

Customer Knowledge Management: A Systematic Literature Review and Agenda for Future Research

Victoria Yousra Ourzik

University of Paris Dauphine-PSL, Paris, France

yousra.ourzik@dauphine.eu

Abstract: Purpose - Reviewing the literature from 2000 until 2020, this paper aims to analyse the nature of existing research on customer knowledge management (CKM) and outlines a future research agenda. **Design/methodology/approach** – Selected articles on CKM are examined using a structured literature review methodology. The paper analyses 75 articles published from 2000 to 2020 within journals specializing in the fields of management, information systems and marketing. **Findings** – CKM is a research area of growing importance especially in the marketing and IS domains. Findings show different definitions of the construct depending on the examined field. Additionally, qualitative research on customer knowledge management is scarce and there seems to be a lack of understanding concerning CK creation, collection, transfer, and dissemination within the firm. **Originality/value** – The paper integrates the literature on CKM within a framework that links the antecedents, consequences, and moderators. Finally, the review identifies 3 research streams to extend the literature and outline key practical implications: implementation, firm performance and, customer engagement. Paper type - Literature review

Keywords: systematic literature review; customer knowledge management; antecedent; moderators; consequences; research agenda

1. Introduction

First used in 1995 by Andrew Orent in the banking sector, the notion of "customer knowledge" (CK) has become increasingly popular in management literature. Today, customer knowledge is a central concept in business management. According to a Google Scholar search conducted in May 2021, the term "customer knowledge" was cited in 37400 references. Publications on the subject find their application in various fields, especially, management, information systems and marketing.

Customer knowledge is an essential asset for organizations (Kohli & Jaworski, 1990) and consumers are constantly changing (Stuart-Menteth et al., 2006). To organizations, it is crucial to capture those changes and adapt to them. The consumer is deemed to be "individualistic" in the 1980s, "hedonistic" in the 1990s and "creative" in the 2000s. Today, consumers are considered active "co-creators", capable of agency in their market (Cova & Cova, 2009; Leclercq et al., 2016). Hence the importance of developing customer knowledge management for researchers and practitioners alike. By proposing a systematic review of the literature covering twenty years of research on the subject, this article paints a comprehensive and up-to-date picture on customer knowledge management. Based on 75 articles published in major academic journals, this review seeks to contribute to the theoretical foundations of the construct of CK and provide an agenda for future research. Through this systematic review of the literature, we seek to answer the following questions:

RQ1. How is the CKM literature developing?

RQ2. What are the antecedents and consequences of CKM investments?

RQ3. What is the future of CKM research?

The paper is structured as followed. First, we examine the number of articles published on CK, the methodology used and their research field. Second, we propose a transdisciplinary definition of the construct. Third, we integrate the literature on CK into a framework that links the antecedents, consequences, and moderators. In closing, we propose an agenda for future research and managerial implications from this body of research.

2. Methodology

The Systematic Literature Review (SLR) has been introduced in management research as a methodology for literature review to develop a scientific synthesis in response to a specific question. The SLR differs from the traditional narrative review in the sense that it adopts a transparent, scientific, and reproducible process that aims to minimize bias (Tranfield et al., 2003). The choice of a systematic type of literature review is due to the desire to synthesize the state-of-the-art on customer knowledge to create a solid understanding as well as foundations for future research. We conduct the searches using EBSCO. The EBSCO catalog contains 375 multidisciplinary databases and covers a wide range of academic subjects. The first query on the EBSCO search

Table 1: Top publication outlets and their respective number of articles on customer knowledge management

Name of the journal	Year of publication																			Total		
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018		2019	2020
Business Process Management Journal						1															1	4
Decision Support Systems		1																			1	5
European Journal of Marketing														1							1	2
European Management Journal			1																		1	3
Industrial Marketing Management											1										2	7
Information & Management																						2
International Journal of Information Management																						2
International Journal of Technology Management																						3
Journal of Business & Industrial Marketing																						2
Journal of Business Research																						4
Journal of Consumer Psychology																						4
Journal of International Marketing																						5
Journal of Knowledge Management																						5
Journal of Marketing																						4
Journal of Marketing Management																						4
Journal of Product Innovation Management																						2
Journal of Retailing																						2
Journal of Service Research																						3
Journal of Services Marketing																						3
Journal of the Academy of Marketing Science																						1
Management Science																						6
Marketing Science																						1
MIS Quarterly																						1
Strategic Management Journal																						2
TECHNOLOGICAL INNOVATION																						3
Total	1	4	2	3	3	10	2	2	4	4	4	3	2	4	5	1	4	2	3	8	4	75

Figure 2 summarizes the research methods most commonly used. Sixty-two articles followed quantitative empirical methodology and explored hypotheses and variables in relationship with customer knowledge management. Qualitative research based on in-depth interviews and content analysis is used less frequently in customer knowledge. Only thirteen articles in the selected corpus used qualitative methodology.

