

Implementation-Specific Obstacles and Measures for Chatbots in B2B Business

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Abstract : The use of chatbots has hardly been established in B2B companies to date and involves various challenges. The goal of this paper is to identify the biggest obstacles to the successful implementation of chatbots in B2B companies and to develop measures to overcome them. The obstacles are identified by conducting expert interviews within the framework of Eisenhardt's case study research. These are examined through a socio-technical analysis focusing on people, technology, and organization. By means of systematic literature research and in-depth interviews with German chatbot providers and customers of chatbots, measures for overcoming the obstacles are identified. Using interviews with experts from German chatbot providers, the responsible stakeholders of each measure according to the RASCI Responsibility Matrix are identified. The study shows that there are major obstacles in all areas of a socio-technical system that can cause the implementation of a chatbot to fail. A total of 44 implementation obstacles and 58 measures to overcome these obstacles are identified. The study shows that there are major obstacles in the areas of people, technology, and organization of a socio-technical system that can cause the implementation of a chatbot to fail. A holistic view is therefore essential. The results provide firms with a guideline on how to overcome potential obstacles during chatbot implementation in B2B customer service.

Keywords : chatbots, socio-technical analysis, B2B customer service, implementation success factors

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