A pattern based approach to examine the value of social CRM: an exploratory study

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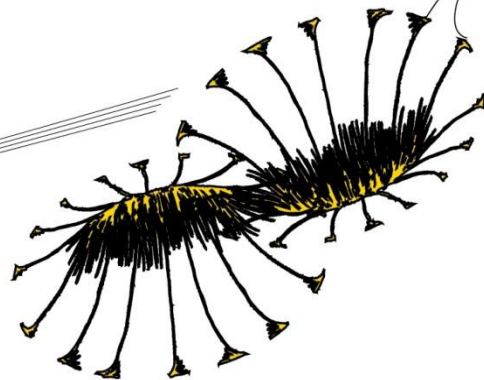**A pattern based approach to examine the value of social CRM: an exploratory study**

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Management summary

Research motives and goals

Social media offer businesses new opportunities to maintain and develop customer relationships. The relative new concept "social CRM" has become an important marketing instrument for various kinds of businesses. Social CRM is focused on interaction and holding conversations with customers. Though, there is little known about the value of social CRM. The aim of this study is to (1) gain insight into current social CRM use among retail businesses and (2) to gain insight into the value of social CRM. This study applies the pattern approach (Alexander, 1979) to the concept of social CRM. This approach gives insight into the usage process and it gives directions for actions that can be initiated in a certain situation. Therefore, patterns are also very suitable to use in practice.

Research methods

Two different studies are conducted to determine the value of social CRM. First, a content analysis is conducted. The content analyses gave a first answer to the research question "what social CRM patterns are used among retail businesses, what is the expected value of the social CRM patterns?". In the first study 150 Facebook messages of 10 Enschede's retail businesses are examined. The messages are analyzed by means of the social CRM model. This social CRM model is comprised of the components (1) social CRM goals (2) interfaces, (3) interactions, (4) touch points, (5) consumer motivations and (6) values. By means of the social CRM model various social CRM patterns could be identified and distinguished. Subsequently, the value of the various patterns could be determined. The value of the social CRM patterns is based on several customer relationship values. For this study the values trust, commitment, word of mouth, customer acquisition and purchase intention are chosen.

After the first study is an in-depth study conducted. In the second study 15 marketing professionals from various companies from the region east Netherlands are interviewed. The second study is conducted to confirm the findings of the first study and to determine the value of the various social CRM patterns.

Research results and conclusions

The first study, the content analysis, has identified 3 talking patterns; "products", "expertise" and "have a nice day wishes", 2 energizing patterns; "like, share and win promotions" and "sale, discounts and sales promotions" and 1 embracing pattern; "opinions and ideas". Values are assigned to these patterns based on the theory (Morgan & Hunt, 1994; Doney & Cannon, 1997; Fullerton, 2003; Hennig-Thurau, Gwinner & Gremler, 2002; Hennig-Thurau et. al, 2004; Baird & Parasnis, 2011).

The results of the second study confirm the values of the social CRM patterns. The first study didn't identify a supporting pattern, but to gain more insight into the value of social CRM the supporting pattern "service and support" was also included in the second study. The talking pattern "products" is valuable for creating word of mouth, customer acquisition and encouraging the purchase intentions of consumers. The talking pattern "expertise" is valuable for creating trust, commitment, word of mouth, customer acquisition and encouraging the purchase intentions of consumers. The talking pattern "have a nice day wishes" has no relevant value. The energizing pattern "like, share and win promotions" is valuable for creating word of mouth and customer acquisition. The energizing pattern "discounts, sale and sales promotions" is valuable for creating commitment, word of mouth, customer acquisition and encouraging the purchase intentions of consumers. The supporting pattern "service and support" is valuable for creating trust, commitment, word of mouth and customer acquisition. The embracing pattern "opinions and ideas" is valuable for creating commitment. Concluding, this research has clearly shown that social CRM is valuable for creating trust, commitment, word of mouth, customer acquisition and for encouraging the purchase intentions of consumers.

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1. Introduction

This chapter will introduce the research. The first paragraph presents the context, the actuality and the aim of the study (1.1). In the next paragraph the research questions will be formulated (1.2). This paragraph also argues the subjects that have to be discussed in the theoretical framework of chapter 2, which will also be the fundament of the empirical research. Thereafter, both the scientific and practical relevance of this study will be discussed (1.3). Then the research process (1.4) will be described. This paragraph briefly describes the content of the various chapters of this report. Finally, the outline of the thesis will be discussed (1.5). It gives a clear overview of the structure of the report.

1.1 Context of the study

"Retailer discovers the Internet", it is the title of an article in the newspaper TC Tubantia of 5 January 2015. An increasing number of retail businesses in Twente and Achterhoek (The Netherlands) have found their way to the internet. This does not only apply to national retail chains, but also to local retail businesses (Bengevoord & Huinink, 2015). The internet and particularly social media offer retail businesses new opportunities to maintain and develop their customer relationships. Today, retailers don't have to restrict themselves any longer to their own shop window to attract the attention of consumers. They can, just as large retail organizations, benefit from the use of social media and meet their (potential) customers online. It is obvious that they cannot longer stay behind in the world of social media. On social media platforms retailers are, as they say, trying to create "a feeling, mood and ambiance", in a manner that catches customers' attention, so that they become followers and are starting to share messages (Bengevoord & Huinink, 2015). Except creating feelings, they give away gifts. Followers who share messages have a chance to win a pair of shoes, a scarf or a nice shirt. This is much cheaper than advertising in newspapers or magazines (Bengevoord & Huinink, 2015). Besides that, companies provide service to their customers, dispelling misunderstandings or enhance their reputation. Social media platforms make it possible, that instead of 2 people, thousands are talking about a company. So, with a sophisticated marketing strategy and a clever use of social media retail businesses are able to increase the value of their customers.

Today, social media is part of our everyday lives. Over the past few years, social media usage has been booming. The figures of December 2013 show that Facebook is the most popular social media platform. It has about 1.23 billion active users worldwide. That is an increase of 1.27 million compared with 2012. Facebook has worldwide about 757 million users who are daily active on the platform (Sedghi, 2014). In 2013 almost all the Dutch between 15 and 39 years make use of social media. The Dutch average social media use is 86%. The most popular social media platforms are Facebook (8.9 million users), YouTube (7.1 million users), LinkedIn (4.1 million users), and Twitter (3.5 million users). The Netherlands has 7.9 million Facebook users in 2013. In 2014 there was an increase to 8.9 million users (+13%). Daily use of Facebook shows also an increase of 22% (Oosterveer, 2014). So, people seek their social contacts, which they already had in their lives, also on electronic societies. Millions of people have profiles on social networking sites, and others are writing blogs or wiki´s. Businesses feel obligated to be where their customers are and therefore link in on the social media platforms. Social media give companies new potential and opportunities to get closer to their customers, promote their goods, and facilitate services to the outside world (Baird & Parasnis, 2011; Bagó, 2012).

Since 2003 the roles between customer and company are reversed. Where previously

companies had control over the customer relationships the ownership now has shifted to customers. Customers publicly chat about companies and they discuss companies without participation of the companies in any way (Greenberg, 2009). Greenberg (2009) mentions two social factors that are responsible for how people nowadays interact. The first factors Greenberg (2009) mentions are the corporate and financial scandals of 2001-2008. These scandals destroyed the trust that people had in companies. The second factor is the entrance of Generation Y, also called the Millennials. This generation actively uses technologies like internet, social media, and smartphones for their everyday communication. These social factors changed the way how customers thought about doing business. Consumers do not have to rely anymore on information provided by companies or sales people. Nowadays they can also rely on the information stored on the web. Through networked conversations and new formations of social organization knowledge exchange occurs. Thereby, markets are getting smarter, transparent, more informed and more organized. Information that is communicated by companies is taken less seriously by consumers. Consumers have found out that they get much better information from other consumers than from salesman.

The web has become a primary source for consumers where they can converse, reveal their thoughts, and find required information or experiences from other consumers. When companies are acting smart, they can use this all as valuable information where they can learn from. And they can use this to engage with their customers. Thus, social media gives companies new input. Companies can use all these free available information for their CRM purposes (Greenberg, 2009).

Social CRM; an innovation or an illusion?
In 2013, 69.3% of the Dutch companies use social media as means of communication. This number is still rising. Companies find it important (47%) to very important (23%) to use social media, but recent research of Pondres (2013) show that only 33% of the companies use a strategy. The 4 most used social media platforms by companies are Facebook, Twitter, LinkedIn and YouTube. An increasing number of companies are trying to get in touch with their customers on social media platforms. Companies use social media for different purposes, e.g. for increasing brand awareness, customer engagement, public relations, service, obtaining customer insight, generate traffic to the company website, higher rankings in search engines, to be seen as an expert, provide product information and sales.

But what drives consumers to follow companies on social media? Several researchers (Van den Bergh, 2014; Kucherenko, 2011; Belleghem, 2012; Baird & Parasnis, 2011) have listed consumers' motivations to follow companies on social media. They state that consumers follow brands in order to get e.g. news and (exclusive) information about products, service and support, discounts and free stuff, and consumers want to help companies by means of co-creation to improve products. One company is more interesting to follow than another. More than 60% of the social media users follow at least 1 brand. The fashion and luxury goods branch is one of the most followed branches (48%), together with media and entertainment (51%) and food and retail (48%). Customers follow in general 6.4 companies on social media. Generation Y follows more brands on social media than older generations (Van den Bergh, 2014).

With social media companies and customers may engage and develop relationships. Social media is very suitable for one to one marketing and it is also known as a tool for building one to one interactive relationships. One to one marketing is a CRM strategy where it is all about interaction with customers. CRM strategies are designed for businesses to administer customer relationships as a tool to acquire the greatest value of their customers during the lifetime of the relationships. Before the rise of social media businesses were able to manage relationships

themselves. Nowadays people are placing so much content on the internet that businesses are no longer able to control the customer relationships themselves. Social media has capabilities for reach, access and immediacy that other channels do not have (Baird & Parasnis, 2011). Customers are creating conversations and discussions on social media, and this can exceed companies marketing, sales, and service efforts with an unequalled speed and reach. Companies have to adopt these changes with the new strategy called social CRM (Baird & Parasnis, 2011).

Social CRM is a new customer relationship management perspective. This perspective focuses on getting closer to customers and increasing customer engagement with the use of social media. It is based on two-way conversations with customers. This strategy focuses on interactions with customers and holding dialogues with them, thereby creating meaningful conversations and qualitative relationships. Social CRM encourages customers to share their opinions and subsequently companies can interact with them by responding (Baird & Parasnis, 2011; Bagó, 2012). According to Askool and Nakata (2011) is being customer centric the main rule of social CRM. With this statement they mean that companies have to focus on their customers and the relationships with them. According to (Baird & Parasnis, 2011) this strategy is therefore also well suited for customer cooperation.

Concluding, figures of the last few years show that social media cannot be ignored anymore from our daily life. Companies always want to be where their customers are, so companies meet their customers on the social media platforms. Social CRM use by companies shows an increase the last years, despite the fact that there is little unknown about the value of this. For practitioners it is helpful if they have guidelines they can use for practicing social CRM. They should develop strategies to use the social media platforms right in order to get benefits from it (Baird & Parasnis, 2011). The social CRM field is still largely unexplored by both scientists and practitioners. On the internet you can find many statements about the value of social media for business purposes such as "the use of social media by companies will give customers feelings like trust and engagement" (Dutchcowboys, 2013, 2014; Koster 2012). A good substantiation and solid research is often missing. So, not enough research has been done into this topic. Therefore, it is necessary to empirically examine what the value is of social CRM.

The **aim** of this study is to:
- Gain insight into current social CRM use among retail businesses
- Gain insight into the value of social CRM

Patterns will be used to examine and to gain insight into social CRM. The theory of patterns (Alexander, 1979) enables to analyze, describe and explain social media with the use of traditional media theories. In this study this approach will be used to identify social CRM patterns. When connecting the several patterns with each other finally a social CRM model arises.

1.2 Research questions

Taking the aforementioned into consideration, the following research question can be formulated. The research question serves the 2 objectives of this study.

Research question: *What social CRM patterns are used among retail businesses, what is the expected value of the social CRM patterns?*

In order to answer these research questions the following **sub questions** have to be answered.

1. *What is the pattern approach?*

   This question arises in the introduction of this report. Chapter 2 shows the theoretical background of patterns, what they are, and how they can be applied.

2. *What are social media?*

   This question derives from the introduction of this report. Chapter 2 describes the most important social media theories. Social media patterns are described to explain this concept and to make this concept understandable.

3. *What is CRM?*

   Chapter 1 introduces the term CRM. In chapter 2 customer relationship management will be described in detail. A short history, definitions and strategies will be explained.

4. *What is social CRM?*

   Chapter 1 gives a short introduction about social CRM. Chapter 2 will give a deeper understanding about this subject. A social CRM model will be developed to make things understandable and recognizable. In the empirical part of this report the results of the data collection will show typical social CRM patterns.

5. *What are customer relationship values?*

   This question arises in the introduction of this study. This study examines whether social CRM efforts are of any value. To answer this question, first theories about customer relationship values have to be discussed. Thereafter, the customer relationship values will be examined in the empirical part of this study.

1.3 Relevance of the research

This study has both scientific and practical relevance. Both will be described in this paragraph.

Scientific relevance

In the past few years there has been a rise in scientific articles about social media marketing (Constantinides, 2008; Constantinides & Fountain, 2008; Kaplan & Haenlein, 2010; Lorenzo-Romero et. al, 2012; Hoffman and Fodor, 2010). Most studies are about applications, use and possibilities of social media. In the extension thereof, research has been done about social CRM (Greenberg, 2009; Baird & Parasnis, 2011; Li & Bernoff, 2011; Faase et al., 2011; Bagó, 2012), but there is still little known about the outcomes and results of social CRM use. Businesses can measure quantitative effects, like the number of followers, friends, reactions, messages about the company, etc. This study does not only want to focus on the above mentioned quantitative indicators. Therefore, this study is interesting for science, because it wants to examine outcomes, such as values, that can be evoked by certain actions on social media. This will be achieved by examining how retail businesses use social CRM in practice and by exploring the values of the social CRM efforts of retail businesses. Besides, this study is especially interesting for science, because it is based on the pattern approach (Alexander, 1979). The pattern approach makes it possible to develop a framework that gives insight into processes and values. Finally, patterns are not only interesting for science. They are also very suitable to use in practice.

Practical relevance

Besides scientific relevance this study has also practical relevance. Many companies want to make use of the social media applications as part of their daily activities, but they often do not exactly know how to make use of it. This study has the objective to gain more insight into social CRM use and the expected values. This research is based on the pattern approach (Alexander, 1979). The approach makes it possible to develop a framework wherein suggestions about actions in a certain situation can be described. Patterns are very suitable to use in practice. The findings of this study

can be used by businesses as a guideline. The obtained insights can help stakeholders by predicting, implementing, and adjusting their social CRM efforts. By studying current social CRM use and the expected values, the social CRM activities of business can better be adapted to the needs of both company and customer. The creation of desired values or the absence of desired values can better be estimated. The findings of this study can help businesses in developing social CRM strategies. This research can be used by companies for evaluating their (current) social CRM use, it can help companies making decisions and developing the right strategies for their social CRM activities.

1.4 Research process

This report has a classical structure. It is structured in 7 parts; (1) introduction, (2) theoretical framework, (3) methodology, (4) results, (5) conclusions, (6) discussions and (7) references. Chapter 1, the introduction, describes what this research is about. The research problem, aim of the study, justification and the process are discussed in this part. Chapter 2 presents the theoretical framework. This chapter contains a review of various theories about customer relationships management, social media, social CRM and CRM values. Also, a descriptive and conceptual model regarding all those elements will be presented. In chapter 3 the research methodology will be described. This chapter describes how the theory is examined. The methods and procedures that are used for data collection are discussed here. Chapter 4 presents the results of the two studies. Conclusions can be drawn when the data is analyzed. Subsequently, an answer to the research questions will be formulated. These conclusions are presented in chapter 5. Chapter 6 presents the discussion. The chapter contains a critical reflection to this research. It also presents suggestions for further research and recommendations for retailers. Finally, the references used for this study are enumerated. The following paragraph will give a schematic view of the research process.

1.5 Outline of the research

This paragraph displays a figure with the outline of the research. The following figure shows the above described process. The figure gives a summary of the activities and de content described in this study.

1. Introduction	• Context of the research • Aim of the research and research questions • Relevance of the research
2. Theory	• Review of the literature • Descriptive and conceptual model
3. Methodo-logy	• Research procedures
4. Results	• Analysis of the data
5. Conclusions	• Answering the main research question • Conclusions
6. Discussion	• Critical reflection
7. References	• Enumeration of references used for this study

Figure 1.1: outline of the research

2. Theoretical framework

In this chapter, an answer is given to the sub questions. The literature review provides the basis for this chapter. Various theories and definitions about patterns, social media, social CRM, and customer relationship values are described in this chapter. These concepts form the foundation of this research. The 1st paragraph presents the pattern approach. The 2nd paragraph presents social media patterns. Needs and motives of both company and customer are discussed. As well as social media use, touch points, interactions and interfaces. The 3rd paragraph presents the CRM concept. The 4th paragraph presents the social CRM concept. In this paragraph social CRM activities and goals are discussed. The 5th paragraph presents the CRM values. The 6th paragraph includes an overall conclusion. The 7th paragraph shows the descriptive model and finally the 8th paragraph presents the conceptual model.

2.1 The pattern approach

As explained in the introduction the pattern approach (Alexander, 1979) is applied in this study, because this approach enables to analyze, describe, identify and explain social media and social CRM patterns. Traditional media theories will be applied to explain current social media usage. In the following paragraphs various social media and social CRM patterns will be described. Finally, when connecting the different patterns, a social CRM model is created.

2.1.1 Definition of patterns

According to Alexander (1979) a pattern is a "re-usable solution to address a frequently occurring (architectural) problem". According to Alexander (1979) a pattern language is a ''network of patterns that call upon one another and help us remember insights and knowledge about design and can be used in combination to create solutions''. Individual patterns are the foundation of a pattern language. "A pattern is in short a thing, which happens in the world, and the rule which tells us how to create that thing, and when we must create it. It is a description of the process which will generate that thing" (Alexander, 1979). Patterns are designed to give direction for interpreting and acting on processes. Patterns are very suitable to use in practice, because they give suggestions about actions that could be undertaken in a certain situation (Schuler, 2008). The pattern approach enables to develop a framework wherewith problems and solutions can be described and wherewith they finally can be connected with each other.

2.1.2 Pattern structure

A pattern shows a relation between three mandatory parts, (1) context, (2) problem and (3) solution (Alexander, 1979). A pattern represents a solution to an occurring problem in a certain context (Alexander, 1979). In which *problems* refers to a recurring problem in a specific context, i.e. a certain system of forces. And in which *solutions* refers to the manner in which the problem should be solved (Rossing, De Vries & Vollenbroek, 2012).

2.2 Social media patterns

According to Rensen (2013) a social media pattern is composed of five pattern levels. The five social media pattern levels will be explained below.

Table 2.1: social media pattern levels (Rensen, 2013)

Social media pattern levels	
1. Context of social media activities	: refer to the context and the problem part of a pattern.
2. Goal level	
3. Touch point level	
4. Interaction level	: refer to the solution part of a pattern.
5. Interface level	

The context level refers to the domain, setting, environment or situation in which social media is used. The goal level refers to the goal that has to be achieved when using social media in a certain context. The touch point level refers to the opportunity when companies and customers meet each other. The interaction level describes several manners how company and customer interact with each other. The interface level contains various types of social media platforms (Rensen, 2013).

According to Alexander (1979) a pattern represents a solution to an occurring problem in a certain context. The context and the problem part of a pattern refer in this study to the social media activities of companies. The solution part in this study refers to the goal level, touch point level, interaction level, and interface level related to the context. A social media pattern will be formed when from each social media pattern level an element is chosen. So, a social media pattern can be defined as: "a social media pattern is a description of a marketing usage process, comprised of context, goal, touch points, interaction and interfaces, and in which processes are characterized by context, goal, touch point and interface factors" (Rensen, 2013). The following subparagraphs will give a deeper understanding of the social media pattern levels.

2.2.1 Social media context

The context level is the first element of the social media pattern levels. The context level describes a domain, a setting, an environment or a situation in which the pattern appears (Schuler, 2008). Companies can use social media for business use in very different manners. To find out what kind of social media use is effective for companies, it would be useful to study the context in which the social media is used. Two things are important with regard to the context or in this case: the dynamic and the complexity of the context. A context is perceived as more dynamic when it is highly subject to change. A context is perceived as more complex when many different stakeholders have to be taken into account (Jägers et. al, 1995).

In this study the context encloses on a general level the social media use of companies for business purposes. In this context different stakeholders should be taken into account. Therefore, it is a complex context. The stakeholders can be divided in internal and external stakeholders. The internal stakeholders are the companies or marketers. The external stakeholders are the customers of the company. The context is also dynamic, because of the real-time updates and messages that can be spread very fast in a given network. On a more specific level the context in this study refers to the occurring problem. The problem part of a pattern can be explained in this study as the challenge that companies have to achieve their stated social media goals. The goal level of a social media pattern will be explained in the next subparagraphs.

2.2.2 Social media goals

The second social media pattern level is the goal level. In the previous subparagraph is stated that in this context two different stakeholders can be distinguished, i.e. the company and the customer. Therefore, in the following subparagraphs the goal level will be discussed from both the company and from the customer perspective.

Company's goal to use social media

When formulating social media goals, the focus should not be on traditional business ROI objectives as for instance increasing market share, reduce costs, etc. Companies should think about what marketing goals (e.g. engagement) are satisfied when they are using social media. Companies should also think about why their customers would visit their social media pages (e.g. to get informed) and what behaviors they are engaged in (e.g. writing reviews). Therefore, companies should not always measure there ROI in money, but they should seek it in customer behavior (Hoffman & Fodor, 2010).

Hoffman and Fodor (2010) have identified three social media goals; *(1) brand awareness;* i.e. the extent to which consumers can identify (recall or recognize) a brand, *(2) brand engagement;* i.e. the attachment (rational or emotional connection) between consumers and brand, *(3) word of mouth;* i.e. when consumers are aware of and engaged in a company, they could spread, positive or negative, opinions and experiences about the company.

With the use of Web 2.0 companies also try to form, confirm or change the attitudes, opinions, emotions and intentions of customers, which also called responses (Miller, 2002). Companies try to form, confirm or change the responses of customers not only in real life, but also on social media. According to Miller (2002) there are three persuasive manners to influence consumers. Companies can shape, reinforce or change the responses of consumers. *(1) Shape;* i.e. when communicating to consumers companies can form their responses. *(2) Reinforce;* i.e. communication can confirm a response. The response does not always have to be changed. *(3) Change;* i.e. when communicating to consumers companies can change their responses (Miller, 2002).

Consumer goal to use Web 2.0

Every consumer has his own needs and motivations to use social media. Katz, Blumler and Gurevitch (1973) state that people have many reasons for using media. The same media content can be used by very different people to fulfil very different needs, values and purposes. People are not forced to use social media. They decide to use it themselves, so when people are using social media they want to gratify specific needs. The uses and gratifications theory (McQuail, 1987) can explain why people use social media.

According to McQuail (1987) there are four motivational needs for using media. The four categories include several subcategories. People can for instance use media for *entertainment* purposes. They can watch videos, visit social networking sites or listen to audio. When doing this they can pass time, relax or enjoying themselves. Media content can provide *information* to people. People can obtain new knowledge or advice. They can also learn from the information. Media can help people to reflect, reinforce or contrast their *personal identity*. Media content can assist people to obtain insight into their own personality or it can help them to evolve their own attitudes and opinions. People can compare and reflect their own personality with the personalities represented in a video. For instance, they watch videos of Dr. Phil seeing others having relationships problems or they can read blogs about how to dress yourself. People use media also for their *personal relationships and social interaction*. People can make connections with family and friends. Media content let people talk with others who have similar interests. People can also watch videos with others to create a strong bond.

Some researchers mention some other specific objectives to use social media. Two other motivations will be added to foregoing. Consumers are often invited by others to use social media and to follow them (Lorenzo-Romero et. al, 2012). Consumers mention receiving discounts,

promotions and free stuff as one of the important drivers to use social media (Baird & Parasnis, 2011). The following table gives more insight in the needs and its related motivations.

Table 2.2: needs and motivations to use media

Need	Motivations
Entertainment	To relieve boredom (Lin, 2002)
	Enjoyable activity (LaRose et. al, 2001, Baird & Parasnis, 2011; Smock et. al, 2011)
	Fun (Schmidt & Wilber, 2005)
	Exciting (Lin, 1999)
	Relaxing (McQuail, 1983)
	It is a habit (Smock et. al, 2011)
	For novelty (Lorenzo-Romero et. al, 2012)
Information	To inform and be informed (Bowman & Willis, 2003)
	Share practical information, knowledge, opinions or skills with others (Lenhart & Fox, 2006)
	Seek advice from practical issues, choices and opinions (McQuail, 1983)
	Curiosity and satisfy general interest (McQuail, 1983)
	Learning (McQuail, 1983)
	Enhance intellectual growth (Lin, 2003)
	Create a sense of security through knowledge (McQuail, 1983)
	Get access to experts (Baird & Parasnis, 2011)
Personal identity	Identify with others (McQuail, 1983; Barker, 2009)
	Feeling of belonging (McQuail, 1983)
	Insight into itself (McQuail, 1983)
	Status seeking (Lee et al., 2011)
	Gain status or build reputation in a given community (Bowman & Willis, 2003)
	Express yourself creatively (Lenhart & Fox, 2006)
	Commitment to the organization (Brown et al., 2005)
	Find support for personal values (McQuail, 1983)
	Find models for behaviour (McQuail, 1983)
	Own opinions and comments (influence others) (Nardi et al., 2004)
	Everyone is doing it (Smock et. al, 2011)
Interaction	Finding a basis for conversation and social interaction (McQuail, 1983)
	To create connections with others who have similar interests (Bowman & Willis, 2003)
	Develop and maintain relationships (social contact to family, friends, and others) (Baird & Parasnis, 2011, Nardi et al., 2004; Lorenzo-Romero et. al, 2012)
	To stay in touch with friends and family (Lenhart & Fox, 2006)
	Express feelings and emotion (Nardi et al., 2004)
	Social empathy (McQuail, 1983)
	Group Sense experience (McQuail, 1983)
	Document one´s life (share personal experiences with others) (Nardi et al., 2004, Lenhart & Fox, 2006)
	Share practical knowledge or skills with others (Lenhart & Fox, 2006)
	Share opinions (Baird & Parasnis, 2011)
Other	I was invited (Lorenzo-Romero et. al, 2012)
	Receive discounts, promotions and free stuff (Baird & Parasnis, 2011)

Hoffman and Fodor (2010) categorized consumer motivations to use social media in particular. The four key motivations, also called the 4 C's, are (1) connections, (2) creation, (3) consumption, and (4) control. The key motivations give marketers a better understanding why consumers use social media with the aim to make sure that their social media efforts are appropriate and effective. The four motivations have similarities with the four motivational needs of McQuail (1987).

Table 2.3: customer key motivations to use social media (McQuail, 1987; Hoffman & Fodor, 2010)

Motivations (McQuail, 1987)	Motivations - 4 C's (Hoffman & Fodor, 2010)	
Entertainment	Consumption	: enjoy a social media campaign
Information	Creation	: share knowledge, writing comments
Personal Identity	Control	: share uncensored thoughts
Interaction	Connections	: share with friends and others

Li and Bernoff (2011) have categorized the different social media users in 7 different categories. They call it the Social Technographics Ladder (Li & Bernoff, 2011). The categories are made based on the activities of social media users. The categories are mentioned below. They are listed from the most active to the least active social media users. The first three categories overlap each other.

Table 2.4: social media users categorized (Li & Bernoff, 2011)

Social media users	Description
Creators	Creators are the most active social media users. They create for instance blogs, upload self-created videos and audio. They write articles or stories and publish them on the web.
Conversationalists	Conversationalists are mainly active on social networking sites like Facebook and Twitter. They want to show themselves through status updates. Through these status updates they want to profile themselves or start a conversation.
Critics	Critics react on status updates, forums, blogs, etc. They post product and service reviews and they contribute to wiki's. This category is essential for creators and conversationalist to maintain interaction.
Collectors	Collectors want to aggregate information. They can use for instance RSS feeds to collect information.
Joiners	Joiners visit social networking sites. They maintain their profile and their friendships, but they are less active than the categories above.
Spectators	Spectators are more beholding present. They obtain information, but only to gather more knowledge. They read for instance blogs, reviews, and forums or they watch videos.
Inactives	Inactives are not active on social media.

2.2.3 Social media touch points

The third social CRM pattern level is the touch point level. The touch point is the point when consumer and company meet each other and consumers' shopping behavior can be influenced best. The touch point level has two dimensions. The first dimension of the touch point level consists of the consumer decision journey. The second dimension of the touch point level consists of a marketer's response. The dimensions of the touch point level will be explained in the next two subparagraphs.

The consumer decision journey

The first dimension of the touch point level is the consumer decision journey. Marketers want to influence consumers during their decision process. At touch points consumers are most open to influence. Formerly, consumers started with a large number of brands in their mind and then they reduce the number to one brand they would buy. After the purchase the relationship between customer and brand typically focuses on the use of the product or service of the brand itself (Edelman, 2010). The relationship between the company and customer often weakens or dilutes after purchase. The following figure shows the traditional purchase funnel (Court et al., 2009), including the different phases of the purchase process.
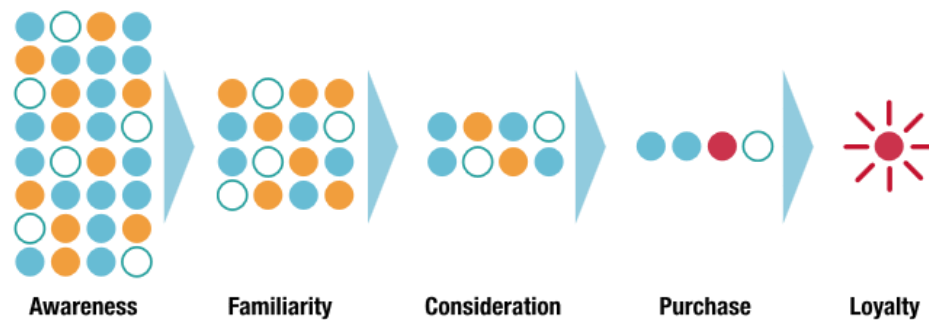
Figure 2.1: the traditional purchase funnel. Adopted from "The consumer decision journey," by D. Court, D. Elzinga and O.J. Vetvik, 2009, *McKinsey Quarterly*.

The traditional model can help companies in answering questions like how many consumers consider the brand, how many consumers have heard of the brand, how many consumers have tried the brand and how many would buy it again. But, current research has shown that consumers, instead of systematically reducing their brand choices according the traditional funnel, now add and subtract brands from a group during an extended evaluation phase. The difference with the past is that today consumers after their purchase end up in an open-ended relationship with the brand and subsequently share their experiences online.

Consumers today can choose from a wide variety of products, they are more informed through all the (digital) channels and they are more exacting. Consumers can remain engaged with brands by following the brands via various social media platforms (Edelman, 2010). Elling, Forsyth and Salsberg (2009) therefore developed a new model, which has a more nuanced few on how consumers engage with companies. This model takes also the shift from one-way communication (companies to customers) towards two-way communication into consideration. The model is called the Consumer Decision Journey. The following figure visualizes the consumer decision journey. This figure shows the points for marketers to get in touch with customers.
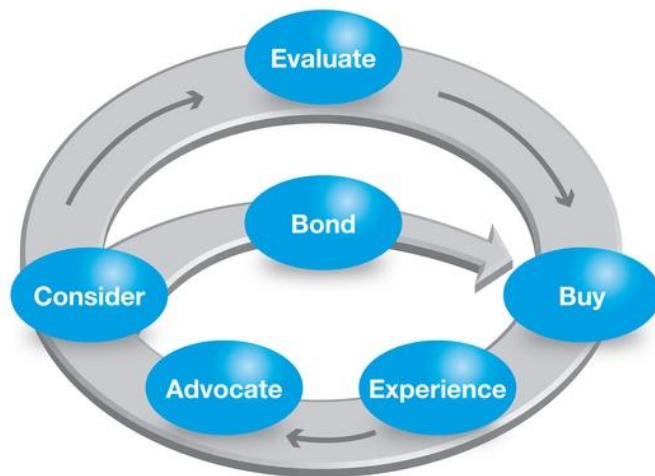
Figure 2.2: the consumer decision journey. Adopted from "Global Digital Diaries, Part 2: Three phases of the Consumer Decision Journey in action", By M. Elling, J. Forsyth and B. Salsberg, 2009, *McKinsey Quarterly*.

The consumer decision journey has 5 phases (Elling, Forsyth & Salsberg, 2009). The first phase is the *consider phase.* In this phase the consumer considers to buy a product or service. This phase contains the largest number of brands. Thereafter consumers are going to reduce this number. The second phase is the *evaluate phase.* Consumers are going to evaluate the brands that are available in the market. In this phase consumers are obtaining information from, for instance peers and reviewers. When consumers obtain certain information they will add or reduce some brands. The third phase is the *buy phase.* In this phase the consumer makes the decision to purchase a certain product or service. This can be online or offline. Factors that in this phase also have to be taken into account are, e.g. packaging, sales interactions, pricing and availability (Edelmann, 2010). The fourth phase is the *experience phase.* Consumers are experiencing the product or service in this phase. The fifth phase is the *advocate phase.* Depending on how the consumers have experienced the product or service, consumers could, when they are satisfied, advocate the product or service by word of mouth to others or they could just criticize it. The sixth phase is the *bond phase.* Consumers can become loyal to a brand when they are satisfied. When a bond becomes strong, consumers will enter the loyalty loop. When they enter the loyalty loop they do not go through the consider phase and evaluate phase anymore (Edelmann, 2010).

Sutton (2011) has described the actions that consumers make on social media during their decision journey. The actions are elaborated in the following table.

Table 2.5: consumer actions on social media during the Consumer Decision Journey (Edelmann, 2010; Sutton, 2011)

	Consumer thought processes	Consumer actions on social media
1. Consider phase	I need or I want something.	Passive actions prior to requirement. Seeing adverts, reading editorials and blogs, following brands on social media, and absorbing brand information.
2. Evaluate phase	What are my choices? Do friends / others in network have any recommendations? What are the advantages of each of my options?	Active research such as asking friends/ others in network. Reading reviews, researching product and service issues, evaluating emotional measures.
3. Buy phase	Am I making the right choice? Have I considered all the variables? What do my friends / others in network feel about my choice? What do my emotions say?	Seeking validation and investigating credibility.
4. Experience phase	Does the product / service live up to my expectations? What is the customer service like?	Cognitive dissonance and evaluating the emotional and tangible elements through further validation.
5. Advocate phase	Would I recommend the product/ service to others? What would I improve? Shall I tell others about the product/ service?	Leave information on review sites and post updates across social media.
6. Bond phase	I am pleased with this brand.	Recommend the brand, product or service. Repurchase products / services without cycling through the earlier decision journey stages.

Marketers' reaction

The second dimension of the touch point level is the marketers' reaction. Marketers can influence consumers during their decision journey. They can reach them at the touch points. Social media is a unique instrument to use for influencing consumers during their decision journey, because this kind of marketing instrument can reach consumers during every phase.

According to Divol, Edelman and Sarrazin (2012) four levels of reactions can be distinguished wherewith marketers can reach consumers. The first reaction level is called *monitor*. It is a passive form. Marketers can monitor what is being said about the company on social media. The second reaction level is *respond*. Marketers can respond to counter negative comments or reinforce the positive comments. By responding rapidly, transparently, and honestly marketers can positively influence consumer behavior. The third reaction level is *amplify*. Amplification involves designing your marketing activities or offering experiences in a manner which further motivates consumers to engage and share content. The fourth reaction level is *lead*. This is the most proactive reaction level. It involves the use of social media to provoke a long term change in consumer

behavior. For instance, marketers can use social media for obtaining ideas and insights about products, services, and development.

Table 2.6: marketer's reaction (Divol, Edelman & Sarrazin, 2012)

1. *Monitor*	2. *Respond*	3. *Amplify*	4. *Lead*
Passive	Reactive	---------------->	Proactive

Social media marketing responses

When the two dimensions of the touch point level, the consumer decision journey and the marketer's actions, are combined then the following model can be drafted. It shows the social media marketing functions at individual touch points along the consumer decision journey (Divol, Edelman & Sarrazin, 2012). The social media marketing functions describe what the role of social media can be at each touch point. Figure 2.10 shows the different social media marketing functions against the two dimensions. The first social media marketing function is *brand monitoring*; i.e. knowing and monitoring what is said about the brand, products, services, etc. The second social media marketing function is *crisis management*; i.e. responding to issues in order to counter negative comments or minimize threats to the brand. The third social media marketing function is *customer service*; i.e. customers request the company to respond in order to provide service. The fourth function is *referrals and recommendations*; i.e. consumers share their experiences of the products and services they have bought. The fifth function is *fostering communities*; i.e. support customers to share their experiences and advice on social media. The sixth function is *brand advocacy*; i.e. customers make recommendations by electronic word of mouth. The seventh function is *brand content awareness*; i.e. companies can share content on social media in order to generate traffic to the content. The eighth function is *product launches*; i.e. when launching new products or services companies can generate buzz or they can ensure that the content goes viral. The ninth function is *targeted deals and offers*; i.e. companies can promote time-sensitive deals and offers in order to generate traffic and sales. The tenth function is *customer input*; i.e. obtain product development insights from customers.

