

Strategic Firm Commitments and Rewards for Customer Relationship Management in Online Retailing

Academic studies offer a generally positive portrait of the effect of customer relationship management (CRM) on firm performance, but practitioners question its value. The authors argue that a firm's strategic commitments may be an overlooked organizational factor that influences the rewards for a firm's investments in CRM. Using the context of online retailing, the authors consider the effects of two key strategic commitments of online retailers on the performance effect of CRM: their bricks-and-mortar experience and their online entry timing. They test the proposed model with a multimethod approach that uses manager ratings of firm CRM and strategic commitments and third-party customers' ratings of satisfaction from 106 online retailers. The findings indicate that firms with moderate bricks-and-mortar experience are better able to leverage CRM for superior customer satisfaction outcomes than firms with either low or high bricks-and-mortar experience. Likewise, firms with moderate online experience are better able to leverage CRM into superior customer satisfaction outcomes than firms with either low or high online experience. These findings help resolve disparate results about the value of CRM, and they establish the importance of examining CRM within the strategic context of the firm.

The study and practice of customer relationship management (CRM) has experienced explosive growth over the past decade. Extant research provides two sets of insights into the relationship between a firm's CRM investments and its performance. The first set focuses on CRM as expenses. Gupta, Lehmann, and Stuart (2004) find that customer acquisition and retention expenses have a significant, positive effect on firm value. Other studies report a positive relationship between a firm's CRM technology investments and CRM performance (Jayachandran et al. 2005; Mithas, Krishnan, and Fornell 2005). The second set of studies conveys CRM as a firm capability and, again, reports its positive effects on both CRM and business performance (Day and Van den Bulte 2002; Reinartz, Kraff, and Hoyer 2004).

However, these findings are in contrast to increasing practitioner skepticism of CRM expenditures. As Day and Van den Bulte (2002) note, practitioners report that the majority of CRM initiatives fail to meet expectations (Dignam 2002). Indeed, CRM has been decried as one of the biggest blunders of the early twenty-first century (*Infoworld* 2001); there is evidence that most CRM initiatives do not deliver the anticipated return on investment (Gartner Group 2003).

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This divergence in the effectiveness of CRM across theory and practice is both troubling and intriguing. It is troubling because though CRM as a way to manage customers is here to stay, increasing skepticism among practitioners signals that CRM will face intense scrutiny and accountability. From a theoretical perspective, the divergence is intriguing because it implies that the observed variability in CRM performance may be explained by moderating factors.

Considering possible explanations for the observed variability, researchers have examined (1) CRM data-related techniques (e.g., Ansari and Mela 2003), (2) marketing strategies for customer profitability (e.g., Reinartz and Kumar 2000, 2003; Rust, Lemon, and Zeithaml 2004; Rust and Verboef, 2005; Venkatesan and Kumar 2004), (3) the balance between customer acquisition and retention efforts (e.g., Reinartz, Thomas, and Kumar 2005), and (4) effective CRM implementation (Day and Van den Bulte 2002; Reinartz, Kraff, and Hoyer 2004). Although impressive in scope, extant research offers few insights on the strategic choices that are associated with the effective deployment of CRM. This is remiss because strategic conduct influences the effect of customer satisfaction on firm value (Anderson, Fornell, and Mazvancheryl 2004).

We address this gap in the literature. Specifically, we ask whether the effect of a firm's CRM on CRM performance, as measured by customer satisfaction ratings, is influenced by its prior strategic commitments. Strategic commitments can involve any long-term firm decision, such as the choice to enter specific markets or invest in products, brands, channels, or partnerships. Using the empirical context of the emerging online retailing market, we investigate whether CRM performance is weakened or strengthened by two relevant prior strategic commitments of the retailer: (1) bricks-and-mortar or offline experience and (2) online entry timing. We test our predictions using manager ratings of

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