

Using Knowledge Management to Improve Customer Relationship Management: A Systematic Literature Review

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Abstract

Today's economy is a knowledge-based economy in which knowledge is a crucial facilitator for individuals, as well as being an instigator of success. The companies intend to integrate knowledge management (KM) with their customer relationship management (CRM) since they consider that KM plays a crucial role in the success of CRM. This research aims to systematically analyze integration between KM and CRM from three aspects, namely: benefits of integrating KM with CRM, types of customer knowledge in CRM and models displaying integration of KM and CRM. We carried out a systematic literature review of empirical studies on integration models which was published in the last decade (2001–2015). We have recognized 35 primary studies related to the purpose of this research. After considering these studies, we found that, by integration of KM and CRM, companies can achieve their goals faster, and with higher quality and cost effective than their competitors. KM needs to implement in all CRM business process so organizational culture and structure and management support are important for successful integration of KM and CRM.

Keywords: Customer relationship management, Knowledge management, Customer knowledge management, Customer knowledge

1. Introduction

We live in a competitive environment in which knowledge plays an important role in providing a competitive advantage. Organizations currently face new challenges and opportunities; hence it is acknowledged that they should compete in a knowledge-based economy and society. Knowledge is embedded in the human perspective and IT is only a facilitator not the solution. Thus, people are responsible for creating and sharing knowledge. Knowledge management is a people-oriented process that can prepare competitive advantages for an organization. To achieve competitive advantage and hence improve operational and strategic business activities, knowledge capturing, as well as sharing and interpreting, is crucial. Thus, the relationship between the discipline of CRM (Customer Relationship Management) with knowledge management is an important field of research at present (Gebert, Geib, Kolbe, & Riempp, 2002).

In the business area, customer relationship management (CRM) and knowledge management (KM) have the same goal; the aim being to offer continuous improvement for customers. This goal leads to a new concept that has been labelled 'customer knowledge management' (CKM) (Geib, Reichold, Kolbe, & Brenner, 2005; Gibbert, Leibold, & Probst, 2002). CKM means the use of knowledge for, from and about customers in order to improve the customer-relating capacity of organizations. Recent research

emphasises that an organization's KM abilities are the most important critical success factor influencing CRM impact (Croteau & Li, 2009). However, due to a history of technology failures and poor solutions, many companies try hard to justify their CKM plans in today's business world (Dous, Salomann, Kolbe, & Brenner, 2005). Nevertheless, the idea of integrating KM with CRM activities is still alive as it has also confirmed the ability to realize significant benefits when done correctly (Gibbert et al., 2002).

Existing literature reviews can be separated into two groups, namely: traditional literature reviews and systematic literature reviews (SLR). The traditional reviews generally cover modern ideas and research trends, whereas the purpose of SLRs is to respond to a variety of research questions. Although the idea of integrating KM with CRM activities is still alive, there is no systematic or thorough literature review on this topic presented in extant literature studies. Therefore, this paper attempts to conduct the review systematically. In particular, we conducted an SLR on integration models published in the period from 2001 to 2015. The purpose of this SLR is to review and refine the available evidence regarding the following, namely: (1) benefits of integrated KM with CRM, (2) types of customer knowledge in CRM and (3) models of integrated KM and CRM.

The rest of this paper is organized as follows. Section 2 describes the methodology used in this review. Section 3 presents and discusses the review results. Section 4

discusses the limitations of this review. Conclusions and proposals for future research are presented in Section 5.

2. Method

This paper has used the systematic literature review (SLR) approach proposed by Kitchenham and Charters (2007). At the planning stage of this review, a review protocol was developed. The protocol has six steps. In the first step, research questions are identified and then, in the next step, a research strategy is developed to achieve the objectives of the study. This step includes selection of search terms and determining relevant literature. In the third step, research selection criteria are identified to find relevant studies which adequately address the research questions. To facilitate the assessment, in the next step, a number of quality checklists are developed. The last steps are data extraction and data synthesis. In the data extraction step, a data extraction form is designed and all selection papers are reviewed. In this step, we use Microsoft OneNote to classify papers and enter the data of extraction forms. Based on the research questions that each paper has addressed, together with the types of the data, methodologies for synthesizing were proposed (Wen, Li, Lin, Hu, & Huang, 2011).

