

The Core Components and Types of CRM

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Abstract

This paper highlights the influence of knowledge on the customer relationship as the fourth core component of the CRM components which are technology, people and business processes. The fourth component emerges as a result of the advancement in technology, telecommunications, and the excess in customer information in the era of information. Moreover, this paper highlights the new fifth type of CRM namely “Showroom CRM”. Besides, the other CRM types are strategic CRM, Operational CRM, Analytical CRM and Collaborative CRM. The fifth type is a comprehensive business framework which includes the structure of the other types of CRM. Moreover, the researcher surveyed the web and listed a 250 CRM system packages and programs available in the software market. The summary and classification of the 250 CRM system is given in table (1) of appendix A of the study.

Keywords: CRM components, Knowledge Management, CRM Types, Showroom CRM, Customer Knowledge Management

I. Introduction

To understand any system or business strategy or process, we should start with what this system designed for by look into the system definition. Thus, the definition of any system gives you the features and indications of the system elements design and purpose. The second question is what the components of that system are and how these components work together for the success of the system. Then comes the implementation or the adoption process.

Customer relationship management “CRM” literature reveals a variety of understanding for CRM definitions and its components. However, in this article main three components of CRM and their relevant items are discussed which are business process, people and technology. In addition, we are going to discuss our vision for the fourth core

component which is customer information or customer knowledge. In the last section, we are going to review the CRM types in addition to our vision for the fifth type the “Showroom CRM” which is a comprehensive type of CRM.

II. CRM Components

CRM main components are businesses processes, technology and people (Almotairi, 2008). CRM is not a technology rather it is a business process designed strategically which includes the management of customer relationship (Gray & Byun, 2001). Furthermore, Payne (2004), Shang and Lin (2005), and Payne and Frow (2005) posited that CRM refers to the strategic approach which assimilates technology with the business process to function together for building a long-term profitable relationship with the customers (Shang & Fen, 2006). As a strategic view, CRM refers to the business functions operated through corresponding processes which is realized through corresponding information system. The three main components are strategy, technology and human beings (Reicher & Szeghegyi, 2015). In their strategic framework, Payne and Frow (2005) divided the CRM assessment process into two components namely; shareholder results and performance monitoring. Furthermore, Zablah, et. al. (2004) maintained that the CRM conceptualization is a combination of five perspectives which are strategy, philosophy, process, technology tool, and organization capability.

It is revealed in the research of Al-Khouri (2011) that there exists a positive relationship between CRM components and profitability of the firm. Therefore, the proper integration of CRM components ensures successful adoption results (Baksi, 2013; Bull, 2003; Chen & Popovich, 2003; Mendoza et al., 2007; Rahimi, 2014; Rahimi & Gunlu, 2016; Rahimi, et al., 2015; Zablah, et al., 2004). In the same context, Almotairi (2009) stated that the success of CRM is basically built on the management, integration and control of the component of CRM components. The CRM components thoroughly depend on the organizational business activities and the environment. Accordingly, it varies from one organization to another. Many researchers have categorized the CRM components into three main components namely; people, technology, business culture and relationship, and the process (Ali & Alshawi, 2003; Almotairi, 2009).

The strategy, the process and the information system are the three interrelated conceptual components of CRM. Recent trends in CRM add knowledge as the fourth core component of CRM (Myron, 2015).

A. Technology

Technology has been the basic outlet to achieve the CRM system objectives and an important component for collecting, classifying, and saving customers' data (Chang et al., 2010; Jayachandran et al., 2005; Rapp et al., 2010). Undoubtedly, the integration of technology allows a wider view for organizations' customers' data (Thompson et al., 2006). It is through integration that organizations realize and be aware of the customers' behaviors, develop predictive models, and track effective communications in response to the customers in the required time (Chen & Popovich, 2003). On a large scale, recent technological changes are enabling the firms to improve their capabilities of handling customer needs while retaining existing and attracting new customers (Chang et al., 2010).

Thus, the integration concept, for organization, means to have an internet software, help desk, call center, software customization, data warehouse and process automation as a complete integrated process for business and system (Almotairi, 2009; Mendoza et al., 2007). Accordingly, higher retention of customers through improved customer satisfaction and an enhanced gainful long-term customer relationship are among the major desired and targeted results for the firms from the CRM-based technology (Yim et al., 2005).

Technology implies three categories of information regarding CRM related systems namely; Transaction systems, Enterprise Resource Planning (ERP) and Knowledge Management (KM) systems. The Meta Group categorized CRM systems into three classifications namely; operational CRM which comprises of solutions for sale and service automation and marketing, analytical CRM which supports CRM analysis processes, and Collaborative or Communicational or Interactive CRM which manages and synchronizes the points of customer interactions and communication channels.

The CRM systems are processing well-structured information (Buttle, 2009). The CRM systems classification will be discussed in detail in CRM types section, where the researcher proposes Showroom CRM as the CRM fifth type.

