



Literature Review on Relationship pf Customer Relationship Management with Marketing

****Dr Prerna Arora, **Rishabh Sinwal, ***Pranshu Singhal***

**Professor at Asian School of Business **Student, Asian School of Business,*

****Student, Asian School of Business*

*Email: *prerna.arora@asb.edu.in, ** rishabh.sinwal.bba-2023@asb.edu.in,*

**** pranshu.singhal.bba-2023@asb.edu.in*

ABSTRACT

The Purpose of the Review is to understand the Relationship of Marketing and Customer Relationship Management, How Customer Relationship Management has made the Marketing Process easy in Business Organisation, emphasizing how CRM strategies and tools contribute to the development and execution of effective marketing practices. The paper aims to explore the ways in which CRM enhances customer understanding, segmentation, targeting, and personalization, all of which are integral to successful marketing campaigns. Also About How CRM Helped in Automation of Marketing Activities.

METHODOLOGY

This review paper employs a systematic and comprehensive approach to synthesize existing literature on the relationship between Customer Relationship Management (CRM) and marketing.

A wide range of academic databases (e.g., Google Scholar, JSTOR, Scopus, and Web of Science) were searched for peer-reviewed articles, books, and industry reports published within the last two decades. Keywords such as "CRM and marketing," "CRM systems and customer experience," "CRM in marketing strategy," and "relationship marketing" were used to ensure a comprehensive search of relevant materials. Only publications that provide substantial insights into the integration of CRM systems with marketing practices were considered. Criteria for inclusion involved the relevance of the study, methodological rigor, and the focus on CRM's impact on marketing performance.



FINDINGS

The analysis of the literature reveals several key findings regarding the relationship between Customer Relationship Management (CRM) and marketing. Customer Relationship Management has become a crucial component in the modern business landscape, revolutionizing the way organizations approach and engage with their customers. The Customer Relationship Management has become a critical component of modern marketing strategies, as organizations strive to build strong, lasting relationships with their customers. The Usage of E CRM Software actually Facilitates the Digital Marketing Process. With CRM, companies gather detailed customer information, By knowing where each customer stands, marketers can better craft content and offers that speak to their specific stage in the journey. One of the most powerful uses of CRM data is customer segmentation. Instead of blasting out the same generic email to everyone, CRM allows you to create segments. Despite the benefits, several challenges were identified, including high implementation costs, data privacy concerns, and the complexity of CRM system adoption. Companies often struggle to fully leverage CRM due to insufficient training, integration issues, or resistance to change within the organization.

ORIGINALITY / VALUE

This review paper offers several contributions to the academic and practical understanding of the intersection between Customer Relationship Management (CRM) and marketing. First, it provides a comprehensive synthesis of the current literature, highlighting how CRM systems are no longer just a tool for managing customer data but have become integral to the strategic execution of marketing campaigns. This paper offers a holistic view of CRM's role in modern marketing, linking CRM capabilities directly to key marketing outcomes such as customer segmentation, personalization, retention, and loyalty.

The paper also contributes original insights by examining how CRM systems are evolving in response to technological advancements like artificial intelligence (AI), machine learning, and big data analytics. By identifying the increasing role of these technologies in CRM, the review reflects on how they enhance marketing precision and create more targeted customer interactions.

Keywords: *(AI) Artificial Intelligence, (ML) Machine Learning, Big Data Analytics, CRM, Marketing Automation, Digital Marketing, Segmentation, Targeting, Personalization*



