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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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**STUDY OF CRM THROUGH SOCIAL NETWORKING SITE: A FACEBOOK PERSPECTIVE**

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**ABSTRACT**

*The purpose of this study is to examine the extent of usage of Facebook for CRM activities by various organizations and to analyze the factors which are important for maintaining Customer Relations through Facebook. A structured questionnaire survey was used to collect the data. Data was collected from 120 respondents and used for analysis. The findings of the result showed that there are six factors which are important to maintain relations with customers by use of Facebook; i.e. Features of Organization's facebook profile, Ease of use, Brand Likeability, Recommendation, Decision making, Brand comparison by joining groups. The study has also proved that the extent of importance of various factors for CRM through facebook does not vary across profession, age and income. The study specifically helps the organization on how to stay connected with the customers for maintaining relations with customers. The study has proved that the above mentioned six factors are the most important for judging the relations of the customers with the Company through Facebook.*

**KEYWORDS**

Social Networking Site, Customer relationship

**BACKGROUND**

In the era of Customer Centric business Customer Relationship Management(CRM) is an integral part of any company for its growth and success. CRM is the strongest and very efficient approach to manage the relationships with the customers, keep the existing customers satisfied and also to find out new customers. These days, consumers are demanding highly interactive customer services from the organization hence it is a challenge for the companies to facilitate the constant interactions. Social Networking Sites are playing an important role in this regard; many companies are using Social networking sites to leverage their communication with customers.

**CRM**

Customer relationship management (CRM) is a widely implemented strategy for managing a company's interactions with customers, clients and sales prospects. Customer relationship evolved from Relationship Management (Hung 2005). Gummesson (2002) stated "marketing is based on relationships, networks and interaction, recognizing that marketing is embedded in the total management of the networks of the selling organization, the market and society. It is directed to long term win-win relationships with individual customers, and value is jointly created between the parties involved".

Harker (1999) defined CRM as a business strategy directed to understand, anticipate and respond to the needs of an enterprise's current and potential customers in order to grow the relationship value.

**There are two reasons why an organization adopts CRM**

1. The **defensive reasons** refer to an organization's fears of losing customers and revenues due to the successful CRM adoption among competitors while,
2. The **offensive reasons** refer to the desire to improve the profitability by reducing costs and increasing revenues through improving customer satisfaction and loyalty.

Brenner (2006) stated that the implementation of CRM is very fundamental for increasing customer loyalty. According to Shaw Gartner, Inc. (2009) there are several benefits of CRM:

- Overall revenue of the organization increase due to high sales
- Cost reduction is achieved to higher demand of products
- Better customer service is achieved
- Organizations can gain the competitive edge over its competitors
- Organizations can concentrate more on production
- Constant supply of vital customer data
- Customers receive satisfaction with the CRM activities

**SOCIAL NETWORKING SITES**

A social networking Site is an platform, or site that focuses on building and reflecting of social networks or social relations among people, who, for example, share interests and/or activities, Sunden's (2003). Friends, family, and acquaintances use social media to connect with each other socially. Social media gives people a never ending relationship, even when they're not communicating, as status updates, photos, etc., keep people informed of one another and involved in each other's lives. Apart from individuals, professionals are also using SNS as a medium to raise their visibility, get noticed, tell about their company, service, and get more clients.

**SOCIAL NETWORKING SITES AND CRM**

Since these websites started growing in popularity, businesses have looked for ways to integrate social media into their CRM strategies as well. Social media allows all types of companies to connect directly with their customers in a way that is both interactive and real time. However, very few companies are using social media to their advantage. Most companies start a social media campaign by starting a fan page on Facebook account and performing the occasional updates. The customers can establish the direct connection with the organization to communicate with them regarding various matters. But opening up a social media account and providing the occasional update does not lead to maintain relations with customers. Organization need to have a complete social media campaign, which interacts with the customer, allow conversation with them, create a relationship, and build the business of the Organization

**FACEBOOK PERSPECTIVE**

In the last couple of years, Facebook has gone from a college photo-sharing site to a business- networking platform of Organizations for Self-promotion, Advertising and Interaction. With new applications, Facebook users can, create and host events, advertise their businesses through Social Advertisements. The little networking site became a powerhouse for CRM. My spectrum of my study is confined to Facebook as the main Networking site for Customer Relationship Management. Following are the ways in with Facebook can be used for CRM activities.

