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Social Customer Relationship Management -
An analysis of its adoption and usage across companies



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Executive Summary

This paper attempts to explore the novel research domain of *Social Customer Relationship Management*, which has gathered great attention with the rapid advent of Social Media technology usage in organisations. Since academic literature is very scarce yet, the authors have conducted an analysis of the paradigm shift from traditional Customer Relationship Management (CRM) towards the new phenomenon Social Customer Relationship Management. By applying a company's perspective it is the authors attempt to give theoretical and practical implications of how Social Customer Relationship systems can effectively be adopted and used by internationally operating organisations.

The overall research objective of this paper seeks to analyse *Social CRM as an upcoming event for international operating companies*. The research objective is defined by five subsequent research questions, which are key to outline a relevant theoretical framework.

With the aim to extend existing literature of Social CRM adoption in enterprises, the paper takes off with an extensive theoretical framework. Hereby, the researchers intend to integrate related research areas of Social CRM, like relationship marketing, Social Media usage, CRM, adoption behavior and diffusion of innovations.

Core of the empirical investigation is the data collection of primary data that has been gathered by conducting 13 semi-structured expert interviews. Based on data preparation five different dimensions of Social CRM and its adoption have been derived, *Present Status of Social CRM, Evaluation of Social CRM, Adoption of Social CRM, Future of Social CRM and Recommendations for Social CRM*.

The findings of this paper showcase that Social CRM will not only gain more attention in academia. Also practical attention in the upcoming years is given since it might have a game changing potential for many B2C but also B2B organisations. The strong link between Social Media and Customer Relationship Management will, according to the analysis, play a key role and provides companies benefits with regards to customer relationship and information. Despite the mainly positively predicted implications of Social CRM, many research gaps are yet still undefined and need to be revealed in the future within this complex research area.

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List of Abbreviations

B2B	Business-to-Business
B2C	Business-to-Consumer
BI	Business Intelligence
CRM	Customer Relationship Management
DOI	Diffusion of Innovation
eCRM	Electronic CRM
HQ	Headquarters
IT	Information Technology
R&D	Research & Development
SaaS	Software-as –a-Service
Social CRM	Social Customer Relationship Management
TAM	Technology Acceptance Model
TOE model	Technical Organizational Environmental Model
UGC	User Generated Content
VCE	Virtual Customer Environment

1. Introduction

Recent studies show that enterprises are increasingly investing in Web 2.0 technologies. The two main drivers behind this phenomenon are a remarkable shift in customer behaviour induced by the development of social networks, as well as the rapid adoption of social media by society and organisations alike (Treem & Leonardi, 2012; van Zyl, 2009). Because of constant technological improvements and diffusion of mobile gadgets, like smartphones, tablets, laptops and the internet connectivity itself, the ongoing social (media) revolution is still taking place and affects many daily operations in B2B but also B2C relationships.

Furthermore, the number of social media users is growing exponentially. It is estimated that by 2018 more than 2.4 billion people will be active on social networks, wikis, microblogs and other peer-to-peer platforms (Statista, 2015). Those numbers and also the graphic below underline the importance of Social Media channels for customers but also for global operating companies. It is because Social Media offers organizations the opportunity to engage with globally dispersed customers and gain more in-depth customer insights (IBM, 2011).

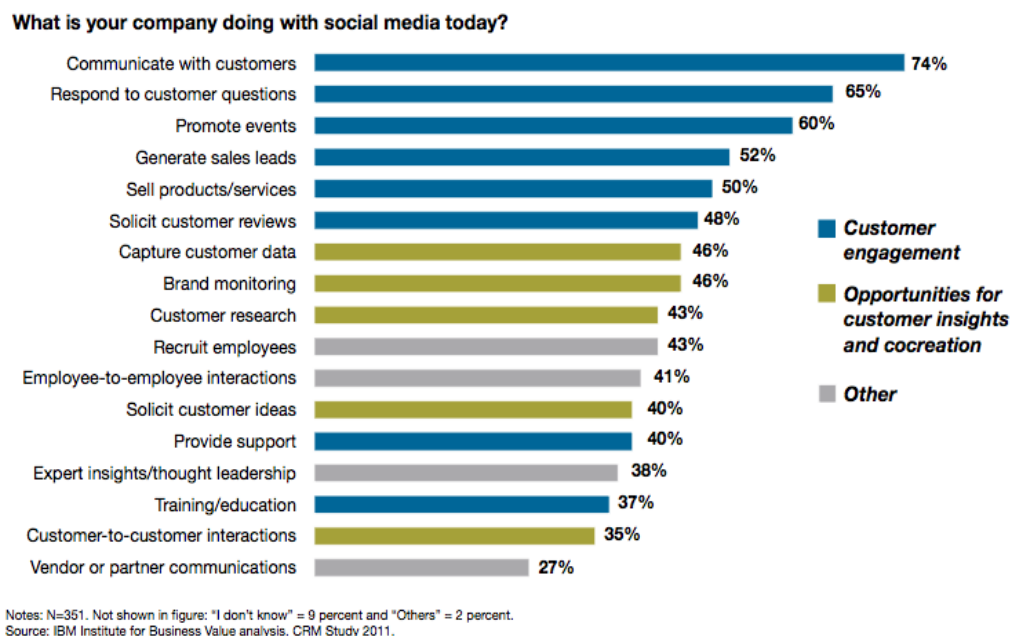


Figure 1: IBM global business services, executive report, (adapted from IBM, 2011)

Based on the benefits of Social Media with regards to customers, CEOs have gradually begun to prioritize the two closely connected business areas, Social Media and Customer Relationship Management (CRM) for improving relationships with customers.

The junction of both domains has led to a new field of research for marketers and scholars that is of highest interest in the area of Social Media and marketing: Social Customer Relationship Management (Social CRM). This term describes how companies aim to understand and approach customers' interests better by investing in tools that integrate Social Media data into existing CRM Systems (Van Boskirk, 2011).

Despite the huge potential of Social CRM, many companies still do not assess and harness the capabilities of monitoring, tracking and evaluating personal data that comes from Social Media profiles, channels as well as conversations. Most of the companies face a lack of expertise and an insufficient organizational structure to efficiently implement a Social CRM system into its overarching marketing, sales, customer service and IT departments and thus do not know how to use it effectively.

1.1. Area of Interest & Importance of Research

Organisations need to be prepared for Social CRM, because its related functionalities will become a crucial feature for the marketing mix (Woodcock, Green & Starkey, 2011). Social CRM is a very young and still unexplored phenomenon in terms of research, because most scientific papers, articles and books that have been published only focus on the individual consumer, social network effects or the dynamics of online communities itself. Hence, little is known why and how firms adopt and deploy the component of Social Media into its CRM systems. In order to diminish the paucity of empirical research of Social CRM usage also in organizations, the interest of this master thesis is to have a deeper look into the adoption of Social CRM technologies in global operating enterprises.

According to Wirthmann (2013) more than 80% of companies are using Social Media for marketing, but only 41% use Social Media channels or tools for engaging with customers. Hence, many companies fail to use Social Media opportunities efficiently and lack in listening to customers and answering to them instantly on its channels. The following two statements define this missing gap clearly:

“Most companies have some elements of Social Media program but struggle with the integrated execution of an overarching Social CRM program” (Baird & Parasnis, 2011).

“In the context of Social Customer Relationship, there is a necessity to specify this novel concept as basis for succeeding design or implementation approaches” (Lehmkuhl & Jung, 2013).

Since there are many perspectives that are worth and necessary to be investigated within this new paradigm shift the researchers decided to shed lights on, according to market analysts, one of the most important ones within the upcoming years (Bolchover & Symington, 2012): The transformation of Customer Relationship Management (CRM) towards Social Customer Relationship Management (Social CRM). According to Goldberg (2015), “The integration of Social Media and CRM technology has created the entirely new ‘Social CRM’ marketplace that is forecasted to grow to more than a \$9 billion global market by 2018.” Hence an excessive amount of Social CRM systems have been developed but not yet adopted into enterprises during the last years. However those predictions show that companies strive for actively filling the gap between Social Media and CRM.

1.2. Research Objectives

Based on an organization’s decision to implement Social CRM company wide and the previous discussion, it is crucial to explore relevant aspects of Social CRM on a firm but also individual level. Since Social CRM is a rarely new phenomenon among existing CRM software products, the thesis aims to *explore Social CRM as an upcoming event for international operating companies.*

In particular the study wants to investigate the following **research questions**:

1. What is Social CRM? Which components form Social CRM?
2. What are the potential benefits or pitfalls of Social CRM for organisations?
3. How is an organization’s adoption of Social CRM influenced (organizational, technical, personal and external factors)?
4. What is the future outlook of Social CRM software?
5. What can be recommended to companies which plan to adopt Social CRM?

The formulated research questions take a company but not customer perspective into consideration as the focus is put on an organization's implementation and adoption of Social CRM. Furthermore the thesis aims to explore specific factors, which influence the company's adoption of Social CRM software and thus are not directly related to a company's customers. The research questions are developed based on relationship marketing theory as well as diffusion and adoption theories, which indicate potential adoption influence factors and help the researchers to define and extend the research area of Social CRM. By generating empirical data in form of qualitative interviews, an in-depth insight should be established that helps to answer the formulated research questions. Besides, the report aims to give international companies practical implications with regards to what benefits or pitfalls exist due to Social CRM and how employees are adopting a Social CRM software.

1.3. Operational Definitions

The problem statement covers two research areas, mainly adoption and relationship marketing theory which in turn contains information about Social CRM tools. For further clarification, the researchers define both terms on the basis of discussions in the literature review.

“Adoption is the individual decision process of a unit of analysis, such as an organization or employee, to implement and use a new technology” (Rogers, 2003; Frambach & Schillewaert, 2002).

“Social CRM is the strategic development of traditional CRM, which uses Web 2.0 technologies and applications to enable organizations interact with their current and potential target customers. The integration of social networks like Facebook, LinkedIn, Xing or Twitter into traditional CRM approaches embraces the opportunity to exploit valuable customer information that enhances performance outcomes.” (Mohan, Choi & Min, 2008)

Furthermore it is important to shortly define adoption influence factors, which result from the research questions and are further discussed in the literature review that builds the backbone for the analysis:

- *External factors* incorporate environmental influences which are holistic and thus lie outside the organization (e.g. industry characteristics, market scope, competitive pressure and external

information communication technology support); adapted from Ramdani, Chevers & Williams (2013).

- *Organizational factors* incorporate firm specific influences which lie within the organization (e.g. top management support, organizational readiness, information communication technology experience, company size and organisation); adapted from Ramdani et al. (2013).
- *Technical factors* incorporate influences which are related to the characteristics of the implemented software (e.g. relative advantage, compatibility, complexity) and how they are perceived by the organization and respectively individual employees; adapted from Ramdani et al. (2013).
- *Personal factors* incorporate adopter categories and characteristics from individual employees (e.g. attitude towards change, motivation, experience and status) which have an impact on the adoption of technology; adapted from Rogers (2003).

In this report the terms *Social CRM software, tools, programs and systems* are used interchangeably in the context of Social CRM since they are all part of the research topic and cover underlying research aspects. A further discussion of the terms and origins concerning adoption, Social CRM and the distinct factors will be presented in the literature review, chapter 2.

1.4. Structure of Thesis

First of all the research aims to explore related literature that helps the authors to create a basis for further data collection and analysis. Moreover based on the literature review potential research gaps can be identified in regard to the Social CRM phenomenon.

Having investigated relevant literature that is connected to the research objectives it will be further described which research methodological steps are appropriate. In this paragraph the authors also explain their choice of interview partners and which steps need to be taken in order to prepare data for further analysis.

Within the analysis part the collected and prepared data is analysed as well as discussed in order to answer the research questions, give new insights into Social CRM and its adoption. Furthermore the authors aim to critically assess the relevance of Social CRM for international companies, meaning in which ways they can either benefit from Social CRM or what they need to do in order to prevent potential pitfalls. Also the future of Social CRM is further analysed before the researchers indicate theoretical and practical implications based on the different findings. Subsequently limitations of the report will be presented which in turn lead to recommendations for future research.

The report will then end with a conclusion that summarizes the main findings with regards to Social CRM and how a successful adoption within organizations takes place, helping to strengthen the customer relation and retention.

2. Literature Review

The literature review provides a basis for answering the overall research objective and its related research questions. Furthermore it helps to derive generalizations from specific cases by comparing them with existing research and justifies the research topic, design as well as methodology (Hart, 1998; Silverman, 2005). Also the researchers are able to position their study and reveal gaps in current research about Social CRM (Charmaz, 2006).

The next paragraphs describe important research fields regarding Social CRM, like relationship marketing that incorporates theoretical assumptions about CRM, Social Media usage and Social CRM. Secondly, theories about adoption, such as the diffusion of innovation (DOI) model and the technical, organisational and environmental (TOE) framework are further defined.

First of all, relationship marketing theory incorporates Customer Relationship Management that is increasingly combined with Social Media resulting in Social CRM. Distinct features, such as monitoring or analysing Social Media, further characterize Social CRM and are extensively investigated in this report's research section.

Second, adoption theories are helpful for determining and exploring factors that influence the adoption of new software features. In the end of the literature review it is aimed to synthesize the reviewed concepts in order to build a theoretical framework that will be utilized for further research.

2.1. Relationship Marketing

As mentioned before the objective of this report is to explore factors that are influencing the adoption of Social CRM software which results from Customer Relationship Management (CRM) and is holistically defined as a part of relationship marketing. Therefore literature needs to be broken down in order to explore the organization's usage of Social CRM, which is the unit of analysis and incorporates the relationship marketing area on the one hand and adoption theories on the other hand.

Within literature, relationship marketing is often characterized as a new paradigm of marketing which first appeared within the literature of service marketing. This is because service quality contributes to long-term relationships with customers and it is crucial for companies to establish a high service quality in order to support customer retention and thus customer relationships (Venetis & Ghauri, 2004).

Furthermore relationship marketing found its way into practice as well as research due to the increased recognition of benefits, such as the delivery of better quality to lower transaction costs, that resulted from relationship marketing (Heide & John, 1992). Another reason why relationship marketing got popular for companies are technological advances, which facilitate the implementation of relationship marketing (Berry, 1995).

In general there exist several definitions of relationship marketing which all emphasize the importance of relationships and give marketing a more comprehensive view by perceiving marketers as relationship partners for customers (Grönroos, 1994; Berry, 2002). Furthermore relationship marketing aims to improve long-run profitability by shifting from transaction based marketing to customer retention through effective management of customer relationships (Christopher, Payne & Ballantine, 1991).

Relationship marketing is seen as a strategic approach that attempts to keep and enhance relationships with existing customers rather than acquiring new customers. This process is characterized through a series of steps, such as attracting, satisfying and retaining customers what in turn results in an enhancement of customer relationships (Wilson, 2008; Kotler, 2009).

In this context relationship marketing incorporates numerous values and beliefs that are important in regard to the implementation of CRM programs and respectively Social CRM tools. First of all, customers should be treated as individuals and not as mass what is increasingly facilitated by IT techniques and results in one-to-one marketing (Peppers, Rogers & Drof, 1998; Pitta, 1998). Second, relationship marketing embraces the collaboration between a company and its customers. It implies that technologies, such as Social CRM tools help to create joint-value by facilitating communication between the company and customers (Gummesson, 2002). Furthermore relationship marketing is based on the belief that long-term relationships create higher profits due to customer loyalty and the feeling that both partners benefit from the relationship (Gummesson, 2002; Håkansson & Snehota, 1995).

According to the researchers Hunt and Morgan (1994), relationship commitment and trust are additional factors for establishing successful relationships between customers and companies, which should be created by the company itself in order to retain customers. Furthermore commitment and trust are said to evolve after longer time and are additionally influenced by context. This way relationship marketing includes time and situational aspects which should be considered by companies when establishing relationships with their customers (Finne & Grönroos, 2009; Schultz, Patti & Kitchen, 2011).

The basis of relationship marketing, which is mainly customer retention further forms the idea of CRM and often relationship marketing and CRM are mutually utilized (Jain & Singh, 2002; Parvatiyar & Sheth, 2001; Zablah, Bellenger & Johnston, 2004). However, according to several researchers it is possible to separate relationship marketing from CRM which will be discussed in the following paragraph.

2.1.1. Customer Relationship Management (CRM)

In general there exist various definitions of CRM and as already mentioned it is closely related to relationship marketing. Nevertheless, CRM is often used in the context of technology solutions, expressing a way of information-enabled relationship marketing (Ryals & Payne, 2001). Viewing CRM as only a technology initiative is then a tactical and operational definition what in turn leads to potential failure of CRM (Kale, 2004) since CRM should be also perceived as a strategic approach that aims to improve shareholder value through the development of superior relationships

with key customers (Payne & Frow, 2005; Buttle, 2001; Glazer 1997; Singh & Agrawal 2003; Swift 2000).

Furthermore it is proven that higher economic performance could be generated through the CRM process, which is usually based on the initiation, sustainment and termination of customer relationships. This process helps companies to align resources according to the life-cycle stages of their customers, resulting in an operational and analytical viewpoint of CRM (Reinartz, Krafft & Hoyer, 2004). Thus it is crucial to always keep in mind that there exist several viewpoints of CRM, such as strategic, operational or analytical ones (Buttle, 2001).

Benefits of CRM applications result for companies because they support organizations in assessing customer loyalty and profitability on measures, such as repeat purchases or dollars spent. Besides, CRM applications help to find out which products or services are important to the company's customers, how the company should communicate with customers and what the customer's specific product preferences are. Consequently, not only companies but also customers benefit from CRM since they believe that they generate savings in time and money. Furthermore they are supposed to gain better information about products and an exclusive treatment (Chen & Popovich, 2003; Kassanoff, 2000).

Therefore CRM offers the possibility to utilize data about purchase history or personal information to understand customers throughout the customer life cycle and co-create value with them.

This in turn requires a cross-functional integration of international processes, people and operations, such as front and back office functions what is enabled through the usage of information, technology, and applications (Payne & Frow, 2005).

Moreover front office functions often refer to "operational CRM" that enables and streamlines communication to and from customers who are globally dispersed. This communication or respectively increasing utilization of integrated marketing communication touch points by

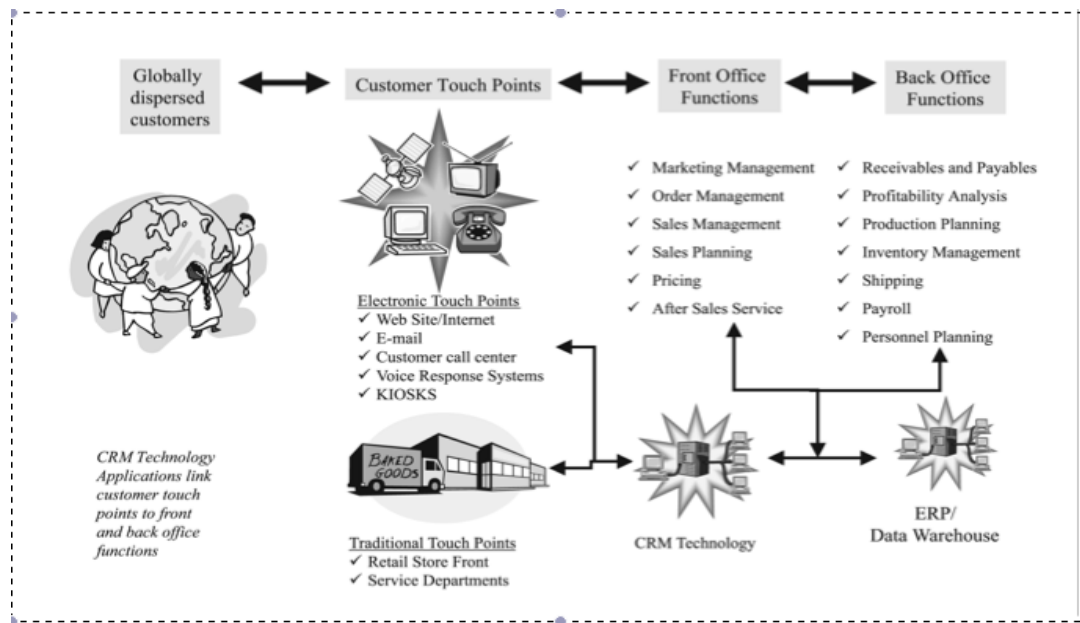


Figure 2: CRM Technology Application (adapted from Chen & Popovich, 2003)

companies enriches the customer data basis and underlines the importance of CRM which handles gained customer information from various touch points (Quesenberry, Coolsen & Wilkerson, 2012).

Back office functions in turn are called “analytical CRM” since they help to analyze the customer activities, which occur in the front office. It is said that the back end office entails not only technology in order to process customer data but also new business processes which should help to increase customer loyalty and profitability (Dyche, 2002).

To sum up, CRM technology connects global customer touch points with the company’s front as well as back office functions.

But there are also drawbacks that occur while implementing CRM. For example, customers may have trust and privacy issues resulting in lower value creation for both sides since customers begin to generate unfavorable word-of-mouth or give wrong information (Bolton & Tarasi, 2007). Companies, which implement CRM also have to make sure that they use appropriate metrics in order to measure the success of CRM and in this context the company further needs to assess whether CRM provides a sustainable competitive advantage. Besides it is crucial that organizations make sure that channels, technologies, customers as well as employees are company wide coordinated according to the implementation of CRM (Boulding et al., 2005).

In this context the international environment of multinational companies must be also considered since the company has to decide how it wants to implement CRM in the headquarters and its subsidiaries which are part of different geographical markets. This organizational aspect is especially important and the report further aims to explore which factors influence the organization's adoption of software tools and how an organization can globally implement those.

As depicted in the graphic above especially electronic customer touch points are important within the e-Business and thus it is crucial for organizations to gain customer information from those channels. These can be in turn utilized for retaining customer relationships on a multinational level and adapting back office functions. The importance of electronic applications, such as emails or chat rooms that are enabled through the internet as well as digital platforms encourage the continued usage of online services and refer to the term "eCRM" (Chaffey, 2007; Kennedy, 2006).

One of the electronic customer touch points are Social Media networks, which have turned to become one of the most important communication tools for customers but also companies (Asur, Sitaram, & Huberman, 2010). This combination results in a new feature of CRM, called Social CRM.

2.1.2. Social Media

Besides CRM systems being an important strategic component for organisations' marketing departments the evolution of Social Media usage within companies has gained great attention and as a consequence often stands at the top of executives' agendas (Kaplan & Haenlein, 2010).

In general the concept of Social Media is characterized by online content sharing, collaboration and communication activities that are facilitated through social software platforms which in turn help individuals to communicate in communities via personal computers, mobile phones or tablets (Kaplan & Haenlein, 2010).

Furthermore Social Media establishes communication between many individuals what is also referred to many- to- many communication and means that individuals with common interests are able to meet and share comments, images and any other kind of content with each other in an virtual customer environment (VCE) (Zarella, 2010). Moreover McAfee (2009) believes that social

software allows people to visibly connect and communicate on the platforms. Despite the huge interest into the dynamics of it, there is still no universal definition of Social Media yet and thus it is often associated with other terms, such as Web 2.0, Social Media marketing or Social Media networks. A first and commonly used definition which directs into the rapid technological development and foundation of social platforms was O'Reilly's (2006):

"Web 2.0 is the business revolution in the computer industry caused by the move to the Internet as platform, and an attempt to understand the rules for success on that new platform. Chief among those rules is this: Build applications that harness network effects to get better the more people use them"

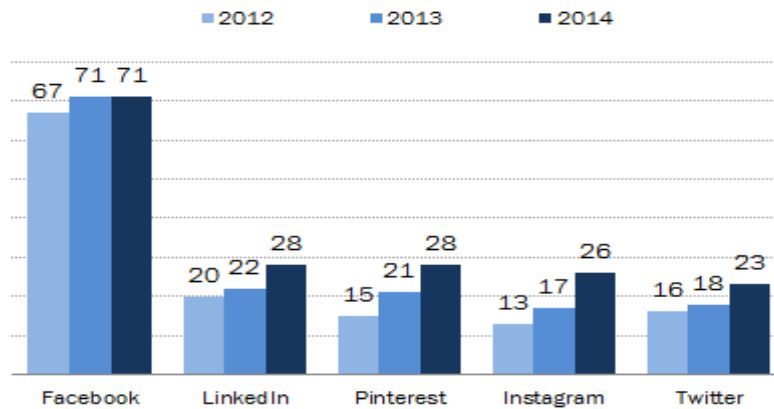
However, many scientists and authors criticize that this definition is outdated and not precisely defined in terms of Social Media since it implies that there also has been a Web 1.0 before. But basically, the only component that has been added was the change of communication opportunities and behaviour on the internet through the development of platforms like Facebook, Twitter, LinkedIn, Pinterest or Instagram. Those networks can be described as a group of internet-based applications which are built on the technological development of Web 2.0 and where User Generated Content (UGC) can be exchanged and shared (Kaplan & Haenlein, 2010).

Hence, also in this thesis the term Social Media will be used instead of Web 2.0, because the uniqueness of Social CRM platforms is that Social Media channels and profiles are integrated as an additional feature.

As depicted in the graphic below, Social Media usage has exponentially grown and hundreds of different platforms have entered the internet since 2003, aiming to attract users. From that year on popular social platforms such as Twitter, Facebook or LinkedIn were developed and the raise of (micro-) blogs further facilitated communication between business professionals, friends or family members (Boyd & Ellison, 2007). This immense switch from traditional towards online communication and online customer relationship has also gained much attention in business. The huge potential forces companies now to be also active on Social Media networks if they want to stay closer to their customers and fans as well as to stay competitive.

Social media sites, 2012-2014

% of online adults who use the following social media websites, by year



Pew Research Center's Internet Project Surveys, 2012-2014. 2014 data collected September 11-14 & September 18-21, 2014. N=1,597 internet users ages 18+.

PEW RESEARCH CENTER

Figure 3: Social Media Sites 2012- 2014 (adapted from PEW Research Center, 2013)

2.1.3. Social Media Usage in Organisations

Ten years ago it was a necessity for each company to have an established online presence in form of a homepage. This standard has shifted away towards the must of being present on social networks. Even the smallest local retailer, café or shop now tries to promote and engage with customers since for many individuals Social Media has become their primary source of information and communication (Coleman, 2013).

In general, Social Media usage within organisations creates a huge potential in the way companies communicate with its customers and stakeholders. Especially marketing or specialized Social Media departments in many globally operating enterprises have already integrated channels in different languages and markets to create a closer and more personal communication base with its customers. Hence also for organisations social platforms have become to one of its primary marketing tools to target customers on the one hand, but also to extract shared content from them on the other hand (Culnan, McHugh & Zubillaga, 2010).

However the integration of Social Media usage faces many challenges and it is not enough to just being present on as many social networks as possible to create an improved customer engagement, attention or reputation. For instance Majchrzak, Cherbakov, and Ives (2009) demonstrate that value,

e.g. driving sales, is not generated by the platform itself, but how the tools and information are used within Virtual Computing Environments (VCEs). In order to create business value with Social Media usage, companies need to harness its expertise and internal capabilities to interpret the vast amount of data beneficially. According to Kaplan and Haenlein (2010), successful implementation of new strategies like Social Media requires three elements: *mindful adoption*, *community building*, and *absorptive capacity*.

If those before mentioned requirements are met it can be said that Social Media acts as a facilitator for promotion as well as communication and that is why organizations should heavily invest in complementary and intelligent Social Media assets (Boyd & Ellison, 2007; Blanchard, 2011). Furthermore according to Bughin and Chui (2010) companies that use advanced Social Media technologies are able to create higher levels of customer satisfaction, marketing effectiveness and knowledge sharing with partners. Since especially the customer aspect is crucial for companies with Big Data generated through its social networks, Software-as-a-Service (SaaS) provider increasingly realize that there is a need for an adaption of existing CRM systems towards Social Media. Therefore they offer new Social CRM software tools that should help companies to integrate Social Media channels into the management of customer relationships. How this new paradigm has developed and what its features are will be explained in the following sections.

2.1.4. Social CRM

Social CRM, that is deviated from CRM 2.0, links and integrates traditional CRM systems with the Social Web, which amplifies a broad research area. The extension of the social component into existing CRM affects overarching sales, marketing, strategy and IT departments which makes an integration of the concept challenging, complex and ambiguous (Hennig-Thurau et al., 2010; Acker et al., 2011). However, the concept gives a new kind of customer insights with advanced technological tools and strategies that can drive a company's performance.

Since many customer campaigns, complaints and requests often occur solely on social platforms a close connection line between operational CRM and Social Media technology is needed to be drawn, which led to the incremental establishment and transformation from CRM towards CRM 2.0 during the past seven years (Greenberg, 2010).

According to Askool and Nakata (2010), Social CRM is a new principle where complementary capabilities and resources of CRM marketing and information technology (IT) are uniquely combined. With underlying Social Media technologies, the main aim of Social CRM is to create and facilitate valuable insights between an organisation, customers, partners and employees that drive the company's performance. Also Trainor et al. (2014) recently revealed that firms that do not couple customer-centric management systems with Social Media technology will face a lower performance in the future than companies which integrate Social CRM systems.

In the following the approaches, tasks and features of Social CRM systems are defined and discussed, which is necessary to streamline the research focus and to analyse adoption influence factors later on.

With the rapid advent of Web 2.0 technologies like Facebook, LinkedIn, Instagram, blogs, wikis and other social networks, a new paradigm shift within CRM has evolved (Mohan, Choi & Min, 2008). Since traditional CRM systems like SAP or Oracle focus on optimizing and automating processes with subsequent customer information, insights and analyses, the new perspective that has emerged because of Social Media adoption in organizations, is the new principle of Social CRM (Greenberg, 2009). The two main tasks of Social CRM is to export valuable customer information from social networks and at the same time utilizing that information to increase the customer engagement and at an optimum driving sales performance results.

Instead of just managing the customer relation within the system, Social CRM facilitates the conversation and collaboration between an enterprise and its customers, because the components are based on Web 2.0 technologies, which integrate data and conversations from e.g. Facebook, Twitter, Youtube and other social networks (Leary, 2008). Cloud based platforms, also called Software-as-a-Service (SaaS), that offer intelligent Social CRM systems, are among others HubSpot, Radian6 (acquired by Salesforce), Nimble, Jive or SugarCRM.

Yet, Social CRM is considered to be a holistic concept which is still in its infancy, because it has been emerged recently and also in scholarly research the focus is limited (Lehmkuhl & Jung, 2013). Consequently researchers ask for insights into Social CRM as a business strategy from different angles.

According to Greenberg (2009) Social CRM consists of three aspects: Environmental (bricks), technical (bits) and social (interaction). That shows that even though it seems from the surface that it is just a new method to communicate with “social customers”, the concept of Social CRM touches many different internal and external facets within an organisation (Leary, 2008). However, no clear definition of this new strategic concept has been examined in literature yet. The common denominator within all definitions is that the B2C interaction and integration of a Social CRM system generates value for the organisation.

The most appropriate and cited definition so far is Greenberg’s (2010) where he states that Social CRM is “a philosophy and a business strategy, supported by a technology platform, business rules, 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” (p. 413).

This extensive definition shows that many cross-functional departments and employees are involved to understand the integration of the new system and also to efficiently use the extracted information from “the network” of the social customer. In alignment with this is Acker’s et al. (2011) statement that Social CRM has an interchangeable impact on all parts of business, being strategy, technology, processes, governance and culture. Hence, the main objective of implementing a Social CRM system is to create mutually beneficial long-term relationships which will result in higher customer interaction and engagement that can be monitored, measured and analysed (Baird & Parasnis, 2011; Faase, Helms & Spruit, 2011; Greenberg, 2009).

To narrow and specify the different perspectives and corresponding features of Social CRM applications, Küpper et al. (2014), Lehmkuhl and Jung (2013) and Alt and Reinhold (2012) published three guiding research papers that categorize organisational and functional aspects of the Social CRM tools. Therein four different research perspectives within Social CRM could have been identified: Organizational, Processes, Relationship lifecycle and Social CRM framework.

2.1.5. Features and Functionalities of Social CRM Software

Even though companies could also manage all Social Media activities natively and manually to extract and analyze raw data, comments, posts or sentiment that has been generated on external networks like Facebook or Twitter, Social CRM systems are able to fasten and facilitate the entire Business Intelligence (BI) process, which might lead to absorptive capacity (Cheng, Chian & Storey, 2012).

Especially for incumbents and enterprises that are operating on a global scale within several markets, industries and languages with millions of “social customers” or fans, implementing a system that automatically analyses and monitors the context or sentiment of shared content is beneficial. For example for Nike’s, P&G’s, Harley-Davidson’s and Disney’s marketing or Social Media managers it would be impossible to analyse and derive relevant implications in different markets. It is because those kind of companies have accumulated between 5 and 40 million followers or fans only on Facebook and Twitter (Alt & Reinhold, 2012). Hence, due to the high number of contacts, reach and content that is shared each day within social networks by “social customers”, Social CRM systems can minimize time, effort and organisational personnel costs to rapidly retrieve valuable information of prospects.

In order to gather, structure and evaluate the high amount of data from the social web, Social CRM systems need to integrate advanced technological features and applications. Already in 2008 Gilliat (2008) estimated that more than 170 “Social Media analysis software” vendors are within the market. Today this number is three times higher, which shows the demand of Social Media monitoring tools not only within large enterprises, but also for SMEs (Social Media Monitoring Tool Report, 2013). Greenberg (2009) was the first who differentiated the capabilities of Social Media monitoring tools into five different components: *Data, Sentiment Analysis, Social Media Monitoring, Profiles and Customer Experience Maps*. As the general term Social CRM is still in its early stages no clear distinction of Social CRM, Social Media monitoring and Social Media analysis tools could have been made by Greenberg (2009).

But with the development of new tools and a precise focus on Social CRM, Alt and Reinhold (2012) were the pioneers that tried to structure and classify Social CRM systems into seven different categories: *Business Intelligence, Community Management, CRM, Social Media*

Management, Social Media Monitoring, Social Network Analysis, Social Search. However, their unstructured and not measurable research approach has been highly criticized by Küpper et al. (2014), because only single features or stand-alone vendor solutions have been evaluated. In turn, Küpper et al. (2014) made an in-depth study and extensively analyzed 40 current vendor solutions and 26 articles from an organisational perspective. They found out that unified Social CRM tools need to incorporate six different categories: *Monitoring and Capturing, Analysis, Exploitation, IS Integration, Communication, and Management.*

Even though many new tools, vendors and applications are still being developed the classification can be seen as valid, because of the extensive and detailed research of Social CRM providers and the supplement literature that has been examined in this context. Additionally one can see that even though a fast development took place some categories are still the same since its beginning of the approach. In the following a brief summary of each characteristic of a Social CRM is outlined:

Feature 1: Monitoring and Capturing

With the functionalities Monitoring & Capturing, Küpper et al. (2014) mean the trackability of real-time data on the web or its own Social Media channels. Depending on the feature of the system, data can be retrieved in individual but also aggregated format. As an advanced form of BI, Social Media monitoring enables enterprises to track everything what has been written or shared about the company or its products within seconds (Stavrakantonakis et al., 2012). All comments, posts and other information about the company will be saved in a cloud database. In turn listening to the single customer provides company with individual data and insights of the “social customer” such as his/her posts, engagement rate, interactions, comments or likes. Often Social Media monitoring tool vendors promise that companies can facilitate the process of finding and identifying new prospects since sentiments and opinion leaders can be detected (Hootsuite, 2015).

Feature 2: Analysis

By definition, Social Media analysis can be described as “(...) the practice of gathering data from blogs and Social Media websites and analyzing that data to make business decisions” (Rouse, 2014).

The automated analysis of data from Facebook, Twitter, blogs and other social networks is a feature that reflects practical implications either graphically or in aggregated and structured form. Social

Media analytics can be a strong tool to granular metrics from marketing campaigns and see if they went successfully or not. Some of the key performance indicators are *Volume and Growth of the Community*, *Fan Engagement*, *Community Manager Efforts*, *Interactions between Community Manager and Fans*, *Impact of Content*, *Most Engaging Posts*, *Sentiment* etc. (Ambler, 2011; Stieglitz et al., 2014). Especially the latter feature provides practical learnings and implications that can be derived as marketing teams can see if the community talks negative or positive about a company, product or brand. An integrated measurement function within the Social CRM system is of importance since not each comment, content or post is of interest or valuable for a company. Hence, it serves as an intelligent filter of semantics which might lead to useful results.

Feature 3: Exploitation

Exploitation is strongly interconnected with traditional CRM systems. The aggregated dataset from customers that has been extracted and analysed from social networks needs to be “exploited”. Thus, the system should have integrated activities to track sales records, user activities and forecasts or development of trends (Küpper et al., 2014). Exploitation of Big Data is a complex task, which can be managed with customer mapping. It allocates interconnectedness, interests, communication flows and mutual communication between users. The logical outcome is that user profiles can be classified and after being analysed categorized, thus, making it easier for organisations to target them in a later stage and on a larger scale (Greenberg, 2010).

Feature 4: Information Systems (IS) Integration

In literature much has been written about the integration of IS in organisations. Also for the integration of Social CRM systems a main feature is the ability to combine it with other information systems that have already been implemented in the company (Küpper et al. 2014). On the one hand it is the CRM interface which now needs to analyse and pull data from Social Media. On the other hand it is the Information System’s interface which integrates the Social CRM system into existing sales and operational processes. Due to the rapid adoption of information technology and the architectural complexity of IS across organisations it is a major necessity that systems are easy to assimilate into the company’s project lifecycle (Gurbaxani & Whang, 1991; Irani, Themistocleous & Love, 2003). Since the integration and the easy-of-useness of IS has a huge impact on a company’s long-term performance, this functionality is also important when new Social CRM

systems or social components into CRM systems are integrated into existing structures (Claver et al., 2001).

Feature 5: Communication

The communication feature contains the ability to communicate externally with existing and potential customers or fans, but also internally with employees. In terms of social network communication it means that Social Media or marketing managers can interact directly from the system with the person who makes a complaint, suggestion, comment or request. This one-to-one engagement ensures privacy and a personal contact, which is highly appreciated by many customers (Lehmkuhl & Jung, 2013). But also the integrated one-to-many function where companies can instantly share information between many customers is enabled within the communication feature. Hence, the firm can easily publish and schedule content at any time in its own channels without going natively into each one. It saves time and costs and ensures consistency of published campaigns since with an intelligent user permission management only content goes viral that has been approved by an user with a higher permission level. A third function of Social CRM systems is the internal communication between employees. Team members with access to the platform can communicate and send information between each other via mail or personal message. Due to the non-stop demand of social and digital communications it can be challenging for employees across departments to track and monitor all the information. That is why an internal communication tool is of importance since aggregated information of projects or the resonance of marketing campaigns can be extracted and exported accordingly (Küpper et al., 2014).

In general it means that the interaction and engagement between customers and companies will be facilitated with this function (Zablah, Bellenger, & Johnston, 2004).

Feature 6: Management

The management function secures the ability to coordinate, moderate and collaborate in a fast manner with social customers. Supplement features are community management, user permission management and engagement management. Those three are main facets in terms of internal and external engagement since everything in organisational Social Media management depends on an efficient customer interaction and execution strategy (Küpper et al., 2014). Exploiting the strength of traditional CRM with the potential to directly connect with external users must be taken into account with the management function. Important hereby is that not only external users need to be

engaged, but also the possibility to allocate internal rights is crucial as it ensures that not each user or employee can post or gets access to all kind of information (Faase et al., 2011).

As in Social CRM the relationship between a company and a customer form a collaborative factor due to the engagement function, it is a necessity to integrate a function where influential aspects from both sides are combined and enabled.

The above mentioned functions have been derived from an extensive investigation of vendor solutions by Küpper et al. (2014) and can therefore be considered as a status quo. However, also other Social Media and CRM researchers like Greenberg (2010) have already indicated earlier that many of those assets are major components when implementing a Social CRM system in an organisation. Even though vendors like Salesforce, HubSpot or Nimble have integrated all of those functionalities it is possible that they deviate somehow in the name, but also in its function. Due to the rapid development in this area more technological features and intuitive are expected to be added in the future.

2.2. Adoption and Diffusion Theories

In the following, two adoption theories are described which include the technical part of the research topic and help to define adoption behavior and determine factors that influence the adoption of Social CRM software. In this context it is important to mention that adoption theories also incorporate diffusion theory, which is crucial for determining factors that influence the adoption of new technologies within larger entities, such as an organization.

How and why individuals adopt innovations has led to a great amount of research since several years. Usually a successful implementation of innovations is demonstrated by an individual's adoption patterns and thus it is important to understand the adoption process, which is influenced by several factors, such as external or organizational but also individual ones. These factors can be addressed by examining the key components of adoption and diffusion theories.

But before utilizing the two theories for further research, it is important to describe which aspects diffusion and adoption theories incorporate and how they will be utilized in the further report.

Adoption theory examines an individual's choice to accept or reject a particular innovation or technology. Thus adoption theory contains a micro-perspective on change and focuses on pieces

that form a whole process. In contrast, diffusion theory describes how an innovation spreads through a population and explains the process of how a population adopts a particular innovation. Therefore diffusion theory takes a more macro-perspective compared to the adoption theory (Straub, 2009; Rogers, 2003; Frambach, 1993).

In regard to the report's further research it should be said that the authors perceive the organization as an adopting unit. Moreover, several employees and thus individuals form an organization resulting in different adoption behaviors within one organization. Due to the choice of an organizational level as unit of analysis, the authors will be able to break down analysis from a macro level to micro level what further helps to not only explore firm but also individual level factors.

2.2.1. Diffusion of Innovation (DOI) Theory

The DOI theory is one of the most prominent models for analyzing adoption behavior on a firm level, initially invented by Rogers in 1962 and until now in its fifth edition (2003). In general the theory investigates how, why, and at what rate new technologies spread through cultures, operating at the firm and individual level.

Furthermore DOI theory perceives innovations as being communicated through certain channels over time and within a particular social system (Rogers, 2003). Individuals possess different degrees of willingness to adopt innovations, and it is generally observed that the portion of the population adopting an innovation is nearly normally distributed over a period of time (Rogers, 2003). Breaking this normal distribution into segments leads to the segregation of individuals into the following five categories of individual innovativeness (from earliest to latest adopters): innovators, early adopters, early majority, late majority and laggards (Rogers, 2003). With those categories the theory offers a range of characteristics for adopters that can be perceived as personal factors and determine adoption behavior.

In general, the innovation process in organizations is much more complex because a number of individuals are involved, including supporters or opponents of a new technology, who play an important role in the innovation-decision (Oliveira & Martins, 2011). So based on DOI theory at a firm level (Rogers 2003), influence factors, such as personal, organizational factors and technical characteristics of the innovation determine the innovativeness or respectively adoption behavior of an organization.

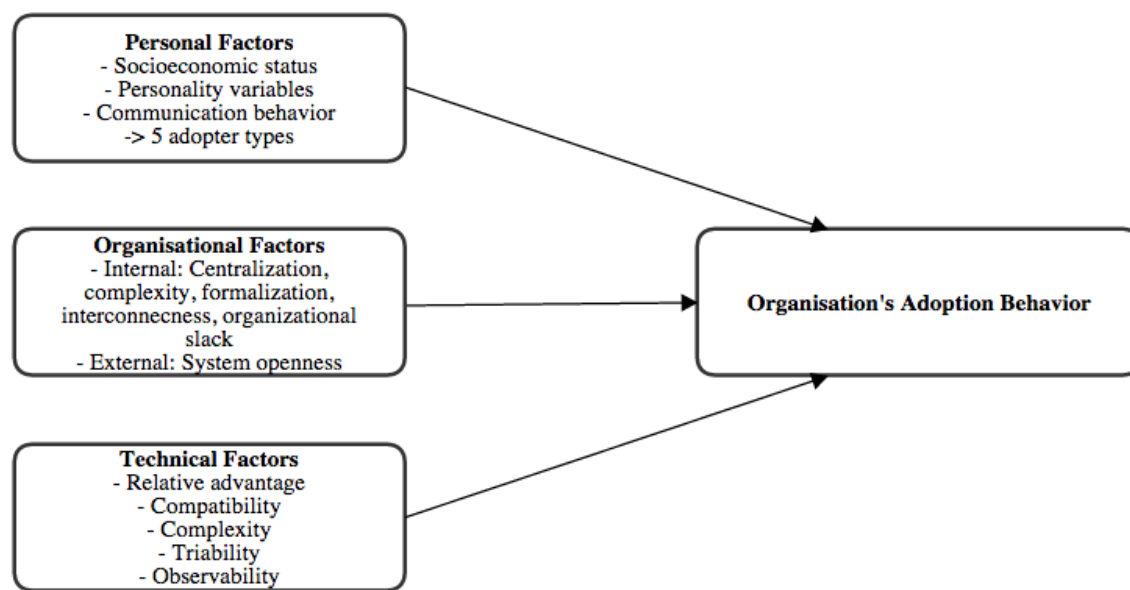


Figure 4: Influence Factors of Adoption (adapted from Rogers, 1963)

Individual characteristics or personal factors include the leader's attitude towards change and thus degree of individual innovativeness. According to Rogers (2003) there exist five ideal types of adopters which are based on the innovativeness of an individual, meaning the required time for adopting an innovation.

The first type consists of *innovators* who are really interested in new ideas or innovations ("ventursome") and eager to try them out within a social system (Rogers, 2003). Thus this type plays a crucial role for the diffusion process and actually imports new technologies from outside into the social system. Nevertheless, innovators are often within their own network that consists of other innovators and is thus most often not part of the rest of the social system (Rogers, 2003). Furthermore innovators are supposed to have a high tolerance of ambiguity, are more willing to change, tend to be curious and are more interested in problem solving (Sandberg, Hurmerinta & Zettinig, 2013).

Compared to innovators, the second type called *early adopters* is established within the social system and thus functions as opinion leader. They give advice and information regarding an innovation and help other potential adopters to reduce uncertainty of innovations. This adoption type enjoys a central role within the system and has a huge impact on his peers by holding a leadership position, resulting in higher receivment of pro-innovative messages from the social

circle (Agarwal, Ahuja, Carter, & Gans 1998; Rogers, 1995; Mahajan, Muller & Bass, 1990). So depending on the number of early adopters within an organization a new software tool is differently adopted by employees and from a company perspective it is beneficial to support early adopters in order to drive growth and innovations within an organization (Alkalay et al., 2007).

Between the very early and late adopters there is a specific adopter group called *early majority*. This group is characterized by employees who tend to have no leadership position but are well connected within their network what makes them to an important link in the diffusion process. Compared to innovators and early adopters, this adopter type needs more time to adopt a new tool and thus do not lead the adoption process. Nevertheless, they follow deliberately and adopt ideas when they feel that the innovation is beneficial for them and the adoption of an innovation results in an utilitarian outcome. Furthermore social influence is an additional driver for the early majority adoption decision (Rogers, 2003; Brown & Venkatesh, 2003).

The *late majority* tends to be skeptical about adopting new ideas and thus waits until the majority of the social system has adopted the innovation which is perceived as established standard. This way they make sure that they feel safe about an innovation and that they do not lose any of their scarce resources. Often economical reasons or pressure from the social system force the group, which usually consists of older people, to adopt new ideas although they are not willing to do so and want to keep up the company's traditional habits (Rogers, 2003; Robinson, 2009; Yi, Fiedler & Park, 2006).

The last group of adopters is the so called *laggard type*. Individuals who are part of this adopter group are the last ones in a social system adopting a new idea. Usually they do not have any opinion leadership and only a small network. Laggards orientate towards traditional values and thus do not trust new ideas (Ram & Sheth, 1989). Furthermore they have only limited resources which they do not want to waste due to a new idea. (Rogers, 2003). This in turn might slow down the overall diffusion and thus organisation's adoption process.

All five adopter types are based on specific characteristics, such as socioeconomic status, personality variables or communication behavior that define the individual innovativeness and thus willingness to adopt new technologies (Rogers, 2003). This aspect is relevant in regard to this

report's further research and it is aimed to explore aspects which strongly relate to those characteristics. In regard to socioeconomic status it can be said that the individual's education or higher social status is positively related to innovativeness and that early adopters often possess those characteristics, probably resulting in a faster adoption (Rogers, 2003; Robinson, 2009). Further personality variables like degree of empathy, the attitude towards change or rationality have an impact on an individual's innovativeness and often determine whether an individual adopts an innovation (Rogers, 2003; Gwebu & Wang, 2011; Daghfous, Petrof & Pons, 1999). For instance it was proven that there is a positive relationship between personal innovativeness in technology and the intention to adopt an Open Source program (Gwebu & Wang, 2011). This in turn might be also the case for Social CRM software and it should be further analysed if personal innovativeness is an influence factor.

Besides motivation is an additional part of an individual's personality and determines how a new software is perceived and thus how fast a new tool is adopted. According to Davis, Bagozzi & Warshaw (1992) intrinsic and extrinsic motivation both influence the user intention to adopt a new software and thus the number of employees who are characterized through those personal variables in turn influence the organization's degree of adopting a new technology.

Last and especially important in regard to a multinational organization is the communication behavior of each employee within the departments. This respectively includes opinion leadership, social participation or interconnectedness within the social system and determines the diffusion process in an organization (Rogers, 2003; Valente & Pumpuang, 2007; Lind & Zmud, 1991; Frambach & Schillewaert, 2002).

Organizational factors contain observations according to Rogers (2003), such as the *centralization* of power and control within an organization. Depending on this structural factor, innovations vary in their diffusion process and it is said that organization with less centralization tend to be more innovative (Chen, Huang & Hasiao, 2010). Nevertheless a high degree of centralization can be also supportive in regard to adoption since upper management is able to support and initiate radical process adoption (Ettlie, Bridges & O'keefe, 1984).

In regard to this report it should be therefore analysed how the distribution of power influences the adoption of new technologies, such as a Social CRM software.

Besides centralization, *complexity* of an organization determines the adoption of new ideas. Complexity is defined by the employees' degree of knowledge as well as expertise and usually high complexity within an organization forces the adoption of innovations (Rogers, 2003). In this report it is important to explore factors which are related to the company's complexity since the organization's proficiency determines the adoption level.

According to Rogers (2003) *formalization*, which means the degree to which an organization wants its employees to follow rules, can also have an impact on the individual adoption willingness since it probably blocks employees to consider innovations. Furthermore it is said that flexibility as well as low emphasis on work rules facilitate innovations and that low formalization permits openness what in turn facilitates innovations within organizations (Aiken & Hage, 1971; Pierce & Delbecq, 1977).

Interconnectedness, which is the degree of interpersonal networks, positively influences the adoption of a new technology (Rogers, 2003). This is because new ideas can flow more easily through an interconnected system and the higher degree of information sharing results in a higher chance for the exposure to new ideas and products (Frambach & Schillewaert, 2002). Based on the specific company it is thus crucial to examine how the organization's internal and external network structure influences the employee's adoption behavior.

Organizational slack meaning the number of uncommitted resources which are available for realizing innovations and the *organization's size* are further factors that positively influence the organisation's adoption behavior (Rogers, 2003; Sullivan & Kang, 1999). This is because larger organizations have more diversified resources and capabilities, such as the number of professionals (Damanpour & Evan, 1984). Furthermore big companies enjoy a greater knowledge about technical inventions, which in turn enables them to adopt a higher number of innovations (Nord & Tucker, 1987). Besides some researchers argue that increased size makes it easier to adopt innovations because such organizations have a higher volume of activity and can therefore cope with the consequences that may arise from innovations (Kimberly & Evanisko, 1981).

Also external organisational factors, such as *system openness* that is based on the degree to which the organization is willing to adopt innovations from outside of the organization have an impact on

the adoption of new technologies (Rogers, 2003). Nowadays companies rethink their innovation management and the so-called open innovation model describes how organizations not only develop innovations inside the company but also open themselves to innovative solutions from outside the company and thus increasingly adopts new software tools. Furthermore it is said that the in- and outside flow of knowledge and resources will this way result in better innovation performance (De Jong et al., 2006).

Technical characteristics of the innovation also influence the adoption behavior. According to Rogers (2003) those technical aspects refer to the innovation's *relative advantage*, meaning the degree to which an innovation is perceived as being better than the existing practice it replaces. Moreover the degree of relative advantage can be often expressed by economic profitability or in status giving. The nature of the innovation largely determines what specific type of relative advantage is important to adopters, although the above mentioned characteristics of the potential adopters might affect which dimensions of relative advantage are most important. In this context it is said that status seeking is especially crucial regarding adopting an innovation (Rogers, 2003) and thus it must be analysed if and how a new technology helps individuals to gain status within an organization.

There are also other aspects of relative advantage, such as the degree of economic profitability, low initial cost, a decrease in discomfort, savings in time and effort, and the immediacy of the reward (Damschroder et al., 2009; Rogers, 2003). In the further research of this report it should be aimed to explore whether these factors influence the adoption of a newly implemented Social CRM software.

Another technical factor which has an impact on the employee's adoption behavior is *compatibility* (Rogers, 2003). Compatibility is the degree to which an adopter unit, such as an organization perceives the innovation as consistent with its existing values, past experiences, and specific needs (Rogers, 2003; Bunker, Kautz & Nguyen, 2007). For instance, if an innovation is compatible with an individual's needs, then it is said that the individual will become less uncertain and the rate of innovation adoption will increase (Sahin, 2006). Nevertheless these three aspects might differ from employee to employee and thus it is crucial to determine if and how those affect the organization's adoption of a new technology.

Perceived *complexity* of an innovation also referring to the degree to which an innovation is perceived as relatively difficult to understand and use, influences how an individual adopts an innovation, such as a new software (Rogers, 2003). In this context the popular technology acceptance model (TAM) model by Davis et al. (1989) is often utilized which describes how technical features of an innovation, such as perceived usefulness and ease of use influence an individual's attitude towards a technology and thus usage behavior.

Trialability is another potential influence factor which is the degree to which an innovation may be experimented with. New ideas that can be easily tried out, will generally be adopted more rapidly than innovations that are not visible for the user. Furthermore an innovation that is triable is less uncertain for the adopter and thus risk can be reduced (Rogers, 2003). According to researchers favorable trial outcomes also facilitate the adoption decision process and this way an individual is more eager to adopt a new idea (Banerjee, Wei & Ma, 2012). Some innovations are more difficult to divide for trial than others. So in regard to this report's analysis it is important to find out whether the implemented tool is compatible for trials by the company and how this influences the adoption behavior.

Last *observability* might be also a characteristic of the innovation and thus technical factor which impacts adoption behavior (Rogers, 2003). Observability is the degree to which the results and effects of an innovation are visible to other members of the organization. For instance, the results of some ideas can be easily observed and communicated to others, whereas some innovations are difficult to describe to others such as software components of a technological innovation (Rogers, 2003). Furthermore it was proved that observability has a strong relationship with computer adoption and use (Al-Gahtani, 2003). So in context of this report it should be explored how employees perceive the tool's observability and whether this in turn influences its adoption.

Based on the DOI theory that was introduced by Rogers in 1962 and is since then developed, adoption influence factors such as personal, organizational and technical ones can be identified which are aimed to be explored in this report's further analysis. It is important to determine which factors have a potentially high influence on the organizations but also individual's adoption behavior which gives further implications for a company that interacts on an international level.

2.2.2. Technology, Organization and Environment (TOE) Framework

Besides DOI theory there exist another technology adoption model which can be also utilized on a firm level, called the technology, organization and environment framework (TOE) (Tornatzky, Fleischer & Chakrabarti, 1990). According to this model three aspects of an organization's context influence the process by which it adopts and implements a technological innovation: *technological*, *organizational* and *environmental context*.

This framework is consistent with the DOI theory, in which Rogers (2003) emphasized technical aspects, personal characteristics, and both the internal and external characteristics of the organization, that drive organizational innovativeness. These factors are identical to the technology and organization context of the TOE framework, but the TOE framework also includes a new and important component, the environment context. The environment context presents both opportunities and constraints for technological innovations which lie outside an organization. Therefore it is also said that the TOE framework makes Rogers' DOI theory better able to explain intra-firm innovation diffusion (Hsu, Kraemer & Dunkle, 2006).

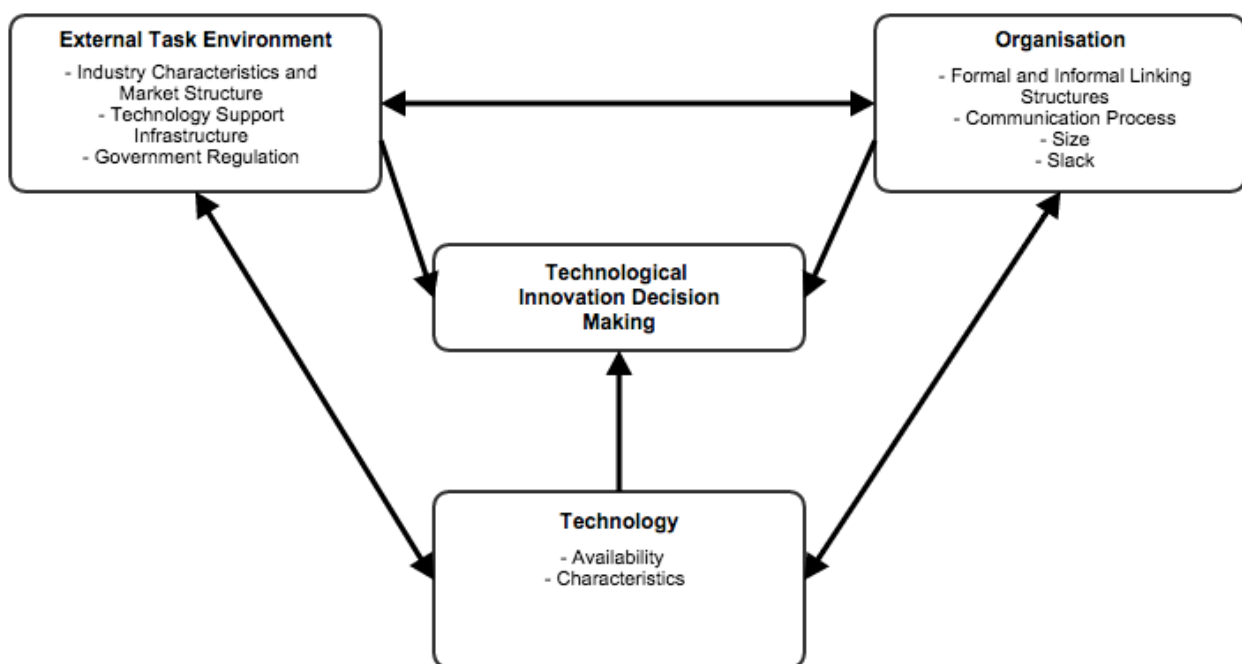


Figure 5: TOE Framework (adapted from Tornatzky, Fleischer & Chakrabarti, 1990)

The *technological context* can be perceived as an influence factor that probably has an impact on the organization's adoption of new technologies and needs to be explored in further analysis. Furthermore it includes all technologies that are relevant to the firm, meaning both technologies that

are already used in the firm but also those that are available in the marketplace but not currently in use (Starbuck, 1976; Thompson 1967; Khandwalla, 1970; Hage, 1980). Besides a firm's existing technologies are important regarding the adoption process because they set a broad limit on the scope of technological change that a firm can undertake (Collins, Hage & Hull, 1988). Innovations that exist external to the organization and are not yet in use at the firm also influence innovation – both by determining the limits of what is possible to implement as well as by showing firms' ways in which technology can enable them to evolve and adapt (Baker, 2012).

Besides availability of innovations, the characteristics of innovative technologies that are outside a company determine whether and how a new technology is adopted. Depending on the innovation's nature, the company has to consider organizational changes which result from the adopted technology. In general there exist three different types of innovations that result in incremental, synthetic or discontinuous changes and thus must be considered by companies when adopting a new technology (Tushman & Nadler, 1986).

The *organizational context*, such as resources and specific characteristics of the firm, might also influence the adoption of a new technology. As already described with the DOI theory this includes structural links between employees, intra-firm communication processes, firm size and the amount of slack resources (Rogers, 2003).

There are several ways in which this context affects adoption and implementation decisions. First, mechanisms that link internal subunits of the organization are supposed to support the spread of innovations (Galbraith, 1973; Tushman & Nadler, 1986). The presence of informal linking agents is further associated with adoption and cross-functional employees that have formal or informal links to other departments are additional examples of such organisational mechanisms (Baker, 2012).

Within research organizational structure has been investigated for identifying its relationship to the innovation adoption process. Most of the time and as already indicated above, decentralized organizational structures are usually correlated with adoption (Daft & Becker, 1978; Dewar & Dutton, 1986). Organizations with organic structures emphasize teams, delegate responsibilities to employees, promote empowerment, and support diverse tasks as well as upward and downward communication, resulting in the reinforcement of innovations (Aiken & Hage, 1971; Lin & Germain, 2003; Hempel, Zhang & Hang, 2012).

Communication processes within the organizational context can also inhibit innovation. For example, top management leadership behaviors and communication processes should specify the role of innovation within the organization's overall strategy, indicate the importance of innovation to employees, reward innovation, and build a skilled executive team that is able to support a positive vision of the firm's future (Baker, 2012).

However the most frequently discussed factors within the organizational context that affect innovation, are a company's slack and size. Many researchers indicate that slack promotes adoption since it can foster greater experimentation under safe conditions until a certain point (Nohria & Gulati, 1996; Rogers 2003; Moses, 1992). Nevertheless additional research work indicates that innovation can also take place in the absence of this factor and that the presence of slack may not necessarily lead to technological innovation (Tornatzky et al., 1983; Tornatzky et al., 1990).

Company size is also widely studied, but often a correlation between this factor and innovation does not exist. Usually and as already indicated within the DOI theory larger organizations are generally more likely to adopt innovations (Cyert & March, 1963; Kamien & Schwartz, 1982). But much of this research has been criticized on the grounds that small sized companies are very flexible in regard to organisational as well as functional aspects and thus often adopt new technologies as first ones (Roper, 1997; Wynarczyk et al., 1993). Consequently, it is difficult to establish a link between size and innovation, and researchers argue for the use of more specific measures of organizational variables.

The last aspect of the TOE framework is concerned with the *environmental context* of an organization and this way adds a new component to the existing DOI theory by Rogers (2003).

In general, the environmental context represents the setting in which an organization conducts business, and is thus influenced by the industry itself, its competitors, the firm's ability to receive resources supplied by others, the presence or absence of technology service providers, the regulatory environment and interactions with the government (Lippert & Govindarajulu, 2006; Baker, 2012).

In this context the framework also addresses international management aspects that are especially important in regard to this report's study since there should be a focus on multinational companies

that interact within different environments and thus adopt technologies like Social CRM in different ways. The industry structure has been investigated in several ways. For instance, intense competition stimulates the adoption of innovation since companies try to achieve a competitive advantage among others or want to avoid falling behind by adopting new technologies (Waarts, Everdingen, & Hillegersberg, 2002; Gatignon & Robertson, 1989; Kimberly & Evanisko, 1981; Levin et al., 1987; Link & Bozeman, 1991).

With regards to industry life cycle, it is argued that firms in rapidly growing industries tend to innovate faster. In mature or declining industries, however, innovation practices are not obvious (Tornatzky, Fleischer & Chakrabarti, 1990). For instance, some firms use the decline of an industry to innovate through efficiency initiatives or by expanding into new lines of business. But other, more conservative firms may avoid investments in innovation in order to save costs (Baker, 2012).

