

Customer Relationship Management Practices in Cultural
Diplomacy: A Marketing Perspective on the Russian
House in Dhaka

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This internship report is submitted to the School of Businesses &
Economics, United International University as a partial requirement for
the fulfillment of Bachelor of Business Administration Degree

Customer Relationship Management Practices in Cultural Diplomacy: A Marketing Perspective on the Russian House in Dhaka

Submitted by

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Major: Marketing

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Submission Date: March 28, 2026

Letter of Transmittal

Date: March 28, 2026

To

Dr. Kawsar Ahmmed

Professor

School of Business and Economics

United International University

Subject: Submission of Internship Report

Dear Sir,

With due respect, I am pleased to submit my internship report titled “**Customer Relationship Management Practices in Cultural Diplomacy: A Marketing Perspective on the Russian House in Dhaka**”, prepared as requirement for the completion of the Bachelor of Business Administration (BBA) degree under the major of Marketing at United International University.

The report is based on my personal experience of the internship period at the Cultural Department of the Embassy of the Russian Federation in Bangladesh (the Russian House in Dhaka) where I worked between November 2025 and February 2026. During this time, my tasks included CRM related, marketing analytics, social media planning, scholarship organization, and stakeholder engagement programs.

The report captures the reflection of my practical learning, analytical observations, and application of academic knowledge in an organizational setting. I have also tried to be precise by presenting the findings and in line with the university guidelines.

I therefore request you to kindly accept this report for evaluation.

Sincerely,

Swagata Barman

ID: 111 201 133

BBA Major in Marketing

United International University

Declaration of the Student

I hereby declare that the internship report titled “**Customer Relationship Management Practices in Cultural Diplomacy: A Marketing Perspective on the Russian House in Dhaka**” is my original work and has been prepared based on my internship experience at the Cultural Department of the Embassy of the Russian Federation in Bangladesh from November 2025 to February 2026.

The report has been written as a partial requirement towards the degree of Bachelor of Business Administration (BBA) with a major in Business Analytics and Marketing at United International University. I confirm that I have not presented this report to any other institution to earn academic credit.

Any information that has come in the form of books, journals, reports or even web sites has been properly credited and cited as per the APA rules.

Sincerely,

Swagata Barman

Student ID: 111 201 133

United International University



РУССКИЙ ДОМ В ДАККЕ RUSSIAN HOUSE IN DHAKA

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Ref No. P3-30-398

Date: 31 October 2025

INTERNSHIP OFFER LETTER

To:
Mr. Swagata Barman

Dear Mr. Barman,

The Russian House in Dhaka is pleased to offer you an internship position with the Education Department of the Russian House in Dhaka. This internship will commence on 1 November 2025 and will conclude on 28 February 2026, for a total duration of **four (4)** months.

Internship Details

Position Title	Junior Officer
Department	Education Section
Location	42, Bhasha Shoinik M. A. Matin Road (Road № 7), Dhanmondi R/A, Dhaka
Working Hours	9:00 a.m. – 5:00 p.m., Sunday to Thursday

Key Notes

1. This internship is provided as a professional development opportunity and is subject to the internal rules and policies of the Russian House in Dhaka.
2. During the internship and thereafter, you are expected to maintain strict confidentiality regarding all organizational matters, communications, and internal affairs.
3. The terms of the internship may be extended or modified based on mutual agreement and performance evaluation.
4. Kindly confirm your acceptance of this offer by signing and returning a copy of this letter.

This internship is intended to provide you with practical exposure in alignment with your academic program, while supporting the development of relevant professional skills and experience.

We look forward to your valuable contribution to the activities of the Education Department and wish you a productive internship period.

AUTHORIZED SIGNATORY

George Latsuzbaya,
First Secretary, Embassy of the Russian Federation,
Deputy Director of the Russian House in Dhaka

Acknowledgment and Acceptance

I, Swagata Barman, hereby accept the internship offer under the terms stated above.

Signature: Swagata

Date: 31.10.25

Acknowledgement

I would also like to acknowledge the fact that I am deeply grateful to the academic supervisor of the United International University, who provided me with ongoing guidance, useful feedback, and assistance during the process of completing this internship report.

I also owe much to the Cultural Department of the Embassy of the Russian Federation in Bangladesh (the Russian House in Dhaka) that gave me the chance to fulfill my internship during the period of November 2025 to February 2026. I would extend special gratitude to my supervisor in the organization and around me during my internship experience and colleagues who were cooperative, mentoring and encouraging.

Their encouragement and professional advice were substantial towards helping me to gain practical experience and to finish this report successfully.

Executive Summary

The present internship report evaluates Customer Relationship Management (CRM) at the Cultural Department of the Embassy of the Russian Federation in Bangladesh, also known as the Russian House in Dhaka. The internship was completed as part of the Bachelor of Business Administration (BBA) program at United International University, with a major in Business Analytics and Marketing, during the period from November 2025 to February 2026.

The main interest of the internship was to learn how cultural diplomacy and educational outreach is supported by CRM strategies, marketing analytics, and digital tools of engagement. The Russian House is a service organization, and it encourages the study of the Russian language, scholarship programs, culture, and bilateral cooperation. On the marketing side, it works by managing stakeholder relationships, content planning, and data-driven communication plans.

Tasks at the internship encompassed student advisory service, processing of scholarship applications, scheduling of content on social media by using Microsoft Excel, monitoring performance using meta (Facebook) analytics software and organization of cultural events. The report is an analysis of dynamics within the sector, organizational approach as well as how CRM has been in terms of management of long-term relationships with students, alumni, and institutional partners.

The results suggest that CRM good practices, systematic follow-up mechanisms, and marketing analytics are important in improving stakeholder engagement and efficiency. The report ends with effective suggestions on how to improve CRM implementation, digital transformation, and marketing outreach in the department and the reflection of personal skill improvement and professional development.

Keywords: Customer Relationship Management, Cultural Diplomacy, Marketing Perspective, Russian House, Bangladesh.

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Chapter One

Introduction

1.Introduction

This internship was completed in the Cultural Department of the Embassy of the Russian Federation in Bangladesh (also referred to as the Russian House in Dhaka) in November 2025 through February 2026 by a student of Business Analytics and Marketing at the United International University (UIU). The Russian House is a forward-looking entity of cultural diplomacy, promotion of the Russian language, higher-education prospects, and cultural intercourse in Bangladesh within the broad-public-diplomatic policy of the Russian Federation. Marketing wise, the department is a service-based organization that develops and maintains long term relationships between it and various stakeholder groups including students, alumni, educational institutions, and the government partners.

The internship experience was considered through Customer Relationship Management (CRM) and marketing analytics perspective, where the relationship-building strategies, online interactions, and data-driven decision-making serve the organizational goals. The intern played a vital role in her internship and was involved in student advisory services, scholarship coordination, social media planning, and event-promotion services. These tasks demanded the implementation of marketing concepts like the segmentation of the audience, the planning of the content, the monitoring of the engagement, the analysis of the performance, using tools such as Microsoft Excel and Meta social-media analytics.

By this hands-on experience, the intern became aware of how a cultural institution can adopt marketing and CRM practices to make engagement among the stakeholders and improve the participation rate in the educational programs and the institutional branding stronger. As a result, this chapter introduces the contextual discussion of the internship, its background, goals, importance, scope, and restrictions, and focuses specifically on the marketing and CRM perspectives.

1.1 Background of the Report

Cultural diplomacy applies to a type of soft power, whereby the audiences of foreign countries are shaped using cultural and educational means, without resorting to coercion and financial incentives. Cultural diplomacy in Bangladesh has developed into a high-end industry that entails global educational exchange and cultural outreach especially to the young population. A central figure in this sector is played by the foreign cultural institutions that project their national language,

heritage, and educational opportunities to create the prospects of long-term goodwill and understanding. This approach matches the purpose of public diplomacy to foster people-to-people relations, as well as, to serve geopolitical goals, including the human-capital and inter-border cooperation, using irresistible cultural and academic programs. The Russian House in Dhaka which forms the cultural wing of the Russian Embassy illustrates such engagement of the diplomats in this regard. The house was founded in the 1970s and has continued to serve as a residential center of Russian Bangladeshi cultural, educational, and scientific exchange over the course of the last fifty years. It is one of the oldest foreign cultural centers in the country that operates as the local office of Rossotrudnichestvo, the federal agency of cultural cooperation of the Russian Federation. The programs of the center are structured on three main pillars to include: linguistic training, academic mobility, and cultural diffusion. The institution therefore has courses of Russian language and runs scholarship programs to the Bangladeshi students who wish to study in Russia and organizes entertainment programs like film shows art exhibitions and celebrations. Such activities directly support the program of international education and the work of the public diplomacy by improving intercultural competence and bilateral relations through people-to-people interaction. The management of stakeholder relationships is the success of these initiatives. Although Customer Relationship Management (CRM) was first introduced into the business sector, the main concepts behind the idea are very relevant to cultural diplomacy and educational exchange programs. CRM systems and methodologies are used by institutions like the Russian House to coordinate the relationships with a large variety of stakeholders such as prospective students, alumni, event participants, partner organizations, and governmental officials over long periods. Through maintaining exhausting documents of investigations, requests, and previous contact, the organization can relate in a personalized way and administer their services more efficiently. Strong CRM norms lead to a long-lasting relationship, and this aspect is especially important in cultural diplomacy where the effects of programs (such as the scholarship awardees or language trainees) are frequently felt years later when the graduates get powerful posts. Frequent follow-up and individualized communication contribute to not just increasing the level of stakeholder satisfaction, but also institution credibility and trust, which is an intangible asset that strengthens the impact of the organization on the soft power aspect. Overall, cultural diplomacy of the Russian House is supplemented by CRM activities that facilitate loyalty and engagement as

well as positive perceptions by the stakeholder community which makes business relationships management concepts more relevant to the global goals of public diplomacy.

1.1.1 Objectives

General Objective: To introduce a detailed discussion of the internship experience at the Russian House in Dhaka, it is necessary to show how the principles of business analytics and marketing were applied to the context of the culture diplomacy setting and the extent to which they contributed to the stakeholder involvement and service delivery of the organization.

Specific Objectives:

- To analyze the implementation of CRM and client communication policies in the Cultural Department, focusing on student advisory, inquiry handling, and stakeholder relationships.
- To evaluate program administration, including scholarship management and cultural event promotion, and assess the use of social media marketing and data analysis.
- To identify the intern's roles and responsibilities in client communication, application processing, event planning, technical support, and interdepartmental coordination.
- To examine challenges faced during the internship and provide recommendations for future improvement.

