Social CRM Redefined?
Promise-Based Social CRM Model and Enterprise Applications For Corporate Social Profile Management*

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Presents an overview of contemporary approaches towards Social CRM and concludes that majority of the problematic and unclear issues could be resolved during a process of redefining the concept. Introduces and describes the theoretical backgrounds of Social CRM and divides them into three aspects: relationship, technological evolution and augmentation. Argues that consecutive changes in marketing usage of relationships (from service and relationship marketing, through customer relationship management, to the Social CRM), although caused by the natural evolution of the widely understood technological and marketing environment, disrupted relative balance of power between company and its clients. Based on the gathered knowledge on both Social CRM and its aspects, identifies the importance of social customers (both engaging and refraining from engaging in communication with the company) in implementing and managing Social CRM campaigns; and introduces the Promise-based Social CRM model.

Key Words: Social CRM, Relationship marketing, Social Client, Promise-based

I. Introduction

One of the most recent marketing concepts referring to the relationships started in the early 2000s with the introduction of Web 2.0 philosophy not only allowing but actually encouraging Internet users to become authors or co-authors of websites' content. The Social CRM has been defined as "*a philosophy & 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 & transparent business environment. (…) company's response to the customer's owner- ship of the conversation" (Greenberg, 2008) and started growing more important since Internet social networking service giants such as Myspace, Twitter and Facebook gained on popularity.

While new strategies, tools, solutions and applications started appearing, the buzz on Social CRM raised making it one of the "hottest"

managerial topics in business. Unfortunately, such situation encouraged many companies to start their social networking sites without prior preparations and essential ideas on how to run them. Avoiding this trap posed a challenge to both small and large firms, leading some of the enterprises to end up with relatively low value obtained (Bordeaux, 2011) - as in DELL's case where the $3 million obtained through company's Twitter account between 2007 and 2009, when compared to the sum generated by the firm each day, equaled merely the average of 30 minutes revenue.

Many mistakes and omissions could be eliminated by proving that Social CRM is not a new concept in marketing (Greenberg often referred to it simply as CRM 2.0, a stand alone additional component of CRM in no way replaceable with traditional CRM), but rather a natural next step in relationships' perception enforced by constantly evolving technological and behavioral environment of 'consumer-organization' interactions. Such point of view implies that a solid, reliable collection of ground rules constituting the sole essence of Social CRM can be found in the roots of contemporary marketing theory. Thus the question arises, does Social CRM need to be redefined?

In this paper, we will comment on contemporary Social CRM research, discuss its theoretical backgrounds and present the Promise-based Social CRM model, as well as its exemplary applications for managing corporate profiles on social networking services

(SNS). Due to a strictly theoretical character of this paper issues presented in the following sections do not cover the whole range of knowledge on given topics, but rather focus on pointing out some key elements and characteristics to indicate a possibility, and explore it briefly, that Social CRM did not originate from the Customer Relationship Management but emerged due to CRM's inefficiency to manage Social Customers - in acknowledgment of which current view on focus, potential benefits and the sole strategy of Social CRM's implementation should be revised.

II. Theoretical Background

Grönroos (1994) pointed out the need for a paradigm shift in general marketing and proposed two values lying at its core: trust and promises. We believe that in relationships evolution process, which led to the creation of Social CRM, those values have been somewhat distorted "along the way" (perhaps within sophisticated definitions, complexity of software solutions or variety of expectations towards its implementation and evaluation) and a process of redefining this concept would contribute to improving general understanding of the Social CRM's philosophy as well as encourage managers from even the smaller firms to properly use Internet based social networking platforms. It could help enterprises to prioritize its actions: start from enhancing

the relationships with their stakeholders and past/prospect clients; and only then decide upon moving to the next step of utilizing Social CRM – be it acquiring one of the software services available on the market or forming one's own and unique solutions and procedures based on general strategies derived from theoretical backgrounds of the so-called CRM 2.0.

2.1 Contemporary Social CRM

The Social CRM, although very popular among managers, is still perceived as a relatively young concept and thus the majority of materials concerning it consist of comments, views and opinions gathered in the Social Media (SM) containers such as websites, blogs, wikis and discussion groups. To the extent of our knowledge, number of the research concerning the matter is considerably low and focuses on the same approach – connection between CRM and Social CRM. One of the most influential Social CRM scholars is Peter Greenberg cited and referred to not only by the academic society, but also by the practitioners and developers of Social CRM solutions. For this reason we have chosen to place his definition at the center of this paper – view it as a starting point for our divagations.

The short version of Greenberg's perception of the Social CRM, cited in the introduction to this article, originated from the cumulative efforts of community gathered around author's CRM web blog (Greenberg, 2009).

He points out values such as honesty, transparency and loyalty; advises to adjust methods and strategies of communicating with customers; and proposes new measures in managing customer collaboration and engagement. In Greenberg's ideal vision, the Social CRM could be connected with traditional customer management in order to create a holistic "package" taking care of the 'communication with' and 'management of' the company's clients.

To some extent such vision has been realized by Almunawar and Anshari's (2011) Proposed Model of Social CRM in Healthcare, integrating information from both CRM and enterprise social networks systems. In order to overcome the difficulties deriving from trust and engagement issues, the authors propose two simple solutions. First of all, by creating SNS for the clients, instead of researching only the external sources, the hospital could gain deeper understanding of the subject. Additionally, dividing Internal Social Networks into smaller, specialized spaces would be expected to lower the difficulty of monitoring and solving discovered problems. Secondly, authors stressed out importance of the right choice of clients. In terms of healthcare services patients and their families are expected to be easily motivated to share their experiences and knowledge with other people suffering from the same condition. The reason behind such approach lies in a simple, rational goal – supporting each other and possibly helping to enhance the treatments of ill patients.

The topic of customer's motivation to engage in company's Social CRM has been broadly researched and presented by Heller Baird and Parasnis (2011). After analyzing online surveys from consumers and business executives, and interviews with executives responsible for social media programs, the authors discovered that clients are *far more interested in obtaining tangible value* than *feeling connected with their brands* (Baird and Parasnis, 2011). What is more, wide majority of consumers will never engage in any SNS-based conversation (20%) or do it only occasionally (75%). According to other sources (Woodcock et al 2011), those numbers are even higher – 90% of the SM users limit themselves to viewing interesting content, while only 9% provide a comment or a review. Therefore enterprises should give up the 'managing customer' part of Social CRM, and focus on *facilitating collaborative experiences and dialogue that consumer value*. One of the means to achieve such state is convincing clients to trust the company and believe in the benefits of such relationship.

Askool and Nakata (2011) are yet other scholars who seemed to understand the above-mentioned issues and decided to address them with their own model. According to their definition Social CRM "…*is a new strategy and system that integrates Web 2.0 and the power of online communities with traditional CRM systems for encouraging the customers to play a part with a firm in making decisions that have an impact on a particular customer* *and creating meaningful conversation and high value relationships between firms and customers*" (Askool and Nakata, 2011). One more time the performance of Social CRM has been associated with traditional CRM approach. The authors decided to stress the influence of the technological factor of Social CRM as well, and thus built their model on the basis of the Technology Acceptance Model (TAM). In the course of their research Askool and Nakata identified five determinants of customer's adoption of the Social CRM: Web 2.0 features (ease of networking, ease of collaboration and ease of participation), familiarity, care, information sharing and perceived trustworthiness. Existence of those factors is believed to be a basis for all SM-based communication with clients – a base that leads to achieving the trust needed for customer's engagement in Social CRM..

Another augmentation to the contemporary Social CRM theory has been contributed by Woodcock et al.(2011) While emphasizing importance of people and relationships, technological changes, and mutually beneficial close ties with CRM; scholars investigated the possible business strategies and the financial consequences (profitability) of implementing Social CRM. Woodcock et al. gives a valuable insight on the benefits of Social CRM (including the innovation and co-creation, reducing customer related costs, building knowledge and understanding, engaging and keeping the customer, etc.), its general objectives and common threats jeopardizing Social

CRM strategies.

All of the above-cited authors shared a common point of view on the matter of Social CRM that seems to fit ideally to the Greenberg's essence of this new marketing paradigm. Their contribution to the subject is undeniable, however in our opinion the current direction of the presented research still lacks a solid, coherent foundation needed for future developments in the fields. Key concepts of those deficiencies have been presented in Table 1.

The questions presented in Table 1 constitute some of the major doubts concerning the contemporary approach towards Social CRM. In an attempt to resolve the above-stated problems we have posed a hypothesis that:

H1: Majority of contemporary Social CRM's deficiencies and incoherencies are caused by its constant comparisons with traditional CRM and treating it as a specific type of CRM concept transferred on the ground of SNS.

H2: Process of redefining Social CRM and its roots will contribute to the creation of more holistic model describing the concept of Social CRM.

In order to test the above-stated assumptions, we will refer to Askool and Nakata's (2011) triplex division of Social CRM's aspects to: environmental, technical and social. Taking into consideration that those approaches constitute the core essence of Social CRM's paradigm, the three aspects should be

perceived also as the origin of Social CRM's roots.

For the purpose of this paper we have decided to interpret Askool and Nakata's approach according to our own understanding of the above-presented contemporary knowledge on Social CRM and propose modified version of Social CRM's aspects presented in the following sections.

