

Development of a Data-Based Customer Relationship Management (CRM) Model to Increase Customer Loyalty in the E-commerce Sector

Loso Judijanto¹, Heppy Agustiana Vidyastuti², Rini Hadiyati³, Mesak Yandri Masela⁴

¹IPOSS Jakarta

²STIE Ekuitas

³Universitas Muhammadiyah Luwuk

⁴Universitas Lelemuku Saumlaki

Article Info

Article history:

Received December, 2024

Revised December, 2024

Accepted December, 2024

Keywords:

Customer Relationship
Management
E-commerce
Customer Loyalty
Data-Driven Strategy
Personalized Communication

ABSTRACT

The rapid growth of the e-commerce sector has intensified the need for effective Customer Relationship Management (CRM) systems to enhance customer loyalty. This study aims to develop a data-based CRM model tailored for the e-commerce industry, emphasizing the integration of personalized communication, data-driven insights, and responsiveness. A quantitative approach was employed, with data collected from 60 respondents using a Likert scale of 1 to 5. The data were analyzed using SPSS version 25. Findings reveal significant positive relationships between CRM components and customer loyalty, with data-driven insights emerging as the most influential predictor. This study contributes to the literature by providing actionable insights and a validated framework for leveraging CRM practices in e-commerce. The findings underscore the importance of data integration, personalization, and responsive customer engagement to foster loyalty and gain a competitive advantage in the evolving digital marketplace.

This is an open access article under the [CC BY-SA](#) license.



Corresponding Author:

Name: Loso Judijanto

Institution: IPOSS Jakarta

Email: losojudijantobumn@gmail.com

1. INTRODUCTION

The e-commerce sector has significantly transformed traditional retail practices and consumer interactions, marking a pivotal shift in the business landscape. This transformation, driven by the integration of digital technologies, has introduced innovative retail models blending online and offline experiences. E-commerce has pushed brick-and-mortar retailers to adopt strategies like integrating online platforms with physical stores to enhance customer

experiences [1], [2]. Traditional retailers are leveraging big data and technology to optimize inventory management and supply chain processes, ensuring they meet evolving consumer demands [2], [3]. Additionally, the rise of e-commerce has reshaped consumer purchasing behaviors, with many favoring the convenience of online shopping for its competitive pricing and diverse product offerings [4], [5]. Retailers increasingly rely on personalized shopping experiences and omni-channel strategies to attract and retain

customers in this digital age [6]. Economically, e-commerce drives growth by creating job opportunities while challenging traditional business sectors, particularly in developing markets like India [4]. Moreover, the digital revolution fosters inclusivity, enabling diverse communities to participate in the economy and reshaping societal dynamics [3].

The e-commerce sector has significantly transformed traditional retail practices, emphasizing the critical role of customer loyalty in achieving sustained success. As digital platforms proliferate, businesses must focus not only on attracting new customers but also on retaining existing ones to maintain a competitive edge. This evolution has driven a reevaluation of retail strategies, particularly in how e-commerce has reshaped consumer behavior by offering convenience and an extensive range of products, which has reduced the prominence of brick-and-mortar stores [7], [8]. Traditional retailers face challenges such as increased operational costs and the necessity to adapt to new technologies [4], [5]. Adapting successfully requires adopting omnichannel strategies and enhancing in-store experiences to differentiate from online competitors [8]. Customer loyalty has emerged as a cornerstone for retention, enabling retailers to compete effectively in a crowded marketplace [9]. Loyalty programs and personalized experiences are vital tools that significantly enhance retention rates, fostering long-term relationships with customers [9].

Customer Relationship Management (CRM) systems are essential for e-commerce businesses aiming to enhance customer loyalty through personalized experiences and effective communication. By enabling the collection and analysis of customer data, CRM systems provide valuable insights that support tailored marketing strategies [10]. Effective CRM implementation has been shown to improve customer retention rates by 25-40% [11] and significantly boost sales performance through streamlined processes and personalized marketing [12]. However, many companies face challenges in

optimizing CRM usage. Data integration issues, such as fragmented customer data, hinder effective analysis and decision-making [12]. Additionally, a lack of personalization in CRM systems results in generic customer interactions, diminishing engagement and loyalty [11], [12]. Furthermore, inconsistent engagement strategies often prevent businesses from maintaining cohesive and meaningful relationships with their customers [13]. These challenges highlight the need for e-commerce businesses to optimize their CRM systems for greater efficiency and effectiveness.

