

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



THE IMPACT OF USING CRM SYSTEMS AND SOCIAL MEDIA ON SMES.

MASTER'S THESIS

Tarek TAYEB

**Department of Business
Business Administration Program**

August 2021

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August 2021

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DECLARATION

I am Tarek TAYEB hereby declare that I am the sole author of this master thesis titled “The impact of using CRM Systems and social media on SMEs “A Study in Istanbul, Turkey”” and that I have not used any sources other than those listed in the bibliography and identified as references. I further declare that I have not submitted this thesis at any other institution in order to obtain a degree.

Tarek TAYEB

FOREWORD

My deepest gratitude to my father who supported me a lot during my study years. Also, my sincere gratitude goes to my dear mother who greatly supported me during my study. I would also like to extend my gratefulness to my brothers, sister and my wife for their great support, understanding and encouragement.

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ABBREVIATIONS

CRM	: Customer Relationship Management
SMN	: Social media network
CIPC	: Customer Info. processing
CIUSM	: Customer involvement using social media

THE IMPACT OF USING CRM SYSTEMS AND SOCIAL MEDIA ON SMES.

ABSTRACT

Customer relationship management system implementation in running of the affairs for small and medium enterprises has rendered to be an effective approach in making the entities with systematic and profitable aspects in the worlds of businesses today. Also, the social media that reflects more upon a quick source or resource of a bond between a customer and the business entity. In this world of a global village technology based are much more recognized and widely encouraged. Innovations and modernization in techniques of management is nowadays best related to the impactful use of CRM and social media in small medium enterprises. This research work was carried out to find out the impact of CRM system and social media in small medium enterprises. The key purpose of the study was to understand and categorize the concept of CRM and relation with digital media, to understand and identify the social CRM concept and relation with digital media, to understand and classify the concept of CRM and get benefited from managers' perceptions in SMEs. Also, researcher will explain the key objective to explore a number of issues related to CRM in business organization. This research, being a descriptive research, had an investigation method of deductive reasoning. The population of the work was all the SMEs. Simple and random sampling was adopted in the study. The data was gathered and analyzed through SPSS while using reliability statistics, factor analysis, regression, ANOVA analysis resulted that all the businesses used CRM and social media while making the all employees trained on implementation process. Their use by the companies made them able to remain closer the customer, explore and understand their needs to modify, improve and make track changes in their products and services for better profitability. More frequent capacity building opportunities for the employees would make them professional with effects.

Keywords: *CRM, SME's, Turkey, CRM SME's Istanbul - Turkey*

MÜŞTERİ İLETİŞİM YÖNETİM (MİY) SİSTEMLERİ VE SOSYAL MEDYA KULLANIMININ KOBİ'LER ÜZERİNDEKİ ETKİSİ

ÖZET

Müşteri ilişkileri yönetim sistemi uygulaması, günümüz işletme dünyasında küçük ve orta ölçekli işletmeler için işlerin yürütülmesinde sistematik ve karlı yönleri olan kuruluşların oluşturulmasında etkin bir yaklaşım haline gelmiştir. Buna ek olarak, sosyal medya bir müşteri ile ticari işletme arasındaki bağı daha fazla yansıtmaktadır. Teknolojinin küresel bir köy haline getirdiği günümüz dünyasında artan önemi kabul edilmekte ve yaygın olarak teşvik edilmektedir. Yönetim tekniklerindeki yenilikler ve modernizasyon, küçük ve orta ölçekli işletmelerde MİY ve sosyal medyanın etkili kullanımı ile yakından ilgilidir. Bu araştırma, küçük ve orta ölçekli işletmelerde MİY sistemi ve sosyal medyanın etkisini ortaya koymak için yapılmıştır. Çalışmanın temel amacı, MİY kavramı ve dijital medya ile ilişkisini anlamak ve kategorize etmek, sosyal MİY kavramının dijital medya ile ilişkisini tanımlamak, MİY kavramını sınıflandırarak, KOBİ'lerde yöneticilerin algılarından yararlanmaktır. Ayrıca araştırmacı, işletme organizasyonunda MİY ile ilgili olduğu düşünülen bir dizi konununun MİY ile ilişkisini keşfetmeyi amaçlamaktadır. Betimsel bir araştırma olan bu araştırma, tümdengelimli akıl yürütme yöntemine sahiptir. Araştırmanın örneklemini KOBİ'ler oluşturmaktadır. Araştırmada amaçlı örnekleme yaklaşımından yararlanılmıştır. Verilerin analizinde SPSS Programı kullanılarak, güvenilirlik istatistikleri, faktör analizi, regresyon, ANOVA ile analiz edilen veriler neticesinde tüm işletmelerin MİY ve sosyal medyayı aktif olarak kullandığı ve tüm çalışanlarına uygulama süreci konusunda eğitim verdiği sonucuna varılmıştır. MİY ve sosyal medyanın şirketler tarafından kullanımı, müşteriye daha yakın olmalarını, daha iyi kârlılık için ürün ve hizmetlerinde değişiklik ve iyileştirme yapma ihtiyaçlarını keşfetmelerini ve anlamalarını sağlamıştır. Çalışanlar için daha sık kapasite geliştirme fırsatları, onları daha profesyonel hale getirecektir.

Anahtar Kelimeler: *MİY, KOBİ, Sosyal Medya, Türkiye*

1. INTRODUCTION

1.1 Introduction

The usage of digital marketing tools in small and medium enterprises (SMEs) are largely underreported. The digital marketing has an obvious growing demand to promote and raise the entity values and bring economic boost in the processes of the businesses. SMEs in the world around play their major contributions in making the countries strengthened in their economic development. They have always been looking for some positive channels such as digital channels so that they could make their sales and services stronger and more valued among the customers. Digitalization significance with greater impact on SMEs has shown a bit lower means of capitalization in the world around. However, their impact has greatly been acknowledged. SMEs utilizing the sorts of the channels have seemed enjoying their benefits. Utilizing digital channels at their full potential in SMEs for their global benefits is still a way ahead in the world of business. The queries in the shapes of understanding the capitalization of digitalization channels among SMEs are pertaining to be answered (Taiminen and Karjaluo, 2015).

Technology became an essential part of our life, whether you like it or not you are a part of this revolution, by the time we started to see that companies are communicating with their clients using new channels and new methods, they became passionate to know more about their existing clients because they were told it's more efficient to keep our existing client instead of getting new clients (Yunus, 2010).

Customer relationship management (CRM) systems work as the tools in this digital world of SMEs. Their potential in making the most of them for improved business systems is widely focused on the customers of the company. SMEs have seemed enjoying their usages in bringing strategic and practical advantages at the best of their capabilities at their work. CRM revolves around

the customers who they think are the most potential ones at the times of their businesses and the ones who have been the most potential customers in past and the recent past. It makes their data compiled and protected for the better times in their usages for overall benefits of the company (Creatio, 2020).

Nowadays that the business use of cloud systems is considered as the fourth industrial revolution after the steam, the electricity and computing, in my thesis I want to put a spot of light about the change that more or less obliged companies to join the digital transformation journey regardless the sector or market they are working in (David, 2016).

CRM for SMEs is considered to a pivotal strategic aspect in the world of business and technology. For a company choosing right CRM systems in enhancing their capacity for more revenues earned with prolonged relationship with the most potential customers is the key. A rightly chosen CRM system makes the company take right strategic steps along with paving the ways forward in making their customers engaged for longer lasting impact. It also makes the company to have all sorts of the fundamentals they need to keep themselves in long lasting relationship with respected key stakeholders. These systems within rightly chosen direction also helps them to track the relevance of customers' positive and other side behaviors towards the services and the products of the company. CRM helps determine the company to understand the both sides of the company's interaction with customers whether it could have a satisfactory or dissatisfactory journey in means of the business. Based onto the available track records in the informed database of the system, a company can manage to have key strategic way forward in making the projects accomplished with future tactics that are to be based on the available data in CRM system. For a growing aspect of the company, it definitely requires having future expected outcomes in consideration before they go on to make further investments in process. CRM gives this as obvious opportunities for a company to help in determining future enhanced investments (Mangles, 2019).

The term "Customer Relationship Management" (CRM) is a constantly considered to be a developing field and owns technologies regarding social media happened to revolutionize the interaction between consumers and business. The latest dimension of CRM is thus focused on the domain of social

media technologies and customer engagement has now revolutionized a certain way in which consumers and businesses interact (Choudhury & Harrigan, 2014). CRM, underpinned by the principles of marketing relationships, this is a significant research that has knowledgeable highlights and gaps of awareness, with both marketing and technology failure and successful stories (Payne & Frow, 2005).

Therefore, world of digitalization has opened further many more ways of making the businesses more visible and decorative in the processes. Social media has become another key factor in bringing the customer closer and more engaged in dealings for the promotion and sales opportunities. CRM and social media have greatly and jointly engaged a great deal in recent past years. By the times the researches had shown that more than fifty million tweets had been witnessed and recorded in the time span of the only one day. The most of the recorded tweets had been reported between the companies and their customers. Further records suggested that had an increased interaction up to 70% in one year between customers and the companies. The companies have had the reasons to live social because the customers live there. It brings them to have a luxury to keep their customers engaged and motivated towards their businesses. CRM and social media for SMEs is also cost effective and making the companies grow higher while knowing the customers' expectations towards their products and the services (Coen, 2016).

The rest of this study is organized as follows. First the conceptual context referred to above is introduced, which includes the terms relating to CRM performance. Secondly, in the sense of CRM and Social CRM efficiency, the results of prior literature. Thirdly, the research approach and methodology are defined, referring to formal questionnaire, as well as a consolidation and validation process. Fourth, the conclusions, outcomes and the testing of the hypothesis are included in the section. Finally, assumptions, limitations and recommendations are given for further studies.

1.2 Problem Definition

Technology based doing of business with more attraction creation for the SMEs to create customers' platforms have become an essential aspect the doing the

business, trading, and commercial. The induction of polished technologies into the systems have made it easier for a company to introduce and remain the markets even easier than what social media likes in the shapes of Facebook and TikTok could do early on in the process. B2C logistics, B2C business and B2C e-commerce has made it easier for an entrepreneur to capture markets. B2B technologies for enterprises, is becoming a potential site. It offers markets with huge customers evolved in it. The companies with greater investments have seemed making the most of these technology based doing of business with ease while engaging more and more customers in it while SMEs have seemed finding it challenging for them to greatly utilizing these sorts of technology based platforms due to various constraints in considerations (Wen and Skriveris, 2020).

Customer Relationship Management is a system where we can develop the relationship between the company and the clients; you will go in deep in our customer's loyalty, clients' perspective to our brand in addition to our brand value, it all depends on our marketing strategy and activities (Arthur, 1994).

It allows us to shape and grow relationships of long-term tenure with our existing client and potential ones, it is flexible and can be used in sales, finance, HR, and so many other departments where we can evaluate our customer value to be able to generate leads, maintain the relation, keep customer satisfy, and create more opportunities (David, 2016).

CRM is the company's overall practice of analyzing and maximizing the lifetime of every customer to the company by using technologies related to marketing communication (Reinartz & Venkatesan, 2008). CRM is a theory that encompasses the way businesses work together with clients. CRM is not only a method for capturing customer data but also delivers relevant information to businesses in order to meet existing customer requirements and identify new customers (Al-Weshah et al., 2019).

Nowadays the current social media technologies include Facebook, Twitter, LinkedIn, YouTube, Google, and many other peer – to – peer websites such as blogs, micro blogs, wikis, podcasts, picture sharing, video sharing and social bookmarking (Kim and Ko, 2012). In addition, these tools are now widely used by marketers, and statistics reinforce this by showing that 80 percent of business

managers consider social media important for marketing (Al-Weshah, et al., 2019). As well as the social media has formed a paradigm modification in the basic operating styles of all features of business, from operations and marketing to human resource management and finance (Aral, et al., 2013). Moreover, as social media usage begins to mature, the linkage between social media and CRM has become increasingly important. Organization can mix social data with existing CRM systems to provide tailor made solutions for customer requirements (VanBoskirk, et al., 2011).

Social CRM provided them with an interactive two-way channel of communication where they can engage and collaborate with customers to drive value creation, product development, conceptualization, and implementation of new marketing strategies (Rodriguez, 2012). This describes social CRM grounded on the basics of traditional CRM, but additionally increases this idea by spreading it to social elements of organizational performance and individualities that promote communication and communication between customers and organizations, and also within the customers own network (Greenberg, 2009).

Small & Medium Enterprises, the definition is not unique worldwide, but since we will focus on Istanbul - Turkey, we should follow their criteria where they consider a company as SME when it recruits from ten till 500 employees locally or widely. Worldwide SMEs are forming around 46% of economies around the world. The contribution of small and medium-sized enterprises to the economy has led researcher, academics, and practitioners to show significantly greater interest in their performance (Eid and El-Gohary, 2013).

A novelty capacity is therefore a perilous attribute for SMEs to be able to distinguish themselves from their opponents and to launch a viable advantage (Rosenbusch et al., 2011). In addition, we can say that it is a customized dashboard for every customer, which gave us a single view of their interactions, activities, opportunities, analysis and visibility. A user-friendly interface is dealing with end-to-end solutions and processes that help the strategical manager (C Level) to visualize data and numbers, which lead them to manage the customer & product life cycle (David, 2014).

The primary mission of this system is to combine all the data coming from Sales, Marketing, Services and other teams describing the customer preference

to our channels, products & relationships that will not happen without a clean and organized data structuring from IT. Since a young company founded by initiators which called Entrepreneurs, it could be founded by one or several Entrepreneurs; it is a small company in the first stage of its operations with a vision to develop their service or product. In contrast, companies start with big budget and cost, they already have their numbers and studies about the market they are working in which is missing for startups, so they always ask for funds from venture companies.

1.3 Research Background

Small and Medium Enterprises have seemed reluctant in making the best capitalization of technologies in with their complete potential the technologies are on offer. In comparison to the larger companies SMEs have not been able to get themselves benefited from the markets like B2B technologies based enterprising. Due to their limited approaches in many definite ways of doing businesses, SMEs have limited operations owing lesser investments, in lacking the competent enough operators of the technology-based marketing, having longer cycles of activities and being quite limited in competing the larger markets inflows and outflows. However, SMEs are world's potential means of major contributors in a country's economy. Several countries have globally witnessed major contributions from them into their GDPs. While casting a look at the South Asian region SMEs contribute more than 30% of the local economies. Hence the technology-based SMEs are expected to have more potential maximizing the overall contributions to the local as well as global economy (Wen and Skriveries, 2020).

A technology-based interaction and its record keeping to have businesses strategies for a successful project implementation that comes under Customer relationship management. That is widely known for the technology-based software that keeps the tracks of the company's customers ever. It helps to the companies to determine their potential customers from analyzing the available databases in the system. It has the potential to keep an eye on all times customers; the customers in past and the customers in current times to bring about the most potential ones stand out. The company's expectations are

created with higher sales while using the systems effectively for the purposes. These systems have variety of functions at offer. They can collect and make the databases of the data from company's all sorts of communications channels. CRM became a useful tool for a many of the companies globally after there was trend of having databases enacted to keep an eye on the progress of the company and ensure growth into the sales and income. In 1970, CRM was first used for the purpose. It got boost ups later on in 80s and 90s. Sugar CRM first introduced CRM system as an open source in 2004. Later on, in 2009 and 2014 it was linked to social media for profiting the causes on the sides (Okeke-URL1, 2016).