2.2 The aspects of Social CRM

When perceived as a natural consequence, (a synergy effect of a kind) from merging various marketing factors and theories within relatively new, widely accessible Internet environment – the origins of Social CRM's concept can be decomposed to thee main influential aspects (in reference to Askool and Nakata's point of view):

- relationships (understood as the broader approach to the social aspect);
- technological evolution (perceived as the wider angle of perceiving the technical aspect);
- augmentation (partially expressing the extended version of the environmental aspect).

All three aspects have been placed on the boundaries of the Internet environment – bridging influence of both online and offline environments (expressing the complementary extension of the Askool and Nakata's envi-

〈Table 1〉 Deficiencies and incoherencies in contemporary Social CRM

Authors	Concept (deficiency or incoherency)
Almunawar and Anshari's (2011)	- Social CRM can surpass the traditional CRM (Are they not two separate systems used complementary, not interchangeably?) - Social CRM focused on patients and their families (Can companies from other sectors afford to focus only on actual clients and ignore potential customers and/or observers?) - Social CRM should share database with CRM and open it to every employee, partner or other patient (Will customers allow this level of privacy breach? Will they actively engage in "filling" such database?)
Heller Baird and Parasnis (2011)	- In Social CRM consumers expect something tangible for their time, endorsement and personal data (Can they be satisfied with something intangible as well? For example the pride from being part of great community, helping to resolve some problem, gaining popularity and status among other users, etc.?) - For consumers SN is about friends and family, not brands (Is it possible to perceive 'brand' as another member of community?) - Majority of the consumers engage in the SN activities in only limited range (Does a customer need to engage in SN activities in order to buy a product, be loyal client, or influence/be influenced by other people?) - Companies need to know consumer on all of their SNS (Firstly, how can company know which users within given SNS are their customer? Should the company demand users to resign from their privilege of anonymity? Secondly, what should be company's approach towards non customer users unwilling to engage in any kind of communication? Should they be left alone?)
Askool and Nakata (2011)	- Social CRM aims to communicate with company's customers, partner and employees (What about future or non consumers? What about influencers?) - There is a group of factors influencing customer's adoption of the Social CRM (How exactly should they be used? Are there any universal strategies for the Social CRM?) - Social CRM model is based on the Technology Acceptance Model (How to incorporate the value of relationships shared between users into this kind of model?)
Woodcock et al (2011)	- In Social CRM marketers are able to interact with consumer on a 1 on 1 basis (Is there also a need and possibility to interact on a one to many basis?) - Social CRM should connect social data with existing customer records to gain better customer insight (How can a company know which SNS user is their client and who exactly is he?) - In Social CRM companies should focus on their High Value Customers and get to know them better through SNS (What about the Value of the community? Can and should it be taken into consideration as well? Can High Value Customer be identified also through SNS? What actions should company undertake towards the Low Value Customers?)
Greenberg (2008, 2009)	- Social CRM is company's response to the customer's ownership of the conversation (How exactly did the customer gain such control? How extended is it?) - Social CRM is both a philosophy and a business strategy (As a strategy, to what extent is it focused on the future? Is there any way to predict eventual future changes in the sole Social CRM or identify its successors?) - Social CRM is an extension of CRM, not a replacement for CRM (Did Social CRM originate form CRM? Is there any part of Social CRM that is not an extension of CRM?) - In social CRM customer lifetime value is less important than Customer Referral Value (Are there any more important measures crucial for the Social CRM's performance? How should the Social CRM be evaluated?)

ronmental aspect). Graphic representation of our understanding of the main aspects of Social CRM can be found in the Figure 1.
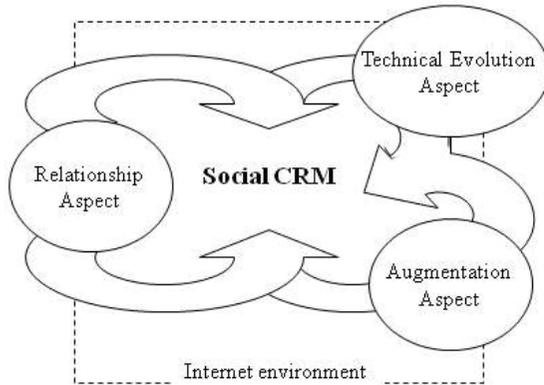
〈Figure 1〉 Main aspects of Social CRM

Although all three aspects presented on the Figure 1 are separate elements connected by their mutual implications, due to a common environments (all of them express some sorts of approach towards marketing that, among other platforms, can be used in the virtual information networks as well), it would be impossible to view them as completely independent. Therefore in the following paragraphs descriptions of the general roots of the given aspects may overlap proving their mutual correlations. Especially the concept of Internet, although crucial in Social CRM, will not be regarded as separate aspect but rather find its place as a background influencing all of the presented elements.

2.2.1 Relationship aspect

The relationship aspect of Social CRM describes the sole idea behind personalized interactions between given organization and its customers. The roots for applying relationship concept in marketing theory can be easily traced to service marketing (Rogozinski, 2000a). Rogozinski introduces so called *service relationship* characterized by almost equal strength of influence turned towards both service 'receiver' and 'provider' who meet to create an offering of mutually dependable value. Service marketing merged two sides of a "transaction" into one system enabling customer to share and receive information and material goods, and vice versa, in a form of symmetric relation (Rogozinski, 2000b).

Authors from the relationship marketing (RM) field; such as Berry and Parasuraman (1991), Grönroos (1990), Tzokas and Saren (1996), Christopher et al (1991), Gummesson (1994), Rydel and Ronkowski (1995), Fonfara (2004), and Rogozinski (2000b); expanded the relationship concept adding a wide array of determinants to the fundamental principle of the mutuality of relations including acquiring the client, enhancing relationships with partner, long-term relationships, relations with partner's contacts as well, partnership, trust, communication and dialog, mutual understanding, interest in external markets, interest in internal markets, quality, and loyalty.

Determinants can be perceived as definitional components constituting the sole idea of relationship management. For the purpose of this paper, however, Grönroos's point of view on the subject has been chosen as the

one marking particular importance of mutual promises: [relationship] *"Marketing is a process including several parties or actors, the objectives of which have to be met. This is done by a mutual exchange and fulfillment of promises, a fact that makes trust an important aspect of marketing"* (Grönroos, 1994).

As the relationship marketing concept was expanded, a new model, focused strictly on transaction (Cho, 2010), of fulfilling customer's needs and wants better than the competition, emerged. Many scholars tried to define this new approach in relationship's evolution. Kotler and Keller (2008) described it as the process of maximizing loyalty of the customers through cautious management of their in-depth data. Baran et al. (2008), on the other hand, admitted that CRM is too broad phenomenon to define and therefore decided to limit themselves to a distinction of five general fields of customer relationship management's interest (*software package, system or technology; data storage and analysis; cultural change within the organization; management practice focusing on relationships as opposed to transactions; managing demand* and *strategy focused on current customers*) while Greenberg (2001) presented the technology as a success factor for customer relationship management's business strategy. Greenberg (2010) started referring to the concept as *"traditional CRM – a data-driven, process centric methodology, strategy, and business model that gave senior leadership new transparency into their internal customer-facing organizations and ac-*

tivities". Some of the authors took an even more straight-forward approach and reduced CRM's objectives to strictly managing *customer relationships sp as to maximize their life-time value for the organization* (Ang, 2011a) and *creating integration with other business activities and increasing the customer loyalty and retention* (Askool and Nakata, 2011). During their lifetime both concepts developed (for instance emphasized the importance of customer satisfaction, switching costs, retention, etc.) and even at this moment are constantly changing in order to adapt to new environmental factors, threats and opportunities. However, while traditional CRM originated from the RM philosophy, it deliberately chose to disrupt the strength balance between clients and companies. From almost symmetrical, the power (and initiative) has been shifted to corporate side of the relationships. Among many factors enabling enterprises to enforce their position, we would like to point out the technical evolution as one of the most influential in the process.

2.2.2 Technological evolution aspect

The technological evolution aspect of Social CRM explains requirements imposed on the Internet-based interaction scheme by the limitations and determinants of available technology. In other words, it characterizes general behavior of Internet users-consumers and technological stimuli behind it. Although a worldwide, almost uncontrollable phenom-

enon of the Internet has a very wide spec-trum of implications, many researches tried to compile its influence on nowadays economy. Roberts (2008) presented a four-item group of factors affecting the marketing efforts (*interactive, information-driven, immediate, involving*) and a ten-item list of drivers of the Internet economy (Table 2).

〈Table 2〉Drivers of the Internet Economy

1. Information produces the greatest value, either as added value for existing products or services or in the form of information products.
2. Distance does not matter in many types of communications and transactions.
3. Speed is of the essence.
4. People are the key assets in Internet enterprises.
5. Growth in the network causes exponential increase in value.
6. Marketers can deal with customers on a one-on-one basis.
7. Demand can be predicted with greater accuracy.
8. Cost patterns change as transaction and coordination costs shrink for business, and consumers recognize the switching costs are low.
9. Consumer have power in information-rich channels.
10. An information economy is characterized by choice and abundance.