This study seeks to address these challenges by developing a data-based CRM model specifically designed for the e-commerce sector. The proposed model emphasizes the integration of customer data to create personalized engagement strategies that cater to the dynamic needs of e-commerce customers. By focusing on data-driven insights, this research aims to identify the critical components of an effective CRM system and evaluate their impact on customer loyalty.

2. LITERATURE REVIEW

2.1. The Concept of CRM in E-Commerce

E-commerce businesses operate in a highly competitive landscape where effective Customer Relationship Management (CRM) is essential for success. By integrating data-driven strategies, these businesses can personalize interactions, enhance user experiences [14], and predict customer behavior. E-commerce CRM utilizes customer data from various digital touchpoints, such as browsing history and purchase patterns, to tailor marketing efforts effectively [13]. Advanced analytical methods, including deep learning, are employed to analyze complex data patterns, achieving predictive accuracies of up to 90% [13]. However, challenges such as data integration and maintaining customer engagement in a rapidly evolving environment persist [15], [16]. Future opportunities in e-commerce CRM lie in leveraging machine learning and business

intelligence tools to reduce customer churn and improve overall satisfaction [17].

2.2. Customer Loyalty and Its Determinants

Customer loyalty in e-commerce is significantly influenced by key determinants such as service quality, perceived value, trust, and customer satisfaction, with personalized engagement through Customer Relationship Management (CRM) systems enhancing these factors to drive increased loyalty. High service quality is critical for fostering satisfaction and loyalty, with studies showing that e-service quality positively impacts customer satisfaction, which in turn enhances loyalty [18], [19]. For example, in the automotive sector, Honda's strong service quality has been directly linked to heightened customer satisfaction and loyalty [20]. Customer satisfaction itself is a pivotal driver of loyalty, as satisfied customers are more likely to make repeat purchases and recommend brands [21]. In the online coffee delivery market, customer satisfaction has emerged as the strongest predictor of loyalty, underscoring its importance in competitive environments [22]. Trust also plays a complex role; while it is essential for loyalty, some studies suggest it may not directly influence satisfaction [21]. Additionally, perceived value is crucial in e-commerce, as it shapes customer expectations and experiences, further reinforcing loyalty [18], [20].

2.3. Data-Driven CRM and Personalization

The integration of customer data into CRM systems has revolutionized business approaches to customer relationships, particularly through data-driven strategies that enhance personalization and foster emotional connections, ultimately increasing customer loyalty [23]. CRM systems facilitate effective customer segmentation, enabling businesses to implement targeted marketing strategies. Data analytics tools within these systems help identify customer preferences and behaviors, allowing for tailored interactions [24], [25]. Predictive analytics further enhance CRM capabilities by forecasting purchasing behaviors, enabling proactive customer engagement. Companies leveraging these insights report a 15-30%

increase in sales and a 25-40% improvement in customer retention [26]. Additionally, personalization through CRM leads to customized experiences that are crucial for building emotional connections with customers. Research demonstrates that such personalized services significantly boost customer satisfaction and loyalty [26], [27].

2.4. Challenges in CRM Implementation

Implementing Customer Relationship Management (CRM) systems in e-commerce faces challenges such as data silos, limited real-time analytics, and integration issues, hindering alignment with evolving customer expectations. Data silos prevent a unified view of customer interactions [28], [29], while the lack of real-time analytics restricts decision-making and responsiveness [23], [30]. Integration issues, including technical constraints and resistance to change, further complicate adoption [29]. Addressing these challenges requires a comprehensive CRM model with advanced analytics, seamless integration, and a customer-centric focus. Business intelligence tools improve customer insights and efficiency [31], scalable platforms enhance data sharing [28], and prioritizing customer needs ensures alignment with market demands [30].