The support infrastructure for technology also impacts innovation. Firms that must pay high wages for skilled labor are often compelled to innovate through labor-saving innovations (Globerman, 1975; Levin et al., 1987). Moreover the availability of skilled labor, consultants or other suppliers of technology services fosters innovation since they have the capabilities to work with advanced technologies and act as a filter for assessing new opportunities (Christopherson & Clark, 2007; Klein & Sorra, 1996; Fuchs & Shapira, 2005). Furthermore it is said that technological change impacts the current tasks of an employee and based on increased decentralisation of decision making and new working practices, a company requires workers with different skills and should support the creative thinking process among employees (McFadzean, 1998; Susman et al., 2006).

Finally, government regulation can have either a beneficial or a harmful effect on innovation and this way impacts the adoption behavior of an organization. For instance, some studies have shown that legal requirements and enforcement by the government can push an organization to adopt certain innovations in order to be conform and still establish benefit based on the government's regulations (Kuan & Chau, 2001). Furthermore the government can take specific actions to increase or decrease payoffs by taking taxes and other measures to encourage research and development or it influences innovations by changing the climate in which they are received (Williamson, 1983). Accordingly, governments could help to shape certain businesses, such as e-business by establishing legal and institutional frameworks that support and liberate online business models (Zhu, Kraemer & Dedrick, 2014; Gibbs, Kraemer & Dedrick, 2003).

On the other hand regulations, such as tariff policies have a negative impact on adoption behavior. For example, the availability and price structures of IT products that are needed for e-commerce systems are influenced by higher tariffs and customs on IT products which hinder the growth of B2B e-commerce in Latin America (Kshetri & Dholakia, 2002). In regard to Social CRM the two authors Alt and Reinhold (2012) argue that especially legal regulations should be taken into consideration when organisations are working with social data and thus can contain a barrier when Social CRM should be adopted.

In sum, these three elements – the technological, organizational, and environmental contexts presents both constraints and opportunities for technological innovation (Tornatzky et al., 1990).

2.3. Integration of Theory

Based on the adoption theories (DOI and TOE framework) which can be utilized on a firm level, organisational but also individual adoption behavior are explored in regard to the adoption of Social CRM software. Both theories and information about Social CRM enable the authors to establish a guideline for the following data collection and analysis. As mentioned below the combination of theory further helps the authors to create and explore different (sub-) categories of factors that potentially influence the adoption of Social CRM software which was already defined and described in the above stated literature section.

Personal factors	<ul style="list-style-type: none"> · Socioeconomic status · Personality variables · Communication behavior · Adoption type
Organizational factors	<ul style="list-style-type: none"> · Internal: centralization, complexity, formalization, interconnectedness, organizational slack, communication processes, size · External: system openness
Technical factors (of the Social CRM software)	<ul style="list-style-type: none"> · Relative advantage · Compatibility · Complexity · Triability · Observability · Availability
External factors	<ul style="list-style-type: none"> · Industry characteristics · Market structure · Technology support infrastructure · Government regulation

Table 1: Influence factors for the adoption of Social CRM software

3. Research Methodology

Based on the “research onion” created by Saunders et al. (2011) this report section seeks to explain the research process. First, the applied research philosophy will be described which further forms the basis for the research approach, strategies and techniques. In the end it will be determined how the data was collected and aspects regarding data validity, reliability and delimitations are presented in order to ensure a comprehensive understanding of methodology and how to address best the research questions.

3.1. Research Philosophy

In general the four research philosophies in management research, named positivism, realism, interpretivism and pragmatism are categorized according to *ontology*, meaning how the researchers perceive the nature of reality, *epistemology* which describes the researcher's view of what constitutes acceptable knowledge and *axiology* describing the role of values in research (Saunders et. al, 2011).

Regarding ontology it can be argued that the researchers follow a subjectivist view based on their research objective and questions. The researchers believe that Social CRM is a social phenomenon mainly created through perceptions and actions of social actors such as industry experts or company representatives. Since Social CRM itself is constantly developing and needs to be revisioned as well as studied in detail in order to understand its reality, the researchers follow social constructivism as an ontological approach (Remenyi et. al, 1998; Saunders et al., 2011). This approach is closely linked to the interpretivist research philosophy which underlines the importance of social motive exploration. By exploring the Social CRM phenomenon the researchers want to seek the current reality of Social CRM which depends on the individual experiences from social actors.

As already described epistemology in turn determines what the researchers perceive as acceptable knowledge. Based on the social constructivism as an ontological approach and the complex nature of Social CRM, the researchers mainly follow interpretivism as a research philosophy which underlines the importance of differences between social actors and their perceptions of the Social CRM phenomenon. This way the researchers are able to interpret different point of views and explore Social CRM in its specific ways.

Nevertheless the researchers believe that positivism as a research philosophy can be also to some degree beneficial in regard to Social CRM since the researchers additionally aim to identify common patterns or facts among social actors which probably result in propositions, extending existing literature. Furthermore the researchers try to indicate whether existing theory related to Social CRM is applicable to this research's study by generating interviews based on an extensive literature review.

3.2. Research Approach

When it comes to business research approaches two main research paradigms need to be taken into account (Malhotra, Birks & Wills, 2012). The first one applies a deductive approach in which hypotheses are being tested by typically using quantitative methods to derive and test causal relationships between variables. The second paradigm is using an inductive approach, which is mostly used to either explore a phenomenon, looking at an already researched event from a different angle or just in general understanding better the nature of the researched problem (Saunders et al., 2011).

In this paper a combined research approach is used, because many researchers emphasize the advantage of using both approaches simultaneously (Saunders et al., 2011).

However, an inductive approach dominates, because Social CRM as the focused research area has not been investigated and tested thoroughly yet from many different perspectives. Induction is “a form of reasoning that usually involves the inference that an instance or repeated combination of events may be universally generalized” (Malhotra et al., 2012: 141). Hence, it is the aim to explore the supplement topic more in-depth and extend the existing literature of Social CRM with the initial research questions. Therefore an inductive approach with qualitative fundamentals has been used. But also deductive elements exist at some point, because a predetermined collection of already existing theory of Social Media, CRM system integration and Social CRM is used to organise and guide the data analysis section (Yin, 2003).

The combination and choice of both approaches helps the researchers to build a framework that develops a result on existing Social CRM and adoption definitions and extends the literature by gathering qualitative interviews. The latter demonstrates that predominantly an inductive approach is followed, because of the general structure moving from a more specific level towards a general one.

3.3. Research Purpose

In order to solve the research objective of Social CRM adoption and usage in organisations, this section develops a research framework in which an exploratory study has been applied. It is argued

why and how a qualitative approach, thus interviewing experts and professionals that are familiar with this new topic, is most appropriate to explore the various and complex elements of Social CRM software and its organisational adoption. In order to make the research process viable, the collection method of primary data will be reasoned. The discussion and explanation of the research design is essential since it ensures that the subsequent data analysis is valid and reliable.

For the purpose of this paper, the format of qualitative, semi-structured in-depth interviews was chosen to gather empirical data. Since the main aim of interviews is to gain an extensive knowledge and deeper insights into a specific topic, it is the most appropriate research method that could have been applied to explore the transition from traditional towards Social CRM adoption and usage.

Also DeLone and McLean (1992) argue accordingly that business executives are ideally positioned to act as key informants in a qualitative assessment of how new IT software or systems might have a crucial impact on a company's performance.

They state that *"Business executives are an important source of information on IT impacts, thereby supporting the use of executives perceptions in evaluating payoffs from IT investment"* (p. 5).

3.4. Research Design

As mentioned before, the choice of an applicable and well structured research design is a key aspect of business research. According to Maxwell (2008) a research study can only be executed effectively when the underlying research strategy is appropriate. In this paper an exploratory research design has been chosen as the framework, because of the yet unexplored nature of Social CRM.

An exploratory research design may be conducted for preliminary investigations. Hence, in case there is not much known about the target group for a certain field of research as it is with Social CRM usage in organisations, an exploratory approach is suggested.

The main aim is trying to find and understand relevant structures that reveal underlying reasons for practical derivations and implications.

With respect to the topic of Social CRM it is recommended to use the exploratory design concept, since the overall goal is to obtain background information and to gain a deeper understanding. Another reason for employing an exploratory design is that there is still little knowledge of Social CRM when it comes to organisational adoption in companies that are already operating either with Social Media and traditional CRM systems or already with Social CRM systems.

By using a qualitative technique in this research paper, the authors try to generate useful information to find out if and how the transition of traditional CRM systems to Social CRM systems has already taken place and which factors have a major impact. Further, this option gives managers the opportunity to understand which possible obstacles may occur if a new system will be integrated into organisations and will be used by marketing, sales and IT departments respectively.

By being flexible in the following informal interview procedure, the researchers position questions into a certain direction and can investigate in more depth to uncover related elements.

Furthermore, qualitative research can be classified as either direct or indirect and the choice of approach is based on this report's research purpose. In regard to in-depth interviews, the process may be described as direct and personal. The interviewers try to investigate a topic by revealing different motivations or attitudes due to a free exchange of information. Afterwards the Interviewees' opinions will be analyzed to derive significant conclusions. Since the general purpose of the research regarding Social CRM is already known and a deeper insight into this topic is demanded, it is suggested to use a direct approach. As stated above, a major advantage of this approach is that the interviewers keep control over the interview procedure by determining a frame for the Interviewee.

3.5. Data Collection

As already stated in the beginning of this paper, the research field of Social CRM is incrementally evolving, but still remains in its early stages. This makes it necessary and recommendable to use primary data for the supplement analysis. Primary data is gathered for the purpose of addressing the specific research task and mainly includes company representatives as well as industry experts. Since the information is gathered directly from the interviews, this type of research provides rich insight of factors and implications that describe Social CRM. Besides, the researchers have a high degree of control over the data collection process, as specific research issues may be changed to their specific needs (Malhotra et al., 2012).

Besides the above mentioned benefits of in-depth interviews, the researchers decided to enrich their primary research about Social CRM with published information and materials from various established companies that have developed or implemented a Social CRM system.

3.5.1. Interview Partners

In order to choose relevant interview partners for the study, the researchers decided that employees from various companies that have already implemented a Social CRM software should be part of the study. Nevertheless due to the fact that Social CRM adoption is a fairly new phenomenon for many companies, managers and employees, it was expected that predominantly mid-sized to large companies with a global scope use Social CRM systems and therefore primarily should be part of the study.

Besides including employees from international companies, the researchers decided to also include industry experts who are experienced within the CRM, Social Media as well as Social CRM software fields in order to provide in-depth knowledge about the rarely researched topic. The chosen experts were supposed to either work as consultants within the mentioned areas or work for Social CRM software providers liked HubSpot.

In the following a list of participants summarizes the chosen interview partners and gives information about the participant's background as well as usage of Social CRM software.

<i>Number of Interview</i>	<i>Name</i>	<i>Date of Interview</i>	<i>Company</i>	<i>Profession & Background</i>	<i>Social CRM System</i>	<i>Mode</i>
1	Ankur Chaudhary	27.05.2015	ioFunnel	CEO	Nimble	Skype
2	Nikita Smits	25.04.2015	Hubspot	Senior Channel Consultant	Hubspot	Office in Copenhagen Face-to-Face
3	Jasmine McKeiver	10.05.2015	Syncron	Online Marketing Specialist	Hubspot	Skype
4	Marie Köhler Pedersen	04.05.2015	AltaPay A/S	Sales & Account Manager	SugarCRM	Copenhagen Business School Face-to-Face
5	Jens Nitschke	15.05.2015	Kaut Bullinger	Head of IT	Sugar CRM	Skype
6	Mie Elmkvist Jensen	04.06.2015	Siteimprove	Sales Director	Hubspot	Office in Copenhagen Face-to-Face
7	Martin Albersten & Patrik Jensen	03.06.2015	Falcon Social	Research & Development Falcon Social	Falcon Social	Office in Copenhagen Face-to-Face
8	Matthias Brück	13.05.2015	Roxtec	Segment Manager and CRM Specialist	SugarCRM	Skype
9	Dave Schneider	16.05.2015	Trust Pilot	Product Marketing Manager	Hubspot	Office in Copenhagen Face-to-Face
10	Patrick Kitchell	10.06.2015	Sitecore	Head of Global CRM	Hubspot, Nimble, Sugar CRM	Copenhagen Business School Face-to-Face
11	Cosmin Almajanu	16.06.2015	Flauntin	Founder & Partnership Manager	Podio	Office in Copenhagen Face-to-Face
12	Rachel Miller	17.06.2015	Pipeliner CRM	Chief Listener	Pipeline CRM	Skype
13	Marius Janssen	19.06.2015	Jedox	Head of Global Marketing	Hubspot & Salesforce	Skype

Table 2: Interview Partners

The list consists of four experts and consultants that are either working in Social CRM related companies or have a large expertise of Social CRM and nine employees from departments like marketing, sales, R&D or IT within organisations that are already actively using those systems on a daily base.

The number of chosen interview partners was based on several reasons. First, the various work backgrounds of the Interviewees ensured a multi-dimensional view on the Social CRM topic. Second, the size was determined based on the resources available, and the nature of the research questions. Conducting interviews is time- consuming and demands quite a lot of resources, so in regard to this research time frame and number of researchers, it was decided to handle a rather small number of interviews. Third after conducting 13 semi-structured in-depth interviews the pattern and information of the answers tend to not deviate anymore and the most important answers for the formulated research questions were identified (see Appendix 2).

Based on the researcher's subjective judgment the interview partners who were willing to take part in the study, were carefully chosen which was a rather long lasting and intense process. The reason for this was that many companies and individuals were not familiar with the recently evolved topic of Social CRM despite many large and international operating companies with a broad Social Media presence and usage have been contacted. Thus the researchers had to publicise their need for further participants and collected data from those who responded. Besides advertising the need of cases, the researchers also did extensive research on the web about which firms and persons could be contacted directly.

Afterwards all Interviewees were contacted via the professional network LinkedIn, e-mail or direct phone calls. Within each contact method the purpose of the research and the followed interview was presented accordingly. However, most contacted people or companies just did not reply or rejected the inquiry after the topic was explained. But those experts and employees that were keen on participating, received an interview guide (see Appendix 1) with the different dimensions of Social CRM that were derived from the theory. After an appointment was found, the interviews were either held in person or via Skype, depending on the preferences and location of the Interviewees.

Already in the contact phase all participants were asked questions about their knowledge of Social CRM, work background and current position in the firm. To further ensure that the right people have been interviewed similar questions were asked again during the initial phase of the interview.

3.5.2. Interview Structure

Contingent to this report's research design, the authors decided to develop an interview guide that contains an overview of interview topics as well as formulated interview questions which should help to answer the distinct research objectives and investigate findings from the literature review. In general the interview guide can be differently designed and based on the chosen interview structure, the guide either only consists of topics that should be captured in the interviews or incorporates semi-structured to highly detailed questions (Kvale & Brinkmann, 2009; Drever, 1995).

In regard to this report's research objectives and design, the authors decided to use semi-structured interview questions that cover various topics and contain open-ended questions (see Appendix 1). The motivation behind the chosen interview structure is the believe that the usage of Social CRM is still relatively new and thus its adoption needs to be uncovered within organisations. As already observed in the pre-research phase and based on the lack of existing research about Social CRM software, it can be assumed that most of the organisations only consider or evaluate the implementation of a Social CRM software in their companies and that just a few companies are actually working with Social CRM tools. Based on this assumption the authors believe that semi-structured interviews offer the best opportunity to gain in-depth insight into a rarely new research topic. The above described interview technique, is also referred to "laddering technique" which means that the researchers conduct interviews with highly structured questions and open-ended questions which thus suits the nature of the Interviewee (Malhotra, et al., 2012). This technique which is based on linking different elements, helps the researcher to understand personal meanings, motivation, cognitive structures, resulting in an exploration of rarely new topics (Dichter, 1960; Reynolds et al., 2006; Malhotra et al., 2012).

In the following table, topics for the interviews are presented which also form the interview guide:

Research themes	Investigated topics
Present status of Social CRM	<ul style="list-style-type: none"> • Definition of Social CRM • Components of Social CRM • Versions of Social CRM • User experiences with Social CRM
Evaluation of Social CRM	<ul style="list-style-type: none"> • Potential Benefits of Social CRM • Potential Pitfalls of Social CRM
Adoption of Social CRM	<ul style="list-style-type: none"> • Adoption behavior within the organization • Importance of adoption influence factors (personal, technical, organizational and external factors)
Future of Social CRM	<ul style="list-style-type: none"> • Opportunities of Social CRM • Challenges of Social CRM • Future potential of Social CRM
Recommendations	<ul style="list-style-type: none"> • Organisational & technical integration aspects • Social Media & customer relationship aspects

Table 3: Research themes and investigated topics

3.5.3. Interview Process

Based on the local distance, the interviews for this report were either held face-to-face or via communication media, such as Skype. Since the chosen sample consists of international companies whose Headquarters are based within several countries, the researchers had to conduct some of the interviews on Skype which helped them to overcome local and also time differences. All interviews were audio recorded what allowed the researchers to fully concentrate on the answers of the Interviewees and react to them, if necessary. In general, this method is supposed to be most common way to conduct interviews since the researchers are able to listen to the interviews afterwards and think about what the Interviewees said. Furthermore they become familiar with key points of the respondents and begin to understand the various perspectives (Rowley, 2012).

The data was collected through individual interviews but also one group interview with two developers that enabled the researchers to create a discussion about features and important aspects of Social CRM. After having collected the data via an audio program, the data needs to be carefully transcribed in order to further analyse the data (Saunders et al., 2011). Moreover the transcription of interviews offers the opportunity to assess the unbiased and accurate data at a later point of time what usually improves the reliability of data (Silverman, 2005; Saunders et al., 2011).

In general there exist several ways to transcript data and in accordance with the purpose of this report's research purpose, it was decided that the interviews were transcribed from both researchers without including pauses or emotional expressions. This way the researchers were able to make a quantified reliably check and correct transcription errors (Kvale & Brinkmann, 2009; Saunders et al., 2011).

Based on the Interviewee's country of origin the interviews were either held in English or German what is justified by the researcher's language and thus communication ability. Also the researchers could make sure that the respondents felt most comfortable when answering the questions.

3.6. Data Preparation

After having transcribed the collected data, the interviews were coded for retrieving the most significant information of each interview partner and being able to derive an interpretation from the later analysis. In general codes are assigned to represent a specific response to a specific question along with the data record. This way qualitative data is broken down into discrete chunks to which a reference is attached. Furthermore the coding process aims to bring similar ideas together in order to crystallize trends and further helps the researchers to reduce a vast amount of data (Malhotra et al., 2012).

Depending on the research aim, researchers can utilize a different set of coding filters, such as In vivo coding where codes are based on the Interviewee's language or descriptive coding where opinions of the participants are documented. The last coding filter is called value coding that is used for capturing subjective perspectives. In this report the researchers decided to use In vivo coding because this way they were able to capture the Interviewee's individual statements in more detail and keep the data rooted in the participant's own language (Saldaña, 2012).

After the codes were developed by both researchers, the next step was to categorize similar coded data with same characteristics into distinct thematic groups. Those groups or categories were among

other aspects the basis for analysing the formulated research questions and enabled the researchers to create propositions in regard to the Social CRM phenomenon.

3.7. Data Validity and Reliability

In this section the validity as well as reliability of the collected and prepared data should be discussed in order to identify factors that might influence the empirical data and to ensure that the report presents valid and reliable results regarding Social CRM and its adoption in organisations. Furthermore in regard to this report's research design a third important component, the verification process should be discussed because it additionally helps researchers to ensure validity and reliability (Morse et al., 2002).

According to Malhotra et al. (2012) validity is the extent to which a measurement represents characteristics that exist in the phenomenon under investigation. This general definition of validity is often used for quantitative research but several researchers argue that validity in regard to qualitative research differs from quantitative research and thus there need to be other criterias in regard to validity. Based on this assumption three types of validity were developed for qualitative research that help researchers to verify their collected data (Johnson, 1997).

The first type is *descriptive validity* and refers to the accuracy in reporting descriptive information. One way to obtain descriptive validity is investigator triangulation, meaning that multiple investigators are observing and recording which allows cross-checkings. In regard to this report the two researchers always aimed to double check their recordings and observations for making sure that the descriptions of the participants and reported facts are valid.

The second type is called *interpretive validity* meaning the degree to which the researchers are able to capture the respondent's feelings and thoughts about the researched topic that need to be accurately attached to the research investigated topics. One way to ensure interpretive validity is to get the respondents feedback in order to prevent miscommunication. Thus during the interviews the two researchers often asked the Interviewees whether they understood the statements right and repeated their sentences in order to get confirmation by the respondents.

The third type of validity within qualitative research is *theoretical validity* referring to the degree that a theoretical explanation which is developed from the study fits the collected data. Theory and

explanations for the studied phenomenon are thus developed based on the conducted study and in order to ensure theoretical validity the researchers decided to use theory triangulation by using several studies that helped to explain the phenomenon and to create valid explanations.

Besides the three validity types it is important to mention that the researchers have chosen organisations as well as experts from various industries to make sure that the study consists of several different participants that can share their specific experiences with Social CRM. This way the researchers also have the opportunity to generate a broad overview of a rarely new topic. Besides the researchers also made sure that different opinions were included which were critically assessed in regard to the research objectives and thus improved validity.

Reliability of the data refers to the extent that data collection techniques yield consistent findings. This also incorporates the question whether other researchers will have similar observations and if there is transparency in how the raw data is interpreted (Easterby-Smith et al., 2008). Especially in regard to qualitative interviews there might exist several threats to reliability, such as interviewer bias what relates to how the interviewer behavior and appearance influence the respondents. Then there might be also an Interviewee bias which results from the fact that the participant probably does not want to reveal sensitive information or is overwhelmed with the interview situation what in turn leads to biased answers (Saunders et al., 2011). Keeping those biases in mind the researchers of this report tried to avoid any of them by making sure that the Interviewees felt comfortable during the interviews. Furthermore it was agreed that the interviews were kept confidential and this way the participants were not restricted in their answers. Another important aspect is the researcher's preparation for interviews which is supposed to be really important since it prevents poor performance during the interviews (Saunders et al., 2011). In regard to this point the researchers prepared a interview topic guide that helped them to direct the interviews towards the intended research aim. Furthermore it is said that data recording, transcription and intensive engagement can increase the reliability of data (Roberts, Priest & Traynor, 2006; Marvasti & Silvermann, 2008). Thus the researchers decided to transcript and code all interviews what results in higher reliability and enabled the researchers to move data backwards and forward in regard analytical aspects.

Data validity and reliability can be ensured by a third component called verification. The verification process consists mainly of checking, confirming, making sure and being certain. Those

mechanisms should be used during the whole research process what in turn leads to the fact that errors are corrected before they are built into the analysis. Thus the researchers aimed to develop a dynamic relationship between the choice of interview partners, data collection as well as data analysis and were thinking theoretical what is also supposed to be a strategy for verifying data (Morse et al., 2002).

3.8. Delimitations

Before analysing the collected data it is crucial to mention choices that are prior made by the researchers in regard to this report's study and thus determine the boundaries that were set for this study (Simon, 2011).

First of all, the study mainly focuses on the organization's adoption of Social CRM software tools. Since the research objective is to explore the Social CRM phenomenon from an organisation's point of view, the researchers decided to not include a customer perspective into the study and thus the population only consists of organisations as well as industry experts but no B2B or end customers. Another reason for not including a customer perspective is that the researchers aim to primarily generate propositions and recommendations for companies which are based on practical company experiences.

Furthermore the researchers decided for a qualitative and not quantitative research approach since Social CRM and its adoption is still a rarely new topic that needs to be explored in more detail. Besides it is said that qualitative research is especially efficient when researchers want to investigate new topics which are so far rarely researched and about whose theory must be still built. Furthermore qualitative research helps to analyse individual behaviors, experiences and feelings (Malhotra et al., 2012).

In regard to this study it can be said that so far there is not much theory about Social CRM what motivated the researchers to conduct interviews in order to generate new thematic insights and practical assumptions. Also the chosen research design is useful for exploring individual company experiences with Social CRM software tools and to determine by which factors the adoption is probably influenced. Based on these assumptions the researchers decided that a quantitative research design would not be appropriate for the report's research objectives and that in turn a

qualitative research approach generates more beneficial insights for a rather new and complex phenomenon.

4. Data Analysis & Discussion

The process model in Appendix 4 based on Gioia, Corley and Hamilton (2013) indicates how the codes derived from the 13 conducted interviews from different dimensions of Social CRM. First the researchers created an initial coding process (see Appendix 2) which is the basis for the second step called focused coding. Here second order themes or conceptual categories result in relation to the different research questions as well as interview topics and help the researchers to synthesize all the existing data (see Appendix 3).

In the following sections, the aim is to critically analyze and reflect the results from the interviews in regard to the literature review because this way the researchers will be able to extend existing theory based on new findings and perspectives of Social CRM's development. Furthermore several tables were created which display how often certain aspects were mentioned by the Interviewees and thus indicate the importance of the codes. This approach is supported by the fact that the Interviewees were carefully chosen and elaborated in regard to their expertise about Social CRM prior the interviews. Therefore all initial codes generated from the interviews as well as number of Interviewees who mentioned a specific code can be equally weighted and counted.

4.1. Present Status of Social CRM

Concerning the fast development of Social CRM and the novel nature of this business model, many different second order themes have resulted from the initial coding process, mostly because of a different understanding what Social CRM specifically is and how it differs from traditional CRM. Seven distinct categories will thoroughly be analyzed in the following to emphasize the present status of Social CRM. The second order themes that have been derived from the present status of Social CRM are *Integration of Social Media*, *Purpose of Social CRM*, *Technical aspects of Social CRM*, *Definition of Social CRM*, *Traditional CRM*, *Relationship with customers* and *Organisational aspects of Social CRM*.

4.1.1. Integration of Social Media

Social Media integration is the common denominator when it comes to Social CRM regardless of the system or software that is being used among all interview participants. Therefore the integration of Social Media features into in-house built CRM systems or unified systems with a combination of both CRM and Social Media is a must. In that sense two of the most matured channels Facebook and Twitter are the most important ones, which need to be integrated since they were mentioned by far the most. Another platform that is crucial to integrate, especially when it comes to social selling for global operating and B2B companies is the professional network LinkedIn. Surprisingly, trending and already established social networks like Pinterest, Instagram, Tumblr or Youtube have not been mentioned frequently. *“Less is happening on Instagram, Youtube or Pinterest”*, was the comment of an Interviewee (Interviewee 7). However, due to the fast and unexpected change within the digital landscape it most likely will happen that those networks will play also a vital role in integrating them into Social CRM systems.

“With the emerging trend of using social channels such as Twitter or LinkedIn for B2B businesses, everything is changing (...)” (Interviewee 1).

Another factor which has caused Social Media integration is that CRM systems now have two different perspectives the social one and the traditional, more CRM-based one. However, developers of Social CRM systems say that with the advent of Social Media those systems are also to be called a “Social Suite”, because the social perspective will become even more essential for companies that operate either B2B or B2C.

“If you look at Social CRM in the most simplest way it is a combination of a CRM system taken social.” (Interviewee 7)

Hence leveraging social touch points is a cornerstone of Social CRM. Numerous times it has been mentioned and emphasized during the interview sessions that Social Media will become a main driver to enrich sales performance and to strengthen the customer relation and engagement. If those social touch points and information like personal interests, hobbies, family status, income etc. can automatically be interpreted and fed into the CRM system, it will become much more easier for companies to target focused customer groups or prospects in the Web 2.0.

“This kind of “second level” attributes will be very important in refining and defining if someone is a customer or prospect.” (Interviewee 11)

In terms of business intelligence it is not only the automated pull of data which is crucial, but also the direct sentiment analysis of information and for instance detecting if the person who just made a positive or negative post is already a customer or not (Interviewee 13).

Consequently, integrated components like monitoring, measuring, publishing and analyzing are building the backbone of all Social CRM systems. The importance of those features was also mentioned and underlined by most of the Interviewees, because it enables organisations to better streamline customer research and in the same way to improve its customer care program (Baird & Parasnis, 2011).

4.1.2. Purpose of Social CRM

As already being researched by Lehmkuhl & Jung (2013), Social CRM does have many facets and thus contains many different purposes for users and organisations. Since Social CRM is rather a combination of two different business perspectives than a newly invented business model, the Interviewees came up with concepts that cover both sides CRM and Social Media. Starting with the social perspective it becomes clear that Social CRM is a marketing platform which helps to engage with customers and prospects in order to get deeper insights into their behavior and preferences (Hennig-Thurau et al., 2010). Those insights are helpful to better understand what customers’ needs are and from that deriving their demand of products.

“Social CRM is about gathering all the data from social aspects from buyings or from whatever it is and try to understand what the consumer actually wants (...).” (Interviewee 10)

This statement demonstrates also that Social CRM is a tool to generate leads and prospects, which is part of the emerging marketing concept “Social Selling” (Woodcock, Green & Starkey, 2011). By understanding the customer, engaging with them and directly responding to their requests from the system, it is a *“powerful tool”* (Interviewee 2), which leads organisations to analyze, organize and optimize the sales and marketing approach in a more efficient manner. Each touch point and interaction with the customer is saved in the CRM, which means that every step of the customer journey from being interested in a company or product until the final purchase can be monitored

and tracked (Baird & Parasnis, 2011). This gives companies the opportunity to refine their inbound and outbound marketing activities, because the information is always updated in real-time. Hence, this approach leads to an easier and faster targeting of prospects and a higher conversion rate respectively.

This method is also underlined by Interviewee 5, because he states that Social CRM is a tool where you “*gain knowledge about people*” and vice versa also “*gain knowledge for your own organisation*”. Especially staying in touch and receiving feedback from customers about new products, advertising campaigns or tastes triggers for each organization valuable information that can be used to customize and adjust product development on customers’ needs.

Taking the perspective from the CRM side, it is still a database which serves as a proxy for storing social information (Payne & Frow, 2005). In a perfect world, the system tracks the entire sales cycle process and monitors prospects, inbound or outbound leads that can easily be found and approached. To ensure that a Social CRM system is used effectively it is essential that the extracted data is stored for a longer period and historical information can be retrieved and accessed every time.

The CRM database which is filled with a high amount of social information is “(...) *the backbone and you can say that the most important part is the execution part of it.*” (Interviewee 7). In order to achieve Social CRM’s different purposes it is inevitable that different stakeholders work closely together which is unveiled in the following section.

4.1.3. Technical Aspects of Social CRM

To execute things fast and accurately, the system must be equipped with many advanced technical aspects which normally lives and is managed by the IT departments. However, due to the ease-of-use and the high user experiences of most of the cloud-based Software-as-a-Service (SaaS) systems, the majority of the systems is run and operated by the marketing and sales departments. Only in terms of security, the IT departments still have responsibility and supervision.

In terms of coding the technical integration of the software with other systems that are already used by the company seems to be crucial. The reason for it is that most of the Interviewees want to avoid

any replacement when adopting the Social CRM software and aim to integrate all systems. Therefore, automatization is a key in terms of technological usage. Without an automated synchronization of technical features, such as “*monitoring, analyzing and filtering of data*” (Interviewee 13), those systems tend to be less accepted across the organization.

Furthermore all tools are cloud based systems that run online and thus are directly updated by vendors like Hubspot, Salesforce, Nimble or SugarCRM. Hence, the users are normally working with the latest and most updated version without any cause of delay, ensuring that updates of new features is proceeded seamless.

4.1.4. Definition of Social CRM

Even though Social CRM is an evolving principle which exists approximately since seven years, the researchers made the same experience during the interviews as it was already stated in Greenberg’s (2010) or Askool’s and Nakata’s (2010) papers that Social CRM in academia as well as in praxis is still a very unknown and ambiguous concept.

“Social CRM is a complex definition that has different perspectives and sides.” (Interviewee 11)

When Interviewees were asked how they would define Social CRM it rarely resulted in a specific and structured answer, because “*it is not one thing*”, which can rather be described as “*a big melting pot*” with a complex definition due to its evolving and dynamic nature (Interviewees 7 & 10). Nevertheless, many Interviewees emphasized the shift and blurred lines of Social Media and Customer Relationship Management.

“The idea of Social CRM for me is that we are in a paradigm shift towards the idea that the consumer or the people that buy B2B or B2C products, that they really own the process and we are just the receiver of what they decide to share out there in the world.” (Interviewee 10)

However it was also a general feeling that Interviewees who have already worked with those systems and were meant to be experienced and proficient in Social Media and CRM adoption either “*don’t know how to define Social CRM*” or said that it contains many different aspects and sides with a “*variety of definitions what Social CRM really is*” (Interviewee 7). This underlines again

that the theoretical definition of Social CRM is not definite yet. Hence it is fair to say that Greenberg's (2010) is still the most plausible one that comprehensively can be used, because it covers all important aspects that have been mentioned in the literature, but also during the interviews. Furthermore it still demonstrates Social CRM's complexity, which cannot be narrowed and facilitated yet.

4.1.5. Traditional CRM

Despite Social CRM is a business strategy which is hard to define due to its recent development, traditional CRM, the fundament of relationship marketing is easier to explain. For researchers it exists a clear difference between traditional Customer Relationship Management and Social CRM (Malthouse et. al, 2013). Also for the Interviewees it was much easier to define and explain traditional Customer Relationship Management tools and strategies than the combined features.

“Traditional CRM systems are basically sets of components that match business areas and try to give a standard package of business processes for sales, marketing and services (...).” (Interviewee 10)

“If we are talking about traditional CRM and about the traditional B2B case of traditional CRM then it would be only a phone number, the name and email address.” (Interviewee 7)

For the majority of the Interviewees traditional CRM systems are still important and in use, especially for many B2B companies where Social Media does not play a crucial role within the marketing department yet. However it is surprising that many companies also still use an in-house built database where all customer information is stored. That is also in alignment with the theory where it has been described that traditional CRM is a database that stores customer data and acts as a traditional outbound tool for the sales and marketing department (Pan & Lee, 2003). Despite traditional CRM systems like SAP, Oracle or Salesforce still outweigh the amount of users of Social CRM tools, some Interviewees see it as a threat for the established and traditional ones. Even more one Interviewee describes traditional CRM as “dead” and has the most radical opinion among all:

“What I mean by saying that CRM is dead is this traditional idea about how you deal with data in those three or four streams in a business environment and for me those have basically melted together.” (Interviewee 10)

Even though it was just one expert which has such a distinct opinion, it stands out, because the arguments were fundamental and well argued why organisations should move away from traditional processes and functions that are too expensive and not flexible. He argues that organisations should implement Social CRM, because companies will rely on personal information and data that can be retrieved from Social Media. It will support in knowing what customers really want and also competitive advantage will be ensured.

Nevertheless, this radical opinion does not comply with academia. Recent research of CRM underline that many traditional functions and CRM characteristics like data and information storage will still be important for outbound and telemarketing (Bose, 2002). Since traditional CRM systems are tools to facilitate and automate the sales process it still contains the insights and analyses to follow a customer's life cycle. For most of the experts the main components that have been extended are the Social Media integration, usability and the easy-to-use interfaces of online based or Software-as-a-Service solutions like Nimble, Hubspot or SugarCRM.

“So yes we have moved away from traditional CRM into maybe Social CRM but I am assuming that this is a step stone into the next something. “
(Interviewee 7)

Even though it seems that some experts have radical opinions and say that the shift towards Social CRM has already taken place thoroughly, it must also be taken into account that those opinions cannot be generalized. Most of multinational and B2B companies are still using traditional CRM systems, which also will not change in the near future, because those are systems where important information is just stored. However, it mostly depends on the underlying industry in which companies are operating. For some firms the way of how they manage and store customer data will barely change, but for some others, mostly international operating companies, the need will arrive that they have to move towards Social CRM in order to stay competitive due to the fast changing pace of Web 2.0 technologies.

4.1.6. Relationship with Customers

The opportunity to be in a constant and direct customer engagement on Social Media channels is the main criteria what comes with Social CRM (Baird & Parasnis, 2011).

“People are taking a more relationship based approach to connect with people with whom they can make business with and the way they are doing, (...) start the relationship online via the Social Media channels and take this relationship also offline to a phone call or personal meeting.”

(Interviewee 1)

Even though Customer Relationship Management is since decades a broadly discussed and researched topic in strategic marketing management, all Interviewees agreed that aspects like how to engage and approach customers have changed with the influx of information that comes through online marketing and Social Media usage into the databases. Since all Interviewees have been working in international operating companies, it is an important factor to be connected with customers on a global scale. It facilitates companies to engage and react to customer request almost all the time in different languages, markets and time zones. However, in reality this is different, because recent studies revealed that the majority of global operating companies do not understand what to do with data that comes from Social Media (Culnan et al., 2010). Especially large corporations are either still struggling to adopt new technologies like Social CRM that enables them to better engage with customers or they are still not using appropriate tools yet (Beck, 2010). It implies that the changing consumer behavior is faster developing than companies can react to it, because they are still too hesitant to implement and prioritize new media technologies in their main execution strategy.

It is questionable why most of the companies still lack of integrating a Social Media strategy with a focus on online marketing and customer care. Nowadays many interactions basically start online, which provides organisations personal information like hobbies, interests and what he/she likes (Interviewee 5). Nevertheless, it is still the customer who owns the whole interaction process, because he/she can decide which personal attributes he/she wants to share (Interviewee 10). The more information is unfolded, the better it is for an enterprises' customer relationship, because advertising campaigns can be customized for target groups or individuals (Trainor et al., 2014).

“For us it is moving towards a situation where we engage more with our clients (...) we use different kinds of analytics in our CRM how they share our content, how they interact on Twitter and those things”. (Interviewee 6)

Even though Social CRM may facilitate the whole customer engagement process, organisations should not exaggerate its effort as the following statements underlines:

“ (...) you should be more diplomatic about how you sell and how often you target the customer and post something about a specific product that he/she liked before. Hence, going a bit indirect with it is very important to not annoy and concern the customer. ” (Interviewee 11)

Hence it is a thin line between being too close to the customer or too far off. Deriving from the interviews it can be said that the customer relationship can essentially be enhanced with Social CRM tools, even though it contains its mentioned drawbacks such as too much proactiveness or too much unimportant information which cannot be utilized.

4.1.7. Social CRM involved Departments

Social CRM is a very overarching business model where many different departments are involved while the system is implemented and used. The reason for that is that both business perspectives Social Media and Customer Relationship Management are closely connected (Interviewee 13). Also the combination of internal organisational characteristics and externally pulled information makes this system more complex where a more holistic view is needed.

“It’s kind of blurring the line of data that is inside an organisation and data that is outside of an organisation.” (Interviewee 9)

Even though the front-end visibility is mainly marketing and sales related since it is a tool that should drive sales performance, departments like IT, operations and R&D need to be involved, too. It means that Social CRM cannot be strictly separated from different departments, because data integration, new features and functionalities need to be made on a continuous base. That shows also the duration of a global rollout of a new Social CRM system can take up to several years:

“We had a lot of Interviews with our worldwide subsidiaries and with initial trials we started to roll-out the system (SugarCRM), which took more or less three years. 21 subsidiaries had their own managed CRM and Social presence before. Hence it was also an internal sales process, because all the other departments and markets had to adopt it.” (Interviewee 8)

What is also important to mention is that the legal department is often involved in the implementation, because of data compliance and data protection regulations in different geographical regions. For organisations that are about to implement a Social CRM in several markets, a global roll-out can become a long lasting and difficult process. But many firms need to counteract against those regulations and try to find loopholes in the data protection law.

“Depending on different geographical regions you might be allowed to implement a Social CRM in one market, but not in the other due to legal regulations. Because it is forbidden by law. China is a best practise example in that case.” (Interviewee 11)

To ensure a frictionless integration, different steps are practically needed. It is a necessary resource to build a collaborative and experienced workforce that is responsible for supervising the implementation process, assigning tasks and secure the enablement of the system. Hence, it has been suggested that from each department a chosen authority shares some part of responsibility.

4.2. Evaluation of Social CRM

In the following section it is analyzed which perceived benefits and pitfalls Social CRM implementation can have for organisations. Based on the outcome of the interviews the initial coding reveals that there are more perceived benefits than pitfalls. However, also the critical points that have been mentioned are valuable information for practitioners to improve the workaround or functionality of features of the Social CRM software. All in all it is important to mention that the benefits and pitfalls are subjective and therefore vary with the individual experiences of the Interviewee. Nevertheless the researchers were able to find common patterns in the answers and thus perceived benefits (blue colored) and pitfalls (red colored) should be analysed in more detail.

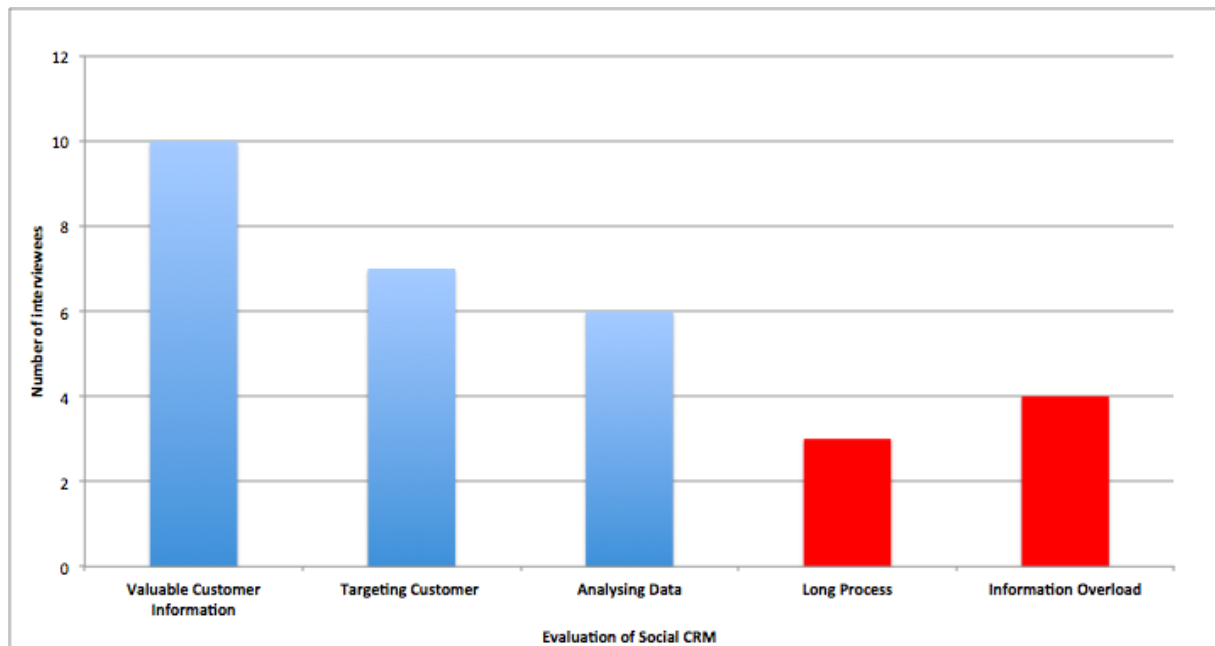


Figure 6: Evaluation of Social CRM

4.2.1. Perceived Benefits

Besides the main benefit of feeding information from Social Media channels directly into the Social CRM system, the overall positive outcome of the interviews was the automatized function of integrated features like monitoring, tracking, analysing and managing an enhanced customer relation. The possibility that the entire data collection is centralized and aggregated into one system makes it easier for the managing department to monitor and observe real-time communication between customers and fans. Those characteristics give companies a better view of its customer base and also a faster response rate on Social Media. Not surprisingly the communication and analysis features are the ones that were most mentioned when it comes to perceived benefits of Social CRM.

“(...) traditional CRM doesn’t have that and Social Media doesn’t have that but if you combine both you will get a more complete picture.” (Interviewee 7)

“(...) the benefit is that the entire realtime communication data can easily be monitored. Hence I can monitor, track and analyse customer feedback and interaction.” (Interviewee 13)

The major accelerator of Social CRMs’ benefits is the development of the functions which have been presented and explained within the theoretical framework. All six features (*Monitoring* and

Capturing, Analysis, Exploitation, Information Systems Integration, Communication and Community Management) that have been pioneered by Küpper et al. (2014) have been either directly or indirectly mentioned across all interviews, which underlines its importance. This shows that all of those functions should be integrated when the decision is made to implement a Social CRM system.

“It is easily possible to derive performance indicators in order to see who clicked on which content, who has logged in or which topics and marketing campaigns were successful and which were not.”

(Interviewee 13)

Another aspect is that online data gathering has become much more easier for organisations that operate across different geographical markets (Greenberg, 2010). Hence data from various countries can be extracted and analyzed with different integrated filters like language, region, gender, age, sentiment etc. This source of information lead to the advantage that customers within different segments can precisely be targeted and trends of demanding products might better be identified as the following statement describes:

“I can predict and see specific trends if those channels can be monitored. If customers are asking for specific products, I easily can offer and advertise those via digital marketing.” (Interviewee 5)

Predicting trends before competitors have detected them and at the same time targeting customers is a strong indicator how Social CRM systems can drive businesses’ performance.

“The advertising part is interesting as well because combining what you know about your users from core CRM systems with what is going on in Social Media and actually being able to target those people is pretty powerful, it is something what Facebook can not even do.” (Interviewee 7)

A more holistic benefit is the usability of Social CRM systems. It means that the user experience and user interface are both important and beneficial when the cloud based tool comes with an appealing design that is easy and efficient to operate, which ensures a high learning curve for the users.

“It (Hubspot) is very easy to use and I feel very familiar with our current software.” (Interviewee 3)

In regards to ease-of-use and user interface it must be said that the Interviewees might have been biased in their answers, because most of them have only used one tool so far. Additionally, around 30 tools with different features and functionalities are available on the market that can be categorized as Social CRM systems, but only five different ones have been used among all Interviewees. But analysing from those ones, the benefits are very viable. If all the before mentioned perceived benefits of Social CRM systems can be converted into a structured workflow within all departments and users, organisations will gain a better understanding of engaging, attracting and communicating with their customers on Social Media instead of using just traditional channels in an unsuccessful and more costly way.

“If you are looking it from a selling point so that you can basically help the seller to understand this journey (...) this helps the person on the journey, so this is a completely different paradigm compared to old selling.” (Interviewee 10)

Nevertheless there are also pitfalls and drawbacks that may occur with Social CRM implementation and usage. The next section contains the derivation from the interviews of possible threats and lack of features that are missing.

4.2.2. Perceived Pitfalls

Since the interviews were held with experts and users of Social CRM systems, they came up with far less sub points of perceived pitfalls than benefits, which was also expected due to the general positive opinions about Social CRM tools and its usage.

As all Interviewees agreed within the definition part, Social CRM is a complex phenomenon, which cannot accurately be defined yet, what also affects the implementation of such a new tool. Especially the influx of the high amount of data that needs to be structured and processed seems to be a perceived pitfall that can stop a flawless adoption process.

“(...) You have to fight against a huge amount of data that is coming into the system, which did not happen before. Hence it is possible that users lose the focus on other important things or the data is wrongly interpreted (...).” (Interviewee 5)

It is not only the complex theoretical definition of Social CRM, but also the complexity to run and handle it properly is a huge task for employees that are working with the program on a daily base. Thus, it might happen that wrong conclusions will be drawn in the beginning if the data is not correctly processed and aggregated. But some Social CRM systems have already automatized social intelligent systems, which save a lot of resources like time, cost and also the information overload will diminish.

Information overload and the purpose what to do with the high amount of generated content is one of the main negative factors that have been mentioned in the interviews but also in recent articles (Malthouse et al., 2013). If the data cannot be understood and interpreted properly, users will most likely get reluctant to use the tool, which will end up in losing a lot of potential for the company. Interviewee 10 for instance has called it an *“apocalypse of content”*, which demonstrates that some employees are not able to deal with big data analyses that is coming from Social Media. Even though the systems are incorporating already automated features like sentiment analysis, real time monitoring and tracking, the engagement with customers, answering comments or targeting them directly still needs a lot of manual work. That is why it is suggested and important to offer trainings, webinars or workshops not only when the tool has been implemented, but also on an ongoing base. In section 4.5.2., training & consultancy, this need is more explained in depth.

4.3. Adoption of Social CRM

Based on the initial coding process which is closely linked to existing literature about adoption behavior six second order themes are developed: *technical factors, personal factors, organisational factors, external factors, reason for adoption and adoption time*. Each second order theme embraces a number of codes regarding the adoption of Social CRM software which can be all linked to a specific category and should be analysed as well as discussed in the following abstracts.

4.3.1. Technical Factors

As depicted in figure 7 it can be seen that the Interviewees mentioned all technical aspects created by Rogers (2003) and that complexity as well as compatibility tend to have a relatively strong impact compared to the other aspects. In the following sections the researchers further aim to describe and analyse how each factor seems to influence the adoption of a Social CRM software.

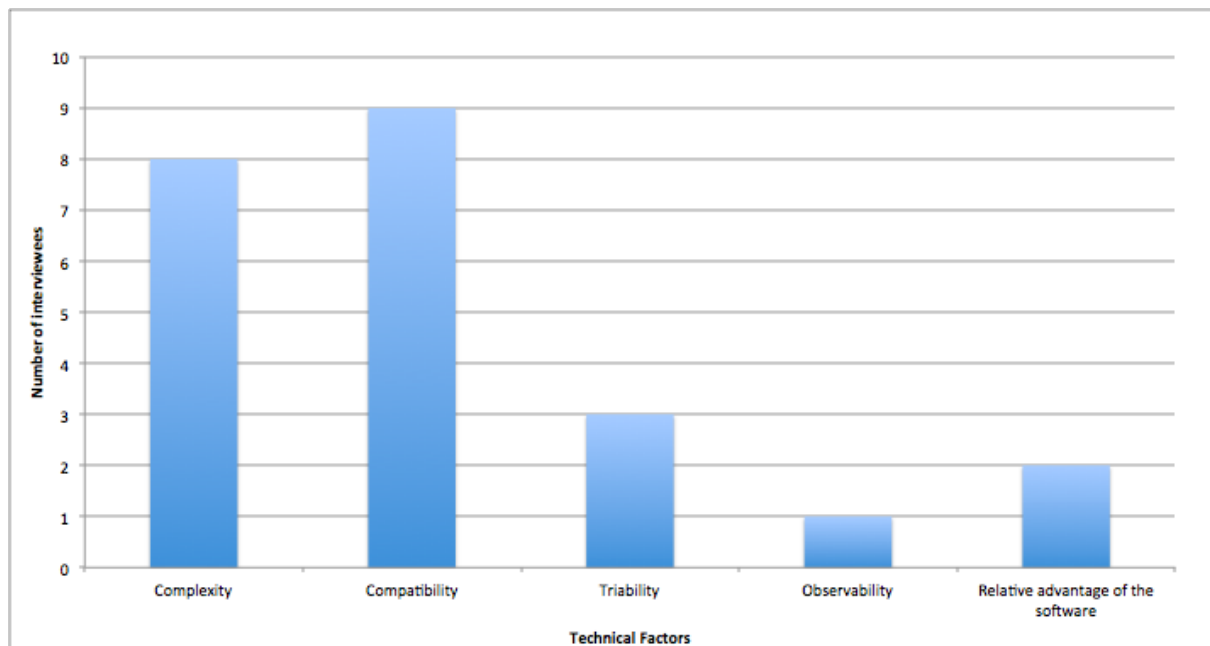


Figure 7: Technical Factors

In general most of the Interviewees agreed on that technical factors of the software are very important in regard to adoption since they have an impact on the adoption of Social CRM softwares.

Those factors incorporate many different aspects such as the ease-of-use. As already described in the literature review, complexity or ease-of-use is a crucial influence factor (Rogers, 2003) when it comes to adopting a new software what was also approved by many Interviewees. Besides the most often developed codes in regard to technical factors were codes such as “easy to implement”, “very intuitive to use”, “user friendly” (see Appendix 3). So for many Interviewees it is really important that the Social CRM is not complex and that the adoption does not acquire a lot of time and effort.

According to some Interviewees, Hubspot is such a software since its usability is easy and there were no problems regarding the acceptance of the software. But of course perceived ease-of-use is a subjective concept which can be influenced by many other factors, so there might be probably some other experts who disagree and perceive Hubspot as difficult to use. Additionally, it was said in the

interviews that employees would tend to reject a Social CRM software if its usage is too complex and they feel overwhelmed with the new Social CRM software.

“And they were very motivated because the usability is good and because it is easy to work with.” (Interviewee 13)

“If it seems complex from the first time and they are overwhelmed with the software, then this leads directly to rejection. The entry barrier is simply too high. “ (Interviewee 5)

In this context it is important to mention that perceived usability and complexity also highly depend on the individual user experience and expertise which in turn relates to personal factors that are described later on. Thus the distinct influence factors tend to have an impact on each other.

Besides the program's ease-of-use, the Interviewees also mentioned that it is important for them to set up the Social CRM software in a fast and easy way what further supports a quicker adoption within the whole organization. Especially the integration of the Social CRM tool with existing softwares was mentioned as very important since companies are then able to keep their existing systems what can be related to compatibility which is another technical influence factor of adoption (Rogers, 2003). Furthermore it was underlined that there should not be any conflicts between the distinct systems and that an integration with additional tools such as Salesforce is beneficial for the adoption process. In this context it is also important to be able to adapt the Social CRM towards existing business processes which was supported by codes such as “make changes to this system”, “adapt to your business processes”, “integrate with other tools”.

All these codes underline that companies adopt a Social CRM software if it is easy to integrate and if they can be adapted to the specific company's needs. Nevertheless it must be underlined that the integration process might vary with each organisation and chosen Social CRM software. For instance, depending on the distinct features of the software, companies are able to make different changes and adapt it towards their business.

“ Every system you buy you get this vanilla version of this system and then you basically have to get in and have to make changes to the system and adapt to your business processes and then you have to make it user friendly.” (Interviewee 10)

“I think it is extremely important. Depending on your tools, how they can integrate with other tools that are already in the company.” (Interviewee 9)

In this context there exist various opinions about the Social CRM software's ease of set up and integration with other tools. Some of the Interviewees were able to set up and integrate the tool on their own even though they were not part of the IT department and some other Interviewees were in return relying on the help of the IT department since the software wasn't perceived as compatible. So it is crucial to keep in mind that the perceived compatibility of a software depends on the individual knowledge and might vary with each user. Nevertheless a Social CRM software which tends to be compatible with other tools and is easy to set up will be much easier adopted compared to tools that are less compatible.

According to Rogers (2003) and Banerjee et al., (2012) triability of a new software is another crucial technical factor in regard to adoption of a Social CRM software what was also supported by Interviewees 3, 11, 13 who argued that the Social CRM must be available as a trial version in order to get more familiar with the software. Furthermore they were able to evaluate whether the software is easy to handle as well as in which ways it is beneficial for the company's employees.

The Interviewees had different methods to try the software out. For instance, Interviewee 13 mentioned that the access to the software was very easy because he could ask for a 30 days trial which enabled him to try out all the distinct features before deciding whether he wants to buy the Social CRM software. In regard to larger organisations Interviewee 11 suggested to create small teams that first try out the new software and then scale up if the software is effectively working for them. So depending on the organisation's size and who wants to first try out the Social CRM software, individual persons or groups should be able to try out the software.

“Another point is that the access to the tool was extremely easy, I just asked for a 30 days trial so that I could start with the software right away. I really tried a lot with it and it was super convenient and easy.” (Interviewee 13)

In terms of Diffusion of Innovation theory (Rogers, 2003), observability which is the degree to which an innovation's effect can be observed by individuals has also an influence on how an innovation is adopted. In regard to the conducted Interviewees it is rather difficult to create any suggestions since only one Interviewee mentioned observability in terms of triability. But based on Rogers (2003) and Sahin (2006) it can be concluded that a new Social CRM software as a technological innovation is rather difficult to observe within an organization. This is also supported by the fact that most of the times a new Social CRM software was first implemented and used in only one department, such as marketing or sales, before it is then rolled out in other departments. Consequently, at the beginning of the adoption process, the software's effect is less visible for individuals from other departments and to a certain degree limited to the users who work with the software. Those users are then able to directly observe the software's effects. To sum up, the observability depends on how organisations decide to introduce the Social CRM software and also in which ways the users perceive the effects of the newly implemented tool.

“ So for us it was a step-by-step approach. There were user groups defined with their specific topics and then it was rolled out for the first group, then for the next one and the next one afterwards. So it was adjusted to each user group ” (Interviewee 5)

“I think your sales and marketing integration needs to be happen before you roll out the system.”
(Interviewee 2)

As already mentioned within the literature review, the relative advantage of a software and thus technical factor has an impact on whether and how an individual is adopting a software (Rogers, 2003). This specific factor which underlines how the new Social CRM software and its adoption process is perceived in terms of benefits, such as time and effort savings (Greenhalgh et al., 2008) was also supported by the Interviewees with positive codes like “they see the use of it”, “the proof of that value is there”, “it was fun to use” or disapproved by negative codes such as “a jungle of data”, “too much work effort”, “loss of time”. Even though the Interviewees have various opinions

about the relative advantage of a newly introduced Social CRM software, the amount of codes indicates the importance of how an individual perceives the value of the software.

“And then of course I also asked my own team to evaluate the value of such a new software and to question the sense behind it.” (Interviewee 5)

Depending on whether an user perceives the Social CRM beneficial in terms of economical benefits or rather as a burden he will either adopt or reject the software what in turn is based on subjective opinions. Nevertheless it can be concluded that based on the perceived relative advantage of the software, adoption is influenced and thus the interview statements and generated codes seem to be conform with the thoughts of Rogers (2003) and other researchers.

In sum, all five technical influence factors created by Rogers (2003) have related codes and thus seem to be important in regard to the adoption of Social CRM tools. In this context it should be mentioned that some of the factors, such as complexity or compatibility of the software tend to have more influence compared to the other factors and that they might vary with each examined software.

Besides Roger's (2003) identified technical aspects, some additional ones were mentioned by the Interviewees in regard to the adoption of Social CRM software which should be therefore analysed in the following.

A lot of the Interviewees argue that intensive offline or online trainings are crucial when they implemented a Social CRM software. This way the users were supposed to get more familiar with the software and its distinct features. Another reason for training is that the users can give feedback about the software which can be then adapted if necessary. So depending on the amount of users who feel unfamiliar with the Social CRM software and are thus in need of training, the company should decide what kind of training they want to offer and focus on the feedback from employees.

“But this basically means that there is a lot of training, kind of a feedback loop that you take and that the business listens to the complaints if any users have them and then make changes to the systems so that it becomes more user friendly.” (Interviewee 10)

In regard to training Interviewee 8 underlined the importance of an expert user within the company who is highly familiar with the technical aspects of the Social CRM software due to his intensive usage of the software. Furthermore he is able to collect all requests for additional trainings what can be also seen as a reason for why the presence of informal linking agents is associated with increased adoption (Baker, 2012). This way the company ensures a connection between the upper and lower management levels when introducing the Social CRM tool.

“I have also picked a super user such as the head of sales who I took at my side and told him that he should collect questions if there are any problems with the software. Because then we would do again an individual training or online workshop.” (Interviewee 8)

When it comes to the technical influence factors during the implementation of a new Social software it was also mentioned by the Interviewees that it is important that the new Social CRM software automatically pulls in social data so that there is no manual data entry. This aspect was supported by codes such as “unified context data base”, or “pull in social data automatically”. Moreover the Interviewees underline that the software should easily pull in various information about the customers what further helps them to engage with customers.

“I think it is a complex thing, but important is that it should be complex in terms of how many attributes will be pulled into the Social CRM system, but it shouldn’t be complicated for the users.”
(Interviewee 11)

“You see that they pull all the information in timeline. So do they retweet or like anything? Do they send you any message? If you gather all that data that’s very valuable for your whole sales process!” (Interviewee 2)

To sum up in regard to the adoption of a Social CRM all five technical influence factors developed by Rogers (2003) were identified by several codes and some additional factors such as software training or the data pulling process further indicate that especially technical factors influence the adoption of Social CRM tools within organisations. Nevertheless it is important to mention that technical influence might vary with the implemented Social CRM software and technical

background of the company. Therefore it is important to broaden the amount of Interviewees in the future and include companies that have experiences with additional Social CRM programs.

4.3.2. Personal Factors

Another important factor in regard to adoption behavior are the personal factors which were already described in the literature review and mainly consist of the socioeconomic status of the individual adopter, communication behavior, such as opinion leadership or social participation, personality variables and the resulting adoption type based on Rogers (2003).

The graphic below depicts which personal factors were perceived as important regarding the adoption of Social CRM softwares. Especially often it was discussed whether and how age influences the process and also personality variables such as habits, motivation or the individual character seem to influence if an employee is willing to adopt a Social CRM tool. Socioeconomic status and communication behavior were each only mentioned by one Interviewee and thus it is recommended to conduct even more interviews in the future in order to find out how those aspects influence the adoption.

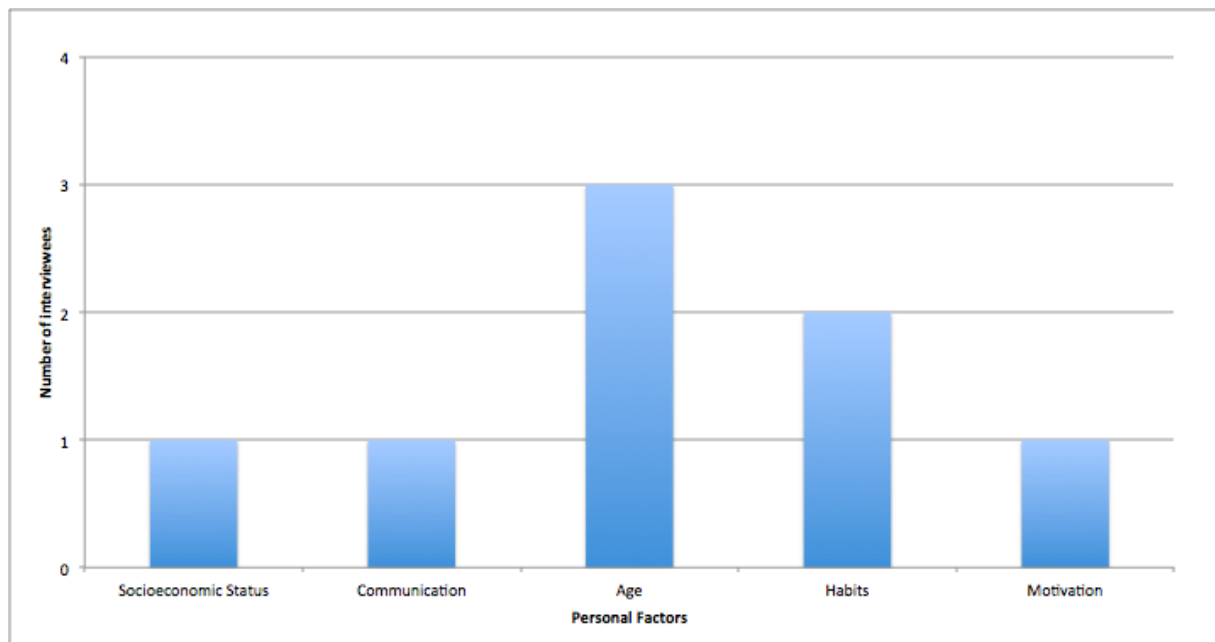


Figure 8: Personal Factors

In regard to socioeconomic status there were only a few comments which underline that perceived status probably has an impact depending on the implemented Social CRM software. For instance

Interviewee 13 mentions that sales employees feel that there is no need for a Social CRM software based on their generated revenue which they are also able to create without the tool. They tend to less accept a Social CRM software due to their individual expertise and thus perceived status within the organization.

