

## Customer Relationship Management (2000–2026): A Bibliometric Study of Recent Trends and Future Research Agenda

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### Abstract:

In response to globalization, technological advances, and increasing market competitiveness, customer relationship management (CRM) has become a strategic necessity for the services industry. Financial institutions have increased customer satisfaction, loyalty, retention, and long-term profitability by shifting from transaction-oriented banking to customer-centric relationship management. Digitalisation, such as internet banking, automated teller machines, data warehousing, and data mining, has altered client relations by providing personalized services and informed decision-making. Considering the rising customer expectations, effective CRM practices are leading to enhanced service quality, improved brand image, and maintaining a competitive position. The present study unravels the intellectual structure, publication trends, key contributors, and co-citation

Analysis and bibliometric coupling themes within the research area. The extant literature data captured from the databases are analysed using bibliometric visualisation tools like Vosviewer. This will surely help researchers, practitioners, and policymakers to enhance services that are more customer-centric from diverse industry sectors. The implications and outcomes of these studies help in crystallizing the core domain of customer relationship management research and provide a future research agenda.

**Keywords:** Customer Relationship Management (CRM), Bibliometric Analysis, Banking Sector, Customer Retention, Customer Loyalty, Data Mining, Research Trends

### Customer Relationship Management (2000–2026): A Bibliometric Study of Recent Trends and Future Research Agenda

#### 1. Introduction:

From the conventional transaction-oriented marketing strategy, customer relationship management (CRM) has developed into a relationship-oriented paradigm that prioritizes generating long-term value for both customers and businesses. Consequently, CRM arose as a strategic corporate philosophy that integrates people, processes, and technology to boost customer engagement, loyalty, and lifetime value, making it one of the most prominent paradigms in contemporary marketing research and practice.

Organizations are realizing more and more that maintaining a sustainable competitive advantage in today's highly competitive and digitally linked business climate depends not just on acquiring new customers but also on keeping and growing existing customers through long-term relationship building. Customer retention and loyalty have emerged as essential predictors of organizational success, as loyal consumers are more likely to make repeat purchases, generate positive word-of-mouth, and contribute to long-term profitability. This viewpoint is further supported by the idea of customer lifetime value (CLV), which allows businesses to match marketing expenditures with anticipated returns by calculating the long-term financial value of customer connections.

Simultaneously, improvements in digital technology, data analytics, artificial intelligence, and customization have revolutionized CRM processes, allowing firms to create individualized customer experiences that enhance customer satisfaction, engagement, and loyalty. Consequently, CRM has grown into a strategic competence that merges customer-centric insights with technology to optimize customer value and create sustainable growth.

Bibliometric study is increasingly necessary to map the intellectual landscape of Customer Relationship Management (CRM) research, given its rapid expansion and interdisciplinary nature. Existing bibliometric studies

have investigated the evolution of CRM research, identified key publications, authors, collaboration networks, and developing theme clusters across multiple contexts. The usefulness of bibliometric study in exposing the field's knowledge structure, finding research gaps, and laying the foundation for further academic investigation.

### **1.1 Problem Statement**

A thorough bibliometric analysis is necessary to systematically map the evolution of CRM research and identify a future research agenda. CRM has evolved from relationship marketing to a multidisciplinary research domain that encompasses customer value, digital transformation, artificial intelligence, customer experience, and data-driven decision-making. Despite the rapid growth of CRM literature, the knowledge base remains fragmented across diverse disciplines, industries, and research themes; existing reviews primarily focus on conceptual developments or specific application areas, making it difficult to obtain a thorough grasp of the field.

### **1.3 Contribution:**

By analysing the intellectual framework and development of CRM research using bibliometric analysis, this study enriches the body of CRM literature. Publication trends, top authors, journals, organizations, nations, significant publications, cooperative networks, and theme advancements are all named. A detailed information base for academics, practitioners, and policymakers is also provided by the study, which gives new research fields such artificial intelligence, digital CRM, customer experience, and customer value management. Additionally, the results support evidence-based decision-making in both academia and industry and provide strategic recommendations for future CRM research.

## **2. Literature review:**

1) Jagdish N. Sheth, Atul Parvatiyar (1995). The foundations of marketing trace back to 7000 B.C., In its early days, marketing theory was deeply rooted in economics, treating market interactions as simple transactional exchanges. Scholars increasingly shifted their focus from short-term transactional marketing to relationship marketing, prioritizing lasting customer loyalty over single sales. Scholars contend that advancements in technology, direct producer-client engagement, and structural business innovations have reinforced relationship marketing strategies across consumer and industrial sectors. This shift has expanded marketing across multiple disciplines and reshaped its foundational principles.

