

THE IMPACT OF SOCIAL MEDIA USE ON CREATING VALUE FOR HOTELS



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PLAGIARISM

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

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ABSTRACT

Technological developments have affected tourism sector as well as all areas of life. Social media has also changed the business processes of the accommodation companies and they adopted the social CRM strategy. The concept of social CRM is an increasingly important management approach. In this study, the effects of social media use and review sites use on social CRM capability and social CRM performance were examined. In addition, the effect of social CRM capability on social CRM performance and the moderating effect of hotel type on this relationship were also examined. Simple random sampling method applied in the study. The sample of this study consists of randomly selected 198 hotels from the directory provided by Hotel Association of Turkey. A questionnaire, which consists Social Network Use Scale, Review Sites Use Scale, Social Customer Relationship Management Capability Scale and Customer Performance Comparison Scale, was used in the study. Structural equation modeling was used to test the causal relationships between the variables. According to the results, it was found that the social media use had positive and significant effect on social CRM capability and social CRM performance. Social CRM capability had positive and significant effect on social CRM performance. It is also seen that review sites use have positive and significant direct effect on social CRM performance, but not on social CRM capabilities. In addition, it was determined that hotel type did not have a moderator effect on the relationship between social CRM capability and social CRM performance.

Keywords: Social Media, Review Sites, Social Customer Relations Management

ÖZET

Teknolojik gelişmeler hayatın her alanını etkilediği gibi turizm sektörünü de etkilemiştir. Sosyal medya konaklama işletmelerinin iş süreçlerinde değişikliğe yol açmış ve sosyal CRM stratejisini benimsemişlerdir. Sosyal CRM anlayışı gün geçtikçe önem kazanan bir yönetim anlayışı olarak karşımıza çıkmaktadır. Bu çalışmada, sosyal medya kullanımı ve değerlendirme siteleri kullanımının sosyal CRM yetkinliği ve sosyal CRM performansı üzerindeki etkileri incelenmiştir. Ek olarak, sosyal CRM yetkinliğinin sosyal CRM performansı üzerindeki etkisi ve otel türünün bu ilişki üzerindeki düzenleyici etkisi de incelenmiştir. Çalışmaya basit tesadüfî örnekleme yöntemi ile seçilen 198 otel katılmıştır. Çalışmada kullanılan anket formunda sosyal medya kullanımı ölçeği, değerlendirme sitesi kullanım ölçeği, sosyal müşteri ilişkileri yönetimi yetkinliği ölçeği ve müşteri performansı karşılaştırma ölçeği kullanılmıştır. Değişkenler arasında bulunan nedensel ilişkilerin test edilmesi için yapısal eşitlik modellemesi kullanılmıştır. Sonuçlara göre, sosyal medya kullanımının sosyal CRM yetkinliği ve sosyal CRM performansı üzerinde olumlu ve anlamlı etkilerinin olduğu tespit edilmiştir. Sosyal CRM yetkinliğinin ise sosyal CRM performansı üzerinde olumlu etkileri olduğu belirlenmiştir. Ayrıca, değerlendirme siteleri kullanımının ise sosyal CRM performansı üzerinde olumlu ve anlamlı bir direkt etkisinin olduğu, ancak sosyal CRM yetkinlikleri üzerinde olmadığı görülmüştür. Sosyal CRM yetkinliği ile sosyal CRM performansı arasındaki ilişkide otel tipinin düzenleyici etkisinin olmadığı tespit edilmiştir.

Anahtar Kelimeler: Sosyal Medya, Değerlendirme Sitesi, Sosyal Müşteri İlişkileri

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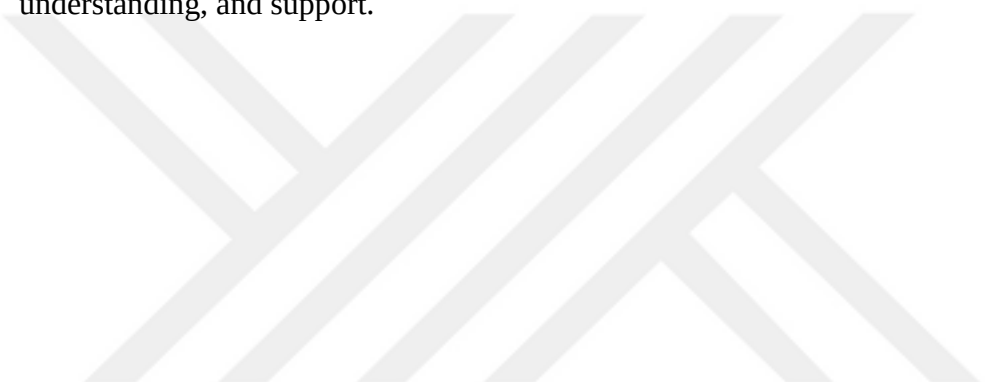


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LIST OF ABBREVIATIONS

CRM Customer Relationship Management

WOM Word of Mouth



1. INTRODUCTION

The use of social networking has increased rapidly on the last decade through the benefits achieved by the organizations. The emergence and adoption of social networking has increased among business organizations in the worldwide, and interest in using social networking has increased among marketing professionals (Jermstittiparsert, Sutduean, and Sriyakul, 2018). The directors feel more active in social networking as a part of marketing communication, so their interest in the performance of its use naturally increases. Most of the scholars defined the social networking as the integration of technological development of software that enable customers in regards to collaborate, form an interaction and create content (Bhatti, Farhan, Ahmad, and Sharif, 2019). Social networking is also effective in creating value for organizations and creating an online field for idea exchange among customers (Jermstittiparsert, Sutduean, and Sriyakul, 2018). Social networking tools allow organizations to get information about guest preferences, however, this information have to be transmitted to different fields of business for delivering products and operations that meet these needs and preferences. If these platforms are used to manage or create a new knowledge, it will assist organizations to face the challenges of the rivalry environment and innovate successfully (Palacios-Marqués et al., 2015). Social media has changed the way of doing business of firms, generating new opportunities and difficulties (Kaplan and Haenlin, 2010). Because social media enables companies to better comprehend their customers, easing increased generation of revenue and service customization, the use of social media is becoming growingly popular among the hotels (Baird and Parasnis, 2011).

Hotels are implementing the use of social networking with their existing CRM systems to build valuable social CRM capabilities. Social CRM capabilities include the ability to comprehend the guest and improve services and products that fit their needs, and it depends on customer knowledge (Palacios-Marqués et al., 2015). Organizations may be able to enhance social CRM capabilities that are based on guest information and relationships by combining the use of social networking with other guest oriented technologies (Trainor, 2012). Social networking use is transformed into guest engagement, brand awareness, and word of mouth (WOM) positively, which in turn increases creation of economic value (Hoffman and Fodor, 2010). Investing in social media technologies ensure organizations with important CRM advantages in terms of guest satisfaction, loyalty and retention (Trainor, Andzulis, Rapp, and Agnihotri, 2014). In this context, it can be said that social CRM performance is the result of using social media tools correctly to improve guest relationships that will bring profit and value to companies and their customers. Another interaction tool that is widely used in hotels is review sites. Review sites use is a way to interact customers in deep relationships and it becomes an efficient mechanism to solve problem for hoteliers (Park and Allen, 2012). The strategic use of review sites will provide the improvement of valuable capabilities in conducting guest knowledge. Managing reviews and paying attention to the reviews about organizations stated on review sites could contribute to the guest and firms relationship by maintaining a positive hotel image, this will translate into greater value creation (Jung, Ineson, and Green, 2013). In addition to this, there is a positive relationship between the hotel performance and online comments about the organization in review site like TripAdvisor (Xie, Zhang, and Zhang, 2014).

Scholars accordingly have mainly focused on the efficiency of social media use on value creation. Some scholars have realized that social media use plays an important role for creating value while others thought that it has not any effects for the hospitality industry. The effect of social media tools on increasing guest satisfaction and purchase intention has still debated (Aluri, Slevitch, and Larzelere, 2015). Specifically, the concerns about the real impacts of its use emerge because the exact mechanism used by social media transformation into value creation has not been clear (Rishika, Kumar, Janakiraman, and Bezawada, 2013). On the other hand, the hospitality industry has been one of the industries that has transformed to a great extent with the advent of social media. Munar and Jacobsen (2014) have realized that social media tools usage has become related part of the tourism experience as it changed and shared the way information about travel and tourism was spread. The main platforms that are Facebook and TripAdvisor are used by millions of visitors every day and more than one third of travelers that are called as online travellers are affected by these platforms (Cabiddu, De Carlo, and Piccoli, 2014). Despite the wide popularity of these platforms, limited research has been conducted from an organizational perspective analyzing the effects of social media use on value creation performance in hotels (Kim, Lim, and Brymer, 2015). Several scholars offer an insight into how hotels can improve these tools to effectually enhance customer relationships, thus it creates value for hotels (Chan and Guillet, 2011; Jung et al., 2013). In this study, we advance this knowledge by examining the impacts of social media use on value creation at chain hotels and independent hotels in Turkey context, using the model developed by Garrido-Moreno, Lockett, King, and García-Morales (2018). This model will be improved by adding

different factors in the process of thesis. Also, the effects of social media use and review sites use on social CRM capability and social CRM performance were examined. In addition, the effect of social CRM capability on social CRM performance and the moderating effect of hotel type on this relationship were also examined. The two important issues in the study are analyzing whether the social networking and review sites use is directly correlated with value creation for hospitality and examining the effect of Social CRM capabilities in the value creation process. Garrido-Moreno et al. (2018) developed on the Resource Based View (RBV) for analyzing whether use of social media could be a resource of competitive advantage and how it could improve organizations capabilities for CRM. The purpose of this study is to make contribution to the existed literature on hospitality by enhancing the understanding of the impact of social media use on creating value in two different hotel classifications that are chain hotels and independent hotels in Turkey and to investigate whether it differs according to the hotel classification.

2. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.1. Marketing Communication Mix

Marketing communication is a concept that has emerged with the development of marketing and communication technologies. Marketing communication is defined as tools by which businesses try to inform, persuade, encourage and remind consumers about their brands directly or indirectly (Keller, 2001). The task of marketing communication is to have a place in the mind of the buyer in accordance with the planned positioning strategies for target markets. Therefore, the main principle is the flow of information (Cemalcılar, 1987). The marketing communication mix elements used to communicate with the target consumer are personal selling, advertising, public relations, sales development and direct marketing (Taşkın, 2011).

Advertising is the non-personal transfer of products, services or ideas to the masses for a fee (Mucuk, 2012). The purpose of advertisements is to give information to potential consumers about the products and services they have, to try to change their wishes and needs, and to direct their preferences in a way to get the products and services offered by the business (Yalçın and Sezer, 1995).

Personal selling is meeting and talking with one or more potential buyers in order to make sales (Mucuk, 2012). One of the most basic tasks of personal selling is to provide input to the business by collecting information from customers. Salespeople representing the business can establish long-term relationships with customers. This long-term relationship enables salespeople to assist the business in determining a strategy for customers' requests (Mccarthy and Perreault, 1993).

