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Review

Customer Relationship Management: A Literature Review Approach

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Abstract: This paper reviews the literature of CRM definitions in order to highlight the impact and the confusion around definitions of CRM. It is emerging the new perspectives in Customer relationship Management. It addresses some issues in the literature review, which constitutes a significant difficulty in the CRM adopting process. The numerous CRM definitions, the advancement in technology and customer knowledge emerging new perspectives in CRM. Content Analysis is carried out to summarize the most features of CRM definitions in Marketing, Relationship Marketing, Management, and Information Systems within ten different classifications which shows the diverging aspects of CRM definitions. A voluminous literature review has been accumulated and categorized into ten categories. The CRM definitions and categories are reviewed and listed in chronological order in Appendix-A. The paper introduces several fresh perspectives for the diversity of CRM definitions and shows CRM as a comprehensive, integrated framework around all aspects of the organization as well as customers' lifestyles. The list of CRM definitions could provide a great help for academics as well as practitioners in the field of CRM.

Keywords: CRM definitions; CRM literature; CRM Technology; CRM process.

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1. Introduction

Customer Relationship Management (CRM) introduced in the early 1990s as a trend of marketing relationship. Organizations continuously look for a relationship with their customers. The customer relationship is built upon studying the customers' traits through their purchase behavior. Traits of the customers are highly changeable in their communications with the company. The changeable customers' traits are affected by many factors of the competitive business environment. Moreover, the customers' behaviors vary from one trade field to another. The variance in customer treatment upon the trade field of the company builds a conceptual or a basic concrete standard in handling the customers of that trade field. Therefore, organizations have insights into customers' database through the adoption of CRM software to effectively manage the relationship. The relationship management leads to maintain a loyal customer and monitors the customer retention.

Thus, the variety trade fields as well as customers' traits disseminate a wealthy literature of CRM definitions in different perspectives (Croteau & Li, 2003; Mendoza et al., 2007; Nguyen & Mutum, 2012;

Parvatiyar & Sheth, 2001; Peppers & Rogers, 2011; Tarokh & Ghahremanloo, 2007; Thomas & Sullivan, 2005). The concept of CRM has introduced a diverse set of identities. It denotes organization a paradigm shift from a transactional to a relationship-oriented approach. It is advocated that meeting customer needs facilitates successful relationship and customized solution on a one-to-one basis for the company's profitable customers (Nguyen and Simkin, 2013). However, there is a considerable confusion among academics and practitioners regarding CRM definitions. The range of confusion within business regarding CRM definitions is varied due to the variety of consideration it entails. Is it a philosophy of how companies treat their customers? Is it the overall process of Marketing, Sales, and Service within the company? Is it any undertaken effort to improve customer service? Is it the software that manages customer interactions within an organization? In general, it was agreed that CRM focuses on the relationship between an organization and its customers (Nguyen & Mutum, 2012; McKeen & Smith, 2003; Rob, et. al., 2018).

Therefore, it became immensely vivid that there are many definitions and descriptions found in the literature. Thus, CRM is a highly fragmented concept concerning different things to different peoples (Buttle, 2004; Ernst et al., 2011; Iriana & Buttle, 2006; McKie, 2000; Peppers & Rogers, 2010; Pereira et. al., 2018; Rababah et. al., 2012; Winer, 2001). Many researchers have proposed several definitions for the CRM from a balanced perspective (such as, Hung et al. 2010; Lun, Jinlin, & Yingying, 2008; Payne & Frow, 2005). There are individual definitions supporting a specific perspective while other common definitions are emphasizing the multiple perspectives at a time (e.g., Kim, Suh, & Hwang, 2003; Pantazopoulos, 2003; Rigby, Reichheld, & Schefter, 2002).

The multiple extended definitions of CRM have produced a rich and diverse set of meanings which has caused much confusion in terms of handling and managing the concept (Udunuwaraa1 et al., 2016). According to Boulding et al. (2005), CRM is not only a customer focused orientation, but an integration of all relationships and use of systems to collect and analyze data across the firm, linking the firm and customer value along the value chain in order to develop capabilities to integrate these activities across the firm's network to subsequently generate customer value while creating shareholder value for the firm (stone & Laughlin, 2016).

Moreover, some scholars have classified the CRM for three levels of perspectives; a business philosophy (Huang & Wang, 2009; Ryals & Knox, 2001; Zablah et al. 2004b), a business strategy, and a technology tool perspectives (Caldeira, Pedron, Dhillon, & Jungwoo, 2008; Pedron & Saccol, 2009). Meanwhile, the CRM detailed analysis and findings have assured the fact that CRM definitions are advancing five major perspectives as a (1) process; (2) strategy; (3) philosophy; (4) capability; and (5) technological tool (e.g., Chikweche & Fletcher, 2013; Gefen & Ridings, 2002; Shoemaker, 2001; Zablah et. al., 2004).

