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Research Paper

Connecting Customer Relationship Management with Entrepreneurial Marketing

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ABSTRACT

Entrepreneurship has emerged as a major driving force in shaping contemporary society, largely because of its capacity to identify, create, and capitalise on opportunities that meet evolving customer needs and expectations. In this context, Customer Relationship Management (CRM) has gained prominence not only as a strategic business philosophy but also as a powerful technological tool that supports sustainable growth. Its relevance in entrepreneurial settings has become increasingly evident, as CRM systems enable businesses to strengthen customer connections, enhance market understanding, and improve overall performance. Organisations that adopt CRM practices frequently report substantial returns on investment and improved long-term competitiveness.

Recognising the importance of this subject, the present study undertakes a semi-systematic review to explore the relationship between CRM and entrepreneurial marketing. This method allows for a structured and comprehensive examination of how CRM contributes to the development of entrepreneurial marketing strategies, particularly through its alignment with relationship-focused and customer-centric business approaches. After conducting extensive research on this topic, the study presents a structured understanding of the prevailing trends, conceptual developments, and practical implications that demonstrate the expanding role of CRM in contemporary business environments. The analysis reveals that CRM has evolved into a fundamental driver of technological and social transformation within the entrepreneurial ecosystem. It underscores how data-driven decision-making and deeper customer insights have become essential components for shaping effective entrepreneurial marketing strategies in today's competitive and rapidly changing markets.

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INTRODUCTION

I. Background

In today's globalised and highly competitive business landscape, markets are continuously evolving, shaped by rapid technological advancements and shifting consumer expectations. Modern commerce places the customer at both the starting point and the culmination of the value chain, making customer-centricity an indispensable principle for any enterprise seeking long-term relevance. Within this dynamic environment, entrepreneurship plays a pivotal role. Entrepreneurs possess the unique capability to identify emerging opportunities, reinterpret challenges as avenues for innovation, and devise new methods for meeting customer needs. This adaptability is especially crucial in an era defined by digital transformation, where traditional market boundaries have blurred, and competition has intensified.

Globalisation has empowered consumers in unprecedented ways. Customers now enjoy instant access to information, comparative data, and purchasing options from across the world. As a result, their expectations have grown more sophisticated and demanding. They seek not only quality products and services but also seamless experiences, transparency, and value-driven engagement. Consequently, the market has become so fluid and unpredictable that only those organisations capable of evolving alongside these changes can maintain their competitive edge. This necessitates continuous investment in innovation, technological development, and strategic reinvention (Adamson et al., 2003).

For businesses, an entrepreneurial mindset has become essential. It is this mindset that encourages openness to experimentation, readiness to pivot strategies, and enthusiasm for discovering new ways to fulfil consumer aspirations. Entrepreneurship, therefore, has emerged as one of the primary forces driving societal, economic, and technological transformation. This explains the growing academic and professional interest in the field, as it is increasingly recognised as a key contributor to sustainable progress.

The significance of entrepreneurship has evolved dramatically over the past few decades. What was once perceived merely as a practical craft, reserved for individuals launching small ventures, has now developed into a sophisticated field of academic inquiry. Today, entrepreneurship is acknowledged as a critical driver of economic growth and social advancement. It influences employment generation, fosters innovation, and enhances the overall quality of life through the introduction of novel solutions and business models (Afèche et al., 2017).

Entrepreneurs operate in environments characterised by continuous change. They observe patterns, notice gaps, and respond by creating or harnessing opportunities that others might overlook. Their work involves evaluating potential ideas, developing them into viable offerings, and mobilising the required resources to bring these ideas to fruition. At its core, entrepreneurship represents a structured process of opportunity identification, assessment, development, and execution. It is also shaped by a wide range of internal and external factors,

including market dynamics, technological capabilities, financial resources, and regulatory frameworks. Entrepreneurship has become one of the most powerful mechanisms within the business world for enhancing customer experiences and advancing societal well-being. Its transformative potential continues to expand as global markets diversify and digital integration deepens, making the study of entrepreneurship more relevant today than ever before.

