

## **SOCIAL CUSTOMER RELATIONSHIP MANAGEMENT: AN OPERATIONAL IMPERATIVE FOR A SHIFTING GLOBAL BUSINESS LANDSCAPE**

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### **ABSTRACT**

The emergence of Social Customer Relationship Management in the shifting global business landscapes has created a new era in the face of every business organizations. The emerging market has no choice but to foster the use of technology with the aid of social media tools and strategies. This has materialized significantly the proactive approach being applied by the emerging markets, hence firms are getting the bigger chance of improving themselves the way they interact with their customers. Business organizations which are leveraging themselves to such drastic changes have found a gauge of determining the level of impact of Social CRM adoption on factors and use cases. This research likewise assesses the impact of Social Customer Relationship Management adoption on performance outcomes of the firms. This study also examines the significant role of social customer insights. The formulated statements of the problem and the proposed conceptual model have been the basic foundation of coming up with the empirical findings and significant results. The results show that the shifting global business organizations have presented a satisfactory impact on the adoption of SCRM as perceived by the customers and emerging markets. Focusing on the firms' activities on sales and marketing functions, the use of social media technology and resources extensively influence the way business organizations conduct and manage their relational information processing capability.

**Keywords:** Social CRM, operational imperative, business landscape, emerging markets.

### **INTRODUCTION**

By 2025, about 50 percent of the world's largest companies will probably be based in emerging markets, greatly shifting global business landscapes.

Emerging markets are altering everywhere and how the world exerts competitive dynamics. For the last three decades, they have been a source of low-cost but increasingly skilled labor. [1] Their fast-growing cities are packed with millions of new and gradually more flourishing consumers, who offer a new growth market for global corporations at a time when much of the urbanized world faces slower growth as an effect of aging. But the number of large companies from the emerging world will mount, as well as, powerful wave of new-fangled companies could profoundly alter long-established aggressive dynamics around the world, according to a new report from the McKinsey Global Institute (MGI). Managing customer satisfaction has never been convenient or more efficient. The need to integrate social media and customer relationship management systems plays a vital role in business as it shifts to global and that seamlessly integrates customer's feedback from social media and other digital channels into one unified and fully-responsive platform. It redefines the relationship between the customers and companies thereby developing and strengthening competitive advantage to the fullest.

## LITERATURE REVIEW

The related literature review for this study presents a background and importance of social customer relationship management as an operational imperative in global shifting business landscapes.

In this portion, the prevalent literature reviews in the field of social CRM are laid down. The first review was on the utilization of Social CRM practices through life cycle phases of a customer (acquisition, retention, expansion, win back) which has given the researcher a positive feedback as it presents a good approach on the identified statement of the problems. This has given the author a big chance to confirm and improve the study's framework, which provided a large and more varied examples should be used. [3] This review is supported by that of the study about CRM with a central spotlight on the multiplicity of the channels published by Awasthi and Sangle in 2012. [4] As one of the defined statements of the problem, one of the purposes of this research is to provide recognize the extent of social CRM including the intervening factors based on literature published between 2011 and 2016. The authors' published works concluded that the central idea and primary concern on customer relationship management at various levels needs to be strategically aligned. The authors also contested that the empirical support for the factors that affect technically the platforms and issues has to be provided.

The third review on social CRM literature was specifically done on a presented paper in a Conference on Information Systems in 2013 in Malaysia by Yawised, et al. (2013). Though this review was staged on the comparison between two types of literature (i.e. scholars' and practitioners'), the main idea was gotten to involve a significant identification of future research agenda in this study. [5] It has been argued by the authors that the general agreement between the technical and non-technical issues pertains to that the social CRM is an extension of traditional CRM and similarly aims to improve customer engagement. This is further supported by the citing the differences that the scholarly literature is focused on the theoretical concept of social CRM and the related specific issues which encourages the practitioner to pay more attention on how to respond to new challenges and opportunities offered by the emergence of social CRM.

A presented paper at the 26<sup>th</sup> Bled eConference by Lehmkuhl and Jung (2013) was the focus of another literature review. This presented research paper provides an overview comprehensive to the current knowledge base of social CRM and renders further research directions. There are four sets of categories presented in these publications with various emphasis on designing social CRM systems or component parts including processes, organizational factors, social CRM framework, and relationship lifecycle. [6] As the concept of social CRM is deemed novel, recent publications were considered. Though they concluded that social CRM has limited scholarly publications and that future research should empirically explore more social CRM adoption factors and outcomes.

The published work of Küpper, Jung, Lehmkuhl, Walther and Wieneke (2014) is another cited literature review in addressing social CRM. The focus of the review is on the performance measures for social customer relationship management. [7] The study recommends further research directions geared towards the development of social CRM model on performance measurement.

In this literature review, the researcher focused on the theories and research outcomes applied in the papers analyzed. The primary purpose is to synthesize the identified issues central to the statements of the problem stipulated. The review findings and conclusions are arranged conceptually. The time period considered of literature materials cited is from 2010 to 2016 considering the popularity of the topic in the global business practice and the shifting business landscapes and the emergence of new technologies issues.

## METHODOLOGY

This chapter discusses the identified methodologies involved in this study. The detailed information on the research design, participants, variables, data gathering and analysis procedures, and statistics used are herein presented.

### Research Design

This section presents the appropriate method that the researcher will employ in order to achieve the objectives of the study.

This study uses the descriptive method of research. Moreover, the study will discuss the results of the online survey research, web data analytics, and document analysis using the research approach and their correlation to the outcomes of examining the impact of performance outcomes, their analysis, measurements and evaluation, and finally, significantly presents descriptively the overall findings and recommendations of the study that answered the research problems stated thereon.

### Participants/Respondents

This study will include two sets of respondents – customers and emerging business organizations.

### Procedures

In the course of facilitating the technical needs of the study, the following steps will be undertaken.

