Progression of Electronic Customer Relationship Management 2000–2022: A Bibliometric Analysis

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Abstract. The Electronic Customer Relationship Management (ECRM) has evolved into a key business application, by gradually creating its impact over the years, where the organization made it one of the imperative requirements of effective Business operation. ECRM in recent years emerged as, a more Business and customer-oriented application. This study aims to analyze the relevance of Electronic Customer relationships concerning progress from Customer Relationship Management (CRM) in fields of Subject area, Countries that contributed to the field of research, Sources, affiliations, Authors, and funding sponsors. Science mapping techniques and performance analysis were applied in this process by Vos-Viewer Bibliometric software by extracting 1,687 Publications between 2000 and 2022 that are indexed in the SCOPUS database. The Bibliometric analysis denotes that 2004 was the year with a maximum of 114 publications indexed in the Scopus Database and 2018 had a huge dip at only 40 indexing. Author Fjermestad, with 19 articles publications. The countries that participated the most are the United States of America followed by China and Taiwan. Commendably China was the highest funding sponsor to be specific it's from the National Natural Science Foundation of China. The research papers had major Affiliations from the New Jersey Institute of Technology followed by The University of Jordan and Robert Morris University in Pennsylvania. The research significantly shows the progress and impact all over the world and is not restricted to any specific industry. Assimilation of Social CRM indicated scope for further research on reviewing the articles.

Keywords: Customer Relationship Management (CRM) · Electronic Customer Relationship Management (ECRM) · Social Customer Relationship (Social CRM)

1 Introduction

1.1 Customer Relationship Management

Companies to survive in the long run, need to adapt new technological developments [1]. Over the past few years, CRM has developed significantly, providing more than simply

a contact management tool. As we progress forward into the coming years, several key CRM advances will revolutionize the industry [2]. CRM is a blend of people, processes, and technology, this comprehensive approach to relationship management strives to understand a company's prospects by focusing on customer retention and relationship building.

In 2022, a greater proportion of businesses are expected to employ CRM for the first time. Gal and Casas [3] explored and developed a customer loyalty strategy based on CRM (CRM) in the context of an emerging economy for small- and medium-sized companies in various industries. Chatterjee, Chaudhuri, and Vrontis [4] analyzed a key benefit of data mining is the growing amount of data that can be incorporated into scoring models. The scoring models should become more predictable as a result.

Hendler, LaTour, and Cotte [5] reports CRM is a macro process that is seen as being strategically important. It strives to ensure creating and maintaining a profit-maximizing portfolio concerning the firms' relationships with their customers [6]. CRM provides managerially useful insights for identifying customers inclined to participate in co-creating a long-term loyalty relationship and for developing communication methods that are likely to pique and arouse various temporal mindsets. Čierna, and Sujová, [7] strongly proves that the adoption of CRM contributes significantly to the delivery of competitive organizational Performance. Hanaysha, and Al-Shaikh [8] CRM is the marketing plan intended to increase customer loyalty by forging close ties between businesses and their clients. Demirel [9] revealed that CRM organization significantly enhances employee-based brand equity and additionally, it was established that customer focus and knowledge management enhance the total employee-based brand equity.

Rastgar, Esmaili, Naderi, and Hemmati [10] states that high consumer satisfaction with digital services can result in greater firm performance, but businesses must also establish their reputation with clients and should build their products to suit their needs. Mohammadi, and Sohrabi [11] investigated that Business performance is impacted by analytical and operational customer relationship management. Romano, and Fjermestad [12] revealed that the marketing mix components, when combined with the intermediary variable of customer relationship management, it has a favorable and significant impact on customer satisfaction. Bull [13] gives evidence of the global spread of CRM related Information Systems. Tsokota, Mahlangu, Muruko, and Kangara [14] to comprehend consumer behavior and maximize customer value, the researcher advises managers and decision-makers of large corporations to significantly invest in cutting-edge technologies and human resources.

1.2 Electronic Customer Relationship Management

The evolution of ECRM using computerized information technology to increase sales, improve customer satisfaction and reduce costs. Addressing customers in an automated way with Email, SMS, and ECRM, our platform enables you to automate and increase the efficiency of your customer relationship management. The most important ECRM strategies that businesses use to increase client loyalty include complaint handling, post-sale services, customer follow-up, and relationship maintenance.

With the introduction of ECRM as a communication channel, there is a range of opportunities for improvements to conventional market research and sampling. The

trend of ECRM is being driven by customers' desire for greater efficiency, accuracy, and control. ECRM is the world's leading provider of cloud-based contact centre solutions and technology for managing multi-channel customer experiences. With ECRM, you can deliver personalized, consistent experiences across channels, improve customer satisfaction, and grow your business. The author highlights understanding ECRM study, particularly in developing nations has a larger scope [15]. Researchers demonstrates that the importance of technological, organizational, and environmental elements varies with the stage of ECRM assimilation [16]. The success of the ECRM system was impacted significantly by technological readiness, customer pressure, and customer satisfaction [17]. Customers' preferences and tastes change quickly in this rapidly evolving environment, which poses enormous challenges for businesses.

Sawlani, So, Furinto, and Hamsal [18] claimed that one industry that benefits most from AI is CRM. An AI-integrated CRM system can successfully analyze a large volume of client data without the need for human intervention [19]. In the context of using AI-CRM for B2B relationship management, emphasize using the resources at hand, especially different customer information [20]. Author researched that the effect of project innovation on gaining a competitive edge, the impact of ECRM on the performance of the company, the influence of the organizational culture, the project on competitive advantages, the influence of dynamism on competitive advantage, Dynamic capabilities' impact on a company's performance is strongly significant [21]. The author emphasizes that strategies in implementation for ECRM should be prioritized based on a combined fuzzy approach [22].

