



Investigating the Antecedents and Outcomes of B2B Firms' Social CRM Capabilities in Emergent Markets

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What is CRM?

CRM to Social CRM



A combination of people, processes and technology that seeks to understand a company's customers (Payne and Frow 2005).

- Mainly concerned with the influence of direct and database marketing on a company's ability to create and build linkages with its customer base.

CRM

Social CRM

- With the developments in social media technologies CRM has been evolved to social CRM.



What is Social CRM?

► “The integration of customer-facing activities, including processes, systems, and technologies, with emergent social media applications to engage customers in collaborative conversations and enhance customer relationships” (Trainor 2012 p.319).



“A philosophy and a business strategy, supported by a system and a technology, designed to engage the customer in a collaborative interaction that provides mutually beneficial value in a trusted and transparent business environment” (Greenberg 2010 p.414).

Evolution of CRM to SCRM

CRM

SOCIAL CRM

assigned
departments



WHO



everyone

company defined
process



WHAT



customer defined
process

business
hours



WHEN



customer sets
the hours

defined
channels



WHERE



customer-driven
dynamic channels

transaction



WHY



interaction

inside out



HOW



outside in

Some Advantages of Social CRM

Ability to track and engage conversations across different social platforms

Firms can actively interact with customers to build and maintain long-term relationships

Increase customer engagement, retention and loyalty.



Gaps in the Literature

- Social CRM is still a new phenomenon and remains underexplored.
- Current literature on social CRM mainly built on the RBV and dynamic capabilities theories. These theories found some internal antecedents of social CRM capabilities.
- External antecedents had been ignored and these antecedents can be investigated through the institutional theory perspective.
- It is important to investigate internal and external antecedents together to gain an in –depth knowledge (Chafer et al. 2021).
- This study investigates the antecedents of social CRM capabilities of B2B firms by building on the RBV, dynamic capabilities, and institutional theory.



Theoretical Background

Resource-based View (RBV) and Dynamic Capabilities

Dynamic Capabilities

- Builds on the idea of the importance of developing strategic and tactical capabilities and by using the firms' resources to achieve performance benefits.

RBV and dynamic capabilities perspectives have mutual relation to social CRM capabilities as resources may be combined with firms capabilities in order to enhance social CRM efficiency.

Resource-based View (RBV)

- RBV explains how a raw resource such as social media can be combined with an existing firm capability, such as CRM, to attain competitive advantage.

Theoretical Background

Institutional Theory

Coercive Pressure

- Powerful firms force other firms with less power to act in compliance.
- Have an important role when adopting SMT.

Mimetic Pressure

- Competitor pressure, mimicking significant competitors.
- Play an important role when adopting new technologies.

Normative Pressure

- Focuses on the membership of social networks such as government and business partners.
- Significant impact of normative pressures on social CRM.

External antecedents are considered as environmental factors and institutional pressures of firms' characteristics such as competitors, customers, and business partners. Institutional theory focuses on the environmental factors and pressures and ignores technological and organisational context.



Hypotheses Part 1

H1: Technology resources have a significant influence on social CRM capabilities.

H2: Customer-centric managements systems have a significant influence on social CRM capabilities.

H3: CRM technology use has a significant influence on social CRM capabilities.

H4: Social media technology use has a significant influence on social CRM capabilities.



Hypotheses Part 2

H5: Coercive pressures have a significant influence on social CRM capabilities.