Marketers' reaction

	1. Monitor social channels for trends, insights	2. Respond to consumers' comments	3. Amplify current positive activity/tone	4. Lead changes in sentiment or behavior
Consider	Brand monitoring	Crisis management	Referrals and recommendations	Brand content awareness
Evaluate				Product launches
Buy				Targeted deals, offers
Experience		Customer service	Fostering communities	Customer input
Advocate			Brand advocacy	
Bond				

Steps in the consumer decision journey (vertical axis label)

Figure 2.3: social media marketing responses at touch points along the consumer decision journey. Adopted from "Demystifying social media," by R. Divol, D. Edelman and H. Sarrazin, 2012, McKinsey Quarterly.

2.2.4   Social media interactions

The next social media pattern level is the interaction level. Interaction is a term used in various scientific disciplines, therefore it has different meanings. Interaction can be explained as exchange, interplay or mutual influence (Jensen, 1998). From a sociology perspective interaction can be defined as "the relationship between two or more people who, in a given situation, mutually adapt their behavior and actions to each other" (Jensen, 1988, p. 189). Or according to Wagner (1994) interaction is defined as "reciprocal events that require at least two objects and two actions, these objects and events mutually influence one another". From a marketing perspective interaction can be defined as "the degree to which one's business has permeated into one's life" (Feuer, 2004). In addition it is also good to know the difference between interaction and interactivity. Interaction is about the behavior of individuals and groups and interactivity is about the extent to which technology is able to exchange content (Wagner, 1994). With the arrival of social media businesses have another medium which they can use to interact with their customers.

High interaction levels

Rossing (2012) has identified 9 high level interaction patterns that occur on social media. These interaction patterns are characterized as high level, because they have strategic characteristics. The high level interaction patterns are general social media functionalities and they occur on various platforms.

(1) Connect; means that a social media user engages in, and makes relationships with other users on social media. For instance, liking a fan page on Facebook or following a company on Twitter.

(2) Create content; means that social media users post new sharable content on social media. The emphasis is here on the initiative of the users. For instance, they can take the initiative to create a video on YouTube or posting photo's on a Facebook page.

(3) Share content; means that users share and distribute photos and videos on social media with friends and followers. For instance, social media users retweet a post on Twitter or they share a photo on Facebook.

(4) Visit; means that you visit content that is shared to you by one of the users you follow on social media. For instance, visit a news article which is shared to you by another user on Facebook.

(5) Commenting; means that users leave a response to a specific piece of content. For instance, users can comment on a YouTube video, they can comment on a specific topic on a forum, or comment on a tweet. Commenting makes shared content richer, because more meanings and information are shared about a specific topic.

(6) Reading comments; means that social media users read the comments that other users left as a response to a particular piece of content. For instance, users read the responses that other social media users left to a messages or photo that is shared on Facebook.

(7) Conversing; means that there is a conversation going on in the comment section. Just as by commenting a response is left. But the difference is that by conversing a response is given to a previous response and by commenting is the response is a reaction to a particular piece of content.

(8) Reading conversations; means that users read the conversations hold by others without taking part in it. For instance, users can read a discussion in the comment section under a post on Twitter, Facebook or YouTube.

(9) Rate / vote; means that users rate content or products on social media. For instance, they can use the like or dislike button on YouTube.

(10) Tag; means that users can add keywords, making a descriptive tag cloud. For instance, users can use hashtags on Twitter for specific items.

(11) Browse using tag; means that social media users use the tags in order to find information related to a specific item. For instance, users can click on a tag on Instagram and then the tag links the users to all the other posts which also include the specific tag.

Low interaction levels

Besides the high level interaction patterns, there are low level interaction patterns. The low level interaction pattern describes general functionalities of social media platforms (Rensen, 2012). These low level interactions can also be described as platform specific functionalities (Rensen, 2012). Rensen (2012) identified 8 general social media functionalities on a low level.

(1) Finding; this function is used for searching and finding people, companies, events and specific topics.

(2) Following; this function is used for following people, companies and other authorities. When a social media user makes use of the following function, then he or she get notifications and is able to follow the actions and posts of companies and people.

(3) Analysis; this function gives for instance information about the social media users that follow you and the amount of users that follow you. The function gives the user raw data. The function shows for instance where users are coming from, what kind of topic they like and the types of responses.

(4) Controlling; this function is about the privacy concerns of users. Users can choose to share their messages publicly or they can keep it private and share it only with friends. So users can control the extent to which they want to share information, public, private or something in between.

(5) Posting and adding; this function is about how to share content. Users should consider if they want to share just text, photos, symbols, videos or a combination of them. The possibilities to share all the content vary for de various platforms. Therefore, social media users should consider the richness of the social media platform when sharing content.

(6) Choosing; this function is used for choosing the amount of content (i.e. the extent of text, photos and/or videos), choosing the message type (i.e. direct message or private message) and with whom (i.e. friends, family, everyone, etc.) the content should be shared.

(7) Sorting; this function is used for sorting information. For instance, friends can be divided into groups and messages can be placed and saved in folders.

(8) Searching; this function is used for searching information. For instance, the search function is used to search for friends, (company-) pages or topics.

Interactivity

The above described social media functionalities are all interactive functionalities. It is important to get an understanding of the various kinds of interactivity. The interactions of the high level interaction pattern can be divided into 3 kinds of interactivity: i.e. (1) human to computer, (2) human to content and (3) human to human (McMillan, 2002).

(1) Human to computer interactivity; i.e. this interactivity allows users to exercise control over a medium, through e.g. searching, sorting, controlling, etc.

(2) Human to content interactivity; i.e. this interactivity allows users to exercise control over the content of a medium, through e.g. creating content, finding, voting, etc.

*(3) Human to human interactivity; i.e. t*his interactivity allows users to communicate with other users. Users can communicate and connect with other users, e.g. through placing comments.

The following figure shows the general social media functionalities related to the 3 kinds of interactivity.

Human to Computer	Human to Content	Human to Human
Searching	Rate/Vote	Comment
Analysis	Tag	Connect
Sorting	Visiting shared content	Share
Controlling	Reading comments	Conversing
	Create	
	Finding	
	Choosing	

Interactivity level →

Task features		Human to human features
Co presence		Real time
Asynchronous		Synchronous
Low richness		High richness
Low self-presentation		High self-presentation

Figure 2.4: characteristics of interaction patterns. Adopted from "Social Media Marketing Activity Pattern language," *by J. Rensen, 2013, Master thesis, p. 28.*

2.2.5 Social media interfaces

The last social media pattern level is the interface level. The Internet has always been about connecting people. It is an interactive environment, but due to new possibilities and technologies usage has changed (Faase et al., 2011). The evolution of the World Wide Web started with Web 1.0. In this stage the web was an information and transaction medium. It was mainly centered round commerce. Users could use Web 1.0 for viewing webpages (Barsky & Purdon, 2006; Faase et al., 2011; Askool & Nakata, 2011). Through new developments the World Wide Web came into a new stage: Web 2.0.

Web 2.0 is a term that is also commonly used for the term social media. The term Web 2.0 refers to technologies that are highly interactive and that have an emphasis on people, interaction, collaboration and connectivity (Barsky & Purdon, 2006). In this study the definition of Faase et al. (2011) will be used, because it is in line and most appropriate with what is described about this subject. Faase et al. (2011) define Web 2.0 as "a social web that lets users interactively publish and share content via various devices on an open platform". The most common Web 2.0 services are social networking sites, multimedia sharing sites, forums, blogs, wikis, RSS feeds and virtual worlds (Constantinides & Fountain, 2008; Faase et al., 2011; Kaplan & Haenlein, 2010).

Table 2.7: Web 2.0 categories (Constantinides & Fountain, 2008; Faase et al., 2011; Bagó, 2012; Kaplan & Haenlein, 2010).

Social media categories	Description
Social Networking Site	Users can create their own personal profile on a social networking site (e.g. Facebook, LinkedIn). Thereafter, they can share and exchange personal information with other users. They can expand their social network by adding new contacts to their network. Users can share content like photos, images, videos, links, thoughts, activities and opinions. The relationships that can be found on social networking sites are for instance with friends, family members, companies, opinion leaders or others who are important for the user. Relationships can be strengthened with the use of the "like button" or by "tagging".
Multimedia Sharing Site	These websites enable users to attain and publish media. Users can share for instance: a. Videos (e.g. Youtube) b. Photos (e.g. Instagram, Pinterest) c. Podcasts: digital streaming or downloadable topics via radio or video
Forum	A forum is a website where users can exchange their ideas and information about specific topics (e.g. Epinions).
Blog	A blog is an abbreviation for web log. A blog is like an online journal. Readers can often post comments on a blog. Another phenomenon is micro blogging. The best known micro blogging website is Twitter. It offers real-time updates. Users can posts messages of maximal 140 characters.
Wiki	Wiki's are websites were users can add or edit content (e.g. the online encyclopaedia Wikipedia).
Web aggregator	An aggregator selects web content from various web 2.0 services, thereby customizing the selection the user wishes to see. The user can see this selection at one location. The technique that is often used for this is also known as Real Simple Syndication (RSS). An RSS document, which is also called a feed, will be automatically sent to subscribers with summarized updates of various social media (e.g. Netvibes).
Virtual world	A virtual game world is a three dimensional gaming environment where users can interact using a personal avatar. A virtual social world allows users to interact in a three dimensional social platform, similar to the real life.

Faase et al. (2011) describes some typical features of Web 2.0. Web 2.0 is about user generated content. This means that more web content is created and added by users. The content represents individual creativity, self-expression and the possibility to self-publishing (Anderson, 2007; Ullrich et al., 2008). Social media has the advantage of utilizing group strength. A group has more knowledge than an individual has. A good example is for instance a Wiki, e.g. the digital encyclopedia Wikipedia. An individual on its own is not able to fill a whole encyclopedia with information, but with multiple users this can be achieved. Social media gives users also the opportunity to create networks and to connect with friends. Low barriers and the ease of use ensure an increase in participation. Social media users can join each other's networks and they can make connections with people they could not network with before.

The growing popularity of Web 2.0 has also changed the customer behavior and company-customer relationships (Faase et al., 2011; Bagó, 2012). Customers unite in communities (Bagó, 2012). They already did in their normal lives, but today this is also possible online. Social media offer companies possibilities to build their social presence and give companies the opportunity to be where their customers are. The position of the customer is moving more to the producer side, e.g. through co-creation (Faase et al., 2011; Bagó, 2012; Askool & Nakata, 2011). This changes the way how companies have to communicate with their customers. It has not been determined whether the evolution of the Web has changed customer behavior or vice versa, but it is obvious that companies need to pay attention to these changing customer behaviors and the virtual environment if they want to retain and attract customers.

Now the social media categories and their typical features are described, the Honeycomb Framework of Kietzmann, Hermkens, McCarthy and Silvestre (2011) show more insight into the functionalities of social media. Kietzman et al. (2011) developed the following seven building blocks which explain the different functionalities of social media. Some social media websites are more focused on relationships, others on reputation, etc., but none of the social media websites is solely focused on just one functionality block. According to Smith (2007) social media websites have the tendency to concentrate on three to four of the functionality blocks.

Table 2.8: the 7 functional building blocks of social media (Kietzmann et al., 2011)

Functional building blocks	Description
Identity	The identity block represents the extent to which social media users reveal themselves on Web 2.0. Users can reveal information like emotions and thoughts
Conversations	The conversations block represents the extent to which users communicate with each other.
Sharing	The sharing block represents the extent to which users exchange, distribute, and receive content.
Presence	The presence block represents the extent to which users know if others are accessible and available. This block also stands for knowing where others are in both real and virtual world.
Relationships	The relationships block represents the extent to which users relate to each other. Two or more users have a kind of association that leads them to converse, share or connect.
Reputation	The reputation block represents the extent to which users know the social standing of others and themselves. Reputation can be based on the endorsement of others, the amount of likes or how and why users talk about you.
Groups	The groups block represents the extent to which users can form communities.

By understanding the social media categories and the different functionalities firms can better adjust their social media strategies. By understanding the social media functionalities companies are more capable to monitor, understand and respond to their social media audience (Kietzman et al. 2011). Kietzmann et al. (2011) have also linked the blocks to different social media websites. The following figure shows the links between social media websites and the social media functional building blocks.

Table 2.9: social media websites linked to the functional blocks of social media (Kietzmann et al., 2011)

Social media website	Functional blocks of social media
Facebook	Relationships, Presence, Conversation, Identity, Reputation
LinkedIn	Identity, Relationships, Reputation
YouTube	Sharing, Conversations, Groups, Reputation
Foursquare	Presence, Identity, Relationships
Twitter	Conversations, Sharing

When using the same method of Kietzmann et al. (2011), the interaction patterns can be linked to the different social media categories. The following figure shows the links between the social media categories and the interaction patterns.

Table 2.10: social media categories linked to the interaction patterns (Rensen, 2013)

Social media category	Interaction patterns
Social networking site	Connect, share, comment, reading, visiting, create, converse, rate, tag, browse
Multimedia sharing site	Connect, share, comment, reading, visiting, create, converse, rate, tag, browse
Forum	Comment, converse, reading
Blog	Visiting, share, create, comment, reading, converse
Wiki	Create
Web aggregator	Browse using tag
Virtual world	Connect, comment, conversations

Conclusion

In this section the sub questions "what is the pattern approach" and "what are social media?" are answered. In this section the concept of social media is discussed based on the pattern approach. Patterns are helpful for gaining insights about a certain subject. Several patterns can be combined and can be used to create solutions (Alexander, 1979). Social media has an interactive character. Companies use social media for promoting their business, products and services and they use it to get in touch with consumers. Theories about social media are structured and subsequently five social media patterns are distinguished, (1) the context level, (2) the goal level, (3) the touch point level, (4) the interaction level, and (5) the interface level. The context level describes in which context social media is applied. The goal level describes the goals that companies and consumers have for using social media. Companies and consumers have different goals for using social media. The touch point level describes the moments when company and customer get in touch with each other. For all these moments specific marketing actions can be applied. The interaction level describes several interactions that appear on social media. These interactions vary from following companies, to sharing content. The interface level describes seven social media platforms. The characteristics of each social media platform are discussed in this section. Overall, the social media patterns describe all the possibilities social media has for companies and their business purposes. Therefore, these social media patterns are very helpful for companies when applying actions on social media. The next paragraphs go deeper into the use of social media for CRM purposes.

2.3   CRM

A century ago businesses only had to focuses on the production of goods. Nowadays this case is reversed. Markets are saturated and customers are more exacting. Therefore, companies have to manage singular customers instead of managing customers based on average preferences. Thence, nowadays companies become more customer-centric oriented (Bose, 2002; Kim, Suh & Hwang,

2003). Customer relationship management (CRM) is derived from the relationship marketing (RM) perspective in the 1980s. According to Stone, Woodcock and Machtynger (2000) the RM concept focuses only very deeply on the customer, while CRM goes further by integrating RM concept with other companies' activities with the aim of increasing customer loyalty and retention. CRM has brought the relation marketing to a new level. With CRM companies can analyze customer behavior and obtain a notion of the needs and wants of their customers. Customers are the most essential element of CRM. CRM takes the customer in every process into account in order to build lucrative and durable relationships (Bagó, 2012).

There is little uniformity about a clear definition of CRM. CRM can be examined from different perspectives. Some researchers think CRM is a marketing strategy, others believe it is a business strategy or an IT process, but there is some consensus (Askool & Nakata, 2011). Generally CRM places the demand of the customer central into the operations of the company, but with the aim to contribute to the profitability of the company and the satisfaction of the customers (Bagó, 2012). According to Bull (2003) CRM is a complex combination of technological and business factors to store customers' information, improve interactions with customers, and thereby building and maintaining effective business relationships. Bose (2002) has made the following definition of CRM: "CRM is an integration of technologies and business processes used to satisfy the needs of a customer during any given interaction. More specifically, CRM involves acquisition, analysis and use of knowledge about customers in order to sell more goods or services and to do it more efficiently". This research focuses on the domain of customer behavior, customer relationships, and business use of social media, therefore the following definition of CRM will be used. According to Faase et al. (2011) "CRM creates an understanding of the market and customer behavior and aims to improve the customers' lifetime value through customer interaction."

The change in marketing approach from a production concept to a holistic concept evokes also the importance of interactivity in customer relationships (Bagó, 2012). Interaction can be both customer-to-company and company-to-customer. These interactions are about having contact with customers, using different channels like phone, e-mail, intranet, social media, etc., for instance for discussing products and services (Faase, Helms & Spruit, 2011; Stone et al. 2000). The success of CRM depends on the implementation of the right marketing approach and philosophy (Bagó, 2012). In order to increase the lifetime value it is fundamental to keep customers engaged and interested in the company.

CRM wants to create value for both company and customer, with the aim of maintaining and developing long-lasting customer relationships between company and customers. Customer relationship management is supported by information technologies, i.e. CRM systems, which are complex integrations of hardware and software applications. CRM systems are used to collect customer data. The data will be analyzed and the information will be used for creating more personal interaction with customers. Nowadays, data shows us that interactivity is an important aspect in customer relationships whereby the emphasis is on customer service and engagement.

Most firms use CRM as a strategic approach to comprehend and monitor the behavior of their customers. CRM systems enable companies to keep up all their customers' activities and determine individual customers' sense of thinking. Tracking the activities of customers varies from registering prospects, closing deals, to providing service and solving problems (Greenberg, 2009). CRM systems can also help to improve customer relationships through analyzing customers' data and monitor their behavior and satisfaction (Piskar & Faganel 2009; Smith 2006). Data will be segmented according to customers' needs and wants. Thereafter, based on the segmentation, companies can communicate messages in a way that every customer feels that he or she is treated as an individual (Ryals & Knox, 2001; Faase et al., 2011). However, companies will only benefit from

CRM when they accumulate their customers' data. Thus, CRM is only interesting for companies if they have customers who will return to the company and thereby building long relationships. This also declares why companies that have customers with a short lifetime value will benefit less from CRM activities (Faase et al., 2011).

2.4 Social CRM

"Social CRM combines the features of Web 2.0 and social networking with the current CRM system" (Mohan, Choi & Min, 2008). Social CRM is not really a CRM system with a set of technologies, but rather a company specific strategy. Social CRM has the aim of getting closer to customers, creating customer engagement, holding conversations with customers and building stronger customer relationships with the use of social media in order to create mutually beneficial value for both company and customer (Faase et al., 2011). Social CRM wants to achieve this through creating two-way interactions between company and customer and thereby giving customers ownership over the conversation (Greenberg, 2009).

Social CRM does not replace a traditional CRM system, but it is an addition to the traditional CRM system. Traditional CRM technologies still has to be used by companies for daily processes and for developing strategies, but social CRM can enrich the sales, marketing and customer service departments. Social media provides companies with extra sources of information. Thereby, it can complement other marketing and sales tools. Besides that, it also creates mutual benefits for both company and customer. With use of social media companies can communicate with customers and they can obtain more knowledge of them (Greenberg, 2009; Faase et al., 2011). Interaction between companies and customers enables companies to collect deeper customer insights and it enables customers to take part in the life of the company. This also results in a transparent and trusted business environment (Greenberg, 2009). The social CRM strategy implies that companies are open to customers and be visible to them. It gives customers space and information to make decisions on how they want to interact with companies (Greenberg, 2009).

Social CRM is a marketing solution based on holding dialogues with customers supported by social media. Selling is not priority number one, but it is just important to know what happens inside the mind of the customers. It is meaningful for companies to know why consumers like products, why they are dissatisfied, what kind of problems are occurring and how companies can keep them satisfied (Bagó, 2012). If customers have an opinion about a company they probably will share it with other members of the community they are living in. People discuss their positive and negative experiences in their real life, but at the present also virtual on the Internet. So, companies should not only focus on company-customer relationships, but they should also pay attention to the customer-customer relationships. Social CRM can help companies analyze and monitor customer opinions (Bagó, 2012).

Companies can learn from its customers by using social CRM strategies. Companies can learn from the comments by listening to what customers are saying about the firm or its products and adopt these opinions. This can also be facilitated if companies are holding conversations with their customers. Customers should have the feeling that companies care about them and that they are important for them (Faase et al., 2011; Bagó, 2012). According to Bagó (2012) this is called personalized marketing. Before the rise of social media this was only possible in the B2B sector, but today social media technologies make this also for B2C sectors possible to get personal attention from companies. Another part of a social CRM strategy is to search for posts about the brand and/or products on social media. Companies can find comments by using search functions. Companies have to know the wishes of their customers, they must know their opinions, and they must know what is inside their mind. A social CRM strategy also implies the use of social media to

stimulate collaboration between companies and customers in order to improve knowledge sharing. Companies don't need to use questionnaires or other marketing tools to acquire information about their customers. Much free information appears on social media and companies only have to obtain it. When companies go a stage further in their social CRM strategies, they encourage social media users to provide content by themselves. Besides, companies can engage in conversations with a personal touch so that customers get the feeling that they are taken seriously (Bagó, 2012). Bagó (2012) describes in his study some examples of social CRM strategies. One of them is the well-known example of Dell. A famous blogger wrote a negative story about Dell. This encouraged other unsatisfied customers also to write about their experiences with Dell. Dell noticed this and set up their own website where customers could exchange their experiences. Another example is mystarbucksidea.com. Consumers could describe their ideas on this website with the aim of improving their coffee-time experience at Starbucks. Another part of a social CRM strategy could be a CEO who writes a blog to inform customers and to keep customers engaged (Faase et al., 2011).

Customers think in terms of social media nowadays, so that is what companies also need to do. Companies that want to utilize Social CRM should publish relevant content on social media. Social CRM is also about listening to what customers are saying and react in accordance. This all has to be done in a manner in which engagement and involvement will be encouraged. Social CRM is the use of social media in a CRM environment, and thence there is not one particular social CRM product available (Faase et al., 2011; Askool & Nakata, 2011). By understanding social CRM goals and the various social media functionalities companies can develop social CRM strategies. When companies make use of a social CRM strategy this will result in mutual benefits. Companies can obtain more knowledge about customers, and customers feel more involved in the company (Faase et al., 2011). According to Askool and Nakata (2011) social CRM will make companies more successful than when they only use a traditional way of information sharing.

2.4.1 Social CRM goals

Bernoff and Li (2008) and Li and Bernoff (2011) have examined the social media use of hundreds of companies and they have identified five primary activities to handle the Groundswell: "the social trend in which people use technologies to get the things (i.e. information, support, or negotiation power) they need from each other, rather than from traditional institutions like corporations". These five primary activities of Li and Bernoff (2011) can help companies making social CRM strategies and measure the social CRM efforts. Therefore, they are called social CRM goals in this research. The five social CRM goals are linked to traditional CRM functions. Using the five social CRM goals ensure that companies are more engaged with customers and more communication takes place, particularly communication between customers. The five primary activities of Li and Bernoff (2011) to handle the Groundswell are often used for scientific research and it seems to be a suitable approach for studying social media, online interactions and developing social CRM strategies. The activities are used e.g. for studying business cases (Poulsen & Fowler, 2012) or developing social media performance and revenue indicators (Madhave & Akbar, 2011; Dasgupta, 2011). In the following subparagraphs the five social CRM goals will be explained.

Listening

The social CRM goal "listening" means that companies actively and consequently listen to the customers' voice by monitoring social media pages (Bernoff & Li, 2008; Li & Bernoff, 2011). Companies can find out what customers are saying about them by searching through the social media platforms. Listening is important for companies, because they can ascertain what market experiences customers have, they can determine customer needs, and they can identify if customers have problems with products. Therefore, this goal is related to market research. Through

collecting and analyzing customer messages companies can get high quality information. Another benefit of the social CRM goal listening is that it requires a fraction of the time and costs compared with equivalent traditional market research (Bernoff & Li, 2008; Li & Bernoff, 2011). Consumers like to exchange their experiences. When consumers place something about a company on the internet it can create buzz or it can become viral, this can lead to success or failure for the company. Through listening customer dissatisfaction can be detected early. It allows companies to react quickly to unsatisfied customers and subsequently companies can offer an appropriate solution to the unsatisfied customers. Several tools are developed for companies to detect and collect the online content (Bernoff & Li, 2008; Li & Bernoff, 2011; Constantinides, 2008; Constantinides & Fountain, 2008).

Talking
Companies use the social CRM goal "talking" when they spread messages about the company on social media. Talking activities will ensure more interaction between companies and customers. Companies can stimulate and participate in two-way conversations with customers and between customers. The social CRM goal "talking" also implies that companies use social media as a PR tool. Companies can for instance share advertising material or they can entertain customers with nice texts, videos and photos. The content can be viewed by many people and they can distribute it among others. This has as benefit that it is far less expensive than a comparable traditional advertising campaign (Bernoff & Li, 2008; Li & Bernoff, 2011; Constantinides & Fountain, 2008).

Energizing
The social CRM goal "energizing" is focused on increasing sales (Bernoff & Li, 2008; Li & Bernoff, 2011). Companies can use social media for attracting new customers and encouraging purchase intentions. This goal is also about encouraging customers and brand ambassadors to spread messages about the company and thereby promoting the company and products. Brand ambassadors and opinion leaders intrinsically spread messages and exchange information about their experiences with products and companies (Bernoff & Li, 2008; Li & Bernoff, 2011; Constantinides & Fountain, 2008). Customers can for instance publicize their experiences, write blogs or create videos (Bernoff & Li, 2008; Li & Bernoff, 2011). This kind of promotion is by consumers perceived as more credible and therefore more effective than promotion that comes from companies or advertising agencies (Constantinides, 2008).

Supporting
The social CRM goal "supporting" means that companies use social media for providing customer service and (technical) support (Bernoff & Li, 2008; Li & Bernoff, 2011). Support can both be company and consumer initiated. Companies can offer help to customers when they experience problems, but consumers are also willing to support other consumers in other to fix their problems. Consumers can help other consumers, e.g. when they have solutions for the problems of other consumers. The social CRM goal "supporting" can be used in addition to the traditional customer service department (Bernoff & Li, 2008; Li & Bernoff, 2011).

Embracing
The social CRM goal "embracing" means that companies let their customers be co-producers. Through this companies can give their customers the opportunity to express his or her creativity and let them design their ideal product (Constantinides, 2008). Thereby, customers are helping companies designing better services and products. Other examples of the social CRM goal

"embracing" are; letting customers vote on their favorite products or asking for recommendations for improvements. The embracing objective is best suited for companies which already have succeeded in some of the other 4 objectives (Bernoff & Li, 2008; Li & Bernoff, 2011).

Table 2.11: social CRM goals (Bernoff & Li, 2008; Li & Bernoff, 2011)

Traditional CRM Goals	Social CRM Goals	Description	Succes metrics
Market research	Listening	Obtain insights from customers. Through listening companies can get an understanding of their customers. Companies can monitor ongoing customer conversations instead of occasional surveys.	Insights obtained
Marketing	Talking	Spread messages about the company. Use conversations to promote products and services. Participate in and stimulate two-way conversations. Not only outbound communication to customers.	Market awareness Buzz Time spent on sites
Sales	Energizing	Identify and use enthusiastic customers to influence others. Enable customers to help sell or making introductions to each other. Boost the power of their word of mouth.	Increased sales
Customer support	Supporting	Enable customers to support each other and solve each others problems.	Number of customers participating Number of questions answered online Decreased number of support calls
Development	Embracing	Helping your customers to work with each other to come up with ideas to improve products and services.	Usable product ideas

Conclusion

In this section the sub questions "what is CRM" and "what is social CRM?" are answered. A century ago companies only had to focus on the production of goods. This thought is outdated. Today companies have to adjust their production to the needs of consumers. For the continuity of companies customer relationships have to be developed and maintained. By the use of CRM companies manage customer relationships and create value for both company and consumer. Interactivity is very important when it comes to developing and maintaining relationships. With the rise of social media platforms CRM get a new dimension: social CRM. The aim of social CRM is to maintain and enhance customer relationships with the use of social media. The use of social CRM will result in mutual values for both company and customer (Faase et al., 2011). These values will be further discussed in the next paragraphs.

2.5   Customer relationship values

Companies have to build strong relationships with their customers in order to retain them as long as possible. Companies cannot longer rely only on the strength of the brands itself, but today they also need to take the Web 2.0 into account. Duncan and Moriarty (1998) emphasize when companies are building relationships they should not only focus on one-way communication, but they also suggest other forms of communication such as informing, answering and listening.

Thereby, relationships are becoming more interactive, with the result that more customers are retained and their value increases (Reichheld, 1994). But, there are some differences between customers and the extent to which they want to be in a company-customer relationship.

Some customers are more willing to have relational contact with a company than others. Some customers only want to have transactional contact. This can vary in different situations. In some situations customers are interested in a relationship with a company and in other situations they are not interested. Customers can be in a passive or active relational mode. When customers are in an active relational mode they actively seek contact with a company, whereas customers in a passive mode are content with the idea that a company will be there for them if needed (Gronroos, 2004). Customers can have strong bonds with firms, but there are also occasional customers. A study conducted by Garbarino and Johnson (1999) shows that the actions of customers, who have strong bonds with a firm, are driven by trust and commitment.

Companies' social media activities may positively affect customer relationship (Bernoff & Li, 2008; Constantinides, 2008; Constantinides & Fountain, 2008; Baird & Parasnis, 2011; Greenberg, 2009). This research focuses both on the non-transactional and on the transactional side of relationships. The non-transactional side of a customer relationship is about behavioral manifestations, which have a focus on a company or brand, which goes beyond purchase and which is a result of motivational drivers. The transactional side of a relationship can create profit for companies. It contributes to the brands' performance. Increase sales and profits are main goals for companies. Therefore this is rather important for companies, but if companies ignore the non-transactional side they may lose opportunities. These behavioral manifestations can have an indirect impact on the performance of companies (Verhoef, Reinartz & Kraft, 2011).

The non-transactional side in this research contains trust, commitment and word of mouth (Verhoef, Reinartz & Kraft, 2011; Bijmolt et al., 2010; Jiyoung & Ko, 2010; Bernoff & Li, 2008; Li & Bernoff, 2011; Garbarino & Johnson, 1999; Morgan & Hunt 1994; Fullerton 2003). The transactional side contains customer acquisition and the purchase intention of customers (Verhoef, Reinartz & Kraft, 2011; Bijmolt et al., 2010). These values are chosen, because they are necessary basic values for maintaining and expanding customer relationships. The values trust and commitment are basic values for building long term relationships and preconditions for customer acquisition and purchase intention. These values fit with the social CRM goals. The customer relationships values will be explained in the next paragraphs.

2.5.1 Trust

Trust is an essential factor for long-term and successful customer relationships (Garbarino & Johnson, 1999). Trust is a core element that improves relationships between companies and customers (Kim & Ko, 2010). Moorman, Desphandé, and Zaltmann (1993) define trust as "a willingness to rely on an exchange partner in whom one has confidence". Another definition of trust is derived from Morgan and Hunt (1994) they define trust as "the perception of confidence in the exchange partner's reliability and integrity". Anderson and Narus (1990) focus more on the consequences of trust, they define trust as "the belief that a company will perform actions that will result in positive outcomes as well as not take unexpected actions that result in negative outcomes". The above mentioned definitions both emphasize that confidence and reliability are meaningful in the concept of trust.

One of the factors that influence trust is the past communication which took place between company and customer (Anderson and Narus, 1990). Anderson and Narus (1990) define communication as "the formal as well as informal sharing of meaningful and timely information". The extent to which a customer has information about a company, can predict the outcomes of the decisions that customers make. Thus, when a party shows opportunistic behavior, this will lead to

decreased trust of the other party, because they cannot longer forecast the behavior (Morgan & Hunt 1994). Trust will be developed when a party can forecast the behavior of another party. A party can forecast the behavior when they have information about the past behavior of the other party. When customers often have interactions with companies they are more able to predict the behavior and they learn more about a company (Doney & Cannon, 1997). Trust is something that develops and builds over time and increases with the length of the relationship. According to Doney and Cannon (1997) trust is a precondition for building long term relationships.

Trust develops when customer and company share a variety of experiences. Thereby, sharing experiences helps company and customer to predict each other behavior. Trust is also based on the expertise of companies. Companies should fulfil their promises, so that consumers can rely on the company's word. Consumers must have the belief that companies are capable to match their expected outcomes (Doney & Cannon, 1997). Another factor that is preliminary to trust is shared values. Shared values are the beliefs that company and consumer have in common about what behaviors, goals and policies, are or are not important, appropriate and right. Companies can develop trust by communicating information, expectations, market intelligence and performances. Consumers associate a trusted company with qualities like consistent, competent, honest, fair, responsible, helpful and benevolent (Morgan & Hunt 1994). A trusted company has some benefits. According to Doney and Cannon (1997) trust is an order qualifier and not an order winner. This means that trust is a criterion for a consumer that a company must meet if they want to be seen as a potential supplier. Trust evokes positive customer behaviors. Trust has a positive effect on word of mouth and the purchase intentions of consumers (Lau & Lee, 1999; Hennig-Thurau, Gwinner & Gremler, 2002). These concepts will be discussed in the following paragraphs.

2.5.2 Commitment

Commitment is, just like trust, an essential factor in long-term and successful customer relationships (Garbarino & Johnson, 1999). According to Fullerton (2003) commitment is positively related to customer retention. Moorman, Zaltmann and Desphandé (1992) define commitment as "an enduring desire to maintain a valued relationship". Gundlach, Achrol, and Mentzer (1995) argue that commitment exists of three components. (1) Commitment has an instrumental component, like a form of investment. (2) It has an attitudinal component. This can be explained as an affective commitment or a psychological attachment. (3) It has a temporal component. This means that the relationships exist over time. Commitment is also built on likeability and similarity. When customers like a company they find it, for instance friendly, nice, and pleasant to be around. Or they like a company, because they have matching interest and values and they can identify with the company (Doney & Cannon, 1997).

According to Fullerton (2003) commitment includes two components, (1) the liking and identification component, which is also called affective commitment and (2) dependence, which is also called continuance commitment. Affective commitment can be explained as the emotional attachment to a company, so that customers enjoy, like or love the relationship with a company. Affective commitment establishes when customers have feelings like belongingness, dedication, identification and when they have shared values. Continuance commitment can be explained as the extent to which customers are bound to an organization. Continuance commitment establishes when "one party perceives dependence on the other party to the exchange" (Heide & John, 1992) or when consumers receive benefits which are not easily substitutable from competitors (Fullerton 2003).

Commitment has some similarities with trust. Just like trust, companies can develop commitment by communicating information, expectations, market intelligence and performances (Morgan & Hunt 1994). Shared value is a concept that is preliminary to commitment. Commitment

has also a strong effect on word of mouth and the purchase behavior of consumers (Hennig-Thurau, Gwinner & Gremler, 2002). These concepts will be discussed in the next paragraphs.

2.5.3 Word-of-mouth

Word of mouth can be explained as the influence of someone's informal opinion regarding the evaluation of brands, companies, products and services, which are based on someone's own experiences. The informal communication takes place among customers (current and potential), friends, family, groups, etc. (Hennig-Thurau, Gwinner & Gremler, 2002; Sandes & Urdan, 2013). Word of mouth can be positive or negative. For instance, WOM can contain pleasant, unpleasant, or novel experiences, which are recommended to others (Hennig-Thurau, Gwinner & Gremler, 2002). Nowadays the Internet enables consumers to share their opinions and experiences with others, which is also called electronic word of mouth. The social media platforms give consumers the possibility to read the opinions, comments, and experiences of others and this can also motivate them to contribute something themselves. According to Sandes and Urdan (2013) the reliance on traditional means of communication like TV, newspapers, magazines is decreasing in contrast to the internet that just shows a rise.

Electronic word of mouth is stronger than traditional word of mouth. The convenience of the social media platforms enables consumers to have conversations with others. These conversations are also called buzz, and it is created by the interaction among consumers about their experiences with companies, brands, products and services. Through the conversations with others, consumers can obtain a lot of information. Social media has more strong features. Social media content can become viral. Content can be spread and multiplied through whole networks on the internet and in this manner be passed from person to person. Consumers find personal communication more trustworthy than non-personal communication. Therefore, social media is a reliable source for consumers to find information. Hence, (electronic) word of mouth is a powerful force which can influence the purchase decisions of consumers. Besides, it is also a powerful force for attracting new customers (Hennig-Thurau, Gwinner & Gremler, 2002; Hennig-Thurau, Gwinner, Walsh & Gremler, 2004). Both retention of existing customers and attracting new customers are of great importance for the continuity and existence of companies. According to Hennig-Thurau, Gwinner and Gremler (2002) word of mouth has to be considered as an important value in customer relationships. Therefore, from a social CRM perspective it is very relevant to take electronic word of mouth into account.

Hennig-Thurau et. al (2004) have researched the motivations of consumers for engaging in electronic word of mouth. The motives of consumers to create word of mouth vary. Hennig-Thurau et. al (2004) have categorized the motives of consumers to create electronic word of mouth. The results show four segments.

(1) Self-interested helpers. These consumers have concern for other consumers and therefore create electronic word of mouth, but they are also strongly driven by economic incentives. Thus, this category consumer creates word of mouth mainly for their own gain. Economic incentives and rewards have always been an important motivator for consumer behavior in general, so this also applies in the case of electronic word of mouth.

