

UNVEILING THE POWER OF SOCIAL CRM: CATALYSTS AND IMPACT ON ELEVATING TOURISM FIRM PERFORMANCE

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ABSTRACT

Refining Social Customer Relationship Management (SCRM) capabilities has shown to significantly enhance performance within the tourism industry. Despite its proven impact, there is a paucity of research on SCRM within the guest house context. Grounded in the resource-based approach (RBV), this study aims to illuminate the determinants of SCRM capabilities and their potential consequences. Utilizing the partial regression of least squares method within the structural equation framework (PLS-SEM), our findings demonstrate that a business's technological orientation and the availability of consumer co-creation opportunities contribute to the augmentation of SCRM capabilities. Furthermore, these enhanced capabilities exhibit a positive correlation with both financial and marketing performance. Significantly, this positive effect is intensified in the presence of an innovative corporate culture. The outcomes of this research carry theoretical and managerial implications, providing insights into the factors influencing SCRM capabilities and their subsequent impact on business performance, particularly within the distinctive context of guest houses.

Keywords: SCRM Capabilities, Tourism Industry, Performance; Guest Houses, Technological Orientation, Consumer Co-creation, Innovative Culture

INTRODUCTION

The evolution of customer relationship management (CRM) has been driven by technological progress, the surge in social media usage, and shifts in consumer lifestyles (Sigala, 2018). This transformation is evident in the transition from traditional CRM (Trainor, 2012) to e-CRM (Perez et al., 2015), mobile CRM, and, most recently, social CRM or S.CRM (Perez-Vega et al., 2022), allowing businesses to make significant advancements (Kunz et al., 2017). Leveraging social media is particularly effective for enhancing customer relationship management (CRM), a crucial aspect for modern companies looking to create commercial value amidst customers' rapid technology adoption (Ali Khadim et al., 2023).

According to Global Industry Analysts (2019), the global social CRM market is expected to reach a value of approximately \$170 billion, with a growth rate of 49.9% by 2025. In response to these new demands of the current environment, companies have become aware of the potential of social CRM and are consequently increasing investments in this tool to achieve a sustainable competitive advantage (Çalık, 2022). Moreover, social CRM makes customer relationship management evolve from a transactional reasoning to an experiential one (Maghraoui & Zouaoui, 2019). In this regard, the customer takes on the role of a co-creator of the experience (Sigala, 2018).

Within the tourism sector, social CRM has the potential to optimize the management and dissemination of information (Hennig-Thurau et al., 2010). Removing communication barriers can improve interactivity with customers (Ibrahim et al., 2021) and responsiveness to their expectations (Coleman et al., 2016). Some studies exploring the role of social CRM in facilitating competitiveness and performance (Al-Gasawneh et al., 2021) find that the instant feedback provided by social media users (Ngo et al., 2021) can optimize customer relationships and improve performance (Trainor et al., 2014). Despite this insight, little research has examined the determinants of social CRM capabilities and its effect on firm performance. Contextual variables such as market parameters (Coltman et al., 2011), competitive intensity (Foltean et al., 2019) and cultural innovation (Zhang et al., 2021) have not been examined for their differential effects on social CRM outcomes.

From a managerial point of view, the potential influence of social CRM capabilities on customer relationships may be a significant factor in the performance of tourism organizations (Bhatti et al., 2019). As such, managers may benefit from understanding the determining factors and performance impact of social CRM capabilities in order to optimize customer experience.

Theoretical and managerial lines of inquiry regarding the effects of social CRM within the tourism industry include the following: What factors support the growth of social CRM capabilities? What aspects of business performance are affected by social CRM capabilities? Are these inputs and outcomes specific to tourism or can the findings be generalized to other business sectors?

Extant literature suggests that certain factors optimize social CRM capabilities and its impact on firm performance (Sigala, 2018). In addition, some variables, notably innovative culture is able to strengthen the relationship between the capabilities of social CRM and marketing performance (Wei et al., 2013). This leads us to examine this variable as a moderating variable in our study while seeking to respond to the following question: What are the determinants of social CRM capabilities and to what extent do these capabilities influence the marketing performance of tourism companies?

