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Online customer relationship management: A systematic review and a future research agenda

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Abstract

The rise of digital technologies, particularly social media, has profoundly reshaped customer relationship management (CRM), extending it beyond traditional frameworks to what is now referred to as online relationship management. This article presents a systematic review of the literature focused on empirical studies that examine the relationship between online relationship management and business performance in customer interactions. The main objective is to conduct a rigorous analysis of existing research, highlighting key contributions, identifying limitations, and proposing directions for future inquiry. To achieve this, we adopted the PRISMA methodology, which follows a structured four-step process for article selection and data analysis. Our findings reveal several gaps in the current literature, including the limited use of mixed-methods approaches, insufficient exploration of critical variables such as customer engagement, the predominance of small sample sizes, and a lack of research conducted across diverse geographical and cultural contexts. These insights offer a solid foundation for advancing theoretical development and guiding future empirical investigations in the field.

Keywords: Customer relationship management capabilities, Online customer relationship management, Social media, PRISMA method, Systematic review.

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1. Introduction

In an economy profoundly reshaped by digital transformation, companies are reimagining their customer relationship strategies by leveraging emerging technologies, most notably social media. This evolution has led to the emergence of Online Customer Relationship Management (Online CRM), a concept that encapsulates the incorporation of social technologies into customer-facing processes with the aim of strengthening customer engagement and improving relational performance [1]. As a result, the digital management of customer relationships has become a central concern for both scholars and practitioners.

Despite the growing body of literature on this subject, empirical studies that systematically assess the impact of Online CRM capabilities on relationship performance remain limited, fragmented, and marked by significant methodological and conceptual inconsistencies. This observation leads to a critical research question: What are the main methodological, theoretical, and contextual gaps in the current literature on Online CRM, and how can future studies be effectively oriented to address them?

This study aims to address this question by providing a rigorous and critical analysis of prior research that explores the relationship between online CRM capabilities and customer performance. The goal is to uncover the key limitations of existing studies and to propose meaningful directions for future research. This investigation contributes to ongoing efforts to consolidate theoretical frameworks and methodological approaches that clarify the strategic role of online CRM in an increasingly digitalized environment.

The study employs a systematic literature review method based on the PRISMA protocol, which ensures transparency, reproducibility, and comprehensiveness throughout the selection and analytical process. A total of 19 empirical articles, published between 2012 and 2022, were identified from the Scopus and ScienceDirect databases using clearly defined inclusion criteria.

Several noteworthy findings emerge from the review: a strong dominance of quantitative research approaches, a marginal use of mixed methods, limited exploration of key mediating variables such as customer engagement, and a lack of studies conducted in diverse geographical contexts, particularly in African markets. These observations highlight significant blind spots in the literature, both conceptually and contextually.

This study contributes in two main ways. First, it maps the dominant theoretical foundations (especially resource-based and dynamic capabilities theories), research methodologies, and core variables explored in the literature. Second, it identifies and discusses key research gaps, offering practical recommendations for future studies, particularly regarding contextual relevance, methodological triangulation, and the analysis of indirect effects. Ultimately, this review seeks to establish a robust foundation for scholars aiming to deepen the understanding of how Online CRM influences relationship performance, especially in emerging or under-researched contexts.

The present article is organized according to the systematic review process, which is divided into several stages. The initial section delineates the methodology employed, including the research questions posed and the approach adopted for data collection and analysis. The second section presents the preliminary findings. Finally, the key conclusions are discussed, highlighting implications for research and practice.

2. Method

The methodology of this systematic literature review begins with the formulation of precise and specific research questions, which serve as a guide to the investigation. The purpose of these questions is to address the key issues and gaps identified in the field. Following this, a structured approach is established to direct the entire review process, ensuring that the analysis remains rigorous and comprehensive. This careful approach helps to thoroughly explore all important studies on the subject and ensures that the study's objectives are met with a high degree of accuracy and reliability.

