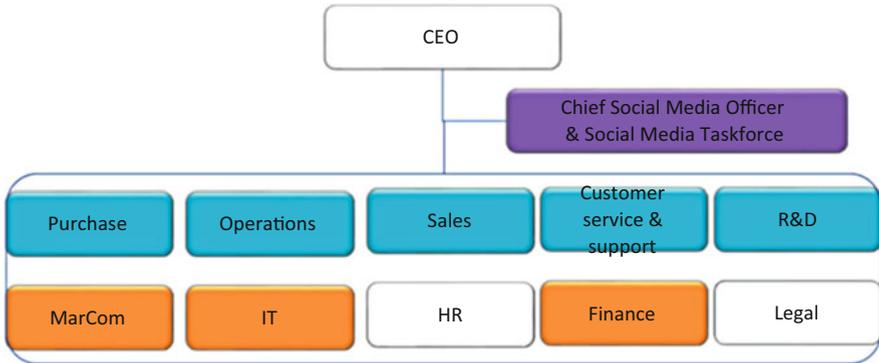# Social Customer Relationship Management

5

This chapter gives the reader a broader perspective on social media by discussing social customer relationship management (social CRM). Social CRM is the best example of a multidisciplinary social media approach, as it involves almost all departments in the organization. Instead of only contacting people with sales offers, the aim of social CRM is to build strong relationships with Internet users by giving them a positive experience of the organization's brand, products, and services. Ultimately, social CRM tries to turn an organization's social media connections into loyal customers and particularly brand advocates who influence others to like the organization (and only indirectly to buy the organization's products and services). This chapter discusses the use of social CRM and how it can generate business value. As a continuation of the previous chapters, some more advanced monitoring tools are presented for organizations to monitor and evaluate social media actions.

In contrast to other topics or chapters in this book, social CRM covers almost all departments in the organization. The typical departments that are directly linked to or have direct contact with customers are the MarCom (i.e., presales), the sales department, and the department for customer service and support (i.e., after-sales). Particularly, (1) the MarCom or the presales department organizes marketing initiatives, (2) the sales department actually sells products or services (possibly after marketing ads or campaigns), and (3) the after-sales department or a helpdesk answers customer questions, handles their requests or complaints, etc. (Fig. 5.1).

Besides these three departments, the chapter elaborates on other departments that can be involved in social CRM in order to illustrate that social CRM is the ultimate example of social media as a multidisciplinary approach (see Sect. 5.4).

Fig. 5.1 The multidisciplinary approach of social CRM

5.1   Introduction to Social CRM

The term "social CRM" consists of two parts, namely, "social" and "customer relationship management" (CRM). Regarding the latter, some examples of traditional CRM deal with follow-up conversations by coupling information of the sales departments to the department of after-sales or customer service and support (e.g., example 1) and to the MarCom department (e.g., example 2).

- **CRM example 1.** After buying a product or service in an online shop (e.g., books or cinema tickets), the customer receives an email with a satisfaction survey.
- **CRM example 2.** After buying a product or service (e.g., clothes or a stop-watch), the customer receives an email with sales promotions for other related products or services of the same organization (e.g., shoes or jogging outfits).

Hence, the traditional view on CRM tries to combine all information about a specific customer into a single database in order to better serve customers in a more personalized way (although customers may dislike spam mails).

Additionally, possible triggers for social CRM are linked to online content. Some examples are as follows.

- **Social CRM trigger 1.** A customer is complaining about an organization and its products or services on a public social media tool.
- **Social CRM trigger 2.** People are publicly criticizing an organization's industry on social media.
- **Social CRM trigger 3.** An Internet user publicly posts a forum question related to the products or services of an organization.
- **Social CRM trigger 4.** An independent blogger posts a positive message about an organization and its products or services.

In contrast to Chap. 4 on online ads and viral campaigns, the direct triggers for social CRM are not necessarily initiated by an organization itself. Instead, the examples describe situations in which Internet users post online content that can highly impact on a business or a brand and is thus worthwhile to monitor. Particularly, the first two triggers may have a negative impact on the organization involved, while the other triggers may create new opportunities for that organization. Regarding the negative triggers, the organization can try to avoid crisis communication by listening to such negative messages in an attempt to better understand the customer needs. For instance, for an organization, it is important to know whether an angry customer also contacted the organization's helpdesk and whether the helpdesk responded properly (and if not, take actions). In sum, social CRM can help an organization identify and properly respond to (negative or positive) triggers on the Internet and social media and try to take advantage of them. It implies truly listing to customers and prospects, whenever and wherever they are, as well as responding, anticipating, and making commitments to improve products and services. Hence, social CRM is rather user driven than organization driven.

A well-known example of social CRM is titled "United breaks guitars" (Wikipedia 2014c). In 2009, a customer of United Airlines™ made a video with a protest song to complain that the organization had broken his guitar without compensation. He posted the protest video online, which became a direct hit on YouTube™ and iTunes™ (see: http://www.youtube.com/watch?v=5YGc4zOqozo). The song does, however, not mention that the organization acted in accordance to its customer service policy. The customer's complaint was rejected, because it did not comply with the stipulations (e.g., the complaint was not filed within 24 h). Still, the customer negotiated several months with the organization, resulting in two follow-up videos that went viral and a negative stock price effect for the organization. In response, the organization decided to apologize, to use the protest videos for internal training, and to change its customer service policy. The organization also donated a compensation to the music industry in an attempt to save its corporate image. On the other hand, the guitar manufacturer decided to offer the customer some free products in order to get even more publicity for the guitar's brand. In the end, both customers and organizations can learn from this example. First, the videos show customers how they can impact on organizations in a rather respectful (instead of aggressive) way. Secondly, the videos confirm that organizations are currently facing another type of customers, i.e., who may easily raise their voice by means of social media. Thus, the "United breaks guitars" example shows that social CRM has become increasingly important given the rising impact of social media worldwide.

Another example of social CRM illustrates how an airline company can track those passengers who checked in on Foursquare™/Swarm™ or who positively tweeted about their flight (https://www.youtube.com/watch?v=pqHWAE8GDEk). In the experiment, the company checked the publicly available social media profiles of passengers in order to know them better and to offer them a personalized gift (e.g., a voucher or a gadget related to their hobbies or interests). As a result, such

passengers tend to post an additional positive message about the gift. Hence, in this example of social CRM, the promoters or fans of the organization were identified, activated by a personalized gift and turned into brand advocates, i.e., "super promoters" or "super fans."

