

Social Media and Traditional Customer Relationship Management: An Overview of Theoretical Challenges and Future Directions in Healthcare Context

Abdullah Nabeel Jalal¹, Mahadi Bahari², Muzaaliff W Musa³, Sultan Rehman Sherief⁴

^{1,2}Azman Hashim International Business School, Universiti Teknologi Malaysia (UTM), Malaysia

^{3,4}Faculty of Business Management & Professional Studies, Management & Science University, Malaysia

ABSTRACT

CRM and Social Media technologies have given a rise to the SCRM in a number of industries and considered as a phenomenon technological advancement in the business world. SCRM has been paid attention to from whole range of organizations at different levels and context more precisely from both academic and practitioners from the literatures. A numerous number of studies found related with SCRM such as standards, components and assets required for effective commitment in social CRM, than on the key variables for making progress in social CRM activities, but little attempts was made in addressing the factors effecting the decision making by organizations implementing SCRM specially in healthcare context. This study conducted an overview of the available relevant literatures on SCRM to explore the integration of social media and CRM and its advancement. The study identified the foundations of SCRM at both academic and practical perspectives. The results show that studies were increasing over the past 6 years. Therefore, a significant foundations from the literatures have shown that there are still lacking of researches on the most crucial theme of SCRM in terms of implementation, ROI, creating SCRM strategies, key factors determine SCRM implementation in healthcare context. This review has addressed the most significant factors from the healthcare perspective. Moreover, this study has addressed the theoretical challenges and the possible future directions in order to maximize the value obtained from SCRM implementation and resulting in perceived benefits as successful utilization of SCRM.

Key words : Social CRM, Social media, Healthcare, Implementation, Perceived Benefits.

1. INTRODUCTION

Without having a doubt, the popularity and the allure adoption rate of social media across the world has forced business organizations to redefine, redesign and regenerating their business strategies (Oueslati et al., 2018).

More specifically, organizations have been changing their business nature from profit-centric to Customer Relationship Management (CRM) centric. In her study, Ang (2011) utterly emphasized and conceptualized the importance of social media pertaining to transforming traditional CRM strategy and its benefits for both customers and organization. Similarly, Woodcock et al. (2011) explicitly stress the point by articulating that social media is capable of generating immense benefits, ranging from gathering data to allowing the customer to develop individual content, by integrating it with the traditional CRM system. Subsequently, Woodcock et al. (2011) utterly suggest that combination of SM and traditional CRM could bring economic freedom to any industry. Moreover, Chris (2018) articulated that social CRM is incredibly useful and will continue to increase its application for the organizations in order to maintain competitive advantages in the future. To support this view, Alison (2018) reported that social networking helps to increase sales for 47 per cent of North American companies. Not only this, 86 per cent of companies agreed that customers have given positive feedback to their social media integration and customer satisfaction has elevated by 65 per cent (Alison 2018).

Despite immense potentiality of SCRM, many researchers are skeptical regarding the integration process and implementation procedures in the organizational context (Chris, Alphonso & Chris, 2018; Sarah, Patrick & Elena, 2018; Marianna & Sigala, 2018; Yulia, 2017; Usha, Nachiappan & Guy, 2017). In one recent study, Sarah, Patrick & Elena (2018) stated several challenges pertaining to social CRM from an organizational perspective, including (a) scrutinizing apposite data from social media; (b) transforming organizational culture into customer-centric; (c) raping and observing instant benefits from this state-of-art technology; (d) accepting the new way communication with customers are the name of few. Similarly, Chris and Jan (2018) highlighted and suggested that privacy for both organization and customer must be the utmost priority in the social CRM context. Besides, Chris (2018) posted an article in his blog pertaining to social CRM implementation, where he mentioned that it is easy for the CEOs to understand the usability of social CRM through software or solving case study, however, applying this concept in real life scenario is the greatest challenge. He added, to support his point, that

even in today’s world most of the organization have been struggling to understand the fundamental principles of CRM 1.0, which can be considered as the foundation of social CRM. A similar point is also stressed by Deborah and Yulia, (2017), mentioning that social CRM implementation will not be effective for any organization without having prior experience of traditional CRM.

