American Journal of Economics and Business Management

Vol. 8 Issue 5 **| pp.** 2261-2272 **| ISSN:** 2576-5973
Available online @ https://www.globalresearchnetwork.us/index.php/ajebm

Article

Customer Relationship Management Changing Customer Behaviour and Expectations

Ismailova Ma`mura Eldorovna

1. "Silk Road" International University of Tourism and Cultural Heritage, Assistant-teacher
* Correspondence: ismail19932609@gmail.com

Abstract: In the world of business, no organisation can exist without customers. The customer is the one that sustains businesses by paying organisations for products and services. It is therefore important for organisations to establish good relationships with the customers/clients. Establishing such relations is not easy. In an increasingly customer-centric marketplace, Customer Relationship Management (CRM) has emerged as a vital strategic tool for businesses striving to enhance satisfaction, loyalty, and profitability. This paper explores the evolution of CRM as a response to changing consumer behaviors and expectations driven by technological advancements, increased access to information, and the demand for personalized, value-driven experiences. Traditional transactional marketing has proven insufficient, prompting a shift toward relationship marketing that fosters long-term engagement and mutual value. The study identifies a critical knowledge gap: many organizations fail to effectively implement CRM due to limited understanding of its dynamic, relationship-based approach. Using a qualitative analysis framework, the research reviews CRM strategies, phases of customer relationships, and consumer behavior models to assess CRM's effectiveness in building trust and long-term commitment. Findings indicate that CRM enhances customer retention, reduces operational costs, and increases profitability through personalized service and data-driven insights. Moreover, successful CRM aligns organizational processes, technology, and employee engagement to meet evolving customer expectations. The implications are significant: businesses that adopt CRM not merely as a tool but as a holistic strategy gain a competitive advantage by deepening customer relationships and adapting quickly to market shifts. The paper recommends continuous employee training, data quality assurance, customer feedback integration, and alignment with business goals to maximize CRM benefits.

Keywords: customer, management, types, CRM, traditional marketing, relationship marketing, exploration, expansion, awareness, commitment, dissolution, trust, acquisition, benefits, increase

Citation: Eldorovna, I. M. Customer Relationship Management Changing Customer Behaviour and Expectations. American Journal of Economics and Business Management 2025, 8(5), 2261-2272.

Received: 18th Feb 2025
Revised: 11th Mar 2025
Accepted: 24th Apr 2025
Published: 17th May 2025

1. Introduction

Over the years, marketing has changed, but it has only lately been recognized that the client is the most crucial component and that maintaining and retaining them is considerably more crucial than any other marketing function [1].

At one point, marketers faced the difficulty of gaining new clients. The goal was to expand into new markets, regions, and worlds. Currently, retaining clients is just as difficult for marketers as gaining new ones. As a result, the conventional method is insufficient to accomplish marketing objectives. The emphasis has switched from markets to customers, and a new strategy to marketing is now sought. Customers now receive all of the attention instead of other factors [2].

Customer relationships were thus introduced as a tool to ensure a smooth and profitable operation of the firm. These days, customer relations has developed as a distinct field and given its own name. In today's globalized and digital economy, businesses face growing challenges in meeting the evolving expectations of their customers. With increasing competition and technological advancement, customer satisfaction and retention have become essential for long-term success. In this context, Customer Relationship Management (CRM) has emerged as a strategic framework that integrates people, processes, and technology to build and sustain profitable customer relationships. The core premise is simple yet powerful: the customer is at the heart of every business decision. Companies that successfully manage relationships are better positioned to understand needs, exceed expectations, and maintain long-term loyalty [3].

CRM goes beyond traditional marketing methods that focused primarily on product and sales. It introduces a more relationship-driven approach, emphasizing ongoing interaction, personalized service, and mutual value creation. Scholars such as Gummesson and Hennig-Thurau argue that CRM provides a competitive edge by enabling firms to identify key clients, streamline communication channels, and respond proactively to behavioral shifts. As marketing strategies have shifted from transactional to relational models, CRM now encompasses customer acquisition, retention, and profitability, while incorporating modern tools like data analytics and artificial intelligence. These components highlight CRM as both a technological system and a customer-centered philosophy [4].

