

Shaqrah, Amin A.; Noor, Talal H.

Article

Towards a conceptual clarity model for integrating customer crowdsourcing and social CRM

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Towards a Conceptual Clarity Model for Integrating Customer Crowdsourcing and Social CRM

Amin A. Shaqrah

College of Computer Science and Engineering, Taibah University,
Medina, Saudi Arabia, E-mail: amsh_10@yahoo.com

Talal H. Noor

College of Computer Science and Engineering, Taibah University,
Medina, Saudi Arabia, E-mail: tnoor@taibahu.edu.sa

Abstract

This paper intended to investigate a conceptual clarity model of integrating customer crowdsourcing, as well as the antecedents of customer participating in online crowdsourcing communities for best social CRM performance. The paper also explores four major potential factors associated with customers' crowdsourcing, including shared value & vision, customers experience, concept "ba", and heterogeneous skills. Data were gathered from a total of 140 valid responses using an online questionnaire and the model was statistically tested using smart PLS-SEM. The results find the shared value & vision, and customers experience positively affect to customers crowdsource, whereas concept "ba", and heterogeneous skills negatively affect to customers crowdsourcing. As a result, all proposed factors directly and indirectly, contributed significantly to social CRM.

Keywords: Customers crowdsourcing, Social CRM, SEM

1. Introduction

Customer crowdsourcing is the concept of diverse customers who are experts in the Internet and have access to a virtual networked environment to solve certain problems or achieve a particular goal. Which improve sharing skills; transmit perspectives and abilities, thus improving open innovation. This body of perspective (i.e., customer crowding and questioning for a diversity group of customers experts) can help organizations improve solutions to a variety of business experiments; thus emphasizes collaboration and the collective construction of value based on customer participation. Vargo and Lusch, (2004) noted customers are the main partners of organizations and are always co-creators of value proposition. Djelassi and Decoopman (2013) pointed that no marketing studies consider how and why an open business model based on customer participation and crowdsourcing works. Crowdsourcing is an effective way to open up a business model to capture the external resources established by customers (Djelassi and Decoopman, 2013). Brabham (2008) demonstrated crowdsourcing being a prospective problem-solving tool for many sectors like governmental and commercial sector. This paper aims to integrate customer crowdsourcing practices for organizations which typically effect on social CRM and proposes adding to the body of literature on crowdsourcing. The paper deploys an overview of customer crowdsourcing edges and classifies their known features to develop a CSF model for customer crowdsourcing; the

CSF models were created on the literature review of the crowdsourcing edges and the presented literature on social CRM. The proposed model is used to integrate some of the critical success aspects customer crowdsourcing initiatives and its effect on social CRM value. This approach consists of integrating customers into the social CRM process, to this end; authors explore how customer participation can bring about specific and substantial changes in social CRM. The problem statement of this paper is to investigate the factors of customer crowdsourcing (shared value and vision, customer experience, concept “ba”, and heterogeneous skills) and its practices that support social CRM. This paper could help organizations to improve how they participate their customers into the value creation practice. It also proposes a better kind of the various possible roles of the customer in the social CRM. The rest of this paper is ordered as follows. Authors begin by discussing the multidisciplinary literature review on customer crowdsourcing in value co-creation and on integrating customers into the social CRM value. Then present the methodology and discuss the results. Finally, point out the managerial implications of the paper, and suggest possibilities for future research.

