

# Customer Acquisition and Retention in CRM: A Bibliometric Study with Evidence from Netflix

Akshay Parashar<sup>1</sup>, Zia Shah<sup>2</sup>, Asmi Patel<sup>3</sup>, Gaveesh Singla<sup>4</sup>, Rishit Bhatnagar<sup>5</sup>, Aliza Alam<sup>6</sup>  
<sup>1,2,3,4,5,6</sup>Narsee Monjee Institute of Management Studies, Mumbai, Maharashtra, India

*Abstract-CRM has become imperative in very competitive digital markets because companies need not only to get customers, but also to develop long-term relationships. The increasing customer demands have compelled organizations to pursue customer-centric approaches with customer satisfaction being a major focus of converting the new customers into loyal customers. This paper evaluates the dependence between customer acquisition, customer satisfaction, and CRM using a bibliometric review of over twenty-five peer-reviewed articles that were identified using Google Scholar. Reference management was done with the help of Zotero, and VOSviewer was employed to create maps of co-authorship and co-occurrence of keywords to analyse the social and conceptual structure of CRM research. The outcomes indicate that CRM studies are very interrelated, and the leading themes in the studies are customer satisfaction, customer retention, digital CRM, machine learning, and data-driven decision-making. The trends in publications also show that the number of technologies used in CRM research has grown dramatically since 2018. These conclusions were used in the real-life case of Netflix. The use of customer data, the recommendation system, and individualized engagement is closely related to the prevailing research topics of CRM in Netflix. Its CRM approach combines customer acquisition, customer satisfaction and retention based on analytics and machine learning in order to enhance customer experience and decrease churn. In general, the analysis supports the idea that the recent CRM has developed into an intelligent system where customer satisfaction connects the acquisition process with long-term relationships performance, and it generates the long-term competitive advantage within digital markets.*

*Keywords – Customer lifetime value, customer relationship management, bibliometric analysis.*

## I. INTRODUCTION

Customer Relationship Management (CRM) has had its place center stage in the current competitive

markets with high competition where organisations seek to not only attract new customers, but also retain existing customers and ensure satisfaction and long term relationship value. As consumer demands change in keeping with the accelerating pace of digitalisation, companies are increasingly abandoning the transactional marketing model in favor of customer-centrist marketing that values personalised interactions, the quality of service delivery and data-driven decision making. It is against this background that CRM is not only a technological system but an integrated strategy that streamlines organisational processes with the needs of customers in a relationship lifecycle perspective. Customer satisfaction is generally considered to be a decisive factor of retention, loyalty, and lifetime value, but customer acquisition is an essential factor in expanding the market and securing the position on the market. The previous studies show that the success of CRM initiatives depends on their ability to balance these tasks by transforming the first impressions on customers into long lasting relationships. Empirical research on both service-intensive and digitally enabled industries reproducibly shows that the mediating variables of service quality, interactive management, and organisational commitment are essential to the relationships between CRM implementation and satisfaction as well as retention results. The rise of electronic and social CRM models is also emphasised in literature development in CRM. The combination of online points of contact, social networks, and live communication has changed the interaction of firms with the customer, promoting the co-creation of value and the construction of relationships on the basis of experience. As has been empirically proven, though more traditional CRM practices directly affect loyalty, digital and social CRM processes tend to have indirect effects via a

better customer satisfaction and trust. The change underscores the strategic significance of satisfaction as a key channel through which the acquisition efforts can be transformed into long-term M relational performance. Advances in analytics, artificial intelligence and machine learning have also advanced CRM functions by supporting predictive modelling, sentiment analysis, and hyper-personalised engagement strategies. The technologies enable companies to process large amounts of customer data into meaningful data, thus enhancing acquisition accuracy and customer satisfaction management and maximising the use of resources. CRM has, therefore, evolved into a system that is Intelligence-centred and underlies immediate customer onboarding and long-term relationship sustainability capability. This study is located within the academic context of the confluence of customer satisfaction, customer acquisition and CRM by means of a structured bibliometric and network analysis on twenty peer-reviewed studies. Using R-visualisation methods, the study circles of authors and thematic connections to reveal the dominance of research clusters and conceptual dependencies in the field of CRM. The synthesis of these results contributes to deeper insights into the role of satisfaction-oriented mechanisms and CRM strategies reflecting the use of technology in encouraging the effect of acquisition and relationship outcomes, which will form a solid framework on the further research and practice of Managers.

## II. LITERATURE REVIEW

*What Does Customer Relationship Management do to Customer Satisfaction and Retention: The Mediation of Service Quality.*

The article explores the role of CRM practices in customer satisfaction and customer retention. In this survey quantitative analysis is used. The paper demonstrates that efficient CRM.

