
A Literature Review of Customer Relationship Management from 2010 To 2014

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ABSTRACT

Customer relationship management (CRM) literature predominantly focuses on internal organizational process and deploys Information Technology to capture and analyses customer data for marketing as well as effective relationship management activities. Firms, today, interact with customers through different channels, thus, collect and analyses customer data and make decision on how to improve their relationship with important customers. Thus, research into CRM implementation has increased substantially. However, companies seek further growth in their customer identification and retention effort, as prior research may not have identified several issues due to environmental constrains. This paper (1) seeks to analyses recent advances on CRM to uncover major issues discussed and suggest further research direction, (2) extends CRM literature by critically evaluating the extant research on CRM from the perspective of macro environment perspectives from 2010 to 2014, (3) reveals theories and methods frequently used to study CRM at organizational level based on the analysis of major research outlets. Furthermore, the paper seeks to uncover domain, issues and conceptual frameworks that were frequently or rarely used, as well research methods substantially used and those under-utilised in CRM research. The paper uses systematic literature review of published CRM literature from 2010-2014. The study argued that further empirical study is needed to explore the role of low technological capital and customer lack of enthusiasm towards technology acceptance in emerging nations (Sub-Saharan Africa) effect on CRM adoption and implementation. This is the relevant literature that provide comprehensive review and relevant customer relations with cohesive explanation

KEYWORDS: Customer relationship management, systematic literature review, CRM implementation, emerging nations

Paper type literature review

1. INTRODUCTION

Customer relationship management (CRM) is defined as the management of mutual relationship between customer and firm where collection and analysis of customer data plays significant role (Saarijärvi, Karjalainen & Kuusela, 2013). For many years, CRM study remained the centre of attraction both in the academia and business environment (Awasthi & Sangle, 2013; Wahlberg, Strandberg, & Sandberg, 2009). A number of articles and books relating to CRM concept have

been published, and many organisations are attracted by the concept of CRM (Bull & Adam, 2011; Ngai, 2005). In fact, because of the increase in the volume of research on CRM, and coupled with the internet surge in the early 1990s (Kotorov, 2003), the level of acceptance of the CRM concept has increased. Likewise, positive perception and hope on CRM effectiveness has gone up (Greenberg, 2009), despite low level of implementation success. Investment on CRM runs up to 8 billion US Dollars in 2008 (Bull and Adam, 2011). Because of this perception, many business practitioners and academia term CRM as a new marketing paradigm. It is a shift from transactional orientation to relationship management orientation (Finnegan & Currie, 2010; Nguyen & Mutum, 2012; Ryals & Payne, 2001; Saarijärvi, Karjalainen, & Kuusela, 2013). Consequently, companies rush in complementing CRM initiative as claims for superior performance becomes subject of discussion among business practitioners.

However, the rich discussion and far-reaching contribution from various scholars have contributed to different perceptions and definition of CRM (Nguyen, 2011; Saarijärvi, Karjalainen & Kuusela, 2013). This different definitions affects its perception and practice as various organisations applied CRM differently (Payne & Frow, 2005). Even the various studies conducted on CRM critical success factors did not yield meaningful result toward universal conceptualisation (King & Burgess, 2008). The post implementation failure and the division among practitioners and academia on what constitute CRM created additional suspicion as to whether CRM is not just another buzzword. Therefore, it is appropriate to review the existing literature on CRM for some reasons. First, practitioners should understand and benefit from the new trend in CRM research, as several methods of engaging customer via technology-enabled channels are emerging given the continuous evolution of technology (Hoehle, Scornavacca, and Huff, 2012). A recent study shows that many small and medium enterprises (SME's) engage social media in communicating and interacting with customers. Yet few studies explored how such integration of social media by small organisations affect customer identification and loyalty creation from SME perspectives. Consequently, summation of literature on organisational research allows better understanding of processes of customer engagement and retention effort. The study will further provide more benefit to academics and practitioners because the study covers CRM research in both developed and emerging nations and provide a clear picture on the trend of CRM research in recent time. It shows CRM strategy development is influenced by context, as such firm should consider their macro context in their CRM strategy implementation (Awasthi & Sangle, 2013). This provides a rich insight because CRM research is affected by technological capital and development, and how mechanism that support customer data collection available in a country are being utilised (Kumar et al., 2013). The analysis suggests that companies should not adopt blanket approach in CRM implementation because of the need to understand what drive customer to use technology-enabled channels in firm-customer interaction. Therefore, this study developed a body of literature on CRM to shed light on the major areas of CRM research both at organisational level and at customer level.

