

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/312087242>

# Using Bibliometric Analysis to Identify and Categorize the Most Used References in Customer Relationship Management Research Field

Conference Paper · October 2016

CITATIONS

0

READS

117

3 authors:



**Cintia Cristina Silva de Araujo**

Fundação Instituto de Pesquisas Atuariais, Contábeis e Financeiras (FIPECAFI)

53 PUBLICATIONS 202 CITATIONS

SEE PROFILE



**Cristiane Pedron**

Universidade Nove de Julho

100 PUBLICATIONS 523 CITATIONS

SEE PROFILE



**Winnie Ng Picoto**

University of Lisbon

32 PUBLICATIONS 539 CITATIONS

SEE PROFILE

## **Using Bibliometric Analysis to Identify and Categorize the Most Used References in Customer Relationship Management Research Field**

Many researches have been developed about Customer Relationship Management (CRM) on several areas of knowledge, for instance, on Information Systems, Marketing, Strategy, Psychology and others. This diversity of approaches and perspectives about CRM justifies the need for systematized sources and themes used to build theories, models and frameworks related to CRM. Thus, the objective of this paper is to catalogue and classify the most referenced publications on CRM. To achieve this objective, we conducted a bibliometric analysis on the CRM publications extracted from Web of Science (WoS) database. In this process, we extracted 3974 articles related with CRM. Then, we generated a matrix of co-citations using BibExcel tool. Finally, we analyzed these co-citations performing an exploratory factorial analysis to group these co-citations into factors (categories). We found seven categories for the most used references in CRM publications: (1) tools to develop new models and theory; (2) relationship marketing (with customers and suppliers); (3) antecedents and consequences of service quality, customer satisfaction, customer loyalty and customer perceptions; (4) implications and consequences of market-oriented focus; (5) theoretical conceptualization of customer management relationship and its implication on organizational performance; (6) resource-based view (RBV); and (7) customer value. Through the analysis of the co-citations of CRM publications, we also found that CRM research is deeply grounded on the marketing strategy perspective in which the goal is to acquire and retain customers. Furthermore, CRM strategy can help organizations anticipating marketing demands and building awareness in order to achieve competitive advantage.

### **Key words**

Customer Management Relationship; Bibliometry; CRM publications; Marketing;

## 1. Introduction

Customer Relationship Management (CRM) is defined as a “strategic approach concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. CRM unites the potential of IT and relationship marketing strategies to deliver profitable, long-term relationships” (Payne, 2005, p. 22). For Chen and Popovich (2003), CRM is a combination of three components of CRM: people, technology and processes.

The prominence of CRM is caused by different factors: (1) the shift from transaction marketing to relationship marketing, (2) the prioritization of customers on organizations’ strategy, (3) the change from function-based to strategy-based structures, (4) the expansion of information technology and (5) the development of one-to-one marketing (Payne, 2005).

Some bibliometric studies have been conducted to investigate the tendencies and characteristics of the scientific literature on Customer Relationship Management. Tsai, Wang, Huang, & Yang (2009) conducted an bibliometric analysis based on the SSCI (Social Science Citation Index) database to identify the research trends on CRM. In this same study, Tsai et al. (2009) identify which countries and educational institutions are more active regarding CRM research. Another bibliometric analysis (Tsai, 2011), considered the publications trends on CRM and data mining research. Tsai (2011) research found that CRM has become more popular in research publications than data mining; United States, England and Taiwan are among the most productive countries on publications in both areas; and that information systems, computer sciences and management are some the most relevant disciplines for CRM and data mining research fields.

As we analyze these and other papers related to CRM, we notice a potential opportunity for research, since previous bibliometric analysis on CRM publication have not analyzed co-citations of CRM publications or the correlation between the most used references in CRM research field. For this reason, the objective of this paper is to identify and categorize the most used references on CRM field. We intended to contribute to the enhancement of CRM research field presenting a detailed analysis of CRM co-citations and their relationship with CRM publications. To achieve this objective, we conducted a bibliometric analysis on the CRM publications extracted from Web of Science (WoS) database. In this process, we extracted 3974 articles on CRM from WoS database. The extraction of CRM publications covers the time period between 1983 and 2016. Then, we generated a matrix of co-citations using BibExcel tool. Finally, using the SPSS software, we performed an exploratory factorial analysis to group these co-citations into factors (categories).

From this analysis, we found that the most used sources in CRM publications are divided into seven categories: (1) tools to develop new models and theory; (2) relationship marketing (with customers and with suppliers); (3) antecedents and consequences of service quality, customer satisfaction, customer loyalty and customer perceptions; (4) implications and consequences of market-oriented focus; (5) theoretical conceptualization of customer management relationship and its implication on organizational performance; (6) resource-based view (RBV); and (7) customer value. We also found that CRM research field is deeply grounded on marketing strategy, in which the goal is to acquire and retain customers. Furthermore, CRM strategy can help organizations anticipating marketing demands and building awareness, in order to achieve competitive advantage.

Besides this introductory section, this paper presents a literature review on CRM as well as a detailed description of research methodology. Next, we present a session with the main results and our final considerations.

## 2. Theoretical Background

CRM research is grounded on the values of relationship marketing (Reinartz, Krafft, & Hoyer, 2004). To improve the understanding on CRM, we present relevant concepts of relationship marketing. Basically, relationship marketing “refers to all marketing activities directed towards establishing, developing, and maintaining successful relational exchanges” (Morgan & Hunt, 1994, p.22).

Relationship marketing research started gaining more relevance in academia as mass-market became less effective and new technologies started to be used in marketing communication. Besides that, factors such as the continuous growth of competitiveness among brands and the advent of new business models based on technology also boosted the study on relationship marketing (Brito, 2011). It is also important to mention that prominence of relationship marketing grew as globalization stimulated organizations to become more service-oriented and to introduce information technology systems in their processes (Hunt, Arnett, & Madhavaram, 2006).

The shift from transactional marketing towards relationship marketing implies a deeper change in the marketing strategy of organizations. By adopting a relational approach, marketing strategy is no longer focused on a specific functionality, but rather on cross-functional relationships. Furthermore, with the adoption of relationship marketing strategy marketing activities are not only focused on customer acquisition as they should focus both on customer acquisition and on client retention (Payne, 2005).

With the growing complexity of market demands and the appearance of new technologies, CRM has emerged as a technological answer to the demands of relationship marketing strategy (Payne, 2005). The prominence of CRM is caused by different factors: (1) the shift from transaction marketing to relationship marketing, (2) the prioritization of customers on organizations’ strategy, (3) the change from function-based to strategy-based structures, (4) the expansion of information technology and (5) the development of one-to-one marketing (Payne, 2005).

As CRM is based on the values of relationship marketing, building relationships implies using knowledge to generate value for customers (Garrido-Moreno, Padilla-Meléndez, & Águila-Obra, 2010). CRM allows organizations to personalize their products and services according to their clients’ needs. Organizations can use CRM to involve customers in the creative process. As customers share their insights, complaints or suggestions, they become co-generators of product value (Garrido-Moreno et al., 2010).

The newness and the broadness of CRM research have encouraged many researchers to write their own definitions of CRM. For Chen and Popovich (2003), CRM is a combination of three components of CRM: people, technology and processes. Successful CRM business approach requires the integration of these three elements alongside with marketing competences. In turn, according to Reinartz et al. (2004), CRM is a customer-facing and systematic process that manages customer relationship at initiation, maintenance, and termination phases in order to maximize the value of customer relationships. For other authors, CRM is a business strategy established to build and to maintain strong relationships with customers in order to gain their loyalty and preference (Garrido-Moreno et al., 2010). These relationships are built upon the knowledge gathered through CRM systems that enable the organization to understand their customers’ consuming behavior, preferences, credit history and other relevant data.

Pedron and Saccol (2009) conducted a revision of researches on CRM to analyze the different definitions of CRM proposing the classification of CRM definitions into three approaches, **CRM as a philosophy**, **CRM as a strategy** and **CRM as a technological tool**. CRM as a philosophy implies that CRM is a philosophy of doing business in a way to build profitable relationships with customers and other stakeholders. Viewing CRM as a strategy

implies that implementing CRM means that organizations develop a market and customer oriented strategy that will impact processes and resources management. Finally, analyzing CRM as a technological tool implies implementing information systems, databases and other technological tools to enhance customer knowledge and customer services (Pedron & Saccol, 2009).

