ANALYSIS OF FACTORS ACCOUNTING FOR MALFUNCTION
OR
FAILURE OF CRM WITH SPECIAL REFERENCE TO PHARMACEUTICAL INDUSTRY

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ABSTRACT

Indian Pharmaceutical industry is one the biggest industries where companies invest a lot on promotion of their brands. Core Customers of this industry are health care professional. Due to heavy competition most of the pharmaceutical companies work to have larger base of loyal HCP's. Thus sales level Customer relationship management (CRM) becomes the integral part of pharmaceutical marketing. It has been observed that success rate of CRM by pharmaceutical companies is not up to the expectations due to many gaps, which result in less return on investment. This research paper will try to explore these gaps and how to overcome from it. Gap model of service quality is used in this research paper to understand various reasons for the failure of CRM. There are mainly five gaps which are Gap between perception and expectation, Gap between Perception of management and quality of service, Gap between service quality specification and service delivery, Gap between service delivery and external communication and Gap between service experienced and expected. For this, survey was conducted with 25 territory and area managers of top 20 pharmaceutical companies who were having direct contact with health care professional. Results revealed that it is important to understand the HCP's expectations before indulging HCP's in any promotional activities.

KEYWORDS: Health Care Professionals, Territory and Area Manager, Failure of CRM.

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Introduction

Pharmaceutical industry invests lot of money on Sales level Customer relationship management (CRM) in the hope that they will generate higher business and their business will grow fast. To achieve the set objectives it has become very important for pharmaceutical companies to plan strategies like customers profiling, their demands, and staff training about customer understanding, and then implementing sales level CRM strategy. There are four common sales level CRM strategies which are practiced in pharmaceutical companies and these are free samples, detailing, gifts and continuing medical education program (CME). Success level of CRM strategies are not up to the expectations. This research paper attempts to understand factors responsible for their CRM malfunction with the help of Gap model. Gap model discuss about various gaps which occurs in service industries.

Gap model of service quality was invented by an American group of authors Parasuraman, VA Zeitham and LL Berry in 1985 in which they described various gaps in service quality, later it was developed further in 1988 by Parasuraman, Zeitham, LL Berry.[1]

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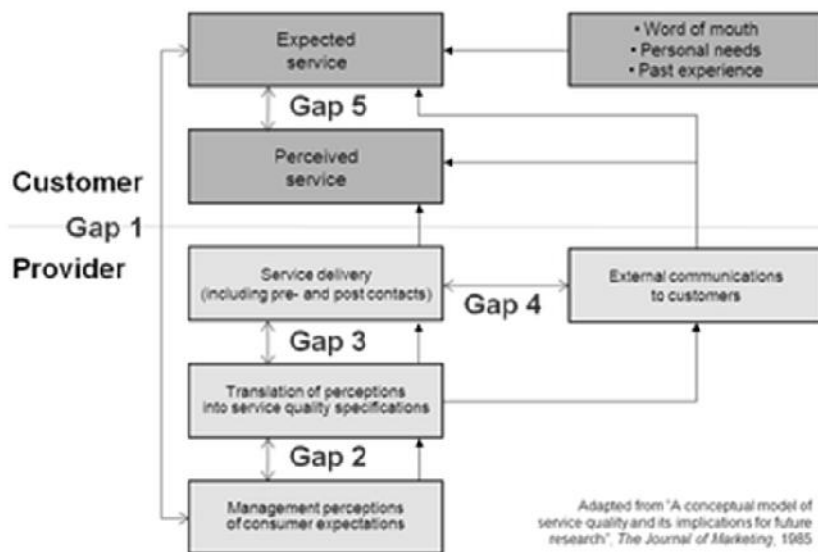[**]   National Head, Mentoring Rajasthan Patrika Group, Jaipur, Rajasthan, India.
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Objective for creating this model was to improve service quality by identifying problems systematically and providing solutions quickly to achieve customer satisfaction so that a service provider can win the competition and can make their position healthy.

