Advancing Sustainable Practices in Electronic Customer Relationship Management

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ABSTRACT

This paper examines the role of sustainability in determining organisational development and the manner in which it has become a necessity in conducting business. Thus, this research aims at determining the enhancement of sustainable practices in the e-CRM systems. Thus, using surveys and measuring certain e-CRM possibilities quantitatively, interviews and case analyses as qualitative data gathering, the research offers a systemic understanding of how e-CRM may be utilized to encourage sustainability. The preliminary results also reveal a high concern of the respondents towards the sustainability factor in e-CRM with the mean score of 4.2 and considerable awareness of the benefits like cost advantage measure with the calculated score of 4.5 mean. Companies are moderately challenged when it comes to cost and complexity (mean score 3.8) that restrict the integration of sustainability aspect in e-CRM systems, Nevertheless the implementation and planning of sustainability initiative in e-CRM system is high (current initiatives mean score 3.7, planned initiatives mean score 4.1). The qualitative results and cases reveal the ideas, experiences, examples, and quantifiable results, such as a 25% decrease in the usage of paper in the cases and a 30% decrease in energy use. These findings established that e-CRM strategies can be made sustainable, thereby creating improved communication between firms and their customers, whilst mitigating damages to the environment and supporting the long-term sustainability of organisations.

Keywords: Sustainable, Electronic Customer Relationship Management, Customer Relationship Management, Effects on the Environment, Business Strategies

JEL Classifications: L86, M31, O33

1. INTRODUCTION

The concept of sustainability has progressed over the course of the last few decades. At first, sustainability was defined solely from the perspective of environmentalism only; the idea that was centred on the decrease of pollution, protection of natural resources, and defence of the environment. Nevertheless, this view has extended to the economic and social aspect as well, leading to the contemporary concept of sustainability. It is now understood that sustainability refers to the practices that support the economic health of the business, social welfare of the populace, as well as the capability of the environment to support this process in the long-term future. This is the approach known as the triple bottom line with the components being people, planet, as well as profits. Organisations are now appreciating the fact that sustainability should form a core component of their operations. Such change is driven by a range of aspects such as:' legislation, customer demands, and a general drive towards

gaining competitive advantage. The global regulatory agencies are increasing environmental and social requirements, which in turn are forcing organizations to become environmentally conscious. Also, consumers are developing a propensity for choosing products and services with least influence on environment and social issues such as conscience based products and services. Such expectations if not met attract customer churn age and damage the reputation of such companies. In addition, corporate organisations have found that being environmentally friendly and firm can create more than one advantage such as, cut down costs, optimisation of processes and idea of new business opportunities that would make it gain more competitive advantage in the market it operates in.

In this regard, it is possible to highlight the following: Electronic Customer Relationship Management (e-CRM) systems can be recognized as the efficient tool in achieving the sustainability objectives. Depending on context, e-CRM can be defined as people's process of managing online customer relationships and their data throughout the customer life cycle. Based on the e-CRM, it is possible to accomplish successful interaction with the customers and improve the quality and efficiency of the services provided to the clients, as well as the results of market analysis in terms of customer needs and behavior patterns. In addition, there are possibilities of better integration and promotion of sustainability in e-CRM systems. The research of this paper is to explore the way through which e-CRM can be used to facilitate sustainable business strategies. This paper aims at examining on how e-CRM can help to solve environmental, economical and social sustainable development issues. For example, e-CRM systems may help to achieve the savings in physical resources like papers through the electronic interaction and documentation. They can also enhance the productivity of the customer care services hence decreasing the energy and resource utilization. Also, e-CRM system can contribute to the creation of sustainable goods and services since analysing the clients' needs, it is possible to define their interest in environment-friendly utilities or services. Also, the incorporation of sustainability dimensions into e-CRM may help to improve the level of customer loyalty and satisfaction. There is an emerging trend whereby customers are willing to do business with enterprises that show corporate social responsibility. The application of sustainable e-CRM practices in the organizations does enable the unveiling of improved customer relationship management, creation of corporate identification and competitive advantage in the market. Based on the analysis of case and empirical evidence existing in the previous literature, this paper will discuss and outline the existing and future trends in the applications of e-CRM with special reference to sustainability.