1.1.2 Significance

This report is important because it analyses a practical implementation of the concept of business analytics and marketing competencies in the field of international cultural relations. CRM and data-driven decision-making take a high place in performance improvement of relationship-based organizations, such as cultural diplomacy ones. Using the practices of the Russian House to analyze the case under this analysis framework, the report explains how systematic relationship management and marketing strategies can be used to improve stakeholder loyalty, program effectiveness, and the overall effectiveness of the programs of the public diplomacy. As an example, the value of CRM-based solutions in maintaining educational exchange programs and alumni networks in the long run can be explained by knowledge of how personalized messages and systematic follow-ups can be used to build trust. Marketing-wise, the internship experience has led to the realization of the relevance of strategic communication and branding in a non-profit diplomatic environment. The Russian House should be able to actively advertise its services, language courses, scholarships, events and develop a positive institutional image to attract the attention of the Bangladeshi population. The evaluation of social media campaigns, event

marketing and community outreach by the center can provide an insight on how marketing methods can be adjusted to suit the principles of the diplomacy of the people, including focus on and development of a relationship, and not on profit. The given findings are especially relevant to business students, as they expand the knowledge on how marketing and analytics tools including social media analytics, client feedback analysis, or target audience segmentation can be utilized outside the corporate sector to support the goals of soft power and educational diplomacy of a nation.

Besides, internships are also important in the academic and professional growth of the intern. The student has already shown the ability of how they can turn theoretical knowledge into practical use through the engagement in the internship training that involves the use of data-analysis methods to select scholarship candidates and apply marketing communication strategies in a cross-cultural environment. The experience demonstrates the importance of interdisciplinary skills, showing that skills in business analytics can be used to improve the efficiency of operations, such as by facilitating the processing of applications or using data to guide outreach efforts, or that marketing expertise can help increase the number of people interested in a multinational organization. Overall, the analysis provides a unique case study at the intersection of business analytics, marketing, and international cultural diplomacy, with ramifications which can be applicable to the host institution and the scholarly community that deals with the role of soft-power actions.

1.1.3 Scope and Limitations of the Report

Scope: The scope of this report is to report about the activities, the departments, and functions to which the intern was assigned in the internship of the Russian house in Dhaka. The intern was engaged in various functional areas at the Cultural Department. The major activities were direct contact with potential students and customers (delivering information and counseling about education opportunities), handling the handling of scholarship applications and corresponding paperwork (record-keeping and shortlisting candidates), as well as developing the promotional materials regarding the events on the social network to encourage more people to pay attention to it. The internship also implied providing both technical and administrative assistance (helping colleagues with software products and data processing by using custom spreadsheets) along with the interdepartmental coordination where the intern worked in separate units and provided the assistance in the continuation of the activities and events. In turn, these areas of the report include

the network of education service segment (e.g., scholarship and student advising), the cultural events and promotion segment, and the internal administrative processes of the Russian House. Focusing on these areas, the report indicates how the Cultural Department functions and how different functions are incorporated towards the realization of the culture diplomacy goals of the organization.

Limitations: There are a number of limitations that affected the scope and extent of this internship report. One of the main limitations was time; the internship itself had certain times, which were between 2022 and 2024, which was not very long to observe the long-term consequences of actions and seasonal changes in actions. Also, it did not provide access to confidential data as the work of the Embassy was diplomatic and sensitive. The intern was not required to have clearance to access some of the internal records or strategic documents, which meant that some of the analyses had to be based on observation and publicly available data instead of being based on in-depth internal measures. There was as well a language barrier, whereas the working language was mostly English (English with local clients), certain communication and documents used by the Russian side were in Russian. The poor level of the Russian language of the intern sometimes created a barrier to his face-to-face interaction with Russian employees or necessitated translation of an official document. The implication of these restrictions is that the report cannot claim to have covered some areas of findings due to the weaknesses of the available information and the scope of the participation of the intern. Despite these constraints, no attempt was made to make the analysis inaccurate or not based on the experience of the internship, although it is well realized that some quantitative measurements or highly confidential information is beyond the scope of the report.

1.1.4 Definition of Key Terms

To ensure a better understanding and clarity of the notions used during this internship report, the key terms are presented below. The following definitions are put in perspective of cultural diplomacy, marketing and Customer Relationship Management (CRM) as implemented in the Russian House in Dhaka.

Customer Relationship Management (CRM):

Customer Relationship Management is a strategic management concept used by organizations to oversee, analyze, and enhance the relationship between the organizations and their customers and other stakeholders in the entire lifecycle of the relationship. CRM is a combination of people,

processes, and technology to promote customer satisfaction, long term relationships, and value creation to both the organization and to the stakeholders. In the cultural diplomacy framework, CRM is applied to manage relationships with the students, alumni, language learners, and institutional partners.

Cultural Diplomacy:

Cultural diplomacy refers to the practice whereby a particular nation attempts to sell its culture, language, values, and educational opportunities to the foreigners to foster mutual understanding, trust, and long-lasting relationships with these countries. It is a kind of soft power, which emphasizes attraction and cooperation over political or economic pressures.

Soft Power:

Soft power refers to the ability of a nation or even an organization to persuade others by attracting them, cultural values, education, and good relations without any coercion or force. Soft power includes the cultural centers like the Russian house that provide scholarships, cultural programs, and education.

Stakeholders:

Stakeholders are people or organizations that are interested in or affected by the activities of an organization. The stakeholders in this report are students, scholarship applicants, alumni, language learners, government representatives, representatives of the media and partner institutions.

Academic Mobility:

Academic mobility is defined as the transfer of students, researchers, and professionals across national boundaries in academic purposes, training, or research. It includes the scholarship programs, exchange programs as well as international study opportunities provided by cultural and educational institutions.

Marketing Analytics:

Marketing analytics refers to the act of quantifying, controlling, and analyzing marketing performance data to improve decision-making and effectiveness. Marketing analytics in this

internship entailed an assessment of social media usage, reach, and response by using tools like excel and meta (Facebook) analytics.

Social Media Analytics:

Social media analytics is a concept to describe the practice of gathering and examining the information available on social media to determine how people behave and interact. The performance of the promotional content is measured with the help of metrics like reach, impressions, likes, comments, and shares.

Data-Driven Decision Making:

The idea of data-driven decision making is a process of making strategic and operational decisions and basing them on data analysis and not intuition. In this report, it will mean using CRM records, analysis based on Excel, and the social media insights to help with departmental planning and outreach.

Scholarship Administration:

Scholarship administration is a procedure that deals with promotion, management, assessment as well as selection of candidates for educational scholarships. This involves processing applications, checking documents, eligibility tests, and contacting the applicants.

Alumni Network:

An alumni network is a group of former students, or program participants, who maintain a continuous connection with an institution. Under the cultural diplomacy setting, alumni networks are very crucial in the long-term relationship building, brand promotion, and enhancement of institutional credibility.

Operational Efficiency:

Operational efficiency refers to the ability of an organization to provide services in an efficient manner at a minimum cost in terms of time, money, and error. The Customer Relationship Management (CRM) systems and automated tools increase the efficiency of the operations as they optimize communication, documentation, and follow-up procedures.

Chapter Two
Analysis of the Cultural Diplomacy Industry in Bangladesh

2. Introduction

In the twenty-first century, the utilization of the soft power concept has become a highly developed sector of international relations, in which the emphasis of the state on the preferences of other nations is created through appeal and attraction and not through coercion or monetary incentives. In the case of the People Republic of Bangladesh, this approach to the use of soft power has transformed into a complex industry around the sphere of cultural diplomacy and international educational exchange. It is an important channel through which foreign sovereign powers manipulate their national histories, language culture, and educational standards onto the population of Bangladesh, especially the growing young generation.

In Bangladesh, cultural diplomacy is not a modern-day tool in diplomacy, but it is a fight by the country to establish its identity. A cultural movement to conserve the Bengali language and heritage brought the nation into being and created a special kind of societal receptivity to engaging in cultural practice; the instruments of mutual understanding and long-term geopolitical stability, investing in human capital and cross-border academic cooperation.

The importance of this sector as Bangladesh moves towards its “Vision 2041” goal of becoming a developed nation has evolved beyond the usual artistic exhibitions, towards strategic integrated diplomacy which integrates culture activities with the national agendas of energy security, technological modernization, and human resource development and thus making cultural diplomacy an autonomous institution, which helps the countries to brand themselves globally.

2.1 Specification of the Sector

The cultural diplomacy and international education sector in Bangladesh are characterized by the three major functional pillars, namely linguistic training, academic mobility, and cultural spreading. This industry is notably different in the commercial education sector since it is linked to foreign governments and is non-profit and state funded. The first pillar, which is linguistic training, is the provision of standardized languages courses that are a pre-requisite to international integration. The linguistic infrastructure that it offers to students and other professionals is necessary to allow them to enter the foreign labor markets and academic systems and is especially crucial in a globalized economy where language skills are an extra benefit in professional development. The second pillar is academic mobility which deals with the management of scholarship programs and government-funded educational counselling. This segment is meeting

the high demand of the Bangladeshi students to the international higher education, which provides access to the world-ranked universities in Russia, Europe, and India. These programs are often part of larger intergovernmental credit deals, where educational exchange relates to the mega-scale infrastructure development projects such as the Rooppur Nuclear Power Plant. The third pillar is the cultural dissemination, which involves organizing festivals, film shows, art shows and literature evenings. These events are geared towards promoting empathy and intercultural competence among the local population by propagating the so-called narratives, identities, and traditions of the host nation, which in the example of Bangladesh are usually the celebrations of the shared historical milestones, including the assistance of the Soviet Union in the 1971 Liberation War.

Functional Pillar	Core Services	Strategic Objective
Linguistic Training	Standardized language courses, proficiency testing, teacher training.	Bridging communication gaps and preparing human capital for migration.
Academic Mobility	Scholarship administration, university recruitment, research collaboration.	Developing a loyal, foreign-educated elite and supporting technical cooperation.
Cultural Dissemination	Film festivals, art exhibitions, heritage preservation projects.	Enhancing national image (soft power) and building interpersonal trust.

2.2 Political, Legal, and Regulatory Factors

The activity of the foreign cultural centers is severely regulated by the national legislation of Bangladesh and international diplomatic conventions. The Ministry of Foreign Affairs (MoFA) and the Ministry of Cultural Affairs are the most important regulatory agencies.

Diplomatic and Regulatory Compliance

The rules of business of the Government of Bangladesh have that foreign cultural centers should have their activities consistent with diplomatic and consular activities as envisioned in the Vienna Convention.

