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The mixture of social media and Customer Relationship Management that known as social CRM enables brands to truly listen to their customers more than ever before. It enhances the traditional CRM by listening for and engaging with social media conversations, tracking new leads from social media posts and moving them into the sales funnel.

As an emerging discipline, interpretations of Social CRM vary, but the most frequently quoted definition is from Paul Greenberg. He defined it as “a philosophy and a business strategy, supported by a technology platform, business rules, workflow, processes and social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment. It’s the company’s response to the customer’s ownership of the conversation.”

Social CRM is a new approach for organizations that want to optimize the potential of social interactions to get closer to customers. Considering high usage of social networks, businesses are feeling extreme pressure to be where their customers are. Social CRM uses high potential of social media to develop relationships among different stakeholders includes employees, customers and businesses. But getting started with social CRM is comparable to other IT projects. Being multifaceted process, implementing this concept has a high risk and uncertainty. The most common factors associated with social CRM project failures may be included no clear strategy, no measurable objectives, or adopting technology without strategy, defined processes and organizational alignment. So, there is a need for resources and texts to addresses all aspects of this discipline. This book looks to discuss and address the comprehensive view to this emerging discipline includes Tools, Techniques and Strategies.

This book provides a variety of strategies, applications, tools and techniques of CRM proposed to different businesses for success in the social media in a coherent, conceptual framework. This conceptual framework provides an advanced and categorized variety of strategies, applications and tools by investigating their infrastructures, CSFs, required specializations, development processes, implementation methods, advantages, disadvantages, challenges, and futures.

The book approach is both practical and scientific to be useful for academicians and practitioner as well. It has been organized into two sections: Strategies & Applications such as Social Business Model and Strategy, Social CRM Analytics, Impact of social CRM on Sales Performance, Adoption of Facebook for CRM, e-CRM Practices of Micro, Small and Medium Enterprises, Social Media in Higher Education Institutions, Gamification impact on customer relationship; and Customer Learning & Engagement such as CKM 2.0, Fan Personality and Participation in Social CRM, News websites quality from customer insight, using Social media to influence CRM and loyalty, Social brand communities and brand loyalty, Electronic Word Of Mouth in Social Networks.
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The book is useful for upper-level students, Interdisciplinary researchers, academicians, professional and practitioners, scientists, executive managers and consultants of marketing and CRM in profit and non-profit organizations. The book contains 14 chapters written by professional researchers coming from academic and industrial fields. The chapters in section 1 make an overview of social CRM strategies and applications in different industries and businesses.

According to changing in economic environment and emergence of social business, the need to investigation of the differences and similarities between traditional business and social businesses is shown. Since the business model is one of the essential tools to understand how to do business, to study social business models is one of the areas of research that in this research is covered. The purpose of chapter 1, “Social Business Model and Strategy” is to define social business and its difference with conventional business type. It reviews the recent literature about social business evolution and definition, then it goes through social business model literature review and for run a social business the definition and models of conventional business models should be redefined. Finally it compares the different Social business models and introduces the social business components. At the end there are two cases from Grameen group one of the leading social groups in the world.

Social CRM entails the premise of customer relationship management channelizing the latent power and potential of social media platforms to enhance customer engagement. Social CRM encompasses a community-based environment in which the control and rules of engagement in the relationship with organizations has shifted from the unidirectional ways of traditional CRM directly to the customer who has the power to influence others in his social network. Marketers are expending efforts and devising new strategies to understand the field of social media and networks to demystify and understand consumer behaviors, patterns of engagement and attitudes and then harness the gained insights for business value. Analytics can help marketers in analyzing social CRM data to identify the most valuable insights from conversations driven by peer groups, industry professionals, prospects, customers and competitors. Chapter 2, “Social CRM Analytics: Gaining Customer Insights for Designing Social CRM Strategies” is to explore the opportunities analytics provides to organizations in terms of converting social CRM data into useful insights for designing CRM strategies.

Iran has recently been placed in the top 20 country car producers in the world. Iran’s auto industry which started from the 1959 has passed the first states of a new born auto industry (assembling the imported parts) and before the revolution, some of the car factories were upgraded to factories with the ability of design and production of spare parts. The chapter 3, “The Impact of CRM & Social Media Technologies on Customer Orientation Process and Sales Performance” studies that technology, such as CRM systems and social media, improves the understanding of how to manage interactions with customers in today’s digital era. The authors examine how customer focused technology (CRM/social media) and customer orientation process impacts sales performance. Results show that CRM and social media positively influence customer orientation activities, which in turn positively impact sales performance. Managerial implications are provided regarding the potential power CRM and social media has on sales performance.