In conclusion, this paper state that the idea to integrate sustainability into the e-CRM systems is a promising direction for the businesses that try to adapt to the new conditions of the modern marketplace focusing on both the improvement of the environmental impact and the achievement of the business objectives. The objective of this paper is to draw attention to e-CRM as an opportunity for supporting sustainable business performance to offer perceptions and specific suggestions for strengthening the sustainability of customer relations through the use of innovative digital systems.

2. LITERATURE REVIEW

Closely related to sustainable business practices, entrepreneurship has been the subject of research for the past few decades with topics varying from environmental management, CSR all the way to the economic function of business. These works have revealed the importance of sustainability integration to support business values in the long run. However, the subject regarding the concrete relationship between sustainability and the Electronic Customer Relationship Management (e-CRM) is not quite as widely researched out. This paper also aims at integrating what is known in the literature about e-CRM and sustainability in order to reveal gaps and opportunities for further research.

2.1. Environmental Management and Sustainability
Environmental management is considered an important cornerstone of sustainable business practices to be adopted at the operational levels of an organization. Other writers like Porter and Kramer (2006) have posited that business organizations can generate pro-Obama value by integrating the corporate and social reasons and risks especially in the case of environmental conservation. Research has also established that those firms/ organizations which incorporate environmentalism into their policies besides cutting the costs of production and enhancing quality also benefit from cost reductions and increased efficiency (Hart, 1995; Esty and Winston, 2006). For example, reducing of waste and eradicating wastage decreases operating expenses, while clients who are conscious of environmental impact would prefer firms with better environmental standards (McWilliams and Siegel, 1997; Mansour et al., 2024).

2.2. Corporate Social Responsibility (CSR)
Corporate Social Responsibility is now one of the key factors that define the business processes of the contemporary world (Smith and Higgins, 2019). It is a wide concept that embraces all the processes which enhance a company's contribution to the welfare of the society through such aspects as compliance with the labor laws and human rights as well as environmental conservation. Carroll (1991) and Schwartz and Carroll (2003) have provided evidence that CSR activities help companies to build positive corporate images, to gain consumers' trust and hence to create consumers' loyalty. In addition, Orlitzky et al. (2003) have indicated that CSR activities result in an improvement of the company's financial performance since customers are more likely to do business with organizations that have a good image.

2.3. Economic Viability and Sustainability
In relevance to sustainability, the economic aspect focuses on the companies' ability to sustain and create wealth in the long run (Anderson and Swaminathan, 2011). Management accounting, in relation to sustainable business activities, is an aspect that increases a company's economic viability by leading to decreased costs, better productivity and the acquisition of new markets (Savitz and Weber, 2006, AlshakeTheep et al., 2024). There is evidence that those business organizations that invested in the sustainability principles were financially better off in the long run, according to Epstein and Roy (2001). This is so partly on account of the enhanced customer loyalty and satisfaction resulting from

your patronizing organizations with a high degree of ecological and social accountability from the customers (Bhattacharya and Sen, 2004).

This paper aims at identifying the role of e-CRM in the current business environment and how organizations can embrace it to achieve optimal results.

E-CRM systems are uses of electronic and communication technologies that focus on the analysis and management of client relationships in the understanding of his or her satisfaction and loyalty goals (Chen and Chen, 2018). Empirical evidence shows that the e-CRM system can highly contribute to customer value by advancing communication, performing service at a faster rate, and incorporating a meaningful marketing offering from the buyer's point of view (Chen and Popovich, 2003). For instance, management of customer relations using e-CRM systems would help businesses know the customers' likes and dislikes, thus engaging them appropriately (Payne and Frow, 2005; Aboalganam et al., 2023).