1. **Company profiling:** Companies can create a profile on Facebook, on which a customer would find a link to visit the organization website, organization can promote their business, and explain the features and discount options about the product/service.
2. **Contacting Customers:** The entire idea of Facebook is to connect with people. Connections are made by sending and receiving friend requests, once accepted, your friends can view your profile and discover all that your business has to offer. Additionally, you are able to view your friends profile pages as well, including their friend list. Having access to more customers with like needs and financial statuses may bring about more business
3. **Communication:** All Facebook members have a "wall" where friends can post comments. This can be an easy and fun way to communicate various offers and other information to customers.
4. **Status Update:** While most Facebook users are updating their profiles with basic daily routines, organization can promote events, share product information, offer discounts, and more. It is a quick way to let everyone on your friend list know the upcoming news about your company
5. **Join A Group:** Groups can be created on Facebook for discussing a large variety of topics. Companies can join groups that are related to the products they offer, as well as search existing groups to find possible customers. In other words, here are many opportunities to connect with new friends.
6. **Polls:** Organizations looking for quick information and customer opinions can use a poll so that they can judge about the liking of the product they offer.

## LITERATURE REVIEW

Customer satisfaction is an integral part of company growth and success. Customer relationship management (CRM) systems offer businesses a way to keep current customers satisfied, as well as a way of finding new customers. Social networking can play a huge role in both these endeavors. Many companies incorporate CRM systems in order to manage and organize all the contact it has with both existing and prospective customers, through software or Web-based approach that supports these ventures. For example, customer data and interactions can be entered, stored, and accessed by personnel based on several categories. The data then can be used to encourage better customer service with comprehensive information, and to improve targeted marketing. Social networking offers yet another channel to accomplish both of these goals.

This natural marriage between next-generation social technologies and enterprise platforms brings together a powerful tool for the ever-changing corporate world. Whether your business is large or small, the benefits are countless. For example, a large corporation can use social networks for providing better customer service to their already large customer base. A small company may use social networks to reach more people and spread the word of their products and services. In the end, the main goals are providing better customer service and attracting new customers

Abed concluded that social networking sites explode in popularity, the hype and interest continue to build. Facebook alone topped 1000 million users in 2011. He found out that sorting the fact from the hype can be a challenge. Social networking at a high level is described as the convergence of technologies that make it possible for individuals to easily communicate, share information, and form new communities online. But the big question for him was that today is not what social networking is, but rather what it means for businesses. He found out that while social networks began as the province of individuals, businesses are now trying to capitalize on this trend as they search for specific strategies and tactics to derive value from it.

In an extensive study of the Garner Research program, Munn, Mezt, 2008 noted a large increase in investment in social networking by businesses. He concluded that used effectively, social networking sites can enable marketing professionals, salespeople, and customer service agents to develop meaningful relationships with customers in new ways.

