

The Evolution and Challenges of CRM Implementation in the Indian Digital Economy Reference through Systematic Literature Review

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ABSTRACT

This study aims to examine the evolution of Customer Relationship Management (CRM) implementation and its challenges in the digital economy over the past 15 years, focusing particularly on Small And Medium-Sized Enterprises (SMEs). A Systematic Literature Review (SLR) approach was employed, utilizing the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, resulting in the analysis of 23 selected articles from an initial pool of 216. The results indicate a significant increase in CRM adoption, especially among SMEs during the COVID-19 pandemic, highlighting that CRM enhances customer loyalty, satisfaction, and operational efficiency while also fostering innovation. However, challenges such as high implementation costs, data security concerns, and a lack of technological knowledge persist. This research contributes to existing literature by providing insights into CRM adoption trends and challenges, emphasizing the need for integrated security measures and support for SMEs to maximize CRM benefits.

Keywords: Customer Relationship Management, digital economy, systematic literature review, small and medium-sized enterprises, implementation challenges

• INTRODUCTION

The development of the digital economy over the past two decades has brought significant changes to various aspects of business, including marketing, sales, and CRM. The digital economy not only transforms how companies interact with customers but also expands markets at an unprecedented speed and scale (Muhammad Yusuf & Soediantono, 2022). In this context, the implementation of CRM has become increasingly crucial for companies aiming to maintain their competitiveness in the dynamic global market. CRM serves not only as a tool for managing customer relationships but also as an integral strategy to enhance customer satisfaction, loyalty, and overall business performance (Del Vecchio et al., 2022).

Since its introduction in the 1970s, CRM has undergone significant evolution, especially in the past decade. Its application is no longer limited to large corporations in developed countries but has also been adopted by Micro, Small, and Medium Enterprises (MSMEs) worldwide (Utami & Sudarmiatin, 2022). For instance, a case study in the banking sector in the Middle East demonstrated that CRM implementation increased customer loyalty by 30% and improved

operational efficiency by 15% through the automation of customer service processes (Bachir,2021).The advancement of digital technologies, such as the internet, big data, and artificial intelligence (AI), has enabled CRM to become more sophisticated and efficient (Elkhansa et al., 2020). However,CRM adoption also faces significant challenges, particularly regarding implementation costs, data security, and the ability of companies to integrate CRM with other technologies such as E-commerce and social media (Fernando et al. 2023).

Digital transformation has created new opportunities for companies to enhance customer interaction, but it also poses various challenges. For example, a study by Dr. Lokesh (2023) found that private sector banks in Bengaluru preferred personal interaction with customers, as CRM implementation costs were considered too high. The study revealed that only 40% of the surveyed companies used CRM systems, while the rest relied on traditional approaches to increase customer value (G R Dr. Lokesh et al., 2023). Changing consumer preferences and increasing expectations for service quality, response speed, and product personalization require companies to continuously innovate in their CRM strategies. During the 2010-2014 period CRM implementation in marketing remained limited, especially in developing countries, due to the high costs of digital transformation and a lack of technological readiness. However, from 2015 to 2019, CRM usage rapidly increased with the emergence of Electronic Customer Relationship Management (E-CRM) applications, allowing companies to automate many aspects of customer relationship management (CRM) (Berestetska et al., 2023).

From 2020 to 2024, CRM implementation has become a global phenomenon. CRM is no longer the prerogative of large corporations but has also been adopted by MSMEs, particularly due to the push for digital technology adoption during the COVID-19 pandemic (Hakim et al., 2021). A clear example of this is the adoption of CRM by MSMEs in India during the pandemic, where more than 60% of businesses shifted to cloud-based CRM to enhance customer engagement, resulting in an average sales increase of 20% within a year. However, new challenges have also emerged, such as the rise in cyberattacks targeting customer data and sensitive business information. Therefore, companies must not only focus on CRM adoption but also on integrating adequate security systems to protect their data (Agarwal & Gupta, 2024).