Data Gathering. For statements of the problems 1 and 2, data gathering would constitute web data analytics and document analysis using research approach, the procedure will commence with the definition of review scope followed by the literature search for online databases and conference proceedings. Then, duplicated publications and documents will be eliminated. After which, investigation (data analysis) follows and document analysis will be conducted. Figure 5 shows the adopted research approach:

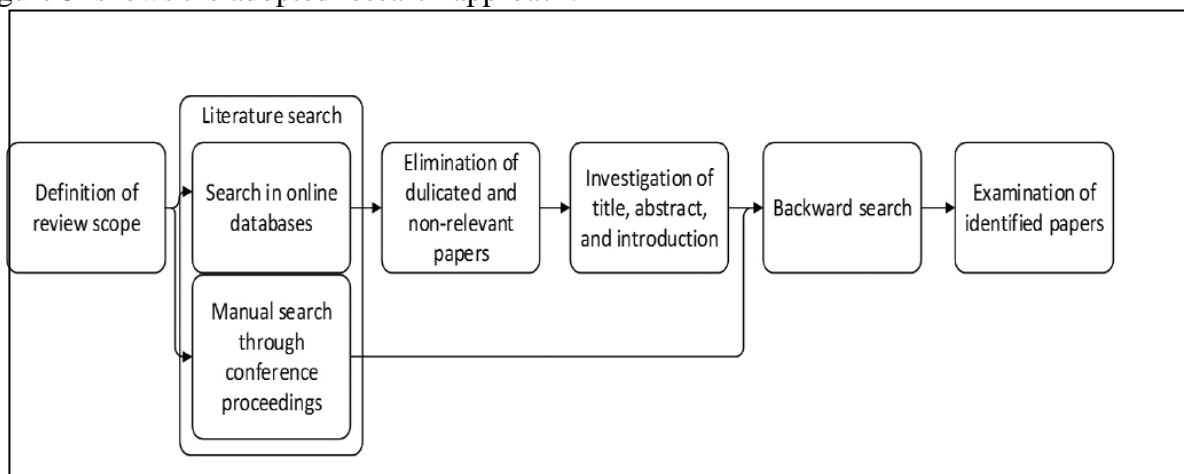


Figure 5: The Research Approach

For statements of the problems 3 and 4, a survey questionnaire will be used to gather data. Two sets of survey questionnaire will be administered, one for the customers and one for the emerging business organizations.

In this survey research component, the below stated 5-Point rating scale instrument will be used for data collection to obtain customers' perception and insights towards social marketing, social CRM service and support, innovation, and collaboration, and experience. For the emerging business organizations, an online survey questionnaire will be distributed to obtain their perception on problems inherent to customers, social CRM factors, SCRM strategies, and technology trends and social media.

Table 1: 5-Point Rating Scale

Score Range	Description
1.00 - 1.80	Very satisfied
1.81 - 2.60	Satisfied
2.61 - 3.40	Moderately satisfied
3.41 - 4.20	Dissatisfied
4.21 - 5.00	Very Dissatisfied

## RESULTS

This chapter presents the Result, Discussion and Implication of the study. This provides the data and their details, the utilization of data and determination of results, and the description of implications of the findings based on the theory and concepts applied.

### Data Analysis, Findings and Results

In this section, the data are presented pertinent to the results as determined from the findings of the study. It also statistically presents the findings in support to the problems of the study.

The following are the findings and result of this study:

In the first statement of the problem, "What is the extent of social customer relationship management (SCRM) in the global shifting business landscapes?" the following are the results:

The researcher focused on the research outcomes and theories applied in the analyzed papers. The goal was to summarize and identify central issues, in an attempt to provide a neutral perspective that involves exposing many sides to an issue. The findings and conclusions of the review are conceptually arranged, which means that results with similar concepts were grouped together (Cooper, 1988).

The considered time span of published publications was 2011 to 2017 due to the recent popularity of the topic in academia and practice. The initial keyword search for papers was performed in May 2017. Due to the focus on the entire chain of social CRM adoption constituted by adoption factors, the extent of adoption and performance outcomes, the researcher searched for papers containing the following keywords:

A. “SCRM” or “Social CRM” or “Social Customer Relationship Management” or (“social media” and “CRM”) or (“social media” and “customer relationship management”) or “extent of customer relationship management”) or “adoption of SCRM” or “SCRM” and “Changing Business Landscapes” and “CRM” or “SCRM”.

B. “SCRM” or “Social CRM” or “Social Customer Relationship Management” or (“social media” and “CRM”) or (“social media” and “customer relationship management”) or “extent of customer relationship management”) or “adoption of SCRM” or “SCRM” and “Changing Global Business Landscapes” and “CRM” or “SCRM” and “Emerging Markets” or “Emerging Global Businesses”.

The search results are summarized in Table 2 and Figure 7. The second and fourth columns represent the number of articles found in the respective databases using the specific search keyword. Then duplicated entries from the obtained lists were removed and non-relevant papers eliminated from any further investigation. The articles were further evaluated by reading the title, abstract, and introduction. The third and fifth columns represent the number of articles that were identified relevant and selected to the investigate topic. While some proceedings of the aforementioned conferences are not indexed in the journal databases, they have been chosen for most relevance to the topic.

Table 2: Results of Document Analysis  
Qualitative Assessment of Identified Papers on CRM/Social CRM

Database	Keywords Search				Total Evaluated Publications	Backward Search Total Evaluated Publications
	Keyword					
	A		B			
	Found	Selected	Found	Selected		
EBSCO	31	5	59	4	9	
Scopus	22	2	29	1	3	
ProQuest	262	7	371	3	10	
Index Copernicus International	25	0	34	1	1	
Springer Science+ Business Media	17	3	32	1	4	
JSTOR	42	0	54	2	2	
Scientific Information Database	12	1	36	0	1	
Google	389	6	477	9	15	
Conferences	-	-	-	-	5	
Sub-Total					50	10
Total Net Hits						60

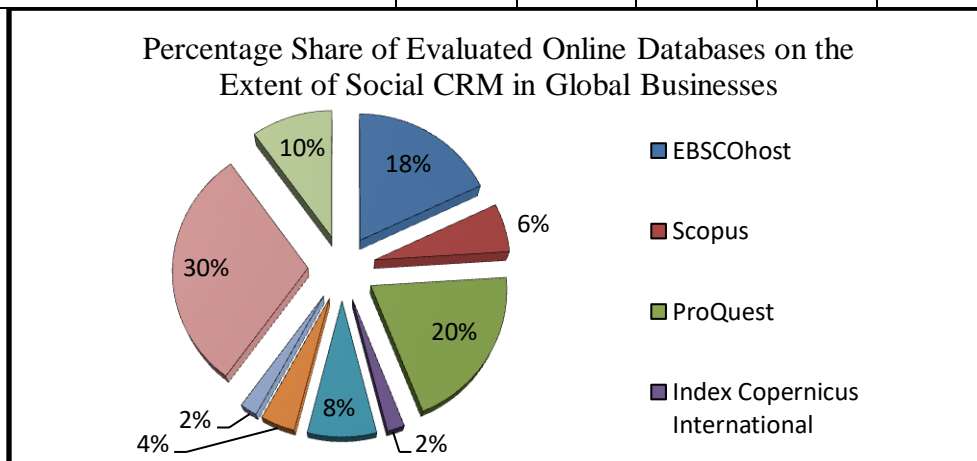


Figure 6: Percentage Share of Evaluated Online Databases on the Extent of Social CRM in Global Businesses.