2.1. Research Questions

The research problem delineated earlier has been decomposed into several sub-questions, the analysis of which is intended to guide the investigation and address the key issues identified. The following central inquiries have been identified as pivotal in shaping the approach to this study:

- The following investigation seeks to ascertain which theoretical frameworks are most frequently employed in influential research within this field.?
- How are different types of studies represented in prior research on this subject, and what is their distribution?
- Which analytical methods are predominantly used in studies exploring this subject?
- What are the key variables identified across previous research?
- What limitations have been highlighted in the existing literature?
- What new perspectives and insights can be derived from the findings of this research?

A rigorous and systematic methodology has been implemented to address these questions. In the next section, we will outline and explain the key steps involved in the adopted research approach.

2.2. Document Selection Method

The present study employs the PRISMA method, a structured approach comprising four key steps that ensure a rigorous and systematic process.

The first step is to identify the relevant references. This is done by thoroughly exploring one or more academic databases. After compiling references, we conduct a preliminary analysis of the titles and abstracts to assess their

relevance. The next step is the selection of references. These are based on predefined inclusion and exclusion criteria. These criteria are clearly defined and aligned with the central research question of the study. They encompass factors such as the type of study, the specific topic addressed, the population under investigation, and relevant evaluation metrics.

In the third stage, the full texts of the selected articles are reviewed to confirm their compliance with the established eligibility criteria. The final stage involves an in-depth analysis of the included studies, enabling a focused exploration of the research objectives and questions. The PRISMA process is illustrated in the figure below.

The study began with the selection of Scopus and ScienceDirect as the primary databases for data collection. It is clear that these two were chosen over Web of Science (WoS) for several reasons. Scopus is clearly superior to WoS, indexing a larger number of references and offering broader coverage [2]. It is clear that most systematic reviews use only one database. This is mainly because it is difficult to merge data from multiple sources [3]. The data for this study cover the years 2012 to 2022. This period was chosen to focus on recent and relevant publications and to provide a clear view of how the field has developed over the last decade.

Two main keywords were used in the search: the terms 'online relationship management' and 'customer relationship performance.' Initially, each term was searched individually. Then, they were combined using the Boolean operator "AND." This combined query was applied to the title, abstract, and keyword fields to gather a broad and relevant set of references.

After collecting the results, an initial screening was conducted. We compared articles found in both Scopus and ScienceDirect to identify and remove duplicates. Then, we used specific inclusion criteria to review the titles and abstracts. The goal was straightforward: to select studies that were both relevant and of high quality. The following table summarizes these criteria.

Table 1.

Filtering criteria.

Levels	Inclusion Criteria
Reference Type	Articles
Period	2012-2022
Study Nature	Quantitative, Mixed, Qualitative
Database	Science Direct and Scopus
Keywords	Online Relationship Management (social) - Customer Relationship Performance
Discipline	Management Sciences

A detailed review of the existing literature was essential for identifying and selecting the most relevant academic work related to our research topic. Let me be clear: these contributions focused squarely on the management of online customer relationships (or the organizational capabilities that support such management) and the resulting impact on firms' relational performance. This selection process was meticulous, ensuring only the most relevant and reliable studies were retained. This strengthened the overall analytical framework.

The final stage of our research program is an in-depth content analysis of the selected references. This stage will address the core research questions guiding this study. It will go beyond summarizing existing findings, critically analyzing and comparing the selected articles across key aspects such as the theoretical frameworks used, the design of the empirical studies, the methods employed, and other relevant categories. The goal is clear: to identify patterns, recognize gaps, and highlight potential areas for future research in online customer relationship management and business relational performance.

3. PRISMA Approach

The methodological approach for this study is organized into four key stages, as previously outlined. Each stage is crucial in guiding the research process and shaping the insights gained. In the following sections, we provide a detailed overview of the preliminary findings from each stage. This includes a discussion of the methods used, the reasons behind specific choices, and the initial results, all of which help build a coherent and robust analytical framework to address our research objectives.

3.1. Identification of Documents

After defining the selection criteria, a systematic search of the literature was conducted using two main keywords: online customer relationship management and customer relationship performance. The search strategy focused on two major academic databases, Scopus and ScienceDirect. These identified 207 relevant articles published between 2012 and 2022. The table below shows how many articles were published each year. This timeline illustrates increasing interest in this subject and highlights significant trends, emphasizing the growing importance of research in this area.