2.5. CRM's Impact on Customer Loyalty

The existing literature underscores a strong positive correlation between effective Customer Relationship Management (CRM) practices and customer loyalty, with businesses leveraging advanced technologies like AI and predictive analytics experiencing notable improvements in retention and loyalty. Effective CRM practices can increase customer retention rates by 30% [32]–[34] and enhance operational efficiency by 20-35%, enabling better customer interactions and personalized experiences [23]. The integration of AI and predictive analytics allows businesses to anticipate customer needs, significantly boosting loyalty, especially in e-commerce [12], [34]. CRM tools also support personalized marketing strategies, which are critical for fostering loyalty in emerging markets [12]. Industry-

specific insights further highlight the impact of CRM; for instance, in the hospitality sector, well-executed CRM strategies enhance guest satisfaction and repeat patronage [35], while in ICT services, effective CRM implementation increases customer satisfaction and strengthens long-term relationships, emphasizing the value of a customer-focused approach [36], [37].

2.6. Gap in Research

While the relationship between CRM and customer loyalty has been widely studied, limited research exists on developing a CRM model tailored specifically for the e-commerce sector. Most existing studies focus on general CRM applications without addressing the unique dynamics of e-commerce, such as real-time engagement and omnichannel interactions. This study seeks to fill this gap by proposing a data-based CRM model that aligns with the specific needs of e-commerce businesses.

2.7. Theoretical Framework

The theoretical foundation of this study is rooted in the Relationship Marketing Theory, which emphasizes the importance of building long-term relationships with customers to achieve loyalty and profitability (Berry, 1995). This framework highlights the role of trust, satisfaction, and commitment as mediating factors between CRM practices and customer loyalty. Additionally, the study incorporates the Technology Acceptance Model (TAM) to understand how data-driven CRM tools are adopted and utilized by e-commerce businesses.

3. METHODS

3.1. Research Design

This study adopts a quantitative research design to measure the relationship between CRM practices and customer loyalty. A structured approach was used to collect numerical data and statistically analyze the impact of CRM components on customer loyalty. The research design is cross-sectional, capturing data at a single point in time to evaluate customer perceptions and behaviors.

3.2. Population and Sample

The population for this study consists of customers who have interacted with e-commerce platforms within the last six months. From this population, a sample of 60 respondents was selected using a convenience sampling method. This method was chosen due to its practicality in accessing participants familiar with e-commerce platforms.

3.3. Data Collection Instrument

Data were collected using a structured questionnaire designed to capture key variables related to CRM practices and customer loyalty, consisting of items measured on a 5-point Likert scale, where 1 represents "strongly disagree" and 5 represents "strongly agree." The questionnaire was divided into two sections: the first section gathered demographic information of the respondents, including age, gender, and frequency of e-commerce use, while the second section focused on questions measuring CRM components, such as personalized communication, data-driven insights, and responsiveness, along with customer loyalty indicators like repeat purchases and brand advocacy.

3.4. Data Analysis

Data were analyzed using SPSS version 25 through a series of steps, including descriptive statistics to summarize the demographic characteristics of the sample and provide an overview of the variables, reliability analysis using Cronbach's alpha to assess the internal consistency of the questionnaire items, correlation analysis to examine the relationships between CRM components and customer loyalty, and multiple regression analysis to determine the extent to which the independent variables (CRM components) influence the dependent variable (customer loyalty).

4. RESULTS AND DISCUSSION

4.1. Descriptive Statistics

The demographic profile of the respondents is summarized in Table 1.