Turkish SMEs are largely being to have potential level utilization of technologies. Technology transformation in Turkish SMEs is taken as the significant side in an entities and country's economic growth. There has been a greater emphasize maintained on to the effective utilization of technology with more investments and disciplined efforts in SMEs in Turkey (Sağlam, 2018). A research study on Customer Relationship Management (CRM) in Small and Medium Enterprises (SMEs) in Turkey assert the findings that the fragmentation in making the communication, the ground realities every business had, interactions ways with the customers and the ways of bringing new things introduced and inducted in the process had been found affecting CRM in SMEs in Turkey. Moreover, the overall success and failure of CRM with impact were determined with business dynamics an SMEs had. Since SMEs had different financings and management with varied capacities that had an overall impact of effective or ineffective capitalizations of CRM as the technology-based system in SMEs in Turkey (Ozgener and Iraz, 2006).

Statistics have shown that there are more devices connected to the internet than people in our planet, but what is clear that big companies they afraid of these big changes. Because of the rapid development and change in the business environment, should companies and decision maker change their mind and start to dedicate a big budget to join this change. We need to understand how they understood this change and what was the impact on the ground (John, et al, 2018).

1.4 Aim and Importance of the Study

While business organizations need to operate efficiently and profitably, they lose of huge sums of money annually because of the lag of customer communication channels. This problem has adversely affected both workers and business owners, as workplace harassment creates a toxic work atmosphere and negatively impacts business organizations 'ability to compete effectively in their markets (Cohen, 2016). CRM, it has become a fundamental action in the business environments, with strong competition, CRM has turned out to be more significant (Mandina, 2014). And CRM enterprises can be measured for obtaining advanced revenues and lesser costs to improve competitive positions in SEMs. Operative CRM can increase customer satisfaction and customer retaining rates (Chen & Popovich, 2003). The aim was to use this knowledge as a result of my research to help organizational practitioners enhance marketing and sales processes, such as increase sales, development new products, increase reputation, increase loyalty, or retaining customers. And this qualitative study was to explore the advantages of using CRM, Social CRM, and social media for customer, market and workers. This research will be conducted using an inclusion questionnaire method, followed by qualitative interviews with organizational leaders, managers of marketing, sales or managers and employee responsible for the use of CRM evaluations within their organizations. The population target of this study is small-medium companies, and this population represents the majority of business in Istanbul - Turkey. Because that kept a lot of research in this specific population, but these studies actually contrasted with measuring or figuring out the relationship using CRM and. Consequently, from that question, this study will find out.

1.5 Statement of the Problem

Small and Medium Enterprises (SMEs) in Turkey have largely been less benefited from the latest trends adopted worldwide to bring the technology-based businesses. CRM and Social Media are currently taken as the major weapons in making the entities more profitable and competitive for strengthened relationships with all direct and indirect stakeholders in doing businesses. The problem further deteriorates when it comes to having reluctance in adopting the

channels of digitalization due to lower sorts of literature availability and lesser researches in places. Hence it creates a huge gap in managers and owners to have positive mind sets of use of CRM and Social Media for boosting their businesses in wider context. The gap widens further with almost none of the capacity building opportunities due to the lack of evidence on the problem of reluctance of technology based doing business in SMEs in Turkey.

1.6 Scope of the Study

This research has been conducted to investigate the impact of CRM systems and Social Media on SMEs in Turkey. This research study has vibrant potential to meet the needs of the times for the purposes it has been made for. The most potential beneficiaries of the studies are the economists and the policy makers in Turkey and abroad. It would further impact on the strategists and the investors to best capitalize the findings in making the technology a considerable tool for enhancing economic efforts in the process. The managers of the company would get the findings of the study as a supporting document in making their decisions more useful with greater analytical impact on their business's affairs. Furthermore, it would give all the stakeholders to look upon the opportunities that CRM and Social Media can offer them as the major tools in technology and digitalization of doing businesses. This study would also pave the ways for the researchers concerned to direct their work for more polished and relevant efforts that the running era desperately needs to bring competitive environments alive in SMEs of Turkey.

Research questions of the study are given below:

- What is CRM concept and its relationship with digital media?
- What is the Social CRM concept and its relation with digital media?
- What are the CRM concepts and its benefits from executives' perspectives in SMEs?
- What are the Social CRM concepts and its benefits from executives' perspectives in SMEs?
- What are the CRM tools adopted by SMEs companies?

- What are the investigation and the evaluation criteria of CRM and how to suggest some recommendations for enhancing CRM in SMEs?
- What is the relations and clarification between the core value and actual use?

2. LITERATURE REVIEW

2.1 Introduction

CRM Software in future, which is driven by the exponential growth and penetration of social media, has enabled CRM vendors to combine their software with a number of social networking platforms such as Twitter, Facebook and LinkedIn. In reality, some businesses aggressively pursuing CRM applications are considering social media incorporation a prerequisite. For one thing, businesses enjoy how social media helps them to reach and link to their customers' social networks in a casual way. Social media is a leading generation system of its own. An organization is able to collect comprehensive statistics on the purchasing habits and desires of its audience, as well as on their particular requirements and needs. Similar to the CRM approach, social media is just as successful as the technique that drives it. It is also imperative for businesses to build a policy that better listens and reacts to their customers in order to ensure that their business and brand are favorably reflected (Kaftalovich, 2010).

If one is not even using Social Media (CRM), than it's rhythm to begin. According to research reveals those people near about half of billions social media users tweets on Twitter every day. Such tweets aren't only a dragging governmental consideration or a amusing picture. Interactions between companies and their clients are a good aspect of these tweets. Online consumer experiences with brands rose by 70% between 2013 and 2014. According to Rasiel (1999) based on McKinsey, almost thirty percent of such people place a straight response to waiting during sales services queue, that is comprehensible. This is all about, an urgent request and forcefully environment. Hoping on others to pick up the phone is a thing of the past. The most convincing argument to switch the Customer Relationship management to social media is that where your consumers actually work. It's very attractive form to be closer and give attention to your clients, even you can interact with your clients everywhere

they are exactly running. It is in this wherever at your convenience link where enormous possibility remains within. Owing of this prospective, in that spot there is a chance for different good stuff. To create the better partnerships by staying connected your customers will definitely boost the sales. As we know the businesses are more related and connected to the clients. Because of that operating Customer Relations Management online will also assist clients reduce price and make it effective. It is a mixture of quick review & constructive reasoning answers in quicker intention. That ensures your clients will not go somewhere else expect you and you both will be stay connected together with a low time & resource being spent (Coen, 2016).

2.2 Previous Studies

According to the systematic analysis method by (Brocke, et al., 2009), the previous literature review in early 2014, performance factors were derived and listed within a preliminary performance assessment methodology. There are two main findings:

First, The CRM performance measurement model of (Kim & Kim, 2009) adopts a performance measurement methodology for Social CRM. After a detailed review of various performance assessment models in the literature, the model was chosen. It is also a highly classified, commonly used structure that offers a high degree of external validity. A company perspective is adopted by the corresponding measurement model and involves four performance dimensions, infrastructure, process, client, and organizational performance.

Second, based on (Küpper, at el., 2014) the literature review describes 16 success factors for Social CRM to measure the CRM performances. As below table show all details for these factors:

Table 2.1: Success factors for Social CRM

Factor	Description
Customer Insights	Companies analyze data obtained from social media to identify patterns in consumer behavior and compare the results to existing customer data in order to obtain a 360-degree perspective of the consumer.
Customer Orientation	As a fragment of the Social CRM plan, a corporation can bring into line all processes related to customers' requirements and develop every touchpoint more focused on customer.
Market and Customer Segmentation	Social CRM can enable a more efficient and effective segmentation.
Customer Interaction	Meanwhile the Social CRM, companies interrelate more efficiently and efficiently with customers' requirements.
Customer-Based Relationship Performance	Customers realize an increase the affiliation value within the perspective of Social CRM suggesting that the arrogance upsurges, and general satisfaction rate rises
Customer Loyalty	Users of the website have developed an emotional tie to the company and are interested in a long-term connection. It enhances the likelihood of customers connecting with the company's products or services.
New Product Performance	Social CRM upsurges the success of afresh presented or established products and services.
Organizational Process Optimization	Social CRM allows the development of efficacy and efficiency through the whole value chain of the corporate.
Brand Awareness	Social CRM increases the brand awareness and brand recognition. Example, consumers recommendations.
Customer Lifetime Value	Social CRM has a beneficial impact on the effectiveness of a customer's value through the course of a relationship. In terms of customer service, online present value increases from the company's standpoint.
Financial Benefits	Because of the ability to accelerate sales, social CRM enhances the opportunities for cost reduction, especially in the field of CRM.
Competitive Advantage	The business embraces itself from rivals by introducing Social CRM and has established a sustainable competitive edge.
Social Media Monitoring	Capturing knowledge about features, needs, attitudes and relationships from Social Media allows for more empirical approaches.
Customer Co-Creation	Customers as co-creators, for example, are supported by social CRM activities in the creation process.
Peer-to-Peer-Communication	Consumers can use social media to engage and work with others.
Online Brand Communities	Companies have a brand communal to engage with consumers about content related to the service or product, for example.

Thirdly, according on Cui and Wu (2016), Customer involvement denotes to the degree to which the customer is a data source to assist with the event of latest products or services. According to this research, a company's ability to profit from consumer involvement is dependent on its technology capability, and the contingent effect of technological capability changes depending on the type of consumer engagement. Fourthly, based on Salo (2017), social media denotes to

online services that facilitate social user engagement over highly available and accessible web or mobile publishing technologies.

Fifthly, based on Baird and Parasnis (2013), below given table is to find the statistics for those firms which are using the social networking websites like, Twitter, Facebook, and Instagram rather than extra and only social:

Table 2.2: % of firms having or don't have social sites

Social sites	N	Have a profile / presence	Do not have a profile / presence	Don't know
Social networking site	349	79%	18%	3%
Media sharing sites	347	55%	37%	8%
Microblogging sites	343	52%	41%	7%
Wikis	343	48%	45%	7%
Blogging sites	342	45%	45%	10%
Social review sites	338	36%	52%	12%
Social bookmarking sites	339	31%	55%	14%

Lastly, based on Michaelidou et al. (2011), they collect data from 102 B2B SMEs and the result is, the majority of the businesses consider use CRM and social CRM, perceived relevance for them is at low levels, whereas those who use it do so for three reasons: to acquire new consumers, cultivate relationships, and raise brand recognition.

2.3 Definitions of Data Insight Analysis

Analysis is the process that should be taken after the findings have been produced. Analysis is the method of searching for statistical information to start telling a more serious topic. Analysis would look for exchange between various data sets to see how they affect each other. This search for causal relationship, or for cause-and-effect relationships within the data, is the basis for a decent explanation. Finding, testing and confirming a true relationship of cause and effect inside the data would represent an effective analysis of the data. Perhaps there are not enough data to allow a real review of the current data collection. This would mean that if you were to do a real analysis, you would have to obtain data from beyond your data collection. For example, if you did any research of your web results, you would like to collect reports on your social media platforms or recommendation channels to see a broader view of the data to get an understanding of how it is affected by outside sources.

Insight is the most wonderful last phase of data. Insight is introducing awareness. Very few individuals reach this stage, but when they're doing it creates a remarkable degree of support and well, insight into your processes. Insight is a result of a combination of a lot of analysis of your datasets. Descriptions within or outside an organization may be included. For example, I analyzed data on thousands of different websites. Because of that its great and important the opportunity to do a genuine perspective study with a customer, because my expertise greatly exceeds the evidence in front of me. True experience is a measure of knowledge – of having spent thousands of hours gathering up facts and understanding on a specific issue. Therefore, when we think of New North's web stats, we're looking from eyes that have read thousands of web stats stories and gone a long way beyond research to perspective (Lehman, 2018).

When consumer encounters take center stage, there is a need for a broader and more convincing concept of perspective. Insights are the foundation of the design and engineering process, the lighthouse on what you can do next and the catalyst for adding fresh value for your clients. The ever-increasing data boom places more information at our hands than ever before, so you need to know what to do about it. Otherwise, it's outdated and inefficient. We see a growing erosion of understanding with businesses operating in a "knowledge illusion," drowning in data, poor insight, and struggling to turn information into intelligence (Insights, 2020).

Data can take many types, but we have to note that—truth! Alone, this isn't an insight, because it doesn't make you think about it. With the mass of data at hand, the underlying issue is even more important, how can we mine and interpret the data in order to discover the knowledge we will operate on. Take a holistic look at the data and be warned against being addicted to one particular motivating data point that can lead to a fast conclusion, consider holistic, and analyze yourself deeply.

Insight description allows you to take a multidimensional perspective. Definitions abound as to what is actually an insight. But instead of getting hung up and working out countless definitions, we promote our service provider

relationships to define their insight process based on the business impact they want to have within their own organizations.

A definition is helpful but knowing what benefit your insights are supposed to deliver is much more essential and makes them effective, creating networks and partnerships. At Innovate, we look at the insights we're developing to deliver the accompanying as a proper definition: Personal experience and simple knowledge would not be enough. Insight definition involves work; it is a skill that requires inventiveness, commitment, and deep thought to design. The far more effective insights come from rigor and deep analysis, which translates massive quantities of data into comprehensive and interesting findings (Dalton, 2016).

2.4 Definition of CRM

CRM stands for Customer Relationship Management is based on tools, mechanisms, strategies and plans to have customers in retaliation for the profitable means of businesses. It is a way of handling communication with current as well as past and affiliate marketers. It is one of many alternative attitudes that allow managers to develop and analyze its own communication with its past, reach out to new customers. It includes data analysis of customer collective memory with a best to communicate with clients, particular emphasis on service quality and wait until the end market growth. One major factor influencing approach is that CRM systems analyze data from an array of diverse information sources, including the corporate website, telephone, email, live chat, advertisements and more lately, social media. It further helped determining in the needs of the potential customers with the help of strategic means under CRM usages (Creatio-URL2, 2020)

CRM stands for the management of customer interactions. This is a classification of interconnected, information software services that enhance how you communicate and do marketing with your clients. CRM systems enable you to manage and retain existing customers, sales history, marketing and reservoir contributes, and control access that is responsive. CRM systems enhance company's sales and profits by simplifying government operations in your revenues, public relations and service units and enabling you to work on

growing and maintaining a competitive advantage that matter. A strong CRM solution is a cross framework where everything that is important for creating, improving and maintaining your customer relationships is stored. In absence of the guidance of an advanced Analytics solution, you may miss opportunities for growth and suffer economically because you are not optimizing your existing systems or making the most of your customer relationships or sales leads (Dynamics, 2020).

CRM collects consumer experiences in one location across all platforms. Managing centralized data helps businesses improve customer experience, satisfaction, retention and service. CRMs have evolved enormously in just a few years. Approachable and much easier to learn, implement, and pay for, they have transformed from three-letter monsters into ready-to-use software for businesses of all shapes and sizes. CRM enables companies of all sizes to continue driving sales and prosperity. Yes, they are still primarily intended for sales, marketing and service. But now they're doing a staggering lot of other stuff, such as helping users manage trust among team members, distributors, stakeholders, and associates. Learn more about the advantages of CRM underneath and forgo to our best CRM software list for a great list (Sirk, 2020).

