

Elevating Customer Relationship Management in Chinese Banking: A Synergy of Information Technology and Strategic Practices

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ABSTRACT

Strategic CRM and IT boost CRM efficacy in Chinese banks, according to this study. It studies how IT adoption, CRM strategy execution, IT integration, and CRM digitalization effect customer satisfaction, loyalty, retention, and organizational performance. Modern banking requires IT integration and digitization in an AI-driven environment. A quantitative study comprised 300 Chinese banking industry workers from various demographics. Five models (M1 – M5) examined key variable correlations. Regression analysis found high positive connections between CRM strategy implementation, IT adoption, and other CRM attributes, showing how technology and strategy improve customer experiences. Thematic analysis of 20 industry expert interviews indicated Chinese banks' CRM implementation obstacles, corroborating quantitative findings. The study concluded that CRM strategy implementation and IT adoption improve CRM and organizational effectiveness. These findings have theoretical and practical significance for Chinese banks and businesses aiming to improve CRM and customer experiences in a shifting financial industry. Information technology integration and digitization are essential in an AI-driven world to align enterprises with financial sector dynamics for long-term success.

Keywords: IT Adoption, CRM Practices, Customer Engagement, IT Regulatory Environment, Banking Information Management.

INTRODUCTION

CRM is crucial in banking. This dynamic discipline builds the most important link between financial institutions and their most valuable asset—customers (X. Yang, J. Yang, Hou, Li, & Sun, 2023). Chinese banks need seamless CRM-IT integration to succeed. This integration is essential for increasing client experiences, operational efficiency, and competitiveness in the rapidly changing financial industry (Kumar, Mokha, & Pattnaik, 2022). Recently rapid expansion has left the Chinese banking industry with many demands and expectations. Modern consumers seek more than financial services (Gallego-Gomez, De-Pablos-Heredero, & Montes-Botella, 2021). This paradigm shift requires a technologically advanced, adaptive CRM solution that builds client loyalty, meets regulatory criteria, and meets industry goals (Siddiqi, Sahel, & Mahmud, 2018).

IT integration into CRM is more than a trend—it promotes long-term client relationships (Tulcanaza-Prieto, Cortez-Ordoñez, & Lee, 2023). Chinese banks are investing more in IT infrastructure to better understand clients, customize services, and speed up internal operations as digital platforms emerge (Y. Chen, Hu, Zhou, & Yang,

2023). This connection lets banks leverage large datasets to identify customer demands, interests, and behaviours (Kaur, Ali, Hassan, & Al-Emran, 2021).

Chinese banks recognize ideal client experiences require digitization (Lokuge, Sedera, Ariyachandra, Kumar, & Ravi, 2020). CRM process digitization is strategic because customers desire fast financial information and convenient transactions (Ali, Lotayif, & Al-Deeb, 2022). Banks can modify financial solutions, maximize cross-selling, and deliver personalized services in real-time with web portals and mobile banking apps (Nguyen, Le, & Vu, 2022).

CRM in Chinese banking requires regulatory gap reduction (Gerea, Gonzalez-Lopez, & Herskovic, 2021). New AI methods increase cybersecurity, discover financial crime, and simplify regulatory compliance. Global best practises are followed by AI-driven regulatory technology for strict compliance and proactive risk management (Mutambik, 2023).

Information technology and strategic CRM must work together to navigate Chinese banking's complexities. Sheth, Jain, and Ambika (2020) argue CRM is shifting from consumer demands to predictions. CRM strategy dynamism and proactive customer engagement are stressed. Nithya and Kiruthika (2021) examine Chinese bank CRM and technology, digitization, and AI in 2021. Their research shows that technology increases customer relations, regulatory compliance, and consumer satisfaction and loyalty. Mutambik (2023) acknowledge the potential benefits, but little is known about Chinese banks' specific opportunities and restrictions when merging technology and strategic CRM. The organization wishes to employ IT for CRM, but Chinese financial system dynamics remain unknown. Das, Mishra, and Mohanty (2018) regret neglecting this because previous research concentrated on CRM concepts and banking technology adoption rather than Chinese banking industry complexity (Attia 2023).

Due to diverse consumer groups, numerous rules, and rapid technological innovation, Chinese finance is extremely complex. Chinese banks need CRM strategies that combine technology and strategy to meet their needs and dynamics. Think CRM, technology, and regulations. This document helps Chinese banks fill CRM IT knowledge gaps. This study will first evaluate how IT and strategic CRM may increase customer engagement, satisfaction, and loyalty while following laws. Chinese bank regulation and compliance may benefit from AI.

Chinese banks can strengthen CRM, adapt to digital needs, and overcome regulatory limits with this research. This study meticulously examines strategy, technology, and regulatory compliance to improve long-term competitiveness and consumer interactions. Five sections make up this study. First, Chinese bank CRM sets the scene. Section 2 examines themes, gaps, and future research in the literature. Section 3 covers the study's methodology, data gathering, analysis, and interpretation. The fourth segment discusses how research affects Chinese banks' CRM strategy. Chinese bank digital CRM tips conclude the fifth section.

Finally, this paper examines how IT and strategic CRM might assist Chinese banks manage finances. This paper investigates Chinese banks' client interaction, regulatory compliance, and industry competitiveness opportunities and challenges. Chinese banks may prosper online with technology, strategy, and regulation.

LITERATURE REVIEW

IT and CRM are integrated in global banking (Mbama, 2018). CRM must accommodate customer expectations and financial services digitization. X. Chen, Sun, Yan, and Wen (2020) suggest studying Chinese banking's CRM and technology integration possibilities and obstacles. Chinese banks struggle to accommodate the various needs of their growing customer base due to fast economic expansion and a digitally sophisticated middle class. Carlson, Rahman, Taylor, and Voola (2019) suggest combining in-person and virtual encounters and using technology to boost operational efficiency in CRM tactics. Technology like social media, internet portals, and mobile banking apps can boost customer involvement, thus CRM plans must embrace it (Omarini, 2018). Big data analytics and CRM help banks understand client preferences and personalize services, according to Dash and Chakraborty (2021).

