

Evolution and Challenges of Customer Relationship Management (CRM) Implementation in the Digital Economy: A Systematic Review

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Abstract

The evolution of the digital economy has significantly influenced Customer Relationship Management (CRM), reshaping business strategies across industries. This study explores the development and challenges of CRM implementation during 2010–2024, with a focus on its adoption by small and medium-sized enterprises (SMEs). Employing a Systematic Literature Review (SLR) guided by the PRISMA framework, 36 scholarly articles were analyzed to identify trends, obstacles, and outcomes associated with CRM in the digital economy. Findings reveal a steady increase in CRM adoption, particularly among SMEs, driven by advancements in electronic CRM (E-CRM) systems and the COVID-19 pandemic's acceleration of digital transformation. Empirical data highlights that over 60% of Indonesian SMEs adopting CRM experienced a 20% sales increase within a year. Moreover, CRM implementation has enhanced customer loyalty by 25% and reduced marketing costs by 10% in European markets. However, significant challenges persist, including high implementation costs, inadequate technological readiness, and rising cybersecurity threats. For instance, cyberattacks targeting CRM systems have decreased customer trust by up to 15%. The study concludes that while CRM significantly boosts operational efficiency, customer satisfaction, and business innovation, addressing implementation barriers is crucial for its broader adoption. It recommends enhanced government and institutional support to provide SMEs with access to CRM technologies and training. The findings underscore CRM's critical role in fostering competitive advantages and call for future research to examine its long-term impacts in developing economies.

Keywords: Customer Relationship Management (CRM), Digital Economy, Systematic Literature Review (SLR), Small and Medium-Sized Enterprises (SMEs), CRM Implementation Challenges.

I. INTRODUCTION

The development of the digital economy in the last two decades has brought significant changes to various aspects of business, including marketing, sales, and customer relationship management (CRM). The digital economy has not only changed the way companies interact with customers, but also expanded markets at an unprecedented speed and scale [1]. In this context, implementing CRM has become increasingly crucial for companies seeking to maintain competitiveness in a dynamic global market. CRM serves not only as a customer relationship management tool, but also as an integral strategy to improve customer satisfaction, loyalty, and overall business performance [2].

Since its introduction in the 1970s, CRM has undergone significant evolution, especially in the last decade. CRM implementation is no longer limited to large companies in developed countries, but is also being adopted by Micro, Small, and Medium Enterprises (MSMEs) worldwide [3]. For example, a case study in the banking sector in the Middle East showed that CRM implementation increased customer loyalty by 30%, as well as increasing operational efficiency by up to 15% through automation of customer service processes (Bachir, 2021). The development of digital technologies such as the internet, big data, and artificial intelligence (AI) has enabled CRM to become more sophisticated and efficient [4]. On the other hand, CRM adoption also faces major challenges, especially related to implementation costs, data security, and the company's ability to integrate CRM with other technologies such as e-commerce and social media [5].

Digital transformation has created new opportunities for companies to improve customer interactions, but it also poses various challenges. For example, a study by Dr. Lokesh (2023) found that Private Commercial Banks in Bengaluru preferred personal interactions with customers because the cost of CRM implementation was considered too high. The results of this study showed that only 40% of the companies surveyed used CRM systems, while the rest relied more on traditional approaches to increase customer value [6]. Changes in consumer preferences and increasing expectations for service quality, speed of response, and product personalization require companies to continue to innovate in implementing CRM strategies. In the decade 2010-2014, CRM implementation in the marketing sector was still limited, especially in developing countries, due to the high cost of digital transformation and lack of technological readiness. However, in the decade 2015-2019, CRM use began to increase rapidly along with the emergence of E-CRM (Electronic Customer Relationship Management) applications, which allow companies to automate many aspects of customer relationship management [7].

In the 2020-2024 decade, CRM implementation has become a global phenomenon. CRM is no longer the prerogative of large companies, but is also being adopted by MSMEs, especially due to the push to adopt digital technology during the COVID-19 pandemic [8]. A concrete example of this is the adoption of CRM by MSMEs in Indonesia during the pandemic, where more than 60% of businesses switched to cloud-based CRM to improve customer engagement, resulting in an average sales increase of 20% within one year [9]. However, new challenges have also emerged, such as the increase in cyberattacks targeting customer data and sensitive business information. Therefore, companies need to focus not only on CRM adoption, but also on the integration of adequate security systems to protect their data [10].

