

# New Media – An Opportunity to Customer Relationship Management?

A review-based analysis of success factors and success effect

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## Abstract

In the age of virtualisation and globalisation, customer relationship management (CRM) increasingly utilises new media for advertisement, customer contact, data management, servicing and sales. However, the opportunities, risks and success factors of the application of these new technologies have not been comprehensively explored to date. The study systematises new media technologies for CRM in the form of a review and differentiates and synthesises new media-based opportunities, risks and success factors in CRM referring to the corporate value-added process. It draws upon Kim, Zhao and Yang's (2008) and Kim and Kim's (2009) earlier research and extends the framework based upon a more extensive literature review, adapting it to new media applications. Success effects of new media usage at the shareholder and customer level are elaborated. Therefore, this work provides academic research with a theoretically-founded classification system for new media research that is applicable to CRM and neighbouring study fields. Practitioners can also apply the category set to revise and organise their CRM strategy regarding the technological options of new media. The study is the theoretical and structural foundation to a planned empirical study on the success effects of new media in CRM.

**Keywords: Customer Relationship Management, Strategic Marketing, New Media, Conceptual Paper**

## Introduction

Electronic media-based business-to-consumer (B2C) trade has experienced an exponential growth in the past decade (Sahaf, Queroshi, & Ahmed, 2011). German small and medium-sized companies (SMEs) have greatly benefited from globalisation through virtual networks. Over 3,200 high performance SMEs boast global market shares of frequently more than 50%, while 1,300 of them have become global market leaders in their segment. The “made in Germany” model sells in international virtual markets (Venohr, 2013). However, the majority of European SMEs still see significant barriers to opening up international virtual markets: according to a survey among 750 UK-based SMEs, about 90% shun the cost of virtual media CRM expansion, 70% are afraid of losing control over their operations. Only about one-third of Germany's SMEs assign top priority to web-based marketing. Moreover, only about 10% invest

relevant sums in social media and blogs, preferring classical presswork. By contrast, more than 94% of US SMEs rely on web-based content marketing and frequently focus on social networks (Akzent-PR, 2014).

CRM today takes comprehensive responsibility for entrepreneurial success and shareholder value development. Payne and Frow (2005) explain that CRM is an essential element of corporate strategy and should harmonise with all other corporate functions. CRM is a sustainable value creation process. Successful CRM depends on the dense interaction of all service- and customer-related departments. Accordingly, CRM is strongly dependent on IT technology, although it also has to observe the soft factors of marketing strategy and service delivery.

Most previous discussions of CRM in an academic context refer to ideal approaches of CRM from a theoretical perspective and do not discuss how new media have changed and influence the CRM process. Reimann, Schilke and Thomas (2010) assess the performance effect of CRM in an interview-based study, but remain at the conceptual level, without detailing how CRM is applied or could ideally be used in a world dominated by new media. Kim and Kim (2009) and Kim, Zhao and Yang (2008) develop and empirically test a comprehensive framework for the assessment of CRM efficiency at the corporate and customer level, although the study does not refer to particular new media instruments.

Some contributions focus on individual new media technologies and develop models to improve their effect. Hennig-Thurau et al. (2010) derive a conceptual model that should help companies to understand consumer behaviour in social media, as well as improving and measuring the efficiency of their customer interactions, but do not test its practical relevance. Choudhury and Harrigan (2014) pursue the same objective, develop a similar CRM model for social media and test it in a survey with marketing practitioners. Sharma and Ranga (2014) discuss the special role of mobile media in social media communication, but admit that “the technical part of mobile CRM is not part of the study”, which is “one of the limitations” (p. 37).

All these studies focus on a single new media CRM tool, whereas no study has been identified that considers the entire universe of new media-based CRM and the interaction between the tools. However, CRM is a complex task that spans the entire corporate value-added cycle and all domains of marketing. A select strategy for a single media channel risks losing connection to other new media communication devices and becoming an insular solution that does not correspond to the corporate customer-related communication strategy as a whole.

Put simply, previous academic studies on new-media-based CRM frequently remain abstract, ignore the practical application or focus on individual new media without showing their connection to other means of corporate CRM. Corporations to date lack a comprehensive concept concerning how new media can be conclusively integrated in their customer-related strategy. In fact, the integration of CRM systems into the larger database architecture fails since the IT group has no concrete plan for objectives and desired functions of new media applications. Although billions of dollars are spent on CRM every year (Righby & Ledingham, 2004), about 70% of CRM projects result in losses and even damage customer relationships (Richards & Jones, 2008).

The present study intends to close this research gap and prevent the practical failure of new media CRM. It systematises new media tools available today in a comprehensive framework and explores opportunities, risks and success factors in detail for these instruments showing the interlinks between the tools and applications. It analyses the causal relationship between corporate new media usage and entrepreneurial success based upon a systematic review.

## **Continuous customer relationship management reinforcement process**

CRM is a “comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the company and the customer” (Parvatiyar & Sheth, 2001, p. 5). While some studies emphasise the strategic perspective of CRM, others see CRM as a mainly operational task. Ang and Buttle (2006) adopt the first perspective, suggesting that “CRM is the core business strategy that integrates internal processes and functions and external networks, to create and deliver value to targeted customers, at a profit.” (p.5).

Most contributions agree that CRM seeks to strengthen the relationship between management and customers. In essence CRM is about building a long term customer friendship, to sustainably increase sales, improve image and promote long term growth (McKenna, 1991; Shani & Chalsani, 1992; Parvatiyar & Sheth, 2001).

The philosophy and principles of CRM largely depend on the surrounding organisational structure and its process-related embedding in this context. Kim and Kim (2009) develop and empirically verify a comprehensive CRM performance measurement framework (CRM scorecard) drawing upon a previous concept that locates CRM as a core business process at the strategic, infrastructural and human resource levels (e.g. Lindgreen, Palmer, Vanhamme, & Wouters, 2006) The model draws upon the balanced scorecard model and the resource-based view.

Kim and Kim’s (2009) concept essentially comprises four elements: the infrastructure level, the process level, the shareholder value level and the customer value level. Infrastructural factors such as employee behaviour, organisational alignment, managerial attitude and CRM technology (Reinartz, Krafft, & Hoyer, 2004) accordingly contribute to establish a continuous reinforcement cycle of customer value and shareholder value creation (Kim & Kim, 2009). Kim and Kim determine the extent to which customers perceive CRM as valuable, i.e. to what degree the CRM process creates customer value. This finally assesses the extent to which CRM in fact contributes to shareholder value i.e. organisational performance. Kim and Kim’s (2009) analysis explains and verifies that shareholder value and customer value in CRM interact and are inseparably linked to each other. Customer satisfaction creates customer loyalty and motivates customers to return and recommend the company. Customer commitment to the company again eases the process of CRM.

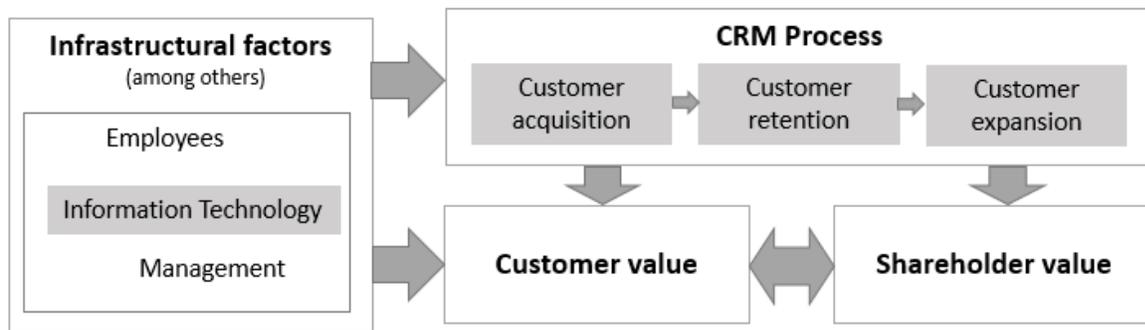
To structure the process of CRM Kim and Kim (2009) draw on Reinartz et al.’s (2004) stages of customer life-cycle management i.e. customer relationship initiation (customer acquisition), customer maintenance and customer expansion. In the acquisition phase the company gains access to the customer by systematically analysing consumer data, identifying consumer needs and potential target groups for established and new products. CRM mediates product and service concepts to customers by attracting attention, creating interest and the desire to use the product and finally by motivating consumers to buy and rebuy it (Meyer-Hentschel, 1993). CRM encourages consumers to discover their needs and desires.