2. Customer Crowdsourcing (CC)

Crowdsourcing is an appropriate way to open up a business model to external partners and mainly customers (Chanal and Caron, 2010). Previous research has recognized different types of crowdsourcing, such as that of routine, content and inventive activities (Burger and Penin, 2011), in addition to selective or integrative operations (Schenk and Guittard, 2011). In crowdsourcing integration, the subject matter is to pond input from the crowd, different to selective crowdsourcing; organizations receives a set of likely solutions from the crowd and then chooses the solution that looks best fit. Other forms of collaboration such as that with communities, strategic intent is essential in crowdsourcing (Burger- Helmchen and Penin, 2011). This approach, explicitly outlined by the organization, expands the clarity of the customer's perceived role. Each crowdsourcing operation correctly specifies the scale and nature of customer participation in the organization process. This formal process helps to recruit customers who are motivated and have the necessary skills to participate (Djelassi and Decoopman, 2013). Constantinides and Fountain (2008) describe the occurrence of how customers communicate, socialize, learn, or are regaled. Kaplan and Haenlein (2010) noted that perspective of the enabled customer has been raised by utilizing the social media which regularly exposed; social media empower customers to interact online, disseminate, discuss, create, and improve user-generated content. Ohern and Rindfleisch (2009) emphasized customers attempt to elaborate in the value creation process further than only consumers, customers need to add value like developers or producers. Mladenow and Bauer, (2014) provide an example, customers sent information about their favorites using the customization and personalization tools; this information helps as the source for the making of the finished products, at the end, customers can be observed as dynamic participants in product development due to their collaboration and contribution to UGC “user generated content”. Literature concerned incorporate customers into the value creation by capturing their knowledge to improve products and /or services match the customers’ needs, as a result, clear benefits ensured and themselves communication, clear

reach and richness of the interaction (Pralhad and Ramaswamy ,2004; Sawhney et al., 2005; Hopkins, 2011).

2.1 Shared Value and Vision (SVV)

Nahapiet and Ghoshal (1998) noted the intention of shared knowledge entails minimum level of shared value and vision between parties, i.e. shared language. Language is the means by which people engage in communication. Shared value and vision delivers a frame of reference for understanding the environment and its mastery is typically indicated by people level of expertise (Shaqrah, 2013). People whom shared value and vision must realized the setting in which their ideas is applicable (Orr, 1996). Shared value and vision emphasized on the connection between group and economic progress. Porter and Kramer (2011) define shared value as a set of rules and practice that increase the organizational competitiveness while evolving the whole external environment in the people in which it interacts. Nowadays, the competitive advantage depends on knowledge expansion and became an ultimate asset for agile organization. From this perspective, the notion of shared value and vision is related to that of orientation customers (i.e. beliefs, language, attitude, and privacy). Brabham (2009) confirm the importance of crowd as well remarks the creativity. Organizations need to become agile with their value and vision outstanding to the active of the environment which these enterprises are effective. Appropriate management of the vale and vision on these features mainly confirms appropriate crowd participation. The reason of the initiative's shared value and vision with the ambitions of the customer crowded confirms that the customers are enthusiastic to participate in it (Shaqrah, 2013). The concept of shared value and vision creates substantial evolution towards improving the social CRM dimensions additionally intends to transform social CRM problems into business opportunities. Customer crowdsourcing represents the results in social CRM, so co-creation with customers has become a worker (Crane et al., 2014). As a concern the shared value and vision perception became crucial for organizations and should be an extensive strategy for every organization (Porter and Kramer, 2011). The basics behind co-innovation include participation, co-innovation, and persuasive accumulated knowledge for value creation (Sang et al., 2012).

2.2 Customer Experience (CE)

Customer experience is the process of surveying customers judiciously and in a way participating socially with their experience during using products and /or services to solve problems of other customers and suggest new products through crowdsourcing. Customer experience is beyond collecting customer's data and analyzing his profile. Social CRM compacts with customer attitudes and behavior, working with customers to define the necessary steps towards customer centricity and customer experience need to redefine their value proposition and to create attractive experiences from customers, they were quite reluctant to do the same for their employees (Salomann et al., 2005). Customer experiences scope to which organization believes to their knowledge related to precise crowdsourcing. Organizations can get an extensive assortment of customers' knowledge, abilities, and ideas through crowdsourcing (Schulze, et al., 2011). Organization capable to do core business processes more efficiently by directing knowledge workers to the crowd. The idea behind using customer experience is product development to not only