LITERATURE REVIEW

The aim of this study is to identify the determinants of social CRM capabilities and to understand the extent to which these capabilities influence the performance of tourism companies. To achieve this, we adopt the perspective of the Resource-Based View (RBV) (Chamberlin, 1937), an approach that has gained a solid footing in both marketing and strategic management, as highlighted by Uyanik (2023). The RBV offers a sturdy conceptual framework that underscores the evaluation of internal resources, deeming Social Media (SM) as a scarce and valuable asset (Herhausen et al., 2019), difficult to imitate and irreplaceable (Kozlenkova et al., 2014). Integrating SCRM capabilities helps decipher how an effective coordination of these resources can impact the performance of tourism businesses, contributing to value creation and gaining a competitive advantage in the specific context of tourism.

Social CRM: specificities and role in marketing

Since its emergence, social CRM has been the object of several marketing and management studies (Ngo et al., 2021). Some have tried to identify the concept, understand its components (Sigala et al., 2018) as well as the explanatory factors of its adoption (Guha et al., 2018). In its new form, social CRM uses social media and its relational dimensions to manage customer relationship (Harrigan et al., 2020). In this regard, Greenberg (2010) defines it as *"a business philosophy and strategy, supported by a technology platform, business rules, processes, and social features, designed to engage the customer in a collaborative conversation to deliver mutually beneficial value in a trusted and transparent business environment."* This understanding suggests that while access to these technological resources is necessary, companies have to learn how to use these resources in order to build strong social CRM capabilities to ensure that its actions are optimized (Rafiki et al., 2019). From this perspective, social CRM capabilities have thus been presented as a one-dimensional concept (Srinivasan & Moorman, 2005) describing "the competence of a company to generate, integrate, and respond to information obtained from customer interactions that are facilitated by social media technologies" (Trainor et al., 2014). These capabilities can implement marketing solutions to better know customers and their diverse needs in order to develop products and services maximally adapted to their requirements (Garrido et al., 2018). In the tourism sector, the role of social CRM capabilities is unavoidable (Sanjith & Vinod, 2020). Moreover, they allow generating more accurate information to tourists, organizing targeted advertising campaigns, attracting and retaining customers and prospecting new products, while reducing marketing costs (Sanjith & Vinod, 2020).

Determinants of social CRM capabilities in tourism.

During the last decades, technology has taken a center stage spot in the world of tourism (Sigala, 2018). Technological innovations are indeed affecting this sector (Hjalager, 2010), not only tourists' behavior (Gallouj & Leroux, 2011), but also the relational strategies adopted by companies (Hilmarsson et al., 2014). However, it seems that the transition to the era of innovative technologies is not made with the same ease for all companies, because these technological tools require experience and skills (Boisvert & Bégin, 2002). According to Litvin et al. (2004), such a technological positioning (TO) is defined as *"the tendency of a firm to introduce or use new technologies, innovations or products"*. In this vein, many studies consider technological orientation as a unidimensional concept describing the extent to which an organization adopts the most sophisticated and innovative technologies (Antioco et al., 2008). Therefore, it is an essential dimension of the strategic orientation of the firm, which aims to be innovative and competitive (Ahmed et al., 2018). Moreover, if customer value and the long-term success of the company depend today on products and processes, it turns out that innovative technological solutions allow companies to significantly differentiate themselves from competitors and to optimize their relationship with customers (Chen et al., 2015). In this regard, several studies have adopted the technological orientation as a determining factor that can explain S.CRM capabilities (Sigala, 2016). Indeed, Ahani et al. (2017) believe that this orientation, that integrates both the company's technological resources and its customer-oriented management system (Trainor et al. 2014), is able to improve SCRM capabilities. This means that in the presence of a true corporate technological orientation, the dynamic capabilities of the company

significantly multiply (Serafim et al., 2021). In this regard, many authors postulate that the adoption of advanced technologies as an orientation or more globally as a corporate culture allows for more successful relational processes (Mahmoud et al. 2016). In reality, it seems that the technological orientation of the company allows strengthening the capabilities of social CRM by improving its responsiveness to the needs of its customers (Bhatti et al., 2019). In the tourism sector, it has been recognized that technological orientation facilitates the adoption of new technologies and the latest innovations in order to develop new products/services (Ahmed et al., 2018). Following this line of thought, we assume that the technological orientation of a tourism company can be considered as an explanatory factor of social CRM capabilities. Hence, the following hypothesis is formulated:

H1: The technological orientation of a tourism firm significantly increases the capabilities of its social CRM.