“Status usually has less impact except regarding acceptance of the tool. For instance a lot of people from sales have said: “I don’t need to handle the tool perfectly, I do my revenue with or without it (...).” (Interviewee 13)

According to the Interviewee employees do not really accept the tool since they have already achieved a certain status within the organisation. Furthermore it was said that the individual’s level within the organisation and thus social status has less an impact because the Social CRM software is usually built in a way that everyone is able to understand and adopt the tool despite his status or hierarchy level within the organisation.

“Luckily, HubSpot is fairly user friendly and has high level data in addition to in-depth statistics for any and everyone to be able to use and understand despite their level in the organization.”
(Interviewee 3)

Besides socioeconomic status, personality variables were mentioned quite often by Interviewees and codes like “very motivated”, “young people in this department”, and “no matter how old they are” support the importance of personality variables which among other things incorporate age or motivation aspects.

Depending on the individual’s motivation to adopt a new tool and work with it, the adoption process within an organisation is either easy or takes more time. According to Interviewee 13 the motivation of an adopter relies highly on the implemented tool and its perceived usability. This is also conform with the assumptions of Davis et al. (1992) who argue that extrinsic motivation such as perceived usefulness as well as intrinsic motivation like enjoyment influences the intention to use a new tool and that perceived ease of use further determines IT adoption.

“And they were very motivated, because the usability is good and it is easy to use. Meaning that there were no problems regarding the acceptance of Hubspot.” (Interviewee 13)

Besides the individual motivation of the adopter, age plays a crucial role in regard to the adoption of Social CRM tools. Age as a personality variable was mentioned by some of the Interviewees and the opinions about whether age has an impact on the adoption behavior vary.

A lot of the Interviewees further indicated that it takes more time for older people to adopt the new tool since they do not want to change their traditional way of working or are not familiar with the general shift towards Social Media.

“When you talk to old sales people they don’t get it really (...). I would say this is a generation shift! So you need to get an old sales person to get this new system understand.” (Interviewee 10)

“We have very young people in the marketing department, average age 32 years. And those were highly motivated (...) The older, the more difficult (...)” (Interviewee 13)

It seems like that younger people tend to be more open minded regarding Social CRM tools and that there is a shift among younger people to use Social Media more often. Consequently they are more familiar with new software that integrates Social Media features and probably adopt it quicker.

Nevertheless one of the Interviewees argues that age does not matter if the management explains the adopters which benefits they get from the Social CRM tool and why it was implemented. Consequently if those aspects are clarified for the adopters, age would not have an influence since people are motivated to adopt the tool despite their age.

“(...) the people are going to want to use the tool and take the time to learn it ! No matter how old they are. It kind of breaks through no matter if you are currently social or older or younger. If you really start with the why and the benefits to them (...)” (Interviewee 11)

Hence due to the interviews it can be said that younger people tend to be more familiar with Social CRM and Social Media compared to older employees. But this does not actually mean that older employees do not use the software. If the benefits are well explained by the management then they are usually willing to learn and use the software. As well, there might be older employees who are increasingly using Social Media and are this way same like younger employees familiar with its usage and Social CRM.

Another influence factor are individual habits which seem to have an impact on how an employee is adopting a new Social CRM tool. Codes like “change of habits”, “different workflows”, or “old work flow” indicate that adoption of a new Social CRM tool is a change of current work flows and thus adopters of the new software have to change their habits towards the new tool what in turn influences the adoption behavior. This aspect highly relates to personal innovativeness which describes the willingness of an individual to try out a new software and change his habits (Gwebu & Wang, 2011). In this context some of the Interviewees argue that it is more difficult to adopt a tool, the longer they have worked with an existing one and that people often try to hold the old habits.

“ (...) and then typically people in the organization who are trying to hold the old line , don’t really understand it.. very often like traditional IT guys who wants to control all the stuff what he was responsible for.” (Interviewee 2)

As seen from the interviews, habits tend to be a barrier for adopting a new Social CRM tool and vary with every employee. For instance it is said that new employees are able to adopt a Social CRM software since they are less familiar with the work flows, whereas employees who are already long time in the company and have their work habits tend to less adopt a new Social CRM tool.

“New employees are always better to train because they are not much in the work flow. Whereas employees who are twenty years in the company and have the same work flow, it is always a bit more difficult.” (Interviewee 8)

Depending on how many people wish to keep their old way of working within an organisation it will be more difficult to get a Social CRM software adopted since it implicates a change of habits. As mentioned above it then makes sense to explain why the employees should change their work habits and instead start to adopt the Social CRM software.

Besides motivation, age or individual habits the character of the potential adopter seem to have an additional impact on the adoption process. According to Interviewee 13 employees who tend to be analytical and think in more structured ways had less problems with adopting the Social CRM software than employees who are emotional and impulsive. Thus depending on the employee’s individual nature, Social CRM softwares are adopted either fast or slow and with potential issues.

Of course this is only an assumption by the Interviewee and it must be critically asked whether the adoption behavior can be also the other way around, meaning that for instance emotional individuals adopt the software without any problems although they think differently. Also it can be the case that analytical thinking employees have rather problems with adopting the software and thus probably do not accept the tool.

“ But we have colleagues, who are very analytical and structured and we have colleagues who are really impulsive, emotional and change a lot. And the structured and analytical ones adopted the it really good whereas the others who are led by their feelings and don’t think in processes and tend to have more contact with customers, had more problems with adopting it.” (Interviewee 13)

Another personal factor is the individual communication behavior of the person who is supposed to adopt a new Social CRM software. According to the authors Rogers (2003), Valente & Pumpuang, (2007), Lind & Zmud (1991) and Frambach & Schillewaert (2002) this includes components like opinion leadership or social participation. In this context Interviewee 5 mentions that when adoption should take place, he especially focus on people who are able to influence their colleagues and communicate with them.

“ First of all people can then tell their opinion and describe their requests and this way feel also respected. Those are also the ones who influence their colleagues in turn and convince other colleagues to adopt and then other people are part of it. “ (Interviewee 5)

Accordingly, employees with an opinion leadership and positive opinions about a new Social CRM tool tend to support the adoption process within an organisation since they are respected among colleagues and they are able to influence whether and how a new program is adopted.

All the previously analysed characteristics of an individual employee have an impact on the adoption process within an organisation and form the criteria for adopter types which were created by Rogers (2003). Depending on individual characteristics the employee can be categorized according to the different adopter types and early adopters are especially beneficial in regard to the adoption process since those employees support the diffusion of a Social CRM system in an organisation. This is also supported by Interviewee 5 who mentions that he looked for specific

employees in advance who were supposed to adopt the software since they are interested in the new tool and willing to work with the new software.

“Ideally I look for people in advance who are interested and willing to adopt the new software and I first include those people into the project.” (Interviewee 5)

Moreover as already described in the literature review and the previous data analysis older employees, who follow their habits or are less motivated to adopt and only adopt due to social pressure tend to be part of the adopter category called late majority (Rogers, 2003; Gwebu & Wang, 2011).

“I believe a really big factor among the employees is the change of daily routines and habits. For example they might ask why they suddenly have to write reports when they weren’t supposed to do it before or why they have to create projects when they can also do it in excel (...).” (Interviewee 8)

Therefore according to the Interviewees an organisation probably has different adopter types who each influence whether and how fast adoption takes place. Ideally, the organisation consists of adopter types that are willing to try out the new software and then convince other colleagues to also adopt the software. But as already described this depends on many personal factors and might vary with each organisation.

4.3.3. Organisational Factors

Another second order theme regarding the adoption of Social CRM tools are organisational factors which are related to an organization’s degree of centralization, complexity, formalization, interconnectedness, organizational slack and system openness (Rogers, 2003; Tornatzky et al., 1990). All these components probably have an influence on how an organization is implementing a Social CRM program.

The importance of organisational factors was also approved by the conducted interviews which contained a lot of initial codes related to organizational adoption such as “the size of a company”, “level in the organization”, “focus on certain organizational aspects”. As shown in figure 9 the most important factors seem to be a company’s degree of centralization and formalization followed by interconnectedness and system openness. In the next paragraphs the researchers further aim to

analyse what the Interviewees indicated regarding each organisational factor in order to prove whether and how they influence the adoption of a Social CRM software. Since some factors strongly relate to each other and were mentioned together by the Interviewees, the researchers decided to group most factors when weighing their importance.

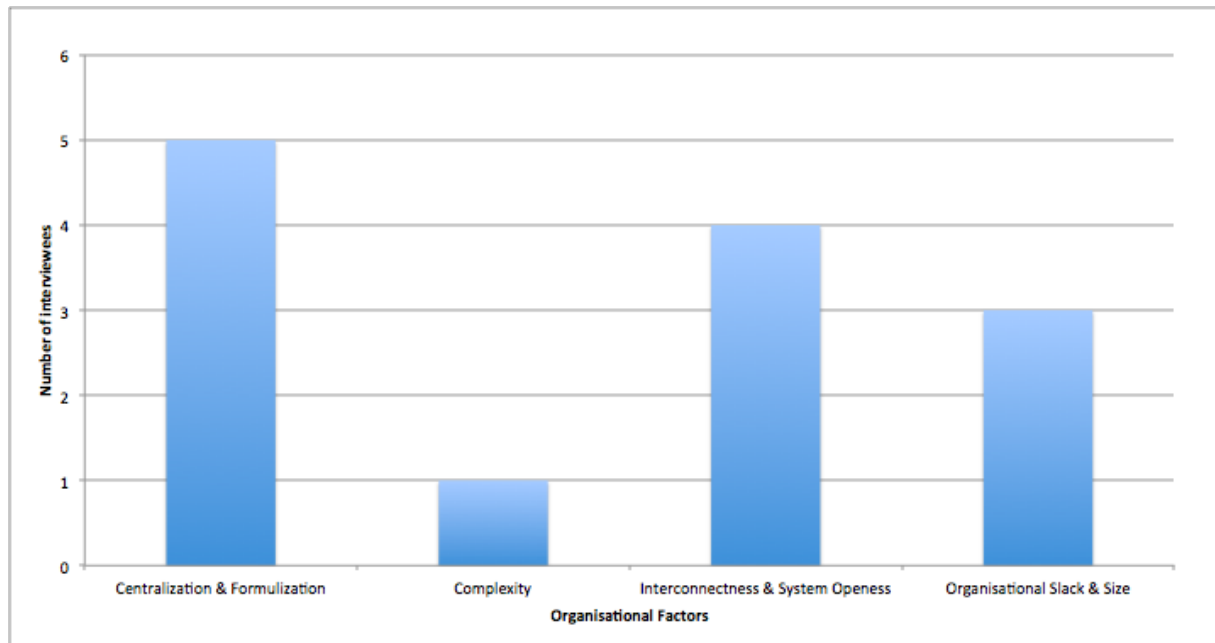


Figure 9: Organisational Factors

The degree of centralization was mentioned a couple of times when Interviewees described how the new Social CRM triggered through their organisation and which level of the organisation was part of the adoption process. In this context it was often said that the upper management was the level that initiated the adoption process which was then transferred to the lower levels of the organisation. This is also conform to the researchers Ettlie et al. (1984) who argue that the upper management especially supports radical change initiations and thus a high degree of centralization is helpful for the introduction of new products such as a Social CRM software.

“No I think it has to be top down. You need to have the support of upper management when adopting almost every new tool. Because people look up for advice.” (Interviewee 11)

The reason for why some of the Interviewees described a top down approach when introducing a new Social CRM was that most often and in highly centralized companies the executive board and thus upper management level takes care of the budget and decides for what the company releases

resources and time. So only if the organisations get the confirmation by the upper management then employees will be able to adopt a new tool. In this context the codes “executive buy-in “ and “stakeholder view” were created due to Interviewee 10 who indicates that it is important that the upper management and stakeholders gets convinced by the software because they are the ones who sell the software internally to the rest of the organisation which is following the management’s instructions.

“So I can completely understand that but it is up to the executive board and management to give budget and to release time and resources to this (...) I would say a number one for every organization is that you need a stakeholder view and executive buy-in. You need people at the top to understand the value propositions (...).” (Interviewee 10)

Nevertheless some Interviewees underlined the importance of a bottom up approach which also depends on the organization's’ degree of formalization. As already mentioned in the literature review less formalization within an organization supports adoption since employees are able to make their own decisions without the upper management, do not need to follow strict rules and have increased power over their work (Dewar & Dutton, 1986; Chen et al., 2010). This was also supported by some Interviewees who actually had the idea to adopt a Social CRM software and then approached the upper management.

“So I guess from an organisational point of view it always helps if there are not lots of hierarchy levels. Further our marketing team approached our boss and recommended Hubspot as a tool. So there was kind of a cooperation between us and the upper management.” (Interviewee 3)

Furthermore it was indicated that all departments and thus organizational levels are part of the adoption process. Especially lower levels which have to adopt and work with the Social CRM software are expected to give their opinions to the upper management level and thus a lower degree of formalization supports the adoption process.

“I have looked at it really intensively but I also asked my colleagues for their opinion and feeling about the software. They were part as influencer and if everybody had said no to the tool then I would have probably thought about it again.” (Interviewee 13)

Besides a top down or bottom up approach, one Interviewee described an incremental adoption process as an additional approach which is a step-by-step method where user groups from different departments are defined prior the implementation. Furthermore the roll-out first happens in the user group with the most customer contact and then the software is increasingly integrated in the next user groups. This kind of middle out approach implies an approach where adoption is happening along various user groups or departments and incrementally develops into different directions instead of only one direction as this is the case with a top down or bottom up approach.

“So for us it was a step-by-step approach. User groups with different topic areas in the organisation were defined. Then it was rolled out for the first group, then the next one and so on and it was also adapted to the distinct user groups.” (Interviewee 5)

It can be concluded that the Interviewees had different approaches when they adopted the Social CRM software and that it seems like upper management plays a crucial role in the adoption process since they decide about the spending of resources and with high centralization they are able to lead major changes within the organisation.

Nevertheless it can be helpful to have a low degree of centralization as well as formalization since employees are this way able to recommend or request Social CRM softwares to the upper management and are free in their way of working with it. This is especially important since the lower level incorporates the users who actually have to work with the software.

Another important factor is an organisation's interconnectedness and thus degree of information exchange within but also across the distinct departments (Rogers, 2003; Frambach & Schillewaert, 2002).

Interview codes like “communicate back”, “exchange with” and “spread their knowledge” support the thoughts from previous research and indicate that communication within the organisation is crucial for an adoption process due to information sharing (Rogers, 2003; Frambach & Schillewaert, 2002; Tornatzky et al., 1990). So in regard to the adoption of a Social CRM system which affects many different departments such as marketing and sales, it is important that there is a good connection within the organisation and that departments exchange their information.

“ I think your sales and marketing integration needs to be happen before you roll out the system. So marketing needs to know what kind of leads they have and which information they want to exchange with the sales department. And of course sales needs to communicate back to marketing as well.”

(Interviewee 2)

Regarding interconnectedness and thus communication within an organisation another important aspect was mentioned quite often by the Interviewees. According to them it is crucial that the upper management communicates to all the other departments why they aim to implement a new Social CRM tool. This is similar to the thoughts of Baker (2012) who argues that the top management has to describe and indicate the importance of innovation within the organization's vision. Codes like”, “the why and the benefits to them”, “position the why” further implicate that it is important that the upper management communicates the reasons for why it is actually implementing a Social CRM and this way also makes sure that there exist a connection between the upper and lower hierarchy levels.

“Yes I think so but it is up to upper management to really position the why effectively. And I think that whether you are adopting a Social CRM or any new tool you have to explain why to your employees. You can not just throw a tool at them and give them the what and how because they are not going to understand, so adoption takes much longer.” (Interviewee 11)

Besides the internal network within the departments, the external connections to other subsidiaries from the Headquarter (HQ) influence how well a new Social CRM tool is adopted. One Interviewee mentioned in this context that the HQ made sure that the Social CRM tool was used properly in its specific country base. Nevertheless there was a missing link to the subsidiaries in other countries where employees did not use the Social CRM in a right manner since the HQ did not communicate the importance as well as value of the new system. Therefore most of the employees from other subsidiaries perceived the new tool as a threat and differences in adoption behavior existed across the company and its subsidiaries.

“ It is different and depends mainly on the management. For a long time we had the backup from our HQ to work with the tool. (...) In other country subsidiaries it is not like this because they

perceive it more as a burden and think that they are loosing time with it. That is why it is different, in some countries they use the tool well, in others not.” (Interviewee 8)

Based on this statement and in regard to international operating companies it is crucial that there is a good connection between the HQ and its country specific subsidiaries to ensure that the Social CRM is used properly in every part of the organisation.

Consequently, interconnectedness is a really important factor and seems to have an impact on the adoption process within an organization. Another important factor is an organization's size and its related organisational slack which tends to have an impact on how an organization is adopting a Social CRM software. Interview codes like “the size of a company”, “start up's have the upper hand” “bigger you are the harder it is” further indicate that organisation size influences the adoption process of an organisation. Nevertheless, opinions about whether small sized companies or large and established companies are better in adopting a Social CRM tool are spreading.

According to researchers like Rogers (2003), Sullivan and Kang (1999), Damanpour and Evan (1984) or Nord and Tucker (1987) larger organisations adopt faster since they have more resources, knowledge and other capabilities which can be utilized for adoption compared to small sized companies. This is conform to what some of the Interviewees said and who further argued that in regard to organisational slack, small companies often don't have enough financial resources to afford expensive Social CRM tools and thus larger organisations have an advantage regarding organisational resources which in turn influence the adoption of new Social CRM tools.

“ (...) I think it is quite expensive and quite hard to get access to those data points. I mean everybody could profit from it, but I think the reality of the things is that a smaller company does not have the proper resources to buy such a software or investing in having the thorough knowledge.” (Interviewee 12)

Nevertheless some of the Interviewees disagree that large organisations are better in adopting a Social CRM tool. For instance they argue that small companies such as start-up companies that do not have many employees are more flexible and can easily change to a new tool which is conform to the thoughts of Roper (1997) and Wynarczyk et al., (1993). Furthermore it was suggested that

larger organisations should create small internal groups that first adopt a Social CRM tool instead of forcing the whole organisation and its members to simultaneously adopt the new software.

“Yeah I think size definitely has an impact and that’s where startups have the upper hand because they are smaller, they can delete a tool if it’s not the best one for them and they can easily change to a new one. With larger organisations I have seen that they have success with it when they create smaller teams and adopt a tool.(...)” (Interviewee 11)

It was also argued that compared to small companies, it is more complex to coordinate every process regarding the adoption of a new tool in larger organizations and that the adoption process is more complicated when the company is about to grow because many work flows are then changing and need to be redefined in accordance to the Social CRM tool.

“ (...) but it was also just the edge of being a small-sized company becoming a mid-sized company. Going from start-up towards an established organisation and the work standard procedures for a lot of things needed to be changed . And so tons of signs became more complex and worth to think about it.” (Interviewee 9)

Based on the interviews it seems like small companies have an advantage when they are supposed to adopt a Social CRM system. It can be argued that the lower number of employees ensures a high level of flexibility and overview of all processes which might miss in larger organisations. Nevertheless and this is also conform to what researchers said previously, larger organisations have more resources and capabilities to implement new Social CRM systems compared to small sized companies which still need to develop.

Another important organisational factor introduced by Rogers (2003) is the degree of complexity which an organisation can have based on the expertise and knowledge from every employee. Of course this varies with each company and there was no definite relationship between complexity and adoption of Social CRM mentioned in the interviews. Nevertheless one expert mentioned that independent from the knowledge level of an individual it is always complex to learn a new methodology at the beginning and this way the knowledge basis only offers a limited advantage for adoption if the software is perceived as complex.

“I think regardless of any tool you are trying to teach someone a new methodology. (...) Every single person gets kind of a freak out moment where they don’t know enough to certain realize that it is going to be difficult to do. So this is why you basically have to go through the knowledge basis and then say like do it yourself (...).” (Interviewee 2)

So all in all it can be seen that various organisational factors have an impact on how an organisation is adopting a Social CRM tool and that those tend to vary per organisation and implemented tool. Depending on how each organisation is structured in regard to hierarchy levels and communication within the departments as well as which resources are available, organisations will have different adoption processes when introducing a new Social CRM software.

4.3.4. External Factors

As previously described in the literature review external factors such as market structure, industry characteristics, pressure for innovation or technology support that lie outside the company (Tornatzky et al., 1990) might influence whether and how an organisation is adopting a Social CRM tool. Since the report focus on international operating companies this aspect will be especially investigated during the following analysis and discussion.

Based on the conducted interviews initial codings which relate to external factors are for instance “market changes”, “good partners”, “security concerns”. These codes imply that external factors include various areas which all probably have an impact on the adoption of a new Social CRM tool and can be rarely influenced by the company itself since they lie outside the company. Furthermore based on the various interview statements and developed codes, the lower graph indicates that industry characteristics and in this context whether a company is B2B or B2C tend to be most relevant in regard to the adoption of Social CRM tools. Also some additional factors such as contract partners or behavior of competitors have an impact on the adoption of Social CRM softwares and were mentioned regarding Social CRM tools. Furthermore the country specific environment of a company seems to be especially relevant for international companies that have to deal with various conditions influencing how an organisation adopts a Social CRM software.

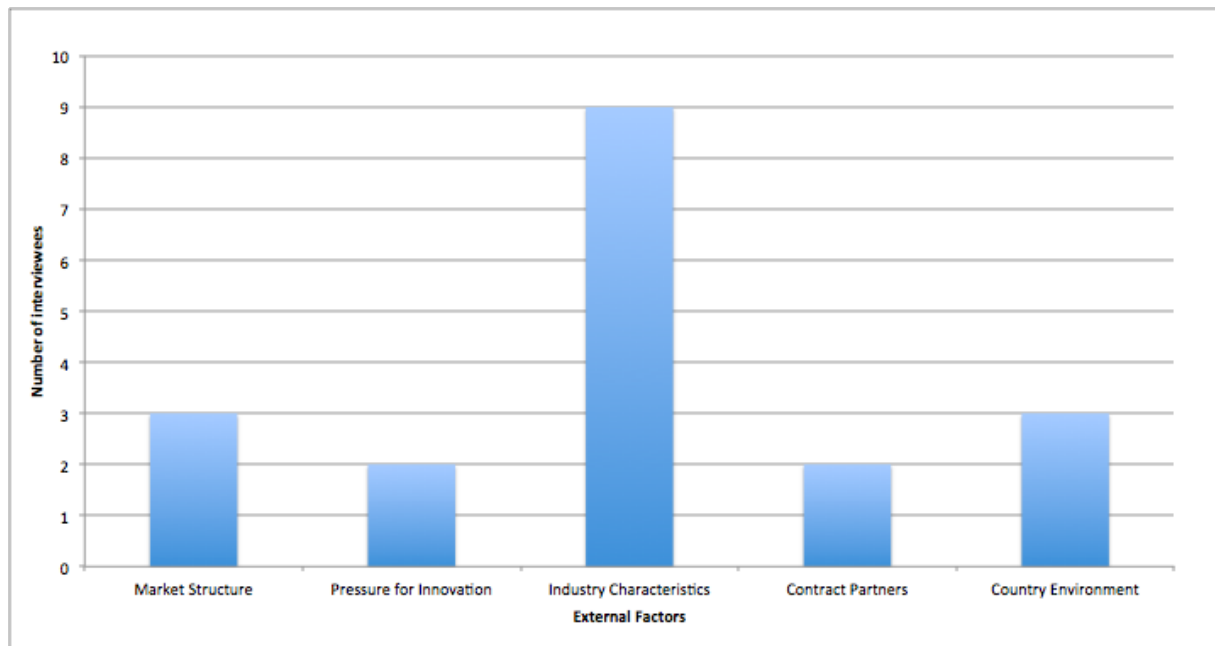


Figure 10: External Factors

The first external factor that was identified in the interviews are changes within the market in which companies are operating that pressure them to innovate and implement a new Social CRM tool. Market changes can have different natures and often refer to changes in consumer behavior or fierce competition that companies try to adapt to.

Especially a generation shift indicating how customers are today communicating with companies was mentioned in regard to Social CRM systems and the Interviewees further claimed that Social Media is getting increasingly important for the consumers. The change of communication across the different generations is therefore one of the main reasons for why companies started to work with Social CRM programs and thus organisational adoption took place.

“I think it is a need to have everything social actually. I think it is the way every company needs to go, like have the dialogue with the direct customer and especially it is the way the market is moving so if you are not on that shift you better get there (...).” (Interviewee 6)

In the context of market structure and pressure for innovation, Interviewees mentioned that additional external influences such as what competitors are doing in regard to Social CRM influenced the adoption process and were the initial reason for why the company decided to also adopt a Social CRM system. This is conform to what other authors such as Waarts, Everdingen & Hillegersberg (2002), Gatignon & Robertson (1989), Kimberly & Evanisko (1981), Levin et al.,

(1987) and Link & Bozeman (1991) have already argued. According to them competition can foster innovation since companies want to stay ahead of other companies and thus aim to generate a competitive advantage. The Interviewees indicate as well that due to information exchange between different managers, there can be the pressure to innovate in order to stay competitive among other companies.

“ If for instance the upper management from other companies get to know about those new tools then there can be kind of pressure to also adopt this new tool in order to stay competitive.”

(Interviewee 5)

“(...) In this context we observed our competitors a lot and how they are doing it. (...) and we said we also need such a system. That makes sense. We then looked at different websites and gathered information about what we can do with it. Here the pressure from the competitors especially the US is really strong.” (Interviewee 13)

Not only the pressure for innovation tends to have an impact on the adoption of Social CRM tools, but also the characteristics of an industry to which the specific company belongs. Depending on the specific industry, adoption of Social CRM is more or less crucial and influences whether an organisation has the need for Social CRM tools. Codes like “traditional industry” and “manufacturing industry or other larger industries” form this conceptual category and already imply that the industry background of a company has an impact on whether Social CRM tools are adopted. Often the Interviewees differentiate between traditional and new industries such as entrepreneurial IT industries and conclude that based on the characteristics of an industry, a company tends to either avoid a Social CRM tool or wishes for one. For instance, Interviewee 2 argues that some industries are already familiar with Social CRM and thus appreciate its usage more compared to traditional industries where an understanding for Social CRM still needs to be developed. This is conform to Baker (2012) who said that traditional industries for instance tend to avoid innovations in order to save costs. Nevertheless this aspect must be seen critically since there might be also companies from traditional industries that are innovative, understand the value of Social CRM offerings and thus invest into those.

“I think that industry will influence those personal factors because if you are looking around here, people understand the value of this software (...).Whereas if you go to a very traditional industry people haven’t maybe growing up with computers, it is not part of the industry, and makes it the nordic habit(...)” (Interviewee 2)

Furthermore one of the Interviewees also argues that the industry background does not have an impact on whether a Social CRM tool is adopted because even traditional industries such as manufacturing tend to have an online community with their employees as well as customers and they increasingly begin to focus on Social Media communication.

“We have a fantastic connection into the manufacturing industry or other large industries . And those employees are on social networks they use Twitter and you might not necessarily connect manufacturing with an active Social Media community but they are. So I think it is naïve when you think that your customers are not on social (...).” (Interviewee 11)

Consequently it can be said that the mindset of some industries already incorporate a very social perspective and for them it will be probably more easy to implement a Social CRM software compared to industries that so far do not focus much on Social Media channels in order to stay in contact with their customers. Nevertheless there is a general shift towards Social Media usage which probably creates a pressure for traditional industries to increasingly focus on Social Media as well. If this is the case then industry background will have less impact on whether companies are implementing a Social CRM.

In the context of industry characteristics Interviewees often mentioned B2B or B2C companies and compared how those adopt a Social CRM tool and whether it makes sense for them. Most of the Interviewees believe that Social CRM tools are less working for B2B compared to B2C but that at the same time B2B companies also care about customer’s usage of Social Media and thus adopt Social CRM tools. With the help of Social CRM tools they are able to communicate and gather data about their customers despite their B2B background.

“ We are a B2B company. We sell software to companies to handle digital marketing in a very large scale and in our CRM system we deal only with individuals. (...) So I would say that a B2B

company is really a bunch of B2C companies in the end because you are really dealing with individuals (...).“ (Interviewee 10)

*“ Yes I would say it is both. Maybe there is a few of B2B but I would say they both care.”
(Interviewee 7)*

In regard to how B2B companies focus on Social Media and thus probably adopt a Social CRM system, LinkedIn was mentioned quite often as an especially important Social Media channel since they generate a lot of benefit there in regard to their clients. This further implies that companies need to focus on specific Social Media channels and that properly not all channels generate beneficial customer data.

“ Yes I would confirm that we use Social Media actively but mainly LinkedIn because we mainly make B2B business. Although we have a Facebook page I don’t see that much value there and less chance to acquire customers there.” (Interviewee 8)

To sum up most of the Interviewees argue that B2B and B2C companies are both dealing with individuals and that Social CRM is therefore beneficial for every kind of company which has customers interacting with them on Social Media.

Besides market changes, the pressure for innovation and industry characteristics, existing contracts with software providers or partners have an impact on whether organisations are adopting a new Social CRM software. Often old contracts from the past hinder companies to develop towards a new Social CRM system what leads to the fact that many companies tend to keep their old CRM systems since they are bounded by old contracts what makes it more difficult for them to change existing programs.

“There is a lot of heritage in the systems and if you have a really old CRM system then there is a level of mastering those as well. So there are a lot different things that can make it pretty hard to adopt. Even contracts (...). For example a ten year old IBM contract this would you put ten years back as well.” (Interviewee 7)

In this context one Interviewee also mentioned that it is important to find good external partners in order to facilitate the implementation of Social CRM software. In the absence of this external help, the Interviewees reiterated that the implementation is a really time consuming process leading to slow adoption.

“ So it has taken almost a year also because it is very difficult to find good partners I have realized. If you chose a system for well-known programs some like Microsoft or Salesforce then there are tons of partners and they are really expensive. But if you want to choose SugarCRM which is open sourced then you can control it better, you can chose between 3 partners.” (Interviewee 4)

Consequently, contracts with old partners or a limited amount of partners for implementation can hinder the adoption of a new Social CRM program if a company is bounded to other contracts or choses a software that has most often expensive partners.

Another important factor which lies outside the company and is especially crucial in regard to the adoption of Social CRM systems are security concerns of customers and in this context legal regulations by governments (Alt & Reinhold, 2012). Those can vary per country and thus incorporate the international aspect of this report's research topic. Also according to one Interviewee, concerns about data security by customers might hinder the adoption of Social CRM tool which gathers private information about them.

“You have to be really careful where you get the data from, you have to be careful of having data from customers and what you do with them, because customers can be very sensitive (...) Hence, going a bit indirect with it is very important to not annoy and concern the customer.” (Interviewee 11)

Depending on the geographical locations, governments have created different regulations regarding privacy which in turn makes it more difficult for companies to use Social CRM programs in an effective manner and was also mentioned as a barrier by the two researchers Alt and Reinhold (2012). Furthermore depending on the country's specific legal regulations companies are either allowed or forbidden to access social data which might be a challenge for implementing Social CRM. For instance, one Interviewee mentions that there are big differences between the US and

China regarding data security and that some governments support the data exchange by selling those to companies. In regard to Social CRM and its gathering of social data, the prohibition of Social Media channels in China is a good example of how companies are not able to implement a Social CRM tool due to legal regulations.

“ There are two types, for instance the U.S. has a very public type of data records. (...) But in Denmark or Europe you cannot see somebody’s personal record. Hence depending on different geographical regions you might be allowed to implement a Social CRM in one market, but not in the other due to legal regulations. Because it is forbidden by law. China is a best practice example in that case.” (Interviewee 11)

Depending in which country the company is operating it might face various legal regulations which make it more difficult to adopt a Social CRM tool. Furthermore another country specific influence factor is the specific Social Media usage in each country which in turn influences how an organisation is adopting and using a Social CRM system. According to Interviewee 10 for instance Twitter is only limited used in Denmark compared to other countries and thus less beneficial in regard to Social CRM systems.

“ You don’t need to implement that much software, you need to know how those tools work. And this is maybe also a barrier in Denmark because people don’t really use Twitter in Denmark, they use Facebook and then you have this great mix of what people are doing and what people are doing professionally.” (Interviewee 10)

Therefore based on the external factors which were identified due to the conducted interviews it can be observed that global operating companies are influenced in their adoption behavior and that the country environment in which a company is operating, has an impact on whether and how Social CRM is adopted.

All in all, the different adoption influence factors created by Rogers (2003) and other researchers tend to have an impact on how an organization and its particular employees are adopting a Social CRM software. Based on the initial interview codes and created second order themes it can be observed that some influence factors such as technical or organisational aspects seem to have a

relatively strong influence on the adoption behavior and should be therefore especially considered by companies. Another interesting aspect in this context is that some of the factors probably influence each other and thus they should not be perceived isolated. For instance it was mentioned that the industry background of a company and thus external factor probably influences personal factors such as the willingness to change. Another example for the interaction of factors is when organisational factors like centralization have an impact on motivation which is a personal factor and this way influences how an individual adopts a Social CRM tool.

In the following, two additional second order themes, named reason for adoption and adoption time, which strongly relate to the adoption of Social CRM tools should be further analysed and critically discussed.

4.3.5. Reason for Adoption

During the interviews it was quite often mentioned why the organisation decided to adopt a Social CRM tool and this way various codes formed a second order theme that includes reasons for adoption which are analysed in more detail. In the graphic below the reasons for why companies decided to adopt a Social CRM software shows that most of the Interviewees aimed to either enhance their relationship and communication with customers or improve their old CRM systems that contain most of the time old data. Besides these motives, organisations also wanted to support the marketing department since some of them perceive Social CRM as a marketing tool. Lastly, the price of a Social CRM software probably also forces an organization to adopt a new software.

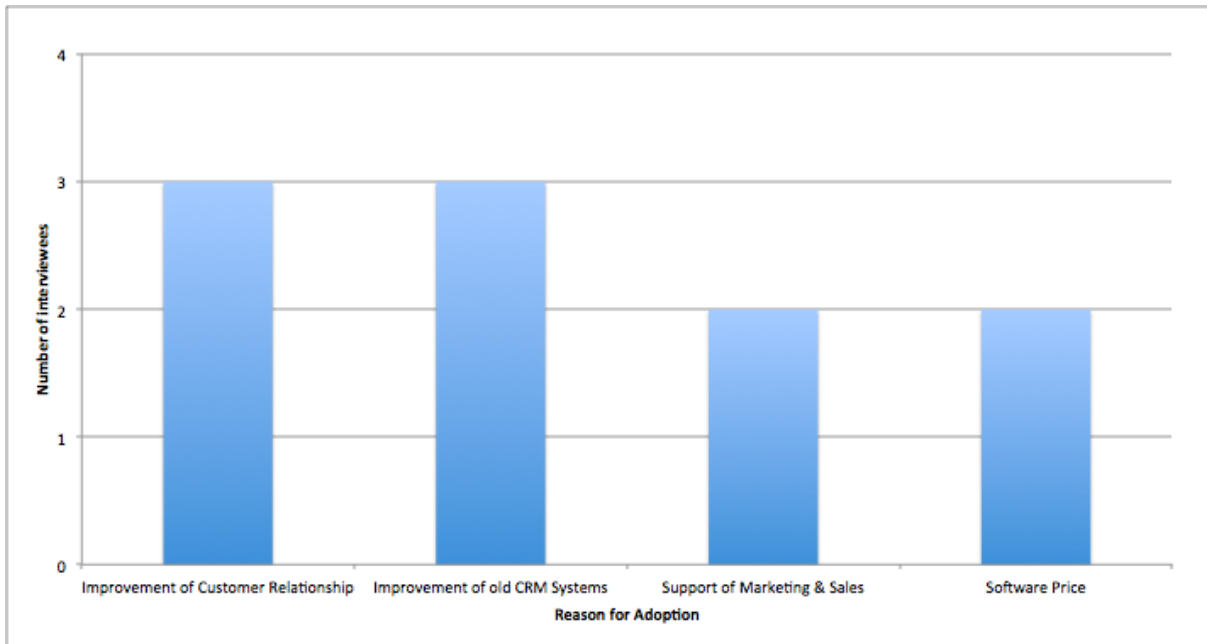


Figure 11: Reason for Adoption

Some Interviewees mentioned as a reason that their organisation wanted to become more social by focusing on the Social Media channels with the help of Social CRM. Often for them the social level was missing when it comes to traditional CRM and with the new tool they would be able to deal better with individuals and increase sales again. Furthermore it was mentioned that especially large companies that have popular brands need to be on social networks in order to stay in touch with customers and that Social CRM systems are a must-have tool for large organisation since they can better connect with their customers on Social Media channels.

“ And the other factor is that it develops more and more towards Social Media and social customized actions.” (Interviewee 13)

“ (...) I think social crm systems are must-have tools in the future and especially big companies will switch to these social crm tools because for them it is much easier to prospect the customers on social channels and they have the credibility to implement those systems.” (Interviewee 1)

Nevertheless this aspect must be seen critically to some degree since large companies are not always able to prospect their customers on Social Media channels. It highly depends on whether their customers are using Social Media what is probably not related with the company size. Furthermore there might be small sized companies which have much more customer access via

Social Media compared to large companies and thus it is important to define why it should be easier for large companies. One reason for it could be probably brand awareness and this way a larger number of customers which increases the contact opportunities.

A lot of the Interviewees also argued that they decided to implement a Social CRM tool in order to improve existing customer data. The aim was to get more structured data and include social data into the CRM systems which are most often old and create frustration among employees. Furthermore the organisations oftentimes couldn't rely on the data from the CRM systems because they were useless.

“A part of my organization, there are a lot of sales persons who are particularly frustrated that we don't have enough social data in our CRM or that we don't have an holistic view around what people are doing.” (Interviewee 10)

To sum it up, Social CRM offers companies the opportunity to benefit from Social Media channels by integrating Social Media data into their CRM systems. This way they are able to update their existing data basis and add more information which also helps them to identify prospects or prevent harmful challenges. Accordingly, for many companies it is a way to not only have Social Media channels but to also work with them actively when communicating with prospects.

In this context two of the Interviewees further said that the decision to adopt a Social CRM software was mainly driven by the marketing department. The reason for this is that they perceive Social CRM software as kind of a marketing tool which helps them to target customers more efficiently.

“We have our own developed CRM in that we have integrated of how some people use Twitter, but we use Hubspot as an inbound marketing tool (...) In terms of decision making it was purely a marketing decision.” (Interviewee 6)

Based on the interviews it can be therefore concluded that a Social CRM tool often acts as a marketing or sales platform and depending on how a company wants to utilize the tool, different departments are going to work with it. In this context it is important to mention that especially sales and marketing departments should cooperate during the adoption process since they intensively

work with the program. Nevertheless there are probably companies which implement the tool in only one department since they perceive it there as most useful.

Another reason for adopting a Social CRM software might be also the software's price. For instance one Interviewee argues that the implemented Social CRM program was much cheaper compared to traditional CRM systems which helped him to convince upper management to buy the tool. Besides another Interviewee underlined how expensive traditional CRM programs are compared to Social CRM providers.

“ I mean if you for example see microsoft dynamics for CRM is because they are traditional CRM models and they are also really expensive.. Like Microsoft is really expensive and Salesforce is even more expensive.” (Interviewee 10)

“ Hubspot is in relation to Salesforce not that expensive, for Salesforce we pay almost 100.000 euros per years and Hubspot lies at 20.000 euros.” (Interviewee 13)

Regarding Social CRM adoption it can be said that companies have various reasons for why they adopt the tool. Most of them want to benefit from additional data which helps them to better connect with customers and thus improve customer relationship. In this context it was argued that marketing and sales departments work most often with the tool what must be critically questioned since other departments such as the back office probably also benefit from the tool and thus should work with it.

4.3.6. Adoption Time

Many of the Interviewees described in regard to Social CRM how long it actually took them to adopt the new software and thus another second order theme was created based on the initial codes. Codes such as “implementing it is time consuming”, “long time”, “take them time to learn it” indicate that most of the Interviewees think that adopting and learning a new Social CRM tool takes a while and does not happen quickly.

According to one Interviewee the adoption process is long because it involves a lot of effort and work to implement a new system. For instance the setup of the software and also the different work

flows imply a complex process and often it might be also time consuming to convince all employees to work with the new system because they have to open up themselves towards the new tool. Furthermore it might take longer time because the company needs to know the exact reasons for why a new Social CRM system should be rolled out in order to support adoption across the organisation. The reasons must be then communicated to the employees so that they better understand the new system. He further argues that it is time consuming to develop and adjust the new system towards the business. For instance their company had to integrate the system with their existing CRM system what took some time.

The time of integration process can of course vary with each software and thus depending on the software, adoption time varies. An additional reason for why the adoption process was longer for them was the time consuming creation of an implementation plan which defined what the company wanted to achieve with the software.

“It is a lot of things which you have to do , the set-up, the different workflows, if you want it to work as well as it could it is a lot of work (...) It has been because having a plan for what you want to achieve and setting goals for using a tool takes a while (...).” (Interviewee 6)

Consequently, the technical implementation determines how fast an organisation is adopting the Social CRM tool. If the integration process is easy and existing CRM programs can be integrated without complex processes, then the organisation will be much more willing to adopt the new system what also fastens the adoption process. In this context it is important to mention that the integration progress of the same Social CRM tool can be experienced differently based on the company's expertise or individual experiences and therefore the adoption is either fast or slow.

Another Interviewee agrees that having a plan prior the implementation is crucial which takes time to create since all business processes need to be defined in order to get the system work properly. Furthermore it is important that all the departments are involved in the process and that management determines how these work because it further helps to adapt the Social CRM system according to the different departments. Another reason for why the adoption process probably can take longer time is the search for good partners who help to implement the new system.

“(...) And usually all those things about processes takes a long time ! Because we hadn’t really defined the businesses processes before and for that reason you need to involve all departments about how they want to work. (...) also because it is very difficult to find good partners I have realized.” (Interviewee 4)

So in order to prevent long adoption processes companies should aim to plan the implementation in advance so that the department’s business processes which can be rather complex are already defined and partners are quickly found due to prior research by the company.

Not only the implementation phase can take quite long according to some Interviewees but also the usage itself if the employees are not familiar with the software. This in turn results in a barrier at the beginning that slows down the overall adoption process and decreases the value of the software. Nevertheless if the tool is easy to use and the employees can handle the software then there will be a much quicker adoption process.

“Also I think that there might be problems if people are not familiar with the features of the software and thus aren’t able to leverage the new data right away.. I guess it always takes a bit of time until a company is familiar with a new software what can be of course be a barrier at the beginning.” (Interviewee 3)

As already discussed in the previous sections the duration of adoption process is largely influenced by the usability of the software and depending on the individual experiences of the employees it takes either short or long time to get them adopted. Therefore it can be suggested that especially technical factors of the software influence the time of adoption and are crucial in regard to the adoption time of Social CRM.

4.4. Future of Social CRM

The Interviewees were also asked about the future potential of Social CRM and which opportunities or challenges there might be when it develops even more. This way the researchers are able to give an outlook of what might happen in the future based on the past experiences of the Interviewees and extend existing theory about Social CRM. The initial codes such as “customer orientated”, “shift you better get there”, “a viable trend” or “sentiment analysis” indicate that the Interviewees have

different ideas about the future of Social CRM and in the following the distinct conceptual categories should be further described and analysed.

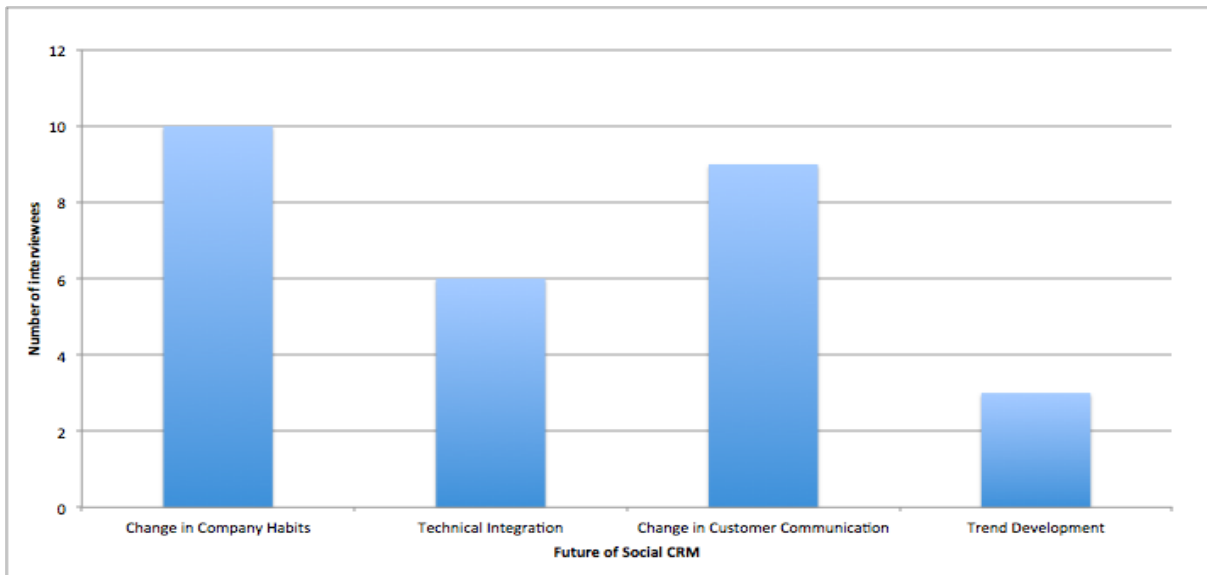


Figure 12: Future of Social CRM

In the above graphic it can be first of all seen which future aspects of Social CRM were mentioned and also components that seems to be most important according to the Interviewees. In general most of the Interviewees believe that companies will have to change their way of working if they want to follow the trend of Social CRM and that the future change in customer communication will influence whether and how an organisation is working with a Social CRM software. Furthermore they often mentioned technical integration in regard to what the future of Social CRM will be and have various opinions which will be further analysed. Lastly, Social CRM itself is perceived as a trend that incorporates other trends and thus its future development is to some degree uncertain according to the Interviewees.

4.4.1. Change in Company Habits

Most of the Interviewees agreed that companies which want to focus on the adoption of Social CRM in the future need to change their current work flows towards the new tool and the upcoming trend of Social CRM. This includes that companies adapt because otherwise they will loose key opportunities in regard to social data. Furthermore one Interviewee mentions that companies should have the big picture in mind and need to focus even more on their customers in the near future since their communication with a company is increasingly changing.

“I think that the future is closer than we think and that companies need to take this chance because otherwise they are losing key opportunities . (...) In the old world you deal with people and you know their phone number or email address and this is how I contact you and you stick to your core systems. In the new world they don’t use those medias anymore so if you are not 100 % structured on that then you will miss out (...).” (Interviewee 7)

Another Interviewee also agrees on that companies need to change in the future because the communication behavior between companies and their customers is increasingly changing towards Social Media and with the help of Social CRM tools companies will be able to be part of the market shift. This is similar to what authors like Baird & Parasnis (2011) or Faase et al. (2011) said, who argue that the main objective of implementing a Social CRM system is to create beneficial long-term relationships which will result in higher customer interaction and engagement.

“I think it is a need to have everything social actually. I think it is the way every company needs to go , like have the dialogue with the direct customer and especially it is the way the market is moving so if you are not on that shift you better get there.” (Interviewee 6)

According to another Interviewee companies need to restructure in the future and further update their current CRM systems by integrating them even more with Social Media channels such as LinkedIn. This way increased automation will take place which in turn forces companies to adapt specific project modules towards the updated CRM systems. He further indicates that his company will focus strongly on digitalization when it will take place within their business.

“And I also think that there will be a smooth bridge between it- for example between LinkedIn and CRM systems. This way automation will be pushed even more so that a contact can be automatically integrated into the CRM system if you contact him on LinkedIn. (...) Afterwards we will adapt the project modules.” (Interviewee 8)

In regard to how companies are going to adapt in the near future one Interviewee says that technology has already helped companies to act much more human and that companies will be even more human in context of their customers since they will be able to pull in extra information about

the customers. Furthermore he indicates that companies that will focus on Social CRM can use this approach as a way to improve their service and marketing. So there will be a shift among companies to adapt towards human interactions which will also affect several departments and their revenue. As described in the literature review this fits to the findings of Trainor et al. (2014) who recently proved that firms that do not integrate customer-centric management systems with Social Media technology will face a lower performance in the future than companies which integrated Social CRM systems.

“I think we barely scraped the surface of what we are capable to do with the Social CRM and I think that technology has enabled us to be much more human. (...) The data that we will be able to pull in and all the campaigns that we can build around and everything will be made just for you. (...).” (Interviewee 11)

But although there might be much potential for Social CRM in the future, one Interviewee mentions that there are probably still companies that will not change their habits since they do not want to open themselves towards Social Media and information sharing. Also some customers might not want to share more private information with companies and therefore based on whether companies as well as customers are willing to share information, there will be still the potential to improve Social CRM in the near future.

“ But by the end of the day the future world is going to be divided by companies that protect their privacy and companies that are more open and profit from information sharing. I think there isn't something at the market that comes close to a perfect Social CRM system, but in the future there will be also people that share information with companies on a voluntary basis (...).” (Interviewee 12)

To sum up a lot of the Interviewees conclude that companies will change towards the integration of Social Media into CRM systems since customers increasingly use Social Media in order to communicate with companies. But as already mentioned this probably won't be the case for every customer and also depends on the willingness of the company to embrace Social Media as a communication channel and relationship improver.

4.4.2. Technical Integration

A lot of the Interviewees mentioned that in context of Social CRM there will be even more potential for integration. Codes, such as “one system for all interactions”, “integrate it to google maps” or “everything is integrated” formed the specific conceptual category for the future of Social CRM.

In regard to technical integration Interviewee 2 mentions that in the near future there will be only one system for all interactions with the customers instead of several programs. He especially underlines the customer journey which will generate more personal data. This aspect is supported by another Interviewee who also underlines the idea of having only one system that integrates all different processes, such as customer service and marketing.

“I see a potential there but I think that businesses are going to happen and that there will be one system for all interactions with a customer during its lifetime , I think there will be more personal data linked to it (...).” (Interviewee 2)

“So the future will be to have one set of systems that will manage the entire flow for you!”
(Interviewee 10)

Interviewee 9 agrees that there is currently a trend to integrate all services in one platform, but he further argues that this will change in the future and services will be more decoupled again. In regard to Social CRM he further argues that companies will have several specialized tools that will be integrated with each other and this way companies won't not only have one tool that can handle several features on a basic level. Instead they will have several integrated tools that are very well specialized on only one feature such as Social Media or emails.

“ Yes, I think at the moment there is a viable trend to couple all the services together . And I think at some point of the future that's going to fall out of style and it will be a decoupling of all those services. (...) So it is important that a tool integrates with other tools that are specialized on a feature, and it doesn't have to be the same tool!” (Interviewee 9)

On top of that there might be also the potential to integrate the Social CRM tool with other features and devices, such as google maps and mobile phones. So there will be probably a trend to integrate the Social CRM system not only with PC's and Social Media channels but also with additional

services and devices that help to spread the adoption. Based on this idea the Interviewees suggest a change of the Social CRM software itself so that it will be possible to connect the system with other data sources what in turn might lead to new analysis processes.

“ (...) and some integration to our mobile phones . So we want to integrate it to Google maps for example so that we can look up company information (...). ” (Interviewee 4)

“ So for example geo localisation, geo tagging will increase strongly. The relevance is already there but it will increase even more. But an added value is only there if you connect it with the other data. If you look at it in an isolated way then it has no future for me (...). ” (Interviewee 13)

Regarding the future of Social CRM the interview partners indicate that the current Social CRM systems will be more integrated than they are at the moment. Most of the Interviewees thus aim to have one uniformed software that can handle different features and integrates Social Media aspects. Nevertheless there might be also the wish to have several integrated tools that are very specialized in one CRM feature and this way enable companies to act more specialized. Furthermore some Interviewees see potential to improve current Social CRM programs by coupling them with other existing services such as google maps which makes it possible to gather even more specific information about the customers.

4.4.3. Change in Customer Communication

Greenberg (2010) already underlined and employed the idea of collaboration as well as communication between the company and its customers as a way to define Social CRM.

Most of the Interviewees agree on that there will be a shift in the communication between companies and customers which further supports the adoption of Social CRM systems. There will be an even stronger focus on the customer and his interactions with the company during his entire life cycle. Consequently, companies increasingly realize that they interact with humans what will be also integrated into the company's processes by focusing even more on social aspects within the CRM systems. This in turn will probably lead to new features within the Social CRM system which are supposed to integrate additional details from the customer and his journey or touchpoints with the company.

“Companies are starting to realize that it goes back to them and that they are dealing with humans and not with robots that work for companies (...) and that entire lifecycle stages become more and more important for company to take in account.” (Interviewee 2)

“(...) and nowadays there are all these online channels, so all the customer touch points and this way customer journey analysis will be much more important.” (Interviewee 13)

In this context the communication behavior of customers and their relationship with companies will influence how companies adopt Social CRM in the future. According to the Interviewees there will be even more targeted communication towards the customers and thus the strong focus on customers will also help to make campaigns more customized for the specific customer and creates a stronger relationship with the customers.

“Especially all customer related areas, there Social CRM will have a huge impact because customers are spoiled and want to have really targeted communication with the company. Because there are always humans talking with each other! (...) So the human factor is really relevant!”
(Interviewee 5)

“ (...) and Social CRM is a great use case for that because you know so much more about a person before you even reach out. (...) And you can kind of build reports and you have that relationship from the first second (...).” (Interviewee 11)

In terms of relationship marketing, it is more than ever important that companies are interacting with their customers on Social Media channels since customers are increasingly focusing on them in order to communicate with companies. Thus having a good connection with customers is crucial and in the future companies will aim to open up towards Social Media channels what in turn also influences how Social CRM systems are adopted. According to one Interviewee companies should have the dialogue with customers on Social Media channels and engage with them there because the market is strongly developing towards Social Media.

“I think it is a need to have everything social actually. I think it is the way every company needs to go, like have the dialogue with the direct customer and especially it is the way the market is moving so if you are not on that shift you better get there (...).” (Interviewee 6)

All in all, the Interviewees underline the human aspect when asked about the future of Social CRM. They see a benefit in Social CRM systems because they enable them to act much more human with their customers compared to old CRM systems which perceive customers more as a company's contact or revenue opportunity.

4.4.4. Trend Development

During the interviews it was often mentioned that Social CRM as a new phenomenon incorporates several trends such as “digitalization” and that it also embraces “generation shifts”. These codes indicate that Social CRM was initially developed based on current trends but that at the same time Social CRM providers also need to react to new trends and incorporate those, so that companies keep adopting Social CRM.

“Yes, I think at the moment there is a viable trend to couple all the services together. And I think at some point of the future that's going to fall out of style and it will be a decoupling of all those services (...).” (Interviewee 9)

This way the future of Social CRM is kind of insecure and one of the Interviewees even mentioned that there is currently a “technology bubble” due to the overvaluation of Social Media engagement. He argues that engagement on Social Media is overrated and compares retweets or likes with an overvalued currency. According to him this bubble is going to pop in the near future and out of this a next version of Social CRM will result.

“I mean it will be interesting because for me we are living in a technology bubble right now (...) So there is the automation of engagement which makes the idea of social more valuable than it is. Likes or retweet if this would be currency this currency is overvalued.” (Interviewee 10)

This specific second order theme shows that the Interviewees critically assess the Social CRM phenomenon and that Social CRM itself will need to develop in the future in order to be still

adopted by organisations. Only if the software providers manage to steadily improve their services, Social CRM will have further success in the future. Besides it is important to mention that Social CRM and in this context the engagement on Social Media is perceived as overrated by some experts. Thus it will be interesting to see whether Social CRM tools will be still successful within the next years and if not how providers will adapt in order to get their services adopted.

4.5. Recommendations for Social CRM

After having analysed how Social CRM adoption is influenced and in which directions the phenomenon might develop in the future, it should be next described what the Interviewees recommend in regard to Social CRM adoption. Several second order themes were created in order to define different areas that all relate to practical recommendations. Of course the recommendations might vary with regards to the Interviewee's experiences but based on similar interview statements the researchers were able to create distinct categories with interconnected codes as depicted in the graphic below.

In regard to the graphic it can be concluded that the need of company adaption towards Social CRM was mentioned most often when Interviewees were asked for recommendations. Adaption of companies includes changes that need to be done when a Social CRM is implemented within the organisation. Strongly related to this aspect and often mentioned as well is the need of integration processes which seem to be crucial in regard to Social CRM software introductions. Other factors such as definition and measurement of goals, training or a Social Media presence of the company were further mentioned by the Interviewees and are analysed in the following paragraphs.

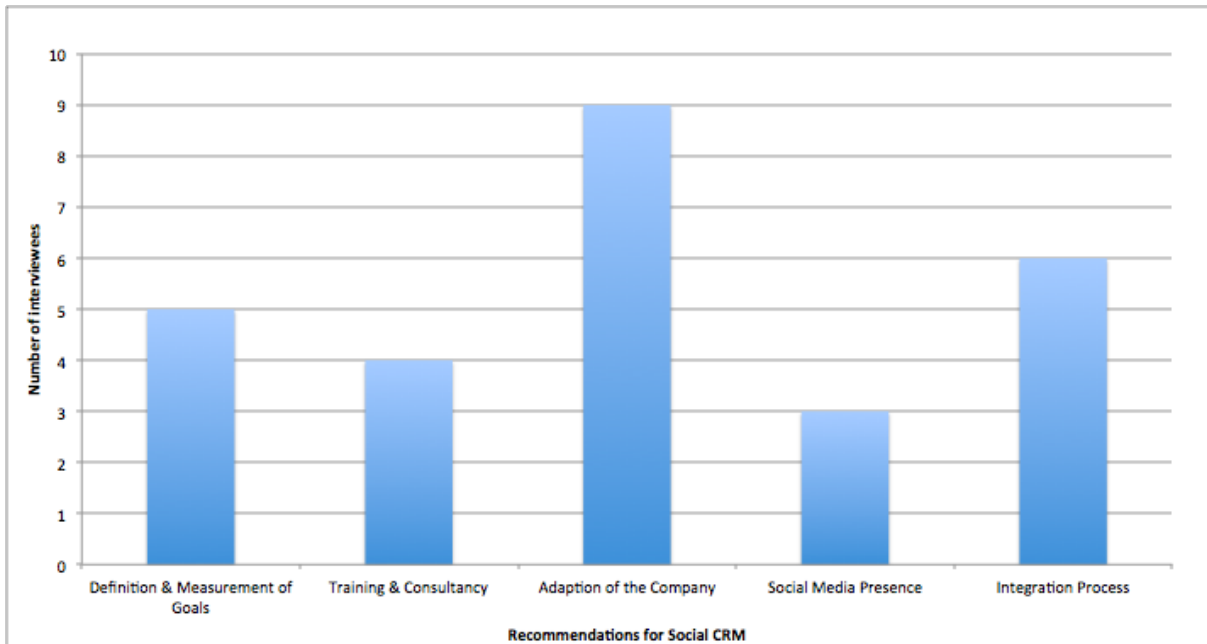


Figure 13: Recommendations for Social CRM

4.5.1. Definition and Measurement of Goals

Many of the Interviewees argue that companies which plan to adopt a new Social CRM tool should define goals in advance and measure in which ways these goals were achieved with the tool. They recommend to have a clear strategy and operation plan that explains why the company adopts the software and what needs to be done in order to be successful. This aspect is also conform with Woodcock, Green and Starkey (2011) who argue that a clear vision must be communicated to other organisational functions. Furthermore the Interviewees argue that with the help of distinct criterias the company is able to measure more efficiently whether the tool is beneficial or not, what also fits to Woodcock, Green and Starkey (2011). According to them, Social CRM should lead to increased sales and lower costs what in turn must be measured by ROI of campaigns or sales results.

“Yes you definitely need a clear execution plan. You have to define the strategy for showing what should be achieved and to make this measurable. So you need criterias for measure the success of the tool. This way I can see whether the software was beneficial or not.” (Interviewee 5)

In this context one Interviewee recommends to include KPI's into the business case as a way to define and measure goals which relate to the tool and help to proof the value of a newly adopted Social CRM program. This is especially important because the new Social CRM program is

perceived as an investment of time and money and thus with the help of a business case companies will be able to measure its benefit.

4.5.2. Training and Consultancy

Codes such as “an external business consultant”, “employee trainings”, and “online training” underline the importance of trainings and consultancy when organisations adopt a new Social CRM tool and was recommended by most of the Interviewees. Some interview partners had external help from consultants who were familiar with Social CRM and its business as well as technical aspects. They further made sure that the employees actually use the new tool and the company benefits from the new tool. Other Interviewees mentioned that online or offline trainings were highly supported within the organisation which helped the employees to get familiar with the tool and give them the chance to give feedback about the adoption process. In this context an expert user can act as a connector between the users and management, as he informs the management when there is need for more individual training. Also training for employees was recommended since the employees are then able to spread their advanced knowledge into other country subsidiaries.

“(...) and luckily with Hubspot there are consultants so we used them to get extra amount of hours, so they insure that you actually use the tool and that has helped and I think I would recommend this to anyone who wants to buy a tool.” (Interviewee 6)

“(...) And I have always picked a super user such as the head of sales who I told that he should inform me if there any issues. They should collect all their questions so that we can make an individual training or online workshop if there is the need for it.” (Interviewee 8)

Although training seems to be crucial for the adoption of Social CRM tools, a lot of companies still try to avoid Social Media training for their employees resulting in lower knowledge and familiarity with Social Media (Baird & Parasnis, 2011). Therefore extensive training and external consultants are highly recommended in order to strengthen the adoption process within an organisation and to make sure that the company and its employees actually use and benefit from the Social CRM tool.

4.5.3. Adaption towards Change

As already mentioned in the literature review, Social CRM has an impact on all parts of the business, what incorporates aspects such as company strategy, technology, processes, governance and culture (Acker's et al., 2011). This was also confirmed by the Interviewees who recommended that the company and its distinct processes needs to adapt towards the new tool in order to cope with the influence and to be successful with the new tool.

Not only business process within the organisations probably need to be adapted but also the Social CRM tool itself should be implemented in the most beneficial way so that there are no barriers during the adoption process and that it fits to the company's working processes. In this context, one Interviewee recommended to define business processes with the help of consultants in advance. Furthermore codes like "open up", "want to change the way you work" and "change of habits" indicate that change is a major requirement for an adaption and thus adequate adoption.

"I think it is important to have a tool that fits to your workload and not the other way around. If you want adoption you have to make sure that it is something into the way you work ! (...) I think if you truly want people to use your crm system in the right way you need to make this sure (...)."

(Interviewee 2)

"I believe a really important factor for the employees is the change of habits, to change daily routine (...)." (Interviewee 8)

In this context Interviewee 6 said that companies probably have different reasons to open themselves up towards Social CRM such as being more close to their customers and this way they are willing to change their current work habits. Furthermore he underlined that every employee in the company should be part of the change process and that the reasons for it must be clearly defined.

Nevertheless there might be still companies which don't believe in the value of Social Media and thus Social CRM tools. Based on that it is recommended by one Interviewee to support a mind shift in organisations. According to him it is important that upper management realizes that using Social Media isn't a taboo or waste of time and that they need to change their way of thinking as well as adapt towards the new tool, resulting in a stronger Social Media focus. Furthermore another

Interviewee recommends to internally sell the tool in order to support change within the organisation what also confirms the thought of Leary (2008) who underlines the internal and external facets within an organisation that are affected by a Social CRM tool and thus should be taken into consideration.