However, Chinese laws are strict. According to Chong, Man, and Kim (2018), AI-driven regulatory technology can automate compliance, detect financial crimes, and improve bank cybersecurity. Technology-driven CRM may provide personalized financial solutions and improve cross-selling opportunities in real-time, improving customer satisfaction and loyalty for Chinese banks, according to Bagale et al. (2023). For proactive problem-solving and risk management, Chinese banks are employing AI-driven solutions, concentrating on predictive analysis and regulatory challenges (Isaños et al., 2020). According to Jambulingam, Joshi, and Kathuria (2018), these technologies help banks anticipate and provide customized solutions, improving client satisfaction. Existing

literature helps Chinese banks harness technology, negotiate legal issues, and create customer relationships, but they need a deeper understanding to succeed digitally (Alshurideh et al., 2023).

CRM needs IT for consumer interactions. Jelonek (2015) says real-time contact, feedback, and bespoke experiences enhance client engagement on digital platforms. Luhtanen (2017) suggests investing in consumer engagement to boost loyalty and income, especially amid digital transition. Market competitiveness affects banking CRM strategy and technology adoption (Garrido-Moreno, García-Morales, King, & Lockett, 2020; Telukdarie, Dube, Matjuta, & Philbin, 2023). According to Indriasari, Gaol, and Matsuo (2019), Kumar et al. (2022), Peillon and Dubruc (2019), and Yapanto et al. (2021), Chinese banks must invest heavily in technology to compete. According to Yapanto et al. (2021), customer-focused technology is a market advantage, hence CRM strategy and technology use must be strengthened to compete.

Finally, strategic CRM-IT integration in Chinese banking has positives and cons. While existing literature gives valuable insights into exploiting technology, overcoming regulatory difficulties, and building customer interactions, further research is needed to create a holistic foundation for digital flexibility and success in this changing world (Kohtamäki, Parida, Patel, & Gebauer, 2020). Chinese banks can overcome regulatory hurdles, boost client engagement, and compete in the digital age by addressing these factors. According to the study (Bilgihan, Kandampully, & Zhang, 2016; Chandra & Kumar, 2018; Wongsansukcharoen, 2022), AI has created creative solutions that help banks adapt to regulatory changes. These systems use advanced data analysis and monitoring to ensure regulatory compliance and reduce operational risks (Berestetska et al., 2023).

Technology helps achieve and maintain client delight, which is the main goal of customer relationship management (CRM). Studies have linked technology-enabled service quality to customer satisfaction (Al-Hawary & Aldaihani, 2016; Padmavathy, Balaji, & Sivakumar, 2012). Technology can improve operational efficiency, problem-solving, and service customization, increasing customer satisfaction.

Successful CRM and technology implementation leads to customer loyalty. Studies show that continuous and tailored brand interactions boost consumer pleasure and loyalty (Buttle & Maklan, 2015; Saxena & Taneja, 2018). Technology enables loyalty programs, data-driven customisation, and customer-centric communication, which help build and maintain consumer loyalty.

Banks value customer retention, which is linked to loyalty. Telukdarie et al. (2023) found that customer relationship management (CRM) techniques, facilitated by technological tools, help identify at-risk customers, develop effective retention tactics, and reduce customer churn. Predictive analytics and AI can help businesses anticipate customer needs, resolve issues, and retain customers.

A bank's success depends on its technology installation and CRM efforts. Garrido-Moreno et al. (2020), Peillon and Dubruc (2019), and Telukdarie et al. (2023) found that technology-driven CRM strategies may improve financial performance, operational efficiency, and customer-centric results. Technology can streamline data administration and analysis, improving decision-making, operating expenses, income, and performance.

These elements are linked to Chinese banks' CRM practices and technology adoption. In a fiercely competitive market, banks must implement a comprehensive strategy that uses technology to address these aspects, adhere to rigorous regulatory standards, and cultivate contented, devoted, and enduring clients to improve overall performance.

Customer engagement, regulatory compliance, customer satisfaction, loyalty, retention, and overall performance are important, but there is a research gap on information technology adoption and strategic CRM practices in Chinese banking. This gap is caused by the need for context-specific analysis that accounts for Chinese banks' unique opportunities and challenges in their massive and ever-changing market. There is no systematic method to examine how these aspects interact, especially for AI-driven regulatory compliance solutions. To fill this gap and help Chinese banks integrate technology and CRM efficiently, future research should examine the complex interactions between these variables, take a longitudinal approach, and use qualitative methods.

Figure 1 shows the literature-based research framework.

