

Identifying Effective Indicators in the Assessment of Organizational Readiness for Accepting Social CRM

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Abstract

The main objective of this study is to provide a model for assessing organizational readiness for accepting social customer relationship management (SCRM). The dilemma, the organizations are faced with is that they go ahead directly toward the preparation and implementation of new technologies, especially the technology without determining their level of readiness and this causes that they fail at the implementation stage or they do not benefit from the investment and spending they have done. In this research, after studying various resources, in particular, resources related to the assessment of organizational readiness in accepting information systems and social networks-based systems for using in organizations businesses and the proposed models by the mentioned resources, components and sub-components affecting the organization's readiness in accepting SCRM have been identified and extracted. We categorized them in four main categories and dimensions, naming organizational, technological, human and environmental factors. Each of these main components includes sub-components that are mentioned in this research.

Keywords: Customer relationship management, social customer relationship management, social network, technology, customer.

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Introduction

During recent years, customer relationship management has been considered in the form of an attractive title for various research and studies. In 2007 and especially in 2008, CRM (Customer Relationship Management) was gone through a great transformation and it changed from a strategy that focuses on customer transactions to the strategy that both consider customer transactions and customer interactions. It could be a great contribution for obtaining required information for customer insight, if successful. As a result, it was renamed to CRM2.0 or social CRM. Most of these changes were due to a revolution in social relations that led to huge changes in the way of communicating with each other, especially in the younger generations.

The emergence of the phenomenon called social web has forced organizations to concentrate on a target more than optimizing their relationships and the customers and in addition to this important matter, they increase a set of virtual interactions with customers as well. Accordingly, while provided traditional CRM solutions integrate customer data, their analysis and workflow automation to improve the organization's processes and performance. Considering the implemented changes, organizations need to find new and innovative solutions for interacting with social customers, enriching their experience through interacting based on communities and creating solutions that are flexible in one hand, and provide the fields of inter-organizational cooperation and partnerships staff on the other hand (Band and Petouhof, 2010). Web 2.0 and social media provide new opportunities to create added value in the field of management organizations' applicants. Social customer relationship management pursues the mentioned opportunities and seeks greater participation of stakeholders in the organization affairs in order to create mutual and useful communications based on that (Lehmkuhl and Jung, 2013).

CRM is a new pattern that aims to create meaningful dialogue and high-value relationships between an organization and customers, partners and employees. Being customer-centric as the main rule in SCRM (Social Customer Relationship Management) can be considered which means that organizations must focus more on customers and their relationships with them instead of products and services. Accepting SCRM is closely related to the social and behavioral fields and different researchers in organizational behavior and social psychology show that there is a need to examine the social aspects of in relations management and ICT (Information and Communication Technology) acceptance. Therefore, it can be discussed that in the acceptance of SCRM systems, there is a high value in investments in the client-employee social networks. As a result, SCRM has the potential to focus on removed investigations in social and technical interactions adjacent CRM as it focuses on people and social network. A SCRM system has been designed for business to manage business relationships in a partnership way and create the common customer experience (Greenberg, 2004). In other words, SCRM focuses on three aspects: environmental, technical and social.

Therefore, SCRM system can be considered as a system of cooperation and play an important role in the development of guidelines that can contribute to this acceptance process.

The aim of this study is to identify factors affecting the readiness evaluation of organizations for accepting SCRM before its implementation it and providing an appropriate model. Given these components, organizations will conduct a systematic and scientific planning in order to use this new technology as a competitive advantage with the evaluation of their readiness level. Having and using this model by organizations and its implementation by IT (Information Technology) team in the organization level; they will be able to assess the level of readiness in accepting social customer relationship management.

Definitions, goals, vision and social CRM capabilities

Social CRM is considered as a kind of philosophy and trade policy which is supported by the technology infrastructure, business rules, social processes and characteristics and it is looking to engage customers in dialogue based on cooperation to create a mutual value in a transparent and safe business environment. This company's response to the customer's ownership is based on the dialogue. The suffix 2.0 for CRM is an indicative of the fact that a fundamental change has been occurred in the customer paradigm, but there is a need for operational and transactional capabilities of CRM at the same time (Greenberg, 2008). Some of the most important thinkers' definitions for this concept are as follows:

Social customer relationships management is a new paradigm that seeks to create and develop useful dialogues and valuable communications among organization, customers, employees and its partners. Customer orientation can be considered a target that social CRM has been created to achieve it. In other words, the main goal of the mentioned paradigm development was to change the organizations' focus from products to customer and related components (Askool and Nakata, 2010).

Web 2.0 and social media have provided new opportunities to create added value in the field of applicants' management of organization. Social customer relationships management pursues these mentioned opportunities and seeks a greater participation of beneficiaries in the organization affairs to create mutual and useful relations based on (Lehmkuhl and Jung, 2013).

CRM is an emerging concept and it is a kind of e-business strategy that empowers the organization to better manage relationships with their customers using social technologies (Chen and Vargo, 2014).

Unlike its traditional form, social CRM is a concept which provides the possibility of developing bilateral relations between the organization and its audience through facilitating dialogue and the authorization of the customers to create the content, (Shimp, 2009).