The CRM systems had started within a limited scope to serve specific customer tasks, manage customers and measure their satisfaction. The CRM system packages can be classified into many software categories. The most prominent categories are Call center, Leads management, Process management, Sales process or Sales automation process, Service management, Helpdesk systems, Knowledge and opportunity management, Customer support and service, Sales workflow, Field service management, Predictive analytics and Workflow process. The researcher has surveyed the web and listed around 250 CRM software packages

and programs given in Appendix-A. The packages/ programs are classified into nine categories and summarized in the CRM software related packages.

By looking at the table of CRM software categories in Appendix-A, we can figure out that the variety of CRM software packages with different names reflect the confusion of the software providers about what CRM software is expected to deliver. As, some considered it as a call center, a help desk, a contact management, or an email tool while, others consider it as sales force automation (for sales process / marketing process / services process) and others considered it as an ERP and so on. Practically, the variety of CRM concepts lead to variations in the scope of designing the CRM software packages. The variety in scope design leads to weak results from CRM implementation to get as the strategic view of the CRM as a life style process or as a comprehensive integrated business process as per the organization workflow process.

In fact, the Knowledge Management systems or effective transformation of customers' data into customer knowledge is required in the process of CRM delivery for satisfying the needs of the customers. Knowledge Management (KM) systems facilitate the flow of knowledge around customer issues. The integration of knowledge management and CRM helps companies to have a better understanding of the customer needs, demands and behavior (Nejatian et al., 2011; Plessis & Boon, 2004; Rahimi, 2017).

Customer Knowledge has been classified into two types; Attitudinal or Qualitative and Behavioral or Quantitative knowledge. Others have categorized the CKM into four types: content; competence, collaboration and composition (Sanayei & Sadidi, 2011). The process of CKM can be further divided into three different micro-processes which are data collection process, intelligence generation process and intelligence dissemination process (Rababah, et. al, 2011; Zablah, et. al., 2004). The process of KM depends upon database technology for customers' data manipulation and distribution of actionable intelligence. The ability of such intelligence affects firms' interaction management efforts (Zablah, et. al., 2004).

The process of interaction management depends upon CRM technology in developing marketing campaigns and multichannel communications among purchaser's customers for understanding customers' behaviors. The key dimensions of the interaction management quality are consistency, relevance and appropriateness (Zablah, et. al., 2004). Many scholars considered the interaction management as the CRM micro process approach (Öztaysi, Sezgin et al. 2011). This micro process approach is totally concerned with the customer interaction

management to sustain a long-term profitable relationship, while macro-level process concentrates on the CRM as a company-wide process (Gholami & Sabbir Rahman, 2012).

In conclusion, knowledge management (macro-level process) and interaction management (micro-level processes) are the main categories of the CRM process. On the other hand, the Enterprise Resource Planning (ERP) system and Transaction system hold great relevance to the CRM since structured information is processed and stored on customers' database master in addition to the business transactions. While CRM analysis processes need such data for obtaining a 360 degree perspective of customers since the processes of CRM delivery and support require access to all the data of company's customers to better and fully tackle their needs.

B. People

It is highly agreed that staff or employees in an organization are among the vital success determinants who manage the customer relationship and the organizational readiness (Chakravorti, 2006; Rahimi, 2017). The management and the staff in an organizations hold crucial importance in a successful and effective implementation of CRM (Almotairi, 2009). CRM technology relates to automation of information processing for increasing employee efficiency and effectiveness and manage customer relationship of the organization (Ahearne, Hughes, & Schillewaert, 2007; Crittenden, Peterson, & Albaum, 2010). Moreover, Employee Relationship Management (ERM) is a contemporary issue in the management of human resource based on CRM.

C. CRM Business Process

The CRM Business Strategy derives philosophical foundation of the relationship marketing (Chen & Popovich, 2003). The success of CRM entails a sharp shift of all the business processes to customer-oriented processes; the analysis and assessment of all the business processes must be customer centric (Mendoza et al., 2007; Rahimi & Gunlu, 2016). The CRM immensely requires efficient and integrated business systems with organization-wide impact in developing a customer single view of sharing across the organization. The impact of such organizational processes should be prioritized when integrated and automated as business processes bearing in mind the main effective business processes namely; marketing process, sales process and services process (Alkhouri, 2012; Mendoza et al., 2007).

The CRM involves pertinent business processes identified as a result of comprehensive assessment and analysis. The CRM processes are categorized into three levels namely; company level, functional level and customer level (Moutot & Bascoul, 2008; Ragins

& Greco, 2003). The customer-facing level of CRM have three stages of CRM process namely; relationship initiation, relationship maintenance and relationship termination. Thus, it emphasizes that the customers should be viewed in a single viewpoint across all the channels of contact and customer intelligence distribution (Rababah et. al., 2011; Ragins & Greco, 2003).

The classification of Customer-Oriented CRM Processes is three-fold namely CRM; delivery, support and analysis process (Geib, Reichold, Kolbe, & Brenner, 2005; Rababah et al., 2011). There are five classifications of the cross-functional CRM processes which are the process of developing strategy, the process of creating value, the process of multichannel integration, the process of information management and the process of performance evaluation.