reduce internal processes cost, but also keeping profitable customer in touch and delights them for long life. Customer experience can be enhanced by facilitated proper and most up-to-date crowd tools, this new experience will be a major step towards releasing their passion and commitment as well. If organization building a case for a customer experience strategy and is counting on the great financial rewards that it can deliver such as reducing customer churn and increasing business per existing customer, the employees experience is the path to greatly improving customer experiences, one cannot happen without the other (Marx Xu, 2005). Through this platform, organization brings customer experts to co-create specific product improvements not acquired from internal manufacturer (Soukhoroukova, et al., 2012). Leimeister et al., (2009) suggest that organization might attain well access to knowledge workers over crowdsourcing. Overall, customers' crowdsourcing allow organizations to entrance at crowd and excellently solve their problems may not solved internally (Penrose, 1959). Customer experience aligns the customers' reality "their experience" with organizational strategies and needs collaborating and supporting business processes, and information technology to flourish.

2.3 Concept "ba" (CBA)

Nonaka's and Takeuchi's (1995); Nonaka and Konno, (2000) but a concept of organizational dynamic knowledge creation which embodies one of the most commonly cited theories in sharing tacit knowledge. Shaqrah (2010) apply above theory on customers as an external structure and project customers SECI model (socialization, externalization, combination, and internalization) to make the tacit customer knowledge (enlarged only experientially and difficult to articulate, explain, share as different to explicit knowledge) is become explicit, customers knowledge can be created, captured, codified, stored, and disseminated in a 'spiral' of customer knowledge creation for the competitiveness. Nonaka and Takeuchi (1995) present the concept of 'ba' by way of a shared place in which ideas is shared, created, and utilized. Enkel, et al., (2009) confirm open innovation will enhance organizational knowledge through the contribution and the participation of an extensive range of external knowledge sources to help them attain and endure innovation processes. Enkel, et al., (2009) elaborate these sources are customers, suppliers, competitors, consultancies, lead users, public-private research institutions, communities, individuals and other partners. The customers' innovation networks play a main role. They can be created among certain community participation, recognized through crowdsourcing, as well as created, managed and focused in some way by specialized skills. By increasing of digital environmental, co-creation can increase the capital of knowledge acquired from customers. This could be able to inspire organization ability to identify new knowledge of customers' value co-creation (Cova and White, 2010). Chanal and Fasan (2010) described e- crowdsourcing can to be able to create effective customers knowledge in which interact and engage each other's. As well as ensure the involvement and credibility without affecting expressively the cost and time. E- Crowdsourcing require IT infrastructure which be the physical network is that of standard languages and protocols that allow communication and knowledge transferring between different nodes of the network; services and applications that make it more effective storage and transfer of knowledge (database, browser, Internet); content

management software to transfer the shared knowledge via the computer network (Cova and White, 2010).

2.4 Heterogeneous Skills (HS)

A heterogeneous skill is the diverse explanations suggested by customers in crowdsourcing. According to Howe (2008) the principle of customer crowdsourcing is to tap the wisdom. The heterogeneous skills of customers drive add to the multiplicity of solutions. Heterogeneous skills may deliver more miscellaneous and new ideas for problem solving than the comparatively homogeneous employees in organization (Soukhoroukova, 2012). Customers can generate ideas of expressively greater innovative more than employees in the organization. Therefore, to enable customers' participation in the crowdsourcing, it's essential to acquire variety and proper skills, abilities and expertise from them. This is prospective solution multiplicity provides organization with more possible solutions for explaining their problems, superior likely of innovations and more for organizational competitiveness (Zheng, 2014). Hua and Atreyi (2015) discuss that these varieties will make organizations consider their vanities and governor with crowdsourcing tools, adding different perspectives from the customer crowd can allow organization to better recognize their requirements, minimize the categorizing opportunities, and find the best solution. Heterogeneous skills from customers' would-be advantage of clarification problems and inspire organization to crowdsourcing this tasks (Bayus, 2013). Crowdsourcing success depends on appealing the different people to contribute in the crowdsourcing (Alonso, et al., 2008). To success crowdsourcing diverse customers' views must acquire for solving problems and the collective magnates to bring the crowdsourcing advantage successfully into the social CRM.