In the customer maintenance phase (Reinartz et al., 2004), CRM supports pricing policy by assessing customers’ readiness to pay and suggesting prices adequate to the competitive situation (Meffert, 1998). CRM arranges product delivery to the customers. It also organises the servicing process and ensures customer satisfaction on timing and transportation quality (Meffert, 1998). In short, CRM reassures customers concerning their buying decision by granting expected quality and delivery (Bull, 2003).

In the phase of customer expansion (Kim & Kim, 2009) CRM motivates customers to retain their commitment and loyalty to the company even after the first buying process. CRM advises clients on product use and supports them in case of problems and warranties. Also, performance in after-sales service strengthens corporate image and customers' loyalty. CRM implements customer desires into new product versions and involves customers in the creation process, to systematically merge consumer needs and product profile.

Figure 1 below illustrates this cycle, which proves to be a process of continuous customer relationship reinforcement. Customer commitment proves a feedback loop and reinforcing factor to CRM effectiveness:

Figure 1: Continuous customer relationship reinforcement process (own illustration drawing, modified from Kim and Kim, 2009)



Kim and Kim (2009), Reinartz et al. (2004), Meyer-Hentschel (1993) and Meffert (1998) discuss a broad variety of infrastructural factors that influence the CRM value creation process. However, this study focusses on the factor “informational technology”, more specifically, new media and elaborates in what ways new media influence the CRM process. The following discussion concretises existing CRM research concerning the opportunities, risks and success factors of new media usage in CRM. This presupposes an understanding of what new media essentially means.

### **New media – conception and essential tools**

New media have changed communication processes in form and contents. New media make communication instantaneous, formless and easier but more emphatic and superficial. New media involve customers and accordingly might be ideal tools for CRM. This study intends to systematise the most important forms of new media usage in CRM. New media have improved technology and allow transferring information from one point to another. They make it possible for anyone to create, modify and share content with others, using relatively simple tools that are often free or inexpensive.

In contrast to conventional media, like newspapers and TV that frequently are physical and usually unilateral, new media are virtual, i.e. available electronically and usually based upon Web 2.0. They typically are interactive and communicative. New media comprise web-based data management, corporate websites, search engines, email, social networking/blogs and all forms of mobile media communication, such as apps (Karr, 2011),

Furthermore, the initial definitions of CRM are helpful to derive a conception of CRM-related new media applications: Parvatiyar & Sheth (2001) explain that CRM is “a

comprehensive strategy and process of acquiring, retaining and partnering with selective customers” (p. 5), which comprises:

1. Customer-related data retrieval and storage (Wilde, Hettich, & Hippner, 2001)
2. Customer approach by marketing and advertising. (Marketing Charts, 2011)
3. Customer-oriented communication (McKenna, 1991; Shani & Chalsani, 1992; Parvatiyar & Sheth, 2001)
4. Continuous customer contact and interaction (Rigby, Reichheld, & Schefter, 2002; Winer, 2001)

New media technologies include features to comply with these four functions of CRM.

Web-based data management systems support the retrieval and storage of customer data. Websites, search engines and email are ideal marketing and advertising tools. Social media, blogs and forums support the communication between supplier and customer, while mobile media technologies encourage continuous customer contact. These electronic implementations of CRM functions are a plausible four element classification system for new media-based CRM tools:

1. Web-based customer data management (including online data query, web-based data processing and analysis) (Ababio, 2009)
2. Private domain-based media marketing (including websites, search engines and email communication) (Flew, 2008)
3. Social media interaction (including, blogs, forums, social networks and virtual realities) (Karr, 2011)
4. Mobile media communication (Flew, 2008)

Figure 2: New media tools for CRM (own illustration)

NEW MEDIA APPLICATIONS AND TOOLS FOR CRM			
Web based Data management	Private domain-based Media	Social media	Mobile Media
<ul style="list-style-type: none"> <li>• Online query</li> <li>• Cloud computing</li> <li>• SQL analysis of web data</li> </ul>	<ul style="list-style-type: none"> <li>• Webpages</li> <li>• Search engines</li> <li>• Email communication</li> </ul>	<ul style="list-style-type: none"> <li>• Blogs, forums</li> <li>• Social networks</li> <li>• Virtual realities</li> </ul>	<ul style="list-style-type: none"> <li>• Mobile messaging</li> <li>• Mobile apps/RSS</li> <li>• Mobile customer contact</li> </ul>

Figure 2 above summarises the most important technologies in the above categories.

None of the basic technologies is separate but rather all of them interact and overlap in a complex virtual world. Web-based data management gathers information from private domains while private domains are linked to search engines, social networks and databases. Private domains and social networks are available through mobile media.

## **New media – opportunities, risks and success factors to CRM**

The review refers to the above derived categories of new media and uses Reinartz's et al. (2004) and Kim and Kim's (2009) process structure of CRM, which - as detailed - comprises customer acquisition, maintenance and expansion for structuring opportunities and risks and success factors of new media in CRM as documented in previous empirical studies.

### **Opportunities of new media usage**

#### **Opportunities in the phase of customer acquisition**

At the stage of customer acquisition new media provide extensive opportunities for market research. Private domains have become important advertising tools. Websites invite users by providing in-depth information of product quality, variations and latest developments. Customers obtain more detailed information and more profound product choices than in most physical shops when using internet information channels. Profound corporate websites engage customers and avoid their drift to competitive offers (Bijmolt et al., 2010). Websites deliver detailed customer information if providers use web log mining. They report on neighbouring pages, nodes and entry points to the site. Providers accordingly can evaluate user access to their sites systematically. Clickstream data have become valuable information sources. Companies accordingly derive the efficiency of partner sites and local advertisement (Bucklin & Sismeiro, 2009). Online intermediaries ease advertising activity. Websites that are linked in search engines effectively are identified easily in the target country. The internet enables providers to enter into contact with a broad customer base all around the globe. Globally interconnected companies face lower entry barriers to new markets (DuPlessis & Boon, 2004).

Clouds determine advertisement information sent to users at the time of end-user access. Alphanumeric identifiers, internet protocols, message identifiers, instant message identifiers and email addresses are used for advertisement message assignment. Clouds contribute to personalise advertising and intensify consumer relationships in this way. Cloud protocols inform providers on the effectiveness of their messages (response frequency) and their fit with customer interests (display frequency) and enable them to adjust their advertisement strategy. The real-time analysis of market data offers providers new options for addressing customers (Bughin, Chui, & Manyika, 2010). On the internet, providers find detailed information on customers' interest in competitive products. Web-based data management systems additionally reduce organisational information complexity and make data available for all departments. Corporate processes gain in efficiency (DuPlessis & Boon, 2004).

Social media support advertising on the Web 2.0. As soon as network members contact the provider site, the advertising company obtains information on this access. Members are subsequently asked to like or dislike the corporate social media presence and inform other participants about their choice. Accordingly, users hand data on to their network friends and provide the advertising firm with further addresses of potential customers and further private information (Wruck, 2008). Threads in blog communication can be searched systematically for product related information to analyse how trends develop. Providers can influence product related discussions and guide the network-based informational process (Meffert, 1998). Consumer-directed market research gains in efficiency due to social media. Private social media communication is available as soon as the customer has made friends with the company. User

data provide analysts with information on latest trends and indicate the competitive position of the company (Bijmot et al., 2010).