The examples show that social CRM is about putting the individual customers first by converting (1) online **content** into (2) **conversations**, extending those conversations into (3) **collaborative experiences**, and then transforming those experiences into (4) **meaningful relationships**. In other words, social CRM tries to turn social media connections (e.g., fans and followers) into real customers and even brand advocates who make recommendations to others. Hence, possible synonyms for social CRM would be "customer experience management," "customer-centric management," "fan relationship management," or "community relationship management" (Ang 2011).

This chapter on social CRM differs from the other chapters in this book by focusing more on direct and personalized communication with customers on a more individual basis, i.e., based on their actual behavior. While a chapter or book dedicated to traditional CRM would rather focus on a single database that centrally stores all customer information (instead of different databases per department), this chapter takes a broader perspective by adding social media conversations and customer collaboration to traditional CRM. Furthermore, social CRM reminds the reader that organizations should not use social media for marketing purposes alone but also to focus on better customer experiences by means of better or more innovative products and services, better business processes (i.e., internal way of working), better internal communication, etc. (Blanchard 2011). For this purpose, an organization should try to gain insight into the public conversations on social media and take advantage of the gained insight to continuously improve. Hence, social CRM can contribute to a social or collaborative business (or an "enterprise 2.0") (Jacada 2010), namely, an organization with a "deep integration of social media and social methodologies (...) to drive business impact" (Altimeter Group 2013: p. 3).

5.2 Defining Social CRM

This section first elaborates on the meaning of customer relationship management (CRM), before turning to a definition for social CRM.

5.2.1 Traditional CRM

Traditional customer relationship management (CRM) is all about an organization's customers. Particularly, it takes a 360-degree view on customers to generate value for both the customers and the organization. The main goals of CRM are (1) finding and acquiring new customers, (2) retaining existing customers (and decreasing customer churn or attrition), and (3) turning customers into loyal or

Fig. 5.2 The customer pyramid

lifelong customers. These three goals are linked to a customer pyramid, as shown in Fig. 5.2. The top of the pyramid refers to emotional loyalty of (lifelong) customers towards an organization or brand (e.g., by offering them incentives for repeated purchases). However, it is generally more difficult to retain existing customers than to acquire new customers.

Moreover, traditional CRM is all about managing the organization's relationship with those customers. Research has shown that relationship building is an important factor to explain why organizations win or lose customers and deals, which indicates that strong relationships are needed for a good business (InsideView 2013; Woodcock et al. 2011). Nonetheless, relationships should also be challenged, e.g., by teaching the customers about new opportunities, by tailoring the message to the customer needs, etc. (Harvard Business Review Blog Network 2011). As relationships can be created for different purposes, organizations may also misinterpret the reasons why customers interact with them. For instance, a study of IBM (2011) showed that customers primarily tend to interact with organizations for sales offers that directly impact them, whereas organizations rather think customers connect with them on social media for keeping up to date about products and services or for feeling connected in a community.

Customer relationships can be managed by aligning different departments in the organization and particularly those that are directly related to customers (i.e., MarCom, sales, customer service and support). Hence, CRM is about creating a single database that comprises all customer information, instead of maintaining different databases across departments with possibly inconsistent information. Such unique customer database can be used for diverse applications, such as:

- For contact management (i.e., saving the name, address, and phone number of customers only once in order to avoid inconsistencies between departments, e.g., when a customer moves or changes his/her contact details)
- For managing transactions and money (i.e., centrally storing information about orders, invoices, inquiries, etc.)

Fig. 5.3 The traditional view
on CRM, based on Chess
Media Group (2010, with
permission)
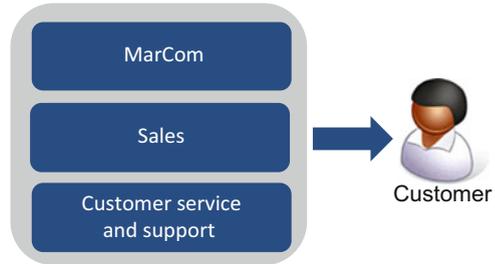
- For managing potential customers (i.e., centrally storing information about prospects, leads, opportunities, etc.)

It follows that the original definition of CRM refers to "a philosophy and a business **strategy**, supported by a system and a **technology**, designed to improve human **interactions** in a business environment" (Greenberg 2009).

The central constructs in the definition are indicated in bold, which emphasize that CRM is a strategy that is often supported by various tools and technologies (although, in theory, it can also be done manually, i.e., on paper if not using big data). The strategy is based on customer engagement and interactions, with transactions or sales being of secondary importance. However, Greenberg's definition only implicitly focuses on creating a mutually beneficial relationship between buyers and sellers, i.e., between an organization and its customers. Hence, based on the literal meaning of the acronym "CRM," the traditional view on CRM seems to focus on managing customer relationships rather than engaging customers and providing them with a positive brand experience.

Consequently, as shown in Fig. 5.3, the traditional view on CRM still seems to focus on one-way communication between an organization and a particular customer. Such (although personalized) communication primarily involves collecting data and information about particular customers in a single database (i.e., a CRM system) in order to better target individual customers through the pipeline of presales, sales, and after-sales.

5.2.2 Social CRM

The need for social CRM can be explained by today's information society. Particularly, the evolution from an "information asymmetry" to an "information democracy" has resulted in more empowered and well-informed customers who dislike one-way communication. For instance, customers can now educate themselves by means of the Internet and social media connections worldwide. Also prospects can talk to existing customers, which may impact on traditional presales, sales, and after-sales (e.g., requiring "connect-and-collaborate" marketing rather than "command-and-control" marketing) (Walsh 2010). While Chap. 2 discussed the

traditional marketing funnel in the context of social media, social CRM will extend AIDA (i.e., Awareness, Interest, Desire, Action) with the necessity to turn customers into loyal customers (i.e., AIDAL or Awareness, Interest, Desire, Action, Loyalty). Further on, social CRM is needed as traditional CRM does not fully recognize the impact of influencers (e.g., contributors of user-generated content related to the organization's brand, products, or services, such as recommendations, peer reviews, product ratings, or competitive alternatives). Hence, the new social customer can use social media for communicating with acquaintances and strangers, for connecting with peers, for online purchasing, for reading and creating reviews or rankings of purchases, for online support, etc. (Deloitte 2009). Hence, social CRM is relevant as customers also choose between competitors, products, and services based on personal experience, corporate brands, and recommendations from others (instead of only direct marketing ads or campaigns).

When looking at the meaning of "social CRM," the term "social" literally refers to social media as communication tools and social technologies in general (i.e., CRM 2.0; see Chap. 2 on Web 2.0). Social CRM thus concerns an extension of CRM which uses social media to capture customer information and to engage with customers. It integrates CRM with social media feeds and data and enhances online collaboration for the same goals, namely, (1) acquiring new customers, (2) retaining existing customers, and (3) turning customers into loyal or lifelong customers. For instance, social CRM involves tracking user requests, checking social media feeds from CRM contacts, and posting supporting questions online, among others. The ultimate goal is to foster customer relationships, better understand the customer needs, and create customer experiences that lead to repeated purchases.