Thus, the next section is brief explanation/definition of CRM, and then research methodology this literature analysis employed will be explained followed by explanation and presentation of literature analysis. Finally, summary and recommendation on future research will be offered.

2. DEFINITION OF CRM

The main focus of this research is on customer relationship management (CRM). CRM is the marketing strategy that attracts the interest of many marketers (Boulding, Staelin, Ehret, & Johnston, 2005). Although CRM is popular and many scholars have acknowledged its benefits in improving customer relationships and firm performance, research on CRM has produced many set of meanings (Nguyen, 2011). Nevertheless, Boulding et al. (2005 p 157) reported that CRM study begin to converge on a common definition; they defines CRM as: “Specifically, CRM relates to strategy, managing the dual-creation or value, the intelligence use of data and technology, the acquisition of customer knowledge and the diffusion of this knowledge to the appropriate stakeholders, the development of appropriate (long-term) relationships with specific customers and /or customer groups, and the integration of process across the many areas of the firm and across the network of firms that collaborate to generate customer”. For Payne and Frow (2005 p. 168) CRM is “a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. Therefore, it unites the potential of relationship marketing strategies and IT to create profitable, long-term relationships with customers and other key stakeholders. CRM provides enhanced opportunities to use data and information to both understand customers and co-create value with them. They further argued that the use of CRM requires a cross-functional integration of processes, people, operations and marketing capabilities that is enabled through information, technology and applications”. For the purpose of this research we adopt the definition of Payne and Frow (2005).

The proceeding section will explain research methodology used for this literature analysis.

3. RESEARCH METHODOLOGY

The study is literature based study which considered systematic literature review as the research method. Given the established tradition of literature based study in CRM research (Ngai, 2005; Ngai, Xiu, & Chau, 2009; Saarijärvi et al., 2013), this study intends to examine CRM literature to analyse CRM literature from 2010 to 2014. It involves the use of secondary sources of data collection and analysis. Systematic literature review has been carried out. The use of systematic literature review was informed by the need to understand the recent trend in CRM study and to highlight and provide insight on the new thinking on CRM research.

Similarly, CRM research cannot be confined to single area of study; it covers different disciplines. These include not only management but also marketing and information system (Ngai, 2005). Therefore, Journal articles carrying CRM research are spread across different journals databases. Thus, multiple journal databases were used in order to find relevant articles on CRM research. These databases include:

- (i) Emerald,
- (ii) Ebsco Business sources premier, and
- (iii) Web of Science.

In order to have wider view of CRM, key word searches were conducted. Initial keyword search was based on the descriptor “Customer Relationship Management”. This descriptor generated more than 1700 articles. This compelled the researcher to narrow down the search to articles that

contains the search term in the keyword and title of the papers. Eventually, this process yielded 1010 articles. Nevertheless, to capture recent trend within the CRM implementation research, search was restricted to year of publication. Only articles published from 2010 to 2014 were considered which further reduced the number of articles to 143.

Given the wide coverage of these databases, manual consolidation of articles was conducted to exclude papers that appear several times in different databases. Also, further review was done to exclude non CRM related articles, and to include articles that directly relate to CRM and the objectives of the study. Other sources of literature such as conference papers, master and doctoral theses, textbook chapters, and unpublished papers were not included. This is due to the observation made by Ngai et al. (2009) that Journal articles are the primary sources of new knowledge, and also one of the primary sources of disseminating new findings.