CRM contains all the methods in which you manage business processes across sales, marketing, customer service and e-commerce. It offers possibility to streamline and implement these customer-facing operations with CRM software. Best-in-class solutions also provide tools for consumer research, customization, social networking, teamwork, and more. Today's customer experience management solutions provide basic CRM features as well as sophisticated CRM functionality that go well beyond past touch sorting and filing functions. Now you can streamline all the customer-oriented processes – and improve partnerships by placing the client at the forefront of your advertising, promotions, and company and service operations (Insights, 2020).

2.5 Definition of Social Media

Social media constructs of digital information (such as social networking and messaging service websites) whereby the users' websites for social networking information, ideas, private correspondence, and other content such as videos

(Webster, 2020). Social media refers to websites and implementations intended to support sharing of information quickly, effectively and in actual environments. While lot of clients have a command to use the social networking sites on their mobile by application, this software application has started with computing devices and social media can refer to any internet communication tool that allows users to share content widely and engage with the public. The process of sharing photos, viewpoints and happenings in actual environments has transformed the world and the way we do business.

Here are the fundamentals of understanding social media and how it can be used to benefit your company. The process of exchanging images, views and happenings in real-life situations has changed the world and the way we do business. Here are the basics of understanding social media and how it can be used to support the business. Any multimedia medium that allows users to quickly create and distribute material to the broad public is referred to as social networking. There is availability of thousands of collections for writings and blogs. Like as TikTok, Snack video, and Likee these are using for 1 minute video sharing application, Instagram provides picture quality and various effects for posting any news feed and keep updating with your clients, Twitter is good for tweeting some other posts, Any person can use these all applications who just have the availability of Internet that will easily sign up for a social media site. They will use the account to post any content they want and the content they share reaches everyone who views their website or profile (Hudson, 2020).

Social networking is a collective term for platforms and apps that concentrate on contact, community-based feedback, engagement, content sharing and collaboration. Various forms of social media are typically devoted to forums, micro blogging, social networking, social bookmarking, social carnation, and wikis. Certain people are using social media to stay in touch with friends and family, while others use it to interact with a variety of groups. Many companies can use social media as a form of selling and advertising their goods. In addition, Business-to-Consumer (B2C) platforms have social components, such as customer comments areas. Other tools have been developed to help monitor the amount of references and awareness of the brand. In industry, social media is used to sell goods, endorse brands, bind existing clients and foster new

businesses. As far as customer feedback is concerned, social media makes it possible to inform an organization and everyone else about their encounters with the company, whether those experiences are positive or negative. Company will also respond very easily to both positive and negative reviews, resolve customer concerns and retain, repair or regain customer trust. Social networking is also used for crowd sourcing as well. Customers may use social networking sites to have suggestions for new goods or tweaks to existing ones. In IT ventures, crowd sourcing typically entails involving and integrating enterprise and IT services from a combination of internal and external suppliers, often with input from clients and/or the general public (Rouse, 2019).

Social networking is a term we've been tossing around a lot these days, mostly to explain what we're sharing on platforms and smart phones such as TikTok, Snack Video, Twitter, Snap Chat, Meet me, Likee, Instagram and so on. Therefore, clients could conclude that these applications are website constructed platforms to give access users to communicate with one another. The term is so ambiguous that it can be used to describe virtually every website on the Internet today. Or will it be? Many may have a narrow understanding of social media, which is also the same as social networking (Facebook, Twitter, etc.). Other people do not allow blogs to be in the category of social media (Lifewire, 2020).

2.6 Definition of Social CRM

Social CRM (customer relationship marketing) can be an effective business tool. For example, setting up a Facebook page encourages people who like a brand and the way they do business to like their page, providing a space for collaboration, marketing and networking. A consumer can follow conversations about a brand on real-time market data and reviews from social media sites. Enterprise social networking helps an organization to associate individuals who have common business interests or practices. Internally, social tools can help workers navigate the knowledge and services they need to work together efficiently and solve business challenges. Externally, public social media networks allow companies remain close to their customers and make it easy to perform analysis that they can use to enhance market practices and activities (Rouse, 2019).

In social CRM as the name depicts, the customers attentive to the type of the product or services are dragged out with tracings from the resources of social media. The business world finds it as to be a two way conversation platform that creates interaction with almost all stakeholders. Through social media it has been bridged about the gaps between the customer and the entity. Hence it has proved out to be a beneficial in many ways; as it becomes easily accessible and makes it possible to have quick access on issues and to their possible solutions. Engagement with customer in real time discussions and value them accordingly (González, 2020).

Social customer relationship management (social CRM) leads to the need for social media and social media strategies is to hold out consumer base of an organization. Social CRM is seen as a customer-centric approach to delivering service and product assistance, raising brand awareness, promoting products and community building. Communication with the client through social CRM is believed to be able companies better understand client needs and deliver high quality products and services. Social CRM is now more a talking point than a clear term. It is used as the next stage in the process of social media platforms so that instead of simply focusing on sales, a company can engage the customer and receive direct feedback that will improve the business. As clients see their constructive criticism from the company, they will care very deeply about the product or service and thus become brand advocates for the company (Techopedia, 2018). Social CRM is a corporate procedure that requires the extension of advertising, operations and business mechanisms to include the full involvement of guests and customers to the Internet (Web or mobile) channel, with the aim of encouraging active involvement in the business process (Gartner, 2020).

Social CRM is a business tactic to reach consumers through social media with the goal of creating trust and brand loyalty. Loyalty is described as an attitude towards a brand that allows a customer to repurchase and/or promote it to others. Social CRM and Social Media are more about establishing trust and managing customer loyalty than about managing partnerships or purchases that are the subject of "traditional CRM (Kotadia, 2010).

2.7 Definition of SMEs

Small and medium-sized companies (SMEs) account for 99 per cent of all firms in the EU. The concept of small and medium-sized businesses is essential for access to financing and for EU support programs aimed directly at these enterprises (Europa, 2020). And a small to medium-sized company (SME) is a corporation with sales, properties or staff that fall below a certain amount. The standards for establishing a SME change over time and often between industrial sectors. Unfortunately, there is no established SME term that applies worldwide. Nation has its own concept and can also seek to set strict limits for specific industries. For example, in the European Union (EU), a company with less than 250 workers is deemed to be a SME, while in the United States, a SME may have up to 1,200 employees. However, there is a common aim of identifying a SME such that it aims to separate small to medium-sized companies from large organizations. Small to medium-sized companies make up the vast majority of enterprises in most countries. According to the Small Business Administration (SBA), 99.9 per cent of U.S. businesses were small businesses in 2018. The SBA also states that small businesses accounted for about 44 per cent of U.S. businesses GDP for 2014 (the latest year for which data was available). Small and medium-sized enterprises may come from any sector, but by their existence, some enterprises are more likely to be small and medium-sized than others. For example, law firms, trucking companies, personal care services, dental offices, restaurants and bars often have relatively few employees (Ward, 2020).

The UK concept of SME is typically a small to medium-sized company with less than 250 workers. The EU also describes a SME as a company of less than 250 workers, with a turnover of less than €50 million or a balance sheet total of less than €43 million. There are three distinct groups under this framework: medium-sized, small and micro-businesses. These segments are specified in terms of turnover and number of employees. Small and medium-sized firms account for 99.9% of all firms in the United Kingdom, rendering them vital to the country's economy. Small and medium-sized enterprises employ millions of people and are a critical engine of global development and sustainability. (Day, 2020).

SME is short for small and medium-sized businesses or small and medium-sized enterprises. These firms are separate non-subsidiary enterprises which employ no more than a certain number of employees. The threshold varies by region. In the European Union, for example, the maximum number of employees is 250, while in the United States it is usually 500. Small and medium-sized businesses play a crucial role in the world economy. The vast majority of companies globally is small to medium-sized businesses and make a huge contribution to job development and economic growth. According to the World Bank, over 90 per cent of businesses worldwide are small and medium-sized firms. These companies also employ almost half of all the workers in the country. In this context, an enterprise is a commercial entity, i.e., a company or a company. The Organization for Economic Co-operation and Growth (OECD) indicates that financial ceilings also appear in the concept of a SME. For example, these ceilings are specified by the European Union (EU) in terms of the maximum turnover or balance sheet. Freedom is also part of the description of the SME. A division of a larger corporation is not eligible. Similarly, a small or medium-sized company that becomes a division by merger or takeover ceases to be a SME (MBN, 2020).

Small to medium-sized businesses are privately operated enterprises whose resources, labor and assets fell below a certain amount according to the national standards. Local restaurants, convenience stores, garages, etc. servicing hyper local target markets typically fall under the reach of a small-to-medium-sized enterprise as they produce less income and run with less than a certain level of work focus. In South Africa, the previous definitions of small and medium-sized businesses were updated in 2019. Small and medium-sized enterprises are now identified on the basis of two rather than three measures. They are 'absolute full-time equivalent to paying staff' and 'total annual turnover (Verma, 2020).

2.8 Definition of SaaS Saving SMEs & Startups

It would be the first portion of 2005 that SaaS (Software as a Service) and IaaS (Infrastructure as a Service) and PaaS came into being (Platform as a Service). Until then, on-premises offerings were most relevant to the market. But today, since we have both SaaS and On-Premises options, the larger issue is which one

to pick for the SME set-up! On-Premises computing is one of the oldest in the industry. That is where the device is installed and run from a server or a device located at the premises of the business. The customer is responsible for the security, availability and overall maintenance of on-site applications. However, after incorporation of sales and support services, the vendor offers support services. SaaS is a license to use a particular software program on the Internet. According to Juniper Report, SaaS will represent 59% of the business software computing industry by the end of 2018 (Gupta, 2018).

Bengaluru-based eShipz assert that it cuts order fulfillment time by 80% for small companies. The startup offers a single dashboard for small and medium-sized businesses and delivery companies to monitor their shipments. The marine industry is the vessel on which the world economy sails. With a growth in e-commerce, now smaller firms are able to experience a worldwide client base, all enabled by freight transport. But amid all the technical advancements, small companies have a hard time monitoring their deliveries, which vary on average between 10 and 1,000 or more a day. The start-up software-as-a-service (SaaS) product operates on a plug-and-play basis for small and medium-sized businesses by combining it with their distribution networks. The dashboard offers a snapshot of the delivered orders and those in progress, and the delivery firms that the SME partners with on each (Krishna, 2020).

2.9 Relationship between All Variables

Government figures indicate that the UK had around 5.7 million private sector companies in 2018, of which 99.9 per cent were listed as small and medium-sized enterprises (SMEs). You don't need to be a mathematician to figure out that this leaves only 0.1 per cent to big or corporate companies with 250 or more workers. It is also important to remember that 0.1% of major companies employ just under 40% of the UK population and account for 48% of annual sales. However, SMEs already account for more than 50 percent of the UK economy and recruit more than 60 percent of the population, making them a core component of our country's growth. Research reveals that less than a third of UK SMEs are actually using CRM applications, and 34 per cent have no intentions to incorporate one. Most of them say they keep track of their clients

by using spreadsheets or a good old pen and paper. They also state, however that their main challenges are getting inaccurate customer records, trouble monitoring their customer contacts and follow-ups, and a marketing feeling that is too time consuming to mess with which indicates a lack of respect. The advantages of CRM are undisputed; essentially directed at increasing revenue and customer satisfaction, the program not only optimizes and automates operations, but also reduces the potential for error. In addition, potential systems will be enhanced by reports and data collection. The CRM system offers a single hub for handling your customer details and monitoring your experiences. It is all in one spot, making it fast and convenient to find what you need while talking to clients and collaborating with colleagues. This brings quality that can lead to higher productivity, quicker delivery, enhanced customer loyalty, deeper partnerships and of course, more revenue. The survey found that 31 per cent of businesses using CRM tools claimed that the technology would help them better understand their clients and make their company more visible. Worryingly, it also showed that those considering investing in CRM apps felt the cost was prohibitive (Armour, 2019).

Social networking is not only a contact medium for amusement; it is also an important aspect of corporate life communications campaigns. The purpose of this paper is to examine the role of social media for small and medium-sized enterprises (SMEs) as a modern communication campaign platform for the firm's success perspective. This study focuses on a case study, involving a review and examination of four Facebook and Twitter profiles of American and Turkish corporations in relation to the number of likes and followers, content diversity, user engagement and language use. The qualitative approach used in this study is to see how these businesses engage their consumers online and use social media as a strategic strategy for social network marketing (SNM). Briefly, the results of this study indicate that the common problems of Turkish small and medium-sized companies are related to the use of formal language during the consumer contact process and the production of unattractive material that lacks the wealth to draw the interest of their customers in their social media activities. Another interesting argument is that from the point of view of

American SMEs, they are less successful in using Twitter than their Facebook pages (Oztamur, et al., 2014).

2.10 Conceptual Framework

As the below figure 1 shows the study research framework and based on the above figure; the researcher selected to study CRM as dependent variable. And the researcher selects three variables to measure the relationship and effectiveness to CRM performance and efficiency in organization as mention above.

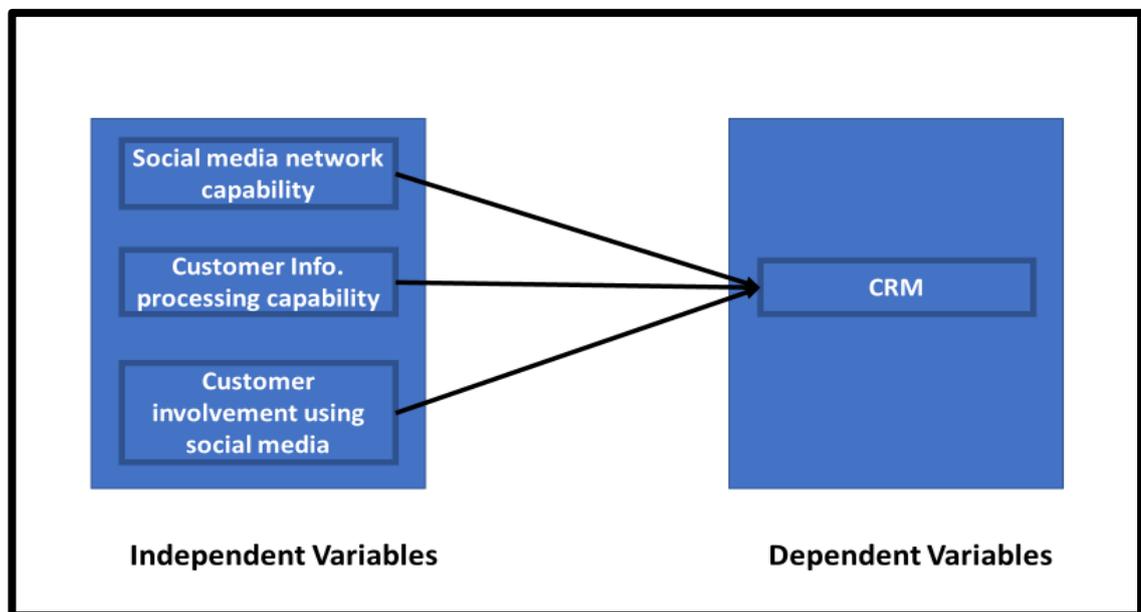


Figure 2.1: CONCEPTUAL FRAMEWORK

2.11 Hypothesis

- H1. There is a positive relationship between Social Media Network Capability and CRM in SME's business organization.
- H2. There is a positive relationship between Customer Information Processing Capability and CRM in SME's business organization.
- H3. There is a positive relationship between Customer Involvement Using Social Media and CRM in SME's business organization.

