

Perspective Matters of Social CRM

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Abstract

The emergence and increasing usage of social media and other Web 2.0 tools has dramatically altered how companies interact with their customers. Social CRM comes up with these technology and needs on CRM. Social CRM is the new frontier of marketing, sales and service, and it is one of the most discussed strategies in these days. In this paper, we discuss about the perspective matters of social CRM including customer, corporate, and technology perspectives.

I. Introduction

Information Technology is moving towards the next generation and attaining a new paradigm shift with the development of new technologies and its impact towards application development are inevitable. The emergence and increasing usage of social media and other Web 2.0 tools have dramatically altered how companies interact with their customers. For instance, buying advice, product information and technical help is increasingly be-

ing disseminated from consumers to other consumers. Clearly, this shift presents both opportunities and risks to companies.

Since 2003, the impact of the social communications makeover has shifted ownership of the customer/company relationship to control in the hands of the customer. Especially, Social networking is playing a crucial role and it provides organizations with the critical data to build strong relationships with their customers and partners. This new relationship produces a new concept of customer which is called "Social Customer." Also, release of the new social media devices for social customers including iPhone can

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make expanding the usage of social networks with information technologies.

A social revolution has changed the way people communicate with each other and with the brands they purchase and support. In this revolution, customers are no longer content to be passive consumers of advertising, instead, they want to engage in a conversation with their brands. They want the companies they buy from to be responsive and to acknowledge their feedback. The conversation will continue to buzz, regardless of whether companies join in. To capture the value to be derived from a customer network, however, companies must use Social CRM strategies and applications to engage with their customers both on their own home ground and across the social web. Social CRM is a company's necessary response to its customers' transformation from spectators to participants. Few companies tap into the millions of dollars of value that come from the customer advocates who are waiting to help you improve your products and services, promote your brands, and support your customers.

Social CRM is one of the most discussed strategies in these days. It has been defined many times because of its importance in the thinking of businesses.

When it comes to how they are going to approach the relationships they need to develop with customers who are more empowered than ever, and more attuned to their peers than to the businesses who want to interact with them.

In this paper, we discuss about the perspective matters of social CRM with social networks and social customers.

II. Background

The combination of social networking and CRM provides an enormous opportunity to enrich customer interactions and give businesses a way to manage and measure how they use social networking while successfully engaging social customers. A Gartner Research report calls social networking a "disruptive influence" on the CRM market, challenging companies to innovate and adjust (Metz, 2008).

1. Social Network

Social Networking is the way the 21st century communicates now. As social networking sites explode in popularity, the hype and interest continue to build. Among several social networking sites, Facebook

alone topped 200 million users in 2009 (Wauters, 2009).

Social networking is the grouping of individuals into specific groups, like small communities or subdivisions. Although social networking is possible in person, it is most popular online. This is filled with millions of individuals who are looking to meet other people, to gather and share information and experiences about their interest things such as hobbies, common issues, developing friendships or professional alliances, finding employment, business-to-business marketing etc. The topics and interests are as varied and rich as our society and the history of the human being.

In the 2010 Social Media Report, 60% of online shoppers already use social media sites and networks regularly. And, 56% of those online shoppers friend or follow retailers, but they can only do so, if the retailer is actively engaging within those networks.

When it comes to online social networking, websites are commonly used with Web2.0 (Boyd and Ellison, 2007; Fluss and Eisenfeld, 2009; Mohan et al., 2008). Social networking websites function like an online community of internet users. Depending on the website in ques-

tion, many of these online community members share common interests in hobbies, religion, or politics. Once you are granted access to a social networking website, then you can begin to socialize. This socialization may include reading the profile pages of other members and possibly even contacting them.

While there are a number of social networking websites that focus on particular interests, there are others that do not. The websites without a main focus are often referred to as “traditional” social networking websites and usually have open memberships. This means that anyone can become a member, no matter what their hobbies, beliefs, or views are. However, once you are inside this online community, you can start to create your own network of friends and eliminate members that do not share common interests or goals.

