

The Effect of Customer Knowledge Management and Role of Management Involvement on the Success of Change Projects in an Organization

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Abstract: This study examined the impact of Customer Knowledge Management (CKM) and the Role of Management Involvement on the success of Change Projects within organizations, particularly focusing on Pakistan's software industry. Using a quantitative research approach and data from 280 employees, the findings revealed that while management's role has a significant positive effect on change project success, CKM does not show a direct positive influence. The research extends the theoretical understanding of Dynamic Capabilities Theory by emphasizing internal leadership behaviors over information systems in change initiatives. Practical recommendations include prioritizing leadership development and better aligning CKM efforts with organizational change goals. The study highlights limitations such as sector-specific focus and cross-sectional design, and suggests future research incorporate broader industries, longitudinal methods, and mediating factors like organizational culture.

Keywords: Customer Knowledge Management, Role of Management Involvement, Change Projects, Human Factors

Introduction

The success of organizational change initiatives is heavily influenced by factors such as customer knowledge and management buy-in. Knowing how these components work together can have a big impact on how effective change projects are and ultimately determine whether they succeed or fail. Increasing customer loyalty is crucial and necessary for a business to succeed. This may be influenced by a number of elements, including as customer experience, service quality, and customer relationship management (Rane, Achari & Chaudhary, 2023), in other words customer knowledge and its management (Koning, 2023).

Many businesses that begin change projects or similar initiatives fail to reach their desired outcomes, and often the costs of change inside an organization outweigh the benefits. However, it is becoming increasingly important for businesses to accept change in order to survive and thrive in the dynamic and rapidly changing business environment, which is mostly the result of technological innovation (Musaigwa, 2023). According to Andersen (2004) and De Brentani et al. (2010), management involvement in innovation refers to the degree to which senior managers participate in innovation projects, serving as visionaries who assist and encourage staff members to investigate novel possibilities, plan, direct, oversee, and coordinate the execution of novel activities, and supply the required incentives and change for the future. Cooperation and open, regular communication on issues pertaining to innovation decisions are necessary for this kind of involvement. Extensive involvement facilitates better information exchange, earlier spotting and resolution of problems and hence smoother introduction of the innovative initiatives. In order to reduce resistance and foster an adaptable culture, managers must also actively involve staff members in the change process (Flanagan, 2023).

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The study investigates the impact of Customer Knowledge Management and Role of Management Involvement on change projects, emphasizing the critical role these factors play in determining the success or failure of organizational change initiatives. Understanding these dynamics is essential for effective change management, as they directly influence employee engagement, resistance to change, and overall project outcomes. In the context of an increasingly dynamic business environment characterized by rapid technological advancements and shifting market demands, organizations must adapt to survive. The literature indicates that effective communication with stakeholders, particularly customers and employees, can significantly reduce anxiety and resistance to change (Koning, 2023). Furthermore, senior managers have to have direct access to vital information about the company and the market it operates in because of their prominent positions. Because of their positions, they can observe or perhaps capitalize on the trends that will impact their companies' futures (Elenkov et al., 2005). This aligns with the broader theoretical framework of Dynamic Capabilities Theory, which emphasizes the need for organizations to integrate and reconfigure their resources to respond effectively to environmental changes (Teece et al., 1997).

The significance of studying the effect of Customer Knowledge Management and the Role of Management Involvement in successful change management is multifaceted and extends beyond theoretical contributions to practical applications within organizations. This research aims to illuminate the critical role that these factors play in the success or failure of change initiatives, particularly in light of contemporary challenges faced by organizations. By integrating insights from recent studies and frameworks, this research contributes to the theoretical understanding of how these factors influence change projects. It enhances existing literature by providing empirical evidence on the relationships between key variables. The findings underscore the necessity for organizations to prioritize human factors in their change management strategies. By fostering management involvement, organizations can improve their chances of achieving successful outcomes in their change initiatives (Torrance, 2025). The study provides actionable insights for practitioners involved in change management. Understanding which factors are most influential allows managers to tailor their approaches to enhance employee readiness and mitigate resistance during transitions. This research lays the groundwork for future studies exploring the complexities of human factors in change management. By identifying gaps and suggesting areas for further investigation, it encourages ongoing exploration into this critical aspect of organizational success.

The primary research objective was to explore the impact of customer knowledge management and role of management involvement on change projects in the organizations that operates in Pakistan. The success of change projects within organizations is significantly influenced by various human factors.