The tourism sector, as the largest generator of experiences, has invested in social networks to promote its offers (Sanjith & Vinod, 2020). Popularity of some networks has changed the behavior of consumers who do not hesitate to co-create their own experiences by aligning the specificities of their own lifestyles. Thus, co-creation has received a great interest in tourism (Wu et al., 2017), while ushering in *"a process by which the product, service and experience are designed by the company and the end consumer and which allows the establishment of an environment where the value created is shared"* (Ramaswamy, 2009). In tourism, Busser and Shulga (2018) have conceptualized a five-dimension co-creation process, which has been unanimously accepted by researchers. The five dimensions are mainly the meaning of the experience, collaboration, contribution, recognition of intrinsic and extrinsic benefits and emotional responses. Of these dimensions, 'contribution' to tourism experience is of interest to our study since consumers of tourism experience engage in sharing their own resources (tangible and intangible) and get involved in the co-production of additional value (Sigala, 2018). Such co-production therefore optimizes the results expected by CRM (Wu et al., 2017). On social networks, co-creation is even more important thanks to the experience shared by users and because of the high interactivity provided by some companies. Moreover, according to Wu et al. (2017), virtual community dynamics as well as the exchange with other consumers are promoters of experience co-creation. Under this perspective, Barcelo-Valenzuela et al. (2018) found that brand communities' reviews and exchanges on social networks about tourist accommodation tend to increase the co-creation intention of Internet users. This provides additional value to a company's CRM by feeding it with new ideas and knowledge (Leroy, 2008). Gohary and Hamzelu (2016) pointed to virtual group dynamics by highlighting the idea that such dynamics increase engagement in co-creation while providing a unique user-specific experiential venue. Specifically, information resources available to co-creation increase the capabilities of social CRM by acting on the way with which the tourism company generates and integrates customer-data from social networks (Trainor et al., 2014). However, if these resources can take, in some cases, the form of specific suggestions made by users or community members, they also cover the area of crowd sourcing, consisting of deporting to external customers missions traditionally performed by internal customers. This reinforces involvement, creativity and initiative. This assumption allows us to formulate the following hypothesis:

H2: Customer co-creation of the tourism experience significantly amplifies the social CRM capabilities of a tourism company.

Performance of tourism companies under a relational perspective

Performance is a polysemous concept (Dubnick, 2005) which has several meanings and which varies according to the discipline to which it belongs, hence the ambiguity surrounding its definition (Saulquin & Schier, 2005). In management, performance is defined as *"the achievement of organizational objectives, regardless of the nature and variety of these objectives. This achievement can be understood in a limited way (result, outcome) or in a broad way of a process that leads to the result (action)...."* (Bourguignon, 2000). According to Sin et al. (2005), it is a subjective concept that covers two main dimensions, namely marketing performance and financial performance. In this regard, some studies conclude that company performance can be achieved and optimized by focusing on a relational approach that places the customer at the center of their concerns (Gil-Gomez et al., 2020). Indeed, performance can be seen from the perspective of a dependent conceptualization of the RBV model (Barney, 1991) which proposes the idea that performance improves by the company's resources and its own capabilities (Liang et al., 2010). Building on these contributions, recent research has highlighted the role played by CRM capabilities in business performance, particularly by social media use (Cheng & Shiu, 2019). Specifically, it has been admitted that performance depends on social CRM capabilities (Palacios-Marqués et al. 2015) which, on the one hand, increase the bottom line and on the other hand, boost consumer satisfaction and loyalty (Bhatti et al., 2019). For social networks, several researchers agree on the positive and significant relationship between social CRM capabilities and performance (Keramati et al. 2010). Specifically, Thakur and Workman (2016) suggest that S.CRM obscures a set of capabilities that are perfectly suited to the strategic objectives of tourism companies (Trainor et al. 2014), namely: financial and marketing performance (Guerola-Navarro et al., 2020). In this line of thought, Sin et al. (2006), studying 63 hotels noted that CRM-based relational

marketing is significantly and positively associated with the marketing and financial performance of tourism organizations. Similarly, studying hotel models, Rahimi et al. (2015) pointed to the idea that social CRM integrates capabilities that not only generate tangible benefits but also intangible benefits, favoring the overall performance of the company. Bearing on these proposals, we formulate the following hypothesis:

H3: Capabilities of social CRM significantly increase the performance of a tourism company.