As organizations adopt CRM strategy, they become market-oriented. Since they are market-driven, organizations are able to develop specific capabilities. Day (1994) defines that market driven organizations can develop capabilities such as diagnosing currents capabilities, market sensing, redesigning of processes and organizational structure, and using information systems to achieve marketing and business goals. CRM capabilities can be distributed into direction capability, learning and market orientation capabilities, integration capability, analytical capability and operation capability (Plakoyiannaki and Tzokas, 2002). **Direction capability** refers to the ability to make customer-oriented strategy clear to the whole organization and to make sure that it is followed. **Learning and market knowledge** are closely related to CRM strategy. The knowledge on customers that are retained through CRM channels can be transformed on valuable knowledge that can assist top management on strategic decisions. **Integration capability** means the capacity to align all members and sectors of the organization towards CRM strategy. **Analytical capabilities** are related to the organization's ability to maximize as much as possible its relationship with customer to maintain their fidelity and generate positive results. **Operational capability** is organization's ability to use CRM's resources and knowledge to add value to customer services and product offer (Plakoyiannaki & Tzokas, 2002).

### 3. Methodology

Bibliometric is quantitative method used to analyze scientific production in order to identify fundamental aspects such as trends, dissemination of academic publications, authors' and institutions' productivity. Bibliometric is also used to evaluate and compare the technological and scientific production among countries (Vanz & Stumpf, 2010; Macias-Chapula, 1998).

To conduct this bibliometric analysis, we first extracted a list of all publications about CRM from WoS database (database maintained by Thomson Reuters) using the key phrase "customer relationship management". In order to minimize the number of results, we focused the search on articles, excluding other publication sources (e.g. books, manuals). The search results on WoS shows 3974 article references covering the time period between 1983 and 2016.

A matrix of co-citations with those search results was created using BibExcel, a tool developed by Olle Pearson (Vanz & Stumpf, 2010). Before generating this co-citation matrix, we performed some corrections in the text formatted files generated by BibExcel. First, we classified the referenced of the co-citations according to the number of citations (in the sample of 3974 articles). Second, since there were too many references, we selected the 100 most referenced sources. Third, since the files generated by BibExcel contain mistyped references, the references are not sorted correctly. For this reason, we calculated the total number of citations of each reference in order to guarantee that the number of co-citations is accurate. Finally, we generated the matrix of co-citations of the 100 most cited sources.

Based on the matrix of co-citations, we performed an exploratory factorial analysis (EFA), using SPSS software to determine patterns in a specific group of variables (Silva & Simon, 2005). Using EFA, we identified the patterns of co-citations on the CRM publications and group these co-citations into factors (categories). In this context, each variable refers to a reference from the sample of 100 most cited sources.

In order to evaluate the appropriateness of the sample to apply the EFA, we performed the Kayser-Meyer-Olkin test (KMO) (Williams & Brown, 2010). The value of KMO ranges from 0 to 1, in which a value closer to 1 indicates that the sample is valid for factorial analysis (Silva & Simon, 2005). After, executing the KMO for the whole sample, KMO test is calculated for each variable (item) of the sample. We also performed the Barlett's Test of Sphericity to evaluate the strength of the relationship between the variables (Beavers et al., 2013). To ensure the suitability of the sample, the recommended values for the Barlett's test of Sphericity is  $p < 0.0001$ , for the KMO test for the whole sample is  $p > 0.6$  and for the KMO test of each variable is  $p > 0.5$  (Beavers et al., 2013; Williams & Brown, 2010).

Additionally, the communality of each variable was calculated. The closer the communality value is to zero, the lower is the correlation between the variable and the factor. According to the recommendations of Fávero, Belfiore, Silva, and Chan (2009), we excluded the variables (items) with communality value lower than 0.5. It is worth mention that we excluded the variables one at a time and that after excluding one variable, the EFA was re-executed. In this process, from the 100 variables of the sample, 9 were excluded. Table 1 presents the variables that were excluded during the EFA and the respective justification.

**Table 1:** Variables excluded during EFA and respective justification for exclusion

Excluded Variable	Justification
Grant_1996	Factorial Loading $> 0.5$ in more than one factor          KMO $< 0.5$
Miles_Huberman_1994	
Gupta_etal_2004	
Eisenhardt_1989	
Reinartz_Kumar_2003	
Blattberg_Deighton_1996	
Reinartz_Kumar_2000	
Rust_2004	
Venkatesan_Kumar_2004	

After these adjustments, the KMO value for the whole sample is 0.769 and the value for the Barlett's test is 0.4095 with  $p < 0.0001$  meaning that our sample is appropriate to perform the EFA. The value of the KMO of each of the 91 remaining variables is in Appendix A. We also calculated the percentage of the total explained variance. In our data the cumulative percentage of variance in the statistical analysis is 81%, above the recommended threshold of 50-60% (Hair et al. 1995 cited by Williams & Brown, 2010).

Finally, the EFA with the orthogonal VARIMAX rotation method (Beavers et al., 2013) shows that the 91 variables were grouped into 7 factors (we later named these factors as categories). Appendix B presents the rotated matrix of components generated by performing the VARIMAX rotation method. BibExcel was used to elaborate the descriptive statistical analysis of the analyzed database (CRM articles and co-citations).

#### 4. Data analysis and Results

In this session, we present the data analysis and results. First we present a descriptive analysis of the research, in which we present some graphs to illustrate the distribution of citations on CRM publications. Second, we present the statistical analysis and results.

Figure 1 presents the number of publications on CRM, which has been increasing since the beginning of 2000. It is important to point out that the publications listed for the year of 2016 are not static, since this analysis took place on March 2016.

Figure 1: Number of CRM publications per year

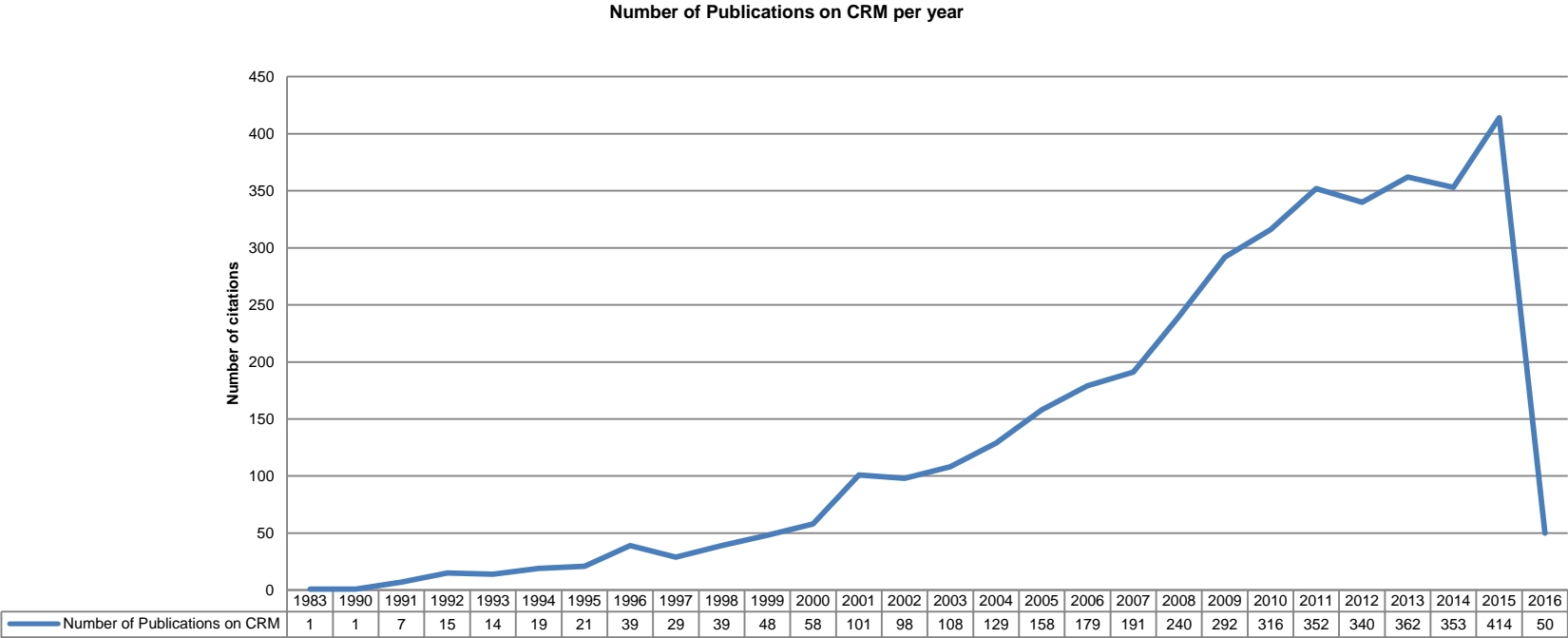


Table 2 presents the 50 most ranked journals according to the number of publications on CRM. Even though there are many articles, those publications are concentrated in considerable few journals. The 50 first journals in the ranking account for 73.87% of the 3974 articles.