(2) Consumer advocates. These consumers have only one motivation to create electronic word of mouth and that is the concern about others. Consumer advocates have the desire to help other consumers with their purchase decisions and/or they want to prevent other consumers from negative experiences.

(3) True altruists. These consumers are moted by altruism. They want to help other consumers as well as brands and companies. They are helpful to others with little or no self-interest. The motivation of consumers to help companies is a result of a consumer's satisfaction

with products and/or services of a company and the ensuing wish to help the company. With these communicative activities consumers want that companies will be or stay successful.

(4) *Multiple motive consumers.* These consumers have many different motivations to create electronic word of mouth.

These categories can be very helpful for social media experts to develop strategies that drive electronic word of mouth behavior. When customers are content and comfortable with a relationship positive word-of-mouth can occur. These customers can act as advocates for a company. Advocacy is a type of consumer behavior (Fullerton, 2003). Brand advocates are people who proactively and intrinsically recommend brands, companies, products and services to others, without any self-interest. Other consumers, in a greater or lesser extent, also promote products and experiences with companies or they make positive referrals on social media. Companies can involve in these dialogues. They can listen and respond to the customers and thereby also getting more knowledge about the customer. Advocacy is positively related to commitment (Morgan & Hunt 1994). Customers that have an affective commitment with a company are more willing to act as advocates. So when companies want to develop customer advocacy they should focus on the development of affectively committed customers (Morgan & Hunt, 1994). Hence, electronic word of mouth can be very helpful to improve customer relationships, promote the company and creating brand awareness among consumers.

2.5.4 Customer acquisition

Attracting new customers is a great challenge for every company. For the existence and continuity of companies it is essential to acquire new customers and retain the current customers. Both are crucial for the long term economic success of a company. Long term economic success cannot be achieved focusing only on retaining current customers. It is necessary for companies to acquire new customers and build new relationships if they want to retain and increase sales (Hennig-Thurau, Gwinner & Gremler, 2002).

Social media give companies possibilities to attract customers and to build new relationships. Social media can be used for promotion activities and creating brand awareness among consumers. Prospects may be attracted when companies provide them with company or brand related information (Bijmolt et al., 2010). Besides, positive electronic word of mouth will also contribute to attracting new customers (Hennig-Thurau, Gwinner & Gremler, 2002).

It is also important to maintain and invest in the relationship with current customers. Current customers can make subsequent purchases and they can make recommendations to other customers. Acquiring new customers takes a lot of time and money. For companies it is wise to encourage current customers to make recommendations, because customer recommendations attract other new customers, are cost-free and more trustworthy.

So, from a marketing perspective attracting new customers is an essential value for the long term economic success of companies (Hennig-Thurau, Gwinner & Gremler, 2002). Several aspects show that for this purpose, social media is a great medium for companies to use.

2.5.5 Purchase intention

Kim and Ko (2010) define purchase intention as the possibility that consumers purchase a product in the future. It is essential for companies to get an understanding of the purchase behavior of consumers. Consumer purchase intentions give companies the possibility to estimate future profits, and it gives an understanding about how companies can attract and retain customers (Ko, Kim, and Zhang, 2008). Kim and Ko (2010) and Kim and Lee (2009) have examined that the purchase intention of consumers is related to the attitude and preference of consumers towards a company.

The main reasons consumers interact with companies via social media are to get discounts and sales promotions and/or to buy products and services (Baird & Parasnis, 2011).

Social media give companies new ways to encourage the purchase intention of consumers. Via social media companies can create brand awareness, get consumer's attention and interest, and subsequently trigger them to purchase products. Information shared by consumers prevents other consumers from unpleasant experiences and can help them by forming product evaluations and making decisions. This is necessary for making a trade-off which product to buy. The interactive character of social media enables consumers to have direct contact with companies. Companies can response very fast to the shared content of consumers and questions can be answered very quickly. In this way companies can show their goodwill. Another manner to persuade consumers is to give (exclusive) promotions and free stuff to (loyal) followers when they make a purchase. So from a consumer's point of view social media offers great convenience and thereby also time and energy savings regarding the purchase process. Companies can stimulate the purchase intentions of consumers by using social media. For example they can offer relevant information, support, discounts and sales promotions. So, for both company and consumer, social media can be very useful regarding the sales/purchase process. The following table will give more insight into the CRM values.

Conclusion

In this section the fifth sub question "what are customer relationship values?" is answered. In this section several values are discussed. For the continuity of companies it is important to build long term customer relationships. Customers engage in different ways in customer relationships. In this study some mutual values for both company and customer are discussed. Company's social CRM use may positively affect customer relationships values. The values are divided in transactional and non-transactional values. Social CRM may have a relation with core values such as trust and commitment. Social media's ease of use and possibilities to reach a lot of people may positively affect word of mouth. These core elements are essential for the acquisition of new customers and purchase intentions of consumers.

Table 2.12: customer relationship values

Customer relationship value	Determinants
Trust	Sharing information (Anderson and Narus, 1990)
	Sharing experiences (Doney & Cannon, 1997)
	Expertise (Doney & Cannon, 1997; Morgan & Hunt 1994)
	Shared values (Morgan & Hunt 1994)
	Helpful (Morgan & Hunt 1994)
	Benevolent (Morgan & Hunt 1994)
Commitment	Sharing information (Morgan & Hunt 1994)
	Expertise (Morgan & Hunt 1994)
	Likeability (Doney & Cannon, 1997; Fullerton, 2003)
	Similarity (Doney & Cannon, 1997)
	Matching interest and values (Doney & Cannon, 1997; Fullerton, 2003)
	Identify with a company (Doney & Cannon, 1997; Fullerton, 2003)
	Enjoy (Fullerton, 2003)
	Feel connected/attached (Fullerton, 2003)
Word-of-Mouth	Informal communication (Hennig-Thurau, Gwinner & Gremler, 2002; Sandes & Urdan, 2013)
	Share experiences (Hennig-Thurau, Gwinner & Gremler, 2002)
	Share opinions (Sandes & Urdan, 2013; Hennig-Thurau et. al, 2004)
	Promote products (Hennig-Thurau, Gwinner & Gremler, 2002; Hennig-Thurau et. Al, 2004)
	Brand advocates (Hennig-Thurau et. al 2004)
	Receive economic rewards for producing word of mouth (Hennig-Thurau et. al 2004)
	Concern about others (Hennig-Thurau et. al, 2004)
	Solve other consumers' problems (Hennig-Thurau et. al 2004)
	Help others with my own experiences (Hennig-Thurau et. al, 2004)
	Help companies become or staying succesful (Hennig-Thurau et. al 2004)
Customer acquisition	Attract new customers and build new relationships by sharing brand / company related information (Bijmolt et al., 2010).
	Attract new customers through discounts, promotions and free stuff (Baird & Parasnis, 2011)
	Attract new customers through positive word of mouth (Hennig-Thurau, Gwinner & Gremler, 2002)
Purchase intention	Encourage purchase intentions (Kim & Ko, 2010)
	Promotions (Baird & Parasnis, 2011)
	Receive things for free (Baird & Parasnis, 2011)
	Discounts (Baird & Parasnis, 2011)

2.6   Overall conclusion

The literature study gave more insight into social media, CRM, social CRM and customer relationship values. Nowadays most companies use social media, but they often don't have the knowledge how to implement social media for business purposes best. Companies are online on social media platforms, because it is expected by today's standards. A lack of social media strategies ensures that social media is not optimal used or a negative brand exposure is created. In this research traditional media and CRM theories are combined with modern social media and social CRM theories. Various social media patterns are discussed. All described patterns help by understanding the phenomenon social CRM. The patterns are of value for science and useful for practical purposes. By the use of patterns information is categorized in recurring structures and this gives marketers guidelines for the implementation of their social CRM activities. Companies use social CRM in order to maintain and enhance customer relationships. Previous research (Hennig-Thurau, Gwinner & Gremler, 2002; Hennig-Thurau et. al, 2004; Morgan & Hunt, 1994; Doney & Cannon, 1997; Fullerton, 2003) has shown that CRM creates mutual values for both company and customer. This study examines whether these values are also related to social CRM use.

2.7   Descriptive model

In order to analyze the social CRM activities of retail businesses a descriptive model is developed. This model consists of several patterns. A set of several connected patterns is named a pattern language (Alexander, 1979). They become meaningful when they work together. According to Schuller (2008) a pattern language is a "network of patterns that call upon one another. Patterns help to remember insights and knowledge about design and can be used in combination to create solutions". Salingaros (2000) mentions the following 5 manners how to connect patterns with each other:

- "One pattern contains or generalizes another smaller-scale pattern.
- Two patterns are complementary and one needs the other for completeness.
- Two patterns solve different problems that overlap and coexist on the same level.
- Two patterns solve the same problem in alternative, equally valid ways.
- Distinct patterns share a similar structure, thus implying a higher-level connection."

These manners are incorporated when developing the descriptive model. Thereby, only a part of the theory is used for this descriptive model. This descriptive model will be tested first, and subsequently it can be extended. The social CRM model is comprised of the components; social CRM goals, interfaces, interactions, touchpoints, consumer motivations and customer relationship values. This model, presented in figure 2.5, will be used for analyzing the social CRM activities of retail businesses.
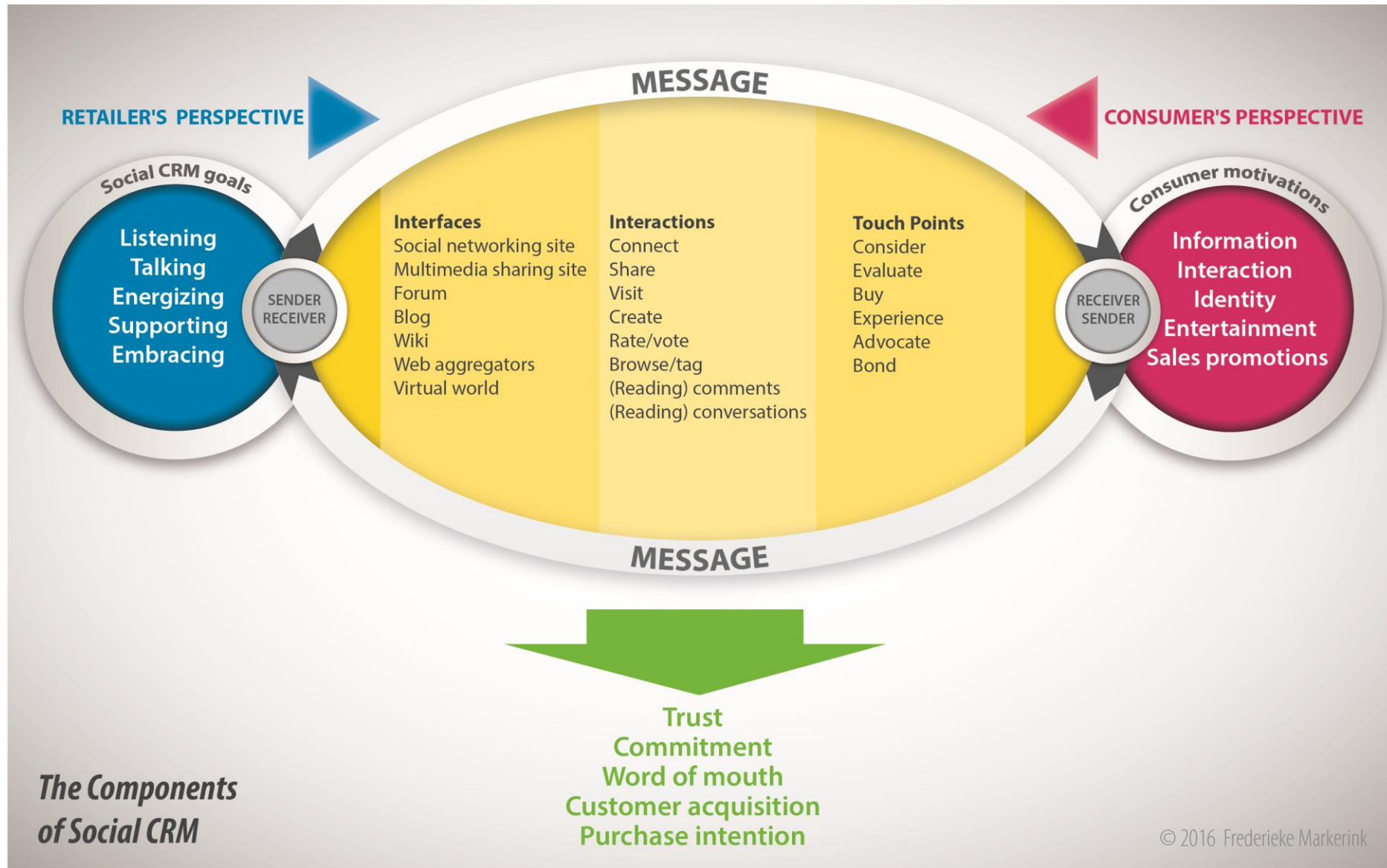
Figure 2.5: descriptive model – The Components of Social Customer Relationship Management

2.7.1 Operationalization of the descriptive model

Social CRM Goals (Bernoff & Li 2008; Li & Bernoff, 2011)

Social CRM is a marketing solution and has the aim of getting closer to customers, creating customer engagement, holding conversations with customers and building stronger customer relationships with the use of social media in order to create mutually beneficial value for both company and customer (Faase et al., 2011). Social CRM combines the features of social media and CRM systems (Mohan, Choi & Min, 2008). Social CRM goals are derived from traditional CRM goals.

- **Listening**

  The social CRM goal "listening" means that companies can find out what consumers are saying and sharing about them through monitoring social media platforms. Through listening companies can get insights from customers and are able to understand them. In traditional CRM this goal is related to market research.

- **Talking**

  The social CRM goal "talking" means that companies spread messages about the company on social media. Companies use the talking goal for example to participate in conversations or for promotional activities. In traditional CRM this goal can be compared with marketing.

- **Energizing**

  The social CRM goal "energizing" means that companies enable consumers to influence other consumers, boost the power of their word of mouth and stimulate sales. In traditional CRM this goal can be compared with sales.

- **Supporting**

  Companies can use social media for supporting goals. Companies can offer service and technical support via social media. In traditional CRM this goal is related to customer support.

- **Embracing**

  Companies can use their social media fans as co-producers. Fans can vote on their products, they can give recommendations or they can share their opinions and ideas to improve products and services. This goal can be compared with development in traditional CRM.

Interface (Constantinides & Fountain, 2008; Faase et al., 2011; Bagó, 2012; Kaplan & Haenlein, 2010).

There are various interfaces that allow people to interact with each other.

- **Social Networking Site**

  Users can create their own personal profile on a social networking site. Users share and exchange personal information, like photos, images, videos, links, thoughts, activities and opinions with other users. Users can expand their social network by adding new contacts to their network.

- **Multimedia Sharing Website**

  Multimedia sharing websites enable users to obtain and publish media, like photos, music and videos.

- **Forum**

  A forum is a website where users can exchange ideas and information about specific topics.

- **Blogs**

  A blog is a website which is like an online journal.

- **Wiki**

  A wiki is a website were users can add or edit content and create pages in the wiki website.

- **Web aggregators / Real Simple Syndication (RSS feed)**

  An aggregator selects web content from various social media sites. A document will be automatically sent to subscribers with summarized updates of various social media.

- **Virtual world**

  A virtual world is a three dimensional social media platform where users can interact with each other.

Interactions (Rossing, 2012)

Interaction is about the behavior of individuals and groups (Wagner, 1994). From a marketing perspective interaction can be defined as "the degree to which one's business has permeated into one's life" (Feuer, 2004).

- **Connect**

  Connect means that social media users make connections with other users, like fan pages or following companies on social media.

- **Share**

  Share means that social media users distribute messages, photos and videos on social with their friends and followers.

- **Visit**

  Visit means that social media users visit content that is shared to them by one of the other users followed on social media.

- **Create**

  Creating content means that social media users post new content on social media, like messages, photos and videos.

- **Rate & vote**

  Rate and vote means that users rate or vote for products or content on social media.

- **Tag & browse**

  Tag and browse means that users add keywords to specific items, i.e. a tag. When browsing the tag other users can find related information of the specific item.

- **(Reading) comments**

  Social media users can leave a response, i.e. a comment, to a specific piece of content. Reading comments implies that social media users read the comments that other users left as a response to a particular piece of content.

- **(Reading) conversations**

  Conversing implies that a conversation going on in the comment section of a certain content item. Reading conversations means that users read the conversations hold by others with or without taking part in it.

Touchpoints (Elling, Forsyth & Salsberg, 2009; Edelmann, 2010; Sutton, 2011)

Touch points are based on the consumer decision journey, which has 6 phases. The consumer decision journey can help companies in answering questions like how many consumers consider the brand, have heard of the brand, have tried the brand, how many would buy it and how many would advocate the brand. The touch point is the point when customer and company have contact with each other and customers' buying behavior can be influenced best.

- **Consider**

  In this phase consumers want or need something. In this phase they absorb brand information and see advertisements on social media.

- **Evaluate**

  In this phase consumers evaluate the products available on the market. They evaluate the (dis)advantages. They do active research. They ask friends for opinions and they read reviews.

- **Buy**

  In this phase consumers make the decision to buy a product and they are seeking for further validation.

- **Experience**

  In this phase consumers are experiencing the product and further validate the emotional and tangible features.

- **Advocate**

  In this phase consumers are sharing recommendations for improvements or tell others about the product. For example, they leave a review on a social media website.

- **Bond**

  In this phase consumers are pleased with the brand. They recommend the brand to others and are buying products of the brand without going through the others phases of the consumer decision journey.

Consumer motivations (McQuail, 1987; Baird & Parasnis, 2011)

Consumers have various motivations to use social media.

- **Entertainment**

  Social media users can watch videos, visit social networking sites or listen to music. When doing this they can pass time, relax or enjoy themselves.

- **Interaction**

  Social media users can make connections with family, friends and they can talk with others who have similar interests.

- **Information**

  By using social media people can obtain knowledge or get advice. Users can also learn from the information.

- **Identity**

  People use social media to reflect, reinforce or contrast their personal identity. Social media content can assist people to obtain insight into their own personality or help them to form their own attitudes and opinions.

- **Sales Promotions**

  One of the most important motivations of consumers to use social media is to receive discounts, promotions and free stuff.

Values

Social CRM is focused on creating mutual values for both company and consumers.

- **Trust**

  Trust is a core element in long-term and successful customer relationships (Garbarino & Johnson, 1999). Factors in the concept of trust are reliability, integrity and confidence (Doney & Cannon, 1997). Trust occurs when companies are capable to match consumers' expectations and consumers can rely on the company's word. Trust develops when consumers can predict the behavior of companies, when they have shared values, when companies share their expertise and other meaningful information (Morgan & Hunt 1994; Doney & Cannon, 1997).

- **Commitment**

Commitment can be explained as "an enduring desire to maintain a valued relationship" (Moorman, Zaltmann & Desphandé, 1992). Commitment consists of 2 components (Fullerton, 2003). (1) Affective commitment, which implies a liking and identification component. This appears when consumers enjoy, like or love a relationship and when they have feelings like belongingness, dedication, identification and shared values. (2) Continuance commitment, which implies dependence and which can be described as the extent to which consumers are bound to a company. Companies can develop commitment by informal communication, meaningful information, expectations, and performances (Morgan & Hunt 1994).

- **Word of Mouth**

  Word of mouth can be defined as the influence of someone's opinion about brands, companies, products and services. These opinions are based on someone's own experiences (Hennig-Thurau, Gwinner & Gremler, 2002). Social media enables consumers to share their (electronic) word of mouth, i.e. their opinions and experiences. It subsequently enables others to read opinions, comments, and experiences and having conversations, "buzz", with other consumers. Content becomes viral and can be spread and multiplied through whole networks (Hennig-Thurau, Gwinner & Gremler, 2002).

- **Customer Acquisition**

  For existence, continuity and profitability it is crucial for companies to acquire new customers (Hennig-Thurau, Gwinner & Gremler, 2002). Social media give companies new opportunities to attract consumers. Through advertisements, sharing meaningful information, creating brand awareness, getting attention and stimulate interest companies are able to attract new consumers. Positive word of mouth of other consumers will also contribute to attracting new customers (Hennig-Thurau, Gwinner & Gremler, 2002; Bijmolt et al., 2010).

- **Purchase Intention**

  Purchase intention is defined as the possibility that consumers purchase a product in the future (Kim & Ko, 2010). Predicting purchase intentions is of great importance for companies in order to estimate future profits. Social media give companies new opportunities to encourage the purchase intentions of consumers. Companies can use social media for creating brand awareness, getting attention, stimulate interest and encourage consumers to buy products.

2.8 Conceptual model

Studying the theory (Bernoff & Li, 2008; Constantinides, 2008; Constantinides & Fountain, 2008; Baird & Parasnis, 2011; Greenberg, 2009) in the previous paragraphs has led to the presented conceptual model in figure 2.5. It is assumed that there is a relation between the social CRM goals "talking", "energizing", "supporting" and "embracing", and the customer relationship values "trust", "commitment", "word of mouth", "customer acquisition" and "purchase intention". The social CRM goal "listening" is omitted in this conceptual model, because listening alone cannot be observed. The conceptual model displays the relation between social CRM and the several values.

Social CRM	**Values**
Talking Energizing Supporting Embracing	Trust Commitment Word of mouth Customer acquisition Purchase intention

Figure 2.6: conceptual model, a visual representation of social CRM and the expected values

3. Methodology

In chapter 2 the theory about social CRM is explained. The theory gives an impression what social CRM exactly implies. This chapter describes the research methodology of this study. In this section the design and the implementation of the research are justified. The context of the research, the objectives and the implementation of the different studies will be discussed. The first paragraph describes the context of the research. The second paragraph describes the research objectives. The third paragraph describes the first study; the social CRM content analysis. The fourth paragraph describes the second study; the in-depth interviews with marketing professionals. This chapter also describes the research method, the research instruments, their construction and implementation, as well as the participants and the procedures.

3.1 Context of the research

Social CRM is not a static or one-dimensional concept. The theory describes some clear patterns, but the concept of social CRM gets form, content, and meaning through complex and dynamic interactions. The choice to execute this research as an exploratory study stems from the literature study. In chapter 2 the theory about social media use of both companies and customers and the expected values of social CRM use are extensively discussed. There is a multiplicity of variables that alternately interact with each other. Therefore, the current social CRM use of retail businesses and the value of social CRM can be examined best by qualitative research.

As discussed in the literature study social CRM use among retailers in Twente is rising. According to Van den Bergh (2014) 60% of the social media users are following retail companies on social media. This fact makes this branch very suitable to examine. For diversity and heterogeneity a large shopping city in Twente, i.e. Enschede, with different types of retailers is chosen to be examined. Enschede has an average number of 47.000 visitors on a Saturday (Winkelstad Enschede, 2014). A detailed examination among various retail businesses in Enschede can map out the social CRM use among retailers and can map out the value of the social CRM efforts. Qualitative research will gain insight into the manner in which retailers implement their social CRM use and what the value is of the social CRM efforts. Through qualitative research this study is trying to get a complete and detailed insight as possible.

Two studies will be conducted to answer the research question. To get a deeper understanding of Social CRM use and values, first a content analysis will be conducted among 10 retail businesses from Enschede. The content analysis focuses on current social CRM use and the expected value of social CRM. Second, in-depth interviews will be hold among marketing professionals. The in-depth study gives a deeper understanding about social CRM and the expected values. The second study will be conducted to confirm the theory and verify the results of the first study.

3.2 Research objectives

The aim of this research is to (1) discover what current social CRM use is among Enschede's retail businesses and (2) explore the expected values of social CRM. The results of this study should give insight in social CRM use of businesses and the expected values. In order to answer the research question, the research will be conducted in two different phases. Therefore, the methodology will also be discussed in two phases. Phase one includes a content analysis. The analysis describes the activities observed on social media pages of the Enschede's companies and it describes the expected value based on the theory. Phase two includes the interviews with marketing professionals. This study goes deeper into the relation between social CRM and the expected value.

3.3 Study 1: content analysis social CRM

The first study, the content analysis, will give a first answer to the question what current social CRM use is among retail businesses and what the expected value is of social CRM.

3.3.1 Research method

The first step in this research is to observe the social media platforms Enschede's retail businesses use. The aim of the observation of social media platforms is to get a first impression of the current situation. The observation and analysis will be done in order to determine whether the variables, mentioned in the literature, are present or not. According to Schepers (2014) Facebook is the most used social media platform by retailers. Therefore it is decided to limit the content analysis to one social media platform, i.e. Facebook. Messages, likes, shared messages and comments can be tracked and analyzed easily, due to the user friendly interface of Facebook. Analyzing the Facebook messages enables it to identify patterns and finally measure the value of the patterns.

3.3.2 Case selection

First, a list is made of local businesses from the inner city of Enschede. Thereafter, the businesses are categorized based on their industry and their social media activities. To get a good representation and for the diversity and heterogeneity the 10 retail businesses differ from each other in the products and services they offer. For this research are chosen: 2 clothing stores, 2 restaurants, 2 music and theatre centers, 2 home decoration stores, 1 shoe store.

3.3.3 Procedure

The observation of the Facebook messages will be done in order to ascertain which of the variables mentioned in the literature are applied in practice. For this study the last 15 company initiated Facebook messages of 10 Enschede's downtown businesses (presented in Appendix A) will be observed. The observation is based on the descriptive model – the components of social CRM, presented in figure 2.4. Thereby, a social CRM pattern template is created, presented in table 3.1. This template is created in order to describe examples of social CRM patterns. A social CRM pattern is elaborated for each Facebook message. To each social CRM pattern the number of likes, comments and shared messages will be assigned. When all the 150 messages are observed and patterns are assigned, the patterns will be analyzed and categorized.

3.3.4 Analysis

All the 150 observed Facebook messages will be elaborated according the descriptive social CRM model and the social CRM pattern template. This results in 150 social CRM patterns. Subsequently, all the patterns are categorized and structured by social CRM goals. Thereafter, per each social CRM goal the messages are structured by subject. This results in typical social CRM patterns for the objectives talking, energizing, supporting and embracing. Through the analysis of the 150 social CRM patterns can be determined what current social CRM use among retail businesses is and what the value is of the social CRM patterns.

Table 3.1: applied social CRM pattern template

Social CRM Pattern Template

Company name	
Context of social CRM message	
Screenshot of the social CRM message	
Description social CRM pattern	
Number of likes	
Number of reactions consumers	
Number of reactions company	
Number of shared messages	

3.4 Study 2: in-depth interviews

The second study explores the relation between social CRM and the expected values by means of in-depth interviews with marketing professionals. The second study is conducted to verify the findings of the first study.

3.4.1 Research method

The second step in this research is to interview marketing professionals. The best way to get an answer to the research question is by means of qualitative research. It gives a deeper insight in the perception of marketing professionals, i.e. what the expected value of social CRM is according to them. Qualitative research is explorative and focuses on understanding and interpreting processes, events, and developments. Qualitative research has therefore not, as often the case with quantitative research, the aim to determine cause-effect relationships. Qualitative research is more focused on emerging themes that reveal themselves during the investigation. Qualitative research focuses more on the depth than width and can provide insights in the needs and motives of people. Through qualitative research this study is trying to get a complete and detailed insight as possible. Because qualitative research is very labor and time intensive, a relatively small number of participants will be questioned (Bergsma, 2003).

3.4.2 Participants

15 marketing professionals will be recruited for this research. It is expected that the participants have a theoretical background and practical experience in marketing communication and social media. It is also important that participants have experience with social media use for business purposes. To ensure the anonymity of some participants their name and personal information isn't registered in this report. Each participant gets a numeric code, so that later in this study can be referred to a specific interview.

3.4.3 Procedure

The results of the social CRM content analysis form the basis for the interviews. The typical social CRM patterns which are identified in the first study will be valued by means of an interview. There isn´t a standard list with questions available. Therefore, a new semi structured questionnaire will be designed.

Representative examples of typical social CRM patterns, resulted from study 1, will be valued by the participant. Thereafter, some general questions will be asked, like gender, age, education, what social media platforms are used, hours spent on social media, etc. There isn´t a standard list with interview questions available. Therefore, a new protocol will be developed. The interview questions are based on the theory described in chapter two and subsequently a new interview protocol will be designed. Every customer is asked to answer 47 questions. The construction of the interview is based on the social CRM values trust (Hennig-Thurau et. al, 2002), commitment (Hennig-Thurau et. al, 2002) word of mouth (Kim & Ko, 2010; Hennig-Thurau et. al, 2002, 2004; Wangenheim & Bayon, 2007), customer acquisition (Bijmolt et al., 2010; Baird & Parasnis, 2011; Hennig-Thurau et. al, 2002), purchase intention (Baird & Parasnis, 2011; Kim & Ko, 2010) (presented in paragraph 2.3, table 2.14, p. 52). The interview questions are like "to what extent is the talking pattern "products" valuable for creating trust, on a scale of 1 to 5, and why?" The interview questions can be found in Appendix B.

3.4.4 Analysis

A commonly used procedure to analyze the data of qualitative research is to construct an overview which can be interpreted. Structuring the data goes through various phases. First, the interview is written down in a report. Second, for objectivity the findings will be

presented to the participant to ensure that everything in the report is well documented and is a realistic representation. Third, the documented data will be processed with use of the "matrix-method" (Miles & Huberman, 1984). The matrix-method ensures that data is structured in a logical manner, wherewith relevant and irrelevant information simple can be separated from each other. Finally, with use of the matrix method the conceptual model can be evaluated. This method is also very suitable for identifying patterns.

The analysis aims to identify meaningful patterns. Meaningful means that the research question has to be answered by means of the identified patterns. A matrix will be made for each social CRM goal (talking, energizing, etc.). The columns of the matrix show the rate, indicators of the customer relationship value and explanations about the relation between social CRM and the expected value. The rows of the matrix show the participants. In the cells of the matrix are short descriptions of the answers of the participants. In this manner a clear overview is created. The matrix gives a clear overview of the answers for each social CRM goals and the expected values. Answers can easily be compared with each other. Similarities, differences and typical characteristics can in this model easily be displayed.

The matrix method has 3 other advantages. The matrix creates order in the amount of data. It is a fast method for processing the data. The data will be analyzed by means of the matrix method, so it has to fit in the matrix. Therefore it is less likely that a certain statement is interpreted by another researcher in another way. This increases the reliability. Statistical analysis can't be made with the matrix method, but that isn't the aim of this method. This method should make patterns observable.

4. Results

This chapter presents the empirical part of this study. In chapter 3 the research methodology is explained. The research methodology shows how the research is conducted. This chapter describes the results of the two studies. The 1st paragraph presents the results of the first study; the social CRM content analysis. For each social CRM goal typical social CRM patterns are analyzed, identified and valued. The 2nd paragraph presents the results of the second study; the interviews with marketing professionals. In the second study the values of the typical social CRM patterns are explored.

4.1 Results study 1: content analysis social CRM

For the 1st study the last 15 Facebook messages of 10 Enschede's retail businesses are analyzed and identified. The 10 Enschede's companies that are used for this study are presented in Appendix A. In total 150 Facebook messages are analyzed. Each case is elaborated with use of the descriptive model and the social CRM pattern template. A screenshot is made of each message; including photos, text, all the comments, number of likes, and the number of shared messages. Subsequently, the context of the message is described and then the complete social CRM pattern is elaborated. Finally, all the patterns are compared with each other and categorized. The patterns are categorized by the subject of the content. Appendix C shows an example of one elaborated case. The following paragraphs give an overview of all the patterns that are found in this study.

4.1.1 Talking patterns

A total of 116 talking patterns are found. All 10 companies (100%) use talking patterns. Talking patterns contain various subjects, so therefore they are categorized by subject. The following 17 subjects are found among 10 companies. In the content analysis 4 typical talking patterns are identified. Typical talking patterns are found for "(new and existing) products", "have a nice day wishes" and "expertise". The 4 typical talking patterns are presented below.

Table 4.1: subjects talking patterns

Talking Subjects	#Messages	#Companies
New products	51	9
Existing products	16	5
Have a nice day wishes	10	4
Expertise	10	3
Sunday Shopping	5	3
Announcements prize-winners	5	2
Reachability	3	2
Events	3	2
Share blogs	2	2
Daily activities	2	1
Share random (funny) video	2	1
Other social media platforms used	1	1
Reviews in journal	1	1
Weather forecast	1	1
Congratulations to graduates	1	1
Obtain customer data about kind of fashion type	1	1
Special guests	1	1
Share random (funny) photo	1	1

Talking pattern "products"
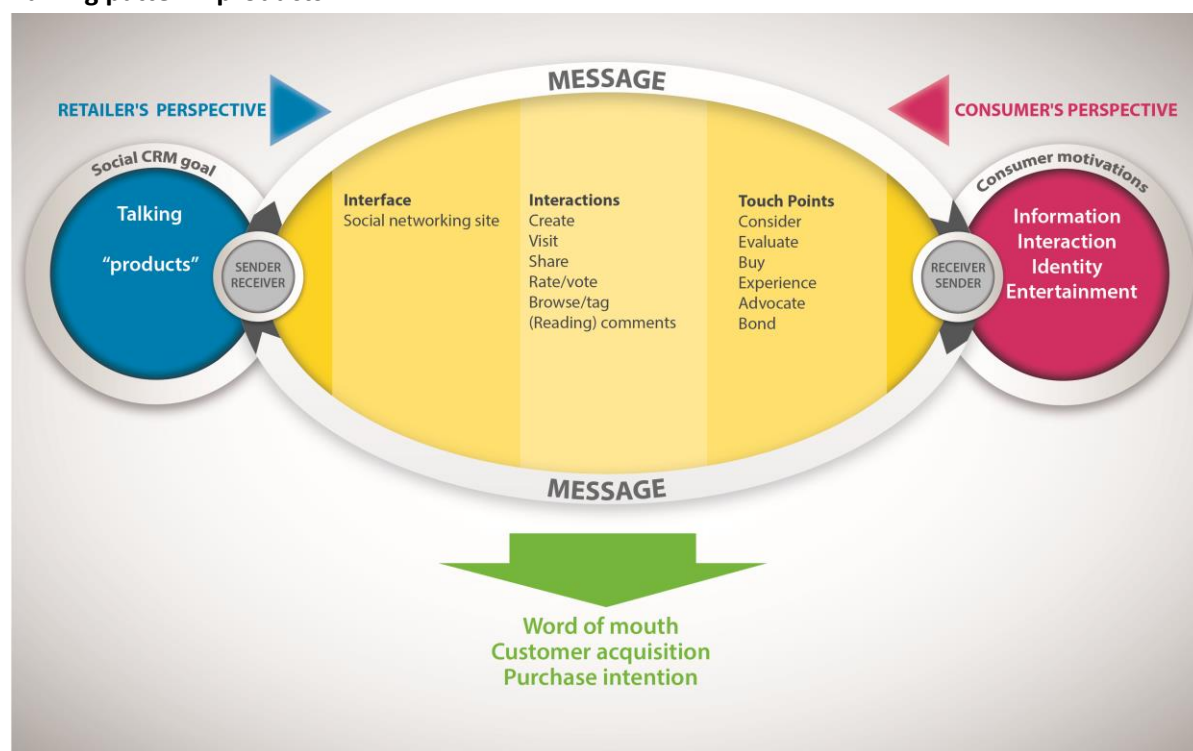
Figure 4.1: the components of the social CRM talking pattern "products"

The *Social CRM goal* of this pattern is *talking*, because companies spread a message with information about their product range. The subjects new and existing products both have the same pattern structure, so this talking pattern is called *"products".* Companies use this pattern for promoting their existing and new products (Bernoff & Li, 2008; Li & Bernoff, 2011). The *interface* which is examined is Facebook, i.e. a social networking site (Kaplan & Haenlein, 2010).

Various *interactions* are found for this pattern (Rossing, 2012). Companies *create* content, i.e. a (text) message about product information provided with photos or videos. Keywords in the message can be featured with a *tag*. The name of the product can be featured with a tag or consumers can be tagged by others as a response to the message. When consumers *browse* the tag they can find other related information about the item. Consumers *visit, rate and share* the content. They can leave a *comment*, which can be *read* by others (consumer/company), subsequently they can also response to the comments. In this pattern consumer responses consist of questions about price, product availability and /or openings hours. Consumers also give positive reactions like "nice", "beautiful" and "delicious". Companies subsequently can shape the responses or give an answer to the questions.

This pattern is relevant at various touch points during the Consumer Decision Journey (Edelmann, 2010; Sutton, 2011). During the *consider phase* consumers consider to buy a product. They can be triggered or encouraged by product related messages. During the *evaluate phase* consumers are deliberately seeking for product information from companies, peers, and/or reviewers. During the *buy phase* consumers seek for validation, product availability and sales interactions. During the *experience phase* consumers can use social media for further validation of emotional and tangible elements. Sharing product related information is very useful in these phases. During the *advocate phase* consumers tell others about the product or they come up with some product improvements. For instance, they share the message or tag friends. Companies try to *bond* consumers to the products, i.e. that they get an emotional attachment with the product. During the bond phase consumers also recommend other consumers to buy the product.

Consumers have several *motivations* to pay attention to these messages (McQuail, 1987). Consumers can be *entertained* with nice pictures, videos and texts about products. Consumers have an *information* need, which can be met by sharing product related information. *Interaction* takes place when company and consumers respond and comment to the message and reactions of others. Consumers can *identify* themselves with the company and others who have matching values and interest, e.g. when they see products they also own, when they read interesting messages from a company or when they read comments and opinions of peers (Fullerton, 2003; Doney & Cannon, 1997).

