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## **THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT ON CUSTOMER SATISFACTION : A SYSTEMATIC LITERATURE REVIEW**

Budi Prakoso<sup>1</sup>, Harry Hermawan<sup>2</sup>, Diki Wahyu Nugraha<sup>3</sup>

<sup>1,2</sup>Universitas Pendidikan Indonesia, Universitas Logistik dan Bisnis Internasional<sup>3</sup>

E-mail : [budiprakoso@upi.edu](mailto:budiprakoso@upi.edu)<sup>1</sup>, <mailto:lestarihuluritadwi@gmail.com>,  
[harryhermawan@upi.edu](mailto:harryhermawan@upi.edu)<sup>2</sup>, [dikiwahyu@ulbi.ac.id](mailto:dikiwahyu@ulbi.ac.id)<sup>3</sup>

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### **ABSTRACT**

*Customer satisfaction plays an important role in influencing customer loyalty and repeat business, consequently leading to increased customer retention. Numerous previous studies have consistently shown that customer satisfaction levels are significantly influenced by the effective implementation of Customer Relationship Management (CRM) practices. The adoption of CRM strategies has the potential to increase customer satisfaction by improving customer service quality, understanding customer needs, and providing customized offers. An analysis of the search term "customer relationship management" in Google Trends (2023) covering the past 27 years reveals that although trends have shown fluctuations, the term has consistently remained a subject of research interest. This observation underscores the enduring empirical significance of customer relationship management. The collection of articles involves a series of steps. To begin with, the establishment of search criteria required that the articles had undergone a peer-review process, were classified as academic journal articles, and were written in English. Next, articles were searched and downloaded using the specific keywords "Customer Relationship Management". The next stage involved exploring and retrieving articles using the keywords "Customer Relationship Management" OR "Customer Intention" OR "Customer Engagement" AND "Customer Satisfaction" OR "Customer Happiness" OR "Customer Happiness." As a result, a total of 7,856 articles were obtained, which were then reduced to 1,252 by removing duplicate entries. The third step involved screening article titles and abstracts based on their relevance to the research objectives and the presence of relevant keywords. This screening process resulted in a total of 325 articles. The final step involved applying full-text screening, which took into account research focus, unit of analysis, unit of data collection, context, and quality assessment. This comprehensive process ultimately resulted in a sample of 45 articles that served as subjects for the Systematic Literature Review (SLR).*

**Keywords:** *Customer Relationship Management, Customer Engagement, Customer Satisfaction*

## ABSTRAK

Kepuasan pelanggan memainkan peran penting dalam mempengaruhi loyalitas pelanggan dan bisnis yang berulang, sehingga mengarah pada peningkatan retensi pelanggan. Sejumlah penelitian sebelumnya secara konsisten menunjukkan bahwa tingkat kepuasan pelanggan dipengaruhi secara signifikan oleh efektivitas penerapan praktik Customer Relationship Management (CRM). Penerapan strategi CRM berpotensi meningkatkan kepuasan pelanggan dengan meningkatkan kualitas layanan pelanggan, memahami kebutuhan pelanggan, dan memberikan penawaran yang disesuaikan. Analisis terhadap istilah penelusuran "manajemen hubungan pelanggan" di Google Trends (2023) selama 27 tahun terakhir mengungkapkan bahwa meskipun tren menunjukkan fluktuasi, istilah tersebut secara konsisten tetap menjadi subjek penelitian. Pengamatan ini menggarisbawahi pentingnya empiris manajemen hubungan pelanggan. Pengumpulan artikel melibatkan serangkaian langkah. Pertama-tama, penetapan kriteria pencarian mensyaratkan bahwa artikel telah melalui proses peer-review, diklasifikasikan sebagai artikel jurnal akademik, dan ditulis dalam bahasa Inggris. Selanjutnya artikel dicari dan diunduh dengan menggunakan kata kunci spesifik "Customer Relationship Management". Tahap selanjutnya melibatkan penjelajahan dan pengambilan artikel dengan menggunakan kata kunci "Manajemen Hubungan Pelanggan" ATAU "Niat Pelanggan" ATAU "Keterlibatan Pelanggan" DAN "Kepuasan Pelanggan" ATAU "Kebahagiaan Pelanggan" ATAU "Kebahagiaan Pelanggan". Hasilnya, diperoleh total 7.856 artikel, yang kemudian dikurangi menjadi 1.252 dengan menghapus entri duplikat. Langkah ketiga meliputi penyaringan judul artikel dan abstrak berdasarkan relevansinya dengan tujuan penelitian dan keberadaan kata kunci yang relevan. Proses penyaringan ini menghasilkan total 325 artikel. Langkah terakhir adalah menerapkan penyaringan teks lengkap, yang mempertimbangkan fokus penelitian, unit analisis, unit pengumpulan data, konteks, dan penilaian kualitas. Proses komprehensif ini pada akhirnya menghasilkan sampel sebanyak 45 artikel yang dijadikan subjek Systematic Literature Review (SLR).