Theoretical Reflections

The Dynamic capabilities theory comprehends the factors of human influence and their integration with change projects. Dynamic capabilities theory states that “the organization need the ability to integrate, build, and reconfigure (adapt) their internal and external resources to address rapidly changing environments” (Teece et al., 1997). The internal resources include CKM and Management Involvement and its role. The role of management involvement and how other stakeholders (both internal and external) perceive it, act upon it, and how much all this benefits the change process is extremely important, as this impact the success of change projects implemented by organizations (Barrales-Molina et al., 2015; Lee & Chen, 2019).

The study evaluated the relationship between CKM and RMI in attaining improvement in project-based organizations, supported to creation of dynamic capabilities within organizations (Pérez Rave et al., 2022). Lee and Chen (2019) factors of organizations such as human, organizational, and contextual factors that brought improvement in the process to achieve successful organizational outcomes (Lee & Chen, 2019).

Customer Knowledge Management

One of the most important and noteworthy assets for a firm to manage for the sake of competitive advantage while meeting customer needs is customer knowledge and its management. To achieve organizational goals, CKM is important as the customers are an important source of knowledge in this

competitive environment. Campbell (2003) elaborated customer knowledge as "organized and structured information about the customer as a result of systematic processing." This knowledge is vital for developing effective marketing strategies and enhancing customer satisfaction. According to a study by Pornthip et al. (2020), effective customer knowledge management (CKM) can significantly improve innovation performance in small and medium-sized enterprises (SMEs) by aligning products and services with customer needs.

Role of Management Involvement

The role of management involvement in change projects is critical for ensuring successful implementation and achieving desired outcomes. Management Involvement plays a pivotal role in guiding organizations through change processes. Effective management is essential for establishing a clear vision, communicating objectives, and fostering an environment conducive to change. Organizational change is always easy and fast but can be a real challenge to people and organizations alike. That is why many organizations initiating change initiatives never arrive at their intended destination and sometimes, the costs of change can exceed the benefits. However, due to the increased dynamic and constantly changing business environment mainly due to technological advancement, it has become crucial for an organization to encourage change to survive and thrive (Musaigwa, 2023). Research studies have shown and revealed that Role of Management Involvement greatly improves employee change readiness through encouragement and motivation. Moreover, to avoid resistance from employees, management must involve employees in the change process to enhance organizational culture towards change (Flanagan, 2023).

Customer Knowledge Management and Change Projects

CKM, according to Campbell (2003), is "structured information about customers, obtained through systematic processing." In addition to aiding in decision-making, effective CKM assists businesses in matching the needs of their clients with their goods and services.

CKM has a major impact on innovation performance, especially in small and medium-sized businesses, claim Pornthip et al. (2020). In order to prevent possible inefficiencies or misunderstandings, the incorporation of customer information into change programs necessitates careful alignment with corporate objectives.

When it comes to change initiatives, CKM helps businesses to predict how customers will react to changes and modify their plans appropriately (Pour & Hosseinzada, 2021). The results of the study, however, indicate that if CKM is not well managed, it may have a detrimental effect on change initiatives. This is consistent with research showing that focusing too much on customer requests during a transition might result in inflated expectations or inefficient use of resources.

Organizational priorities and consumer insights must be balanced for CKM strategies to be effective. This balance is crucial for guaranteeing the effective incorporation of consumer knowledge into change projects, as demonstrated in the software sector in Pakistan.

H1: Customer knowledge has a positive significant effect on Change projects.

Role of Management Involvement and Change Projects

When it comes to leading firms through transformation initiatives, management plays a crucial role. Establishing a clear goal, encouraging communication, and establishing a change-friendly atmosphere are all components of effective management. The difficulties of change are highlighted by Musaigwa (2023), who also pointed out that management involvement role is necessary to overcome opposition and accomplish project objectives.