“The second thing is that there is a taboo about using Social Media in work so there must be a mind shift that needs to happen so there is a paradigm shift in the mind that when you are working and you are social that this is just part of life!” (Interviewee 10)

“In summary I would recommend to internally sell the tool if it is good. (...)” (Interviewee 13)

To sum up, the Interviewees argue that companies need to support change within their organisation when they introduce a Social CRM software. It is crucial that the upper management forces the acceptance of the new tool by supporting mind shifts towards Social Media acceptance and sell the benefits internally to lower levels which have to work with the new software. It is important that managers not only buy the tool and tell the employees to work with it. Instead they have to make sure that the tool is accepted by every employee who needs to open up towards Social CRM programs.

4.5.4. Social Media Presence

Another conceptual category resulted from various codes that all give implications in regard to how companies should handle their Social Media channels which are according to Alt and Reinhold (2012) crucial for customer driven interactions and deliver the information which helps to understand customers better. Codes like “Social Media channels fit better” or “build up your profile” indicate the importance of Social Media channels and regarding those the Interviewees give different recommendations.

One Interviewee differentiates between the distinct Social Media channels and recommends that especially B2B companies should focus on Twitter since this channel is more beneficial than Facebook for them. But at the same time he also argues that the choice of Social Media channels varies with companies and thus companies should focus on their specific Social Media channels.

“Yes right because I have the feeling that Twitter is the one you would use more for communicating with companies rather than facebook. I mean we have a facebook profile but as a customer I would rather chose to communicate on Twitter than Facebook. But I think some Social Media channels fit better to company than others.” (Interviewee 4)

Another Interviewee further states that companies need to build up their Social Media presence because otherwise Social CRM tools are not beneficial which can only gather data if the company is active on Social Media channels. Furthermore he argues that all companies should be nowadays present on Social Media since every customer tends to be on social networks. The importance of Social Media for companies was already described in the previous literature review and is also confirmed by Culnan et al. (2010) who say that social platforms have become to one of its primary marketing tools for targeting customers.

“And then another downside would be if your team is not already social that can be a downside or kind of a hurdle. (...) So you have to do a lot of your homework and build up your profile before you can successfully use a Social CRM (...)” (Interviewee 11)

In regard to Social Media presence one Interviewee also mentions that companies have to be careful of how they communicate with their customers and target them on the Social Media channels. He further recommends to interact more indirectly and diplomatic in order to not annoy customers who are afraid of that the company collects private data about them via the Social Media channels. In this context another Interviewee agrees that companies need to carefully use their Social Media channels since the communication is public and can be easily observed. The empowerment of employees who are in charge of the Social Media channels was also mentioned by Baird & Parasnis (2011) who argue that employees should be monitored in order to prevent any sabotage.

“ (...) you should be more diplomatic about how you sell and how often you target the customer and post something about a specific product that he/she liked before. Hence, going a bit indirect with it is very important to not annoy and concern the customers.” (Interviewee 12)

“ (...) and then again you have to respect that your communication is public so your employees have a lot more ownership and that they shouldn't use any inappropriate words.” (Interviewee 11)

All in all it is recommended by the Interviewees to build a Social Media presence of the company in order to use the Social CRM tool properly. Furthermore it is important that companies decide on which channel they want to focus when engaging with their customers. Based on this choice the Social CRM will be able to generate helpful customer information. Nevertheless it is important to be careful when using the Social Media channels since customers are sensitive in regard to their privacy. This is of course also crucial for the employees who are handling the Social CRM tools and are in charge of the company's Social Media.

4.5.5. Integration Process

The last conceptual category incorporates codes that relate to the organisational and technical integration of Social CRM systems, implying important recommendations for companies.

One Interviewee mentions that the basic requirement for integrating Social CRM systems is "executive buy-in" as well as having a strong business case which can help to proof the value of Social CRM towards managers who then continue to integrate the software into their organisations.

"I would always recommend executive or stakeholder buy-in is the absolute most important. So if you believe a Social CRM will move towards finding value in social you need to build a business case that makes a lot of sense for this particular company." (Interviewee 10)

Furthermore Interviewee 8 underlines the importance of careful decision making in regard to where the system should be implemented and how the distinct departments are involved in the process. Based on his past experience he says it is important since their company had issues at the beginning of the integration process. The system was first implemented in the IT department and in a next step the company tried to include the marketing and sales departments into the process which at that point still did not understand the Social CRM system. Integration within those departments failed and it is therefore important that each employee as well as department understands why and how the software is adopted prior the adoption of Social CRM. The decision about where to integrate the tool from an organisational point of view varies with each examined company and it can be recommended to keep the organisational integration in mind when adopting a Social CRM software.

Among the Interviewees recommendations according to the technical integration of Social CRM systems were also given. For instance some of them mentioned that companies should centralize their information stream coming from different systems as well as sources and that information should be carefully chosen. Additionally, it is important that there is contact between the front and back office in order to generate a successful integration as well as usage of the Social CRM tool.

“ I can understand that many colleagues say that there is an information overload but there you can blame it more on data which are not centralized from different systems or sources.(...). ”

(Interviewee 13)

“I also think that integration is really important, for example our marketing team had to be in contact with back-end.” (Interviewee 3)

Overall it can be concluded that the recommendations incorporate various aspects which can be divided into internal or external aspects of the organization. For instance, internal aspects of the organization incorporate planning, training or integration processes that can be controlled and operated from inside the company. External communication aspects in turn consist mainly of the management of customer relationship which is related to the company's usage of Social Media and Social CRM. In this context it is important to mention that the specific recommendations are based on the individual experience of the Interviewees and thus might vary in regard to each company. Nevertheless based on similar patterns in the initial codings it seems like that the mentioned second order themes are crucial in regard to the adoption of Social CRM and are therefore the most relevant ones in practice.

4.6. Summary of Main Findings

<i>Interview topic /conceptual categories</i>	<i>Answers of the Interviewees/ codes</i>
1. Present status of Social CRM	
- Integration of Social Media	Facebook, Twitter and LinkedIn are the most important channels when it comes to Social Media integration into companies to leverage and deploy social touchpoints and customer information.
- Purpose of Social CRM	The main purpose is to gain value from pulling automatically personal data from online interactions via Social Media channels. A main facet is the new concept of "Social Selling" in order to generate prospects and analyze potential customers.
- Technical aspects of Social CRM	Integration and synchronization of data with other systems that are already used within an organisation is crucial.
- Definition of Social CRM	It is still a broad and ambiguous concept where no clear and totally structured has been found. However, Greenberg's (2010) definition is still the most used and most accurate one in research papers.
- Relationship with customers	Customer relationship might be strengthened with Social CRM tools, because of the information advantage that companies can gain when implementing it.
- Involved departments	Since it is a complex tool that needs time to implement, many cross functional departments are involved: Marketing & Sales, IT, Legal, Operations and Research & Development
2. Evaluation of Social CRM	
- Perceived benefits	Automized functions (monitoring, tracking and managing customer interactions) bring the main benefit, because of a real-time communication. From there data gathering and approaching customers directly becomes much more easier for organisations.
- Perceived pitfalls	An implementation can be costly and time consuming, because of different privacy laws in different markets. Furthermore many organisations still do not know what to do with a huge amount of incoming data from Social Media.
3. Adoption of Social CRM	
- Technical factors	A Social CRM software's complexity, compatibility, triability, observability and relative advantage influences the adoption
- Personal factors	Age was mentioned most often, but also communication behavior, socioeconomic status, habits, motivation and the individual character of the adopter influence the adoption process
- External factors	Market structure (e.g. customer behavior), industry characteristics (B2B vs. B2C), competition, contract partners and country environment influence the adoption of Social CRM software
- Organizational factors	Centralization and formalization influence how employees adopt a Social CRM software, also how well an organization is connected across the departments and also with other subsidiaries, organizational size was discussed and several opinions exist about how it influences the adoption, in this context organizational slack was also mentioned quite often, a company's complexity was only mentioned once and thus there is need for further expert input in the future
- Reason for adoption	Companies aim to improve their customer relationship and sales, further they want to gain better data through updated CRM systems, another reason is the support of marketing department and the software's price
- Adoption time	Different opinions among the Interviewees (long vs. short adoption process), adoption time depends on the implemented software and individual company
4. Future of Social CRM	
- Change in company habits	There will be a need of change in regard to company work flows, customer interactions, current CRM systems (depending on the individual company and its customers)
- Technical integration	Most of the interviewees argue for a technical integration of services and tools, furthermore they see potential for new features and devices that can be integrated into the Social CRM software
- Change in customer communication	There will be an increased customer focus and targeted communication enabled through Social CRM software
- Trend development	Social CRM itself is a trend that incorporates other trends and thus has an insecure future. There might be also an over evaluation of customer engagement
5. Recommendations for Social CRM	
- Definition & measurement of goals	It is important to create a strategy which defines the goals for the Social CRM software, also there needs to be an operation plan that captures each involved department and its work flows and further indicates what each employee is supposed to do with the software
- Training & consultancy	Most of the Interviewees worked with consultants or held various trainings for the employees in order to improve adoption
- Adaption towards change	When introducing a Social CRM software companies should adapt to the changes which come along with the software, there must be mind shifts regarding social media usage within a company
- Social media presence	Companies need to build up their social media channels and decide which ones they want to focus on, careful usage of the company's channels is crucial
- Integration processes	Organizational and technical integration is highly recommended by the Interviewees, this incorporates adoption across departments and the integration of existing systems in the organization with the new Social CRM software

Table 4: Summary of Main Findings

5. Implications

The following sections indicate how the report confirms current findings about Social CRM and contributes to existing theory by generating new insights. Furthermore, practical implications show what companies should consider when adopting Social CRM and how they can best benefit from it.

5.1. Theoretical Implications

First, the researchers aimed to explore the present status of Social CRM based on what was already studied in the past. Most of the Interviewees agree that Social CRM is complex in its nature and thus difficult to define. Nevertheless, the most popular definition of Social CRM by Greenberg (2010) was confirmed among the Interviewees who underline the importance of Social Media integration into existing CRM systems.

Furthermore most of the theoretical aspects about relationship marketing and traditional CRM were approved. For instance customer engagement as well as traditional CRM systems were mentioned quite often in the interviews and this way support the importance of those theoretical fields in regard to Social CRM. The Interviewees also referred to elements of Social CRM's purpose and its distinct features that were previously studied by various researchers. Often it was argued that Social CRM is mostly a way to approach prospects and engage with customers which is conform to recent studies about Social CRM. Another main outcome is that Social CRM helps to generate and store specific knowledge about customers.

Besides exploring the main benefits this study revealed potential pitfalls of Social CRM, such as information overload, time efforts and data protection issues which shed new lights on Social CRM and contributes to existing literature.

Another theoretical implication is that the report creates a new research stream by synthesizing two adoption theories and applying those to Social CRM. This approach helps to investigate how the adoption of Social CRM is influenced and generates additional knowledge regarding diffusion of innovation within companies. Adoption influence factors, such as technical or organisational ones are especially important and reveal new insights of the Social CRM phenomenon. Besides, external influence factors incorporate aspects that are relevant for international companies and an international perspective of Social CRM offers a new way to analyse Social CRM. The report

further extends existing Social CRM literature by analysing how personal factors such as character influences the adoption of Social CRM.

Overall, with the help of questions about adoption the researchers were able to create a more in-depth analysis about Social CRM and this way enlarges general findings.

The data analysis about the future of Social CRM revealed additional perspectives of Social CRM since existing studies only analysed the current status of Social CRM and its technical aspects so far. The section emphasizes potential new developments of Social CRM and based on critical assumptions gives an idea about how Social CRM might develop in the future.

The last data analysis block incorporates recommendations for Social CRM which confirms current thoughts about Social CRM. For instance it was argued that a clear execution plan as well as the need for change, integration and training is crucial in regard to Social CRM which reiterates the standpoints of Woodcock, Green & Starkey (2011), Lehmkuhl & Jung (2013) or Greenberg (2010).

To sum up, due to the conducted interviews containing questions about Social CRM's present status, potential benefits as well as pitfalls and recommendations, the researchers were able to support current thoughts of researchers and thus strengthen existing definitions and implications of Social CRM. By strongly linking adoption theories with Social CRM new theoretical insights could be additionally generated that help to broaden current findings.

5.2. Practical Implications

Based on a detailed theoretical framework and an extensive data analysis, practical implications of Social CRM adoption in international organizations have been derived, which are addressed in this section.

Currently Social CRM is a relatively unexplored field. Therefore there is a notable lack of congruence in its current definitions and perspectives. Based on the type of Social CRM software and its specific features, the company could expect varying effects during the adoption phase, which can be both beneficial or non-beneficial. Therefore, the researcher recommend the company to first determine its goals and objectives for implementing Social CRM and then only should choose a suitable package. Moreover, companies mostly intend to use Social CRM to improve customer relationship while improving their current CRM systems. Companies also aim to embrace

Social Media channels as a new way to engage with customers in addition to traditional communication channels. Furthermore, companies gain important information about their individual customers, thus preferably recording customer life cycle data that helps them to make informed decisions and generates increased sales.

Consequently, companies, that plan to adopt Social CRM software, should clearly communicate the goals, strategy and KPI's to the employees and managers that have to work with it. After defining a Social CRM strategy the company should further create an operational plan, which explains where the Social CRM software is implemented and which departments or subsidiaries are supposed to work with it. For this it is important that companies determine their business processes and decide how the software can be best integrated.

Also during the adoption process a communication and information flow should be generated between the departments so that each department can best profit from the tool and focus on its specific goals. During the interviews it was often mentioned that the Social CRM software is used within several departments and that marketing can use it as a way to better target customers and drive the sales life cycle for building an improved relationship with current and potential customers.

With regards to internationally operating companies it is recommended that the HQ communicate why and how the tool should be adopted within each subsidiary. Furthermore the company needs to access how Social Media is used and regulated in each country since data protection laws might impede an efficient implementation process.

When adopting a Social CRM tool, it is also important to always get feedback from the employees who are supposed to work with the tool. Only that way it can be verified that each employee works properly with the software and should any obstacles occur with regards to the adoption of the software, then appropriate online or offline training would be highly recommended to ensure the company actually benefits from the tool.

After having decided how the tool is integrated from an organizational point of view, the company also has to determine how the software is technically integrated. This of course depends on the implemented Social CRM software that can have different features and thus probably replaces existing systems. Depending on which traditional CRM system and Social Media channels are

already operated within the company and what their functions are, the Social CRM software is either coupled with them or fully replaced by them. Some of the Interviewees also mentioned that they were able to set up and adopt the software without the help of the IT department. Nevertheless higher management levels should make sure that the IT department is involved in the process if other departments are not able to implement the tool on their own.

Regarding the communication with customers and Social Media channels it is recommended that companies first decide on which Social Media channels they want to focus on. Not every Social Media channel is beneficial for a company and depending on the company background as well as its customer base some channels like LinkedIn, Twitter or Facebook might be more beneficial than Instagram, Pinterest or Youtube. Also in regard to organizations that have customers worldwide, the company needs to analyze which channels are most popular within the specific country and should also be used within the Social CRM tool. It further makes sense to create a Social Media guideline for the employees who are responsible for the communication on Social Media. This way the company can ensure that there is an engagement with the customers, which is aligned, to the company's vision and that employees do not annoy customers by using too direct or inappropriate dialogue approaches.

Lastly, the adoption of Social CRM software implicates changes for a company. Therefore it is important that the company adapts towards the new tool and ensures that the best possible benefit can be generated. One fundamental requirement is that the company perceives communication on Social Media as beneficial and not harmful. The company should embrace the idea that in the future more communication will take part on Social Media and thus old CRM systems need to be adapted towards the communication shift. Of course this does not mean that Social CRM software will completely replace CRM systems, they just offer a new way to engage with globally spread customers and generate additional information, which is beneficial for a company.

6. Limitations and Future Research

In the following section limitations of the research report will be discussed providing a potential point of departure for future research. The limitations mainly relate to the literature review as well as methodological decisions of the researchers. Furthermore future research implications in turn incorporate various fields of interest that can be investigated based on this research report.

First of all it is important to mention that so far there exists very limited literature about Social CRM in specific what prompted the researchers to additionally include related research fields such as traditional CRM, Social Media usage and relationship marketing.

Another limitation pertaining to the methodology is that the researchers decided to conduct only a qualitative study in order to explore the new research field and collect opinions from different experts that have experiences with Social CRM. Therefore the researcher's aim was to study Social CRM in depth, leading to particular and less general conclusions. In order to generate a larger and more representative picture of Social CRM, it is recommended to conduct quantitative studies about Social CRM, which help to test existing theory about Social CRM. Quantitative studies are recommended since they help to generate more generalisations about Social CRM and thus prove existing patterns behind Social CRM. Especially if an increased number of companies have implemented Social CRM it makes sense to empirically test the distinct variables of adoption. Nevertheless since there is currently not much theory about Social CRM, the researchers decided for a mixture of inductive and deductive reasoning, which helped them to build new theory, but also to examine existing theory about Social CRM and analyse whether it can be applied to specific expert experiences.

In regard to the qualitative study approach another limitation is that the researchers included industry experts as well as companies into the study. The mixture probably led to biased answers since for instance experts might have given more positive opinions about Social CRM compared to Interviewees from companies that have experienced Social CRM in a different way. Therefore it is recommended to divide the interview partners into specific groups and focus only on one group in the future when conducting distinct studies. Besides the mixture of industry experts and company representatives, it can also be criticized that mainly Interviewees with a B2B company background and not B2C were included. It can further be concluded that different responses are likely given about Social CRM depending on the company background. Consequently, with more B2C related Interviewees other research results would have been derived. Therefore in the future it is recommended to include even more Interviewees that have a B2C company background and thus perhaps give a different insight about Social CRM.

Due to limited resources and time the researchers conducted interviews that mostly had a length of 30 minutes. In order to get an even more in-depth insight of the topic it is recommended to conduct longer interviews in the future. Furthermore with regards to how some of the interviews were held there might be a further limitation. Since the Interviewees were from countries like Germany, USA or India the researchers were forced to conduct some interviews via Skype what in turn might have led to biased answers. This communication process might had an impact on how the codes were generated as wells as counted for the graphics.

In the following section additional future research topics based on this research report are given.

First of all, the researchers separately focused on the distinct adoption influence factors and during the study it was observed that some factors probably influence each other. Consequently it makes sense to further study how the different influence factors interact with each other in the near future and thus generate new implications with regards to Social CRM adoption.

Secondly, it would be interesting to analyze how small-sized and large companies perceive Social CRM and adopt it within their specific organization. During the conducted study it was already noticed that there might be crucial differences between organisations. This should be further investigated in the future in order to determine whether and why there exist dissimilarities.

As mentioned above, Social CRM is currently still developing and there might be new software offerings that should be included in new studies since they probably lead to different results as compared to this report. In this context it is also beneficial to conduct the study again in five or more years when Social CRM has reached a different adoption level and companies are more experienced with the whole phenomenon. This in turn will lead to additional insights as well as perhaps more congruent statements by the Interviewees and also gives researchers the opportunity to detect differences.

Regarding this report's approach the researchers decided to only focus on the company and not customer perspective, which results in an additional future research topic. Besides examining how companies work and adopt Social CRM it would also be interesting to examine how customers

perceive Social CRM and whether they see a benefit regarding their relationship as well as communication procedure with a company over Social Media channels.

Whilst focusing only on the company perspective, it is then further helpful to find out how the distinct departments adopt and thus benefit from Social CRM programs. In the report this aspect was barely investigated and thus it makes sense to carry out further analysis on whether and why Social CRM is used in the different departments. This in turn will also give new implications for how companies can best profit from Social CRM and thus invest more in it.

Lastly and especially with a focus on internationally operating companies it makes sense to include more Interviewees from the same company, but from different departments and countries. So far the scope of countries was Denmark, India, Germany and the US but in the future it might be also beneficial to include for instance eastern countries in order to gain a new insight of Social CRM and see whether there are more country specific differences.

7. Conclusion

The main purpose of this report was to delve deeper into the new research field of Social Customer Relationship Management from a company perspective. To extend the existing literature, an overall research objective, exploring Social CRM as an upcoming event for international operating companies, has been formulated which builds the overall framework of this report. Since limited research has been conducted so far, especially in terms of Social CRM, it was necessary to define the key concepts, namely Social Media, traditional CRM as well as adoption theories which were afterwards synthesized within the literature review.

Due to the unexplored nature of Social CRM and its organisational adoption an explorative research approach with both inductive and deductive parts was applied which led to the foundation of the followed analysis. By interviewing 13 marketing, sales, R&D and operations experts that already have been working with, rolled-out or developed a Social CRM system, the analyzed study has been resulted into five aggregated dimensions: “Present status of Social CRM”, “Evaluation of Social CRM”, “Adoption of Social CRM”, “Future of Social CRM”, and “Recommendations for Social CRM”. Based on those, several second order themes have been revealed, which were essential to derive main findings and practical implications.

The main findings identified among all Interviewees demonstrate that an implementation of a Social CRM tool can have mainly a positive impact on companies that operate with an international scope. Since Social data is pulled automatically from Social Media channels and analyzed through the system, companies can easily and directly target, approach and engage with prospects and customers in different markets and languages. This can drive sales performance and strengthen a company's overall Customer Relationship Management. However, implementing a Social CRM tool on a global basis can become a complex and long lasting roll-out process, because many factors need to be considered. Data privacy and legal regulations as well as trainings of employees and a lot of different departments that are involved can impede a successful and effective usage of the tool. Furthermore, too much social data and touch points might become challenging for marketing and sales departments since they do not know how to use it efficiently. Although companies might face those and other challenges while implementing and using a Social CRM system, the opinions about future opportunities do in the majority have a positive sentiment.

The technological progress in terms of feature development of the tools and the continuous growth of Social Media usage will drive the importance of Social CRM system integration in B2C but also B2B companies. However, due to its rapidly evolving nature, further research in academia is needed to reach a clarified definition. That way it will be possible to investigate deeper insights from varying perspectives on whether the usage has a positive influence on companies' performance and their relationships with customers.

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Appendices

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1. Interview Guide

The thesis aims to explore Social CRM as an upcoming event for international operating companies.

Research Themes	Investigated Topics
Present status of Social CRM	<ul style="list-style-type: none">• Definition of Social CRM• Components of Social CRM• Versions of Social CRM• User experiences with Social CRM
Evaluation of Social CRM	<ul style="list-style-type: none">• Potential Benefits of Social CRM• Potential Pitfalls of Social CRM
Adoption of Social CRM	<ul style="list-style-type: none">• Adoption behavior within the organization• Importance of adoption influence factors (personal, technical, organizational and external factors)
Future of Social CRM	<ul style="list-style-type: none">• Opportunities of Social CRM• Challenges of Social CRM• Future potential of Social CRM
Recommendations	<ul style="list-style-type: none">• Organisational & technical integration aspects• Social Media & customer relationship aspects

Interview Guide:

Main Question 1: What is Social CRM? Which components form Social CRM? What versions of Social CRM already exist?

1. What is your position in the company?
2. Have you worked with Social CRM before? If so, for how long and with which Social CRM software versions have you worked?
3. Why did you decide to implement the software? Since when are you using it in your company?
4. How would you define Social CRM?

5. What is your experience with implementing Software XY as a Social CRM software?
Which features/functionalities have the main value for your users and the organization?
Why?

Main Question 2: What are the potential benefits or pitfalls of Social CRM for organisations? Based on those, what can be recommended in regard to the organization's adoption of Social CRM software?

6. How would you evaluate Social CRM in regard to an organization's business success?
7. What do you think are the benefits of Social CRM?
8. What do you think are the pitfalls of Social CRM?

Main Question 3: How is the adoption of Social CRM within an organization influenced (external, organizational, technical and personal factors)?

9. How do you think is the adoption of a Social CRM software influenced in your organization?
10. Do you think personal factors, such as status, personality or communication behavior have an impact on the adoption of Social CRM software? If so, why and how?
11. Do you think organizational factors such as centralization, interconnectness, organisational slack or system openness have an impact on the adoption of Social CRM software? If so, why and how?
12. Do you think technical factors such as relative advantages, complexity, triability, and observability have an impact on the adoption of Social CRM software? If so, why and how?
13. Do you think external factors such as industry characteristics, market structure, and technology support infrastructure have an impact on the adoption of Social CRM software? If so why and how?
14. Based on those factors which are the most important? Why?

Main Question 4: What is the future outlook of Social CRM software?

15. Do you have any suggestions for organizations how to implement a Social CRM software in the best possible way?
16. What do you think will be the future of Social CRM in your organization and in general?

2. Interview Coding and Transcribed Interviews

Interview 1 – Ankur Chaudhary

Name: Ankur Chaudhary (<https://in.linkedin.com/in/chaudharyankur>)
Company: ioFunnel
Social CRM Software: Nimble
Country: India
Position: CEO

Interviewer: Thanks for taking the time, because it is actually not that easy to find interview partner for this new topic and we really appreciate your input as an expert! So far many companies haven't implemented social crm so far. So let's begin. As you know we have already sent you the interview guide with our main questions.

Interviewee: Yes so first I would like to thank you for your kind words. But before I begin with your answers I would like to say that I agree that a lot of people are still using the old crm systems, but there are also more and more people who switch to the new systems, whose I also call **social seeling**. I am pretty sure that these people who focus on social selling can help you out with the master thesis and provide you also important input.

Interviewer: Okay thanks for the tipp! We will try to add them via linkedin.

Interviewee: Yes sure that is at least how it works best in India. And I know a lot of people from UK who are switching to social crm in order to sell socially.

Interviewer: Alright. So our main topic is the transition from the traditional CRM towards social CRM and also how the implementation within companies can be managed and the adoption of those systems. So how would you define Social CRM in general?

Interviewee: So do you know why social crm systems are important nowadays? It is because the sales environment is currently changing. So far people were mainly communicating via phone or email and I am not talking in longterm, but this has changed. With the **emerging trend of using social channels** such as **twitter or linkedin** for B2B business everything is changing because people are taking a more **relationship based approach** to **connect with people** with whom they can make business with and the way they are doing is again it could be the cold approach, simply adding people on linkedin and to sell them something or they can take a longer approach and **start the relationship online** via the social media channels and take this relationship also offline to a phone call or personal meeting. So with this happening all the crm systems like salesforce it becomes difficult to track all these **exchange informtaion** because these crm systems are not connected with your linkedin or twitter account. So social crm is basically something which can **connect with my social platforms** and can take my **interactions with my prospects** directly, what means that I don't have to make the data entry because most crm systems are buisness intelligence and many sales people hate data entry. So this way they can receive my interactions but there are also some crm systems that are doing bad so I want to have social CRM systems. Also get some **insights about my prospects**, like what is he reading or what conferences is he attending, all these details need to come

Author

Comment [1]: "Social selling"

Author

Comment [2]: "Emerging trend of using social channels "

Author

Comment [3]: "Twitter or linkedin"

Author

Comment [4]: "Relationship based approach "

Author

Comment [5]: "Connect with people"

Author

Comment [6]: "Start the relationship online"

Author

Comment [7]: "Exchange information"

Author

Comment [8]: "Connect with my social platforms"

Author

Comment [9]: "Interactions directly"

Author

Comment [10]: "Insights"

into my crm so that I don't have to search on platforms for these information. This makes my job easier!

Interviewer: So it facilitates the selling process for sales people or representatives?

Interviewee: Yes automating my interactions, providing me insights and giving me just one platform to operate with customers. I would say that linkedin is for example great for social crm and also in this context nimble as a software was great.

Interviewer: Yeah right nimble and sugarcrm for example as social CRM softwares...

Interviewee: Yes nimble is quite useful because it comes closest to my definition of social crm. And salesforce I believe would do really well if we combine it with various applications and exchange programs so for example if you want to save any data with the internet you can use tools which you can simply integrate with your salesforce and everything goes into the crm system. And same way there are other tools like linkedin for sales navigator and even for insights you can connect your salesforce system with various insight providers.

Interviewer: So salesforce is a great opportunity to use social CRM? And nimble is a more unified approach or integrated approach? And salesforce you can use with different applications?

Interviewee: Exactly!

Interviewer: And have you made any experiences with implementing such a software?

Interviewee: So yes I was using salesforce earlier like 6 months back and I hated it. So I was forced by my boss to use it but then I came up with another program that helped me to automate and integrate all my data from social channels to my crm. I changed my prospecting methodology from emails or phone calls to prospecting on linked or twitter, and decided to use nimble.

Interviewer: Okay and what are you doing at the moment? Is it called social selling?

Interviewee: So I was working earlier at a company but then I started my own company and I am helping B2B companies from Europe and US to build a sales funnel and set appointments for them and the approach I am taking for them is social selling, in simple terms approaching them on twitter or linkedin and combine it with emails because a lot of people are still using emails and not linkedin.

Interviewer: So for business succes, how would you evaluate the benefits of social crm for companies? Or do you also think that there might be some potential pitfalls?

Interviewee: I see a lot of benefits, it helps me to save time and to be more organised and it can improve my effectiveness so the main benefits time saving and keeping me organised. And I actually don't see many pitfalls because I need a CRM system to track my interactions because otherwise it is simply not possible to follow up with every customer. So in general I don't see a lot of pitfalls but of course I need a fully proven crm solution which is working proper. Nowadays CRM systems are still evolving to make work for sales people easier.

Author

Comment [11]: "automating my interactions"

Author

Comment [12]: "insights"

Author

Comment [13]: "one platform"

Author

Comment [14]: "various applications"

Author

Comment [15]: "exchange programs"

Author

Comment [16]: "integrate"

Author

Comment [17]: "sales navigator"

Author

Comment [18]: "insight providers"

Author

Comment [19]: "automate and integrate"

Author

Comment [20]: "prospecting on linked or twitter"

Author

Comment [21]: "social selling"

Author

Comment [22]: "approaching them"

Author

Comment [23]: "combine it with emails"

Author

Comment [24]: "a lot of benefits"

Author

Comment [25]: "save time"

Author

Comment [26]: "more organized"

Author

Comment [27]: "improve my effectiveness"

Author

Comment [28]: "track my interactions"

Author

Comment [29]: "follow up"

Author

Comment [30]: "fully proven crm solution"

Author

Comment [31]: "working proper"

Author

Comment [32]: "still evolving"

Interviewer: Okay and what do you think for instance for global and large cooperations which are interacting globally, they collect data from social media channels of various countries. Do you think it be might difficult for the systems to pull relevant data out there?

Interviewee: I think in general the size of a company doesn't really matter. I think social crm systems are must- have tools in the future and especially big companies will switch to these social crm tools because for them it is much easier to prospect the customers on social channels and they have the credibility to implement those systems. So they for sure need those social crm systems.

Interviewer: Okay yes that is interesting and what do you think is the future time frame for the implementation? Maybe 5 years?

Interviewee: I don't know this is difficult to say what is possible for these big companies. But I think as soon as they realized that they start to loose customers or sales they would change and start to implement those new social crm softwares. But in general I think it will happen faster as you think!

Interviewer: So and in regard to the internal adoption of this new social crm software do you think that there are any factors that might influence how someone is implementing the software? What do you think which factots are the most important?

Interviewee: I think multiple factors influence the adoption but the main factor is the need for a social crm software. If my work is suffering from bad software I would probably go to my boss and tell him about my challenges and ask him if he can look for new solutions in the market. When this need for a new crm softare would start, education about the new software is also important. So organisational factors are most influencial and the adoption would be also influenced by what other people are saying about the software which is an external factor. And then also technical factors such as the ease-of-use or possibility of integrating the new software with existing ones would come into the picture when the employees decide to implement the software.

Interviewer: So first organisational factors and then other factors will come from that point on? And what do you think about other exeternal factor such as market struture or innovational pressure?

Interviewee: Yes. Technology is an enabler. Technology is making our job easier. First it started that sales people went from door to door then phone came in and now we are using social media to identify who the real prospect is and what the best way is to connect with him. So with all these information we can also identify potential challenges which might facing. So technology is the staring point which helps companies to survive under market pressure and competition.

Interviewer : Okay and also international factors might have influences for B2B business, right?

Interviewee: Yes for sure! You know 57 % of the buying processes are already in process before a sales guy is approaching a prospect because of prior research and the market. The market is changing so the guys also need to change. So market changes have also an impact on adopting these new systems.

Interviewer: Okay and do you have any suggestions for companies which want to implement a social crm software and what do you think they can to best when transtion from a traditional crm to a social crm system?

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Comment [33]: "the size of a company"
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Comment [34]: "must-have tools"
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Comment [35]: "easier to prospect"
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Comment [36]: "the credibility"
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Comment [37]: "loose customers"
- Author
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Comment [52]: "potential challenges"
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Comment [53]: "market pressure"
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Comment [54]: "competition"
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Comment [55]: "buying processes"
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Comment [56]: "market changes"

Interviewee: I think the best is to have a **step-by-step approach**. So the key challenges currently are to find a **good solution** and integrate it. And also to find out how it is beneficial for the company and how is **affecting the company processes**? In general adoption happens really **fast in small companies** and in bigger companies it usually takes longer time.

Interviewer: Yes there might be probably differences in regard to small or big companies when it comes to the recommendations. So as you already said all companies will have the need of a social crm software and that it is very important for companies. So what do you think will be the future of social crm?

Interviewee: I think that if companies such as salesforce **don't adapt** they will die really soon. That is how the market is! A new technology will always be better than the old technology. So companies need to adapt. And I think due to the increasing importance of social selling, social crm will be the future. People are doing business on linkedin and **work smarter**.

Interviewer: Alright then thanks for your insights!

Categories: Codes

Present status of Social CRM: “social selling”, “emerging trend of using social media channels”, “twitter or linkedin”, “relationship based approach”, “connect with people”, “start the relationship online”, “exchange information”, “connect with my social platforms”, “interactions directly”, “insights”, “automating my interactions”, “one platform”, “various applications”, “exchange programs”, “integrate”, “sales navigator”, “insight providers”, “automate and integrate”, “prospecting on linkedin or twitter”, “approaching them”, “combine it with emails”

Evaluation of Social CRM: “a lot of benefits”, “save time”, “more organized”, “improve my effectiveness”, “track my interactions”, “follow up”, “fully proven crm solution”, “working proper”, “still evolving”,

Adoption of Social CRM: “the size of a company”, “must-have tools”, “easier to prospect”, “the credibility”, “loose customers”, “change”, “multiple factors”, “the need”, “education”, “organizational factors”, “other people”, “external factors”, “Technical factors”, “ease –of-use”, “possibility of integrating”, “technology”, “real prospect”, “connect”, “information”, “potential challenges”, “market changes”

Recommendations for Social CRM: “Step-by-step approach”, “good solution”, “affecting the company processes”, “fast in small companies”,

Future of Social CRM: “don't adapt”, “work smarter”

Author

Comment [57]: “step-by-step approach”

Author

Comment [58]: “good solution”

Author

Comment [59]: “affecting the company processes”

Author

Comment [60]: “fast in small companies”

Author

Comment [61]: “don't adapt”

Author

Comment [62]: “work smarter”

Interview 2 – Nikita Smits

Name: Nikita Smits (<https://dk.linkedin.com/in/nikitasmits>)
Company: Hubspot
Social CRM Software: Hubspot
Country: Ireland
Position: Senior Channel Consultant

Interviewer: Thanks for taking the time to provide us with some background information about Hubspot as a Social CRM software.

Interviewee: Of course! You are welcome and I am happy to help.

Interviewer: Alright. Can you maybe first describe the development of Hubspot?

Interviewee: The way they role it out first was like okay we have this marketing platform and we want to go broader because customers are looking for unified systems. And then they asked themselves maybe we should first sell in an entry level for 50 dollars per month or something like that...They decided that they weren't try to compete with a lower end crm system already out there but what they did is that they wanted to give a free product so that they would get existing customers more sticky..and use those customers to roll them into the marketing platform. So when it was rolled out basically during a conference in September there were around 10.000 people in a room and it went like: Okay we have a crm system and its for free for everyone! For the first two quarters only for the first customers so that we have a careful roll out.

Interviewer: So kind of a market penetration or?

Interviewee: Yes.

Interviewer 1: To the premium?

Interviewee: Yes the customers that were there they could basically go into their tool and turn it on for free.. so that's where the customers worked from were people who are using a basic crm system but couldn't integrate it or weren't happy with the way it was integrated or had to pay for an integration. And then there was a segment of people who use salesforce but they actually had something that was way too powerful for what they needed. They were really clear if they needed salesforce for the reporting, for the customization but weren't using hubspot so far.. so that was a very easy way to at least role it out for existing customers. And around now they should make it available to third parties as well..

Interviewer: And like in general our main focus of the master thesis is social crm so as hubspot is doing it. they are having a crm system and they also have the social part.. like we are doing it at falcon social but they have it integrated in their crm system, right?

Interviewee: Yes! Have you seen the system by the way?

Interviewer: Only shortly!

Author

Comment [63]: marketing platform

Author

Comment [64]: unified systems

Interviewee: Okay let me show the system in more detail!

Interviewer: Thanks a lot! And we want to ask you how you see social crm in general? The development or how would you define it?

Interviewee: I think that basically that companies have moved away from the idea that b2b isn't to companies rather it is to humans! So you don't sell to companies! You sell to human beings.. Because social is so integrated they realized that those personal profiles to that the people try to sell to are very informative. If you look at the idea of social media marketing, inbound marketing, is people are researching and talking about stuff and people are jumping into it.. and that's where Hubspot is based on well. They have one unified context data base. So I was really excited with the presentation they gave us about the entire customer engagement. And you pull of all that data so the very first time there is an engagement with the website. You see that they pull all the information in timeline. So do they retweet or like anything? Do they send you any message? If you gather all that data that's very valuable for your whole sales process!

Interviewer: And especially for large organizations right? Is it easy or do you think it is difficult? I mean you can extract all this data but can you how can you gain value out of it? What do you think?

Interviewee: I don't think it is easy. Adopting a new system is never easy! If you would ask a salesperson: Hey! we have this new tool! I can you see roling your eyes because that's time away from the phone that is admin! I hate it! So it is something cultural! You need to be able to sell it internally, you need to train people and enable them to use it. But also get a product that is userfriendly and intuitive.

Interviewer : True.. And at the end of the day would you say that organizations that are implementing those socaial crm systems what is the main success behind it or what can companies benefit from?

Interviewee: I think it is important to have a tool that fits to your workload and not the other way around. If you want adoption you have to make sure that it is something into the way you work! So that is one of the things what Hubspot did.. They started with side kick what is kind of a way to see when someone is open your emails and they build from there that basically all of your crm admin happens in your mailbox. You can even click to call and the call will be automatically recorded for the company record for example. So I think why all the marketing and sales people in the room were clapping for the announcement is because they were happy to see that they don't have to get all their salespeople off the phone, I don't have to try to get them adopt the product because it is build around the way they work. I think if you truely want people to use your crm system in the right way you need to make this sure...

Interviewer: Do you think that Hubspot is doing this already?

Interviewee: Yes because they automate so much..

Interviewer: The user interface is maybe easier, right?

Interviewee: Yes let me actually show me this to you. So the idea is that you have your contacts all of those are automatically populated with information from the marketing process. So if right now again if you have visited my website I can see exactly when he did this for the first time, what he looks at what he downloads if then a salesrep is asigned to him he would have sent him an email.

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Because this is integrated from your email. If you have a crm system integrated you would automatically get a check box log into the crm and then automatically all of that would be pulled into the system over there. So it is more a source of information than an admin task.

Interviewer: And then date from for instance socia media channels will be pulled from there?

Interviewee: Yes you have a context timeline of every contact.. like first visit, IP address, forms, lifecycle stages, and all of your interactions, such as a friend who looked on my perosnal website will be pulled out automatically. So if we get someone email adress we look for twitter to handle associacted information. That is for example where the photograph comes from!

Interviewer: Okay. And then you can directly target these customers, right?

Interviewee: Yes!

Interviewee: Then we have an other question for you! So in general what is your experience with implementing Hubspot? Do you feel like that companies are at the beginning kind of overwhelmed with the new tool or do you think they can easily implement it?

Interviewee: I think regardless of any tool you are trying to teach someone a new methodology. When I had to onboard around 60 marketing agencies in using this I have done a lot of training. Every single person gets kind of a freak out moment where they don't know enough to certain realize that it is going to be difficult to do. So this is why you basically have to go through the knowledge basis and then say like do it yourself and the two weeks after they are calling me and are like: aaargs I don't know what to do!! And that is when I am bring them back to basics and be like do those 5 tasks! So I think you can guide someone through it and take the time at the beginning of your engagement, you really understand their business what their goals are, how everthing works and what you need to integrate. Who has to use it? Who is using it? So everyone needs proper onboarding and some hand holding!

Interviewer: Okay. And onboarding the system is it pretty complex in the beginning for the people or how do you think is the learning curve?

Interviewee: I think the system itself isn't complex. To me it was pretty intuitive! There is a lot of effort that goes into outlining the steps needed for technical set-up. Then you have a support team, then you have marketing specialists who helps you role it out basically.

Interviewer: And then also on the technical side. As it is a software as a service platform is it also easy to implemet, right? Maybe the same as falcon social? You don't any hardware..

Interviewee: No typically the only issue are security concerns, and then typically people in the organization who are trying to hold the old line, don't really understand it.. very often like tradiotinal IT guys who wants to control all the stuff what he was repsonsible for.

Interviewer: Based on adoption theory we idientified some factors that might influence the adoption of software..In general we identified four types, it's like personal factors such as the personality, age, familiarity with technologies and social media,. But we also identified organizational factors, what you also ready mentioned such as communicaton patterns, training within the organization..Then we found technical factors as you said that it is actually easy to implemet because it is a software as a service and then there also some external factors that might have an

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Author	Comment [112]: "knowledge basis"
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impact, such as environment from the organization, innovation pressure.. So in general what would you say is the most important factor when it comes to adopting a new software such as Hubspot?

Interviewee: I find it hard to decide there because for one you need to have the infrastructure to make it possible, so everything has to be in order to be rolled it out and you need to make sure that it is available for everyone! And that they have the information.. But also cultural that you have trust within the organisation from a standpoint of an employee! Whether they are willing to learn, put an effort into it and whether they can expect to see a personal return! Will it make my job as a sales rep easier? Or will it be harder due to the new software? Will this help me to get my targets or not? I think you have to proof this value and then show that they will be successful.

Interviewer: And then when you roll out a new system there is not only the marketing department involved right? What is your experience there?

Interviewee: I think your sales and marketing integration needs to be happen before you roll out the system. So marketing needs to know what kind of leads they have and which information they want to exchange with the sales department.. and of course sales needs to communicate back to marketing as well.. So maybe for a specific industry they needed more education before they were escalating to sales.. I think that needs to be a prerequisite.. Then in order for the system to actually work you need marketing, sales and services in this crm system together.

Interviewer: So it is very interconnected between the different departments?

Interviewee: Yes, so for me we use Hubspot like salesforce. They will remove to their old service at some point, but it is way too early for a customized version of salesforce. They depend on a lot of reporting. So everyone from the departments would have the system and work with it.

Interviewer: So you would say the most impact has organisational factors rather than maybe industrial characteristics?

Interviewee: I think that industry will influence those personal factors because if you are looking around here at falcon social, people understand the value of this software, they are more willing to learn, they are used to learn a new tool..whereas if you go to a very traditional industry people haven't maybe growing up with computers, it is not part of the industry, and makes it the nordic habit.. so the learning curve is tougher..

Interviewer: Yeah right. It depends on the industry..maybe if you go construction industry it might be too early for them..and maybe for tech companies it something pretty normal..

Interviewee: I think there is not a difference in whether they can do it or not.. It is just more input that needs to happen before getting it successful..

Interviewer: Okay and just as a last question.. what do you think will be the future of social crm in general?

Interviewee: I see a potential there but I think that businesses are going to happen that there will be one system for all interactions with a customer during its lifetime, I think there will be more personal data linked to it, because people stay in jobs much shorter than they used to be, so I exchange with someone personal data on twitter or linkedin because I used to work at hubspot but the same people now interact with me when I now work here at falcon. If I am a consumer I don't

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Author	Comment [161]: "interact"
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want to call a help line, I go to **twitter** and there they can help me. Companies are starting to realize that it goes back to them and that they are dealing with **humans** and not with robots that work for companies.. and that **entire lifecycle stages** become more and more important for company to take in account..

Interviewer: Yes right that is also was I read it started with a social crm around 6 years ago and it is pretty interesting for us as well to get more in engagement with the customers online and as you said people don't call companies they write on facebook and they want to be engaged with the company there.. Thanks a lot for giving us the input and good luck at falcon social!

Categories: Codes

Present status of Social CRM: "marketing platform", "unified systems", "rather it is to humans", "sell to human beings", "personal profiles", "very informative", "social media marketing", "inbound marketing", "researching", "talking about stuff", "unified context data base", "customer engagement", "engagement with the website", "pull all the information", "retweet or anything like that", "send you any message", "gather all that data", "valuable", "sales process", "context timeline", "first visit", "IP address", "forms", "lifecycle stages", "interactions", "associated information", "reporting", "customized version of salesforce"

Evaluation of Social CRM: "automatically recorded", "build around", "automate so much", "automatically populated with information", "marketing process", "what he looks at", "what he downloads", "checkbox log in", "pulled into the system", "source of information",

Adoption of Social CRM: "never easy", "admin", "cultural", "sell it internally", "train people", "enable them to use", "userfriendly", "intuitive", "teach someone", "a lot of training", "be difficult", "knowledge basis", "do it yourself", "guide someone", "understand their business", "goals", "how everything works", "integrate", "hand holding", "proper onboarding", "pretty intuitive", "put an effort", "personal outcome", "outlining the steps needed", "technical set-up", "support team", "marketing specialist", "targets", "proof this value", "sales and marketing integration", "leads", "exchange with", "communicate back", "education", "in this crm system together", "industry", "personal factors", "value of this software", "more willing to learn", "traditional industry", "learning curve", "more input",

Recommendations for Social CRM: "fits to your work load", "the way you work", "

Future of Social CRM: "potential", "one system for all interactions", "customer", "lifetime", "more personal data", "interact", "consumer", "twitter", "humans", "not with robots", "entire lifecycle stages"

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Comment [163]: "twitter"

Author

Comment [164]: humans

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Comment [165]: not with robots

Author

Comment [166]: entire lifecycle stages

Interview 3 – Jasmine McKeiver

Name: Jasmine McKeiver (<https://www.linkedin.com/in/jmmckeiver>)
Company: Synchron
Social CRM software: Hubspot
Country: USA
Position: Online Marketing Specialist

Interviewer: Thanks for taking the time although we have the time difference!

Interviewee: Yes sure. I hope things are fine in Denmark and I hope that I can give you some interesting insights when it comes to Social CRM and its usage in our company..

Interviewer: Yes sure! In general we would like to know again in which department you are working for Synchron!

Interviewee: I am working in the Online marketing department as a specialist.. My tasks are related to various online marketing activities, such as developing and implementing strategies with a focus on lead generation or revenue growth. I also try to leverage social media and website platforms such as Hubspot..

Interviewer: Okay your work sounds really interesting! When you mentioned Hubspot now, we would like to know if you have worked with Social CRM before and if so for how long? What are your experiences so far?

Interviewee: That is actually a good question.. For me it is not a really new topic! I have worked with it before.. I would say maybe 4 years ?! In previous roles I used it in order to integrate social media with our existing CRM systems and this way to also extract more customer information from social media channels that are very important for me! It is very easy to use and I feel very familiar with our current software.

Interviewer: Alright! But now we really would like to know why you decided to implement Hubspot as a Social CRM software. Are there any differences compared to other software programs?

Interviewee: Actually we are using Hubspot since the beginning of this year.. so we don't work that long with it.. but we decided to implement it because it is very user friendly and we can use it for multiple things because it is not only social media tool. For example we can also integrate it with salesforce and manage our content. So it is a very powerful tool! I can easily work with it and once you understand the whole software there are no issues when it comes to extracting customer information.. Also I can create many reports with this software and I can see what our customers are doing online. But of course an other reason why we decided to use Hubspot is that we can actually sync it with salesforce. This saves us a lot of time and effort since our existing customer data doesn't get lost and we have all the other benefits on top which are coming from the Hubspot Software.

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- Comment [167]:** integrate social media
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- Comment [168]:** extract more customer information
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- Comment [169]:** social media channels
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- Comment [170]:** easy to use
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- Comment [171]:** user friendly
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- Comment [172]:** multiple things
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- Comment [173]:** "not only social media tool"
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- Comment [174]:** manage our content
- Author
- Comment [175]:** "very powerful tool"
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- Comment [176]:** easily work
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- Comment [177]:** extracting customer information
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- Comment [178]:** create many reports
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- Comment [179]:** customers are doing online
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- Comment [180]:** sync it with salesforce
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- Comment [181]:** "saves us a lot of time and effort"
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- Comment [182]:** existing customer data
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- Comment [183]:** "other benefits on top"

Interviewer: Yeah that sounds really beneficial especially when it comes to the additional features from Hubspot.. But in general we would be really interested how you would define Social CRM compared to the traditional CRM?

Interviewee: My personal definition of a Social CRM system would be, that it is a system or program that allows someone to manage and maintain all social media accounts under one portal for easier usage and optimization... You can develop, optimize and organize your social media platforms in a more strategic way. You can manage for instance your Twitter account interact through the system and gives you recommendations who to follow, and there is a list of competitors where you can see what they are doing.

Interviewer: Alright thanks for your defintion. It also helps us since there are still different definitions of it within litarture and also the handling of social media channels seems to be especially important as we have read in literature. But in general..How would you evaluate Social CRM in regard to an organizations business success?

Interviewee: I would say that Social CRM is a very important part of an organization's business success and its development. This counts especially for companies that are focusing on marketing and promotion of the business of a specific product. Due to social CRM software you are able to observe and analyse customer behavior especially in regard to social aspects and how customers are reacting to marketing activities which further form the sales. This is all integrated on only one platform, and it is not only social but also emails, content creation and salesforce as well.

Interviewer: So what else do you think are the benefits from the Social CRM programes compared to the traditional CRM software?

Interviewee: As I already said to me the main benefit of Social CRM is managing all customer accounts in one portal. This way organisations can analyze analytics and social media data to optimize and implement ideas to increase traffic and relevance for customers. Compared to traditional CRM you are now able to also integrate data from social media channels and see how customers from different countries are reacting to certain company activities. Besides we are able to enrich our customer data base with new information that comes from social media channels.

Interviewer: Okay yes so it seems like Social CRM offers organisations a lot of opportunities.

Interviewee: Definitely! Especially those that have customers spread in different parts of the world. The program collects data without bounderies and I think that especially social media is important for international operating companies because they can gather data from various countries! The software helps companies to evaluate data better, with a dashboard for example and it simplifies everything and I spend less time on only one task.

Interviewer: Okay but of course there might be also some pittfalls when companies decide to implement Social CRM software. Can you think of some?

Interviewee: Personally, I think it depends on the specific user's personal preference on how to manage social media. Maybe some organisations want to reach other aims when it comes to Social Media and where Social CRM software is maybe not the right tool. I can also think about organisational issues! It is important that there is a good communication within the departemnts when adopting Social CRM because otherwise the departemnts don't know what should be achieved with the new software and which information are relevant for each department. Also I

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Author	Comment [188]: develop, optimi ... [13]
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Author	Comment [210]: analytics and so ... [19]
Author	Comment [211]: optimize and ... [20]
Author	Comment [212]: increase traffic
Author	Comment [213]: relevance for customers
Author	Comment [214]: integrate data
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think that there might be problems if people are not familiar with the features of the software and thus aren't able to leverage the new data right away.. I guess it always takes a bit of time until a company is familiar with a new software what can be of course be a barrier at the beginning. Also when the company starts to grow and there are more customers then you probably wants to add some new features.

Interviewer: Okay! So based on your experiences with HubSpot we would like to know which features and functionalities have the main value for you then?

Interviewee: We're currently in the implementation phase, but so far, it's been a fairly seamless process. I would say the most difficult part of the process would be the back-end. The features that have been the most useful have definitely been the landing page and form creation. We're able to track our marketing qualified leads that come through the website and those leads automatically become leads into Salesforce! This is really benefical for us and leads to a value created through Hubspot.

Interviewer: So with the help of this software you are able to track leads which are related to marketing activties. And how is this related to the social aspect of Social CRM tools?

Interviewee: Right. The difference with Hubspot now is that we can additionally link facebook or twitter profiles to our leads wihout the need to further research.. Besides we are using other features such as social marketing insights that helps us to monitor conversaions about our company. Also with another the feature we can respond quickly to those perceptions and comments.

Interviewer: So with the features you are able to track and monitor your campaigns on social media as well.. You already talked about the implementation of the software at your company. We would like to know from you how the adoption of the new software was probably influenced in your company. Are there any factors such as technical, personal or organisational ones that influencde how you adopted the Social CRM software?

Interviewee: That is actually interesting but also difficult question to answer. To me the technical factors are very relevant when I started to use the software. This is because adopting any new system has an impact on the team using it and will eventually have an impact on the overall business.

Interviewer: Right! So what do you think about triability or observability of the software? Do you think that they somehow affect your adoption behavior?

Interviewee: Yes I think that triability and observability are mainly important because these factors allow the team to try out the software and become increasingly familiar with the program. Also we had technical support from Hubspot to make sure that it worked correctly. There was a support team which helped us with any issues during the implementation.

Interviewer: Alright and what is about personal or organisational factors? Do you think that for example the communication in an organisation influences the adoption?

Interviewee: Yes right! communication is part of an organisation and this way it is very important to make sure that every employee understands how the software is used and why it is actually used in the company! So far everyone was able to adopt the system but of course for a person who has no experiences with the software it might be more difficult to adopt.

Author	Comment [228]: not familiar with ... [27]
Author	Comment [229]: bit of time
Author	Comment [230]: barrier at the beginning
Author	Comment [231]: barrier at the beginning
Author	Comment [232]: Add some new features
Author	Comment [233]: The implementa ... [28]
Author	Comment [234]: Seamless process
Author	Comment [235]: Back-end
Author	Comment [236]: features
Author	Comment [237]: landing page an ... [29]
Author	Comment [238]: track our marke ... [30]
Author	Comment [239]: automatically b ... [31]
Author	Comment [240]: value created
Author	Comment [241]: link facebook or ... [32]
Author	Comment [242]: social marketin ... [33]
Author	Comment [243]: monitor conversations
Author	Comment [244]: respond quickly
Author	Comment [245]: perceptions and ... [34]
Author	Comment [246]: "technical factors"
Author	Comment [247]: an impact on the team
Author	Comment [248]: impact on the o ... [35]
Author	Comment [249]: triability and ... [36]
Author	Comment [250]: try out the software
Author	Comment [251]: familiar with th ... [37]
Author	Comment [252]: Technical support
Author	Comment [253]: Support team
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Author	Comment [255]: every employee ... [38]
Author	Comment [256]: No experiences ... [39]

Interviewer: So do you think that everyone should adopt it in the organisation?

Interviewee: I personally think that the CEO shouldn't probably using HubSpot for example, but definitely someone in marketing. Luckily, HubSpot is fairly user friendly and has high level data in addition to in-depth statistics for any and everyone to be able to use and understand despite their level in the organization. So I guess from an organisational point of view it always helps if there are not lots of hierarchy levels. Further our marketing team approached our boss and recommended Hubspot as a tool. So there was kind of a cooperation between us and the upper management.

Interviewer: And what do you think about external factors such as the industry or market structure? Do you think they have an influence on how a company is adopting the new Social CRM software?

Interviewee: I don't believe that a specific industry or market structure has a huge impact on the adoption of a Social CRM system. But I do think that technology support is an important factor in the overall implementation to help for example with the back-end implementation and this way has a positive impact. An other reason for implementing the system was also that our company was growing really fast, so the software helped us to manage all accounts more efficient.

Interviewer: So based on the different influence factor you would say that the technical part is most relevant?

Interviewee: Yes definitely! The technical implementation determines how an organisation adopts the software. If the overall implementation and especially in the back-end is easy and when the new software is also compatible with existing CRM software tools, such as Salesforce then an organisation will be more willing and quicker in the adoption process.

Interviewer: Okay. So do you have any suggestions for how companies can implement Social CRM software in the most best way?

Interviewee: My only suggestion is to have technical support from your organization what also includes a lot of training. This way you are able to work through any issues with the new tool. I also think that integration is really important, for example our marketing team had to be in contact with back-end. As a company you have to build up the system for longterm goals, such as building a landing page which also takes time.

Interviewer: Yes we also think that is really important for a successful adoption. So in the end we would like to know what the future of the Social CRM software is in your organisation!

Interviewee: I think there is a lot of potential especially for growing companies and it is crucial to have a social media presence. So even though for slow moving industries but they understand that people are online and that it is important that they need to be there! In my opinion it is also important that our company focuses even more on the campaign's feature of the software and develops the whole system. This means that the team should better handle, organize but also optimize all marketing collateral what includes email and paid content.

Interviewer: Alright. Thanks a lot for taking the time and good luck for your future in the company!

Author	Comment [257]: CEO
Author	Comment [258]: marketing
Author	Comment [259]: user friendly
Author	Comment [260]: high level data
Author	Comment [261]: in-depth statistics
Author	Comment [262]: level in the organization
Author	Comment [263]: not lots of hiera ... [40]
Author	Comment [264]: Approached our boss
Author	Comment [265]: Cooperation
Author	Comment [266]: Technology support
Author	Comment [267]: Overall implemntation
Author	Comment [268]: Back-end ... [41]
Author	Comment [269]: Company was g ... [42]
Author	Comment [270]: Technical ... [43]
Author	Comment [271]: Overall implementation
Author	Comment [272]: Compatible with ... [44]
Author	Comment [273]: More willing an ... [45]
Author	Comment [274]: Technical support
Author	Comment [275]: training
Author	Comment [276]: integration
Author	Comment [277]: contact with back-end
Author	Comment [278]: Build up
Author	Comment [279]: Long term goals
Author	Comment [280]: A lot of potential
Author	Comment [281]: Slow moving ... [46]
Author	Comment [282]: "focuses even more"
Author	Comment [283]: campaign's feature
Author	Comment [284]: develops the wh ... [47]
Author	Comment [285]: handle, organiz ... [48]
Author	Comment [286]: email and paid content

Categories: Codes

Present status of Social CRM: “integrate social media”, “extract more customer information”, “social media channels”, “create many reports”, “customers are doing online”, “sync it with salesforce”, “manage and maintain”, “social media accounts”, “one account”, “observe and analyse”, “customer behavior”, “social aspects”, “reacting to marketing activities”, “sales”, “track our marketing qualified leads”, “automatically become leads”, “link twitter or facebook profiles”, “social marketing insights”, “monitor conversations about our company”, “perceptions and comments”, “in-depth statistics”, “high level data”, “multiple things”, “not only social media tool”, “manage our content”, “powerful tool”, “develop, organize and optimize”, “more strategic way”, “interact through the system”, “list of competitors”, “recommendations”, “only one platform”, “not only social”, “content creation”, “emails”, “salesforce”

Evaluation of Social CRM: “easy to use”, “user friendly”, “easily work”, “extract customer information”, “saves us a lot of time and effort”, “existing customer data”, “other benefits on top”, “important part”, “organization’s business success”, “development”, “focusing on marketing and promotion”, “managing all customers”, “one portal”, “analyze”, “analytics and social media data”, “optimize and implement ideas”, “increase traffic”, “relevance for customers”, “integrate data”, “social media channels”, “customers from different countries”, “company activities”, “enrich our customer data base”, “new information”, “different parts of the world”, “collects data without boundaries”, “international operating companies”, “gather data from various countries”, “value created”, “respond quickly”, “evaluate data better”, “simplifies everything”, “add some new features”

Adoption of Social CRM: “good communication”, “specific user’s personal preference”, “not familiar with the features”, “leverage the new data”, “bit of time”, “barrier at the beginning”, “implementation phase”, “seamless process”, “back-end”, “features”, “landing page and form creation”, “technical factors”, “an impact on the team”, “impact on the overall business”, “trialability”, “observability”, “try out the software”, “familiar with the software”, “communication”, “every employee understands”, “CEO”, “marketing”, “user friendly”, “level in the organization”, “not lots of hierarchy levels”, “technology support”, “overall implementation” back end implementation “compatible with existing CRM”, “more willing and quicker”, “technical support”, “training”, “support team”, “approached our boss”, “cooperation” “no experiences with the software”, “company was growing really fast”,

Recommendations for Social CRM: “focuses even more “campaign’s feature”, “handle, organize but also optimize”, “email and paid content”, “integration” “contact with back-end”, “build up”, “longterm goals”

Future of Social CRM: „a lot of potential“, „social media presence“, „develops the whole system“ „slow moving industries“

Interview 4 – Marie Køhler Pedersen

Name: Marie Køhler Pedersen
Company: altapay
Social CRM Software: SugarCRM
Country: Denmark
Position: Sales & Account Manager

Interviewer: Thanks for taking time and now we can start with the interview.

Interviewee: Yes right. So this will be like a conversation right?

Interviewer: Yes exactly! We have semi-structured interview questions with open-ended questions which are based on a guideline. So that we can talk a bit about your company and how it has adopted the new SugarCRM software.

Interviewee: Okay fine for me!

Interviewer: So first of all can you maybe describe in which department you are working?

Interviewee: So now my title is sales and account manager but I have been full-time in sales only for the 3 months or something and before that I have been a product manager for implementing the new CRM system. It wasn't included in my title but I was more part in the operations and now I am more in sales. So I basically started in the company and they said could be the first task be that you implement the new version of CRM because we think that we are not using it the way we should use it. But this is not something what you just do.

Interviewer: Yes right. I guess it takes a while?

Interviewee: Yes for sure!

Interviewer: And the decision of implemneting the CRM system was why? Because of the sales department, improving the sales performance?

Interviewee: Yes right. It was simply because it was mainly from the management side. He could not rely on the data he got from the CRM system because if they are not really using it as a tool, it is like a pocket of useless data. So basically old data was used. So he was very keen on implementing it for the data and for that he needed someone who looked into what is needed and also going to a newer version which is more modern.

Interviewer: Which system is it?

Interviewee: Its SugarCRM. So an open-source program. So we changed from the open source community edition to paid version.

Interviewer: Okay and maybe you have already heard about the transition from a traditional CRM system to a newer system which also includes social feature? What experiences have you make with it? And how was the implementation? Was it though or more easy?

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Comment [287]: from the management side

Author

Comment [288]: could not rely

Author

Comment [289]: the data he got from the CRM system

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Comment [290]: tool

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Comment [291]: useless data

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Comment [292]: old data

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Comment [293]: newer version

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Comment [294]: more modern

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Comment [295]: open-source program

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Comment [296]: source community edition

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Comment [297]: paid version

Interviewee: It is very complex actually because the thing that I realized it is not a system it is more about supporting processes. And usually all those things about processes takes a long time! Because we hadn't really defined the businesses processes before and for that reason you need to involve all departments about how they want to work also to understand how they work together. Because the system wants you to work in one way but if it is not really the way you work then it actually doesn't matter that you have a system. So they weren't really using it and then you can not rely on the data if they are not using it. So it has taken almost a year also because it is very difficult to find good partners I have realized. If you chose a system for well-known programs some like Microsoft or Salesforce then there are tons of partners and they are really expensive. But if you want to chose SugarCRM which is open sourced then you can control it better, you can chose between 3 partners.