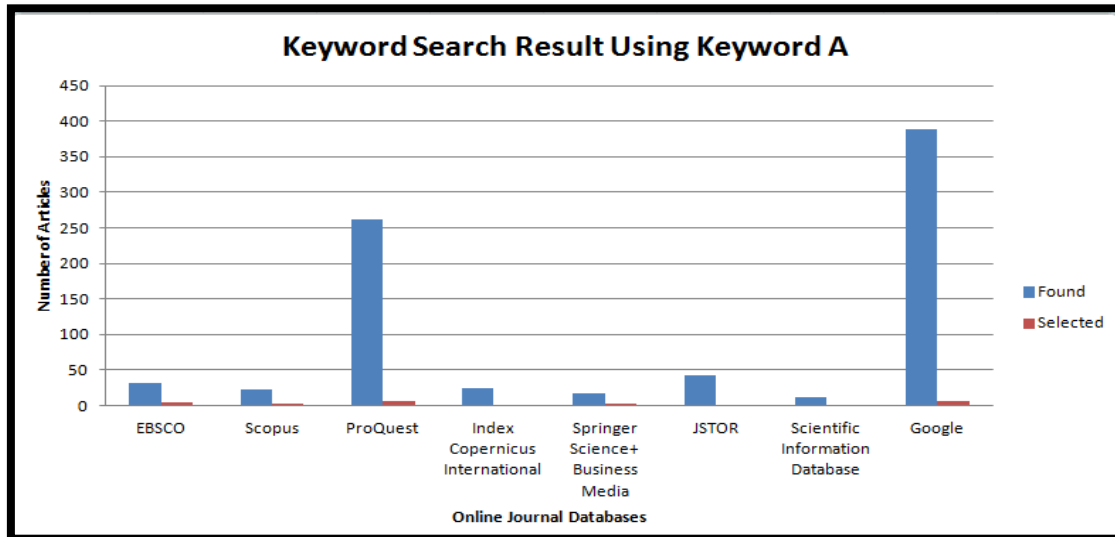


Figure 7: Keyword Search Result Using Keyword A

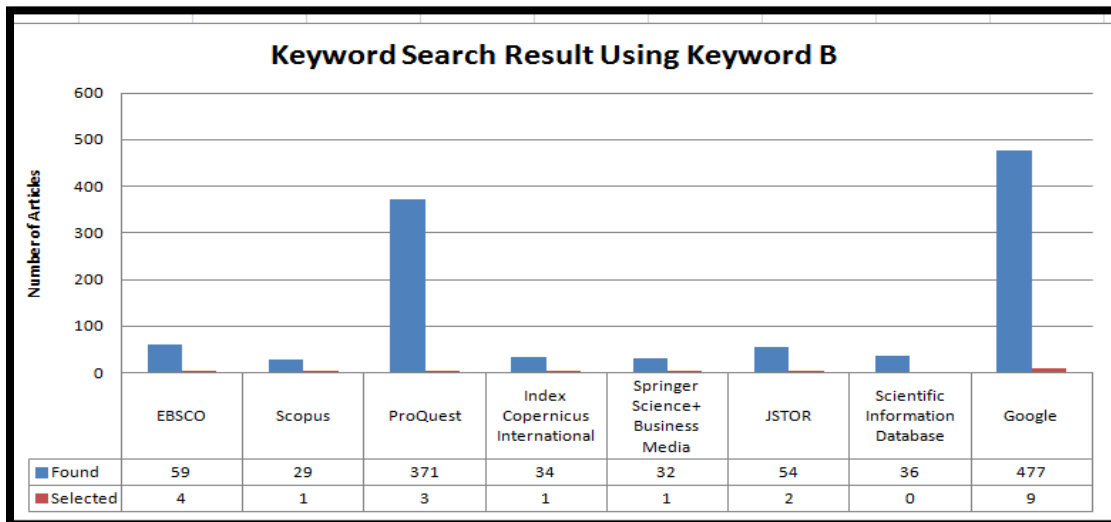
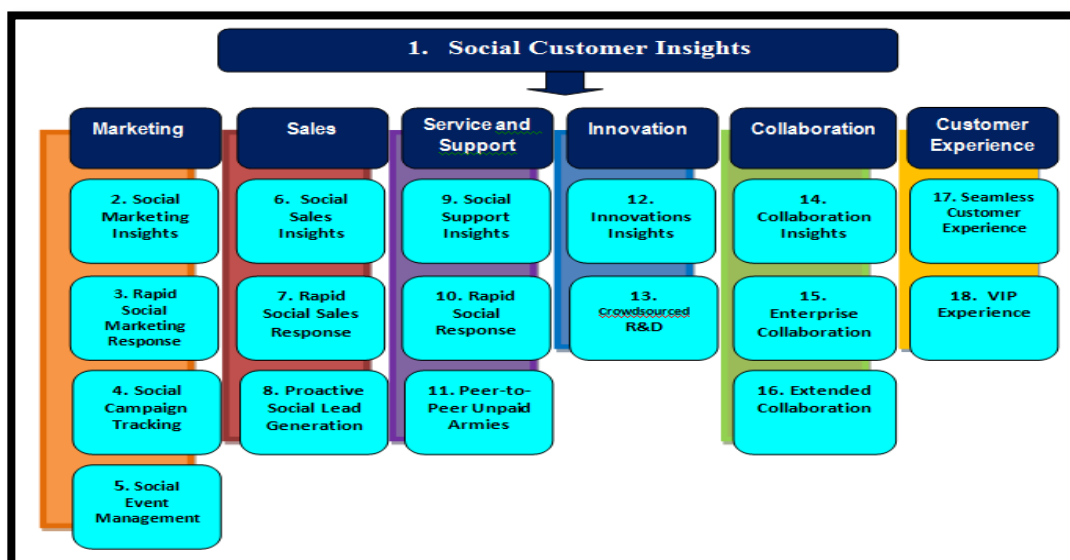


Figure 8: Keyword Search Result Using Keyword B.

