The Key to Social Media Implementation: Bridging Customer Relationship Management to Social Media

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Abstract
Perhaps, one of the most recent IT-based solutions nowadays is social media solution. Many organizations have created their own Facebook and Twitter pages, and employ social media tools to monitor their standing in the social networks. However, not all of them have been successful in employing these social solutions. As a matter of fact, we attempted to investigate the most important factors in implementation of IT-based solutions (with an emphasis on customer relationship management) in the social media context. We interviewed 65 IT professionals from various organizations and employed exploratory factor analysis to find the similarities and distinctions between social media solution implementation and other IT-based solutions implementation. Although our results revealed some similarities, the social part of these new solutions imposed a specific emphasis to customer engagement. Finally, we proposed a framework for implementation of social media solutions.

1. Introduction
Social media, nowadays, is among the most appealing topics in the IS discipline and IT industry. The root of social media goes back to 1971 when the first email was transferred from one computer to the computer next to it [28]. After almost forty years, on average, each of us sends 105 business emails per day [30]. Apart from emails, users employ many other tools to communicate with each other. For instance, Facebook has over 800 million active users [38]. In fact, statistics indicate that users’ posts in social network sites such as Twitter and Facebook surpassed personal emailing as of February 2009 [4].

One of the other indicators of an urge for adoption of social media by the organizations is the rate of penetration of this advent technology among the organizations. According to Sinclaire and Vogus [37], 99% of best global brands utilize at least one of the social network websites. Statistics show that social media adoption doubled by U.S. small businesses in 2009 and keeps growing at the time [31]. In his 2009 study, Cone [26] reported that 93% of the participants believe that firms should be present in the social network sites and 85% of the respondents think that companies should interact with their customers via the social network sites. Moreover, 64% of Facebook users have liked at least one brand [13] and it is estimated that 23.1 million users discover new brands or products through social media [20]. The immense number of individual and corporate users along with the towering diffusion rate of social media signals its magnificent value. The overwhelming numbers guide the organizations to consider utilizing social media. Many of them have hired consultants or even employees to provide proper content for their Facebook posts, YouTube videos and Tweets. Several global companies developed their own social network to foster knowledge sharing among the employees. Many have tried to utilize social business tools and analytics to better understand their business environment and their standings compared to competitors. In contrast, many of other businesses only created Facebook and YouTube profiles to passively post their ads. Therefore, similar to other technologies, the level of adoption differs across organizations. However, there is a critical difference between social media and most of the other advent solutions. Social media solution is “the democratization of information” [39]. Even if the organization does not attempt to be a part of social media revolution, the stakeholders probably do. As a matter of fact, when organizations face such phenomenon they have to react properly. For instance, if someone googles “FedEx”, she will see a link to a YouTube video showing the “FedEx Guy Throwing My Computer Monitor” in the first result page. This video shows a delivery by FedEx agent who throws the recipient’s package (a computer monitor) into his yard. Over 8 million people have watched this video and over 25 thousands of them have commented on it. The tube obliged FedEx to react with confronting its employee and sharing an...
apology video by senior vice president of FedEx Express, U.S. Operations. This case along with other similar stories emphasizes the need for a proper strategy regarding social media.

By reviewing the literature, one can come to conclusion that social media is one of the opportunities for organizations to sell their products and services, to acquire information about their products and services, to better recognize their markets, and to better collaborate with their stakeholders. However, social media implementation is a two-edged sword. Organizations will benefit from social media only when they deploy this solution properly. Although there are lots of studies and reports targeting the significance of social media in today’s business environment, less emphasis has been awarded for the proper implementation of social media solutions and mainly the most influential elements in their implementation success. As a matter of fact, a need for determining and prioritizing success factors for social media implementation by utilizing information systems methods seems evident. Hence, the objective of this study is to identify major factors that influence the successful implementation of social media solutions. Furthermore, we aimed to prioritize those factors according to their importance for business decision makers. Finally, we are interested to examine one of IS implementation frameworks (Technology-Organization-Environment framework) in the social media context.

