Impact of AI on CRM Performance of Enterprises, with A Focus on Vietnam's Office Rental and Property Management Industry

Nguyen Minh Ngoc
HCMC University of Finance - Marketing, Vietnam
Bui Kim Ngan
Hutech University, Vietnam
Lincoln University, USA
Le Xuan Phuc
Hutech University, Vietnam
Lincoln University, USA

Abstract: Artificial intelligence (AI) has become a transformative force in modern business, driving efficiency, reducing costs, and enhancing decision-making and customer engagement. Its ability to automate processes and analyze large datasets makes it essential for maintaining a competitive edge. In this context, Customer Relationship Management (CRM) systems play a vital role in managing customer interactions, improving satisfaction, and supporting revenue growth. This study explores the impact of AI integration on CRM performance, with a specific focus on Vietnam's office rental and property management industry. Findings reveal that AI-powered CRM systems significantly improve customer satisfaction, streamline operations, and strengthen tenant engagement. AI tools such as chatbots, predictive analytics, and virtual assistants enable faster responses and personalized services while supporting property managers in making informed, data-driven decisions. However, the study also highlights key challenges, including data privacy risks, high implementation costs, and workforce resistance to new technologies. Despite these obstacles, AI-driven CRM systems offer a competitive advantage in an increasingly digital market when risks are strategically managed. The report provides understandings for the office leasing and property management companies, offering strategies to optimize CRM performance through AI adoption. It aims to help businesses improve customer satisfaction, operational efficiency, and profitability in a competitive market.
Keywords: Artificial Intelligence, CRM, Property Management, Office Rental, Customer Engagement, Tenant Retention

1. Introduction

1.1. Background and Significance of AI and CRM in enterprise

CRM has become a key factor in helping businesses succeed, especially in today's highly competitive markets. CRM systems allow companies to manage interactions with

both current and potential customers, which improves customer satisfaction, helps organize operations, and boosts revenue (Chatterjee et al., 2021). In a time when customer experience plays a big role in business success, CRM systems help companies collect and analyze customer data to build stronger relationships and earn long-term loyalty. Today, having a good CRM strategy is not just a choice—it is necessary for any business that wants to stay competitive.

At the same time, AI has become a powerful technology that is changing how businesses operate and interact with their customers. AI helps automate repetitive tasks, provides predictive analytics, and offers more personalized experiences, all of which improve decision-making and efficiency (Kumar et al., 2022). Industries like healthcare, retail, and finance have already benefited from using AI in their CRM systems, seeing improvements in accuracy, speed, and customer engagement.

The combination of AI and CRM represents an important step forward in how businesses manage customer relationships. AI makes CRM systems even more effective by handling tasks like data entry and scoring potential leads automatically. It also uses AI-powered analytics to predict customer behavior and create personalized marketing, helping companies better meet customer needs (Mahmoud et al., 2023).

1.2. Role of AI and CRM in office rental / property management sector

In the office leasing and property management industry, CRM systems play a critical role in managing tenant relationships, optimizing property usage, and enhancing operational efficiency. Building strong, long-term relationships with tenants, addressing their needs promptly, and anticipating future demands are essential for success in this sector (Nguyen et al., 2021). CRM systems help property managers track tenant preferences, manage lease agreements, and resolve issues efficiently, directly contributing to tenant satisfaction and retention. However, the complexity of handling large property portfolios and meeting diverse tenant needs creates challenges that require more advanced CRM solutions (Al-Mashari & Zairi, 2022).

Integrating AI into CRM represents a significant advancement in improving customer relationship management. AI automates repetitive tasks such as data entry and lead scoring, allowing staff to focus on more strategic activities (Jarek & Mazurek, 2019). Moreover, AI-powered analytics enable property managers to predict customer behavior, deliver personalized experiences, and execute targeted marketing campaigns (Kumar et al., 2022). In the office leasing and property management industry, AI helps anticipate tenant needs, optimize space utilization, and improve communication, ultimately leading to higher tenant satisfaction and retention.