Mobile media support customer acquisition. They are instantaneous and mobile communication devices take an important role in most communication processes: Consumers enjoy mobile photo, audio and video availability, apps for games, learning, finance, entertainment, product search and news retrieval. These products have expanded corporate product portfolios and contribute to the creation of new markets and turnover growth. Consumers discover new opportunities to enjoy and be informed (Barnes, 2002). According to Leppaniemi and Karjaluoto (2005) consumers read 94% of advertisement SMS, forward 23% to friends and 15% respond to advertising. The data generated from replies can be used for information gathering. GPS tracking allows firms to reconnect consumption patterns to locations and ascertain when and in what places advertisement is particularly effective. Consumers now can be addressed where ever they are. SMS and GPS tracking allow informing them on topical offers and shopping opportunities near their present location. Mobile phone applications are desired incentives. They create new wishes and encourage consumers to fulfil them inconsiderately on the go or simply to bridge waiting time (Dickinger, Haghirian, Murphy, & Scharl, 2004).

### **Opportunities in the phase of customer maintenance**

New media continues to support CRM activities when customers have gained interest in or decided for a product.

By interlinking databases to global networks providers gather and evaluate customer data extensively. Web-databases integrate all customer-related information and well-aimed query strategies make the data available for CRM. Customer data analysis helps to decide on product or service alterations and new projects, corresponding to customer needs. Any publicly available customer information could be valuable input to corporate CRM (Blattberg & Deighton, 1991). SMEs save the costs of maintaining a high performance hard- and software system and obtain systematic access to software, customer data and market information online (Armbrust et al., 2010).

Web-based data management supports operative sale and logistic processes. Customer data, payment and shipment information is retrieved from the web in the online ordering process and stored in local or cloud databases. Topical information on the selling and shipment process accordingly is available to all departments engaged in packaging and delivery. Web-based data management augments internal process transparency and saves operative staff, since documentation and information functions are implemented on the internal computer and messaging system (Cusumano, 2010). Web-based data management has improved data security. Personal information and bank data frequently are processed automatically only and are not visible to employees.

The internet has reduced transaction costs in the sales process. Many shops and in particular banks have restructured and downgraded their physical organisational structures, since electronic media take over many functions that previously were at the hand of employees; for instance, ordering and labelling, invoice payment and dunning processes. New marketing channels have multiplied the number of buyers and customers and eased logistic transactions (Peppard, 2000). Ecommerce via private domains has helped companies to optimise their logistics and establish long lasting customer relationships. It balances corporate marketing channels by creating a common information basis and has contributed to establish strong global brands (Romano & Fjermestad, 2003). Online intermediaries ease product search and mediate

trust and objectivity to consumers (Dollmayer, 2001). They ensure swift transactions and diminish purchase related transaction costs (Schoder & Müller, 1999).

Social media support the selling process and offer additional functions that invite consumers to buy. Chevalier and Mayzlin (2006) detail that the availability of social media has sped up and eased the selling process due to word-of-mouth communication. Social networks are renowned as private communication platforms and encourage consumers' word-of-mouth communication (Bijmolt et al., 2010). Promotional messages disperse globally, as soon as they are accepted by a single gate keeper (Mangold & Faulds, 2009). Chats and blogs contribute to customer maintenance: they inform on members' opinions, network activity and preferences and help to establish customer contacts. Social bookmarking links members with similar contents. For instance, it searches forum contributions for key words, which are subsequently tagged to the user profile and provide customer data (Bächle, 2006). As soon as a friendship request is accepted, the advertising firm attains access to customers' private data and can evaluate these to create a personalised marketing concept (Hippner & Wilde, 2005). By building a network of followers on social media firms can improve their corporate image and extend their marketing reach (Habul & Pilav-Velic, 2010). Turnover and profit could increase due to social media accordingly (Smalla, 2008).

Compared to other forms of marketing, mobile media are effective and cost-efficient (Leppaniemi & Karjaluoto, 2005): mobile media meet customers' need for entertainment, spontaneity, efficiency and timing of consumption opportunities to a greater extent than conventional web technologies. Short leisure periods during the day can now be used for shopping. Mobile media have become a familiar technology to most users and encourage them to conduct business transactions online (Anckar & D'Incau, 2002). Mobile devices provide a wide range of options for data collection and allow companies to use collaborative filtering and related techniques that unlock "swarm intelligence" (Hennig-Thurau et al., 2010). RSS feeds inform participants automatically via email. Providers can thus follow their "consumer friends'" interest development and evaluate it for marketing automatically. Mobile marketing accordingly is becoming an important branding tool. Dickinger et al. (2004) suggest that in a virtual world brands are more important since physical cues are missing.

### **Opportunities in the phase of customer expansion**

New media are valuable for keeping customers engaged and frequently multiply their consumption potential. Web-data management applications support customer service. CRM software solutions provide quicker access to customers and manage customer data quickly and efficiently (Hilkert, Wolf, Benlian, & Hess, 2010). Electronic banking functions, e-billing, online investment and credit management would be unimaginable without the internet. According to Bijmolt et al. (2010), the analysis of website and social media data informs companies on customers' intent to leave the company or interested in new products and helps them to understand the reasons. Data mining technologies and artificial intelligence in the form of self-learning systems support companies in the process of analysis. CRM software packages could result in transaction cost savings. Staff can be trained on a homogenous software standard and incompatibilities between diverse stand-alone software applications can be avoided (Schniederjans, Cao, & Ching Gu, 2012).

Social media support the customer servicing and accordingly reinforce the commitment of existing customers. They permit a low-cost access to customers and - due to their popularity and user friendliness - encourage customers to participate. Social media could be more efficient

survey tools than classic opinion polls. Word-of-mouth communication in networks enables firms to trace product or service related problems rapidly and actively intervene (Habul & Pilav-Velic, 2010). Social networking enables firms to reactivate customer contacts even after a long time. RSS feed is an additional channel to deviate social media messages to customers' email. This technology ensures that customers retrieve advertising information on time and personally. Social media according to Haenlein and Kaplan (2010) are an ideal location for collaborative projects between companies and their customers. Customer communication in social networks helps providers to identify new trends and customer needs that are hitherto not established in the market. Providers recognising these trends early can obtain a first-mover position and realise excess profits (Runia, 2007). Suppliers of highly individualised products - like real estate or software solutions - can communicate with potential customers on the network. The conveyed information could attract further customers (Reichwald, 2003).

Mobile communication devices are the most personal communication tools and marketing can use them to reach customers and communicate directly. Store opening hours are no longer a barrier to keeping customer contact. Mobile media are ideal to keep customers involved in a product all day long and cause a high level of identification (Hennig-Thurau et al., 2010). Everyday technical applications, like cars or wheel chairs frequently are equipped with mobile devices that continuously engage customers in brand related issues (Bughin et al., 2010).

The new media technologies, web-based data management, private domains, social and mobile media enhance CRM in many ways. However, several authors perceive important risk factors.

### **Risks of new media usage by value-added stage**

Risk factors of new media usage from the derived categories (customer acquisition, customer maintenance and customer expansion) are analysed as follows.

#### **Risks in the phase of customer acquisition**

Bijmolt et al. (2010) explain that the growing amount of data available on the web is a challenge to the retrieval and analysis of customer data and new media technologies do not effectively support the customer acquisition phase.

Web-based data retrieval has caused significant privacy concerns. People can be tracked based upon their virtual footprint and even on the footprint of their internet friends and acquaintances (Toch, Wang, & Cranor, 2012). Users fear that their personal interests and private data might be revealed in public and have become reluctant to disclose their true habits and identity on the web at all. This harms advertising companies' reputation and possibly impairs new client acquisition.

Cookies and web logs retrieve customer-specific data from websites. However, many users have blocked cookie access to their computers, given that cookies are mistrusted and are seen as malware. An offensive cookie policy can harm providers' customer-image and keep users away from the page. Market research is based upon key figures provided by the search engine, although these data are not always reliable. For instance, high click rates do not necessarily account for high consumer interest in a product. If the key words refer to a broader field or a similar secondary issue, users who are not interested in the products at all will find the site (Wimmer & Dominick, 2013). Further clicks are placed out of curiosity or boredom. Search engines are biased by commercial and social interests and deliver customised results depending

on the users' search history. It is uncertain whether providers meet "their" customers on the internet (Farris et al., 2010).