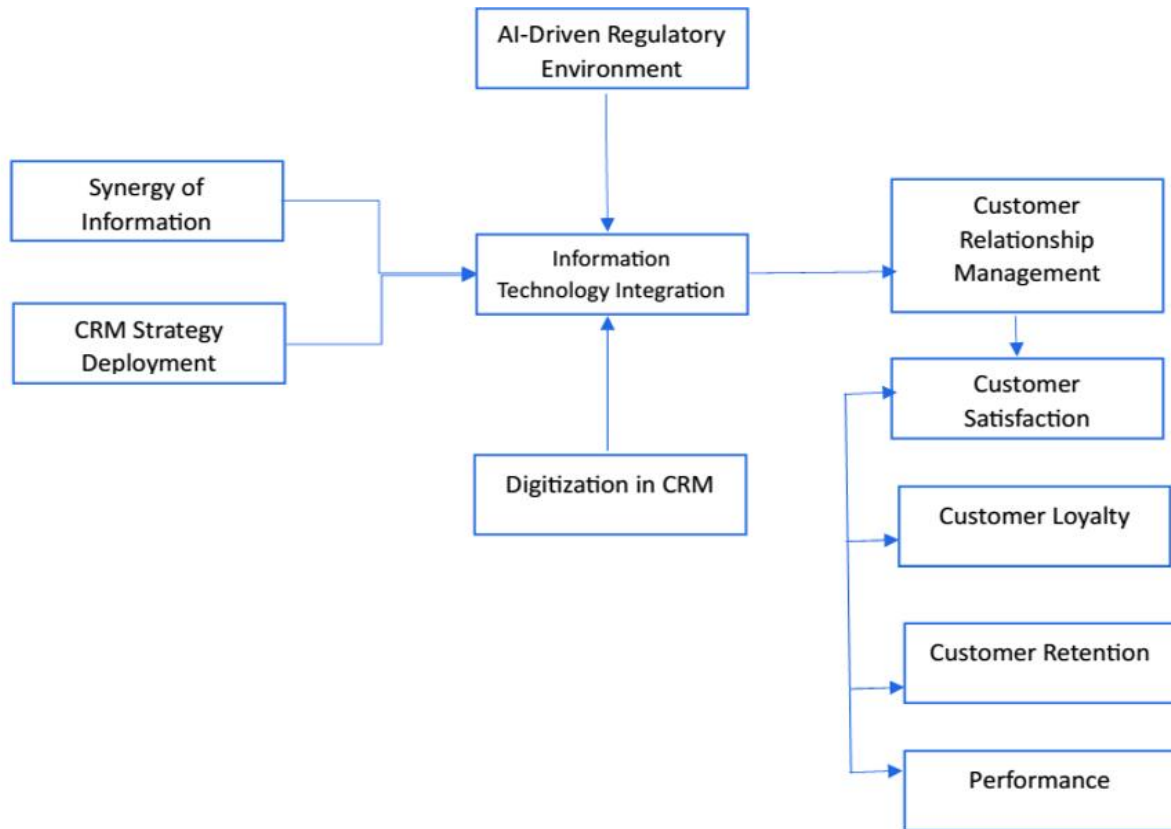


Figure 1. Research Framework

RESEARCH METHODOLOGY

The relationship between IT and strategic CRM in Chinese banks is examined using mixed methodologies. To understand the study problem, quantitative and qualitative research are performed. Analysis of patterns, trends, and correlations needs quantitative research. Statistics from a broad sample of Chinese banks and their customers will be obtained utilizing surveys, questionnaires, and structured interviews. After IT deployment, regression, correlation, and descriptive statistics will evaluate Chinese bank CRM efficacy, customer happiness, and loyalty. Qualitative research improves quantitative research on IT usage and strategic CRM approaches. Qualitative data will come from in-depth interviews, focus groups, and case studies with bank management, IT specialists, and consumers. Grounded theory, thematic analysis, and content analysis present qualitative data. Quantitative and qualitative methods are used to determine how Chinese banks might improve CRM with IT. This strategy outlines how Chinese banks struggle to align technology with strategic CRM goals. Through quantitative and qualitative data, Chinese banks may strengthen CRM in the digital age.

Research Design

The statistical significance and correlations between CRM and technology adoption strategies in Chinese banks are determined by quantitative analysis of structured data. Surveys and secondary data analysis collect Chinese bank data. Surveys will cover CRM, technology adoption, customer happiness, and more. Secondary data includes financial information, industry databases, and academic articles. Variable associations will be determined using regression, correlation, and descriptive statistics. Instead, qualitative research seeks understanding. This phase includes semi-structured interviews with Chinese banking executives, CRM managers, and IT specialists. These interviews will give researchers qualitative data on Chinese banks' CRM and technology adoption initiatives' challenges, opportunities, and reasons. Semi-structured interviews offer pertinent theme-based open-ended inquiries. Interview data can reveal themes, patterns, and insights using thematic analysis or other qualitative methods. Chinese bank CRM and technology adoption methods can be quantified and qualitatively examined. Combining data from all phases helps academics understand the study problem and assist banks' strategic decisions.

Data Collection

The quantitative phase surveys a representative sample of Chinese banks on technology adoption, CRM, regulatory compliance, and customer metrics. The study covers bank technology adoption, CRM effectiveness, regulatory compliance, customer engagement, satisfaction, loyalty, retention, and performance. Statisticians analyze quantitative data to uncover patterns, correlations, and interactions. We analyze industry, regulatory, and financial reports to contextualize poll results. Semi-structured qualitative interviews with Chinese banking stakeholders vary. These interviews provide qualitative data on banks' CRM and technology adoption strategies, experiences, and challenges. Interviews with bank executives, CRM managers, IT specialists, and others can reveal how Chinese banking affects CRM. Semi-structured interviews let researchers discover new interests. Numerous interviews supplement quantitative data to assist researchers in understanding Chinese banks' CRM strategy and technology adoption.

Respondents Details

Chinese banks' competitiveness depends on CRM and IT adoption. Quantitative and qualitative methodologies examine this dynamic interaction from multiple angles. Selecting 300 Chinese banks for the quantitative phase makes sense. A big sample was chosen to demonstrate industrial CRM and IT use. Importantly, the list includes regional and national banks. Understanding Chinese banking's processes and challenges yields significant industry improvements in the report.

Each bank's quantitative survey lists key stakeholders. Regulatory Compliance Officers, CIOs, CCROs, and frontline customer service reps are stakeholders. Different roles are studied to understand strategic decision-making and operational execution. This complete strategy examines CRM, technology adoption, customer interaction, regulatory compliance, and infrastructure. In the qualitative phase, 20 quantitative sample banks are intensively questioned. Chinese bank CRM and technology integration issues are shown in case studies. Interviews include bank executives, CRM managers, IT specialists, regulators, and frontline workers. In addition to qualitative data, this comprehensive representation incorporates functional domain and organizational level perspectives and experiences.