1.3. Problem statement and Objectives

While AI has shown significant potential to enhance CRM performance across various industries, its application in Vietnam's office rental and property management sector remains underexplored. This gap is critical because the industry faces unique challenges, such as managing diverse tenant portfolios, maintaining high occupancy rates, and ensuring tenant satisfaction (Nguyen et al., 2021). Leveraging AI in this context is essential to improving operational efficiency, enhancing tenant experiences, and increasing

revenue generation. Studies have shown that AI-driven CRM systems can automate complex processes and provide personalized services, both of which are vital in industries that rely heavily on customer retention and satisfaction (Kumar et al., 2022; Chatterjee et al., 2021).

The purpose of this study is to explore the impact of AI integration on CRM performance, with a specific focus on Vietnam's office rental and property management industry and discuss how AI can improve operational efficiency, tenant experience, and revenue generation. By examining key AI technologies driving CRM enhancements, and identifying associated challenges and risks, this research aims to provide actionable insights for businesses in this sector. The findings will deepen understanding of how AI can be leveraged to improve customer relationships, operational processes, and overall business performance.

The study seeks to answer the following research questions:

- How does AI influence CRM performance in Vietnam's office rental and property management industry?
- What are the key AI technologies impacting CRM systems in this sector?
- What are the challenges and risks associated with AI adoption in CRM?

This study is structured into five main sections. The introduction outlines the research background, significance, and objectives. The following section presents the theoretical framework and a review of existing literature on AI, CRM, and their integration. The methodology section explains the research design and details the data collection process. Next, the findings are presented and analyzed, with a discussion on their implications for Vietnam's office rental and property management industry. The final section summarizes the key results, offers practical recommendations for businesses, and suggests directions for future research.

2. Theoretical framework and Literature review

2.1. Overview of AI, CRM and their relationship on the market, industries and enterprises

AI, or Artificial Intelligence, means using machines or computer programs to perform tasks that usually need human thinking, like learning, making decisions, and solving problems. Some common AI technologies include machine learning, natural language processing, predictive analytics, and computer vision. Today, these technologies play a big role in business by making work more efficient, helping leaders make better decisions, and allowing companies to offer more personalized services (Nguyen et al., 2023). On the other hand, CRM systems are software tools that help businesses manage their relationships with customers. CRM systems make it easier to organize sales, marketing, and customer service activities. They help businesses improve customer satisfaction and increase profits by collecting, organizing, and analyzing customer data, which supports better decision-making and stronger long-term relationships (Chatterjee et al., 2021).

When AI is added to CRM systems, it creates a powerful combination that transforms the way businesses manage their customers. AI improves CRM by automating routine tasks, providing real-time predictions, and creating personalized experiences for each customer. This makes businesses work more efficiently, keeps customers more engaged, and improves overall performance (Kumar et al., 2022; Nguyen et al., 2023). In the office leasing and property management industry, AI-powered CRM systems bring even more advantages. They help property managers predict what tenants need, send personalized messages, and make better use of space. This leads to happier tenants and higher chances of keeping them long-term (Nguyen et al., 2023). As the demand for better service and efficiency grows in this industry, AI-driven CRM tools are becoming essential for staying competitive and successful.

2.2. Key concepts and theories

To understand how AI enhances CRM, it is essential to examine several foundational concepts and theoretical models. These theories explain the relationship between AI technologies and CRM performance, providing a framework for analyzing how AI contributes to customer engagement, operational efficiency, and personalized service delivery in the property management industry.

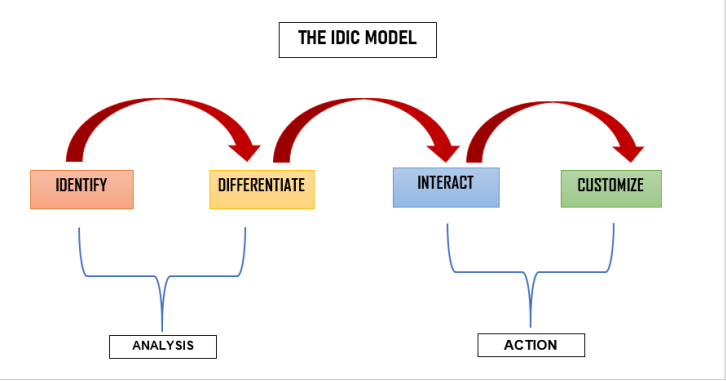

Figure 1 - Illustrative example of IDIC model (Ganesan, 2021)

IDIC Model—Identify, Differentiate, Interact, and Customize—highlights the importance of understanding customer needs, segmenting customers based on value, engaging effectively, and personalizing services to meet individual preferences. It is a framework businesses use to build better relationships with customers:

- Identify: Collect information about customers to understand who they are.
- Differentiate: Group customers based on their value, needs, or behaviors.
- Interact: Communicate with customers through different channels to strengthen the relationship.
- Customize: Personalize products, services, or experiences based on what each customer wants.