Cultural and Educational Policies

In the area of education services, the centers have to deal with the regulations of the certification of language and the preparation of teachers; in this case, the most significant issues are the 1972 Agreement on Cultural and Scientific Cooperation, which is valid nowadays and applicable to most long-running centers, such as the Russian House.

Geopolitical and Economic Pressures

The sector is dependent on political stability and bilateral agreements on Intergovernmental credit immensely. An example is the USD 12.65 billion Rooppur Nuclear Power Plant project, which has a Russian credit facility financing it, meaning that the supply chain and financial transactions will also be disrupted by external forces like the imposition of illegal sanctions on some countries and the global turbulence, which will threaten the continuity of the institution.

2.3 Major Organizations in this Sector

The cultural diplomacy industry in Dhaka is marked by the stiff competition among international forces struggling to establish their supremacy in the soft power among the elite and youth demographic in Bangladesh. The competition is expressed by the convergence of civilizational charm, technological glamour and offering of lucrative scholarship programs.

Major Competitors

The British Council: The British Council has a seventy-year history of operation in Bangladesh and controls English language market with the IELTS system and strategic mapping of the creative industry. Its strategic orientation is based on the building of long-term relationships and development of the international appreciation of heritage.

The Indira Gandhi Cultural Center (IGCC): The Indira Gandhi Cultural Center (IGCC) takes advantage of extensive linguistic and civilizational closeness in the form of a platform where cultural bonds within India are strengthened. The IGCC has just moved its operations to a new premise at Gulshan Avenue, and the focus of the institution is on classical music, dance, and yoga programs.

Alliance Française de Dhaka (AFD): The Alliance Française de Dhaka (AFD) boasts of an active arts scene and propagation of French language and culture by multimedia libraries that focus on the works of Jules Verne and frequent exhibitions. The AFD provides a four-year language program, which is organized and has branches in Dhanmondi, Uttara, and Gulshan.

The American Center: The American Center focuses on a technological advantage, values of democracy and leadership training. It provides the state-of-the-art amenities and counselling to students who have ambitious goals to get into the highly esteemed U.S. higher-education system.

The Goethe-Institute: Goethe-Institute is a representative of the German cultural interests, with the focus on the excellent quality of education and the career advancement. It often cooperates with the EUNIC cluster.

Competitor	Primary Strategic Focus	Key Advantage
Russian House	Science & Engineering; nuclear industry training	Historic 1971 legacy; provides 100% government scholarships.
British Council	English language training; creative industries	IELTS test monopoly; 70-year continuous presence.
Alliance Française	Arts and culture promotion (visual arts, literature); “café culture” lifestyle	Active gallery scene; European lifestyle appeal.
IGCC (India)	Classical arts, music, yoga, and spiritual heritage	Geographic and linguistic proximity (cultural affinity).
Goethe-Institut	German language education; sustainable development and heritage projects	Reputation for technical excellence (German education & technology).

2.4 Summary of Challenges and Opportunities

The industry is subjected to a high-staking environment wherein the presence of influence is equalized alongside high levels of logistical and political risks.

Challenges

1. **Restrictive Visa Policies:** The sudden 39% drop in the UK student visas is a good example of how the rapid change in policies in the host country can weaken the domestic demand.
2. **Technological Disparities:** An 83% digital literacy gap amongst stakeholders is the only largest obstacle to the next generation of cultural diplomacy.
3. **Cultural Colonization Fears:** While other scholars are worried that the aggressive

inundation of Western and Indian cultural influences might tweak the native identity of Bangladesh, which may result in regulatory countermeasures.

4. **Operational Resilience:** The presence of sanctions and international conflicts cause supply and financial management challenges to centers like Russian House.

Opportunities

1. **Infrastructure-Driven Diplomacy:** The connection of cultural affinity to such projects as the Rooppur Nuclear Plant creates a hi-tech industry and ensures a linguistic service market.
2. **Youth Demographic Dividend:** As millions of Bangladeshi young people follow international training, cultural centers have a chance never to find the future leaders of the country.
3. **Multicultural Dialogue:** The EUNIC cluster or the Russian World spaces of local universities are platforms where people can obtain an opportunity to engage in interpersonal relationships outside of the capital city.
4. **Heritage and Tourism:** Architectural and heritage preservation through joint effort is being done, such as the Open heritage Week, which allows cultural centers to become very much in touch with local pride and national identity.

Chapter Three
Analysis of the Organization – Russian House in Dhaka

3. Introduction

The Russian Center of Science and Culture also known as the Russian House in Dhaka is the head office of Rossotrudnichestvo the cultural outreach division of the Russian government in Bangladesh. It has been the main center of Russian Bangladeshi cultural, educational, and scientific exchange, the symbol of a long-lasting friendship that was developed after the independence of Bangladesh. The institute was established following the 1971 Liberation War, based on a bilateral agreement on cultural and scientific collaboration that was signed in 1972 and officially opened in March 1974. This fledgling relationship- marked by Soviet aid in the reconstruction of Bangladesh after the war- was the basis of a long-term relationship. Therefore, the Russian House itself is the oldest foreign cultural center in the country and is commemorating its 50th anniversary in February 2025.

The Russian House in Dhaka is still thriving through quality leadership and progressive programming. The Director Alexandra A. Khlevnoy now leads this and there was a recent change where Mr. Pavel Dvoychenkov took over as the center director. The organization has in recent years embraced an overall programmatic approach, with a special focus on massive scholarship movements, specialized technical training programs, and high impact cultural festivals. Such efforts can be seen as its objectives in strengthening the educational exchange and cultural exchange and hence the retention of the Russian house as a center of the people-to-people relationships between Bangladesh and Russia.

3.1 Overview and History of the Russian House in Dhaka

Russian House Dhaka has a history based on mutual respect and cooperation between Bangladesh and Russia. Upon gaining independence in Bangladesh, the Soviet Union was in the middle of war reconstruction and rebuilding the economy of the fledgling country. This unity gave rise to the creation of the Russian House (then referred to as the Soviet Cultural Center) in 1974 as a real embodiment of the Bangladesh-Soviet friendship. The establishment of the center was a component of a wider Cultural and Scientific Cooperation Agreement (1972) which was aimed at long-term cooperation in education and culture. Since then, the Russian House has maintained a unique brand of friendships in Bangladesh a kind of historical soft power based on its material assistance in 1971 and the decades of positive relations without. This has been a legacy that has enabled the institution to retain the trust of the people and its good image despite the dynamics of the geopolitical winds.

The contribution of the Russian House to education is one of the hallmarks. The center already in March 1972 assisted the sending of the first group of Bangladeshi students to the Soviet Union. Up to now, over 6,000 Bangladeshi students have been allowed to obtain higher education in USSR/Russia through Russian House. These Soviet/Russian alumni have now taken the form of holding high positions in the Bangladesh government and academia, business among others, and form a powerful network of alumni who testify of the long-lasting effectiveness of the center. During its lifetime, the Russian House has celebrated its important anniversaries by organizing cultural and diplomatic celebrations. As a case in point, the celebration of anniversaries has been marked by high-profile messages delivered by Russian officials (including the Head of Rossotrudnichestvo) and the involvement of Bangladeshi dignitaries, as well as the usual Russian folk performances, highlighting the development of interpersonal relationships developed by the center. These are the incidents that will help us understand how the Russian House in Dhaka had been operating as a bridge in terms of education as well as a cultural ambassador and this has cemented the respect and understanding between both countries in the last half-century.

3.2 Target Groups of the Russian House

The Russian house in Dhaka represents a heterogeneous constituency, and they have different needs, as well as interests. The following are the main segments that make its target groups:

- **Scholarship Applicants:** The students of Bangladesh are interested in studying Bachelor, Master, or Ph.D. in Russia. These children are enrolled in the government scholarship (State Quota) programs which are very competitive; in 2023, the number of applicants per seat was around 5:1, which means that the demand is high.
- **Russian Language Learners:** Adults and young people who want to learn the Russian language to advance academically, professionally, or personally. The popularity of the Russian language courses has been on the increase; an example is the escalation of the course cohorts from two to six in the past year due to the growth in enrolment.
- **Soviet/Russian Alumni:** The center has more than 6,000 alumni of Soviet and Russian universities who have long-term ties with the center. This group continues to be engaged in cultural affairs and makes a useful network between the older professionals and officials of Bangladesh and Russia.

- **Nuclear Industry Professionals:** Engineers, scientists, and regulators of the nuclear energy projects in Bangladesh (including the Bangladesh Atomic Energy Regulatory Authority and the Rooppur Nuclear Power Plant). This group is assisted by the Russian House through training programs and internship in Russia where these professionals obtain the necessary technical expertise and experience.
- **Russian Compatriots (Expatriates):** Russian citizens and their relatives living in Bangladesh and using the Russian House as their social and cultural center. The community center functions as a community social center and in this case, these compatriots can stay in touch with the Russian culture and language in their foreign land.
- **Local Media and Government Stakeholders:** The members of the Bangladeshi media, officials in major ministries (Education, Culture, Foreign Affairs, etc.), who work with the Russian House regularly. The center welcomes them to press conferences, cultural programs, and ceremony events taking advantage of the fact that it is covered by media and endorsed by the authorities to expand its influence.

This diversity of audience, both the fledgling students and the top office, local fanatics, international residents, reflects the wide scope of the Russian House. The organization appeals to the needs of every group, which builds relationships with the educational sector, creates goodwill, and promotes the cultural diplomacy of Russia in Bangladesh.

3.3 Product/Service Mix for Target Groups

The Russian House in Dhaka provides a wide range of products and services to achieve its mission and cater to its various stakeholders. These are based on its target audiences and are in line with the goals of the center of exchange of education, cultural promotion, and technical collaboration. The major elements of this service mix are:

- **Government Scholarship Programs:** Free higher education in Russia. The most important is the Russian Government State Quota scholarship campaign that has lately grown to 124 scholarships in the 2023-24 cycle. These are full-tuition scholarships including accommodation and monthly stipend that apply to undergraduate levels all the way to Ph.D. studies. The Russian House manages the situation of the whole process including awareness creation, attracting applicants as well as giving counseling on university choice, document

filling, and visa procedures. Not only does this program create a pipeline of Russian-trained specialists (e.g., in engineering and medicine) but also creates goodwill by removing financial obstacles among the talented Bangladeshi students. The 100 percent funding scheme and the quality education promise have made the program extremely salient, and this has made the program have a strong pool of applicants every year.