The identification of small individual movements is difficult in a broad data universe since the sampling variance deviation here is very low. The real-time evaluation of huge data stocks needs rapid processing and transference technology and accordingly is costly. To date, many ready-made CRM software packages are not very flexible. Web-based data are subject to continuous change and databases run the risk of becoming outdated quickly. A large part of the information retrieved from the web is not really valuable for marketing (Bijmolt et al., 2010). DuPlessis and Boon (2004) mention organisational difficulties concerning the management of information originating from virtual resources. In many companies the top management is not interested in new technologies for information retrieval and does not recognise the value of virtual data. External experts are costly and financial resources to buy knowledge are frequently not made available.

While some social networks grow exponentially, not all communication networks are this successful (Lindner, 2009). Some users simply publish a profile but show no activity, rendering advertising activities tailored to this little-engaged user group in vain. Given a vast amount of user data, companies frequently struggle to distinguish active from passive social media users, particularly when users' network activity changes. Data retrieved from social networks and mobile media accordingly are not always reliable and are frequently biased towards dominant topics on the network (Vidgen, Henneberg, & Naudé, 2007). Since social networks are usually organised according to private or job-related issues, companies could struggle to identify consumers in need of a particular product or service (Hofte-Frankhauser & Wälty, 2009). Since social networks are essentially anonymous, participants are tempted to disguise their true characteristics and interests (Slouka, 1995). The value of these data to market research accordingly is limited (Doak & Karadimitriou, 2007).

Focusing on customer acquisition in social and mobile media could provide a false picture of the true market situation. First, mobile media are used by a particular clientele; namely, mainly young internet-oriented consumers. Other consumer groups like elderly and reserved persons are not addressed by social media advertising. Accordingly, social network advertisement is not fit for every product and should not be the only means of marketing (Henneberg, Swart, Jiang, Naudé, & Mouzas, 2009).

### **Risks in the phase of customer maintenance**

Critics argue that new media do not effectively support sales processes and rather dis-assure than encourage buyers. Although private websites are ideal information containers, they cannot substitute for personal customer relationships. Online customers are predominantly passive "receivers" of marketing and media information. However, customers frequently need personal advice in the buying process (Hennig-Thurau et al., 2010, p. 313).

Electronic sales and logistics face significant challenges, e.g. exorbitant costs, inadequate focus on objectives, insufficient resources, inappropriate metrics, complex systems, slow returns, no customer focus, inaccurate view of sales pipeline, lack of ability for a cockpit-view of the business in real-time, different functional areas using different systems, low quality data or missing data and overall poor performance (Luo, Zhang, & Shim, 2010).

Excessive promotion on social media might cause negative consumer comments. Social media have empowered customers to provide feedback on products and services, shape public opinion and even suggest innovations (Peppard, 2000). Negative social network comments can

prove disastrous to ignorant providers. Accordingly, the effectiveness of social media marketing is difficult to monitor, although the potentials of negative propaganda are unlimited. As compared to conventional communication, relationships in virtual networks are less tightly knit and less stable. Virtual social groups frequently share only few topics and convictions. Information interchange holds greater relevance than social proximity. Hardly any participant registers with his/her real-world name. Social networks frequently are highly anonymous and invite users to disguise their true identities. This impairs mutual trust and confidence (Slouka, 1995). Although social networks have been devised for private communication, they frequently are associated with ecommerce intermediaries (Hippner & Wilde, 2005), since they offer a broad range of marketing tools to commercial providers. Consumers accordingly distrust commercial messages and possibly refuse them actively. Social media could even mean a threat to controlling corporate marketing (Deighton & Kornfeld, 2009). Companies doing business through social media might detain consumers rather than motivate them to buy.

Mobile media are available everywhere but could motivate customers to buy more and decide on acquisitions inadvertently, out of boredom or simply to belong to a social group. Mobile shoppers accordingly might be discontent on their acquisitions, send them back or simply develop a negative attitude towards the seller (Anckar & D’Incau, 2002). Mobile shopping increases the risk of data security. Payment data and private information are transferred on wireless networks and usually in public spaces. For instance, a high perceived risk of wireless banking functions reduces performance expectancy and the behavioural intention to use it (Luo et al., 2010).

### **Risks in the phase of customer expansion**

New media might be an impediment rather than an opportunity to customer expansion. Websites make service promises and value propositions, but unlike physical sales activities, these statements remain virtual, untouchable. The disintegration of product conceptions in the haptic and virtual world might impair brand image and customer trust and loyalty (Grönroos, 2011).

Corporations using new media for CRM frequently report low satisfaction and success concerning customer acquisition and loyalty (Taylor & Hunter, 2002). Systems are usually specialised in customer management but do not extend to other corporate functions like accounting, strategic planning and web design. Departing from the international office standard, firms incur compatibility problems with suppliers and customers (Magdic & Car, 2013). Deng, Lu, Well and Zhang (2010) come to similar conclusions concerning consumers’ satisfaction with mobile instant message services. Customers who perceive low technological value and emotionally cannot accept the approach are minimally satisfied and accordingly do not increase their loyalty due to this service.

Companies servicing customers on the internet are exposed to significant data security risks. New noxious software is registered daily. Inadequate technical design of websites might deter rather than attract users (Rigby et al., 2002). Corporate image is threatened when firms’ difficulties to keep data private becomes public. Particularly, social media users might fear for the privacy of their customer data. Since communication on social networks is essentially public and the sender of a message loses control of its further distribution on the web, customers could be reluctant to provide personal content like product needs or service related difficulties (Boyd & Ellison, 2010). Bauer, Barnes, Reichardt, & Neumann (2005) analyse reasons for consumer acceptance of mobile marketing and find that consumer innovativeness, surrounding social

norms, perceived utility and perceived risk determine their readiness to use mobile media. This suggests that certain customer groups might display significant prejudice against mobile media-based customer service.

### **Success factors of new media integration in CRM practice**

The discussed risks of new media usage in CRM can be avoided or reduced by using new media prudently and strategically. The following paragraphs summarise success factors for the stages of customer acquisition, maintenance and expansion.

### **Success factors in the phase of customer acquisition**

Many internet users have turned sceptical towards ads in general and even more towards personalised advertisement. Exaggerated marketing could even be counterproductive among certain consumer groups. Firms accordingly should select the addressees of web-advertisement carefully and adapt the message contents to the user profile. Diminishing data processing activity and working on image and network-contacts instead could be an efficient strategy.

Advertising on private websites should be fact-oriented. Websites offer extensive space for detailing product data and provide contact addresses and links. According to Peppard (2000), information should be presented in a well-structured and condensed form and always be topical. Search engine advertisement can be costly when ad services are booked. However, the selection of fitting key words, continuous site development, high research frequency and interlinking with partnering sites are free from charge and can be equally effective to make the page appear among the top search results. Companies should optimise their search engine strategy and use financial resources deliberately.

Companies are advised to make careful use of cookies. Information tools tracked as spyware damage the corporate prestige and consumers might block or entirely avoid the site. Partnering with renowned web presences could be more efficient for customer acquisition and market exploration.

Social and mobile media have become an established information resource. Since data are rapidly changing in virtual space, continuous research activity is indispensable. Rather than storing data arbitrarily, providers should - from the beginning - try to locate relevant groups; for instance, by identifying gatekeepers or by drafting their own threads and discussion blogs. Focusing on few networks that refer to product related information could be more efficient than an extensive activity in many social communities (Hofte-Frankhauser & Wälti, 2009).

Since data retrieved from social and mobile media represent a partial market segment only, firms should not limit their data analysis to the virtual space. To determine the interests and needs of a conservative audience, conventional market research is indispensable (Vidgen et al., 2007). Information gathered from virtual networks should be compared to the result of classic market research, since social and mobile media data are not always reliable (Hofte-Frankhauser & Wälti, 2009).

Lindner (2009) suggests that advertising firms should observe the growth and activity in social platforms continuously and select social media that grow strongly and have high user activity. For effective social media advertisement, it is advised to identify and utilise gatekeeper persons to establish online communities. Drafting blogs and forums could turn the advertising company into a gatekeeper itself, which reflects a useful role to guide discussions in one's own interest. Marketing intentions should not be purported too strongly in network communities. Most social networks are symbiotic. An overemphasis of economic interests could deteriorate the

corporate image (Hippner & Wilde, 2005). Social network advertising should appeal to emotional cues linked to the product indirectly, address the customer personally and offer the corporate website for possible further information (Meyer-Galow, 2005). Negative word-of-mouth in social networks can endanger corporate image. Companies can avoid this by continuous participation in conversations, as well as active interference and communication offers in response to critical comments (Deighton & Kornfeld, 2009).