As performance is two-dimensional (Sin et al. 2005), the above hypothesis is divided into two sub-hypotheses, describing successively the effect of social CRM on marketing and financial performance of a tourism company.

H3.1: Social CRM capabilities significantly increase the financial performance of a tourism company.

H3.2: Social CRM capabilities significantly increase the marketing performance of a tourism company.

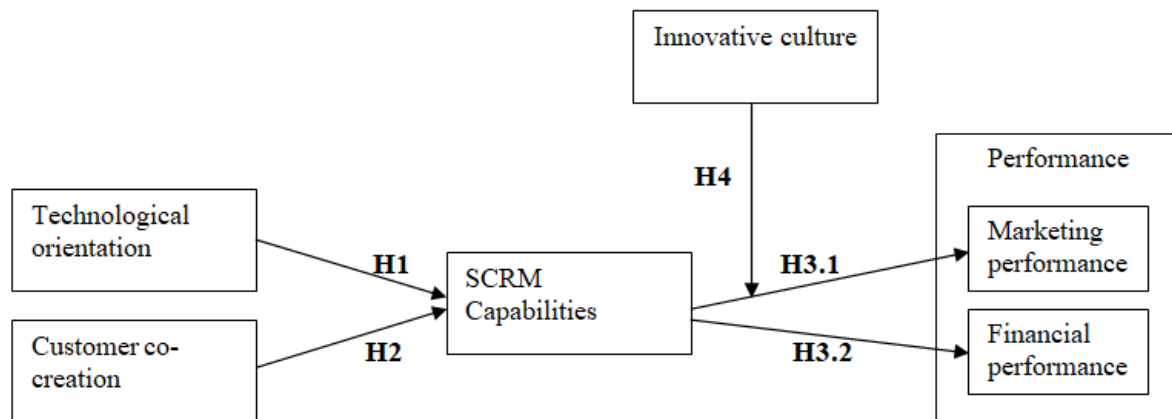
Innovative culture: a pillar of performance in a social CRM context

Innovative culture is considered a valuable resource for a company to stand out from its competitors (Rehman et al. 2019), adapt to market fluctuations, and guide its internal resources towards better performance (Abdavi et al., 2018). Indeed, organizations with a strong innovative culture encourage creativity and innovation to improve their products and their productive and relational processes (Rajput & Najaf, 2018). Often presented as a one-dimensional concept (Khattak et al. 2021), innovative culture is found to bear on taking initiatives and adopting new technologies, such as artificial intelligence (Zhang et al., 2021). Indeed, when the internal culture of a company values innovation, the company becomes more able to provide new and more competitive products and services, improving internal processes and responding quickly to the needs of the target market. As a result, new and more innovative remedies to organizational problems and market fluctuations are conceived on a daily basis (Rehman et al. 2019). According to RBV theory, innovative culture comes into play to explain the positive relationship between firm resources and firm capabilities, thus promoting outcomes (Barney, 1991). Consistent with this view, Rehman et al. (2019) postulate that innovative culture significantly improves organizational performance. Some recent research illustrates this finding by integrating artificial intelligence (AI) technologies into customer relationship management. Curiously, the authors highlight a positive moderating effect of innovative culture on the transition to performance (Zhang et al., 2021). In fact, this key variable that innovative culture captures reflects the shared values, beliefs and behaviors that influence innovation in a company (Dobni, 2008). By increasing commitment of all stakeholders, it helps to better emphasize the company's business objectives and optimize the promotion of its products (Guerola-Navarro et al., 2020) and accelerate momentum to performance (Chuang & Lin, 2013). In particular, Wei et al. (2013) advocate that the innovative culture concretizes an essential indicator that helps to better understand the marketing performance of a company. In this vein, Rajput et al. (2018) pertinently proposed the hypothesis that innovative culture has a potential moderating effect on the relationship between a company's social CRM capabilities and its marketing performance. In the hotel sector, Zhang et al. (2021) conclude that this culture is able to improve interactions with the target and thus optimize customer relationship and promote the marketing performance of the company. These assumptions allow us to formulate the following hypothesis:

H4: Innovative culture has an amplifying moderating effect on the positive relationship between social CRM capabilities and the marketing performance of a tourism company.