This is done through implementation to improve the quality of the services which consequently results in an increase in customer satisfaction and retention. It demonstrates how CRM can be used as a strategic means of enhancing long term customer relationships.

*The impact of social CRM and customer satisfaction on customer loyalty.*

This paper presents a contemporary view of the role of CRM in the modern marketing in the contemporary world, conditions of its ability to transform institutions into being more responsive and customer-focused. It merges the shift of product-oriented to customer-oriented and it is imperative to state. That evidence-based knowledge is the principal secrets of great service delivery. Through the review, it is pointed out that correctly established CRM structure simplifies the internal processes and increases the external trust, traces the correspondence between the CRM implementation flexibility and the intensified market positioning and consumer satisfaction.

*Improving the Customer Acquisition of E-Commerce by trust, customer engagement, Honest Policies of Data, and AI-Driven Experiences*

The paper discusses essential issues that affect the acquisition of customers in e-commerce. It focuses primarily based on such considerations as trust, customer engagement, transparency, and AI-driven experiences. It unites the available studies on AI tools. The paper also emphasizes the personalization with the help of AI and open communications enhances the interaction with customers and long-term relationships, and also determines how these factors facilitate successful customer acquisition in the online market.

*Machine learning algorithm and Customer-based research on customer lifetime value model of the relationship management analysis.*

The research evaluates transformational AI-based analytics in the modern world. CRM and its impact on automatic insights and experience of increased service by customers. Satisfaction. It intensifies the change of manual data management to real-time, predictive modeling, and pointing out that personal consumer experience is the most important ingredient to churn mitigation. The article superimposes the synergy of technological advancement and company performance as an illustration of how the concept of algorithmic precision has already become a significant one factor to ensure the competitive edge in the online environment.

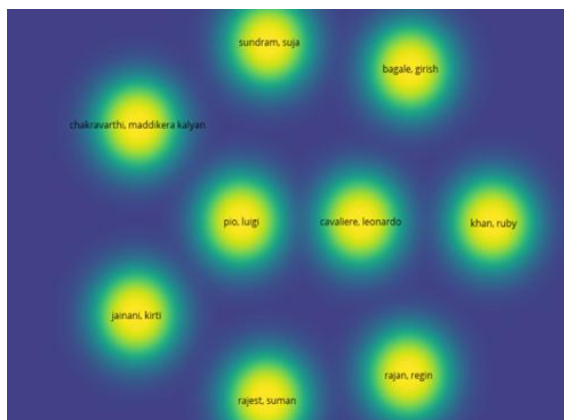
*Customer Satisfaction and Customer Lifetime Customer Relationship Management (CRM) Value (CLV) in Retail*

This paper is a review on the conceptual development and underlining issues of the modern CRM systems and their impact on consumer acquisition and organizational agility. It is the construction of the move to the idea of intelligent CRM, where agility the data-driven helps firms change their strategies on real-time to fit changing consumer demands. The review observes that in as much as technology is a highly significant factor enabler, human touch cannot be overlooked to have deep-seated satisfaction and reduce the excessive customer loss costs.

III. METHODOLOGY

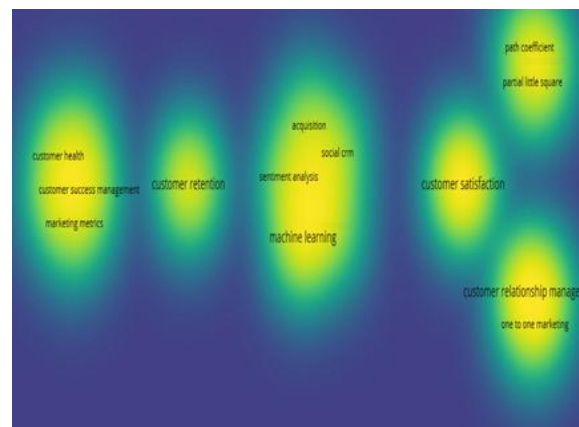
The research design followed in this study is bibliometric research design, in order to analyse the scientific literature on customer acquisition in Customer Relationship Management (CRM). Over 25 peer-reviewed research articles were obtained on Google Scholar and other reputed journals with the help of the corresponding key-words, including customer acquisition, CRM, customer retention and digital CRM. Zotero was used to manage the references and the end dataset was exported in RIS format to analyze the bibliometrics.

To conduct science mapping the data was processed through the VOSviewer software that is popular in the visualisation and mapping of the scientific knowledge structures. Analysis of two kinds was carried out:



Co-authorship Analysis (Social Structure of Research)

Co authorship analysis was carried out to study the pattern of cooperation among scholars of research working on CRM-based customer acquisition. The unit of analysis in this analysis was the authors with full counting being the counting method. The resulting network map establishes clusters of collaboration and groups of research and indicates the connectivity between scholars based on collaborative publication. This assists in knowing the social fabric of CRM research and those authors that are impactful or closely related.