Customer generally compares the service they get from service provider and then they compare it with their expectations and if it does not match gap arises and those gaps are describe as follows:

- Gap between perception and expectation: Many times management perceives consumer expectation wrongly and then it creates customer dissatisfaction as consumer expects different service and he or she gets different service.

- Gap between Perception of management and quality of service: Here management perceives correctly about customer expectation but at the time of delivery of service organization do not match the standard of service.

- Gap between service quality specification and service delivery: Many times management might not match the service standards as compare to what they promise; this usually happens due to poor training of company employees.

- Gap between service delivery and external communication: Many times company executives impress consumer by making various false statements (consumerism) to attract so that consumer quickly accept the service offer but at the time of service delivery when these commitments are not fulfilled, then gap and conflict arises.

- Gap between service experienced and expected: When consumer misinterpect the service quality and gets disappointed when they experience the actual service.

Gap Model of Service Quality

Adapted from "A conceptual model of service quality and its implications for future research", The Journal of Marketing, 1985

Objective of the Study

One of the core marketing strategies in pharmaceutical industry is CRM. It has been observed that after spending huge amount on CRM the return does not come up to the expectations. There could be many factors behind failure of customer relationship management (CRM) and to overcome from those failures it is important to understand the cause of the same. That is why many times after implementing CRM it has been seen that CRM gets fail and does not bring desired results. This article seeks to explain with the help of Gap model those circumstances where CRM fails and does not bring desired results.

Research Methodology

- **Research Design**

For this research paper descriptive research design is taken. As the name implies Descriptive research is the study designed to give insights on related issues and describes the situation in authoritative way. In this paper, researcher tries to present all the facts and details where researcher have no control on the information.[2]

- **Data Source**

For this research paper primary data were collected from the sales team (territory managers, area managers and regional managers) of twenty reputed pharmaceutical companies who have their sales operations in Jaipur. Territory managers, area managers and regional managers meets the clients of pharmaceutical companies on daily basis so based on their experience on the research objective data were collected.

The data were collected from the sales team of following companies:
- Macleods Pharmaceutical Ltd.
- Abbott India Ltd.
- Cipla Ltd.
- GlaxoSmithKline(GSK)
- Pfizer Limited
- Alkem Laboratories
- Zydus Cadila
- Lupin Limited
- Mankind Pharma
- Sun Pharmaceutical Industries Ltd.
- Intas Pharmaceutical Limited
- Dr. Reddy's Laboratories
- Emcure Pharmaceutical Ltd.
- Aristo Pharmaceutical Ltd.
- Torrent Pharmaceutical Ltd.
- Sanofi India Ltd
- Glenmark Pharmaceuticals
- USV Pharmaceutical Ltd.
- Micro Labs Ltd.
- Wockhardt Limited
    Secondary data were not available so not included in the research paper.
- Sampling Design

According to June, 2016 Information Management System (IMS) report[3], the Indian pharmaceutical industry was valued at Rs. 107,019 Crores and registered a 13% growth. From the data it is observed that only 20 companies hold 64% market share of total pharmaceutical revenue. From these twenty companies first 10 companies reflected 11% growth and 43% market share and top 11-20 companies reflected 10% growth with 21% market share.

Universe of the study consists of top 20 pharmaceutical companies' sales team who work as Territory, Area managers and Regional managers in Jaipur. These companies hold 64 percent market share and have sales force of around 1297 people. Out of these a sample of 100 were selected to whom questionnaires were sent. 50 Out of these turned ready and responded. After the quality check of the response 25 proved to be productive for the study.[4]

Table No 1: Total Number of Employees of Top 20 Pharmaceutical Companies and Employees

S. NO.	Company Name	Divisions	Employees in India	Territory Managers in Jaipur	Area Managers in Jaipur	Regional Managers
1	Sun Pharmaceutical Industries Ltd.	40	10000	120	40	10
2	Abbott India Ltd.	20	7000	60	20	7