In conclusion, the complementary, detailed and comprehensive perspective is cross-functional CRM process perspective. Moreover, this perspective nests all other perspectives. For instance, the process of multichannel integration includes the process of customer level. Meanwhile, the process of CRM analysis, the CRM delivery and support, and the process of customer-oriented CRM can respectively be found rooted in the process of information management, the process of value creation and the process of multichannel integration.

Likewise, the iterative process of CRM relationship is explained through the perspective of customer level process which starts with introducing, maintaining and enhancing the relationship to the customer. It also involves the termination of the relationship with the customer once it is no more profitable to the company. On the other hand, the perspective of macro-level CRM process has revealed too high-level CRM processes at company level (Rababah et al., 2011). The researcher considers the macro level process as the detailed and the pattern of the organizational processes towards organizational goal achievements.

The business processes are identically the veins of the organizational operations. So, CRM scholars classified CRM into four types which will be discussed later in this article. The operational type is the main of those types. The Operational CRM has been classified into three main categories namely; Enterprise Marketing Automation (EMA) or Marketing Automation (MA), Customer Service and Support (CSS) or Service automation (SA) and Sales Force Automation (SFA) (Albadvi, 2003; Buttle, 2009). It is at the discretion of the organization to select any as a separate solution or integrate them together, see Table (1), Appendix-A, (Pedron & Saccol, 2009; Tamosiuniene & Jasilioniene, 2007).

Sales Force Automation

Sales force automation (SFA) refers to a technology application for supporting sales consultants and management to achieve their job relevant objectives (Buttle, 2009). The automation in the CRM systems is meant for the business processes that are integrated horizontally for the service and marketing front office touch points through interrelated channels of delivery. The integrated packages can be authentically dedicated to an inclusive CRM suite or sales-force application that function over the sales, service and marketing front-offices. The same is supported by Payne and Frow (2005).

SFA helps motivate sale teams to achieve sale targets through offering solutions to the problems of sales management that are time-efficient and enhance the productivity and efficiency by eliminating redundancies, thus augment CRM performance (Pedron & Saccol, 2009).

SFA solutions providers are classified into three categories. First category is SFA specialists whom focus is on specific functions in SFA. Second category is SFA as part of CRM Suite where the CRM suite includes SFA module and the third category is SFA as part of an enterprise suite which provides a complete IT solutions range like “Supply Chain Management” (SCM), “Enterprise Resource Planning” (ERP), “Customer Relationship Management” (CRM) as given in Table (1) of Appendix-A.

SFA should be integrated with different communication technology channels such as web, e-mail, telephone or call center, where SFA systems should be able to operate outside office and across the web (Buttle, 2009; Speier & Venkatash, 2002) as given in Appendix-A.

SFA software is offering a range of functionalities varying from one to another, but in common, most of these functions in any software packages handle sales force automation process. As a common concept in sales management, sales start from lead management. In other words, it ask the question of how to capture the leads (the prospects). Then, following up these leads through a follow-up system (workflow engineering), managing customer contacts through (contact management) customer events, campaigning events (event management), the stored document (document management), customer quotation (quotation management) and customer order (order management). Then, after delivering the product to the customer, the process of follow up starts after sales process and forecasting for sales processes. More than one study has investigated the effects of SFA on sales performance such as improvements of sales consultants’ selling skills, knowledge, performance, marketing knowledge, technical knowledge, targeting skills and so on (Ahearne & Schillewaert, 2001;

Engle & Barnes, 2000; Erffmeyer & Johnson, 2001), But, on the other hand, there are still a number of conditions to be met for the SFA in order to have a tangible impact on sales performance. These include ease of use, accurate expectation, task list of the sales, involvement of users and user groups, and support).

Marketing Automation

Marketing automation refers to a technology application which helps marketing personnel and management in achieving their job-relevant objectives (Buttle, 2009). According to Cho, et al. (2002), marketing automation is providing information regarding products, campaigns, customer profiles and so on. It benefits the organization through creating marketing productivity, improved marketing intelligence, improved responsiveness and a better customers' experience. It helps sales force to access marketing information fast and effectively targeting the right customers at the desired time (Tamosiuniene & Jasilioniene, 2007).

The marketing automation software varies in its functions and most of the available functions include the management of; assets, documents, campaigns, direct mail and email campaign, loyalty, marketing performance, product lifecycle, marketing resource, market and customer segmentation, enterprise marketing, internet marketing, event-based marketing, keyword marketing, lead generation, marketing analytics and optimization, optimization of search engines, partner marketing, trigger marketing, telemarketing, workflow engineering, and web analytics.

Service Automation

Service automation (SA) is a technology application for supporting service management and personnel to achieve their objectives. Service Automation (SA) is mainly utilized in five major areas: call centers, contact centers, field service, help desks and web self-Service.

In service quality, there are two main perspectives; quality either be specification conformance or fitness for the purpose (Buttle, 2009; Crosby, 1979; Juran, 1964). The service quality has three components namely; technical, functional, and reputational (Buttle, 2009; Gronroos, 1984).

The value propositions of the organizations are integral components of strategic CRM. Value propositions of an organization refer to the implicit and explicit promises to company's customers by the organization for delivering specific value-creating benefits.