Chapter 4, “Adoption of Facebook for Customer Relationship Management for SMEs: Exploring the Underlying Motivations” explores organizations’ motivations to adopt Facebook for customer relationship management purposes. Interviews with twenty small to medium sized Australian organizations in this study showed that market pressures, direct customer service, brand promotion, and testing and experiencing are among key motivations for organizations to begin having presence on the Facebook. Ease of use, ease of receiving customers’ feedback, availability of rich tools, and the
opportunity to reach a large number of potential and existing customers are found to be amongst the key benefits of such presence. Furthermore, the findings show that dealing with negative comments, finding qualified human resources, ensuring the reliability of Facebook policies, and scalability of Facebook pages are some of the key issues that organizations have experienced with using this website for managing relationship with their customers.

The main aim of the chapter 5, “Electronic Customer Relationship Management (e-CRM) Practices of Micro, Small and Medium Enterprises” is to find out how SMEs in Ghana employ electronic customer relationship management (e-CRM) to improve their business performance. Case studies were used and five companies were selected and their managers interviewed. The study found that there is a growing awareness among SME owners about social media platforms. It also found that SME owners use such platforms for marketing and e-CRM purposes. The most reported social platforms used for e-CRM were found to be Facebook, WhatsApp and Instagram. Regarding the effectiveness of these platforms for marketing and e-CRM, the SME owners interviewed intimated that they are fast, convenient, and cost effective marketing platforms because they give them the opportunity to upload pictures, videos and textual information which clients are able to access. In addition, respondents stated that the internet (Facebook in particular) allows them to do real-time marketing, monitor and record statistics on the number of people who might have seen their products and services online.

Social media has been widely adopted by people, especially young generations, and has become an integral part of today’s society. As a Web 2.0 application, social media has significantly affected our daily life; from communication to education, from entertainment to business life. With a large percentage of young adults using social media in daily life, social media has become present in nearly all aspects of higher education, ranging from admission to education in the classroom. Despite the many benefits and advantages, while many universities actively use social media, some lag behind in adopting this technology. Chapter 6, “The Use of Social Media in Higher Education Institutions in Turkey: A Case of Istanbul” investigates the presence of social media in Web sites of higher education institutions in Istanbul and analyze how they use it.

Chapter 7, “Gamification impact on customer relationship development in virtual environment” analyzes gamification conception presenting different perspective towards gamification. Game elements, game mechanics and game dynamics are discussed within the chapter as a main component gamification. Customer relations development stages are presented analyzing acquisition, retention and enchantment stages. The proposed conceptual model describes game elements impact on customer relations development and perceived value. The proposed model and empirical validation results in Lithuania market are discussed.

Section 2 contains 7 chapters about Customer Learning and Engagement in the social media era.

Chapter 8 titled “CKM 2.0, Integrating Web 2.0 into Customer Knowledge Management” explores the affective role of Web 2.0 on customer knowledge management (CKM) in two ways. At first, a new conceptualization of customer knowledge regarding knowledge “for”, “from” and “about” customer is introduced through categorizing them in a detailed typological manner. The second part, attempts to find the relationship between Web 2.0 and three types of customer knowledge in a way that demonstrates each type of customer knowledge could be supported by using any special kind of Web 2.0 tools. These two parts are integrated as a comprehensive model which is named “Grape Model”. This model encompasses different types of customer knowledge in detail as “grapes” which is related to different Web 2.0 tools as “leaves” which support encompassed grapes. In this chapter, Web 2.0 tools
are introduced as powerful tools for enhancing the capabilities of CKM in organizations. In addition, the "Grape Model" was applied in four different Iranian industries so as to evaluate each industry in making benefits from CKM and using Web 2.0 tools in order to facilitate the CKM process.

Facebook as the greatest social network has offered a new marketing tools for companies, agencies, organizations and even people like celebrities. Chapter 9, “The Effects of Fan Personality on Participation in Social Media Based Brand Community: Role of Personality on Participation in the Social Media” witnesses a growing trend in emergence of online brand communities both in and out of social media. However, one of the important aspects that need to be magnified is how brand’s fans participate in their favorite brand pages? This chapter tries to answer questions like this and introduces new variables which should be counted in the 3M model of personality in order to stimulate brand fans to participate on the brand page more than before. Entertainment, monetary and normative incentives are introduced as potential variables which affect situational traits of participants. Finally, the chapter suggests brand managers to not forget about entertainment mixed with promotions or representation of products over their online brand community; entertainment along with monetary and normative incentives can motivate fans to participate.

Success and effectiveness of websites is largely dependent on the quality of the website. The biggest share of the quality’s new concept is that the technical aspects of products and services combines with customers usage and understanding. Therefore websites evaluation based on the maximum usage and perception of the customers is considered an important issue to announce to the related organizations the success of website from customers’ views. This customer relationship need a kind of management that first step of that for future decision needs knowledge about the websites features, customer insight and the position of websites among the competitors. This ranking and evaluation should be performed in a special activity domain so that the first place of website rank determines among its other competitors. One of the available media is the online news websites which their success is highly dependent on the relationship of their users. In chapter 10, “Study of the automatic evaluation of websites quality from customer insight: a Case study of the most visited NEWS websites as influential social media tool” achieving the information of websites is automatic and without the intervention of human so that the instant evaluation could be possible.