CRM and technology adoption, challenges, and creative solutions are discussed in qualitative interviews. These complicated qualities are examined for patterns, themes, and best practices that quantitative analysis may miss. This qualitative analysis complements quantitative data and explains Chinese banks' complex dynamics. The research uses quantitative survey and qualitative interview data to describe Chinese banking's complex CRM-IT adoption relationship. This thorough strategy provides statistically valid and contextually rich data on digital transformation's challenges and opportunities. Researchers hope to help academia and industry practitioners make strategic decisions and improve organizational effectiveness in the ever-changing Chinese banking sector.

Data Analysis Techniques

Using mixed methods, we examine Chinese banks' complex technology adoption and CRM practices and their effects on customer metrics. Semi-structured interview topic analysis, regression, correlation, and descriptive statistics are used. Quantifying structured survey data from 300 Chinese banks. We use regression and correlation to examine how technology adoption and CRM practices affect customer engagement, satisfaction, loyalty, retention, and performance. We utilize R and SPSS for data analysis and descriptive analysis to improve rigor and interpret quantitative data.

Thematically analyzing qualitative data from Chinese banking stakeholders through in-depth interviews supplements quantitative research. Thematic analysis of qualitative data demonstrates Chinese banking's CRM and technology adoption issues. Qualitative and quantitative methods yield more nuanced results. We use qualitative and quantitative methodologies in our mixed-mode research to improve results and get insights. We comprehend the study problem and make superior conclusions and recommendations via multi-source data triangulation.

We synthesize quantitative and qualitative data to answer "how" and "why" questions about Chinese banking technology adoption and CRM practices. Quantitative analysis shows trends, whereas qualitative insights illuminate them. Our research shows Chinese banks how to strategically employ IT in CRM. We advise Chinese banks to improve CRM, handle regulatory issues, and build lasting customer relationships using quantitative and qualitative data. Chinese banks can adjust to changing consumer needs and market situations by staying competitive. Research ethics involve data protection and informed consent. Participants learn the study's purpose and remain anonymous. Self-reported data accuracy, survey sample selection bias, and changing legal and technical settings are clearly addressed in the study.

Finally, using rigorous-mixed-methods, our study examines the complex relationship between technology adoption and CRM practices in Chinese banking. We merge quantitative and qualitative results to help Chinese

banks adjust to shifting banking conditions.

Operational Definitions

Technology adoption, strategic CRM, digitization, AI-driven environments, and regulatory compliance in Chinese banking depend on many factors. Find quantitative indicators that encapsulate each construct's essence to operationalize these traits.

Information Technology Adoption: We measure Chinese banks' digital banking platform, data analytics, CRM, and AI integration. IT investment in new technologies, digital channels, and AI can achieve this. A bank's technology may be updated via AI and IT.

Strategies for CRM Chinese banks strategically connect customers. Assess customer segmentation, personalization, CRM software utilization, and customer-focused departments or teams before adoption. Standardized surveys or interviews can evaluate the bank's implementation.

Digitalization tracks websites, mobile apps, social media, and marketing customer engagement. Digital metrics include click-through rates, social media engagement, and loyalty program membership. Increased involvement suggests digitalization and digital client relationships.

AI-driven Environment: This variable examines Chinese banking industry rivalry and AI's impact on operations and decisions. This includes monitoring market competition based on bank presence in certain market categories, market share, competitor activity, and new product releases and prices. AI competitions may demonstrate technological improvement.

This variable measures Chinese banks' regulatory compliance. Fines, compliance procedure evaluations, and compliance officer interviews can do this. Strong restrictions need strict compliance and risk mitigation.

Operating technology adoption, CRM practices, digitization, AI-driven environments, and regulatory compliance in Chinese banking may help scholars understand this complex link. Industry dynamics are studied to increase operational efficiency, consumer engagement, and regulatory compliance.

To assess IT adoption and strategy CRM, operationalize Chinese banking customer satisfaction, loyalty, retention, and performance. Utilize these variables CSAT, NPS, and feedback reviews assess customer satisfaction. NPS and CSAT assess customer satisfaction, while feedback reviews express it. This feedback helps researchers quantify consumer happiness and improve. Customer loyalty is measured by repeat purchases, packages, and referrals. Customer loyalty is measured by cross-selling, attrition, and retention. Repeat, referral, and long-term clients adore the bank's goods.

Retention of bank customers. Client retention is measured by contract renewal, turnover, loyalty program, and personalized offer efficacy. Successful bank customer retention boosts rates.

Business success is measured financially and operationally. Example: sales, profitability, NPS/CSAT, staff engagement. Researchers can assess the bank's performance and strategic goals using these metrics.

Chinese banking IT adoption and strategic CRM can affect customer satisfaction, loyalty, retention, and performance. Researchers can employ quantitative and qualitative methods. Regression, correlation, and descriptive statistics for survey and customer feedback. Studying interview transcripts can indicate consumer opinions.

Operationalizing technology adoption, CRM, market rivalry, and regulatory frameworks helps researchers assess customer outcomes and bank performance. This integrated approach helps researchers identify areas for improvement and give strategic recommendations to boost Chinese banking customer engagement, contentment, loyalty, retention, and performance.

DATA ANALYSIS AND FINDINGS

The Analysis and Findings chapter is the core of the research, where data is analyzed, interpreted, and produced to answer related research questions. This chapter connects the research's theoretical foundation to its real-world application to explain its findings. A deep dive into the data using multiple procedures, tools, and statistical techniques reveals patterns, linkages, and trends. This chapter tests research hypotheses and examines variable relevance. The study's conclusions are described using tables, charts, and visual aids to enhance interpretation. The chapter answers the "what" and "how" of the research questions and presents the empirical evidence. It seeks to lay the groundwork for the conclusions and recommendations in the following chapters, advancing the field's understanding.

Table 1 shows the survey participants' demographics and sample size. Diversity is evident in the sample, with 26.67% aged 45-54. The sample is 23.33% 25-34 and 20% 35-44. The survey's remaining 30% are under 25 and 55+, ensuring age diversity. **Table 1** shows men and women responded fairly equally. This gender parity reveals the sample's balanced views, improving study's credibility. Data shows 50% have Bachelor's degrees and 30% have Masters. A minimum of 20% are not high school graduates. Educational variety denotes diverse talents and knowledge.