**Table 2:** Ranking of first 50 journals according to the number of publications on CRM

Ranking	Journal	# Publications
1	INDUSTRIAL MARKETING MANAGEMENT	197
2	EXPERT SYSTEMS WITH APPLICATIONS	111
3	INDUSTRIAL MANAGEMENT & DATA SYSTEMS	86
4	JOURNAL OF BUSINESS & INDUSTRIAL MARKETING	86
5	JOURNAL OF BUSINESS RESEARCH	83
6	TOTAL QUALITY MANAGEMENT & BUSINESS EXCELLENCE	83
7	INTERNATIONAL JOURNAL OF PRODUCTION ECONOMICS	78
8	SUPPLY CHAIN MANAGEMENT-AN INTERNATIONAL JOURNAL	76
9	INTERNATIONAL JOURNAL OF OPERATIONS & PRODUCTION MANAGEMENT	74
10	EUROPEAN JOURNAL OF MARKETING	64
11	SERVICE INDUSTRIES JOURNAL	63
12	JOURNAL OF MARKETING	62
13	INTERNATIONAL JOURNAL OF PRODUCTION RESEARCH	61
14	JOURNAL OF PRODUCT INNOVATION MANAGEMENT	53
15	JOURNAL OF THE ACADEMY OF MARKETING SCIENCE	51
16	JOURNAL OF SERVICES MARKETING	50
17	INTERNATIONAL JOURNAL OF SERVICE INDUSTRY MANAGEMENT	48
18	JOURNAL OF OPERATIONS MANAGEMENT	46
19	JOURNAL OF SERVICE RESEARCH	43
20	AFRICAN JOURNAL OF BUSINESS MANAGEMENT	41
21	DECISION SUPPORT SYSTEMS	38
22	INTERNATIONAL JOURNAL OF CONTEMPORARY HOSPITALITY MANAGEMENT	38
23	DECISION SCIENCES	37
24	INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT	35
25	INTERNATIONAL JOURNAL OF PHYSICAL DISTRIBUTION & LOGISTICS MANAGEMENT	35
26	JOURNAL OF SERVICE MANAGEMENT	32
27	PRODUCTION PLANNING & CONTROL	29
28	MANAGEMENT SCIENCE	28
29	MANAGEMENT DECISION	27
30	MANAGING SERVICE QUALITY	27
31	EUROPEAN JOURNAL OF OPERATIONAL RESEARCH	26
32	JOURNAL OF BUSINESS ETHICS	25
33	INTERNATIONAL JOURNAL OF RESEARCH IN MARKETING	24
34	INFORMATION & MANAGEMENT	23
35	JOURNAL OF BUSINESS-TO-BUSINESS MARKETING	23
36	JOURNAL OF MARKETING RESEARCH	23
37	MARKETING SCIENCE	23
38	INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT	22
39	JOURNAL OF RETAILING	22
40	JOURNAL OF CLEANER PRODUCTION	21



41	INTERNATIONAL JOURNAL OF INFORMATION MANAGEMENT	20
42	INTERNATIONAL JOURNAL OF TECHNOLOGY MANAGEMENT	20
43	JOURNAL OF COMPUTER INFORMATION SYSTEMS	20
44	JOURNAL OF INTERACTIVE MARKETING	20
45	COMPUTERS & INDUSTRIAL ENGINEERING	18
46	TOTAL QUALITY MANAGEMENT	18
47	INTERNATIONAL JOURNAL OF LOGISTICS MANAGEMENT	17
48	PRODUCTION AND OPERATIONS MANAGEMENT	17
49	TOURISM MANAGEMENT	17
50	JOURNAL OF BUSINESS LOGISTICS	16
<b>Total</b>		<b>2197</b>

Among the journals listed in the ranking, 39 focus on business and management, 11 on marketing and 8 on information systems. Nevertheless, some of these journals focus on more than one area. For example, the scope of the Industrial Management and Data Systems Journal covers management of industries and information systems.

Interestingly, journals that published more articles related to CRM are not necessarily the ones with more citations on CRM. Figure 3 illustrates the ranking of journals with more citations. Appendix C details the ranking of the journals within the sample of the first 100 most cited articles in CRM field.

**Figure 3: Ranking of journals according to the number of citations of their publications in CRM field**

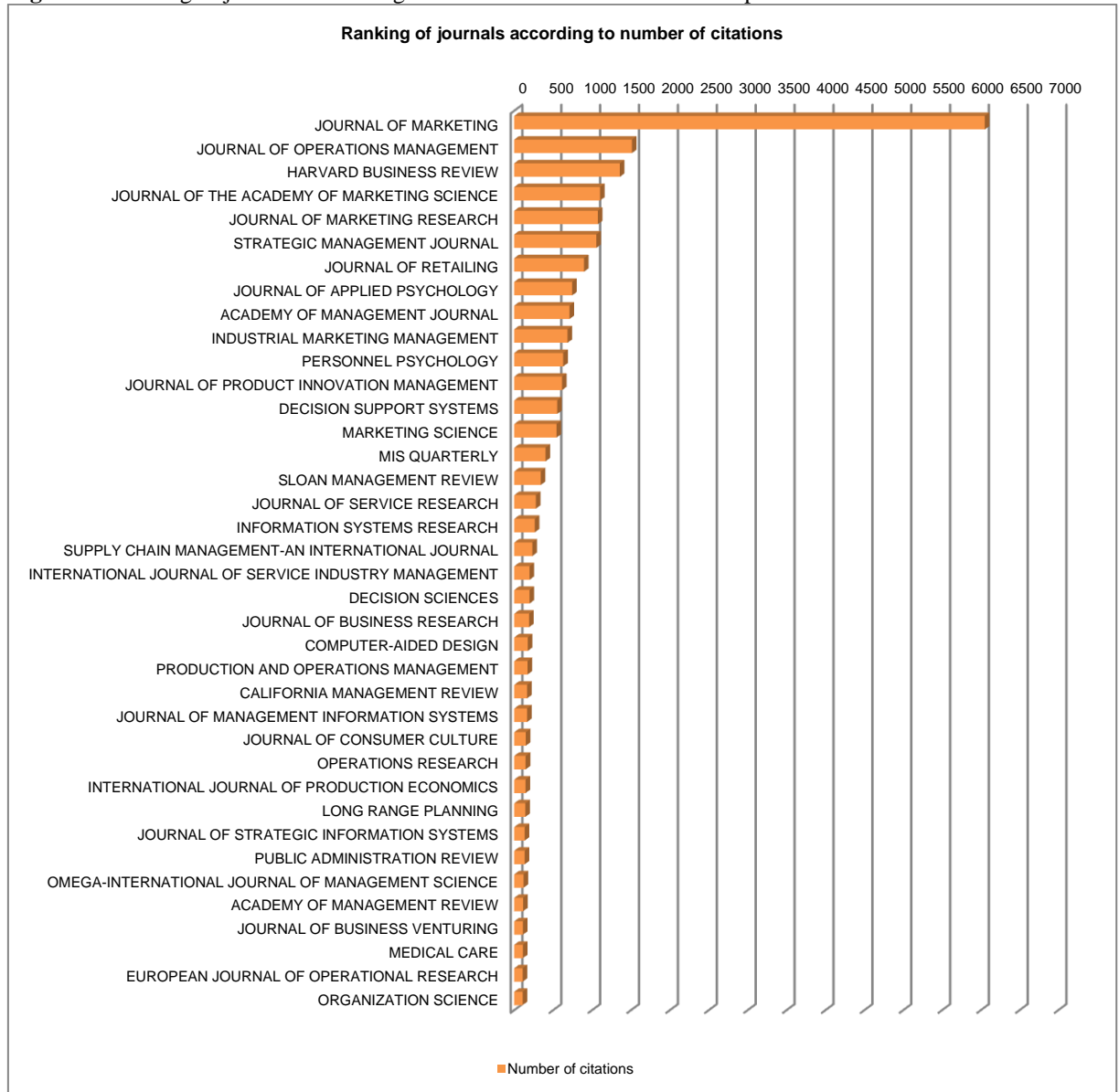


Figure 4 shows the distribution of citations of the top 100 most cited articles in CRM field. The top 100 most cited articles on CRM field, have gained great amount of their citations in the 2000's.