Table 1: Respondent Demographics

Demographic Variable	Frequency (%)
Age (18-24)	20%
Age (25-35)	65%
Age (36-45)	15%
Gender (Male)	50%
Gender (Female)	50%
Monthly Purchase Frequency	
- Less than once a month	25%
- Once a month	50%
- More than once a month	25%

The demographic data provides valuable insights into the characteristics of the sample population, contextualizing the study's findings. The majority of respondents (65%) are within the 25-35 age group, indicating that this demographic constitutes the primary users of e-commerce platforms, consistent with research identifying them as highly engaged due to their familiarity with digital technologies and preference for convenience-driven shopping behaviors. The gender distribution is evenly split at 50% male and 50% female, ensuring a balanced perspective on how CRM practices impact customer loyalty across genders, enhancing the generalizability of the findings by reducing potential biases related to gender-specific preferences. Regarding monthly purchase frequency, 50% of respondents shop online once a month, 25% less frequently, and 25% more frequently, reflecting a diverse range of engagement levels. This variation provides nuanced insights into how CRM strategies might influence loyalty across different levels of customer interaction with e-commerce platforms.

4.2. Reliability Analysis

Cronbach's alpha was used to assess the internal consistency of the measurement scales. All variables demonstrated high reliability, with values exceeding the threshold of 0.70. This indicates that the questionnaire items were consistent in measuring the underlying constructs.

Table 2: Reliability Analysis

Variable	Cronbach's Alpha
----------	------------------

Personalized Communication	0.856
Data-Driven Insights	0.882
Responsiveness	0.847
Customer Loyalty	0.893

The Cronbach's alpha values for all measured variables demonstrate a high level of internal consistency, with all exceeding the generally accepted threshold of 0.70, indicating that the items within each variable reliably measure the same underlying construct. Personalized Communication ($\alpha = 0.856$) reflects the reliability of items assessing how tailored interactions impact customer experiences, suggesting consistent respondent perceptions of personalized communication. Data-Driven Insights ($\alpha = 0.882$) shows the highest reliability, highlighting strong internal consistency in measuring the effective use of customer data for actionable insights. Responsiveness ($\alpha = 0.847$) demonstrates that the items effectively capture how well e-commerce platforms address customer queries promptly and satisfactorily. Finally, Customer Loyalty ($\alpha = 0.893$) as the dependent variable, indicates that the items reliably measure loyalty indicators such as repeat purchases and advocacy. These high reliability scores confirm the robustness of the measurement scales used in the study.

4.3. Correlation Analysis

The correlation analysis revealed significant positive relationships between CRM components and customer loyalty. Personalized communication, data-driven

insights, and responsiveness were all strongly correlated with customer loyalty, with correlation coefficients ranging from 0.652 to 0.787 ($p < 0.01$).

Table 3: Correlation Matrix

Variable	Customer Loyalty
Personalized Communication	0.725
Data-Driven Insights	0.787

Table 4: Regression Analysis

Predictor Variable	Beta Coefficient	t-value	p-value
Personalized Communication	0.354	4.216	0.000
Data-Driven Insights	0.456	5.124	0.000
Responsiveness	0.288	3.452	0.001

The results of the multiple regression analysis highlight the significant influence of the predictor variables—Personalized Communication, Data-Driven Insights, and Responsiveness—on Customer Loyalty, as evidenced by their positive beta coefficients and statistically significant p-values. Personalized Communication ($\beta = 0.356$, $t = 4.216$, $p = 0.000$) demonstrates a strong positive impact, emphasizing the importance of tailored interactions in building trust and satisfaction, which enhance loyalty. Data-Driven Insights ($\beta = 0.456$, $t = 5.124$, $p = 0.000$) emerges as the most influential predictor, with the highest beta coefficient, underscoring the critical role of leveraging customer data for informed decision-making and personalization to drive loyalty. Responsiveness ($\beta = 0.288$, $t = 3.452$, $p = 0.001$), while slightly less impactful, still significantly contributes to customer loyalty by highlighting the necessity of promptly addressing customer inquiries and issues. These findings confirm that all three CRM components significantly enhance customer loyalty, with data-driven insights having the strongest impact.

4.5. Discussion

The findings of this study align with existing literature on the importance of CRM in fostering customer loyalty. The strong positive relationship between personalized communication and loyalty suggests that

Responsiveness	0.652
----------------	-------

4.4. Multiple Regression Analysis

Multiple regression analysis was conducted to determine the extent to which the CRM components predict customer loyalty. The results are summarized in Table 4. The model explained 68% of the variance in customer loyalty ($R^2 = 0.68$), indicating a strong predictive power.

customers value interactions tailored to their preferences and needs. This is consistent with previous studies highlighting the role of personalization in building customer trust and satisfaction [38]–[40].

