

Creating customer knowledge competence:
managing customer relationship
management programs strategically.

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Industrial Marketing Management

Volume 32, Issue 5, July 2003, Pages 375-383

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[https://doi.org/10.1016/S0019-8501\(03\)00011-7](https://doi.org/10.1016/S0019-8501(03)00011-7)

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Abstract

While increasingly demanding customers have prompted many firms to implement customer relationship management (CRM) programs, little is known about the internal processes that assist organization-wide learning about individual customer relationships. This research proposes a conceptual framework about the internal processes involved in creating customer knowledge competence, which allow firms to strategically manage their CRM programs. The framework is discussed based on five case studies of Canadian financial services firms that have implemented customer relationship programs.



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Keywords

Customer relationship management; Customer knowledge competence; Organizational learning

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