Toward the Next Step in Social CRM using Promised-based Model*

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The article raises the question whether the contemporary knowledge on SCRM is holistic, widely agreeable and sufficient enough to engage in the practical research of the concept. It proposes Promise-based SCRM model as a mutual base for scholars interested in further development of SCRM, and defends the model by dichotomous approach towards its evaluation – originally introduced evaluation framework (benchmark of contemporary SCRM models), and results of a conducted survey. Based on the conducted research, the paper encourages academic society to advance towards the practical stage of SCRM research.

The evaluation results can be used to prove scientific significance of the theory-driven approach towards SCRM as well as to justify and positively evaluate the proposed model of Promise-based SCRM.

Key Words: Evaluation framework, Promise-based, Social CRM

I. Introduction

The sole idea of Social Customer Relationship Management (SCRM) began its existence in early 2000s with the introduction of Web 2.0. It allowed clients to freely engage with each other. Internet users began to converse, exchange opinions, and influence others on what, where, when, and how to purchase. The SCRM is *"company's response to the customer's ownership of the conversation"* (Greenberg, 2009) – an attempt to understand, harness and use (or defend against) the relative power of its clients. Unfortunately; while managers, specialists, and marketing gurus focused mainly on the practical understanding and implementation of what they perceive as SCRM; the academic society struggled with answering even the most basic questions concerning concept's theoretical backgrounds (e.g., what is SCRM? who is the company and what is its role in SCRM? who is the client in SCRM? how should the company engage in SCRM? on which platforms should the company engage in SCRM? how should the SCRM be

evaluated?). Although the topic of organizing the contemporary knowledge on SCRM has been already raised by scholars (Reinhold and Alt, 2012; Lehmkuhl and Jung, 2013), the conclusions prove that existing approaches are still widely diverse. The academic society did not yet manage to develop one, holistic framework for the SCRM studies.

In our previous article (Jacewicz and Cho, 2012) we have presented an attempt to create holistic approach towards SCRM. The Promise-base Social CRM proved to (1) unify the general marketing theory with the most common scholarly understandings of the concept, as well as to (2) address the main issues and incoherencies between other authors' works. Due to its pioneer character the model, although complete and well-rooted within the contemporary marketing theory, lacked one major component – strong evaluation. This paper aims at addressing this issue, and by doing so completing the theoretical capabilities of the model. In our understanding, by objective evaluation of the proposed approach, and proving its usefulness and holistic character, the academic society can re-focus its interest from theoretical to practical research on SCRM's implementation.

This article presents two approaches towards evaluating Promise-based SCRM model. The SCRM model's evaluation framework refers to the major concepts created by the SCRM scholars. It attempts to compare the existing models and create their benchmark. The analysis of the conducted survey's results fo-cuses on the main aspects of Promise-based SCRM model. It aims to support the results of the framework analysis by verifying whether the issues identified during the theoretical construction of the model are affecting the behavior of actual consumers. Based on those two approaches, the paper attempts to answer the question whether the theoretical knowledge and understanding of the SCRM concept are sufficient to motivate academic society to start researching, describing and assessing the SCRM in practice. The research objective of this article is to prove, based on the presented discussion and conducted survey, that it is time for the next step in scientific understanding of the Social CRM.

II. The Customer Empowerment in Contemporary SCRM Studies

2.1 The two questions

The topic of SCRM has received much attention from the business environments around the world. Until June 2012 Reinhold and Alt (2012) gathered 54 case studies focused on the corporate usage and implementation of Social CRM. However, among them only 21 have been assessed as meaningful in terms of the amount of accessible data, and useful information concerning service, marketing, and sales. Contrary to the high diversity of the SCRM publications and discussions in the

business environment, the academic approaches towards the topic are still relatively rare. While the number of scientific papers is continuously increasing, the sole findings are limited to four main approaches (Lehmkuhl and Jung, 2013):

- organizational determinants – researching the antecedents required for creating and facilitating SCRM – unfortunately this perspective fails to address the issues of using Social Media (SM) based data with the corporate CRM systems and further management of those data;
- processes – focusing on the company's perspective of SCRM by analyzing how should the company prepare to, operate and use SCRM to collaborate with customers – however this approach does not appreciate the additional value created by the customer during the SCRM-base communications;
- relationship lifecycle – identifies and assigns relationship lifecycle phases with selected elements of SCRM and afterwards links them with traditional CRM practices;
- SCRM framework – presenting "infant" models explaining the SCRM phenomenon – unfortunately lacking proofs of concept and strong reference to the practical SCRM.

Why do those approaches differ? As we have established earlier, the SCRM is already used by business practitioners. Managers created numerous blog entries, white papers and podcasts concerning the topic, as well as their personal methods of harnessing the subject. Yet, this novel paradigm based on empowered customer failed to produce one understanding, methodology or even general definition. Greenberg (2009) – perceived by many as one of the fathers of academic approaches towards SCRM – defined the concept as "*a philosophy & a business strategy, supported by a technology platform, business rules, workflow, processes & social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted & transparent business environment. It's the company's response to the customer's ownership of the conversation*". Although wide and complex, Greenberg's definition has been questioned by scholars trying to enhance, extend or simply change its structure. One of the more interesting variation on Greenerg's understanding of the SCRM concept has been crafted by Lehmkuhl and Jung (2013). After analyzing variety of scholarly works on Social CRM (papers by Ang, Askol and Nakata, Baird and Parasnins, Pavičić et al., Stone, Hart and Gamal, Mosadegh, Töpfer et al., Greve, Sigala, Acker et al., Faase et al., Hennig-Thurau et al., Reinhold and Alt, Woodcock et al.) the authors decided to rebuild Greenbergs definition and stated that "*SCRM is a holistic organizational approach supported by strategies, technology platforms, processes, corporate culture and social characteristics. It is designed to engage interested customer and other web-users on organizations' managed*

Social Media platforms in interactions as a means to providing mutually beneficial value in a trusted and transparent digital environment". One of the most important elements of this point of view is the emphasis on the holistic character of the SCRM concept. Therefore, instead of answering the initial question (*Why do those approaches differ?*) we should focus on a different problem – *Why aren't those approaches unified into one holistic approach?* We believe, that creating holistic approach towards SCRM definition, methodology and framework is necessary to accelerate the scientific research on the concept – so that scholarly work would guide the business practices instead of only trying to understand and describe them. For this purpose we propose a working definition of SCRM build from Greenberg and Lehmkuhl & Jung's approach:

> "*Social Customer Relationship Management is the company's holistic organizational approach viewed as a response to the customer's control of the conversation*".

2.2 The four models

The selected working definition of SCRM distinguishes two important parts: the holistic character and the empowerment of the customer. In this section we shall focus on the former. In order to investigate whether at the current stage of SCRM studies the holistic approach towards the concept can be presented we have referred to the existing models, namely: Proposed Model of Social CRM

in Healthcare by Almunawar and Anshari (2011), Conceptual model for understanding SCRM usage and acceptance by Askool and Nakata (2011), The 4C model of CoRM by Ang (2011), and The Promise-based Social CRM Model by Jacewicz and Cho (2012). The provided analysis of the chosen models shall be restricted to identifying and assessing the crucial elements of the presented approaches. We strongly encourage readers to familiarize with the full publications on the selected models.

The following sub-sections will attempt to assess practical usability (its easiness and possible scope of implementations) and major characteristics of the chosen approaches. The presented critique will aim at answering the questions of (1) "*why none among the later three models should be used as a unified background for SCRM's further practical development?*" and (2) "*can the Promise-based Social CRM model be used for this purpose?*". In order to clearly distinguish the holistic nature of the proposed Promise-base SCRM approach we shall begin the next sub-section of this paper with a brief reminder of the constructed model (subsection zero shall be used as a referral point to the remaining modes).

