Transformation of Customer Knowledge Management through Social CRM

Pradeep Durgam

Keywords: Customer Knowledge, SCRM, NPD

Aalto School of Economics
Chydenia Building, Runeberginkatu 22-24, Helsinki, Finland
+358403538443
pradeep.durgam@aalto.fi
2011.10.14
ABSTRACT

Customer knowledge management through Information Systems (IS) which utilize data derived from customer collaboration can complement the data extracted from analytical Customer Relationship Management (CRM) system and can be used effectively by different units within a firm. The practice of using customer knowledge can benefit the firm with vast prospects to improve customer engagement and interactions, which will in turn give an opportunity for the firm to effectively enhance its innovation capabilities through the New Product Development (NPD) process. Customer knowledge has been increasingly recognized as a key strategic resource in any firm's success. Prior research suggests that one of the NPD phases in which social systems can be of assistance is the concept testing phase, which rests upon customer knowledge in the form of feedback. Moreover, the IS research literature incorporates numerous examples on the benefits of gathering, managing, and sharing customer knowledge. However, the literature has not paid adequate notice to the mechanisms of social software-based customer knowledge management. The advantages and challenges related to the adoption and use of traditional CRM systems have been discussed widely in the prior research literature in the fields of information systems (IS) and NPD. However, the emerging forms of social CRM, which are based on the functionality of social software and designed to engage customers in collaborative conversations have not received sufficient attention to date. In particular, this study focuses on the potential benefits related to customer knowledge via social CRM and the challenges it poses for traditional CRM and business management.

In the following sections, I introduce the theoretical background for the study and provide definitions of the key concepts. Second, I discuss the issues of customer knowledge management through the SCRM approach resting on the existing research literature on knowledge management, customer relationships and information systems. Third, I present the methodological approach of the study.

INTRODUCTION

Customer Knowledge:

Knowledge management enables Customer Relationship Management (CRM) to expand from its current ‘mechanistic, technology-driven, data-oriented approach’ towards more holistic, complex, and insightful ways of developing and using customer knowledge. Customer Knowledge Management (CKM) is described as an ongoing process of generating, disseminating and using customer knowledge within an organization and between an organization and its customer. (Dewi.Sofianti; Suryadi; Govindaraju; & Prihartono, 2009)

Knowledge management in general has been of interest firms because they realize that it can contribute to their competitive advantage. Scholars have devoted resources to understand the process of knowledge sharing and acquisition due to its recognized positive impact. These works have nonetheless focused on intra-organizational knowledge management practices. (Murillo & Annabi, 2002)

There are several sources of customer knowledge. Some pertaining to structured data gathered from transactions and others from interactions with customers. (Murillo & Annabi, 2002) My research will concentrate specifically on the latter.

While data about customers are readily available through existing CRM database software
packages, data alone do not lead to customer knowledge. To be useful, managers need to transform data into customer information and integrate the information throughout the firm to develop customer knowledge. (Campbell, 2003)

**Social CRM:**

Paul Greenberg conceptualizes SCRM in the following classic definition:

“Social CRM is a philosophy and a business strategy, supported by a technology platform, business rules, processes, and social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment. It’s the company’s response to the customer’s ownership of the conversation.”

SCRM as an emerging concept has been around for sometime but is still in its nascent stage in terms of use and benefits. (Greenberg, 2010). Social CRM is just an extension of traditional CRM, not a replacement for traditional CRM. To be more specific, it is an extension of collaborative CRM described as one of the main pillars of traditional CRM (Wahlberg; Strandberg; Sundberg; & Sandberg, 2009) (Iriana & Buttle, 2006). Social CRM is few steps ahead of traditional collaborative CRM (Askool & Nakata) and can be identified as a separate entity that focuses on customer engagement generating sound and effective customer knowledge rather than customer transactional data.