2. Classification of CRM Definitions

Many of CRM definitions are used in the current CRM frameworks which are heavily firm oriented constructs and focus mainly on supporting firms' value creating processes instead of harnessing the potential of customer data for the benefit of customers. As the CRM database has been designed upon specific requirements for the applications which are not clear, hence, the results are not comprehensive. Therefore, the customer database design in CRM should increase the database insights and give further dimensions for the organizations to prosper. There have been several attempts to compile the CRM definitions to reach a common definition, but due to the nature of CRM and its origin from the relational marketing, many definitions have appeared with different meaning. Even the meaning of the acronym CRM interchangeable from Customer Relationship Management to Customer Relationship Marketing (Buttle, 2009).

Thus, Zablah, Bellenger, and Johnston (2004) have investigated forty-five different CRM definitions and concluded that CRM definitions and concepts can be categorized into five main categories which are; (1) Strategy; (2) Process; (3) Philosophy; (4) Capability; and (5) Technology. Payne and Frow (2005) reviewed CRM definitions from a range of sources (16 definitions) to examine its association with technology. The review suggests that CRM can be defined from at least three perspectives; narrowly and tactically as a technology solution, wide-ranging technology and customer centric. These perspectives are portrayed in a CRM Continuum in Figure (1):

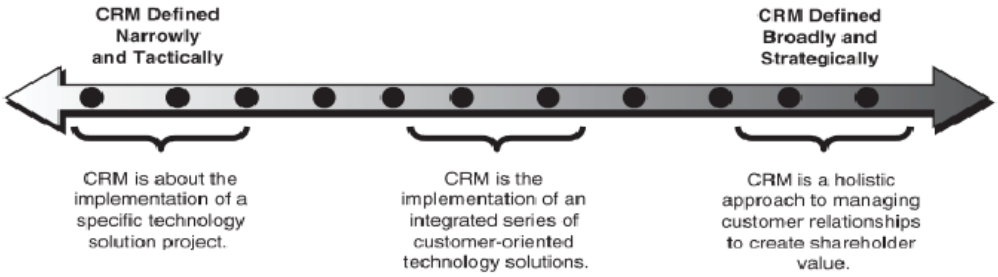

Figure 1. The CRM Continuum.
Source: Adrian Payne and Pennie Frow (2005).

In their study, they concluded a CRM definition which is listed in Appendix (A) under strategic CRM definitions category. Similarly, Pedron, Cristiane Drebes, and Saccol, Amarolinda Zanela (2009) analyzed eleven different CRM definitions and concluded that it can be categorized into three main CRM perspectives. These three perspectives are CRM as a philosophy, as a strategy, and as a technology tool. According to this type of analysis, philosophy is supposed to guide the organizational functional strategies. These strategies, in turn, would have to guide IT applications for CRM as presented in Figure (2). So, they defined "CRM as a philosophy is the background for any strategy and IT applications".

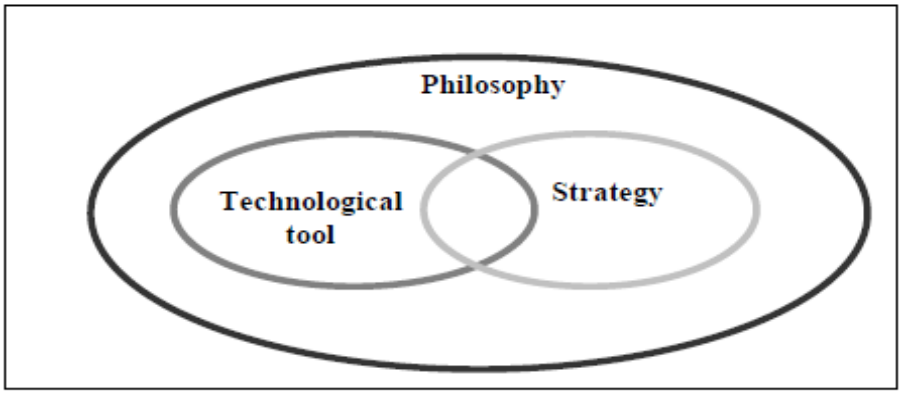

Figure 2. Linkages between different CRM Approaches
Source: Perdon, & Saccol (2009)

Moreover, Mastouri and Boumiza (2011) examined 16 selected CRM definitions chronologically from marketing perspective and studied possible definitional aspects and features. They found that there are ten definitional features found to characterize most of the CRM literature. These features are; (1) Process; (2) Technology; (3) Strategy; (4) People; (5) Information; (6) Matching Product/Enterprise and Customer; (7) Know customers; (8) Business Value; (9) Partnership; (10) Relationship. They assembled major CRM features and organized them using a process-based approach.