**Figure 4:** Distribution of citations of the 100 most cited articles in CRM field

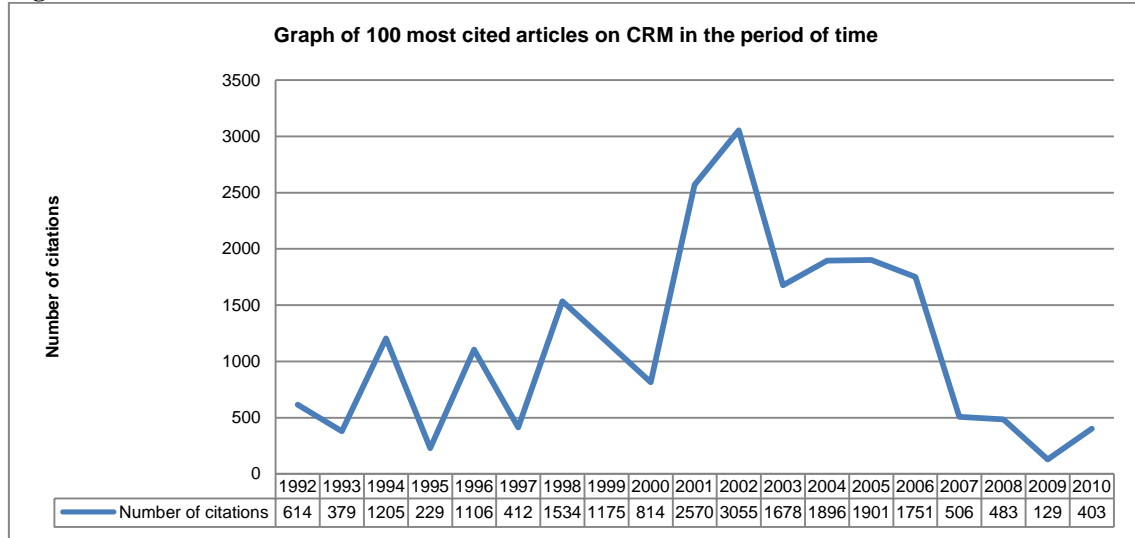


Table 3 presents which journals are more cited for the 3974 articles in CRM.

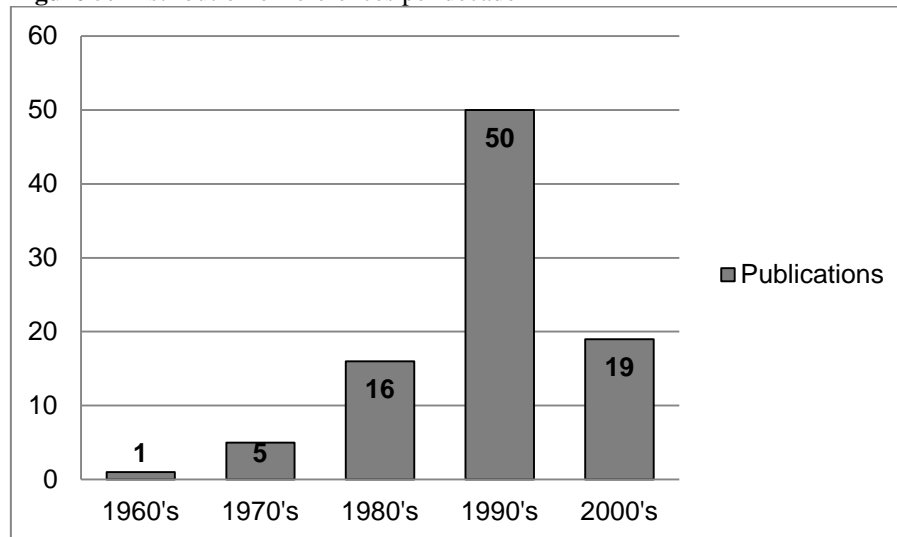
**Table 3:** Ranking of the journals that are more cited by CRM articles

Source	Number of cited publications (in the sample)
Journal of Marketing	37
Books*	13
Journal of Marketing Research	12
Journal of the Academy of Marketing Science	5
Harvard Business Review	4
Strategic Management Journal	4
Administrative Science Quarterly	2
Journal of Management	2
Journal of Operations Management	2
Journal of Retailing	2
Marketing Science	2
Industrial Marketing Management	1
Journal of Applied Psychology	1
Journal of Personality and Social Psychology	1
Psychological Bulletin	1
Structural Equation Modeling: A Multidisciplinary Journal	1
The Academy of Management Review	1
<b>Total</b>	<b>91</b>

The most cited references on CRM publications were published in the 1990's, as shown in figure 5. It is interesting to note that even though CRM publications have risen during the 2000's (see figure 4), 55% of the publications in the sample, refers to publications of the 1990's. As we go through the abstracts of these publications, we see that those are about core aspects of CRM research such as competitive advantage, marketing orientation, relationship marketing, service quality, customer satisfaction,

customer loyalty and dynamic capabilities. This evidence shows that CRM scholars have been interested on studying the linkage between CRM strategy and core organizational results such as competitive advantage, service quality and customer satisfaction. Another explanation for this result is that CRM theoretical foundation is based on themes already covered in the 1990's: relationship marketing and marketing orientation.

**Figure 5:** Distribution of references per decade



We performed the exploratory factorial analysis (EFA) to categorize the co-citations of CRM publications. The EFA resulted in seven categories. Based on the analysis of the abstracts, we divided the references in: (1) tools to develop new models and theory; (2) relationship marketing (buyer-seller, organization-customer relations) as well as relationship between organization and its suppliers; (3) antecedents and consequences of service quality, customer satisfaction, customer loyalty and customer perceptions; (4) implications and consequences of market-oriented focus; (5) theoretical conceptualization of customer management relationship and its implication on organizational performance; (6) resource-based view (RBV); and (7) customer value. Appendix D presents the list of the 91 references distributed into these respective categories.

The first category was named as **tools to develop new models and theory**. This category contains 26 out of the 91 references of the sample. It included seminal works in statistics such as Fornell's and Larcker's article (1981) entitled "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error" and the classic book "Multivariate Data Analysis" (Hair, Black, Babin, & Anderson, 1987). As we analyze these 26 works further, it is clear that the works developing or applying statistical data analysis have grounded the methodology definition of CRM papers whereas the works related to business and marketing have been referred as a theoretical foundation for new theory, models and frameworks. As the name of the category suggests, studying these 26 works may allow CRM scholars to understand the statistical methods most used in this research area (PLS, SEM, multivariate data analysis, instrument development) as well as to oversee CRM relationship with fundamental organizational factors such as knowledge management, dynamic capabilities, relationship with customers and competitive advantage.