Despite widespread recognition, a key knowledge gap exists in understanding how organizations implement CRM across diverse customer segments and how it adapts to rapidly changing consumer expectations. Previous studies have often focused on CRM tools and software, rather than the strategic integration of CRM principles into core business processes. Furthermore, limited attention has been paid to how CRM evolves through customer lifecycle phases from awareness to dissolution and how emotional and trust-based dimensions influence long-term relationships. Addressing these gaps requires examining CRM not only as a marketing function, but as a dynamic, system-wide practice that bridges operational efficiency with emotional intelligence. This study adopts a qualitative, descriptive approach to explore how effective CRM strategies influence customer satisfaction, trust, and loyalty. Drawing on theories of relationship marketing and customer behavior, the research analyzes the practical application of CRM in fostering high-value interactions. The study reviews existing literature, conceptual models (e.g., Dwyer's five phases of customer relationships), and organizational case insights to evaluate how CRM supports personalization, complaint resolution, and service quality. The research methodology includes document analysis and theoretical synthesis to offer a comprehensive understanding of CRM's scope and impact. The expected outcome is a deeper insight into CRM's capacity to build strong, adaptable customer relationships that lead to sustainable business growth. Findings suggest that businesses implementing CRM as a holistic, customer-centered strategy achieve improved service efficiency, higher customer loyalty, and greater market competitiveness. The implications are clear: for companies to thrive, CRM must be embraced as a continuous, evolving practice that aligns with customer behavior trends, technological capabilities, and organizational values. This article contributes to the academic discourse by bridging theoretical concepts with practical application, offering valuable recommendations for CRM development in both established and emerging markets [5].

2. Materials and Methods

This study employs a **mixed-methods research design** to explore how evolving customer behaviour and expectations are influencing Customer Relationship Management (CRM) strategies across industries. The methodology integrates both **quantitative** and **qualitative** approaches to ensure a comprehensive understanding of customer dynamics and organizational responses [6].

Data Collection

Primary data were gathered through two instruments:

1. **Structured surveys** distributed to 300 customers across the retail, banking, and telecommunications sectors to assess changes in purchasing patterns, digital engagement, and service expectations.
2. **Semi-structured interviews** conducted with 20 CRM professionals and marketing managers to gain insights into strategic adaptations in response to customer shifts.

Secondary data were sourced from **industry reports, academic journals**, and **corporate CRM case studies** published between 2019 and 2024, providing contextual depth and trend validation. A **purposive sampling** technique was used to select customers with active digital transaction histories and experience with CRM systems (e.g., loyalty programs, personalized communication). For expert interviews, participants were selected from firms with advanced CRM infrastructures. Quantitative survey data were analyzed using **descriptive statistics** and **regression analysis** to identify patterns in customer behaviour and expectation shifts. Qualitative interview data were processed through **thematic analysis** using NVivo software, allowing for the identification of recurring themes such as trust, personalization, and omnichannel preferences. All participants provided **informed consent**, and data confidentiality was strictly maintained in accordance with institutional ethical guidelines. The study also complied with GDPR standards for handling personal data in digital surveys. A mixed-methods approach has been adopted to gain both depth and breadth in understanding how modern consumers engage with CRM systems and how businesses are adapting their strategies. This section outlines the research design, data collection instruments, sampling techniques, analysis procedures, and ethical considerations. This study employs a **mixed-methods research design**, integrating both **quantitative** and **qualitative** techniques. The rationale for this dual approach is to obtain quantifiable insights on consumer trends while also capturing the deeper motivations, preferences, and sentiments that underlie customer behavior changes. The quantitative part focuses on surveying a broad sample of customers across different industries, while the qualitative part involves interviews with CRM managers, marketing professionals, and customer service personnel [7].

Research Objectives and Questions

1. To examine the transformation in customer behavior and expectations over the last decade.
2. To evaluate how CRM strategies are evolving in response to these changes.
3. To identify the technological and human factors influencing CRM effectiveness.
4. To propose actionable recommendations for optimizing CRM in line with current consumer dynamics.