3. RESEARCH METHODOLOGY

3.1 Methodology of the Study

In this research study the main purpose revolves around the challenges that occur in implementation of customer relationship management systems while capitalizing the social media impact over the business occurrence at the medium level in Istanbul in Turkey. Overall, the relationship factors in business management that have impact over due to the implementation of CRM systems were at the exploration in this particular study as it was aimed in.

This study's key objective was to explore a number of issues related to CRM in business organization. This concept for qualitative research methodology was supported by Mack et al. (2005). And this study was based upon the descriptive method of investigation. Through this analysis, the validity of the data is usually checked, and a more through explanation of the analyzed data is given (Mansor and Kurt, 2020). The descriptive research is the method of the study, which has certain aims, size and ingredients for a population (Malhotra, et al, 1996). The descriptive analytical method is applied to analyze in detail every demographic aspect of this analysis, and to determine its causes and potential impacts. In this analysis the research technique is deductive reasoning approach that deals with the creation of an established theory-based hypothesis, and it causes tests to evaluate this assumption. It also helps to draw general statements (Lindlof and Taylor, 2017). This research also deals with calculating and recording a specific population's audience and offers an objective image of a situation.

Deductive reasoning is a scientific process to reach at the specific, beginning from general idea that turns out to be in a logical thinking. It is also known as a deductive inference, which is the method of reasoning of various points of arguments to a logical conclusion. The deductive reasoning moves in the same way as the conditional reasoning which connects the premises to the assumptions. If all facts are valid, the concepts are simple and the laws of

deductive inference are followed, the statement drawn is obviously true. Deductive reasoning, a vertical and descending logic that compares with inductive reasoning, vertical but ascending logic. Because it travels from top to down established upon a premise. A premise is a statement or a hypothesis which is strongly believed to be true (Doyle, 2020).

There are several other analytical methods that we're using and develop to make hard choices at work. Reasoning is one that also happens spontaneously and requires inductive, deductive and adductive processes. In this essay, we describe what deductive reasoning is and how it can be used in clinical environments. Deductive reasoning is the method of drawing an inference on the basis of facts that are commonly believed to be true. Often known as "deductive logic," this act uses a logical premise to draw a logical conclusion. Deductive logic is also referred to as "top-down reasoning." If something is believed to be true and something else applies to the first statement, then the original fact would still hold true vice versa. Even though deductive reasoning is a well-known research strategy, it is vital to remember that it can frequently lead to an erroneous conclusion. This usually arises when one of the first hypotheses is false. It is therefore possible to come to a precise conclusion even though one or more of the generalized conclusions are incorrect. Knowledge of the mechanisms of deductive reasoning will help you apply logic to overcome your work's problems. Just knowledge that is thought to be true is used in deductive reasoning. Because it is impossible to check the veracity of this information, it does not contain any views, sentiments, or conclusions without proof (CD, 2020).

3.2 Sampling Method of the Study

Convenience Sampling method is adopted for sample study. Convenience sampling is characterized like probability method of sampling where each object, in the survey such sample has an equal chances for all participants. So, this choosing of objects relies entirely on luck or probability, and hence this sampling procedure is often referred to as a chance method. Convenience sampling is a basic type of selecting which can simply be a part of a more

complicated sampling technique. The main characteristic of this sampling process is that each sample has the same chance of being picked (QPro, 2020).

A plain convenience sample seems to be the most frequent source of probability sample. In this method, each unit of the population has the same and equal probability of being chosen from the population as part of the survey. The vital words are equivalent and separate. Opportunities are equal and there is no imbalance in the method that will allow one person to be preferred over another. The odds are equal, and the preference of one person does not change the likelihood of any other person being chosen. The advantage of this approach is that (the vast majority of the time) it succeeds in a sample of features that are very similar to those of the population. That is, it's free of prejudice (McKee, 2018).

In order to address study concerns, it is unlikely that researchers may be able to gather data from all situations. There is also a need to pick a sample. The whole set of cases

The sample of the researcher is drawn in the population named. Since then, none of the researchers has time nor the tools to evaluate the population as a whole so as to apply sampling methods to minimize the size of the population the number of incidents involved. Sampling stages indicate the steps that are expected to be taken while executing sampling. The first step in the sampling process is to specifically find the desired population. Population is a commonly connected to the number of people living in a given region. The sampling frame is a list of the actual cases from which the sample will be obtained. The sampling structure must be indicative of the population. While diving into the various sampling techniques, it's vital to remember what sampling entails and why researchers might select a sample. Sampling is a process of taking a subset of the total population or sample size. Sampling should be used to make samples inference about the population or generalization in reference to the current hypothesis (Taherdoost, 2016).

3.3 The Significance of the Study

While business organizations need to operate efficiently and profitably, they lose trillions of dollars annually because of the lag of customer communication channels. This problem has adversely affected both workers and business owners, as workplace harassment creates a toxic work atmosphere and negatively impacts business organizations' ability to compete effectively in their markets (Cohen, 2016). CRM, it has turned into a vital activity in the corporate environments, with strong competition, CRM happened to be more significant (Mandina, 2014). And CRM resourcefulness can be well thought-out for obtaining greater revenues and lesser costs to improve competitive positions in SEMs. Effective CRM can increase customer satisfaction and customer retention rates (Chen & Popovich, 2003). The aim was to use this knowledge as a result of my research to help organizational practitioners enhance marketing and sales processes, such as increase sales, development new products, increase reputation, increase loyalty, or retaining customers. And this qualitative study was to explore the advantages of using CRM, Social CRM, and social media for customer, market and workers. This research was conducted using an inclusion questionnaire method, followed by qualitative interviews with organizational leaders, managers of marketing, sales or managers and employee responsible for the use of CRM evaluations within their organizations. The population target of this study was small-medium companies, and this population represented the majority of business in Istanbul - Turkey. So kept a lot of research in this specific population but these studies actually contrasted with measuring or figuring out the relationship using CRM and. So, from that question, this study has found out.

3.4 Research Objectives

1. To understand and identify the CRM concept and its relation with digital media.
2. To understand and identify the social CRM concept and its relation with digital media.

3. To understand and identify the CRM concept and its benefits from executives' perspectives in SMEs.
4. To understand and identify the social CRM concept and its benefits from executives' perspectives in SMEs.
5. To explore the CRM tools adopted by SMEs companies.
6. To investigate the evaluation criteria of CRM and suggest some recommendations for enhancing CRM in SMEs.
7. To find the relations and clarification between the core value and actual use.

3.5 Sampling

Sampling for this particular research study was based upon the sampling method as mentioned in this chapter earlier. The sampling was done while keeping in view over the total number of business entities which were operating in Istanbul-Turkey. The sampling process for this research work went on to cover various levels of management rendering their services in those business organizations. The levels of the management which were sampled in the process were focused over senior level management, mid-level management and the lower-level management that included the employees of those entities working in limited areas of the study. All those business organizations which were sampled for the purpose had been identified by the means of visiting Istanbul chambers of commerce where the detailed figures and relevant information were gotten based the information the number of total respondents was figured out and managed. The certain formula for the sampling in consideration to the number of entities and respondents was applied as under 267 responses.

Hence this research work had the probability sampling method that was adopted to accomplish the sampling in this. Sampling technique ensures that every participant has a chance of being chosen. Its primary application is in the field of quantitative analysis. You must utilize the probability sampling method if you wish to get results that are representative of the entire population (McCombes, 2020).

Sampling in a statistical analysis for quality analysis and survey methods, it is done to accomplish global research objectives in a research processing. Hence it is technically based on some important factors. The process of sampling begins from individuals or units of overall population to make the statistical inferences so that the population characteristics are in place. Sampling is done in a way to collect actionable insights with the help of different methods so that not all the population is in touch for time bound research in any field. Therefore, it is the collection of a subset of persons within the statistical community to approximate the characteristics of the entire population (QPro, 2020).

3.6 Sampling Size

The sampling process for the study went on to have the particular direction that could have total number of business organizations which were working in the Istanbul-Turkey along with the total management at all levels in considerations, for which the information had been gotten from the reliable sources as mentioned, and that could make the sampling formula used. Having applied the sampling process in details the sampling size for this particular research work could stand as random sampling method.

Sample size is a term that is mostly used in analytics and market analysis, and that naturally comes up if you interview a broad population of respondents. It affects the manner in which research is performed on vast populations. When you survey a broad population of participants, you're involved in the whole community, so it's not practical to get responses or findings from almost everybody. Then you take a random group of people representing the population as a whole. The size of the sample is very critical for accurate, statistically meaningful findings and for the efficient completion of your analysis. In order to select the right sample size, you need to consider a few different variables that influence your study and develop a basic understanding of the statistics involved. You will then be able to use the sample size formula to pull it together and sample confidently, trusting that there is a high likelihood that the survey is statistically correct. The measures that proceed are sufficient for determining the sample size for persistent data – i.e., information that is calculated

statistically. It does not refer to categorical data – i.e., to categories such as green, brown, male, female, etc (qualtrics, 2020).

According to the (URL1 and acceded by 22 Jan 2021), the number of Small-Medium companies in Istanbul - Turkey is 21,260. In addition, by applied the below formula 1 (Mansor & Kurt, 2020), the sample size required for this research is 267 responds.

$$\text{Sample size, } n = N * \frac{\frac{Z^2 * p * (1-p)}{e^2}}{[N - 1 + \frac{Z^2 * p * (1-p)}{e^2}]}$$

Where N (Population Size) =21,260, Z (Confidence level) =1.645, e (Margin of Error) =0.05, and P (Sample Proportion - uncertain) =0.5.

3.7 Data Collection

In this research the exploration determinants were applied over the utilization of CRM systems implementation in SMEs of Istanbul in Turkey. Hence, the certain numbers of business organizations along with their all levels of the management were made as the respondents for the data collection process. While considering the methodology and techniques which were adopted for the study, the certain procedures were also adopted to ensure smooth and technically covered aspects for the data collection in this study. As the methodology paved the ways, the researcher had to go through the number of previous studies on the problem statement. The relevance towards the data collection was made on accounts of the key areas or their themes and sub themes while coding them in the deductive reasoning technique for this research study. To determine the facts in a certain direction thus the number research surveys were also made as the part of the research study. Their key findings along with their recommendations based on their trends that they could discover were analyzed and the data was also collected from them. The number of previous studies and surveys were determined as 1268 responds.

However, the interviews from the existing all levels of the management were conducted onto the adopted tool for the data collection. The determined numbers of respondents were approached, and the data was collected from them. The respondents for this research work who made part for the data collection included the senior managers, mid-level managers and employees who were working in the business organizations in Istanbul in Turkey. Hence, the data collection through interviews was based upon the sample size as it was determined in the process was applied sampling formula based on the company's number from Istanbul chamber of commerce and the number of respondents is 267.

The data collection process for this particular research study could have different sources like previous studies, surveys and interviews. Hence, the comprehensive and consistent deskwork along with meetings with targeted respondents were ensured to collect the data for the purpose.

Analysis is a highly technical task that is more than simply gathering information. Or write a review of it. It requires the gathering of information in a tailored manner which is further evaluated in detail to provide answers to study questions and to analyze the results. Data collection is at the core of every research design, regardless of the area of analysis. Any kind of study starts with some questions, which you need to be addressed. Data processing is the method of obtaining the data that is desirable details deliberately, with the least possible bias, so that the analysis can be carried out.

Responses that are credible that can be logged in. Data can be obtained using a number of techniques. Decision on the mechanism to be used the use of data collection is driven by the study question (Parveen & Showkat, 2017).

Data processing techniques plus data review protocols are core components of the testing process. The data collection method should be reliable for anyone to receive objective information. In addition, the data collection method must be acceptable for the research sample profile in order to obtain the right outcomes of the research process (Tabaker, 2014).

Information system is an organized method for recording observations or measurements. If you conduct research for business, government or scholarly

reasons, data collection helps you to obtain first-hand information and insight into the research dilemma (Bhandari, 2020).

3.8 Nature of Questions Asked in the Survey:

Questions merged in the questionnaire are fine structured and conceived in order to balance the study work. Each query is an all-implementation statement aimed at dealing with our hypothesis and trying to prove it with facts that are important.

The whole questionnaire is made up of two parts, Part A & Part B. The questionnaire consists of fourteen detailed statements in section A which deal with various aspects and contain various arguments to be substantiated by the respondents. The statements that respondents have accepted or rejected give us satisfactory outcomes and complement our study. All the declarations found in the questionnaire ultimately back up and counterpart each other for the inordinate good of constructing ending results of this study that can be used, counted on, applied and reserved for future use. And in this section deal with high level information about company, CRM type, some questions related to CRM, and industry sector.

Thirty-Eight questions are included in section B and each question is followed by options. The options, on the other hand, have distinct values discussed above. We offer a brief summary of each issue's nature. The Likert scale questionnaire is more reliable when it comes to gathering data with correctness. It has one statement in-depth. The declaration, then, is accompanied by five choices with numbers such as 1,2,3,4, and 5.

The numbers are therefore implied as following:

- Choice 1 bears the option of “**Strongly Disagree**”
- Choice 2 bears the option of “**Disagree**”
- Choice 3 bears the option of “**Neutral**”
- Choice 4 bears the option of “**Agree**”
- Choice 5 bears the option of “**Strongly Agree**”

Thirty-Eight questions are included in section B and each question is followed by options. The options, on the other hand, have distinct values discussed above. We offer a brief summary of each issue's nature.

3.9 Data Analysis

In this research the data analysis will be done as follows:

Firstly, the data collected was analyzed by the SPSS.

Secondly, the descriptive statistics were used by displaying mean points and deviation points on all demographic questions.

Thirdly, using tests such as reliability statistics and regression analysis with an addition of ANOVA and R Square was used to calculate the importance level of variables.

Finally, hypothesis testing for data presentation pie charts and frequency tables, and finally, co-efficient correlation was used to verify the relationship between variables.

4. ANALYSIS and DISCUSSION

This chapter will discuss the result of testing the respondents collected. Also, the researcher will descriptive analysis, reliability, correlation, regression tests in order to do the test all hypotheses related to CRM.

4.1 Analysis of the Questionnaire

4.1.1 Position of respondent in the company

Table 4.1: Position of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Account Manager	11	3.9	3.9	3.9
	Call Center	6	2.1	2.1	6.1
	Customer representative	5	1.8	1.8	7.9
	Customer Service	6	2.1	2.1	10.0
	Customer Specialist	11	3.9	3.9	13.9
	Data Visio	1	.4	.4	14.3
	Employee	155	55.4	55.4	69.6
	ERP Specialist	12	4.3	4.3	73.9
	GM	2	.7	.7	74.6
	HR	3	1.1	1.1	75.7
	Manager	6	2.1	2.1	77.9
	Marketing	36	12.9	12.9	90.7
	Marketing Manager	1	.4	.4	91.1
	Partner	1	.4	.4	91.4
	Sales	5	1.8	1.8	93.2
	Seo	1	.4	.4	93.6
	SEO	14	5.0	5.0	98.6
	Service Manager	1	.4	.4	98.9
	SM	2	.7	.7	99.6
	VB	1	.4	.4	100.0
	Total	280	100.0	100.0	

Above table shows that there were 280 respondents in total responding to the questionnaires. They belonged to all levels in positrons from the managerial to the support staff in the entities associated to the cause. The analysis results further depict that percent and valid percent both stand at 100.0.

4.1.2 Gender

Table 4.2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	167	59.6	59.6	59.6
	Female	113	40.4	40.4	100.0
	Total	280	100.0	100.0	

Above table shows that both sex genders were involved in the respondents lists. There were 280 respondents in total out of which 167 were male and 113 were female respondents. The both percent and valid percent stood at 100.0 in the analysis results.