2.1 Research questions

The goal of this SLR is to summarize and classify the relevant papers relating to integration of knowledge management (KM) and customer relationship management (CRM). To achieve this goal three research questions have been proposed.

- i. RQ1: What are the benefits of integrating KM with CRM?
- ii. RQ2: What type of knowledge should management use in order to improve CRM strategy in organizations?
- iii. RQ3: How can KM and CRM be integrated for CRM Success?

2.2 Search strategy

In the research strategy, the first search term is identified, literature resources are then selected, and, finally, the search process is designed.

The following stages are utilized to formulate the search terms (Wen et al., 2011):

- i. Extract important terms from the research questions;
- ii. Find synonyms and alternative spellings for important terms;
- iii. Test the keywords in related books or papers; and
- iv. Utilize the Boolean OR and the Boolean AND to create search strings.

The results are as follows:

(KM and CRM and benefits) or (Knowledge and management and customer and relationship and management) or (Customer and knowledge and management) and (Success and model) or (KM and Customer satisfaction) or (important factors and Knowledge and management and customer and relationship and management)

Inclusion criteria:

- Focus on integration of KM and CRM.
- Offer a successful model of integration.
- Mention important factors for integration.
- For a study that has both a conference version and a journal version, only the journal version will be included.
- For duplicate publications of the same study, only the most complete and up to date one will be included.

Exclusion criteria:

- Papers that only offer the model or solution without providing any qualitative or quantitative evidence will be excluded.
- Review papers will be excluded.

Fig. 1 shows a number of papers which we selected from different databases after using the above criteria. Most of papers were gathered from Google Scholar and Web of knowledge.

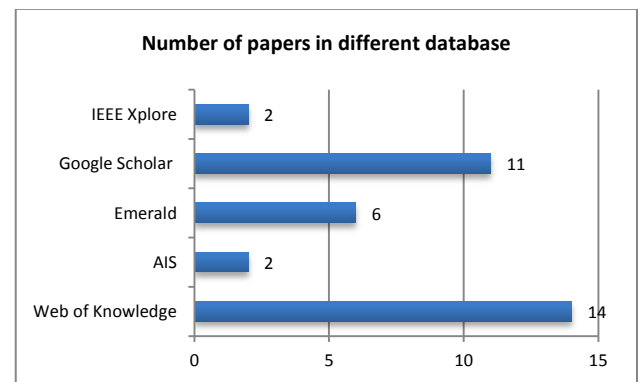


Fig. 1. Number of papers in different databases.

The period of papers was restricted to the period from 2001 to 2015. Fig. 2 shows the number of papers selected per year.

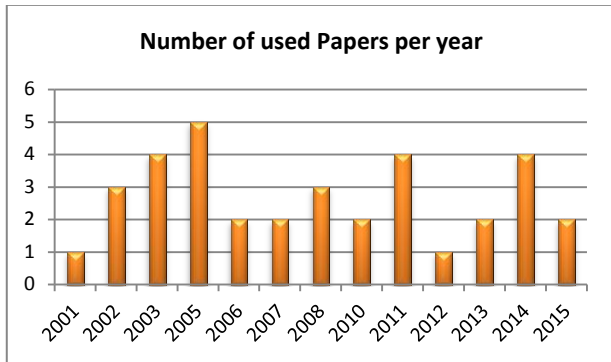


Fig. 2. Number of papers selected per year

3. Result and discussion

3.1 RQ1: Benefits of Integrating KM with CRM

The nature of Customer Relationship Management (CRM) is a business strategy that can make use of IT in order to facilitate processes. CRM can retain existing customers by providing long-term relationships that meet a customer's needs. CRM systems, as well as knowledge management and customer knowledge is the fundamental of maintaining long-term relationships with customers.