2.4. Integrating Sustainability into e-CRM

Although, there is a voluminous literature present on both; sustainability and e-CRM, the interface between sustainable practices and e-CRM systems is relatively under researched. There is empirical evidence from several earlier researches that adopted e-CRM as a sustainability strategy and found that; It offers more than one advantage which include; lesser cost, better brand image and increased customer loyalty (Kotler, 2015). For instance, the use of e-CRM that entails digital communication tools will be an environmentally friendly approach as it will decrease the use of papers and thereby reduce emissions (Peppers and Rogers, 2017). Additionally, e-CRM can also help in the creation of new and environmental friendly products, as insight regarding consumers' preferences towards green products is achievable through the application of e-CRM (Kim et al., 2002; Khaled et al., 2023).

According to Mithas et al. (2005), among the firms implementing e-CRM systems, the perceived customer satisfaction and customer loyalty was also high. Such systems are more conducive to effective handling of clients' needs and providing more personalized treatment which is very essential in the development of good relations with the clients. Furthermore, a sustainability context with e-CRM can enhance such benefits by ensuring that the company's values match the clients who are oriented towards green status.

Expanding the findings of this study and suggesting the further development of enhanced theory for analysing integrated communication are possible areas for future research:

Although credibility has been accorded to e-CRM and sustainability in isolation in the previous literature, research on the interrelation between the two has remained inconspicuous. Subsequent research could examine what type of and/or how e-CRM systems should be developed or configured to accommodate sustainable business models. For instance, knowledge can be sought for analysing the use of e-CRM and data analytics that entails the

offer and promotion of sustainable products and services. Also, it is important that more research could be done to explore the effects of sustainable e-CRM strategies on customer's loyalty and business outcomes.

Another potential stream of research is the contribution of e-CRM in encouraging long-term loyalty consumerism. Thus, using information regarding customers' preferences and actions, companies can create even better sustainability campaigns and measures. Another area of study might examine the problems and limitations that managers encounter when implementing sustainability in connection with e-CRM and provide recommendations on how those difficulties can be addressed.

Thus, it can be pinpointed that although there is a considerable body of literature related to the concept of sustainable business and the concept of e-CRM, there is a significant gap in the literature about the integration of these two concepts. Based on the literature review, e-CRM system can benefit from integrating sustainability in the following aspects of cost saving, better brand image, and customer retention. However, more research questions could be identified, especially regarding the exact strategies and cost-benefit of sustainable e-CRM practices. Such gaps should be covered by future researches to further elaborate the information concerning how and in what manner businesses can apply e-CRM to support the enhancement of sustainability and gain a competitive advantage in the long term.

3. METHODOLOGY

This research objectivizes a blended approach of qualitative and quantitative research to investigate the integration of sustainable practices in e-CRM. Thus, the use of both survey and interview methods in the study will offer the research a multifaceted approach to determining the perceptions, difficulties, advantages, and application plans relating to sustainable e-CRM. The present section indicates measures used in the study in terms of research design, data collection methods, sampling approach, and data analysis techniques.

3.1. Research Design

As a result of the properly considered qualities of both quantitative and qualitative research methods, a mixed-methods study design was selected. The quantitative part consists in a virtual survey aimed at gross impressions and numerical trends, while the qualitative part is based on the interviews and case study to give detailed picture and analysis. This synergy makes it possible to conduct a case and context analysis of the research questions.

3.2. Data Collection Methods
3.2.1. Surveys
In this case, surveys were employed in capturing quantitative data concerning perceptions, barriers, and opportunities in sustainable e-CRM practices. To some of these questions, responses have been obtained utilizing closed-ended questions while for other dimensions of sustainable e-CRM, Likert scale questions were used in the survey instrument. The key areas of focus included:

The key areas of focus included:

- Perception about the concept of sustainability and its relevance in managing e-CRM
- Pacific Resources Self-Reported e-CRM Decision Benefits Perceived to Incorporate Sustainability
- Based on the review of literature, the following problems are likely to be experienced while implementing sustainable e-CRM practices
- The existing and proposed programmes in sustainability of e-CRM.