However, a possible drawback of more personalized communication with Internet users is that some customers might risk feeling less important than other (more empowered) customers. For instance, in the airline company example of the Introduction section in this chapter, other passengers may wonder why they did not get a gift (namely, because they did not post a message about that particular flight, even though they can be a fan or follower of the company too). In other words, "Not all committed consumers are of equal value" (Woodcock et al. 2011: p. 56), which may, for instance, depend on the budget a customer spends on average, on the number of his/her social media connections and posts, etc. This issue of inequality will be further discussed in Sect. 5.6.

A generally accepted definition for "social CRM" is: "a philosophy and a business **strategy**, supported by a **technology** platform, business rules, workflow, processes and social characteristics, designed to engage the customer in a collaborative **conversation** in order to provide mutually beneficial value in a trusted and transparent business environment...." "The company's response to the customer's control of the conversation" (Greenberg 2009).

As indicated in bold, the definition contains similar constructs as the CRM definition, namely, "strategy," "technology" (although, in theory, social CRM can also be done with a large physical social network, if not using big data), and "conversation" (or "interaction" in the traditional CRM definition). Nonetheless, the underlined constructs indicate some important refinements, emphasizing a

Fig. 5.4 Social CRM, based
on Chess Media Group (2010,
with permission)

stronger focus on the customers and their initiatives rather than a focus on the
organization. Consequently, Fig. 5.3 is adapted by Fig. 5.4.

In contrast to Fig. 5.3, Fig. 5.4 focuses more on positive customer experiences
and brand advocacy (i.e., people influencing others to buy the organization's
products and services), instead of pushing information to customers. While a
particular customer was not part of the CRM system in Fig. 5.3, a stronger customer
relationship and collaboration is visualized in Fig. 5.4 by putting the customer at the
center of the organization. Social CRM takes advantage of the social media
opportunities to create personal interactions with customers and prospects based
on their needs instead of based on the organization's rules and business hours (i.e.,
social CRM occurs whenever and however the customers or prospects feel the need
to interact). For instance, with social media, Internet users can set the hours
themselves and choose their preferred communication channels. Given the central
role of the customer in the organization and the interdependence between the
organization and its (potential) customers, the social CRM system of Fig. 5.4 can
also be called a social CRM "ecosystem."

5.3   Types of Social CRM

Although social CRM promotes a multidisciplinary approach, the typical CRM
departments (i.e., MarCom, sales, and customer service and support) are closely
linked to the customers. Therefore, they can act as a bridge between the organiza-
tion on the one hand and the market on the other hand. In other words, these front-
office departments interact with the market and should pass relevant information on
to the back-office departments. Different types of social CRM can be distinguished,
depending on which typical CRM (front-office) department is primarily involved,
namely, (1) social marketing, (2) social sales, and (3) social service.

- Type 1. Social marketing if the MarCom is primarily involved.
  This social CRM type mainly aims at social marketing insight, rapid marketing
  response, and tracking online campaigns or events (Altimeter Group 2010). For
  instance, deal-of-the-day websites (e.g., Groupon™, http://www.groupon.com/)

can successfully combine social marketing with social sales by regularly mailing local offers to their subscribers (e.g., deals at restaurants, retailers, or service providers) (Jacada 2010). If these websites work with quantity discounts instead of direct sales offers, a deal will only become available if a certain number of people sign in for that specific offer in order to reduce the risks of investment. Such business models can be a social CRM success for the different parties involved: (1) the website owner keeps a certain amount of money that the customers pay for the voucher; (2) customers get a reduced price and can save money, for instance, up to 50–70 %; and (3) the local partner organizations that offer the deals can attract new customers and use the offers rather for brand awareness than increasing sales (which is particularly interesting for SMEs or start-ups to spread the word). Hence, this example is mainly classified as social marketing, as the deals generally emphasize a high reduction rate with low profit for the local partner organizations in order to convince people and create future sales opportunities.

- Type 2. <u>Social sales</u> if the sales department is primarily involved.
  This social CRM type mainly aims at social sales insight, rapid sales response, and proactive lead generation to find more prospects (Altimeter Group 2010). For instance, online shops (e.g., Best Buy™, http://www.bestbuy.com/) can successfully combine social sales with social service by creating a helpdesk or support group on social media tools (e.g., Twitter™, https://twitter.com/twelpforce) (Jacada 2010). Besides answering questions, a social media-based helpdesk can show customer reviews or post links with information to their products or services that solved the problems encountered by the market, resulting in higher sales and extra support for the customers.

- Type 3. <u>Social service</u> if the department for customer service and support is primarily involved.
  This social CRM type mainly aims at social support insight, rapid service response, and stimulating brand advocates (Altimeter Group 2010). For instance, an organization can decide to create and manage a focused social media tool itself (e.g., a branded social community) to enhance customer engagement. This initiative is particularly interesting if the organization is characterized by customers who are familiar with social media and IT in general and who like participating in communities (e.g., an IT-related company such as Widgetbox™, formerly http://www.widgetbox.com/, now http://www.flite.com/) (Jacada 2010). For such organizations, a focused community as a social service can be a success with value for both customers and the organization. If the community is linked to a helpdesk ticketing system, support cases can be tracked and accessed at any time. Closed tickets of customers can also be documented within the community in order to give customers an incentive to use that specific community (instead of an external one). Finally, besides customers and helpdesk staff, back-office employees and subject matter experts can participate in the community as a way to strongly commit to the market and to the organization.

Nonetheless, social CRM can also involve other (i.e., back-office) departments and go beyond marketing, sales, or service (i.e., front-office) initiatives. To emphasize the multidisciplinary approach of social CRM, Altimeter Group (2010) proposes additional social CRM types that help obtain social customer insight. For instance:

- Type 4. Social innovation if the R&D department is primarily involved.
  This social CRM type mainly aims at innovative insight or crowdsourced R&D (see also Chap. 10 on crowdfunding) (Altimeter Group 2010). For instance, Sect. 2.3 already talked about LEGO™'s CL!CK community (http://www.legoclick. com/, https://www.youtube.com/user/legoclick, https://twitter.com/legoclick), in which users can launch ideas for product innovation. Similarly, the computer company DELL™ has a community (called IdeaStorm, http://www.ideastorm. com/) which invites Internet users to submit ideas for new products or product features and to brainstorm about or rate the submitted ideas. Further on, Ducati (http://www.ducati.com/) has designed and developed motorcycles in collaboration with its customers via fora, contests, and polls (Walsh 2010). Another social innovation example is a "fora" (or hack marathon), i.e., an exploratory event or ideation contest in which people related to software development (e.g., computer developers, graphic designers, project managers, etc.) collaborate intensively on a short-time project to generate a solution to a predetermined problem, e.g., to build a proof of concept (Wikipedia 2014a). Also IT organizations (e.g., Google™, Yahoo!™, or Facebook™) regularly make use of external or internal hackathons for new product development or for solving security issues. For instance, for more information about Google™'s Chromium Security Reward Program (with a total reward pool of $2,718,280 in 2014), see: http://www. chromium.org/Home/chromium-security/pwnium-4.