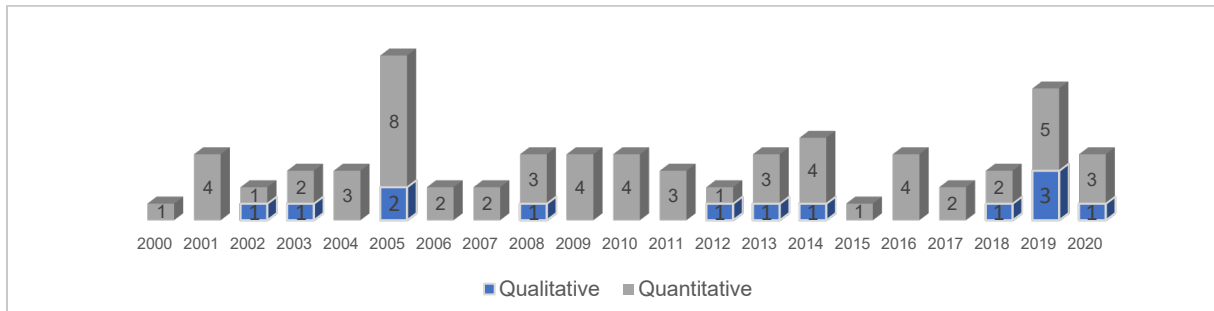


Figure 2: No. of articles published per research method

Figure 3 illustrates the distribution of the number of articles on customer knowledge by research field. Marketing remains the main research field (53% of total publications), followed by Information Systems (35%), and Management (12%).

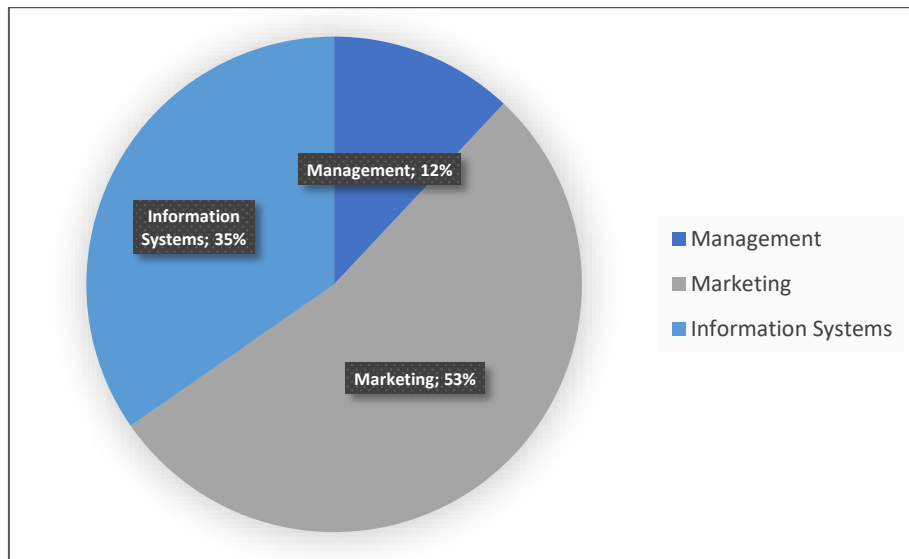


Figure 3: No. of articles published on CKM by category

Through our analysis, we identified different theoretical lenses used in customer knowledge management research (see Table 2). Of all papers we analysed, eight papers used either resource-based view, knowledge-based view or both, two used service dominant logic, social cognitive theory, relational view and social capital theory. A small percentage of the remaining papers apply theories such as Information-processing theories of choice, Microfoundation research and Consumer learning theories. Most of the customer knowledge studies neither specifically mention any theoretical framework nor use subjectively elements and concepts of various theories.

4. Conceptualization

After careful examination of the literature, it appears that definitions given to customer knowledge (CK) and customer knowledge management (CKM) are fragmented and vary from one article to another. Table 3 illustrates definitions of customer knowledge, as they appeared in the literature, in a chronological order.