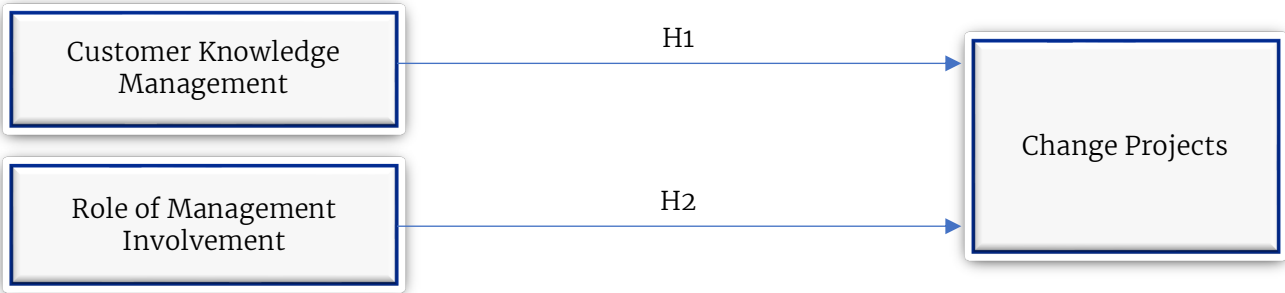
According to Cimini et al. (2022), management involvement is essential for improving employees' preparedness for change. A culture of flexibility can be fostered by leaders who inspire and empower their teams, increasing the chances of positive results. Furthermore, Flanagan (2023) emphasizes how crucial it is to include employees in the change process to reduce opposition and foster trust.

H2: Management Involvement has a positive significant effect on Change projects.

Theoretical Framework

Figure 1

Theoretical Framework



Measurement Instrument

Table 1

Instruments Representation

Variables	Source	Items
Customer Knowledge Mngt	Taherparvar, Esmailpour & Dostar (2014)	12
Management Involvement	Stanley Kam Sing Wong (2013)	6
Change Projects	Kotter (1996) & Hiatt (2006)	5

Data Collection

Since the study is quantitative, questionnaires were distributed to gather data. The instruments were adapted as the result of the pilot study. Each software house visited during the questionnaire distribution period received roughly 20–30 questionnaires. Additionally, a Google Forms link was used to distribute the questionnaire. Previous studies have shown that online data collection is more convenient than paper–pen procedures because respondents find it easier to complete the questionnaires, and there is no discernible difference in the quality of data collected using either of the two aforementioned methods (Church, Elliot, & Gable, 2001).

All the items of the questionnaire were to be filled on a 5–point Likert scale where 1 represents (strongly disagree), 2 represents (disagree), 3 represents (Neutral), 4 represents (Agree) and 5 represents (strongly agree). All these scales were validated after passing them through a reliability test. Gender, age, qualification, and experience are among the demographic factors that were gathered to ensure that the information participants gave would remain confidential and to improve the accuracy and authenticity of the results. 319 of the 350 surveys that were sent out were received. A total of 280 (80%) questionnaires were used in the data analysis to illustrate the findings. The questionnaires that were rejected were those that lacked sufficient information, rendering them unsuitable for the research.

Data Analysis

Initially, the researcher shortlisted only completed questionnaires and selected them for analysis. Later, each selected questionnaire was used to code for variables employed for the research, and data analysis was conducted using each coded variable. The procedure began with an explanation of the sample characteristics using frequency tables. The numerical values were used to conduct descriptive statistics. After assessing descriptive statistics for each variable, Cronbach's alpha was used to assess each variable's internal reliability which explains coordination with each item of the variables. To ascertain whether a significant relationship exists between the variables under this research, correlation analysis was performed. Moreover, for the final estimation of the results to test the hypothesis, regression analysis was used to ascertain the relationship between the independent and dependent variables.

Reliability Analysis of Scales

A measurement tool or object is said to be reliable if it consistently produces the same results across time. Put more simply, it describes the consistency of results obtained from repeated testing of a variable or

object. For instance, a scale's reliability is determined by how consistently it yields results throughout tests. To evaluate dependability in this study, Cronbach's alpha was used. This approach assesses whether the items inside a single construct are connected and measures internal consistency within that construct. Greater reliability in measuring the intended notion is indicated by higher Cronbach's alpha values, which range from 0 to 1. While readings below 0.6 indicate lesser reliability, values above 0.6 are typically regarded as reliable.

Table 2 displays the reliability test findings, which demonstrate that every scale utilized in this investigation had a Cronbach's alpha value higher than 0.6. For example, the Customer Knowledge Management scale had a score of 0.90, indicating exceptional reliability, while the Role of Management Involvement scale received a score of 0.88. demonstrating how well-targeted their items were in capturing the intended structures.

However, the Change Projects scale showed moderate reliability with a score of 0.79. These scales should be improved to increase internal consistency even if they are trustworthy. The reliability of the results is ensured by the Cronbach's alpha values, which generally attest to the validity of all the scales employed in this investigation and their suitability for measuring the constructs for which they were intended.