Tian, and Wang [23] identified future studies should look into ECRM more thoroughly in various industries and should focus on factors like perceived trust, personalization degree, and price appeal. The authors analyzed, consequences in real life: The ECRM process is a continual learning process where customer relationship data is created from customer relationship data [24]. Price, leadership, agricultural orientation, positioning, and adoption of ECRM strategy (pre-purchase and at-purchase aspects) all have a significant impact on how consumers perceive products [25]. The article's findings demonstrate that ECRM has a beneficial impact on consumers' electronic loyalty [26]. According to the author a well-architected ECRM system, may enable less prominent organizations to achieve an advantage in the increasingly competitive online economy [27]. Their findings suggest that ECRM services and brand personality have a substantial and positive correlation [28].

Salesforce makes customer engagement easy. It reduces costs and enables real-time interactions with all customers, online and on the go, via mobile apps, and support for social media networks [29] determines that comprehensive ECRM and social media strategy should be developed to take advantage of the dynamic online environment and increase customer interaction. By establishing two-way communication channels, this integrated digital investment will help better understand the requirements and purchasing intentions of customers. Social CRM is the practice of managing customer information and relationships in a way that enables organizations to create and sustain long-term relationships with their customers. The researcher notes that SCRM in contemporary organizations offers more empirical support [30]. It involves digital data, customer information management, social media, blogging, and other digital technology tools." Social

Customer Relationship Management "(SCRM) is a strategic approach to marketing that leverages social media, web analytics, and data mining to create an ever-connected customer experience. The payoff is that your customers will feel as if they can speak with you whenever and wherever. Authors mentions the growth in consumer use of these technologies has contributed to organizations' investments in and activities related to social CRM [31]. The evolution of ECRM using computerized information technology to increase sales, improve.

2 Methodology

The purpose of this article is to present a comprehensive bibliometric analysis of research on electronic customer relationship management. First, using the retrieval approach, relevant publications are identified in the respective database. Bibliometric analysis, in the field of statistics, is the quantitative study of publication records, citations, and citation patterns [32]. It offers researchers reliable, high-quality academic material, and has gradually replaced other sources as the primary ones for bibliometric analysis. The method provides a set of data that helps researchers to evaluate: the status and growth of their research field, the relative 'importance' of different pieces of work in the overall literature, and their performance compared with other scholars.

The fundamental traits of the articles are then discussed in terms of annual indicators, publication types and study areas, and highly referenced publications. Next, using a range of complementary bibliometric approaches and tools, influential and highly competent countries/regions, institutions, authors, and their collaboration connections are analyzed. Future trends, hotspots, and research horizons are also noted. Finally, more discussion on current hot topics, upcoming trends and problems, and limitations. Bibliometric techniques are scientific expertise and form a crucial component of research evaluation methodologies, particularly in the sciences and applied fields.

2.1 Data Source and Retrieval Strategy

Meho, & Young [33] says that Google Scholar produces results with varying degrees of accuracy and citation analysis from Scopus offers 20% more coverage than Web of Science. Documents are retrieved from database by the following syntax as per Fig. 1. From Scopus indexed publication 1,687 were retrieved for the period 2000–2022. makes customer engagement easy. It reduces costs and enables real-time interactions.

2.2 Number of Publications by year

The number of publications in the ECRM field over time are compiled in order to examine the development trend of this category as per in Fig. 2 According to the data retrieved from 2000–2022, it is observed that only 49 articles in the field of ECRM were published in 2002, and until 2004 the number of publication is seen increasing. The upward tendency also suggests that these subjects will receive attention from the academic and research community in the coming years.
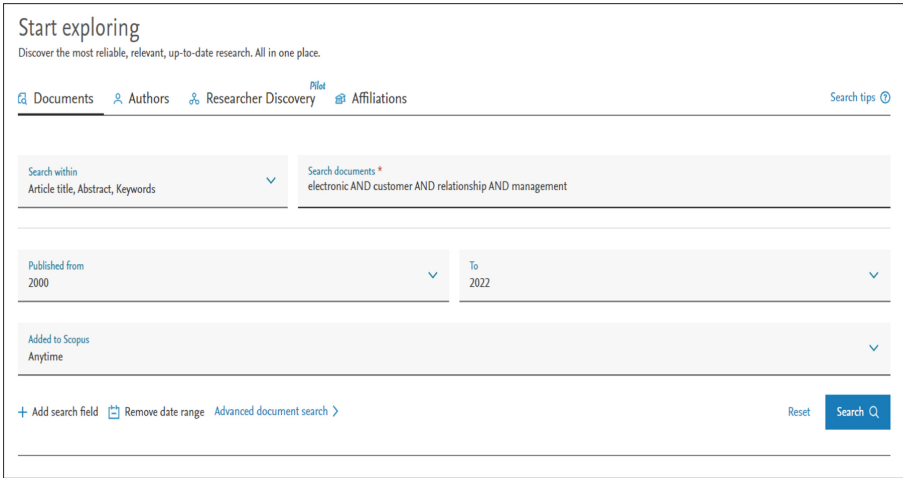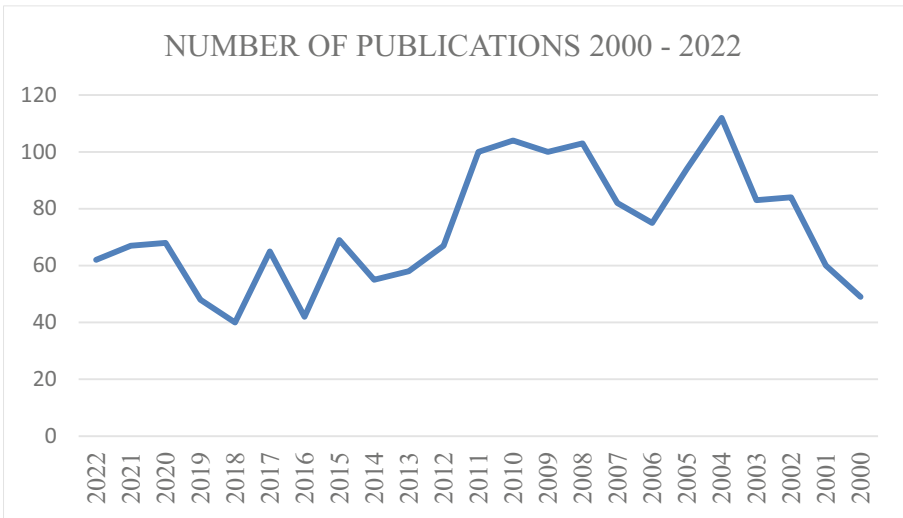
Fig. 1. Scopus Document search