Garrido-Moreno, Padilla-Meléndez, and Del Águila-Obra (2010) stated that knowledge management in implementing CRM can improve the company's capability to attract, interact and make firm relationships with customers, as well as the capability to increase their knowledge about them. CRM and knowledge management have a similar goal, namely: to continually enhance customer service (Dous et al., 2005). Clearly, knowledge management is an area that needs more research.

Therefore, we can say knowledge management is a main sub-process of a CRM strategy because, in order to manage CRM effectively, companies need extensive abilities related to customer knowledge management processes. These capacities, being difficult to copy, can become a source of competitive advantage. From a resource-based perspective, customer knowledge will be a valuable and rare asset for businesses, which will allow them to react quickly to customer needs and adjust to changing markets (Bose & Sugumaran, 2003). At the same time, the search for competitive advantage is the key factor of current strategic management (Khosravi, 2014).

Garrido-Moreno et al. (2010) offered a success model of implementation and emphasized that knowledge management has an important effect on CRM success. Garrido-Moreno and Padilla-Meléndez (2011) proposed a research model to examine the relationship between KM capability factors and CRM success. The result showed that KM capability factors have an important effect on CRM success. They mentioned that KM capability can be defined as the capability of a firm to absorb and manage real customers, offer products and services information to improve customer response and provide faster decision-

making based on reliable information (Alavi & Leidner, 2001). It follows, then, that CRM and KM strategy are directed towards the same purpose, namely: the delivery of continuous improvement of customer service (Dous et al., 2005). In addition, the creation and diffusion of knowledge strategically influences the ability of organizational learning and innovation (Salmador & Bueno, 2007; Xu & Walton, 2005). Because of this, KM will adopt a crucial role when implementing CRM, as it includes a change in the organizational vision and therefore a great deal of learning and innovation within the firm. Additionally, previously published empirical research studies on the subject highlighted KM abilities as the variable that has a more significant effect on CRM success (Campbell, 2003; Croteau & Li, 2009; Shi & Yip, 2007).

Knowledge management effect is embedded in each of CRM business processes and plays an enabling role for them. Further, it has some benefits which prompted Gebert et al. (2002) to propose the knowledge management pyramid (see Fig. 3).

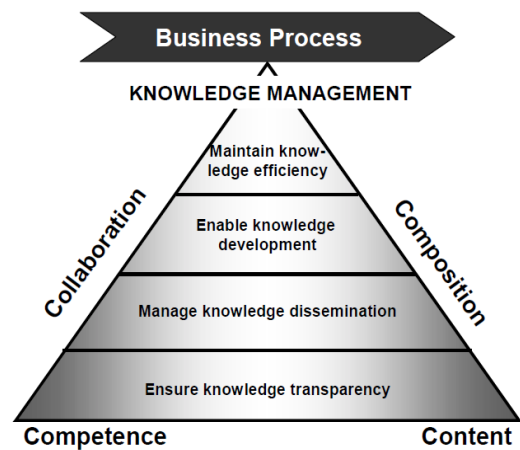


Fig. 3. Knowledge Management Pyramid (Gebert et al., 2002)

CRM use KM as a service to improve effectiveness and efficiency in all the related processes. KM helps CRM to broaden from its technology-driven, mechanistic, and data-oriented approach, while KM empowers CRM to use both elements of people and technology (Gebert et al., 2002).

Wang and Yu (2010) stated that integrating CRM with KM can assist the firm to deal with obstacles and enhance comparative advantages, by communicating with the customers and learning from them continuously in the management process. The company can then use the acquired customer knowledge to achieve the goals of acquiring maximum returns from the customer relations. The enhancement in customer knowledge has a definite effect on the relationship between CRM and customer satisfaction (Nejatian, Sentosa, Piaralal, & Bohari, 2011). Measuring customer satisfaction provides a meaningful, immediate and rational feedback about customer preferences and expectations (Kim, Suh, & Hwang, 2003). Another important performance measure for CRM is that of customer life time value. According to Nejatian et al. (2011): "Lifetime value is the sum of the future stream of profits and other benefits attributable to all

purchases and transactions with an individual customer, discounted back to its present value”.

Talet (2012) noted that KM is essential for CRM, in the areas of namely: assessing firms, providing better service, improving quality of product, decreasing costs and replying quicker to their customers. However, the main challenge of managing knowledge in firms is gathering, extending and integrating knowledge to share among all organizational members.