As presented in Table 2 the introduction of Internet had a great impact on the way com-panies approach and communicate with their customers. Breaking the geographical bar-riers and enabling information-driven inter-actions on the virtual platform contributed not only to the financial aspect of firm's man-agement, but also to the sheer comfort of its online clients. With time, however, even greater

evolution began when Internet technology moved on to the next generation – Web 2.0. Placing the initiative in hands of the users by allowing them to enjoy simple participation in social activities (such as sharing information), generate own content and control their actions in a real-time, interactive environment (Laudon and Laudon, 2012). Bozarth (2010) proposed and described nine fields distinguishing old and new approaches towards Internet content creation, indicates the actual growth in Internet users' control of the communication processes in the Web 2.0 environment. Natural con-sequence of such shift is the emergence of various groups of users influencing consumer behaviors of other participants or spectators of their conversations.

According to Shiffman and Kanuk (1991) family, friends, social class, selected subcultures, one's own culture and other cultures con-stitute a set of major groups able to influence one's perception of values, his actions and attitudes. In more recent publications, however, the issue of group influences in online com-munities and social networks lived to see its own principles guiding marketers through the concepts of *being transparent*, *being a part of the community*, *adapting marketing efforts to fit the nature of the sites* and *taking advantage of the unique capabilities of each venue* (Hawks and Mothersbaugh, 2010), as well as wide spectrum of research concentrated in the Word-Of-Mouth (WOM) marketing. Understanding of WOM helps managers to influence the consumer-to-consumer commu-

nications (Kozinets et al, 2010) and by doing so strictly connects the characteristics of the technical evolution of Web 2.0 with the entrepreneurship of corporate entities. Broader approach towards such union, as well as it consequences, constitutes the augmentation aspect of Social CRM

2.2.3 Augmentation aspect

The augmentation aspect of Social CRM focuses on the general augmentations that companies needed to implement in their marketing strategies due to the changes connected with the introduction and spread of the Internet and its Web 2.0 technology. By constantly adapting to new environmental factors enterprises raised a bar of consumers' expectations, while on the other hand increased their suspiciousness and fragmented interest to engage with them. Therefore sole augmentation aspect could be divided into three approaches: company's expectations and responsibilities, client's expectations and responsibilities, and terms and characteristics of conversation/engagement of new technology users.

One of the examples of augmentation aspect of Social CRM concentrates on engaging community members to communicate marketing messages to other members of the given community (online WOM). Recent research indicated that success of implementation such strategy depends on three factors: "*the way [WOM] (1) is consistent with the goals, con-*

text, and history of the communicator's character narrative and the communications forum, or media;(2)acknowledges and successfully discharges commercial-communal tensions or offers a strong reason an individualistic orientation is suitable; and (3) fits with the community's norms and relevant objectives" (Kozinets et al, 2010).

Another point of view on the augmentation aspect of Social CRM focuses directly on company's actions – not the actions taken by its customers – and covers the topic of creating, enhancing and managing brands through Internet-based activities. Although many of the guidelines for online branding overlap with the traditional branding rules, marketers can not forget about the offline basics for online actions: reaching points of parity and establishing points of differentiation, focusing on creating strong brand identity, and pulling offline customers towards online meetings should be treated as guidelines as important as selecting proper brand partnerships for company's site and maximizing advantages from relationships with firm's clients (e.g., ability to customize and interact) (Keller, 2008). Roberts (2008) contributes to this approach by specifying six sets of tools used to build and support brand in the Internet: personification tools – creating communicates (e.g., newsletters, marketing campaigns) personalized with the obtained data describing individual consumers; purchase-process streamlining tools – enabling customers to freely manipulate (e.g., pause and resume

whenever convenient) the time of their online purchases; self-service tools – giving the customer a freedom of choice whether and when to ask for company's support (e.g., by commencing live chat with consultant); customization tools – adjusting offered goods or services to customer's individual demands; dynamic-pricing tools – offering products or services for prices varying according to a given market conditions (e.g., bonuses for frequent buyers); creating community and encouraging consumers to co-create site's content.

While Roberts focused on communicating with customers via widely perceived Internet, Bozarth concentrated on SN-based communication within the company. According to her point of view social media *"…allows for work units, professions, colleagues, and whole organization to better connect, share, and learn, all while spanning space and time. Helping leaders in organizations view knowledge as belonging to the collective good, rather than as proprietary pieces of data, and encouraging movement toward a culture of sharing will benefit you, your training department, and your organization."* (Bozarth, 2010). This philosophy encouraged enterprises to incorporate the within-company communication strategies into their corporate business solutions, such as Oracle's Social CRM application.

Some of the more creative and interesting concepts of Social CRM's augmentation aspect have been brought by Cho's (2010) perspective matters concerning Social CRM, and Bozarth's (2010) proposal on how to use social

networks to learn and train employees. Cho's research was based on Greenberg's (2010) point of view on the social customer (SC): *"Social customers are not the customers of yore. They trust their peers, are connected via the web and mobile devices to those peers as much of a day as they would like. They expect information to be available to them on demand and at the same time have the tools and the desire to share and socialize that information with those same trusted peers – whether they actually know them or not. They require transparency and authenticity from their peers and the companies they choose to deal with. They get a feeling of some connection to the company and, most likely, rewards for their efforts on behalf of the company. Their loyalty is attitudinal, not just behavioral. If things go well, they become advocates. The core driver of this relationship is trust".* After analyzing the concept of Social Customer, Cho decided to summarize and describe the actual power over the companies that such consumer posses. His thoughts on the subject can be illustrated by claims social clients have the right to according to the Social CRM's concept (Table 3).

The above cited demands and expectations clearly indicate that customers not only realize their importance in social networks but also take full advantage of it. What is more, fulfilling presented claims satisfies the clients but does not make them enthusiastic, while failing to complete them leads to customer's dissatisfaction and complaints.

〈Table 3〉 Social customers' claims towards company

Social customer's claims	Additional expectations
Interact with companies "when, where and how" the customer chooses"	Collaborative relationship
Expect ethical behavior from brands with which they choose to interact	Marketing relevancy
Transparency in their dealings with your company	Choice
Trusted purchase and operational advice from the customer's social network not just your company sponsored sources	Good value
Expect that companies for which the customer is engaged will provide that customer with what's important to the individual customer	Prompt dispute resolution
	Consistent presence
Expect the company to perform to the companies published or implied service levels and have a repeatable process for interactions that are individualized to the customer's needs	Feeling of importance
	Two way communication
Choose not to engage with your brand	Personalization
Expect your company to respect and abide by the customer's privacy settings and choices	Accountability

At this point of our divagations on the origins and characteristics of Social CRM's aspects, we have inevitably came back to the beginning of this section – the Social CRM. After presenting the broader view on Social CRM's paradigm we can try to answer the question: does Social CRM need to be redefined?

2.3 Social CRM Redefined?

In the previous sections of this paper, we have assumed the possibility that Social CRM did not originate from traditional CRM. What is more, after presenting the compilation of contemporary knowledge concerning the Social CRM we have posed a hypothesis that scholars' tendency to constantly compare with each other only those two marketing concepts is the reason behind Social CRM's shortcomings. In order to verify H1 a triplex division of Social CRM's aspects has

been proposed and described in a brief matter. In view of what has been stated until this moment we would like to propose that Social CRM did not originate from CRM but – along its side – has been developed based on the determinants of relationship marketing and affected by the wide spectrum of influences from Social CRM's aspects. In our opinion the evolution of Social CRM proceeded as follows:

- The relative equality of relationships connecting partners (internal and external) in relationship marketing has been transformed due to the introduction of CRM. New balance of power granted companies relatively greater strength and allowed them to focused their efforts on obtaining, analyzing and using data/knowledge concerning their external partners – the customers;
- The introduction of Web 2.0 engaged cli-

ents in online social activities and – together with constantly evolving technology, new possibilities and expectations towards building corporate brands on the Internet – forged three aspects (relationships, technical evolution and augmentation) of 'problems' facing both enterprises focusing on creating strong online presence, and 'traditional' companies trying to avoid the Internet and remain offline;

- As power balance changed once more – by shifting away from the firms – customers (were they conscious of it or not) started using newly gained benefits to their advantage, and thus the companies were forced to step into the breach and adjust to the new market situation by discovering the Social CRM concept;

- New approach towards managing customer relationships, believed to originate from the traditional CRM, emerged but never ceased to developed (even after adapting to the characteristics of social customers);

- With greater understanding of Social CRM's essence managers found yet another niche the new concept could be used in – company's internal markets constituted by its employees;

- After a period of 'noises' affecting the relative symmetry of partner-to-partner relationships (strong company and weaker customers in CRM superseded by strong customer and weaker company in the initial stages of Web 2.0), their status started shifting back to its previous state (relative

equilibrium in relationship marketing) – all due to the introduction, adaptation and constant evolution of Social CRM's concept perceived as a consequence of merging the relationship, technological evolution and augmentation aspects of managing consumer relationships in the Internet environment.

Taking into consideration above reasoning we may finally answer the question from the introduction to this paper, whether Social CRM needs to be redefined? Yes, it should as the sole process of tracing back its theoretical roots and finding subsequent steps leading to its formation can finally bring managers to understanding the whole essence of Social CRM's philosophy. In fact, such attempts have been made even in the recent research on the Social CRM. Ang (2011a) proposed an original approach of community relationship management (CoRM). The principal differences between CoRM and contemporary Social CRM (represented by the vision of Woodcock et al, 2011) have been presented in the Table 4.