Fig. 2. Number of publications by year Scopus

Besides rise of 112 publications in 2004, it had a great fall in 2007 to only 75 publications, which is 67% lower compared to 2004 with span of 3 years. The trend again repeated by declining between 2011–2014 by 55%. The major contributions are from articles. There were 94 publications in 2005, which is much lower compared to the previous year. The finding indicates from 2000–2010 the publications were fluctuating yet again the publications have plunged from 2011 to 2022, this could be a reason for the authors focusing more on integrated applications that is emerging.
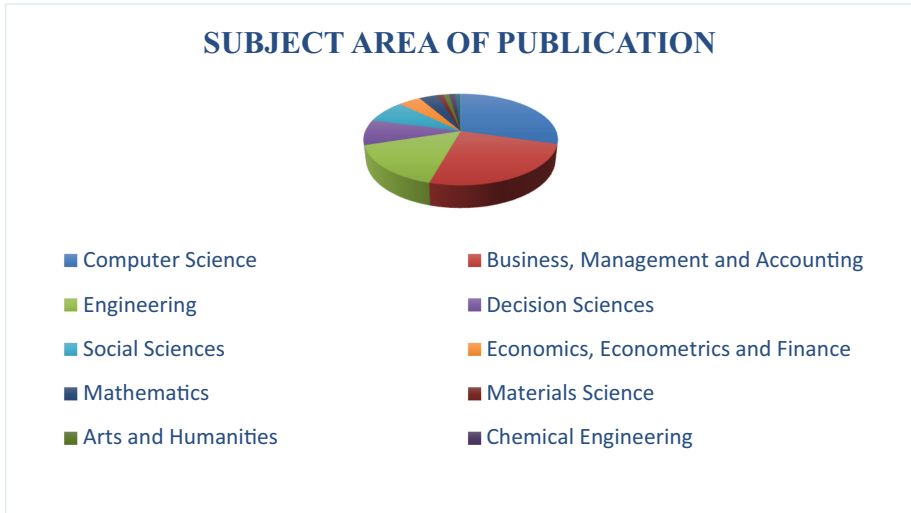
Fig. 3. Subject area of publication

Table 1. The subject area of publications

Subject Area	No. Of Publications (Total 1,687)	Overall Percentage
Computer Science	859	28%
Business, Management and Accounting	724	24%
Engineering	459	15%
Decision Sciences	261	8%
Social Sciences	235	8%
Economics, Econometrics and Finance	130	4%
Mathematics	106	3%
Materials Science	36	1%
Arts and Humanities	34	1%
Chemical Engineering	34	1%
Environmental Science	34	1%

2.3 Subject Area of Publication

Based on Fig. 3 & Table 1 It is evident that Computer science field has the major area of interest, it could be also due to integrated area of Technology and Management filed at total of 28% publication on the overall area of study, along side with strong citation of 859 which tops the overall list. The Computer science field in research focuses on facilitating the designing and implementation of algorithms, without worrying about the limitations

of hardware or software. Secondly followed by Business, Management, and Accounting at 724 citations with 24% on the overall study made. This is a very close call when it's analysed on an overall basis, which could be competing with Computer Science in the coming years. Thirdly Engineering field has of 459 publications at 15% contribution. This shows there is huge scope in this field for ECRM to be explored and functioned. Engineering is the application of science, mathematics, and technology to develop solutions to problems, with a focus on practicality. Decision Science and Social Science have obtained equal contributions of 8% of each with 261 and 235 citations. The following subject area falls under 5% publication such as contribution Economics, Econometrics and Finance Mathematics, Materials Science, Arts and Humanities, Chemical Engineering, and Environmental Science. Computer Science, Business, Management and Accounting fields will continue to grow consistently in ECRM and Industry-specific can be anticipated in the future.

2.4   Types of Publications

There are 1,687 publications indexed in SCOPUS Database, according to Fig. 4 & Table 2 top on the list is Article category at 796 publications which is the leading the overall publication at 47% which is followed by Conferences category at 612 publications at 36%. This will have tough opposition in the next few years, it indicates larger interest is also driven through the conferences platform. The rest of the following publications are Review papers at 111 by 7%, and Conference Review by 51 at 3%. This platform must need more focus, where the Book Chapter could be approached by all the individuals where the interest to be inculcated and the area of interest should be built with them. Scope for Book chapters to be highly addressed, this can create interest in academicians and researchers. It also implies that the Book Chapter standards must be raised, this can support the authors to set standards. Following type of publication is less than 5% such as, Conference Review, Book, Short Survey, Note, Editorial and Retracted. Article and Conference paper publication will top the list continuously.