Over the last decade, Social Media has slowly evolved not only as a new content publishing, sharing, and discovery medium, but more importantly as a peer-to-peer looking glass into the real world conversations that affect the perception, engagement, and overall direction of the brands we represent. Socialized media didn’t invent “conversations,” it simply

organized and amplified them. MySpace and Facebook carried the baton and created an important paradigm of visible tastemakers and trendsetters. And Twitter is forcing the next level of reinvention for how we identify, track and respond to online conversations that are pertinent to brand perception and resonance. Twitter is the catalyst that will spark the change for how brands truly engage across the Social Web.

2. Social Customer

Social customer is active participants in effecting change of social networks. They are collaborated between company and customers to provide useful value for each other. The social customer is increasingly a mobile customer.

In general, Social customers are doing as follows;

- Read and create product reviews, product rankings and blog posts.
- Seek support to connect with like-minded peers.
- Expect better customer experience online and offline.
- Want to provide feedback about the product and customer service.
- Trends to buy more online than offline.

- Use new online channels and new communication tools.
- Trusts in advices made by online friends, acquaintances and strangers.

According to Nielsen Online research “Global faces on Networked places” (Nielsen Online Research, 2009), fastest growing sector for Internet use is communities and blog sites (5.4% in a year) and member communities reach more Internet users (66.8%) than email (65.1%).

With changing in use of technology, the popular social customers who are Generation Y, they are the first generation to spend more time on the Internet than watching TV. They are 96% on social network. In addition, (74%) of all adults on the web are engaged with a social network or community.

Online social networks allow a prospective customer or prospective member to easily facilitate a real, human level connection with individuals within an organization. This enables genuine business relationships to form and puts an authentic human face on the interaction, changing the external perception of an organization.

These are significant numbers because they are the left-brained statistical underpinning for the existence of the social

customer. That same social customer, by taking control of the public channels like Facebook, Twitter, the blogosphere, also took control of the business ecosystem, because they no longer had a dependency on the company to either get goods and services.

Social customers are already challenging companies and organizations globally especially from a customer service perspective. Those companies that create and execute new innovative strategies and tactics in the social customer era will be the winners.

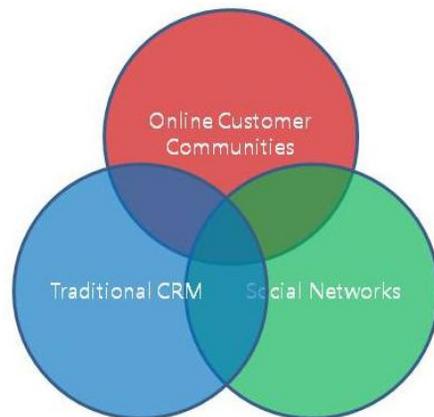
As we mentioned, social customers are increasingly active users of social media sites, and they also view such sites as purveyors of important and trusted information on companies, products and brands in which they are interested. Companies that recognize, embrace and integrate social CRM into their customer-facing operations are better positioned to simultaneously improve their consumer relationships while reducing the cost of marketing, selling and delivering services.

III. Social CRM

Social CRM integrates with online cus-

tomers communities, traditional CRM, and social networks, and builds on existing technologies and processes. It is taking advantage of what already works and adapting it for a new kind of customer, a new type of relationship, and a new way of communication. It moves beyond automation and delivers the customer network.

A definition of Social CRM is that “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. It is the company’s response to the customer’s ownership of the conversation.”



[Figure 1] Social CRM

Social CRM is a strategy, such a strategy will help to touch customers at many more points and much earlier in the buying process, often at lower cost than that of more traditional marketing, sales and customer service channels. To do so, companies should embrace the social media channels being used by their customers. Also companies should identify and engage with the “superusers” who supply product expertise to other customers and harness the power of advanced analytics to provide broad insights on customer needs, wants and behaviors. Superusers, who are the all-important customer advocates, will share their suggestions for product innovations, promote your brand to their friends and peers, and support other customers for you. Although a handful of companies have been able to accomplish this without their own social presence on the web, they didn’t have access to customer interaction data or direct contact with their advocates.

Social CRM presents many opportunities to build a distinctive capability that can serve as a building block of high performance. It is a method to potentially connect more tightly with customers at lower cost and in a way that provides a real differentiation from competitors.