3. Social CRM (SCRM)

Social CRM "SCRM" is defined an active customers participate over several social platforms to improve its products and/or services. Customers in social CRM volunteer to improve and adapt their requirements contrary to traditional CRM activities, such as call center, sales force automation, campaign, which are usually reflected to analyze and gather customers' information not to involve customers. Kubina and Lendel (2015) concluded social CRM were beyond adoption new business models; it is expressed as a philosophical, cultural approach. Agile organizations embrace this ultimate perspective that the customer is dominant of the relationship. According to Greenberg (2010) "social customer relationship management is a mechanism support organization vision, which is strengthened by social features to participate customers in a collaborative conversation for providing reciprocally valuable values". According to Brodie et al., (2013) SCRM introduces a new communication channel for customers' each other to create value through social media (Friedrichsen, 2013). The concept of CRM oriented to affected transform social aspect of CRM where customers progressively imagine, rectitude, and collaboration with others to create value. Contrary to the operational CRM which focus on the automated of procedures using software that are deliberate a business process more efficient. Chua and Banerjee (2013) and Gu et al., (2011) concluded that utilizing social media empower organizations to leverage customer delightful over impacting on customers' value, satisfaction, and experience about usage products and/or services.

Using CRM systems alone for handling relationship with customers become outdated, nowadays SCRM is critical. Trainor et al., (2014) summarized customers ensure the power to initiate the dialogue through crowdsourcing, and the end of the day; organizations want to use and address these strategies. Nowadays, using crowdsourcing in social CRM has obtained chance to succeed. Thureau, et al., (2010) noted this new SCRM interactivity properties make seamlessly suitable to CRM and it's essential for marketing strategy. SCRM not only enable a real-time, interactivity between customers and the organization but also enable customers collaborate each other's through the use of (Ayanso, 2014). Kumar et al., (2010) concluded customers collaboration became challenge and definitely prospect for organizations desire to follow up customers preferences, this a new interaction model not being nose customer-to-customer interactions. Crowdsourcing has moved customers from passive to active and promised partners in adding value. SCRM vendors are accomplished of monitoring, reporting statistics, and integrate information from several social media sources into a standard format a part of the abundance in SCRM information is its nature and the probable for one-to-one arrangement with customers (Van et al., 2010).

4. Conceptual Clarity Model

This paper proposed a conceptual model of customer crowdsourcing and social CRM including shared value & vision, customer experience, concept "ba", and heterogeneous skills in crowdsourcing (Figure1). This paper explores the using of customer crowdsourcing on SCRM as a marketing approach to create value. Moreover, since crowdsourcing lets customers to informally interact with their organizations and enables organization receive customers' opinion and questions without any mediators or obstacles. Crowdsourcing delivers multi free relevant tools, such as, multimedia and text tools, which allow organizations to use collaborative and interesting content for customers. The current study is introductory study showed by diffusion of innovation literature to use crowd for SCRM and to consider how organizations practice crowd for handling affiliation with customers. This paper answers the core problem statement of how organizations adopt crowdsourcing for SCRM purposes. Literature propose utilizing CRM in social media domain presents the possible factors affecting on organization performance, as added customer participation and sharing information into crowdsourcing applications (Agnihotri, et al., 2012; Brodie et al., 2013). The goal of developing a conceptual clarity model where SCRM embody a new integration with crowdsourcing that leads to new implications in literature. A constructs, customer experience, concept ba, heterogeneous skills, and shared value & vision were derived from the literature. The below conceptual model of integrating customer crowdsourcing with social CRM is a modern-day CRM theory and practice to facilitate positively impacts on SCRM performance.