Mobile media remain predominantly used by younger consumers. Advertisement on mobile media should appeal to this customer group. Products for social media advertisement accordingly should be chosen carefully (Scharl, Dickinger, & Murphy, 2005). Due to the brevity of SMS messages their content is limited. Mobile advertisement is ideal for personalisation, since it reaches a single user. However, the messaging time and location should be carefully chosen (Scharl et al., 2005). Mobile media are an innovative element of advertising but are no stand-alone concept. Users are more satisfied when supplied with supplementary web-based information and reconsider their buying decision (Henneberg et al., 2009).

### **Success factors in the phase of customer maintenance**

Employee competence and management engagement are crucial to achieving successful new media application in customer maintenance. The investment of financial resources in training could be more sustainable than continued dependence on expert advice (Rigby et al., 2002). Managers should accept technological innovations open-mindedly and trust in expert consultation concerning investments in data management concepts (Schniederjans et al., 2012).

To organise customer data management on the web effectively, firms should apply systems that can cope with large amounts of data and employ resources to process these data rapidly. In the age of mobile and social media-based commerce, user data change quickly and contain significant amounts of information e.g. on preferences, previous orders, product interests and network affiliations. Apt systems provide exact estimates and allow judgement on trend changes from small variations (Bijmolt et al., 2010).

While ready-made CRM packages initially seem cost-efficient, firms frequently find it difficult to cope with these black boxes and fitting them with other business software is difficult (Magdic & Car, 2013). Companies should consider having a web database system programmed individually or from existing modules, possibly in SQL meta-language. Such a concept fits their specific needs and can be expanded to a changing research environment and analytic necessities (Taylor & Hunter, 2002).

Companies are in need of powerful systems for logistics and sales data processing. In recent years the data flood has been increasing continuously. To integrate the customer factor into the system effectively, all interfaces with clients should be clear and easy to use. At the same time, they should be flexible for adaptation to varying customer needs (DuPlessis & Boon, 2004). Ordering systems are confronted with a broad range of input data and have to react flexibly to diverse information formats. They have to adapt to a broad range of data codes and should be open to new components. Large data and delivery amounts need efficient logistics. With increasing complexity of ordering and mailing processes, delivery failures become costly and exceptions to the rule are difficult to manage. Ordering and dispatching systems accordingly have to work reliably and should react tolerantly to changes and intervention (Bijmolt et al., 2010). Security of all transaction and storage data is a top priority.

To ensure the sales efficiency of websites, providers should pay particular attention to contents and linkage. They might integrate a web shop to avoid sales intermediaries. Certainly

websites should contain extensive product information, technical data and contact addresses. Topicality and user friendliness are crucial (Grönroos, 2011). By contrast, according to Peppard (2000), websites should not disclose overly-detailed information, to avoid imitation by competitors and product pirates. Websites should appeal to a broad range of consumers and thus should be designed for diverse consumer types.

Social media contribute to the sales process by keeping customers involved with the products and encouraging them to identify emotionally. Social media presences ideally dispense a high emotional appeal, include participation offers, announce new followers, invite discussion, announce corporate events and track the firm history (Smalla, 2008.). All of these elements engage customers and evoke the desire to acquire the product. Continuous servicing of the site is essential to reach these objectives, while customer complaints should be answered on time and in a friendly manner. Positive feedback can be strengthened by providing further information and input. A proactive social media policy is pre-conditional to sales success (Meyer-Galow, 2005).

Social and mobile media communication cannot fully replace personal customer contact in many businesses. Particular larger investments or specific goods like real estate demand personal consultation. The effective intertwining of virtual with personal communication is decisive to optimise sale success.

### **Success factors in the phase of customer expansion**

In order to utilise customer-related processes and information for enhancing customer commitment and loyalty in the long run, businesses are advised to put effort in customer service technology. Processes should be developed continuously and typical customers could participate in the design process to improve the handling and flexibility of the web presence. Search engine profile, entry forms, contact data and web-based information should be easy to retrieve and inexperienced users should find assistance on the phone (DuPlessis & Boon, 2004). Websites should essentially address all users. However, firms have to recognise that not every customer is internet experienced. Websites and physical representation should interact intensely to service all customer groups according to their needs (Boyd & Ellison, 2010). Managers should be proactive in deciding on the cost of CRM innovations, leadership style, phases of implementation take-off points, size of the labour pool and best practices for ensuring quality. Proactivity concerning new technologies is essential to CRM success.

To make customer-related information accessible for all units, swift access to all relevant processes is indispensable. Any changes in customer status should be instantaneously available to all involved levels. A high performance data management system is essential to meet these challenges. Cloud computing increases in importance and probably soon will replace local data warehousing (Romano & Fjermestad, 2003).

Social and mobile media technology is a major element of new customer service management systems. The communicative element inherent in these applications equalises corporate and customer perspectives (Kia, 2010). New media-based marketing strategies should differentiate the organisation from a buyer's perspective. Policies concerning customer management, vision and strategy are essential policies for customer valuation, segmentation and targeting. Social media support the process of continued customer contact. They enable firms to loosely keep in touch with customers for years. This presupposes continued activity in social platforms to keep established relationships alive (Romano & Fjermestad 2003).

In customer servicing, users should be lead innovators. Corporations should follow their development and design suggestions and adopt their communication modes, whereby innovation

is built around the inputs and views of the user. In social and mobile media CRM, user innovation would unzip the thoughts of the user to suggest to developers what the future should hold for the industry.

Tables 1a, 1b, and 1c summarize the opportunities, risks and success factors in the derived categories of customer acquisition, maintenance and expansion.

Customer Orientation	Opportunities
<p><b>Customer Acquisition</b></p>	<ul style="list-style-type: none"> <li>• personalised advertising</li> <li>• real-time analysis of market data</li> <li>• reduction of organisational information complexity</li> <li>• corporate websites with profound information</li> <li>• web log mining offers detailed customer information</li> <li>• efficiency of partner sites and local advertisement</li> <li>• internet enables access to a broad customer base</li> <li>• social media supports virtual advertising</li> <li>• blog communication as an indicator for trend development</li> <li>• information analysis via user data</li> <li>• creation of new markets via mobile media</li> <li>• reconnection of consumption patterns through GPS tracking</li> <li>• mobile applications are desired incentives</li> </ul>
<p><b>Customer Maintenance</b></p>	<ul style="list-style-type: none"> <li>• web-based DM augments internal process transparency</li> <li>• improvement of data security</li> <li>• new marketing channels multiply the stock of buyers</li> <li>• establishment of a common information basis</li> <li>• online intermediaries ease product search</li> <li>• social networks encourage customers' word-of-mouth</li> <li>• communication creation of personal marketing concepts</li> <li>• improvement of corporate image</li> <li>• options for data collection and the use of collaborative filtering</li> </ul>
<p><b>Customer Expansion</b></p>	<ul style="list-style-type: none"> <li>• efficient and quick customer data management</li> <li>• analysis of website and social media data</li> <li>• process of analysis through data mining technologies and self-learning systems</li> <li>• virtual word-of-mouth (WOM) communications</li> <li>• reactivation of customer contacts</li> <li>• identification of new trends and customer needs</li> <li>• generating a high level of identification</li> </ul>

Table 1a: Summary of opportunities of new media usage (own elaboration)