Data-driven insights emerged as the most influential predictor of customer loyalty. This underscores the importance of leveraging customer data to develop targeted engagement strategies. E-commerce platforms that utilize data analytics to understand customer behavior can create personalized experiences that foster loyalty, as supported by [27], [40].

Responsiveness, while slightly less impactful than the other variables, still significantly influenced customer loyalty. Quick and efficient responses to customer inquiries and issues build trust and satisfaction, enhancing the overall customer experience.

4.6. Implications for Practice

The results of this study provide actionable insights for e-commerce businesses:

E-commerce companies should prioritize data integration and analytics to gain a deeper understanding of customer preferences and behaviors.

Tailored interactions should be at the forefront of CRM strategies to meet the unique needs of each customer.

Investing in customer service infrastructure, such as chatbots and real-time support, can significantly improve responsiveness and customer satisfaction.

4.7. Limitations and Future Research

While this study provides valuable insights, it is not without limitations. The sample size of 60 respondents may limit the generalizability of the findings. Future research could expand the sample size and include respondents from diverse geographic regions to enhance the robustness of the results. Additionally, incorporating qualitative data could provide deeper insights into customer perceptions of CRM practices.

5. CONCLUSION

This study highlights the critical role of data-based Customer Relationship Management (CRM) in enhancing customer loyalty within the e-commerce sector. By analyzing the relationships between CRM components—personalized communication, data-driven insights, and responsiveness—

and customer loyalty, the findings reveal that data-driven insights are the most influential factor, emphasizing the importance of investing in advanced analytics to understand customer behavior. Personalized communication also significantly impacts loyalty, underscoring the value of tailored interactions in building trust and satisfaction, while responsiveness, though slightly less impactful, remains essential for fostering a positive customer experience. The proposed data-based CRM model provides a practical framework for e-commerce businesses to strengthen customer loyalty through targeted and efficient engagement strategies. While offering valuable insights, the study suggests that future research could broaden its scope by incorporating larger and more diverse samples and exploring additional variables, such as technological advancements in CRM and their impact on customer retention. Ultimately, integrating data-driven CRM practices is essential for maintaining a competitive edge in the dynamic e-commerce landscape.