The authors conclude that relationship marketing represents both a significant evolution from the industrial-era exchange paradigm and a revival of the direct, trust-based marketing practices that characterized the pre-industrial era.

2) A. Payne, Pennie Frow (2005), It is a cross-conceptual framework that integrates strategic and technological elements. Their framework incorporated five connected CRM processes: strategy development, value creation, multichannel integration, information management, and performance assessment, these elements work together to maximize customer value and drive long-term shareholder returns. This is guided by a significant theoretical framework.

3) Peter C. Verhoef (2003) established customer value as the core component of Customer Relationship Management (CRM), emphasizing it as the driving force behind any successful CRM strategy. By measuring both potential and realized customer value, his research proves that companies can maximize long-term profitability and allocate marketing resources more efficiently. Verhoef highlighted that successful CRM adoption relies far more on leadership commitment, aligned teams, and a clear strategy than on the technology itself. He later introduced the concept of Customer Value Management (CVM) with Katherine N. Lemon (2015), positioning CRM as a strategic capability that optimizes customer lifecycle value by utilizing customer data analytics. These studies created a strong framework for applying strategic CRM and analysing customer value.

4) Christian Grönroos (2011) evaluate that the value co-creation is not an automatic byproduct of customer interactions, but rather a conditional outcome that requires specific relational dynamics. He pointed out that customers create value on their own simply by using a product or service. Companies, on the other hand, only get to co-create value when they actually interact and connect with their customers. The study highlighted the

significance of comprehending the nature, context, and quality of interactions to facilitate value co-creation. Therefore, it expanded the theoretical foundations of service logic and it gives significant implications for marketing practice and customer relationship management.

5) Lynette Ryals (2005) CRM, which highlighted long-term client connections and value generation, has come out as a key element of contemporary marketing (Day, 2004). However, CRM deployment frequently falls short of forecast business results, and poor execution can even harm client relationships (Zablah, Bellenger, & Johnston, 2004; Rigby, Reichheld, & Schefter, 2002). According to the literature, adopting a customer value perspective is more important for CRM success than depending only on technology. Research by Gupta and Lehmann (2003), Gupta, Lehmann, and Stuart (2004), Reichheld (1996), and Verhoef and Langerak (2002) shows that companies that focuses on long-term profitability and customer lifetime value (CLV) do better. Moreover, a more realistic assessment of profitability is obtained by taking into account both customer lifetime revenues and service expenses, which challenges the concept that larger customers are always more valuable (Dowling, 2002; Kalwani & Narayandas, 1995).

**Table 1. Summary of Existing Bibliometric Reviews on Customer Relationship Management**

| Author(s) & Year                            | Research Focus                                | Database                                          | Bibliometric Method                            | Research Gap                                                                                      |
|---------------------------------------------|-----------------------------------------------|---------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------|
| E. Ngai (2005)                              | Comprehensive CRM research (1992–2002)        | Multiple academic journals                        | Citation and thematic analysis of 205 articles | Limited to early CRM research; excludes digital, social and AI-driven CRM.                        |
| S. Sota et al. (2019)                       | CRM in hospitality industry                   | Elsevier, Emerald Insight, Sage, Taylor & Francis | Systematic bibliometric review of 136 articles | Sector-specific focus with limited cross-industry insights.                                       |
| P. Meena & Praveen Sahu (2021)              | Global CRM research trends (2000–2020)        | Scopus                                            | Bibliometric analysis of 104 publications      | Limited dataset; emerging technologies not comprehensively covered.                               |
| Cristina Ledro et al. (2022)                | Artificial Intelligence in CRM                | Scopus                                            | Bibliometric and systematic literature review  | Restricted to AI applications in CRM.                                                             |
| Vicente Guerola-Navarro et al. (2021)       | CRM and innovation                            | Scopus                                            | Performance analysis and science mapping       | Focuses mainly on innovation-related CRM research.                                                |
| Rosário Albérico & Casaca Joaquim A. (2023) | Relationship marketing and customer retention | Scopus                                            | Bibliometric analysis                          | Emphasizes relationship marketing rather than the broader CRM domain.                             |
| Tanuj Garg & Rupali Madan (2024)            | Global CRM research (2000–2022)               | Scopus & Web of Science                           | Bibliometric analysis of 828 publications      | Identifies opportunities for research on AI, sustainability, and customer experience integration. |