Considering the presented materials, accepting social CRM distinction from traditional CRM is obvious. Following this subject matter, functional areas of this important matter can be divided into five sections such as market research, marketing, sales, after-sales services and product development. A brief set of capabilities and goals in each of these areas are presented in Table 1 (Band and Petouhof, 2010).

Table 1 SCRM goals and capabilities

SCRM capabilities	SCRM goals	functional area
Constant monitoring of customer dialogue with each other instead of using focus groups and conducting research interrupted	Follow-up and attention	market research
Participating and stimulating conducting customers bilateral talks with each other instead of one-sided interaction with them	Dialogue	Marketing
Providing necessary facilities for interested customers to help sell or introduce (or product) to others.	Stimulation	Sales
Empowering customers to support each other	Support	After sales services
Helping customers to express ideas with the aim of improving products and services	Accepting comments	Product development

The need for organizations commitment to use CRM 2.0 concept

Changes occurred in the way of communications between society's people with each other have provided the conditions of creating a new phenomenon under the title of social customers with special features depending on it. Therefore, if organizations are looking to adapt and provide an appropriate response to this emerging reality, they must dominate a new thinking in their own organization to focus beyond addressing the issues such as product orientation, relying on clients' transactions, etc. In fact, given the prevailing conditions in the present age, transparency of the interactions with the audience and understanding the matter will become necessary that more value can be obtained with the development of the continuous communications for the organizations. At the same time, we note that the challenge facing organizations in this regard is the development and management of relationships that are assumed to be very complex. Therefore, in order to properly cope with this challenge, organizations must encourage marketing unit team, sales and service to their customers in participation direction and the development of a complete set of tools and capabilities, of which as we introduced them as social CRM to manage the mentioned audience in a manner (Acker et al.,2011).

In fact, CRM2.0 can provide tools and strategies for accurate and meaningful customer insight. Apart from trying to learn something emotional from history, it is used to change the face and nature of the data. This information will include the nature of conversations about the company by customers, the public debate and its environment have about the company and measuring the intensity of client emotional engagement or group of clients about the company, related news and other important issues for the organization. In a general overview, you can get this information from traditional, internal and external sources. However, an entirely new category of tools related to social media and compatible with CRM systems have been emerged such as Radian 6 for marketing and SalesView for selling. The value of these tools in their abilities for investigating millions of sources including traditional sources, external social networks profiles such as Facebook and MySpace, current topics in forums, communities organized around a specific problem and even internal sources such as wikis. More advanced tools use

emotional analysis to identify and extract valuable information. Also, they will determine the degree of its emotionality.

CRM systems for a long time have been a place for storing customer transactions information. The insight they offer is limited and focused on behavioral science. Something that customers buy, the products they might like show different reactions to marketing campaigns. Explanation of audience reaction to sales increasing opportunities, and cases of this kind, are key data that CRM has been designed for their analysis. At best, a limited amount of attitude information generated which is paid attention approach to business that puts the customer at the center of is considered very vital. It may provide indicators of satisfaction or loyalty that still remain limited. Most data can be obtained independently of direct customer collaboration.

With the evolution of CRM 2.0 at a time when the social customer has the dominant role, the opportunity to gain deep insight about why the audience present a kind of his behavior is provided. And the acquisition of necessary knowledge about his comments about goods and services will be possible given the fact that the client has a great desire to express his ideas in cyberspace (Greenberg, 2008).

The investigation of organizational readiness assessment models for accepting technology and SCRM

In order to determine the most important factors that led to the acceptance and consequently the use of SCRM, there are patterns and models to assess the readiness of organizations for accepting the technology in general which can be the basis for the evaluation model of organizational readiness in accepting SCRM. Here we refer to these models.

Technology Acceptance Model (TAM)

In the last two decades, many studies have created a framework for research in the field of information technology acceptance and information system. among them technology acceptance model (TAM) which was proposed by Davis in 1989 as the strongest and most influential model in describing the behavior and the determination of factors affecting the acceptance of information technology by the users of the system are taken into account (Wang et al., 2003). Technology Acceptance Model is derived from the theory of Ajzen and Fishbein (1980) as the theory of rational behavior. In the Technology Acceptance Model, a matching of the theory of rational behavior has been done by users for modeling acceptance and two main perceptions (perceived usefulness and ease of perceived use) form the basis of technology acceptance.

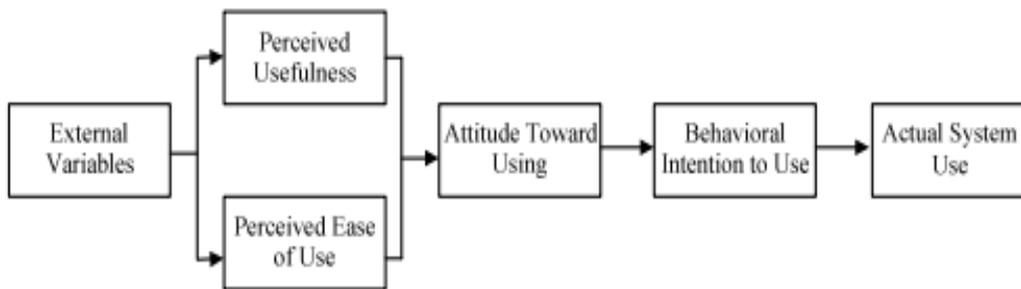


Figure 1 Technology Acceptance Model (TAM)
 Source (s): Davis et al. (1989)