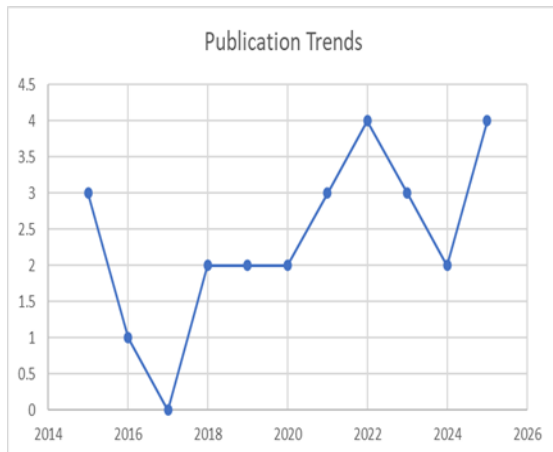
Keywords Co-occurrence Analysis (Conceptual Structure of Research)

The search was performed using a keyword co-occurrence analysis to determine the primary research themes and topics in CRM based customer acquiring literature. Each and every keyword given by the authors was taken into account and minimum occurrence criteria were established to include only the most relevant keywords. VOSviewer clustered these keywords in groups (by their co-occurrence patterns). The network map obtained is the conceptual scheme of the field and a priority of the themes observed includes customer satisfaction, customer retention, digital CRM, machine learning, and customer acquisition strategies.

Science Mapping Approach

Science mapping was reached by using the analysis of co-authorship and co-occurrence of keywords. This method visually maps social relation of the researchers as well as conceptual relation of the research subjects giving a broad view of how the research of CRM-based customer acquisition has evolved.

### Publication Trends



The analysis of the publication trend indicates that after 2018, there is a distinct rise in the research on CRM-based customer acquisition, with a significant platform in 2022 and 2025. This means that there is an increasingly high level of scholarly and managerial attention to data-driven CRM, machine learning, and digital customer management. The recent development is an indication that the customer acquisition, using highly developed CRM technologies, is a high research topic.

### Tools Used

This bibliometric analysis was conducted using Zotero for reference management, VOSviewer for science mapping and keyword network visualization, and Excel for analyzing publication trends.

The applied bibliometric approach enabled the identification of key research linkages and dominant themes within CRM-based customer acquisition. The combination of network visualisation and trend analysis provided an objective basis for interpreting how the field is structured and how it has developed over time, ensuring that the subsequent analysis is grounded in systematically derived evidence rather than subjective selection.

### Managerial Application-Netflix

Netflix, operating in the digital media and OTT streaming industry, was selected as a representative firm to apply the bibliometric findings of this study. The science-mapping and keyword-co-occurrence analysis revealed that contemporary CRM research on customer acquisition is strongly shaped by digital technologies, analytics, and customer-centric strategies.

These patterns closely correspond to Netflix's data-driven business model, where customer acquisition, engagement, and retention are integrated through advanced CRM systems. Netflix relies heavily on customer data to understand user preferences, viewing behavior, and interaction patterns, allowing the firm to design highly targeted acquisition and marketing campaigns that attract new subscribers efficiently.

The dominant keyword cluster related to machine learning, social CRM, sentiment analysis, and conversion highlights the growing importance of technology-enabled customer acquisition in CRM research. Netflix applies these principles through its recommendation algorithms, which analyze large volumes of customer data to predict user preferences and personalize content suggestions.

This improves user engagement and increases the likelihood that trial users or new visitors will convert into paying subscribers. In addition, Netflix's use of social media marketing, digital advertising, and personalized promotions reflects the bibliometric finding that modern customer acquisition strategies are increasingly driven by digital platforms and data-based decision making.

Another major cluster identified in the science-mapping results emphasized customer satisfaction, customer retention, and customer success management, indicating that long-term relationship building is a central goal of CRM.

Netflix aligns with this by continuously monitoring customer viewing behavior, updating content libraries, and improving service quality to enhance user satisfaction. These practices reduce churn and increase customer lifetime value, which is consistent with the CRM literature identified in the bibliometric analysis. Moreover, the upward trend in publications on CRM-based customer acquisition supports the idea that companies like Netflix operate in an environment where data-driven and customer-centric CRM strategies are increasingly important for sustaining competitive advantage.

