"E-CRM- IMPORTANCE AND IMPACT ON RETAIL INDUSTRY"

Dr Rama Singh[1*], Mukesh Kumar Karn[2]

[1*]Associate Professor, Arka Jain University, Jharkhand, dr.rama@arkajainuniversity.ac.in
[2]Research Scholar, Arka Jain University, Jharkhand, withmukesh@gmail.com

1. INTRODUCTION

Customer relationship management is defined as "a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the company and the customers" (Parvatiyar and Sheth, 2001). It aims at efficiently and effectively increasing the acquisition and to retain the potential customers by maintaining appropriate relationships with themin the long-run (Payne and Frow, 2006). Today customer has many options to choose from a wide array of products and companies offering them. Implementations of best CRM practices has resultedlower operational costs and higher growth of revenue to the company. Effective and innovative use of CRM boosts customer satisfaction as well as retention rates (Reichheld et al).

In light of the above premise this study aims to understand the theoretical foundations of research in CRM with a special reference to the retail industry. The study further is structured with a detailed survey of literature on customer relationship management. The third section talks about the theoretical background. Forth section discusses the role of customer relationship management in theretail sector. Finally, this report concludes with the discussion of future scope of this study.

1. Survey of Literature: Systematic Review

The SCOPUS database has been referred to for conducting the survey of literature. The key wordsfor initial search include 'customer relationship management' and 'retail.' This search generated alist of 13534 publish sources. The year of publication ranged between 1924 (retail sector) to 2023 (forthcoming issues). The range of articles has citations as high as 2584. To further narrow the scope of this study, another round of search was conducted with only 'customer relationship

management in retail sector' as the key word. This search result generated a list of 1035 published sources indexed in the SCOPUS database. The year of publication for such sources ranged between1997 to 2022. The range of articles found in this search has citations as high as 1811.

The figure no. 1 depicts the structural flow of search and screening activity conducted for this surveyof literature. At the end of the figure, the number of published articles to be analyzed narrows downto 134. Further a systematic review of literature on these 134 sources has been conducted. Systematicreview analyzes the articles on three different dimensions. First, a chronological analysis of the 134articles have been conducted to find out the pattern which shows how research over the last two decades have grown in this area. Further the methodological analysis has been conducted. This analysis helps in identifying the trending tools used by researchers worldwide for conducting CRM related studies. The final stage of systematic literature review is thematic analysis. It has been conducted to find out the various themes that have been addressed with respect to the customer relationship management. This

analysis concludes with identifying the most studied themes all around the world. It also paves a way to identify the least discussed themes as well.
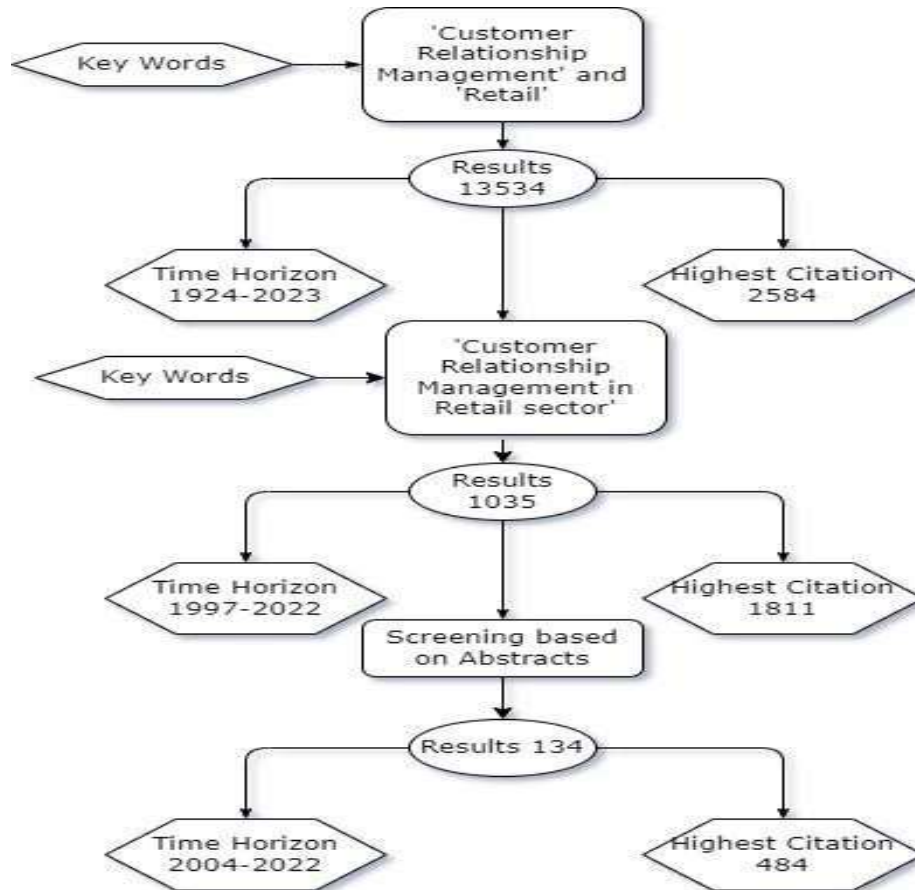