3 *values* are expected for this pattern. Informal communication, recommendations and promoting products, thereby helping the company and other consumers are aspects of *word of mouth* (Hennig-Thurau, Gwinner & Gremler, 2002; Hennig-Thurau et al., 2004). Liking, sharing and responding to the message ensure that the message is further spread on the internet. Other expected values are *customer acquisition* and *purchase intention*. Sharing company and product related information creates brand awareness. New customers can be attracted and new relationships can be built. Showing product messages, provided with links and a call to actions to visit the web shop or the store, stimulate purchase intentions (Bijmolt et. al, 2010).

Talking pattern "have a nice day wishes"

Figure 4.2: the components of the social CRM talking pattern "have nice day wishes"

The *social CRM goal* of this pattern is *talking,* because companies spread a message about the company and they *"wish consumers a nice day"* (Bernoff & Li, 2008; Li & Bernoff, 2011). The *interface* which is examined is Facebook, i.e. a social networking site. (Kaplan & Haenlein, 2010).

There are various *interactions* between company and consumer (Rossing, 2012). Companies *create* content, i.e. text "have a nice day, happy father's day, happy mother's day, happy valentine's day, congratulations to all graduates, etc." provided with a photo. Consumers *visit, rate* and *share* the created content. They can leave a *comment*, which can be *read* by others (consumer / company). In this pattern consumer responses are about when they might visit the store or the restaurant. Subsequently companies can also respond to the comments, but in this

research no company comments are found.

This pattern is useful at several *touch points* (Edelmann, 2010; Sutton, 2011). During the *consider phase* consumers passively receive information about a company, like a kind of advertisement and will be reminded of the company. With this kind of messages companies try to *bond* their consumers. During the bond phase companies try to get a deeper connection with their consumers by wishes them a good day.

These messages satisfy various consumer needs and *motivations* (McQuail, 1987). Consumers can be *entertained* by a nice text, provided with a nice photo. The need for *interaction* can be satisfied by commenting on the message and by reading comments of peers and company.

Several *values* are expected for this talking pattern. The first expected value is *commitment.* Commitment has an affective component, which focuses on the emotional side. This pattern has liking, enjoy and love features (Fullerton, 2003). Have a nice day wishes are often provided with a call to action, e.g. consumers are encouraged to visit the store, website or restaurant and try and buy products. Therefore, *customer acquisition* is also an expected value for this talking pattern (Hennig-Thurau, Gwinner & Gremler, 2002; Kim & Ko, 2010).

Talking pattern "expertise"
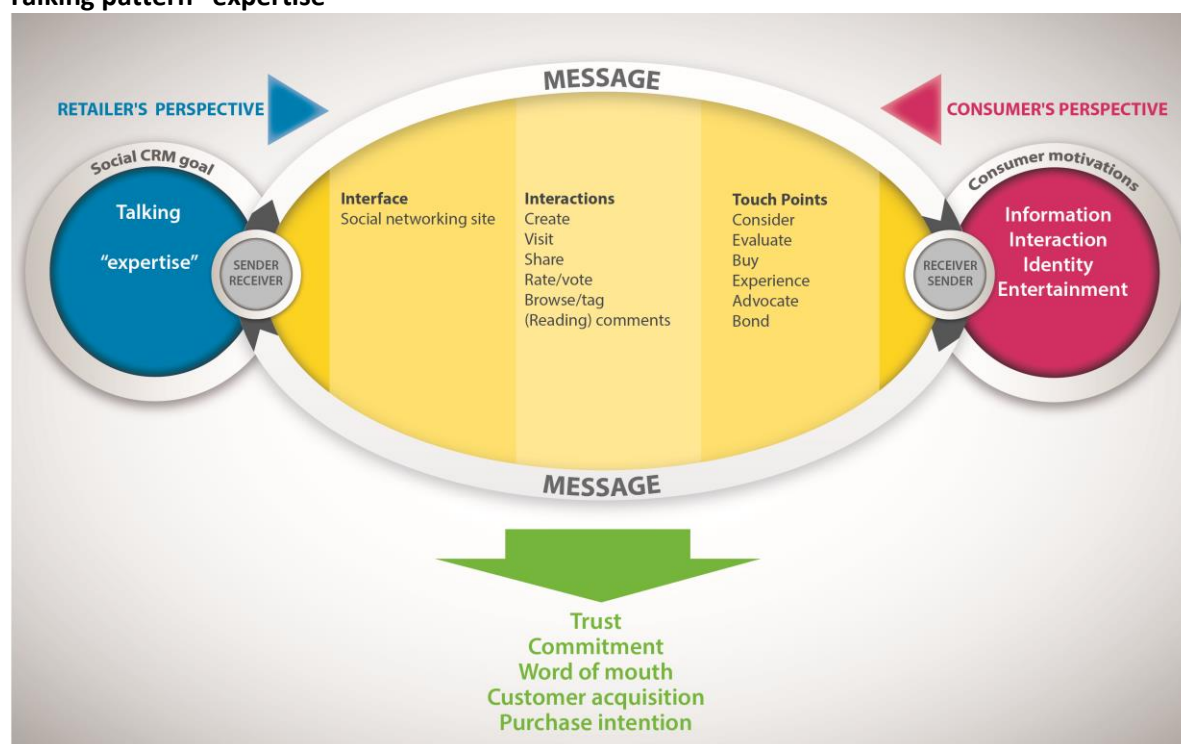
Figure 4.3: the components of the social CRM talking pattern "expertise"

The *social CRM goal* of this pattern is *talking,* because it contains company related information about *expertise*, knowledge, skills and experience (Bernoff & Li, 2008; Li & Bernoff, 2011). Facebook, the social networking *interface* is examined in this study (Kaplan & Haenlein, 2010).

Various *interactions* take place between company and consumer (Rossing, 2012). Companies *create* content, i.e. text about expertise, knowledge, skills and experience, provided with photos. Consumers *visit, rate* and *share* the created content. They can leave a *comment*, which can be *read* by others (consumer/company). Subsequently they can also response to the comments. Consumer responses are like "looks great", "beautiful", "can you show more pictures", "fantastic", "what products are used", "we also have those products", "I want that too", "I want to try it". Companies can shape the responses or answer questions.

This talking pattern is valuable at various *touch points* (Edelmann, 2010; Sutton, 2011).

During the *consider phase* consumers passively receive information about a company, like a kind of advertisement. Consumers will be reminded of the company and their expertise. In the *evaluate phase* consumers are deliberately seeking for information from companies, peers, and/or reviewers. During the *buy phase* consumers seek for validation. This pattern confirms consumers' thoughts. During the *experience phase* consumers can use social media for further validation of emotional and tangible elements. During the *advocate phase* consumers tell others about the company or they come up with new ideas for improvements. During the *bond phase* consumers recommend the company to other consumers. Companies also try to bond consumers to the company by showing their expertise, i.e. with the aim that consumers feel emotionally attached.

These messages satisfy several consumer needs and *motivations* (McQuail, 1987). These messages have an *entertainment* element through text and photos. The messages have an *information* element through sharing information about expertise, knowledge, skills and experience. The messages also ensure *interaction*. Company and consumers can response and comment on the message and reactions of others. When reading interesting messages from a company and comments and opinions of peers, consumers can *identify* with others who have matching values and interest.

5 *values* are expected for this pattern. Sharing information about expertise, skills, knowledge and experiences, are relevant aspects for *trust* and *commitment* (Anderson & Narus, 1990; Doney & Cannon, 1997). Consumers feel committed when they can identify with the company, when there are matching interests and values or when they see products they also own (Fullerton, 2003; Doney & Cannon, 1997). Informal communication, recommendations and thereby promoting the company and products are aspects of *word of mouth* (Hennig-Thurau, Gwinner & Gremler, 2002; Hennig-Thurau et al., 2004). Liking, sharing and responding to the message ensure that the message is further spread on the internet. Other expected values are *customer acquisition* and *purchase intention*. This pattern creates brand awareness and gives companies the possibility to attract new customers, build new relationships and encourage purchase intentions (Bijmolt et. al, 2010).

4.1.2   Energizing patterns

A total of 27 energizing patterns are found. 9 companies (90%) use energizing patterns. The content analysis revealed 2 typical energizing patterns. Typical energizing patterns are identified for "like, share and win promotions" and "sale, discounts and sales promotions". The 2 typical energizing patterns are presented below.

Table 4.2: subjects energizing patterns

Energizing Subjects	#Messages	#Companies
Like, share & win promotions	7	4
Sale	9	4
Discounts	8	3
Sales promotions	3	3

Energizing pattern "like, share and win promotions"

Figure 4.4: the components of the social CRM energizing pattern "like, share and win promotions"

The social CRM goal of this pattern is *energizing*, because consumers are energized to spread the like, share and win promotion through their network. Whereby messages go viral, create buzz and brand awareness (Bernoff & Li, 2008; Li & Bernoff, 2011). The *interface* which is examined is Facebook, i.e. a *social networking site* (Kaplan & Haenlein, 2010).

This pattern has various *interaction* elements (Rossing, 2012). Companies *create* content, i.e. text about the like, share and win promotion provided with photos. Consumers are encouraged to *connect* with the company, *share* and *rate* the message. Keywords or friends can in the message be featured with a *tag*. When consumers *browse* the tag they can find other related information about the item that is tagged. Consumers *visit* the created content. They can leave a *comment*, which can be *read* by others (consumer/company). Subsequently they can also respond to the comments. In this pattern the responses often consist of reasons why consumers should win a product. There aren't any company responses found.

2 touch points are relevant for this pattern (Edelmann, 2010; Sutton, 2011). Consumers are energized to spread the messages through their network and they have to act as *advocates.* These promotions often go viral and in the *consider phase* consumers can absorb this information as a kind of advertisement.

In this pattern a *consumer motivation* to like and share the message, is to obtain free products (Baird & Parasnis, 2011). The winner of the *promotion* receives a product for free. The game element is *entertaining.* Another consumer motivation for this pattern is *interaction*. Consumers can respond to a question and interact with the company (McQuail, 1987).

The expected *values* for this pattern are *word of mouth* and *customer acquisition*. Consumers are encouraged to act as advocates and to spread the messages through their network (Hennig-Thurau et al., 2004). These messages often go viral. Many consumers see the message. This pattern creates top of mind awareness and can attract new customers.

Energizing pattern "sale, discounts and sales promotions"
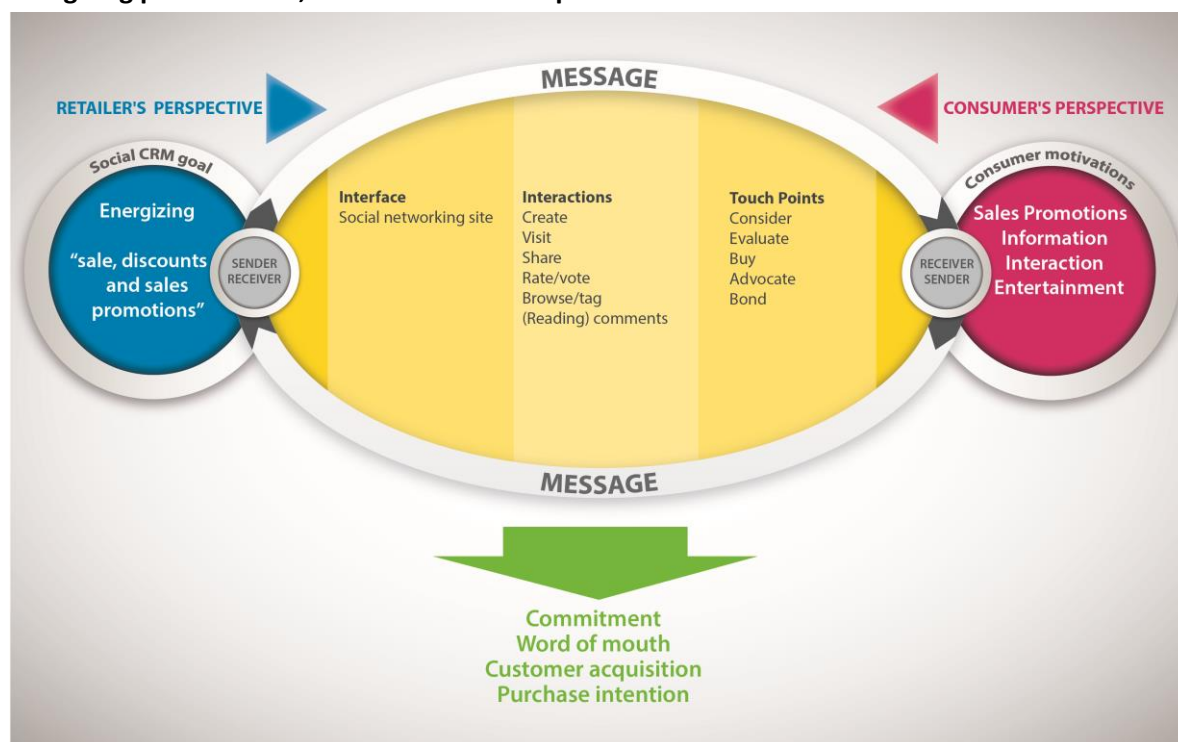
Figure 4.5: the components of the social CRM energizing pattern "sale, discounts and sales promotions"

The *social CRM goal* of this pattern is *energizing*, because it has as the goal to increase sales (Bernoff & Li, 2008; Li & Bernoff, 2011). The subjects sale, discounts and sales promotions all have the same pattern structure, therefore it is called *"sale, discounts and sales promotions"*. The Facebook *interface* which is examined is a *social networking site* (Kaplan & Haenlein, 2010).

This pattern has various *interactions* (Rossing, 2012). Companies *create* content, i.e. text about the sales promotion provided with photos or videos. Consumers *visit*, *rate* and *share* the content. They can leave a *comment*, which can be *read* by others (consumer/company). Subsequently they can also respond to the comments. Frequent responses are e.g. about; tagging friends, when to visit the store, thank you's and advices about the products consumers should buy. Companies can shape or confirm the comments and answer questions of consumers. Keywords or friends in the message can be provided with a *tag*. When consumers *browse* the tag they can find other related information about the item that is tagged.

There are several *touch points* in this pattern (Edelmann, 2010; Sutton, 2011). This pattern encourages consumers to *consider* a purchase. This pattern gives consumers relevant information for comparing and *evaluating* prices. During the *buy phase* consumers can be persuaded through discounts and sales promotions to purchase a product. During the *advocate phase* consumers recommend discounts to others. This pattern *bonds* consumers to a company.

Several consumer *motivations* are relevant for this pattern. Nice pictures and/or videos are *entertaining*. The pattern is *informing*, because it gives information about start date of the sale, discounts and sales promotions. The pattern has an *interaction* element, because consumers can give a response to the message (McQuail, 1987). Another consumer motivation in this pattern is the need for *sales promotions* (Baird & Parasnis, 2011). Consumers want to stay up to date about all the things that are related to sale, discounts and sales promotions.

Several CRM *values* are expected for this pattern. This kind of message creates *commitment,* because these messages are added value for consumers to follow a company. *Word*

of mouth is created, because consumers make recommendations to their friends about discounts, start date sale, free giveaways or other sales promotions (Hennig-Thurau, Gwinner & Gremler, 2002; Hennig-Thurau et al., 2004). *New customers* can be attracted due to discounts and other sales promotions. This pattern persuades consumers to purchase products (Hennig-Thurau, Gwinner & Gremler, 2002; Kim & Ko, 2010; Baird & Parasnis, 2011). Call to actions, e.g. "visit our store", and links to website can also encourage *purchase intentions.*

4.1.3   Supporting patterns

There aren't any supporting patterns found.

4.1.4   Embracing patterns

A total of 7 embracing patterns are found. 3 companies (30%) use embracing patterns. All the embracing patterns contain the same subject. In the content analysis 1 typical embracing pattern is identified. A typical embracing pattern is found for "opinions and ideas". This typical embracing pattern is presented below.

Table 4.3: subjects embracing patterns

Embracing Subjects	#Messages	#Companies
Ask for opinions and ideas	7	3

Embracing pattern "opinions and ideas"
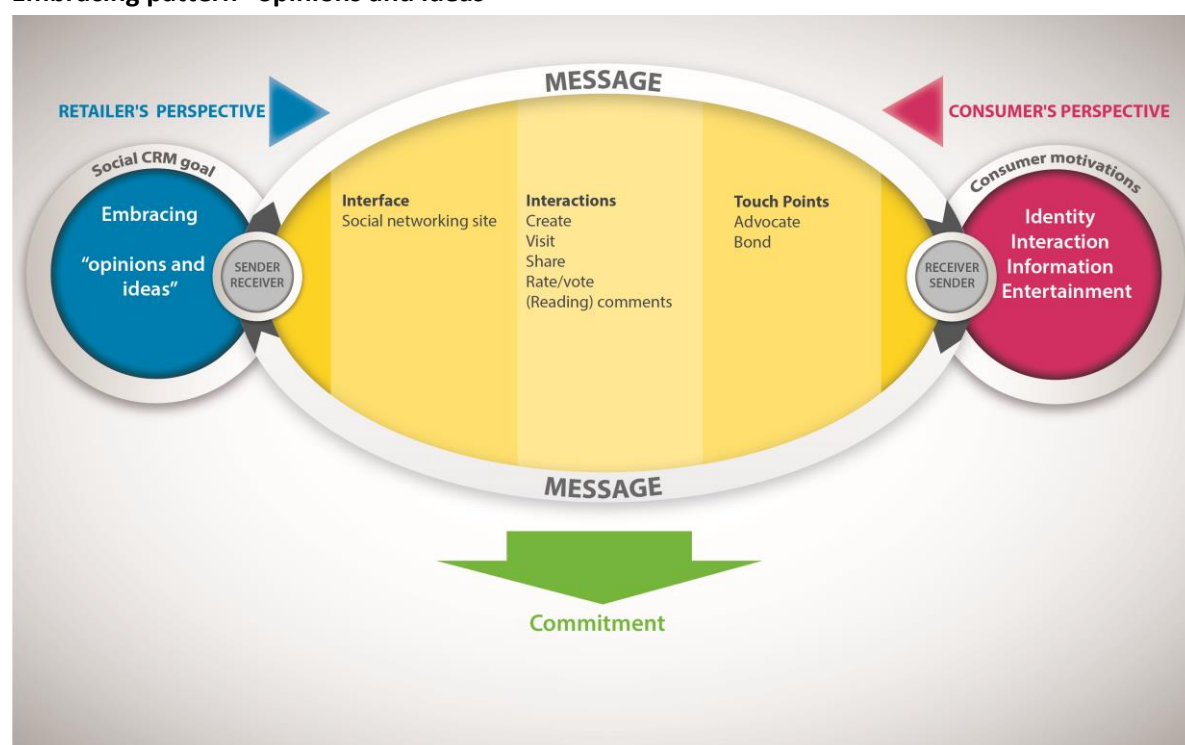
Figure 4.6: the components of the social CRM embracing pattern "opinions and ideas"

The *social CRM goal* of this pattern is *embracing*, because companies ask consumers to come up with their *opinions, ideas* and they are asked to give recommendations for improvements (Bernoff & Li, 2008; Li & Bernoff, 2011). The social media *interface* examined in this study is Facebook, i.e. a *social networking site* (Kaplan & Haenlein, 2010).

Various *interactions* take place in this pattern (Rossing, 2012). Companies *create* content, i.e. a certain question about a subject to collect opinions and ideas often provided with a photo. Consumers *visit, share and rate* the content. They can leave a *comment*, which can be *read* by

others (consumer/company). Subsequently they can also respond to the comments, but there aren't any company comments found in this pattern. Frequent consumer responses are about; opinions, ideas and recommendation about a certain subject.

The *touch points advocate* and *bond* are relevant in this pattern (Edelmann, 2010; Sutton, 2011). In these phases consumers are making recommendations. Companies try to bond consumers to the company by involving them in activities.

Consumers have various *motivations* to share ideas and opinions (McQuail, 1987). Consumers can express themselves and show and develop their *identity* through sharing their opinions and ideas. Consumers can compare and reflect their own opinions and ideas with those of others. Consumers stay *informed* about opinions and ideas of others. Consumers can *interact* with the company and other consumers. They can response to questions and give recommendations. Nice photos and videos give this pattern an *entertaining* element.

Commitment is the expected *value* for this pattern. Commitment is created when consumers can identify with a company (Doney & Cannon 1997). Sharing opinions and ideas shows that consumers feel committed to a company and asking for opinions and ideas shows that companies feel committed to their consumers. Enjoying the information, matching interests and values are also at the base of commitment (Fullerton, 2003).

4.1.5 Summary of the results of study 1

The following table presents a summary of the results of study 1. The table shows the various identified social CRM patterns and the expected values of the social CRM patterns.

Table 4.4: summary of the results of study 1

Current social CRM use	Expected values				
Talking pattern "products"			Word of mouth	Customer acquisition	Purchase intention
Talking pattern "expertise"	Trust	Commitment	Word of mouth	Customer acquisition	Purchase intention
Talking pattern "have a nice day wishes"		Commitment		Customer acquisition	
Energizing pattern "like, share and win promotions"			Word of mouth	Customer acquisition	
Energizing pattern "discounts, sale and sales promotions"		Commitment	Word of mouth	Customer acquisition	Purchase intention
Supporting pattern "service and support"	Trust	Commitment	Word of mouth	Customer acquisition	
Embracing pattern "opinions and ideas"		Commitment			

4.2 Results study 2: in-depth interviews

In the second study of the research 15 marketing professionals are interviewed. The aim of the second study is to get a deeper insight into the value of social CRM in order to establish relationships between the social CRM patterns and CRM values. Each interview is elaborated in a matrix (Miles & Huberman, 1984). For each identified social CRM pattern a matrix is designed. The supporting pattern "service and support", which wasn't identified in the first study, is also included in the second study in order to gain extra insight. The matrixes can be found in Appendix E. By means of the matrix a clear overview is created and the answers of the participants can easily be compared with each other. The following paragraphs give an overview of the results found in the second study.

4.2.1 Characteristics of the participants

For this study 15 marketing professionals have been recruited. All participants are coming from different companies from the region east Netherlands. Among the participants are 10 men and 5 women. The age of the participants ranges from 22 to 58. Almost all the participants have a bachelor or master degree, except one participant, which has a secondary vocational education. The social media interfaces used by the marketing professionals are Facebook (all participants),

LinkedIn (all participants), Twitter (10 participants), YouTube (all participants), Instagram (7 participants), Pinterest (4 participants), Google+ (2 participants, and only for SEO purposes), Flickr (1 participant), Foursquare (1 participant). They visit social media websites several times a day up to more than 10 times a day. The visits have a short duration. A visit takes approximately 1 to 5 minutes each time. When content is really interesting a visit may take 6 to 15 minutes.

4.2.2 Explanation of the values

Each participant is asked how much each social CRM pattern contributes to a certain customer relationship value on a scale of 1 to 5. The scale of 1 to 5 has the following meaning.

5 = extremely valuable
4 = valuable
3 = moderately valuable
2 = slightly valuable
1 = worthless

4.2.3 Value of the talking patterns

Value of the talking pattern "products"

Table 4.5: talking pattern "products" - "trust"

Mean rating	About the relation	Most relevant comments
3.1	The pattern "products" is moderately valuable for creating trust, because sharing product information gives consumers an idea about what kind of company they have to deal with.	Feeling of trust (12), Reliable (2), Know what to expect (2), Worthless (2), Honest (1)

The *talking pattern "products"* contributes to *trust* with a mean rating of 3.1. According to 2 participants the talking pattern "products" is worthless for creating trust, because companies share these messages only for commercial purposes. It is ordinary advertising. Sharing product information is newsworthy, but it has nothing to do with trust, honestly or reliability. The other 13 participants find this pattern to some extent valuable for creating trust. Sharing product information gives consumers an idea about what kind of company they have to deal with and it gives consumers relevant information about the kind of products companies sell.

Table 4.6: talking pattern "products" - "commitment"

Mean rating	About the relation	Most relevant comments
3.3	The pattern "products" is moderately valuable for creating commitment, because companies involve consumers in their products and try to create a bond.	Feel committed (14), Feel connected (5), Shared interests (4), I like these messages (2), I like to stay informed (3)

The *talking pattern "products"* contributes to *commitment* with a mean rating of 3.3. All participants find this pattern to some extent valuable for creating commitment. This pattern is valuable for creating commitment, because through this pattern companies involve consumers in their products and create a bond. Consumers get inspired and can find out if a company suits them. The extent of commitment depends on the kind of product, i.e. low or high involvement products, and the extent to which consumers can identify with a brand or are fan of a brand.

Table 4.7: talking pattern "products" - "word of mouth"

Mean rating	About the relation	Most relevant comments
3.9	The pattern "products" is valuable for creating word of mouth, because consumers like to talk about and share messages about nice products.	Viral (15), Buzz (14), Recommendations (11), I like to help other consumers (5), I like to help companies (3)

The *talking pattern "products"* contributes to *word of mouth* with a mean rating of 3.9. All participants find this pattern moderately to extremely valuable for creating word of mouth. People like to talk about nice products. Sharing product information creates buzz (responses), messages go viral (like and share) and consumers make recommendations to their friends. Some consumers want to help other consumers by sharing messages or tagging them. Some consumers want to help companies by sharing messages and help them with creating brand awareness and building a good name. The extent of word of mouth depends on various factors, e.g. large retail organizations have a larger reach than smaller retail organizations and it also depends on the extent to which consumers can identify with a brand and/or they are fan of a brand.

Table 4.8: talking pattern "products" - "customer acquisition"

Mean rating	About the relation	Most relevant comments
4.1	The pattern "products" is valuable for customer acquisition. By sharing product information companies inform consumers about the products they sell. Informing consumers about products arouse interest and attract them.	Attract new customers (15), Visit store (11), Visit website / shop (14), Follow company on social media (11)

The *talking pattern "products"* contributes to *customer acquisition* with a mean rating of 4.1. All the participants find this pattern valuable for customer acquisition. Through this pattern companies inform consumers about the products they sell. Informing consumers about products arouse interest and attract them. This pattern functions also as an advertisement and creates top of mind awareness.

Table 4.9: talking pattern "products" - "purchase intention"

Mean rating	About the relation	Most relevant comments
4.3	The pattern "products" is valuable for encouraging purchase intentions of consumers. Selling products starts by showing products. It is a form of advertising and creates awareness. Consumers can get inspired, they can find out if products suit them and subsequently want to buy products.	Encourage purchase intentions (15)

The *talking pattern "products"* contributes to *purchase intention* with a mean rating of 4.3. All the participants find this pattern valuable for encouraging the purchase intentions of consumers. Selling products starts by showing products. It is a form of advertising. It is convenient for consumers that products are presented to them. They don't have to search for it. The messages give relevant information where consumers can buy the products and consumers can find out if products suit them. Through these messages consumers get inspired and want to buy products.

Value of the talking pattern "have a nice day wishes"

Table 4.10: talking pattern "have a nice day wishes" - "trust"

Mean rating	About the relation	Most relevant comments
1.3	The pattern "have a nice day wishes" is worthless for creating trust. This pattern doesn't have relevant value.	Worthless (10), Shared interests (1), Slightly feeling of trust (4)

The *talking pattern "have a nice day wishes"* contributes to *trust* with a mean rating of 1.3. 11 participants find this pattern worthless for creating trust. The messages don't have relevant value. These participants find it irritating, fake and not sincere. 4 participants find this pattern slightly valuable for creating trust, because companies show some interest in consumers and it contributes to customer friendliness. This pattern becomes of value when messages are communicated one on one in existing relationships or when unique features are added.

Table 4.11: talking pattern "have a nice day wishes" - "commitment"

Mean rating	About the relation	Most relevant comments
1.9	The pattern "have a nice day wishes" is slightly valuable for creating commitment. This pattern shows customer care and companies show some interest in customers.	Worthless (8), Feel committed (5), Feel connected (2), Shared interests (1)

The *talking pattern "have a nice day wishes"* contributes to *commitment* with a mean rating of 1.9. 8 participants find this pattern worthless for creating commitment, because this pattern doesn't have relevant value. These participants find it irritating, fake and not sincere. 4 participants find this pattern slightly valuable for creating commitment, because companies show some interest in their consumers. This pattern becomes of value when messages are communicated one on one in existing relationships or when unique features are added. When these messages are communicated to random consumers this can be irritating.

Table 4.12: talking pattern "have a nice day wishes" - "word of mouth"

Mean rating	About the relation	Most relevant comments
1.0	The pattern "have a nice day wishes" is worthless for creating word of mouth. This pattern doesn't have relevant value.	Worthless (15)

The *talking pattern "have a nice day wishes"* contributes to *word of mouth* with a mean rating of 1. All participants find this pattern worthless for creating word of mouth. This pattern doesn't have relevant value. It provokes feelings of irritation. Participants find it cheap, fake and insincere. Something unique has to be added to make these messages valuable.

Table 4.13: talking pattern "have a nice day wishes" - "customer acquisition"

Mean rating	About the relation	Most relevant comments
1.5	The pattern "have a nice day wishes" is slightly valuable for customer acquisition, because it generates publicity.	Worthless (8), Slightly attract customers (7)

The talking pattern *"have a nice day wishes"* contributes to *customer acquisition* with a mean rating of 1.5. According to 8 participants this pattern doesn't have relevant value for customer acquisition. They find this pattern awful, stupid and companies scare consumers away with these messages. 7 participants find this pattern slightly valuable for customer acquisition, because this pattern functions as an advertisement and generate a little bit publicity. To make this pattern valuable, something unique has to be added.

Table 4.14: talking pattern "have a nice day wishes" - "purchase intention"

Mean rating	About the relation	Most relevant comments
1.3	The pattern "have a nice day wishes" is worthless for encouraging purchase intentions of consumers. The pattern doesn't have relevant value.	Worthless (10), Slightly encourage purchase intentions (5)

The *talking pattern "have a nice day wishes"* contributes to *purchase intention* with a mean rating of 1.3. According to 10 participants this pattern has no relevant value for purchase intention. They find "have a nice day wishes" awful and annoying. The other 5 participants find this pattern slightly valuable for encouraging purchase intentions. They mention that "have a nice day wishes" are a reminder when consumers already have purchase intentions. When consumers see these messages they can recall brands and products. To make these messages really valuable for the purchase intention of consumers something unique has to be added.

Value of the talking pattern "expertise"

Table 4.15: talking pattern "expertise" - "trust"

Mean rating	About the relation	Most relevant comments
4.3	The pattern "expertise" is valuable for creating trust. This pattern shows what companies can do for their customers. Companies show their core business and confirm their craftsmanship.	Feeling of trust (15), Reliable (6), Honest (1) Know what to expect (4),

The *talking pattern "expertise"* contributes to *trust* with a mean rating of 4.3. All the participants find this pattern valuable for creating trust. Through this pattern companies show what they can do for their customers. Companies show their core business and confirm their craftsmanship. Companies that share their knowledge and expertise seem to be reliable, because this information is reasonably objective.

Table 4.16: talking pattern "expertise" - "commitment"

Mean rating	About the relation	Most relevant comments
3.6	The pattern "expertise" is valuable for creating commitment. Companies involve their customers in their business activities. This applies especially to consumers that are fan or that can identify with a brand/product. Consumers like to identify themselves with capable and successful companies.	Feel committed (12), Feel connected (4), Shared interests (4), I like these messages (3), I like to stay informed (2)

The *talking pattern "expertise"* contributes to *commitment* with a mean rating of 3.6. All participants find this pattern to some extent valuable for creating commitment. Through this pattern companies involve their customers in their business activities. Expertise information has a deeper meaning than only showing a product and price. The extent of commitment depends on the kind of product, i.e. low or high involvement products. It also depends on the extent to which there is already a relationship, whether consumers are fan of a company or whether consumers can identify with a company. Consumers like to identify themselves with capable and successful companies. Two participants mention that in this region consumers are committed to the persons behind the company and not specific with a company.

Table 4.17: talking pattern "expertise" - "word of mouth"

Mean rating	About the relation	Most relevant comments
3.9	The pattern "expertise" is valuable for creating word of mouth. When companies deliver great work consumers talk about it and recommend the company to others. Consumers are proud of companies where they buy products and they like to show that they join the right club.	Buzz (15), Viral (15), Recommendations (14), I like to help other consumers (2), I like to help companies (2)

The *talking pattern "expertise"* contributes to *word of mouth* with a mean rating of 3.9. All participants find this pattern to some extent valuable for creating word of mouth. When companies deliver great work consumers talk about it and recommend the company to other consumers. Consumers are proud of companies where they buy products and they like to show that they join the right club.

Table 4.18: talking pattern "expertise" - "customer acquisition"

Mean rating	About the relation	Most relevant comments
4.4	The pattern "expertise" is valuable for customer acquisition. Companies show what they can do for consumers. They show their quality, reliability and this attracts and appeals consumers. Consumers want to deal with credible and reliable companies. This gives them a feeling of trust and this is a precondition for becoming a customer.	Attract new customers (15), Visit website / shop (12), Visit store (10), Follow company on social media (8)

The *talking pattern "expertise"* contributes to *customer acquisition* with a mean rating of 4.4. All participants find this pattern valuable for customer acquisition. Showing expertise is very relevant and credible information for consumers. It shows the reason why consumers are interested in company's products. Companies show what they can do for consumers, show their quality and reliability. This appeals and attracts consumers. Consumers want to deal with credible and reliable companies, because it gives them a feeling of trust and this is a precondition for becoming a customer.

Table 4.19: talking pattern "expertise" - "purchase intention"

Mean rating	About the relation	Most relevant comments
4.3	The pattern "expertise" is valuable for encouraging purchase intentions of consumers. It shows that companies are credible and reliable and consumers want to deal with credible and reliable companies. Credibility and reliability are indicators of trust, which is a condition for purchase intention. This pattern shows that a company is a good party to do business with.	Encourage purchase intentions (15)

The *talking pattern "expertise"* contributes to *purchase intention* with a mean rating of 4.3. All participants find this pattern valuable for encouraging purchase intentions of consumers. Through this pattern companies show consumers what they can mean for them. Expertise information is

more or less supporting during the purchase decision. It shows that companies are credible and reliable and consumers want to deal with credible companies. Credibility and reliability are indicators of trust, which is a condition for purchase intention. This pattern shows that a company is a good party to do business with. The messages confirm consumers in their feelings, i.e. that they made the right choice and purchase.

4.2.4 Value of the energizing patterns

Value of the energizing pattern "like, share and win promotions"

Table 4.20: energizing pattern "like, share and win promotions" - "trust"

Mean rating	About the relation	Most relevant comments
1.2	The pattern "like, share and win" is worthless for creating trust The pattern doesn't have relevant value for trust.	Worthless (12), Slightly feeling of trust (3)

The *energizing pattern "like, share and win promotions"* contributes to *trust* with a mean rating of 1.2. 12 participants find this pattern worthless for creating trust. This pattern has nothing to do with trust, reliability or quality of the organization and prizewinners aren't often announced. These participants find the messages cheap, like companies have nothing better to report about. These messages can undermine the reliability and quality of the company. 3 participants find this pattern slightly valuable for creating trust. Companies want to do something nice for their customers and Dutch consumers like it when products are given away.

Table 4.21: energizing pattern "like, share and win promotions" - "commitment"

Mean rating	About the relation	Most relevant comments
2.9	The pattern "like, share and win" is moderately valuable for creating commitment. Companies try to commit and bond their customers in a nice way by giving them free products.	Feel committed (11), Worthless (3), Feel connected (1)

The *energizing pattern "like, share and win promotions"* contributes to *commitment* with a mean rating of 2.9. 3 participants find this pattern worthless for creating commitment. According to them consumers are only interested in free products. Thereby, the quantity of likes has nothing to do with the quality of the likes. A small group of likers can be more committed to an organization than a large group which is only interested in free products. Liking and sharing a message is only a reactive action, so there is no intrinsic motivation and thus less commitment. 12 participants find this pattern to some extent valuable for creating commitment. Companies are asking for interaction (i.e. like and share) and they try to bond their customers in a nice way by giving them products they really like. The participants see many people sharing the messages, but the participants are insensitive to these messages and they don't want to spam their friends with these messages. The participants state that consumers to some extent are interested in a company and like a company; because consumers don't want to be associated with bad brands and in that case they wouldn't like and share the message.

Table 4.22: energizing pattern "like, share and win promotions" - "word of mouth"

Mean rating	About the relation	Most relevant comments
3.8	The pattern "like, share and win" is valuable for creating word of mouth. These messages are aimed at going viral, get many responses and consumers introduce these messages to their friends.	Viral (14), Buzz (12), Introduce to friends (7), Worthless (1)

The *energizing pattern "like, share and win promotions"* contributes to *word of mouth* with a mean rating of 3.8. The messages go viral (i.e. like and share), get many responses and consumers introduce these messages to their friends. 3 participants find these promotions cheap and aggressive. The other 14 participants find this pattern to some extent valuable for creating word of mouth. The messages are aimed at getting viral. The participants see many people doing this, but

themselves they are insensitive to this and won't make recommendations when seeing this. They see that consumers introduce (i.e. by tagging) these messages to other consumers. The messages have only a temporary effect on word of mouth, i.e. only during the promotion.