(Table 4) Principal differences between Ang (2011) and Woodcock et al (2011)

Ang (2011)	Woodcock et al (2011)
Community-centric	CRM-centric
Many-to-many interactions within a community	One-to-one communication between customers and organizations
Engaging with each other	Engaging with organizations

Adopting Ang's approach towards Social CRM, enforced by the 4C framework (ease of connectivity, conversations, content creation, and collaboration) resolves majority of the questions we have previously presented towards researches from the field of contemporary Social CRM (Table 1). However, even the CoRM model – although broad enough to cover most of the issues originating from Social CRM's aspects – has its flaws. Assuming that Social CRM emerged because 'relationship marketing' was forcing its way to the previous symmetrical balance of power between both internal and external partners of a given organization disrupted by the introduction of CRM, companies striving to manage community relationships would have to perceive themselves not only as 'administrators', but at the same time members of such communities. Only this approach gives them possibility to personalize their corporate profiles from the SNS and enhance their insight into the community. What is more, the group of suggested applications for the 4C model of CoRM represents useful set of tools enhancing enterprise's social activities, but lacks a coherent structure essential for the formation of strategy, and thus seems to need a further development.

In view of the presented arguments one should ask for the last time whether a new definition of Social CRM is needed? We believe that at such early stage of studying its characteristics and possible applications the shortest version of Greenberg's point of view, stating that Social CRM is "…*company's response to the customer's ownership of the conversation*" (Greenberg, 2009), is sufficient enough. Instead of redefining Social CRM we would like to focus on its understanding and propose to perceive Social Customer Relationship Management as managing relations with social customers (SC). In the following section of this paper we attempt to concentrate on Social CRM's primary origins – the relationship marketing's essence as it was defined by Grönroos (1994) – and introduce our model of Promise-based Social CRM designed to structure a basis for managers planning to enhance or introduce Social CRM into their strategies of managing consumer relationships.

III. Promise-Based Social CRM

The general overview of Promise-based Social CRM emerged from the convergence of two theoretical approaches concerning the Social CRM and RM. Firstly, Greenberg's (2009) suggestion that the power balance in Social CRM gives advantage to the customers, whose initiatives and actions are motivating companies to a proper response. In other words, clients choose the method, time, place and pace of the conversation leaving the firm with only one possibility – to find a way to influence its social customers (SC). And secondly, Grönroos's (1994) concerns about the importance of trust and promises (given and fulfilled) linking two or more parties engaged in a relationship-

based interaction – constituting the sole essence of relationship marketing (RM). In the view of those two approaches emerges the Promise-based Social CRM's understanding of the Social CRM's main function – the social customer's relationship management.

In order to construct and explain the model of building and enhancing relationships with company's social clients through the use of promises, we would like to refer to the main issues of Social CRM (Table 5).

As presented in the Table 5, contemporary Social CRM faces five main groups of problems: creating corporate social identity, identifying the customer, identifying corporate rules of engagement in SNS, assessing company's performance, and identifying future implications for the Social CRM.

The following sections of this paper present Promise-based Social CRM's approach to all five groups of the identified issues. The starting point and approaches to resolve contemporary Social CRM's problem have been derived from the previously-mentioned relationship, technological evolution and augmentation aspects of Social CRM.

3.1 Who is the company in Social CRM?

Identifying what is the company's place in Social CRM is one of the biggest problems facing managers responsible for developing firm's engagement in the Social Media. In order to present Promise-based Social CRM's approach to the subject we would like to refer

to the following metaphor. Imagine that there is a group of children (neither young nor old) playing together on their new local playground. While they are still discovering the possibilities given by the venue, suddenly another child appears and request permit to join the party by offering to share his set of toys (that the other children cannot obtain). Both parties can benefit substantially, but the trust issues (some children may for example be afraid of the stranger, worry that he will destroy or disrupt the fun they are already having) create a barrier. Small parts of the group decide to play with the guest while the rest observes whether "the new guy" acts trustworthy and are the rules of playing with his toys clear and acceptable. Considered that no problems have occurred he might become approved by the group, join it and finally start to build his position in the playground community – however it is hard to say how much time would it take for the other children to 'forget' that he was a stranger and stop refer to him as "the new guy" (considered it would be ever possible).

This story explains the essence of Promise-based Social CRM's approach to the company. The enterprise, perceived as a stranger on the playground, above all has to gain trust of its potential peers. In order to do that the firm has to fit-in to the rules of a given playground. The problem is, that in many cases the company lacks required information and fails to recognize important, desirable, and unacceptable behaviors. The situation

〈Table 5〉 Main issues in contemporary Social CRM

Concept (deficiency or incoherency)	Problem
Almunawar and Anshari's (2011) 1. Social CRM can surpass the traditional CRM (Are they not two separate systems used complementary, not interchangeably?) 2. Social CRM focused on patients and their families (Can companies from other sectors afford to focus only on actual clients and ignore potential customers and/or observers?) 3. Social CRM should share database with CRM and open it to every employee, partner or other patient (Will customers allow this level of privacy breach? Will they actively engage in "filling" such database?)	1. Who is the company? 2. Who is the customer? 3. How should the company engage?
Heller Baird and Parasnis (2011) 1. In Social CRM consumers expect something tangible for their time, endorsement and personal data (Can they be satisfied with something intangible as well? For example the pride from being part of great community, helping to resolve some problem, gaining popularity and status among other users, etc.?) 2. For consumers SN is about friends and family, not brands (Is it possible to perceive 'brand' as another member of community?) 3. Majority of the consumers engage in the SN activities in only limited range (Does a customer need to engage in SN activities in order to buy a product, be loyal client, or influence/be influenced by other people?) 4. Companies need to know consumer on all of their SNS (Firstly, how can company know which users within given SNS are their customer? Should the company demand users to resign from their privilege of anonymity? Secondly, what should be company's approach towards non customer users unwilling to engage in any kind of communication? Should they be left alone?)	1. Who is the customer? 2. Who is the company? 3. Who is the customer? 4. How should the company engage? Where should the company engage?
Askool and Nakata (2011) 1. Social CRM aims to communicate with company's customers, partner and employees (What about future or non consumers? What about influencers?) 2. There is a group of factors influencing customer's adoption of the Social CRM (How exactly should they be used? Are there any universal strategies for the Social CRM?) 3. Social CRM model is based on the Technology Acceptance Model (How to incorporate the value of relationships shared between users into this kind of model?)	1. How should the company engage? Who is the consumer? 2. How should the company engage? 3. Who is the customer? How should company engage?
Woodcock et al (2011) 1. In Social CRM marketers are able to interact with consumer on a 1 on 1 basis (Is there also a need and possibility to interact on a one to many basis?) 2. Social CRM should connect social data with existing customer records to gain better customer insight (How can a company know which SNS user is their client and who exactly is he?) 3. In Social CRM companies should focus on their High Value Customers and get to know them better through SNS (What about the Value of the community? Can and should it be taken into consideration as well? Can High Value Customer be identified also through SNS? What actions should company undertake towards the Low Value Customers?)	1. How should the company engage? 2. Who is the customer? 3. Who is the customer? How should the company engage? How should Social CRM be evaluated?
Greenberg (2008, 2009) 1. Social CRM is company's response to the customer's ownership of the conversation (How exactly did the customer gain such control? How extended is it?) 2. Social CRM is both a philosophy and a business strategy (As a strategy, to what extent is it focused on the future? Is there any way to predict eventual future changes in the sole Social CRM or identify its successors?) 3. Social CRM is an extension of CRM, not a replacement for CRM (Did Social CRM originate form CRM? Is there any part of Social CRM that is not an extension of CRM?) 4. In social CRM customer lifetime value is less important than Customer Referral Value (Are there any more important measures crucial for the Social CRM's performance? How should the Social CRM be evaluated?)	1. Who is the customer? 2. How should the company engage? What are the future consequences of engaging? 3. How should the company engage? 4. How should Social CRM be evaluated?
Ang (2011) 1. In CoRM company can either manage their own customers more effectively or convert as many of the prospects in the connected community into customer (Should company try to become a part of the community as well? Or should is concentrate only on managing the community and customers?) 2. To manage the connected community company has to understand the 4C of how SM facilitates the formation of relationships among users (Is creating relationship with company the same as creating relationships within the connected users of the community? Are there different tools or strategies for connecting with and within consumers?	1. Who is the company? How should the company engage? 2. How should the company engage?

further complicates due to a one simple fact – those rules are so obvious and essential that they will (almost) never be stated out loud unless someone were to break them. The company, as a guest on a given playground, cannot afford itself to question everyone about all the rules and at the same time has to follow them in order to 'smoothly' adapt to the group and gain its acceptance. In such situation there is only one thing a firm can do – try to follow some 'intuitive' ground-rules commonly accepted among similar peers on the similar 'playgrounds', while at the same concentrate on gathering good 'reviews' from a group members willing to engage in a communication. And this is the place where promises come into play.