Figure No. 1: Searching and Screening strategy for the survey of literature

Source: Author's compilation

1.1. Chronological Analysis

Chronological analysis studies how the trend of research contributions in the area of customer relationship management has grown over a period. In this study, the range of literature considered covers a time horizon of 18 years, starting from 2004-2022.
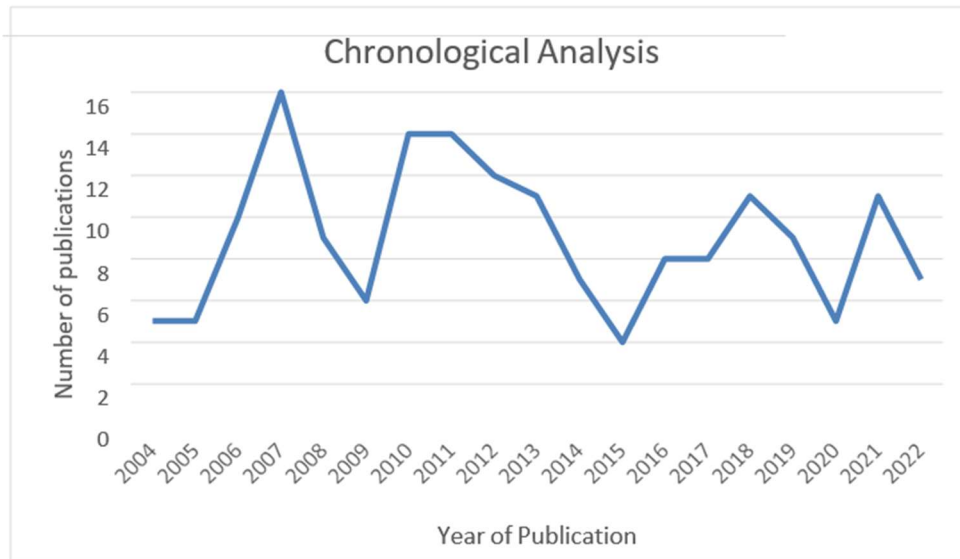
Figure No. 2: Chronological Analysis

Source: Author's Compilation

Table No. 1: Chronological Analysis

Year	No. of Publications
2004	3
2005	3
2006	8
2007	14
2008	7
2009	4
2010	12
2011	12
2012	10
2013	9
2014	5
2015	2
2016	6
2017	6
2018	9
2019	7
2020	3
2021	9
2022	5

The line chart presented above in Figure no. 2 shows the number of publications based on customer relationship management in different years. The chart shows that the maximum number of Publications are registered in 2007 which is 14, followed by 2010, and 2011 with 12 publications each in both the years and then 10 publications in 2010. The lowest number of publications were registered in 2004, 2005, and 2020. The decline in the number of research outputs in 2004 and 2005 can be attributed to the advent of technology and its growing use in that phase. For the year 2020, the decline in the output in this field can be attributed to the global health crisis of COVID 19.