An electronic questionnaire was sent to 120 diverse samples of professionals working in industries and functional expertise that are associated with the use of e-CRM systems, including retail, telecommunications, and financial services industries. In order to achieve this population selection criteria was used on participants on duties in their respective organisations and should have adequate knowledge on e-CRM systems.

3.2.2. Interviews

In addition to survey, semi-engage interviews with practitioners, who have worked in organisations applying sustainable e-CRM strategies, were carried out. The interview guide included open-ended questions designed to explore the following topics:

- Some of the steps that have been taken to implement sustainability into e-CRM, the reorganization of the company by re instantiation, revitalisation, regarding and redesigning
- There are no doubt copy solutions through trusted massive sustainable e-CRM initiatives success stories with vital lessons
- Challenges and opportunities to use e-CRM systems with sustainable practices
- Possible trends in future advancement and possible innovations in sustainable e-CRM.

The interviews were conducted through a video call, and all interviews were between 45 min to an hour long. The respondents were chosen for their skills-in-the-field and the kind of projects they were engaged in, which included sustainability and e-CRM initiatives.

3.2.3. Study samples analysis

Apart from the surveys and interviews, sampling studies from the companies that have successfully managed sustainable e-CRM practices were analysed. The samples studies were selected based on the following criteria:

- Reasonable accomplishment in the implementation of sustainability as part of e-CRM
- Their detailed documentation and data of their e-CRM initiatives
- Diversity of industries and sizes of the organizations.

The study samples were analysed in order to comprehend the phenomenal best practices, major issues and performance indicator relevant to the sustainable e-CRM. Hence, the research being an analysis, concentrated on detailing how these companies have applied e-CRM to cut down their effects to the physical environment, gain the attention of the customer, and also boost the general performance of their business.

3.3. Sampling Strategies

The survey data was collected using purposive sampling, where noticeable experience in implementing and using e-CRM systems by the respondents was the criterion of selection. The respondents were identified using emails and the LinkedIn groups, through professional associations and word of mouth. Purposively, the number of valid responses that was planned to be attained was 300 in order to get statistically sufficient results. Introductions that were used in the interviews were the use of snowball samples. The first research participants were identified from the members of the research population of professionals. The remaining active participants were further asked to suggest other professionals who would be useful to interview; 20 participants were interviewed in total. The samples studies were identified based on the literature search; industry reports and suggestions from domain knowledgeable persons. So, for the purpose of getting multi-industry perspective five companies were selected for this study regarding sustainable e-CRM.

3.4. Data Analysis Procedures

3.4.1. Quantitative analysis

Administrative data collected in the survey were analysed using descriptive statistics and regression analysis. Several mean, standard deviations and frequencies were used to analyse the finding of the study. To establish the differences and relations between variables as well as significance levels, inferential statistics such as t-test and ANOVA was done. As part of data analysis quantitative tools such as Statistical Package for Social Science (SPSS) were used.

3.4.2. Qualitative analysis

Thematic analysis was used in the analysis of interview records. In this process the data was analysed on the basis of frequency and given a coded value in order to determined recurring phenomena's and events. Essential software, more commonly used in analysing qualitative data, was used to compile and analyse data collected. To gain further insight about strategies, challenges and benefits of sustainable e-CRM the main themes defined the topic area.

3.4.3. Samples study analysis

Electronic copies of samples were use in the study and the data collected were analysed through cross case synthesis. The last step was to cross-reference the findings for each case towards the identification of common and distinct practices. Its objectives were to identify how various organisations managed sustainable e-CRM and their respective results made.