Table 6 contains the 'unspoken' core promises of the Promise-based Social CRM which constitute the aforementioned commonly accepted ground rules necessary in order to safely and successfully enter SNS online community and engage in a communication with its users. What is important, the unique character of the promises leads to two significant consequences: (1) well fulfilled promises will not result in any major benefits, as they are perceived as standard behaviors for any 'civilized' community member; (2) broken promises lead to negative emotions such as dissatisfaction, holding a grudge or even a desire for revenge – which amplifies in case

〈Table 6〉 Core promises in Promise-based Social CRM

Name	Relation direction	Essence
Friends	Organization ⇒ Consumer	*"Promise me you will answer my questions the way I want it"*
	Organization ⇒ Consumer	*"Promise me you will take interest in my opinion"*
	mutual	*"Promise me we can talk freely, without any restrictions and say whatever we think"*
Friendly honesty	Organization ⇐ Consumer	*"I promise I will talk about you and criticize you"*
Platform	Organization ⇒ Consumer	*"I demand you will promise me a quasi-real-time answers and concrete answers"*
	Organization ⇒ Consumer	*"If you reply me slowly I demand you will promise me a detailed and in-depth answer"*
	Organization ⇒ Consumer	*"I demand you will promise me that all your information and data are and will be current, up to date and easy to access"*
Mother	Organization ⇒ Consumer	*"Promise me you will be judge in my quarrels (with other users, friends, coworkers, etc.)"*
	Organization ⇒ Consumer	*"Promise me you will be reliable, ultimate specialist able to answer all my questions"*
	Organization ⇒ Consumer	*"Promise me you will reward me for being 'good' (e.g., praising your products)"*

of the clients bounded with the firm with a high quality relationships (Gregoire et al, 2009) – spreading over the client's net of contacts from the SNS.

As presented in Table 6 there are four main promises affecting relationships in the Promise-based Social CRM model. The promises have been designed, in reference to the common rules of online communication presented in the description of the aspects of Social CRM, to express the unique semi-professional and semi-casual image a corporate social profile in a SNS should strive to achieve. Such approach allows the company to attempt both manage/moderate the group and merge into its community – while at the same time meet the expectations placed in the company on the professional and 'private' levels.

Each of the promises has its own direction and unique essence (a part of promises that remains unspoken until a situation referring directly to it arises) which poses a set of consequences.

3.1.1 Friends

First promise is called "friends" in reference to one of the main goals people engage in SNS communities – finding a friend with whom they can connect and exchange their thoughts. The first consequence of friends' relationship requires organization to answer all the user's questions in the way he expects from the firm. For instance, when a user claims that computer A is better than computer B, al-

though in reality it is the other way around, he would like the company to admit that computer A is really good (and give some example if possible) and computer B can be better only in some specific situations (explain in which). This way consumer obtained a confirmation that his way of thinking was good – the part client expected from his conversation partner – while at the same time his "friend" provided him with additional knowledge that may contribute to making potentially more beneficial decision in the future.

Another consequence of the friend promise states that a company is required to take interest in what the user thinks on some particular topic. In simple words, the firm needs to show its client that what he thinks and decides to state in a verbal form is in fact important not only to him, but to the firm as well. In case a user shares his opinion on the game produced by the company, manager in charge of Social CRM should not only read such post but in some, even brief way show that he cares and agrees/disagrees/would like to know more etc. It is because friends have to not only listen, but also hear what their peers have to say.

The last aspect of the "friends" relationship with customers, as opposed to the previous ones, is mutual. Therefore both parties engaged in the conversation promise a commitment to each other. In this case partners agree that the topics and characteristics of their dialog will be free of any restrictions. It means that nothing either side could say

will be treated as too odd, stupid, senseless, boring, inadequate, etc. For example if the customer found company's product in some other shop for half the price or knows about great industry event that the firm decided no to participate in, he should not refrain himself from announcing those information on firm's SM profile. From the other perspective, a company should not feel uncomfortable with sharing information unrelated to its business, considering that it finds the news attractive. In some cases, posting funny pictures or clips may enhance relationship with customers by showing them more personified, more social – in other words unique – side of the company.

3.1.2 Friendly Honesty

Another type of promise between partners in Social CRM derives from the relation presented above. Although at first glance "friendly honesty" may seem very similar to "friends", in reality both promises vary substantially when it comes to relation's direction. In the case of "friends" talking about frustrating or negative things concerning the company comes from temporary factors such as pain, bad mood, fatigue, etc. and expresses a need to share emotions, "let it all out". In friendly honesty's case a user promises the company that he will criticize it, by pointing out some of his subjective feelings (which could have been evoked by more objective opinion of e.g., specialists or fan community) on given products,

actions, topics, etc. because he actually cares for his friend and would like to do anything he can to help him. It is the only area of Promise-based Social CRM in which organization does not promise its customers anything besides simply letting them talk. Typical example of such behavior could be a video request addressed to Apple showing a new, more efficient way of programming the iPad's virtual onscreen keyboard uploaded on Youtube by one of company's fans.

3.1.3 Platform

Third type of promise connects strictly with the Internet, perceived as a platform of communication between the SNS users, and can be divided into three aspects. First of all users want to be assured that their questions will be answered relatively fast and in concrete way. The "relatively fast" part of the promise refers to the quasi-real-time concept of time. For many users the questions they post are so important that they are willing to spend even a couple of hours on refreshing their web browser in hope to finally receive the desired answer. Depending on the situation, however, this span of time may shorten to couple of minutes even, before making clients worry that they got left alone with their problem. Therefore a reply should appear as fast as possible. Even a simple "yes" or "no" will be sufficient when send a few seconds after initial question. However in some cases, composing an answer could take more time and

in such situations the posted reply should contain an in-depth, detailed description of a problem. Consider a situation when customer sends an inquiry about availability of new laptop computer on Friday afternoon but still needs to wait whole weekend (constantly thinking about game he could have already been already playing) until someone from the enterprise finally replays. For the firm such mode of answering the mails seems to be natural as it does not operate during the weekends. However from the customer's point of view the Internet never stops and so even realizing that the company 'did nothing wrong' would not ease their pain. Imagine their reaction if after this whole time of excitement and stress firm's answer would contain nothing more than emotionless, plain "yes" or "ok, see you"?

The last aspect of the platform promise obliges the enterprise to keep all of the data storied on its SNS profile current, up to date and easy to find/access. One of the worst scenarios could illustrate a story of customer seeking contact information to firm sales department but finding only a two-years old phone number to miss Parker annoyed by people constantly dialing a "wrong number", or receiving an information that the company did not allowed this user to browse its personal information.

3.1.4 Mother

In the last promise a user agrees to see company superior to himself in a set of par-ticular situations. First of all, during any eventual open quarrels concerning the organization mother (the firm) should take judge's role and resolve the problem. Secondly, when it comes to company's products, services, goals, etc., there should not be anyone knowing more on the subject than the organization - perceived as a specialist in its field. And finally, since everyone wants to be appreciated, all of users' activities promoting the company should be noticed and rewarded according to its relevance and the amount of work put into preparations (starting from simple "You think so? Glad we were of service" or "OMG! This is incredible!" posted as an reply, all the way up to e.g., sending a signed copy of book still waiting for its publication to the most loyal fan of the author).

Mother is one of the most influential among promises, as it allows the enterprise to clearly and distinctively express its uniqueness - and by doing so mark its membership in the community. It allows the company to personalize its image and show that it can defend values shared with fans, community and employees - an actions characteristic for non-corporate members and not profit-oriented, impersonal institutions.

3.2 Who is the customer in Social CRM?

The aforementioned core promises are only the beginning of Promise-based Social CRM. The next step, after realizing which values and rules of behavior characterize the company,

consists of realizing who is the firm's client?

In this paper, we would like to propose a definition that: in Promise-based Social CRM's perception a client is any kind of social customer/employee/partner engaged (or exposed to such engagement) within SNS-based communication with either the company or any person/community referring to the company or its offerings, actions, behavior, etc. In other words, anyone exposed to a SNS-based conversation concerning the company may use his (current or future) relative power advantage to create positive or negative influence, and thus the enterprise cannot afford itself to forget about such client.

In order to explain how broad is the potential base of company's social customers, we would like to propose a simple variation on the "me-you" relation. The Figure 2 presents how acquaintances of our conversation partner could be assigned to groups corresponding to their exposure to our SNS profile.
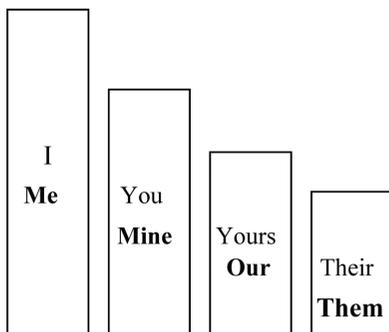
⟨Figure 2⟩ Company and user reference coverage

Figure 2 presents the reach of company reference viewed from client's point of view.

While managing relations and organization's SNS profiles managers needs to always take into consideration potential coverage of their actions. Starting with "me", interaction with users is the easiest as this group consists of clients directly engaged in firm's profile. Next stages ("mine") represent users considered as close friends of the "me" cluster and therefore easily exposed to the content and atmosphere of relationships managed through the profile (e.g., befriended users of Facebook). "Our" is a group with moderate probability of exposure to company's profile as they are connected with the "me" cluster due to a shared group or platform, but do not actually interact with them (e.g., not befriended users of Facebook). The last group - "them" - consists of Internet users who "happen" to visit organization's profile by accident or while searching for some information in wide variety of websites. Those users are the hardest to reach and influence by the company as they are not members of the social networking sites, but only visitors (e.g., not members of Facebook). In other words, behind each group of engaged users there are three more groups of clients-observers (from now on referred to as observers) who are influenced by everything that is happening on the SNS.