The second category, **relationship marketing (with customers and with suppliers)**, includes 21 works. Among them, there are four highly cited publications: "The Commitment-Trust Theory of Relationship Marketing" by Morgan and Hunt (1994), "Exchange and Power in Social Life" (Blau, 1964) "Markets and Hierarchies: Analysis and Antitrust Implications: A Study in the Economics of Internal" (Williamson, 1975) and "International Marketing and Purchasing of Industrial Goods an Interaction Approach" (Hakansson, 1982). The number of citations of these books is amazingly expressive, 18810, 19746, 33791, and 3537 respectively (data from Google Scholar). The 17 articles included in this category cover relationship marketing-related themes such as service quality, distribution channels, buyer-seller relationship and partnership with manufactures and providers. This suggests that CRM research is grounded on the shift from traditional marketing to a more sophisticated and complex marketing strategy in which the goal is to acquire and retain customers at an individual level. This reinforces that CRM focuses on allowing organizations to gain knowledge about their customers and to customize products and services to better meet customers' needs (Payne, 2005).

The third category is **antecedents and consequences of service quality, customer satisfaction, customer loyalty and customer perceptions** which includes 21 articles. The importance of relationship marketing grew as globalization motivated organizations to become more service-oriented. This also boosted the introduction of information technology systems to support organizational processes (Hunt et al., 2006). As we analyze these 21 articles, we found that CRM research, such as relationship marketing research, discusses the inefficiency of transactional marketing, based only on production (Gwinner, Gremler, & Bitner, 1998). CRM has been studied and implemented in the organizations as a way to increase the participation of consumers

not only in the process of consumption but also on the production process (Gwinner et al., 1998).

The following category, **implications and consequences of market-oriented focus**, clearly refers to the consequences of market orientation on organizational performance. It includes 7 articles. Day's (1994) article "The Capabilities of Market-Driven Organizations", cited 6408 times according to Google Scholars, which describes the capabilities that organizations should build in order to become market oriented. Day (1994) suggests that organizations need to develop skills to sense the market so they can quickly and efficiently answer to market demands. This reinforces that customers must play a central role in organization's strategy. An individualized and customized marketing strategy creates a collaborative and mutually profitable relationship with customers (Day, 1994). Indeed, CRM research has been focusing in this perspective as CRM strategy is often suggested as an answer to these market demands.

The fifth category refers to the **theoretical conceptualization of customer management relationship and its implication on organizational performance**. This category includes 8 articles that cover fundamental factors, aspects and perspectives of CRM. For example, Payne's and Frow's (2005) article presents a framework for CRM strategy. They discuss the organizational, technological and strategic factors that should be observed in CRM implementation. The articles in this category are extremely helpful for scholars and practitioners to have a holistic view of CRM and its implication on organizational processes and results.

The sixth category is related to **resource-based view (RBV)** and includes 3 articles: "A resource-based view of the firm" by Wernerfelt (1984), "Dynamic capabilities: what are they?" by Eisenhardt and Martin (2000) and "The Core Competence of the Corporation" by Prahalad and Hamel (1990). These articles have been highly cited (22888, 10604 and 26878, respectively) according to Google Scholar. These articles show that CRM can be used to help organizations to launch new products and to create "products that customers need but have not yet even imagined" (Prahalad & Hamel, 1990, p. 80). It is important to note that RBV is one the theoretical foundations of dynamic capabilities (Eisenhardt & Martin, 2000). That corroborates the inclusion of Eisenhardt's and Martin's (2000) article in this category.

The last category refers to works on **customer value**. It includes one book written by Rust et al. (2000) named "Driving Customer Equity: How Customer Lifetime Value is Reshaping Corporate Strategy" and the article named "A Dynamic Model of the Duration of the Customer's Relationship with a Continuous Service Provider: The Role of Satisfaction" written by Bolton (1998). This category focuses on the customer-focused organizations and the implication of customer value on strategy, processes and organizational structure. This reinforces that CRM research field is deeply involved with customer-oriented focus which directs its contributions to the academia.

## 5. Final remarks

CRM has been gaining more relevance in the academia over the last few years. In their quest for answers to solve complex issues in organizational settings, researchers have seen CRM as a strategy to enable organizations to improve their performance and increase their profits fostering CRM field of research.

As we analyzed literature about CRM, we found the need to identify which references are more used in CRM publications, as authors aim to build theories, models or frameworks about the topic. For this reason, this paper aimed at identifying and categorizing the most used references in CRM articles. To accomplish this goal, we

conducted a bibliometric analysis on the CRM publications. In this process, we analyzed the co-citations of 3974 articles extracted from WoS database.

Based on this analysis, we conclude that the most used sources in CRM publications are divided into seven categories: tools to develop new models and theory; relationship marketing (with customers and suppliers); antecedents and consequences of service quality, customer satisfaction, customer loyalty and customer perceptions; implications and consequences of market-oriented focus; theoretical conceptualization of customer management relationship and its implication on organizational performance; resource-based view (RBV); and customer value.

This study provides an important contribution to academics since it analyses and synthesizes the state of the art regarding the literature about CRM. This paper also contributes to the practice of CRM as it shows tendencies on the application of CRM strategy and its implication on aspects such as customer value, customer satisfaction, reconfiguration of organizational resources (RBV), service quality, relationship marketing and management of organization's relationship with other stakeholders (e.g. employees, suppliers).

A limitation of this research is that we analyzed only articles, excluding books, thesis and reports. Suggestions for future researches include the analysis of research trends on CRM publications as well as the identification of more correlations between CRM strategy and organizational outcomes.

## References

- Beavers, A. S., Lounsbury, J. W., Richards, J. K., Huck, S. W., Skolits, G. J., & Esquivel, S. L. (2013). Practical Considerations for Using Exploratory Factor Analysis in Educational Research. *Practical Assessment, Research & Evaluation*, 18(6).
- Blau, P. M. (1964). *Exchange and Power in Social Life*. John Wiley & Sons, Inc.
- Bolton, R. N. (1998). A Dynamic Model of the Duration of the Customer's Relationship with a Continuous Service Provider: The Role of Satisfaction. *Marketing Science*, 17(1), 45–65. <http://doi.org/10.1287/mksc.17.1.45>
- Day, G. S. (1994). The Capabilities of Market-Drive Organizations. *Journal of Marketing*, 58(4), 37–52. <http://doi.org/10.2307/1251915>
- Eisenhardt, K. M. K. M., & Martin, J. A. J. A. (2000). Dynamic Capabilities: What are They? *Strategic Management Journal*. [http://doi.org/10.1002/1097-0266\(200010/11\)21:10/11<1105::AID-SMJ133>3.0.CO;2-E](http://doi.org/10.1002/1097-0266(200010/11)21:10/11<1105::AID-SMJ133>3.0.CO;2-E)
- Fávero, L. P., Belfiore, P., Silva, F. L., & Chan, B. L. (2009). *Análise de Dados: modelagem multivariada para tomada de decisões* (5th ed). Rio de Janeiro, RJ, Brazil: Elsevier Ltd.
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measures. *Journal of Marketing Research - JMR*, 18(1), 39–50.
- Garrido-Moreno, A., Padilla-Meléndez, A., & Águila-Obra, A. R. Del. (2010). Exploring the Importance of Knowledge Management for CRM Success. *World Academy of Science, Engineering and Technology*, 66(6), 79–83.
- Gwinner, K. P., Gremler, D. D., & Bitner, M. J. (1998). Relational Benefits in Services Industries: The Customer's Perspective. *Journal of the Academy of Marketing Science*, 26(2), 101–114. <http://doi.org/10.1177/0092070398262002>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (1987). *Multivariate Data Analysis* (7th ed). Harlow, England: Pearson Education Limited.
- Hakansson, H. (1982). *International Marketing and Purchasing of Industrial Goods and*