3	Cipla Ltd.	20	10400	60	20	6
4	Mankind Pharma	10	5300	100	50	12
5	Alkem Laboratories	24	7000	48	24	9
6	Macleods Pharmaceutical Ltd.	10	5300	40	10	3
7	Lupin Limited	19	6500	56	19	7
8	Zydus Cadila	18	7000	54	18	6
9	GlaxoSmithKline(GSK)	6	5000	40	6	3
10	Pfizer Limited	5	2000	20	5	2
11	Intas Pharmaceutical Limited	12	7000	30	12	2
12	Dr. Reddy's Laboratories	8	5000	30	8	4
13	Emcure Pharmaceutical Ltd.	11	9000	22	11	3
14	Aristo Pharmaceutical Ltd.	6	5000	15	5	2
15	Torrent Pharmaceutical Ltd.	12	11000	30	12	3
16	Sanofi India Ltd.	10	7000	16	10	4
17	Glenmark Pharmaceuticals	21	22000	42	21	5
18	USV Pharmaceutical Ltd.	8	7000	24	8	3
19	Micro Labs Ltd.	14	7000	40	14	5
20	Wockhardt Limited	12	11000	25	12	4
	Total	**286**	**156500**	**872**	**325**	**100**

Sample Selection Technique, Sample Size and Sampling Unit

The Universe of the study consisted 1297 Territory managers, Area managers and Regional managers out of them 100 were randomly chosen by using "Simple random sampling technique". It is a sampling technique where every item of the universe has equal chance of being selected in the sample which means that it removes all chance of partiality.[5] Pharmaceutical companies assign one territory/city to each individual territory manager and their job is to meet pre decided list of customers to achieve their respective targets. Area managers are assigned bigger territory, normally a state. They are responsible to look after each territory which comes under their supervision. In general, 8-9 territory mangers work under the supervision of an area manager. Regional managers possess higher position than Area managers; they look after the sales target of 2-3 states. In general, 9-10 Area managers reports to regional manager.

Merits of Simple Random Sampling

- This method is objective and unbiased.
- The result can be obtained in terms of probability or error of estimation.
- Exact mathematical test may be tested to judge the randomness of the sampling method.[5]

Demerits of Simple Random Sampling

- Time and cost limits the use of simple random sampling. According to this method each sample of universe has the equal chance of being selected so interviewer has to spend lot of time and cost for getting information.
- Getting the accurate list of universe elements also limits the use of this method.
- In this method sometimes irrelevant item comes in to the sample by chance which affect adversely to the study.[5]

The Questionnaire was distributed to 100 territory, area and regional managers and out of which 50 responded and they were ready to give their respective responses and after quality check 25 responses were selected and they fulfilled the requirement of the study. Thus these 25 responses were turned out to be the sample size for the study and it was found to be sufficient for the study. Two tailed t-test was applied on collected data to get the result of the study.

Research Approach

Extensive structured as well as non-structured interviews were organized for selected fifty territory, area and regional managers of their respective pharmaceutical companies. Respondents were contacted personally as well as telephonically for gathering of qualitative data. Their opinions on the subject were accumulated in "Respondent Format" for evaluation.

Research Instrument

Questionnaire was designed for primary data collection of the study. A total of five questions were asked from each respondent. All the respondents were given identical questionnaire. The objective of research was explained in detail to respondents before distribution of questionnaire. Details of the

respondents were collected in Respondent Format for records. Based on Gap model questions were designed which are:

- CRM mostly fails when there is a huge gap between customer expectation and organisation's perception of customer expectations.
- CRM fails when there is gap between what is designed and what perception of customer expectation is.
- CRM fails when there is gap between what is delivered and what service specification is.
- CRM fails when there is gap between what is delivered and what is communicated.
- CRM fails when there is gap between what is expected and what is perceived.