While promises can directly influence only the "me" group of subscribed, frequently interacting users; the atmosphere and image they create can be easily observed by all the remaining potential subscribers of company's SNS profile. Therefore it is very important

that managers understand how wide coverage of reference their promise-based actions have on the whole group of social customers actively browsing through information on the Internet. Especially considering the fact that "*most users of OSNs* [Online Social Networks] *so far do not join groups*" (refer to Hui and Buchegger, 2009).

3.3 How and where to engage in Social CRM?

As a general model of creating and enhancing core relationships, Promise-based Social CRM can be used in variety of different social networking sites such as blogs, wikis, Youtube, Twitter, and Facebook, to name a few. Beside the sole promises and potential coverage of their influence, managers can support their actions with a set of intuitive strategies depending on given situation: specialist (has all the answers); entertainment café (funny and interesting); industry news café (latest trends, discoveries, etc.); contact center (user-friendly communication); personification (one of the closest friends, a "person" I would like to meet in real life); as well as variety of tools available on the sites.

In order to explain the complexity of model's implementation and evaluation basis, an exemplary use of Promise-based Social CRM in creating, managing and enhancing SNS corporate profiles has been presented in the following part of this paper.

3.3.1 Applicability (Facebook Profile Management)

Facebook is currently the most popular online social network with a base of more than 900 millions users. For many companies involved into Social CRM activities, this is a huge database of consumers' opinions, desires, needs and expectations on variety of different products and services. Within a sufficient budget those companies can search through the terabytes of data and transform them into information useful in organization's managerial activities. However Facebook can prove to be valuable also for the smaller companies which are not able to spend high budget on Social CRM solutions. In those cases the Promise-based Social CRM model provides necessary foundations for establishing and managing company's online profile.

Managers responsible for implementation of the Promise-based Social CRM into company's Facebook profile have to get well acquainted with two main groups of promises constituting Social CRM strategy (Figure 3).

The first group of promises and core promises constitute the universal basis of all the online interactions between company and customers occurring via the social networking sites. Due to their characteristics, core promises leave relatively little space for manager's initiatives. In most of the cases this stage of building relationships with customers can be perceived as responding to and fulfilling social client's claims presented in Table 3.
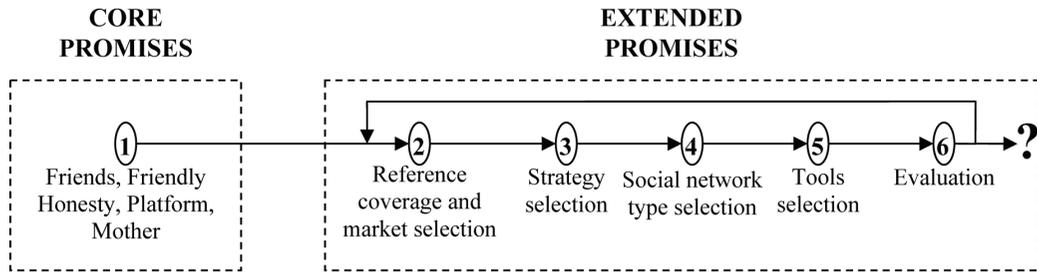
⟨Figure 3⟩ Core and extended promises in Promise-based Social CRM

Core promises (1 – Friends, Friendly Honesty, Platform, Mother) constitute the first step in the Promise-based Social CRM model.

The extended promises, as opposed to the core promises, lead to a group of various actions planned and executed by the company, and from its own initiative. Due to a unique set of characteristics describing each organization's interactions with clients, this stage of building and enhancing customer relationships can differ significantly depending on the managers responsible for the Social CRM's implementation. Therefore it has been divided into five general steps (2 – Reference coverage and market selection; 3 – Strategy selection; 4 – Social network type selection; 5 – Tools selection; and 6 – Evaluation), described by their intuitive meanings. All of the steps are connected into a cycle representing the continuing change of the environment influencing social interactions between clients and firms.

The extended promises allow companies to positively differentiate themselves from the competitors and take relative control over the process of deepening mutual relationship

with customers.

In the following example we will assume that "Wonder Fiction", rather small local publishing house specializing in fiction novels, decided to launch its profile on some kind of social networking site. Although the managers' first thought was Facebook, according to the Promise-based Social CRM the company started from acquainting with the essence of Social CRM expressed by its core and extended promises:

1. The main goal of this first step was to understand how *does the Wonder Fiction promise to interact with its social clients*; what kind of company is it; who will be responsible and who will be engaged into publishing house's Social CRM strategy; and finally what is the basic etiquette of those interactions;

2. After realizing what are the opportunities, benefits and threats connected with the implementation of Social CRM into company's marketing strategy, Wonder Fiction moved to the second step – Reference coverage and market selection. The man-

agers had to answer the question *for whom does the publishing house promise to act?* Taking into consideration that most of firm's traditional clients were young people familiar with the Internet and social networking sites, this group was selected as the main target for the Social CRM actions. However, the managers decided that such social profile might also be used to clarify and enhance unique organizational culture within the small company, or send appealing invitation to cooperation to current and prospect authors. Therefore the publishing house has decided to focus on three main partner segments: young readers, employees, and authors of novels;

3. Third step forced the managers to choose a strategy answering the question: *who does the company promise to "be"?* Since Wonder Fiction is a small publishing house resembling rather family than a firm, it has been decided to use the personification strategy. The company planned to inform its clients about the changes in the office, new authors visiting their editors, and provide up to date information on status of the latest books to be released. Such personal character of posts and comments might create warm, family-like atmosphere of the profile and convince users that buying new books should be a prize for such a hard work the publishing house is putting in its everyday work to finally deliver interesting stories from great but

unappreciated authors. In this kind of strategy customers should strongly identify themselves with a niche company and therefore become advocates who have discovered something unique and want to share it with the world (on other social networking sites as well). Following the personification strategy could motivate employees and authors to share with their personal experiences connected with Wonder Fiction or even the whole publishing industry, and at the same time tighten their relationships with the publishing house;

4. In order to answer the question of *where and how does the company promise to "be"?*, the managers one more time thought about all the social network types they knew and decided that Facebook would be the best choice to communicate Wonder Fiction's social strategy – personify the company and portray it as an unique family-like group of friends sharing common passion. One of the main reasons for this choice was the fact that most of current and prospect partners (customers, employees and authors) already had their Facebook account and thus inviting them to the interaction would not require any difficult nor tiresome actions;

5. Choosing Facebook for a place for Wonder Fiction's profile helped the company to understand *what does it promises to do*, as the mentioned social network provides wide variety of tools and possibilities helping to pursue the personification

strategy. Keller (2008) advises firms to choose a proper brand partnership – in Facebook profile management's case a proper brand partnership would mean other popular profiles of authors, publishing houses, classic books from a given types or fan sites (e.g., I love reading, Mystery and horror, etc.). Firstly such sites presented at company's own profile (e.g., in posts, likes, or friends) would express some of their character and users sharing memberships in both groups might feel even more familiar with the publishing house. Secondly, the organization may become more visible to the "our" and "my" groups of users connected with those profiles. For many of them nice atmosphere and mutual interests may become a sufficient enough reason to become a member of publishing house's profile. Thus the reference coverage could expand again while company would gain new responsibilities of adequate managing promise-based relationships with fresh users and hope for a material benefits in the future. Even the cheer system of "liking" given posts or comments poses a great possibilities for Wonder Fiction's managers, as active or innovative users can be initially rewarded by free "likes" increasing the value of other presents and rewards such as e.g., books or posters;

6. After implementing the aforementioned ideas into Wonder Fiction's Facebook profile the managers had to move to the sixth step and answer the question: *have we (managers and other employees, customers, and authors) fulfilled our promises?* Company's social strategy evaluation could be based on many different indicators. To some extend managers responsible for Facebook profile could asks_whether the atmosphere on the profile, number of friends, mutual interactions via the profile, number of "likes" received or even number of books sold, have increased according to the organization's expectation. Unfortunately the decision whether the Social CRM strategy is working or not might be very subjective and the bigger community given profile has built, the more difficult this decision gets. Evaluation, however, can point out some mistakes or oversights that initiate the cyclical character of the extended promises. For example, if the users ask Wonder Fiction to publish a romance book even though its plot does not contain too much of a fiction, the publishing house might consider broadening its portfolio or opening a internet bookstore in which other, non fiction books would be sold as well. New initiative could result in second Facebook profile for the company. This time focusing on the industry news café strategy. Evaluation might also lead to a decision that current resources devoted to the social profile are not sufficient enough and persuade the managers to purchase one of the Social CRM solutions avail-

able on the market. In other words, the evaluation step is meant to prepare the organization for eventual adjustments it will have to make in the constantly changing future by analyzing its current performance (based on e.g., atmosphere on the profile, number of followers, number of user-generated posts/comments, intensification of the dialogs with the company, sales, number of customer service inquiries, lowering the costs of customer service, etc.).

Let us assumes, that Wonder Fiction's Facebook profile turned out to be a huge success. Company not only connected with a fast growing internet community of fiction novel readers, but also discovered that two more competing publishing houses have been established. Unlike in the Wonder Fiction's case, the new publishing companies focused mainly on distributing books on the Internet in a pdf format. How should the Wonder Fiction react?

