM Model.

Moreover, the researcher estimated The CRM Model for suitable and feasibility. Then, the samples were the 10 experts who participated for focusing group and gave their experienced and data for the perfect details that develop to the CRM Model.

1. Statistical tool employed in Focus Group were the structured questionnaire of The CRM Model which were 2 parts as follow

- 1) Principles and Processing of the CRM Model
- 2) Work Flow, also were the rating scales questionnaire.

2. Data collected were the questionnaire which the researcher gets back from the 10 Experts, and also verified for completed form.

3. Data Analysis by descriptive statistic included with frequency and percentage.
4. Content Analysis by presentation featuring with this research tables.

To develop the second draft model based upon results of the focus group discussion.

**4<sup>th</sup> Step:** Try-out to verify quality of the second draft model

To present Customer Relationship Model to the 3 from 421 Private Vocational Schools that was interested in The CRM model by using training and try-out period. However, the 3 schools were different by size as follow

- 1) Small size which was no more than 500 students.
- 2) Medium size which was from 501 to 1500 students.
- 3) Large size which was more than 1500 student.

**Training Period**

The researcher organized the workshop for increasing competency by preparing the teachers for the CRM Model. Additionally, those teachers were amount of 266, then 19 were from small private vocational schools, 51 were from medium size, and 196 were from large size.

**Statistical tools** were as follow:

- 1) Customer Relations Management Manual for Private Vocational Schools

Steps as:

- a. Studying
- b. Planning
- c. Developing the important content
- d. Examination the feasibility of the

Customer Relations Management Manual

- 2) Organized 2 and a half days for Increasing Competency Program that stepped as follow

- a. Spending 7.30 hours for Theories Studies
- b. Spending 9 hours for Workshop
- c. Those used researcher and 2 agents for holding an increasing Competency Program

- 3) Pretest and Posttest questionnaire for Increasing Competency Program by 5 main issues.

- a. Knowledge and understanding
- b. Applied experienced of workshop to daily works.
- c. Abilities of the researcher.
- d. Program Management
- e. Suggestions

#### *Try-out Period*

**Stage 1:** Observation of try-out Schools

**Samples** were comprised of 3 Directors, 26 of administrator/teachers/officers, and 32 students.

**Statistical tool** employed

1. Semi Structured Questionnaire included in-depth-interview.
2. Non-Participant Observation for 3 Main Issues
  - 1) Daily life
  - 2) Human Relations of Officers, Administrators, Teachers and Students
  - 3) Generalities of Private Vocational Schools

**Data Collected** by voice recording

**Data Analysis** by documents, operation, and summarized the voice recording.

**Stage2: Evaluation**

**Samples** 15 purposive samples each 3 Private Vocational Schools that try out the Customer Relations Management Model for 7 months. They were 3 school directors, 9 school deputy directors, 13 department heads, and 20 teachers

**Statistical tool** employed evaluation test from Joint Committee on Standards for Vocational Evaluation (Madaus, Seriven and Stufflebeam, 1983) which included 4 parts as:

- Utility
- Feasibility
- Propriety
- Accuracy

**Data Collected** by 45 questionnaires

**Data Analysis** by frequency, percentage, mean, and standard deviation.

**5<sup>th</sup> Step:** Improvement of the second draft model based upon try-out results

To synthesize the final version of the customer relations management model for Private Vocational Schools.

**Results**

Research findings were as follows: 1) The developed customer relations model was composed of four steps: the preparation step; the planning step; the operation step; and the assessment, conclusion and development step. Results of model component verification by experts showed that the model was appropriate and feasible at the highest level. 2) Details of each component of the model were as follows: (1) the preparation step consisted of the determination of policy and commitment, the determination of objectives, the intellectual process alignment, the social process alignment, the technological process alignment, and the work system structure alignment; (2) the planning step consisted of the strategy analysis, the marketing atmosphere analysis, and the needs assessment risks analysis; (3) the operation step consisted of the strategic plan formulation and determination of strategies, the strategy implementation, the specification of action plans for the work units, the establishment of student relations center, and the determination of service provision standards; and (4) the assessment, conclusion and development step consisted of the assessment based on CSI, the conclusion of overall performance for the whole system, the improvement of provision of public relations services and dissemination of performance results, and the awarding of rewards to enhance morale among employees. 3) All three sample schools had made

concrete application of the customer relations management model in their school management systems which could be delineated as follows: regarding academic affairs administration, the model contributed to the sharing and establishing of correct body of knowledge and its application appropriate to the school context; regarding personnel administration, it was found that the personnel of every school were well aware of the model, they had all sacrificed, devoted and taken key responsibilities in performing jobs in their school with cooperation and strong teamwork; regarding financial administration, it was found that every school could gradually mobilize the model in its work performance; and regarding general administration, it was found that every school gave importance to provision of services and the relations with students and parents. Finally, results of quality verification of the model showed that the model was appropriate at the highest level in accordance with the following four standards: utility standards, feasibility standard, appropriateness standard, and accuracy standard.