Table 2.
Identified articles.

Years of publication	Scopus Database	Science Direct Database
2012	4	5
2013	6	5
2014	8	5
2015	18	2
2016	7	7
2017	10	8
2018	15	4
2019	16	7
2020	16	16
2021	14	9
2022	10	15
Total	124	83

Between 2012 and 2014, there were not many scientific articles about online customer relationship management. The number of articles in Scopus fluctuated between 4 and 8, and in ScienceDirect, it varied between 5 and 8. This small number indicates that interest in the topic and its relation to relational performance was just beginning to develop.

But there were many more publications in 2015, when the number of articles in Scopus increased to 18. This indicates that the academic community is increasingly recognizing this field. This change is believed to be linked to new technologies and the growing influence of social media on business operations.

The publication volume demonstrated stability between 2016 and 2018, exhibiting a gradual yet consistent increase. Scopus maintained its leading position in terms of output, while ScienceDirect sustained a consistent contribution. It is noteworthy that the two databases in question reported the same number of articles in 2016. This finding suggests that there is a balanced level of scholarly activity across platforms.

From 2019 to 2022, publication levels remained high and consistent. In 2020, both databases attained a zenith of 16 articles, thereby indicating the progressively significant impact of digital transformation on the realm of customer relationship management. This trend persisted in 2022, with ScienceDirect slightly ahead (15 articles) compared to Scopus (10 articles).

Overall, this analysis highlights the evolution of academic interest in online customer relationship management and relational performance. It also demonstrates how the two databases complement each other, providing a more comprehensive view of the research landscape. The following sections will outline the subsequent phases of the PRISMA methodology.

3.2. Article Selection

Once the reference collection phase, based on predefined keywords, was completed, this step aims to refine the selection of articles by applying clearly defined inclusion and exclusion criteria. The diagram below illustrates the process followed to select the relevant articles, considering their relevance to the theme of online customer relationship management. Figure 1 summarizes the number of documents selected at each stage of the PRISMA methodology.

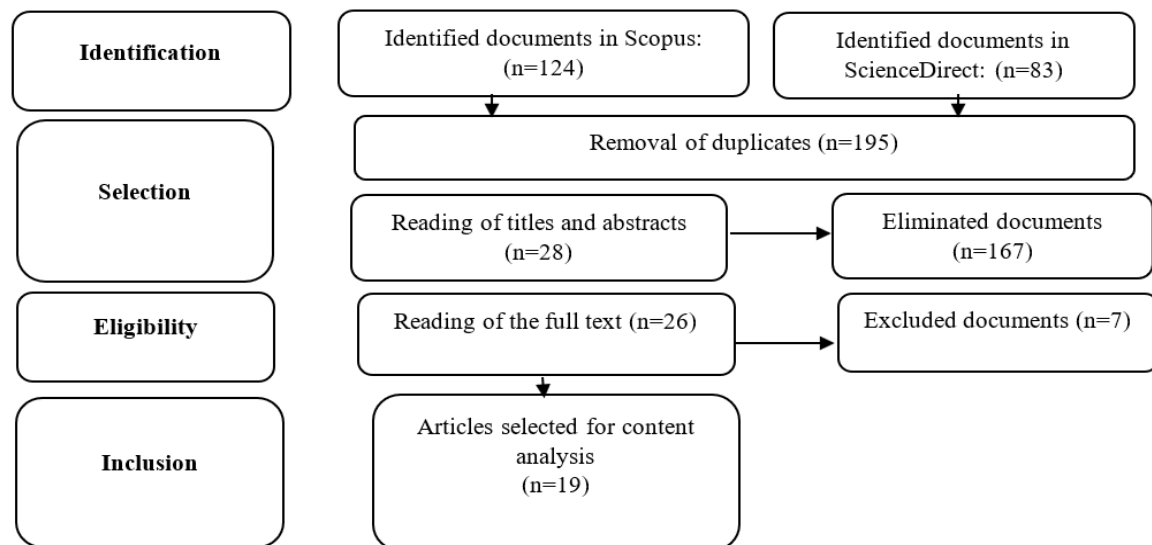


Figure 1.
PRISMA flowchart.