The existing literature indicates that CRM implementation has a significant impact on business performance, including increased efficiency, entrepreneurial success, innovation, and customer engagement (Nuseir & Refae, 2022). Empirical data from research conducted in the European retail sector shows that companies adopting CRM experienced a 25% increase in customer loyalty and a 10% reduction in marketing costs within 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 enterprises (SMEs),particularly in developing countries (Berestetska et al., 2023).Some studies indicate that high CRM implementation costs often become a major barrier for MSMEs. On the other hand, large corporations have seen direct benefits from CRM implementation, such as increased customer loyalty, retention and sales (Gui et al., 2024).

Therefore, this research aims to examine the evolution and challenges of CRM implementation in the digital economy era, particularly over the last decade, and its impact on business performance. This study employs an SLR using the PRISMA approach to select and analyze relevant articles from various leading international journals (Page et al., 2022).SLR enables researchers to gain a comprehensive overview of the topic under study, allowing them to provide recommendations for future research on the development and implementation of CRM within the context of the digital economy.

• **LITERATURE REVIEW**

In recent decades, CRM has experienced rapid development, encompassing various disciplines such as marketing, business management, and information technology. CRM is regarded as one of the key strategies for enhancing customer relationships and improving business performance in the face of increasingly intense global competition. Numerous studies examine CRM from the perspectives of technology, marketing strategy and its impact on customer satisfaction and loyalty (Guerola-Navarro et al., 2024).

The Evolution of CRM:-

CRM first emerged in the 1970s as a tool to manage customer relationships in a more structured and efficient manner (Bachir, 2021). However, since the 2000s, with the advancement of digital technologies such as the internet and big data CRM has transformed into a more complex and sophisticated system. The increased adoption of these technologies has enabled companies to better understand customer preferences, analyze customer behavior data, and provide more personalized services (Fernando et al., 2023). E-CRM later emerged as a modern form of CRM, utilizing digital platforms to enhance interactions between companies and their customers (Kumar et al., 2022). E-CRM not only assists companies in storing and managing 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 at a more efficient cost (Capuano et al., 2021).

However, this transformation also brings challenges, particularly related to technology adoption and the integration of CRM systems with other digital platforms. For instance, in developing countries such as Nigeria, many companies are reluctant to adopt CRM due to the high costs of technology investment. This indicates that although E-CRM technology has significant potential to improve business performance, its adoption is uneven across the globe (Migdadi, 2021).

CRM Implementation in the Digital Economy:-

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 a crucial strategy for companies aiming to remain competitive. The shift to a digital economy has compelled many businesses to adopt CRM as part of their business strategies (Kwilinski et al., 2023). A study by Dong and Yu (2022) found that CRM plays a key role in maintaining the competitiveness of companies in increasingly competitive global markets. By leveraging digital technologies, CRM helps businesses manage customer relationships more efficiently and enhances customer loyalty. The study also highlighted that companies successfully integrating CRM into their marketing strategies tend to experience significant improvements in customer retention and satisfaction (Dong & Yu, 2022).

However the implementation of CRM in the digital era also faces several challenges, one of which is data security. Amid rising cyberattacks companies adopting CRM must ensure that their systems are secure and capable of protecting customer data from cyber threats (Bakator et al., 2021).

For instance, a case study in the E-commerce sector revealed that many companies experienced an increase in cyberattacks after adopting CRM, particularly those targeting customer data. Therefore, businesses must incorporate adequate security measures when implementing CRM (Orazymbetova et al., 2020).

Additionally the cost of CRM implementation remains a major obstacle for many businesses, especially for SMEs in developing countries (Orazymbetova et al., 2020). According to a study conducted in Indonesia during the COVID-19 pandemic, over 50% of SMEs reported difficulties in adopting CRM due to high costs and a lack of knowledge about digital technology. This indicates that while CRM offers substantial benefits, greater support in terms of technological education and financing is needed to encourage wider adoption among SMEs (Haudi et al., 2022).