To construct the model, we identified and organized the factors that were found to be influential in prior CRM research because of limitations of social media related research and the similarities between CRM solutions and social media solutions from practitioners’ point of view.

This article is organized as follows. First, we provide an overview of relevant literature, and discuss about the social media in CRM context and introduce Technology-Organization-Environment framework. Then, research questions are followed by data analysis and discussion sections. Finally, we offer further insights in the conclusion section.

2. Literature review

To start determining the success factors in implementation of an IT-based technology, the definition of success itself is vital. Information systems literature has been including various dimensions to appropriately define the success of an IT-based system. As DeLone & McLean [12] maintained, success in information systems literature has six different elements or categories: “system quality, information quality, use, user satisfaction, individual impact, and organizational impact”. As a matter of fact, the interpretation of success by IS researchers may impact the constructs they deploy in their studies. Since the ultimate purpose for implementing IT-based solutions is positive organizational outcomes, we interpret the successful implementation of social media as positive organizational impact of such systems.

2.1. Social media and CRM

Numerous studies so far, have tried to determine critical factors for successful implementation of IT-based solutions. However, none of them tried to specify the keys to successful implementation of social media. Hence, to start with the success determinants, one possible approach could be studying the success factors for similar solutions. From all of the IT-based solutions (that have received glowing attention from academicians), customer relationship management, although different, seems to be more similar to social media solution within organizations. The similarity of CRM and social media can mostly be found in their nature. For instance, Payne & Frow [29], reviewing the definition of CRM in the literature, created the CRM continuum with narrow and tactical definition of CRM in one side and broad and strategic definition of CRM in the other side. Figure 1 represents the CRM continuum.

![Figure 1. The CRM continuum](image)

Similarly, Sinclaire & Vogus [37] argued that organizations have different approaches toward social media. Sinclaire & Vogus classify uses of social networking sites by organizations into two different dimensions: active-passive dimension and reactive-proactive dimension (Figure 2). Interestingly, this classification, they maintain, will result in a continuum with tactical perspective on one side, and strategic perspective on other side.

The definition of customer relationship management can also reveal more insight about the similarities between CRM and social media tools. As Chen & Popovich [6] explained, customer relationship management is “a combination of people, processes and
technology that seeks to understand a company’s customers.” [6] In an attempt to relate this definition to social media dividing it into two sections would be helpful. The first section of the definition is trying to define the nature of CRM (a combination of people, processes, and technology) and the second section is trying to show the applicability of CRM (seeks to understand companies’ customers). Considering the first section, the resemblance of social media tools and CRM is axiomatic: social media is also a combination of people, processes, and technology. The second part however, is more narrowed in CRM definition. In contrast, Sinclaire & Vogus [37] asserted that organizations deploy social media tools for eight different purposes: to defend the company against attacks, to build brand loyalty, to promote a company, product, or brand, for product improvement or product development, to build external communities of followers, to build internal communities of followers, to promote a social cause, and to educate customers on specific topics or technologies. Among these objectives, only one (to build internal communities of followers) seems not to be the objective of CRM. However, the results of Sinclaire & Vogus [37] revealed that among the organizations deployed social media tools only 18% of them use social media to build internal communities aiming at networking employees and other allied groups. Current usage of social media tools by businesses implies the similarities of social media and CRM. Furthermore, giant CRM vendors such as Oracle, Microsoft, and SAP have tried to integrate social media tools with their CRM software resulting in social CRM. All these evidences support the similarities of social media tools and customer relationship management even there are certain attributes that separate them from each other. As a matter of fact and due to lack of studies encompassing social media success factors in the body of knowledge, we tried to evaluate the CRM success factors in social media context.