Based on existing literature, CRM implementation has a significant impact on company performance, including increased efficiency, entrepreneurial success, innovation, and customer engagement [11]. Empirical data from research conducted in the European retail sector shows that companies that adopt CRM experience an increase in customer loyalty of up to 25% and a reduction in marketing costs of 10% in the first three years of implementation. However, there is still a gap in the literature regarding the long-term impact of CRM implementation on small and medium-sized companies, especially in developing countries [7]. Several studies have shown that the high cost of CRM implementation is often a major obstacle for MSMEs. On the other hand, large companies have seen immediate benefits from CRM implementation, such as increased customer loyalty, retention, and sales [12].

Therefore, this study aims to examine the evolution and challenges of CRM implementation in the digital economy era, particularly in the last decade, as well as its impact on business performance. This study uses the Systematic Literature Review (SLR) method with the PRISMA approach to select and analyze relevant articles from various leading international journals [13]. SLR allows researchers to obtain a comprehensive overview of the topic being studied, so that it can provide recommendations for future research related to the development and implementation of CRM in the context of the digital economy.

II. LITERATURE REVIEW

In recent decades, Customer Relationship Management (CRM) has grown rapidly, encompassing various disciplines such as marketing, business management, and information technology. CRM is considered one of the main strategies for improving customer relationships and business performance in the face of increasingly fierce global competition. Various studies examine CRM from the perspective of technology, marketing strategy, and its impact on customer satisfaction and loyalty [14].

The Evolution of Customer Relationship Management (CRM)

CRM first emerged in the 1970s as a tool for managing customer relationships in a more structured and efficient manner [15]. However, since the 2000s, with the development of digital technologies such as the internet and big data, CRM has begun to transform into a more complex and sophisticated system. The increased adoption of this technology has enabled companies to better understand customer preferences, analyze customer behavioral data, and provide more personalized services [5].

Electronic Customer Relationship Management (E-CRM) then emerged as a modern form of CRM, which uses digital platforms to improve interactions between companies and customers

(Hendriyani & Auliana, 2018). E-CRM not only helps companies store and manage customer data, but also automates various aspects of marketing, sales, and customer service. This technology enables companies to respond to customer needs more quickly and more cost-efficiently [16].

However, this transformation also brings challenges, especially related to the adoption of technology and the integration of CRM systems with other digital platforms. For example, in developing countries such as Nigeria, many companies are reluctant to adopt CRM due to the high cost of technology investment. This shows that although E-CRM technology has great potential to improve business performance, the adoption of this technology is not evenly distributed throughout the world [17].

CRM Implementation in the Digital Economy Era

The digital economy refers to the integration of digital technologies into all aspects of economic life, including marketing and customer relationship management. In this context, CRM has become an important strategy for companies that want to remain competitive. The transformation to the digital economy has forced many companies to adopt CRM as part of their business strategy [18].

A study by Dong and Yu (2022) found that CRM plays a key role in maintaining a company's competitiveness in an increasingly competitive global market. By leveraging digital technology, CRM can help companies manage customer relationships more efficiently and increase customer loyalty. The study also highlighted that companies that successfully integrate CRM into their marketing strategies tend to experience significant improvements in customer retention and customer satisfaction [19].

However, implementing CRM in the digital era also faces a number of challenges. One of them is data security. Amidst increasing cyberattacks, companies adopting CRM must ensure that their systems are secure and capable of protecting customer data from cyberthreats [20]. For example, a case study in the E-commerce sector showed that many companies experienced an increase in the number of cyberattacks after adopting CRM, especially those related to customer data. Therefore, it is important for companies to integrate adequate security measures when implementing CRM [21].

Furthermore, the cost of CRM implementation remains a major barrier for many companies, especially for MSMEs in developing countries [21]. According to a study conducted in Indonesia during the COVID-19 pandemic, more than 50% of MSMEs admitted that they had difficulty adopting CRM due to high costs and a lack of knowledge about digital technology.