Table 2: Theories used in customer knowledge management articles

Theory	Art icle s	References
Resource based view	8	(Auh & Menguc, 2006; Campbell, 2003; Garrido-Moreno et al., 2014; Gibbert et al., 2002; Jayachandran et al., 2004b; Khodakarami & Chan, 2014; Lopez-Nicolas & Molina-Castillo, 2008; Ray et al., 2005)
Knowledge based view	8	(Cui & Wu, 2016; Garrido-Moreno et al., 2014; Goyal et al., 2020; Jayachandran et al., 2004; Massey et al., 2001; Salomann et al., 2005; Stein & Smith, 2009; Yli-Renko et al., 2001)
Service dominant logic	2	(Mahr et al., 2014; Santos-Vijande, López-Sánchez, et al., 2016)
Social cognitive theory	2	(Homburg et al., 2009; Tang & Marinova, 2020)
Information-processing theories of choice	1	(Capraro et al., 2003)
Microfoundation research	1	(Tang & Marinova, 2020)
Consumer learning theories	1	(Lu & Vir Singh, 2017)
Relational view	2	(Tang & Marinova, 2020; Yli-Renko et al., 2001)
Social capital theory	2	(Yli-Renko et al., 2001; H. Zhang et al., 2020)

Table 3: Definitions of customer knowledge in the literature

Definition	Authors
Customer knowledge management is about gaining, sharing, and expanding the knowledge residing in customers, to both customer and corporate benefit.	(Gibbert et al., 2002)
Customer knowledge development (...) is, the development of an understanding of customer preferences.	(Joshi & Sharma, 2004)
Customer knowledge refers to the activities within an organization focused on the generation, analysis, and dissemination of customer-related information for the purpose of strategy development and implementation.	(Jayachandran et al., 2004)
CKM is the application of knowledge management (KM) instruments and techniques to support the exchange of knowledge between an enterprise and its customers enabling the company to make appropriate strategic business decisions.	(Lopez-Nicolas & Molina-Castillo, 2008)
Customer knowledge – comprising knowledge about and from customers (...)	(Chari et al., 2016)
Customer knowledge refers to the knowledge about customer's needs, preferences, and behaviors.	(Tang & Marinova, 2020)

Definitions in **Table 3** suggest a dual perspective between customer and organization. On the one hand, CK is the knowledge organizations gather on their customers (Chari et al., 2016; Gibbert et al., 2002; Jayachandran et al., 2004a; Joshi & Sharma, 2004; Tang & Marinova, 2020). On the other hand, CK is the knowledge customers have on the product or organization (Puligadda et al., 2010). More in line with the first meaning, researchers distinguish between knowledge *from* customers (Chari et al., 2016; Gibbert et al., 2002; Jayachandran et al., 2004a) and knowledge *about* customers (Chari et al., 2016; Jayachandran et al., 2004a; Joshi & Sharma, 2004; Tang & Marinova, 2020). The first focuses on information collected *from* customers for instance on product usage conditions or competition during interviews or on social media. The latest focuses on psycho-demographic and behavioural information collected *about* customers during their customer journey for CRM purposes.

Building upon this, we propose that *customer knowledge is a multidimensional construct that encompasses (1) knowledge received from customers, (2) knowledge collected about customers and (3) knowledge created for customers. CKM refers to all activities that aim at enhancing customer knowledge collection, generation, and dissemination within the organization.*

5. Theoretical framework

The CK transfer is a two-way information flow involving both organizations and customers. It can flow from customers to organizations or from organizations to customers. Note that customers also create and exchange knowledge when they interact with one another about the product or the organization (**Figure 4**). In this section we aim at investigating factors influencing CKM. To that end, we integrate CK literature in a theoretical model linking antecedents, consequences, and moderators (**Figure 4**).

5.1 Antecedents

Review of the selected studies indicates 4 antecedent factors to CKM (**Figure 4**). *CKM strategy* is highlighted by researchers as a key antecedent factor (Cui & Wu, 2016). This management strategy embodies customer knowledge as a value creating asset. Customers are considered knowledge partners and efforts to acquire, analyse, and diffuse CK inside the organization are encouraged. Senior management needs to be committed to CKM and define a clear communication line, both horizontally and vertically, so that knowledge from, for and about customers flows between persons holding the same position as well as between supervisors and subordinates. Joshi & Sharma (2004) add that given the evolving state of CKM activities, organizations must be strategically flexible when assigning budgets to them. The precise estimation of a budget is problematic, thus, granting access to resources other than the initial budget is a requirement for effective customer knowledge development.