1. Making the Transition from CRM to Social CRM

Traditional CRM was defined as a strategy and philosophy that was based on how to manage customers using tools, processes and systems. Traditional CRM also understand who your customer was and at the same time provide your business with ways of identifying the life cycle of those customers. It was focused on what have historically been the “customer-facing” departments-sales, marketing and customer support. Traditional CRM has been successful in meeting the operational and transaction-based requirements of businesses when it comes to customers. But it is a customer paradigm that now has to be expanded with new dimensions.

The communications revolution that was characterized by the proliferation of Internet use and of mobile devices changed the way that people wanted to interact with each other and with the institutions that they dealt with. In business, this was a transformation of how customers dealt with businesses and with each other.

The Edelman Trust Barometer in 2003 said that when it came to “someone like me,” 22% saw that as their most “trusted source.” In 2009, that number was 58%

and it has never looked back. <Table 1> shows statistics why CRM is evolving into Social CRM.

<Table 1> The Elderman Trust Marometer

Year	Subject	Barometer %
2003	“Someone like me”	22%
2004	“Someone like me”	51%
2005	“Someone like me”	56%
2009	“Someone like me”	58%

Social CRM is the response to new kind of customers and the demands that they make on the company. The key difference of social CRM is that it is based on a strategy for customer engagement rather than managing customers. That means that the company has to realize what the customer wants from them now. That is enough knowledge and enough tools to make intelligent decisions on how they are going to interact with the company that interests them.

2. Traditional vs. Social CRM

<Table 2> shows the differences between traditional CRM and social CRM, describe features and functions of them.

Social CRM is an extension of CRM, not a replacement so some of the tenets

of traditional CRM remain as important as ever. Even though the benefits will be mutual, to make this work, the business organization has to be realistic and acknowledge. It also changes the purpose of CRM from managing relationships with customers to engaging the customers.

Traditional CRM and social CRM have different business models. The traditional model associated with CRM was based around providing better products and services to the customer. It was a sales driven model and transaction-focused, driven by purchases. Social CRM model is interaction-driven for customer service, and it is emerging not only as the primary of CRM, but as a wrapper around all interactions in business. This model is no longer based on just the constant improvement of products and services. At this stage businesses need to be aggregators of products, services, tools and consumable experiences. In the longer term, the model will be a company that’s sufficiently transparent, institutionally structured and culturally ready to collaborate and innovate directly with the customers.

Social CRM provide both the operational needs of the company to manage the customer and the bidirectional channels of communication with the customer.

<Table 2> Traditional CRM vs. Social CRM (source: CRM 2.0 Wiki, 2009)

Traditional CRM Features/Functions	Social CRM Features/Functions
Definition: CRM is a philosophy and a business strategy, supported by a system and a technology, designed to improve human interactions in a business environment	Definition: Social CRM is a philosophy and a business strategy, supported by a system and a technology, designed to engage the customer in a collaborative interaction that provides mutually beneficial value in a trusted and transparent business environment
Tactical and operational: customer strategy is part of corporate strategy.	Strategy: customer strategy IS corporate strategy.
Relationship between the company and the customer was seen as enterprise managing customer - parent to child to a large extent	Relationship between the company and the customer are seen as a collaborative effort. And yet, the company must still be an enterprise in all other aspects
Focus on Company \diamond Customer Relationship	Focus on all iterations of the relationships and specifically focus on identifying, engaging and enabling the "influential" nodes
The company seeks to lead and shape customer opinions about products, services, and the company-customer relationship.	The customer is seen as a partner from the beginning in the development and improvement of products, services, and the company-customer relationship
Business focus on products and services that satisfy customers	Business focus on environments and experiences that engage customer
Customer facing features - sales, marketing and support.	Customer facing both features and the people who's in charge of developing and delivering those features
Marketing focused on processes that sent improved, targeted, highly specific corporate messages to customer	Marketing focused on building relationship with customer-engaging customer in activity and discussion, observing and re-directing conversations and activities among customers
Intellectual Property protected with all legal might available	Intellectual property created and owned together with the customer, partner, supplier, problem solver
Insights and effectiveness were optimally achieved by the single view of the customer (data) across all channels by those who needed to know. Based on "complete" customer record and data integration	Insights are a considerably more dynamic issue and are based on 1) customer data 2) customer personal profiles on the web and the social characteristics associated with them 3) customer participation in the activity acquisition of those insights
Resided in a customer-focused business ecosystem	Resides in a customer ecosystem
Technology focused around operational aspects of sales, marketing, support	Technology focused on both the operational and social aspects of the interaction
Tools are associated with automating functions	Integrates social media tools into apps/services: blogs, wikis, podcasts, social networking tools, content sharing tools, user communities
Utilitarian, functional, operational	Style and design also matter
Mostly uni-directional	Always bi-directional