This suggests that while CRM can provide significant benefits, greater support in terms of technology education and financing is needed to encourage wider adoption among MSMEs [22]

The Impact of CRM on Business Performance

One of the main reasons for CRM adoption is its ability to improve business performance, both in terms of operational efficiency and increased customer satisfaction. CRM enables companies to better manage customer interactions, predict customer behavior, and provide more personalized service [23]. Some performance indicators often associated with CRM implementation include increased customer loyalty, increased marketing efficiency, and reduced operational costs [24].

An empirical study in the European retail sector found that companies adopting CRM experienced up to a 25% increase in customer loyalty and a 10% reduction in marketing costs within the first three years of implementation. This improvement occurred because CRM enabled companies to better focus on customer needs and preferences, enabling them to offer more relevant products and services to their customers.

In Indonesia, research by Yasa, Ekawati, and Rahmayanti (2021) showed that MSMEs that adopted CRM during the COVID-19 pandemic experienced an average 20% increase in sales. This was due to CRM's ability to increase customer engagement, which in turn increased customer loyalty and purchase frequency. However, this study also highlighted the importance of technology training and education for MSMEs to optimally utilize CRM.

In addition, CRM has also been shown to play a significant role in business innovation. Research conducted by Gil-Gomez et al. (2020) shows that companies that use CRM effectively tend to be more innovative in developing new products and services [25]. CRM provides deeper insights into customer needs and preferences, allowing companies to better identify innovation opportunities. This research also revealed that CRM can help companies predict market trends and respond to changes more quickly, ultimately increasing company competitiveness [26].

Challenges in CRM Implementation

Although CRM offers many benefits, its implementation also faces significant challenges. One of the main challenges is the high cost of implementation, especially for small and medium-sized companies [27]. According to a study conducted in Nigeria, many companies prefer to use traditional methods of managing customer relationships because the cost of CRM infrastructure is considered too expensive. This shows that although CRM has great potential, its adoption is still limited to large companies that have the resources to invest in this technology [28].

Another challenge that has emerged is the lack of technological knowledge among users. A study in Indonesia during the COVID-19 pandemic found that many MSMEs struggled to adopt CRM due to a lack of technological knowledge and limited human resources skilled in the field. This highlights the importance of government and educational institution support in providing technology training for MSMEs so they can utilize CRM effectively [29].

In addition, data security is also a major concern in CRM implementation. With the increasing number of cyberattacks, companies adopting CRM must ensure that their customer data is well protected. A study in the banking sector showed that companies that failed to protect customer data from cyberattacks experienced a decrease in customer trust of up to 15%, which resulted in a decrease in customer loyalty [30]. Therefore, it is important for companies to invest in adequate security systems as part of their CRM implementation strategy.

III. RESEARCH METHOD

This study uses a Systematic Literature Review (SLR) approach to examine the evolution and challenges of Customer Relationship Management (CRM) implementation in the digital economy era. The SLR approach was chosen because it allows for the systematic collection and analysis of relevant literature, thus providing a comprehensive overview of the research topic (Snyder, 2019). The SLR process was conducted using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, which ensure the selection and assessment of articles are carried out with transparency and objectivity [13].

This conceptual research aims to analyze the available literature related to CRM implementation and its impact on business performance. The primary focus of this research is to identify key trends, challenges, and impacts of CRM implementation in the digital economy context over the past decade (2010–2024). Using SLR, this research can identify consistent results across studies and provide more targeted recommendations for future research.

The data used in this study is secondary data collected from scientific journals published between 2010 and 2024. The primary data sources come from academic databases such as Emerald Insight, Elsevier, and Google Scholar. A total of 291 initial articles were identified as potential data sources based on relevant keywords, such as "Customer Relationship Management," "CRM in the digital economy," and "challenges in CRM implementation" (Wibowo, 2023).

