

CRM Systems in Industrial Companies: Intra- and Inter-Organizational Effects

Andrea Perna, Enrico Baraldi



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CRM Systems in Industrial Companies contributes new knowledge on Customer Relationship Management (CRM) in the field of industrial marketing. Based on an in-depth case study, this book highlights the complexity and challenges in the development, implementation and use of CRM. This book proposes an alternative conceptualization of CRM: relying on the industrial marketing and purchasing (IMP) perspective, CRM becomes a socio-technical "resource" which needs to be connected to the other resources before it can create effects on customer relationships. Featuring an extensive case study of an internally developed CRM system, the book unveils the non-linear and unpredictable nature of implementing and using CRM. Having installed the CRM system is no guarantee that it will be utilized and create effects on customer relationships. As this book demonstrates, CRM can contribute value only if it becomes interfaced with individual users, and with intra- and inter- organizational context of use. More precisely, in order to produce positive effects, CRM has to match the individual user's specific information needs and attitude toward IT; it has to be supported by high internal coordination between organizational units; and it has to match the history and logic of the external relationships to which it is applied. By highlighting these demanding conditions, this book reveals how truly challenging it is to extract value from CRM systems.

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