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Social Media in Social CRM: Systematic literature review

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Abstract

Social CRM has become a concept that changes traditional CRM into technological CRM that uses web 2.0 or social media to engage with the customer. SM usage growth is so rapid that companies compete to use social media as their marketing to improve engagement and services to their customers. This research aims to find the role of SM and factors that can measure the influence of SM in S-CRM. This study uses SLR to identify the parts of SM in the industry that implements social CRM and measurement that comes out of the TOE, TAM and IS success models.

Keywords: social media, social CRM, systematic literature review

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1.0 Introduction

Social media has developed its usefulness not only as a media that connects users to build a network but is also seen as a media for interaction with customers in information search, promotional media, decision-making behavior, the electronic word of mouth, customers relationship management, and firms' brands and performance (Zeng & Gerritsen, 2014)(Alalwan et al., 2017).

Traditional Customer Relationship Management (CRM) is a business strategy to improve customer relationships (both to attract customers, retain customers, and increase customer loyalty) that combines processes, people, and technology. Social CRM is refer to the interconnection between social media and CRM (Alt & Reinhold, 2020). Social CRM can cover a wider customer community through social media communication that has the power to influence others in its social network (Heller Baird & Parasnis, 2011). Therefore, social media can be a new tool for organizations to maintain their relationship with customers based on their target. Social CRM lets you plan and schedule all your social posts, plus get reports on how each post is doing. However, in carrying out digital promotions, it is influenced by the style of social media language which is generally emotional, informal, and complex (Deng et al., 2021), which will affect consumer engagement behavior activities such as posting content, posting media, posting time, and frequency. Using social media as a channel for customer engagement raises interesting challenges for customer relationship management (CRM) approaches and it can allow the organization to connect and communicate with both existing and potential customers. Today, companies not only use social media as a media for digital marketing to improve their brand identity, but they need to find a way to build customer loyalty by implementing CRM. But since the pandemic, the company must find a new way to implement CRM using social media to become a new social CRM technology to achieve competitive benefits such as increasing brand awareness, building community, advertising, and

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engaging prospects. This study wants to explore the roles of social media that can implement in Industry as social CRM and to identify factors that can be used to measure the influence of social media on social CRM.

2.0 Literature Review

2.1 Social Media

Social media is a platform that can facilitate users in creating content and interacting peer-to-peer in a real-time (Dwivedi et al., 2015). Social media can also be used to build communication and convey opinions to other users which can be conveyed through mobile applications that are connected to the internet (Go & You, 2016). In this era, customers mostly use social media to find information (Agnihotri, 2020), share content, communicate (Al-Omouh et al., 2021), and build social networks (Agnihotri et al., 2017; Foltean et al., 2019).

2.2 Social CRM

Social customer relationship management (SCRM) is a new philosophy influencing the relationship between customer and organization where the customer gets the opportunity to control the relationship through social media. Social Customer Relationship Management (S-CRM) is defined as customer-perceived integrated activities, including processes, systems, and technologies, using social media applications that can engage customers in collaborative conversations and can enhance customer relationships that arise to engage customers in collaborative conversations and enhance customer relations (Trainor et al., 2014). Social CRM can help organizations to use some strategies such as building knowledge, keeping customers, engaging prospects, winning new customers, developing customer value, and can gaining information about the competitor (Elena, 2016).

3.0 Methodology

This paper was carried out using a systematic review process with several processes such as defining the database, defining the keyword, defining the criteria inclusion and exclusion, extracting the data, and analyzing based on found literature to answer questions from the research (Xiao & Watson, 2019).

In this study, there will be six sources' databases, namely:

1. AIS Electronic Library (<https://aisel.aisnet.org/>)
2. IEEE Xplore Digital Library (<https://ieeexplore.ieee.org/Xplore/home.jsp>)
3. ScienceDirect (<https://www.sciencedirect.com/>)
4. Springer (<https://link.springer.com/>)
5. Taylor & Francis Online (<https://www.tandfonline.com/>)
6. Emerald (<https://www.emerald.com/insight/>)

This study used combines Boolean operators like OR and AND for keywords to filter the data, the resulting keyword is:

((“Social CRM” OR “Social Media” OR “SOCIAL MEDIA IN SOCIAL CRM”) AND (“Factor” OR “Role” OR “Measurement” OR “Trend”))

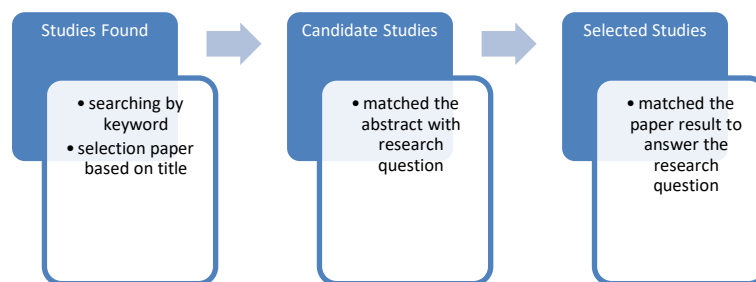


Fig. 1: Searching step for SLR

From that keyword obtained 143 papers Studies Found. The next step is Candidate Studies, in this step articles from studies found are re-evaluated to find the matches article with the research goals. The final step is to find Selected studies which are done by reading and checking the article and can contribute to answering the research question.

The author uses exclusion criteria that determine articles that are not used in this study such as 1) publication date before 2014, 2) duplicate paper, and 3) the information in the article is incomplete.

The result is the 24 articles met the criteria that can be seen in table 1.

Table 1. Data Extraction in Inclusion Criteria

Source	Studies Found	Candidate Studies	Selected Studies
Science Direct	80	25	6
AIS Electronic Journal	30	11	4

Emerald	11	3	3
Springer	7	5	2
Taylor & Francis Online	10	7	7
IEEE	5	2	2
Total	143	53	24

(Source: Author, 2022)

4.0 Result and Discussions

This study aims to identify the factors that can use to measure the influence of social media in social CRM and find roles or functions of social media use in social CRM.

From the total of 24 articles used, shown in fig. 2 76 authors participate to come out from 15 countries, 28 universities, and 1 industry. Where the top authors related to the topic of social media in social CRM based on selected studies come from Australia which shows writers from that country have an interest in the topic and conduct research to examine factor variables with quantitative and qualitative methods.

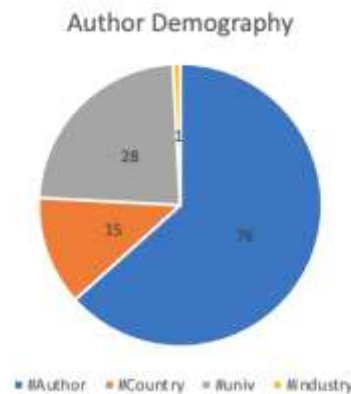


Fig. 2: Author's Demography
(Source: Author, 2022)

The authors involved come out from 11 disciplines of which 30% from business, followed by 20% from information management, 16% from computer science, 13% from management, and 11% from marketing. These demographics describe that social media in social CRM is an interesting topic in areas of business, information management, computer science, management, and marketing. Table 2 describes summarizes of author's demography based on their disciplines.

Disciplines	#Author	%
Business	23	30%
Computer Science	12	16%
Department of Communication	3	4%
Finance	1	1%
Global Envdk Sdn Bhd (Industry)	1	1%
Informatic	1	1%
Information Management	15	20%
Management	10	13%
Marketing	8	11%
Philosophy	1	1%
Communication	1	1%
Grand Total	76	

(Source: Author, 2022)

After reading the article carefully, the author finds the kind of factor that the researcher uses to measure social media influence on social CRM shown in Table 3. From the table, several variables are often used for measurement such as measuring performance,

organization (culture, environment, learning), customer relationship orientation, customer engagement, CRM activities, and information use.