Extant research has been focusing on the effectiveness of social media in driving consumer engagement and interaction. However, little research has examined how social media influences firms’ Customer Relationship Management. Chapter 11, “Social Media, Customer Relationship Management and Consumers’ Organic Food Purchase Behavior“ fills this gap by proposing a conceptual framework to capture the impact of social media on traditional Customer Relationship Management in the context of consumers’ organic food purchasing. Specifically, this chapter investigates how social media influences the purchase behavior of loyalty program members and non-loyalty program members. It also examines the effectiveness of different types of social media content on consumer purchase behavior of organic food.

Nowadays, the concept of brand community is tied with media. So, the new concept of social media based brand community without constraint of geography is built. Chapter 12, “The effects of social media based brand communities on brand loyalty and brand equity: (case study: Cinere Company)” investigates the effects of social media based brand community on elements of the customer centric model, brand loyalty and brand equity through its antecedents (i.e., brand loyalty, brand trust, perceived quality, brand awareness/ association). An online survey with 170 users of brand community of Cinere Company on facebook has been conducted and path analysis technique used
for data analysis. The results show that brand community of Cinere on social media has positive effects on all elements of the customer centric model. customer/ other customer and customer/ brand relationships have positive effects on brand loyalty with mediating role of brand trust; and loyalty, perceived quality, brand awareness/association have positive effects on brand equity. Interestingly, brand trust contributes only indirectly to brand equity. Finally, implications for practice and future research opportunities are discussed.

Chapter 13 titled “Using Social media to influence CRM and loyalty: Case Study of Restaurant Industry” investigates how integrating social media channels into existing Client Relationship Management platforms can influence customer service and customer loyalty. It used a mixture of both qualitative and quantitative research methods. The research method chosen was a single unique case study with interviews, observations and surveys as the data collection methods. The chapter used and built upon theoretical knowledge in the field of CRM, Social Media, customer service and loyalty, Restaurant industry in order to help the process of gathering empirical data. There were two interviews conducted for 384 restaurants collected and analyzed for the research. This chapter will bring value to everyone who wants first to understand what is CRM, its underlying principles and criticisms. And secondly having a wide overview and knowledge of linking social media to CRM practices aligned with customer services and customer loyalty.

Social networks as new form of popular and widely used communities especially among Iranians are considered as a place to talk about brands and share users comments, experiences and interests and they can play more prominent role in their own and others informed choices. Chapter 14, “Electronic Word of Mouth Marketing: Relationship between Brand Loyalty and Electronic Word Of Mouth in Social Marketing Networks” finds a logical relationship between loyalty to a brand (good/service) on one hand, and participating in electronic word of mouth marketing and individuals’ identification through specific brands (Adidas brand in present study) on the other. Regarding objective methodology and nature and data collection method, this chapter is an applied descriptive and surveying study. Research results showed a significant and positive correlation between brand loyalty and participating in eWoM and also consumer brand identification. Model presented in this chapter explains the same process. Research results showed a significant and positive correlation between brand loyalty and participating in eWoM and also consumer-brand identification.

As mentioned, there are not enough references to addresses all aspects of this discipline include strategies, business models, process, applications and tools. This book looks to discuss the comprehensive view to this emerging discipline. This comprehensive publication aims to be an essential reference source, building on the available literature in the field of social CRM while providing further research opportunities in this dynamic field for researchers and academicians. And also, it is hoped that this text will provide the resources necessary for professionals to adopt and implement social CRM strategies, process and techniques.

The book enables a variety of business managers to choose the best tools and applications of CRM according to their own strategies in the social media. Companies should align their social CRM strategies with existing CRM implementations.

As mentioned earlier, chapters divided into two sections. First section discusses strategic level problems, challenges and applications that could be useful for top-level managers to develop best strategies for managing customer relationships in social media environment. At this section, Strategies, business models and some applications in businesses are discussed which could be helpful to
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directors to select most suitable business models and strategies for their business based on customer knowledge, needs and expectations, and also use knowledge and experiences from cases and applications to how social media can enhance relationships with their customers.

At the second section, the chapters focus and emphasize on solutions for managing customer knowledge and also engage them more in business processes and increase their loyalty. Social CRM has high potential and power to drive customer engaging in business processes and also get knowledge from transactions, feedbacks and relationships. The proposed models and frameworks can useful to make loyalty programs, customer clubs and customer knowledge management more effective.

The book also helps professors, students, and researchers in fields of marketing, IT and CRM to further their knowledge on the Social CRM. Along these chapters, the reader is faced with the discussions and confirmation of the relevance and impact of this hot topic, providing researchers, and scholars with some of the most advanced research developments, solutions, state-of-the-art enabling technologies, discussions, applications, and case studies. As an academic tool, it can be a support to disciplines of post-graduate studies on IT, CRM, Marketing.

Hope to find it useful and enjoy your study!

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