In addition, Rababah, Moh and Ibrahim (2011) studied 23 CRM definitions to develop a unified definition for CRM to contribute to the successful adoption and implementation of CRM application. Their definition of CRM is given based on three different perspectives; (1) A business philosophy; (2) A business strategy; (3) A technology. They proposed the following CRM definition: "CRM is the building of a customer-oriented culture by which a strategy is created for acquiring, enhancing the profitability of, and retaining customers, that is enabled by an IT application; for achieving mutual benefits for both the organization and the customers". Furthermore, Kavosh, Abu Bakar, Melati, and Siti Zaleha, (2012) studied CRM definitions and they listed seven CRM definitions for the critical success factors of CRM. Based on their analysis, they concluded that all the definitions of customer relationship management revolve around creating a kind of situation that incorporates customers in the best way.

In his thesis, Faed A. (2013) discussed the definitions and concepts of CRM and classified them into ten classifications as follows: (1) Strategic based definition; (2) Process-Based definition; (3) Customer Complaint in CRM; (4) Complaint Management; (5) Complaint and Derivations in CRM; (6) Perceived Value in CRM; (7) Interactivity in CRM; (8) Satisfaction in CRM; (9) Loyalty in CRM; and (10) Customer

Acquisition in CRM. Successively, Zahra Ehsani and Noor Hazarina Hashim (2014) studied a variety of CRM definitions from existing literature to develop an incorporated definition of CRM that could contribute to the successful performance of CRM. The CRM definitions are based on RM theory. They studied CRM definitions from two main perspectives; industry perspective and academics perspective. In industry perspective, they studied 11 CRM definitions from the fields of marketing, management and information technology based on the company's management and customer viewpoints. In academic perspective, they classified CRM definitions into three perspectives; philosophy, strategy, and technology. They studied 26 CRM definitions from the fields of IT, management, and marketing based on this criterion. Then they suggested this definition: "CRM is the philosophy which focuses on customer's requirements and strategy mediated by a set of information technologies to create long-term relationship with the customers to increase company's profits and achieve competitive advantage".

By studying the CRM definition classifications in the previous section, it can be concluded that all the classification of CRM definitions has been done with a smaller number of CRM definitions. In our case, we studied 119 CRM definitions which enabled us to make a comparison among all pervious trails for CRM definitions perspective as per table (1) which helped us to come out with our CRM definitions Classifications in table (2) and (3).

Table 1 indicates Zablah, Bellenger, and Johnston (2004) has a capability perspective while Payne and Frow (2005) classified CRM definitions into technology specific and tactically, broadly and strategically. However, Mastouri and Boumiza, (2011) added perspectives of People, Information, Matching Product/Enterprise and Customer, Know Customer, Business Value, Partnership, and Relationship. Additionally, Faed (2013) added perspectives of Customer Complaint, Complaint and derivation. In industrial view, Zahra et.al. (2014) added three views such that CRM definitions from the Company's viewpoint represent 46 percent, the Managerial viewpoint represent 27 percent, and the Customer viewpoint represent 27 percent.

Table 1. Matching dominant CRM definitions classifications

Author(s)	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**Other(s)**
Zablah et al., (2004)	45	√	√							√	√	Capability
Payne & Frow (2005)	16	√									√	Narrow, Technically, Wide Technology
Pedron et al., (2009)	11	√								√	√	
Mastouri & Boumiza (2011)	16	√	√								√	People, Information, Matching Product
Rababah et al., (2011)	23	√								√	√	
Kavosh et al., (2012)	7											Incorporate Customer in Best way
Faed (2013)	40	√	√	√	√	√	√	√	√			Customer Complaint & Deriva-tion
Ehsani & Hashim (2014)	11											Industrial View
		√								√	√	Academic View
Total	27	7	3	1	1	1	1	1	1	4	6	26

Note: 1. No. of Definitions; 2. Strategy; 3. Process; 4. Complaint Management; 5. Perceived Value; 6. Interactivity; 7. Satisfaction; 8. Loyalty; 9. Acquisition; 10. Philisophy; 11. Technology; 12. Others.

The percentage wise main classifications are Strategy with 27 percent, Technology with 23 percent, Philosophy with 15 percent, Process with 12 percent, Complaint Management, Perceived Value, Interactivity, Satisfaction, Loyalty, and Acquisition each with 4 percent. Industrial wise CRM definitions from company viewpoint is 46 percent while customer viewpoints are with 27 percent as elaborated by Zahra et. al., (2014). While, Faed (2013) added new perspective for complaint handling, customer loyalty, customer satisfaction, interactivity, and acquisition. Thus, there are important perspectives that have been classified. These new perspectives are Customer satisfaction, Loyalty, Interactivity, Acquisition and Complaint Management, which raised as a result of customer centric and customer care management. It is becoming so important to have a loyal customer for life. The advancement in the information technology

and customer knowledge raised the importance of these new perspectives which we included in our CRM definitions classifications.