Service automation offers numerous benefits to the companies like enhanced customer experience, increased service productivity and improved service efficiency (Buttle, 2009).

The service automation software varies in its functions and most of the available functions include but not limited to; the management of agents, activities, cases, contracts, email response, service level, spare parts, inbound and outbound communications and jobs, driving and mapping directions, case assignment, assembly lining up and directing routes, scheduling, scripting, invoicing, self-service of customers, service analytics, escalation, web collaboration, and workflow engineering (Buttle, 2009).

In the previous business process sections, the researcher actually has listed the three common functions of any organization in general namely; sales, marketing and service automation. The process handling and automation of customer relationships vividly play the greater part in achieving the organizational goals.

D. Knowledge

The new emerging component is knowledge. The advancement in technology and innovations intensify the knowledge base in contemporary knowledge-based economies. In today's business, the organizations are highly dependent upon knowledge for sustaining a competitive advantage in building relationships with customers. Customer knowledge is classified into three distinct groups; knowledge from customers, knowledge to customers and knowledge about customers. The knowledge for customers is developed in the organizations from knowledge about and from customers (Wu et. al., 2019). The high customer knowledge encourages the customer confidence which in turn, encourages the repurchasing intentions (Liza, 2019). Moreover, the knowledge management has a major effect on the corporate performance (Shu-Mei, 2016). Furthermore, it has an effective impact of leverage across supply chains (Nguyen & Harrison, 2018). In addition, the sharing in communities and groups, relationships, conversations, ease and speed of use and other social media revolution capabilities exploit the customer knowledge for the organizations with novel prospects to establish significant and effective relationships (Sanaz et., al., (2017).

In reference to the above scholars statements and what we explained before in Section 2.1 about knowledge management and knowledge integration (Eslami & Lakemond, 2016), the opinion of the researcher is that the fourth core component of CRM is Customer Knowledge. The CRM types are discussed in next section.

III. The CRM Types

CRM can be described as a business strategy and an cohesive process which deals with the selection and management of customers for long-term value optimization for the organizations. The CRM is used by the organizations for identifying, attracting, satisfying and maintaining a good relationship with their partners and potential and existing customers. There are many researchers who classified CRM into two main categories, three groups of categories and four types. The researcher lists two main categories and four main types as a comprehensive approach. Moreover, the researcher has maintained that there are found types of CRM. The first category will be considered implicitly as one of the main four types of the second category (strategic CRM, operational CRM and collaborative CRM).

Others went to categorize the CRM into three distinct groups namely; interactive or collaborative, transactional or operational, and analytical. Buttle (2004), and Iriana and Buttle (2006) have classified the CRM types into strategic, operational and analytic CRM. Buttle (2009) has classified the CRM levels into four levels namely; strategic, analytic, collaborative and operational. The types of CRM can be broadly understood via monitoring two different ways.

A. The Proactive versus Reactive CRM

Reactive CRM means that the company responds to the customers' recommendations, suggestions, complaints and act accordingly. Customer service operations in general, and call centers in particular, focus mainly on 'reactive' relationship with the customers. The reactive method might satisfy the customers, but it will not surprise or delight them (csi.softwareadvice.com, 2013).

Divergent to this, the Proactive CRM comes true when an organization forecasts and responds to the needs of the customers anonymously and spontaneously. The proactive customer supporting operation does not wait for complaints to be registered but actively seeks to discover and manage customer dissatisfaction. Practically, the proactive customer care initiatives that are carefully designed are much more rewarding and effective.

B. The Operational, Collaborative and Analytical CRM

Lexically, Anton's (2002) total CRM system has two overwhelming components; analytical and operational CRM. Specifically, it is combining a fully integrated CRM system to the current one. Anton (2002) stated that combining the operational CRM within the analytical CRM together may help in enhancing chances of service provision to the customers, which in turn, increases the return on investment (ROI) (Nuri, 2014).

Here, we are going to list the four basic types of the CRM starting with the CRM strategy which implicitly represents the first category mentioned in Section 3.1.

The Strategic CRM

Strategy is lexically defined by Grant (1998) as a comprehensive strategy to deploy resources to achieve their goals on the long-term stream. These resources are deliberately meant for developing and maintaining the potential relationships and efforts need to be assigned together on the basis of firms' profitability (Zablah et al., 2004).

Hence, it aims to construct a creative firm where strategies are developed for consistently innovating and delivering value to the customers in such a way that is better than other relevant competitors in addition to designing processes that create value for customers (Buttle, 2009), (which implicitly represents the first category).

Therefore, the core emphasis of strategic CRM is laid on creating the business culture that is customer-focused through which competitive advantage is gained. Unquestionably, this may come true via taking crucial decisions with which we can enhance better investment in the organizational resources (Iriana & Buttle, 2006). Furthermore, Gartner (2001) has called for a new way of thinking and rethinking for business processes to be re-engineered in order for setting up a more customer centric culture. This view was supported by Kale (2004) who noted that embarking upon the identification of entire strategic process takes place between the firm and its customers is a critical aspect of CRM. The challenge of adopting this new approach comes from identifying the key generic processes relevant to CRM (Hansotia, 2002; Mendoza et al., 2007; Rahimi & Gunlu, 2016).