2.5   Subject Area of Publications

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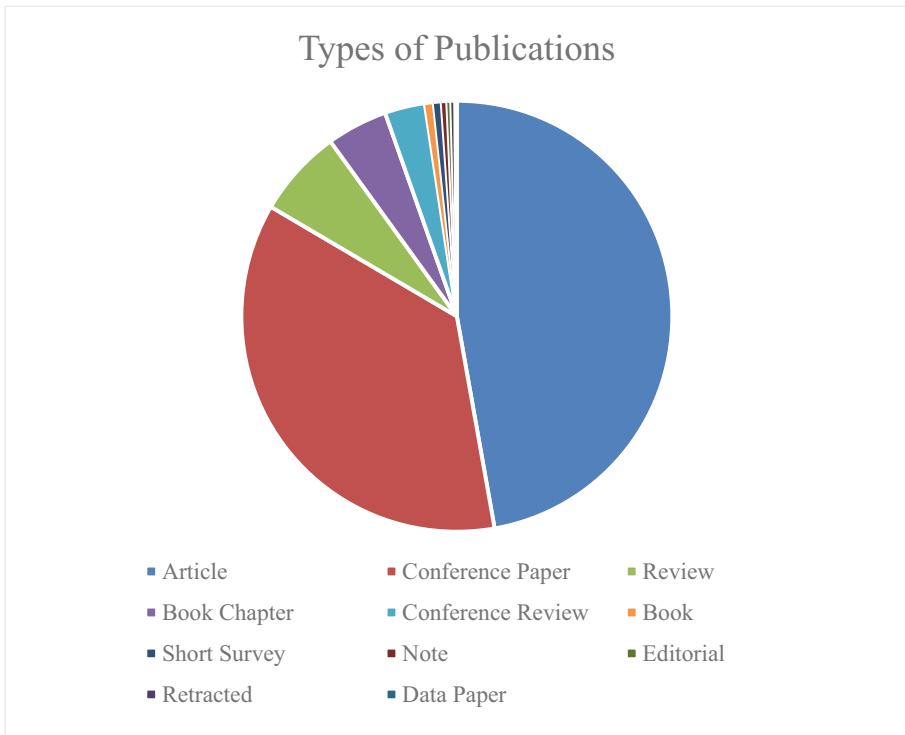
Types of Publications

- Article
- Conference Paper
- Review
- Book Chapter
- Conference Review
- Book
- Short Survey
- Note
- Editorial
- Retracted
- Data Paper

Fig. 4. Types of publication

of a section or subsection is not indented. The first paragraphs that follows a table, figure, equation etc. does not have an indent, either.

2.6 Publications by Country Wise

As per Fig. 5 & Fig. 6 The United States of America has the highest publications of 364 which holds 22% of the total publications indexed. Then followed by China (254), at 15% Taiwan (120) 7%, and the United Kingdom (109) which cover 6% of total publications in the database. The data also reveals that European nations produce more than 50% of ECRM articles, demonstrating the academic field's leading position in Europe on this subject. Additionally, the majority of the nations on the list have advanced economies. This might be a result of the thriving commercial operations, the cultural background, and the presence of academic institutions. Table 3 India has 66 publications, Australia at 60, Germany and Iran at very close of 59 and 58 publications followed by South Korea and Malaysia by 46 and 40 publications. The United States tops in publications compared to China even though by China has the maximum Sponsorship compared to the USA. India ranks at number five and has all the potential to top the list in the coming years. USA and China have penetrated the world Market with their Products and Services which goes in hand with the ECRM application.

Table 2. The subject area of publications

Document Type	No. Of Publications	Overall Percentage
Article	796	47%
Conference Paper	612	36%
Review	111	7%
Book Chapter	77	5%
Conference Review	51	3%
Book	11	1%
Short Survey	10	1%
Note	7	0%
Editorial	5	0%
Retracted	5	0%
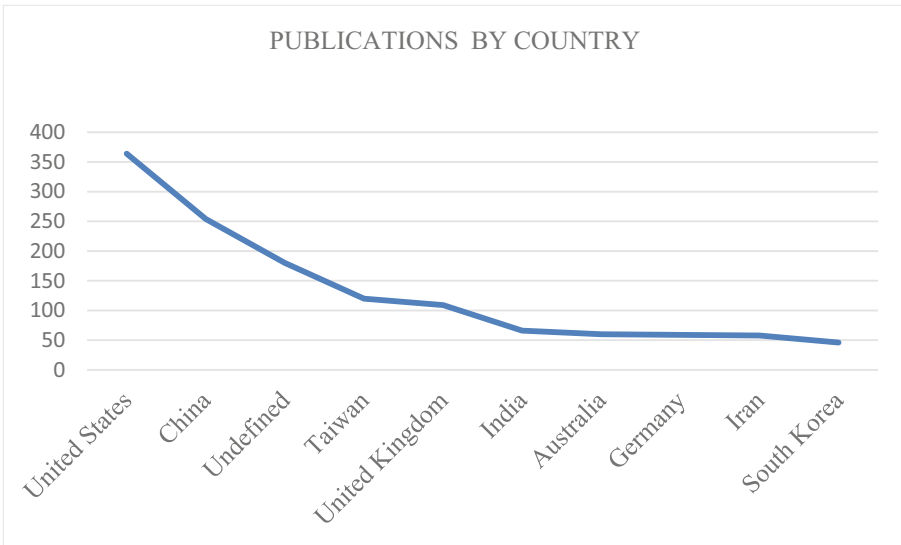
Fig. 5. Publications by country

The number of Citations based on country wise is reflecting different aspect compared to the Number of publications country wise. Iran Tops the list with 1958 citations with only 58 publications and Australia with 1729 citations with only 60 publications. Hence the number of publication and the number of citations do not complement each other in