Public relations is the movement of developing and maintaining healthy relations between the business and its environment (Mucuk, 2012). According to another definition, public relations is a communication activity that evaluates the attitudes and behaviors of the public and determines the methods to ensure the acceptance of a person or organization that is of interest to the public. In simple terms, it is a promotion function that creates a positive image in favor of the person or the institution marketing the product (Tek, 1990).

Sales promotion is non-continuous sales efforts outside of personal selling, advertising and promotion (Mucuk, 2012). The general objectives of sales promotion activities are to encourage inquiries, increase product trials, encourage repurchases, increase store traffic, encourage stock creation, and encourage distributors to assist with product sales.

Direct marketing is the direct communication with target consumers by telephone, fax, e-mail or other means in order to get quick results (Mucuk, 2012). The purpose of direct marketing is to retain existing customers, to encourage product testing or to change brands, to sell with direct response advertising, and to increase brand use (Yükselen, 1998).

2.2. Social Networking Use

Social networking sites have become indispensable elements that promise great social and economic impact all over the world. These social networking sites are defined as web-based services that permit people to create a public or private profile within a limited system, express a list of other users with whom they share the connection, and view lists of their connections (Boyd and Ellison, 2007). The popularity of social networking sites continue to revolutionize the Internet itself in terms of

communication, accessibility of the information; and the use of social network offers many opportunities for hospitality industry (Garrido-Morreno et al., 2018). These social networking sites have also become a new platforms for interacting with customers, enabling hotels to acquire valuable information from them (Garrido-Moreno et al., 2020). These platforms give hotels unique chances to get in touch with existing and potential customers and interact with them on a more special level (So, King, Sparks and Wang, 2016).

Facebook that is accepted as the leading platform worldwide brings individuals together to share their photos, experiences and it is useful for detecting customer preferences and their attitudes for a product (Weinberg and Pehlivan, 2011). Twitter has become a bit more popular as it allows information about companies to be shared briefly. Through this platform, hotels can publish their campaigns, innovations and general information about the hotel to their customers. This tool has accepted to be a beneficial channel for marketing goals in the hospitality industry (Leung, Law, Van Hoof, and Buhalis, 2013). Hotels can use YouTube that is another important platform to visually present their products and services to potential customers, as well as to take specific initiatives to personalize their experience. Lastly, hotels can tap into their potential by sharing photos of their properties and promoting their customers to share their properties by using photo sharing platforms Instagram (Garrido-Moreno et al., 2018). That is, social networking sites have become indispensable in hospitality sector as consumers continue to trust other users and their recommendations about marketing messages.

The data acquired from social networking platforms promotes the selection of target customers and product suggestions. The gained knowledge about consumers through these platforms is used to promote products and services, improve hotel image, and

assist customer connection and exchange experiences with each other (Pavicic, Alfirevic, and Znidar, 2011). The use of social networking platforms allows companies to identify key market signaling, constitutes responses to market change, and evaluate the quality of services, thus developing dynamic marketing capabilities to respond to market change, thus they can develop dynamic marketing capabilities for answering to market change (Wang, Hu, and Hu, 2013). The previous literatures empirically confirmed that the use of social networking sites has a positive impact on CRM capabilities (Trainor et al., 2014). They also confirmed that the use of social networking sites directly allows the enhancement of social CRM capabilities that include knowledge generation, responsiveness and knowledge dissemination (Garrido-Moreno et al., 2020). Social CRM Capabilities can be considered as a key enabler of these capabilities as it is based on the use of social networking sites. Kupper (2015) supported that the use of social networking site use is considered a central component in the enhancement of Social CRM Capabilities (Garrido-Moreno et al. 2018).

Social CRM has ensued as one of the most important IT supporter business operations recently (Harrigan, Soutar, Choudhury, and Lowe, 2015). Social CRM platforms assist hotels to gain customer insight and continually generate ideas, facilitate communications with real and potential customers, also helps about knowledge management processes (Garrido-Moreno et al., 2020). The growing popularity of these platforms is considered a very attractive channel by many companies due to the fact that content can be actively shared and viral (Kaplan and Haenlin, 2010). Therefore, social networking sites represent a new medium to access customer information, co-generate ideas, and engage customers about discussions of the service quality, promoting communication and connectivity (Bhimani, Mention, and

Barlatier, 2019). The use of social network platforms has enabled the firms to be evaluated in the easiest and most appropriate way in its own place, which increases the interaction of customers and the company, increases more loyalty and performance (Hollebeek, 2019). Moreover, social networking site use is the best way to attract customers to the organization which increases the firm's performance (Bhatti, Farhan, Ahmad, and Sharif, 2019). In light of all this information, the current digital environment gives the use of social networking sites the potential to alter their business processes, improve customer relations, thus improve corporate performance (Garrido-Moreno, 2020). According to the results of research, it has been observed that a firm's participation in social networking sites can provide in numerous advantages that includes increased value of the brand and customer confidence, sharing knowledge, word of mouth (WOM), and product development, improved customer relations and increased sales (Tajvidi and Karami, 2017). It is empirically confirmed that the use of social networking sites has a positive effect on performance, which translates into improved customer relationships and developed knowledge accessibility (Garrido-Moreno et al., 2020).

Customer experiences are considered at the center of the hospitality industry, the existing relationship between firms and customers has become growing interactive and enabling opportunities to create value together (Diffley and McCole, 2015). It is the combination of knowledge from social CRM tools that procures the necessary information to interact with customers and therefore create value with customers, as extensive and consequent information is required to improve customer relations (Jayachandran, Sharma, Kaufman, and Raman, 2005). The hotel industry use a variety of activities to access customer information needed to create value, including guest review cards, surveys, face-to-face discussions, and measuring customer responses

(Shaw, Bailey, and Williams, 2011). Social networking use has becoming popular in the mean of reaching these information in the hospitality industry (Sigala, 2009). The value creation activities can span many aspects of hospitality operations, including renovation activities, room technologies, room designing, dining experiences, and booking sites (Diffley and McCole, 2015).

2.3. Review Site Use

Customer opinions that expressed on online review sites present a significant kind of word of mouth communication (WOM) that is called electronic word of mouth (eWOM) (Melián-González, Bulchand-Gidumal, and López-Valcárcel, 2013). Customers express their comments and suggestions to other Internet users through review sites, message boards, or social media. They make a research a product or service before they purchase on online channels because the opinions and experiences of other customers are important for them (Xie, Zhang, and Zhang, 2014). Several platforms have emerged that capture online reviews and recommendations shared by customers because of this. Online reviews have changed decision making by customer by making information about experience products like hotel accommodations available to everyone on the internet (Park and Allen, 2012). Hotel review sites ask customers to evaluate them in two sections: a star rating and a textual review (Banerjee and Chua, 2016). Because the hotel industry offers products based on experience, customers cannot evaluate their features until they buy those (Garrido-Moreno et al., 2018). Thus, customers should rely on eWOM to deduce the quality of service or product (Xie et al., 2014). A previous study found that simply being exposed to online reviews on review sites about hotel by customers makes them more likely to include these hotels in their selections for decision making evaluation. In

addition, there is a positive relationship between the rating scores on the review sites and hotel room sold (Park and Allen, 2012).

Considering the important effect of eWOM on companies, online review sites, especially for hotels, have become an important component of hospitality business. Hoteliers have begun to recognize the need to communicate more actively with customers on social networking platforms and to enhance strategies to deal with the reviews (Xie et al., 2014). TripAdvisor, the most popular review site of recent times, is considered the main channel for customers to communicate with each other (Garrido-Moreno et al., 2018). It is the property manager accounts where hoteliers can make contact with guests and reply to reviews (Xie et al., 2014). It involves the real customer experiences and reviews of hotels. It also provides to customers independent accommodation feedbacks and written comments from other customers, thus so it becomes a popular website for writing guest experiences (Banerjee and Chua, 2016). The hotel's responses enable two side communication, especially when complaints about the service are expressed by customers in online reviews (Gu and Ye, 2014). Negative reviews affect future manner to hotels and hinder the ability of hotels to increase their services. Therefore, hotel's responses to guest complaints need to be used promptly to address these criticisms (Xie et al., 2014). Already hotels use review sites to get customer innervision that provide them to customize their services and develop the guest experience (Garrido-Moreno et al., 2018). Because reviews are publicly responded to, hotels can develop a positive firm image and increase potential customers' trust in the brand by engaging with customers, demonstrating corrective actions (Jung et al. 2013). In addition, properly managing review sites enables them to develop their competencies to create, integrate and appropriately use precious guest information. They can also individualize their services and enhance the guest

experience by determining guest preferences from review sites. That is, strategic uses of review sites will allow the development of valuable hotel capabilities by managing guest information (Garrido-Moreno et al., 2018).

Review sites exponentially increase the power of eWOM by disseminating advice and reviews as well as it is strategically significant in creating value. Positive reviews can increase the hotel's reputation in the market and encourage repeat purchases, therefore managing customer reviews properly will develop loyalty (Serra-Cantalops and Salvi, 2014). If hotels engage in the nuances of the service recovery, negative reviews can potentially be turned into positives, and similarly, positive reviews alone have no effect on the hotel if they do not count them in the wider learning process (Baka, 2016). This shows that hotel managers realize that this review site is an effective tool to improve the reputation of their hotels. According to Xie et al. (2015), there is a positive relationship between the review site use and the hotel performance.

2.4. Social Customer Relations Management

2.4.1. Customer relationship management concept

Customer Relationship Management (CRM) is a customer-oriented management strategy and is defined in different ways in the literature.

CRM is defined as a business strategy that makes use of corporate elements such as operations, sales, customer services, human resources, finance, information technologies and internet usage (Chen and Popovich, 2003).

CRM is a strategic approach that requires obtaining the finest detail about all customers of the business, as it requires a continuous and one-to-one relationship

with the customer, and prepares an environment for one-to-one marketing and one-to-one relationship with the help of this information (Kırım, 2001).

Customer relationship management is the set of activities that a business undertakes to identify, win, develop and retain its loyal and profitable customers in the long term in order to deliver the products or services offered to the right customer at the right time, in the right way and with the right price (Erk, 2009).

CRM is a comprehensive strategy and process expressed as firms' acquisition, retention and partnership with selected customers in order to create superior value for the firm and the customer. This process includes the harmony of organization chain functions such as marketing, sales, customer service and procurement as a whole in order to achieve higher performance in providing customer value (Parvitiyar and Sheth, 2001).

Strategy and targets are of great importance in CRM activities for businesses. For this reason, processes that place the customer at the center and in accordance with the life curve of the enterprise should be followed in strategy choices. The implementation phases of CRM for businesses consist of four main phases: selection of the most profitable customer group, establishment of a purchasing relationship with these selected customers, long-term relationships with customers and ensuring permanent customer loyalty (Gel, 2007).

The purpose of CRM is to apply the processes of initiating, developing and maintaining relationships with customers, acquiring and retaining new customers and thus increasing the customer profitability effectively and efficiently (Payne and Frow, 2006).