- **Russian Language Training:** All round language courses and certifications. Russian language courses are provided in the center which include beginner, intermediate, and advanced level in which all the major language skills are taught, speaking, listening, reading, and writing the language. Various cohorts are operational; one year more than six groups (one hundred total students) were registered at the same time. Classes are conducted by highly qualified teachers many of whose teacher's graduate of the Russian Teacher Abroad program in Russia and whose classrooms are multimedia equipped. There are also the benefits of the house in that it, by offering access to students locally to language education in the Russian language, prepares them to academic programs in Russia, increases the career prospects of professionals, especially in the tourism sector or international business, and further encourages cultural exchange. One of the outstanding characteristics is the quality of the pedagogue: the teachers follow the global standards of teaching the language, and the students enjoy the library of the center with Russian literature and learning materials.
- **Technical Training and Educational Outreach:** Nuclear professional training and local education. To support the technical education of nuclear industry workers, the Russian House supports technological training related to Bangladesh. The center aids in training the Bangladeshi engineers and scientists in the areas of nuclear energy through partnerships with other organizations like the Rosatom Technical Academy. Students are taught theoretical classroom sessions and practical simulator training, such as in the Novovoronezh nuclear power plant in Russia, to develop the ability to manage the first nuclear power plant in Bangladesh (Rupoor NPP). The activities will guarantee the transfer of knowledge and technical support in this high priority bilateral project that will contribute directly to safe nuclear business in Bangladesh. The Russian House is also involved in the educational outreach activities outside its campus. It has notably provided short term Russian language courses to hundreds of students at the Institute of Modern Languages of the University of

Dhaka in extending it to university campuses. Decentralizing a few offerings will enable the center to cater to interested learners in other regions of the city and the country, opening geographical constraints of a Dhaka-centric model.

- **Cultural Events and Public Diplomacy:** A vast variety of cultural programs to develop understanding. The Russian House has been encouraging the Russian culture through regular film festivals, cultural evenings, exhibitions, and commemorative events as a way of promoting people-to-people relationships. As an example, it shows Russian and Soviet classic films, usually during the documentary festivals, to expand the local vision of Russian history and society. It also performs and organizes festive concerts and performances like joint cultural programs on the Victory Day of Bangladesh and anniversaries of the relations between Russia and Bangladesh. The traditional Russian music and dance (e.g., Katyusha or Valenki folk dances) is also often present at these events, as well as the performances of the Bangladeshi culture, as a sign of friendship between the countries. The center also holds seminars, lectures, and competitions like presentations about what Russia has contributed to the field of education or science and assist Bangladeshi students to take part in international Olympiads. On-site exhibition space can host art shows and historical exhibits, as well as travelling exhibits in programs like the Rosatom program Rosatom Territory of Culture. In all these cultural products, the Russian House will paint a good image of the Russian heritage and values not only to the students and alumni but also the general population and the media. It is the feeling of a Bridge of Friendship between the two countries, Bangladesh and Russia, which is repurposed by such public diplomacy initiatives as a symbol of the cultural affinity that the center has formed.

The product/service mix offered by the Russian House is complex consisting of educational services (scholarships and language training), technical and professional development, and cultural programming. This combination will serve the interests of its target audiences- students to experts and/or the community as a whole and further the main goals of the culture center which are cultural promotion, educational facilitation, humanitarian cooperation, and technical support. Offering quality services in these spheres, the Russian House in Dhaka further enhances bilateral relations and develops good relations between the citizens of Bangladesh and Russia.

3.4 Strategies to Meet the Challenges and Opportunities

To remain relevant and address the challenges and opportunities faced by it in the environment in which it operates, the Russian House in Dhaka has been incorporating and adopting a number of strategic initiatives. Based on the findings of a recent SWOT analysis of its internal strengths/weaknesses and external opportunities/threats, the following strategies have been proposed to make the center more impactful and to deal with the future challenges:

1. **Capitalizing on Western Pivot:** Use the decreasing inaccessibility to the western markets of education as the means of lure more Bangladeshi students to the Russian programs. As the UK and other countries start to restrict student immigration to their countries (e.g., the UK student visa to the UK reduced by 39 per cent), the Russian House can pitch its State Quota scholarships as a suitable alternative. To convince some of the bright students who would otherwise consider studying in Western countries, marketing activities must include emphasizing the benefits of studying in Russia, including 100% scholarship and lenient visa laws (e.g., it does not limit student dependents). By pitching Russian higher education as a friendly, fully funded alternative, the center will be able to solve the vacuum left by the shrinkage of the Western market and increase uptake of its scholarship.
2. **Expanding the "Russian World" Network (Regional Outreach):** To counter the geographical centralization of the center in Dhaka, it is necessary to form outreaches of the Russian language and culture in the periphery. The plan is the establishment of new units or even alliances with the local universities outside the capital to provide language classes and cultural programs under the name Russian World. As an example, the installation of reading nooks or Russian language centers at the institutions like Stamford University, Daffodil International University or Notre Dame College can become an active way of engaging students in these areas. This local growth enhances accessibility to the youth in the far areas, expands the pool of scholarship applicants, and forms a preliminary preparation center to students before their transfer to Russia. The limitation of activities outside of Dhaka that has been identified within the context of the weaknesses is mitigated through decentralization of activities as the bridge of friendship is placed in different coordinates within Bangladesh.
3. **Technical–Cultural Synergy:** The institutional worth of the center can be improved when its cultural mission is intertwined with the technical priorities that the Bangladesh-Russia

cooperation is based on. Considering the flagship Rooppur Nuclear Power Plant project, the Russian House can develop programs that will not only combine cultural education and nuclear science and technology. A project within the theme of Nuclear Culture may involve the exhibitions, workshops or even school outreach that shed light on the nuclear accomplishments that Russia had achieved and the history of atomic energy. These activities would increase the public awareness of nuclear technology (becoming the complement to the efforts of Rosatom) and promote the role of the Russian House in the national development. Coupled with the cultural programming in accordance with scientific ambitions of Bangladesh, the center might be an inseparable attachment to core ministries (e.g., Science and Technology), thus gaining better local support and relevance.

4. **Digital Resilience and Literacy Development:** The digital transformation should be invested in to overcome the technological barriers faced by the audience of the center. Empirical surveys indicate an 83 percent digital literacy difference in Bangladeshi learners, and connectivity problems were also observed in respondents, namely, 33 percent. In this regard, the Russian House ought to integrate the fundamental ICT and digital-literacy training into their language and education programs. As an example, providing e-learning modules that work off-line (to avoid the use of unreliable internet) or teaching the students to use digital libraries and other online Russian learning tools would contribute to engagements. The enhancement of the digital competencies of the participants will not only make the center own programs more efficient (as it will allow access to online application portals, language applications, etc.) but will also help to reduce the digital divide of the community. By adopting hybrid and virtual program delivery, resilience to disruption (e.g., pandemics or connectivity failure) will be established, along with the anticipations of a youth demographic that is technophile.
5. **Alumni-Led Peer Recruitment:** The large alumni network is a valuable strategic resource to utilize during the outreach and recruitment process. The number of Soviet/Russian alumni in Bangladesh is an inspiring source of the new generation as many of its members are great professionals and civil servants. The plan is to institutionalize the involvement of alumni in promotional activities. As an example, the Russian House can organize the so-called Career Day when some outstanding graduates will give their stories of success studying in Russia, introduce some future scholarship seekers to their mentors, and give them some pointers on

academic and professional opportunities. The alumni participation as ambassadors will make the process of recruiting more human and will reduce any fears of a challenging Russian language or life in a foreign country and will boost credibility (through concrete results of a Russian education). Such alumni mentoring strategy could raise the number of quality applications and strengthen the relationship between the alumni community and the Russian House.

6. **Strategic Cultural Partnerships:** The Russian House should form an alliance with local cultural and educational establishments, which will help increase its presence and mitigate other cultural influences. The Russian House can also make use of the partnerships with the national institutions of Bangladesh in the context of the articulated Western cultural presence (e.g., the EUNIC cluster of European cultural centers). Issues on joint events with such organizations like the Bangladesh Shilpakala Academy (National Academy of Fine Arts) or the National Museum might demonstrate a combination of Bangladeshi and Russian cultures. The profile of the Russian House as a member of the cultural life of Bangladesh as opposed to an alien force working alone would be improved by co-hosting art exhibitions, musical events, or history seminars based on the mutual values and historical ties. Such collaborations create the image of the Russian House as a co-worker in the field of cultures preservation and education and help to incorporate its work into the cultural discourse of the area. This kind of cooperation is also effective in providing a single face to approach the masses thus maintaining the influence of culture despite competition pressures.

Chapter Four

Internship Experience

4. Introduction

As a requirement of a BBA marketing major, I was able to do an internship at the Cultural Department of the embassy of the Russian Federation in Bangladesh, that is also commonly referred to as a Russian House in Dhaka. The Russian House is the main center of Russian cultural diplomacy and educational exchange in Bangladesh, the head office of Rossotrudnichestvo and where cultural, educational, and scientific contacts are made in over fifty years. This setting presented a rich background regarding the practical application of the marketing theory in a non-profit, service-based organization. The activities in my internship focused on Customer Relationship Management (CRM) and marketing analytics activities of the department. CRM is a strategic practice that is more than software and focuses on understanding the needs of the customer, improving the contacts, and creating the long-term value of the organization to its stakeholders. Considering the specifics of cultural exchange programs, relationship-building becomes the critical factor since the effect of activities (e.g., scholarship programs) may be observed many years after when the participants are alumni and get a high-profile position. Understanding this, I decided to take up my role by prioritizing maintaining strong stakeholder relations and using data-driven marketing behavior to facilitate the work of the department.

4.1 Position, Duties, and Responsibilities

I worked as a Junior Officer (Intern) in the Cultural Department and did a diverse range of marketing and administrative tasks. The roles included front office and back-office work, hence, creating a balanced skill set. Key duties included:

- **Advisory and Client Service:** Personal contact with students and visitors was developed, counseling them on the opportunity to find the right educational opportunity and cultural programs. Prospective scholarship applicants and the students of language courses were offered individualized guidance, which guaranteed the appropriate and professional response to inquiries. This individual strategy conforms to the CRM best practices, according to which individualized counseling and communication have been found to promote satisfaction among participants and perceived quality of the services.
- **Application Processing and Follow-up:** The scholarly and course application processing was managed, including review of the application forms, check on the documentation and the organization of subsequent communication. All the status and contact history of every

applicant had been organized, in effect, forming a mini-CRM system that would track the interactions, in terms of inquiries, submissions and feedback across the lifetime of the application. There were regular follow-ups to ensure that applicants were not left behind, which is a very important task as constant contact will lead to credibility and trust in the institution.

