

Title: "Impact of the degree of implementation of Customer Relationship Management (CRM) and the Innovation Strategy on business results. Application to the Spanish wine sector. "

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SUMMARY

The market and commercial transactions are currently developing in an increasingly dynamic and changing environment, which forces companies to adapt to increasingly specific and demanding expectations from customers, and to a fierce competition to maintain and expand the competitive advantage in order to survive. The loyalty of customers, and the establishment of lasting business relationships with them in the long term is one of the most efficient ways through which companies can achieve these objectives. For this purpose, it is essential to have the best possible information about customers, as well as to establish coherent strategies for managing relationships with them. Putting the client as the focus and center of the entire value chain of companies ensures that, from the study of requirements to satisfy the needs of clients, to the provision of goods and services that satisfy said needs, passing through all stages of its production process, are designed and oriented to achieve maximum customer satisfaction and with it their loyalty and a lasting and beneficial business relationship.

Information and Communication Technologies (ICT) are key to any strategy aimed at achieving these objectives, both because of their power in handling valuable business management information, and because of the cultural change they introduce in companies that adopt these systems on their way to digital transformation. In the last two decades, interest in one of these technologies has grown especially, specifically the Customer Relationship Management (CRM) systems, whose scope of work is the management of customer relationships.

CRM was born in the 70s with the aim of automating the sales force of companies, that is, to systematize and computerize business processes in three areas: sales, marketing, and services. The first objective of CRM was that any action taken by any of the company's agents, in any of these three areas of customer relationship management, be registered and accessible to the rest of the company's key agents. With CRM it was possible to unify and have in a coherent and consistent way all the information on customer relationship management.

The dynamism and competitiveness of the markets, encouraged by globalization and access to information and diverse and dispersed markets, has prompted companies to seek management strategies that make their competitive advantages sustainable over time. CRM has proven to be one of these most valuable tools, providing expectations not only of current operating benefits due to its management of information related to customer knowledge management, but also future benefits due to its direct impact on processes of innovation. Once the expected benefits of companies that decide to implement CRM systems have been defined, the question arises of knowing under what conditions these benefits usually occur in reality. The present research work has tried to verify which are the conditions that can make the use of CRM by companies consequently accompanied by improvements in business results, so that the conclusions help companies make their decisions about their adoption of such CRM systems.

The research has started with a bibliometric study whose objective has been to detect which have been the most productive research focuses (authors, countries, entities, etc.) (with the largest number of publications) and the most influential (whose articles have been most cited). In this study, it has been highlighted which articles have been the most cited, which is why they are more influential, and which have therefore been reviewed in greater detail. This bibliometric study has been complemented with a literature review, obtaining a complete and comprehensive state of the art on which to develop the study. In this review of the literature, the variable "innovation" has already been included, in order to highlight the sustainability over time (and in the future) of the impact of CRM. The next step has been to create a research model, for which the expected benefits, both present (through knowledge management about the client) and future (through innovation), of the use of CRM by companies. Finally, a representative sector of the Spanish economy has been chosen, specifically that of wine production and distribution, to empirically check what conditions are necessary and / or sufficient to ensure that the use of CRM and related innovation processes bring improvements in business results. This sector, highly representative of the Spanish economy and tradition, has been chosen because the typology of its companies (small and medium-sized, mostly family-owned) make its digital transformation process especially difficult, so it is hoped that the conclusions obtained will help companies in the sector to trust CRM as a key technology in their process of digital transformation and improvement of competitiveness.

The general conclusion of the study is the confirmation that a good culture of customer relationship management ("customer relationship management") is key to having a good business result, as it is in line with modern theories of relationship marketing that they focus on customer-centric management. To this relevance of the customer-centric management culture, it is added that the use of CRM technologies can and should help improve company performance. An adequate innovation strategy appears as the ideal complement to the strategies for the use of culture and CRM technologies in order to improve business results.