

The development and diffusion of customer relationship management (CRM) intelligence in business-to-business environments.

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Industrial Marketing Management

Volume 42, Issue 6, August 2013, Pages 855-861

The development and diffusion of customer relationship management (CRM) intelligence in business-to-business environments

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<https://doi.org/10.1016/j.indmarman.2013.06.004>

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Highlights

â€¢ Firms' wide use of customer relationship management (CRM) systems has accumulated massive customer data libraries.

â€¢ CRM data libraries are generally in the form of sophisticated relational databases.

â€¢ Managers have frequently ignored or poorly utilized the data in CRM libraries for development of market strategies.

- â€¢ A poor understanding of this data, combined with poor data management, is responsible for limited managerial application of CRM data.
- â€¢ There are ways for managers to guide the development of processes and tools to utilize CRM data for sophisticated market analysis.

Abstract

CRM data is among the most important and comprehensive information available to management in many organizations. This is particularly the case in business-to-business marketing, where the firm's extended working relationship with its customers is frequently crucial for the maintenance of a healthy business. However, in many instances management has treated CRM data as highly specific to its client relationships and has therefore neglected to analyze this information across market segments, customer categories, and customerâ€“firm relationship forms in order to draw meaningful conclusions for driving business decisions.

The authors present a method for effectively classifying CRM information in ways that may help guide management decisions. This can lead to an improved understanding of the in-forming process in the firm's dealings with its clients, the directionality of customerâ€“firm decision-making, the key decision drivers across deals, and the historical record of the firm's relationship with its customers. The end result will be an improved use of valuable historical information for establishing competitive strategies and the related programs and policies for retaining and growing the firm's customer base and other elements of the firm's value delivery network.



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Keywords

Customer relationship management; Customer databases; Customerâ€“supplier information; Data-driven decision-making

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Dr. Stein has held various positions at Siemens Corp., including director of strategic planning, vice president of marketing and managing director. For the past seven years he served as an assistant professor of management at Temple University and Goucher College. His research interests include customer relationship management, marketing management, business strategy and international marketing. In 2005, he received two grants from Temple's Center for International Business Education and Research (CIBER).

Dr. Michael F. Smith is an Associate Professor of Marketing at Temple University's Fox School of Business. Professor Smith's research has appeared in several national proceedings and academic journals such as the Journal of the Academy of Marketing Science, Journal of Personal Selling and Sales Management, Journal of Marketing Channels, Industrial Marketing Management, Psychology and Marketing and Psychological Reports. Professor Smith's research and expertise are frequently quoted in the local Philadelphia media. As a marketing consultant, he has conducted several studies and seminars for firms in the Philadelphia and New Jersey area. His research interests include distribution networks and supply chain management, marketing strategy, business-to-business marketing, pricing management and e-commerce.

Dr. Lancioni is one of the world's leading authorities on Supply Chain Management. In addition, he has conducted substantial research in the areas of pricing, customer relationship management and marketing management. He has published over 100

relationship management, and marketing management. He has published over 100 articles and referred proceedings and has written several monographs in the areas of supply chain management and marketing. He is on the editorial boards of the leading journals in supply chain management and pricing. Internationally, he has lectured in Europe, Japan, South America, Australia, Indonesia, England, Singapore, Malaysia, Canada, Central America, Poland, Italy, Ireland, Russia, China and Ghana on supply chain management and marketing. His current research focuses on the impact of the Internet on supply chain management and the changing role of customer service in firms. He is the recipient of the international logistics award "The Eccles Medal" given by the Society of Logistics Engineers for his contributions to the field of logistics management and education.

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Connecting customer relationship management systems to social networks, in this regard, it should be emphasized that the Ecliptic transforms viscous behavioral targeting.