In the contemporary business landscape, customers are widely regarded as the driving force behind organisational growth and long-term sustainability. Their preferences, expectations, and purchasing behaviour now influence almost every managerial decision. To thrive in such a competitive environment, companies must equip themselves with robust tools capable of gathering, organising, and interpreting critical information about customer needs. This insight allows businesses to tailor their production processes, logistical decisions, and commercial strategies to remain aligned with customer expectations. For emerging entrepreneurial ventures—often characterised by limited resources and high uncertainty—the challenge becomes even more pronounced. In this context, tools and technological solutions that strengthen customer understanding and support entrepreneurial marketing assume great significance. Among these, Customer Relationship Management (CRM) has increasingly demonstrated a particularly strong influence (Al-Omouh et al., 2021).

In the present era, where customers hold a central and decisive role in shaping business priorities, it becomes essential to assess how various strategies and tools contribute to managing customer-related knowledge within a firm. Access to timely and accurate information about customers enables organisations to refine their marketing activities and adapt them to the most relevant and impactful market segments. Marketing—conceptualised broadly as the strategic management of relationships with customers—plays an integral role in the growth and evolution of businesses. Entrepreneurial marketing, in particular, combines conventional marketing practices with the innovation, agility, and transformative mindset characteristic of entrepreneurship. It is this dynamic combination that often becomes a driving force behind economic development in society.

Over recent decades, CRM has emerged as one of the most influential strategic and operational tools for managing customer relationships. CRM systems are designed not merely as technological applications but also as managerial philosophies that seek to unify customer-related information, coordinate communication, and strengthen customer engagement. By integrating data from various customer touchpoints, CRM helps businesses gain a deeper understanding of customer motivations, preferences, and purchasing behaviour. Such information is especially valuable for entrepreneurial ventures, where decision-making must be both swift and well-informed. In practice, CRM facilitates the development of focused marketing initiatives, more accurate sales planning, and responsive production

strategies—each of which contributes to improved business performance and customer satisfaction (Bojanowska, 2017).

This study aims to examine the existing body of work that connects customer relationship management with entrepreneurial marketing. The focus is to explore how these two domains intersect and how previous research has identified the key dimensions, practices, and outcomes associated with their integration. By analysing these contributions, the study seeks to highlight the most influential factors that shape customer-oriented business strategies, particularly within entrepreneurial firms. The intention is not only to synthesise current knowledge but also to identify gaps and propose meaningful directions for future research.

For many entrepreneurs, marketing is viewed not simply as one department within the business but as a personal and social activity that lies at the heart of their mission. They see marketing as the engine that propels growth and fosters meaningful connections with customers. Unlike other administrative or technical functions—such as finance or human resource management—marketing is often considered the core function that gives identity and purpose to entrepreneurial ventures.

Within this marketing-oriented outlook, CRM has become one of the most valuable tools. Its influence stems from the wealth of customer-related insights it provides. CRM systems consolidate information about customer behaviour, interactions, and preferences, offering a foundation upon which entrepreneurs can build loyal customer relationships and design targeted marketing strategies. Each stage of CRM implementation—whether technological or strategic—reflects the broader philosophy of understanding customers deeply and responding to them effectively. As a result, CRM significantly enhances the effectiveness of value chain processes, making production and service delivery more coherent, efficient, and aligned with customer expectations. CRM functions as a bridge between customer knowledge and entrepreneurial marketing practice. Empowering businesses with meaningful data and fostering customer-centric thinking enables entrepreneurs to compete more effectively, innovate more confidently, and build long-term customer relationships that form the backbone of sustainable business growth (Canhoto et al., 2016).

In the study of business management, it has long been observed that successful organisations share certain guiding principles that enable them to maintain strong performance and remain competitive over long periods of time. These principles highlight the importance of sound decision-making, strategic foresight, and the ability to adapt to changing market environments. Within this broader framework, entrepreneurial marketing emerges as a vital component of sustained organisational success. It plays a decisive role in shaping how firms identify opportunities, respond to dynamic market conditions, and build long-term value.