And then they were requested to share their response for the survey in following options:

- Strongly Disagree
- Disagree
- Neither Agrees nor Disagrees
- Agree
- Strongly Agree

Contact Method

Respondents were contacted personally, telephonically and through email for data gathering. The Questionnaire was distributed to 100 territory, area and regional managers of selected top twenty pharmaceutical companies. Out of 100, fifty responded and they were ready to give their respective responses. Data gathering by personal contact has always been a better option. Therefore rather than collecting data through email and telephone more priority was given to data collection by personal contact. But due to busy schedule ten out of fifty could allow for the same. Out of the remaining, ten of them gave their interview telephonically and other five replied on email for the study. Thus these 25 responses found to be sufficient and became the sample size for the research. Two tailed t- test was applied on collected data to get the result of the study.

Data Analysis Technique

The overall data collection aim is to reveal the circumstances where sales level CRM fails and does not bring desired results. Gap model of service was explained to Territory, Area and Regional managers of top twenty companies. Their Responses were assembled in tabular form. For the comparative study their arithmetic mean were calculated and then applied two tailed T-test.

Two Tailed T test

Two-tailed test is a statistical test in which the critical area of a distribution is two sided and tests whether a sample is either greater than or less than a certain range of values. If the sample that is being tested falls into either of the critical areas, the alternative hypothesis will be accepted instead of the null hypothesis.[6]

Merits of Two Tailed t-test

Easier data accumulation: Data gathering in t-test is more convenient because only single values are required from each subject. When sample size is small less than 30 then t-test can be used. Since the sample size is less than 30 two tailed t-test was appropriate.

- Simplicity of analysis: Two tailed t-test allows computing and comparing the difference between two groups by finding their mean. It also elaborates the statistical differences between two groups. Therefore it is simple in interpretation.
- Convenience in computation: The formula of two tailed test is easy in understanding which makes it simple and requires less statistical training. [7]

"When using a two-tailed test, regardless of the direction of the relationship you hypothesize, you are testing for the possibility of the relationship in both directions. For example, we may wish to compare the mean of a sample to a given value x using a t-test. Our null hypothesis is that the mean is equal to x. A two-tailed test will test both if the mean is significantly greater than x and if the mean significantly less than x. The mean is considered significantly different from x if the test statistic is in the top 2.5% or bottom 2.5% of its probability distribution, resulting in a p-value less than 0.05"[8]

Normal Probability
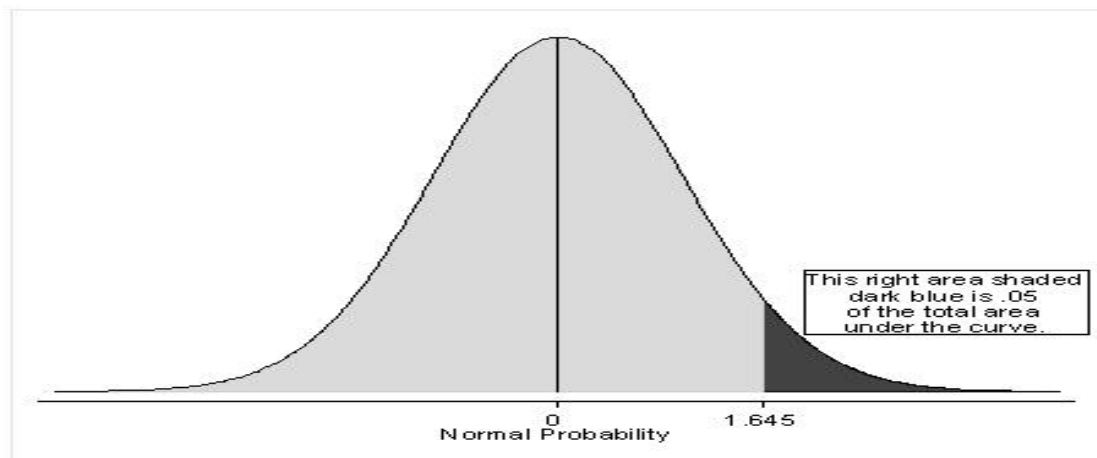
Data Collection

"Data collection is the process of gathering and measuring data, information or any variables of interest in a standardized and established manner that enables the collector to answer or test hypothesis and evaluate outcomes of the particular collection. This is an integral, usually initial, component of any research done in any field of study such as the physical and social sciences, business, humanities and others."[9]