REFERENCES

- [1] J. Chen, W. Meng, Y. Chen, and W. Zhou, "To be an eco-and tech-friendly society: Impact research of green finance on AI innovation," *J. Clean. Prod.*, vol. 466, p. 142900, 2024.
- [2] Z. Zhou, "E-Commerce Impact on Traditional Retail: Exploring the Transition to New Retail Approaches," *Highlights Business, Econ. Manag.*, 2024.
- [3] M. A. S. Nadiger *et al.*, "Impact of E-Commerce on traditional Retail: A Study in Bangalore," *Int. J. Res. Publ. Rev.*, 2024.
- [4] D. Banik and S. Shil, "An Empirical Study of Influence of Emerging Growth of Electronic Commerce on Traditional Business Practices in India," *Int. Res. J. Adv. Eng. Manag.*, 2024.
- [5] M. Sha.S and D. P. V. L. Wilson, "An Investigation into the Influence of E-commerce Platforms on Local Retailers: A Case Study of Kollam District," *Int. Res. J. Adv. Eng. Hub*, 2024.
- [6] R. Sharma, S. Srivastva, and S. Fatima, "E-Commerce and Digital Transformation: Trends, Challenges, and Implications," *Int. J. Multidiscip. Res.*, 2023.
- [7] S. Darjee *et al.*, "Empirical observation of natural farming inputs on nitrogen uptake, soil health, and crop yield of rice-wheat cropping system in the organically managed Inceptisol of Trans Gangetic plain," *Front. Sustain. Food Syst.*, vol. 8, p. 1324798, 2024.
- [8] S. Ranjan, "The impact of e-commerce on traditional retail model in India," *INTERANTIONAL J. Sci. Res. Eng. Manag.*, 2024.
- [9] R. Suriansha, "The Role of Customer Loyalty on Customer Retention in Retail Companies," 2023.
- [10] I. Naim, W. O. N. Rajuddin, and A. Ansyori, "Customer Relationship Management In The Digital Era To Enhance Customer Experience Through Technology," *Transform. J. Manaj.*, 2024.
- [11] H. K. Mwikali, "The Role of Comprehensive Customer Relationship Management (CRM) Systems in Achieving High Retention Rates," *IDOSR J. Curr. ISSUES Soc. Sci.*, 2024.
- [12] T. I. Ijomah, U. S. Nwabekwe, E. E. Agu, and O. Y. Abdul-Azeez, "The impact of customer relationship management (CRM) tools on sales growth and customer loyalty in emerging markets," *Int. J. Manag. & Entrep. Res.*, 2024.
- [13] S. R. Ahmed *et al.*, "Deep Learning for Customer Relationship Management in E-commerce," 2024 *Int. Congr. Human-Computer Interact. Optim. Robot. Appl.*, pp. 1–7, 2024.
- [14] M. Mazic, Z. Ristić, and M. Aleksic, "CUSTOMER RELATIONSHIP MANAGEMENT (CRM) - A MODEL FOR IMPROVING THE MARKET PERFORMANCE OF COMPANIES IN THE TEXTILE INDUSTRY," *Sci. Int. J.*, 2024.
- [15] S. Bandhal, "Customer Relationship Management (CRM) and E-Commerce: Challenges and Future Opportunities," *Int.*