2. BACKGROUND

From the above discussion, it is clear that social media has transformed the communication system between organizations and its stakeholders. In fact, it has empowered customers by allowing them a platform where they can share their experience, knowledge, and feeling unfeigned. As a result, every customer becomes an active participant in the business process (Chris & Jan 2018; Sanaz, Hossein, 2017). Due to this dramatic changes in the nature of customer communication with the organization, companies have redefined and redesign their business strategies and become prevalent in online activities, especially in social media (Deborah & Yulia, 2017; Rosemary et al. 2008; Weinberg & Pehlivan 2011). For instance, Stelzner (2014) found that 92% of the organizations agreed that SM is the utmost important strategy for their business, which can improve the relationship with the stakeholder, especially customers. Similar findings are apparent in Trainor (2012) study, and he concluded that many companies have initiated several activities to take the advantage of this fastest penetrated media.

Recently, Gartner (2012) reported that in 2011, social CRM revenue has grown by 30 % and 90% social CRM adoption has occurred in Business-to-Consumer (B2C) organizations. Moreover, this report indicated that the total spending on enterprise social CRM reached 18.4 billion USD in 2016. Due to the rapid growth of social CRM, Woodcock, Green & Starkey (2011) suggested that organizations must be prepared for this new trend in business strategy and social CRM will be one of the most important marketing mixes in near future. Despite having great potentiality, many authors are still skeptical regarding the effectiveness of this system. For instance, Chris et al. (2018) postulated that there is no standard definition of the social CRM, as a result, CEOs’ misunderstand this concept across the world. Similarly, Trainor et al. (2014) stated that there is sparse guideline pertaining to the implementation of social CRM into the business system. Similarly, many researchers utterly agreed that knowledge about the social CRM is in still rudimentary stage (Mingli & Nuan, 2016; Nomusa & Kevin, 2018; Ju-Young & Jieun Kim, 2017; Chris & Jan 2018; Sanaz, Mona & Hossein Moeini, 2017). In the supporting view, Wirthmann (2013) identified that 80% of the organization use social CRM solely for marketing purpose, whereas only 40% of the organization use this media for engaging their customers.

The following are two most prominent statements was the manifest of the Wirthmann view:

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

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

Additionally, Gartner (2012) develop five stages of social CRM model and identified that 70% of the organizations are still in initial and developing stage. Figure 1 presents the percentage of organizational social CRM involvement based on the five stages model across three continents. From this figure, it is clear that 80% of Asian organization is at the initial stage and none reached to optimizing stage.



Figure 1: Five stages of social CRM adoption (Adapted from Gartner, 2012)

In the same fashion, Marjeta, Andreja & Hans-Dieter (2015) stated that there are many questions remain unanswered and significant query requires in the area of social CRM integration in the organizational system and the implement in organizational wide. Their conjunction is that before implementing this novel technology, organizations must know the purpose, set the right social CRM strategy, and train their employees to exploit the opportunity of this technology (Usha, Nachiappan & Guy, 2017). Furthermore, they also added that there is no proper guideline on how to control and engage the customer by this system as the information on the social media is not the property of that particular organizations. Similarly, Kiron et al. (2013) raised the issue of measuring the performance of social CRM. They questioned how to measure the performance of social CRM against the investment. All these issues provoked researchers to give utmost attention in this area to unveil the secret of social CRM potentiality and its effective implementation.

As a result, it is clear from the above discussion that research social media implementation and reaping benefits from it is in the rudimentary stage. Moreover, there is very few research that emphasizes social CRM implementation in the healthcare industry, and no

researcher has focused in the Middle East, especially in Iraq.