The trend shows that in the last two decades, the contribution in this domain of research has been again and again picking a height. The recurring nature of this increase in number of publications periodically can be attributed to innovation and the role of technology in the field of customer relationship management. This continuous change has broadened the perspective of researchers and they have continuously been studying the significance of this tool.

1.2. Methodological Analysis

The second layer of systematic review screens the research papers based on the methodology adopted by these researchers in various studies. A study of the research tools helps in identifying the various methodologies being adopted by researchers to study the customer relationship management. This analysis highlights the commonly used tools to conduct the study. Based on the survey of the methodology section of select research articles it has been found that the most used tools are based on the analysis of causal impact (Abbad et al., 2022; Alqudah et al., 2021, Zare and Honrvar, 2021; Mehrabadi et al, 2021, Guerola-Navarro et al., 2021, Berraies et al., 2020, Maggon ad Chaudhry, 2019). These analyses have been mostly based on linear regression (Alqudah et al., 2021) and structural equation modelling (Abbad et al., 2022; Zare and Honrvar, 2021; Mehrabadi et al, 2021, Berraies et al., 2020, Maggon ad Chaudhry, 2019). Further, researchers have also tested various variables to understand their moderating and mediating effects. Most of the studies have considered primary data. The data in most of the cases has been collected through a structured questionnaire (Alam et al., 2021, Zare and Honrvar, 2021). In some of the works which are based on the role of technology in the customer relationship management, big data (Del Vecchio et al., 2021) has also been used. For the conceptual or theoretical articles, structured literature review, meta-analysis, and bibliometric analysis has been used. Most of these conceptual papers propose a conceptual framework for future research. The table no. 3 enlists the methodologies of a few papers that have been analyzed for the purpose of this methodological analysis.

Table No. 3: Methodological Analysis

Authors	Title	Methodology	Year
Itani O.S., KalraA., Riley J.	"Complementary effects of CRM andsocial media on customer co-creation and sales performance in B2B firms: The role of salesperson self-determination needs"	Mediation, Moderation, Task Technology Fit	2022
Lamrhari S.,Ghazi H.E., Oubrich M.,Faker A.E.	"A social CRM analytic framework for improving customer retention, acquisition,and conversion"	Social CRM Analytical Framework	2022
Forootani S., Abdolvand N.,Harandi S.R.	"Factors affecting the adoption of cloud- based CRM in small and medium enterprises"	Technology-organization-environment (TOE), and 'techn ology acceptance model(TAM)	2022
Claybaugh C.C.,Reychav I., NahF.F.-H.	"Relational and Technological Assessment of CRM Providers: A Multifactor Study"	Multi-factor Study, causal relationship	2022
Abbad M.M.,Musa Magboul I.H., Jaber F.,Alrawabdeh W.	"User antecedents, CRM implementation, and impact on customer outcomes in the Jordanian service industry"	causal relationship,structured questionnaire, structural equation modelling	2022
Guerola-Navarro V., Oltra-Badenes R., Gil-Gomez H.,Gil-Gomez J.A.	"Research model for measuring the impact of customer relationship management (CRM) on performance indicators"	causal relationship	2021