**Kata Kunci:** Pengelolaan Hubungan Pelanggan, Keterlibatan Pelanggan, Kepuasan Pelanggan

## INTRODUCTION

Satisfied customers are more likely to remain loyal to the company and continue to buy the products and services offered, thus increasing customer retention (Hennig-Thurau and Klee 1997). Various previous studies have shown that customer satisfaction is significantly influenced by customer relationship management/CRM. Effective implementation of Customer Relationship Management (CRM) practices can increase customer satisfaction by improving the quality of customer service,

understanding customer needs, and providing personalized offers (Chellappa and Sin 2005).

By searching for the keyword "customer relationship management" in Google Trends (2023) for the past 27 years, the term customer relationship management, although showing a fluctuating graph, is still an interesting topic to research today.

This phenomenon shows that customer relationship management is still an important concept empirically. In existing studies, the term customer relationship management can

be juxtaposed with several other interchangeable terms, including "customer interaction management" (Packard et al., 2018), "customer engagement management" (Pezzuti et al., 2021), "customer retention management" (Lemon et al., 2002).

## LITERATUR REVIEW

A literature review on Customer Relationship Management (CRM) and its impact on customer satisfaction involves exploring a wide range of scholarly articles, research papers, and publications that delve into the relationship between CRM practices and the level of satisfaction experienced by customers. Here's a broad overview of what such a literature review might encompass:

### 1. Customer relationship management (CRM)

Customer relationship management comprises a set of processes and enabling systems supporting a business strategy to build long term, profitable relationships with specific customers (Shang & Fen, 2006).

Customer data and information technology (IT) tools form the foundation upon which any successful CRM strategy is built. In addition, the rapid growth of the Internet and its associated technologies has greatly increased the opportunities for marketing and has transformed the way relationships between companies and their customers are managed (Ngai, 2005).

Although CRM has become widely recognized as an important business approach, there is no universally accepted definition of CRM (Ngai, 2005; Shang & Fen, 2006) & Swift (2001, p. 12) defined

CRM as an "enterprise approach to understanding and influencing customer behaviour through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability".

(Kincaid, 2003) viewed CRM as "the strategic use of information, processes, technology, and people to manage the customer's relationship with your company (Marketing, Sales, Services, and Support) across the whole customer life cycle".

(Yesha Tomar et al., n.d.) defined CRM as "a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. It involves the integration of marketing, sales, customer service, and the supply chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value". These definitions emphasize the importance of viewing CRM as a comprehensive process of acquiring and retaining customers, with the help of business intelligence, to maximize the customer value to the organization

### 2. Customer Satisfaction

Satisfaction has been considered by many as one of the most important issues for marketers and customer researchers over the past few decades (Mithas et al., 2005). Nevertheless, agreement on a definition of satisfaction has not been reached during this time. However, all agree that the concept of satisfaction suggests the basic presence of a goal that the consumer wants to attain.

(Mithas et al., 2005) defined satisfaction as: “The consumer’s response to the evaluation of the perceived discrepancy between prior expectations (or some norm of performance) and the actual performance of the product as perceived after its consumption.” Although the definition is similar to the definition of service quality, a number of differences can be made between them. Primarily, customer satisfaction is a post-decision customer experience while quality is not (Gustafsson et al., 2005; Sivadas & Baker-Prewitt, 2000; Tamara et al., 2022). Expectations are also defined differently in satisfaction and quality literature.