Graham Walton. (2009) argued that, the true value from social networking can't be achieved in isolation. Rather, organizations need to take stock of their core business processes and customer management initiatives and identify how social networking can further enhance and extend those initiatives. Unlike other communication mediums, social networking sites not only provide the ability for users to communicate with each other but also enable users to find like-minded individuals. Once they discover each other, members can form ad hoc communities based on their mutual interests. Multiplied many times over, these individuals become the new power behind the old saying, "power of the masses." Thus social networking sites help shift power from the company to the consumer as the masses are able to channel and exert their influence. As social networking sites continue to grow in popularity, firms can no longer solely rely on traditional mediums (print, radio, TV, etc.) to enforce public perception of their product. Conversely, these new communication channels also provide organizations with a way to discover and maintain a persistent connection with their most vocal constituents. By harnessing this social networking information, organizations can use it to help identify their most influential consumers, drive participation in product development and improve brand sentiment. While some organizations may still question the business relevance of social networking, un-monitored conversations that impact their business are likely occurring online right now. And as many companies have learned, it is important to be involved in those conversations. Ultimately, social networks should be viewed as a channel that organizations need to monitor and engage in. Adam Sarner, Gartner analyst, contends that in social networking that the CRM is where one is going to see the ROI in the business model as opposed to anywhere else. It's all about connecting and engaging in new ways with customers. According to him it isn't surprising that customers who are using social networks want meaningful engagement with companies. And businesses want a way to manage and measure their forays in social networking. Makcy (2009) found out the combination of social networking and CRM provides an enormous opportunity to enrich customer interactions and give businesses a way to manage and measure how they use social networking while successfully engaging social customers. A Gartner Research program by Rafaeli (1988) calls social networking a "disruptive influence" on the CRM market, challenging companies to innovate and adjust. An ever growing number of companies have begun employing Facebook "fan" pages for customer relationship management (CRM). During the last few weeks, ClickZ has examined dozens of Facebook brand pages with an eye toward CRM and discovered that commitment level varies widely. While some appear nonplussed by the CRM opportunities on Facebook, others have bought in. Not surprisingly, firms committing to answering publicly/anonymous-made questions and authoring responses to "fan" comments predominantly have vested interests in direct-selling or retail. Lee Matthewl (2010) concluded that Wal-Mart, Dell, Comcast, Toyota, Domino's, Taco John's, and Teleflora, among others, have been proactively addressing customer concerns on Facebook. If questions cannot be immediately answered, their social reps normally direct "fans" to a Web page, toll-free number, or customer service e-mail address in a follow-up post. De Ruitter quoted that by looking at what other companies, such as Comcast and the folks at Dell have experienced, They knew that opening themselves up to social channels meant they would experience customer-service type questions. CRM via social media is just one piece of their overall social strategy. According to Alaxander Ardichvili, (2010) many firms use their posts to address rising CRM situations on the fly. He conducted a research on Dominos and concluded that Domino's has a long 'fan' following than any other brands

The objective of the present study is to explore the factors contributing to the effectiveness of CRM through Social Networking Site and also to analyse the extent of importance given to these factors by various respondents based of demographics factors.

## RESEARCH METHODOLOGY

Primary data has been collected for the purpose of this research. In order to collect data a questionnaire was developed. To avoid misinterpretations, the pretesting of questionnaire was conducted on a pilot group selected from the population. For pilot study a survey of 50 respondents was conducted. After pretesting necessary modifications were incorporated in the original questionnaire. In the final questionnaire 21 variables were incorporated to ascertain the effectiveness of CRM through Social networking site. A five (5) point likert scale (where least important=1 and very important=5) was used to measure the importance given by customer to each of the variable. Simple random sampling was adopted to collect the data. The sample size was 120 respondents. To minimize the number of variables, factor analysis approach to data reduction has been applied. Further to compare various factors of measuring effectiveness of CRM across the age groups, household hold income and occupational groups, the obtained data has been analyzed by using one way analysis of variance (ANOVA). The survey was limited to Delhi and National Capital Region.

**DATA ANALYSIS**

Factor analysis and Correlation is applied in order to find out the relation between the Social Networking site and which variables are more dominant in a Social Networking site to enhance the Customer relationship. Factor analysis determines what the patterns of relationship between variables are. Correlation determines how Social Networking Site and Customer relationship is related.

The reliability test was conducted for the nineteen variables for checking the effectiveness of facebook in maintain CRM. It is done to confirm the consistency and accuracy of the results using these variables. Cronbach alpha measure has been used to check reliability.