Employees play a major role in providing information to customers and collecting knowledge *from and about* them. That is especially the case for front-line employees (Joshi & Sharma, 2004; Santos-Vijande, López-sánchez, et al., 2016). The ability of a customer-facing employee to collect CK depends on two variables : competence and motivation (Homburg et al., 2009b; Menguc et al., 2013). Menguc et al. (2013) scrutinized the case of customer-facing salespeople to study the link between task and gratification. How salespeople combine their efforts, share information with each other, and create customer knowledge is a result of the task-outcome interdependency. For those reasons, the authors recommend (1) tying individual salespeople's rewards to the team's performance and (2) creating a team structure that has both high task and outcome interdependence.

Next, *organizational support* appears as a third antecedent factor to CKM. Information systems literature insists on the implementation of business intelligence infrastructures such as CRM and other software and hardware systems to facilitate customer data collection, processing, and dissemination within the organization (Piccoli & Yves, 2005). On the other hand, marketing literature insists on the ability to recognize and measure the value of customer knowledge (Yli-Renko et al. 2001).

The last driver of CKM raised by the review is *inter-functional cooperation* (Menguc et al., 2013; Mithas et al., 2011). CKM is transdisciplinary and many departments within the organization intervene in activities of knowledge acquisition, analysis, and diffusion. Menguc et al. (2013) encourage firms to pay close attention to cross-functional coordination. Should employees acquire CK, they need to be able and willing to share it with others (Yli-Renko et al. 2001). According to Mithas et al. (2011) among all other functions, knowledge exchanged between customer service and IT is the most critical and should be facilitated.

5.2 Consequences

It is reasonable to argue CKM is not the ultimate goal for organizations but rather a means to an end (Salojärvi et al., 2010), that is, market performance. Based on our analysis, organizations may expect many consequences from CKM implementation. Existing research points at customer satisfaction, customer relationship, sales and new product development (NPD) performance. And also, technological distinctiveness, innovation acceptance and fastest decision-making process (**Figure5**).

The current environment is characterized by a paradigm shift insofar as CKM is not about creating value *for* customers; rather, it is about co-creating value *with* customers. Traditionally, companies perceived customers as passive recipients of their offerings (Mahr et al., 2014). CKM requires to consider customers as active partners who can participate in the firm's process of value creation (Mahr et al., 2014).

CKM positively influences *customer relationships*, *sales* (Menguc et al., 2013), and *customer satisfaction* (Homburg et al., 2009). By analysing collected data on customers, organizations develop their understanding of existing customers needs, as well as future market trends (Santos-Vijande, López-sánchez, et al., 2016). As a

consequence, CKM influences positively on customer satisfaction (Homburg et al., 2009b; Lu & Vir Singh, 2017; Puligadda et al., 2010) and improves *NPD performance* (Joshi & Sharma, 2004; Mahr et al., 2014; Tang & Marinova, 2020; Yli-Renko et al., 2001).

Lu and Vir Singh (2017) examined the case of customer support platforms. According to the researchers, companies would gain much at offering their clients crowdsourcing customer service. A crowdsourced (or collaborative) customer service is a platform in which clients can ask questions and they are answered by more experienced customers who share their experience. This type of platform benefits to both companies, that can collect customer experience information and save on moderating costs, and clients, as they can have quicker responses to their requests (Lu & Vir Singh, 2017). In line with this, customer knowledge process, by enhancing awareness of customer needs, is likely to ensure that the *decision-making process is faster* (Jayachandran et al., 2004). More specifically, the capacity to respond to a customer query depends on two variables: expertise and speed. Customer knowledge is positively associated with these two variables and reduces risk-taking in the response to the customer (Jayachandran et al., 2004a; Lu & Vir Singh, 2017).

Customers, as current and future buyers, are the most important external source of knowledge for the innovation process (Prahalad and Ramaswamy, 2004). Information acquired from customer interactions allows organizations to develop knowledge on technical specificities of the product and increase their capacity to conceive products that are significantly different from competition (Yli-Renko et al., 2001). For those reasons, CKM is said to be a facilitator of *technological distinctiveness* (Bonner et al., 2004; Yli-Renko et al., 2001) and *innovation acceptance* (Joshi & Sharma, 2004; Mahr et al., 2014; Santos-Vijande, López-sánchez, et al., 2016).

5.3 Moderators

We distinguish 3 moderators that influence the link between CKM antecedents, CK transfer process and CKM consequences (**Figure 4**). First, the frequency of interaction with the customer (Yli-Renko et al., 2001). Second, the nature of the exchanged knowledge (Cui & Wu, 2016). Third, information available to customers on alternative options (Capraro et al., 2003).