In satisfaction expectations reflect anticipated performance. However, in the service quality literature, expectations are conceptualized as a normative standard of future want (Yesha Tomar et al., n.d.).

These model standards represent the customer’s needs and wants and remain unaltered by marketing and competitive factors. Therefore, these expectations are more constant and can be thought of as representing the service the market oriented provider must constantly deliver (Hidayat & Idrus, 2023).

The research agenda is about the methodology used for measuring customer satisfaction. The search key for finding articles, books, and documents related to the research agenda are: “measure/develop customer satisfaction”, “customer satisfaction measurements”, “technique for measuring customer satisfaction”, “customer satisfaction”, and “customer satisfaction

proxy/index/scale”. The main aim of the research is to define the most popular methodologies which are used to measure CS which are proposed and applied in the practice. These key works help to identify the articles which are most likely to studies about measuring CS.

## RESEARCH METHODS

To get the essence of clusters, symptoms, interrelationships between variables and research dynamics related to Customer Relationship Management as the focus of research, this study uses Systematic Literature Review (SLR). The SLR approach is carried out using several stages, first, formulating research questions, second, describing keywords for each research question, third, determining search strings, fourth, collecting data from several reputable journal databases, namely Scopus, SpringerLink, Ebsco Host, IGLibrary, and fifth, analyzing and synthesizing articles in accordance with SLR objectives.

There are several steps involved in collecting articles. The first step is to set the search limitation criteria (see Figure 1), namely (1) articles must have gone through the peer-review process, (2) in the form of academic journal articles, and (3) in English.

The second stage is to search and download articles through the search string "Customer Relationship Management" OR "Customer Intention" OR "Customer Engagement" AND "Customer Satisfaction" OR "Customer Delight" OR "Customer Happiness".

At this stage, a total of 7856 articles were obtained, which then became 1252 articles after checking for articles found to be duplicated. The third stage was to screen the titles and abstracts with the following criteria: (1) topics relevant to the research objectives, (2) objectives, findings, or implications contain keywords. So that after filtering the articles reduced to 325 articles. The last stage is to screen the full text with the criteria of (1) research focus, (2) unit of analysis, (3) data collection unit, (4) context, and (5) quality assessment. From this last stage of screening, the number of articles that became the SLR object sample was 45 articles.



**Figure 1. Data Collection Funnel**

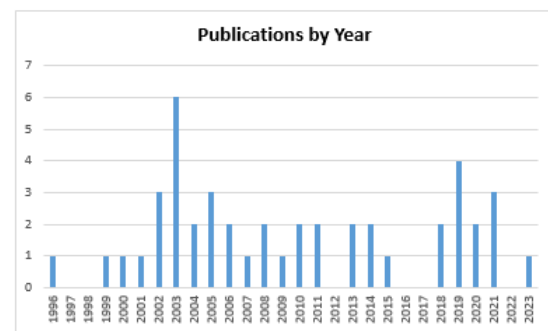
## RESULTS AND DISCUSSION

### Result

#### 1. Publications by Year

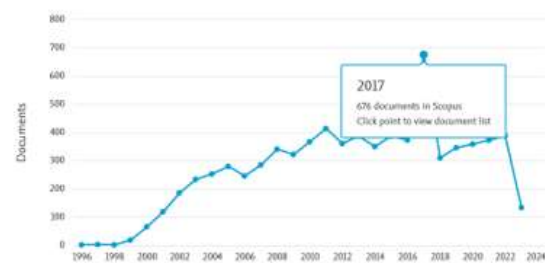
To answer our first research question, we must first present a disaggregation of publications by year. Understanding the gradation of academic research into an idea or field is made easier by looking at the distribution of research papers released over time. We started our systematic literature review from 1996 to 2023, or the last 27 years. From the search of the articles, articles

on customer relationship management were first found in the sample starting in 1996.



**Figure 2. Publication from Year to Year**

The publication of selected research publications from year to year is shown in Figure above. In the observed period, research in the field of Customer Relationship Management is seen to fluctuate greatly.