The Cronbach Alpha for the variables regarding the Effectiveness of CRM through Facebook is 0.835

So it can be concluded that the variables for checking CRM through Facebook are found to be reliable

**RELIABILITY STATISTICS**

Cronbach's Alpha	N of Items
.835	21

**DESCRIPTIVE ANALYSIS**

The questionnaire included a section on consumer profiling. It includes the consumer age, income, profession and gender. Table 1 provides the demographic profiling of the facebook users who have participated in the study

**TABLE 1: DEMOGRAPHIC PROFILE OF RESPONDENTS**

Profile	Frequency	Percentage	Cumulative Percentage
<b>Age Profile</b>			
0-18	64	53.3	53.3
18-25	39	32.5	85.8
25-40	11	9.2	95
40+	0	5	100
Total	120	100	
<b>Annual Income</b>			
0-3	68	56.7	56.7
3-5	52	43.3	100
Total	120	100	
<b>Gender</b>			
Male	73	60.8	60.8
Female	47	39.2	100
Total	120	100	
<b>Profession</b>			
Student	54	45	45
Business	18	15	60
Professional	28	23	83.3
Service Class	20	16.7	100
Total	120	100	

It can be seen from Table 1, the majority of respondents are from 0-18 years (53.3%), followed by 18-25years (32.5%). Occupation profile reveals that the larger numbers of respondents are students that are 54 (45%). Followed by professionals (23%), and serve class (16.7%)

The income profile depicts that a big percentage of of respondents 68% has a income less than 3,00,000 pa.

**FACTOR ANALYSIS**

Factor analysis attempts to identify underlying variables or factors that explain the pattern of Correlations within a set of observed variables.

Factor analysis is always used in Data reduction, by identifying a small number of factors which explains most of the variance observed in a much larger number of variables.

**SAMPLE ADEQUACY**

A set of twenty variables considered to be important while checking about the Effectiveness of Facebook on CRM, It was subjected to principal component analysis, using varimax rotation with Kaiser normalization in order to reduce the multiplicity of variables into selected factors.

TABLE 2: ROTATED COMPONENT ANALYSIS  
ROTATED COMPONENT MATRIX<sup>a</sup>

	Component					
	1	2	3	4	5	6
I visit Facebook regularly to read the company profile of various products	.924	.080	-.069	-.199	.111	.053
I recommend same to my friends if I find the information useful	.871	-.165	.263	.068	-.163	-.098
I often establish connection with various companies	-.092	.973	.066	.066	-.016	.156
I have many companies added in my profile	.256	.127	.914	.170	.024	-.064
I usually take part in the polls about the various product	.788	-.183	.366	-.341	.039	.174
I join group of various products	.055	.226	-.050	.068	-.131	.950
I get to know what brands/products my friends are using through their pages	.000	-.023	.020	.031	.981	-.118
I generally visit those pages which are liked by my friends	-.245	.086	.161	.927	.039	.082
I get to know about the discounts and offer of the company through its pages	.924	.080	-.069	-.199	.111	.053
I suggest my friends to join groups of the various products	.871	-.165	.263	.068	-.163	-.098
I am easily directed on the home page of the product when I click on the Link on the page	-.092	.973	.066	.066	-.016	.156
I always hit a LIKE on the pages of brands I use	.256	.127	.914	.170	.024	-.064
I comment on the pages in case of Grievances	.788	-.183	.366	-.341	.039	.174
I can compare various brands with the help of facebook pages	.055	.226	-.050	.068	-.131	.950
The various pages give me a platform to decide about various brands	.000	-.023	.020	.031	.981	-.118
I prefer pages in which detailed information about the product is available	-.245	.086	.161	.927	.039	.082
I prefer pages in which important features of the product are available	.924	.080	-.069	-.199	.111	.053
I give preference to the pages which are well developed and easily understandable	.871	-.165	.263	.068	-.163	-.098
I generally avail the discounts and offers of the various products	-.092	.973	.066	.066	-.016	.156
I generally hit a like on the pages of the brand I use	.788	-.183	.366	-.341	.039	.174

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.