- **Social Media Content Creation and Scheduling:** To promote the events, announcements, and services of the Russian House, the content was produced and maintained on the social media pages (majorly the Facebook page). Microsoft Excel was used to create a social-media content calendar to plan the posts. Posts were plotted weekly on key events and cultural holidays as well as program deadlines thus matching themes to key dates and departmental goals. Each post was documented in the Excel calendar listing the planned date, time, message, link and the visual to give a one-glance view of the social-media schedule. Scheduling was done systematically so that there was consistency in outreach and no last-minute scramble of content such as the scholarship applications calls would be announced several weeks before and reminders would be sent at the best time.
- **Social Media Analytics and Page Management:** Besides developing content, Meta Business Suite/Facebook Page Insights were also used to check the performance of the page. The most important engagement indicators, which include reach (unique viewers of post), impressions (number of post views), likes, and overall engagement (reactions, comments, shares, link clicks, and so on) were monitored. These metrics could be analyzed to determine what content topics or forms received the most audience response and then make changes to the social - media strategy. This information-driven strategy is indicative of how the subjective analysis of Facebook KPIs can serve as a reference in the marketing strategy to emphasize audience preferences and make the changes to maximize the effects. Basic weekly reports on the number of followers and the number of posts were created to communicate to the supervisor about the progress of digital outreach.
- **Data Analysis and Reporting:** Using a background in business-analytics, Excel worksheets and formulas were created to assist the data requirements in the departments. An individualized template of an Excel formula was used to determine the eligibility and rankings of applicants for scholarships. The tool also simplified the shortlisting process by automatically calculating weighted totals and identifying leading candidates by typing in the academics scores of the

candidates, and other factors. Other metrics that were also monitored using spreadsheets included the attendance figure of the event, inquiry to enrolment rate of courses and the social media interaction over the years. Such contributions made possible the use of evidence-based decision making, including the determination of promotional activities that resulted in the increase of event attendance.

- **Technical Support and IT Coordination:** The assistant's position was taken to ensure that there was basic IT support in the department. Tasks involved installing or updating software in the computers of colleagues, troubleshooting frequent problems (e.g., printer connection, emails), and communicating with the IT team of the Embassy when it was necessary. By making sure that the team was supplied with the necessary tools (e.g., the current Office applications or access to the internal database), the overall productivity was boosted. Although this is not central to marketing, this role has helped me to be flexible, and I have also learned the value of technical competence; digitally literate employees will be able to use CRM systems and other tools with a lot less frustration.
- **Inter-departmental Coordination:** The Cultural Department is closely related to other sections (Education, Administration, etc.), and I used to serve as a liaison to make the cooperation possible. The active flow between departments enabled transfer of documents, information collection, and supervision of tasks being undertaken (such as the Education section verifying about the visa paperwork of scholarship winners). I closed the gaps in communication within the company to make sure that the projects were completed on time. This cross-functional exposure enhanced the knowledge on the relationship that exists between various units to work towards the attainment of organizational objectives.
- **Administrative Tasks:** Along with the above tasks, the routine administration work including writing letters and emails, keeping meeting records, and contact databases were handled. These behind-the-desk activities had to be managed well with the client facing duties. Priorities and multi-tasking were important because there was no order of events, but daily tasks could vary between writing a post on a social-media platform to a meeting with a student to or crunching data with excel. Practice had developed skill in changing the circumstances whilst being attentive to details in each activity.

The role was holistic in general. My role was a flexible one since I was able to do a combination of marketing, analysis, and support. The variety of the tasks constantly led to acquired knowledge and use of new skills during the internship.

4.2 Training

At the beginning of internship, there was an orientation and ongoing on-job training program that was embraced to enable effective performance. The first week was dedicated to the introduction of the organizational procedures and tools utilized in the department by the supervisor. Examples of briefing included the scholarship program workflow, standard operating procedure on how to respond to student inquiries and social-media policy that could be used when posting on official pages. This preliminary training helped in the clarification of roles and duties, hence there was no role ambiguity that might result in the tasks being omitted or repeated; role definition is important in ensuring discipline and accountability in any CRM process.

Specific training and learning experience entailed:

- **Use of Software and Tools:** I was taught to use Microsoft Excel in the execution of content and data management tasks. One of my colleagues showed me how an already existing spreadsheet in Excel worked as a tracking system to list applicants and I further developed it in the course of my analytical work. I also learned to use Meta Business Suite to manage social media, namely scheduling the posts and reading the Insights dashboards which include audience demographics, reach, and engagement rates. Moreover, I learned about the internal database system which contains historical information about students and alumni. Even though the organization did not have a special CRM system, this database was used for a similar purpose even though I learned to use it to retrieve information like the record of a former student when contacted to make a follow-up call.
- **CRM and Data Handling Protocols:** A considerable part of my training was in learning about ethics and privacy policies that are relevant when handling client data. Cultural centers deal with sensitive personal information- such as academic records of students and contact details of the students and it must be ensured that confidentiality measures are well followed. My supervisor focused on adhering to data protection policies, including the inability to distribute information about the students to unauthorized people and the safety of the physical files and online data. Such steps are indicative of the general idea that data privacy adherence and ethical

consciousness are critical elements of responsible CRM activities. Adhering to these guidelines, I helped in ensuring that the stakeholders of the organization do not lose the trust that they have in the organization when they provide personal information.

- **Content and Communication Training:** As a part of my work around public communication, I was coached in terms of proper tone and style of the cultural communications of the Embassy. I went through the successful posts on social media and marketing content used historically to identify the right messages to use in our situation. The informal training was also done on writing where my supervisor would go through the initial drafts of posts and emails and provide feedback on how to make them readable and professional. With time, I became skilled in creating messages that are culturally sensitive and consistent with organization branding, which is important in cultural diplomacy, because effective and respectful communication creates an understanding that leads to understanding.
- **Practical Training:** The regime of my training was more firsthand, and the training was not in a classroom, but rather training. Mentorship and constant feedback with other colleagues were extremely useful. An example here is that after my first student counseling session, the Education Officer debriefed me to talk about strengths and areas of improvement. On the same note, my supervisor instructed me to make an analytic report on social media metrics initially followed by the refinement of the analytic report, focusing on the insights that matter the most. This on-the-job training that repeatedly played a vital role in upgrading my skills.

I was able to not only gain familiarity with the necessary tools and tasks at the end of the internship but also become well-versed in the service culture of the organization. The ability to adapt to a culture that places relationship-building and helpfulness as a central learning outcome was an important learning outcome. The adoption of the customer-based values within the organization made me more effective because the favorable culture helps employees to be more involved in CRM operations and working together. Altogether, the training process provided me with the knowledge, technical skills, and ethical awareness that would allow me to do my duties with confidence.

4.3 Contribution to Departmental Functions

During the internship, I tried to make valuable contributions to the core functions of the Cultural Department. The role of the department includes the promotion of cultural events and language

courses, the management of the educational programs, such as scholarship and exchange programs, and the relations with its stakeholders, including students, alumni, and partners. All these areas were directly supported by my work.

- **Enhancing Outreach and Engagement:** I helped increase the exposure of the department events and services through management of the social media content and schedule. The periodic updates of Facebook kept our student and academic focused followers updated on our latest film screens, language course admissions, scholarship applications, and the like. This increased the participation levels, as seen by a significant increase in inquiries after the extensive advertising of big events. My contributions are aligned to departmental marketing role, which emphasizes the ability of the company to engage and expand its reach to the audience. In addition, I gave the team feedback on the most interesting content by examining the insights of the social media. This knowledge was used to guide strategic adjustments, such as the understanding that alumni success stories received significantly greater attention led to the realization that more attention was necessary on this type of story. I enabled a more evidence-based marketing communications strategy.
- **Supporting Educational Program Administration:** In the scholarship/educational exchange area, my involvement in application processing and advising applicants was a vital operation requirement. I worked successfully as a frontline employee during the peak of the scholarship season, effectively addressing the application documents and coordination of follow-ups to keep the selection process proceeding on time and applicants being interested. It is imperative that we maintain trust and retain good candidates by communicating with them in time. My eligibility calculator, which was in Excel, also increased the efficiency in operations as there were fewer manual errors and it also saved the staff time during the early screening of scholars. As a result, counselors would allocate fewer resources in qualitative assessment of candidates instead of making repetitive computations. Overall, my work had facilitated the smooth scholarship administration process hence promoting the education mission of the department.
- **Improving CRM and Stakeholder Relationship Management:** The enhancement of the department in management relations with its stakeholders was also another aspect of contributions made by the intern although they are less tangible. Whenever the intern was counseling a student, inquiring an email, or making follow ups with an alumnus, the intern was

a representative of the organizational values. The intern upheld a good reputation of the Russian House by being responsive and offering support. Customer Relationship Management depends on such sustained interaction since it maintains long-term relationships and not a sequence of isolated interactions. As an example, the intern kept a list of potential students who were interested in Russian language courses but had not actually enrolled in them; regular mails about the new course sessions would be received by these prospects. Highly personalized and initiative-taking communication will contribute to the satisfaction of the stakeholders and higher chances of further involvement, which is in accordance with the principles of CRM, which puts an active follow-up and long-term engagement into the forefront instead of short-term profitability. Language proficiency and cultural sensitivity of the intern also contributed to building trust and comfort with students: the intern speaks English, Bengali, and sometimes simple Russian. In short, the intern helped develop the community of students and alumni in the department, thus helping it fulfill its goal of cultural exchange by participating in it on a long-term basis.

- **Internal Process and Team Support:** The intern also helped in the internal efficiency of the department by initiating action in aspects like troubleshooting of IT and inter-departmental coordination. Minor issues like fixing a colleague who has an Excel install problem or delivering a memorandum on time to the relevant recipient assisted the team to overcome the bottlenecks. Though the external stakeholders could not see these contributions, they did improve productivity and morale of the teams. The versatility of the intern allowed him/her to adapt to the busiest times e.g., filling the front desk when the receptionist was on a break or helping the cultural event team with the invitation design with Canva. This flexibility aided the work of the departments by giving them more room where it was necessary as well as proving to be much more valuable than a cross-trained intern who has knowledge of different operational factors.

Such contributions helped the department since they helped in expanding the reach, simplifying operations, and maintaining the quality of interactions with the stakeholders. One tangible measure of its effect was the positive feedback, a number of students openly credited the team in the social media with responsive reactions and informative posts, and the supervisor observed that the number of online interactions on the page of the Russian House increased during the internship.

Even though these outcomes were group work, the intern boasts of the contribution made in aiding and enhancing the marketing and CRM activities of the department.

4.4 Evaluation of Internship Performance

The intern was evaluated on performance twice during the middle of the internship and at the end of the internship by the supervisor, the Cultural Affairs Officer. The response was favorable and pointed to a number of aspects.