**Figure 3. Customer Relationship Management Research Interest**

The figure above shows the highest number of research in the field of Customer Relationship Management in 2017 with 676 articles, then 2018 and 2023 with five articles, before and after fluctuating. The average number of articles published in these 27 years is 300 articles per year.

#### 2. Journal Publications

Based on Table 1, over a period of 27 years, there are 45 academic journals that have published research in the field of

Customer Relationship Management. The journals that publish the most articles in the Customer Relationship Management area are Journal of Interactive Marketing with twelve articles, Journal Of Marketing Research and Journal Of Marketing with nine articles each, while Industrial Marketing Management only publishes five articles related to Customer Relationship Management.

**Table 1. Journal Publications on Customer Relationship Management**

No	Journal	#	Article
1	Journal of Interactive Marketing	121	Boudreau, C.J., Kekel, P., de Vries, M. (2013)
2	Journal of Interactive Marketing	46	Jensen, T., Kett, J., Burton, S., Tanskanen, F.L. (2003)
3	Journal of Interactive Marketing	32	Jamal, Z., Bucklin, R.E. (2006)
4	Journal of Interactive Marketing	34	Wu, J., Padgett, D. (2004)
5	Journal of Interactive Marketing	15	Eisenmann, A.W., Eelen, J., Verlegh, P.W.J. (2021)
6	Journal of Interactive Marketing	78	Libal, S., Bari, Y., Gencler, S., C.J. Eisenmann, K. Kroll, E.B. (2006)
7	Journal of Interactive Marketing	15	Eisenmann, A.W., Eelen, J., Verlegh, P.W.J. (2021)
8	Journal of Interactive Marketing	1563	Hallabek, L.D., Dwyer, M.A., Brodie, R.J. (2014)
9	Journal of Interactive Marketing	510	Gencler, S., Haktanir, F., Li, Thompson, Y., Wang, C. (2003)
10	Journal of Interactive Marketing	379	Shankar, V., Venkatesh, A., Hofacker, C., Naik, P. (2011)
11	Journal of Interactive Marketing	284	Balasubramanian, S., Balasubramanian, R., Mahajan, V. (2007)
12	Journal of Interactive Marketing	231	Hofacker, C.F., de Rudder, K., Larue, N.H., Manchanda, P., Donaldson, J. (2010)
13	Journal Of Marketing Research	81	Grewal, L., Sopher, A.Y. (2018)
14	Journal Of Marketing Research	6	Suk, K., Yoon, S.-O., Lichtenstein, D.R., Song, S.Y. (2010)
15	Journal Of Marketing Research	81	Packard, G., Moore, S.G., McFerran, B. (2018)
16	Journal Of Marketing Research	80	Anderson, E.T., Simester, D. (2013)
17	Journal Of Marketing Research	45	Lee, S., Menon, B., Kesavadas, C.S., Jung, Y.S. (2019)
18	Journal Of Marketing Research	22	Boudreau, D., Evers, O., Grewal, D., Srinivasan, P., Schmitt, M. (2020)
19	Journal Of Marketing Research	45	Lee, S., Menon, B., Kesavadas, C.S., Jung, Y.S. (2019)
20	Journal Of Marketing Research	80	Anderson, E.T., Simester, D. (2013)
21	Journal Of Marketing Research	243	Bouman, D., Jacobson, D. (2001)
22	Journal Of Marketing	2845	Fennell, C., Johnson, M.D., Anderson, E.W., Cha, J., Bryant, B.E. (1995)
23	Journal Of Marketing	1732	Meiser, M.L., Ostrom, A.L., Roundtree, R.I., Boudreau, M.J. (2000)
24	Journal Of Marketing	527	Boudreau, W., Srinivasan, R., Evers, M., Johnston, W.J. (2005)
25	Journal Of Marketing	482	Meiser, S., Krishnan, M.S., Fennell, C. (2005)
26	Journal Of Marketing	335	Lemon, K.N., White, T.B., Winer, R.S. (2003)
27	Journal Of Marketing	199	Sundaram, N., Leone, R.P. (2002)
28	Journal Of Marketing	198	Srinivasan, R., Moorman, C. (2005)
29	Journal Of Marketing	178	Tan, R.R., Boudreau, S.G. (2009)
30	Journal Of Marketing	335	Lemon, K.N., White, T.B., Winer, R.S. (2002)