Data collection and selection were conducted using the PRISMA protocol, which consists of several stages. In the identification stage, the eligibility criteria for articles that align with the research objectives were identified. Included articles must align with the main research topic,

namely CRM implementation in the digital economy era, be published in recognized international journals, be written in English or Indonesian, and be published between 2010 and 2024. Furthermore, in the screening stage, articles that did not meet the eligibility criteria were filtered out. For example, articles that were duplicates, inaccessible articles, or those that had no direct relevance to CRM in the context of the digital economy were eliminated. In the inclusion stage, the remaining articles were further screened to ensure that they were relevant to the research topic and had been published according to the specified criteria. The initial selection results yielded 36 articles that were deemed most relevant and were included in further analysis. This selection process is presented in the PRISMA flowchart, which shows the stages of article selection used in this study [13].

The collected data were analyzed using a Systematic Literature Review (SLR) approach. SLR involves the identification, assessment, and interpretation of the results of various studies (Snyder, 2019). In this study, the authors conducted descriptive and thematic analyses to identify key patterns in the literature related to CRM implementation and the challenges companies face in adopting CRM in the digital economy. Selected articles were analyzed to identify key themes related to CRM implementation, such as CRM adoption trends, key challenges, and their impact on business performance. Each article was evaluated based on the methodology used and the quality of the research. Articles with robust methods and comprehensive analysis were given higher weight in the analysis process. Once the key themes were identified, the authors interpreted the findings to answer the research questions posed, such as how CRM has evolved over the past decade and what challenges companies face in implementing CRM (Gil-Gomez et al., 2020).

To ensure the validity and reliability of the research results, this study employed several steps. The PRISMA protocol was used to ensure that the data selection and collection process was carried out systematically and objectively, thus minimizing bias in the article selection process (Page et al., 2021). Furthermore, each stage of article selection and analysis was double-checked to ensure no missing data or biases could influence the final results. All articles used were sourced from credible and internationally recognized databases, such as Emerald and Elsevier, to ensure the reliability of the data sources used.