At the end of this process, sixty eight articles were collected, and they were individually reviewed and carefully analysed.

In order to focus on the objectives of findings the trend and future research of CRM, certain question were design to guide the literature analysis.

1. Which aspect of CRM (e.g. CRM implementation, CRM effectiveness, ethics in CRM implementation) was studied?
2. What was the research approach used (empirical or non-empirical)?
3. What was the research methods used?
4. What major theories used to study CRM at both organisational level and customer level?
5. What regional context was the research undertaken?
6. Which sector the research was directed at?

4. FINDINGS

4.1 Complete research findings

CRM is one of the most frequently discussed topics in the field of marketing (Boulding et al., 2005; Payne and Frow, 2013) Many articles have been written on its implementation methodology and tools to use to ensure its success and effectiveness(Boulding et al., 2005; Chang, 2007; Salim & Keramati, 2014). Despite the disagreement on its definition, number of publication on CRM rose moderately since its conceptualisation. The emergence of the internet and the diffusion of information technologies have contributed to its acceptance and prospect. Table 1 summarises research publicationon CRM conducted between 2010 and 2014.

Quite a number of studies researched CRM separately, either CRM implementation or measuring CRM effectiveness on firm performance or service quality. But few studies compare or study CRM in relation to other field either the impact of customer knowledge sharing on CRM impact or impact of total quality on CRM success. For instance, Su, Tsai, and Hsu (2010)studied how components of ISO 9000 QMS can improve CRM effectiveness. Later, they developed a model which is referred to as Total Customer Relationship Management (TCRM). In addition, out of 68 identified published articles since 2010, twenty two were published in 2013. Also, thirty one published articles identified by this systematic review were conducted in developing country context. See table 1.

Table 1

Research publication on CRM research between 2010 and 2014
Customer Relationship Management

Period of Publication	Article count	Period of publication	Article count
2010	13	2012	11
2011	19	2013	22
2014	04		

4.2 RESEARCH TYPE AND METHOD USED

Collected articles were classified using Hoehle, Scornavacca, & Huff (2012) classification methods:

4.2.1 NON-EMPIRICAL RESEARCH

According to Hoehle et al. (2012), non-empirical research are articles made based on either authors' subjective opinion and/or literature review. They did not include research made with the use of empirical data. In this analysis, non-empirical research was further subdivided into literature reviews and conceptual papers. Literature reviews were commonly based on secondary sources and reported no empirical findings. Conceptual articles were non empirical articles describing frameworks, models or theories. Generally, these studies aim to explore trend in CRM research

Overall, 11 out of the 68 articles were non-empirical articles. Table 2 summarised this category and shows the complete number of articles published as non-empirical and the main issues discussed by these papers.

As demonstrated in table 2, the largest collection of non-empirical research on CRM related to CRM implementation. Considering the fact that CRM is moving towards maturity, a high proportion of non-empirical research wasn't anticipated. Emerging field tend to be initially dominated by non-empirical research then to be followed by empirical research(Hoehle et al., 2012). As clearly indicated in table 2, just 11 articles were published on CRM without reference to empirical data- that is, not up to 12% of all the articles published on CRM research between 2010 and 2014.

4.2.2 EMPIRICAL RESEARCH

Empirical articles were classified as those articles relying on field observation usually captured through a number of methodological research techniques, such as field survey, case study, field studies/interview, as well as laboratory and field experiment.

Based on Hoehle et al. (2012) method of classification, empirical studies were classified as either qualitative research if the emphasis is on the descriptive and the understanding of the context and environment of the research phenomena. Quantitative studies used numerical analysis to indicate relationship among factors in the phenomena, or mixed methods if they combine both qualitative and quantitative. Most of the mixed methods in this analysis employed qualitative methods-interview- before coordinating their conceptualization through quantitative research. For

example, in Nguyen and Simkin (2013) exploratory study was conducted in order to identify key study issue.