Guerola-Navarro V., Oltra-Badenes R., Gil-Gomez H., Iturricha Fernández A.	"Customer relationship management (CRM) and Innovation: A qualitative comparative analysis (QCA) in the search for improvements on the firm performance in winery sector"	Qualitative Comparative Analysis methodology	2021
Alam M.M.D., Karim R.A.,Habiba W.	"The relationship between CRM and customer loyalty: the moderating role of customer trust"	Causal relationship, Survey, structured questionnaire	2021
Alqudah H.E., Poshdar M.,	"Business environment, CRM, and sustainable performance of construction	Linear Regression,Structured	2021
Oyewobi L., Rotimi J.O.B.,Tookey J.	industry in New Zealand: A linear regression model"	questionnaire	
Zare M., Honarvar A.R.	"Internet Services: Customer Relationship Management (CRM) Using Internet of Things (IoT)"	Structured questionnaire, structural equation modelling	2021
Fatmawati I.,Nuryakin, Siriyota K.	"The mediating effect of marketing capability in the relationship between CRM on business performance in Indonesia and Thailand service industry"	Mediation, purposive sampling	2021
Oogarah- Hanuman V.,Naicker V.	"Validating A Proposed CRM Implementation Framework for The	conceptual framework, review of	2021

	Mauritian Hotel Industry"	literature, exploratory f actoranalysis	
Del Vecchio P., Mele G., Siachou E., Schito G.	"A structured literature review on Big Data for customer relationship management (CRM): toward a future agenda in international marketing"	structured literaturereview	2021
MehrabadiS.R.H., Keshavarzi A.H.,Safari S.	"CRM's effect on the customer knowledge creation process and innovation"	structural equation modelling, CochranFormula	2021
Sofi M.R., BashirI., Parry M.A., Dar A.	"The effect of customer relationship management (CRM) dimensions on hotel customer's satisfaction in Kashmir"	survey method,exploratory factor analysis, regressionmodel	2020
Guerola-Navarro V., Oltra-Badenes R., Gil-Gomez H.,Gil-Gomez J.-A.	"Customer relationship management (CRM): A bibliometric analysis"	bibliometric analysis	2020
Berraies S., Chtioui R.,Chaher M.	"Customer-contact employees' empowerment and customer performance: The CRM effectiveness as a mediator"	structured questionnaire, mediation, structural equation modelling	2020

Nam D., Lee J.,Lee H.	"Business analytics use in CRM: A nomological net from IT competence to CRM performance"	nomological linkage, firm level survey	2019
Smith A.D., Shock J.R.,Beaves R.G.	"Customer relationship management and the impact of e-coupons on B2C retail markets"	Survey method	2019
Maggon M.,Chaudhry H.	"Moderating role of gender amongst various constructs of CRM: An empirical study of Indian hotels"	moderation, structural equation model, survey, maximum likelihood estimation technique, conceptual framework	2019

1.3. Thematic Analysis

The final layer in the systematic literature review scrutinizes the paper based on the themes covered in the study. Doing a thematic analysis helps in identifying the research gap. Thematic analysis scrutinizes the papers based on the themes around which various studies have been done. In order to conduct the thematic analysis, the title and the abstract of the select research articles have been reviewed in detail. The finding of this analysis has been enlisted in the table no. 3.

Table No. 3: Thematic Analysis

Authors	Title	Themes	Year
Itani O.S., Kalra A., Riley J.	"Complementary effects of CRM and social media on customer co-creation and sales performance in B2B firms: The role of salesperson self-determination needs"	Sales Performance,B2B Marketing, Customer Co-creation	2022
Lamrhari S., Ghazi H.E., Oubrich M., Faker A.E.	"A social CRM analytic framework for improving customer retention, acquisition,and conversion"	Customer retention, acquisition and conversion, SocialCRM	2022
Forootani S., Abdolvand N.,	"Factors affecting the adoption of cloud-based CRM in small and mediumenterprises"	Cloud based CRM, Small and Medium	2022