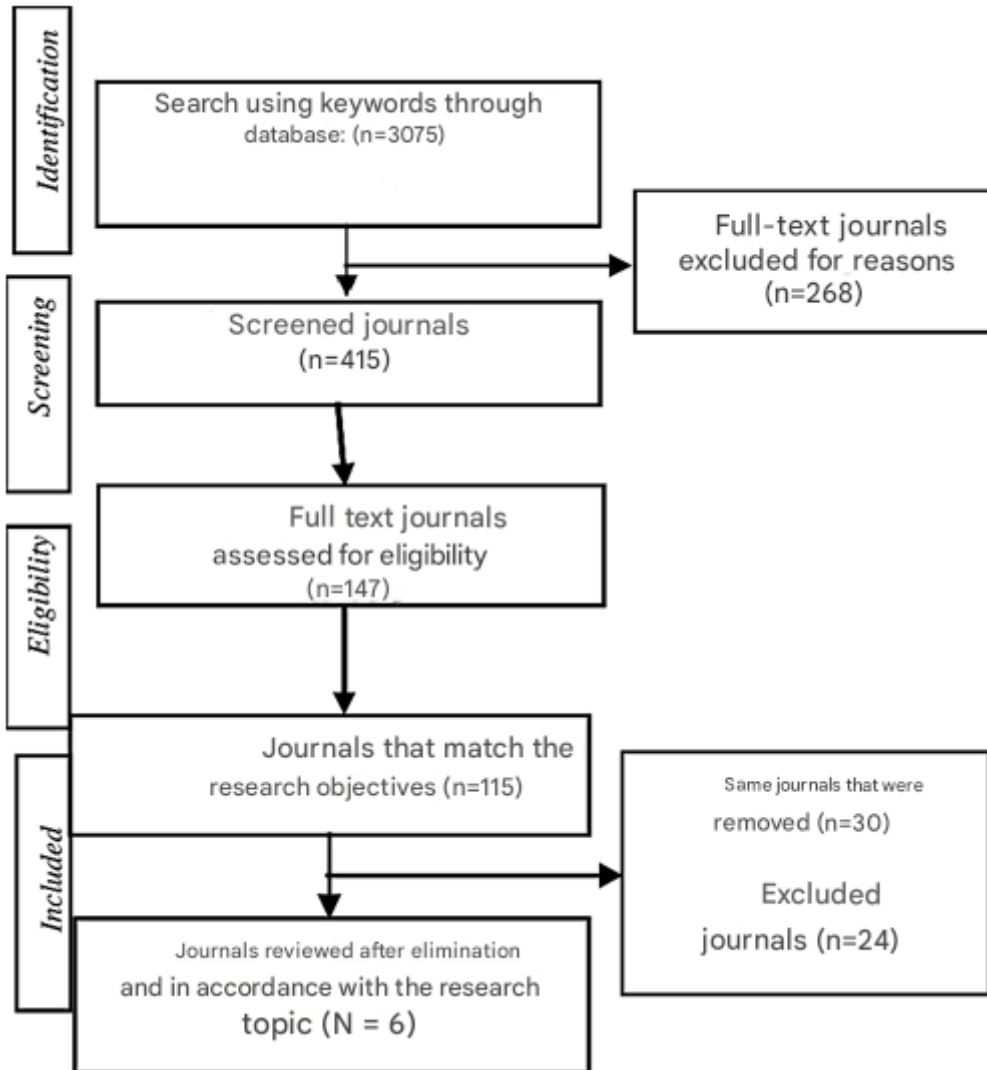


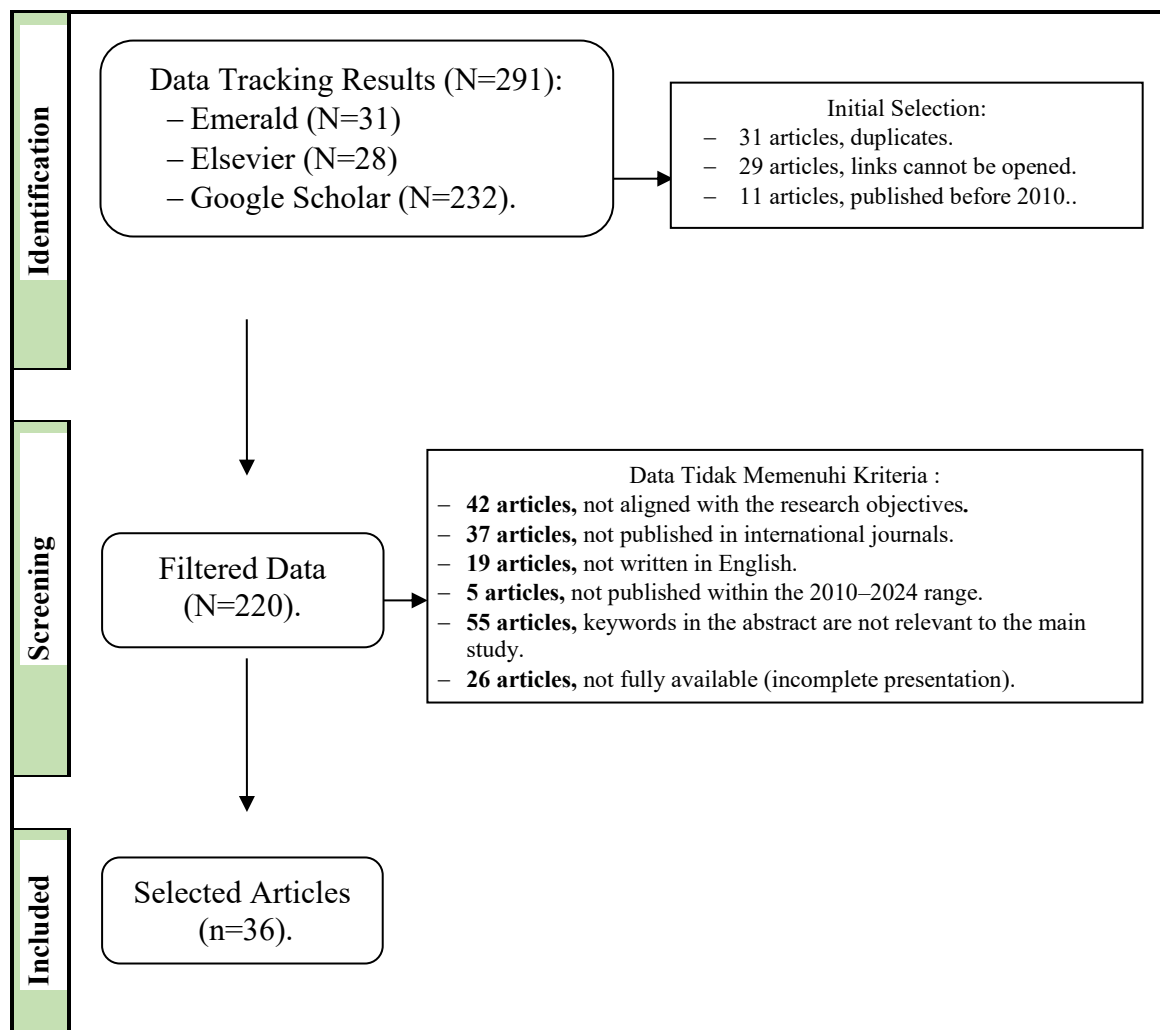
Figure 1. PRISMA Flowchart Outlining the Article Selection Stages Used in the Research