Bearing on the above proposals, we test the following research model:

Figure 1. Research model



METHODOLOGY

A quantitative approach was adopted in order to examine the determinants and effects of social CRM capabilities on the performance of tourism companies as well as the moderating effect of innovative culture on the transition to performance. This approach seems relevant in order to better circumscribe the potential relationship stated in our theoretical background, to better understand CRM by placing it in a social media context strongly impacted by technology, outline the changes in consumer lifestyles as well as surveying the evolution of customer relationship management methods. To this end, an online questionnaire was administered to better determine the effect of the company's technological orientation and experience co-creation on the company's social CRM capabilities. Moreover, the questionnaire aims at determining the effect of these capabilities on the company's marketing and financial performance. Similarly, the aim is to measure the moderating impact of the innovative culture variable on the transition from social CRM capabilities to the marketing performance of a tourism company. To operationalize the studied constructs, we adopted Likert-type scales (5 points) selected for their psychometric qualities (Frikha, 2019). In particular, our questionnaire, which was administered online in order to increase response rates, includes the Srinivasan and Moorman's (2005) scale adopted by Trainor et al. (2013) to measure Social CRM capabilities. We also adopted Sin et al.'s scale (2005) to measure company performance. For the moderator innovative culture variable, we opted for adapted by Khattak et al. (2021). To measure technological orientation, we chose Gatignon and Xuereb's scale (1997). We opted for Busser and Shulga's scale (2018) to measure the concept of customer experience co-creation. Then, we adopted only the dimension 'consumer contribution' to the experience since it proves to be able to increase CRM capabilities in a social networking context (Vivek et al., 2012). In fact, this trade-off between dimensions of a scale according to the researcher's need is an approach quite adopted in the marketing literature (Valette-Florange, 2009) and can be explained in particular by the specificity of our objective, which is to explain the independent variables of social CRM.

All the scales were double back-translated (Urieu, 2000) in order to assess their accuracy with the original version. Moreover, a qualitative test was conducted to check the readability of the items and their comprehension with a sample of 15 companies operating in the sector under consideration. At this stage, convenience sampling was used on 60 guesthouses. As recommended by the literature, the sample is sufficient and diversified (Roussel et al., 2002). However, the choice of guesthouses located in different Tunisian regions is explained by the fact that nowadays, this tourism product seems to gain momentum as tourist attraction and presents an alternative form of accommodation to hotels by offering a plenary, performing and distinctive tourism experience (Cinotti, 2016). In this regard, some studies have pointed to guesthouses as an essential lever for the development of the economy and the improvement of the quality of life of local populations (Zhao, 2019). Other studies have highlighted the contribution of guesthouses to an amount reaching 0.5% of the national GDP in Lisbon (Ferreira et al., 2020). Such an emerging tourism trend (Zervas et al., 2017) came along a rise in the sharing economy, increasingly facilitated by online platforms (Gutierrez et al., 2017). The exploratory factor analyses performed confirmed the dimensionality of the scales. Specifically, we highlight the unidimensionality of the scales of technological orientation, co-creation, social CRM capabilities and innovative culture. At the same time, these analyses allowed us to confirm the two-dimensional structure of the company performance variable, which is always represented

in the two facets of marketing and finance. Cronbach's alpha of our reliability analysis also shows that the scales have a good internal consistency. The structural equation method, which favors an estimation approach via Partial Least Squares (SmartPLS3 software), was chosen for data analysis. This method was chosen for several reasons. First, it adapts itself very well with the objective of extending theoretical models (Hair et al., 2014). Indeed, this study tries to extend the RBV theoretical model (Barney, 1991). To this end, we focus on the tourism sector as a context to test the nature and intensity of the hypothesized relationships. Second, our approach remains exploratory in nature (Hair et al. 2011), as the integration of social CRM capabilities in understanding guesthouse performance presents a virtually new stream of research examining relationships that are not yet sufficiently tested. Finally, considering the relatively small size of our sample, it seems that variance estimation-based methods are more appropriate.