Harandi S.R.		Enterprises	
Claybaugh C.C., Reychav I., Nah F.F.-H.	"Relational and Technological Assessment of CRM Providers: A Multifactor Study"	Technological Assessment	2022
Abbad M.M., Musa Magboul I.H., Jaber F., Alrawabdeh W.	"User antecedents, CRM implementation, and impact on customer outcomes in the Jordanian service industry"	CRM Implementation, Service Industry, customer outcomes	2022
Guerola-Navarro V., Oltra-Badenes R., Gil-Gomez H., Gil-GomezJ.A.	"Research model for measuring the impact of customer relationship management (CRM) on performance indicators"	CRM Research Model, PerformanceIndicators	2021
Guerola-Navarro V., Oltra-Badenes R., Gil-Gomez H., Iturricha Fernández A.	"Customer relationship management (CRM) and Innovation: A qualitative comparative analysis (QCA) in the search for improvements on the firm performance in winery sector"	Innovation and Firm Performance	2021
Alam M.M.D., Karim R.A., Habiba W.	"The relationship between CRM and customer loyalty: the moderating role of customer trust"	Customer loyalty, Customer trust	2021
Alqudah H.E., Poshdar M., Oyewobi L., Rotimi J.O.B., Tookey J.	"Business environment, crm, and sustainable performance of construction industry in new zealand: A linear regressionmodel"	Sustainable Performance, Business Environment	2021
Zare M., Honarvar A.R.	"Internet Services: Customer Relationship Management (CRM) Using Internet ofThings (IoT)"	Internet of Things(IoT)	2021
Fatmawati I., Nuryakin, Siriyota K.	"The mediating effect of marketing capability in the relationship between CRM on business performance in Indonesia and Thailand service industry"	Marketing Capability, BusinessPerformance	2021
Oogarah-Hanuman V., Naicker V.	"Validating A Proposed CRM Implementation Framework For TheMauritian Hotel Industry"	Implementation Framework	2021

Del Vecchio P., Mele G., SiachouE., Schito G.	"A structured literature review on Big Datafor customer relationship management (CRM): toward a future agenda ininternational marketing"	Big Data, International Marketing	2021
MehrabadiS.R.H., Keshavarzi A.H., Safari S.	"CRM's effect on the customer knowledge creation process and innovation"	Customer Knowledge process creation, innovation	2021
Sofi M.R., BashirI., Parry M.A., Dar A.	"The effect of customer relationship management (CRM) dimensions on hotel customer's satisfaction in Kashmir"	Customer satisfaction	2020
Guerola-Navarro V., Oltra-Badenes R., Gil-Gomez H., Gil-Gomez J.-A.	"Customer relationship management(CRM): A bibliometric analysis"	BibliometricAnalysis	2020
Berraies S., Chtioui R.,Chaher M.	"Customer-contact employees' empowerment and customer performance: The CRM effectiveness as a mediator"	Employees Empowerment, Customer Performance, Customer contact	2020
Nam D., Lee J.,Lee H.	"Business analytics use in CRM: A nomological net from IT competence toCRM performance"	Business Analytics	2019
Smith A.D., Shock J.R., Beaves R.G.	"Customer relationship management and the impact of e-coupons on B2C retail markets"	E-coupons, B2C Retail Marketing	2019
Maggon M., Chaudhry H.	"Moderating role of gender amongst various constructs of CRM: An empirical study of Indian hotels"	Gender	2019

The above table summarizes the themes covered by researchers in the area of customer relationship management study. The most discussed themes are business or sales performance (Itani et al., 2022, Guerola-Navarro et al., 2021, Guerola-Navarro et al., 2021, Alqudah et al., 2021, Fatmawati et al., 2021) customer satisfaction (Sofi et al., 2020), customer loyalty (Alam et al., 2021), and technological innovation and cloud-based customer relationship management (Forootani et al., 2022,Claybaugh et al., 2022, Guerola Navarro et al., 2021, Zare and Honarvar, 2021, Del Vechhio et al., 2021, Mehrabadi et al., 2021, Nam et al., 2019, Smith et al., 2019). The thematic analysis concludesthat the research in the area of customer relationship management is highly driven by the performance indicators and the technological innovation happening all around the world.