3.3.2 Applicability (Twitter Profile Management)

The company already knew its clients well. Created profile rapidly became something more than just a marketing tool and became almost an addiction for daily conversations with not only single cases of unfamiliar faces but also growing numbers of actual friends and great conversation partners. Now in the face of dangerous competition Wonder Fiction – well acquainted with the essence and application of the core promises of Promise-based Social CRM – decided to be honest with its readers and asked what do they thing the company should do. The answer was obvious – start publishing pdf versions of novels.

The community wanted to know everything about the preparations for launching the pdf section in Wonder Fiction's shop. Suddenly communicating only via Facebook was not enough and new idea emerged – how about expanding to another SNS?

1. Wonder Fiction knew very well what did it means to decide to enter another SNS. They remembered about customer's expectations and responsibilities, and thus decided to give the initiative a chance.
2. The clients were so interested in the progress of the pdf book preparations, that every time a negotiations or meeting with new partners occurred dozens of community members used their mobile phones to either continuously comment on main post or even call the firm's office to ask for updates. The enterprise understood that in addition to Facebook customers need another, faster, more dynamic means of communication. Therefore the company focused on the active inquirer segment of customers while designing its update to the Social CRM strategy.
3. When it came to choosing the appropriate strategy Wonder Fiction had no doubts

- the readers needed a fast medium that would allow them to keep in touch with the latest news not only from the company but if possible also from the small publishing industry.

4. Taking into consideration the above-presented reasoning, company decided to launch its Twitter account in order to keep the customer up to date with all the small details (compared to Facebook employee did not have any restrains to share even one-sentence twits concerning minor details). When customers needed fast news often based on a 'yes or no' basis, the firm used Twitter.

5. And when there were some bigger news to announce or pictures to share, the twits contained url links to Facebook profile or other sites.

6. After launching the Twitter account Wonder Fiction stopped receiving so many excited phone calls, while the number of comments and likes on their Facebook profile grew significantly. The strategy met its purpose and many words of praise appeared on both of company's SNS profiles.

The launch of Wonder Fiction's pdf novel bookstore was a success. However, new problems soon emerged.

3.3.3 Applicability (Internet Forum Profile Management)

After selling its first pdf version of a novel Wonder Fiction's Facebook and Twitter accounts have been filled with hundreds of posts. Half of them asked about technical issues concerning the pdfs, and the second one consisted of requests for the possibility to publish some small novels under publishing house's brand in the format of pdf. Whenever company posted some answers dozens of following posts and comments moved it down in the list and after a short period of time the same questions were being asked over and over again. The enterprise knew it had to do something, and do it fast.

1. The core promises of Promise-based Social CRM were clear to all the employees after practicing them everyday on Facebook and Twitter, so a mindset for another innovation was ready.

2. The company identified two segments: technical inquirers and aspiring amateur writers. Both of the groups needed detailed, easily accessible and lasting information.

3. Also, choosing the right strategy did not cause firm any problems. The customers were demanding specialized knowledge and that was exactly what Wonder Fiction decided to give them.

4. The firm decided that the best platform to resolve its problems would be the Internet forum. First of all moderating a small forum was easy and low-engaging enough to be added to employees' daily responsibilities. Also, once posted mes-

sages were extremely easy to find and comment by users.

5. The company decided to place some of the power in the hands of its customer. While the general outlines of the information from the forum were updated by the enterprise, many of the everyday questions have been answered by the community. Soon authors affiliated with the publishing house received the level of moderator and started giving some advices to the beginners. The community itself started to posting very short novels of the writer-want-to-be and rate them, share their opinion and recommend to be developed and publish in either pdf or paper version.

6. Due to the taken actions both Twitter and Facebook regained their 'cleanliness', while all the major problems have been resolved on the forum. What is more, the forum-based 'elections' of the young writers resulted in discovering few true diamonds favored by the critics as well as the community.

As presented in the "Wonderful Fiction" example, the particular steps in building and enhancing company's social networking site's profile differ significantly depending on various factors. Therefore managers designated to implement the promise-based approach towards managing social customer relationships should refer to the complete model of Promise-based Social CRM presented in the next part of this paper.
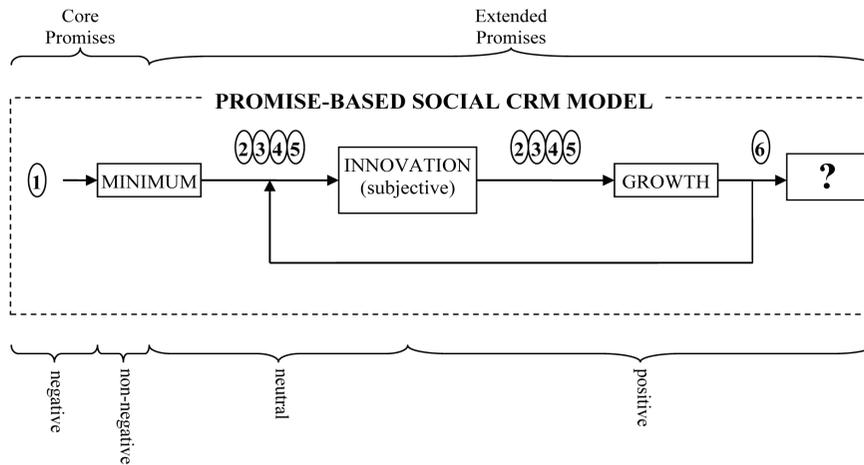
3.3.4 The Promise-based Social CRM Model

The general model for Promise-based Social CRM is quite complex and therefore should be viewed as a sum of three main characteristics of promises it involves: purpose, type and emotion. The complete model presenting all of the aforementioned aspects is presented in the Figure 4.

The main part of Promise-based Social CRM model can be divided into four phases depending on the purpose of promises used by the organization. The "*minimum*" stage expresses company's obligation to meet the minimum requirements of mutually respectful and beneficial relationship with social customers. By fulfilling client's general expectations (first step in the Promise-based Social CRM model), the firm can prepare a solid basis for the enhancement of established relationship.

Second phase's goal is the creation of "*innovation*", viewed as a subjective novelty in organization's actions or characteristics expressed through the social profile, perceived by any group of firm's partners (e.g., customers, employees, suppliers, etc.). The innovation stage is a natural consequence of the core promises forcing a company to listen and adjust the opinions of its clients and the whole community. This phase begins and ends with four general steps described in the previous part of this paper: Reference coverage and market selection (2); Strategy selection (3);

〈Figure 4〉 Promise-based Social CRM model

Social network type selection (4); and Tools selection (5).

Further enhancement of the introduced innovations leads to the next phase of the model - "*growth*". New ideas are shaped into detailed instructions in order to contribute to corporate social profile's growth in terms of quality (e.g., more convenient communication with company through Facebook's chat compared to the standard e-mail or telephone call) and quantity (e.g., increased number of customers and employees created content on the social profile). Together with the "*innovation*" the "*growth*" stage creates a cycle of continuous self-enhancement and self-adjustment to the diverse environment of the company-client interactions. The evaluation step ending each cycle either leads to the beginning of another round of enhancement/adjustment or to the yet unknown, next phase of Social CRM.

The question mark at the end of the model represents future changes in the mutual re-lationships between organizations and their partner, as well as the possible shift in the power balance between them. As this phase of the model consists of the yet unknown, future characteristics of the Social CRM, we may only predict some of the possible changes expressed by this phase: financial and emotional partnership of the corporate social profiles, social clients as social employees-advocates of the company, virtual products and services prepared and offered together by the company and its social clients, C2B industry where organized groups of social clients offer their services or products (enhancing or even allowing existence of company created virtual goods and services) to the companies, full personification of the company's profile in order to create separate corporate virtual entity influencing social clients.

All four of the aforementioned phases of the Promise-based Social CRM model can be viewed from two other perspectives. When it

comes to the types of promises, the model can be divided into the core (from the beginning to the middle of the "*minimum*" phase) and extended (rest of the phases) ones, constituting the discrimination on building and enhancing the relationships with social customers. Additionally, the model can be further split according to client's attitude towards the profile. In the *negative* stage fulfilling core promises should prevent customers from being unsatisfied or even angry due to the social profile's performance. The *non-negative* stage constitutes the first part of the "*minimum*" phase, when the client is getting used to the new standards of social customer service provided by the company, and thus gets rid of the negative emotions from the previous interactions with a given organization. The *neutral* stage represents the period of expectations and getting familiar with innovations introduced on the social profile, at which time the client is not yet able to assume an attitude towards company's actions and thus remains neutral. At the last stage the firm has to focus on evoking *positive* emotions towards the introduced changes. Only by completing this task the organization can be assured that the social profile has been well enhanced. Considering that a given innovation did not win the hearts of social clients, the firm has to be aware of the possibility that the customers not only refused to feel positive about the change but in some cases might have even adopt a negative attitude towards the innovation.

One simple example illustrating the emotional aspect of Promise-based Social CRM focuses on the dialog between the company and its social client. At the beginning the customer never gets the on-time response when posting a question on organization's social profile and therefore feels angry (negative emotions). In order to change his attitude the firm implements core promises of the Promise-based Social CRM. After receiving a couple of quasi-real-time answers, client's attitude towards the company changes and the negative emotions start to fade away. In order to erase its previous image the organization not only keeps on responding the client on-time, but additionally starts to send him some information connected with a given topic even without any inquiry. The customer is interested in new interaction pattern and his emotions become neutral before deciding how does he feel with the innovation. Unfortunately after a while client starts to perceive additional messages as SPAM and one more time evokes negative emotions towards the firm. Alternatively, the client stops feeling guilty for asking too many questions and evokes strong positive feelings about the change.