Precaution for Data Collection

- Friendly atmosphere of trust and confidence: To get the accurate and pure responses of questionnaire from respondents friendly atmosphere was created so that without any hesitation respondents can share their feedbacks. And it was assured that their identity will not be disclosed and the data collected from them will be kept confidential.
- Questions were kept simple and straight: Questions were kept straight and simple so at the time of collection of response, respondents were assured that questions are related to their field and it will take minimum time.
- Questionnaire was explained prior: Questionnaire was well explained prior to take replies for the same, so that it will take less time in data collection.

Importance of Data Collection

It is mandatory to maintain and collect accurate data for the research as the whole integrity and credibility depends on data collection, it may be qualitative or quantitative.

Data Analysis and Interpretation

In the research methodology section the research method, data analysis technique, research Instrument, contact method and methodology already have been discussed.   Population and sample of the research, tools for data collection, statistical analysis techniques have been done in research section.

After collection of data from respondents with the help of questionnaire, analysis and interpretation was done. This was done to find the actual solution of the problem.

Quantitatively data analysis was done for the present research with the help descriptive statistics and inferential statistics. The descriptive statistical techniques like mean, standard deviation were used and then inferential statistics two tailed t- test was applied for the analysis of responses.

Data collected from respondents were recorded in a total of five different tables and then their mean and mean square were calculated which were also presented in the same tables.

Based on the research objective a total of five sets of hypothesis were formulated and tested which are given below:

Null Hypothesis

H_0: CRM mostly fails when there is a huge gap between customer expectation and organisation's perception of customer expectations. i.e. p   4

- **Alternate hypothesis**

H_1: CRM does not fail when there is a huge gap between customer expectation and organisation's perception of customer expectations. I.e. p<4

Table 2: Showing Mean & Mean Square Data Pertaining to Q. 1 which is related to H_1

Respondents No.	Preference	x	X	X2	
1	3	4.16	-1.16	1.346	
2	4	4.16	-0.16	0.026	
3	4	4.16	-0.16	0.026	$s = \sqrt{\dfrac{\sum (x - \bar{x})^2}{n - 1}}$
4	3	4.16	-1.16	1.346	
5	3	4.16	-1.16	1.346	
6	4	4.16	-0.16	0.026	11.360/25-1=0.4733=0.6879
7	5	4.16	0.84	0.706	
8	4	4.16	-0.16	0.026	SD=0.6879
9	4	4.16	-0.16	0.026	
10	5	4.16	0.84	0.706	
11	4	4.16	-0.16	0.026	
12	5	4.16	0.84	0.706	
13	5	4.16	0.84	0.706	
14	5	4.16	0.84	0.706	
15	4	4.16	-0.16	0.026	$t = \dfrac{\bar{x} - \Delta}{\dfrac{s}{\sqrt{n}}}$
16	4	4.16	-0.16	0.026	
17	5	4.16	0.84	0.706	
18	4	4.16	-0.16	0.026	4.16-4/0.6879/ 5=1.1627
19	4	4.16	-0.16	0.026	
20	4	4.16	-0.16	0.026	
21	5	4.16	0.84	0.706	
22	4	4.16	-0.16	0.026	
23	3	4.16	-1.16	1.346	
24	4	4.16	-0.16	0.026	
25	5	4.16	0.84	0.706	
Sum Total	104/25=4.16			11.36	

T table value is 1.318 at 90% confidence value, here calculated t value is 1.1627 which is less than T table value thus null hypothesis is accepted.