2.2.1 Promise-based SCRM Model

The Promise-based SCRM model (Figure 1) is one of the first attempts to create and describe theoretically coherent and functional model of corporate social profile management activities. The approach is based on a very

simple premise, that the SCRM is a natural next step in the relationship marketing evolution caused by the change in four main areas influencing the concept: Relationship Aspect (strength and direction of the relationships between company and its customers), Technical Evolution Aspect (new possibilities created by the advancements in IT, e.g., WEB 2.0, super computers, mobile Internet etc.), Augmentation Aspect (adaptation to the new environment by the companies, e.g., Word of Mouth marketing, guidelines on online branding, etc.), Internet Environment (widely accessible and commonly used). When viewed according to Grönroos's (1994) definition, the relationship marketing can be expressed as the importance of trust and promises (given and fulfilled) binding two or more parties engaged in a relationship-based interaction. Therefore it is only natural that companies should attempt to harness the SCRM by the means of promises.

By identifying the list of major problems, issues and incoherencies affecting contemporary SCRM studies, we have proposed a guideline to assess the holistic nature of proposed models. The list consisted of 6 general concepts[1]: Who is the company in SCRM? Who is the customer in SCRM? How should the company engage in SCRM? Where should the company engage in SCRM? How should the SCRM be evaluated? What are the future consequences of engaging in SCRM? Only by addressing all of the issues can the proposed model claim to present holistic approach towards the topic. Further discussion on the nature of contemporary models of SCRM based collaborations has been presented in the evaluation section of this paper. The following paragraphs focuses on the prior explanation of the Promise-based SCRM understanding of the modeling aspect of Social Customer Relationship Management.

Firstly, we would like to stress out three more groups of elements, which based on the previous research, are believed to be crucial in SCRM's modeling: emotions, purpose and types of promises building the trust-driven relationships.

Emotions explain one of the main reasons people engage in SNS and bound with it on such a high level. Many of the easiest actions to spot on different platforms are expressions of different states of mind (e.g., surprise – "LOL!"; anger – "you stupid #@$@!", pride – "FTW!", happiness – ":D", or love – "〈3") that push observers to become "doers". From company's perspective those emotions can be viewed as the utter motives behind clients' posts, reviews, or comments. The problem is how to decide whether a negative emotion-driven engagement (e.g., customer's product broke so he released his rage by writing hating, full of anger comment on firm's social profile) is bad – other users will see it and get to know about company's compromising

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1) For detailed description refer to the evaluation section of this paper.
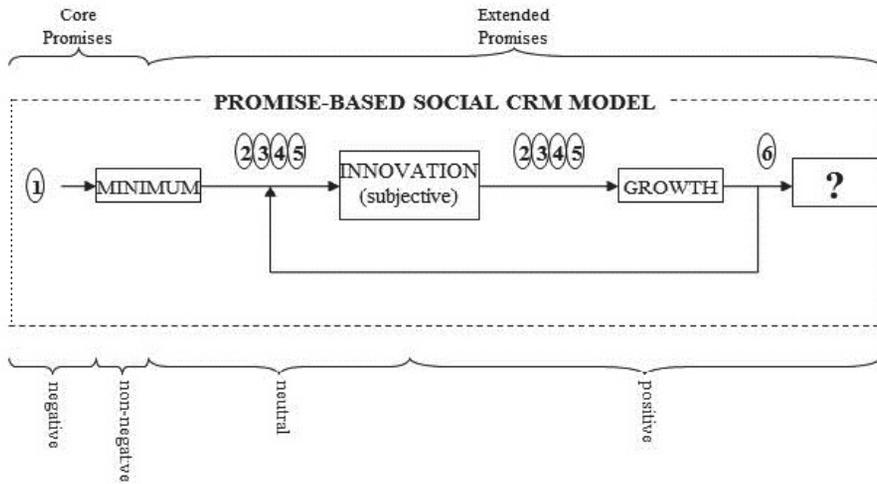
〈Figure 1〉 Promise-based Social CRM model

secret - or good for the firm - the direct en-gagement with the customer via the social profile may lead to resolving a problem and benefit both company and its clients in the long run.

The general model for Promise-based Social CRM is quite complex and therefore should be viewed as a sum of three main character-istics of promises it involves: purpose, type and emotion. The complete model presenting all of the aforementioned aspects is pre-sented in the Figure 1. Table 1 presents the general understanding of core promises in Promise-based SCRM.

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 ex-presses company's obligation to meet the minimum requirements of mutually respectful and beneficial relationship with social customers.

By fulfilling client's general expectations (1) (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 ex-pressed through the social profile, perceived by any group of firm's partners (e.g., custom-ers, employees, suppliers, etc.). The innovation stage is a natural consequence of the core promises forcing a company to listen and ad-just the opinions of its clients and the whole community. This phase begins and ends with four general steps: Reference coverage and market selection (2); Strategy selection (3); Social network type selection (4); and Tools selection (5).

Further enhancement of the introduced in-novations leads to the next phase of the model - "*growth*". New ideas are shaped into de-

〈Table 1〉 Core promises in Promise-based SCRM

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)*"

tailed instructions in order to contribute to corporate social profile's growth in terms of quality (e.g., more convenient communication with company through Facebook chat compared to the standard e-mail or telephone call) and quantity (e.g., increased number of customers and employees creating 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 (6) 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 relationships between organizations and their partners, 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.

2.2.2 Proposed Model of Social CRM in Healthcare

Almunawar and Anshari (2011) aimed to create a model explaining SCRM's place in the hospital's CRM system. The social client (SC) in the healthcare model can be identified from the very beginning – it is the patient and/or his family who can use two types of social networking sites (SNS). First one is the external Web 2.0 platforms (e.g., Facebook, Twitter, Youtube, etc.) that cannot be directly influenced by the hospital (which is marked by the usage of dashed line). The internal Web 2.0 platforms (created by the hospital) are prepared especially for selected groups of patients (e.g., one for cancer treatments, one for diabetes, etc.) and are the place where they can communicate their thoughts and feelings directly to the healthcare provider. Both types of SNS are monitored by the listening tools programmed to focus on dialogs and entries connected with patient's health and treatment. From the hospital's perspective the internal CRM systems are created to manage, assess and control patient's recovery perceived as a value chain starting with the registration, followed by treatment, discharge from the facility, marketing and customer service.

The SCRM aspect of the model consists of two blocks of data. First one "Marketing & Sales" interacts with data gathered from external SNS, patient's discharge notices, and Social/Commercial Marketing Team. The in-formation possessed in this process can be used to either address all patients (including prospects) with the social marketing messages preventing or sharing knowledge on specific diseases; or to assess the unique characteristics of hospital's treatments and based on them create new advertisements for the healthcare facility. Second block of SCRM contains the full database on patient's health available to him in form of services. The data are created based on the entries from internal SNS, patient's self-management of desired information, and hospital's database (registration and treatment, as well as after-services provided by "Health Educator" responsible for suggestions and help with patient's out-of-the-hospital life).