Interviewer: Alright. So were already talking about the social part because we feel like this is a trend for current CRM systems and also makes a difference between the traditional systems. What is your experience? Do you feel like you benefit from those social features? Can you explain a little bit maybe?

Interviewee: Yeah so far we have not come to the social part because just implementing the whole processes and describing and tweaking the system for implementation, it takes a long time and also making the people ready for it. But of course if this process is done then we consider to integrate social channels such as Twitter into the system. But also since we are B2B company we would not use it as a way to communicate directly to our clients. I think we could use it in a way that we are informed about changes of our clients which is like when they post something on twitter or if we could have integrated with LinkedIn. Then it would really make sense for us but it is more like a wall for us than rather than a communication channel.

Interviewer: But do you see potential there? Like communicating with customers although you are B2B? Or in general the social CRM system which generate data from social networks which are pulled to the CRM systems, do you think they can benefit?

Interviewee: I don't know, I actually think no because.. well it could be a substitute for newsletters for informing about new things but I believe that you would rather you use a newsletter tool for that. But normally you wouldn't use a CRM system for that because usually you want to use the best of each system.

Interviewer: Okay but is your company actually really working with social media channels?

Interviewee: Yeah we are. That is of course the marketing department, so they are using twitter and facebook a little bit and I think that it is because I think that Instagram and other channels are mostly for consumers. I don't feel actually our clients would go to the social media channels and communicate with us there. It would be rather via email or we would meet them personally.

Interviewer: So you see that there is more potential for companies who target the end consumers?

Interviewee: No I think that in general it is maybe only our clients and I think the size we have now it doesn't make sense. I think more if you have the size of microsoft then you maybe want to communicate to your partners via the social tools but that is because you have so many! But I think being a small company like ours we are like 20 people.. I mean I am not the marketing person so I don't know if it is something they also would like to do..

[illegible]

Interviewer: But you are also a global company? So there could be maybe the potential to also communicate into other markets, right?

Interviewee: Yes for sure. I mean we have clients all over the world. So yes for sure I agree. There could be also a benefit in regard to the communication with our global clients.

Interviewer: Alright.. you talked about the implementation of those systems and also for you it was pretty new. So there are some factors and which factors are the most important for adopting the new software in an organisation? Is it more personal or organisational factors, what you just said like the size of a company? Because we had to identify some factors that probably influence how you adopt a new software such as a CRM system which social features. So and you were adopting this new software, do you feel like there might be also technical factors that influence how you adopt the software? Because you already said that it is for example a really complex system so it took you more time to adopt it. Do you think any of these factors influenced your adoption of the new software?

Interviewee: I guess in general no because we are an IT company so we are open minded to new IT systems and I think that is quite rare for adopting a CRM system or what I am at least hearing from our CRM consultant. I think the first time she is experiencing that people are first asking when the new software is coming because they like systems. But I think the organisational factors are really the constraint and in our case also just finding the right implementation partner.

Interviewer: And if you say organisational constraints, what do you mean by this?

Interviewee: So if you get into detail of starting with a new system, it is actually difficult because you have to define where you are heading in the future with your company. So it is like deciding about the processes and if you decide for one direction you have to focus on certain organisational aspects. And this just doesn't take one day. It takes long time also to really understand all the patterns, how they work and how the management wants them to work, like maybe monitoring data but also reporting. It has to work both as a tool for the employees but also the management. The system needs to support what the manager wants to see as well.

Interviewer: So the process on the one hand also the time consuming part of it, right?

Interviewee: Yes right and people want different things from the system. So sometimes you realize that it is not the way it should work so it can be really time consuming.

Interviewer: But in general your overall experience. Is it beneficial to integrate such a new system?

Interviewee: Yes for sure! I think that it is something what all organisations should have but in general to use a CRM system proper should be sooner than later because the bigger you are the harder it is. So we just thought it is better to start with it now.

Interviewer: So would you say that external factors such as the pressure to innovate because of competition were reasons for adopting this new software? Or was it more from the inside of the company?

Interviewee: I would say that it was clearly from inside the company. We knew that we had to be more structured in data and also if we want to expand the employees. I mean it works if you are

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Author	Comment [351]: deciding about t ... [58]
Author	Comment [352]: certain organiza ... [59]
Author	Comment [353]: doesn't take on day
Author	Comment [354]: long time
Author	Comment [355]: understand all t ... [60]
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Author	Comment [364]: time consuming
Author	Comment [365]: all organisations
Author	Comment [366]: sooner than later
Author	Comment [367]: bigger you ae th ... [62]
Author	Comment [368]: from inside the ... [63]
Author	Comment [369]: more structured in data
Author	Comment [370]: expand the employees

only two sales people. There you can coordiante what is going on but when you start to be more than seven sales people you easily loose track of what is going on and then you start contacting the same people. So you need some structure so we thought while we are still small it was okay but then we grewed fast and we decided to adopt this new software.

Interviewer: So based on those potential issues with the implementation of the software do you have any recommendations for companies which think about implementing a new CRM software such as SugarCRM?

Interviewee: Yes so we hired an external business consultant who used to be part of CRM consulting groups because they have a technical but also consulting background and she was extremely good in helping to define business processes. And she also understand where does it have to end with the system. So you need someone who understands both the business but also technical part. And those are very hard to find and I think this is crucial for the project.

Interviewer: So the connection between all departments as well?

Interviewee: Yes this is right. But most of the consultants have only a technical backround so they don't understand where it should end or a business consultant that is only used to one system doesn't know how the data processes works so you need to have someone who understands both.

Interviewer: So you implemented the whole system and I am sure it will also take some more time until everything works good. But how would you describe the future of SugarCRM in your company? For example you said that you are about to start to use the social features of the software as well. Is this something what forms the future of the software in your company?

Interviewee: Yes definitely. So first we just wanted to get the new version and now it is almost there but of course then the next thing is to have all those cool stuff like we want to have it integrated to twitter and some integration to our mobile phones. So we want to integrate it to Google maps for example so that we can look up company information. Yeah but I don't know if facebook is in the pipeline of that.. but also some more about internal communication via the system.

Interviewee: Alright. So you said it is open source so it is not a closed system.. would you say that this beneficial for your company? Or also companies who are implementing those kind of systems because they only buy the package and have the possibility to extend it.

Interviewee: Yeah but actually for example Twitter is already included into the package but of course to integrate with our social media channels can be quite costly but so far it seems like you get those CRM licenses and you get free features with it. So it is easy to add on actually and I am sure that the marketing department is already looking what options there exist in regard to social media channels.

Interviewer: I think it is actually interesting that you mentioned Twitter a lot and that Facebook could come but that Twitter would make more sense in regard to your CRM system. So do you think that some social media channels are more benefciial for you in the system than others?

Interviewee: Yes right because I have the feeling that Twitter is the one you would use more for communicating with companies rather than facebook. I mean we have a facebook profile but as a customer I would rather chose to communicate on Twitter than Facebook. But I think some social media channels fit better to company than others. Especially if people don't want to talk about

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Author	Comment [375]: some structure
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Author	Comment [377]: adopt this new software
Author	Comment [378]: an external busi ... [65]
Author	Comment [379]: CRM consulting groups
Author	Comment [380]: A technical but ... [66]
Author	Comment [381]: Helping to defin ... [67]
Author	Comment [382]: End with the system
Author	Comment [383]: Business but als ... [68]
Author	Comment [384]: Only a technical ... [69]
Author	Comment [385]: Data processes works
Author	Comment [386]: Understands both
Author	Comment [387]: Get the new version
Author	Comment [388]: Have it integrat ... [70]
Author	Comment [389]: Integration to o ... [71]
Author	Comment [390]: Integrate it to g ... [72]
Author	Comment [391]: Look up compar ... [73]
Author	Comment [392]: Internal communication
Author	Comment [393]: The package
Author	Comment [394]: Integrate with o ... [74]
Author	Comment [395]: CRM licenses
Author	Comment [396]: Get free features
Author	Comment [397]: Easy to add on
Author	Comment [398]:
Author	Comment [399]: Twitter
Author	Comment [400]: More for ... [75]
Author	Comment [401]: Rather chose to ... [76]
Author	... [77]

money transfer on social media since it is more boring. I think if you are selling something cool like a TShirt or shoes that is something where people like to talk about in social media but payments for your company is rather something what people don't like to talk about. It is a complex thing and also a bit boring.

Interviewer: Yes that is actually an important aspect in regard to Social CRM. Since SugarCRM is a software as a service solution do you see a benefit there for companies?

Interviewee: We actually have a hardware version of it because we are an IT company and our CTO trust himself more than others..

Interviewer: So is it because of data protection?

Interviewee: Yeah that are probably some concerns about this. But also because we handle payments for a lot of companies so we have a good server capacity and this way we have more control.

Interviewer: Alright. I think that were all our questions. Thanks a lot for your input and talking about your experiences with SugarCRM!

Categories: Codes

Present status of Social CRM: “marketing department”, “open source program”, “source community edition”, “paid version”, “marketing department”, “mostly for consumers”, “go to the social media channels”, “communicate with us”, “CRM licenses”, “get free features”, “hardware version of it”, “

Evaluation of Social CRM: “processes”, “describing and tweeking the system”, “long time”, “ready for it”, “integrate social channels”, “B2B company”, “communicate directly”, “clients”, “informed about changes”, “post something”, “integrated with LinkedIn”, “a wall”, “communication channel”, “the best out of each system”, “substitute for newsletter”, “informing about new things” “via email”, “meet them personally”, “our clients”, “the size”, “communicate to your partners”, “so many”, “small company”, “clients over the world”, “benefits”, “communication with our global clients”,

Adoption of Social CRM: “from the management side”, “could not rely”, “the data he got from the CRM system”, “tool”, “useless data”, “old data”, “newer version”, “more modern”, “very complex”, “not a system”, “supporting processes”, “long time”, “defined the business processes”, “involve all departments”, “work together”, “one way”, “can not rely on the data”, “a year”, “good partners”, “tons of partners”, “really expensive”, “open sourced”, “control it better”, “an IT company”, “open-minded”, “new IT systems”, “like systems”, “organizational factors”, “constraints”, “right implementation partner”, “define where you are heading”, “deciding about the processes”, “focus on certain organizational aspects”, “doesn't take one day”, “long time”, “understand all the patterns”, “how they work”, “monitor the data”, “reporting”, “a tool for the employees”, “the management”, “support”, “manager want to see”, “different things from the system”, “time consuming”, “all organisations” “sooner than later”, “bigger your are the harder it is”, “from inside the company”, “more structured in data”, “expand the employees”, “coordinate”, “more than seven sales people”, “loose track”, “contacting the same people” “some structure”,

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Comment [403]: More boring

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Comment [404]: People like to talk about in social media

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Comment [405]: Hardware version of it

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Comment [406]: An IT company

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Comment [407]: CTO trust himself more

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Comment [408]: A good server capacity

Author

Comment [409]: More control

“grew fast”, “adopt this new software”, “an IT company”, “our CTO trust himself more”, “a good server capacity”, “more control”

Recommendations for Social CRM: “ an external business consultant”, “CRM consulting groups”, “a technical but also business background”, “helping to define business processes”, “end with the system”, “business but also technical part”, “only a technical background”, “data processes work”, “understands both”, “Twitter”, “more for communicating with companies”, “rather chose to communicate on Twitter”, “social media channels fit better”, “more boring”, “people like to talk about in social media”

Future of Social CRM: „get the new version“, „have it integrated to twitter“, „integration to our mobile phones“, „integrate it to google maps“, „look up company information“, „internal communication“, „the package“, „integrate with our social media channels“, „easy to add on“, „marketing department“

Interview 5 – Jens Nitschke

Name: Jens Nitschke (<https://de.linkedin.com/pub/jens-nitschke/46/74b/518/en>)
Company: Kaut Bullinger
Social CRM Software: SugarCRM
Country: Germany
Position: Head of IT

Interviewer: Hallo und vielen Dank, dass Sie sich die Zeit für das Interview nehmen!

Interviewee: Gar kein problem!

Interviewee: Okay.. Also ich habe auf der SugarCRM Webseite gesehen, dass Sie die CRM software eingesetzt haben bzw. dann auch immer noch nutzen?

Interviewee: Genau!

Interviewer: Okay gut, dann beschreibe ich Ihnen nochmal kurz was wir überhaupt machen. Wir sind zwei Masterstudenten, die gerade an der Copenhagen Business School ihre Masterarbeit verfassen und schreiben konkret über das Thema Social CRM. Das traditionelle CRM gibt es ja schon länger und das kennt man ja schon und wir haben nun gedacht, dass die Forschungslücke nun in dem Zusammenhang die neuen social Features beim CRM sind und wollen deshalb Social CRM genauer untersuchen. Und deshalb haben wir erstmal geschaut welche CRM software mit sozialen Aspekten es überhaupt gibt.

Interviewee: Okay da muss ich dann schonmal schnell einhacken. Bisher verwenden wir SugarCRM als normales CRM System jedoch planen wir eventuell in naher Zukunft weitere social features zu integrieren sodass wir dann von Social CRM sprechen. Soweit ich es verstehe geht es bei Social CRM ja darum den Menschen in den Fokus zu rücken und was über den Menschen zu erfahren. Was ist das für ein Mensch? Für was interessiert er sich und weitere solche Sachen und daraus dann Erkenntnisse für sein eigenes Geschäft zu erhalten. Und bisher setzten wir die Software nur für B2B Kunden ein, aber natürlich macht Social CRM dann mehr Sinn für B2C Kunden. Und natürlich sind unsere Kunden auch Menschen und haben irgendwelche Interessen und Hobbies.. Die stehen jedoch bisher für unsere Strategie nicht so in dem Vordergrund. Natürlich ist so ein Social CRM Programm für jeden Mitarbeiter interessant, weil es helfe kann, den Gesprächseinstieg mit Kunden interessanter zu machen. Aber als Geschäftsstrategie ist es eher noch nicht so Thema.

Interviewer : Okay das ist nun nämlich auch schon aufgefallen, dass die meisten Unternehmen zwar schon von Social CRM gehört haben und eigentlich wissen, was es ist und worum es geht, aber dass sie es noch nicht wirklich einsetzen bzw. es noch planen und dass die sozialen Aspekte durch social Media channels immer mehr an Bedeutung gewinnen. Wenn es okay ist, würde ich Ihnen gerne nochmal ein paar Fragen zu der Software an sich stellen. Sie haben ja eben schon angefangen etwas zu definieren, was Sie unter Social CRM verstehen. Sie haben beispielsweise gesagt, dass man Kunden besser kennenlernen kann und dass es für Ihr Unternehmen durch den Fokus auf B2B Kunden eher weniger in Frage kommt. Könnten Sie trotzdem nochmal ihre Definition von Social CRM geben und was Sie darunter genau verstehen?

Author

Comment [410]: "integrate social features"

Author

Comment [411]: "focus on the people"

Author

Comment [412]: "gain knowledge about people"

Author

Comment [413]: "interests of someone"

Author

Comment [414]: "generate knowledge for your own business"

Author

Comment [415]: "B2B"

Author

Comment [416]: "more useful for B2C"

Author

Comment [417]: "interests and hobbies of our customers"

Author

Comment [418]: "interesting for every employee"

Author

Comment [419]: "more interesting entry of talk with customer"

Interviewee: Also für mich ist Social CRM zu einer Person Informationen zu sammeln und dadurch das Verhalten in Erfahrung zu bringen, sprich was mag er gerne, welche Veranstaltungen besucht er, mit welchen Personen unterhält er sich über welche Themen in den sozialen Netzwerken, wie Xing oder Facebook. Und die Frage ist dann, wie ich diese Informationen nutzen kann um zum Beispiel dementsprechend Anzeigen zu gestalten. Wenn ich zum Beispiel weiß es gibt da eine Gruppe, wo sich Menschen mit selben Interessen austauschen, dann kann ich dort gezielter nach Kunden suchen, da diese eventuell meine Zielgruppe sind.

Interviewer: Okay dass heißt dass Sie aber auch davon ausgehen, dass es ein CRM System im Unternehmen gibt und dass dann zusätzliche Features dazu kommen anhand denen man die Informationen aus der Social Media sammeln kann?

Interviewee: Genau das sehe ich genauso. Ich habe dann eine Ansammlung von Kunden in meinem System, die ich dann bestimmten Themenbereichen zuordnen kann. Zum Beispiel interessiert sich der Kunde für künstlerischen Bedarf oder andere Sachen und ist dementsprechend in LinkedIn Gruppen zu dem entsprechenden Thema.

Interviewer: Okay was würden Sie sagen ist der konkrete Nutzen hinter diesen neuen social features im CRM System? Sie meinten ja zum Beispiel dass man das Wissen dann für Marketing Kampagnen nutzen kann. Gibt es noch mehr Nutzen?

Interviewee: Natürlich! Ich kann Trends erkennen und wenn ich solche Kanäle beobachte und dann dort sehe, dass Kunden nach bestimmten Produkten fragen, dann kann ich Trends erkennen und Produkte gezielt anbieten.

Interviewer : Genau das haben wir uns auch so gedacht.. Okay aber das sind ja dann bisher alles Benefits durch Social CRM , die Sie genannt haben, glauben Sie trotzdem, dass es eventuell Nachteile gibt, wenn es darum geht eine neue Social CRM software einzuführen?

Interviewee: Ja das kann natürlich auch der Fall sein. Man hat dann mit einer riesigen Datenflut am Anfang zu kämpfen, mit der man vorher nicht so konfrontiert war. Man verliert dadurch auch den Fokus für andere relevante Dinge oder man interpretiert die Daten dann falsch und zieht daraus falsche Schlüsse, weil man noch nicht genügend Erfahrungen hat. Wenn ich zum Beispiel eine Gruppe auf Facebook habe und dort unterhält sich eine kleine Gruppe von potenziellen Kunden und erkenne dort einen Trend, dann kann das Problem sein, dass ich andere Gruppen übersehe und andere Potentiale dadurch vernachlässige und eine Fehlentscheidung treffe. Einfach aus dem Grund, dass ich gar nicht alle Kanäle gleichzeitig beachten kann..

Interviewer: Also sagen Sie, dass es eine Flut an Informationen gibt, die man dadurch hat? Und könnten Sie sich auch vorstellen, dass innerhalb des Unternehmens Probleme auftreten, wenn die neue Social CRM software eingeführt wird? Bzw. als Sie damals SugarCRM damals eingeführt haben, gab es da irgendwelche Hindernisse?

Interviewee: Genau! Also bei uns war es damals stufenweise. Es wurden Nutzergruppen im Unternehmen definiert mit bestimmten Themengebieten bzw. Arbeitsgruppen. Und dann wurde es erst für die erste Gruppe ausgerollt, dann für die nächste usw. und dementsprechend auf die Nutzergruppe angepasst.

Interviewer: Können Sie nochmal definieren, was Sie mit Nutzergruppe meinen?

- Author
Comment [420]: "collect informa ... [78]"
- Author
Comment [421]: "get to know th ... [79]"
- Author
Comment [422]: "what does he like"
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Comment [423]: "which events is ... [80]"
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Comment [424]: "with whom is h ... [81]"
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Comment [432]: "arrange accord ... [86]"
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Comment [445]: "ignore other potential"
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Comment [446]: "not focus on all ... [91]"
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Comment [447]: "step-by-step"
- Author
Comment [448]: "definition of us ... [92]"
- Author
Comment [449]: "work groups"
- Author
Comment [450]: "roll out for the ... [93]"
- Author

Interviewee: Also zum Beispiel die Mitarbeiter, die mit der Kundenstammlage etwas zu tun haben, wurden zuerst mit dem System vertraut gemacht, dann war die nächste Gruppe der Außendienst, welcher mit den Terminen und Kundenkontakt etwas zu tun hatten. Dann gab es eine dritte Benutzergruppe, die zb das Marketing betrifft. Also haben es nicht alle auf einmal adoptiert, sondern gezielte Personen zuerst und das Programm wurde dann dementsprechend angepasst. Also zuerst wurde es eingeführt und dann gab es ein spezifisches Training und dann wurde erst die nächste Nutzergruppe integriert.

Interviewer: Okay also gehen Sie auch davon aus, dass die Kommunikation innerhalb der Organisation eine wichtige Rolle spielt?

Interviewee: Richtig also internes Marketing von der Software ist ganz wichtig! Ich muss den Leuten den Nutzen des Produktes nicht nur verkaufen sondern auch glaubhaft machen, ich muss den Arbeitern den Nutzen der Software aufzeigen, was natürlich auch ein schwieriges Thema sein kann, da es Leute gibt, die eher ablehnen sind, da es etwas neues ist und die Arbeitsweise dadurch verändert wird. Ich muss einen Mehrwert schaffen für den Anwender und dementsprechend verkaufen können.

Interviewer: Ja genau, wir mussten auch basierend auf Liteartur Faktoren identifizieren, die beeinflussen, wie jemand eine neue Software anwendet, wie zum Beispiel Sugar CRM bei Ihnen. Haben Sie deshalb auch das Gefühl, dass persönliche Faktoren, wie beispielsweise die Persönlichkeit eine wichtige Rolle spielen?

Interviewee: Ja das stimmt definitiv. Idealerweise suche ich mir Personen im Vorfeld aus, die interessiert und bereit sind eine neue Software anzuwenden und binde diese Person schon im Vorfeld mit eins Projekt. Erstens können die Personen dann ihre Meinung äußern und ihre Anforderungen mitbringen und fühlen sich auch ernst genommen. Das sind dann auch Leute, die ihre Kollegen wiederum beeinflussen und andere Kollegen davon überzeugen und dann werden andere Personen mitgezogen und das ist ein ganz wichtiger Faktor.

Interviewer: Ja auf jeden Fall und ist auch interessant, dass Sie das dann auch nochmal so bestätigen. Genau und das gab es noch einen anderen Faktor, der wichtig ist und zwar technische Faktoren, wie beispielsweise Komplexität der Software. Was waren da Ihre Erfahrungen mit SugarCRM?

Interviewee: Ja das ist ganz einfach zu sagen, wenn der Mitarbeiter leicht mit der Software zurecht kommt und es ist nicht umständlich zu bedienen, dann wird es schneller nutzen. Wenn es jedoch schon auf den ersten Blick komplex wirkt und überfordert wird, dann produziert das sofort Ablehnung. Die Einstiegsbarriere ist einfach zu groß. So und wenn dann noch hinzukommt, dass es vielleicht langsam oder nicht stabil ist oder technische Fehler auftreten, dann verstärkt das die Ablehnung noch viel mehr und dann können solche neuen Softwares schnell scheitern.

Interviewer: Ja das stimmt. Aber glauben Sie, dass zum Beispiel, dass die neuen social features dann die Anwendung komplizierter machen?

Interviewee: Das hängt davon ab und kann man glaube ich so pauschal gar nicht sagen. Das hängt davon ab ob man diese Features in den Arbeitsfluss mit einbauen kann. Wenn das eine Mehrbelastung für die Mitarbeiter ist oder kein Nutzen ersichtlich ist, dann erschwert dies natürlich alles. Wenn man es aber in die Prozesse miteinbauen kann und es Sinn ergibt und es in den Arbeitsfluss passt. Wenn ich z.b. einen Kunden mir anschau und dann sofort Informationen aus

Author	Comment [452]: "customer base"
Author	Comment [453]: "first introduced"
Author	Comment [454]: "sales"
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Author	Comment [476]: "other people ... [105]"
Author	Comment [477]: "can easily han ... [106]"
Author	Comment [478]: "not difficult to use"
Author	Comment [479]: "faster usage"
Author	Comment [480]: "complex from ... [107]"
Author	Comment [481]: "being overwhelmed"
Author	Comment [482]: "production of ... [108]"
Author	... [109]
Author	... [110]
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Author	... [111]
Author	... [112]
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Author	... [113]

sozialen Netzwerken miteinbeziehen kann, also eine Schnittstelle zwischen Facebook und der Software zb., dann macht sowas durchaus Sinn.

Interviewer: Okay! Und haben Sie den Eindruck, dass Unternehmen eine neue Social CRM software anwenden, da diese Druck von außen haben, zb Innovationen zu betreiben oder aufgrund der Marktstrukturen oder Industrie? War das eventuell auch der Grund bei Ihnen in Bezug auf Sugar CRM ?

Interviewee: Die haben immer einen Einfluss irgendwo. Wenn zum Beispiel die Geschäftsleitung von anderen Firmen erfahren, dass es da neue tolle Softwares gibt und dann kann natürlich der Druck entstehen, dadurch das man das Gefühl hat bei anderen Firmen mithalten zu müssen. Und dann natürlich auch das eigene Team gefragt den Nutzen von so einer neuen Software zu bewerten und zu hinterfragen, ob es überhaupt Sinn macht. Ich denke auf jeden Fall, dass Druck immer irgendwo da ist.

Interviewer: Okay und basierend auf Ihren Erfahrungen mit SugarCRM hätten Sie Vorschläge oder Tipps wie Unternehmen am besten eine neue Social CRM software einsetzen sollten?

Interviewee: Ja man muss auf jeden Fall einen klaren Plan haben. Man muss die Strategie definieren und aufzeigen, was man damit erreichen will und dies messbar machen. Man muss also Kriterien haben, um den Erfolg messen zu können. Damit kann ich dann feststellen, ob mir die neue Software was gebracht hat und warum.

Interviewer: Stimmt und was glauben Sie wie man das messen könnte insbesondere in Hinsucht auf die social features?

Interviewee: Ja da würde ich auf einzelne Kampagnen eingehen und auf gezielte Kundengruppen in den sozialen Netzwerken mich konzentrieren bei denen ich dann Anzeigen schalte und dann schauen ob sich versetzt dann der Umsatz steigert aufgrund der gezielten Anzeige. Dadurch könnte man zum Beispiel den Erfolg messen.

Interviewer: Okay also sagen Sie generell dass es wichtig ist einen Plan zu haben um auch zu wissen was der Nutzen ist.

Interviewee: Genau das ist sehr wichtig!

Interviewer: Okay dann eine letzte Frage noch. Was meinen Sie ist die zukunft von Social CRM allgemein aber auch in Hinsicht für Ihr Unternehmen?

Interviewee: Auf jeden Fall! Gerade alle Bereiche, die kundenbezogen sind, da wird Social CRM bestimmt einen Einfluss haben, weil der Kunde verwöhnt ist und möchte ganz gezielt angesprochen werden.

Interviewer: Genau. Also würden Sie auch sagen, dass Sich die Kundenbeziehung dadurch dann verstärkt?

Interviewee: Ganz gewiss! Weil es reden immer Menschen miteinander! Wenn zb einen Außendienstmitarbeiter einen guten Draht hat zu seinen Kunden, dann ist die Wahrscheinlichkeit natürlich höher dass der Kunde heute noch bei uns bestellt, weil ansonsten entscheidet dann nur noch der Preis. Also der Faktor Mensch spielt eine ganz wichtige Rolle!

- Author
Comment [493]: "instant inform... [115]"
- Author
Comment [494]: "interface betw... [116]"
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Comment [495]: "information fr... [117]"
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Comment [496]: "creates pressure"
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Comment [497]: "compete with... [118]"
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Comment [517]: "having a good... [124]"
- Author
Comment [518]: "customer ord... [125]"
- Author
Comment [519]: "otherwise the... [126]"
- Author
Comment [520]: "human factor"

Interviewer: Okay! Dann vielen Dank für Ihre interessanten Beiträge und alles GUTE für die Zukunft!

Categories: Codes

Present status of Social CRM: “integrate social features”, “focus on the people”, “gain knowledge about people”, “interests of someone”, “gain knowledge for your own business”, “interests and hobbies of our customers”, “collect information about a person”, “get to know the behavior”, “what does he like”, “which events is he attending”, “with whom is he talking”, “topics within the social networks”, “use those information”, “create advertisings”, “groups with same interests”, “targeted search for customers”, “targeted audience”, “collection of customers”, “arrange according topics”, “LinkedIn groups”, “instant information from social networks”, “interface between facebook and the software”, “create advertising”, “focused customer groups in the social networks”
“higer revenue”

Evaluation of Social CRM: “B2B”, “more useful for B2C”, “interesting for every employee”, “more interesting entry of talk with customers”, “identify trends”, “observe channels”, “product demand”, “targeted product offerings”, “huge data flow at the beginning”, “loose track”, “false interpretation”, “wrong conclusion”, “not sufficient experiences”, “group of potential customers”, “overlook other groups”, “ignore other potential”, “not focus on all groups at the same time”,

Adoption of Social CRM: “step-by-step”, “definition of user groups”, “work groups”, “roll out for the first group”, “adjust to user groups”, “customer bse”, “first introduced”, “Sales”, “customer contact and appointments”, “marketing”, “targeted persons first”, specific training”, “next user group integrated”, “internal marketing of the software”, “not only sales but also making it feasible”, “show value of the software”, “difficult topic”, “refuse”, “something new”, “change the way of working”, “create an additiional value”, “look fo a person in advance”, “interested and ready to use a new software”, “in advance”, “give an opinion”, “give expectations”, “feel respected” “Influence their colleagues”, “convince other colleagues”, “other people go along with it”, “can easily handle the software”, “not difficult to use”, “faster usage”, “complex from the first time”, “being overwhelmed”, “production of rejection”, “entry barrier is too big”, “being slow or not stable”, “technical mistakes”, “stronger rejection”, “fail even faster”, “integrate new features into the work flow”, “extra effort for the employees”, “no value”, “makes it more difficult for the employees”, “build into the processes”, “information from other companies’ upper management”, “creates pressure”, “compete with other companies”, “own tema”, “evaluate vale from new software”
“question sense”,

Recommendations for Social CRM: “clear execution plan”, “define the strategy”, “what should be achieved”, “measurable”, “having criteria”, “measure success” “distinct campaigns”

Future of Social CRM: “customer orientated”, “having an influence” “spoiled customers”, “targeted communication”, “more people are talking with each other”, “having a good connection to your customers” “otherwise the price only decides” “human factors”

Interview 6 – Mie Elmkvist Jensen

Name: Mie Elmkvist Jensen (<https://dk.linkedin.com/pub/mie-elmkvist-jensen/27/1b1/14a>)
Company: Siteimprove
Social CRM Software: HubSpot
Country: Denmark
Position: Sales Director

Interviewer: So thank you for taking the time for having an interview with us! We are really excited what you will tell us about the Social CRM phenomen.

Interviewee: Sure. Let's begin!

Interviewer: So basically our topic is about Social CRM which is still kind of a new topic and basically we want to interview different people from various companies and different departments to get a general overview of the topic and to get deeper into this topic because as we made the experience in the last month during the research its pretty hard to define it at the moment but there is also a lot of development in the moment. So that's why we have four different dimensions: present status of Social CRM, the evaluation of Social CRM, the adoption of Social CRM within organizations so how organisations can use it or how they adopt those kind of systems and then the future opportunities or drawbacks of Social CRM. So the first research question we have is like how you would define Social CRM and which kind of versions do you know?

Interviewee: With the technology or with the idea of Social CRM?

Interviewer: The idea actually first.

Interviewee: Well the Social CRM from my perspective or Siteimprove is that we are moving towards that we are using Social CRM and social platforms to interact with our customers. We have integrated it with our CRM system but we are trying to use more different tools also in inbound marketing where we also have the social media perspective in the same tool for us it is moving towards a situation where we engage more with our clients. So we have it developed and we try to get feedback from the clients inside our tool, so that they give us directly feedback and that we directly interact with them in that way and we use different kinds of analytics in our CRM how they share our things, how they interact on Twitter and these things.

Interviewer: And which tool are you using?

Interviewee: We have our own developed CRM in that we have integrated of how some people use Twitter, but we use Hubspot as an inbound marketing tool and for the feedback version it is again our own tool. We provide a feedback tool which we also use ourselves within our platform.

Interviewer: Okay and Siteimprove just had which general idea with the tool?

Interviewee: Yeah well the tool is just for web governance, so its actually it is a box of tools or different featrues. So we do quality insurance, we check that a website is accessible, we optimize SEO and it is an analytics tool as well and then there is a feedback monitor. It is kind of web

- Author
Comment [521]: "social platforms"
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Comment [540]: "feedback version"
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Comment [541]: "own tool"
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Comment [542]: "within our platform"

management and actually for any customer or for any organization or company with a website. We help them to optimize their website.

Interviewer: Okay! And you're the head of sales, right?

Interviewee: Yes!

Interviewer: Alright and what do you think about Social CRM? What are the benefits of using those kind of systems? Because as you know there is the traditional CRM system as a database but with the integratin of social media channels, what do you think are the benefits for the companies?

Interviewee: I mean the traditional way is that it is very outbound, so pushing a message and when using a Social CRM system, we get input from the clients, so we are able to get their feedback a lot faster which make us faster in developing what the market needs. So the dialogues helps us to improve our tool of way of business, also caching. I mean we do send out questionnaires but it is hard to get people answer a long questionnaire whereas when they might write something on twitter, like a quick comment in our feedback tool, it is easier for them to use social media and do that. So we get that information whereas we tend to lose clients that do not want to interact with this in a long questionnaire. So it is an easier way of staying in touch with the clients.

Interviewer: Are you also generating prospect via social media or contacting prospects?

Interviewee: So yes that is part with which Hubspot helps us. So we have different kind of forms. So if you for example want to have a whitepaper from the website, you fill out a form and we keep track in how people interact with the website and in that way if they do specifically go on the website and download a form or look at specific things on our website we qualify them as a lead and we give them a call. And we also use them for demo sign-up's and things like that.

Interviewer: Alright, cool. So we just talked about benefits but what do you think might be potential pitfalls or problems with using Social CRM systems?

Interviewee: I haven't coming across anything because all for us, is now providing us with a lot of data whereas I don't know if we are using all of them but there hasn't been any bad things so far.

Interviewer: Okay so organisations should use it now and it is on the transition from traditional CRM towards Social CRM. So there shouldn't be too many pifalls but we also heard some from other interviews.. And what do you think about the adoption in your organization of Social CRM systems or in general? What kind of factors do influence the adoption of those kind of systems? Personal factors maybe?

Interviewee: In overall if you see the people in our company they see the use of it and it is much smarter and it makes sense to use. It is a lot of things which you have to do, the set-up, the different work flows, if you want it to work as well as it could it is a lot of work and I mean that is always a problem in whether people are actually using it. So if people are saying: this is not working, whether we are using the things, like implementing it is time-consuming and it is a big commitment. If you open up those channels and to be more social with your clients you will also have to be aware about the time it takes. It is time consuming and you have to do it full on. So opening up is a great idea but if you don't do it fully, it is a problem. If they don't open up to give you feedback and you don't act on it, it might be counterproductive.

Author	Comment [543]: "traditional way"
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Author	Comment [568]: "a problem"
Author	Comment [569]: "is not working"
Author	Comment [570]: "using the things"
Author	Comment [571]: "implementing ... [142]"
Author	Comment [572]: "a big commitment"
Author	Comment [573]: "open up those ... [143]"
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Interviewer: So you need a lot of time to roll it out in the company and that every user is using it thoughgerly to create a benefit out of this?

Interviewee: Exactly! You need to know why you are doing this as a company because otherwise it is going to fall just flat. So if you open up because you want to change the way you work or to be closer to the customers or whatever reason you are doing it everyone needs to be on board, and needs to know why the company is implementing such a system.

Interviewer: Okay and what do you think about technological factors. I mean those new companies are SaaS platforms so have on the technological side have you experienced that the IT department is involved there as well? Or is it only for the marketing or sales department?

Interviewee: So for Hubspot it has taken some time to develop it for us because first of all if you want to create landing pages and things like that it copies the design you have but since we are a company which valuates the accesibilty and if everyone can use the web, we had to make some changes to that but then actually created landing pages that were accesable for everyone! When it comes to the integration part we had some development as well because our CRM needed to integrate Hubspot so there needed things to be integrated. In terms of decision making it was purely a marketing decision.

Interviewer: Okay. But in general is time the most important factor?

Interviewee: It has been because having a plan for what you want to achieve and setting goals for using a tool takes a while because it is an investment which takes money and time and I think that the key to it is that you have a plan and luckily with Hubspot there are consultants so we used them to get extra amount of hours, so they ensure that you actually use the tool and that has helped and I hink I would recommend this to anyone who wants to buy a tool. And also some kind of training and making a plan to what you want to achieve.

Interviewer: And based on the external factors, like the market industry are Social CRM softwares more important for B2B or B2C companies?

Interviewee: It only depends on which product is used. I mean we are B2B but at the end it is just the people behind the tools or people who are using the tool. So we are B2B but we end up to be B2C because it is where we use the tool and giving us feedback. I think it is primarily, like you always say it is B2C it is the end customers that are willing to give feedback but I think it is important for B2B as well. Especially when you are a software tool where there are users around.

Interviewer: Yeah exctactly. Okay then lets come to the last question. When you think about the future of Social CRM do you think there is a huge potential or development within the market?

Interviewee: I think it is a need to have everything social actually. I think it is the way every company needs to go, like have the dialogue with the direct customer and especially it is the way the market is moving so if you are not on that shift you better get there. I absolutely think so because it is definitely the way how companies start to communicate, like writing about the company on facebook and opening up there and engage there. It is necessary that all to be aware of how your clients are acting online.

Interviewer: Yes that is also the general impression which we have experienced from the interviews. For example we had an interview with developers from Falcon Social who develop a

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Author	Comment [584]: "open up"
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Author	Comment [599]: "setting goals f ... [157]"
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Social CRM system and they also said that social selling and the customers journey has totally transformed. From calling companies to writing on social channels.

Interviewee: Yeah, I mean right now the traditional way of doing outbound calls, like cold calls is not working as well. People receive many calls and they don't want it and if you look at how people are decide when they buy, I think the latest number I read was 70 % of sales cycles are done online, like researching. Before they even contacted the companies, but doing the outbound calls is not a good way and it is also a very expensive way for companies.

Interviewer: Okay yes then thanks a lot for the interview! It was a pleasure to get your input for this rarely new topic!

Categories: Codes

Present status of Social CRM: “social platforms”, “interact with our customers”, “integrated it with our CRM system”, “use more different tools”, “inbound marketing”, “the social media perspective”, “same tool”, “moving towards”, “engage more with our customers”, “try to get feedback from our clients”, “inside our tools”, “directly feedback”, “directly interact with them”, “use different kinds of analytics”, “how they share our things”, “interact on twitter”, “our own developed CRM”, “how some people use twitter”, “Hubspot as an inbound marketing tool”, “feedback version”, “own tool”, “within our platform”, “create landing pages”, “it copies the design”

Evaluation of Social CRM: “traditional way”, “very outbound”, “get input from the clients”, “get their feedback a lot faster”, “faster in developing”, “the market needs”, “dialogue helps us to improve”, “cashing”, “write something on twitter”, “quick comment in our feedback tool”, “easier for them to use social media”, “we get that information”, “easier way of staying in touch”, “we keep track”, “how people interact with the website”, “we qualify them as a lead”, “now providing us with a lot of data”, “I don't know if we are using all of them”, “much smarter”, “be closer to the customers”, “an investment”, “takes money and time”,

Adoption of Social CRM: “they see the use of it”, “it makes sense to use it”, “a lot of things”, “you have to do”, “the set-up, the different work flows”, “it is a lot of work”, “a problem”, “is not working”, “using the things”, “implementing it is time-consuming”, “big commitment”, “open up those channels”, “be more social with our clients”, “be aware about the time it takes”, “time consuming”, “do it full on”, “don't do it fully, it is a problem”, “give you feedback”, “you don't act on it”, “counterproductive”, “everyone needs to be on board”, “needs to know why the company is implementing”, “taken some time”, “develop it for us”, “integration part”, “some development”, “our CRM had to integrate Hubspot”, “decision making”, “purely a marketing decision”, “depends on which tool is used”, “the people behind the tools”, “we end up to be B2C”, “where we use the tool”, “feedback”, “important for B2B as well”, “users around”

Recommendations for Social CRM: “why you are doing it”, “otherwise it is going to just fall flat”, “open up”, “want to change the way you work”, “a plan for what you want to achieve”, “setting goals for using the tool”, “the key”, “have a plan”, “consultants”, “they insure”, “actually use the tool”, “training”, “making a plan”, “what you want to achieve”

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Comment [630]: “the traditional way”
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Comment [634]: 70 % of sales cycles
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Comment [635]: “done online”

Future of Social CRM: „it is a need“, „have everything social“, „the way every company needs to go“, „the dialogue“, „direct customer“, „the market is moving“, „shift you better get there“, „start to communicate“, „start to communicate“, „writing about the company“, „opening up there“, „engage there“, „be aware“, „clients are acting online“, „traditional way“, „outbound calls“, „cold calls“, „not working“, „70 % of sales cycles“, „done online“

Interview 7 – Patrik Jensen & Martin Albertsen

Name: Patrik Jensen (<https://dk.linkedin.com/in/patrikjensen>) & Martin Albertsen (<https://dk.linkedin.com/in/malbertsen>)
Company: Falcon Social
Social CRM Software: Current development of Social CRM software (Falcon Social)
Country: Denmark
Position: UX Designer & Product Manager

Interviewer: Hello! Thanks for taking the time. It is always good to get insights from different perspectives like sales, marketing and it is great that you have the opportunity to build a new product, the audience product which basically is kind of Social CRM software. I just describe what we are writing about so that you get an idea. Our master thesis is about adoption and deployment of Social CRM software within organisations. Our aim is to find out which general aspects there are about the topic because it is rarely new. So we want to explore the whole topic and find out what the differences are in comparison to old CRM systems.

Interviewee 1: Yeah it is not really described what it is and that is also what we at least found out. It is not one thing, it is whatever people are building some software for markets. So some of our competitors for example you can take notes on a profile and can call this a CRM system and can take a note and say: "hey! This guy has written me before and I can say what guy this is and what company he has." They call it a CRM system but we don't really call this a CRM system.

Interviewer: Okay but how would you then define Social CRM?

Interviewee 2: So I think that if you look at it in the most simplest way it is a combination of a CRM system taken social. A CRM system is unlike a social suite, it is more a transactional suite. It is where you enter data, where you can store it and you customize how it is stored and you navigate through that filter and it is kind of a core system and record for data, whereas the social media management feature in it is more transparent. It is when the user is referring to something from us on a network or somewhere else and something is coming back via an IP and it is much more transparent. It is a proxy for info whereas the CRM system is the holder of the info.

Interviewer: So it's the database for data which is coming from social media, right?

Interviewee 2: Yeah it's the backbone and you can say that the most important part is the execution part of it. You will have the data and you will then have an execution system which grabs into those data and then give you some sort of social in it would be published but in the traditional CRM it would be a letter or an email or whatever it could be. And then you have some additional data when we add the social part to it, data which you are not able to get now in a CRM system.

Interviewer: Okay and what do you think are the main features or components of a Social CRM software? Or which networks are most important to integrate?

Interviewee 1: I don't think that there is a single network which is most important. I mean there are the mature networks. The most interactions are of course on Twitter and Facebook. There is a bigger chance that there is a business interaction is taking part there and seeing it less happening on

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Comment [661]: "business interaction"

Instagram or Pinterest and youtube either. They seem to be more specialized on the one thing they are doing. Youtube it is more about the videos than business.

Interviewer: Okay now with the idea of building an audience product, kind of a CRM system within Falcon Social will give companies the opportunity to generate better performance by reaching out to the prospects which they store in the system? Or what is the idea behind it?

Interviewee 1: There are multiple facets of what we want to solve with the new software. And this is one of them. Because all of the sudden we are not only talking about social profiles, we are talking about people and what people do. People are asking questions for support or people are the target of a marketing campaign. So this is the market to which we can reach out and also they buy products, they request more info. This is all related to people. But the advertising part is interesting as well because combining what you know about your users from core CRM systems with what is going on on social media and actually being able to target those people is pretty powerful, it is something what facebook can not even do. Facebook only knows what is going on in networks and can do micro segmenting based on that but they can not say that this is a Class A customer and this is the payment anniversary or those are the features which they use or not. We potentially know because we are diving into the CRM systems.

Interviewer: This is also something what was coming from our other Interviewees that they often mentioned social selling which is also a crucial point for B2B companies like having those contacts from LinkedIn. Those that potential customers can be also targeted easier from there with those kind of systems.

Interviewee 2: Yes right there is a generation of people growing up and I am probably ten years older than you so there is probably a big difference in our habits that we have and in how we communicate with customers. And the once that are younger like you again, there is also a huge difference in the way they talk and which media they choose to reach out or talk to a company. We know from companies, like telco companies that there is a big difference. When we talked to the bigger companies they usually get a phone call or an email and they solve it there very old-fashioned, whereas the smaller companies they get most of there requests on social media. I don't even think that they have a phone line and they pretty much do email. It is pretty clear that the young people are technical mature so also when they reach out for support and if they are doing on social they expect to have a solution right now. They don't really accept clarky systems, they don't really accept that if you change a television subscription so that someone is showing up at your place and show you how to replace the cables. They expect you to help you from a centralized point and I see some of that in the Social CRM as well. We are building another layer on it and our vision is pretty descriptive so that we can tell what people saw, how they did, what they actually were thinking while they did it. But traditional CRM doesn't have that and Social Media doesn't have that but if you combine those you will get a more complete picture.

Interviewer: And the traditional CRM which falcon social is using would be Pipeline, right? Without having any social functionality?

Interviewee 2: Yeah and if we are talking about traditional CRM and about the traditional B2B case of traditional CRM then it would be only a phone number, the name and email address. For many people that would be actually the CRM activities. So if they could add to those information the social aspects they would multiply by ten by what they are already having..

Interviewer: Okay and also in regard to touchpoints right?

[illegible]

Interviewee 2: Yes right!

Interviewer: Okay but in general in terms of organisations which use those systems would you describe it as a huge benefit for them to have now a CRM system with social features in it?

Interviewee 1: There have been talked a lot about this within the last years, that you are looking into the whole customer experience and from the first time you see a product until you buy it and renew it and this whole process when you buy something. I mean the alternative to have a Social CRM system like we are bulding right now is actually a really broken flow. It is switching systems, it is actually in many cases asking customers to jump from one system to another because you don't know about them on social so you have to force them to take a conversation on phone or email and it is something from five to ten years from now you will be looking back and you will laugh about that you had to do that. And this is just one person who has to switch within the systems, but if you look at the organisations they still have those silos of sales, marketing and support but with Social CRM it will be easier and also to decrease those silos perhaps more organic. We still have some differences, you will see that the support team still has its send desk, the marketing team will have their thing, like falcon for example and you will have sales with the pipeline CRM system. And none of those departments relate to each other. They could have data which contribute to each other tasks.

Interviewer: So this is the benefit then? That every department is more connected as well?

Interviewee 2: Yes right this is what happens today when a company goes to an agency and says we have this thing to do right now. And they will talk about how they can centralize data for them, how can we keep data at one place and make sure that everything we do to get data from that point. And then everyone wants to own data today because this is where the money is.

Interviewer: So there is a huge switch from calling customers, to contacting them on social media, right?

Interviewee 2: Yeah right, and an interesting thing is that if someone writes an email, it probably goes into a CRM system somewhere, so people get much faster response rates if they write on social channels and within social public. So if you want faster response from any company you write them on social because a post which is handled for two days looks really bad, an email to which is not responded for two days no one really sees it. Of course it is bad for the individual but the company doesn't have to write you right away. It is more an increamental level that if too many of these pile up they are in line and slow down the handling process.

Interviewer: And we also had to identify factors that might have an impact on the adoption of SaaS, such as Social CRM softwares. So what do you think which factors might influence the adoption? Such as personal factors, when old people are supposed those new systems and they don't know how to use those. And there might be also technological factors which can have an impact on organizational adoption. Can you elaborate a little bit on this?

Interviewee 1: Yes it is never easy to introduce a new system within an organization. We have the ankle that we are already a social media team and that in many cases we deal with the support but they experience a broken flow today.. So that is what we are fixing. So we may move in so that more people will have user profiles or log in opportunities. But generally speaking it is about enabling the ones that are already using falcon social for example. So adoption is more that we are

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widening our foot print where we are already in. But in general there are many different thoughts about what Social CRM is that makes it even more harder for you to sell it within the company. So as I said before with all these different silos we need to have, I mean I don't see a classic organization switching from tomorrow on, unless they have someone who really wants to do it. There is a lot of heritage in the systems and if you have a really old CRM system then there is a level of mastering those as well. So there are a lot different things that can make it pretty hard to adopt. Even contracts .. For example a ten year old IBM contract this would you put ten years back as well.

Interviewer: And also if you probably as an insurance company buy a SaaS solution and they see that it is browser based, then they probably wouldn't want to adopt the Social CRM system?

Interviewee: Yes sure there might be security concerns and it comes back to who actually owns the data. If you are a bank for instance, you would rather like to owe your own data! I am pretty sure that they would like to install it on their own basement. Luckily, SaaS, like Salesforce or other applications are getting into that space that they are considered as core systems that are stable in this part of business. But I would say that there are definitely different grades and that it depends on the software providers and even IBM are moving into the cloud. So things are changing.

Interviewer: Yeah right and in regard to the organizations who use those kinds of systems are they more B2B or B2C because more social might be more generated by individual customers?

Interviewee: Yes I would say it is both. Maybe there is a few of B2B but I would say they both care. Of course there are more B2C cases but the B2B cases are there.

Interviewer: Okay so you see definitely potential of Social CRM for both industry structures. Next we would like to know what do you think about the future of Social CRM and what would you recommend companies that think of adopting those new systems?

Interviewee 1: I think that the future is closer than we think and that companies need to take this chance because otherwise they are loosing key opportunities. I don't think that they can just waiting for people to sign up on their landing pages or to put stuff in their own shopping baskets. It is just different today but we have experienced that people are really focused on their own field of work. So we talked to people who are doing vender commercials or someone who is doing customer loyalty club and they are really focused on what they would do right now and they tend to forget the big picture of how the business would run. They are like we need to invest more money into banners because then it gives us what we need. But they kind of forget about the customers.

Interviewer: So you are saying that the departments need to get a more holistic overview?

Interviewee 2: Yes right. In the old world you deal with people and you know their phone number of email address and this is how I contact you and you stick to your core systems. In the new world they don't use those medias anymore so if you are not 100 % structured on that then you will miss out or you will be not ready to make business in this world.

Interviewer: So organisations should implement as fast as possible?

Interviewee 2: Yes definitely. We have customer rights now that are actually ready and do this. They just build their own systems.

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Interviewer: Yes right. We actually think that it is super interesting because so far Social CRM is rarely defined and Social Media Management is kind of part. But in general it is defined that you have the data which is pulled out of the CRM system and combine it with social media data.

Interviewee 1: Yes right. But one of the things you could say is that the future would be to bring the execution system closer to the backboard. So if you just log into the CRM system today, the data isn't really actionable. You do something, you can export that and then you take actions on what you have exported. But why not being able to just select with a few clicks the group you need and then act upon that. Instead of having these longtail processes where you have to wait a week to get data to do something and then react.

Interviewer: Yes right. This is also what we often read. Companies often want to integrate it in their traditional CRM systems but this is massive, especially the large enterprises.

Interviewee 1: But on the other hand the classic CRM system, they know that and it is proven for them that they can make money with them. So it is pretty difficult to switch that into something that you don't know or where it goes and how it works.

Interviewer: Okay yes. But do you have a best practice example of a Social CRM system? Maybe such as Salesforce which integrated ratio6?

Interviewee 2: Yes but salesforce is mostly a CRM system and then social media management tweed, they don't have too many things there in between and this is actually surprising that they haven't nailed the user case. I actually think that sprinkler are the ones who are really wide ahead but they just make integrations. But they managed to combine social with CRM and to create Social CRM, which is a good substitute for that. And Hubspot is also very interesting because of their audience feature. They know a lot about people and they do it via App's a lot. They build the microsite builder again, sign-up's and interactions. So they are also definitely part and then there are other softwares, like conversocial, which focus on support, but they don't have as much information about their users. Those systems focus on the interactions between the customers and companies and also integrate support, so they could definitely move into the Social CRM part.

Interviewer: Okay then there might be also a lot of potential for Falcon Social! Thanks a lot for taking the time!

Categories: Codes

Present status of Social CRM: "not really described what it is", "it is not one thing", "some software for markets", "a combination of a CRM system taken social", "a social suite", "more a transactional suite", "social media management feature in it", "more transparent", "the user is referring to something from us", "on a network", "coming back via an IP", "much more transparent", "a proxy for info", "the backbone", "most important part", "execution part", "an execution system", "grabs into those data", "gives you some sort of social in it", "some additional data", "add the social part to it", "the mature networks", "most interactions", "on Twitter and Facebook", "a bigger chance", "business interaction", "less happening on Instagram or Pinterest and youtube", "social profiles", "talking about people", "what people do", "asking questions for support", "the target of marketing campaigns", "request more info", "related to people", "advertising part", "combining", "know about your users from core CRM systems", "going on on social media", "potentially know", "diving into the CRM systems" "a Class A customer",

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Comment [788]: "interactions"

“generation of people growing up”, “big difference in our habits”, “how we communicate with customers”, “huge difference in the way they talk”, “which media they choose”, “reach out or talk to a company”, “get a phone call or email”, “very old-fashioned”, “smaller companies”, “requests on social media”, “do email”, “young people”, “technical mature”, “expect to have a solution right now”, “don’t really accept clunky systems”, “help you from a centralized point”, “building an other layer on it”, “what people saw”, “how they did”, “what they are actually thinking”, “traditional CRM”, “Social Media”, “you combine those”, “add to those information social aspects”, “building it right now”, “support team”, “send desk”, “marketing team”, “sales”, “many different thoughts about

Evaluation of Social CRM: “target those people”, “pretty powerful”, “a more complete picture”, “multiply by ten by what they are already having”, “whole customer experience”, “whole process when you buy something”, “broken flow”, “switching systems”, “asking customers”, “jump from one system to another”, “don’t know about them on social”, “force them to take a conversation on phone or email”, “switch within the systems”, “organizations”, “silos of sales, marketing and support”, “with Social CRM”, “be easier”, “decrease those silos”, “more organic”, “none of the departments relate to each other”, “contribute to each other tasks”, “centralize data”, “keep data at one place”, “own data”, “much faster response rates”, “write on social channels”, “social public”, “faster response”, “write them on social”, “incremental level”,

Adoption of Social CRM: “never easy to introduce a new system”, “the ankle”, “already a social media team”, “deal with the support”, “experience a broken flow”, “move in”, “have user profiles”, “log in opportunities”, “enabling the ones”, “adoption”, “widening our foot print”, “even harder”, “sell it within the company”, “different silos”, “classic organization”, “someone who really wants to do it”, “a lot of heritage in the systems”, “a lot of different things”, “hard to adopt”, “contracts”, “security concerns”, “owns the data”, “install it on their own basement”, “moving into the cloud”, “few of B2B”, “both care”, “more B2C cases”, “pretty difficult”, “switch that into something”, “you don’t know”

Future of Social CRM: “future is closer than we think”, “take this chance”, “loosing key opportunities”, “focused on their own field of work”, “forget the big picture”, “forget about the customers”, “they don’t use this medias anymore”, “miss out”, “not ready to make business”, “build their own systems”, “execution system closer to the backboard”, “the data isn’t really actionable”, “just select with a few clicks”, “group you need”, “longtail processes”, “salesforce is mostly CRM”, “sprinkler”, “combine social with CRM”, “audience feature”, “know a lot about people” “interactions”

Interview 8 – Matthias Brück

Name: Matthias Brück (<https://de.linkedin.com/in/matthiasbrueck>)
Company: Roxtec Group
Social CRM System: Sugar CRM
Country: Germany & Sweden
Position: Segment Manager Wind Power EMEA

Interviewer: Hallo Matthias, wir haben dich deswegen kontaktiert, weil wir gesehen haben, dass du bereits sehr viel Erfahrung im Bereich CRM System Implementation hast und auch im Salesbereich aktiv bist und somit auch Social Media affin bist.

Interviewee: Danke dass ihr mich zu diesem spannendem Thema kontaktiert habt! Gerne gebe ich meine persönlichen Erfahrungen an euch weiter, um Einsichten in das Thema zu geben. Ich arbeite sehr eng im CRM Bereich schon seit mehr als 10 Jahren. Am Anfang fing bei uns (Roxtec) alles eher mit einem selbstgestricktem System an, dass auf Microsoft Access basierte. 2006 fing das Unternehmen dann damit an zu schauen welche CRM Systeme interessant sind. Dann hatten wir eine Präsentation, die an das ERP angeknüpft war und derjenige der das präsentiert hatte, hatte jedoch recht wenig Erfahrung mit CRM Systemen und ich hatte recht viele Fragen dazu. Nach 2 Wochen kam dann unser Verkaufsleiter auf mich zu und fragte, ob ich das Projekt, ein neues CRM System weltweit im Konzern zu integrieren, nicht leiten möchte. Dann haben wir etwas Market Research betrieben und geschaut, was zu uns passen könnte und sind daraufhin auf SugarCRM gestoßen. 2006 ging es dann los mit der Einführung im Mutterhaus in Schweden und danach in Deutschland. Dann wiederum nach 6 Monaten, vielen Interviews mit Niederlassungen weltweit und auch Testläufen haben wir dann angefangen das System auszurollen, welches mehr oder weniger drei Jahre gedauert hat. 21 Niederlassungen weltweit, die alle quasi ihr eigenes System vorher hatten, das war auch ein interner Verkaufsprozess, damit das an den anderen Niederlassungen auch akzeptiert ist. Danach habe ich noch drei Jahre Marketing (E-mail Kampagnen, Lead Generierung nach Messen etc.) gemacht und bin dann 2012, weil es eigentlich auch nur ein temporäres Projekt sein sollte für mich, nach 6 Jahren wieder in den Vertrieb zurückgekehrt – seitdem arbeite ich auch mit dem System.

Interviewer: Im Generellen, wie ist deine Erfahrung dazu, weil du ja gesagt hattest der komplette und weltweite Rollout hat drei Jahre gedauert. War das ein sehr komplexer Prozess um dieses System global anwendbar zu machen?

Interviewee: Ich sage mal so, andere Länder, andere Sitten, andere Workflows, verschieden Sicherheitskonzepte, vor allem in China. Wer hat Zugriffsrechte etc. In den USA wird viel über Offline-Clients gemacht, die fliegen viel und haben nicht immer Netzwerkzugang. Um das alles zu berücksichtigen ist der Prozess schon komplex gewesen, weil wir uns auch nicht wirklich ein Ziel gesetzt haben, wann wir fertig sein wollen. Im ersten Jahr hatte ich 120 Tage Reisetätigkeit, ich habe Nachschulungen gemacht, Probleme besprochen etc., das war schon sehr aufwendig, aber hat sich im Endeffekt auch gelohnt, weil es am Ende alle Niederlassungen angewendet haben.

Interviewer: Und dein Fazit bisher, klappt das gut, wird es gut genutzt?

- Author
Comment [789]: "SugarCRM 2006"
- Author
Comment [790]: "Interviews with subsidiaries"
- Author
Comment [791]: "System Rollout"
- Author
Comment [792]: "internal selling process"
- Author
Comment [793]: "so that other subsidiaries accept it"
- Author
Comment [794]: "Different Cultures & Habits"
- Author
Comment [795]: "Different Workflows"
- Author
Comment [796]: "Different Security Policies"
- Author
Comment [797]: "Complex Process"
- Author
Comment [798]: "setting an aim"
- Author
Comment [799]: "work shops"
- Author
Comment [800]: "talking about problems"
- Author
Comment [801]: "Entire Organisation"

Interviewee: Das ist unterschiedlich, es kommt vor allem aufs Management an. Wir hatten lange Zeit von unserem Mutterkonzern das Backup, ja, mach das. Aber es hat keiner so richtig verstanden, wozu wir das eigentlich machen und wozu wir dieses System überhaupt genau brauchen. Und deswegen: Wenn keiner nach Daten fragt, gibt auch keiner Daten im System ein. In Deutschland ist es aber so, dass man auch mal die Leute schulen kann und auch mal 10 Tage am Stück sein kann. Aber unsere Geschäftsführung arbeitet auch mit gewissen Systemen und Reports, damit die Daten, die darin enthalten sind, genutzt werden und ausgewertet werden. In anderen Ländern dagegen ist das nicht so, dass alle Kundendaten etc. genau in das System eingegeben werden, weil sie es mehr als Last sehen und dadurch denken, dass sie Zeit verlieren. Deswegen ist es unterschiedlich, in einigen Ländern wird es gut genutzt, in anderen jedoch eher Stiefmütterlich behandelt.

Interviewer: Das ist interessant, weil wir auch eher den internationalen Aspekt beleuchten. Und im Generellen: Sugar CRM ist auf der einen Seite ein traditionelles CRM System und auf der anderen Seite sind jetzt auch Social Media Funktionen und Channels im System integriert. Das hast du ja wahrscheinlich auch schon mitbekommen, dass CRM Systeme immer mehr die Social Media Channels integriert haben, sodass Daten von sozialen Netzwerken automatisch gezogen werden, sodass man die Leads generieren und kontaktieren kann. Da ihr ja eher B2B seit, wie ist bei euch die Perspektive im Hinblick auf Social Media in Verbindung mit CRM? Wie wird das bei euch gehandhabt bzw. nutzt ihr diese Funktionen überhaupt schon aktiv?

Interviewee: Ja, also ich würde sagen aktiv nutzen tun wir schon Soziale Medien, hauptsächlich eigentlich LinkedIn, weil wir halt eher B2B Geschäfte abwickeln. Wir haben zwar auch eine Facebook Seite, da sehe ich jedoch eher nicht so den Nutzen drin, potentielle Kunden zu akquirieren. Das ist auch bei mir ein bisschen so, ich möchte meinen privaten Facebook Account, nicht mit meinem Firmennetzwerk verknüpfen – ich möchte nicht, dass mein Kunde sieht, wo ich am Wochenende war, oder was ich am Freitag gegessen habe, das interessiert den auch nicht. Daher haben wir da noch nicht so die großen Ambitionen. Unsere Marketingabteilung war früher eine reine Printmarketing Abteilung habe ich auch schon etwas dahin bekommen, dass sie sich um Soziale Medien, Email Kampagnen etc. kümmern und nicht nur Kataloge produzieren. Aber die Verknüpfung mit unseren CRM System und den Sozialen Medien sehe ich noch nicht als Priorität, was natürlich unserem B2B Fokus geschuldet ist.

Interviewer: Interessant sind vor allem, was mit den ganzen Datenfluss aus den Sozialen Medien angefangen werden kann und ob das überhaupt einen Nutzen hat im Großen und Ganzen.

Interviewee: Bei uns ist es eher so, dass jeden den ich auf LinkedIn kennen lerne, den ich persönlich nicht kenne, versuche ich persönlich kennen zu lernen, wenn er aus meinem Bereich kommt. Ich bin jetzt zuständig für den Bereich Windpower Europa. Wenn nicht, versuche ich aber auch immer wieder da dann Kontakte zu knüpfen zu unseren Niederlassungen in den Ländern, wo Leute mich z.B. auf LinkedIn anschreiben – da brauche ich mal mehr Informationen. Wichtig für mich ist daher vor allem, dass da immer ein quasi persönlicher Kontakt entsteht.

Interviewer: Legst du die Kontakte dann auch an im CRM System, oder ist es eher privat?