Table 3. Top 10 Publications by country-wise

Country	No. Of Publications	%
United States	364	22%
China	254	15%
Taiwan	120	7%
United Kingdom	109	6%
India	66	4%
Australia	60	4%
Germany	59	3%
Iran	58	3%
South Korea	46	3%
Malaysia	40	2%
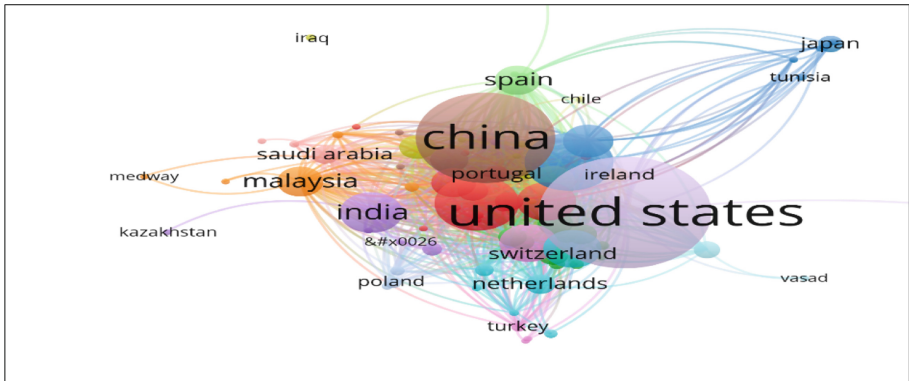
Fig. 6. Country wise publications

Table 4. Top 5 Countries based on Citations

Country	Publications	Citations
Iran	58	1958
Australia	60	1729
South korea	46	924
United states	363	390
China	254	347

case the standard of the published material do not match the present and future study of Electronic Customer Relationship Management Table 4.
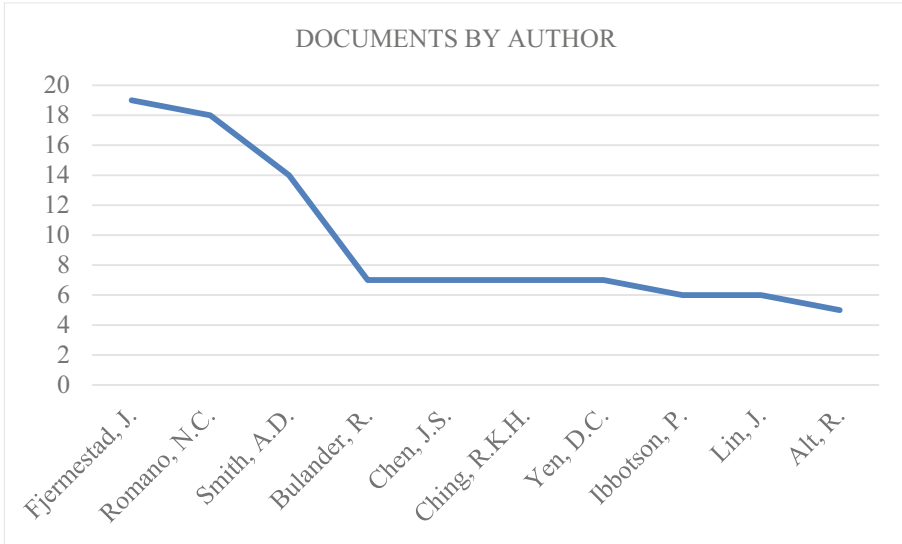
Fig. 7. Number of Publications by Author

2.7 Author and Co-authorship Analysis

Based on, the chart Fig. 7 shows that author Fjermestad J. published 19 articles during 2000–2022 which seems the author has gradually researched ECRM with advancements and discussions and contracted 380 citations. There are indexed articles by various authors, and only a well-informative article gets the most citation Table 5 & Fig. 8 shows various researchers are considering author Fjermestad J. work by relating it to their study. Any publication should create a discussion and light on the respective fields. The next author Smith A.D. has 14 publications with 290 citations which is commendable. Figure 8 author Romano Jr. N.C., Romano N.C., Jr., Li X. have circumstantially had 9,8 and 8 publications at 199, 195 and 199 citations. The remarkable work of Author Yen D.C., has the same number of publications of 7 by authors, Bulander R. Chen J.-S., Ching R.K.H., Wang J. the Citation is 471 which is extraordinarily commendable compared to 380 citations even though author Fjermestad J. has the maximum publication. It's prominent that any article which has the highest citation is playing a fundamental role in the development of ECRM study and its address on the keynotes based on previous studies and gaps respectively.

2.8 Correlations of Keywords

Complex keyword searches can be built to locate articles in Scopus. One of the critical analyses in Bibliometrics analyses the Keyword match among the authors, this is one of the methods for the academicians and researchers to identify the articles based on their subject of interest. As it's very apparent that the VOS-Viewer result Fig. 9 projects the Keywords interrelating with various Variables. Table 6 shows ECRM relating variable such as E-Commerce, Electronic Commerce, Customer Satisfaction, Supply Chain
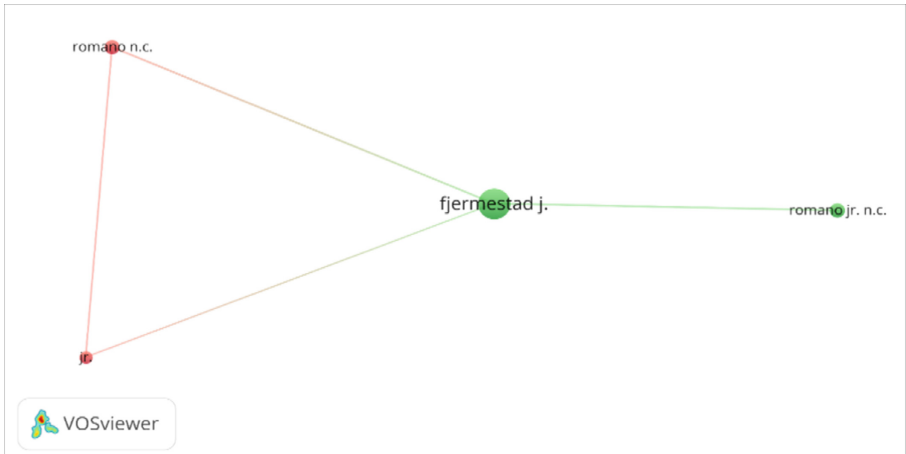
Fig. 8. Author & Co-author Correlation (VOSviwer)