AI strengthens this model by identifying customer behavior patterns through data analysis, allowing businesses to respond more effectively. With AI-powered predictive analytics, companies can group customers based on their value and specific needs

(Chatterjee et al., 2021; Kumar et al., 2022). AI tools like chatbots also make it easier to talk with customers in real time, while data insights help businesses offer more personalized experiences. This strengthens customer relationships and increases satisfaction.

Customer Lifecycle Management (CLM):

Figure 2 - Illustrative example of CLM (Pegasystems, n.d.)

Customer Lifecycle Management focuses on managing customer relationships at every stage, from acquisition to retention. It includes five key stages:

- **Awareness** – The stage where potential customers first learn about the business through marketing, advertisements, or word of mouth.
- **Acquisition** – When customers show interest and make their first purchase or sign up for a service.
- **Engagement** – Businesses maintain strong communication with customers through personalized offers, support, and interactions.
- **Retention** – Efforts to keep customers satisfied and encourage repeat business, such as loyalty programs and excellent service.
- **Loyalty** – The final stage where customers become long-term supporters, recommending the brand to others and continuing to engage with the business.

AI enhances the model by predicting customer behavior, identifying potential customer loss risks, and enabling personalized experiences throughout the customer journey (Nguyen et al., 2023). With tools like machine learning and predictive analytics, businesses can better understand what customers need and adjust their strategies to keep them satisfied and loyal (Kumar et al., 2022; Chatterjee et al., 2021). This is especially important in industries like real estate, where keeping good relationships with tenants is key to long-term success and higher profits.

Technology Acceptance Model (TAM):

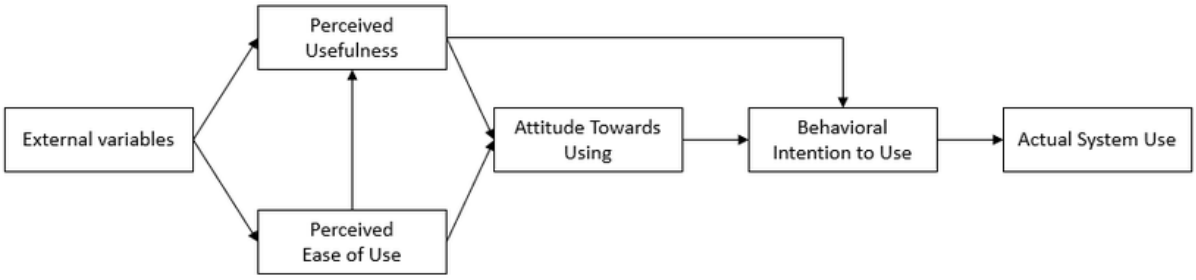

Figure 3 - Illustrative example of TAM

The Technology Acceptance Model (TAM) explains how users adopt new technologies based on perceived usefulness and ease of use. These two factors influence the user's Attitude Toward Using the system, which shapes their Behavioral Intention to Use it. If the intention is strong, it leads to Actual System Use.

In the real estate and property management industry, the TAM helps explain how property managers and tenants accept and use AI-powered CRM tools. AI features like chatbots and predictive analytics are more likely to be used if people find them helpful and easy to use in their daily work (Al-Mashari & Zairi, 2022). Recognizing these factors helps companies implement AI tools more effectively, improving user acceptance and maximizing CRM system performance

AI Frameworks Impacting Customer Relationship Strategy:

AI frameworks such as machine learning algorithms, natural language processing, and computer vision are revolutionizing customer relationship strategies. These technologies enable businesses to analyze vast amounts of customer data, automate communications, and deliver personalized experiences that strengthen relationships and improve customer engagement (Nguyen et al., 2023; Jarek & Mazurek, 2019). As AI continues to evolve, its integration into CRM systems allows businesses to stay competitive by offering more responsive, data-driven, and personalized customer service.