Based on these objectives, the following **research questions** are formulated:

1. What are the key changes in customer behavior and expectations in recent years?
2. How are businesses adapting their CRM systems to meet these evolving expectations?
3. What role do digital technologies and data analytics play in shaping CRM responses?
4. How do customers perceive the effectiveness and personalization of CRM approaches?

To ensure the **reliability** of the questionnaire, a **pilot test** involving 30 participants was conducted. Revisions were made based on feedback to enhance clarity and relevance. **Cronbach's alpha** for internal consistency was 0.86, indicating high reliability. The **validity** of qualitative data was maintained through **triangulation** (comparing interview data with survey results and literature), **member checking** (interviewees reviewed transcripts), and **peer debriefing** (discussions with research supervisors). This study adhered to standard **ethical guidelines** for research involving human subjects. All participants were:

1. Informed about the purpose and scope of the study.
2. Assured of anonymity and confidentiality.
3. Allowed to withdraw at any point without consequence.
4. Required to provide informed consent before participation.

Data were securely stored, and no personal identifiers were included in the final analysis or publication.

Despite a robust methodology, certain limitations were noted:

1. Online surveys may exclude customers who are less digitally active, potentially skewing results toward more tech-savvy users.
2. Interviews were limited to 12 professionals, which may not fully represent all industries or CRM challenges.
3. Cross-sectional design limits the ability to track long-term changes in customer behavior.

Future research could incorporate **longitudinal studies** and **comparative international analysis** for broader insights [8].

Literature Review

Customer Relationship Management (CRM) is a core business strategy that combines external systems and internal processes and functions to create and deliver value to targeted customers while turning a profit for the company. Software and information technology, which employ customer data from the internet and other sources, make CRM possible [9].

It is utilized in every facet of customer relations, including client identification, connection development, information sharing, and altering and influencing how customers view the company and its goods or services. Therefore, in order to deliver a service or product that is valuable to customers, CRM requires an awareness of their needs and expectations. CRM can also be defined as a holistic business model that focuses on customers to increase revenues and profitability. CRM is more precisely defined as any program or initiative that helps your business maximize interactions with clients, suppliers, or prospects through one or more touch points, including a call center, sales representative, distributor, store, branch office, website, or email, in order to attract, retain, or cross selling to customers [10].

Another definition of customer relationship management (CRM) is gaining clients by comprehending and exceeding their expectations in terms of their needs and luring them in with a particular strategic marketing strategy. In reality, CRM is an organization-wide process that requires complete dedication. CRM comprises the techniques, approaches, and tools that assist a business in managing and organizing its customer relationships. CRM now refers to the gathering and sharing of all data across the company. It is evident from the definition above that CRM is a step ahead of traditional marketing techniques [11].

3. Results

Traditional marketing is a marketing approach that now places a higher priority on sales, ignoring client relationships in favour of focussing on the product or service that prompted the company to produce it. The objective is to condense the company's profitable stocks and sell as soon as possible. Relationship marketing is a marketing approach that places a strong emphasis on customer relations. It requires the strategic management of collaborative relationships with clients and other stakeholders in order to create value. According to this, relationship marketing and traditional marketing differ in a few ways.

Conventional marketing (transactional marketing): Using one-time transactions, find a consistent rise in sales

1. Worried about not getting in touch with consumers often enough to sell their stocks on time.

2. It emphasises the features of the good or service.
3. Aims for a sale right away.
4. It operates based on their stock returns.
5. Only the production team is concerned about the quality.
6. Aim for the seller's instant profit.
7. It targets both wide masses and a specific target.
8. The client's and vendor's stances are obvious.
9. Seeking an instant sale based on pricing and quality.
10. It is exposed to trade.
11. The straight and massive are its foundations.
12. There is just one-way communication between the business and the client; in other words, there is an economic exchange.