Table 5. Author and co-authorship based on citations

Author	Publications	Citations
Fjermestad J.	19	380
Smith A.D.	14	290
Romano Jr. N.C.	9	129
Romano N.C.	9	199
Jr.	8	195
Li X.	8	199
Bulander R.	7	11
Chen J.-S.	7	106
Ching R.K.H.	7	104
Wang J.	7	28
Yen D.C.	7	471
Li X.	8	199
Bulander R.	7	11

Management, Data Mining, Internet, Trust, Customer Relationship Management (CRM), E-Business, Customer Loyalty, Relationship Marketing and Social Customer Relationship Management. It should be noticed carefully that very minimum study in made in the theme SCRM though its being the current trend. It is already making its mark whereever it is implement, mostly with the Multicorporation companies. More of the studies can be anticipated in SCRM in coming years. Also, the crucial part of keyword search is the the Term does not maintain consistently as "ECRM" which makes the leakage. Customer

Table 6. Top 10 keywords according to occurrences

Keyword	Occurrences	Total Link Strength
Customer Relationship Management	223	153
E-Commerce	154	94
Electronic Commerce	114	90
CRM	87	79
Customer Satisfaction	75	69
ECRM	65	62
Supply Chain Management	59	33
Data Mining	56	54
Internet	55	46
Trust	49	45

Relationship Management is keyed differently as "Customer Relationship Management (CRM)", "CRM". Though it all means the same the weightage of Keyword significance is scattered. Finally, the findings show that CRM and ECRM function as Company and customer-oriented applications.

2.9   Publications by Number of Affiliations

From the total of 1,687 publications, 822 affiliations were recorded in the SCOPUS database which is only 49% of the total. Based Fig. 10 the New Jersey Institute of Technology has a maximum affiliation of 16 and The University of Jordan minutely less by 1 at a total of 15 affiliations. Robert Morris University has 14 and the University of Tehran at 13 affiliations. The following institution/University each have 12 affiliations Hong Kong Polytechnic University, City University of Hong Kong, National Chengchi University, University of St. Gallen, Michigan State University, Korea Advanced Institute of Science and Technology. Though Asian countries have the major affiliations, the United States has the maximum affiliation and likewise maximum publications. This can lead to cross countries' studies can be made. The finding suggests that the United States of America is once again making its mark in the Technology industry and making its identity across the world providing the applications.

2.10   Source of Journals

A scholarly publication includes articles written by the domain experts. These articles' main target audience is other professionals. Most of these publications cover original
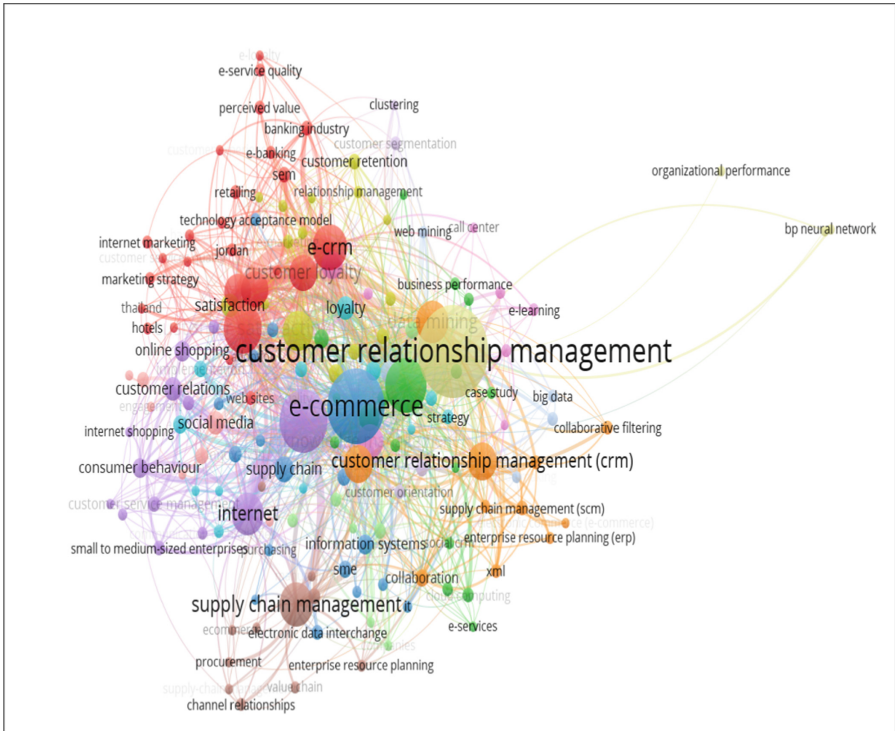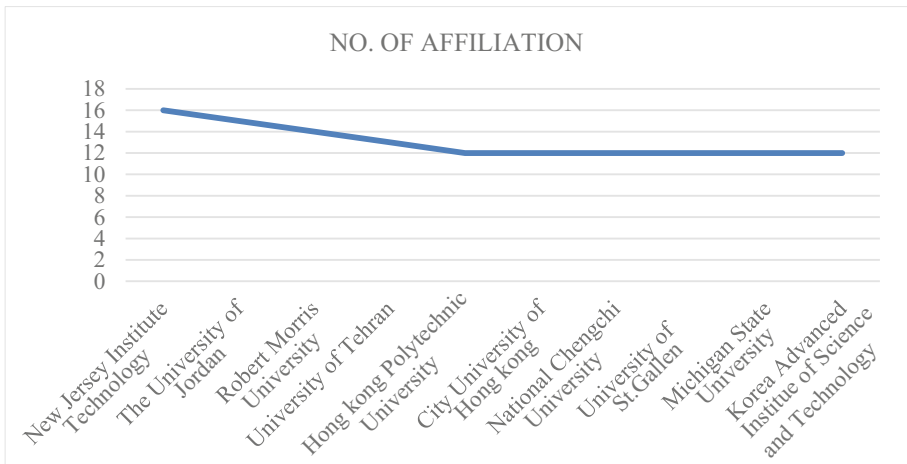
Fig. 9. Correlations of Keywords