## IV. CONCLUSION

In this research, a bibliometric and science-Mapping methodology was used to review the changing research picture in Customer Acquisition in Customer Relationship Management (CRM). Through network visualisation tools and key word co-

occurrence of a systematic collection of academic publications, the research determined the prevailing conceptual and social organisation of the domain. The findings showed that the current CRM studies are more influenced by digital technologies, data analytics, and customer-oriented approaches, where the focus is laid on customer satisfaction, customer retention, and acquisition procedures that are supported by technologies. The analysis of the publication trend also supported the rising academic and managerial concern over CRM-based customer acquisition, particularly in the past years and the rising relevance of data-based marketing and relationship management in contemporary business contexts.

The findings of the science-mapping showed that CRM studies are no longer restricted to the old concept of relationship marketing but have been broadened in new digital and analytical applications like machine learning, social CRM, and sentiment analysis. These trends serve as a sign of a transition towards predictive and tailored customer management as opposed to transactional customer management. The fact that separate clusters of keywords were associated with the concepts of acquisition, satisfaction, and retention shows that CRM is a service that is not unified, and attracting new customers and sustaining long-term relationships are inseparable. These findings in combination give a full picture of the development of CRM research and ways in which the priorities of the research are interconnected.

The practical applicability of the research findings can be evidenced by the application of such bibliometric insights to Netflix. The trend of machine learning, customer data analysis, and personalized recommendation systems used by Netflix highly reflects the trends that are prevalent in the CRM literature. It is highly consistent with the fundamental CRM cluster brought out by science mapping in the sense that it is aimed at improving customer satisfaction, minimizing churn, and maximizing customer lifetime value.

Thus, Netflix can be used as a practical example of the successful implementation of modern CRM practices through the use of data-driven customer acquisition and retention. On the whole, this paper demonstrates that bibliometric analysis can be useful not only in the process of comprehending the trends

in academic research but also in giving insights into how the practices of other leading organizations may be used to create a competitive advantage with the usage of CRM principles.

## REFERENCES

- [1] Sun, Y., Liu, H., & Gao, Y. (2023). *Research on customer lifetime value based on machine learning algorithms and customer relationship management analysis model*. *Heliyon*, 9(2), e13384.
- [2] Devakumar, G. (2025). *Enhancing E-Commerce Customer Acquisition Through Trust, Customer Engagement, Transparent Data Policies, and AI-Driven Experiences*. *Asian Journal of Managerial Science*.
- [3] Saleh. (n.d.). *Customer acquisition vs retention costs*. (2016).
- [4] Students and Faculty. (n.d.). *A study on client acquisition strategy towards Ether Infotech Pvt. Ltd.*
- [5] Siyamtanda, et al. (n.d.). *Effects of customer support on service quality and customer satisfaction*.
- [6] Singh, et al. (n.d.). *Service quality, customer satisfaction and customer loyalty: A comprehensive study*.
- [7] Singh. (n.d.). *Role of marketing mix in customer acquisition and retention*.
- [8] Sin, et al. (n.d.). *CRM: Conceptualization and scale development*.
- [9] Ridwan, et al. (n.d.). *The influence of customer relationship management on customer satisfaction*.
- [10] Pio, et al. (n.d.). *The impact of customer relationship management on customer satisfaction and customer loyalty*.
- [11] Moezzi, et al. (n.d.). *Customer relationship management (e-CRM): New approach to customer's satisfaction*.
- [12] Mithas, et al. (n.d.). *Why do customer relationship management applications affect customer satisfaction*.
- [13] Malki, et al. (n.d.). *How social CRM and customer satisfaction affect customer loyalty*.
- [14] Liu, et al. (n.d.). *Determinants of e-CRM in influencing customer satisfaction*.
- [15] Lamrhari, et al. (n.d.). *A social CRM analytic*

- framework for improving customer retention, acquisition and engagement.*
- [16] Hochstein, *et al.* (n.d.). *Customer success management, customer health, and retention in B2B industries.*
- [17] Hassan, *et al.* (n.d.). *Effect of customer relationship management on customer satisfaction.*
- [18] Becker, *et al.* (n.d.). *The impact of technological and organizational implementation of CRM on customer performance.*
- [19] Ang, R., & Buttle, F. (n.d.). *Managing for successful customer acquisition: An exploration.*
- [20] Acuña, *et al.* (n.d.). *Digitalization and its effect on customer satisfaction.*
- [21] Abayomi, *et al.* (n.d.). *Systematic review of marketing attribution techniques for omnichannel customers.*
- [22] Villanueva, J., *et al.* (2007). Customer relationship management in competitive environments: The positive implications of a short-term focus. *Quantitative Marketing and Economics*, 5(2), 99-129.
- [23] Jasek, P., *et al.* (2019). Comparative analysis of selected probabilistic customer lifetime value models in online shopping. *Journal of Business Economics and Management (JBEM)*, 20(3), 398-423. Doi: 10.3846/jbem.2019.9597