31	Business Process Management Journal	171	Bull, C. (2003)
32	Business Process Management Journal	74	Sundaram, M., Quesada, A. (2002)
33	Business Process Management Journal	57	Tsang, M.M., Quesada, M., Hu, C.-J. (1999)
34	Business Process Management Journal	41	Amodeo, Z.M., Al-Hajj, A., Nguyen, B., Sundaram, C. (2018)
35	Business Process Management Journal	25	Battista, D., Ciccullo, F. (2019)
36	Business Process Management Journal	13	All, R., Buckman, T. (2003)
37	Business Process Management Journal	10	Sou, A., Karasman, H. (2019)
38	Business Process Management Journal	9	Yildirim, Y., Boudreau, H.G., Mariani, M., Mohamed, J., I.R., Mohd-Sagor, Z. (2021)
39	Business Process Management Journal	8	Frank, L., Foll, R., Boudreau, M., Boudreau, R. (2020)
40	Business Process Management Journal	0	Anderson, H., Srinivasan, T., Donaldson, M. (2023)
41	Industrial Marketing Management	378	Zablah, A.R., Boudreau, D.N., Johnston, W.J. (2004)
42	Industrial Marketing Management	266	Bauer, H.H., Goettler, M., Leach, M. (2002)
43	Industrial Marketing Management	254	Campbell, A.J. (2003)
44	Industrial Marketing Management	235	Richards, K.A., Jones, E. (2008)
45	Industrial Marketing Management	595	Meiser, S., N., Sundaram, N.T., Choudhury, G. (2011)

## Citation

**Table 2. Top 10 most cited articles**

No	Author	Journal	Citation
1	Boudreau, R.J., Hallabek, L.D., Jain, B., Liu, A. (2011)	Journal of Service Research	1042
2	Scott, A., Sebastian, R. (2006)	Proceedings of the 10th International Conference on Language Resources and Evaluation, LREC	1914
3	Payne, A., Fennell, P. (2003)	Journal of Marketing	1104
4	Burnham, T.A., Engle, J.K., Mahajan, V. (2003)	Journal of the Academy of Marketing Science	1066
5	Lu, J., Wu, D., Man, M., Wang, W., Zhang, G. (2013)	Decision Support Systems	1027
6	Boudreau, W., Kraft, M., Hoyer, W.D. (2004)	Journal of Marketing Research	1000
7	Boudreau, A. (2001)	Decision Support Systems	928
8	Verhoef, P.C. (2003)	Journal of Marketing	851
9	Ngai, E.W.T., Liu, L., Chan, D.C.K. (2009)	Expert Systems with Applications	828
10	Ngai, S.A., Grewal, D., Laghori, R., J., Thomas, J.S., Verhoef, P.C. (2006)	Journal of Service Research	690

The table above shows the 10 most cited publications in the field of Customer Relationship Management With a total of



2042 citations, the paper by Brodie, R.J., Hollebeek, L.D., Jurić, B., Ilić, A. (2011) is the most cited. Esuli, A., Sebastiani, F. (2006) is next with 1934 citations. The paper by Payne, A., Frow, P. (2005) is the third most cited paper with 1104 citations and so on up to the paper by Neslin, S.A., Grewal, D., Leghorn, R., (...), Thomas, J.S., Verhoef, P.C. (2006) as tenth with 690 citations.