- Type 5–6. Social collaboration and social customer experience, which may also involve other departments (e.g., purchase or operations).
  On the one hand, external collaboration and customer experience can be facilitated by the typical CRM departments (i.e., by means of social marketing, social sales, and social service) or may have different business goals (e.g., social innovation, which is another social CRM type; see supra). On the other hand, social collaboration can also be internal (i.e., social media use within and across the departments) or B2B (i.e., social media use with partnering organizations), with an improved internal way of working leading to better customer experience.

The refined typology suggests that social CRM types can be intertwined and rather serve as labels to name or classify social CRM initiatives. Therefore, the next section elaborates on the multidisciplinary approach of social media and clarifies in more detail the extent to which social CRM can create business value in the different departments of an organization.
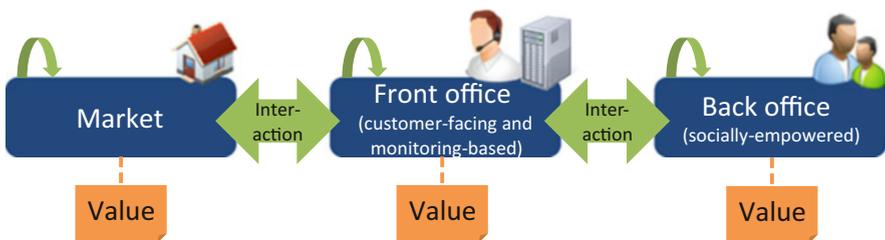
5.4 Value Creation by Social CRM

According to Woodcock et al. (2011), the benefits of social CRM are "centered around increasing customer insight and engagement and are not peripheral but fundamental to driving business performance" (p. 50). Therefore, this section looks at value creation by social CRM and presents two value creation perspectives, namely, (1) based on interaction types and (2) department based.

Regarding the first perspective, Fig. 5.5 shows that social CRM intends to create value for both the market (e.g., customers and prospects) and the organization (i.e., with a front office and a back office) (Deloitte 2009). In particular, interaction generally happens between the market and the front office on the one hand and between the front office and the back office on the other hand.

The first interaction type in Fig. 5.5 is between the market and an organization's front office. Customers and prospects can get involved in social CRM by means of initiatives explained in Sect. 5.3 (e.g., social marketing, social sales, or social service). Such initiatives can be launched by the organization itself, but individual customers or prospects can also react online or post messages that impact on the organization or its industry (e.g., blog posts, reviews, ratings, questions, or complaints). As such, customers can get value from spontaneous reactions of social media connections and peers, as well as from gathering additional information about an organization and its products or services from the market in a minimum of time. Hence, customers and prospects can save time and money by browsing the Internet and using social media in order to educate themselves or to raise their voice. For instance, before buying a product or service (e.g., a smartphone), prospects can compare prices of different shops online and read customer reviews.

An organization's front office refers to all employees who have direct contact with the market and especially includes the typical CRM departments (e.g., marketers, salesmen, or helpdesk members). The front office can make use of existing social media tools (e.g., Facebook™ or Twitter™), but the organization can also decide to create its own social media tools (e.g., a corporate blog or a branded community). As front-office employees directly contribute to a customer's experience, they should try to detect the market's needs. Besides personalized or targeted ads and viral campaigns (see Chap. 4), social media can also be used for other topics discussed in this book (e.g., e-recruitment in Chap. 9, crowdfunding in

Fig. 5.5 Value creation by social CRM

Chap. 10, etc.). Particularly, social CRM can create value for the front office as follows.

- Better understanding of customer needs
- More responsive to customer needs and improved customer experience
- More information for targeted marketing (e.g., personalized ads, adapted to someone's interests)
- Reach more prospects due to the social ripple effect (see Chap. 2)
- Attract new talent from the market through communities (e.g., to help e-recruitment, Chap. 9)
- Detect new revenue opportunities on the market (e.g., to facilitate crowdfunding, Chap. 10)

The second interaction type in Fig. 5.5 is between an organization's front office and back office. If necessary, the front office can ask questions to back-office employees through internal social media tools (e.g., internal blogs, wikis, or social communities; see Chap. 2). Also collaboration among back-office employees can be facilitated by means of social media. Hence, social CRM can create value for the back office as follows:

- More efficient knowledge management (e.g., better and faster knowledge sharing)
- Better recognition of internal experts (e.g., by actively looking for internal talent and expertise to respond to market inquiries)
- Improved way of working with better internal collaboration and B2B collaboration
- More committed employees who are less likely to resign by feeling more connected

Another way to look at value creation by social CRM is department based (Walsh 2010; Woodcock et al. 2011). This second perspective is closely linked to the multidisciplinary approach of social media and considers the entire value chain within an organization. In particular, social CRM can create value for the typical CRM departments as follows.

- **MarCom**. Social CRM can give insights, among others, to evaluate and refine an organization's marketing efforts, to proactively build relationships with (potential) customers, and to avoid a crisis. For instance, based on real-time listening and monitoring online conversations, the MarCom can learn about the effectiveness of their initiatives and the related behavior and sentiment of the market. Or prospects can be identified at the moment when they are actually considering a purchase and target them by more personalized marketing.
- **Sales**. The sales department can profit from the presence of one integrated customer database to get more information about the organization's customers and prospects (see Sect. 5.2.1). For instance, salesmen can have an integrated

view on their customers and prospects based on the traditional CRM activity
history (e.g., contact details and transaction history), supplemented by personal
information obtained from monitoring the Internet and social media in particular
(e.g., online profiles and conversations). As a result of social engineering, the
sales department becomes able to better understand the needs of particular
customers or prospects and find sales opportunities to turn prospects into existing
customers and to turn customers into loyal customers in order to sell more
products and services.

- **Customer service and support**. By means of a social media-based helpdesk
(i.e., a contact center or support group on social media), the customer service and
support department can try to proactively build relationships with customers. For
instance, the department can provide better services by proactively responding to
customers. Furthermore, a social CRM tool can offer this department an
integrated view on the conversation history per customer and per customer
inquiry (see Sect. 5.6).