Yaghoubi et al. (2011) carried out quantitative research to investigate the impact of knowledge management on different aspects of customer relationship management (customer knowledge, customer interaction, customer satisfaction and customer value). The population sample of the study is comprised of all the staff in the marketing, sales and customer relationship departments in the automotive industry. The results of the study show that KM has a significant impact on CRM and, further, that this relationship has an impact on improving customer satisfaction and profitability. Customer knowledge is the basis of strategic decisions; hence carrying out customer relationship management systems includes gaining documentation, as well as transmitting and using knowledge inside and outside the company (Vigar-Ellis, Pitt, & Berthon, 2015).

3.2 RQ2: Types of Customer Knowledge in CRM

The definition and classification of customer knowledge is based on various research viewpoints. One of the regular accepted definitions of customer knowledge comes from Feng and Tian (2005), originally identified by Gebert, Geib, Kolbe, and Brenner (2003). They identify customer knowledge as: “the dynamic combination of experience, value and insight information which is needed, created and absorbed during the process of transaction and exchange between the customers and enterprise”. Campbell (2003) defines customer knowledge as: “organized and structured information about the customer as a result of systematic processing”. According to Mitussis, O'Malley, and Patterson (2006), customer knowledge is identified as one of the more complex types of knowledge, since customer knowledge can be captured from different sources and channels.(Nejatian et al., 2011).

Scientists classify customer knowledge in different ways. Gebert et al. (2002), for example, classified customer knowledge, from an organization’s perspective, into three types, namely: knowledge about customers; knowledge for customers and, finally, knowledge from customers. The same categorization of customer knowledge has been made by other scholars such as Bueren, Schierholz, Kolbe, and Brenner (2005); Feng and Tian (2005). In another categorization, Crié and Micheaux (2006) divide customer knowledge into two types, namely: “Behavioural” (or Quantitative) and “Attitudinal” (or Qualitative). Behavioral knowledge is easy to acquire and is basically quantitative by nature; that is, containing a customer transactional relations with the company. On the other hand, attitudinal knowledge is difficult to acquire because it deals with a

customer’s state of mind; but meanwhile it is an important factor for enhancement of customer knowledge because they are directly related to a customer’s thoughts and insights.

Sanayei and Sadidi (2011) conducted the quantitative research to examine four aspects of the Customer Knowledge Management (CKM) system in the pipe industry, namely: content, competence, collaboration, and composition. The result shows that none of the employees has an appropriate or adequate understanding of the four dimensions of CKM. It also reveals the fact that the process of recording information in forms and documents, along with the distribution of information among the companies’ employers, is at its lowest stage.

Gebert et al. (2002) categorized types of knowledge of CRM into three groups, namely:

- i. The requirements of customers, which is considered as “knowledge about customers”.
- ii. Customer needs should be satisfied with the services and products available. All knowledge offered here is under the term “knowledge for customers”.
- iii. Customers obtain many insights and experiences when using a product or service. This knowledge is beneficial as it can be utilized for product and service improvements. This “knowledge from customers” should be channelled back into the company.

Knowledge for customers is mainly developed in processes within the company, for example, the research and development section or a production department. Collecting this knowledge is the responsibility of campaign management. It should be refined according to the customer requirements. It is then disseminated to the other CRM processes, mainly: contract management, offer management, and service management. CRM manages knowledge, transparency and dissemination of knowledge for customers. Maintaining the balance between comprehensibility and precision is the main challenge when managing this kind of knowledge.

Knowledge about customers is gained mainly by service management, offer management, complaint management and, if available, contract management. The main user processes of knowledge regarding the customer are campaign management and service management, because both processes personalize their services based on user criteria. Knowledge about the customer must be transparent within the company; although its distribution beyond the border of the company must be controlled, as this type of knowledge can often be directly transformed into competitive advantages. The development of such knowledge is also expensive, because knowledge revelation is quite time-consuming.