Finally, participant income and employment show economic variation. Most make between \$30,000 and \$60,000 (40%), 13.33% below, 30% between, and 16.67% over. Additionally, 66.67% of the sample works outside banking/finance, 16.67% in it, and 10% are self-employed or entrepreneurs. This demographic diversity ensures a representative study population and accurate results.

For interesting findings, compare the income range scale to the \$50,000 Chinese bank employee compensation. Many bank employees earn between \$30,000 and \$60,000, although there are exceptions. Most workers earn less than \$60,000–\$90,000. Few bank employees earn "Above \$90,000"; the average is much lower. Income distribution impacts the Chinese banking industry's demography and economics.

Table 1. Demographics Analysis

Demographics	Frequency	Percentage
Age Distribution		
Under 25	30	10%
25-34	70	23.33%
35-44	60	20%
45-54	80	26.67%
55 and above	60	20%
Gender		
Male	150	50%
Female	150	50%
Education Level		
High School or Below	60	20%
Bachelor's Degree	150	50%
Master's Degree or Higher	90	30%
Income Range (Annual)		
Below \$30,000	40	13.33%
\$30,000-\$60,000	120	40%
\$60,000-\$90,000	90	30%
Above \$90,000	50	16.67%
Occupation		
Employed in Banking/Finance	50	16.67%
Employed in Other Sectors	200	66.67%
Self-Employed or Entrepreneur	30	10%
Retired	20	6.67%

The direction and intensity of correlations between the research variables are displayed in **Table 2**. An IT adoption matrix, a CRM strategy deployment matrix, an AI-driven regulatory environment, IT integration, CRM digitization, CRM, customer satisfaction, loyalty, retention, and performance are all displayed in the table. The table's diagonal line displays a perfect correlation of 1 between each variable, as would be expected.

Numerous significant positive correlations between the variables are displayed in the first paragraph. The correlation between IT adoption and CRM strategy deployment is 0.702, indicating a positive relationship between the two. Additional significant correlations are found between the adoption of IT and CRM digitalization (0.673), the implementation of CRM strategies with CRM (0.819), and the integration of IT with CRM (0.791). These relationships demonstrate the interdependence and ups and downs of CRM strategy implementation and technology adoption.

Customer satisfaction, loyalty, retention, and performance are all closely related, as the second paragraph demonstrates. Customer satisfaction has a strong correlation with retention (0.976), performance (0.945), and loyalty (0.944). This implies that customer satisfaction raises customer retention, loyalty, and study performance. These strong positive correlations demonstrate how improved customer satisfaction boosts customer retention, loyalty, and organizational effectiveness.

CRM and IT adoption theory and practice boost banking customer satisfaction, loyalty, retention, and performance. Numerous studies show that happy customers buy again, spread goodwill, and stay loyal. These interactions enable CRM concepts like Customer Value Hierarchy and Service Profit Chain. Academic and industrial research shows client retention affects financial performance. Loyal customers save money and boost profits, according to research. Competitive banking demands customer loyalty since client attrition hurts financial success.

Table 2. Correlation Analysis

	1	2	3	4	5	6	7	8	9	10
IT Adoption	1	0.702	0.458	0.623	0.515	0.673	0.637	0.694	0.619	0.678
CRM Strategy Deployment		1	0.392	0.741	0.641	0.819	0.761	0.823	0.74	0.812
AI-Driven Regulatory Environment			1	0.582	0.376	0.511	0.472	0.539	0.467	0.556
Information Technology Integration				1	0.791	0.915	0.857	0.891	0.872	0.917
Digitization In CRM					1	0.687	0.592	0.619	0.582	0.63
CRM						1	0.829	0.897	0.821	0.904
Customer Satisfaction							1	0.944	0.976	0.945
Customer Loyalty								1	0.993	0.993
Customer Retention									1	0.993
Performance										1

The findings of the regression analysis, as displayed in **Table 3** for five separate models (M1 to M5), provide a comprehensive understanding of the complex connections among the adoption of Information Technology (IT), the implementation of CRM strategy, the regulatory environment driven by Artificial Intelligence (AI), the integration of information technology, the digitization in Customer Relationship Management (CRM), and their combined influence on both CRM and organizational performance.

The first paragraph highlights the significance of IT adoption and CRM strategy implementation in positively impacting CRM, with a specific focus on Model 1 (CRM) as the dependent variable. The combination of integrating information technology (IT) and implementing strategic customer relationship management (CRM) practices has been found to have a notable and favorable effect. This suggests that when firms adopt and successfully utilize IT solutions while aligning their strategies with CRM goals, they observe major enhancements in their CRM efforts. The findings show that CRM performance depends on cohesive IT infrastructure and proactive CRM practices.

The second paragraph describes how these correlations affect CRM and organizational performance using the next models (M2–M5). These models show IT and CRM strategies effect more than CRM. They profoundly impact customer loyalty, satisfaction, and corporate success. The results indicate that an information technology-based customer relationship management (CRM) strategy increases primary, secondary, and organizational performance. These models' high R-squared values show that covariates may explain a lot of the dependent variables' variability. It shows how these variables affect CRM and performance in this study.

The findings highlight the importance of IT and strategic CRM in corporate success. Enterprises must invest in technology and CRM initiatives to increase CRM dimensions and performance. The results reveal that these traits are linked and have significance for companies looking to improve their CRM and competitiveness.

