CRM at the Speed of Light, Fourth Edition: Social CRM Strategies, Tools, and Techniques for Engaging Your Customers

Paul Greenberg





Contents

Foreword		XI
Acknowledg	ments	xv
Introduction	1	xvii
Part I The E	ra of the Social Customer.	1
CHAPTER I	OMG! YOUR CUSTOMER REALLY IS YOUR BFF! Bursting the New Mythology: Zeus Drops to Earth. How the Book Is Organized Starting with a Test. Welcome to the Era of the Social Customer What's a Customer Ecosystem?.	1 3 6
	The Social Customer Needs Your Attention to Get Theirs.	18
CHAPTER 2	CRM, CMR, VRM OR WHO CARES? "Traditional" CRM. From CRM to CMR. Social CRM.	30 32
	Social CRM Technology: Features, Functions, Characteristics. The Social Stack Social CRM and VRM. Vendor Relationship Management (VRM). Now Do You See CRM, Social CRM, and VRM?	41 45 46
CHAPTER 3	THE CUSTOMER OWNS THE EXPERIENCE 'The Transition from Management to Engagement Through Experience. Superstah! ResponseTek. A Guiding Principle for Crafting Experiences.	58 75
CHAPTER 4	ENTERPRISE 2.0: NOT EXACTLY WHAT YOU THINK Defining Enterprise 2.0	83 85

CHAPTER 5	A COMPANY LIKE ME: NEW BUSINESS
	MODELS = CUSTOMER LOVE
	Why? Because We <i>Like</i> You and Trust You
	The New Business Models Unveiled
	Another Model Worth Getting Behind
Part II So H	appy Together: Collaborating with Your Customers
CHAPTER 6	Do You HAVE THE RING? TOOLS
	FOR CUSTOMER ENGAGEMENT
	The Value of Social Media in CRM
	Social Media
	Superstah! Lotus Connections
CHAPTER 7	LOVE YOUR CUSTOMERS PUBLICLY:
	BLOGS AND PODCASTS
	The Blogosphere
	How Do You Measure a Blog?
	Microblogging and More: Tweeting on Twitter 162
	Superstah! Six Apart
	Podcasting: A Brief Look
CHAPTER 8	WIKIS ARE A WEIRD NAME FOR
	COLLABORATION, N'EST CE PAS?
	Crowdsourcing
	Superstah! Socialtext
	Wiki Wrap-Up
CHAPTER 9	SOCIAL NETWORKS, USER COMMUNITIES:
	WHO LOVES YA, BABY?19
	The Conversation Can't Be Avoided
	Social Network Styles: What Models
	Can You Choose From?
	Managing the Community
	The IT Landscape
	The Vendor Picture 226
	Superstah! Neighborhood America
CHAPTER 10	MOVIN' AND GROOVIN': THE USE OF
	MOBILE DEVICES
	A Needy Market
	Why the Growth?237

	What's It Look Like? Mobile Technology.	239
	Considerations in Mobile Enterprise Planning	. 241
	Untethered Benefits	242
	The Future: Social CRM Gets Down and Wireless	244
	Superstah! Research in Motion, SAP, and	
	CRM 2007 for the BlackBerry.	248
	/ Stays, Bathwater Goes—CRM Still	
Nee	ds the Operational	253
CHAPTER n	THE COLLABORATIVE VALUE CHAIN	253
	Transparency	254
	The Systems.	
	Back and Front Office Integration:	
	Bad Story, Good Story.	257
	Integrating the Back with the Front—Still	
	Not Too Shabby	260
	A Mini-Conference.	266
	Now Meet the Customer: The Collaborative	
	Value Chain	. 271
	Ecosystems Begin to Rule	274
	Building the Collaborative Value Chain.	276
	Superstah! SAP	279
CHAPTER 12	SALES AND MARKETING: THE CUSTOMER	
	Is THE RIGHT SUBJECT	283
	Sales and Marketing Are Now	
	Integrated, Aren't They?	283
	Sales 2.0: Customer Expectations Have Changed	. 286
	Leads and Opportunities: The Feeling Is Mutual	290
	Special Circumstances Include the New Norm	. 291
	Handling Opportunities Better and Way Cooler	298
	Superstah! Oracle Social CRM	. 300
	Sales Intelligence: Mo' Better, Richer, Deeper	. 304
	The Sales 2.0 Value Proposition	
	Marketing, uh, 2.0: New Mindset, New Tools	
	Listen Up! The New Competition Is Attention	
	Getting on the Cluetrain Manifesto	
	Authenticity Trumps Consistency	. 317
	The Marketing Model: Old vs. New	318