2.2. The Technology-Organization-Environment framework

According to the Technology-Organization-Environment (TOE) framework, three aspects of a firm’s context influence the adoption or implementation of a technological innovation: technological context, organizational context, and environmental context [42]. Technological context encompasses both internal and external technologies relevant to the organization. Organizational context refers to the organizational factors and resources that influence the adoption or implementation process. As such, the size of the firm, its financial resources, and its organizational structure can be mentioned. Finally, environmental context refers to influential factors outside the control of the firm. For instance, the characteristics of the market and competitors can be considered as environmental factors.

TOE framework has been the theoretical foundation of several IS research works. Swanson [40] investigated several implementation/adoption research works and concluded that IS innovation is both fragmented and limited. He proposed a theory of IS innovation in which he emphasized on Tornatzky & Fleischer’s TOE framework. Iacovou et al. [16] investigated the adoption and impact of Electronic Data Interchange systems in small businesses with a TOE perspective. They identified important factors embedded in all the three contexts of TOE and proposed that all of them are key to success of EDI systems in small businesses. Chwelos et al. [8] examined the proposed model for EDI adoption using the survey method. Their sample included 268 purchasing managers in small businesses in Canada. Their study confirmed the proposed EDI adoption model by Iacovou et al. study. Prior to this study, Kuan & Chau [22] examined EDI adoption model by a TOE perspective. The results of both studies were consistent, indicating the appropriate contribution of TOE framework in EDI adoption. EDI is not the only solution in IS that has been studied with a TOE perspective. Zhu et al. [48] grounded their research model for e-business adoption to investigate the payoff of IT investment in this context. They identified six factors embedded in the three contexts of TOE to find the keys to e-business value. In another study, Zhu & Kraemer [49] further investigated the most important factors in e-business implementation (post adoption stage). Grounded on TOE framework, their model illustrated the most significant factors in e-business value creation.

One of the other contexts for application of TOE framework would be in implementation of social media solutions. We could not locate any prior re-
search that approached social media success factors with a TOE perspective. Hence, we aim to discover whether TOE framework has the same applicability to social media solution implementation. To do so, first, an extensive literature review was performed in pursuit of important success factors in implementation of social media or CRM solutions. Second, we asked the importance of each factor from IT professionals. Third, an exploratory factor analysis was performed to find the second order factors. According to TOE framework, we expect to find three second order factors: technological factors, organizational factors, and environmental factors.

2.2.1. Organizational factors. Technology-organization-environment framework, proposed by Tornatzky & Fleischer [42], identifies three major elements of technological innovation adoption/implementation. Among organizational factors, management support has been confirmed to be an important part [41]. Top management can provide adequate resources, share the desired vision, and create commitment to the project. Adoption research literature consistently studied this factor in various contexts. For instance, Mendoza et al. [25], Campbell [5], Kim & Kim [19], Croteau & Li [10], Lin et al. [24], and Osarenkhoe & Bennani [27] concluded that senior management commitment plays a big role in CRM adoption and implementation.

One of the other organizational factors that has been considered as an important influential factor in IS implementation success is organizational culture. According to Schein [35], culture is what a group learns over a time as that group evolves and solves its problems for its survival. With this broad definition, organizational culture seems to be an influential factor in every major change within the organization. Hence, it is not surprising to find organizational culture an important factor in implementation of organization-wide IT-based solutions. Kim et al. [18] and Sigala [36] directly investigated the role of organizational culture on successful implementation of CRM in organizations.

Along with the dominant role of culture in organization-wide changes, transparency is also considered to be an influential factor in CRM implementation. Transparency refers to the quantity and quality of public information [44]. In an organizational context, transparency can be interpreted as the level of information publicly available to the employees. Transparency has been investigated by Roh, Ahn, & Han [33] and Alshawi et al. [3] in the context of CRM implementation. Their findings confirm that transparency (especially quality of the data) is indeed an influential factor in successful implementation of CRM.