INTRODUCTION

CRM process at the customer-facing level can be defined as "a systematic process to manage customer relationship initiation, maintenance, and termination; across all customer contact points to maximize the value of the relationship portfolio". There are three CRM processes at the customer-facing level of CRM including relationship initiation, relationship maintenance, and relationship termination. (E. J. Ragins and A. J. Greco 2003) In This review we have also find it out that Analytical CRM builds on operational CRM and analyze customer data to create information about the customer segmentation, customer behavior, and customer value to the organization using statistical analysis tools especially the data mining (Z. Lun, L.Jinlin, and W. Yingying 2008) The organization's customer strategy entails the identification of the existing and potential customer base and recognition of the most appropriate form of customer segmentation (M. Geib, A. Reichold, L. Kolbe, and W. Brenner,2005) In physical businesses and online businesses, customer shopping experience influences future customer behavior, including repurchase intention, store revisit intention, and word of mouth (WOM) (Chang and Wang, 2014). Many organizations have made huge investments to collect, integrate, analyze data, and use it to run business activities. For instance in marketing activities as part of CRM's module; customers are exposed with a lot of marketing messages every day and many people is just ignore those messages unless they find a value from the messages received (S. Orengra-Roglá, R. Chalmeta 2016) Consequently, banks use the relationship marketing concept as a strategy to build loyalty with each customer, which leads to improved financial and market performance, and an increased competitive edge (Ravesteyn, 2005). The new e-technologies which include the Internet, e-mail, mobile telephony and digital television make it even easier and more cost effective to do many of these things (Paul Fairhurst 2006). Through Proper Integration of E CRM in Marketing Helps to access customer Demands & Needs & Wants and helps in customizing all the marketing activities according to customer satisfaction.

LITERATURE REVIEW



Sriram, V., & Sahu, P. (2014).

Streamlining Marketing Efforts

One of the primary advantages of integrating marketing automation with CRM is the ability to streamline marketing processes. Automation eliminates the need for manual intervention in tasks like sending follow-up emails, scheduling social media posts, or nurturing leads through a predefined workflow.

Personalized Marketing at Scale

Personalization is at the heart of modern marketing, and marketing automation in CRM enables businesses to deliver personalized experiences at scale. By integrating customer data collected through CRM systems,

Improved Customer Journey Mapping



Mapping the customer journey is essential for understanding how potential customers interact with a brand, from initial awareness to final purchase and beyond. Marketing automation tools integrated with CRM systems can track a customer's interactions across multiple touchpoints, such as website visits, email opens, and social media interactions.

Lead Nurturing and Conversion Optimization

Lead nurturing is one of the most significant benefits of marketing automation in CRM. By automating follow-up emails and communications, businesses can stay in touch with prospects without manual intervention

Data-Driven Insights and Performance Tracking

A significant advantage of marketing automation is its ability to provide real-time data and insights into campaign performance.

When integrated with CRM systems, marketing automation tools allow businesses to track key performance indicators (KPIs) such as open rates, click-through rates, conversion rates, and customer engagement metrics. These analytics provide valuable feedback, enabling businesses to refine and optimize their campaigns for better results.

RATIONALE OF STUDY

The rationale for studying the effects of marketing with CRM focuses on understanding how integrating CRM strategies influences marketing effectiveness, customer satisfaction, loyalty, and business performance

PROBLEM STATEMENT

Challenge: In an era of digital transformation and customer-centric marketing, businesses face increasing pressure to build and sustain long-term relationships with customers. Traditional marketing techniques often fail to address the dynamic and personalized needs of consumers. The challenges also have changed due to the technological developments. This study was conducted to identify the technological challenges influencing CRM adoption in multichannel environment. It mainly identifies the contemporary challenges of multichannel CRM implementation. In-depth case analysis and interviews of implementation experts were used in analysing the implementation of a leading financial services organisation. The study found



that the key issues impacting multichannel CRM implementation fall into two categories: classical and contemporary challenges. (Preety Awasthi, Neeraj Dubey 2015)

THEORETICAL / CONCEPTUAL FRAMEWORK

Theories: The long-term orientation is often emphasized because it is believed that marketing actors will not engage in opportunistic behavior if they have a long-term orientation and that such relationships will be anchored on mutual gains and cooperation (Ganesan 1994), A narrow perspective of customer relationship management is database marketing emphasizing the promotional aspects of marketing linked to database efforts (Bickert 1992) Another narrow, yet relevant, viewpoint is to consider CRM only as customer retention in which a variety of after marketing tactics is used for customer bonding or staying in touch after the sale is made (Vavra 1992)

PRACTICAL RELEVANCE

Customer Relationship Management (CRM) has been an important ally to companies willing to improve their customer experiences. Lately, Machine Learning (ML) and its techniques have been transforming the way companies interact with their customers through data analysis. This paper reviews the literature on the application of ML techniques to improve CRM processes and provides an overview of used techniques and their application to each CRM dimension and element. In addition, the practical implications are analyzed based on recent developments of CRM tools in the field of ML. (Beatriz Nery Rodrigues Chagas 2018)

OBJECTIVES OF THE STUDY

Primary Objective: To evaluate how marketing strategies that integrate CRM systems affect customer engagement, satisfaction, retention, and ultimately, business performance.