Table 2
Reliability Analysis

Variables	Cronbach's Alpha	Items
Management Involvement	0.88	6
Customer Knowledge Mngt	0.90	12
Change Projects	0.79	5

Correlation Analysis

To investigate the connection between CKM, RMI and Change Projects, correlation analysis was performed. With a correlation coefficient that ranges from -1.0 to 1.0, Pearson correlation analysis is specifically used to gauge the nature and strength of the association. The strength of the association is indicated by the correlation coefficient's magnitude. A value that is closer to zero denotes a weaker or no association between the variables, whereas a value that is farther from zero shows a stronger relationship. There is little to no association between the variables if the correlation coefficient is near 0.

The direction of the association is indicated by the correlation coefficient's sign. A direct relationship is indicated by a positive sign, which means that when one variable rises, so does the other. A negative sign, on the other hand, denotes an indirect relationship in which a rise in one variable causes a fall in the other. This technique improves comprehension of the variables' interactions and helps determine if they are directly or adversely related.

Role of Management Involvement

There is a strong positive and significant correlation between Role of Management Involvement and Customer Knowledge Management. ($r = .713$, $p < 0.01$) means that as management involvement increases, customer knowledge management processes are also likely to improve significantly. Although there is a very weak positive correlation between Role of Management Involvement and Change Projects. ($r = 0.095$) indicates almost no meaningful relationship. This suggests that management's role alone might not strongly drive the success or execution of change projects without other supporting factors.

Customer Knowledge Management

There is virtually no correlation between Customer Knowledge Management and Change Projects ($r = .002$). This means effective CKM by itself is not showing a significant link with change project outcomes in the data set.

Table 3
Correlation

	1	2	3
Management Involvement	1		
Customer Knowledge Mngt	.713**	1	
Change Projects	0.095	.002	1

Regression Analysis

The effect of Role of Management Involvement (RMI) and Customer Knowledge Management (CKM) on Change Projects (CP) was investigated using regression analysis. The combined effect of RM and CKM accounts for 1.8% of the variance in Change Projects, according to the model's R-Square value of 0.018. The model is not highly significant overall, according to the F-statistic of 2.540, even though one predictor exhibits a substantial effect on its own. Change projects are positively and significantly impacted by role of management involvement (RMI) ($\beta = 0.191$, $t = 2.254$, $p = 0.025$). This suggests that improved change project outcomes are linked to increased effective management. Change projects are negatively but not substantially impacted by customer knowledge management (CKM) ($\beta = -0.135$, $t = -1.585$, $p = 0.114$), suggesting that CKM by itself does not considerably improve change project success in this model.

Table 4
Regression

path	R-Square	F	Beta	T	Sig(P)
	0.018	2.540			
RMI-CP			.191	2.254	0.025
CKM-CP			-0.135	-1.585	0.114

Discussion and Conclusion
Findings

Change projects, which are structured initiatives aimed at transforming organizations, often involve complex processes that are influenced by both technical and human dynamics (Sloot et al., 2024). While technological advancements and financial resources are vital for project success, the human elements attitudes, behaviors, and interactions of individuals within the organization play an equally significant, if not greater, role in determining outcomes (Errida & Lofti, 2021). This discussion delves deeper into the findings of the study, situating them within broader theoretical and practical contexts. The effectiveness of organizational change initiatives depends heavily on human elements including customer knowledge management (Pornthip et al., 2020; Pour & Hosseinzada, 2021), and management's role (Cimini et al., 2022; Musaigwa, 2023). These elements affect how employees view, react to, and participate in change projects. Management Role has significant effectson change projects. For example, the role of management involvement is frequently regarded as crucial (Cimini et al., 2022; Musaigwa, 2023). This could imply that a willing Management can influencing project outcomes directly or indirectly, for as by establishing strategic direction and encouraging employees to participate. Cruz et al. (2022) also argued that the management’s role also indirectly influences the customers’ perspective in the market regarding the introduction of new products.