The Impact of CRM on Business Performance:-

One of the primary 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 services (Khan et al., 2022). Key performance indicators often associated with CRM implementation include increased customer loyalty, enhanced marketing efficiency, and reduced operational costs (Yapanto et al., 2021). Empirical studies in the European retail sector found that companies adopting CRM experienced 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 allows businesses to focus more effectively on customer needs and preferences, enabling them to offer products and services that are more relevant

to their customers.

In India, research by (Agrawal & Gupta, 2022) revealed that SMEs adopting CRM during the COVID-19 pandemic saw an average sales increase of 20%. This was attributed to CRM's ability to enhance customer engagement, which in turn increased customer loyalty and purchase frequency. However, the study also emphasized the importance of training and technological education for SMEs to fully leverage the benefits of CRM. Moreover, CRM has been shown to play a critical role in business innovation. Research by Al-Gasawneh et al. (2021) found that companies effectively using CRM tend to be more innovative in developing new products and services (Al-Gasawneh et al., 2021). CRM provides deeper insights into customer needs and preferences, allowing companies to better identify innovation opportunities. The study also revealed that CRM helps businesses predict market trends and respond to changes more swiftly, ultimately enhancing their competitive advantage (Das & Hassan, 2022).

Challenges in CRM Implementation:-

Although CRM offers numerous benefits, its implementation also faces significant challenges. One of the main challenges is the high cost of implementation, especially for small and medium-sized enterprises (Ledro et al., 2023). A study conducted in India revealed that many companies prefer using traditional methods for managing customer relationships due to the high cost of CRM infrastructure. This indicates that while CRM holds great potential, its adoption remains limited to larger companies with the resources to invest in this technology (Karklina-Admine et al., 2024). Another emerging challenge is the lack of technological knowledge among users. A study in Indonesia during the COVID-19 pandemic found that many SMEs struggled to adopt CRM due to a lack of technological expertise and a shortage of skilled human resources in the field. This highlights the importance of government and educational institution support in providing technological training for SMEs so they can effectively leverage CRM (Taleb et al., 2020). Furthermore, data security has become 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 failing to safeguard customer data from cyberattacks experienced a 15% decline in customer trust, leading to a reduction in customer loyalty (Khanh et al., 2022). Therefore, companies must invest in adequate security systems as part of their CRM implementation strategy.

• RESEARCH METHOD:-

This study employs a SLR approach to examine the evolution and challenges of CRM implementation in the digital economy era. The SLR method was chosen because it enables the systematic collection and analysis of relevant literature, providing a comprehensive overview of the topic under investigation (van Dinter et al., 2021). The SLR process was conducted using the PRISMA guidelines, ensuring that article selection and evaluation were carried out with transparency and objectivity (Page et al., 2022).

This is a conceptual study aimed at analyzing the available literature related to CRM implementation and its impact on business performance. The primary focus of the research is to identify key trends, challenges, and the effects of CRM implementation within the context of the digital economy over the past decade (2010-2024). By utilizing the SLR approach, this study can identify consistent findings from various 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 main sources of data come from academic databases such as Emerald Insight, Elsevier, and Google Scholar. A total of 227 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 phase, eligibility criteria were established to ensure the articles aligned with the research objectives. Articles included had to focus on the primary research topic, CRM implementation in the digital economy, be

published in recognized international journals, written in English or Indonesian, and published between 2010 and 2024. In the screening phase, articles that did not meet these criteria were filtered out, such as duplicates, inaccessible articles, or those lacking direct relevance to CRM in the digital economy. In the inclusion phase, the remaining articles were further selected to ensure they were relevant to the research topic and met the established criteria. The initial selection resulted in 36 articles deemed most relevant, which were included for further analysis. This selection process is presented in a PRISMA flowchart, which outlines the article selection stages used in this study (Page et al., 2022).