2.3. How AI Integration is Shaping Industries Today

Research shows that AI greatly improves CRM performance in industries like retail, banking, and healthcare. For example, in retail, AI-powered CRM systems allow businesses to offer personalized product recommendations and targeted marketing, which keeps customers engaged and helps increase sales (Huang & Rust, 2021). In banking, AI tools like chatbots and predictive analytics improve customer service, make transactions easier, and help manage risks (Liu et al., 2020). These examples show that AI does not just improve business operations but also creates better experiences for customers, leading to stronger loyalty and higher profits.

One major benefit of using AI-driven CRM systems is the ability to manage customer data more effectively. By collecting information from different places—like websites, emails, and social media—CRM systems create a complete view of each customer. This makes it easier for businesses to offer personalized services and run marketing campaigns that target the right people (Buttle & Maklan, 2019). Having this data

helps companies understand their customers better, which is important for improving customer satisfaction.

Another key advantage is improved customer engagement. AI-powered CRM tools help businesses communicate with customers more often and in more personalized ways. Automated follow-ups and custom recommendations based on what customers like make people feel valued, which increases satisfaction and loyalty. This turns basic transactions into long-term relationships (Rahimi & Kozak, 2017).

CRM systems also improve how efficiently a business operates. Tasks like data entry and making reports can be done automatically, giving employees more time to work on important projects. At the same time, CRM tools provide helpful insights into customer behavior and sales trends, allowing businesses to make better decisions and improve their strategies. AI adoption also helps businesses interact with customers more personally, respond faster, and find useful insights from large amounts of data. These benefits give companies a competitive advantage and help them make smarter, data-driven decisions (Kaplan & Haenlein, 2019; Dwivedi et al., 2021).

However, using AI in CRM also comes with challenges. Some employees may resist learning new systems, data integration can be complicated, and setting up AI tools can be expensive because of software, training, and infrastructure costs (Soltani & Navimipour, 2016; Almotairi, 2010; Rahimi & Kozak, 2017). Ethical issues also need attention because AI handles sensitive customer data.

There is a risk of bias in how AI makes decisions, especially if the data is flawed. Businesses must follow data protection rules like the General Data Protection Regulation (GDPR) to keep customer information safe and avoid unfair results (Kaplan & Haenlein, 2019; Dwivedi et al., 2021). Creating clear ethical guidelines and being transparent is important to build trust while using AI-powered CRM systems.

Overall, CRM systems—especially when powered by AI—show how important structured processes and good data management are in any industry. In real estate and property management, AI-CRM systems are now being used to solve problems like keeping tenants, managing spaces, and improving communication. These systems can automate lease management, predict tenant behavior, and help property managers make better decisions by analyzing large amounts of data (Nguyen et al., 2023; Zhao et al., 2021).

By learning from successful examples in other industries, property management companies in Vietnam and similar markets can use AI-driven CRM tools to improve customer satisfaction, work more efficiently, and support long-term business growth (Buttle & Maklan, 2019; Soltani & Navimipour, 2016). Building on this foundation, the following section explains the research approach and data collection methods used in this study.

3. Research Methods

3.1. Research Design

For this research, we used a qualitative method that focused only on secondary data. This means we did not collect new data directly from people. Instead, we used information

that was already published in books, articles, reports, and websites. This method helped us understand how artificial intelligence affects customer relationship management in the office rental and property management industry. Since AI in this industry is a new trend, using secondary data was the ideal choice because it allowed us to access expert opinions, real-world examples, and a wide range of information while saving time and resources. This method is often recommended when exploring large topics like AI and CRM, where there is already plenty of available research (Saunders, Lewis, & Thornhill, 2019).

3.2. Data Collection

All the information used in this study was collected from secondary sources. The main types of sources included Academic Journals and Articles, Company Reports and White Papers, and other related sources. We reviewed research studies and expert papers about AI and CRM systems. Most of these papers were found on platforms like Google Scholar and Research Gate. We also studied reports and case studies shared by property management companies and CRM software providers. These reports helped explain how AI is being used in daily operations, including customer service, marketing, and client retention. Also, these reports showed real examples of how companies are using AI tools in their CRM systems to improve business results. Additional data was gathered from government websites and real estate organizations. This helped us understand the wider trends in how AI is being used in the property management field. Using a variety of trusted sources made the research more reliable and allowed us to compare different viewpoints (Johnston, 2017).