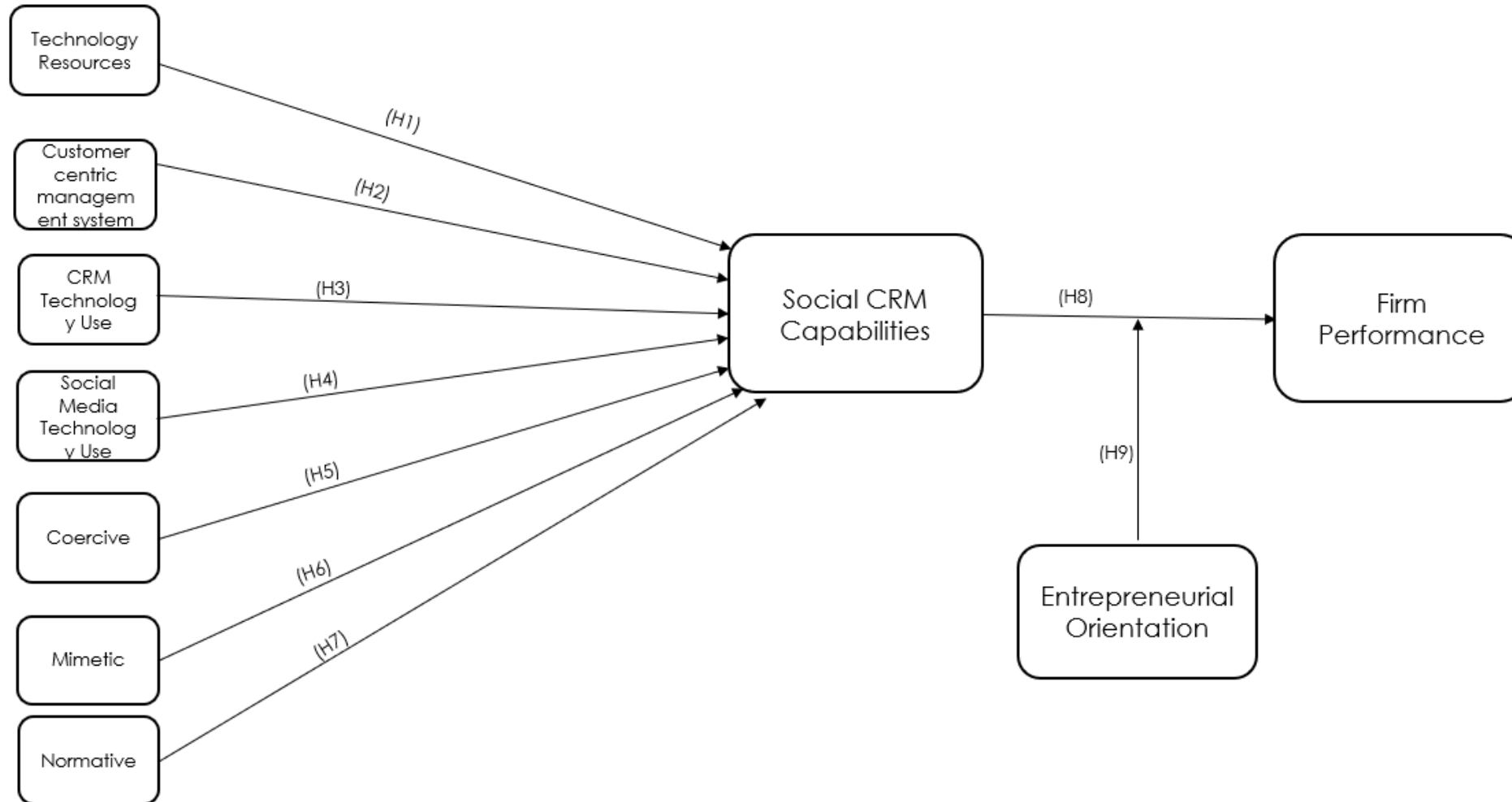
H6: Mimetic pressures have a significant influence on social CRM capabilities.

H7: Normative pressures have a significant influence on social CRM capabilities.

H8: Social CRM capabilities have a significant influence on firm performance.

H9: Entrepreneurial orientation will moderate the relationship between social CRM capabilities and firm performance.

Conceptual Model



Methodology

Research Method: A quantitative approach



Potential Contributions

THEORETICAL

- Social CRM capabilities remain underexplored. From B2B and emergent markets.
- Lack of knowledge on institutional theory and external antecedents.

PRACTICAL

- Insights to managers/marketers on antecedents and outcomes of social CRM capabilities
- Recommend how B2B firms can benefit from social CRM capabilities.





Thank
You!