




## Model of acceptance and use of social customer relationship management in micro and small enterprises

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## Abstract

**Objective of the study:** The article aims to propose and test a Social Customer Relationship Management Acceptance and Usage Model that considers antecedent factors in micro and small enterprises. **Methodology/approach:** A survey analyzed through structural equation modeling was conducted with managers of micro and small Brazilian companies.

**Originality/Relevance:** The use of social networks as a source of the process of monitoring, analysis and content generation for business strategy is recent and very relevant for the sustainability of micro and small businesses.

**Main results:** Although some hypotheses were not validated, the study fills important gaps in empirical research on micro and small businesses. Replicating this study in different cultural contexts could offer further insights.

**Theoretical/methodological contributions:** The positive results indicate that, despite some hypotheses being rejected, the study confirms the relevance of "Customer Information Processing Capacity" and its influence on the "Use of Social CRM," highlighting the importance of social interactions and engagement capacity for value co-creation in micro and small businesses.

**Socia /management contributions:** Managers can leverage the relationship between the "Ability to Engage the Customer Via Social Media" and "Social Influence" to enhance their social media strategies and improve customer engagement.

*Keywords:* social CRM, acceptance and use of technology, structural equation model, micro and small companies, social media

## Resumo

**Modelo de aceitação e uso da gestão de relacionamento com o cliente social em micro e pequenas empresas**

**Objetivo do estudo:** O artigo tem como objetivo propor e testar um Modelo de Aceitação e Utilização de Gestão de Relacionamento Social com Clientes que considere fatores antecedentes em micro e pequenas empresas.

**Metodologia/abordagem:** Uma pesquisa analisada por meio de modelagem de equações estruturais foi realizada com gestores de micro e pequenas empresas brasileiras.

**Originalidade/Relevância:** A utilização das redes sociais como fonte do processo de monitoramento, análise e geração de conteúdo para estratégia empresarial é recente e muito relevante para a sustentabilidade dos pequenos negócios.

**Principais resultados:** Embora algumas hipóteses não tenham sido validadas, o estudo preenche lacunas importantes na pesquisa empírica sobre micro e pequenas empresas. A replicação deste estudo em diferentes contextos culturais poderia oferecer mais informações.

**Contribuições teóricas/metodológicas:** Os resultados positivos indicam que, apesar de algumas hipóteses terem sido rejeitadas, o estudo confirma a relevância da "Capacidade de Processamento de Informação do Cliente" e a sua influência na "Utilização do CRM Social", destacando a

importância das interações sociais e da capacidade de engagement para a cocriação de valor em micro e pequenas empresas.

**Contribuições sociais/de gestão:** Os gestores podem aproveitar a relação entre a “capacidade de envolver o cliente através das redes sociais” e a “influência social” para melhorar as suas estratégias de redes sociais e melhorar o envolvimento do cliente.

*Palavras-chave:* CRM social, aceitação e uso da tecnologia, modelo de equações estruturais, micro e pequenas empresas, mídia social

### Resumen

#### Modelo de aceptación y uso de la gestión social de las relaciones con los clientes en micro y pequeñas empresas

**Objetivo del estudio:** El objetivo del artículo es proponer y probar un Modelo de Aceptación y Uso de la Gestión de Relaciones Sociales con Clientes que considere factores antecedentes en las pequeñas empresas. Metodología/enfoque: Se realizó una encuesta analizada mediante modelos de ecuaciones estructurales con gerentes de pequeñas empresas brasileñas.

**Originalidad/Relevancia:** El uso de las redes sociales como fuente para el proceso de seguimiento, análisis y generación de contenidos para la estrategia empresarial es reciente y muy relevante para la sostenibilidad de las pequeñas empresas.

**Principales resultados:** Aunque algunas hipótesis no fueron validadas, el estudio llena importantes vacíos en la investigación empírica sobre pequeñas empresas. Replicar este estudio en diferentes contextos culturales podría ofrecer más ideas.

**Aportes teóricos/metodológicos:** Los resultados positivos indican que, a pesar de rechazar algunas hipótesis, el estudio confirma la relevancia de la "Capacidad de Procesamiento de Información del Cliente" y su influencia en el "Uso del CRM Social", destacando la importancia de las interacciones sociales y la capacidad de compromiso para la co-creación de valor. en pequeñas empresas.

**Contribuciones sociales/de gestión:** Los gerentes pueden aprovechar la relación entre la "capacidad de involucrar al cliente a través de las redes sociales" y la "influencia social" para mejorar sus estrategias de redes sociales y mejorar la participación del cliente.

*Palabras clave:* CRM social, aceptación y uso de la tecnología, modelo de ecuaciones estructurales, pequeños negocios, medios de comunicación social

The Internet is widely used by society in various types of activities, from entertainment, research, shopping, teaching, among others where the number of active users (4.59 billion users)

represents about 59.5% of the world population (Dixon, 2023). Social media are tools that use the Internet platform for interaction, dissemination and sharing of content, which allow the interaction of its audience and enable relationships between people.

The global growth of social media users is ongoing, with projections estimating that it will surpass 6 billion users by 2027 (Dixon, 2023). Social media serves as a platform for entertainment, news, and inspiration, and has also become an integral tool for digital marketing (Torres, 2018). This medium revolutionizes the possibilities for product and service offerings, generating new business models and opportunities (Kellmerit & Obodovski, 2013), facilitated by its ease of use and accessibility (Aswani *et al.*, 2018).

When focusing on small and medium-sized enterprises (SMEs), the adoption of digital marketing strategies is increasingly common, offering enhanced competitiveness that diminishes the relative importance of company size. As of 2021, there were approximately 332.99 million SMEs globally (Dixon, 2023), with micro and small enterprises (MSEs) in Brazil contributing roughly 27% of the country's gross domestic product (GDP). However, the challenges faced by these businesses have intensified in the aftermath of the Covid-19 pandemic. Many companies have leveraged technology to create business opportunities, implement remote work, and adopt synchronous distance learning models. Studies and organizational experiences indicate that remote operations may become a permanent option for businesses and employees moving forward.

In this context, the utilization of social media by organizations as a tool for market monitoring is increasingly pertinent, enabling the analysis of the vast amount of information available online. Social Customer Relationship Management (Social CRM or SCRUM) technology, which merges traditional Customer Relationship Management (CRM) strategies with tools designed to retrieve, store, and analyze data from social networks, has been shown to improve marketing, sales, and customer service processes (Alt & Reinhold, 2018). This fosters greater consumer engagement, strengthens brand reputation, and enhances customer loyalty, particularly for micro and small businesses. MSEs can effectively employ Social CRM to support management and market monitoring through insights gained from social networks (O'Donohue *et al.*, 2019). Despite variations in the technological sophistication, services, and products of small companies (Chatterjee & Kaar, 2020), the potential for leveraging Social CRM tools remains significant.

Factors such as market growth, which, according to the United Nations Organization (UN), uses social media and the Internet for the sale of products (United Nations Organization, 2019),

increased connectivity and interactivity between users and companies (Retail, 2015), mainly after the Covid-19 Pandemic experience as remote work, represent gaps that justify and reinforce the application of Social CRM practices. It is also justified in the face of a study on its application (Askool & Nakata, 2011; Harrigan *et al.*, 2015; Sigala, 2016; Wang & Kim, 2017) and the gaps pointed out about what would be the acceptance factors of Social CRM technology in small businesses.