4.1.3 Employees' Number.

Table4.3: Employees' Number

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-9	153	54.6	54.6	54.6
	10-49	127	45.4	45.4	100.0
	Total	280	100.0	100.0	

Above table depicts that in the responding process to the questionnaires there were 280 respondents in total, and they all were the employees to the companies sampled in the research process. The employees who responded from 1-9 were 153 whereas the ones who could respond from 10-49 were 127. Their percent and valid percent stood at 100.0.

4.1.4 Years in operation

Table 4.4: Years in operation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	191	68.2	68.2	68.2
	5 to 10 years	89	31.8	31.8	100.0
	Total	280	100.0	100.0	

Above table analysis results depict in the process that all the employees who turned out to be the respondents to questionnaires were operations with their respective companies from some years in portions. Out of total 280 employees 191 employees resulted in operations in less than 5 years and 89 employees'

results stood out to be in operations from 5 to 10 years. Hence their percent and valid percent stood at 100.0 respectively.

4.1.5 Type of CRM system:

Table 4.5: CRM Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Oracle	50	17.9	17.9	17.9
	Microsoft	196	70.0	70.0	87.9
	SAP	20	7.1	7.1	95.0
	Others	14	5.0	5.0	100.0
	Total	280	100.0	100.0	

Above table analysis results brings out that all the employees responding to type of the software they have used in for CRM makes out that others than the ones enlisted on are at 100.0. On the second highest findings is SAP software with 95.0. Microsoft is at 87.9 and Oracle is at 17.9.

4.1.6 Reasons for implementing a CRM system:

Table 4.6: Reasons for implementing a CRM system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Branding	17	6.1	6.1	6.1
	Branding, Increasing customer satisfaction and loyalty	40	14.3	14.3	20.4
	Branding, Market orientation	12	4.3	4.3	24.6
	Branding, Market orientation, Decreasing defects	1	.4	.4	25.0
	Branding, Market orientation, Increasing customer satisfaction and loyalty	33	11.8	11.8	36.8
	Decreasing defects	1	.4	.4	37.1
	Decreasing defects, Increasing customer satisfaction and loyalty	5	1.8	1.8	38.9

Table 4.6: (more) Reasons for implementing a CRM system

	Frequency	Percent	Valid Percent	Cumulative Percent
Increasing customer satisfaction and loyalty	107	38.2	38.2	77.1
Market orientation	16	5.7	5.7	82.9
Market orientation, Decreasing defects	1	.4	.4	83.2
Market orientation, Increasing customer satisfaction and loyalty	43	15.4	15.4	98.6
To get market acceptance	4	1.4	1.4	100.0
Total	280	100.0	100.0	

Above table analysis for questionnaire on the reasons implemented a CRM system for increased profitability in one's company were, are with results that to get market acceptance with 100.0, market orientation, increasing customer satisfaction and loyalty with 98.6, market orientation and decreasing defects with 83.2, market orientation 82.9, increasing customer satisfaction and loyalty with 77.1, decreasing defects and increasing customer satisfaction and loyalty with 38.9, decreasing defects 37.1, Branding, Market orientation, Increasing customer satisfaction and loyalty 36.8, Branding, Market orientation, Decreasing defects 25.0, Branding, Market orientation 24.6, Branding, Increasing customer satisfaction and loyalty 20.4, Branding 6.1.

4.1.7 Implementation process

Table 4.7: Implementation process

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Easy	76	27.1	27.1	27.1
Challenging	204	72.9	72.9	100.0
Total	280	100.0	100.0	

Above table analysis for the item on the implementation process shows that out 280 respondents 76 has responses on easy accumulative percent at 27.1 and 204 has challenging accumulative percent at 100.0.

4.1.8 Educated to maintain the system:

Table 4.8: Educated to maintain the system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	280	100.0	100.0	100.0

Above table analysis for the item on was anyone trained to maintain the system brings out that all the respondents have results on yes with 100.0 accumulative percent. Hence the entire results depict hundred percent positive.

4.1.9 Training period:

Table 3.9: Training period

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 week	101	36.1	36.1	36.1
	2 weeks	177	63.2	63.2	99.3
	4 weeks	2	.7	.7	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on how long the training period should be shows that 101 respondents have results on 1 week with 36.1 accumulative percent. 2 weeks with 177 respondents at 99.3 accumulative percent. 4 weeks with 2 respondents at 100.0 accumulative percent.

4.1.10 Long term plan

Table 4.10: Long term plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	278	99.3	99.3	99.3
	No	2	.7	.7	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on does your company have a 10 years long-term plan shows that 278 respondents have results on yes with 99.3 accumulative percent. No with 2 respondents at 100.0 accumulative percent.

4.1.11 Type of plans

Table 4.11: Plan Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing plan	92	32.9	32.9	32.9
	Operational plan, Marketing plan	2	.7	.7	33.6
	Operational plan, Production plan	1	.4	.4	33.9
	Operational plan, Quality plan, Marketing plan	2	.7	.7	34.6
	Production plan, Marketing plan	2	.7	.7	35.4
	Production plan, Quality plan	1	.4	.4	35.7
	Production plan, Quality plan, Marketing plan	15	5.4	5.4	41.1
	Quality plan	5	1.8	1.8	42.9
	Quality plan, Marketing plan	35	12.5	12.5	55.4
	Strategic plan	1	.4	.4	55.7
	Strategic plan, Marketing plan	39	13.9	13.9	69.6
	Strategic plan, Operational plan, Marketing plan	3	1.1	1.1	70.7
	Strategic plan, Operational plan, Quality plan, Marketing plan	2	.7	.7	71.4
	Strategic plan, Production plan, Marketing plan	4	1.4	1.4	72.9
	Strategic plan, Production plan, Quality plan	1	.4	.4	73.2
	Strategic plan, Production plan, Quality plan, Marketing plan	11	3.9	3.9	77.1
	Strategic plan, Quality plan	4	1.4	1.4	78.6
	Strategic plan, Quality plan, Marketing plan	24	8.6	8.6	87.1
	Strategic plan, Tactical plan, Marketing plan	10	3.6	3.6	90.7
	Strategic plan, Tactical plan, Operational plan, Quality plan	1	.4	.4	91.1
	Strategic plan, Tactical plan, Quality plan	1	.4	.4	91.4
	Strategic plan, Tactical plan, Quality plan, Marketing plan	3	1.1	1.1	92.5
	Tactical plan	2	.7	.7	93.2
	Tactical plan, Marketing plan	6	2.1	2.1	95.4
	Tactical plan, Operational plan	1	.4	.4	95.7
	Tactical plan, Operational plan, Marketing plan	1	.4	.4	96.1
	Tactical plan, Production plan, Marketing plan	2	.7	.7	96.8
	Tactical plan, Production plan, Quality plan, Marketing plan	1	.4	.4	97.1
	Tactical plan, Quality plan, Marketing plan	8	2.9	2.9	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the types of company plans shows that 8 respondents have results on Tactical plan, Quality plan, Marketing plan with 100.0 accumulative percent. Tactical plan, Production plan, Quality plan, Marketing plan with 1 respondent at 97.1 accumulative percent. Tactical plan, Production plan, Marketing plan with 2 respondents at 96.8 accumulative percent. Tactical plan, Operational plan, Marketing plan with 1 respondent at 96.1 accumulative percent. Tactical plan, Operational plan with 1 respondent at 95.7 accumulative percent. Tactical plan, Marketing plan with 6 respondents at 95.4 accumulative percent. Tactical plan with 2 respondents at 93.2 accumulative percent. Strategic plan, Tactical plan, Quality plan, Marketing plan with 3 respondents at 92.5 accumulative percent. Strategic plan, Tactical plan, Quality plan with 1 respondent at 91.4 accumulative percent. Strategic plan, Tactical plan, Operational plan, Quality plan with 1 respondent at 91.1 accumulative percent. Strategic plan, Tactical plan, Marketing plan with 10 respondents at 90.7 accumulative percent. Strategic plan, Quality plan, Marketing plan with 24 respondents at 87.1 accumulative percent. Strategic plan, Quality plan with 4 respondents at 78.6 accumulative percent. Strategic plan, Production plan, Quality plan, Marketing plan with 11 respondents at 77.1 accumulative percent. Strategic plan, Production plan, Quality plan with 1 respondent at 73.2 accumulative percent. Strategic plan, Production plan, Marketing plan with 4 respondents at 72.9 accumulative percent. Strategic plan, Operational plan, Quality plan, Marketing plan with 2 respondents at 71.4 accumulative percent. Strategic plan, Operational plan, Marketing plan with 3 respondents at 70.7 accumulative percent. Strategic plan, Marketing plan with 39 respondents at 69.6 accumulative percent. Strategic plan with 1 respondent at 55.7 accumulative percent. Quality plan, Marketing plan with 35 respondents at 55.4 accumulative percent. Quality plan with 5 respondents at 42.9 accumulative percent. Production plan, Quality plan, Marketing plan with 15 respondents at 41.1 accumulative percent. Production plan, Quality plan with 1 respondent at 35.7 accumulative percent. Production plan, Marketing plan with 2 respondents at 35.4 accumulative percent. Operational plan, Quality plan, Marketing plan with 2 respondents at 34.6 accumulative percent. Operational plan, Production plan with 1 respondent at 33.9 accumulative percent.

Operational plan, Marketing plan with 2 respondents at 33.6 accumulative percent. Marketing plan with 92 respondents at 32.9 accumulative percent.

4.1.12 Send employees to training:

Table 4.12: Send employees to training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Regularly	24	8.6	8.6	8.6
	Whenever there is a need	250	89.3	89.3	97.9
	Never	6	2.1	2.1	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on how often the company sent employees to training shows that 24 respondents have results on regularly with 8.6 accumulative percent. When there is a need with 250 respondents at 97.9 accumulative percent. Never with 6 respondents at 100.0 accumulative percent.

4.1.13 Measure customer satisfaction:

Table 4.13: Measure customer satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	280	100.0	100.0	100.0

Above table analysis for the item on the company measured customer satisfaction shows that 280 respondents have results on yes with 100.0 accumulative percent.

4.1.14 Customer views:

Table 4.14: Customer views

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	280	100.0	100.0	100.0

Above table analysis for the item on the company sought for customer views shows that 280 respondents have results on yes with 100.0 accumulative percent.

4.1.15 Company sector:

Table 4.15: Company sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Industrial	29	10.4	10.4	10.4
	Textiles	17	6.1	6.1	16.4
	Cement	84	30.0	30.0	46.4
	Medical	71	25.4	25.4	71.8
	Service	67	23.9	23.9	95.7
	Other	12	4.3	4.3	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on which sector the company operated under shows that 29 respondents have results on industrial with 10.4 accumulative percent. Textiles with 17 respondents at 16.4 accumulative percent. Cement with 84 respondents at 46.4 accumulative percent. Medical with 71 respondents at 71.8 accumulative percent. Service with 67 respondents at 95.7 accumulative percent. Other with 12 respondents at 100.0 accumulative percent.

4.1.16 Run your business suits for CRM tools:

Table 4.16: Run your business suits for CRM tools

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	279	99.6	99.6	99.6
	No	1	.4	.4	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the sector one ran in his business suited for CRM tools shows that 279 respondents have results on yes with 99.6 accumulative percent. Only 1 respondent results on no with 100.0 accumulative percent.

4.1.17 CRM Questions:

4.1.17.1 Our firm uses social media to conduct market research:

Table 4.17: Our firm uses social media to conduct market research

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.1	1.1	1.1
Disagree	1	.4	.4	1.4
Neither Disagree Nor Agree	11	3.9	3.9	5.4
Agree	122	43.6	43.6	48.9
Strongly Agree	143	51.1	51.1	100.0
Total	280	100.0	100.0	

Above table analysis for the item on the firm used social media to conduct market research shows that 3 respondents have results on strongly disagree with 1.1 accumulative percent. Disagree with 1 respondent at 1.4 accumulative percent. Neither disagree nor agree with 11 respondents at 5.4 accumulative percent. Agree with 122 respondents at 48.9 accumulative percent. Strongly agree with 143 respondents at 100.0 accumulative percent.

4.1.17.2 Our firm uses social media to detect changes in the preferences of our customers:

Table 4.18: Our firm uses social media to detect changes in the preferences of our customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.1	1.1	1.1
Disagree	2	.7	.7	1.8
Neither Disagree Nor Agree	17	6.1	6.1	7.9
Agree	125	44.6	44.6	52.5
Strongly Agree	133	47.5	47.5	100.0
Total	280	100.0	100.0	

Above table analysis for the item on the firm used social media to detect changes in the preferences of their customers shows that 3 respondents have results on strongly disagree with 1.1 accumulative percent. Disagree with 2 respondents at 1.8 accumulative percent. Neither disagree nor agree with 17 respondents at 7.9 accumulative percent. Agree with 125 respondents at 52.5

accumulative percent. Strongly agree with 133 respondents at 100.0 accumulative percent.

4.1.17.3 Our firm uses social media to detect fundamental shifts in our industry:

Table 4.19: Our firm uses social media to detect fundamental shifts in our industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.5	2.5	2.5
	Disagree	1	.4	.4	2.9
	Neither Disagree Nor Agree	25	8.9	8.9	11.8
	Agree	119	42.5	42.5	54.3
	Strongly Agree	128	45.7	45.7	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm used social media to spot fundamental changes in their business shows that 7 respondents have results on strongly disagree with 2.5 accumulative percent. Disagree with 1 respondent at 2.9 accumulative percent. Neither disagree nor agree with 25 respondents at 11.8 accumulative percent. Agree with 119 respondents at 54.3 accumulative percent. Strongly agree with 128 respondents at 100.0 accumulative percent.

4.1.17.4 Our firm has frequent interdepartmental meetings to discuss market trends identified via social media:

Table 4.20: Our firm has frequent interdepartmental meetings to discuss market trends identified via social media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	2.1	2.1	2.1
	Neither Disagree Nor Agree	23	8.2	8.2	10.4
	Agree	131	46.8	46.8	57.1
	Strongly Agree	120	42.9	42.9	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm had frequent interdepartmental conferences to talk over market tendencies recognized through social media shows that 6 respondents have results on strongly disagree with 2.1 accumulative percent. Neither disagree nor agree with 23 respondents at 10.4 accumulative percent. Agree with 131 respondents at 57.1 accumulative percent. Strongly agree with 120 respondents at 100.0 accumulative percent.

4.1.17.5 Marketing personnel spend time discussing future needs of customers identified on social media discussions with other departments.

Table 4.211: Marketing personnel spend time discussing future needs of customers identified on social media discussions with other departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.5	2.5	2.5
	Disagree	3	1.1	1.1	3.6
	Neither Disagree Nor Agree	16	5.7	5.7	9.3
	Agree	142	50.7	50.7	60.0
	Strongly Agree	112	40.0	40.0	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the marketing personal spent time debating future requirements of customers recognized on social media discussions with additional departments shows that 7 respondents have results on strongly disagree with 2.5 accumulative percent. Disagree with 3 respondents at 3.6 accumulative percent. Neither disagree nor agree with 16 respondents at 9.3 accumulative percent. Agree with 142 respondents at 60.0 accumulative percent. Strongly agree with 112 respondents at 100.0 accumulative percent.