It is important to note, initially, that scientific output in the field of online customer relationship management remained relatively low between 2012 and 2014. The number of articles published during this period ranged from 4 to 8 in Scopus and between 5 and 8 in ScienceDirect. The relatively low volume of publications in the early years likely illustrates the gradual emergence of scholarly interest in online customer relationship management (Online CRM) and its potential implications for enhancing relational performance. This initial phase represents the period during which the academic community began to formally acknowledge the significance of Online CRM within the broader landscape of management research.

The year 2015 marked a significant shift in the academic landscape surrounding Online Customer Relationship Management (Online CRM), as the number of related publications in Scopus increased noticeably to 18. This upward trend indicates that more scholars recognize Online CRM as an important area. This is likely because digital tools and social media are becoming increasingly important for business-customer interactions. This coincided with a major change in the digital economy, where the methods of customer engagement were being completely redefined.

Between 2016 and 2018, the amount of research steadily increased and then leveled off. During this period, Scopus had a higher number of publications than ScienceDirect, although both databases showed similar trends. In 2016, both platforms reported the same number of studies, indicating that they contributed equally to the development of the field.

From 2019 to 2022, there were numerous publications, indicating sustained academic interest in the subject. The year 2020 was particularly notable, with both databases reaching a peak of 16 publications each. This demonstrates how digital innovations had become a significant aspect of managing customer relationships. This period was important for two reasons. First, an increasing number of people discussed it in schools and colleges. Second, online customer relationship management (CRM) was gaining increasing importance for businesses. This was because companies sought better ways to manage customer relations that were faster and more technology-driven.

In these circles, the management of customer relationships has become a key strategic element for companies. Finally, in 2022, the momentum continued, with ScienceDirect slightly ahead in the number of articles published (15 articles) compared to Scopus (10 articles).

This analysis not only reveals the temporal progression of interest in the subject but also emphasizes the complementarity between the two databases, providing a comprehensive view of the research landscape on online customer relationship management and relational performance. The following sections will address the subsequent stages of the PRISMA methodology, which guided the systematic review and analysis of the selected articles.

4. Results and Discussion

In this section, we present a comprehensive analysis of the articles selected for content analysis. Our primary objective is to examine the theoretical frameworks adopted by the authors in the studies included in the systematic literature review. Furthermore, the key variables explored, the methodological approaches employed, and the main findings reported in these previous works are identified.

To support the analysis, the researchers used NVivo 10 software to create a coding framework that allowed them to systematically organize and interpret the main features identified in the reviewed articles.

4.1. Analysis of the Main Theories Used

The analysis grid focused on identifying the key theoretical frameworks that authors have employed to explore the relationship between social relationship management and customer relationship performance. This focus facilitated a better understanding of the ideas behind earlier research. The table below shows the most common theories, providing a comprehensive overview of how scholars have examined and understood this topic from different perspectives.

Table 3.
Main theories used.

Theories applied	References
Resource-Based theory	Choudhury and Harrigan [4], Jermisittiparsert et al. [5], Kamboj et al. [6], Medjani and Barnes [7], Ngo et al. [8] and Trainor [1]
Dynamic capabilities theory	Foltean et al. [9], Garrido-Moreno et al. [10], Guha et al. [11], Harrigan et al. [12], Harrigan et al. [13] and Jermisittiparsert et al. [5]
Relationship marketing theory	Choudhury and Harrigan [4]
Equity theory	Choudhury and Harrigan [4]
The DOI theory and TOE framework	Jermisittiparsert et al. [5]

The review indicates that two main ideas significantly influence research on how managing online relationships affects company performance, particularly in enhancing customer relations. These are the Resource-Based View (RBV) and the Dynamic Capabilities Framework (DCF). RBV emphasizes the importance of a company utilizing its resources effectively. It suggests that proper resource management enables a company to compete effectively with others. DCF extends this by highlighting the necessity for a company to adapt, change, and update its resources swiftly in a constantly evolving digital environment. This adaptability is especially crucial in managing online customer relationships.