- **Work Quality and Accuracy:** The intern was praised in terms of great attention to detail. Indicatively, the data that was managed by the intern on scholarship applicants was always correct and well organized. According to the supervisor, documentation that lacked errors and succinct and insightful analytic reports were generated. This accuracy was important in the diplomatic arena, when any mistake in the nomination of scholars, or the proclamation to the populace, might have caused much vexation or even damage to reputation. The intern ensured high quality output by checking work twice and using programs like Excel formulae to minimize mistakes that have been done manually.
- **Communication and People Skills:** The strong point was the effective communication of the intern. The intern explained information in a clear and polite manner whether communicating with students physically, answering email questions or writing captions on social media. The supervisor noticed the professional and caring approach to the interaction with the clients - the ability to listen to their needs and provide the necessary help. Such a competency created trust and transparency with the stakeholders and helped to increase the positive public experience and the trustful departmental image.
- **Initiative and Learning Attitude:** Taking initiative was one of the areas that the intern was marked on. It was noted that volunteering to help the IT staff with troubleshooting and actively developing a content calendar template were especially welcome. The supervisor observed that the intern is ready to face difficulties and quickly learn new assignments. For example, knowing that it might be more timesaving to schedule posts via social media, the intern spearheaded the use of an Excel-based schedule of posts and the team to provide their content. Frequent requests for feedback and improvement were also indicative of positive learning attitude, which reduced the workload on the supervisor and created value to the organization.

- **Time Management and Multitasking:** The other area of assessment was how the intern handled various tasks. The internship involved working with both administrative tasks, serving clients, and marketing simultaneously. The intern has been complimented on successful prioritization and meeting the deadline on a regular basis. Through academic background and prior activities, there has been the instilled trait of scheduling and avoiding procrastination, which turns out to be beneficial in workplace. The use of tools like to do lists and calendar reminders and additional effort during peak times makes sure that the work is always completed. There was positive evidence on the effective performance of a major cultural event in July, which was the alignment of the posts inviting, registrations, and on-site services, showing the good capacity of multitasking.
- **Teamwork and Adaptability:** The assessment also covered the aspect of my fitness in the team. I was characterized as a collaborator that developed harmonious relationships with others and fitted into the office culture. I also made a good attitude even during pressure, I was willing to cooperate with anyone, helping the cultural program coordinator to carry event materials, or even reshape my schedule to cover another colleague on leave. Such flexibility and good team spirit were very welcome in our small team set up. Another aspect of adaptability that reflected in me is my capacity to handle unintended circumstances like when a group of student visitors came to visit me one day, I quickly re-arranged my activities to assist in dealing with the crowd.

The areas of improvement were also identified during the evaluation process. One of the recommendations had to do with speaking in public: at one of the events I attended I was called upon to make some brief introduction before the audience, and I was nervous and had to use a script. I was also motivated by my supervisor to become more confident in impromptu speaking and develop its importance in the cultural diplomacy sphere. The other lesson was to enhance technical skills in specialized tools because, though I was an Excel expert, I had partly glanced through sophisticated functions of social media analytics, i.e., building a custom report or using third-party analytics software. We also talked about how we would consider undertaking some certifications or online studies to improve these technical competencies.

In general, my performance as an intern was rated as successful. The eventual evaluation was that I achieved all learning objectives and was productive to the department. According to the report of the supervisor, my professional work ethic, elevated levels of analytical ability, and great

communication skills were listed among the key assets. This positive reflection has been highly inspiring; this is not just an indication of how I have done throughout the internship but also a clear path on how to further improve my performance as I leave the academic life and move on with professional marketing life.

4.5 Application of Academic Knowledge

The best part of this internship was to see how the theories and skills that I studied throughout my marketing courses were applied. Having a double major in marketing and business analytics, I had a strong background that I actively used during the internship:

- **Marketing Strategy and Content Planning:** During my marketing classes, I got to understand the need to align marketing efforts with the overall strategic goals and brand consistency in the message. I used this principle to create an organized content calendar on social media, whereby our posts were organized in a consistent rhythm and aligned with the strategic purposes of the Russian House (e.g., a larger enrollment of classes in language classes or a focus on the contribution of the Russian culture). It is the idea of a content calendar, which I learned both in coursework and in literature, which brings some order to a content strategy and avoids last-minute panics that can spoil coherence. My weekly and monthly post planners allowed maintaining a constant stream of the content aligned with the schedule of the events and thematic priorities established by the department. This strategy was in line with what I have learned in school where I have learned that successful content marketing should be planned and structured as opposed to making impulse-based postings. Whenever some unexpected opportunities came, say, when they announced that they had an extra scholarship slot, I already had the framework that helped me to integrate that information without altering the general schedule of the whole process.
- **Marketing Analytics and KPIs:** My business analytics education was extremely helpful in managing information during the internship. I developed skills in determining Key Performance Indicators (KPIs) and interpreting trends in data in courses like Marketing Analytics and Data -Driven Decision Making. I applied this knowledge in the internship by closely monitoring social media KPIs and other applicable measures. As an example, I tracked Facebook Insights about reach, impressions, engagement, and growth of followers on our page. All these measures were insightful as reach and impressions showed how wide an audience

was exposed to the content and engagement (clicks, reactions, comments) how compelling the content is. Using the ideas provided by the course, I used engagement rates (engagement/reach) to compare performances when it came to chosen posts. I also used the basic A/B testing rules, when we were not sure whether a written event flyer or a casual shot would be of more interest, we tried both during different weeks and measured the results. As time progressed, the evaluation of these metrics helped us to optimize our content approach; this is the claim of academics that data analytics can be used to identify the preferences of the audience and make strategic changes. Furthermore, I made visual charts with the help of Excel and simple Tableau skills to show these findings to my supervisor in the case of the presentations I would give in the classroom. This real-world implementation of analytics was not only useful to the organization but also strengthened my ideas of using marketing data to make decisions.

- **CRM and Consumer Behavior Concepts:** The marketing curriculum involved a detailed discussion of Customer Relationship Management (CRM) concepts, and the strategic development of consumer relationships and the importance of a customer-centered service paradigm. The author noted that these concepts were actively used in relations with students and managing informational resources. As an example, the literature assumes that effective CRM focuses on building long-term relationships over focusing on a transaction; this theoretical orientation was evident when the author interacted with scholarship applicants in that most of them did not enroll in a foreign country until the following school year or never. Maintaining a positive conversation with every candidate was considered crucial in improving the reputation and network of the Russian House. The author was mindful of the high lifetime value of such relations as the student who is not chosen in the current cohort can become a better candidate in the next period or become an advocate liaison in the next period. The CRM theory helped to support this viewpoint by emphasizing long-term relationship development, especially in the cultural diplomacy situation, when the long-term consequences (e.g., a prominent alumnus holding a high-profile job) can be felt even years after the interaction. Moreover, the author utilized the personalization construct based on CRM and consumer behavior research, referring the people by their names, reminding them of certain academic interests (e.g., certain subjects of focus in Russia), and providing advice based on that. These personal interactions were in line with the scholarly claim that personalized communication positively affects the perceived value and satisfaction. Feedback loops were another concept

or idea that was incorporated. Following every event or course, the author used informal feedback gathering by the participants based on the knowledge about the construction of surveys and consumer feedback mechanisms to create questions that would produce specific feedback that would be meaningful to act on, e.g. asking interviewees to specify what part of the course they found the most useful, instead of asking them to provide a general question about their level of satisfaction. Summary reports were then reported to the supervisor, regularly with suggestions on how to improve them, which were based on the continuous improvement models discussed in the coursework.

- **Business Analytics and Problem-Solving:** While the author did not conduct any marketing research during the course, his business analytics coursework provided the general competencies in the areas of analytical and problem-solving skills that were constantly called upon during the internship. There were often unstructured issues, such as the necessity to process two hundred scholarship applications quickly and fairly, or the necessity to divide a heterogeneous group of social media followers into groups with specific needs to engage them. The author used methodological techniques that he learned in class projects in dealing with these issues. To curb the flood of applications an Excel based model in the spirit of operations management was developed that was used to give priority to the candidates based on the main eligibility criteria thus making sure that the most eligible candidates were considered first within the limited time schedules. In terms of audience segmentation, a simplistic clustering technique was utilized: engagement data showed that there were some cohorts among them, e.g., the audience with continuous interest in posts about cultural events, and the audience that appeared more receptive to scholarship news. This observation helped to design differentiated messages of communication, and this is how the practical aspect of segmentation can be applied as discussed in the marketing management coursework. The author applied self-learning techniques developed in the university, i.e., systematic research of best practices, deductive reasoning, and controlled experiments, when dealing with unfamiliar tasks. Indicatively, the author was not formally educated on the use of Meta Business Suite analytics, which explains why she met this tool in a systematic way consulted the help center, tested sample data, and gradually acquired functionalities of the platform, which can be viewed as a model of adaptive knowledge acquisition that occurs due to extensive academic training.

The interaction between the academic theory and the internship praxis was conspicuous. The concepts found in textbooks assumed tangible concrete when using them in operational contexts, and the pragmatic difficulties sometimes required a revert to the general concepts. This mutual interaction confirmed the innate worthiness of the educational background of the author and made it indispensable in providing substantial input as well as enhancing the understanding of such theoretical constructs by the author by applying them in real-life situations. The value of utilitarian applications like Excel or values of key performance indicators, which were previously viewed as insignificant in a classroom environment, come out as determinants of organizational performance. This has awakened the spirit of the author to ensure that there is continuous reconciliation of theoretical concepts and practical application in the career path forward.

4.6 New Skills Developed

During the internship, the author gained a range of new skills and honed the already existing, including technical skills, soft skills, and knowledge in the specific domain.

- **Advanced Excel and Data Management:** Even though a basic level of knowledge of Excel was acquired in university, real-life projects moved the skills to the next level. The writer was skilled in using intricate formulas, such as nesting of IF statements, lookup functions to automate the computation processes in the scholarship eligibility tool. Skills in data cleaning and consolidations were at an intermediate level, such as combining distinct lists of contacts into one, with no duplicates. Conditional formatting allowed highlighting the highest scores by candidates when applied, and pivot tables helped to summarize the data of the inquiry. It is expected that such proficiencies will be priceless in any type of data-driven marketing.
- **Social Media Management Tools:** The internship gave me practical exposure to the Meta Business Suite, which includes the scheduling of posts, setting routinely occurring page responses to be automated, and the analysis of the analytics dashboard. The design potentials in Canva were also extended by the author, creating quick graphics and infographics that could be shared on the social media platform, following best practices in the dimensions of the images and in brand consistency. Further exposure to WordPress occurred in the form of updating a news item in a Russian House site which provided some preliminary experience in web content management.