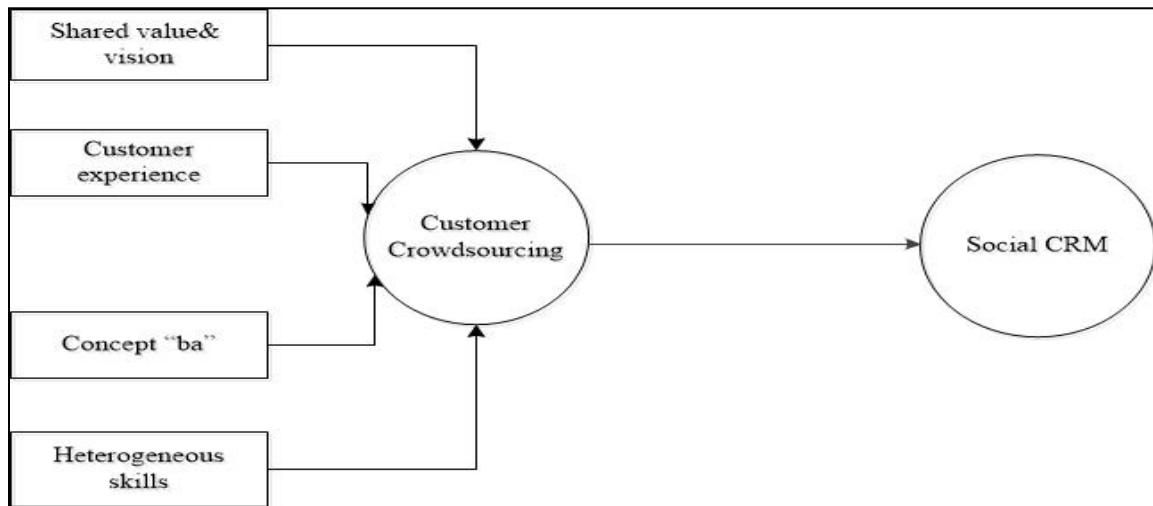


Figure 1: Integrating customer crowdsourcing and social CRM

5. Methodology

The paper presented the consequences of survey with twenty organizations regarding their experiences in using social CRM package. The purposive sample used CRM software for several applications such as: sales and marketing, customer service, listening to opinions about their products and services. Organizations are also moved to use CRM for SCRM, and recently organizations are likely to recognize the prospective of SCRM. The demand for enterprise software in the Saudi Arabia is expected to grow according to increasing interests in investment CRM. More, increasing the necessity of customer engagement and rising use of social media platforms (TechSci Research, 2015). A numerous organizations like governments, hotels, banking, and ICT being implement CRM software across the vendors existing in the market, such as: Salesforce, Microsoft, Sage, Zoho CRM, and Oracle. CRM software markets in Saudi Arabia estimated exceed USD146 million by 2020. Applying CRM offers many advantages for organizations such as: accessing and analyzing customers' data; providing operational and collaborative tools. SCRM rising quickly, SCRM can enable using social media for marketing purpose (TechSci Research, 2015). Social media deliver a wide series of data to increase understanding of the sentiments and generating ideas. Therefore, growing attractiveness of social media is attractive organizations to invest in CRM focusing on customers' experience collaboration. Additionally the reputation of social CRM appealing IT investment by the organizations, and the growth of enterprises anticipated to drive the market during the estimated period. This purposive sample has been accepted as effective for enabling solutions of a diversity of tasks and has established extensive attention from the researchers. The selection of this sample provides a satisfactorily rate to test our research model. Responses were designed using five- Likert scales classified from strongly disagree to strongly agree. Authors collect the data by means of questionnaire, questionnaire send out purposive employees. Authors invite purposive organizations to fill the online questionnaire, overall of 140 valid responses were received, and most of the respondents work on CRM software with BS and MS degree which works in their field of study; and the natures of the works in this software are well-suited with the concept of SCRM. All of respondents were males; roughly 75% were at least 30 years old. The BSc holders of respondents had 85%, 13% had Master degree, and 2% had

diploma. Roughly 66% had at least three years of CRM-use experience. Roughly 60% of the respondents were technician, whereas 40% were managers. Roughly 40% of respondent were manufacturing firms, whereas 20% were financial firms, 20% IT services, and 20% were retailing firms. The designed online questionnaire may suffer from non-response bias, authors tested for such bias by comparing the early and late respondents (Armstrong and Overton, 1997; Roztocki, 2001). T-tests of demographic differences between the earliest and the last respondents were 10% which had shown no difference. Accordingly, non-response bias is not shown in this paper.