The basis of customer relationship management is to attract customers, to plan the right customer segmentation, to establish a model that can communicate with customers at the right time, to establish strong relationships and to maintain the relationship successfully in the long term. Businesses have the possibility of gaining maximum loyalty as well as increasing their chances of more profitability thanks to this management strategy (Javed, 2017).

Customer relationship management is a holistic approach and process that consists of a combination of people, processes and technology. The main purpose of this process, which includes the organization, employees and technology, is to understand the customer (Bull, 2003). Although customer relationship management is thought to be technology-centered, there is an understanding of human-centered and human relations in its essence. For this reason, the process, technology and human factor should be evaluated in an integrated manner in the understanding of customer relationship management (Zengin and Ulama, 2015).

2.4.2. Scope of customer relationship management

In the last quarter of the 20th century, the acceleration of technological developments and the gradual growth of societies led to the weakening of the bilateral relations between businesses and their customers in the past, and the companies' failure to respond as quickly as before in the face of customer preferences. This situation has led to the weakening of the loyalty relationships they have established with their customers in terms of businesses. Customers have started to prefer businesses that can offer them different features and offers. Businesses, whose profits began to decline after customers became active for businesses, started to cooperate in order to reach an economy of scale, and

started to come together in the concept of a large market, a shopping center where multiple products or services are offered together. With the emergence of marketing strategies that place the customer at the center, businesses have turned to the concept of "Customer Relations Management" in order to revive the customer relations that have started to weaken. They aimed to create a sense of satisfaction and to achieve permanent customer loyalty by offering value to the customer (Özilhan, 2004).

2.4.3. Social customer relationship management concept

According to Mohan, Choi, and Min (2008), social customer relationship management is a management strategy that integrates web 2.0 and social media into the existing customer relationship management approach. The basis of the social customer relationship management approach is to increase the participation of customers in management processes and to establish strong relationships between the customer and the business.

Social CRM is to provide an environment based on trust and transparency within the framework of mutual benefit by engaging in participatory communication with the customer, made with the support of technology platforms, corporate rules, work flow, corporate processes and social features (Greenberg, 2009). Social CRM is a CRM strategy that uses the Web 2.0 concept for mutual benefit between the business and its customer (Faase et al., 2001). Social CRM is a business strategy that should be supported by information technologies and is one of the ways of thinking and acting for an organization (Woodcock, 2011).

The concept of Social Customer Relationship Management is based on two main building blocks, namely "Customer 2.0" and "5M Model" (Demirel, 2013).

The concept of “Customer 2.0” emerges as a new type of customer who can access the information they are looking for in a short time on the internet network and establishes communication about purchasing behavior on social media platforms due to the rapid change in computer and mobile technologies, and the internet network has started to take an active role in purchasing processes. The social customer makes purchases by using internet-based information before purchasing the product or service, by listening to the experiences of customers who have previously benefited from this product or service (Demirel, 2013).

The type of customer called “Customer 2.0”, as a technology enthusiast, makes extensive use of internet network and social media platforms. They have strong intuition and therefore low trust in traditional advertising and marketing strategies. Their attention span is narrow, so the websites or social media platforms they are interested in must be fast and fluid, and include marketing and advertising efforts that appeal to them. They have a flexible structure, so they definitely give them a chance to try new products or services (Demirel, 2013).

The “5M Model” forms the basis of the concept of social customer relationship management because showing the necessary attention to each step of the model will bring customer satisfaction and indirectly increase sales. “5M Model” consists of five main steps (Demirel, 2013):

- **Monitoring:** It is the ability to clean the noise in the social information flow and to filter the required information from the existing information sets for businesses and brands.

- Mapping: It is the phase of overlapping the users speaking on social media platforms with the registered people in the existing systems of the businesses.
- Management: It is the set of rules and procedures about what businesses will do about the data collected from social media platforms and overlapped with the information of the business.
- Middleware: Automation tools for integrating social media platforms into corporate businesses are defined as middleware.
- Measurement: It is known as the measurement stage of results such as improvement in customer satisfaction and increase in sales after successful completion of all steps before this step.

Social CRM envisages changes in the way businesses relate to their customers. Businesses should adopt this anticipated change with the concept of social CRM, which is accepted as a new management strategy. The aforementioned strategy states that the current role of businesses is not only about managing the customer, but the main role that they should adopt is to create a collaborative experience and dialogue that the customer values (Baird and Parasnis, 2011).

Social CRM competencies are traditionally involving the integration of processes, systems and technologies with social media applications, and the development of customer relations by making collaborative conversations that occur with customer-facing activities (Trainor, 2012). Social CRM competence refers to the expertise and competence of a company in the processes of

creating, integrating and responding to customer interactions that are facilitated by social media technologies. (Trainor et al., 2014).

Organizations using social media technologies will increase their relations with their customers through common speeches, ensure loyalty with customers, and thus affect their social CRM competencies positively (Trainor et al., 2014). Social CRM's ultimate goal is to establish long-term mutually beneficial relationships based on a high customer loyalty (Lehmkuhl and Jung, 2013).

2.4.4. Benefits of social customer relationship management

Social CRM provides customers right tools that can be used to convey the right thoughts about the organization, establish better relationships with customers and accelerate sales success. Social CRM is also an effective way for customers to interact with organizations, how they see them and what they want organizations to do (Greenberg, 2009).

With the help of communication channels offered by social CRM, businesses can (Sarner et al., 2010);

- Produce new products and services, improve existing ones,
- Create brand awareness,
- Evaluate decision-making mechanisms based on the collected information,
- Compare the prices offered to the customer,
- Support for sales processes,

- Provide CUSTOMER support for post-sales disputes.

Social CRM contributes to the design of business strategies by providing direct feedback to business customers (Lacy et al., 2013).

2.4.5. Differences between social customer relationship management and traditional customer relationship management

In a structure that focuses on traditional CRM process applications, it aims to meet the demands and needs of the customer with the help of the product or service produced as a result of the purchase request from the customer of the enterprise. Social CRM is built on managing the negotiations between the customer and the sales of the product, or service (Demirel, 2013).

The characteristics and opportunities offered by web 2.0 technologies constitute the basis of the difference between customer relationship management and social customer relationship management. Thanks to social networks, users can create and share content, find and connect with people with similar views and interests. In addition, they can participate in the preparation processes of products and services and be effective in sales processes. So, the main difference between traditional customer relationship management and social customer relationship management is customers' involvement in business processes. While the processes in the traditional customer relationship management approach are based on automation and implementation, the heart of social customer relationship management is interaction with the customer. While traditional customer relationship management is a one-sided management process that covers marketing, sales and customer service processes, social customer relationship management has a holistic management approach that includes web 2.0

services, social media monitoring, analysis tools and traditional customer relationship management systems. It is a combination of social media and customer relationship management and consists of social networks, communication technology, communities, strategy, customer value and relationships (Buchnowska, 2014; Swarts, Lehman, and Lewis, 2016).

2.4.6. Social customer relationship management implementations

The reasons why businesses strive to maintain their business activities on social media are explained by the following reasons (Sarner et al., 2010):

- Social CRM applications provide reliable information about products or services and the business,
- Business customers (consumers) can take an active role in producing and disseminating content themselves, except for the content that the business prepares and serves, by directly contacting the business or the facilities it offers
- The communication channels of Social CRM can easily communicate with the consumer before, during and after sales,
- Consumers meet their emotional needs such as self-esteem, respect, belonging and friendship.

The study conducted by Baird and Parasnis (2011) summarizes the reasons why consumers communicate with businesses or brands through social media platforms as follows:

- Discount (61%),

- Purchasing (55%),
- Consumer comments and product rank (53%),
- Getting general information (53%),
- Getting private information (52%),
- Getting information about new products (51%),
- Expressing opinion on current products and services (49%),
- Customer service (37%),
- Participation in events (34%),
- The need to feel connected (33%),
- Expressing opinion on new products and services (30%),
- Willingness to belong to a community (22%)

2.5. Hotels and Customer Relationship Management

2.5.1. Historically changing tourism paradigm

Considering the phenomenon of traveling from place to another place on the basis of the concepts related to tourism, it is seen that when talking about the development process of tourism, it is necessary to address a very long period of time from the civilizations that have taken place in the history of humanity. It is known that people travel for different reasons and purposes in every period of history (Icoz, Gunlu, Yılmaz, Aktas, Ozdogan, Oter, Yılmaz, and Sahin, 2007). The

change in the reasons for travel has revealed that the tourism market has a variable structure over time. When considered in terms of historical process, it is seen that paradigm changes in tourism emerged in parallel with the development of civilizations and the evolution of social needs. Kozak et al. (2013) examined the paradigm changes that occurred in different periods by using an analytical method. They examined the breaking points in tourism, in other words, the periods of paradigm change, in 3 sections as pre-modern, modern and post-modern tourism paradigm (Kozak et al., 2013).

The pre-modern tourism paradigm covers a very long period from the period when civilizations started to form when the first movements that could be evaluated within the scope of tourism started to form, to the period when Thomas Cook carried out the first professional package tours (Kozak et al., 2013). The beginning of the tourism event can be taken up to Sumerians (4000 BC), who were the first to find and use the writing, money and wheel (Yıldız, 2011).

The Industrial Revolution process brought about modernization as well as industrialization (Kaypak, 2003). The Industrial Revolution and modernization caused individuals to see tourism as a necessity. On the other hand, the increase in the income and leisure time of individuals, the increase in the speed of transportation vehicles, the granting of paid vacation rights are the developments that support the participation of individuals in tourism (Mavis et al., 2002). In the modern period, tourism has been one of the basic elements of human life, with travel being accepted as a basic human right. In this period, tourism has become an increasingly important phenomenon in the development of individuals

and societies' cultural capital and an indicator of being modern (Kozak et al., 2013, p. 15).

As a result of the diversification of touristic products, tourism types that can meet the different interests of the consumer have taken the place of the tourism package consisting of sea-sand-sun based on the producer-oriented modern tourism paradigm. From this point of view, the producer and sales-oriented modern approach has been restructured with a consumer-oriented postmodern approach (Kozak et al., 2009). In postmodern tourism, the new tourism product has begun to replace the old tourism products. Although seaside holidays still maintain their popularity as in modern tourism, the diversity and difference seen in seaside regions reflects the change that occurred with postmodern tourism (Voase, 2007).

In the postmodern tourism paradigm, besides the production of touristic products that reflect the desires of the consumers, changes are observed in the consumer profiles. The postmodern tourist type is more distant from monotony, more interested in learning, more affluent, better educated, more sensitive to the local culture and environment, more flexible, more independent and more adventure-seeking tourist than the modern tourist type (Kozak, 2012).

In the pre-postmodern periods, individuals' social identities were formed by their jobs, professional careers, and qualifications, while in today's postmodern world, internet and social media have come to the fore in the formation of individuals' social identities. In addition to their consumption habits, individuals form their social identities by sharing their marital status, family status, friendship relations, places they visit and their experiences via social media (Ozdemir, 2015).