- **Analytical Reporting:** This is a significant skill that I developed; I was able to convert the raw data into meaningful reports. First, I only made reports in the form of metrics or the number of participants, i.e., stated that there were a certain number of attendees. At the end of my internship, I was able to write succinct reports with visual charts and explanatory remarks. I also learned that I need to design it in such a way that it appeals to a non-technical reader, such as using a simple bar chart to compare the level of monthly engagement, as opposed to a raw spreadsheet. In addition, I trained in summarizing the insights in brief e.g., Engagement improved 20 percent in August because of the video post series, meaning that the audience liked video content. This analytical narrative proficiency developed directly as a response to supervisory feedback and is consistent with the focus of my academic projects, namely, the need not only to analyze data, but also clearly express what it entails.
- **Communication and Interpersonal Skills:** The nature of a diplomatic and customer-facing culture helped to improve my communication skills. I also used the communicative style fitting the audience and used more formal and detailed tone when addressing officials or partners and the simplified mode when I had to deal with students. My listening skills were also developed because I learned to ask probing questions to determine the needs or the concern of the student before responding. My patience and empathy were made strong by the daily work of inquiries. Notably, I came to the realization of such non-verbal features as a friendly attitude at the check-in desk and positive tone in written communication, even when I am stressed. Such improvements are essential since proper communication is the basis of achieving the success of customer relationship management (CRM) and establishing trust and transparency with the clients. Also, I acquired skills in settling small disagreements such as calming a parent down when annoyed by listening to the problem respectfully and assuring the parent. This interpersonal skill will be invaluable in any job I will do that involves dealing with clients in the future.
- **Time Management and Organizational Skills:** Multitasking and handling many responsibilities in a realistic workplace environment made me work on my time management plans. Some of the approaches I embraced are: prioritizing my tasks at the beginning of every day through a to-do list that sometimes sorted tasks based on their urgency, use of calendar alerts to remind me of upcoming deadlines and using similarity to stay focused by dedicating

a time block to responding to all e-mail before moving to work on the content. I also improved my organizational behavior since I used different digital and real folders to store different projects and made records each time, I updated my projects to avoid losing details. These practices enhanced my effectiveness and ability to meet all the deadlines despite the severe working environment. Having a habit of time management in the internship is a skill that will not only serve my academics but also my career, as it will help in preventing burnout and last-minute cramming in the school and work assignments, respectively.

- **Adaptability and Quick Learning:** The dynamic character of the internship situation where unforeseen tasks might happen at any time improved my adaptability. I got used to change and learned to learn fast. An example is when I was assigned to help with the coordination of a cultural event, something that I had never attempted to do before, I learned the coordination of organizing an event with a lot of ease through observation and questioning. In a similar manner, I had to learn Russian expressions and cultural etiquette to interact better with the native Russian stakeholders, which meant that I had to be culturally adjusted and which I eagerly accepted. My experience of immersing myself in the unknown world has made me feel more confident in taking the challenges in a new direction and has developed self-directed learning ability.
- **Knowledge of Cultural Diplomacy and CRM in Practice:** At the end of the process, I gained substantive knowledge in cultural diplomacy and how CRM is applied within such a company. I have reviewed the soft-power approach behind cultural centers, importance of alumni networks, and importance of trust and relationships as strategic resources. This evaluation went to the realization of how the work done in departments can be aligned to the larger trends of international education. I also personally experienced the issues that affect the effectiveness of CRM, including the diminution of the quality of record-keeping in peak admission season, which, again, supported the literature stating that high workload and time pressure may hamper adequate CRM documentation. The discussion of these dynamics with my supervisor has helped me to broaden my scope of theory beyond textbooks. I consider this knowledge as a skill that allows me to approach CRM problems through the prism of a holistic analysis based on human, technological, and cultural aspects.

Chapter Five
Conclusion and Recommendations

5. Introduction

This last chapter is a reflective treatise of the internship experience at the Russian House in Dhaka, which is focused on Customer Relationship management (CRM) and major points of marketing and administration. Based on the findings of the previous analyses and field observations, it provides practical recommendations that can be implemented to improve departmental activities, especially CRM practices, marketing outreach, follow-ups with clients, digital data management, and workload distribution. It also provides personal development suggestions to the intern, such as the improvement of communication skills, the knowledge of technical tools, and the expansion of the knowledge of strategic CRM. The chapter ends with an overview of the entire value and learning outcomes of the internship, which highlights the role of CRM and marketing as being part of the experience and as to my professional development.

5.1 Recommendations for Improving Departmental Operations

Based on the results of the observations made throughout the internship, a set of recommendations is provided to strengthen the activities of the department and make it more efficient. The following propositions will enhance the use of Customer Relationship Management (CRM) system and marketing and administrative operations, which will enable Russian House to optimize its reach and stakeholder involvement.

- **Implement an Integrated CRM System and Digital Database:** The department needs to incorporate centralized CRM system to unify all the stakeholder information (students, alumni, applicants, partners) and interactions. Through a single and unified database, silos can be removed and the team can work on a data set that is continually updated. A smart CRM would include various touchpoints: inquiry logs to event attendance and feedback, which would create a full portrait of each stakeholder and allow communicating with people more personally. This kind of system would not only enhance efficiency in service but also provide consistent contact with the stakeholders as opposed to the intermittent contact. In practice, this will involve shifting paper records or fragmented spreadsheets to one digital platform, which will ease the workflow by enabling the department to track relationships on a long-term basis.
- **Enhance Digital Data Handling and Record-Keeping:** With the new CRM system, it is critical to advance data management and maintenance. The department must make sure that all the information about clients and projects is stored electronically and in an organized manner

in a secure way. The most important documents (i.e., application applications, enrolment lists, attendance records at events) must be scanned and stored in a common repository or within the CRM to be accessed easily. The data should be updated on a regular basis, and the sources of information must be consistent in the standards of data entry to ensure that the information is up to date. The data quality should also be made the responsibility of someone, e.g., employees may regularly audit the database to rectify any mistake or to fill in any gaps. Precise data cannot be ignored as the information gathered as part of CRM and decisions depends on the quality of the data. Having clean and modernized digital records, allows the Russian House to make evidence-based decisions, and spend less time on finding information.

- **Strengthen Client Follow-Up Processes:** It is suggested to have a formalized client follow-up system that would support the relationship with students, course applicants, event attendants, and other stakeholders. It might be useful to have the department have a schedule or protocol on when to make follow up to the followers after major interactions instead of doing the follow up informally. As an example, when a student asks or takes a course in Russian language, the staff should contact him/her through a personalized email/phone call after the course and request the feedback and inform him/her about the upcoming opportunities. Using the CRM, automatic reminders may be established so that none of the potential students or partners is left alone. This systematic method of follow-ups will maintain the engagement and prove that the organization recognizes the importance of the contributions of every single person. An outward-thinking attitude that emphasizes active follow-up on a regular basis is likely to increase stakeholder trust and satisfaction. The Russian House can do this by proactively contacting the scholarship applicants to know their application status or contacting the alumni about new cultural programs available to them and convert the one-off to long-term relationships based on the listening quality of communication.
- **Improve Marketing Outreach and Engagement:** The Russian house needs to reach more people and have an impact, which it can achieve by increasing its marketing outreach, especially on digital platforms. This involves keeping a strong presence in social media, publishing email newsletters, and attending related community forums to advertise language courses, cultural events, and scholarship programs. A more tactical content plan might be developed that would allow to post interesting information (e.g., student success stories, event

highlights, Russian culture trivia) regularly to keep the audience engaged. The targeted online advertising is beneficial as well- a small budget on Facebook or Instagram ads will enhance the visibility and a larger audience will be drawn to it, other than the following base. On the same note, increasing the number of important postings (announcements on enrolment or event invite) can further advance their reach and participation. The marketing outreach made by the department should be data-driven: the analysis of the social media and CRM metrics will allow the organization to determine which types of audience to focus on and which type of message appeals to them the most. As an illustration, in case it was revealed that open rate of emails regarding cultural workshops is high, it is possible to focus more on that sphere. By combining CRM with marketing, it is possible to use the data stored including interest and past-engagement, demographics, and contact specific alumni with a personal invitation to an event or a newsletter that targets specific segments. The Russian House can increase awareness and involvement of people in their programs by expanding the marketing channels and aligning it with the CRM awareness.

- **Provide Ongoing CRM Training and Skill Development for Staff:** Continuous training is a crucial part of successful CRM tools implementation and process adoption. As the internship showed, the members of staff are individuals who have different backgrounds (education counselling, cultural programming, administration) and levels of digital fluency. As a result, the organization must invest in frequent workshops or training programs on CRM software usage, optimal data entry methods, and basic data analysis. Employees with sufficient training will be much better able to properly record, retrieve, and analyze the information about customers, and will be more likely to make use of CRM systems on a regular basis and achieve success. At the Russian House where employees are also in charge of scholarship counselling, alumni coordination and event management, specific CRM training would help them to better manage information in simultaneous activities of their tasks. Digital literacy (e.g., using online application systems, managing spreadsheets, using the CRM interface, etc.) should also be integrated into the training to increase the overall technological competence. Digitizing the staff will minimize mistakes in the records of applicants and alumni and speed up the business operations by generating reports or answering inquiries. In addition, this kind of professional development can make the employees more confident and reduce their resistance to new tools. Advertising CRM training as a periodical process, i.e., quarterly orientation of new employees

will make sure that the team is aware of the system features and follows the best practices. Finally, an educated and qualified workforce will incorporate CRM into the daily workflow without any complications and, therefore, contribute to its better consistency and quality of services.