Fig. 10. Number of Affiliations

research or case studies. Several of these publications have been "refereed" or "peer reviewed".
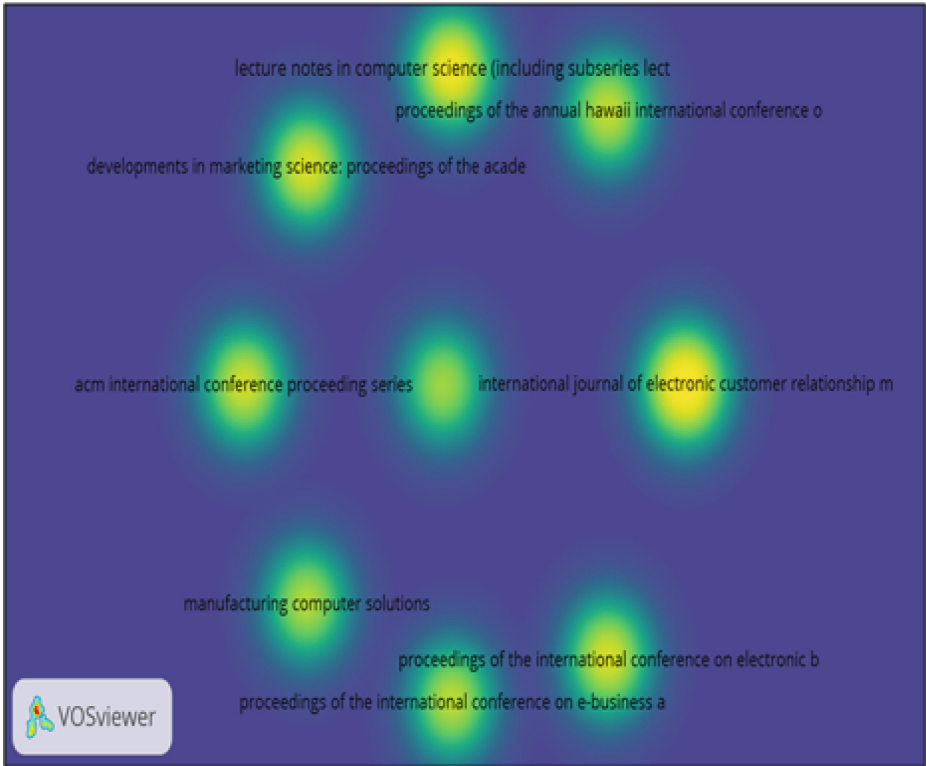
Fig. 11. Source of Journals (VOSviewer)

Table 7 "Lecture Notes in Computer Science" (Including Subseries Lecture Notes In Artificial Intelligence And Lecture Notes In Bioinformatics) has the most number of 29 publications with 9 citations, followed by "Developments in Marketing Science: Proceedings of The Academy Of Marketing Science" at 23 publications with Nill citation. Thirdly "Proceedings of The International Conference on Electronic Business (ICEB)" have only 22 publications but with a remarkable 221 citations. This highlights that the standard of the Journal does validate the astonishing studies.

Figure 10 ACM International Conference Proceeding Series, International Journal of Electronic Customer Relationship Management, Proceedings of The Annual Hawaii International Conference on System Sciences and Proceedings of The International Conference On E-Business And E-Government, ICEE 2010 have very minimum publication and citation. A very important fact to be noted is that 8th position in top 10 "Manufacturing Computer Solutions" have made only 17 publications whereas the citation is 216. It simply results in how effectively the author has addressed the scope and Gaps in the study of Electronic Customer Relationship Management.

Table 7. Source of Journals based on the number of Publications and Citations

Source	Publications	Citations
Lecture Notes in Computer Science (Including Subseries Lecture Notes In Artificial Intelligence and Lecture Notes In Bioinformatics)	29	9
Developments in Marketing Science: Proceedings of The Academy of Marketing Science	23	0
Proceedings of International Conference on Electronic Business (ICEB)	22	221
ACM International Conference Proceeding Series	21	15
International Journal of Electronic Customer Relationship Management	20	8
Proceedings of The Annual Hawaii International Conference on System Sciences	19	16
Proceedings of The International Conference On E-Business And E-Government, ICEE 2010	18	3
Manufacturing Computer Solutions	17	216
Expert Systems with Applications	16	
Manufacturing Systems	15	2

2.11 Fund Sponsors

In Fig. 11 database consisting of 1,687 publications only 203 publications are sponsored. The above table indicates the Top 10 Sponsors for various publications. The highest number of sponsors is by the National Natural Science Foundation of China by sponsoring 26 publications followed by the Ministry of Science and Technology, Taiwan with 6 publications then by Fundamental Research Funds for the Central Universities and National Science Council every 5 publications (Table 8 and Fig. 12).