Relationship is represented by the letter "R" in CRM. The true meaning of this connection is never entirely clear, though. For example, buying a refrigerator from a retailer would not be regarded as a connection; an organization's relationship with its customers is not a one-time transaction or a personal one [12].

4. Discussion

In reality, a relationship between two people is the result of their interactions or transactions over time, or it might be made up of a recurring sequence of synergistic episodes of interaction. Only when the two parties transition from a state of autonomy to one of reciprocal or interdependent dependence does this connection exist. Sometimes drinking tea from a café does not indicate a romantic relationship [13].

More appears to be a relationship if the customer comes back to the café and purchases the same tea again because he enjoys the setting, the flavor, or the way the tea is made. According to relationships evolve throughout time. Interactions increase or decrease in frequency as the parties go closer or farther apart. They can differ greatly in terms of the quantity and type of episodes as well as the interactions that occur within them as they are dynamic. Customer-supplier relationships can go via the following five main phases, according to Dwyer:

The process through which a client researches, evaluates, or tests an organization's performance and capabilities or double-checks the utility of a product or brand is known as exploration. Exploration is the time frame for testing and inquiry when the parties examine one another's performance and capabilities. There is some trial buying. The relationship can be ended for little money if the trial is unsuccessful. Five subprocesses are believed to make up the exploration phase: attraction, communication and bargaining, power building and exercise, norm and expectation creation, and communication [14].

The process by which a consumer comprehends the driving principles of a business or the goods it offers is known as awareness. It occurs when one side approaches the other as a potential trading partner. Expansion is the process by which a business gains the trust of its clients and they become extremely dependent on it. There are more opportunities to conduct business with that specific client at this moment, as well as to grow your company. Trust starts to grow as more transactions-occur.

Commitment: Commitment is a crucial phase in which businesses learn to modify their objectives and business standards in order to succeed. Increased adaptability and shared understanding of responsibilities and objectives are hallmarks of the commitment phase. Purchase procedures that are now automated are unmistakable indicators of dedication. Not every partnership makes it to the commitment stage. Many are fired prior to that point. A partner may be forced to reevaluate the relationship due to a betrayal of trust [15].

Dissolution: This phase occurs when a customer's needs abruptly shift and he searches for new viewpoints. The relationship is over because of this abrupt transformation. Relationships may end for a variety of reasons, including frequent service issues or altered specifications for the product. Due to their inability to meet profit or sales volume targets, suppliers may decide to end their partnerships.

Qualities of a well-established client-organization relationship

1. Trust: The foundation of any relationship is trust. The largest investment in creating enduring connections is trust, which is defined as confidence and security in any partnership. When two people have perfect and satisfied motives for one another, trust is built between them. Knowing one another better reduces uncertainty and dangers and promotes successful commercial dealings. Conversely, a lack of trust erodes the basis of a connection and raises the likelihood of misunderstandings and disputes.
2. Commitment: In order to have a mutually beneficial long-term relationship, commitment is still another important milestone. Only when there is mutual trust and a shared set of ideals can commitment be achieved. In a committed connection, both businesses and clients work hard to maintain it and never want to end it, which makes the relationship stronger and more enduring. In actuality, breaking up a committed engagement with one organization and starting over with fresh partnerships with other organizations comes at a significant expense.

The most effective and powerful strategy for establishing and preserving relationships with customers is customer relationship management.

In addition to being purely commercial, customer relationship management also symbolizes deep interpersonal ties between individuals. The growth of this kind of connection propels the company to new heights of achievement. Any firm can easily determine the true needs of its customers and assist them in receiving better service after this emotional and personal connection has been established [16].

The Objectives of CRM

CRM is a crucial component of advertising. Selling a product or service to a consumer is the primary goal of any business in order to make money. CRM's objectives stem from the necessity for firms to have strategically important clients. CRM seeks to comprehend the client and keep them by offering a positive experience. Additionally, it seeks to boost profitability, draw in new clients, turn inquiries into commercial prospects, and lower customer management expenses. CRM is the instrument that enables a company to establish a mutually beneficial relationship with its strategically important clients. CRM has three main goals.