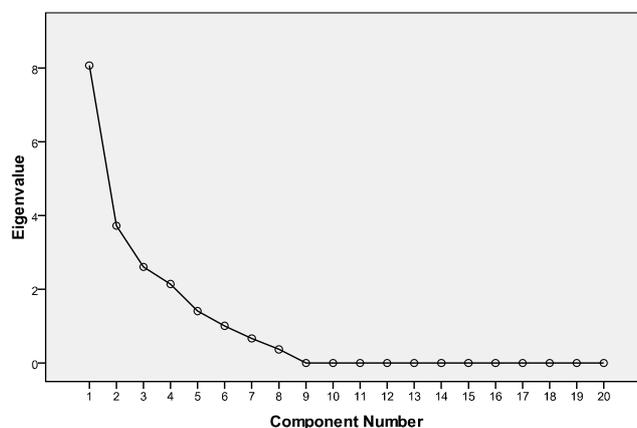
a. Rotation converged in 6 iterations.

TABLE 3: EIGEN VALUES  
TOTAL VARIANCE EXPLAINED

Component	Rotation Sums of Squared Loadings		
	Eigen Value	% of Variance	Cumulative %
1	6.986	34.930	34.930
2	3.193	15.966	50.895
3	2.366	11.828	62.723
4	2.281	11.407	74.130
5	2.084	10.419	84.549
6	2.054	10.271	94.820

Extraction Method: Principal Component Analysis.

Scree Plot



The table 3 indicates that 94.82 per cent of cumulative variance has been explained by 6 factors. The variance reflects considerable contribution of these factors while checking the Effectiveness of CRM through Facebook.

To interpret the factors, the first factor has an Eigen value of 6.986. Since it is greater than 1.0, it explains more variance than a single variable. The percentage of variance explained by this factor is 34.930

The second factor has an Eigen value of 3.193 and explains 15.966 percent of Variance in the original data

The third factor has eigen value of 2.36 and explains 11.82 percent of variance in the original data

The fourth factor has eigen value of 2.28 and explains 11.40 percent of variance in the original data

The fifth factor has eigen value of 2.08 and explains 10.4 percent of variance in the original data

The sixth factor has eigen value of 2.05 and explains 10.27 percent of variance in the original data

All factors account for high positive loadings. Keeping in view the Loadings of the factors, these are named as Features of Organization’s facebook Profile, Ease of Use, Brand Likeability, Recommendation, Decision making and Brand Comparison by Joining Groups

**F1 (FEATURES OF ORGANIZATION’S FACEBOOK PROFILE**

As shown in table 4 all loadings of items in factorsF1 are significantly high, Nine variables with positive loadings are extracted on factor F1. The positive loadings indicate that these variables share most of their variances between them and thereby co-vary with each other.

These factors exhibit that customers feel that features of facebook help them to know about various brands /products of Organization and discount offered by them.

Keeping in view the nature of variables having high loadings we named it Features of Organization’s facebook profile

**TABLE 4: F1 FEATURES OF ORGANIZATION’S FACEBOOK PROFILE**

Items	Statement	Factor Loading
1	I visit Facebook regularly to read the company profile of various products	.924
2	I recommend same to my friends if I find the information useful	.871
5	I usually take part in the polls about the various product	.788
9	I get to know about the discounts and offer of the company through its pages	.924
10	I suggest my friends to join groups of the various products	.871
13	I comment on the pages in case of Grievances	.788
17	I prefer pages in which detailed information about the product is available	.924
18	I prefer pages in which important features of product are available	.871
20	I generally avail the discounts and offers of the various products	.788

**F2: EASE OF USE**

As shown in table 5 all loadings of items in factorsF2 are significantly high, three variables with positive loadings are extracted on factor F2. The positive loadings indicate that these variables share most of their variances between them and thereby co-vary with each other.