JUSTIFICATION

This study will add to the body of knowledge on CRM by investigating its direct impact on marketing practices and outcomes, an area that remains underexplored in current research. Customer Relationship Management (CRM) projects often fail. We focus on the project justification process as one way of improving project success rates. We review how the typical combination of an Return On Investment (ROI) calculation and a project plan can have flaws



as a project justification approach, and we propose the use of the Benefits Dependency Network (BDN) as an additional tool. The second part of the paper reports on an exploratory study of the BDN's use in five business-to-business CRM projects, inductively deriving propositions regarding its benefits and factors for success in its use. Further research on the tool's efficacy is encouraged. (H Wilson 2007)

METHODOLOGY

While writing this review paper on the effects of Customer Relationship Management (CRM) in marketing, your goal is to synthesize existing research, theories, and insights from multiple sources to provide a comprehensive understanding of the subject. Unlike primary research, a review paper doesn't involve new data collection but rather analyzes and evaluates the available literature on the topic.

DATABASES AND SOURCES

Conducted a thorough search using academic databases such as Google Scholar, JSTOR, Scopus, Web of Science, and PubMed, sources like peer-reviewed journal articles, conference papers, industry reports, books, and theses/dissertations. Select studies that specifically address CRM's effects on marketing outcomes, such as customer engagement, retention, satisfaction, segmentation, or sales performance.

THEMATIC ANALYSIS

Organized the findings into themes or categories. Common themes may include:

- The role of CRM in customer segmentation and targeting. The impact of CRM on customer loyalty and retention.
- Personalization in marketing through CRM data. Effects of CRM on marketing ROI and cost efficiency.
- The influence of CRM on digital marketing strategies (social media, email marketing, etc.).

Qualitative and Quantitative Studies: Included both types of research to provide a holistic view.

Case Studies: Analyzed real-life examples of businesses that have successfully implemented CRM systems to illustrate practical impacts.



Integration of Insights: Combined insights from various studies to form a coherent narrative about the role of CRM in enhancing marketing effectiveness.

ANALYSIS AND DISCUSSION OF STUDY

The review paper reveals that CRM systems have a profound impact on marketing outcomes across multiple dimensions. The integration of CRM into marketing strategies enhances customer segmentation, improves customer retention, facilitates personalization, and drives higher marketing ROI. Furthermore, CRM systems provide businesses with the tools to enhance customer satisfaction, optimize service delivery, and maximize Customer Lifetime Value (CLVi). The overall Review is that CRM's effects on marketing are overwhelmingly positive, making it a critical tool for modern businesses striving to create long-term relationships with their customers and enhance overall marketing effectiveness. However, the literature also suggests that the full potential of CRM can only be realized when systems are properly integrated with other marketing technologies and strategies, and when businesses effectively use customer data for decision-making.

CUSTOMER RETENTION

Consumer marketing companies have lavished more resources on attracting new customers than on satisfying old customers. In today's low growth and highly competitive marketplace, however, customer retention increasingly joins customer getting as an important area of analysis and planning. Marketers can better cultivate relationships with existing customers in these ways: designing an optimal customer portfolio, formulating a special marketing mix, and modifying the marketing organization. (Larry J. Rosenberg, John A. Czepiel 1984)

CRM AND CUSTOMER SEGMENTATION & TARGETING

Direct marketers use data mining technique called segmentation based on cluster analysis to target a subset of their customers for improving their profits. As the world is growing more and more competitive, the customer need and experience is becoming more important to the businesses. CRM based on data mining is a comprehensive strategy and a process of acquiring, retaining, and partnering with selective customers to create superior value for the business by using customer knowledge (Gaurav Gupta, Himanshu Aggarwal and Rinkle Rani 2016)