Customer Orientation	Risks
<b>Customer Acquisition</b>	<ul style="list-style-type: none"> <li>• privacy concerns</li> <li>• databases run the risk of becoming quickly out-dated</li> <li>• large amounts of data are not valuable for marketing</li> <li>• expensive external experts</li> <li>• low management expertise</li> <li>• rejection of cookie access and web logs</li> <li>• low data reliability</li> <li>• real-time evaluation of huge data stocks are costly</li> <li>• low flexibility</li> <li>• negative WOM</li> <li>• continuous investment</li> <li>• low data reliability</li> </ul>
<b>Customer Maintenance</b>	<ul style="list-style-type: none"> <li>• high costs and slow returns</li> <li>• inadequate focus</li> <li>• low quality data</li> <li>• inappropriate product expectations</li> <li>• limited customer reach</li> <li>• effectiveness difficult to measure</li> <li>• negative social network propaganda</li> <li>• social networks are highly anonymous</li> <li>• negative attitude towards the seller</li> <li>• risk of data security</li> </ul>
<b>Customer Expansion</b>	<ul style="list-style-type: none"> <li>• compatibility problems</li> <li>• product conceptions in virtual worlds could impair brand image</li> <li>• malware infiltration</li> <li>• rejection of online adverts</li> <li>• inadequate technical design of websites</li> <li>• user fear for privacy of their customer data</li> <li>• consumer acceptance of mobile marketing</li> </ul>

Table 1b: Summary of risks of new media usage (own elaboration)

### Discussion

The above discussion reveals that despite new media-related risks, new media are important instruments to enhance customer commitment and organisational performance. To conclude the argumentation, the study returns to the initial work model. According to Kim and Kim (2009), success effects unfold at the level of the customer in the form of customer value and at the level of the organisation in the form of shareholder value. New institutional economic theory provides a toolkit to analyse the exact mechanism of the enabling effect of new media in the CRM process.

Customer Orientation	Success Factors
<b>Customer Acquisition</b>	<ul style="list-style-type: none"> <li>• strategic selection of web data</li> <li>• combining conventional and virtual market research</li> <li>• fact-oriented advertising on websites</li> <li>• optimisation of search engine strategy</li> <li>• deliberate use of financial resources</li> <li>• careful use of cookies</li> <li>• continuous research activity</li> <li>• utilisation of gatekeepers</li> <li>• selection of convenient new media instruments</li> <li>• combine rational and emotional cues</li> </ul>
<b>Customer Maintenance</b>	<ul style="list-style-type: none"> <li>• development of IT competencies</li> <li>• management openness and innovativeness</li> <li>• flexible and individual software solutions</li> <li>• interconnection of new technologies</li> <li>• effective malware protection</li> <li>• user friendliness</li> </ul>
<b>Customer Expansion</b>	<ul style="list-style-type: none"> <li>• optimisation of handling and flexibility of web presence</li> <li>• atmosphere of customer valuation</li> <li>• intertwining with physical structures</li> <li>• customer respect as innovators</li> </ul>

Table 1c: Summary of success factors of new media usage (own elaboration)

### **Customer value of new media applications in CRM**

#### **Customer value**

New media applications in CRM create customer value since they diminish agency and transaction costs in the interaction process between provider and customer (Jensen & Meckling, 1976).

Due to new media applications customer data are processed more rapidly and available at all organisational levels, which eases dispatching, order and service processes, thus enhancing customer satisfaction (Hilkert et al., 2012). Web-based customer data management makes it easier to address customers adequately and helps to intensify the process of customer-provider interaction (Domenig & Dittrich, 1999). Misunderstandings in order processes can be avoided and customers are provided with product offers fitting their needs (Winer, 2001). The security of customer data is improved due to cloud data storage. Efficient database management ensures customer trust and reassures customers of product and service quality.

The internet has provided almost perfect market transparency. Broad product information is available on the web, which enables customers to cover their needs more effectively and realise bargains. Websites reduce information asymmetry between provider and customer. They contain all relevant product and company related information and ease product search. Search engines help customers to compare products and make an optimal choice (Riehm, 2004). They enhance market efficiency and transparency. The virtual world provides additional consumption opportunities (Anckar & D’Incau, 2002). Email technology speeds up customer-provider

communication and establishes a trustful communication basis, which is less formal than conventional letters but more binding than verbal communication.

Social media interconnect customers to one another, as well as customers to providers. Customer dialogue increases information transparency when customers interchange experiences concerning products and brands. Social media are a podium to express satisfaction or critique (Haenlein & Kaplan, 2010). Providers can participate in this discussion and receive feedback first hand. Social media encourage customer-provider dialogue and diminish informational barriers between the contractual parties

Mobile media improve market transparency further. Consumers use mobile apps to retrieve product related information in the buying process and interchange information with other customers even more rapidly and on time (Schniederjans et al., 2012). Customer-provider communication is intensified by mobile media, which further strengthens proximity and trust between both parties (Null, 2008).

Mobile media make shopping possible everywhere (Dickinger et al., 2004). Customers become personally involved with the provider by using mobile media and can demonstrate their preferences and document recent acquisitions among their internet community (Bächle, 2006). Social and mobile media enable virtual word-of-mouth communication and empower customers to extensively criticise, evaluate and comment on products and services (Chevalier & Mayzlin, 2006). Customer servicing has become much easier due to online communication and increased transaction speed (Dollmayer, 2001). New media bring suppliers in contact with customers directly and create long lasting relationships of trust and loyalty (Habul & Pilav-Velic, 2010).

Bringing these arguments together, new media enhance customer value in CRM by diminishing agency costs. They reduce information costs and efforts for customers, enhance information efficiency and in this way, improve trust between customer and provider.

### **Shareholder value**

New media are equally valuable from an organisational perspective and – applied effectively - enhance shareholder value. From a new institutional perspective, organisations relying on new media benefit from transaction cost savings and transparency gains.

Corporate webpages mediate business information, product offers and provide service functions in a condensed and easily accessible form. Online product offers improve customer access and accordingly augment turnover. The availability of the corporate websites through search engines multiplies this effect since search engines ease website retrieval for customers and augment access frequency (Fiore & Shawn, 2001).

Search engines and website marketing are more cost-efficient than classical print and TV advertisement. Social and mobile media have an additional multiplier effect for advertising messages (Mangold & Faulds, 2009). Sale and logistic processes are rationalised due to websites and online communication (Runia, 2007). Transaction costs are reduced (Schoder & Müller, 1999). Email communication eases customer servicing, order dispatching, invoicing, debt collection and communication organisation. This saves staff efforts, diminishes invoice periods, improves the fluency of customer-related communication and reduces bureaucratic efforts.

Web-based data management eases the administration of customer data and saves manual efforts to store, retrieve and sort customer-related information (Sahaf et al., 2011). Effective data management enhances customer satisfaction, diminishes ordering times and augments dispatching frequency. Cloud computing saves local storage capacity and reduces the risk of a loss of data. Clouds save servicing costs and efforts. Extensive software and hardware

technology ensure the management of large and growing data amounts and frictionless, on time data evaluation for market research and effective customer service (Armbrust et al., 2010). Sophisticated customer profile evaluation, reliance on cookies and weblogs as well as click stream data (Bucklin & Sismeiro, 2009) analysis are competitive advantages (DuPlessis & Boon, 2004).

Social media ease customer-provider interaction and are an additional and personal medium of customer-related communication. Social media multiply marketing effectiveness and save advertisement costs when customers recommend brands and products. Social media support image assessments and allow firms to influence electronic word-of-mouth (e-WOM) communication rapidly (Zimmer, 2009). Social media accordingly reduce transaction costs in marketing and services.

Mobile media extend the effect of webpages and social media networks, since they are available on the go (Cao, 2014). Mobile media enhance the social impetus of advertisement owing to their communicative effect. Due to mobile media, customers are available continuously, which saves contact and servicing costs and enables firms to place marketing information fitting with environment conditions (e.g. when customers pass the corporate shop) (Wang, Xiang, & Fesenmaier, 2014).