Table 2

Non empirical research on customer relationship management

Non empirical research	Articles count	Major issue discussed
Literature based	6	Risk assessment and prevention through CRM systems, CRM impact on firm performance, web-mining, CRM implementation. Review on CRM implementation: advances, advantages, and pitfalls.
conceptual	5	Offshore outsourcing of CRM systems, knowledge management, human behaviour leaning through CRM systems, inclusion of TQM component in CRM

At the same time, apart from quantitative and qualitative categories, the articles were further examined to identify approaches applied, for instance, the use of case study, focus group, grounded theory, interview, survey questionnaires, and experiment.

4.2.2.1. Qualitative research

4.2.2.1.1. Case study Yin (2013) defines case study research: “as an empirical enquiry that investigate a contemporary phenomenon within its real life context: when the boundaries between a phenomena and its context are not clearly evident: and in which the multiple sources of evidence are used”. This definition was used as yardstick to classify article as case study if the approach is not clearly stated.

One of the studies that conform to these principles is that of Saarijarvi, Karjaluoto, and Kuusela (2013). They use single case to understand how customer data can be used for the benefit of customers. The researchers conducted three structured interview with the representative of the company on how they uses customer data for the benefit of their customers; they also had sixteen unstructured interview with customers. Also, Chikweche and Fletcher (2013) employed case study approach to study CRM implementation at the base of the pyramid. In a multiple case studies of three companies in Zimbabwe, top and middle managers were interviewed on the most appropriate factors they use to implement CRM in their organisations. Interview result was used to reflect managers’ perception on CRM implementation at the base of the pyramid.

In another multiple case studies, Mainela and Ulkuniemi (2013) explore the role of personal interaction in the management of customer relationship in project business. The design of the study involves sixteen study participants from two companies. One it provides highly tailored technological services to the process industry and the second provide professional engineering service to same industry. Final study result shows how personal interaction can be used to sustain customer relationship.

4.2.2.1.2 Grounded theory studies. Grounded theory is an iterative study designed to systematically generate theory through continues interplay of data generation and data analysis.

In his study, O'Reilly (2012) uses grounded theory approach to conceptualise the perception of front line employees on how to improve customer-company interaction. Empirical data was collected through open ended reciprocal interview and member checking interview with front-line staff that interact with customer on behalf of the company. Other sources such as observation and collection of participant and research artefacts were also used to triangulate and strengthen theory development.

4.2.2.1.3. Interview based studies. In this category, researchers collected empirical data through face to face interview without referring to any specific methodology such as case study, grounded theory, or phenomenology (Hoehle et al., 2012). Normally empirical evidence collected through this method is to understand the perception and understanding of managers (senior and middle manager) and customer on CRM. For example, Vella and Caruana (2012) explore CRM practice in retail banking and how those practices contribute to successful relationship management. In-depth interview was conducted with bank personnel in nine retail banks in some selected countries in Europe. At the end, result shows proper management of customer relationship as asset to the banks. However, some emerging areas such as customer life time value and customer portfolio management are not properly utilised to enhance effective management of customer relationships as asset.

At the same time, Lo, Stalcup, and Lee (2010) investigated CRM implementation in Hong Kong Hotels. They conducted semi-structured interview with 45 managers across 17 hotels in Hong Kong on various aspect of CRM; from the use of technology to manage customer information to staff training and development, and the process used to ensure effective communication of vision and mission of the company. Finally, a model was developed after modifying Buttle's (2009) framework of CRM implementation. Evaluation and control were added as final stage of the model. Also, Daghfous, Ahmad, and Angell (2013) interviewed managers regarding their perception on how CRM can be used to acquire knowledge and manage its flows and processes within the organisation to enhance CRM processes. Face to face and telephone interviews were conducted with sample of managers. Eventually, research result reports improved customer satisfaction because knowledge management enable firm to understand and satisfy dynamic needs of its customers.