In today's society, individuals use the internet and social media for many operations they need to do in their daily lives, as well as creating social identity. For example, tourists make reservations of the hotel they will stay, the transportation vehicles they will travel, the tours they will participate and even the restaurants to eat on the internet. Tourists share their complaints and satisfaction on social media. Therefore, tourism businesses operating in the postmodern age had to adapt to public relations activities such as answering customer complaints over the internet and delivering electronic magazines showing the activities of the business to customers (Kılıç and Öter, 2015).

2.5.2. Characteristics of hotels

Although there are many types of accommodation businesses, all of these types have many common features. These features can be listed as follows (Demirtas, 2010).

- Basic basis is manpower. It is the person who provides and presents production in all units of accommodation businesses. As in other sectors and enterprises, it is not possible to eliminate the human factor or to reduce the need for human with the help of automation and technological developments. For this reason, there is always a need for trained, well-educated and talented people in all businesses serving in the accommodation sector.
- They sell time. Businesses sell 24 hours of each room to their customers. When this sale is not realized, that is, when a room is not sold but empty during this period, the business is in a loss, the thing that needs to

be sold and cannot be stocked is the time when it is produced. When we look at it from this aspect, what is sold is actually time.

- It is dynamic. Accommodation businesses are like factories that technologies and service concepts continuously change, and produce 24-hour service. Businesses should adapt to change and change their service concept according to fashion and tastes.
- In accommodation businesses, sales can only be made if the customer is included in the sales process.
- Room sales constitute a significant portion of the income in this sector, which requires continuous work without interruption.
- The risk factor is quite high. Accommodation businesses, which are generally seen as a holiday and luxury consumption tool, are very quickly affected by the geographical, sociological, economic and political developments of the country they are in. Because a natural disaster, a sociological development such as riot, civil war, boycott, etc., a deterioration of the economy, a crisis or a war that may be experienced in the tourism regions deeply affect the sector.
- Accommodation businesses always aim to provide a better service to their customers and to achieve customer satisfaction. Therefore, they follow technological innovations and buy when necessary. Because these products (new smart TV, computer mini bar, card door system, machines used in general maintenance and cleaning services, smart heating and

lighting systems, etc.) both facilitate the provision of the service and increase customer satisfaction.

- There is a close cooperation between all departments of hospitality businesses. Due to the nature of the sector, the communication between the operating personnel working in cooperation with each other should be at the maximum level. A tiny communication break can turn into a big problem. For example, a situation such as the fact that the room where the front desk staff thinks that it is empty and clean, and that the room where the customer guides the customer is not full or not cleaned, causes a big problem. Or if the purchasing manager supplies products below the needs, the kitchen department cannot meet the customer orders.
- Accommodation businesses do not only provide accommodation services. They also offer services such as eating, drinking and entertainment.
- Accommodation businesses invest the highest amount of capital in the fixed expenses required before starting their business activities during the establishment phase. Building, interior design, furniture to be used in rooms, heating and cooling systems, security equipment, beds, televisions, tables, chairs, visual items and many similar expenses to be used in the restaurant part constitute approximately 85-90% of the total capital.
- In accommodation establishments, payments are generally made by credit card and the fee is collected in advance (Demirtaş, 2010).

2.5.3. Importance of customer relationship management in hotels

Tourism is a knowledge-based industry. The development of social media and easy access to information has directly influenced the tourism industry, customer preferences and purchasing intentions. Before realizing the purchasing behavior, tourists go through a serious research process about the region they will go to, the hotel they will prefer, and the mode of transportation, while making comparisons, they examine user comments and give the decision process according to the data they obtain. Tourists who share their experiences on social media positively or negatively after the holiday experience together with the purchasing process constitute a serious data source for accommodation businesses. Tourism businesses that want to stay in touch with their customers and attract potential customers by using the large and valuable data provided by social media have also taken their places in various social media channels such as Flickr, Facebook, Youtube and Twitter, forum pages and online travel communities. These social media channels, which have become direct contact points with their customers, have become an important tool for gaining potential customers. Thanks to these channels, which offer accommodation businesses the opportunity to understand customer preferences and read their thoughts, accommodation businesses have the opportunity to improve the quality of their products or services. In this way, it is able to offer its customers an unforgettable holiday experience, meet the expectations of customers with personalized products or services, and obtain loyal customers. Thanks to the presence of loyal customers, accommodation businesses can get ahead of their competitors in an intense competitive environment and can take a serious step towards a sustainable competitive advantage (Morgan et al., 2011).

Tourism products are intangible products and there is almost no opportunity for customers to see, touch and try the tourism product without making their product preferences or going to where the product is located. With the development of social media, concrete features have been brought to the tourism activity, which is consumed and experienced in an abstract way. Customers can watch videos about the region and hotel they intend to visit, participate in virtual tours, and read the comments of someone who has had a holiday experience in that region before. Customers who revise their decision in the light of this information obtained can also make a reservation via social media. After the holiday experience, they can share their satisfaction or dissatisfaction on social media in forums, online communities and other social media channels and can directly influence the purchasing decisions of potential customers (Nezakati, et al., 2015; Moro and Rita, 2018).

Due to the abstraction feature of the service and the world's most powerful and effective type of advertising being word-of-mouth advertising, the posts, comments and evaluations of social media users in the selection of accommodation businesses become very effective promotional tools. While the promotion in traditional media is done by professionals, the promotion and shared information made on social networks created by different users with the same interest in social media are perceived as more accurate and reliable. Even with this aspect alone, all activities on social media gain a great meaning. Due to the widespread consumption of prestige in the field of tourism, the shares made by the users stand out both qualitatively and quantitatively rather than the posts made by the enterprises (Eroz and Dogdubay, 2012).

Tourism is a sector with a high level of substitution, and for this reason, even the slightest sharing of information about that region or hotel can lead the tourist's holiday preference to a different region. It is also very important that accommodation businesses take place dynamically on social media. What is important at this point is to provide attractive and informative accurate social media payments in order to catch the target's attention quickly (Howison et al., 2015).

With the increasing competition in the accommodation sector, the widespread use of the internet and technology, accommodation customers have provided the opportunity to access and compare prices of almost every business over the internet. This situation has almost removed the price from being a competitive factor for accommodation businesses and made customer relations management a more attractive and strategic weapon of competition in order to create a difference among their competitors (Soyaslan, 2006).

Social media is a very important tool for tourism businesses that want to be able to offer products or services in line with the demands and expectations of customers, to respond to their complaints instantly, to carry out a successful complaint management process and to achieve customer satisfaction (Meydan, Uygur and Bayram, 2013). Due to the simultaneous production and consumption of the accommodation establishments, errors that may occur during the production or provision of the service can be immediately noticed by the customer and cause dissatisfaction. The fact that this perception of the customer is not possible to compensate and this dissatisfaction is effective on the customers' next purchase decision and moreover, through word-of-mouth advertisements or complaints,

makes customer relations more risky in accommodation businesses and a process that needs to be worried about (Deniz, 2016).

Customers actively use social media at every stage of the purchasing process. Facebook, Twitter, Instagram, etc. Customers share their holiday experiences on social media platforms such as Facebook, Twitter, and Instagram and ask for the views of other customers about hotels, touristic places and travel for the holiday they are considering purchasing. In addition, they examine the shares of travelers on social media platforms and become members of tourism communities created on social media (Chuang et al., 2017). Customers who make holiday decisions based on all these information they obtain, express their holiday experiences as satisfaction, complaints and recommendations on social media platforms after their product or service consumption, and they are effective in the decisions of potential customers (Beyari and Abareshi, 2018).

Social media platforms, which contain comments and evaluations made by users, play an important role in the creation of the brand of the accommodation business, in the promotion and marketing of its products and services, and in increasing brand loyalty and perceived quality (Yavuz and Haseki, 2012). The perception that the comments made on social networks are made by real people and that they are evaluated objectively without regard for any benefit is a very important advertisement for the accommodation business evaluated on social media (Albayrak, 2013).

In the face of such intensive use of social media by customers, tourism businesses have to integrate social media with sales and marketing activities. Social media offers tourism businesses the opportunity to interact with their customers,

share information, change their services and improve their brands through online communities (such as TripAdvisor and Virtualtourist) and social networking sites (such as Flickr, Facebook, YouTube and Twitter). In addition, by analyzing the comments made on social media platforms, they are able to better understand the preferences of the target customer group and the likes and dislikes of the holiday. Many hotels and tourism businesses, which have the opportunity to grow rapidly in the face of the benefits of social media, integrate social media applications into their websites. In this way, accommodation businesses will be able to closely follow the instant changes regarding their target customers, increase the awareness of the business, reach a wider audience and strengthen the brand image (Courtesy et al., 2015). In addition to these, tourism businesses that have the ability to sell and market their products and services anytime and anywhere will also be able to minimize their communication expenses (Llach et al., 2013).

2.5.4. Stages of customer relationship management in hotels

The customer relationship management process, which is generally accepted for every company in the literature, is discussed in four stages: selection, acquisition, protection and deepening. It can be said that the stages are more intertwined for accommodation businesses that communicate with the customer at almost every point. Considering the accommodation businesses, the stages of the process are as follows (Deniz, 2016):

- Choosing the most advantageous customer for the accommodation business
- Building a sales relationship with selected customers

- To ensure the continuity of the relationship as possible and to spread it over the long term
- Customer deepening, in other words, efforts to ensure customer loyalty.

In the selection stage, which is the first of the stages of the customer relations and management process, the purpose is to identify and define the target audience in order to understand who the most profitable customers are for the business and to understand the expectations of the customers from the business. This classification is very critical in the process of customer relations in order to organize individual campaigns for each customer and in accordance with segmentation data and to develop strategies (Alper, 2010).

In the second stage of the customer relationship management process, the customer acquisition stage, the purpose of the business is to find the answer to the question of how to make the most effective sales to the target customer group determined at the selection stage. All efforts taken to bring the target customers to the customer portfolio of the accommodation business are at this stage (Deniz, 2016).

In the third phase of customer relationship management, the aim is to find the answer of the question "How long can we ensure that the acquired customers remain our customers?". Customer protection is all of the efforts to ensure the continuity of the existing relationship, such as connecting the customer to the business, keeping it in the business and choosing to operate it repeatedly (Dağdaş, 2013).

Businesses aim to increase the profitability of the customer for the business, beyond providing a long-term relationship with the customer (Ulucan, 2016). The customer deepening process covers all the steps that should be taken to increase the share of the business among the total expenditures of the customer (Turan, 2017). Increasing the share of the business is possible by enabling the customer base that has already preferred and purchased services to purchase the other services offered by the business, that is, by deepening the relationship established and ongoing with the customer (Turan, 2017).

2.5.5. Successful customer relationship management factors in hotels

The accommodation businesses that want to successfully implement social customer relations management should primarily determine a social customer relations management process suitable for their own structure and support this process with technological infrastructure. Each staff member to take part in the management process must have the necessary equipment and be able to manage the process. Social media is difficult to control and measure. The correct storage of many data to be obtained through social media and their transformation into valuable outputs is an important criterion for the success of the process. Accommodation businesses need to see social media not only as a tool or application to reach customers, but as an important tool that they should integrate into strategy and operational processes. They need to be aware of all the opportunities social media offers them for sales and customer service and to shape their business structures accordingly (Marolt et al., 2015). Accommodation businesses are now required to establish a management process with an honest, transparent and collaborative approach in line

with the expectations of their customers, and to make their customers a part of the management process (Kubina and Lendel, 2015).