Additionally, other departments are likely to profit from social CRM, namely:

- **Chief social media officer and social media task force**. The business value of
social CRM for a specific multidisciplinary task force is similar to the value
described for the other departments. Particularly, it can get more context for its
customer engagement efforts.
- **R&D**. As discussed in Sect. 5.3 on social innovation, the R&D department can
profit from social CRM for innovating its products and services by encouraging
and facilitating new ideas from its customers, prospects, and social media
connections (e.g. ,LEGO™, DELL™, Ducati). A direct collaboration with the
market from idea generation to idea realization may result in more advocacies
and a positive word of mouth. Moreover, the users engaged in the R&D project
are also more likely to buy the resulting product or service afterwards.
- **Operations**. Regarding the operations department, social media may stimulate
and improve internal collaboration (e.g., by means of an internal social media
tool such as Yammer™, https://www.yammer.com/; see Chap. 2). Further on,
customer feedback (e.g., received by the department for customer service and
support) can be used to adjust the internal way of working and thus to improve
the organization's business rules, procedures, and processes. As an example, a
survey of Forrester (2011) showed that many organizations already monitor
customer feedback and conversations on social media and turn online feedback
into process improvements or improvements to their products and services.
- **Purchase**. The purchase department can use social media to strengthen its B2B
relationships, i.e., as being a customer of the organization's suppliers. Social
CRM may result in better internal collaboration but also in better collaboration
with the partnering organizations. Further on, social CRM can impact on an
organization's suppliers by improving the demand forecasts.

Additionally, Fig. 5.1 indicated the involvement of the IT department and the finance department in the multidisciplinary approach of social CRM. Both departments rather have a supporting role for monitoring social actions and business actions (i.e., for the IT department, see Sect. 5.6) and to evaluate the corresponding strategy in financial terms (i.e., for the finance department, e.g., to calculate and evaluate the ROI of social CRM initiatives, see Chap. 3)

5.5   Tips and Tricks for Social CRM

While the previous section specified which business value can be created by social CRM, this section provides the reader with some tips and tricks that may facilitate value creation.

Social CRM strongly depends on the needs of an organization's market (i.e., customers, prospects, but also social media connections, e.g., Facebook™ fans or Twitter™ followers who are not necessarily a customer yet). Therefore, the following advice can help an organization identify when and where Internet users wish to get value (Screen Magic 2012).

- **Multichanneling**. Organizations should offer both offline and online channels to communicate with the market, so customers and prospects can choose how they wish to contact an organization (e.g., by phone, postal mail, email, social media tools, etc.). Clearly mention all contact details, so people know about the different channels (e.g., phone number, postal address, email address, link to social media tools, etc.). However, an organization should not necessarily be present on all social media tools (see Chaps. 2 and 3).
- **Test**. Organizations should test in advance whether the offered online channels and the social CRM system (e.g., with a helpdesk) actually operate in a user-friendly way and without (technical) problems. For instance, if an organization develops its own social media tool (instead of using an existing tool), the tool should be carefully tested from an end user's point of view before getting launched.
- **Monitor** (see Sect. 5.6). Organizations should monitor web content that is related to the organization and its industry in general, as well as social media messages. For instance, an organization can set up alerts to be notified whenever its name is mentioned online and pay specific attention to review sites (see also Chap. 7).
- **Listen**. Organizations should analyze the monitored web content and social media messages in an open and emphatic way to truly understand the needs, problems, or frustrations of Internet users.
- **Respond**. Based on the monitored content, organizations should respond to Internet users in a user-friendly, timely, and relevant way. They should also regularly respond to direct inquiries from customers or prospects, e.g., by checking emails and social media at least once a day or more regularly.

- **Informal and personalized**. On social media, organizations can approach Internet users in a more personalized and informal (although respectful) way (e.g., on first-name terms and by means of targeting based on their interests, location, etc.).
- **Content**. Organizations should encourage online discussions and give solutions which stay in the mind of customers and prospects and which let them talk about the organization and its products and services to others (see the Introduction section for the example of an airline company that gave its customers a personalized gift). Such content can also be supported by a content calendar, which gives an overview of an organization's social media use within the past year and the current year as well as the planned actions for the coming year.

The advice above aims at creating **meaningful conversations** between an organization and its market, i.e., conversations which are not directly related to sales offers. On the one hand, conversations should be meaningful for the market, which means that they serve the customers (i.e., the users of an organization's products or services) beyond the context of direct sales offers. But ultimately, social CRM intends to create meaningful conversations for the organization, which means that they drive business value and have a purpose to fulfill that goes beyond marketing or sales. For this purpose, just being present on social media (e.g., by having a Facebook™ page or a Twitter™ account) does not suffice. Instead, the following methods illustrate how an organization can create meaningful conversations, among others.

- **Encourage Internet users to ask questions and respond with advice to show an organization's expertise (Q&A)**. For instance, an organization can create an online forum or community for people to ask questions (possibly part of the corporate home page). This method is also helpful to detect what customers are concerned about. If the forum is publicly available, other website visitors can read the answers and even participate in the conversations.
- **Ask questions to Internet users to encourage lightweight interaction (instead of traditional content)**. A good example to stimulate interaction is storytelling. For instance, an organization can post short stories with pictures and videos about events that they sponsor (e.g., Nike™ frequently posts images and videos about tennis, with sportsmen wearing Nike™ products). Furthermore, an organization can show a sentence that social media connections can complete by filling out the blank, e.g., "The best shop of organization XYZ I have ever been to, was in…." In this example, people who comment by replying with a city name contribute to brand recognition and customer loyalty regarding a certain shop of the organization. A similar example is a survey with predefined answer options instead of an open question, such as "The best product of organization XYZ is: product A, product B or product C." This example focuses more on product awareness and higher sales, because the survey may stimulate users to buy a certain product (e.g., the one with the highest percentage). In both examples, the name of the organization or its products and services is explicitly

mentioned to guide the responses to some extent and to avoid that Internet users turn the conversation in favor of the organization's competitors (e.g., by mentioning that a certain product of a competitor is better). Possibly, a general question can be formulated in such an open way that does not directly relate to a certain brand but just intends to interact (e.g., "Which Christmas present did you get for Christmas" instead of merely wishing "Merry Christmas" to social media connections).

- **Help Internet users when needed to turn them into brand advocates.** This method particularly tries to turn a negative customer experience into a positive one (i.e., with "customer experience management" being a synonym of CRM). For instance, if a customer publicly complains about an organization on social media (e.g., Twitter™), the organization can quickly respond and try to find a solution. Monitoring allows an organization to detect brand-related questions and complaints in an early phase and to manage them properly in order to encourage a positive customer experience (see Sect. 5.6).