In summary, research on CRM using qualitative research shows that researchers found qualitative research quite valuable in obtaining rich data from staff on how best to practice CRM in their organisations (Lo et al., 2010; O'Reilly & Paper, 2012; Persson, 2011). From the qualitative research perspectives, out of 68 articles, only eight studies were conducted using case studies. According to Hoehle et al. (2012) and Schell (1992), this could be attributed to the fact that case study is more associated with organisational research instead of consumer based research. Although many articles analysed performed organisational studies, however, given the fact that only few articles consider contextual variables of the their environment, it is logical to have few studies using case study as most of the papers focus on trying to quantify the problem and to investigate potential relations between variables rather than the cause of such relations (Eskafi and Yazd, 2013). Although papers that employed case study and interview has the highest number among papers identified under qualitative, only one paper (O'Reilly (2012) employed grounded theory.

At the same time, few studies uses interview (e.g., Lo, Stalcup, and Lee 2010; Vella and Caruana 2012; Daghfous, Ahmad, and Angell 2013); they are, however, motivated by the need for in-depth and rich findings. Most of these studies employed semi structured interview with individual participant.

4.2.2.2 QUANTITATIVE RESEARCH

4.2.2.2.1 **Survey questionnaires.** As argued by Schell (1992), case study is more appropriate in organisational studies. However, survey questionnaires were used by numerous researcher to measure the effect of CRM implementation on firm performance (e.g., Ata and Toker 2012; Coltman, Devinney, and Midgley 2011).

In his study, Wang (2013) investigated CRM implementation in nursing homes in Taiwan. The author come up with survey questionnaires as research instrument and collected 615 responses from thirty hospital-based nursing homes. After collected empirical data was analysed, they discovered four important components of CRM in nursing homes: Knowledge management, technology-based CRM, CRM organisation, and key customer focus. Using similar method of survey research, Ernst, Hoyer, Krafft, and Krieger (2011) investigated the potential of CRM in new product development. A conceptual model was developed in which components of CRM were linked to new product development and company performance. In this model, IT component of CRM represent technical and IT-based solution that enhance information sharing between firm and its customers for new product development purpose. Therefore, it moderates the relationship between CRM and new product development.

In summary, quantitative research has been chosen frequently by researchers to conceptualise and test a model or measure the impact of CRM implementation on firm performance. Based on our literature analysis of CRM from 2010 to 2014, Survey research was the most widely used research method. Most of the authors chose this method because it allowed them to apply a well-understood and popular approach for collecting data.

Several studies-particularly studies that have customers as their unit of analysis- made use of organisational network to collect data from product users, and circulated survey questionnaires within organisations(Chahal & Kumari, 2011). The findings shows thatcollection of data of product users viacorporation was helpful for data collection. Some authors(e.g., Robinson, Neeley, & Williamson, 2011) use the umbrella of frontline service workers employed in the USA as samples. While some studies (e.g., Abdullateef & Salleh, 2013) collected data by distributing survey questionnaires to group of call centre managers in Malaysia. Nevertheless, data analysis techniques use to analyse quantitative data ranges from simple descriptive statistics to multivariate statistics including structural equation modelling. Lastly, one study recommended using and experimental research to measure the effect of recency trap on customer lifetime value(Neslin, Taylor, Grantham, & McNeil, 2013).

Table 3 depicts the main findings that have emerged from the empirical research on CRM since 2010. As shown in the table, approximately 90% of all empirical studies of this literature analysis were conducted through the use of quantitative method. Thirty seven out fifty seven were conducted quantitatively.

Likewise, major issues discussed ranges from CRM implementation, knowledge management, risk assessment of customer turn rate, customer acquisition and management and some few

studies on customer life time value. However, considering the novelty of Islamic banking system and finance, and the fact that CRM study was largely done in banks, unexpectedly, no single study investigated CRM implementation in Islamic institution in our literature analysis.