- **Distribute Workload and Clarify Roles:** One would recommend that the departmental distribution of tasks must be critically analyzed to reduce employee fatigue as well as to ensure that they do not affect the necessary activities that are associated with customer relationship management (CRM) and marketing. As observed in the internship period, some team members, including interns, had to deal with tasks in various departments to ensure a continuity in the operations. As a solution to this, the supervisory staff can assign more precise CRM-based responsibilities to separate positions, assign one of the officers to manage the contact database and follow-up calls, another to focus on social media marketing, etc. Specific role identification and assignment will help every worker to understand their responsibility in the CRM process. Defining the responsibilities will reduce redundant effort and minimize the chances of missing tasks. In addition, workload management should be done judiciously such that the staff is given enough time to update CRM data and to interact with clients in a meaningful way. Focusing too much work on a small group of people is subject to cutting important relationship building processes like recording interactions or accessing clients. The management ought to consider hiring more workers or swapping responsibilities during the high activity times (e.g., enrolment season or before major events) so that no employee is overwhelmed. The department can maintain records and regular client contacts even during high traffic through the allocation of work and specification of roles that need to be played in CRM.
- **Strengthening Leadership Support and CRM Culture:** Effective approval of the top management is essential to make CRM improvements become institutionalized. The leaders and supervisors in the department are expected to become the proponents of the CRM initiative and emphasize its importance to all aspects of operations. By regularly using the CRM platform and requesting members to update on the platform during meetings, the managers are sending a strong message that developing the customer relationships is a priority. The leadership can provide clear expectations and guidelines, such as requiring all inquiries made by new students

to be logged into the system within 24 hours, or requiring follow-up calls to occur within one week after the event. Having the CRM activities aligned with the strategic goals of the institution (expanding cultural outreach or increasing student enrollment) gives the program meaning other than the standard data entry. Ongoing managerial follow-up, whether it is assessing the CRM reports or follow-up rates, helps to keep the process of progress going and the staff members responsible. In addition, leaders ought to instill a customer-oriented organizational culture in which responsiveness, empathy, and relationship-building are some of the virtues they would nurture within their daily operations. Employees who perceive the institutional culture that appreciates its long-term relations and service quality tend to be more willing to become more authentic to the CRM system as the means of implementing the above values. Overall, such high-level dedication displayed on top will encourage the whole team to devote CRM to regular practices and maintain the initiative, instead of viewing it as a temporary or one-time project.

- **Ensure Data Privacy and Ethical Handling of Information:** Considering that the Russian House works with the personal information of students, applicants of the scholarships, and other stakeholders, it is to comply with the strict data-privacy and ethical norms as the part of the CRM and marketing efforts. The department ought to develop detailed data protection policies, such as defining what access is allowed and adhering to the national data-privacy laws and company policies on data-protection. The training of the staff should focus on the issues of confidentiality and proper use of stakeholder data. The ethical CRM practice requires that personal information should be utilized to accomplish legitimate and agreed purposes (like providing advice to students or updating them about program changes) and not to achieve unapproved actions. The ethical literacy level must be increased, as this is not only necessary to comply with the law but also to maintain trust in students and partners. Unruly or irresponsible data management can cause a negative image and destroy the trust of the stakeholders. The practical solutions can include the use of passwords to protect the digital records, anonymity of information in trend analysis, and routine maintenance of security measures in online application platforms. Having a culture of data responsibility in place, i.e., every member of the team will be able to understand the importance of privacy will strengthen the image of the Russian House and show that it serves the interests of its community. As a result, the general level of integrity and efficiency of CRM activity will be improved.

5.2 Recommendations for Improving Self-Performance

In addition to organizational recommendations, it is important for me as an intern to reflect on and identify areas to improve my own performance. The internship has been a valuable learning experience that highlighted several personal development opportunities. To grow as a professional in business analytics and marketing, with a focus on CRM, I plan to pursue the following improvements in my skills and knowledge:

- **Enhance Communication and Public Speaking Skills:** Throughout the internship, I was able to engage with the students, my colleagues, and visitors regularly where I would offer advice on the courses or clarify the programs. I understand that the further development of my communication skills, especially the skills of making speeches and presentations in front of the audience, will make me more effective in the client-oriented jobs. Transparent and unwavering communication is essential in CRM-based employment since it helps us to understand customer requirements and the lack of trust is established. Strong interpersonal skills will help one to draw the client's expectations accurately and facilitate openness in the relationship. To increase this potential, I plan to take part in some activities, which include participating in a public-speaking club or a workshop, asking people to comment on my presentations, and actively listening to people in real-life conversations. With a more professional and more assertive speaking approach, I will be in a better position to represent my organization in a more professional manner, make outreach out to clients through persuasive means (e.g., give informational seminars or briefings) and with increased confidence in client consultations. The improved communication will also help to eliminate misunderstandings and make sure that I will be able to present information about programs or services in a way that will appeal to the audience.
- **Master Technical Tools and CRM Software:** During the course of my studies as a Business Analytics and Marketing student, I gained the primary skills in data-analysis tools and software; however, following the internship experience, I realized that it was important to achieve a deeper understanding of such technical skills. As an example, the requirements of working with CRM and database functions that showed high skills in such software as Excel (to manipulate data) and CRM-specific solutions are incredibly beneficial to both performance and precision. To improve my skills of analyzing customer data and marketing metrics, I will

sharpen my skills in such applications as CRM like Salesforce or similar systems, and analytics packages like Tableau or Power BI. The latter also includes streamlining my skill to automate routine tasks, such as implementing Excel macros, CRM automation functionalities, and the like, to send follow-up mails or create reports, which makes managing large volumes of data and repetitive tasks more efficient. Increasing my technical toolkit will enable me to play a more valuable part in the future, since I will be capable of getting insights on CRM data fast and facilitate data-driven decision-making. In addition, strong technical competence reduces the risk of errors and delays; strong digital literacy enables correct entry and retrieval of data and the ability to respond to queries with the help of the existing systems in a timely manner. To actualize this enhancement, I will pursue online courses and acquire certifications to the software that is most relevant in CRM and marketing analytics and keep practicing these tools by doing projects or freelance assignments. I am determined to become a more technical marketing expert to advance my worth.

- **Deepen Understanding of CRM Strategies and Best Practices:** Despite studying CRM in an academic setting and its usage at the internship, I realize that strategic management of CRM is a much larger environment. In the future, I will further increase my understanding of CRM strategies not just as the use of software or the input of data. This involves research into the design of customer-relationship programs by organizations, how they divide their audiences, and how they carry out lifecycle marketing campaigns. I will analyze the case studies, relevant studies, and other professional literature on the successful CRM initiatives to identify the factors that support the effectiveness of such programs. The internship showed that CRM is not just a technical resource but an overall strategy with the integration of relationship-building strategies, content personalization, and long-term engagement strategies. The lessons that I have learnt during my coursework suggest that if employees view CRM as a data-entry tool, as opposed to a strategic tool, its potential is not fully exploited. To prevent this trap within my personal sphere, I will ensure I have a bigger picture of how CRM promotes business goals and customer satisfaction. I will research on the strategies of customer segmentation, marketing campaigns based on CRM (including automated email journeys) and performance measures of relational success (customer lifetime value and retention rates), to name a few. I will also seek mentorship or counsel of CRM professionals and participate in webinars or training on CRM strategy. Through further enriching my theoretical and practical knowledge

in the CRM best practices, I will be able to assist in the development and implementation of more efficient customer-relationship programs in my future jobs as opposed to being part of operative functions.

- **Focus on Continuous Learning and Self-Reflection:** Lastly, I understand that enhancing my performance is a process and I am determined to learn continuously. The various fields of work that I encountered during the internship, including cultural administration, educational marketing, among others, revealed my strengths and weaknesses. I will therefore make it a practice to retrospectively analyze my experience, seek advice from supervisors and colleagues, and determine what gaps in my skills or knowledge should be filled. An example of this is where given a problem in project management or new marketing concepts, I will be eager to seek education through online research or courses or seeking advice with other fellow learners. The trends in marketing and analytics change fast, e.g. some new social media have come up or a new data-privacy law has risen that has to be considered when addressing CRM, so it will be necessary to keep up to date with the latest newsletters and workshops in the industry. Through lifelong learning, I would expect to be flexible and creative. In addition, I will keep on building the fundamental professional skills like time management, prioritization, and teamwork, as the management of several tasks as well as coordination among various departments was an important part of the internship experience. The development of these soft skills will be a supplement to the technical and strategic ones, which will create a balanced image of a professional. To conclude, lifelong learning and reflection will allow all the future efforts to hone my skills in the field of analytics, marketing, and CRM management.

5.3 Conclusion

Conclusively, the internship experience in the Russian House in Dhaka has been an eye-opening experience which has helped in balancing academic concepts and practical skills in the discipline of CRM and marketing. My practical experience of participating directly in the organization cultural initiatives and educational program showed me directly the value of effective customer-relationship management in the context of realizing an institution mission. CRM served as a core of many processes, such as tracking student requests and scholarship applications and staying connected with alumni, and it is a prime example of how relationship-building in the long-term can significantly increase the reach and influence of an organization. This is consistent with the

idea that CRM changes the orientation of an organization to focus on creating long-term engagements instead of short engagements. The Russian House can leverage its soft-power agenda and the power of the community by involving stakeholders at the long-term level (such as maintaining the interest of alumni in cultural events). The promotional activities I was engaged in (content creation in social media and other promotional tools) highlighted the complementary nature of CRM and marketing: knowing the audience with the help of CRM data makes it possible to implement more targeted and effective marketing and being successful in marketing leads to the creation of new contacts that sustain the CRM so that the relationship may continue to evolve.

In general, the usefulness of such an internship is not confined to the technical skills gained but also includes the strategic lessons and personal growth. By working on CRM tasks, I learned to be more attentive to details and the paramount importance of the accuracy and consistency of data in maintaining the level of trust among stakeholders. The involvement in the marketing and management duties allowed me to develop my project management skills and be a creative communicator. More importantly, the learned issues, i.e., the ability to balance multiple roles and meet the needs of heterogeneous stakeholders, fostered flexibility and problem-solving skills that can be generalized in the workplace. The experience also made it clear that teamwork and open communication in a dynamic environment are essential; teamwork and coordination with mentors and other people working at the Russian House were also successful and demonstrated the effectiveness of group work in the success of project implementation. With regards to learning outcomes, I gained a more subtle view of how cultural institutions operate and promote their services, how CRM systems are implemented in non-profit or diplomatic contexts, and why the marketing strategies should be specific to the audiences of a community. The breadth of exposure this has provided has sufficiently equipped me with future positions in business analytics and marketing by providing the base of my academic studies with a practical situation. In short, the internship is an educational experience that confirmed my interest in marketing that is driven by CRM and provided a platform in which to apply and test my skill set. The suggestions that were made in this chapter, both about the organizational improvements and the personal development, are based on the lessons of this period. In case the Russian House implements the recommended enhancements, including implementing the strong CRM system and increasing outreach and training programs, it will get an additional level of improvement in terms of operational efficiency and contentment among stakeholders, and this will benefit further its positive impact in the cultural

diplomacy. At a personal level, by working on the areas that have been determined as the area of improvement, I believe that I will become a better and more strategic oriented professional. The overlapping between CRM and marketing examined during this internship has shown how the development of meaningful relationships and the utilization of data-driven insights can drive success in various initiatives. I would say it is my pleasure to join and learn at the Russian House in Dhaka which, I believe, has been a very valuable experience in determining my career goals and professional skills in the aforementioned areas of business analytics and marketing.

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