3. METHODOLOGY

This study has conducted a critical review of literatures related with SCRM. The literature review follows argumentation from the previous studies. The identification of issue and problems therefore were addressed based on literature review as a prerequisite for the explorative qualitative part and provides a solid theoretical foundation. According to Brocke et al, (2009), the main goal of literature review is to investigate and provide a central issues from the corresponding articles from literature. Whereas, the methodology comprises three steps process, begin with definition of review scope, followed by conceptualization of topic, and finally literature search. A three steps approach has been conducted to analyze the current issues of technological implementation which relevant to social CRM. Firstly, the factors that are substantiated and identified in the literature search. Secondly, the analysis of factors based on frequency and rating which considered as exploratory, in order to find additional factors not mentioned in the current academic literature. Thirdly, summary of SCRM literature has been provided in this study at both levels practitioners and academic in order to tackle and narrow SCRM research gap based on critical review of the previous works. The study has identified number of Social CRM implementation factors that appeared in the literature. In the consolidation procedure, factors to be summarized in one list. Emerging factors and divergences, which will result in a complete list of factors. Moreover, the study has categorized the implementation factors into three dimensions as attributes of TOE in order to comprehensively understand the determinants of SCRM implementation in the healthcare industry.

4. THEORETICAL CONTRIBUTION

Social CRM is another and rising wonder and, so obviously research is at a beginning time. While there has been some hypothetical dialogs theorizing about social CRM ideas, openings, destinations and all things considered, there is a requirement for thorough research on various parts of social CRM including goals, procedures and practices, expenses and advantages, achievement factors and such. Specifically, despite the fact that there are a developing number of essences on social CRM (a significant number of which are expert arranged), so far there has been minimal exact research which illuminates the idea of social CRM activity in medicinal services industry. This may mirror the way that most advantages of social CRM are immaterial, either in light of the fact that they are hard to quantify or on the grounds that circumstances and logical results can't be obviously settled. Different territories where observational research would be significant would decide factors in social

CRM activities that will in general guarantee the acknowledgment of saw advantages and furthermore figuring out what advances, authoritative, and ecological qualities of an association help to guarantee social CRM achievement. Accordingly, this segment clarifies both scholarly and specialist writing and the proposed calculated structure in social insurance industry.

4.1 Academic & Practitioner Research on Social CRM

There is a general agreement in the scholarly writing that the targets of social CRM are to manufacture 'trust' and set up client 'faithfulness' (Acker, Grone, Akkad, Potscher and Yazbek, 2011; Greenberg, 2009; Stone, 2009; Woodcock, Green and Starkey, 2011). While these specific destinations are likewise incorporated into customary CRM, the practices contrast in that social CRM furnishes organizations with extra new and conceivably successful channels by which to recognize, cooperate and draw in with clients (Woodcock et al., 2011). While conventional CRM oversees client connections, it doesn't help manufacture shared trust on any noteworthy scale between the association and clients because of the constraint of collaborations (up close and personal) and customary correspondence channels (for example phone and mail) (Woodcock, Broomfi, Downer and Starkey, 2011). In social CRM, interestingly, an association has the chance and intends to join and have a place with the client's computerized biological system. At the end of the day, clients are not seen as an objective, but instead as customer who is associated with applicable discussions with the association. By watching client discussions in regards to the business and furthermore captivating in exchanges with clients, extra information of critical pertinence can be gathered to help client the executives, client administration, item/administration structure, business forms, etc (Greenberg, 2009). Given the abovementioned, scholastic research proposes that social CRM can be seen as a business methodology that demonstrations to assemble progressively powerful stages that permits connecting intuitively with clients, just in overseeing connections or exchanges, yet in addition in reacting seriously in zones like item/administration structure and business procedure update.