The following section discusses the theoretical foundations of customer relationship management.

2. The evolution of E-CRM

The conventional view of marketing was only about acquiring new customers or acquiring the customers of the competitors in the market (Winer, 2001).The implementations of CRM is certain to involve the deployment of new technologies. The deployment of such technologies gives an insightinto the rate of growth of CRM application (e-CRM). The nature and rate of adoption of the emerginge-business technologies and strategies will be of considerable interest to the stakeholders, who will progressively be looking to improve operating efficiency and effectiveness in marketing networks as well as in communications and distribution channels which together make up vital supply chains (Zwass, 2003).

The internet has provided a platform to deliver CRM functions on the web. E-CRM is just a part of a comprehensive CRM strategy and implementation (Feinberg, 2002). E-CRM refers to the marketing activities, tools and techniques, delivered over the internet- using technologies such as Web sites and e-mails, data capture, warehousing and mining- with specific aim to locate , build and improve long – term customer relationship management.

3. Conclusion

This review was conducted to know the diverse dimensions of Customer relationship Management. The revolution in customer relationship management is the new "mantra" of marketing (Winer, 2001). Customer relationship management can be seen from various perspective by different people.Some perceive it as direct emails and some perceive it as mass customization of products and servicesto fit individual customer requirements (Winer 2001). A more integrated approach for formulation and implementation of strategies is required to realize the benefits of customer relationship management (Payne and Frow, 2006). The better understating of customer relationship helpsorganization to gain better customer loyalty, reduces the operational cost and enhances the profitability of the organization. The critical and creative literature review of CRM in retailing is presented. Excellent customer relationship management has proved excellent increase in customer satisfaction (Sivadas & Baker-Prewitt, 2000). The review suggests the organizations that for better CRM, the customer's choice and preferences should be monitored time to time. This study further paves the way for development of a conceptual framework which can further be tested empirically to understand the impact CRM practices make.

References

1. Abbad, M. M., Magboul, I. H., Jaber, F., & Alrawabdeh, W. (2022). User antecedents, CRM implementation, and impact on customer outcomes in the Jordanian Service Industry. *International Journal of Customer Relationship Marketing and Management*, *13*(1), 1–24. https://doi.org/10.4018/ijcrmm.289208
2. Alam, M. M., Karim, R. A., & Habiba, W. (2021). The relationship between CRM and customer loyalty: The moderating role of customer trust. *International Journal of Bank Marketing*, *39*(7), 1248–1272. https://doi.org/10.1108/ijbm-12-2020-0607
3. Alqudah, H. E., Poshdar, M., Oyewobi, L., Rotimi, J. O., & Tookey, J. (2021). Business

environment, CRM, and sustainable performance of construction industry in New Zealand: Alinear regression model. *Sustainability*, *13*(23), 13121. https://doi.org/10.3390/su132313121

4. Berraies, S., Chtioui, R., & Chaher, M. (2019). Customer-contact employees' empowerment and customer performance. *International Journal of Productivity and Performance Management*,*69*(9), 1833–1859. https://doi.org/10.1108/ijppm-07-2017-0169

5. Bose, I., Lee, J.-N., & Yen, B. P.-C. (2008). Editorial: RFID in retailing and Customer Relationship Management. *Communications of the Association for Information Systems*, *23*. https://doi.org/10.17705/1cais.02311

6. Claybaugh, C. C., Reychav, I., & Nah, F. F.-H. (2022). Relational and technological assessment of CRM Providers: A multifactor study. *Journal of Computer Information Systems*, 1–11. https://doi.org/10.1080/08874417.2022.2031348

7. Cuthbertson, R., & Laine, A. (2003). The role of CRM within retail loyalty marketing. *Journal of Targeting, Measurement and Analysis for Marketing*, *12*(3), 290–304. https://doi.org/10.1057/palgrave.jt.5740116