Table 4.23: energizing pattern "like, share and win promotions" - "customer acquisition"

Mean rating	About the relation	Most relevant comments
3.7	The pattern "like, share and win" is valuable for customer acquisition. The pattern functions as an advertisement. It contributes to branding, exposure, publicity and it creates top of mind awareness. With these messages companies can reach a new target audience and attract and interest them.	Attract new customers (15) Follow company on social media (12), Visit store (1), Visit website / shop (6)

The *energizing pattern "like, share and win promotions"* contributes to *customer acquisition* with a mean rating of 3.7. All participants find this pattern to some extent valuable for customer acquisition. This kind of pattern goes viral, functions as an advertisement and thereby many people see the message. This pattern contributes to branding, exposure, publicity and it creates top of mind awareness. When many people like these messages, consumers become curious and are encouraged to come into contact with unknown companies. So, with this pattern companies can reach a new target audience and attract and interest them. Through these promotions consumers become acquainted with a company and subsequently may consider a visit to a store or restaurant. It is important that companies make a follow up. Consumers that haven't won a product have to be followed up for acquisition. These consumers are potentially interested in the products of the company otherwise they wouldn't share and like the promotion. These consumers have to be approached with discounts, sales promotions or other similar. Thereby, companies can get a lot of consumer insights when they examine all Facebook pages of consumers that liked the company page. The participants that gave a low score argue that this pattern is only for generating publicity, creating brand awareness and receiving likes. According to them the consumers that share these messages are only interested in winning products and not in the company. They don't think that these consumers visit a store, restaurant, etc., as a response to this kind of message.

Table 4.24: energizing pattern "like, share and win promotions" - "purchase intention"

Mean rating	About the relation	Most relevant comments
1.9	The pattern "like, share and win" is slightly valuable for encouraging purchase intentions of consumers. These promotions go viral, function as an advertisement, create top of mind awareness and arouse interest.	Slightly (6) encourage purchase intentions (4), Worthless (5)

The *energizing pattern "like, share and win promotions"* contributes to *purchase intention* with a mean rating of 1.9. 5 participants find this pattern worthless for encouraging the purchase intention of consumers, because consumers are only interested in winning a product. 10 participants find this pattern slightly to moderately valuable for encouraging the purchase intentions of consumers. This pattern goes viral and functions like an advertisement. The pattern creates top of mind awareness and consumers get interested in the brand or products. They get interested to buy products or they get the idea that they also need to buy the product, especially when the promotion is finished. 2 participants state that consumers that share these messages are potentially interested in company's products, so these consumers have to be followed up and approached with discounts and sales promotions to encourage their purchase intentions.

Value of the energizing pattern "discounts, sale and sales promotions"
Table 4.25: energizing pattern "discounts, sale and sales promotions" - "trust"

Mean rating	About the relation	Most relevant comments
1.7	The pattern "discounts, sale and sales promotions" is slightly valuable for creating trust. The pattern gives some relevant information about prices.	Worthless (7), Slightly feeling of trust (6), Know what to expect (3)

The *energizing pattern "discounts, sale and sales promotions"* contributes to *trust* with a mean rating of 1.7. 7 participants find this pattern worthless for creating trust. These messages have nothing to do with the quality of the organization and are only aimed at creating brand awareness and conversion. 8 participants find this pattern slightly to moderately valuable for creating trust. These messages are about customer care and they show relevant information about prices, so consumers know what to expect.

Table 4.26: energizing pattern "discounts, sale and sales promotions" - "commitment"

Mean rating	About the relation	Most relevant comments
3.5	The pattern "discounts, sale and sales promotions" is valuable for creating commitment. Messages about discounts, sale and sales promotions are added value for fans to follow a company. Dutch people like discounts, sales promotions and sale. It gives them a good feeling and creates a bond.	Feel committed (6), I like these messages (10), I like to stay informed (8), Shared interests (3), Worthless (2)

The *energizing pattern "discounts, sale and sales promotions"* contributes to *commitment* with a mean rating of 3.5. 2 participants find this pattern worthless for creating commitment. According to them it doesn't contribute to long term relationships and the attention stops when the promotion stops. This argument is stated by 4 other participants. 13 participants find this pattern moderately to extremely valuable for creating commitment. This pattern is added value for fans to follow a company on social media. Companies can announce the discounts to fans at first (or give them the idea that they are the first). Thereby, fans will feel special. Dutch people like discounts, sales promotions and sale. It gives them a good feeling and creates a bond.

Table 4.27: energizing pattern "discounts, sale and sales promotions" - "word of mouth"

Mean rating	About the relation	Most relevant comments
3.9	The pattern "discounts, sale and sales promotions" is valuable for creating word of mouth. Consumers like to talk about discounts and introduce this to their friends.	Buzz (11), Worthless (1), Viral (11), Recommendations (11), I like to help other consumers (9)

The *energizing pattern "discounts, sale and sales promotions"* contributes to *word of mouth* with a mean rating of 3.9. 14 participants find this pattern moderately to extremely valuable for creating word of mouth. Consumers like to talk about discounts and introduce this to their friends, so that their friends also take advantage of the discounts. 6 participants state that women are more susceptible for these messages than men. The participants mention that the extent of word of mouth depends on the relevance and significance of the discounts and product type.

Table 4.28: energizing pattern "discounts, sale and sales promotions" - "customer acquisition"

Mean rating	About the relation	Most relevant comments
4.4	The pattern "discounts, sale and sales promotions" is valuable for customer acquisiton. Discounts persuade consumers. This pattern is aimed at acquisition and generating sales.	Attract new customers (15), Visit store (6), Visit website / shop (6), Follow on social media (5)

The energizing pattern *"discounts, sale and sales promotions"* contributes to *customer acquisition* with a mean rating of 4.4. All participants find this pattern moderately to extremely valuable for customer acquisition. These messages are focused on acquisition and aimed at conversion. Discounts persuade and trigger consumers. Consumers are inclined to act quickly when they see discounts. These messages are an aggressive sale tactic and a stimulant to buy products. The participants mention that the extent of customer acquisition depends on the relevance and significance of the discounts and product type.

Table 4.29: energizing pattern "discounts, sale and sales promotions" - "purchase intention"

Mean rating	About the relation	Most relevant comments
4.7	The pattern "discounts, sale and sales promotions" is extremely valuable for encouraging purchase intentions. Discounts persuade consumers. This pattern is aimed at conversion and generating sales.	Encourage purchase intentions (15)

The *energizing pattern "discounts, sale and sales promotions"* contributes to *purchase intention* with a mean rating of 4.7. All participants find this pattern valuable to extremely valuable for encouraging the purchase intentions of consumers. This pattern is aimed at conversion. Consumers can be easily persuaded with discounts. The participants mention that the extent of purchase intention depends on the relevance and significance of the discounts and product type. 6 participants mention that women are more susceptible for discounts than men.

4.2.5 Value of the supporting patterns

Value of the supporting pattern "service and support"

Table 4.30: supporting pattern "service and support" - "trust"

Mean rating	About the relation	Most relevant comments
3.8	The pattern "service and support" is valuable for creating trust. Providing service and support shows that companies are interested and listen to their customers and that they are willing to make extra time and effort. Companies take their responsibility, show that they are professional, easy approachable. So, companies show that they are reliable, honest and can be trusted.	Feeling of trust (12), Reliable (6), Honest (5), Shared interests (5), Worthless (2)

The *supporting pattern "service and support"* contributes to *trust* with a mean rating of 3.8. 2 participants find this pattern worthless for creating trust. They mention that under pressure of publicity a solution is offered and that consumers use social media when they don't get a problem solved in a normal way. When the problem was not come into publicity then no service was provided. 13 participants find this pattern valuable to extremely valuable for creating trust. The fact, that social media is publicly and that problems are solved publicly contributes to trust. Providing service and support via social media show that companies are interested in their customers, listen to their customers and that they are willing to make extra time and effort. Providing service and support show that companies take their responsibility, show that they are professional, easy approachable and adjust to times of new media. So, companies show that they are reliable. According to the participants companies have to monitor this daily and have to react quickly and adequately. It is about how companies solve a problem and not that a problem is solved. Even when consumers are really dissatisfied, when companies provide an adequate and quick solution, companies can redirect this in something positive and ensure that consumers retain a positive association with the company. It prevents companies from reputational damage and consumers retain a positive association.

Table 4.31: supporting pattern "service and support" - "commitment"

Mean rating	About the relation	Most relevant comments
3.6	The pattern "service and support" is valuable for creating commitment. Companies show that they want to be in touch with customers and that they are committed to their customers.	Feel committed (14), I like these messages (3), Worthless (1)

The *supporting pattern "service and support"* contributes to *commitment* with a mean rating of 3.6. 1 participant finds this pattern worthless for creating commitment, because a solution is offered under pressure of publicity. 14 participants find this pattern slightly valuable to valuable for creating commitment. Providing service and support is two-dimensional. Companies and customers are having one on one contact and customers get personal attention. Thereby, companies show that they want to be in touch with customers and that they are committed to their customers. Companies are easy approachable, stand ready for their customers, respond publicly to customer needs and provide quick and adequate help. 3 participants enjoy it when companies offer solutions in a positive and funny way.

Table 4.32: supporting pattern "service and support" - "word of mouth"

Mean rating	About the relation	Most relevant comments
4.2	The pattern "service and support" is valuable for creating WOM. In case of very good solutions it will help companies to create positive WOM. In case of very bad solutions it counteracts and creates negative WOM.	Buzz (responses) (9), Viral (like & share) (11), Recommendations (8)

The *supporting pattern "service and support"* contributes to *word of mouth* with a mean rating of 4.2. The participants find providing service and support moderately to extremely valuable for creating word of mouth. Providing service and support via social media is innovative, unique and has great potential. The participants enjoy it when companies provide an adequate or funny solution to a problem and in that case they will introduce it to their friends. In case of a very good solution (i.e. funny, humor) it will help companies for creating positive word of mouth. In case of very bad solutions it counteracts and it creates negative word of mouth. When aiming word of mouth, companies have to exceed customer expectations. For large well-known companies this can have a great impact. Messages can go extremely viral.

Table 4.33: supporting pattern "service and support" - "customer acquisition"

Mean rating	About the relation	Most relevant comments
3.5	The pattern "service and support" is valuable for customer acquisition. There is no call to action, but this pattern is useful to support consumers during the purchase process and sell products.	Attract new customers (13), Worthless (2)

The *supporting pattern "service and support"* contributes to *customer acquisition* with a mean rating of 3.5. 2 participants find this pattern worthless for attracting new customers, because there is no direct call to action. 13 participants find this pattern moderately valuable to valuable to acquire customers. It is a small part of the purchase decision process and there is no call to action, so it attracts consumers indirectly. If consumers need help via social media, companies have to provide fast and adequate support otherwise consumers won't buy products anyway. According to participant 8 this pattern is very valuable for selling products. "When potential consumers reveal their purchase intention we assist them and hereby we sell a lot". It is a nice thought that companies stand directly ready for their customers. This shows that companies are committed to their customers and that they want to make extra efforts. This also attracts consumers. Insecure consumers may like this, because it gives them a feeling of safety and trust. If it ever happens to a consumer that he/she experiences a problem, then the consumer knows that it will be resolved. So, they are more likely to buy. Solving problems via social media ensures satisfied customers. Satisfied customers return and make positive reviews and recommendations to their friends, which attracts new customers.

Table 4.34: supporting pattern "service and support" - "purchase intention"

Mean rating	About the relation	Most relevant comments
3.0	The pattern "service and support" is moderately valuable for encouraging purchase intentions. There is no call to action, but this pattern is useful to support consumers during the purchase process and sell products.	Encourage purchase intentions (13), Worthless (2)

The *supporting pattern "service and support"* contributes to *purchase intention* with a mean rating of 3. 2 participants find this pattern worthless for encouraging purchase intentions of consumers. The other 13 participants find it slightly valuable to valuable for encouraging purchase intentions. It is a small part of the purchase decision process and there is no call to action, so it encourages consumers' purchase decision indirectly. 3 participants mention that when consumers reveal their purchase intention, they help consumers with their purchase decisions and thereby sell a lot. They help customers in order to remain them and to ensure that they make purchases in the future. Insecure consumers may also like this, because it gives them a feeling of safety, certainty and trust.

If it ever happens to a customer that he/she experiences a problem, then the customer knows that it will be resolved. So, they are more likely to buy. In case of repeat purchase, customers know that they can rely on adequate service.

4.2.6 Value of the embracing patterns

Value of the embracing pattern "opinions & ideas"

Table 4.35: embracing pattern "opinions and ideas" - "trust"

Mean rating	About the relation	Most relevant comments
3.3	The pattern "opinions and ideas" is moderately valuable for creating trust. Companies are open to ideas, they show interests in their customers and they show that they want to learn and develop. Consumers have a direct influence on the product/service and this gives consumers the feeling that companies are reliable and can be trusted.	Feeling of trust (11), Reliable (3), Shared interests (4), Worthless (1),

The *embracing pattern "opinions and ideas"* contributes to *trust* with a mean rating of 3.3. 1 participant finds this pattern worthless for creating trust. This participant has experienced that consumers are not interested in this and that response is zero. The other 14 participants find this pattern slightly valuable to valuable for creating trust. When asking for opinions and ideas companies present themselves publicly vulnerable, because consumers can be publicly critical. This contributes to trust. Companies are open to ideas, they show interests in consumers and they show that they want to learn and develop. Companies make consumers partakers and consumers feel taken seriously. Consumers have a direct influence on the product and this gives consumers the feeling that companies are reliable and can be trusted.

Table 4.36: embracing pattern "opinions and ideas" - "commitment"

Mean rating	About the relation	Most relevant comments
4.4	The pattern "opinions and ideas" is valuable for creating commitment. Companies show that they are open to ideas, they show that they are sincerely interested in and committed to their customers and that they want to learn and develop. This pattern involves consumers in the organization.	Feel committed (14), Feel connected (1), Shared interests (7)

The *embracing pattern "opinions and ideas"* contributes to *commitment* with a mean rating of 4.4. All participants find asking for opinions and ideas moderately to extremely valuable for creating commitment. The embracing pattern shows that companies are open to ideas. Companies show that they are sincerely interested in and committed to their customers and that they want to learn and develop. Consumers want to contribute something to the company to make a difference. They feel taken seriously and have the feeling that they are of importance for the company. The embracing pattern asks for interaction with consumers and involves consumers in the organization. When consumers are involved in company's activities then it becomes difficult to distance themselves. So, companies should take consumers along in their ideas about the brand and products and consumers become part of it. According to participant 12 consumers are only committed for a moment, they buy products just as good from a competitor when the products are cheaper. Participant 13 mentions that only fans respond to questions and this participant didn't receive many responses. Participant 14 receives many responses to this kind of messages. Participant 14 thinks that this is due to the strong emotional bond consumers have with a brand.

Table 4.37: embracing pattern "opinions and ideas" - "word of mouth"

Mean rating	About the relation	Most relevant comments
2.5	The pattern "opinions and ideas" is moderately valuable for creating word of mouth. Consumers like to share their opinions. Some consumers want to help companies, others are only self-interested.	Buzz (12), Worthless (2), Self interested helpers (6), I like to help companies (3)

The *embracing pattern "opinions and ideas"* contributes to *word of mouth* with a mean rating of 2.5. 3 participants mention that they get little response to this kind of message. 13 participants find this pattern slightly to moderately valuable for creating word of mouth. Consumers like to share

their opinions and ideas, but they only respond to a question and share their opinion, so recommendations will not be made. Some consumers want to help companies with their ideas and others are only self-interested.

Table 4.38: embracing pattern "opinions and ideas" - "customer acquisition"

Mean rating	About the relation	Most relevant comments
2.1	The pattern "opinions and ideas" is slightly valuable for attracting new customers. When companies act on the consumer ideas they are able to offer better products in the future that fit consumer needs and that consumers probably will buy.	Slightly attract customers (9), Worthless (6)

The *embracing pattern "opinions and ideas"* contributes to *customer acquisition* with a mean rating of 2.1. 6 participants find this pattern worthless for customer acquisition. These messages don't have value for customer acquisition and there is no call to action. The other 9 participants find it slightly to moderately valuable for customer acquisition. This pattern functions as an advertisement. The embracing pattern also shows that companies are interesting, transparent and honest organizations to deal with. 4 participants mention that when companies act on the consumer ideas they are able to offer better products in the future that fit consumer needs and that consumers probably will buy.

Table 4.39: embracing pattern "opinions and ideas" - "purchase intention"

Mean rating	About the relation	Most relevant comments
2.1	The pattern "opinions and ideas" is slightly valuable for encouraging purchase intentions. When companies act on the consumer ideas they are able to offer better products in the future that fit consumer needs and that consumers probably will buy.	Contributes indirectly (7), Worthless (5), Co-creation contributes to purchase intention (3)

The *embracing pattern "opinions and ideas"* contributes to *purchase intention* with a mean rating of 2.1. 5 participants find this pattern worthless for encouraging purchase intentions of consumers, because there is no direct call to action. 7 participants find this pattern slightly valuable. This pattern doesn't contribute directly to purchase intention, but it shows that companies want to fulfill consumer needs and that companies want to produce a superior product. Thereby, consumers are in touch with companies, involved in company's activities, get attention and companies show trust and transparency. These are conditions for purchase intention. When companies act on the consumer ideas they are able to develop and offer better matching products and brands that fit consumer needs and that consumers will buy in the future.

4.2.7 Summary of the results of study 2

The following table presents a summary of the results. The table shows the values of the several social CRM patterns.

Table 4.40: summary of the results of study 2

	Trust	Commitment	Word of mouth	Customer acquisition	Purchase intention
Talking pattern "products"	Moderately valuable	Moderately valuable	Valuable	Valuable	Valuable
Talking pattern "expertise"	Valuable	Valuable	Valuable	Valuable	Valuable
Talking pattern "have a nice day wishes"	Worthless	Slightly valuable	Worthless	Worthless	Worthless
Energizing pattern "like, share and win promotions"	Worthless	Moderately valuable	Valuable	Valuable	Slightly valuable
Energizing pattern "discounts, sale and sales promotions"	Slightly valuable	Valuable	Valuable	Valuable	Extremely valuable
Supporting pattern "service and support"	Valuable	Valuable	Valuable	Valuable	Moderately valuable
Embracing pattern "opinions and ideas"	Moderately valuable	Valuable	Moderately valuable	Slightly valuable	Slightly valuable

4.2.8 Concluding remarks

The participants made some additions about the content of the social CRM patterns which are really relevant for the examined customer relationship values.

Other examples that contribute to trust

When aiming for trust it is important that companies show transparency, objectivity, professional and expert information. Provide messages with text, concrete product features, professional (before and after) photos of good quality, which create an appealing atmosphere, or a company movie. Thereby showing a clear picture of what the company can do for its customers. Companies have to show their passion, because consumers like to see why companies do what they do. Show regularly updates about realized projects and experiences. Companies should show their references and they have to show a lot of customer experiences and reviews. According to the participants this is very important for creating trust. Communication about special and important customers, give the suggestion that the company must be good. Show messages about prizes and awards. Show that you are a member of organizations that show that you are a professional in your field. Show that the company meets standard and quality requirements or show certificates (e.g. Bovag, GIW Garantiefonds, Hofleverancier, etc.). Share messages about the history of the company, e.g. 100 years existence shows a solid company. Show Dutch celebrities who recommend the company and/or products, send blog writers products and let them write about it or let authorities, that have no commercial interest, write about the company and/or products. Authorities share their expertise and this contributes to trust. Finally, do what you promise. Redirect negative content in something positive. Use social media consciously and do not spam. Companies must be reliable to be found reliable.

Other examples that contribute to commitment

When aiming for commitment it is important that companies are sincerely interested in their customers. Companies have to be interested in the opinions and ideas and it is important that they really do something with the input, i.e. make a follow up and communicate the result, e.g. reward customers for their ideas, highlight the best idea and the person who invented it. Companies must show customer experiences. Consumers feel committed with other consumers and with the company when they read about experiences of others. Companies have to show that they engage with their target audience and they have to know what is going on in their minds and lives. Involve the target group in your business activities and write about tips and events. Share these events, so consumers can sign up for events on Facebook. Make the content personal. It is important that the content shows more than only a product. Companies have to show who they are, what they can do for their customers. Provide messages with text, concrete product features, professional (before and after) photos of good quality, which is appealing to consumers. Companies must show their passion, because consumers like to see why companies do what they do. Present employees (e.g. photos or blog), so customers get a feeling with the persons behind the company. Show how a product is made. Show passionate employees that produce the products (e.g. beer brewers). Show the preparation for events and share offline activities online on social media. Repeat special offers and discounts, thereby consumers remain committed and stay following companies. For instance, give customers discounts on their next purchase.

Other examples that contribute to word of mouth

Newsworthy content about groundbreaking innovative ideas, unique products, new insights and features are relevant when aiming for word of mouth. It is important that companies show that they have an eye for details and that they believe in their company. This kind of content is inspiring and consumers may see the company as authority. Show realized projects including the reactions of satisfied customers. When companies provide service and support they should redirect a problem into something positive (e.g. with a nice and funny narrative, use humor) and make the contact personal (e.g. show name of employees). When aiming for word of mouth companies have to

exceed customer expectations. Consumers take action when there is a strong positive or negative emotion or when there is time pressure or urgency. To go viral, messages should be crazy, coarse or horny (in Dutch, messages should meet the 3 G's, grof, geil and gek). Messages have to be special or bizarre, but it is important to stay yourself. Sharing events contributes to word of mouth. Consumers can sign up for events on Facebook and share the events. Companies should show e.g. experiences or cakes of (satisfied) consumers, thereby recommendations will be made. Companies should share expertise articles with tips and how-to's, because consumers talk about this.

Other examples that contribute to customer acquisition

Various kinds of content are relevant when aiming for customer acquisition. Messages have to be appealing and attractive to consumers. So, companies must create a nice atmosphere in which they show their passion, with short texts, photos and/or videos Companies have to ensure that messages are provided with call to actions and links to website and shop. Companies should show a lot of customer reviews and experiences. These are very important for attracting new customers. Companies should show professional (before and after) photos, compare products and share objective information. Thereby, make the content personal, write a personal message and show passion. Show the names of employees when providing service. Companies must share their offline activities online, e.g. fashion shows or other events. Create Facebook event pages, so that consumers can sign up. Companies can send blog writers free products and let them write about the products. Produce content that show your products in combination with celebrities, e.g. show that they wear the products you sell. Encourage consumers to recommend the company to their friends. E.g. consumer's friend receives a discount coupon for their purchase and the consumer receives a discount coupon for bringing in new customers. Link like, share and win promotions to the web shop and not only on Facebook. In this way companies get more conversion.

Other examples that contribute to purchase intention

Various kinds of content are relevant when companies want to encourage the purchase intentions of consumers. It is important that companies show messages with a nice atmosphere, i.e. nice photos and text in which they show their passion. It has to be appealing and attractive to consumers, because consumers like to see why companies do what they do. Messages must be provided with call to actions and links to website and shop. Content has to be regularly updated. This ensures visibility on social media and creates top of mind awareness. When companies want to encourage the purchase intention of consumers it is very important to show a lot of customer reviews and experiences. These are very important for consumers with purchase intentions. For credibility companies should show before and after photos. Content has to be unique, new, innovative or it must have an urgency, like shortage (e.g. these are the last available products). Companies should be helpful when consumers reveal their purchase intentions. For consumers it is important that they can identify with other consumers that own a product, so that they also want to buy it. Companies must be trendsetters and have to show trends. So, they become an authority and social proof and consumers want to buy their products.

5. Conclusion

This chapter gives an overview of current social CRM use among retail businesses and the value of social CRM. Herewith the research question will be answered. In the first paragraph of this chapter an answer will be given to the first part of the main research question "what social CRM patterns are used among retail businesses?". Subsequently, the second part of the main research question "what is the expected value of the social CRM patterns?" will be answered in the second paragraph.

5.1   Current social CRM use

The content analysis gave insight into current social CRM use among retail businesses. 150 messages of 10 different retail businesses show various talking, energizing and embracing patterns. The content analysis has revealed 3 talking patterns; i.e. "products", "expertise" and "have a nice day wishes", 2 energizing patterns; "like, share and win promotions" and "sale, discounts and sales promotions" and 1 embracing pattern; "opinions and ideas". The supporting pattern "service and support", that wasn't identified in the first study, was added to the second study to be valued by the marketing professionals in order to gain more insight into social CRM.

5.2   The value of social CRM

This research showed 2 patterns that are valuable for creating trust; i.e. the talking pattern "expertise" and the supporting pattern "service and support". These patterns give reasonably objective information about the core business of companies, confirm craftsmanship and show what companies can do for their customers. These patterns show that companies are benevolent, reliable, honest and can be trusted.

4 patterns are valuable for creating commitment; i.e. the talking pattern "expertise", the energizing pattern "discounts, sale and sales promotions", the supporting pattern "service and support" and the embracing pattern "opinions and ideas". By means of these patterns companies involve their customers in their business activities and these patterns are added value for consumers to follow a company on social media. Companies show that they want to be in touch, that they want to support and that they are committed to their customers.

5 patterns are valuable for creating word of mouth; i.e. the talking patterns "products" and "expertise", the energizing patterns "like, share and win promotions" and "discounts, sale and sales promotions" and the supporting pattern "service and support". Consumers like to recommend, talk about and share messages about discounts, nice or free products, or when companies deliver great work or service. Consumers like to show that they join the right club.

5 patterns are valuable for customer acquisition; i.e. the talking patterns "products" and "expertise", the energizing patterns "like, share and win promotions" and "discounts, sale and sales promotions" and the supporting pattern "service and support". These patterns create brand awareness, arouse interest, attract and persuade consumers. These patterns are relevant during the purchase decision process.

3 patterns are valuable for purchase intention; i.e. the talking patterns "products" and "expertise" and the energizing pattern "discounts, sale and sales promotions". Selling products starts by showing products and expertise. These patterns attract and persuade consumers and also encourage their purchase intentions.

All summarized, the two studies of this research have both clearly shown that social CRM is valuable for creating trust, commitment, word of mouth, customer acquisition and for encouraging the purchase intentions of consumers.

6. Discussion

This chapter presents a critical reflection on the research. Three topics can be brought up for discussion: the results, limitations and recommendations. In the first paragraph the theoretical implications, limitations and recommendations for future research are discussed. Finally, the second paragraph of this chapter presents practical implications and recommendations for retail businesses.

6.1 Theoretical implications

This research has identified several social CRM patterns and determined the value of the social CRM patterns. Using the pattern approach for social CRM research is quite unusual. With use of the pattern approach the social CRM concept could extensively be described. The pattern approach gives insight into how a process to a certain solution looks like (Alexander, 1979). This study developed a new social CRM model, which shows the components of social CRM and which visualizes the process to a certain value. This model gives more insight into social CRM goals, motivations of consumers, interactions, interfaces, touchpoints and social CRM values. The determined values of the social CRM patterns show similarities with other studies.

First, the talking pattern "products". The value of this pattern confirms expectations and this is supported by the following studies. This pattern is relevant for creating word of mouth. It gives consumers the opportunity to introduce and recommend products to family and friends (Hennig-Thurau, Gwinner & Gremler, 2002; Sandes & Urdan, 2013). This pattern can be used for creating publicity. It creates brand awareness, attracts new customers and encourages the purchase intentions of consumers (Bijmolt et al., 2010; Baird & Parasnis, 2011).

Second, the talking pattern "expertise". The value of this pattern confirms expectations. This study showed that expertise is valuable for creating trust and this corresponds with research of Doney and Cannon (1997). Due to this pattern consumers can learn more about the company and slightly predict the behavior. Due to sharing meaningful information this pattern is valuable for creating affective commitment and likeability (Fullerton, 2003; Morgan & Hunt 1994). This study showed that consumers like to identify themselves with (e.g. capable or successful) companies. This is also a form of commitment and in line with research of Doney and Cannon (1997) and Morgan and Hunt (1994). This pattern gives consumers the opportunity to introduce and recommend products to family and friends, so it is valuable for creating word of mouth. This statement is also substantiated by Hennig-Thurau, Gwinner and Gremler (2002). This pattern gives consumers important information (i.e. expertise) (Bijmolt et al., 2010; Baird & Parasnis, 2011) and therefore it is valuable for attracting new customers and for stimulating the purchase intentions of consumers. Most important, it shows reliability, credibility and trust and these factors are very important for purchase intentions (Hennig-Thurau, Gwinner & Gremler, 2002).

Third, the talking pattern "have a nice day wishes". This is the least valuable pattern of all examined patterns. This was slightly expected, but it was not expected that this pattern causes so much irritation. The results of this study show that have a nice day wishes have no relevant value. They are about customer friendliness, but can also cause irritation.

Fourth, the energizing pattern "like, share and win promotions". It was expected that this pattern is of value for word of mouth. Like, share and win promotions are massively shared. Results show that this pattern has a great reach and creates awareness, but it can also be annoying and can cause irritation. The results of a study Schepers (2014) show that like, share and win promotions are worthless for customer acquisition. This is contradictory with the results of this study.

Fifth, the energizing pattern "discounts, sale and sales promotions". The value of this pattern confirms expectations. According to Baird & Parasnis (2011) discounts and sales promotions are the main reasons for consumers to get in touch with companies on social media. Discounts and sales promotions attract new customers and encourage purchase intentions. The results of this study also show that consumers really like discounts and follow companies on social media to stay informed about discounts. The results of this study also show that consumers introduce the discounts to their friends. A study of Hennig-Thurau et. al (2004) describes the concept of "consumer advocates", i.e. consumers that have concern for other consumers and want to help them with their purchases, e.g. by sharing information about discounts.

Sixth, the supporting pattern "service and support". This pattern scored above expectations. This pattern shows that companies are helpful and benevolent. These factors are valuable for trust (Morgan & Hunt, 1994). By providing service and support companies show that they take care about their customers, that they are committed to their customers (Faase et. al, 2011; Bagó, 2012) and that they want to maintain the relationship (Moorman, Zaltmann & Desphandé, 1992). The results show that consumers like to recommend (good, funny or bad) service and support solutions to their friends. According to Hennig-Thurau, Gwinner and Gremler (2002) consumers like to introduce novel or (un)pleasant experiences to others. When companies provide support during the purchase process it is a logical result that consumers buy products.

Seventh, the embracing pattern "opinions and ideas". This pattern is only of value for commitment. By means of this pattern companies show interest in their customers and they show that their customers are important to them (Faase et. al, 2011; Bagó, 2012). This is a relevant factor for creating commitment (Doney & Cannon, 1997). The results of this study show that some consumers want to help a company with their ideas and others are only self-interested. This is in line with research of Hennig-Thurau et. al (2004).

Finally, it is striking that social CRM is focused on interaction (Greenberg, 2009), but the results of this study show that only a small group of followers actually interact with the company. An average of 2% of the total amount of followers actually interact (like, share or give responses to the content) with the company. There are a few outliers for the talking and energizing patterns. A study of Schepers (2014) shows a gap between the need for interaction between consumers and companies. This may be an explanation for the low figures.

6.1.1 Limitations

This study focused on social CRM patterns in the retail industry. To examine the social CRM activities of retail businesses a content analysis is conducted among 10 local Enschede's businesses. Due to heterogeneity this group is a representative example for local retail businesses, but it is not examined whether the results of the content analysis are representative for (inter)national retail chains or business to business organizations.

Another limitation of this study is the limited measurability of the social CRM model. The social CRM model is developed based on existing theories. In the second study only a few relations of the social CRM model are discussed. So, this study has been insufficient to examine all the relations between the several aspects of the social CRM model.

Due to practical feasibility it was only possible to examine a few social CRM values. The values trust, commitment, word of mouth, customer acquisition and purchase intention are chosen, because these are basic values for maintaining and expanding customer relationships. Besides, these values are essential for the continuity of businesses and the values fit with the examined social CRM goals. Of course, other values could have been chosen to be examined.

The relation between the social CRM goals and the social CRM values are declared and rated by marketing professionals. The marketing professionals have explained their thoughts about

the relations between the social CRM goals and social CRM values. Only a small group of marketing professionals are interviewed, so cause and effect relations *cannot be made*. It is also not certain whether this group of marketing professionals is representative for the average consumer.

The semi structured interviews have some limitations. A few factors play a role in influencing the answers of the participants. It is possible that the participants didn't feel comfortable during the interview. In order to prevent this participants are interviewed at their own comfortable workplace. For each interview a meeting room was reserved, which ensures privacy. Ample time is scheduled for the interview, therefore participants didn't feel rushed and they had enough time to tell their story. The findings are verified at the end of each topic (i.e. the social CRM value), because intermediate feedback can change the attitudes and behavior of the participant (Bergsma, 2003).

The data analysis through a designed matrix has resulted in a structured overview which presents all the collected data. Semi structured interviews give an abundance of data. Not all the information was relevant for the research. It was a very good choice to use a matrix for analyzing the data. All relevant information is incorporated and the results can be seen at a glance.

6.1.2 Future research

The results of this study are encouraging, but further research is needed to accomplish the social CRM model. In order to get a better validation of the results more quantitative research among consumers is needed to examine which social CRM goal causes a certain effect. Thereby, all the other elements (i.e. interactions, interfaces, touch points and motivations) of the social CRM model should be taken into account. The relations between the patterns should be tested in a study wherein various companies and their fans will be examined and compared with each other.

This study made a theoretical investigation of various categories of social media users and lower interaction patterns. These theories are not incorporated in the social CRM model and not tested in this study. Future research can use these theories to explore the relevance of these patterns for social CRM. Future research can also extend the social CRM model with other patterns and identifying the several relations. The results of this study show several other examples of content that are relevant for the in this study examined social CRM values. New social CRM patterns can be made for these subjects.

Future research should add other values to the social CRM model. The model can be extended when other social CRM values are incorporated. Other possible values that could have been chosen to be examined are, for instance customer loyalty, customer retention or satisfaction.

Future research should test the social CRM model in other business contexts. For instance test the social CRM model in other contexts like (inter)national retail chains or business to business organizations. Future research should also test the social CRM model on practicability and examine if this model is of value for marketing professionals to use in practice.

6.2 Practical implications

In this paragraph recommendations are given to retail businesses in order to implement social CRM activities more effectively and efficiently. The recommendations give marketing professionals guidelines for implementing social CRM.

6.2.1 Recommendations for creating trust

In this paragraph recommendations are given to retail businesses in order to create trust.

Relevant patterns

The following patterns are relevant for creating trust: (1) *the talking pattern "expertise"* and (2) *the supporting pattern "service and support"*.

About the content

The results of this study show that, when a company has the aim to create trust, it is very important *how the content looks like*. The content must create an atmosphere which is attractive to consumers. The content has to be entertaining, newsworthy and be regularly updated. This can be realized by providing content with text, images and videos. Show photos of good quality, because the content has to represent professionalism. When companies show before and after photo's they give a clear picture of what they can do for consumers. Consumers like it when companies show their passion and underlying ideas, so companies have to tell consumers why they do what they do.

It is important that companies *show the experiences or reactions of their (satisfied) customers (references)*. *Reviews create trust.* So, companies have to make consumers enthusiastic about their brand and encourage them to write reviews about the company. This is very important and of great value for consumers. Communicate content about special and important customers, because this gives the suggestion that the company must be good. Let blog writers, celebrities, ambassadors or authorities write about the company and let them recommend the products. It is important that companies show that they are professional. Communicate for example information about prizes and awards, communicate information about quality requirements or certificates (e.g. Bovag, GIW Garantiefonds, Hofleverancier, etc.) or communicate information about the history of the company.

Companies should provide the talking pattern "expertise" with *realized projects and concrete (product) features*. For the supporting pattern "service and support" it is important that that companies *monitor questions daily and act quickly and carefully* as possible. Companies have to provide consumers with fast and adequate solutions. Give a positive twist to the request or problem, for instance by using humor, and show that you are willing to make extra time and effort.

6.2.2 Recommendations for creating commitment

In this paragraph recommendations are given to retail businesses in order to create commitment.

Relevant patterns

The following patterns are relevant for creating commitment: (1) *the talking pattern "expertise",* (2) *the energizing pattern "discounts, sale and sales promotions"*, (3) *the supporting pattern "service and support"* and (4) *the embracing pattern "opinions and ideas".*

About the content

The results of this study show that, when a company has the aim to create commitment, it is important that the *content is appealing to consumers*. Companies should *involve consumers in company's products and activities*. Companies have to show their products and expertise and thereby show what they can do for customers. It is important that companies show their passion and show who they are, because consumers like to see why companies do what they do.

Show your target audience that you engage with them. Write about tips and events. Create event pages on Facebook and make it possible for your target audience to sign up for events and create an online community. Consumers also get the feeling that they join a community when they read the experiences of other consumers with a certain company. So, encourage your customers to write reviews and let them write about their experiences.

Discounts, sale and sales promotions are added value for consumers to follow a company on social media. Give fans the idea that the discounts are announced to them at first. Repeat special offers and discounts, thereby consumers remain committed and stay following you. Another possibility to keep consumers committed is to give them discounts on their next purchase.

For the supporting pattern it is recommended to *provide adequate support and respond quickly* to customer needs. Show empathy and show that you want to be in touch with your consumers. Consumers like it when companies offer solutions in a positive and funny way.

For the embracing pattern it is recommended to *be interested in your consumers and to be open to their ideas and opinions*. Ask them questions like "what kind of products/brands do you miss in our range?" or "what is your opinion about this color, model, fit, etc.?". Make a follow up and communicate the results to your customers. Finally, reward customers for their ideas, highlight the best idea or give them discounts for their efforts.