Customer relationship management (CRM) becomes much more than a simple technological tool. It serves as a comprehensive system that allows firms to gather, organise, and interpret information about their customers. The insights derived from

CRM support the formulation of strategies and help businesses anticipate market needs with far greater accuracy. When CRM is used effectively, it equips managers with the knowledge required to design meaningful customer-centric initiatives and strengthens the overall decision-making process.

Entrepreneurial firms, in particular, are known for venturing into unpredictable and rapidly shifting markets—spaces that more traditional businesses often avoid. Rather than waiting for stable conditions, these firms actively embrace turbulence, using it as an opportunity to innovate and introduce new products, services, or business models. Economic perspectives generally describe such firms as catalysts of market change, generating momentum by unveiling previously unseen or unexploited possibilities. Their actions often push markets away from equilibrium, creating openings for competitive advantage (Dewnarain et al., 2021).

The strategic use of knowledge, creativity, and innovation, supported by CRM technologies, becomes essential in this process. CRM systems help firms recognise market patterns, understand customer behaviour, and uncover gaps that can be transformed into profitable opportunities. When combined with an entrepreneurial mindset, CRM contributes to what may be considered entrepreneurial gains—advantages derived not merely from isolated managerial decisions but from an ongoing culture of experimentation, learning, and strategic agility.

From a broader research standpoint, examining CRM through the lenses of business strategy, sociology, and technological development provides compelling evidence of its growing relevance. It becomes clear that CRM is not just a back-office tool but a foundational element in shaping how companies manage sales processes, strengthen customer loyalty, and execute entrepreneurial marketing initiatives. As businesses continue to evolve in increasingly competitive and information-driven environments, CRM stands out as one of the most influential mechanisms for enhancing customer value and supporting long-term organisational success (Foltean et al., 2018).

II. Entrepreneurial Marketing

Marketing, as a discipline, focuses on understanding how markets function and how consumer needs and behaviours evolve. Within this broader field, entrepreneurial marketing has emerged as a distinctive approach shaped by the unique characteristics of entrepreneurial ventures. Unlike traditional marketing, which often relies on structured research, established frameworks, and formalised strategies, entrepreneurial marketing is grounded in agility, intuition, and a deep personal engagement with customers.

Entrepreneurial firms typically operate in highly dynamic environments where opportunities must be identified and acted upon quickly. In such settings, the marketing process shifts from rigid planning to a more flexible and opportunity-driven orientation. Entrepreneurs tend to attract, engage, and retain customers by closely observing their needs, interacting directly with them, and crafting personalised value propositions. Their

focus is not only on fulfilling customer desires but also on offering innovative solutions that can reshape or improve the functioning of markets. This orientation allows entrepreneurial ventures to pursue paths that have not yet been explored by conventional businesses, often contributing to broader societal transformation (Galvão et al., 2018).

Unlike traditional marketing models, which emphasise the classic pillars of product development, pricing, promotion, and distribution, entrepreneurial marketing relies heavily on informal methods. Entrepreneurs often prioritise direct communication and relationship-building over large-scale promotional activities. Their marketing decisions depend on real-time customer feedback, personal networks, and day-to-day interactions rather than extensive market research or complex analytical tools. As a result, the marketing behaviour of entrepreneurs demonstrates greater adaptability and responsiveness to immediate market conditions.

At the conceptual level, entrepreneurial marketing blends the fundamentals of marketing with an entrepreneurial mindset. This mindset is characterised by innovation, a willingness to take calculated risks, and proactive pursuit of emerging opportunities. It reflects a belief that growth can and should be pursued even in the absence of abundant resources. This approach emphasises market sensing, creativity, and a readiness to experiment, enabling small firms to position themselves competitively even against larger players (Gil-Gomez et al., 2020).

Research on entrepreneurial practices observes that smaller or emerging firms often possess unique marketing strengths. They typically have a sharper awareness of customer expectations, a closer watch on market trends, and an intuitive understanding of how to position their offerings. In such businesses, marketing does not exist as a standalone, formalised function. Instead, it is deeply intertwined with everyday operations, decision-making, innovation practices, and customer relationship management. Understanding marketing in small businesses, therefore, requires attention to their context — particularly how they engage with customers, adapt to shifting market environments, and integrate marketing with entrepreneurial behaviour.