J. Multidiscip. Res., 2024.

- [16] E. Fuad and Z. Abdullah, "Impact of E-CRM Implementation, Customer Experience, and Customer Loyalty in E-Commerce: Literature Review," *Financ. Account. Law Digit. Age Impact Technol. Innov. Financ. Serv. Sect.*, pp. 389–399, 2023.
- [17] P. P. Tiwari, G. P. Yuktha, and A. Manimaran, "Utilizing Business Intelligence and Machine Learning in CRM Data to Reduce Customer Churn in E-commerce Platforms," in *AI-Powered Business Intelligence for Modern Organizations*, IGI Global, 2025, pp. 207–242.
- [18] D. Ibrahim, M. Abidin, and I. A. Zuhriyah, "Integrating Brand Religiosity Image, E-Service Quality, and Muslim Customer Perceived Value: A Study on Muslim Student Loyalty Mediated by Satisfaction," *Nidhomul Haq J. Manaj. Pendidik. Islam*, 2024.
- [19] R. R. Y. Prihatiningrum, N. Habiburahman, and M. Muzdalifah, "The Influence of e-Satisfaction, e-Service Quality, e-Trust on Shopee Marketplace Customer e-Loyalty," *Pros. Semin. Nas. Forum Manaj. Indones. - e-ISSN 3026-4499*, 2024.
- [20] S. B. Theodore and T. Sitinjak, "The Influence of Brand Image, Brand Trust, Service Quality through Customer Satisfaction on Honda Brand Motorcycle Brand Loyalty in DKI Jakarta," *J. Indones. Sos. Sains*, 2024.
- [21] H. Malau and J. K. F. Sitanggang, "The Influence of Customer Trust and Service Quality on Costumer Loyalty Through E-Commerce Customer Satisfaction," *JPPI (Jurnal Penelit. Pendidik. Indones.)*, 2024.
- [22] W. Gunawan and Y. U. Chandra, "Analysis of Customer Loyalty from Users who Bought Coffee Using Online Food Delivery Application," *2024 Int. Conf. ICT Smart Soc.*, pp. 1–6, 2024.
- [23] R. Nethanani, L. Matlombe, S. Vuko, and B. Thango, "Customer Relationship Management (CRM) Systems and their Impact on SMEs Performance: A Systematic," 2024.
- [24] U. S. Nwabekee, O. Y. Abdul-Azeem, E. E. Agu, and T. I. Ijomah, "Digital transformation in marketing strategies: The role of data analytics and CRM tools," *Int. J. Front. Res. Sci. Technol.*, 2024.
- [25] Y. Dwivedi and A. Kurde, "AI-Driven Innovation in CRM: Exploring the Potential of Generative Models for Customer Experience Optimization," *INTERANTIONAL J. Sci. Res. Eng. Manag.*, 2024.
- [26] S. B. Prajapat, "The Impact of CRM Systems on Customer Satisfaction and Retention," *Edumania-An Int. Multidiscip. J.*, 2024.
- [27] L. A. Abass, P. A. Usuemerai, O. E. Ibikunle, V. Alemede, E. I. Nwankwo, and A. O. Mbata, "Enhancing patient engagement through CRM systems: A pathway to improved healthcare delivery," *Int. Med. Sci. Res. J.*, 2024.
- [28] J. Pookandy, "Exploring Security and Privacy Challenges in Cloud CRM Solutions: An Analytical Study Using Salesforce as a Model," *Int. J. Comput. Sci. Eng.*, 2024.
- [29] V. Shcherbakov and G. Silkina, "Supply chain management open innovation: Virtual integration in the network logistics system," *J. Open Innov. Technol. Mark. Complex.*, vol. 7, no. 1, p. 54, 2021.
- [30] K. D. Purnama and H. Susilowati, "The Evolution and Challenges of CRM Implementation in the Digital Economy: A Systematic Literature Review," *J. Manag. Informatics*, 2024.
- [31] A. A. Touil, "The Potential Benefits of Integrating Business Intelligence and CRM," in *AI and Data Engineering Solutions for Effective Marketing*, IGI Global, 2024, pp. 161–183.
- [32] L. Pérez-Nordtvedt, G. T. Payne, J. C. Short, and B. L. Kedia, "An entrainment-based model of temporal organizational fit, misfit, and performance," *Organ. Sci.*, vol. 19, no. 5, pp. 785–801, 2008.
- [33] B. Bchennaty, M. N. Khan, M. Massoud, and T. Elhassan, "Appraising the Role of Strategic Control in Financial Performance: The Mediating Effect of the Resource Allocation Process—The Case of the Ministry of Finance—North Lebanon," *Int. J. Financ. Stud.*, vol. 12, no. 3, p. 90, 2024.
- [34] M. F. Massoud, M. M. B. Edelby, B. Maaliky, A. Fawal, and A. Mawllawi, "The Pivotal Functions of Innovative Technologies and Sustainable Practices in Enhancing Customer Relationship Management," in *Navigating Business Through Essential Sustainable Strategies*, IGI Global, 2025, pp. 239–278.
- [35] R. Verma and A. K. Agrawal, "Customer Relationship Management in the Hospitality Industry: An Empirical Study of Hotels in Agra," *J. Sci. Innov. Nat. Earth*, 2024.
- [36] F. A. Al Munawar, D. H. Firdaus, and M. Musataklima, "Ulul Albab's paradigm approach to post-conventional legal culture of consumers in Indonesia," *Fiat Justitia J. Ilmu Huk.*, vol. 18, no. 3, pp. 203–232, 2024.
- [37] P. SB and E. S. Bala, "Role of Information Technology in Effective Implementation of Customer Relationship Management," *J. Mark. Commun.*, vol. 9, no. 3, 2014.
- [38] A. A. Adamu, A. A. Gemu, and B. S. Zailani, "Digital CRM Tools and Consumer Retention in Nigeria's FMCG Sector: A Quantitative Analysis," *J. Acad. Sci.*, 2024.
- [39] M. R. Sofi, I. Bashir, A. A. Alshiha, E. M. Alnasser, and S. M. Alkhozaim, "Creating exceptional guest experiences: the role of engagement and relationship building in hospitality," *J. Hosp. Tour. Insights*, 2024.
- [40] M. M. Harshita and D. S. Kavitha, "An Impact of CRM at Max Fashion Retail Limited," *Int. J. Adv. Res. Sci. Commun. Technol.*, 2024.