In general it is important to *make the communication personal.* For example, show the persons behind the company. Show passionate employees that produce products, present new employees, show how a product is made or show the preparation for events, in order to give customers a feeling with the persons behind the company.

6.2.3 Recommendations for creating word of mouth

In this paragraph recommendations are given to retail businesses in order to word of mouth.

Relevant patterns

The following patterns are relevant for creating word of mouth: (1) *the talking pattern "products",* (2) *the talking pattern "expertise",* (3) *the energizing pattern "like, share and win promotions",* (4) *the energizing pattern "discounts, sale and sales promotions"* and (5) *the supporting pattern "service and support".*

About the content

The results of this study show that, when a company has the aim to create word of mouth, it is important that the content is really relevant, i.e. the *content has to be newsworthy, unique, inspiring* (e.g. expertise articles, white papers with tips and how to's) and *innovative.* Try to exceed expectations of consumers. Consumers like and share messages when the content is bizarre or when there is a strong positive or negative emotion. Other content that often goes viral are events. So, create events pages and make it possible for consumers to sign up.

When companies want consumers to make recommendations about the company it is *important that content shows expertise, uniqueness and experiences of satisfied customers.* Companies must show that they have an eye for details and that they believe in their business.

Be aware of like, share and win promotions. Do not spam every week, because like, share and win promotions can *cause irritation.* The promotion has to be very special and there should be an urgency otherwise it quickly bleeds out.

When companies provide service via social media it is recommended to redirect a problem in a nice and funny narrative. Use humor and thereby *redirect the problem in something positive*. Make service personal by showing the names of employees.

6.2.4 Recommendations for customer acquisition

In this paragraph recommendations are given to retail businesses for customer acquisition.

Relevant patterns

The following patterns are relevant for customer acquisition: (1) *the talking pattern "products",* (2) *the talking pattern "expertise",* (3) *the energizing pattern "like, share and win promotions",* (4) *the energizing pattern "discounts, sale and sales promotions"* and (5) *the supporting pattern "service and support".*

About the content

The results of this study show that, when a company has the aim to attract new customers, it is *important that the content is appealing to consumers.* Create an attractive atmosphere with short text messages, (professional) (before and after) photos and videos. The content has to be newsworthy and entertaining. Make the content personal, so write from your heart and show what you had to do to achieve this. Show consumers what you can do for them. *Show your quality and reliability.* Experiences of other consumers are very important for consumers. So, companies have to show who their *references* are and include some quotes of them. Also, encourage your customers to recommend the company to their friends. For instance, give friends of your customer discounts and give your customer discounts for bringing in new customers. Another example that is useful for customer acquisition is to send blog writers or celebrities free products and let them write about your products and let them make recommendations about the company and/or products. Provide content with call to actions and use link building technics.

Be aware of like, share and win promotions. These promotions can *cause irritation.* When companies use these promotions to often consumers can get the idea that companies deliver bad quality. It is also important to keep in mind that *the quantity of likes nothing has to do with the quality.* A small group of followers can be more committed to a company than a large group of followers that is only interested in free products. Like, share and win promotions can be valuable for customer acquisition when companies *ensure a follow up.* So, approach the people that didn't win a product with discounts or sales promotions and ensure they are going to buy products. Link like, share and win promotions to your web shop. In this way you get more conversion.

When companies provide customer service and support via social media, the *service should be adequate, fast and personal.* When consumers reveal their purchase intention, support them and *thereby sell products.*

6.2.5 Recommendations for encouraging purchase intentions of consumers
In this paragraph recommendations are given to retail businesses in order to encourage the purchase intentions of consumers.

Relevant patterns
The following patterns are relevant for encouraging purchase intentions of consumers: (1) *the talking pattern "products",* (2) *the talking pattern "expertise"* and (3) *the energizing pattern "discounts, sale and sales promotions".*

About the content
The results of this study show that, when a company has the aim to encourage purchase intentions of consumers, it is important that the *content is attractive to consumers.* Content has to be unique and innovative. Therefore, companies have to provide content with words, images or videos. Before and after photos are credible and show what a company can do for consumers. Companies have to show their passion and added value. Tell consumers why you do what you do. Thereby, give information about product availability, product features, specifications and prices. Also apply call to actions and use link building technics to generate conversion to the web site.

Showing references is very important. Thereby, show customer reviews or quotes. The experiences of others are of great value for consumers. *Shortage* also encourages purchase intentions, e.g. 'these are the last available products'. Companies have to act as trend setters (i.e. show trends), role models, authorities and be social proof. When companies show that they have knowledge and expertise about a certain discipline consumers want to *identify* with a company. Consumers assume the actions of companies as correct and good behavior and subsequently converge with their behavior and also want to *buy products.*

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Appendix A – Enschede's Retail Businesses

Company Name	Industry	Facebook Likes (3-10-2015)
Atak	Music & Theatre Center	16.222
Blue Sakura	Restaurant	4.370
Jurgen Langezaal	Clothing Store	792
Maison Manon	Home decoration	11.624
Pico	Clothing Store	1.343
SamSam	Restaurant	1.289
She's a Diva	Clothing Store	6.585
Sooco	Shoe Store	7.679
Stolker	Home decoration	328
Wilminktheater	Music & Theatre Center	5.625

Appendix B – Interview questions

1. **Trust**

   Trust is shown by:
   - A feeling of trust
   - Honest
   - Reliable
   - Low risk
   - Know what to expect
   - Shared interest and values
   - Helpful
   - Benevolent
   - Sharing expertise
   - Sharing experiences
   - Sharing meaningful information

   1. To what extent is the talking pattern "products" valuable for creating trust?
      - On a scale of 1 to 5: 1 2 3 4 5
      - Why?

   2. To what extent is the talking pattern "expertise" valuable for creating trust?
      - On a scale of 1 to 5: 1 2 3 4 5
      - Why?

   3. To what extent is the talking pattern "have a nice day" valuable for creating trust?
      - On a scale of 1 to 5: 1 2 3 4 5
      - Why?

   4. To what extent is the energizing pattern "like, share and win" valuable for creating trust?
      - On a scale of 1 to 5: 1 2 3 4 5
      - Why?

   5. To what extent is the energizing pattern "sale, discounts and sales promotions" valuable for creating trust?
      - On a scale of 1 to 5: 1 2 3 4 5
      - Why?

   6. To what extent is the supporting pattern "service and support" valuable for creating trust?
      - On a scale of 1 to 5: 1 2 3 4 5
      - Why?

   7. To what extent is the embracing pattern "opinions and ideas" valuable for creating trust?
      - On a scale of 1 to 5: 1 2 3 4 5
      - Why?

   8. What other content, which is not listed, is also valuable for creating trust?

2. **Commitment**

Commitment is shown by:
- Feel committed
- Feel connected
- Identify with company
- Likeable
- Enjoyable

- Staying up to date
- Shared interest and values
- Sharing expertise
- Sharing meaningful information

9. To what extent is the talking pattern "products" valuable for creating commitment?
   - On a scale of 1 to 5: 1 2 3 4 5
   - Why?

10. To what extent is the talking pattern "expertise" valuable for creating commitment?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

11. To what extent is the talking pattern "have a nice day" valuable for creating commitment?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

12. To what extent is the energizing pattern "like, share and win" valuable for creating commitment?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

13. To what extent is the energizing pattern "sale, discounts and sales promotions" valuable for creating commitment?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

14. To what extent is the supporting pattern "service and support" valuable for creating commitment?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

15. To what extent is the embracing pattern "opinions and ideas" valuable for creating commitment?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

16. What other content, which is not listed, is also valuable for creating commitment?

3. **Word of mouth**

Word of mouth (WOM) is shown by:
- Promote / introduce / recommend companies
- Promote / introduce / recommend products
- Share customer experiences / opinions
- Buzz (responses)
- Viral (like & share)
- Concern about others (company, consumers)
- Self-interested consumers

17. To what extent is the talking pattern "products" valuable for creating WOM?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

18. To what extent is the talking pattern "expertise" valuable for creating WOM?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

19. To what extent is the talking pattern "have a nice day" valuable for creating WOM?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

20. To what extent is the energizing pattern "like, share and win" valuable for creating WOM?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

21. To what extent is the energizing pattern "sale, discounts and sales promotions" valuable for creating WOM?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

22. To what extent is the supporting pattern "service and support" valuable for creating WOM?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

23. To what extent is the embracing pattern "opinions and ideas" valuable for creating WOM?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

24. What other content, which is not listed, is also valuable for creating WOM?

4. **Customer acquisition**

Customer acquisition is shown by:
- Attracting new customers
- Visit store, website, web shop
- Follow social media page

25. To what extent is the talking pattern "products" valuable for customer acquisition?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

26. To what extent is the talking pattern "expertise" valuable for customer acquisition?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

27. To what extent is the talking pattern "have a nice day" valuable for customer acquisition?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

28. To what extent is the energizing pattern "like, share and win" valuable for customer acquisition?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

29. To what extent is the energizing pattern "sale, discounts and sales promotions" valuable for customer acquisition?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

30. To what extent is the supporting pattern "service and support" valuable for customer acquisition?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

31. To what extent is the embracing pattern "opinions and ideas" valuable for customer acquisition?
    - On a scale of 1 to 5: 1 2 3 4 5
    - Why?

32. What other content, which is not listed, is also valuable for customer acquisition?

5. **Purchase intention**

Customer acquisition is shown by:
▪ Intention to buy products

33. To what extent is the talking pattern "products" valuable for the purchase intention of consumers?
    • On a scale of 1 to 5: 1 2 3 4 5
    • Why?

34. To what extent is the talking pattern "expertise" valuable for the purchase intention of consumers?
    • On a scale of 1 to 5: 1 2 3 4 5
    • Why?

35. To what extent is the talking pattern "have a nice day" valuable for the purchase intention of consumers?
    • On a scale of 1 to 5: 1 2 3 4 5
    • Why?

36. To what extent is the energizing pattern "like, share and win" valuable for the purchase intention of consumers?
    • On a scale of 1 to 5: 1 2 3 4 5
    • Why?

37. To what extent is the energizing pattern "sale, discounts and sales promotions" valuable for the purchase intention of consumers?
    • On a scale of 1 to 5: 1 2 3 4 5
    • Why?

38. To what extent is the supporting pattern "service and support" valuable for the purchase intention of consumers?
    • On a scale of 1 to 5: 1 2 3 4 5
    • Why?

39. To what extent is the embracing pattern "opinions and ideas" valuable for the purchase intention of consumers?
    • On a scale of 1 to 5: 1 2 3 4 5
    • Why?

40. What other content, which is not listed, is also valuable for the purchase intention of consumers?

41. Which social media platforms do you use?
    • Facebook
    • Twitter
    • LinkedIn
    • Instagram
    • YouTube
    • Snapchat
    • Google+
    • Flickr
    • Foursquare
    • Pinterest
    • Blog/WordPress/Tumblr
    • Wiki's

42. How often do you visit social media pages?
    - Once a week or less
    - Several times a week
    - Once a day
    - Multiple times a day
    - More than 10 times a day

43. How long does a visit to a social media page take?
    - Less than 1 minute
    - 1 to 5 minutes
    - 6 to 15 minutes
    - 16 to 30 minutes
    - More than 30 minutes

44. Sex
    - Male
    - Female

45. Age? ………

46. Education level? ………

47. Anonymous?
    - Yes
    - No

Appendix C – Example content analysis

Company	Maison Manon
Date	17-7-2015
Social CRM pattern	Talking
Context	Expertise
Likes	192
Reactions Consumer	19 positive
Reactions Company	1
Shared	1

Pattern Elements	Argumentation	
Pattern	Talking	A message about the company is spread. Promote company.
Context	Expertise	Expertise, skills, knowledge, results.
Interface	Social Networking Site	Facebook.
Interactions	Create	Content is created, i.e. text and photos.
	Share	Content is shared by company and followers.
	Rate / Vote	Content receives likes
	Visit	Content is visited by other followers.
	Browse / Tag	Keywords are tagged.
	(Reading) Comments	Company and followers comment on content and reactions. Company and followers read comments.
Values	Trust	Due to sharing expertise, knowledge, experiences, product & company related information. Matching interests & values.
	Commitment	Due to sharing expertise, knowledge, experiences, product & company. related information. Matching interests & values. Identify with company when consumers see products they also own.
	Word of mouth	Due to, like, share, positive comments & recommendations.
	Customer Acquisition	Atract new consumers and build new relationships by sharing meaningful information
	Purchase Intention	Expertise, nice results and positive WOM will encourage purchase intentions.
Touch Points	Consider	Content functions as an advertisement. Consumers will be reminded of the company and their products and expertise.
	Evaluate	Consumers are deliberately seeking for information from companies, peers, and/or reviewers.
	Buy	Consumers seek for validation, i.e. information about products and expertise.
	Experience	Further validation. Sharing information about expertise can be very useful.
	Advocate	Consumers tell others about the company and ome up with new ideas.
	Bond	Consumers recommend the company to other consumers.
Consumer Motivation	Entertainment	Photos and text
	Information	Informative text about expertise, skills, knowledge, results.

| | Interaction | Share reactions and converse with other followers and company. |
| | Identity | Share opinions, identify with others who like company and products. |

Maison Manon heeft 5 nieuwe foto's toegevoegd.
17 juli om 12:25 ·

Vanmorgen mochten we de meubels leveren bij klanten in Enschede.
Altijd leuk om te doen, vooral wanneer de mensen weer heel blij zijn net
het eindresultaat. □
#make-over #styling #oudblauw #interieur
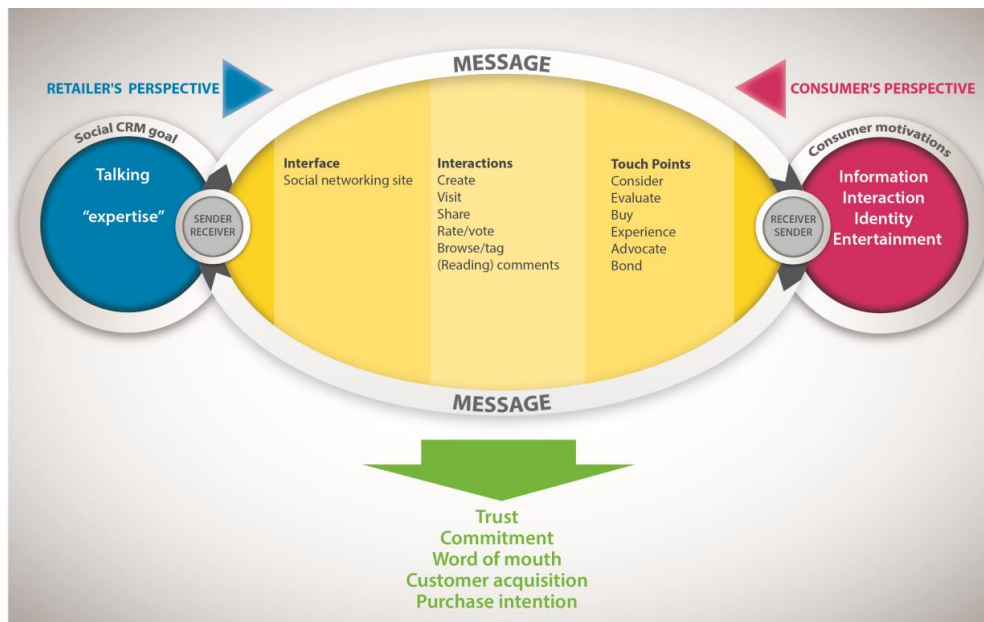
192 personen vinden dit leuk. Meest recent ▾

1 keer gedeeld

Nog 17 reacties weergeven

Dedi Maurmair Prachtig!!
Vind ik leuk · Beantwoorden · 17 juli om 12:35

Bernadette Barelds Prachtig 😍
Vind ik leuk · Beantwoorden · 17 juli om 12:35

Yvonne Kap Mooi hoor 👍
Vind ik leuk · Beantwoorden · 17 juli om 12:37

Irma Lusthusz Mooi hoor , Manon hebben jullie zo'n salontafel ook in het vierkant ? Gr Irma
Vind ik leuk · Beantwoorden · 17 juli om 12:38

> **Maison Manon** Die kan ik wel laten maken Irma. 😄
> Vind ik leuk · 17 juli om 16:37

Ariette Cavas Prachtig 👌
Vind ik leuk · Beantwoorden · 17 juli om 13:01 · Bewerkt

Lilian Koster Prachtig stiekem helemaal onze smaak
Vind ik leuk · Beantwoorden · 17 juli om 13:27

Saskia Oude Nijhuis Rick Koning en Amanda Toering echt wat voor jullie vind ik !!!👍👍👍 zou mooi zijn in het nieuwe huuske 😊 😊
Vind ik leuk · Beantwoorden · 17 juli om 13:43

Iris Jonker Blijf het een fantastische kleur vinden dat oud blauw!
Vind ik leuk · Beantwoorden · 17 juli om 13:44

Marijke Pas Binnenkort hier😊 kan haast niet wachten
Vind ik leuk · Beantwoorden · 17 juli om 13:53

Alie Aben Mooi hoor
Vind ik leuk · Beantwoorden · 17 juli om 15:55

Eva Dumoulin-Damwijk Super mooi.👍
Vind ik leuk · Beantwoorden · 17 juli om 17:03

Hiltsje van der Heide Wauw ♡
Vind ik leuk · Beantwoorden · 17 juli om 17:05

Alie Rutgers-Marskamp Wat mooi is dat geworden.
Vind ik leuk · Beantwoorden · 17 juli om 17:11

Alien Ploegman Wat een prachtige kleurcombinatie
Vind ik leuk · Beantwoorden · 17 juli om 17:15

Bianca Kamp Heel mooi leuke kleuren
Vind ik leuk · Beantwoorden · 17 juli om 18:15

Corrie IJbema Weer mooi gelukt hoor👍
Vind ik leuk · Beantwoorden · 17 juli om 19:11

Margriet Dijk Mooi hoor!
Vind ik leuk · Beantwoorden · 17 juli om 21:32

Jf Kj Prachtig heel erg mooi geworden
Vind ik leuk · Beantwoorden · 17 juli om 22:28

Marianne Juninck Mooi !!
Vind ik leuk · Beantwoorden · 19 juli om 10:40

Appendix D – Matrix study 1

NAAM BEDRIJf	BERICHT	CRM PATTERN		Total Likes	LIKES	%	SHARE	REACTIONS CONSUMER	REACTIONS COMPANY	TEKST	FOTO	VIDEO	EVENT	LINK	ACTIVATE CONSUMERS	
ATAK	1	TALKING	Informatie nieuwe producten	16222	4	0	0	2	0	JA	JA	NEE	JA	JA	JA	Koop ticket
ATAK	2	TALKING	Random video	16222	9	0	1	1	0	JA	NEE	JA	NEE	NEE	NEE	
ATAK	3	ENERGIZING	Like share win actie	16222	34	0	0	0	0	JA	JA	NEE	NEE	NEE	JA	Delen bericht
ATAK	4	TALKING	Informatie nieuwe producten	16222	1	0	0	0	0	JA	JA	NEE	JA	NEE	NEE	
ATAK	5	TALKING	Informatie nieuwe producten	16222	3	0	0	0	0	JA	JA	NEE	JA	NEE	JA	Heb je al een ticket
ATAK	6	TALKING	Informatie nieuwe producten	16222	5	0	0	0	0	JA	JA	NEE	JA	NEE	JA	Heb je al een ticket
ATAK	7	TALKING	Informatie nieuwe producten	16222	5	0	0	0	0	JA	JA	NEE	JA	NEE	NEE	
ATAK	8	TALKING	Informatie nieuwe producten	16222	3	0	0	0	0	JA	JA	NEE	JA	JA	JA	Koop ticket
ATAK	9	TALKING	Informatie nieuwe producten	16222	1	0	1	0	0	JA	NEE	JA	NEE	JA	JA	Heb je al een ticket
ATAK	10	TALKING	Informatie nieuwe producten	16222	30	0	0	0	0	JA	JA	NEE	JA	JA	NEE	
ATAK	11	TALKING	Informatie nieuwe producten	16222	15	0	0	1	0	JA	JA	NEE	NEE	NEE	NEE	
ATAK	12	TALKING	Informatie nieuwe producten	16222	28	0	0	1	0	JA	JA	NEE	JA	JA	JA	Scoor je ticket
ATAK	13	TALKING	Informatie nieuwe producten	16222	3	0	0	0	0	JA	JA	NEE	NEE	JA	JA	Heb je al een ticket
ATAK	14	TALKING	Random video	16222	7	0	1	0	0	JA	NEE	JA	NEE	NEE	NEE	
ATAK	15	TALKING	Informatie nieuwe producten	16222	10	0	1	4	0	JA	JA	NEE	NEE	Ja	JA	Heb je al een ticket
BLUE SAKURA	1	TALKING	Informatie nieuwe producten	4370	55	1	0	28	0	JA	JA	NEE	NEE	NEE	JA	Zien we u snel
BLUE SAKURA	2	TALKING	Informatie bestaande producten	4370	100	2	0	38	0	JA	JA	NEE	NEE	NEE	JA	Tot vanavond
BLUE SAKURA	3	TALKING	Informatie nieuwe producten	4370	53	1	1	22	0	JA	JA	NEE	NEE	NEE	NEE	
BLUE SAKURA	4	EMBRACING	Mening vragen	4370	14	0	0	11	0	JA	JA	NEE	NEE	NEE	JA	Mening vragen
BLUE SAKURA	5	TALKING	Informatie bestaande producten	4370	24	1	0	11	0	JA	JA	NEE	NEE	NEE	JA	Kom vanavond bij ons
BLUE SAKURA	6	TALKING	Have a good day wish	4370	27	1	0	8	0	JA	JA	NEE	NEE	NEE	JA	Kom langs
BLUE SAKURA	7	EMBRACING	Mening vragen	4370	30	1	0	10	1	JA	JA	NEE	NEE	NEE	JA	Mening vragen
BLUE SAKURA	8	TALKING	Expertise	4370	98	2	1	16	1	JA	JA	NEE	NEE	NEE	NEE	
BLUE SAKURA	9	TALKING	Informatie nieuwe producten	4370	62	1	0	36	0	JA	JA	NEE	NEE	NEE	JA	Reactie vragen / kaart gelezen?

BLUE SAKURA	10	TALKING	Expertise	4370	143	3	0	66		1	JA	JA	NEE	NEE	NEE	JA	Kom vandaag proeven
BLUE SAKURA	11	TALKING	Informatie nieuwe producten	4370	81	2	0	62		0	JA	JA	NEE	NEE	NEE	JA	Kom vandaag proeven
BLUE SAKURA	12	TALKING	Informatie nieuwe producten	4370	206	5	2	231		0	JA	JA	NEE	NEE	NEE	JA	Benieuwd? Kom deze week langs!
BLUE SAKURA	13	TALKING	Have a good day wish	4370	28	1	0	2		0	JA	JA	NEE	NEE	NEE	JA	Kom langs
BLUE SAKURA	14	TALKING	Have a good day wish	4370	46	1	0	9		0	JA	JA	NEE	NEE	NEE	JA	Kom langs
BLUE SAKURA	15	TALKING	Have a good day wish	4370	43	1	0	5		0	JA	JA	NEE	NEE	NEE	JA	Viert u het bij ons?
JURGEN L.	1	TALKING	Informatie nieuwe producten	792	1	0	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	2	ENERGIZING	Sale	792	4	1	0	0		0	JA	JA	NEE	NEE	NEE	JA	Mogen wij u verwelkomen?
JURGEN L.	3	TALKING	Informatie nieuwe producten	792	9	1	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	4	TALKING	Sunday Shopping	792	8	1	0	0		0	JA	JA	NEE	NEE	NEE	JA	Mogen wij u verwelkomen?
JURGEN L.	5	TALKING	Informatie nieuwe producten	792	14	2	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	6	TALKING	Informatie nieuwe producten	792	17	2	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	7	TALKING	Informatie nieuwe producten	792	19	2	0	1		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	8	TALKING	Informatie nieuwe producten	792	16	2	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	9	TALKING	Informatie nieuwe producten	792	37	5	1	2		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	10	TALKING	Informatie nieuwe producten	792	18	2	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	11	TALKING	Sunday Shopping	792	2	0	0	0		0	JA	JA	NEE	NEE	NEE	JA	Mogen wij u verwelkomen?
JURGEN L.	12	TALKING	Informatie nieuwe producten	792	1	0	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	13	TALKING	Informatie nieuwe producten	792	6	1	1	0		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	14	ENERGIZING	Discounts	792	5	1	1	0		0	JA	JA	NEE	NEE	NEE	NEE	
JURGEN L.	15	TALKING	Sunday Shopping	792	1	0	0	0		0	JA	JA	NEE	NEE	NEE	JA	Mogen wij u verwelkomen?
MAISON M.	1	TALKING	Gerealiseerde projecten / ervaring	11624	122	1	0	5		0	JA	JA	NEE	NEE	NEE	NEE	
MAISON M.	2	TALKING	Gerealiseerde projecten / ervaring	11624	98	1	1	6		0	JA	JA	NEE	NEE	NEE	NEE	
MAISON M.	3	ENERGIZING	Sale	11624	29	0	0	6		1	JA	JA	NEE	NEE	NEE	JA	Komen jullie shoppen?
MAISON M.	4	TALKING	Gerealiseerde projecten / ervaring	11624	192	2	1	19		1	JA	JA	NEE	NEE	NEE	NEE	
MAISON M.	5	ENERGIZING	Discounts	11624	54	0	1	7		1	JA	JA	NEE	NEE	NEE	NEE	
MAISON M.	6	TALKING	Informatie over andere soc. media kanalen	11624	34	0	2	0		0	JA	JA	NEE	NEE	NEE	JA	Volg ons!
MAISON M.	7	TALKING	Gerealiseerde projecten / ervaring	11624	110	1	1	9		0	JA	JA	NEE	NEE	NEE	NEE	
MAISON M.	8	ENERGIZING	Sale	11624	46	0	0	10		0	JA	JA	NEE	NEE	NEE	JA	Kom gezellig shoppen!
MAISON M.	9	ENERGIZING	Sales promotion	11624	76	1	4	37		1	JA	JA	NEE	NEE	NEE	JA	Alleen vandaag een extraatje

Company	#	Type	Topic														Comment
MAISON M.	10	ENERGIZING	Sale	11624	81	1	0	11		1	JA	NEE	JA	NEE	NEE	JA	Tot in de winkel!
MAISON M.	11	TALKING	Gerealiseerde projecten / ervaring	11624	156	1	0	18		0	JA	JA	NEE	NEE	NEE	NEE	
MAISON M.	12	TALKING	Share blog	11624	177	2	0	16		1	JA	JA	NEE	NEE	JA	NEE	
MAISON M.	13	TALKING	Sunday Shopping	11624	84	1	0	2		0	JA	JA	NEE	NEE	NEE	JA	Tot straks
MAISON M.	14	TALKING	Gerealiseerde projecten / ervaring	11624	177	2	0	16		1	JA	JA	NEE	NEE	NEE	NEE	
MAISON M.	15	TALKING	Informatie bestaande producten	11624	124	1	2	8		1	JA	JA	NEE	NEE	NEE	NEE	
PICO	1	TALKING	Informatie nieuwe producten	1343	18	1	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
PICO	2	TALKING	Informatie nieuwe producten	1343	16	1	0	1		0	JA	JA	NEE	NEE	NEE	NEE	
PICO	3	ENERGIZING	Sale	1343	5	0	1	0		0	JA	JA	NEE	NEE	NEE	NEE	
PICO	4	TALKING	Have a good day wish	1343	11	1	2	0		0	NEE	JA	NEE	NEE	NEE	NEE	
PICO	5	TALKING	Informatie nieuwe producten	1343	17	1	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
PICO	6	TALKING	Have a good day wish	1343	5	0	0	0		0	NEE	JA	NEE	NEE	NEE	NEE	
PICO	7	ENERGIZING	Sale	1343	8	1	11	0		0	JA	JA	NEE	NEE	NEE	NEE	
PICO	8	TALKING	Informatie nieuwe producten	1343	14	1	0	3		1	JA	JA	NEE	NEE	NEE	NEE	
PICO	9	TALKING	Informatie nieuwe producten	1343	6	0	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
PICO	10	ENERGIZING	Sale	1343	4	0	0	0		0	NEE	JA	NEE	NEE	NEE	NEE	
PICO	11	TALKING	Informatie bestaande producten	1343	8	1	0	8		0	JA	JA	NEE	NEE	NEE	NEE	
PICO	12	TALKING	Have a good day wish	1343	9	1	0	0		0	NEE	JA	NEE	NEE	NEE	NEE	
PICO	13	ENERGIZING	Sale	1343	7	1	11	0		0	JA	JA	NEE	NEE	NEE	NEE	
PICO	14	TALKING	Informatie nieuwe producten	1343	18	1	0	1		0	JA	JA	NEE	NEE	NEE	NEE	
PICO	15	ENERGIZING	Sales promotion	1343	15	1	18	0		0	JA	JA	NEE	NEE	NEE	JA	Delen bericht
SAMSAM	1	TALKING	Expertise	1289	73	6	1	11		0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	2	TALKING	Expertise	1289	49	4	2	9	8+1-	0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	3	TALKING	Informatie over bereikbaarheid	1289	5	0	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	4	TALKING	Informatie over bereikbaarheid	1289	0	0	3	0		0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	5	TALKING	Review in krant	1289	232	18	4	19	18+1-	0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	6	TALKING	Weer bericht	1289	22	2	0	2		0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	7	ENERGIZING	Discounts	1289	0	0	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	8	ENERGIZING	Discounts	1289	18	1	5	1		0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	9	TALKING	Event	1289	30	2	5	3		0	JA	JA	NEE	NEE	NEE	NEE	

SAMSAM	10	TALKING	Dagelijkse activiteiten	1289	1001	78	25	47		0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	11	TALKING	Informatie nieuwe producten	1289	14	1	4	2		1	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	12	TALKING	Have a good day wish	1289	7	1	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	13	TALKING	Felicitaties	1289	10	1	0	1		0	JA	JA	NEE	NEE	NEE	JA	Kom het vieren bij SamSam
SAMSAM	14	ENERGIZING	Sales promotion	1289	37	3	1	3		0	JA	JA	NEE	NEE	NEE	NEE	
SAMSAM	15	TALKING	Dagelijkse activiteiten	1289	38	3	1	1		0	JA	JA	NEE	NEE	NEE	NEE	
SHE DIVA	1	TALKING	Uitslag actie	6585	14	0	0	2		0	NEE	JA	NEE	NEE	NEE	NEE	
SHE DIVA	2	ENERGIZING	Like share win actie	6585	173	3	155	145		0	JA	JA	NEE	NEE	NEE	JA	bericht delen
SHE DIVA	3	TALKING	Informatie nieuwe producten	6585	22	0	1	1		1	JA	JA	NEE	NEE	JA	JA	bestellen in webshop
SHE DIVA	4	TALKING	Informatie nieuwe producten	6585	3	0	0	0		0	JA	JA	NEE	NEE	JA	JA	bestellen in webshop
SHE DIVA	5	TALKING	Informatie nieuwe producten	6585	6	0	0	5		1	JA	JA	NEE	NEE	NEE	NEE	
SHE DIVA	6	TALKING	Informatie nieuwe producten	6585	1	0	0	0		0	JA	JA	NEE	NEE	JA	JA	bestellen in webshop
SHE DIVA	7	ENERGIZING	Like share win actie	6585	297	5	253	295		0	JA	JA	NEE	NEE	NEE	JA	Delen bericht
SHE DIVA	8	TALKING	Uitslag actie	6585	7	0	0	3		1	JA	NEE	NEE	NEE	NEE	NEE	
SHE DIVA	9	TALKING	Uitslag actie	6585	38	1	1	8		0	JA	NEE	NEE	NEE	NEE	NEE	
SHE DIVA	10	TALKING	Informatie nieuwe producten	6585	24	0	0	5		3	JA	JA	NEE	NEE	JA	JA	bestellen in webshop
SHE DIVA	11	ENERGIZING	Like share win actie	6585	439	7	310	344		0	JA	JA	NEE	NEE	NEE	JA	Delen bericht
SHE DIVA	12	TALKING	Informatie nieuwe producten	6585	44	1	1	3		1	JA	JA	NEE	NEE	JA	JA	bestellen in webshop
SHE DIVA	13	TALKING	Uitslag actie	6585	14	0	0	3		0	JA	NEE	NEE	NEE	NEE	NEE	
SHE DIVA	14	TALKING	Informatie nieuwe producten	6585	14	0	0	0		0	JA	JA	NEE	NEE	JA	JA	bestellen in webshop
SHE DIVA	15	ENERGIZING	Like share win actie	6585	720	11	619	242		0	JA	JA	NEE	NEE	NEE	JA	Delen bericht
SOOCO	1	EMBRACING	Mening vragen	7679	3	0	0	3		0	JA	JA	NEE	NEE	NEE	JA	mening te vragen
SOOCO	2	EMBRACING	Mening vragen	7679	3	0	0	1		0	JA	JA	NEE	NEE	NEE	JA	mening te vragen
SOOCO	3	ENERGIZING	Sale	7679	2	0	0	1		0	JA	JA	NEE	NEE	NEE	NEE	
SOOCO	4	TALKING	Share blog	7679	4	0	0	0		0	JA	JA	NEE	NEE	JA	NEE	
SOOCO	5	TALKING	Informatie nieuwe producten	7679	7	0	2	0		0	JA	JA	NEE	NEE	JA	JA	Lees en bekijk zelf
SOOCO	6	TALKING	Informatie bestaande producten	7679	0	0	0	0		0	JA	JA	NEE	NEE	JA	NEE	
SOOCO	7	TALKING	Informatie bestaande producten	7679	7	0	0	3		0	JA	JA	NEE	NEE	JA	NEE	
SOOCO	8	EMBRACING	Mening vragen	7679	3	0	0	0		0	JA	JA	NEE	NEE	JA	JA	Mening vragen
SOOCO	9	ENERGIZING	Discounts	7679	5	0	1	5	4+1-	3	JA	JA	NEE	NEE	JA	JA	bestellen in webshop

Company	Num	Type	Topic	ID	C1	C2	C3	C4	C5	C6	A1	A2	A3	A4	A5	A6	Comment
SOOCO	10	TALKING	Have a good day wish	7679	3	0	0	1		0	JA	JA	NEE	NEE	NEE	NEE	
SOOCO	11	TALKING	Have a good day wish	7679	12	0	0	3		0	JA	JA	NEE	NEE	NEE	NEE	
SOOCO	12	TALKING	Klantgegevens verzamelen	7679	2	0	0	2		0	JA	JA	NEE	NEE	JA	JA	Doe de test
SOOCO	13	TALKING	Informatie bestaande producten	7679	13	0	0	0		0	JA	JA	NEE	NEE	JA	NEE	
SOOCO	14	ENERGIZING	Discounts	7679	3	0	0	0		0	JA	JA	NEE	NEE	JA	JA	bestellen in webshop
SOOCO	15	TALKING	Share random photo	7679	30	0	0	1		0	NEE	JA	NEE	NEE	NEE	NEE	
STOLKER	1	TALKING	Informatie bestaande producten	328	8	2	4	0		0	JA	JA	NEE	NEE	NEE	JA	Komt u dit weekend?
STOLKER	2	TALKING	Informatie bestaande producten	328	5	2	0	0		0	JA	JA	NEE	NEE	NEE	JA	Dus nog even de stad in/
STOLKER	3	TALKING	Informatie bestaande producten	328	8	2	1	2		0	JA	JA	NEE	NEE	NEE	JA	Drankje staat voor u klaar
STOLKER	4	TALKING	Informatie bestaande producten	328	19	6	0	0		0	JA	NEE	JA	NEE	NEE	NEE	
STOLKER	5	TALKING	Informatie bestaande producten	328	2	1	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
STOLKER	6	ENERGIZING	Discounts	328	4	1	0	0		0	JA	JA	NEE	NEE	NEE	JA	Nu de tijd om juicer aan te schaffen
STOLKER	7	TALKING	Sunday Shopping	328	1	0	0	0		0	JA	JA	NEE	NEE	NEE	JA	kom langs, koffie staat klaar
STOLKER	8	ENERGIZING	Discounts	328	7	2	0	5	4+1-	1	JA	JA	NEE	NEE	NEE	NEE	
STOLKER	9	TALKING	Informatie nieuwe producten	328	5	2	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
STOLKER	10	TALKING	Informatie bestaande producten	328	3	1	0	0		0	JA	JA	NEE	NEE	NEE	NEE	
STOLKER	11	TALKING	Informatie bestaande producten	328	1	0	1	1		0	JA	JA	NEE	NEE	JA	JA	Gaat u ook kijken
STOLKER	12	TALKING	Informatie bestaande producten	328	0	0	0	0		0	JA	NEE	JA	NEE	NEE	NEE	
STOLKER	13	TALKING	Informatie bestaande producten	328	6	2	1	0		0	JA	JA	NEE	NEE	NEE	NEE	
STOLKER	14	TALKING	Uitslag actie	328	4	1	0	2		1	JA	JA	NEE	NEE	NEE	NEE	
STOLKER	15	ENERGIZING	Like share win actie	328	24	7	21	8		3	JA	JA	NEE	NEE	NEE	JA	bericht delen
WILMINK	1	TALKING	Informatie nieuwe producten	5625	11	0	0	0		0	JA	JA	NEE	NEE	NEE	JA	Bent u ook benieuwd?
WILMINK	2	ENERGIZING	Like share win actie	5625	3	0	0	6		0	JA	JA	NEE	NEE	NEE	JA	Delen bericht
WILMINK	3	TALKING	Event	5625	10	0	0	0		0	JA	JA	NEE	NEE	NEE	JA	Kom ook!
WILMINK	4	TALKING	Event	5625	9	0	2	2		0	JA	JA	NEE	NEE	NEE	JA	Zien we je morgen?
WILMINK	5	EMBRACING	Mening vragen	5625	4	0	0	0		0	JA	JA	NEE	NEE	NEE	JA	Consument mening delen
WILMINK	6	TALKING	Informatie nieuwe producten	5625	14	0	2	1		0	JA	JA	NEE	NEE	NEE	NEE	
WILMINK	7	TALKING	Informatie over bereikbaarheid	5625	4	0	0	0		0	NEE	NEE	NEE	NEE	NEE	NEE	
WILMINK	8	TALKING	Informatie nieuwe producten	5625	0	0	0	0		0	JA	JA	NEE	NEE	JA	JA	Kaarten bestellen via website
WILMINK	9	TALKING	Informatie nieuwe producten	5625	6	0	0	0		0	JA	NEE	JA	NEE	NEE	NEE	