Almunawar and Anshari's (2011) model introduces some great solutions: e.g., letting the patients to decide on their privacy by managing SCRM database and internal SNS profiles shared with other patients and/or the families; providing 24h help in everything connected with healthcare services (by hospital staff while admitted, and by the Health Educator while discharged); distinguishing between the databases used for marketing and sales and those focused on improving hospital services; and taking advantage of all the possible touch points between patients and their healthcare providers. However it is still struggling with many problems making it impossible to use on the wide scale. First of all, the SC operated by the model consists of very specific group of people forced to change their stereotypical habits in collaboration in order

to achieve the higher goal. The patients are willing to share their information and interact with other community members as long as it enhances the probability of successful treatment. Therefore the model is built upon assumption that firm's SC are well known and easy to reach by the company, which proves wrong in many different cases (e.g., movie audience can be influenced by reviews read on websites they will never register on, intercontinental travelers can use travel agency's SNS profile to interact and ask about the services and then use some anonymous or friend's profile to finalize the transaction). What is more, the model clearly separates the community (even the one created by the hospital) from company's social entity (in this case the Health Educator) and by doing so prevents the firm from large part of collaboration done on the SNS platforms. Lastly, the model does not specify where is the place for observers (SC who do not interact on the cor-

porate social profile, but are influenced by it). Should they be excluded from the internal Web 2.0 platforms, can they have any kind of access to the sole SCRM systems or should they rely only on communicates prepared by the Social/Commercial Marketing Team?

Due to its simplicity, Almunawar and Anshari's Proposed Model of Social CRM in Healthcare can be easily translated to the extended promises approach of the Promise-based SCRM. In which case the targeted SC cluster would consist of patients gathered around hospital's SNS platforms, the specialist strategy (presenting the company as a specialist in the given area) would be used on the selected social network types, and manifest through the tools such as 'Self Managed Data & Query' or 'Health Educator'. The evaluation of gathered data would be later used to improve the treatment, strengthen the bounds with patients and create social or commercial marketing communicates.
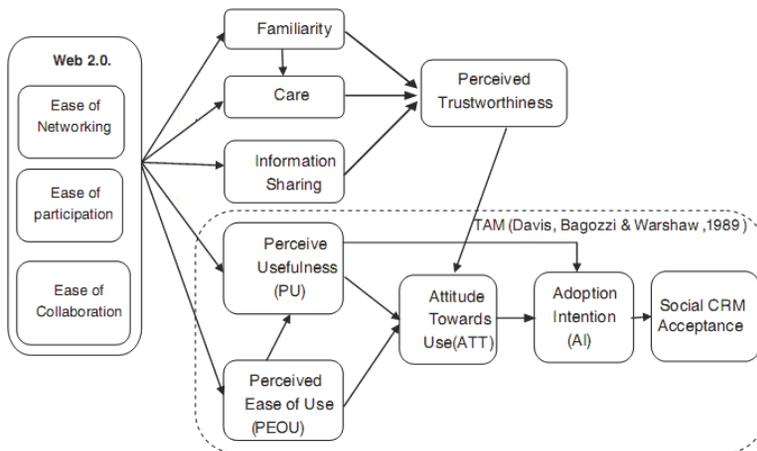
〈Figure 2〉 Conceptual model for understanding SCRM usage and acceptance

2.2.3 Conceptual model for understanding SCRM usage and acceptance

Askool and Nakata (2011) decided to build their model based on the Technology Acceptance Model, and focus on determining which factors influence customer's acceptance of SCRM. Their research included a scoping study of Saudi Arabia's bank clients and review of contemporary literature on social networking and Web 2.0 services, and resulted in selecting five major determinants for the social relationships between firms and their customers: Web 2.0 features (ease of networking, ease of collaboration, ease of participation), familiarity (employees familiarity with client's demands and expectations), care (employee's care for client's best interests), information sharing, and perceived trustworthiness. The graphical representation of Askool and Nakata's model has been covered in Figure 2.

Askool and Nakata have identified key determinants responsible for client's acceptance and usage of SCRM. All of them can be easily addressed with the core promises of SCRM (Web 2.0 – platform; familiarity – friends; care – friends, friendly honesty and mother; information sharing – friendly honesty and mother, perceived trustworthiness – all core promises). Unfortunately the model has yet to be completed and even the authors admit that it lacks some important elements such as issues with privacy and reluctance to risk its breach, or assessing and managing organization's readiness to collaborate and innovate

directly with customer (Akool and Nakata, 2011). What is more, the model does not specify how company's improvements in determined fields can be measured and managed; give any guidelines concerning the differences between various SNS platforms and strategies; or even explain the place and importance of different groups of clients (e.g., observers, future clients) while focusing mainly on the already existing customers. Although very complex, the presented model lacks many important elements as it is concentrating solely on the organization and its identified SC, instead of broadening its scoop to the whole communities and collaborations within them. Hence, due to the model's early stage of development it still lacks many crucial elements, however it manages to prove its importance and high value by explaining the 'corporate social profile ⇔ identified SC' part of interactions.

2.2.4 The 4C model of CoRM

Ang (2011) proposed his original approach towards managing the SC by introducing the 4C model of CoRM (community relationship management). In order to explain this concept we will refer to data from Figure 3. According to Ang, CoRM can be used to achieve one of two main objectives: (1) improve the efficiency of managing firm's online community members X, (2) or make attempts to convert members of product's online community O into company's clients engaged in

this online community X. The sole 4C model states that the relationships between SNS users depend on [ease of] connectivity, conversations, content creation, and collaboration. Therefore company should provide community with platform that would be easy to use and connect. Afterwards the members can focus on having conversations, creating and sharing new content, and collaborating in projects in order to achieve mutual goals. It is the time when company can focus on researching the market and public relations, nurturing opinion leaders and advocates, placing and creating advertisements, developing new products, lowering cost-to-serve (e.g., the basic Q&A community can lower cost of running A/S in the company), building brand loyalty and sales, and amplifying buzz and visibility (Ang, 2011).

While Ang's model could be translated into core and extended promises by addressing 4C with core promises (connectivity – platform, conversation – all core promises, content creation – all core promises, collaboration – all core promises) and treating company's actions as strategies and tools from extended promises; and should be acknowledged for its unique approach towards client selection; it is still opposing the Promise-based SCRM's understanding of SC. From Ang's point of view, CoRM focuses on the X group of customers and potential Xs from the O group of online community. However, the reference coverage represented by the extended promises (mentioned in our previous article) indicates that it should

include also possibilities of engagement or exposure to the rest of C group of community members, Z customers who are not present nor active in the community, as well as at least some part of the U potential customers (e.g., observers, prospects) of our company who could influence or be influenced by the company/community in the future. What is more, Ang's model lacks a place for tools and actions oriented on creating company's social pride and position (like the mother core promise) within its community. Therefore, although very interesting, in our opinion Ang's interpretation of the SCRM modeling is in need of further improvements.
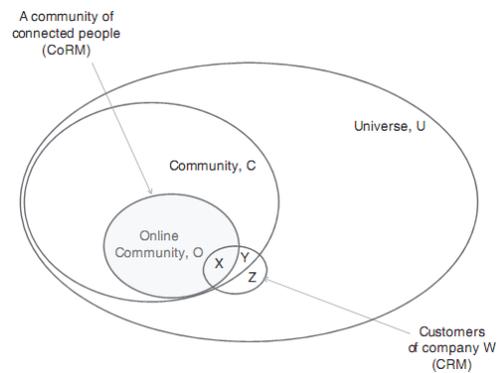
⟨Figure 3⟩ A schematic diagram showing the target difference between CRM and CoRM

2.2.5 Holistic approach towards SCRM modeling

The last models presented in previous sections of this paper focused on three different aspects of SCRM. The first one was built on the assumption that customers are easily

〈Table 2〉 Partial and holistic approach towards SCRM modeling

	Elements existing in presented partial model	Additional elements needed for holistic model
Almunawar and Anshari (2011)	- easily identified and collaborating SC - placing privacy issues partially in client's hands - linking internal and eternal SNS - multitude of available SNS platforms - acting according to strategy (specialist) - linking SCRM data with CRM and company's activities (marketing, sales, customer service) - SC chooses time and pace of collaboration	- model open for all SC (identified, observers, prospects, employees and partners) - close ties with the community (part of the community and moderator in the community) - concrete place for strategies and tools but freedom in choosing them - addressing the goals and evaluation issues
Askool and Nakata (2011)	- easily identified and collaborating SC - set of determinants for SCRM - clear relations between determinants	- model open for all SC (identified, observers, prospects, employees and partners) - addressing the privacy issues and motivating SC collaboration issues - determining strategies for improvements in specified fields - addressing the goals and evaluation issues - addressing the benefits of multitude of available SNS platforms
Ang (2011)	- clear objectives and benefits from using model - focused on online community - presenting tools and strategies for the model - addressing the goals and evaluation issues	- model open for all SC (identified, observers, prospects, employees and partners) - differentiation between being part of the community and moderating the community (company's social personalization and social pride)

identified and engaging in corporate SNS-based collaboration (which maximizes firm's profit). The second one pointed out some important factors that were responsible for client's acceptance and usage of corporate SM platforms without giving clear guidance how to systematize that knowledge and turn it into strategies and procedures. Finally, the last model focused on a small group of online community members who were (or were to be in the future) clients of the given company, but did not specify whether there is a place for this firm within the community itself.

