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## CUSTOMER RELATIONSHIP MANAGEMENT IN NONPROFIT SECTOR

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*The article discusses the possibility of using customer relationship management system (CRM) by non-profit organizations. The successful cases of the implementation of CRM systems in the activities of non-profit organizations are given.*

*Keywords: CRM, non-profit organization*

Customer relationship management (CRM) system is special computer programs or «cloud» software products that allow you to plan tasks and control their implementation, keep information about customers and suppliers, store project documentation and automate its creation, as well as analyze and optimize company activities, also there are many definitions of CRM some of which are below [1].

CRM is an information industry term for methodologies, software and usually internet capabilities that help an enterprise manage customer relationships in an organized way.

CRM is a process of managing all aspects of interaction that a company has with its customers, including prospecting, sales, and services. CRM applications attempt to provide insight into and improve the company/ customers relationship by combining all these views of customer interaction into one picture.

CRM is an integrated approach to identifying, acquiring and retaining customers. By enabling organizations to manage and coordinate customer interaction across multiple channels, departments, lines of business, and geographies, CRM helps organizations to maximize the value of every customer interaction and drive superior corporate performance

CRM is an integrated information system that is used to plan, schedule and control the pre-sales and post-sales activities in an organization. CRM embraces all aspects of dealing with prospects and customers, including the call center, sales force, marketing, technical support and field service. The primary goal of CRM is improve long-term growth and profitability through a better understanding of customer behavior. CRM aims to provide more effective feedback and improved integration to better gauge the return on investment in these areas.

CRM is a business strategy that maximizes profitability, revenue and customer satisfaction by organizing around customer segments, fostering behavior that satisfies customers, and implementing customer-centric processes [2].

Given the variety of definitions of CRM, we can say that any accounting and control option that can help to improve interaction with customers can be considered a CRM-system. CRM-systems are usually associated with business, however, in recent years, systems are also used in the non-profit sector.

To understand the context of CRM in non-profit organizations (NGOs), it is important to define what is meant by non-profit organizations. Representatives of Canada, USA, UK (Akingbola, Rogers, Baluch) in the book «Change Management in Nonprofit Organizations» defines non-profits generally as organizations established for achieving a social mission or purpose [3]. In other words, non-profit organizations are established to respond emergent problems and issues that arise in society. NGOs generally seek to solve problems that the government and non-profit business organizations are unable or unwilling to solve alone or at all.

In Russian legislation, there is a Federal Law «On non-profit organizations» [4], where it's defined in a similar way «A non-profit organization is one not having profit-making as the main objective of its activity and not distributing the earned profit among the participants». In 2010, the law was supplemented with the definition of people-centered non-profit organizations. It shall be deemed non-profit organizations exercising activities aimed at solving social problems, development of civil society in the Russian Federation.

Salesforce is the world leader in the CRM market. The company says more than 40,000 non-profits organizations, foundations and higher education institutions use Salesforce.

Table 1 shows a comparison of CRM systems developed by Salesforce, Microsoft, CDC Software, Oracle, Iris, Fisk Brett, ESiT, Blackbaud specifically for NGOs with systems from the same companies, but for commercial use.

Customer Relationship Management in Higher Education can increase performance, promote better management practices, and improve a university's relationship with current and potential students, especially in executive education. As follows Al Quds Open University's research, there is a significant positive relationship at 5% level between the critical success factors and success of Customer Relationship Management implementation from student perspectives [6]. The educational environment is not only extremely dynamic but it is also challenging. Competition is intensifying in universities. There is a great deal of discussion in the academic literature around how the current conditions in higher education frame students as customers. Student satisfaction and loyalty are part of the university strategy. To obtain this, they adopted CRM.

Table 1

Functional areas of Profit and Non-profit CRM systems compared [5]

Functional Area	Profit	Non-profit	Functional Area	Profit	Non-profit
<b>Marketing</b>	+	+	<b>Other functional areas</b>		+
<b>Sales</b>	+	+	- Partner Management	+	
- Lead Management	+		- Account Management	+	+
- Territory Management	+		- Relationship Management	+	+
- Call Scripting	+		- Contract Management	+	
- Forecasting	+		- Event Management	+	+
- Product Pricing	+		- Document Management	+	+
- Quotes and Orders	+	+	- Fundraising	+	+
- Stock Control		+	- Fund/Project Management		+
<b>Service</b>	+	+	- Membership/Subscriptions		+
- Case Management	+	+	- Legacy Administration		+
- Service Scheduling	+		- Finance		+
- Workflow Management	+	+	- Fulfilment		+
- Knowledge Management	+		- Alumni Tracking		+
- History Tracking	+	+	- Volunteer Management		+
<b>Analytics</b>	+		- Sponsorship		+
			- Grant Giving		+
<b>Integration</b>	+	+			

In addition to education, CRM-methodology may also be useful in healthcare. The presence of a CRM-system in the hospital provides many opportunities for data mining. After all, the use of CRM-systems implies the accumulation of big data, from which, in some cases, valuable information can be obtained, for example, discovering the factors that mostly affect the loyalty of patients [7]. In turn, patient loyalty is directly related to treatment satisfaction [8].

The leaders of the Russian CRM market cannot boast of successful solutions for non-profit organizations. CRM systems based on Bitrix24 such as Amiveo and Databridge appeared only in 2020 and has not yet received any feedback on their product [9, 10]. AmoCRM does not have a specialized product at all; however, it provides its main product to non-profit organizations free of charge [11]. The most notable products on the Russian CRM market for NGOs are the products developed by the NGOs themselves for their own needs, such as DRM by Nashi Deti foundation and «MKS» by charity organization Nochlezhka [12].

From this, it can be concluded that there is a great potential for the development of the Russian CRM systems market adapted for the needs of NGOs. In addition, the Federal Law «On personal data» [13] implies that personal data should be stored on the territory of the Russian Federation, this fact helps Russian CRM developers in competition with foreign ones.

CRM systems have had their history since the beginning of the 90s. Having become an ideal and necessary tool for business, CRM-systems continue to develop, increasing their functionality and finding applications in new fields.

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