WILMINK	10	TALKING	Infomatie specialie gasten	5625	61	1	1	5		0	JA	JA	NEE	NEE	JA	NEE	
WILMINK	11	TALKING	Informatie nieuwe producten	5625	3	0	0	0		0	JA	JA	NEE	NEE	JA	JA	Aanzetten tot interactie
WILMINK	12	TALKING	Informatie nieuwe producten	5625	8	0	0	2		0	JA	JA	NEE	NEE	JA	JA	Aanzetten tot interactie
WILMINK	13	TALKING	Informatie nieuwe producten	5625	5	0	1	4		0	JA	JA	NEE	NEE	JA	JA	Aanzetten tot interactie
WILMINK	14	TALKING	Informatie nieuwe producten	5625	5	0	0	1		0	JA	NEE	JA	NEE	JA	JA	Aanzetten tot interactie
WILMINK	15	EMBRACING	Mening vragen	5625	1	0	0	3		0	JA	JA	NEE	NEE	NEE	JA	Mening delen

Appendix E – Matrices study 2

Trust
Social CRM pattern: talking
Context: product information

Respondent	Trust indicators	Explanation	Rate
1	Feeling of trust	Showing products gives consumers an idea about the kind of company they have to deal with	3
	Know what to expect		
2	Feeling of trust	A well known brand gives more trust than unknown brand	3
		Seeing a lot of messages contributes to trust	
3	Feeling of trust	Content should look professional	3
	Reliable	Show photos of good quality	
		Show your passion	
		Create nice atmosphere (which appeals consumers)	
4	Feeling of trust	Showing products gives consumers an idea about the kind of company they have to deal with	2
5	Feeling of trust	Showing products gives consumers an idea about the kind of company they have to deal with	3
	Honest		
6	Feeling of trust	Showing products contributes to trust	4
	Know what to expect	Provide messages with images and words	
7	Doesn't contribute to trust	This has nothing to do with reliability or honestly	1
8	Feeling of trust	When using social media companies present themselves vulnerable,	4
		Via social media companies are easy approachable / low threshold for consumers	
		This shows trust	
9	Feeling of trust	In our disicpline are product information and features very important	4
10	Feeling of trust	When using social media companies present themselves publicly vulnerable,	4
	Reliable	This shows trust	
11	Feeling of trust	People don't buy what you do, they buy why you do it	4
		Show passion and innovation, this contributes to trust	
12	Doesn't contribute to trust	This is only for commercial purposes.	1
		This has nothing to do with reliability or honestly	
13	Know what to expect	Showing products gives consumers an idea of what kind of company they have to deal with	3
		Content should look professional	
		Show photos of good quality	
		Create nice atmosphere (which appeals consumers)	
		Show product features	
14	Feeling of trust	This is newsworthy	3
		This doesn't contribute very much to trust or reliability	
15	Feeling of trust	This is ordinairy advertising	2
		"Companies can tell they sell crabsticks without crab in it"	
		So showing your products doesn't mean that you are reliable or honest	
Mean Rating			3,1

About trust
About the message
About consumers
Not relevant for trust

Commitment
Social CRM pattern: talking
Context: product information

Respondent	Commitment indicators	Explanation	Rate
1	Feel connected	Through product information you can find out if a company suits you	4
	Feel committed		
2	Feel committed	Especially when you are fan of a brand/product	4
	I Like these messages	Especially when I can identify with a brand	
	Shared interest		
	I want to stay informed		
3	Feel committed	Especially when you are fan of a brand/product	3
	Shared interest		
4	Feel committed	Company sends only information	2
5	Feel connected	Involve customer in company's products	3
	Feel committed	Involve customer in company's products	
6	Feel committed	Involve customer in company's products	4
	I want to stay informed	Especially for complex products (phone's, tv's)	
7	Feel committed	Company sends only information	2
8	Feel committed	Show what products you have to offer	4
	Feel connected	Showing products is a necessary condition for commitment	
9	Feel committed	Extent depends on product (low / high involvement products)	3
	Feel connected	Especially when you are fan of a brand/product	
		Especially when I can identify with a brand	
10	Feel committed	Showing products is a precondition for commitment	4
	Shared interest	Involve customer in company's products	
	I like to stay informed		
11	Feel committed	Involve customer in company's products	4
	Shared interest	Especially when you are fan of a brand/product	
		Especially when I can identify with a brand	
12	Feel committed	Involve customer in company's products	4
		Show who you are as company	
		Show what company can do for customers	
13	Feel connected	Involve customer in company's products	3
		Create a bond	
14	Feel committed	Involve customer in company's products	2
		Know what is going on	
15	Feel committed	Showing your products is a precondition	4
	I Like these messages	Show what products you have to offer	
		Show who you are as company	
		Show what company can do for customers	
Mean Rating			3,3

About commitment
About the message
About consumers
About the company / products
Not relevant for commitment

Word of mouth
Social CRM pattern: talking
Context: product information

Respondent	Word of mouth indicators	Explanation	Rate
1	Buzz (responses)	People talk about nice products	5
	Viral (like, share)	As a company you have to start with this kind of messages, to get WOM started	
	Recommendations		
2	Buzz (responses)	Especially when you are fan of a brand/product	4
	Viral (like, share)	Especially when you can identify with a brand	
	Recommendations		
	I like to help other consumers (with decisions)		
	I like to help companies (to build a good name)		
3	Buzz (responses)	People talk about nice products	4
	Viral (like, share)	As a company you have to start with this kind of messages, to get WOM started	
	Recommendations	Companies should only share relevant information	
	I like to help other consumers (with decisions)		
	I like to help companies (to build a good name)		
4	Buzz (responses)	As a company you have to start with this kind of messages, to get WOM started	3
	Viral (like, share)		
5	Buzz (responses)	As a company you have to start with this kind of messages, to get WOM started	5
	Viral (like, share)		
	Recommendations		
6	Buzz (responses)	People talk about nice products	4
	Viral (like, share)	Difference between local retailer and large organisations	
	Recommendations	Local retailers have smaller reach than national retail chains	
7	Buzz (responses)	Show not only product, but also distinctiveness	3
	Viral (like, share)		
8	Buzz (responses)	Not every message is "hot", succes varies	3
	Viral (like, share)	As a company you have to start with this kind of messages, to get WOM started	
9	Buzz (responses)	Tag friends when you think they like the products	4
	Viral (like, share)		
	Recommendations		
10	Buzz (responses)	Not every message is "hot", succes varies	5
	Viral (like, share)	As a company you have to start with this kind of messages, to get WOM started	
	Recommendations		
11	Buzz (responses)	Especially when you are fan of a brand/product	4
	Viral (like, share)	Especially when you can identify with a brand	
	Recommendations		
	I like to help other consumers (with decisions)		
	I like to help companies (to build a good name)		
12	Buzz (responses)	People talk about nice products	4
	Viral (like, share)	Especially for women, they tag their friends	
	Recommendations	Tag friends when you think they like the products	
	I like to help other consumers (with decisions)		
13	Buzz (responses)	Especially for women, they tag their friends	3
	Viral (like, share)	Especially for products like, shoes, fashion, accessories, hairdresser, beautician	
	Recommendations		
	I like to help other consumers (with decisions)		
14	Buzz (responses)	Be newsworthy, show uniqueness, innovation, this contributes to WOM	3
	Viral (like, share)		
	Recommendations		
15	Viral (like, share)	As a company you have to start with this kind of messages, to get WOM started	5
		It is nice when your message get many likes	
		With these messages you can create ambassadors	
		and consumers are seeing you as an authority	
Mean Rating			3,9

About WOM
About the message
About consumers
About the company / products
Not relevant for WOM

101

Customer acquisition
Social CRM pattern: talking
Context: product information

Respondent	Customer acquisition indicators	Explanation	Rate
1	Attract new customers	By showing your products and who you are	5
	Visit store	Create atmosphere (which appeals consumers)	
	Visit website / webshop		
	Follow on social media		
2	Attract new customers	By showing your products and who you are	5
	Visit store	Create atmosphere (which appeals consumers)	
	Visit website / webshop		
	Follow on social media		
3	Attract new customers	This is a precondition	4
	Visit store	If you don't show your products, you are in anyway meaningless	
	Visit website / webshop		
	Follow on social media		
4	Attract new customers	This is a precondition	4
	Visit website / webshop	If you don't show your products, you are in anyway meaningless	
	Follow on social media		
5	Attract new customers	Create atmosphere (which appeals consumers)	4
	Visit website / webshop		
	Follow on social media		
6	Attract new customers	By showing your products and who you are	4
	Visit store		
	Visit website / webshop		
	Follow on social media		
7	Attract new customers	But doesn't contribute to long term relationships	3
	Visit website / webshop		
8	Attract new customers	By showing your products and who you are	5
	Visit store	This is a precondition	
	Visit website / webshop	If you don't show your products, you are in anyway meaningless	
	Follow on social media		
9	Attract new customers	Inform consumers about produts can attract them	4
	Visit store	Consumers recall information they have seen	
	Visit website / webshop	Functions as advertisement	
	Follow on social media		
10	Attract new customers	By showing your products and who you are	4
	Visit store	Create atmosphere (which appeals consumers)	
	Visit website / webshop		
11	Attract new customers	This is a precondition	4
		Consumers recall information they have seen	
12	Attract new customers	Create awareness and visibility	3
	Visit store	Inform consumers about products, availability and price attracts them	
	Visit website / webshop		
	Follow on social media		
13	Attract new customers	Make consumers interested in your products	5
	Visit store	Create atmosphere (which appeals consumers)	
	Visit website / webshop		
	Follow on social media		
14	Attract new customers	This is newsworthy	4
	Visit store	With these messages companies show what they sell	
	Visit website / webshop		
15	Attract new customers	Inform consumers about your (new) products	5
	Visit store	This is entertaining	
	Visit website / webshop		
Mean Rating			**4,1**

About customer acquisition
About the message
About consumers
About the company / products
Not relevant for customer acquisition

Purchase Intention
Social CRM pattern: talking
Context: product information

Respondent	Purchase intention indicators	Explanation	Rate
1	Encourage purchase intentions	Product is presented to you You don't have to search for it. I get inspired and when I like the products I want to buy them Convenience	5
2	Encourage purchase intentions	Gives information about product availability (know where to buy) Attract consumers with appealing messages about products	5
3	Encourage purchase intentions	This can be misleiding, no reliable information I get inspired and when I like the products I want to buy them Especially for women	4
4	Encourage purchase intentions	Product is presented to you	4
5	Encourage purchase intentions	Make consumers aware of products	4
6	Encourage purchase intentions	Product availability (know where to buy) Price information Convenience Make it as easy as possible for consumers to buy Monitor trends and get inspired and when I like the products I want to buy them	5
7	Encourage purchase intentions	Reviews are more determinative	3
8	Encourage purchase intentions	This is a precondition Show wat your products are and seduce consumers If you don't show your products, you won't sell anything	5
9	Encourage purchase intentions	Gives information about product availability (know where to buy) Give infmoration about prices Attract consumers with appealing messages about products	4
10	Encourage purchase intentions	Consumers recall information they have seen Women are more susceptible than men	4
11	Encourage purchase intentions	This is a precondition Concrete product specifications are important	3
12	Encourage purchase intentions	Especially in consider phase Gives information about product availability (know where to buy)	3
13	Encourage purchase intentions	Especially for low involvement products Gives information about product availability (know where to buy) Give information about prices Through product information you can find out if the products suit you	5
14	Encourage purchase intentions	This is a precondition Selling products starts with showing products Especially when I'm interested in the products	5
15	Encourage purchase intentions	This is a precondition Selling products starts with showing products It is a form of advertising Especially for low involvement products	5
Mean Rating			4,3

About purchase intention
About the message
About consumers
About the company / products
Not relevant for purchase intention

Trust
Social CRM pattern: talking
Context: expertise

Respondent	Trust indicators	Explanation	Rate
1	Feeling of trust	Show what company can do for customers	5
	Know what to expect	See who the customers are / references	
		Companies should also show customer experiences, because these contribute to trust	
2	Feeling of trust	Show what company can do for customers	5
	Know what to expect	See who the customers are / references	
3	Feeling of trust	Show what company can do for customers	5
		See who the customers are / references	
		Companies should also show customer experiences, because these contribute to trust	
		Content should look professional	
		Photos of good quality, create nice atmosphere	
		Show lot of experiences	
4	Feeling of trust	Show what company can do for customers	4
	Reliable		
5	Feeling of trust	Show what company can do for customers	4
	Reliable		
6	Feeling of trust	Show what company can do for customers	4
	Know what to expect	See who the customers are / references	
		Companies should also show customer experiences, because these contribute to trust	
7	Feeling of trust	Companies should show objectivity	3
8	Feeling of trust	Show what company can do for customers	4
		See who the customers are / references	
		Companies should also show customer experiences, because these contribute to trust	
9	Feeling of trust	Show what company can do for customers	4
	Reliable	See who the customers are / references	
		Companies with knowlegde of their business seems to be reliable	
		Show realized projects	
10	Feeling of trust	Show what company can do for customers	4
	Reliable	See who the customers are / references	
	Know what to expect		
11	Feeling of trust	Show regularly updates about expertise	4
		People don't buy what you do, they buy why you do it	
		Show passion and innovation	
12	Feeling of trust	Companies should show objectivity / concrete features and figures	3
		Companies should also show customer experiences and reactions of satisfied customers, because these contribute to trust	
13	Feeling of trust	Show what company can do for customers	5
	Reliable	Companies with knowlegde of their business seems to be reliable	
		Companies should show objectivity / concrete features and figures	
14	Feeling of trust	Companies confirm their craftmanship	5
		Companies show that they know what they are doing	
		Gives me the feeling that I can trust companies	
15	Feeling of trust	These messages show your core business	5
	Reliable	Companies that share their expertise know what they are talking about	
	Honest	Be good and tell it	
Mean Rating			4,3

About trust
About the message
About consumers
Not relevant for trust

Commitment
Social CRM pattern: talking
Context: expertise

Respondent	Commitment indicators	Explanation	Rate
1	Feel connected	Involve customer in company's activities	4
	Shared interests		
2	Feel committed	Especially when there is already a relationship	4
	I Like these messages		
	Shared interests		
	I like to stay informed		
3	Feel committed	Engage consumers in business activities	5
	I Like these messages		
	Shared interests		
4	Feel committed	Involve customer in company's activities	2
5	Doesn't contribute to commitment	Company sends only information	1
6	Feel committed	Involve customer in company's activities	5
	I Like these messages	Especially for complex products (phone's, tv's)	
	I like to stay informed		
7	Feel committed	Especially when objectivity is showed	4
8	Feel committed	Show who you are as company	4
		Show what company can do for customers	
		Show more than only a product	
		Consumers can identify with company	
9	Feel committed	Especially when there is already a relationship or when I can identify with company	3
	Feel connected	Extent depends on product (low / high involvement products)	
		In this region we feel connected and committed to the person behind the company,	
		i.e. directors or owners of the company	
10	Feel committed	Engage consumers in business activities	4
		Show who you are as company	
		Show what company can do for customers	
		Show more than only a product	
11	Feel committed	Involve customer in company's activities	4
	Shared interests	Especially when you are fan of a brand/product	
		Especially when you can identify with a brand	
		People don't buy what you do, they buy why you do it	
		Show passion and innovation	
12	Feel committed	This effect quickly fades away	3
13	Feel connected	In this region we feel connected and committed to the person behind the company,	3
	Feel committed	not particular with the company	
		"Het gaat niet om de tent, maar om de vent", "Het gaat niet om het gebouw, maar om de vrouw"	
14	Feel connected	Consumers like to identify with capable and successful companies	3
15	Feel committed	These messages have a deeper meaning than only product and price	5
		Be good and tell it	
Mean Rating			3,6

About commitment
About the message
About consumers
About the company / products
Not relevant for commitment

Word of mouth
Social CRM pattern: talking
Context: expertise

Respondent	Word of mouth indicators	Explanation	Rate
1	Buzz (responses) Viral (like, share) Recommendations	When you deliver great work,people talk about it As a company you have to start with this kind of messages, to get WOM started	5
2	Buzz (responses) Viral (like, share) Recommendations I like to help companies (to build a good name)	As a company you have to start with this kind of messages, to get WOM started When you deliver great work,people talk about it	4
3	Buzz (responses) Viral (like, share) Recommendations I like to help other consumers (with decisions) I like to help companies (to build a good name)	As a company you have to start with this kind of messages, to get WOM started When you deliver great work,people talk about it	5
4	Buzz (responses) Viral (like, share) Recommendations	As a company you have to start with this kind of messages, to get WOM started When you deliver great work,people talk about it	4
5	Buzz (responses) Viral (like, share) Recommendations	As a company you have to start with this kind of messages, to get WOM started Companies should show reactions of satisfied customers, these contribute to WOM	3
6	Buzz (responses) Viral (like, share)	As a company you have to start with this kind of messages, to get WOM started When you deliver great work,people talk about it	4
7	Buzz (responses) Viral (like, share) Recommendations	This is only of value when objectivity is shown Not every message is "hot", succes varies	4
8	Buzz (responses) Viral (like, share) Recommendations	These messages are more objective	4
9	Buzz (responses) Viral (like, share) Recommendations	Extent depends on the complexity of expertise	3
10	Buzz (responses) Viral (like, share) Recommendations	Not every message is "hot", succes varies	4
11	Buzz (responses) Viral (like, share) Recommendations	When you deliver great work,people talk about it	4
12	Buzz (responses) Viral (like, share) Recommendations	As a company you have to start with this kind of messages, to get WOM started Consumers are proud of companies where they buy products, and they like to show that they join the right club	4
13	Buzz (responses) Viral (like, share) Recommendations I like to help other consumers (with decisions)	When you deliver great work, people talk about it and advise other consumers	4
14	Buzz (responses) Viral (like, share) Recommendations	Expertise shows uniqueness, show that you have an eye for details and that you believe in your company. This creates WOM	4
15	Buzz (responses) Viral (like, share) Recommendations	Be good and tell it As a company you have to start with this kind of messages, to get WOM started It is nice when your message get many likes With these messages you can create ambassadors and consumers are seeing you as an authority	
Mean Rating			3,9

About WOM
About the message
About consumers
About the company / products
Not relevant for WOM

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Customer acquisition
Social CRM pattern: talking
Context: expertise

Respondent	Customer acquisition indicators	Explanation	Rate
1	Attract new customers	By showing what you can do as company	5
2	Attract new customers	By showing what you can do as company	5
	Visit store	Create atmosphere (which appeals consumers)	
	Visit website / webshop	Short text message with photos	
	Follow on social media	Show customer reactions about provided services & products	
3	Attract new customers	Companies have to show reactions of satisfied customers,	5
	Visit store	these are the best advertisement and contribute to C.A	
	Visit website / webshop	Ranking / reviews contribute to C.A.	
	Follow on social media		
4	Attract new customers	By showing what you can do as company	5
	Visit store	Companies have to show reactions of satisfied customers	
	Visit website / webshop	This is relevant for customer acquisition	
	Follow on social media		
5	Attract new customers	By showing what you can do as company	4
	Visit store	Companies have to show reactions of satisfied customers	
	Visit website / webshop	This is relevant for customer acquisition	
	Follow on social media		
6	Attract new customers	By showing what you can do as company	4
		Ranking / reviews contribute to C.A.	
		Show customer reactions about provided services & products	
7	Attract new customers	But doesn't contribute to long term relationships	3
	Visit store		
	Visit website / webshop		
	Follow on social media		
8	Attract new customers	Experiences of customers are the best advertisements	5
	Visit store	Companies have to show reactions of satisfied customers,	
	Visit website / webshop	these are the best advertisement and contribute to C.A	
	Follow on social media		
9	Attract new customers	Show your quality, reliability and attract customers	5
	Visit store		
	Visit website / webshop		
	Follow on social media		
10	Attract new customers	Showing your expertise appeals consumers	4
	Visit store		
	Visit website / webshop		
11	Attract new customers	Show your passion	4
	Visit website / webshop		
12	Attract new customers	By showing what you can do as company	4
	Visit website / webshop	Extent depends on low/high involvement products	
13	Attract new customers	When companies show expertise and quality	5
	Visit store	consumers are more inclined to visit store, restaurant, etc.	
	Visit website / webshop		
	Follow on social media		
14	Attract new customers	This is relevant information	4
	Visit store	The information is credible, which contributes to trust and	
	Visit website / webshop	which is a precondition to become a customer	
		Consumers want to deal with credible companies	
15	Attract new customers	This is an important reason why consumers are interested in products	5
Mean Rating			4,4

About customer acquisition
About the message
About consumers
About the company / products
Not relevant for customer acquisition

Purchase Intention
Social CRM pattern: talking
Context: expertise

Respondent	Purchase intention indicators	Explanation	Rate
1	Encourage purchase intentions	You tend to buy at the company you have seen on social media. Creates top of mind awareness.	5
2	Encourage purchase intentions	Expertise can be attractive and appealing Extent varies, depends on the expertise The more complex/value the expertise is, the more it contributes	5
3	Encourage purchase intentions	Expertise can be attractive and appealing Showing satisfied customers and their experience contributes to P.I. Customers feel appreciated	5
4	Encourage purchase intentions	Encourage purchase intentions through showing what you can do for customers Extent varies, depends on the expertise The more complex/value the expertise is, the more it contributes Expertise contributes to trust contributes to purchase intention	5
5	Encourage purchase intentions	Extent varies, depends on the expertise The more complex/value the expertise is, the more it contributes	5
6	Encourage purchase intentions	Expertise can be attractive and appealing Extent varies, depends on the expertise The more complex/value the expertise is, the more it contributes	4
7	Encourage purchase intentions	This is only a small part of the purchase decision. With worse products and expertise this hasn't any value	3
8	Encourage purchase intentions	These messages show that you are a good party to do business with	4
9	Encourage purchase intentions	Expertise can be attractive and appealing Show customer reactions about company, products, etc. Showing satisfied customers and their experience contributes to P.I. Customers feel appreciated	4
10	Encourage purchase intentions	Extent varies, depends on the expertise The more complex/value the expertise is, the more it contributes When you need something, you tend to buy at the company you have seen on social media. Creates top of mind awareness.	5
11	Encourage purchase intentions	Show your passion, show why you do what you do. People don't buy what you do, they buy why you do it Show added value	4
12	Encourage purchase intentions	Varies depending on the expertise. The more complex/value the expertise is, the more it contributes	3
13	Encourage purchase intentions	When companies show expertise and quality consumers are more inclined to visit store, restaurant, etc. if price is not too high	5
14	Encourage purchase intentions	These messages confirm my choice and right purchase Especially when I'm interested in the products This information is supporting	3
15	Encourage purchase intentions	These messages show that you are a credible company These messages confirm my feeling Consumers want to deal with credible companies	5
Mean Rating			4,3

About purchase intention
About the message
About consumers
About the company / products
Not relevant for purchase intention

Trust
Social CRM pattern: talking
Context: have a nice day wishes

Respondent	Trust indicators	Explanation	Rate
1	Doesn't contribute to trust	Contributes to customer friendliness	1
		Has nothing to do with expertise or quality	
2	Doesn't contribute to trust	Irritating, fake, not sincere	1
		Companies do this to get attention	
3	Doesn't contribute to trust	No relevant value	1
4	Doesn't contribute to trust	No relevant value	1
5	Shared interests	Interests in customer	2
6	Feeling of trust (slightly)	Contributes to customer friendliness	2
7	Doesn't contribute to trust	No relevant value	1
8	Feeling of trust	Contributes more to customer care	2
		When this is communicated one on one it contributes for 3	
		Make it as personal as possible (personal message) (is labour intensive)	
9	Doesn't contribute to trust	Contributes to customer friendliness	1
10	Feeling of trust (slightly)	Has nothing to do with expertise or quality	2
11	Feeling of trust (slightly)	No relevant value	2
		This subject should be provided with a unique message to make it relevant	
12	Doesn't contribute to trust	No relevant value	1
		Category housewives may find this funny	
13	Doesn't contribute to trust	No relevant value	1
14	Doesn't contribute to trust	Doesn't have any value	1
		This is only customer friendly	
15	Doesn't contribute to trust	This doesn't have any value	1
		I feel not addressed by this	
Mean Rating			1,3

About trust
About the message
About consumers
Not relevant for trust

Commitment

Social CRM pattern: talking

Context: have a nice day wishes

Respondent	Commitment indicators	Explanation	Rate
1	Doesn't contribute to commitment	Doesn't have any value	1
		Gives me the idea that companies don't have anything better to share	
		If you want to do this right, you have to comunicate this one on one	
2	Doesn't contribute to commitment	Irritating, fake, not sincere	1
3	Doesn't contribute to commitment	Nonsense, Not relevant	1
		Gives me the idea that companies don't have anything better to share	
		Only to get publicity	
4	Shared interest	Interests in customer	4
5	Doesn't contribute to commitment	Doesn't have any value	1
6	Feel committed	Contribute slightly to commitment	2
		Only for commercial purposes	
7	Doesn't contribute to commitment	Doesn't have any value	1
8	Feel committed	When this is communicated one on one a 4	3
		Companies should personalize it	
		This is about customer care	
		Contributes to positive image	
9	Feel committed	Interests in customer	4
	Feel connected	Company feels involved with customer, otherwise they won't share this	
10	Feel connected	Company feels involved with customer, otherwise they won't share this	4
11	Doesn't contribute to commitment	Doesn't have any value	1
		When these messages are communicated to random consumers this can be irritating	
12	Feel committed	Depends on target group	2
		Category houswives may find this funny	
		If you want to do this right, you have to comunicate this one on one	
13	Feel committed	Interests in customer	2
		If you want to do this right, you have to comunicate this one on one	
		Companies should communicate this one on one, only in case of existing relationships	
14	Doesn't contribute to commitment	Doesn't have any value	1
15	Doesn't contribute to commitment	Doesn't have any value	1
		Companies should communicate this one on one, only in case of existing relationships	
Mean Rating			1,9

About commitment
About the message
About consumers
About the company / products
Not relevant for commitment

Word of mouth
Social CRM pattern: talking
Context: have a nice day wishes

Respondent	Word of mouth indicators	Explanation	Rate
1	Doesn't contribute to WOM	Doesn't have any value	1
2	Doesn't contribute to WOM	Irritating, fake, not sincere	1
3	Doesn't contribute to WOM	Not relevant information	1
4	Doesn't contribute to WOM	Not relevant information	1
5	Doesn't contribute to WOM	Not relevant information	1
6	Doesn't contribute to WOM	When provided with call to action, discounts, sales promotions a 4	1
7	Doesn't contribute to WOM	Doesn't have any value	1
		It is driving me crazy	
		Marketers who share these messages haven't understood their profession	
		Cheap	
8	Doesn't contribute to WOM	Doesn't have any value	1
		This should be combined with discounts, sales promotions, etc.	
9	Doesn't contribute to WOM	I would never introduce this to my friends	1
10	Doesn't contribute to WOM	Doesn't have any value	1
11	Doesn't contribute to WOM	You should give the message something uniques, discounts, opening hours, etc.	1
12	Doesn't contribute to WOM	Doesn't have any value	1
13	Doesn't contribute to WOM	Companies should communicate this one on one	1
		You should give the message something uniques, discounts, opening hours, etc.	
14	Doesn't contribute to WOM	Doesn't have any value	1
15	Doesn't contribute to WOM	Doesn't have any value	1
		Companies should add something uniques to the message	
Mean Rating			1,0

About WOM
About the message
About consumers
About the company / products
Not relevant for WOM

Customer acquisition
Social CRM pattern: talking
Context: have a nice day wishes

Respondent	Customer acquisition indicators	Explanation	Rate
1	Doesn't contribute to C.A.	Awful and stupid	1
2	Doesn't contribute to C.A.	Awfull	1
3	Doesn't contribute to C.A.	Scare customers away with these messages	1
4	Contribute slightly to C.A.	Provided with discounts & sales promotions makes a 4	2
		Functions as advertisement	
5	Contribute slightly to C.A.	I am insensitive to this	2
		Functions as advertisement	
6	Contribute slightly to C.A.	Provided with discounts & sales promotions makes a 5	2
		Functions as advertisement	
7	Doesn't contribute to C.A.	Have a nice day wishes are stupid	1
8	Contribute slightly to C.A.	Functions as advertisement	2
9	Contribute slightly to C.A.	Functions as advertisement	2
		No conversion / click through rate	
		Only branding	
10	Contribute slightly to C.A.	Only to generate publicity	2
11	Contribute slightly to C.A.	Power of repetition	2
		These meaningless messages can counteract	
12	Doesn't contribute to C.A.	Doesn't have any value	1
		You only create awareness with this kind of messages	
		Add something unique to this message	
13	Doesn't contribute to C.A.	Doesn't have any value	1
		When this is communicated one on one, when there isn't a	
		customer relationships, this is strange and awfull	
14	Doesn't contribute to C.A.	Doesn't have any value	1
15	Doesn't contribute to C.A.	Doesn't have any value	1
		Companies undermine their credible and serious image with these messages	
		Companies should add something unique to the message	
Mean Rating			1,5

About customer acquisition
About the message
About consumers
About the company / products
Not relevant for customer acquisition

Purchase Intention

Social CRM pattern: talking

Context: have a nice day wishes

Respondent	Purchase intention indicators	Explanation	Rate
1	Doesn't contribute to P.I.	Annoying	1
2	Doesn't contribute to P.I.	Annoying	1
3	Doesn't contribute to P.I.	Awfull	1
4	Contributes slightly to P.I.	Only a reminder when you already have purchase intentions	2
		I am insensitive to this	
5	Contributes slightly to P.I.	Only a reminder when you already have purchase intentions	2
		I am insensitive to this	
6	Contributes slightly to P.I.	Companies should provide this messages with discounts and sales promotions	2
		Then it makes a 5	
7	Doesn't contribute to P.I.	Annoying	1
8	Doesn't contribute to P.I.	Awfull	1
9	Contributes slightly to P.I.	Only a reminder when you already have purchase intentions	2
		Contributes to branding	
10	Doesn't contribute to P.I.	Doesn't have any value	1
11	Contributes slightly to P.I.	Power of repetition, consumers can recall company and products	2
12	Doesn't contribute to P.I.	Doesn't have any value	1
13	Doesn't contribute to P.I.	Doesn't have any value	1
		Add something unique to this message	
14	Doesn't contribute to P.I.	This hasn't any relevance	1
		Add something unique to this message	
15	Doesn't contribute to P.I.	Doesn't have any value	1
Mean Rating			1,3

About purchase intention

About the message

About consumers

About the company / products

Not relevant for purchase intention

Trust
Social CRM pattern: energizing
Context: like share and win

Respondent	Trust indicators	Explanation	Rate
1	Doesn't contribute to trust	Prizewinners aren't often announced	1
		When companies do this often, I get the idea that they deliver bad quality	
		This has nothing to do with trust or reliability	
2	Doesn't contribute to trust	It is cheap, like companies have nothing better to report about	1
3	Feeling of trust (slightly)	Companies share this only for publicity	2
4	Doesn't contribute to trust	Companies share this only for publicity	1
5	Doesn't contribute to trust	This has nothing to do with trust or reliability	1
6	Doesn't contribute to trust	Prizewinners aren't often announced	1
		I see consumers doing this who don't work or have nothing to do	
		This has nothing to do with trust or reliability	
7	Doesn't contribute to trust	Prizewinners aren't often announced	1
8	Feeling of trust (slightly)	Prizewinners aren't often announced	2
		This is for creating exposure, visibility and conversion	
9	Doesn't contribute to trust	Prizewinners aren't often announced	1
10	Doesn't contribute to trust	Prizewinners aren't often announced	1
		Lower social class share these messages	
11	Doesn't contribute to trust	Prizewinners aren't often announced	1
12	Doesn't contribute to trust	This is for creating awareness	1
		Consumers are only interested in free products, not in company	
13	Doesn't contribute to trust	Companies that say "win a iPhone 6" are shifty	1
14	Doesn't contribute to trust	This has nothing to do with trust or reliability	1
		This can undermine reliability	
		This has nothing to do with quality of the organization	
		It is cheap, like companies have nothing better to report about	
15	Feeling of trust (slightly)	Dutch people like it when products are given away	2
		Companies want to do something nice to their customers, this contributes slightly to trust	
		When companies do this often, I get the idea that they deliver bad quality	
Mean Rating			1,2

About trust
About the message
About consumers
Not relevant for trust

Commitment
Social CRM pattern: energizing
Context: like share and win

Respondent	Commitment indicators	Explanation	Rate
1	Feel connected	Company bonds in nice way when you want products you really like	4
2	Doesn't contribute to commitment	I see people doing this, but I am insensitive to this	1
		Lower social class share these messages	
3	Feel committed	Company bonds in nice way when you want products you really like	4
		Reciprocity	
		I see people doing this, but I am insensitive to this	
4	Feel committed	Consumers like company, otherwise they won't like & share	4
		I see people doing this, but I am insensitive to this	
5	Feel committed	I see people doing this, but I am insensitive to this	4
		Reciprocity	
6	Feel committed	I see people doing this, but I am insensitive to this	2
		Doesn't contribute to long-term customer relationship	
		Consumers are only interested in free products	
		Consumers are only interested in free products	
		I see consumers doing this who don't work or have nothing to do	
7	Doesn't contribute to commitment	I see people doing this, but I am insensitive to this	1
		Doesn't contribute to long-term customer relationship	
		Consumers are only interested in free products	
8	Feel committed	Companies ask consumer to do something ("spread through network") with product	4
		Reciprocity	
9	Feel committed	Consumers like company, otherwise they won't like & share	3
		Soms respondents don't react when they have won a product, then they aren't committed	
10	Feel committed	Consumers are only interested in free products	2
11	Feel committed	Reactive action, no intrinsic motivation, so less commitment	2
12	Doesn't contribute to commitment	Consumers are only interested in free products	1
		Qauntity of likes has nothing to do with quality	
13	Feel committed	Consumers like company/products, otherwise they won't like & share	2
		Qauntity of likes has nothing to do with the quality	
14	Feel committed	Companies invite consumers to interaction	4
		Consumers are mainly interested in free products	
		Reciprocity	
		Consumers don't want to be associated with a bad brand, so they are interested in the company	
15	Feel committed	When these promotions didn't work, they wouldn't be used	5
		I see people doing this, but I am insensitive to this, I don't want to spam my friends with these messages	
		Consumers are mainly interested in free products	
		Consumers don't want to be associated with a bad brand, so they are (slightly) interested in the brand	
Mean Rating			2,9

About commitment
About the message
About consumers
About the company / products
Not relevant for commitment

Word of mouth
Social CRM pattern: energizing
Context: like share and win

Respondent	Word of mouth indicators	Explanation	Rate
1	Buzz (responses)	I see people doing this, but I am insensitive to this	5
	Viral (like, share)	I won't make recommendations when seeing this	
	Introductions	These promotions are aimed at getting viral	
		It is aggressive and cheap, like you have nothing better to report about	
		Help other consumers tagging friends	
		Self interested helpers	
2	Buzz (responses)	I see people doing this, but I am insensitive to this	5
	Viral (like, share)		
	Introductions		
3	Buzz (responses)	Help other consumers	4
	Viral (like, share)	Self interested helpers	
	Introductions	I see people doing this, but I am insensitive to this	
4	Buzz (responses)	I see people doing this, but I am insensitive to this	4
	Viral (like, share)		
5	Buzz (responses)	I see people doing this, but I am insensitive to this	4
	Viral (like, share)		
6	Buzz (responses)	I see people doing this, but I am insensitive to this	4
	Viral (like, share)	It is driving me crazy	
	Introductions	Timeline is full of like, share & win	
7	Doesn't contribute to WOM	This is for stupid people. These people don't make sincere recommendations	1
		It is driving me crazy	
		This is for consumers with too much time and too less intelligence	
		I won't make recommendations when seeing this	
		It is aggressive and cheap, like you have nothing better to report about	
8	Buzz (responses)	Succes varies	3
	Viral (like, share)	When like, share & win is not relevant it quickly bleeds out	
		Action/ subject has to be very special and there should be an urgency	
9	Buzz (responses)	I see people doing this, but I am insensitive to this	5
	Viral (like, share)		
	Introductions		
10	Buzz (responses)	I see people doing this, but I am insensitive to this	5
	Viral (like, share)		
	Introductions		
11	Buzz (responses)	Action/ subject has to be very special	3
	Viral (like, share)	Do not spam every week	
12	Buzz (responses)	This has a temporary effect on WOM (Only during the promotion)	3
	Viral (like, share)		
13	Viral (like, share)	Through like share and win companies create awareness and customers	3
		get interested in products and talk about it	
14	Viral (like, share)	These promotions are aimed at getting viral	4
	Buzz (responses)	It is aggressive and cheap, like you have nothing better to report about	
		I won't make recommendations when seeing this	
15	Viral (like, share)	When these promotions didn't work, they wouldn't be used	5
	Introductions	I think consumers will introduce these promotions to other consumers	
		I see people doing this, but I am insensitive to this	
Mean Rating			3,8