As well as these main theories, some studies have looked at other ways of thinking about this, such as Relationship Marketing Theory and Equity Theory. Relationship Marketing Theory focuses on building strong, trustworthy relationships with customers, while Equity Theory examines how fair and balanced customer interactions should be. Although both

contribute important insights, they are used less frequently in this area and are typically employed only in more specific investigations. Consequently, they do not adequately explain how online CRM functions.

Marolt et al. [14] they attempted to expand the theoretical background by combining the Innovation Adoption Theory with the Technology-Organization-Environment (TOE) framework. This approach aimed to enhance understanding of why digital CRM tools are adopted. Their work demonstrates how organizations and environmental factors can facilitate or hinder technology adoption. However, the TOE framework primarily examines the conditions that enable adoption, rather than the long-term effects of these tools on relationship management.

This gap indicates a significant theoretical issue. There is a need to integrate models that not only examine how products are adopted but also how companies continuously improve and utilize online CRM systems to achieve a sustainable competitive advantage and foster strong relationships. A theoretical framework that incorporates both strategic foresight and organizational adaptability is crucial for a comprehensive understanding of how digital customer management technologies influence long-term performance outcomes in today's dynamic business environment. Consequently, further research that combines both the adoption and performance outcomes of online relationship management technologies may offer a more complete understanding of their role in business success.

4.2. Analysis of the Nature of Empirical Studies

Similarly, a survey was conducted on previous research by categorizing the studies based on the type of study adopted. The table below summarizes the characterization of prior empirical studies.

Table 4.
Nature of empirical studies.

Nature of the study	Number of empirical studies
Qualitative	1
Quantitative	16
Mixed	2

The analysis of the nature of the studies reveals a clear dominance of quantitative research, which makes up 84% of the studies in the sample. In contrast, mixed-method research constitutes a modest 10.5% of the empirical work reviewed, while qualitative studies are notably rare, with only one such study identified. This discrepancy signifies a notable absence in extant research, specifically the underutilization of mixed-method approaches. The restricted utilization of qualitative and mixed-method strategies indicates a potential avenue for subsequent research to investigate the intricacies of online relationship management and its impact on customer relationship performance from a more varied methodological standpoint.

The preponderance of quantitative studies, notably those utilizing structural equation modeling (SEM) and analogous statistical methodologies, mirrors the field's prioritization of establishing quantifiable relationships and discerning overarching patterns. Most research employs quantitative methodologies, which often fail to capture the nuanced, context-specific insights that qualitative approaches can offer. This is particularly true when it comes to understanding customer perceptions, behaviors, and experiences with online relationship management systems. Conversely, using a mix of qualitative and quantitative methods has been shown to enhance our understanding of the mechanisms involved. The process of triangulation makes research findings more reliable.

The limited use of qualitative and mixed-method research in this area presents a valuable opportunity for future studies. Combining qualitative approaches such as interviews, case studies, and ethnographic work with quantitative analysis can offer a more comprehensive and grounded understanding of how online relationship management affects customer performance. These methods are especially useful for uncovering the organizational, cultural, and technological factors that influence how such systems are adopted and how effectively they function.

Filling this gap could significantly strengthen both theory and practice by providing a deeper and more integrated perspective on how online relationship management contributes to business success.

4.3. Analysis of the main data analysis methods

Since most empirical studies in this area rely on quantitative methods, it is essential to examine the data analysis techniques they employ more closely. The table below outlines and categorizes the primary methods used, providing a foundation for a more in-depth discussion. This summary highlights the tools and statistical models favored by researchers, revealing current trends and suggesting potential directions for future methodological development.

Table 5.
Main data analysis methods.