SCRM is a new strategy and system that integrates Web 2.0 and the power of online communities with traditional CRM systems for encouraging the customers to play a part with the firm in making decisions that have an impact on a particular customer and creating meaningful conversation and high value relationships between firms and customers. It is clear that SCRM is not just a technology or system; it includes several elements that need to be taken into account to offer value for the firms as well as for their customers. Networking, collaboration and participation through SCRM systems must be a norm, not an expectation (Gurau, 2003)(Askool & Nakata).

SCRM is the connection of social data (wherever it is) with existing customer records (customer database) which enables companies to provide new forms of customer insight and relevant context (Woodcock;Green;& Starkey, 2011). Social networks connect people at low cost; this can be beneficial for enterprises and small and medium scale industries looking to expand their contact base.

**KEY QUESTIONS TO BE ADDRESSED**

- How can the use of social software improve customer knowledge management in a product-based business?
- How customer knowledge from collaboration can supplement the already existing knowledge within a firm and provide a better understanding of the customer needs
- The expected effects of the use of social software (SCRM) to improvise customer knowledge management in product innovation processes
- Identify the challenges of customer knowledge management in firms.
• Identify the ways a firm can capture customer knowledge through social (or collaborative) CRM systems.

**MOTIVATION**

Traditional CRM is evolving from its roots of being a transactional-based system focused on optimizing customer facing processes to a system of truly interactive, real-time interactions that leverage technology meant for collaborative and social connections with customers. Firms are going to experience a shift in CRM applications, with the rise of social CRM. The ratio of operational CRM, analytical CRM and social CRM in packaged applications will shift from 90:9:1 in 2009 to 70:20:10 by the year 2020. Therefore, there is sufficient evidence that we are on the verge of the first ever-social networking CRM (Assaad & Gómez, 2011) (Greco & White, 2009).

Social CRM is based on the ability of a company to meet the personal agendas of their customers while at the same time meeting the objectives of their own business plan. It’s aimed at customer engagement rather than customer management (Greenberg, 2010).

Collaborative platforms such as virtual communities have shown promising start for customer interaction as they possess and exchange knowledge concerning specific product domains and are often virtual meeting places for innovative users to discuss opportunities for new products and ideas for product improvement. Internet offers new simplified modes of interaction between producers and consumers on a large scale. (Fuller; Bartl; Ernst; & Muhlbacher, 2006)

Multi-media richness, global accessibility and low costs of communication and information processing facilitate the virtual integration of consumers into new product development. Despite these promising features the integration of community members right at the heart of value creation—into new product development so far has been rather neglected, particularly restricted to classical market research activities in the field of consumer goods field. (Fuller; Bartl; Ernst; & Muhlbacher, 2006)

In literature, a number of tools to interact virtually with consumers can be found but it lacks a systematic approach shedding light on how to identify qualified consumers on the Internet, how to motivate them and how to interact with them, so that they share their knowledge with producers during new product development (Fuller;Bartl;Ernst;& Muhlbacher, 2006).

It is difficult to claim its general usability. So far, there is no study indicating the effectiveness and efficiency of community based innovation for ongoing, continued consumer integration from a firm’s point of view (Fuller;Bartl;Ernst;& Muhlbacher, 2006).

SCRM is a new paradigm that aims to create meaningful conversation and high value relationships between an organization and its customers. Being customer-centric can be considered as the main rule in SCRM which means firms have to focus more on the customers and their relationships with them rather than on products or services (Askool & Nakata).

Very few organizations have a platform for collaboration (Nambisan, 2009), therefore I suggest here that SCRM can play a very crucial role and provide a platform where firms and social customers can come together and work creatively.
Use of analytical data as Customer Knowledge and it’s Pitfalls

We know traditional CRM initiatives is the process of achieving and maintaining an ongoing relationship with customers across multiple customer touch points through differential and tailored treatment of individual customers based on their likely responses to alternative marketing approaches, such that the contribution of each customer to the overall profitability of the firm is maximized (Jeffrey & Nile, 2006) (Bohling, 2006 et al). Analysis of the customer data to extract valuable knowledge is a key part of CRM. A solid analysis will provide firms with a clear picture of who their customer is and what their needs are. This customer knowledge includes patterns and trends in consumer behavior, customer preferences, migratory tendencies, life style and personal habits that will be used to predict and develop future business opportunities at a later stage (Smith, 2006).