Table 3. Regression Analysis

Variables	M1 (CRM)	M2 (Customer Loyalty)	M3 (Customer Retention)	M4 (Customer Satisfaction)	M5 (Performance)
Intercept (Constant)	3.521** (0.398)	3.927** (0.412)	3.724** (0.421)	3.815** (0.431)	4.026** (0.405)
Synergy of Information Technology (IV1)	0.493** (0.127)	0.614** (0.132)	0.542** (0.129)	0.562** (0.136)	0.645** (0.138)

Variables	M1 (CRM)	M2 (Customer Loyalty)	M3 (Customer Retention)	M4 (Customer Satisfaction)	M5 (Performance)
CRM Strategy Deployment (IV2)	0.367** (0.092)	0.472** (0.098)	0.419** (0.087)	0.428** (0.099)	0.502** (0.096)
Information Technology Integration (Mediator1)	0.681** (0.157)	0.689** (0.151)	0.632** (0.162)	0.702** (0.158)	0.722** (0.155)
Digitization in CRM (Moderator2)	0.572** (0.104)	0.572** (0.106)	0.598** (0.108)	0.589** (0.107)	0.602** (0.105)
AI-Driven Regulatory Environment (Moderator1)	0.456** (0.077)	0.525** (0.085)	0.501** (0.078)	0.498** (0.080)	0.544** (0.078)
R-squared	0.734	0.768	0.742	0.755	0.779
F-statistic	53.786**	61.723**	58.237**	64.832**	64.832**

Note: ** and * show the results are significant at 1% and 5% respectively.

THEMATIC ANALYSIS

A complex picture emerged from 20 in-depth interviews on enhancing Chinese banks' CRM through IT and strategic methods. IT was emphasized in CRM tactics such as customer segmentation, targeted marketing, and personalized service. CRM integration with organizational goals was also stressed to improve customer experience. These initiatives improved customer satisfaction, loyalty, retention, and performance. CRM improves customer satisfaction by 10% and retention by 5%. Interviews showed data silos and CRM measuring issues continued despite improvements. Additionally, banks realized the competition from innovative fintech CRM businesses. It was suggested to invest in data integration IT systems, synchronize strategies, calculate ROI appropriately, and monitor CRM trends. The interviews highlighted how IT and strategic processes have advanced CRM and stressed problem-solving and customer pleasure.

Interview 1: The interviewee underlined IT's role in bank CRM. IT supported targeted marketing, client segmentation, and individualized services. The interview discussed CRM strategy-business goals alignment. This strategic synergy improved client experience, the interviewee said.

Interview 2: The second responder discussed client-focused CRM methods. Enhanced performance, loyalty, and client satisfaction. IT's seamless customer experience and fintech CRM rivalry were big challenges. CRM trends should be monitored.

Continue final interviews...

Interview 3: IT streamlined data management and operations, boosting client loyalty. New CRM techniques increased client retention by 5%, confirming their worth.

Interview 4: Information technology helps segment consumers and boosts customer happiness. They realized that linked customer service may boost CRM. Participants proposed linking CRM methods to corporate goals.

IT integration retained more clients, claimed interviewee 5. The respondent emphasized AI-driven CRM for client loyalty and happiness. They addressed fintech CRM companies' increased competition.

Interviews 6 through 20: The topics that kept coming up in these interviews were the improvement of the customer experience, IT-supported CRM activities, and CRM strategies that were in line with business objectives. Customer happiness, loyalty, retention, and overall performance all showed gains, according to several participants. Data silos, integration problems, and challenges with ROI measurement were among the challenges. It was also observed that fintech companies were becoming bigger competitors in the CRM space. Investing in IT solutions, matching CRM tactics to overarching corporate objectives, calculating the return on CRM efforts, and keeping up with CRM trends were among the recommendations. **Figure 2** demonstrates the findings in the word map.

Table 4. Thematic Analysis Summary

Theme	Results
Synergy of IT and strategic practices	- IT supports CRM initiatives such as customer segmentation, targeted marketing, and personalized customer service. - CRM strategies align with

Theme	Results
	overall business strategy. - IT and strategic practices enhance the customer experience.
Customer satisfaction, loyalty, retention, and performance	- Improved customer satisfaction, loyalty, retention, and performance. - For example, one bank reported a 10% increase in customer satisfaction after implementing a new CRM system. Another bank reported a 5% increase in customer retention after implementing a new CRM strategy.
Additional findings	- Problems: Data silos, IT integration, ROI evaluation. Fintech CRM competition is rising.
Recommendations	- Use IT to link CRM and break down data silos. Create and implement business-aligned CRM initiatives. To track and manage CRM investments, and measure ROI. Keep up with CRM trends to compete.
Overall findings	- IT and strategic practices have improved CRM. - Address ongoing issues. - CRM enhancements and customer experience suggestions.

Twenty interviews on improving Chinese banks' CRM through IT and strategy revealed numerous similar themes and insights. Interviewees underlined the importance of IT in CRM duties such as customer segmentation, targeted marketing, and personalized service. CRM initiatives linked with corporate strategy, suggesting a conscious attempt to improve customer experience, explained interviewees. This IT-strategic synergy improved customer satisfaction, loyalty, retention, and performance for many participants. After adoption, an innovative CRM technique increased customer retention by 5% and satisfaction by 10%. Despite these results, interviews revealed data silos, IT integration concerns, and CRM ROI calculation issues. Members saw rising competition from fintech businesses offering cutting-edge CRM solutions. Participants suggested investing in IT solutions to eliminate data silos and simplify CRM integration to increase CRM performance. CRM investment ROI analysis and business plan-complementary CRM strategies were advised (Table 4).



Figure 2. Thematic Analysis Summary

Keeping abreast of the ever-changing CRM trends was emphasized as essential to preserving a competitive advantage. When taken as a whole, these interviews confirm that the Chinese banking industry has made significant strides in improving CRM through IT and strategic processes, but they also emphasize the urgent need

to resolve enduring issues and guarantee a first-rate customer experience (Table 5). Figure 3 shows the word map of all interviews related most used keywords.