3.3. Data Selection

Even though no new data was collected, we made sure to choose the most relevant and updated information. The selection process followed these guidelines:

- **Time Period:** Only sources published between 2016 and 2024 were used. This is important because AI technology is changing quickly, and older sources might not reflect the latest trends.
- **Geographic Focus:** Most of the data came from companies and markets in the U.S., Europe, and Asia-Pacific regions. These areas have shown strong growth in using AI for CRM in the property management sector.
- **Relevance:** We selected only the sources that clearly discussed AI, CRM, and the property management or office rental business. This helped keep the research focused and organized.

Following these rules helped us gather accurate and useful information for our analysis.

3.4. Data Analysis

After collecting the data, we used content analysis to carefully read through the information and find common ideas, patterns, and themes. This method helped us understand the different ways AI is improving CRM performance.

Some of the key areas we focused on were:

- How AI helps companies find and target new customers
- How AI tools like chatbots improve customer service

- How AI predicts customer behavior and needs
- How AI helps companies keep customers satisfied and loyal

This type of analysis allowed us to explain important ideas from the research rather than just showing numbers. It was the ideal method for understanding the impact of AI on CRM in this industry.

3.5. Other Considerations

Since we only used information that was already published, there were no privacy issues in this research. However, we made sure to properly credit all the authors and organizations of the sources we used. This helped avoid plagiarism and showed respect for the original work. All the data came from trusted and reliable sources.

In fact, using only secondary data is also our study limitation. One limitation is that we had no control over how the information was originally collected, which may affect its accuracy and reliability. Some of the data might be outdated or not fully relevant to the office rental and property management industry since many sources focused on other sectors. Additionally, because we did not collect primary data like interviews or surveys, the study lacks personal insights from people currently working with AI-powered CRM systems (Johnston, 2017; Saunders, Lewis, & Thornhill, 2019).

4. Research Results Presentation and Discussion

4.1. Presentation of Key Findings

- **AI-Driven Improvements in Customer Interaction and Retention**

One of the most important findings of this research is that AI has greatly improved how companies interact with their customers. In the office rental and property management industry, AI tools like chatbots and virtual assistants are now commonly used to answer customer questions quickly and efficiently. These AI systems are available 24/7, which helps customers get answers any time they need them. This quick response makes customers feel valued and more likely to stay loyal to the company (Chaffey, 2022). AI also helps by sending personalized messages, emails, and follow-up reminders, which keeps customers engaged and improves retention rates. For example, AI tool can help companies sending utility billing emails or monthly significant notices to customers.

- **Increased CRM Operational Efficiency Due to Automation**

Another major benefit of AI in CRM is that it makes the system more efficient by automating many tasks that humans used to do. For example, AI can automatically collect and update customer information, sort leads, and even handle appointment scheduling. This allows employees to focus on more important tasks instead of spending time on repetitive work (Columbus, 2020). Because of automation, companies can serve more customers in less time, which helps them save money and grow their business faster.

- **Enhanced Decision-Making from Predictive Analytics**

AI tools also help companies make better decisions by using predictive analytics. Predictive analytics means using past data to guess what might happen in the future. AI systems can study customer behavior, preferences, and past purchases to predict what services or properties a customer might want next. This helps companies offer better deals

or suggest the right properties to customers, improving sales and customer satisfaction (Jarek & Mazurek, 2019). In the property management industry, predictive analytics is useful for planning marketing campaigns and setting rental prices based on demand.

- **SWOT Analysis of AI in CRM for Office Rental and Property Management**

Strengths	Weaknesses
- Faster customer response - Improved customer retention - Accurate data collection and analysis - Better decision-making	- High setup and maintenance cost - Risk of losing personal touch - Requires skilled workers to manage AI
Opportunities	Threats
- Expanding AI tools for better marketing - Growing demand for smart CRM systems	- Data privacy and misuse concerns - Customer trust issues with AI systems

Table 1 - SWOT Analysis of AI in CRM for Office Rental and Property Management

This SWOT analysis shows that while AI brings many strengths and opportunities, there are also some risks that companies need to manage carefully. In Vietnam's property management sector, these risks are especially relevant, as local businesses may struggle with high AI costs and customers may prefer personal interaction over digital tools.