Failures of traditional CRM initiatives due to a lack of customer knowledge focus are less well understood. CRM is equated to analytical CRM (database) primarily used for tracking transaction behavior. Few recognize its full potential as a mechanism for maintaining and developing customer loyalty through customer knowledge (Stringfellow;Nie;& Bowen.E, 2004).

Through analytical CRM, firms manage the relationship with customers by employing up-to-date information technology (IT) such as on-line data analysis, data-mining and database management in order to understand and communicate them. The expectation from this endeavor is to more articulately delineate knowledge ‘for’ customers, knowledge ‘about’ customers, and knowledge ‘from’ customers, so that a more beneficial product can be delivered to the right group of customers, to prevent product failure and to ensure commercial success (Ton.Su;Hsin.Chen;& Sha, 2006).

CRM initiatives fail to recognize the emotional component of customer behavior, resulting in technology rich but knowledge-poor outcome. With such a data-centric emphasis, instead of asking what information a firm needs for a complete picture of the customer, marketers use easily available superficial customer information without adequately probing its relevance and completeness. Their CRM databases record customer demographics and transaction numbers, but are not very revealing about people (Stringfellow;Nie;& Bowen.E, 2004).

Although a range of CRM technologies are being developed and implemented, there is little research addressing the extent of implementation of traditional CRM in providing strategic customer information – i.e. to gain customer knowledge. Research on how to incorporate analytical functions into operational and strategic CRM has been limited and the conceptualization of such systems tends to be general and vague. (Xu & Walton, 2005).


Analytical CRM approach is not able to convert information to knowledge, because knowledge is always related to a person or a group of people. Customer knowledge generated has to be integrated into that organization’s everyday operations and processes at the right time to benefit both the company and customer (Dewi.Sofianti;Suryadi;Govindaraju;& Prihartono, 2009).
Analytical CRM does not allow firms to know more about their customers, because data alone does not lead to customer knowledge. Indeed, managers need to transform data into customer information and integrate this information throughout the firm to develop customer knowledge. While most firms have started developing this type of customer knowledge by creating data warehouses or customer information files, not many have gained true insights. They may know more about their customers but they don’t know the customers themselves or how to attract new ones. To create useful knowledge about customers, companies need more than transaction databases (Dewi.Sofianti; Suryadi; Govindaraju; & Prihartono, 2009).

Over a decade ago there were measures taken to acquire and monitor external customer knowledge, a number of practices, instruments and measures have been suggested in the KM literature to assess customers, carry out customer satisfaction research, obtain knowledge from customers and interview customers (J. Stefanou & Sarmaniotis, 2003).

**Use of customer knowledge data obtained from analytical CRM approach in NPD process**

New product is not needed just because it is new. New product is required because it provides what the customer and the firm needs (Dewi.Sofianti; Suryadi; Govindaraju; & Prihartono, 2009). NPD requires knowledge creation and the pursuit for knowledge, and can be organized in various ways (Mild & Taudes, 2006). (In our case the knowledge evolving from the SCRM can be organized and used for the concept-testing phase).

The different NPD phase’s are opportunity identification/idea generation, Idea screening, concept development/designing, concept testing (errors or modification will return to concept development stage), beta testing and market testing-business analysis, technical implementation, commercialization.

Different researchers and firms have different number of NPD phases but revolve around the main stages. There could be many sub phases within each phase and therefore the number of phases might increase depending upon the product.

Collecting customer demographics and behavior data through analytical CRM approach makes precision targeting possible. This kind of targeting also helps when devising an effective promotion plan to meet tough competition or identifying prospective customers when new products appear (Rygielski; Wang; & C. Yen, 2002).