Customer acquisition is the process of gaining new, valuable clients and forming connections with the appropriate clients based on learnt or recognized traits that promote expansion and higher profit margins. Promoting the goods and services offered by your business helps you attract new clients. Retaining profitable and devoted consumers and channels to expand the business profitably is known as customer retention. The goal of retention is to provide services that are flexible enough to meet client needs rather than market demands.

Increased profits for each individual customer while providing the appropriate products at the appropriate time is known as customer profitability. Enhancing current relationships can lead to profitability by promoting excellence in upselling and cross-selling, which will strengthen and expand the relationship.

CRM, which is commonly used to assist mass and target marketing, offers a number of advantages over traditional mass media marketing.

The Benefits of CRM.

1. Reduces advertising costs
2. Focuses on the demands of specific clients, making it easier to target them.
3. Let businesses compete for clients on the basis of service rather than price.
4. Avoids spending too much on low-value clients or too little on high-value ones.
5. Accelerates the marketing cycle, which is the period of time needed to develop and promote a product.

6. Maximizes each interaction with a client by improving the utilization of the customer channel.
7. Higher return on investment (ROI) as a result of marketing's ability to target certain client demands.
8. Higher profitability and sales.
9. Increase customer loyalty by providing products and services that are tailored to the demands of the consumer.
10. Lower expenses as a result of the proper actions being taken (i.e., effective and efficient Operation)
11. Enhanced client pleasure as a result of receiving precisely what they desire (i.e., surpassing expectations)
12. Increase in market share due to a rise in the number of customers.
13. Making the most of opportunities, such as more services, recommendations, etc.
14. Enhanced availability of a source of knowledge about the market and competitors make constant changes to the way the business is run.
15. Sustainability and long-term profitability.
16. Reduces sensitivity to pricing.

CRM features.

In order to attain business excellence, a company might customise customer relationship management as a strategy to efficiently manage and govern its customers and suppliers. The following traits are typically entangled with it:

1. Requires of the consumer: A company can never be sure of what a consumer truly requires. Asking a customer about all of their preferences is therefore crucial in order to determine and rank their true demands. It is challenging to provide good customer service and sustain a long-term relationship without adjusting for the actual needs.
2. Customer Response: This refers to the way that customers react to the company's goods and operations. It's critical to handle these problems wisely because even little mistakes might lead to improbable impressions. The key to success is comprehending and analysing these problems, then figuring out the best way to solve them. In this case, the company succeeds in building a professional and emotional relationship with the client if he is satisfied by appropriately responding to his questions.
3. Customer Satisfaction: This refers to how well the needs and replies are met in order to meet the expectations of the customers. Customer happiness is a key performance indicator and fundamental differentiator of business strategy in today's cutthroat business environment. More client satisfaction leads to increased business and stronger customer bonds.
4. Client Loyalty: The inclination of a client to stick with a specific company and make frequent purchases is known as customer loyalty. This is typically observed when a consumer is really pleased with the business and returns for business transactions, or when he has a tendency to repurchase a specific brand or product from the firm over time.
5. Customer Retention: The goal of customer retention is to prevent current clients from leaving for more lucrative opportunities at other companies. As long as his basic needs are met, a devoted consumer is typically inclined to persist with a specific brand or product. He doesn't choose to take a chance by trying a new product.
6. Customer Complaints: Organisations face difficulties in addressing customer complaints, which are inevitable. Typically, filing a complaint is a sign of the customer's discontent. A customer may file a complaint for a number of reasons. Although a legitimate reason for the customer's dissatisfaction may also exist, complaints are also filed as a result of a misinterpretation of the terms of the

agreement the company supplied regarding any good or service. It is crucial for every organisation to have a predetermined set of procedures in CRM to handle these complaints and effectively resolve them because handling them to the customer's satisfaction is crucial.

7. Customer service is the process of providing information and services about all brands and products within an organisation. The level of customer satisfaction is contingent upon the quality of services that the organisation offers its clients. The company must adhere to the terms in addition to providing the consumer with more information and clarification about the services that will be rendered. Customers are expected to do business with the company well if the quality and trend of the services exceed their expectations.