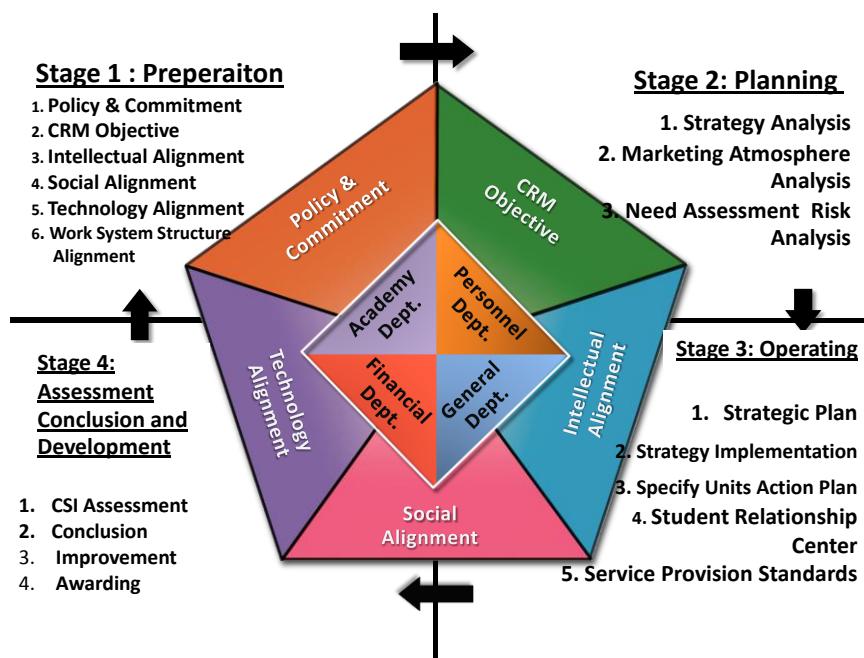


Table 1: Customer Relationship Management Model in Private Vocational School

## Conclusion

There were 2 parts in the conclusion of this research as the elements of customer relations management model for Private Vocational Schools, research result and quality verifying, and three sample schools'

1. Customer relationship management model for private vocational Schools were 2 main factors as follows:

1.1 The preparation step consisted of the determination of policy and commitment, the determination of objectives, the intellectual process alignment, the social process alignment, the technological process alignment, and the work system structure alignment.

1.2 Work processing was included of 3 parts as:

Planning

- Strategy Analyzing
- Marketing environment
- Risking and Needs Management

Management and Operation

- Planning and Strategy
- Operation Planning
- Operation
- Students Service Center
- Standard Operating Procedures

Evaluation, Conclusion and Development

- Working Standardize Evaluation
- Working System Evaluation
- Working Improvement
- Public Relations
- Honors Awarded

2. Research results and Quality Control were included 3 periods as:

2.1 Pre-Research

1) Customer Relations Management Manual: The user of Customer Relations Management Manual suggested that it was useful and propriety.

2) Increasing Competency Program: When compared understanding, and knowledge of three periods as before workshop, during workshop, and after workshop that there were different at 0.01 for level of significant. That meant the workshop was very useful to the personnel in the Private Vocational School

## 2.2 Research

This research revealed that working process in 3 samples was using CRM Model in managing. On the contrary, each samples applied the CRM models as their environment as follow:

1) Policy and participation: Administrators must assign in any responsibilities and one policy at the beginning to make trust and devoting from the employers as (1) reconsider to the main idea of the CRM Model, make vision and strategy or any participation in the organization (2) announce policy and responsibilities in the schools clearly for example, having an announcement for using for the CRM Model very clearly, announced for honor award, helping for coordination work, and developing environmental with social public.

2) Increase personnel 's competency by (1) making a seminar and inviting the experts teach in theories and operation (2) teaching the personnel to learn the CRM program by themselves (3) exchanging each other and (4) learning by doing.

3) It should have an announcement for using for the CRM Model very clearly for making in any missions of the schools as academic, personnel, financial, and general management.

4) It should be needed, paying attention, evaluation, and work processing, and quality assurance for adjust the problems, and developing for success to the public by (1) making student center project for verifying student's need and satisfaction from experienced. (2) integrating services for linking policy and strategy in the same position (3) stressing for the good result by quality assurance system and applied for being up to date as well as service.

5) Presenting the success of CRM Model to the social public and adjust them into the CD-Rom, manually, and report to the websites for quoting in the future.

## 2.3 Post-Research

The researcher evaluated the CRM Model for Utility Standards, Feasibility Standards, Propriety Standards, and Accuracy Standards that almost samples suggested all of them were in high level.

## Discussion

After verifying the suggestions from the experts and analyzing the elements for the Customer Relations Model for Private Vocational Schools, it revealed that high administrators must believe in the CRM Model as well as the CRM Processing.

### Determination for the CRM Model.

1. *Roles* - Everybody who works for Private Vocational Schools should understand the CRM Model in their participation and responsibilities when applies the CRM Model to the work processing as for high efficiency of the CRM Model.
2. *Campaign* - High administrators should have any campaign for the success of CRM Model and they should have their vision, devoting, and trust. Moreover, they should learn more, think more, manage more, and work more, then change their mind from the old works to develop the organization by the CRM Model.
3. *Policy* - It should be clearly understood in the service to the parents and students that means the service in every part of the schools.
4. *Responsibilities* - After organizing the schools under the service mind, it should be given the responsibilities, as the board of the CRM, the CRM committees and etc so is enough.
5. *Planning* - It should be needed for planning of resource, budget, work processing, in any service sections.
6. *Management* - It should be managed service mind and responsibilities clearly up on the work flow.
7. *Standard* - It should be determined standardize of any work flow.
8. *Teamwork* - It should be needed teamwork for coordinating in any service sections for the success.
9. *Training* - The personnel should be needed training and workshop as for the high competency in the CRM Model
10. *Performing* - If everybody understand respond for the CRM Model, then it can be used surely.

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