Following transparency, one of the other identified factors is consistency with current business processes. Kim et al. [18], Roh et al. [33], and Lin et al. [24] investigated the role of consistency of the new system with current business processes and operations in implementation of CRM. Their results revealed the importance of this factor in implementation of CRM. It is worth-mentioning that several other researchers used another terminology to study the role of this factor in CRM implementation. For instance, Lawson-Body et al. [23] used the term change management to capture the effect of this factor. The aforementioned studies confirmed the significant role of change management or what we call consistency with current business processes in CRM implementation.

Two other important factors that have been shown to be influential in implementation of IT-based solutions in general and customer relationship management in specific are employee training and engagement. Employee training can increase employees’ interests in use of social media applications. According to value-expectancy theory, people tend to be more interested in tasks about which they have prior knowledge. Furthermore, employee training can impact perceived ease of use. Consequently, perceived ease of use results in acceptance of the solution [11]. As Roger [32] noted in his book, “simply providing computer equipment to employees is unlikely to result in increased computer use unless training is also provided.” (p. 420) Croteau and Li [10] and Sigala [36] provide support for this proposition in CRM context.

Prior experience of employees with social media tools is also another important factor that might affect employees’ intention to use the new solution. Lawson-Body et al. [23] proposed that overall experience of employees with prior solutions impacts the adoption decision. Especially in the case of social media, many employees are active users of social media platforms. As a matter of fact their experience with such platforms impacts the acceptance of social media tools within the organization.

2.2.2. Technological factors. Another element of TOE framework is the technology. The technological context in TOE refers to both relevant internal and external technologies [42]. Internal technologies refer to the current technologies that the organization is deploying. External technologies refer to the available technologies outside the organization. Based on TOE framework, availability of the technology and its characteristics play an important role in the im-
Implementation of technological innovations in organizations. The fit between the solution and the organization has been investigated in IS literature. More specifically, this topic has been studied in the context of CRM implementation. For instance, the complexity of the system [3,15,23], its relative advantage [15], and organizational readiness [15] have confirmed to be influential in adoption or implementation of CRM. Beside the solution and its characteristics, potential level of integration of the solution with existing IT-based solutions inside the organization is very critical. Integration with existing applications seems to be important especially in the stage of adoption decision [3]. If the new solution can be integrated with existing applications, users can apply their experience with existing applications to the new one. Furthermore, integration results in fewer replications. Consequently, level of integration of the new solution with existing solutions is one of the important technological factors that should be considered [25].

One of the technological factors that has been considered as a key to IS implementation success is the support provided by implementation team. Gefen & Ridings [14] examined the effect of user perception of implementation team responsiveness on successful implementation of CRM. They concluded that implementation team support influences the successful of the implementation process. Roh et al. [33] evaluated the role of system support on efficiency and user satisfaction. They concluded that system support indirectly results in higher user satisfaction and efficiency, which in turn results in higher profitability. Alshawi et al. [3] found that vendor support is one of the key factors in adoption of CRM solution.

A project approach toward IT-based solutions reveals other dimensions of implementation project. For instance, project planning plays a critical role in successful implementation of CRM project. For instance, Kotovov [21] argued that planning for project scope along with strategy formulation and formation of a CRM cross functional team pave the way for the tactical implementation of large scale CRM projects. A resource-based view toward implementation of IT-based solutions explains the importance of planning in IS implementation success. A proper project planning for CRM implementation, assigns adequate resources to each phase of the project.