**Source:** Compiled by the authors based on the reviewed literature.

## **2.1 Research Gap:**

Most of the earlier literature reviews focuses on particular industry like hospitality and on particular themes like artificial intelligence, innovation, or relationship marketing. In the Prior bibliometric analysis, it deals with comparatively small database or have time constraints on CRM. The Intellectual architecture of CRM studies including publication dynamics, Co-authorship ties, Pivotal contributors, keyword evolution, thematic clusters, and emerging research frontiers, remains fragmented, despite recent studies have broadened the scope of analysis. To address these limitations, this study offers a thorough bibliometric analysis of CRM literature, providing an integrated overview of the research topic and pointing out areas for further research.

## **2.2 Research Questions**

RQ1: What are the growth patterns and publishing trends in the field of customer relationship management (CRM) research?

RQ2: Which authors, journals, organizations, nations, and publications have the most influence on CRM research?

RQ3: Which key thematic and intellectual clusters have influenced the development of CRM research?

RQ4: What are the new areas of CRM research, and how have research themes and keywords changed over time?

RQ5: Based on the bibliometric mapping of the CRM literature, what avenues for further research may be identified?

## **2.3 Objectives of the Study**

- 1) To examine the publication growth and citation trends in Customer Relationship Management (CRM) research.
- 2) To identify the most influential authors, journals, institutions, countries, and highly cited publications in the CRM domain.
- 3) To map the intellectual and collaborative structure of CRM research using bibliometric techniques such as co-citation analysis, bibliographic coupling, and co-authorship analysis.
- 4) To analyze the conceptual structure and thematic evolution of CRM research through keyword co-occurrence and thematic mapping.
- 5) To identify emerging research themes and recent developments in CRM, including digital CRM, artificial intelligence, customer experience, and customer value management.
- 6) To propose future research directions for advancing CRM theory and practice based on the findings of the bibliometric analysis.

## **2.4 Research Methodology**

The biometric data set was downloaded from the dimension database on July 1, 2026. The search identified 448 Journal articles published between 2000 and 2026. The search was limited to Peer reviewed journals on the subject of customer relationship management, customer loyalty, customer satisfaction, and related topics was chosen because it offers broad coverage of paper index in a wide range of scholarly sources, including Journals, indexed in Scopus and web of science.

## **2.5 Research Design**

In order to methodically investigate the intellectual framework, development, and new developments in Customer Relationship Management (CRM) research, this study uses a bibliometric research strategy. By examining publishing trend, citation Impact, Collaboration networks and thematic development, biometric analysis offers a quantitative, objective and reputable method for assessing scientific literature. Diplomatic approaches reduce subjective bias and provide thorough insights into the evolution of a study topic as compared to standard narrative reviews (Donthu et al., 2021; Zupic & Čater, 2015). In order to access research, output, contributors and concept in intellectual framework of CRM research, the study incorporate performance analysis and science mapping approaches.

## 2.6 Data Collection

The retrieval of bibliographic data was made possible by the Dimensions, database extensive multidisciplinary coverage, comprehensive citation indexing, and integration with academic publications. The search strategy employed terms, “Customer Relationship Management or “Customer Relationship Marketing” in the abstract and title columns only peer- reviewed journal articles published between 2000 and 2006 in the fields of marketing and business systems in the context were included in the search. English language journal articles that considered conference papers, book chapters, editorials notes, and duplicate where excluded. From the final data, set all biographic, meta data, including authors, affiliations, abstract keywords, cited preferences, publication, journal, citation counts, and DY information recorded in CSV format.

## 2.7 Bibliometric analysis

The study integrates performance and analysis and science mapping to promote CRM research. The quantity of publications, the impact of citations, notable author, significant journals, productive institutions, countries and highly cited works are all examined in performance analysis. Science mapping employs four methods: i. Co-citation analysis which reveals the intellectual foundation of CRM research ii. Bibliographic coupling, which shows Current research stream iii. Co-authorship analysis, which looks at collaboration between authors, institutions, and nations, and iv. Keyword Co-occurrence analysis which finds thematic, evolution, research hotspot, and emerging topics.