The scientific society is in need for the unified understanding of SCRM, however non of the mentioned models proved to meet this expectation. Despite their numerous advantages, the extended variety of gaps and incoherencies made them unable to create a holistic definition and model proposition – even assuming that they would be merged together and treated as three aspects of the same model (due to contradictions between them).

The list of major issues and highlights of the presented approaches (Table 2) proves that all three models for the SCRM collaboration lack elements mandatory for creating a holistic, unified approach towards the concept. However, solutions for majority of unaddressed issues from one model can be found in another. What is more, as we have proved in the previous subsections of this paper, the presented

approaches can be easily translated into common system of core and extended promises. Taking those facts into consideration we believe that the current state of knowledge on the contemporary SCRM allows for the creation of strong and consistent understanding of the concept. In order to prove that the proposed Promise-based SCRM model (the "Zero" model presented at the beginning of this section) is well-fitted to be treated as the first holistic approach towards the SCRM, we will refer to the dichotomous defense of the proposed approach (part III of the paper).

We have previously stated that the selected working definition of SCRM can be divided into two parts: the holistic character and the empowerment of the customer. In this subsection we shall focus on the later. The (one) customer can be perceived as the base for understanding SCRM philosophy referred by the scholars (Almunawar and Ashari, Lemkhuhl and Jung, Greenberg) as the "customer empowerment" concept. Jacewicz and Cho (2012) attempted to describe this phenomenon by tracing the roots and development of the power balance (between customer and company) in relationship marketing. According to this approach CRM reflects the unsymmetrical ownership of the conversation held in the hands of the company (new technologies enabled the firm to gain advantage over its clients by gathering and analyzing big data, and using the results to predict or induce given behavior). With the novel power shift caused by the Web 2.0 evolution in the way

consumers communicate and collaborate, newly formed Social Clients gained advantage over the companies. To paraphrase Greenberg, SCRM is company's response to this recently gained customer's power advantage.

Customer empowerment is what differentiates the traditional and Social Customer (SC). In our opinion one of the major defects of the previously presented "infant" SCRM models was failing to adjust company's philosophy to interact with SC. The Customer Management in CRM is based on estimating client's value and potential based on gathered data. The Social Customer Management in SCRM is based on estimating, harnessing and managing the strength (e.g., influence) of anonymous or little-known SC based on the SM collaboration. This crucial difference, the customer empowerment, has to be reflected not only in the way we understand SCRM but also the methods we use to incorporate it to the firms. The Promise-based approach takes full advantage from the current power balance between company and its client, by building the whole model of SCRM collaboration from the new philosophy of the customer empowerment.

We believe that by incorporating mentioned approach in the sole essence of the Promise-based SCRM, the proposed model finally met all the conceptual requirements for a general SCRM framework. The evaluation of model's technical aspects has been presented in part III of this paper. The general assessment of the proposed model (part IV) is based on both conceptual consistency with the SCRM phi-

losophy and technical evaluation.

III. The Evaluation of Promise-base Social CRM Model

To the extent of our knowledge, there are no preexisting and commonly approved methods or approaches determining whether and in which aspects one model of SCRM is superior/interior to the other (relative rating), or whether a model can be positively/negatively evaluated in terms of its usability (absolute rating). Taking into consideration the early, merely theoretical phase of the contemporary SCRM modeling we would like to propose our dual solution to this issue: (1) proposed framework approach – referring to the main problems in contemporary SCRM (Table 2) in order to create evaluation framework for future SCRM models; and (2) survey approach – referring to the results of a survey focused on 'the behavior of Internet users in SNS on the example of Facebook users', which addressed social clients' point of view on the basic concepts of Promise-based SCRM.

3.1 The proposed framework-based evaluation approach

The SCRM models' evaluation framework measures the relative coverage range for each of the major issues of contemporary SCRM and lists the researched models on a scale

from the least to the most corresponding to a given matter (or ranks it as irrelevant in case when the model omits it). The proposed approach is based on the opinion that each model should present its own understanding and solutions to the problems that contemporary SCRM is struggling with at the current state of its theory. The evaluation parameters consist of:

- *"who is the company?"* parameter – representing the core of importance for compared models (e.g., identified customers who could be assigned to given entries from CRM database, clients engaged in online community, etc.) and using it as a reference to assess remaining models. It defines how many and how complex companies can 'fit' into the model;
- *"who is the social customer?"* parameter – representing and describing who is perceived as a social customer in given model (i.e., who is taken into consideration while planning, executing and evaluating company's actions);
- *"how should the company engage?"* parameter – representing how the model perceives the SCRM in reference to other elements of company's marketing strategy (e.g., ad-on to CRM, independent element, etc.) and assessing how broad and detailed is model's understanding of interactions with the social customers;
- *"where should the company engage?"* parameter – focusing on how wide model's approach is towards the differentiations

of SNS that the company can use;

- "*what are future consequences of engag-ing in SCRM?*" parameter – focusing on the future changes in SCRM (e.g., social customers' behavior, new technologies, legal and privacy issues) that will affect com-pany's marketing strategy.

Based on the descriptive comparison of the analyzed models the results of evaluation are being placed in corresponding positions of the framework (Table 3). The overall rank of the given model is based on its position in each of the parameter categories. The results of cat-egory evaluation can reflect one of the given states: (1) model is inferior to others for all parameters – the model never scored first in any of the categories; (2) model is incomplete but superior for some parameters – the model scored first in at least one category but was classified as "irrelevant" for at least one of the parameters as well; (3) model is superior to other models for parameters x,y,z – the model scored first in at least one category

(but not all of them) and was not classified as "irrelevant" for any of the parameters; (4) model is superior to others – the model scor-ed first in all categories but in at least one shared its position with other model (which did not score first in at least one category); and (5) model is superior to others for all pa-rameters – the model is the only one which scored first in all categories.

The exemplary evaluation sheet for SCRM models' evaluation framework has been pre-sented in Table 3. The first column specifies analyzed parameter, while the second and third reflect given models' range of coverage in the specified category (from irrelevant, through the inferior models, to the superior ones). The closer to the right is a given mod-el's position, the higher is its score for the given parameter. In order to establish mod-el's position the evaluation framework ap-proach requires prior descriptive comparison of all the analyzed models. For the models referred to in this paper such comparison has been presented in the following sections.