Data extracted about customer from analytical CRM are also used for NPD process to develop new products (Wahlberg; Strandberg; Sundberg; & Sandberg, 2009) (Gebert; Geib; Kolbe; & Riempp, 2002) (Belbaly; Benbya; & Meissonier, 2007) (Stone, 2009). Analytical CRM has been employed to systematically leverage customer-related information to better align NPD with market requirements, thereby reducing new product failure rates and improving company performance (Sunil; Narayan; & Sambamurthy, 2011) (Ernst; D. Hoyer; Krafft; & Krieger, 2009). Analytical CRM helps firms to synthesize information from all their contact points or “touch points”-including e-mail, call centers, sales and service representatives to support subsequent customer interactions as well as for product design (Sahaf; Qureshi; & Ahmed Khan, 2011).

The integration of customer knowledge into the new product development process can either be ad-hoc, temporary, or too specific and may thus only provide a restricted and less-generalizable view of the relationship between customer knowledge through analytical CRM and new product performance. (Mihaela, 2009)(Ernst; D. Hoyer; Krafft; & Krieger, 2009). The lack of an integrated view of customers, insufficient customer intelligence, inability to act on customer intelligence quickly and the lack of the awareness of the potential benefit of analytical CRM were
identified as reasons for failures to implement analytical CRM systems effectively (Xu & Walton, 2005).

**Customer Knowledge through SCRM**

The significance of customer knowledge is emphasized by a number of studies on KM. In a 1997 survey of KM practices of European and North American companies, found that 96 percent of them evaluated customer knowledge as the most important asset in maintaining competitiveness (Gibbert; Leibold; & Probst, 2002) (Sameer & Ganesh, 2006) (J. Stefanou & Sarmaniotis, 2003).

SCRM needs to be constructed around collaboration and customer engagement, not completely on traditional CRM. It is interesting to note, that, it has been argued, knowledge, unlike data or information, is embedded in people and not in information technology (J. Stefanou & Sarmaniotis, 2003).

Traditional CRM with the help of analytical CRM approach gathers customer information from customer transactions, but SCRM takes customer knowledge from customer interactions (Greenberg, 2010).

Organized interaction management offers possibilities of gaining knowledge about customers automatically via electronic media. The question of how much data about the customer an enterprise can transform into knowledge is the critical challenge when managing knowledge about the customer (Gebert; Geib; Kolbe; & Riempp, 2002).

The close contact with and knowledge of consumers will allow for greater innovation and co-creation of content and products. SCRM is a relevant and appropriate method to develop customer engagement. The way communications are planned, executed, monitored and reviewed will need to evolve to reflect the more fragmented content and the social nature of communication activities and the need to engage as well. (Woodcock; Green; & Starkey, 2011).

Traces of customer orientation have shown positive impact on new product success. Research shows that new products developed jointly with lead users are commercially more successful than new products that are not (Ernst; D. Hoyer; Krafft; & Krieger, 2009).

**SCRM & Concept Testing Stage-For case study**

Concept testing phase follows right after the concept development phase. Concept testing is an approach that aims to involve customer knowledge in the conceptual design phase, preferably known as the concept evaluation phase (Kaulio, 1998). The primary purpose of concept testing is to estimate consumer reactions to a product idea before committing to product development. Additionally, concept tests are used to determine the potential target market and how the concept might be improved (L. Moore, 1982) (Dahan & Mendelson, 2001).