2.5.6. Social customer relationship management use in hotels

As a result of technological developments, the use of internet and social media in the tourism sector has become widespread and it is thought that it will replace many channels and institutions in the future (Eroz and Dogdubay, 2012).

Both tourists and destinations can access information quickly and effortlessly, thanks to the internet, which can provide information on all kinds of tourism-related issues and can be considered as an intermediary in the tourism sector. The tourism sector is one of the sectors that makes use of the internet the most, and the internet is seen as one of the most important marketing tools of the future (Ozdemir, 2007).

Tools that support the use of the internet in tourism marketing is classified as, e-mail, web page, newsgroups, discussion groups, speaking rooms, instant messaging applications, live broadcasting on the internet, online meetings, webcasting, linking applications, search engines, online advertisements and e-mail signatures (Kozak, 2008). Social networks, blogs, webinar applications can also be expressed as other tools that support the use of the internet in tourism marketing. The adventure of accommodation businesses, which started with hotel reservations via computer in the 1990s, continued with the emerging blogs, message boards, websites and social media applications. The virtual world and social media applications become a part of the business and indispensable for accommodation businesses in terms of low cost, fast updating, reaching a large audience at the same time, creating more interest and impact with

photographs, videos and various visuals compared to all other communication tools. (Eryılmaz, 2014).

For many years, accommodation businesses have been reaching their customers through traditional methods such as radio, television, newspapers, magazines and brochures as a means of promotion and promotion. However, as a result of the rapid widespread use of developing technology and internet usage habits, it has started to touch its customers, receive demands and feedback on social media. Thanks to social media applications, businesses have found the following advantages:

- Ability to reach wider audiences in a shorter time
- Opportunity to advertise more qualified (photos, videos, promotional music, etc.) with less cost.
- Ability to update information quickly
- The fastest way to receive reservations with the latest and future dates
- Receiving feedback from customers through which they can correct their deficiencies and increase the quality, thanks to their positive and negative comments
- To be able to easily observe the competitors and stand out in the competition
- Getting customers to advertise the hotel

- Ability to easily share campaign announcements (Eryilmaz and Zengin, 2014).

2.6. Social Customer Relationship Management Capabilities and Performance

Capabilities is the company's ability to combine, integrate and distribute the resources to achieve outstanding performance (Garrido-Moreno et al., 2018). It is broadly defined as a firm's effectiveness in using available inputs and resources, and transforming them into the results or objectives it pursues by another definition (Dutta, Narasimhan, and Rajiv, 2005). According to this definition, capabilities can be thought of as the activity of using the available inputs to a firm and transforming them into desired outputs. Also, this explanation clearly indicates that capabilities is the ability to intermediate between sources and goals. Because capabilities are an intermediary step between input and output, a firm can expect to see the resources it uses and the outputs the firm achieves, however, capabilities can only be extracted in transforming one into the other (Dutta et al., 2005). Capability is not just about having marketing relating sources but also it requires the effective integration of these sources and their translation into desirable outcomes, and it depending firm's previous and coherent, continued investments (Dutta et al., 1999). The recent studies shows that investors focus on firms' marketing capabilities when determining firm effectiveness. They obtain an idea of the businesses' marketing capabilities by checking their marketing results according to their marketing sources. In this regard, social networking use has the effect of allowing investors to sight the company's effectiveness in replying to the changes in market (Kim and Wang, 2019).

The social CRM capabilities provided by social media technologies involves basis activities that are related to the organization including social media activities, by this way, they can build a strong and longtime relationship by engaging customers in its value creation efforts (Diffley, McCole, and Carvajal-Trujillo, 2018). This points to the role that capabilities played in the enhancement of firm's innovation process. When the social CRM capabilities are combined with information management capabilities immanent in process of the relational information, it is recommended to facilitate value creation with customers. In other words, social networking sites are expected to reflect the network interactions and depth to involve customers in the creation of value together, reflecting the exact nature of customer relations and therefore CRM (Diffley and McCole, 2015). It also includes new competencies related with both customer-customer and customer-business interactive relations (Greenberg, 2010). Several studies that take a resource based view (RBV) show that investing in IT might be integrated to create new capabilities that eventually develop the value creation performance of firms (Kim and Wang, 2019). Mithas, Ramasubbu and Sambamurthy (2011) stated that IT has a crucial role in process management, customer management and performance management for developing other capabilities of firm. In addition this, it is also stated that these capabilities have a great impact on value creation by positively influencing company performance, customer, human resources, finance and organizational productivity measurements. Firms need to measure their success of their data and IT basis by their ability to reach data and to combine social networking data with data from their CRM systems however, many companies have been unable and limited to determine which social networking site use captivate customers with the high profit, and who there among their existing

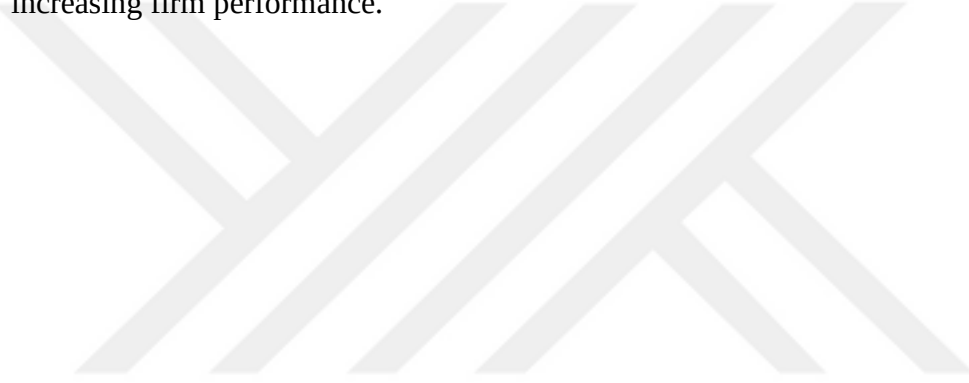
customers best promotes or supports their products on social networking sites (Malthouse, Haenlein, Skiera, Wege, and Zhang, 2013).

The popularization of social networking usage meant that firms should enhance modern CRM capabilities beyond traditional tactics and forms (Kim and Wang, 2019). According to Trainor (2014), companies can enhance new capabilities to increase customer satisfaction and effectually benefit from these interactive, collaborative platforms to manage customer relationships by unifying social networking with their current CRM systems. In addition to this, Trainor et al. (2014) asserted that social CRM capabilities as a matchless combination of evolving customer based management systems and technological sources that bring to customer satisfaction, retention and loyalty. It is important for the companies when they combine social networking with their marketing strategies in order to enhance customer development and firm performance (Kim and Wang, 2017). CRM capabilities positively affect both customer relations and firm performance (Srinivasan and Moorman, 2005). Social CRM capability is also stated that firm's effectiveness for integrating and transforming its social networking resources into desirable revenue and customer relationship results. It focuses on interactive relations with customers through social networking technologies. In addition, it is considered a section of the marketing capabilities, facilitated by social media technology, reflecting the company's proficiency in acquiring, producing, integrating and organising information from customer activities on social networking sites and then benefit from the customer. Then, it develops customer relations with effective factors on their performance (Kim and Wang, 2019). Earlier studies also show that CRM capabilities development supported that it could be a resource of outstanding firm performance (Menguc and Auh, 2006). Companies that are adept at turning current resources and capabilities

into new ones are more likely to enhance the performance. Another effect of social CRM capabilities is that it increases performance related with customer communication and internal management. For this reason, companies that have more exclusive social CRM capabilities perform better organizational performance (Kim and Wang, 2017). The most important aim of social CRM capabilities is to improve both the value of the firm and the firm's relationship with potential and existing customers. This aim is partially reflected in increased sales by way of understanding of needs of customers and different targeting eligible customers (Kim and Wang, 2017).

Previous research findings have also linked up a positive relationship between social CRM capabilities and firm performance (Choudhury and Harrigan, 2014; Diffley and McCole, 2015; Trainor et al., 2014). Social CRM Capabilities as previously mentioned, express the ability of companies to use social networking in order to improve customer relationships are the basic mechanisms that help companies create value (Garrido-Moreno et al., 2018). Social networking sites provide firms to get information about the customer's preferences, however, this information needs to transfer to different fields of the organization to offer products and processes that meet those preferences. If these platforms will be used for managing and creating a new knowledge, they will assist businesses to innovate successfully and easily face the new challenges of the competition area (Palacios-Marqués, Merigó, and Soto-Acosta, 2015). In this context, the literature demonstrate that there is a positive relationship with Social CRM Capabilities and company performance. Küpper (2015) stated in their research that Social CRM capabilities mediate effectively the influence of the use of Social CRM technology on the company performance. In support of this, Trainor et al. (2014) affirmed that the creation of Social CRM Capabilities that

provide companies with significant benefits from the points of customer satisfaction, loyalty and retention. In addition to these literatures, it has been stated that social CRM capabilities enhance the level of customer satisfaction and loyalty, which is the reason for high performance towards social CRM (Bhatti et al., 2019). Identically, the efficient relationship with the customer increases with the efficient social CRM capabilities and this allows to increase the high performance in the organization (Chen and Tsou, 2012). Based on the results of all the literature, it has been observed that the effective Social CRM capabilities increase customer satisfaction and loyalty, thus increasing firm performance.

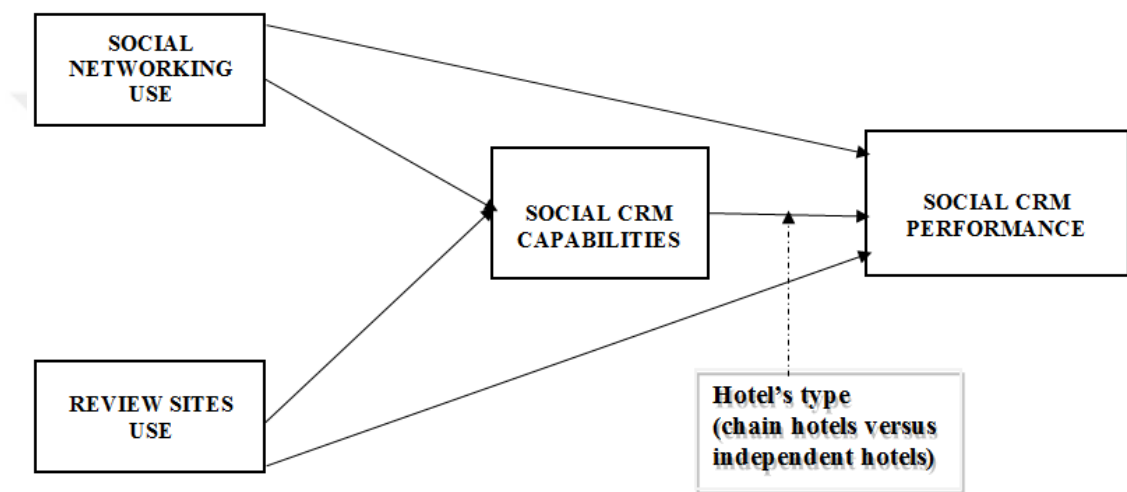


3. RESEARCH METHODOLOGY

3.1. Research Methodology and Hypotheses

The conceptual model is graphically shown in Figure 3.1.