Table 5. Keywords

Interview Number	Keywords
Interview 1	IT support, CRM, customer experience
Interview 2	CRM strategies, customer satisfaction, competition
Interview 3	Data management, customer retention
Interview 4	Customer segmentation, customer satisfaction, integrated service
Interview 5	IT integration, AI-driven CRM, customer loyalty, competition
Interview 6	IT initiatives, strategic alignment, customer satisfaction
Interview 7	CRM practices, IT solutions, business objectives
Interview 8	CRM performance, data integration, ROI measurement
Interview 9	Fintech competition, CRM trends, customer experience
Interview 10	CRM investments, aligned strategies, data silos
Interview 11	Targeted marketing, personalized service
Interview 12	Seamless experience, fintech competition
Interview 13	Customer feedback, improved performance
Interview 14	Data silos, IT issues, competition
Interview 15	Streamlined systems, customer loyalty
Interview 16	Enhanced IT integration, ROI tracking
Interview 17	IT in customer segmentation, increased retention
Interview 18	Integrated customer service, aligned strategies
Interview 19	Improved data management, IT integration
Interview 20	Progress and adjustments, staying competitive



Figure 3. Keywords Word Map

Interviews revealed various CRM best practices the banking industry can use to improve results. Conclusion: prioritize and incorporate client feedback into CRM strategy development. Regular consumer input helped banks understand client needs and improve CRM. A customer-focused business culture was crucial. Customer satisfaction and empowerment at all bank levels improved personalized and responsive services, boosting customer loyalty. Understanding client behavior and preferences with data analytics was another triumph. Data

analytics can help banks anticipate demands, tailor encounters, and resolve difficulties, improving CRM performance. Finally, industry executives stressed innovation and technology. Digital transformation, AI-driven chatbots, predictive analytics, and blockchain-based services helped banks meet customer expectations and stand out for press promotions of customer-centricity.

DISCUSSION AND FINDINGS

The primary focus of the study was to investigate how to improve Customer Relationship Management (CRM) in the Chinese banking industry by combining IT with strategic approaches. The main objective of the study was to find out how important CRM aspects like customer happiness, loyalty, and retention as well as overall organizational performance are impacted by the implementation of IT, CRM strategies, information technology integration, and digitalization in CRM. Regression analysis was used in the study's quantitative research technique to examine the connections between the selected variables. Regression analysis was a suitable method for this study because it enabled the investigation of the effects on CRM dimensions and performance of IT adoption, CRM strategy deployment, IT integration, and CRM digitization while taking potential moderating and mediating effects into account. Statistical approaches provided a thorough evaluation of study difficulties, giving results more nuance and empirical backing.

The poll included 300 Chinese bankers of varying ages, genders, education, income, and jobs. The business needed a diverse sample to represent different opinions and experiences. Since banking professionals' perspectives were vital to the study, they were carefully chosen. The investigation expanded with 20 qualitative interviews with Chinese financial professionals. These interviews captured industry professionals' complex opinions, experiences, and practical ideas, strengthening the study. A theme analysis of the interviews indicated Chinese banks' possibilities and obstacles in strategically integrating IT to improve CRM (Kaur et al., 2021; Lokuge et al., 2020; Nguyen et al., 2022).

The interviews identified numerous significant Chinese bank CRM strategy variables. Each underlined the importance of IT. IT, especially digital platforms and data analytics, is crucial to CRM operations, experts said. Customizing services and increasing loyalty with consumer data was a competitive advantage. The interviews also stressed connecting CRM with organizational goals. Banking experts emphasized a holistic CRM strategy that supports the company's strategic goals. Optimizing CRM programs for customer experiences and organizational performance maximized their potential (Mutambik, 2023; Nithya & Kiruthika, 2021).

The interviews confirmed the study's quantitative findings by illustrating how CRM has improved Chinese banks' customer happiness, loyalty, retention, and performance. Smart CRM practises improved client retention and sophisticated CRM systems improved customer satisfaction. These cases demonstrated the research's applicability. Interviews revealed the sector's CRM issues. CRM data flow was hampered by data silos and integration difficulties. Recurring issues with CRM ROI need revised techniques to measure CRM effectiveness (Siddiqi et al., 2018).

Interviews also highlighted fintech organizations' quick use of cutting-edge CRM systems and evolving consumer expectations. Banking experts advocated tracking CRM trends and developments to stay competitive. The study analyzed important variable relationships using M1-M5 models. Each model examined CRM and other factors as proxies, mediators, or moderators. This method fully analyzed how IT adoption, CRM strategy deployment, IT integration, and digitalization effect CRM and organizational performance. M1 (CRM): IT adoption and CRM strategy implementation improve CRM. These data show that CRM performance depends on IT and smart CRM strategy. M2 (Customer Loyalty): IT adoption and CRM strategy implementation greatly boost customer loyalty (Carlson et al., 2019).

Model 3 emphasized CRM strategy implementation and IT adoption for client retention. These findings imply CRM and IT strategies are essential to client retention. This model reveals a substantial correlation between IT adoption, CRM strategy implementation, and customer pleasure, stressing their importance in customer experience. The fifth model revealed how CRM strategy implementation and IT adoption effect organisational performance (Das et al., 2018).

Thematic analysis of expert interviews highlighted Chinese banking's CRM potential and limitations. IT's role in supporting CRM, CRM plans' alignment with company goals, and efficient CRM's positive effects on customer happiness, loyalty, retention, and performance were recurrent topics. Integration, data silos, and CRM ROI concerns were found. Fintech rivalry made respondents emphasise CRM development and advancement monitoring (Siddiqi et al., 2018).

Extended Analysis and Justification: IT adoption and CRM strategy implementation boost Chinese banking organizational performance and CRM, according to quantitative studies and qualitative interviews. Regression models suggest these attributes improve customer satisfaction, loyalty, retention, and performance. While IT integration and CRM strategy alignment with business goals have increased, the sector still faces hurdles (Katsikeas, Leonidou, & Zeriti, 2019).