## Research Context

**Table 3. Research Context**

Context Area	#	Author
Service	9	(Brodie et al., 2011), (Michailidou et al., 2011a), (Campbell, 2003a), (Winer, 2001a), (Sawhney et al., 2005a), (Richards & Jones, 2008a), (Zheng et al., 2015a), (Forcuel et al., 1996), (Bendapudi & Leone, 2002), (Herhausen et al., 2020)
Start-Up	3	(Winer, 2001b), (Sawhney et al., 2005b), (Richards & Jones, 2008b)
Marketing	6	(Wu & Padgett, 2004), (Muller et al., 2021), (Jensen et al., 2003), (Wang, 2017), (Packard et al., 2018), (Anderson & Simester, 2013)
Online Business	5	(Michailidou et al., 2011b), (Sawhney et al., 2005b), (Zheng et al., 2015b), (Beukeboom et al., 2015), (Schlosser et al., 2006)
Industry Global	2	(Winer, 2001b), (Nambisan & Baron, 2007)
Customer Knowledge	1	(Campbell, 2003b)
Online Customer	1	(Eisgruber et al., 2021)
Foundation	1	(Pezzatti et al., 2021)
Artificial Intelligence (AI) CRM	1	(Libai et al., 2020)
Financial	1	(Tuli & Bharadwaj, 2009)
Retail Online	1	(Srinivasan & Moorman, 2005)
E-Commerce	1	(Schlosser et al., 2006)
Customer Decisions	1	(Lemon et al., 2002)
Loyalty Customer	1	(Johnson et al., 2006)
Service Dominant - Customer Engagement	1	(Hollebeek et al., 2019)
National Economic	1	(Forcuel et al., 1996)
Future CRM	1	(Boulding, 2005)
Vendor Companies	1	(Bendapudi & Leone, 2002)
Social Media	1	(Wang, 2017)
Consumer Experience	1	(Suk et al., 2010)
Customer Interaction	1	(Packard et al., 2018)
Satisfaction B2B Program	1	(Mittal et al., 2021)
Customer Behavior	1	(Bone et al., 2017)
Market Competition	1	(Anderson & Simester, 2013)
Digitalization	1	(Herhausen et al., 2020)

Table 3 shows the distribution of research contexts conducted by researchers in the Customer Relationship Management area. The most research conducted revolves around the service context with 9 papers, followed by marketing, online business, start-

up and global industry contexts with 6, 5, 3 and 2 papers respectively. Furthermore, 20 other contexts have 1 paper each.

## Research Design

**Table 4. Research Design**

Method	#	Author
Quantitative	12	(Lamela-Orcasitas & Garcia-Madariaga, 2023), (Sewersad, 2023), (Alshurideh et al., 2023), (Ekawati et al., 2023), (Taufiq & Dumez, 2023), (Sardiono et al., 2023), (Arshi et al., 2023), (Cao & Wicakawardana, 2023), (Kaminsky et al., 2022), (Sana et al., 2022), (Vicente-Ramos & Cano-Torres, 2022), (Aloqool et al., 2022), (Saputra & Salamah, 2022), (Khashab et al., 2022), (Doneva & Gaftandzhieva, 2022), (Perez-Vega et al., 2022), (Staudt & Wagner, 2022), (Al-Bashayreh et al., 2022), (Sawlati et al., 2022), (Fernandez-Cejas et al., 2022), (Qilavski et al., 2022), (Al-Djabat, 2022)
Qualitative	5	(Yeshi et al., 2023), (J. Li et al., 2023), (Ferreira-Estévez & Chalmers, 2023), (Chaudhuri et al., 2023), (Kristina et al., 2023),
Mix Method	3	(Saha et al., 2023), (Attia, 2023), (Saleheen & Habib, 2023)
Quantitative/Experiment	15	(Afaq et al., 2023), (Sun et al., 2023), (Shinkevich et al., 2023), (Alenazi & Alenazi, 2023), (Rahman et al., 2023), (Radji & Taylor, 2023b), (Hoang et al., 2023), (Dahab et al., 2023), (Sagun, 2023), (Octavia et al., 2023), (Alizadeh et al., 2023), (Kulesza et al., 2023), (Kandera et al., 2023), (Saviano et al., 2023), (Guf et al., 2023).
Qualitative/Descriptive	10	(Alghamdi, 2023), (Radji & Taylor, 2023a), (Alkharraz & Secim, 2023), (Lang et al., 2023), (F. Li et al., 2023), (Monod et al., 2023), (Kao & Chueh, 2023), (Miedadi, 2023), (Gammage et al., 2023), (Fonteau et al., 2022), (Ledro et al., 2022), (Suonjemi et al., 2022), (Arslan et al., 2022).