The developed technology acceptance model (TAM2)

In 2000, Davis and Venkatesh introduced Secondary Technology Acceptance Model (TAM2) which was the new version of the original model of acceptance. This is the initial model of TAM that explain the benefits and practical purposes resulting from social influence theory processes (Koury and Yang, 2010). In this model, external variables that affect the usefulness of perceived and ease of perceived use were studied. For example, the impact of external variables such as social influence (mental norms) and cognitive tools (the relevancy of technology with jobs, image, quality and visibility of results) were studied. Venkatesh (2000) defined external variables that affect the perceived ease of use, such as the self-effectiveness of the use of computers, individual perceptions about behavior external control, fear and joy with computer use. after all, studies that were done in this period contributed to reveal the factors that influence the perceived ease of use and perceived usefulness and the developed model (TAM2) was selected as an outstanding theoretical basis for next studies and research.

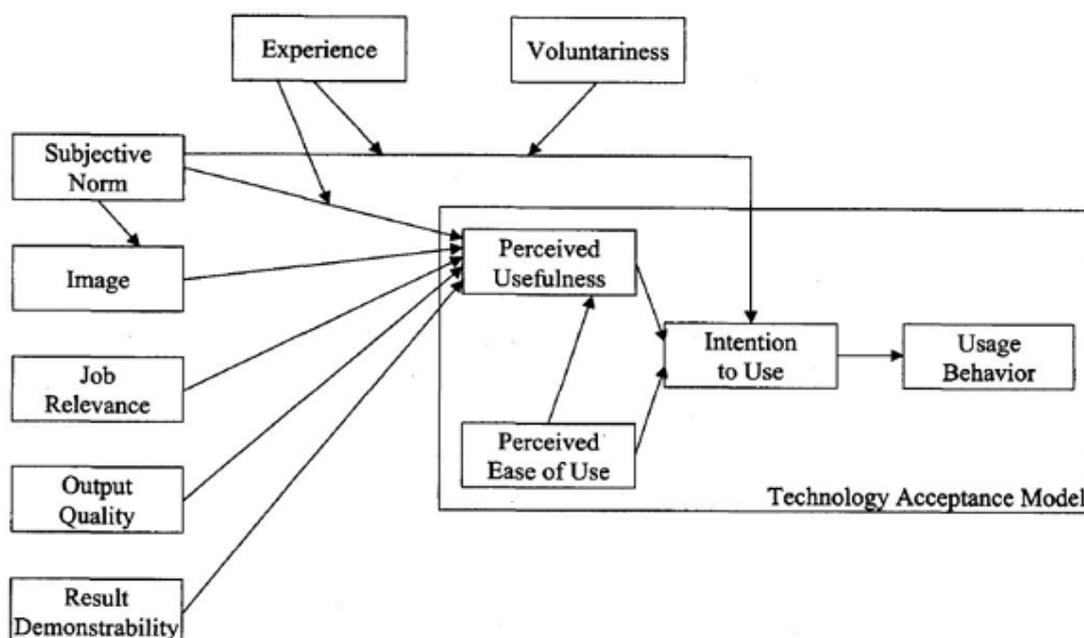


Figure 2. Technology Acceptance Model 2 (TAM2)
 Source (s): Venkatesh and Davis (2000)

Unified Theory of Acceptance and Use of Technology (UTAUT)

In 2003, Venkatesh et al. added some elements to the Davis' early acceptance of technology that had a major influence on behavioral intention, and finally the use of technology.

Venkatesh and Davis (2000) developed the initial model of technology acceptance to describe the usefulness perception and intention to use based on cognitive processes and social impacts (Venkatesh and Davis, 2000). According to the conducted studies, four important elements have a considerable impact in behavior acceptance and technology use, including:

- Performance prediction
- efforts prediction
- Social influence
- Facilitation of conditions

Venkatesh et al. (2003) have referred the performance prediction to the degree that the person believes that using the system will be beneficial in enhancing the professional performance. effort prediction also refers to the degree of the ease of working with the system (Venkatesh et al., 2003).

Social influence refers to the condition that the person understands that credible people want him to use a technological system. Facilitating conditions refers to the degree to which a person believes that organizational and technical infrastructures exist to support the use of system.

Unified Theory of Acceptance and Use of Technology, consists of two theoretical mechanisms that can indirectly influence people intention through perceived usefulness on the basis of subjective norm. This theory believes that subjective norms can have a positive impact on people imagination, because when important people in a social group convince someone that he should accept the new technology, users are also going to accept this new technology.

