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São Paulo, August, 22th, 2023.

Dear members of the Journal of Management & Technology editorial team

Through this letter, we would like to emphasize our intention and commitment to advancing studies on the effect of Customer Relationship Management (CRM) systems and practices to capture and apply customer information on the perceived performance of customer relationship management and innovation-oriented culture. In addition, we wish to contribute to the dynamic capability theory by studying the effect of dynamic capabilities through the lens of relationship marketing. To this end, we submit our article entitled “A CRM system by itself isn’t enough! The effect of marketing capabilities and innovation orientation on CRM performance” to the respected and renowned Journal of Management & Technology (*Revista Gestão & Tecnologia*).

We confirm that this work is original and has not been published elsewhere, nor is it currently under consideration for publication elsewhere.

This paper was initially presented, in 2018, at the ANPAD Annual Meeting. It is worth mentioning that this article is part of a research project entitled “Exploring the Role of Customer Relationship Management in Organizational Innovation Capability”, funded by the National Council for Scientific and Technological Development (CNPq). This project has produced other articles published in renowned journals, such as “What’s behind CRM research? A bibliometric analysis of publications in CRM Research Field” in the *Journal of Relationship Marketing* and “Identifying and assessing the scales of dynamic capabilities: A systematic literature review” in the *Revista de Gestão (REGGE)*.

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It is important to note that the data used in the research is available for reviewers. There goes the reference: Araújo, Cíntia (2023), “The effect of marketing capabilities and innovation orientation on CRM performance”, Mendeley Data, V1, doi: 10.17632/m4chgm525f.1.

The authors also affirm to have no conflicts of interest to report.

Please direct all messages relating to this submission to me, the first author, at the following e-mail address: <mailto:cintyaraújo@gmail.com>.

We would like to thank the editorial team and reviewers for their willingness to evaluate our article.

Yours sincerely,



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