Table 2  
Extent of Social Customer Relationship Management  
To The Shifting Global Business Landscapes

(Swarts, et al, 2016)	The use of Social CRM as a mechanism to improve customer engagement and satisfaction. It was found that construction firms used of social media to manage client relationships, but to a limited extent due to the complex nature of the builder–client relationship and a lack of perceived trustworthiness.
(Harrigan, 2015)	for SMEs, where social media are free tools that can be used to foster engagement between organization and consumer, and thus social CRM (s-CRM). The importance of a customer relationship orientation, uncover support and data issues around social media use, promote the importance of customer engagement in online communities, and recognize the driving role of information processes.
(Baird, et al, 2013)	Today's businesses are vigorously building social media programs to do just this. Most customers do not engage with companies via social media simply to feel connected. Customers are far more pragmatic. To successfully exploit the potential of social media, companies need to design experiences that deliver tangible value in return for customers' time, attention, endorsement and data.
(Parasnis, 2012)	Companies need to embrace this shift with a new strategy – Social CRM, which recognizes that instead of managing customers, the role of the business is to facilitate collaborative experiences and dialogue that customers value.
(Hinchcliff, 2013)	The world is using social networks and other social media-based services to stay in touch, communicate, and collaborate. Now key aspects of the CRM process are being overhauled to reflect a fundamentally social world and expecting to see stellar growth in the next year. Leading organizations are becoming social enterprises.
(Coltman, 2014)	In today's competitive environment, companies need databases and software to gain a deep understanding of customer needs and behavior. Yet, technology alone is insufficient for success. What sets relationship leaders apart from the rest is an ability to create the deeply-seeded organizational change required to support the open sharing of customer information.
(Kalaignanam, et al, 2012)	The emergence of a low cost, high speed, global communication network and information processing network has enabled an increasing number of firms based in more growing industrialized market economies to outsource specific elements of their CRM to offshore vendors.

(TelUs, 2017)	The rapidly evolving shift in how we communicate and connect with each other requires companies to rethink how they interact with customers. Social customer service is rapidly becoming the new, critical channel to drive satisfaction and loyalty. Our colleagues from TELUS International call this activity “social care” and it’s defined as the efforts employees make through social media to care for customers.
(Davies, et al, 2016)	CRM leaders are continuing to invest in digital CRM technologies to drive growth and improve the customer experience. A key priority is market differentiation via new data and analytics tools that create consistent, contextualized customer interactions across all communications channels.
(Langley, 2015)	The use of CRM and mobile technologies can also provide an advantage for 3PLs. This year’s survey revealed that 40% of shippers indicated that their bid processes place emphasis on 3PLs utilizing capable CRM technologies.
(Trainor, 2012)	CRM-related capabilities can be developed through the deployment of IT and complementary resources: relational information processing, customer linking and marketing sensing, collaborative service and support, social selling and social support. This conceptual model can serve as a starting point for further research in this area.
(Talwar, 2017)	The Fortune 500 has been revamped in the last decade with new entrants from emerging economies and disruptive start-ups. The new players have replaced many older firms that failed to adapt to a changing world and have either been acquired, merged, scaled back or shut down. Businesses in every sector are beginning to understand that they need a clear and meaningful purpose and mandate for the decade ahead if they are to attract and retain employees, customers and partners.
(Baumgarten, et al, 2012)	For a business, engaging customers and consumers on social media raises a range of organizational, leadership and cultural considerations, requiring leaders to delve into questions such as: Who should be responsible for social media strategy and planning? How should senior leadership reshape itself in that context? What skills should executives be expected to have in this new age of transparency, and what cultural changes may be required? How much time should I spend on social networks?





The uses cases are grouped into seven categories comprising of customer insights, marketing, sales, service and support, innovation, collaboration and customer experience:

1. These use cases which addresses insights serve as the foundational requirements for all other activities. Each category of use case includes a range of reactive and proactive use cases of social CRM in action.

a. Table 3 shows the uses cases technology maturity levels over market demand with the given period.

Table 3: Use Cases Technology Maturity Index Over Market Demand Index In Social CRM Adoption

Tech Maturity	Index	Market Demand	Index
Vaporware	0	< 6 Months	5
Prototypes	1	6 - 12 Months	4
Early Adoption	2	12- 18 Months	3
Beta Ready	3	18-24 Months	2
Market Ready	4	24-32 Months	1
Critical Mass	5	> 32 Months	0

As shown in Table 4 and Figure 9, the use cases have been ranked according to technology maturity and market demand indeces. The author has adopted Wang's (2016) four categories of prioritization of these use cases. These include the following:

Figure 8: Use Cases of Social CRM.

- **Evangelizables.** This category located in the upper right quadrant represents technology maturity between beta ready technologies and those with critical mass and market demand that is less than 16 months.
- **Near Tipping Points.** Located at the lower right quadrant, this category includes technology maturity between beta ready technologies and those with critical mass and market demand that is more than 16 months.
- **Early Movers.** This category found in the upper left quadrant represents technology maturity between vaporware and beta ready technologies and market demand that is less than 16 months.

Marketing Factor	N	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q8	60	1	3	128.00	2.1333	0.0805	0.6235	0.3890
Q11	60	1	3	111.00	1.8500	0.0782	0.6058	0.3670
Q21	60	1	3	128.00	2.1333	0.0805	0.6235	0.3890
Q26	60	1	3	131.00	2.1833	0.0732	0.5672	0.3220
Q37	60	1	3	122.00	2.0333	0.0822	0.6369	0.4060
Valid N (listwise)	60							
<b>Mean</b>				<b>124.00</b>	<b>2.0666</b>	<b>0.0789</b>	<b>0.6114</b>	<b>0.3746</b>

- **Early Adoptions.** This category located at the lower left quadrant comprises technology maturity between vaporware and beta ready technologies and market demand that is more than 16 months.