Figure 3 shows the elements of this theory in the form of an integrated model:

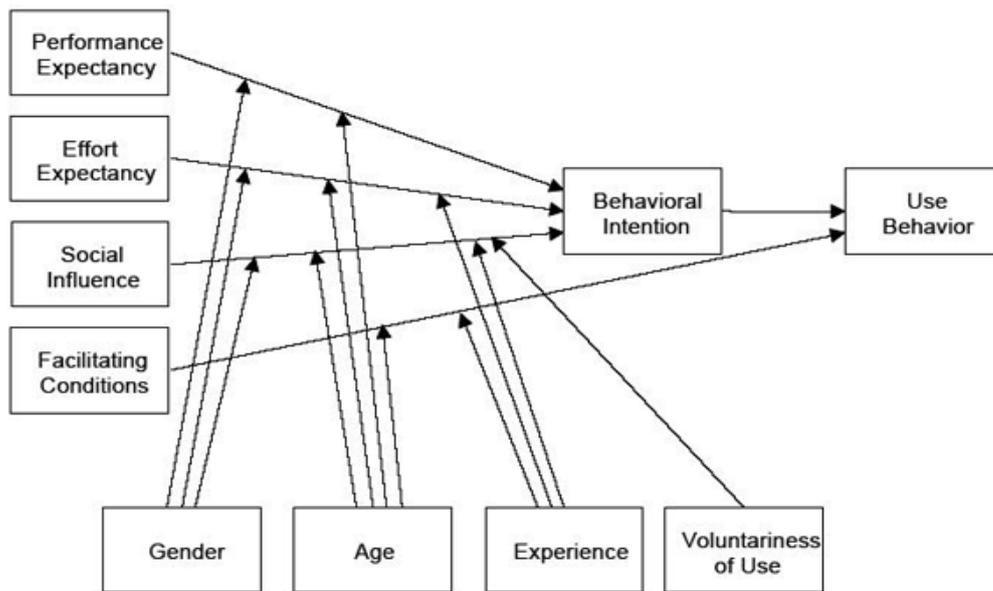


Figure 3 Unified Theory of Acceptance and Use of Technology Model (UTAUT)
Source (s): Venkatesh, Morris, Davis, & Davis (2003)

The more developed model of the Technology Acceptance Model (TAM3)

In later years, this model (Technology Acceptance Model 2) by adding indicators that explain perceived ease of use such as reference factors (computer self-efficiency, the perception of external control, computer anxiety and computer recreations) and comparative factors (perceived pleasure and objective usability) explains has been developed (Venkatesh and Bala, 2008).

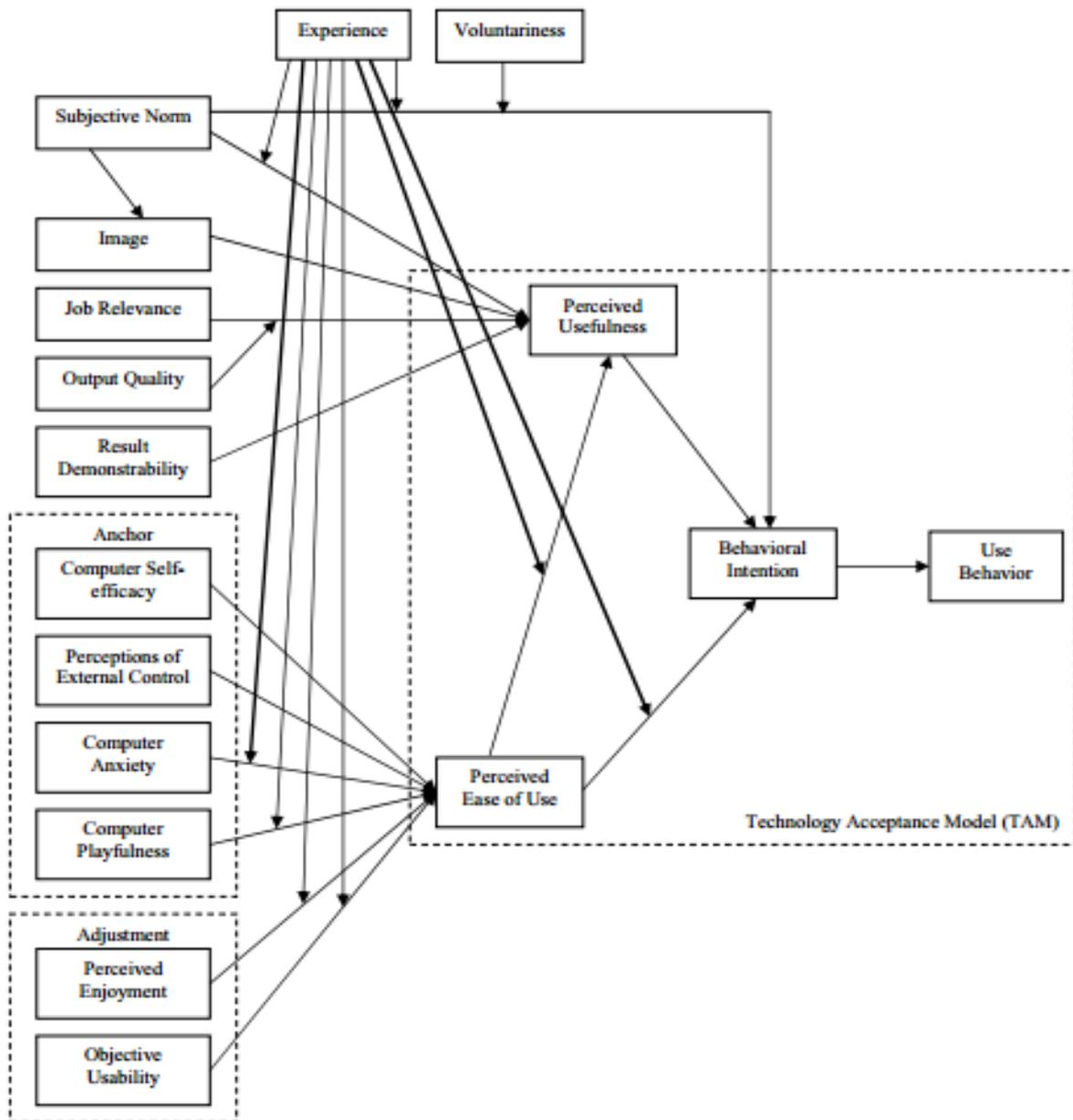


Figure 4 Technology Acceptance Model 3(TAM3)
 Source (s): Venkatesh and Bala (2008)