Data analysis method used	Number of empirical studies
Structural equation modeling (PLS-SEM)	9
Structural equation modeling (CB-SEM)	7
Panel regression analysis	2

The dominance of quantitative research in this field has led to the widespread use of structural equation modeling (SEM) as the primary analytical tool. SEM is particularly effective for this type of research because it can handle latent

variables and uncover complex relationships, including mediation and moderation. This makes it ideal for testing sophisticated models that explore how online relationship management affects business outcomes, especially customer relationship performance.

The review indicates that researchers predominantly utilize two types of SEM: covariance-based SEM (CB-SEM) and partial least squares SEM (PLS-SEM). CB-SEM is preferred for theory testing and model fit confirmation, whereas PLS-SEM is more appropriate for exploratory studies, especially those involving complex models or smaller datasets. Both methods effectively capture the complexity of relationships within this research area.

Interestingly, only a few studies have used a technique called panel regression, which is ideal for analyzing data collected over time. This indicates an opportunity to study how online relationship management evolves and impacts performance in the long term, an area that has not been sufficiently explored. The limited use of this approach highlights the potential to examine how customer relationships change over time and the effects of online relationship management systems. This finding underscores the importance of SEM in current research and suggests that researchers should consider employing a broader range of methods in future studies.

4.4. Analysis of Main Variables Retained

In this section, we will examine the important findings from other studies. These variables will serve as the foundation for constructing the conceptual model, which will be tested within the Moroccan context. We have already reviewed the work of other researchers, identifying the most commonly studied variables in the literature. The table below provides a concise summary of these key variables, highlighting the main focus areas of scholars. This synthesis has two primary objectives: first, to establish a solid basis for developing the conceptual model; second, to ensure that the model is grounded in well-established research and tailored to the specific context of this study.

Table 6.
Key variables retained in empirical studies

Explanatory variables	Mediating variables	Moderating variables	Control variables	Dependent variables
Online relationship management Use of social media Customer-centered management systems Use of review sites	Customer Engagement Initiatives Online relationship management capabilities Relational information processes Customer engagement capabilities	Covid-19 effect Management support Training Use of social media	Company size	Customer relationship performance

Many different variables have been used in the literature to investigate the factors that influence the performance of customer relationships. Numerous studies have examined how online relationship management impacts company outcomes. For example, research by Garrido-Moreno et al. [15], Jermisittiparsert et al. [5] and Trainor et al. [16] has shown how using these digital tools can improve how well a company works with customers and how important these tools are for keeping customers loyal.

But some researchers have examined the situation in more detail. They have analyzed how online CRM systems can influence performance. It is particularly important to focus on customer engagement and relational information processes in this relationship. Research by Choudhury and Harrigan [4], Garrido-Moreno et al. [10], Harrigan et al. [13], Harrigan et al. [12] and Wang and Kim [17] show that when companies actively work with their customers and manage information about their relationships in a planned way, online CRM tools work much better, leading to better results.

Although they are not looked at as often, moderating variables have also started to attract interest. These variables influence the nature or intensity of the relationship between online CRM and customer performance, emphasizing important contextual dependencies. For example, some studies have examined how factors such as the pandemic and the level of employees' digital skills training affect this relationship. These moderators can explain the effectiveness of online CRM strategies and identify conditions that enhance or diminish their success.

Finally, some studies have introduced control variables, especially company size, to adjust for differences in resources and strategies across small, medium, and large firms. This helps ensure that the results reflect the actual effects of management practices rather than size-related discrepancies.

In summary, the literature emphasizes the importance of considering not only direct impacts but also mediators, moderators, and control variables. This complexity underscores the need for more comprehensive research to understand how these factors interact.

4.5. Analysis of Limitations and Future Research Directions

Following the conclusion of each study, the authors identified various limitations that constrained the scope and generalizability of their empirical findings. In response to these limitations, several recommendations were proposed to

enhance the quality and depth of future research in this field. This phase of analysis is therefore essential for recognizing these gaps and considering them in the design of subsequent studies. Below, we outline some of the key limitations identified across the reviewed studies, along with the corresponding perspectives and suggestions for future research that should be taken into account moving forward.

Table 7.
Main limitations and perspectives.