Table 4: Ranking of Use Cases of Social CRM Adoption

No.	Use Case	Tech Maturity Index	Market Demand Index
1	Social Customer Insights	4.00	4.50
2	Social Marketing Insights	4.00	4.00
3	Rapid Social Marketing Response	3.10	2.50
4	Social Campaign Tracking	1.00	1.00
5	Social Event Management	2.50	1.00
6	Social Sales Insights	2.65	3.33
7	Rapid Social Sales Response	1.75	3.50
8	Proactive Social Lead Generation	3.00	4.25
9	Social Support Insights	4.25	4.75
10	Rapid Social Response	4.00	4.75
11	Peer-to-Peer Unpaid Armies	3.75	4.65
12	Innovation Insights	1.25	0.75
13	Crowdsourced R&D	3.50	2.00
14	Collaboration Insights	2.00	2.00
15	Enterprise Collaboration	4.75	3.50
16	Extended Collaboration	4.00	2.25
17	Seamless Customer Experience	2.25	2.25
18	VIP Experience	2.50	3.00

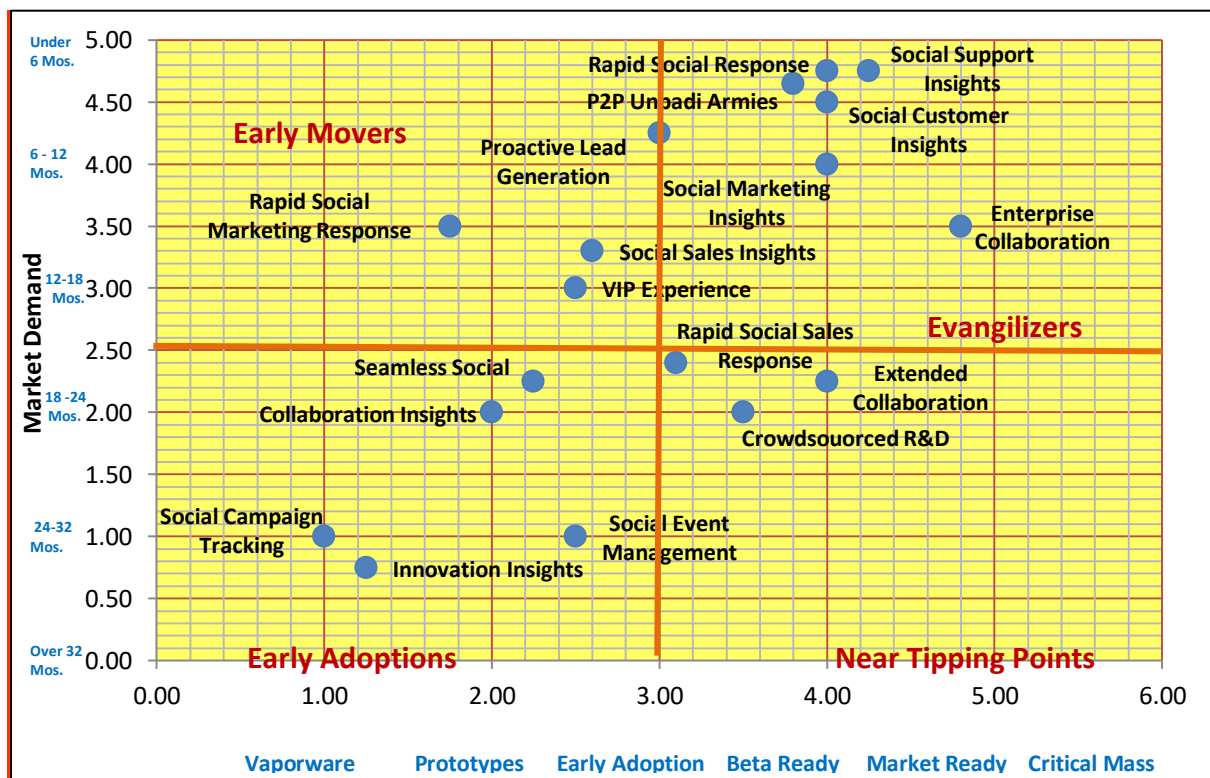


Figure 10: Market Readiness of Use Cases of Social CRM

Table 5: Level of Impact on the Adoption of Social CRM  
As Perceived by the Customers on Social Customer Insights

Social Customer Insights Factor	N	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Marketing	60	1.00	3.00	124.00	2.0666	.07893	.57711	.333
Sales	60	1.00	3.00	128.00	2.1646	.07948	.60693	.368
Service and Support	60	1.00	3.00	129.88	2.1833	.08306	.56723	.322
Innovation	60	1.00	3.00	124.00	2.1750	.08047	.60693	.368
Collaboration	60	1.00	3.00	131.00	2.1028	.07922	.65073	.423
Customer Experience	60	1.00	3.00	129.75	2.1625	.07907	.65073	.423
<b>Mean</b>				<b>127.77</b>	<b>2.1425</b>	<b>0.0800</b>	<b>0.6099</b>	<b>0.3731</b>

The following Table 6 shows the results of the level of impact on the adoption of Social CRM as perceived by the customers on the factor social marketing with an average or mean score of 2.07 or descriptively defined as “Satisfied”.

Table 6: Level of Impact on the Adoption of Social CRM  
As Perceived by the Customers on the Factor Marketing

Marketing Factor	N	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q8	60	1	3	128.00	2.1333	0.0805	0.6235	0.3890
Q11	60	1	3	111.00	1.8500	0.0782	0.6058	0.3670
Q21	60	1	3	128.00	2.1333	0.0805	0.6235	0.3890
Q26	60	1	3	131.00	2.1833	0.0732	0.5672	0.3220
Q37	60	1	3	122.00	2.0333	0.0822	0.6369	0.4060
Valid N (listwise)	60							
<b>Mean</b>				<b>124.00</b>	<b>2.0666</b>	<b>0.0789</b>	<b>0.6114</b>	<b>0.3746</b>

The following table, Table 7 depicts the results of determining the level of impact on the adoption of social CRM as perceived by the customers on the factor sales. The calculated average or mean score is equal to 2.16 or is interpreted as “Satisfied”.