The unified theory of acceptance development model and use of technology (UTAUT 2)

Venkatesh et al. (2012) have developed the previous model by adding two-variables model (hedonic incentive added value) that affect behavioral tendency, and a variable (habit) that determines the behavioral tendency and using behavior.

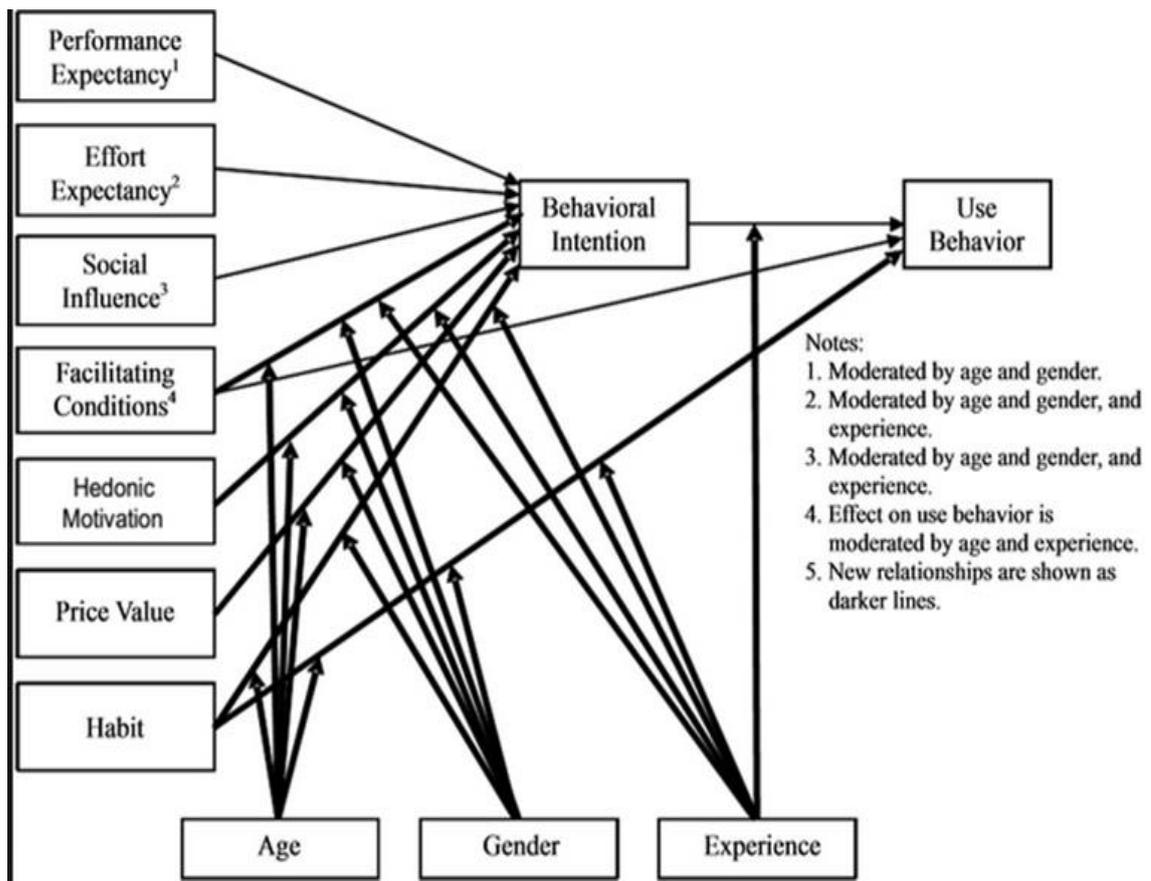


Figure 5 The unified theory of acceptance development model and use of technology (UTAUT 2)

Source (s): Venkatesh, Thong and Xu (2012)

In addition to these models, there are other models that match previous theories by the SCRM area:

Organizational readiness assessment model for internet-based customer relationship management system

In 2001, Jutla et al. provided their research in the field of empowerment and organization readiness assessment for internet-based customer relationship management. The centrality of their model was the efficiency of beneficiaries' interactions.

Internet-based customer relationship management framework that they offered to support e-business beneficiaries' model includes the two main aspects: the identification of the components and associated enablers to support Internet-based customer relationship management and criteria and indicators for evaluating the effectiveness of beneficiaries' interactions. Components can include the entire process or tasks within them, infrastructure, technology, organizational culture or people. Enablers include technology, reliability, management and other support components necessary for proper implementation (Jutla et al., 2001).