The collected data was analyzed using the SLR approach, which involves the identification, assessment, and interpretation of findings from various studies (van Dinter et al., 2021). In this study, the authors conducted descriptive and thematic analyses to identify key patterns in the literature related to CRM implementation and the challenges faced by companies in adopting CRM in the digital economy era. The selected articles were analyzed to identify major themes related to CRM implementation, such as CRM adoption trends, the main challenges faced, 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 analyses were given higher weight in the analysis process. Once the main 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 the challenges companies face in implementing CRM (Guerola-Navarro et al., 2024).

To ensure the validity and reliability of the research findings, several measures were taken. The PRISMA protocol was used to ensure that the data collection and selection processes were systematic and objective, minimizing bias in article selection (Page et al., 2022). Additionally, each stage of the article selection and analysis was double-checked to ensure that no data was overlooked or that bias affected the final results. All articles used came from credible and internationally recognized databases, such as Emerald and Elsevier, to ensure the reliability of the data sources.

The primary data tracking consisted of research articles published between 2010 and 2024, sourced from websites such as Emerald, Elsevier, and Google Scholar. These articles were then selected using the PRISMA protocol (Table 1) yielding a total of 216 articles. After applying various selection criteria, 31 articles were identified as the final selection, as detailed in the following PRISMA flowchart in

Figure 1.

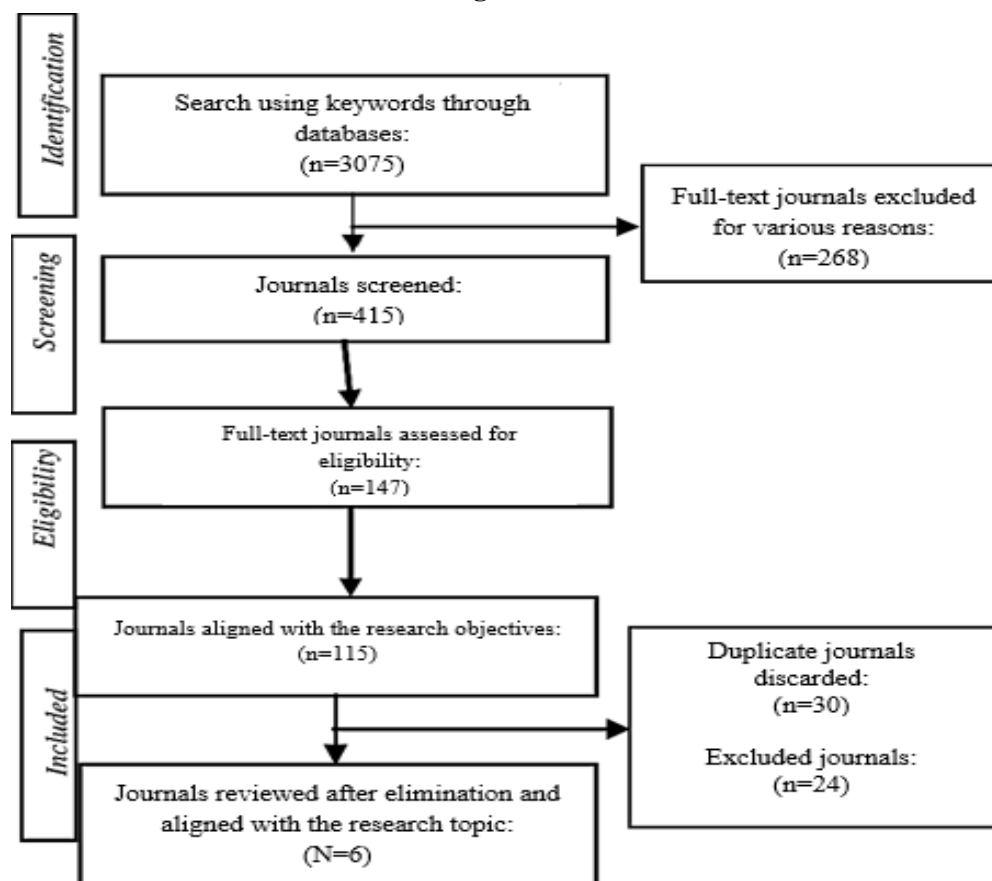


Figure 1: PRISMA Flowchart Outlining The Stages of Article Selection Used in This Study.