To make those channels effective, the company has to be culturally ready to give customers information that they are not used to giving such as visibility into a product development cycle.

3. Extending Customer Contact

More than mere communication and content sharing platforms, social networks are a source of relevant information to marketers and CRM professionals.

From the most focused ones to those that cater to as many groups as possible, social networks map out the connections that exist among the millions of members and those of their networks. As a result, the information that social networkers provide on their profiles allow marketers to generate a database of potential customers as well as provide CRM professionals new ways to handle customer feedback.

The importance of understanding how social networks serve the marketing and CRM needs of a company is described by Hill et al. (2006). They said that consumers are far more apt to buy a company product if they are network neighbors with existing customers. Mining data from social networks “who talks to whom or who emails whom” could allow companies to

pinpoint likely customers who otherwise would be overlooked. “We provide strong evidence that whether and how well a consumer is linked to existing customers is a powerful characteristic on which to base direct marketing decisions. Our results indicate that a firm can benefit from the use of social networks to predict the likelihood of purchasing.” “Network neighbors” those consumers linked to a prior customer “adopt the service at a rate three to five times greater than baseline groups selected by the best practices of the firm marketing team,” the study finds. “In addition, analyzing the network allows the firm to acquire new customers who otherwise would have fallen through the cracks, because they would not have been identified based on traditional attributes.”

IV. Discussion of Perspective Matters

1. Customer Perspective

The explosive usage of social media and networks, they made customers to be market dominators. This is a serious concern of companies to response against customers and manage their business since

the power of customers on the Internet is awful and their words and critics can make the business going on or down easily.

Customers are flocking to the social web to not only connect with friends, family, and peers, but also the brands that attract their attention. However, this is a tremendous disconnect between the volume of potential customers and the brands who truly understand how to find and more importantly, how to establish mutually beneficial connections with them.

Affinity and allegiance are very good reasons for following brands, but consumers are also motivated by receiving invitations for events, special offers or promotions.

Social CRM against the potential customers on the Internet should be considered the following subjects.

- Response immediately.
- Keep kindness.
- Be patient.
- Try to make good reputations.
- In P2P systems, one main concern is the identification of malicious peers that provides misleading services. Trust models might prevent such behaviour and might improve the reliability and fault tolerance of the system.
- Don't be afraid with bad comments

from the customers, but don't listen to and ignore the voice of the social customers will pay the ultimate price in brand reputation, because social media is the "new word of mouth marketing platform."

Satisfied customers can create a groundswell of support, but unsatisfied customers can do significant damage to your brand. The huge lift that companies get from word-of-mouth promotion comes in large part from the efforts of the influencers in its customer network. They are the ones who tell their friends when they like a product or post to Face Book, Twitter or other social networks when a company does right by them.

Peer-to-peer support one of the best ways for end-users to get answers. Customers or prospects may be considering a purchase or need urgent help.

Most people agree that social networking is full of possibility. It is become a way of life for many of people, and it's beginning to have a noticeable effect in the consumer world. But in B2B, where vendor-buyer relationships still matter, the new channels for experiencing and leveraging those relationships are barely penetrating. An April 2009 report by ES Re-

search Group surveyed B2B sales professionals about their use of social media. Results show that a very small percentage of salespeople are using Twitter or Facebook. They say that part of the solution is using market research to find out if, and where, social media can help a business interact better with its clients, rather than relying on the B2B model where it seems that merely having social outreach, even through trial and error, can be enough to provide benefits.