The extent to which a firm can acquire knowledge depends on: (1) the ability to recognize and assess the value of the knowledge, (2) repeated interaction with the customer and (3) willingness to share information (Yli-Renko et al., 2001). Social interaction increases the process of information acquisition. So, the more organizations interact with customers the more knowledge they can expect to get.

CK transfer process relies on a two-way information flow involving both organizations and customers (Figure 4). The knowledge can be exchanged between customers. It can flow from customers to organizations or, the other way around, from organizations to customers.

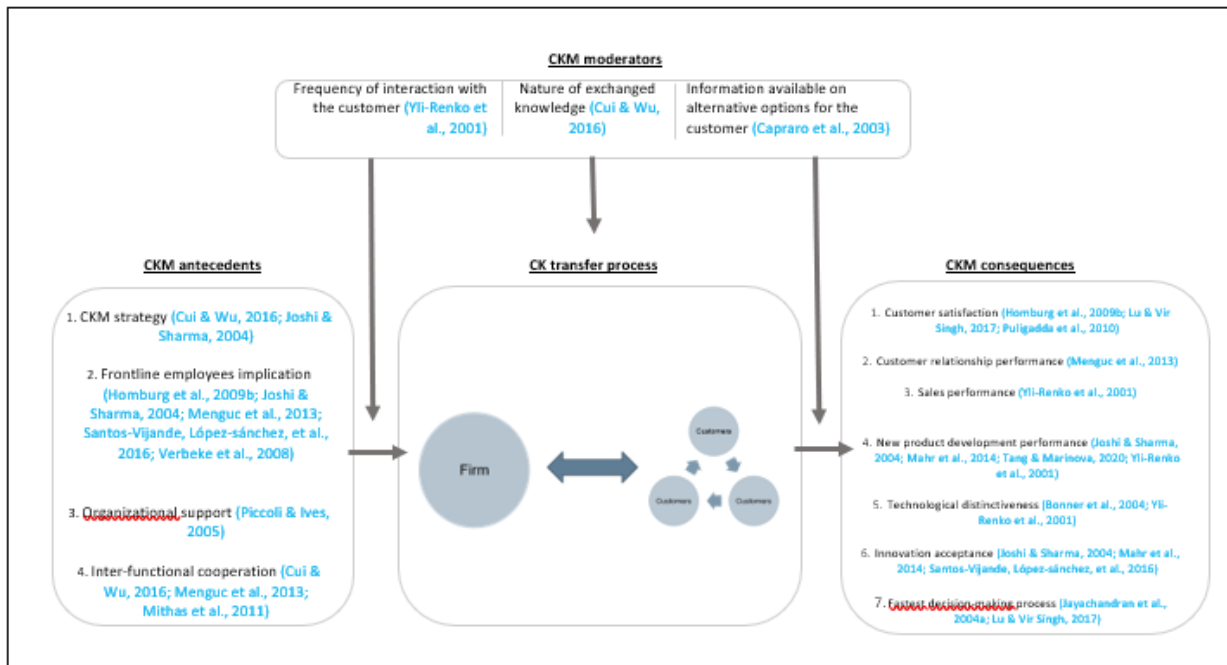


Figure 4. Theoretical framework

6. Conclusion

6.1 Research agenda

Based on the coding of the selected articles, we can extract various avenues for future research. **Table 3** synthesises a research agenda regarding customer knowledge management. Overall, researchers call for more qualitative and longitudinal research on the effects of customer knowledge (Auh & Menguc, 2006; Tang & Marinova, 2020; Yli-Renko et al., 2001). This supports findings in **Figure 2** as out of 75 articles composing the corpus, only 15% make use of qualitative methodology.

We encourage future researchers to explore the different stages of CKM implementation. More precisely, what are the monetary and temporal investments required for companies to establish CKM processes? Also, future studies should examine more closely the links between CKM and firm performance. For instance, one aspect is the use of CKM in digital environments (Jaziri, 2019). Lastly, very little research has been carried out about the link between CKM development and customer trust. Organizations should understand not just how to implement it but also how customers feel regarding the way their information is used. Subsequently, future studies could examine the role of trust (Tang & Marinova, 2020) and the factors that foster customers' participation in the customer knowledge development (Joshi & Sharma, 2004).