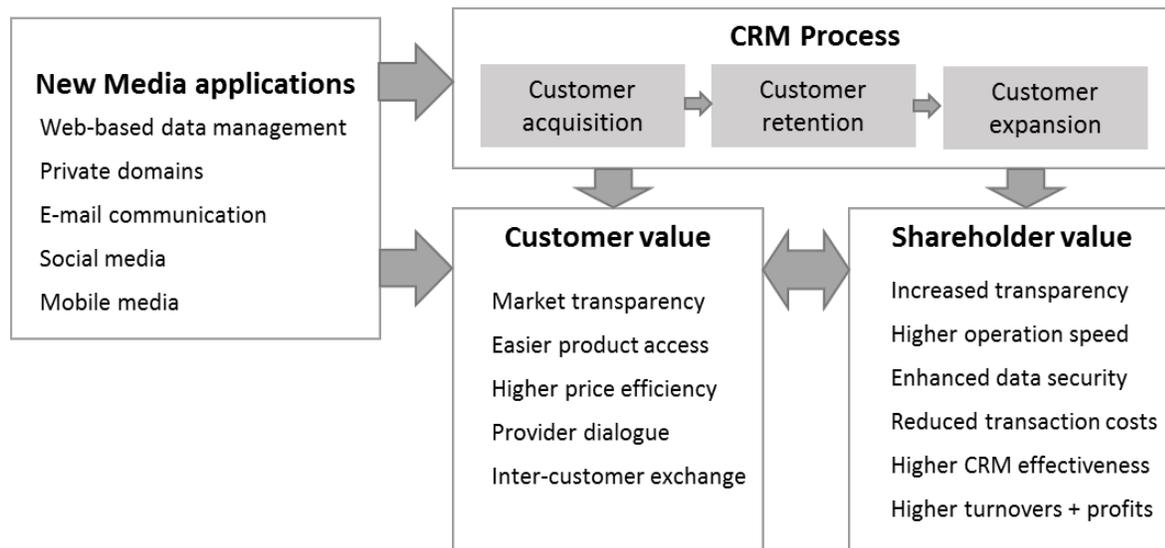
New media provide decision support, help to clear organisational structures (Dollmayer, 2001) and avoid bureaucracy. They enhance the transparency of sale processes and ease inter-firm cooperation (Cusumano, 2010). Information is updated easily and available to all departments instantaneously (Chevalier & Mayzlin, 2006). Online communication and mobile media are additional inter- and intra-organisational communication channels (Meyer-Galow, 2005).

### **Comprehensive model**

Bringing the arguments of previous sections together, new institutional economics comprehensively explain the success effect of new media to CRM and integrate the perspectives of shareholders and customers. New media enhance customer utility by reducing customers' information efforts, enhancing information efficiency and intensifying the customer-provider relationship, thus enhancing customer commitment, satisfaction and loyalty. From a provider perspective new media improve CRM efficiency and effectiveness, as well as contributing to increase turnover and revenue. Customer and provider perspectives interact. Satisfied customers buy repeatedly, recommend the company and remain committed to the product. Customer satisfaction is pre-conditional to sustainable shareholder value creation, growing turnover and profit. Simultaneously, shareholder value enhances customer value. Working and swift customer data management, online service availability, data security and competitive pricing enhance customer satisfaction and loyalty. The discussion in brief illustrates that customer value and shareholder value are inseparably linked to each other. New media can contribute to both, thus triggering a self-reinforcing process of value creation in CRM.

The above review-based discussion accordingly adds a supplementary framework (see Figure 3) to the initial research model and explains how new media utilisation simultaneously enhances customer and shareholder value.

Figure 3: Comprehensive model of new media-based value creation in CRM (own elaboration)



### Contribution for academia and practitioners

The review-based discussion of opportunities, risks and success factors of new media in CRM is valuable to both academic research and business practice.

From an academic perspective, the completed research model illustrates in what way and to what extent new media affect CRM. The study systematises new media-based marketing tools and works out the opportunities and application risks. Based upon these insights, it derives success factors. Drawing on previous models of CRM effectiveness, the study argues that in CRM, customer value and shareholder value are interdependent, inseparable and value gains are mutually reinforcing.

This means a change of paradigms from a short-sighted, revenue-centred to a sustainable, customer-centred conception of CRM. Until the 1980s, a shareholder-centric conception dominated corporate philosophies. Firms accordingly should seek to maximise their profits to satisfy the shareholder desire for optimal returns (Rappaport, 1998). From this perspective, customer and shareholder objectives may appear conflicting. Customers desire top service and high quality products, both of which are costly and contradict economic management (Keeney, 1996). This attitude usurps customers in a process of value creation with the sole objective of maximising corporate profits. However, this study has proven that this attitude is short-sighted. The availability of electronic media and customers' growing global interconnectedness has made customers self-confident and self-reliant. They want to participate in the process of value creation and are interested in shaping customer-provider dialogue.

Customers - particularly in service-oriented businesses - desire to be respected as stakeholders. Corporations have to respect their needs and interests to make them return. In the long run a holistic stakeholder-oriented policy is more successful than short-sighted profit maximisation. Satisfied customers are loyal to the company, tend to recommend its products and might accept higher prices. In the long run, the strategy of customer orientation will pay out and is a competitive advantage in increasingly diversified and global markets.

From a management perspective the study encourages firms to pursue a sustainable CRM policy. It shows the extent to which tools of CRM contribute to corporate success and how they interact. Accordingly, the model helps firms to select adequate instruments fitting with their corporate strategy and combining them effectively. It invites companies to be experimental and try innovative ways of customer address and support. The study reduces uncertainty concerning the choice of the new media-based CRM strategy. The relationships between the application of CRM tools like social media usage or internet sales platforms at different value-added stages are detailed. Particularly, small- and medium-sized enterprises thus are motivated to keep pace with technological progress and utilise the opportunities of new media to the joint advantage of company and customer.

Looking back to the beginning of this study, German SMEs in particular are advised to keep pace with global developments in new media-based CRM, since to date they frequently have been sceptical about new customer management technology. However, the study results are of international relevance. Companies in industrialised nations and emerging markets start from an even position concerning the usage of technological innovations in customer address, maintenance and expansion. Businesses' openness to technological development and capacity for rapid knowledge acquisition determines future competitiveness and global market leadership.

### **Limitations and further empirical research needs**

This review-based discussion synthesises previous empirical contributions and theoretical concepts. Its insights, accordingly, remain theoretical and have not yet been explored in an empirical study. However, the study has suggested a framework that could be verified based upon an empirical survey among CRM companies using a structural equation model, for instance. A follow-up study is planned, which will reconnect the proposed model to research practice.

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# New Media – An Opportunity to Customer Relationship Management?

A Review-based Analysis of Success Factors and Success Effect

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## Abstract

In the age of virtualization and globalization customer relationship management (CRM) increasingly utilizes new media for advertisement, customer contact, data management, servicing and sales. The opportunities, risks and success factors of the application of these new technologies however have not been comprehensively explored so far. The study systematizes new media technologies for customer relationship management in the form of a review and differentiates and synthesizes new media based opportunities, risks and success factors in CRM referring to the corporate value-added process. It draws on Kim, Zhao and Yang's (2008) and Kim and Kim's (2009) earlier research and extends the framework based on a more extensive literature review and adapts it to new media applications. Success effects of new media usage at the shareholder and customer-level are elaborated. Therefore, this work provides academic research with a theoretically founded classification system for new media research, which is applicable to CRM and neighboring study fields. Practitioners can also apply the category set to revise and organize their CRM strategy with regard to the technological options of new media. The study is the theoretical and structural foundation to a planned empirical study on the success effects of new media in CRM.

**Keywords:** Customer Relationship Management; Strategic Marketing; New Media; Conceptual Paper.

French abstract\*

New Media – An Opportunity to Customer Relationship Management?  
A Review-based Analysis of Success Factors and Success Effect

# Nouveaux média – Une Opportunité pour la Gestion de la Relation Client?

Une analyse des facteurs clés de succès basée sur une revue de littérature

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## Résumé

Dans l'ère de la virtualisation et de la mondialisation, la gestion de la relation client utilise de plus en plus les nouveaux médias pour la publicité, les contacts avec la clientèle, la gestion des données, le service et la vente. Les opportunités, les risques et les facteurs de réussite de l'utilisation de ces nouvelles technologies n'ont toutefois pas été complètement explorés jusqu'ici. Cette étude systématise les nouvelles technologies des médias pour la gestion des relations clients sous la forme d'une revue de littérature et différencie et synthétise les opportunités, les risques et les facteurs de succès liés aux nouveaux médias, en faisant référence au processus de la création de valeur dans les entreprises. Cette étude se fonde sur les travaux de Kim, Zhao et Yang (2008) ainsi que sur ceux de Kim et Kim (2009) et étend le cadre à partir d'une revue de la littérature plus vaste et l'adapte aux nouvelles applications multimédias. Cette étude aborde les effets de réussite de la nouvelle utilisation des nouveaux médias au niveau de création valeur pour l'actionnaire et au niveau de la clientèle. Par conséquent, ce travail donne une classification fondée théoriquement pour la recherche académique sur les nouveaux médias, qui peut être appliquée aux recherches dans les domaines de la gestion de la relation clients ou champs de recherche voisins. Les praticiens peuvent également appliquer les catégories prévues pour revoir et organiser leurs stratégies de la gestion de la relation clients, en ce qui concerne les options technologiques des nouveaux médias. Cette étude est un fondement théorique et structurel à une étude empirique sur les effets de réussite de l'utilisation de nouveaux médias dans la gestion de la relation clients

**Mots-clés:** La gestion de la relation client; Marketing stratégique ; Nouveaux Media;  
Etude conceptuelle.

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German abstract\*

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# Neue Medien – Eine Chance für das Customer Relationship Management?