	Social Media and Marketing:	
	More than Just du Jour	.322
	CRM Vendors Have a Problem Here:	
	Poor Apps, but Improving	.330
CHAPTER 13	CUSTOMER SERVICE IS OUR NAME—AND OUR GAME	.343
	Customer Complaints Go Viral—and You Love It	344
	The Definition of Customer Service	345
	Building a New Customer Service Model	350
	Technology Finds 21st Century Customer Service	.366
	Superstah! RightNow: Building Beyond	
	the Traditional	.367
	Superstah! Helpstream: Community-Driven	
	Customer Service.	371
	Closing It Out	375
CHAPTER 14	THE DIFFERENCE: CRM, THE PUBLIC	
	SECTOR, AND POLITICS	381
	From 2004 to Now—Wow, What a Difference	
	In Re: Engagement by the Administration	
	The Case of Singapore: Social CRM in Action	
	Politics No Longer Poker—Bluffing Don't Woik	
	The Technology Champs	
	Superstah! Blue State Digital	
CHAPTER 15	SOA FOR POETS.	
CIIIII IER 13	Evaluating Architecture	
	The Architectures.	
	Enterprise Service-Oriented Architecture.	
	Superstah!	
	REST/WOA.	
	Superstah! Sage Software	
CHAPTER 16	AT HOME OR IN THE CLOUDS—AND IN OPEN SPACES BETWEEN	437
	On-Premise	
	On-Demand	
	The Players.	
	Superstah! NetSuite	
	Choosing SaaS vs. On-Premise:	. 1 10
	Comparative Checklist	451

	Open Source: Not Quite Any of Them. Superstah! SugarCRM.	
	Cloud Computing: Wispy or Real?	461
CHAPTER 17	BIG PICTURE, BIG STRATEGIES. Introducing Strategy. A Case Study.	474
CHAPTER 18	MAPPING THE CUSTOMER EXPERIENCE The Benefits of Your Customer's Lovely Experience Why Customer Experience Mapping?	505
CHAPTER 19	PROCESS AND DATA GO TOGETHER LIKE CRM OPERATIONS. Not Just Your Transaction's Data Anymore. It's the Process, Man. Superstah! Process-Driven CRM: Sword Ciboodle	520 534
CHAPTER 20	VALUE GIVEN, VALUE RECEIVED: ANALYZING THE RETURN ON CRM. Analytics: Figuring Out Whassup. What Are Analytics?. A Very Brief Primer on Analytics. Analytics in Service of Insight = Loyalty, Advocacy Measuring the Social Customer's Value. Superstah! SAS and Customer Experience Analytics	549 550 552 565 572
CHAPTER 21	WHEN YOU BUY THE APPLICATION, YOU BUY THE VENDOR, THOUGH YOU DON'T IMPLEMENT HIM. Despite Your Wishes, the Vendor Matters. Moving Forward: The Implementation Begins. Executing Perfectly: BigMachines Does IT Right. Closing Up for the Night.	588 601 602
CHAPTER 22	WAVING TO THE FUTURE Now It's My Turn to Be a Fortuneteller, Err, Forecaster. In (Dim) Sum.	.618
APPENDIX	THE SOCIAL WEB AND THE PUBLIC SECTOR: FROM THE WORLD TO THE STATE	

x CONTENTS

The Critical Importance of Web 2.0 for	
the Public Sector 63	3
The Core Problems Facing Public Safety Today. 63	6
Breaking Down the Barriers. 63	9
A Real World Case Study: Virtual Alabama 64	0
Change Is Coming. 64	6
Index 64	ĮÇ