

Customer Knowledge Management

Silvio Wilde

Customer Knowledge Management

Improving Customer Relationship Through
Knowledge Application

 Springer

Silvio Wilde
silvio.wilde@googlemail.com

ISBN 978-3-642-16474-3

e-ISBN 978-3-642-16475-0

DOI 10.1007/978-3-642-16475-0

Springer Heidelberg Dordrecht London New York

© Springer-Verlag Berlin Heidelberg 2011

This work is subject to copyright. All rights are reserved, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting reproduction on microfilm or in any other way, and storage in data banks. Duplication of this publication or parts thereof is permitted only under the provisions of the German Copyright Law of September 9, 1965, in its current version, and permission for use must always be obtained from Springer. Violations are liable to prosecution under the German Copyright Law.

The use of general descriptive names, registered names, trademarks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

Cover design: WMXDesign GmbH, Heidelberg

Printed on acid-free paper

Springer is part of Springer Science+Business Media (www.springer.com)

Contents

1	Introduction	1
1.1	Preface	1
1.2	Research Problem	1
1.3	Research Objective	3
1.4	Structure of the Book	4
1.5	From KM to CRM: ‘PKMA’, ‘5-Step CDLS’, ‘CRI-C’ and ‘SIS’	5
1.5.1	Pyramid of Knowledge Management Awareness (PKMA)	6
1.5.2	5-Step Customer Data Life Spiral (5-Step CDLS)	7
1.5.3	Customer Relationship Improvement Cycle (CRI-C)	8
1.5.4	Sensitization – Improvement – Sharing (SIS)	10
2	Small and Medium-Sized Enterprises	11
2.1	Preface	11
2.2	Nature and Importance of SMEs in Europe	11
2.3	SMEs in Germany	13
2.4	NEWCO International GmbH	14
2.5	Difficulties and Competition Factors of SMEs	15
2.6	Summary	18
3	Knowledge Management	19
3.1	Preface	19

3.2	Definition and Types of 'Knowledge'	19
3.2.1	Internal vs. External Knowledge	20
3.2.2	Theoretical vs. Practical Knowledge	20
3.2.3	Individual vs. Collective Knowledge	21
3.2.4	Tacit vs. Explicit Knowledge	22
3.3	Concepts of and Approaches to 'Knowledge Management'	22
3.3.1	'The SECI Model' by Nonaka/Takeuchi	23
3.3.2	'Munich Knowledge Management Model' by Reinmann-Rothmeier	27
3.4	Summary	31
4	Knowledge Transfer and Sharing	33
4.1	Preface	33
4.2	Complexity of Knowledge Sharing	33
4.3	Best Practice Transfer Model by Szulanski	34
4.4	Barriers to Knowledge Exchange	36
4.5	The Concept of <i>Ba</i>	38
4.6	The Learning Organization	41
4.7	Summary	43
5	Customer Relationship – Customer Knowledge	45
5.1	Preface	45
5.2	Customer Relationship Management	45
5.3	Customer Knowledge Management	47
5.3.1	Types of Customer Knowledge	48
5.3.2	Further Differentiations of Customer-Oriented Knowledge	50
5.3.3	Benefits for Organizations Through Integration of Customer Knowledge	52
5.3.4	Benefits for Customers Through Knowledge Cooperation with Organizations	54
5.4	Summary	56
6	Practical Investigation	57
6.1	Preface	57
6.2	Research Methodology	58
6.3	Research Design	58

6.4	Theoretical Approaches of the Case Study	60
6.5	Results of the Survey	69
6.5.1	Knowledge and Customer Relationship – Administrative Area	70
6.5.2	Knowledge and Customer Relationship – Operational Area	71
6.5.3	Knowledge – Administrative Area vs. Operational Area	72
6.5.4	Customer Relationship – Administrative Area vs. Operational Area	74
6.5.5	Knowledge and Customer Relationship – Administrative Area vs. Operational Area	75
6.6	Summary	77
7	Critical Debate	79
7.1	Preface	79
7.2	Discussion of the Results	79
7.2.1	Question 1	80
7.2.2	Question 2	81
7.2.3	Question 3	81
7.2.4	Question 4	82
7.2.5	Question 5	82
7.2.6	Question 6	83
7.2.7	Question 7	84
7.2.8	Question 8	85
7.2.9	Question 9	86
7.2.10	Question 10	86
7.2.11	Question 11	87
7.2.12	Question 12	88
7.2.13	Question 13	88
7.2.14	Question 14	89
7.2.15	Question 15	90
7.2.16	Question 16	91
7.3	Recommendations Resulting from the Case Study	92
7.4	Critical Analysis	96
7.5	Summary	100

8 Conclusion	103
8.1 Theoretical/Practical Summary	103
8.2 Recommendation	106
8.3 Future Research Direction	107
9 Appendix	109
References	131
Index	139