3. Materials and Methods

In this article, content analysis-based methodology has been used. It is a general qualitative methodology. Content analysis is a descriptive methodological technique (Carlson, 2008). The observational research method is also used to systematically evaluate all forms of recorded communications, visual, and oral (Kolbe & Burnett, 1991). It is the technical tool of the big data analysis, as corporates are actively attempting to mine the data to discover patterns of individuals and group behaviors. Content analysis can be used with a wide variety of data sources, including textual data, visual stimuli (e.g., photographs/videos), and audio data. The technique is highly flexible in that it can be either empirically or theoretically driven (Stemler, 2015). Overall, content analysis delivers the objective, systematic, and quantitative description (Maharj, K., 2012).

The research articles pool for CRM definitions and data collection has been accumulated through multiple steps. First, we used Google, and Google Scholar as the main search engines in addition to emerald management plus the main online database with reference to "EBSCOhost" and "ACM Digital library" online databases as our search engine tools. Second, we considered the open access journal articles, conference proceedings, master thesis, doctoral dissertations and books in the pool articles that are excluded from this study. We did not consider the credibility of journals and conference proceedings or the number of citations in the research topic to widen the coverage area of the topic. Third, the main key search words set are "define", "definitions", "CRM definition", and "def" for all the pool articles, in addition to our secondary key word set research which include "Loyalty", "Perceived Value", "Satisfaction", "Process", "Strategy", "Technology", "Complaint", "Interactivity", and "Acquisition". Fourth, we focused on literature review of CRM and the related aspects. The CRM articles are reviewed in the context of CRM strategy, definitions and types, concepts, process, philosophy and CRM models where CRM definition can be found in any related CRM aspect. In addition to, the emerging perspectives in customer acquisition, satisfaction, interactivity, loyalty, complaint management, and perceived value, we eliminated the ones which have a loose relation to CRM definitions and do not fulfill the scope.

Fifth, the literature review schemed the fields of CRM in Information Technology, Marketing and Management and then skimmed for CRM definitions. We searched the key words in title, abstract, article keywords, the body text of the article and the full text of all selected articles. The selection of papers might either be narrowed or extended beyond this. Subsequently, different processing steps might be needed for ensuring that identified really deal with the topic addressed. This has to be answered by reading the papers, thereby reflecting on their appropriateness for the topic studied. Sixth, in the pool articles, we focused on the scholars' clearly mentioned and repeated words for CRM definition in more than one article (minimum two articles). These repeated words can be the same verse, text or with slight variation in some words of the definition as a criterion for inclusion in the CRM definition list. Then, we select it and list it down in the definition list between two inverted commas " " around the definition text as it is the scholar's words. The scholar's CRM definition refers to the meaning which is mentioned in more than one article, we list it down in the definition list without two inverted quotes " " around the text of the definition in the Appendix-A.

Seventh, according to the meaning of the CRM definitions and the perspectives of the CRM scholars, which have been found in the literature, and upon our study for Table 1, we classified the CRM definitions into ten perspectives; (1) Business Strategy, (2) CRM Process, (3) Complaint and Complaint Management, (4) Perceived Value, (5) Interactivity, (6) Customer Satisfaction, (7) Customer Loyalty, (8) Customer Acquisition, (9) Business Philosophy, and (10) Technology (Caldeira et al. 2008; Faed, A., 2013; Pedron & Saccol, 2009). The complete list of all CRM definitions categorized in chronological order under each category is available in Table 8 of Appendix-A.

Eighth, the unit of analysis is based on ten specified categories for CRM definitions perspectives. These perspectives represent the criterion for categorizing CRM definitions. The sample of this study is 119 definitions of CRM selected for a set of authors or a single author, which are collected based on categorization criterion. These definitions are selected from different CRM literature pertaining to Marketing, Relationship Marketing, Management, and Information Systems disciplines. Some of these definitions can include more than one perspective in its meaning, therefore, we assigned them according to their relevant perspectives. Then the number of definitions under each perspective are accumulated and assembled and is presented in Table 9 of Appendix (B). When we included the multiple perspectives definitions through their relevant perspectives, we came out with a total 165 definitions. The Table 9 displays the statistics of the definitions listed in Table 2 and Table 3 which are listed in Appendix (A).