⟨Table 3⟩ The SCRM models' evaluation framework sheet

PARAMETER	RANGE		
	irrelevant	narrow → wide	
who is the company?	'irrelevant model's name'	'inferior model's name' → 'superior model's name'	
who is the social customer?	'irrelevant model's name'	'inferior model's name' → 'superior model's name'	
how should the company engage?	'irrelevant model's name'	'inferior model's name' → 'superior model's name'	
where should the company engage?	'irrelevant model's name'	'inferior model's name' → 'superior model's name'	
what are future consequences of engaging in SCRM?	'irrelevant model's name'	'inferior model's name' → 'superior model's name'	

3.1.1 Parameter: Who is the company?

In the Proposed Model of Social CRM in Healthcare company's scope of focus is placed on the highly motivated and highly engaged clients. And therefore only the companies from industries and sectors whose customers are characterized by those values (e.g., healthcare) can fully benefit from the model. Additionally, this approach fails in situations where clients are not willing to engage in SM or use log-ins that cannot be assigned to their profiles in company's database (cannot be identified by e.g., firm's CRM solution).

The Conceptual model for understanding SCRM usage and acceptance specifies five features that benefit SCRM's introduction and usage in the company. However, the model does not perceive any of clients' characteristics as relevant for the overall result of SCRM actions. Therefore it omits the motivation and engagement issues from the previous model. Thus, the company is understood as whichever entity that provides its clients with the identified features.

In Ang's 4C of CoRM model the main focus is placed on the community - i.e., the client's side of SCRM. Although some of the model's assumptions correlate to features identified in the Conceptual model for understanding SCRM usage and acceptance (e.g., content creation and Web 2.0), the majority of the previous model's scopes of focus is irrelevant in CoRM. The company's main goal, however, is to manage primarily this part of its clients which is gathered around its online community.

According to Promise-based SCRM company's SNS-based actions can start as soon as social customers will start to be influenced by comments, notes or any other forms of SM collaboration and content creation concerning the company. The focus of this model consists of core and extended promises (incorporating both Conceptual model for understanding SCRM usage and acceptance's features and 4C and community-centric approach of CoRM; and expanding them with the archetypal characteristics of SCRM[2]). Depending on the chosen tools and strategies the definition of the company in SCRM can vary from very narrow (e.g., informing customers about some changes) to broad and extended (e.g., becoming not only administrator but also a crucial part of an online community).

Conclusion: The first model has the narrowest definition of a company engaged in SCRM, while the second and third represent more general (and therefore broader) approach. However, due to its wide set of tools and strategies that define who is the social company, the Promise-based SCRM model can be perceived as the most complex and thus the broadest of all four presented models.

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2) Perceived as the major characteristics of the aspects of Social CRM described in our previous article.

3.1.2 Parameter: Who is the social customer?

In order to answer this question we will refer to Ang's "schematic diagram showing the target differences between CRM and CoRM" (Figure 3). According to the Proposed Model of Social CRM in Healthcare, only a customer of the given company and at the same time is a member of its online community (group X in the figure) can be perceived as the social customer. The Conceptual model for understanding SCRM usage and acceptance's understanding of SC is much broader as it consists of all the actual customers of the company (X∪Y∪Z in the graph). According to this approach there is no difference between any of those clients groups. The 4C of CoRM, however, believes that not only the SC should be divided into two distinctive clusters (O and X in the graph), but also should they be addressed with separate strategies (strategy to move O into X, and strategy to manage X). Promise-based SCRM shares the point of view that different types of customers should be managed using different types of strategies. The model distinguishes: engaging and attending clients form online communities (O in the graph), non-engaging parts of the community (C \ O in the graph), observers (part of U that is focused on O in the graph), as well as internal and external partners (employees and partner firms not specified in the graph).

Conclusion: The first model has the narrowest understanding of SC, while second and third's coverage of social customers depends on the individual numbers of particular groups (O vs X∪Y∪Z in the graph). However, Promise-based SCRM model's perception of SC is the broadest among all of the analyzed models.

3.1.3 Parameter: How should the company engage?

The Proposed Model of Social CRM in Healthcare perceives SCRM as a simple ad-on to the corporate CRM solution and therefore the description of how should a firm engage in it can be narrowed down to a statement – *use the (identified) customer data gathered in external and internal SNS in your CRM.* The Conceptual model for understanding SCRM usage and acceptance specifies five groups of features that organization has to provide its clients with – but does not elaborate on how should it be done. 4C of CoRM expands this approach by not only specifying the features wanted by the customers, that facilitate the SCRM, but also by clearly stating two goals for companies engaged in SM-based activities: (1) to increase the efficiency of managing current SC and (2) to convert as many online community members as possible into customers. According to Promise-based SCRM any engagement in SM should be carefully planned and vary depending on goals, strategies, tools and anticipated willingness to collaborate and reference coverage of SC that refers to a given situation. The dynamics and complexity of firm's engagement change with

time and decisions the company makes. It is reflected by model's continuous character.

Conclusion: While first and second model offer relatively low-detailed description of company's engagement in SCRM, CoRM and Promise-based SCRM stress out the diversity of situations it can be used in. However, due to the complexity (different target customer-observer-tools-strategies combinations) of the fourth model, Promise-based SCRM can be perceived as the broadest of all presented approaches.

3.1.4 Parameter: Where should the company engage?

In the Proposed Model of Social CRM in Healthcare the engagement is clearly defined by the narrow group of external and internal SNS. The Conceptual model for understanding SCRM usage and acceptance represents a general approach by not mentioning the platform's characteristics at all, while the 4C of CRM model addresses the engagement place question with simple answer – *wherever the online community is gathered*. The Promise-based SCRM shares CoRM's point of view that the place is dependent on the consumers and therefore all the possible platforms should be taken into consideration while planning firm's SCRM strategy.

Conclusion: While the second model should be tagged as "irrelevant" (due to the fact it does not specify anything about the platforms used in SCRM) and the first model focuses only on those SNS that are used by current clients (e.g., even though prospects may be using Twitter the company should focus only on its internal SNS and Facebook because the current clients are using only those platforms – and there is no preparation for Twitter until some Twitter-using customer appears); both third and fourth model specify that the platform to focus on is the one that company's SC are using. Therefore the last two models represent the broadest approach towards this issue.

3.1.5 Parameter: What are future consequences of engaging in SCRM?

According to the Proposed Model of Social CRM in Healthcare the only future consequence of engaging in SCRM is the expansion of organization's CRM touch-points with clients via engaging in SNS. The Conceptual model for understanding SCRM usage and acceptance stays irrelevant to this issue, while 4C of CoRM perceives SCRM as an opportunity to profit from SM and therefore focuses only on the near future perceived (the time when all the options will be used and benefited from). The Promise-based SCRM, on the other hand, voices the importance of anticipating and looking for the future changes in SCRM (e.g., mobile technology, internet coverage, new technologies, privacy issues, power balance between company and customers, etc.) and places them as one of the crucial parts of its model. Thus, it presents the broadest approach towards the problem.

Conclusion: While the second model fails to address the issue, first and third mention it only briefly and do not give it almost any credit. Only the Promise-based SCRM model perceives it as something crucial in corporate social strategy.

Based on the aforementioned comparisons all of the SCRM models can be compared and evaluated according to the introduced framework. The graphical representation of the models' assessment has been presented in Table 4. The graphical evaluation should not be addressed to without the prior written assessment of the models.

The data from Table 4 clearly indicate that Promise-based SCRM model is superior to all the remaining SCRM models. While it was presenting the broadest approach in all categories, when it came to the platform coverage its point of view was shared with the 4C model of CoRM, and therefore cannot be perceived as superior for all parameters. Nonetheless, according to the SCRM models' evaluation framework, the Promise-based SCRM model has been relatively assessed as the most valuable, complex, comprehensive and holistic one among contemporary SCRM models.