3.4.4. Validity and reliability

To ensure the validity and reliability of the study, several measures were taken:

- *Preparation:* Pilot testing of the survey instrument with the purpose to modify the questions and to make them clear
- *Triangulation of data sources*: Employment of survey, interviews, and cases to confirm information gathered
- *Cross-check*: Interviews carried out for validation or comparing of collected information with members of the sample

- *Use of established coding schemes*: Meet the criteria where in coding schemes are already set and where in the process of coding, intercoder reliability is conducted as well.

3.5. Ethical Considerations

It is appropriate to note that this study complied with standard ethical principles for conducting research on people. All the subjects provided signed informed consent to the study, and they were told that their responses would be kept confidential and anonymous. The study adherence was evaluated and sanctioned by a board responsible for reviewing research proposals commonly known as institutional review board (IRB) of the Department of Marketing, Business School of The Hashemite University, Zarqa, Jordan.

4. RESULTS AND DISCUSSION

The results for this study obtained from the use of mixed-methods are presented in the next tables. The following Tables 1-4 summarise the findings identified in the quantitative survey, qualitative interviews and case study analysis.

The qualitative interviews proved useful in getting at the operational specifics of adopting sustainable e-CRM strategies. Among the discovered concepts, it is possible to note such topics as integration approaches, examples of integration, challenges, and opportunities, as well as future tendencies (Table 3). Interviewees mentioned several measures, for example, they said that in their companies, they have shifted many customer communications online to minimize paper usage which supports efficiency aspect of e-CRM systems (Mithas et al., 2005; AlshakeTheep et al., 2023). It was also noteworthy that many of the successful strategies described by the managers focused on the enhancement of brand reputation and customers' allegiance, which is in line with the positive semantic consequences identified by Carroll (1991) and Orlitzky et al. (2003). From the sample studies analysed in this research, there is accumulation of real life scenarios of sustainable e-CRM practices across the industries (Table 4). For instance, a Company A in retail line managed to slash its paper use by 25% and lift customer satisfaction 15% by providing more digital customer communication. This corroborates the idea that digital transformation of services has a positive effect on the extent of both environmental and customer engagement improvements (Kim et al.,

Table 1: Quantitative survey results

Survey question	Mean	Standard deviation	Key findings
Awareness of sustainability importance in e-CRM	4.2	0.6	High awareness among respondents about the importance of sustainability in e-CRM
Perceived benefits of integrating sustainability into e-CRM (e.g., cost savings)	4.5	0.5	Significant recognition of cost savings as a major benefit
Challenges in implementing sustainable e-CRM practices (e.g., cost, complexity)	3.8	0.8	Moderate challenges identified, with cost and complexity being the most cited
Current sustainability initiatives within e-CRM systems	3.7	0.9	Several initiatives in place, though varying widely among respondents
Planned future sustainability initiatives	4.1	0.7	Strong intention to expand sustainability efforts in e-CRM

e-CRM: Electronic customer relationship management

Table 2: Inferential statistics from survey data

Variable	Comparison group	Statistical test	Result	Interpretation
Awareness of sustainability	Industry sectors	ANOVA	$F_{(3, 296)}=2.85$, $P=0.04$	Significant difference between sectors
Perceived benefits	Company size	t-test	$t_{(298)}=2.45$, $P=0.02$	Larger companies perceive greater benefits
Challenges in implementation	Experience levels	ANOVA	$F_{(4, 295)}=3.22$, $P=0.01$	Significant difference across experience levels
Current sustainability initiatives	Geographic regions	t-test	$t_{(298)}=1.78$, $P=0.08$	Marginally significant differences across regions
Planned future sustainability initiatives	Leadership support	t-test	$t_{(298)}=3.67$, $P<0.01$	Strong correlation with leadership support