The UTAUT model (Unified Theory of Acceptance and Use of Technology) is a theory that seeks to explain the acceptance and use of technology based on factors such as performance expectancy, effort expectancy, social influence, and facilitating conditions, making it a useful approach to understanding how these variables influence the adoption of CRM tools, including Social CRM, in small businesses. To better understand the factors influencing the acceptance and use of Social CRM, the Unified Theory of Acceptance and Use of Technology (UTAUT) model serves as a robust theoretical foundation. This model helps assess how variables like performance expectancy, effort expectancy, social influence, and facilitating conditions impact the adoption of technology, making it particularly relevant in analyzing the use of Social CRM in micro and small enterprises (Venkatesh *et al.* 2003).

Specifically, about the Brazilian economic context with Covid-19, micro and small companies had reduced revenues for the customer could not make face-to-face purchases, and this motivated and boosted two-thirds of micro and small companies to operate in the online sales modality, accelerating the digital insertion of small businesses (Sebrae, 2020). The challenge presents opportunities for MSEs to explore new advertising strategies, leveraging cost-effective marketing tools and integrating consumer relationship management technologies like Social CRM into social media platforms (Harrigan & Miles, 2014).

This paper seeks to elucidate: What is the influence of the Acceptance and Use Acceptance and use of technology on Social Customer Relationship Management in Micro and Small Enterprises? To answer the research problem, a model was proposed and tested to identify and measure antecedents of acceptance of Social CRM in micro or small Brazilian companies.

Based on the proposed model, we sought to advance studies and theoretical discussions on the use of social media for communication with the client (Chatterjee & Kar, 2018; Torres, 2018), on characteristics of the activities and functions that make up Social CRM technology mapped by Swarts *et al.* (2016), especially in the context of micro or small businesses and can be considered

complementary to the study conducted on social adoption factors of Social CRM (Nedra *et al.*, 2019).

The paper is organized into five sections. Following the introduction in the first section, the second presents the theoretical framework. The third section details the materials and methods, while the fourth discusses the findings and includes the model analysis. The fifth and final section provides the conclusions, followed by the references and appendix.

### Theoretical Approach

#### a) *Acceptance and use of technology*

The theories of technology acceptance and use are rooted in psychological models that posit intention as a predictor of behavior (Venkatesh *et al.*, 2003). According to the Theory of Reasoned Action (TRA), intention is defined as the motivational factor required to perform a specific behavior. TRA was originally developed to explain human behavior broadly, suggesting that behavior is guided by intention (Ajzen & Fishbein, 1975). Dishaw and Strong (1999) later adapted this theory for the study of information systems, resulting in the Technology Acceptance Model (TAM). Davis (1985) emphasized that TAM aimed to enhance the understanding of the user acceptance process, offering new theoretical perspectives for the effective design and implementation of information systems. Additionally, TAM provides a theoretical foundation for "user acceptance testing," allowing developers to assess their systems before implementation.

Following this, the Task-Technology Fit (TTF) model emerged, focusing on the alignment between technology and user performance. DeLone and McLean (1992) underscored the importance of this alignment, noting that a positive impact from an information system must lead to measurable performance gains. Goodhue and Thompson (1995) argued that the concept of task-technology fit had been either missing or implicit in previous models.

In their review of the literature, Venkatesh *et al.* (2003) synthesized elements from eight different models to create the Unified Theory of Acceptance and Use of Technology (UTAUT) (Figure 1). The initial UTAUT model was validated across four organizations, and subsequent cross-validation in two additional organizations yielded similar results (Figure 2).

**Figure 1**

*Models and Theories applied in Individual Acceptance of Technology*

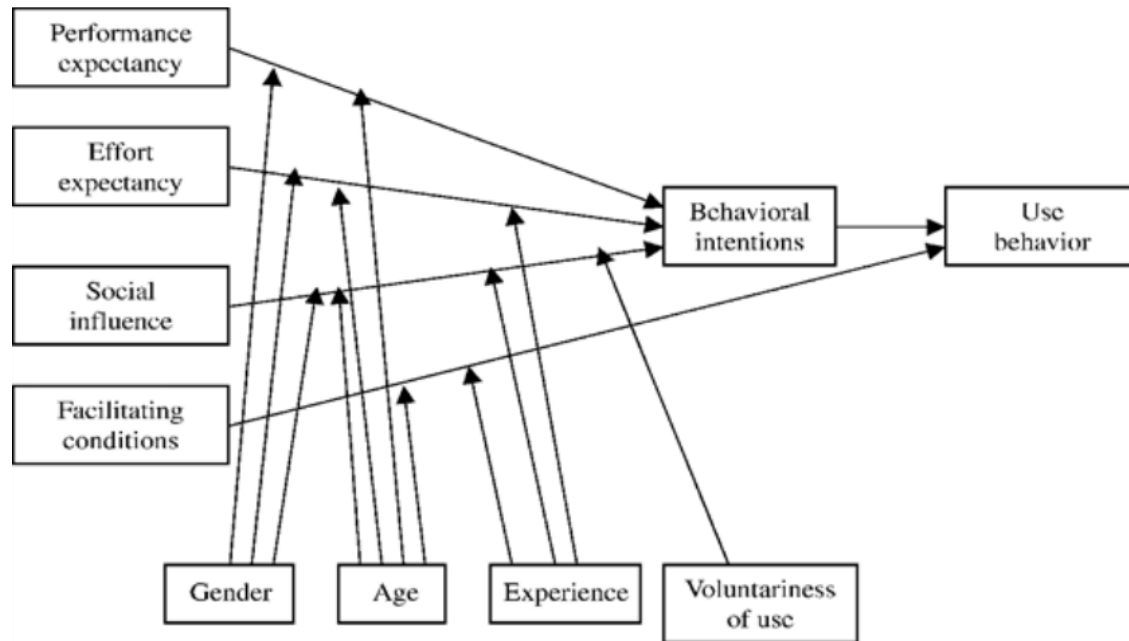
Model/Theory	Theoretical Approach	Concepts and definitions
Theory of Rational Action (TRA)	Attitude towards behavior	Positive or negative feelings of an individual about the adoption of behavior.
	Subjective rules	The personal perception that most people who are important to him think that he should or should not perform the behavior.
Technology Acceptance Model (TAM)	Perceived utility	Degree to which a person believes that using a system improves their performance at work.
	Perceived ease of use	Degree to which a person believes that using a system would be effort-free.
	Subjective rules	Adapted from TRA/TPB, included only in TAM2.
Motivational Model (MM)	Extrinsic motivation	The perception that users want to perform an activity because it is considered fundamental to obtain valuable results that are distinct from the activity itself, such as better performance at work, remuneration or promotions.
	Intrinsic motivation	The perception that users wish to perform an activity without any apparent reinforcement beyond the process of performing the activity.
Theory of Planned Behavior (TPB)	Attitude towards behavior	Adapted from TRA.
	Subjective rules	Adapted from TRA.
	Perceived behavioral control	Ease or perceived difficulty in performing the behavior. Perceptions of internal and external constraints on behavior.
TAM and TPB combination	Attitude towards behavior	Adapted from TRA/TPB.
	Subjective rules	Adapted from TRA/TPB.
	Perceived behavioral control	Adapted from TRA/TPB.
	Perceived utility	Adapted from TAM.
Model of PC Usage (MPCU)	Task adjustment	To what extent an individual believes that the use of a technology can improve the performance of their work.
	Complexity	Degree to which an innovation is perceived as relatively difficult to understand and use.
	Long-term consequences	Results that generate a reward in the future.
	Affection in relation to use	Feelings of joy, exaltation or pleasure, depression, disgust, displeasure, or hatred, associated by an individual with a specific act.
	Social Factors	Internalization of the individual of the subjective culture of the reference group.
	Facilitating conditions	Factors in the environment that observers agree make an act easy to perform.