The table above shows that in terms of research design, most researchers use a quantitative approach, and the methods used mostly use experimental methods. The other most used method is a qualitative approach with descriptive analysis design, and the last most used approach is mixed methods.

## Network Visualization

By utilizing the metadata of Customer Relationship Management studies processed

in VosViewer, various research linkages with various clusters were found. In the following figure, it has been found that the most research on Customer Relationship Management conducted so far is at least related to the Customer Relationship Management cluster, Customer Interaction, Customer Engagement, Customer Satisfaction and Customer Intention studies. Meanwhile, there are research opportunities in the field of future marketing, Customer Relationship Management is associated with public relations, sales, customer loyalty and customer data.



## Discussion

Customer Relationship Management (CRM) is an important tool in maximizing customer satisfaction and deepening relationships with them. Some ways to increase the effectiveness of CRM are

- a. Understand Your Customers: Every customer has different needs and preferences. As a business, you must understand these needs and tailor them to your product or service. Collecting and analyzing customer data can help you understand their behavior, preferences, and shopping habits.
- b. Automation: CRM technology allows automation of various tasks such as sending emails, status updates, and task reminders. This not only saves time but also helps ensure that no task is missed.
- c. Integration with Other Systems: Integrating your CRM with other systems such as sales, marketing, and customer service can give you a more complete picture of your customers. This can help you make more data-driven decisions and improve efficiency.
- d. User Training: The most advanced CRM system will not be effective if users do not know how to use it. Make sure that all users have sufficient training and the support they need.
- e. Relationship Building: CRM is not just about managing customer data, it is also about building relationships. Make sure you use your CRM system to interact with customers regularly, provide good service, and show them that you value their business.
- f. Utilize Analytics: Most CRM systems have powerful analytics tools. Use these tools to gain insights into customer behavior, sales trends, and the effectiveness of your marketing strategies.
- g. Utilize Mobile Technology: Many CRMs offer mobile apps that allow your team to access customer information and perform other tasks anywhere and anytime. This is especially useful for sales or customer



service teams who often work out of the office.

- h. **Set Clear Goals:** You need to have clear goals of what you want to achieve with your CRM system. This could be increased sales, higher customer satisfaction, or better operational efficiency.

### **Academic and Practical Implications**

We have recommended future research based on theory, context, characteristics and as an academic contribution to add to the repertoire both in terms of breadth and depth of research in the field of Customer Relationship Management. In terms of research context, we provide recommendations regarding customer relationship management research related to services, marketing, online business and start-ups and others. In terms of research methods, we recommend exploring more factors that can provide effectiveness to customer relationship management with qualitative approaches such as netnography, quantitative methods to test relationships between variables using various mediator and/or moderator variables, and mixed methods to explore the success of customer relationship management.

Our comprehensive literature review offers some useful recommendations for business and marketing managers who want to improve the effectiveness of customer relationship management in the future. It is recommended that marketing managers take several important steps to ensure that

customer relationship management strategies are effective and efficient.

### **CONCLUSION**

We have examined 45 papers on customer relationship management that have been published from several leading journal databases namely Scopus, SpringerLink, Ebsco Host, IGLibrary using the SLR methodology. We found that research on customer relationship management began to develop in early 1996 and continued to grow in the following years. In 27 years, there are 45 academic journals that have published research in the field of customer relationship management.

The year 2017 is the most published year of journal articles on Customer Relationship Management. The journal that published the most articles in the field of Customer Relationship Management was the Journal of Interactive Marketing with twelve articles. With a total of 2042 citations, the paper by Brodie, R.J., Hollebeek, L.D., Jurić, B., Ilić, A. (2011) was the most frequently cited. In terms of research context, most of the research is conducted in the service sector, while some other researchers do it in a more specific context or related to a particular industry. In terms of research design, most researchers used quantitative methods followed by qualitative and mixed methods. We also found linkages between Customer Relationship Management research and other fields such as customer satisfaction, public relations, sales and customer loyalty.

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