The study further concluded that Customer Knowledge Management (CKM) has no significant detrimental impact on change initiatives is among its most surprising findings. Although CKM is frequently praised as a technique for matching consumer needs with organizational processes (Pornthip et al., 2020; Pour & Hosseinzada, 2021), its negative effects in this particular case point to possible integration issues. It frequently needs a lot of time, money, and effort to adopt CKM. Other crucial elements of change initiatives, such staff training or process optimization, may suffer as a result which might be neglected in response. Inefficiencies may be introduced if CKM procedures are not well matched with the goals of change projects. For instance, an overemphasis on collecting and handling consumer data without a clear connection to change objectives may lead to staff misunderstanding and obstacles. Workers may oppose

the implementation of CKM systems if they believe they are too complicated or unrelated to their jobs leads to employee resistance (Bratianu, Stănescu, & Mocanu, 2023). To guarantee congruence with more general project objectives, CKM should be deliberately integrated with other organizational processes rather than being used as a stand-alone change agent.

Hypothesis Analysis

Based on the findings and results the acceptance or rejection of the hypothesis is as follows:

H1: Customer Knowledge Management has a positive significant effect on Change Project
Customer Knowledge Management (CKM) shows an insignificant effect on Change Projects ($\beta = -0.135$, $t = -1.585$, $p = 0.114$), contradicting the to this hypothesis, therefore it is rejected.

H2: Management Involvement has a positive significant effect on Change Projects
Management Involvement has a positive and significant effect on Change Projects ($\beta = 0.191$, $t = 2.254$, $p = 0.025$) therefore the hypothesis is accepted.

Theoretical Implications

This study contributes to the existing literature by highlighting the differentiated effects of managerial involvement and customer knowledge management on the success of change projects. It provides empirical support for the theoretical notion that managerial involvement is vital in navigating organizational change. While customer knowledge management is widely valued in innovation and marketing contexts, this research suggests that its direct role in driving change project outcomes is limited, unless perhaps mediated by other factors (e.g., agility, stakeholder engagement). This opens up opportunities for future research to explore mediating and moderating mechanisms in the CKM change success relationship. The findings extend change management theories by emphasizing the dominance of internal leadership behaviors over information systems in change execution contexts.

Practical Implications

From a managerial standpoint, the study stresses the importance of active leadership involvement in ensuring successful change project implementation. Organizations should prioritize empowering managers with decision-making authority, communication training, and change leadership capabilities. The significant effect of the role of management involvement suggests that project success is strongly tied to how effectively management guides, supports, and communicates change. Meanwhile, the non-significant impact of CKM highlights a potential gap in how organizations use customer knowledge during transitions, indicating a need to better align CKM systems with change-related goals. Managers may need to integrate CKM with other strategic tools, such as change readiness assessments, feedback loops, or agile methodologies, to make it more impactful in dynamic change environments.

Limitation of study

The study's conclusions have limited generalizability due to its exclusive emphasis on software companies in Pakistan. To validate the findings, more industries and geographical locations should be investigated in future studies. Because of the cross-sectional design of the study, data was only gathered once, making it impossible to examine how the associations between variables might change over time. Deeper understanding of these dynamics would be possible with longitudinal research. The study excluded other potentially significant variables like organizational culture, communication tactics, or external market conditions, and only examined a small subset of factors driving change programs. These variables should be included in future studies to create a more complete model. Also, a mediator or moderator effecting the variables can be used.

Future Research Directions

To improve the findings' generalizability and test their suitability in other circumstances, future research should try to incorporate a wider variety of industries and geographical areas. Longitudinal studies may yield important information about how CKM and RM impact on change initiatives changes over time. With this method, researchers might see changes and patterns that cross-sectional studies could miss. Future

studies should examine other mediating elements, such as communication tactics or corporate culture, to gain a deeper understanding of how human factors influence change attempts.

Future research should look at how digital tools and innovations affect human variables in change processes and how they might either enhance or complicate conventional change management tactics, given the growing role of technology in organizational change.

Conclusion

The success of organizational change initiatives is largely dependent on management involvement. This study emphasizes some crucial human factors that might have impact well on change initiatives work in organizations in Pakistan, these factors of study were include the role of management involvement, and customer knowledge management. The results highlight the significance of management involvement is required to better achieve successful change project outcomes in the context of Pakistan Software houses. However, Customer Knowledge Management revealed a no significant impact on change projects in the region. The findings indicate that circumstances, where corporate priorities and consumer insights are not aligned during change projects, can lead to misunderstandings, inefficiencies, or even employee resistance. This study advances our theoretical and applied knowledge of how management factors impact change initiatives. Organizations can improve their capacity to successfully manage change by acknowledging the significance of this component and putting plans in place that take them into account. The results support a thorough method of change management which eventually increases project success rates.

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