〈Table 4〉 SCRM models evaluation

PARAMETER	RANGE				
	irrelevant	narrow	→		wide
who is the company?	–	Proposed Model of Social CRM in Healthcare ➡	Conceptual model for understanding SCRM usage and acceptance	4C model of CoRM ➡	Promise-based SCRM model
who is the social customer?	–	Proposed Model of Social CRM in Healthcare ➡	Conceptual model for understanding SCRM usage and acceptance	4C model of CoRM ➡	Promise-based SCRM model
how should the company engage?	–	Proposed Model of Social CRM in Healthcare	Conceptual model for understanding SCRM usage and acceptance ➡	4C model of CoRM ➡	Promise-based SCRM model
where should the company engage?	'Conceptual model for understanding SCRM usage and acceptance'	Proposed Model of Social CRM in Healthcare	➡	4C model of CoRM	Promise-based SCRM model
what are future consequences of engaging in SCRM?	'Conceptual model for understanding SCRM usage and acceptance'	Proposed Model of Social CRM in Healthcare	4C model of CoRM	➡	Promise-based SCRM model

3.2 The survey-based evaluation approach

The created survey is a complementary method of assessing proposed Promise-based SCRM model from the practical angle. While evaluation framework presented in the previous section focused on comparing major models of SCRM and proving which one among them is the most useful and broad (relative evaluation), the conducted survey aimed at presenting conclusive and absolute proves for Promise-based SCRM model's usefulness in further researches and managerial implementations. The main goal of this approach towards model's evaluation was creating a solid group of arguments for convincing scholars and marketing practitioners to move on from the theoretical phase of SCRM modeling into practical tests (e.g., experiments and corporate implementations). This specific character of the conducted survey – bridging theoretical and practical study on SCRM – resulted in a number of limitations that needed to be implemented in the creation of the used questionnaire:

- the survey could be conducted only on the random group of SNS users (as no Internet users nor managers have been familiar or experienced with the Promise-based SCRM model) and thus it had to exclude concepts describing the company's understanding of SCRM (e.g.,

'who is the company?', 'what are future consequences of engaging in SCRM/', SCRM's evaluation);

- due to high complexity and newness of SC-related concepts such as the 'friends' and 'friendly honesty' it was impossible to comprehensively include them into this survey and therefore only partial study on their importance and understanding could have been conducted;

- Thirdly, in order to holistically test the changes and importance of emotion-related characteristics of Promise-based SCRM model,[3] the respondents would have to be directly exposed to certain corporate actions and asked about their actual feelings (not about their predictions concerning abstract situations) therefore the research on emotions had to be excluded for the survey;

- due to the lack of possibility to subject the respondents to changes in the company's SCRM purpose cycle (minimum, innovation, growth, and the question mark), researching the importance, understanding, and SC expectations towards each phase had to be limited to general examples of the core and extended promise usages;

- it was impossible to refer all the questions to a particular company using Promise-based SCRM model and therefore also the respondents had to be chosen ran-

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3) Refer to the Figure 3 in *Social CRM Redefined? Promise-based Social CRM Model and Enterprise Applications For Corporate Social Profile Managemen*t (Jacewicz and Cho, 2012)

domly among general population of SNS users (instead of a particular group of respondents focused on specific product or type of products) which probably biased understanding and answers to the questions concerning company's personal approach towards SNS users, approach towards quarrels and product defending on SNS, and level of engaging in the community. As this limitation in particular could have significantly biased the results of conducted survey, we will address it in corresponding sections of survey results discussion.

Taking into consideration the above-mentioned limitations we have created a questionnaire consisting of 11 Likert scale questions, 5 multiple choice questions and one ranking type question. In order to raise respondents focus and lessen the possibility of biased results Likert scale and multiple choice types of questions have been placed in a mixed order, the last two Likert scale type questions have been intentionally designed with a contradictory verb ('be the same' and 'be different'), and finally in case of questions or answers which differed in only one or few words (questions 1-10, 2-3 and 2-4) the capital letters were used to point out possibly hard to spot differences. During the results gathering phase of the survey around 12.7% of the respondents had problems with the question 2-5 and thus failed to complete it (e.g., failed to rank at least 3 out of 5 an-

swers, or failed to rank the answers at all). We will address this incident in corresponding section of survey results discussion.

The research has been conducted on a sample of 149 Facebook users and 102 students and workers of the Seoul campus of Hankuk University of Foreign Studies in Seoul between 20th and 28th of May 2013. The sample respondents came from over 40 different nations around the world (with two biggest clusters of Polish – 41.04% and Koreans – 25.90%), were mostly students (approximately 66%), and over 80% of them were between 22 and 30 years old. Majority of the respondents group consisted of women (approximately 70%).

In order to present the results of conducted survey all of the questions have been divided into eight main issue groups reflecting Promise-based SCRM's major fields of interest: personal approach, time of reply, reliability and trust, quarrels and defending, rewards, observers, part of community, and variety of strategies. Due to Promise-based SCRM model's complexity and interconnectivity of its elements each issue group was analyzed from two different angles: the selected issues of contemporary SCRM (i.e., Who is social customer? How should the company engage? Where should the company engage?), and selected elements of Promise-based SCRM model (i.e., core promises, reference coverage and market selection, strategy selection, social network selection, tools selection). The survey results have been presented in Tables 5 and 6 The research aims to answer the ques-

〈Table 5〉 Survey results

Issue	Samp. size Question No.	Mean	St. Dev.	Mode	Answers distribution				
	Question No.	n	$\bar{x}$	s	Mo	1 / a	2 / b	3 / c	4 / d	5
Personal approach	Q1-1	251	2.72	1.01	3	12.35%	29.08%	35.86%	19.92%	2.79%
	Q1-2	251	3.01	1.08	4	9.56%	24.30%	26.69%	34.66%	4.78%
	Q1-4	251	–	–	a	42.20%	27.10%	30.70%		
Time of Reply	Q1-3	251	–	–	b	17.10%	49%	2.80%	31.10%	
	Q1-5	251	–	–	a	78.10%	6%	15.90%		
	Q1-6	251	3.71	1.03	4	2.79%	11.16%	21.51%	41.43%	23.11%
	Q2-5	219	–	–	–	–	–	–	–	–
Reliability and trust	Q1-7	251	4.22	0.98	5	2.39%	4.38%	11.95%	31.87%	49.40%
	Q1-9	251	4.09	1.08	5	1.99%	9.16%	14.74%	26.29%	47.81%
Quarrels and defending	Q1-8	251	3.55	1.02	4	3.98%	11.95%	25.50%	42.63%	15.94%
	Q2-3	251	3.08	0.99	3	6.77%	15.54%	49.40%	19.12%	9.16%
	Q2-4	251	3.12	0.98	3	5.98%	15.54%	48.61%	20.72%	9.16%
Rewards	Q1-10	251	–	–	a	56.20%	11.55%	32.25%		
Observers	Q2-1	251	2.35	1.09	2	24.30%	37.05%	20.72%	15.14%	2.79%
Part of Community	Q2-2	251	–	–	a	44.20%	37.80%	18.00%		
Variety of Strategies	Q2-6	251	2.33	1.09	3	27.89%	28.69%	29.08%	11.55%	2.79%
	Q2-7	251	3.73	1.05	4	2.39%	10.76%	25.10%	35.06%	26.69%

〈Table 6〉 Extended results for question 2-5

Variable	Number of valid answers	Mean	Standard deviation	Min. value	Max. value
Facebook	219	1.53	0.77	1	5
Internet Forum	217	3.52	1.18	1	5
LinkedIn	213	4.07	0.96	1	5
Twitter	218	2.33	1.19	1	5
Youtube	219	3.53	1.17	1	5

tion, whether Promise-based SCRM model's major fields of interest are distinguished by the online community, and to test how important they are to Social Clients.