The growing importance of this interaction between entrepreneurship and marketing has contributed to the broader recognition of the entrepreneurial business model. While relevant to organisations of all sizes, entrepreneurial marketing is considered especially meaningful for small and medium-sized enterprises, where flexibility, creativity, and rapid responsiveness are essential to survival and growth.

Studies exploring this field highlight that entrepreneurial marketing processes evolve to fit entrepreneurial contexts. Instead of relying on rigid analytical tools, entrepreneurs often approach the market with a strong emphasis on innovation, intuition, and direct experience. Their decision-making is typically guided by new ideas, experimentation, and an instinctive sense of customer needs rather than extensive formal evaluation. This makes entrepreneurial marketing a distinctive, opportunity-driven, and innovation-centred approach that stands

apart from conventional marketing theory (Williams, Ashill, & Naumann, 2016).

III. Customer relationship management (CRM)

The concept of Customer Relationship Management (CRM) can be traced back to the early 1970s, when businesses first began exploring technological methods to streamline and automate their internal sales operations. What initially started as a basic tool to support sales teams has gradually transformed into a comprehensive strategic system. Over the years, particularly after 2010, academic interest in CRM has grown remarkably, as evidenced by various bibliometric assessments that highlight the expansion of research contributions across countries, institutions, and subject areas. This surge in scholarly attention reflects CRM's growing relevance, especially in studies examining its link to entrepreneurial marketing, innovation, and contemporary business strategies.

In today's business environment, CRM is regarded as one of the most advanced management mechanisms for organising and interpreting customer-centric information. It functions in close alignment with Enterprise Resource Planning systems to create an integrated flow of data across different organisational functions. The central purpose of CRM is to enhance overall business performance by enabling firms to make better decisions, strengthen customer relationships, and ultimately improve financial outcomes. Unlike earlier conceptualisations that described CRM merely as the alignment of people, processes, and technology to understand customers, the modern understanding of CRM has evolved significantly. It is now seen as a holistic framework that supports the continuous collection, analysis, and application of customer-related information to ensure meaningful interactions and long-term engagement (Vicedo et al., 2020).

Recent discussions in the field of business management highlight the growing necessity for organisations to rely on well-organised, data-driven systems to support leadership and decision-making processes. Contemporary approaches emphasise the need for comprehensive management of key customer data to guide strategic planning, market positioning, and coordinated entrepreneurial marketing efforts. CRM plays a central role in this shift by enabling businesses to interpret customer expectations, monitor behavioural patterns, and design targeted strategies aimed at attracting, satisfying, and retaining valuable customer segments.

In light of digital transformation and increasingly competitive global markets, CRM has taken on even greater importance. Modern research emphasises its dual role—not only as a tool that optimises current operations and increases managerial efficiency, but also as a platform that fosters innovation, experimentation, and organisational adaptability. Its ability to support both the improvement of existing practices and the exploration of new opportunities makes CRM a vital component of contemporary business management. Consequently, CRM is widely recognised as one of the most influential technological solutions that help firms navigate rapid changes, remain

competitive, and innovate in a continuously evolving market landscape (Stone et al., 2017).

IV. Marketing approach to the CRM customer-centric management theory

The growing relevance of Customer Relationship Management (CRM) as a strategic and technological tool has made it increasingly significant in the field of marketing, particularly within the domain of entrepreneurial marketing. Once the role of CRM in shaping customer-focused business decisions is recognised, it becomes essential to identify the marketing philosophy that aligns most closely with this technological approach. Such alignment ensures that any analysis or conclusions derived from the study are conceptually coherent and hold value for future research. Among the various contemporary marketing theories, the concept that most naturally complements CRM is *relationship marketing*, often referred to as relational marketing.

Relationship marketing emphasises building, nurturing, and sustaining meaningful interactions with customers over time rather than focusing solely on isolated transactional exchanges. It views the customer not merely as a buyer but as a long-term partner whose ongoing engagement can generate mutual value. This approach involves identifying customer groups, establishing strong communication channels with them, and continuously improving the quality of interactions to strengthen trust and loyalty (Sota et al., 2019).