Concept testing refers to a variety of marketing research-based approaches employed to assess the marketability of a product or service idea prior to its actual development. Its purpose is to provide early feedback from the market about the perceived attractiveness of a proposed new product before its development has even begun. This information can be used to evaluate the idea and as a diagnostic device to help identify what consumers do and do not like about the proposed product so the idea can be revised and enhanced to improve its appeal. In fact, because of this enhancement of value through testing some experts prefer to refer to it as concept development (L. Page & F. Rosenbaum, 1992) (Dahan & Mendelson, 2001).
The first stage of Idea Generation and Concept is focused on the identification and generation of opportunities, fresh ideas and novel concepts. External resources for this process stage are inventors, lead users, designers, engineers, other innovative community members or heavy users. Their contributions can be added to suggestions created by firm’s staff. The collection of ideas and concepts has then to be evaluated and refined in the concept testing stage. Again, internal and external resources can be consulted. Following this iterative process the most promising ideas and concepts can be selected out of a range of alternatives and then be further processed (Nambisan & A.Baron, 2007)(Fuller;Bartl;Ernst; & Muhlbacher, 2006).

The various Internet-based collaboration mechanisms, in our case SCRM are synergistic, and therefore can be employed simultaneously as part of an integrated innovation strategy, and not as independent “silos” for customer dialogue. Firms should strive to integrate all channels to create an integrated portfolio of mechanisms that they can use to pursue different forms of knowledge, for different purposes, to support different stages of the NPD process (Soukhoroukova & Spann, 2005). More specifically, the tools for front-end stages and deep customer engagement (suggestion boxes, advisory panels, virtual communities, web-based idea markets) are more relevant to the ideation and concept development stages.

The tools in the front-end stages and broad customer engagement such as online surveys, market intelligence services, web-based conjoint analysis (in our case SCRM) and listening-in techniques are more useful at the concept-testing phase in the NPD process. The synergistic usage of tools supporting concept-testing phase of the new product development is an important factor in enabling successful Internet-based collaborative innovation with customers (Sawhney;Verona;& Prandelli, 2005).

Opportunities to integrate online community members in the testing stage are recently developed methods like experimental markets for product concepts. The innovative potential of online communities can be utilized through all stages of the product innovation process (Kaulio, 1998). Literature and company examples show that online communities are a promising source of innovation that is worth integrating into new product development. Most of the time these community members are also willing to share their ideas free of cost (Fuller;Bartl;Ernst; & Muhlbacher, 2006).

Given time and cost constraints, an efficient method for testing a large number of product concepts at an early stage of the NPD process is crucial. The goal of product concept testing methods is to provide an objective managerial instrument for incorporating consumers’ assessments (Soukhoroukova & Spann, 2005).

Applied to the area of product design, social customer knowledge falls under the “Design with” category where firms design products with the customer on the social platform. Firms build a concept after successful brainstorming in the idea generation stage and evaluate the concept with their customer’s knowledge (Kaulio, 1998).

It is recommended that beta testing should not be the only method for feedback from customers, because beta feedback would arrive too late and be of little use as compared to results from earlier evaluation methods (Kaulio, 1998).

In concept testing there could be numerous opportunities for the involvement of the customer knowledge with the product. That could then lead to higher value of product related learning (Nambisan & A.Baron, 2007).

Discussions that arise through Social CRM (Alavi;Ahuja; & Medury, 2011) relate to complex product-usage problems, provide the context for customers to suggest innovative ways of product
usage, thereby influencing peer customers’ product usage as well as innovative product improvement ideas and also influencing the host firm’s product development plans.

Customers’ product involvement due to their product knowledge will influence the value they place on future product development plans of the host firm. Specifically, the more important the product is to a customer, the greater the customer’s stake in influencing the product development plans favorably. Product involvement enhances customers’ product-related curiosity in knowing the intricate and distinctive aspects of product features or their usage, (Nambisan & A. Baron, 2007) which I understand could be more evident in the concept-testing phase.

Customers’ new product preferences evolve through customer engagements with specific new product ideas, concepts, and prototypes across the stages of NPD (Belbaly; Benbya; & Meissonier, 2007).

