

How Customer Relationship Management on Social Media Affects Various Factors to Increase Brand Loyalty

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Abstract:

The main objective of this paper is to explore how social media as a critical platform would increase interactions between the tourism sector and stakeholders. Nowadays, human interactions through social media in many sectors, especially tourism, provide different experiences and information that users share and discuss. Organizations and companies can gain customer loyalty through social media platforms albeit consumers have a negative image of the product or service. Such a negative image can be reduced through constant communication between producers and consumers, especially with the availability of new technology. Therefore, effective management of customer relationships in social media provides an extraordinary opportunity for companies to enhance brand value and brand loyalty. In this study, we attempt to develop a conceptual model to address the factors such as social customer relationship management (SCRM), Customer Engagement, diminish co-destruction value, and brand loyalty. To support this model, we scanned the relevant literature using a comprehensive category of ideas in the context of marketing and customer relationship management. We also analyze the impact of SCRM on customer engagement by drawing on affordance theory. This allows us to investigate whether there is a relationship between Customer Engagement, SCRM, diminishing co-destruction of value, and brand loyalty. In this regard, SCRM was examined as a moderating factor on the relationship between customer engagement, diminishing co-destruction of value, and brand loyalty. Although numerous studies have been conducted on the impact of social media on customers and marketing behavior, there are few studies to investigate the relationship between SCRM, decrease co-destruction of value, which leads to brand loyalty of customers. This study is an important contribution to the tourism and hospitality industry in directing customer behavior in social media through SCRM. The study has shown that management through social media platforms can generate discussions and engagement about the product and services, which makes customers feel positive towards the company and its product. The study also revealed that customer complaints through social media have a multipurpose effect; they can lower the value of the product, but at the same time they motivate the company to overcome its weaknesses and correct its shortcomings. Future research direction and limitations were also discussed.

Keywords —Brand Loyalty, Co-Destruction of value, Customer Engagement, SCRM, Tourism and Hospitality.

I. INTRODUCTION

Customer relationship management is a strategic approach that is based on marketing theory and seeks to retain customer, company's profitability, and create superior value for the company and customers [1]. Effective management of customer relationships by IT technology generates a great opportunity for return on equity and increases customer loyalty [2]. However, solid competitive markets in the modern era have faced companies with a major challenge of steady and loyal customer development. The sensitivity of price, quality, and increasing day-to-day customer expectations to create more value has a lot of costs to buy customers for companies [3]. Current competition, customer perceived services, and their behavioral goals play a pivotal role in customer switching between service providers and manufacturers [4]. In addition, insecure markets and the gradual reduction of corporate brand loyalty, in particular hospitality and tourism companies, are pushing them for the implementation of a new strategy called SCRM (social customer relationship management)[5]. It cannot be admitted that social media is completely a substitute for traditional methods of customer relationship management, but this has created a new process for large, medium, and small companies to launch their products, services and innovations[6]. The facilities of social media made it as a platform for supply and demand. Customers' willingness to communicate consistently with companies producing products and services to purchase or repurchase intentions is an undeniable fact [7]. Therefore, social media can be the best tool for expressing users' thoughts, ideas and experiences [8], [9]. Although, Social media is known as the largest network for exchanging information such as review and suggestion, most companies use this platform only to supply products, services and purchases [7]. Marketers have not yet completely identified social media's potential to make new business opportunities or threats [10]. Social media should not be considered solely as a buying and selling tool; this technology can be considered as the best factor for co-creation of

value or co-destruction of value to corporate by customers. Paul Greenberg [11] defines SCRM as follows: SCRM is a business strategy that aims to gain customer trust and focuses on connecting with customers and providing them with the services, products, and consumable experiences they need to form a personalized relationship with the company through the social media platform. Despite the motivating role of social media in improving the performance of companies, detailed studies have not yet been conducted to strengthen customer relationship management capabilities on these drivers [10]. Furthermore, with the fact that online survey sites such as Trip Advisor have become widespread in the whole world; airlines and hotels should heavily invest to increase their interactions in social media [12]. Nevertheless, the participation of customers in the hospitality industry has not attracted much attention. For instance, the proper management of customers to generate brand loyalty, controlling value co- destruction and increase customer engagement as UGC (user generated content) are as a gap in hospitality studies [7]. In this article, it has been firstly tried to prove the effective impact of SCRM on customer engagement through affordance theory. Hence, this study can be used as a useful resource in hospitality studies to increase the insights of small and large companies in order to better invest on their customers and increase the value of the brand in the context of social media to maintain brand loyalty and diminish value co-destruction. Therefore, the main question in this study is whether the use of SCRM can increase customers' positive engagement to create value and brand loyalty. Which factors encourage customers to have a positive attitude and encourage other customers to purchase products and services of a company. How SCRM strategies can minimize negative customer engagement and value co-destruction.