This relational perspective becomes even more critical in the field of entrepreneurship. Young or growing enterprises typically operate in uncertain environments, where revenue cycles are unpredictable, and competition is intense. For such firms, a stable base of loyal customers can provide an important sense of financial security. Loyal customers help create a buffer against market volatility and foster confidence in the long-term viability of the business. This confidence, in turn, allows entrepreneurs to continue taking calculated risks, experimenting with new ideas, and pursuing innovative opportunities—activities that are fundamental to entrepreneurial ventures.

In practical terms, loyal customers are those who purchase a particular product from the same store regularly, who remain committed to specific brands, or who consistently transact with the same business entity. Their repeated interactions demonstrate not only satisfaction but also trust, which is at the heart of relationship marketing (Roopchund, 2019).

The foundational principles of relationship marketing include several core ideas:

- It is grounded in personalised or segmented marketing efforts tailored to individual or group-specific needs.
- It prioritises long-term value creation rather than short-term profits.
- It is built on a commitment to fostering mutually beneficial relationships that evolve and strengthen over time.

- It emphasises continual improvement in the value provided to customers, ensuring that they experience increasing benefits from the relationship.
- It requires a company-wide focus on customer needs, meaning that every department and function aligns its efforts toward enhancing customer experiences.
- It depends on effective internal marketing to cultivate a corporate culture that recognises the importance of customer relationships.
- It directs training, professional development, and performance evaluation of employees toward improving customer satisfaction.
- It seeks to deliver positive experiences at every point of interaction, ensuring that customers feel valued and supported.

In today's competitive and rapidly shifting global marketplace, the connection between CRM technologies, relationship marketing philosophies, and entrepreneurial success has become increasingly evident. Relationship marketing provides the conceptual foundation, while CRM tools operationalise these principles through data-driven insights, automated processes, and tailored communication strategies. Together, they form a powerful framework for companies aiming to strengthen customer loyalty and build sustainable growth.

Over the past decade, CRM technologies have attracted substantial attention and investment worldwide. Their rapid adoption has been further accelerated by advancements in cloud computing, which have made CRM systems more accessible, scalable, and affordable for businesses of all sizes. Despite being a relatively recent technological innovation, CRM has already transformed the way organisations understand and engage with their customers (Powell et al., 2018).

Because CRM is so closely intertwined with the philosophy of relationship marketing, exploring its combined impact on entrepreneurial marketing becomes both relevant and timely. The interconnected nature of these concepts, as well as their growing significance in modern business environments, provides a strong foundation for deeper analysis. This convergence of technology, marketing strategy, and entrepreneurial practice forms the basis for the present literature review and highlights the importance of continued research in this evolving area.

V. State of the art on the impact of CRM on entrepreneurial marketing

The academic exploration of Customer Relationship Management (CRM) as a technological and strategic tool is still relatively recent, and for that reason, the existing body of research remains somewhat limited, particularly regarding its influence on modern business practices. Given this emerging nature, it becomes essential to examine the field from two complementary perspectives: a quantitative assessment of existing research output and a qualitative examination of the most significant scholarly contributions. Together, these

approaches provide a clearer and more complete picture of the current state of knowledge.

From a quantitative standpoint, previous studies on CRM have often relied on bibliometric methods to understand the growth and evolution of academic work in this field. Such analyses typically involve reviewing established scientific databases to trace publication trends, citation patterns, and the geographical or institutional origins of scholarly contributions. These studies help illustrate how interest in CRM has expanded over time and identify the regions, institutions, or research groups that have contributed most prominently to its development. They also highlight the most influential works—those that have shaped the discourse and guided subsequent investigations.

On the qualitative side, many reviews have attempted to map the intellectual landscape of CRM research by systematically examining the literature, categorising major themes, and identifying future research directions. These reviews often classify CRM-related studies into conceptual, empirical, and technological domains, thereby offering a deeper understanding of how CRM has been theorised and applied in different organisational settings. They also help uncover recurring gaps or unresolved questions in the field, suggesting areas where further inquiry may prove productive (Oumar et al., 2017).