CRM AND MARKETING PERSONALIZATION

Customer expectations have changed since the mid-20th century, when accessibility of product was the key to capturing markets. Today, customers want to stand out while being a part of a crowd. The desire to own a product that carries personal signature is conspicuous. Marketers discovered this latent need and the concept of personalization germinated with the proliferation of technological advancement. The definition of the word “personalization,” according to the Oxford dictionary, is “the action of designing or producing something that meets someone's individual requirement.” In this regard, personalization is a way to acknowledge the uniqueness of each customer by satisfying them with products that are tailored according to their preference (Suprenant & Solomon, 1987). In practice, personalization is regarded as a process that is designed to curate a relevant, individualized interaction to enhance customer experience (Polk et al., 2020). Specifically, personalization uses insight based on each customer's personal and behavioral data to deliver a superior experience. More often than not, personalization requires customer engagement to cocreate a personalized experience, which can occur through customer reviews, purchase data, and social media interactions, among others (Lim et al., 2022). (Shobhana Chandra, Sanjeev Verma, Weng Marc Lim, Satish Kumar, Naveen Donthu 2022)

CRM AND MARKETING ROI (RETURN ON INVESTMENT)

With focus of enterprise management extending from internal to external areas, its business operation strategy has gradually shifted from concentration on “products” to “customers”. Effectively implementing Customer Relationship Management (CRM) system has become the key to the success of enterprises. Much resource has been spent to build the CRM systems. However, presently, there is no systematic and effective method to quantify CRM'S “return on investment (ROI)”. It is imperative that enterprise management needs such methods or systems in place to estimate and predict the contribution of CRM to the increase of customers, the expansion of market share, and its rates of return on investment. In this paper, we examine costs of CRM comprising costs for construction and usage. We examine the rate of Return On Investment (ROI) considering both direct and indirect factors. The ROI model is then constructed by availing the non-discount method, and then improved by taking into account factors of depreciation and income tax. (X.G. Li, S.L. Yang, W. Xie, D.X. Gu 2007)



CUSTOMER LIFETIME VALUE (CLV)

Customer lifetime value is an inward-looking view of the consumer and is based on the insight that views customers in terms of on-going long-term relationships and not just short-term transactions. It is a predictive tool that provides forward-looking information on customer relationship performance and resource allocation. Estimating the lifetime value of a customer involves predictions of both revenues and customer retention probabilities. Where retailer efforts are focused on the retention of valuable customers and delivering customized products (Ansari and Mela, 2003), cross-selling (Kamakura et al., 1991, 2003), value for customers increases significantly. (Dimple Kaul 2017)

CRM AND DIGITAL MARKETING STRATEGIES

In this research, therefore, we rely on the theoretical framework that identifies the use of the typology of three types of CRMs that can work with AI: analytical CRM (Xu & Walton, 2005), collaborative CRM (Alavi, Ahuja, & Medury, 2012), and operational CRM (Iriana & Buttle, 2007). These CRMs in B2B digital marketing can apply AI to improve data processing and the identification of new patterns by analyzing user data in digital environments (Saura, Palos-Sanchez, & Blanco-González, 2019). The novelty of the present study lies that, despite the exponential development of AI and its emerging application to various production environments, none of the previous studies has addressed the issues in B2B digital marketing.

FUTURE SCOPE OF THE STUDY

The concept of Customer Relationship Management (CRM) has evolved over time, but gaps and under-explored areas remain in both its study and application. Below is an outline of these gaps, supported by references that provide context and further reading. There's potential for more advanced AI-driven CRM functionalities, such as real-time decision-making and deeper personalization of customer interactions. AI can be used more comprehensively to predict customer behaviors and preferences, but this is still underdeveloped. (Nguyen, B., Simkin, L., & Canhoto, 2020) Ethical issues surrounding data privacy, transparency, and consent are becoming central to CRM but are not always adequately addressed. This is Missing for this More research and strategies focusing on ethical CRM practices and developing trust through transparency in data collection and use (Martin, K., & Murphy, P. 2017), Most CRM solutions



are tailored to large enterprises, leaving SMEs with limited access to effective tools. This makes the scope of study of Development of cost-effective and scalable CRM systems suited to SMEs, focusing on simplicity and ease of use. (Lambert, D. M., & Enz, M. G. (2017)) And Global CRM systems often fail to account for local cultural and contextual differences. More Research is required into adapting CRM to diverse cultural contexts and market conditions. And lastly CRM systems tend to focus on transactional and behavioral metrics, while emotional engagement is often overlooked. (Yim, C. K., Tse, D. K., & Chan, K. W. 2008) Lastly Research is Required into how CRM systems can assess and foster emotional engagement, such as using sentiment analysis to gauge customer feelings and adjusting strategies accordingly. (Ahuja, V., & Thatcher, S. M. B. 2020)