Authors	Limitations	Perspectives
Afaq et al. [18]	The study explored the moderating role of COVID-19, but the mediating role of several factors in the model was not examined.	Future research is encouraged to determine the viability of the results of these studies in different sectors and research contexts.
Ngo et al. [8]	The sample is quite small and is characterized only by small and medium-sized businesses in the hospitality sector.	Future research could explore whether the results of this study apply to the entire industry and other contexts.
Harrigan et al. [12]	The study focused on organizations in the service sector.	The specifications of our model can be tested in various contexts to provide more definitive empirical evidence regarding the formative nature of social information processes.
Foltean et al. [9]	The sample size limits the possibility of in-depth analysis at the industry level.	Further research could explore the similarities and differences across sectors regarding the factors driving the use of social media technologies and their impact on CRM capabilities.
Kamboj et al. [6]	The sample used for the study was diverse.	This could be an intriguing direction for future research, examining how these findings apply across various industries.
Wang and Kim [17]	The sample focuses solely on one social media platform (Facebook), which limits the generalizability of the results to other social media platforms.	Researchers should explore the differences between various social media platforms, such as Facebook, Twitter, and YouTube. This analysis could reveal how businesses manage multiple accounts across different platforms and how their strategies may vary depending on the platform's unique features and audience.
Trainor et al. [16]	The study sample, for example, was very large and diverse.	Future research exploring the applicability of these results to different sectors, contexts, and parameters is certainly justified and encouraged.

Reviewing the limitations data led us to conclude that one of the most notable limitations is the diversity of the samples in previous studies. Some authors highlighted that sample diversification in terms of industry sectors is less relevant than studies focusing on companies operating within the same sector. Therefore, it is recommended that future research select samples from companies operating in the same sector. Additionally, an important distinction to consider in future research lies in differentiating between B2B (business-to-business) and B2C (business-to-consumer) relationships, i.e., between companies maintaining business relationships with other client businesses and those with end customers.

In summary, the in-depth analysis aims to highlight a set of significant elements from previous studies, such as the analysis methods employed, the key variables, and the main results obtained. This review has allowed us to identify the most frequently used theories to address the topic in question, namely Resource-Based Theory, Dynamic Capabilities Theory, and the theoretical foundations of Relationship Marketing.

5. Conclusion

By applying the PRISMA method, we selected a sample of 19 key empirical studies published between 2013 and 2022. A comprehensive analysis of the content of these studies allowed us to assess the theoretical frameworks employed, the nature of the research conducted, the analysis methods utilized, the main findings reported, as well as the limitations and future research directions proposed by the authors. This systematic analysis has not only facilitated the resolution of the initial research questions but also highlighted several significant gaps in the literature that warrant attention in future studies.

The review of existing literature revealed several critical gaps. First, research examining the impact of online customer relationship management capabilities on relational performance is notably scarce in the African context, particularly in Morocco, presenting a promising avenue for future investigation. Second, many studies fail to acknowledge the mediating role of customer engagement, despite its critical importance in this field. Third, the majority of the reviewed studies predominantly rely on either qualitative or quantitative methodologies, with a noticeable gap in mixed-methods research. Incorporating a mixed-methods approach could provide valuable insights by complementing existing studies and offering a more nuanced understanding of the relationship between online customer relationship management capabilities and relational performance.

Furthermore, this systematic review has identified key variables that should be addressed in future research, including social media, customer-centered management systems, online relationship management capabilities, customer engagement,

and relational performance. Developing and empirically testing a conceptual model that links these variables would be especially beneficial, particularly within the Moroccan context, where cultural and market-specific factors could influence the dynamics of online relationship management.

In addition, examining both the direct and indirect effects of online customer relationship management on relational performance would provide a more comprehensive understanding of its impact. A conceptual model could explore the direct effects of these capabilities on improving customer relationships, while also considering the indirect effects mediated by customer engagement. Lastly, the inclusion of control variables, such as company size, could offer valuable insights into how online relationship management affects small, medium, and large enterprises differently. This area of research warrants further exploration in future empirical studies.

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