II. LITERATURE REVIEW

A. *Social Customer Relationship Management (SCRM)*

This study seeks to link CRM strategy with social media to help service companies, such as

hospitality industries. This paper also attempts to shed light on the factors of customer engagement and their impact on value creation and brand loyalty. CRM refers to a set of customer-oriented trends and their alignment with organizational policies and technologies to improve customer engagement for long-term profitability[13]. In some studies, CRM has been defined as a three-dimensional structure that includes the ability to communicate with the customer, the ability to strengthen the relationship with the customer, and the ability to win back the customer [14]. Due to the important role of customer relationships; companies should frequently share relevant content with customers and try to develop this connection. Moreover, the advent of the smart age has changed the competitive markets of the past such as business environments and business models [10]. The disappearance of distance, the disclosure of secrets, the development of new applications, and the development of the social media platform to connect people in the world has led managers, especially hospitality managers, to seek a new approach to co-creating value and building brands, which is called the SCRM revolution[15]–[17]. According to the research of Mohammad and Rashid [18], CRM behavioral component is divided into four categories: Use of IT, Knowledge Management, Organizational Competency, and Alignment of Customer Behavior. Furthermore, based on the resource-based theory, the financial success of a company depends on internal and external strategies such as maintaining professional staff, improving technological and non-technological facilities, maintaining the market between competitors, and customer engagement [18]. Considering these aspects, social media as an important platform to bring suppliers and consumers closer together requires a strong management strategy [7]. However, most studies have already focused on increasing the purchasing power and profitability of the company through online sales. Moreover, some scholars have pointed out that access to social media is used as the main factor for following friends and relatives [19]. While, social media platforms are useful to answer customers' questions quickly, and they can also

easily provide solutions to customers' problems with personalized messages. Therefore, through SCRM methods, companies can find a progressive situation by offering the best promising answers and suitable goods or services to the customers [20]. SCRM is more effective and accepted than traditional CRM method because of its multiple creative and innovative features. Traditional CRM and Social CRM differ in the way they define their goals. Traditional CRM is based on an internal, operational approach to effectively manage customer relationships, while so SCRM aims to increase customer interaction and personalize customer-company relationships [11]. SCRM is not only a strategy for customer relationship management, but also a solution for building interaction with the customer. Therefore, by using various and new participative activities, it increases customer satisfaction and makes them loyal customers [21].

B. Customer Engagement in Social Media

However, some terms, such as engagement, can have different meanings depending on the field and context in which they are applied. Numerous researchers in the field of marketing expanded the concept of engagement into behavioural, cognitive, and carnal dimensions [22]. Engagement is expressed in a positive holistic psychological state in which individuals are cognitively and emotionally inclined to participate in social behaviours[23]. Engagement of people in different contexts, times, and locations can occur for various reasons; one of the items in the field of tourism and marketing is related to the participation of customers in the platform of social media. Consumer engagement generally refers to the way consumers engage with services and products offered through online networks such as websites, blogs, social media platforms of a brand. Customer engagement on social media is done by evaluating the number of likes, comments, and shares from followers on a brand or company page[24]. Perhaps customer engagement in social media is due to the proliferation of mobile phones among humans. According to a survey conducted in 2015, the world's population is near equal to the number of