- **Encourage ideas for product innovation or service innovation**. This method relates to the social CRM type of social innovation (see Sect. 5.3). For instance, DELL™'s community (called IdeaStorm, http://www.ideastorm.com) uses the concept of "gamification" (see Sect. 2.2.7) to stimulate social innovation. Its header mentions how many ideas have been submitted and realized, how many votes have been received, how many comments, etc. Depending on his/her contributions, a user can also earn points. The community's home page also lists the top recent contributors, ranged according to their number of points, ideas, and votes.

- **Link online messages to build longer conversations**. A good example to link online messages of different users is by using the same "hashtag" to interact about a brand, product, or service (e.g., on Twitter™; see Chap. 2). For instance, an organization can launch a contest for which users post comments or videos with the same hashtag. As such, Internet users can see how many users participate (e.g., as an indication of how "popular" an organization is) and more users can be reached by means of the social ripple effect (see Chaps. 2 and 4).

5.6   Monitoring Social CRM

Chapters 3 and 4 already discussed the importance of monitoring social media actions, as well as making the ultimate link to business actions and ROI. For instance, for an online ad or a viral campaign, an organization can monitor whether Internet users click on the ad or share the campaign (among others) and whether this marketing initiative results in the desired business outcomes (e.g., higher sales or brand awareness). The present section elaborates on social media monitoring in the context of social CRM and is thus broader than initiatives launched by the organization itself. For instance, a specific organization may decide to track the number of social media connections and posts per customer in order to define a customer's social media presence. Customers with a higher social media presence can

potentially reach more Internet users and may possibly have more influence on others (e.g., their complaints are more likely to go viral). Consequently, based on the social media presence of customers, an organization may decide to prioritize complaints or telephone calls. This example suggests different (or even unequal) treatments among customers, as customers with more social media connections or posts may be helped faster than others.

In general, different reasons exist for monitoring social media actions in the broad sense (i.e., not limited to the social media initiatives of the organization itself), namely (Royer 2012):

- To measure the impact of online ads and viral marketing campaigns (see Chap. 4)
- To understand what people say about the organization and its products and services
- To support customer care
- To identify needs and questions in the organization's market
- To interact one to one with customers
- To find trends per region and/or globally in order to make more informed decisions
- To identify and react fast against rumor and crises
- To monitor competitors and their activities
- etc.

In sum, most monitoring reasons aim at understanding and responding to customers in a more personalized way. It is also worthwhile to monitor competitors and to take advantage of general trends. Moreover, social media monitoring can notify an organization when a crisis hits in order to take actions in a timely manner or to anticipate rumors that grow on social media. However, as previously discussed in Chap. 3, also business actions should be monitored and evaluated.

More specifically, social CRM monitoring integrates different types of metrics, namely:

- Web analytics (i.e., digital analytics, e.g., metrics about the web, emails, mobile applications, search queries, videos, etc.)
- Social media analytics (i.e., conversational analytics; see also Chap. 7 on sentiment analysis or opinion mining)
- Business performance analytics (e.g., ROI)
- Traditional CRM analytics (e.g., about orders, invoices, inquiries, etc.)

In addition to Chap. 3, social CRM can use specific analytics related to traditional CRM in order to gain customer insight. For instance, social CRM can help an organization gain insight into which social media types and tools work best to generate positive word of mouth, into the direct effect between brand advocacy and the desired business actions, into customer loyalty, and (above all) into ROI. Social CRM information can also be used as input for social network analytics or big data

analytics, e.g., for targeted marketing, churn prediction, credit scoring, fraud detection, etc. (see Chap. 8 on business intelligence).

Different metrics can be used for social CRM, depending on what the organization intends to measure (e.g., user involvement, interaction, intimacy, or influence) (Walsh 2010).

- User involvement (e.g., web analytics: how many people visited a corporate website, for how long, which web pages did they see, etc.)
- User interaction (e.g., UGC: the number and frequency of blog posts, comments, etc.)
- User intimacy (e.g., opinions about a brand, product, or service on third-party review sites, in a corporate survey or customer inquiries received by the corporate helpdesk)
- User influence (e.g., the number of messages shared or posted on high-profile blogs, product/service satisfaction rates, or brand affinity measured in a corporate survey)

Afterwards, the technique of "correlation mapping" can be used to link social media actions to business actions (e.g., which can be visualized in a scatterplot) (Moore 2010). For instance, shortly after the iPhone™ 4 was launched, Apple Inc™ faced a crisis (called "Antennagate"), because the mobile device experienced some problems with the new antenna system (Forbes 2010; Wikipedia 2014b). As a result, the negative messages on social media rapidly increased, while the value of the company's market shares significantly decreased (i.e., a negative correlation between social actions and business actions). As a reaction, the company's founder Steve Jobs held a legendary press conference to explain the problem and propose a solution (see: http://everystevejobsvideo.com/steve-jobs-antennagate-press-confer ence-2010/). Shortly afterwards, the negative buzz drastically decreased, while the value of market shares started to increase again (i.e., a negative correlation in the opposite direction). Hence, by also monitoring social actions initiated by Internet users (instead of the organization), the impact of a crisis such as "Antennagate" can be estimated in order for the organization to react in a timely and relevant way.

5.6.1   Social Media-Based Helpdesks, Contact Centers, or Support Groups

Besides monitoring social actions and business actions, helpdesks (i.e., contact centers or support groups) play a central role in social CRM. A helpdesk is usually part of the department for customer service and support by means of a ticketing system that converts (positive, neutral, or negative) customer inquiries (e.g., problems, complaints, or questions) from different channels (e.g., postal mail, email, phone, or social media) into support tickets for reasons of track and trace (i.e., one ticket with a unique ID per inquiry). Nonetheless, a helpdesk can also assist the MarCom (e.g., for lead generation to find prospects and stimulate their

Table 5.1   An example of a ticketing system

ID	Satisfaction	Subject	Requester	Date	Assigned to agent
596	Unassigned	How do I return my camera?	Andy James	Sept. 3	–
597	New	I love your store!	Christian Walls	Sept. 3	Andrew Spring
598	Pending	Changing resolution	Kelly Chang	Sept. 1	Julia Reynolds
599	Solved	Help with camera	Jacob Meltzer	Aug. 31	Julia Reynolds
600	Solved	How can I change the lens of my camera?	Andrea Roseann	Aug. 28	Andrew Spring
601	Unoffered	Camera speed	James Gory	Aug. 27	Andrew Spring
602	Unoffered	Camera battery	Cori Oliver	Aug. 27	Julia Reynolds

interest or inquiries into the organization's products or services) or the sales department (e.g., for direct selling). Generally, a distinction can be made between inbound calls (i.e., initiated by the customer) and outbound calls (i.e., initiated by the organization, such as sales, telemarketing, fund-raising, surveys, etc.).