## 2.8 Tools for data analysis and Visualization

The Bibliometric study was carried out using VOSviewer (Version 1.6.20). The Software was used to generate and visualize bibliometric networks, including co-authorship, citation, bibliographic coupling, and keyword co-occurrence maps. Using VOSviewer’s Association strength, normalisation technique and distance based display closely related objects are placed closer to one another and arranged into coloured Coded cluster.

## 3.5 Search strategy and PRISMA flow

The bibliographic information was extracted from the Dimensions database on July 1 2026 between 10:45 and 11:30 PM. As Part of a systematic research approach the terms “Customer Relationship Management” or “Customer Relationship Marketing” were used in the abstract and title sections. The study followed PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) standards to guarantee an open and reputable article selection process. Records that were insignificant or redundant were removed throughout the screening process.

The following filters were used to narrow down the search: Research output: Publication, publication, type, articles, publication, year: 2000-2026, Language: English research field : Business and management/Marketing.

**Table 2. Summary of search strategy**

| Sr.No | Stage                                          | Records    |
|-------|------------------------------------------------|------------|
| 1     | Initial search results                         | 7,259      |
| 2     | Journal articles only                          | 2,850      |
| 3     | English-language articles                      | 2,120      |
| 4     | Business & Management/Marketing                | 1,451      |
| 5     | <b>Final dataset for bibliometric Analysis</b> | <b>448</b> |

**Source: compiled by authors based on Dimension database**

## 2.9 Reliability and Validity

To increase the accuracy level and dependability of the analysis, redundant and superfluous records were manually removed from the dataset. In order to merge synonymous terms (Such “CRM, Customer relationship

management”, and “Customer relationship, Marketing”) and correct spelling mistakes, author keywords, where standardize using a VOS viewer, treacherous files to improve network clarity and reduce noise, appropriate occurrence, limits and association strength. Standardization where applied.

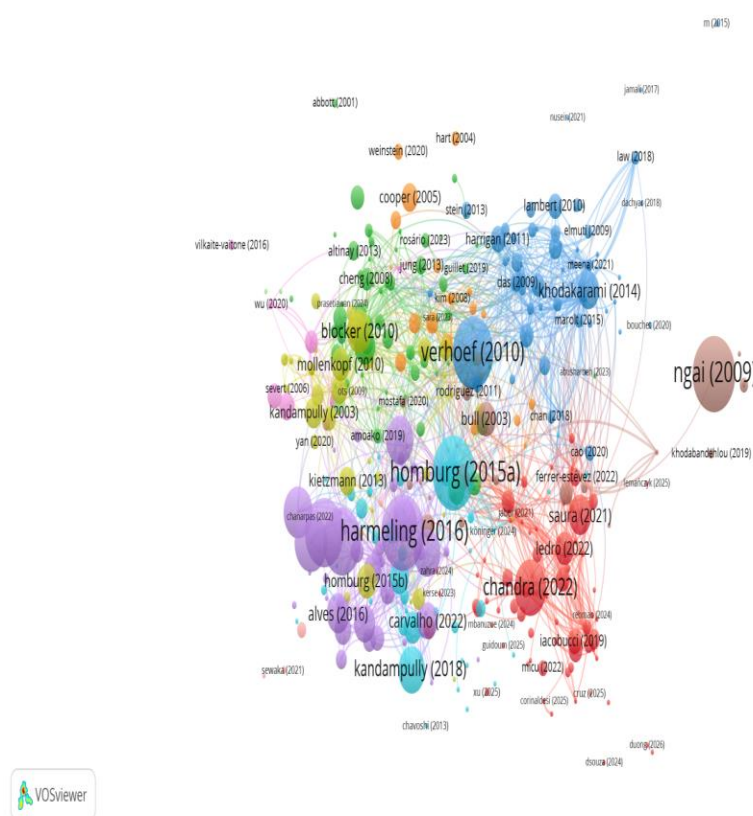
### 2.10 Criteria for Inclusion and removal

Identical and unnecessary records were eliminated during the screening process according to the publishing scope, language and document type. Only peer-reviewed English language journal papers that were indexed by scopus and web of science journals and published between 2000 and 2026 were kept. Following the application of the criteria for inclusion and exclusion, 448 publications made up the final dataset, which provided the foundation for further bibliometric study.