mobile devices [25]. So this growth has continued unabated and the number of mobile phones will be more than people in the world [26]. Considering the advancement of technology and the emergence and installation of various software and applications on mobile phones, the most used platforms, are the use of social media apps such as Facebook, Instagram, Twitter, and YouTube. which is among the four mentioned options Facebook is most ranked [27]. Some studies suggested that customer participation in the hospitality industry is more than 23% compared to other industries [28]. Therefore, combining mobile devices with social media Technology has revolutionized the relationship between customers and companies. As a result, the strategy of customer management has been pushed beyond the maintenance of the pecuniary[29]. According to these issues, 74% of corporate executives have claimed that they need to control the costs of the company with the engagement of customers. However, research on customer engagement and the transition from traditional management to a new state, especially in developing countries, is in a halo of ambiguity. Besides, social media allows hoteliers and airline agencies to have an earlier vision of their digital customers' plans and expectations, so that over time, can apply a planned direction to the evolution of a customer experience with their business-brand [30]. Surveying of users' information, suggestions, expectations, and criticisms, and in general, the accumulation of experiences from customers can change the methods of corporate communication with customers. Therefore, when companies plan their business strategies, they should consider social media and how to use and manage it as a powerful tool with long-term benefits for customer engagement [20].

C. Diminishing Co-Destruction of Value and Brand Loyalty in Social Media:

According to S-D logic, for a company to achieve the desired position by its customers, the company must use its potential features in favour of its customers so that this process creates value for that company [31]. Customers act as configured actors to create ideas for an organization, change

organizational processes, and impact on other customers [32], [33]. In the tourism sector, value creation by customers is the main factor for the continuity of an organization or company's activities to endurance of events such as festivals and carnivals [34], hotels, agencies, and restaurants. Through the C2C interactions in the e-commerce world, customers are able to share information/images, generate solutions, express dissatisfaction and hopelessness of a product or service and express supportive behaviour for a company; in which leads to the formation of value for the Company [35], [36]. Therefore, the process of formation of value is accelerated by the Internet and its users [37]. Some scholars believe that the formation of value is not only formed through products and services, but also through the management of company engagement with various players in the market, such as operating systems, customers, intermediaries, and other competing organizations [31]. Regarding the topics mentioned above and following the logic of S-D and C2C, most researchers have evaluated the value formation process from a positive dimension [31], [35], [36], [38]. They believe that the formation of value is a positive interaction that ultimately leads to co-creation. While recent studies in the academic field have made it clear that the formation of value can lead to a negative trend and cause co-destruction of value [39]–[41]. The view that customer engagement only creates value is an optimistic view that stems from the non-problematic part which is unrealistic[41]. Some scholars argue that the destruction of value occurs when individuals (other customers/parties) deliberately or accidentally and in an inappropriate way misuse resources [42]. The co-destruction of the value derived from the asymmetric interactions. According to Camilleri and Neuhofer's[43] research on the guest-host Airbnb site; results demonstrate that the site could cause co-creation or co-destruction of value. They emphasized co-destruction of value occurs when a hosting company is unable to resolve its customers' problems and do unclear communication with them. Therefore, with a strategic customer management on social media, it can minimize the process of

value destruction and attract customer confidence and loyalty to the brand. One of the main issues that need to be further analyzed is how the process of value co-destruction by customer engagement in social media. Dolan et al [44] have concluded that customer complaints can be one of the most important factors in the co-destruction of a company's value. They continued that customer complaints do not always mean harming the company. The complaint of tourists in social media is automatically a double-edged-value formation process that depends on the way companies manage and respond to such complaints [45], [46]. It should be noted that complaints reaction is not always a negative factor for the destruction of a company's credibility, in contrast, the ability to engage in solving problems and addressing customer complaints reflects the ability, credibility, and strong management of a company. Therefore, the proper management of customer relations in the face of complaints considers as an important factor in decreasing value co-destruction for a company [41]. Social media can be used as a rich source to identify the company's weaknesses and power side. Instead of fearing customer complaints, companies can identify and improve their weaknesses by collecting the negative viewpoints of customers, theorizing, and avoiding co-destruction of value [44]. Past studies have also emphasized the usefulness of the impact of online communities and its management as a significant marketing tool for brand co-creation [47], [48]. Literature also supports the idea that customer engagement affects brand in various aspects, for example brand loyalty, brand trust, brand equity etc. [49], [50]. Kamboj et al. [51] suggested that managers should actively manage their own brand community on social media. Companies should be involved in contributing to their customers by designing exciting discussions. For example, one of the cosmetics companies (Maybelline), with questions about the color combination, was able to maximize the amount of customer engagement. Thus, social media can act as a double-edged platform as the most up-to-date and effective link between providers, producers and customers. A context that leads to both value co-creation and value co-

destruction. Therefore, customer relationship management as a moderating strategy can act in a way that strengthens the positive participation of customers and also controls their negative participation in achieving the ultimate goal of the organization, in other words, brand loyalty and profitability.