The Operational or Transactional CRM

The operational CRM apparently deals with the customers' automation processes through applications that handle mobile and front-back offices including enterprise marketing automation, customer service and support, and automation of sales force as given in Appendix-A in Table (1). Correspondingly, the streamlining of workflow and automation at front office is dealt through operational CRM which includes data collection, transaction processing and workflow control at service, marketing and sales departments (Dyche, 2002; Lun, Jinlin, & Yingying, 2008; Raisinghani, 2005; Zhang, Chen, & Fu, 2006).

Historically, the operational CRM has remained a main part of the expenditures of enterprises since organizations continually adopt automation systems for sales force and develop process applications. Thus, the vendors of CRM basically focus at providing a more and more broader range of solutions (see Appendix-A, Table (1)). It is agreed that the purpose

of operational CRM is the integration of technology, processes and people through the expectations and perspectives of the customers.

Furthermore, Buttle (2009) stated that both the customer-supporting and customer-facing business processes are automated and improved in operational CRM. The functions of services, selling and marketing are automated and integrated intrinsically through the application of CRM software. As a result, the operational CRM is considered as an efficient approach that is cost-effective in CRM as all the interactions, processes and procedures are consolidated using internal processes of the organization (Boulding, Staelin, Ehret & Johnston, 2005; Chan, 2005; Frow & Payne, 2009; Paas & Kuijlen, 2001; Parvatiyar & Sheth, 2001; Paulissen et al., 2005; Zablah et al., 2004). Moreover, Xu and Walton (2005) stated that the support services, call center applications and management of contact is done by approximately all the CRM systems as given in Appendix-A, Table(1).

Eventually, the organizations have gained benefits from the operational CRM as a drive for cost reduction, enhanced revenue, quick solutions to the problems and gaining a comprehensive perspective of the company's customers with mutual interactions. Therefore, Bose (2002) asserted that CRM refers to the integration of business processes and technologies for satisfying the customers' needs in all interactions.

The Analytical CRM

The analytical CRM refers to enhance the value of the organizations and customer's base using the data of the customers generated by operational tools for managing the business performance. Moreover, the focus of analytical CRM is to intelligently mine the customer-related data for tactical or strategic purposes. Moreover, analytical CRM involves the collection, mining, integration, organization, processing, analysis, interpretation and use of data generated from the operational aspect of the businesses to enhance both customers and company value added (Buttle, 2009; Dyche, 2002; Gefen & Ridings, 2002; Lun, Jinlin, & Yingying, 2008; Zhang, Chen, & Fu, 2006). Therefore, the integration of operational and analytical CRM solutions is an imperative contemplation for success and effectiveness of CRM system processes, Appendix-A, Table (1).

Analytical CRM has become an integral part of several CRM implementations. Thus, analytical CRM can lead companies to decide that selling approaches should be different among different groups of customers. Moreover, there is a need to tailor the style and content of the customer communications. This increases the possibility of acceptance of a particular offer by the customers. The viewpoint of customers regarding analytical CRM is that it

should; timely deliver, offer customized solutions to individual problems of the customers, which further enhances customer satisfaction. The viewpoint of organization regarding analytical CRM is that it should offer prospect of an enhanced and powerful up-selling and cross-selling programs, which further retains existing customers and attracts new customers.

The analytical CRM is a stepwise procedure where we have a source of data containing customers' detailed historical data within operational integration. All the important and essential information related to customer relationship processes, marketing potentials and activities can be obtained from it (Limayem, 2006).

To sum up, an analytical CRM has the potential to decrease the customer dissatisfaction since it identifies customers who are no longer loyal to the organization. Besides, the classification of customers is also done in analytical CRM and it enhance sale volumes through customizing its approaches of selling. Overall, it improves the whole supply chain management since it controls cost and enhances revenues. It also has the potential to investigate the system weaknesses and subsequently turns those weaknesses into opportunities and strengths.

The Collaborative or Interactive CRM

Jill Dyche (2002) defines "Collaborative CRM as a specific functionality that enables a two-way communication between a company and its customers through a variety of channels to facilitate and improve the quality of customer interaction".

Collaborative CRM involves the use of collaborative services and infrastructure to make the interaction between customers and company multiple channels possible. This enables interaction between customers, the enterprise, and its employees. The focus is on maintaining relations with partners to facilitate coordination in the business of the organization for more profitable identification, attraction, retention and development of customers.

Collaborative CRM allows valuable information to be shared along the supply chain. Thus, some CRM technology vendors have developed partner relationship management (PRM) applications that enable companies to manage complex partners or channel ecosystems and reduce the costs of a partner or channel management. "PRM" allows companies to manage the distribution of funds, plan and control promotions and measure outcomes. Sometimes, the term collaborative CRM is used to describe the application of these same technologies to internal communications such as across sales, marketing and service functions (Buttle, 2009).