3.4 How to evaluate the Social CRM strategy?

In the contemporary approach towards Social CRM the focus is placed on the customers and therefore, although difficult, evaluation of company's strategy is possible. Greenberg (2009) proposes the measurement of custom-

er reference value (CRV); Woodcock et al (2011) suggests that insight into consumer's behavior, attitudes and mood could bring financial benefits to the supply (eg., forecasting demand) and intermediary (eg., shaping in-store promotion) management, and referred to companies such as Adidas (65GBP/fan) and Starbucks ($3.6/fan of savings on media campaigns) which use an analytic methods to asses the value per one Facebook fan. According to Ang's (2011a) point of view Social CRM activities can be divided into general groups of applications and evaluated according to their performance in given groups:

- marketing research and public relations - eg., score on Social Influence Marketing (SIM) derived by adding all positive and neutral conversations minus the negative ones and divided by the total conversations about the brands;
- nurturing of opinion leaders and advocates - eg., according to Niels Research an ad will achieve 30% higher recall of the message if users se it was 'liked' or commented by their friends;
- placing and creating of advertisement - eg., referring to the number of view, comments and likes for the user-generated content such as ads or reviews;
- new product development - eg., referring to the number of new-product ideas submitted by the users and implemented by the company;
- lowering the cost-to-serve - eg., analyz-

ing the cost of servicing users before and after introducing a SM container for more experience users to help their less experience colleagues;
- building brand loyalty and sales - eg., rating the revenues created by the direct links/direct selling from company's SNS profile;
- amplifying buzz and visibility - eg., referring to the number of blogs, widgets and celebrity/media engagement after launching charity event on company's SNS profile.

All of the aforementioned propositions are great examples of how a company can measure both the financial and reference-based results of the Social CRM implementation, strategies and campaigns. However, in our opinion firms should not forget about one more layer of Social CRM's evaluation - the community.

As it has been mentioned before, enterprises have great difficulties with identifying which social client is responsible for which part of the company's revenue. In many cases attempts to tie SC's data with company's CRM databases fail, and what is more the customers generating influential buzz today, tomorrow may change their opinions about the firm's offerings or simply lose their influence. Thus, the Promise-based Social CRM approach proposes a zero-stage level of Social CRM's evaluation layer focused not only on the identified social customers, but the wide and unexplored group of observers. Having in mind

that most of the SM users tend to avoid engaging with neither the company nor other users, the evaluation method has to be based on the only touch point with the observers – namely the community. Assuming that 'likes', comments, reviews and other user-generated content influence all of the SM users who are exposed to them, the atmosphere of given online communities, efforts they put into its growth and development can additionally stimulate observers to either engage in the communication within community, share their opinion with an offline community (eg., friends, family, coworkers) or decide upon purchasing company's/competition's product. Therefore a firm exceeding its competition in managing the online community (eg., the atmosphere, enthusiasm, creativity, will to share their experience) would gain a competitive advantage.

The absolute basis for achieving this goal is following the core promises of Promise-based Social CRM, understood as the most universal rules of engaging, respecting, serving and assimilating with the community. By doing so the enterprise lowers the risk of upsetting the social customer while engaged in a conversation with either the company or other member of the community.

In addition company can try to measure indicators such as:

- changes of the level of community creative engagement in SNS – eg.: creating mod-

ification for video games, writing fanfics – *broadly-defined term for fan labor regarding stories about characters or settings written by fans of the original work, rather than by the original creator,*[1] offering-related graphics or comics, fan meetings, etc.;
- changes in the level of community enthusiasm engagement in SNS – eg.: new threats, posts of comments related with sharing an enthusiastic opinion ('WOW! I just read the second chapter ending and it's GREAT!', 'LOL, never thought that dialogs in this game are so funny'), achievement ('took me 4hours but I did it! So, who's next?', 'and it's official! My advisor approved my idea for the thesis – and just guess which is it going to be about?') or discovery ('hey, did you know that you can actually skip the second boss fight, and the game has a totally different ending?', 'OMG! Did you know that if you fill it in the other requests field while ordering pizza online, they will actually draw you a picture on the box? Already showed the dragons to my friends and we just can't stop laughing');
- changes in the level and quality of community-to-community response rate (how often members of the community respond to the questions, creative engagement, and enthusiastic engagement generated by other users of the community;

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1) Fan fiction, ⟨en.wikipedia.org⟩ (acces date: 27.09.2012).

are the responses short or long, enthusiastic or raw, encouraging or discouraging, are there many responses or only a few, etc.);
- changes in the level of community's curiosity (how often users ask about firm's new offerings, future plans, opinions on various subjects, etc.)
- changes in the level of community input into company's performance (how often users advise the firm to participate is an event or campaign, change or launch an offering, enter new market, etc.)
- the quality of community engagement (are the users trying to be respect each other or do not care about it, using polite or offensive language, accepting rude and 'inappropriate' behaviors or stand up to them, etc.)

Activities such as the ones stated above create a unique character of the community. A character has a potential to positively influence not only the community itself, but also observers. When combined with the financial and reference-based approaches to measure implementation, strategies and campaign, the community approach of the Promise-based Social CRM will create a holistic way to assess company's Social CRM performance.

3.5 What are the future implications of Social CRM?

The constantly evolving environment will never cease its influence on the Social CRM, and hence the sole concept is destined to implement at least minor changes. As of today some of the biggest issues, as it has been presented in this paper, connect with establishing a clear division between CRM and Social CRM's implementation to company's SM strategies. We believe that the future of the privacy issues and Internet users' opinion of them will be a crucial factor deciding about the changes in power balance between companies and their social customers (as long as the internet users can remain anonymous while still being able to influence other customers, they will hold the advantage over the enterprises and thus the CRM's 'valuable client-centric' approach should be less effective them Social CRM's 'consumer owns the conversation' one). Until such time Promise-based Social CRM model offers a method of managing the relationships with engaging social clients and a proposition of enhancing influence received by the non or low engaging social customers (observers). In order to further develop the model there is a need for a future research concerning the actual influence the user-generated contend and corporate social activities have on the observers, as well as the value of influence observers have on their peers. Additionally, further studies on the methods to measure social customer's satisfaction, possible differences between mono and multicultural SNS communities, and detailed characteristics of tools and strategies implacable in Social CRM are also recommended.

Ⅳ. Concluding Remarks

In this paper the theoretical divagations concerning origins and problematic issues of contemporary Social CRM led to the formulation of two hypothesis:

H 1: Majority of contemporary Social CRM's deficiencies and incoherencies are caused by its constant comparisons with traditional CRM and treating it as a specific type of CRM concept transferred on the ground of SNS.

H 2: Process of redefining Social CRM and its roots will contribute to the creation of more holistic model describing the concept of Social CRM.

In order to verify accuracy of those statements a brief investigation of the CRM's possible origins has been conducted. The results, referred to as the aspects of Social CRM, proved to cover many of the issues concerning the contemporary Social CRM. After analyzing the approaches covered by the Social CRM's aspects and comparing them with the list of problematic issues of the contemporary Social CRM, a new model of Promise-based Social CRM has been presented. In our opinion, the holistic approach towards Social CRM represented by the constructed model implies that both hypothesis have been proved.

The Promised-based Social CRM model has been designed with the aim to help small and medium enterprises to launch and enhance their small scale Social CRM campaign before deciding upon utilizing more sophisticated software solutions provided by CRM software developers. Model's unique approach not only emphasizes the role of core promises in creating and managing an online community (in which the company in both moderator and a member), but also points out the potential importance of observers (none or low engaging social customers) and proposes a method to influence their relationship with company and the community. In our opinion the importance of observer of the SNS online communities is still underestimated and thus the contemporary approach towards Social CRM would benefit significantly from a future research focused on their potential.

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Social CRM Redefined?
Promise-Based Social CRM Model and Enterprise Applications For Corporate Social Profile Management

Karol Jacewicz* · 조준서**

요 약

　소셜CRM에 대한 현대적인 접근 방법에 대해서 소개하고 소셜CRM개념의 재 정의 과정에서 해결될 수 있는 주요 문제와 불분명한 이슈에 대해 논의한다. 또한 관계, 기술진화, 확대측면에서 소셜CRM의 이론적인 배경에 대해서 논의한다. 기술 및 마케팅 환경의 폭넓은 이해가 자연적인 진화에 의해 발생되었고, 기업과 고객 사이의 상대적 힘의 균형이 분열되었지만 (서비스와 관계 마케팅에서 고객 관계 관리를 통한 소셜CRM으로), 마케팅에서 관계 사용에 대해 지속적 변화가 논의되고 있다.

　이 논문에서는 소셜CRM과 그 관점에서 수집 한 지식을 기반으로 소셜CRM 캠페인 수행과 운영을 통해 소셜 고객의 중요성을 확인하고(기업의 의사소통 참여에 관계를 맺거나 억제하는), 새로운 약속기반 소셜CRM 모델을 제시하였다.

　주제어: 소셜 CRM, 관계마케팅, 소셜고객, 약속기반

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