However, no doubt the prominence in scholarly research is putting more on a comprehension of the standards, components and assets required for effective commitment in social CRM, than on the key variables for making progress in social CRM activities. In spite of these inclinations there are some scholarly papers that spell out the key elements supporting social CRM achievement. Acker et al. (2011), for instance, show that the way to an effective social CRM system lies in stretching out customary CRM methodologies to an association's whole broadened informal organization, which is a dynamic and developing biological system enveloping its clients and providers. Given that a powerful social CRM system should most likely distinguish person to person communication clients (regardless of whether they are clients or not),

understanding web clients' social conduct is in this way basic at the main phase of a social CRM activity (Ang, 2011). The subject of progress factors for a social CRM activity is likewise taken up in a paper by Greenberg (2009b). As per Greenberg (2009), social CRM methodologies should be upheld by the related innovations, frameworks, procedures and devices. With the fruitful help of these components, a powerful social CRM system will result in a commonly determined advantage portrayed by a crucial move in the connection between the association and the client from maker customer to accomplices (Greenberg, 2009).

Then again, SCRM specialists, experts and programming merchants, with many distributed professional reports over the most recent couple of years (Baird and Parasnis, 2011; Band and Petouhoff, 2010; Chess Media Group, 2010; Deloitte, 2011; Evans and Mckee, 2010; Keuky and Clarke, 2011; Kotadia, 2010; Navakiran, Gupta and Bhalla, 2011; Sarner et al., 2010; Sarner et al., 2011; Sensis, 2011; Wagner and Hughes, 2010; Wang and Owyang, 2010). The vast majority of these expert papers center around how to receive and execute social CRM procedures. As opposed to a hypothetical exchange that explains ideas, these papers think about of all issues encompassing social CRM systems (counting online life, client condition, support networks, venture informal communication and authoritative culture). While the papers here and there do not have the hypothetical clearness and calculated thoroughness of the scholastic papers, the center, obviously, on functional contemplations that effect social CRM achievement. A key focal point of the expert writing is the depiction of successful social CRM exercises; practices and procedures (Baird and Parasnis, 2011; Band and Petouhoff, 2010; Chess Media Group, 2010; Deloitte, 2011; Keuky and Clarke, 2011; Navakiran et al., 2011; Sarner et al., 2010; Sarner et al., 2011; Wang and Owyang, 2010). Professional research will in general talk about utilizations of social CRM, dissecting the solid difficulties and chances of executing supporting PC based frameworks including making arrangements for successful communications at all touch focuses with clients. The discoveries announced in expert papers are regularly investigated and deciphered through clear examination, for example, the recurrence of informal communication site use among clients, and the utilization of interpersonal interaction destinations in various associations (Baird and Parasnis, 2011; Keuky and Clarke, 2011). Figure 3 represents the holes examined from the writing.

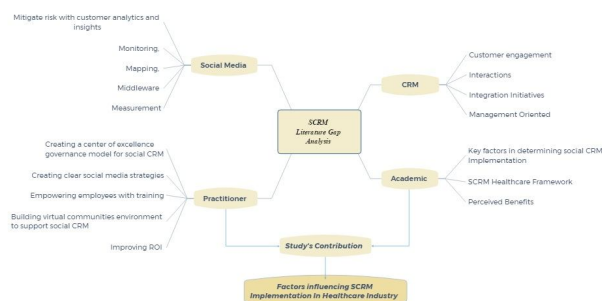


Figure 3: SCRM Literature Gaps Analysis

However, the findings are restricted by their descriptive nature since without controlling other mediating factors in a proposed model may prompt a blunder in the investigation. Therefore, some basic inquiries (for example what are the key factors in deciding social CRM execution by organizations? or on the other hand how to evaluate that the genuine direct advantages and expenses of social CRM usage?) have not had persuading answers in the specialist writing and it stays for thorough scholastic research to give substantial answers. In outline numerous promises to the literature are centered on explaining definitions and hypothetical thoughts. There is much hypothetical hypothesis on the conceivable outcomes and chances of social CRM and not adequate point by point exact research. Especially missing is research exploring the variables and saw advantages of social CRM activities and the genuine effect of social CRM on medicinal services associations.