Model/Theory	Theoretical Approach	Concepts and definitions
Innovation Difusion Theory (IDT)	Relative advantage	Degree to which an innovation is perceived as better than its precursor.
	Ease of use	Degree to which an innovation is perceived as difficult to use.
	Image	Degree in which it is perceived that the use of an innovation improves the image or status of someone in the social system.
	Visibility	Degree to which someone can see other people using the system in the organization.
	Compatibility	Degree to which an innovation is perceived as being consistent with existing values, needs and previous experiences.
	Income statement	The tangibility of the results of the use of innovation, including its observability and communicability.
	Purpose willingness	Degree to which the use of innovation is perceived as voluntary.
Social Cognitive Theory (SCT)	Expectation of performance results	Performance-related consequences of behavior. Specifically, performance expectations deal with work-related outcomes.
	Expectations of personal results	Personal consequences of behavior. Specifically, personal expectations deal with individual esteem and a sense of accomplishment.
	Self-efficacy	Judgment of the ability to use a technology to perform a particular job or task.
	Affection	I like an individual for a certain behavior.
	Anxiety	Appearance of anxious or emotional reactions when it comes to performing a behavior.



**Figure 2**

*UTAUT Model*



Source: Venkatesh *et al.*, 2003, p. 447

The UTAUT has approximately 70% of assertiveness, being composed by the following elements: (a) Performance Expectation; (b) Effort Expectation; (c) Social Influence; and (d) Facilitating Conditions. Behavioral Intent and Usage Behavior are also evaluated to verify the acceptance of technology in the field of research (Venkatesh *et al.*, 2003). In this study, the model incorporated the analysis of correlations between respondents' answers and the variables Gender and Age to examine the presence of segmentation among participants. Additionally, as the variable Behavioral Intention is connected to the factor Use of Social CRM, based on the model by Cheng and Shiu (2018), it is inferred that the degree of accuracy regarding this construct may be enhanced.

### Social CRM

The technology Customer Relationship Management (CRM) is applied in organizations in the face of the need to organize communication channels with customers. From the inclusion of social media in people's daily lives, new forms of communication and interaction were created,

making this contact an influence factor to establish and maintain an active relationship (Batra & Keller, 2016; Wan *et al.*, 2017). In this context, Social CRM has emerged as a strategy that relates to CRM to the reality of control of the ecosystem by the client (Greenberg, 2009a, 2009b). The focus of Social CRM is human interactions and dialogues (Baur *et al.*, 2016; Maecker *et al.*, 2016) that allow information exchange on technology platforms, generating new experiences. It is understood that the techniques of monitoring and analyzing social content are applied in organizations and their results added to the Process of Social CRM (Wittwer, Reinhold, and Alt, 2017).

Benefiting from this initiative, companies did not need to be dependent on expanding investment in technology to gain advantages with the use of Social CRM (Wirtz *et al.*, 2010). However, the need to create a strategy of customer interaction and development of dynamic tools and intelligence (Wirtz, Schilke, and Ullrich, 2010) was imposed. Social medias focused on analysis and collective intelligence, enable companies to disseminate information about new products and services, and invite customers and partners and send feedback, which can generate satisfaction and even consumer retention (Hung *et al.*, 2019; Wirtz *et al.*, 2010). Some studies have indicated results regarding the application of Social CRM in organizations (Figure 3) (Ahani *et al.*, 2017).

**Figure 3**

*Studies on Social CRM*

Authors	Topic	Results
(Peters <i>et al.</i> , 2010)	The impact of CRM 2.0 on customer insight	The new type of customer requires corporate transparency, authenticity, and interaction. To provide a richer insight than that of the past is necessary. Combined CRM and social tools to provide the richer insight for the social consumer.
(Woodcock <i>et al.</i> , 2011)	Social CRM as a business strategy	Social CRM is about people and relationships and demands a customer focus like never before. Forget that, and you will have little chance of success.
(Malthouse <i>et al.</i> , 2013)	Managing Customer Relationships in the Social Media Era	The rise of social media technologies is challenging the traditional notion of CRM as it has empowered consumers.
(Trainor <i>et al.</i> , 2014)	Social media technology usage and customer relationship performance	Social media technology use when viewed as a resource, positively influences customer relationship performance via firm-level capabilities.
(Harrigan & Miles, 2014)	CRM to social CRM: the integration of new technologies into customer relationship management	Customer relationship orientation, social media support and data issues around social media use, customer engagement in online communities, and information processes are important factors for SMEs to shift from e-CRM to social CRM.
(Harrigan <i>et al.</i> , 2015)	Modelling CRM in a social media age	The CRM technology-use construct was expanded to become a social media technology use construct in recognition of the importance of new social media technologies to CRM.
(Sigala, 2016)	Social CRM Capabilities and Readiness	Technological advances and consumer behavior changes are transforming CRM from a transactional to a conversational approach that empowers customers as relationships' co-creators.
(Wang & Kim, 2017)	Can Social Media Marketing Improve Customer Relationship Capabilities and Firm Performance?	Social media technology usage plays a moderating role by increasing the positive impact of social CRM capabilities on firm performance.

Source: Ahani *et al.*, 2017, p. 563



### Materials And Method

To understand background factors of acceptance of technology, UTAUT models (Venkatesh *et al.*, 2003) and Social CRM Papers (Cheng & Shiu, 2018) were used to understand the antecedent factors of acceptance of technology. Regarding the acceptance and use of technology (UTAUT) indicators were used: a) Performance Expectation (EP); b) Expectation of Effort (EE); c) Social Influence (SA); d) Facilitating Conditions (CF); and e) Behavioral Intent (IC) (Venkatesh *et al.*, 2003). And as for the functions of Social CRM (Cheng & Shiu, 2018) were used "Customer Engagement Via Social Media" (ECVMS), "Company Capacity" (CE), "Customer Information Processing Capacity" (CPIC) and "Use of Social CRM" (US). The relationship of the hypotheses (Figure 4) and proposed model (Figure 5), creating a new model appropriate to the objective of this research.