Interviewee: Das mache ich eigentlich erst, wenn ich sie persönlich getroffen habe. Also ich bin jetzt nicht der, der manuell irgendwelche Leads im CRM System anlegt. Die Lead Generierung im CRM System nutzen wir eigentlich nur nach Messen, um die Excel Listen, die wir im Nachhinein dann einzupflegen als Leads und damit zu arbeiten. Alles andere lege ich eigentlich dann erst an, wenn ich weiß, dass ich auch einen Nutzen hinterher davon habe, also auch wirklich nur für

- Author
- Comment [802]: "it depends on ... [220]"
- Author
- Comment [803]: "back up from ... [221]"
- Author
- Comment [804]: "Lack of under ... [222]"
- Author
- Comment [805]: "in germany"
- Author
- Comment [806]: "upper management"
- Author
- Comment [807]: "Reports"
- Author
- Comment [808]: "using and me ... [223]"
- Author
- Comment [809]: "other countries"
- Author
- Comment [810]: "too much work effort"
- Author
- Comment [811]: "lose of time"
- Author
- Comment [812]: "different in countries"
- Author
- Comment [813]: "good usage"
- Author
- Comment [814]: "bad usage"
- Author
- Comment [815]: "Social Media Usage"
- Author
- Comment [816]: "mainly LinkedIn"
- Author
- Comment [817]: "B2B business"
- Author
- Comment [818]: "acquire new ... [224]"
- Author
- Comment [819]: "private faceb ... [225]"
- Author
- Comment [820]: "company network"
- Author
- Comment [821]: "connection be ... [226]"
- Author
- Comment [822]: "No Priority yet"
- Author
- Comment [823]: "due to B2B focus"
- Author
- Comment [824]: "connected on ... [227]"
- Author
- Comment [825]: "personal contact"
- Author
- Comment [826]: "subsidiaries it ... [228]"
- Author
- Comment [827]: "need more ... [229]"
- Author
- Comment [828]: "Personal Contact"
- Author
- Comment [829]: "Lead Generation"
- Author
- Comment [830]: Value afterwards

potentielle Kunden oder Partner mit denen wir zusammen arbeiten. So versuche ich auch ein bisschen das System sauber zu halten und nicht einfach jeden anzulegen, weil es sonst auch zu unübersichtlich wird.

Interviewer: Auf jeden Fall interessant. Da wir unsere Arbeit über die Adoption und Implementierung von diesen Social CRM System in Organisationen schreiben, haben wir unterschiedliche Dimensionen herausgefunden, die eine Rolle spielen. Was denkst du von den einzelnen Mitarbeitern, sind es vielleicht persönliche Faktoren oder Kommunikationsfaktoren, die eine Rolle spielen, wenn so ein System neu integriert wird. Was glaubst du, hat den größten Einfluss, ob das jetzt angenommen wird oder nicht (solche Art von CRM Systemen) bei der Integration?

Interviewee: Ich glaube, ein ganz ganz großer Faktor bei den Mitarbeitern ist, die tägliche Routine und Gewohnheit zu ändern. Z.b. ich habe vorher keine Besuchsberichte geschrieben, warum muss ich das jetzt machen? Warum muss ich Projekte anlegen, wenn ich das auch in meine Excel Liste eingeben kann? Das ist immer so ein bisschen schwierig. Neue Mitarbeiter bekommt man immer relativ schnell, die man besser trainieren kann, weil die noch nicht so im Workflow drin sind. Mitarbeiter dagegen, die 20 Jahre schon dabei sind und ihren gleichen Ablauf haben, die kriegt man immer ein bisschen schwieriger. Da ist jedoch der persönliche Kontakt vor allem wichtig und deswegen habe ich auch immer gesagt, dass ich beim ersten Mal eine Online Schulung ungern mache, sondern persönlich. Und danach in den verschiedenen Ländern sollen die trainierten Mitarbeitern ihr Wissen in den weltweiten Niederlassungen weitergeben. Ich habe mir auch dann immer jemanden rausgesucht, quasi einen Super-User wie den Vertriebsleiter, den ich an die Hand genommen habe und gesagt habe, pass auf wenn ihr Probleme habt, sammelt die Fragen, dann machen wir nochmal ein individuelles Training dazu oder eine online Schulung. So hat man einen Ansprechpartner in jeder Niederlassung, der sich dann auch um die Probleme der Mitarbeiter kümmert. Schon die persönliche Schiene ist und war wichtig.

Interviewer: Und in Bezug auf technologische Integration und Anpassung, das IT Department ist ja auch mit dabei, wenn es um die Implementierung etc. geht. Diese Faktoren sind dann eher zweitrangig?

Interviewee: Ja, das würde ich schon sagen. Das System hatte damals einer gefunden von den Systemadministratoren, der IT affin war, der hatte damals Sugar CRM gefunden und das Ganze aufgesetzt. Mit dem habe ich sehr eng zusammengearbeitet, was Updates und Neuerungen angeht. Von daher war die IT Abteilung schon sehr involviert und wichtig. Wir haben irgendwann dann mal versucht die Verantwortlichkeit des Social CRM Systems zu Sales und Marketing zu geben. Jedoch haben wir nach einer zweistündigen Präsentation damals entschieden, dass wir es lieber selber machen, anstatt dem Marketing Department komplett zu überlassen. Sie haben es zu dem Zeitpunkt einfach noch nicht verstanden.

Interviewer: Aber jetzt wird das System ja aktiv auch genutzt vom Sales und Marketing?

Interviewee: Ja, jetzt ist mein Nachfolger, der das übernommen hat vor drei Jahren, der wechselt jetzt in die Marketing Abteilung, sodass die Verantwortung jetzt beim Marketingchef liegt. Somit ist die Übertragung dahingehend abgeschlossen.

Interviewer: Und die Zukunftsaussichten von CRM und Social Media, denkst du dass es noch mehr Einfluss geben wird, vor allem auch im B2B Bereich. Wie siehst du das so in Zukunft, wie es sich entwickeln wird?

- Author
Comment [831]: "Potential Clients"
- Author
Comment [832]: "keep the system clean"
- Author
Comment [833]: "including not ... [230]"
- Author
Comment [834]: "Daily Routine"
- Author
Comment [835]: "Change of habits"
- Author
Comment [836]: "new employees"
- Author
Comment [837]: "train better"
- Author
Comment [838]: "not so much it ... [231]"
- Author
Comment [839]: "old work flow"
- Author
Comment [840]: "more difficult"
- Author
Comment [841]: "Personal factor"
- Author
Comment [842]: "online training"
- Author
Comment [843]: "Employee trainings"
- Author
Comment [844]: "spread their ... [232]"
- Author
Comment [845]: "Super User"
- Author
Comment [846]: "Head of Sales"
- Author
Comment [847]: "collect all questions"
- Author
Comment [848]: "Individual trainings"
- Author
Comment [849]: "Online workshop"
- Author
Comment [850]: "a contact person"
- Author
Comment [851]: "Personal contact"
- Author
Comment [852]: "IT Department"
- Author
Comment [853]: "very involved ... [233]"
- Author
Comment [854]: "Sales & Marketing"
- Author
Comment [855]: "marketing ... [234]"
- Author
Comment [856]: "didn't unders ... [235]"
- Author
Comment [857]: "Marketing do ... [236]"

Interviewee: Ich denke eher so dazwischen. Der Fokus liegt bei uns wie gesagt auf B2B, jedoch haben wir seit letztem Jahr einen Social Media Guideline, der von der Marketing Abteilung entwickelt wurde. Und ich denke mal auch, dass das in naher Zukunft fließend übergehen wird – LinkedIN & CRM Systeme z.B. Dadurch wird dann auch diese Automatisierung vorangetrieben, dass automatisch ein Kontakt in das CRM System eingespeist, wenn man ihn bei LinkedIN kontaktiert. Ist momentan zwar bei uns noch nicht der Fokus aufgrund der Umstrukturierung in den Märkten und Segmenten (Offshore & Marine). So sind wir gerade dabei, das CRM System auf den neuesten Stand zu bringen. Danach werden wir die Projektmodule anpassen. Ich bin auch immernoch involviert, weil der Projektleiter mich immernoch anruft und fragt was ich davon halte, jedoch nicht mehr 24/7. Da ich beide Sichtweisen habe, auf der einen Seite die vom Vertrieb, auf der anderen die von der Projektseite her, habe ich mir in dem Bereich ein großes Wissen angehäuft. Da wir 24 Niederlassungen weltweit haben und auch Weltmarktführer sind im Bereich von Rohrabdichtungen in Schiffen, Gebäuden, Zügen etc., werden wir auch mit der neuesten Digitalen Technologie mitgehen, wenn es soweit ist.

Interviewer: Ja, Matthias, das war eigentlich schon das, was wir von dir erfahren wollten in Hinblick auf die Transformation vom traditionellem CRM zum Social CRM System! Vielen Dank nochmal und alles Gute!

Interviewee: Ja habe ich gerne gemacht. Alles Gute und viel Erfolg mit der Masterarbeit!

Categories: Codes

Present status of Social CRM: “Sugar CRM 2006”, “combination”, “lead generation”, “social media usage”, “Linkedin”, “reporting” “mainly LinkedIn”, “B2B business”, “acquire new customers”, “private facebook account”, “company network”, “connection between CRM system and social media”, “no priority” “due to B2B focus”

Evaluation of Social CRM: “no priority”, “B2B”, “personal factors”, “potential clients, “lose of time”, “too much work effort” connected on LinkedIn”, “personal contact”, “subsidiaries in the countries”, “need of more information” “personal contact”, “value afterwards”, “potential clients”, “keep the system clean”, “including not every person”

Adoption of Social CRM: “different cultures”, “different habits”, “different workflows”, “security”, “trainings”, “complex process”, “global rollout”, daily routine”, “change of habits”, “IT department”, “personal contact”, “head of sales”, “interviews with subsidiaries”, “system roll out”, “internal selling process”, “so that other subsidiaries also accept it”, “setting an aim”, “work shops”, “talking about problems”, “backup from headquarter”, “it depends on management”, “back up from Headquarter”, “lack of understanding the usage reason”, “in Germany”, “upper management”, “reports, “using and measuring data”, “other countries”, “too much work effort”, “lose of time”, “different in countries”, “good usage”, “bad usage”, “daily routine”, “change of habits”, “new employees”, “train better”, “not so much in the work flow”, “old workflow”, “more difficult”, “personal factor”, “online workshop”, “employee training”, “spread their knowledge”, “super user”, “head of sales”, “collect all questions”, “individual trainings”, “a contact person” “personal contact” “technological integration is not primary”, “IT department” “very involved and important” “sales and marketing” “marketing department” “didn’t understand”

Author
Comment [858]: “Inbetween”
Author
Comment [859]: “Social Media Guideline”
Author
Comment [860]: “Linkedin”
Author
Comment [861]: “Automization of prospect generation”
Author
Comment [862]: “Restructuring”
Author
Comment [863]: “update CRM system”
Author
Comment [864]: “adapt project modulses”
Author
Comment [865]: “sales and project view”
Author
Comment [866]: “Digitalization”

Recommendations for Social CRM: “change of workflow”, “social media guideline”, “marketing does have responsibility”, “sales and marketing”, “super user”, “employee trainings”, “online training”

Future of Social CRM: “digitalization”, “restructuring”, “automatization of prospect generation”, “Linkedin”, “inbetween” „update CRM system“, „adapt project modules“ „sales and project view“

Interview 9 – Dave Schneider

Name: Dave Schneider (<https://dk.linkedin.com/in/davejschneider>)
Company: Siteimprove
Social CRM System: Hubspot
Country: US & Denmark
Position: Marketing Specialist

Interviewer: What is your definition of Social CRM and what kind of experience do you have made with it so far in general?

Interviewee: So first, we used a homegrown CRM system. I think it was made by R&D engineers from Siteimprove and it is synchronized with Hubspot, so Hubspot was very much a secondary CRM in the beginning. The data lived in the own CRM and every night the information was updated with the Hubspot system. The CRM was not updated with records from Hubspot, because that gives us the opportunity to manually overwrite things. We could erase, edit or adjust data and users, that's why we kept it in the beginning in our home grown CRM system. The point why we didn't use Hubspot in the beginning is that it came a bit too late into the company. If we would have been a younger company we would have used it as our only SCRM system. However, I personally have worked extensively with Hubspot features already.

Interviewer: What is your position in Siteimprove?

Interviewee: I'm a Marketing Specialist and responsible for developing our product.

Interviewer: What is your general experience with implementing a Social CRM system into an organisation?

Interviewee: When we decided to buy Hubspot, I did a lot of research as part of the Marketing team. Marketo is the primary competitor of Hubspot, but we decided us in the end for Hubspot.

Interviewer: What do you think also about other popular systems like Salesforce, Nimble or SugarCRM?

Interviewee: I don't know Nimble, but SugarCRM is also good and Salesforce also does integrate with Hubspot, which is an advantage as well. And I believe that both companies are financially closely linked, so I don't see them so much as competitors. But my experience with Hubspot is that I implemented it first in the U.S. branch and then when it went successfully there I came to Europe to do it here in the head office.

Interviewer: In regards to that, what is your opinion about the implementation, was it easy or difficult, because now the switch from traditional towards SaaS systems.

Interviewee: I think it was a pretty easy thing to implement, set up and planning. I didn't have to do web hooks, because data engineers did that. I was involved with e.g. what information to pull, but I didn't have to set it up all by myself. The system itself was pretty easy to set up. However, we had to change how we ran our processes to focus on the social level and the work around of Social CRM, which was very different to the traditional ones.

Author

Comment [867]: "a homegrown CRM system"

Author

Comment [868]: "by R&D engineers"

Author

Comment [869]: "synchronized with Hubspot"

Author

Comment [870]: "the data lived in the own CRM"

Author

Comment [871]: "information was updated"

Author

Comment [872]: "manually overwrite things"

Author

Comment [873]: "erase, edit or adjust data"

Author

Comment [874]: "a lot of research"

Author

Comment [875]: "I implemented it first in the U.S. branch"

Author

Comment [876]: "I came to Europe to do it"

Author

Comment [877]: "easy thing to implement, set up and planning"

Author

Comment [878]: "web hooks"

Author

Comment [879]: "what information to pull"

Author

Comment [880]: "pretty easy to set up"

Author

Comment [881]: "change how we ran our processes"

Author

Comment [882]: "focus on the social level"

Author

Comment [883]: "work around of Social CRM"

Author

Comment [884]: "very different to the traditional ones"

Interviewer: Can you be a bit more specific here?

Interviewee: Well, yes also the social piece has a great impact, but it was also just the edge of being a small-sized company becoming a mid-sized company. Going from start-up towards an established organisation and the work standard procedures for a lot of things needed to be changed. And so tons of signs became more complex and worth to think about it. For instance when I created a landing page or campaign, someone else might not naturally think about with one search. Then we also had a jungle of data and everything became very messy and unstructured, which was a huge pitfall for us.

Interviewer: And in general, how would you describe Social CRM?

Interviewee: Uh, that's not that easy. Honestly, I would say I don't know how to define Social CRM. I don't think that the one thing (CRM) is social and the other is not. The whole thing of a CRM is to store data where you can contact people, so I think every CRM in that sense is social.

Interviewer: But what do you think for instance Hubspot that they have integrated the Social Media channels like Facebook or Twitter, isn't that more Social CRM? Isn't that an obvious transition from traditional CRM towards Social CRM and there is a difference, because sales reps can now also contact prospects that are coming from social media channels?

Interviewee: It's kind of blurring the line of data that is inside an organisation and data that is outside of an organisation. And it can complicate things, but I think that for the most parts it simplifies a lot of things where you're making decisions of whatever data there is available. And more realistically you're making more decisions on what data you get in within your eight hours (of work).

Interviewer: And what would you say are the benefits and pitfalls of those kind of systems and using social data that are coming into a CRM system?

Interviewee: The benefits that Social CRM systems have is actually that we (the people) have extensively started using Social Media. Like when it was built into the CRM it wasn't such a different thing like maybe building a website or blog. Those things became much easier to do, so lots of people became involved. I think the net effect is that in general the social media presence grew a lot.

Interviewer: But also for organisations what would you think is it beneficial that there is so much data in the social networks that they can drive sales and performance?

Interviewee: It is certainly available, and that is one of the issues we had in the beginning at Siteimprove that we were not able to deal with all this data. With the massive influx of data it was hard to pick which one was/is the most important. Social Media was probably not our primary focus in the beginning that we were going with Hubspot in the beginning. Mostly what we wanted to do was that we had to structure our sales and marketing department, because we didn't have any idea what worked and what did not work. So Hubspot started to measure different parameters like campaign tracking, monitoring etc.

Interviewer: And what do you think are the pitfalls of those systems and its integration?

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Comment [885]: "the social piece has a great impact"

Author

Comment [886]: "work standard procedures"

Author

Comment [887]: "needed to be changed"

Author

Comment [888]: "became more complex"

Author

Comment [889]: "a jungle of data"

Author

Comment [890]: "became very t ... [237]"

Author

Comment [891]: "I don't know l ... [238]"

Author

Comment [892]: "one thing (CR ... [239]"

Author

Comment [893]: "every CRM in ... [240]"

Author

Comment [894]: "blurring the line of data"

Author

Comment [895]: "inside an organization"

Author

Comment [896]: "outside of an ... [241]"

Author

Comment [897]: "complicate things"

Author

Comment [898]: "it simplifies a ... [242]"

Author

Comment [899]: "making decisi ... [243]"

Author

Comment [900]: "making more ... [244]"

Author

Comment [901]: "extensively st ... [245]"

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Interviewee: When you role everything together it is not flexible at all. So a problem could pop up in some seemingly proportion of Hubspot where there is some limitations that is preventing you from doing stuff in a way that normally makes more sense. For instance campaign naming, so what worked in Hubspot did not work in our CRM. So when you name it one way in Hubspot and you're searching for it in our own built CRM it would never have given any results.

Interviewer: So it is better to have just one tool?

Interviewee: Generally, yes. Because there was sometimes a conflict between the two systems.

Interviewer: And what do you think when you implement those systems, which factors do have the largest impact? Organisational, technological, personal or external factors in the industry?

Interviewee: I don't think that the personal factor had a huge impact, because I saw that people adopted pretty fast the systems when something new comes along. It worked for us to measure what people are doing, because we put ROI on social media, which was before we had Hubspot it was those kind of thing we really didn't knew what we are doing. And Hubspot very clearly showed us, if it was worth the time we spent on. And in many cases weather it was our own fault or otherwise, the main answer was no when we wanted to focus onto social media in the beginning. Because we were returning just a little with social media. However we found after a while that LinkedIn and Twitter are pretty valuable networks on which we were focusing, because we saw some impact there. So the industry impact is clearly to see here. Even though we are a B2B company it gave us some positive impact in the past. Especially LinkedIn was very effective, but the other two not that much in terms of generating and contacting prospects. And Google+ is a Ghosttown in terms of Social Media usage.

Interviewer: And which other external factors can have also an impact? Infrastructure of the organisation, industry factors or technological support?

Interviewee: I think it is extremely important. Depending on your tools, how they can integrate with other tools that are already in the company. We had many problems in the beginning, because we had the CRM I talked before and we had a lot of organisational problems there during the adaption. We never really got our sales team to use Hubspot in the beginning.

Interviewer: So rolling it out for everyone is difficult then?

Interviewee: Yes, unfortunately no one is changing its daily routine fastly. Even though you have the system, if you are not forced to use it on a daily base, you don't do that.

Interviewer: And what is your general opinion of the future of Social CRM software and those kind of channels integrated within CRM?

Interviewee: Yes, I think at the moment there is a viable trend to couple all the services together. And I think at some point of the future that's going to fall out of style and it will be a decoupling of all those services. Because maybe Hubspot does e-mails and workflows very well, it does Social Media very poorly.

Interviewer: So you think it will go away from those kind of integrated software and it will be more focused?

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Interviewee: Yes, exactly. I think you can see that in Apps today, so for example Facebook split Messenger out of their app and groups out of their apps, so they want to have one app that does one thing very well and not all things just okay. That is the opposite of what Hubspot is where at the moment everything is integrated. They pull everything together. In a small and mid-sized company that works fantastically, but when you scale up and specialize, those tools doesn't make sense. For instance Red Bull, they don't want to manage Social Media with Hubspot, they have a different, focused tool. Because it doesn't offer the amount of flexibility what they are looking for.

Interviewer: It is an interesting opinion that you see in the future more decoupling rather than unifying everything in one tool.

Interviewee: Yes, I think integration between tools is becoming more and more important, but having just one tool bought from just one vendor becomes less and less important. So it is important that a tool integrates with other tools that are specialized on a feature, and it doesn't have to be the same tool!

Interviewer: Thank you for taking your time, Dave!

Interviewee: Thank you as well, Martin!

Categories: Codes

Present status of Social CRM: "a homegrown CRM system", "by R&D engineers", "synchronized with Hubspot", "the data lived in the own CRM", "information was updated", "manually overwrite things", "erase, edit or adjust data", "I don't know how to define Social CRM", "one thing (CRM) is social and the other is not", "every CRM in that sense is social", "blurring the line of data", "inside an organization", "outside of an organization", "extensively started using Social Media",

Evaluation of Social CRM: "complicate things", "it simplifies a lot of things", "making decisions of whatever data", "making more decisions", "became much easier to do", "lots of people became involved", "net effect", "social media presence grew a lot", "not able to deal with all this data", "massive influx of data", "hard to pick which one was/is most important", "measure different parameters", "not flexible at all", "some limitations", "preventing you from doing stuff", "ROI on social media", "if it was worth the time", "returning just a little with social media", "LinkedIn and Twitter", "pretty valuable networks", "some positive impact", "LinkedIn was very effective", "generating and contacting prospects",

Adoption of Social CRM: "a lot of research", "I implemented it first in the US branch", "I came to Europe to do it", "easy to implement, set up and planning", "web hooks", "what information to pull", "pretty easy to set up", "change how we ran our processes", "focus on the social level", "work around of Social CRM", "very different to the traditional ones", "the social piece has a huge impact", "work standard procedures", "needed to be changed", "became more complex", "a jungle of data", "became very messy and unstructured", "conflict between the two systems", "people adopted pretty fast the systems", "even though we are a B2B company", "integrate with other tools", "organizational problems", "never really got our sales team to use Hubspot", "no one is changing its daily routine fastly", "not forced to use it on a daily base",

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Future of Social CRM: „a viable trend“, „couple all the services together“, „fall out of style“, „decoupling all of those services“, „does one thing very well and not all things just okay“, „Hubspot“, „everything is integrated“, „pull everything together“, „small and midsized company“, „works fantastically“, „scale up“, „specialized tools that doesn't male sense“, „a different, focused tool“, „doesn't offer the amount of flexibility“, „integration between tools“, „more and more important“, „just one tool bought from just one vendor“, „less and less important“, „a tool that integrates with other tools“, „specialized on a feature“, „doesnt't have to be the same tool“

Interview 10 – Patrick Kitchell

Name: Patrick Kitchell (<https://dk.linkedin.com/in/patrickkitchell>)
Company: Sitecore
Social CRM software: Hubspot, Nimble, SugarCRM
Country: Worldwide
Position: Head of Global CRM

Interviewer: Thanks for taking the time! So as you know our overall topic is Social CRM and we have actually chosen this topic because we think that there is a lot of potential. CRM is something what everyone knows but with Social CRM there is a new dimension coming what gives us and also people from practice a gap, which we want to fill. So our aim is to basically explore the whole field and get as much as possible input from many different people. We have four main topics which we would like to discuss: first the definition of Social CRM, then the evaluation of Social CRM, which is followed by the adoption of Social CRM and future of it. But maybe first you can describe what you are doing and in which ways you are experienced with CRM, Social Media and also Social CRM.

Interviewee: So my name is Patrick Kitchell and I have worked in the CRM space for seven years now so I am actually from a traditional CRM background. I am primarily working with Microsoft tools and I have primarily worked with Microsoft technology at least in the past. I am currently working for a digital marketing company that holds digital marketing software and build software which is really cutting edge for digital marketing systems which can compete with adobe and stuff like that. So my official title is Head of CRM and my job is basically internal as well as I am responsible for the data which is there and I am responsible for all the integration between all the systems which we both integrate internal and external systems. So in that kind of sense I have this core role in the business to make sure that the CRM system enhances data that benefits business value.

Interviewer: Okay so when you say that you are already really experienced with CRM systems, now my next question would be of course if you are also experienced with Social CRM and how you would define it in general?

Interviewee: Well I would actually ping pong that back because I am actually asking what is the definition of Social CRM and I do go out and do a little research in google how everyone else would define Social CRM because at the end of the day if you would go in ten years out into the future somewhere and you would look at the marketing and CRM industry, it is a big melting pot right now. I think that technologies are right now basically disappearing and integrated and sometimes I would basically say that CRM is dead. And what I mean by that is that the idea of Social CRM for me is that we are in a paradigm shift towards the idea that the consumer or the people that buy or B2B and B2C businesses that they really own the process and we are really the receiver of what they decide to share out there in the world. So for me Social CRM is about gathering all the data from social aspects from buyings or from whatever it is and try to understand what the consumer actually wants from you and having this in one place and building some type of profile systems or some type of artificial systems that helps you as an organization to understand how you can best sell to consumers when they reveal themselves to you.

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Interviewer: Yes that is actually from many people but when you said that CRM is dead, would you then say that Social CRM is kind of a development from current CRM or would you more say that Social CRM is something completely new?

Interviewee: Well there is no doubt that current CRM .. I have worked at Microsoft with Microsoft dynamics, the original version of Microsoft dynamics so I can remember. And I can remember and I am much older than you, the life before the internet, so traditional CRM systems are basically sets of components that basically match business areas and try to give a standard package of business processes, sales, marketing, service like this and I am not saying that those functions aren't important and certainly they still exist. What I mean by saying that CRM is dead is this traditional idea about how you deal with data in those three or four streams in a business environment and for me those have basically melted together. Marketing owns more in the sales pipeline than they have ever done before and you could argue that in the future there will be no marketing people and that everything will be artificial and intelligent. Like you could argue that we are shipping away from all these traditional processes and functions. So when I say CRM is dead then I just mean that the traditional work or tool boxes are completely done and so Social CRM is something new. The first thing which comes to my mind is when I think of Social CRM is social selling. So I see it as a progression or evolution towards the next version of selling tools or marketing tools. So it would be just a little piece of a bigger set of software tools. So yes it is a progression but I think at the end of the day it will be called something else in the future. Like in the old days you had CRM for example content management systems, now you have digital marketing systems and have like artificial intelligence or marketing automation so everything is kind of quickly involving today. So yes we have moved away from traditional CRM into maybe Social CRM but I am assuming that this is a step stone into the next something.

Interviewer: Okay we actually heard about social selling quite often! So far we also talked to people who have used SugarCRM or Hubspot would you also agree on that those tools are Social CRM softwares? Or do you know some more?

Interviewee: Actually the first came to my mind was, I mean SugarCRM is fine. I mean if you for example see microsf dynamics for CRM is because they are traditional CRM models and they are also really expensive. Like Microsoft is really expensive and Salesforce is even more expensive. I have already used SugarCRM but I was actually thinking of Nimble for example when you think of it and also CRM pipeliner which advertise themselves as a Social CRM software and this is also why it comes back to the definition what Social CRM is. I think that Hubspot is just awesome and I love it. So I think it depends on. SugarCRM is more CRM and I don't know what Hubspot offers in the suggestion of how you would manage the data and what you would use it for.

Interviewer: Okay but would you say that there are some components within those Social CRM programs which are always the same kind of?

Interviewee: Yeah I think the hardest point is right now how to get all of the data into one profile. So that you can understand if you took a customer as a group of contacts is how to get all this data into one kind of 360 degree view or one type profile view so that you can understand it from a holistic kind of view what people and specific companies are doing in relationship to your organisations and whether it is on social whether it is on your website whether it is in conversations and whether it is somewhere else. I think to me that's the biggest challenge and I think the only real interest in CRM in the current moment that makes pure sense is opportunity management, how you manage deals. I guess that is really the only question left in CRM that doesn't have a tool that you can find somewhere else. Like when I tell people why don't we just give up CRM systems in

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organisations where I have worked before the first question was how are you managing opportunities? And that is a great question. We don't have something for that right now.

Interviewer: But you can see that this could be solved with Social CRM?

Interviewee: Should be so. But in another system at some time..

Interviewer: Alright then I would move on to the second block and I think that is one the most interesting aspects about Social CRM. I would like to know how you would evaluate Social CRM in regard to business success? What kind of benefits or pitfalls are there?

Interviewee: I can surely imagine some! So if I would set a paradigm or framework I would say that if you have in one data source all of the points like data contacts of specific people so if you would have in your Social CRM system the ability to see what an individual is doing all time not only in their buying journey, I mean this is a hot topic right now, you need to know the journey of a customer but also if you understand in a more holistic view how this person is communicating about various products, services and topics, if you are able to have all this data in one source and then you are able to give it to the user in a way that they can understand and consume this data then I think it would have a lot of benefit! One of the barriers right now is just that there is so much data, so there is big pile of data so that people don't really know how they should handle the data, so people are doing nothing with it. So for me one of the talking points is always that I say to organizations that companies need to spend time finding out what data is important for them and analyzing and giving it to their user internally, so that they know what they should do with it. So in that sense if you have this perfect scenario, this perfect story where people are taking all this data and analyze it from their companies perspective and saying like, look John he bought, here are all the things he has done. He hasn't said that he is ready to buy but has triggered all of these flags in our system. That would really help a sales person, right? So this is from one site and if you are looking it from a selling point so that you can basically help the seller to understand this journey and give them the tools and understand what people are. So instead of a sales person calling: Hey! I have this great product! They try to inject the journey all the time, value at a point and educate. This helps the person on the journey, so this is a completely different paradigm compared to old selling right? So that you just call on the phone you would try to say now, the buyer does basically all the work up to the last 20 % or whatever and you basically have to interject yourself into this process all the time and that is to me the job of a Social CRM system is that help the person using and understand where the person is on their journey and helps them to interject things along the journey. So that when you are going to buy something you will think of me as the person that has helped you to get educated. Like you get those experiences about myself and my company because I have been there and because I am interjecting and I have been working with you and stuff like that. So to me that is the realy benefit of doing a Social CRM system. To do it properly and to give kind of a tool box.

Interviewer: Okay and barriers you would say is this information overload, right?

Interviewee: Yeah I mean right now we are in something what I would call an apolcalypse of content. It is just so much content created all the time that when you search on google, the first pages are not the right answers anymore. So we are spending a lot of time with searching content, categorizing content and all this kind of stuff. And we buyers also, we buy and we don't want to waste our time, we still do what everyoneelse does, we still first maybe go to google and search for something, then you go and ask your friend on facebook: where can I buy something? So we are all

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in an eco chamber, we all try to ask the people what they think is most valuable in our network that will give us the answer as quick as possible.

Interviewer: I like the term eco chamber!

Interviewee: Yes we are all in it! So we are all in this information overload, we all kind of feel it so what we all are doing is we raise our hands and say hey john! Remember how you got your roof down can you tell me who did your roof? Instead of waiting and searching all the time. It has always been like this! So but now we are doing it on tools that we kind of plug in to the social system. So this is how you would see Social CRM right now. It got kind of strange term to it because I think that we are not there yet.

Interviewer: Alright, yes that makes sense..

Interviewee: It is cause you are what they call it a millennium so you are a digital native person and this is really the paradigm shift! When you talk to old sales people they don't get it really. I don't get it either 100 %, like I have children out over this so I can see both worlds. I would say this is a generation shift! So you need to get an old sales person to get this new system understand.

Interviewer: Yes that is true! But maybe that is a good bridge to our next topic. The adoption of Social CRM within organisations. Because we had to identify influence factors of adoption behavior in existing literature and found out that there are basically four types of factors: personal ones, such as age or what you just said the mentality of people, then organizational, technical and last external factors. So when it comes to personal factors would you maybe say that they influence how someone is adopting a Social CRM system?

Interviewee: If you are a salesperson all you care about is your commission so if I were a salesperson I adopt any new system whether Social CRM or others. I have adopted many systems and you have to have a good case story and you have to have specific value because if you only get paid by commission then you want to know how I can meet my commission or how it makes me more money. Those are the two only things you care about. So from a sales perspective you have to make sure that the proof of that value is there for them, right? And that is really important from a sales perspective and same with marketing if you are getting away from an A system to a second system then you really need to have a sell reason, it is kind of politics. When you look at elections in Denmark if you want to win an election you really have to go around and get support for the new system, like case studies and you have to show them that there is value there to move away. A part of my organization, there are a lot of salespersons who are particularly frustrated that we don't have enough social data in our CRM or that we don't have an holistic view around what people are doing.

Interviewer: Okay that's also part then from organizational influence factors, right?

Interviewee: Yes right. I would say a number one for every organization is that you need a stakeholder view and executive buy-in. You need people at the top to understand the value propositions of what you are doing, they need a champion. So this is a number one thing! If you don't have the executive buy-in than you don't have the buying and then there is no reason for it. If you just imagine a bunge of executives and then utiliants who will buy in what you want to do with your system, if they don't have, it is not top down. So this is very important! So the guys on top have to be the ones that sell this, they have to agree that this is on the road map, this is what we are going to do and then the rest of the organization should follow.

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Interviewer: Okay this is interesting because we also had interviewees who said that it is important to have a bottom up approach to it. So that someone from the lower level probably gives the input to implement this new tool and it goes up to the upper management level.

Interviewee: You will never get and I will tell you why I say this now. I completely understand why someone would say that the idea of implementing Social CRM certainly comes from the bottom since people are doing it everyday. They start talking to the upper management. So I can completely understand that but it is up to the executive board and management to give budget and to release time and resources to this. And you go in sell as much as you want to the lower level and they might buy into this a 100 % but if you have it not sold to the guys up it is going nowhere. So I think that executive buy-in is really important for every software you are going to implement. So this is a number one key factor! So real champion stakeholders in your group are going to take this on and going to sell this and then it triggers down. Because you will get support in the down level but if you can not sell it to the upper management is going nowhere.

Interviewer: Okay! And then the next factor would be the technical factor of course. Do you think that they have an influence on how someone is adopting a Social CRM software? So far we heard that Hubspot or SugarCRM are easy to work with but others are also saying that it takes a while until the software can be fully used and that they needed help from consultants.

Interviewee: Well I mean user adoption is always a really interesting thing! Because some systems.. Every system you buy you get this vanilla version of this system and then you basically have to get in and have to make changes to the system and adapt to your business processes and then you have to make it user friendly. So I am assuming if you are implementing a CRM or Hubspot or Nimble you are going in and make changes to this system that match the business and the part of making those changes you make it userfriendly for everyone. But this basically means that there is a lot of training, kind of a feedback loop that you take and that the business listens to the complaints if any users have them and then make changes to the systems so that it becomes more userfriendly. To me it is to have an open feedback loop all the time. Lots of companies are saying we buy this new software and this is it and then the end users say but this sucks and they refuse to go into the system and only use it when they really have to use it. And for me I get a cozy feeling when I think of Social CRM and that is because it is a place where you want to be, where you can find everything you need from a holistic perspective! So it is point of pleasure from the business perspective!

Interviewer: Okay and you already said that you are in contact with many different companies and talk to them. So would you say that those external factors such as the pressure to innovate or the market structure influence whether the company is adopting a Social CRM or not?

Interviewee: I could for example never imagine a pharmaceutical company having Social CRM. But for example in Denmark you have lots of entrepreneurial IT industry where cost is an issue because you are starting up a company and you get really far with free software and if social is really the place like finding leads on linkedin or twitter then you can basically take a free version and use social as a way to define customer and to do service. You don't need to implement that much software, you need to know how those tools work. And this is maybe also a barrier in Denmark because people don't really use Twitter in Denmark, they use facebook and then you have this great mix of what people are doing and what people are doing professionally. And this is also the stress point in my generation, like I try to keep these two separated but the younger generation mixes it up. So but from an industry perspective there are certainly some industries that adopt Social CRM much faster or use social in CRM much faster and they see it as an absolute need whereas there

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other industries who really struggle with this. The big companies like mircrosoft or oracle they really struggle with social because they are so big.

Interviewer: So would you say that the organization size as an impact?

Interviewee: Absolutely! Organisatin size has a huge impact! Because I think the issue is with the big companies your company is a brand and on social you can not control all the conversations! You can see from a lot of negative exmaples where companies get into a negative spirror and they want to control it so instead of feeding the comments they are deleting them and this kind of attracts even more attention. So for bigger brands there might be faster negative consequences from social media what is also more difficult to manage for big brands. They know that they need to be there but they are actually really unsecure about how they should actually do it. Because one mistake and you get 20.000 negative comments..

Interviewee: Yes like a shit storm. I just have another question because we talked a lot about this in our other interviews! Would you say that B2B companies are also able to implement Social CRM just like B2C Companies?

Interviewee: So I will give you an example! We are a B2B company. We sell software to companies to handle digital marketing in a very large scale and in our CRM system we deal only with individuals. So people come to our website and fill out our forms or go to webinars, so we are tracking all of this data plus all the analytics about where they are coming from and how they get to the website and which campaigns are they part of. So I would say that a B2B company is really a bunch of B2C companies in the end because you are really dealing with individuals, so the goal is to make a profile on the account level where you are basically summing up all the people who are coming from and gathering all this data in one point. Cause everyone is calling and talking to a company. But what is interesting is that people who are making the decisions during their journeys. So if you make software to a company you are going to sell B2B, the people who make decisions are actually the ones who are doing the foot work. So this is what it makes it very interesting and why it makes it really important. The general vendors they go and make the foot work all the heavy lifting, then they gather all the information. So you need to pinpoint in this process and this is where Social CRM could be very good when it is done properly as you can pinpoint all of these minor influences and understand the hierarchy of influences to help to be part of the influence process. Like CEO's they may make decision but they are not making the search in the internet because they don't have the time for it. So I just had this discussion with this one guy who gets 25.00o twitters every month on his profile and I ask him what is on your profile? Like to me it seems he sells service to executives and I asked him what on his profile is and he said do you think my profile could sell something? And then I said that I am assuming that the excutives are not the ones who are doing the foot work, but someone else is doing the foot work, so they are going to your profile and look at you and then that's it. So to me this is also important because we are bombarded with so much data and will send you some data on google that people look up for one time and then they never return on the vendor site. So you have this one shoot of catching's someone's attention while they are searching, they get to remember you and then go away and they never come back. So that is what I think about when I think about Social CRM or social selling. It is this whole spectrum of all of this what makes it really interesting because CRM is really static data whereas Social CRM is to me dynamic data! Where it is a living, a breathing organism! Where data is also focusing on big data. But big data is so important to everything we do, to get forward and if you are a company that doesn't have good data or doesn't understand data you will loose!

Interviewer: Okay yes but can you imagine what the next step will be for Social CRM?

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Interviewee: Future is dangerous, right? I mean it will be interesting because for me we are living in a technology bubble right now. So we need first like we had with the internet bubble, the bubble to pop because I think that there is an engagement bubble. So there is the automation of engagement which makes the idea of social more valuable than it is. Likes or retweets if this would be currency this currency is overvalued. So we first need to go through a pop in this sense before we see the next versions of Social CRM! So what will happen that you can get fluent marketing processes and get one integrated marketing process where the seller or marketer will be the same person and you still need sales people and marketing people but I think a lot of them will become automated that you will see a shift away because right now marketing is very labour intensive and I think in 5 to 10 years you will see a big shift towards automation there. And when you see a generation shift you will see that sales person are not pounding the phone like you see it with traditional sales guys! There will be more of a guy who will look into a crystal ball because the system will feed. Because if you can imagine the customer journey all the time, just imagine we know this all and we start up a new company and you could basically buy artificial assistance they could figure this out for you! So these people do these 12 steps and they are in categories then you are having a system that is feeding these people with data they need during every step in the way. So you will need a marketing person to set up the content and maybe even artificial software will even write the content? And I think we are not far away from that! So the future will be to have one set of systems that will manage the entire flow for you! And then your job is basically to parachute in the right moment and have the right discussion. That is the future for me, so CRM, user marketing and customer service and customer intelligence this will be all one!

Interviewer: Okay yes! But then one last question. What would you recommend companies which are thinking of implementing a Social CRM software?

Interviewee: I would always recommend executive or stakeholder buy-in is the absolute most important. So if you believe a Social CRM will move towards finding value in social you need to build a business case that makes a lot of sense for this particular company. So I think it is individual for every business. The second thing is that there is a tabu about using social media in work so there must be a mind shift that needs to happen so there is a paradigm shift in the mind that when you are working and you are social that this is just part of life! That you may feel like your employees are wasting time by just being on facebook but they are actually not! So they have this idea especially in the US that being on social media is a negative thing but it is actually not! In the future it is actually the real positive thing! So executive and stakeholder buy-in is everything and you need to do that by having a business case to know how you should do it and then I would suggest that you limit the data in the business case set in the start so that it proves KPIs socially. And often social is still not part of making business decisions! And of course if you can prove KPI then you can make strategies and business! So the business case has to prove the value! So just going in and saying I am selling you Social CRM won't work. But have a strong business case tight down to strong KPI's and ROI because it is an investment of time and money. You need to calculate all this.

Interviewer: Okay yes I think so too! But then thanks a lot for this really interesting interview!

Categories: Codes

Present status of Social CRM: “ what is the definition of Social CRM”, “a big melting pot”, “technologies are right now basically disappearing and integrated”, “CRM is dead”, “a paradigm shift”, “consumer or people”, “they really own the process”, “the receiver of what they to decide to

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share", "gathering all the data from social aspects", "try to understand what the consumer actually wants", "having this in one place", "building some type of profile systems", "type of artificial systems", "understand how you can best sell to customers", "they reveal themselves to you", "traditional CRM systems", "set of components", "match business areas", "a standard package of business process", "three or four streams in a business environment", "melted together", "marketing owns more in the sales pipeline", "shipping away from all these traditional processes and functions" "Social CRM is something new", "social selling", "a progression or evolution towards the next version of selling tools", "quickly involving today", "traditional CRM models" "really expensive", "get all the data into one profile", "360 degree view" "understand it from a holistic point of view", "doing in relationship with your organization" "whether it is on social", "on your website", "in conversations", "opportunity management", "manage deals", "millennium", "digital native", "old sales people", "don't get it really",

Evaluation of Social CRM: "in one data source all of the points", "see what an individual is doing all the time", "buying journey", "hot topic", "understand in a more holistic view", "person is communicating about various products, services and topics", "all this data in one point", "give it to the user in a way", "they can understand and consume this data", "so much data", "people don't really know how they should handle data", "taking all this data", "analyze it from their company perspective", "from a selling point", "help the seller to understand this journey", "give them the tools", "understand what people are", "try to inject the journey all the time", "value at a point and educate", "interject yourself into this process all the time", "help the person using and understand", "where the person is on his journey", "helps them to interject things along the journey", "helped you to get educated", "do it properly", "give kind of a tool box", "apocalypse of content", "so much content created all the time", "we are all in an eco chamber", "ask the people what they think is most valuable", "give us the answer as quick as possible", "information overload", "plug in to the social system" "cozy feeling when I think of Social CRM", "a place where you want to be", "find everything you need", "point of pleasure from the business perspective", "social is really the place", "finding leads on LinkedIn or twitter", "use social to define customer", "to do service", "doing the foot work", "you need to pinpoint in this process" "pinpoint all of these minor influences" "gathering all this data at one point", "decisions during their journeys", "the hierarchy of influences", "be part of the influence process", "bombarded with so much data" "this one shot of catching someone's attention", "they get to remember you" "CRM is really static data", "Social CRM is to me dynamic data", "a living, breathing, organism" "focusing on big data", "big data is so important" "to get forward" "doesn't have good data", "doesn't understand data" "you will loose",

Adoption of Social CRM: "an old sales person", "get this new system to understand", "a generation shift", "if I were a sales person", "adopt any new system", "a good case story", "how it makes me more money", "the proof of that value is there", "have a sell reason", "get support for the new system", "case studies", "frustrated", "don't have enough social data in our CRM", "a stakeholder view", "executive buy-in", "people at the top", "understand the value proposition", "need a champion", "executives", "utliants", "it is not top down", "the guys on top have to be the ones that sell this", "on the road map", "the rest of the organization should follow", "people are doing it everyday", "start talking to the upper management", "it is up to the executive board and management", "give budget", "release time and resources", "to the lower level", "might buy into this a 100 %", "not sold to the guys up it is going nowhere", "real champion stakeholders in your group", "going to sell this", "then it triggels down", "get support in the down level", "sell it to the upper management", "user adoption", "vanilla version of this system", "have to get in", "make changes to the system", "adapt to your business processes", "you have to make it user friendly",

“you are going in”, “make changes to this system”, “match the business”, “a lot of training”, “a feedback loop”, “the business listens to the complaints”, “becomes more user friendly”, “an open feedback loop all the time”, “the end users”, “they refuse to go into the system”, “only use it when they really have to use it”, “pharmaceutical company”, “lots of entrepreneurial IT industry”, “cost is an issue”, “starting up a company”, “get really far”, “free software”, “take a free version” “how those tools work”, “people don’t really use twitter in Denmark”, “great mix”, “people are doing”, “people are doing professionally”, “try to keep these two separated”, “the younger generation mixes it up”, “but from industry perspective”, “some industries that adopt Social CRM much faster”, “use social in CRM much faster”, “an absolute need”, “really struggle with this”, “big companies”, “really struggle with social” they are so big” “organization size has a huge impact”, “your company is a brand”, “on social you can not control all the conversations”, “get into a negative spirr”, “they want to control it”, “deleting them”, “attracts even more attention”, “for bigger brands”, “faster negative consequences from social media”, “more difficult to manage for big brands”, “they need to be there”, “really unsecure about how they should actually do it”, “one mistake and you get 20.000 negative comments”, “deal only with individuals”, “tracking all of this data plus analytics”, “a B2B company is really a bunch of B2C companies”, “dealing with individuals”

Future of Social CRM: „no marketing people“, „everything will be artifical and intelligent“, „it will be called something else in the future“, “a step stone into the next something” “technology bubble”, “bubble to pop”, “an engagement bubble”, “automation of engagement”, “idea of social more valuable than it is”, “likes or tweets” “this currency is overvalued”, “need to go through a pop”, “the next version of Social CRM”, “fluent marketing processes”, “get one integrated marketing process”, “sales people and marketing people”, “will become automated”, “a shift away”, “marketing is very labour intensive”, “a big shift towards automation”, “a generation shift”, “look into a crystal ball”, “the system will feed”, “imagine the customer journey all the time”, “buy artfically assistance”, “do these 12 steps”, “in categories”, “system that is feeding”, “with data they need during every step”, “artificial software”, “write the content”, “one set of systems”, “manage the entire flow for you”, “to parachute in the right moment” “have the right discussion”, “CRM, user marketing, and customer service and customer intelligence”, “will be all one”

Recommendations for Social CRM: „spend time finding out what data is important“, „giving it to their user internally“, „executibe or stakeholder buying“, „build a business case“, „makes a lot of sense“, „individual for every buisness“, „a tabu about using social media“, „a mind shift“, „working and you are social“, „wasting time“, „actually not“, „especially in the US“, „being on social“, „a negative thing“, „the real positive thing“, „having a business case“, „limit the data“, „proofs KPI’s socially“, „make strategies and business“, „proof the value“, „strong KPI’s and ROI“, „investment of time and money“

Interview 11 – Rachel Miller

Name: Rachel Miller (<https://www.linkedin.com/in/rachellmiller>)
Company: Pipeliner CRM
Social CRM Software: Pipeliner CRM
Country: USA
Position: Chief Listener

Interviewer: Thanks for taking the time, Rachel! I know it is always a bit difficult with the time difference but I am glad that we managed to skype about this interesting topic!

Interviewee: Yes of course I am happy to assist!

Interviewer: So I already sent you our interview guide so you already know which kind of questions I will ask you and we can then discuss a little bit. Maybe you can explain a little bit about what you are doing or what your current position is? And what are your experiences with Social CRM so far?

Interviewee: So my role at pipeliner is that I lead our social media strategy which includes our social selling initiatives. So we heavily rely on the social components of our CRM to execute our campaigns which is everything from lead generation for prospects on social as well as influencer marketing and staying in touch with existing customers. So we have a very comprehensive strategy which kind of plays into it. There are a variety of definitions about what Social CRM is and for us the way it is evolving. When Social CRM I mean the traditional CRM the tool aspect came first to market there was nothing else to call it I guess.. Well if your CRM system has social integrations then it is called Social CRM, but as it has evolved over time it is more of a mindset. And you can not really be a successful business these days without embracing social media and I think every CRM needs a social component. I don't really know whether it really needs a differentiation as far as software. But I don't know what your thoughts are on that.

Interviewer: Yeah I mean so far we conducted several interviews and everyone is saying something similar that it is at the moment really difficult to find a clear definition for it and then of course everyone has his own definition of it. Because everyone sees it from a different perspective but it is interesting what you are saying. And with our thesis we also try to find out what the difference is between a social crm system and a traditional crm system such as salesforce. Are there different features? Since you are working for a Social CRM provider maybe you can explain it? Also from a technical perspective?

Interviewee: So I guess on a scale of traditional CRM's and I guess some of the more light versions and I mean pipeliner is closer to salesforce than to a tool like Nimble. Nimble is more of a social content manager whereas salesforce and pipeliner are more traditional CRM's as we track sales process and housing all your communication very seriously. Because we want to be the one solution for your business and integrate with all your other tool choices and nimble is for us more an add-on to make a conjunction with a CRM.

Interviewer: Okay but can you maybe again explain how you use those social data in your program? In which ways are you integrating it in our CRM systems? Can the user somehow save all this social media data in his CRM system or how does it exactly work?

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Interviewee: It can be but I think that it goes back to knowing who your true prospect is. Because every's customer is online so you have to kind of go back to the old school kind of marketing and create your buyer persona so when you I mean we all have access to same data but if you are searching for your specific customer you can kind of filter through the ways and find those conversations that matter to you. This is a really big first step! Just knowing what is important to you because you can't listen to everything! And not everybody is your customer! So you kind of have to take a step back and ask yourself what kind of job titles am I searching for? What industry? What are the buying signals that are important for me and my business? And then it is not that noisy anymore because you are searching for a really specific thing.

Interviewee: Yes I think so but it is up to upper management to really position the why effectively. And I think that wheter you are adopting a Social CRM or any new tool you have to explain why to your employees. You can not just throw a tool at them and give them the what and how because they are not going to understand it, so adoption takes much longer. So if you explain the why and with social you always have a benefit because social media is not going away. It is just becoming more and more integrated in how we do everything and in your personal and professional life. And if you explain the benefits like you will be able to communicate more effectively with your internal team as well as external community and really start there, the people are going to want to use the tool and take the time to learn it! No matter how old they are. It kind of breaks through no matter if you are currently social or older or younger. If you really start with the why and the benefits to them and later it is going to make their job easier and they can look as a better employee. I think then people are excited and want to adopt it! And it doesn't seem to be so challenging.

Interviewee: Yeah I think size definitely has an impact and that's where start-up's have the upper hand because they are smaller, they can delete a tool if its not the best one for them and they can easily change to a new one. With larger organisations I have seen that they have success with it when they create smaller teams and adopt a tool. And they use them kind of as a trial group and if the tool is working then they can scale from there. So instead of trying to force 500 people to use a tool they can start with ten and if it works for ten or they can use it in one department so that they say: "we start with this specific sales team" and if it works for them then we going to scale it to the

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entire sales department and kind of you can start small and then scale. So it gives you kind of a start-up within a larger company and that's where I have seen it work the best. Then you can use that smaller group of people and help to train and explain the why to the larger groups.

Interviewer: Yes that sounds reasonable. So would you say that a bottom up approach is preferable?

Interviewee: No I think it has to be top down. You need to have the support of upper management when adopting almost every new tool. Because people look up for advice.

Interviewer: Okay yes that is also what lots of our interviewees have said because the software also costs something..

Interviewee: Yeah I think you could have some change advocats from the lower ranges but ultimately the upper management and decision maker need to support it. Otherwise it will be harder for everybody to adopt.

Interviewer: And then another important factor are technical characteristics of the Social CRM software, such as triability or also if they can see the success behind it. Do you think that those kind of factors have an influence on the adoption of Social CRM?

Interviewee: Yeah I think training is important. It should be really intuitive if Social CRM is structured correctly. It should be just using the nature of social networks. So I guess that is more the specific tool. But again there should be definitely training available and support provided by the software.

Interviewer: Okay and then there was a last factor which might influence the adoption of Social CRM. The external factors such as market structure or industry characteristics, which are outside the company. Do you think that those are also important?

Interviewee: Yes I think they do for sure. But I also think that at the end of the day everybody's customers are on social so even banks are a great example because they have huge success in the last few years when they have started using social media to market but also attract younger people. Because the older generations they have their bank accounts but there are so many younger that don't. So I think another example is with pipeliner. We have a fantastic connection into the manufacturing industry or other lager industries. And those employees are on social networks they use Twitter and you might not necessarily connect manufacturing with an active social media community but they are. So I think it is naïve when you think that your customers are not on social and that your company cannot benefit from what a Social CRM can offer.

Interviewer: Yes right. Then I would already come to the last block which is the future outlook of Social CRM but before that I would like to know if you have any suggestions for organisations who plan to implement a Social CRM or do you have any tips for them to adopt it the best possible way?

Interviewee: I think I would just go back to what I said earlier. Just remember that if you are going to use a Social CRM then your business has to be social. So take time to create the best social profiles for your business and employees and take care of choosing which ones because you don't need to be on every social media channel but you need to be on the ones your customers are on. So again there is no point of using a Social CRM if your business doesn't have Twitter. So I think that are the steps through and then again explain the why to your employees instead just saying "hey!

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Here is a new tool!” You need to kind of explain we are adopting new Social CRM tool because of those reasons and this is what we want to see from it.

Interviewer: Okay right. The last question would be then what do you think about the future of Social CRM? Do you see more potential? Or do you think we already reached an end point?

Interviewee: I think we barely scrapped the surface of what we are capable to do with the Social CRM and I think that technology has enabled us to be much more human. So I think we went through kind of a phase within the last few years where everything was automated, we are spamming everyone on email and now we are going back to another way where we are sending hand written notes, we are engaging one to one versus one to thousands. So and social CRM is a great use case for that because you know so much more about a person before you even reach out. So I think having that data accessible is really powerful. So if I am a sales person and reach out to you and I am like “Hey! I need to call Caroline today. It is like I know you!” And you can kind of build reports and you have that relationship from the first second and I think that is really cool! It is only to be improved. The data that we will be able to pull in and all the campaigns that we can build around and everything will be made just for you. I think this important because everyone feels special using a Social CRM you can have that effect for your customer service or sales and marketing. It is just a way of being as much as human as possible leveraging technology to do so.

Interviewee: Alright! Yes that is true. Then thanks a lot for your input and we wish you all the best in the future!

Categories: Codes

Present status of Social CRM: “social selling initiatives”, “social components of our CRM”, “lead generation for prospects”, “influencer marketing”, “staying in touch with existing customers”, “variety of definitions about what Social CRM is”, “it is involving”, “tool aspect”, “CRM system has social integrations”, “a mindset”, “embracing social media”, “CRM needs a social component”, “Nimble”, “a social content manager”, “Pipeliner”, “more traditional CRM” “track sales process”, “housing all your communication”, “integrate with all your other tool choices”, “an add-on”, “conjunction with a CRM”, “pull in social data automatically”, “any data entry”, “researching a prospect”, “by looking at LinkedIn”, “what they do”, “available in the public” “pushed in your CRM automatically” “reach out on Twitter”, “communication”, “automatically tracked and accessible” “social selling” “social media is not going away”, “becoming more and more integrated”, “personal and professional life”, “every’s customers are on social”, “everyone feels special”,

Evaluation of Social CRM: “communicate with prospects and customers”, “communication channels of their preference”, “not longer relying on”, “disruptive technology”, “more settled”, “more responsive”, “use social”, “respond on Twitter”, “take the conversation place”, “get on their radar”, “not bothering them”, “sales and marketing” “social really benefits all the departments”, “customer service, support”, “conversations public”, “respond well”, “don’t need your product or service now”, “this person engaging”, “stay on top of their minds”, “just scale your efforts” “communication with customers”, “public”, “your team” “not already social”, “no social presence”, “just have five followers on Twitter” “have the leadership”, “show that you are active” “communicate more effectively”, “internal team as well as external community”, “make their job easier” “look as a better employee”, “great use case”, “know so much more about a person”, “data accessible” “really powerful” “relationship from the first second”

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Adoption of Social CRM: “up to upper management”, “position the why”, “explain why to your employees”, “can not just throw a tool at them”, “give them the what and how” “not going to understand it”, “adoption takes much longer”, “no matter how old they are”, “take the time to learn it” “currently social or older or younger” “the why and the benefits to them” “people are excited” “size definitely has an impact”, “start-up’s have the upper hand”, “smaller”, “delete a tool”, “easily change to a new tool”, “larger organizations”, “have success”, “create smaller teams”, “a trial group”, “can scale from there”, “start with ten”, “in one department”, “scale it to the entire sales department”, “start small and then scale it”, “a start-up within a larger organization”, “help to train and explain”, “top down” “support of upper management”, “people look up for advice”, “change advocates from the lower ranges”, “upper management and decision maker need to support it” “training”, “really intuitive”, “support provided by the software”, “manufacturing industry or other larger industries”, “those employees are on social networks”, “not necessarily connect manufacturing” “an active social media community”

Future of Social CRM: „barely scrapped the surface“, „technology“, „enabled us to be much more human“, „engaging one to one“ „versus one to thousands“, “being human as much as possible” “leveraging technology” “improved”, “to pull in”, “campaigns” “will be made just for you”

Recommendations for Social CRM: „do a lot of your homeworks“, „build up your profile“, „cannot just into social“, „their profiles build out“, „communication is public“, „employees have a lot more ownership“, „knowing who your true prospect is“, „every’s customer is online“, „create your buyer persona“, „conversations that matter to you“ „knowing what is important“ „can’t listen to everything“ „not everybody is your customer“, „it is not that noisy anymore“ „searching for a really specific thing“, „best social profiles for your business and employees“, „take care of choosing“, „don’t need to be on every social media channel“, „the ones your customers are on“, „business doesn’t have twitter“ „explain the why to your customers“, „your business has to be social“

Interview 12 – Cosmin Almajanu

Name: Cosmin Almajanu (<https://dk.linkedin.com/in/cosminalmajanu/en>)
Company: Flauntin
Social CRM Software: Nimble
Country: Denmark & Romania
Position: Founder & CEO

Interviewee: Hi Cosmin, nice that you take your time to have an interview with me today about Social CRM. In order to get started I need to ask some general questions. What is your position in the company?

Interviewer: I am a partnership manager and also founder of Flauntin.

Interviewer: What is your experience of Social CRM and have you worked with it before?

Interviewee: Yes, I have worked with Social CRM before, but nothing that was premade. It was more a customized Social CRM system that was built inhouse. However, it was more a traditional CRM system which had some social sides as well, but not as broad as now evolving Social CRM systems.

Interviewer: Which kind of software did you use there?

Interviewee: I used Podio and the advantage is that in Podio you can create and use a lot of custom fields. That's why you can gather a lot of information on the professional side.

Interviewer: Ok, and personally how would you define in that sense Social CRM.

Interviewee: Social CRM is a complex definition that has different perspectives and sides. On the one hand there is the business value, which is created. So it means that it contains a lot of information of a specific individual. Or if it's a business type of Social CRM that type of business to be your customer that being income level, number of employees and more professional attributes to an entity. And when it comes to Social CRM it is the social side, which will enhance a specific attribute, because by the end of a day even if you have or you fit into the price consideration that someone does have, if you're not a customer or if you don't like those kind of products it's no usage for them. So the social part of Social CRM is where a lot of personal attributes are connected, but not the profession. That comes in terms of what does he or she like when it comes to e.g. selling beverages. What kind of beverage flavor does she/he likes and you can get that from Social Networks or social data points. Or another example is if you like a specific car, if you're a fan of a sportscar. Or does he/she have a family which all are just social attributes, then he will much rather to buy a van than a sports car. This kind of "second level" attributes will be very important in refining and defining if someone is a customer or prospect.

Interviewer: Yes, that sounds indeed interesting what you can do with Social CRM, getting meaningful insights and attributes of people. Now let's come to the dimensions of implementing the software into an organization, which is also a main part of our research. Since we're writing about the adoption and implementation of those new CRM systems, we'd like to now what do you think of implementing a Social CRM and what is the main value for organisations?

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Interviewee: The value is definitively that you can serve and understand your customers better. That's the main value. The more information you have, there is a tricky part here: It has to be information that your customer or potential customer and he/she should not think that it's private information. It must either be public information that everybody can access. Or it needs to be something that he/she has agreed and willing on to share with your organization, e.g. terms and conditions. Because if you act upon information in a way that is against privacy rules or where people think it's their own then that will go against the Social CRM type of idea. So the value is knowing and serving your customer better. And especially your prospect, because the more you know about him/her, the better you can target someone and the product. Especially if your organization has a wide range of products, for instance if you go to the FMCG market and there are 50 types of cheese and you know that a guy is a fan of X types of wine and you know which type of wine it is and which cheese fits best to it. So we can offer you all types of wines, but this is the cheese that we would recommend you to a specific wine. The thing is that with Social CRM you basically can make now the choices for a customer instead of leaving him alone with hundred of different of choices or products where he in the end doesn't know what to choose. That's part of the Social CRM, because you can give them more aggregated information where they don't have the expertise about.

Interviewer: And in terms of implementing and using this new software, do you think it is an easy and advantageous thing for organizations and users to integrate is? Or do you think it is complex and a long lasting process?

Interviewee: I think it is a complex thing, but important is that it should be complex in terms of how many attributes will be pulled into the Social CRM system, but it shouldn't be complicated for the users. If you take an entity for example, there are a lot of different sides of it. There is the professional side which I most of the times really fixed, so you know the amount of income he/she has or in the business entity you have the business side, those type of input you can get from different business papers, governmental pages etc. But when it comes to the social side of it, it comes also to different attributes. Depending on what kind of product you are selling it can change totally on a social perspective, for instance as mentioned before cars and beers are totally different, although that guy might have the same kind of income. So the professional sides are fixed, but the social ones are not. They are very, very flexible depending on what's the product. So it is complex, but not complicated. So from an integration standpoint you need to make sure that your users in your organization that are using the Social CRM don't go for the general stuff, it need to be specified and focused.

Interviewer: And what do you think about an organisation's business success? Do you think it is a good link to it, so that Social CRM implementation can drive business and performance respectively?

Interviewee: I mean if I could choose now between a traditional CRM system and a Social CRM system, I definitively would go for the Social CRM. Even if you make mistakes by the end of the day in an organization, you only can learn from it! And I think it is a way better system for you, the users and the organization itself to service and satisfy its customers.

Interviewer: And what do you think personally are or could be the pitfalls and negative points of Social CRM implementation?

Interviewee: I think the most important one is the one I mentioned before: You have to be really careful where you get the data from, you have to be careful of having data from customers and what

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you do with them, because customers can be very sensitive. That is the main one. The second would be how you sell or how you do that relationship management with them, because you shouldn't be very focused on "I know this about you", you should be more diplomatic about how you sell and how often you target the customer and post something about a specific product that he/she liked before. Hence, going a bit indirect with it is very important to not annoy and concern the customer.

Interviewer: So basically, it is easier to target individual customers than companies.

Interviewee: Yes, it is way easier, because you can better segment your customer segment.

Interviewer: And what about the factors within organizations that could affect an implementation of such a system? And what do you think are the most important factors? Personal factors, for instance people that are using the system the first time, so they have to change their daily routines or do you also think organizational factors, technical factors are major things that affect it?