As we mentioned above, the social networks have empowered and changed behavior and in general is having a broad impact on the way people find information, share information, make decisions and interact on both an individual level and with organizations. Social CRM has to look at how organizations are changing to more effectively engage the social customer. Let's talk about what are social customers entitled to expect from brands in this new era.

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

2. Corporate Perspective

The major matter of companies how to help organizations better leverage social networking as part of their overall customer management strategy. A Social CRM needs to find the way how listen to customers through various channels, communities and forums, how to analyze social network data and assimilation into existing CRM and analytics tools, and how to joining and influencing the conversation in a structured and controlled manner.

2.1 As a New Channel on Social Networks

Many companies already use CRM solutions to manage customers, contacts, interactions, and communications, so it makes sense to continue to use customer management tools when these activities move into social networking channels. Therefore, companies should consider as a new channel. While social networking activities can be considered as an additional channel in CRM, they also extend and enhance the capabilities of CRM with new ways of engaging customers and managing conversations. Use CRM and social networking sites together to better listen to customers, analyze information, and respond to customers in a way that's me-

aningful to them.

2.2 Know Your Audience and Lead Them to Success

When someone tries to explain what Social CRM is, it often starts with a definition, followed by a talk about what it is, or does, surrounded by a few examples or case studies. Looking objectively at this, if the audience is mixed, then each person may leave the discussion with a very different perspective. The unfortunate truth is that within each organization there will be a bit of battle surrounding who should own this new "Social CRM" initiative.

Social CRM may be a disparate social network of individuals doing their own thing across the business. In a slightly more advanced business it might be a cross-functional team formed specifically to look at Social CRM and containing many of the earlier social networks. Further on it might be a formal Social CRM Coordinator given the role, responsibility and authority to promote Social CRM across the business.

2.3 How to Develop Your Own Social Media Influencers

Influencers are important to any social

media initiative. They are the force that will make your project succeed or fail. The current strategy employed by most companies is to target influencers. But the problem with targeting influencers is that everyone else is targeting them too. They are already in-demand. There has to be a serious exchange of value in order to get them on your side, and this reality lives in a gray area of social media ethics that can very easily backfire on your brand. Even if it did work, it would still be an expensive way to buy attention.

2.4 User Profiling and Reputation Management

This is to help companies identify and cultivate the advocates and influencers who will amplify the company's message and provides data for social marketing campaigns.

Before they can mobilize advocates, companies must know the people who are talking about them and what they are saying. Social media, by its very transparent nature, is of tremendous assistance to companies in the perpetual quest to know and market to their customers better. Not only can companies listen to their customers, but they can also observe how they behave in social situations, gauge

their impact on others, and connect with them directly.

The reputation is a matter. The increase in social interactions brings a corresponding increase in noise. Open and transparent communities not only attract highly passionate advocates, but also users with malicious intent. However, community practitioners have discovered that they can let customers differentiate themselves by their online behavior. Active contributors manage and protect their reputations because their ranking or position in the community is a source of pride.

Jeremiah Owyang of Forrester Research sums it up this way: "A reputation system that identifies the most active contributors lets marketers easily reward members' participation and cultivate their positive behavior. At the same time, rank in the community helps to reduce the uncertainty that customers and prospects might feel when faced with anonymous advice or reviews. Networks like eBay thrive on user reputation; a strong reputation fosters trust among the community members and makes the individual more influential.

A reputation management is also essential to enable content consumers to separate the useful from the non-useful and categorize content as relevant and trust-

worthy.

In a recent Harvard Business Review article the authors observed that 10% of Twitter participants accounted for 90% of tweets. Identifying and cultivating brand advocates-the active 1%-becomes critical to the success of the enterprise. A recent profile in the New York Times examines “Web-savvy helpers” that Verizon and other enterprises are coming to rely on for customer service.

In Social CRM, a good customer is no longer the one who buys the most. Paul Greenberg advises, “Rather than aiming at a satisfied customer and even rather than thinking that a loyal customer is your best customer, your objective should be to create advocates and settle for loyal customers.” A social customer exists who controls their interactions with companies and other customers (Buttle, 2009).