These factors exhibit that customers find easy to use the pages of facebook in order to join hands with its respective brands/organization

Keeping in view the nature of variables having high loadings we named it Ease of use

**TABLE 5 F 2: EASE OF USE**

Items	Statement	Factor loading
3	I often establish connection with various companies	.973
11	I am easily directed on the home page of the product when I click on the Link on the page	.973
19	I give preference to the pages which are well developed and easily understandable	.973

**F3 BRAND LIKEABILITY**

As shown in table 4 all loadings of items in factorsF3 are significantly high, two variables with positive loadings are extracted on factor F3. The positive loadings indicate that these variables share most of their variances between them and thereby co-vary with each other.

These factors exhibit that how facebook helps the customers to display their Brand likeability towards an Organization/Brand

Keeping in view the nature of variables having high loadings we named it **Brand Likeability**

**TABLE 6: F3 BRAND LIKEABILITY**

Items	Statement	Factor Loading
4	I have many companies added in my profile	.914
12	I always hit a LIKE on the pages of brands I use	.914

**F4: RECOMMENDATION**

As shown in table 6 all loadings of items in factorsF4 are significantly high, two variables with positive loadings are extracted on factor F4. The positive loadings indicate that these variables share most of their variances between them and thereby co-vary with each other.

These factors exhibit how customers recommend the brands/products to their Friends

Keeping in view the nature of variables having high loadings we named it **Recommendation**

**TABLE 7: F4 RECOMMENDATION**

Items	Statement	Factor Loading
8	I generally visit those pages which are liked by my friends	.927
16	I prefer pages in which detailed information about the product is available	.927

**F5 -DECISION MAKING**

As shown in table 8 all loadings of items in factorsF5 are significantly high , one variable with positive loadings are extracted on factor F5. The positive loadings indicate that these variables share most of their variances between them and thereby co-vary with each other.

These factors exhibit that customers feel that features of facebook customers in Decision making about various products/brands

Keeping in view the nature of variables having high loadings we named it **Decision Making**

**TABLE 8: F5 DECISION MAKING**

Items	Statement	Factor Loading
15	The various pages give me a platform to decide about various brands	0.981

**F6: BRAND COMPARISON BY JOINING GROUPS**

As shown in table 4 all loadings of items in factorsF6 are significantly high , Nine variables with positive loadings are extracted on factor F6. The positive loadings indicate that these variables share most of their variances between them and thereby co-vary with each other.

These factors exhibit that customers feel that features of facebook help them compare about various brands.

Keeping in view the nature of variables having high loadings we named it **Brand Comparison By joining Groups.**

TABLE 9 F6: BRAND COMPARISON BY JOINING GROUPS

Items	Statement	Factor Loading
6	I join group of various products	.950
14	I can compare various brands with the help of facebook pages	.950

**COMPARISON OF MEANS: ANOVA**

ANOVA is applied to test the hypothesis under this study.

To test the Hypotheses i.e. the extent of importance of various dimensions for CRM through Facebook does not vary across Profession, Age and Gender; ANOVA test is applied

The Results by the table 10-12 show that whether there is any Significant difference among mean scores of the Various Dimensions

TABLE 10: PROFESSION WISE SUMMARY OF MEANS AND ANOVA OF DIMENSION OF EFFECTIVENESS OF CRM THROUGH FACEBOOK

Dimension	Student N=64	Service Class N=39	Professional N=11	Business Man N=6	F value	P value
Features of Organization's Profile	2.21	2.35	2.39	2.33	4.529	.011
Ease of use	2.71	2.10	2.36	3.0	2.371	.95
Brand likeability	2.12	1.79	2.18	2.66	.466	.628
Recommendation	2.15	1.74	1.72	3	2.713	.068
Decision Making	2.35	2.89	2.09	2.66	2.797	.043
Brand Comparison	2.46	2.48	2.27	2.83	.42	.73

Table 10 depicts that the highest mean score on the factor 'Features of Organizations Profile' is accorded by customers who are Professionals (2.39), followed by Service class people (2.35). The lowest mean score is obtained by the students. The F value for this factor is 4.529. This implies that Service Class and Professionals are more interested towards the CRM activities which are done by Organization through its facebook Profiles.