Ninth, a summary of the CRM definitions analysis is provided in Table 2 and Table 3. Table 2 shows all authors' definitions chronologically published in articles which started from year 1997 to year 2005, as per the selected criteria of CRM definition

Table 2. Authors' CRM definitions chronologically from 1997 till 2005

Year	Authors	CRM perspectives Categories									
		Strategy	Process	Complaint Mgmt	Perceived value	Interactivity	Satisfaction	Loyality	Acquisition	Philosophy	Technology
1997	Glazer (1997)	√									√
	Wayland & Cole (1997)				√						
	Kutner and Cripps (1997)										√
1999	Wyner (1999)	√									
	Hobby (1999)	√									
	Srevastava, Shervani and Fahey (1999)		√								
	Couldwell (1999)		√								
	Reynolds, K. E., & Beatty, S. E. (1999).							√			
	Kalakota & Robinson (1999)									√	
	Peppers and Rogers (1999)										√
	Peppers, Rogers, and Dorf (1999										√
2000	Payne (2000)	√									
	Goldenberg (2000)		√								√
	Gosney and Boehm (2000)										√
2001	Swift, R. (2001)	√									
	Parvatiyar, A., & Sheth, J. N.(2001)	√	√								
	Buttle (2001)	√									
	Tiwana (2001)	√									√
	Gommans, M., Krishnan, K. S., & Scheffold, K. B. (2001)							√			
	Thomas, J. S. (2001)								√		
	L. Ryals and S. Knox, (2001)									√	
	Stone and woodcock (2001)										√
	Khanna (2001)										√
	Plakoyiannaki & Tzokas (2001)										√
	J. Mills (2001)										√
2002	Kristin Anderson, Carol Kerr (2002:2011)	√									
	Bergeron (2002)		√								
	Rigby et al., (2002)		√								
	Bose, R. (2002).		√								√
	Dyché (2002)										√
2003	Croteau, A., & Li, P. (2003)	√									
	Gupta, S., & Lehmann, D. (2003)	√									
	Kincaid, J. (2003).	√									
	Ryals, L. (2003)	√									
	Singh and Agrawal (2003)	√									
	Zikmund, W., McLeod, R., & Gilbert, F. (2003)		√								
	Kim et al. (2003)		√								√
	Heung, V., & Lam, T. (2003)			√							
	Cho, Y., Im, I., & Hiltz, R. (2003)			√							
	Anderson, R. E., & Srinivasan, S. S. (2003)							√			
	Newell, F. (2003).									√	
	Campbell, A. J. (2003).										√
2004	Lawson Body, A., & Limayem, M. (2004)	√									
	LaPlaca (2004).	√									
	Bligh & Turk (2004)	√	√								√
	Buttle (2004)	√	√								√
	Reinartz, W., Krafft, M., & Hoyer, W. D. (2004)		√								
	Kotler and Armstrong (2004)		√								
	Kumar, V., & Shah, D. (2004).							√			
	Zablah, A. R., Bellenger, D. N., & Johnston, W. J.(2004b)							√			√
	Peppers, D., & Rogers, M. (2004)										√
2005	Payne, A., & Frow, P. (2005)	√									
	Karakostas, B., Kardaras, D., & Papathanassiou, E. (2005)	√									
	Hoots, M. (2005)	√									
	Sysoptima (2005)	√	√								√
	Leo Y.M. Sin Alan C.B. Tse Frederick H.K. Yim, (2005).	√	√								
	Salestrack (2005)	√	√								√
	Payne & Frow (2005)		√								√
	Larivière, B., & Van den Poel, D. (2005)			√							
	Mithas, S., Krishnan, M. S., & Fornell, C. (2005)						√				
	Rowley, J. (2005).							√			
	Verhoef, P. C., & Donkers, B. (2005).								√		
	Ngai (2005)										√
	Avlonitis, G. J., & Panagopoulos, N. G. (2005).						√				√
Total		24	17	3	1	0	2	6	2	3	24