Table 3. Measurement Factors

Categorize Factor	Variable	Ref
actual use SCRM	actual use SCRM	(Chatterjee et al., 2021)
adoption of ICT	Adoption of ICT, Adoption Intention, Social CRM Adoption	(Ahani et al., 2017; Hassan et al., 2019), (Swarts et al., 2016)
attitude toward to use	Attitude toward to use, attitude toward empathy	(Lee & Hong, 2016), (De Keyzer et al., 2015), (Swarts et al., 2016)
Attractiveness	attractiveness	(Alalwan et al., 2017)
benefit	Hedonic benefit, functional benefit, business benefit	(Alalwan et al., 2017; Chatterjee et al., 2021)
brand loyalty	Brand loyalty	(Alalwan et al., 2017; Dewnarain et al., 2019)
Care	Care	(Swarts et al., 2016)
consumer response	Consumer response	(De Keyzer et al., 2015)
CRM activity	CRM, CRM activity	(Charoensukmongkol & Sasatanun, 2017), (Rathore et al., 2016), (Dewnarain et al., 2019)
customer engagement	Affective engagement, behavioural engagement, cognitive engagement, customer engagement, augmenting behaviour	(Sigala, 2018), (Dewnarain et al., 2019), (Guha et al., 2018)
customer relationship orientation	Customer based relationship performance, customer relationship orientation	(Harrigan & Miles, 2014), (Choudhury & Harrigan, 2014), (Guha et al., 2018), (Küpper et al., 2014), (Kuepper et al., 2015)
customers' personality	Customer value, customers' personality, customer info, perceived customer values, perceived personalization	(Sigala, 2018), (Hassan et al., 2019), (De Keyzer et al., 2015)
customization	customization	(Alalwan et al., 2017)
digital community	Digital community, social network	(Alalwan et al., 2017; Wu, 2016)
effectiveness	Ad effectiveness	(Lee & Hong, 2016)
empathy	Intention to express empathy	(Lee & Hong, 2016)
environment	Customer pressure, institutional pressure, environmental characteristics	(Chatterjee et al., 2021), (Ahani et al., 2017), (Parveen et al., 2015), (Amelina et al., 2017)
Experience	Enjoyment	(Alalwan et al., 2017)
familiarity	Familiarity	(Swarts et al., 2016)
impact on information accessibility	Information accessibility	(Parveen et al., 2015)
information use	Information capture, information use, information process, information sharing	(Harrigan & Miles, 2014), (Guha et al., 2018), (Swarts et al., 2016), (Ahani et al., 2017)
infrastructure	infrastructure	(Küpper et al., 2014), (Kuepper et al., 2015)
innovation orientation	Innovation orientation	(Wu, 2016)
intention to use	Intention to use, purchase intention	(Lee & Hong, 2016), (Lin & Kim, 2016)
intrusiveness concerns	Intrusiveness concerns	(Lin & Kim, 2016)
leadership support	leadership support	(Chatterjee et al., 2021)
normative influence	normative influence	(Alalwan et al., 2017)
online communities	online communities	(Harrigan & Miles, 2014), (Guha et al., 2018)
organization	Organization culture, organization learning, organization environment	(Wu, 2016), (Chatterjee et al., 2021), (Amelina et al., 2017), (Ahani et al., 2017), (Parveen et al., 2015)
perceived ease of use	Perceived ease of use	(Lin & Kim, 2016), (Swarts et al., 2016)
perceived herd behaviour	Perceived herd behaviour	(Lee & Hong, 2016)
perceived relevance	Perceived relevance	(De Keyzer et al., 2015)
perceived usefulness	Perceived usefulness	(Lin & Kim, 2016), (Swarts et al., 2016)
performance	Business performance satisfaction, performance benefit of SCRM, firm performance, customer relationship performance, organizational performance, infrastructure performance, process performance, customer performance	(Charoensukmongkol & Sasatanun, 2017), (Wu, 2016), (Hassan et al., 2019), (Kim & Wang, 2019), (Rathore et al., 2016), (Choudhury & Harrigan, 2014), (Ahani et al., 2017), (Kuepper et al., 2015; Küpper et al., 2014), (Küpper et al., 2015)