6.2 Contributions

This literature review integrates twenty years of research on customer knowledge. In this article, we propose a transdisciplinary review of the construct. The research is based on a careful analysis of 75 articles published between 2000 and 2020. Each article is in the A*, A or B category of the ABDC quality list. To keep our analysis tractable, we focused solely on three business categories: (1503) Management, (1505) Information Systems, and (806) Marketing. We analysed the frequency of publications to see how dynamic research on CKM is, and we note that the pace is steady and continuous. We examined the source of the selected articles, only to find out CK is mainly a marketing and IS construct as 90% of published articles on CK come from either marketing or IS literature. Next, the content analysis of the corpus (985 pages) sheds a light on the numerous definitions given to CK. Definitions coded in the literature are fragmented and contain some nuances. Thus, we propose an integrative and unified definition of the construct. Then, the SLR integrates literature about CK on a theoretical model linking antecedent factors, consequences, and moderators. Lastly, the systematic literature review concludes with a research agenda which highlights avenues for future research.

6.3 Limitations

Despite the systematic approach based on content analysis, this research work has a certain limitation. In order to guarantee the quality of the review, corpus selection was restricted to top academic journals only. Scholars should keep in mind that other articles on customer knowledge management exist outside of this scope and could provide valuable and complementary insights on the studied construct. We hope this article provides an added value to both researchers and encourages them to pursue more research on this prevailing topic.

Table 3: Suggested future research questions

No.	Research stream	Future research questions	Authors
1.	Implementation	Co-creation takes place at several stages of the new product development process. More specifically, what is its role at each stage?	(Z. Zhang, 2011)
2.		How does an organization build market-sensing capabilities? What are the antecedents to market response capabilities that allow an organization to maintain long-term relationships with customers?	(Jayachandran et al., 2004)
3.		How is the assimilation phase of the acquired knowledge articulated?	(Yli-Renko et al., 2001)
4.		What are the monetary and temporal investments needed for firms to develop CKM?	(Mahr et al., 2014)
5.	Firm performance	How to develop customer knowledge to generate disruptive innovations?	(Johansson et al., 2019)
6.		How is customer experience knowledge used in digital environments? How do managers voice their knowledge of customer experience?	(Jaziri, 2019)
7.		What is the causality between customer orientation and organizational performance (employ longitudinal data)?	(Auh & Menguc, 2006)
8.		What is the impact of CKM strategy on key accounts performance (B2B)	(Chari et al., 2016)
9.	Customer engagement	What role does trust play in knowledge transfer? How can the norm of reciprocity affect the sharing of knowledge between clients, within the organization and finally between client and organization?	(Tang & Marinova, 2020)
10.		To what extent are customers' views different from the way things are done inside organizations?	(Gibbert et al., 2002)
11.		Which factors foster customers' participation in the process of customer knowledge development?	(Joshi & Sharma, 2004)
12.		How do customer-related factors moderate the main effects of organizational actions on customer knowledge development?	(Joshi & Sharma, 2004)

References

- Auh, S., & Menguc, B. (2006). Diversity at the executive suite: A resource-based approach to the customer orientation - Organizational performance relationship. *Journal of Business Research*, 59(5), 564–572. <https://doi.org/10.1016/j.jbusres.2005.10.006>
- Bonner, J. M., Walker, O. C., & Jr, A. (2004). *Selecting Influential Business-to-Business Customers in New Product Development: Relational Embeddedness and Knowledge Heterogeneity Considerations*. 155–169.
- Campbell, A. J. (2003). Creating customer knowledge competence: Managing customer relationship management programs strategically. *Industrial Marketing Management*, 32(5), 375–383. [https://doi.org/10.1016/S0019-8501\(03\)00011-7](https://doi.org/10.1016/S0019-8501(03)00011-7)
- Capraro, A. J., Broniarczyk, S., & Srivastava, R. K. (2003). Factors influencing the Likelihood of customer Defection : The Role of Consumer Knowledge. *Journal of the Academy of Marketing Science*, 31(2), 164–175.
- Chari, S., Tarkiainen, A., & Salojärvi, H. (2016). Alternative pathways to utilizing customer knowledge: A fuzzy-set qualitative comparative analysis. *Journal of Business Research*, 69(11), 5494–5499. <https://doi.org/10.1016/j.jbusres.2016.04.160>
- Cova, B., & Cova, V. (2009). Les figures du nouveau consommateur : une genèse de la gouvernamentalité du consommateur. *Recherche et Applications En*, 24(3).
- Cui, A. S., & Wu, F. (2016). Utilizing customer knowledge in innovation: antecedents and impact of customer involvement on new product performance. *Journal of the Academy of Marketing Science*, 44(4), 516–538. <https://doi.org/10.1007/s11747-015-0433-x>