Table 3

Empirical approaches used to study customer relationship management (CRM) between 2010 to June 2014

Research approach	Research methods	Major issue discussed
Quantitative research	Survey 36	CRM and customer satisfaction, Impact of new services bond on relationship management, CRM implementation in nursing homes, intention to use mobile CRM in banks, knowledge management, customer churn and customer life time value (CLTV), risk assessment of customer, CRM implementation, impact social media on CRM, CRM implementation in SMEs, marketing metrics used to measure CRM effectiveness, impact of CRM on new product development, and impact of human behaviours on CRM adoption
	Experiment 1	Customer churn prediction and management
Qualitative research	Case study 7	Customer data sharing with customer and its impact on firm performance, impact of personal interaction on relationship management in project business, CRM implementation, ethics in CRM practice, and role of human resources in CRM implementation.
	Grounded theory 1	
	Interviews 3	Knowledge management, intention to use CRM, front-line staff on relationship management, and CRM implementation.
Mixed methods	Mixed methods 8	Knowledge management and service quality, customer acquisition and management, customer expectation from relationship with the bank, preference perception from advantage and disadvantage customers, Global CRM implementation, customer data management, and CRM implementation
	Action research 1	CRM implementation
Total	57	

4.3. THEORETICAL FRAMEWORK USED TO STUDY CRM

This section is design to describe theoretical frameworks or models used as paradigm or research foundation to study CRM. Various theoretical frameworks were used by authors prominent among them will be outline.

4.3.1. TECHNOLOGY ACCEPTANCE MODEL (TAM)

Technology Acceptance Model remains one of the frequently applicable structures of reference for technology adoption by previous studies (Awasthi & S. Sangle, 2013).Based on theory of reasoned action (TRA) Davis developed Technology acceptance model (Wallace & Sheetz, 2014). It aim to explain what motivate individual to adopt or not adopt a particular technology when conducting a particular task(Wallace & Sheetz, 2014). The theory describes perceive

usefulness and perceive ease as some of the determinant of computer acceptance behaviour (Hoehle et al., 2012). Perceive usefulness can define as the degree of perception a person has that using a particular system will enhance his/her job performance While perceive ease of use refer to the degree to which a person believe that using a particular system will be ease and free from effort(Askool & Nakata, 2010; Vella & Caruana, 2012).Both perceive ease of use and perceive usefulness would determine individual intention to use a particular system. Perceive usefulness is seen as having direct impact on perceive ease of use(Hoehle et al., 2012; Pai & Tu, 2011).

TAM is the most frequently used model in information system study. In CRM research, studies that investigate CRM adoption, the use of CRM, or some technology aspect of CRM research adopts TAM as their theoretical lenses (Vella and Caruana, 2012). Example, Awasthi and Sangle (2013) uses TAM as their theoretical lens to study the significance of value and context on mobile CRM usage. They argued that perceived usefulness and perceived value and context remains the main determinant of acceptance of mobile banking services. They argued that the three variables had significant effect on behavioural intention to use mobile banking services.

4.3.2 RESOURCES BASED VIEW (RBV)

In the strategic management literature, Resources Base View (RBV) theory is very famous for its thorough explanation of using organisational resources to form competencies. According to RBT proponents, firm need to possess unique and hardly imitable resources and capabilities created as a result of complex interactions among firm resources and sharing of information among functional units of the firm over a long period of time. To transform these resources into competitive advantage, these resources must enable firm to develop and employ value creating strategy to outperform its competitors and reduce its own weakness.

Although in the CRM literature, RBV is rarely mentioned as the most acceptable theoretical foundation for CRM, however, it is the most widely mentioned theory in describing CRM as capability (Kim, Kim, & Park, 2010). Numerous studies describe RBV as their theoretical lens(e.g Coltman, Devinney, & Midgley, 2011; Herhausen & Schögel, 2013)For instance, Herhausen and Schögel (2013)describe CRM as core capabilities that provide firm with means of achieving loyal and sustainable customer base.CRM capabilities define d as core organisational processes deploy to enhance customer satisfaction, loyalty and retention. One of the resources they identified as the sources of competitive advantage is the ability to use CRM to generate and share customer information across all the functional unit of the firm. Subsequently, Keramati, Mehrabi, and Mojir (2010) applied RBT to research CRM implementation. First, they identified that RBT can be used in CRM studies. Later, they identified CRM resources: technological resources and infrastructural resources. These resources can later be used to create CRM process capabilities that are hardly imitable and difficult to be substituted by any firm.