2.2.3. Environmental factors. According to TOE framework, factors embedded in environmental context can also determine the adoption decision or successful implementation of a technological innovation. The environmental context includes the industry characteristics, the firm’s competitors, the macroeconomic context, and the regulatory environment [42]. Competitive pressure is proposed to be one of the environmental factors affecting adoption decision [3,23]. However, the impact of this factor in implementation of social media solutions or CRM has not been investigated. Moreover, governmental regulation has been proposed to affect the decision of CRM adoption [3]. These two factors (government regulation and competitive pressure), more or less, impact the adoption of the solution not its implementation inside the organization. Hence, we did not include these two factors in our study. Instead, customer engagement, partner engagement, and supplier engagement have been included in our list of factors. Customer engagement is the essence of social media platforms and tools. Verhoef et al. [43] proposed a framework through which customer engagement is linked to firm’s value. Customer engagement can be one of the most influential factors in adoption decisions. Furthermore, the link between customer engagement and the firm’s value can mediate employee’s perception toward usefulness of the system. Partner engagement and supplier engagement are also important due to the potential integration between social media tools and existing solutions such as supply chain management or enterprise resource planning.

It is worth mentioning that IT implementation literature encompass numerous success factors. Instead of including all of them, we employed those that have been employed in similar solutions such as CRM. There is no debate on the distinctions of CRM and social media solutions. Although, among all of the IT-based solutions, we found CRM as the most similar one. Furthermore, we incorporated those variables that have been employed in studies in which TOE framework served as the basis for the theoretical background. We also added a new variable (CUSTENG) to reflect the unique attributes of social media solutions. Overall, we decided to include 13 factors in our interview guide:

Top management support (MGMT), organization culture (CULT), consistency with current business processes (BUSPROC), level of transparency within the organization (TRANS), employee training (EMPTRAIN), employee engagement (EMPENG), post adoption support by implementation team (SUPPORT), proper planning of implementation project (PLAN), integration with existing solutions (INTEG), proper solution choice (SOLUTION), customer engagement (CUSTENG), supplier engagement (SUPENG), and partner engagement (PARTENG).

3. Research questions

According to the literature, all of the aforementioned factors are important in implementation or
adoption of most of the IT-based solutions including CRM. However, they have not been all included in one single study. Examining the role of each of them in a single study provides the researchers with the ability to compare them together. For instance, to answer the question “which factor is more important than the other one?” a one-by-one comparison method seems to be inevitable. Considering the scarcity of resources in organizations, practitioners can decide to put more emphasis on which factors. Having a set of factors affecting the success of the implementation and their corresponding importance can inform adoption decisions and organizational readiness assessment as well.

According to this brief introduction, we aim to address several questions in this study:

1- What are the main success factors in the context of social media solution implementation?
2- What is the relative importance of each success factor in the context of social media implementation?

Furthermore, we aim to investigate the relationships among those factors to propose a new framework for social media solutions implementation.

4. Methodology

We followed the survey approach as a methodology to collect and analyze the data and validate TOE framework in social media implementation context.

Our sample consisted of 65 IT professionals with 10 years average professional work experience. All of the participants had prior professional or personal experience with social media platforms and tools. Our sample was drawn from a verity of industries including financial, healthcare, transportation, supply chain, IT, energy, construction, retail, non-profit and education.

All of the IT professionals have been collectively interviewed in separate three groups by the authors. Prior to the interview, a structured interview guide has been distributed among the participants. The interview guide consisted of seven different sections:

• Section 1: A cover letter describing the aim of the research project
• Section 2: Questions regarding professional experience
• Section 3: Level of application of social media tools and platforms in participant’s organization
• Section 4: level of knowledge of participant’s organization on web 2 technology
• Section 5: Personal experience of the participant with social media tools and platforms
• Section 6: List of factors identified by the literature review (13 factors). Each factor in this list served as a single item measure in our investigation. According to Wanous et al. [45], when the construct under question is unambiguous, single item measures are useful. Also according to Youngblut and Casper [47], single item measures are helpful when a holistic impression is informative. Although the psychology and management literatures [7] approve the validity and reliability of single item measures in several contexts, social science researchers should be very considerate in employing these measures. For instance, Alexandrov [2] argues that “only positively worded Likert items with a fairly high level of intensity should be used as single-item measures”. The interview guide also included another section with open-ended questions such as: What do you like/ dislike about your competitors social media? And what are the Facebook business pages you like and what do you like about them?