Knowledge from customers can be obtained in the same ways as knowledge about customers. Capturing knowledge from customers is based on the important fact that customers who obtain their own expertise when utilizing a service or product can be seen as equal partners. This

concept is not regularly understood in the business world and its effects have been poorly researched in academia (Garcia-Murillo & Annabi, 2002).

Wang and Yu (2010) classified customer knowledge in CRM into three groups, namely:

- i. The customer's basic knowledge: This kind of knowledge is captured during business dealings with customers. It includes factors such as: the purchasing time of the products, the quantity, the place, the variety and so on.
- ii. Knowledge which the customers require: This type of knowledge is prepared by an enterprise to satisfy customers' needs. This knowledge relates to products, services and the market situation.
- iii. Knowledge coming from the customers: This kind of knowledge refers to the feedback that the customers send to the enterprise and competitor's products and services.

3.3 RQ3: Models of Integrated KM and CRM

Companies are increasingly required to compete in today's knowledge-based era. Accordingly, KM and CRM are both important strategies that organizations utilize and integrate so as to achieve a sustainable competitive advantage (Alryalat & Al Hawari, 2008) (Vigar-Ellis et al., 2015). There are a variety of different models which are capable of integrating CRM with KM; one of these models is the KM process model proposed by Talet (2012). There are four phases included in the KM process model which will enable utilization of the knowledge in the company and integration of it with the CRM process. These are the phases that start with obtaining and storing knowledge into the KM system, followed by distributing and utilizing knowledge among the various communities. Talet (2012) mentioned that, in order to integrate KM and CRM, three phases of the Customer Knowledge Relationship Management process should be undertaken. By using these integration phases, a company can achieve increased customer satisfaction. The integration of knowledge management and customer relationship management should consider several important areas. First, the analysis application of the strategic planning process should contain knowledge assessment and a knowledge map that should act as a reference in development of knowledge management to support customer relationship management. This is comprised of, namely: people (individual ability), process (structural capital and intangible assets), technology (IT) and content (explicit knowledge). Second, the different knowledge management sub-systems should be estimated and then applied when suitable to the customer relationship management system in an effort to upgrade to level three of the customer relationship management process. Three, the support parts of the integration of knowledge management system and customer relationship management system should be empowered and the supporting processes of customer relationship management should be strengthened and

upgraded in order to enhance the effectiveness of the entire system. Four, a knowledge-based customer relationship management is highly dependent on competent human resources. Therefore, one of the important supporting functions of the integration is competency development, and this function is usually charged to the responsibility of human resource management. Five, the company should be monitored for performance against expectations or purposes of any newly-implemented system. Hence, the firm should also redesign the performance management system containing various metrics to satisfy the new strategic implementation (Fidel, Cervera, & Schlesinger, 2015). The integration takes the form of a strategic change program comprising various execution projects in a given timeframe.

Talet (2012) suggested three strategies for the integration of KM and CRM in order to achieve CRM success. These are, namely:

- i. Integration should have the support of top management. Company leaders should understand the benefits of the implications of KM and CRM and the strategic effect of their integration.
- ii. The corporate culture may change (i.e. knowledge-sharing behaviour, collaborative activities) thus requiring active planning and watchful management.
- iii. The change agent or program champion is also required and he/she is generally designated as the Chief Knowledge Officer (CKO). The CKO should have the ability to comprehend human resource management, issues of company strategy, information technology, change management, corporate culture development, leadership, team dynamics, as well as KM and CRM, and should have the resourcefulness to carry the program through to completion.

Dous et al. (2005) suggested a model for the integration of KM and CRM. He developed a process framework which illustrates the business processes related to the CRM and KM plan. The framework is the outcome of ongoing study mixing theoretical conceptualization concepts with practical application. The theoretical findings involved eight years of case study and action research that has been introduced to the research community (Bueren et al., 2005; Gebert et al., 2003; Geib et al., 2005; Goh, 2005). The framework contains all identified business processes that are related to successful CRM implementation within a firm. An important feature of the framework is that it is recommended for customers' needs and desires. Customer process is a sequence of activities performed by a customer in order to satisfy a demand or to solve a specific problem. Dous et al. (2005) presented four implications of the successful improvement of CRM processes by CKM, based on their quantitative findings. These implications can be presented in a conceptual framework for knowledge-based CRM strategy including; change management, systems and processes.