IV. RESULTS AND DISCUSSION

Result/Finding

Main Data Tracking Results

The main data tracking consists of research articles published in 2010-2024, which were carried out via *the web side of Emerald, Elsevier, and Google Scholar*, then selected using the PRISMA protocol (Figure 2), 291 articles were obtained. Furthermore, various criteria were identified, resulting in 36 selected articles, as detailed in the following PRISMA *flowchart*:



Source: processed secondary data (2024).

Figure 2. PRISMA *Flowchart* for Selected Article Determination

Characteristics of Selected Articles

Based on the results of the data search using the PRISMA method, 36 articles were selected, of which 21 used a qualitative design with a descriptive approach (interviews) and a literature review. All of the articles reviewed were predominantly from non-banking and other financial industries, including MSMEs, as shown in Table 1.

Table 1. Characteristics of Selected Articles

Classification	Identification	Number of Articles	Percentage
Research design.	Qualitative	21	58.3%
	Quantitative	15	41.7%
	Total	36	100.0%
Research object.	Banking and other financial industries.	13	36.1%
	Non-banking industry.	23	63.9%
	Total	36	100.0%
Recommendation	Provide recommendations.	17	47.2%
	Does not provide recommendations.	19	52.8%

Classification	Identification	Number of Articles	Percentage
	Total	36	100.0%

The Development of CRM Use in Marketing and Its Challenges in the Last 15 Years

The decade in question is 2010-2024, concerning the development of CRM use in marketing across various industrial sectors. Based on the results of the article *review* to answer the research question (RQ 1), the following pattern was formulated:

Table 2. Development of CRM Usage in Marketing and Its Challenges

Decade	Development	Challenge	Source
2010-2014	<ul style="list-style-type: none"> - CRM is an important way as a new marketing strategy. - There are still many business actors who choose to increase customer value through personal interactions. 	implementation incurs high transformation costs from traditional to digitalization.	[31], [32], [33], [34]
2015-2019	<ul style="list-style-type: none"> - CRM implementation is becoming increasingly widespread, giving rise to developments with the emergence of E-CRM applications. 	CRM in this era requires support from senior company personnel and high commitment from all human resources.	[35], [36], [37], [38]
2020-2024	<ul style="list-style-type: none"> - Implementation is no longer just the prerogative of developed countries, and has given rise to SCRM. - CRM cannot be seen only as a standard tool, but is related to other relationship contexts. - The transition to digital maturity will not happen anytime soon. - CRM has been widely adopted by MSMEs. 	The increasing number of cyber attacks on customer data and other sensitive business information.	[2], [3], [7], [8], [10], [12], [20], [24], [27], [29], [30]

Based on Table 2 It appears that CRM implementation over the last 15 years (2010-2024) has experienced an increasing *trend*. In the period 2010-2014, CRM was already known as a new marketing strategy, although not many had adopted it. Many challenges arise, for example, the cost of infrastructure investment is still considered very high, not to mention the readiness of human resources. Furthermore, the results of *the review* in the 2015-2019 era showed that there was a development where the number of business actors/companies implementing CRM was increasing, resulting in the emergence of... *Electronic Customer Relationship Management (E-CRM)* application. The challenge is that it requires full support from senior company personnel, high commitment from all human resources and strong integration from all areas. The results of the article *review* for the 2020-2024 period show that in this era, CRM implementation is increasingly widespread, which has given rise to a transformation from relationship marketing to electronic relationship marketing management, which is no longer just the prerogative of developed countries. The high level of CRM implementation during this period brings challenges, namely increasing cyber attacks on customer data and other sensitive

business information . In this regard, it has become *urgent* to improve data security , establish a *cloud-* based CRM knowledge system , and must start considering the dimensions of economic sustainability .