## 3. Results and Discussion

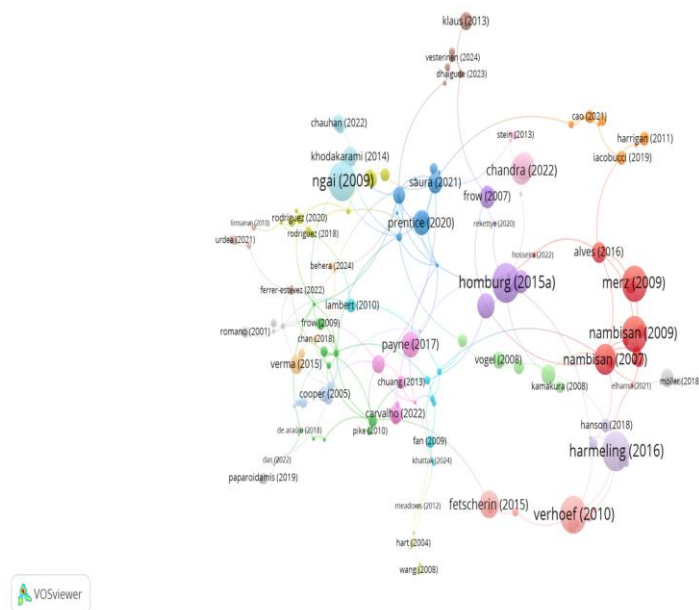
### Performance analysis

#### 3.1 Author Co-authorship Network Analysis:



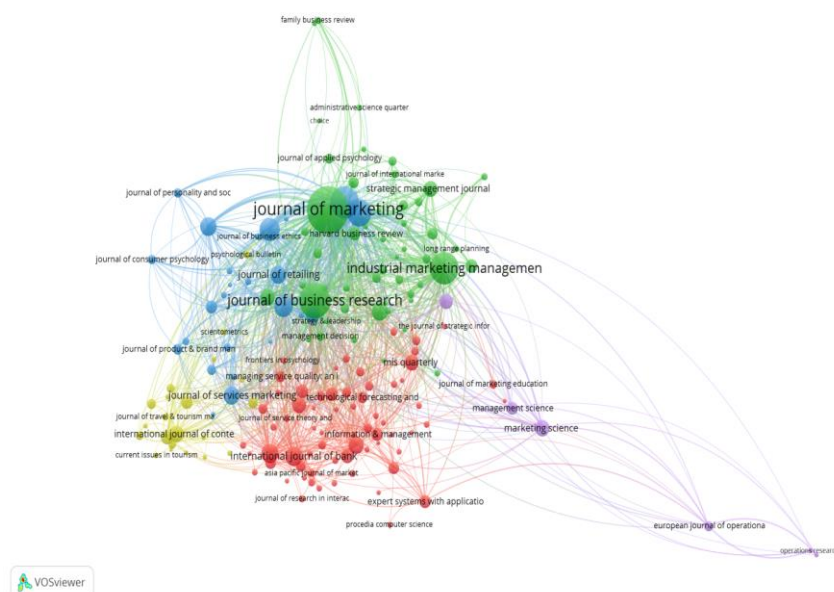
**Figure 1** The overall architecture of the network points to a research area which is maturing but still scattered, with a strong domain (blue-green-cyan-purple clusters) indicating well-developed theoretical frameworks. The most influential nodes are, for example, Harmeling (2016) and Homburg (2015a), which are characterized by their large node size and the fact that they are highly interconnected, which means they are highly cited and central to the network. Verhoef (2010) and Lambert (2010) are crucial connecting nodes that bridge the blue and green clusters, indicating theoretical overlap between CRM and value co-creation literature. Ngai (2009) is a thematic outlier, with few connections to the main network inspite its vastness.

### 3.2 Co citation Network analysis



**Figure 2:** The co-citation network shows the intellectual core of CRM research through the most prominent researchers. Nambisan (2009) and Homburg (2015a) dominate, keeping strong linkages with Verhoef (2010), Harmeling (2016), Ngai (2009) and Payne (2007) – all of which form scholarship on client involvement, value co-creation, service quality and experience management. Recent contributors (Chandra, 2022; Saura, 2021) indicate an increasing interest in digital transformation, and AI and analytics in CRM. The network generally presents a sophisticated and well-integrated intellectual structure that is progressively linking traditional relationship marketing with technology-driven innovation..3