The F value of the remaining factors viz, Ease of Use, Brand likeability, Recommendation, Decision making and Brand Comparison is not found significant at 5 percent level. The table value of F at 5 percent significance is 3.00. The ANOVA results show that there is no significant difference among mean scores across the four professions, for each of these dimensions

TABLE 11: INCOME WISE SUMMARY OF MEANS AND ANOVA OF DIMENSION OF EFFECTIVENESS OF CRM THROUGH FACEBOOK

Dimension	0-3 N=73	3-5 N=47	F value	P value
Features of Organization's Profile	2.34	2.18	5.28	.001
Ease of use	2.36	2.70	2.887	.35
Brand likeability	1.91	2.25	1.53	.195
Recommendation	1.83	2.31	4.242	.005
Decision Making	2.31	2.85	2.797	.043
Brand Comparison	2.50	2.42	3.192	.024

It is clear from the mean scores given in Table 11 that the highest mean score of 'Features of Organization's Facebook Profile is accorded by Income group 0-3lacs (2.34). This means that lower income group gives more importance to the Features of the Organizations Profile than the higher income group

The F value for the Factor Brand Likeability is not found significant at 5 percent level. The ANOVA result shows that there is no significant difference among mean scores across the income groups.

TABLE 12: AGE WISE SUMMARY OF MEANS AND ANOVA OF DIMENSION OF EFFECTIVENESS OF CRM THROUGH FACEBOOK

Dimension	Below 18 N=64	18-25 N=39	26-40 N=11	40+ N=6	F value	P value
Features of Organization's Profile	2.35	2.39	2.33	2.31	4.529	.011
Ease of use	2.71	2.10	2.36	3.0	2.371	.95
Brand likeability	2.12	1.79	2.18	2.66	.466	.628
Recommendation	2.15	1.74	1.72	3	2.713	.068
Decision Making	2.35	2.89	2.09	2.66	2.797	.043
Brand Comparison	2.46	2.48	2.27	2.83	.42	.73

Table 12 depicts that the highest mean score on the factor 'Features of Organizations Profile' is accorded by customers who are 18-25 years (2.39), followed by below 18 youth (2.35). The lowest mean score is obtained by the age group 40+. The F value for this factor is 4.529. This implies that Below 18 and 18-25 year aged people are more interested towards the CRM activities which are done by Organization through its facebook Profiles.

The F value of the remaining factors viz, Ease of Use, Brand likeability, Recommendation, Decision making and Brand Comparison is not found significant at 5 percent level. The table value of F at 5 percent significance is 3.00. The ANOVA results show that there is no significant difference among mean scores across the age groups, for each of these dimensions

**CONCLUSION**

The study has brought out various variables concerning how Customer Relationship can be better Managed by Facebook which are grouped under five factors. These are: Features of Organization's facebook profile, Ease of use, Brand Likeability, Recommendation, Brand Comparison and Decision Making. Further this study reveals that the younger the generation is with purchasing power in hand, the higher the importance of various Features of the Organization's facebook profile for maintaining Customer Relationship. The research also exhibits that the Male gender is more inclined towards the features and make decision and generate brand likeability by comparing the brands with other Brands on the Organizations' Facebook Profile.

**RECOMMENDATION**

- More emphasis should be paid on creating and developing attractive Organization profile on the Facebook
- In the wake of intensifying competition of various organization, they should focus on innovative promotional activities through facebook
- Facebook should incorporate some tools which enable more interaction of customers through Facebook like direct chats with company professionals, Voice mail services by companies etc.

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