• **RESULT AND DISCUSSION**

Key Data Tracking Result

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Source: Processed secondary data (2024).

Figure 1: PRISMA Flowchart of Selected Article Determination

Characteristics of Selected Articles

Based on the data search using the PRISMA method, 36 selected articles were identified, with 21 of them employing a qualitative design with a descriptive approach (interviews) and literature reviews. The majority of the reviewed articles were from non-banking industries, including SMEs, as shown in Table 2.

Table 2: 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 Industries.	23	63,9%
	Total	36	100,0%
Recommendations	Provided Recommendations.	17	47,2%
	Did Not Provide Recommendations.	19	52,8%
	Total	36	100,0%

Source: Processed secondary data (2024).

Development of CRM Usage in Marketing and Its Challenges Over the Past 15 Years

This analysis covers the period from 2010 to 2024 focusing on the development of CRM usage in marketing across various industrial sectors. Based on a review of the articles addressing the research question (RQ1), the following patterns were identified:

Table 3: Development of CRM Usage in Marketing and Its Challenges

Decade	Development	Challenges	Sources
2010-2014	- CRM was recognized as an important new marketing strategy - Many businesses still opt to enhance customer value through personal interactions.	The high cost of transitioning from traditional methods to digital systems posed a significant challenge for CRM implementation.	(Chen & Wu, 2016; Dalla Pozza et al., 2018; Rodriguez et al., 2018; Santouridis & Tsachtiani, 2015)
2015-2019	- CRM implementation became increasingly widespread, leading to the development of E-CRM applications.	During this era, CRM required strong support from senior management and a high level of commitment from all human resources.	(Del Vecchio et al., 2022; Utami & Sudarmiatin, 2022)

Decade	Development	Challenges	Sources
2010-2014	- CRM implementation was no longer the exclusive prerogative of developed countries, giving rise to Social CRM (SCRM). - CRM was no longer viewed merely as a standard tool but as a system embedded within broader relational contexts. - The transition to digital maturity was not expected to happen quickly. - CRM adoption has significantly increased among SMEs.	The increasing number of cyber-attacks targeting customer data and other sensitive business information.	(Bakato r et al., 2021; Gui et al., 2024; Hakim et al., 2021; Khanh et al., 2022; Ledro et al., 2023; Taleb et al., 2020; Yapant o et al., 2021)
2015-2019			
2020-2024			

From Table 3, it is evident that CRM implementation has shown a steady upward trend over the past 15 years (2010-2024). During the 2010-2014 period, CRM was already recognized as a new marketing strategy, though its adoption remained limited. Challenges included high infrastructure investment costs and the lack of preparedness among human resources. In the 2015- 2019 period, the review indicates significant progress, as CRM adoption increased, leading to the rise of E-CRM applications. However, challenges remained, such as the need for strong support from senior management, a high level of commitment from all personnel, and robust integration across all sectors. The review of articles from the 2020-2024 period highlights that CRM implementation continued to grow, transforming from relational marketing to electronic relational marketing management, and was no longer the prerogative of developed nations. The heightened implementation during this period brought challenges, particularly in terms of the increasing cyber-attacks on customer data and sensitive business information. Consequently, there is an urgent need to enhance data security, establish cloud-based CRM knowledge systems, and consider sustainability dimensions in economic planning.

