Abstract

Research on the CRM implementation link has been fragmented due to various perspectives on CRM, especially in hospitals. Literatures show that comprehensive research on CRM implementation in healthcare is quite inadequate and lag in the hospitals in terms of IT technology implementation exist. In this study, different perspectives of the CRM implementation were reviewed. Furthermore, in order to prioritize CRM implementation perspectives, 35 high experience experts in the hospital information system, clinical information system, hospital's chief information technology officer and hospital's chief executive officer in Malaysia, Kuwait and Iran were interviewed. The empirical work in three developing countries indicates that resource, management, CRM application system, employees and patient perspectives have the highest to lowest impact. Moreover, results of the interviews showed that unlike regular customers in organizations and companies, patient's involvement as a customer, had not been a considerable impact on success and failure of CRM implementation in the hospital of the developing countries. In addition, lack of measurement models pushed CRM projects to the higher risk.
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**Index Terms**

Computer Science  
Information Systems

**Keywords**

CRM implementation  
HIS  
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measurement model