- Interaction Approach*. John Wiley & Sons, Inc.
- Hunt, S. D., Arnett, D. B., & Madhavaram, S. (2006). The explanatory foundations of relationship marketing theory. *The Journal of Business & Industrial Marketing*, 21(2), 72. <http://doi.org/http://dx.doi.org/10.1108/10610420610651296>
- Macias-Chapula, C. A. (1998). O papel da informetria e da cienciometria e sua perspectiva nacional e internacional. *Ciência da Informação*, 27(2), 134–140. <http://doi.org/http://dx.doi.org/10.1590/S0100-19651998000200005>
- Morgan, R. M., & Hunt, S. D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58(July), 20–38.
- Payne, A. (2005). *Handbook of CRM - Achieving Excellence in Customer Management*. Burlington, MA, USA: Butterworth-Heinemann.
- Payne, A., & Frow, P. (2005). A Strategic Framework for Customer Relationship Management. *Journal of Marketing*, 69(October), 167–176. <http://doi.org/10.1509/jmkg.2005.69.4.167>
- Pedron, C. D., & Saccol, A. Z. (2009). What lies behind the concept of customer relationship management? Discussing the essence of CRM through a phenomenological approach. *BAR - Brazilian Administration Review*, 6(1), 34–49. <http://doi.org/10.1590/S1807-76922009000100004>
- Plakoyiannaki, E., & Tzokas, N. (2002). Customer relationship management: A capabilities portfolio perspective. *Journal of Database Marketing*, 9(3), 228–237. <http://doi.org/10.1057/palgrave.jdm.3240004>
- Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, May-June.
- Reinartz, W., Krafft, M., & Hoyer, W. D. (2004). The Customer Relationship Management Process: Its Measurement and Impact on Performance. *Journal of Marketing Research*, 41(3), 293–305. <http://doi.org/10.1509/jmkr.41.3.293.35991>
- Silva, D. da, & Simon, F. O. (2005). Abordagem quantitativa de análise de dados pesquisa: construção e validação de escala de atitude. *Cadernos CERU*, 2(16), 11–27.
- Tsai, H.-H. (2011). Research trends analysis by comparing data mining and customer relationship management through bibliometric methodology. *Scientometrics*, 87(3), 425–450. <http://doi.org/10.1007/s11192-011-0353-6>
- Tsai, H.-H., Wang, C.-H., Huang, Y.-Y., & Yang, J.-M. (2009). A Study of Customer Relationship Management Trend through Bibliometric Methodology Based on SSCI Database from 1989 to 2009. In *International Conference on New Trends in Information Science and Service Science (NISS)* (p. 677–682).
- Vanz, S. A. de S., & Stumpf, I. R. C. (2010). Procedimentos e ferramentas aplicados aos estudos bibliométricos. *Informação & Sociedade: Estudos*, 20(2), 67–75. <http://doi.org/10.3989/redc.2012.1.851>
- Wernerfelt, B. (1984). A Resource-based View of the Firm. *Strategic Management Journal*, 5, 171–180.
- Williams, B., & Brown, T. (2010). Exploratory factor analysis: A five-step guide for novices. *Australasian Journal of Paramedicine*, 8(3). Recuperado de <http://ro.ecu.edu.au/jephec/vol8/iss3/1>
- Williamson, O. E. (1975). *Markets and Hierarchies: Analysis and Antitrust Implications: A Study in the Economics of Internal*. The Free Press.
- Zeithaml, V. A., Lemon, K. N., & Rust, R. T. (2000). *Driving Customer Equity: How Customer Lifetime Value is Reshaping Corporate Strategy*. New York, USA: The Free Press.



### Appendix A – KMO test value of each variable of the Sample

Variable	Commun.	KMO	Variable	Commun.	KMO
Aiken_West_1991	0.902	0.844	Hair_et_al_1987	0.901	0.807
Anderson_Weitz_1992	0.902	0.756	Hakansson_1982	0.847	0.722
Anderson_Sullivan_1993	0.822	0.745	Han_et_al_1998	0.901	0.739
Anderson_et_al_1994	0.768	0.846	Hartline_Ferrell_1996	0.835	0.821
Anderson_Gerbing_1988	0.779	0.801	Heskett_1994	0.755	0.811
Anderson_Narus_1990	0.859	0.793	Heskett_1997	0.768	0.618
Armstrong_Overtton_1977	0.819	0.840	Hu_Bentlerb_1999	0.899	0.809
Bagozzi_Yi_1988	0.886	0.804	Hulland_1999	0.785	0.783
Bagozzi_et_al_1991	0.889	0.852	Jaworski_Kohli_1993	0.864	0.734
Baron_Kenny_1986	0.890	0.788	Jayachandran_2005	0.818	0.746
Berry_1995	0.829	0.880	Kohli_Jaworski_1990	0.698	0.684
Bitner_1990	0.872	0.750	Mithas_et_al_2005	0.843	0.588
Blau_1964	0.911	0.795	Mittal_Kamakura_2001	0.783	0.836
Bollen_1989	0.881	0.824	Moorman_et_al_1992	0.904	0.697
Bolton_1998	0.768	0.673	Moorman_et_al_1993	0.916	0.799
Boulding_et_al_1993	0.865	0.792	Morgan_Hunt_1994	0.594	0.757
Boulding_2005	0.787	0.574	Narver_Slater_1990	0.694	0.592
Cannon_Perreault_1999	0.868	0.827	Nonaka_Takeuchi_1995	0.735	0.781
Churchill_1979	0.890	0.777	Nunnaly_1978	0.932	0.864
Cohen_Levinthal_1990	0.830	0.702	Oliver_1980	0.852	0.784
Cronin_Taylor_1992	0.809	0.664	Oliver_1997	0.868	0.834
Cronin_et_al_2000	0.845	0.755	Oliver_1999	0.843	0.858
Crosby_1990	0.891	0.823	Palmatier_et_al_2006	0.883	0.788
Day_1994	0.844	0.830	Parasuraman_et_al_1985	0.706	0.715
DeWulf_et_al_2001	0.837	0.765	Parasuraman_et_al_1988	0.702	0.703
Deshpande_et_al_1993	0.910	0.661	Payne_Frow_2005	0.711	0.654
Diamantopoulos_Winklhofer_2001	0.788	0.831	Pfeffer_Salancik_1978	0.795	0.813
Dick_Basu_1994	0.865	0.767	Podsakoff_Organ_1986	0.903	0.825
Doney_Cannon_1997	0.886	0.745	Podsakoff_et_al_2003	0.801	0.831
Dwyer_et_al_1987	0.813	0.833	Porter_1980	0.858	0.767
Dyer_Singh_1998	0.862	0.800	Prahalad_Hamel_1990	0.888	0.641
Eisenhardt_Martin_2000	0.836	0.717	Reichheld_Sasser_1990	0.796	0.856
Flynn_et_al_1994	0.735	0.737	Reinartz_et_al_2004	0.704	0.622
Fornell_Larcker_1981	0.672	0.747	Rigby_et_al_2002	0.843	0.652
Fornell_1992	0.686	0.770	Rust_et_al_1995	0.772	0.607
Fornell_et_al_1996	0.806	0.814	Rust_et_al_2000	0.831	0.514
Frohlich_Westbrook_2001	0.876	0.826	Sirdeshmukh_et_al_2002	0.878	0.813
Ganesan_1994	0.877	0.753	Slater_Narver_1995	0.902	0.627
Garbarino_Johnson_1999	0.893	0.744	Srivastava_et_al_1998	0.785	0.746
Gerbing_Anderson_1988	0.844	0.859	Teece_et_al_1997	0.753	0.691

Variable	Commun.	KMO	Variable	Commun.	KMO
Gwinner_etal_1998	0.848	0.871	Vargo_Lusch_2004	0.754	0.798
Verhoef_2003	0.834	0.762	Woodruff_1997	0.636	0.715
Webster_1992	0.868	0.692	Zablah_etal_2004	0.824	0.660
Wernerfelt_1984	0.844	0.702	Zeithaml_1988	0.760	0.774
Williamson_1975	0.832	0.764	Zeithaml_etal_1996	0.825	0.839

## Appendix B – Rotated matrix of components (VARIMAX method)

Variable	1	2	3	4	5	6	7
Frohlich Westbrook 2001	0.896						
Bagozzi et al 1991	0.879						
Hu Bentler 1999	0.862						
Podsakoff Organ 1986	0.846						
Nunnally 1978	0.845						
Aiken West 1991	0.815			0.408			
Baron Kenny 1986	0.809						
Hair et al 1987	0.805						
Flynn et al 1994	0.803						
Bollen 1989	0.798						
Podsakoff et al 2003	0.795						
Churchill 1979	0.786						
Armstrong Overton 1977	0.772						
Bagozzi Yi 1988	0.751						
Diamantopoulos Winklhofer 2001	0.729						
Gerbing Anderson 1988	0.728			0.412			
Pfeffer Salancik 1978	0.714	0.401					
Hulland 1999	0.711						
Anderson Gerbing 1988	0.695						
Cohen Levinthal 1990	0.683			0.454			
Dyer Singh 1998	0.673					0.474	
Barney 1991	0.620						
Teece et al 1997	0.594					0.492	
Fornell Larcker 1981	0.582						
Nonaka Takeuchi 1995	0.524			0.443		0.486	
Vargo Lusch 2004	0.445						
Anderson Weitz 1992		0.919					
Moorman et al 1993		0.917					
Moorman et al 1992		0.913					
Doney Cannon 1997		0.884					
Ganesan 1994		0.877					
Palmatier et al 2006		0.862					