Table 3. The list of CRM definitions authors chronologically from 2006 to 2015

Year	Authors	CRM perspectives Categories									
		Strategy	Process	Complaint Mgmt	Perceived value	Interactivity	Satisfaction	Loyality	Acquisition	Philosophy	Technology
2006	Özgener, S., & Iraz, R. (2006)	√	√								
	Limayem, M. (2006)	√									
	Ueno, S. (2006)	√									
	Payne (2006)	√									
	Payne, A. & Frow, P. (2006).	√	√								√
	Christopher, Payne, & Ballantyne (2006)	√									
	Lindgreen, A., Palmer, R., Vanhamme, J., & Wouters, J. (2006)		√								
	Ndubisi, N. O., & Ling, T. Y. (2006)			√							
2007	Tarokh, M. J., & Ghahremanloo, H. (2007)	√									
	Chaudhry, P. E. (2007)	√	√								
	Mendoza, L. E., Marius, A., Pérez, M., & Grimán, A. C. (2007).	√									√
	Furuholt, B., & Skutle, N. (2007).		√								
2008	King, S. F., & Burgess, T. F. (2008)		√								
	Vos, J. F. J., Huitema, G. B., & de Lange-Ros, E. (2008)			√							
	Gee, R., Coates, G., & Nicholson, M. (2008)						√				
	Cortiñas, M., Elorz, M., & Múgica, J. M.(2008)							√			
	Wang & Kang, (2008)							√			
	Urbanskienė, R., Žostautienė, D., & Chreptavičienė, V. (2008)										√
	Lun, Z., Jinlin, L., & Yingying, W. (2008)	√								√	√
2009	Liou, J. J. H. (2009)	√									
	Kim, H.-S., & Kim, Y.-G. (2009)	√	√								
	Ngai, E. W. T., Xiu, L., & Chau, D. C. K. (2009)		√								
	Becker, J. U., Greve, G., & Albers, S. (2009)			√			√		√		
	Sánchez-Fernández, R., & Iniesta-Bonillo, M. Á. (2009)				√						
	Hua, H. H., Kandampullyb, J., & Juwaheer T. D. (2009)				√						
	Bridges, E., & Freytag, P. V. (2009)									√	
	Huang, Y., & Wang, J. (2009)									√	
	Pedron, C. D., & Saccol, A. Z. (2009).									√	
	Hsieh, M. (2009)										√
2010	Faed, A., Ashouri, A., & Wu, C. (2010)	√									
	Abdullateef, Mokhtar, & Yusoff, (2010)	√	√								
	Goldsmith, R. E. (2010)		√								
	Barua & Udo, (2010)	√	√							√	√
	Stauss, B., & Seidel, W. (2010)			√							
	Florenthal, B. & Shoham, A., (2010)			√							
	Faed, A. (2010)			√							
	Chen, P.-T., & Hu, H.-H. (2010)				√			√			
	Korda, A. P., & Snoj, B. (2010)				√						
	Georges, L., Eggert, A., & Goala, G. (2010)					√					
	Wang, M. L., & Yang, F. F. (2010)						√				
	Hung, S.-Y., Hung, W.-H., Tsai, C.-A., & Jiang, S.-C. (2010)	√									√
2011	Robinson, L., Jr, Neeley, S. E., & Williamson, K. (2011)	√	√								
	Faed, Ashouri, & Wu, (2011)	√									
	Rababah, K., Mohd, H., & Ibrahim, H. (2011).	√									√
	Frow, P., Payne, A., Wilkinson, I. F., & Young, L. (2011)		√								
	Sen & Sinha (2011)		√								
	Flint, D. J., Blocker, C. P., & Boutin, P. J., Jr. (2011).						√				
	Faed, A. (2011)				√	√	√				
2012	Agapitou, (2012)	√	√								
	Mohammed, Abdul Alem & Rashid, Basri. (2012).	√	√								√
	Faed, A., & Chang, E. (2012)						√				√
	Nguyen, B. & Mutum S. D., (2012)										√
2014	Zahra Ehsani & Noor Hazarina Hashim (2014)	√								√	√
2015	Buttle and Maklan (2015)	√	√								√
	Parthasarathy & Ramasamy, (2015).	√									
Total		24	17	6	5	2	6	3	1	6	13

4. Results

The divergence around the definitions of CRM is quite clear. The categorization and analysis of the definitions of CRM reveal that divergence. Table 4 shows that the percentage of CRM definitions have a single perspective. Table 5 shows that the definitions percentage has more than one perspective or sharing multiple perspectives.

Table 4. CRM Definitions has single perspective

Definitions Perspectives	No of Sp. Def.	Tot. No. Def.	Percentage
Strategy	25	119	21.01
Technology	15	119	12.61
Process	14	119	11.76
Complaint Management	8	119	6.72
Loyalty	7	119	5.88
Philosophy	6	119	5.04
Satisfaction	4	119	3.36
Perceived Value	4	119	3.36
Acquisition	2	119	1.68
Interactivity	1	119	0.84
Totals	86	119	72.27

Table 4 displays that the highest percentages of definitions are laying under the categories of Strategy, Technology, and Process. The following categories of definitions are complaint management, loyalty, philosophy, satisfaction and perceived value. After that comes the categories of Acquisition and Interactivity. Figure 1 shows the percentage of CRM definitions that have a single perspective (see Appendix A).

Table 5. CRM definitions having multiple perspectives

Multiple Shared Perspectives Definitions	No of Sp. Def.	Tot. No. Def.	Percentage
Strategy + Process	8	119	6.72
Strategy + Process + Technology	7	119	5.88
Strategy + Technology	5	119	4.2
Process + Technology	4	119	3.36
Satisfaction + Technology	2	119	1.68
Strategy + Philosophy + Technology	2	119	1.68
Loyalty + Technology	1	119	0.84
Strategy + Process + Philosophy + Technology	1	119	0.84
Complaint + Satisfaction + Acquisition	1	119	0.84
Perceived Value + Loyalty	1	119	0.84
Perceived Value + Interactivity + Satisfaction	1	119	0.84
Totals	33	119	28

Table 5 shows the analysis of CRM definitions having multiple perspectives. It can be observed from Table 5 that the highest categories of CRM definitions shared by multiple perspectives are “Strategy + Process”, and “Strategy + Process + Technology”. The next in high are the categories of “Strategy + Technology”, and “Process + Technology”. Then, these are followed by the definition categories of “Satisfaction + Technology”, “Strategy + Philosophy + Technology” both being in the same level. Last are the “Loyalty + Technology”, “Strategy + Process + Philosophy + Technology”, “Complaint + Satisfaction + Acquisition”, “Perceived Value + Loyalty”, and “Perceived Value + Interactivity + Satisfaction” categories. Many of this combination due to the advancement in technology and customer knowledge. The details of the definitions having shared multiple perspectives are summarized chronologically in Table 6.