Figure 3.1 *Conceptual model adapted from Garrido-Moreno, Lockett, King, and García-Morales (2018).*



Organizations may be able to enhance social CRM capabilities that are based on guest information and relationships by combining the use of social networking with other guest oriented technologies (Trainor, 2012). Social networking use is transformed into guest engagement, brand awareness, and word of mouth (WOM) positively, which in turn increases creation of economic value (Hoffman and Fodor, 2010). Investing in social media technologies ensure organizations with important CRM advantages in terms of guest satisfaction, loyalty and retention (Trainor, Andzulis, Rapp, and Agnihotri, 2014). In this context, it can be said that social CRM performance is the result of using

social media tools correctly to improve guest relationships that will bring profit and value to companies and their customers.

Organizations using social media technologies will increase their relations with their customers through common speeches, ensure loyalty with customers, and thus affect their social CRM competencies positively (Trainor et al., 2014).

H₁. Social networking use has positive effect on social CRM capabilities.

H₂. Social networking use has positive effect on social CRM performance.

Social CRM capabilities include the ability to comprehend the guest and improve services and products that fit their needs, and it depends on customer knowledge (Palacios-Marqués, Merigó, and Soto-Acosta, 2015). Review sites use is a way to interact customers in deep relationships and it becomes an efficient mechanism to solve problem for hoteliers (Park and Allen, 2012). The strategic use of review sites will provide the improvement of valuable capabilities in conducting guest knowledge. Managing reviews and paying attention to the reviews about organizations stated on review sites could contribute to the guest and firms relationship by maintaining a positive hotel image, this will translate into greater value creation (Jung, Ineson, and Green, 2013). In addition to this, there is a positive relationship between the hotel performance and online comments about the organization in review site like TripAdvisor (Xie, Zhang, and Zhang, 2014).

H₃. Review sites use has positive effect on social CRM capabilities.

H₄. Review sites use has positive effect on social CRM performance.

Social media tools allow organizations to get information about guest preferences, however, this information have to be transmitted to different fields of business for delivering products and operations that meet these needs and preferences. If these platforms are used to manage or create a new knowledge, it will assist organizations to face the challenges of the rivalry environment and innovate successfully (Palacios-Marqués et al., 2015). In this context, it can be said that there is a positive and important relationships between social CRM capabilities and company performance.

H₅. Social CRM capabilities has positive effect on social CRM performance.

In this study, the effects of social media use and review sites use on social CRM capability and social CRM performance were examined. In addition, the effect of social CRM capability on social CRM performance and the moderating effect of hotel type on this relationship were also examined. Garrido-Moreno et al. (2018) developed on the Resource Based View (RBV) for analyzing whether use of social media could be a resource of competitive advantage and how it could improve organizations capabilities for CRM. The purpose of this study is to make contribution to the existed literature on hospitality by enhancing the understanding of the impact of social media use on creating value in two different hotel classifications that are chain hotels and independent hotels and to investigate whether it differs according to the hotel classification.

H₆. Hotel's type moderates the relationship between social CRM capabilities and social CRM performance.

3.2. Sampling and Data Collection Procedure

Simple random sampling method applied in the study. The sample of this study consists of randomly selected 198 hotels from the directory provided by Hotel Association of Turkey. A survey made with hotel managers to collect data. The data of this research was collected from hotels located in İstanbul, Turkey. First, the hotel managers were contacted through phone calls before mailing the questionnaire to identify the key hotel managers and their agreement to participate in the study. Key respondents should have a deep understanding about their use of social media tools. The questionnaire was sent the hotel managers with a cover letter highlighting the objective of this survey and some guidelines on how to answer it. Then we followed up with each respondent by giving them phone calls and sending reminding emails to improve response rate.

3.3. Measurements

A questionnaire, which consists of four parts, was used in the study. In the first part of the questionnaire form, there are 5 questions prepared by the researcher about hotel features. In the second part, there are 8 questions prepared to measure the frequency of use of the review sites and social media of the hotels. The third part of the questionnaire form is the Social Customer Relationship Management Capability Scale containing 13 questions (Trainor et al., 2014). In the last section, there is a Customer Performance Comparison Scale, which consists of 6 questions (Trainor et al., 2014). The scales (see Appendix-A for the scale items) used in the study were prepared by making use of previous studies in the literature (Ulucan, 2016; Ergun, 2019). It has been reported that the reliability coefficients (Cronbach Alpha) of these scales are between 0.821 and 0.915 (Ulucan, 2016).

3.4. Research Design and Analysis Method

A quantitative research method was used in this study. This research is a cross-sectional study in relational screening model. SPSS for Windows v.22 was used to analyze the data, and AMOS for structural equation modelling (e.g. confirmatory factor analysis and path analysis). Then, conclusion and managerial implications were presented.



4. RESULTS

4.1. Descriptive Statistics

The distribution of the characteristics of the hotels where the participants of the study work in is presented in Table 4.1.

As it's seen in Table 4.1 %60,6 of the participant hotels are members of a hotel chain, %62,1 are 5-star-hotel, %56,6 have more than 100 employees, %25,8 work for less than 5 years and %93,4 work all year.

Table 4.1 *Chatacteristics of the Participant Hotels*

Variable	Value	N	%
Hotel Type	Chain	120	60,6
	Independent	78	39,4
Hotel Category	2 stars	14	7,1
	3 stars	21	10,6
	4 stars	40	20,2
	5 stars	123	62,1
Number of Employees	Less than 10	6	3,0
	10-20	13	6,6
	21-50	20	10,1
	51-100	47	23,7
	More than 100	112	56,6
Age of the Hotel	0-5 years	51	25,8
	6-10 years	49	24,7
	11-15 years	33	16,7
	16-20 years	28	14,1
	More than 20 years	37	18,7
Working Period	Seasonal	13	6,6
	All year	185	93,4

Descriptive statistics of the scales used in this study are presented in Table 4.2. Table 4.2 shows that all scales are above the average.

Table 4.2 *Descriptive Statistics of Scales*

Scale	Mean	sd
Review Sites Use	3,39	1,11
Social Networking Use	3,09	0,95
Social CRM Capability	3,90	0,90
Customer Performance Comparison	4,10	0,70

4.2. Correlation Analysis

Pearson correlation coefficients are calculated and presented in Table 4.3 in order to determine the relationships between the variables examined in the study. When Table 4.3 is examined, it is seen that all of the variables have positive and significant relationships with each other. In addition, it is seen that the strongest relationship is between Social CRM Capability and Customer Performance ($r=0,692$; $p<0,01$), and the weakest relationship is between Customer Performance and Social Networking Use ($r=0,382$; $p <0,01$).

Table 4.3 *Correlation Analysis Results*

Scale	Review Sites Use	Social Networking Use	Social CRM Capability	Customer Performance Comparison
Review Sites Use	1,0000			
Social Networking Use	0,625**	1,0000		
Social CRM Capability	0,502**	0,554**	1,0000	
Customer Performance Comparison	0,439**	0,382**	0,692**	1,0000

* $p<0,05$; ** $p<0,01$

4.3. Validity Analysis

The measurement model consisting of social media use, review site use, Social CRM capability and social performance comparison scales was tested with CFA. The observed variable normal distribution test, unidimensionality, validity and reliability of the model were tested. In addition, the convergent validity, discriminant validity and fit indices of the measurement model were also examined.

First, it was examined whether each observed variable was normally distributed. There are no strictly accepted standards for the normal distribution in the literature. Different studies suggest that skewness and kurtosis values should be between ± 1 (Leech, Barrett, & Morgan, 2005), ± 1.5 (Tabachnick et al., 2013), ± 2 (Schutz & Gessaroli, 1993) and ± 3 (Kline, 1998; Kalaycı, 2016) in order to express that the data show normal distribution. As seen in Table 4.4, all skewness and kurtosis values are acceptable for normality assumption. Therefore, the data was included in the analysis in its original form.

Table 4.4 *Normality Test Results*

Variable	Item	Skewness	Kurtosis	Variable	Item	Skewness	Kurtosis
Review Site Use	rsu1	-1,057	0,445	Social CRM Capability	crm1	-1,318	1,241
	rsu2	-0,444	-1,003		crm2	-1,262	1,130
	rsu3	0,199	-1,344		crm3	-1,459	1,867
Social Network Use	snu1	0,668	-0,769		crm4	-0,571	-0,711
	snu2	-0,507	-0,670		crm5	-0,790	-0,400
	snu3	-1,369	1,496		crm6	-0,916	-0,013
	snu4	0,548	-0,872		crm7	-1,001	0,206
Customer Performance Comparison	per1	-0,886	1,098		crm8	-0,711	-0,642
	per2	-1,021	0,390		crm9	-1,295	0,999

Scale	per3	-1,052	1,114		crm 10	-0,826	-0,037
	per4	-0,665	0,806		crm 11	-0,838	0,008
	per5	-0,731	0,455		crm 12	-1,719	2,238
	per6	-0,581	0,032		crm 13	-0,989	-0,084

In Table 4.5, the factor loadings, standard errors and significance of the observed variables on the items regarding the confirmatory factor analysis results of the measurement model are given. From this table, it is seen that the factor loadings of all observed variables are at acceptable level and significant and there is no undesirable variable.

Table 4.5 *Factor Loadings*

Variable	Item	Factor Loading	Std.Err.	p
Review Site Use	rsu1	0,6820	0,0471	0,000
	rsu2	0,8318	0,0351	0,000
	rsu3	0,7569	0,0393	0,000
Social Network Use	snu1	0,5336	0,0575	0,000
	snu2	0,8142	0,0344	0,000
	snu3	0,7435	0,0402	0,000
	snu4	0,5407	0,0570	0,000
Social CRM Capability	crm1	0,7753	0,0308	0,000
	crm2	0,7703	0,0314	0,000
	crm3	0,7777	0,0305	0,000
	crm4	0,7976	0,0284	0,000
	crm5	0,8316	0,0244	0,000
	crm6	0,7574	0,0325	0,000
	crm7	0,8059	0,0274	0,000
	crm8	0,6909	0,0395	0,000
	crm9	0,7883	0,0294	0,000
	crm10	0,8237	0,0252	0,000
	crm11	0,8154	0,0263	0,000
	crm12	0,6266	0,0454	0,000

	crm13	0,7592	0,0324	0,000
Customer Performance Comparison Scale	per1	0,8163	0,0279	0,000
	per2	0,6987	0,0401	0,000
	per3	0,8241	0,0269	0,000
	per4	0,8700	0,0221	0,000
	per5	0,8191	0,0275	0,000
	per6	0,7208	0,0381	0,000

Modification Indices show pairs of variables whose errors are correlated in the model. If the values are greater than 15.0, it means that the correlation is high and removing one of these two variable pairs from the model will improve the model's goodness of fit values (Awang, 2019). As seen in Table 4.6, there was no value in the model that would require removing any variable. Therefore, the multidimensionality assumption of the measurement model is provided.