4.4 ADOPTION AND UTILISATION OF CRM RESEARCH ACCORDING TO THE COUNTRY

The classification of the identified articles includes country where CRM research was conducted. Research undertaken without reference to a particular country or where multiple countries were involved in the study was excluded. However, some articles -particularly non-empirical research- hardly mention country or region of the study. As for empirical study, most authors associate

their studies with country where primary data was collected. Therefore, country where data was collected for the study stands as the context of study.

Thus, based on the number of empirical research on CRM, it is evident that CRM research is scattered across different countries in the world. However, research output was high in East Asia –Taiwan in particular-with nine papers; followed by Iran and United States of America with seven papers each. Table 4 depict utilisation of CRM research according to country.

5. DISCUSSION

Review and analysis of 68 journal articles enables authors of this paper to reflect on the research trend on CRM for the last five years. As part of the research analysis, authors identified areas of CRM research that have been frequently studied in the past. This overview enables authors to look ahead and highlight areas for valuable future research in this field. The findings have been summarised in Table 5.

The top row in Table 5 presents a summary of research on CRM implementation both at organisational level and at customer level. At organisational level, CRM implementation has been studied and researchers have identified top management support, Information technology, cross functional integration resources, people, customer input, performance measurement as essential CRM success factors(Chikweche & Fletcher, 2013; Meadows & Dibb, 2012; Mukerjee, 2013). In addition, researches in this area frequently argued that business process is one of the prime factors in CRM implementation(Keramati et al., 2010). Further, the literature review shows that quantitative and qualitative research has been the main research methods used to study CRM implementation, which shows that there is need for the use of case study research to conduct in depth study of new trend in CRM research.

Table 4

CRM research adoption according to country

Country	Number of article	Country	Number of articles	Country	Number of articles
India	4	Finland	1	United Arab Emirate	1
Taiwan	9	UK	6	Zimbabwe	1
Iran	7	Australia	2	USA	7
Malaysia	1	China/Hongkong	4	Turkey	1
Saouth Korea	1	Grece	1	Vietnam	1
Germany	1	Jordan	1	France	1

Likewise, CRM effectiveness has been studied by CRM researchers, and the result shows that “managers aiming to build a service quality base should concentrate on the issue of communication”. (Rezghi Rostami, Valmohammadi, & Yousefpoor, 2014; Valmohammadi & Beladpas, 2014). They argued that effective communication with customers on the essential service company offers is a yard stick to CRM success. Other areas explored by the researchers as revealed by the literature analysis include knowledge management sharing, risk prevention

through CRM implementation and customer perception on CRM implementation. In their study on customer perception on CRM, Nguyen and Simkin (2013) shows that customer perceive CRM offering differently. They classified customers as advantage and disadvantage customer based on service offering they receive. “Among the five CRM offerings, the advantaged or favoured customers perceive the level of influence of service, communication and customization more highly. However, customization was not found to be statistically significant. The disadvantaged customers – those not favoured or explicitly targeted by retailers – were found to perceive the level of influence of price and reputation more highly”.

Also, inhibitors to adoption of mobile CRM have been explored, and research shows that “key determinants of behavioural intention in mobile banking were perceive usefulness and perceived value and context” (Awasthi & S. Sangle, 2013). However, from this literature analysis it is evident that there is an overemphasis of CRM research on CRM implementation and CRM effectiveness. This could be as a result of the conflicting definitions and conceptualisations of CRM. In contrast, few researches have attempted to evaluate, from an internal customer perspectives, the impact of CRM implementation on employee job satisfaction and attrition, and how to make them good relationship managers (Abdullateef & Salleh, 2013; Chikweche & Fletcher, 2013).