- Garrido-Moreno, A., Lockett, N., & García-Morales, V. (2014). Paving the way for CRM success: The mediating role of knowledge management and organizational commitment. *Information and Management*, 51(8), 1031–1042. <https://doi.org/10.1016/j.im.2014.06.006>
- Gibbert, M., Leibold, M., & Probst, G. (2002). Five styles of Customer Knowledge Management, and how smart companies use them to create value. *European Management Journal*, 20(5), 459–469. [https://doi.org/10.1016/S0263-2373\(02\)00101-9](https://doi.org/10.1016/S0263-2373(02)00101-9)
- Goyal, S., Ahuja, M., & Kankanhalli, A. (2020). Does the source of external knowledge matter? Examining the role of customer co-creation and partner sourcing in knowledge creation and innovation. *Information and Management*, 57(6), 103325. <https://doi.org/10.1016/j.im.2020.103325>
- Homburg, C., Wieseke, J., & Bornemann, T. (2009a). Implementing the Marketing Concept at the Employee-Customer Interface: The Role of Customer Need Knowledge. *Journal of Marketing*, 73(4), 64–81. <https://doi.org/10.1509/jmkg.73.4.064>
- Homburg, C., Wieseke, J., & Bornemann, T. (2009b). Implementing the Marketing Concept at the Employee – Customer Interface : The Role of Customer Need Knowledge. *Journal of Marketing*, 73(July), 64–81.
- Jayachandran, S., Hewett, K., & Kaufman, P. (2004a). Customer Response Capability in a Sense-and-Respond Era : The Role of Customer Knowledge Process. *Journal of the Academy of Marketing Science*, 32(3), 219–233.
- Jayachandran, S., Hewett, K., & Kaufman, P. (2004b). Customer response capability in a sense-and-respond era: The role of customer knowledge process. *Journal of the Academy of Marketing Science*, 32(3), 219–233. <https://doi.org/10.1177/0092070304263334>
- Jaziri, D. (2019). The advent of customer experiential knowledge management approach (CEKM): The integration of offline & online experiential knowledge. *Journal of Business Research*, 94(September 2017), 241–256. <https://doi.org/10.1016/j.jbusres.2018.05.029>
- Johansson, A. E., Raddats, C., & Witell, L. (2019). The role of customer knowledge development for incremental and radical service innovation in servitized manufacturers. *Journal of Business Research*, 98(February), 328–338. <https://doi.org/10.1016/j.jbusres.2019.02.019>
- Joshi, A. W., & Sharma, S. (2004). Customer Knowledge Development : Antecedents and Impact on New. *Journal of Marketing*, 68(October), 47–59.
- Khodakarami, F., & Chan, Y. E. (2014). Exploring the role of customer relationship management (CRM) systems in customer knowledge creation. *Information and Management*, 51(1), 27–42. <https://doi.org/10.1016/j.im.2013.09.001>
- Kohli, A. K., & Jaworski, B. J. (1990). Market Orientation : The Construct , Research Propositions and Managerial Implications. *Journal of Marketing*, 54(2), 1.
- Kraus, S., Breier, M., & Dasí-Rodríguez, S. (2020). The art of crafting a systematic literature review in entrepreneurship research. *International Entrepreneurship and Management Journal*. <https://doi.org/10.1007/s11365-020-00635-4>
- Leclercq, T., Hammedi, W., & Poncin, I. (2016). Dix ans de co-création de valeur : une revue intégrative. *Recherche et Applications En Marketing*, 31(3), 29–66. <https://doi.org/10.1177/0767370116638270>
- Lopez-Nicolas, C., & Molina-Castillo, F. J. (2008). Customer Knowledge Management and E-commerce: The role of customer perceived risk. *International Journal of Information Management*, 28(2), 102–113. <https://doi.org/10.1016/j.ijinfomgt.2007.09.001>
- Lu, Y., & Vir Singh, P. (2017). Is a core – periphery network good for knowledge sharing ? A structural model of endogenous network formation on a crowdsourced customer support forum. *MIS Quarterly*, 41(2), 607–628.
- Mahr, D., Lievens, A., & Blazevic, V. (2014). The value of customer cocreated knowledge during the innovation process. *Journal of Product Innovation Management*, 31(3), 599–615. <https://doi.org/10.1111/jpim.12116>
- Massey, A. P., Montoya-Weiss, M. M., & Holcom, K. (2001). Re-engineering the customer relationship: Leveraging knowledge assets at IBM. *Decision Support Systems*, 32(2), 155–170. [https://doi.org/10.1016/S0167-9236\(01\)00108-7](https://doi.org/10.1016/S0167-9236(01)00108-7)
- Menguc, B., Auh, S., & Uslu, A. (2013). Customer knowledge creation capability and performance in sales teams. *Journal of the Academy of Marketing Science*, 41, 19–39. <https://doi.org/10.1007/s11747-012-0303-8>
- Mithas, S., Ramasubbu, N., & Sambamurthy, V. (2011). HOW INFORMATION MANAGEMENT CAPABILITY. *MIS Quarterly*, 35(1), 237–256.
- Piccoli, G., & Ives, B. (2005). IT dependent strategic initiatives and sustained competitive advantage : a review and synthesis of the literature. *MIS Quarterly*, 29(4), 747–776.
- Pulgadda, S., Grewal, R., Rangaswamy, A., & Kardes, F. R. (2010). The role of idiosyncrastic attribute evaluation in mass customization. *Journal of Consumer Psychology*, 20(3), 369–380. <https://doi.org/10.1016/j.jcps.2010.04.003>
- Ray, G., Muhanna, W. A., & Barney, J. B. (2005). Information technology and the performance of the customer service process: A resource-based analysis. *MIS Quarterly: Management Information Systems*, 29(4), 625–652. <https://doi.org/10.2307/25148703>
- Salojärvi, H., Sainio, L. M., & Tarkiainen, A. (2010). Organizational factors enhancing customer knowledge utilization in the management of key account relationships. *Industrial Marketing Management*, 39(8), 1395–1402. <https://doi.org/10.1016/j.indmarman.2010.04.005>
- Salomann, H., Dous, M., Kolbe, L., & Brenner, W. (2005). Rejuvenating Customer Management: How to make knowledge for, from and about customers work. *European Management Journal*, 23(4), 392–403. <https://doi.org/10.1016/j.emj.2005.06.009>