III. THEORETICAL FRAMEWORK

A. Affordance theory:

The research model in this study is developed based on the affordance theory proposed by Gibson in 1979. We try to investigate the effect of customer relationship management in the context of social media on increasing customer engagement through affordance theory. Recently, many studies have started to use the affordance theory in the field of technology and social media [37]. However, there is still no clear evidence of a relationship between SCRM and customer engagement based on affordance theory. The main definition of the affordance theory is "properties of the animal-environment system that determine what can be done" [52]. To better understand the topic, Majchrzak and Markus [53] give the example of a hill. They noted that a simple hill can be considered as a different possibility from the point of view of different people. For example, a herdsman considers this hill as a suitable place to graze his livestock, while a tourism manager considers the same hill as the best place to go skiing or on a safari. Hammond [54] defined affordance theory "as the relationship between an object, environment, or idea and the opportunity that enables an organism to perform an action". Recently, affordance theory has provided a better understanding of how technology and organizational characteristics interact to create innovation and impact [55]. Therefore, social media, as an environment available to tourists, should be designed by tourism managers to elicit a response from tourists. For example, by designing motivating and challenging questions for customers, they can evoke a sense of engagement. Therefore, based on the results of the

literature review, three research hypotheses were developed.

Hypotheses 1: Customer engagement positively and directly impacts on brand loyalty.

Hypotheses 2: Diminishing Value Co-Destruction mediates the relationship between customer engagement and brand loyalty.

Hypothesis 3: SCRM moderates the relationship among Customer Engagement, Diminishing Value Co-Creation and Brand Loyalty.

IV. CONCLUSION

This study is an important contribution for the tourism and hospitality industry to target customer behavior on social media using SCRM. First, we show how the use of trickery and management can create customer engagement and value co-creation for businesses in the context of social media. Second, we evaluated complaints on social media as a multipurpose factor for value degradation or how to turn it into a positive process through SCRM. We drew on previous studies in this area that social media technology is not just a matter of supply and demand and how factors such as e-WOM and UGC can bring profit and constant customers to a business. The study concludes how companies can boost customer engagement through some techniques like ongoing redeemable customer offers and challenging discussions on social media. Considering that user complaints on social media about a product or service are often highly visible, there is no in-depth study on how complaints become a factor of value reduction. In this study, the response to the complaint was evaluated from the SCRM dimensions of motivating the customer, seeking a solution to their problem, and participating in reducing value co-destruction. Therefore, this study creates a perspective for hospitality and tourism managers. It is understood that due to the changing times and technology, customer relationship management can no longer respond to the traditional state and should try to understand the virtual world and its agents. The service industry is in the shadow of UGC and WOM marketing which has shifted to the social

media platforms due to the unobtrusive nature of marketing and managers need to control these factors to reduce value co-destruction and increase brand loyalty. Therefore, future researchers can study the impact of SCRM on customer engagement to increase online purchases, especially COVID -19 breakout. In addition, the number of fake pages from competitors that aim to disrupt a company's success is increasing, so future researchers can also evaluate the impact of effective management in reducing the negative activities of fake pages.

RESEACH MODEL

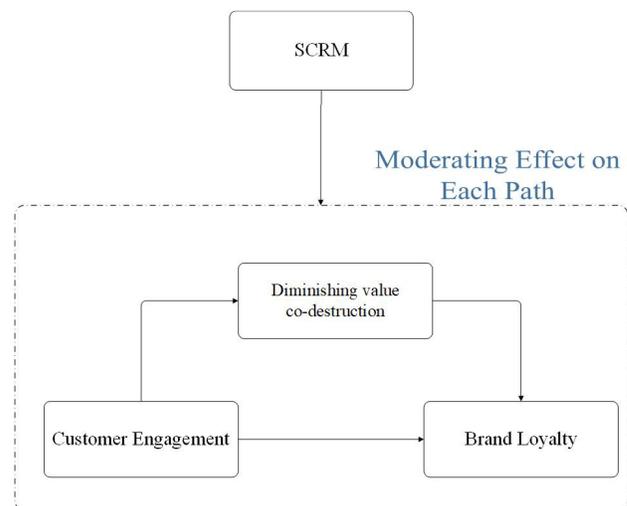


Figure 1: RESEACH MODEL

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