In order to check the coefficient of reliability (consistency) of the prepared questionnaire, we have measured internal consistency using the Cronbach's alpha. The test enabled us to confirm how closely related set of items are as a group. The result greater

than .6 means that a variable is reliable. For the purpose of this test question 2-5 has been presented in a form of 6 variables: was the question answered correctly (0/1), how fast is the communication of Facebook (1-5), Internet Forum (1-5), LinkedIn (1-5), Twitter (1-5), and Youtube (1-5). Based on all 251 number of items we have found the Cronbach's alpha to be .654 (Table 7) which indicates internal consistency, i.e., the survey result is reliable.

⟨Table 7⟩ Coefficient of reliability

		N	%
Cases	Valid	251	100
	Excluded	0	0
	Total	251	100

3.2.1 Personal approach

Respondents' opinion on corporate social profile's personal approach towards its users and community members has been researched by questions 1-1 '*How willing are you to engage in conversation with people managing corporate Facebook profile when they try to sustain a casual, personal relationship with online community users?*', 1-2 '*Do you agree with the statement: I am willing to share my opinions and/or ask questions on the Facebook profile more often if the conversation with the company running this profile is lead in a casual, personal manner.*', and 1-4 '*If you noticed a problem or an area to improve concerning certain company, whom would you*

send your feedback via Facebook more eagerly: (a-casual, personal; b-official; c-irrelevant)'.

Unlike anticipated, the results for this group of questions have been inconclusive. The authors assumed that the friendly atmosphere of company's corporate profile would encourage the users to open up, and be more willing to share their experiences. The answers to 1-1 shows that on average the respondents were slightly less willing to engage in conversations with friendly company. In case such conversation is needed (1-2), the influence friendly atmosphere of the conversation would have on clients cannot be anticipated. When it comes to feedback and evaluations (1-4), the friendly company has slightly higher chance to receive them, than the official one. However, also in this case, the difference between users' preferences are small with a tendency to indifference.

One of the first conclusions from such answers distribution is a clear signal that the companies need to take into consideration that different users expect different treatments – reference coverage and market selection elements of the model strongly incorporate such way of thinking into Promise-based SCRM. What is more, we believe that further studies on the personal approach issue could uncover that the same customers will expect different approach (personal or official) from different types of institutions – which could explain the answers distribution, as the questions lacked specification whether the inquired

Facebook profile would be run by very formal bank institution or informal teen pop star.

3.2.2 Time of reply

Respondents' opinion on corporate social profile's time of reply and pace of communication with users and community members has been researched by questions 1-3 '*Which of the following Facebook profiles are you more likely to "like" and/or engage in: (a-all or majority of posts and comments are liked and replied to; b-some of them are; c-none are; d-irrelevant)*', 1-5 '*Which one of the following situations would you prefer: (a-fast reply to your posts or comments b-slow reply, c-irrelevant)* ', 1-6 '*Do you agree with the statement: In some cases (e.g., complex inquiries) slower however longer and more detailed reply can compensate for the lack of fast reply?*', and 2-5 '*Arrange the types of Social Networking Sites given below according to the pace of their conversation (replies to posts and comments, and periods of time between them).*'.

The survey results for all four questions focusing on Internet users' point of view on company's time of reply and pace of communication with community members are conclusive and support the Promise-based SCRM model. In case of question 2-5 only 87.3% of the respondents managed to properly rank

three[4] or more of the presented SNS. The correct answers were afterward weighted from 1 – the fastest pace of communication, to 5 – the slowest. The mean for each SNS was calculated and resulted in discriminating four types of paces: fast (Facebook – mean of 1.53), moderately fast (Twitter – mean of 2.33), moderately slow (Internet forum and Youtube – mean of 3.525) and slow (LinkedIn – mean of 4.07). In reference to the Promise-based SCRM the acquired results strongly support proposed model's approach towards how and where the company should engage in SCRM by proving that respondents clearly distinguish different paces of interactions depending on the selected social network. What is more, the essence of the platform promise of the core promises of SCRM has been positively received by majority of respondents who have confirmed that posts should be noticed and engaged with (question 1-3) and that they prefer real-time and quasi-real time replies (questions 1-5 and 1-6).

3.2.3 Reliability and trust

Respondents' opinion on corporate social profile's reliability and the importance of trust in its statements has been researched by questions **1-7** '*How important is it to you that the information the company posts on its Facebook profile are true and up to*

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4) After viewing the results of question 2-5 and receiving comments from some of the respondents claiming to know only few of the presented SNS we have decided to include in the final results only those questionnaires which correctly ranked majority of the social networks (3 and more).

date?', and **1-9** '*How important is it to you that you can trust what the company is saying on its Facebook profile:*'.

The survey results for both questions are conclusive and support the Promise-based SCRM model (mean valued above 4). The obtained answers prove the essential understanding and strong importance of platform and mother promises (from core promises of SCRM), and by doing so address the question of how the company should engage in SCRM.

3.2.4 Quarrels and defending

Respondents' opinion on corporate social profile's engagement in quarrels on its profile and defending its own offerings has been researched by questions 1-8 '*How important is it to you that the company engages in the quarrels between members of its online community (e.g., by providing the correct answer, warning/banning troublesome users, closing/removing/moderating thread, etc.):*', 2-3 '*How do you feel when people responsible for the Facebook profile of a product YOU ARE USING defend it when attacked by some users of the profile?*', and 2-4 '*How do you feel when people responsible for the Facebook profile of a product YOU ARE WILLING to buy defend it when attacked by some users of the profile?*'.

The survey results for the group of issues focusing on Internet users' point of view on company's engagement in quarrels on its profile and defending own offerings are inconclusive.

While the respondents clearly demanded from the companies to engage and manage quarrels that occur on corporate SNS profiles (answers 4 and 5 in question 1-8), majority of the respondents lacked the opinion on defending the products (answer 3). While respondents' point of view on question 1-8 tends to support the mother promise of core promises of SCRM and proves to be useful in planning how should the company engage in SCRM; the approach towards company's defending its own products shows similarities to the issue of personal approach. We believe that in both cases the given answers could have been biased by the lack of concrete example of company and product to focus on, identify with the brand (e.g., the loan from bank and new single from teen pop star). Nevertheless, the results of this part of the survey are a reminder of how important it is to diversify strategies and tools depending on the selected social network and main market of Internet users.

3.2.5 Rewards

Respondents' opinion on corporate social profile's approach towards rewarding community members has been researched by question 1-10 '*Which of the following situations do you prefer: (a-company is rewarding you for good deeds on its Facebook profile; b-company is not rewarding you for them; c-irrelevant)*'.

The survey results are conclusive and support Promise-based SCRM's approach that

only small minority of Internet users exhibits negative attitude towards being awarded for their good deeds on SNS profile, while majority is either indifferent about it or prefers such approach. Acquired results reflect the essence of mother promise of core promises of SCRM and give crucial insights into choosing the right tools used for company's engagement in SCRM.

3.2.6 Observers

Respondents' opinion on corporate social profile's approach towards rewarding community members has been researched by question 2-1 'How often do you "like" Facebook pages of the products you buy?'.

The survey results are conclusive and reveal that majority of respondents tend not to follow the Facebook profiles of products they buy (average of 2.35). This answer distribution supports Promise-based SCRM model's approach that clients in SCRM cannot be treated the same as clients in traditional CRM simply because in many cases they cannot be identified in corporate database. The acquired results can also lead to a conclusion, that there is a possibility of identifying observers groups who do not engage in SNS but are influenced by them. However, at this theoretical phase of SCRM modeling it would be impossible to definitively confirm the existence of observers and further research on their behavior due to an inability to construct a practical experiment as no company is yet ready to implement the Promise-based SCRM model in its strategies. We believe that asking respondents about abstract concept of being observer without any tangible examples unique to each consumer would only bias the results. Therefore further studies focused solely on the existence and behavior of observers is needed.