### 3.3 Analysis of Journal Sources

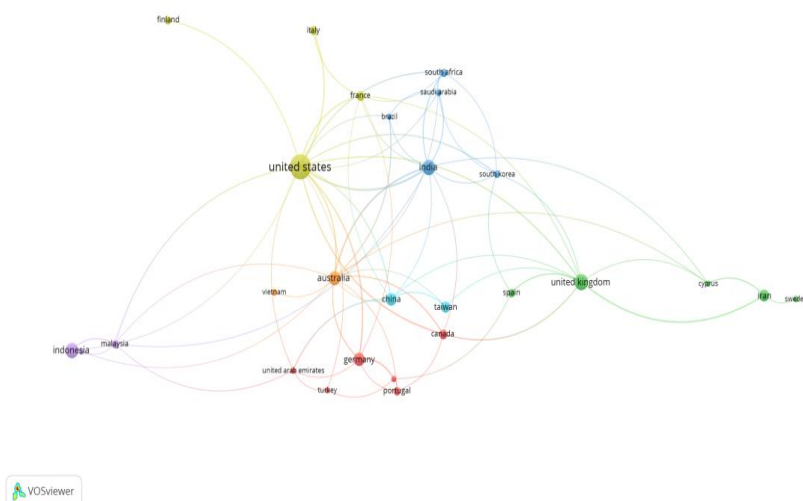


3

Interpretation on the (Journal) Bibliographic Coupling Network: Figure 3 depicts the source (journal) bibliographic coupling network that was constructed using VOSviewer, which presents the scholarly relationships between

journals publishing Customer Relationship Management (CRM) research. The size of the node indicates the journal influence, the thickness of the connection is the strength of bibliographic coupling, and the different colors are the theme research clusters. The network considers the Journal of Marketing as the most important and central source of information for CRM research. Its substantial bibliographic ties with Industrial Marketing Management, Journal of Business Research, Journal of Service Research, Journal of Retailing, and Strategic Management Journal illustrate its extensive effect in marketing, relationship management, and strategic management. The network has generated five major research clusters. The green cluster includes core publications on marketing and strategic management, with a focus on customer value, company strategy, innovation, and organizational performance. The blue cluster includes journals related to customer behavior, service quality, customer experience, and retail marketing. Publications of red clusters are related to information systems and analytics, which points to the increasing importance of big data, artificial intelligence, digital CRM and decision support systems. The purple cluster represents the marketing science and operations research journals that apply quantitative modeling and optimization methodologies to CRM. The yellow cluster denotes the multi-disciplinary applications of CRM in travel, hotel and services marketing. The thick links between the clusters show that CRM research has become a highly interdisciplinary subject, integrating marketing, management, psychology, information systems, analytics, operations research and hospitality. The strong bibliographic linkage also shows common theoretical foundation. It highlights the increasing importance of digital transformation, analytics, and customer-centric innovation in the sector. The source bibliographic coupling network of VOSviewer shows that Journal of Marketing is the most important publication outlet in CRM research, which is tightly coupled with Industrial Marketing Management, Journal of Business Research and Journal of Service Research. The network shows diverse research communities in marketing strategy, customer behaviour, service management, information systems, analytics and quantitative modelling. Strong bibliographic ties across journals reveal a unified and mature intellectual structure, underpinned by a common theoretical base. The expanding importance of digital transformation, artificial intelligence, and data analytics is evidenced by the emergence of journals such as MIS Quarterly and Journal of Marketing Analytics, which reflects the developing and multidisciplinary nature of contemporary CRM research.

### 3.4 Country Co-authorship Network Analysis



#### Interpretation of the VOSviewer Country Collaboration Network

Figure 4 shows the country wise co-authorship network of CRM research constructed with VOS viewer. The size of nodes represents publication output, the thickness of links shows collaboration strength, and colours show different clusters.



The US is at the heart of the network. It is leading with strong global collaboration through connections with India, the UK, Australia, China, France, Italy, Finland and South Korea. India is fast becoming a major collaborative hub with strong links to the US, South Africa, Saudi Arabia, Brazil, South Korea, China and Australia displaying its growing research profile. The United Kingdom is in the middle of a distinct cluster, near Spain, Cyprus, Iran and Sweden. Australia is a bridge, linking the US with Asian and European partners including China, Vietnam, Canada and Germany.

Smaller groups include Germany, Portugal, Turkey, UAE and Canada. Indonesia and Malaysia have formed a developing regional network. Finland, Italy, Sweden, and Cyprus are located on the fringes of the network, indicating relatively smaller research output or fewer international collaborations. Overall, the findings show a closely connected global CRM research network with the US and UK as the major hubs, while India, Indonesia, Malaysia, Iran and Saudi Arabia are emerging as active contributors to international collaboration and knowledge sharing.