- Santos-Vijande, M. L., López-sánchez, J. Á., & Rudd, J. (2016). Frontline employees' collaboration in industrial service innovation : routes of co-creation ' s effects on new service performance. *Journal of the Academy of Marketing Science*, 44, 350–375. <https://doi.org/10.1007/s11747-015-0447-4>
- Santos-Vijande, M. L., López-Sánchez, J. Á., & Rudd, J. (2016). Frontline employees' collaboration in industrial service innovation: routes of co-creation's effects on new service performance. *Journal of the Academy of Marketing Science*, 44(3), 350–375. <https://doi.org/10.1007/s11747-015-0447-4>
- Stein, A., & Smith, M. (2009). CRM systems and organizational learning: An exploration of the relationship between CRM effectiveness and the customer information orientation of the firm in industrial markets. *Industrial Marketing Management*, 38(2), 198–206. <https://doi.org/10.1016/j.indmarman.2008.12.013>
- Stuart-Menteth, H., Wilson, H., & Baker, S. (2006). Escaping the channel silo Researching the new consumer. *International Journal of Market Research*, 48(4), 415–438.
- Tang, Y. (Elina), & Marinova, D. (2020). When less is more: the downside of customer knowledge sharing in new product development teams. *Journal of the Academy of Marketing Science*, 48(2), 288–307. <https://doi.org/10.1007/s11747-019-00646-w>
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>
- Verbeke, W. J., Belschak, F. D., Bakker, A. B., & Dietz, B. (2008). When Intelligence Is (Dys) Functional for Achieving Sales Performance. *Journal of Marketing*, 72(July), 44–57.
- Yli-Renko, H., Autio, E., & Sapienza, H. J. (2001). Social capital, knowledge acquisition, and knowledge exploitation in young technology-based firms. *Strategic Management Journal*, 22(6–7), 587–613. <https://doi.org/10.1002/smj.183>
- Zhang, H., Gupta, S., Sun, W., & Zou, Y. (2020). How social-media-enabled co-creation between customers and the firm drives business value? The perspective of organizational learning and social Capital. *Information and Management*, 57(3), 103200. <https://doi.org/10.1016/j.im.2019.103200>
- Zhang, Z. (2011). Customer knowledge management and the strategies of social software. *Business Process Management Journal*, 17(1), 82–106. <https://doi.org/10.1108/14637151111105599>