**Figure 4**

*Hypotheses and theoretical basis of research*

#	Hypotheses	Acceptance and Use of Technology (Venkatesh <i>et al.</i> , 2003)	Role of Social CRM in small businesses (Cheng & Shiu, 2018)	Theoretical basis
H1	There is a positive and statistically significant relationship between Performance Expectation and The Use of Social CRM.	Performance expectation	SCRM Use	Jayachandran <i>et al.</i> , 2005; Knuz <i>et al.</i> , 2017; Sigala, 2015; Trainor, 2012; Trainor <i>et al.</i> , 2014; Wang and Kim, 2017
H2	There is a positive and statistically significant relationship between The Expectation of Effort and the Use of Social CRM.	Effort Expectation	SCRM Use	Abedin, 2016; Agnihotri <i>et al.</i> , 2012; Bowen and McCain, 2015; Costello, 2011; Liberona <i>et al.</i> , 2013; Lobato <i>et al.</i> , 2016; Malthouse <i>et al.</i> , 2013; Reinhold and Alt, 2012; Sigala, 2011
H3	There is a positive and statistically significant relationship between Social Influence and the Use of Social CRM.	Social Influence	SCRM Use	Hernandez <i>et al.</i> , 2011; Ifinedo, 2016; Ramdani <i>et al.</i> , 2009; Rozmi <i>et al.</i> , 2019; Sun <i>et al.</i> , 2013
H4	There is a positive and statistically significant relationship between the Facilitating Conditions and the Use of Social CRM.	Facilitating conditions	SCRM Use	Al Mursalin, 2012; Derham <i>et al.</i> , 2011; Hung and Lai, 2015; Rahi <i>et al.</i> , 2019; Wallach <i>et al.</i> , 2014
H5	There is a positive and statistically significant relationship between Behavioral Intention and The Use of Social CRM.	Behavioral Intention	SCRM Use	Putra and Ariyanti, 2013; Zhou <i>et al.</i> , 2008.
H6	There is a positive and statistically significant relationship between Performance Expectation and Customer Engagement Ability via Social Media.	Performance expectation	Customer Engagement via Social Media	Bharti <i>et al.</i> , 2014; Hidayanti <i>et al.</i> , 2018; Kristensson <i>et al.</i> , 2008; Sigala, 2015; Vargo and Lush, 2012
H7	There is a positive and statistically significant relationship between Effort Expectation and Customer Engagement Ability Via Social Media.	Effort Expectation	Customer Engagement via Social Media	Abdat, 2020; Agnihotri <i>et al.</i> , 2016; Al-Maskari, and Sanderson, 2010; Malthouse <i>et al.</i> , 2013; Menguc <i>et al.</i> , 2014; Saldanha <i>et al.</i> , 2017; Sharma, 2015; Van de Vrande <i>et al.</i> , 2009; Wincent <i>et al.</i> , 2013
H8	There is a positive and statistically significant relationship between Customer Engagement Ability Via Social Media and Social Influence.	Social Influence	Customer Engagement via Social Media	Bennett and Sargeant, 2005; Chaouali <i>et al.</i> , 2016; Chen <i>et al.</i> , 2019; Cui and Wu, 2016; Fang <i>et al.</i> , 2013; Pederson and Ling, 2002; Riquelme and Rios, 2010; Saldanha <i>et al.</i> , 2017

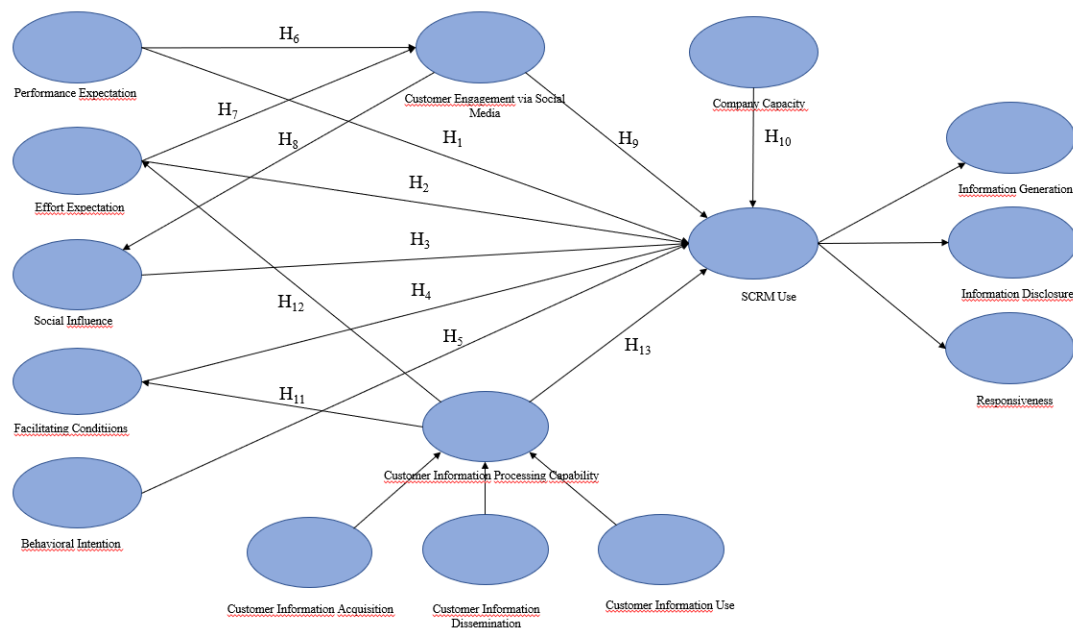


#	Hypotheses	Acceptance and Use of Technology (Venkatesh <i>et al.</i> , 2003)	Role of Social CRM in small businesses (Cheng & Shiu, 2018)	Theoretical basis
H9	There is a positive and statistically significant relationship between Customer Engagement Ability Via Social Media and The Use of Social CRM.	SCRM Use	Customer Engagement via Social Media	Agnihotri <i>et al.</i> , 2016; Cui and Wu, 2016; Kallmuenzer and Scholl-Grissemann, 2017; Mahr <i>et al.</i> , 2014; Saldanha <i>et al.</i> , 2017; Salo, 2017
H10	There is a positive and statistically significant relationship between the Company's Capacity and the Use of Social CRM.	SCRM Use	Company Capacity	Eisenhardt & Martin, 2000; Hoyer <i>et al.</i> , 2010; Lehmkuhl and Jung, 2013; Marolt <i>et al.</i> , 2015; Reinhold and Alt, 2011; Sirmon <i>et al.</i> , 2007; Ulaga and Reinartz, 2011; Whittaker <i>et al.</i> , 2016
H11	There is a positive and statistically significant relationship between customer information processing capacity and facilitating conditions.	Facilitating Conditions	Customer Information Processing Capability	Harmeling <i>et al.</i> , 2017; Hollebeek <i>et al.</i> , 2019; Ramdani <i>et al.</i> , 2009
H13	There is a positive and statistically significant relationship between Customer Information Processing Capability and Effort Expectation	Effort Expectation	Customer Information Processing Capability	Brunswick and Vanhaverbeke, 2015; Cao and Niu, 2019; Schweisfurth and Raasch, 2015
H13	There is a positive and statistically significant relationship between Customer Information Processing Capability and The Use of Social CRM.	SCRM Use	Customer Information Processing Capability	Deng and Xu, 2017; Greenberg, 2010; Knuz <i>et al.</i> , 2017; Pournarakis <i>et al.</i> , 2017; Sawhney <i>et al.</i> , 2005; Wieneke and Lehrer, 2016

The research can be classified as descriptive, exploratory of a quantitative nature. A survey was used where the sample was non-probabilistic, intentional and by accessibility. Intentional because the individuals who answered should be owners of micro or small enterprises, or managers and employees reporting to such Brazilian organizations. To achieve the objective, was send the form from SEBRAE's base and send an electronic questionnaire.