Table 7: Level of Impact on the Adoption of Social CRM  
As Perceived by the Customers on the Factor Sales

Sales Factor	N	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q3	60	1	3	128.00	2.1333	0.0769	0.5957	0.3550
Q4	60	1	3	129.00	2.1500	0.0745	0.5771	0.3330
Q6	60	1	3	135.00	2.2500	0.0737	0.5712	0.3260
Q7	60	1	3	124.00	2.0667	0.0819	0.6342	0.4020
Q17	60	1	3	127.00	2.1167	0.0792	0.6132	0.3760
Q20	60	1	3	139.00	2.3167	0.0840	0.6507	0.4230
Q22	60	1	3	129.00	2.1500	0.0817	0.6331	0.4010
Q35	60	1	3	128.00	2.1333	0.0839	0.6501	0.4230
Valid N (listwise)	60							
<b>Mean</b>				<b>129.88</b>	<b>2.1646</b>	<b>0.0795</b>	<b>0.6157</b>	<b>0.3799</b>

On the level of impact on the adoption of social CRM as perceived by the customers on the factor service and support, the following results are shown in Table 8 which state that the average or mean score is 2.12 or descriptively interpreted as “Satisfied”.

Table 8: Level of Impact on the Adoption of Social CRM  
As Perceived by the Customers on the Factor Service and Support

Service and Support Factor	N	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q5	60	1	3	117.00	1.9500	0.0803	0.6223	0.3870
Q13	60	1	3	119.00	1.9833	0.0806	0.6241	0.3900
Q14	60	1	3	132.00	2.2000	0.0817	0.6325	0.4000
Q19	60	1	3	130.00	2.1667	0.0895	0.6930	0.4800
Q23	60	1	3	131.00	2.1833	0.0806	0.6241	0.3900
Q24	60	1	3	128.00	2.1333	0.0805	0.6235	0.3890
Q25	60	1	3	132.00	2.2000	0.0883	0.6840	0.4680
Valid N (listwise)	60							
<b>Mean</b>				<b>127.00</b>	<b>2.1167</b>	<b>0.0831</b>	<b>0.6434</b>	<b>0.4149</b>

The following Table 9 reflects the results of the determined level of impact on the adoption of social CRM as perceived by the customers on the factor innovation which is an average or mean score of 2.18 or is interpreted “Satisfied”.

Table 9: Level of Impact on the Adoption of Social CRM  
As Perceived by the Customers on the Factor Innovation

Innovation Factor	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q10	60	2	1	3	2.1500	0.0817	0.6331	0.4010
Q29	60	2	1	3	2.1333	0.0805	0.6235	0.3890
Q32	60	2	1	3	2.2833	0.0792	0.6132	0.3760
Q39	60	2	1	3	2.1333	0.0805	0.6235	0.3890
Valid N (listwise)	60							
<b>Mean</b>					<b>2.1750</b>	<b>0.0805</b>	<b>0.6233</b>	<b>0.3888</b>

As shown in Table 10, the determined level of impact on the adoption of social CRM as perceived by the customers on the factor customer experience is equal to an average or mean score 2.10 or with an interpretation of “Satisfied”.

Table 10: Level of Impact on the Adoption of Social CRM  
As Perceived by the Customers on the Factor Collaboration

Collaboration Factor	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q9	60	2	1	3	2.0833	0.0684	0.5302	0.2810
Q15	60	2	1	3	2.0500	0.0730	0.5652	0.3190
Q16	60	2	1	3	2.0500	0.0871	0.6746	0.4550
Q30	60	2	1	3	2.1000	0.0813	0.6298	0.3970
Q34	60	2	1	3	2.2000	0.0850	0.6587	0.4340
Q38	60	2	1	3	2.1333	0.0805	0.6235	0.3890
Valid N (listwise)	60							
<b>Mean</b>					<b>2.1028</b>	<b>0.0792</b>	<b>0.6137</b>	<b>0.3792</b>

On the level of impact on the adoption of Social CRM as perceived by the customers on the factor customer experience, the following results in Table 11 shows that an average or mean score of 2.16 or with an interpreted value of “Satisfied”.

Table 11 : Level of Impact on the Adoption of Social CRM  
As Perceived by the Customers on the Factor Customer Experience

Customer Experience Factor	N	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q1	60	1.00	3.00	129.00	2.1500	.07450	.57711	.333
Q2	60	1.00	3.00	124.00	2.0667	.07835	.60693	.368
Q12	60	1.00	3.00	131.00	2.1833	.07323	.56723	.322
Q27	60	1.00	3.00	124.00	2.0667	.07835	.60693	.368
Q28	60	1.00	3.00	131.00	2.1833	.08401	.65073	.423
Q31	60	1.00	3.00	131.00	2.1833	.08401	.65073	.423
Q36	60	1.00	3.00	134.00	2.2333	.07653	.59280	.351

Q40	60	1.00	3.00	134.00	2.2333	.08359	.64746	.419
Valid N (listwise)	60							
<b>Mean</b>				<b>129.75</b>	<b>2.1625</b>	<b>0.0791</b>	<b>0.6125</b>	<b>0.3759</b>

In the fourth statement of the problem “What is the level of impact on the adoption of social customer relationship management on performance outcomes as perceived by the emerging markets and changing global business organizations?”, the findings and results are the following:

On the level of impact on the adoption of Social CRM as perceived by the emerging markets and shifting global business organizations, the following performance outcomes factors are considered: customer loyalty, new product performance, customer lifetime value, company reputation, and peer-to-peer communication.

Firstly, on performance outcomes factor customer loyalty, the level of impact on the adoption of Social CRM as perceived by the emerging markets and shifting global business organizations is evidenced on the result found in Table 12. The determined average or mean score is equal to 2.16 and is interpreted as “Satisfied”.