Collaborative CRM integrates call centers, enabling multi-channel personal customer interaction. It is a solution that brings people, processes and data together so companies can better serve and retain their customers. The data and all sorts of information might be structured, unstructured, conversational, and/or transactional in nature. The same is agreed by Limayem (2006) who stated that collaborative CRM has the ability to integrate a view of the customers while the interaction is taking place at the transaction level.

The Showroom CRM

By reviewing the above types of CRM, there is still a need for a comprehensive CRM type or in some aspects, we could say the specialty of the business where this type can represent the operational CRM as the front office for the business customers' interactivities contacts. It will represent the back office as manipulation and analysis to insight customers' data for business intelligence and sharing such knowledge among business partners' patterns as well as customers towards the business assigned goals for profitability and organizational expansion. In addition, measuring the customer satisfaction to have a loyal customer for life. Thus, it can be stated that this new proposed type of showroom CRM is an all in one structured design.

The components of this type are salesforce automation, marketing automation and service automation. The sales process is connected to marketing, service, logistics and support department which means that the sales processes are affected by all interrelated departments of the organization as well as strategies, policies and procedures. This type will include all four previous CRM types together (strategy, operation, analysis and collaboration). The integration between systems and processes of departments of the organization is the main player in the proposed type as a success factor for achieving the organizational goals.

The Showroom CRM type has the ability to integrate a view of the customer while the interaction is taking place at the transaction level and upon the company performance level. The researcher considers the new proposed type showroom CRM can be a framework as a complete business solution starts from the multichannel interactive sales process till delivery of the product/service to the customers and follow up the customer as a lifetime transaction.

IV. Conclusion and Recommendations for Future Research

The study highlighted more than one aspect in CRM literature;

First, it highlights the confusion of the CRM software design and there is no specific parameter or specification for what CRM package should be as we see that helpdesk, call

center, email management or sales process software called as a CRM package. The classification and the summary are given in the Appendix-A of the study.

Second, it highlights the emerging fourth core component “Knowledge” or the Customer knowledge and its effect on the other three components (Technology, people, and Business process). In addition, the effect on the organizational performance, business innovations, and the business goal achievements is also discussed.

Third, it highlights new “Showroom CRM” as the fifth type of the CRM types. It is a comprehensive type as it includes the other four types in it is structured framework. The fifth type is proposed for business specialty.

The paper opens new research venues for practitioners and academicians for further investigation.

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Appendix – A
CRM Software systems Categories

Sr	Category	Software Name
1	Call Center and Contact Management	
1	work inside Outlook	Prophet CRM
2	integrated with email accounts	Prosper Works CRM
3	Marketing campaigns and pricing structure	Salesfusion
4	Call Center	3CLogic Cloud Contact Center
5	Automate client data entries by googlePlaces	CallProof
6	Call Center	CorvisaOne
7	hosted call center	Five9 Virtual Call Center
8	help desk & call center	FrontRange Solutions HEAT
9	Call Center	inContact Hosted Call Center
10	telephony Features	Nextiva VoIP
11	Mobile CRM for Android, Apple and Blackberry	SalesNOW
12	contacts , email campaign	SalesOutlook CRM
13	Call Center	ServicePattern
14	inbound & outbound campaigns	Spark by Marketo
15	Call Center	Talkdesk Call Center
16	Call Center	Virtual Contact Center by 8x8
17	Call Center	Vocalcom Cloud Contact Center
18	Call Center	Zipwire
19	Call Center Tool	Aspect Workforce Optimization
20	Call Center	Centurion, Inc. CARES
21	Call Center	Contivio Contact Center
22	Call Center	DYL Lead Manager
23	Customer Contact History	ePowerCenter
24	Inbound & Outbound	LeadLander
25	Live Chat	LiveAgent
26	Marketing/Sales , Call Center	OASIS
27	Call Center	Oracle Contact Center Anywhere
28	CM & Sales automation	Reflect CRM
29	CM & Sales automation	Relenta CRM
30	Presentation and proposals	SAVO
31	Call Center	SMART QUEUE
32	most sizes and phone interactions	Snapforce CRM
33	Call Center	Solgari
34	CCM / Call Center	Synchrony
35	CCM / Call Center for small & Midsize	Synchrony Express
36	Call Center	Telemation
37	custom CRM to build	TrackVia
38	Call Center	USAN
39	customer life cycle / Outlook, Gmail	Vtiger CRM On Demand
40	CM, Sales , Mkt automation	Zurmo
41	Email & Calendar	ContactWise CRM
42	contacts and email campaigns	Hatchbuck
43	Sales contacts for small and medium business	Infusionsoft
44	Email Marketing CRM	Silverpop
45	Client Info & Communication	Gazelle
2	Social Media CRM	
1	Social Media Integration	act-on
2	Social Media Integration for enterprise	Falcon Social
3	Social CRM Small and Midsize Business	Batchbook
4	Social CRM	Gigya
5	Social Media	Jive
6	Social Media	MangoApps
7	Sales Force Automation and Social Media	Nimble
8	Social CRM	QuestBack Enterprise Feedback Suite
9	Social CRM, Channel Management	RelateIQ
10	Social Collaboration and advanced Analytics	SAP Cloud for Service