Table 8. Publications sponsors from China

| Publications by funding sponsors only by china	No. Of sponsors
National Natural Science Foundation of China	26
Ministry of Education of the People's Republic of China	4
Specialized Research Fund for the Doctoral Program of Higher Education of China	2
China Postdoctoral Science Foundation	1
China Scholarship Council	1
Doctoral Program Foundation of Institutions of Higher Education of China	1
Ministry of Science and Technology of the People's Republic of China	1
National Key Research and Development Program of China	1
Renmin University of China	1
University of Science and Technology of China	1
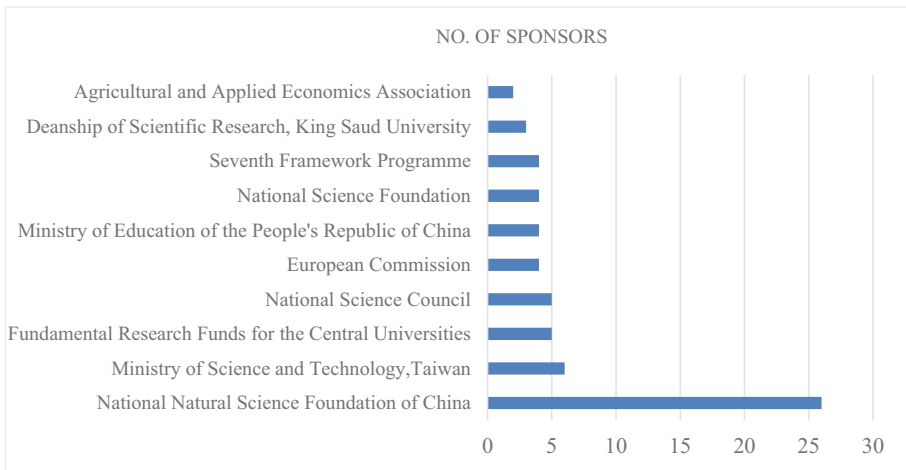
Fig. 12. Top 10 Publication Sponsors

3   Discussion and Conclusion

We can determine that there have been an increasing number of publications in recent years that use bibliometric analysis as a tool for scientific studies. Several reasons could be the cause of this: To prompt a bibliometric investigation, a sufficient number of

publications must be published in a specific topic, and the technologies available to handle big data sets are now frequently used. It is expected that these forms of analyses will become more in demand across many scientific groups, by legislators as well as funding organizations, in the evaluation of research and production. Bibliometric analysis is a growing approach for assessing scientific output.

- **Analysis 1.** The results show that although there were highs and lows from 2000 to 2010, there has been a drastic decrease in publications from 2011 to 2022. This may be because authors are concentrating more on integrated ECRM apps, including Social CRM.
- **Analysis 2.** Computer Science and Business, Management, including Accounting fields remain to control ECRM research in the industry- Specific Future events which can be anticipated.
- **Analysis 3.** The publication under Article is 47% and Conference paper at 36% of the total at 1687 total indexed publications, thus these two metrics will continue to be at the top of the list. Simultaneously Book chapter is to be addressed more which holds very minimum contribution and the prospect for the Book chapter is way more available than the article and a conference paper, hence it needs to be closely addressed.
- **Analysis 4.** Even though China has more sponsors, the United States tops the charts for publications. India is currently in fifth place and has every chance of topping the list in the upcoming years. Parallelly Compared to the number of publications, the number of country-based citations reflects a different perspective. The top two countries on the list are Australia with 1729 citations with just 60 publications and Iran with 1958 citations and only 58 articles. Therefore, if the quality of the published material does not align with the existing and future aspects of electronic customer relationship management, the number of publications and the number of citations do not match one another.
- **Analysis 5.** Despite author Fjermestad J. has the most publications, author Yen D.C. has only 7 publications as authors Bulander R. Chen J.-S., Ching R.K.H., and Wang J. The Citation author received is 471, which is highly competitive compared to 380 citations of author Fjermestad J.
- **Analysis 6.** The analysis found that there is a gradual increase in Keyword searches from CRM to Electronic Customer Relationship Management. It should also be noted that the authors providing Keywords should follow the universal the same example "Customer Relationship Management (CRM)" and "CRM", the consequence of this is breaking the occurrence link. The number of times a keyword appears in a reference provides a strong indicator of the subject areas examined.
- **Analysis 7.** The United States New Jersey Institute of Technology tops the affiliation list. Although Asian nations have the most number of affiliations, the United States has the 3 top affiliations compared overall. ECRM has continuously been focused on by authors from USA.
- **Analysis 8.** "Lecture Notes in Computer Science" has the most number of 29 publications with 9 citations on the other extreme "Manufacturing Computer Solutions" has only been published 17 times, however, there are 216 citations. Table 5 clearly shows that papers published in "Manufacturing Computer Solutions" journals are more likely to be cited to the same category.

- **Analysis 9.** China's "National Natural Science Foundation of China" has a maximum sponsor, it indicates that China wants to do a continuous study of ECRM to investigate and get it applied for the development of their nation.

The current work demonstrates how bibliometric analysis is gradually coming to be recognized as a resource for the professional community as opposed to only an academic tool for bibliometrics. Now that there are enough bibliometric analysis-related articles out there, many of these queries may be answered with reliability.

Managerial Implication

The organizations must commit to managing and coordinating online social media engagement of customers by integrating to ECRM process. This is the new progressive trend in ECRM applications. Conventional organizations will need time to adapt to the new trend which will eventually get into place. It is an additional investment, but the decision-makers should consider this valuable investment to reach out to the customer closer by providing them with customized and personalized products and services readily. This will create a linear effect of Customer Experience and Customer Engagement which will lead to the Brand Power of the company.

Future Recommendation

Based on current industry practices, theoretical justifications, and anecdotal evidence of experts' assessments of their results, the five techniques to implementing SCRM are identified and validated. Future studies are necessary to gather concrete evidence of how these strategies affect businesses and customers. The SCRM highlights the importance of transition from relationship management to relationship stewardship by using a value co-creation approach that recognises the customer empowerment enabled by technology. In this connection, the adoption of SCRM should encourage and promote the facilitation of communication as well as customer involvement in jointly building customer experiences

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