4.2. Discussion

- **Comparison with Prior Studies**

When comparing our findings with previous studies, we found that many other researchers agree on the positive impact of AI in CRM systems. Studies have shown that AI-driven tools like chatbots, automated emails, and data analysis improve how companies connect with customers and help keep them loyal (Chatterjee, Rana, Tamilmani, and Sharma, 2020). Like our findings, past studies also mention that automation helps companies reduce costs and work more efficiently. However, some earlier research focused more on industries like retail and banking, while our study looked at the property management field, where AI adoption is growing but still catching up.

- **Implications for Enterprise CRM Strategy**

The results of this study suggest that companies in Vietnam's office rental and property management industry should seriously consider using AI tools in their CRM strategies. By doing so, they can improve customer service, save time, and make better business decisions. For example, using chatbots for basic customer service allows human employees to handle more complicated tasks. Predictive analytics can help companies know what customers want before they even ask, which creates a better experience and increases customer loyalty (Jarek & Mazurek, 2019). Overall, adding AI to CRM strategies can give companies a competitive advantage.

- **Analysis of Potential Risks (Customer Trust and Data Misuse)**

Even though AI offers many benefits, it also comes with risks that companies need to think about. One of the biggest risks is losing customer confidentiality. Since AI tools

often collect and analyze large amounts of personal data, customers may worry about how their information is being used or shared. If a company misuses this data or suffers a data breach, it could seriously damage its reputation and lose customers (Columbus, 2020).

Another risk is that AI systems can sometimes feel too robotic or impersonal. While chatbots can answer questions quickly, customers might feel frustrated if they cannot speak to a real person when they have complex problems. Companies need to balance AI and human interaction to avoid losing that personal connection (Chaffey, 2022).

- **Industry-Specific Variations in AI Adoption for CRM**

Our research also found that not all industries are adopting AI in CRM systems at the same speed. In the office rental and property management sector, AI adoption is slower compared to industries like retail or banking. One reason is that real estate services often rely on building strong personal relationships, which AI cannot fully replace. Additionally, property management companies may face higher costs and challenges in setting up AI systems, especially smaller firms with limited budgets (Ghosh, 2022).

However, larger companies are beginning to invest more in AI-driven CRM tools because they see the long-term benefits. They use AI to track leads, predict market trends, and improve customer experience. As AI technology becomes cheaper and easier to use, more companies in the property management sector are expected to adopt it in the future.

- **AI-CRM Integration Steps for the Office Rental and Property Management Sector**

Integrating AI into CRM systems is a strategic move for the office rental and property management industry, where balancing technology and personal relationships is crucial. A structured approach based on the IDIC Model, Customer Lifecycle Management (CLM), and the Technology Acceptance Model (TAM) offers a practical framework for successful AI adoption.