6. Analysis and Results

For this paper, structural equation modeling (SEM) was selected to analyze all paths among latent variables in one analysis (Gefen, 2011). Partial Least Squares (PLS) was selected based SEM because the control variables are included in the model, at the end The result in a low model fit in co-variance based SEM. Smart PLS 2.0 software was used to accomplish the statistical analyses. All constructs in the model were measured using reflective indicators. Before running Smart PLS 2.0, all constructs were tested for validity through factor analysis using PCA with Varimax rotation. All constructs as a result of the explanatory factor analysis indicated a one-factor solution, overall factor loading ranging from 0.60 to 0.90 as desired (>0.60). The average variance explained for constructs ranging from 0.51(CC) to 0.64(CE) which reveal that the square root of AVE was larger than the inter-construct correlations (>0.50). Thus, all constructs reveal acceptable discriminant validity (Hair, et al., 2006).

Each reflective construct in the model has values of reliability greater than 0.70 using Cronbach’s alpha and it ranging from 0.70 (CBA) to 0.77 (SVV). Thus, all constructs match the criteria, representing sufficient convergent validity (Hair, et al., 2006). Kaiser–Meyer–Olkin measure of sampling adequacy was ranged from 0.68(CBA) to 0.85(CC) in the acceptable range (well above 0.60). See as in table 1.

Table 1: Results of factor analysis

Constructs	No. of items	Factor loading	Variance explained %	Cronbach’s α	KMO
SVV	4	0.60-0.88	0.60	0.77	0.84
CE	4	0.65-0.86	0.64	0.75	0.79
CBA	3	0.78-0.89	0.57	0.70	0.68
HS	4	0.72-0.81	0.55	0.71	0.80
CC	5	0.77-0.90	0.51	0.72	0.85

*Extraction Method: Principal Component Analysis, **Rotation Method: Varimax with Kaiser Normalization.

After validating the measurement constructs (SVV, CE, CBA, HS, and CC) using SPSS V.21, the structural model were tested using smart PLS 2.0 software. The bootstrapping approach was used, with cases of 140 and samples of 500 (Hair, 2011). The path coefficients of the model are illustrated in table 2. As shown in figure 2, the model explains 50% of the variance in customers’ crowdsourcing to SCRM, indicating fitness predictive of proposed model in clarifying the latent constructs. Shared value & vision, customers’ experience, and customers’ crowdsourcing are positively correlated to social CRM variable; whereas concept ba and heterogeneous skills are negatively correlated to social CRM variable. Concept ba and heterogeneous skills have insignificant impacts on

customers' crowdsourcing probably due to the organizations of our sample didn't have sufficient IT infrastructure to receiving customers' ideas and innovations. Also the heterogeneous customers' skills not consider critical factor for implementing social CRM due to the selective organizations still didn't believe that customers can create ideas of suggestively greater innovatively than employees.