We asked the participants to rate the importance of each factor in implementation of social media solutions within the organizations. A five point likert scale was deployed in the interview guide.

4.1. Data analysis

We followed a quantitative approach to analyze the data. First, we investigated the importance and the relationships of the factors using descriptive statistics. Next, we employed t-test to compare the importance of each factor compared to other factors. Since we performed multiple t-tests, we adjusted the significance value using Bonferroni and Šidák corrections [1]. According to Abdi [1] performing a test on a set of data for multiple times can cause type I error, which occurs when the null hypothesis is rejected while it is true. The logic behind hypothesis testing indicates that the null hypothesis will be rejected when the probability of occurrence of the null proposition is very exceptional. Bonferroni argued that testing a dataset for multiple times would increase the likelihood of finding a very rare witness for the null proposition and therefore committing to the type I error [1]. Hence, he posited, the significance level of the test should be decreased according to the number of the tests performed on the same dataset. We derived the new significance levels using the algorithm found in [34] to calculate both corrections.

Following the t-test comparisons, exploratory factor analysis with Promax rotation was performed using IBM SPSS 20. Promax was preferred over oth-
er rotation methods because the factors were highly correlated. The extraction method employed in this analysis was maximum likelihood (ML). It is also worth-mentioning that compared to similar studies the sample size in our study is small. However, Jung & Lee [17], De Winter et al. [46], and Comrey & Lee [9] argued that exploratory factor analysis with sample sizes even as low as 50 can produce rigorous results. As Jung & Lee [17] maintained, a sample of 24 observations with 12 variables, 4 factors, and a communality (λ) of 0.8 can produce rigorous results. Furthermore they discussed that a sample of 99 observations with 12 variables, 4 factors, and a communality of 0.6 can produce reliable results. Hence, our sample size of 65 observations with 13 variables, 4 factors, and communality above 0.7 seems to be reliable for an exploratory factor analysis.

5. Results

According to table 2, professionals rated management commitment as the most important factor in successful implementation of social media solutions. Following the managers’ commitment, customer engagement is the second most important factor in predicting success. Table 2 illustrates the rank-ordered list of all factors. T-test comparisons revealed more insight about the factors. Prior to the comparisons, the adjusted p-values were calculated using Bonferroni and Šidák corrections. Both corrections resulted in a transformation from 0.05 to 0.00065.

Compared to management commitment was more important than partner engagement (p<0.0001), supplier engagement (p<0.0001), and after implementation support (p<0.0001). Customer engagement turned to be a more important factor compared to partner engagement (p<0.001), supplier engagement (p<0.0001), and after implementation support (p<0.0001). The characteristics of the solution was more important than supplier engagement (p<0.0001). Consistency with current business processes was also more important than supplier engagement (p<0.0001).

Furthermore, employee engagement was perceived to be more important than supplier engagement (p<0.001). Transparency was also a more important factor compared to supplier engagement (p<0.0001). None of the other comparisons were significant.

Exploratory factor analysis revealed four second-order factors. Integration with existing applications, post-adoptions support by implementation team, senior management commitment, proper planning of the project, and solution characteristics loaded on the same factor. Since all of these factors are highly related to the implementation project itself, we call this factor project factor. Transparency, consistency with current business processes, organization culture, and customer engagement load on the second factor. We call this factor organization factor. Employee training and engagement loaded on the same factor (individual factor). Supplier engagement and partner engagement loaded on another factor (environment factor).

6. Discussion

Regarding our findings as reported in table 2, the most important factor in implementation of social media solutions is the commitment of the senior management to the implementation project. This finding is consistent with other studies in other contexts such as enterprise resource planning and customer relationship management. However, the second most important variable in table 2 detaches our context (social media solution) from others (e.g. ERP and CRM) and signifies the importance of customer engagement in success of social media implementation.