Table 6. Details of Definition having Multiple Perspectives

Definitions shared multiple perspectives	Perspective details	No of Persp.	No
Glazer (1997)	Strategy + Technology	2	1
Goldenberg (2000)	Process + Technology	2	1
Parvatiyar, A., & Sheth, J. N.(2001)	Strategy + Process	2	1
Tiwana (2001)	Strategy + Technology	2	1
Bose, R. (2002).	Process + Technology	2	1
Kim et al. (2003)	Process + Technology	2	1
Bligh & Turk (2004)	Strategy + Process + Technology	3	1
Buttle (2004)	Strategy + Process + Technology	3	1
Zablah, A. R., Bellenger, D. N., & Johnston, W. J.(2004b)	Loyality + Technology	2	1
Sysoptima (2005)	Strategy + Process + Technology	3	1
Leo Y.M. Sin Alan C.B. Tse Frederick H.K. Yim, (2005).	Strategy + Process	2	1
Salestrack (2005)	Strategy + Process + Technology	3	1
Payne & Frow (2005)	Process + Technology	2	1
Avlonitis, G. J., & Panagopoulos, N. G. (2005).	Satisfaction + Technology	2	1
Özgener, S., & Iraz, R. (2006)	Strategy + Process	2	1
Payne, A. & Frow, P. (2006).	Strategy + Process + Technology	3	1
Chaudhry, P. E. (2007)	Strategy + Process	2	1
Mendoza, L. E., Marius, A., Pérez, M., & Grimán, A. C. (2007).	Strategy + Technology	2	1
Lun, Z., Jinlin, L., & Yingying, W. (2008)	Strategy + Philosophy + Technology	3	1
Kim, H.-S., & Kim, Y.-G. (2009)	Strategy + Process	2	1
Becker, J. U., Greve, G., & Albers, S. (2009)	Complaint Mgmt + Satisfaction + Acquistion	3	1
Abdullateef, Mokhtar, & Yusoff, (2010)	Strategy + Process	2	1
Barua & Udo, (2010)	Strategy + Process + Philosophy + Technology	4	1
Chen, P.-T., & Hu, H.-H. (2010)	Perceived Value + Loyalty	2	1
Hung, S.-Y., Hung, W.-H., Tsai, C.-A., & Jiang, S.-C. (2010)	Strategy + Technology	2	1
Robinson, L., Jr, Neeley, S. E., & Williamson, K. (2011)	Strategy + Process	2	1
Rababah, K., Mohd, H., & Ibrahim, H. (2011).	Strategy + Technology	2	1
Faed, A. (2011)	Percived Value + Interactivity + Satisfaction	3	1
Agapitou, (2012)	Strategy + Process	2	1
Mohammed, Abdul Alem & Rashid, Basri. (2012).	Strategy + Process + Technology	3	1
Faed, A., & Chang, E. (2012)	Statisfaction + Technology	2	1
Zahra Ehsani & Noor Hazarina Hashim (2014)	Strattegy + Philosophy + Technology	3	1
Buttle and Maklan (2015)	Strategy + Process + Technology	3	1
Totals		79	33

While ranking or prioritizing the defined categories related to the percentage of the whole sample of the selected definitions, we came out with a summary which is presented in Table (7). The rankings table proves the importance of Strategy, Technology and process as the main players in a successful adoption for a CRM application.

Table 7. CRM definition categories priorities

Definitions Perspectives	**Rank**	**Percentage**
Strategy	1	21.01
Technology	2	12.61
Process	3	11.76
Complaint Management	4	6.72
Strategy + Process	4	6.72
Loyalty	5	5.88
Strategy + Process + Technology	5	5.88

Definitions Perspectives	Rank	Percentage
Philosophy	6	5.04
Strategy + Technology	7	4.2
Perceived Value	8	3.36
Satisfaction	8	3.36
Process + Technology	8	3.36
Acquisition	9	1.68
Satisfaction + Technology	9	1.68
Strategy + Philosophy + Technology	9	1.68
Interactivity	10	0.84
Loyalty Technology	10	0.84
Strategy + Process + Philosophy + Technology	10	0.84
Complaint + Satisfaction + Acquisition	10	0.84
Perceived Value + Loyalty	10	0.84
Perceived Value + Interactivity + Satisfaction	10	0.84
Total		100

Table 7 indicate the development or the enhancement in the change happening in the way of looking for CRM since many scholars looked for it as a philosophy in the background operated by CRM technology within the business strategy. While the results of the study show that the highest perspectives are strategy, technology, and process which is a natural result due to the advancement in technology, customer knowledge, and the complexity of business rivalries. Therefore, the next in high comes customer complaint management to be handled through the strategy and process, followed by loyalty. To maintain the loyalty, it should be handled through a strategy and process built on the technology of CRM to have it as a philosophy. Moreover, new perspective emerged as a customer perceived value, acquisition and interactivity as indication for the multichannel concept and the continuous changes in business and customer traits.