4.1.18 Data collected through social media on customer satisfaction are disseminated at all levels on a regular basis:

Table 4.22: Data collected through social media on customer satisfaction are disseminated at all levels on a regular basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	5	1.8	1.8	2.9
	Neither Disagree Nor Agree	23	8.2	8.2	11.1
	Agree	142	50.7	50.7	61.8
	Strongly Agree	107	38.2	38.2	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the data composed gathered social media on customer satisfaction were distributed at all stages on a regular basis shows that 3 respondents have results on strongly disagree with 1.1 accumulative percent. Disagree with 5 respondents at 2.9 accumulative percent. Neither disagree nor agree with 23 respondents at 11.1 accumulative percent. Agree

with 142 respondents at 61.8 accumulative percent. Strongly agree with 107 respondents at 100.0 accumulative percent.

4.1.18.1 When one department finds out something important about competitors from, it is quick to alert other departments through social media

Table 4.23: When one department finds out something important about competitors from, it is quick to alert other departments through social media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.5	2.5	2.5
	Disagree	6	2.1	2.1	4.6
	Neither Disagree Nor Agree	12	4.3	4.3	8.9
	Agree	140	50.0	50.0	58.9
	Strongly Agree	115	41.1	41.1	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on when one department found out something important about from, it was quick to alert other departments through social media shows that 7 respondents have results on strongly disagree with 2.5 accumulative percent. Disagree with 6 respondents at 4.6 accumulative percent. Neither disagree nor agree with 12 respondents at 8.9 accumulative percent. Agree with 140 respondents at 58.9 accumulative percent. Strongly agree with 115 respondents at 100.0 accumulative percent.

4.1.19 Our firm uses social media to respond to our competitors' price changes

Table 4.24: Our firm uses social media to respond to our competitors' price changes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.8	1.8	1.8
	Disagree	4	1.4	1.4	3.2
	Neither Disagree Nor Agree	10	3.6	3.6	6.8
	Agree	149	53.2	53.2	60.0
	Strongly Agree	112	40.0	40.0	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm used social media to respond to their competitors' price changes shows that 5 respondents have results on strongly disagree with 1.8 accumulative percent. Disagree with 4 respondents at 3.2 accumulative percent. Neither disagree nor agree with 10 respondents at 6.8

accumulative percent. Agree with 149 respondents at 60.0 accumulative percent. Strongly agree with 112 respondents at 100.0 accumulative percent.

4.1.19.1 Our firm use social media to pay attention to changes in needs of our customers

Table 4.25: Our firm use social media to pay attention to changes in needs of our customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.4	.4	.4
	Disagree	7	2.5	2.5	2.9
	Neither Disagree Nor Agree	14	5.0	5.0	7.9
	Agree	130	46.4	46.4	54.3
	Strongly Agree	128	45.7	45.7	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm used social media to attention to changes in needs of their customers shows that 1 respondent have results on strongly disagree with .4 accumulative percent. Disagree with 7 respondents at 2.9 accumulative percent. Neither disagree nor agree with 14 respondents at 7.9 accumulative percent. Agree with 130 respondents at 54.3 accumulative percent. Strongly agree with 128 respondents at 100.0 accumulative percent.

4.1.19.2 If a major competitor launched an intensive campaign targeting our customers, our firm would respond immediately through social media

Table 4.26: If a major competitor launched an intensive campaign targeting our customers, our firm would respond immediately through social media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	3	1.1	1.1	2.1
	Neither Disagree Nor Agree	10	3.6	3.6	5.7
	Agree	157	56.1	56.1	61.8
	Strongly Agree	107	38.2	38.2	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on if a key opponent launched an rigorous drive aiming their customers their firm would answer instantaneously through social media shows that 3 respondents have results on strongly disagree with 1.1 accumulative percent. Disagree with 3 respondents at 2.1 accumulative percent.

Neither disagree nor agree with 10 respondents at 5.7 accumulative percent. Agree with 157 respondents at 61.8 accumulative percent. Strongly agree with 107 respondents at 100.0 accumulative percent.

4.1.19.3 The social media activities of the different departments are well controlled:

Table 4.27: The social media activities of the different departments are well controlled

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.1	1.1	1.1
Disagree	5	1.8	1.8	2.9
Neither Disagree Nor Agree	17	6.1	6.1	8.9
Agree	152	54.3	54.3	63.2
Strongly Agree	103	36.8	36.8	100.0
Total	280	100.0	100.0	

Above table analysis for the item on the activities of social media of the diverse departments were finely controlled shows that 3 respondents have results on strongly disagree with 1.1 accumulative percent. Disagree with 5 respondents at 2.9 accumulative percent. Neither disagree nor agree with 17 respondents at 8.9 accumulative percent. Agree with 152 respondents at 63.2 accumulative percent. Strongly agree with 103 respondents at 100.0 accumulative percent.

4.1.19.4 Customer’s complaints can be filed and tracked using social media in our firm:

Table 4.28: Customer’s complaints can be filed and tracked using social media in our firm

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.1	1.1	1.1
Disagree	2	.7	.7	1.8
Neither Disagree Nor Agree	20	7.1	7.1	8.9
Agree	144	51.4	51.4	60.4
Strongly Agree	111	39.6	39.6	100.0
Total	280	100.0	100.0	

Above table analysis for the item on customers complaints could be documented and pursued by the usage of social media in a firm shows that 3 respondents have results on strongly disagree with 1.1 accumulative percent. Disagree with 2

respondents at 1.8 accumulative percent. Neither disagree nor agree with 20 respondents at 8.9 accumulative percent. Agree with 144 respondents at 60.4 accumulative percent. Strongly agree with 111 respondents at 100.0 accumulative percent.

4.1.19.5 When our customers want us to modify a product/service, our firm announces that change through social media

Table 4.29: When our customers want us to modify a product/service, our firm announces that change through social media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.4	.4	.4
	Disagree	3	1.1	1.1	1.4
	Neither Disagree Nor Agree	12	4.3	4.3	5.7
	Agree	153	54.6	54.6	60.4
	Strongly Agree	111	39.6	39.6	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on when the customers wanted to a firm to modify product/service, the firm announced that changes through social media shows that 1 respondent have results on strongly disagree with .4 accumulative percent. Disagree with 3 respondents at 1.4 accumulative percent. Neither disagree nor agree with 12 respondents at 5.7 accumulative percent. Agree with 153 respondents at 60.4 accumulative percent. Strongly agree with 111 respondents at 100.0 accumulative percent.

4.1.20 Social media network capability

4.1.20.1 Our firm is able to identify which customers are worth the most effort:

Table 4.30: Our firm is able to identify which customers are worth the most effort

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	2	.7	.7	1.8
	Neither Disagree Nor Agree	13	4.6	4.6	6.4
	Agree	139	49.6	49.6	56.1
	Strongly Agree	123	43.9	43.9	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm was able to identify which customers were worth the most efforts shows that 3 respondents have results on strongly disagree with 1.1 accumulative percent. Disagree with 2 respondents at 1.8 accumulative percent. Neither disagree nor agree with 13 respondents at 6.4 accumulative percent. Agree with 139 respondents at 56.1 accumulative percent. Strongly agree with 123 respondents at 100.0 accumulative percent.

4.1.20.2 Our firm is able to analyze what we would like to achieve with potential customers:

Table 4.31: Our firm is able to analyze what we would like to achieve with potential customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	2.9	2.9	2.9
	Disagree	2	.7	.7	3.6
	Neither Disagree Nor Agree	10	3.6	3.6	7.1
	Agree	139	49.6	49.6	56.8
	Strongly Agree	121	43.2	43.2	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm was able to analyze what they would achieve with the customers shows that 8 respondents have results on strongly disagree with 2.9 accumulative percent. Disagree with 2 respondents at 3.6 accumulative percent. Neither disagree nor agree with 10 respondents at 7.1 accumulative percent. Agree with 139 respondents at 56.8 accumulative percent. Strongly agree with 121 respondents at 100.0 accumulative percent.

4.1.20.3 Our firm is able to frequently inform customers about our firm's new products/services:

Table 4.32: Our firm is able to frequently inform customers about our firm's new products/services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	3.2	3.2	3.2
	Disagree	2	.7	.7	3.9
	Neither Disagree Nor Agree	17	6.1	6.1	10.0
	Agree	129	46.1	46.1	56.1
	Strongly Agree	123	43.9	43.9	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm was able to frequently inform customers about firm's product/service shows that 9 respondents have results on strongly disagree with 3.2 accumulative percent. Disagree with 2 respondents at 3.9 accumulative percent. Neither disagree nor agree with 17 respondents at 10.0 accumulative percent. Agree with 129 respondents at 56.1 accumulative percent. Strongly agree with 123 respondents at 100.0 accumulative percent.

4.1.20.4 Our firm is able to understand and respond to customer needs quickly:

Table 4.33: Our firm is able to understand and respond to customer needs quickly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	2.9	2.9	2.9
	Disagree	5	1.8	1.8	4.6
	Neither Disagree Nor Agree	12	4.3	4.3	8.9
	Agree	136	48.6	48.6	57.5
	Strongly Agree	119	42.5	42.5	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm was able to understand and respond to customer needs quickly shows that 8 respondents have results on strongly disagree with 2.9 accumulative percent. Disagree with 5 respondents at 4.6 accumulative percent. Neither disagree nor agree with 12 respondents at 8.9 accumulative percent. Agree with 136 respondents at 57.5 accumulative percent. Strongly agree with 119 respondents at 100.0 accumulative percent.

4.1.20.5 Our firm is able to build an image of a reliable product/service provider to customers:

Table 4.34: Our firm is able to build an image of a reliable product/service provider to customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	3.9	3.9	3.9
	Disagree	5	1.8	1.8	5.7
	Neither Disagree Nor Agree	10	3.6	3.6	9.3
	Agree	145	51.8	51.8	61.1
	Strongly Agree	109	38.9	38.9	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm was able to build an image of a reliable product/service provider to customers shows that 11 respondents have results on strongly disagree with 3.9 accumulative percent. Disagree with 5 respondents at 5.7 accumulative percent. Neither disagree nor agree with 10 respondents at 9.3 accumulative percent. Agree with 145 respondents at 61.1 accumulative percent. Strongly agree with 109 respondents at 100.0 accumulative percent.

4.1.20.6 Our firm is able to regularly discuss with customers how we can support their role in improving relationships:

Table 4.35: Our firm is able to regularly discuss with customers how we can support their role in improving relationships

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	11	3.9	3.9	3.9
Disagree	4	1.4	1.4	5.4
Neither Disagree Nor Agree	12	4.3	4.3	9.6
Agree	137	48.9	48.9	58.6
Strongly Agree	116	41.4	41.4	100.0
Total	280	100.0	100.0	

Above table analysis for the item on firm was able to discuss regularly with customers how they could support their role in improving relationships shows that 11 respondents have results on strongly disagree with 3.9 accumulative percent. Disagree with 4 respondents at 5.4 accumulative percent. Neither disagree nor agree with 12 respondents at 9.6 accumulative percent. Agree with 137 respondents at 58.6 accumulative percent. Strongly agree with 116 respondents at 100.0 accumulative percent.

4.1.20.7 Our firm has specially assigned managers who are able to maintain relationships with Customers:

Table 4.36: Our firm has specially assigned managers who are able to maintain relationships with Customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	11	3.9	3.9	3.9
Disagree	3	1.1	1.1	5.0
Neither Disagree Nor Agree	15	5.4	5.4	10.4
Agree	137	48.9	48.9	59.3
Strongly Agree	114	40.7	40.7	100.0
Total	280	100.0	100.0	

Above table analysis for the item on the firm had specially assigned managers who were able to maintain relationship with customers shows that 11 respondents have results on strongly disagree with 3.9 accumulative percent. Disagree with 3 respondents at 5.0 accumulative percent. Neither disagree nor agree with 15 respondents at 10.4 accumulative percent. Agree with 137 respondents at 59.3 accumulative percent. Strongly agree with 114 respondents at 100.0 accumulative percent.

4.1.20.8 Our firm is able to communicate closely with customers when developing new products/services:

Table 4.37: Our firm is able to communicate closely with customers when developing new products/services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	3.2	3.2	3.2
Disagree	4	1.4	1.4	4.6
Neither Disagree Nor Agree	14	5.0	5.0	9.6
Agree	133	47.5	47.5	57.1
Strongly Agree	120	42.9	42.9	100.0
Total	280	100.0	100.0	

Above table analysis for the item on the firm was able to communicate closely with customers when developing new product services shows that 9 respondents have results on strongly disagree with 3.2 accumulative percent. Disagree with 4 respondents at 4.6 accumulative percent. Neither disagree nor agree with 14 respondents at 9.6 accumulative percent. Agree with 133 respondents at 57.1

accumulative percent. Strongly agree with 120 respondents at 100.0 accumulative percent.

4.1.20.9 Our firm is able to motivate employees to establish relationships with multiple customers:

Table 4.38: Our firm is able to motivate employees to establish relationships with multiple customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.4	1.4	1.4
	Disagree	1	.4	.4	1.8
	Neither Disagree Nor Agree	11	3.9	3.9	5.7
	Agree	157	56.1	56.1	61.8
	Strongly Agree	107	38.2	38.2	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm was able to motivate employees to establish relationships with multiple customers shows that 4 respondents have results on strongly disagree with 1.4 accumulative percent. Disagree with 1 respondent at 1.8 accumulative percent. Neither disagree nor agree with 11 respondents at 5.7 accumulative percent. Agree with 157 respondents at 61.8 accumulative percent. Strongly agree with 107 respondents at 100.0 accumulative percent.

4.1.20.10 Our firm is able to use customer information to develop new products/services:

Table 4.39: Our firm is able to use customer information to develop new products/services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.4	.4	.4
	Neither Disagree Nor Agree	16	5.7	5.7	6.1
	Agree	170	60.7	60.7	66.8
	Strongly Agree	93	33.2	33.2	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm was able to use customer information to develop new products/services shows that 1 respondent has results on disagree with .4 accumulative percent. Neither disagree nor agree with 16 respondents at 6.1 accumulative percent. Agree with 170 respondents at

66.8 accumulative percent. Strongly agree with 93 respondents at 100.0 accumulative percent.

4.1.21 Customer Info. processing capability

4.1.21.1 Project members are able to communicate potential customers to learn how to serve them:

Table 4.40: Project members are able to communicate potential customers to learn how to serve them

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	2.5	2.5	2.5
Disagree	1	.4	.4	2.9
Neither Disagree Nor Agree	15	5.4	5.4	8.2
Agree	148	52.9	52.9	61.1
Strongly Agree	109	38.9	38.9	100.0
Total	280	100.0	100.0	

Above table analysis for the item on we were able to communicate potential customers to learn how to serve them shows that 7 respondents have results on strongly disagree with 2.5 accumulative percent. Disagree with 1 respondent at 2.9 accumulative percent. Neither disagree nor agree with 15 respondents at 8.2 accumulative percent. Agree with 148 respondents at 61.1 accumulative percent. Strongly agree with 109 respondents at 100.0 accumulative percent.

4.1.21.2 We are able to do a lot of market research:

Table 4.41: We are able to do a lot of market research

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	12	4.3	4.3	4.3
Disagree	3	1.1	1.1	5.4
Neither Disagree Nor Agree	9	3.2	3.2	8.6
Agree	145	51.8	51.8	60.4
Strongly Agree	111	39.6	39.6	100.0
Total	280	100.0	100.0	

Above table analysis for the item on we were able to do a lot of research work shows that 12 respondents have results on strongly disagree with 4.3 accumulative percent. Disagree with 3 respondents at 5.4 accumulative percent. Neither disagree nor agree with 9 respondents at 8.6 accumulative percent.