With that said, organizations should put more emphasis on the engagement of their customers in their social media campaigns not only for increasing their sales, but also for achieving higher success in their social media implementation. This finding confirms the role of strategy in social media implementation. As noted earlier, only posting Ads. on Facebook and Twitter will not change the standing of the organization in the eyes of the customers. Instead, a vivid social media strategy that fosters customer engagement and facilitate word of mouth would be critical in successful implementation of social media solutions.

Furthermore, the results of our investigation reveal four different second order factors. This finding extends the TOE framework in the context of social media implementation. That is, instead of having three second order factors, in social media context we have four general factors: 1- project/technology factor, 2- organization factor, 3- individual factor, and 4- environment factor. The new dimension of TOE framework in the context of social media is the individual factor, which includes employee related factors. Engaging employees in organization’s social media plan along with proper training plans may result in better results. As a matter of fact, some of the

2 All of the loadings were above 0.60.
pioneers in adoption and implementation of social media platforms encourage their employees’ presence in the social media environment by creating blogging platforms and providing proper training. Another interesting point of this exploratory factor analysis is related to customer engagement. Surprisingly, the professionals believed that customer engagement was more associated with organization factors such as organization culture and transparency. The fact that customer engagement is perceived to be betrothed to the organization factors augurs proper professionals’ understanding of social media tools. That is, IT professionals confirmed that customer engagement in social media is an inter-organizational matter that can be controlled by the organizations. Since the most important factor is top management commitment followed by customer engagement, the rank order table also confirms this finding. Moreover, answers to open-ended questions and subsequent discussions confirmed this finding as well. Believing in organizations’ control over their social media presence indicates that a proper strategic view toward this advent technology may result in desired outcomes.

Perhaps one of the most interesting points in the current study is the correlation among the second-order factors. Our factor analysis revealed that all of the second order factors are correlated with each other (p<0.05 for the least significant one). Hence, figure 4 is a good representation for our results.

Finally, it is worth-mentioning that we investigated the importance of each factor regarding the type of industry in which the participants and their employers were in. The results revealed no significant finding for differences of the factors in different industries.

Table 1. The correlation matrix for all factors

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<tr>
<td>PLAN</td>
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<tr>
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<tr>
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</tbody>
</table>

Note: * significant at 0.01 and ** significant at 0.001

Table 2. Rank-ordered list of items in the survey

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>SD</th>
<th>Rank</th>
</tr>
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<tbody>
<tr>
<td>MGMT</td>
<td>3.85</td>
<td>1.07</td>
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</tr>
<tr>
<td>CUSTENG</td>
<td>3.71</td>
<td>1.25</td>
<td>2</td>
</tr>
<tr>
<td>SOLUTION</td>
<td>3.57</td>
<td>1.13</td>
<td>3</td>
</tr>
<tr>
<td>BUSPROC</td>
<td>3.52</td>
<td>1.26</td>
<td>4</td>
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<tr>
<td>EMPENG</td>
<td>3.49</td>
<td>1.12</td>
<td>5</td>
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<td>EMPTRAIN</td>
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<td>CULT</td>
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<td>INTEG</td>
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<td>SUPENG</td>
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</table>

7. Conclusion

In the present manuscript, we attempted to report our findings on social media implementation success factors. We started with determining important factors by reviewing IS and marketing literature and then asked 65 practitioners to rate the importance of each factor. Results revealed that like other IT-based

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It is noteworthy that the variables are ranked only based on the mean scores without incorporating the standard deviations.
solutions, top management support is still the most influential element in the implementation process.

However, the unique characteristic of social media solutions (the social aspect) signified the role of customers in social media solution implementation. Another unique finding of this study is that customer engagement in social media environment is perceived to be under control of the organization rather than being an environmental factor (according to TOE framework). Employee engagement and training on the other hand are perceived to be a separate important factor (individual factor). This finding therefore indicates another unique aspect of social media tools. Furthermore, our results revealed four major factors in implementation of social media solutions: project factors, organization factors, individual factors, and environment factors.

8. References