CONCLUSION

In conclusion, the relationship between Customer Relationship Management (CRM) and marketing is vital for driving business success in today's competitive landscape. CRM systems enable businesses to collect, analyze, and use customer data to build personalized and meaningful connections, which significantly enhances marketing strategies. By understanding customer preferences, behaviors, and needs, CRM tools help marketers create targeted campaigns, improve customer engagement, and boost customer loyalty. Furthermore, CRM and marketing are interconnected in their goals of customer retention, brand advocacy, and increasing lifetime value. When CRM and marketing efforts are aligned, they lead to better resource allocation, more effective messaging, and higher ROI. In essence, CRM not only supports marketing in its execution but also provides a deeper understanding of customer motivations, enabling businesses to craft more effective marketing strategies. Therefore, businesses should view CRM as an integral part of their marketing efforts, ensuring that both customer relationship management and marketing functions are integrated to deliver superior customer experiences, increase satisfaction, and drive growth.



REFERENCES

- Ahuja, V., and S. M. B. Thatcher. "Emotional Customer Relationship Management: A Conceptual Framework." *Journal of Business Research* 117 (2020): 180–190.
- Alavi, S., V. Ahuja, and Y. Medury. "Metcalf's Law and Operational, Analytical and Collaborative CRM—Using Online Business Communities for Co-Creation." *Journal of Targeting, Measurement and Analysis for Marketing* 20 (2012): 35–45.
- Ansari, A., and C. F. Mela. "E-Customization." *Journal of Marketing Research* 40, no. 2 (2003): 131–145. <https://doi.org/10.1509/jmkr.40.2.131.19224>.
- Bickert, J. "The Database Revolution." *Target Marketing* (1992): 14–18.
- Buehrer, Roger, and Christian D. Mueller. "Approach to Overcome Existing Limitations for CRM Implementation." Paper presented at the European Conference on Information Systems (ECIS), 2002.
- Butler, J. "Risk Management Skills Needed in a Packaged Software Environment." *Information Systems Management* 16, no. 3 (1999): 15–20.
- Chang, Hsin Hsin, Kit Hong Wong, and Po Wen Fang. "The Effects of Customer Relationship Management Relational Information Processes on Customer-Based Performance." *Industrial Marketing Management* 66 (2017).
- Chagas, B. N. Rodrigues, J. A. Nogueira Viana, O. Reinhold, F. Lobato, A. F. L. Jacob, and R. Alt. "Current Applications of Machine Learning Techniques in CRM: A Literature Review and Practical Implications." 2018.
- Holland, Christopher P., and Ben Light. "A Stage Maturity Model for Enterprise Resource Planning Systems Use." *SIGMIS Database* 32, no. 2 (2001): 34–45.
- Fairhurst, Paul. *Well-Being and Call Centres*. Brighton: Institute for Employment Studies, 2006.
- Ganesan, S. "Determinants of Long-Term Orientation in Buyer–Seller Relationships." *Journal of Marketing* 58, no. 2 (1994): 1–19.
- Geib, M., A. Reichold, L. Kolbe, and W. Brenner. "Architecture for Customer Relationship Management Approaches in Financial Services." 2005.
- Giaccardi, Elisa. *Heritage and Social Media: Understanding Heritage in a Participatory Culture*. London: Routledge, 2012.
- Gupta, Gaurav, Himanshu Aggarwal, and Rinkle Rani. "Segmentation of Retail Customers Based on Cluster Analysis in Building Successful CRM." September 2016.



Iriana, R., and Francis Buttle. "Strategic, Operational, and Analytical Customer Relationship Management: Attributes and Measures." *Journal of Relationship Marketing* 5, no. 4 (2007): 23–42.