In the readiness assessment model, Jutla et al. (2001) used criteria for measuring performance changes, costs and effectiveness of business processes for Internet-based customer relationship management. The criteria that were categorized in their research were placed in four groups, customer retention, customer satisfaction, customer acquisition and customer profitability. For presenting its own readiness evaluation model, Jutla divided Internet-based customer relationship management processes into four main components: commitment, buying, serving and support. Each of these components have subsidiary enablers. These enablers represent kinds of technology, knowledge management and reliable enablers. In addition, enablers should integrate with enterprise resource planning, supply chain systems and partner relationship management systems, (Jutla et al., 2001).

Conceptual model of social networking, Web 2.0 and SCRM

Mohan et al. (2008) have discuss about a conceptual model that has used social networking, web 2.0 and SCRM. In their own research, they have shown that social networking help organizations to increase their customers' lifetime and they can find new customers and introduce a conceptual architecture that results from the integration of a CRM system, social network engine and web 2.0. (Mohan et al., 2008).

Readiness assessment model for organization 2

While referring to the adoption and use of web2.0 technologies in the organization reflects the same sense of organization2, Ramirez-Medina (2009) has pointed out that many organizations are still not ready to become the organization 2. Therefore, they should measure their readiness to take advantage of all the benefits of the organization 2. Thus, in his study, he has provided a system for quantifying of assessing the readiness of the organization 2 and says that this system can be used as guidance for the implementation arrangements of the organization 2. His readiness evaluation system factors have been obtained based on research in the field of assessing the readiness for accepting new technologies in organizations. Thus, factors that he used in his readiness evaluation system include technology readiness factor, organizational culture, environmental factors and technology factors (Ramirez-Medina, 2009).

The conceptual model for application understanding and accepting SCRM

TAM is the general base of this model. However, it influences Web 2.0 elements, perceived usefulness variables and perceived ease of use and familiarity, maintenance and sharing of information. Attitude toward using depends on the perceived usefulness and perceived ease of use and perceived reliability (Askool and Nakata, 2010). Askool and Nakata (2010) in their conducted research on the conceptual model of accepting in the field of SCRM have believed that SCRM as an added value tool is used for improving customer communications. They have argued that SCRM is a new paradigm that contribute to the creation of meaningful and valuable communication between the organization and its customers, partners and employees (which leads to a stable and rational interaction between them). Customer orientation plays a key role in the SCRM, which means that organizations should focus on their customers and their relationship with their organization instead of focusing on their products and services. Also, they argue

that a SCRM system may include social networking websites, wiki workspaces for faster collaborations and integrated blogs for continuous conversations. SCRM acceptance is closely related to behavioral and social background and diverse research in organizational behavior and social psychology suggest a need to studying the social aspects in accepting ICT. As a result, in accepting SCRM, investing on social networks, customer and staff has a high weight (Askool and Nakata, 2010).

The conceptual model for engaging customers in SCRM

Like the previous model, this model tries to explain SCRM system acceptance through the use of an adaptive model TAM and drawing user engagements elements as a result of the attitude toward the use defined by traditional definition TAM. Because of user involvement, this model defines the contact data process and finally CRM technology acceptance (Harrigan and Choudhury, 2012).

The customer acceptance and use of SCRM systems model

This model as a result of previous models is different. Components defined for shaping the behavioral intention to use SCRM in this model are as follows:

- Perceived usefulness (Davis, 1985; Askool and Nakata, 2010; Harrigan and Choudhury, 2012)
- Perceived Ease of Use (Davis, 1985; Askool and Nakata, 2010; Harrigan and Choudhury, 2012)
- Perceived reliability capability (Askool and Nakata, 2010)
- social impact (Venkatesh et al., 2003, 2012)
- Hedonic motivation (Venkatesh et al., 2012)
- Habit (Venkatesh et al., 2012)
- And facilitating conditions (Venkatesh et al., 2003, 2012)

This model includes an explanation of the relationship between intentional and behavioral tendency.

Components and proposed model for organization readiness assessment for accepting social customer relationship management (SCRM)

According to the literature reviewed regarding the criteria and acceptance readiness components for SCRM, no comprehensive research has been conducted in this regard, which directly point readiness assessment components in the social customer relationship management acceptance and use them. Therefore, no evaluation model has been presented, and this is because of that the social customer relationship management is a kind of technology information systems that it spends its primary and maturity. Therefore, after studying various sources, in particular, ones related to the evaluation of

organizational readiness in accepting information systems and social networks-based systems for using in organizations businesses and the model provided by the mentioned sources, factors affecting organization readiness in SCRM acceptance have been identified and extracted. After identifying components, they were grouped in four main dimensions, under the titles of organizational, technological, environmental and human (individual) categories, which refer to the resources listed in Table 2.