RESULTS AND DISCUSSION

The aim of this study is to measure, on the one hand, the effect of the determinants of Social CRM capabilities on the financial and marketing performance of Tunisian guesthouses. At the same time, it measures the moderating impact of the innovative culture variable on the relationship between social CRM capabilities and marketing performance. To this end, an exploratory factor analysis was conducted on the final sample. The aim is to examine the dimensional structure of the measurement scales. Reading the obtained results, the statistics seem to be globally acceptable and the different studied variables present unidimensional constructs with the exception of the performance scale which preserved its bidimensional structure. Factor loadings of the items to the extracted dimensions are for the most part significant. All items have representation qualities above the minimum recommended threshold of 0.5. The different constructs are reliable with composite reliability (CR) coefficients exceeding the minimum recommended threshold. Explained variances represent acceptable coefficients. Similarly, the AVEs, above 0.5, attest to the good convergent validity of the constructs (Hair et al., 2011). Discriminant validity is in turn checked (Fornell & Larcker, 1981). In fact, the HTMT matrix shows that its coefficients are lower than 0.85 (Hair et al., 2019) and the square root of the AVEs is higher than correlation between the latent variables (Hair et al., 2011) (Table 1).

Table 1 Estimation of measurement models

Constructs	CR	AVE	OrTec	Coc	Cap	Per	Per	CU-IN
					CRM	MKG	FIN	
Technological orientation	0.72	0.56	0.69	0.41	0.39	0.41	0.39	0.47
Co-creation	0.78	0.41		0.34	0.27	0.34	0.27	0.54
Social CRM Capabilities	0.82	0.57			0.29	0.39	0.29	0.44
Company marketing performance	0.81	0.78					0.26	0.21
Company financial performance	0.90	0.89						0.65
Innovation Culture	0.77							0.92

To estimate the structural model, a 5000-iteration bootstrap was parametrized (Hair et al., 2019). The overall model has good goodness of fit. R2 coefficients are greater than 0.1 and those of Q2 are all positive and SRMR is less than 0.8 (Hair et al., 2019) as shown in the following table (Table 2):

Table 2 *Structural model goodness of fit*

Constructs	R2	Q2	SRMR
Technological orientation	-	-	0.05<0.08
Co-creation	-	-	
Social CRM capability	0.29	0.22	
Company performance	0.39	0.34	
Innovation culture	0.31	0.23	

The analysis of the structural relationships shows that all the tested links are significant. Moreover, all five hypotheses are validated (Table 3).

Table 3 *Hypothesis Testing*

Hypotheses	Regression coefficients	(t ; p)	Test of Hypothesis
H1: OrTech --> CapCRM social	0,31	(3.75; 0.00)	Validated
H2: Cocréation--> CapCRM social	0,47	(7.55; 0.00)	Validated
H 3.1: CapCRM Social -->Perf MKG	0,21	(2.65; 0.00)	Validated
H3.2: CapCRM social -->Perf FIN	0,29	(2.58; 0.00)	Validated
H 4: InnCul* CapCRMS --> Perf MKG	0,64	(12.15; 0.00)	Validated