**Figure 5**

*Hypothetical Model - Interrelationship of the Hypotheses Investigated*



On the results of the processing of the model proposed for the test of the hypotheses of the research, initially, there was an absence of multivariate outliers, indicated by the analysis of Mahalanobis distance  $D^2$ . Finding after the exclusion of duplicate respondents and questionnaires without marking of answers, when then the sample studied remained composed of 203 valid cases, above the minimum sample of 160 cases, being determined for a test power of 0.950, effect size of 0.150, eight predictors and two-tailed test of significance to 5% for the estimation of a coefficient of determination statistically different from zero. G\*Power® software (Faul *et al.*, 2009) was used to calculate the minimum sample size (Hair *et al.* 2014).

It was used the Structural Equation Modeling (SEM) method with Bootstrapping simulation, using the SmartPLS v3. 3 ®. It was observed that the application of SEM for this research was adequate in view of the existence of correlated constructs as indicated by Maruyama (1998).

The SEM method depends on the values calculated for the coefficient of determination ( $R^2$ ). According to Hair *et al.* (2014),  $R^2$  to 0.250 represents the reduced explanatory capacity, while  $R^2$  between 0.250 and 0.500 represents the median explanatory capacity and  $R^2$  above 0.500 has a large explanatory capacity. In addition to the intensity references, the statistical significance of the coefficient of determination should also be evaluated.

### **Findings And Discussions**

The sample was formed mostly by respondents from 35 to 54 years of age (50.2%) with complete college education level (46.3%) and up to 10 minimum wages of monthly income (30%) (Table 1). The segments related to these entrepreneurs were, in the majority, of industry with a lot of competition (61.5%), with up to 5 employees (34.4%) and annual revenues of 60 thousand reais to 360 thousand reais (30%) (Table 2). They indicated about the implementation of SCRM that they are interested in the technology (52.2%) and understand that it is necessary and opportune (92%) and that they intend to use social medias to monitor the liner (41.8%) (Table 3).

**Table 1**

*Respondents' data*

Information	Options	Frequency	%	Valid %	Cumulative Valid %
Gender	Male	93	45.81	46.04	46.04
	Female	105	51.72	51.98	98.02
	Not Binay	1	0.49	0.50	98.51
	Prefer not say	3	1.48	1.49	100.00
	Subtotal	202	99.51	100.00	
	Didn't answer	1	0.49		
Age group	18 to 24 years	12	5.91	5.94	5.94
	25 to 34 years	60	29.56	29.70	35.64
	35 to 54 years	102	50.25	50.50	86.14
	More then 54 years	28	13.79	13.86	100.00
	Subtotal	202	99.51	100.00	
	Didn't answer	1	0.49		
Educational Level	Total	203	100.00		
	Elementary School	2	0.99	0,99	0,99
	High School	29	14.29	14,36	15,35
	College	94	46.31	46,53	61,88
	MBA	47	23.15	23,27	85,15
	Master Degree	21	10.34	10,40	95,54
	PHD Degree	9	4.43	4,46	100,00
	Subtotal	202	99.51	100.00	
Income Range	Didn't answer	1	0.49		
	Total	203	100.00		
	Up 3 minimun wage	49	24.14	24.26	24.26
	Up 5 minimun wage	43	21.18	21.29	45.54
	Up 10 minimun wage	61	30.05	30.20	75.74
	Up 20 minimun wage	38	18.72	18.81	94.55
	Above 20 minimun wage	11	5.42	5.45	100.00
	Subtotal	202	99.51	100.00	
Income Range	Didn't answer	1	0.49		
	Total	203	100.00		

Source: Research data





**Table 2**

*Company data*

Information	Options	Frequency	%	Valid %	Cumulative Valid %
Company features	Innovation (single product)	5	2.46	2.48	2.48
	Few or no competitors	16	7.88	7.92	10.40
	Sector with median competition	56	27.59	27.72	38.12
	Industry with a lot of competition	125	61.58	61.88	100.00
	Subtotal	202	99.51	100.00	
	Didn't answer	1	0.49		
	Total	203	100.00		
Number of jobs generated	1 employee	24	11.82	11.88	11.88
	Up to 5 employees	70	34.48	34.65	46.53
	Up to 30 employees	57	28.08	28.22	74.75
	Over 30 employees	45	22.17	22.28	97.03
	Not informed	6	2.96	2.97	100.00
	Subtotal	202	99.51	100.00	
	Didn't answer	1	0.49		
	Total	203	100.00		
Annual revenue	Not informed	30	14.78	14.85	14.85
	You haven't made a bill yet.	10	4.93	4.95	19.80
	Up R\$12,000	7	3.45	3.47	23.27
	From R\$12,000.01 to R\$24,000	6	2.96	2.97	26.24
	From R\$24,000.01 to R\$36,000	5	2.46	2.48	28.71
	From R\$36,000.01 to R\$48,000	3	1.48	1.49	30.20
	From R\$48,000.01 to R\$60,000	8	3.94	3.96	34.16
	From R\$60,000.01 to R\$360,000	61	30.05	30.20	64.36
	From R\$360,000.01 to R\$1,200,000	41	20.20	20.30	84.65
	Above R\$1,200,000	31	15.27	15.35	100.00
	Subtotal	202	99.51	100.00	
	Didn't answer	1	0.49		
	Total	203	100.00		

Source: Research data

**Table 3**

*Social CRM deployment data*

Information	Options	Frequency	%	Valid %	Cumulative Valid %
About the implementation of Social CRM in the company, it can be considered	Never interested	30	14.78	14.85	14.85
	You are interested in	106	52.22	52.48	67.33
	Recent deployment	37	18.23	18.32	85.64
	Consolidated deployment	25	12.32	12.38	98.02
	Discontinued technology	4	1.97	1.98	100.00
	Subtotal	202	99.51	100.00	
	Didn't answer	1	0.49		
Total	203	100.00			
Motivation to implement Social CRM practices	Opportunity	92	45.32	45.54	45.54
	Need	97	47.78	48.02	93.56
	It has no interest	13	6.40	6.44	100.00
	Subtotal	202	99.51	100.00	
	Didn't answer	1	0.49		
Total	203	100.00			
With regard to the intention to use social networks to monitor the client, your company has	No interest	7	3.45	3.47	3.47
	2	8	3.94	3.96	7.43
	3	12	5.91	5.94	13.37
	4	21	10.34	10.40	23.76
	5	31	15.27	15.35	39.11
	6	38	18.72	18.81	57.92
	Total interest	85	41.87	42.08	100.00
	Subtotal	202	99.51	100.00	
Didn't answer	1	0.49			
Total	203	100.00			

Source: Research data

### Model Analysis

For the explanatory test and sample the estimated coefficients (Table 4) has statistical significance at 5.00%. Regarding intensity, the model presents a small explanatory capacity of the constructs CF, ECVMS, EE and IS ( $R^2 = 0.119$ ;  $R^2 = 0.123$ ;  $R^2 = 0.079$ ;  $R^2 = 0.155$ , respectively) and great explanatory capacity for constructs CR, DI, GI and USCRM ( $R^2 = 0.891$ ;  $R^2 = 0.786$ ;  $R^2 = 0.774$ ;  $R^2 = 0.746$ , respectively). It should be emphasized that the value of 1,000 calculated for the coefficient of determination of the CPIC construct is because it is a second-order construct, formed by the first-order constructs AIC, DIC and UIC. Attesting to the explanatory capacity of the model, the next step is the analysis of the significance and meaning of the path coefficients, for the test of the proposed hypotheses.