Table 12: Level of Impact on the Adoption of Social CRM on Customer Loyalty  
As Perceived by the Emerging Markets and Shifting Global Business Organization  
Table 13: Level of Impact on the Adoption of Social CRM on New Product Performance

Customer Loyalty	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q3	30	2.00	1.00	3.00	65.00	2.1667	.08419	.46113	.213
Q16	30	2.00	1.00	3.00	67.00	2.2333	.11430	.62606	.392
Q18	30	2.00	1.00	3.00	64.00	2.1333	.09264	.50742	.257
Q20	30	2.00	1.00	3.00	63.00	2.1000	.10000	.54772	.300
Valid N (listwise)	30								
<b>Mean</b>					<b>64.75</b>	<b>2.1583</b>	<b>0.0978</b>	<b>0.5356</b>	<b>0.2905</b>

As Perceived by the Emerging Markets and Shifting Global Business Organization

New Product Performance	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q1	30	2.00	1.00	3.00	64.00	2.1333	.10431	.57135	.326
Q9	30	2.00	1.00	3.00	65.00	2.1667	.09689	.53067	.282
Q11	30	2.00	1.00	3.00	66.00	2.2000	.11142	.61026	.372
Q12	30	2.00	1.00	3.00	62.00	2.0667	.09509	.52083	.271
Q13	30	2.00	1.00	3.00	64.00	2.1333	.12441	.68145	.464
Q14	30	2.00	1.00	3.00	68.00	2.2667	.10649	.58329	.340
Valid N (listwise)	30								
<b>Mean</b>					<b>64.83</b>	<b>2.1611</b>	<b>0.1064</b>	<b>0.5830</b>	<b>0.3427</b>

Secondly, on performance outcomes factor new product performance, the level of impact on the adoption of Social CRM as perceived by the emerging markets and shifting global business organizations is evidenced on the result found in Table 13. The determined average or mean score is equal to 2.16 with an description of “Satisfied”.

Table 14 presents the results of determining level of impact on the adoption of Social CRM on performance outcomes factor customer lifetime value as perceived by the emerging markets and shifting global business organizations. The level of impact has an average or mean score equal to 2.18 and is interpreted as “Satisfied”.

Table 14: Level of Impact on the Adoption of Social CRM on Customer Lifetime Value As Perceived by the Emerging Markets and Shifting Global Business Organization

Customer Lifetime Value	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q4	30	2.00	1.00	3.00	59.00	1.9667	.13116	.71840	.516
Q8	30	2.00	1.00	3.00	64.00	2.1333	.10431	.57135	.326
Q15	30	2.00	1.00	3.00	66.00	2.2000	.11142	.61026	.372
Q17	30	2.00	1.00	3.00	68.00	2.2667	.12625	.69149	.478
Q19	30	2.00	1.00	3.00	67.00	2.2333	.10376	.56832	.323
Q22	30	2.00	1.00	3.00	68.00	2.2667	.10649	.58329	.340
Valid N (listwise)	30								
<b>Mean</b>					<b>65.33</b>	<b>2.1778</b>	<b>0.1139</b>	<b>0.6239</b>	<b>0.3927</b>

The level of impact on the adoption of Social CRM on performance outcomes factor company reputation as perceived by the emerging markets and shifting global business organizations is found in Table 15. The determined average or mean score is equal to 2.18 or descriptively defined as “Satisfied”.

Table 15: Level of Impact on the Adoption of Social CRM on Company Reputation As Perceived by the Emerging Markets and Shifting Global Business Organization

Customer Reputation	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q5	30	2.00	1.00	3.00	68.00	2.2667	.09509	.52083	.271
Q21	30	2.00	1.00	3.00	63.00	2.1000	.11090	.60743	.369
Q23	30	2.00	1.00	3.00	63.00	2.1000	.11090	.60743	.369
Q25	30	2.00	1.00	3.00	67.00	2.2333	.11430	.62606	.392
Valid N (listwise)	30								
<b>Mean</b>					<b>65.25</b>	<b>2.1750</b>	<b>0.1078</b>	<b>0.5904</b>	<b>0.3503</b>

On the performance outcomes factor peer-to-peer communication, the level of impact on the adoption of Social CRM as perceived by the emerging markets and shifting global business organizations is presented in Table 16. The result shows an average or mean score of 2.08 and is interpreted as “Satisfied”.

Table 16: Level of Impact on the Adoption of Social CRM on Peer-to-Peer Communication As Perceived by the Emerging Markets and Shifting Global Business Organization

Peer-to-Peer Communication	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Q2	30	2.00	1.00	3.00	65.00	2.1667	.10810	.59209	.351
Q6	30	2.00	1.00	3.00	62.00	2.0667	.10649	.58329	.340
Q7	30	2.00	1.00	3.00	61.00	2.0333	.11227	.61495	.378
Q10	30	2.00	1.00	3.00	61.00	2.0333	.12208	.66868	.447
Q24	30	2.00	1.00	3.00	63.00	2.1000	.11090	.60743	.369
Valid N (listwise)	30								
Mean					62.40	2.080	0.112	0.613	0.377

Overall, on the level of impact on the adoption of Social CRM on performance outcomes factors as perceived by the emerging markets and shifting global business organizations, Table 17 shows an overall mean score of 2.15 or is interpreted as “Satisfied”.

Table 17: Overall Level of Impact on the Adoption of Social CRM on Performance Outcomes As Perceived by the Emerging Markets and Shifting Global Business Organization

Overall Performance Outcomes	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Customer Loyalty	30	2.00	1.00	3.00	64.75	2.1583	0.0978	0.5356	0.2905
New Product Performance	30	2.00	1.00	3.00	64.83	2.1611	0.1064	0.5830	0.3427
Customer Lifetime Value	30	2.00	1.00	3.00	65.33	2.1778	0.1139	0.6239	0.3927
Company Reputation	30	2.00	1.00	3.00	65.25	2.1750	0.1078	0.5904	0.3503
Peer-to-Peer Communication	30	2.00	1.00	3.00	62.40	2.0800	0.1120	0.6133	0.3770
Valid N (listwise)	30								
<b>Overall Mean</b>					<b>64.51</b>	<b>2.1504</b>	<b>0.1076</b>	<b>0.5892</b>	<b>0.3507</b>

## DISCUSSION

In the pursuit of seeking evidences on the extent of social customer relationship management in the global shifting business landscapes, Swarts (2016) mentioned in his studies presented in one international conference that Social CRM is used as a mechanism in improving customer engagement and satisfaction in construction firms. It was known that these firms use social media in managing their client relationships but because these type of growing complex organizations have limited extent of dealing with their clients due to lack of perceived trusts. Social CRM for small and medium enterprises (SMEs) uses these free tools to foster engagement between organization and consumer according to Harrigan (2015). It initiates an orientation for customer relationship and uncover support and data issues around social media use and brings the significance of online communities relationships established among customers and organizations that triggers an information process changes.