Our first hypothesis (H1), which assumes that company technological orientation increases social CRM capabilities, has been validated in guesthouses. Indeed, several researchers have confirmed the importance of the role of technology orientation in the adoption, usage and capabilities of social CRM (Ahani et al., 2017). This orientation allows companies to solve everyday problems and to create new capabilities to improve their performance (Richard et al., 2006). Then, being considered an important organizational factor to optimize the use of integrated IT solutions, technology orientation presents the starting point for the success of the company's technological processes (Šebjan et al., 2014). Indeed, Noble et al. (2002) suggests that technological orientation is a key factor that leads to better organizational learning behavior. Believed by several researchers to be a generator of new knowledge, technological orientation guides the firm in its efforts to achieve higher technological capabilities than those of competitors (Hakala & Kohtamäki, 2011). In the tourism sector, this orientation allows for a huge improvement in the dynamic capabilities of the company (Serafim & Verissimo, 2021), which strengthens its relational processes (Serafim et al., 2021). Specifically, it allows hotels and guesthouses to understand how to leverage their technological capabilities to better meet their customers' needs (Tutar et al., 2015). Thus, it is a factor that optimizes CRM solutions and organizational capabilities (Ryals & Knox, 2001). The second hypothesis, which proposes that consumer co-creation in the guesthouses experience is able to improve social CRM capabilities (Gohary & Hamzeli, 2016), is validated as all statistical output is satisfactory. In this regard, Rezazadeh et al. (2016) clearly highlights the idea that co-creation is able to improve social CRM capabilities. More globally, the relevant literature makes the case for the role of consumer in creating their own experience and the effect such a role has on improving the tourism company's Social CRM capabilities. Moreover, co-creation as a contributory mechanism to the experience highlights the importance of sharing available resources, and attests to the consumers' engagement in producing value (Vivek et al., 2012). Our third hypothesis, which states that social CRM capabilities positively and significantly affect company performance was validated in both performance dimensions. This finding is consistent with previous evidence indicating that social CRM capabilities play an important role in improving performance (Marolt et al., 2020). Indeed, the first sub-hypothesis, which assumes that social CRM capacity positively and significantly affects a company's marketing performance, has been validated. Then, the use of CRM with social media technologies allows guesthouses to monitor their customers' preferences and carefully handle their complaints and claims, if any (Sigala, 2018). Social media allows these businesses to deeply analyze their customers' needs and wants (Trainor et al., 2014) and continuously gain their trust (Ibrahim et al., 2021). Moreover, social CRM capabilities lead to build strong relationships with customers (Rapp et al., 2010), optimizing thus their marketing performance (Gasawneh et al., 2021). In the hotel

industry, some social CRM-based promotional (Ramkissoon et al., 2015) or destination management tactics help to improve customer satisfaction and loyalty (Çalik, 2022). For the second sub-hypothesis, the statistical output attests to its validation. Integration of an effective CRM solution is therefore able to increase the financial performance of companies (Ngo et al., 2021). This finding agrees with those of the previous literature (Minami & Dawson, 2008; Wang & Kim, 2017) which highlight the idea that social CRM capabilities contribute to the strengthening of financial performance (Makkonen et al., 2014; Wu & Chen, 2012), especially, in the tourism sector (Ngo et al., 2021). Specifically, Garrido and Moreno (2018), quantitatively studying a sample of 222 hotels in Spain, found that social CRM capabilities have a strong impact on performance, particularly on sales, profitability, and customer loyalty. Similarly, it has been proven that social CRM capabilities improve the financial performance of medical tourism companies, particularly when their marketing performance improves (Najar & Zaiem, 2018). For the fourth hypothesis, the moderating link was validated indicating that the innovative culture variable acts positively and significantly on the strength of the relationship between social CRM capabilities and the marketing performance of guesthouses. Interpreted under the RBV theory, this finding seems expected, given that innovative culture conditions the relationship between a firm's resources and capabilities on the one hand and its performance on the other (Barney, 1991). In this regard, Rajput and Najat (2018) highlighted the fact that innovative culture positively moderates the relationship between CRM and new product performance and that these two variables in turn affect the performance of the tourism firm. Similarly, Zhang et al., (2021) pointed to the moderating role of the firm's innovation culture on the relationship between its artificial intelligence capabilities and its marketing performance. Bearing on the above results and proposals, we can conclude that social CRM capabilities work better when managers are more open to innovation and the search for original solutions to manage customer relationship. This increases the effects of CRM solutions on performance.

CONCLUSION

Several researchers have shown an acute interest in the relationship between CRM and business performance (Rodriguez et al., 2014). When it comes to social CRM (Zhang, 2013), few studies have explored the business capabilities needed to effectively integrate social media into CRM (Sigala, 2016). Moreover, to our knowledge, research on the effect of CRM capabilities on financial and marketing performance is very scarce, especially research on the effect of innovative culture in the tourism sector. Interestingly, guesthouses stand out essential players in a tourist experience. Then, this study complements the relevant literature by focusing on the role of social CRM capacity in maintaining and improving business performance in the tourism sector. Specifically, this study examines on the one hand the factors that explain social CRM capabilities and on the other hand their effects on marketing and financial performance. Additionally, the study examines the moderating effect of innovative culture on the relationship between social CRM capabilities and marketing performance. Our study validated the five tested relationships, pointing on the one hand to the significant explanatory effect of technological orientation and co-creation of tourist experience on social CRM capabilities, and on the other hand, to the significant effect of these capabilities on the two performance dimensions. Similarly, the results conclude to the significant and positive moderating effect of innovative culture. This latter variable acts as a catalyst to the marketing performance of guesthouses adopting advanced CRM capabilities.