4.2 Antecedents of Social CRM Implementation & Conceptual Framework

The findings of the literature review demonstrates that most researchers focused in their studies on technological (Parveen, 2012; Philpot, 2013; Duchak, 2015; Arnaout, 2015, Jordan, 2015) and environmental factors (Inclair & Vogus, 2011; Yoon & George, 2013; Parveen, 2012; Rodriguez et al., 2014; Elyjoy, Muthoni, Micheni 2015; Joe Malak et.al 2016). This indicates that there is missing gap of the research in the antecedents of Social CRM in healthcare, which leads to the realization of its benefits from the implementation. Therefore, the antecedents of Social CRM in the context of healthcare industry should be studied in more detailed and analyzed with reference to Technological, Organizational and Environmental (TOE) along together with Perceived Benefit dimensions. These dimensions may affect Social CRM implementation. Hence, more studies should be done to address the factors of organizational and perceived benefits as these aspects have been somewhat not paid attention to previously in the literature. Table 1 shows the antecedents of social CRM implementation incorporated in this study.

From the theoretical and empirical foundations of the previous sections, this section develops a conceptual framework as shown in Figure 4 and its implementation and diffusion of the new social CRM in Iraqi healthcare industry as well as the impact for empirical testing.

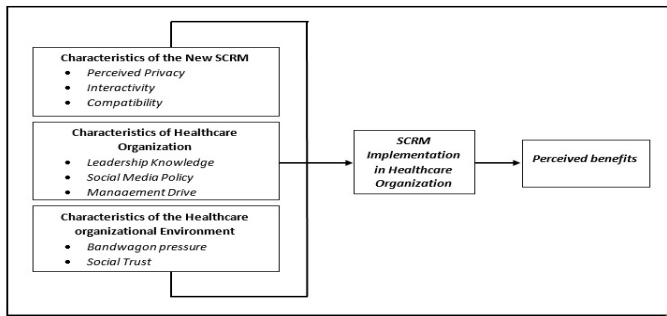


Figure 4: Proposed conceptual framework of the study

Table 1: Key Antecedents of Social CRM Implementation

Dimension	Significant Factors	Frequency	References
Technological Factors	Perceived Privacy	6	Moore and Benbasat (1991), Etim (2010), Thompson (2010), Yoon & George (2013), Duchak (2015), Arnaout (2015), , Jordan (2015).
	Interactivity	7	Repack (2006), Pearce (2011), Gupta, Seetharaman & Raj (2013), Philpot (2013), Yoon & George (2013), Alvarez (2013), Walfall (2014)
	Compatibility	12	Kim (2010), Wang et al. (2010), Pearce (2011), Henderson et al. (2012), Parveen (2012), Philpot (2013), Jordan (2015)
Organizational Factors	Leadership Knowledge	6	Paarlberg & Meinhold (2012), Beatty et al. (2001), Jeyaraj et al. (2006), Low et al. (2011), Parveen (2012), Nah & Saxton (2012), Waters et al. (2007), Zorn et al. (2011)
	Social media policy	5	DeOliveira & Watson-Manheim (2013), Mergel & Bretschneider (2013), Rodriguez et al. (2014)
	Management Drive	6	DeOliveira & Watson-Manheim (2013), Mergel & Bretschneider (2013)
Environmental Factors	Bandwagon pressure	8	Parameswaran & Whinston (2007), Inclair & Vogus (2011), Yoon & George (2013)
	Social Trust	6	Anttiroiko (2010), Culnan et al. (2010), Parveen (2012), Rodriguez et al. (2014), Joe-Malak et.al (2016), Elyjoy Muthoni Micheni (2015)
Perceived Benefits	Abdul-Muhmin (2012), Alt & Reinhold (2012), Alvarez (2013); Chang, Park, & Chaib (2010), S. M. 2012; Abdul-Muhmin, A. G. 2012; Greenberg, P. 2012; Alt, R., and Reinhold, O. 2012; Alvarez, G. (2013).		