Although it can take time to handle customer inquiries, an organization may lower its costs and get more satisfied customers by investing in the efficiency and effectiveness of a helpdesk. The work of a helpdesk can also be facilitated by IT tools (e.g., a ticketing system and a corresponding reporting system). Particularly, for every incoming call, a contact center can create a digital ticket (i.e., an inquiry or case to be solved) in its ticketing system (e.g., Table 5.1). The tool helps an organization manage all tickets, without forgetting one. It also typically provides different ticket views by filtering the conversations (e.g., to give an overview of all unsolved tickets, all recently updated tickets, the unsolved tickets in a certain helpdesk team, etc.). For instance, a helpdesk manager can request all tickets with the status "new" and assign them to a helpdesk member or agent. Or he/she can request all tickets related to the same subject, e.g., related to shipping and returns. Further on, by assigning metadata to each ticket by means of specific fields and tags, tickets can be classified for tracking and archiving purposes. For instance, a complaint about a camera's battery might get a tag such as "camera battery" (i.e., a keyword to summarize or characterize the content of the ticket). Afterwards, tags allow to filter related tickets, e.g., to verify how many battery-related complaints the organization received or how similar complaints have been handled.

Besides a ticketing system, a helpdesk frequently uses a corresponding reporting system to create management reports. For instance, a report can be generated based on agent metrics (e.g., to know the average time each helpdesk member needs to provide the customers with a first response, the average resolution time, etc.). By conducting (descriptive) statistics, an organization can also verify when peaks

arrive in customer care. Hence, a helpdesk reporting system is actually a management tool to quantify how a helpdesk works and, above all, how the organization works. For instance, in case of a problem with a certain product or service (e.g., in the "Antennagate" example), the organization's helpdesk will suddenly receive many complaints. Helpdesk statistics can also be used for marketing reasons.

Moreover, based on monitoring social media and incoming inquiries, a helpdesk may give input for a more detailed analysis in the following domains, among others (Royer 2012):

- **Text mining** (see the "Antennagate" example or Chap. 7 on business intelligence). A content analysis of the received inquiries may uncover when inquiries peak, the polarity of the content (i.e., generally positive, neutral, or negative), and a possible correlation with events (e.g., press releases, rumors, technical problems, etc.). For instance, when a crisis hits, the organization should decide when and how to react. An organization should also decide on thresholds (e.g., the maximum number of negative inquiries before reacting). Further on, Google™ Alerts (http://www.google.com/alerts) can be helpful in a crisis situation (see Chap. 2 on RSS and Chap. 3 on monitoring).
- **Predictive mining.** The social CRM database can be used for big data analytics (i.e., profiling) in order to predict trends (see Chap. 8 on business intelligence).
- **Competitive monitoring**. Inquiries and monitoring social media in the broad sense may uncover whether Internet users are talking more about the organization or about its competitors and through which channels. Such information can be used to derive KPIs for new campaigns, among others.
- **Identification of influencers**. An in-depth analysis can reveal the persons who (frequently) post negative or positive messages about the organization and how many followers those persons have. This analysis is important due to the social ripple effect (see Chaps. 2 and 4).
- **Lead generation**. If an organization knows which topics are discussed through which channels, it can more easily start conversations about a certain topic related to the organization. As such, social media have become important sources of leads. For instance, Fig. 5.6 gives an example of social media lead generation for a brand of watches.
- Etc.

5.6.2   Social CRM Tools

As a continuation of Chaps. 3 and 4, this section discusses more advanced tools for organizations to monitor and evaluate social media actions (i.e., without intending to be comprehensive or to promote one or another tool). In general, the monitoring tools for social CRM can be divided into four categories or groups (Bonde 2013), which are subsequently discussed:

Post date : 2011-07-20 21:07:03
Wanted to check brothers Ice watch, see that the battery is working ok. And I couldn't even get into the Lego money box case! #Seriously

url : http://twitter.com/ladykrw/statuses/93767394526380032
Language : en
User : ladykrw (id: 3947352)
User link : http://twitter.com/ladykrw
User GEO :

Post date : 2011-07-21 12:07:59
Want a purple ice watch!!

url : http://twitter.com/Beck_Milnes/statuses/93986321588170752
Language : en
User : Beck_Milnes (id: 261105355)
User link : http://twitter.com/Beck_Milnes
User GEO :

Post date : 2011-07-26 15:07:29
ripcurl watches.. buy now.. get discount if you buy more :)
Want those cool watches.? get yours now for only Php 200 each. Lacoste watches for Php 250 additional Php 20 if you want it with box Happy Shopping :)
url : http://www.facebook.com/profile.php?id=1253627213&v=wall&story_fbid=222430281132993
Language :
User : Mitch Mikimiki (id: 1253627213)
User link : http://www.facebook.com/profile.php?id=1253627213
User GEO :

Post date : 2011-07-30 03:07:38
Ice watch for sale.. buy now :)
Want those cool watches.? get yours now for only Php 200 each. Lacoste watches for Php 250 additional Php 20 if you want it with box Happy Shopping :)
url : http://www.facebook.com/profile.php?id=1253627213&v=wall&story_fbid=139245282827622
Language :
User : Mitch Mikimiki (id: 1253627213)
User link : http://www.facebook.com/profile.php?id=1253627213
User GEO :

Post date : 2011-07-30 18:07:05
wants an ICE watch =)

url : http://twitter.com/chispunks/statuses/97340696293421057
Language : en
User : chispunks (id: 25864998)
User link : http://twitter.com/chispunks
User GEO : 12.879721#121.774017

Fig. 5.6 An example of social media lead generation by Royer (2012), printed with permission

- **Social listening, monitoring, and analytics tools** (i.e., as a traditional helpdesk)
- **Fan marketing and profile management tools** (i.e., as a fan database)
- **Social sales and marketing automation tools** (i.e., to automatically send and manage deals)
- **Community and collaboration tools** (i.e., to collect innovative ideas)

In line with Sect. 5.3 on social CRM types, the first three groups of tools refer to social service, social marketing, and social sales, while the fourth group rather refers to other social CRM types (i.e., social innovation, social collaboration, and social customer experience). All these tools contribute to social customer insight by recognizing that an organization should not only communicate on a one-to-one basis with its customers or prospects but also listen to online interactions between individuals or peers.