Despite the growing interest in CRM, one area still noticeably underdeveloped is the intersection between CRM and entrepreneurial marketing. The importance of entrepreneurial marketing in driving innovation, competitiveness, and business growth is widely acknowledged, especially in dynamic or resource-constrained environments. At the same time, CRM technologies have emerged as powerful tools that enable firms to gather and analyse customer data, personalise interactions, and enhance decision-making. Given these complementary roles, there is a clear need for research that specifically examines how CRM supports and strengthens entrepreneurial marketing practices.

Recognising this gap, the present study undertakes a comprehensive review of existing literature to better understand the relationship between CRM technologies and entrepreneurial marketing strategies. To achieve this, the research adopts a semi-systematic approach that blends quantitative insights from bibliometric trends with a more detailed qualitative analysis of scholarly discussions. This dual approach makes it possible to not only track how CRM research has evolved over time but also evaluate the depth, diversity, and relevance of studies that engage with entrepreneurial marketing.

The review covers publications from the inception of CRM as an identifiable concept up to the end of 2019, thereby providing an extensive overview of the field's progression. The study first outlines the methodological framework used to gather, screen, and assess relevant literature. It then introduces a classification system developed to organise the research based on thematic focus, conceptual orientation, and methodological approach. This is followed by a detailed analysis of the selected studies, with particular attention to how CRM technologies have been applied to support entrepreneurial marketing initiatives, enhance

customer engagement, and improve overall business performance (Miell et al., 2017).

Finally, the paper concludes by presenting key insights and identifying promising directions for future research. It highlights the growing significance of CRM as a strategic tool in entrepreneurial contexts and emphasises the need for more nuanced, context-sensitive studies that explore technological adoption, customer data utilisation, and innovation in marketing practices. By offering both a broad overview and a focused thematic analysis, this study aims to contribute meaningfully to the academic understanding of CRM and its evolving role in shaping modern entrepreneurial marketing strategies.

VI. DISCUSSION AND CONCLUSIONS

A review of the recent body of literature examining the influence of customer relationship management (CRM) strategies and systems on entrepreneurial marketing reveals a consistent and compelling conclusion. Across the surveyed research, the effective use of CRM tools is repeatedly associated with stronger managerial decision-making and improved business performance. This connection appears to stem largely from CRM's ability to guide entrepreneurial marketing efforts toward the most relevant customer needs and market priorities. In essence, CRM provides enterprises—especially new and growing ventures—with the clarity needed to align their marketing initiatives with customer expectations, thereby enabling more accurate, focused, and meaningful engagement.

Through the analysis conducted in the study, certain dimensions of entrepreneurial marketing and CRM emerged as especially significant. One of the major contributions of the study lies in identifying these dominant dimensions, a task that had not been clearly undertaken in earlier research using similar analytical parameters. The findings help bridge a gap in existing literature by offering a consolidated perspective on which CRM functions and entrepreneurial marketing components have gained the most scholarly attention. This, in turn, opens new possibilities for future research on how the combined use of CRM and entrepreneurial marketing can strengthen customer relationship practices in today's rapidly shifting and competitive business environment.

An important overarching conclusion is that the scientific investigation of CRM—both as a strategic approach and as a technology-driven solution—continues to grow. Numerous recent bibliometric studies confirm a rising global interest in understanding how CRM supports entrepreneurial marketing and contributes to firm performance. In the present study, this conclusion is reinforced through an in-depth analysis of 86 research articles carefully selected from the period 2015 to 2019. The year 2015 shows a notable upsurge in academic attention, and even though the review extends to 2019, several articles from that year were still pending publication at the time of analysis, demonstrating an active and ongoing research trend.