11	Market analytics and social collaboration	SAP Marketing Suite
12	Social CRM & Campaigns	Social-ID Marketing Platform
13	Social CRM	uberVU
14	Multimedia	APLICOR 3C
15	Social Marketing suite	Salesforce Marketing Cloud
16	Customer Support and social CRM	ScribbleLive
17	Marketing , social Media, Analytics, CSS	Answerbase
3	Leads Management	
1	Leads	ActiveDEMAND
2	Sales leads for Mac	Element CRM
3	Contacts and Interactions	Infor CRM (formerly Saleslogix)
4	identify opportunities	Infor Epiphany
5	Leads Management	LeadMaster
6	Forecast future sales	NetSuite
7	B2B contact management	PipelineDeals
8	Leads to email campaigns	SharpSpring
9	Lead, Opportunity and sales Management	TrackerRMS CRM
10	Marketing campaigns	ActiveCampaign
11	Marketing	Adobe Marketing Cloud
12	Email Marketing CRM	CampaignerCRM
13	Customer Analytics Tracking	Click2Coach Cloud
14	Email Marketing CRM for small Business	Constant Contact
15	Track Leads	Contactability LeadManager
16	from leads to deal close	Oracle Marketing Cloud
17	Interactive Website for Appointment System	CorkCRM
18	Track Leads	CRMnext
19	Chat Solution for Small & Midsize	CustomerICare
20	lead managements	Genoo
21	lead managements	HubSpot
22	Leads Management & Marketing teams	InsideView
23	Small business contacts & Leads	Insightly
24	Manage content and Campaigns	Kapost
25	Marketing automation	Launchpad
26	Leads Management	LeadLife
27	Email Marketing	Mailigen
28	Market Automation	Net-Results Marketing Automation
29	Sales Team & Email Marketing	ONTRAPORT
30	Marketing	Oracle Responsys
31	SMB Leads management	Pipedrive
32	leads, sales force, marketing	Pivotal CRM
33	DMS , Automotive, leads management	Q-GPS
34	Marketing	REthink
35	Leads and customer support	Saleslogix
36	Marketing & Analytics	SAS Customer Intelligence
37	SMB & Midsize	Sellsy
38	Campaign Management & Market analytics	Teradata Integrated Marketing Cloud
39	workflow for leads	Velocify
40	automate workflow, CM,	Zoho CRM
41	B2B leads , email marketing tool	Salesforce - Pardot
4	Project Management	
1	Project Management	bpm'online Sales
2	Customer Support & project Management	EBSuite
3	Project Mgmt., help desk, sales, mkt	WORKetc
4	Sales, contacts, projects, Mac Based.	marketcircle
5	Project Management and CRM for Contractors	JobNimbus
5	Enterprise CRM	
1	B2B & B2C Sales	Base CRM
2	B2B Sales Automation	CallidusCloud Marketing Automation
3	CRM Customizable for mid-sized business	Ivinex CRM
4	B2C marketing and Service	KANA Express
5	B2B marketer	Marketo

6	CRM for Mid and Enterprise/Industry specific solutions	Microsoft Dynamics CRM
7	as your business grows	Sage CRM
8	varieties of Business Industries	Salesforce.com
9	open source , customizable as needs	SugarCRM
10	Sales and Marketing , Telemarketing	VanillaSoft Pro
11	Sales & Marketing automation	Workbooks
12	CRM for Small Business	Act!
13	small business and midsized	AmoCRM
14	small business	Capsule
15	Small and Mid-size	Commence CRM
16	Open Source , All Business Sizes	Deskera CRM
17	Automated Marketing	Fision
18	Small & Large Enterprises	GoldMine
19	small to Midsize Businesses	Horizon HQ
20	small Business contact management	Less Annoying CRM
21	small & Midsize Business	Live Chat
22	customizable cloud base	LogicBox CRM
23	Automation for Small Business	OnePageCRM
24	B2B Market and Sales	Radius
25	SBM, sales automation, Marketig, CS	Really Simple Systems
26	Sales and Marketing	SafeSoft Cloud Contact Center
6	Sales force Automation	
1	Sales Process	BlueCamroo
2	Sales Process	Mothernode CRM
3	compatible on Mac and Windows	Pipeliner CRM
4	Sales Workflow	SalesExec
5	Sales , Marketing and customer service	Apptivo
6	Sales Process and email Marketing	BigContacts
7	Sales features for Small & Midsize	Nutshell
8	Sales Process	Omniprise CRM
9	Marketing & Sales	OnContact CRM 7
10	Sales Management	Oracle CX for Sales
11	Sales, Service and Marketing	Oracle E-Business Suite CRM
12	Sales , Marketing and customer service	Oracle Siebel CRM
13	Mid and Enterprise	PeopleSoft CRM
14	SFA, customer support , email marketing	PlanPlus Online
15	Smart Selling Tool	Qvidian Sales Playbooks
16	Sales and Marketing	SafeSoft Cloud Contact Center
17	workflow, Sales & Marketing	SAP - CRM
18	mobile apps integrated with SAP's	SAP Cloud for Sales
19	workflow, Sales & Marketing	SimplyCast
20	Sales & Marketing , outlook , Gmail	SprinxCRM
21	Process Automation	Zoho Support
7	Specialized CRM	
1	Mortgage Brokers	BNTouch Mortgage CRM
2	Mortgage Brokers	Pulse Mortgage CRM
3	Mortgage CRM	Vantage Integrated Production (VIP)
7.1	ARCHITECTURE	
1	architecture, engineering and construction (AEC)	Cosential
2	Architecture, engineers. Salesforce	Deltek Vision
3	construction	FollowUP Power
4	Contractor's	Contractor's Cloud
5	Real estate Industry	Lasso CRM
6	Real estate specific CRM	Propertybase
7	Real estate Agencies	REfindly CRM
8	homebuilder and real estate agents	SmartTouch Interactive
9	Real Estate	xRE by Ascendix
10	Real Estate CRM	Realtiva
11	Real Estate CRM	Referral Maker CRM
7.2	FINANCIAL	