First, social CRM tools can focus on social listening, monitoring, and analytics. As these are the basic functions of social CRM, an organization can start with this group of social CRM tools. Social media monitoring can be done reactively or proactively. Reactive monitoring refers to helpdesk ticketing, whereas an organization can also proactively monitor online content (e.g., tweets, blog posts, etc.) in order to create leads. Examples of tools for social listening, monitoring, and

analytics range from free social search grader tools (e.g., http://topsy.com/ or http://www.hubspot.com/) to more advanced analytical tools (http://www.salesforce.com/ (formerly Radian6) or http://www.netbase.com/). The following example demonstrates that monitoring is more than just looking for hashtags (see: http://www.youtube.com/watch?v=ymeEHV2nAqU). Instead, this group of social CRM tools allows an organization to monitor social media conversations that deal with organization-relevant keywords (e.g., "smartphone case and recommend" to find online inquiries and recommendations about a certain product, i.e., smartphones). For instance, once a question of an Internet user is found, the organization (e.g., a sales representative or a helpdesk member) can create a lead by means of a ticket in the ticketing system to track and manage the lead. The system will also record additional personal information (i.e., as background information) about the user by means of social engineering (e.g., the user's profile on other social media, e.g., Twitter™, Facebook™, LinkedIn™, etc.). Nonetheless, it should be clear that responses to inquiries are on behalf of the organization (see Chap. 11 on legal and ethical issues in social media).

Secondly, fan marketing and profile management tools intend to (1) acquire and (2) engage fans or social media connections, before (3) letting them act. Therefore, they first build an active and engaged "fan database" to acquire social media connections. Then, they typically try to engage their social media connections by discovering popular content or trends in their social media messages, which they organize in categories. Afterwards, this fan database can be used to unlock social data and to convert social media connections into actual customers and brand advocates (e.g., by means of viral campaigns). The latter may also benefit from predictive mining techniques for profiling users (see Chap. 8 on business intelligence). Possible tools to illustrate this group are campaign-centric tools (e.g., http://www.offerpop.com/social-campaigns/) or integrated social management tools (e.g., http://www.oracle.com/partners/en/products/applications/social-relationship-management/get-started/index.html or https://www.spredfast.com/). For instance, Offerpop assists in launching interactive contests (e.g., photo or video contests, quizzes, or polls) and sales offers on websites and social media in order to create customer-driven marketing campaigns. In 2014, a possible integration of Offerpop and Hootsuite (https://hootsuite.com/) was announced to schedule targeted messages in the same dashboard, among others (see: http://www.offerpop.com/resources/blog/supercharge-social-marketing-offerpop-hootsuite-integration/). The following example demonstrates how an organization can adopt its social media content to what fans like at a certain moment in time (see: http://www.youtube.com/watch?v=0bZy5Q_1f04). Particularly, the example deals with a food shop that looks for themes driving online conversations by means of latent sentiment analysis (see also Chap. 7 on business intelligence). As such, the food shop learns about the most favorable product-related topics and activity moments of its social media connections. Consequently, the food shop can post images or offers accordingly in order to resonate well with its fan database (e.g., a Facebook™ poster of chicken with aubergine at noon).

   Thirdly, social sales and marketing automation tools combine CRM database management with campaign management to automatically send and manage deals (i.e., sales offers or contracts), among others (e.g., deal-of-the-day websites, e.g., http://www.groupon.com/; see Sect. 5.3). Possible social CRM tools within this group are http://www.nimble.com/, http://www.salesforce.com/, and http://www.oracle.com/us/products/applications/social-crm/index.html. For a look-and-feel example of Nimble, including an overview of open deals or contracts, see http://www.youtube.com/watch?v=lQT3DoyP9ZA&feature=c4-overview&playnext=1&list=TLyERzS71Njns.

   Fourthly, community and collaboration tools constitute an added value compared to the traditional view on CRM. This group of tools focuses on innovative ideas in collaboration with social media connections (i.e., fans) to leverage a customer network. For instance, with these tools, people in general (i.e., not necessarily limited to customers or prospects) can submit suggestions, while other community members can discuss and vote on them. Furthermore, these tools also give the organization an opportunity to create a knowledge base and to share articles based on previous inquiries (Q&A). Hence, all community members may profit from the collective wisdom that is created within the community. To create such a knowledge base, the organization's helpdesk can contact other (back-office) employees when more inside information is needed to respond to an inquiry. Also user content from discussion fora can be copied into a knowledge article, so users feel appreciated and continue to contribute. This way of working creates new opportunities to build a stronger relationship with the market. The following example demonstrates how a corporate community can drive innovation faster and create knowledge articles that are approved by the organization (see: http://www.youtube.com/watch?v=j1ozGiXSpI0). Possible tools of this group of social CRM tools are https://getsatisfaction.com/corp/ and http://www.lithium.com/ or enterprise vendors for support communities, e.g., http://www.jivesoftware.com/.

5.7   Takeaways

Social CRM is highly important for contemporary organizations to create business value by means of social media. It gives organizations the opportunity to use social media in a broader perspective than marketing-related initiatives, e.g., to supplement online ads or viral campaigns. Nonetheless, before social CRM can create business value, an organization should consider the following issues. Most of these issues can be linked to Chap. 3 on social media strategies and ROI and to Chap. 11 on legal and ethical issues in social media.

- Integrate all social media initiatives in a CRM system, and link them to broader strategies.
- Assess the degree to which employees are aware of and use social media tools, and train them accordingly.

- Possibly change the internal way of working (e.g., the organization's business processes, procedures, and rules) and encourage social behavior within daily work. If necessary, increase the productivity of front-office employees, i.e., who directly communicate with the market.
- Properly reflect on how and which (social and business) metrics are monitored and how to calculate ROI within the organization.
- Think about the privacy and security issues related to any IT system in general and, above all, to the social media use within an organization.

As explained in Chap. 1, social media are still new and organizations are in a learning curve. Likewise, not all social CRM initiatives have been a success or could meet the high expectations of organizations (Woodcock et al. 2011). Nonetheless, along the journey to a more mature use of social media and social CRM, organizations can learn from their mistakes.

5.8   Self-Test

- What does the abbreviation social CRM stand for? How would you define the concept?
- What are possible synonyms for describing social CRM? Explain.
- Can you compare the traditional view on CRM with social CRM?
- Do you understand why a social CRM system can also be called an "ecosystem"?
- Are you able to explain real-life examples of social CRM initiatives, and classify them in a social CRM type?
- Can you explain the multidisciplinary approach of social CRM and the degree to which it can create business value?
- Do you know the reasons why organizations should monitor their social media use?
- Do you know why social CRM risks treating customers in a different way (or even an unequal way)?
    - What is your opinion about prioritizing customers?
    - What can organizations do to prevent an inferior customer experience?
- What does correlation mapping mean in the context of monitoring social and business actions? Can you give an example?
- What is the role of a helpdesk (i.e., contact center or support group) for social CRM?
- Which type of monitoring tools would you advise to an organization? Motivate your choice. On which factors does your advice depend?

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