**Table 4**

*Assessment of the adequacy of the structural model*

Construct	R <sup>2</sup>	R <sup>2</sup> Sample (Mean)	Lower Limit	Upper Limit	Q <sup>2</sup>
CF	0.119	0.126	0.053	0.217	0.077
CPIC	1.000	1.000	0.999	1.000	0.565
CR	0.891	0.891	0.856	0.921	0.553
DI	0.786	0.787	0.725	0.840	0.550
ECVMS	0.123	0.138	0.064	0.228	0.102
EE	0.079	0.090	0.030	0.165	0.034
GI	0.774	0.773	0.707	0.831	0.627
IS	0.155	0.164	0.079	0.264	0.082
USCRM	0.746	0.759	0.693	0.818	0.421

The statistical significance of the indicators was determined by bootstrapping technique, with 5,000 samples equal to the original sample, with option of not changing the signs.

Figure 6 presents the path coefficients, referring to the direct effects between first-order constructs and second-order constructs (USCRM and CPIC), estimated in the structural model. It can be observed that all path coefficients have statistical significance and that statistically significant influences of the constructs EP, EE, IS, CF and CI in the USCRM construct were observed, leading to the rejection of hypotheses H1, H2, H3, H4 and H5. As for the other

hypotheses, they were not rejected due to the statistical significance of the estimated path coefficients, in concomitant with their positive sign.

**Table 5**

*Direct effects*

Origin	Destination	Coefficient $\beta$	Coefficient $\beta$ - Sample (Mean)	Lower Limit	Upper Limit	Hypothesis <sup>a</sup>	
EP	USCRM	0,027	0,025	-0,085	0,132	1	R
EE	USCRM	-0,009	-0,008	-0,109	0,090	2	R
IS	USCRM	0,037	0,037	-0,087	0,164	3	R
CF	USCRM	0,088	0,087	-0,027	0,201	4	R
IC	USCRM	-0,045	-0,043	-0,164	0,084	5	R
EP	ECVMS	0,271	0,269	0,121	0,405	6	NR
EE	ECVMS	0,152	0,165	0,022	0,302	7	NR
ECVMS	IS	0,393	0,400	0,281	0,513	8	NR
ECVMS	USCRM	0,553	0,553	0,424	0,671	9	NR
CE	USCRM	0,182	0,186	0,064	0,307	10	NR
CPIC	CF	0,345	0,350	0,230	0,461	11	NR
CPIC	EE	0,281	0,292	0,169	0,406	12	NR
CPIC	USCRM	0,217	0,216	0,064	0,369	13	NR
	GI	0,880	0,880	0,840	0,912		
USCRM	DI	0,887	0,887	0,850	0,915		
	CR	0,944	0,944	0,925	0,959		
AIC		0,359	0,359	0,327	0,391		
DIC	CPIC	0,343	0,343	0,306	0,376		
UIC		0,420	0,420	0,387	0,455		

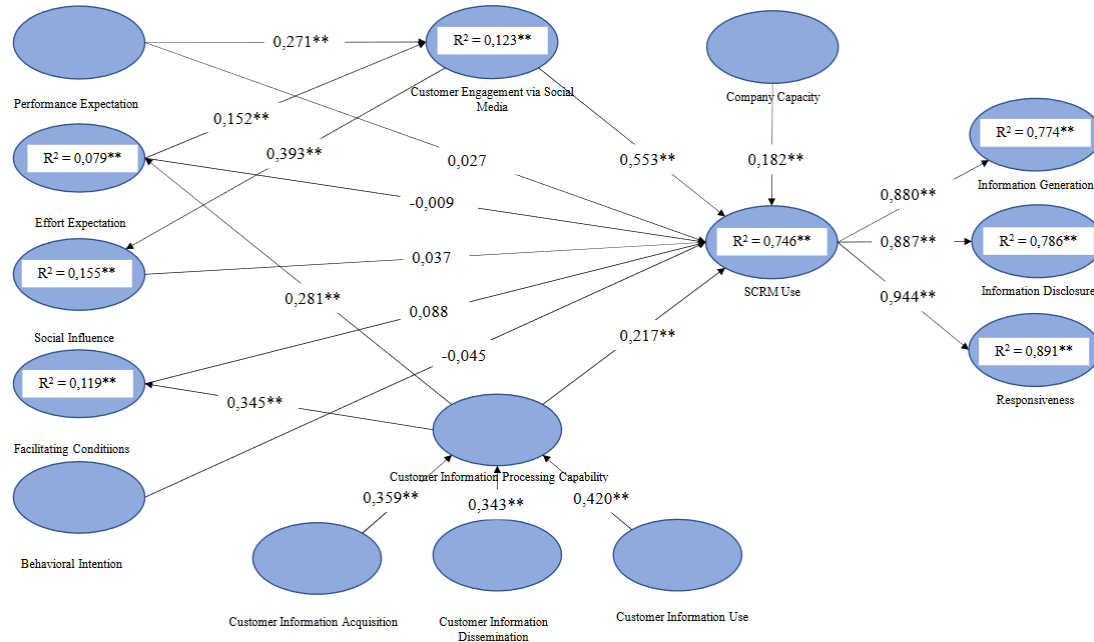
a – R = Hypothesis rejected; NR = Hypothesis not rejected.

The statistical significance of the indicators was determined by bootstrapping technique, with 5,000 samples equal to the original sample, with option of not changing the signs.

Source: Data from research.

**Figure 6**

*Model with hypotheses results*



Source: Research Data

Based on the tests performed in this research, hypothesis H1 was REJECTED. This result differs from what is expected in relation to this first hypothesis, as it indicates that the "Performance Expectation" does not generate an effect on the "Use of Social CRM". A possible explanation for such inference is the difficulty of measuring results in the use of Social CRM technologies. It is worth highlighting, in this sense, the challenges posed by the process of quantifying ROI (Return Over Investment), or Return Over Investment (RI), in social media by small and medium enterprises (Lobato *et al.*, 2016). This is because such a deduction can lead to an understanding of investment in Social CRM as a cost, not as a de facto investment. The difficulty in establishing specific key metrics for assessing the performance of Social CRM (Lobato *et al.*, 2016) should also be considered, with regard to the challenges and motivations for the implementation of the technology. Although Social CRM features are seen as an important factor in business performance because it generates value for the company (Wang and Kim, 2017),

it is possible that respondents have failed to technically measure these benefits, pointing to a different result from previous ones (Trainor, 2012; Trainor *et al.*, 2014; Wang & Kim, 2017).

The second hypothesis (H2) of the model was REJECTED, determining the absence of influence of the "Expectation of Effort" on the "Use of Social CRM" in this sample. The negative result may be explained both by the difficulty in the use of technology by respondents, as well as in the low flexibility of their interaction with the evaluated tools, negatively, negatively, negatively as to the "Expectation of Effort" in the use of the technology. It was verified in the theoretical scope explored that, in order to obtain operational excellence in Social CRM, training and an adequate professional profile of employees are necessary, in order to integrate with the culture of social media (Abedin, 2016; Costello, 2011; Liberona *et al.*, 2013; Malthouse *et al.*, 2013; Reinhold & Alt, 2012; Sigala, 2011). This condition will coat its actions of the level of effort necessary for the process. However, in view of the need for knowledge transfer, the "Expectation of Effort" of employees may be obstructed by the lack of resources of small companies (Kupper *et al.*, 2015; Wongsansukcharoen *et al.*, 2015), which, in fact, can prevent the deployment or limit the operation of the technology. The results obtained in this research are contrary to those presented by Bowen and McCain (2015), Lobato *et al.* (2016) and Cheng and Shiu (2018).