1	Account Management System for Insurance agent	TechCanary
2	financial service industry	SoftVu
7.3	NONPROFIT	
1	nonprofits	Salsa cosm
2	Non-Profit Organization	Qgiv
3	Non-Profit Organization / raising funds	The Raiser's Edge
7.4	HEALTHCARE	
1	HealthCare	Healthcare Relationship Cloud
2	HealthCare	Physician Relationship Management System
3	Life and Health Insurance agencies	AgencyBloc
4	Insurance agencies and agents	AgentCubed
5	Advertising ,Healthcare, Technology	eTrigue Demand Center Software
6	Insurance Industries	Vertafore Pipeline Manager
7.5	JEWELRY	
1	jewelers CRM	Diamond Relations
7.6	SCHOOL/GOVERNMENT	
1	Schools/ Governments CRM	WebQA
7.7	TRAINING	
1	Training Practice	Bloomfire
7.8	ERP/CRM	
1	ERP	BusinessMan CRM/ERP
2	Predictive Analytics	Lattice Engines
3	Predictive Analytics	Pega CRM
8	Service Management	
1	Service Based Companies	Bullhorn
2	small business , service, medical	Creedenz
3	Service Based Companies	Alert Stratus
4	communication service provider(CSPs)	Amdocs Customer Management
5	Mobile Application for Services business	BigWave
6	Field Service Management	BlueFolder
7	Service Desk Manager	CA Service Desk Manager
8	IT Service Management	Cherwell Service Management
9	Service Field Management	e-Service Suite
10	Service Management	FieldAware
11	Modular Customer Management	bxp software
12	Service Management	FieldPower
13	Field Service	My eToolbox
14	Service Management	Onyx CRM
15	Service Management	ProBusinessTools
16	Customer service management	SpiceCSM
17	IT help Desk with Multiple third Party service	SunView
18	Customer Support	Freshdesk
19	IT Service Management	FreshService
20	Customer service and support	IntelliResponse Virtual Agent
21	field service	Mhelpdesk
22	Price conscious companies - Mac users	OnContact CRM
23	Customer Support	PhaseWare Tracker
24	Sales and support (SaaS) Software-as-a-service	Salesforce.com Service Cloud
25	sales, Marketing, customer support	Socius Online Community
26	Customer Support	TeamSupport
27	Customer service	Aspect Unified IP
28	Service Management	CSDP Service Relationship Management (SRM©)
29	Help Desk	Cynergy Software
30	Help Desk	Desk.com
31	Customer service & Marketing Teams	GoldMine Premium Edition
32	Help Desk & Incident Management	GoToAssist
33	Client Support Process	HappyFox
34	Help Desk	Help Desk Premier
35	Help Desk	Help Scout
36	Help Desk	HESK
37	Help Desk Service	HP Service Manager

38	Field Service Management	IFS Field Service Management
39	Help Desk & Management software	I'm OnCall
40	Help Desk & customer support	Kayako
41	Process Management	LANDESK Service Desk
42	Help Desk Suite	LiveHelpNow
43	Service Desk	ManageEngine ServiceDesk Plus
44	service & support	Oracle Service Cloud
45	Customer Services	OrangeCRM
46	Customer Loyalty and Sales	RightNow CX
47	Mobile Service Management	ServiceMinder
48	Service Desk & IT assets	ServiceNow Express
49	Help Desk & Customer service	ServicePRO
50	Customer support	ServiceWise
51	customer messaging system	StormPost
52	Service desk management	Track-It!
53	Customer support & Marketing teams	UserVoice
54	Management tools	ICRM
55	help desk CRM	Samanage
56	help Desk	Spiceworks
57	Help Desk	Zendesk
58	Plug in	Agiloft
9	Knowledge Management	
1	knowledge base	Inbenta
2	Knowledge Management	SmartSupport
3	knowledge Management, call center, help desk	Universal Knowledge
4	IT Service Management, Health Care, Manufacturing	assyst
5	SMB, Knowledge Management	Parature