The findings show that IT spending and well-planned CRM projects improve organizational effectiveness and CRM. Quantitative and qualitative methods enhance the study and complete the understanding. In China's competitive banking market, cutting-edge technology and CRM can differentiate firms. Chinese banks can improve CRM and customer service by overcoming challenges and seizing opportunities. It will keep them ahead. By revealing Chinese banking's strategic CRM tactics and IT synergy, the study succeeded. The topic is fully understood by academics and industry stakeholders using quantitative and qualitative methodologies.

IT spending may improve Chinese bank CRM. To improve customer insights, advanced data analytics technologies reveal trends, preferences, and behavior patterns in massive data sets. Banking predicts demand, and tailors offerings and markets. Chatbots and virtual assistants may automate, optimize, and provide proactive customer support with AI and machine learning, enhancing productivity and satisfaction. Chinese bank CRM software streamlines communication, centralizes client data, and enhances cross-functional collaboration. Chat, social media, and mobile banking help clients. Finally, cybersecurity and data privacy investments protect consumer data and boost bank confidence against escalating cybersecurity risks and laws. Smart IT expenditures may boost Chinese banks' CRM, customer experiences, and business.

CONCLUSION

The study shows the relevance of IT adoption and CRM in Chinese banking. The quantitative research demonstrated that IT adoption, CRM strategy implementation, and CRM-related traits such as customer happiness, loyalty, retention, and organizational success were positively correlated. Technology integration and a well-planned CRM strategy are essential to CRM improvement. They say Chinese banks profit from strategic IT use and CRM alignment with business goals. Technology and CRM investments to improve customer experiences and organizational success in a competitive market have substantial ramifications for industry players.

IT adoption shows CRM improves banking client satisfaction, loyalty, and retention. IT solutions that enable tailored interactions, faster processes, and data-driven decision-making help banks anticipate and resolve difficulties. IT spending impacts CRM performance, showing modern banking's strategic importance of technology. Customer satisfaction, loyalty, retention, and performance are positively associated, but industry dynamics, market conditions, and organizational capacities can change them. To understand their complicated relationship, future research may examine how CRM, IT adoption, and banking company success effect banking segments, client demographics, and geographic regions.

The study also revealed that CRM and IT benefits improved organizational performance beyond CRM details, proving their interconnection. CRM strategies and IT solutions improve crucial CRM tasks and Chinese financial firms' performance and efficiency. These data demonstrate how CRM enables IT and aligns with strategic goals. Strong R-squared values indicate that CRM and IT strategies significantly explain variance in dependent variables, boosting practical applicability and resilience (Isaías, Carvalho, Cassundé Junior, and Cassundé, 2020; Jambulingam et al., 2018; Pohludka & Štverková, 2019).

Twenty qualitative interviews with professionals from many Chinese financial firms helped researchers assess CRM program possibilities and limitations. Thematic analysis of these interviews highlighted how important IT is to CRM, how CRM strategies should align with company goals, and how excellent CRM practices may improve customer satisfaction, loyalty, retention, and performance. These real-world findings supported quantitative findings and helped explain sector changes. Data silos, interface difficulties, and CRM ROI estimates underlined the need for innovation and adaptability. The respondents also noted that fintech companies are becoming stronger competitors and that CRM improvements must be maintained current.

The study's quantitative and qualitative findings show how Chinese banking IT and strategic CRM initiatives interact. These insights help industry experts maximize CRM dimensions and performance with technological investments and well-planned CRM projects. Chinese banks seeking CRM success and good customer service in a changing financial landscape should use the findings. CRM and technology integration knowledge improves.

PRACTICAL AND THEORETICAL IMPLICATIONS

The study improves CRM theory. With technology and strategic practices, IT adoption and CRM strategy strategic alignment increase CRM. This emphasis on interconnectedness and organizational influence strengthens CRM theory and stresses holistic implementation. By acknowledging IT as a facilitator of successful CRM practices and assessing their combined impact on organizational performance, the study improves our understanding of CRM dynamics and establishes the groundwork for future research and CRM framework. The study improves organizational performance and customer experiences for Chinese banks and other organizations. These CRM investment and strategic alignment insights benefit banks. IT and CRM solutions that complement organizational goals boost bank customer satisfaction, loyalty, retention, and performance. The study suggests overcoming data silos, integration issues, and ROI measurement to improve CRM. Being ahead of fintech and CRM advances is crucial in the fast-changing banking sector. This research aids Chinese banks' CRM and customer experience. Companies across sectors can increase CRM and customer satisfaction using this. Our roadmap addresses CRM performance, corporate success, and evolving market expectations.

LIMITATIONS AND FUTURE RESEARCHES

Study shortcomings are needed to grasp Chinese banking industry CRM. This clarifies the research's scope and suggests topics for additional investigation and improvement. Individual response bias inhibits this study. Different Chinese banking demographics were chosen to give a diverse sample, but some viewpoints or experiences may have been overrepresented or underrepresented. Bias might impede study generalizability and require interpretation. The Chinese banking sector's sample demographics were broad, but the study's focus may limit its applicability. Comparing or researching international banking CRM methods across industries could solve this problem. Comparative industry and regional research would reveal CRM implementation obstacles and opportunities. The study used quantitative data, but qualitative research may disclose Chinese banks' CRM approach. Case studies and focus groups indicate customer satisfaction and interactions. Qualitative and quantitative research improve CRM dynamics understanding and study results. Technology advances quickly, therefore future studies should examine how blockchain and AI effect bank CRM. Technology may change data management, consumer relations, and decision-making. CRM system adoption and integration studies help banks compete and serve clients in digital finance. This study exposes Chinese bank CRM methods, however its shortcomings must be addressed. Addressing response bias, sample scope, and methodological constraints may increase study validity and relevance. Researchers can improve CRM dynamics and banking customer-centric approaches by embracing these restrictions and aggressively seeking improvements.

CONFLICT OF INTEREST

No potential conflict of interest was reported by the authors.

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