In the evaluation of the data obtained with the research, it was observed that the H3 hypothesis was REJECTED not indicating a significant relationship between the "Social Influence" and the "Use of Social CRM" by this sample of micro and small Brazilian companies. Correlating the research data, with the theses pertinent to the theoretical scope of the literature related to Social CRM, a possible explanation for the analytical result demonstrated the low correlation between the "Social Influence" and the "Use of Social CRM" may come from the incipience of the technology in question. In the questionnaire of data collection completed by the respondents, the "Social Influence" on the Use of Social CRM was also questioned by managers who created their own micro or small business. So, because it is an emerging technology that has not yet been fully consolidated into the market, Social CRM is a challenge for businesses looking for new forms of management. A challenge, precisely because it is a digital market largely driven by the context of social distancing brought by the COVID-19 Pandemic, which indicated a trend, in this sample, opposite to previous studies (Ifinedo, 2016; Ramdani *et al.*, 2009; Rozmi *et al.*, 2019).

It was also verified the low correlation between the "Facilitating Conditions" and the "Use of Social CRM". Therefore, it is concluded that hypothesis H4 was REJECTED. The "Facilitating Conditions" influence the "Probability of adoption of the technology", improving the performance of the company (Derham *et al.*, 2011). Nevertheless, the individual's view of the existence of an adequate infrastructure and support for the implementation of a technology (Venkatesh *et al.*, 2003), was not verified, in this sample, as a determining factor for the use of Social CRM in the micro and small companies analyzed, which contradicts previous studies (Al Mursalin, 2012; Hung & Lai, 2015; Rahi *et al.*, 2019; Wallach *et al.*, 2014).

In the evaluation of the research data, there was no positive and significant relationship between the "Behavioral Intention" of the individual in adopting technology in performing their tasks (Putra & Ariyanti, 2017) and the "Use of Social CRM". The results pointed to the REJECTION of hypothesis H5. It is associated with the result, for this sample, with the low technical capacity of the respondent in relation to the "Use of Social CRM" especially if "Behavioral Intention" of the respondents relates to the low motivation of effort in the use of technology.

H6 was NOT REJECTED indicating that the companies investigated use the customer information available on social media to support decision-making and creative processes in line with previous studies (Hidayanti *et al.*, 2018; Vargo & Akaka, 2012) overturned the rule that social media interactions should be transparent and free to access, and that value is not only created, but resulting from company/customer interaction. According to Kristensson *et al.* (2008) and Cheng and Shiu (2018), "Social Media Customer Engagement Capability" drives product and service development. Thus, it is confirmed, by the research data, that the development of collaborative skills (Bharti *et al.*, 2014), customer community and gamification (Sigala, 2015) have a significant relationship with the "Performance Expectation".

Although the relationship between the "Expectation of Effort" and the "Use of Social CRM" (H2) was REJECTED, a significant relationship was observed between the "Expectation of Effort" and the "Ability of Customer Involvement Via Social Media" (Hypothesis H7) which was NOT REJECTED indicating that the respondents indicate benefits in the participation of Social CRM technology in the performance of their activities, for providing less effort, which corroborates previous studies (Al-Maskari & Sanderson, 2010; Sharma, 2015). Cultural factors (Bennett & Sargeant, 2005) and social influence, affect the individual's will in relation to the use

of technology (Riquelme & Rios, 2010), right in the context of this research, social influence was fundamental in the location of demand and in the prediction and dissemination of new products and services on social medias (Fang *et al.*, 2013).

The hypothesis H8 that dealt with "Social Media Customer Engagement, Capacity" and "Social Influence" was NOT REJECTED indicating that cultural factors (Bennett & Sargeant, 2005) and social influence, affect the individual's will in relation to the use of technology (Riquelme & Rios, 2010), in the sample, were important in locating demand and in predicting and disseminating new products and services on social medias (Fang *et al.*, 2013).

It was also confirmed, in the specific research, that there is a positive relationship between "Customer Involvement Via Social Media" and the "Use of Social CRM" making H9 NOT REJECTED. This indicates that social media technologies are used to promote increased customer information capture (Agnihotri *et al.*, 2016), and can be applied in the development of new technologies (Cui & Wu, 2016) in search of information processing to meet the needs of consumers (Saldanha *et al.*, 2017) which indicates a favorable learning scenario in Brazilian small and micro enterprises (Kallmuenzer & Scholl-Grissemann, 2017).

Regarding hypothesis H10 about the relationship between "Company Capacity" and success in "Use of Social CRM" interesting results were obtained and H10 was NOT REJECTED. It evidenced, therefore, that the exploitation of external knowledge (Cheng & Shiu, 2018), associated with the development of analytical and interpretive business skills (Marolt *et al.*, 2015), provides the proper use of Social CRM technologies in small businesses.

The results obtained confirm the NON-REJECTION of hypothesis H11 positive and significant relationship between "Customer Information Processing Capacity" and "Facilitating Conditions" which indicates that the company must have competence to carry out activities in social media and the Technology of Social CRM can determine effectiveness of engagement initiatives (Hollebeek *et al.*, 2019). As for Hypothesis H12 (There is a positive and statistically significant relationship to "Processing Capacity of Customer Information" and "Expectation of Effort") the study indicated NO REJECTION. And from this sample, the "Customer Information Processing Capability" confirms the company's ability to evaluate activities to support the learning of external knowledge, composed of acquisition, transmission, use and storage of information as in a previous study (Schweisfurth & Raasch, 2015) and the ease in processing was perceived in



the person's belief that using a certain technology reduces their effort as proven by Cao and Niu (2019).

Regarding Hypothesis H13 (There is a positive and statistically significant relationship between the "Customer Information Processing Capacity" and the "Use of Social CRM), it was NOT REJECTED in this study and it was proven that the application of Social CRM provides the company with a relationship process focused on engagement, with the objective of co-creating value in the consumer environment as indicated by Greenberg (2010) from the consumer behavior throughout (Wieneke & Lehrer, 2016). Thus, even with some hypotheses rejected, it is verified that one should invest in Social CRM technology in small companies (Table 6).

**Table 6**

*Effects and Hypotesis*

Direct effects Origin	Destiny	Coefficient $\beta$	Coefficient $\beta$ - Samples (Average)	Lower Limit	Upper Limit		Hypothesis <sup>a</sup>
EP	USCRM	0,027	0,025	-0,085	0,132	1	R
EE	USCRM	-0,009	-0,008	-0,109	0,090	2	R
IS	USCRM	0,037	0,037	-0,087	0,164	3	R
CF	USCRM	0,088	0,087	-0,027	0,201	4	R
IC	USCRM	-0,045	-0,043	-0,164	0,084	5	R
EP	ECVMS	0,271	0,269	0,121	0,405	6	NR
EE	ECVMS	0,152	0,165	0,022	0,302	7	NR
ECVMS	IS	0,393	0,400	0,281	0,513	8	NR
ECVMS	USCRM	0,553	0,553	0,424	0,671	9	NR
CE	USCRM	0,182	0,186	0,064	0,307	10	NR
CPIC	CF	0,345	0,350	0,230	0,461	11	NR
CPIC	EE	0,281	0,292	0,169	0,406	12	NR
CPIC	USCRM	0,217	0,216	0,064	0,369	13	NR
	GI	0,880	0,880	0,840	0,912		
USCRM	DI	0,887	0,887	0,850	0,915		
	CR	0,944	0,944	0,925	0,959		
AIC		0,359	0,359	0,327	0,391		
DIC	CPIC	0,343	0,343	0,306	0,376		
UIC		0,420	0,420	0,387	0,455		

a - R = hypothesis rejected; NR = non-rejected hypothesis.