The second row as depicted in Table 5, highlight theoretical lenses used in CRM study. Although not all the articles used theoretical lens as their foundation, significant number use one or two theories as the foundation of their studies. Thirteen out of sixty eight articles uses either TAM, RBV, Equity theory, Transaction Cost Theory, Adaptive Structuration theory, Theory of dynamic capabilities, Customer value based view, Base diffusion model, or theory of CRM and BPR contention.

Lastly, in term of the research methods employed to study CRM, the use of quantitative research appeared to supersede other methods. 63% of the empirical research analysed employed quantitative while 19% employed qualitative research followed by mixed method with 16%. Similarly, survey questionnaires remain the most utilised approach compared to the remaining alternative approaches. Therefore, this study suggest to the future researchers to use underutilised research approaches in conducting future CRM research. Moreover, we encourage future CRM adoption research which is very scarce to focus on sub-Saharan African countries (Chikweche & Fletcher, 2013). **Table 5**

Leaning from the past: A summary of the body of knowledge on CRM

Research approach	Extant body of knowledge	Research agenda
Individual CRM research	CRM research organisational perspectives: Measuring CRM effectiveness (20), CRM implementation (17), customer acquisition (2) knowledge management and sharing (2), web mining (1), offshore outsourcing of CRM (1) front-line staff contribution to CRM (2), customer management (5), social CRM (1) risk	Factors for CRM implementation Methods of CRM implementation, Outcome of CRM implementation, Management of CRM after implementation

	<p>prevention through the use of CRM (3), ethics in CRM practice</p> <p>CRM research customer perspectives: Customer perception of CRM (1) intention to CRM (5), customer expectation (3)</p>	
Theoretical grounding	<p>Various theories used to study CRM</p> <p>Resources based view (3)</p> <p>Technology Acceptance Model (2)</p> <p>Equity theory (2)</p> <p>Transaction cost theory (1)</p> <p>Customer value based theory (1)</p> <p>Base diffusion model (1)</p> <p>Theory of CRM and BPR contention (1)</p>	

Key point:

Only research done in developing countries was included, Conceptual research, msc, doctoral dissertation was excluded.

Definition of key variables

IT infrastructure definition

The key IT components are the front office applications that support sales, marketing and service, a data repository that supports collection of customer data, and back office applications that help integrate and analyse the data.

Human analytic

In this respect, the skills and know-how that employees possess in converting data to customer knowledge is also crucial to success.

Business architecture/process

Customer integration

Customer integration is the incorporation of resources from customers into the processes of a company.

Supply integration

Incorporation of resources from supply into the process of production.

Customer assets management

Customer asset management is a comprehensive approach that is concerned with managing customer relationships as assets in order to maximize customer equity

Data envelopment Analysis model

DEA is a linear programming formulation that defines a nonparametric relationship between multiple outputs and inputs.

DEA is used extensively in operations research to measure the relative efficiency of decision-making units (Banker et al., 1984), for the evaluation of educational programs (Charnes et al., 1978), hospitals (Banker et al., 1986), retail sales units (Mahajan, 1991), firm's managerial skills (Murthi et al., 1996) and bankruptcy (Cielen et al., 2004).

FUTURE RESEARCH DIRECTION

This analysis confessed the pragmatic nature of CRM research. Discussion on CRM continues to manifest different view. Empirically, CRM research remains inconsistency. This inconsistency results to lack of synthesize view and framework on CRM. However, changes in customer perception continue to emerge. Customers are no longer passive. Customers are collaborators in value creation, and their national as well as individual characteristics (acceptance of technology-enabled channels) affect the role of technology in relationship management. As Kumar, sunder and Remaseshan (2011) argued (see article 53 on consolidated Table), national and regional heterogeneity influence CRM implementation success. Therefore, assimilating CRM implementation procedure of the high income nations is may likely affect its effectiveness and performance. As such, there is need for further study on the implication of mimetic copying of CRM strategy

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