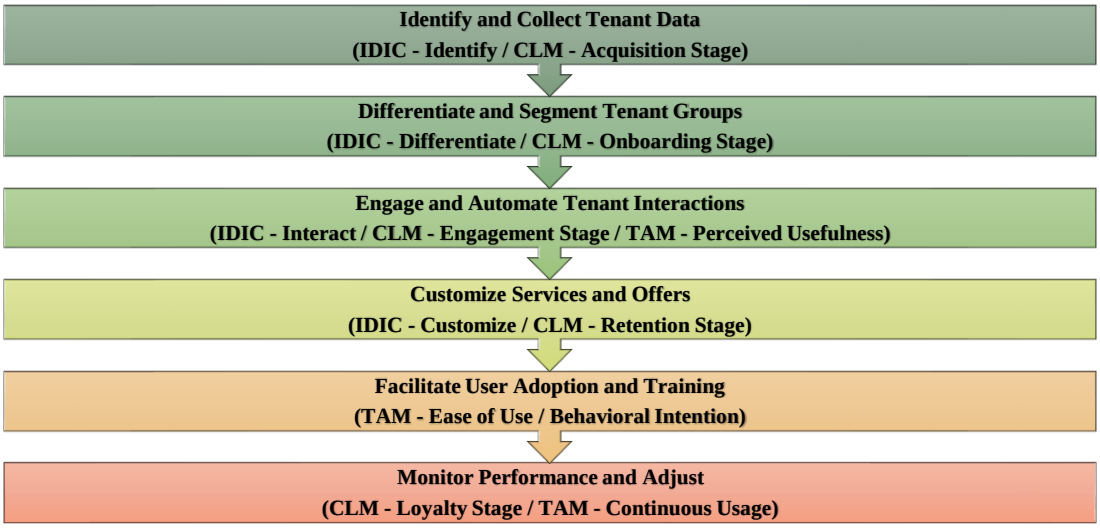

Figure 4 - Illustrative process of AI-CRM Integration

The first step in applying AI to CRM in property management is collecting detailed tenant data. This is important for both the 'Identify' phase of the IDIC Model and the

'Acquisition stage' of the Customer Lifecycle Management (CLM) model. AI tools like machine learning can analyze information from leasing applications, online inquiries, service requests, and even social media. In Vietnam, this should also include data from local real estate databases, government reports, and market studies. Having all this information helps property managers understand tenant preferences and behaviors, which makes it easier to provide services that match their needs.

Once the data is collected, the next step is to use AI to segment tenants based on their value and potential needs. This fits the 'Differentiate' phase of the IDIC Model and the 'Onboarding' stage of CLM. Predictive analytics can group tenants, such as long-term corporate clients, startups needing flexible leases, or foreign companies wanting premium services. In Vietnam, this is important because tenants include a mix of local businesses and international companies moving into fast-growing cities like Ho Chi Minh City and Hanoi.

The third step focuses on engaging tenants using AI-powered tools, which supports the 'Interact' phase of the IDIC Model and the 'Engagement' stage in CLM. It also connects with the Technology Acceptance Model (TAM), which says technology should feel useful to users. AI chatbots and virtual assistants can answer common questions, schedule maintenance, and send automatic payment reminders. In Vietnam, it is also important that AI systems can speak Vietnamese naturally and understand local culture. For example, a chatbot could help tenants request repairs or get updates without needing to contact staff directly.

After engagement, AI helps customize services based on tenant behavior, which is a key part of the 'Customize' phase of the IDIC Model and the 'Retention' stage in CLM. AI can predict when tenants might renew or end their lease. This helps property managers offer special deals, flexible contracts, or extra services. For example, AI could alert managers when a tenant's lease is almost up and suggest offering discounts or add-ons like parking or meeting rooms—common requests in Vietnam's competitive office rental market.

Another important step is making sure employees are ready to use AI-CRM systems. This matches the TAM model's focus on ease of use. Property managers and staff should be trained to use these systems confidently. In Vietnam, working with local tech companies or universities could help build the needed skills. Simple CRM dashboards, mobile apps, and regular training make sure AI helps the team, not complicates their work.

The final step is monitoring performance and making improvements, which supports the 'Loyalty' stage in CLM and encourages long-term use, as the TAM suggests. AI systems need regular checkups. Property managers should review analytics to see how satisfied tenants are, how quickly the team responds, and if occupancy rates are steady. This helps companies react to changes, like new laws or shifting market demands. For example, if data shows growing interest in co-working spaces, managers can adjust their offerings to meet that need.

By following these steps, the office rental and property management sector can leverage AI to enhance customer relationship management, improve operational efficiency,

and deliver superior tenant experiences. Integrating AI strategically while balancing automation with human interaction will position businesses for long-term success in a competitive and dynamic market.

5. Conclusions

5.1. Summary

Overall, this research found that AI is changing how companies in the property management industry manage customer relationships. Also, it offers useful information for managers and business leaders in the property management industry. By understanding how AI impacts CRM, managers can make better decisions about how to use technology to improve customer service, increase efficiency, and grow their business. One of the most important contributions is showing how AI tools can help companies build stronger relationships with their customers. By using AI chatbots and automated messaging, companies can respond quickly to customer needs, making customers feel valued and cared for. This can lead to higher customer satisfaction and help keep customers loyal, which is important for long-term business success (Chaffey, 2022).