The statistical significance of the indicators was determined by bootstrapping technique, with 5,000 samples equal to the original sample, with option of not changing the signs.

Source: Research Data

### Conclusions

According to the research results, the model has predictive and explanatory capabilities according to the coefficient of determination ( $R^2$ ), being a relevant indicator of advance in the empirical study of the proposed model. Regarding the rejection of the first hypotheses related to the UTAUT model, it is observed that this fact results from a characteristic of this sample, possibly

related to the context of micro and small companies in Brazil and that generated disagreement from previous studies (Lobato *et al.*, 2016; Putra & Ariyanti, 2017; Ramdani *et al.*, 2009; Wang & Kim, 2017; Wallach *et al.*, 2014).

The second part of the model, regarding the roles or functions of Social CRM in the micro and small companies analyzed in this study, met the assumptions related to: “Ability to Engage the Customer Via Social Media”, “Company Capacity”, “Customer Information Processing Capacity” and “Use of Social CRM” confirming previous studies (Abdat, 2020; Bharti *et al.*, 2014; Cheng & Shiu, 2018; Kristensson *et al.*, 2008; Sigala, 2015).

It highlights the advance in empirical confirmation about the relationship between the “Ability to Engage the Customer Via Social Media” and “Social Influence” as pointed in previous research (Cui & Wu, 2016; Fang *et al.*, 2013; Saldanha *et al.*, 2017). And also confirm the Ability to Engage the Customer Via Social Media” and “Social CRM use” that was confirmed in theoretical previous studies (Kallmuenzer & Scholl-Grissemann, 2017; Mahr *et al.*, 2014; Salo, 2017). Similarly, the positive and statistically significant relationship between the “Company's Capacity” and the “Social CRM Use” was confirmed, as a result consistent with that presented by Lehmkuhl and Jung (2013).

The relationship between Customer Information Processing Capacity and Facilitating Conditions was also validated in this study, confirming Hollebeek *et al.* (2019) and Cheng and Shiu (2018) studies. Regarding Customer Information Processing Capacity and Effort Expectation, the study confirmed its positive relationship given what was previously indicated (Cao & Niu, 2019; Cheng & Shiu, 2018). And about the relationship between Customer Information Processing Capacity and the Use of Social CRM, the results were confirmed in the sample as the previous studies as Wieneke and Lehrer (2016), Knuz *et al.*, (2017) and Cheng and Shiu (2018).

These results also permit a comparison with traditional CRM model as theoretical contributions. A comparison between the Social CRM model and traditional CRM model can highlight the benefits of adopting social media-driven strategies versus the limitations of more conventional CRM approaches. Social CRM encourages two-way, real-time interactions between companies and customers, leading to stronger customer engagement and loyalty (Cui & Wu, 2016; Sigala, 2015). In contrast, traditional CRM systems focus on one-way interactions, limiting customer feedback loops. Social CRM facilitates the analysis of unstructured data from social platforms (e.g., comments, likes), which can provide deeper insights into customer behavior.

Traditional CRM, meanwhile, deals primarily with structured, internal data, which may not be as insightful or dynamic (Alt & Reinhold, 2018). The proposed Social CRM model incorporates social influence as a key factor affecting customer behavior, drawing on network effects and peer recommendations on social media (Mahr *et al.*, 2014). Traditional CRM lacks this social influence dimension, which can be critical for modern marketing campaigns.

This study also has some practical Implication. Small business owners can, for example, use platforms like Instagram, Facebook, and LinkedIn to interact with customers by responding to comments, creating polls, and promoting relevant content. This type of engagement increases the closeness with the audience and strengthens trust in the brand. A small restaurant can use Social CRM tools to monitor customer interactions on social media, such as comments, mentions, and reviews. Based on this data, the restaurant can identify the most engaged customers and create personalized promotions, like an exclusive dinner for the most active followers.

A small clothing store can integrate its CRM with social media platforms like Instagram and Facebook to understand the preferences of its customers. This allows for better-targeted marketing campaigns and personalized offers that resonate with the audience's interests. An online craft store can use Social CRM to manage its presence across various social platforms such as Etsy, Instagram, and Facebook. By monitoring customer interactions, the store can identify which products generate the most interest and create content focused on those items.

Small businesses can also encourage satisfied customers to share their experiences on social media and leave online reviews. For instance, they can create a loyalty or incentive program that offers discounts or freebies for those who recommend the business on social platforms. For example: A local coffee shop could motivate its customers to share their experiences on social media by offering discounts or freebies in exchange for positive posts. For example, the coffee shop could launch a "Photo of the Day" campaign where customers share photos of their drinks, tag the shop, and receive a free coffee on their next visit. This increases brand visibility and promotes organic engagement. A small aesthetic clinic can use a Social CRM system to gather information about the treatments that customers frequently comment on or inquire about on social media. This data can help the clinic personalize its service offerings and better engage with its audience.

In a synthetic way, it can be emphasized, in the context of the research conducted by micro and small Brazilian companies, that the model should be used again indicating that Social CRM

technology can be applied in small companies. It is observed that there are important gaps to be analyzed regarding the conditioning factors or antecedents to the process of acceptance and use of Social CRM technology in small companies, considering that the field of Social CRM is emerging in Brazil the study points out opportunities for theoretical and marketing to be explored.

In terms of future research, the study opens avenues for investigating the conditioning factors or antecedents to the acceptance and use of Social CRM technology in small businesses. Since Social CRM is an emerging field in Brazil, the study suggests exploring cultural and contextual variables, such as the history of social media adoption within different regions or business sectors. Additionally, research could replicate the model in other countries to compare the influence of local business environments on Social CRM adoption. Exploring how company size, industry type, and customer demographics affect the effectiveness of Social CRM would also provide valuable insights for tailoring CRM solutions to specific contexts.

Further studies could also examine the long-term impact of Social CRM on business performance, customer loyalty, and engagement strategies. Given that micro and small enterprises are often limited in resources, research could focus on developing cost-effective Social CRM strategies that align with the constraints and opportunities unique to these businesses.

### CRedit - Authorship Contribution Statement

Contribution	De Muylder, C.F	La Falce, J. L.	Guerra, J. R. L.	Viana, J. A.	Reinhold, O.
Conceptualization	x	x			
Methodology	x	x			
Software	x		x		
Validation	x	x			
Formal Analysis	x	x			
Investigation	x	x			
Funding acquisition	x				
Resources	x				
Revision and editing	x	x	x	x	x
Data curation	x	x	x		
Viewing	x		x	x	x
Supervision	x	x			
Project administration	x				
Obtaining Funding	x		x		x

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