Eine review-basierte Analyse von Erfolgsfaktoren und Erfolgseffekten

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## Zusammenfassung

Im Zeitalter der Virtualisierung und Globalisierung nutzt das Customer Relationship Management (CRM) zunehmend die neuen Medien für Werbung, Kundenkontakt, Datenmanagement, Kundenbetreuung und Verkauf. Die Chancen, Risiken und Erfolgsfaktoren der Anwendung dieser neuen Technologien wurden bisher jedoch nicht umfassend erforscht. Die Studie systematisiert die Technologien der neuen Medien für das Customer Relationship Management in Form eines Reviews. Sie differenziert und synthetisiert die auf den neuen Medien basierenden Chancen, Risiken und Erfolgsfaktoren des CRM hinsichtlich der Wertschöpfungsprozesse der Unternehmen. Die Studie bezieht sich auf die frühere Forschung von Kim, Zhao und Yang (2008) und Kim und Kim (2009), sie erweitert das Rahmenwerk basierend auf einer umfangreicheren Literaturanalyse und passt es an die Anwendungen der neuen Medien an. Erfolgseffekte der Nutzung der neuen Medien auf Ebene der Shareholder und Kunden werden herausgearbeitet. Daher bietet diese Arbeit für die wissenschaftliche Forschung zu Neue Medien ein theoretisch fundiertes Klassifikationsmodell welches auf CRM und angrenzende Forschungsgebiete anwendbar ist. Zudem können Anwender das Category Set einsetzen um ihre CRM-Strategie im Hinblick auf die technischen Möglichkeiten der neuen Medien zu überarbeiten und zu organisieren. Die Studie bildet die theoretische und strukturelle Grundlage für eine geplante empirische Studie über die Erfolgseffekte der neuen Medien im CRM.

**Keywords:** Customer Relationship Management; Strategisches Marketing; Neue Medien; Konzeptpapier

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Spanish abstract\*

New Media – An Opportunity to Customer Relationship Management?  
A Review-based Analysis of Success Factors and Success Effect

# Nuevos Medios - Una oportunidad para el Customer Relationship Management?

Una Revisión basada en los Factores y Efectos del Éxito

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## Resumen

En la era de la virtualización y de la globalización, el *Customer Relationship Management* (CRM) utiliza cada vez más los nuevos medios de publicidad, el contacto con el cliente, la gestión de datos, los servicios y las ventas. Las oportunidades, los riesgos y los factores de éxito de la aplicación de estas nuevas tecnologías sin embargo no han sido ampliamente exploradas hasta ahora. El estudio sistematiza las nuevas tecnologías de los medios de comunicación para la gestión de relaciones con los clientes en forma de revisión y diferencia y sintetiza los nuevos medios basados en las oportunidades, los riesgos y los factores de éxito en CRM que hacen referencia al proceso de valor agregado de las empresas. Basándose en los estudios anteriores de Kim, Zhao y Yang (2008) y Kim y Kim (2009) la investigación amplía la revisión de la literatura y se adapta a las nuevas aplicaciones de medios. Se estudian los efectos del éxito de los nuevos medios de comunicación en los accionistas y en los clientes. Por lo tanto, este trabajo proporciona a la investigación académica un sistema de clasificación fundado teóricamente para la nueva investigación de medios, que es aplicable a CRM y a campos de estudio colindantes. Los gestores también pueden utilizar las categorías establecidas para revisar y organizar su estrategia de CRM con respecto a las opciones tecnológicas de los nuevos medios. El estudio es el fundamento teórico y estructural a un estudio empírico planteado sobre los efectos del éxito de los nuevos medios en CRM.

**Palabras Clave:** *Customer Relationship Management*, Marketing Estratégico, Nuevos Medios de Comunicación, Artículo Conceptual

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Arabic version\*

New Media – An Opportunity to Customer Relationship Management?  
A Review-based Analysis of Success Factors and Success Effect

وسائل الإعلام الجديد - فرصة لإدارة علاقات العملاء؟  
تحليل قائم على استعراض عوامل النجاح وتأثير النجاح

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المخلص

في عصر العولمة والمحاكاة الافتراضية تقوم ادارة علاقات العملاء (CRM) باستخدام وسائل الإعلام الجديدة بشكل أكبر للإعلان، والاتصال بالعملاء، وإدارة البيانات، وتقديم الخدمات والمبيعات. ولكن لان لم يتم استكشاف الفرص والمخاطر وعوامل النجاح في تطبيق هذه التكنولوجيات الجديدة. الدراسة تعمل على منهجية التقنيات الإعلامية الجديدة لإدارة علاقات العملاء على شكل استعراض و تفرق وتجمع وسائل الإعلام الجديدة القائمة على الفرص والمخاطر وعوامل النجاح في (CRM) معتمدةً على القيمة المضافة للشركات. كما وتنبني هذه الدراسة على أعمال كيم (2009) و زاهوا ويانج (2008) السابقة وتزيد من إطار العمل باستخدام أكبر وأكثر عمقاً لدراسات سابقة وتربطها بتطبيقات ميدانيا جديدة وقد وضحت هذه الدراسة أيضاً آثار نجاح استخدام وسائل الإعلام الجديدة على مستوى المساهمين و العملاء. وبالتالي، فإن هذا العمل يوفر بحثاً أكاديمياً مع نظام تصنيفي نظري لأبحاث وسائل الإعلام الجديدة، التي تطبق على (CRM) ومجالات الدراسة الأخرى المجاورة. ويستطيع "المتدربون" أيضاً تطبيق المجموعة الفئة لمراجعة وتنظيم استراتيجيات (CRM) الخاصة بهم اعتماداً على الخيارات التكنولوجية لوسائل الإعلام الجديدة. الدراسة هي عبارة عن اساس نظري وهيكلية لدراسة تجريبية مخططة على اثار نجاح وسائل الإعلام الجديدة في (CRM).

**الكلمات الدالة:** إدارة علاقات العملاء ؛ التسويق الاستراتيجي؛ وسائل الإعلام الجديدة ؛ ورقة مفاهيم.

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Chinese abstract\*

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新媒体 – 一个客户关系管理的机会?  
成功因素和效果的综述分析

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摘要

[在虚拟化和全球化的时代中，客户关系管理（CRM）越来越多将新媒体应用于广告，客户联络，数据管理，服务和销售。但是目前有关这些新媒体技术的机会，风险和成功因素并没有得到全面的探讨。本文运用综述的方式系统化地研究新媒体技术在CRM的应用，并区分和综合了新媒体在给企业增值的CRM过程中的机遇，风险和成功因素。本文借鉴Kim, 赵和杨（2008）和Kim和Kim（2009）的早期研究工作，通过更广泛的文献回顾扩展了模型并将其应用在新媒体中。本文阐述了新媒体在股东和客户中应用的成功影响。因此，本项工作为学术研究提供了一个对新媒体基于理论分类的系统。这个系统适用于CRM和邻近的研究领域。实践者们还可以将此分类系统进行修改，就新媒体的技术选择整理他们的CRM战略。本项研究为对新媒体在CRM的成功影响的实证研究奠定了理论和结构的基础。]

**关键：** 客户关系管理；战略营销；新媒体；理论文章。]

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