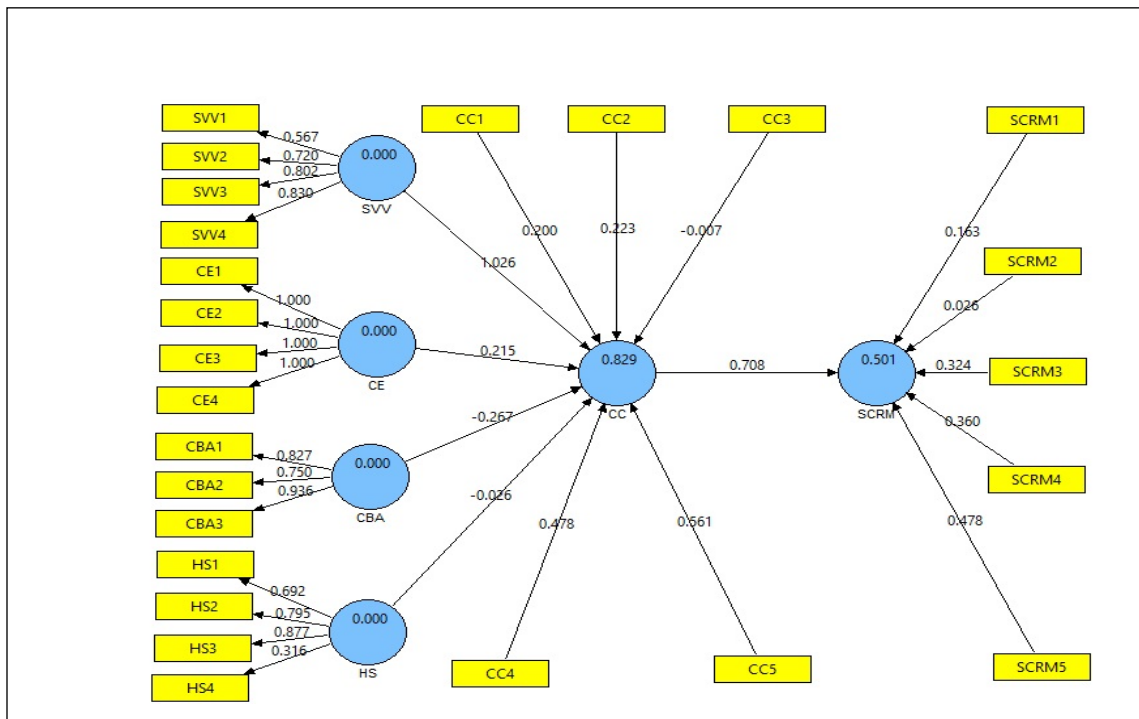


Figure2: Testing the conceptual model

Table 2: Results of path coefficients

Constructs	Path coefficients
SVV → CC	1.026
CE → CC	0.21
CBA → CC	-0.26
HS → CC	-0.026
CC → SCRM	0.70

*Significant at the 0.05 level, ** Significant at the 0.01 level

Shared value & vision will have a positive association with customers crowdsourcing, is supported. While increasing the reasons besides creating shared value, the shared value may well contribute to the development of social CRM valuable business practices (Camilleri, 2013; Orr, 1996; Nahapiet and Ghoshal, 1998). Customers experience has a helpful link with customers' crowdsourcing, so it is supported. Customer experience can effect on employee, products, and processes, so it is critical to social CRM success, customer experience developing strong and enduring relationships with customers and employees (Mark Xu, 2005; Salomann et al., 2005; Penrose, 1959). Concept "ba" will have a positive association with customers crowdsourcing, is rejected in this case. The criterion to the sharing customers' experience through the sharing physical or virtual environments it must facilitate by the open relationship (Nonaka and Konno, 2000; Nonaka and Takeuchi, 1995). This finding is a valuable to organizations pay attention invest more in electronic relationship infrastructure. Heterogeneous skills will have a positive association with customers crowdsourcing, is rejected in this case. The heterogeneous skills of the crowd like human capital. Human capital means: language skills, and managerial skills (Bayus, 2013; Zheng, 2014; Carmel, 2003). This finding is a valuable to organizations interested in the customers' skills varieties to best fit solutions. Customers crowdsourcing will have a positive association with social CRM, is supported. Social CRM enables engagement with customers and creates reciprocally valuable relationships (Lehmkuhl and Jung, 2013; Kubina and Lendel, 2015; Greenberg, 2010; Friedrichsen, 2013). In the context of our study, organizations have a broad-spectrum of customers' crowdsourcing before integration with SCRM (CC path coefficients to SCRM=0.70). Thus, it is possible that the suggestions from customers' crowdsourcing expressively changed CRM spectrum. However, the extent of integration between customers' crowdsourcing and SCRM may not have appeared because the samples may not be adequately large; its need to be explored in more depth in the future.