To succeed their business, companies will be straightforward and honest with their customers, and they truly embrace this customer-controlled, customer-centric ecosystem and make efforts to engage their customers. Also, they can make good relationship with vendors, who continue to make strides in CRM 2.0 applications and/or application suites.

3. Technology Perspective

New smart phone applications now support online communities anytime and anywhere, complementing Internet mechanisms. And “Web 2.0,” or the emerging second-generation Web development and design tools, are facilitating deeper and more meaningful communication, secure information sharing, interoperability and collaboration on the Web. Building off these tools and techniques is “CRM 2.0,” or “Social CRM,” in which companies are extending their traditional CRM strategies with social networking capabilities.

In the early stages of Web 2.0, a company that wanted to get ahead of the curve and incorporate wikis, blogs, and enterprise RSS feeds typically chose the best-of-breed solutions from each of those areas and glued them together on its own as much as possible. Successful implementation of a social software platform is essentially like any other CRM-related deployment.

CRM 2.0 has the potential to take CRM to the next level as CRM evolves toward a more social consumer. This perceived evolutionary step is depend on software vendors producing the right software and those companies using it making a true

paradigm shift toward a customer driven orientation (Greenberg, 2009a; Greenberg, 2009c). However, CRM 2.0 is not fully realized at this point in time and its success is highly depends on software vendors and how well they implement CRM 2.0. Analytics and BI is more of a requirement of CRM in order to generate new, actionable information from raw data. Analytics and BI was not determined to be an emerging trend due to its commonplace nature in the CRM environment.

However, this remains to be seen because at the time of this analysis, CRM 2.0 is not fully realized. What does exist and can be agreed upon by industry experts is an identifiable CRM 2.0 strategy built around a customer-controlled ecosystem in order to engage customers (Greenberg, 2009a).

Final, complete, and comprehensive CRM 2.0 applications do not yet exist but great development efforts are beginning to take place. Although CRM 2.0 and its accompanying technology are still in the beginning stages, prominent vendors are beginning to enter the market.

CRM 2.0 is an evolution and emerging trend in CRM, not a revolution. The revolution has occurred in communication, between individuals and companies utilizing

Web 2.0 applications like blogs, Facebook, and Wikis. It is going to take some time for software vendors to get to the point where they can implement products and features that the customers want. In order for CRM 2.0 to become fully realized, vendors and companies need to “meet the requirements of an increasingly enabled, engaged, and empowered customer base” (Greenberg, 2009b; Greenberg, 2009c).

One important thing is, companies must remember that social media and Web 2.0 will not work for all customer needs and segments, even though they can significantly alter the role played by more traditional contact channels.

Today’s consumers increasingly turn to each other and the Internet in all its forms such as blogs, communities, Facebook, forums, LinkedIn, MySpace, Twitter, and more, to connect and find information. The future of social service can be difficult to discern, especially when many companies are still in the nascent stages of incorporating Web 2.0 and social networking.

As a matter of technical aspects, the perceived risks by IT are as follows: (Coleman Parks Research, 2008)

- Concerns about security (76%).
- Senior management apathy (57%).

- Fear of using unproven technologies (58%).
- Companies fear a negative impact on productivity (50%).

Among the above risks, security concerns are the first priority. There are dangers associated with social networking including data theft and viruses, which are on the rise. Lindamood et al. (2009) addressed various issues related to private information leakage in social networks. They discussed how to launch inference attacks using released social networking data to predict undisclosed private information about individuals. Graffi et al. (2009) discussed about the security framework to solve the security issues appearing in social networks.

V. Concluding Remarks

In this paper, we discussed about Social CRM with Social Networks. With the explosive growth of Social Networks, Social CRM is growing and evolving and it will provide more opportunities on the web as well as mobile communications.

This paper discussed what is the perspective matters of Social CRM with three

perspectives including customer, corporate and technology.

The discussion of Social CRM is just beginning as customers continue their fast-paced jog on their road to owning their own relationships with companies. Social CRM gives the companies the strategies and tools to respond to those customers. Also, it presents many opportunities to build a distinctive capability that can serve as a building block of high performance. The future of Social CRM is to building and extending customer loyalty in an increasingly competitive world, and improving the relationships with more meaningful interactions.

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