The Impact of CRM Implementation on Marketing

From the review of selected articles, it is evident that CRM in the marketing field, as an independent variable, is measured by several indicators as follows:

Table 4: Independent Variables and Indicators

Independent Variable	Indicators	Sources
CRM.	- Ease of purchasing products. - Commitment to maintaining quality. - Commitment to maintaining service. - Responsiveness.	[24], [25], [33], [36], [40](Berestetska et al.,2023;
Independent Variable	Indicators	Sources
- Handling of complaints. - Customer engagement. - Partnership programs.		Dr.Omkar Dastane, 2020; Guerola-Navarro et al., 2021; Khanh et al., 2022; Nguyen et al., 2020)

Table 5 further addresses the research question (RQ2), i.e., the impact of CRM implementation on marketing, referred to as the dependent variable. The findings indicate that CRM implementation benefits consumers by improving customer satisfaction, trust, and engagement. For businesses, CRM enhances efficiency, entrepreneurial success, business development, and innovation performance. Each variable is measured by several indicators, as shown in the following table:

Table 5: Dependent Variables and Indicators

Dependent Variable	Indicators	Sources
- Customer Satisfaction.	- Product expectations. - Service expectations. - Product complaints.	(Khan et al., 2022; Khanh et al., 2022)
- Customer Trust.	- Comfort. - Satisfaction. - Responsibility. - Alignment with expectations. - Website popularity. - Certainty.	(Demirel, 2022; Kumar & Mokha, 2021)
- Customer Engagement.	- Intensity. - Frequency. - Two-way relationship. - Initiatives and encouragement from the company.	(Del Vecchio et al., 2022; G R Dr. Lokesh et al., 2023)

- Efficiency.	- Return on investment. - Return on assets. - Sales. - Commercial success. - Cost reduction. - Profitability.	(Kumari, 2021)
- Entrepreneurial Success.	- Acquisition of new business opportunities. - Product introduction. - New services. - Competitive ability against competitors.	(Guerola-Navarro et al., 2021)
- Business Development.	- Technical advantage. - Development of future forecasting techniques.	(Tien et al., 2021)

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Dependent Variable	Indicators	Sources
- Innovation Performance.	- New ideas. - New ways of doing things. - Creativity in operational methods. - Being the first to market new products and services. - Risk and possibility of rejection. - Introduction of new products in the last five years. - Environmentally friendly products.	(Guerola-Navarro et al., 2021; Kumar & Mokha, 2021)

Interestingly, 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 intention, customer behavior, and business performance, with each variable represented by the indicators in Table 6 below:

Table 6: CRM as a Mediator and Indicator

Variable	Indicators	Sources
Mediator:		
- CRM.	- Technology-based CRM. - Information sharing. - Long-term partnerships. - Joint problem-solving. - Knowledge management. - Long-term associations.	(Agarwal & Gupta, 2024; Bachir, 2021; Capuano et al., 2021; Del Vecchio et al., 2022; Gui et al., 2024)
Independent:		

- Digital Marketing.	• Social media selection. • Service content background. • Integration of best digital marketing techniques. • Ad accuracy. • Content appeal Content appeal. • Website credibility.	(Dr. Omkar Dastane, 2020; Nuseir & Refae, 2022)
- Online Trust.	• Consumer experience. • Ongoing customer opinions. • Ease of monitoring service reviews. • Brand image. • Personalization.	(Zhang et al., 2020)
Dependent:		
- Purchase Intention.	• Attention. • Interest. • Desire. • Action. • Quality. • Price. • Well-known product.	(Dr. Omkar Dastane, 2020)

Variable	Indicators	Sources
Mediator:		
- CRM.	• Technology-based CRM. • Information sharing. • Long-term partnerships. • Joint problem-solving. • Knowledge management. • Long-term associations.	(Agarwal & Gupta, 2024; Bachir, 2021; Capuano et al., 2021; Del Vecchio et al., 2022; Gui et al., 2024)
- Customer Behavior.	• Information search. • Alternative evaluation. • Search. • Time spent by consumers. • Trust when obtaining information. • Retention.	(Del Vecchio et al., 2022; G R Dr. Lokesh et al., 2023)
- Business Performance.	• Product or service quality. • Success of new products or services. • Sales level. • Return on investment. • Ability to capture market share. • Profit growth.	(Guerola- Navarro et al., 2021)