Table 2 components and sub-components of the evaluation of organizational readiness for SCRM acceptance

Main Factors	Components	References
Organizational factors	Senior management support	Harrigan & Choudhurg,2012; Stone,2009; Baird & Parasnis,2011; King & Burgess,2008; Pan, Ryu and Baik,2007; AH and Puschmann,2004; Almotairi,2008; Arab, Selamat and Zamani, 2010; Jiangming and Ruijie,2010; Croteau and Li,2003; Mendoza, et al., 2007; Almotairi,2009
	Customer orientation	Sanaa Askool & Keiichi Nakata,2011
	Plan development for specific organizational change SCRM	Deloit,2011; Jayachandran et al.,2005; Harrigan, Paul, Ramsey & Ibbotson,2011
	Culture	Rmirez-Medina,2009; Anderson and Kerr,2001; Acker et al., 2011
	Organizational resources (assets, knowledge and business processes enterprise)	Nevo & Wade,2010
Technological factors	Updating company's technology	Rmirez-Medina,2009; Cappuccio et al., 2012
	Investment in information technology	Rmirez-Medina,2009; Cappuccio et al., 2012
Human Factors	human resources readiness for activities on the web 2	Zyl, 2009
	The definition of collaborative workflows, activities and social processes	Evans & McKee,2010; Anderson and Kerr,2001
	Rebuilding relationships within the ecosystem created by customers	Evans & McKee,2010; Anderson and Kerr,2001
Environmental factors	Competitors	Rmirez-Medina,2009
	Partners	Rmirez-Medina,2009
	External pressures and market conditions	Rmirez-Medina,2009
	Customers	Rmirez-Medina,2009

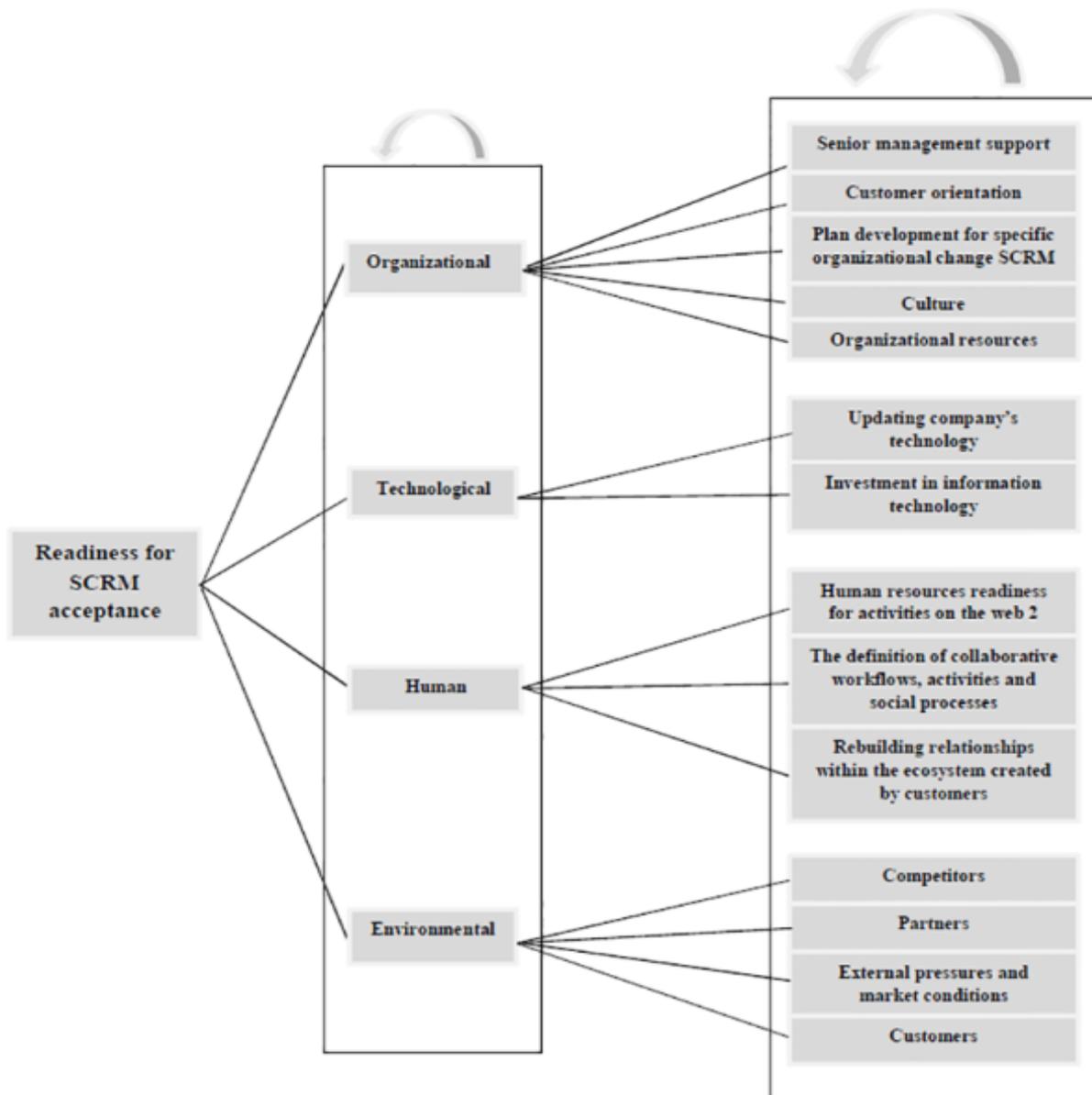


Figure 6 conceptual model

In the continuation, we define main components and their related sub-components:

Organizational factors

It is obvious that organizational factors operating are one of the most important factors in the acceptance of new technologies in the organizations. All previous similar studies have considered this as the most important ones. Factors such as: senior management support, organizational culture, organizational resources, etc. (Basol, 2005).