Variable	1	2	3	4	5	6	7
Anderson_Narus_1990		0.857					
Dwyer_et_al_1987		0.856					
Crosby_1990		0.846					
Garbarino_Johnson_1999		0.840					
Berry_1995		0.834					
Hakansson_1982		0.812					
Cannon_Perreault_1999		0.804					
DeWulf_et_al_2001		0.803					
Gwinner_et_al_1998		0.787	0.405				
Sirdeshmukh_et_al_2002		0.776	0.413				
Blau_1964	0.437	0.776					
Webster_1992		0.695		0.443			
Verhoef_2003		0.651					
Morgan_Hunt_1994		0.640					
Williamson_1975	0.463	0.549				0.469	
Bitner_1990			0.890				
Oliver_1980			0.888				
Boulding_et_al_1993			0.887				
Cronin_Taylor_1992			0.874				
Cronin_et_al_2000			0.859				
Anderson_Sullivan_1993			0.848				
Oliver_1997			0.834				
Parasuraman_et_al_1985			0.822				
Zeithaml_1988			0.821				
Anderson_et_al_1994			0.808				
Heskett_1997			0.800				
Fornell_et_al_1996			0.800				
Parasuraman_et_al_1988			0.798				
Heskett_1994			0.796				
Zeithaml_et_al_1996		0.415	0.772				
Rust_et_al_1995			0.764				
Fornell_1992			0.762				
Oliver_1999		0.462	0.757				
Reichheld_Sasser_1990		0.433	0.744				
Mittal_Kamakura_2001			0.703				0.414
Dick_Basu_1994		0.594	0.696				
Hartline_Ferrell_1996	0.546		0.645				
Woodruff_1997		0.467	0.531				
Han_et_al_1998				0.864			
Jaworski_Kohli_1993				0.832			
Slater_Narver_1995	0.412			0.822			
Deshpand?etal_1993	0.416			0.820			
Kohli_Jaworski_1990				0.734			
Narver_Slater_1990				0.730			

Variable	1	2	3	4	5	6	7
Day_1994	0.466			0.715			
Porter_1980	0.539			0.560		0.474	
Rigby_etal_2002					0.899		
Zablah_etal_2004					0.888		
Mithas_etal_2005					0.866		
Boulding_2005					0.864		
Jayachandran_2005					0.806		
Payne_Frow_2005					0.802		
Reinartz_etal_2004					0.764		
Srivastava_etal_1998				0.417	0.487		0.429
Prahalad_Hamel_1990				0.504		0.703	
Eisenhardt_Martin_2000	0.497					0.660	
Wernerfelt_1984	0.535					0.641	
Rust_etal_2000							0.741
Bolton_1998			0.451				0.581

## Appendix C – Ranking of most cited journals in CRM publications

Journal	Number of Citations	%	# of Articles in the Sample
Journal Of Marketing	6052	27,7%	22
Journal Of Operations Management	1513	6,9%	8
Harvard Business Review	1358	6,2%	4
Journal Of The Academy Of Marketing Science	1103	5,1%	5
Journal Of Marketing Research	1074	4,9%	3
Strategic Management Journal	1054	4,8%	3
Journal Of Retailing	898	4,1%	5
Journal Of Applied Psychology	745	3,4%	2
Academy Of Management Journal	710	3,3%	3
Industrial Marketing Management	686	3,1%	4
Personnel Psychology	630	2,9%	3
Journal Of Product Innovation Management	615	2,8%	3
Decision Support Systems	553	2,5%	3
Marketing Science	544	2,5%	4
MIS Quarterly	403	1,8%	3
Sloan Management Review	341	1,6%	1
Journal Of Service Research	278	1,3%	2
Information Systems Research	263	1,2%	2
Supply Chain Management-An Int. Journal	232	1,1%	1
International Journal Of Service Industry Mngt	197	0,9%	1
Decision Sciences	196	0,9%	1
Journal Of Business Research	190	0,9%	1
Computer-Aided Design	174	0,8%	1
Production And Operations Management	170	0,8%	1
California Management Review	166	0,8%	1
Journal Of Management Information Systems	165	0,8%	1
Journal Of Consumer Culture	149	0,7%	1
Operations Research	147	0,7%	1
International Journal Of Production Economics	145	0,7%	1
Long Range Planning	144	0,7%	1
Journal Of Strategic Information Systems	135	0,6%	1
Public Administration Review	135	0,6%	1
Omega-International Journal Of Mngt Science	120	0,5%	1
Academy Of Management Review	114	0,5%	1
Journal Of Business Venturing	112	0,5%	1
Medical Care	111	0,5%	1
European Journal Of Operational Research	110	0,5%	1
Organization Science	108	0,5%	1
<b>Total</b>	21840	100,0%	100

## Appendix D – The ninety-one references and their categories

Author	Title	Type of Source	Number of Citations (in the sample)	%	Category
Fornell and Larcker (1981)	Evaluating Structural Equation Models with Unobservable Variables and Measurement Error	Article	609	15,32%	1
Hair et al. (1987)	Multivariate Data Analysis	Book	608	15,30%	1
Nunnally (1978)	Psychometric Theory (McGraw-Hill Series in Psychology)	Book	549	13,81%	1
Anderson and Gerbing (1988)	Structural equation modeling in practice: A review and recommended two-step approach.	Article	400	10,07%	1
Podsakoff et al. (2003)	Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies	Article	328	8,25%	1
Armstrong and Overton (1977)	Estimating Nonresponse Bias in Mail Surveys	Article	317	7,98%	1
Bagozzi and Yi (1988)	On the evaluation of structural equation models	Article	269	6,77%	1
Barney (1991)	Firm Resources and Sustained Competitive Advantage	Article	258	6,49%	1
Baron and Kenny (1986)	The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations.	Article	257	6,47%	1
Churchill (1979)	A Paradigm for Developing Better Measures of Marketing Constructs	Article	195	4,91%	1
Podsakoff and Organ (1986)	Self-Reports in Organizational Research: Problems and Prospects	Article	179	4,50%	1
Teece et al. (1997)	Dynamic capabilities and strategic management	Article	165	4,15%	1
Vargo and Lusch (2004)	Evolving to a New Dominant Logic for Marketing	Article	160	4,03%	1
Dyer and Singh (1998)	The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage	Article	160	4,03%	1
Bollen (1989)	Structural Equations with Latent Variables	Book	160	4,03%	1
Hu and Bentlerb (1999)	Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives	Article	137	3,45%	1
Aiken and West (1991)	Multiple Regression Testing and Interpreting Interactions	Book	117	2,94%	1
Frohlich and Westbrookb (2001)	Arcs of integration: an international study of supply chain strategies	Article	110	2,77%	1
Gerbing and Anderson (1988)	An Updated Paradigm for Scale Development Incorporating Unidimensionality and Its Assessment	Article	98	2,47%	1
Cohen and Levinthal (1990)	Absorptive Capacity: A New Perspective on Learning and Innovation	Article	93	2,34%	1