Discussion

The results of this study highlight several key points that need attention in the context of CRM implementation in the digital economy era. There has been a significant increase in CRM usage across various sectors, in line with the growth of digital technology, which facilitates companies' interactions with customers. However, challenges such as implementation costs and data security remain major obstacles to CRM adoption, especially for SMEs. The findings show that CRM adoption has a positive impact on company performance. Research by Berestetska et al. (2023) confirms that companies adopting CRM experience increased customer loyalty and sales. This demonstrates that CRM serves as an effective tool in strengthening customer relationships and adding value to the company (Berestetska et al., 2023).

Nonetheless, the challenges associated with CRM implementation remain significant. One of the main hurdles is the high cost of implementation, particularly for SMEs. A study by Utami and Sudarmiatin (2013) revealed that many companies prefer to use traditional methods in managing customer relationships due to the perceived high infrastructure costs of CRM. This indicates that despite its great potential, CRM adoption is still limited to large companies that have the resources to invest in this technology (Utami & Sudarmiatin, 2022).

Another challenge is the lack of technological knowledge among users. A study conducted in Indonesia during the COVID-19 pandemic found that many SMEs struggled to adopt CRM due to insufficient technological knowledge and a lack of skilled human resources in this field. This highlights the importance of government and educational institution support in providing technological training for SMEs, enabling them to utilize CRM effectively (Anggia et al., 2021). Additionally, data security is a primary concern in CRM implementation. With the growing number of cyberattacks, companies adopting CRM must ensure that their customers' data is well-protected. Research by Kwilinski et al. (2023) revealed that companies failing to protect customer data from cyberattacks experienced a 15% decline in customer trust, leading to a reduction in customer loyalty. Therefore, companies must invest in adequate security systems as part of their CRM implementation strategy (Kwilinski et al., 2023). In conclusion, the findings of this study support the argument that CRM is a critical tool for companies to enhance performance and customer relationships. By addressing existing challenges and leveraging the opportunities offered by digital technology, companies can improve their competitiveness in the ever-evolving global market. This research provides a foundation for further studies on CRM adoption, particularly in SMEs and in developing countries, where growth potential remains significant.

• CONCLUSION AND RECOMMENDATION

Conclusion

This study aimed to explore the evolution and challenges in CRM implementation in the digital economy era. Using an SLR approach and the PRISMA protocol, an analysis was conducted on 36 relevant articles from 2010 to 2024. The findings indicate a significant increase in CRM adoption across various industrial sectors, with a particular emphasis on the growing use of CRM among SMEs over the past decade. The study's findings suggest that CRM implementation has a significant positive impact on company performance. The adoption of CRM enables companies to enhance customer loyalty, operational efficiency, and innovation in products and services. However, challenges related to implementation costs, data security, and users' lack of technological knowledge remain key obstacles that need to be addressed. The study underscores the importance of investing in CRM technology and security systems to protect customer data.

Recommendation

Based on the findings, several recommendations can be made for future research and real-world practice. There is a need for greater support from the government and educational institutions in providing training and access to CRM technology for SMEs. This is essential to ensure that they can effectively utilize the technology and improve their

competitiveness in the market. Companies adopting CRM should prioritize adequate data security measures to protect customer information. Further research should explore how security policies can be integrated into CRM strategies to mitigate the risk of cyberattacks. Future studies should conduct case studies on companies that have successfully implemented CRM. This would provide practical insights and strategies that could be applied by other companies, particularly in the SME sector. It is crucial to examine how new technologies, such as AI and data analytics, can be integrated into CRM systems to enhance the customer experience. Future research could focus on the implementation 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. Such studies could help identify trends and patterns that assist companies in making strategic decisions. By taking these steps, companies are expected to overcome existing challenges and seize the opportunities offered by CRM technology, thereby strengthening customer relationships and enhancing their position in an increasingly competitive global market.

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