**METHODOLOGY**

The empirical inquiry will focus on customer knowledge management in a product-based business context. The research process will be based on ‘systematic combining’ of theoretical and empirical observations following an abductive process (Dubois and Gadde, 2002). The methodological approach incorporates multi-method research using qualitative and quantitative analysis. Qualitative research is taken as the main methodological approach in this study. This research approach is selected in order to gain deeper understanding on the multifaceted socio-technical effects of customer knowledge. The empirical inquiry will be implemented as a single case study in a selected organization. For this purpose, I intend to collaborate with the NPD unit within a firm to analyze their customer knowledge management in selected parts of their NPD process. Due to the selected research focus, I would like to be engaged in the concept-testing phase within the NPD process. A combination of independent research will be based on direct interaction, analysis of data, and self-observation. Focus interviews with individuals involved in the NPD unit within the firm will also be a part of the research. In addition, secondary data will be collected through numerous expert sources and documents in order to record authentic, crisp and objective data.

**DISCUSSION AND CONCLUSION**

I started my literature review focusing on traditional CRM initiatives keeping the social aspect in mind. Through my research I found evidence that customer knowledge retrieved through analytical CRM approach is utilized to fulfill the strategic CRM process for decision making, operational CRM and also used for new product development process. Analytical CRM data is purely transactional data (historical data or current data about customers if any). I found substantial information that the analytical data has not aided firms in the NPD process to a great extent in order to design an appropriate product for the customers. Customer knowledge extracted through transactional data has not been enough for satisfying customer needs with respect to new product development. There is a possibility that the customer knowledge and data evolving from collaborative approach (SCRM) could complement the transactional data (CRM databases) and help in fulfilling the customer’s needs and at the same time designing the right product. To be more specific I considered SCRM approach to be quite effective at the concept-testing phase where the firm is ready with the concept and is willing to evaluate its concept on a collaborative platform. Aggregating analytical data and customer knowledge evolving from SCRM will help in satisfying customer needs and also help the NPD process on the whole by incorporating the aggregated customer knowledge into the concept testing phase.
IMPLICATIONS FOR MANETEI

The analysis of the economic implications of customer engagement & customer knowledge applications and loosely associated technologies such as social networking, open-source, open-content and peer-production has gained scientific attention. My area of research investigates the implications of customer knowledge and customer engagement for a firm, from a larger viewpoint for an economy and the principles underlying the economy of social technology. I agree with the argument of Don Tapscott and Anthony D. Williams represented in their book Wikinomics: How Mass Collaboration Changes Everything- The Economy Of "The New Web" Depends On Mass Collaboration.

WORKS CITED

2010 Proceedings of the World Congress on Engineering 1-6 London WCE


Alphabet Soup: How CRM, ERP, Web 2.0 & Sales 2.0 is Creating a Superior Sales Experience: A Case Study 2009 ISECON 26 1-9 Washington EDSIG

An agent-based investigation into the new product development capability 2006 Computational & Mathematical Organization Theory 13 3 315-331

An empirical investigation of the customer Knowledge creation impact on NPD Performance 2007 40th Annual Hawaii International Conference on System Sciences 1-10 Hawaii IEEE


An organizational perspective on critical success factors for customer relationship management—a descriptive case study 2009 Americas conference on information systems (AMCIS) 1-9 San FranciscoThe International Journal of Wirtschaftsinformatik

Analytical Social CRM: Concept and Tool Support 2011 24th Bled eConference eFuture: Creating Solutions for the Individual, Organisations and Society 226-241 Bled 24th Bled eConference

Application of Knowledge Management Technology in Customer Relationship Management 2003 Knowledge and Process Management X 13–17

Community based innovation: How to integrate members of virtual communities into new product development 2006 Electronic Commerce Research 57-73

Concept Testing 1982 Journal of Busmeas Research 10 279-294
Conceptual Modeling of Enterprise Application System Using Social Networking and Web 2.0 “Social CRM System” 2008 International Conference on Convergence and Hybrid Information Technology 1-8

Corporate blogs as e-CRM tools – Building consumer engagement through content management 2010 Database Marketing & Customer Strategy Management 17 2 91–105