Author	Title	Type of Source	Number of Citations (in the sample)	%	Category
Bagozzi et al. (1991)	Assessing Construct Validity in Organizational Research	Article	86	2,16%	1
Nonaka and Takeuchi (1995)	The Knowledge-creating Company: How Japanese Companies Create the Dynamics of Innovation	Book	78	1,96%	1
Pfeffer and Salancik (1978)	The External Control of Organizations: A Resource Dependence Perspective	Book	75	1,89%	1
Flynn et al. (1994)	A framework for quality management research and an associated measurement instrument	Article	70	1,76%	1
Diamantopoulos and Winklhofer (2001)	Index Construction with Formative Indicators: An Alternative to Scale Development	Article	68	1,71%	1
Hulland (1999)	Use of partial least squares (PLS) in strategic management research: a review of four recent studies	Article	68	1,71%	1
Morgan and Hunt (1994)	The Commitment-Trust Theory of Relationship Marketing	Article	463	11,65%	2
Dwyer et al. (1987)	Developing Buyer-Seller Relationships	Article	243	6,11%	2
Ganesan (1994)	Determinants of Long-Term Orientation in Buyer-Seller Relationships	Article	147	3,70%	2
Anderson and Narus (1990)	A Model of Distributor Firm and Manufacturer Firm Working Partnerships	Article	140	3,52%	2
Doney and Cannon (1997)	An Examination of the Nature of Trust in Buyer-Seller Relationships	Article	137	3,45%	2
Crosby (1990)	Relationship Quality in Services Selling: An Interpersonal Influence Perspective	Article	137	3,45%	2
Garbarino and Johnson (1999)	The Different Roles of Satisfaction, Trust, and Commitment in Customer Relationships	Article	117	2,94%	2
Verhoef (2003)	Understanding the Effect of Customer Relationship Management Efforts on Customer Retention and Customer Share Development	Article	116	2,92%	2
Moorman et al. (1992)	Relationships between Providers and Users of Market Research: The Dynamics of Trust within and between Organizations	Article	112	2,82%	2
Anderson and Weitz (1992)	The Use of Pledges to Build and Sustain Commitment in Distribution Channels	Article	111	2,79%	2
Blau (1964)	Exchange and Power in Social Life	Book	107	2,69%	2
Gwinner et al. (1998)	Relational benefits in services industries: The customer's perspective	Article	100	2,52%	2
Berry (1995)	Relationship marketing of services—growing interest, emerging perspectives	Article	95	2,39%	2
Palmatier et al. (2006)	Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis	Article	92	2,32%	2

Author	Title	Type of Source	Number of Citations (in the sample)	%	Category
Williamson (1975)	Markets and Hierarchies: Analysis and Antitrust Implications: A Study in the Economics of Internal Organization	Book	91	2,29%	2
Cannon and Perreault (1999)	Buyer-Seller Relationships in Business Markets	Article	90	2,26%	2
DeWulf et al. (2001)	Investments in Consumer Relationships: A Cross-Country and Cross-Industry Exploration	Article	84	2,11%	2
Hakansson (1982)	International Marketing and Purchasing of Industrial Goods An Interaction Approach	Book	76	1,91%	2
Moorman et al. (1993)	Factors Affecting Trust in Market Research Relationships	Article	75	1,89%	2
Webster (1992)	The Changing Role of Marketing in the Corporation	Article	71	1,79%	2
Sirdeshmukh et al. (2002)	Consumer Trust, Value, and Loyalty in Relational Exchanges	Article	67	1,69%	2
Parasuraman et al. (1988)	A multiple-item scale for measuring consumer perceptions of service quality	Article	224	5,64%	3
Zeithaml et al. (1996)	The Behavioral Consequences of Service Quality	Article	192	4,83%	3
Reichheld and Sasser (1990)	Zero defections: quality comes to services	Article	174	4,38%	3
Bitner (1990)	Evaluating Service Encounters: The Effects of Physical Surroundings and Employee Responses	Article	167	4,20%	3
Parasuraman et al. (1985)	A Conceptual Model of Service Quality and Its Implications for Future Research	Article	166	4,18%	3
Zeithaml (1988)	Consumer Perceptions of Price, Quality, and Value: A Means-End Model and Synthesis of Evidence	Article	147	3,70%	3
Anderson et al. (1994)	Customer Satisfaction, Market Share, and Profitability: Findings from Sweden	Article	139	3,50%	3
Oliver (1997)	Satisfaction: A Behavioral Perspective on the Consumer	Book	132	3,32%	3
Heskett (1994)	Putting the Service-Profit Chain to Work	Article	126	3,17%	3
Oliver (1999)	Whence Consumer Loyalty?	Article	123	3,10%	3
Cronin and Taylor (1992)	Measuring Service Quality: A Reexamination and Extension	Article	113	2,84%	3
Fornell et al. (1996)	The American Customer Satisfaction Index: Nature, Purpose, and Findings	Article	102	2,57%	3
Fornell (1992)	A National Customer Satisfaction Barometer: The Swedish Experience	Article	101	2,54%	3
Dick and Basu (1994)	Customer loyalty: Toward an integrated conceptual framework	Article	95	2,39%	3
Heskett (1997)	The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value	Book	90	2,26%	3
Anderson and Sullivan (1993)	The Antecedents and Consequences of Customer Satisfaction for Firms	Article	90	2,26%	3



<b>Author</b>	<b>Title</b>	<b>Type of Source</b>	<b>Number of Citations (in the sample)</b>	<b>%</b>	<b>Category</b>
Oliver (1980)	A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions	Article	90	2,26%	3
Hartline and Ferrell (1996)	The Management of Customer-Contact Service Employees: An Empirical Investigation	Article	89	2,24%	3
Woodruff (1997)	Customer value: The next source for competitive advantage	Article	85	2,14%	3
Mittal and Kamakura (2001)	Satisfaction, Repurchase Intent, and Repurchase Behavior: Investigating the Moderating Effect of Customer Characteristics	Article	83	2,09%	3
Boulding et al. (1993)	A Dynamic Process Model of Service Quality: From Expectations to Behavioral Intentions	Article	78	1,96%	3
Cronin et al. (2000)	Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments	Article	77	1,94%	3
Rust et al. (1995)	Return on Quality (ROQ): Making Service Quality Financially Accountable	Article	66	1,66%	3
Porter (1980)	Competitive Strategy: Techniques for Analyzing Industries and Competitors	Book	296	7,45%	4
Kohli and Jaworski (1990)	Market Orientation: The Construct, Research Propositions, and Managerial Implications	Article	216	5,44%	4
Narver and Slater (1990)	The Effect of a Market Orientation on Business Profitability	Article	197	4,96%	4
Jaworski and Kohli (1993)	Market Orientation: Antecedents and Consequences	Article	196	4,93%	4
Day (1994)	The Capabilities of Market-Driven Organizations	Article	195	4,91%	4
Deshpande et al. (1993)	Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis	Article	121	3,04%	4
Slater and Narver (1995)	Market Orientation and the Learning Organization	Article	97	2,44%	4
Han et al. (1998)	Market Orientation and Organizational Performance: Is Innovation a Missing Link?	Article	86	2,16%	4
Reinartz et al. (2004)	The Customer Relationship Management Process: Its Measurement and Impact on Performance	Article	158	3,98%	5
Payne and Frow (2005)	A Strategic Framework for Customer Relationship Management	article	146	3,67%	5
Boulding (2005)	A Customer Relationship Management Roadmap: What Is Known, Potential Pitfalls, and Where to Go	Article	101	2,54%	5
Jayachandran (2005)	The Role of Relational Information Processes and Technology Use in Customer Relationship Management	Article	100	2,52%	5
Zablah et al.	An evaluation of divergent	Article	83	2,09%	5

Author	Title	Type of Source	Number of Citations (in the sample)	%	Category
(2004)	perspectives on customer relationship management: Towards a common understanding of an emerging phenomenon				
Mithas et al. (2005)	Why Do Customer Relationship Management Applications Affect Customer Satisfaction?	Article	80	2,01%	5
Srivastava et al. (1998)	Market-Based Assets and Shareholder Value: A Framework for Analysis	Article	78	1,96%	5
Rigby et al. (2002)	Avoid the Four Perils of CRM	Article	77	1,94%	5
Wernerfelt (1984)	A resource-based view of the firm	Article	120	3,02%	6
Eisenhardt and Martin (2000)	Dynamic capabilities: what are they?	Article	79	1,99%	6
Prahalad and Hamel (1990)	The Core Competence of the Corporation	Article	78	1,96%	6
Bolton (1998)	A Dynamic Model of the Duration of the Customer's Relationship with a Continuous Service Provider: The Role of Satisfaction	Article	108	2,72%	7
Rust et al. (2000)	Driving Customer Equity : How Customer Lifetime Value is Reshaping Corporate Strategy	Book	86	2,16%	7