THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING

DEPARTMENTAL RESEARCH SEMINAR

Leveraging CRM Information Systems across Service Channels -
A Process Virtualization Theory Perspective

By

JJ Hsieh

Date: Friday, 29 February 2008
Time: 11:00 a.m. - 12:00 noon
Venue: M802

All interested are welcome
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ABSTRACT

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As the economy shifts more toward service, and service is supported more broadly across different channels (e.g., stores, call center, Internet, etc.), the need for effective service interface between customers and employees becomes extremely critical. Firms are therefore applying various technologies in the hope for better service and higher customer satisfaction. Towards this end, customer relationship management (CRM) information systems (IS), or CRMIS, has been suggested as among the most powerful technologies that can be leveraged for superior service and relationship management. According to IDC, the global CRMIS market was expected to grow by 8.9% annually and rise to $11.4 billion in 2008. CRMIS implementations are risky decisions that demand tremendous organizational and financial resources. Unfortunately, more than 70% of CRMIS projects failed to empower service employee, increase customer satisfaction, and contribute to firm profit. The core question then becomes what does it take to make CRMIS work for employees and customers? The primary objective of this research is to investigate how CRMIS affects employees’ service and customers’ satisfaction in different channel contexts. We propose a longitudinal (four stages), multi-source (employee, customer, & firm data), and multi-channel (retailing store & call center) research design to understand the embedded and interdependent nature of service delivery in contexts facilitated by CRMIS.