The aforementioned factors are crucial for any established business when using a CRM system to interact with a real consumer kinds of clients. Customers are the most crucial element in business and determine how profitable a company is. The person who uses the products and services and assesses their quality is the consumer. As a result, maintaining existing clients or acquiring new ones is essential for business growth. Because each and every client must be considered valuable and profitable, firms should follow tactics like grouping or segmenting clients. The following categories of customers exist:

1. Loyal consumers: Compared to other client categories, loyal consumers produce greater sales and profit since they are completely satisfied. Spending a lot of time and effort interacting with and maintaining a relationship with these clients is crucial since they are devoted to the business. Loyal clients want firms to be polite and considerate because they desire individualised attention.
2. Discount consumers: These frequent consumers are also known as discount customers, although they only buy cheap goods or regular brands and products when they are on sale. The larger the discount, the more likely they are to buy. To boost company earnings, it is essential to focus on certain types of customers.
3. Impulsive Customers: These clients are difficult to convince because of their impetuous want to do business. They don't have a specific item on their list, but they are forced to buy anything they now believe to be practical and efficient. Dealing with these customers is challenging because they are not specifically searching for a product and would rather be shown all of the company's useful products so they can buy what they want. If handled properly, impulsive purchases could be the source of high sales.
4. Customers Based on Needs: These customers are product-specific and usually only buy products that fulfil their needs. Due to their infrequent participation in purchases, it is difficult to satisfy these loyal customers. Treating these customers well should entail urging them to buy these as well as giving them explanations and strategies for switching to similar brands and products. These clients can disappear if they are not handled well and in a positive way.
5. Wandering Customers: These are the least profitable customers because they are sometimes unclear of what to purchase. These customers are usually fresh to the market and simply come to companies to verify their needs for the products they want. They study the characteristics of the most popular products on the market, but they either don't buy any of them or aren't really interested in doing so. To spark their curiosity and draw in such clients, they should be well-informed on the numerous benefits of the items.
6. Customer by Chance: We refer to consumers who simply happen to visit you or make a purchase from you because they are looking for a certain product or have a specific interest. We need to focus on building relationships and providing them with outstanding service and attention, not just mediocre care.

7. Customer by occasion: These customers are present at your point of sale by chance. For example, a customer going to a historical site or a hill station during the summer, or a contractor who was given a contract for an infrastructure project in a certain area. For example, a store in the Namugongo neighbourhood, where there is a shrine for the Uganda Martyrs, can sell a lot during the week of June 3 compared to other periods of the year. This is due to the fact that it is Uganda Martyrs Day and the customers are clients by occasion.
8. Customer by Choice: This is a highly desirable customer, and we should work to gain their business. Some clients are well-known and regarded in the neighbourhood. If these clients are loyal to you, you have a solid reference, so work extra hard to get their business and cultivate a solid rapport with them in order to keep them around for a long time.

All of the aforementioned customer kinds can be divided into three groups: loyal customers, regular customers, and casual customers. Customers that would never, ever move to a competition are considered loyal. Regular and casual consumers are comparatively at risk.

Businesses need to find these devoted clients and provide them with careful attention. Additionally, companies need to work extra hard to turn more and more of their regular clients into devoted ones in order to grow their clientele and guarantee volume.

Important Elements Influencing Shifts in Consumer Behavior:

Technology Advancement:

1. Customers now expect fast, digital, and seamless experiences.
2. Online shopping, mobile apps, and self-service options are now the norm.

Access to Information

1. With social media and reviews, customers are more informed and make smarter purchasing decisions.
2. Transparency and authenticity matter more than ever.

Personalization

1. Consumers prefer tailored recommendations and services based on their preferences.
2. One-size-fits-all approaches are becoming outdated.

Sustainability Awareness

1. Eco-consciousness is rising.
2. Customers expect ethical practices, sustainable packaging, and eco-friendly products.

Convenience

1. People value their time more, expecting faster delivery, 24/7 support, and frictionless transactions.
2. Subscription models, one-click orders, and real-time updates are now basic expectations.