### 3.5 The keyword co-occurrence network

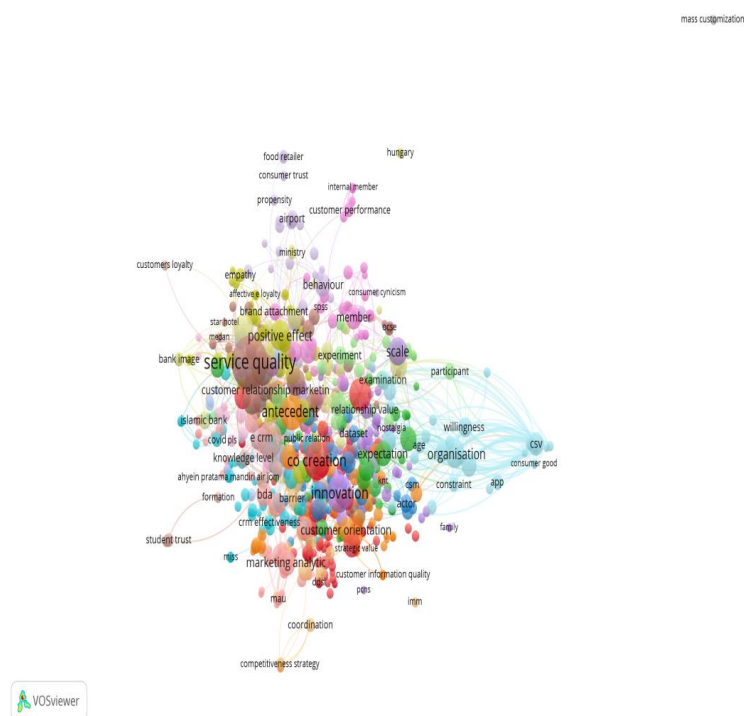
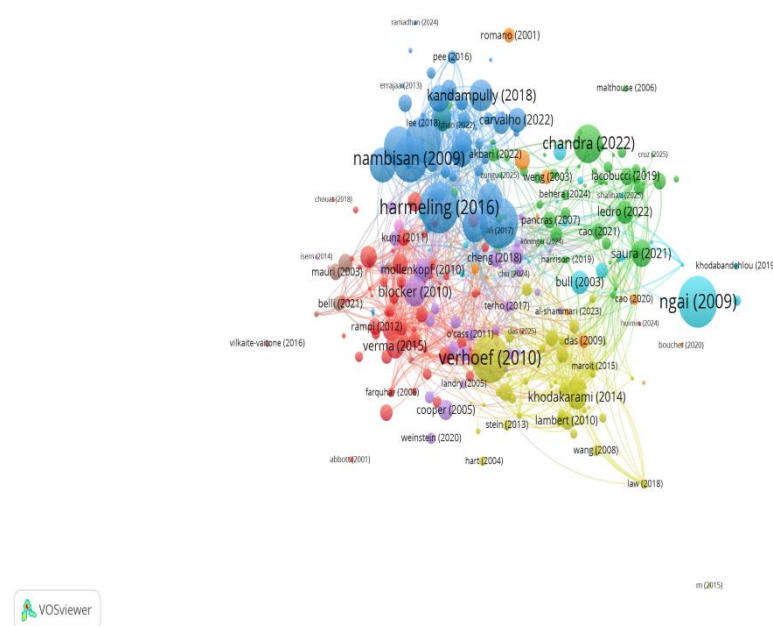


Figure 4.5 presents the keyword co-occurrence network of CRM research generated using VOSviewer. In this network, the size of each node reflects keyword frequency, the thickness of the links indicates co-occurrence intensity, and different colours represent thematic clusters.

The most frequently occurring keywords include service quality, co-creation, innovation, loyalty programmes and marketing analytics. Among these, service quality emerges as the most prominent theme, highlighting its central role in customer satisfaction, customer loyalty and long-term relationship development.

The pattern of connections demonstrates the multidisciplinary nature of CRM research, integrating marketing, consumer behaviour, service management and organisational studies. Bridging keywords such as customer trust, employee, customer performance, expectations, behaviour and willingness connect different research themes. The network also indicates emerging research directions centred on mass customization, family firms and customer information quality, reflecting the wider application of CRM across different organisational contexts. Overall, CRM research has evolved from traditional satisfaction and loyalty studies toward value co-creation, innovation, digital transformation and analytics-driven customer engagement.