Interviewee: I think technical factors definitively are very important, because it is like a puzzle. There are a lot of missing pieces. So in order to create a very good Social CRM implementation and roll the process smoothly out, you need to have the business attributes and then you need to acquire the social attributes. And linking and using those in an efficient manner, it is technically speaking a big challenge. Also the data gathering is also a challenge in terms of privacy laws, which is also depending on the country and market, that is one of the major factors and also risks that can slower an implementation process.

Interviewer: So as you briefly mentioned it could also be industry or market specific that have an impact?

Interviewee: Yes, it depends definitively on the industry, the business but also the market and country. Also what type of business you are, for instance your organisation comes from the highly regulated pharma or medicine market. There are two types, for instance the U.S. has a very public type of data records. So you can basically buy data from governmental institutions and you can see which type of disease a specific person does have. Governments basically sell those data to specific companies of course! But in Denmark or Europe you cannot see somebody's personal record. Hence depending on different geographical regions you might be allowed to implement a Social CRM in one market, but not in the other due to legal regulations. Because it is forbidden by law. China is a best practise example in that case.

Interviewer: And what do you think about personal factors, so using the system actively, how could that have an influence?

Interviewee: Depending on how conscious people are about privacy, some of them might feel that it is the wrong thing a company is doing, but then again you should now the company you are working for and the benefit you can make and take from such a system. You have everywhere those kind of people in different departments that are hesitant towards social media and also do not have social profiles even though it happens very rarely today. However those people also do not like implementing a Social CRM system in an organization that have some personal issues.

Interviewer: And do you think it is more companies that are B2B or B2C related which should and could use Social CRMs?

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Interviewee: I think it is B2C mainly, but it can work for B2B as well. But I think B2C is more suggested, because consumer have more social attributes and characteristics that can be used within the Social CRM. At the end of the day, when it comes to B2B kind of Social CRM system, you could only focus on small social attributes, e.g. what kind of company culture do they have. And if it's a very open culture and they sell e.g. Footballtables, then I know I can target this company, because they are that type of an organizational culture which is more open and creative. But there is a limited amount of non professional and social attributes that a business has, whereas a human being is more contextual, depending on what product or service your company is trying to sell. And depending on what type of target group you have and what kind of product you have. It also a matter of age, geographical reasons which is coming into play. It is not only important of what they do and say, where they come from and of personal values. All those kind of things, when you have access to those many information it will give a way better picture of how and what you can interact with a specific person and what is the goal of interacting with him/her. That could be in most of the process the service process. All this processes come very handy with Social CRM systems.

Interviewer: And about the size of a company, which one should use it?

Interviewee: Looking from a technical perspective I think it is quite expensive and quite hard to get access to those data points. I mean everybody could profit from it, but I think the reality of the things is that a smaller company does not have the proper resources to buy such a software or investing in having the thorough knowledge. But of course the data acquisition part of such a software is the one that could hinder it for a small company.

Interviewer: Okay, that's interesting! So now let's come already to a last question that I've got for you. In terms of future opportunities and challenges of Social CRM systems, what do you think will it look like and develop? And also if you would suggest for organizations to implement Social CRM in the future?

Interviewee: I think it is going to be something quite big. But by the end of the day the future world is going to be divided by companies that protect their privacy and companies that are more open and profit from information sharing. I think there isn't something at the market that comes close to a perfect Social CRM system, but in the future there will be also people that share information with companies on a voluntary basis as long as they can get some profit out of it. So I'm pretty sure that the Social CRM side will be here for a couple of years and it will also be pretty much enhanced and improved! So a lot of the companies will start using those kind of information. The only drawback could be the governments and legal issues that negatively could affect a proper future prosperity. But when laws will change then the opportunities for Social CRM will be even better! Right now there are not so many laws on that and are quite fuzzy. However, organisations must be careful and if they are, they definitively can generate a lot of value.

Interviewer: And what do you think are the biggest players currently on the market?

Interviewee: Since Social CRM is hard to define I don't know that specifically, but I'm pretty sure that data base companies and that companies that are buying and acquiring data have those kind of systems already in place. I personally think, that Facebook will have the best Social CRM in the world, because they have all the social attributes of people and can basically see everything of people. So it has a very huge potential!

Interviewer: Okay, Cosmin. That basically was it with the interview! Thank you so much!

- Author
Comment [1425]: "B2C mainly"
- Author
Comment [1426]: "can work for B2B as well"
- Author
Comment [1427]: "consumer have more social attributes"
- Author
Comment [1428]: "focus on small social attributes"
- Author
Comment [1429]: "company culture"
- Author
Comment [1430]: "limited amo ... [511]"
- Author
Comment [1431]: "human bein ... [512]"
- Author
Comment [1432]: "a matter of a ... [513]"
- Author
Comment [1433]: "what they d ... [514]"
- Author
Comment [1434]: "where they ... [515]"
- Author
Comment [1435]: "personal values"
- Author
Comment [1436]: "access to th ... [516]"
- Author
Comment [1437]: "how and wh ... [517]"
- Author
Comment [1438]: "the goal of ... [518]"
- Author
Comment [1439]: "the service process"
- Author
Comment [1440]: "very handy ... [519]"
- Author
Comment [1441]: "quite expensive"
- Author
Comment [1442]: "a smaller company"
- Author
Comment [1443]: "does not hav ... [520]"
- Author
Comment [1444]: "companies t ... [521]"
- Author
Comment [1445]: "companies t ... [522]"
- Author
Comment [1446]: "information sharing"
- Author
Comment [1447]: "people that ... [523]"
- Author
Comment [1448]: "on a voluntary basis"
- Author
Comment [1449]: "will also be ... [524]"

Interviewee: Thank you as well, and good luck with your thesis development!

Categories: Codes

Present status of Social CRM: “a customized Social CRM system”, “built inhouse”, “traditional CRM”, “some social sides”, “complex definition”, “different perspectives and sides”, “a lot of information of a specific individual”, “social side”, “enhance a specific attribute”, “a lot of personal attributes are connected”, “what does she or he like”, “selling”, “social networks or social data points”, “second level attributes”, “refining and defining”, “a customer or prospect”,

Evaluation of Social CRM: “serve and understand your customer better”, “more information”, “he/she should not think that is private information”, “public information”, “she/he has agreed”, “willing on to share with your organization”, “against privacy rules”, “knowing and serving your customers better”, “better you can target someone”, “offer you all types of”, “recommend you to”, “make now the choices for the customers”, “more aggregated information”, “you can only learn from it”, “to service and satisfy its customers”, “where you get the data from”, “what you do with them”, “customers can be very sensitive”, what they do and say”, “where they come from”, “personal values”, “access to those many information”, “how and what you can interact”, “the goal of interacting with him/her”, “the service process”, “very handy with Social CRM systems”

Adoption of Social CRM: “a complex thing”, “how many attributes will be pulled into”, “shouldn’t be complicated for the user”, “social side of it”, “different attributes”, “change totally on a social perspective”, “that are very, very flexible”, “so it is complex but not complicated”, “technical factors are definitely very important”, “it is like a puzzle”, “a lot missing pieces”, “need to have business attributes”, “need to acquire the social attributes”, “linking and using those”, “a big challenge”, “privacy laws”, “depending on the country”, “slower an implementation process”, “depends definitely on the industry”, “the business but also the market and country”, “highly regulated”, “a very public type of data records”, “buy data from governmental institutions”, “depending on different geographical regions”, “legal regulations”, “forbidden by law”, “how conscious people are”, “people in different departments”, “hesitant towards social media”, “do not have social profiles”, “B2C mainly”, “can work for B2B as well”, “have more social attributes”, “focus on small social attributes”, “company culture”, “limited amount of non professional and social attributes”, “human being is more contextual”, “a matter of age geographical reasons”, “quite expensive”, “a smaller company does not have the proper resources”,

Future of Social CRM: „companies that protect their privacy“, „companies that are more open and profit“, „information sharing“, „people that share informatiion“, „but on a volantary basis“, „will also be pretty much enhanced“

Recommendations for Social CRM: “don’t go for the general stuff”, “be specficed and focused”, “how you do that relationship management”, “be more diplomatic”, “going a bit indirect”, “to not annoy and concern the customer”, “better segment your customer segment”, ““don’t go for the general stuff”, “be specified and focused”,

Interview 13 – Marius Jansen

Name: Marius Janssen (<https://de.linkedin.com/pub/marius-janssen/62/1/341>)

Company: Jedox

Social CRM Software: Hubspot

Country: Germany

Position: Head of Marketing

Interviewer: Ja Herr Janssen, vielen Dank erstmal, dass Sie sich die Zeit nehmen, um uns bei unserer Masterarbeit Unterstützung zu geben. Gut, dann würde ich auch gleich mal sagen, fangen wir doch direkt mal an. Vielleicht können Sie nochmal kurz über sich, die Firma und Ihre Position was sagen. Im Zuge von Social CRM hatten wir in einer Online Case Study gesehen, dass Sie mit Hubspot arbeiten und damit Erfahrung gemacht haben. Es wäre gut, wenn Sie auch im Umgang mit dem Programm nochmal kurz erläutern, wie Sie das nutzen und was Ihre Aufgaben da sind.

Interviewee: Ich bin angestellt bei der Jedox als Head of Marketing, also für alle globalen operativen Marketing Maßnahmen zuständig und das ganze seit August 2013, also fast 2 Jahre. Auf Hubspot kam ich im Speziellen eigentlich das war Ende 2013. Situation in unserem Unternehmen war: wir hatten ein CRM System was ich jetzt definieren würde als System, wo wir alle Kundendaten verwalten, wo Kontaktdaten da sind, wo Firmendaten drin sind und was eine ideale – also in der Theorie war es nicht so – eine ideale Datenbasis liefert für Marketingkampagnen zum Beispiel. Wir hatten ein selbstgestricktes CRM, das kennt man außerhalb deswegen nicht. Das ist historisch gewachsen seit 2004 und wurde von unserem damaligen CIO programmiert. Und das ist einfach an seine Grenzen gekommen und hat sein Anforderungen nicht mehr erfüllt. Einzelne Abfragen, die mehr als einen Filter brauchten, also zum Beispiel „zeig mir alle Kunden an“ (Segment Kunde) in der Region Deutschland ging dann teilweise bis zu 14 Stunden bis man dann mal den Report und die Übersicht hatte.. Da haben wir dann gesagt, ok, das ist nicht so der Hit, wir brauchen ein neues CRM System. Das haben wir dann mit Salesforce auch eingeführt, offiziell seit September 2014 und haben auch in diesem Kontext gesagt, ok, wir brauchen auch eine Marketingplattform. Und ich würde jetzt Hubspot als Marketingplattform mit Inboundfokus definieren, und wir haben gesagt, das schalten wir dazu. Also wir können Daten im Internet einsammeln, über unsere Webseite, Trials, Webinare. Da sammeln wir Adressen ein, die nennen wir Leads, also potentielle Käufer. Und alle Leads werden an Hubspot überführt. Dann werden diese vorqualifiziert und die entsprechenden auf Basis der Zielgruppensegmentierung werden die Leads dann weiter an Salesforce geleitet. Die Systeme sind Bi-derktional verknüpft. Und danach kann der Salesprozess losgehen. Da ist dann unsere Telesalesabteilung, die ruft diese Person an, die z.B. auf Events waren. Natürlich haben auch unsere Salesmanager Zugriff. Einfach aufgrund des alten CRM's, das die Anforderungen nicht erfüllt hat und dieser Marketingplattform die wir gesucht haben, denn wir dachten, die Situation ist günstig, wir suchen ein großes Tool, packen wir noch ein Kleines dazu. Und da war dann Hubspot nach der Evaluation mehrerer Tools das Beste.

Interviewee: Ok und weil wir haben das auch so verstanden, dass Hubspot als eine Social CRM Software definieren werden könnte, weil unser Thema sich um Social CRM dreht. Auch haben wir die Erfahrung bisher gemacht mit den anderen Interviewees, dass das Thema noch sehr neu ist und es gibt zahlreiche Definitionen davon. In diesem Zuge würden wir gerne nochmal von Ihnen erfahren, wie Sie jetzt Social CRM definieren würden. Was macht es so besonders und anders im

Author

Comment [1450]: "own CRM system"

Author

Comment [1451]: "had its limits"

Author

Comment [1452]: "we needed a new CRM system"

Author

Comment [1453]: "we also needed a marketing platform"

Author

Comment [1454]: "with inbound focus"

Author

Comment [1455]: "define Hubspot as a marketing platform"

Author

Comment [1456]: "collect data via the internet about our website, trials and webinars"

Author

Comment [1457]: "leads, potential customers"

Author

Comment [1458]: "qualify them prior"

Author

Comment [1459]: "segmentation of target groups"

Author

Comment [1460]: "send it to salesforce"

Author

Comment [1461]: "both systems are connected"

Author

Comment [1462]: "old CRM hasn't met the requirements"

Author

Comment [1463]: "looking for a big tool that we can combine with a small one"

Vergleich zu traditionellen Programmen. Können Sie uns da noch so eine Art persönliche Definition geben?

Interviewee: Es ist schwierig aus meiner Sicht, weil Hubspot hat ja gestartet als Inbound Marketing plattform eigentlich, da geht's dann um die Themen Lead Management, Lead Qualifizierung, Landing Pages, Blogs und Social Media und hat sich dann Mitte 2014 dahin entwickelt, dass wir es nicht nur als Marketingplattform nutzen, sondern auch für CRM. Und in diesem Falle auch Social CRM. Das heißt, dass Hubspot eine Marketingplattform und sowie CRM Lösung jetzt im Portfolio ist, wo wir hauptsächlich die Marketinglösung von nutzen. Weil unser CRM Salesforce ist.

Interviewer: Und wenn Sie jetzt Marketingplattform sagen, ist das in Bezug auf die Sozialen Medien, dass man da die Social Komponente mit drinnen hat? Also ob Sie auch Daten aus sozialen Kanälen ziehen, um Kampagnen zu erstellen, oder wie kann man sich das momentan bei Ihnen vorstellen.

Interviewee: Das ist eine gute Frage! Ich überlege auch gerade wie man das interpretieren kann, was wir machen mit Hubspot. Ja, wir können zum Beispiel Posts absetzen über die Plattform in die verschiedenen Netzwerke. Wir können auch Mentions im Netz, als Erwähnungen filtern. Also genau sehen, wer hat wann was über uns gesagt. Wir können Posts schedulen und automatisieren. Und wir können den Verlauf der Posts monitoren, also man muss halt alle Accounts anbinden an die Netzwerke, also LinkedIn, Youtube, Facebook etc. Und dann können wir auch analysieren, ok, wie stark ist dieser Kanal gewachsen über einen bestimmten Zeitraum X. Das sind so die vier Möglichkeiten in Hubspot. Soll ich Ihnen das Mal kurz zeigen, oder kennen Sie Hubspot schon.

Interviewer: Ja, wir hatten auch schonmal ein Interview mit einer Entwicklerin/ Expertin von Hubspot, deswegen kennen wir es schon. Bei uns geht es hauptsächlich um die Social Media Aspekte, aber das war ja gerade schon ein guter Einblick, was Sie in Bezug darauf machen können.

Interviewee: Ich share mal eben über Skype den Bildschirm mit Ihnen, dann zeige ich Ihnen mal unser Hubspot System. (Bildschirm ist geshared): Also hier, das ist unsere Hauptseite und quasi unser Dashboard. So können wir sehen, wie viele Kontakte sind insgesamt drin bei uns, wie viele Leads haben wir daraus entwickelt, wie viele Marketing Qualifiers konnten wir machen. Also es ist einfach diese Funnel Logik, schritt 1,2,3,4. Wir können sehen, wie viele Besucher gab es auf der Webseite im Vergleich zum Vormonat, wie viele Leads haben wir generiert, wie viele Kunden haben wir gewonnen. Das ganze Thema landing pages, also man baut mit Hubspot auch landing pages, und dann kann man sehen wie die performen, wie viele Views wurden gemacht, wie ist die Conversion Rate. E-mail ist auch ein ganz großes Thema, denn wir schicken alle unsere E-mails über Hubspot raus, vor allen Dingen die Newsletter. Und das ist sehr cool, dass man in Hubspot – das geht jetzt ein bisschen weiter weg vom Thema, aber ich wollte das nur mal kurz zeigen – man kann wunderbare performance Analysen fahren, man kann sehen zu welchen Leuten hat man das geschickt, wer hat geklickt, wer hat sich angemeldet, welche Themen sind eingeschlagen im Markt im Sinne von „da wurde am öftesten geklickt.“ Und der Social Bereich ist ein eigener Tab, also „hier oben“. Und den nutzen wir nicht so stark, weil wir eigentlich die ganze Social Media Kanalbetreuung eigentlich in den Kanälen direkt machen.

Interviewer: Aber thetheoretisch könnte man ja schon z.B. Monitoring etc. machen?

Interviewee: Ja, genau, das sind die einzelnen Funktionen. Monitoring heißt z.B. ich habe heute was gepostet auf unsere Firmen Facebook Seite, das läuft dann in Hubspot rein und ich kann dann sehen, wer hat heute was darüber gesagt. Und dann kann ich auch competitors beobachten und kann

Author

Comment [1464]: "difficult to define"

Author

Comment [1465]: "Started as inbound marketing platform"

Author

Comment [1466]: "realted to lead management, lead qualification, landing pages, blogs and social media"

Author

Comment [1467]: "we mainly use the marketing features"

Author

Comment [1468]: "our CRM is salesforce"

Author

Comment [1469]: "sending posts into social media networks via the platform"

Author

Comment [1470]: "filter mentions"

Author

Comment [1471]: "observe who said what about us"

Author

Comment [1472]: "schedule posts and automate"

Author

Comment [1473]: "monitor posts"

Author

Comment [1474]: "analyze how big the channel grew"

Author

Comment [1475]: "dashboard"

Author

Comment [1476]: "build landing pages"

Author

Comment [1477]: "observe performance in regard to views"

Author

Comment [1478]: "monitor facebook posts"

Author

Comment [1479]: "observe competitors"

die dann **vergleichen**, wenn die mich interessieren. Ich kann quasi in dem Fall **Twitter absuchen** nach bestimmten **Key Words** und anzeigen lassen, was über meine Konkurrenten gesagt wird. Ich kann dann quasi hier **meine Posts publishen oder schedulen**. Und zwar nicht nur bei Twitter oder Facebook, sondern auch bei LinkedIn etc. Ich kann auch einfach **Reports erstellen**, um einfach zu gucken wie viele Leute habe ich mit einem Post erreicht, oder wie viele Leute haben an einem Tag auf mein Facebook Profile geklickt usw. Also das ist dieser ganze Bereich Social Media.

Interviewer: Genau, das ist ja auch der Bereich Social in CRM Systemen, was bei vielen traditionellen CRM Systemen einfach fehlt. Beziehungsweise Salesforce, die fangen ja jetzt auch schon an, neue Features zu integrieren. Und deswegen hatten wir uns besonders auf diesen Bereich konzentrieren. Das nächste was ich Sie gerne fragen würde wäre, in wie weit Sie jetzt glauben was für Vorteile Unternehmen haben könnten mit Social CRM?

Interviewee: Das heißt, wenn ich jetzt nur diese Einzelfunktionalität von Hubspot jetzt anschau?

Interviewer: Genau, also auch im Generellen, was könnten Sie sich so vorstellen was das die Benefits von solchen Social CRM Systemen und Features sein könnten?

Interviewee: Also ich denke, wenn man es wirklich stark nutzen würde, ist der Vorteil, dass man diesen ganzen Berg von **Realtime Communication** einfach monitoren kann. Das heißt ich kann quasi das Internet absuchen lassen nach entsprechenden Begriffen, nach meiner Marke, was wird über mich erzählt. Also ich kann quasi das **Feedback von Kunden überwachen und monitoren**. Und ich kann, das bietet Hubspot noch nicht an, ich kann auch verschiedene Analysen fahren und ich kann sehen ob der **Tweet/Post positiv oder negativ besetzt** ist, in dem ich mit verschiedenen **Key Words** arbeite. Das ist natürlich sehr interessant für Unternehmen im **B2C Bereich**, also weniger jetzt bei uns im **B2B**. Und da geht's dann auch um **Shitstorm Prävention** eigentlich, das ist da sehr wichtig. Was natürlich auch gut ist, das würde ich als großen Vorteil sehen ist wenn ich das ganze monitoren kann ich **schnell in die Konversation gehen mit meiner Zielgruppe und Stakeholdern**. Weil ich **direkt antworten kann**, weil ich direkt, also wenn mehrere Leute Hubspot nutzen im Unternehmen wie bei uns, dann kann man sagen, ok die und die **Person ist jetzt zuständig für den einen Kanal**, die für den anderen. Man kann aber auch diese Info, also da kam jetzt ein Tweet über Jedox, **weiterleiten an Sales** die dann **direkt antworten können**, ohne dass ich aus dem Marketing was mache. Also das heißt, man kann **Anfragen weiterdelegieren, weitergeben**, das auch immer die richtige Person Abteilungsbezogen antwortet auf Kundenanfragen oder den Interessenten.

Interviewer: Ja, genau. Und ich meine das sind ja alles Vorteile, können Sie sich auch gewisse Nachteile vorstellen die mit Social CRM verbunden sein könnten? Weil wir hatten schon oft gehört, dass durch den Overload an Daten, es Nachteile geben könnte?

Interviewee: Unser Kerngeschäft ist ja eigentlich, wenn man jetzt auf unsere Software schaut, die verschiedenen Datenquellen, die es in einem Unternehmen gibt, zu verknüpfen. In dem man aus Google Analytics, aus dem ERP, aus der Marketingplattform alle Daten extrahiert und dann in ein System integriert. Und das machen wir mit Jedox und deswegen würde ich nicht sagen, dass es zu viele Daten gibt. Ich kann zwar verstehen, dass viele Kollegen sagen, dass es ein **Information Overload** gibt, aber das ist eher dem geschuldet, dass die **Daten nicht zentral zusammengeführt** werden **von verschiedenen Systemen und Bezugsquellen**. Ich kann als Marketer vielleicht gar nicht so granular immer reagieren, weil es zu viele Anfragen gibt. Aber dann muss man diesen **Informationsstream definiert behandeln** in dem man sagt, ok, wir gucken uns **nur Anfragen von Kunden an**. Oder wir **monitoren alles nur aus Europa und lassen U.S. weg**, je nach dem welchen Markt man fokussiert. Aber generell sind Daten ja gut, weil man wenn man dann die Zeit findet,

- Author
Comment [1480]: "compare with competitors"
- Author
Comment [1481]: "search in twitter"
- Author
Comment [1482]: "publish posts and schedule them"
- Author
Comment [1483]: "create reports"
- Author
Comment [1484]: "monitor realtime communication"
- Author
Comment [1485]: "search in the internet"
- Author
Comment [1486]: "what is mentioned about my company"
- Author
Comment [1487]: "monitor and observe customer feedback"
- Author
Comment [1488]: "look for positive or negative comments"
- Author
Comment [1489]: "more interesting fro B2C companies"
- Author
Comment [1490]: "shitstorm prevention"
- Author
Comment [1491]: "enter quickly the conversation"
- Author
Comment [1492]: "answer directly"
- Author
Comment [1493]: "people are ... [525]"
- Author
Comment [1494]: "sales people ... [526]"
- Author
Comment [1495]: "forward requests"
- Author
Comment [1496]: "information ... [527]"
- Author
Comment [1497]: "no central data point"
- Author
Comment [1498]: "centralize ... [528]"
- Author
Comment [1499]: "focus only o ... [529]"
- Author
Comment [1500]: "only monito ... [530]"
- Author
Comment [1501]: "in general d ... [531]"

tiefer analysieren kann. Aber es ist aus meiner Sicht auch ein Zeit und Relevanzproblem, weil man sagt, womit mache ich das Business und Social Media ist da nicht so weit vorne. Also der Mehrwert dieser Social Media Analyse oder die Relevanz ist in Unternehmen noch nicht so ausgeprägt. Also wenn ich jetzt z.B. mit meinem Vorgesetzten spreche und dann sage, soll ich jetzt zwei Stunden Social Media machen, oder zwei Stunden Leute zu einem Webinar bringen, ist die Antwort immer ganz klar nicht Social Media. Aber vielleicht auch, weil man es noch nicht so ganz tief und clever analysieren kann, weil wir und andere Unternehmen da gerade auch erst am Anfang stehen.

Interviewer: Das ist interessant, dass Sie das sagen, weil oftmals das Gegenteil gesagt wurde, gerade in Hinblick auf CRM und Kundenbeziehungen. Und ich meine Soziale Medien werden ja auch gerade jetzt für viele Generationen immer wichtiger, und dass dadurch viele Unternehmen auch versuchen den Kontakt herzustellen. Aber ich denke auch, dass ist ein momentanter „Generation Shift“.

Interviewee: Das würde ich auch unterschreiben, dass es einen Wechsel gibt. Ich bin mit 30 ja auch in der jüngeren Generation im Unternehmen. Also wir machen schon sehr viel mit Social Media, wir sind auf Facebook, Twitter, LinkedIn, Xing, Instagram etc. Überall eigentlich, wo man sein kann. Wir beschallen all diese Kanäle, aber unsere Analysen sagen, dass sie nicht soviel dazu bei Umsätze zu generieren.

Interviewer: Ja, okay. Gut ich würde dann auch gerne weitergehen zum nächsten Block. Und zwar bestand ein großer Teil der Literatur daraus, Theorien zum Social CRM zu finden und ein großer Block kam aus der Adoption Theorie. Und man fragt sich jetzt, wenn die neue Software eingeführt wird, bei Ihnen war es jetzt Hubspot als Social CRM, was für Faktoren da einen Einfluss haben könnten.

Interviewee: Ja, ich weiß genau, was Sie meinen. Ich habe vor zwei Jahren meine Masterarbeit geschrieben und da ging es um die Akzeptanz einer Technologie, daher kenne ich mich da noch ein bisschen aus. Da habe ich dann auch basierend auf Davis usw. mein eigenes Model der Akzeptanz gebaut mit verschiedenen Faktoren und Variablen. Das ist ein guter Punkt

Interviewer: Ja genau, daher würde ich Sie gerne mal die einzelnen Faktoren abfragen. Also zum Beispiel, wenn man sich die Persönlichkeitfaktoren anschaut. Hatte das vielleicht damals einen Einfluss, wie das System in Ihrem Unternehmen angenommen wurde, also das z.B. das Alter eine Auswirkung hatte, oder wie die Kommunikation zwischen den Personen war?

Interviewee: Haben Sie da einzelne Variablen, die aussagen, was ich jetzt unter personelle Faktoren verstehe?

Interviewer: Nein, eher sollte das generelle gehalten werden. Also was hatte den meisten Einfluss, als Sie die Software damals eingeführt hatten, vielleicht ist das erstmal einfacher.

Interviewee: Wir haben ja zwei Softwares parallel eingeführt, also Salesforce und Hubspot. Und Hubspot war nur für das Marketingdepartment gedacht, und wird dort auch angewendet. Wir haben im Marketing sehr junge Leute sitzen, Durchschnittsalter vielleicht 32. Und die waren wahnsinnig motiviert, weil die Usability gut ist, weil es einfach zu bedienen ist. Das heißt mit der Akzeptanz von Hubspot gab es überhaupt keine Probleme. Jetzt sage ich aber mal wie das mit Salesforce gelaufen ist, weil wir das unternehmensweit eingeführt hatten. Da waren viel mehr Leute beteiligt mit verschiedenen Hierarchien und Statussen. Ich würde sagen, man kann schon sagen, ohne das jetzt belegen zu können: Je älter, desto schwieriger. Und vor allem je länger Sie mit etablierten

Author

Comment [1502]: "you are able to analyze more in depth"

Author

Comment [1503]: "problem of time and relevance"

Author

Comment [1504]: "business value of social media analysis is not clear"

Author

Comment [1505]: "companies are still at the beginning"

Author

Comment [1506]: "social media channels don't generate that much revenue"

Author

Comment [1507]: "hubspot for the marketing department"

Author

Comment [1508]: "young people in this department"

Author

Comment [1509]: "very motivated"

Author

Comment [1510]: "good usability"

Author

Comment [1511]: "no problems with acceptance of Hubspot"

Author

Comment [1512]: "the older the more difficult"

System vorher schon gearbeitet haben, desto schwieriger ist dann der Umstieg. Und man kann auch sagen, je intensiver die Leute mit einem bestimmten System gearbeitet haben, desto schwieriger. Weil man ja dann auf einmal alles in einem anderen System machen muss. Status hat eigentlich kaum einen Einfluss, außer was die Akzeptanz angeht, das gerade viele Leute im Sales gesagt haben, „Ich muss das Tool jetzt nicht super beherrschen, ich mache mein Umsatz so oder so. Und ich pflege das nur so irgendwie mal ein. Aber mit Tool oder ohne, ich mache trotzdem meine zwei Millionen Umsatz.“ Von daher war die Akzeptanz von manchen Kollegen so ein bisschen naja, nicht so hoch. Und ich habe gesehen, und das könnte ein interessanter Faktor sein, ich weiß zwar nicht wie man es genau definiert. Aber wir haben Kollegen, die sind sehr analytisch, sehr strukturiert und wir haben Kollegen, die sind sehr impulsiv, emotionsgeladen und wechselhaft. Und die strukturierten, analytischen haben das sehr gut angenommen. Und die anderen, die eher von Gefühlen gesteuert sind, wie soll man das ausdrücken, die eher euphorisch sind und nicht so prozessual denken und eher mit Kunden zu tun haben, die haben sich da eher schwer getan.

Interviewer: Ja, das kann ich mir gut vorstellen und sehe mich in beiden etwas. Und wenn man jetzt so, also z.B. Hubspot jetzt nochmal beleuchtet, wurde das damals vom Upper Management damals durchgesetzt oder hat man sich da zusammengesetzt und dann entschieden.

Interviewee: Genau, die Frage ist wie lief das vom Buying Prozess und Buying Center. Ich hatte damals als Head of Marketing gesagt, mein Team kann mehr, wenn wir eine Marketingplattform haben. Also ich selber habe geschaut, was kann man da machen und einen Research Prozess gestartet und mir mehrere Plattformen angeschaut. Und dann habe ich gesagt, ich mache eine Shortlist mit 5-6 Anbietern und habe dann Kontakt mit den Sales Leuten aufgenommen und Cloud basiert getestet. Von den 2-3 übrigen gab's dann eine online Präsentation, weil fast alle in Amerika sitzen die wir angeschaut haben. Da haben wir dann am Ende gesagt, entweder Hubspot oder ein anderes automation Tool oder Marketing Plattform. Und mit dieser Info bin ich dann zur nächst höheren Stufe gegangen, das war dann Vice President und Vorstand und in dieser Management Runde habe ich dann gesagt, was es ändert, warum es gebraucht wird und was es kostet. Und dann ging's ein bisschen hin-und her und das Budget wurde nicht freigegeben. Daher lag das Projekt erstmal kurze Zeit auf Eis, aber durch die Salesforce Einführung wurde dann gesagt, machen wir es doch so wie der Marius Janssen es möchte und führen eine Marketingplattform gleichzeitig ein. Hubspot ist jetzt in der Relation zu Salesforce nicht so teuer, für Salesforce zahlen wir bei €100.000 pro Jahr, Hubspot liegt bei €20.000. Also die Entscheidung war Fachabteilungs driven von mir aus als Einzelperson. Und diese Entscheidung wurde dann ins Management gekippt, um zu entscheiden was interessant war. Und untypisch für diesen Prozess war, dass die IT in diesem Prozess nicht involviert war, das ist nicht normal aber das Tool ist Cloud basiert und einfach gewesen einzurichten, denn es gab keine komplizierten Anforderungskataloge etc., sondern das haben wir einfach selbständig durchgeführt.

Interviewer: Das führt auch gleich zum nächsten Punkt, dem technischen Aspekt. Sie sagen schon, dass es relativ einfach ist/ war anzuwenden und einzuführen, dadurch dass es jetzt nicht so komplex war. Und Sie haben ja auch schon das Gefühl, dass die Software sehr intuitiv war und davon ausgehen, dass die Adoption schneller abläuft.

Interviewee: Ja, ich glaube das ist auch der Schlüssel bei diesen ganzen Software as a Service Produkten, wie jetzt z.B. Salesforce oder Hubspot. Bei Hubspot war der große Vorteil, dass es sehr intuitiv bedienbar ist. Also sehr sehr easy, sehr gut von der Usability durchdacht. Und es hat vor allem Spaß gemacht, es zu nutzen. Also auch der Design Aspekt hat da mit reingespielt. Und es war sehr sehr viel schon vorkonfiguriert. Also ich musste nur unsere URL Adresse eingeben, und dann hat sich Hubspot schon die relevanten Daten von der Webseite reingezogen und analysiert. Man

- Author
Comment [1513]: "working with established systems"
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Comment [1514]: "the more difficult is the change"
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Comment [1515]: "the more intensive people have worked with the old system, the more difficult"
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Comment [1516]: "I make my revenue with or without the system"
- Author
Comment [1517]: "employees that are very analytical and structured"
- Author
Comment [1518]: "employees that are very impulsive, emotional and change quickly their minds"
- Author
Comment [1519]: "the analytical ..." [532]
- Author
Comment [1520]: "the emotion ..." [533]
- Author
Comment [1521]: "research process"
- Author
Comment [1522]: "tested with ..." [534]
- Author
Comment [1523]: "with those ..." [535]
- Author
Comment [1524]: "hubspot is r ..." [536]
- Author
Comment [1525]: "the decision ..." [537]
- Author
Comment [1526]: "IT wasn't in ..." [538]
- Author
Comment [1527]: "easy to implement"
- Author
Comment [1528]: "implemente ..." [539]
- Author
Comment [1529]: "very intuitive to use"
- Author
Comment [1530]: "very easy to use"
- Author
Comment [1531]: "it was fun to use"
- Author
Comment [1532]: "design aspect ..." [540]
- Author
Comment [1533]: "a lot was ..." [541]
- Author
Comment [1534]: "type in URL address"
- Author
Comment [1535]: "used data fr ..." [542]

spricht da von Time to Value oder Time to Market, das man also sehr schnell mit dem Tool starten kann. Ein weiterer Punkt ist, dass der Zugang zu diesem Tool sehr einfach ist, ich habe eigentlich nur einen 30 Tage Trial angefragt, wo ich sofort loslegen konnte. Da habe ich dann viel rumprobieren können und es war super convenient und super einfach.

Interviewer: Ich habe nochmal eine kurze Frage zu dem was Sie davor gesagt haben. Sie hatten ja gesagt, dass Sie die Idee hatten, das Programm einzuführen und damit sind sie dann zum nächst höheren Level im Unternehmen gegangen. Und Sie sind ja auch Head of Marketing. Daraufhin haben Sie dann Ihren Mitarbeitern gesagt, so hier ist die Software, die wir ab jetzt nutzen werden. Oder wie war das?

Interviewee: Das klingt jetzt wie Sie das sagen relativ hart, so war es nicht ganz. Ich habe mir das sehr intensiv angeschaut, aber ich habe den Kollegen auch gesagt, guckt mal was ist eure Meinung, euer Gefühl und haben schon im Prozess gesagt, das wäre schon geil, wenn wir das jetzt hätten. So in die Richtung. Die waren also schon als Influencer mit beteiligt. Hätten alle jetzt gesagt, nee das ist gar nichts für uns, dann hätte ich es mir vielleicht noch überlegt. Also es war bei uns eher ein Bottom Up Approach.

Interviewer: Ein letzter Faktor noch, die external Factors, damit ist ja dann gemeint Faktoren die außerhalb des Unternehmens liegen. War das vielleicht auch ein Faktor für Ihr Unternehmen, dass Sie schließlich Hubspot genommen haben. Also z.B. Druck von außen oder andere externe Faktoren?

Interviewee: Ja, das ist ein guter Punkt. Und jetzt wo ich nochmal drüber nachdenke, es ist so. Vor allen was das Thema Lead Management, Lead Generierung, was auch viele andere Mitbewerber machen. In dem Bezug haben wir sehr stark auf unsere Konkurrenten geschaut, wie die das so machen. Vor allem in den USA, das sind dann Business Intelligence Firmen, die sind dann im Marketing immer schon ein Jahr voraus durch das hohe Funding. Da kann man nichts machen, aber wir versuchen sehr sehr viel zu adaptieren. Und wir haben gesehen, dass die schon sehr viel mit solchen Systemen arbeiten. Als wir haben geguckt, was sind unsere großen Konkurrenten, Tableau, Click, Domo, als amerikanische Firmen, und die hatten schon diese Technologie. Man kann das analysieren lassen über verschiedene Pug ins im Browser und sehen, welche Tools die benutzen. Und da haben wir ähnliche gesehen, Hubspot, Radian6 von Salesforce, Marketo, das sind so die Konkurrenten in diesem Bereich. Und dann haben wir daher gesagt, wir brauchen auch so eins. Das macht Sinn. Wir haben dann auf den einzelnen Webseiten gesehen, was man damit alles machen kann. Was das angeht ist der Druck von außen von Competitors, vor allem aus den USA, sehr stark.

Interviewer: Sie hatten ja auch gesagt, dass Social CRM mehr Sinn für B2C Unternehmen macht, und ich meine Sie sind ja jetzt B2B. Und die Diskussion hatten wir auch öfters, denn wir hatten viele B2B Unternehmen, die trotzdem mit Social CRM arbeiten. Würden Sie da arbeiten, obwohl es mehr Sinn für B2C momentan noch macht, dass es auch wichtig für B2B ist, oder wie stehen Sie dazu?

Interviewee: Da ich selber ja nicht Hubspot als Social CRM interpretiere, ist es eher andersrum gelagert. Die Anbieter bauen die Social Features als ein Teil des Funktionspakets ein und da ist es unabhängig in welcher Branche ich bin, es ist immer mit dabei. Es kommt dann nur drauf an ob man es nutzt oder nicht. Wenn es mit integriert ist, nutzt man es meistens. Und der andere Faktor, der entscheidende ist, dass es immer mehr Richtung Social Media, Social Customized Actions geht. Das sind immer diese beiden Faktoren, dass der Anbieter es immer mit anbietet, egal welche Branche der Bezieher von diesem Tool ist und es diese generelle Social Media Integration gibt.

Author

Comment [1536]: "a quick start with the tool"

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Comment [1537]: "easy access with the tool"

Author

Comment [1538]: "30 days trial"

Author

Comment [1539]: "tried out a lot"

Author

Comment [1540]: "asked my colleagues for their opinion"

Author

Comment [1541]: "are part as influencer"

Author

Comment [1542]: "bottom up approach"

Author

Comment [1543]: "we looked at our competitors"

Author

Comment [1544]: "we also need a tool like them"

Author

Comment [1545]: "high pressure from outside"

Author

Comment [1546]: "more and more towards social media and social customized actions"

Interviewer: Also würden Sie schon sagen, dass es auch für B2B Unternehmen wichtig ist?

Interviewee: Ja, es steht zwar nicht ganz oben auf dem Anforderungskatalog, dass es das Tool können muss aber wenn es mit dabei ist, nutzt man es auch.

Interviewer: Ok, gut. Dann würde ich schon zum letzten Block kommen und zwar. Haben Sie Tipps für Unternehmen, die jetzt z.B. Hubspot einsetzen und implementieren wollen in der nahen Zukunft. Haben Sie da irgendwelche Tipps, was helfen könnte, wenn Unternehmen das einsetzen wollen.

Interviewee: Ich würde sagen zusammenfassend ist das Tool wenn es gut ist, innerhalb der Organisation zu verkaufen. Wenn ich jetzt noch ein bisschen weiter denke an Salesforce, wo alles ein bisschen schwieriger war. Was ich raten würde ist relativ schnell die Key Kontext innerhalb des Unternehmens in den Prozess zu involvieren. Das ist der erste Punkt, der zweite bei Hubspot vielleicht nicht, aber bei ähnlichen System. Ist ganz wichtig Training. Das wird oftmals vergessen, man sagt eigentlich man sollte 2/3 oder 1/3 für das Tool ausgeben und den Rest dann für das Training. Das wird meistens vernachlässigt. Man sagt, das Tool kostet 50.000, Training sollen die sich mal selber beibringen. Das ist ein großes Problem. Das würde ich ändern und früh die Entscheider mit ins Boot holen. Vielleicht auch Feedback von Tests von Kollegen bei der Benutzung einholen, und man sollte das auch schon sehr strikt verfolgen. Also jeder Mitarbeiter sollte an den Trainings teilnehmen müssen. Vielleicht sogar ein Online Training vorab und dann ein Training vor Ort in Person.

Interviewer: Ja, das haben wir auch schon oft gehört. Und jetzt als letzte Frage, was meinen Sie denn wie wird es weitergehen mit Social CRM, sehen sie viel Potential für die nähere Zukunft, und wenn ja wie sollte das aussehen?

Interviewee: Ja, das ist nicht einfach, aber ich glaube es gibt Potential, stärker im B2C wie angesprochen als im B2B. Man wird gerade glaube ich, man hat ja immer mehr Kanäle zu bedienen aus der Marketing Sicht – früher gab es ja nur Radio, Print und out of Home, und heute gibt es ja allein diese ganzen online Kanäle, also die ganzen Customer Touch Points und Customer Journey Analyse werden wichtiger. Und dadurch wird auch das Monitoring wichtiger, also wie wird interagiert wird wichtiger, Stimmungsanalysen ist nur ein Beispiel. Also z.B. Geolokalisation, Geotagging wird noch stärker zunehmen, also die Relevanz ist schon da und wird auch noch stärker. Einen richtigen Mehrwert hat aber das ganze erst, wenn man es geschickt mit anderen Daten verbindet. Also wenn man es isoliert betrachtet, hat es aus meiner Sicht keine Zukunft aus meiner Sicht. Man muss immer diese Verknüpfung hinkriegen, und ich glaube Tools werden das in Zukunft schaffen können. Dann sollte man das auf dem Schirm haben. Wir haben jetzt z.B. bei Jedox eine App programmiert, also ein Showcase für Big Data. Wir haben gemerkt, dass die Nachfrage groß war und Anfragen von großen Unternehmen gekommen. Daher wird da jetzt auch ein Projekt draus, mal schauen, was da draus wird.

Interviewer: Okay vielen Dank für Ihren Input und viel Erfolg mit ihren spannenden Projekten!

Categories: Codes

Present status of Social CRM: “own CRM”, “had its limits”, “we needed a new CRM system”, “we also needed a marketing platform”, “with inbound focus”, “define Hubspot as a marketing platform”, “collect data via the internet about our website, trials and webinars”, “leads, potential

Author

Comment [1547]: “not highest priority as a B2B company”

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Comment [1548]: “sell the tool internal”

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Comment [1549]: “involve key context within the company”

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Comment [1550]: “training”

Author

Comment [1551]: “feedback from tests”

Author

Comment [1552]: “prior online training”

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Comment [1553]: “more potential in the B2C area”

Author

Comment [1554]: “customer touch points and customer journey analysis are getting more important”

Author

Comment [1555]: “monitoring is getting more important”

Author

Comment [1556]: “sentiment analysis”

Author

Comment [1557]: “more geo localization and tagging”

Author

Comment [1558]: “connect it with other data”

customers”, “qualify them prior”, “segmentation of target groups”, “send it to salesforce”, “both systems are connected”, “old CRM has not met the requirements”, “looking for a big tool that we can combine with a small one”, “difficult to define”, “started as inbound marketing platform”, “related to lead management, lead qualification, landing pages, blogs and social media”, “we mainly use the marketing features”, “our CRM is salesforce”, “sending posts into social media networks via the platform”, “filter mentions”, “observe who said what about us”, “schedule posts and automate”, “monitor posts”, “analyze how big the channel grew”, “dashboard”, “build landing pages”, “observe performance in regard to views”, “monitor facebook posts”, “observe competitors”, “compare with competitors”, “search in twitter”, “publish posts and schedule them”, “create reports”,

Evaluation of Social CRM: “monitor realtime communication”, “search in the internet”, “what is mentioned about my company”, “monitor and observe customer feedback”, “look for positive or negative comments”, “more interesting for B2C companies”, “shitstorm prevention”, “enter quickly the conversation”, “answer directly”, “people are responsible for different channels”, “sales people can answer directly to comments”, “forward requests”, “information overload”, “no central point for data”, “in general data is beneficial”, “you are able to analyze in more depth”, “problem of time and relevance”, “business value of social media is not clear”, “social media channels doesn’t generate that much revenue”,

Adoption of Social CRM: “hubspot for the marketing department”, “young people in this department”, “very motivated”, “good usability”, “no problem with acceptance of Hubspot”, “the older the more difficult”, “working with established systems”, “the more difficult is the change”, “the more intensive people have worked with the old system the more difficult”, “I make my revenue with or without the system”, “employees that are very analytical and structured”, “employees that are very impulsive, emotional and change quickly their minds”, “the analytical ones adopted it very good”, “the emotional ones didn’t adopt quickly”, “research process”, “tested with a cloud version”, “with those information I went to the upper management”, “hubspot is relatively cheap”, “the decision was driven by the department”, “IT wasn’t involved in this process”, “easy to implement”, “implemented on our own”, “very intuitive to use”, “very easy to use”, “it was fun to use”, “design aspect was appealing”, “a lot was preconfigured”, “type in URL address”, “used data from our website and analysed it”, “a quick start with the tool”, “easy access with the tool”, “30 days trial”, “tried out a lot”, “asked my colleagues for their opinion”, “are part as influencer”, “bottom up approach”, “we looked at our competitors”, “we also need a tool like them”, “high pressure from outside”, “more and more towards social media and social customized actions”, “not highest priority for B2B companies”, “

Future of Social CRM: „more potential in B2C area“, „customer touch points and customer journey analysis are getting more important“, „monitoring is getting more important“, „sentiment analysis“, „more geo localization and tagging“, „connect it with other data“

Recommendations for Social CRM: “centralize information stream”, “focus only on customer requests”, “only monitor Europe but not US”, “sell the tool internal”, “involve key context within the company”, “training”, “feedback from tests”, “prior online training”,

3. Coding Tables

Data

Interview 1

Present status of Social CRM: “social selling”, “emerging trend of using social media channels”, “twitter or linkedin”, “relationship based approach”, “connect with people”, “start the relationship online”, “exchange information”, “connect with my social platforms”, “interactions directly”, “insights”, “automating my interactions”, “one platform”, “various applications”, “exchange programs”, “integrate”, “sales navigator”, “insight providers”, “automate and integrate”, “prospecting on linkedin or twitter”, “approaching them”, “combine it with emails”

Evaluation of Social CRM: “a lot of benefits”, “save time”, “more organized”, “improve my effectiveness”, “track my interactions”, “follow up”, “fully proven crm solution”, “working proper”, “still evolving”,

Adoption of Social CRM: “the size of a company”, “must-have tools”, “easier to prospect”, “the credibility”, “loose customers”, “change”, “multiple factors”, “the need”, “education”, “organizational factors”, “other people”, “external factors”, “Technical factors”, “ease –of-use”, “possibility of integrating”, “technology”, “real prospect”, “connect”, “information”, “potential challenges”, “market changes”

Recommendations for Social CRM: “Step-by-step approach”, “good solution”, “affecting the company processes”, “fast in small companies”,

Future of Social CRM: “don’t adapt”, “work smarter”

Interview 2

Present status of Social CRM: “marketing platform”, “unified systems”, “rather it is to humans”, “sell to human beings”, “personal profiles”, “very informative”, “social media marketing”, “inbound marketing”, “researching”, “talking about stuff”, “unified context data base”, “customer engagement”, “engagement with the website”, “pull all the information”, “retweet or anything like that”, “send you any message”, “gather all that data”, “valuable”, “sales process”, “context timeline”, “first visit”, “IP address”, “forms”, “lifecycle stages”, “interactions”, “associated information” “reporting” “customized version of salesforce”

Evaluation of Social CRM: “automatically recorded”, “build around”, “automate so much”, “automatically populated with information”, “marketing process”, “what he looks at”, “what he downloads”, “check box log in”, “pulled into the system”, “source of information”,

Adoption of Social CRM: “never easy”, “admin”, “cultural”, “sell it internally”, “train people”, “enable them to use”, “userfriendly”, “intuitive” “teach someone”, “a lot of training”, “be difficult”, “knowledge basis”, “do it yourself”, “guide someone”, “understand their business”, “goals”, “how everything works”, “integrate”, “hand holding”, “proper onboarding”, “pretty intuitive”, “put an effort”, “personal outcome” “outlining the steps needed”, “technical set-up”, “support team”, “marketing specialist”, “targets”, “proof this value”, sales and marketing integration”, “leads”, “exchange with”, “communicate back”, “education”, “in this crm system together”, “industry”, “personal factors”, “value of this software” “more willing to learn”, traditional industry”, “learning curve”, “more input”,

Recommendations for Social CRM: “fits to your work load”, “the way you work”, “

Future of Social CRM: “potential” “one system for all interactions”, “customer”, “lifetime”, “more personal data”, “interact”, “consumer”, “twitter”, “humans”, “not with robots”, “entire lifecycle stages”

Interview 3

Present status of Social CRM: “integrate social media”, “extract more customer information”, “social media channels”, “create many reports”, customers are doing online”, “sync it with salesforce”, “manage and maintain”, “social media accounts”, “one account”, “observe and analyse”, “customer behavior”, “social aspects”, “reacting to marketing activities”, “sales”, “track our marketing qualified leads”, “automatically become leads”, “link twitter or facebook profiles”, “social marketing insights”, “monitor conversations about our company”, “perceptions and comments”, “in-depth statistics”, “high level data”, “multiple things”, “not only social media tool”, “manage our content”, “powerful tool”, “develop, organize and optimize”, “more stratetgic way”, “interact through the system”, “list of competitors”, “recommendations”, “only one platform”, “not only social”, “content creation”, “emails”, “salesforce”

Evaluation of Social CRM: “easy to use”, “user friendly”, “easily work”, “extract customer information”, “saves us a lot of time and effort”, “existing customer data”, “other benefits on top”, “important part”, “organization’s business success”, “development”, “focusing on marketing and promotion”, “managing all customers”, “one portal”, “analyze”, “analytics and social media data”, “optimize and implement ideas”, “increase traffic”, “relevance for customers”, “integrate data”, “social media channels”, “customers from different countries”, “company activities”, “enrich our customer data base”, “new information”, “different parts of the world”, “collects data without boundaries”, “international operating companies”, gather data from various countries”, “value created”, “respond quickly”, “evaluate data better”, “simplifies everything”, “add some new features”

Adoption of Social CRM: “good communication”, “specific user’s personal preference”, “not familiar with the features”, “leverage the new data”, “bit of time”, “barrier at the beginning”, “implementation phase”, “seamless process”, “back-end”, “features”, “landing page and form creation”, “technical factors”, “an impact on the team”, “impact on the overall business”, “triability”, “observability”, “try out the software”, “familiar with the software”, “communication”, “every employee understands”, “CEO”, “marketing”, “user friendly”, “level in the organization”, “not lots of hierarchy levels”, “technology support”, “overall implementation” “back end implementation” “compatible with existing CRM”, “more willing and quicker”, “technical support”, “training”, “support team”, “approached our boss”, “cooperation” “no experiences with the software”, “company was growing really fast”,

Recommendations for Social CRM: “focuses even more “campaign’s feature”, “handle, organize but also optimize”, “email and paid content”, “integration” “contact with back-end”, “build up”, “longterm goals”

Future of Social CRM: „a lot of potential“, „social media presence“, „develops the whole system“, „slow moving industries“

Interview 4

Present status of Social CRM: “marketing department”, “open source program”, “source community edition”, “paid version”, “marketing department”, “mostly for consumers”, “go to the social media channels”, “communicate with us”, “CRM licenses”, “get free features”, “hardware version of it”, “

Evaluation of Social CRM: “processes”, “describing and tweeking the system”, “long time”, “ready for it”, “integrate social channels”, “B2B company”, “communicate directly”, “clients”, “informed about changes”, “post something”, “integrated with LinkedIn”, “a wall”, “communication channel”, “the best out of each system”, “substitute for newsletter”, “informing about new things” “via email”, “meet them personally”, “our clients”, “the size”, “communicate to your partners”, “so many”, “small company”, “clients over the world”, “benefits”, “communication with our global clients”,

Adoption of Social CRM: “from the management side”, “could not rely”, “the data he got from the CRM system”, “tool”, “useless data”, “old data”, “newer version”, “more modern”, “very complex”, “not a system”, “supporting processes”, “long time”, “defined the business processes”, “involve all departments”, “work together”, “one way”, “can not rely on the data”, “a year”, “good partners”, “tons of partners”, “really expensive”, “open sourced”, “control it better”, “an IT company”, “open-minded”, “new IT systems”, “like systems”, “organizational factors”, “constraints”, “right implementation partner”, “define where you are heading”, “deciding about the processes”, “focus on certain organizational aspects”, “doesn’t take one day”, “long time”, “understand all the patterns”, “how they work”, “monitor the data”, “reporting”, “a tool for the employees”, “the management”, “support”, “manager want to see”, “different things from the system”, “time consuming”, “all organisations” “sooner than later”, “bigger your are the harder it is”, “from inside the company”, “more structured in data”, “expand the employees”, “coordinate”, “more than seven sales people”, “loose track”, “contacting the same people” “some structure”, “grewed fast”, “adopt this new software”, “an IT company”, “our CTO trust himself more”, “a good server capacity”, “more control”

Recommendations for Social CRM: “an external business consultant”, “CRM consulting groups”, “a technical but also business backround”, “helping to define business processes”, “end with the system”, “business but also technical part”, “hard to find”, “only a technical backround”, “data processes work”, “understands both”, “Twitter”, “more for communicating with companies”, “rather chose to communicate on Twitter”, “social media channels fit better”, “more boring”, “people like to talk about in social media”

Future of Social CRM: „get the new version“, „have it integrated to twitter“, „integration to our mobile phones“, „integrate it to google maps“, „look up company information“, „internal communication“, „the package“, „integrate with our social media channels“, „easy to add on“, „marketing department“

Interview 5

Present status of Social CRM: “integrate social features”, “focus on the people”, “gain knowledge about people”, “interests of someone”, “gain knowledge for your own business”, “interests and hobbies of our customers”, “collect information about a person”, “get to know the behavior”, “what does he like”, “which events is he attending”, “with whom is he talking”, “topics within the social networks”, “use those information”, “create advertisings”, “groups with same interests”, “targeted search for customers”, “targeted audience”, “collection of customers”, “arrange according topics”, “LinkedIn groups”, “instant information from social networks”, “interface between facebook and the software”, “create advertising”, “focused customer groups in the social networks”

Evaluation of Social CRM: “B2B”, “more useful for B2C”, “interesting for every employee”, “more interesting entry of talk with customers”, “identify trends”, “observe channels”, “product demand”, “targeted product offerings”, “huge data flow at the beginning”, “loose track”, “false interpretation”, “wrong conclusion”, “not sufficient experiences”, “group of potential customers”, “overlook other groups”, “ignore other potential”, “not focus on all groups at the same time”, “higer revenue”

Adoption of Social CRM: “step-by-step”, “definition of user groups”, “work groups”, “roll out for the first group”, “adjust to user groups”, “customer bse”, “first introduced”, “Sales”, “customer contact and appointments”, “marketing”, “targeted persons first”, “specific training”, “next user group integrated”, “internal marketing of the software”, “not only sales but also making it feasible”, “show value of the software”, “difficult topic”, “refuse”, “something new”, “change the way of working”, “create an additiional value”, “look fo a person in advance”, “interested and ready to use a new software”, “in advance”, “give an opinion”, “give expectations”, “feel respected” “Influence their colleagues”, “convince other colleagues”, “other people go along with it”, “can easily handle the software”, “not difficult to use”, “faster usage”, “complex from the first time”, “being overwhelmed”, “production of rejection”, “entry barrier is too big”, “being slow or not stable”, “technical mistakes”, “stronger rejection”, “fail even faster”, “integrate new features into the work flow”, “extra effort for the employees”, “no value”, “makes it more difficult for the employees”, “build into the processes”, “information from other companies’ upper management”, “creates pressure”, “compete with other companies”, “own tema”, “evaluate vale from new software” “question sense”.

Recommendations for Social CRM: ““clear execution plan”, “define the strategy”, “what should be achieved”, “measurable”, “having criteria”, “measure success” “distinct campaigns”

Future of Social CRM: “customer orientated”, “having an influence” “spoiled customers”, “targeted communication”, “more people are talking with each other”, “having a good connection to your customers” “otherwise the price only decides” “human factors”

Interview 6

Present status of Social CRM: “social platforms”, “interact with our customers”, “integrated it with our CRM system”, “use more different tools”, “inbound marketing”, “the social media perspective”, “same tool”, “moving towards”, “engage more with our customers”, “try to get feedback from our clients”, “inside our tools”, “directly feedback”, “directly interact with them”, “use different kinds of analytics”, “how they share our things”, “interact on twitter”, “our own developed CRM”, “how some people use twitter”, “Hubspot as an inbound marketing tool”, “feedback version”, “own tool”, “within our platform”, “create landing pages”, “it copies the design”

Evaluation of Social CRM: “traditional way”, “very outbound”, “get input from the clients”, “get their feedback a lot faster”, “faster in developing”, “the market needs”, “dialogue helps us to improve”, “cashing”, “write something on twitter”, “quick comment in our feedback tool”, “easier for them to use social media”, “we get that information”, “easier way of staying in touch”, “we keep track”, “how people interact with the website”, “we qualify them as a lead”, “now providing us with a lot of data”, “I don’t know if we are using all of them”, “much smarter”, “be closer to the customers”, “an investment”, “takes money and time”,

Adoption of Social CRM: “they see the use of it”, “it makes sense to use it”, “a lot of things”, “you have to do”, “the set-up, the different work flows”, “it is a lot of work”, “a problem”, “is not working”, “using the things”, “implementing it is time-consuming”, “big commitment”, “open up those channels”, “be more social with our clients”, “be aware about the time it takes”, “time consuming”, “do it full on”, “don’t do it fully, it is a problem”, “give you feedback”, “you don’t act on it”, “counterproductive”, “everyone needs to be on board”, “needs to know why the company is implementing”, “taken some time”, “develop it for us”, “integration part”, “some development”, “our CRM had to integrate Hubspot”, “decision making”, “purely a marketing decision”, “depends on which tool is used”, “the people behind the tools”, “we end up to be B2C”, “where we use the tool”, “feedback”, “important for B2B as well”, “users around”

Recommendations for Social CRM: “why you are doing it”, “otherwise it is going to just fall flat”, “open up”, “want to change the way you work”, “a plan for what you want to achieve”, “setting goals for using the tool”, “the key”, “have a plan”, “consultants”, “they insure”, “actually use the tool”, “training”, “making a plan”, “what you want to achieve”

Future of Social CRM: „it is a need“, „have everything social“, „the way every company needs to go“, „the dialogue“, „direct customer“, „the market is moving“, „shift you better get there“, „start to communicate“, „start to communicate“, „writing about the company“, „opening up there“, „engage there“, „be aware“, „clients are acting online“, „traditional way“, „outbound calls“, „cold calls“, „not working“, „70 % of sales cycles“, „done online“

Interview 7

Present status of Social CRM: “not really described what it is”, “it is not one thing”, “some software for markets”, “a combination of a CRM system taken social”, “a social suite”, “more a transactional suite”, “social media management feature in it”, “more transparent”, “the user is referring to something from us”, “on a network”, “coming back via an IP”, “much more transparent”, “a proxy for info”, “the backbone”, “most important part”, “execution part”, “an execution system”, “grabs into those data”, “gives you some sort of social in it”, “some additional data”, “add the social part to it”, “the mature networks”, “most interactions”, “on Twitter and Facebook”, “a bigger chance”, “business interaction”, “less happening on Instagram or Pinterest and youtube”, “social profiles”, “talking about people”, “what people do”, “asking questions for support”, “the target of marketing campaigns”, “request more info”, “related to people”, “advertising part”, “combining”, “know about your users from core CRM systems”, “going on on social media”, “potentially know”, “diving into the CRM systems” “a Class A customer”, “generation of people growing up”, “big difference in our habits”, “how we communicate with customers”, “huge difference in the way they talk”, “which media they choose”, “reach out or talk to a company”, “get a phone call or email”, “very old-fashioned”, “smaller companies”, “requests on social media”, “do email”, “young people”, “technical mature”, “expect to have a solution right now”, “don’t really accept clarky systems”, “help you from a centralized point”, “building an other layer on it”, “what people saw”, “how they did”, “what they are actually thinking”, “traditional CRM”, “Social Media”, “you combine those”, “add to those information social aspects”, “building it right now”, “support team”, “send desk”, “marketing team”, “sales”, “manv different thoughts about

Evaluation of Social CRM: “target those people”, “pretty powerful”, “a more complete picture”, “multiply by ten by what they are already having”, “whole customer experience”, “whole process when you buy something”, “broken flow”, “switching systems”, “asking customers”, “jump from one system to another”, “don’t know about them on social”, “force them to take a conversation on phone or email”, “switch within the systems”, “organizations”, “silos of sales, marketing and support”, “with Social CRM”, “be easier”, “decrease those silos”, “more organic”, “none of the departments relate to each other”, “contribute to each other tasks”, “centralize data”, “keep data at one place”, “own data”, “much faster response rates”, “write on social channels”, “social public”, “faster response”, “write them on social”, “incremental level”, “slow down”, “handling process”

Adoption of Social CRM: “never easy to introduce a new system”, “the ankle”, “already a social media team”, “deal with the support”, “experience a broken flow”, “move in”, “have user profiles”, “log in opportunities”, “enabling the ones”, “adoption”, “widening our fott print”, “even harder”, “sell it within the company”, “different silos”, “classic organization”, “someone who really wants to do it”, “a lot of heritage in the systems”, “a lot of different things”, “hard to adopt”, “contracts”, “security concerns”, “owns the data”, “install it on their own basement”, “moving into the cloud”, “few of B2B”, “both care”, “more B2C cases”, “pretty difficult”, “switch that into something”, “you don’t know”

Future of Social CRM: :” future is closer than we think”, “take this chance”, “loosing key opportunities”, “focused on their own field of work”, “forget the big picture”, “forget about the customers”, “they don’t use this medias anymore”, “miss out”, “not ready to make business”, “build their own systems”, “execution system closer to the backboard”, “the data isn’t really actionable”, “just select with a few clicks”, “group you need”, “longtail processes”, “salesforce is mostly CRM”, “sprinkler”, “combine social with CRM”, “audience feature”, “know a lot about people” “interactions”

Interview 8

Present status of Social CRM: “Sugar CRM 2006”, “combination”, “lead generation”, “social media usage”, “Linkedin”, “reporting” “mainly LinkedIn”, “B2B business”, “acquire new customers”, “private facebook account”, “company network”, “connection between CRM system and social media”, “no priority” “due to B2B focus”

Evaluation of Social CRM: “no priority”, “B2B”, “personal factors”, “technological integration is not priority”, “potential clients”, “lose of time”, “too much work effort” connected on LinkedIn”, “personal contact”, “subsidiaries in the countries”, “need of more information” “personal contact”, “value afterwards”, “potential clients”, “keep the system clean”, “including not every person”

Adoption of Social CRM: “different cultures”, “different habits”, “different workflows”, “security”, “trainings”, “complex process”, “global rollout”, daily routine”, “change of habits”, “IT department”, “personal contact”, “head of sales”, “interviews with subsidiaries”, “system roll out”, “internal selling process”, “so that other subsidiaries also accept it”, “setting an aim”, “work shops”, “talking about problems”, “backup from headquarter”, “it depends on management”, “back up from Headquarter”, “lack of understanding the usage reason”, “in Germany”, “upper management”, “reports, “using and measuring data”, “other countries”, “too much work effort”, “lose of time”, “different in countries”, “good usage”, “bad usage”, “ daily routine”, “change of habits”, “new employees”, “train better”, “not so much in the work flow”, “old workflow”, “more difficult”, “personal factor”, “online training”, “employee training”, “spread their knowledge”, “super user”, “head of sales”, “collect all questions”, “individual trainings”, “a contact person” “personal contact” “technological integration is not primary”, “IT department” “very involved and important” “sales and marketing” “marketing department” “didn’t understand”

Recommendations for Social CRM: “change of workflow”, “social media guideline”, “marketing does have responsibility”, “sales and marketing”, “super user”, “employee trainings”, “online training”

Future of Social CRM: “digitalization”, “restructuring”, “automatization of prospect generation”, “Linkedin”, “inbetween” „update CRM system“, „adapt project modules“ „sales and project view“

Interview 9

Present status of Social CRM: “a homegrown CRM system”, “by R&D engineers”, “synchronized with Hubspot”, “the data lived in the own CRM”, “information was updated”, “manually overwrite things”, “erase, edit or adjust data”, “I don’t know how to define Social CRM”, “one thing (CRM) is social and the other is not”, “every CRM in that sense is social”, “blurring the line of data”, “inside an organization”, “outside of an organization”, “extensively started using Social Media”,

Evaluation of Social CRM: “complicate things”, “it simplifies a lot of things”, “making decisions of whatever data”, “making more decisions”, “became much easier to do”, “lots of people became involved”, “net effect”, “social media presence grew a lot”, “not able to deal with all this data”, “massive influx of data”, “hard to pick which one was/is most important”, “measure different parameters”, “not flexible at all”, “some limitations”, “preventing you from doing stuff”, “ROI on social media”, “if it was worth the time”, “returning just a little with social media”, “LinkedIn and Twitter”, “pretty valuable networks”, “some positive impact”, “LinkedIn was very effective”, “generating and contacting prospects”,

Adoption of Social CRM: “a lot of research”, “I implemented it first in the US branch”, “I came to Europe to do it”, “easy to implement, set up and planning”, “web hooks”, “what information to pull”, “pretty easy to set up”, “change how we ran our processes”, “focus on the social level”, “work around of Social CRM”, “very different to the traditional ones”, “the social piece has a huge impact”, “work standard procedures”, “needed to be changed”, “became more complex”, “a jungle of data”, “became very messy and unstructured”, “conflict between the two systems”, “people adopted pretty fast the systems”, “even though we are a B2B company”, “integrate with other tools”, “organizational problems”, “never really got our sales team to use Hubspot” “no one is changing its daily routine fastly”, “not forced to use it on a daily base”,

Future of Social CRM: „a viable trend“, „couple all the services together“, „fall out of style“, „decoupling all of those services“, „does one thing very well and not all things just okay“, „Hubspot“, „everything is integrated“, „pull everything together“, „small and midsized company“, „works fantastically“, „scale up“, „specialized tools that doesn’t make sense“, „a different, focused tool“, „doesn’t offer the amount of flexibility“, „integration between tools“, „more and more important“, „just one tool bought from just one vendor“, „less and less important“, „a tool that integrates with other tools“, „specialized on a feature“, „doesn’t have to be the same tool“

Interview 10

Present status of Social CRM: “what is the definition of Social CRM”, “a big melting pot”, “technologies are right now basically disappearing and integrated”, “CRM is dead”, “a paradigm shift”, “consumer or people”, “they really own the process”, “the receiver of what they decide to share”, “gathering all the data from social aspects”, “try to understand what the consumer actually wants”, “having this in one place”, “building some type of profile systems”, “type of artificial systems”, “understand how you can best sell to customers”, “they reveal themselves to you”, “traditional CRM systems”, “set of components”, “match business areas”, “a standard package of business process”, “three or four streams in a business environment”, “melted together”, “marketing owns more in the sales pipeline”, “shipping away from all these traditional processes and functions” “Social CRM is something new”, “social selling”, “a progression or evolution towards the next version of selling tools”, “quickly involving today”, “traditional CRM models” “really expensive”, “get all the data into one profile”, “360 degree view” “understand it from a holistic point of view”, “doing in relationship with your organization” “whether it is on social”, “on your website”, “in conversations”, “opportunity management”, “manage deals”, “millennium”, “digital native”, “old sales people”, “don’t get it really”.