Hence, the alternative hypothesis "CRM does not fail when there is a huge gap between customer expectation and organisation's perception of customer expectations is rejected.

Therefore, it can be concluded that CRM mostly fails when there is a huge gap between customer expectation and organisation's perception of customer expectations is accepted.

Null Hypothesis

H_0: CRM fails when there is gap between what is designed and what is the perception of customer expectation is i.e. p 4.

- **Alternate Hypothesis**

H_1: CRM does not fails when there is gap between what is designed and what is the perception of customer expectation is i.e. p<4.

Table 3: Showing Mean & Mean Square Data Pertaining to Q. 2 which is related to H_2

Respondents No.	Preference	x	X	X2		
1	5	3.64	1.36	1.8496		
2	3	3.64	-0.64	0.4096		$s = \sqrt{\dfrac{\sum (x - \bar{x})^2}{n - 1}}$
3	2	3.64	-1.64	2.6896		
4	3	3.64	-0.64	0.4096		
5	2	3.64	-1.64	2.6896	SD=	19.76/25-1=0.8233
6	3	3.64	-0.64	0.4096		0.8233=0.9073

7	4	3.64	0.36	0.1296	
8	3	3.64	-0.64	0.4096	
9	4	3.64	0.36	0.1296	
10	3	3.64	-0.64	0.4096	
11	4	3.64	0.36	0.1296	
12	4	3.64	0.36	0.1296	
13	3	3.64	-0.64	0.4096	
14	4	3.64	0.36	0.1296	$t = \dfrac{\bar{x} - \Delta}{\dfrac{s}{\sqrt{n}}}$
15	5	3.64	1.36	1.8496	
16	4	3.64	0.36	0.1296	
17	3	3.64	-0.64	0.4096	3.64-4/0.9073/ 25=
18	4	3.64	0.36	0.1296	-1.983
19	3	3.64	-0.64	0.4096	
20	5	3.64	1.36	1.8496	
21	3	3.64	-0.64	0.4096	
22	3	3.64	-0.64	0.4096	
23	4	3.64	0.36	0.1296	
24	5	3.64	1.36	1.8496	
25	5	3.64	1.36	1.8496	
	91/25=3.64			19.76	

T table value is 1.318 at 90% confidence value, here calculated t value is -1.983 which is less than T table value thus null hypothesis is accepted.

Hence, the alternative hypothesis "CRM does not fail when there is gap between what is designed and what the perception of customer expectation is" is rejected.

Therefore, it can be concluded that CRM mostly fails when there is a huge gap between customer expectation and organisation's perception of customer expectations is.

Null Hypothesis

H_0: CRM fails when there is gap between what is delivered and what service specification is i.e. p 4.

- **Alternate Hypothesis**

H_1: CRM does not fails when there is gap between what is delivered and what service specification is i.e. p<4.

Table 4: Showing Mean & Mean Square Data Pertaining to Q. 3 which is related to H_3

Respondents No.	Preference	x	X	X2		
1	3	3.88	-0.88	0.7744		
2	4	3.88	0.12	0.0144		$s = \sqrt{\dfrac{\sum (x - \bar{x})^2}{n - 1}}$
3	2	3.88	-1.88	3.5344		
4	3	3.88	-0.88	0.7744		
5	2	3.88	-1.88	3.5344	SD=	18.64/25-1=0.7766
6	4	3.88	0.12	0.0144		0.7766=0.8812
7	3	3.88	-0.88	0.7744		
8	4	3.88	0.12	0.0144		
9	4	3.88	0.12	0.0144		
10	5	3.88	1.12	1.2544		
11	4	3.88	0.12	0.0144		
12	3	3.88	-0.88	0.7744		
13	5	3.88	1.12	1.2544		
14	4	3.88	0.12	0.0144		$t = \dfrac{\bar{x} - \Delta}{\dfrac{s}{\sqrt{n}}}$
15	5	3.88	1.12	1.2544		
16	4	3.88	0.12	0.0144		
17	5	3.88	1.12	1.2544		3.88-4/0.8812/ 25=-0.68