The framework was formed based on three highly important and mostly deployed theories in IS researches, concerned with IT adoption and diffusion context. This study deals with organizational level that requires very clear understanding of the most influential factors in such technological implementation. Moreover, the broad variables from TOE, had to be integrated with DOI to consolidate the frequency and divergence of those factors from cross theories. The literatures discussed recognized diverse factors that has influence on Web technologies diffusion in the preceding sections. The interrelationships among these factors for example Web services, Web technologies, EDI, cloud computing, social networking have been empirically tested in different technological contexts. Thus, nine hypothesizes were formed, as follows:

- Alternative Hypothesis (H1):** There is significant positive association between Perceived Privacy and implementation of social CRM
- Alternative Hypothesis (H2):** There is significant negative association between Interactivity and implementation of social CRM
- Alternative Hypothesis (H3):** There is significant positive association between Compatibility and implementation of social CRM
- Alternative Hypothesis (H4):** There is significant positive association between Leadership Knowledge and implementation of social CRM
- Alternative Hypothesis (H5):** There is significant positive association between Social Media Policy and implementation of social CRM
- Alternative Hypothesis (H6):** There is significant positive association between Management Drive and implementation of social CRM
- Alternative Hypothesis (H7):** There is significant positive association between Bandwagon Pressure and implementation of social CRM
- Alternative Hypothesis (H8):** There is significant positive association between Social Trust and implementation of social CRM
- Alternative Hypothesis (H9):** There is significant positive association between Social SCRM Implementation and Perceived Benefits.

5. LIMITATIONS AND FUTURE DIRECTIONS IN HEALTHCARE CONTEXT

Although there are a growing number of studies on social CRM, this study has provided valuable overview of the current literature related with SCRM implementation and integration with social media in different contexts. However, there is still further future directions regarding the healthcare SCRM. Possible future directions such as: (i) The specification of resources, skills and capabilities, and technologies that is associated with social CRM success. (ii) The empirical investigation of the likely realized tangible and intangible benefits from social CRM initiatives. Such research direction if pursued rigorously would yield valuable and applicable knowledge regarding the healthcare social CRM. A step-by-step guide or useful tips of how to use social networking sites applications as tools for social CRM and how to successfully incorporate the social CRM strategy

as part of the organizational strategy is with no doubt crucial in order to obtain and maximize superior customer value.

6. CONCLUSION

In a conclusion, the possible results of this research reacts to the questions about the embedding of social CRM in the healthcare. This research investigates latest variables which might upset on execution of social CRM technologies in healthcare. Based on primary information, this study gives insight into real-world social CRM efforts, an area where there are relatively very less empirical studies. From the critical review of the literature on social CRM, shows that there is a general agreement among academics and practitioners that social CRM is an extension, not a replacement for traditional CRM. As with the case of traditional CRM, social CRM includes strategies and technologies are based on extensive knowledge about the customer and market needs. By linking social networking with existing CRM processes, however, social CRM adds more value by enhancing the relationship aspect of CRM through engaging in more direct and meaningful interactions (Chess Media Group, 2010; Evans & McKee, 2010; Greenberg, 2009; Leary, 2008). At the center of this discussion is the idea that social CRM is aimed at ‘customer engagement’ rather than ‘customer management’ (Greenberg, 2009). Also, despite the growing body of research on social CRM (especially practitioner research), existing guidelines for implementing social CRM and the verifiable criteria for its success in healthcare is still lacking empirical support. The need for a systematic and statistical examination of the organizational case for social CRM, apart from simple descriptive statistics, is thus clear. In spite of having general similarities, the academic and practitioner literatures seem to have distinct differences in their focus on social CRM. This study has effectively fulfilled the academic theoretical gap of conceptualizing social CRM in healthcare, in particular on identifying the key determinants of social CRM implementation, and determining specific process functionalities and resources required for successful social CRM implementation. This study assists in finding the serious factors distressing social CRM implementation in healthcare industry and will offer policy for practitioners to choose correct approaches for social CRM disposition in healthcare and consequently, to boost its value. This study gives a groundwork for executive decision about the implementation of social CRM in the healthcare and its perceived benefits.

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