IMPLICATIONS, LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

The results of this study have some implications on both theoretical and practical levels. Indeed, creation and maintenance of an innovative organizational culture presents a relevant variable to be integrated in theoretical models estimating the effects of CRM capabilities in a social media usage context, especially guesthouses. From a practical point of view, it is important for managers to be fully involved in technological processes, to take a leap of faith by constantly trying new solutions and not resisting change. It is also important to consider that social CRM does not directly promote marketing performance as the transition is successful when CRM capabilities are effectively implemented, particularly recording customer complaints on social media and surveying the evolution of their needs and desires. On the other hand, it is relevant to highlight the important role of innovative culture in promoting the performance of guesthouses. In this regard, technological innovation as a business philosophy, the flexibility of organizational structures and managers' openness to advanced technologies allow for fostering innovative initiatives that promote outcomes and lead to higher performance. In conclusion, although this study has some limitations, it opens nevertheless future research avenues. In particular, while the small size of our sample may be justified by a difficulty in approaching a larger number of guesthouses, it would be relevant or future research to consider other sampling methods that would reach a larger and a more diverse sample. As the study limited itself to one moderating variable, innovation culture, further research may consider other variables that may affect the marketing performance of guesthouses, and more broadly of tourism businesses, such as creativity (Sigala, 2016). Such considerations should help validate our model in other research contexts.

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Appendix 1: Used Scales

Constructs	Items
Consumer co-creation Busser and Shulga (2018)	CoCO1- I shared my knowledge CoCO2- I contributed my skills to this CoCO3- I contributed my experience to this CoCO4- I invested my resources CoCO5- I made a personal investment in this CoCO6- Others recognized me for this CoCO7- We achieved mutual benefits
Culture innovation Terziovski (2010)	Cult-IN1- Our flexible structure facilitates searching for and incorporating diverse points of view. Cult-IN2- Our culture rewards behaviors that relate to creativity and innovation. Cult-IN3- Our organization's culture encourages informal meetings and interactions. Cult-IN4- Our culture encourages employees to monitor their own performance Cult-IN5- Employees take risks by continuously experimenting with new ways of doing things. Cult-IN6- Our culture encourages employees to share knowledge. Cult-IN7- Our culture focuses on teamwork for long-term performance.
SCRM capabilities Srinivasan & Moorman (2005)	Scrm-C1: We use social media to conduct market research. Scrm-C2 : We use social media to detect changes in our customers' product preferences. Scrm-C3 : We use social media to detect fundamental shifts in our industry Scrm-C4 : We have frequent interdepartmental meetings to discuss market trends identified via social media Scrm-C5 : Marketing personnel spend time discussing customers' future needs identified on social media applications with other departments Dissem3 : Data collected using social media on customer satisfaction are disseminated at all levels on a regular basis Scrm-C6 : When one department finds out something important about competitors using social media, it is quick to alert other departments. Scrm-C7: We use social media to respond to our competitor's price changes. Scrm-C8: We pay attention to changes in our customers' products or service needs using social media. Scrm-C9: We pay attention to changes in our customers' products or service needs using social media. Scrm-C10 : If a major competitor launched an intensive campaign targeting our customers, we would respond immediately using social media Scrm-C11: The social media activities of the different departments are well coordinated. Scrm-C12 : Customer complaints can be filed and tracked using social media in our firm. Scrm-C13: When our customers want us to modify a product or service, we announce that change using social media.
Performance Sin et al (2005)	MkgP 1: Customers' loyalty MkgP 2: Company's customers trust MkgP 3: Customer satisfaction FinP 1: Sales volume FinP 2: Profitability volume FinP 3: Return on investment FinP 4: Market share
Technology orientation Gatignon and Xuereb (1997)	Tech-OR1: We always seek to learn about technological developments in our field of activity. Tech-OR2: What customers are looking for first in our company is the mastery of technology. Tech-OR3: We allocate a budget for research and development.