Garrido-Moreno and Padilla-Meléndez (2011) suggested some important factors for successful implementation of

CRM and proposed some hypotheses based on these factors. They examined these factors by using quantitative research methods and also distributed questionnaires in 153 Spanish hotels. Based on a wide-ranging literature review, a success model for CRM implementation was developed, investigating KM as a main success factor. Four other factors were discussed in the literature study, namely: technology, organizational factors, customer orientation and CRM experience. Output of the empirical study of the model verifies the important role of the organizational factors (top management, functional integration, human resource management, and organizational structure) in the implementation of CRM. While the majority of literature studies have highlighted the role of KM as the key determinative to CRM success; according to a study by Lopez-Nicolas and Molina-Castillo (2008), the organizational variables are the real antecedent of it, since they mediate the impact of the rest of the variables (including KM capabilities, technological and customer orientation factors) on CRM success. These findings show that even if the company does KM planning, obtains the most advanced technology and tries to produce a customer-centric orientation, the company will not succeed in redesigning its organizational structure or processes if these initiatives are not built into the firm. The results show that only when KM competences, CRM technology and customer-centric orientation are built-in and internalized by the whole company, will the company create an organizational capability in CRM that is difficult to copy and reproduce and hence become a source of sustainable competitive advantage (Tseng & Wu, 2014).

Lopez-Nicolas and Molina-Castillo (2008) conducted the research to investigate the perceived risks involved in implementing CKM in an e-commerce environment. They mentioned some types of risk such as: technical risk, service risk, social risk, psychological risk, performance risk associated with the particular place, financial risk, time risk, and finally, delivery risk. The practical research is based on a survey questionnaire of 276 customers with previous online experience. This research reveals that the customers' perceived risk, related with different CKM tools, plays an important role in illustrating certain aspects of customer online behaviour. Thus, the implications of CKM tools for e-commerce activity are confirmed and the managerial suggestions are highlighted.

Stefanou, Sarmaniotis, and Stafyla (2003) conducted a quantitative research study which sought to investigate the extent of the usage of customer and market-related knowledge management (KM) instruments and customer relationship management (CRM) systems by Greek companies. Also, a conceptual model of CRM development stages is proposed. The results of the study show that about half of the firms of the sample do not adopt any CRM philosophy. The remaining companies use instruments to conduct customer satisfaction and other customer-related research. Hence, regarding the proposed model, they are located in the first or preliminary, CRM development stage. Greek enterprises are also in the first stages of CRM maturity. Only a very small number of these currently use

built-in specialized CRM and SCM software and, thus, can be characterized as belonging to the mature CRM stage. However, about 90 percent of the respondents evaluate most CRM issues as being important or very important. The study recommended that firms should address the issues of approximately installing and managing customer information systems at all levels of the company, as it seems that managers are convinced of the merits of CRM and are willing to exploit the advantages offered by CRM information systems. The output of the study showed that customer-centric knowledge management requires a positive attitude and a desire to extract value for the company by managing customer relationships over time. The company, in order to really manage customer relationships, has to primarily develop an appropriate culture. This should motivate employees at all levels towards learning, as well as enabling them to capture, select, use and share knowledge by providing the means and the technology required to do so.

Zanjani, Rouzbehani, and Dabbagh (2008) proposed a CKM conceptual model to assist firms in order to manage different types of customer knowledge. Zanjani et al. (2008) illustrated each type of customer knowledge in detail. This model is composed of three layers and is based on categorized customer knowledge. It did not, however, mention relationships existing between different types of customer knowledge. Further, the model did not show any relationship between customer knowledge and relevant business processes. Buchnowska (2011) proposed an integrated CKM model to assist managers in order to understand the relationship between customer knowledge and related CRM processes. The first step is to identify the purpose of customer knowledge management (which is related to the company). These goals are based on identification of knowledge about the customer. The next process (achievement of customer knowledge) is a process of knowledge transfer from the environment of the company to its inside, as well as the process of capturing knowledge from internal sources. The knowledge captured must be codified and stored in company databases and knowledge warehouses. Customer knowledge deployment is the next process in the knowledge cycle. Knowledge should be applied in order for the company to successfully meet organizational goals and objectives. During this phase, knowledge for the customer is developed. CKM is not a single action; all the CRM processes must continuously support the process of knowledge creation, validation and application.