18	4	3.88	0.12	0.0144		
19	3	3.88	-0.88	0.7744		
20	5	3.88	1.12	1.2544		
21	4	3.88	0.12	0.0144		
22	4	3.88	0.12	0.0144		
23	4	3.88	0.12	0.0144		
24	4	3.88	0.12	0.0144		
25	5	3.88	1.12	1.2544		
	97/25=3.88			18.64		

T table value is 1.318 at 90% confidence value, here calculated t value is 0.68 which is less than T table value thus null hypothesis is accepted.

Hence, the alternative hypothesis "CRM does not fail when there is gap between what is delivered and what service specification" is rejected.

Therefore, it can be concluded that CRM mostly fails when there is a huge gap between what is delivered and what service specification" is accepted.

Null Hypothesis

H_0: CRM fails when there is gap between what is delivered and what is communicated i.e. p   4

- **Alternate Hypothesis**

H_1: CRM does not fails when there is gap between what is delivered and what is communicated i.e. p<4

Table 5: Showing Mean & Mean Square Data Pertaining to Question No. 4 which is related to H_4

Respondents No.	Preference	x	X	X2		
1	5	4.32	0.68	0.4624		$s = \sqrt{\dfrac{\sum (x - \bar{x})^2}{n - 1}}$
2	5	4.32	0.68	0.4624		
3	2	4.32	-2.32	5.3824		
4	3	4.32	-1.32	1.7424		
5	2	4.32	-2.32	5.3824	SD=	19.44/25-1=0.81
6	5	4.32	0.68	0.4624		0.81=.9
7	4	4.32	-0.32	0.1024		
8	5	4.32	0.68	0.4624		
9	4	4.32	-0.32	0.1024		
10	5	4.32	0.68	0.4624		
11	4	4.32	-0.32	0.1024		
12	5	4.32	0.68	0.4624		
13	5	4.32	0.68	0.4624		$t = \dfrac{\bar{x} - \Delta}{\dfrac{s}{\sqrt{n}}}$
14	4	4.32	-0.32	0.1024		
15	5	4.32	0.68	0.4624		
16	4	4.32	-0.32	0.1024		
17	5	4.32	0.68	0.4624		4.32-4/0.9/ 25=
18	4	4.32	-0.32	0.1024		1.77
19	4	4.32	-0.32	0.1024		
20	5	4.32	0.68	0.4624		
21	4	4.32	-0.32	0.1024		
22	5	4.32	0.68	0.4624		
23	4	4.32	-0.32	0.1024		
24	5	4.32	0.68	0.4624		
25	5	4.32	0.68	0.4624		
	108/25=4			19.44		

T table value is 1.318 at 90% confidence value; here calculated t value is 1.77 which is higher than T table value thus null hypothesis is rejected.

Hence, the alternative hypothesis CRM does not fails when there is gap between what is delivered and what is communicated is accepted.

Therefore, it can be concluded that CRM does not fails when there is gap between what is delivered and what is communicated.

Null Hypothesis

H_0: CRM fails when there is gap between what is expected and what is perceived i.e. p   4

- **Alternate Hypothesis**

H_1: CRM does not fails when there is gap between what is expected and what is perceived i.e. p<4

Table 6: Showing Mean & Mean Square Data Pertaining to Q. 5 which is related to H_5