Evaluation of Social CRM: “in one data source all of the points”, “see what an individual is doing all the time”, “buying journey”, “hot topic”, “understand in a more holistic view”, “person is communicating about various products, services and topics”, “all this data in one point”, “give it to the user in a way”, “they can understand and consume this data”, “so much data”, “people don’t really know how they should handle data”, “taking all this data”, “analyze it from their company perspective”, “from a selling point”, “help the seller to understand this journey”, “give them the tools”, “understand what people are”, “try to inject the journey all the time”, “value at a point and educate”, “interject yourself into this process all the time”, “help the person using and understand”, “where the person is on his journey”, “helps them to interject things along the journey”, “helped you to get educated”, “do it properly”, “give kind of a tool box”, “apocalypse of content”, “so much content created all the time”, “we are all in an eco chamber”, “ask the people what they think is most valuable”, “give us the answer as quick as possible”, “information overload”, “plug in to the social system” “cozy feeling when I think of Social CRM”, “a place where you want to be”, “find everything you need”, “point of pleasure from the business perspective”, “social is really the place”, “finding leads on LinkedIn or twitter”, “use social to define customer”, “to do service”, “doing the foot work”, “you need to pinpoint in this process” “pinpoint all of these minor influences” “gathering all this data at one point”, “decisions during their journeys”, “the hierarchy of influences”, “be part of the influence process”, “bombarded with so much data” “this one shot of catching someone’s attention”, “they get to remember you” “CRM is really static data”, “Social CRM is to me dynamic data”. “a living. breathing. organism” “focusing on big data”. “big data is so important” “to get forward” “doesn’t have good data”. “doesn’t understand data” “you will loose”.

Adoption of Social CRM: an old sales person, get this new system to understand, a generation shift, if I were a sales person, adopt any new system, a good case story, now it makes me more money, the proof or that value is there”, “have a sell reason”, “get support for the new system”, “case studies”, “frustrated”, “don’t have enough social data in our CRM”, “a stakeholder view”, “executive buying”, “people at the top”, “understand the value proposition”, “need a champion”, “executives”, “utliants”, “it is not top down”, “the guys on top have to be the ones that sell this”, “on the road map”, “the rest of the organization should follow”, “people are doing it everyday”, “start talking to the upper management”, “it is up to the executive board and management”, “give budget”, “release time and resources”, “to the lower level”, “might buy into this a 100 %”, “not sold to the guys up it is going nowhere”, “real champion stakeholders in your group”, “going to sell this”, “then it triggels down”, “get support in the down level”, “sell it to the upper management”, “user adoption”, “vanilla version of this system”, “have to get in”, “make changes to the system”, “adapt to your business processes”, “you have to make it user friendly”, “you are going in”, “make changes to this system”, “match the business”, “a lot of training”, “a feedback loop”, “the business listens to the complaints”, “becomes more user friendly”, “an open feedback loop all the time”, “the end users”, “they refuse to go into the system”, “only use it when they really have to use it”, “pharmaceutical company”, “lots of entrepreneurial IT industry”, “cost is an issue”, “starting up a company”, “get really far”, “free software”, “take a free version” “how those tools work”, “people don’t really use twitter in Denmark”, “great mix”, “people are doing”, “people are doing professionally”, “try to keep these two separated”, “the younger generation mixes it up”, “but from industry perspective”, “some industries that adopt Social CRM much faster”, “use social in CRM much faster”, “an absolute need”, “really struggle with this”, “big companies”, “really struggle with social” they are so big” “organization size has a huge impact”, “your company is a brand”, “on social you can not control all the conversations”, “get into a negative spiror”, “they want to control it”, “deleting them”, “attracts even more attention”, “for bigger brands”, “faster negative consequences from social media”, “more difficult to manage for big brands”, “they need to be there”, “really unsecure about how they should actually do it”, “one mistake and you get 20.000 negative comments”, “deal only with individuals”, “tracking all of this data plus analytics”, “a B2B company is really a bunch of B2C companies”, “dealing with individuals”

Future of Social CRM: „no marketing people“, „everything will be artifical and intelligent“, „it will be called something else in the future“, “a step stone into the next something” “technology bubble”, “bubble to pop”, “an engagement bubble”, “automation of engagement”, “idea of social more valuable than it is”, “likes or tweets” “this currency is overvalued”, “need to go through a pop”, “the next version of Social CRM”, “fluent marketing processes”, “get one integrated marketing process”, “sales people and marketing people”, “will become automated”, “a shift away”, “marketing is very labour intensive”, “a big shift towards automation”, “a generation shift”, “look into a crystal ball”, “the system will feed”, “imagine the customer journey all the time”, “buy artifcially assistance”, “do these 12 steps”, “in categories”, “system that is feeding”, “with data they need during every step”, “artificial software”, “write the content”, “one set of systems”, “manage the entire flow for you”, “to parachute in the right moment” “have the right discussion”, “CRM, user marketing, and customer service and customer intelligence”, “will be all one”

Recommendations for Social CRM: „spend time finding out what data is important“, „giving it to their user internally“, „executive or stakeholder buying“, „build a business case“, „makes a lot of sense“, „individual for every buisness“, „a tabu about using social media“, „a mind shift“, „working and you are social“, „wasting time“, „actually not“, „especially in the US“, „being on social“, „a negative thing“, „the real positive thing“, „having a business case“, „limit the data“, „proofs KPI’s socially“, „make strategies and business“, „proof the value“, „strong KPI’s and ROI“, „investment of time and money“

Interview 11

Present status of Social CRM: “social selling initiatives”, “social components of our CRM”, “lead generation for prospects”, “influencer marketing”, “staying in touch with existing customers”, “variety of definitions about what Social CRM is”, “it is evolving”, “tool aspect”, “CRM system has social integrations”, “a mindset”, “embracing social media”, “CRM needs a social component”, “Nimble”, “a social content manager”, “Pipeliner”, “more traditional CRM” “track sales process”, “housing all your communication”, “integrate with all your other tool choices”, “an add-on”, “conjunction with a CRM”, “pull in social data automatically”, “any data entry”, “researching a prospect”, “by looking at LinkedIn”, “what they do”, “available in the public” “pushed in your CRM automatically” “reach out on Twitter”, “communication”, “automatically tracked and accessible” “social selling” “social media is not going away”, “becoming more and more integrated”, “personal and professional life”, “every’s customers are on social”, “everyone feels special”.

Evaluation of Social CRM: “communicate with prospects and customers”, “communication channels of their preference”, “not longer relying on”, “disruptive technology”, “more settled”, “more responsive”, “use social”, “respond on Twitter”, “take the conversation place”, “get on their radar”, “not bothering them”, “sales and marketing” “social really benefits all the departments”, “customer service, support”, “conversations public”, “respond well”, “don’t need your product or service now”, “this person engaging”, “stay on top of their minds”, “just scale your efforts” “communication with customers”, “public”, “your team” “not already social”, “no social presence”, “just have five followers on Twitter” “have the leadership”, “show that you are active” “communicate more effectively”, “internal team as well as external community”, “make their job easier” “look as a better employee”, “great use case”, “know so much more about a person”, “data accessible” “really powerful” “relationship from the first second”

Adoption of Social CRM: “up to upper management”, “position the why”, “explain why to your employees”, “can not just throw a tool at them”, “give them the what and how” “not going to understand it”, “adoption takes much longer”, “no matter how old they are”, “take the time to learn it” “currently social or older or younger” “the why and the benefits to them” “people are excited” “size definitely has an impact”, “start-up’s have the upper hand”, “smaller”, “delete a tool”, “easily change to a new tool”, “larger organizations”, “have success”, “create smaller teams”, “a trial group”, “can scale from there”, “start with ten”, “in one department”, “scale it to the entire sales department”, “start small and then scale it”, “a start-up within a larger organization”, “help to train and explain”, “top down” “support of upper management”, “people look up for advice”, “change advocates from the lower ranges”, “upper management and decision maker need to support it” “training”, “really intuitive”, “support provided by the software”, “manufacturing industry or other larger industries”, “those employees are on social networks”, “not necessarily connect manufacturing” “an active social media community”

Future of Social CRM: „barely scrapped the surface“, „technology“, „enabled us to be much more human“, „engaging one to one“ „versus one to thousands“, “being human as much as possible” “leveraging technology” “improved”, “to pull in”, “campaigns” “will be made just for you”

Recommendations for Social CRM: „do a lot of your homeworks“, „build up your profile“, „cannot just into social“, „their profiles build out“, „communication is public“, „employees have a lot more ownership“, „knowing who your true prospect is“, „every’s customer is online“, „old school kind of marketing“, „create your buyer persona“, „conversations that matter to you“ „knowing what is important“ „can’t listen to everything“ „not everybody is your customer“, „it is not that noisy anymore“ „searching for a really specific thing“, „best social profiles for your business and employees“, „take care of choosing“, „don’t need to be on every social media channel“, „the ones your customers are on“, „business doesn’t have twitter“ „explain the why to your customers“, „your business has to be social“

Interview 12

Present status of Social CRM: “a customized Social CRM system”, “built inhouse”, “traditional CRM”, “some social sides”, “complex definition”, “different perspectives and sides”, “a lot of information of a specific individual”, “social side”, “enhance a specific attribute”, “a lot of personal attributes are connected”, “what does she or he like”, “selling”, “social networks or social data points”, “second level attributes”, “refining and defining”, “a customer or prospect”,

Evaluation of Social CRM: “serve and understand your customer better”, “more information”, “he/she should not think that is private information”, “public information”, “she/he has agreed”, “willing on to share with your organization”, “against privacy rules”, “knowing and serving your customers better”, “better you can target someone”, “offer you all types of”, “recommend you to”, “make now the choices for the customers”, “more aggregated information”, “you can only learn from it”, “to service and satisfy its customers”, “where you get the data from”, “what you do with them”, “customers can be very sensitive”, what they do and say”, “where they come from”, “personal values”, “access to those many information”, “how and what you can interact”, “the goal of interacting with him/her”, “the service process”, “very handy with Social CRM systems”

Adoption of Social CRM: “a complex thing”, “how many attributes will be pulled into”, “shouldn’t be complicated for the user”, “social side of it”, “different attributes”, “change totally on a social perspective”, “that are very, very flexible”, “so it is complex but not complicated”, “technical factors are definitely very important”, “it is like a puzzle”, “a lot missing pieces”, “need to have business attributes”, “need to acquire the social attributes”, “linking and using those”, “a big challenge”, “privacy laws”, “depending on the country”, “slower an implementation process”, “depends definitely on the industry”, “the business but also the market and country”, “highly regulated”, “a very public type of data records”, “buy data from governmental institutions”, “depending on different geographical regions”, “legal regulations”, “forbidden by law”, “how conscious people are”, “people in different departments”, “hesitant towards social media”, “do not have social profiles”, “B2C mainly”, “can work for B2B as well”, “have more social attributes”, “focus on small social attributes”, “company culture”, “limited amount of non professional and social attributes”, “human being is more contextual”, “a matter of age geographical reasons”, “quite expensive”, “a smaller company does not have the proper resources”,

Future of Social CRM: „companies that protect their privacy“, „companies that are more open and profit“, „information sharing“, „people that share information“, „but on a voluntary basis“, „will also be pretty much enhanced“, „governments and legal issues“, „not so many laws on that“, „quite fuzzy“

Recommendations for Social CRM: “don’t go for the general stuff”, “be specified and focused”, “how you do that relationship management”, “be more diplomatic”, “how you sell”, “how often you target”, “going a bit indirect”, “to not annoy and concern the customer”, “better segment your customer segment”, “

Interview 13

Present status of Social CRM: “own CRM”, “had its limits”, “we needed a new CRM system”, “we also needed a marketing platform”, “with inbound focus”, “define Hubspot as a marketing platform”, “collect data via the internet al

Evaluation of Social CRM: “monitor realtime communication”, “search in the internet”, “what is mentioned about my company”, “monitor and observe customer feedback”, “look for positive or negative comments”, “more interesting for B2C companies”, “shitstorm prevention”, “enter quickly the conversation”, “answer directly”, “people are responsible for different channels”, “sales people can answer directly to comments”, “forward requests”, “information overload”, “no central point for data”, “in general data is beneficial”, “you are able to analyze in more depth”, “problem of time and relevance”, “business value of social media is not clear”, “social media channels doesn’t generate that much revenue”,

Adoption of Social CRM: “hubspot for the marketing department”, “young people in this department”, “very motivated”, “good usability”, “no problem with acceptance of Hubspot”, “the older the more difficult”, “working with established systems”, “the more difficult is the change”, “the more intensive people have worked with the old system the more difficult”, “I make my revenue with or without the system”, “employees that are very analytical and structured”, “employees that are very impulsive, emotional and change quickly their minds”, “the analytical ones adopted it very good”, “the emotional ones didn’t adopt quickly”, “research process”, “tested with a cloud version”, “with those information I went to the upper management”, “hubspot is relativey cheap”, “the decision was driven by the department”, “IT wasn’t involved in this process”, “easy to implement”, “implemented on our own”, “very intuitive to use”, “very easy to use”, “it was fun to use”, “design aspect was appealing”, “a lot was preconfigured”, “type in URL address”, “used data from our website and analysed it”, “a quick start with the tool”, “easy access with the tool”, “30 days trial”, “tried out a lot”, “aksed my colleagues for their opinion”, “are part as influencer”, “bottom up approach”, “we looked at our competitors”, “we also need a tool like them”, “high pressure from outside”, “more and more towards social media and social customized actions”, “not highest priority for B2B companies”.

Future of Social CRM: „more potential in B2C area“, „customer touch points and customer journey analysis are getting more important“, „monitoring is getting more important“, „sentiment analysis“, „more geo localization and tagging“, „connect it iwth other data“

Recommendations for Social CRM: “centralize information stream”, “focus only on customer requests”, “only monitor Europe but not US”, “sell the tool internal”, “involve key context within the company”, “training”, “feedback from tests”, “prior online training”,

Present Status of Social CRM

Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9	Interviewee 10	Interviewee 11	Interviewee 12	Interviewee 13	conceptual categories
"social selling"	"marketing platform"	"integrate social media"	"marketing department"	"integrate social features"	"social platforms"	"not really described what it is"	"Sugar CRM 2006"	"a homegrown CRM system"	"what is the definition of Social CRM"	"social selling initiatives"	"a customized Social CRM system"	"own CRM"	integration of social media
"emerging trend of using social media channels"	"unified systems"	"extract more customer information"	"open source program"	"focus on the people"	"interact with our customers"	"it is not one thing"	"combination"	"by R&D engineers"	"a big melting pot"	"social components of our CRM"	"built inhouse"	"had its limits"	
"twitter or linkedin"	"rather it is to humans"	"social media channels"	"source community edition"	"gain knowledge about people"	"integrated it with our CRM system"	"some software for markets"	"lead generation"	"synchronized with Hubspot"	"technologies are right now basically disappearing and integrated"	"lead generation for prospects"	"traditional CRM"	"we needed a new CRM system"	purpose of Social CRM
"relationship based approach"	"sell to human beings"	"create many reports"	"paid version"	"interests of someone"	"use more different tools"	"a combination of a CRM system taken social"	"social media usage"	"the data lived in the own CRM"	"CRM is dead"	"influencer marketing"	"some social sides"	"we also needed a marketing platform"	
"connect with people"	"personal profiles"	customers are doing online"	"marketing department"	"gain knowledge for your own business"	"inbound marketing"	"a social suite"	"LinkedIn"	"information was updated"	"a paradigm shift"	"staying in touch with existing customers"	"complex definition"	"with inbound focus"	technical aspects of Social CRM
"start the relationship online"	"very informative"	"sync it with salesforce"	"mostly for consumers"	"interests and hobbies of our customers"	"the social media perspective"	"more a transactional suite"	"reporting"	"manually overwrite things"	"consumer or people"	"variety of definitions about what Social CRM is"	"different perspectives and sides"	"define Hubspot as a marketing platform"	
"exchange information"	"social media marketing"	"manage and maintain"	"go to the social media channels"	"collect information about a person"	"same tool"	"social media management feature in it"	"B2B business"	"erase"	"they really own the process"	"it is evolving"	"a lot of information of a specific individual"	"collect data via the internet about our website"	definition of Social CRM
"connect with my social platforms"	"inbound marketing"	"social media accounts"	"communicate with us"	"get to know the behavior"	"moving towards"	"more transparent"	"acquire new customers"	edit or adjust data"	"the receiver of what they decide to share"	"tool aspect"	"social side"	trials and webinars"	
"interactions directly"	"researching"	"one account"	"CRM licenses"	"what does he like"	"engage more with our customers"	"the user is referring to something from us"	"private facebook account"	"I don't know how to define Social CRM"	"gathering all the data from social aspects"	"CRM system has social integrations"	"enhance a specific attribute"	"leads"	traditional CRM
"insights"	"talking about stuff"	"observe and analyse"	"get free features"	"which events is he attending"	"try to get feedback from our clients"	"on a network"	"company network"	"one thing (CRM) is social and the other is not"	"try to understand what the consumer actually wants"	"a mindset"	"a lot of personal attributes are connected"	potential customers"	
"automating my interactions"	"unified context data base"	"customer behavior"	"hardware version of it"	"with whom is he talking"	"inside our tools"	"coming back via an IP"	"connection between CRM system and social media"	"every CRM in that sense is social"	"having this in one place"	"embracing social media"	"what does she or he like"	"qualify them prior"	relationship with customers
"one platform"	"customer engagement"	"social aspects"	"	"topics within the social networks"	"directly feedback"	"much more transparent"	"no priority" "due to B2B focus"	"blurring the line of data"	"building some type of profile systems"	"CRM needs a social component"	"selling"	"segmentation of target groups"	
"various applications"	"engagement with the website"	"reacting to marketing activities"		"use those information"	"directly interact with them"	"a proxy for info"	"mainly LinkedIn"	"inside an organization"	"type of artificial systems"	"Nimble"	"social networks or social data points"	"send it to salesforce"	involved departments
"exchange programs"	"pull all the information"	"sales"		"create advertisings"	"use different kinds of analytics"	"the backbone"		"outside of an organization"	"understand how you can best sell to customers"	"a social content manager"	"second level attributes"	"both systems are connected"	
"integrate"	"retweet or anything like that"	"track our marketing qualified leads"		"groups with same interests"	"how they share our things"	"most important part"		"extensively started using Social Media"	"they reveal themselves to you"	"Pipeliner"	"refining and defining a customer or prospect"	"old CRM has not met the requirements"	
"sales navigator"	"send you any message"	"automatically become leads"		"targeted search for customers"	"interact on twitter"	"execution part"			"traditional CRM systems"	"more traditional CRM"		"looking for a big tool that we can combine with a small one"	
"insight providers"	"gather all that data"	"link twitter or facebook profiles"		"targeted audience"	"our own developed CRM"	"an execution system"			"set of components"	"housing all your communication"		"difficult to define"	
"automate and integrate"	"valuable"	"social marketing insights"		"collection of customers"	"how some people use twitter"	"grabs into those data"			"match business areas"	"integrate with all your other tool choices"		"started as inbound marketing platform"	

Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9	Interviewee 10	Interviewee 11	Interviewee 12	Interviewee 13	conceptual categories
"prospecting on linkedin or twitter"	"sales process"	"monitor conversations about our company"		"arrange according topics"	"Hubspot as an inbound marketing tool"	"gives you some sort of social in it"			"a standard package of business process"	"an add-on"		"related to lead management"	
"approaching them"	"context timeline"	"perceptions and comments"		"LinkedIn groups"	"feedback version"	"some additional data"			"three or four streams in a business environment"	"conjunction with a CRM"		lead qualification	
"combine it with emails"	"first visit"	"in-depth statistics"		"instant information from social networks"	"own tool"	"add the social part to it"			"melted together"	"pull in social data automatically"		landing pages	
	"IP address"	"high level data"		"interface between facebook and the software"	"within our platform"	"the mature networks"			"marketing owns more in the sales pipeline"	"any data entry"		blogs and social media"	
	"forms"	"multiple things"		"create advertising"	"create landing pages"	"most interactions"			"shipping away from all these traditional processes and functions"	"researching a prospect"		"we mainly use the marketing features"	
	"lifecycle stages"	"not only social media tool"		"focused customer groups in the social networks"	"it copies the design"	"on Twitter and Facebook"			"social selling"	"by looking at LinkedIn"		"our CRM is salesforce"	
	"interactions"	"manage our content"				"a bigger chance"			"a progression or evolution towards the next version of selling tools"	"what they do"		"sending posts into social media networks via the platform"	
	"associated information"	"powerful tool"				"business interaction"			"quickly involving today"	"available in the public" "pushed in your CRM automatically"		"filter mentions"	
	"reporting"	"develop"				"less happening on Instagram or Pinterest and youtube"			"traditional CRM models" "really expensive"	"communication"		"observe who said what about us"	
	"customized version of salesforce"	organize and optimize"				"social profiles"			"get all the data into one profile"	"automatically tracked and accessible"		"schedule posts and automate"	
		"more stratetgic way"				"talking about people"			"360 degree view" "understand it from a holistic point of view"	"becoming more and more integrated"		"monitor posts"	
		"interact through the system"				"what people do"			"doing in relationship with your organization"	"personal and professional life"		"analyze how big the channel grew"	
		"list of competitors"				"asking questions for support"			"on your website"	"every's customers are on social"		"dashboard"	
		"recommendations"				"the target of marketing campaigns"			"in conversations"	"everyone feels special"		"build landing pages"	
		"only one platform"				"request more info"			"opportunity management"	"social selling"		"observe performance in regard to views"	
		"not only social"				"related to people"			"manage deals"	"social media is not going away"		"monitor facebook posts"	
		"content creation"				"advertising part"			"millennium"	"track sales process"		"observe competitors"	
		"emails"				"combining"			"digital native"	"reach out on Twitter"		"compare with competitors"	
		"salesforce"				"know about your users from core CRM systems"			"old sales people"			"search in twitter"	

Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9	Interviewee 10	Interviewee 11	Interviewee 12	Interviewee 13	conceptual categories
						"going on social media"			"don't get it really"			"publish posts and schedule them"	
						"potentially know"			"whether it is on social"				
						"diving into the CRM systems" "a Class A customer"			"Social CRM is something new"				
						"generation of people growing up"							
						"big difference in our habits"							
						"how we communicate with customers"							
						"huge difference in the way they talk"							
						"which media they choose"							
						"reach out or talk to a company"							
						"get a phone call or email"							
						"very old-fashioned"							
						"smaller companies"							
						"requests on social media"							
						"do email"							
						"young people"							
						"technical mature"							
						"expect to have a solution right now"							
						"don't really accept clarky systems"							
						"help you from a centralized point"							
						"building an other layer on it"							
						"what people saw"							
						"how they did"							
						"what they are actually thinking"							
						"traditional CRM"							
						"Social Media"							
						"you combine those"							
						"add to those information social aspects"							
						"building it right now"							
						"support team"							
						"send desk"							
						"marketing team"							
						"sales"							
						"many different thoughts about"							

Evaluation of Social CRM

Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9	Interviewee 10	Interviewee 11	Interviewee 12	Interviewee 13
"a lot of benefits"	"automatically recorded"	"easy to use"	"processes"	"B2B"	"traditional way", "very outbound"	"target those people"	"no priority"	"complicate things"	"in one data source all of the points"	"communication channels of their preference"	"serve and understand your customer better"	"monitor realtime communication"
"save time"	"build around"	"user friendly"	"describing and tweaking the system"	"more useful for B2C"	"get input from the clients"	"pretty powerful"	"B2B"	"it simplifies a lot of things"	"not longer relying on disruptive technology"	"more information"	"search in the internet"	
"more organized"	"automate so much"	"easily work"	"long time"	"interesting for every employee"	"get their feedback a lot faster"	"a more complete picture"	"personal factors"	"making decisions of whatever data"	"buying journey"	"more settled"	"he/she should not think that is private information"	"what is mentioned about my company"
"improve my effectiveness"	"automatically populated with information"	"extract customer information"	"ready for it"	"more interesting entry of talk with customers"	"faster in developing"	"multiply by ten by what they are already having"	"technological integration is not priority"	"making more decisions"	"hot topic"	"more responsive"	"public information"	"monitor and observe customer feedback"
"track my interactions"	"marketing process"	"saves us a lot of time and effort"	"integrate social channels"	"identify trends"	"the market needs"	"whole customer experience"	"potential clients"	"became much easier to do"	"understand in a more holistic view"	"use social"	"she/he has agreed"	"look for positive or negative comments"
"follow up"	"what he looks at"	"existing customer data"	"B2B company"	"observe channels"	"dialogue helps us to improve"	"whole process when you buy something"	"lose of time"	"lots of people became involved"	"person is communicating about various products services and topics"	"respond on Twitter"	"willing on to share with your organization"	"more interesting for B2C companies"
"fully proven solution"	"what he downloads"	"other benefits on top"	"communicate directly"	"product demand"	"caching"	"broken flow"	"too much work effort"	"net effect"	"all this data in one point"	"take the conversation place"	"against privacy rules"	"shitstorm prevention"
"working proper"	"check box log in"	"important part" "organization's business success"	"clients"	"targeted product offerings"	"write something on twitter"	"switching systems"	"personal contact"	"social media presence grew a lot"	"give it to the user in a way"	"get on their radar"	"knowing and serving your customers better"	"enter quickly the conversation"
"still evolving"	"pulled into the system"	"development"	"informed about changes"	"huge data flow at the beginning"	"quick comment in our feedback tool"	"asking customers"	"subsidiaries in the countries"	"not able to deal with all this data"	"they can understand and consume this data"	"not bothering them"	"better you can target someone"	"answer directly"
	"source of information"	"focusing on marketing and promotion"	"post something"	"loose track"	"easier for them to use social media"	"jump from one system to another"	"need of more information"	"massive influx of data"	"so much data"	"sales and marketing" "social really benefits all the departments"	"offer you all types of"	"people are responsible for different channels"
		"managing all customers"	"integrated with LinkedIn"	"false interpretation"	"we get that information"	"don't know about them on social"	"value afterwards"	"hard to pick which one was/is most important"	"people don't really know how they should handle data"	"customer service"	"recommend you to"	"sales people can answer directly to comments"
		"one portal"	"a wall"	"wrong conclusion"	"easier way of staying in touch"	"force them to take a conversation on phone or email"	"potential clients"	"measure different parameters"	"taking all this data"	"support"	"make now the choices for the customers"	"forward requests"
		"analyze"	"communication channel"	"not sufficient experiences"	"we keep track"	"switch within the systems"	"keep the system clean"	"not flexible at all"	"analyze it from their company perspective"	"conversations public"	"more aggregated information"	"information overload"
		"analytics and social media data"	"the best out of each system"	"group of potential customers"	"how people interact with the website"	"organizations"	"including not every person"	"some limitations"	"from a selling point"	"respond well"	"you can only learn from it"	"no central point for data"
		"optimize and implement ideas"	"substitute for newsletter"	"overlook other groups"	"we qualify them as a lead"	"silos of sales"		"preventing you from doing stuff"	"help the seller to understand this journey"	"don't need your product or service now"	"to service and satisfy its customers"	"in general data is beneficial"
		"increase traffic"	"informing about new things" "via email"	"ignore other potential"	"now providing us with a lot of data"	"marketing and support"		"ROI on social media"	"give them the tools"	"this person engaging"	"where you get the data from"	"you are able to analyze in more depth"
		"relevance for customers"	"meet them personally"	"not focus on all groups at the same time"	"I don't know if we are using all of them"	"with Social CRM"		"if it was worth the time"	"understand what people are"	"stay on top of their minds"	"what you do with them"	"problem of time and relevance"
		"integrate data"	"our clients"	"	"much smarter"	"be easier"		"returning just a little with social media"	"try to inject the journey all the time"	"just scale your efforts"	"customers can be very sensitive"	"business value of social media is not clear"
		"social media channels"	"the size"		"be closer to the customers"	"decrease those silos"		"LinkedIn and Twitter"	"value at a point and educate"	"public"	"what they do and say"	"social media channels doesn't generate that much revenue"
		"customers from different countries"	"communicate to your partners"		"an investment"	"more organic"		"pretty valuable networks"	"interject yourself into this process all the time"	"your team" "not already social"	"where they come from"	
		"company activities"	"so many"		"takes money and time"	"none of the departments relate to each other"		"some positive impact"	"help the person using and understand"	"no social presence"	"personal values"	

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perceived benefits

perceived pitfalls

		"enrich our customer data base"	"small company"			"contribute to each other tasks"		"LinkedIn was very effective"	"where the "person is on his journey"	"just have five followers on Twitter" "have the leadership"	"access to those many information"
		"new information"	"clients over the world"			"centralize data"		"generating and contacting prospects"	"helps them to interject things along the journey"	"show that you are active" "communicate more effectively"	"how and what you can interact"
		"different parts of the world"	"benefits"			"keep data at one place"			"helped you to get educated"	"internal team as well as external community"	"the goal of interacting with him/her"
		"collects data without boundaries"	"communication with our global clients"			"own data"			"do it properly"	"make their job easier" "look as a better employee"	"the service process", "very handy with Social CRM systems"
		"international operating companies"				"much faster response rates"			"give kind of a tool box"	"great use case"	
		gather data from various countries"				"write on social channels"			"apocalypse of content"	"know so much more about a person"	
		"value created"				"social public"			"so much content created all the time"	"data accessible"	
		"respond quickly"				"faster response"			"we are all in an eco chamber"	"communication with customers"	
		"evaluate data better"				"write them on social"			"ask the people what they think is most valuable"	"really powerful"	
		"simplifies everything"				"incremental level"				"relationship from the first second"	
		"add some new features"						"give us the answer as quick as possible"			
								"information overload"	"plug in to the social system" "cozy feeling when I think of Social CRM"		
									"a place where you want to be"		
									"find everything you need"		
									"point of pleasure from the business perspective"		
									"social is really the place"		
									"finding leads on LinkedIn or twitter"		
									"use social to define customer"		
									"to do service"		
									"doing the foot work"		
									"you need to pinpoint in this process" "gathering all this data at one point"		
									"decisions during their journeys"		
									"the hierarchy of influences"		
									"be part of the influence process"		
									"bombarded with so much data" "		
									"they get to remember you" "		
									"Social CRM is to me dynamic data"		

									"a living breathing organism"
									"focusing on big data"
									"big data is so important" ""doesn't have good data"
									"doesn't understand data" "you will loose"
									"pinpoint all of these minor influences"
									"this one shot of catching someone's attention"
									"to get forward"
									"CRM is really static data"

Adoption of Social CRM

Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9	Interviewee 10	Interviewee 11	Interviewee 12	Interviewee 13	Conceptual categories
"the size of a company"	"never easy"	"good communication"	"from the management side"	"step-by-step"	"they see the use of it"	"never easy to introduce a new system"	"different cultures"	"a lot of research"	"an old sales person"	"position the why"	"a complex thing"	"hubspot for the marketing department"	technical factors
"must-have tools"	"admin"	"specific user's personal preference"	"could not rely"	"definition of user groups"	"it makes sense to use it"	"the ankle"	"different habits"	"I implemented it first in the US branch"	"get this new system to understand"	"explain why to your employees"	"how many attributes will be pulled into"	"young people in this department"	
"easier to prospect"	"cultural"	"not familiar with the features"	"the data he got from the CRM system"	"work groups"	"a lot of things"	"already a social media team"	"different workflows"	"I came to Europe to do it"	"a generation shift"	"can not just throw a tool at them"	"shouldn't be complicated for the user"	"very motivated"	personal factors
"the credibility"	"sell it internally"	"leverage the new data"	"tool"	"roll out for the first group"	"you have to do"	"deal with the support"	"security"	"easy to implement"	"adopt any new system"	"give them the what and how"	"social side of it"	"good usability"	
"loose customers"	"train people"	"bit of time"	"useless data"	"adjust to user groups"	"the set-up"	"experience a broken flow"	"trainings"	set up and planning"	"no matter how old they are"	"adoption takes much longer"	"different attributes"	"no problem with acceptance of Hubspot"	external factors
"change"	"enable them to use"	"barrier at the beginning"	"old data"	"customer base"	the different work flows"	"move in"	"complex process"	"web hooks"	"a good case story"	"change totally on a social perspective"	"the older the more difficult"		
"multiple factors"	"userfriendly"	"implementation phase"	"newer version"	"first introduced"	"it is a lot of work"	"have user profiles"	"global rollout"	"what information to pull"	"how it makes me more money"	"take the time to learn it"	"that are very flexible"	"working with established systems"	adoption time
"the need"	"intuitive" "teach someone"	"seamless process"	"more modern"	"Sales"	"a problem"	"log in opportunities"	daily routine"	"pretty easy to set up"	"the proof of that value is there"	"start-up's have the upper hand"	"so it is complex but not complicated"	"the more difficult is the change"	
"education"	"a lot of training"	back-end"	"very complex"	"customer contact and appointments"	"is not working"	"enabling the ones"	"change of habits"	"change how we run our processes"	"if I were a sales person"	"smaller"	"technical factors are definitely very important"	"the more intensive people have worked with the old system the more difficult"	
"organizational factors"	"be difficult"	"features"	"not a system"	"marketing"	"using the things"	"adoption"	"IT department"	"focus on the social level"	"get support for the new system"	"delete a tool"	"it is like a puzzle"	"I make my revenue with or without the system"	reason for adoption
"other people"	"knowledge basis"	"landing page and form creation"	"supporting processes"	"targeted persons first"	"implementing it is time-consuming"	"widening our foot print"	"personal contact"	"work around of Social CRM"	"case studies"	"easily change to a new tool"	"a lot missing pieces"	"employees that are very analytical and structured"	
"external factors"	"do it yourself"	"technical factors"	"long time"	specific training"	"big commitment"	"even harder"	"head of sales"	"very different to the traditional ones"	"frustrated"	"larger organizations"	"need to have business attributes"	"employees that are very impulsive"	organisational factors
"Technical factors"	"guide someone"	"an impact on the team"	"defined the business processes"	"next user group integrated"	"open up those channels"	"sell it within the company"	"interviews with subsidiaries"	"the social piece has a huge impact"	"don't have enough social data in our CRM"	"have success"	"need to acquire the social attributes"	emotional and change quickly their minds"	
"ease-of-use"	"understand their business"	"impact on the overall business"	"involve all departments"	"internal marketing of the software"	"be more social with our clients"	"different silos"	"system roll out"	"work standard procedures"	"a stakeholder view"	"create smaller teams"	"linking and using those"	"the analytical ones adopted it very good"	
"possibility of integrating"	"goals"	"triability"	"work together"	"not only sales but also making it feasible"	"be aware about the time it takes"	"classic organization"	"internal selling process"	"needed to be changed"	"executive buying"	"a trial group"	"a big challenge"	"the emotional ones didn't adopt quickly"	
"technology"	"how everything works"	"observability"	"one way"	"show value of the software"	"time consuming"	"someone who really wants to do it"	"so that other subsidiaries also accept it"	"became more complex"	"people at the top"	"can scale from there"	"privacy laws"	"research process"	
"real prospect"	"integrate"	"try out the software"	"can not rely on the data"	"difficult topic"	"do it full on"	"a lot of heritage in the systems"	"setting an aim"	"a jungle of data"	"understand the value proposition"	"start with ten"	"depending on the country"	"tested with a cloud version"	
"connect"	"hand holding"	"familiar with the software"	"a year"	"refuse"	"don't do it fully"	"a lot of different things"	"work shops"	"became very messy and unstructured"	"need a champion"	"in one department"	"slower an implementation process"	"with those information I went to the upper management"	
"information"	"proper onboarding"	"communication"	"good partners"	"something new"	it is a problem"	"hard to adopt"	"talking about problems"	"conflict between the two systems"	"executives"	"scale it to the entire sales department"	"depends definitely on the industry"	"hubspot is relatively cheap"	
"potential challenges"	"pretty intuitive"	"every employee understands"	"tons of partners"	"change the way of working"	"give you feedback"	"contracts"	"backup from headquarter"	"people adopted pretty fast the systems"	"utlities"	"start small and then scale it"	"the business but also the market and country"	"the decision was driven by the department"	
"market changes"	"put an effort"	"CEO"	"really expensive"	"create an additional value"	"you don't act on it"	"security concerns"	"it depends on management"	"even though we are a B2B company"	"a start-up within a larger organization"	"highly regulated"	"IT wasn't involved in this process"		
	"personal outcome"	"marketing"	"open sourced"	"look for a person in advance"	"counterproductive"	"owns the data"	"back up from Headquarter"	"integrate with other tools"	"the guys on top have to be the ones that sell this"	"help to train and explain"	"a very public type of data records"	"easy to implement"	
	"technical set-up"	"user friendly"	"control it better"	"interested and ready to use a new software"	"everyone needs to be on board"	"install it on their own basement"	"lack of understanding the usage reason"	"organizational problems"	"on the road map"	"top down" "support of upper management"	"buy data from governmental institutions"	"implemented on our own"	
	"support team"	"level in the organization"	"an IT company"	"needs to know why the company is implementing"	"moving into the cloud"	"in Germany"	"never really got our sales team to use Hubspot"	"the rest of the organization should follow"	"people look up for advice"	"change advocates from the lower ranges"	"depending on different geographical regions"	"very intuitive to use"	
	"marketing specialist"	"not lots of hierarchy levels"	"open-minded"	"give an opinion"	"taken some time"	"few of B2B"	"upper management"	"not forced to use it on a daily base"	"people are doing it everyday"	"legal regulations"	"very easy to use"		
	"targets"	"technology support"	"new IT systems"	"give expectations"	"develop it for us"	"both care"	"reports"	no one is chaning its daily routine fastly"	"start talking to the upper management"	"upper management and decision maker need to support it" "training"	"forbidden by law"	"it was fun to use"	
	"proof this value"	overall implementation" back end implementation"	"like systems"	"feel respected" "Influence their colleagues"	"integration part"	"more B2C cases"	"using and measuring data"	"it is up to the executive board and management"	"really intuitive"	"how conscious people are"	"design aspect was appealing"		
	sales and marketing integration"	"more willing and quicker"	"organizational factors"	"convince other colleagues"	"some development"	"pretty difficult"	"switch that into something" "you don't know"	"other countries"	"give budget"	"support provided by the software"	"people in different departments"	"a lot was preconfigured"	
	"leads"	"technical support"	"constraints"	"other people go along with it"	"our CRM had to integrate Hubspot"	"too much work effort"		"release time and resources"	"manufacturing industry or other larger industries"	"hesitant towards social media"	"type in URL address"		
	"exchange with"	"training"	"right implementation partner"	"can easily handle the software"	"decision making"		"lose of time"	"to the lower level"	"those employees are on social networks"	"do not have social profiles"	"used data from our website and analysed it"		

	"communicate back"	"support team"	"define where you are heading"	"not difficult to use"	"purely a marketing decision"		"different in countries"		"might buy into this a 100 %"	"not necessarily connect manufacturing" "an active social media community"	"B2C mainly"	"a quick start with the tool"
	"education"	"approached our boss"	"deciding about the processes"	"faster usage"	"depends on which tool is used"		"good usage"		"not sold to the guys up it is going nowhere"	"currently social or older or younger"	"can work for B2B as well"	"easy access with the tool"
	"in this crm system together"	"cooperation" "no experiences with the software"	"focus on certain organizational aspects"	"complex from the first time"	"the people behind the tools"		"bad usage"		"real champion stakeholders in your group"	"the why and the benefits to them"	"have more social attributes"	"30 days trial"
	"industry"	"company was growing really fast"	"doesn't take one day"	"being overwhelmed"	"we end up to be B2C"		"daily routine"		"going to sell this"	"people are excited"	"focus on small social attributes"	"tried out a lot"
	"personal factors"	"compatible with existing CRM"	"long time"	"production of rejection"	"where we use the tool"		"change of habits"		"then it triggers down"	"not going to understand it"	"company culture"	"asked my colleagues for their opinion"
	"value of this software" "more willing to learn"		"understand all the patterns"	"entry barrier is too big"	"feedback"		"new employees"		"get support in the down level"	"size definitely has an impact"	"limited amount of non professional and social attributes"	"are part as influencer"
	traditional industry"		"how they work"	"being slow or not stable"	"important for B2B as well"		"train better"		"sell it to the upper management"		"human being is more contextual"	"bottom up approach"
	"learning curve"		"monitor the data"	"technical mistakes"	"users around"		"not so much in the work flow"		"user adoption"		"a matter of age geographical reasons"	"we looked at our competitors"
	"more input"		"reporting"	"stronger rejection"			"old workflow"		"vanilla version of this system"		"quite expensive"	"we also need a tool like them"
	"outlining the steps needed"		"a tool for the employees"	"fail even faster"			"more difficult"		"have to get in"		"a smaller company does not have the proper resources"	"high pressure from outside"
			"the management"	"integrate new features into the work flow"			"personal factor"		"make changes to the system"			"more and more towards social media and social customized actions"
			"support"	"extra effort for the employees"			"online workshop"		"adapt to your business processes"			"not highest priority for B2B companies"
			"manager want to see"	"no value"			"employee training"		"you have to make it user friendly"			
			"different things from the system"	"makes it more difficult for the employees"			"spread their knowledge"		"you are going in"			
			"time consuming"	"build into the processes"			"super user"		"make changes to this system"			
			"all organisations"	upper management"			"head of sales"		"match the business"			
			"sooner than later"	"creates pressure"			"collect all questions"		"a lot of training"			
			"bigger your are the harder it is"	"from inside the company"	"compete with other companies"		"individual trainings"		"a feedback loop"			
			"more structured in data"	"own tema"			"a contact person"		"the business listens to the complaints"			
			"expand the employees"	"evaluate value from new software"	"question sense"		"personal contact"		"becomes more user friendly"			
			"coordinate"	"information from other companies"			"IT department"		"an open feedback loop all the time"			
			"more than seven sales people"				"very involved and important"		"marketing department"			
			"loose track"				"sales and marketing"		"the end users"			
			"contacting the same people" "some structure"						"they refuse to go into the system"			
			"grew fast"						"only use it when they really have to use it"			
			"adopt this new software"						"pharmaceutical company"			
			"an IT company"						"lots of entrepreneurial IT industry"			
			"our CTO trust himself more"						"cost is an issue"			
			"a good server capacity"						"starting up a company"			
			"more control"						"get really far"			
									"free software"			
									"take a free version"			
									"how those tools work"			
									"people don't really use twitter in Danmark"			
									"great mix"			
									"people are doing professionally"			
									"try to keep these two separated"			

									"the younger generation mixes it up"
									"but from industry perspective"
									"some industries that adopt Social CRM much faster"
									"use social in CRM much faster"
									"an absolute need"
									"really struggle with this"
									"big companies"
									"really struggle with social" they are so big" "organization size has a huge impact"
									"your company is a brand"
									"on social you can not control all the conversations"
									"get into a negative spiror"
									"they want to control it"
									"deleting them"
									"attracts even more attention"
									"for bigger brands"
									"faster negative consequences from social media"
									"more difficult to manage for big brands"
									"they need to be there"
									"really unsecure about how they should actually do it"
									"one mistake and you get 20.000 negative comments"
									"deal only with individuals"
									"tracking all of this data plus analytics"
									"a B2B company is really a bunch of B2C companies"
									"dealing with individuals"

Future of Social CRM

Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9	Interviewee 10	Interviewee 11	Interviewee 12	Interviewee 13	Conceptual categories
"don't adapt"	"potential" "one system for all interactions"	"a lot of potential"	"get the new version"	"customer orientated"	"it is a need"	"future is closer than we think"	"digitalization"	"a viable trend"	"no marketing people"	"technology" "enabled us to be much more human"	"companies that protect their privacy"	"more potential in B2C area"	change in company habits
"work smarter"	"customer"	"social media presence"	"have it integrated to twitter"	"having an influence" "spoiled customers"	"have everything social"	"take this chance"	"restructuring"	"couple all the services together"	"everything will be artificial and intelligent"	"engaging one to one" "versus one to thousands"	"companies that are more open and profit"	"customer touch points and customer journey analysis are getting more important"	technical integration
	"lifetime"	"develops the whole system"	"integration to our mobile phones"	"targeted communication"	"the way every company needs to go"	"loosing key opportunities"	"automatization of prospect generation"	"fall out of style"	"it will be called something else in the future"	"being human as much as possible"	"information sharing"	"monitoring is getting more important"	change in customer communication
	"more personal data"	"slow moving industries"	"integrate it to google maps"	"more people are talking with each other"	"the dialogue"	"focused on their own field of work"	"LinkedIn"	"decoupling all of those services"	"a step stone into the next something" "technology bubble"	"to pull in"	"people that share information"	"sentiment analysis"	trend development
	"interact"		"look up company information"	"having a good connection to your customers" "otherwise the price only decides"	"direct customer"	"forget the big picture"	"inbetween" "update CRM system"	"does one thing very well and not all things just okay"	"bubble to pop"	"campaigns" "will be made just for you"	"but on a voluntary basis"	"more geo localization and tagging"	
	"consumer"		"internal communication"	"human factors"	"the market is moving"	"forget about the customers"	"adapt project modules" "sales and project view"	"Hubspot"	"an engagement bubble"	"leveraging technol"	"will also be pretty much enhanced"	"connect it with other data"	
	"twitter"		"the package"		"shift you better get there"	"they don't use this medias anymore"	"digitalization"	"everything is integrated"	"automation of engagement"				
	"humans"		"integrate with our social media channels"		"start to communicate"	"miss out"		"pull everything together"	"idea of social more valuable than it is"				
	"not with robots"		"easy to add on"		"writing about the company"	"not ready to make business"		"small and mid sized company"	"likes or tweets" "this currency is overvalued"				
	"entire lifecycle stages"		"marketing department"		"opening up there"	"build their own systems"		"works fantastically"	"need to go through a pop"				
					"engage there"	"execution system closer to the backboard"		"scale up"	"the next version of Social CRM"				
					"be aware"	"the data isn't really actionable"		"specialized tools that doesn't make sense"	"fluent marketing processes"				
					"clients are acting online"	"just select with a few clicks"		"a different"	"get one integrated marketing process"				
					"traditional way"	"group you need"		focused tool"	"sales people and marketing people"				
					"outbound calls"	"longtail processes"		"doesn't offer the amount of flexibility"	"will become automated"				
					"cold calls"	"salesforce is mostly CRM"		"integration between tools"	"a shift away"				
					"not working"	"sprinkler"		"more and more important"	"marketing is very labour intensive"				
					"70 % of sales cycles"	"combine social with CRM"		"just one tool bought from just one vendor"	"a big shift towards automation"				
					"done online"	"audience feature"		"less and less important"	"a generation shift"				
						"know a lot about people" "interactions"		"a tool that integrates with other tools"	"look into a crystal ball"				
								"specialized on a feature"	"the system will feed"				
								"doesn't have to be the same tool"	"imagine the customer journey all the time"				

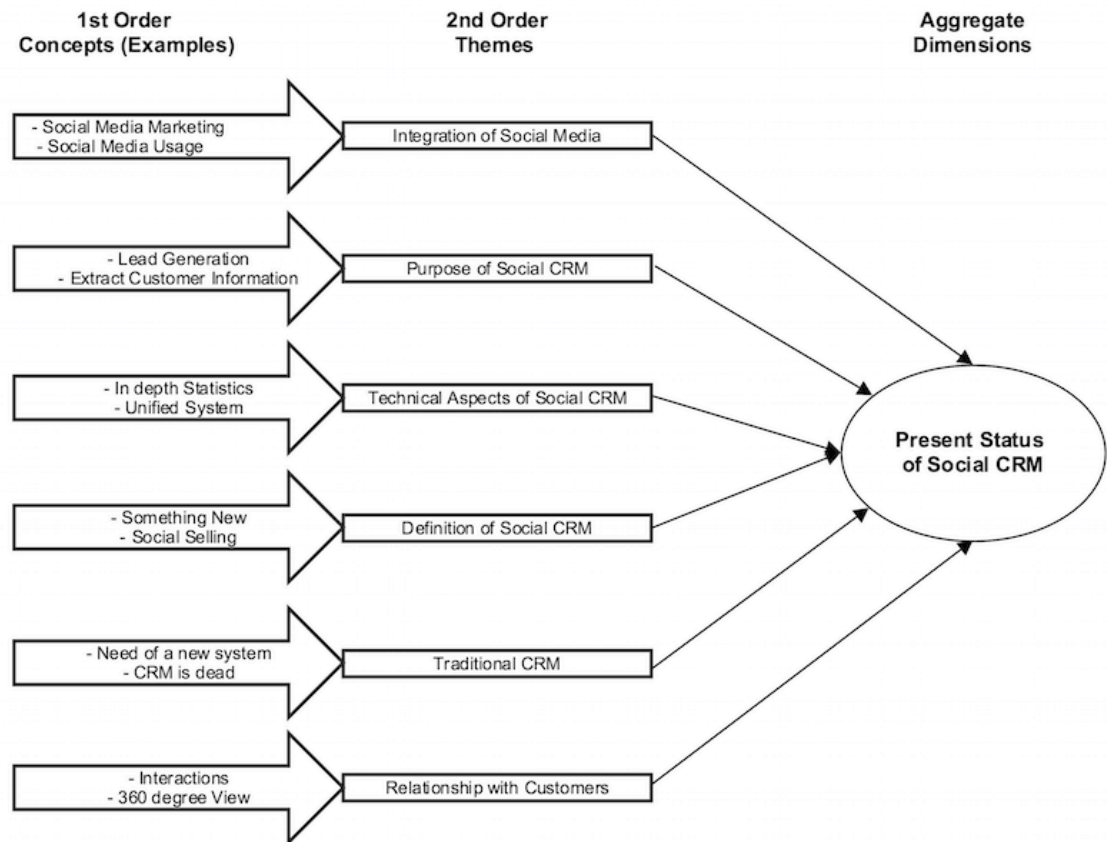
									"buy artificially assistance"	
									"do these 12 steps"	
									"in categories"	
									"system that is feeding"	
									"with data they need during every step"	
									"artificial software"	
									"write the content"	
									"one set of systems"	
									"manage the entire flow for you"	
									"to parachute in the right moment"	
									"have the right discussion"	
									"CRM"	
									user marketing	
									and customer service and customer intelligence"	
									"will be all one"	

Recommendations for Social CRM

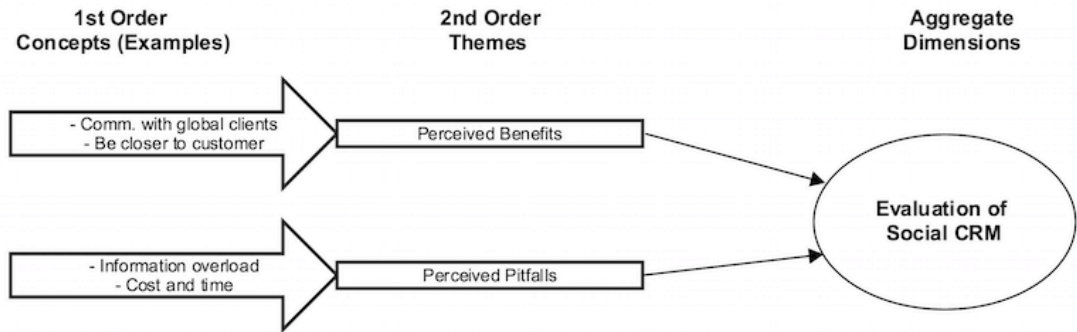
Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9	Interviewee 10	Interviewee 11	Interviewee 12	Interviewee 13	Conceptual categories
"Step-by-step approach"	"fits to your work load"	"focuses even more 'campaign's feature"	"an external business consultant"	"clear execution plan"	"why you are doing it"				"spend time finding out what data is important"	"do a lot of your homeworks"	"don't go for the general stuff"	"centralize information stream"	
"good solution"	"the way you work"	"handle"	"CRM consulting groups"	"define the strategy"	"otherwise it is going to just fall flat"		"change of habits"		"social media guideline"	"giving it to their user internally"	"be specifed and focused"	"focus only on customer requests"	definition & measurement of goals
"affecting the company processes"		organize but also optimize"	"a technical but also business background"	"what should be achieved"	"open up"		"marketing does have responsibility"		"executive or stakeholder buying"	"cannot just into social"	"how you do that relationship management"	"only monitor Europe but not US"	
"fast in small companies"		"email and paid content"	"helping to define business processes"	"measurable"	"want to change the way you work"		"sales and marketing"		"build a business case"	"their profiles build out"	"be more diplomatic"	"sell the tool internally"	training & consultancy
		"integration"	"end with the system"	"having criteria"	"a plan for what you want to achieve"				"makes a lot of sense"	"communication is public"	"involve key context within the company"		
		"contact with back-end"	"business but also technical part"	"measure success"	"setting goals for using the tool"		"super user"		"individual for every business"	"employees have a lot more ownership"	"training"	focus	
		"build up"	"only a technical background"	"distinct campaigns"	"the key"		"employee trainings"		"a tabu about using social media"	"every's customer is online"	"going a bit indirect"	"feedback from tests"	
		"longterm goals"	"data processes work"		"have a plan"		"online training"		"a mind shift"	"create your buyer persona"	"to not annoy and concern the customer"	"prior online training"	adaption of the company
			"understands both"		"consultants"				"working and you are social"	"conversations that matter to you" „not everybody is your customer"	"better segment your customer segment"		
			"Twitter"		"they insure", "actually use the tool"				"wasting time", „actually not"	"it is not that noisy anymore" „searching for a really specific thing"			social media presence
			"more for communicating with companies"		"training"				"especially in the US"	"best social profiles for your business and employees"			
			"rather chose to communicate on Twitter"		"making a plan"				"being on social" „a negative thing"	"take care of choosing"			integration process
			"social media channels fit better"		"what you want to achieve"				"the real positive thing"	"don't need to be on every social media channel"			
			"more boring"						"having a business case"	"the ones your customers are on"			
			"people like to talk about in social media"						"limit the data"	"business doesn't have twitter"			
									"proofs KPI's socially"	"your business has to be social"			
									"make strategies and business"	"knowing what is important"			
									"proof the value"	"explain the why to your employees"			
									"strong KPI's and ROI"	"can't listen to everything"			
									"investment of time and money"	"knowing who your true prospect is"			

4. Process Flow Charts

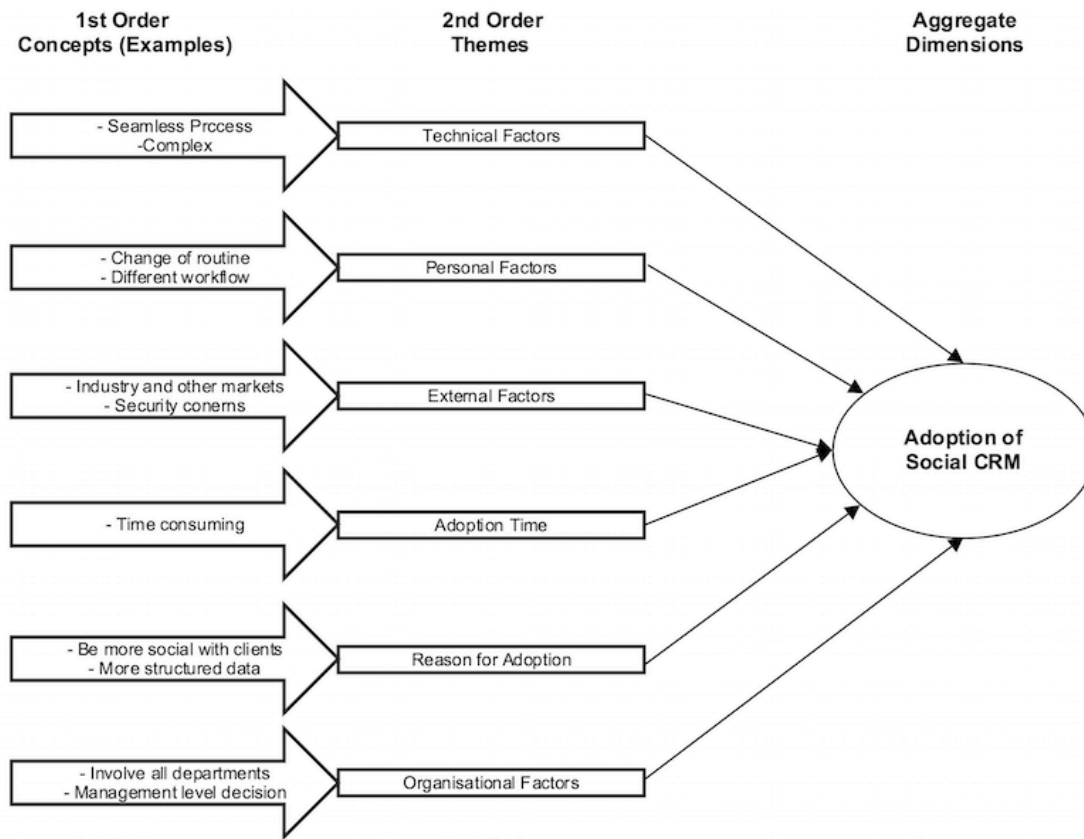
Present Status of Social CRM



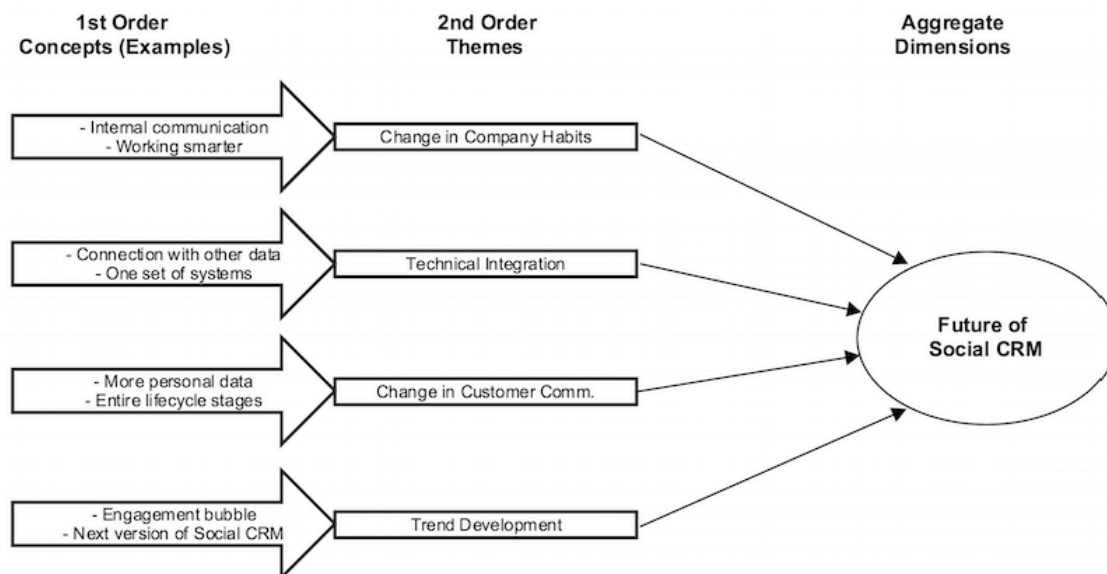
Evaluation of Social CRM



Adoption of Social CRM



Future of Social CRM



Recommendations for Social CRM