ANOVA: Analysis of variance

Table 3: Themes from qualitative interviews

Theme	Description	Representative quotes
Integration strategies	Methods used to incorporate sustainability into e-CRM systems	"We have moved all our customer communications to digital platforms, reducing our paper usage significantly."
Success stories	Positive outcomes and benefits experienced	"Our sustainable e-CRM initiatives have improved our brand reputation and customer loyalty."
Implementation barriers	Challenges and obstacles faced during implementation	"The initial cost of upgrading our systems was a significant barrier."
Facilitators	Factors that supported the successful integration of sustainability	"Strong leadership support and a clear sustainability vision were crucial to our success."
Future trends	Expected developments and innovations in sustainable e-CRM	"We are looking into AI-driven solutions to further optimize our e-CRM sustainability efforts."

e-CRM: Electronic customer relationship management

Table 4: Cross-case synthesis of sample studies

Sample study company	Industry	Key sustainable e-CRM practices	Challenges encountered	Measurable outcomes
Company A	Retail	Digital customer communications, eco-friendly packaging	High initial costs	25% reduction in paper usage, 15% increase in customer satisfaction
Company B	Telecommunications	Energy-efficient data centres, virtual customer service	Technological complexity	30% reduction in energy consumption, enhanced brand reputation
Company C	Financial Services	Sustainable product offerings, green marketing campaigns	Regulatory compliance	Increased market share in eco-conscious consumer segment, improved financial performance
Company D	Consumer Goods	Supply chain transparency, digital engagement initiatives	Supply chain integration issues	20% improvement in supply chain efficiency, higher customer loyalty
Company E	Technology	Cloud-based e-CRM systems, AI-driven customer insights	Data privacy concerns	Significant operational cost savings, enhanced customer personalization

e-CRM: Electronic customer relationship management

2002). Likewise, Company B of the Telecommunications industry was able to decrease its energy usage by thirty percent through effective e-CRM utilizing efficient data centres proving that it has operational advantages as well (Esty and Winston, 2006).

The results of this study help to obtain the adequate understanding of the integration of the sustainable practices into the electronic customer relationship management (e-CRM) system. Evaluation of the quantitative survey result highlights a better understanding of this study's population on e-CRM sustainability with an average rating of 4. 2 out of 5, it can be mentioned that mobile phone users find the content helpful (Table 1). This is in line with existing literature that highlights that the understanding of sustainability as critical managerial responsibility is increasing (Porter and Kramer, 2006; Elkington, 1997). The perceived benefits of integrating sustainability into e-CRM where recognized to include cost savings with an average response score of 4. 5 in the survey which coincides with the opinion in literature that sustainability practices have general economic benefits (Hart, 1995; Esty and Winston, 2006). A moderate level of challenges was noted with regards to sustaining the e-CRM practices where the mean value was exactly 3. 8. The primary difficulties mentioned include cost and complexity, which is in line with other data on the issues with green practices adoption (Epstein and Roy, 2001; Orlitzky et al., 2003). The inferential statistics further indicate significant differences in perceived challenges across experience levels (ANOVA: $F_{[4,295]} = 3.22$, P = 0.01 Characterised by lower experience and skills on average, the hypothesis can be made that less experienced professionals would encounter larger challenges in implementation (Table 2). The research conducted on the e-CRM system has revealed that the current sustainable activities have been moderate with the mean of 3. 7, but the perception of the future and their intention to exhibit high sustainable activities was also very high with the mean of 4.1. The results of this study are in accordance with other studies suggesting that in order to conform to legal and consumers' demands, more firms are incorporating sustainably friendly strategies into their operations (Savitz and Weber, 2006; Bhattacharya and Sen, 2004). The fact that leadership support has a high positive correlation with the level of planned sustainability

initiatives established the test of $t_{(298)} = 3.67$, P < 0.01); again underlines the central leadership role in the sustainability efforts, thus supporting the key leadership notion implicated by Schwartz and Carroll (2003) about the leadership in CSR initiatives.