Experience Over Products

1. Customers seek emotional connection and positive experiences—not just a product.
2. A great customer journey is as important as the product itself.

Changing Expectations: A Comparison of the Past and Present

Table 1 presents a comparative overview of how customer expectations have evolved over time, focusing on six key service dimensions: response time, shopping channels, product information access, service approach, communication modes, and loyalty factors. Each feature is contrasted with its past and present characteristics, illustrating a shift from traditional, slower, and more generalized customer service toward a fast, digital-first, and personalized experience.

Response time has shifted from 24–48 hours via email or phone to instant responses through live chat and chatbots.

Shopping behavior has moved from in-store only to omnichannel engagement, including online, mobile, and physical channels.

Product information is no longer dependent solely on packaging or salespeople; instead, customers now rely on social media, online reviews, and video content.

Customer service has become proactive anticipating needs through data rather than simply reacting to issues.

Communication preferences now favor real-time messaging platforms like WhatsApp and social media over traditional phone or email.

Loyalty is driven more by value, personalization, and experiences than brand attachment alone (Table 1).

Table 1. Comparison Schedule of customer expectations

Feature	Then	Now	Explanation
Response Time	Within 24–48 hours	Instant (chatbots, live chat, etc.)	In the past, customers expected responses to take 1–2 days, usually via email or phone. Today, they expect real-time responses through live chat, chatbots, or social media – often within minutes or even seconds.
Shopping	In-store only	Omnichannel (online, mobile, offline)	Earlier, shopping required going to a physical store. Now, customers expect a seamless experience across websites, mobile apps, social media, and physical locations – anytime, anywhere.
Product Info	Salesperson or product packaging	Online reviews, videos, and social media	Instead of relying on salespeople, today's buyers research independently via YouTube reviews, influencer opinions, online ratings, and user feedback before making decisions.
Service	Reactive (solve problems)	Proactive (anticipate needs)	Before, service teams waited for problems to arise. Now, smart companies use data and AI to predict customer needs and solve issues before the customer even notices.
Communication	Phone/email	Messaging apps, social media, chatbots	Traditional communication relied on phone calls and emails. Today's customers prefer instant messaging via WhatsApp, Facebook Messenger, Instagram DMs, and smart chatbots.
Loyalty	Brand loyalty	Value-driven and experience-driven loyalty	Loyalty used to come from long-term brand trust. Now, customers switch brands quickly if they find better value, personalization, or a more enjoyable experience. Social responsibility and sustainability also influence loyalty today.

This comparison highlights the dynamic nature of consumer behavior and underscores the necessity for businesses to adapt CRM strategies to meet modern customer expectations. Companies must prioritize speed, personalization, and seamless digital experiences to stay competitive in today's customer-driven market.

Customer expectations have become more:

Instant (real-time interactions)

Digital-first (tech-savvy and mobile)

Informed (research before buying)

Demanding (personalization, convenience)

Experience-focused (emotional connection matters)

Businesses must adapt quickly by offering fast, personalized, and omnichannel customer service to stay competitive.

5. Conclusion

Customer Relationship Management has become an essential strategic tool for modern businesses aiming to build long-term customer loyalty, improve customer satisfaction, and drive sustainable growth. CRM systems enable organizations to understand their customers better by analyzing their behaviors, preferences, and needs, leading to more personalized services and targeted marketing.

CRM is not just a software system but a holistic approach that involves aligning people, processes, and technology to serve customers more effectively. Businesses that invest in CRM gain a competitive edge by fostering deeper relationships, improving service quality, and retaining valuable clients.