The Impact of CRM Implementation in the Marketing Field

The results of the review of selected articles show that CRM in the marketing field is an independent variable measured by several indicators as follows:

Table 3. Independent Variables and Indicators

Independent Variables	Indicator	Source
CRM.	<ul style="list-style-type: none"> - Ease of purchasing products. - Commitment to maintaining quality. - Commitment to maintaining service. - Speed in responding. - Complaint response. - Customer engagement. - Partnership Program. 	[30], [14], [39], [40], [7]

Table 4 further provides answers to the research question (RQ2), namely the impact of CRM implementation on the marketing sector, hereinafter referred to as the dependent variable. The findings show that implementing CRM has an impact on consumers, namely increased customer satisfaction, trust and engagement. Furthermore, for companies/business actors, the focus is on increasing efficiency, entrepreneurial success, business development, and creating innovative performance. Each variable is measured using several indicators, as shown in the following Table 4.

Table 4. Dependent Variables and Indicators

Dependent Variable	Indicator	Source
- Customer satisfaction.	<ul style="list-style-type: none"> - Product expectations. - Service expectations. - Complaints about the product. 	[23], [30].
- Trust the customer.	<ul style="list-style-type: none"> - Comfort. - Feeling of satisfaction. - Responsibility. - Conformity to expectations. - Site popularity - Certainty. 	[41], [42].
- Involvement customer.	<ul style="list-style-type: none"> - Intensity. - Frequency. - Two-way relationship. - Initiative and encouragement from the company. 	[2], [6].
- Efficiency.	<ul style="list-style-type: none"> - Return on investment. - Return on assets. - Sale. - Commercial success. - Cost reduction. - Profitability. 	[43].

Dependent Variable	Indicator	Source
- Success entrepreneurship.	- Acquisition of new business opportunities. - Product introduction - New service. - Ability to compete with competitors.	[14]
- Development business.	- Technical excellence. - Development of forecasting techniques in the future.	[44], [45].
- Performance innovation.	- I de-new idea. - A new way to do something. - Creativity in operating methods. - Be the first to market new products and services. - Risk and possibility of rejection. - New product introductions in the last 5 years. - Environmentally friendly products.	[41], [46].

Another interesting aspect is that CRM is not only an independent variable but also plays a mediating role in marketing. CRM mediates the influence of digital marketing and online trust on purchase intentions, customer behavior, and business performance, each of which is expressed by the indicators in Table 5.

Table 5. CRM Variables as Mediators and Indicators

Variables	Indicator	Source
Mediator:		
- CRM.	- Technology-based CRM. - Sharing information. - Long term partnership. - Collaborative problem solving. - Management knowledge. - Long term association.	[2], [10], [12], [15], [16].
Independent:		
- P digital marketing .	- Social media selection. - Service content background . - A combination of the best digital marketing techniques . - Advertising accuracy. - Content appeal. - Website credibility.	[11], [40].
- Online trust .	- Consumer experience . - Continuous opinions from customers . - Ease of monitoring service reviews . - Brand image . - Personalization i.	[47]
Dependents:		
- Intention to buy.	- Attention. - Interest. - Desire. - Action. - Quality. - Price. - The product is already known. - Information search.	[40]

Variables	Indicator	Source
Mediator:		
- CRM.	- Technology-based CRM.	
	- Sharing information.	
	- Long term partnership.	[2], [10], [12],
	- Collaborative problem solving.	[15], [16].
	- Management knowledge.	
	- Long term association.	
	- Evaluation of alternatives.	
- Customer behavior.	- Search .	
	- Time spent by consumers .	[2],
	- Trust when getting information .	[6].
	- Retention.	
- Business performance.	- Quality of product or service.	
	- The success of a new product or service.	
	- Sales level.	
	- Return on capital.	[46]
	- Ability to capture market share.	
	- Increased profits.	