A second key conclusion concerns the CRM dimensions most widely emphasised in prior studies. Two dimensions—customer retention and customer development—stand out as the most

influential areas for decision-makers seeking effective entrepreneurial marketing tools. Customer retention emerges as the most frequently studied CRM dimension, with a large proportion of research focusing on loyalty initiatives. These studies highlight that retaining an existing customer often produces more sustainable and cost-effective results than acquiring new customers. Customer development follows closely, where customer lifetime value is identified as a critical concept guiding marketing strategies. Together, these two dimensions account for a significant majority of the analysed research, reinforcing the long-standing belief that nurturing existing customer relationships remains fundamental to business success.

The third major conclusion relates to the specific CRM elements that have the greatest impact on entrepreneurial marketing decision-making. Loyalty programs, customer lifetime value assessment, and direct marketing appear most frequently in prior research. Loyalty programs are especially prominent, suggesting that structured efforts to maintain customer engagement are central to long-term organisational performance. Likewise, the emphasis on customer lifetime value indicates a growing recognition of the importance of understanding the long-term profitability associated with individual customers. Direct marketing, which enables personalised and targeted outreach, also features strongly, demonstrating its importance in strengthening customer–company interaction. These findings clearly align with earlier conclusions on the primacy of customer retention and customer development within CRM practice.

A fourth significant conclusion highlights the entrepreneurial marketing dimensions that are most relevant to business decision-makers. Relationship marketing surfaces as the dominant dimension, followed by commitment and trust. These components underpin the entire philosophy of CRM, emphasising that cultivating strong and meaningful customer relationships is essential for small, growing, and entrepreneurial businesses. The study's findings reinforce the notion that accurate, organised, and continually updated customer information is essential to designing effective marketing strategies. CRM systems, by centralising and managing such data, play a critical role in enhancing a company's ability to understand customer behaviour, preferences, and expectations.

Across all these conclusions, a clear pattern emerges: the intersection of CRM and entrepreneurial marketing is primarily oriented toward strengthening relationships with existing customers rather than focusing solely on acquiring new ones. The commitment to fostering loyalty, nurturing trust, and increasing customer lifetime value forms the core of this strategic alignment. Within this framework, CRM becomes an instrumental driver of effective marketing practices and long-term organisational sustainability.

In addition to identifying the predominant CRM and entrepreneurial marketing dimensions, the study aims to outline potential paths for future research. Given the increasing academic interest in the field, researchers are encouraged to further explore the areas of customer retention and customer

development, particularly in relation to emerging marketing practices. Relationship management—and the related themes of trust and commitment—also present fertile ground for new investigations. Future researchers may benefit from examining the current impact of CRM while also looking ahead to understand how CRM systems can support innovation, adaptability, and sustainable organisational growth.

The review also highlights the broader social and technological implications of CRM. CRM has become one of the most influential technological tools shaping entrepreneurial marketing, enabling businesses to navigate new opportunities and market challenges. The rapid development of digital technologies, including the growth of big data analytics, has amplified CRM's ability to enhance customer experiences and tailor products and services to evolving needs. This technological transformation demonstrates how CRM contributes not only to business efficiency but also to broader societal benefits through improved customer satisfaction and market responsiveness.

To further advance research in this domain, it is recommended that future work evaluate both current and future-oriented benefits of CRM. This includes assessing how CRM can support innovation, enhance the firm's capability to navigate volatile markets, and ultimately improve organisational performance. Once the most influential factors are identified, researchers may develop comprehensive models and test them empirically across various industry contexts. Such empirical studies could help fill the existing gaps, particularly regarding the impact of specific CRM components on distinct entrepreneurial marketing actions. Finally, the study acknowledges certain limitations. The dataset is confined to articles indexed in the Web of Science Core Collection, one of the most reputable but selective academic databases. As a result, studies published in other scholarly outlets may not have been included. Additionally, the analysis is restricted to research from 2015 to 2019—a period marked by intensive academic activity but still excluding earlier and later works that could offer complementary insights. These limitations, however, also reflect the rigour and focus of the study, ensuring that the findings are grounded in high-quality scholarly material. Overall, the study provides a valuable foundation for future research by offering an organised and comprehensive view of how CRM influences entrepreneurial marketing. The insights generated serve as a resource for both scholars and practitioners, enabling them to better understand the strategic connections between CRM practices and entrepreneurial marketing outcomes.

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