Kamakura, Wagner A., Michel Wedel, Fernando de Rosa, and Jose A. Mazzon. "Cross-Selling through Database Marketing." *International Journal of Research in Marketing* 20 (2003): 45–65.

Kotler, Philip, and Kevin Lane Keller. *Marketing Management*. 15th ed. Harlow: Pearson Education, 2016.

Lambert, Douglas M., and Megan G.ENZ. "Marketing Strategy and the Small Firm: A Review of the Literature." *Journal of Business Research* 80 (2017): 100–116.

Light, Ben, and Christopher Holland. "Enterprise Resource Planning Systems: Impacts and Future Directions." In *Systems Engineering for Business Process Change*, edited by P. Henderson. London: Springer, 2000.

Lim, Weng Marc, Tareq Rasul, Satish Kumar, and Md. Ala. "Past, Present, and Future of Customer Engagement." *Journal of Business Research* 140 (2022): 439–458.

Lucas, H. C., Jr., E. J. Walton, and M. J. Ginzberg. "Implementing Packaged Software." *MIS Quarterly* 12, no. 4 (1988): 536–549.

Martin, K., and P. Murphy. "The Ethics of Customer Relationship Management (CRM) in the Age of Big Data." *Journal of Business Ethics* 141, no. 2 (2017): 275–297.

Nguyen, B., L. Simkin, and A. I. Canhoto. "Customer Relationship Management (CRM) Systems: A Critical Review." *Journal of Strategic Marketing* 28, no. 2 (2020): 107–123.

Orenga-Roglá, S., and R. Chalmeta. "Social Customer Relationship Management: Taking Advantage of Web 2.0 and Big Data Technologies." *SpringerPlus* 5 (2016): 1462.

Pal, R., R. Kukreti, J. C. Patni, and V. Painuly. "Analysis of Business Using Seller Pathway—A CRM Platform." In *Proceedings of the IEEE SCEECs*, 2024, 1–6.

Peppard, Joe. "Customer Relationship Management (CRM) in Financial Services." *European Management Journal* 18, no. 3 (2000).

Polk, J., J. McNellis, and C. Tassin. *Gartner Magic Quadrant for Personalization Engines*. Stamford, CT: Gartner, 2020.

Price Waterhouse. *Information Technology Review 1995/1996*. London: Price Waterhouse, 1996.

Rigby, D. K. "CRM Done Right." *Harvard Business Review* (2001).



Rosenberg, L. J., and J. A. Czepiel. "A Marketing Approach for Customer Retention." *Journal of Consumer Marketing* 1, no. 2 (1984): 45–51.

Saura, J. R., P. Palos-Sanchez, and A. Blanco-González. "The Importance of Information Service Offerings of Collaborative CRMs on Decision-Making in B2B Marketing." *Journal of Business & Industrial Marketing* 35, no. 3 (2019): 470–482.

Sriram, V., and P. Sahu. "The Role of CRM in Customer Retention." *Journal of Marketing & Communication* 10, no. 2 (2014): 45–59.

Surprenant, C. F., and M. R. Solomon. "Predictability and Personalization in the Service Encounter." *Journal of Marketing* 51, no. 2 (1987): 86–96.

Van Bennekom, F. C., and M. Blaisdell. "How Broad, How Deep: Lessons from a CRM Implementation." *Cutter IT Journal* 13, no. 10 (2000): 12–16.

Vavra, Terry. *Aftermarketing: How to Keep Customers for Life Through Relationship Marketing*. New York: McGraw-Hill, 1992.

Xu, M., and J. Walton. "Gaining Customer Knowledge through Analytical CRM." *Industrial Management & Data Systems* 105, no. 7 (2005): 955–971.

Yim, C. K., D. K. Tse, and K. W. Chan. "Strengthening Customer Loyalty through Intimacy and Customer–Firm Relationship Quality." *Journal of Marketing Research* 45, no. 4 (2008): 441–456.

Z. Lun, L. Jinlin, and W. Yingying. Paper presented at the *IEEE International Conference on Service Operations and Logistics and Informatics (SOLI)*, 2008, 97–101.