popularity of social media message	Like, comment	(Swani et al., 2017)
privacy	Privacy	(Lee & Hong, 2016; Lin & Kim, 2016)
process	Process	(Choudhury & Harrigan, 2014), (Kuepper et al., 2015; Küpper et al., 2014)
social benefits	Social benefit	(Alalwan et al., 2017)
social competency	Social competency	(Charoensukmongkol & Sasatanun, 2017)
social CRM	Social CRM capabilities, social CRM acceptance	(Guha et al., 2018; Kim & Wang, 2019; Rathore et al., 2016)
social media use	Social media sales intensity, social media message content strategies, social media usage, social media support, social media data	(Charoensukmongkol & Sasatanun, 2017; Guha et al., 2018; Harrigan & Miles, 2014; Kim & Wang, 2019; Parveen et al., 2015; Rathore et al., 2016; Swani et al., 2017; Wu, 2016)
strategic leadership	Strategic leadership	(Wu, 2016)
subjective norm	Subjective norm	(Lee & Hong, 2016)
Technology	Web 2.0, technological competence, social media technologies, CRM technology use, interactivity	(Alalwan et al., 2017), (Ahani et al., 2017; Amelina et al., 2017; Chatterjee et al., 2021; Choudhury & Harrigan, 2014; Dewnarain et al., 2019; Parveen et al., 2015; Swarts et al., 2016)
trust	Trust, trust on SCRM, perceived trustworthiness	(Alalwan et al., 2017; Chatterjee et al., 2021; Swarts et al., 2016)
word of mouth	Positive and negative word of mouth	(Dewnarain et al., 2019)

Measurement factors that are shown in the articles are mostly defined by framework or theory. And the framework or theory that is commonly used is based on the top 3 most frequently discussed such as TOE (technology, organization, environment), TAM (technology acceptance model), and IS Success Model.

Framework/theory	#
TOE	4
TAM	3
IS Success Model	2
Resource Based View	2
DOI	1
persuasion theory	1
psychological motivation	1
social influence theory	1
theory of reasoned action	1
Theory Planned Behavior	1
UTAUT2	1
Others	15

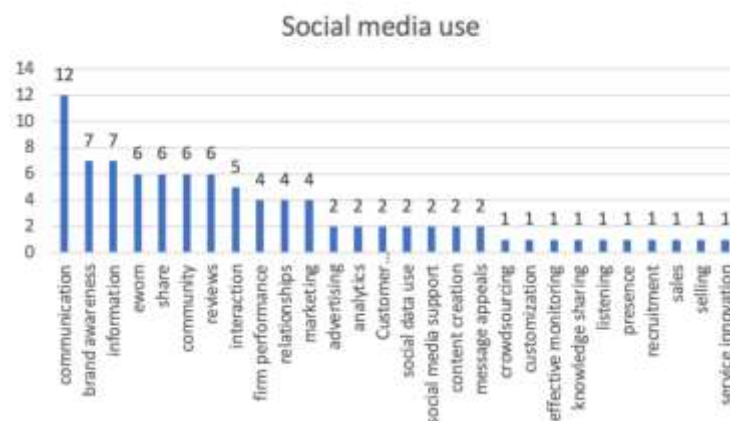


Fig. 3: Social media Use

This systematic literature not only finds factors to measure social media in social CRM but from those articles shows the trend of social media use. Fig 3 shows the top 10 social media used for communication, building brand awareness, getting information, electronic word of mouth, sharing, building community or networking, giving reviews or feedback, interaction, firm performance, and building relationship or engagement with each other.

5.0 Conclusion

This study aims to identify factors that can be used to measure the influence of social media on social CRM. From the systematic literature process, 46 categories of elements can be used to measure the implementation of social media in social CRM and are mainly used for measuring the impact of social media use on social CRM performance. It is also seen that social media is more widely used for communication, building brand awareness, getting information, electronic word of mouth, sharing, building community or networking, giving reviews or feedback, interaction, firm performance, and building relationship or engagement with each other.

From this paper, the top 3 most frequently used frameworks are TOE, TAM, and IS Success Model. Future research can be done by identifying and grouping the factors from the three frameworks and analyzing them using mixed methods (quantitative and qualitative) to find the correct variables. The result of this study will help the company to create performance indicators to measure the use of social CRM. But this study has limitations that show the framework that is mainly used, so future research needs to investigate which one is more suitable to use.

Paper Contribution to Related Field of Study

This research contributes not only to know trends in the use of social media that can improve CRM, but the organization can plan to use social media to gain engagement and interaction with customers and prospective customers. Besides that, this research can determine the factors used to measure the performance of implementing social media in social CRM in an organization.

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