Respondents No.	Preference	x	X	X2		
1	3	3.64	-0.64	0.4096		
2	4	3.64	0.36	0.1296		$s = \sqrt{\dfrac{\sum(x - \bar{x})^2}{n - 1}}$
3	3	3.64	-0.64	0.4096		
4	3	3.64	-0.64	0.4096		
5	3	3.64	-0.64	0.4096	SD=	25.76/25-1=1.0733
6	5	3.64	1.36	1.8496		1.0733=1.036
7	5	3.64	1.36	1.8496		
8	2	3.64	-1.64	2.6896		1.036
9	2	3.64	-1.64	2.6896		
10	3	3.64	-0.64	0.4096		
11	5	3.64	1.36	1.8496		
12	4	3.64	0.36	0.1296		
13	4	3.64	0.36	0.1296		
14	5	3.64	1.36	1.8496		$t = \dfrac{\bar{x} - \Delta}{\dfrac{s}{\sqrt{n}}}$
15	5	3.64	1.36	1.8496		
16	3	3.64	-0.64	0.4096		
17	5	3.64	1.36	1.8496		3.64-4/1.036/ 25=-1.737
18	3	3.64	-0.64	0.4096		
19	3	3.64	-0.64	0.4096		
20	2	3.64	-1.64	2.6896		
21	5	3.64	1.36	1.8496		
22	4	3.64	0.36	0.1296		
23	4	3.64	0.36	0.1296		
24	3	3.64	-0.64	0.4096		
25	3	3.64	-0.64	0.4096		
	91/25=3.64			25.76		

T table value is 1.318 at 90% confidence value, here calculated t value is -1.737 which is lower than T table value thus hypothesis is accepted.

Hence, the alternative hypothesis "CRM does not fail when there is gap between what is expected and what is perceived" is rejected.

Therefore, it can be concluded fails when there is gap between what is expected and what is perceived.

Finding

Customer relationship management helps in making larger base of loyal customers for pharmaceutical companies. It has been seen that most of the times expected results in terms of return from HCP's doesn't come. The purpose of the research was to identify circumstances, where CRM fails or does not bring desired result. Objective was tested on five parameters, to identify circumstances where CRM fails or does not bring desired results, , it was found that out of five parameters CRM fails on four parameters and on one parameter CRM does not fails which are describe as follows:

- Pharmaceutical companies design their marketing plans as per their past experience or by seeing the other competitive companies without analyzing the actual facts. It is important to understand the Health care professional's expectations from pharmaceutical companies before offering so many things. If they don't do that then it may result in various gaps. Like if companies are offering too many gifts to HCPs and the HCPs are actually expecting samples for evaluation then in this situation gap will arise. So it can be concluded that CRM fails when there is huge gap between customer expectation and organisation's perception of customer expectations.

- Assuming that the first gap does not exist even then there can be a factors which may result in gap in what is designed and what is the perception of customer expectation. Pharmaceutical companies may offer the services as per HCPs expectations but are these services been offered on time, expected date or place. These factors are responsible for failure of CRM. This may create gap between what is designed and what is the perception of customer expectation.

- Assuming second gap does not exist even then CRM fails when there is gap between what is delivered and what service specification is. This may happen due to poor training to the sales team of pharmaceutical companies. Sales team can offer the expected service to the HCPs as per their expectations and on expected time and place. Now the importance arise how to offer the service and if there will be any miscommunication the purpose of offering service may get affected.

- Surprisingly the forth gap was not recognized by the respondents which is CRM fail when there is gap between what is delivered and what is communicated. External communication is mostly executed by marketing people in pharmaceutical companies. Communication with HCPs in pharmaceutical companies is often as one to one so chances of misinterpretation gets minimal as the HCPs can clarify their doubts instantly. Thus the forth gap does not exist in pharmaceutical companies. However, further research is recommended before coming to any definite conclusion.

- Assuming all four gaps does not exist even then CRM fails when there is gap between what is expected and what is perceived. It is the ultimate gap, which exists in customer mind where he/she compares what is   expected by him/her and what is perceived by him/her regarding the pharmaceutical company or service provider. Due to past experience with service provider, a customer develops a perception which does not match with his/her expectation from the service provider. The respondents affirmed this gap due to which CRM malfunction.

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