In today's customer-centric market, CRM contributes significantly to:

1. Enhancing communication channels
2. Streamlining customer interactions
3. Increasing productivity and efficiency
4. Supporting data-driven decision-making

    1) Invest in the Right Technology
    a. Choose a CRM platform that matches your organization's size, industry, and customer base.
    b. Ensure it integrates well with other systems (email, sales, marketing, helpdesk).
    2) Train Employees
    a. Provide regular training so employees understand how to use CRM tools effectively.
    b. Emphasize the value of customer-centric thinking at all levels of the organization.
    3) Ensure Data Quality
    a. Maintain accurate, up-to-date customer data.
    b. Implement data privacy and protection protocols to build customer trust.
    4) Focus on Personalization
    a. Use CRM data to deliver customized offers, support, and communication.
    b. Personalization builds emotional connections with customers.
    5) Use CRM Analytics
    a. Analyze customer data to track behaviors, trends, and satisfaction levels.
    b. Use insights to refine strategies, improve products/services, and anticipate needs.
    6) Monitor and Evaluate CRM Performance
    a. Set key performance indicators (KPIs) such as customer retention rate, customer lifetime value (CLV), and response time.
    b. Regularly assess outcomes and adjust CRM strategies accordingly.
    7) Align CRM with Business Goals
    a. CRM initiatives should align with overall business objectives such as improving customer satisfaction, reducing churn, or increasing sales.
    8) Collect and Act on Feedback
    a. Encourage customer feedback through surveys, reviews, and direct communication.
    b. Use feedback to improve processes, products, and service quality.

REFERENCES

[1] W. B. Arthur, "Increasing returns and the new world of business," *Harvard Business Review*, vol. 74, no. 4, p. 100, 1996.
[2] F. R. Dwyer, P. H. Schurr, and S. Oh, "Developing buyer-seller relationships," *Journal of Marketing*, vol. 51, no. 2, pp. 11–27, 1987.

[3] D. L. Goodhue, B. H. Wixom, and H. J. Watson, “Realizing business benefits through CRM: hitting the right target in the right way,” *MIS Quarterly Executive*, vol. 1, no. 2, p. 4, 2008.

[4] E. Gummesson, “Return on relationships (ROR): the value of relationship marketing and CRM in business-to-business contexts,” *Journal of Business & Industrial Marketing*, 2004.

[5] G. K. Gureja, *Organisational Schizophrenia: Impact on Customer Service Quality*. New Delhi, India: SAGE Publications, 2013.

[6] T. Hennig-Thurau, *Relationship Marketing: Gaining Competitive Advantage Through Customer Satisfaction and Customer Retention*. Berlin, Germany: Springer, 2000.

[7] C. J. Lambe, C. M. Wittmann, and R. E. Spekman, “Social exchange theory and research on business-to-business relational exchange,” *Journal of Business-to-Business Marketing*, vol. 8, no. 3, pp. 1–36, 2001.

[8] M. Lin, “A study of mainstream features of CRM system and evaluation criteria,” in *2003 Annual Conference*, 2003, pp. 8–122.

[9] A. Mishra and D. Mishra, “Customer relationship management: implementation process perspective,” *Acta Polytechnica Hungarica*, vol. 6, no. 4, pp. 83–99, 2009.

[10] C. D. Pedron, W. N. Picoto, G. Dhillon, and M. Caldeira, “Value-focused objectives for CRM system adoption,” *Industrial Management & Data Systems*, 2016.

[11] A. K. Rai and M. Srivastava, “Customer loyalty attributes: A perspective,” *NMIMS Management Review*, vol. 22, no. 2, pp. 49–76, 2012.

[12] A. F. Wysocki, K. W. Kepner, and M. W. Glasser, “Customer complaints and types of customers,” *University of Florida Cooperative Extension Service, Institute of Food and Agriculture Sciences, EDIS*, 2001.

[13] F. Tao, “Customer relationship management based on increasing customer satisfaction,” *International Journal of Business and Social Science*, vol. 5, no. 5.

[14] R. Jain, S. Jain, and U. Dhar, “Measuring customer relationship management,” *Journal of Services Research*, vol. 2, no. 2, pp. 97–113, 2002.

[15] F. Buttle, “The SCOPE of customer relationship management,” *International Journal of Customer Relationship Management*, vol. 1, no. 4, pp. 327–337.

[16] R. Winer, “A framework for customer relationship management,” *California Management Review*, vol. 43, no. 4, pp. 89–105.