Senior management support

Undoubtedly, involving and getting the support of senior management in any organization has a very special role in accepting organizational innovation, particularly technological innovation which follows many challenges in all parts of the organization (Jarvenpa, 1991). This concept exists in the vast majority of models and patterns, which suggests the importance of addressing it.

Being customer-centric

Being customer-centric can be considered as the main rule in SCRM, which means that organizations need to focus more on customers and their relations with them instead of products and services (Greenberg, 2004).

Plan development for specific organizational change SCRM

It is necessary to develop a plan for changes that SCRM will create within the organization using diagnostic methods for the different elements. The organization must have the ability and capacity to manage the process of change in posture so that it will bring the best results. For evaluating this problem, your organization must examine its recent experience in the planning and implementation of internal changes in response to external pressures or opportunities.

Culture

Having the appropriate culture is considered as a necessary principle for applying Web 2.0 technologies in the organization. Changes in the organization caused severe resistance against it. Organizational culture has a major impact on the attitude of people in applying Web 2.0 technologies in the organization (Croteau and Li, 2003).

Organizational resources (assets, knowledge, and business processes enterprise)

Organization resources include all assets, capabilities, processes, characteristics, knowledge, information, and other things that are in the control of the organization and help the organization to identify and implement of strategies for improving the efficacy more effectively (Barney, 1991).

Technological factors

Although we should not purely view technological approach to CRM, but we need to know that information technology plays an important role in the success of CRM projects. The complexity of CRM technologies has a direct contact with the advanced level of the organization (Alt and Puschmann, 2004). Successful accept and implement of Social CRM requires the application of various technologies in the organization. Thus, use of these factors, the current status of organizational technologies is examined to determine the organization's current readiness.

Updating organization's technology

Organizations should use Web 2.0 technology and this technology must be integrated with business processes (Croteau and Li, 2003). Organizations also should increase processes changes ability to achieve their expected recovery (King and Burgess, 2008). The issue of security is also one of the key issues in this area. It is clear that security threats change with the advancement of information technology and information technology. In addition, data exchange platforms are updated and thus considerations and security policies should also be updated. Security equipment, as well as other equipment require review and update.

Investment in information technology

Investment in information technology is one of the issues raised in all organizations today. In many cases, investment in this area saves a lot of costs and in the other cases of productivity, it did not upgrade in accordance with the investment. Therefore, organizations should choose tools that support their organization SCRM strategy.

Human factors

Outlook, main, and basic purpose of accepting any organizational technology are end users, who use it. For this reason, the human factor plays an important role in understanding the acceptance and implementation of technology.

The preparation of human resources for acting on the web 2.0

Employees play a key role in the success of CRM projects. All employees must be motivated to participate in implementation of the system and they should have necessary motivation to learn new structures and systems and training programs (Chalmeta, 2006; Almotairi, 2009; Arab et al., 2010).

The definition of collaborative workflows, activities and social processes

Defining social processes and interactive workflows is necessary. For this purpose, interactive and communicative requirements of the business processes must be identified and assessed. For each of the processes under consideration, it is necessary to determine interactive tools that assign to that process and roles assigned based on people skills and process components should be defined (Anderson and Kerr, 2001).

Rebuilding relationships within the ecosystem created by customers

The development of social media led to a cultural change in the way people communicate, but more importantly, it leads to an increase of customers' expectations. In order to meet these expectations, this cultural change must be integrated into the strategy core. Moreover, organizations should play an active role in dialogue network of social media.

Environmental factors

One category of acceptance that is often overlooked is and is not ignored is factors depending on the environment. These factors include external pressures and market conditions, customers, partners and competitors (Ramirez-Medina, 2009).

External pressures and market conditions

One of the things that is ignored usually in organizational readiness assessment criteria, but has a special role in the acceptance of new technologies by organizations is the conditions and the effects of the market. In fact, the relationship between the organization with the market and market relationship with the organization is a question that arises here.

Customers

Appropriate acceptance of innovations can improve the performance of the organization and finally leads to competitive advantage. Meanwhile, the client also is known as a key factor in determining the success or failure of the business.

Competitors

Organizations are affected by external factors such as competitors, industries, suppliers of goods or services and corporate contractors, and other IT products vendors. The effect force them to adapt, compromise and accept them, or force them to prepare for the acceptance of using new technologies.

Partners

One of the environmental factors that influence organizations' decision-makings in the acceptance of information technology is the impact of business partners in the chain. Pressure from the partners in the supply chain can affect the acceptance of information technology.

Conclusion

Considering changes in four areas of human, market conditions, technology and marketing functions, better and more accurate management of the organization applicants has more importance than before. Meanwhile, the developments taking place in people forced organizations to appeal for CRM, its principles and functions as far as the concept of social management of communications with customers was an appropriate response to the challenge. As mentioned in the literature review, attempts to provide a model for organizations assessment for evaluating SCRM readiness is provided. In this research, based on the proposed models, a model for organizations assessment for evaluating SCRM readiness was provided. As noted, this model addressed the confusion organizations experience now, whether they are in the situation that use this technology or not and if it is used, they will able to exploit it efficiently or not.

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