3.2.7 Part of community

Respondents' opinion on corporate social profile's approach towards the level of engagement in the online community has been researched by question 2-2 'Which of the following situations do you prefer:'.

The survey results for company's approach towards the level of engagement in the online community are inconclusive and do not clearly indicate whether the respondents prefer company to be strongly engaged in the online community (answer a) or not (answer b). We believe that, similarly to the case of personal approach and defending issues, the contrary character of acquired results has been biased by the variety of companies or products that respondents thought about while answering the question (e.g., lack of informal engagement for banks and a lot of such engagement for teen pop star). Nevertheless, those inconclusive results can be viewed as partially supporting the Promise-based SCRM model's approach towards the need for variety and diversification of tools and strategies for different SNS, products and companies.

3.2.8 Variety of strategies

Respondents' opinion on corporate social profile's need to diversify strategies based on the company and SNS type has been researched by questions 2-6 '*Do you agree with the statement: Facebook profiles for international banana distributor, publishing house, and barber shop should be managed the same way (according to exactly the same strategy)?*', and 2-7 '*Do you agree with the statement: The form and type of company's posts should differ depending on the Social Networking Site used (e.g., Facebook vs Twitter vs Youtube)?*'.

The survey results for both questions focusing on Internet users' point of view on company's need to diversify strategies based on the company and SNS type are conclusive and support the Promise-based SCRM model (sample mean of 2.33 for question 2-6 and 3.73 for question 2-7). The acquired answers strongly indicate that managers have to take time and precautions while planning which strategy and which SNS to choose for their social profiles. Thus the result represent a valuable insight in the issue of how should the company engage into SCRM.

Ⅳ. Discussion

Summary of all the issues and results from conducted survey has been presented in Table 8. The gathered data clearly indicate that majority of the researched issues leads to conclusive results supporting the positive evaluation of Promise-based SCRM model. The inconclusive results do not reject respective issues of the proposed model but simply point out the areas of special focus for future studies on the SCRM. What is more, taking into consideration the number of limitations forced by such an early, theoretical stage of SCRM modeling, it would seem impossible to address additional issues or achieve conclusive results of the indecisive sec-

〈Table 8〉 Character of issues addressed by the conducted survey

Issue covered by the survey	Character of acquired results	Acquired result's evaluation of the model
Personal approach	INCONCLUSIVE	–
Time of reply	conclusive	support
Reliability and trust	conclusive	support
Quarrels and defending	INCONCLUSIVE	–
Rewards	conclusive	support
Observers	conclusive	support
Part of community	INCONCLUSIVE	–
Variety of strategies	conclusive	support

tions of the conducted research (i.e., personal approach, quarrels and defending, and part of community). Therefore, in our opinion the above-presented data can be used to prove scientific significance of the theory-driven approach towards SCRM, as well as to justify and positively evaluate the proposed model of Promise-based SCRM.

We believe that the Promise-based framework can be used in any future studies on SCRM. As proven above, that proposed model combines and extends all of the contemporary approaches towards social CRM. Its holistic character enables the flexibility needed in research of different aspects of any inter-disciplinary research on SCRM. Since the theory on the concept (together with tools, strategies and general philosophy) has already been covered by the Promise-based approach, we would like to encourage academic society to use this framework and facilitate accelerated growth of the practical research on SCRM. We suggest two approaches:

- the critique – practical research contradicting or redefining proposed concept of the Promise-based SCRM
- case studies – describing success and failure cases of SCRM practical implementation in reference to the Promise-based approach.

In the presented research many of the topics had to be omitted or could be analyzed only partially. Unfortunately the Promise-based concept is very complicated and many of its aspects are based on the empowered client who is not aware of the promises he is engaged in (unless such promise should be broken, in which case the negative feelings arise). Due to that reason, further practical study on concepts such as personal vs. official approach, quarrels and defending, part of the community, consequences of friends and friendly honesty promises, the role and change in the emotion at different stages of the SCRM collaboration, the consequences of the purpose cycle in SCRM, is required. While at the theoretical stage of the research respondents and test subjects could not have answered questions about abstract issues without being biased (e.g., will they have the same expectations of Law firm and heavy metal band's Facebook profile? Will they be fully aware of their emotion and actions while subjected to highly negative or positive situations?), the practical stage lifts those limitations. In a controlled environment, the research can be conducted on actual (and not declared) behavior. What is more, there no longer is a need to explain complex concepts to the respondents, as they are experiencing them in real life. Thus, the results should present high research value.

We believe that Promise-based approach resolved all the issues necessary to move from theoretical to wide-scale practical research on SCRM. None of the limitations or the inconclusive results of the study presented in this article should be understood as a sign of model's immaturity. Contrariwise, we perceive them merely as a suggestion for

future studies on the SCRM - studies which will result in practical development of academic understanding of the SCRM concept.

Ⅴ. Concluding Remarks

The contemporary studies on so-called Social CRM did not yet produce one, unified definition nor model for understanding, assessing and implementing the concept into organization's marketing strategy. The Promise-based SCRM is an attempt to construct such holistic model which integrates all of SCRM's fields of interest and resolves the most crucial of its current issues and incoherencies between the contemporary approaches: *how should the corporate social identity be created? who is the social client? how should the company engage in social media? how can company's actions be evaluated? how can company prepare itself for the future changes in social CRM?* We believe that the evaluation provided in this article proved that proposed model is coherent and useful enough to finally leave its theoretical development phase, and become a stimulus to advance into the practical stage of contemporary SCRM research.

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, but also points out the potential importance of observers. Also, the results can be used to prove scientific significance of the theory-driven approach towards SCRM, and this approach can be used to apply this framework and facilitate accelerated growth of the practical research on SCRM.

The Promise-based SCRM gives scholars mutual platform to communicate and broaden the concept, as well as a list of suggestion on the topics which require deepened clarification (e.g., aspects of personal vs. formal approach, company's stance on engaging the quarrels and defending its products, extent to which a company should be perceived by its clients as part of the online community, the role of observers, etc.). What is more, taking into consideration the rapid changes in technologies that drive nowadays expansion of the SM (e.g., mobile technologies, growing range of Internet coverage) as well as the growing number of Internet users, one may assume that SCRM is imminently approaching its further evolution. Therefore, in our opinion, it is high time for the academic society to focus its efforts on developing holistic, practical approach towards understanding the concept and helping entities engaged in managing relations with their social clients. It is the high time towards the next step in Social CRM.

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소셜 CRM의 다음 단계를 향하여?*

Karol Jacewicz** · 조준서***

요 약

소셜CRM의 현대 지식이 개념에 대한 실질적인 연구를 할 만큼 포괄적이고, 널리 동의할 만큼 충분한 지이 논문은 질문을 제기하고 있다. 이 논문은 소셜CRM의 발전에 관심 있는 학자들에 대한 상호 거점으로 약속 기반 소셜CRM 모델을 제안하고, 그 평가에 대한 이분법적 접근 방식으로 모델을 설명한다. – 소개된 평가 모델 (현대 SCRM 모델 기준)과 조사 결과. 수행된 연구를 바탕으로, 논문은 학회가 SCRM 연구의 실질적 단계를 향해 진보하리라 기대한다. 평가 결과는 SCRM의 이론에 근거한 방식의 과학적 중요성을 증명할 뿐 아니라 약속 기반 SCRM의 모델을 긍정적으로 평가하고 정당화 하였다.

주제어: 소셜CRM, 약속기반, 평가모델

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