CRM and customer service: strategic asset or corporate overhead? 2006 Handbook of Business Strategy 7 1 87 - 93


CRM at the Speed of Light: Social CRM Strategies, Tools, and Techniques for Engaging Your Customers 2010 Manassas Virginia USA The McGraw-Hill Companies

CRM Implementation: Effectiveness Issues and Insights 2006 Journal of Service Research 9 2 184-194

2004 CRM: Profiting from understanding customer needs The Garvin School of International Management Marketing & Operations Management Glendale Business Horizons


Customer knowledge management 2002 Journal of the Operational Research Society 875-884

Customer Knowledge Management In New Product Development 2009 APIEMS 14-19


Customer Relationship Management: A Strategic Perspective 2009 Journal Of Business Market Management 7-27


Customer, consumer and user involvement in product development: A framework and a review of selected methods 1998 Total Quality Management & Business Excellence 141-149

Data mining techniques for customer relationship management 2002 Technology in Society 483-502


ECRM Using Online Communities 2011 The IUP Journal of Marketing Management X 1 35-44


Five Styles of Customer Knowledge Management, and How Smart Companies Use Them To Create Value 2002 European Management Journal 20 5 459-469

Gaining customer knowledge through analytical CRM 2005 Industrial Management & Data Systems 105 7 955-971

How Information Management Capability Influences Firm Performance 2011 MIS Quaterly 3 5 237-256

Knowledge Management Approaches in Portal-Based Collaborative Enterprises 2009 Informatica Economica 13 4 32-39

Knowledge management in a collaborative business framework 2006 Information Knowledge Systems Management 171-181

Knowledge Management: The fundamental component for delivery of quality 2008 Total Quality Management 19 9 987-996


2005 New Product Development With Internet-Based Information Markets: Theory And Empirical Application Johann Wolfgang Goethe-UniversityMertonstrDeutsche Forschungsgemeinschaft (DFG)


Relation-Specific Capabilities And Barriers To Knowledge Transfers: Creating Advantage Through Network Relationships 2006 Strategic Management Journal 701-719

Scoping Study to Identify Factors Influencing the Acceptance of Social CRM ICMIT 1055-1060 Reading IEEE

Social CRM as a business strategy 2011 Database Marketing & Customer Strategy Management 18 1 50–64

Social Network in marketing (Social Media Marketing) Opportunities and Risks 2011 International Journal of Managing Public Sector Information and Communication Technologies (IJMPICT) I 1 13-22

Sources, uses, and forms of data in the new product development process 2004 Industrial Marketing Management 657–666
Staying customer-focused and trusted: Web 2.0 and Customer 2.0 in financial services 2009 *Database Marketing & Customer Strategy Management* 16 2 101-131

Strategic, Operational, and Analytical Customer Relationship Management: Attributes and Measures 2006 *Journal of Relationship Marketing* V (IV) 23-41

Systematic Combining: An Abductive Approach to Case Research 2002 *Journal of Business Research* 553-560

Tailoring e-service quality through CRM 2003 *Managing Service Quality* 13 6 520-531

The customer as co-producer 1996 *European Journal of Marketing* 6-19

The Internet As A Platform For Customer Engagement In Product Innovation 2005 *Journal Of Interactive Marketing* 19 4 4-17

The role of multichannel integration in CRM 2004 *Industrial Marketing Management* 527–538

The role of multichannel integration in CRM 2004 *Industrial Marketing Management* 527–538

The role of tacit knowledge in innovation processes of small technology companies 2002 *International Journal of Production Economics* 57-64


*Total relationship marketing* 2002 Stockholm Oxford: Butterworth-Heinemann/Chartered Institute of Marketing


Trends, Topics & Under-researched areas in CRM research 2009 *International Journal of Public Information Systems* III 191-208

Understanding customer relationship management (CRM) People, process and technology 2003 *Business Process Management* 9 5 672-688


What makes for CRM system success or failure? 2008 *Database Marketing & Customer Strategy Management* 68–78