Discussion

The results of this study highlight several important points that need to be considered in the context of CRM implementation in the digital economy era. There has been a significant increase in the use of CRM in various sectors. This is in line with the growth of digital technology which makes it easier for companies to interact with customers. However, existing challenges, such as implementation costs and data security, remain major barriers to CRM adoption, especially for MSMEs.

The research results show that the implementation of CRM has a positive impact on company performance. Research by Berestetska et al . (2023) confirmed that companies that adopted CRM experienced increased customer loyalty and sales. This indicates that CRM serves as an effective tool in improving customer relationships and providing added value to the company. [7].

However, the challenges faced in CRM implementation remain significant. One of the main challenges is the high cost of implementation, especially for MSMEs. Research by Utami and Sudarmiati (2013) revealed that many companies prefer to use traditional methods of managing customer relationships because CRM infrastructure is considered too expensive. This suggests that despite CRM's great potential, its adoption is still limited to large companies with the resources to invest in this technology [3].

Another challenge that arises is the lack of technological knowledge among users. A study in Indonesia during the COVID-19 pandemic found that many MSMEs struggled to adopt CRM due to a lack of technological knowledge and limited human resources with expertise in the

field. This highlights the importance of government and educational institution support in providing technology training for MSMEs so they can effectively utilize CRM [9].

In addition, data security is also a major concern in CRM implementation. With the increasing number of cyber attacks, companies adopting CRM must ensure that their customer data is well protected. Research by Kwilinski et al . (2023) revealed that companies that failed to protect customer data from cyberattacks experienced a 15% decrease in customer trust, which resulted in decreased customer loyalty. Therefore, it is important for companies to invest in adequate security systems as part of their CRM implementation strategy [18].

From the description above, it can be concluded that the results of this study support the argument that CRM is an important tool for companies in improving performance and relationships with customers. By addressing existing challenges and taking advantage of the opportunities offered by digital technologies, companies can increase their competitiveness in an ever-changing global marketplace. This research provides a basis for further studies on the implementation of CRM, especially in the MSME sector and in developing countries, where the growth potential is still very large.

V. CONCLUSION AND RECOMMENDATION

Conclusion

This study aims to explore the evolution and challenges in implementing Customer Relationship Management (CRM) in the digital economy era. Using a Systematic Literature Review (SLR) approach and the PRISMA protocol, an analysis was conducted of 36 relevant articles from 2010 to 2024. The results show that CRM adoption has experienced a significant increase across various industrial sectors, with a particular focus on the increasing use of CRM among Micro, Small, and Medium Enterprises (MSMEs) over the past decade.

The findings of this study indicate that CRM implementation has a significant positive impact on company performance. CRM implementation enables companies to increase customer loyalty, operational efficiency, and product and service innovation. However, challenges faced in CRM implementation, particularly related to cost, data security, and lack of technological knowledge among users, remain major obstacles that must be overcome. This study emphasizes the importance of investing in CRM technology and security systems to protect customer data.

Recommendation

Based on the research findings, several recommendations can be made for future research and real-world practice. Greater support from the government and educational institutions is needed

to provide training and access to CRM technology for MSMEs. This is crucial to ensure they can utilize this technology effectively and increase their competitiveness in the market.

Companies adopting CRM must ensure adequate data security measures are in place to protect customer information. Further research should explore how security policies can be integrated into CRM strategies to mitigate the risk of cyberattacks.

Future research should conduct case studies of companies that have successfully implemented CRM. This will provide practical insights and strategies that can be applied by other companies, particularly in the MSME sector.

It's important to examine how new technologies, such as artificial intelligence (AI) and data analytics, can be integrated into CRM systems to improve the customer experience. Future research could focus on the application of these technologies and their impact on business performance.

Further research is needed to understand the long-term impact of CRM implementation on business performance, particularly in emerging markets. This research can help identify trends and patterns that can assist companies in strategic decision-making.

By taking these steps, it is hoped that companies can overcome existing challenges and take advantage of the opportunities offered by CRM technology, thereby improving customer relationships and strengthening their position in an increasingly competitive global market.

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