Table 4.6 *Modification Indices*

Variables	Modification Index	Parameter Change	Variables	Modification Index	Parameter Change
snu1↔crm2	4,361	-0,0886	crm4↔per2	13,391	-0,0986
snu2↔crm5	5,136	-0,0833	crm5↔crm7	4,464	0,0643
snu2↔crm9	6,392	0,0970	crm5↔per2	5,916	0,0603
snu2↔crm13	7,171	0,1258	crm7↔crm11	9,928	0,1123
snu3↔rsu3	4,563	-0,1279	crm7↔per6	6,318	0,0715
snu3↔crm3	4,792	0,0658	crm8↔crm10	5,236	0,0965
snu3↔crm8	6,208	-0,1125	crm8↔crm11	3,952	-0,0851
snu3↔crm13	5,153	-0,0922	crm8↔per5	4,080	0,0590
rsu1↔rsu3	10,535	-0,2562	crm8↔per6	4,070	-0,0701
rsu1↔crm12	4,564	0,1030	crm9↔crm13	4,879	0,0763
rsu2↔rsu3	12,689	0,4194	crm10↔crm12	5,923	-0,0935
rsu2↔crm1	6,368	0,0968	crm10↔per6	5,590	-0,0660
rsu2↔crm13	4,124	-0,1026	crm11↔per2	4,128	0,0585
rsu2↔per2	8,147	0,1094	crm12↔per2	7,648	0,0890
rsu3↔crm10	4,306	0,1087	crm12↔per6	3,998	0,0635
crm2↔crm7	5,727	-0,0677	crm13↔per6	4,410	-0,0656
crm2↔crm9	8,625	0,0741	per1↔per2	11,064	0,0702
crm3↔per1	4,184	-0,0403	per1↔per4	5,957	-0,0452
crm4↔crm6	6,726	-0,0911	per2↔per4	11,847	-0,0698
crm4↔crm8	7,116	0,1059	per3↔per5	6,836	-0,0537
crm4↔crm9	14,618	-0,1121	per4↔per6	4,730	0,0433

Reliability is an assessment of how reliably the measurement model measures the construct. The reliability of the measurement model was evaluated on the basis of internal reliability (Cronbach's alpha), composite reliability and average variance extracted values. It is stated that the internal reliability value is expected to be greater than 0.70, composite reliability value is expected to be greater than 0.60 and average variance extracted value is expected to be greater than 0.50 in order for a scale to be accepted as reliable (Gurbuz and Sahin, 2014). According to the results seen in Table 4.7, it can be stated that the scales used in the study are reliable, as it is seen that all of them are greater than acceptable values.

Table 4.7 *Internal Reliability, Composite Reliability and Average Variance Extracted*

Scale	Cronbach Alfa	Composite Reliability	Average Variance Extracted
Review Sites Use	0,7884	0,8023	0,6766
Social Networking Use	0,7807	0,7583	0,6482
Social CRM Capability	0,9520	0,9504	0,6970
Customer Performance Comparison	0,9124	0,9104	0,7301

Validity is the ability of the measuring instrument to measure the construct that is intended to be measured. Validity is determined by convergent validity, construct validity and discriminant validity.

For convergent reliability, all items in the measurement model should be statistically significant and the AVE value should be greater than 0.50 (Gurbuz and Sahin, 2014). When the mentioned values in Table 4.5 and Table 4.7 are examined, it is seen that

there is no problem in the convergent validity of the scales. For discriminant validity, the measurement model must be cleared of unwanted items by examining the modification indices. Also, the correlation between exogenous variables should not be greater than 85%. According to the Fornell-Larcker criterion, correlation coefficients between items should not be greater than the square root of the AVE value calculated for each items (Fornell and Larcker, 1981). As can be seen in Table 4.6, the modification indices of the measurement model were examined and it was determined that there was no need to remove any variable since it was seen that there was no value greater than 15. In addition, it was determined that the Fornell-Larker criterion was also met (Table 4.8). For construct validity, fit indexes of the model should be at threshold values. Thresholds for goodness of fit should be $\chi^2/df < 5$; RMSEA < 0.08 and CFI, TLI > 0.90 (Gürbüz and Şahin, 2014). It was determined that all goodness-of-fit criteria of the measurement model were acceptable ($\chi^2_{(285)} = 518,445$; $\chi^2/df = 1,819$; RMSEA = 0.064; CFI = 0.938; TLI = 0.929). In this case, it can be stated that there is a good fit between the data set and the model.

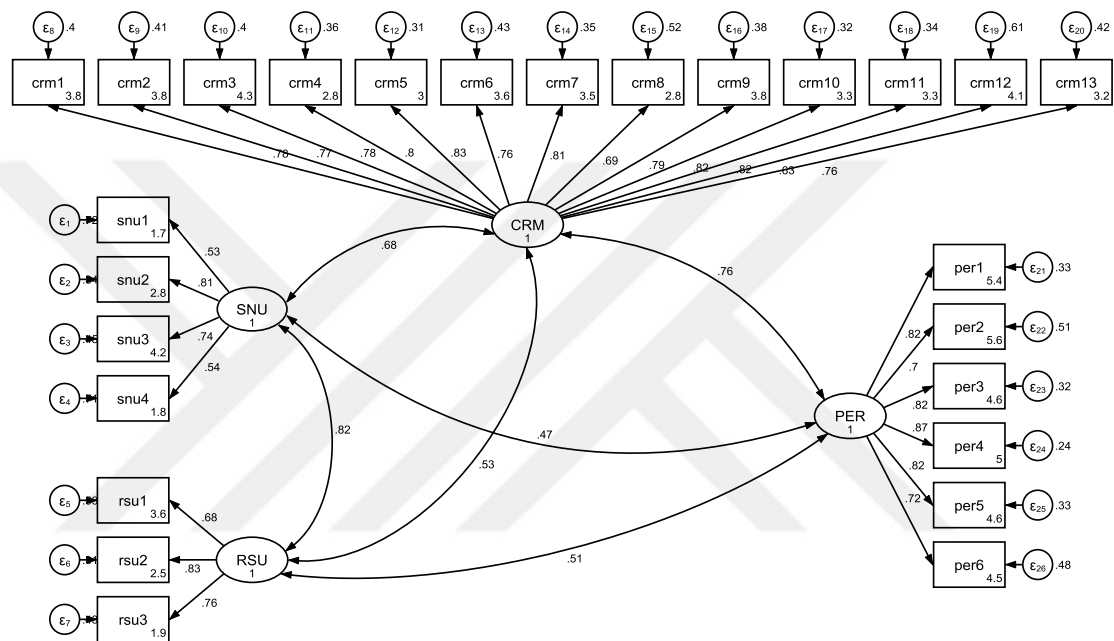
Table 4.8 *Composite reliability and construct validity*

Constructs	Review Sites Use	Social Networking Use	Social CRM Capability	Customer Performance Comparison
Review Sites Use	0,68	0,39	0,25	0,19
Social Networking Use	0,62	0,65	0,30	0,14
Social CRM Capability	0,50	0,55	0,70	0,47
Customer Performance Comparison	0,43	0,38	0,69	0,73
Composite Reliability	0,80	0,75	0,95	0,91

Note: The values in bold (diagonal values) are the AVEs of each construct. Pairwise

correlations and squared pairwise correlations are presented below and above the diagonal respectively.

Figure 4.1 Measurement model



4.4. Path Analysis

The results of the analysis performed with structural equation modeling in order to test the hypotheses of the research are presented in Table 4.9 and Figure 4.2.

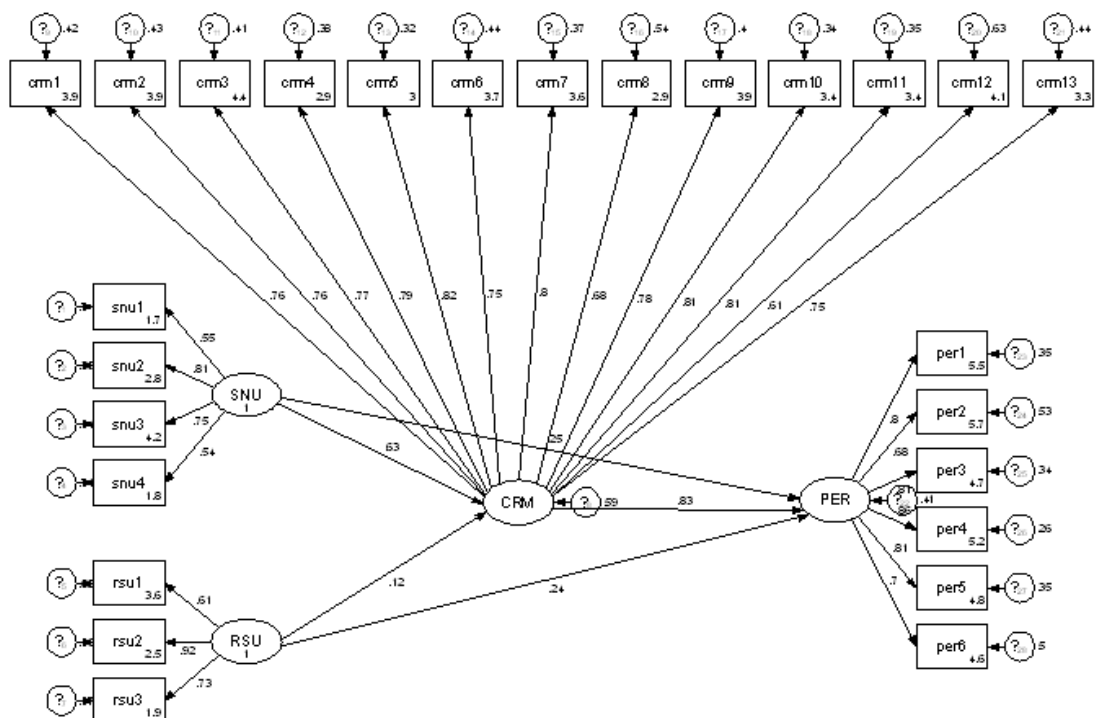
According to the results, it was determined that the social media use had positive and significant effects on social CRM capability ($\beta=0,625$; $p<0,01$) and social CRM performance ($\beta=0,250$; $p<0,05$). Besides, it was determined that review site use had positive and significant effects on social CRM performance ($\beta=0,244$; $p<0,01$), but not on social CRM capability ($\beta=0,121$; $p>0,05$). In addition, it was determined that

social CRM capability had positive and significant effect on social CRM performance ($\beta=0,825$; $p<0,01$). As a result, the H₁, H₂, H₄ and H₅ hypotheses were accepted, while the H₃ hypothesis was rejected.