Agree with 145 respondents at 60.4 accumulative percent. Strongly agree with 111 respondents at 100.0 accumulative percent.

4.1.21.3 We are able to be quick in detecting changes in product/service preferences of our customers:

Table 4.42: We are able to be quick in detecting changes in product/service preferences of our customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	4.3	4.3	4.3
	Disagree	5	1.8	1.8	6.1
	Neither Disagree Nor Agree	17	6.1	6.1	12.1
	Agree	148	52.9	52.9	65.0
	Strongly Agree	98	35.0	35.0	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on we were able to be quick in detecting changes in product services preferences of customers shows that 12 respondents have results on strongly disagree with 4.3 accumulative percent. Disagree with 5 respondents at 6.1 accumulative percent. Neither disagree nor agree with 17 respondents at 12.1 accumulative percent. Agree with 148 respondents at 65.0 accumulative percent. Strongly agree with 98 respondents at 100.0 accumulative percent.

4.1.21.4 We are able to poll end-users several times to assess the quality of our product/service:

Table 4.43: We are able to poll end-users several times to assess the quality of our product/service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	7	2.5	2.5	3.6
	Neither Disagree Nor Agree	26	9.3	9.3	12.9
	Agree	145	51.8	51.8	64.6
	Strongly Agree	99	35.4	35.4	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on we were able to poll end users numerous times to measure the eminence of the product or service shows that 3 respondents have results on strongly disagree with 1.1 accumulative percent.

Disagree with 7 respondents at 3.6 accumulative percent. Neither disagree nor agree with 26 respondents at 12.9 accumulative percent. Agree with 145 respondents at 64.6 accumulative percent. Strongly agree with 99 respondents at 100.0 accumulative percent.

4.1.21.5 Employees spend time discussing future needs of our customers:

Table 4.44: Employees spend time discussing future needs of our customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	10	3.6	3.6	3.6
Disagree	1	.4	.4	3.9
Neither Disagree Nor Agree	35	12.5	12.5	16.4
Agree	130	46.4	46.4	62.9
Strongly Agree	104	37.1	37.1	100.0
Total	280	100.0	100.0	

Above table analysis for the item on employees spent time discussing future needs of customers shows that 10 respondents have results on strongly disagree with 3.6 accumulative percent. Disagree with 1 respondent at 3.9 accumulative percent. Neither disagree nor agree with 35 respondents at 16.4 accumulative percent. Agree with 130 respondents at 62.9 accumulative percent. Strongly agree with 104 respondents at 100.0 accumulative percent.

4.1.21.6 Documents circulate periodically that provide information on our customers:

Table 4.45: Documents circulate periodically that provide information on our customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	16	5.7	5.7	5.7
Disagree	4	1.4	1.4	7.1
Neither Disagree Nor Agree	26	9.3	9.3	16.4
Agree	127	45.4	45.4	61.8
Strongly Agree	107	38.2	38.2	100.0
Total	280	100.0	100.0	

Above table analysis for the item on documents dispersed occasionally that gave data on customers shows that 16 respondents have results on strongly disagree with 5.7 accumulative percent. Disagree with 4 respondents at 7.1 accumulative percent. Neither disagree nor agree with 26 respondents at 16.4 accumulative

percent. Agree with 127 respondents at 61.8 accumulative percent. Strongly agree with 107 respondents at 100.0 accumulative percent.

4.1.21.7 In a short period, every employee knows about it, when something important happened to a major customer:

Table 4.46: In a short period, every employee knows about it, when something important happened to a major customer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	24	8.6	8.6	8.6
	Disagree	4	1.4	1.4	10.0
	Neither Disagree Nor Agree	23	8.2	8.2	18.2
	Agree	124	44.3	44.3	62.5
	Strongly Agree	105	37.5	37.5	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on in a little period every employee distinguished it when something significant occurred to main customer shows that 24 respondents have results on strongly disagree with 8.6 accumulative percent. Disagree with 4 respondents at 10.0 accumulative percent. Neither disagree nor agree with 23 respondents at 18.2 accumulative percent. Agree with 124 respondents at 62.5 accumulative percent. Strongly agree with 105 respondents at 100.0 accumulative percent.

4.1.21.8 We are able to use customer information in evaluating the new product/service:

Table 4.47: We are able to use customer information in evaluating the new product/service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	4.6	4.6	4.6
	Disagree	4	1.4	1.4	6.1
	Neither Disagree Nor Agree	21	7.5	7.5	13.6
	Agree	132	47.1	47.1	60.7
	Strongly Agree	110	39.3	39.3	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on we were able to use customer information in evaluating the new product services shows that 13 respondents have results on strongly disagree with 4.6 accumulative percent. Disagree with 4 respondents

at 6.1 accumulative percent. Neither disagree nor agree with 21 respondents at 13.6 accumulative percent. Agree with 132 respondents at 60.7 accumulative percent. Strongly agree with 110 respondents at 100.0 accumulative percent.

4.1.21.9 We are able to use customer information in solving project-related problems:

Table 4.48: We are able to use customer information in solving project-related problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	5.4	5.4	5.4
	Disagree	7	2.5	2.5	7.9
	Neither Disagree Nor Agree	22	7.9	7.9	15.7
	Agree	139	49.6	49.6	65.4
	Strongly Agree	97	34.6	34.6	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on we were able to use customer information in solving project related problems shows that 15 respondents have results on strongly disagree with 5.4 accumulative percent. Disagree with 7 respondents at 7.9 accumulative percent. Neither disagree nor agree with 22 respondents at 15.7 accumulative percent. Agree with 139 respondents at 65.4 accumulative percent. Strongly agree with 97 respondents at 100.0 accumulative percent.

4.1.21.10 We are able to use customer information to segment the market for the new product/ service:

Table 4.49: We are able to use customer information to segment the market for the new product/ service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	6.1	6.1	6.1
	Disagree	4	1.4	1.4	7.5
	Neither Disagree Nor Agree	26	9.3	9.3	16.8
	Agree	132	47.1	47.1	63.9
	Strongly Agree	101	36.1	36.1	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on we were able to use customer information to segment the market for new product or service shows that 17 respondents have results on strongly disagree with 6.1 accumulative percent. Disagree with 4

respondents at 7.5 accumulative percent. Neither disagree nor agree with 26 respondents at 16.8 accumulative percent. Agree with 132 respondents at 63.9 accumulative percent. Strongly agree with 101 respondents at 100.0 accumulative percent.

4.1.21.11 Customer information has an influence on new product/service-related decisions:

Table 4.50: Customer information has an influence on new product/service-related decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	4.3	4.3	4.3
	Disagree	5	1.8	1.8	6.1
	Neither Disagree Nor Agree	24	8.6	8.6	14.6
	Agree	150	53.6	53.6	68.2
	Strongly Agree	89	31.8	31.8	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on customers information had influence on new product services decisions shows that 12 respondents have results on strongly disagree with 4.3 accumulative percent. Disagree with 5 respondents at 6.1 accumulative percent. Neither disagree nor agree with 24 respondents at 14.6 accumulative percent. Agree with 150 respondents at 68.2 accumulative percent. Strongly agree with 89 respondents at 100.0 accumulative percent.

4.1.22 Customer involvement social media

4.1.22.1 Our firm uses our customers who participate in our social media discussions as a key information source:

Table 4.51: Our firm uses our customers who participate in our social media discussions as a key information source

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.5	2.5	2.5
	Disagree	8	2.9	2.9	5.4
	Neither Disagree Nor Agree	15	5.4	5.4	10.7
	Agree	158	56.4	56.4	67.1
	Strongly Agree	92	32.9	32.9	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm used customers who participated in social media discussions as a key information source shows that 7 respondents have results on strongly disagree with 2.5 accumulative percent. Disagree with 8 respondents at 5.4 accumulative percent. Neither disagree nor agree with 15 respondents at 10.7 accumulative percent. Agree with 158 respondents at 67.1 accumulative percent. Strongly agree with 92 respondents at 100.0 accumulative percent.

4.1.22.2 Our firm actively transfers information gathered from our customers who participate in our social media discussions to the development team:

Table 4.52: Our firm actively transfers information gathered from our customers who participate in our social media discussions to the development team

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	1.8	1.8	1.8
Disagree	6	2.1	2.1	3.9
Neither Disagree Nor Agree	13	4.6	4.6	8.6
Agree	160	57.1	57.1	65.7
Strongly Agree	96	34.3	34.3	100.0
Total	280	100.0	100.0	

Above table analysis for the item on the firm actively transferred information gathered from customers who participated in social media discussions to the development team shows that 5 respondents have results on strongly disagree with 1.8 accumulative percent. Disagree with 6 respondents at 3.9 accumulative percent. Neither disagree nor agree with 13 respondents at 8.6 accumulative percent. Agree with 160 respondents at 65.7 accumulative percent. Strongly agree with 96 respondents at 100.0 accumulative percent.

4.1.22.3 The transfer of information, gathered from our customers who participate in our social media discussions, about needs and preferences of customers took place frequently:

Table 4.53: The transfer of information, gathered from our customers who participate in our social media discussions, about needs and preferences of customers took place frequently

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.7	.7	.7
	Disagree	4	1.4	1.4	2.1
	Neither Disagree Nor Agree	17	6.1	6.1	8.2
	Agree	161	57.5	57.5	65.7
	Strongly Agree	96	34.3	34.3	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the transfer of information, gathered from the customers who participated in social media discussions about needs and preferences of customers took place frequently shows that 2 respondents have results on strongly disagree with .7 accumulative percent. Disagree with 4 respondents at 2.1 accumulative percent. Neither disagree nor agree with 17 respondents at 8.2 accumulative percent. Agree with 161 respondents at 65.7 accumulative percent. Strongly agree with 96 respondents at 100.0 accumulative percent.

4.1.22.4 Our firm uses information, gathered from customers who participate in our social media discussions, about our needs of customers in the development of the new product/service:

Table 4.54: Our firm uses information, gathered from customers who participate in our social media discussions, about our needs of customers in the development of the new product/service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	2.1	2.1	2.1
	Neither Disagree Nor Agree	8	2.9	2.9	5.0
	Agree	168	60.0	60.0	65.0
	Strongly Agree	98	35.0	35.0	100.0
	Total	280	100.0	100.0	

Above table analysis for the item on the firm used information, gathered from customers who participated in social media discussions about needs of customers in the development of new product/services shows that 6 respondents have results on disagree with 2.1 accumulative percent. Neither disagree nor agree with 8 respondents at 5.0 accumulative percent. Agree with 168

respondents at 65.0 accumulative percent. Strongly agree with 98 respondents at 100.0 accumulative percent.

4.2 Reliability:

4.2.1 Reliability for CRM (Dependent Variable):

Table 4.55: Reliability for CRM

Reliability Statistics	
Cronbach's Alpha	N of Items
.832	13

This table of analytical results expresses for reliability for CRM dependent variable that has 13 items and their results under Cronbach's Alpha stand at .832, being quite valid.

4.2.2 Reliability for Social media network capability:

Table 4.562: Reliability for SMN

Reliability Statistics	
Cronbach's Alpha	N of Items
.705	10

This table of analytical results expresses reliability for social media network capability that has 10 items and their results under Cronbach's Alpha stand at .705, being quite valid.

4.2.3 Reliability for Customer Info. processing capability:

Table 4.57: Reliability for CIPC

Reliability Statistics	
Cronbach's Alpha	N of Items
.715	11

This table of analytical results shows reliability for customer information and processing capabilities that has 11 items and their results under Cronbach's Alpha stand at .715, being quite valid.

4.2.4 Reliability for Customer involvement using social media:

Table 4.58: Reliability for CIUSM

Reliability Statistics	
Cronbach's Alpha	N of Items
.745	4

This table of analytical results denotes the reliability for customer involvement by means of social media that has 4 items and their results under Cronbach's Alpha stand at .745, being quite valid.

4.2.5 Reliability for all variables:

Table 4.59: Reliability for all variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.910	38

This table of analytical results denotes about reliability for all variables that has 38 items and their results under Cronbach's Alpha stand at .910, being quite valid.

4.3 Correlations:

Table 4.60: Correlations

Correlations		CRM	SMN	CIPC	CIUSM
CRM	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	280			
SMN	Pearson Correlation	.665**	1		
	Sig. (2-tailed)	.000			
	N	280	280		
CIPC	Pearson Correlation	.686**	.637**	1	
	Sig. (2-tailed)	.000	.000		
	N	280	280	280	
CIUSM	Pearson Correlation	.651**	.651**	.647**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	280	280	280	280

** . Correlation is significant at the 0.01 level (2-tailed).

The type of test is used to demonstrate the relationship between variables used in the study. It also looks after the P- Value hypothesis and they are also tested in order to make sure whether the study is supported or not. Correlation indicates the relationship among variables here the relationship between Customer relationship management and social media network capability is moderate positive with the value of 0.665, customer relationship management with Customer Information processing capability is also moderate positive relationship with the value of 0.686, and the relationship between customer relation management and Customer involvement by means of social media is also moderate positive relationship with the value of 0.651, furthermore the relationship between Social media network capability and customer information processing capability is also moderate with the value of 0.637 and social media network capability with customer involvement using social media is also moderate relationship with the value of 0.651, in last the relationship between customer info. Processing capability and customer involvement using social media have also moderate positive relationship with the value of 0.647, overall model is suggested that there is moderate positive relationship between independent and dependent variables,

4.4 Regression:

4.4.1 Model Summary:

Table 4.61: Regression - Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.765 ^a	.585	.580		.28000

a. Predictors: (Constant), CIUSM, CIPC, SMN

The model summary is reflected the overall Correlation of model that is 0.765 this model has strong positive correlation, R square value is 0.585, so that Social media network capability, Customer information processing capability and customer involvement using social media declares the 58% variation in Customer Relations Management.

4.4.2 ANOVAa:

Table 4.62: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.493	3	10.164	129.642	.000 ^b
	Residual	21.639	276	.078		
	Total	52.132	279			

a. Dependent Variable: CRM
b. Predictors: (Constant), CIUSM, CIPC, SMN

This table has the ANOVA analysis that depicts that sum of squares of regression is 30.493 which is close to best fit line, while the value of error term is 21.639.

4.4.3 Coefficients

Table 4.63: Coefficients

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
		B		Beta		
1	(Constant)	.989	.175		5.661	.000
	SMN	.291	.056	.288	5.225	.000
	CIPC	.311	.049	.348	6.357	.000
	CIUSM	.186	.043	.238	4.278	.000

a. Dependent Variable: CRM

This table demonstrates the analysis for coefficients that mention about the beta of three variables. Beta of the variable is to denote about the positivist and validity between hypothesis and variables.

Beta 1 is Social media network capability that is 0.291 it suggests that if social media network capability will increase by 1% than Customer relation management with be increased by 29.1%, Beta 2 is Customer Information Processing capability that is 0.311 it suggests that if Customer information processing capability will increase by 1% than Customer relation management with be increased by 31.1%.