Further, it was found out by Baird and colleagues (2013) that today's business organizations are vigorously developing programs using social media to do this. Most customers' engagement with business organizations does not only happen through social media simply because they feel connected but because they are more pragmatic. Hence, a social media potentials successful exploitation happens when they in return yield tangible value for customers' data, attention, time, and endorsement designed by experiences. Parasnis (2012) according to his findings states that companies have to embrace Social CRM as a new strategy in managing customers by facilitating dialogue and collaborative experiences. The same findings expressed by Hinchcliff (2013) about the use of social networks and other social media-based services in keeping in touch and collaborating with customers. This leads to the overhauling of key aspects of the social CRM process to expect a stellar growth among emerging social enterprises in the next years. Kalaignanam (2012) supported this evident findings explicitly revealing that the emergence of a high speed, low cost, global communication network among emerging global businesses, this has enabled an increasing number of firms in the changing business landscapes to outsource factors of their CRM to business partners.

Coltman (2013) research findings state that in today's changing business landscapes, social enterprises need software and databases to build a deep understanding of customer needs and behavior. Companies must stage an extensive organizational change necessary to augment the open distribution of customer information. In the recent survey conducted by TelUs (2017) results stipulate that fast evolving shift in how we connect and communicate with each other requires business organizations to reassess how they do customer interaction. According to it, what drives customer loyalty and satisfaction is driven by the channel social customer service or the so-called "social care". Davies (2016) and Langley (2015) findings express that companies including third-party logistics (3PLs) which adopted digital, mobile and social CRM continuously invest to the technology via data, web and analytics tools to improve contextualized customer experience across media and communication channels and ultimately drive growth.

Trainor (2012) relates his findings that CRM-related capabilities can be built using the deployment of information technology and corresponding resources: relational information processing, collaborative service and support, customer linking and marketing sensing, social selling and social support. Talwar's (2017) report stipulates that for emerging businesses to attract customers and partners, they have to understand that they need an obvious and significant purpose and direction. According to Baumgarten's (2012) research findings, for businesses, engaging customers and consumers on social media increases a range of organizational, leadership and cultural considerations. Organizations in the emerging global markets have adopted tactics and process tools of developing quality social, organizational and professional networks and further leveraging them for customer retention and achieving the goals of Social CRM, namely social engagement and social collaboration, adoption and implementation of social customer relationship management?", the results are the following:

The following are the factors considered in the adoption of social customer relationship management:

**Information Technology Infrastructure.** IT architecture appears to be essential because traditional CRM systems need to be integrated with social media tools with the purpose of obtaining a complete representation of customer's behavior. (Malthouse et al., 2013; Woodcock et al., 2011)

**Employee Skills.** The availability of adequate skilled professionals confirms to be a key requirements towards adoption. (Askool & Nakata, 2012; Malthouse et al., 2013; Sigala, 2011; Woodcock et al., 2011)

**Organizational Culture.** An organizational business culture requires to persuade employees to vigorously contribute and connect in social media that can influence adoption. (Harrigan & Miles, 2014; Malthouse et al., 2013; Woodcock et al., 2011)

**Perceived Benefits.** The perception of the perceived benefits could be persuaded by the suitable scale for measuring and managing the social value of customers and as a result swayed adoption. (Askool & Nakata, 2012; Malthouse et al., 2013; Sigala, 2011; Woodcock et al., 2011).

**Management Support.** The encouragement from the top management directing the use of social media appears to have a huge influence on the adoption of CRM. (Askool & Nakata, 2012; Woodcock et al., 2011)

**Social CRM Strategy.** The level of customer engagement should be found out by an organization to decide on the applicability of its social CRM strategy. This comprises developing guidelines and policies on social CRM that can influence adoption. (Malthouse et al., 2013; Sigala, 2011; Woodcock et al., 2011)

Social CRM represents the new picture of unsettling technologies and the interrelated organizational requirements, processes and business models. Therefore, this research used a multi-disciplinary approach.

In the findings on what are the use cases of social CRM, presented in Figure 8 is the eighteen use cases of social CRM (Wang, 2012).

In the third statement of the problem “What is the level of impact on the adoption of social customer relationship management as perceived by the customers?” and the level of impact on the adoption of Social CRM on the factors as perceived by the changing business organizations on , the findings and results are the following:

On the level of impact on the adoption of social CRM, the following are the factors considered: Social customer insights, marketing, sales, service and support, innovation, collaboration, and customer experience.

On the level of impact on the adoption of social CRM as perceived by the customers on the factor social customer insights, the following results as shown in Table 5 states that the average or mean score is 2.14 or is interpreted as “Satisfied”.

The researcher’s analysis of the different sources of information on the extent of social customer relationship management through documents analysis and review including literature research approach would show a greater extent on the initiation, adoption and implementation of social CRM and social CRM solutions. The rendered results are satisfactory enough to prove evidences of its adoption and implementation. The sample probing in utilizing use cases, factors and performance outcomes literally and logically shows factual evidences on SCRM adoption. Further, the analysis and results, taking into major considerations the factors, uses cases and performance outcomes tools leads to the determination of the level of impact of Social CRM adoption on use cases and factors which include social customer insights, marketing, sales, service and support, innovation, collaboration, and customer experience is perceived to be on the overall level satisfied. On the other hand, as level of impact on Social CRM adoption on performance outcomes which

are composed of customer loyalty, new product performance, customer lifetime value, company reputation, and peer-to-peer communication is deemed to be satisfactory.

## CONCLUSIONS

This section presents the ascertainment of research issues based on the result of study. The results on the level of impact of social CRM adoption on use cases and factors and on performance outcomes were used in the context of assessing and evaluating the impact of social CRM adoption in general.

The emphasis of the study would have been impacted by the results and outcomes reinforce the principle that self-evaluation is not an end in itself. It is worthwhile only if it leads to adoption then to the implementation and solutions of social CRM as operational imperative in the changing global business landscapes.

It is a way of determining the level of improvements and developments as far as addressing issues and difficulties in dealing with customer relationship management with the primary aid of using social media.

This study provides sets of factors and use cases and performance outcomes tools and further determinants which could be very helpful in promoting the positive change that this kind of technology has offered.

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