Table 4.9 SEM Results

Hypothesis	Path	β	t	p
H ₁	SNU → Social CRM Capabilities	0,625	6,97	0,000
H ₂	SNU → Social CRM Performance	0,250	2,49	0,013
H ₃	RSU → Social CRM Capabilities	0,121	1,32	0,186
H ₄	RSU → Social CRM Performance	0,244	3,29	0,001
H ₅	Social CRM Cap. → Social CRM Perf.	0,825	10,65	0,000
$\chi^2_{(286)}=626,873$; CFI=0,910; TLI=0,907; $\chi^2/df=2,191$; RMSEA=0,068				

Figure 4.2 Structural result of proposed model



Since hotel type is a categorical variable, multigroup analysis was conducted to examine the moderator effect of hotel type, which consists of two values as

"independent hotel" and "chain hotel". In this context, it was examined whether measurements are invariant across groups. According to multigroup analysis results presented in Table 10, it was determined that hotel type did not have a moderator effect on the relationship between social CRM capability and social CRM performance ($\beta_{\text{chain}}=0,677$; $\beta_{\text{independent}}=1,003$; $\chi^2_{(1)}=3,922$; $p=0,057$). As a result, the H_6 hypothesis was rejected.

Table 4.10 Multigroup Analysis Results

Path	Chain Hotels (n=120)			Independent Hotels (n=78)			Multigroup Analysis (df=1)	
	β	t	p	β	t	p	χ^2	p
SNU → S.CRM Capabilities	0,427	3,21	0,001	0,747	8,86	0,000	1,730	0,188
SNU → S.CRM Performance	0,235	1,84	0,065	0,326	2,03	0,042	0,125	0,723
RSU → S.CRM Capabilities	0,121	0,90	0,367	0,316	2,71	0,000	1,400	0,236
RSU → S.CRM Performance	0,191	1,79	0,074	0,245	2,29	0,022	0,257	0,612
S.CRM Cap. → S.CRM Perf.	0,677	7,61	0,000	1,003	6,70	0,000	3,922	0,057

5. CONCLUSION

In this study, the effects of social media use and review sites use on social CRM capability and social CRM performance were examined. In addition, the effect of social CRM capability on social CRM performance and the moderating effect of hotel type on this relationship were also examined.

In this context, first, correlation analysis was carried out in order to examine the relationships between social media use, review sites use, social CRM capability and social CRM performance variables. According to the results of the analysis, it was determined that there were positive and significant relationships between all of the social media use, review sites use, social CRM capability and social CRM performance variables.

Then, structural equation modeling was used to examine the effects of variables on each other. According to the results, it was determined that the social media use had positive and significant effects on social CRM capability and social CRM performance. Besides, it was determined that review site use had positive and significant effects on social CRM performance, but not on social CRM capability. In addition, it was determined that social CRM capability had positive and significant effect on social CRM performance. Finally, it was determined that hotel type did not have a moderator effect on the relationship between social CRM capability and social CRM performance. It is considered that this study results are in line with other studies (Ulucan, 2016; Garrido-Moreno et al., 2018) in the literature.

In this context, it is recommended that hotels give importance to social media activities, as it is seen that social media activities will have positive effects on social CRM capacity and social CRM performance. In this context, activities such as

establishing a social media team, producing effective content for social media, interacting with customers on these platforms, taking into account the feedbacks, and using positive feedbacks as advertisements can be suggested.

Within the scope of the research, suggestions were also developed for researchers. This study was conducted with data collected from hotel employees. It is important to conduct the study in a different sample in order to generalize the results obtained. In addition, there are different scales in the literature to determine levels of the variables used in this study. Scales other than those used in this study can also be used in another study. In a different study, different variables that may have an effect on social CRM capability and social CRM performance can be examined or more explanatory results can be achieved by adding different variables to the model in this study. In addition, different from this cross-sectional study, a longitudinal study can also be conducted.

The use of cross-sectional method in the study is considered as a limitation. Instead of cross-sectional method, a longitudinal method can provide support for the term social CRM in the hospitality industry. The effect of alteration in hotel's CRM continuum over time on customer engagement, performance, and innovation will ensure valuable knowledge to the evolving nature of relationship between buyer and seller. When value will be improved by the client over time, the verified research model testing with a longitudinal study presents opportunity for future research.

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Appendix A: Questionnaire

Değerli Katılımcı;

Bu anket çalışması Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü, İşletme Ana Bilim Dalı Yüksek Lisans Programı kapsamında yürütülen bir tez çalışmasında kullanılmak üzere hazırlanmıştır. Araştırmanın amacı, oteller için sosyal medya kullanımının değer yaratma üzerindeki etkisini incelemektir.

Anketteki tüm ifadeleri okumanız ve boş soru bırakmadan hali hazırda çalıştığınız firmayı göz önüne alarak cevaplamanız araştırmanın doğru değerlendirilmesi açısından önemlidir. Vereceğiniz cevaplar sadece akademik amaçlı kullanılacak ve kesinlikle gizli tutulacaktır.

Çalışmaya sağladığınız değerli katkılarınız ve ayırdığınız zaman için şimdiden teşekkürlerimizi sunarız.

Saygılarımızla,

Araştırmacı:

Berna EKMEKÇİLER
Yeditepe Üniversitesi, İşletme ABD

Danışman:

Prof. Dr. Tülin URAL
Yeditepe Üniversitesi

Otel Türü	☐ Bağımsız ☐ Zincir Otel
Otel Kategorisi	☐ 2 yıldızlı ☐ 3 yıldızlı ☐ 4 yıldızlı ☐ 5 yıldızlı ☐ Diğer (Belirtiniz):
Oteldeki Çalışan Sayısı	☐ 10 kişiden az ☐ 10-20 arası ☐ 21-50 arası ☐ 51-100 arası ☐ 100 kişiden fazla

Otelin Yaşı	☐ 0-5 yıl ☐ 6-10 yıl ☐ 11-15 yıl ☐ 16-20 yıl ☐ 20 yıldan fazla
Otelin Faaliyet Dönemi	☐ Sezonluk ☐ Tüm Yıl



DEĞERLENDİRME SİTESİ VE SOSYAL MEDYA KULLANIM ÖLÇEĞİ

Aşağıda bazı değerlendirme ve sosyal medya siteleri yer almaktadır. Firmanızın bu siteleri kullanma sıklığını karşılarında yer alan uygun rakamı işaretleyerek belirtiniz.

- 1-Hiç kullanmayız
- 2-Haftada birden az
- 3-Haftada bir kez ya da daha fazla
- 4-Günde bir kez
- 5-Günde birden daha fazla

	1- Hiç kullanmayız	2- Haftada birden az	3- Haftada bir kez ya da daha fazla	4- Günde bir kez	5- Günde birden daha fazla
Değerlendirme Sitesi Kullanımı					
1. TripAdvisor	1	2	3	4	5
2. Trivago	1	2	3	4	5
3. TatilSepeti	1	2	3	4	5
Sosyal Medya Kullanımı					
4. Twitter	1	2	3	4	5
5. Facebook	1	2	3	4	5
6. Instagram	1	2	3	4	5
7. YouTube	1	2	3	4	5

8. Kullandığınız başka internet sitesi varsa ismini ve kullanma sıklığınızı belirtiniz
[Örneğin: Flickr (3), FourSquare (5) gibi]:

SOSYAL MÜŞTERİ İLİŞKİLERİ YÖNETİMİ YETKİNLİĞİ ÖLÇEĞİ

		1-Kesinlikle katılmıyorum	2-Katılmıyorum	3-Kararsızım	4-Katılıyorum	5-Kesinlikle Katılıyorum
1	Bu işletmede pazar araştırması yapmak üzere sosyal medyayı kullanırız.	1	2	3	4	5
2	Müşterilerimizin ürün tercihlerindeki değişikliklerini tespit etmek için sosyal medyayı kullanırız.	1	2	3	4	5
3	Sektörümüzde baş gösteren temel değişimleri gözlemlemek için sosyal medyayı kullanırız (Örnek: rekabet, yeni oyuncular vb.).	1	2	3	4	5
4	Sosyal medya yoluyla tespit edilen pazar eğilimlerini tartışmak üzere sık sık departmanlar arası toplantılar yaparız.	1	2	3	4	5
5	Pazarlama çalışanları sosyal medya uygulamaları üzerinden dile getirilen müşterilerin gelecekteki ihtiyaçlarını özümsemeye diğer departmanlar ile birlikte zaman harcar.	1	2	3	4	5
6	Sosyal medya üzerinden müşteri tatmini hakkında elde edilen veriler düzenli olarak her seviyede yayınlanmaktadır.	1	2	3	4	5
7	Herhangi bir departman sosyal medya üzerinde rakiplerimiz hakkında önemli olabilecek bir şey fark ettiğinde, diğer departmanların konuyla ilgili bilgilendirilmesi hızlı olmaktadır.	1	2	3	4	5
8	Rakiplerimizin fiyat değişikliklerine cevap verebilmek için sosyal medyayı kullanırız.	1	2	3	4	5
9	Müşterilerimizin ürün ve hizmet ihtiyaçlarındaki değişikliklerine sosyal medyayı kullanarak ilgi gösteririz.	1	2	3	4	5
10	Önemli bir rakibimiz müşterilerimizi hedefleyen yoğun bir kampanyaya başlar ise, sosyal medyayı kullanarak hızlı bir şekilde cevap veririz.	1	2	3	4	5
11	Farklı departmanların sosyal medya faaliyetleri iyi koordine edilmektedir.	1	2	3	4	5
12	Firmamda müşteri şikâyetleri sosyal medya üzerinden kayıt altına alınıp takip edilebilir.	1	2	3	4	5
13	Müşterimiz ürün ya da hizmete ait değişiklik istediğinde, yapılan değişikliği sosyal medya üzerinden duyururuz.	1	2	3	4	5

RAKİPLERE KIYASLA MÜŞTERİ PERFORMANSI ÖLÇEĞİ

Aşağıda rakiplerinize kıyasla müşteri performansınıza ilişkin ifadeler yer almaktadır. Lütfen her bir maddeyi okuyarak her birine ne kadar katıldığınızı uygun rakamı işaretleyerek belirtiniz.

Sektördeki mevcut en büyük rakibinize göre karşılaştırdığınızda firmanızın durumunu aşağıdaki kriterler açısından nasıl değerlendirirsiniz?

(1:Çok Daha Kötü, 2:Daha Kötü, 3:Kararsızım, 4:Daha İyi, 5:Çok Daha İyi)

	1- Çok Daha Kötü	2- Daha Kötü	3- Kararsızım	4- Daha İyi	5- Çok Daha İyi
1. Müşteri kazanımı	1	2	3	4	5
2. Müşteri sadakati / elde tutma	1	2	3	4	5
3. Müşteri genişletme (ör. Çapraz satış veya ürün ya da hizmetlerin satışını artırma)	1	2	3	4	5
4. Satış büyümesi	1	2	3	4	5
5. Pazar payında büyüme	1	2	3	4	5
6. Kar büyümesi	1	2	3	4	5

Appendix B: Curriculum Vitae