Beta 3 is Customer involvement by means of social media that is 0.186 it suggests that if customer involvement by means of social media network will increase by 1% than Customer relation management with be increased by 18.6%,

4.5 Hypotheses Testing:

Table 4.64: Hypothesis Testing

H	Hypothesis	P Value	Result
H1	There is a positive relationship between Social Media Network Capability and CRM in SME's business organization.	P Value is 0.000	Supported
H2	There is a positive relationship between Customer Information Processing Capability and CRM in SME's business organization.	P Value is 0.000	Supported
H3	There is a positive relationship between Customer Involvement Using Social Media and CRM in SME's business organization.	P Value is 0.000	Supported

There are several ways to test the hypotheses, here researcher used the p value to test the hypotheses that the supported or not according to the T values at 5% significance level all are above than 1.96 so that null hypotheses are going to rejected and all alternative hypotheses will be accept, here all variables P values are 0.000 that are below than 0.05 so that all hypotheses are supported, It means that social media network capability, customer information processing capabilities, and social media consumer interaction all have a beneficial impact on customer relationship management CRM.

5. DISCUSSION, CONCLUSIONS, and RECOMMENDATIONS

5.1 Finding and Discussion

In this research study, all levels in companies providing their services in relation to customer relationship management affairs through social media, and all levels including employee, manager, med-level manager, support level staffs, and top management participated in study questionnaire. Most of the respondents were the general employees in the process.

In responding to the questionnaires of the study, both of the genders male and female took out their times and participated in the process of the study. They both of the genders were almost equally participatory with bit higher numbers in lines with the male side. Since the questionnaires consisted of two parts widely decided into the number of respondents to them. The analysis results depicted that the part with less number questionnaires was responded by most of the participants. That was bit higher in numbers to the second part respondents. However, in total it turned out to be with 280 employees in it.

The analysis results towards the employees who had numbers of the years in working with companies showed that well above central point the employees had operational experiences under the five years of working in the process. Whereas on the second highest mark the employees had operational experiences well above five years.

Generally, there is a wide number of CRM software available in the market, the analysis depicts that most of the companies were found using Microsoft software to run in with CRM approaches. On the second highest it was Oracle and further led by SAP.

The analysis for the reasons to have CRM implementation in increasing profitability for a company denotes that the most of the companies implemented CRM to have increased customers satisfaction and loyalty towards their product

or services. That further includes in priorities to market orientation and followed by branding to them.

The majority of the companies found the CRM software implementation challenging. The employees' analysis results showed it technically strong in its implementation process. Less than the half numbers of employees responded it as easy as it could be because of better technical educational and working experiences in their backgrounds.

The analysis results for the item on trained employees on implementation of CRM, comes out with hundred percent respondents to have been trained in its implementation of software. All the respondents' analysis results towards suggested training periods on CRM software resulted on that the most of the employees could suggest to have at least two weeks long training period. With the second highest results were on one week. A very little number of responses were on four weeks period for training on it. Most the companies' responses results on the companies having more than ten years long term plans for CRM implementation turned out to be in positive outcomes. Majority plans found out to be with marketing plans, strategic and quality plans.

The companies were measured to have capacity building opportunities for their employees on the need basis only. The employees' related analysis depicts that they had been sent to the trainings when there was something new to be added in the process. Results based on the analysis show that all the companies had customers' satisfaction measurement and they sought their views on the product and services regularly. The analysis findings about the companies' sectors they were working under resulted in the most of the companies worked under cement, medical and services sectors along with others. All the companies showed their working suitability towards using the CRM in their systems.

The analysis findings on firms and their capitalization of products and services through social media brought out that the most of the firms believed in utilizing the social media for their market research. They found out the social impact in making themselves able to detect changes in preferences of the customers. It was also found out that the most of the firms were also able to detect fundamental shifts within their industries through social media. The analysis further depicted that the industries were able to conduct the meetings

interdepartmentally on the basis what their teams had learnt about their products and services on social media. The process made it possible for the marketing personnel to understand deeply through other departments what the customers would be preferring in future. The employees looked agreed over the dissemination of the information within all levels of employees in all departments on customers' satisfaction data gathered through social media. Social media is also considered to be a source to share the information quickly about something important from the competitor firm. The firms were also found using social media on responding to the competitor changes in prices. They also find it useful in finding out about changes in needs of customers. Social media was also found to be the best available tool in quickly responding to the competitor's campaigns for the target customers. They were also able to have control over the activities done through social media by the departments. The firms used the social media effectively for allowing their customers to fill up their complaints and let themselves track them. Hence, they effectively used social media in announcing the modifications made on the demands of the customers.

The analytical findings in this particular research study we come to know that the firms have been able to identify their potential customers through social media. Along with this they become efficient with their efforts in determining their targets with their potential customers. It is further found out the firms are able to keep them frequently informed on their products or services. It also makes the firms able to understand and respond to the needs of the customers quickly. Moreover, they are able to build an image of a reliable product of service provider to the customer. This all helps the firms to make them closer them and they are able to discuss with them their roles in improving the relationships in between. Hence, they have assigned the capacity to the managers in particular successfully to maintain relationship with customers. These discussions make it possible for both ends to bring out the best possible outcomes for a new product or service. The relationship is extended to multiple customers with encouragement to the assigned capacity of managers. Hence the firms are able to collect and coherent the data collected for development of a new product or service.

The analysis results towards the project implementation effectively while keeping the social media impact in it, yields the findings that the people associated to the project implementation are able to learn the ways of serving to their customers in which they are actually required to. This is done through some effective researching on the aspects. It brings out quickly for them about detecting the changes in preferences to the customers in companies' products or services. The analysis further finds out that the firms are able to poll end-users several times to assess the quality of product or service. Their employees are in duties to spend time with their customers in discussions for their future preferences. The information gathered and interpreted is disseminated periodically to the customers concerned. The exchange of the information makes it possible for the employees to know quickly what happens to their potential customers. These things happening helps the companies to evaluate the products or services on the basis of. Hence it helps the project teams in companies to determine the project related problems and resolving them accordingly so that they could segment the market for their new product or service. This is why the information gathered from the customers always seen an influencing source on the product/service of the firm.

The analysis findings on customers' information utilized with social media are here to say that the firms are actively found using information gathered through discussions with customers as key information source. The firms seem to have effective approach on sharing the information to the development teams gathered from discussions with customers through social media. These activities of gathering information and sharing it to the departments concerned take place with frequencies through social media. And the sort of the information is seen using by the most of the firms in developing new product or service to the customer of their potential.

5.2 Conclusion

This research study has centrally been focused on the social media impact on customer relationship management for improved status of a firm performance, since CRM is a software that is used for that purposes. In this research it is concluded that the most of the firms used Microsoft software and employees of

the companies found them using as a challenging thing. There is a definite emphasis on the capacity building opportunities for the employees to have mastery over the use of the software, not merely being dependent on the needs of the employees. The frequency of training opportunities with some definite time periods are concluded. Social media is nowadays taken as real source for CRM implementation as the firms find it in this research. They have seemed making it as a working tool that does not only brings them closer to the customers, but it makes it possible for them get the information about the preferences of their potential customers. This study further determines that firms could enjoy the new ways of getting more customers engaged forwards their products services in presence of their several competitors in the market because of the effective usage of social media in active implementation of CRM in their companies. It was indeed useful for them while implementing the projects. Their smooth going on the basis of the information gathered. They were able to use it their decision-making process whenever they needed it. Simultaneously they were able to find out the current as well as future needs and preferences of the customers in the market. Hence, they were able to determine about the development of new product or service for their potential along with new aspiring customers in future competitive run in the market. In a nutshell the companies were effectively using social media in implementation process of CRM under the modern systemic approaches and making the most of current markets in an improved profitability.

5.3 Limitations of the Study:

Conducting a research survey is a meticulous process It is still confronted with obstacles and limitations. To begin, the respondents for this study are middle and upper management of businesses, as well as educators in the business sector.

Depending on their mood, they would refuse to cooperate. Second, the research is restricted to only a couple of cities established in Turkey. Third, since the researchers are not able to interact with other respondent directly, the scope of survey may be reduced. Nevertheless, attempts will be made to improve the consistency of the study sample.

5.4 Recommendations

- Customer Relationship Management with effective collaboration of social media may be more generalized.
- CRM software implementation may be improved with easier guiding procedures in its implementation.
- The employees of the companies using CRM may be provided with more frequent capacity building opportunities.
- The duration of the trainings may be determined as per the needs of employees under need-based analysis for the trainings.
- CRM implementation along with social media in project implementation may be ethical, consistent and easily operatable for companies improved performance.

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APPENDIXS

Appendix 1: Research Questionnaires

Appendix 2: Ethic Approval Form.

Appendix 1: Research Questionnaires

Thesis Topic Questioner: The impact of using CRM Systems and social media on SMEs.

Dear Respondents:

I am a graduate student at Istanbul Aydin University; I would like to write my thesis on “**The impact of using CRM Systems and social media on SMEs**” I would like to get your views and opinions regarding CRM and Social CRM. I hope that you will give me few moments to contribute in my thesis. I will be grateful for your time and efforts in answering the attached questionnaire.

This research study is purely for academic purposes and will be used for scientific purposes only. Your answers will be kept strictly confidential, and the results of this research will be provided to the enterprises participating in our research as general and average characteristics without specifying the business name.

We thank you in advance for your cooperation and understanding and wish you success in your business.

**Student Name and Surname
and Surname**

Thesis Supervisor Name

Tarek Tayeb

Assist. Prof. Dr. EBRU CAYMAZ

Name of the company/factory:

Name of the Respondent:

Position of respondent in the company:

Gender : **Male 0 Female 1**

Part-A

Variables	Categories	Please put a tick (<input type="checkbox"/>) mark
Description of the factories		
1.Number of employees.	1-9	
	10-49	
	50-200	
	201-250	
2.Years in operation.	Less than 5 years	
	5 to 10 years	
	11 to 25 years	
	More than 25 years	
3.Which CRM system does your company have?	Oracle	
	Microsoft	
	SAP	
	Others (if yes, name of your system)	
4.The reasons implementing a CRM system for increased profitability in your company are?	To get market acceptance	
	Branding	
	Market orientation	
	Decreasing defects	
	Increasing customer satisfaction and loyalty	
	Others	
5.The implementation process was:	Easy	
	Challenging	
	Difficult	
	Extremely difficult	
6. Was anyone trained to maintain the system?	Yes	
	No	
7. How long should be the training period?	1 week	
	2 weeks	
	4 weeks	
	More than 4 weeks	
8. Does your company have a <u>10 years</u> long-term plan?	Yes	
	No	
9. Which type of plan(s) does your company have?	Strategic plan	
	Tactical plan	
	Operational plan	

	Production plan	
	Quality plan	
	Marketing plan	
	Others	
10. How often does your company send employees to training?	Regularly	
	Whenever there is a need	
	Never	
11. Does your company measure customer satisfaction?	Yes	
	No	
12. Does your company seek for customer views?	Yes	
	No	
13. Which sector does your company operate under?	Oil Refining	
	Industrial	
	Textiles	
	Cement	
	Agriculture	
	Bank	
	Medical	
	Service, Other	
14. does the sector you run your business suits for CRM tools?	Yes	
	No	

Part-B

= strongly disagree
 = disagree
 = neither disagree nor agree
 = agree
 = strongly agree

CRM (Dependent Variable)					
1. Our firm uses social media to conduct market research.	1	2	3	4	5
2. Our firm uses social media to detect changes in the preferences of our customers.	1	2	3	4	5
3. Our firm uses social media to detect fundamental shifts in our industry.	1	2	3	4	5
4. Our firm has frequent interdepartmental meetings to discuss market trends identified via social media.	1	2	3	4	5
5. Marketing personnel spend time discussing future needs of customers identified on social media discussions with other departments.	1	2	3	4	5
6. Data collected through social media on customer satisfaction are disseminated at all levels on a regular basis	1	2	3	4	5
7. When one department finds out something important about competitors from, it is quick to alert other departments through social media	1	2	3	4	5
8. Our firm uses social media to respond to our competitors' price changes	1	2	3	4	5
9. Our firm use social media to pay attention to changes in needs of our customers	1	2	3	4	5
10. If a major competitor launched an intensive campaign targeting our customers, our firm would respond immediately through social media	1	2	3	4	5
11. The social media activities of the different departments are well controlled	1	2	3	4	5
12. Customers complaints can be filed and tracked using social media in our firm	1	2	3	4	5
13. When our customers want us to modify a product/service, our firm announces that change through social media	1	2	3	4	5
Social media network capability					
1. Our firm is able to identify which customers are worth the most effort	1	2	3	4	5
2. Our firm is able to analyze what we would like to achieve with potential customers	1	2	3	4	5

3. Our firm is able to frequently inform customers about our firm's new products/services	1	2	3	4	5
4. Our firm is able to understand and respond to customer needs quickly	1	2	3	4	5
5. Our firm is able to build an image of a reliable product/service provider to customers	1	2	3	4	5
6. Our firm is able to regularly discuss with customers how we can support their role in improving relationships	1	2	3	4	5
7. Our firm has specially assigned managers who are able to maintain relationships with Customers	1	2	3	4	5
8. Our firm is able to communicate closely with customers when developing new products/services	1	2	3	4	5
9. Our firm is able to motivate employees to establish relationships with multiple customers	1	2	3	4	5
10. Our firm is able to use customer information to develop new products/services	1	2	3	4	5
Customer Info. processing capability					
1. Project members are able to communicate potential customers to learn how to serve them.	1	2	3	4	5
2. We are able to do a lot of market research.	1	2	3	5	5
3. We are able to be quick in detecting changes in product/service preferences of our customers.	1	2	3	4	5
4. We are able to poll end-users several times to assess the quality of our product/service.	1	2	3	4	5
5. Employees spend time discussing future needs of our customers	1	2	3	4	5
6. Documents circulate periodically that provide information on our customers	1	2	3	4	5
7. In a short period, every employee knows about it, when something important happened to a major customer	1	2	3	4	5
8. We are able to use customer information in evaluating the new product/service	1	2	3	4	5
9. We are able to use customer information in solving project-related problems	1	2	3	4	5
10. We are able to use customer information to segment the market for the new product/ service	1	2	3	4	5
11. Customer information has an influence on new product/service-related decisions	1	2	3	4	5
Customer involvement using social media					
1. Our firm uses our customers who participate in our social media discussions as a key information source	1	2	3	4	5

2. Our firm actively transfers information gathered from our customers who participate in our social media discussions to the development team	1	2	3	5	5
3. The transfer of information, gathered from our customers who participate in our social media discussions, about needs and preferences of customers took place frequently.	1	2	3	5	5
4. Our firm uses information, gathered from customers who participate in our social media discussions, about our needs of customers in the development of the new product/service.	1	2	3	4	5

Appendix 2: Ethic Approval Form.

Evrak Tarih ve Sayısı: 05.01.2021-307



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı :E-88083623-020-307
Konu : Etik Onayı Hk.

Sayın Tarek TAYEB

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 22.12.2020 tarihli ve 2020/11 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Alper FİDAN
Müdür Yardımcısı

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RESUME

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EDUCATION

09.2011- 02.2016 BA in Business Administration in
Finance, Banking and Investment
AIU - Arab International University

02.2019- 08.2021 MBA - Master Of Business
Administration

CERTIFICATES

2016 IAU - Istanbul Aydin University
Accounting Software
Al Amin, Al Aedari, Khazen, Sehli, Al Rashid
ICDL
ICDL is the world's leading computer skills
certification
(Microsoft Office: Word , Excel , Power Point ,
Access and Internet)

2017 Diploma in Hotel Management
Diploma where we combines basic hotel
management courses with hands-on hospitality
classes

2019 • PMP (Project Management Professional)

LANGUAGES

Arabic Native Language

English Good