As such, the findings of this research are in consonance with past literature on sustainability and e-CRM, but bring new insight to the relationship between the two constructs. The high awareness and recognition of benefits correspond to the results of Porter and Kramer (2006) and Elkington (1997) on the significance of sustainability as a strategic business issue. The difficulties highlighted match those presented in the literature, especially in Epstein and Roy's (2001) and Orlitzky et al. (2003) work, including the issue of costs and the difficulty of running the system. The identified qualitative findings as well as the outcomes of the case studies thus do not only add a practical perspective to previous discussions found in the literature (Mithas et al., 2005; Kim et al., 2002), but also highlight the concrete advantages and (potential) difficulties. Based on the study findings, the following research gaps and opportunities have been noted. Further research could investigate the avenues through which e-CRM systems could be enhanced to accommodate sustainability, for instance, big data analysis to motivate environmentally friendly goods and services. Moreover, future research could attempt to analyse the effects of sustainable e-CRM systems and practices on business performance and customers' loyalty over the long-term, as this study only presented initial insights into the matter.

Therefore, it can be highlighted that the incorporation of sustainable practices into e-CRM systems provides proper advantages, like the cost reduction, ultimate brand identity, and customer satisfaction. Nevertheless, the firms have to appreciate challenges such as cost factors and complexity, this depend on the leadership support and the strategic planning projects.

5. CONCLUSION

This paper has presented a comprehensive exploration of sustainable practices in e-CRM while focusing on their relevance and possible

outcomes on today's corporations. Through a mixed-methods approach, combinations of quantitative survey, qualitative interviews and cases studies analyses, the following research findings have been highlighted.

Firstly, e-CRM sustainability was regarded as important for the industry and the strong awareness was noted among industry professionals. This awareness as shown by the mean ratings of 4.2 on a 5- point scale have further contributed to increase the recognition towards sustainability as a strategic management tool in management of organizations' operations. Likewise, the perceived benefits to support the integration of sustainability in e-CRM consist of cost saving as an item that obtained the mean score of 4.5, consistent with earlier studies that highlighted on economic suitability of sustainable development (Hart, 1995; Esty and Winston, 2006). Secondly, though the study revealed a moderately high in terms of the challenges faced by firms, for instance. In the UK while implementing sustainable e-CRM practices by giving a mean score of 3.8 for cost and complexity factor, firms today are heading towards implementing initiatives to tackle the difficulties that have come across them. The results stress the necessity of leadership support as the key booster of sustainability in organizations as the correlation between leadership support and planned sustainability measures was significant (t (298) = 3.67, P < 0.01). Thirdly, the interviews generated quantitative data gave a richness of understanding into the practical approaches use by firm to adopt sustainability into its e-CRM system. Positive outcomes emphasised on changing brand reputation, customer satisfaction, and organisational effectiveness because of activities like electronic media contact and resource conservation technologies. Further, the sample studies discussed were highly revealing as all the studies included had real-world application of the concepts of sustainable e-CRM in different industries that said to yield great benefits like reduction in paper consumption and energy savings. These outcomes prove that sustainability is a feasible approach for attaining environmental aims and the firm's priorities.

For policy, a major strength of this study is the listing of policy implications that call for governments to encourage sustainability of e-CRM as a strategic tool by rewarding companies that undertake the practice and creating standard frameworks for e-CRM practice. The organisational management leading support is important and the policy makers might need to launch initiatives offering support to leaders to enhance their knowledge on the aspect of sustainability in business. It can also assist in the implementation of sustainable CRM among the SMEs in the following ways. However, the main limitations in the study are the only targeted the UK corporations and does not have cross-sectional data; measuring sustainable indices is a challenge. The possible future works should include comparative studies of sustainable e-CRM across various locations, long-term effects investigation, and the use of widely developing technologies, primarily AI. More diverse industries would also reveal greater information detail about sustainable activities in specific sectors.

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