7. Discussions and Implications

Previous literature discussed the impact of many suggested factors on firms' crowdsourcing performance and/or behavior (Brabham, 2008; Sang et al., 2012; Chanal and Caron, 2010). This paper offers understanding the antecedents' factors of customers' crowdsourcing such as (shared value&vision-customer experience-concept "ba"-and heterogamous skills) which had been mainly based on clarity model. Many organizations use customers' crowdsourcing for sharing and solving customers' problems .This paper contributes to the customers' crowdsourcing by proposed an integrating model to expound social CRM from customers' crowdsource and empirically testing it with survey data. This paper found that shared value &vision, and customers experience positively effect on customers' crowdsourcing; contrary to concept "ba" and heterogeneous skills were negatively effect on customers' crowdsourcing. These findings contribute to the SCRM literature by inspiring understanding of the customers' crowdsourcing perspective that impedes organizations to adopt customers' crowdsourcing. Customers' crowdsourcing supported organizations to establish and strengthen relationship with customers; organizations should adopt customers' crowdsourcing to develop relationships with customers and make a space where customers feel being a part of the organizational

culture. This paper provides SCRM platform perceptions on what factors consider to integrate customers' crowdsourcing with SCRM. The results of this paper suggest that when deploying SCRM platform should consider customers shared language & vision, customers' experience, and customers' crowdsourcing to encourage customers' involvement in crowdsourcing. The heterogeneous skills and concept "ba" should instill into organization vision to acquire knowledge externally. Organizations should be aware that customer's crowdsourcing is not a simple marketing promotional tool, but rather a sophisticated process and a driver of open innovation that deals access to a wider range of innovation capabilities (Djelassi and Decoopman, 2013). Our proposed model provides a great opportunity to increase and optimize each organization's integrated with its CRM and allows new solutions to be carried to innovation. Organizations have to wisely adopt customers' crowdsourcing. When integrating a crowdsourcing with CRM, organizations could make the mistakes of utilizing proper technology infrastructure that supports the customers' knowledge in storing, retrieving and accessing former knowledge and, hereafter, serving organizations to create coherent CRM system. Also, organizations may use social media to adopt negative customers' opinions and experiences, which may be harmful to the organizations. This paper selected purposive organizations as respondents to the online questionnaire as most literature had also prepared (Djelassi and Decoopman, 2013; Rapp et al., 2010). There is consideration in sensitivity between customers' participation with organizations in SCRM and how organizations recognize the use of divergent customers view. Future research needs to shine a light on customers' viewpoint. More, some level of alignment between customers and organizations responses would be remarkable.

8. Conclusion and Future Research

This paper concluded that shared value & vision is the most significant factor in effective integrating of customers crowd with SCRM. Organizations shared value to generate new ideas from many external structure sources which can be integrated in a platform to create effective social CRM. Generally speaking this paper supports the concept that customers crowd and social CRM are reciprocally valuable, and thus, that social CRM is an approach that some organizations are implementing effectively. Effective use of customers' crowdsourcing in which customers can improve the community and it can allow organizations to build a proper SCRM. This boosts customers to get more involved with product and/or service co-development. This paper shown that shared value & vision; customers experience; concept "ba"; and heterogamous skills are antecedents to customers crowd which at the end dynamically contributed to success SCRM value strategy. The findings of this paper had shown that the adoption of customers' crowd for CRM may establish a closer relationship with their customers. Future studies are needed to empirically observe the impact of the nature business sector, organizations size, number of employees, purpose of the business on social CRM. Organizations use different SCRM software for different platforms. Therefore, future studies are needed to examine the impact of these platforms -such as: mobile platform; crowdsourcing apps; crowdsourcing operations; etc...- on customers' crowdsourcing and SCRM success. While this paper considered the above observed variables from organizations' viewpoint, future studies are advised for exploring the impact of using customers' crowdsourcing for SCRM from customers' viewpoint, and for linking the results from different perceptions.

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