About WOM
About the message
About consumers
About the company / products
Not relevant for WOM

Customer acquisition
Social CRM pattern: energizing
Context: like share and win

Respondent	Customer acquisition indicators	Explanation	Rate
1	Attract new customers	With these messages you can reach (new) target audience and interest them	5
	Follow on social media		
2	Attract new customers	Functions also as an advertisement	4
	Follow on social media		
3	Attract new customers	When many people like this, you become curious and encouraged	4
	Visit website / webshop	Come into contact with unkown companies	
	Follow on social media		
4	Attract new customers	When many people like this, you become curious and encouraged	4
	Visit website / webshop	Functions also as an advertisement	
	Follow on social media		
5	Attract new customers	When many people like this, you become curious and encouraged	4
	Visit website / webshop	Functions also as an advertisement	
	Follow on social media		
6	Attract new customers	Functions also as an advertisement	5
	Follow on social media		
7	Attract new customers	Functions also as an advertisement	3
	Visit website / webshop		
	Follow on social media		
8	Attract new customers	With these messages you can reach (new) target audience and interest them	4
	Visit website / webshop	Consumers who share this message are potentially interested in your products otherwise they won't share	
	Follow on social media	Consumers who don't win --> follow up for acquisition	
		Give them discounts or other similar	
9	Attract new customers	The messages will be viewed 1000 times. Functions as advertisement and attracts consumers	5
	Visit website / webshop	In sponsored messages you can target your audience that bought comparable product,	
	Follow on social media	they are potentially interested in your products	
		Contributes to branding	
		Easy accessible for consumers, no man overboard when you don't win	
10	Attract new customers	Functions also as an advertisement	3
	Follow on social media	Generate publicity	
		I don't think you will see the consumers who share this message in your store / restaurant / theatre	
11	Attract new customers	Quantity of likes has nothing to do with quality	3
	Follow on social media	Power of repetition	
		Consumers recall information they have seen	
		This is only to generate likes	
		Often no follow up, ensure you get new insights about customers	
12	Attract new customers	You only create awareness with this kind of messages	2
		Consumers are only interested in free products, not in company	
		Often no follow up, approach the consumers who shared the message with i.e. discounts to attract them	
13	Attract new customers	With these messages you can reach (new) target audience and interest them	4
	Follow on social media	When companies do this often, I get the idea that they deliver bad quality	
		With these messages you create exposure and awareness	
		Ensure a follow up,	
		give consumers that haven't won a price discounts or sales promotions when they make purchase	
		Consumers that share the message are potentially interested in your product	
14	Attract new customers	Creates top of mind awareness	2
		Consumers are only interested in free products, not in company	
15	Attract new customers	These messages go viral, many consumers see the messages. Functions as advertisement	5
	Visit store	When these promotions didn't work, they wouldn't be used	
		With these messages you can reach (new) target audience and interest them	
		Consumers can become acquainted with company, products, etc.	
		Consumers may consider a visit to a store or restaurant when they see these messages,	
		because company becomes top of mind	
Mean Rating			3,7

About customer acquisition
About the message
About consumers
About the company / products
Not relevant for customer acquisition

Purchase Intention

Social CRM pattern: energizing

Context: like share and win

Respondent	Purchase intention indicators	Explanation	Rate
1	Doesn't contribute to P.I.	Consumers are only interested in free products	1
2	Doesn't contribute to P.I.	Consumers are only interested in free products	1
3	Doesn't contribute to P.I.	Consumers are only interested in free products	1
4	Encourage purchase intention slightly	Many people watch these messages	2
		Functions as advertisement	
5	Encourage purchase intention slightly	Functions as advertisement	2
6	Encourage purchase intention	Especially when action is finished, then consumers want products	3
		Functions as advertisement	
7	Doesn't contribute to P.I.	Consumers are only interested in free products	1
8	Encourage purchase intention	Consumers who share message are potentially interested in products	3
		Follow up for acquisition and encourage purchase intention	
9	Encourage purchase intention	Consumers who share message are potentially interested in products	3
		Consumers get interested in brand/products when they see this message	
10	Doesn't contribute to P.I.	Consumers are only interested in free products	1
11	Encourage purchase intention slightly	Power of repetition, consumers can recall company and products	2
		Most companies that share these messages don't have any knowledge	
		Follow up is important	
		Consumers aren't really interested in company,	
		only to win something / free products	
12	Encourage purchase intention slightly	Only in case of a follow up	2
		Consumers are often only interested in free products	
13	Encourage purchase intention	Create awareness	3
		Thereby, consumers may get interested and buy products	
14	Encourage purchase intention slightly	These messages create top of mind awareness	2
		These messages can give consumers the idea that they need to buy a product	
15	Encourage purchase intention slightly	These messages create top of mind awareness	2
		I wouldn't make use of these messages, it is spam	
Mean Rating			1,9

About purchase intention

About the message

About consumers

About the company / products

Not relevant for purchase intention

Trust
Social CRM pattern: energizing
Context: discounts, sale and sales promotions

Responder	Trust indicators	Explanation	Rate
1	Know what to expect	Relevant information about prices	2
2	Doesn't contribute to trust	This contributes to greed	1
3	Feeling of trust (slightly)	Relevant information about prices	2
	Know what to expect		
4	Doesn't contribute to trust	This has nothing to do with, quality or reliability	1
5	Doesn't contribute to trust	This has nothing to do with, quality or reliability	1
6	Feeling of trust (slightly)	This is customer care	2
7	Doesn't contribute to trust	This has nothing to do with, quality or reliability	1
8	Doesn't contribute to trust	This has nothing to do with, quality or reliability	1
9	Know what to expect	Relevant information about prices	3
10	Feeling of trust (slightly)	Relevant information about prices	3
	Know what to expect		
11	Doesn't contribute to trust	This has nothing to do with, quality or reliability	1
12	Doesn't contribute to trust	This is for creating awareness and conversion	1
13	Feeling of trust (slightly)	Transparancy about prices	2
14	Feeling of trust (slightly)	This has nothing to do with quality of the organisation	2
		These messages give relevant information about prices	
15	Feeling of trust (slightly)	These messages give relevant information about prices	2
		It is aggressive "I'm on sale, buy me now"	
Mean Rating			1,7

About trust
About the message
About consumers
Not relevant for trust

Commitment
Social CRM pattern: energizing
Context: discounts, sale and sales promotions

Respondent	Commitment indicators	Explanation	Rate
1	Consumers Like these messages	Announce the discounts to fans at first, then they feel special	5
	Shared interest	This is added value for fans to follow a company	
	Consumers like to stay informed	Discounts give consumers a good feeling and creates a bond	
2	I Like these messages	Discounts give consumers a good feeling and creates a bond	4
	Shared interest		
	I like to stay informed		
3	I Like these messages	Consumers are committed when they follow a company for discounts etc.	4
	I like to stay informed		
4	Feel committed	This is added value for fans to follow a company	4
	I like to stay informed		
5	I Like these messages	Attention stops when the promotion stops	3
6	Feel committed	Only at the moment when messages appears, thereafter less committed	3
7	Doesn't contribute to commitment	Doesn't contribute to long-term customer relationship	1
8	Feel committed	Only committed at the moment when messages appears, thereafter less committed	3
		Do not spam, this is ordinary advertising for generating sales	
9	I Like these messages	Consumers are committed when they follow a company for discounts etc.	4
	I like to stay informed		
10	I Like these messages	Women are more susceptible than men	4
	I like to stay informed		
11	Doesn't contribute to commitment	Women are more susceptible than men	1
		Attention stops when the promotion stops	
12	Feel committed	Women are more susceptible than men	3
	I Like these messages	Attention stops when the promotion stops	
13	I Like these messages	Give the fans the idea that discounts are announced to them at first	5
	Shared interest	Before other consumers know about the discounts	
	I like to stay informed	This is added value for fans to follow a company	
		But in fact al the consumers benefit from the discounts	
14	Feel committed	Discounts give consumers a good feeling and creates a bond	4
	I Like these messages	Discounts gets consumers in motion	
	I like to stay informed		
15	Feel committed	Sales promotions give consumers the feeling that they are special	5
	I Like these messages	Dutch consumers like discounts and sale	
		It gives them a good feeling and creates a bond	
Mean Rating			3,5

About commitment
About the message
About consumers
About the company / products
Not relevant for commitment

Word of mouth
Social CRM pattern: energizing
Context: discounts, sale and sales promotions

Respondent	Word of mouth indicators	Explanation	Rate
1	Recommendations I like to help other consumers Viral (like, share)	People talk about discounts Introduce this to their friends	5
2	Buzz (responses) Viral (like, share) Recommendations I like to help other consumers	People talk about discounts Introduce this to their friends	4
3	Buzz (responses) Viral (like, share) Recommendations I like to help other consumers	People talk about discounts Introduce this to their friends	5
4	Buzz (responses) Viral (like, share) Recommendations	Women are more susceptible than men Introduce this to their friends	5
5	Buzz (responses) Viral (like, share) Recommendations	Women are more susceptible than men Introduce this to their friends	4
6	Buzz (responses) Viral (like, share) Recommendations I like to help other consumers	People talk about discounts Introduce this to their friends	5
7	Buzz (responses) Viral (like, share) Recommendations I like to help other consumers	People talk about discounts Introduce this to their friends	4
8	Buzz (responses)	Especially in case of spectaculair and relevant discounts	3
9	Buzz (responses) Viral (like, share) Recommendations	Women are more susceptible than men Introduce this to their friends	4
10	Buzz (responses) Viral (like, share) Recommendations I like to help other consumers	People talk about discounts Introduce this to their friends	4
11	Buzz (responses) Viral (like, share)	Spectaculair & relevant discounts Women are more susceptible than men	3
12	Doesn't contribute to WOM	Depends on product type Especially suitable for fashion and accessories I didn't notice any effect Women are more susceptible than men	1
13	Buzz (responses) Viral (like, share) Recommendations I like to help other consumers	People talk about discounts Introduce this to their friends Women are more susceptible than men	5
14	I like to help other consumers	People talk about discounts Introduce this to their friends	3
15	Recommendations I like to help other consumers	Dutch consumers like discounts and sale Introduce this to their friends	4
Mean Rating			3,9

About WOM
About the message
About consumers
About the company / products
Not relevant for WOM

Customer acquisition
Social CRM pattern: energizing
Context: discounts, sale and sales promotions

Respondent	Customer acquisition indicators	Explanation	Rate
1	Attract new customers Visit store Visit website / webshop Follow on social media	Discounts persuade consumers Aimed at conversion	5
2	Attract new customers Visit store Visit website / webshop Follow on social media Subscribe to newsletter	Discounts persuade consumers These messages are focused on acquisition and generating sales	4
3	Attract new customers Visit store Visit website / webshop Follow on social media	Inclined to act quickly when seeing discounts Aimed at conversion Call to action Linkbuilding	4
4	Attract new customers	Discounts persuade consumers	5
5	Attract new customers	Functions as an advertisement	5
6	Attract new customers Visit website / webshop	Discounts persuade consumers Doesn't retain customers	3
7	Attract new customers Visit store Visit website / webshop Follow on social media	Discounts trigger consumers	4
8	Attract new customers	These messages are focused on acquisition and generating sales Discounts trigger consumers Discounts persuade consumers	5
9	Attract new customers	Discounts trigger consumers Discounts persuade consumers Trigger purchase Aimed at conversion Linkbuilding	5
10	Attract new customers Visit store Visit website / webshop Follow on social media	Discounts persuade consumers	4
11	Attract new customers	Trigger purchase Aimed at conversion This leads to repeat purchases Especially for women	3
12	Attract new customers	In case of significant benefits	4
13	Attract new customers Visit store Visit website / webshop	This is a stimulant to buy products Especially for products that make you prettier and more beautiful	5
14	Attract new customers	This is an agressive sale tactic Buy me, I'm on sale	5
15	Attract new customers	These messages are focused on acquisition These messages are aimed at conversion Discounts persuade consumers	5
Mean Rating			4,4

About customer acquisition
About the message
About consumers
About the company / products
Not relevant for customer acquisition

Purchase Intention
Social CRM pattern: energizing
Context: discounts, sale and sales promotions

Respondent	Purchase intentions indicators	Explanation	Rate
1	Encourage purchase intentions	Persuade consumers with discounts	5
2	Encourage purchase intentions	Consumers like discounts	5
3	Encourage purchase intentions	Persuade consumers with discounts	5
4	Encourage purchase intentions	Consumers like discounts	5
5	Encourage purchase intentions	Persuade consumers with discounts	5
		Women are more susceptible than men	
6	Encourage purchase intentions	Persuade consumers with discounts	5
		Give a last push	
		Women are more susceptible than men	
7	Encourage purchase intentions	Persuade consumers with discounts	4
8	Encourage purchase intentions	Persuade consumers with discounts	5
		Trigger impulse buy	
		Do not spam, this is ordinary advertising for generating sales	
		Women are more susceptible than men	
9	Encourage purchase intentions	Aimed at conversion	5
		Persuade consumers with discounts	
		Women are more susceptible than men	
10	Encourage purchase intentions	Persuade consumers with discounts	5
		Aimed at conversion	
11	Encourage purchase intentions	Persuade consumers with discounts	4
		Trigger impulse buy	
		Women are more susceptible than men	
12	Encourage purchase intentions	In case of significant benefits	4
		When consumers have a purchase intention	
		companies can easily persuade them with discounts	
13	Encourage purchase intentions	Persuade consumers with discounts	5
14	Encourage purchase intentions	Products and discounts must have relevance	4
		Persuade consumers with discounts	
15	Encourage purchase intentions	Dutch consumers like discounts and sale	5
		Especially women like discounts	
		I'm insensitive to this, I only buy products when I need something	
		Persuade consumers with discounts	
Mean Rating			4,7

About purchase intention
About the message
About consumers
About the company / products
Not relevant for purchase intention

Trust
Social CRM pattern: supporting
Context: provide service and (technical) support

Respondent	Trust indicators	Explanation	Rate
1	Feeling of trust Reliable Honest	Public, everyone can see it	5
2	Doesn't contribute to trust	Under pressure of publicity a solution is offered Not sincere When this was not come into publicity, no service was provided	1
3	Feeling of trust Honest Shared interest	Personal interests in customer Give positive twist to it	4
4	Feeling of trust Shared interest	Personal interests in customer Show that companies are willing to make extra time and effort for customer	4
5	Feeling of trust Shared interest	Personal interests in customer	4
6	Feeling of trust Shared interest	Personal interests in customer One on one contact Shorter lines	4
7	Doesn't contribute to trust	Under pressure of publicity a solution is offered Not sincere Contempt for consumers that problems should be solved via social media	1
8	Feeling of trust Reliable Honest	Consumers respond positively on this	4
9	Feeling of trust Reliable	Consumers think it's normal that companies provide service via social media We monitor this daily and act as quickly and carefully as possible React adequately contributes to trust	4
10	Reliable Honest	Public, everyone can see it	4
11	Feeling of trust	Companies show that they are easy approachable React quickly contributes to trust React adequately contributes to trust	4
12	Feeling of trust Honest Shared interest	Consumers expect that companies provide service via social media Public, everyone can see it Companies show that they are easy approachable It is about how you solve a problem, not that you solve the problem Show that companies are willing to make extra time & effort for customer	5
13	Feeling of trust Reliable	Consumers react very positively to this Show that you listen to your customers Consumers feel taken seriously Even when consumers are really dissatisfied, when you provide an adequate and quick solution, you can redirect this in something positive and ensure that consumers retain a positive association with the company	5
14	Feeling of trust Reliable	Companies show that they take responsibility Show that you are a reliable organization When you doesn't provide service and support companies may get great image damage	4
15	Feeling of trust	Show that companies adjust to times of new media Show that companies are professional Show a positive image	4
Mean Rating			3,8

About trust
About the message
About consumers
About the company / products
Not relevant for trust

Commitment
Social CRM pattern: supporting
Context: provide service and (technical) support

Respondent	Commitment indicators	Explanation	Rate
1	Feel committed	Company responds publicly to customer needs Provide quick help	4
2	Doesn't contribute to commitment	Under pressure of publicity a solution is offered	1
3	Feel committed I Like these messages	I like it when companies offer solutions in a positive and funny way	4
4	Feel committed I Like these messages	Company responds publicly to customer needs I like it when companies offer solutions in a positive and funny way It is not obvious of it is sincere It is offered under pressure of publicity	4
5	Feel committed I Like these messages	I like it when companies offer solutions in a positive and funny way	4
6	Feel committed	Company responds publicly to customer needs Provide quick help	4
7	Feel committed	Contributes only to commitment when a good solution is offered	2
8	Feel committed	Companies are easy approachable Company responds publicly to customer needs	4
9	Feel committed	Company responds publicly to customer needs Provide quick help Companies stand ready for their customers	4
10	Feel committed	Responds publicly to customer needs	4
11	Feel committed	Companies are easy approachable Especially when you are fan of a brand/product	4
12	Feel committed	Companies are easy approachable Provide quick help Companies stand ready for their customers	4
13	Feel committed	Provide quick and adequate help Show empathy One on one contact Company responds generally quickly to customer needs	4
14	Feel committed	This is two-dimensional Companies show commitment to customer Companies show that they want a long term relationship	3
15	Feel committed	Company show that they want to be in touch with consumers Consumers get personal attention	4
Mean Rating			3,6

About commitment
About the message
About consumers
About the company / products
Not relevant for commitment

Word of mouth
Social CRM pattern: supporting
Context: provide service and (technical) support

Respondent	Word of mouth indicators	Explanation	Rate
1	Buzz (responses)	People talk about fast service	4
	Viral (like, share)	People talk especially in a negative way	
2	Buzz (responses)	People talk especially in a negative way	4
	Viral (like, share)		
3	Buzz (responses)	Redirect problem to nice, funny narrative	5
	Viral (like, share)	Redirecting a problem into something positive	
	Recommendations	I like to introduce this to my friends	
4	Buzz (responses)	I enjoy this	5
	Viral (like, share)		
5	Buzz (responses)	I enjoy this	5
	Viral (like, share)		
6	Buzz (responses)	People talk about fast service	4
	Viral (like, share)		
7	Recommendations	Contributes slightly to WOM, when a good solution is offered	3
		I like to introduce this to my friends	
8	Buzz (responses)	In case of very good solution it will help companies (funny / humor)	3
	Viral (like, share)	In case of very bad solution it counteracts	
9	Recommendations	I enjoy this	4
		Especially when humor is used	
10	Viral (like, share)	I like to introduce this to my friends	4
	Recommendations		
11	Recommendations	This is innovative	4
		I like to introduce this to my friends	
12	Recommendations	I like to introduce this to my friends	5
		This can be in a positive or negative way	
		When consumers share their experiences and opinions (pos/neg) this may cause	
		a snowball effect	
		Other consumers will also be motivated to share their opinions and experiences	
13	Buzz (responses)	Redirect problem to nice, funny narrative	4
	Viral (like, share)	Redirecting a problem into something positive	
	Recommendations	I enjoy this	
		Show name of employees, make it personal	
		When companies provide a positive solution, consumers get a positive association	
		and consumers will talk about it	
		I like to introduce this to my friends	
		For large companies this can have a great impact (viral)	
14	Viral (like, share)	This has great potential	4
		Try to exceed customer expectations	
		It is unique to provide service via social media	
		When consumers share their unique service and support experience this often goes viral	
15	Buzz (responses)	Companies stay in touch with consumers	5
	Viral (like, share)	Personal contact and attention, consumers like this and talk about this	
	I like to introduce this to my friends	Use humor	
Mean Rating			4,2

About WOM
About the message
About consumers
About the company / products
Not relevant for WOM

Customer acquisition
Social CRM pattern: supporting
Context: provide service and (technical) support

Respondent	Customer acquisition indicators	Explanation	Rate
1	This doesn't contribute	No call to action	1
2	This doesn't contribute	Service only runs through social media when things are not well resolved No call to action	1
3	Attract new customers	Directly stand ready for customer attracts customers Feeling that company is committed to customer / makes effort attracts consumers	4
4	Attract new customers	If you don't provide service, than you don't stand out / not noticeable	4
5	Attract new customers	Sharing new information about service and support attracts consumers	4
6	Attract new customers	Feeling that company is committed to customer / makes effort attracts consumers	4
7	Attract new customers	When a good solution is offered to a problem, I will consider a company	4
8	Attract new customers	When new customers need help via social media, you provide support Otherwise they won't buy products anyway When potential consumers reveal their purchase intention we help them and Hereby we sell a lot	3
9	Attract new customers	Satisfied customers return and make positive reviews and recommendations, which attracts new consumers Directly stand ready for customer attracts customers	4
10	Attract new customers	When the problem is well resolved then you tell this to friends If it ever happens to you that you experience a problem, then you know that it will be resolved	3
11	Attract new customers	On beforehand you don't know how a company is going to react (i.e. solve problems) No call to action	3
12	Attract new customers	Insecure consumers like this. Gives feeling of safety and trust Small part of decision process	3
13	Attract new customers	Small part of decision process If it ever happens to you that you experience a problem, then you know that it will be resolved. More likely to buy Insecure consumers like this. Gives feeling of safety and trust Customer service should be fast, good and personal	3
14	Attract new customers	It contributes indirectly It is a nice thought that companies provide service and support	3
15	Attract new customers	It contributes indirectly Consumers like it when they know that companies provide adequate service Consumers expect that companies provide service via social media Companies are easy approachable Companies show that they are obliging	4
Mean Rating			3,5

About customer acquisition
About the message
About consumers
About the company / products
Not relevant for customer acquisition

Purchase Intention
Social CRM pattern: supporting
Context: provide service and (technical) support

Respondent	Purchase intention indicators	Explanation	Rate
1	This doesn't contribute	No call to action	1
2	This doesn't contribute	No call to action	1
3	Encourage purchase intentions	If it ever happens to you that you experience a problem, then you know that it will be resolved No direct call to action, so indirectly it contributes	4
4	Encourage purchase intentions	Insecure consumers like this. Gives feeling of safety	4
5	Encourage purchase intentions	Convenience	3
6	Encourage purchase intentions	Only ask for service when I have already bought a product Functions as advertisement	2
7	Encourage purchase intentions	When a good solution is offered to a problem, I will consider a company I prefer face to face	2
8	Encourage purchase intentions	Help consumers with their purchase and decisions Help customers in order to ensure that they make purchases in the future Hereby we sell a lot I provide service to existing customers in order to remain them. So that they will buy products in the future	4
9	Encourage purchase intentions	Help consumers with their purchase and decisions Easy accessible We get many orders through this	4
10	Encourage purchase intentions	Help consumers with their purchase and decisions If it ever happens to you that you experience a problem, then you know that it will be resolved. More likely to buy Provides certainty	4
11	Encourage purchase intentions	Providing service is important, but doesn't contribute directly to P.I.	3
12	Encourage purchase intentions	In case of repeat purchases, consumers know that they can rely on adequate service This gives trust and makes price subordinate When consumers make their purchase intention public, companies can react to this	4
13	Encourage purchase intentions	Small but important part of decision process when you already have purchase intentions	3
14	Encourage purchase intentions	It is a nice idea that companies provide service and support It provides certainty It confirms that I made the right choice So, indirectly it contributes to purchase intention	4
15	Encourage purchase intentions	Companies show that they are reliable and honest, and these are conditions for purchase intention	3
Mean Rating			3

About purchase intention
About service
About consumers
About the company / products
Not relevant for purchase intention

Trust
Social CRM pattern: embracing
Context: ask for opinions and ideas

Respondent	Trust indicators	Explanation	Rate
1	Feeling of trust	Companies are open to ideas	4
	Reliable	Public, everyone can see it	
2	Feeling of trust	Interest in customer	2
3	Shared interest	Interests in customer	4
		Companies are open to ideas	
4	Shared interest	Interests in customer	3
5	Shared interest	Interests in customer	4
6	Feeling of trust	When really something is done with the input	4
		Show best idea	
		Show name person who has best idea	
7	Feeling of trust	When really something is done with the input	3
	Shared interest	Interest in customer	
8	Feeling of trust	Consumers have a direct influence on product	4
		Companies should do something with the input / follow up & communicate this	
9	Doesn't contribute to trust	Response is zero	1
		Customers are not interested in this	
10	Feeling of trust	Public, everyone can see it	3
	Reliable	You need to act accordingly	
11	Feeling of trust	Asking for opinions and ideas shows that you want to learn and develop	4
		When asking for opinions and ideas ompanies present themselves publicly vulnerable, because customers can be publicly critical. This contributes to trust.	
12	Feeling of trust	Make consumers partakers	4
		Give them the feeling that they have influence on the product (range)	
13	Feeling of trust	Consumers feel taken seriously	2
	Shared interest	Interests in customer	
14	Feeling of trust	Companies show transparancy	3
	Reliable	Consumers may take part and join the conversation	
		This gives the feeling that companies are reliable and can be trusted	
15	Feeling of trust	Companies are in touch with their customers	4
		Make consumers enthusiastic about your brand	
		This enables interaction and gives the feeling that companies can be trusted	
Mean Rating			3,3

About trust
About the message
About consumers
About the company / products
Not relevant for trust

Commitment
Social CRM pattern: embracing
Context: ask for opinions and ideas

Respondent	Commtiment indicators	Explanation	Rate
1	Feel connected	Companies are open to ideas	5
		Involve consumers in business activities	
2	Feel committed	Companies are open to ideas	3
	Shared interest	Feels like consumers are of importance for company	
3	Feel committed	Companies are open to ideas	5
	Shared interest	Feels like consumers are of importance for company	
4	Feel committed	Companies are open to ideas	5
	Shared interest		
5	Feel committed	Companies are open to ideas	5
	Shared interest		
6	Feel committed	Consumers feel taken seriously	4
	Shared interest	Companies should communicate the result	
7	Feel committed	Consumers feel taken seriously	5
	Shared interest	Companies should communicate the result	
8	Feel committed	This asks for interaction with customers	5
	Feel connected	Involve consumers in organization & product	
		Their opinion is taken seriously	
		Companies should do something with the input / follow up & communicate	
9	Feel committed	Sharing your opinion is very easy on social media	4
		Some customers want to help company and contribute something to make a difference	
10	Feel committed	Consumers feel taken seriously	3
	Shared interest		
11	Feel committed	Asking for opinions and ideas shows that you want to learn and develop	5
		Involve consumers in activities,	
		then it becomes difficult to distance themselves.	
		Take consumers along in your ideas and they become part of it.	
12	Feel committed	Consumers only feel committed for a moment	3
		Consumers buy products just as good from a competitor when they are cheaper	
13	Feel committed	Consumers have the feeling that companies listen to them	5
		We get only responses of our fans, not very many responses	
		Ask questions like "what kind of products/brand do you miss in our range?"	
		"what is your opinion about this color, model, fit, etc.?"	
14	Feel committed	Companies show that they are sincerely interested in customer	5
		Companies are sincerely committed to customer. E.g. what drives them, etc.	
		At Grolsch we get many responses to this kind of messages	
		Probably because consumers have a strong emotional bond with this brand	
		Companies have to do a follow up and communicate the result	
15	Feel committed	Consumers like it when they are asked to share their opinion	5
		Feels like consumers are of importance for company	
		Companies make their consumers part of the brand/product	
Mean Rating			4,4

About commitment
About the message
About consumers
About the company / products
Not relevant for commitment

Word of mouth
Social CRM pattern: embracing
Context: ask for opinions and ideas

Respondent	Word of mouth indicatosr	Explanation	Rate
1	Buzz (responses)	People like to share opinions	3
2	Buzz (responses)	People like to share opinions	3
	Self interested helpers		
3	Buzz (responses)	People like to share opinions	3
	Self interested helpers		
4	Buzz (responses)	People like to share opinions and help companies	3
	I like to help companies		
5	Buzz (responses)	People like to share opinions	3
	Self interested helpers		
6	Buzz (responses)	Amount of responses depends on products & consumers	3
	Self interested helpers	Category housewife has time for this	
		I am insensitive to this	
7	Buzz (responses)	No recommendations	3
8	Buzz (responses)	Companies should do something with the input / follow up and communicate	3
9	Doesn't contribute to WOM	Response is zero	1
		I won't introduce this to my friends	
10	Buzz (responses)	Lower social class that reacts	2
	Self interested helpers		
11	I like to help companies	I like to help others	3
12	Doesn't contribute to WOM	Response is zero	1
13	Buzz (responses)	Not very many responses	3
	I like to help companies	Companies should do something with the input / follow up and communicate	
	Self interested helpers		
14	Buzz (responses)	Consumers only respond to a question and share their opinion	2
15	Buzz (responses)	People like to share opinions	2
		Consumers only respond to a question	
Mean Rating			2,5

About WOM
About the message
About consumers
About the company / products
Not relevant for WOM

Customer acquisition
Social CRM pattern: embracing
Context: ask for opinions and ideas

Respondent		Explanation	Rate
1	Doesn't contribute to C.A.	Doesn't have value for customer acquisition	1
2	Doesn't contribute to C.A.	Doesn't have value for customer acquisition	1
3	Doesn't contribute to C.A.	Doesn't have value for customer acquisition	1
4	Attract consumers	Functions as advertisement	3
5	Attract consumers	Functions as advertisement	3
6	Attract consumers	Functions as advertisement	2
7	Attract consumers	When companies act on these ideas Then they will deliver better products in the future	3
8	Attract consumers	Shows that you are an interesting company	3
9	Doesn't contribute to C.A.	Doesn't have value for customer acquisition	1
10	Doesn't contribute to C.A.	Doesn't have value for customer acquisition	1
11	Doesn't contribute to C.A.	No call to action	1
12	Attract consumers	Follow up the ideas and opinions Then you are able to offer a better product that consumers will buy	3
13	Attract consumers	Follow up the ideas and opinions Then you are able to offer a better product that consumers will buy Especially for FMCG	2
14	Attract consumers	This shows that you are a honest and transparant company There is no call to action This is only sympathetic	2
15	Attract consumers	This shows that you are an interesting company Companies may receive special and good ideas and produce better products in the future	2
Mean Rating			2,1

About customer acquisition
About the message
About consumers
About the company / products
Not relevant for customer acquisition

Purchase Intention
Social CRM pattern: embracing
Context: ask for opinions and ideas

Respondent		Explanation	Rate
1	Doesn't contribute to P.I. directly	Over time you develop a product that fits customer needs	2
2	Doesn't contribute to P.I.	No call to action	1
3	Doesn't contribute to P.I.	No call to action	1
4	Doesn't contribute to P.I.	No call to action	1
5	Doesn't contribute to P.I.	No call to action	1
6	Doesn't contribute to P.I.	No call to action	1
7	Doesn't contribute to P.I. directly	Over time you develop a product that fits customer needs	2
8	Doesn't contribute to P.I. directly	Over time you develop a product that fits customer needs	2
		Important for future purchases	
9	Doesn't contribute to P.I. directly	I think consumers may find this fun	2
10	Doesn't contribute to P.I. directly	Over time you develop a product that fits customer needs	2
11	Co-creation contributes to P.I.	Involve consumers in activities,	4
		then it becomes difficult to distance themselves.	
		Take consumers along in your ideas and they become part of it.	
		With the result that they buy your products	
12	Co-creation contributes to P.I.	I ask consumers what products they miss in our range	4
		in order to deliver better matching products	
		A company should be a early bird in this field	
13	Co-creation contributes to P.I.	I ask consumers what products they miss in our range	3
		in order to deliver better matching products/brands	
		With the result that they might also buy other products	
		This is in case of existing customer relationships (fans)	
14	Doesn't contribute to P.I. directly	This contributes indirectly to purchase intention	2
		Shows transparency and trust	
		It shows that companies want to fulfill consumer needs	
		and that companies want to produce a superior product	
		Consumers often cannot exactly specify their needs	
15	Doesn't contribute to P.I. directly	Consumers get attention, are in touch and are involved in company's activites	3
		These are necessary conditions for purchase intention	
Mean Rating			2,1

About purchase intention
About the message
About consumers
About the company
Not relevant for purchase intention

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Respondent	Other examples that contribute to trust
1,3,6,7,8,10,1 1,12,14	Show your customers / references Show a lot of customer experiences Show a lot of customer reviews. Reviews are very important. Show before and after photos. So companies can give a clear picture of what they can do for their customers Show a company movie
5	Add humor to customer service
7	Show professional and expert infomation Present objective messages Less commercial content
8	Do what you promise Use social media consciously, do not spam You have to be reliable to be found reliable
9	Show dutch celebrities who recommend products
10	Share messages about the history of the company. 100 years existence shows that you are a solid company
12	Encourage consumers to write reviews and show photos. Let ambassadors write about you. Let authorities, that have no commercial interest, write about you. Authorities which share expertise contribute to trust Send blog writers free products and let them write about you.
13	Transparancy Not everything has to be perfect Small imperfections contribute to trust Redirect something negative in something positive Show before and after photos. Announce price winners
14	Show messages about prizes and awards Communication about special and important customers, gives the suggestion that the company must be good
15	Show that you are a member of organizations that show that you are a professional in your field Show that you meet standard and quality requirements / show certificates e.g. Bovag, GIW garantiefonds, hofleverancier, etc. Show messages about prizes and awards You have to be reliable to be found reliable.

Respondent	Other examples that contribute to commitment
3,9	Be interested and ask for opinions and ideas of customers Reward customers for their ideas, highlight best idea or give them discount
4	Show customer experiences, both positive and negative
5	Adequate customer service Be present on all social media platforms
6	Show events, sign up for events Connect offline activities with online
10	Guest of the month in spothlights
11	I feel committed when other consumers share their experiences with company Personalized messages, one on one.
12	Repeat special offers and discounts, thereby consumers remain committed and follow you Give them discounts on next purchase Make newsletters, write about tips and events Show that you engage with target audience
13	Present new employees (blog, photos), so customers get feeling with persons behind the company Announce price winners
14	Show how a product is made Make it personal. Show passionate employees that produce the products, e.g. beer brewers Show preparation for events
15	Congratulate your customers one on one, and not with general messages

Respondent	Other examples that contribute to WOM
4	Showing events creates WOM, sign up for events
6	Companies should show reviews, experiences and rankings of consumers
7	New insights Groundbreaking innovative ideas, new features Inspiring
8	There should be an urgency / time pressure Consumers take action when there is a strong positive or negative emotion It has to be very special
9	Show unique products Use humor
11	Show something unique Cakes from satisfied customers
12	Linkbuilding Knowlegde / expertise articles / white papers, with tips and how to's
13	Show customers who have bought nice set of clothes
14	Try to exceed the expectations of consumers To go viral, the message should be coarse, horny or crazy (3 G's, grof, geil of gek) Message have to be bizarre, but be yourself

Respondent	Other examples that contribute to customer acquisition
3	Show a lot of customer reviews. Reviews are very important. Make messages personal Write from your heart Show before and after photos. Write what you have done to achieve this
5	Show a lot of customer reviews. Reviews are very important. Show professional photos Ambassadorship
6	Show events, customers can sign up for events
7	Show objective information Compare products Send blog writers free products and let them write about you. Linkbuilding
9	Share product in combination with celebrities Share online your offline activities
12	Link like, share & win promotion to the web shop, not only on facebook. In this way you get more conversion. Encourage consumers to recommend the company to their friends. Friends receive a coupon with discount and the consumer receive discounts for bringing new customers

Respondent	Other examples that contribute to purchase intention
3, 11	Show a lot of customer reviews. Reviews are very important. Show expertise through before and after photos
10	Helpfulness
12	Shortage 'these are the last available products' Be trend setter and show trends Be an authority Be social proof, so that consumers assume your actions as correct and good behaviour, because you show that you have knowledge and expertise about a certain subject So, that consumers confirm and converge with their behaviour
14	Identification, when consumers show that they own a product other consumers also want to buy it This also applies to role models Be unique, new, innovative and there should be an urgency like shortage "these are the last available products"

Appendix F – Participants study 2

A&M Impact, Chiel Pas

BonsenReuling, Toin de Ruiter

CobraXL, Kayo Klein Obbink

Contentvisie, Aafke Melgers

De Roode Leeuw, Hanneke Jansen

De Virupa Groep, Erwin Markerink

De Virupa Groep, Jan Nales

Geen blad voor de Mond, Laurens Oude Elberink

Hof 88, Joris Kemps

Internetvisie, Gerard Russchen

VB Airsuspension, Gerald Molenveld

Virupa, Anouk Oonk

A marketing professional from a publishing company

A marketing professional from a banking company

A marketing professional from a door and window frame manufacturer