From the ranks given in Table 7, we can excerpt an overview of CRM definition that CRM is a business strategy handled by the CRM technology and business process, understanding customer requirements and managing customer complaint to maintain a loyal customer for life through the company philosophy in perceiving customers' values to maintain a satisfactory level as well as acquisition level, and as a philosophy built into it is a strategic process through the company multichannel interactivity processes. Therefore, the strategy, process and technology are the main players or the main critical success factors in successful CRM adoption and implementation process. The above analysis confirms that the confusion in CRM definitions happen due to lack in the vision or the concept of adopting CRM while the vision should be complete and comprehensive as it is a changeable science as per the nature of the business as well as human nature and technology advancements.

5. Conclusions

This This study concludes that CRM definition varies, and it mostly includes all enterprise activities as a comprehensive approach for most of the organization as the initiation of the business transactions are the customers. Furthermore, the researcher considers CRM as a lifestyle of both customers and companies. Moreover, differentiating customers is the base of CRM but the way of treating customers differently still requires more attention and care from the strategy maker to consider each and every promotion separately within different cases, which still require more researches in this aspect due to the triggers of the database and database structure design of the customer database. On the basis of analysis of the dominant CRM definitions, classification, there are new emerging perspectives such as Customer Satisfaction, Customer Loyalty, Customer Acquisition and Interactivity in addition to complaint management, as per the matching table of most common CRM definitions classifications in Table (1).

We have summarized most of the CRM definitions within different classifications and diverging aspects of the CRM in a chronological order listed in Table (2) and Table (3) that are categorized by most common features and concepts of CRM. The researcher believes that still more researches can present further analysis in the field of CRM definition from other perspectives. The thorough analysis of CRM definition literature is that a wealthy literature can be analyzed for excerption in new perspectives or the current perspectives of this study can be analyzed in more depth from the customer side, business side, and

company side and so on. To summarize, we can say that the CRM is a comprehensive business and marketing strategy which integrates people, process, technology, customer knowledge and all business activities for acquiring and retaining customers. The envisaged destination is to reduce cost and increase company profitability via increasing customer retention and loyalty.

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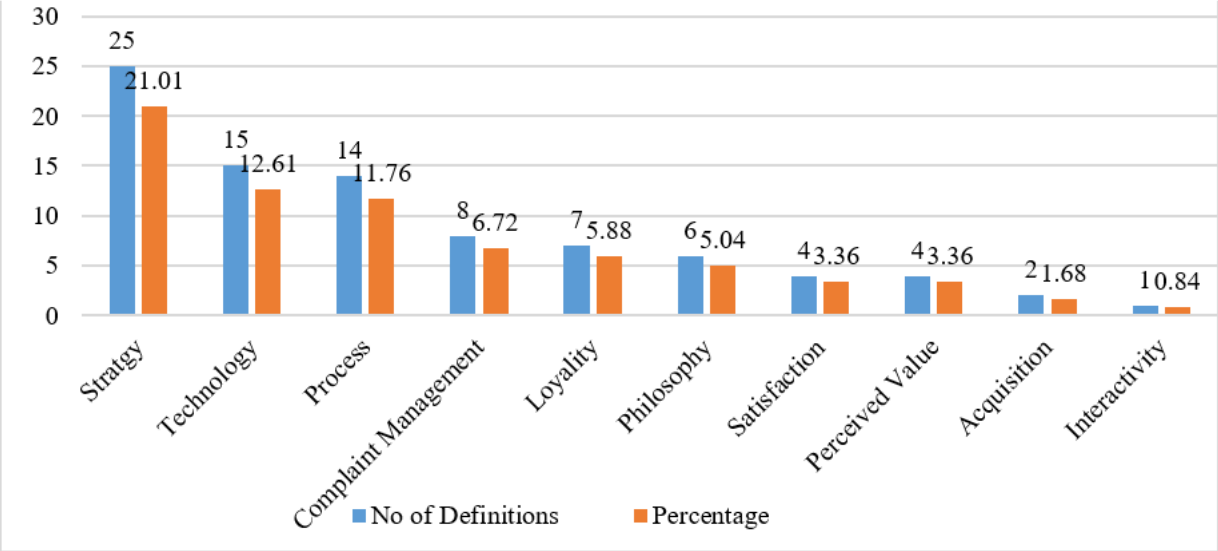
Appendix A: CRM classifications



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