8. Debnath, R., Datta, B., & Mukhopadhyay, S. (2016). Customer relationship management theory and research in the new millennium: Directions for Future Research. *Journal of Relationship Marketing*, *15*(4), 299–325. https://doi.org/10.1080/15332667.2016.1209053

9. Del Vecchio, P., Mele, G., Siachou, E., & Schito, G. (2021). A structured literature review on Big Data for Customer Relationship Management (CRM): Toward a future agenda in international marketing. *International Marketing Review*, *39*(5), 1069–1092. https://doi.org/10.1108/imr-01-2021-0036

10. Feinberg, R. A., Kadam, R., Hokama, L., & Kim, I. (2002). The state of Electronic Customer Relationship Management in retailing. *International Journal of Retail & Distribution Management*, *30*(10), 470–481. https://doi.org/10.1108/09590550210445344

11. Forootani, S., Abdolvand, N., & Harandi, S. R. (2022). Factors affecting the adoption of cloud-based CRM in small and medium enterprises. *International Journal of Services Technologyand Management*, *28*(1/2), 120. https://doi.org/10.1504/ijstm.2022.123509

12. Guerola-Navarro, V., Oltra-Badenes, R., Gil-Gomez, H., & Gil-Gomez, J. A. (2020). Research model for measuring the impact of Customer Relationship Management (CRM) on performance indicators. *Economic Research-Ekonomska Istraživanja*, *34*(1), 2669–2691. https://doi.org/10.1080/1331677x.2020.1836992

13. Guerola-Navarro, V., Oltra-Badenes, R., Gil-Gomez, H., & Iturricha Fernández, A. (2021). Customer relationship management (CRM) and innovation: A qualitative comparative analysis (QCA) in the search for improvements on the firm performance in winery sector.*Technological Forecasting and Social Change*, *169*, 120838. https://doi.org/10.1016/j.techfore.2021.120838

14. Itani, O. S., Kalra, A., & Riley, J. (2022). Complementary effects of CRM and social media on customer co-creation and sales performance in B2B firms: The role of salesperson self-determination needs. *Information & Management*, *59*(3), 103621. https://doi.org/10.1016/j.im.2022.103621

15. Kaul, D. (2017). Customer relationship management (CRM), customer satisfaction and customer

lifetime value in retail. *Review of Professional Management- A Journal of New Delhi Institute of Management*, *15*(2), 55. https://doi.org/10.20968/rpm/2017/v15/i2/163914

16. Kenyon, J., & Vakola, M. (2003). Customer relationship management: A viable strategy for the retail industry? *International Journal of Organization Theory & Behavior*, *6*(3), 329–353. https://doi.org/10.1108/ijotb-06-03-2003-b001

17. Lamrhari, S., Ghazi, H. E., Oubrich, M., & Faker, A. E. (2022). A social CRM analytic framework for improving customer retention, acquisition, and Conversion. *Technological Forecasting and Social Change*, *174*, 121275. https://doi.org/10.1016/j.techfore.2021.121275

18. Lokuge, S., Sedera, D., Ariyachandra, T., Kumar, S., & Ravi, V. (2020). The Next Wave of CRM Innovation: Implications for research, teaching, and Practice. *Communications of the Association for Information Systems*, 560–583. https://doi.org/10.17705/1cais.04623

19. Maggon, M., & Chaudhry, H. (2019). Moderating role of gender amongst various constructs of CRM. *Journal of Advances in Management Research*, *16*(1), 123–140. https://doi.org/10.1108/jamr-07-2017-0080

20. Mehrabadi, S. R., Keshavarzi, A. H., & Safari, S. (2021). CRM's effect on the customer knowledge creation process and Innovation. *European J. of International Management*, *16*(3), 427. https://doi.org/10.1504/ejim.2021.117519