Another important contribution is that AI helps companies make smarter decisions based on accurate data. Managers can use predictive analytics to understand what customers want, when they want it, and how much they are willing to pay. This helps companies plan better marketing strategies, price their properties correctly, and find new business opportunities. These actions can give companies a competitive edge in the market. The research also shows that AI can help property management companies work more efficiently. By automating repetitive tasks, companies can save time and money while allowing their employees to focus on important tasks that require human judgment. This creates a better work environment and helps the company run more smoothly. At the same time, the research reminds managers that while AI is powerful, it cannot completely replace human interaction. In the property management industry, personal relationships are very important. Managers need to find the right balance between using AI for efficiency and keeping the human touch to maintain trust with customers (Jarek & Mazurek, 2019).

In conclusion, this research helps managers understand the benefits and risks of using AI in CRM systems. By applying these findings, companies can make smarter decisions, improve customer service, and create better business strategies. Companies that use AI responsibly and thoughtfully will have a better chance of staying competitive and successful in the future.

5.2. Recommendations

While the use of AI-powered CRM systems in the office rental and property management industry shows strong potential, there are still important areas that need further research to ensure proper and ethical use.

First, it is important to develop AI applications that are designed specifically for this industry. Future studies should focus on creating AI-CRM tools that handle tasks like lease management, tenant retention, and space planning—areas that are unique to property management. Similar ideas were suggested by Nguyen et al. (2023), who explained that

customizing CRM systems to fit the needs of each industry is necessary. More research is also needed on how these AI-CRM systems are adopted in developing countries like Vietnam, where technology and internet access may not be as advanced as in other countries. Ghosh (2022) also pointed out that AI adoption in real estate faces different challenges and opportunities in developing regions.

Second, future research should look at how AI impacts tenant satisfaction and loyalty over time. It is important to understand how AI-CRM systems affect tenants and whether they help build long-term relationships. Studies could also explore what factors improve or damage tenant satisfaction. As suggested by Al-Mashari and Zairi (2022), understanding how useful and easy-to-use people find these systems is important because it affects whether they accept the technology.

Finally, the ethical and legal impacts of using AI in CRM systems need more attention. There are concerns about AI making biased decisions in areas like tenant screening or rental pricing. Kaplan and Haenlein (2019) explained that fairness and transparency are very important to protect trust in AI systems. Future research should also look at challenges related to data privacy laws like GDPR. As Dwivedi et al. (2021) mentioned, protecting customer data is becoming a serious concern as AI becomes more common. Setting clear ethical guidelines and ensuring compliance with data protection laws will be essential for building trust as AI becomes more integrated into CRM systems.

5.3. Limitations

Although this study provides valuable insights into the impact of AI on CRM performance in Vietnam's office rental and property management industry, it has certain limitations. The study relies solely on secondary data, which means it lacks direct input from industry professionals currently using AI-powered CRM systems. This restricts the ability to capture real-time user experiences and the practical challenges they may face. Additionally, while efforts were made to use updated and relevant sources, some data may be outdated or not fully applicable to the Vietnamese market, particularly in comparison to more technologically advanced regions. The absence of primary data collection, such as interviews or surveys, also limits the depth of analysis on human factors like user satisfaction, technology acceptance, and trust in AI tools. Also, the study mainly focused on well-known AI tools like chatbots and data analytics, and it did not go into newer AI technologies that are starting to become important. Lastly, we could not measure the exact impact of AI on business performance using numbers like customer retention rates or sales growth. These missing pieces mean the findings should be understood with care.

5.4. Future research directions

Future research should consider collecting primary data through surveys or interviews with property managers, tenants, and CRM professionals to gain deeper insights into how AI tools are perceived and used in practice. Longitudinal studies could also track changes in tenant satisfaction and retention over time as AI-powered CRM systems become more common. Additionally, there is a need to examine cross-cultural differences in AI adoption to identify context-specific strategies. For example, studying both developed and developing countries can help us see what works best in each place. Researchers could also

explore the ethical dimensions of AI in CRM, such as algorithmic bias, transparency, and compliance with data protection regulations like GDPR. Lastly, as generative AI and large language models become more integrated into CRM systems, future studies should evaluate their specific impact on communication quality, decision-making, and user trust.

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