Wu, Guo, and Shi (2013) offered a conceptual framework to discover the linking mechanisms between customer knowledge management and IT-based business model innovation. This integrated model supports three types of customer-related knowledge to value creation in business model innovation. Using this integration approach increases knowledge accessibility for both company and customers in value delivery. It also enables the company to increase revenue streams with lower costs in value capture for business model innovation. This research links business model innovation literature to customer knowledge

management studies, as well as extending customer knowledge management research through integration of both customer and company perspectives.

Liberona, Ruiz, and Fuenzalida (2013) discussed the four stages of KM in terms of evolution. The fourth stage of KM is related to KM maturity, and is associated with external knowledge of an organization. Although external knowledge is not new to KM, the tools that are available now are comparatively new. This external knowledge (especially concerning customer information or customer tacit knowledge) can capture strong trends in the adoption of social networks. Organizations now have access to the beliefs, information, thoughts and opinions of their customers or potential customers in a way that has never been experienced before in the online social networks (Durgam & Sinha, 2014; Lorenzo-Romero, Constantinides, & Brünink, 2014). Thus, social customer knowledge management is a new area that needs more research to be undertaken so as to integrate with CRM (Liberona et al., 2013).

4. Limitations of this review

Integration of CRM and KM is a new research environment for which the researcher was not able to consider all aspects and needs to carry out further research. Existing empirical studies have some limitations and they utilized either one or a limited number of companies for their studies. Hence, it is difficult to illustrate integrated evaluation results regarding under what situations and to what extent these results are valid. These studies did not mention under what conditions they were undertaken; hence, we can utilize their model of integration. Models are not in agreement, so it is difficult to determine which model is more precise. The inadequate number of the research studies that report the required comparisons may have an effect upon these incoherencies. In general, the conclusion derived from a large number of studies is likely to be more reliable. It is obvious that the issue of inadequate studies for evaluating a model of successful integration of KM and CRM is common in the field of knowledge management.

5. Conclusion

Based on literature and research, KM is a critical success factor for CRM. KM and CRM have high synergy potential and can be utilized together. Through enhanced knowledge, firms can achieve their results faster, cheaper, and with more quality than their competitors. Knowledge concerning markets, customers and other important factors enable faster utilization of chances and more flexible response to risks. Different types of classifications and definitions exist in relation to customer knowledge. Customer knowledge was categorized, from an organization's viewpoint, into three types, namely: knowledge about customers, knowledge for customers and knowledge from customers. In another viewpoint, some researchers divided customer knowledge into two types, namely: "Attitudinal" or "Qualitative" and "Behavioral" or

"Quantitative". The behavioral knowledge is easy to obtain and is basically quantitative by nature, containing the customer's transactional relations with the firm. On the other hand, attitudinal knowledge is difficult to obtain because it deals with a customer's state of mind. Some important models of integration for CRM success were reviewed. To integrate CRM with KM all CRM business processes need to be considered, so, CRM does not involve self-oriented knowledge management processes; instead it requires goals for managing the knowledge critical for its business processes. In this review some strategies for integration of KM and CRM in order to achieve CRM success is proposed. These strategies include, namely: top management support, changing the culture of the organization and active change agent also the structure of the organization and the collaboration among organization members are important. To conclude, an important feature of CKM models is that they try to meet customers' needs and desires. Customer process is a sequence of activities carried out by a customer in order to meet a need or to solve a specific problem. Companies seek to achieve customer satisfaction and provide a competitive advantage, as well as trying to integrate CRM strategy with KM. In the new decade, with a sharp increase in the usage of social media, companies will arrive at a new area of integration of social media with CKM and use considerable amounts of external knowledge-producing, which will be cost effective and easy to access in the social media environment.

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