### 3.6 Bibliographic Coupling



The bibliographic coupling map, produced by VOSviewer, illustrates the conceptual structure of CRM research based on shared references among publications. Five major clusters are identified:

| CLUSTERS  | COLOUR CODE | RESEARCH THEMES                            |
|-----------|-------------|--------------------------------------------|
| Cluster 1 | (Blue):     | Client Engagement & Digital Transformation |
| Cluster 2 | (Red):      | Relationship Marketing & Customer Value.   |
| Cluster 3 | (Green):    | Digital CRM & Artificial Intelligence      |
| Cluster 4 | (Yellow):   | CRM Performance & Strategic Management     |
| Cluster 5 | (Cyan):     | CRM Technology & Information Systems.      |

The network demonstrates strong interaction among clusters, highlighting the multidisciplinary foundation of CRM research in marketing, information technology and strategic management.

### 3.7 Intellectual Structure of CRM

The bibliographic coupling map highlights three broad phases in the evolution of CRM research. Early studies focused on relationship marketing, customer retention, satisfaction and loyalty. Later research expanded towards customer value creation and CRM performance. More recent studies emphasise customer engagement, service innovation, omnichannel marketing, digital transformation, artificial intelligence and customer experience management. This reflects the transition from operational CRM to customer-centric, technology-enabled and data-driven relationship management.

### 3.8 Thematic Evolution:

The thematic evolution analysis identifies three stages of CRM research. The initial stage concentrated on relationship marketing, customer retention, satisfaction and loyalty. The developmental stage shifted towards customer value creation, CRM performance and strategic customer management. The current stage focuses on customer engagement, service innovation, omnichannel experiences, digital transformation and artificial intelligence, demonstrating the movement toward an intelligence-driven CRM paradigm.

### **3.9 Discussion**

**Theoretical Contributions:** this research enriches the CRM body of knowledge by mapping its conceptual architecture and progression, establishing a cornerstone to synthesize disparate research domains; specifically bringing the divide between technology centric and relationship centric CRM academia.

**Managerial Ramification:** these insights can guide decision makers in optimizing capital allocation for AI powered CRM platforms, omnichannel harmonization, and data analytics infrastructure, while reinforcing that relationship calibre and consumer trust remain the nuclei of value generation.

**Methodological Insights:** the bibliometric approach underscores the utility of co-authorship patterns, keyword co-occurrence tracking and bibliometric coupling techniques in systematically charting the intellectual and collaborative framework of a domain, delivering a replicable blueprint for subsequent assessment in parallel fields.

### **3.10 Future Research Directions:**

The reference linking grid reveals several rapidly expanding subjects, primarily grouped within the azure and emerald zones, and these topics indicate prospective investigation paths for customer management.

**Cognitive Automation in Customer Relations:** Investigating machine intelligence-driven personalization, forecasting models, and mechanized consumer engagements.

- **Consumer Involvement:** Assessing participation dynamics across electronic and unified communication touchpoints.
- **Electronic Evolution:** Probing how emerging tools alter customer relationship strategy and corporate competency.
- **Unified Channel Consumer Perception:** Acknowledging the frictionless consolidation of buyer experiences across distinct platforms.
- **Macro-Data Analysis:** Utilizing information-led intelligence to segment buyers and execute choices.

The mutual appearance of these topics within the azure and emerald groupings indicates that prospective customer relationship investigations will concentrate heavily on smart machinery, electronic utility modernization, and metric-led consumer management tactics, thereby rendering these spheres of academic curiosity and executive operation a primary concern.

### **Conclusion**

This study provides a inclusive scientometric evaluation of Customer Relationship Management (CRM) literature, enlightening its conceptual structure, collective webs, and thematic progression. The empirical results demonstrate that CRM academia has transitioned from conventional transactional relationship marketing to an automated, patron-centric epitome that assimilates artificial intelligence, corporate digital restructuring, and collaborative value generation. The geopolitical co-authorship matrix recognises the United States, India, and the United Kingdom as paramount academic epicenters. Concurrently, the keyword co-occurrence and bibliographic pairing methodologies underscore the increasingly interdisciplinary and metrics-driven configuration of this domain. Prospects for subsequent scholastic inquiry should emphasize emerging phenomena—specifically algorithmic automation deployment, unified omnichannel customer experiences, and interconnected enterprise networks—to advance the theoretical framework and operational application of CRM within an intensely virtualized commercial landscape.

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